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Proposed

OPERATING BUDGET

Fiscal Year 2024-2025

Serving, enhancing,
and transforming our community

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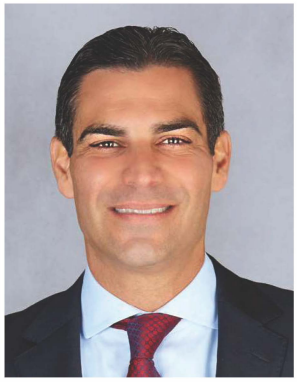

FROM THE MAYOR

Fellow Residents and Honorable Commissioners:

First, let me thank the City of Miami residents and the best municipal workforce a Mayor could ever hope for. Your hard work and unwavering dedication to our community is what allows us to present this Proposed Operating Budget and Multi-Year Capital Plan for the fiscal year 2024-25.

Our pledge to build a "Miami for Everyone" means that we are constantly improving our government to address residents' needs more boldly and effectively than ever before. We seek to maintain the City's strong financial footing while strategically using that growth to reinvest in our residents' current and future prosperity.

We have stayed true to that vision while also achieving two notable milestones, namely cutting taxes to historic lows, and concluding agreements that protect our deeply valued workforce.

Property taxes are the lowest they have been in 59 years and — just as we vowed to do in my State of the City address — we ratified contracts with all four of our City's labor unions.

This budget commits to strengthening the ways we regularly serve our residents: maintaining clean and safe communities, including emergency response on land and water; providing financial savings and educational programs for residents to seize opportunities; supporting housing, childcare and quality of life services, both yearlong and seasonal; and continuing subsidies for our youngest, eldest, and most vulnerable residents so that they can live with dignity.

As one of the nation's fastest growing cities, we recognize that business formation, (re)location, and investment here empowers us to better serve our residents. This budget seeks to realize our promise to modernize our government and to be more responsive to the extensive needs of these essential businesses. We want to preserve Miami's status as a place that exceeds the expectations of our residents, both new and old, employers, tourists, event sponsors, and economic development stakeholders.

As shown by our track record, we are delivering — and will continue to deliver — on all of our commitments while maintaining strict fiscal restraint, meeting our debt obligations, and preparing for the future. This plan's intense dedication to delivering the most to our residents while also using those funds as frugally as possible makes it a budget that we can all get behind to build a Miami that is truly For Everyone.

No other major city in the United States can claim the same degree of success our Magic City has enjoyed in these past years. Let us ensure that our gains continue to fuel the success of everyday Miamians, whose hard work and ambitions built our proud city.

Sincerely,

Francis X. Suarez
Mayor of Miami

FROM THE CITY MANAGER

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

I am pleased to present the Fiscal Year 2024-25 Operating and Capital Budgets for the City of Miami. The proposed budget totals $3.474 billion, including $1.788 billion for operating and $1.686 billion for capital. The General Fund budget totals $1.167 billion.

This budget will lay the groundwork as we continue to focus on growing and diversifying our economy while creating equitable opportunities for every one of our residents across the City of Miami. We will accomplish that goal by reducing our millage rate to its lowest rate in over 60 years, by continuing to foster a strong economy that will allow our property tax revenues to increase, and by improving our economies of scale. This year alone, our property tax revenues were $59.57 million higher than FY 2023-24 and our property tax roll grew 11.5 percent, compared to 14.5 percent the prior year, with 2.1 percent generated by new construction.

In continuing our efforts to sustain a strong long-term economic recovery, this budget advances infrastructure investments through funding provided by the Miami Forever Bond. This budget also continues to aid private and government initiatives, such as the popular Anti-Poverty Initiative program, Miami-Dade College Scholarship Program, the Childhood Savings Accounts program, and others, totaling $3.62 million.

We not only strive to maintain the quality of life of our residents, visitors, and businesses, but also work hard to deliver improved services. In developing this year's budget, we were able to maintain critical services while working to provide greater public safety for all neighborhoods as well as enhance programs and services with a greater focus on resiliency. For example, this budget includes the transfer of $22.92 million for multiple Capital Improvement Projects, including Citywide Storm Sewer Repairs, Street Milling and Resurfacing, and including the updating of the Enterprise Permitting Solutions for the Building Department.

FROM THE CITY MANAGER

The budget includes step salary increases for all of the collective bargaining agreements and non-bargaining employees who are eligible for a step increase. Additionally, the budget includes the following increases: $2.65 million in workers' compensation. Furthermore, the annual required contribution to the pension for Police and Fire is increasing by $6.78 million, and the annual contribution for GESE increased by $1.52 million.

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

Sincerely,

Art Noriega, V
City Manager

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami
Florida

For the Fiscal Year Beginning

October 01, 2023

Christopher P. Morrill

Executive Director

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ELECTED OFFICIALS

CITY OF MIAMI

VISION STATEMENT

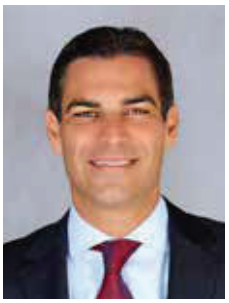
Miami is a modern and diverse city that is a global leader in technology, innovation, and resiliency.

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

Christine King
Commissioner - District 5
Chairwoman
(305) 250-5390
cking@miamigov.com

Joe Carollo
Commissioner - District 3
Vice-Chairman
(305) 250-5380
jcarollo@miamigov.com

Miguel Angel Gabela
Commissioner - District 1
(305) 250-5430
magabela@miamigov.com

Damian Pardo
Commissioner - District 2
(305) 250-5333
dpardo@miamigov.com

Manolo Reyes
Commissioner - District 4
(305) 250-5420
mreyes@miamigov.com

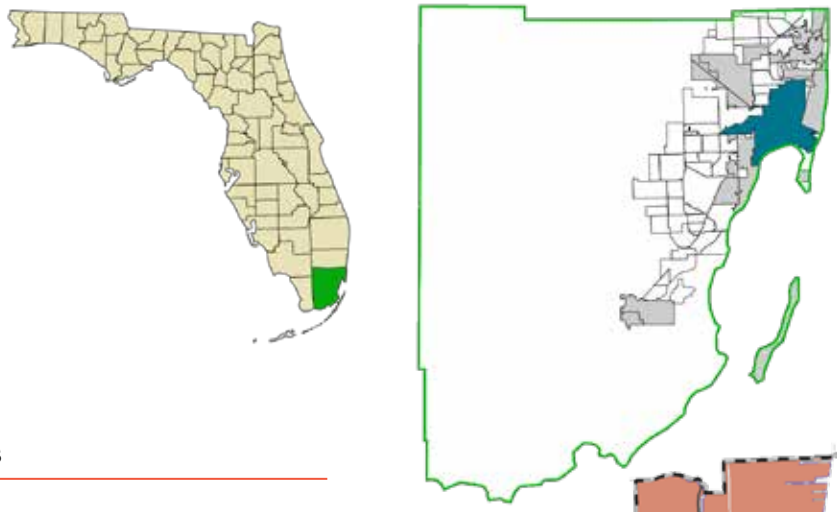
Arthur Noriega, V
City Manager

George K. Wysong III
City Attorney

Todd B. Hannon
City Clerk

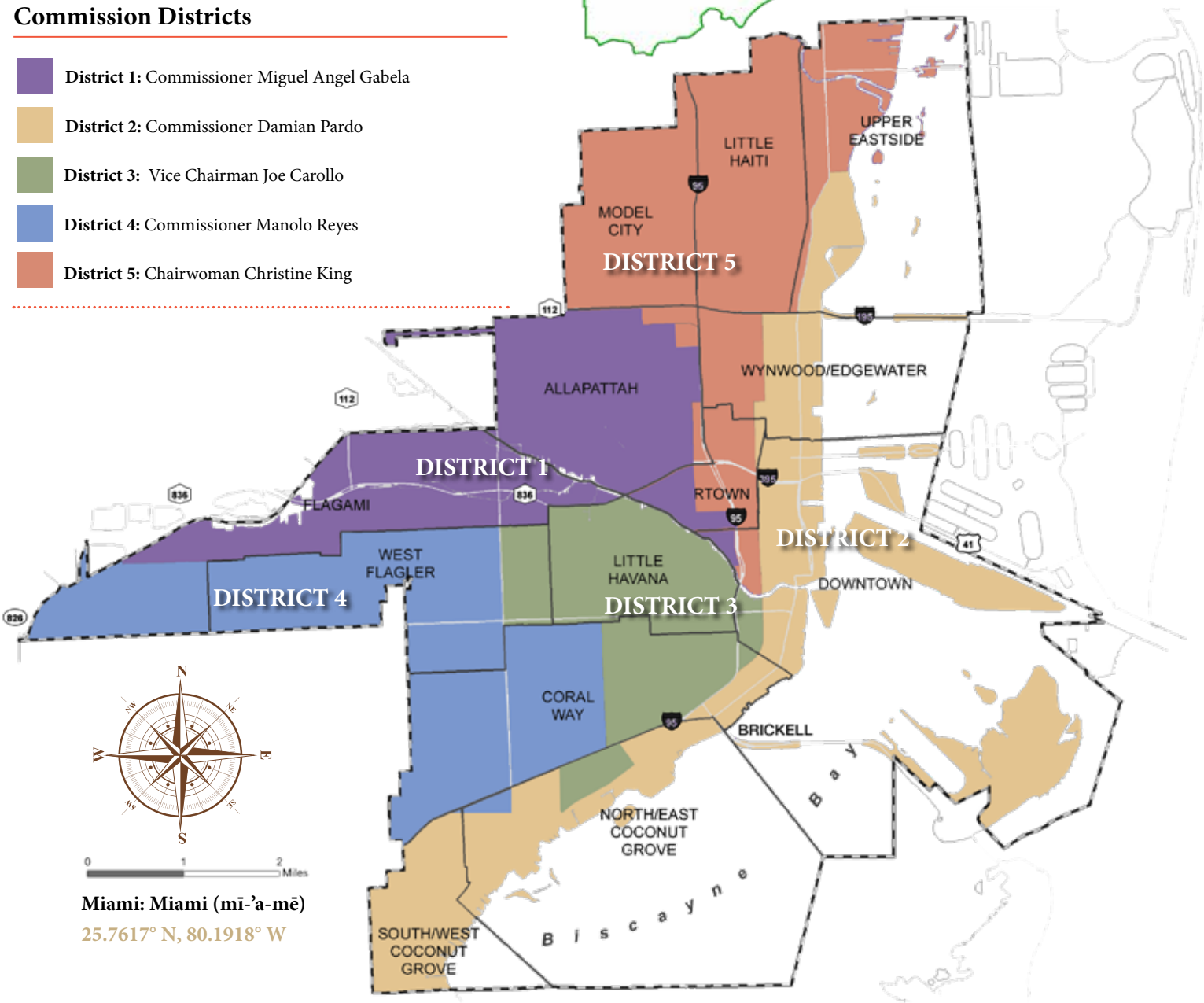
Theodore Guba
Auditor General

CITY COMMISSION DISTRICTS



Commission Districts

- **District 1:** Commissioner Miguel Angel Gabela
- **District 2:** Commissioner Damian Pardo
- **District 3:** Vice Chairman Joe Carollo
- **District 4:** Commissioner Manolo Reyes
- **District 5:** Chairwoman Christine King



Miami: Miami (mī-'a-mē)

25.7617° N, 80.1918° W

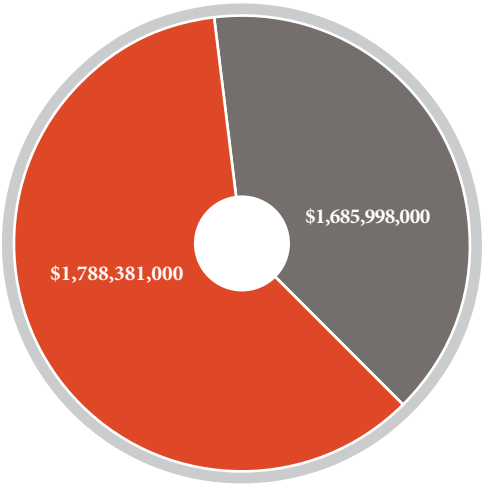
FY 2024-25

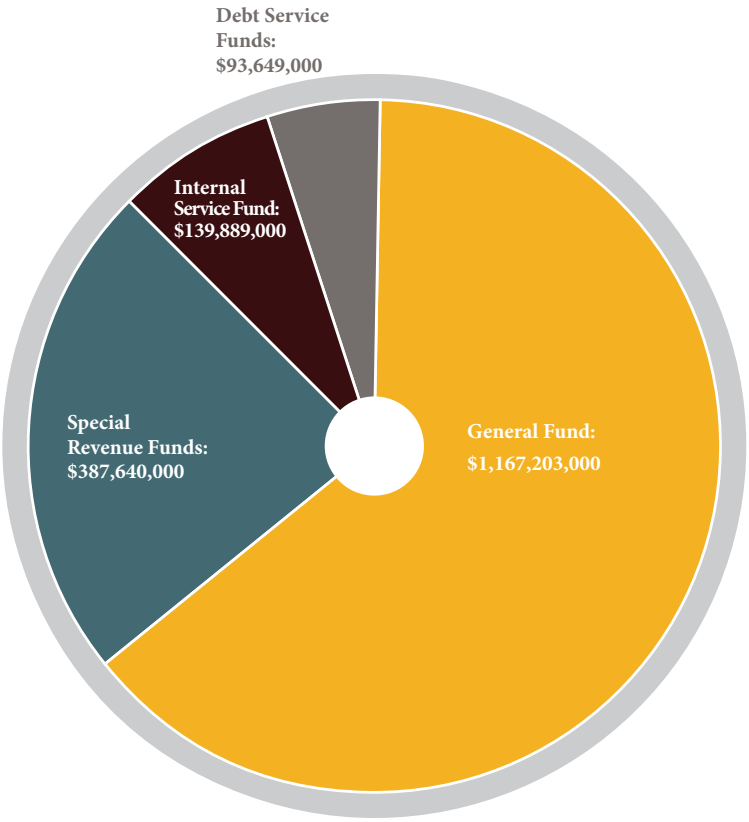
BUDGET OVERVIEW

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

The City's Proposed **Operating** Budget for FY 2024-25: **$1,788,381,000**

The City's Proposed **Capital** Budget for FY 2024-25: **$1,685,998,000** with **$61,827,000** newly appropriated.



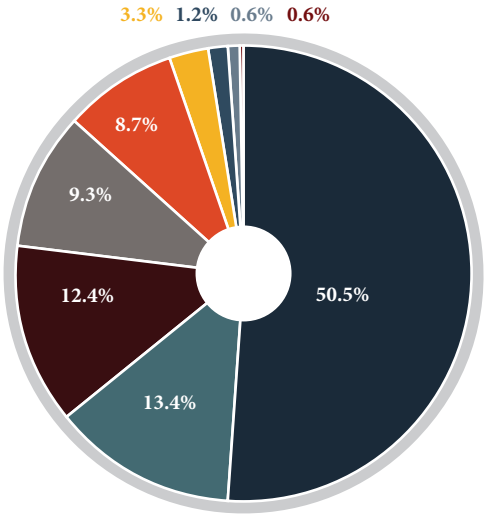


FY 2024-25 Proposed Operating Budget

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

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

REVENUES AND EXPENDITURES
PROPOSED BUDGET

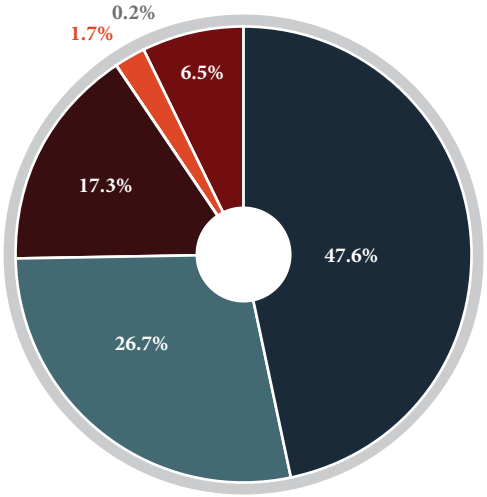


Where the Money Comes From:

General Fund Revenue Sources Total: $ 1,167,203,000

- **Property Taxes** • $589.3 million • **50.5%**
- **Franchise Fees and Other Taxes** • $156.3 million • **13.4%**
- **Charges for Services** • $144.9 million • **12.4%**
- **Intergovernmental Revenues** • $107.9 million • **9.3%**
- **Licenses and Permits** • $101.3 million • **8.7%**
- **Other Revenues (Inflows)** • $38.2 million • **3.3%**
- **Interest** • $14.5 million • **1.2%**
- **Transfers-IN** • $7.5 million • **0.6%**
- **Fines and Forfeitures** • $7.4 million • **0.6%**

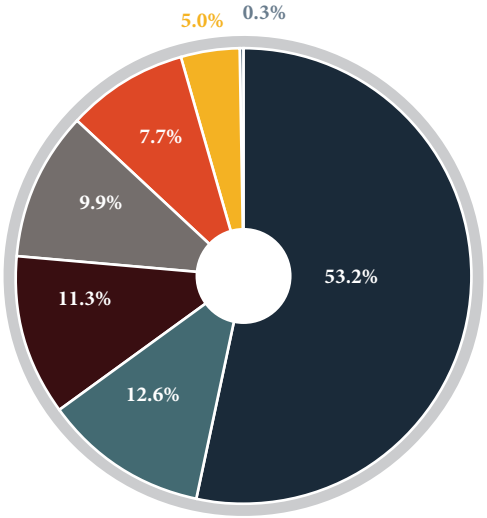
The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 50.5% of total General Fund revenues and represents the largest source of funding for general operations.



Where the Money Goes:
Expenditures by Category

- **Salaries and Wages** • $555.8 million • **47.6%**
- **Employee Benefits** • $311.5 million • **26.7%**
- **Operating Expense** • $202.0 million • **17.3%**
- **Non-Operating Expense** • $20.0 million • **1.7%**
- **Capital Outlay** • $1.8 million• **0.2%**
- **Transfers Out** • $76.2 million • **6.5%**
  - *Transfer to Capital • $22.9 million*
  - *Transfer to Special Revenue • $10.7 million*
  - *Transfer to Debt Service • $40.9 million*
  - *Transfer to Cost Allocation • $1.7 million*

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



Where the Money Goes:
Expenditures by Function

- **Public Safety** • $620.7 million • **53.2%**
- **Non Departmental Units** • $147.6 million • **12.6%**
- **Public Works** • $131.5 million • **11.3%**
- **General Government** • $115.1 million • **9.9%**
- **Other Departments** • $90.1 million • **7.7%**
- **Planning and Development** • $58.4 million • **5.0%**
- **Community & Economic Development** • $3.9 million • **0.3%**

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 53.2% of the General Fund expenditure budget.

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CITY ORGANIZATION

CITY COMMISSION

Chairwoman:
Christine King
District 5

Vice-Chairman:
Joe Carollo
District 3

Commissioner:
Miguel Angel Gabela
District 1

Commissioner:
Damian Pardo
District 2

Commissioner:
Manolo Reyes
District 4

Executive Mayor
Francis X. Suarez

City Manager
Arthur Noriega V

Deputy City Manager
Natasha Colebrook-Williams

Assistant City Manager
Chief Financial Officer
Larry M. Spring, Jr., CPA

- **Finance** — Erica T. Paschal-Darling, CPA
- **Grants Administration** — Lillian P. Blondet
- **Housing and Community Development** — Vacant
- **Management and Budget** — Marie M. Gouin
- **Procurement** — Annie Perez, CPPO
- **Risk Management** — Ann-Marie Sharpe, ARMP, CPPT
- **Real Estate and Asset Management** — Andrew Frey
- **Economic Innovation and Development** — Keith A. Carswell

Assistant City Manager
Chief of Operations
Barbara Hernandez

- **Code Compliance** — Robert Santos-Alborná, MA, CEP
- **General Services Administration** — Jennifer Ramirez
- **Human Services** — David Gilbert
- **Innovation and Technology** — Gee Ming Chow
- **Parks and Recreation** — Christopher Evans
- **Solid Waste** — Wade Sanders

Assistant City Manager
Chief of Infrastructure
Asael Marrero, RA, AIA

- **Building** — Vacant
- **Capital Improvements** — Hector Badia
- **Planning** — David Snow (Interim Director)
- **Resilience and Public Works** — Juvenal Santana, P.E., C.F.M.
- **Zoning** — Tamara Allen Frost, AICP
- **Resilience and Sustainability** — Sonia Brubaker

- **Agenda Coordination** — Miriam M. Santana
- **Communications** — Kenia Fallat
- **Equal Opportunity and Diversity Programs** — Asseline Hyppolite
- **Fire-Rescue** — Robert Hevia, DNP, MBA
- **Human Resources** — Angela Roberts
- **Police** — Manuel A. Morales

- **City Attorney** — George K. Wysong III
- **City Clerk** — Todd B. Hannon
- **Independent Auditor General** — Theodore Guba, CPA

- **Coconut Grove BID** — Mark Burns
- **Downtown Development Authority** — Christina Crespi
- **Liberty City Trust** — Elaine Black
- **Little Haiti Revitalization Trust** — Joann Milord
- **Wynwood BID** — Manny Gonzalez

- **Fire Fighters' and Police Officers' Retirement Trust** — Dania L. Orta
- **General Employees' and Sanitation Employees' Retirement Trust** — Edgard Hernandez
- **Midtown CRA** — Anthony Balzebre
- **Omni CRA** — Isiaa Jones
- **Southeast Overtown Park West CRA** — James McQueen

- **Bayfront Park Management Trust** — Jose Suarez
- **Civilian Investigative Panel** — Rodney Jacobs, Jr., JD, MPA, MPH
- **Miami Parking Authority** — Alejandra Argudin
- **Virginia Key Beach Park Trust** — Athalie Edwards

- **Civil Service** — Tishria L.Mindingall

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GENERAL FUND BUDGET BY DEPARTMENT

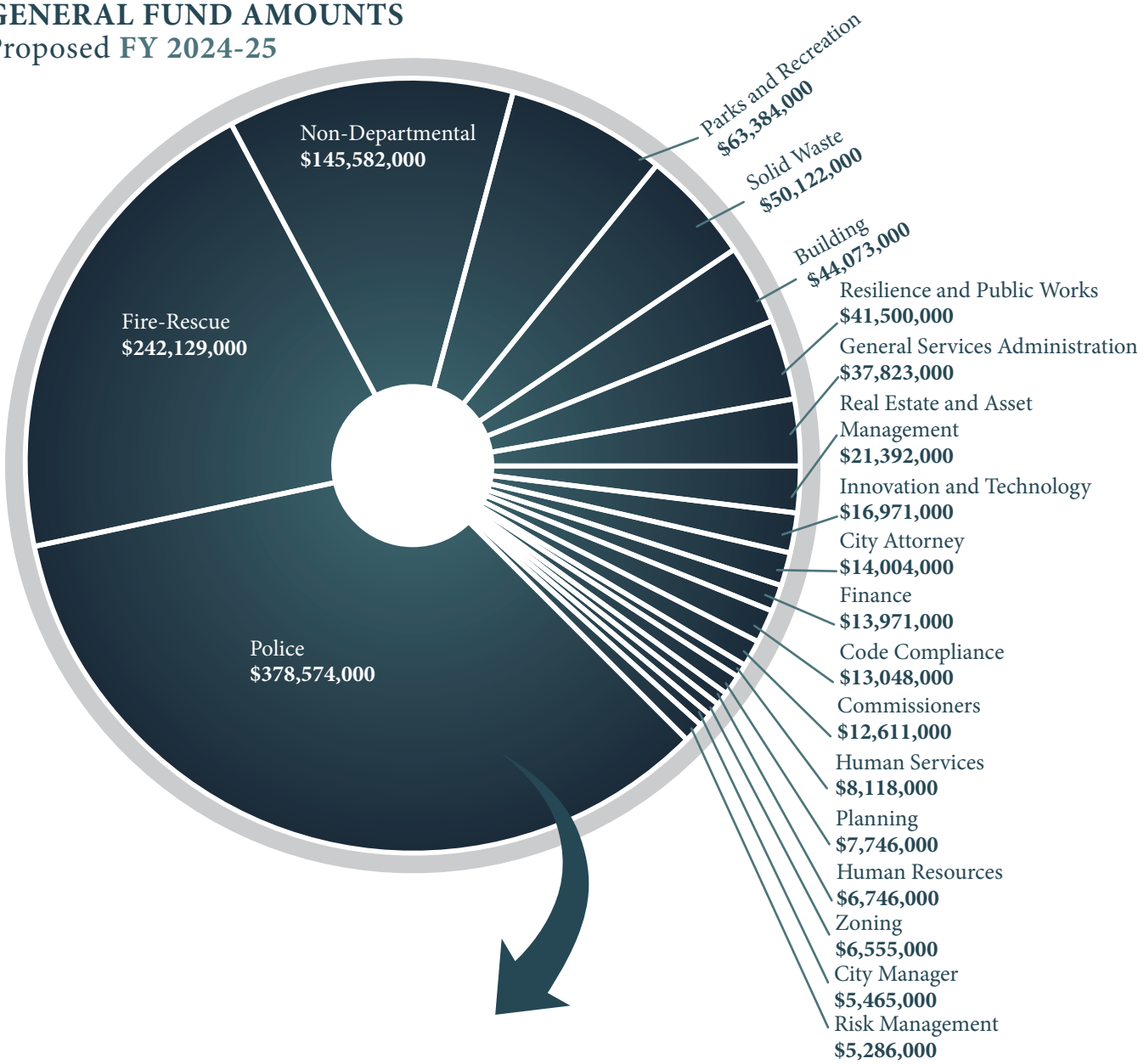
	FY 2022-23 Adopted BUDGET	FY 2023-24 Adopted BUDGET	FY 2024-25 Proposed BUDGET	FY 2022-23 Adopted POSITIONS	FY 2023-24 Adopted POSITIONS	FY 2024-25 Proposed POSITIONS
Public Safety						
Fire-Rescue	$194,681,000	$213,248,000	$242,129,000	902	907	926
Police	$321,972,000	$345,923,000	$378,574,000	1,803	1,803	1,803
Public Works						
Capital Improvements	$3,925,000	$1,959,000	$2,048,000	53	31	29
General Services Administration	$32,638,000	$35,043,000	$37,823,000	140	140	140
Resilience and Public Works	$30,910,000	$38,999,000	$41,500,000	155	178	180
Solid Waste	$44,373,000	$45,906,000	$50,122,000	281	281	273
General Government						
Agenda Coordination	$386,000	$409,000	$492,000	3	3	3
City Attorney	$12,279,000	$12,530,000	$14,004,000	64	65	67
City Clerk	$2,152,000	$2,301,000	$2,459,000	12	12	12
City Manager	$6,236,000	$4,962,000	$3,689,000	18	18	12
Civil Service Board	$622,000	$647,000	$648,000	3	3	3
Code Enforcement	$10,713,000	$11,440,000	$13,048,000	75	75	79
Commissioners	$10,616,000	$11,333,000	$12,611,000	89	89	89
Communications	$1,571,000	$1,630,000	$2,204,000	11	11	11
Economic Innovation and Development	$0	$0	$1,776,000	0	0	6
Equal Opportunity & Diversity Programs	$619,000	$647,000	$711,000	3	3	3
Finance	$12,358,000	$12,655,000	$13,971,000	68	68	68
Grants Administration	$2,025,000	$2,030,000	$2,227,000	9	9	9
Human Resources	$6,033,000	$6,049,000	$6,746,000	40	40	40
Human Services	$6,624,000	$7,274,000	$8,118,000	69	69	69
Independent Auditor General	$1,776,000	$1,872,000	$2,106,000	9	9	9
Innovation and Technology	$15,710,000	$15,352,000	$16,971,000	82	82	82
Management & Budget	$3,174,000	$3,984,000	$4,418,000	20	23	23
Mayor	$3,132,000	$3,261,000	$3,560,000	21	21	21
Procurement	$3,451,000	$3,614,000	$3,974,000	21	21	21
Resilience and Sustainability	$1,062,000	$1,171,000	$1,377,000	6	6	6
Other Departments						
Housing and Community Development	$1,833,000	$2,281,000	$3,879,000	37	38	38
Parks and Recreation	$61,766,000	$59,278,000	$63,384,000	289	293	293
Real Estate and Asset Management	$17,480,000	$18,853,000	$21,392,000	49	53	56
Risk Management	$4,135,000	$4,468,000	$5,286,000	24	25	25
Planning and Development						
Building	$27,266,000	$36,075,000	$44,073,000	196	233	238
Planning	$6,461,000	$7,216,000	$7,746,000	48	48	48
Zoning	$5,849,000	$6,030,000	$6,555,000	32	32	32
Non-Departmental Accounts	$111,453,000	$124,626,000	$147,582,000	11	11	11
TOTAL	**$965,281,000**	**$1,043,066,000**	**$1,167,203,00**	**4,643**	**4700**	**4,725**

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

CITY OF MIAMI

OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS
Proposed FY 2024-25

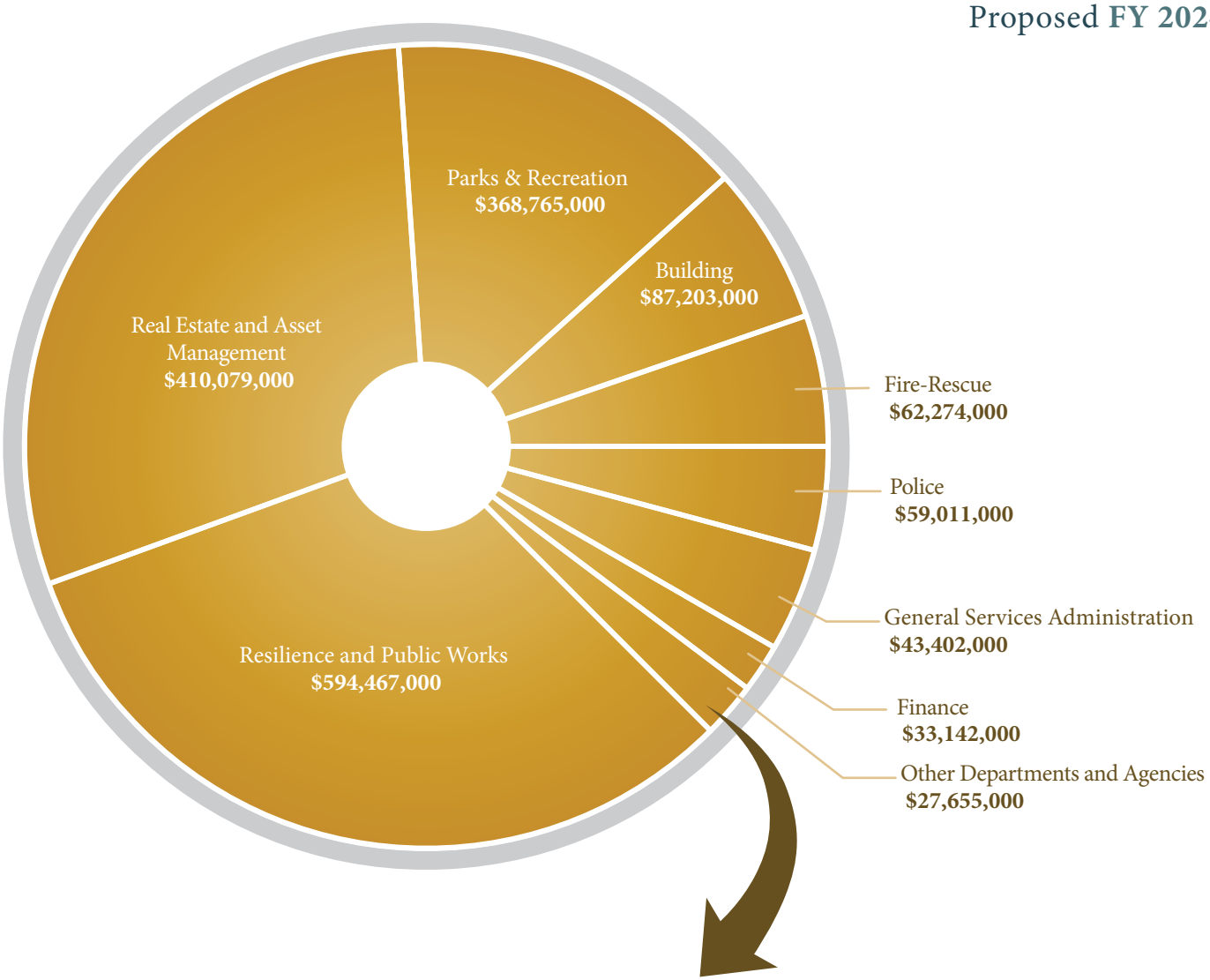


Departments with Operating Budgets less than $5 million

Management & Budget	$4,418,000	Independent Auditor General	$2,106,000
Procurement	$3,974,000	Capital Improvements	$2,048,000
Housing and Community Development	$3,879,000	Economic Innovation and Development	$1,776,000
Mayor	$3,560,000	Resilience and Sustainability	$1,377,000
City Clerk	$2,459,000	Equal Opportunity & Diversity Programs	$711,000
Grants Administration	$2,227,000	Civil Service Board	$648,000
Communications	$2,204,000	Agenda Coordination	$492,000

CITY OF MIAMI
CAPITAL BUDGET

TOTAL SIX-YEAR PLAN
Proposed FY 2024-25



Departments and Agencies with Capital Budgets less than $10 million

Office of Capital Improvements	$9,927,000
Innovation and Technology	$6,357,000
Housing and Community Development	$5,448,000
Risk Management	$1,520,000
Solid Waste	$1,472,000
Downtown Development Authority	$1,355,000
Planning	$596,000
Communications	$572,000
Zoning	$165,000
Commissioner's Office, Police	$152,000
Human Services	$91,000

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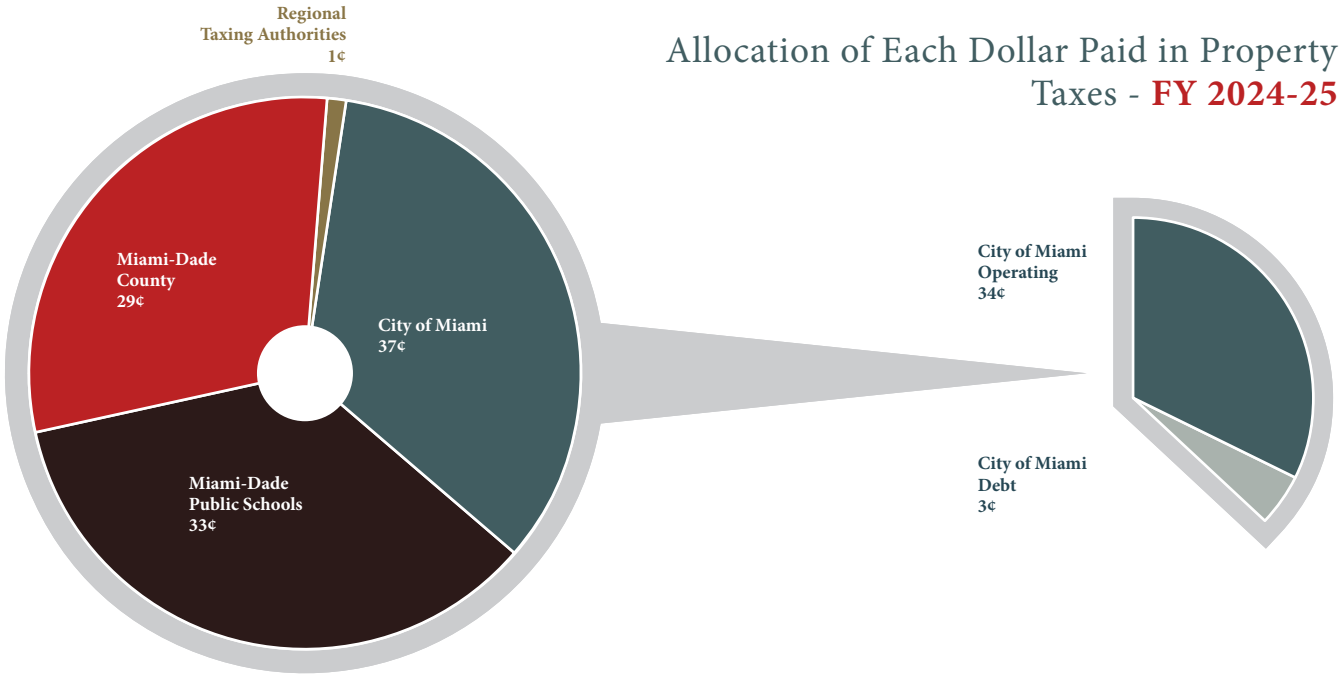
YOUR PROPERTY TAX BILL

Allocation of Each Dollar Paid in Property Taxes - FY 2024-25



MILLAGE AND PROPERTY TAX

FY 2023-24 TOTAL ADOPTED MILLAGE RATE 7.4599 MILLS
General Operations: 7.1364
General Obligation Debt: 0.3235

FY 2024-25 TOTAL PROPOSED MILLAGE RATE 7.3900 MILLS
General Operations: 7.1364
General Obligation Debt: 0.2536

Total Assessed Value		$453,288 *Average Homestead*	$500,000	$1,000,000
FY 2024-25	Taxes 7.3900	$3,350	$3,695	$7,390
*FY 2023-24	Taxes 7.4599	$2,608	$3,730	$7,460

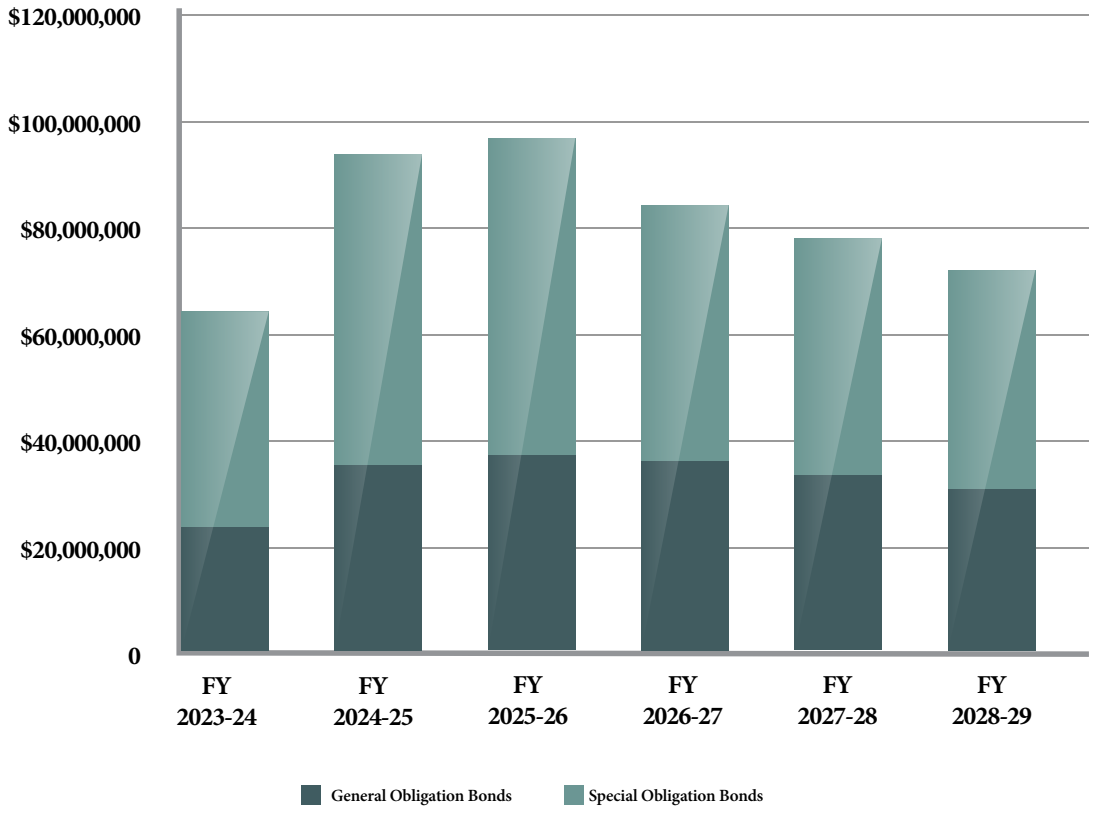
based on average homestead $349,638

GENERAL AND SPECIAL OBLIGATION BONDS

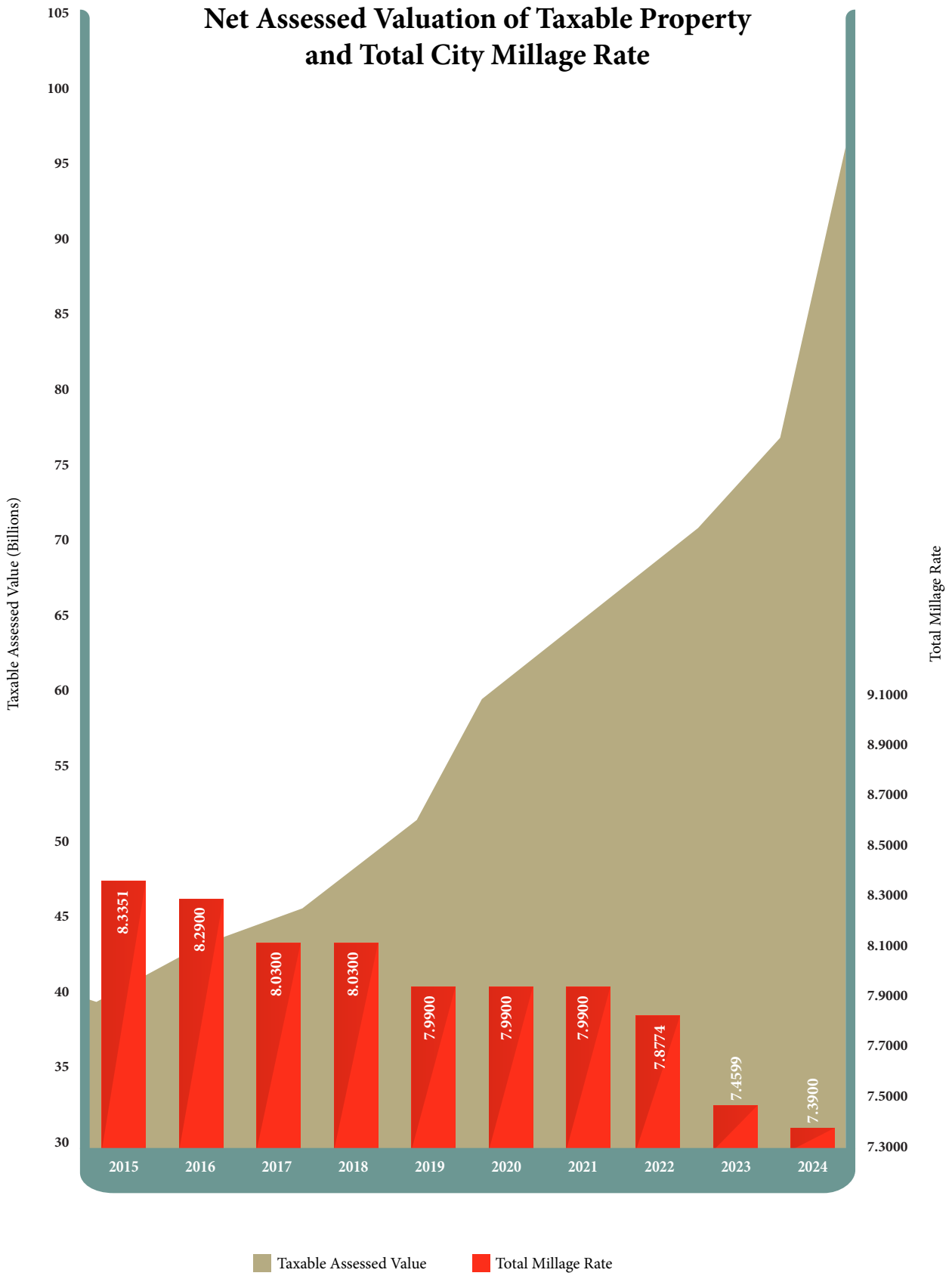
The FY 2024-25 Debt Service Fund Budget is $93.649 million and the projected budget amounts for the FY 2025-26 through FY 2028-29 are as follows:

	FY 2023-24 Budget	FY 2024-25 Budget	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
Revenues (Inflows)						
Property Taxes	25,958,000	37,284,000	36,686,462	30,574,619	25,702,034	22,123,219
Transfers-IN/Other Revenues	40,368,000	56,365,000	59,131,000	52,152,000	52,322,000	52,736,000
Total Revenues (Inflows)	**66,326,000**	**93,649,000**	**95,817,462**	**82,726,619**	**78,024,034**	**74,859,219**
Expenditures (Outflows)						
General Obligation Bonds	25,958,000	37,284,000	36,686,462	30,574,619	25,702,034	22,123,219
Special Obligation Bonds	40,368,000	56,365,000	59,131,000	52,152,000	52,322,000	52,736,000
Total Expenditures (Outflows)	**66,326,000**	**93,649,000**	**95,817,462**	**82,726,619**	**78,024,034**	**74,859,219**

Five-Year Debt Service Forecast

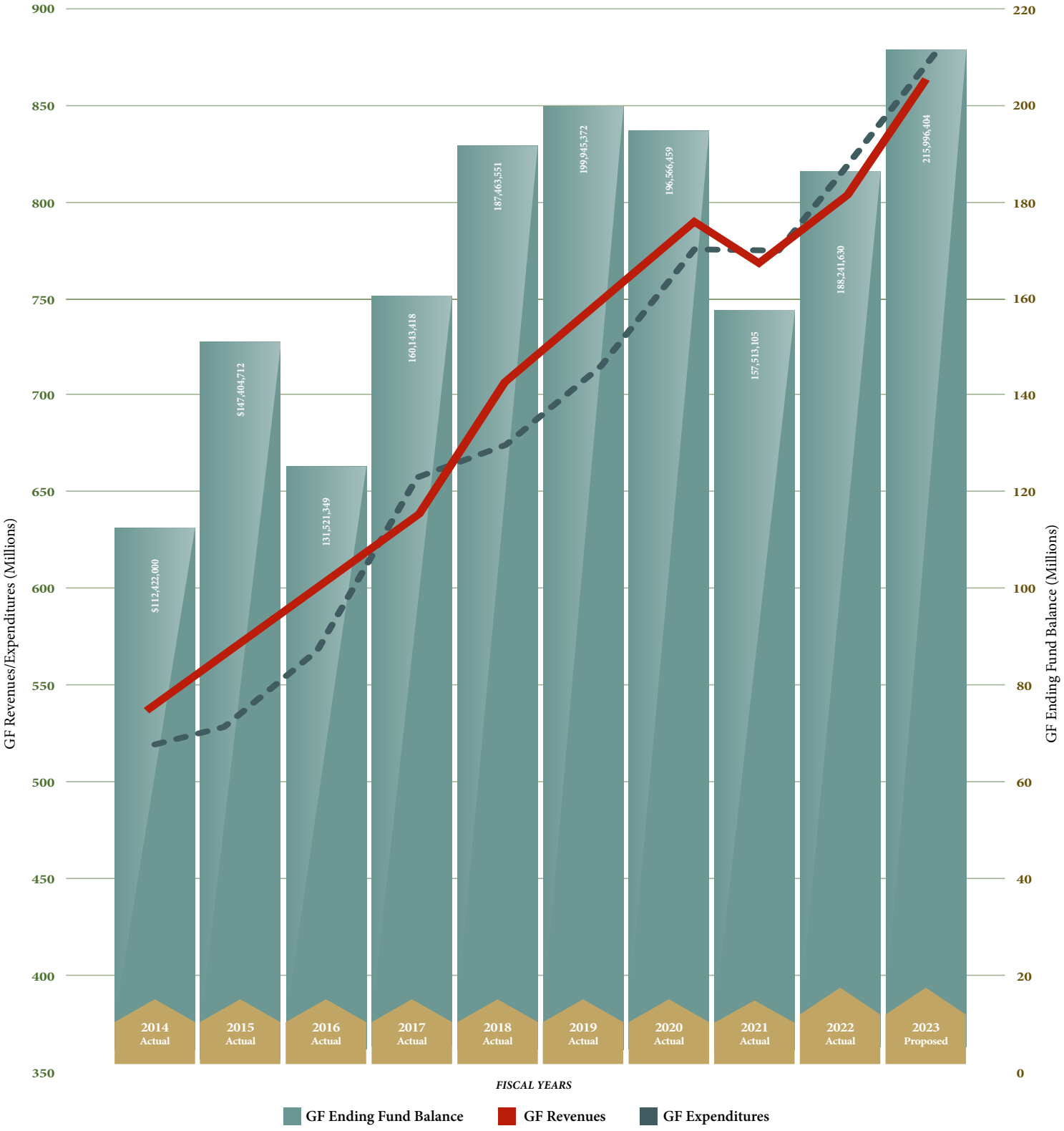


TAX ROLL AND MILLAGE HISTORY



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance

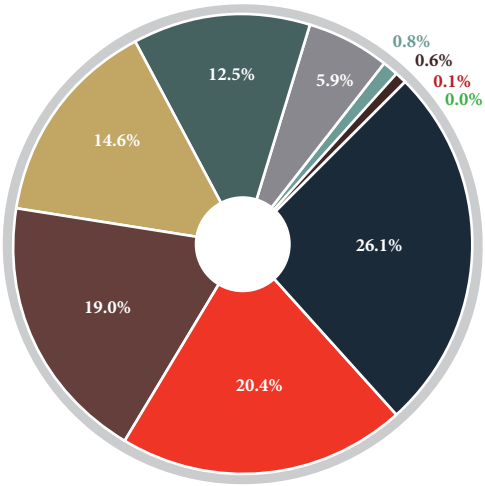


CAPITAL OVERVIEW

Summary by Department/Agency

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Unfunded
Building	$87,203,000	$87,203,000	$74,903,000	$12,300,000	
Commissioner's Office, Police	$152,000	$152,000	$152,000		
Communications	$664,000	$572,000	$572,000		$92,000
Community Redevelopment Agency	$202,750,000				$202,750,000
Downtown Development Authority	$27,489,000	$1,355,000	$1,355,000		$26,134,000
Finance	$33,142,000	$33,142,000	$33,142,000		
Fire-Rescue	$264,069,000	$62,274,000	$59,028,000	$3,246,000	$201,795,000
General Service Administration	$53,322,000	$43,402,000	$41,088,000	$2,314,000	$9,920,000
Housing and Community Development	$5,488,000	$5,448,000	$5,448,000		$40,000
Human Services	$91,000	$91,000	$91,000		
Innovation and Technology	$8,357,000	$6,357,000	$6,207,000	$150,000	$2,000,000
Office of Capital Improvements	$58,983,000	$9,927,000	$9,927,000		$49,056,000
Parks and Recreation	$532,969,000	$368,765,000	$342,527,000	$26,238,000	$164,204,000
Planning	$3,441,000	$596,000	$596,000		$2,845,000
Police	$301,223,000	$59,011,000	$57,177,000	$1,834,000	$242,212,000
Real Estate and Asset Management	$466,377,000	$410,079,000	$408,076,000	$2,003,000	$56,298,000
Resilience and Public Works	$2,405,268,000	$594,467,000	$580,725,000	$13,742,000	$1,810,801,000
Risk Management	$16,520,000	$1,520,000	$1,520,000		$15,000,000
Solid Waste	$1,449,000	$1,472,000	$1,472,000		$(23,000)
Zoning	$165,000	$165,000 0	$165,000		
	$4,469,122,000	$1,685,998,000	$1,624,171,000	$61,827,000	$2,783,124,000

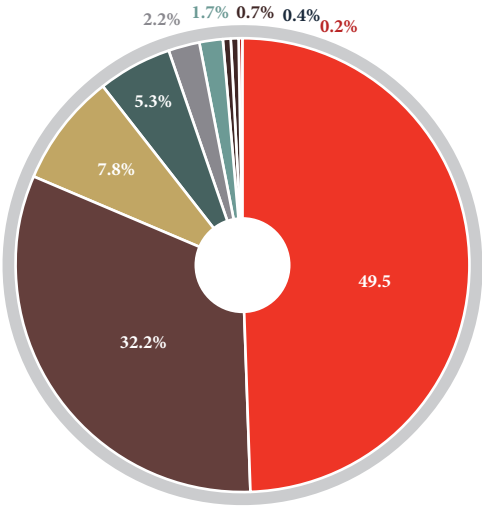
Summary by Program Fund



- Public Facilities $439,658,000
- Parks and Recreation $342,460,000
- Storm Sewers $319,528,000
- Streets and Sidewalks $244,945,000
- General Government $210,880,000
- Public Safety $98,881,000
- Mass Transit $14,244,000
- Solid Waste $9,628,000
- Sanitary Sewers $5,436,000
- Disaster Recovery $338,000

TOTAL: $1,685,998,000

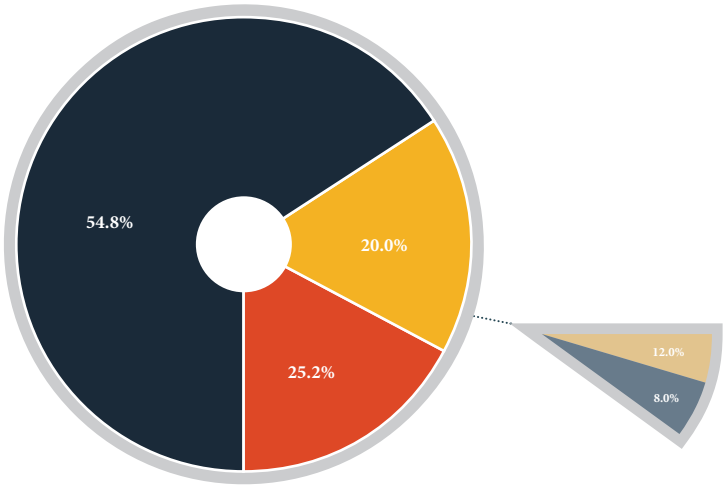
Summary by Funding Source



- City Funds $834,432,000
- City Debt Proceeds $543,374,000
- Federal Pass Through State $131,266,000
- State $89,149,000
- Miami-Dade County $37,914,000
- Federal $27,900,000
- Private $11,706,000
- Other Local Units $6,744,000
- Donation $3,513,000

TOTAL: $1,685,998,000

Summary of Funding Status



- Funded $1,124,909,000
- Partially Funded $894,827,000
- Unfunded $2,449,386,000
- Partially Funded Allocated $537,390,000
- Partially Funded Shortfall $357,437,000

TOTAL: $4,469,122,000

HOW TO USE THIS BOOK
GENERAL

Introductory Section

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

Overview Section

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

Department Budgets

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

Appendices

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

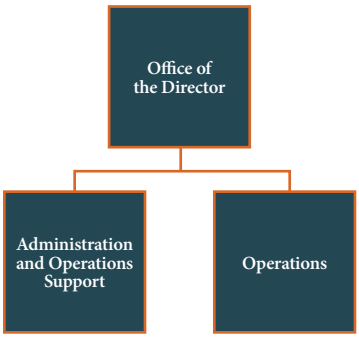
HOW TO USE THIS BOOK
DEPARTMENT PAGES

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

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

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

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



Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	372,377	374,190	348,479	390,000	471,000
Operating Expense	13,382	15,631	16,009	19,000	21,000
	385,759	**389,821**	**364,487**	**409,000**	**492,000**

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

Strategies, Accomplishments, and Budget Highlights
A list of key department strategies for the current fiscal year, key accomplishments from the prior year, and major changes made to the department's budget.

Strategic Alignment and Performance Measures
A list of department performance metrics with historical trends and targets.

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Implementation of Resilience strategies.**				
Total actions in-progress/completed for Climate Ready Strategy (number)	37 City-Wide, 11 ORS	56 Citywide, 15 ORS	55 Citywide, 15 ORS	62 Citywide, 16 ORS
Total actions in-progress/completed for Resilient305 Strategy (number)	31 City-wide, 10 ORS	39 Citywide, 13 ORS	37 Citywide, 13 ORS	44 Citywide, 14 ORS
Total actions in-progress/completed for Greenhouse Gas Mitigation Plan (number)	5 City-wide, 1 ORS	28 Citywide, 10 ORS	28 Citywide, 10 ORS	39 Citywide, 14 ORS

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

- Budget process for the upcoming year begins; OMB sends the Budget Instructions to all Departments.
- Departments develop base budget and enter data into Hyperion.
- Departments develop requests for new funding or enhancements and enter data into Hyperion.
- Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.
- Departments prepare and submit capital requests for funding.
- Mayor delivers the "State of the City Address" setting priorities for the budget.

February and March

- OMB staff begin to review and discuss budget submissions with departments.
- Departments meet with their direct report to review their budgets.
- OMB submits Enhancement deliverables to the City Manager for review.

April and May

- OMB submits Budget Deliverables Packet to the City Manager for review.
- Revenue Estimating Conference

June and July

- Begin Meetings with City Administration to discuss budget amounts, unresolved matters, important issues, and capital requests.
- A Community Budget Meeting is held Citywide to explain previous year's budget and seek public input.
- Operating and capital budget proposals are finalized, production of the Proposed Budget Books are set in motion, and the Proposed Operating and Capital Budgets are released by mid-July.
- The City Commission votes on a proposed millage.

September

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

October

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

INTRODUCTORY SECTION

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

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City History

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

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

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

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

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

City History

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

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

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

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

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

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

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

City History

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

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

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

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

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

Budget Methodology and Process

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

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

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

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

Budget Development

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

Operating Budget

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

Budget Methodology and Process

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

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

Capital Budget

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

Revenue Estimating Conference

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

Proposing the Budget

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

Setting the Millage Rate

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

Budget Methodology and Process

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

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

Approving the Budget

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

Monitoring the Budget

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

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

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

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

Budget Methodology and Process

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

    - Mayor
    - Commissioners
    - Real Estate and Asset Management
    - Parks and Recreation
    - Information Technology

Amending the Budget

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

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

Community Budget Meetings

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

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

Budget Methodology and Process

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

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

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

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

Budget Development

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

Operating Budget

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

Budget Methodology and Process

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

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

Capital Budget

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

Revenue Estimating Conference

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

Proposing the Budget

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

Setting the Millage Rate

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

Budget Methodology and Process

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

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

Approving the Budget

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

Monitoring the Budget

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

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

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- A contingency reserve must be budgeted annually at five million.
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- Budgets must be structurally-balanced (i.e. one-time revenues must not be used for recurring expenses).

Budget Methodology and Process

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Financial Structure and Policies

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

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

- **General Fund** - This is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund.

- **Special Revenue Funds** - These funds receive support from various sources, mainly in the form of grants and other aid, and are restricted to expenditures for particular purposes.

- **Debt Service Funds -** These funds are used to account for the resources allocated to the payment of debt service on general obligation bonds and special obligation bonds.

- **Internal Service Fund** - The chief purpose of this fund is to provide a mechanism that allows for the cost allocation of health insurance, workers' compensation, liability insurance, and certain information technology cost in the operating departments. This fund serves as a centralized account for payment of these expenses.

- **Capital Project Funds** - These funds are used to account for the resources allocated for capital expenditures associated with various capital improvement projects.

Financial Management Principles

The following financial management principles are applied in formulating the City's annual budget, as described in the Financial Integrity 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 Annual Comprehensive Financial Report to the extent allowed under Accounting Principles Generally Accepted in the United States of America (GAAP). The Department of Finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

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

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

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

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

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

Financial Structure and Policies

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

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

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

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

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

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

Financial Structure and Policies

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

1. Compensated absences and other employee benefit liabilities, including liabilities related to post-retirement benefits;

2. Self-insurance plan deficits (including workers' compensation, liability claims and health insurance);

3. Anticipated adjustments in pension plan payments resulting from market losses in plan assets and other unanticipated payments necessary to maintain compliance with contractual obligations.

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

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

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

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

Financial Structure and Policies

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

a. Capital projects financed through the issuance of bonded debt shall be financed for a period not to exceed the estimated useful life of the project.

b. The net direct general obligation debt shall not exceed five percent and the net direct and overlapping general obligation debt shall not exceed ten percent of the taxable assessed valuation of property in the City.

c. The weighted average general obligation bond maturity shall be maintained at 15 years or less.

d. Special obligation debt service shall not exceed 20 percent of non-ad valorem general fund revenue.

e. Revenue based debt shall only be issued if the revenue so pledged will fully fund the debt service after operational costs plus a margin based on the volatility of the revenues pledged.

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

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

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

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

a. Debt: Such policy shall address affordability, capacity, debt issuance and management.

b. Cash management and investments: Such policy shall require 24-month gross and net cash-flow projections by fund and address adequacy, risk, liquidity, and asset allocation issues.

c. Budget development and adjustments: Such policy shall establish proper budgetary preparation procedures and guidelines, calendar of events, planning models by fund, budget adjustment procedures, establishment of rates and fees, indirect costs/interest income and the estimating

Financial Structure and Policies

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

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

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

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

(12) Evaluation Committees.

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

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

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

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

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OVERVIEW SECTION

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

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City of Miami Strategic Plan Overview

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

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

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

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

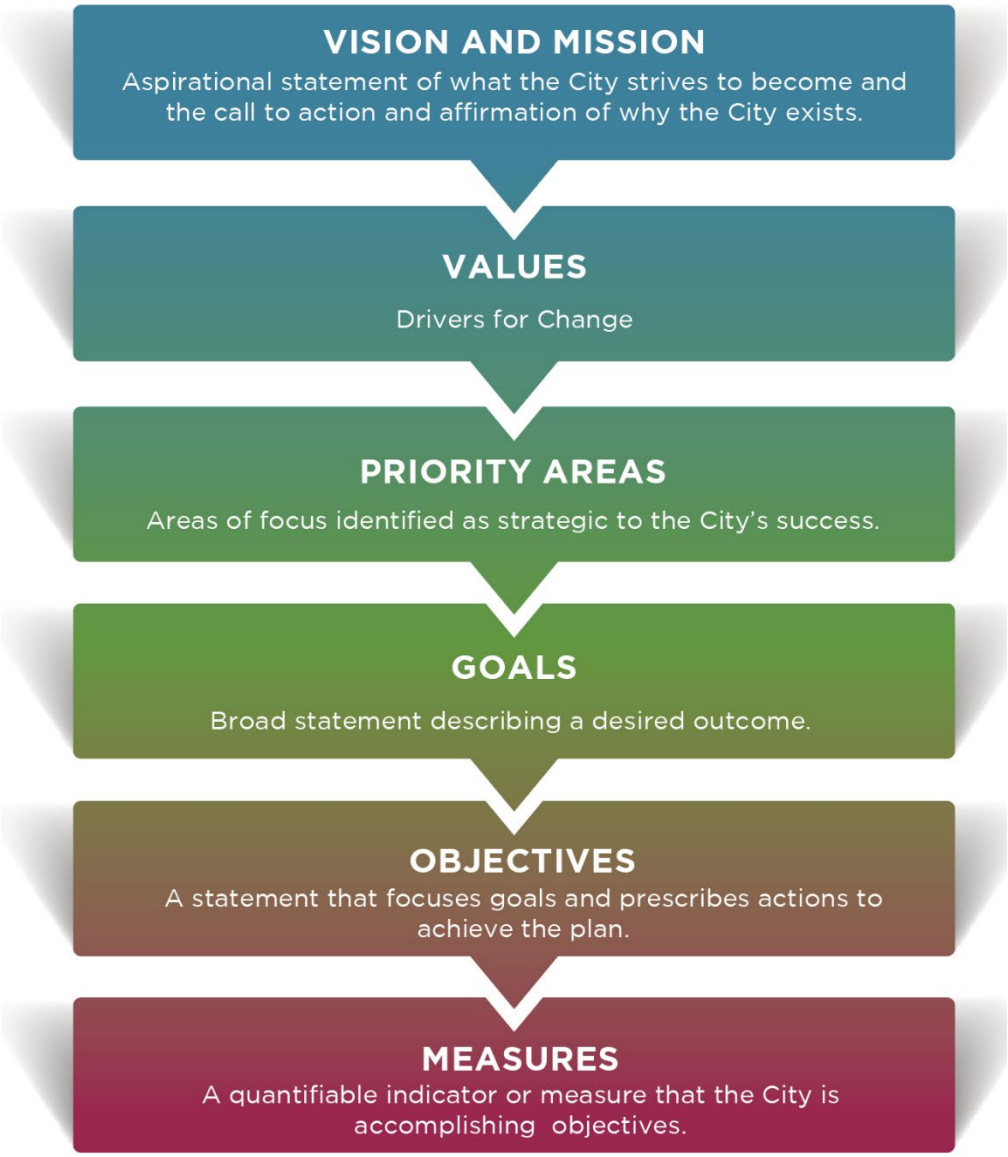
Strategic Planning and the Budget

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

City of Miami Strategic Plan Overview

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

Strategic Framework



City of Miami Strategic Plan Overview

VISION STATEMENT

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

MISSION STATEMENT

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

VALUE STATEMENTS

Innovative

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

Morality

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

Professionalism

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

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

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

City of Miami Strategic Plan Overview

PRIORITY AREA: 1. QUALITY OF LIFE

Goal: **1.1** Deliver efficient and effective services.
Objectives: **1.1.1** Modernize and streamline City processes.
1.1.2 Strengthen trust through excellent customer service.
1.1.3 Engage all stakeholders with timely and clear communication.

Goal: **1.2** Create and enhance shared civic spaces.
Objectives: **1.2.1** Maintain the look and feel of public spaces to a high standard.
1.2.2 Enhance greenways and green spaces to promote outdoor activity.
1.2.3 Continue to enhance the quality of parks and open spaces.

Goal: **1.3** Enhance mobility and transportation options.
Objectives: **1.3.1** Create a safe and comfortable pedestrian environment.
1.3.2 Facilitate connectivity through affordable multi-modal transportation options.
1.3.3 Improve street paving and pothole repair.

Goal: **1.4** Transform the experience of conducting business with the City.
Objectives: **1.4.1** Minimize the need to visit a City building to conduct business.
1.4.2 Seek feedback to inform improved business practices.
1.4.3 Reduce the amount of time customers wait.

Goal: **1.5** Protect and promote the health and well-being of all residents.
Objectives: **1.5.1** Reduce gun violence.
1.5.2 Continue to strengthen community partnerships.
1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations.

City of Miami Strategic Plan Overview

PRIORITY AREA: 2. RESILIENCE

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

Objectives: **2.1.1** Enhance understanding of the City's vulnerability to environmental, social, and economic risks with data.

2.1.2 Quantify the City's impact on climate change.

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

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

Objectives: **2.2.1** Prepare and empower residents and businesses to anticipate and respond to environmental, social, and economic disruptions.

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

2.2.3 Improve internal capacity, coordination, and communications.

Goal: **2.3** Protect and enhance our waterfront.

Objectives: **2.3.1** Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities.

2.3.2 Update and implement waterfront design standards.

2.3.3 Accelerate investment in features along waterfront.

Goal: **2.4** Invest in resilient and smart public infrastructure.

Objectives: **2.4.1** Update stormwater management system to meet infrastructure needs through 2060 under varying climate conditions.

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

2.4.3 Upgrade and retrofit existing infrastructure to improve resilience & sustainability.

Goal: **2.5** Promote adaptive neighborhoods and buildings.

Objectives: **2.5.1** Develop policy and regulations to reduce impact of environmental risks and promote sustainability.

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

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

City of Miami Strategic Plan Overview

PRIORITY AREA: 3. PATHWAY TO PROSPERITY

Goal: **3.1** Maintain and grow a diverse and inclusive economy.
Objectives: **3.1.1** Foster innovation and sustainable entrepreneurial initiatives.
3.1.2 Support policies and practices that enable a diverse and growing economy.
3.1.3 Connect at-risk population to opportunities for advancement.

Goal: **3.2** Establish a supportive environment for small businesses.
Objectives: **3.2.1** Promote conditions that encourage small business development and growth.
3.2.2 Bolster small businesses through supportive programs and incentives.
3.2.3 Support local scale-ups.

Goal: **3.3** Foster and promote job training and education.
Objectives: **3.3.1** Partner with local entities to connect residents with job opportunities.
3.3.2 Invest in youth by providing job opportunities, education, or financial support.
3.3.3 Streamline access to social services.

Goal: **3.4** Position all for success by providing access to critical services.
Objectives: **3.4.1** Enforce clean and safe housing in neighborhoods where needed most.
3.4.2 Connect homeless to resources and assistance.
3.4.3 Enhance public services for low-income residents.

Goal: **3.5** Increase and enhance housing options.
Objectives: **3.5.1** Support single family rehabilitation to sustain existing homeowners.
3.5.2 Preserve and increase the supply of housing for all income groups.
3.5.3 Attract and deploy capital to increase resident access.

Governmental Funds Overview

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

Fiscal Year 2022-23

At the end of FY 2022-23, the City's total General Fund balance was $215.996 million. Of this amount, the City had approximately $133.398 million retained as designated fund balance, that included $43.251 million as restricted funds, approximately $51.872 million was reported as non-expendable for prepaid expenses and advances, approximately $28.275 million was designated as assigned fund balance, and approximately $82.599 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 $27.755 million during the past fiscal year. Although expenditures increased by $54.788 million, the increase was offset by an increase in revenues of $109.947 million and an increase in other financing sources totaling $58.133 million, which resulted in the net increase of the General Fund balance.

Significant revenue increases included Property Taxes (11 percent), Franchise and Other Taxes (11.6 percent), and Licenses and Permits (8.5 percent). Franchise fees and other taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 12. 9 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). Licenses and Permits consist of revenues generated from the issuance of local professional and occupational licenses, building permits, and other licenses and permits such as fireworks/bench permits. These revenue increases reflected an improvement in the local economy which has continued recovering and strengthening from the downturn in 2020 as a result of the COVID-19 Pandemic. Notably, investment earnings increased significantly (1,801 percent), reflecting an improvement in market conditions and higher 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 Other Capital Project Fund had a fund balance of $213.1 million. This represented an increase of approximately $18.653 million. The increase could be attributed to transfers in for capital projects and intergovernmental revenues.

The Emergency Services Fund had a fund balance of approximately $25.131 million. This represented an increase of approximately $5.348 million. Intergovernmental revenues received in 2023 were primarily related to American Rescue Plan Act (ARPA) and Emergency Rental Assistance funds from the Department of Treasury, and FEMA public assistance grant reimbursements for Hurricanes Ian and Irma, COVID-19, and the 2021 Surfside building incident funding.

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2023

	Major Funds				
	General	Other Capital Projects	Emergency Services	Non-Major Governmental Funds	Total Governmental Funds
Revenues					
Property Taxes	$ 477,979,040	$ -	$ -	$ 111,240,727	$ 589,219,767
Franchise and Other Taxes	141,744,958	-	-	-	141,744,958
Licenses and Permits	102,132,204	-	-	6,541,275	108,673,479
Fines and Forfeitures	7,131,590	-	-	2,088,374	9,219,964
Intergovernmental Revenues	104,634,287	8,554,108	82,062,404	68,646,503	263,897,302
Charges for Services	149,076,204	293,789	-	13,506,297	162,876,290
Investment Earnings	32,296,248	-	-	10,351,090	42,647,338
Impact Fees	-	-	-	26,752,331	26,752,331
Other	7,096,221	147,650	8,925	7,294,634	14,547,430
Total Revenues	1,022,090,752	8,995,547	82,071,329	246,421,231	1,359,578,859
Expenditures					
Current Operating:					
General Government	130,684,888	1,067,746	11,924,067	9,762,991	153,439,692
Planning and Development	40,163,462	1,363,662	-	7,530,556	49,057,680
Community Development	1,831,954	-	7,137,776	36,468,246	45,437,976
Community Redevelopment Areas	-	-	-	80,289,644	80,289,644
Public Works	103,777,127	-	30,833	22,320,157	126,128,117
Public Safety	489,874,810	1,932,489	53,253,203	22,218,826	567,279,328
Public Facilities	18,236,640	746,140	-	2,647,665	21,630,445
Parks and Recreation	58,673,252	256,251	-	13,487,868	72,417,371
Debt Service:					
Principal	-	-	-	70,770,798	70,770,798
Lease Principal	1,664,094	-	-	311,362	1,975,456
Lease Interest	437,892	-	-	15,558	453,450
Interest and Other Charges	-	-	-	15,715,513	15,715,513
Capital Outlay	9,566,122	57,087,911	3,533,765	45,675,642	115,863,440
Total Expenditures	854,910,241	62,454,199	75,879,644	327,214,826	1,320,458,910
Excess (Deficiency) of Revenues Over (Under) Expenditures	167,180,511	(53,458,652)	6,191,685	(80,793,595)	39,119,949
Other Financing Sources (Uses)					
Transfers In	21,593,167	68,379,568	1,006	134,995,943	224,969,684
Transfers Out	(163,980,464)	(3,700,964)	(844,956)	(56,443,300)	(224,969,684)
Proceeds from Sale of Property	912,162	-	-	-	912,162
Issuance of Debt	-	7,432,552	-	26,460,000	33,892,552
Issuance of Lease	2,049,398	-	-	2,458,138	4,507,536
Total Other Financing Sources (Uses)	(139,425,737)	72,111,156	(843,950)	107,470,781	39,312,250
Net Changes in Fund Balances	27,754,774	18,652,504	5,347,735	26,677,186	78,432,199
Fund Balances - Beginning	188,241,630	194,447,597	19,783,070	321,915,230	724,387,527
Fund Balances- Ending	$ 215,996,404	$ 213,100,101	$ 25,130,805	$ 348,592,416	$ 802,819,726

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2024-25 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.788 billion.

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

Basis of Budgeting

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

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

General Fund

This is the general operating fund for the City. This fund includes expenditures related to general City government services such as police, fire, public works, building, and parks and recreation services. The FY 2024-25 Budget for the General Fund is $1.167 billion. This represents an increase of $124.137 million or 11.9 percent as compared to the FY 2023-24 Adopted Budget. Included in the General Fund are several subfunds such as Solid Waste, Real Estate and Asset Management, Building, Transportation Reserve, General Services Administration, and Risk Management.

Special Revenue Funds

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

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

Consolidated Budget Overview

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

The FY 2024-25 Budget for all Special Revenue Funds is $387.640 million. This represents an increase of $1.289 million or .3 percent as compared to the FY 2023-24 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 2024-25 Budget for the Debt Service Fund is $93.649 million. This represents an increase of $27.323 million or 41.2 percent as compared to the FY 2023-24 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 2024-25 Budget for the Internal Service Fund (ISF) is $139.889 million. This represents an increase of $26.973 million or 23.9 percent as compared to the FY 2023-24 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 2024-25 General Fund Budget total is $1.167 billion. This represents an increase of $124.137 million or 11.9 percent as compared to the FY 2023-24 Adopted Budget.

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

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 14, 2024 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 2024-25 Proposed Budget:

	FY 2023-24 Adopted	FY 2024-25 Proposed	FY 2024-25 Proposed%	Change $ + / (-)	Change % + / (-)
Property Taxes	529,682,000	589,253,000	50.48%	59,571,000	11.25%
Franchise Fees and Other Taxes	131,767,000	156,298,000	13.39%	24,531,000	18.62%
Interest	11,508,000	14,508,000	1.24%	3,000,000	26.07%
Transfers-IN	25,390,000	7,457,000	0.64%	(17,933,000)	(70.63%)
Fines and Forfeitures	6,743,000	7,379,000	0.63%	636,000	9.43%
Intergovernmental Revenues	111,569,000	107,933,000	9.25%	(3,636,000)	(3.26%)
Licenses and Permits	87,898,000	101,281,000	8.68%	13,383,000	15.23%
Other Revenues (Inflows)	5,772,000	38,248,000	3.28%	32,476,000	562.65%
Charges for Services	132,737,000	144,846,000	12.41%	12,109,000	9.12%
Total Revenue (Inflows)	1,043,066,000	1,167,203,000	100.00%	124,137,000	11.90%

Property Taxes consist primarily of real and personal property taxes and accounts for 50.48 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 2024-25 Budget includes $589.253 million in anticipated property tax revenues. This represents an increase of $59.571 million or 11.3 percent as compared to the FY 2023-24 Adopted Budget. This is based on a 2024 gross taxable value of $94.135 billion. The tax roll grew by 11.5 percent. The operating millage rate of 7.1364 mills at a 95 percent

General Fund Overview

collection rate adjusted by $65.947 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). 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 a two-thirds (four out of five) vote of the Commissioners in office to pass at the second budget hearing.

Franchise Fees and Other Taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 13.4 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 2024-25 Budget includes $156.298 million in anticipated collections from this category and accounts for 13.4 percent of the total General Fund revenue budget. This represents an increase of $24.531 million or 18.6 percent as compared to the FY 2023-24 Adopted Budget. This increase is mainly due to projected higher collections of electricity Franchise Fees ($10.091 million), Utility Service Fees for electricity ($10.754 million) and Public Service Taxes ($3.300 million).

Interest consists primarily of interest earned on funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided that such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions; revenue and excise tax bonds of the various municipalities of the State of Florida; negotiable certificates of deposit; bankers' acceptance drafts; money market investments; the State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2024-25 Budget includes $14.508 million in anticipated collections from this category. This represents an increase of $3.000 million or 26.1 percent as compared to the FY 2023-24 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 2024-25 Budget includes $7.457 million of fund transfers. This represents a decrease of $17.933 million or 70.6 percent as compared to the FY 2023-24 Adopted Budget. The decrease is mainly due to the elimination of the one-time transfer-in from the Emergency Fund ($17.853 million) that occurred in FY 2023-24. 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 2024-25 Budget includes $7.379 million in anticipated revenues, an increase of $636,000 or 9.4 percent as compared to the FY 2023-24 Adopted Budget due to a projected increase in fines and judgements.

Intergovernmental Revenues consist of revenues received from federal, state, and other local government sources which are used to (a) support the statute or budget which requires expending them, or (b) represent the City's proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2024-25 Budget includes $107.933 million in anticipated revenues and accounts for 9.3 percent of the total General Fund revenue budget. This

General Fund Overview

represents a decrease of $3.636 million or 3.3 percent as compared to the FY 2023-24 Budget. This is mainly due to projected decrease in the Half Cent Sales Tax ($5.600 million).

Licenses and Permits consist of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (such as Fireworks Permits and Bench Permits). The FY 2024-25 Budget for Licenses and Permits is $101.281 million. This amount represents an increase of $13.383 million or 15.2 percent as compared to the FY 2023-24 Adopted Budget. This is mainly due to projected increased revenues from the building permits ($10.000 million) and Solid Waste Franchise, Commercial Haulers fees ($3.400 million).

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2024-25 Budget for Other Revenues is $38.248 million. This amount represents an increase of $32.476 million or 562.7 percent as compared to the FY 2023-24 as compared to the Adopted Budget. The increase is mainly due to the use of a carryover fund balance to cover the Capital cost of a new building that will house the Building Department ($11.300 million) and an insurance liability payment budgeted in the Non-Departmental Accounts ($21.200 million).

Charges for Services consist of revenues derived from charges for the use of certain City services and account for 12.4 percent of the total General Fund revenue budget. There are five areas of charges for services. They are: (1) General Government, which includes charges for reports, public documents, and photographs; (2) Public Safety, which includes charges for police, fire protection, and emergency services; (3) Physical Environment for cemetery charges; (4) Parks and Recreation, and Special Events for the use of City-owned facilities and participation in related activities; and (5) Other Charges for Services, which includes charges not specifically mentioned such as parking surcharges and building inspections. The FY 2024-25 Budget includes $144.846 million and accounts for 12.4 percent of the total General Fund revenue budget. This represents an increase of $12.109 million or 9.1 percent as compared to the FY 2023-24 Adopted Budget. This increase is mainly due to projected increases in revenue from Rents and Royalties($3.9 million), and Parking Surcharges ($4.600 million).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2024-25 General Fund Budget total is $1.167 billion. This represents an increase of $124.137 million or 11.9 percent as compared to the FY 2023-24 Adopted Budget. For Line item detail of expenditures, see Department Budgets section.

	FY 2023-24 Adopted	FY 2024-25 Proposed	FY 2024-25 Proposed%	Change $ + / (-)	Change % + / (-)
Salaries	480,409,000	555,756,000	47.61%	75,347,000	15.68%
Retirement Contributions	56,171,000	58,922,000	5.05%	2,751,000	4.90%
Police and Fire - FIPO	119,962,000	126,054,000	10.80%	6,092,000	5.08%
Secondary Pension Contributions	11,459,000	11,688,000	1.00%	229,000	2.00%
Life and Health Insurance	46,220,000	43,366,000	3.72%	(2,854,000)	(6.17%)
Health Trust - FOP	19,355,000	22,155,000	1.90%	2,800,000	14.47%
IAFF Health Insurance Trust	24,577,000	24,788,000	2.12%	211,000	0.86%
Workers' Compensation	22,033,000	24,521,000	2.10%	2,488,000	11.29%
Operating Expense	165,664,000	201,953,000	17.30%	36,289,000	21.91%
Capital Outlay	892,000	1,767,000	0.15%	875,000	98.09%
Non-Operating Expense	21,865,000	20,013,000	1.71%	(1,852,000)	(8.47%)
Transfers - OUT	74,459,000	76,220,000	6.53%	1,761,000	2.37%
Total Expenditures (Outflows)	1,043,066,000	1,167,203,000	100.00%	124,137,000	11.90%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2024-25 General Fund Budget:

Salaries increased by $75.347 million or 15.7 percent. This increase is primarily due to normal step progression plus a seven percent across the board increase for members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) ($1.843 million); normal step progression plus a six percent across the board increase for the members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) ($24.000 million); normal step progression plus a one percent across the board increase for the members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) ($19.500 million); normal step progression plus a one percent across the board increase for the members of the Miami International Association of Firefighters (AFL-CIO Local 587) (IAFF) ($20.500 million); and an average of five percent salary increase plus a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSME Local 1907 ($6.897 million). Additionally, included are increased funding for both Fire-Rescue (708,000) and Police ($980,000) Executives to align salaries with new IAFF and FOP Collective Bargaining Agreements; funding for medical transport revenue sharing as per IAFF Collective Bargaining Agreement ($4.000 million). In FY 2023-24, 26 new positions were added in the Mid-Year Budget Amendment ($2.100 million). Additionally, four new positions are being proposed in the FY 2024-25 Proposed Budget for the Building Department ($200,000)

General Fund Overview

Retirement Contributions increased by $2.751 million or 5.0 percent as compared to the FY 2023-24 Adopted Budget 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 $6.092 million or 5.1 percent as compared to the FY 2023-24 Adopted Budget due to the City's actuarial required contribution due to a settlement agreement with the FOP and IAFF.

Life and Health Insurance decreased by $2.854 million or 6.2 percent as compared to the FY 2023-24 Adopted Budget. For a more detailed explanation, see the Internal Service Fund Overview section.

Health Trust - FOP contributions increased by $2.800 million or 14.5 percent as compared to the FY 2023-24 Adopted Budget due to a projected increase in plan costs.

Workers' Compensation increased by $2.488 million or 11.3 percent as compared to the FY 2023-24 Adopted Budget. For a more detailed explanation, see the Internal Service Fund Overview section.

Operating Expense increased by $36.289 million or 21.9 percent as compared to the FY 2023-24 Adopted Budget. This increase is mainly due to projected increases in Professional Services-Medical ($1.115 million); Other Contractual Services ($4.827 million); Property and Casualty Insurance ($2.077 million); General Liability Insurance ($20.664 million); and Other Current Charges and Obligations ($6.373 million).

Non-Operating Expense decreased by $1.852 million or 8.5 percent as compared to the FY 2023-24 Adopted Budget. This decrease is mainly due to the reduction of the Reserve for Uncollectable other budget needs ($1.887 million).

Transfers-Out increased by $1.761 million or 2.4 percent as compared to the FY 2023-24 Adopted Budget. This increase is mainly due to transfer-outs from the Building Fund to Capital to update enterprise permitting software ($9.000 million), design and interior build out of the new Building Department building ($2.000 million), and ongoing replacement of aging computers and equipment ($300,000). These increases are offset by the elimination of one-time transfers-out to Capital that occurred in FY 2023-24 ($9.500 million).

General Fund Report

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

	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual
Revenues				
Property Taxes	389,606,919	410,291,273	430,656,931	477,979,040
Franchise and Other Taxes	113,729,425	116,185,678	127,043,592	141,744,958
Licenses and Permits	71,893,886	72,250,314	94,096,537	102,132,204
Fines and Forfeitures	7,487,994	7,982,232	6,841,999	7,131,590
Intergovernmental Revenues	63,866,915	72,175,296	104,627,062	104,634,287
Charges for Services	103,856,883	114,560,700	144,468,927	149,076,204
Interest (Investment Earnings (Loss)	10,684,319	808,854	(1,898,842)	32,296,248
Other Departments	3,957,298	6,478,363	6,307,602	7,096,221
Total Revenues	765,083,639	800,732,710	912,143,808	1,022,090,752
Expenditures				
Current Operating:				
General Government	92,293,899	111,051,681	113,419,279	130,684,888
Planning and Development	26,215,179	28,715,101	32,357,031	40,163,462
Community Development	2,025,485	1,094,860	1,722,543	1,831,954
Public Works	91,336,077	95,021,923	101,453,047	103,777,127
Public Safety	429,253,465	439,976,729	481,085,850	489,874,810
Public Facilities	13,228,635	13,833,093	15,509,508	18,236,640
Parks and Recreation	46,346,507	49,423,046	54,026,618	58,673,252
Debt Service	-	-	-	2,101,986
Capital Outlay	3,232,375	1,289,020	548,581	9,566,122
Total Expenditures	703,931,622	740,405,453	800,122,457	854,910,241
Excess (Deficiency) of Revenues Over Expenditures	61,152,017	60,327,257	112,021,351	167,180,511
Other Financing Sources (Uses)				
Transfers-In	5,291,193	5,605,699	6,706,645	21,593,167
Transfers-Out	(70,719,379)	(105,213,475)	(88,539,750)	(163,980,464)
Proceeds from Sale of Property	897,255	227,165	540,279	912,162
Issuance of Lease	-	-	-	2,049,398
Total Other Financing Sources (Uses)	(64,530,931)	(99,380,611)	(81,292,826)	(139,425,737)
Net Changes in Fund Balances	(3,378,914)	(39,053,354)	30,728,525	27,754,774
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	199,945,372	196,566,459	157,513,105	188,241,630
Fund Balances (Deficit) - Ending	196,566,459	157,513,105	188,241,630	215,996,404

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023

General Fund Balance Overview

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

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

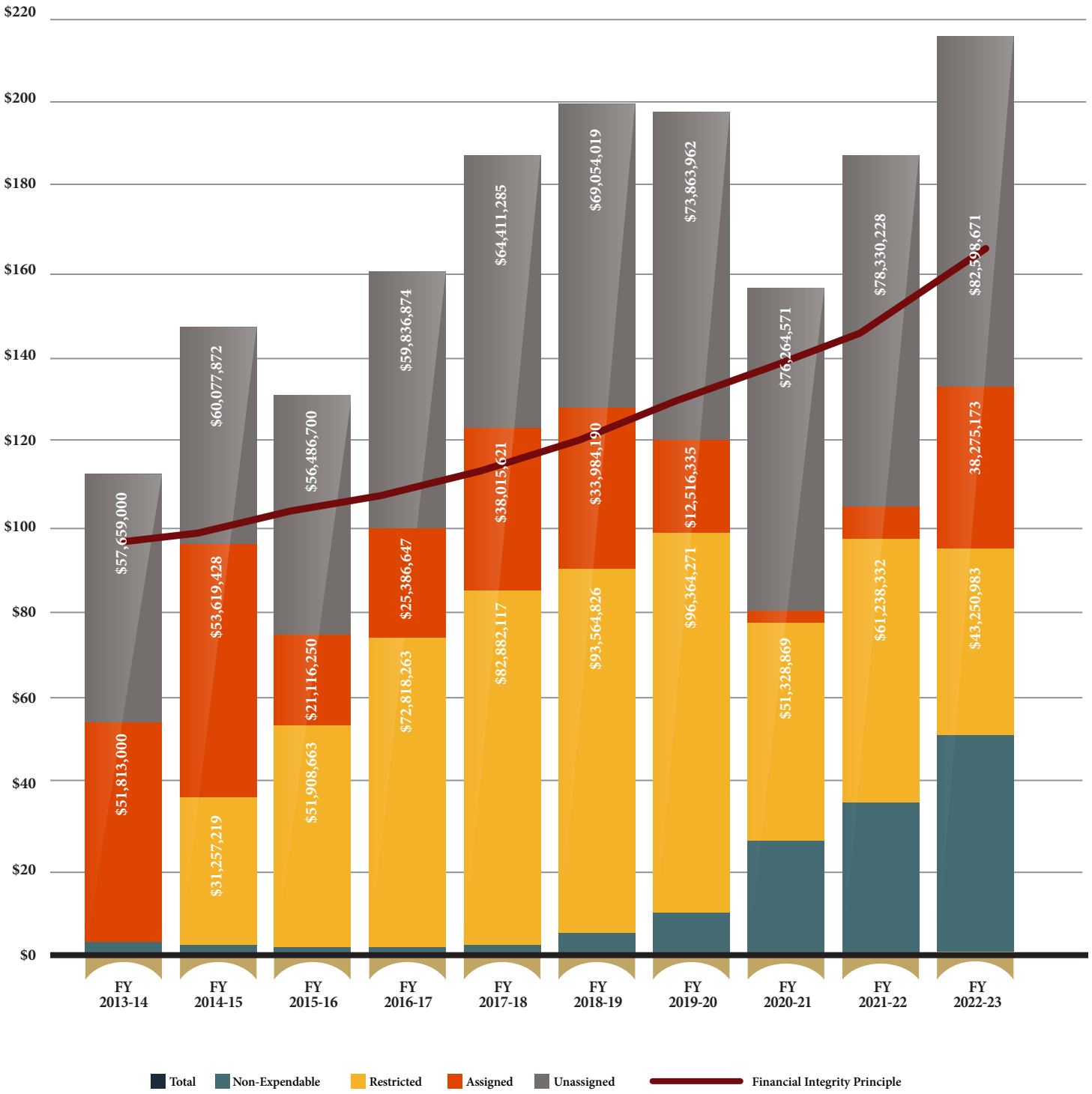
- *Code of Ordinances, Sec. 18-542 (5) b-c*

At the end of FY 2022-23, the City's total General Fund balance was approximately $216.000 million. Of this amount, the City has approximately $131.400 million retained as designated fund balance, that includes approximately $43.200 million as restricted funds, approximately $51.900 million as non-expendable for prepaid expenses and advances, approximately $38.300 million is designated as assigned fund balance, and approximately $82.600 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund's fund balance had a net increase of approximately $27.800 million due to revenue collections totaling $1.022 million for FY 2022-23. This represents an increase of $109.947 million over FY 2021-22 collections. Revenues increased primarily in the areas of Property Taxes ($47.322 million), Franchise and Other Taxes ($14.701 million), Licenses and Permits ($8.036 million), and Interest ($34.195 million). These revenue increases reflect continuing improvement in the local economy rebounding by the effects of the COVID-19 pandemic and increased real estate valuations. These revenue increases were offset by increases in operating expenditure for FY 2022-23 of $994.336 million, an increase of $112.921 million over FY 2021-22 expenditures.

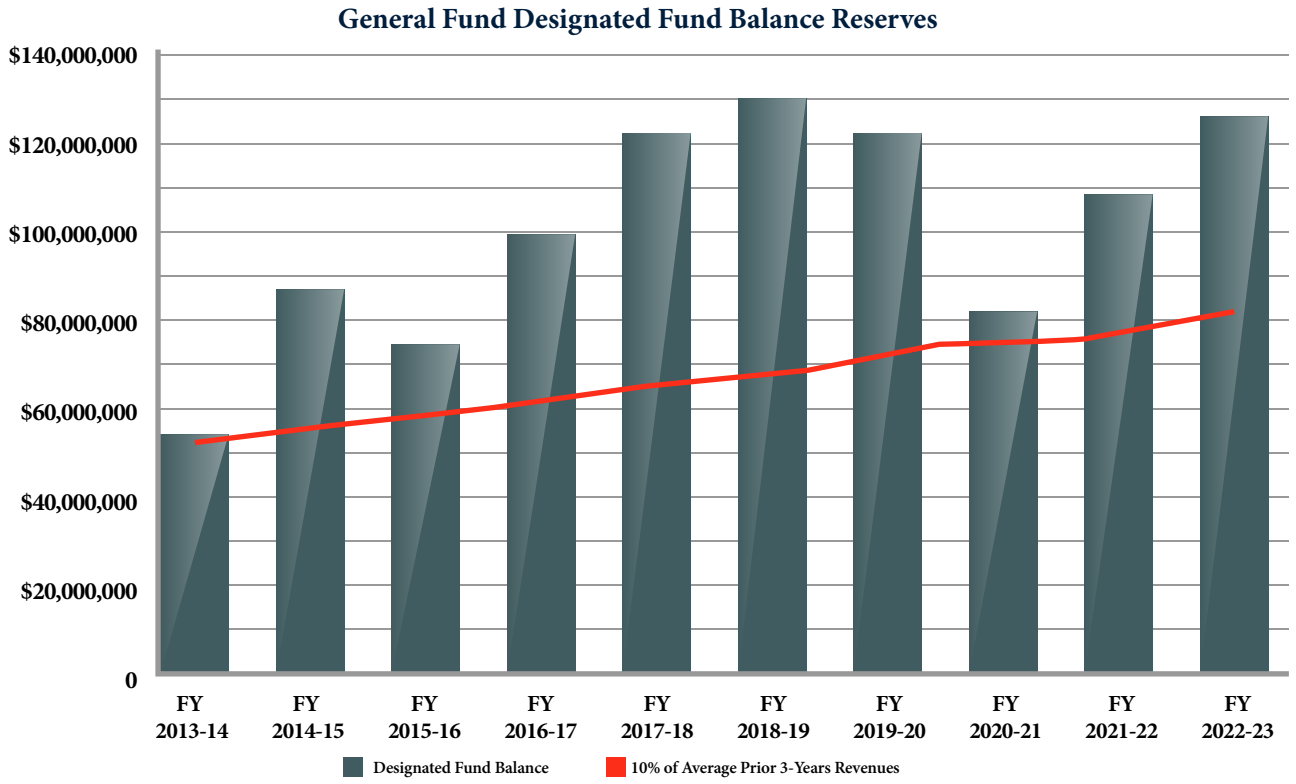
Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023

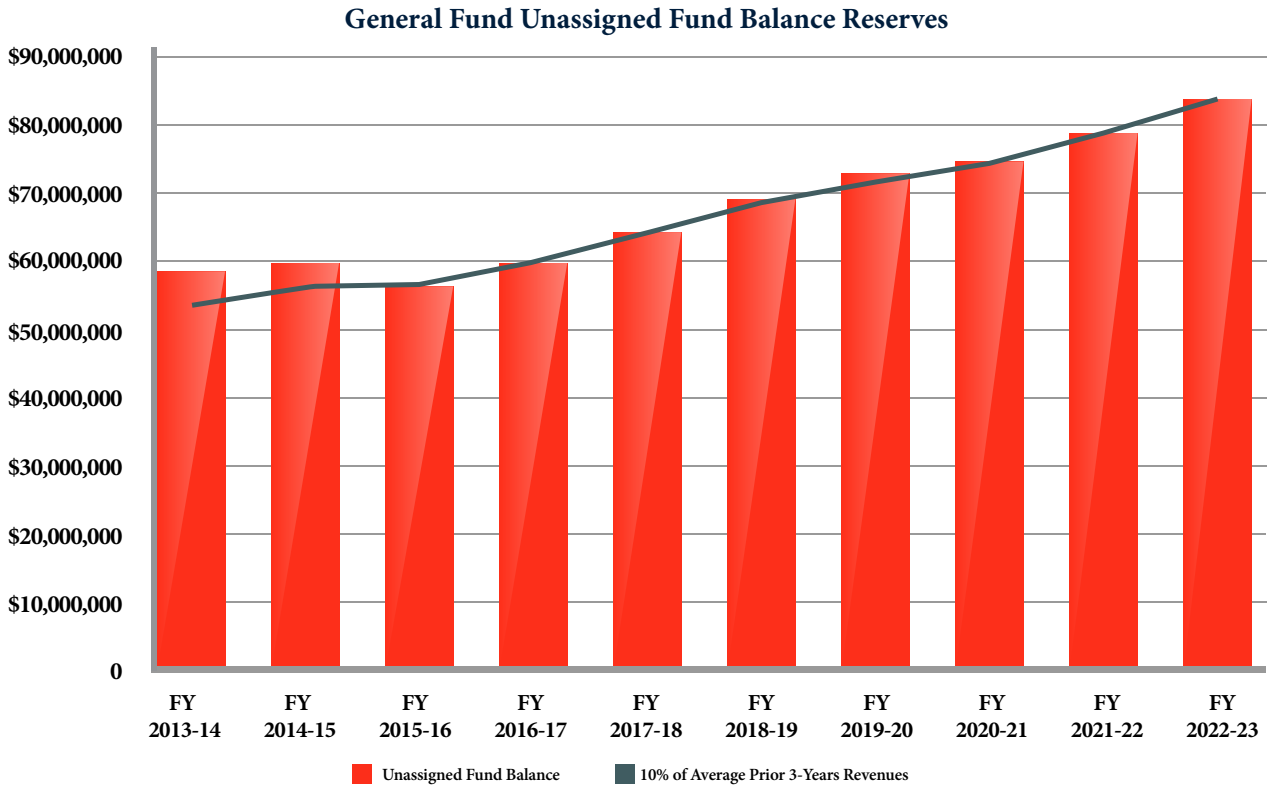
GENERAL FUND
BALANCE HISTORY



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

DESIGNATED AND UNASSIGNED
FUND BALANCE HISTORIES





Special Revenue Funds Overview

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

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

Pursuant to Ordinance No. 13984 of City of Miam Code, a Special Revenue Fund "NRD-2 Public Benefits Trust Fund" ("NRD-2 trust fund") was established in FY 2023-24 in order to collect cash contributions made according to the Wynwood Norte Neighborhood Revitalization District ("NRD-2") as established in Ordinance No. 13114, the Zoning Ordinance of the City of Miami, Florida, as amended ("Miami 21 Code"). 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 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-254 Budget
Begin Date:	10/1/2020	10/1/2021	10/1/2022	10/1/2023	10/1/2024
Beginning Fund Balance	**$76,310,000**	**$92,811,000**	**$128,183,000**	**$180,340,000**	**$180,340,000**
Revenues/Inflows					
Interest	71,000	24,000	484,000	40,000	48,000
Transfers-In	8,222,000	13,230,000	76,214,000	31,607,000	12,547,000
Fines and Forfeitures	1,843,000	3,031,000	2,088,000	1,250,000	1,750,000
Intergovernmental Revenues	131,965,000	144,113,000	142,298,000	48,655,000	85,775,000
Licenses and Permits	6,204,000	6,960,000	6,541,000	5,370,000	6,433,000
Other Revenues/Inflows	1,608,000	3,567,000	3,998,000	290,091,000	268,504,000
Charges for Services	7,444,000	15,601,000	13,126,000	9,338,000	12,583,000
Total Revenues/Inflows	**157,357,000**	**186,526,000**	**244,749,000**	**386,351,000**	**387,640,000**
Expenditures/Outflows					
General Government	11,669,000	12,426,000	21,607,000	145,240,000	117,110,000
Planning and Development	654,000	2,996,000	7,530,000	31,726,000	37,367,000
Community and Economic Development	45,989,000	60,766,000	38,210,000	75,885,000	104,026,000
Public Works	17,406,000	22,590,000	22,167,000	27,224,000	28,785,000
Public Safety	39,738,000	26,996,000	74,553,000	65,762,000	70,620,000
Public Facilities	1,836,000	2,970,000	2,648,000	15,340,000	14,392,000
Parks and Recreation	1,040,000	3,108,000	179,000	801,000	1,231,000
Capital Outlay	9,568,000	5,861,000	10,030,000	-	5,812,000
Transfers-Out	12,956,000	13,441,000	15,668,000	24,373,000	8,297,000
Total Expenditures/Outflows	**140,856,000**	**151,154,000**	**192,592,000**	**386,351,000**	**387,640,000**
Revenues/Inflows Over(Under) Expenditures/Outflows	16,501,000	35,372,000	52,157,000	-	-
Fund Balance Restated	76,310,000	92,811,000	128,183,000	180,340,000	180,340,000
Ending Fund Balance	**92,811,000**	**128,183,000**	**180,340,000**	**180,340,000**	**180,340,000**
End Date:	9/30/2021	9/30/2022	9/30/2023	9/30/2024	9/30/2025

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 2024-25 Budget for the Debt Service Funds is $93.649 million.

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

General Obligation Bonds and Limited Ad Valorem Bonds

Payments of debt service on general obligation bonds and limited ad valorem bonds are funded by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding as of September 30, 2024. 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 2024-25 Budget for debt service for general obligation bonds (truly, limited ad valorem bonds) is $37.284 million which is comprised of $22.682 million from property tax revenues at a millage rate of 0.2536, and the $14.602 million from carry-over fund balance.

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 2024-25 Budget for debt service on special obligation bonds is $56.365 million, which is comprised of $40.875 million of Transfers-In from the General Fund, $6.497 million from the Special Revenue Fund, $3.933 million from Omni Community Redevelopment Agency, $5.000 million from the Miami-Dade County Convention Development Tax (CDT).

Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual
Revenue				
Property Taxes	23,725,000	19,367,000	20,236,000	22,791,118
Other Revenues	330,000	4,061,000	4,882,000	-
Total Revenues	24,055,000	23,428,000	25,118,000	22,791,118
Expenditures				
General Government	1,022,000	25,000	25,000	12,744,000
Principal	20,075,000	20,895,000	23,065,000	8,255,000
Interest	2,958,000	2,508,000	2,028,000	1,670,000
Total Expenditures	24,055,000	23,428,000	25,118,000	22,669,000
Excess (Deficiency of Revenue Over Expenditures)	808,981	(3,880,679)	(4,840,480)	12,865,202
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	-	-	-	-
Net Change in Fund Balance	808,981	(3,880,679)	(4,840,480)	12,865,202
Fund Balance - Beginning of Year	9,649,589	10,458,570	6,577,891	1,737,411
Fund Balance - End of Year	10,458,570	6,577,891	1,737,411	14,602,613

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2023

Debt Service Funds - Special Obligation: FY 2024-25 Debt Payments			
Total Transfers-In			
Description	**Fund**	**Amount FY 25**	**Funding Source**
Special Obligation Refunding Bonds Series 2014	24016	$1,150,000	General Fund - Public Service Tax
FDEP Loan Wagner Creek	24017	$1,144,000	General Fund - Storm Water
P 25 City Wide Radio Commutation System	24020	$0	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	24021	$6,368,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017	24022	$764,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	24019	$2,181,000	General Fund - State Share Revenues
Streets and Sidewalks Series 2018A Ref (2007)	24025	$939,000	General Fund - Local Option Gas Tax
Streets and Sidewalks Series 2018A Ref (2007)	24025	$827,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	24026	$174,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018C Ref	24027	$575,000	General Fund - Parking Surcharge
Vehicle Lease to Own Program/Santander	24028	$7,336,000	General Fund
FPL Underground	24031	$1,547,000	General Fund
New Administrative Building	24033	$16,226,000	General Fund
Oracle Cloud	24034	$1,644,000	General Fund
Total Transfer-In from General Fund		**$40,875,000**	
Streets and Sidewalks Series 2018B Ref (2009)	24025	$3,071,000	Transportation and Transit
Streets and Sidewalks Series 2018A Ref (2007)	24026	$2,784,000	Transportation and Transit
Marlins Garage 2010A Refunding 2019	24029	642,000	Parking Fund
Total Transfer-In from Special Revenue		**$6,497,000**	
Port of Miami Tunnel Series 2020 Refunding 2012	24032	$3,993,000	CRA - Omni
Total Transfer From Outside Agency		**$3,993,000**	
Total Transfers-In		**$51,365,000**	
Other Revenues			
Description			**Funding Source**
Marlins Garage 2010A Refunding 2019	24029	$2,502,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	24023	$2,498,000	Miami-Dade County - Convention Development Tax
Total From CDT		**$5,000,000**	
Total - Other Revenues (Fund Balance)			
Total - Special Obligation Bonds		**$56,365,000**	

Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual
Revenue				
Intergovernmental Revenues	4,083,334	5,000,000	5,000,000	5,000,000
Other Revenues	27,468	57	-	94
Total Revenues	4,110,802	5,000,057	5,000,000	5,000,094
Expenditures				
Current Operating:				
General Government	376,600	13,325	-	-
Principal	38,139,274	33,703,896	31,679,832	57,300,798
Interest	20,240,029	12,961,385	12,816,275	11,933,501
Total Expenditures	58,755,903	46,678,606	44,496,107	69,234,299
Excess (Deficiency of Revenue Over Expenditures)	(54,645,101)	(41,678,549)	(39,496,107)	(64,234,205)
Other Financing Sources (Uses):				
Transfers-In	44,648,000	41,089,000	36,237,000	36,005,000
Transfers-Out				
Issuance of Debt	65,249	-	-	26,460,000
Total Other Financing Sources (Uses)	44,713,249	41,089,000	36,237,000	62,465,000
Net Change in Fund Balance	(9,931,852)	(589,549)	(3,259,107)	(1,769,205)
Fund Balance - Beginning of Year	20,261,478	10,329,626	9,740,077	6,480,970
Fund Balance - End of Year	10,329,626	9,740,077	6,480,970	4,711,765

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2023

Debt Service Funds - Outstanding Debt

The following presents the City's bonds and loans outstanding as of September 30, 2023:

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	41,150,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	21,875,000	2.170%
Total General Obligation Bonds			**171,620,000**	**63,025,000**	
Special Obligation and Revenue Bonds:					
Special Obligation Refunding Bonds Series 2018A	Refunding	1/1/2037	57,405,000	48,695,000	5.000%
Taxable Special Obligation Refunding Bonds Series 2018B	Refunding	1/1/2039	42,620,000	38,255,000	3.925%-4.808%
Taxable Special Obligation Revenue Bonds Series 2018C	Refunding	1/1/2039	7,455,000	6,435,000	4.342%-4.808%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	27,175,000	5.000%
Total Special Obligation and Revenue Bonds			**157,480,000**	**120,560,000**	
Other Direct Placements:					
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	17,535,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	3,234,068	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	45,685,000	2.780%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	5,040,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	10,050,000	3.750%
Special Obligation Refunding Note, Tax-Exempt Series 2023 Port Tunnel	Refunding/Port Tunnel	3/1/2030	26,460,000	26,460,000	1.720%
Taxable Special Obligation Parking Revenue Refunding Note Series 2019	Refunding	1/1/2039	75,540,000	74,850,000	4.200%
Special Obligation Non-Ad Valorem Tax-Exempt Revenue Bonds Series 2021	FP&L Underground	1/1/2041	24,435,000	22,515,000	2.4600%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	5,630,000	3.250%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	9,115,000	4.490%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Vehicle Replacement Program Series 2020 #1	Bank Loan	1/1/2025	9,256,279	3,755,119	1.1670%
Vehicle Replacement Program Series 2020 #2	Bank Loan	1/1/2025	16,318,888	6,605,928	1.8076%
Vehicle Replacement Program Series 2021	Bank Loan	1/1/2026	9,766,531	5,899,209	1.5750%
P25 Citywide Radio Equip. Loan	Radio System Loan	7/15/2024	12,100,000	1,833,159	2.0590%
State Revolving Fund Loan	Wagner Creek	N/A	21,177,751	19,463,095	0.000%
Total Other Direct Placements			**350,017,693**	**259,379,442**	
Total Bonds and Loans			**$ 679,117,693**	**$ 442,964,442**	

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2023

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, 2023, are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2024	38,794,734	8,663,715	47,458,449
2025	37,847,506	7,738,874	45,586,380
2026	36,764,555	6,769,133	43,533,688
2027	32,418,104	5,830,335	38,248,439
2028	32,603,104	4,989,876	37,592,980
2029-2033	80,795,520	16,021,369	96,816,889
2034-2038	53,255,520	6,593,955	59,849,475
2039-2043	9,925,399	226,824	10,152,223
Total	$322,404,442	$ 56,834,081	$379,238,523

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2024	7,170,000	5,700,234	12,870,234
2025	7,525,000	5,347,044	12,872,044
2026	7,890,000	4,974,739	12,864,739
2027	8,270,000	4,582,844	12,852,844
2028	8,680,000	4,170,595	12,850,595
2029-2033	36,890,000	14,744,303	51,634,303
2034-2038	35,590,000	6,605,413	42,195,413
2039-2043	8,545,000	205,421	8,750,421
Total	$120,560,000	$ 46,330,593	$166,890,593

Total General Obligation and Special Obligation Bonds	$442,964,442	$103,164,674	$546,129,116

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2023

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These expenses include health care, workers' compensation, insurance premiums, liability claims, as well as specific information technology costs. Additionally, ISF serves as a centralized account for payment of these expenditures. The FY 2024-25 Budget for the ISF is $139.888 million.

Health Insurance

The FY 2024-25 Budget for Health Insurance is $52.905 million. This represents an approximately 2.8 percent decrease over the FY 2023-24 Budget. This projection incorporates a four percent trend based on actuarial analysis. However, the City is fortunate to see some cost offsets due to a reduction in retiree prescription drug expenses thanks to the implementation of the Employer Group Waiver Plan (EGWP).

Workers' Compensation

The FY 2024-25 Budget for Workers' Compensation is $25.091 million. This represents an approximately 11.8 percent increase over the FY 2023-24 Budget. This is actuarially projected and budgeted at a 65 percent confidence level. This increase is primarily due to increases in claims frequency.

Insurance Premium

The FY 2024-25 Budget for Insurance Premiums is $15.923 million. This represents an approximately 15 percent increase over the FY 2023-24 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place.

General Liability

The FY 2024-25 Budget for General Liability is $27.224. This represents an increase of approximately 353 percent over the FY 2023-24 Budget. While police liability claims have decreased, overall budget increases are driven by projected rises in the frequency and severity of Public Official Liability, Vehicle Liability, and General Liability claims. These projections are based on actuarial data with a 75 percent confidence level, a significant improvement from the previous 55 percent confidence level.

Information Technology (IT) Repair and Maintenance

The FY 2024-25 Budget for Information Technology Repair and Maintenance is $18.745 million. This represents an approximately 15.9 percent increase over the FY 2023-24 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	201000	481000	40-B73102E	1552	1,075,000	994,000	-81,000	Mandatory City Contribution from 20 percent Local Option Gas Tax to CIP projects-Citywide Pavement Resurfacing
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	401000	481000	40-B73102B	1419	4,120,000	4,820,000	+700,000	Mandatory City Contribution from Parking Surcharge to CIP Projects-Flagler Street Beautification (20 percent of parking surcharge proceeds to Debt Service and Capital - Florida Statutes 166.271
General Fund	00001	980000	891000	0	0	Capital-Storm Sewers	38000	201000	481000	40-B30262	1431	1,822,000	1,822,000	+0	Mandatory Annual City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Repair Project
General Fund	00001	980000	891000			Capital-Public Facilities-CIP	34000	221401	481000	40-B70042	1437	1,041,000	1,140,000	+99,000	Mandatory City Contribution from Ten percent of gross dockage revenues - FY 2021-22 per Ordinance No. 12937 for Marinas related Capital Projects (10 percent of 6 million = $600,000)
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183406	2150	602,000	819,000	+217,000	Mandatory City Contribution from the General Fund Balance of the Miamarina ticket surcharge revenues-MiaMarina Ticket Surcharge - Capital Operations and Improvements from the prior year fund balance
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	40-B183410	2974	42,000	44,000	+2,000	Mandatory City Contribution from the General Fund Balance of the Dinner Key ticket surcharge revenues-Dinner Key Ticket Surcharge - Capital Operations and Improvements from the prior year fund balance
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	31000	401000	481000	40-B193621	1426	0	1,984,000	+1,984,000	Underdeck/I-395 Project Matching Grant
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223115	1426	300,000	300,000	+0	Building Computer Upgrades – Replacement of aging computers
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B183118	1426	540,000	0	-540,000	Fleet Replacement – For new fleet vehicles
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B74614B	1426	0	2,000,000	+2,000,000	Electronic Plans Review – Phase II – Buildout out of offsite location (Marlins Garage) to address special needs
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223120	1426	0	9,000,000	+9,000,000	Enterprise Permitting Solutions – Update enterprise permitting software
General Fund	00001	980000	891000	0	0	Public Facilities-CIP	34000	221001	481000	40-B223400	1426	107,000	0	-107,000	Welcome Center
General Fund	00001	980000	891000	0	0	Public Facilities-CIP	34000	221001	481000	40-B223400	1426	272,000	0	-272,000	Tower Theater Cinema Equipment
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223119	1426	6,606,000	0	-6,606,000	Oracle Cloud Startup
						General Fund Transfer to Capital Fund Total						**16,527,000**	**22,923,000**	**6,396,000**	
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MEvents	2545	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in the Mayors Office
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3Events	2550	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 3
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4Events	2551	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 4

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2Events	2549	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 2
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1Events	2547	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 1
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5Events	2552	50,000	75,000	+25,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 5
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0002	2430	100,000	175,000	+75,000	City Contribution for Festivals and Special Events - MLK parade
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0003	2430	50,000	300,000	+250,000	City Contribution for Festivals and Special Events - MLK Vigil
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0004	2430	0	500,000	+500,000	City Contribution for Festivals and Special Events - New Year's Eve Celebration - Bayfront Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0008	2430	0	100,000	+100,000	City Contribution for Festivals and Special Events - Calle Ocho/Carnival Miami
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0011	2430	0	30,000	+30,000	City Contribution for Festivals and Special Events - Veteran's Day
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0012	2430	0	40,000	+40,000	City Contribution for Festivals and Special Events - July 4th Celebration
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0014	2430	0	175,000	+175,000	City Contribution for Festivals and Special Events - Little Havana Celebrations
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0015	2430	0	20,000	+20,000	City Contribution for Festivals and Special Events - July 4th Hadley Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0016	2430	0	40,000	+40,000	City Contribution for Festivals and Special Events - Latin Jazz in the Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0018	2430	95,000	150,000	+55,000	City Contribution for Festivals and Special Events - Goombay Festival-Coconut Grove Neighborhood
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0019	2430	0	75,000	+75,000	City Contribution for Festivals and Special Events - Holiday Lighting and Decoration Initiative
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0020	2430	0	72,000	+72,000	City Contribution for Festivals and Special Events - Holiday Lighting and Decoration Initiative
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0023	2430	0	520,000	+520,000	Citywide Parades - World Baseball Classic (WBC)
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0024	2430	0	30,000	+30,000	City Contribution for Festivals and Special Events - Winter Wonderland
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0025	2430	0	200,000	+200,000	City Contribution for Festivals and Special Events - Haitian Heritage Month Celebrations
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0026	2430	500,000	500,000	+0	City Contribution for Festivals and Special Events - Miami carnival in Little Haiti
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0027	2430	250,000	250,000	+0	City Contribution for Festivals and Special Events - Jazz Festival

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0028	2430	30,000	30,000	+0	City Contribution for Festivals and Special Events - Karaoke in the Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0029	2430	250,000	150,000	-100,000	City Contribution for Festivals and Special Events - Miami River Holiday Boat Parade
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0030	2430	0	150,000	+150,000	City Contribution for Festivals and Special Events - July 4th Curtis Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0031	2430	0	50,000	+50,000	City Contribution for Festivals and Special Events - Black History Month
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0032	2430	0	50,000	+50,000	City Contribution for Festivals and Special Events - Juneteenth Celebration
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0033	2430	0	50,000	+50,000	City Contribution for Festivals and Special Events - July 4th at Bayfront Park
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0034	2430	0	30,000	+30,000	City Contribution for Festivals and Special Events - Holiday Lighting at Miami City Hall
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0035	2430	0	200,000	+200,000	City Contribution for Festivals and Special Events - Taste of Little Havana Food and Art Festival
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MAPI	2542	450,000	450,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-Mayor's Office
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1API	2543	539,000	539,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2API	2544	161,000	161,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3API	2546	499,000	499,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4API	2553	472,000	472,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5API	2554	580,000	580,000	+0	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Biscayne Trol	2452	2,226,000	0	-2,226,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Biscayne Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Brickell Trolle	2452	1,860,000	0	-1,860,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Brickell Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Coconut Grov	2452	652,000	0	-652,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Coconut Grove Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Flagami Trolle	2452	1,560,000	0	-1,560,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Flagami Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Health Trolley	2452	326,000	0	-326,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Health Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Little Haiti Tro	2452	1,140,000	0	-1,140,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Little Haiti Trolley Route; Installment# 4

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Little Havana	2452	1,828,000	0	-1,828,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Little Havana Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Stadium Troll	2452	652,000	0	-652,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Stadium Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Wynwood Tro	2452	652,000	0	-652,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Wynwood Trolley Route; Installment# 4
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Transfer to De	2452	5,861,000	0	-5,861,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for Streets and Sidewalks Debt Payment
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Coral Way Tro	2452	2,187,000	0	-2,187,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Coral Way Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Overtwn/Health Trolley	2452	207,000	0	-207,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for theOvertwn/Health Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Liberty City Tr	2452	331,000	0	-331,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the iberty City Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 CW Trolley	2452	1,309,000	0	-1,309,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the CW Trolley Route
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Trans-122001	2452	1,059,000	0	-1,059,000	Transfer from General Fund to Transportation and Transit
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	40 Overtwn/Allap	2452	1,860,000	0	-1,860,000	Transfer to Special Revenue Transportation and Transit Fund to provide funding for the Overtwn/Allap Trolley Route
General Fund	00001	980000	891000	0	0	Special Revenue-Fire Rescue Services	11000	184010	481000	TBD	TBD	0	175,000	+175,000	FY2023 Assistance to Firefighters Grant program – Hi-rise training (10% GF match)
General Fund	00001	980000	891000	0	0	Special Revenue-Fire Rescue Services	11000	184010	481000	TBD	TBD	0	39,000	+39,000	2023-2024 State of Florida EMS Matching grant – Whole Blood Program (25% GF match)
General Fund	00001	980000	891000	0	0	Special Revenue-2020 COPS Hiring Program	12000	190101	481000	19-900008	2767	0	155,000	+155,000	GF Contribution to COPS 2020 (FOP 12%ACB)
General Fund	00001	980000	891000	0	0	Special Revenue-2021 COPS 21 Hiring City	12000	190101	481000	19-900010	2828	0	1,140,000	+1,140,000	GF Contribution to COPS 2021 Y3 + FOP 12%ACB
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481000	19-196004	2165	227,000	307,000	+80,000	City Contribution from General Fund-E911 Prepaid to cover the expenditures over the revenue amount
General Fund	00001	980000	891000	0	0	Special Revenue-Police Services	12000	190001	481000	19-190014	2485	18,000	0	-18,000	City Contribution for the FY18 Justice and Mental Health Collaboration Program-City Match
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911	12200	190351	481000	19-196002	2165	449,000	671,000	+222,000	City Contribution for the E-911 Wireline
General Fund	00001	980000	891000	0	0	Special Revenue-Social Services Gap Fund	14010	910101	481000	See Comments	TBD	878,000	878,000	+0	A General Fund Transfer-Out to Special Revenue fund to cover the Social Services Gap Funding ($743,000) and the Social Services Gap, Administration of the contracts ($135,000).
General Fund	00001	980000	891000	0	0	Special Revenue-Bayfront/Riverfront Land Acquisition Rouse Trust	15100	221110	481000	22-220007	2062	118,000	135,000	+17,000	Mandatory Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	00001	980000	891000	0	0	Police Services-VOCA	12000	191002	481000	TBD	TBD	0	167,000	+167,000	GF Contribution to partially cover the cost of 6FTE for VOCA

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
						General Fund Transfer to Special Revenue Fund Total						**29,676,000**	**10,705,000**	**-18,971,000**	
General Fund	00001	980000	891200	0	0	Special Revenue-Fire Rescue Services	11000	184050	481200	18-1801042	1933	410,000	315,000	-95,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2023 (Administration)
General Fund	00001	980000	891200	0	0	Special Revenue-UASI-Fire Rescue	11100	189000	481200	18-180144	1933	627,000	626,000	-1,000	Cost Allocation Contribution from General Fund-UASI 2022
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481200	19-196004	1933	490,000	452,000	-38,000	Cost Allocation Contribution from General Fund-E911 Prepaid
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Wireless	12210	190351	481200	19-196003	1933	338,000	324,000	-14,000	Cost Allocation Contribution from General Fund-E911 Wireless
						General Fund Transfer to Cost Allocation Total						**1,865,000**	**1,717,000**	**-148,000**	
General Fund	00001	980000	891000	0	0	Debt Service-2014 Refunding Series 2002 A and C Bonds	24016	162000	481000	0	0	1,120,000	1,150,000	+30,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	00001	980000	891000	0	0	FDEP Loan Wagner Creek Debt	24017	162000	481000	0	0	0	1,144,000	+1,144,000	FDEP Loan Wagner Creek
General Fund	00001	980000	891000	0	0	Debt Service-SOB2017 Park Remediation and Flexpark	24019	162000	481000	0	0	2,182,000	2,181,000	-1,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	00001	980000	891000	0	0	Debt Service-P25 Citywide Radio Commutation System	24020	162000	481000	0	0	1,863,000	0	-1,863,000	P25 Radio System Repayment (Fund 24020) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Note Series 2017 (2011A)	24021	162000	481000	0	0	6,369,000	6,368,000	-1,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Pension Series 2017 (2009)	24022	162000	481000	0	0	784,000	764,000	-20,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	1,074,000	939,000	-135,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	737,000	827,000	+90,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	119,000	174,000	+55,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Series 2018C	24027	162000	481000	0	0	573,000	575,000	+2,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-2019 Vehicle Lease-to-Own Program	24028	162000	481000	0	0	7,334,000	7,336,000	+2,000	Lease and Purchase of vehicles (Fund 24028) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-FPL Underground	24031	162000	481000	0	0	1,547,000	1,547,000	+0	FPL Utility Underground Projects
General Fund	00001	980000	891000	0	0	Debt Service-New Administrative Building	24033	162000	481000	0	0	0	16,226,000	+16,226,000	New Administrative Building
General Fund	00001	980000	891000	0	0	Debt Service-Oracle Cloud	24034	162000	481000	0	0	0	1,644,000	+1,644,000	Oracle Cloud
						General Fund Transfer to Debt Service Fund / Special Obligation Bond Total						**23,702,000**	**40,875,000**	**17,173,000**	
General Fund	00001	980000	891100	0	0	General Fund-CIP and Transportation	04005	980000	481100	0	0	2,689,000	0	-2,689,000	Transportation Reserve General Fund sub-fund 25 percent of one percent of General Fund revenues up to $10 million (Ordinance 13908
						General Fund Transfer to Transportation Trust Fund Total						**2,689,000**	**0**	**-2,689,000**	
						Total Transfer from General Fund						**74,459,000**	**76,220,000**	**1,761,000**	

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
Special Revenue-General Special Revenue	10090	980000	891000	N/A	N/A	General Fund-General Fund	00001	98000	481000	0	0	0	1,800,000	+1,800,000	One-Time Extraordinary Payment to GESE and FIPO (Pension Stabilization Fund)
Emergency-Coronavirus-Non Hurricane	80003	980000	891000	0	0	General Fund-General Fund	00001	162000	481000	0	0	17,853,000	0	-17,853,000	Transfer from Emergency Fund to General Fund to cover Citywide Departmental Needs
N/A = Not Applicable; Transfer on GL side only						**Special Revenue Fund Transfer to General Fund Total**				**0**	**0**	**17,853,000**	**1,800,000**	**-16,053,000**	
Special Revenue-DRI Air Quality	10402	356002	891000	35-127110	2528	Capital-General Government Projects	31000	401000	481000	40-B193621	1350	0	235,000	+235,000	Underdeck/I-395 Project
Special Revenue-DRI Transportation	10402	356002	891000	35-127110	2529	Capital-General Government Projects	31000	401000	481000	40-B193621	1350	0	1,581,000	+1,581,000	Underdeck/I-395 Project
Special Revenue-General Special Revenue	15500	282000	891000	28-0000001	2568	Capital-General Government Projects	31000	241000	481000	40-B223120	1350	0	1,000,000	+1,000,000	Enterprise Permitting Solutions – Update enterprise permitting software
Special Revenue-General Special Revenue	15500	282000	891000	28-0000001	2568	Capital-General Government Projects	31000	241000	481000	40-B183118	1350	0	540,000	+540,000	Fleet Replacement – For new fleet vehicles for Unsafe Structures
Special Revenue-Tree Trust Fund	10410	282000	891000	15-110136A	2561	Capital-General Government Projects	31000	201000	481000	40-B183600	1350	0	2,306,000	+2,306,000	Citywide Tree Planting
Special Revenue-IT Strategic Initiative	15500	251000	891000	25-116007	2649	Capital-General Government Projects	31000	282000	481000	40_B223109	1350		150,000	+150,000	IT Computer Replacement
						Special Revenue Fund Transfer to Capital Fund Total						**0**	**5,812,000**	**5,812,000**	
Special Revenue-Transportation and Transit	15600	402000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	2,838,000	2,784,000	-54,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue (GL only transfer)
Special Revenue-Transportation and Transit	15400	221130	891000	0	0	SOB-Marlins Garage Refunding Series 2019	24029	162000	481000	0	0	641,000	642,000	+1,000	Marlins Garage 2010A Refunding 2019 (GL only transfer)
Special Revenue-Transportation and Transit	15600	402000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	3,023,000	3,071,000	+48,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) (GL only transfer)
						Special Revenue Fund Transfer to Debt Service Fund Total						**6,502,000**	**6,497,000**	**-5,000**	
Special Revenues-Sports Facilities and Activities	10110	221170	891100	10-119005-MESA	2516	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0011	2430	18,000	0	-18,000	City Contribution for Festivals and Special Events - Veterans' Day
N/A = Not Applicable; Transfer on GL side only						**Special Revenue Fund Transfer to Special Revenue Fund Total**						**18,000**	**0**	**-18,000**	
						Total Transfer from Special Revenue Fund						**24,373,000**	**14,109,000**	**-10,264,000**	
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Debt Service-SOB-Port of Miami Tunnel S2020 Taxable	24032	162000	481000	0	0	1,597,000	3,993,000	+2,396,000	Payment of the Port of Miami Tunnel S2020 Taxable (Please transfer as part of the transfer log)
						Outside Agency Transfer to Debt Total						**1,597,000**	**3,993,000**	**2,396,000**	

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	FY25 Description
	Transfers IN														
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	847,000	850,000	+3,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park (For Information Purposes Only; Do not post)
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	6,690,000	0	-6,690,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007 (For Information Purposes Only; Do not post)
CRA-Midtown	10000	920501	891000	0	0	General Fund-General Fund	00001	162000	481000	0	0		4,200,000	+4,200,000	TIR in excess of the debt service obligation (For Information Purposes Only; Do not post)
						Outside Agency Transfer to General Fund Total						**7,537,000**	**850,000**	**-6,687,000**	
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	30,000	65,000	+35,000	Reimburse City Clerk Services for Legislative Service Rep I position (For Information Purposes Only; Do not post)
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	18,000	60,000	+42,000	Reimburse City Clerk Services for Legislative Service Rep I position (For Information Purposes Only; Do not post)
						Outside Agency Transfer to Special Revenue Fund Total						**48,000**	**125,000**	**77,000**	
						Total Transfer from Outside Agency						**9,182,000**	**4,968,000**	**-4,214,000**	
						Grand Total						**108,014,000**	**95,297,000**	**-12,717,000**	

Capital Plan Overview

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

The Purpose of the Capital Improvements Plan

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

The Capital Budget

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

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

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

The FY 2024-25 Capital Plan is an update to the FY 2023-24 Capital Plan which was adopted with modifications on September 9, 2023 pursuant to Resolution No. R-23-0376, as subsequently amended on September 14, 2023 pursuant to Resolution No. R-23-0448, on October 26, 2023 pursuant to Resolution Nos. R-23-0484 and R-23-0485, on November 16, 2023 pursuant to Resolution Nos. R-23-0508, R-22-0509, and R-22-0519, on December 16, 2023 pursuant to Resolution No. R-23-0549, on February 22, 2024 pursuant to Resolution Nos. R-24-0075 and R-24-0061, on March 14, 2024 pursuant to Resolution No. R-24-0103, on April 24, 2024 pursuant to Resolution No. R-24-0165, and on July 11, 2024 pursuant to Resolution Nos. R-24-0266, R-24-0267, and R-24-0272.

Capital Plan Overview

The FY 2024-25 Proposed Capital Budget recommends appropriations totaling $61.827 million which will be used to fund 44 projects as detailed in the Plan.

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 (2023). Furthermore, pursuant to Chapter 18/Article IX/Divisions 1 and 2 of the Code of the City of Miami, Florida, as amended, entitled "Finance/Financial Policies/Anti-Deficiency Act/Financial Integrity Principles", requires the development and approval of a multi-year capital plan which also delineates specific requirements for inclusion.

The Capital Plan Framework

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

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

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

Project Sources

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

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

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

Capital Plan Overview

Capital Project Prioritization Criteria

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

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

Capital Plan Overview

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

Office of Capital Improvement's (OCI) Role

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

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

Capital Plan Overview

- 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.

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.

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Many projects involve the purchase or reconstruction of existing infrastructure to upgrade facilities and equipment to current standards and, as such, do not carry significant operating impacts. Some of these projects, however, require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as park recreation centers and fire-rescue stations, often require the hiring of new personnel, purchase of new furniture and equipment, as well as routine maintenance and payment of increased utility bills.

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

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

Capital Fund	Estimated Operating and Maintenance Cost
Disaster Recovery	$ -
General Government	$ 587,000
Mass Transit	$ -
Parks and Recreation	$ 1,289,000
Public Facilities	$ 544,000
Public Safety	$ 93,000
Sanitary Sewers	$ -
Solid Waste	$ -
Storm Sewers	$ 13,000
Streets and Sidewalks	$ 93,000
Grand Total	**$ 2,619,000**

Major Funding Programs for Capital Projects

Miami Forever Bond

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

Background:

In the November 2017 election, Miami's citizens approved $400 million for the Miami Forever Bond.

- $192 million designated to prevent and mitigate the impacts of flooding and sea-level rise.
- $23 million designated to improve our roads and provide a save, convenient, effective and multimodal roadway system.

Capital Plan Overview

  - $78 million designated to improve the quality of our parks and cultural facilities and create more open and green space for all.
  - $7 million designated to public safety to enhance the City's ability to save lives and protect property.
- In December 2018, the City Commission approved (R-18-0546) the Miami Forever Bond's the first Declaration of Official Intent, totaling $58.653 million.
- Since December 2018, the City Commission has declared the City's Official Intent to reimburse eligible costs through the issuance of debt totaling over $250 million.
- On February 14th, 2019, the City Commission authorized the City Manager and the City Attorney to take all steps necessary to validate the approved and expected future expenditures of the Miami Forever Bond, including entering the State Court system in accordance with Chapter 75, Florida Statutes, and all other applicable State, Federal, and local laws.
- On May 9th, 2024, the City Commission further approved (R-24-0182), which supplemented R-19-0062 and authorized the issuance and execution of a Bond Purchase agreement in an aggregate principle of $179.520 million for infrastructure projects (2024A Tax-Exempt and 2024B Taxable Series).
- On June 12th, 2024, the City of Miami closed on the sale of the Limited Ad Valorem Series 2024A Tax-Exempt and Series 2024B Taxable for the Miami Forever Bond Program.
- On July 1st, 2024, the City Commission further approved (R-24-0275), which supplemented R-19-0062 and authorized the issuance and execution of a Bond Purchase agreement in an aggregate principle of $73.510 million for additional infrastructure projects (2024C Tax-Exempt Series).

Guiding Themes:

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

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

Execution Strategy:

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

Capital Plan Overview

- Immediate Impact: The bond kick-off had an immediate impact with the launch of over 100 projects that will be completed within three years. The projects were selected based on the five guiding themes, each bond category's goals and objectives, and coordination with our citizens and partners. The deliberate selection process resulted in the First Declaration of Official Intent of $58.653 million to be invested in critical projects spread across all bond categories and sections of the city. The first tranche is divided into two series of allocations, Series A Infrastructure and Series B Affordable Housing.
  - Series A – Infrastructure – to include:
    - Roadways
    - Parks and Cultural Facilities
    - Public Safety
    - Sea-Level Rise and Flood Prevention
  - Series B – Affordable Housing – to include
    - Develop and invest in Affordable Housing solutions
    - Initiate and continue Affordable Housing studies, plans and assessments

- Gain Momentum: This phase provides an opportunity to strategically program the first series of projects, strengthen partnerships and agreements, and set a strategic course for future investment. While programming over 100 projects already in the pipeline, a detailed organizational capacity assessment will be performed to ensure projects are successful. These requirements include a three-year time completion, creating new and employing alternative methods of procurement, developing a rigorous risk management plan, and establishing compliance and stewardship guidelines.

- Long Term Solutions: This phase will deliver design and construction of the first series of projects, capture lessons learned, begin future bond tranche investments, and address resiliency through non-infrastructure measures.

  - Establish strict project and financial monitoring and reporting processes while working with the City Commission appointed bond civilian oversight board.

  - Refine the project selection model for subsequent tranches using lessons learned, study results, professional staff analysis, partner participation, and community engagement.

  - Assess and update the City's zoning, planning and building policies and standards to institute rules that will maximize the resiliency benefits from new development.

Status:

1st Declaration of Official Intent Set of Projects (December 2018)

Of the 36 active projects, there is 1 project in Planning, 1 project in A/E selection, 4 projects in design, 5 in procurement, 9 in construction and 16 are completed/closed. 3 original projects under this declaration were cancelled/withdrawn.

2nd through 8th Declaration of Intent – Set of Projects (January 2021 – May 2023)

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Of the 30 active projects, there are 12 projects in planning/pre-development, 3 projects in design, 2 in procurement, 1 is an active homeownership loan program, 7 are in construction, 1 in the process of closing on an acquisition, and 3 are completed/closed. 1 original project under this declaration was withdrawn.

9th through 13th Declaration of Intent – Set of Projects (June 2023 – March 2024)

Of the 29 active projects, there are 8 projects in planning/pre-development, 15 projects in A/E selection or design, 2 in permitting, 3 are in construction, and 1 is completed/closed.

Issuance and Final Set of Projects (April 2024 – Future)

Currently, post issuance, the bond is anticipated to provide additional funding to 30 to 40 active MFB Bond projects

Subsequent to the Bond sale, the City will initiate the projects and the use funding for:

- Roadways - $15 million for Very Poor Condition Roads
- Parks and Cultural Facilities - $33 million for New or Existing Critical Need Projects
- Public Safety - $6.5 million for Design/Development of Fire Station # 10
- Sea-Level Rise and Flood Prevention - $55 million for New or Existing Critical Need Projects
- Affordable Housing - $35 million to further develop and invest in Affordable Housing solutions throughout the City.

Key Highlights:

- City has issued $135.45 million (Tax-exempt Series 2024A) and $44.06 million (Taxable Series 2024B) bonds that reimburse expenses incurred for MFB eligible infrastructure projects. This issuance will provide $191.76 million of project funding.
- Antonio Maceo Boat Ramp is in construction with anticipated completion in December 2024.
- Jose Marti Park - Shoreline/Seawall, Kayak launch, and Riverwalk– Project is anticipated to start construction bidding process in July 2024.
- Morazan Quesada Park Renovations and Enhancements project is pending dry-run FDOT permit approval to complete the bidding process. Construction is anticipated to start in September 2024.
- West End Park Pool and Enhancements project is in Construction at 30% complete. The project is expected to be completed by Mid 2025.
- Coral Way Park project in construction 20% complete. The project is expected to be completed by December 2024.
- A Design Criteria Package (DCP) has been completed and plans were updated for the Brickell Bay Drive project. The Design/Build contract has been advertised and is expected to be awarded by December 2024.
- The Design of the South Bayshore Lane/Fairview Phase II Pump Station project has been completed. This project is now in the bidding phase expected to be awarded in July 2024.
- Very Poor Roads Projects: completed 2 road segments, 4 are at 100% design. Package 1 Design/Build project, which includes five locations, has been awarded and is currently under Construction at 60% complete.
- Legion Park Building Renovations currently under Construction at 90%, forecasted to be completed by September 2024.

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- Shenandoah Park – Phase I and II have been completed. Phase II is under Construction 95% complete, expected to be completed by September 2024.

Upcoming Actions:

- Overall status of project list and prioritization:
  - Roadways – Assessing road's Pavement Condition Index (PCI) using Cartograph. Further, all Roadway projects have been fully Identified and prioritized.
  - Parks – A comprehensive list for prioritized Parks projects has been identified, pending Commission approval for appropriation.
  - Sea-Level Rise and Flood Prevention – A comprehensive list for prioritized SLRFP projects has been identified, pending Commission approval for appropriation.
  - Public Safety – Fund Fire Station 10 for design is underway.

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

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

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

Background:

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

ARPA program established several eligible expenditure categories:

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

Negative Economic Impact (EC 2): The Fiscal Recovery Funds to respond to the negative economic impacts of the COVID–19 public health emergency, are to address economic harm resulting from or exacerbated by the public health emergency and include Assistance to Unemployed Workers, Assistance to Households, Expenses to Improve Efficacy of Economic Relief Programs, Small Businesses and Nonprofits, Rehiring Staff,

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Aid to Impacted Industries, Building Stronger Communities through Investments in Housing and Neighborhoods, Addressing Educational Disparities, and Promoting Healthy Childhood Environments.

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

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

Premium Pay (EC 4):

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

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

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

Revenue Replacement (EC 6):

Fiscal Recovery Funds may be used for the provision of government services to the extent of the reduction in revenue experienced due to the COVID–19 public health emergency. Reduction in revenue is measured relative to the revenue collected in the most recent full fiscal year prior to the emergency. Under the Interim Final Rule, recipients calculate revenue loss using data as of four discrete points during the program: December 31, 2020, December 31, 2021, December 31, 2022, and December 31, 2023.

Eligible Administrative Expense (EC7):

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

Emergency Relief from Natural Disasters (EC8):

Fiscal Recovery Funds under this category would provide emergency relief from natural disasters or the negative effects of natural disasters.

Surface Transportation Projects (EC9):

Fiscal Recovery Funds may be used for Surface Transportation projects where the recipient would supplement current surface transportation projects receiving Department of Transportation (DOT) funding, or fund surface transportation projects not currently receiving DOT funding, or to satisfy the non-

Capital Plan Overview

federal share requirements for certain surface transportation projects or repaying a loan provided under the Transportation Infrastructure Finance and Innovation Act (TIFIA) program.

Title I Projects (EC10):

Fiscal Recovery Funds may be used to fund Title I projects. Title I of the Housing and Community Development Act of 1974 authorized the Secretary of Housing and Urban Development to make grants to States and Units of general local government to help finance Community Development Programs, this includes eligible activities under the Community Development Block Grant (CDBG) Program or Indian Community Development Block Grant Program (ICDBG).

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

Guiding Objectives and the use of Fiscal Recovery Funds:

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

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

Status:

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

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

Key Highlights:

- All SLFRF Funds have been obligated.
- Out of a total of 75 eligible projects: 22 have been completed, 7 are approaching completion, 30 are in progress, 11 remain in review

Capital Plan Overview

- 15 Capital Projects have been determined eligible for ARPA funding under Negative Economic Impact and Infrastructure Category.
- All proposed Capital Projects have been reviewed for eligibility.
- All proposed Housing & Community Development Projects having been reviewed for eligibility.
- Several initial projects have been withdrawn and funding reprioritized.
- Further, $72,740,732.84 has been allocated as Revenue Loss, covering general services expenditures for Fiscal Year 2020-21, Fiscal Year 2021-22, and Fiscal Year 2022-23. Of this amount, $3,164,000 was allocated for public safety equipment and solid waste service vehicles.

In summary, as of September 2024, the City's usage of SLFRF funding is (by EC Category):

- Public Health (EC1): $1,350,000.00
- Negative Economic Impacts (EC2-EC3): $54,528,500.00
- Premium Pay (EC4): $920,174.16
- Infrastructure (EC5): $5,500,000.00
- Revenue Replacement (EC6): $72,740,742.84
- Administrative (EC7): $2,600,000.00

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

Personnel Overview

Introduction

The FY 2024-25 Budget's Full-Time Equivalent (FTE) position count is 4,725. The Budget includes transfers, additions, or reductions of full-time personnel across departments and offices. This section provides details of each personnel change.

Summary

The total change in positions from the FY 2023-24 Adopted Budget to the FY 2024-25 Proposed Budget is a net gain of 28 positions. Since October 1, 2023, to September 30, 2024, the number of FTE positions had a net increase of 28 positions consisting of 28 additions, no eliminations, and two positions transferred between departments.

The FY 2024-25 Proposed Budget includes five additions, no eliminations, and six positions transferred between departments.

Therefore, the FY 2024-25 Proposed Budget has a net increase of 33 positions from the FY 2023-24 Adopted Budget (28 net additions in FY 2023-24 and five additions in the Proposed Budget).

Agenda Coordination

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

Building

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

The Budget for the Department includes the addition of one Special Project Coordinator position, one Building Services Assistant IV position, one Business Services Assistant III position, and two Business Services Assistant III positions.

Capital Improvements

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

The Budget for the Office includes a transfer to the Department of Resilience and Sustainability of two vacant positions (one Project Manager - CIP (Horizontal) position and one Construction Manager (Horizontal) position), which were added in the Mid-Year Budget Amendment for FY 2023-24.

City Attorney

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

Personnel Overview

The Budget for the Office includes an increase of two Assistant to the City Attorney positions, which was added in the Mid-Year Budget Amendment for FY 2023-24.

City Clerk

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

City Manager

The Budget for the Office of the City Manager includes a net decrease of six positions resulting from transfers, additions, or reductions.

The Budget for the Department includes a transfer to the Department of Economic Transformation and Innovation of one Executive Director of Venture Miami position, one Executive Assistant to City Manager for Market Research and Analytics – Venture Miami position, one Senior Advisor to City Manager for Economic Development – Venture Miami position, one Senior Executive Assistant to City Manager for Strategic Engagement – Venture Miami position, one Assistant to the Director - Venture Miami position, and one Administrative Assistant II position.

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 the City Attorney includes a net increase of three positions resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of one Assistant Director position, one Hearing Boards Coordinator position, and two Hearing Board Specialist positions, which were added in the Mid-Year Budget Amendment for FY 2023-24.

Commissioners

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

Communications

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

Equal Opportunity and Diversity Programs

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

Economic Transformation and Innovation

The budget for the new Department of Economic Transformation and Innovation includes a transfer of six positions but does not include a net increase to the City of Miami Table of Organization.

Personnel Overview

The Budget for the Department includes a transfer from the Office of the City Manager of one Executive Director of Venture Miami position, one Executive Assistant to City Manager for Market Research and Analytics – Venture Miami position, one Senior Advisor to City Manager for Economic Development – Venture Miami position, one Senior Executive Assistant to City Manager for Strategic Engagement – Venture Miami position, one Assistant to the Director - Venture Miami position, and one Administrative Assistant II position.

Finance

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

Fire-Rescue

The Budget for the Department of Fire-Rescue includes a net increase of 19 positions resulting from transfers, additions, or reductions.

The Budget for the Department includes the addition of one Grant Funded Senior Budget and Financial Support Advisor position and one Grant Funded Special Projects Assistant, which were approved by Resolution R-24-0071, adopted by the City Commission on 2/22/2024. It also includes the addition of 17 positions for one engine company (three Fire Captain positions, one Fire Lieutenant positions, and 13 Fire Fighter positions), which were added in the Mid-Year Budget Amendment for FY 2023-24.

General Services Administration

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

Grants Administration

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

Housing and Community Development

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

Human Resources

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

Human Services

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

Personnel Overview

Independent Auditor General

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

Innovation and Technology

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

Management and Budget

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

Mayor

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

Parks and Recreation

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

Planning

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

Police

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

Procurement

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

Real Estate and Asset Management

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

The Budget for the Department includes the addition of one Marinas Supervisor position and two Marinas Aides positions, which were added in the Mid-Year Budget Amendment for FY 2023-24.

Resilience and Public Works

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

Personnel Overview

The Budget for the Department includes a transfer from the Office of Capital Improvement of two vacant positions (one Project Manager - CIP (Horizontal) position and one Construction Manager (Horizontal) position), which were transferred in the Mid-Year Budget Amendment for FY 2023-24.

Resilience and Sustainability

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

Risk Management

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

Solid Waste

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

Zoning

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

Non-Departmental Accounts

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

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FY 2024-25 Position Summary Schedule

City of Miami Departments, Offices, and Boards	FY 2023-24 Changes					FY 2024-25 Proposed Changes					
	Adopted Budget FY 2023-24 September 28, 2023	Interdepartmental Transfer	Additions	Reductions	Amended Budget FY 2023-24 July, 2024	Interdepartmental Transfer	Additions	Reductions	Proposed Budget FY 2024-25 July, 2024	Net Change + / (-) FY 2022-23	% Growth + / (-) FY 2022-23
Mayor	**21**				21				21	0	0.0
Commissioners	**89**				89				89	0	0.0
City Manager	**18**				18	(6)			12	(6)	(33.3)
Agenda Coordination	**3**				3				3	0	0.0
Building	**233**				233		5		238	5	2.1
Capital Improvements	**31**	(2)			29				29	(2)	(6.5)
City Attorney	**65**		2		67				67	2	3.1
City Clerk	**12**				12				12	0	0.0
Civil Services	**3**				3				3	0	0.0
Code Compliance	**75**		4		79				79	4	5.3
Communications	**11**				11				11	0	0.0
Equal Opportunity and Diversity	**3**				3				3	0	0.0
Economic Transformation and Innovation	**0**				0	6			6	6	N/A
Finance	**68**				68				68	0	0.0
Fire-Rescue	**907**		19		926				926	19	2.1
General Services Administration	**140**				140				140	0	0.0
Grants Administration	**9**				9				9	0	0.0
Housing and Community Development	**38**				38				38	0	0.0
Human Resources	**40**				40				40	0	0.0
Human Services	**69**				69				69	0	0.0
Independent Auditor General	**9**				9				9	0	0.0
Innovation and Technology	**82**				82				82	0	0.0
Management and Budget	**23**				23				23	0	0.0
Parks and Recreation	**293**				293				293	0	0.0
Planning	**48**				48				48	0	0.0
Police	**1803**				1,803				1,803	0	0.0
Procurement	**21**				21				21	0	0.0
Real Estate and Asset Management	**53**		3		56				56	3	5.7
Resilience and Public Works	**178**	2			180				180	2	1.1
Resilience and Sustainability	**6**				6				6	0	0.0
Risk Management	**25**				25				25	0	0.0
Solid Waste	**273**				273				273	0	0.0
Zoning	**32**				32				32	0	0.0
Non-Departmental Accounts	**11**				11				11	0	0.0
TOTAL	**4692**	**0**	**28**	**0**	4,720	**0**	**5**	**0**	4,725	33	0.7

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 June 25, 2024, the AFSCME 1907 covers a total of 1,922 positions and has an estimated annual payroll that includes other pay items of $160.188 million. The current collective bargaining agreement expires on September 30, 2026.

The AFSCME 871 covers all sanitation occupations. As of June 25, 2024, the AFSCME 871 covers a total of 221 positions and has an estimated annual payroll that includes other pay items of $12.344 million. The current collective bargaining agreement expires on September 30, 2026.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of June 25, 2024, the FOP covers a total of 1,345 positions and has an estimated annual payroll that includes other pay items of $131.653 million. The current collective bargaining agreement expires on September 30, 2026.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of June 25, 2024, the IAFF covers a total of 791 positions and an estimated annual payroll that includes other pay items of $83.029 million. The current collective bargaining agreement expires on September 30, 2026.

The Non-Bargaining Unit consists of all other full-time occupations that are not part of a Collective Bargaining Unit. As of June 25, 2024, there are a total of 413 positions with an estimated annual payroll of $56.716 million.

Resilience Overview

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(Section will be included in the Adopted Budget Book)

DEPARTMENT BUDGETS:
GENERAL GOVERNMENT

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

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Mayor

Department Head: Francis X. Suarez Phone: (305) 250-5300
www.miami.gov/My-Government/City-Officials/Mayor-Francis-Suarez

Description

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

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

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

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

Mayor

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	1,640,382	2,311,164	2,238,540	2,693,000	2,885,000
Operating Expense	636,683	496,618	682,685	568,000	1,500,000
Capital Outlay	0	0	32,862	0	0
Non-Operating Expenses	436,000	731,742	188,256	600,000	0
Transfers - OUT	100,000	0	20,000	0	0
	2,813,066	**3,539,524**	**3,162,343**	**3,861,000**	**4,385,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	2,034,766	2,563,376	2,774,638	3,261,000	3,560,000
Departmental Improvement Initiative	778,300	976,148	387,705	600,000	825,000
	2,813,066	**3,539,524**	**3,162,343**	**3,861,000**	**4,385,000**

Budget Highlights for FY 2024-25

The Budget includes the following considerations:

The Mayor's Office has 21 full-time positions included in the FY 2024-25 Budget; this includes the Mayor.

The increase in Regular Salaries and Wages is due in part to a six percent across the board increase (GF $89,000), an average of five percent salary increase for all non-bargaining employees (GF $83,000), and an additional six percent across the board increase ($94,000), as aligned with the increases in the contract with AFSCME Local 1907, not including the Mayor $266,000 (GF).

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

The contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Events is $75,000 (SR).

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

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

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Mayor

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	1,728,000	0	1,728,000	1,959,000	0	1,959,000
513010 - Other Salaries and Wages -Part Time Year Year Round	23,000	0	23,000	0	0	0
516000 - Fringe Benefits	54,000	0	54,000	46,000	0	46,000
521000 - Fica Taxes	159,000	0	159,000	160,000	0	160,000
522000 - Retirement Contributions	298,000	0	298,000	311,000	0	311,000
523000 - Life and Health Insurance	334,000	0	334,000	312,000	0	312,000
Personnel	**2,693,000**	**0**	**2,693,000**	**2,885,000**	**0**	**2,885,000**
Operating Expense						
524000 - Workers' Compensation	16,000	0	16,000	18,000	0	18,000
545011 - Insurance - Vehicle Liability	23,000	0	23,000	27,000	0	27,000
546001 - IT-Repair and Maintenance Services	64,000	0	64,000	80,000	0	80,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	395,000	0	395,000	480,000	825,000	1,305,000
Operating Expense	**568,000**	**0**	**568,000**	**675,000**	**825,000**	**1,500,000**
Non-Operating Expense						
896000 - Budget Reserve	0	600,000	600,000	0	0	0
Non-Operating Expenses	**0**	**600,000**	**600,000**	**0**	**0**	**0**
Total Expense	**3,261,000**	**600,000**	**3,861,000**	**3,560,000**	**825,000**	**4,385,000**

Commissioners

www.miami.gov/My-Government/Departments/Commissioner-District-Offices/Commissioner-District-Offices

Description

The City Commission consists of five citizens who are qualified voters of the City and elected from each of the City's five districts. Commissioners serve four-year terms and elections are held every four years on the first Tuesday after the first Monday in November in odd-numbered years. The next election for Districts 3 and 5 is to be held in November 2025. The next election for Districts 1, 2, and 4 is to be held in November 2027.

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 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	4,487,281	5,594,698	6,663,268	7,430,000	9,617,000
Operating Expense	1,651,564	2,292,121	3,306,641	3,903,000	14,934,000
Capital Outlay	0	27,195	96,783	0	0
Non-Operating Expenses	2,019,203	1,783,415	1,784,535	8,401,000	0
Transfers - OUT	0	0	98,764	0	0
	8,158,048	**9,697,429**	**11,949,990**	**19,734,000**	**24,551,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	5,471,042	6,835,128	8,169,145	11,333,000	12,611,000
American Rescue Plan Act SRF	0	0	628,500	0	0
Departmental Improvement Initiative	2,683,038	2,862,301	2,691,847	8,401,000	11,940,000
Miami For Everyone Program	0	0	460,498	0	0
Emergency Funds	3,969	0	0	0	0
	8,158,048	**9,697,429**	**11,949,990**	**19,734,000**	**24,551,000**

Budget Highlights for FY 2024-25

The Budget includes the following considerations:

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

The increase in Regular Salaries and Wages is due in part to a six percent across the board increase, an average of five percent salary increase, and an additional six percent across the board increase for all non-bargaining employees, as aligned with the increases in the contract with AFSCME Local 1907, not including the City Commissioners $960,000 (GF). This amounts to $192,000 for each office budget.

Each City Commission Office has a General Fund Office Budget of $993,000. The Commission Chairperson's budget remains the same as the previous fiscal year $100,000 (GF). This totals $5.065 million (GF) for all five Commission districts and the Chairperson.

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

The contribution from the General Fund to each District's Special Revenue Fund for Festivals and Special Events is $75,000. The total allocation to all of the Commissioners is $375,000 (SR).

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

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

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

Commissioners

District 2 is allocated approximately 7 percent of the Anti-Poverty Initiative funds ($160,000).
District 3 is allocated approximately 22 percent of the Anti-Poverty Initiative funds ($499,000).
District 4 is allocated approximately 21 percent of the Anti-Poverty Initiative funds ($472,000).
District 5 is allocated approximately 26 percent of the Anti-Poverty Initiative funds ($580,000).

Commissioners

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	291,000	0	291,000
512000 - Regular Salaries and Wages	4,225,000	0	4,225,000	6,300,000	0	6,300,000
513010 - Other Salaries and Wages -Part Time Year Year Round	274,000	0	274,000	88,000	0	88,000
516000 - Fringe Benefits	234,000	0	234,000	242,000	0	242,000
521000 - Fica Taxes	369,000	0	369,000	531,000	0	531,000
522000 - Retirement Contributions	854,000	0	854,000	965,000	0	965,000
523000 - Life and Health Insurance	1,184,000	0	1,184,000	1,200,000	0	1,200,000
Personnel	**7,430,000**	**0**	**7,430,000**	**9,617,000**	**0**	**9,617,000**
Operating Expense						
524000 - Workers' Compensation	55,000	0	55,000	69,000	0	69,000
546001 - IT-Repair and Maintenance Services	210,000	0	210,000	312,000	0	312,000
549000 - Other Current Charges and Obligations	3,638,000	0	3,638,000	2,613,000	11,940,000	14,553,000
Operating Expense	**3,903,000**	**0**	**3,903,000**	**2,994,000**	**11,940,000**	**14,934,000**
Non-Operating Expense						
896000 - Budget Reserve	0	8,401,000	8,401,000	0	0	0
Non-Operating Expenses	**0**	**8,401,000**	**8,401,000**	**0**	**0**	**0**
Total Expense	**11,333,000**	**8,401,000**	**19,734,000**	**12,611,000**	**11,940,000**	**24,551,000**

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.

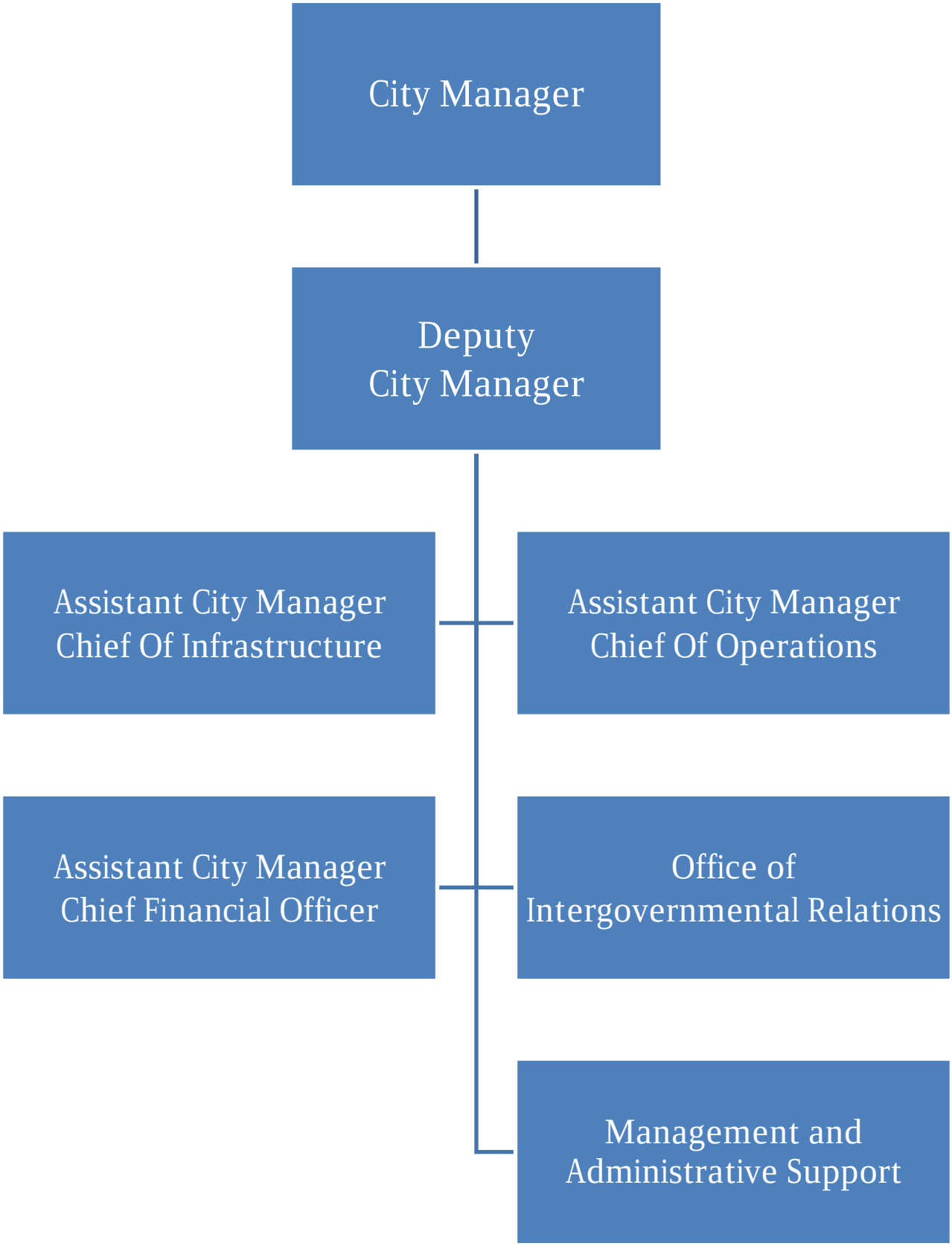
Description

The City Manager is the Chief Administrative Officer responsible for implementing and enforcing 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 City's daily operations.

To execute the above functions, one Deputy City Manager, 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 2022-23	FY 2023-24	FY 2024-25
CITY AND DEPUTY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami; oversees the Offices of Agenda Coordination, Communications, Equal Opportunity and Diversity Programs, and the Departments of Fire-Rescue, Human Resources, and Police.	1	1	2
ASSISTANT CITY MANAGER – CHIEF OF INFRASTRUCTURE Assists the City and Deputy Manager by planning, directing, reviewing, and overseeing the infrastructure areas, which include the Departments of Building, Capital Improvements, Planning, Public Works, Zoning, and Resilience and Sustainability.	1	1	1
ASSISTANT CITY MANAGER – CHIEF OF OPERATIONS Assists the City and Deputy Manager by planning, directing, reviewing, and overseeing the operation areas, which include the Departments of Code Compliance, General Services Administration, Human Services, Innovation and Technology, Parks and Recreation, and Solid Waste.	1	1	1
ASSISTANT CITY MANAGER – CHIEF FINANCIAL OFFICER Assists the City and Deputy Manager by planning, directing, reviewing, and overseeing the finance and administrative areas, which include the Departments of Finance, Grants Administration, Housing and Community Development, Management and Budget, Procurement, Real Estate and Asset Management, and Risk Management.	1	1	1
OFFICE OF INTERGOVERNMENTAL RELATIONS Interacts with other government agencies.	1	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support for the office.	7	7	6
VENTURE MIAMI Channels and leverages resources with all business and workforce development stakeholders that impact the City's economy.	6	6	0
TOTAL FULL-TIME POSITIONS	**18**	**18**	**12**

City Manager

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	2,451,505	2,944,011	2,712,608	4,322,000	3,424,000
Operating Expense	206,142	417,726	593,830	644,000	269,000
Non-Operating Expenses	29,356	2,844,219	2,917,087	42,000	42,000
Transfers - OUT	0	1,100,000	0	0	0
	2,687,004	**7,305,955**	**6,223,525**	**5,008,000**	**3,735,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	2,674,400	4,973,287	3,335,674	4,962,000	3,689,000
American Rescue Plan Act SRF	0	2,332,668	2,843,149	0	0
Departmental Improvement Initiative	0	0	41,918	46,000	46,000
Emergency Funds	12,604	0	2,785	0	0
	2,687,004	**7,305,955**	**6,223,525**	**5,008,000**	**3,735,000**

Budget Highlights for FY 2024-25

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $6,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Manager (GF $210,000).

The Budget includes the transfer of the Venture Miami function, personnel, and funding from the City Manager's Office to the Department of Economic Innovation and Development. The personnel and funding are reflected in the prior Department in FY 2023-24 and in the new Department in FY 2024-25 (six positions, $1.776 million).

City Manager

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,074,000	0	3,074,000	2,492,000	0	2,492,000
516000 - Fringe Benefits	71,000	0	71,000	66,000	0	66,000
521000 - Fica Taxes	200,000	0	200,000	154,000	0	154,000
522000 - Retirement Contributions	616,000	0	616,000	460,000	0	460,000
523000 - Life and Health Insurance	361,000	0	361,000	252,000	0	252,000
Personnel	**4,322,000**	**0**	**4,322,000**	**3,424,000**	**0**	**3,424,000**
Operating Expense						
524000 - Workers' Compensation	44,000	0	44,000	35,000	0	35,000
531000 - Professional Services	50,000	0	50,000	10,000	0	10,000
534000 - Other Contractual Services	42,000	0	42,000	17,000	0	17,000
540000 - Travel and Per Diem	65,000	0	65,000	25,000	0	25,000
541000 - Communications & Related Services	17,000	0	17,000	2,000	0	2,000
541100 - Postage	3,000	0	3,000	1,000	0	1,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	21,000	0	21,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	76,000	0	76,000	65,000	0	65,000
548000 - Promotional Activities	100,000	4,000	104,000	0	4,000	4,000
548100 - Advertising and Related Costs	50,000	0	50,000	0	0	0
549000 - Other Current Charges and Obligations	30,000	0	30,000	20,000	0	20,000
551000 - Office Supplies	76,000	0	76,000	51,000	0	51,000
552000 - Operating Supplies	49,000	0	49,000	14,000	0	14,000
552010 - Motor Fuel	5,000	0	5,000	5,000	0	5,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	3,000	0	3,000
Operating Expense	**640,000**	**4,000**	**644,000**	**265,000**	**4,000**	**269,000**
Non-Operating Expense						
896000 - Budget Reserve	0	42,000	42,000	0	42,000	42,000
Non-Operating Expenses	**0**	**42,000**	**42,000**	**0**	**42,000**	**42,000**
Total Expense	**4,962,000**	**46,000**	**5,008,000**	**3,689,000**	**46,000**	**3,735,000**

Agenda Coordination

Department Head: Miriam M. Santana Email: AgendaOffice-DL@miamigov.com
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 IQM2 legislative system, this Office is able to generate and make the City Commission agenda available to the public at large.

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

Agenda Coordination

Office of Agenda Coordination

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
AGENDA COORDINATION Establishes, directs, and ensures a policy of achieving the delivery of the agenda in a timely manner; performs administrative and clerical duties to support the preparation and delivery of the agenda.	3	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**	**3**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	372,377	374,190	348,479	390,000	471,000
Operating Expense	13,382	15,631	16,009	19,000	21,000
	385,759	**389,821**	**364,487**	**409,000**	**492,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	385,759	384,821	364,487	409,000	492,000
American Rescue Plan Act SRF	0	5,000	0	0	0
	385,759	**389,821**	**364,487**	**409,000**	**492,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Rentals and Leases Line item reflects a reduction of $1,000 (GF) to align the budget with the actual trend of expenditures.

Agenda Coordination

The Budget includes the following addition:

Additional funding was added to the Office Supplies Line item to align the budget with the actual trend of expenditures (GF $1,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $13,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $11,000).

Agenda Coordination

Accomplishments FY 2023-24

Published all regular City Commission Agendas and distributed the Agenda within five days of the City Commission meeting.

Completed and closed all directives for calendar year 2019. Twelve additional directives were closed in the second quarter.

Prepared and submitted all City Commission Agenda items received within two days.

Strategies FY 2024-25

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.

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

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **To ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven calendar days prior to the distribution of the final agenda.**				
Regular items prepared and distributed (number)	1,007	943	960	965
Planning and Zoning items distributed (number)	178	293	204	204
Substitutions distributed (number)	24	26	25	< 20
Agenda was published five business days prior to Commission meeting (percent)		91	90	100
Agenda Items received and entered into IQM2 (percent)		100	100	95
DEPARTMENT GOAL(S) **To deliver high-quality customer service and improve operational efficiency.**				
City Commission directives completed/closed out (number)		30	65	50

Source: ClearPoint Strategy Management Reporting Software

Office of Agenda Coordination

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	241,000	0	241,000	283,000	0	283,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	22,000	0	22,000	22,000	0	22,000
522000 - Retirement Contributions	71,000	0	71,000	89,000	0	89,000
523000 - Life and Health Insurance	51,000	0	51,000	72,000	0	72,000
Personnel	**390,000**	**0**	**390,000**	**471,000**	**0**	**471,000**
Operating Expense						
524000 - Workers' Compensation	7,000	0	7,000	8,000	0	8,000
544000 - Rentals and Leases	1,000	0	1,000	0	0	0
546001 - IT-Repair and Maintenance Services	9,000	0	9,000	10,000	0	10,000
551000 - Office Supplies	2,000	0	2,000	3,000	0	3,000
Operating Expense	**19,000**	**0**	**19,000**	**21,000**	**0**	**21,000**
Total Expense	**409,000**	**0**	**409,000**	**492,000**	**0**	**492,000**

City Attorney

Department Head: George K. Wysong III, City Attorney Phone: (305) 416-1800
www.miamigov.com/Government/Departments-Organizations/City-Attorneys-Office

Mission Statement

To ethically and zealously provide the highest quality legal services to the City of Miami Officers and Departments thereof, in matters relating to their official duties, in a timely, efficient, and cost-effective manner.

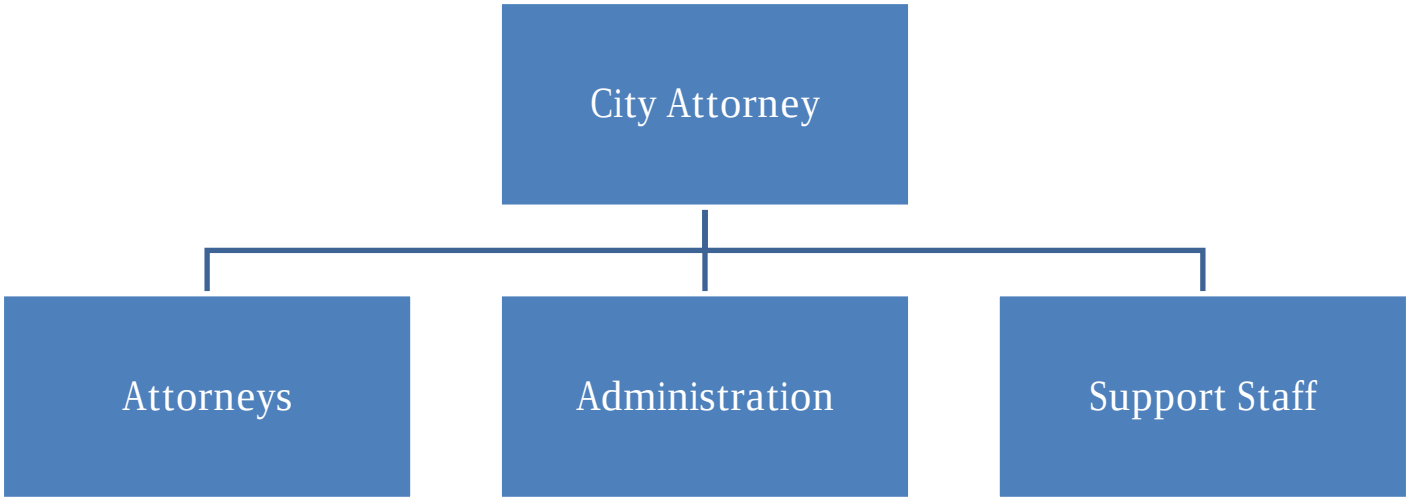
Description

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, the staff drafts and reviews all ordinances and resolutions enacted by the City Commission. The City Attorney issues written legal opinions to inform, advise, and update the City Commission and the Administration on federal, state, and local laws impacting the conduct of municipal affairs.

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

City Attorney



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
CITY ATTORNEY Directs, coordinates, and administers all legal matters concerning the City of Miami; handles all legal issues concerning City government; provides legal advice and direction to the Mayor, City Commission, City Manager, and department heads.	1	1	1
ATTORNEYS Assists the City Attorney by overseeing and administering all legal matters concerning the City of Miami; represents the City in court and before quasi-judicial or administrative agencies of government; performs other legal or administrative duties designated by local laws and the City Charter; serves as the City of Miami's Public Records Coordinator.	32	33	35
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the office budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides budget, finance, and procurement services; provides information technology systems support; administers the ProLaw database, coordinates upgrades of personal computers and computer systems; coordinates the City's legislative process with all departments within the City of Miami's organization.	5	5	5
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; records legal documents with the court system; serves as a courier for the Office.	26	26	26
TOTAL FULL-TIME POSITIONS	**64**	**65**	**67**

City Attorney

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	9,951,639	10,795,871	11,206,759	11,955,000	13,324,000
Operating Expense	521,405	472,709	532,989	575,000	680,000
	10,473,045	**11,268,580**	**11,739,748**	**12,530,000**	**14,004,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	10,473,045	11,260,580	11,739,748	12,530,000	14,004,000
American Rescue Plan Act SRF	0	8,000	0	0	0
	10,473,045	**11,268,580**	**11,739,748**	**12,530,000**	**14,004,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Office Supplies Line item reflects a decrease of $5,000 (GF) to align the budget with the current trend of expenditures.

The Budget includes the following addition:

The Travel and Per Diem Line item reflects an increase of $5,000 (GF) to align the budget with the current trend of expenditures.

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $10,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Attorney (GF $642,000).

The budget reflects the reduction of one Administrative Aide I position and an increase in one Paralegal position with no budget or service impact.

Due to a clerical error last year, the full-time position count has been adjusted to reflect an increase of two Assistant City Attorney positions, bringing the total to the correct count.

City Attorney

Accomplishments FY 2023-24

Offered in-house trainings on new electronic processes. Continued offering monthly training(s) to new hires, departments, and the City as a whole for the improvement of knowledge, awareness, skills, and motivations when performing their jobs.

Initiated the development of a Legal Services Request automated system to streamline the process. Continued digitizing the functioning of the office by further implementing the usage of programs to electronically manage documents and timely improve business capabilities. Continued improving the electronic signature processes for internal and Citywide contracts, requests for leave, approval of invoices, etc.

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

Expanded collection efforts and recovered $3,324,194.06 in liens, fees, and assessments imposed on all properties, including properties that are the subjects of foreclosure actions, tax deed sales, bankruptcy proceedings, or various other actions or proceedings before judicial or quasi-judicial bodies as of May 2024.

Obtained a favorable result in the case of Karenza Apartments, LLP v. City of Miami, Miami-Dade County Circuit Court, Case No. 2019-4477. Karenza's claim, brought under the Bert J. Harris, Jr., Private Property Rights Protection Act, alleged that the City took legislative action, as a result of feedback from citizens and property owners, that shrank the boundary in which advertising murals can be displayed. Karenza claimed that the boundary contraction had a negative impact on its reasonable investment-backed expectation to host a mural on its one-story property abutting I-195 adjacent to the Design District. Karenza sought potential liability for the City in excess of $20 million not including attorneys' fees and costs which could be awarded under the statute. The retained outside counsel attorneys from Rennert Vogel and Buchanan Ingersoll, in combination with Assistant City Attorney, Eric J. Eves, prepared for and aggressively defended the City at trial in December 2023. On May 20, 2024, Circuit Judge Migna Sanchez-Llorens issued a 42-page trial judgment which found in the City's favor on every single issue of law and fact. This ruling provides a strong foundational precedent for defending against future claims—related to murals, billboards, or other purported rights - which might be brought pursuant to the Bert J. Harris Act.

Strategies FY 2024-25

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

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

Continue improving the electronic office environment on-line tools and the office's electronic signature workflow in alignment with the City's Innovation and Technology Department.

Continue to expand collection efforts.

City Attorney

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities.**				
Litigation matters opened (number)	598	703	600	600
Litigation matters closed (number)	508	1,157	600	600
Non-litigation matters opened (number)	2,438	2,644	2,400	2,400
Non-litigation matters closed (number)	1,811	1,364	2,200	2,300
DEPARTMENT GOAL(S) **Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost effective results.**				
Blended Attorney hourly rate (dollars)	$ 69.00	$ 72.05	$72.05	$79.00
Blended billable hours per Attorney (hours)	1,892.6	1,675.2	1,700	1,700
DEPARTMENT GOAL(S) **Continue expanding collection efforts.**				
Collection of Liens (dollars)	$ 5,222,001.33	$ 4,339,558.52	$3,500,000.00	$2,000,000.00
DEPARTMENT GOAL(S) **Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures.**				
Preventative Law Training/Presentations (number)	16	14	12	15
DEPARTMENT GOAL(S) **Continue responding to Legal Service Requests in a timely manner.**				
Public Records Requests (opened)	4,283	4,449	4,000	4,000
Public Records Requests (closed)	4,485	4,115	4,000	4,000

City Attorney

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,753,000	0	7,753,000	9,109,000	0	9,109,000
512010 - Attrition Savings - Salaries	(40,000)	0	(40,000)	(60,000)	0	(60,000)
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	67,000	0	67,000	101,000	0	101,000
521000 - Fica Taxes	559,000	0	559,000	656,000	0	656,000
522000 - Retirement Contributions	2,230,000	0	2,230,000	2,177,000	0	2,177,000
523000 - Life and Health Insurance	1,364,000	0	1,364,000	1,319,000	0	1,319,000
Personnel	**11,955,000**	**0**	**11,955,000**	**13,324,000**	**0**	**13,324,000**
Operating Expense						
524000 - Workers' Compensation	115,000	0	115,000	129,000	0	129,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
540000 - Travel and Per Diem	38,000	0	38,000	43,000	0	43,000
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	222,000	0	222,000	313,000	0	313,000
548100 - Advertising and Related Costs	2,500	0	2,500	2,500	0	2,500
549000 - Other Current Charges and Obligations	1,500	0	1,500	1,500	0	1,500
551000 - Office Supplies	18,000	0	18,000	13,000	0	13,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	115,000	0	115,000	115,000	0	115,000
Operating Expense	**575,000**	**0**	**575,000**	**680,000**	**0**	**680,000**
Total Expense	**12,530,000**	**0**	**12,530,000**	**14,004,000**	**0**	**14,004,000**

City Clerk

Department Head: Todd B. Hannon Phone: (305) 250-5360
City Clerk's Office - Miami

Mission Statement

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

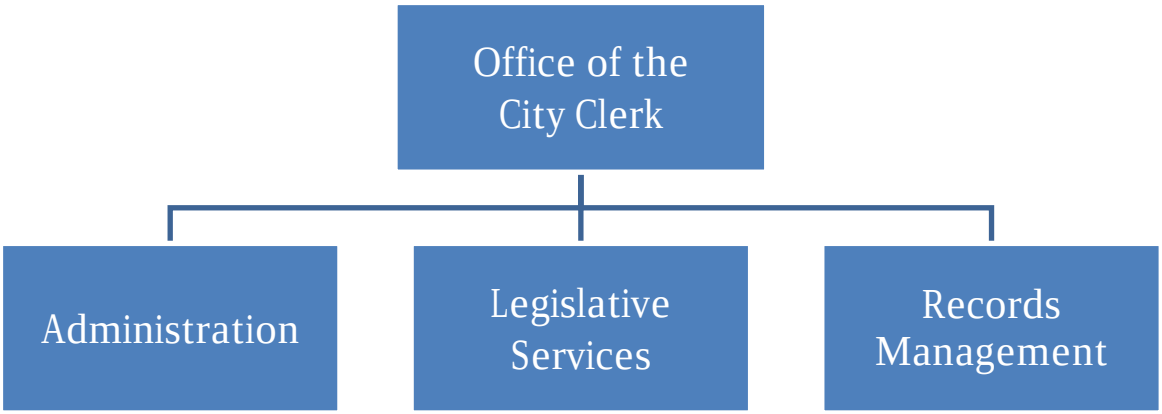
Description

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

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

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

City Clerk



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission, Southeast Overtown Park West, Omni and Midtown Community Redevelopment Agency (CRA) meetings: prepares and administers oaths of office; maintains official calendars of the City Commission, Boards, and Committee meetings; attests documents as Secretary of the Municipal Corporation for the City of Miami and CRAs.	1	1	1
ADMINISTRATION Prepares the annual budget and archives contracts and agreements; oversees all matters relating to personnel and expenditures; tracks office metrics used for strategic planning; coordinates the implementation and installation of new programs and operating systems for the enhancement of the legislative process; provides administrative support services, as mandated by the Miami City Code to boards and committees; supervises and administers all municipal elections (charter amendments, candidates, bond, referenda, etc.), including the City of Miami's Civil Service Board election; certifies and declares election results.	4	4	4
LEGISLATIVE SERVICES Records City Commission and CRA actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes minutes verbatim and distributes same; attends and participates in bond validation proceedings; advertises official notices as mandated by state and local laws; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the City Commission.	5	5	5
RECORDS MANAGEMENT Archives on-site digitized official records from 1896 to the present; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2	2
TOTAL FULL-TIME POSITIONS	**12**	**12**	**12**

City Clerk

Department Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	1,801,291	1,843,201	1,902,964	2,046,000	2,199,000
Operating Expense	411,494	387,724	377,760	401,000	411,000
Capital Outlay	0	0	5,934	0	0
Non-Operating Expenses	0	0	0	1,648,000	1,868,000
	2,212,785	**2,230,926**	**2,286,658**	**4,095,000**	**4,478,000**

Funding Structure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	2,065,916	2,011,300	2,124,242	2,301,000	2,459,000
American Rescue Plan Act SRF	0	36,000	0	0	0
City Clerk Services	146,870	183,626	162,416	1,794,000	2,019,000
	2,212,785	**2,230,926**	**2,286,658**	**4,095,000**	**4,478,000**

Budget Highlights for FY 2024-25

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $89,000, SR $5,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Clerk (GF $57,000).

City Clerk

Accomplishments FY 2023-24

Accomplished the goal of archiving documents from 2003 to the present and made them available in the public repository. Documents from 1978 to the present are now available to internal and external users and continued efforts to add documents before 1978.

Completed identifying the current pain points and enhancements needed by understanding how the People Office Management (POM) system works. Meetings are ongoing to identify a viable system to increase efficiency and transparency.

Strategies FY 2024-25

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

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings.**				
Marked agenda completed within seven business days (percent)	86	98	85	100
City Commission minutes completed within 25 business days (percent)		100	90	100
City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)		100	90	100
DEPARTMENT GOAL(S) **Promote effective service delivery of City of Miami contracts and agreements by making them promptly available.**				
Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	100	97	96	96
DEPARTMENT GOAL(S) **Improve operational efficiency of City of Miami boards, committees, trusts and agencies by expeditiously providing newly appointed and reappointed board members with appointment notifications.**				
Notifications sent to board appointees within 30 business days of City Commission approval (percent)	100	100	100	100

City Clerk

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,130,000	61,000	1,191,000	1,323,000	71,000	1,394,000
516000 - Fringe Benefits	10,000	0	10,000	10,000	0	10,000
521000 - Fica Taxes	85,000	9,000	94,000	100,000	5,000	105,000
522000 - Retirement Contributions	419,000	23,000	442,000	403,000	23,000	426,000
523000 - Life and Health Insurance	283,000	26,000	309,000	240,000	24,000	264,000
Personnel	**1,927,000**	**119,000**	**2,046,000**	**2,076,000**	**123,000**	**2,199,000**
Operating Expense						
524000 - Workers' Compensation	28,000	1,000	29,000	31,000	2,000	33,000
531000 - Professional Services	36,000	0	36,000	36,000	0	36,000
534000 - Other Contractual Services	52,000	21,000	73,000	52,000	21,000	73,000
541100 - Postage	9,000	3,000	12,000	9,000	3,000	12,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546000 - Repair and Maintenance Services	6,000	0	6,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	87,000	0	87,000	93,000	0	93,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	143,000	0	143,000	143,000	0	143,000
551000 - Office Supplies	7,000	2,000	9,000	7,000	2,000	9,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**374,000**	**27,000**	**401,000**	**383,000**	**28,000**	**411,000**
Non-Operating Expense						
896000 - Budget Reserve	0	1,648,000	1,648,000	0	1,868,000	1,868,000
Non-Operating Expenses	**0**	**1,648,000**	**1,648,000**	**0**	**1,868,000**	**1,868,000**
Total Expense	**2,301,000**	**1,794,000**	**4,095,000**	**2,459,000**	**2,019,000**	**4,478,000**

Civil Service Board

Department Head: Tishria L. Mindingall Phone: (305) 416-2020
www.miamigov.com/Government/Departments-Organizations/Civil-Service-Board-Office

Mission Statement

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

Description

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

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

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

Civil Service Board

Civil Service Board

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
CIVIL SERVICE BOARD Enforces Section 36 of the City of Miami Charter and Chapter 40 of the City of Miami Code of Laws; amends the rules as required; acts as a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and of Florida Whistleblower Statutes; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings and other Board actions; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**	**3**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	522,269	545,859	568,930	601,000	600,000
Operating Expense	30,446	39,483	48,941	46,000	48,000
	552,715	**585,342**	**617,871**	**647,000**	**648,000**

Department/Funding Structure

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	552,715	582,342	617,871	647,000	648,000
American Rescue Plan Act SRF	0	3,000	0	0	0
	552,715	**585,342**	**617,871**	**647,000**	**648,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Retirement Contribution Line Item reflects a reduction of $65,000 (GF) due to one employee going into the drop.

Civil Service Board

The budget includes the following addition:

Additional funding was added to the Executive Salaries Line Item $3,000 (GF) for an additional appointed board member.

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $6,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $26,000).

Civil Service

Accomplishments FY 2023-24

Updated four of the Civil Service Rules & Regulations, and prepared required documents (reports, memos, and related forms) as needed for Commission Agenda.

Provided information regarding Board action via 71 Research Reports, Newsletters and Informational Bulletins to stakeholders.

Conducted nine Hearings and promulgated 25 Minutes, Findings of Fact, Memoranda and Reports to Attorneys, Department Heads, City Manager, Commission and other stakeholders

Conducted four workshops, nine new employee orientations and supervisor orientations, and trained 247 employees on Civil Service matters.

Strategies FY 2024-25

Continue to update Civil Service Rules and Regulations and Procedures as needed and produce Reports and related documents.

Continue to provide information, including Minutes, Departmental Newsletters and Informational Bulletins.

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

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

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Conduct hearings regarding disciplinary appeals, unsatisfactory employee service ratings, and complaints, investigations and appearances of residents and employees concerning abuses of power or Rule violations.**				
Cases closed (number)	27	22	18	17
DEPARTMENT GOAL(S) **Research requests from residents, applicants and employees regarding application of the Rules, and prepare responses, corrective actions and process improvements for review or implementation.**				
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	107	106	85	95

Source: ClearPoint Strategy Management Reporting Software

Civil Service

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Conduct investigations and hearings, and document the actions of the Board via Minutes, Findings & Reports.**				
Minutes, Findings and Reports Prepared, Approved and/or Forwarded (number)	26	29	25	20
DEPARTMENT GOAL(S) **Conduct hearings regarding disciplinary appeals, unsatisfactory employee service ratings, and complaints, investigations and appearances of residents and employees concerning abuses of power or Rule violations.**				
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating hearings held (number)	9	13	10	10
DEPARTMENT GOAL(S) **Conduct workshops, new employee orientations, and supervisor orientations regarding functions of the Board and the responsibilities of employees, to improve the knowledge of and adherence to the Civil Service Rules.**				
Civil Service Rules workshops conducted (number)	8	6	6	6
New employee and supervisor orientations conducted (number)	12	11	12	10
Employees trained by the Civil Service Board (number)	273	269	260	250

Civil Service Board

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	8,000	0	8,000	11,000	0	11,000
512000 - Regular Salaries and Wages	354,000	0	354,000	416,000	0	416,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	26,000	0	26,000	30,000	0	30,000
522000 - Retirement Contributions	131,000	0	131,000	66,000	0	66,000
523000 - Life and Health Insurance	77,000	0	77,000	72,000	0	72,000
Personnel	**601,000**	**0**	**601,000**	**600,000**	**0**	**600,000**
Operating Expense						
524000 - Workers' Compensation	7,000	0	7,000	8,000	0	8,000
531010 - Professional Services-Legal Services	22,000	0	22,000	22,000	0	22,000
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	10,000	0	10,000	11,000	0	11,000
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	**46,000**	**0**	**46,000**	**48,000**	**0**	**48,000**
Total Expense	**647,000**	**0**	**647,000**	**648,000**	**0**	**648,000**

Code Compliance

Department Head: Robert Santos - Alborna, MA, CEP Phone: (305) 416-2087
www.miami.gov/My-Government/Departments/Code-Compliance

Mission Statement

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

Description

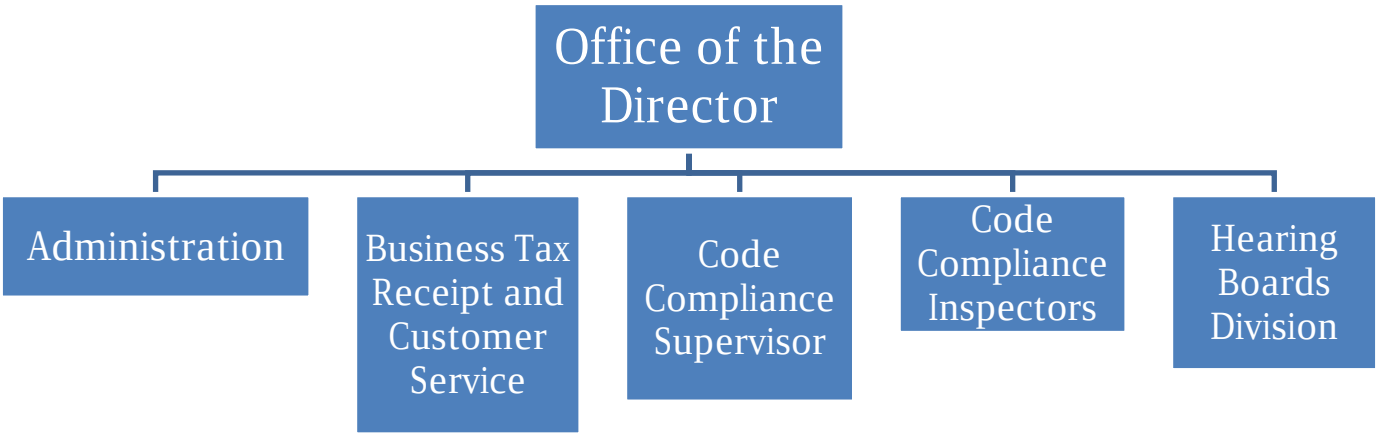
The Department of Code Compliance responds to complaints from residents and businesses and proactively patrols and addresses code violations to improve both quality of life and property values; for a service area of approximately 400,000 residents, 56 square miles, and 69,000 single-family residences.

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

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

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

Code Compliance



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Provides leadership, guidance, and accountability for the Department; assists other City departments and agencies with Code Compliance issues, ordinances, policies, procedures and protocols, and the City Charter.	2	2	3
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, payroll and Kronos management, information technology, and procurement.	4	4	6
BUSINESS TAX RECEIPT AND CUSTOMER SERVICE Provides customer service via phone and in person; assists with clerical duties such as mailing correspondence regarding Code Compliance matters to residents, accepts and processes all Business Tax Receipt applications for the City of Miami.	3	3	4
CODE COMPLIANCE SUPERVISORS Supervises the daily functions of Code Compliance Inspectors; maintains records and correspondence pertaining to violations; work in collaboration with several other departments, works with the community to resolve code violations.	6	6	7
CODE COMPLIANCE INSPECTORS Respond to community complaints, referrals from 311 and other Departments, patrols neighborhoods for code violations, maintain records and correspondence pertaining to violations; works with the community to resolve code violations; ensures compliance with CUs and BTRs; adjudicates cases at Code Enforcement Board (CEB) and/or Ticket Appeals hearings.	60	60	56
CODE ENFORCEMENT BOARD, TICKET APPEALS & NUISANCE ABATEMENT BOARD Processes applications and provide administrative support for hearings in support of the Department to include publication of agenda and minutes. Shall serve as custodian of records pertaining to orders and resolutions.	0	0	3
TOTAL FULL-TIME POSITIONS	**75**	**75**	**79**

Code Compliance

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	8,084,566	8,757,945	9,155,736	9,949,000	11,399,000
Operating Expense	567,123	592,932	1,300,017	1,471,000	1,629,000
Capital Outlay	0	0	(8)	20,000	20,000
Non-Operating Expenses	252	103	254	0	0
Transfers - OUT	0	2	0	0	0
	8,651,940	**9,350,981**	**10,455,999**	**11,440,000**	**13,048,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	8,650,115	9,127,979	10,455,999	11,440,000	13,048,000
American Rescue Plan Act SRF	0	223,000	0	0	0
Planning and Zoning Tree Trust Fund	1,225	0	0	0	0
Emergency Funds	600	2	0	0	0
	8,651,940	**9,350,981**	**10,455,999**	**11,440,000**	**13,048,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Fringe Benefits Line Item reflects a reduction of $4,000 (GF) to align the budget with the actual trend of expenditures.

The Rental and Leases Line Item reflects a reduction of $3,000 (GF) to align the budget with the actual trend of expenditures.

The Printing and Binding-Paper Stock Line Item reflects a reduction of $6,000 (GF) to align the budget with the actual trend of expenditures.

The Office Supplies Line Item reflects a reduction of $5,000 (GF) to align the budget with the actual trend of expenditures.

The Clothing and Uniform Supplies Line Item reflects a reduction of $3,000 (GF) to align the budget with the actual trend of expenditures.

Code Compliance

The Budget includes the following additions:

As approved in the FY 2023-24 Mid-Year Budget Amendment, the Code Enforcement Hearing Board function has moved from Planning to Code and a new organization (152007) has been created to handle the change.

The Regular Salaries and Wages Line Item reflects increased funding for the Hearing Board function for the addition of one Assistant Director $102,000 (GF) one Hearing Boards Coordinator $69,000 (GF) and two Hearing Board Specialists $109,000 (GF).

The Other Charges for Services Line Item reflects an increase of $2.016 million (GF) due to the transfer of the Hearing Board collections from the Planning Department.

Additional funding was added to the Overtime Line Item $30,000 (GF) to align services with the current salary rates.

Additional funding was added to the Special Pay Line Item $237,000 (GF) due to the increase in hazardous pay.

The Professional Services Line Item reflects a rise of $15,000 (GF) due to translation contractual services required by City Code transferred from the Planning Department.

The Professional Legal Services Line Item reflects an increase of $45,000 (GF) due to special counsel-legal services transferred from the Planning Department.

The Court Services Line Item reflects an increase of $19,000 (GF) due to Miami-Dade Clerk of Court recording fees transferred from the Planning Department.

The Printing and Binding Line item reflects an increase of $1000 (GF) due to the transfer of duplicating service functions transferred from the Planning Department.

The Postage Line Item reflects an increase of $10,000 (GF) due to the surge of USPS – Certified Mail notices Citywide.

The Operating Supplies Line Item reflects an increase of $5,000 (GF) due to surging costs in the price of equipment.

The Communications and Related Services Line Item reflects an increase of $4,000 (GF) due to various fee increases incurred by the COM Legal Department when filing injunctions, judgements, and foreclosure proceedings.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $481,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $36,000).

Code Compliance

Accomplishments FY 2023-24

Continued to meet with District Offices related to issues of concerns in their respective neighborhoods. Distributed tri-fold brochures on an on-going basis. Continued to meet with Homeowners Associations (HOA) throughout Districts in the City.

Established an Educational and Training Committee to assist in training Code Compliance Inspectors on various topics and disciplines; such as understanding the City of Miami Muni-Code, Miami 21 Zoning Code, Stormwater Emergency Management, Tree Violations and Inspections, Noise Violations, Ticket Appeal Hearings Process, Lot Clearing, BTRs, CUs, Code Check Process, and Personalization trainings. Certified 43 out of 50 code staff members that participated in the safety certification program.

Continued collaboration with Police, Fire, and Building Departments to conduct Dry Hour Inspections from 10 PM to 4 AM. Developed an ad-hoc report to determine case load activity by code compliance inspectors.

Developed data reports in Code Check to assess code compliance performance metrics; such as adjudication rates, respond to hotline noise complaints within 40 minutes of receipt and provide outcome to complainant, daily activity reports, and cases closed in compliance prior to hearings.

Maintained responsiveness as it relates to complaints received through 311. Improved responsiveness during after hours noise complaints by pre deploying Code Compliance Inspectors to specific areas of concern.

Established a Graffiti Mitigation Program now currently in second reading with Commissioners.

Presented Commercial Mitigations Cases in Commission in response to Article 10 Chapter 2 Amendment.

Strategies FY 2024-25

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

Continue to train staff through regular internal trainings (Education and Training Committee) to ensure all team members are current on legislative and administrative developments, Standard Operating Procedures, as well as best practices. Continue to attain and attend Florida Association of Code Enforcement (FACE) certifications and trainings.

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

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

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

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

Code Compliance

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Promote effective service delivery and high-quality customer service.**				
Respond to 311 complaints within three days (percent)	84	53	55	75
Respond to Hotline Noise complaints within 40 minutes of receipt and provide outcome to complainant (percent)			55	60
DEPARTMENT GOAL(S) **Educate residents regarding due process and code violations to achieve compliance.**				
Attend community meetings to foster partnerships with the community, including Neighborhood, Condominium, and Homeowner's Associations, as well as Crime Watch and other civic and professional associations (number)	49	48	48	48
DEPARTMENT GOAL(S) **Implementation of metrics to ensure proper case management and responsiveness.**				
Cases closed in compliance prior to Hearings (percent) (Voluntary Compliance)			60	60
Total number of Adjudications (number)			50	50

Code Compliance

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Maintain streets and public spaces to a high standard.**				
Lot clearings completed per fiscal year (number)	54	35	15	15
Conduct proactive sweeps of major thoroughfares to address illegal bandit signs on public rights of way (number)			100	240
DEPARTMENT GOAL(S) **Maintain and grow a diverse and inclusive economy through professional, efficient, and use-centered Business Tax Receipt services.**				
Business Tax Receipts (BTR) and Certificate of Use (CU) inspections (number)	10,241	9,912	10,000	10,000
Number of Business Tax Receipts processed in person (number)	4,380	5,217	5,000	5,000

Source: ClearPoint Strategy Management Reporting Software

Code Compliance

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,841,000	0	5,841,000	7,105,000	0	7,105,000
512010 - Attrition Savings - Salaries	(56,000)	0	(56,000)	(111,000)	0	(111,000)
514000 - Overtime	60,000	0	60,000	90,000	0	90,000
515000 - Special Pay	0	0	0	237,000	0	237,000
516000 - Fringe Benefits	6,000	0	6,000	2,000	0	2,000
521000 - Fica Taxes	448,000	0	448,000	571,000	0	571,000
522000 - Retirement Contributions	2,055,000	0	2,055,000	2,018,000	0	2,018,000
523000 - Life and Health Insurance	1,595,000	0	1,595,000	1,487,000	0	1,487,000
Personnel	**9,949,000**	**0**	**9,949,000**	**11,399,000**	**0**	**11,399,000**
Operating Expense						
524000 - Workers' Compensation	165,000	0	165,000	184,000	0	184,000
531000 - Professional Services	150,000	0	150,000	165,000	0	165,000
531010 - Professional Services-Legal Services	5,000	0	5,000	50,000	0	50,000
533000 - Court Services	0	0	0	19,000	0	19,000
540010 - Training	19,000	0	19,000	19,000	0	19,000
541000 - Communications & Related Services	42,000	0	42,000	46,000	0	46,000
541100 - Postage	65,000	0	65,000	75,000	0	75,000
544000 - Rentals and Leases	17,000	0	17,000	14,000	0	14,000
545011 - Insurance - Vehicle Liability	16,000	0	16,000	19,000	0	19,000
546001 - IT-Repair and Maintenance Services	825,000	0	825,000	879,000	0	879,000
547000 - Printing and Binding	0	0	0	1,000	0	1,000
547200 - Printing and Binding-Paper Stock	16,000	0	16,000	10,000	0	10,000
551000 - Office Supplies	26,000	0	26,000	21,000	0	21,000
552000 - Operating Supplies	8,000	0	8,000	13,000	0	13,000
552200 - Clothing/Uniform Supplies	28,000	0	28,000	25,000	0	25,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	89,000	0	89,000	89,000	0	89,000
Operating Expense	**1,471,000**	**0**	**1,471,000**	**1,629,000**	**0**	**1,629,000**
Capital Outlay						
664000 - Machinery and Equipment	20,000	0	20,000	20,000	0	20,000
Capital Outlay	**20,000**	**0**	**20,000**	**20,000**	**0**	**20,000**
Total Expense	**11,440,000**	**0**	**11,440,000**	**13,048,000**	**0**	**13,048,000**

Communications

Department Head: Kenia Fallat Phone: (305) 416-1439
www.miami.gov/My-Government/Departments/Communications

Mission Statement

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

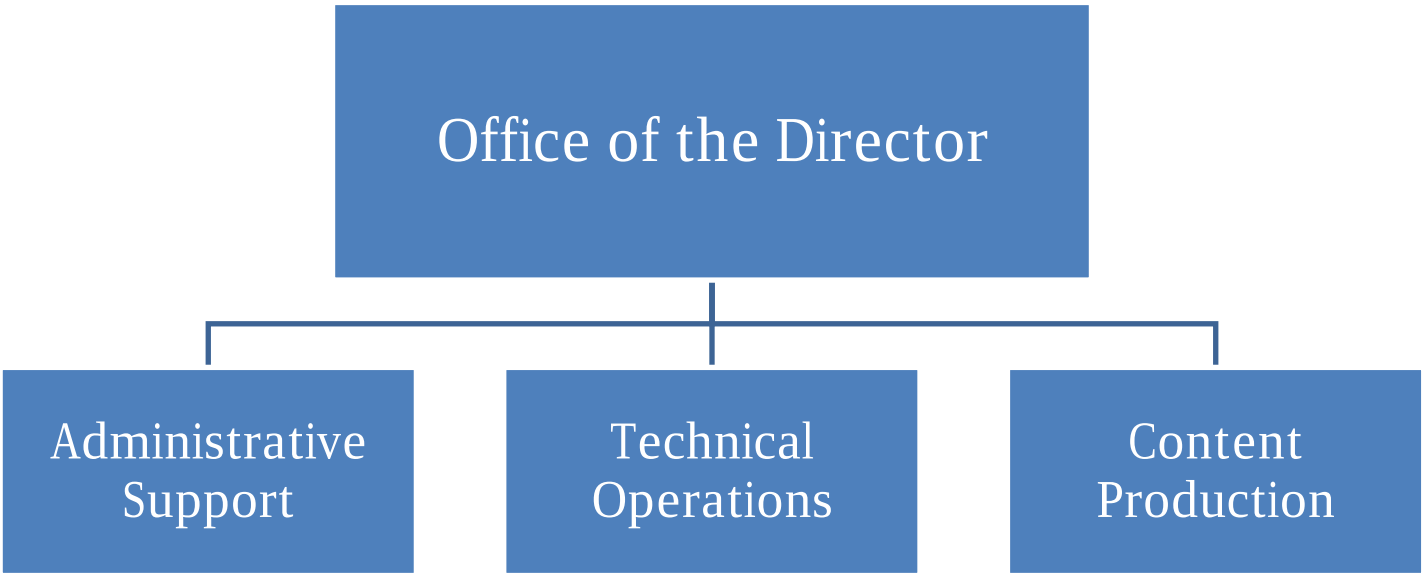
Description

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

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

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

Communications



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, and audio and video technical operations.	2	2	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and scheduled programming.	5	5	5
CONTENT PRODUCTION Creates content for all digital platforms, Miami TV, City websites, and official presentations.	3	3	3
ADMINISTRATIVE SUPPORT Assists the Director in directing all personnel, procurement, budget, and fiscal activities; facilitates public records requests, and handles all administrative needs of the department.	1	1	1
TOTAL FULL-TIME POSITIONS	**11**	**11**	**11**

Communications

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	1,468,304	1,341,590	1,191,604	1,372,000	1,672,000
Operating Expense	389,461	206,549	290,495	258,000	532,000
	1,857,765	**1,548,138**	**1,482,100**	**1,630,000**	**2,204,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	1,710,610	1,520,138	1,482,100	1,630,000	2,204,000
American Rescue Plan Act SRF	0	28,000	0	0	0
Emergency Funds	147,155	0	0	0	0
	1,857,765	**1,548,138**	**1,482,100**	**1,630,000**	**2,204,000**

Budget Highlights for FY 2024-25

The Budget includes the following additions:

The Other Contractual Services Line Item reflects an increase of $114,000 (GF) due to the creation of Crisis Communication and District 5 podcast.
The Other Current Charges and Obligations Line Item reflects an increase of $140,000 (GF) due in part to a rise in closed captioning costs.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $51,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $9,000).

Communications

Accomplishments FY 2023-24

Continued to assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content and traditional media outreach about City meetings and events using news releases, media advisories, the City's website, Facebook, X (formerly known as Twitter), Instagram, Nextdoor, YouTube, Miami TV and interviews with TV and radio media outlets.

Upgraded the encoders used for LIVE capabilities at the Emergency Operations Center and City Hall with the most technologically advanced equipment available.

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

Secured regularly scheduled appearances on the radio from the rising volume of media requests to better inform city residents, business owners, and stakeholders.

Enabled the office to triple the number of videos produced on a monthly basis to broadcast on Miami TV and post to all city social media channels, including our Youtube channel, with forward thinking initiatives from leadership and innovative ideas from the team.

Started the procuring process for new equipment, but due to limited funding, currently on hold.

Strategies FY 2024-25

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

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

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

Continue to produce content inhouse for the City's social media platforms, Miami TV, the City's YouTube channel and Empower 305 podcast.

Continue to modernize the video production server and equipment to improve its capability and features for an optimized workflow.

Incorporate Miami Police, Miami Fire-Rescue, FHP Communications and other governmental agencies to collaborate on social media platforms and Miami TV. In addition, produce new segments highlighting iconic people and places in the community.

Strategic Alignment and Performance Measures

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

Communications

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Consistent public access to government.**				
Live or recorded broadcasts of Commission meetings and board hearings (number)	258	240	200	200
DEPARTMENT GOAL(S) **Effectively work with other departments and officials.**				
City events recorded or photographed (number)	236	282	200	200
DEPARTMENT GOAL(S) **Maintain a proactive approach and positive relationship with media.**				
Media requests processed (number)	525	640	600	600
DEPARTMENT GOAL(S) **Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents.**				
Twitter Impressions (avg per month)		686,241	200,000	160,000
Facebook Impressions (avg per month)		159,644	130,000	130,000
Instagram Impressions (avg per month)		452,193	300,000	300,000
Videos Produced (number)		558	500	300
DEPARTMENT GOAL(S) **Dissemination of information via City Commission Highlights segments and monthly Empower 305 podcast.**				
Podcasts Produced (number)		14	18	12

Source: ClearPoint Strategy Management Reporting Software

Office of Communications

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	901,000	0	901,000	1,082,000	0	1,082,000
516000 - Fringe Benefits	7,000	0	7,000	1,000	0	1,000
521000 - Fica Taxes	72,000	0	72,000	67,000	0	67,000
522000 - Retirement Contributions	194,000	0	194,000	219,000	0	219,000
522010 - Police and Fire - FIPO	16,000	0	16,000	107,000	0	107,000
523000 - Life and Health Insurance	180,000	0	180,000	168,000	0	168,000
523010 - Health Trust - FOP	2,000	0	2,000	28,000	0	28,000
Personnel	**1,372,000**	**0**	**1,372,000**	**1,672,000**	**0**	**1,672,000**
Operating Expense						
524000 - Workers' Compensation	27,000	0	27,000	43,000	0	43,000
534000 - Other Contractual Services	62,000	0	62,000	176,000	0	176,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	52,000	0	52,000	56,000	0	56,000
549000 - Other Current Charges and Obligations	81,000	0	81,000	221,000	0	221,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
Operating Expense	**258,000**	**0**	**258,000**	**532,000**	**0**	**532,000**
Total Expense	**1,630,000**	**0**	**1,630,000**	**2,204,000**	**0**	**2,204,000**

Economic Innovation and Development

Department Head: Keith Carswell Phone: (305) 250-5409

Mission Statement

To drive Miami's evolution into a global leader in economic growth, innovation, and sustainability by fostering a dynamic business environment, advancing smart technologies, and empowering a skilled workforce.

New Department

It is proposed that the Department of Economic Innovation and Development be newly created to better coordinate the services described below. Components of the City Manager's Office are proposed to be transferred into this new Department.

Description

The Department of Economic Innovation and Development is the driving force behind Miami's transition into a cutting-edge, globally competitive economy. This department focuses on three core areas: economic development, technology integration, and workforce empowerment.

Contributing to the Administration's Priority of *Quality of Life*, the department seeks to attract and retain businesses, foster entrepreneurship, and create a robust ecosystem that supports business growth and innovation. Responsible for implementing smart city solutions that improve urban living, enhance public services, and create a more sustainable and efficient city infrastructure. To equip Miami's workforce with the skills and knowledge needed to thrive in a rapidly evolving economy.

Additionally, the department serves as a liaison to key councils, such as the Miami Technology Council and the Mayor's Council on Global Competitiveness, ensuring that the city's economic strategies are aligned with global trends and local needs. By integrating the insights and recommendations of these councils, the department helps shape policies and initiatives that promote Miami's position as a leader in innovation and global trade.

Stakeholders include City of Miami Residents, Elected Officials, Businesses, Educational Institutions, Visitors, City Departments, and Other Government Entities.

Department of Economic Innovation and Development

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
Economic Innovation and Development Advances Miami's status as a global leader in economic growth, innovation, and sustainability; focuses on economic development, technology integration, and workforce empowerment; creates a dynamic and resilient economy; collaborates with key councils and stakeholders to ensure that Miami's strategies align with global trends, that benefit all residents and enhance the city's quality of life.	0	0	6
TOTAL FULL-TIME POSITIONS	**0**	**0**	**6**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	0	0	0	0	1,416,000
Operating Expense	0	0	0	0	360,000
	-	-	-	-	**1,776,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	0	0	0	0	1,776,000
	-	-	-	-	**1,776,000**

Budget Highlights for FY 2024-25

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $16,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Manager (GF $75,000).

The Budget includes the transfer of the Venture Miami function, personnel, and funding from the City Manager's Office to the Department of Economic Transformation and Innovation. The personnel and funding are reflected in the prior Department in FY 2023-24 and in the new Department in FY 2024-25 (six positions, $1.776 million).

Economic Innovation and Development

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	958,000	0	958,000
516000 - Fringe Benefits	0	0	0	18,000	0	18,000
521000 - Fica Taxes	0	0	0	71,000	0	71,000
522000 - Retirement Contributions	0	0	0	225,000	0	225,000
523000 - Life and Health Insurance	0	0	0	144,000	0	144,000
Personnel	**0**	**0**	**0**	**1,416,000**	**0**	**1,416,000**
Operating Expense						
524000 - Workers' Compensation	0	0	0	13,000	0	13,000
531000 - Professional Services	0	0	0	65,000	0	65,000
534000 - Other Contractual Services	0	0	0	25,000	0	25,000
540000 - Travel and Per Diem	0	0	0	20,000	0	20,000
541000 - Communications & Related Services	0	0	0	15,000	0	15,000
541100 - Postage	0	0	0	1,000	0	1,000
548000 - Promotional Activities	0	0	0	100,000	0	100,000
548100 - Advertising and Related Costs	0	0	0	60,000	0	60,000
549000 - Other Current Charges and Obligations	0	0	0	10,000	0	10,000
551000 - Office Supplies	0	0	0	25,000	0	25,000
552000 - Operating Supplies	0	0	0	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	6,000	0	6,000
Operating Expense	**0**	**0**	**0**	**360,000**	**0**	**360,000**
Total Expense	**0**	**0**	**0**	**1,776,000**	**0**	**1,776,000**

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 2022-23	FY 2023-24	FY 2024-25
EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS Oversees and manages the equal employment opportunity function; ensures overall compliance with administrative policies and laws prohibiting employment discrimination; develops and implements instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigates allegations and complaints; responds on behalf of the City to complaints filed with external enforcement agencies.	3	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**	**3**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	528,753	548,195	574,139	605,000	667,000
Operating Expense	22,797	24,559	22,114	42,000	44,000
	551,550	**572,754**	**596,253**	**647,000**	**711,000**

Department Fund / Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	551,550	572,754	596,253	647,000	711,000
	551,550	**572,754**	**596,253**	**647,000**	**711,000**

Budget Highlights for FY 2024-25

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $30,000).

Equal Opportunity and Diversity Programs

Accomplishments FY 2023-24

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 internally with EODP or externally with federal, state or local agencies.

Completed over 60 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 to the advisory board by supplying administrative materials and technical guidance during organized meetings of the Equal Opportunity Advisory Board.

Continued efforts in expanding the Nursing Mothers Program citywide is still ongoing.

Strategies FY 2024-25

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

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

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

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

Continue to expand the Nursing Mother’s Program citywide.

Strategic Alignment and Performance Measures

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

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Acutal	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **To promote effective high quality customer service.**				
Case investigations completed (number)	53	50	38	35
Certification lists processed and returned to departments within one day (percent)	100	100	100	100
DEPARTMENT GOAL(S) **Improve operational efficiency.**				
Internal case investigations completed within 25 calendar days (percent)	100	100	100	100
External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	100
Certification lists reviewed and approved (number)	379	462	300	300
DEPARTMENT GOAL(S) **Foster a positive work environment for all City employees.**				
Employees provided with mandatory Equal Employment Opportunity, Sexual Harassment and Diversity training (number)	863	637	800	800
Employees attending mandatory training every three years (percent)	93	91	100	100
Employees provided with additional empowerment trainings (number)	413	433	150	200

Source: ClearPoint Strategy Management Reporting Software

Equal Opportunity and Diversity Programs

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	362,000	0	362,000	423,000	0	423,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	28,000	0	28,000	32,000	0	32,000
522000 - Retirement Contributions	131,000	0	131,000	133,000	0	133,000
523000 - Life and Health Insurance	77,000	0	77,000	72,000	0	72,000
Personnel	**605,000**	**0**	**605,000**	**667,000**	**0**	**667,000**
Operating Expense						
524000 - Workers' Compensation	7,000	0	7,000	8,000	0	8,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
540010 - Training	6,000	0	6,000	6,000	0	6,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	10,000	0	10,000	11,000	0	11,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	8,000	0	8,000	8,000	0	8,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**42,000**	**0**	**42,000**	**44,000**	**0**	**44,000**
Total Expense	**647,000**	**0**	**647,000**	**711,000**	**0**	**711,000**

Finance

Department Head: Erica Paschal-Darling, CPA Phone: (305) 416-1328
www.miami.gov/My-Government/Departments/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.

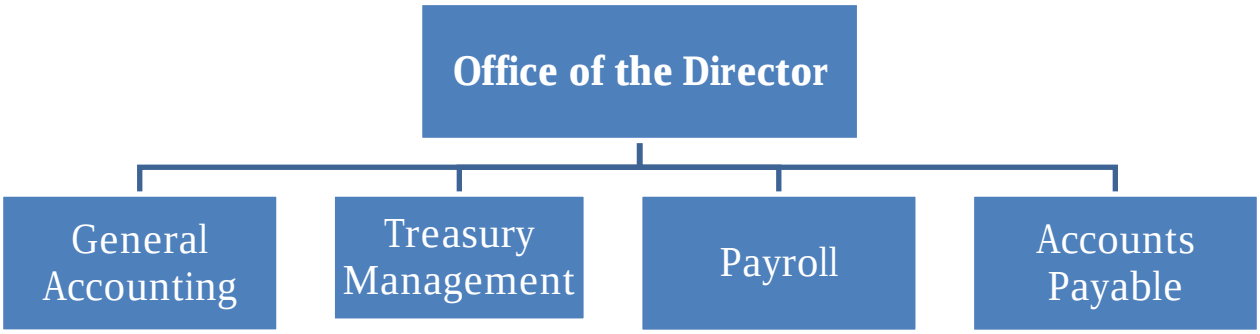
Description

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 Annual Comprehensive Financial Report (ACFR), the City's Popular Annual Financial Report (PAFR), the Single Audit Report, the City's Annual Report to Bondholders, and the State of Florida Annual Financial Report.

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

Finance



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
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 the preparation of interim and annual financial reports; prepares the Annual Comprehensive Financial Report (ACFR); and performs departmental payroll, personnel, procurement, and legislative functions.	6	6	6
GENERAL ACCOUNTING Maintains and balances accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year-end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; reviews, monitors, and reconciles projects and grants, general ledger revenues and expenditures.	22	22	22
TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; provides oversight for the 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 Business Tax Receipts (BTRs) and Certificates of Use (CU); collects revenue for past due invoices and returned checks; requests lien searches; handles customer inquiries; receives, records, and deposits cash receipts.	27	27	27
PAYROLL Ensures the accuracy and timeliness of the bi-weekly payroll process; monitors time entries; establishes payroll deductions and direct deposit requests; deposits taxes withheld; processes garnishments; prepares and prints W-2s.	7	7	7
ACCOUNTS PAYABLE Approve and pay invoices for the purchase of goods and services used in the operations of the City; maintain accounts payable records; reconcile vendor accounts; prepare and print 1099s.	6	6	6
TOTAL FULL-TIME POSITIONS	**68**	**68**	**68**

Finance

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	9,109,994	9,724,691	9,648,117	10,207,000	11,481,000
Operating Expense	1,828,599	1,846,333	2,296,791	2,448,000	2,490,000
Non-Operating Expenses	(741,720)	0	0	80,000,000	48,000,000
Transfers - OUT	0	266	0	0	0
	10,196,872	**11,571,290**	**11,944,908**	**92,655,000**	**61,971,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	10,927,641	11,349,024	11,944,908	12,655,000	13,971,000
American Rescue Plan Act SRF	0	222,000	0	80,000,000	48,000,000
Emergency Funds	(730,769)	266	0	0	0
	10,196,872	**11,571,290**	**11,944,908**	**92,655,000**	**61,971,000**

Budget Highlights for FY 2024-25

The Budget includes the following addition:

The Other Contractual Services Line item reflects an increase of $14,000 (GF) to fund a contractual increase for Vertex software $2,000 (GF), to fund a contractual increase for Cost Allocation Plan production $2,000 (GF), and to fund contractual increases for the maintenance of city's time and attendance tracking system (UKG Kronos) $10,000 (GF).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $501,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $84,000).

The budget reflects the remaining funds provided to the City from the federal government pursuant to the passage of the American Rescue Plan Act of 2021 (SR $48.000 million).

Finance

Accomplishments FY 2023-24

Published the 2023 Annual Comprehensive Financial Report (ACFR) with an unqualified audit opinion by March 31, 2024, utilizing the Hyperion Financial Management (HFM) system. Successfully completed the 2023 Single Audit and Management Letter by April 30, 2024, in accordance with the City's Financial Integrity Principles. The Management Letter reflected no findings for the Finance Department. Timely prepared the Cost Allocation Plan for fiscal year 2025 in July 2024. Awarded the Achievement for Excellence in Financial Reporting by The Government Finance Officers Association of the United States and Canada (GFOA) for the City's Annual Comprehensive Financial Report (ACFR) and Popular Annual Financial Report (PAFR) for the fiscal year ended September 30, 2022. These Certificates of Achievement are the highest form of recognition in governmental accounting and financial reporting. The attainment of this award represents a significant accomplishment by a government and its financial management team.

Assigned an Aa2 rating, in April 2024, by Moody's Ratings (Moody's) to the City of Miami's $285.85 million Limited Ad Valorem Tax Bonds (Miami Forever Capital Programs Infrastructure Projects) [Tax-Exempt] Series 2024A. Concurrently, Moody's has affirmed the City's Aa2 issuer and non-ad valorem ratings. Post-sale, the city will have approximately $1.00 billion in debt outstanding. In April 2024, S and P Global Ratings assigned its 'AA' long-term rating to the $285.90 million series 2024 limited ad valorem and non-ad valorem bonds. At the same time, S and P Global Ratings affirmed its 'AA' rating on the city's outstanding limited ad valorem and non-ad valorem bonds. Per the overall ratings the outlook is stable.

Maintained an average percentage of approximately 81 percent over the past five years for processing invoices Citywide and ensuring that all Departments have their respective invoices processed within the State of Florida mandate of 45 days. The measure of processing invoices without exception on a monthly basis reflects the efficiency with which City invoices are being paid to achieve this goal.

Enhanced the Department by creating a dedicated division for grants and reimbursements which has been evaluating and updating all procedures to ensure compliance with the Financial Integrity Principles and other regulations, including timely reimbursement requests and receipt of City funds from grantors. Streamlined the Schedule of Expenditures of Federal Awards (SEFA) reconciliation process to ensure the accuracy of financial reporting, regulation, and compliance. Created relevant grant reconciliations, to improve the completeness, accuracy, and timeliness of the data to avoid over-reporting or missed programs. Established a centralized grant management system to track and manage reimbursement requests, clearly define, and document grant reimbursement procedures to ensure consistency across funding sources, and efficiently utilize the award close out dashboard. Analyzed total expenditures, revenues, billings, and collections of the reimbursable grants by performing maintenance, clearing open invoices, monitoring the number of outstanding invoices every week, providing feedback to the Departments, and inquiring on possible non-reimbursable expenditures. The 2023 fiscal year audit test results disclosed no instances of noncompliance.

Continued to evaluate market conditions within the City's Treasury division for cost saving opportunities. No refinancing's took place for the current fiscal year; however, in November 2023 the City successfully issued new debt. On November 8, 2023, the City successfully priced its $242.22 million tax-exempt Special Obligation Non-Ad Valorem Revenue Bonds, Series 2023A (the "2023A Bonds") and $30.18 million Taxable Special Obligation Non-Ad Valorem Revenue Bonds, Series 2023B (the "2023B Bonds"). The proceeds of the 2023A Bonds will fund a portion of the cost of development, construction, and equipping of the City's new administrative building and the 2023B Bonds will fund the acquisition and implementation of the Oracle Enterprise Resource Planning Cloud System. Pre-marketing for the City's Bonds began on Wednesday, November 1, 2023, and continued through Tuesday, November 7, 2023. The City was able to capitalize on its strong name recognition, scarcity of its bonds since it had not been in the market since 2012 with great credit, strong AA category bond ratings, and improvement in tax-exempt and taxable rates, by approximately 30 and 22 basis points, respectively. Generated over $1.2 billion of orders (approximately five times oversubscribed) from thirty-eight different accounts. As a result, the City was able to lower yields on its tax-exempt bonds by as much as ten basis points, resulting in a combined true interest cost (TIC) of 4.79 percent. With the improvement in interest rates, coupled with credit spreads tightening during pricing, and due to strong investor demand, the City's borrowing costs decreased by approximately $12.8 million on a present value basis.

Finance

Accomplishments FY 2023-24

Maintained a continuous focus on modernizing and streamlining the City's financial systems. In May 2024, the City successfully replaced its Point of Sale (POS) system thus achieving enhanced online features and payments through third party applications (MiamiBiz, iBuild, Salesforce, Oracle, Parks software, etc.) utilizing the API functionality, as well as vendors' web portal or payment options. The enhanced POS system has resulted in greater efficiency in the payment reconciliation process, user functionality, and a more stable payment environment. Successfully rolled out phase two for the new online and in-person software project by integrating Parks and Recreation's software implementation with the City's POS system to facilitate payment and assisted the City Clerk's Office with software to accept lobbyist payments. In order to implement GASB 96, Finance worked with all City departments to obtain the required documentation. To make the process more efficient each year, Finance is evaluating software, to keep track of and account for the City's subscription-based information technology arrangements (SBITA).

Strategies FY 2024-25

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

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

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

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

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

Continue to modernize and streamline the City's financial systems.

Finance

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **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)	99.8	99.9	99.9	99.9
Dunning letters printed and mailed by the 15th of each month (percent)	100	100	100	100
DEPARTMENT GOAL(S) **Reduce the average number of days to process invoices citywide.**				
Invoices processed without exception on a monthly basis (percent)	82	80	80	85
DEPARTMENT GOAL(S) **Streamline the grant reimbursement process in an effort to ensure the timely receipt of city funds.**				
Grant expenditures reimbursed at year end (percent)	99	99	98	98
DEPARTMENT GOAL(S) **Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies.**				
General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
GFOA Financial Reporting Award (Yes-1/No-2)	TBD	TBD	1	1
Number of repeat finance audit findings (number)	0	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit) (Yes-1/No-2)	1	1	1	1
Produce Annual Comprehensive Financial Report by the end of second quarter (unit) (Yes-1/No-2)	1	1	1	1

Source: ClearPoint Strategy Management Reporting Software

Finance

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,189,000	0	6,189,000	7,248,000	0	7,248,000
512010 - Attrition Savings - Salaries	(28,000)	0	(28,000)	0	0	0
516000 - Fringe Benefits	22,000	0	22,000	22,000	0	22,000
521000 - Fica Taxes	474,000	0	474,000	553,000	0	553,000
522000 - Retirement Contributions	2,136,000	0	2,136,000	2,266,000	0	2,266,000
523000 - Life and Health Insurance	1,414,000	0	1,414,000	1,392,000	0	1,392,000
Personnel	**10,207,000**	**0**	**10,207,000**	**11,481,000**	**0**	**11,481,000**
Operating Expense						
524000 - Workers' Compensation	161,000	0	161,000	182,000	0	182,000
531000 - Professional Services	429,000	0	429,000	429,000	0	429,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	799,000	0	799,000	813,000	0	813,000
540000 - Travel and Per Diem	16,000	0	16,000	16,000	0	16,000
540010 - Training	11,000	0	11,000	11,000	0	11,000
541100 - Postage	190,000	0	190,000	190,000	0	190,000
544000 - Rentals and Leases	5,000	0	5,000	5,000	0	5,000
545013 - Insurance - General Liability	52,000	0	52,000	33,000	0	33,000
546001 - IT-Repair and Maintenance Services	216,000	0	216,000	242,000	0	242,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	**2,448,000**	**0**	**2,448,000**	**2,490,000**	**0**	**2,490,000**
Non-Operating Expense						
896000 - Budget Reserve	0	80,000,000	80,000,000	0	48,000,000	48,000,000
Non-Operating Expenses	**0**	**80,000,000**	**80,000,000**	**0**	**48,000,000**	**48,000,000**
Total Expense	**12,655,000**	**80,000,000**	**92,655,000**	**13,971,000**	**48,000,000**	**61,971,000**

Grants Administration

Department Head: Lillian P. Blondet Phone: (305) 416-1536
www.miami.gov/My-Government/Departments/Grants-Administration

Mission Statement

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

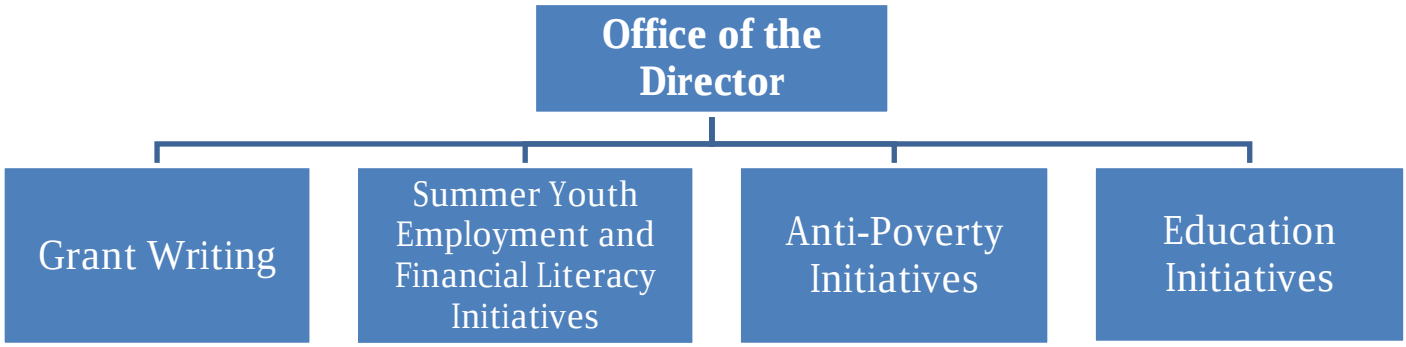
Description

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

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

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

Grants Administration



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Coordinates and oversees all aspects of the development of grant proposals to maximize revenue-generating opportunities; provides technical assistance to ensure that the city maintains compliance with applicable programmatic and administrative federal, state, and local grant requirements; offers leadership and direction to departmental staff; prepares and manages the departmental budget; performs administrative functions as required; directs the implementation of Citywide initiatives.	2	2	2
GRANT WRITING Identifies grant opportunities, distributes information, and processes grant applications; assists all City departments in the development, submission, and oversight of grants as per grantor guidelines; provides technical support and expertise in assessing program and funder requirements, regulatory compliance, and grant management that may impact current and future funding.	4	4	4
SUMMER YOUTH EMPLOYMENT and FINANCIAL LITERACY INITIATIVES Manages and implements the Summer Youth Employment and Financial Literacy Initiatives and oversees the AmeriCorps VISTA (Volunteers in Service to America) year-round and summer program. Pursue funding for programs advancing the City's youth employment and financial literacy needs and priorities.	1	1	1
ANTI-POVERTY INITIATIVES Oversees the contract execution process of Anti-Poverty Initiative funds allocated by elected officials to entities providing services that improve residents' self-sufficiency; ensures that entities conform to API's program guidelines and requirements.	1	1	1
EDUCATION INITIATIVES Pursues funding for programs advancing the City's education needs and priorities; manages education-related programs funded by federal, state, and local agencies.	1	1	1
TOTAL FULL-TIME POSITIONS	**9**	**9**	**9**

Grants Administration

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	1,410,321	1,465,966	1,577,989	1,909,000	2,085,000
Operating Expense	405,756	305,045	327,371	327,000	387,000
Capital Outlay	1,799	0	0	2,000	0
Non-Operating Expenses	0	0	0	15,000	5,000
Transfers - OUT	0	25,000	140,294	0	0
	1,817,876	**1,796,011**	**2,045,655**	**2,253,000**	**2,477,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	1,522,878	1,516,028	1,659,903	2,030,000	2,227,000
American Rescue Plan Act SRF	0	25,000	0	0	0
Departmental Improvement Initiative	0	24,679	229,628	0	0
Grants-Other Programs	294,998	230,303	156,124	223,000	250,000
	1,817,876	**1,796,011**	**2,045,655**	**2,253,000**	**2,477,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Machinery and Equipment Line Item reflects a decrease of $2,000 (SR)to meet contractual agreements.
The Other Salaries and Wages Line Item reflects a net decrease of $12,000 due to the reallocation of monies to cover the Summer Youth Onboarding (GF -22,000; SR $10,000).

The Budget includes the following additions:

The Other Current Charges and Obligations Line Item reflects a net increase of $29,000 due to a transfer from the Other Salaries and Wages line item to cover the Summer Youth Program Onboarding Cost and due in part to a surge in Milestone Rewards and Zoom Subscription (GF $22,000; $SR 7,000).
The Professional Services Line Item reflects an increase of $10,000 (SR) due in part to a budget transfer from the Budget Reserve Line Item to cover the rise in interpreter service costs.
The Travel and Per Diem Line Item reflects an increase of $6,000 (SR) due in part to the rise in travel mileage.

Grants Administration

The Operating Supplies reflects an increase of $6,000 (SR) due in part to additional participants in program.

The Budget includes the following consideration:

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

Grants Administration

Accomplishments FY 2023-24

Submitted 23 grants applications, and eight grants were awarded totaling over $61.5 million in fiscal year 2023-24. Hired one grant writer. Provided technical assistance to departments on project development, regulation, contract, and grant management.

Families first parenting program is still taking place and will be completed September 30, 2024. There are currently 81 families enrolled. Successfully exceeded the annual financial audit required by The Children's Trust.

Recruited and prequalified over 250 youth for the Summer Jobs Connect (SJC) Miami program at the local high schools in all five districts. Taught Miami youth living in disadvantaged neighborhoods Financial Empowerment and Literacy. The program provides meaningful employment opportunities to local youth while instructing and coaching them on credit and money management with a path towards economic self-sufficiency. Updated the Empower app; which is used to set a savings goal through America Saves Pledge during the fall program. All SJC-Miami youth created a budget through the Empower App, which is developed during the youth's one-on-one financial education sessions with their financial ambassador. The Empower App generated the youth financial outcomes collected, reviewed, and monitored by the program manager and financial ambassador. This data tracked the youth's growth in financial knowledge. The youth are requested to submit a bank statement, or a screenshot of their saving amount every pay period to monitor each youth participant's spending and saving habits during the fall program. The priority of the fall program is that all the participating youth continue to enhance their saving habits in their daily lives. Completed orientation and spoke with site supervisors on expectations for the summer program. Assigned youth to their site supervisor and worksite for the summer.

Assisted agencies and staff in completing Anti-Poverty Initiative (API) Forms and ensured compliance with API guidelines and program requirements. Processed 30 contracts, that accounted for $1,331,850. dollars that assisted approximately 6,006 residents year to date.

Strategies FY 2024-25

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

Continue to offer the Families First Parenting Program.

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

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

Re-establish the Miami-Dade County Public School Internship Program.

Grants Administration

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
3. Pathway to Prosperity	**3.3.2 Invest in youth by providing job opportunities, education, or financial support** City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Strategic Alignment and Performance Measures Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Identify funding and partnership opportunities for City departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to City services and programs.**				
Actual value of Grants Awarded (dollars in millions)	$ 109.70	$ 46.08	$ 65	$ 15
Grants Success Ratio (grants received versus grants applied for) (percent)	77	57	50	55
DEPARTMENT GOAL(S) **Implement grants and programs for citywide initiatives promoting financial self-sufficiency and educational success.**				
Summer Jobs Connect Miami participants meeting or exceeding savings goal (percent)	84	70	50	55
Parents or primary caregivers increase positive parenting or family functioning (percent)	94	98	80	80
Parents or primary caregivers decrease parenting stress (percent)			80	80
Anti-Poverty Initiatives (API) (number of people)	18,267	3,504	15,000	5,000

Source: ClearPoint Strategy Management Reporting Software

Grants Administration

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	880,000	0	880,000	1,015,000	0	1,015,000
512010 - Attrition Savings - Salaries	(43,000)	0	(43,000)	(43,000)	0	(43,000)
513000 - Other Salaries and Wages	563,000	20,000	583,000	541,000	30,000	571,000
516000 - Fringe Benefits	7,000	0	7,000	12,000	0	12,000
521000 - Fica Taxes	67,000	0	67,000	76,000	0	76,000
522000 - Retirement Contributions	260,000	0	260,000	310,000	0	310,000
523000 - Life and Health Insurance	155,000	0	155,000	144,000	0	144,000
Personnel	**1,889,000**	**20,000**	**1,909,000**	**2,055,000**	**30,000**	**2,085,000**
Operating Expense						
524000 - Workers' Compensation	37,000	0	37,000	42,000	0	42,000
531000 - Professional Services	0	90,000	90,000	0	100,000	100,000
534000 - Other Contractual Services	29,000	50,000	79,000	29,000	50,000	79,000
540000 - Travel and Per Diem	4,000	12,000	16,000	4,000	18,000	22,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	29,000	0	29,000	33,000	0	33,000
548000 - Promotional Activities	3,000	0	3,000	3,000	0	3,000
549000 - Other Current Charges and Obligations	0	27,000	27,000	22,000	34,000	56,000
551000 - Office Supplies	5,000	3,000	8,000	5,000	3,000	8,000
552000 - Operating Supplies	0	4,000	4,000	0	10,000	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	0	31,000	31,000	0	31,000
Operating Expense	**141,000**	**186,000**	**327,000**	**172,000**	**215,000**	**387,000**
Capital Outlay						
664000 - Machinery and Equipment	0	2,000	2,000	0	0	0
Capital Outlay	**0**	**2,000**	**2,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	15,000	15,000	0	5,000	5,000
Non-Operating Expenses	**0**	**15,000**	**15,000**	**0**	**5,000**	**5,000**
Total Expense	**2,030,000**	**223,000**	**2,253,000**	**2,227,000**	**250,000**	**2,477,000**

Human Resources

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

Mission Statement

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

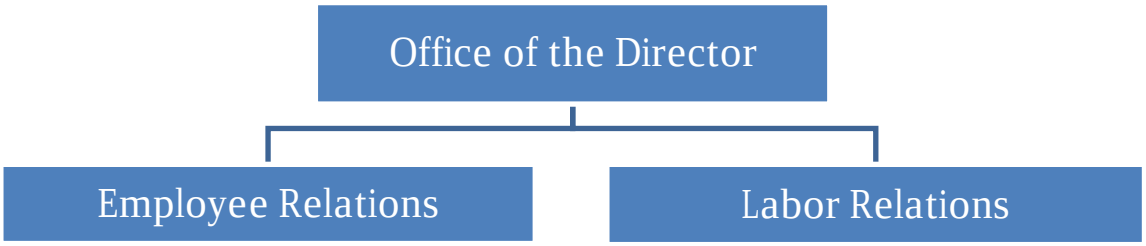
Description

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

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

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

Human Resources



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
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.	7	7	7
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.	30	30	30
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.	3	3	3
TOTAL FULL-TIME POSITIONS	**40**	**40**	**40**

Human Resources

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	4,962,962	5,470,309	5,536,876	5,760,000	6,423,000
Operating Expense	255,035	280,152	402,630	289,000	323,000
Capital Outlay	0	5,000	(6)	0	0
Transfers - OUT	0	14	0	0	0
	5,217,997	**5,755,475**	**5,939,500**	**6,049,000**	**6,746,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	5,212,566	5,548,461	5,939,500	6,049,000	6,746,000
American Rescue Plan Act SRF	0	207,000	0	0	0
Emergency Funds	5,431	14	0	0	0
	5,217,997	**5,755,475**	**5,939,500**	**6,049,000**	**6,746,000**

Budget Highlights for FY 2024-25

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $77,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $245,000).

Human Resources

Accomplishments FY 2023-24

Developed, implemented, and conducted several Professional Development programs including Conflict Management, Emotions and Personality, Team Synergy and Performance Management and Progressive Discipline Trainings for Supervisors and Managers. Provided New Employee and Supervisor Orientations, customized training programs, and academies upon request for different City employees and departments throughout the year. Implemented changes and updates to continue to promote the City of Miami's strategic plan and standard of excellence in mandatory trainings such as Customer Service Champions, Professionalism & Ethics and New Employee Orientation programs in 2024. Provided logistics training with the following citywide virtual trainings: Public Records Request, Active Shooter Preparedness, Equal Employment Opportunity, Sexual Harassment & Diversity, Innovations and Technology Skills Trainings, Risk Management and Civil Service Board. Partnered with the Department of Information Technology (DoIT) to strategize and implement the Mandatory Cybersecurity Basic Training citywide. Hosted Bring Your Child to Work Day event with the Miami Police Department, and partnered with the City Manager's Office to host the first citywide One Day for Jackson event in April 2024.

Conducted 89 recruitment processes for classified positions; 53 recruitment processes for unclassified positions, temporary and part-time positions; and conducted 31 Qualifications Procedures (QPs) to fill unclassified positions, as of May 2024 to meet the City's hiring needs. The average time to establish eligibility registers are currently 7.91 days. Received and screened 6,111 applications (3,496 for classified positions and 2,615 for executive, unclassified, temporary, and part-time positions).

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

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

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

Created new classifications and researched pay to stay competitive with our neighboring municipalities to retain and attract well-qualified candidates. Partnered with a third-party provider to prepare scope for classification and compensation analysis, and continued progress on completing in-hire rates reviews.

Strategies FY 2024-25

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

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

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

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

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

Human Resources

Strategies FY 2024-25
Continue to recommend in-hire rates accordingly to secure talent and fill high-priority vacancies, conduct reclassifications, and establish new classifications to meet City Department needs.

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees.**				
Administered Policies (1-yes/2-no)			1-yes	1-yes
DEPARTMENT GOAL(S) **Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole.**				
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	6.0	5.4	10	14
Position audits and reclassification completed (number)	255	235	135	200
Average time for the completion of the Personnel Action Form cycle (days)	1.0	1.2	2	2
DEPARTMENT GOAL(S) **Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity.**				
Average training effectiveness assessed by a post-training anonymous evaluation on a 5-point Likert scale (where 1 is needs improvement and 5 is excellent) (rating)	4.9	4.8	4.7	4.8
Employees trained by courses offered by the Human Resources Department (number)	6,256	4,812	4,000	4,000

Human Resources

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,517,000	0	3,517,000	4,122,000	0	4,122,000
513010 - Other Salaries and Wages -Part Time Year Year Round	23,000	0	23,000	23,000	0	23,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	272,000	0	272,000	315,000	0	315,000
522000 - Retirement Contributions	1,189,000	0	1,189,000	1,182,000	0	1,182,000
523000 - Life and Health Insurance	746,000	0	746,000	768,000	0	768,000
Personnel	**5,760,000**	**0**	**5,760,000**	**6,423,000**	**0**	**6,423,000**
Operating Expense						
524000 - Workers' Compensation	102,000	0	102,000	117,000	0	117,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	121,000	0	121,000	140,000	0	140,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**289,000**	**0**	**289,000**	**323,000**	**0**	**323,000**
Total Expense	**6,049,000**	**0**	**6,049,000**	**6,746,000**	**0**	**6,746,000**

Human Services

Department Head: David Gilbert Phone: (305) 416-5929
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 to promote citizen awareness of all available programs and improve the overall delivery of services.

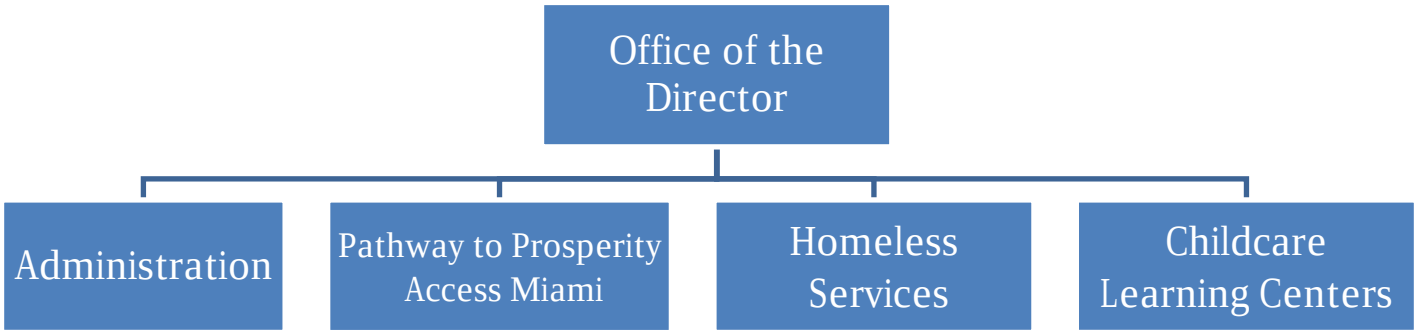
Description

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

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

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

Human Services



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Supervises all divisions and their operations, including implementation of Citywide Initiatives, Workforce Initiatives, Homeless Services, Childcare Services, and Health initiatives.	1	1	1
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the department budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides procurement services; develops service contracts for homeless shelter providers and other contract agreements. Manages multi-year all-inclusive partnerships with city stakeholders, aimed at making the City healthier; develop partnerships with local health providers and community-based organizations, homeowners associations, and civic organizations.	8	8	8
PATHWAY TO PROSPERITY – ACCESS MIAMI Implements programs for financial self-sufficiency for City residents and businesses; coordinates programs for ACCESS benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the AmeriCorps VISTA (Volunteers In Service To America), and a Summer Youth Employment Program.	6	6	6
HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices when appropriate; provides accurate and current information on veterans' rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	43	43	43
CHILDCARE LEARNING CENTERS Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity.	11	11	11
TOTAL FULL-TIME POSITIONS	**69**	**69**	**69**

Human Services

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	5,865,053	7,503,746	5,952,028	6,655,000	7,269,000
Operating Expense	8,001,637	1,477,059	5,453,603	2,970,000	4,242,000
Capital Outlay	2,515	0	67,437	0	0
Non-Operating Expenses	91	0	408,393	461,000	224,000
Transfers - OUT	0	81,056	23,086	0	0
	13,869,296	**9,061,860**	**11,904,547**	**10,086,000**	**11,735,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	5,957,634	7,295,221	7,636,106	7,274,000	8,118,000
American Rescue Plan Act SRF	0	164,000	1,038,527	0	0
Homeless Program	1,340,146	1,356,395	2,828,905	2,407,000	3,407,000
Human Services Fund	154,702	269,124	394,143	405,000	210,000
Miami Arts and Entertainment Council	0	0	6,867	0	0
Emergency Funds	6,416,813	(22,880)	0	0	0
	13,869,296	**9,061,860**	**11,904,547**	**10,086,000**	**11,735,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Rental and Leases Line item reflects a reduction due to funding reallocation of $275,000 (GF) to the Promotional Activities Line to cover expenditures incurred due to the new mentorship program.

The Budget includes the following additions:

Additional grant funding was added to the Professional Services Line item to cover the increased Hotel/Motel program cost of $1.00 million (SR).

The Other Contractual Services Line item reflects a net increase of $13,000 due in part to a decrease in GF to align the budget with the current trend of expenditure, and due in part to the rise in funding for the Childcare Food Program (GF -$29,000; SR $42,000).

The Travel and Per Diem Line item reflects an increase of $9,000 (GF) due in part to the rising costs of travel expenditure to attend developmental training.

The Communications and Related Services Line item reflects an increase of $3,000 (GF) to replace phone devices.

Human Services

The Promotional Line item reflects an increase due in part to the new mentorship program ($400,000 GF).

The Office Supplies Line item reflects an increase of $5,000 (GF) to align the budget with the current trend of expenditures.

The Operating Supplies Line item reflects an increase of $6,000 (GF) to align the budget with the current trend of expenditures.

The Clothing and Uniform Line item reflects an increase of $4,000 (GF) to align the budget with the current trend of expenditures.

The Subscriptions, Memberships, Licenses, Permits, and Others Line item reflects an increase of $9,000 (GF) to align the budget with the current trend of expenditures.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $264,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $82,000).

Human Services

Accomplishments FY 2023-24

Provided free tax services to 1,640 residents which resulted in $1.238 million in refunds. Partnered with Breaking Barriers to Business (B3). B3 is a grant initiative seeking to transform systemic barriers found in relationships between local government and business-serving agencies and community-based business-serving organizations into pathways that swerve minority business owners with the knowledge and financial capital they need to grow and create jobs in their commercial corridors. Worked alongside on the Commercial Acquisition Fund (CAF) with the Corridors Business Serving Organizations; Allapattah and Allapattah CDC, Overtown and Touching Miami with Love, Coconut Grove, and Miami Dade Chamber of Commerce. Hosted a successful Grow Your Business Summit, with over 100 attendees. Continued offering virtual financial webinars and workshops.

Held and participated in multiple successful hiring events throughout the city that drew over 1,000 job seekers. Issued over 870 Uber vouchers and 540 bus passes through the wrap-around services.

Connected with and supported the community health partners at different events hosted throughout the city to provide free health screenings that identified five abnormalities in 226 electrocardiogram (EKG) evaluation screenings and resulted in $124,752 in-kind savings. Joined forces with the Fast Track Cities through the Mayor's Office to combat the Human Immunodeficiency Virus (HIV) epidemic.

Maintained an average of 66-70 enrollees and graduated 15 Pre-Kindergarten graduates. Hosted two garden activations for the Ready, Set, Grow program that replenished the vegetable beds with edible plants, herbs, and vegetable and fruit plants.

Continued to engage homeless living on the streets. Continued to engage Continuous of Care (COC) partners, and exploring innovative ideas to address homelessness.

Strategies FY 2024-25

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

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

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

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

Connect homeless individuals and veterans to resources and assistance.

Human Services

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.4.2 Seek feedback to inform improved business practices City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	**2.2.2 Create avenues to capture and integrate community feedback into all stages of programming** City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
3. Pathway to Prosperity	**3.1.1 Foster innovation and sustainable entrepreneurial initiatives** City of Miami Strategic Plan
	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.1.3 Connect at-risk population to opportunities for advancement City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan
	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.3.3 Streamline access to social services City of Miami Strategic Plan
	3.4.2 Connect homeless to resources and assistance City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan
	3.5.3 Attract and deploy capital to increase resident access City of Miami Strategic Plan

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Foster and promote job training and education**				
Opportunity Center - Employer job orders (number)	1,159	706	417	300
Opportunity center employment placements (number)	488	521	234	500
Student enrollment activations for Future Bound (number)	344	415	832	850
DEPARTMENT GOAL(S) **Position all for success by providing access to critical services**				
Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	1,065	1,264	2,000	1,500
Health Screenings Conducted (number)	341	1,732	1,000	1,000
Child Learning Centers student enrollment (avg per month)	73	65	64	65
Child Learning Centers free tuition student enrollment (number)	52	21		

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Position all for success by providing access to critical services**				
Community Engagement Events (number)	45	77	50	30
Individuals placed due to Emergency Weather (number)	213	282	140	300
Individuals placed in motel/hotel (number)	2,205	1,838	1,532	1,800
Individuals Homeless Outreach comes in contact with (number)	53,702	61,306	59,240	45,000
Chronically homeless (experiencing homelessness for at least one year or repeatedly) (number)	1,567	807	1,064	1,800
Veterans placed in shelter (number)	306	61	60	60
Placements of Adults in shelter, excluding veterans (number)	4,657	3,703	4,708	5,000
Placements of children in shelter (under 18) (number)	2,626	2,775	2,964	2,000
Placements of youth (18 to 24 years of age) in shelter (number)	400	198	200	150

Source: ClearPoint Strategy Management Reporting Software

Human Services

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
Clients served through Lazarus Project (number)	3,172	2,854	2,564	3,000
Homeless ID and birth certificates replaced (number)	197	90	36	100
Food vouchers provided (number)	181	88	116	100

Human Services

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,880,000	1,163,000	4,043,000	3,442,000	1,163,000	4,605,000
512010 - Attrition Savings - Salaries	(150,000)	(254,000)	(404,000)	0	(254,000)	(254,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	80,000	80,000	160,000	80,000	80,000	160,000
513020 - Other Salaries and Wages - Part Time Seasonal	42,000	0	42,000	42,000	0	42,000
516000 - Fringe Benefits	11,000	0	11,000	19,000	0	19,000
521000 - Fica Taxes	250,000	70,000	320,000	292,000	70,000	362,000
522000 - Retirement Contributions	1,216,000	58,000	1,274,000	1,221,000	58,000	1,279,000
523000 - Life and Health Insurance	1,150,000	59,000	1,209,000	997,000	59,000	1,056,000
Personnel	**5,479,000**	**1,176,000**	**6,655,000**	**6,093,000**	**1,176,000**	**7,269,000**
Operating Expense						
524000 - Workers' Compensation	115,000	3,000	118,000	128,000	3,000	131,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	2,019,000	2,022,000
534000 - Other Contractual Services	888,000	88,000	976,000	859,000	130,000	989,000
540000 - Travel and Per Diem	7,000	0	7,000	16,000	0	16,000
541000 - Communications & Related Services	22,000	16,000	38,000	25,000	16,000	41,000
543010 - Utilities Water	17,000	0	17,000	17,000	0	17,000
543020 - Utilities Electricity	32,000	0	32,000	32,000	0	32,000
544000 - Rentals and Leases	284,000	46,000	330,000	9,000	46,000	55,000
545011 - Insurance - Vehicle Liability	13,000	0	13,000	15,000	0	15,000
546001 - IT-Repair and Maintenance Services	312,000	0	312,000	395,000	0	395,000
548000 - Promotional Activities	23,000	0	23,000	423,000	0	423,000
548100 - Advertising and Related Costs	13,000	0	13,000	13,000	0	13,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	17,000	0	17,000	22,000	0	22,000
552000 - Operating Supplies	24,000	3,000	27,000	30,000	3,000	33,000
552200 - Clothing/Uniform Supplies	18,000	0	18,000	22,000	0	22,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	12,000	0	12,000
Operating Expense	**1,795,000**	**1,175,000**	**2,970,000**	**2,025,000**	**2,217,000**	**4,242,000**
Non-Operating Expense						
896000 - Budget Reserve	0	461,000	461,000	0	224,000	224,000
Non-Operating Expenses	**0**	**461,000**	**461,000**	**0**	**224,000**	**224,000**
Total Expense	**7,274,000**	**2,812,000**	**10,086,000**	**8,118,000**	**3,617,000**	**11,735,000**

Independent Auditor General

Department Head: Theodore Guba, CPA Phone: (305) 416-2044
www.miami.gov/My-Government/Departments/Office-of-the-Independent-Auditor-General

Mission Statement

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

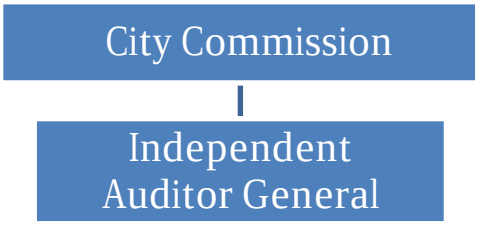
Description

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

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

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

Independent Auditor General



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE INDEPENDENT AUDITOR GENERAL Provides oversight of the City's financial transactions by investigating, auditing, and reviewing City programs, projects, and contracts to detect and prevent fraud and mismanagement; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes.	9	9	9
TOTAL FULL-TIME POSITIONS	**9**	**9**	**9**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	1,307,600	1,424,821	1,493,143	1,741,000	1,968,000
Operating Expense	60,075	100,538	74,693	129,000	136,000
Capital Outlay	0	0	0	2,000	2,000
	1,367,675	**1,525,359**	**1,567,836**	**1,872,000**	**2,106,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	1,367,675	1,525,359	1,567,836	1,872,000	2,106,000
	1,367,675	**1,525,359**	**1,567,836**	**1,872,000**	**2,106,000**

Budget Highlights for FY 2024-25

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $92,000).

Independent Auditor General

Accomplishments FY 2023-24

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. Completed seven audits: 1) Audit of Bayside Seafood Restaurant, Inc., which resulted in recommended recoveries of $225,117 of which $0 was collected; 2) Audit of Compliance with the DLMV Record Data Exchange MOU Requirements; 3) Audit of Bicon, Inc. d.b.a S&S National Waste, which resulted in recommended recoveries of $2,056 of which all was collected; 4) Audit of Skyviews Miami, LLC, which resulted in recommended recoveries of $135,074 of which all was collected; 5) Audit of Great Waste & Recycling Services, LLC, which resulted in recommended recoveries of $39,781 of which all was collected; 6) Audit of J&M Scaffolds of Florida Inc., which resulted in recommended recoveries of $3,551 of which all was collected; and 7) Audit of New Spanish Concepts, LLC d.b.a Dolores, But You Can Call Me Lolita, LLC, which resulted in recommended recoveries of $27,896 of which all was collected. Identified internal control deficiencies and a lack of compliance with certain programs and contracts. Made recommendations for improvements in areas of solid waste billings and leasing agreement administration. Recommendations for recoveries of monies totaled $433,475 as of May 2024.

Continued efforts 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.

Initiated several investigations of which one is currently ongoing.

Strategies FY 2024-25

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

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

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

Strategic Alignment and Performance Measures

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

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions.**				
Investigations performed (number)	0	0	1	1
DEPARTMENT GOAL(S) **Target high risk areas during audits and reviews to improve internal controls and enhance operational efficiencies.**				
Audits performed (number)	12	15	13	13
Special reviews performed (number)	0	0	1	1

Source: ClearPoint Strategy Management Reporting Software

Independent Auditor General

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Ensure management has implemented agreed upon recommendations to improve controls and ensure recoverable monies identified during audit collections.**				
Recommended recoveries due from Audits (dollars)	$618,200	$10,629,655	$1,000,000	$1,000,000
Actual recoveries collected from Audits (dollars)	$33,642	$1,399,559	$1,000,000	$1,000,000

Independent Auditor General

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,112,000	0	1,112,000	1,285,000	0	1,285,000
513010 - Other Salaries and Wages -Part Time Year Year Round	52,000	0	52,000	52,000	0	52,000
516000 - Fringe Benefits	19,000	0	19,000	19,000	0	19,000
521000 - Fica Taxes	79,000	0	79,000	92,000	0	92,000
522000 - Retirement Contributions	299,000	0	299,000	328,000	0	328,000
523000 - Life and Health Insurance	180,000	0	180,000	192,000	0	192,000
Personnel	**1,741,000**	**0**	**1,741,000**	**1,968,000**	**0**	**1,968,000**
Operating Expense						
524000 - Workers' Compensation	21,000	0	21,000	24,000	0	24,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
540010 - Training	25,000	0	25,000	25,000	0	25,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	28,000	0	28,000	32,000	0	32,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	29,000	0	29,000	29,000	0	29,000
Operating Expense	**129,000**	**0**	**129,000**	**136,000**	**0**	**136,000**
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	**1,872,000**	**0**	**1,872,000**	**2,106,000**	**0**	**2,106,000**

Innovation and Technology

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

Mission Statement

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

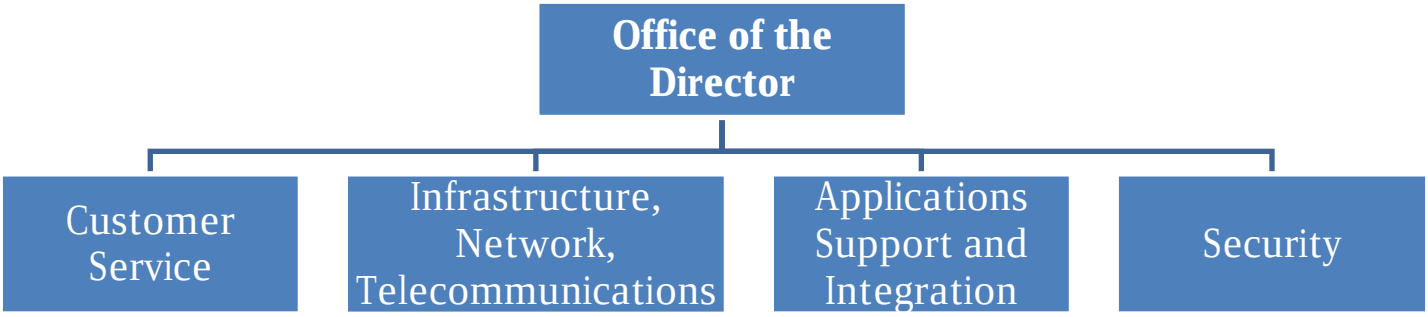
Description

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

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

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

Innovation and Technology



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; oversees shared services development; establishes framework for effective delivery of strategic programs; ensures effective management of projects, including processing of intake and ensuring alignment with Citywide strategy; and instructs and leads Citywide process improvement, digital, and data initiatives.	11	5	5
CUSTOMER SERVICES Provides customer service support via telephone, email, walk-in, and desk-side operations to all enterprise business applications; provides accurate and efficient responses to extensive Public Records Requests; provides Citywide technical training; prepares computers for deployments; markets, promotes, and communicates DoIT services to all business partners.	13	13	13
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATION Maintains and supports the City's business network, application and data servers, email systems, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	18	19	19
APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departmental business applications to maintain day-to-day business operations; supports maintenance and new development of business software applications; supports and maintains business data, efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including internet, project management, database, business analysis, GIS, Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	40	39	39
SECURITY Identifies cyber risks, formulates appropriate mitigation and treatment, implements, and manages security solutions to safeguard and protect data, systems, and enables secure business practices. Responds to cyber risks and threats to City assets as well as for the development, implementation, and compliance with internal and external policies.	0	6	6
TOTAL FULL-TIME POSITIONS	**82**	**82**	**82**

Innovation and Technology

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	14,744,401	14,749,937	14,102,868	14,694,000	16,164,000
Operating Expense	889,670	523,953	863,112	658,000	807,000
Capital Outlay	40,670	0	324,373	0	0
Non-Operating Expenses	0	0	0	270,000	960,000
Transfers - OUT	0	16	0	0	150,000
	15,674,741	**15,273,905**	**15,290,354**	**15,622,000**	**18,081,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	15,256,970	14,843,357	14,700,019	15,352,000	16,971,000
American Rescue Plan Act SRF	0	416,000	400,603	0	0
Departmental Improvement Initiative	387,614	14,532	189,732	270,000	1,110,000
Emergency Funds	30,157	16	0	0	0
	15,674,741	**15,273,905**	**15,290,354**	**15,622,000**	**18,081,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Budget Reserve Line item reflects a decrease due to the reduction in prior year fund balances (SR $151,000).

The Budget includes the following additions:

The Office Supplies Line item reflects an increase due to higher-than-expected usage and to ensure adequate supplies for staff and consultants (GF $1,000).

The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects an increase due to higher costs for license renewals and annual subscriptions (GF $8,000).

As approved in the FY 2023-24 Mid-Year Amendment, the Budget Reserve Line item reflects the transfer to Special Revenues for the rollover allocations in accordance with the Financial Integrity Principles (SR $1.010 million).

As approved in the FY 2023-24 Mid-Year Amendment, the budget reflects a contribution from the Special Revenues to Capital for the ITD Computer Replacement Plan ($364,000).

A contribution from the Special Revenues to Capital for the replacement of aging computers ($135,000).

Innovation and Technology

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $789,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $17,000).

Innovation and Technology

Accomplishments FY 2023-24

Placed fortified security posture to place a heightened emphasis on least privilege, multi-factor authentication, role-based access control, and privileged access management to safeguard sensitive data and critical resources. Continued expanding in the areas of identity and access management by introducing robust protocols.

Started to analyze Oracle data associated with Capital Projects to facilitate the creation of metrics. Corrected issues with data that is sent from Oracle to eBuilder.

Averaged a 93.45 percent performance for same day tickets completed. Created an application to help the Office of City Attorney track Legal Service Requests. The application will facilitate tracking and reporting the status of legal service requests in a more efficient manner. Created an application to automate a workflow process to clean graffiti throughout the city. This application will be used primarily by the Human Services and Solid Waste Departments.

Hired contractors to fill the staff shortages within the department and requested full time employee positions for fiscal year 2025.

Engaged services from World Wide Technologies (WWT) to help implement tools intended to expedite the deployment of software.

Developed standard operating procedures for Project Managers to standardize their work. Developed a template to facilitate the submission of requests for project management services.

Strategies FY 2024-25

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

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

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

Continuous improvement (Kaizan) and standardization of the project management workflow to minimize duplications, reduce costs, and maximize resources to produce an efficient and lean agile method.

Track all IT-related service requests while ensuring we respond and communicate with requesters promptly.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan

Innovation and Technology

Priority Areas	City Strategic Plan Objectives
2. Resilience	**2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data** City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Prioritize the user experience.**				
Same Day Service Request Resolution (percent)	51	61	63	65
DEPARTMENT GOAL(S) **Enable the use of data and evidence to propel decision making.**				
Data Catalog Repositories Developed (number)		19	21	20
Data Services or Dashboards Provided to Understand a Business Need or Support a Decision (number)	52	38	33	33
DEPARTMENT GOAL(S) **Improve the means for employees and visitors to communicate.**				
Network Supported Public Wi-Fi for Parks (Phase 1) (number)			8	5
DEPARTMENT GOAL(S) **Develop applications to add business value.**				
New Capabilities or Software Features (number)	161	135	115	120

Innovation and Technology

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	9,442,000	0	9,442,000	11,044,000	0	11,044,000
512010 - Attrition Savings - Salaries	(270,000)	0	(270,000)	(276,000)	0	(276,000)
516000 - Fringe Benefits	23,000	0	23,000	27,000	0	27,000
521000 - Fica Taxes	732,000	0	732,000	837,000	0	837,000
522000 - Retirement Contributions	3,065,000	0	3,065,000	2,993,000	0	2,993,000
523000 - Life and Health Insurance	1,698,000	0	1,698,000	1,535,000	0	1,535,000
Personnel	**14,694,000**	**0**	**14,694,000**	**16,164,000**	**0**	**16,164,000**
Operating Expense						
524000 - Workers' Compensation	125,000	0	125,000	140,000	0	140,000
531000 - Professional Services	65,000	0	65,000	65,000	0	65,000
534000 - Other Contractual Services	1,000	0	1,000	1,000	0	1,000
540000 - Travel and Per Diem	50,000	0	50,000	50,000	0	50,000
540010 - Training	25,000	0	25,000	25,000	0	25,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	321,000	0	321,000	446,000	0	446,000
551000 - Office Supplies	5,000	0	5,000	6,000	0	6,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	34,000	0	34,000	42,000	0	42,000
Operating Expense	**658,000**	**0**	**658,000**	**807,000**	**0**	**807,000**
Non-Operating Expense						
896000 - Budget Reserve	0	270,000	270,000	0	960,000	960,000
Non-Operating Expenses	**0**	**270,000**	**270,000**	**0**	**960,000**	**960,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	150,000	150,000
Transfers - OUT	**0**	**0**	**0**	**0**	**150,000**	**150,000**
Total Expense	**15,352,000**	**270,000**	**15,622,000**	**16,971,000**	**1,110,000**	**18,081,000**

Management and Budget

Department Head: Marie M. Gouin Phone: (305) 416-1500
www.miamigov.com/Government/Departments-Organizations/Management-Budget

Mission Statement

The Office of Management and Budget (OMB) is responsible for the preparation, execution and management of the City's Annual Operating Budget and Capital Improvements Plan ("CIP"). Through the management of the Strategic Plan the Office collaborates with the City Administration and Departments to identify critical metrics and conduct evaluations on strategies that align to citywide goals.

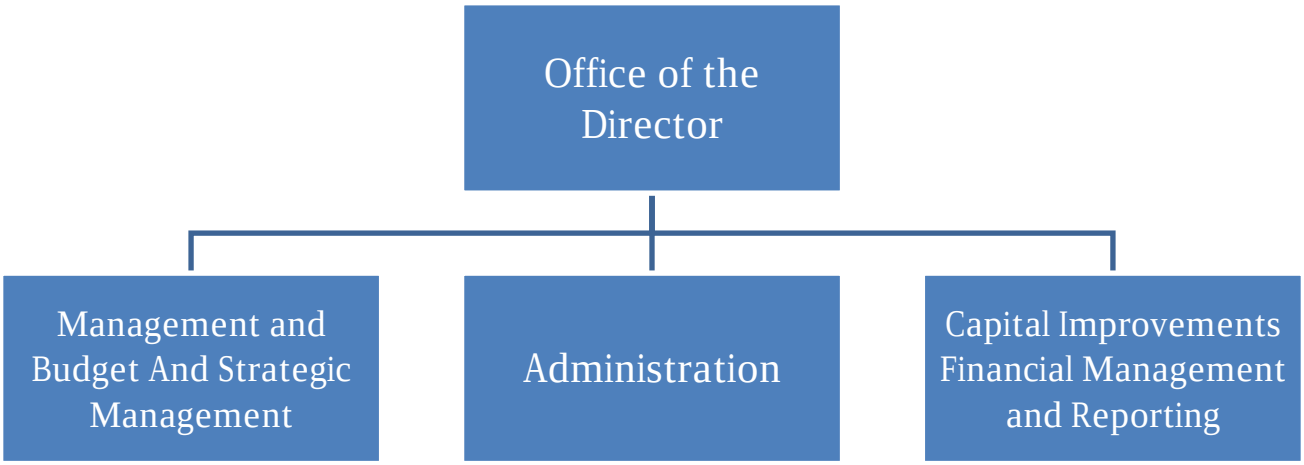
Description

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

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

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

Management and Budget



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of the citizens, Elected Officials, and the Administration; establishes and implements departmental policy; conducts Office retreats; reviews and coordinates agenda submissions; manages office personnel.	2	2	2
MANAGEMENT AND BUDGET AND STRATEGIC MANAGEMENT Monitors departmental budgets; processes transfer of funds requests, position authorization requests, and requests to fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year operating budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections; completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the Capital Budget; facilitates the development of the City's Strategic Plan, coordinates across departments to identify and determine appropriate measures for performance management.	9	9	9
CAPITAL IMPROVEMENTS FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight to projects managed by the Office of Capital Improvements; processes and reports on the financial activity of capital projects; ensures the timely issuance of purchase orders and payments for project expenditures; assists in the preparation of the Annual Capital Plan; conducts the Construction Review and Synchronization Process (CSRP); manages the Miami Forever Bond Program; provides staff support for the Miami Forever Bond Oversight Board.	6	9	6
ADMINISTRATION Assists the Director and Assistant Director with special projects; coordinates and monitors payment of all procurement for Elected Officials and the City Manager's office; serves as Office Manager; maintains official records; processes payroll and all personnel actions; processes and tracks all public records requests.	3	3	3

Management and Budget

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.	0	0	3
TOTAL FULL-TIME POSITIONS	**20**	**23**	**23**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	2,924,358	3,688,459	8,610,834	3,740,000	4,160,000
Operating Expense	119,525	679,135	1,238,695	296,000	258,000
Non-Operating Expenses	0	0	256,362	0	0
Transfers - OUT	0	18,931,000	0	0	0
	3,043,883	**23,298,594**	**10,105,891**	**4,036,000**	**4,418,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	3,043,883	2,858,821	3,165,570	3,984,000	4,418,000
American Rescue Plan Act SRF	0	20,439,773	6,940,321	0	0
Departmental Improvement Initiative	0	0	0	52,000	0
	3,043,883	**23,298,594**	**10,105,891**	**4,036,000**	**4,418,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Professional Services Line Item reflects a net decrease of $17,000 due to the reallocation of monies to cover the Summer Youth Onboarding (GF $35,000; SR -$52,000).

The Other Contractual Services Line item reflects a reduction of $35,000 (GF) to align the budget with the actual trend of expenditures.

Management and Budget

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $58,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $133,000).

Management and Budget

Accomplishments FY 2023-24

Presented Budget Amendments for the fiscal year of 2023-24 in November 2023 and in April 2024.

Completed Operating and Capital Proposed Budgets for the coming year in July.

Maintained the City of Miami Strategic Plan and carried out quarterly departmental and performance meetings. Started developing a Strategic Planning and Performance Dashboard, expected to be published in fiscal year 2024-2025.

Conducted research and an evaluation on the process of developing the City's five-year Capital Plan. The first tranche of the Miami Forever Bonds were issued in June 2024.

Strategies FY 2024-25

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

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

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

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

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.2 Strengthen trust through excellent customer service** City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
2. Resilience	**2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data** City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan

Management and Budget

Strategic Alignment and Performance Measures

Continued

Measures	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Target
DEPARTMENT GOAL(S) **To improve the city's credit ratings by promoting best practices in budgeting and have those practices validated by a national agency.**				
Receipt of GFOA Distinguished Budget Presentation Award (Response/Average Score)	yes/3	yes/3	yes/3	yes/3
DEPARTMENT GOAL(S) **Deliver high-quality service by responding to our clientele in a timely and comprehensible manner.**				
Agenda review requests processed within three working days (average days)		1.5	1.8	2
Distribute City-wide Monthly Performance Measure Report by the 20th of the month (percent)				90
Average processing time for Capital Improvement Paid Invoices (days)		14.8	12.7	10

Source: ClearPoint Strategy Management Reporting Software

Management and Budget

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,325,000	0	2,325,000	2,733,000	0	2,733,000
513010 - Other Salaries and Wages -Part Time Year Year Round	30,000	0	30,000	30,000	0	30,000
514000 - Overtime	2,000	0	2,000	2,000	0	2,000
516000 - Fringe Benefits	19,000	0	19,000	19,000	0	19,000
516010 - Fringe Benefits - Tuition Reimbursement	4,000	0	4,000	4,000	0	4,000
521000 - Fica Taxes	177,000	0	177,000	206,000	0	206,000
522000 - Retirement Contributions	720,000	0	720,000	734,000	0	734,000
523000 - Life and Health Insurance	463,000	0	463,000	432,000	0	432,000
Personnel	**3,740,000**	**0**	**3,740,000**	**4,160,000**	**0**	**4,160,000**
Operating Expense						
524000 - Workers' Compensation	45,000	0	45,000	40,000	0	40,000
531000 - Professional Services	60,000	52,000	112,000	95,000	0	95,000
534000 - Other Contractual Services	45,000	0	45,000	10,000	0	10,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	66,000	0	66,000	85,000	0	85,000
547000 - Printing and Binding	8,000	0	8,000	8,000	0	8,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	**244,000**	**52,000**	**296,000**	**258,000**	**0**	**258,000**
Total Expense	**3,984,000**	**52,000**	**4,036,000**	**4,418,000**	**0**	**4,418,000**

Procurement

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

Mission Statement

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

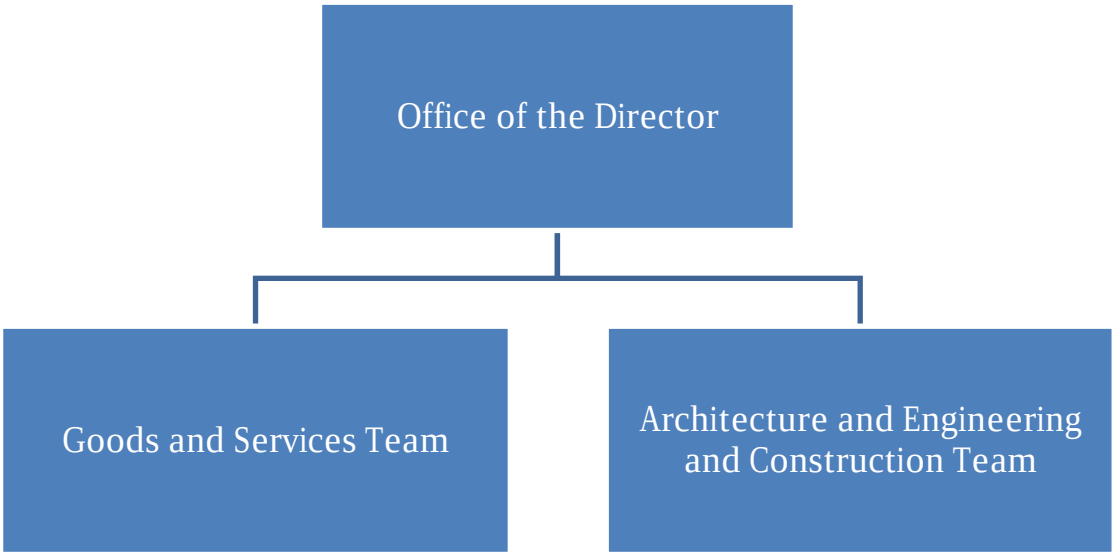
Description

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

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

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

Procurement



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
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	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; and handles complex Real Estate lease procurements.	11	11	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.	5	5	5
TOTAL FULL-TIME POSITIONS	**21**	**21**	**21**

Procurement

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	2,759,297	2,928,713	2,945,240	3,301,000	3,639,000
Operating Expense	170,874	240,841	403,552	383,000	325,000
Capital Outlay	0	0	0	10,000	10,000
	2,930,171	**3,169,554**	**3,348,792**	**3,694,000**	**3,974,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	2,930,171	3,115,554	3,173,792	3,614,000	3,974,000
General Special Revenue	0	0	175,000	80,000	0
American Rescue Plan Act SRF	0	54,000	0	0	0
	2,930,171	**3,169,554**	**3,348,792**	**3,694,000**	**3,974,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects a net decrease of $78,000 to align the budget with the actual trend of expenditures (GF $2,000; SR -$80,000).
The Travel and Per Diem Line item reflects a reduction of $5,000 (GF) to align the budget with the actual trend of expenditures.
The Training Line item reflects a reduction of $5,000 (GF) to align the budget with the actual trend of expenditures.
The Operating Supplies Line item reflects a reduction of $5,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Other Contractual Services Line item to align the budget with the actual trend of expenditures (GF $10,000).
Additional funding was added to the Rentals and Leases Line item to align the budget with the actual trend of expenditures (GF $3,000).

Procurement

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $86,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $68,000).

Procurement

Accomplishments FY 2023-24

No City Procurement Ordinances have been identified at this time to improve processes and bid protest procedures.

Hosted the first annual Pathways to Public Procurement Summit event in early October 2023. The event provided small, local, and minority businesses opportunities to learn about government contracting through interactive workshops, Business to Government ("B2G"), and Business to Business ("B2B") Matchmaking. Attended the City of Miami's "Grow Your Business Success Summit" at the Little Haiti Cultural Center in February 2024. The presentation covered topics such as; Procurement's role in the City of Miami, the procurement process, various methods of procurements, the City's Trades contract, pre-qualification pools, and the department's initiatives to help grow local and small businesses. Started planning the annual "Meet-and-Greet" for Hurricane Opportunities, and the Reverse Trade Show for Emergency Debris removal for the upcoming hurricane season. Hurricane-related vendors are given the opportunity to showcase their products and services to agencies and other interested vendors for future business opportunities.

Created the "Future Solicitation" webpage and identified additional improvements pertaining to enhancement of the department's internal site.

Collaborated with the Parks and Recreation Department to provide a custom refresher training on standard Procurement procedures, as well as, specifically identifying the needs and addressing all concerns. Trained District 2 on the Procurement method and processes. Hosted two (2) virtual learning hours with Grainger for City Staff on February 1st and 7th. The training provided valuable information to assist staff when placing orders, searching for products, use of punch out site, and other available programs. Twenty-nine (29) people registered across both days, with twenty-seven (27) attending over those two days. Attended the 2024 Disaster Expo USA in March 2024 to gain knowledge on the disaster and emergency management industry, and how to best apply it when procuring for disasters.

Ongoing technical reviews and revisions for the section of Procurement in eBuilder influencing its launch. Expected target launch will be the third quarter of this fiscal year.

No accomplishments to report as it relates to conducting an annual spend analysis, prioritizing procurements, performing risk management initiatives, and creating sustainable procurement policies.

Strategies FY 2024-25

Continue to update the City's Procurement Ordinance to include increases in delegated authority, up to date processes, bid protest procedure, and other substantive improvements.

Continue to increase the City's vendor database to include LGBTQ local, and small minority firms through vendor workshops and outreach programs.

Continue to update and revamp Procurement's internal and external websites to be more user friendly.

Continue to train Procurement staff and end-user departments on the Request for Proposal (RFP) and Request for Qualifications (RFQ) processes, negotiations, City Procurement Code, federal procurement requirements, and Florida Statutes that govern procurement.

Continue to innovate and implement systems to streamline procurement processes, improve performance metrics, and automate reporting.

Continue to develop Procurement Strategic Plans, including conducting annual spend analysis in conjunction with the Office of Management and Budget. Work closely with internal clients to determine needs and prioritization of procurements, cost reduction, risk management, training for Procurement staff, and sustainability initiatives, including creating a sustainable green procurement policy.

Procurement

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
3. Pathway to Prosperity	**3.1.1 Foster innovation and sustainable entrepreneurial initiatives** City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Achieve savings to the City via contract negotiations.**				
Price savings during negotiations (dollars)	$ 1,592,275.34	$ 56,509.00	$ 500,000	$500,000
DEPARTMENT GOAL(S) **Streamline the Architecture and Engineering Procurement process.**				
Average processing time for RFP/RFQs (A&E) (days)	115	98	125	125
DEPARTMENT GOAL(S) **Streamline the Construction Procurement process.**				
Average processing time for ITBs (Construction) (days)	102	72	95	90
DEPARTMENT GOAL(S) **Reduce the procurement processing time for all solicitations.**				
Solicitations completed within the target time period (percent)	93	96	91	80
DEPARTMENT GOAL(S) **Increase training opportunities for internal and external customers to educate them on the procurement processes.**				
Internal trainings on procurement processes (number)	47	42	37	25
DEPARTMENT GOAL(S) **Create a paperless Procurement Department.**				
Reduction of paper usage (percent)	80	73	80	75

Procurement

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,104,000	0	2,104,000	2,421,000	0	2,421,000
512010 - Attrition Savings - Salaries	0	0	0	(39,000)	0	(39,000)
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	161,000	0	161,000	184,000	0	184,000
522000 - Retirement Contributions	582,000	0	582,000	648,000	0	648,000
523000 - Life and Health Insurance	437,000	0	437,000	408,000	0	408,000
Personnel	**3,301,000**	**0**	**3,301,000**	**3,639,000**	**0**	**3,639,000**
Operating Expense						
524000 - Workers' Compensation	43,000	0	43,000	48,000	0	48,000
534000 - Other Contractual Services	40,000	0	40,000	50,000	0	50,000
540000 - Travel and Per Diem	15,000	0	15,000	10,000	0	10,000
540010 - Training	23,000	0	23,000	18,000	0	18,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	3,000	0	3,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	65,000	0	65,000	82,000	0	82,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	20,000	0	20,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	77,000	80,000	157,000	79,000	0	79,000
Operating Expense	**303,000**	**80,000**	**383,000**	**325,000**	**0**	**325,000**
Capital Outlay						
664000 - Machinery and Equipment	10,000	0	10,000	10,000	0	10,000
Capital Outlay	**10,000**	**0**	**10,000**	**10,000**	**0**	**10,000**
Total Expense	**3,614,000**	**80,000**	**3,694,000**	**3,974,000**	**0**	**3,974,000**

Resilience and Sustainability

Department Head: Sonia Brubaker Phone: (305) 416-1214
www.miami.gov/My-Government/Departments/Resilience-and-Sustainability

Mission Statement

To develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy, and natural systems through internal and external partnerships.

Description

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Urban Sustainability involves developing a city that seeks to meet the needs of people while protecting our environment and resources for future generations. Resilience and Sustainability go hand in hand whether in creating a physical building, planning neighborhoods, or improving economic opportunity for all.

Contributing to the Administration's Priority of *Resilience*, the Office of Resilience and Sustainability (ORS) is responsible for assessing and prioritizing the greatest threats to the City of Miami's resilience and sustainability, implementing a cohesive resilience strategy, and subsequently harnessing the expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats and mitigate our impact to global climate change, economic stressors, and social vulnerability.

Stakeholders include City departments, businesses, visitors, and residents of the City of Miami, and all municipalities within Miami-Dade County and neighboring counties in Southeast Florida.

Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Sustainability and Resiliency Strategy and program planning across all City of Miami Departments.	6	6	6
TOTAL FULL-TIME POSITIONS	**6**	**6**	**6**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	18,220	1,658	772,818	961,000	1,164,000
Operating Expense	0	48,020	277,436	210,000	213,000
	18,220	**49,678**	**1,050,254**	**1,171,000**	**1,377,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	16,405	35,658	932,778	1,171,000	1,377,000
General Special Revenue	0	14,020	86,225	0	0
Departmental Improvement Initiative	1,815	0	31,250	0	0
	18,220	**49,678**	**1,050,254**	**1,171,000**	**1,377,000**

Budget Highlights for FY 2024-25

The Budget includes the following addition:

- The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects an increase of $3,000 (GF) due to the addition of software licenses for office staff.

The Budget includes the following additional consideration:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a six percent across the board increase (GF $35,000), and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $25,000).

Resilience and Sustainability

Accomplishments FY 2023-24

Participated in Progress, Innovation, and Vision for Our Tomorrow (PIVOT) Team monthly meetings with Miami-Dade County and the City of Miami Beach to work on priorities for actions listed in the Resilient305 strategy; participated in weekly meetings held by the Southeast Florida Regional Climate Change Compact to assist with development of the Priority Climate Action Plan for the U.S. EPA Climate Pollution Reduction Grant regional proposal; continued to develop materials and outreach strategies to educate the community and businesses about the fertilizer ordinance; and partnered with Venture Miami to provide input for the regional Climate Ready Tech Hub grant application to support the implementation of the Resilient305 Regional Resilience Strategy.

Worked with multiple departments to develop an application for the U.S. EPA Environmental Justice Community Change grant to plant trees in the city right-of-ways in alignment with the Southwest Streetscape Master Plan; released an Extreme Heat Season Plan to prepare the city for chronic heat and extreme heat events; finalized a state-required Flood Vulnerability Assessment to guide the prioritization of community assets that are at risk to existing and future flooding; began work on an economic assessment to determine value of the City's climate resilience infrastructure investments; and, actively participated in U.S. Army Corps of Engineers (USACE) Back Bay Coastal Storm Risk Management (CSRM) Study meetings and planning to advocate for City of Miami interests to be represented in the plan to support the implementation of the Miami Forever Climate Ready strategy.

Submitted an implementation grant proposal to the U.S. EPA Climate Pollution Reduction Grant to fund City-run low-income efficiency and weatherization programs (Homeowner Preservation Program, Keep Safe Miami Program, Miami Cools Program) which will help address climate gentrification; submitted a proposal for U.S. DOE Energy Efficiency and Conservation Block Grant (EECBG) formula funds to purchase electric fleet vehicles; held monthly internal EV Taskforce meetings to discuss opportunities to electrify the City fleet and provide public charging opportunities; executed the FPL Evolution agreement for EV chargers at City parks; submitted an application for U.S. DOT Charging and Fueling Infrastructure grant; enrolled in the FPL SolarTogether program to source 45 percentof the City's electricity use from offsite solar; released the 2019 and 2021 greenhouse gas inventory report; and collected data for the City's 2023 greenhouse gas inventory to support implementation of the Miami Forever Carbon Neutral plan.

Developed an administrative policy to require City departments to integrate green infrastructure guidance into procurement for City capital projects; onboarded two Resilience Programs Managers; facilitated monthly Climate Resilience Committee meetings and sought the feedback of the Committee on climate resilience initiatives and waterfront capital projects; facilitated City staff participation in University of Florida IFAS Living Shoreline Course; co-hosted Leave No Trace community meetings and outreach with the Parks Department; updated the City's Climate Change webpage and published a Resilience Story Map detailing climate resilience projects across all City departments; hosted monthly Resilience Action Group meetings with department directors and staff to coordinate efforts on resilience initiatives; and presented and tabled at multiple community meetings and events throughout the year to further operationalize resilience across City departments and promote public awareness of resilience.

Resilience and Sustainability

Strategies FY 2024-25

Continue to implement Resilient305, by meeting regularly with PIVOT resilience teams from Miami-Dade County and the City of Miami Beach and work collectively on mutually decided priorities for actions listed in the strategy including Biscayne Bay health, nature-based and green infrastructure, affordable housing, electric vehicle infrastructure, building efficiency programs, residential property adaptation, and green economy.

Continue to implement Miami Forever Climate Ready and track progress of adaptation strategy by prioritizing key actions related to economic development; capital improvements that focus on flood prevention, sea level rise, and storm surge; and extreme heat.

Continue to implement Miami Forever Carbon Neutral with the greenhouse gas reduction plan, that includes securing resources to progress on priority actions, socializing goals across departments, and updating greenhouse gas inventory.

To build understanding of resilience, ORS will continue to provide status updates, enhance collaboration within City administration, and improve public accountability through: website updates, social media posts, newsletter updates, internal Resilience Action Group meetings, administrating the Climate Resilience Committee, coordinating training opportunities, assisting with grant applications, and building community partnerships.

Resilience and Sustainability

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.3 Engage all stakeholders with timely and clear communication** City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
	1.3.1 Create a safe and comfortable pedestrian environment City of Miami Strategic Plan
	1.3.2 Facilitate connectivity through affordable multi-modal transportation options City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	**2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data** City of Miami Strategic Plan
	2.1.2 Quantify the City's impact on climate change City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions. City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards City of Miami Strategic Plan
	2.3.3 Accelerate investment in features along waterfront City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan

Resilience and Sustainability

Strategic Alignment and Performance Measures

Continued

Priority Areas	City Strategic Plan Objectives
2. Resilience	**2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability** City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
	2.5.2 Incentivize development that allows residents and businesses to adapt and thrive under changing environmental, economic and social conditions City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects City of Miami Strategic Plan
3. Pathway to Prosperity	**3.1.1 Foster innovation and sustainable entrepreneurial initiatives** City of Miami Strategic Plan
	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.1.3 Connect at-risk population to opportunities for advancement City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Implementation of Resilience strategies.**				
Total actions in-progress/completed for Climate Ready Strategy (number)	37 City-Wide, 11 ORS	56 Citywide, 15 ORS	55 Citywide, 15 ORS	62 Citywide, 16 ORS
Total actions in-progress/completed for Resilient305 Strategy (number)	31 City-wide, 10 ORS	39 Citywide, 13 ORS	37 Citywide, 13 ORS	44 Citywide, 14 ORS
Total actions in-progress/completed for Greenhouse Gas Mitigation Plan (number)	5 City-wide, 1 ORS	28 Citywide, 10 ORS	28 Citywide, 10 ORS	39 Citywide, 14 ORS
DEPARTMENT GOAL(S) **Obtain additional resources to support Resilience objectives and programs.**				
Grants applied to that will advance resilience actions (number)				4
Grants awarded/Pro-Bono services secured that will advance resilience actions (number)		7	5	1
DEPARTMENT GOAL(S) **Collaborate with groups/orgs that help us execute our Resilience strategies.**				

Source: ClearPoint Strategy Management Reporting Software

Resilience and Sustainability

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
Meetings/engagements that build partnerships (number)		392	300	300
DEPARTMENT GOAL(S) Involve as many stakeholders as possible in education and the development of the City strategy.				
Stakeholders engaged through community meetings, presentations, focus groups, interviews and social media (number)		5,485	6,500	2,500
Newsletter opened by readers (number)				3,000

Office of Resilience and Sustainability

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	614,000	0	614,000	756,000	0	756,000
516000 - Fringe Benefits	12,000	0	12,000	13,000	0	13,000
521000 - Fica Taxes	53,000	0	53,000	58,000	0	58,000
522000 - Retirement Contributions	153,000	0	153,000	193,000	0	193,000
523000 - Life and Health Insurance	129,000	0	129,000	144,000	0	144,000
Personnel	**961,000**	**0**	**961,000**	**1,164,000**	**0**	**1,164,000**
Operating Expense						
531000 - Professional Services	175,000	0	175,000	175,000	0	175,000
540000 - Travel and Per Diem	10,000	0	10,000	10,000	0	10,000
540010 - Training	5,000	0	5,000	5,000	0	5,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	13,000	0	13,000
Operating Expense	**210,000**	**0**	**210,000**	**213,000**	**0**	**213,000**
Total Expense	**1,171,000**	**0**	**1,171,000**	**1,377,000**	**0**	**1,377,000**

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DEPARTMENT BUDGETS:
PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

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Building

Department Head: Vacant 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.

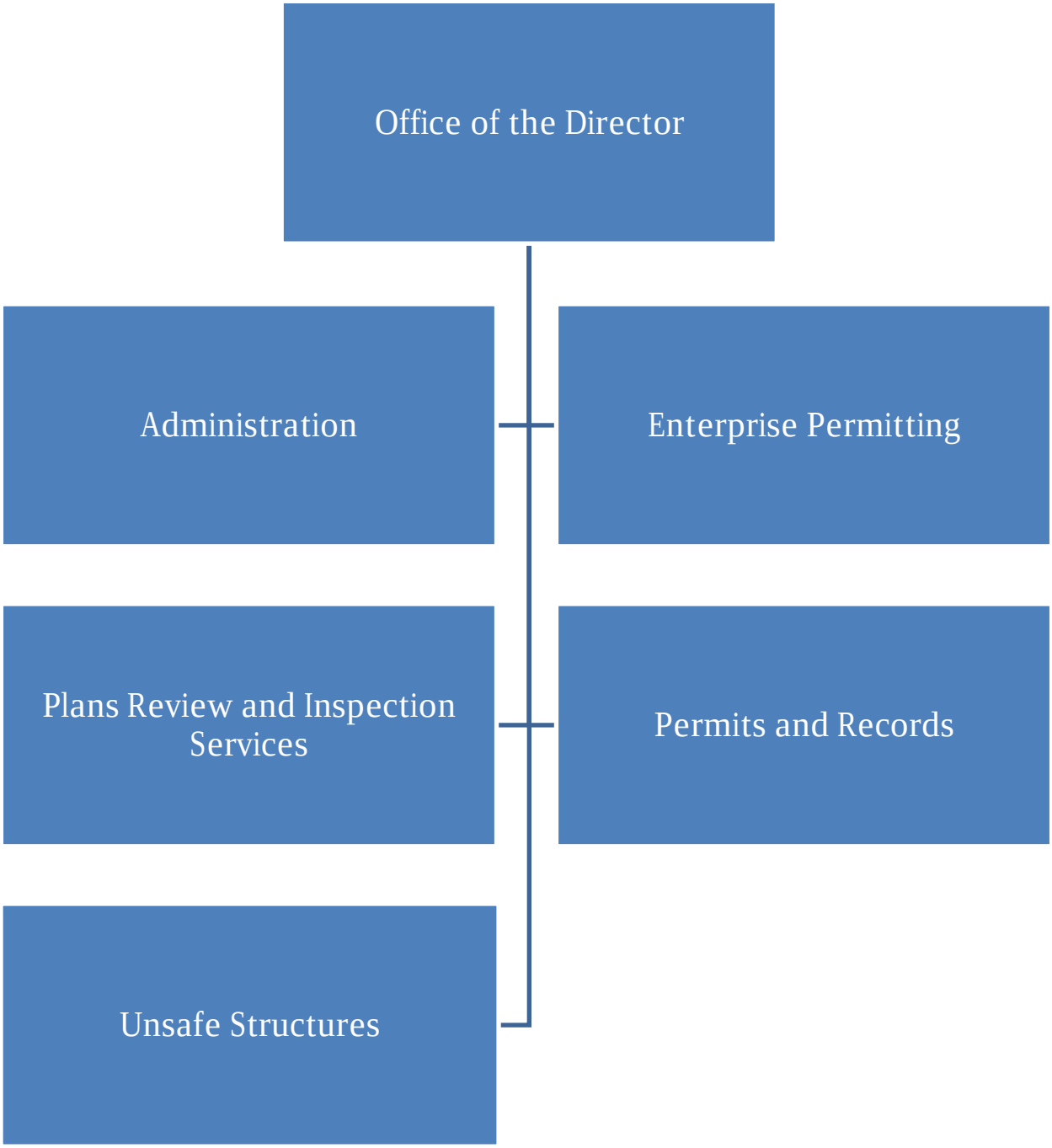
Description

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.

Stakeholders includes property owners, homeowners' associations, private and charter schools, City departments, and the building construction industry at large.

Building


Office of the Director
Administration
Enterprise Permitting
Plans Review and Inspection Services
Permits and Records
Unsafe Structures

Building

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Directs, administers, and manages departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the Florida Building Code; develops and formulates policies and procedures and short and long-range plans.	5	7	7
ADMINISTRATION Prepares and implements the departmental budget; monitors revenue, expenditures, and personnel activities; manages the Public Benefits Program for compliance; prepares legislative packages, assist customers with plan or permit issues, and performs clerical duties; monitors the City's Billboard and Mural Program; processes all Noise Waiver requests and Temporary Occupancy Permits; processes all Special Events for the City; Manages the Building Efficiency (BE305); assists homeowners and contractors with permits and plans review process; establishes procedures and guidelines for expedited review process; administers and audits work provided by private providers.	18	28	33
ENTERPRISE PERMITTING Responsible for implementing citywide permitting and enforcement IT-related enterprise solutions. Responsible for quality control, prescreening plan applications, scanning of documents, assigning tasks to all disciplines, works with Miami-Dade County as contractors for the Department Environmental Resources Management (DERM), Water and Sewer Department (WASD) and impact fees.	0	40	40
PLANS REVIEW AND INSPECTION SERVICES Conducts field inspections of construction, remodeling, repairs, and condemnation, for possession of permits; checks for conformity with Florida and Miami-Dade County Building Codes and approves plans and specification requirements for the various disciplines; outlines plans and procedures for execution of inspection activities affecting installations, materials, and appliances; provide efficient environmental resource services while upholding the laws to protect, preserve, restore and enhance the City's tree canopy.	79	94	94
PERMITS AND RECORDS Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and residential certificates; collects fees to be recorded; performs data entry; assists callers and monitors the message center; reviews and prepares documents for digitizing. Conducts research on record requests; coordinates the digitizing of records to comply with State of Florida Public Record requirements.	59	29	29
UNSAFE STRUCTURES Conducts field inspections of structures due to customer complaints to determine hazardous conditions at construction sites, residential and commercial properties; accidents that may occur involving structural damages; aides homeowners and contractors through the Unsafe Structures process in order to secure structures that may be occupied or vacant; coordinates weekly Unsafe Structure Panel hearings which reviews violations and structures that should be demolished; schedules demolitions alongside the legal department; issues citations for code violations; records liens and demolition orders on abandoned properties; administers the 40 and 50 year recertification process.	35	35	35
TOTAL FULL-TIME POSITIONS	**196**	**233**	**238**

Building

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	14,656,610	18,051,447	21,200,192	28,607,000	32,066,000
Operating Expense	4,840,502	7,014,980	11,053,490	8,198,000	13,462,000
Capital Outlay	13,603	39,655	1,389	0	0
Non-Operating Expenses	0	0	915	6,559,000	5,321,000
Transfers - OUT	0	850,000	5,699,261	0	3,846,000
	19,510,715	**25,956,081**	**37,955,248**	**43,364,000**	**54,695,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	19,175,795	23,314,994	29,009,630	36,075,000	44,073,000
American Rescue Plan Act SRF	0	394,000	0	0	0
Planning and Zoning Tree Trust Fund	53,343	863,312	5,440,824	1,283,000	4,383,000
Departmental Improvement Initiative	279,932	1,383,775	3,504,794	6,006,000	6,239,000
Emergency Funds	1,645	0	0	0	0
	19,510,715	**25,956,081**	**37,955,248**	**43,364,000**	**54,695,000**

Budget Highlights for FY 2024-25

The Budget includes the following additions:

The Other Salaries and Wages Line item reflects an increase due to the additional funding required to cover temporary employees' salaries ($56,000 GF).

The Overtime Line item reflects an increase due to funding for security services overtime cost provided by police located at the fourth-floor lobby, and a 12 percent adjustment due to increases in salary rates (GF $229,000).

The Other Contractual Services Line item reflects an increase due to the rate adjustments implemented by CAPP Government and PMM Consulting Engineers, which were subsequently approved by the Commission on January 11, 2024 (GF $4.060 million).

The Communication and Related Services Line item reflects an increase due to rate increases for city-issued cellphones and vehicle GPS services (GF $38,0000).

The Postage Line item reflects an increase due to additional funding for printing flood hazard brochures in an additional language (GF $40,000).

The Rental and Leases Line item reflects an increase due to a rate adjustment resulting from the contract renewal for copiers, department storage, color copiers, and temporary storage needs (GF $25,000).

Building

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $1.148 million); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $71,000).

The Salaries and Wages Line item reflects an increase of $293,000 (GF) to fund five full-time positions dedicated to overseeing the Public Benefits Program for compliance. The new positions include one Special Project Coordinator (GF $79,000), one Building Services Assistant IV (GF $61,000), one Business Services Assistant III (GF $56,000), and two Business Services Assistant III positions (GF $97,000 GF).

A Contribution from the Building Fund to Capital for replacing aging computers ($300,000).

A Contribution from the Building Fund to Capital for Electronic Plans Review Phase II – Buildout out of offsite location ($2.000 million).

A Contribution from the Building Fund to Capital for Enterprise Permitting Solutions ($9.000 million).

A Contribution from the Special Revenue Fund-Unsafe Structure to Capital for funding the Unsafe Structure fleet vehicles ($540,000), and for the Enterprise Permitting software ($1.000 million).

Due to the administration of the mural fee revenues transfer from the Office of Zoning, the Other Licenses, Fees – Murals Line item reflects an increase of $2.800 million (GF).

Building

Accomplishments FY 2023-24

Implemented an expedited overnight, joint, and same-day reviews March 2023. Held a meeting March 2024 to discuss how to expand and improve the response times for plan reviews further based on previous implementations completed.

Deployed BE305 software initiative for buildings over 20,000 square feet, within the City of Miami, to benchmark and report energy and water consumption.

Completed transfer of address assignment process from the Office of Zoning to the Building Department and implemented process improvements to reduce wait times.

Identified 532 new unsafe structure cases, ensured 682 structures met compliance with 40/50 re-certifications, and demolished 226 unsafe structures.

Passed legislation that updated several sections of the City Code. Ordinance 14223, passed on October 26, 2023, amending Chapter 10/Article V of the City Code, titled "Buildings/Code Relief Program," more particularly by amending Section 10-75 to create a short-term enhanced side setback administrative adjustment pilot program for the city's existing Code Relief Program and creating Section 10-76 titled "Driveway Amnesty Program" to provide for a setback adjustment for existing driveways at single family homes and duplex properties. Ordinance 14229, passed on November 16, 2023, amending Chapter 10/Article VI of the City Code, titled "Buildings/Unsafe Structures," more particularly by providing for regulations for fencing vacant lots by adding Section 10-104, titled "Vacant Lot Fencing. Ordinance 14279, passed on May 9, 2024, amending Chapter 10/Article I of the City Code, titled "Buildings/In General," more particularly incorporating changes related to assignment of enforcement duties, procedures, and exclusions, and renumbering of other Sections of Chapter 10.

Finalized the digital lobby management system implementation timeline in collaboration with the vendor to train Building, Planning, Public Works, Zoning, and Fire departments in preparation for an anticipated go live September 2024.

Strategies FY 2024-25

Continue to aggressively pursue abandoned and unsafe structures throughout the City and demolishing those structures that pose hazards to the neighborhoods of the City. Continue to meet with the Condo Associations to ensure compliance with their 40 or 50 recertifications.

Continue to amend City Code under its purview, including but not limited to Chapters 2, 10, 17, 20, 36, and 62. Continue to work collaboratively with neighboring municipalities and counties by recommending changes to the Florida Building Code and other codes that impact incorporated and unincorporated areas.

Expand the expedited review process to improve the response times for plans review.

Improve the City of Miami's Community Rating System (CRS) and Building Code Effectiveness Grading Schedule (BCEGS) scores to potentially lower insurance premiums for property owners.

Building

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
2. Resilience	**2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability** City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects City of Miami Strategic Plan

Measures	FY 2021-22 Acutal	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Increase the productivity and efficiency of plan reviewers and inspectors.**				
Building construction permit applications processed for commercial properties (number)	15,529	16,056	15,741	16,000
Building construction permit applications processed for residential properties (number)	10,762	11,004	10,710	10,000
Inspections performed within 24 hours of request (percent)	96	96	96	95
DEPARTMENT GOAL(S) **Reduce the amount of time plans are with the City.**				
Number of days to obtain a Commercial permit (days)	299	319	396	150
Number of days to obtain a Residential permit (days)	200	210	234	95
Time to conduct Building plan review (days)	4	4	4	4
Time to conduct Electrical plan review (days)	4	3	4	4
Time to conduct Mechanical plan review (days)	1	1	2	2
Time to conduct Plumbing plan review (days)	1	1	2	2
Time to conduct Structural plan review (days)	8	4	4	4

Building

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Promote effective service delivery and high-quality customer service.**				
Unsafe structure identified (number)		2,110	759	800
Unsafe structures demolished (number)		235	342	350
Buildings ensured under compliance with 40/50 re-certifications (number)		659	693	400
DEPARTMENT GOAL(S) **Increase resilience and building efficiency.**				
Number of Buildings participating in water and energy benchmarking (number)		133	52	100

Building Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	18,409,000	0	18,409,000	21,894,000	0	21,894,000
512010 - Attrition Savings - Salaries	0	0	0	(1,141,000)	0	(1,141,000)
513000 - Other Salaries and Wages	412,000	0	412,000	468,000	0	468,000
514000 - Overtime	450,000	0	450,000	679,000	0	679,000
515000 - Special Pay	3,000	0	3,000	0	0	0
516000 - Fringe Benefits	21,000	0	21,000	34,000	0	34,000
521000 - Fica Taxes	1,420,000	0	1,420,000	1,679,000	0	1,679,000
522000 - Retirement Contributions	4,624,000	0	4,624,000	5,059,000	0	5,059,000
523000 - Life and Health Insurance	3,268,000	0	3,268,000	3,394,000	0	3,394,000
Personnel	**28,607,000**	**0**	**28,607,000**	**32,066,000**	**0**	**32,066,000**
Operating Expense						
524000 - Workers' Compensation	316,000	0	316,000	352,000	0	352,000
531000 - Professional Services	0	130,000	130,000	0	110,000	110,000
533000 - Court Services	65,000	0	65,000	65,000	200,000	265,000
534000 - Other Contractual Services	5,230,000	600,000	5,830,000	9,290,000	1,000,000	10,290,000
540000 - Travel and Per Diem	25,000	0	25,000	25,000	0	25,000
540010 - Training	50,000	0	50,000	50,000	5,000	55,000
541000 - Communications & Related Services	72,000	0	72,000	110,000	0	110,000
541100 - Postage	60,000	0	60,000	100,000	0	100,000
544000 - Rentals and Leases	60,000	0	60,000	85,000	0	85,000
545011 - Insurance - Vehicle Liability	80,000	0	80,000	94,000	0	94,000
545013 - Insurance - General Liability	7,000	0	7,000	4,000	0	4,000
546000 - Repair and Maintenance Services	100,000	0	100,000	100,000	0	100,000
546001 - IT-Repair and Maintenance Services	983,000	0	983,000	1,312,000	0	1,312,000
547000 - Printing and Binding	15,000	0	15,000	15,000	0	15,000
548100 - Advertising and Related Costs	75,000	0	75,000	75,000	100,000	175,000
551000 - Office Supplies	40,000	0	40,000	40,000	0	40,000
552000 - Operating Supplies	30,000	0	30,000	30,000	40,000	70,000
552100 - Public Safety Supplies	80,000	0	80,000	80,000	0	80,000
552200 - Clothing/Uniform Supplies	140,000	0	140,000	140,000	0	140,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	40,000	0	40,000	40,000	0	40,000
Operating Expense	**7,468,000**	**730,000**	**8,198,000**	**12,007,000**	**1,455,000**	**13,462,000**

Non-Operating Expense

Building Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
896000 - Budget Reserve	0	6,559,000	6,559,000	0	5,321,000	5,321,000
Non-Operating Expenses	**0**	**6,559,000**	**6,559,000**	**0**	**5,321,000**	**5,321,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	3,846,000	3,846,000
Transfers - OUT	**0**	**0**	**0**	**0**	**3,846,000**	**3,846,000**
Total Expense	**36,075,000**	**7,289,000**	**43,364,000**	**44,073,000**	**10,622,000**	**54,695,000**

Planning

Department Head: David Snow Phone: (305) 416-1417
www.miamigov.com/Government/Departments-Organizations/Planning

Mission Statement

To promote a more resilient city through the development and application of innovative and best planning practices that enhance the quality of life for our diverse communities.

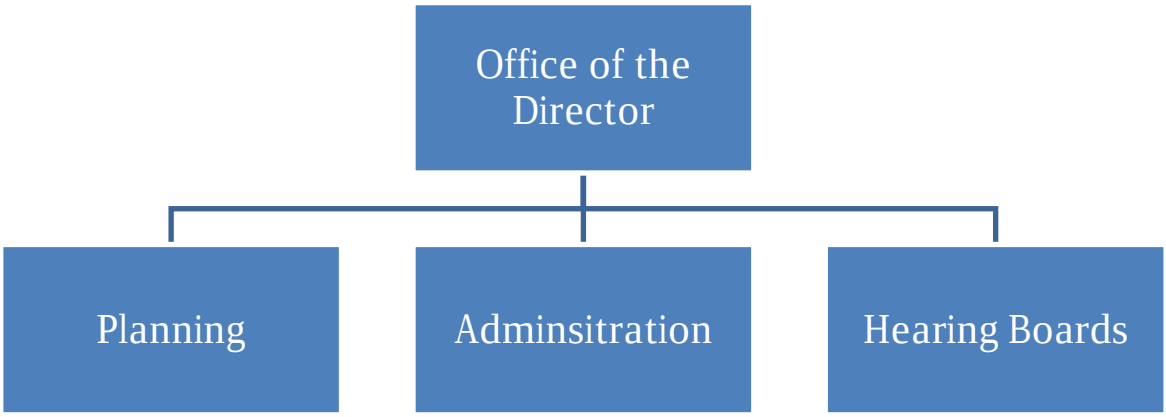
Description

The Planning Department, in collaboration with other departments, manages and implements regulations, guidelines, and policies which direct the growth and redevelopment of the City of Miami. The Department further drafts development regulations and overlay area plans to guide future growth, spur development, and preserve the City's residential and historic areas. The Department is responsible for managing concurrency review, and the coordination of planning studies and conditional compliance of future development.

Contributing to the Administration's Priority of *Quality of Life*, the department processes applications that are administrative in nature or require a public hearing process. The Department is responsible for the review of both small and large-scale development projects and proposals, and compliance with urban design, historic preservation, and other state and local regulations. Further, the Department manages an extensive public participation process for the review of various permit applications and legislation through advertising, noticing, and public hearing meetings held by the City Commission (Planning and Zoning portion), the Planning, Zoning, and Appeals Board (PZAB), the Art In Public Places Board (AIPPB), the Historic and Environmental Preservation Board (HEPB), the Urban Development Review Board (UDRB) the Wynwood Design Review Committee (WDRC), and the Coordinated Review Committee (CRC).

Stakeholders include City residents, Elected Officials, developers, business owners, non-profit organizations, City departments, and other governmental agencies.

Planning



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Oversees the implementation of all departmental operations, provides guidance in the interpretation of the Zoning Ordinance and the implementation of the Comprehensive Plan, develops and monitors the Department's budget, implements cost controls and efficient systems as well as identifies resources and innovative efforts necessary for improved delivery of excellent customer service and projects in a timely manner.	4	4	4
PLANNING Provides guidance for the future development of the City, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound planning principles; manages and preserves the City's historic, architectural, archeological and environmental assets; prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and the City Commission; collects and analyzes demographic, physical, social, economic and contextual data; prepares streetscape and master plans that include high standards for architecture, landscape, and urban design.	31	31	31
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters, procurement solicitations, and processes; provides various support services to professional staff; prepares special projects and reports; tracks performance measures, manages scanning program for the digital retention of documents related to special permits and case files; manages community outreach efforts, departmental web content, and process improvements.	7	7	7
HEARING BOARDS Processes applications for public meetings and hearings in support of the Planning Department; provides advertising, posting and notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the City Commission (Planning and Zoning portion), the PZAB, the HEPB, the AIPPB, and the WDRC; publishes agenda and minutes, and serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.	6	6	6
TOTAL FULL-TIME POSITIONS	**48**	**48**	**48**

Planning

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	4,655,534	4,993,772	5,302,498	6,700,000	7,361,000
Operating Expense	857,576	1,023,698	1,064,402	1,741,000	1,085,000
Capital Outlay	2,826	49,817	0	0	0
Non-Operating Expenses	0	0	3,717,000	23,070,000	29,745,000
Transfers - OUT	5,680,876	94,459	735,145	0	1,816,000
	11,196,812	**6,161,746**	**10,819,045**	**31,511,000**	**40,007,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	5,204,782	5,239,911	5,813,351	7,216,000	7,746,000
American Rescue Plan Act SRF	0	498,000	0	0	0
Planning Services	0	0	735,145	9,850,000	12,369,000
Planning Services-DRI DT	5,407,455	125,623	3,865,685	4,874,000	6,396,000
Planning Services-DRI SEOPW	87,042	168,035	135,160	6,636,000	9,577,000
Planning and Zoning Tree Trust Fund	456,265	0	0	0	0
Public Art Fund	40,039	129,939	269,195	2,408,000	1,766,000
Hist Preservation Trust Fund	0	0	509	527,000	863,000
Public Benefits Trust Fund NRD-2	0	0	0	0	1,290,000
Emergency Funds	1,228	239	0	0	0
	11,196,812	**6,161,746**	**10,819,045**	**31,511,000**	**40,007,000**

Planning

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The CFS-Other Charges for Services Line item reflects a decrease due to the transfer of Hearing Boards-Code Enforcement functions to the Code Compliance Department (GF $2.016 million).

- The Professional Services Line item reflects a decrease due to the transfer of translation service functions to the Code Compliance Department (GF $15,000).
- The Professional Services-Legal Services Line item reflects a decrease due to the transfer of legal service functions to the Code Compliance Department (GF $45,000).
- The Court Services Line item reflects a decrease due to the transfer of recording fee functions to the Code Compliance Department (GF $19,000).
- The Printing and Binding Line item reflects a decrease due to the transfer of duplicating service functions to the Code Compliance Department (GF $1,000).

The Budget includes the following additions:

- The Postage Line item reflects a net increase due in part to higher-than-expected cost to support mandated legal notifications pursuant to Miami Code Section 69-129(4), and the Land Use Policy 1.5.4 of the Miami Comprehensive Neighborhood Plan, as well as certified mailings, and the transfer of $5,000 (GF) to the Code Compliance Department (GF $44,000).
- The Advertising and Related Costs Line item reflects an increase due to higher-than-expected costs for advertising in the publication of general circulation such as the Miami Herald, and various Planning Boards as required per Section 62-55 of the City of Miami code, and to advertise and recruit open board positions (GF $11,000).
- The Office Supplies Line item reflects an increase due to the higher-than-expected cost of procuring supplies from vendors such as Office Depot and Staples to replenish and maintain stock levels (GF $3,000).

The Operating Supplies Line item reflects an increase due to the funding of service contracts for two pressure sealers, which are used for folding and sealing notices mailed to the community for public hearing processes (GF $2,000).

The Budget Reserve Line item reflects an increase due to a higher than anticipated prior year fund balance carryover from various awards in the Planning Services special revenue account (SR $1.099 million).

The Budget includes the following additional considerations:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $270,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $37,000).
- A contribution from the Special Revenues-DRI SEOPW Air Quality to Capital for the Underdeck/I-395 Project ($235,000).
- A contribution from the Special Revenues-DRI SEOPW Transportation to Capital for the Underdeck/I-395 Project ($1.581 million).

Planning

Accomplishments FY 2023-24

Committed to installing a public art component, three private development projects moved forward with their plans.

Completed the Evaluation and Appraisal Review (EAR), which was adopted in March 2024 and became effective on May 5, 2024.

Issued a purchase order to engage Blue Digital as the vendor to assist in the scanning and digitization of records, aligning with our strategic plan to digitize 33 percent of both current and historical documents.

Updated the website by refreshing the Historic Environmental Preservation (HEP) review assigners' contact details, posting the 2024 Hearing Boards meeting schedule, and revising the PDFs for the Wynwood Design Review Committee (WDRC) submittal checklists, among other changes.

Continued to work to reduce the number of review cycles to increase timely issuances of permits and entitlements.

Rendered three legislative items that promoted the core objectives of the current strategy: Zoning Text - Appendix A - Village West Island District and Charles Avenue (NCD-2), Zoning Text - T5 Bonus Height, and 2035 Comprehensive Plan - EAR.

Strategies FY 2024-25

Continue to activate and improve the public realm experience through harmonization with the built environment.

Continue to socialize the goals, policies, and objectives of the City's Miami Neighborhood Comprehensive Plan.

Continue to digitize 33 percent of historical and current planning records to improve public access to information.

Continue to leverage technology to improve community engagement with project stakeholders.

Continue to reduce the number of review cycles to increase timely issuance of permits or entitlements.

Continue to implement long range planning that considers impact on quality of life, business needs, and resilience.

Planning

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
2. Resilience	**2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data** City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Implement long range planning that considers impact on quality of life, business needs, and resilience.**				
Promote quality of life, business needs, and resilience through land development regulations (legislative code amendments and zoning text amendments brought to PZAB) (number)			24	24
DEPARTMENT GOAL(S) **Release data relevant to the planning field and useful for the public on a yearly basis.**				
Yearly local publication of Miami-based planning data (number)				1

Planning

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Maintain the look and feel of public spaces to a high standard.**				
Private development projects that have committed to installing a public art component as part of the overall development (number)	3	10	7	6
DEPARTMENT GOAL(S) **Reduce the amount of time customers wait.**				
Complete online submissions prescreen review for entitlements within 72 hours (percent)	94	87	90	90
Process GIS map requests within 14 calendar days (percent)				90
DEPARTMENT GOAL(S) **Socialize the Goals, Policies and Objectives within the City's Miami Neighborhood Comprehensive Plan (MNCP).**				
Socialize the MCNP (number)	1	25	1	1
DEPARTMENT GOAL(S) **Leverage technology to improve community engagement with our project stakeholders.**				
Provide Laserfiche accessibility to public hearing applications by working with the scan team to digitize 300 boxes (1.5 cubic feet each) of current and historical records (number)		103	150	300
Communicate the Publication of meeting agendas under the purview of the Hearing Boards Division at least five (5) full business days prior to the scheduled meetings date (percent)				90
DEPARTMENT GOAL(S) **Reduce the number of review cycles to increase timely issuance of permits or entitlements.**				
Refer companion rezones and comprehensive plan amendments for public hearing within 190 business days (percent)	18	41	45	80
Process applications for minor improvements that require a Standard Certificate of Appropriateness (COA) within ten calendar days of receipt of the complete application (percent)		63	54	80
Process applications for Certificate to Dig (CTD) within ten calendar days of receipt of the complete application (percent).			73	80
Process first cycle reviews of Building Permits within 3 business days for city related activities (percent)				80
Process first cycle reviews of Special Permits within 15 business days (percent)				80

Source: ClearPoint Strategy Management Reporting Software

Planning

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,848,000	270,000	4,118,000	4,357,000	304,000	4,661,000
513000 - Other Salaries and Wages	56,000	0	56,000	56,000	35,000	91,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	0	48,000	48,000
516000 - Fringe Benefits	22,000	0	22,000	22,000	0	22,000
521000 - Fica Taxes	312,000	20,000	332,000	339,000	23,000	362,000
522000 - Retirement Contributions	1,198,000	73,000	1,271,000	1,183,000	107,000	1,290,000
523000 - Life and Health Insurance	842,000	59,000	901,000	808,000	79,000	887,000
Personnel	**6,278,000**	**422,000**	**6,700,000**	**6,765,000**	**596,000**	**7,361,000**
Operating Expense						
524000 - Workers' Compensation	49,000	3,000	52,000	53,000	4,000	57,000
531000 - Professional Services	309,000	800,000	1,109,000	294,000	100,000	394,000
531010 - Professional Services-Legal Services	45,000	0	45,000	0	0	0
533000 - Court Services	22,000	0	22,000	3,000	0	3,000
540010 - Training	23,000	0	23,000	23,000	0	23,000
541100 - Postage	81,000	0	81,000	125,000	0	125,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	13,000	0	13,000	15,000	0	15,000
545013 - Insurance - General Liability	28,000	0	28,000	18,000	0	18,000
546001 - IT-Repair and Maintenance Services	206,000	0	206,000	273,000	0	273,000
547000 - Printing and Binding	7,000	0	7,000	6,000	0	6,000
548000 - Promotional Activities	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	107,000	0	107,000	118,000	0	118,000
551000 - Office Supplies	15,000	0	15,000	18,000	0	18,000
552000 - Operating Supplies	0	0	0	2,000	0	2,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	25,000	0	25,000	25,000	0	25,000
Operating Expense	**938,000**	**803,000**	**1,741,000**	**981,000**	**104,000**	**1,085,000**
Non-Operating Expense						
896000 - Budget Reserve	0	23,070,000	23,070,000	0	29,745,000	29,745,000
Non-Operating Expenses	**0**	**23,070,000**	**23,070,000**	**0**	**29,745,000**	**29,745,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	1,816,000	1,816,000

Planning

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
Transfers - OUT	0	0	0	0	1,816,000	1,816,000
Total Expense	7,216,000	24,295,000	31,511,000	7,746,000	32,261,000	40,007,000

Zoning

Department Head: Daniel S. Goldberg, 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.

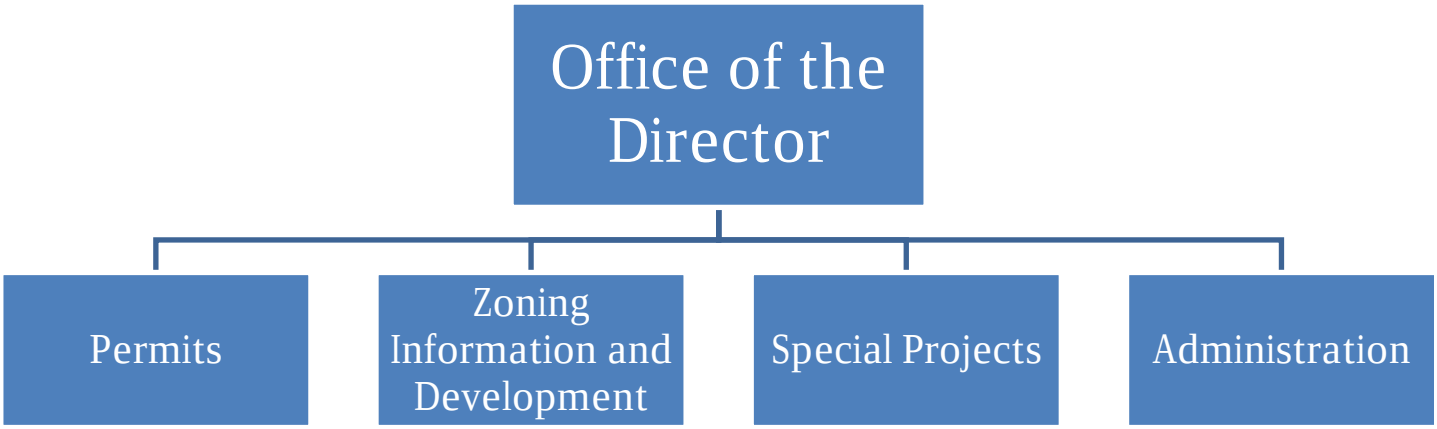
Description

The Office of Zoning ("Zoning") is responsible for the administration and enforcement of the Miami 21 Zoning Code ("Code"), with two primary functions and duties: permitting and business licensing. Zoning determines whether applications for building permits, as required by the Building Code, and administrative Waivers, Warrants, Exceptions, and Variances are in accord with the requirements of the Code. In addition, Zoning determines whether the use of any structure or premises is in accordance with the Code and issues a Certificate of Use if the application and supporting documents conform to applicable regulations.

Contributing to the Administration's Priority of *Quality of Life*, the Office of Zoning administers temporary uses through the issuance of Interim Parking Permits, Temporary Event Permits, Temporary Occupancy Permits, and Temporary Uses on Vacant Land Permits; issuances Zoning Dry Runs, Zoning Verification Letters, Alcohol Reservation Letters, Waiver Extensions, Zoning Interpretations, Certificates of Eligibility, and Certificates of Transfer; processes State Extensions of Time, AHCA Local Zoning Forms, Alcohol and Tobacco Applications, and the Florida Housing Finance Corporation Local Government Verification Forms; creates and issuances of addresses; calculates impact fees, processes Unities of Title and Covenants in Lieu and Declarations of Restrictive Covenants, and assists the Code Enforcement Department in enforcing the provisions of the Code.

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

Zoning



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of Zoning Ordinances, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.	2	2	2
PERMITS Implements and interprets the Zoning Ordinance and other city, county, state and federal regulations, reviews development plans and identifies types of special permits needed based on the application of the Zoning Ordinance, reviews all submissions for development and redevelopment within the City.	15	15	15
ZONING INFORMATION AND DEVELOPMENT Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Zoning Verification Letters, address assignments and changes, and Community Residential Home certifications.	11	11	11
SPECIAL PROJECTS Reviews and processes impact fee deferrals; ensures completeness and routes legal instruments such as Unity of Titles, Covenants, and Parking Agreements; administers Affordable and Workforce Housing initiatives; drafts legislation for code amendments; ensures compliance of Alcohol and Tobacco licenses issued.	2	2	2
ADMINISTRATION Manages budgetary, administrative, and fiscal functions; manages personnel matters, procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	2	2	2
TOTAL FULL-TIME POSITIONS	**32**	**32**	**32**

Zoning

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	3,596,816	4,266,423	4,559,729	5,085,000	5,555,000
Operating Expense	761,908	794,007	752,476	945,000	1,000,000
Capital Outlay	(1,498)	0	0	0	0
	4,357,225	**5,060,430**	**5,312,205**	**6,030,000**	**6,555,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	4,349,451	4,792,430	5,312,205	6,030,000	6,555,000
American Rescue Plan Act SRF	0	268,000	0	0	0
Emergency Funds	7,774	0	0	0	0
	4,357,225	**5,060,430**	**5,312,205**	**6,030,000**	**6,555,000**

Budget Highlights for FY 2024-25

The Budget includes the following additions:

The Other Salaries and Wages Line item reflects an increase due to additional funding to cover the temporary employee's salary (GF $13,000).

The Travel and Per Diem Line item reflects an increase due to funding travel expenses to facilitate employee's attendance at various training sessions (GF $2,000).

The Postage Line item reflects an increase due to the upsurge in the volume of certificate of use revocation letters, prompted by compliance issues and violations reported by the Unsafe Structure division(GF $2,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $237,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $57,000).

Zoning

Accomplishments FY 2023-24

Integrated an option into Miamibiz allowing employees to search for eStart applications, thereby facilitating some connectivity between the two systems, and providing more efficiency for reviewing applications.

Conducted training sessions on the nuanced aspects of reviews affecting the Certificate of Use (CU) process has significantly streamlined information retrieval efforts from plans. Reviewers are now ensuring that the proposed uses align with what is documented on the Certificate of Occupancy (CO), thereby minimizing the need for revisions. Requested information is now readily available on the plans at the CU stage and has significantly reduces the time spent searching for necessary details. The Microfilm search time has been reduced to 15 minutes compared to 45 min.

Removed applications listed under the Building Department preview in the Florida Building Code to streamline the review process and eliminate redundancies.

Provided guidance to applicants on comprehending and adhering to the Code within the Coconut Grove area, with a team of employees, led by Mrs. DeCubas.

Established a task force, comprising the assistant director of Code Compliance and relevant departments, tasked with reviewing current Temporary Use Permits (TUPs) and development agreements to ensure compliance with Miami21.

Strategies FY 2024-25

Continue to participate in the enhancement of eStart web application system to process Certificates of Use applications and allow interactions with additional system platforms.

Continue to collaborate with required reviewing departments to improve the issuance of Certificates of Use at a successful rate.

Continue to collaborate with the Building Department to streamline building permit reviews and re-evaluate application types for Zoning review.

Clarify contradictory sections of the code for existing homeowners by providing clarity, consistency, and coordination. Aim to provide better resources for applicant conditions regarding single-family residents.

Update the Code to relieve requirements for new construction and existing homeowners. Hosting weekly interdepartmental meetings to clean up the section of the code regarding T-3.

Zoning

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.2 Strengthen trust through excellent customer service** City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
3. Pathway to Prosperity	**3.1.1 Foster innovation and sustainable entrepreneurial initiatives** City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Ensure timely delivery of service.**				
Certificates of Use issued (number)	1,318	1,456	1,300	1,300
Building Permits reviewed within ten days in the first cycle (percent)	75	76	75	80
Waiver permits reviewed within 15 business days in the first cycle (percent)	67	69	75	80
Certificates of Use received (number)		6,031	4,000	4,000
DEPARTMENT GOAL(S) **Support single family rehabilitation to sustain new construction and existing homeowners**				
Code Adoption and Implementation (1-Yes/2-No)				1

Zoning

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,116,000	0	3,116,000	3,527,000	0	3,527,000
513000 - Other Salaries and Wages	30,000	0	30,000	43,000	0	43,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	238,000	0	238,000	275,000	0	275,000
522000 - Retirement Contributions	1,019,000	0	1,019,000	1,073,000	0	1,073,000
523000 - Life and Health Insurance	669,000	0	669,000	624,000	0	624,000
Personnel	**5,085,000**	**0**	**5,085,000**	**5,555,000**	**0**	**5,555,000**
Operating Expense						
524000 - Workers' Compensation	50,000	0	50,000	56,000	0	56,000
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
533000 - Court Services	12,000	0	12,000	12,000	0	12,000
534000 - Other Contractual Services	669,000	0	669,000	669,000	0	669,000
540000 - Travel and Per Diem	4,000	0	4,000	6,000	0	6,000
540010 - Training	18,000	0	18,000	18,000	0	18,000
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
541100 - Postage	2,000	0	2,000	4,000	0	4,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	146,000	0	146,000	191,000	0	191,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	3,000	0	3,000	3,000	0	3,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**945,000**	**0**	**945,000**	**1,000,000**	**0**	**1,000,000**
Total Expense	**6,030,000**	**0**	**6,030,000**	**6,555,000**	**0**	**6,555,000**

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DEPARTMENT BUDGETS:
PUBLIC WORKS

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

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Capital Improvements

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

Mission Statement

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

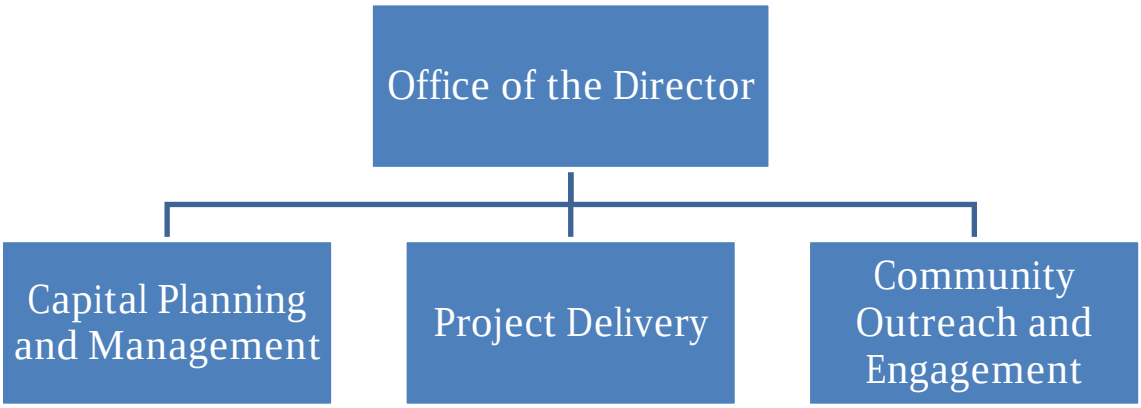
Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Department of Capital Improvements is passionate about serving the residents and making meaningful capital improvements to the City's facilities and infrastructure. OCI provides construction programs and project management for Miami's residents and the City's client departments and agencies to enhance mobility, advance public safety, improve shared spaces, enable governmental services, improve resiliency, and support a pathway to prosperity. Through the Department's capital construction program, the department aspires to be a catalyst to encourage stakeholders to be proud of and invest in their community to build better neighborhoods and Miami's future.

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

Capital Improvements



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Directs, plans, and implements the City's Capital Improvements Program; provides leadership and guides the resources to successfully deliver projects for clients. Develops and monitors the OCI's budget and manages cost controls.	2	2	6
CAPITAL PLANNING AND MANAGEMENT Supports the City's Capital Improvements Program by managing the 5-Year Capital Improvement Plan, administering requirements-based project initiation process, controlling project change management, monitoring program-level performance, managing project portfolios, developing best practices and standards, aligning the program with budget requirements, and ensuring program visibility and reporting.	7	7	4
PROJECT DELIVERY Manages and coordinates the planning, design, and construction of the City's infrastructure and facility projects. Empowering professionally trained project and construction managers, delivers planning, design, and construction management services to clients; coordinates project requirements across all collaborators; and ensures that the projects meet quality, cost, and time requirements.	37	19	16
COMMUNITY OUTREACH AND ENGAGEMENT Communicates the Capital Improvements Program and projects with residents, elected officials, City Leadership, and client departments. Focuses effort on community outreach by developing and implementing proactive engagement strategies and supporting tactics; develops and builds OCI's brand and messaging by aligning with the City's vision, communications strategy, and OCI director's goals; and manages key leaders and agency engagement plan.	3	3	3
TOTAL FULL-TIME POSITIONS	**53**	**31**	**29**

Capital Improvements

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	3,572,631	3,598,702	3,119,119	1,652,000	1,707,000
Operating Expense	701,832	324,829	704,610	307,000	341,000
Capital Outlay	128,155	2,610	2,166,889	0	0
Non-Operating Expenses	0	60	125,638	0	0
Transfers - OUT	0	1,222	0	0	0
	4,402,617	**3,927,423**	**6,116,255**	**1,959,000**	**2,048,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	4,307,181	3,743,784	3,385,934	1,959,000	2,048,000
American Rescue Plan Act SRF	0	183,610	2,730,321	0	0
Transportation and Transit	159	0	0	0	0
Emergency Funds	95,278	29	0	0	0
	4,402,617	**3,927,423**	**6,116,255**	**1,959,000**	**2,048,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Fringe Benefits Line Item reflects a reduction of $1,000 (GF) to align the budget with the actual trend of expenditures.

As approved in the FY 2023-24 Mid-Year Amendment, the budget reflects the transfer of one Project Manager - CIP (Horizontal) position (GF - $110,000) and one Construction Manager (Horizontal) position (GF $82,000) from the Office of Capital Improvements to the Department of Resilience and Public Works. The personnel and funding are reflected in the prior Department in FY 2023-24 and in the new Department in FY 2024-25 (2 positions, $192,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $150,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $13,000).

Capital Improvements

Accomplishments FY 2023-24

Assisted in the development and creation of an updated expedited Construction Contractors Pool list to streamline and accelerate construction contract acquisitions in coordination with Resilience and Public Works and Parks and Recreations Departments. The updated expedited list was approved by City Commission January 2024.

Scheduled recurring monthly training sessions for Office of Capital Improvement staff, project managers and constructions managers, to assist and improve the in management of projects.

Continued to conduct recurring monthly meetings with all Commission District representatives to review statuses, and coordinated any changes or needs of each project. Continued to hold additional meetings with client departments on a regular basis, or on an as needed basis to share updates and discuss project needs.

Utilized different procurement methods available, such as Miscellaneous Architectural and Engineering Services contracts, Job Order Contracting (JOC), Design and Build, and others to expedite the schedule of Miami Forever Bond projects. To date, the Office of Capital Improvement (OCI) and the Department of Procurement have been able to award 62 Design Contracts from the Miscellaneous Architectural and Engineering Services pool, 13 Design Contracts through the Request for Qualifications (RFQ), 34 Construction Contracts through JOC, 15 Construction Contracts through Invitation to Bid (ITB), and one Design and Construction contract through Design and Build.

Implemented a new invoice and purchase order request process in eBuilder, and trained internal and external stakeholders. To date, processed 569 invoices with a value of $33.2 million and processed 183 purchase order requests with a value of $18.8 million since April 2023.

Strategies FY 2024-25

Continue to streamline and accelerate construction contract acquisition by working with the Department of Procurement to develop the Construction Contractors Pool and assist optimize the entire construction management process.

Continue to build a stronger team by ensuring employees are equipped with the necessary training to better oversee contractors, review construction contract language, enforce contractors' quality assurance and quality control programs, as well as ensure that they are recognized for their efforts and success.

Continue to communicate and engage effectively with all stakeholders to ensure project scopes are clearly articulated and project updates are shared throughout the project life cycle.

Continue to identify and utilize all alternate procurement methods to expedite schedules for the Miami Forever Bond and grant funded projects.

Continue to increase e-Builder user adoption and finalize the new Contract Compliance processes and GIS integration with e-Builder.

Capital Improvements

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.3 Engage all stakeholders with timely and clear communication** City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	**2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities** City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan
3. Pathway to Prosperity	**3.2.2 Bolster small businesses through supportive programs and incentives** City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Engage with the community and communicate Capital Improvement projects.**				
Engage with the community with meetings and events (number)	58	13	35	40
DEPARTMENT GOAL(S) **Improve operational efficiency and productivity to continue delivering quality capital construction projects.**				
Average duration to review and approve Invoices (days)	25	24	25	< 25
Reduce variance between the original cost estimate and the final actual cost (percent)	5	-2	-10	-20<CV<+20
DEPARTMENT GOAL(S) **Promote conditions that encourage small business development and growth.**				
Foster small business enterprise participation (dollars contracted)	$ 2,329,088.85	2,289,389.75	$ 3,700,000	$3,700,000

Source: ClearPoint Strategy Management Reporting Software

Capital Improvements

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Deliver quality capital construction projects.**				
Build and renovate public safety facilities (police, fire-rescue, emergency management) (number)	2	2	1	6
Harden critical facilities (community centers, parks, municipal buildings) (number)	1	2	2	3
Build and renovate parks and open-spaces (number)	13	7	5	10
Build and renovate marinas and water access sites (number)	2	2	1	2
Total projects designed (number)	20	17	10	18
Total projects constructed (number)	57	23	15	15
Total value of projects constructed (dollars)	$ 77,066,265.12	$ 39,418,678.26	$49,119,655.24	$63,152,646
Total project initiating construction (number)	20	18	8	19

Office of Capital Improvements

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	735,000	0	735,000	771,000	0	771,000
512010 - Attrition Savings - Salaries	(38,000)	0	(38,000)	(69,000)	0	(69,000)
516000 - Fringe Benefits	3,000	0	3,000	2,000	0	2,000
521000 - Fica Taxes	58,000	0	58,000	64,000	0	64,000
522000 - Retirement Contributions	584,000	0	584,000	651,000	0	651,000
523000 - Life and Health Insurance	310,000	0	310,000	288,000	0	288,000
Personnel	**1,652,000**	**0**	**1,652,000**	**1,707,000**	**0**	**1,707,000**
Operating Expense						
524000 - Workers' Compensation	55,000	0	55,000	140,000	0	140,000
534000 - Other Contractual Services	2,000	0	2,000	2,000	0	2,000
540000 - Travel and Per Diem	4,000	0	4,000	4,000	0	4,000
540010 - Training	1,000	0	1,000	1,000	0	1,000
541000 - Communications & Related Services	7,000	0	7,000	7,000	0	7,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	172,000	0	172,000	121,000	0	121,000
548000 - Promotional Activities	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	13,000	0	13,000	13,000	0	13,000
552000 - Operating Supplies	7,000	0	7,000	7,000	0	7,000
552100 - Public Safety Supplies	7,000	0	7,000	7,000	0	7,000
552200 - Clothing/Uniform Supplies	4,000	0	4,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	16,000	0	16,000	16,000	0	16,000
Operating Expense	**307,000**	**0**	**307,000**	**341,000**	**0**	**341,000**
Total Expense	**1,959,000**	**0**	**1,959,000**	**2,048,000**	**0**	**2,048,000**

General Services Administration

Department Head: Jennifer Ramirez Phone: (305) 329-4854
www.miami.gov/My-Government/Departments/General-Service-Administration-GSA

Mission Statement

To provide effective and efficient services with exceptional quality in the areas of property maintenance, fleet maintenance and management, public safety communication systems maintenance, and graphic design and print shop service for all General Services Administration (GSA) customers.

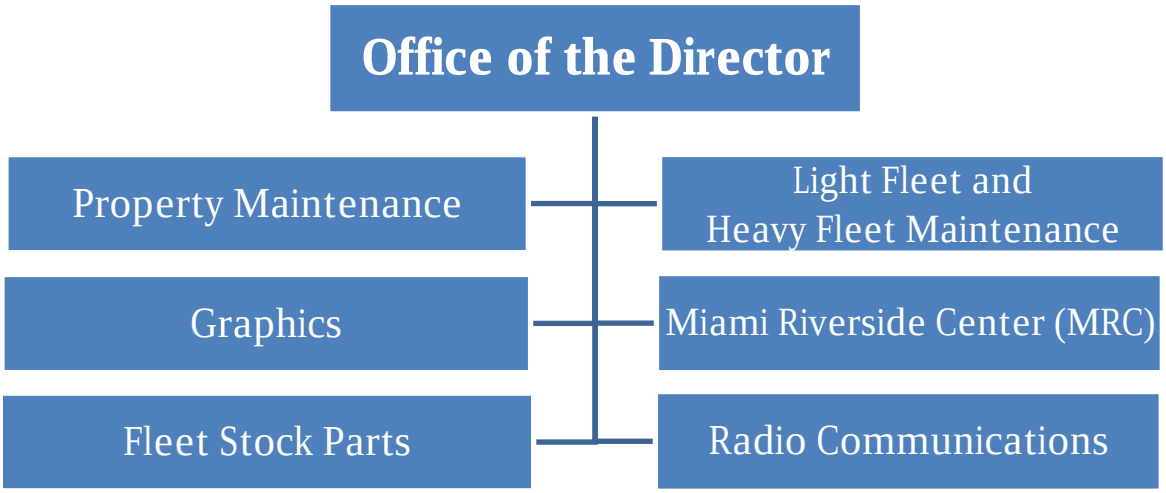
Description

The GSA Department provides internal service support to City departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, and Citywide inter-office mail delivery.

Contributing to the Administration's Priority of *Quality of Life*, the department inventories, maintains, and repairs City property and equipment. Support services are provided throughout the City, including at the Miami Riverside Center (MRC) Building and Garage, City Hall, GSA Administrative Building and Fleet Maintenance Garage, Property Maintenance Building, Communications Warehouse, radio wave broadcasting and receiving antenna towers, and other departments located at the 20th Street facility. GSA maintains and repairs vehicles for the Police Department, the General Fleet, Solid Waste, Parks, and Public Works. GSA also provides fueling and truck washing services to user Departments. Additionally, all small equipment used Citywide for lawn and maintenance needs is serviced and repaired by the GSA operation. Furthermore, the Department maintains the City's 800 MHz radio and E-911 emergency communication systems including portable radios. GSA produces graphic illustrations and prints City Commission agenda packages, forms, business cards, the Proposed and Adopted Budget Books, flyers, and banners.

GSA's primary stakeholders are comprised of City of Miami employees and City departments.

General Services Administration



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Responsible for the administrative functions of the Department, including accounting, payroll, personnel, Citywide utility management, operational statistics, and contract administration; develops and monitors the Department's budget and manages cost controls.	8	8	8
PROPERTY MAINTENANCE Repairs and maintains most City facilities; secures facilities when threatened by hurricanes or other natural disasters; provides in-house expertise on plumbing, electrical, heating ventilation and air conditioning, and other disciplines as required; administers small construction contracts.	37	37	37
LIGHT AND HEAVY FLEET MAINTENANCE Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; procures and coordinates the purchase and replacement of fleet vehicles; manages fleet parts and fuel inventories.	68	68	68
GRAPHICS Prepares designs, layout, and typeset for all graphic and related materials produced by the section; manages leases of low-to mid-volume copiers; designs and publishes forms; prints City Commission meeting agendas.	6	6	6
MIAMI RIVERSIDE CENTER Maintains the MRC building, grounds, pool vehicles, mechanical equipment, and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.	9	9	9
FLEET STOCK PARTS Purchases, warehouses, and maintains an inventory of parts needed for repairs.	4	4	4
RADIO COMMUNICATIONS Repairs and maintains the City's 800 MHz radio system; provides communication support to the E-911 service; provides 24-hour on-call emergency repair service to the communication system.	8	8	8
TOTAL FULL-TIME POSITIONS	**140**	**140**	**140**

General Services Administration

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	15,893,303	17,234,374	16,893,860	18,307,000	20,243,000
Operating Expense	11,598,732	14,871,758	16,470,526	16,726,000	17,565,000
Capital Outlay	19,081	82,573	152,746	10,000	15,000
Non-Operating Expenses	0	0	0	25,000	25,000
Transfers - OUT	0	900	0	0	0
	27,511,117	**32,189,605**	**33,517,132**	**35,068,000**	**37,848,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	27,506,060	31,724,704	33,395,635	35,043,000	37,823,000
General Special Revenue	0	0	0	25,000	25,000
American Rescue Plan Act SRF	0	464,000	0	0	0
Community Development	0	0	121,497	0	0
Emergency Funds	5,057	900	0	0	0
	27,511,117	**32,189,605**	**33,517,132**	**35,068,000**	**37,848,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Fringe Benefits Line Item reflects a reduction of $25,000 (GF) to align the budget with the actual trend of expenditures.
The Other Contractual Services Line Item reflects a reduction of $26,000 (GF) to align the budget with the actual trend of expenditures.
The Utilities Electricity Line Item reflects a reduction of $16,000 (GF) to align the budget with the actual trend of expenditures.
The Rentals and Leases Line Item reflects a decrease of $1,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Special Pay Line Item $261,000 (GF) due to the increase in hazardous pay.
Additional funding was added to the Overtime Line Item $16,000 (GF) to align services with the current salary rates.
The Travel and Per Diem Line Item reflects an increase of $28,000 (GF) to attend critical maintenance training.

General Services Administration

The Utilities Water Line Item reflects an increase of $45,000 (GF) to align the budget with the actual trend of expenditures.

The Repair and Maintenance Services Line Item reflects an increase of $242,500 (GF) due to the rising cost of the Motorola radio maintenance fee, and auto body replacement parts.

The Other Current Charges and Obligations Line Item reflects an increase of $4,000 (GF) to align the budget with the actual trend of expenditures.

The Subscriptions, Memberships, Licenses, Permits, and Others Line Item reflects an increase of $9,500 (GF) to align the budget with the actual trend of expenditures.

The Operating Supplies reflects an increase of $13,000 (GF) due to a surge in the purchase of tools and equipment.

The Machinery and Equipment Line Item reflects an increase of $5,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $825,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, (GF $36,000).

General Services Administration

Accomplishments FY 2023-24

Implemented new standard operating procedures and as a result the department maintained a 55 percent turn around time for police pursuit vehicles.

Maintained the City's 800 MHZ Emergency Radio Communications System operability overall at high numbers by being properly trained to the new system. Ensured zero service interruptions throughout the use of the communications system.

Averaged a 1.3 day turn around time even with an increase of work orders and bigger jobs to maintain and repair city assets. The General Services Administration Department was able to keep turn around times low and customers happy.

Strategies FY 2024-25

Continue to turn around 55 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day and ensure that the Police Department has 95 percent of its vehicles available for service each day. Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.

Continue to review daily logistic reports, conduct pre-service checklist checks to ensure all radios are operational and ready when they deploy, sending reminders to the departments that utilize the City's 800 MHZ about handling and maintaining their assigned radios.

Continue to work with all City Departments to maintain and repair city assets assigned to them. Be proactive by going to city sites to check for discrepancies before they are discovered by the department.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.2 Strengthen trust through excellent customer service City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.**				
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent)	93	96	99	87.5
DEPARTMENT GOAL(S) **Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability or better.**				
Emergency radio communications system kept operational and ready (percent)	98	98	99	99

Source: ClearPoint Strategy Management Reporting Software

General Services Administration

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Encounter zero service interruptions.**				
Partial service interruptions in the communications system (number)	25	6	0	0
DEPARTMENT GOAL(S) **Complete all work orders within 25 days.**				
Average time for completion of property maintenance work orders (days)	2.0	1.3	1.4	4
DEPARTMENT GOAL(S) **Turn around 55 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day, and ensure that the Police Department has 95 percent of its vehicles available for service each day.**				
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	59	58	56	55

General Services Administration

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,664,000	0	10,664,000	12,425,000	0	12,425,000
512010 - Attrition Savings - Salaries	(98,000)	0	(98,000)	(150,000)	0	(150,000)
514000 - Overtime	115,000	0	115,000	131,000	0	131,000
515000 - Special Pay	16,000	0	16,000	277,000	0	277,000
516000 - Fringe Benefits	37,000	0	37,000	12,000	0	12,000
521000 - Fica Taxes	809,000	0	809,000	984,000	0	984,000
522000 - Retirement Contributions	3,779,000	0	3,779,000	3,733,000	0	3,733,000
523000 - Life and Health Insurance	2,985,000	0	2,985,000	2,831,000	0	2,831,000
Personnel	**18,307,000**	**0**	**18,307,000**	**20,243,000**	**0**	**20,243,000**
Operating Expense						
524000 - Workers' Compensation	749,000	0	749,000	837,000	0	837,000
534000 - Other Contractual Services	1,019,000	0	1,019,000	993,000	0	993,000
540000 - Travel and Per Diem	9,000	0	9,000	37,000	0	37,000
541000 - Communications & Related Services	6,000	0	6,000	6,000	0	6,000
541100 - Postage	0	0	0	100	0	100
543000 - Utility Services	4,000	0	4,000	4,000	0	4,000
543010 - Utilities Water	129,000	0	129,000	174,000	0	174,000
543020 - Utilities Electricity	685,000	0	685,000	669,000	0	669,000
544000 - Rentals and Leases	17,000	0	17,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	57,000	0	57,000	67,000	0	67,000
545012 - Insurance - Property & Casualty	2,607,000	0	2,607,000	2,998,000	0	2,998,000
546000 - Repair and Maintenance Services	6,319,000	0	6,319,000	6,561,500	0	6,561,500
546001 - IT-Repair and Maintenance Services	613,000	0	613,000	663,000	0	663,000
547100 - Printing and Binding-Outsourcing	8,000	0	8,000	8,000	0	8,000
547200 - Printing and Binding-Paper Stock	27,000	0	27,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	6,000	0	6,000	6,000	0	6,000
549000 - Other Current Charges and Obligations	8,000	0	8,000	12,000	0	12,000
551000 - Office Supplies	12,000	0	12,000	12,700	0	12,700
552000 - Operating Supplies	34,000	0	34,000	47,000	0	47,000
552010 - Motor Fuel	4,300,000	0	4,300,000	4,300,000	0	4,300,000
552200 - Clothing/Uniform Supplies	64,000	0	64,000	64,200	0	64,200
554000 - Subscriptions, Memberships, Licenses, Permits & Others	53,000	0	53,000	62,500	0	62,500
Operating Expense	**16,726,000**	**0**	**16,726,000**	**17,565,000**	**0**	**17,565,000**

General Services Administration

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	10,000	0	10,000	15,000	0	15,000
Capital Outlay	**10,000**	**0**	**10,000**	**15,000**	**0**	**15,000**
Non-Operating Expense						
896000 - Budget Reserve	0	25,000	25,000	0	25,000	25,000
Non-Operating Expenses	**0**	**25,000**	**25,000**	**0**	**25,000**	**25,000**
Total Expense	**35,043,000**	**25,000**	**35,068,000**	**37,823,000**	**25,000**	**37,848,000**

Resilience and Public Works

Department Head: Juvenal Santana, P.E., C.F.M. Phone: (305) 416-1200
www.miami.gov/My-Government/Departments/Resilience-and-Public-Works

Mission Statement

To maintain, improve, and modernize our City's right-of-way and stormwater infrastructure as well as transportation capacity through the best professional, technical and resilient engineering practices; and to develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy and natural systems through internal and external partnerships.

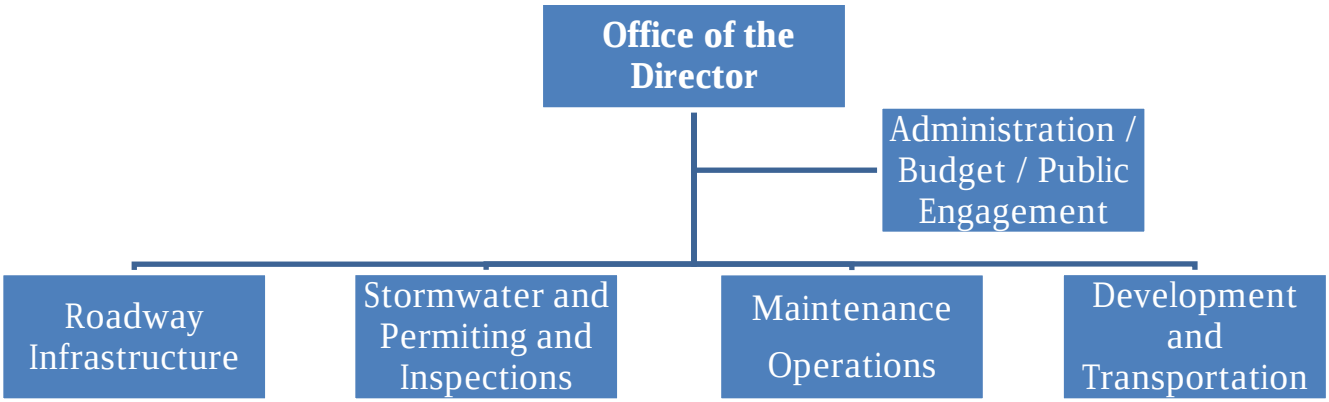
Description

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

Contributing to the Administration's priority of *Quality of Life*, the Department oversees the implementation of the Sea-Level Rise and Flood Prevention projects, processes plat applications for the division of land and manages the City's street lighting system, the stormwater collection system within the City's roadways, 13 stormwater pump stations, tree plantings and right-of-way aesthetic improvement projects, the bus benches and shelters contract, news racks, sidewalk cafes, and franchise agreements with public utility owners. As a Stormwater Utility, Resilience and Public Works is responsible for storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit with the Florida Department of Environmental Protection. RPW is organized along four functional lines: Administration, Engineering, Maintenance Operations, and Transportation. The Administration Division provides administrative and support services, coordinates all community engagement events with elected officials for co-designations, RPW groundbreakings, and ribbon cuttings as well as conducts project reconciliations, performs personnel and payroll functions, enters, and oversees purchasing for RPW, reviews contract documents, and executes and tracks contracts for compliance. The Engineering Division reviews various permit requests, including Special Area Plans (SAPs); coordinates right-of-way development, right-of-way dedications and deeds, plats, and easements; conducts traffic analysis and coordination of traffic impact studies; processes maintenance agreements with the County and State; inspects public and private facilities; and enforces environmental regulations considering current and future climate impacts into infrastructure planning and community projects. The Maintenance Operations Division performs routine maintenance and emergency repair of the roadways under the City's jurisdiction, receives, processes and addresses resident complaints related to any of the public right-of-way components under its jurisdiction, dispatches work crews to perform maintenance or repairs to address complaints, and ensures that the City has a safe and usable road system. The Transportation Operations Division plans, coordinates, and implements the City's Trolley service, On-Demand transportation service for the elderly, and Micro-mobility and Citi Bike programs. The City's Trolley and On-Demand services are Special Revenue funded programs that provide additional mobility options for residents and visitors to explore Miami and serve as first and last mile for transit users.

Stakeholders include residents, visitors, businesses, business improvement districts, community redevelopment agencies, developers, the Downtown Development Authority, and contractors.

Resilience and Public Works



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Serves as the supervisor of plats; oversees the Roadway Infrastructure Capital Program; represents the department at various meetings including City Commission, homeowners' associations and the Planning and Zoning Advisory Board.	2	2	2
ADMINISTRATION / BUDGET / PUBLIC ENGAGEMENT Provides administrative and support services; performs personnel and payroll functions; enters and oversees purchasing requisitions; Prepares and implements the departmental Budget; coordinates community engagement events with elected officials for co-designations, RPW groundbreakings, and ribbon cuttings.	5	8	8
ROADWAY INFRASTRUCTURE Manages and coordinates the planning, design, and construction of capital projects. Coordinates various teams and resources to maintain and improve the City 's infrastructure.	0	19	19
STORMWATER AND PERMITTING and INSPECTIONS Responsible for the maintenance of the City's stormwater infrastructure. Inspects public and private facilities and enforces environmental compliance regulations; maintains the NPDES permit and prepares required reports; designs and installs new stormwater drainage systems. Responsible for the review and issuance of permits for the public ROW of all utilities, road closure, sidewalk and street café, banners and performs the associated inspections. Manages the citywide pavement resurfacing contract and citywide sidewalk contract. Maintains the department's GIS data.	67	67	40
MAINTENANCE OPERATIONS Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swales, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the ROW; cleans the storm sewer system, and outfalls Citywide; and conducts tree maintenance in ROWs, City owned or maintained properties, and alleys.	73	75	73

Resilience and Public Works

DEVELOPMENT AND TRANSPORTATION Reviews Special Area Plans, Development Orders and major developments; reviews and approves all ROW improvements; Reviews building permit applications; coordinates the platting and subdivision process; maintains City survey benchmarks and underground utility information; Reviews and processes ROW deeds; oversees and manages landscape beautification and maintenance contracts. Manages the operations of the City's Trolley system and On-Demand Transportation services. Provides oversight on projects including planning and coordinating activities related to transportation projects. Coordinates traffic impact studies pursuant to the city code.	8	9	38
TOTAL FULL-TIME POSITIONS	**155**	**180**	**180**

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	16,673,654	17,956,343	16,918,874	21,807,000	24,884,000
Operating Expense	30,459,638	29,233,028	35,105,111	41,875,000	41,114,000
Capital Outlay	(649)	188,975	32,386	0	0
Non-Operating Expenses	251	57	0	2,400,000	4,142,000
Transfers - OUT	5,012,000	7,910,951	6,746,000	5,861,000	5,855,000
	52,144,894	**55,289,354**	**58,802,372**	**71,943,000**	**75,995,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	29,795,572	28,232,453	30,203,143	38,999,000	41,500,000
General Special Revenue	771,839	2,184,077	1,336,246	1,123,000	1,266,000
American Rescue Plan Act SRF	0	892,000	0	0	0
Planning Services	168,442	172,106	311,862	0	0
Public Works Services	5,508,570	4,684,078	6,323,038	8,111,000	10,059,000
Departmental Improvement Initiative	101,901	33,343	1,867	0	0
Transportation and Transit	15,649,803	19,076,255	20,596,606	23,710,000	23,170,000
Emergency Funds	148,766	15,042	29,610	0	0
	52,144,894	**55,289,354**	**58,802,372**	**71,943,000**	**75,995,000**

Resilience and Public Works

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Other Contractual Services Line item reflects a net decrease of $211,000 in part due to a funding reallocation of the $351,000 to the Special Revenue (SR) Fund for the maintenance along the on road Miami River Greenway, the reallocation of three budget lines to Professional Services Line item, an increase for the Scavenger 2000 Depollution Vessel program, and an increase for the General SR Fund, Transportation services to align budget with the current trend of expenditures (General Fund (GF) -$682,000; SR $471,000).

The Motor Fuel Line item reflects a reduction of $728,000 (SR) to align the budget with the current level of expenditures for the transportation services.

The Budget includes the following additions:

As approved in the FY 2023-24 Mid-Year Amendment, the budget reflects the transfer of one Project Manager - CIP (Horizontal) position (GF - $110,000) and one Construction Manager (Horizontal) position (GF $82,000) from the Office of Capital Improvements to the Department of Resilience and Public Works. The personnel and funding are reflected in the prior Department in FY 2023-24 and in the new Department in FY 2024-25 (two positions, $192,000).

The Professional Services Line item reflects a net increase of $322,000 in part due to a funding reallocation of three budget lines from the Other Contractual Services Line item and a decrease for the General SR Fund, Transportation services to align budget with the current trend of expenditures (GF $417,000; SR -$47,000).

Additional funding was added to the Public Safety Supplies Line item to cover the cost of safety supplies for the staff of the Roadway Infrastructure Division (GF $5,000).

Additional funding was added to the Clothing/Uniform Supplies Line item to cover the cost of uniforms for the staff of the Roadway Infrastructure Division (GF $7,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a six percent across the board increase (GF $983,000), and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF S100,000).

Pursuant to Resolution R-19-0179, funds are allocated in the Professional Services Line item per agreement between the City and the Miami River Commission for compliance with educational requirements of the National Pollutant Discharge Elimination System (NPDES) Permit (GF $50,000).

The budget reflects a General Fund contribution to Capital for the Citywide Storm Sewer Repair Project ($1.822 million).

The budget reflects a Local Option Gas Tax contribution to Capital for Citywide Pavement Resurfacing ($994,000).

The budget reflects a Parking Surcharge contribution to Capital for Urban Core Roadway Improvements ($4.820 million).

Resilience and Public Works

Accomplishments FY 2023-24

Worked together with the Department of Innovation and Technology (DoIT) to gather all the business requirements for the permitting system updates.

Installed 4,975 feet of pipes and completed 27 storm water drainage projects citywide. Cleaned and maintained approximately 5,847 inlets and manholes, approximately 313,582 Linear Feet of storm water pipelines and 28 miles of canal banks. Maintained 13 pump stations and removed approximately 42.04 tons of debris from the canals, 256,000 libs of floatable debris from Miami waterways and 221.05 tons of debris from the storm water systems. Developed and implemented City Ordinance prohibiting the use of leaf blower, grass clippings and landscaping waste into the storm water inlets. Completed 18 new localized drainage improvement projects and repaired minor drainage issues utilizing a storm sewer contractor. Completed designs of approximately seven new localized drainage projects.

Continued to maintain and improve the public right of way to current standards (including the American with disabilities Act, ADA, requirements) through a combination of efforts from the Maintenance Operations division, department contractors, along with requirements for right of way improvements from new developments and redevelopments. Continued to review and update design standards, specifications and bulletins to meet City's current needs, while also staying up to date with changing engineering and industry practices and standards. Referenced the Pavement condition index for all City roadways in the database while evaluating roadway segments for required and future maintenance project. Worked with Florida Power and Light (FPL) to upgrade all roadway lighting under the City's maintenance purview to Light Emitting Diode (LED) fixtures.

Built new reports into the Citywide GIS asset management database to improve data insights for users, and developed automations complete tasks more efficiently. Added new assets to the system and new ones are added as they are installed or constructed. Added and updated new material and equipment resources as they are purchased.

Planted 1,519 trees from October 2023 to June 2024.

Received five new trolleys in May 2024. Received a $1.8 million grant from the Florida Department of Transportation (FDOT), which will significantly boost trolley operations. Continued efforts in securing additional grants from the FDOT for more trolleys, which, if approved, will greatly enhance our fleet and service quality. Engaged in a discussion about transitioning to electric vehicles, a decision that will significantly impact operations. Despite not receiving the Low No Emission Grant, Resilience and Public Works is committed to exploring this option and its potential benefits.

Resilience and Public Works

Strategies FY 2024-25

Continue to improve customer service capabilities through continued enhancements of existing online permitting systems and web based coordination systems while working toward implementing a new enterprise permitting system that is adaptable, expandable, and GIS-based while being fully integrated into other existing software platforms being used by other City departments that are integral for right-of-way (ROW) permitting and inspection.

Continue to improve the City's Stormwater Management System with drainage enhancements and system investments in accordance with the city's Stormwater Master Plan. Implementation of a comprehensive stormwater pump station Supervisory Control and Data Acquistion (SCADA) system, and enhanced compliance with the Municipal Separate Storm Sewer System (MS4) permit to meet National Pollutant Discharge Elimination System (NPDES) responsibilities and reduce the number of areas impacted by chronic flooding.

Continue to systematically improve the City's right-of-way (ROW) and roadways by requiring compliance with construction standard details, specifications, and bulletins, while implementing a GIS-based asset management system to track, plan, and manage all right-of-way improvements. Roadway improvements will be recommended utilizing industry standard methodologies that allow the Department to objectively select roadway segments for improvement based on the current roadway conditions and anticipated future degradation.

Continue to update the Citywide GIS asset management database to manage, track, and report on existing right-of-way and roadway asset conditions and implement a more cohesive approach to capital planning for future right-of-way enhancement programs, permit approvals and tracking, and maintenance operations. This will improve efficiency by guiding all future maintenance and capital improvement plans and budgets for the Department as well as provide a public and internal-only view of all right-of-way permit applications, MOT applications, Special Event applications, and Capital Improvement projects.

Continue to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, right-of-way and improve quality of life for our residents.

Continue to strategically review and improve the Trolley Program to complement other major transportation options through route optimization and continued engagement to meet rider needs; and continue to implement the vehicle replacement plan of aged out vehicles and improve transit service.

Resilience and Public Works

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.3 Engage all stakeholders with timely and clear communication** City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.3.2 Facilitate connectivity through affordable multi-modal transportation options City of Miami Strategic Plan
2. Resilience	**2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data** City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan

Resilience and Public Works

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Provide expeditious customer service.**				
Line & Grade Inspections completed within a day of scheduling (percent)	100	100	98	98
DEPARTMENT GOAL(S) **Maintain existing public right-of-way infrastructure and reduce liability claims.**				
Pot holes repaired (number)	3,932	3,435	4,400	4,500
Pot holes repaired within 30 days of being reported (percent)	90	94	90	90
Sidewalk repaired (square feet)	369,811	384,353	490,000	390,000
DEPARTMENT GOAL(S) **Maintain and beautify public right-of-way.**				
Trash holes filled (number)	891	651	1,100	1,000
Trees trimmed (number)	5,109	6,099	5,250	5,500
Number of trees planted (number)				1,000
DEPARTMENT GOAL(S) **Reduce flooding complaints and FDEP compliance.**				
Storm water pipes cleaned (linear feet)	320,486	375,708	865,000	900,000
DEPARTMENT GOAL(S) **Prevent pollution and eliminate erosion from construction sites.**				
Trash Collected by Scavenger (lbs)				256,000
NPDES Permits issued with-in 2 days of submittal (percent)	98	97	98	98
NPDES inspections completed (number)		5,592	3,400	3,300
DEPARTMENT GOAL(S) **Increase Trolley Ridership by 5 percent.**				
Trolley System Trips (number)	3,810,240	4,170,645	4,000,000	4,000,000
DEPARTMENT GOAL(S) **Improve Trolley on-time performance by 5 percent.**				
Percent of time the trolley arrived within the scheduled time (percent)	44	49	50	50

Total Resilience and Public Works Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	12,785,000	759,000	13,544,000	15,084,000	867,000	15,951,000
512010 - Attrition Savings - Salaries	(597,000)	0	(597,000)	(597,000)	0	(597,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	98,000	0	98,000	98,000	0	98,000
514000 - Overtime	300,000	0	300,000	300,000	0	300,000
515000 - Special Pay	0	0	0	209,000	0	209,000
516000 - Fringe Benefits	53,000	3,000	56,000	54,000	3,000	57,000
516010 - Fringe Benefits - Tuition Reimbursement	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	979,000	59,000	1,038,000	1,181,000	67,000	1,248,000
522000 - Retirement Contributions	3,905,000	113,000	4,018,000	4,084,000	144,000	4,228,000
523000 - Life and Health Insurance	3,253,000	90,000	3,343,000	3,275,000	108,000	3,383,000
Personnel	**20,783,000**	**1,024,000**	**21,807,000**	**23,695,000**	**1,189,000**	**24,884,000**
Operating Expense						
524000 - Workers' Compensation	500,000	17,000	517,000	491,000	19,000	510,000
531000 - Professional Services	1,130,000	16,165,000	17,295,000	1,547,000	16,070,000	17,617,000
533000 - Court Services	9,000	0	9,000	9,000	0	9,000
534000 - Other Contractual Services	7,063,000	5,603,000	12,666,000	6,381,000	6,074,000	12,455,000
540000 - Travel and Per Diem	12,000	2,000	14,000	12,000	2,000	14,000
540010 - Training	13,000	8,000	21,000	13,000	8,000	21,000
541000 - Communications & Related Services	45,000	0	45,000	45,000	0	45,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543010 - Utilities Water	157,000	0	157,000	157,000	0	157,000
543020 - Utilities Electricity	7,166,000	0	7,166,000	7,166,000	0	7,166,000
544000 - Rentals and Leases	73,000	0	73,000	73,000	0	73,000
545011 - Insurance - Vehicle Liability	206,000	0	206,000	243,000	0	243,000
545013 - Insurance - General Liability	840,000	0	840,000	530,000	0	530,000
546000 - Repair and Maintenance Services	14,000	95,000	109,000	14,000	95,000	109,000
546001 - IT-Repair and Maintenance Services	702,000	0	702,000	826,000	0	826,000
547000 - Printing and Binding	1,000	0	1,000	1,000	0	1,000
547200 - Printing and Binding-Paper Stock	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	33,000	0	33,000	33,000	0	33,000
551000 - Office Supplies	27,000	5,000	32,000	27,000	5,000	32,000
552000 - Operating Supplies	102,000	6,000	108,000	102,000	6,000	108,000
552010 - Motor Fuel	0	1,748,000	1,748,000	0	1,020,000	1,020,000
552100 - Public Safety Supplies	15,000	0	15,000	20,000	0	20,000

Total Resilience and Public Works Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	34,000	3,000	37,000	41,000	3,000	44,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	69,000	7,000	76,000	69,000	7,000	76,000
Operating Expense	**18,216,000**	**23,659,000**	**41,875,000**	**17,805,000**	**23,309,000**	**41,114,000**
Non-Operating Expense						
896000 - Budget Reserve	0	2,400,000	2,400,000	0	4,142,000	4,142,000
Non-Operating Expenses	**0**	**2,400,000**	**2,400,000**	**0**	**4,142,000**	**4,142,000**
Transfers-OUT						
891000 - Interfund Transfers	0	5,861,000	5,861,000	0	5,855,000	5,855,000
Transfers - OUT	**0**	**5,861,000**	**5,861,000**	**0**	**5,855,000**	**5,855,000**
Total Expense	**38,999,000**	**32,944,000**	**71,943,000**	**41,500,000**	**34,495,000**	**75,995,000**

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City of Miami
Half-Cent Surtax Pro-Forma

	FY 2022-23 Actuals	FY 2023-24 Adopted	FY 2023-24 Projection	FY 2024-25 Proposed	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
Revenues/Funds								
Fund 10090 - General Special Revenue (Org. 402000)								
FDOT Contribution	$250,802	**$307,000**	**$71,000**	$260,000	$0	$0	$0	$0
Advertising Revenues	$839,762	**$816,000**	**$600,000**	$741,000	$763,000	$786,000	$810,000	$834,000
Advertising Revenues- Fund Balance	-$365,511	**$0**		$0	$0	$0	$0	$0
Traffic Studies	$4,050	**$0**	**$200,000**	$265,000	$300,000	$300,000	$300,000	$300,000
Total Revenues Fund 10090 - General Special Revenue (Org. 402000)	**$729,102**	**$1,123,000**	**$871,000**	**$1,266,000**	**$1,063,000**	**$1,086,000**	**$1,110,000**	**$1,134,000**
Fund 15600 - Transportation and Transit				**$0**	$0	$0		
Munisipal Surtax (CITT)	$0	**$0**		$23,170,000	$30,305,000	$30,911,000	$31,529,000	$32,160,000
Interest	$28,606	**$0**		$0	$0	$0	$0	$0
Contribution from General Fund	$2,424,751	**$23,710,000**	**$23,710,000**	$0				
Contribution from Transportation Trust Fund 04005	$10,000,000	**$0**	**$0**	$0	$0	$0	$0	$0
Contribution from Mass Transit Capital Fund 35000	$4,969,000	**$0**	**$0**	$0	$0	$0	$0	$0
Fund Balance Carryover	$0	**$0**	**$0**	$0	$0	$0	$0	$0
Total Revenues Fund 15600 - Transportation and Transit	**$17,422,358**	**$23,710,000**	**$23,710,000**	**$23,170,000**	**$30,305,000**	**$30,911,000**	**$31,529,000**	**$32,160,000**
Total Revenues	**$18,151,460**	**$24,833,000**	**$24,581,000**	**$24,436,000**	**$31,368,000**	**$31,997,000**	**$32,639,000**	**$33,294,000**
Expenditures								
Mass Transit								
Allapattah (40 Overtwn/Allap Trolley)	$1,707,272	$1,859,699	$1,810,088	$1,860,000	$1,860,000	$1,860,000	$1,860,000	$1,860,000
Brickell (40 Brickell Trolley)	$1,492,112	$2,102,752	$1,725,173	$2,103,000	$2,103,000	$2,103,000	$2,103,000	$2,103,000
Biscayne (40 Biscayne Trolley)	$2,035,374	$2,414,683	$2,070,604	$2,415,000	$2,415,000	$2,415,000	$2,415,000	$2,415,000
Coconut Grove (40 Coconut Grove Trolley)	$601,390	$651,674	$639,033	$652,000	$652,000	$652,000	$652,000	$652,000
Coral Way (40 Coral Way Trolley)	$1,825,284	$2,075,841	$1,969,495	$2,076,000	$2,076,000	$2,076,000	$2,076,000	$2,076,000
Flagami (40 Flagami Trolley)	$1,479,210	$1,535,975	$1,600,564	$1,536,000	$1,536,000	$1,536,000	$1,536,000	$1,536,000
Health (40 Health Trolley)	$300,913	$325,837	$322,284	$326,000	$326,000	$326,000	$326,000	$326,000
Little Havana (40 Little Havana Trolley)	$1,635,385	$1,827,148	$1,781,905	$1,827,000	$1,827,000	$1,827,000	$1,827,000	$1,827,000
Little Haiti (40 Little Haiti Trolley)	$777,590	$935,761	$916,168	$936,000	$936,000	$936,000	$936,000	$936,000
Liberty City (40 Liberty City Trolley)	$227,643	$306,384	$248,378	$306,000	$510,000	$510,000	$510,000	$510,000
Liberty City FDOT (40 FDOT Liberty City)	$250,802	$306,384	$248,378	$260,000	$0	$0	$0	$0
Overtown (40 Overtwn/Health Trolley)	$188,831	$206,835	$200,256	$207,000	$207,000	$207,000	$207,000	$207,000
Stadium (40 Stadium Trolley)	$598,924	$651,674	$639,949	$652,000	$652,000	$652,000	$652,000	$652,000
Wynwood (40 Wynwood Trolley)	$544,187	$651,674	$581,424	$652,000	$652,000	$652,000	$652,000	$652,000
Special Events	$3,563	$32,000	$9,385	$25,000	$29,000	$35,000	$42,000	$50,000
Fuel	$1,510,167	$1,748,000	$1,416,080	$1,020,000	$1,061,000	$1,103,000	$1,147,000	$1,204,000
On-Demand	$32,597	$150,000	$75,933	$103,000	$108,000	$108,000	$108,000	$108,000
Other Costs (TSO Monthly Fee /Kent Security)	$135,504	$131,155	$110,978	$134,000	$138,000	$138,000	$138,000	$138,000
Other Costs (Trafic Study-Outside Vendors)			$200,000	$265,000	$300,000	$300,000	$300,000	$300,000
Other PnG Adjustment	$382,251							
Subtotal Mass Transit	**$15,728,997**	**$17,913,000**	**$16,566,000**	**$17,355,000**	**$17,388,000**	**$17,436,000**	**$17,487,000**	**$17,552,000**
Administration Cost (5% Max)	$718,855	**$1,059,000**	**$750,000**	**$1,220,000**	**$1,354,000**	**$1,503,000**	**$1,623,000**	**$1,753,000**
Transfer-Out to Capital								
Vehicle Acquisition / Replacement	$0	$0	$0	$0	$2,300,000	$2,300,000	$2,300,000	$2,300,000
Transportation Studies	$0	$0	$0	$0	$0	$0	$0	$0
Transit Studies	$0	$0	$0	$0	$1,300,000	$1,300,000	$1,200,000	$0
Transportation (Capital Projects)	$0	$0	$0	$0	$3,548,109	$2,919,000	$3,292,000	$0
Trolley Stop Signs	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Transfer-Out to Capital	**$0**	**$0**	**$0**	**$0**	**$7,148,000**	**$6,519,000**	**$6,792,000**	**$0**
Transfer Out to Debt Service	$5,485,000	$5,861,000	$5,861,000	**$5,861,000**	$5,861,000	$5,861,000	$5,861,000	$5,861,000
Budget Reserve								
Total Expenditures	**$21,932,852**	**$24,833,000**	**$23,177,000**	**$24,436,000**	**$31,751,000**	**$31,319,000**	**$31,763,000**	**$25,166,000**
Fiscal Year Surplus/(Deficit)	**-$3,781,392**	**$0**	**$1,404,000**	**$0**	**-$383,000**	**$678,000**	**$876,000**	**-$1,083,355**
Percent Spent on Mass Transit from Half-Cent Transit Funds	**0%**	**0%**	**0%**	**75%**	**57%**	**56%**	**55%**	**55%**
Percent Spent on Mass Transit from Total	**72%**	**72%**	**71%**	**71%**	**55%**	**56%**	**55%**	**70%**

Solid Waste

Department Head: Wade Sanders Phone: (305) 960-2804
www.miamigov.com/Government/Departments-Organizations/Solid-Waste

Mission Statement

To promote a clean and healthy environment through the delivery of a comprehensive, safe, cost-effective, and environmentally sound solid waste management system; to support sustainable community programs and civic engagement; and to enforce sanitation code compliance rules and policies that assure public welfare, safety, and health.

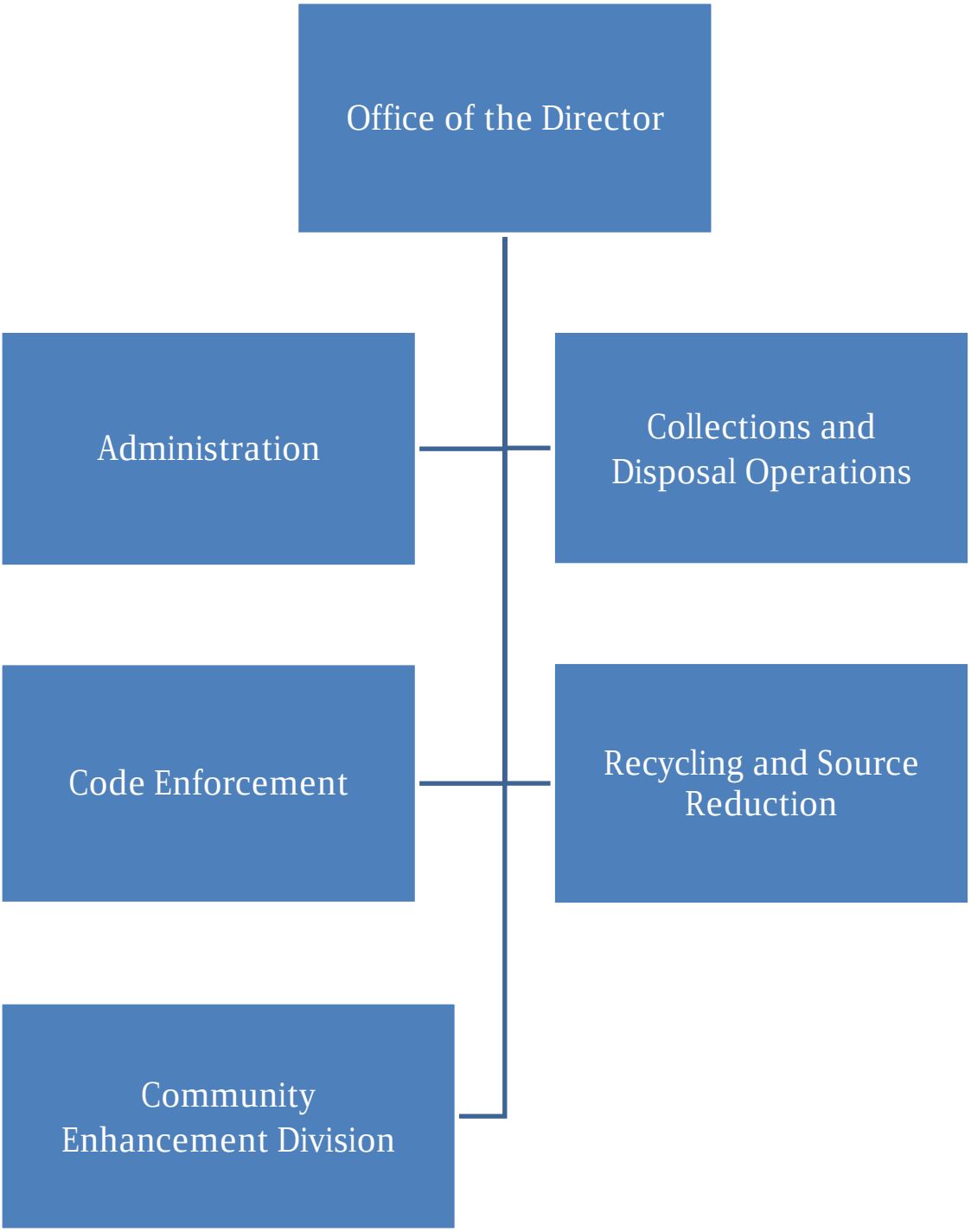
Description

The Department of Solid Waste is defined under Chapter 22, Article I, Section 22-1 of the City Code. The Department provides courteous, dependable, and efficient waste and recycling collection services to over 69,000 residents within the City. As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven-night) operation offering a comprehensive collection service including twice-a-week residential pick-up of garbage, weekly pick-up of trash and bulky waste, and every-other-week pick-up of comingled recyclable materials.

Contributing to the Administration's Priority of *Quality of Life*, the Department is committed to improving Miami's communities. The Department is responsible for cleaning the City's rights-of-way by mechanically sweeping major commercial corridors, servicing over 1,200 litter containers on sidewalks, removing and disposing of dead animals, handling clean-up operations for special events, responding to sanitary nuisances, coordinating the Keep Miami Beautiful campaign which involves weekly litter collection from the public right-of-way, educating the public about recycling awareness, and compliance with the Code. Further, the Solid Waste Code Enforcement Division handles all sanitary matters as mandated by Chapter 22 of the City Code. Finally, the Department administers the Commercial Solid Waste Franchise Agreements between the City and private hauling companies and regulates more than 10,500 commercial solid waste accounts within the City limits.

The stakeholders include residents and businesses of the City of Miami.

Solid Waste


Office of the Director
Administration
Collections and Disposal Operations
Code Enforcement
Recycling and Source Reduction
Community Enhancement Division

Solid Waste

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Formulates departmental policies; and provides overall direction and coordination of departmental operations and management.	3	3	3
ADMINISTRATION Implements departmental policies and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; and ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	23	23	24
COLLECTIONS AND DISPOSAL OPERATIONS Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; and performs litter collection and manual residential street sweeping in assigned areas.	195	195	187
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.	21	21	20
RECYCLING AND SOURCE REDUCTION Provides environmental educational programs, promotes community awareness, and educates businesses and residents in matters related to illegal dumping, recycling participation, landscaping and greenery, contamination, sustainability, and Chapter 22 of the City Code.	3	3	3
COMMUNITY ENHANCEMENT DIVISION Provides community, neighborhood, and special event support to improve the quality of life, promote environmental beautification, and foster local communities to thrive and prosper.	36	36	36
TOTAL FULL-TIME POSITIONS	**281**	**281**	**273**

Solid Waste

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	21,643,612	25,966,381	25,708,299	27,525,000	28,945,000
Operating Expense	16,140,832	18,420,924	20,229,971	18,438,000	21,234,000
Capital Outlay	31,432	656,886	71,332	0	0
Non-Operating Expenses	789	4,413	9,768	59,000	63,000
Transfers - OUT	0	389	1,858	0	0
	37,816,665	**45,048,994**	**46,021,228**	**46,022,000**	**50,242,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	37,754,790	42,757,530	46,006,720	45,906,000	50,122,000
American Rescue Plan Act SRF	0	2,275,000	0	0	0
Solid Waste Recycling Trust	29,400	16,074	11,427	116,000	120,000
Departmental Improvement Initiative	14,973	0	0	0	0
Emergency Funds	17,502	389	3,081	0	0
	37,816,665	**45,048,994**	**46,021,228**	**46,022,000**	**50,242,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Fringe Benefits Line item reflects a decrease of $3,000 (GF) to align the budget with the current trend of expenditures.

The Training Line item reflects a decrease of $3,000 (GF) to align the budget with the current trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Overtime Line item to align with the current salary rates (GF $83,000).

Additional funding was added to the Special Pay Line item due to hazardous pay increases (GF $98,000).

The Other Contractual Line item reflects an increase of (GF $795,000). $50,000 to cover the new Samsara software, $250,000 for the Rubicon Management Software System, and $495,000 for citywide street sweeping.

The Other Current Charges and Obligations Line item reflects an increase of $1.283 million (GF) due to the rising costs in tipping fees.

Solid Waste

Additional funding was added to the Operating Supplies Line item to replace damaged or stolen liter containers reported by City residents (GF $393,000)
Additional funding was added to the Clothing and Uniform Line item to align the budget with the current AFSME 871 contract (GF $3,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) (generally five percent), and a seven percent across the board increase (GF $901,000); the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $281,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local1907 (GF $64,000).
Reduced the full-time employee count by eight to cover the expenditures incurred due to the outsourcing of citywide street sweeping.

Solid Waste

Accomplishments FY 2023-24

Continued to Improve its internal service delivery processes to provide exceptional sanitation services to city residents in the most efficient and safe manner possible. Successfully closed 19,771 service requests from the 311 HUB and completed all residential sanitation collection including all dead animal requests. Rubicon's technology is being utilized to balance waste and recycling routes to help streamline collection, track material and tonnage on bulky trash routes, and reduce missed pickups and unnecessary go-backs. The newly created routes will allow for close monitoring of route performance, identify areas where waste and recycling services can be improved, and make data-driven decisions to enhance route efficiency and better serve the Miami community.

Worked closely with the Risk Management Department on an aggressive collaborative program to narrow employee behaviors and empower them as an essential part of maintaining accidents below the national average. The Safety Team conducted weekly drivers training to address and improve driver behaviors while on the road, and lower accidents across several areas. In the second quarter, the department did not have any increase of third-party bodily injury claims.

Provided sanitation inspection services throughout the City of Miami in the most efficient and safe manner possible. Continued to work closely with the Miami Police Department (MPD) to assist with illegal dumping in hotspot areas throughout the city. Continued to work in conjunction with the Community Enhancement Team, Public Works Department, Miami-Dade County Department Inspectors and the Department of Environmental Resources Management (DERM) to address various types of sanitation concerns, which resulted in 85 civil hauler violations, 4,761 violations, and 262 warnings. Addressed and reported 961 bulky special collections pertaining to illegal dumping, littering, and sanitation concerns on residential, multi-family, and commercial properties.

Reached over 15,168 individuals through community events, door to door outreach, and volunteer cleanups. Mailed approximately 67,000 recycling collection calendars, educational materials and informational flyers to better serve city residents. Continued social media advertising efforts to educate residents on the environmental importance of eliminating illegal dumping, anti-littering, and recycling. Printed educational advertisement in the form of truck and trolley wraps, bus stop ads, banners, posters and door hangers to be displayed on public rights-of-way.

Strategies FY 2024-25

Continue to provide reliable and exceptional service on garbage collection, recycling, bulky trash, dead animal removal, and other crucial sanitation functions for the City of Miami residents while adapting to changing circumstances and unprecedented emergencies.

Continue to expand current safety measures by maintaining the number of accidents below the national average.

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

Continue to actively engage with community residents to aid in the education of the City’s sustainability efforts.

Launch the Residential Carts Inventory Management and Tracking System to improve the internal operational efficiencies of residential cart deliveries. The new software will enable the operations team to expeditiously complete and close service requests in the 311 Service Hub, as well as manage, track, and provide reporting on the residential carts inventory and completed service requests.

Solid Waste

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	**2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data** City of Miami Strategic Plan
	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions City of Miami Strategic Plan
	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Increase residential recycling participation to protect health, well-being and the environment.**				
Children and Families Outreach in Environmental Education (number)	12,090	17,416	3,000	3,000
DEPARTMENT GOAL(S) **Reduce and deter illegal dumping and ensure code compliance through effective programs.**				
Solid Waste Code Inspections (number)	27,002	33,568	15,000	15,000
DEPARTMENT GOAL(S) **Deliver a comprehensive, safe, and cost effective solid waste management services.**				
DriveCam monitoring System Program effectiveness relative to other government users (percent)	60	60	50	50
DEPARTMENT GOAL(S) **Provide the highest level of excellence in the delivery of residential recycling and garbage cart replacement services.**				
Service requests closed within 15 business days (percent)	86	57	90	90

Source: ClearPoint Strategy Management Reporting Software

Solid Waste

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	15,950,000	0	15,950,000	17,690,000	0	17,690,000
512010 - Attrition Savings - Salaries	(460,000)	0	(460,000)	(460,000)	0	(460,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	47,000	0	47,000	47,000	0	47,000
514000 - Overtime	690,000	0	690,000	773,000	0	773,000
515000 - Special Pay	25,000	0	25,000	123,000	0	123,000
516000 - Fringe Benefits	5,000	0	5,000	2,000	0	2,000
521000 - Fica Taxes	1,242,000	0	1,242,000	1,371,000	0	1,371,000
522000 - Retirement Contributions	4,802,000	0	4,802,000	4,720,000	0	4,720,000
523000 - Life and Health Insurance	5,224,000	0	5,224,000	4,679,000	0	4,679,000
Personnel	**27,525,000**	**0**	**27,525,000**	**28,945,000**	**0**	**28,945,000**
Operating Expense						
524000 - Workers' Compensation	1,446,000	0	1,446,000	1,616,000	0	1,616,000
534000 - Other Contractual Services	732,000	0	732,000	1,527,000	0	1,527,000
540000 - Travel and Per Diem	11,000	0	11,000	11,000	0	11,000
540010 - Training	13,000	0	13,000	10,000	0	10,000
541100 - Postage	21,000	0	21,000	21,000	0	21,000
543010 - Utilities Water	60,000	0	60,000	60,000	0	60,000
543020 - Utilities Electricity	42,000	0	42,000	42,000	0	42,000
544000 - Rentals and Leases	20,000	0	20,000	20,000	0	20,000
545011 - Insurance - Vehicle Liability	248,000	0	248,000	293,000	0	293,000
545013 - Insurance - General Liability	17,000	0	17,000	11,000	0	11,000
546000 - Repair and Maintenance Services	64,000	0	64,000	64,000	0	64,000
546001 - IT-Repair and Maintenance Services	860,000	0	860,000	976,000	0	976,000
547100 - Printing and Binding-Outsourcing	5,000	0	5,000	5,000	0	5,000
548100 - Advertising and Related Costs	26,000	0	26,000	26,000	0	26,000
549000 - Other Current Charges and Obligations	13,801,000	57,000	13,858,000	15,084,000	57,000	15,141,000
551000 - Office Supplies	48,000	0	48,000	48,000	0	48,000
552000 - Operating Supplies	818,000	0	818,000	1,211,000	0	1,211,000
552100 - Public Safety Supplies	59,000	0	59,000	59,000	0	59,000
552200 - Clothing/Uniform Supplies	84,000	0	84,000	87,000	0	87,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**18,381,000**	**57,000**	**18,438,000**	**21,177,000**	**57,000**	**21,234,000**

Solid Waste

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	59,000	59,000	0	63,000	63,000
Non-Operating Expenses	**0**	**59,000**	**59,000**	**0**	**63,000**	**63,000**
Total Expense	**45,906,000**	**116,000**	**46,022,000**	**50,122,000**	**120,000**	**50,242,000**

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DEPARTMENT BUDGETS:
PUBLIC SAFETY

- Fire-Rescue
- Police

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Fire-Rescue

Department Head: Robert Hevia, DNP, MBA Phone: (305) 416-5401
Fire Rescue - Miami

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.

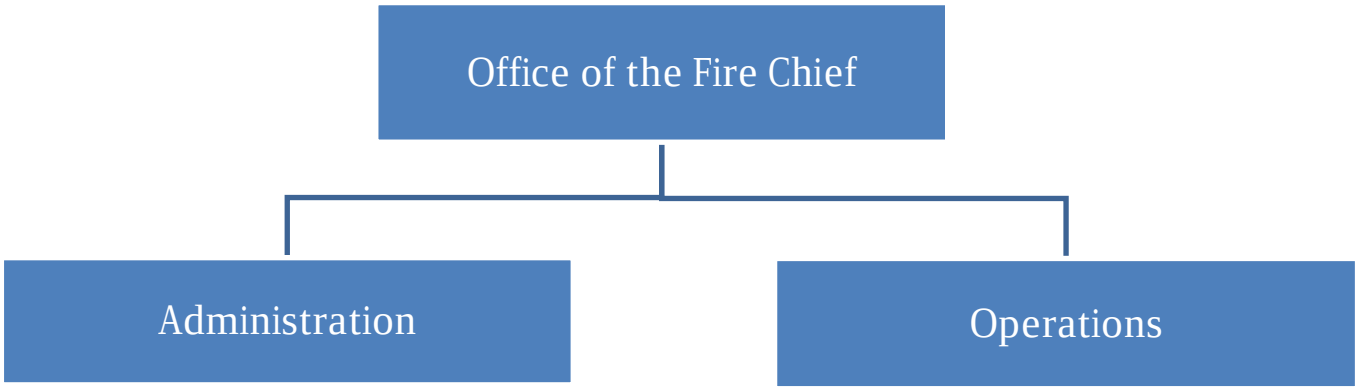
Description

The primary responsibilities of the Fire-Rescue Department include protecting life and preserving property through prevention, fire control, suppression, special operations, and providing emergency medical and rescue services.

Contributing to the Administration's Priority of *Quality of Life*, the Department responds to all calls for service, including fires, public safety incidents, medical emergencies, and community wellness needs. These services are provided by a dedicated, prepared and professional Class 1 rated work force. The Department also advances safety prevention efforts through the inspection of residential, industrial, and commercial structures, as well as the review and inspection of construction projects consistent with Florida Fire Prevention Codes. Fire Officers conduct fire investigations to assist law enforcement agencies in determining the cause and origin of fires, particularly in cases deemed suspicious. The Department maintains highly trained specialty teams uniquely skilled in mitigating an array of complex emergency scenarios, including hazardous materials, dive, marine and technical rescue operations. 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 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets; and develops standards and methods to improve fire and life safety. Provides strategic planning for the Department to keep pace with the community's changing needs.	16	16	16
ADMINISTRATION Provides human resource management; 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, and legislation; conducts permit inspection and plans review for construction; performs water flow tests, and monitors the hydrant and water supply system; conducts annual life safety inspections in all commercial occupancies including specialty inspections of hazardous material occupancies, hospitals, and institutional properties; conducts fire investigations; and provides health and wellness and emergency medical support to sworn personnel.	108	113	116
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 tactics, and other related functions; maintains a library of training materials; provides recruit and in-service training; and answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls, coordinates information technology needs and quality management of all technical services.	778	778	794
TOTAL FULL-TIME POSITIONS	**902**	**907**	**926**

Fire-Rescue

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	169,525,744	170,318,526	189,225,688	195,310,000	219,652,000
Operating Expense	22,741,096	25,666,599	30,949,186	23,191,000	26,170,000
Capital Outlay	1,089,986	2,370,488	2,415,527	25,209,000	28,697,000
Non-Operating Expenses	902,711	1,318,222	1,573,161	20,181,000	21,946,000
Transfers - OUT	0	132,564	853,407	0	0
	194,259,537	**199,806,399**	**225,016,968**	**263,891,000**	**296,465,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	166,707,809	181,499,679	193,162,682	213,248,000	242,129,000
American Rescue Plan Act SRF	0	1,306,000	11,506,436	0	0
Fire Rescue Services	1,732,301	3,919,498	4,358,584	11,627,000	11,732,000
UASI-Fire Rescue	4,948,674	7,729,302	8,938,279	38,916,000	42,504,000
Emergency Funds	20,870,753	5,351,921	7,050,987	100,000	100,000
	194,259,537	**199,806,399**	**225,016,968**	**263,891,000**	**296,465,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Rentals and Leases Line item reflects a decrease in the UASI 2021 Program grant (SR -$5,000).
The Operating Supplies Line item reflects a decrease due to non-reoccurring grants completely spent in the Fire Services Special Revenue Fund (SR -$88,000).

The Budget includes the following additions:

As approved by R-24-0071, the budget reflects the addition of one Grant Funded Senior Budget and Financial Support Adviser and one Grant Funded Special Projects Assistant that are both funded by the UASI Grant Program FY 2023 (SR 143,000).
As approved in the FY 2023-24 Mid-Year Budget Amendment, the budget reflects the addition of 17 positions for one engine company to be assigned to enhance coverage in the Coral Way area (GF $1.511 million).

Fire-Rescue

The Regular Salaries and Wages Line item reflects an increase of 13.234 million (GF) that included new salary adjustments and normal step increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Overtime Line item reflects an increase of $981,000 (GF) to align budget with new salary increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Overtime - Staffing Line item reflects an increase of $1.352 million (GF) to align budget with new salary increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Overtime – EMS Backfill for Training Line item reflects an increase of $148,000 (GF) to align budget with new salary increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Overtime – OT Off Duty Events Line item reflects an increase of $571,000 (GF) to align budget with new salary increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Special Pay Line item reflects an increase of $4.182 million (GF) to align budget with new salary increases due to the new contract with the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF).

The Professional Services Line item reflects an increase for the UASI 2021 Program grant (SR $50,000).

The Professional Services - Medical Line item reflects an increase to fund price increase of the existing contract with Jackson Memorial Hospital to operate the Miami Firefighters Health and Wellness Center $120,000 and an increase in testing services at Mount Sinai Medical Center $9,000 (GF $129,000).

The Other Contractual Services Line item reflects an net increase of $234,000 to fund cost increases for Metro Patient Care Reporting (PCR) electronic software $51,000, Verizon connectivity for Zoll modems $21,000, consulting services for the PEMT programs $91,000, cleaning services, various warranty contracts at the Miami Firefighters Health and Wellness Center $90,000, Hexagon application license to attach the new Hexagon CAD system to the City's existing CAD system $56,000; and a reduction in the UASI 2021 Program grant (GF $309,000; SR $ -75,000).

The Travel and Per Diem Line item reflects an increase in the UASI 2022 Program grant (SR $24,000).

The Communications & Related Services Line item reflects an increase in the UASI 2022 Program grant (SR $42,000).

The Postage Line item reflects an increase in the UASI 2022 Program grant (SR $1,000).

The Repair and Maintenance Services Line-item reflects a net increase of $29,000 to fund cost increases in parts, repairs, and maintenance $500,000, tree trimming and landscaping at Fire Station 16 $9,000, and offset by a reduction in the UASI 2021 Program grant (GF $509,000; SR –480,000).

The Advertising and Related Line item reflects an increase in the UASI 2022 Program grant (SR $1,000).

The Office Supplies Line item reflects an increase in the UASI 2022 Program grant (SR $16,000).

The Clothing and or Uniforms Supplies Line item reflects an increase to fund the cost of replacing retired bunker gear and ballistic Personal Protective Equipment (PPE) on a rotating basis due to gear life expectancy (GF $1.300 million).

The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects an increase in the UASI 2021 and 2022 Program grant (SR $20,000).

The Machinery and Equipment Line item reflects a net increase of $3.488 million to fund the cost of replacing outdated frontline radios that lack connectivity, redundancy, and GPS for added first responder safety

Fire-Rescue

$870,000, a decrease in the Securing the Cities Program grant budget -$767,000, and an increase in the UASI 2022 Program Grant $3.385 million (GF $870,000; SR $2.618 million).

The Budget Reserve Line item reflects an increase to fund the new FY2023 Assistance to Firefighters and UASI 2023 Program grants (SR $1.765 million).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $821,000, SR $118,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $82,000, SR $27,000); and a salary increases according to the new Fire Executive Pay Scale (GF $708,000).

The Regular Salaries and Wages includes funding for the shared portion of revenues associated with medical transports. Total gross revenues of $15.278 million of revenues associated with medical transportation include: $10.900 million of transport fees, $1.778 million for the Public Emergency Medical Transport (PEMT) Medicaid Fee for Service supplement (FFS), and $2.600 million of PEMT Medicaid Managed Care (MMC) program. After a reduction of $7.280 million per Article 18.2 of the IAFF CBA, the remaining revenue is shared 50 percent between the City (GF $4.000 million) and the IAFF (GF $4.000 million).

The Budget includes funding for the IAFF Life and Accidental Death Insurance as per Article 17.2 of the IAFF Collective Bargaining Agreement (GF $165,000).

The Budget includes funding in both revenues and expenditures for the Section 175 state pass-through of the Firefighter Secondary Pension payment from the State (GF $4.613 million).

Funding is included for the IAFF Health Trust per the current IAFF collective bargaining agreement (GF$24.744 million; SR $110,000). This Health Trust provides health insurance for 759 members of the IAFF, 16 executives, and their associated dependents.

The Department's Special Revenue funds include projected grant budgets for FY2023 Assistance to Firefighters $1.744 million (SR), FY 2023-24 Florida EMS Blood Program $117,000 (SR), 2024 USAR Cooperative Agreement for year 2024 $1.300 million (SR); State Homeland Security Grant Program for years 2022 $20,000 and 2023 $72,000 (SR); the Securing the Cities Program grant $950,000 (SR); and Urban Area Security Initiative 2023 $14.100 million (SR).

The Budget for Fire-Rescue includes annual payment of $2.500 million for the settlement agreement required by the Collective Bargaining Labor Agreement with the IAFF. The settlement is funded in the Non-Departmental Account.

The Budget reflects Fire Impact Fees contribution to Capital for Facility Enhancements $1.746 million, Apparatus Upgrades and Enhancements $1.000 million, and General Firefighting and EMS equipment $500,000.

The Department's personnel budget includes 808 regular sworn personnel and 16 sworn executives for a total of 824 sworn positions, and 102 civilians.

Fire-Rescue

Accomplishments FY 2023-24

Requested the enhancement of a Coral Way Corridor fire suppression engine to ensure delivery of fast and effective fire suppression.

Completed projects in stations 1,3,4,5,8,9,10,12, and the Fire Training Center that included apparatus bay door replacement, temporary dorm buildout, relocating transformers, replacing concrete slabs and roofs, repaired kitchen sewer lines, AC and AC ducts installation and repairs, and laminate floor installation. Along with renovating several bathrooms, dorms, offices, and a community pickleball court.

Delivered leadership training, live fire instructor training, Florida Training Manager courses, including Statewide Emergency Response Plan training across all ranks within the Department.

Continued to implement the Department's Strategic Plan in collaboration with the City's Strategic Planning division to ensure that the Fire-Rescue Department is equipped to deal with the anticipated growth of the City.

Completed 704 fit for duty firefighter and 63 civilian physicals at the Health and Wellness Center, along with the continued process of swapping out postfire contaminated bunker gear for clean serviceable bunker gear to align with the Department's Comprehensive Cancer Initiative.

Graduated 22 cadets from Fire Chief Maurice L. Kemp EMS Cadet Program, five passed the National Registry EMT exam, and currently conducting the recruitment process to begin another cadet program class as part of the effort to foster positive community and public partnerships.

Strategies FY 2024-25

Continue to provide excellent customer service by reducing response times by implementing a newly procured Computer Aided Dispatch (CAD) system.

Continue working toward building and renovating Fire-Rescue stations and facilities to ensure safe and conducive housing for firefighters and personnel.

Continue to expand on Executive and Command Staff Development Programs and Fire Officer development classes for all ranks with targeted leadership and managerial lessons.

Continue to expand the Miami Firefighter's Health & Wellness Center capabilities to include limited pharmacy services and partnership with cancer research.

Continue the Department's work with community and public partnerships to positively impact at-risk youth through this educational program of the Maurice L. Kemp Cadet and creating a junior cadet program for high-school students to mentor youth in leadership and the fire service. These program strengthens the community's relationship with public safety personnel and provides a pathway to prosperity for at-risk youth.

Develop and implement process improvement measures and quality management procedures for the Fire Prevention Bureau.

Fire-Rescue

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.2 Strengthen trust through excellent customer service** City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan
3. Pathway to Prosperity	**3.3.2 Invest in youth by providing job opportunities, education, or financial support** City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Expeditiously and safely respond to all emergencies to save lives and protect property.**				
Response time from initial call to first unit on scene (minutes)	5:42	5:39	6:00	5:20
Fire and rescue alarm calls (number)	104,043	103,605	101,000	105,000
DEPARTMENT GOAL(S) **Collaboratively work with the public in reducing the amount of false alarms generated in accordance with the City Ordinance.**				
False alarm incidents by automatic fire detection systems (number)	9,798	10,330	8,400	7,560
DEPARTMENT GOAL(S) **Replace and assure that fire rescue units, apparatus, and light fleet emergency (single unit resource) vehicles have the ability to safely respond and mitigate medical emergencies, fire related incidents, and support all emergency operations.**				
Average age of firefighting units (years)	12.5	13.0	12.1	7.6
Average age of rescue units (years)	5.6	6.5	8.0	5.0
Average age of light fleet support vehicles (years)	7.2	6.5	7.9	5.0
DEPARTMENT GOAL(S) **To sustain above – average satisfaction on our survey results.**				
Customer Satisfaction Survey: satisfied responses (percent)	99	99	98	100

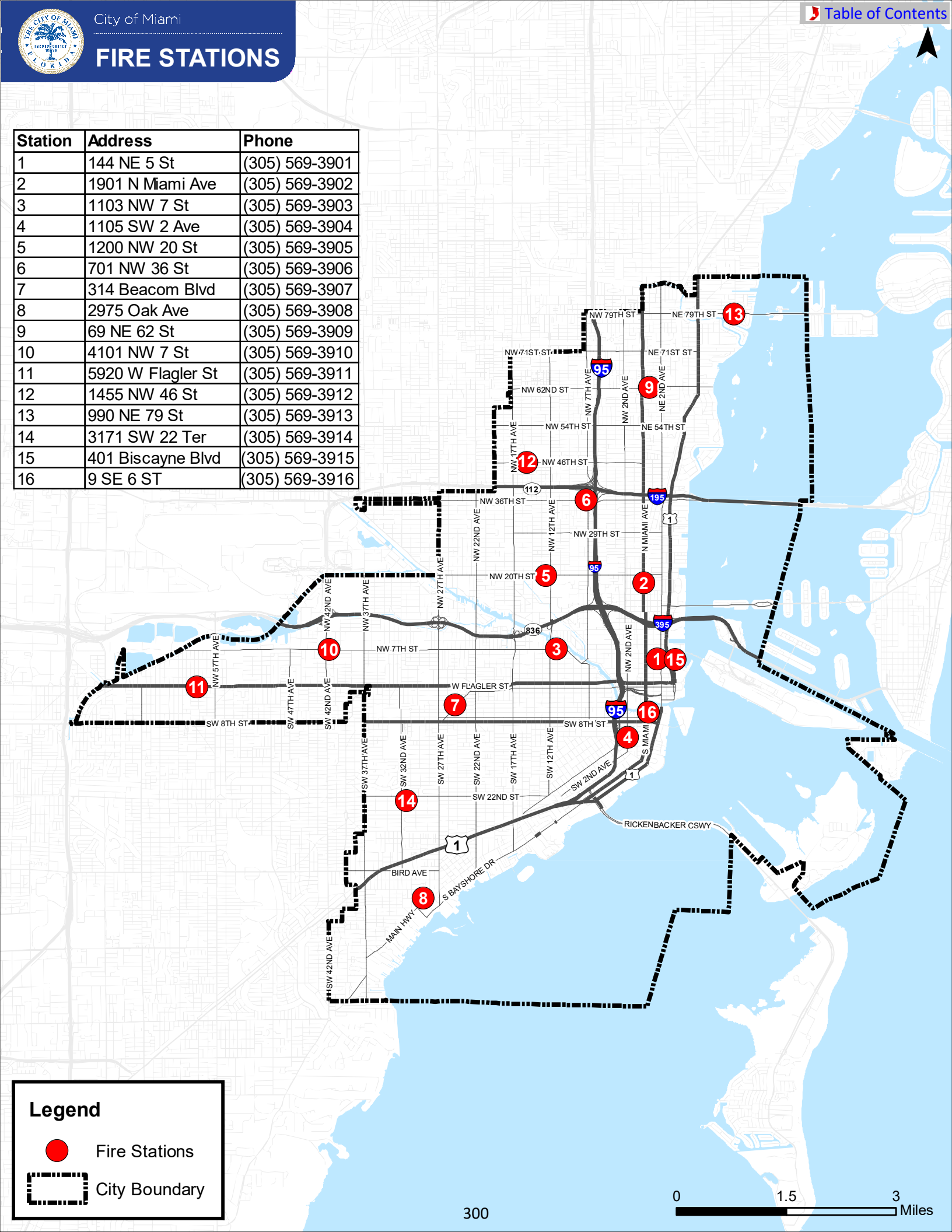
Source: ClearPoint Strategy Management Reporting Software

City of Miami

FIRE STATIONS

Table of Contents

Station	Address	Phone
1	144 NE 5 St	(305) 569-3901
2	1901 N Miami Ave	(305) 569-3902
3	1103 NW 7 St	(305) 569-3903
4	1105 SW 2 Ave	(305) 569-3904
5	1200 NW 20 St	(305) 569-3905
6	701 NW 36 St	(305) 569-3906
7	314 Beacom Blvd	(305) 569-3907
8	2975 Oak Ave	(305) 569-3908
9	69 NE 62 St	(305) 569-3909
10	4101 NW 7 St	(305) 569-3910
11	5920 W Flagler St	(305) 569-3911
12	1455 NW 46 St	(305) 569-3912
13	990 NE 79 St	(305) 569-3913
14	3171 SW 22 Ter	(305) 569-3914
15	401 Biscayne Blvd	(305) 569-3915
16	9 SE 6 ST	(305) 569-3916



Legend

Fire Stations

City Boundary

0 1.5 3 Miles

Fire-Rescue

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	82,366,000	1,736,000	84,102,000	97,197,000	2,065,000	99,262,000
512010 - Attrition Savings - Salaries	(358,000)	0	(358,000)	(358,000)	0	(358,000)
513000 - Other Salaries and Wages	43,000	0	43,000	33,000	0	33,000
513010 - Other Salaries and Wages -Part Time Year Year Round	15,000	0	15,000	25,000	0	25,000
514000 - Overtime	5,943,000	1,671,000	7,614,000	6,910,000	1,098,000	8,008,000
514010 - OT Staffing	6,553,000	0	6,553,000	7,886,000	0	7,886,000
514020 - OT EMS Backfill for Training	826,000	0	826,000	972,000	0	972,000
514030 - OT Off Duty Events	3,537,000	0	3,537,000	4,099,000	0	4,099,000
515000 - Special Pay	14,074,000	66,000	14,140,000	18,639,000	66,000	18,705,000
516000 - Fringe Benefits	57,000	1,000	58,000	62,000	1,000	63,000
516010 - Fringe Benefits - Tuition Reimbursement	365,000	0	365,000	365,000	0	365,000
521000 - Fica Taxes	2,150,000	112,000	2,262,000	2,573,000	139,000	2,712,000
522000 - Retirement Contributions	2,160,000	499,000	2,659,000	2,006,000	518,000	2,524,000
522010 - Police and Fire - FIPO	41,862,000	181,000	42,043,000	43,698,000	190,000	43,888,000
522020 - Secondary Pension Contributions	4,523,000	0	4,523,000	4,613,000	0	4,613,000
523000 - Life and Health Insurance	1,903,000	335,000	2,238,000	1,641,000	312,000	1,953,000
523011 - IAFF Health Insurance Trust Fund	24,577,000	109,000	24,686,000	24,788,000	110,000	24,898,000
Personnel	**190,600,000**	**4,710,000**	**195,310,000**	**215,153,000**	**4,499,000**	**219,652,000**
Operating Expense						
524000 - Workers' Compensation	4,766,000	106,000	4,872,000	5,315,000	131,000	5,446,000
531000 - Professional Services	1,017,000	896,000	1,913,000	1,017,000	946,000	1,963,000
531020 - Professional Services-Medical	818,000	0	818,000	947,000	0	947,000
534000 - Other Contractual Services	1,041,000	500,000	1,541,000	1,350,000	425,000	1,775,000
540000 - Travel and Per Diem	0	323,000	323,000	0	347,000	347,000
540010 - Training	452,000	64,000	516,000	462,000	54,000	516,000
541000 - Communications & Related Services	0	178,000	178,000	0	220,000	220,000
541100 - Postage	10,000	3,000	13,000	10,000	4,000	14,000
543000 - Utility Services	15,000	0	15,000	15,000	0	15,000
543010 - Utilities Water	162,000	0	162,000	162,000	0	162,000
543020 - Utilities Electricity	492,000	0	492,000	492,000	0	492,000
544000 - Rentals and Leases	25,000	41,000	66,000	25,000	36,000	61,000
545011 - Insurance - Vehicle Liability	625,000	0	625,000	738,000	0	738,000
545012 - Insurance - Property & Casualty	1,427,000	0	1,427,000	1,641,000	0	1,641,000

Fire-Rescue

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	71,000	0	71,000	45,000	0	45,000
546000 - Repair and Maintenance Services	2,389,000	600,000	2,989,000	2,898,000	120,000	3,018,000
546001 - IT-Repair and Maintenance Services	2,832,000	0	2,832,000	3,183,000	0	3,183,000
548100 - Advertising and Related Costs	0	1,000	1,000	0	2,000	2,000
549000 - Other Current Charges and Obligations	43,000	0	43,000	43,000	0	43,000
551000 - Office Supplies	66,000	35,000	101,000	66,000	51,000	117,000
552000 - Operating Supplies	1,046,000	246,000	1,292,000	1,046,000	158,000	1,204,000
552100 - Public Safety Supplies	1,700,000	0	1,700,000	1,700,000	0	1,700,000
552200 - Clothing/Uniform Supplies	1,006,000	0	1,006,000	2,306,000	0	2,306,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	195,000	0	195,000	195,000	20,000	215,000
Operating Expense	**20,198,000**	**2,993,000**	**23,191,000**	**23,656,000**	**2,514,000**	**26,170,000**
Capital Outlay						
664000 - Machinery and Equipment	750,000	24,459,000	25,209,000	1,620,000	27,077,000	28,697,000
Capital Outlay	**750,000**	**24,459,000**	**25,209,000**	**1,620,000**	**27,077,000**	**28,697,000**
Non-Operating Expense						
892010 - Advances - State Share	1,700,000	0	1,700,000	1,700,000	0	1,700,000
896000 - Budget Reserve	0	18,481,000	18,481,000	0	20,246,000	20,246,000
Non-Operating Expenses	**1,700,000**	**18,481,000**	**20,181,000**	**1,700,000**	**20,246,000**	**21,946,000**
Total Expense	**213,248,000**	**50,643,000**	**263,891,000**	**242,129,000**	**54,336,000**	**296,465,000**

Police

Department Head: Manuel A. Morales Phone: (305) 603-6100
www.miami.gov/My-Government/Departments/Police-Department

Mission Statement

To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety.

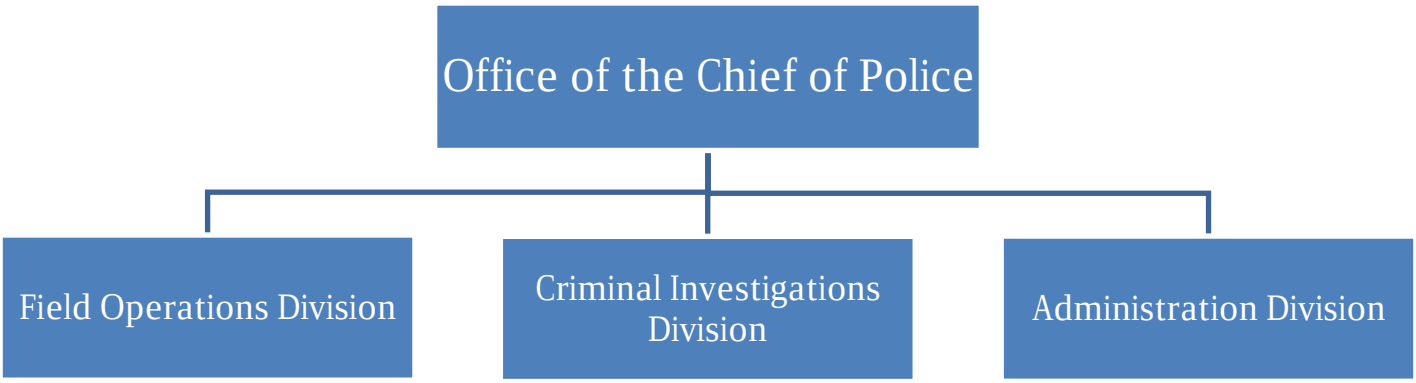
Description

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 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE CHIEF OF POLICE Establishes, directs, and ensures a policy of achieving the delivery of the highest quality law enforcement services; provides administration for departmental operations; provides legal counsel; responsible for investigations of Departmental and City employees; provides information to the media and community; promotes community outreach; and coordinates interaction with other City departments.	98	98	91
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service.	1,095	1,095	1,096
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; and provides victims advocate services.	311	311	311
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources and equipment; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet management; supports information systems; and provides budget, finance, and procurement services.	299	299	305
TOTAL FULL-TIME POSITIONS	**1,754**	**1,803**	**1,803**

Police

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	238,974,221	261,282,073	282,993,467	304,296,000	334,914,000
Operating Expense	38,765,678	43,658,631	48,773,443	51,940,000	54,928,000
Capital Outlay	965,160	400,302	881,509	366,000	364,000
Non-Operating Expenses	152,846	92,459	79,180	4,440,000	4,652,000
Transfers - OUT	1,000,000	46,381	161,736	0	0
	279,857,905	**305,479,846**	**332,889,335**	**361,042,000**	**394,858,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	265,626,230	294,035,459	286,206,110	345,923,000	378,574,000
American Rescue Plan Act SRF	0	2,193,000	34,520,307	0	0
Police Services	5,272,378	3,928,382	6,225,699	8,571,000	9,113,000
Total E911	4,500,415	5,221,230	4,665,105	4,872,000	5,290,000
Law Enforcement Trust Fund	119,656	99,577	170,839	1,676,000	1,881,000
Emergency Funds	4,339,226	2,197	1,101,275	0	0
	279,857,905	**305,479,846**	**332,889,335**	**361,042,000**	**394,858,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

The Other Contractual Services Line item reflects a net decrease of $1.155 million in part due to a funding reallocation of $50,000 to the Travel and Per Diem Line item, and in part due to the closure of non-recurring grant funding (General Fund (GF) -$50,000; Special Revenue (SR) -$1.105 million).

The Postage Line item reflects the reduction of $6,000 (GF) to align budget with the trend of expenditure.

The Utilities Electricity Line item reflects the reduction of $4,000 (GF) to align budget with the trend of expenditure.

The Rentals and Leases Line item reflects a net decrease of $56,000 in part due a GF funding reduction of $66,000 to align budget with the trend of expenditure, and in part due to increased funding for a Homeland Security Investigations Task Force grant (GF -$55,000; SR $10,000).

The Repair and Maintenance Services Line item reflects the reduction of $11,000 (SR) due to the deallocation of non-recurring expenditures in the Enhanced 911 (E911) Service funds.

The Printing and Binding-Paper Stock Line item reflects the reduction of $5,000 (GF) due to a funding reallocation

to the Printing and Binding-Outsourcing Line item.

The Advertising and Related Costs Line item reflects the reduction of $11,000 (GF) to align budget with the trend of expenditure.

The Other Current Charges and Obligations Line item reflects a net decrease of $2,000 in part due to an increase in GF to align budget with the trend of expenditure, and in part due to the closure of non-recurring grant funding in Police Services SR fund (GF $3,000; SR -$5,000).

The Motor Fuel Line item reflects the reduction of $231,000 (GF) to align budget with the trend of expenditure.

The Public Safety Supplies Line item reflects the reduction of $15,000 (GF) to align budget with the trend of expenditure.

The Weapons and Ammunitions Line item reflects a decrease of $460,000 in part due to a funding reallocation of $360,000 (GF) to the Weapons/Ammunition Line item, and in part due to a reduction of $100,000 (GF) to align budget with the trend of expenditure.

The Machinery and Equipment Line item reflects a net reduction of $2,000 (SR) due to the closure of non-recurring grant funding in Police Services SR fund (-$21,000) and the increase in the Law Enforcement Trust Fund ($19,000).

The Budget Reserve Line item reflects a decrease of $330,000 in part due to a funding reallocation of $471,000 (SR) to several budget line items of recurring grant funding in Police Services SR fund, and in part due to an increase of $141,000 (SR) in the Law Enforcement Trust Fund.

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of funding to cover the shift pay differential and other salary-related costs due to the current agreement with the Fraternal Order of Police (GF $244,000).

Additional funding was added to the Overtime Line items to align services with the current salary rates (GF $1.251 million) and due to an increase of non-recurring grant funding in the Police Services fund (SR $385,000).

The Professional Services Line item reflects a net increase of $7,000 in part due to the closure of non-recurring grant funding in the Police Services fund (SR $-56,000), and in part due to an increase of allocation in the E911 funds (SR $63,000).

The Investigations Line item reflects an increase of $12,000 (SR) due to an increase in the allocation for the Law Enforcement Trust Fund.

Additional funding was added to the Travel and Per Diem Line item due to a reallocation of funds from the Other Contractual Services Line item (GF $50,000), the increase of allocation in the Law Enforcement Trust Funds program and E911, and allocations for other non-recurrent grants (SR $96,000).

The Training Line item reflects the increase of $87,000 in the E911 Service Funds and the allocations of $87,000 for other non-recurrent grants (SR $103,000).

The Communications and Related Services Line item reflects the addition of $456,000 to align the budget with the current level of expenditures (GF $110,000; SR $346,000).

The Utilities Water Line item reflects the addition of $26,000 (GF) to align the budget with the current level of expenditure.

The Printing and Binding-Outsourcing Line item reflects an increase of $5,000 (GF) due to a funding reallocation from the Printing and Binding-Paper Stock Line item.

Police

The Office Supplies Line item reflects an increase of $15,000 (GF) to align the budget with price increase.

The Operating Supplies Line item reflects a net increase of $335,000 to align the budget with price increase and the increase in grant funding agreements (GF $62,000; SR $273,000).

The Weapons/Ammunition Line item reflects a decrease of $360,000 (GF) due to a funding reallocation from the Weapons and Ammunitions Line item to align the budget with the trend of expenditure.

The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects a net increase of $605,000 due to the addition of software licenses for unlimited users in the Real Time Crime Center and the Criminal Investigation Division and due to a reduction of non-recurring grant programs in Police Services Fund (GF $700,000; SR $95,000).

The Aids to Government Agencies Line item reflects the addition of $507,000 (SR) due to new non-recurrent grant programs in the Police Services fund.

The Budget includes the following additional considerations:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a six percent across the board increase (GF $1.789 million); the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) reflecting normal step increases (generally five percent) and a one percent across the board increase (GF $3.034 million; SR $27,000), including Police Executive Staff (GF $90,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF S39,000).

  The Budget includes funding for the "Police Athletic League" (GF $415,000) in the Non-Departmental Account (NDA).

  The Budget includes annual payment for the settlement agreement ($2.917 million) required by the Collective Bargaining Labor Agreement with the FOP. The settlement is funded by the NDA.

  The Budget reflects Police Impact Fees contribution to Capital in the amount of $1.834 million, pending to a distribution to eligible capital projects.

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

The FY 2024-25 Operating Budget includes 1,345 regular sworn Police Officers and 43 sworn executives for a total of 1,388 sworn personnel, as well as 415 civilian positions.

Police

Accomplishments FY 2023-24

Achieved significant success in deterring violent crimes and swiftly responding to incidents. The Tactical Robbery Unit (TRU) in collaboration with the Criminal Investigations Division and other department sections led to the apprehension of a total of 327 violent offenders arrested. Incidents where a firearm was discharged in the commission of a crime continue to trend downward. Additionally, officers arrested 159 convicted felons in possession of firearms and investigated the straw purchasers who provided them with firearms.

Conducted four DUI checkpoints year to date. In one event. Miami Motors Unit also set up checkpoints in multiple high-accident locations for training and enforcement.

Worked together (Internal Affairs and Training) to assess a subject's demeanor and mental state at a scene to make an arrest. This helped to get the proper personnel on the scene to deal with specific subjects and decrease the amount of force needed to make any arrest.

Disseminated information before the beginning of the shift to make officers aware of internal affairs complaints. Held conferences with officers to provide training and or reassignment.

Continued having Communication Dispatchers send the closest officer to the call using the departments Global Position System (GPS) and the preferred dispatch function.

Emphasized the importance of 13C at meetings, to be named later, to ensure officers implemented it's initiative during shifts: Monthly Micro Hot Spot Policing meetings, Monthly CompStat meetings, Micro Hot Spot Policing Roll Call Trainings, and the weekly Field Operations Division (FOD) Majors meetings.

Continued to answer over 90 percent of 911 calls within ten seconds in the Communication Center.

Strategies FY 2024-25

Continue to reduce Firearm related violent incidents.

Continue to reduce traffic and pedestrian fatalities.

Continue to reduce the number of incidents where officers use force to make arrests.

Continue to reduce number of Internal Affairs complaints.

Continue to minimize response times to Code 3 emergency call for service.

Continue to build public trust and strong partnerships with the community.

Increase the percentage of 911 calls answered within ten (10) seconds of call initiation.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.2 Strengthen trust through excellent customer service** City of Miami Strategic Plan
	1.5.1 Reduce gun violence City of Miami Strategic Plan

Police

Priority Areas	City Strategic Plan Objectives
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Increase number of non-adversarial community contacts**				
Number of signal "13C" community contacts (number)	13,006	16,430	25,296	26,055
DEPARTMENT GOAL(S) **Minimize response times to emergency call for service**				
Average response time to all code three emergency calls (minutes)	3:48	3:18	3:54	3:54
DEPARTMENT GOAL(S) **Reduce firearm related violence.**				
Incidents where a firearm was discharged in the commission of a crime (number)		323	217	210
DEPARTMENT GOAL(S) **Reduce traffic and pedestrian fatalities.**				
Traffic and pedestrian fatalities (number)		78	52	50
DUI arrest (number)		176	245	252
DEPARTMENT GOAL(S) **Reduce the number of incidents where officers use force to make arrests.**				
Incidents where officers use force to make arrests (number)		220	222	215
DEPARTMENT GOAL(S) **Reduce number of Internal Affairs complaints.**				
Total number of complaints (number)		210	189	183

Police

Legend

City Boundary

Commission Districts

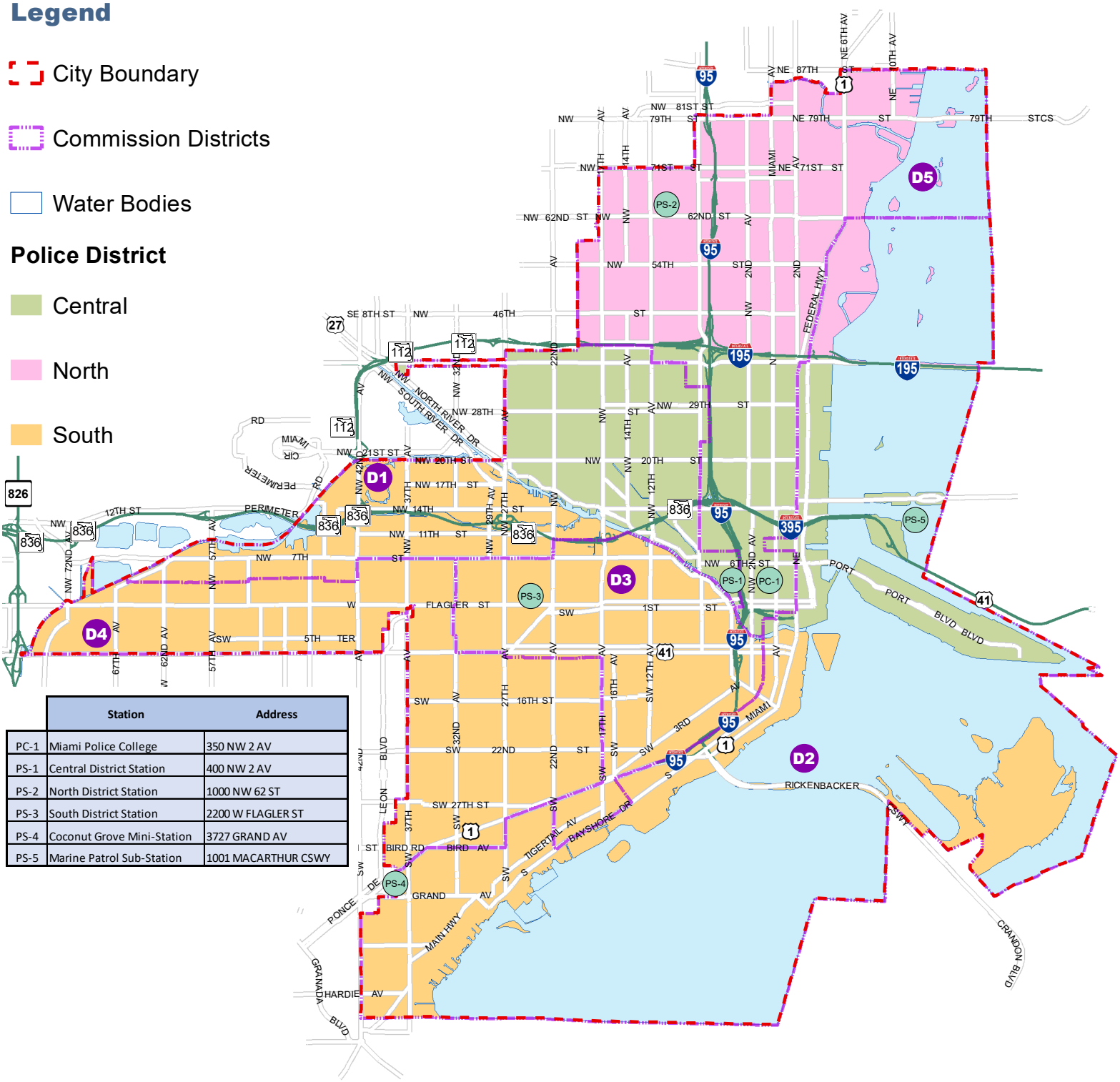
Water Bodies

Police District

Central

North

South



	Station	Address
PC-1	Miami Police College	350 NW 2 AV
PS-1	Central District Station	400 NW 2 AV
PS-2	North District Station	1000 NW 62 ST
PS-3	South District Station	2200 W FLAGLER ST
PS-4	Coconut Grove Mini-Station	3727 GRAND AV
PS-5	Marine Patrol Sub-Station	1001 MACARTHUR CSWY

Contact	Phone
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Crime Hotline	(305) 603-6278
DIAL 911 FOR EMERGENCIES ONLY	

Author: olopezDate: 7/22/2022 Document Name: PoliceDistrictsMap

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Police

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	157,405,000	4,062,000	161,467,000	178,955,000	4,560,000	183,515,000
512010 - Attrition Savings - Salaries	(1,845,000)	0	(1,845,000)	(1,845,000)	0	(1,845,000)
513000 - Other Salaries and Wages	78,000	227,000	305,000	78,000	5,000	83,000
514000 - Overtime	8,639,000	585,000	9,224,000	9,676,000	970,000	10,646,000
514001 - OT-Reimbursable	852,000	0	852,000	954,000	0	954,000
514010 - OT Staffing	165,000	0	165,000	185,000	0	185,000
514030 - OT Off Duty Events	86,000	0	86,000	96,000	0	96,000
514040 - OT Court	685,000	0	685,000	767,000	0	767,000
515000 - Special Pay	5,808,000	120,000	5,928,000	6,567,000	246,000	6,813,000
516000 - Fringe Benefits	548,000	0	548,000	548,000	0	548,000
521000 - Fica Taxes	3,993,000	211,000	4,204,000	4,563,000	232,000	4,795,000
522000 - Retirement Contributions	8,293,000	613,000	8,906,000	7,723,000	565,000	8,288,000
522010 - Police and Fire - FIPO	78,084,000	583,000	78,667,000	82,249,000	1,264,000	83,513,000
522020 - Secondary Pension Contributions	6,936,000	0	6,936,000	7,075,000	0	7,075,000
523000 - Life and Health Insurance	8,084,000	587,000	8,671,000	6,846,000	508,000	7,354,000
523010 - Health Trust - FOP	19,353,000	144,000	19,497,000	22,127,000	0	22,127,000
Personnel	**297,164,000**	**7,132,000**	**304,296,000**	**326,564,000**	**8,350,000**	**334,914,000**
Operating Expense						
524000 - Workers' Compensation	12,036,000	206,000	12,242,000	13,350,000	312,000	13,662,000
531000 - Professional Services	1,807,000	466,000	2,273,000	1,807,000	473,000	2,280,000
531020 - Professional Services-Medical	575,000	0	575,000	575,000	0	575,000
534000 - Other Contractual Services	5,075,000	1,182,000	6,257,000	5,025,000	77,000	5,102,000
535000 - Investigations	0	0	0	0	12,000	12,000
540000 - Travel and Per Diem	50,000	328,000	378,000	100,000	424,000	524,000
540010 - Training	63,000	43,000	106,000	63,000	146,000	209,000
541000 - Communications & Related Services	1,040,000	603,000	1,643,000	1,150,000	949,000	2,099,000
541100 - Postage	54,000	1,000	55,000	48,000	1,000	49,000
543010 - Utilities Water	120,000	0	120,000	146,000	0	146,000
543020 - Utilities Electricity	914,000	0	914,000	910,000	0	910,000
544000 - Rentals and Leases	2,280,000	3,000	2,283,000	2,214,000	13,000	2,227,000
545010 - Insurance - Police Torts	1,272,000	0	1,272,000	1,243,000	0	1,243,000
545011 - Insurance - Vehicle Liability	1,848,000	0	1,848,000	2,181,000	0	2,181,000
545012 - Insurance - Property & Casualty	2,550,000	0	2,550,000	2,933,000	0	2,933,000
545013 - Insurance - General Liability	74,000	0	74,000	47,000	0	47,000
546000 - Repair and Maintenance Services	1,927,000	62,000	1,989,000	1,927,000	51,000	1,978,000

Police

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
546001 - IT-Repair and Maintenance Services	5,432,000	0	5,432,000	6,226,000	0	6,226,000
547100 - Printing and Binding-Outsourcing	25,000	0	25,000	30,000	0	30,000
547200 - Printing and Binding-Paper Stock	50,000	0	50,000	45,000	0	45,000
548000 - Promotional Activities	10,000	0	10,000	10,000	0	10,000
548100 - Advertising and Related Costs	21,000	1,000	22,000	10,000	1,000	11,000
549000 - Other Current Charges and Obligations	377,000	22,000	399,000	380,000	17,000	397,000
551000 - Office Supplies	140,000	0	140,000	155,000	0	155,000
552000 - Operating Supplies	459,000	92,000	551,000	521,000	365,000	886,000
552010 - Motor Fuel	5,818,000	0	5,818,000	5,587,000	0	5,587,000
552100 - Public Safety Supplies	500,000	0	500,000	485,000	0	485,000
552110 - Weapons/Ammunition	0	0	0	360,000	0	360,000
552200 - Clothing/Uniform Supplies	900,000	10,000	910,000	900,000	10,000	910,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,632,000	162,000	2,794,000	3,332,000	67,000	3,399,000
667000 - Weapons And Ammunitions	710,000	0	710,000	250,000	0	250,000
Operating Expense	**48,759,000**	**3,181,000**	**51,940,000**	**52,010,000**	**2,918,000**	**54,928,000**
Capital Outlay						
664000 - Machinery and Equipment	0	366,000	366,000	0	364,000	364,000
Capital Outlay	**0**	**366,000**	**366,000**	**0**	**364,000**	**364,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	0	812,000	812,000	0	1,319,000	1,319,000
883000 - Other Grants and Aids	0	125,000	125,000	0	160,000	160,000
896000 - Budget Reserve	0	3,503,000	3,503,000	0	3,173,000	3,173,000
Non-Operating Expenses	**0**	**4,440,000**	**4,440,000**	**0**	**4,652,000**	**4,652,000**
Total Expense	**345,923,000**	**15,119,000**	**361,042,000**	**378,574,000**	**16,284,000**	**394,858,000**

DEPARTMENT BUDGETS:
OTHER DEPARTMENTS

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

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Housing and Community Development

Department Head: Phone: (305) 416-1978
www.miami.gov/My-Government/Departments/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.

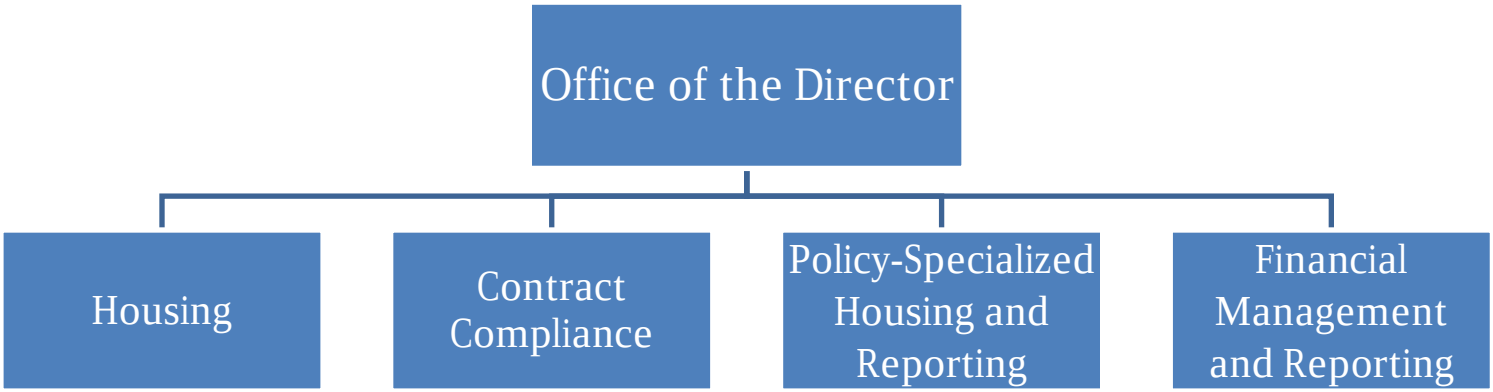
Description

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 resident's lives.

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

Housing and Community Development



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Provides general direction and coordination with private and public stakeholders in the management of federal, state, and local community development programs to assist low-to moderate-income residents; develops and manages the Department's budget; and oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	7	7	7
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon Act and Section 3 regulations on all contracted projects; and administers the City's relocation program.	13	13	13
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the U.S. Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); and manages the Department's Housing Opportunities for Persons With Aids (HOPWA) and Section 8 specialized housing unit.	5	6	6
CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City's communities and integrate economic, environmental, and human developmental needs in the process.	4	4	4
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; processes and reports all financial activities and transactions; and reimburses funded organizations.	8	8	8
TOTAL FULL-TIME POSITIONS	**37**	**38**	**38**

Housing and Community Development

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	5,491,970	5,717,945	5,642,337	5,887,000	6,444,000
Operating Expense	1,100,532	3,731,885	1,350,472	795,000	992,000
Capital Outlay	18,767	1,469,563	3,201,888	166,000	166,000
Non-Operating Expenses	40,491,119	52,484,899	32,976,311	71,318,000	100,303,000
Transfers - OUT	0	21,242	324,049	0	0
	47,102,388	**63,425,533**	**43,495,058**	**78,166,000**	**107,905,000**

Department/Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
American Rescue Plan Act SRF	0	2,216,775	1,019,099	0	0
Community Development	31,330,543	35,697,968	34,538,637	75,885,000	104,026,000
Emergency Funds	14,676,985	23,675,248	6,105,367	0	0
	47,102,388	**63,425,533**	**43,495,058**	**78,166,000**	**107,905,000**

Budget Highlights for FY 2024-25

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a six percent across the board increase (GF $245,000), and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF S62,000).

The contribution from the General Fund in a total amount of $3.879 million for the following items: lease expenditures including utility services and janitorial services ($385,000); grant's non-reimbursable personnel expenditures: Regular Salaries and Wages ($1.272 million), Fica Taxes ($103,000), Retirement Contributions ($1.144 million), Life and Health Insurance ($768,000), Workers' Compensation ($77,000), and IT Repair and Maintenance Services ($130,000).

The contribution from the General Fund to Citywide Poverty Initiatives Aid to Private Organizations for the provision of public services such as meals for the elderly ($743,000); and Citywide Poverty Initiative Program Management cost ($135,000) as stated above for a total of $878,000.

The Budget includes the continuance of the Miami Senior Rental Assistance Program.

Housing and Community Development

Accomplishments FY 2023-24

Assisted 377 households through the Section 8 Program, and 800 households through the Housing Opportunities for Persons with AIDS (HOPWA) through the Tenant-Based Rental Assistance (TBRA) program.

Assisted six low-to-moderate income households with down payment assistance.

Assisted 817 Elderly Meals with funds for Elderly Meals Nutritional services.

Assisted 197 families with children to fund for daycare and after-school services.

Provided single family rehabilitation assistance to six low- and moderate-income households.

Reviewed areas of improvements with internal processes to support customer service. Improved in the areas of providing clearer communication between departments, response times, and tracking requests and resolutions. Improved internal processes, which resulted in customer satisfaction and an increase in staff morale.

Strategies FY 2024-25

Continue to serve households through the Section 8 Program and the Housing Opportunities for Persons With AIDS (HOPWA) Program.

Continue to assist low-and moderate-income households through the down payment assistance program.

Continue to provide funding to serve elderly individuals with daily nutritional meals.

Continue to provide funding for daycare and after-school services.

Continue to provide single-family rehabilitation assistance to six low- and moderate-income households.

Continue to improve agency contracting processes to support customer service and provide a positive experience through the administration.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.3 Engage all stakeholders with timely and clear communication** City of Miami Strategic Plan
3. Pathway to Prosperity	**3.4.3 Enhance public services for low income residents** City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan
	3.5.3 Attract and deploy capital to increase resident access City of Miami Strategic Plan

Housing and Community Development

Strategic Alignment and Performance Measures

Continued

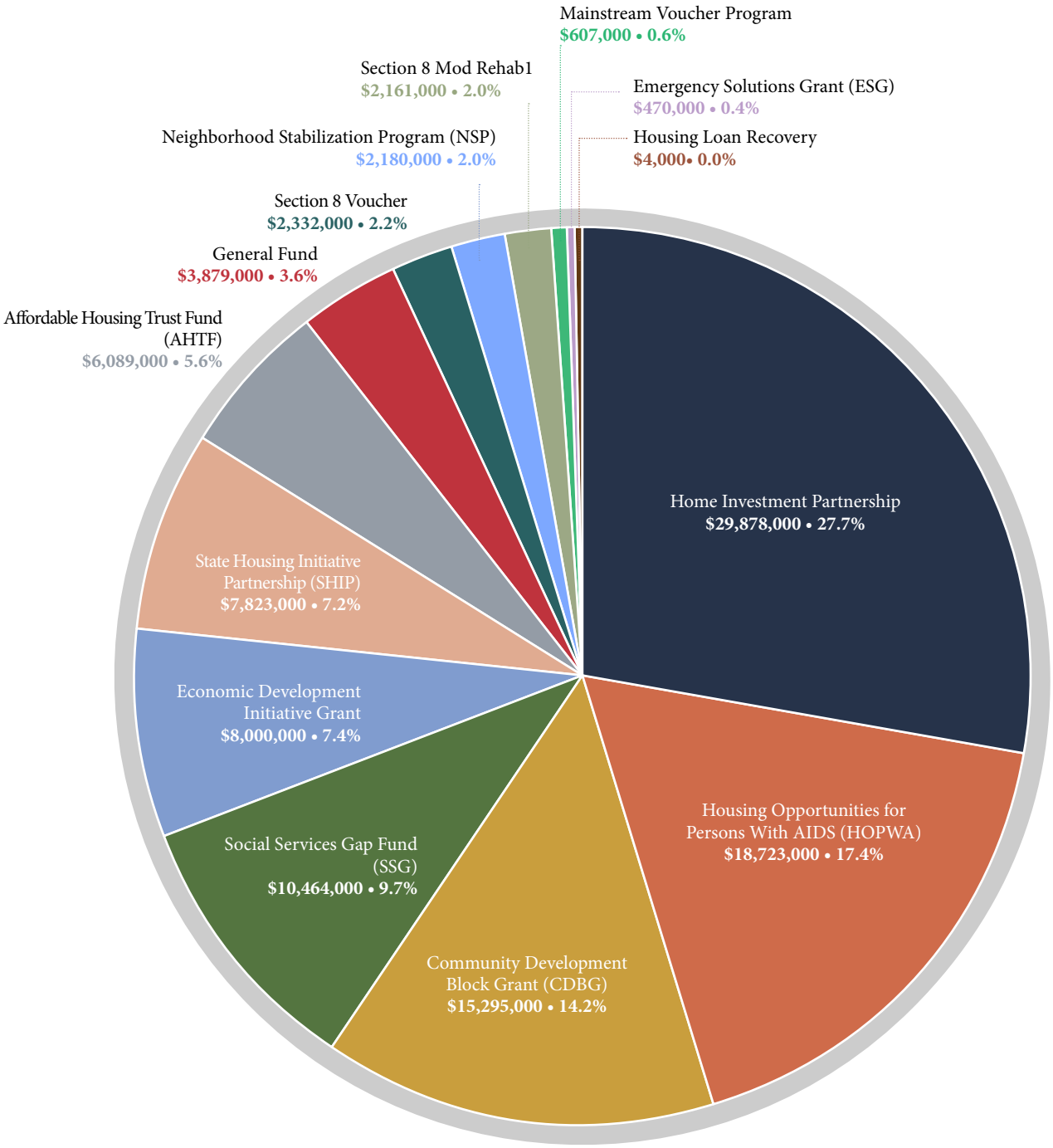
Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Provide daily nutritional meals for the elderly.**				
Elderly meals provided with Community Development Block Grant (CDBG) and Social Services Gap (SSG) funding (number)	671	1,881	400	400
DEPARTMENT GOAL(S) **Provide funding for daycare, after-school services, and for people with disabilities.**				
Children and youth assisted with CDBG and SSG funding (number)	165	591	300	300
DEPARTMENT GOAL(S) **Provide access to affordable housing.**				
Households assisted under the Down Payment Assistance Program (number)	9	9	6	6
HOPWA clients assisted through the Tenant-Based Rental Assistance Program (number)	800	800	800	800
Section 8 clients assisted (number)	391	377	377	377
DEPARTMENT GOAL(S) **Attain Department's administrative objectives.**				
Turnaround time on agency reimbursement packets (days)	12	10	10	10
Agencies submitting their reimbursement monthly (avg percent)	64	50	50	50
Average turnaround time for execution of contracts (days)	27	19	45	45

Housing and Community Development

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	218,000	3,400,000	3,618,000	1,272,000	2,925,000	4,197,000
516000 - Fringe Benefits	0	22,000	22,000	0	14,000	14,000
521000 - Fica Taxes	31,000	243,000	274,000	103,000	218,000	321,000
522000 - Retirement Contributions	956,000	245,000	1,201,000	1,144,000	0	1,144,000
523000 - Life and Health Insurance	573,000	199,000	772,000	768,000	0	768,000
Personnel	**1,778,000**	**4,109,000**	**5,887,000**	**3,287,000**	**3,157,000**	**6,444,000**
Operating Expense						
524000 - Workers' Compensation	69,000	0	69,000	77,000	0	77,000
531000 - Professional Services	0	100,000	100,000	0	100,000	100,000
534000 - Other Contractual Services	0	15,000	15,000	0	130,000	130,000
540000 - Travel and Per Diem	0	54,000	54,000	0	45,000	45,000
541000 - Communications & Related Services	0	15,000	15,000	0	15,000	15,000
541100 - Postage	0	7,000	7,000	0	7,000	7,000
544000 - Rentals and Leases	325,000	10,000	335,000	385,000	10,000	395,000
545013 - Insurance - General Liability	2,000	0	2,000	0	0	0
546001 - IT-Repair and Maintenance Services	107,000	0	107,000	130,000	0	130,000
548100 - Advertising and Related Costs	0	53,000	53,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	12,000	12,000	0	14,000	14,000
551000 - Office Supplies	0	13,000	13,000	0	13,000	13,000
552000 - Operating Supplies	0	3,000	3,000	0	3,000	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	10,000	10,000	0	10,000	10,000
Operating Expense	**503,000**	**292,000**	**795,000**	**592,000**	**400,000**	**992,000**
Capital Outlay						
664000 - Machinery and Equipment	0	166,000	166,000	0	166,000	166,000
Capital Outlay	**0**	**166,000**	**166,000**	**0**	**166,000**	**166,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	52,882,000	52,882,000	0	78,350,000	78,350,000
883000 - Other Grants and Aids	0	18,436,000	18,436,000	0	19,877,000	19,877,000
896000 - Budget Reserve	0	0	0	0	2,076,000	2,076,000
Non-Operating Expenses	**0**	**71,318,000**	**71,318,000**	**0**	**100,303,000**	**100,303,000**
Total Expense	**2,281,000**	**75,885,000**	**78,166,000**	**3,879,000**	**104,026,000**	**107,905,000**

HOUSING & COMMUNITY DEVELOPMENT

FUNDING SOURCES FY 2023-24



Parks and Recreation

Department Head: Christopher Evans Phone: (305) 416-1320
www.miami.gov/My-Government/Departments/Parks-and-Recreation

Mission Statement

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

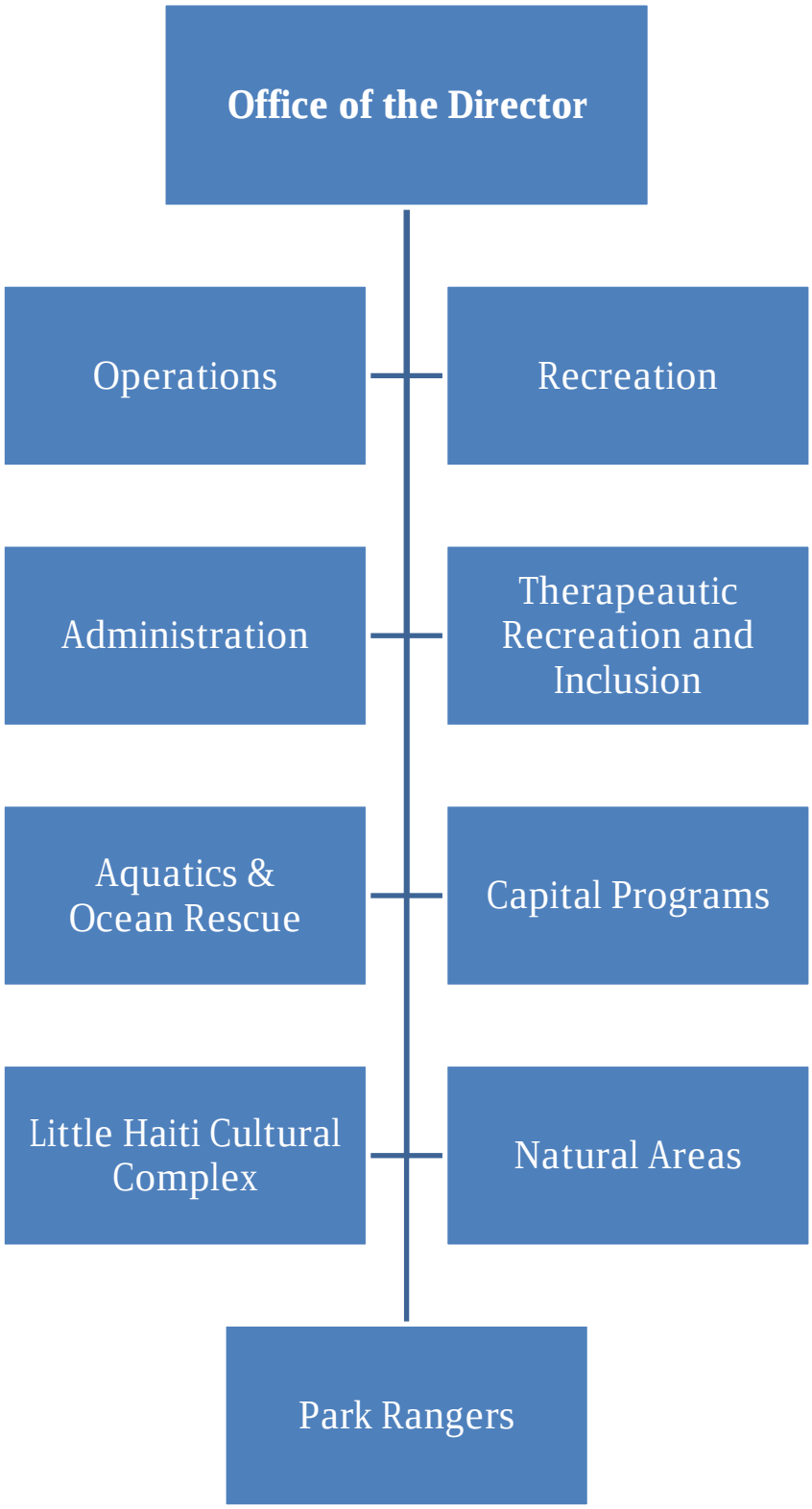
Description

The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities, and youth-serving programs through seasonal camps, sports, learn-to-swim, and Science Technology Recreation Engineering Arts and Math (STREAM) programming. The Department continues to initiate health, wellness, and obesity prevention campaigns for City of Miami residents of all ages.

Contributing to the Administration's Priority of *Quality of Life*, the Parks Department provides 152 parks totaling more than 1,400 acres, twelve swimming pool facilities, 43 community centers, four gymnasiums, the Sandra DeLucca Developmental Center, the City Cemetery, the Little Haiti Cultural Center and Caribbean Marketplace, the Ichimura Japanese Garden, and the Grapeland Water Park. The Department also offers services at the Virginia Key mountain bike trails, walking trails, and beaches, as well as three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park. The Department offers recreation and leisure opportunities that appeal to all interests and abilities and encourage a connection with the outdoors as well as an active and healthy lifestyle.

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

Parks and Recreation



Parks and Recreation

Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and Capital Improvements and repair and maintenance projects; and coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.	4	7	7
OPERATIONS Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire park system.	90	84	84
RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities; offers year-round senior, teen engagement programs; after-school, seasonal camp, and recreation programs for youth; and provides enhanced programs through partnerships.	92	99	99
ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, and finance functions. Manages internal Parks IT functions and liaison with Risk Management on safety issues in parks. Processes permit applications for park-level and citywide events that utilize parks.	16	14	14
THERAPEAUTIC RECREATION AND INCLUSION Provides individuals with disabilities inclusive access to community-based educational, recreational, leisure and cultural activities including Special Events that enhance quality of life and inspire confidence. Advocates in local, state, and national forums for the rights of individuals with disabilities.	16	17	17
AQUATICS AND OCEAN RESCUE Operates and programs eleven aquatic facilities, one water park, the Ocean Rescue section in Virginia Key Beach North Point Park, Miami Marine Stadium Flex Park, Miami Rowing Center, and Basin Trail along with five splash parks and three fountains. Provides emergency services response and safety surveillance along with Learn to Swim, Water Aerobics, and Swim Teams programming. Manages the operation and maintenance activities of all waterfront areas on Virginia Key. Facilitates public access through tree trimming, brush removal, mowing and trash management to the mountain bike trail, Arthur Lamb Road, North Point Beach, and the Miami Rowing Center. Manages toll booths for parking fee collections.	27	27	27

Parks and Recreation

CAPITAL PROGRAMS Manages all aspects of the department's capital program to include budget, prioritization, execution, management, and close - out of all construction projects.	4	5	5
LITTLE HAITI CULTURAL COMPLEX Facilitates programs and special events that promote, showcase and support Afro-Caribbean culture in South Florida for all ages to participate.	7	8	8
NATURAL AREAS Provides natural resource management for environmental areas and the National Community Forests, Simpson Hammock Park, Alice Wainwright Park, and Virginia Key Beach North Point Park. Public engagement to promote stewardship and adoption of conservation efforts.	6	5	5
PARK RANGERS Assists with community safety measures as Park Ambassadors. Operates Park Ranger Dispatch call center and serve as active liaisons with other city departments to ensure safety while providing operational accessibility of parks on a continuous basis (including all holidays); conducts security and safety patrols (vehicle and foot), promotes voluntary compliance by educating the public about park regulations to deter undesirable activity; assists with crowd and access control; and coordinates homeless outreach initiatives.	27	27	27
TOTAL FULL-TIME POSITIONS	**289**	**293**	**293**

Parks and Recreation

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	32,212,749	40,426,456	40,037,285	42,974,000	46,182,000
Operating Expense	17,367,298	18,782,124	18,492,407	16,411,000	17,342,000
Capital Outlay	87,882	29,849	264,284	0	0
Non-Operating Expenses	883,279	195,127	259,910	694,000	1,091,000
Transfers - OUT	0	3,226,622	9	0	0
	50,551,207	**62,660,178**	**59,053,894**	**60,079,000**	**64,615,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	49,486,469	56,301,174	58,629,711	59,278,000	63,384,000
American Rescue Plan Act SRF	0	2,576,000	0	0	0
Parks & Recreation Services	192,052	327,171	258,362	801,000	1,231,000
Departmental Improvement Initiative	37,556	3,444,901	165,821	0	0
Emergency Funds	835,130	10,931	0	0	0
	50,551,207	**62,660,178**	**59,053,894**	**60,079,000**	**64,615,000**

Budget Highlights for FY 2024-25

The Budget includes the following additions:

The Other Contractual Services Line item reflects an increase of $94,000 (GF) due in part to contractual increases in the cost of chlorine for City pools and for increased costs of providing security services at various Parks.

The Office Supplies Line item reflects an increase of $8,000 (GF) due to an increase in costs for office supplies.

The Operating Supplies Line item reflects an increase of $99,000 (GF) to better align the budget with the current trend of expenditures.

The Public Safety Supplies Line item reflects an increase of $16,000 (GF) to better align the budget with the current trend of expenditures.

The Clothing/Uniform Supplies Line item reflects an increase of $66,000 (GF) primarily due to contractual increases in the cost of uniforms for department staff.

The Budget includes the following additional considerations:

Parks and Recreation

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $1.465 million); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $60,000).

  The budget includes $24.238 million in Parks Impact Fee allocations. There is $1 million allocated to city-wide projects and the remaining $23.238 million is allocated evenly to the five city commission districts. This amounts to $4.648 million for each commission district.

Parks and Recreation

Accomplishments FY 2023-24

Conducted onsite inspections to identify aging equipment or structures in need of repairs in order to create a safe environment. Created new play areas for upcoming trending sports such as Pickleball.

Collaborated with the Finance Department and the Department of Innovation and Technology (DoIT), in selection of a recreation software to improve recreation programming registration, leisure services, and operational enhancements.

Worked with the Office of Capital Improvements (CIP) and District Offices on park development projects managed by CIP. Fairlawn Community Park (D4) - Phase 1 is currently under construction, with Phase 2 pending funding for construction, requested in mid-year (June 2024). Woodside Park (D3) is in the bidding process, with the final job order contracting (JOC) proposal received. Requested additional funds in mid-year (June 2024). The Coral Way Park Playground Expansion project (D3) is in construction. Parks completed the design phase of 1320 SW 21st Street Mini Park (to be named East Shenandoah Park) (D3), currently in dry-run permitting. Ruben Dario Park (D3) and Simon Bolivar Park (D3), both are currently in the conceptual design phase.

Conducted details to offer shelter to homeless individuals by Park Rangers and the Police Homeless Empowerment Assistance Team. In cases where homeless refused assistance, trespassing warnings were issued. Joint details were conducted with Miami-Dade Animal Services and the Miami Police to educate and enforce dog leash laws. Issued citations to respondents (pet owners) that did not comply in certain parks where pets had injured park guests. Park Rangers were present at all recreational events, including the Flag Football and Basketball Leagues, to serve as a deterrent. Hired five new Rangers, enhancing security and visibility in the parks. Stationed three rangers between Robert King High, Morningside, and Juan Pablo Duarte Park to provide deterrence and security at these problematic parks.

Served approximately 10,071 people who visited the Simpson Park trails and facility, and participated in educational and outreach activities. The Park Naturalists were responsible for the conservation and maintenance of the Natural Resources for the City of Miami, including protecting and preserving imperiled and critically endangered plant species and habitats registered within the City of Miami parks. Held the International Arborist Certification (ISA), the Landscape Inspector Association of Florida (LIAF), and the Florida Nursery and Landscape Association (FNGLA) certifications, as well as, assisted in various training opportunities to obtain the Continuing Education (CEUs) required licenses. The Park Naturalists and Park Naturalist Technician also kept the pesticide applicator license and CPR certification. Partnered with the Fairchild Tropical Botanic Garden for the continued restoration of habitats around the endangered species Jacquemontia reclinata, found in the Virginia Key island. Collaborated with the Institute for Regional Conservation to maintain trails and habitats of endangered plant species. Additional partnerships included the Frost Museum of Science Conservation and Outreach team and the Dade Heritage Trust, who brought Miami Dade County Public School children to tour both Virginia Key trails and Simpson Park. Conducted 118 community outreach and 27 volunteer events, including volunteer activities, beach cleanups, trail maintenance, and habitat restoration. October 2023, successfully held the Annual Halloween Event at the Simpson Park Trail, receiving positive community reviews and a 100 percent increase in attendance. The event provided a unique opportunity for participants to enjoy the trail during the evening with lighted and decorated paths.

Parks and Recreation

Accomplishments FY 2023-24

Issued an average of 100 permits per month. Decreased response time due to Park Managers processing applications at the park sites. VIP Socializing, Technology, Active Adults, Resources and Support program (VIP STAARS) for active adults is divided into two separate groups of participants (Fitness Group and Support Group). The fitness group contributes to numerous sessions at various locations providing a multitude of fitness opportunities. Expanded the fitness trainings to multiple Miami parks to bring fitness to different communities within the Park's system. Celebrated holidays with the fitness group to encourage socialization and communication. The Support Group held events where active adults experienced health and wellness activities of their choice. Hosted a holiday potluck brunch, field trips, and attend sessions provided by vendors for health and wellness. Conducted five Community Lifeguard Training courses, with 12 to 20 students in attendance. Approximately, 111 staff members underwent recertification in Lifeguard, CPR, and Automated External Defibrillator (AED) trainings. Approximately 1,197 patrons were taught in the Learn to Swim classes. Additionally, the Pirates Plunge Activity Pool underwent resurfacing, including the replacement of the pool liner. Repaired and refurbished all equipment at the four splash parks (Little Haiti, Clemente, Duarte and African Square) with features sanded and painted. Jose Marti Pool was painted and all facility signage was updated. At Grapeland Water Park, 2,728 active adults received instruction in water aerobics, and a concrete pad was added to house a new employee breakroom shed. All facility deck furniture for Williams Pool and Little Haiti Splash Park were replaced, and new bleachers were added at Williams and Curtis Pools. Therapeutic Recreation and Inclusion continued to provide much needed programming to individuals with disabilities that provide both educational and recreational benefits that ultimately improve overall health and wellness towards independence. Welcomed 76 new participants in different programs bringing the total number served this fiscal year to 259. Enrollment grew this summer due to the Camp Shriver registrations, where young adults with and without disabilities come together for a six week unforgettable experience. Designed each program with hands on activities that provide real world learning experience, that range from daily living skills, community integration, and opportunities in the ADT for employment readiness with Project SEARCH; which led to two students obtaining jobs, bringing the total employed to four out of six students. In sports and recreation, some GET FIT athletes advanced to the Special Olympics Summer State Competitions where they competed in three on three basketball, doubles bocce, and brought home first place finishes in both sports. VIP STAARS fitness program added water aerobics to their activities and received third place overall in the Parks Department Bowling Tournament. Inclusion, provided 52 trainings to recreation and aquatics staff, which consisted of over 170 hours of in-service instruction and supported, approximately 700 staff participating in various trainings. Hosted four Special Events, with a total number of 300 individuals attending. Events ranged from Family Fun Day with our participants' loved ones, a Project SEARCH Class of 2024 Graduation, a Glow Party celebration at the Miami Outboard Club, a Medfest Event with Nova Southeastern University, and Special Olympics Florida bringing much needed medical screenings to over 65 individuals with developmental disabilities ages eight and up in Miami-Dade County.

Strategies FY 2024-25

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system to keep grounds beautiful and safe.

Continue to integrate a recreation software application for enhanced customer service, seamless registration of programs and park permits. Establish best practices and implement standardized operating procedures to ensure a standard level of service and consistent delivery by all divisions of the department.

Continue to develop newly acquired park properties in collaboration with the Office of Capital Improvements.

Continue to enhance park security to ensure safety and enforcement throughout the park system for all park visitors, staff, and residents.

Continue to preserve and protect the natural ecosystems and biodiversity within the City of Miami by implementing a comprehensive approach that balances conservation, education, and community engagement. The Natural Areas division aims to ensure the long-term sustainability of the natural resources under its stewardship.

Parks and Recreation

Strategies FY 2024-25

Continue to position the Department as a community health option through Health, Wellness, and Obesity Prevention Programs, Activities and Events for youth and adults 55+ that are culturally rich to enhance the quality of life for all, and pursue grant opportunities to fund programming and site amenity improvements

Parks and Recreation

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.2.1 Maintain the look and feel of public spaces to a high standard** City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	**2.3.2 Update and implement waterfront design standards** City of Miami Strategic Plan
3. Pathway to Prosperity	**3.3.2 Invest in youth by providing job opportunities, education, or financial support** City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Develop and maintain parks sites and facility assets.**				
Average Park System Facility Inspection (Score 1 out 5)	3.7	3.8	3.4	3.4
City of Miami Resident Survey Q2.20: Positive Opinion of Recreation Centers (percent)	No survey was completed.	40	50	50
City of Miami Resident Survey Q2-18: Positive Opinion of City Parks (percent)	No survey was completed.	50	60	50
DEPARTMENT GOAL(S) **Expand opportunities and increase participation for leisure, recreation, and cultural exchange programming.**				
Children enrolled in Summer Camp (number)	2,227	2,209	3,200	3,200
Children taught Learn-to-Swim (number)	4,150	4,259	4,200	4,200
Children enrolled in after school program (number)	2,030	1,799	1,800	2,100
Enrollment in programs for persons with special needs (number)	133	366	200	200
Increase Community Awareness Events (number)	495	605	200	200

Source: ClearPoint Strategy Management Reporting Software

Parks and Recreation

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Strengthen internal and external relationships to provide safety and security support throughout the park system.**				
Park User Surveys and Customers Satisfaction Rating with Summer Program (percent)	No survey was completed.	99	85	85
City of Miami Resident Survey Q4-3: Recreation Opportunity Availability (percent)	No survey was completed.	36	50	50
City of Miami Resident Survey Q2-19: Positive opinion of Recreation Programs (percent)	No survey was completed.	42	45	45

Parks and Recreation Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	18,115,000	114,000	18,229,000	21,104,000	127,000	21,231,000
512010 - Attrition Savings - Salaries	(435,000)	0	(435,000)	(435,000)	0	(435,000)
513000 - Other Salaries and Wages	100,000	0	100,000	100,000	0	100,000
513010 - Other Salaries and Wages -Part Time Year Year Round	7,697,000	0	7,697,000	7,097,000	0	7,097,000
513020 - Other Salaries and Wages - Part Time Seasonal	3,919,000	0	3,919,000	4,519,000	0	4,519,000
514000 - Overtime	261,000	7,000	268,000	261,000	7,000	268,000
515000 - Special Pay	0	0	0	235,000	0	235,000
516000 - Fringe Benefits	28,000	1,000	29,000	28,000	1,000	29,000
521000 - Fica Taxes	1,394,000	9,000	1,403,000	1,632,000	10,000	1,642,000
522000 - Retirement Contributions	5,956,000	43,000	5,999,000	6,053,000	45,000	6,098,000
523000 - Life and Health Insurance	5,739,000	26,000	5,765,000	5,374,000	24,000	5,398,000
Personnel	**42,774,000**	**200,000**	**42,974,000**	**45,968,000**	**214,000**	**46,182,000**
Operating Expense						
524000 - Workers' Compensation	697,000	5,000	702,000	764,000	6,000	770,000
531000 - Professional Services	135,000	7,000	142,000	135,000	7,000	142,000
534000 - Other Contractual Services	2,845,000	14,000	2,859,000	2,939,000	26,000	2,965,000
540000 - Travel and Per Diem	34,000	21,000	55,000	14,000	21,000	35,000
540010 - Training	10,000	0	10,000	30,000	6,000	36,000
541000 - Communications & Related Services	132,000	0	132,000	129,000	0	129,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	26,000	0	26,000	26,000	0	26,000
543010 - Utilities Water	1,415,000	0	1,415,000	1,415,000	0	1,415,000
543020 - Utilities Electricity	1,988,000	0	1,988,000	1,988,000	0	1,988,000
544000 - Rentals and Leases	174,000	0	174,000	174,000	0	174,000
545011 - Insurance - Vehicle Liability	57,000	0	57,000	67,000	0	67,000
545012 - Insurance - Property & Casualty	3,806,000	0	3,806,000	4,377,000	0	4,377,000
545013 - Insurance - General Liability	380,000	0	380,000	240,000	0	240,000
546000 - Repair and Maintenance Services	1,471,000	83,000	1,554,000	1,471,000	83,000	1,554,000
546001 - IT-Repair and Maintenance Services	1,095,000	0	1,095,000	1,219,000	0	1,219,000
547000 - Printing and Binding	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
549000 - Other Current Charges and Obligations	75,000	0	75,000	75,000	0	75,000
551000 - Office Supplies	86,000	0	86,000	94,000	0	94,000

Parks and Recreation Department

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
552000 - Operating Supplies	1,231,000	0	1,231,000	1,330,000	0	1,330,000
552100 - Public Safety Supplies	50,000	0	50,000	66,000	0	66,000
552200 - Clothing/Uniform Supplies	244,000	0	244,000	310,000	0	310,000
552300 - Landscaping Related Supplies	277,000	0	277,000	277,000	0	277,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	37,000	0	37,000	37,000	0	37,000
Operating Expense	**16,281,000**	**130,000**	**16,411,000**	**17,193,000**	**149,000**	**17,342,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	223,000	0	223,000	223,000	0	223,000
896000 - Budget Reserve	0	471,000	471,000	0	868,000	868,000
Non-Operating Expenses	**223,000**	**471,000**	**694,000**	**223,000**	**868,000**	**1,091,000**
Total Expense	**59,278,000**	**801,000**	**60,079,000**	**63,384,000**	**1,231,000**	**64,615,000**

Real Estate and Asset Management

Department Head: Andrew Frey, Director Phone: (305) 416-1458
Real Estate & Asset Management (DREAM) - Miami

Mission Statement:

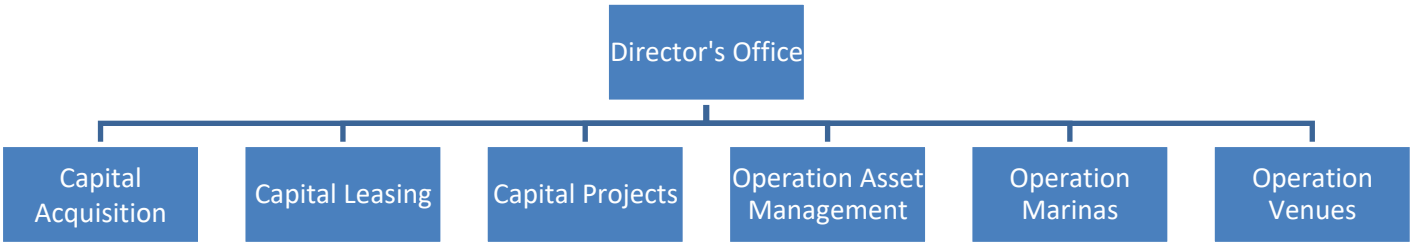
Maximize financial return and other policy goals for the benefit of residents and businesses by Professionally managing the City's real estate portfolio.

Description

Contributing to the Administration's Priority of *Quality of Life*, the Department manages all of the City's commercial real estate functions: Acquisitions, Dispositions, and property rights; Leasing and new revenue; Capital Projects; Marinas Management; Venues Management, and Asset Management.

Stakeholders include City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Directs all the administrative and operational functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets; oversees the operation of all City-owned Marinas, convention centers, stadiums, and theaters.	4	0	0
DIRECTOR'S OFFICE Directs all functions of the Department, reports to City Manager and Assistant City Manager, provides information to elected officials, coordinates with other Departments, strategic planning, budgeting, personnel, policies, administration, and other Department-wide activities.	0	5	5
REAL ESTATE ACQUISITION AND DISPOSITION Negotiates agreements, research properties, maintains the property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements and purchase and sales agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	3	0	0
CAPITAL ACQUISITION Manages all acquisition, disposition, and transfer of property and property rights including easements, covenants, and other recorded documents. Manages the sourcing of properties, tracking of city-owned properties, marketing and sale of properties, negotiating agreements and related documents, due diligence, closing, and coordination with other Departments.	0	2	2
CAPITAL LEASING Manages all new revenue activities (non-marina, non-venue), including marketing, negotiating, and closing new leases, licenses, management agreements, and other revenue agreements and related documents, and coordination with other Departments. Also assists other Departments to find and negotiate leases.	0	3	1
CAPITAL PROJECTS Manages all Department-led capital projects, including budget and schedule, and manages the execution of such projects and, or directs, works with, and tracks other Departments to complete them.	0	1	1

Real Estate and Asset Management

OPERATION ASSET MANAGEMENT Manages all non-marina, non-venue properties and manages annual financial performance of all Department properties. Includes operations, inspections, maintenance, tenant relations, revenue agreement compliance, collections, vendor agreements, payment of operating expenses, reviewing financial statements and other records, reporting, recommending opportunities to increase revenue and reduce expenses, and maintaining operating permits.	0	2	4
CITY MARINAS Oversees the day-to-day operation and maintenance of the three City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.	30	0	0
OPERATION MARINAS Manages all City-owned marinas, including operations, inspection, maintenance, marketing, revenue generation and collection, vendor agreements, payment of operating expenses, reporting, recommending opportunities to increase revenue and reduce expenses, identifying capital needs, and maintaining operating permits.	0	29	32
LEASE MANAGEMENT Prepares, negotiates, and manages compliance with leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs request for proposals; conducts yearly leased property inspections; issues permit for use of City-owned properties.	5	0	0
CULTURAL CENTERS Manages, operates, and maintains four multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.	7	0	0
OPERATION VENUES Manages all Department venues and related spaces, including operations, inspections, maintenance, marketing, revenue generation and collection, vendor agreements, payment of operating expenses, reporting, recommending opportunities to increase revenue and reduce expenses, identifying capital needs, and maintaining operating permits.	0	11	11
TOTAL FULL-TIME POSITIONS	**49**	**53**	**56**

Real Estate and Asset Management

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	5,158,505	5,124,348	5,182,852	5,765,000	6,654,000
Operating Expense	10,510,806	12,414,624	15,665,322	16,875,000	26,028,000
Capital Outlay	8,040,171	42,502	535,174	100,000	100,000
Non-Operating Expenses	0	1	0	11,453,000	3,002,000
Transfers - OUT	108,291	850,176	2,000,000	659,000	642,000
	23,817,773	**18,431,651**	**23,383,348**	**34,852,000**	**36,426,000**

Department Fund / Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	13,833,092	15,023,143	18,200,510	18,853,000	21,392,000
American Rescue Plan Act SRF	0	119,917	149,925	0	0
Department of Real Estate and Asset Management Services	0	0	315,739	0	0
Sports Facilities and Activities	0	0	0	18,000	0
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	2,079,000	2,214,000
Miami Ballpark Parking Facilities	1,833,008	2,407,238	4,331,925	13,902,000	12,820,000
Departmental Improvement Initiative	108,291	850,000	0	0	0
Emergency Funds	8,043,383	31,353	385,249	0	0
	23,817,773	**18,431,651**	**23,383,348**	**34,852,000**	**36,426,000**

Budget Highlights for FY 2024-25

The Budget includes the following reductions:

- The Professional Services Line item reflects a net decrease of $24,00 to align the budget to the historical trend of expenditures $40,000 and is offset by an increase of $16,000 for the cost of monitoring the Marine Stadium Mitigation project (GF -$24,000).
- The Court Services Line item reflects a decrease of $1,000 (GF) to align the budget to the historical trend of expenditure and transferred to the Other Contractual Services Line item.
- The Communications and Related Services Line item reflects a decrease of $6,000 (GF) to align the budget to the historical trend of expenditure and transferred to the Advertising and Related Costs Line item.

- The Utilities Water Line item reflects a decrease of $177,000 (GF) to align the budget to the historical trend of expenditures.
- The Vending – Repair and Maintenance Services Line item reflects a decrease of $3,000 (GF) to align the budget to the historical trend of expenditures and transferred to the Printing and Binding Line item
- The Operating Supplies Line item reflects a net decrease of $76,000 due to a decrease aligning the budget to the historical trend of expenditures $84,000. This decrease is offset by an increase to fund required supplies for the new Seminole Boat Ramp +$8,000 (GF $76,000).
- The Saleable Fuel Line item reflects a decrease of $65,000 (GF) to align the budget to the historical trend in expenditures.
- The Budget Reserve Line item reflects an net decrease of $8.451million due to a transfer of -$9.000 million to the Other Contractual Services Line item to fund Capital repairs at the Marlin's Parking Garages, an increase of +$135,000 for the City's annual contribution to the Bayfront Riverfront Land Acquisition Trust, and a net increase to correct Fund Balance Fund Balance in the Miami Ballpark Parking Facilities Fund +$414,000 (SR $-8.451 million).

The Budget includes the following additions:

- As approved in the FY 2023-24 Mid-Year Budget Amendment, the Regular Salaries and Wages Line item reflects increased funding for the addition of one Marinas Supervisor $91,000 (GF) and two Marinas Aides $143,000 (GF) for the Watson Island Mooring Field.
- The Overtime Line Item reflects an increase of $9,000 (GF) to align the budget to salary increases in the AFSCME Local 1907 contract.
- The Other Contractual Services Line item reflects a net increase of $8.050 million due to an increase for the new Seminole Boat Ramp $105,000; increases for janitorial and pest control services for the Manuel Artime Theater $13,000; increase for the James L. Knight Center $260,000; increase for the Dinner Key Mooring Field $25,000; increase for the G4 Garage $296,000; and an increase for the Watson Island Mooring Field that was transferred from the Court Services Line item $1,000. These increases are offset by a decrease to align the budget to the historical trend of expenditures -$69,000, a transfer of incorrectly budgeted forklift repair costs to the Repairs and Maintenance Line item -$84,000 and a net increase in the Miami Ballpark Parking Facilities Fund to fund repairs at the Marlins Garages (GF $547,000; SR 7.503 million).
- The Travel and Per Diem Line item reflects an increase due to seminars and conferences for staff (GF $20,000).
- The Training Line item reflects an increase for required training of Department staff (GF $15,000).
- The Utilities Electricity Line item reflects an increase of $363,000 (GF) due to alignment of the budget to the historical trend of expenditures $196,000; an increase for required payment of electricity costs at Allapattah Community Action building $50,000; and an increase due to the addition of new electricity accounts formerly paid by The Parks and Recreation Department $117,000.
- The Rentals and Leases Line item reflects a net increase of $130,000 due to an increase for the lease of a new marine forklift $270,000 and an increase for the lease of upland amenities contract with the Miami Yacht Club at the Watson Island Mooring Field $66,000. This is offset by a decrease due to a transfer of required payments to Parrot Jungle, Grove Harbor Marina, and the Caribbean Market Place to the Other Current Charges and Obligations Line item -$204,000 and a reduction to align the budget to the historical trend of expenditures -

$2,000 (GF $130,000).

- The Repairs and Maintenance Line item reflects a net increase of $103,000 due to an increase of lumber supplies required for the new Seminole Boat Ramp $30,000; an increase due to the transfer of forklift repair costs from the Other Contractual Services Line item $84,000; and an increase for additional lumber supplies $7,000. This increase is offset by a reduction to align the budget to the historical trend of expenditures of -$18,000 (GF $130,000).
- The Printing and Binding Line item reflects an increase due to a transfer from the Vending - Repair and Maintenance Services Line item to align budget to historical trend of expenditure (GF $3,000).
- The Advertising and Related Costs Line item reflects an increase of $6,000 (GF) for required advertising costs in the Asset Management division.
- The Other Current Charges and Obligations Line item reflects a net increase of $244,000 due to an increase from the transfer of required payments to Parrot Jungle, Grove Harbor Marina, and the Caribbean Market Place from the Rentals and Leases Line item $204,000; an increase for annual team building meeting $10,000; and an increase for required property tax payment for 1909 Brickell Avenue $100,000. These increases are offset by a decrease to align the budget to the historical trend of expenditures -$70,000 (GF $244,000).
- The Office Supplies Line item reflects a net increase of $1,000 due to an increase for supplies in the Director' Office division $2,000 and a decrease to align the budget to the historical trend of expenditures -$1,000 (GF $1,000).
- The Clothing/Uniforms Supplies Line item reflects a net increase of $4,000 due to the increased cost for uniforms of $5,000 offset by a decrease to align the budget to the historical trend in expenditures -$1,000 (GF $4,000).
- The Subscriptions, Memberships, Licenses, Permits & Others Line item reflects an increase of $21,000 (GF) due to funding for Marina Pacsoft Marina Management Software $6,000 and the purchase of Visual Lease software $15,000.

The Budget includes the following additional considerations:

- The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $310,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $86,000).
- The Budget reflects a General Fund contribution to Capital from ten percent of marina revenues for the Miami Marine Stadium Marina project $1.140 million.
- The Budget reflects a General Fund contribution to Capital from the MiaMarina Ticket Surcharge revenues for the MiaMarina Ticket Surcharge – Capital Operations and Improvements project $819,000.
- The Budget reflects a General Fund contribution to Capital from the Dinner Key Marina Ticket Surcharge revenues for the Dinner Key Marina Emergency Repairs and Replacements project $44,000.
- The Miami Ballpark Parking Facilities Fund's - Interfund Transfer Line item reflects a contribution from Marlins' Garage parking revenues to Debt Service Fund for partial funding of the Marlin's Garage 2010A Refunding 2019 Bond (SR $642,000).

Real Estate and Asset Management

Accomplishments FY 2023-24

Conducted several meetings with the City Attorney's Office to update agreement templates pursuant to all government procedures, policies, and guidelines.

Conducted several meetings with consultants to include the language of Leadership in Energy and Environmental Design (LEED) gold certification for the 1251 SW 7th Ave affordable housing project contract agreement.

Conducted annual inspections and meeting with staff to identify eight Capital projects to be funded under fiscal year 2023-24 new Capital appropriations.

Collected information from the Office of the City Attorney, Lease Division, and Administration to require language in agreements to comply when working with women, minority entrepreneurs, and local businesses.

Executed successfully the Miami Yacht Club (MYC) contract in May's Commission meeting.

Implemented and trained department on the Microsoft Project Software. The software is used to track projects and assists staff to communicate with each other in a more efficient way.

Strategies FY 2024-25

Modernize and streamline department processes by updating buy, sell, and revenue agreement templates.

Promote sustainability in department deals and projects by requiring new buildings to be LEED Gold.

Maintain department assets to high standard by obtaining funding for all priority capital improvements based on annual inspections.

Bolster small businesses by requiring new projects to include women and minority entrepreneurs and local businesses.

Identify and implement ways to grow gross and net income above inflation and reduce expenses below inflation.

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	**2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data** City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
3. Pathway to Prosperity	**3.2.1 Promote conditions that encourage small business development and growth** City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Modernize and streamline department processes**				
Update buy and sell templates (Yes-1/No-2)			1	1
Update revenue templates (Yes-1/No-2)			1	1
DEPARTMENT GOAL(S) **Maintain department assets to high standard**				
Obtain annual inspection reports (Yes-1/No-2)			1	1
Update plan for capital improvements (Yes-1/No-2)			1	1
Fund priority capital improvements (Yes-1/No-2)			1	1
DEPARTMENT GOAL(S) **Enhance department revenue to fund public services**				
Gross Revenue Growth for Department (percent)			0.14	0
Gross Revenue Growth for Marinas (percent)			0.10	0
Gross Revenue Growth for Venues (percent)			-51.86	-0.52
Gross Revenue for Department (dollars)	$ 23,419,976.00	$ 21,132,072.39	$ 44,463,807.04	$ 45,353,083.18
Gross Revenue for Marinas (dollars)			$ 12,628,616.74	$ 13,260,047.58
Gross Revenue for Venues (dollars)			$ 4,202,091.09	$ 4,286,132.91
Net Operating Income Growth for Department (percent)			-0.02	0
Net Operating Income Growth for Marinas (percent)			0	0
Net Operating Income Growth for Venues (percent)			-5.34	-0.05
Net Operating Income for Department (dollars)	$ 26,028,293.00	$ 19,650,155.47	$ 27,040,833.34	$ 26,268,238.10
Net Operating Income for Marinas (dollars)			$ 8,772,221.34	$ 8,521,586.44
Net Operating Income for Venues (dollars)			-$ 1,757,458.08	-$ 1,707,244.99

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Bolster small businesses, especially WBE, MBE, and local**				
Hiring opportunities created for women and minority entrepreneurs, and local businesses (median percent)			TBD	TBD
DEPARTMENT GOAL(S) **Promote sustainability in department deals and projects**				
Value to Construct LEED Buildings (dollars)			329,000,000	329,000,000

Source: ClearPoint Strategy Management Reporting Software

Real Estate and Asset Management

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,595,000	0	3,595,000	4,364,000	0	4,364,000
512010 - Attrition Savings - Salaries	(150,000)	0	(150,000)	(150,000)	0	(150,000)
513000 - Other Salaries and Wages	74,000	0	74,000	74,000	0	74,000
514000 - Overtime	83,000	0	83,000	92,000	0	92,000
516000 - Fringe Benefits	18,000	0	18,000	17,000	0	17,000
521000 - Fica Taxes	276,000	0	276,000	319,000	0	319,000
522000 - Retirement Contributions	994,000	0	994,000	1,050,000	0	1,050,000
523000 - Life and Health Insurance	875,000	0	875,000	888,000	0	888,000
Personnel	**5,765,000**	**0**	**5,765,000**	**6,654,000**	**0**	**6,654,000**
Operating Expense						
524000 - Workers' Compensation	121,000	0	121,000	136,000	0	136,000
531000 - Professional Services	881,000	88,000	969,000	857,000	88,000	945,000
533000 - Court Services	3,000	0	3,000	2,000	0	2,000
534000 - Other Contractual Services	5,865,000	3,747,000	9,612,000	6,412,000	11,250,000	17,662,000
540000 - Travel and Per Diem	0	0	0	20,000	0	20,000
540010 - Training	0	0	0	15,000	0	15,000
541000 - Communications & Related Services	18,000	0	18,000	12,000	0	12,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543010 - Utilities Water	373,000	0	373,000	196,000	0	196,000
543020 - Utilities Electricity	627,000	0	627,000	990,000	0	990,000
544000 - Rentals and Leases	416,000	0	416,000	546,000	0	546,000
545012 - Insurance - Property & Casualty	3,456,000	0	3,456,000	3,974,000	0	3,974,000
545013 - Insurance - General Liability	54,000	0	54,000	34,000	0	34,000
546000 - Repair and Maintenance Services	421,000	0	421,000	524,000	0	524,000
546001 - IT-Repair and Maintenance Services	162,000	0	162,000	194,000	0	194,000
546002 - Vending - Repair and Maintenance Services	3,000	0	3,000	0	0	0
547000 - Printing and Binding	0	0	0	3,000	0	3,000
548100 - Advertising and Related Costs	11,000	0	11,000	17,000	0	17,000
549000 - Other Current Charges and Obligations	100,000	52,000	152,000	344,000	52,000	396,000
551000 - Office Supplies	9,000	0	9,000	10,000	0	10,000
552000 - Operating Supplies	266,000	0	266,000	190,000	0	190,000
552011 - Saleable Fuel	125,000	0	125,000	60,000	0	60,000
552200 - Clothing/Uniform Supplies	15,000	0	15,000	19,000	0	19,000

Real Estate and Asset Management

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
554000 - Subscriptions, Memberships, Licenses, Permits & Others	57,000	0	57,000	78,000	0	78,000
Operating Expense	**12,988,000**	**3,887,000**	**16,875,000**	**14,638,000**	**11,390,000**	**26,028,000**
Capital Outlay						
664000 - Machinery and Equipment	100,000	0	100,000	100,000	0	100,000
Capital Outlay	**100,000**	**0**	**100,000**	**100,000**	**0**	**100,000**
Non-Operating Expense						
896000 - Budget Reserve	0	11,453,000	11,453,000	0	3,002,000	3,002,000
Non-Operating Expenses	**0**	**11,453,000**	**11,453,000**	**0**	**3,002,000**	**3,002,000**
Transfers-OUT						
891000 - Interfund Transfers	0	641,000	641,000	0	642,000	642,000
891100 - Intrafund Transfers	0	18,000	18,000	0	0	0
Transfers - OUT	**0**	**659,000**	**659,000**	**0**	**642,000**	**642,000**
Total Expense	**18,853,000**	**15,999,000**	**34,852,000**	**21,392,000**	**15,034,000**	**36,426,000**

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT Phone: (305) 416-1381
www.miamigov.com/Government/Departments-Organizations/Risk-Management

Mission Statement

To effectively manage the City's exposure to losses by applying efficient loss control strategies and well-being initiatives with integrity, accountability, commitment, and teamwork.

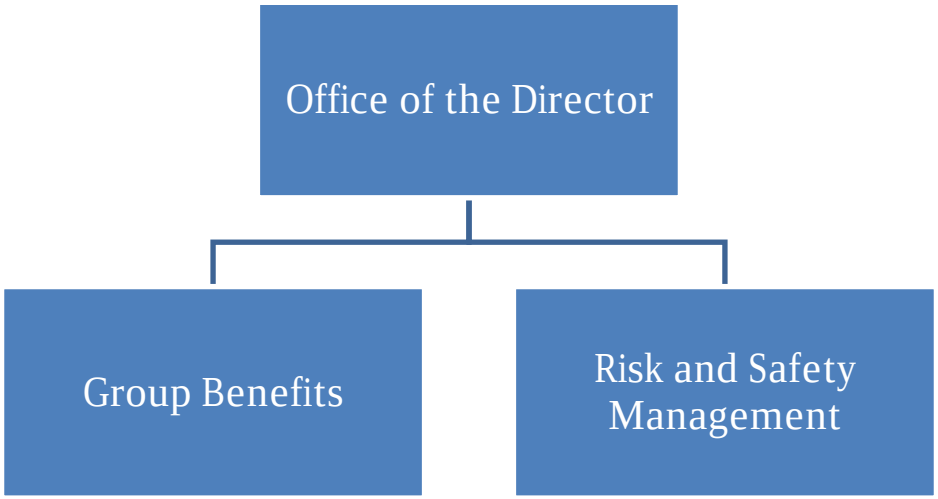
Description

The Department of Risk Management is an internal service provider that works closely with all departments within the City in an effort to protect the City's human, financial, and physical assets.

Contributing to the City's Strategic Priority of *Quality of Life*, Risk Management Department is primarily responsible for ensuring all City assets are adequately insured, oversees first and third party claims management, implements comprehensive programs targeted at reducing accidents, and complying with State and Federal occupational health and safety laws. The Department is also responsible for managing voluntary and involuntary group benefits products with an overall focus on the well-being of employees and their families.

The Department of Risk Management works closely with all operating departments, employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2022-23	FY 2023-24	FY 2024-25
OFFICE OF THE DIRECTOR Recommends and implements effective risk management practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; collaborates with all City's departments to minimize adverse financial losses and promote a safe environment.	3	3	3
GROUP BENEFITS Manages and coordinates all functions related to the provision and administration of the City's self-insured and fully insured group benefits programs; provides technical support; orients, educates, and assists employees with enrollment of benefits; processes claims; notifies and assists former employees in regard to their qualification for continued benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA).	4	4	4
RISK AND SAFETY MANAGEMENT Manages and coordinates all functions related to risk, claims, and safety management; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured, commercially-insured programs, and contractual risk transfers; processes required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring the City is compliant and responsive to federal requirements involving the Americans with Disabilities Act (ADA), the Health Insurance Portability and Accountability Act (HIPAA), and the Affordable Care Act (ACA).	17	18	18
TOTAL FULL-TIME POSITIONS	**24**	**25**	**25**

Risk Management

Department Expenditure Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	2,829,747	2,932,854	2,896,945	3,547,000	3,963,000
Operating Expense	642,613	613,478	513,731	1,421,000	1,635,000
Capital Outlay	132,186	(1,043)	0	0	0
	3,604,546	**3,545,289**	**3,410,676**	**4,968,000**	**5,598,000**

Department / Fund Relationship

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Fund	3,451,796	3,489,332	3,327,092	4,468,000	5,286,000
General Special Revenue	0	0	83,584	500,000	312,000
American Rescue Plan Act SRF	0	57,000	0	0	0
Emergency Funds	152,750	(1,043)	0	0	0
	3,604,546	**3,545,289**	**3,410,676**	**4,968,000**	**5,598,000**

Budget Highlights for FY 2024-25

The Budget includes the following reduction:

The Professional Services Line item reflects a decrease due to funding for the COVID-19 mental health assessment resulting in a decrease in fund balance for the COVID-19 Mental Health and Wellness Program Special Revenue Fund (SR $188,000).

The Budget includes the following addition:

The Professional Services Line item reflects an increase due to funding for the health plan and property and casualty insurance renewals, including expert consultant support (GF $381,000).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $104,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $75,000).

Risk Management

Accomplishments FY 2023-24

Successfully achieved an average of loss work days below the target of fourteen days for workers compensation claims.

Achieved a motor vehicle incident rate below the target rate of two percent.

Maintained the liability claims closure rate above one.

Conducted safety inspections and follow-ups to ensure corrective actions are taken.

Increased the availability of Employee Assistance Program (EAP) sessions each month and re-organize fitness schedule to allow for increase employee participation.

Strategies FY 2024-25

Continue to obtain an average of 14 days for average loss work-days on workers' compensation claims.

Continue to obtain motor vehicle incident rate of less than two percent.

Continue to maintain liability claims closure rate above one.

Continue to provide opportunities for improving employee wellness and work-life quality.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
Quality of Life	**1.1.1 Modernize and streamline City processes** City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Improve employee wellness and work-life quality.**				
Employees participating in well-being program (percent)	34	46	35	35
DEPARTMENT GOAL(S) **Reduce indemnity claims spend.**				
Average lost work days for new workers compensation claims (days)	13	14	< 12	< 12
DEPARTMENT GOAL(S) **Realign safety program.**				
Motor Vehicle Incident Rate (number)	1	1	1	< 1
High priority corrective action taken within 60 days (percent)	33	69	65	65

Source: ClearPoint Strategy Management Reporting Software

Risk Management

Strategic Alignment and Performance Measures

Continued

Measures	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Projection	FY 2024-25 Target
DEPARTMENT GOAL(S) **Realign safety program.**				
Training attendance (percent)				80
DEPARTMENT GOAL(S) **Reduce number of open claims.**				
Liability claims closure rate (number)		2	2	> 1

Risk Management

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,249,000	0	2,249,000	2,651,000	0	2,651,000
512010 - Attrition Savings - Salaries	0	0	0	(65,000)	0	(65,000)
516000 - Fringe Benefits	10,000	0	10,000	15,000	0	15,000
521000 - Fica Taxes	171,000	0	171,000	201,000	0	201,000
522000 - Retirement Contributions	654,000	0	654,000	705,000	0	705,000
523000 - Life and Health Insurance	463,000	0	463,000	456,000	0	456,000
Personnel	**3,547,000**	**0**	**3,547,000**	**3,963,000**	**0**	**3,963,000**
Operating Expense						
524000 - Workers' Compensation	43,000	0	43,000	49,000	0	49,000
525000 - Unemployment Compensation	70,000	0	70,000	70,000	0	70,000
531000 - Professional Services	668,000	500,000	1,168,000	1,049,000	312,000	1,361,000
540010 - Training	15,000	0	15,000	15,000	0	15,000
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	10,000	0	10,000	12,000	0	12,000
546001 - IT-Repair and Maintenance Services	77,000	0	77,000	90,000	0	90,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
551000 - Office Supplies	15,000	0	15,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	13,000	0	13,000	13,000	0	13,000
Operating Expense	**921,000**	**500,000**	**1,421,000**	**1,323,000**	**312,000**	**1,635,000**
Total Expense	**4,468,000**	**500,000**	**4,968,000**	**5,286,000**	**312,000**	**5,598,000**

OTHER GENERAL FUND BUDGETS

- Non-Departmental Accounts (NDA)
- NDA Schedule
- Pension and Retirement Plan Overview
- Pension Summary

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Non-Departmental Accounts

Description

Non-Departmental Accounts (NDAs) provide the fiscal resources necessary for governmental operations that are multi-departmental or do not fall under a specific department. Expenditures in this account include items such as contingency reserves, outside legal services, lobbying services, and aids to private and governmental agencies.

Budget Highlights for FY 2024-25

The Budget includes the following additional consideration:

> The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent), and a six percent across the board increase (GF $14,000); and an average of five percent salary increase and a six percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $13,000).

Department Summary

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel	12,079,206	12,726,885	17,496,584	19,272,000	21,466,000
Operating Expense	15,378,865	14,999,949	25,362,775	13,865,000	35,693,000
Capital Outlay	18,323	64	164	0	0
Non-Operating Expenses	2,553,000	2,843,000	4,029,050	67,492,000	63,344,000
Transfers - OUT	106,213,475	61,750,000	164,663,433	92,312,000	78,020,000
	136,242,870	**92,319,898**	**211,552,006**	**192,941,000**	**198,523,000**

Non-Departmental

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	32,000	0	32,000	32,000	0	32,000
512000 - Regular Salaries and Wages	289,000	0	289,000	323,000	0	323,000
515000 - Special Pay	17,943,000	0	17,943,000	17,943,000	0	17,943,000
516000 - Fringe Benefits	1,000	0	1,000	1,000	0	1,000
516010 - Fringe Benefits - Tuition Reimbursement	200,000	0	200,000	200,000	0	200,000
521000 - Fica Taxes	25,000	0	25,000	26,000	0	26,000
522000 - Retirement Contributions	628,000	0	628,000	2,797,000	0	2,797,000
523000 - Life and Health Insurance	154,000	0	154,000	144,000	0	144,000
Personnel	**19,272,000**	**0**	**19,272,000**	**21,466,000**	**0**	**21,466,000**
Operating Expense						
524000 - Workers' Compensation	16,000	0	16,000	18,000	0	18,000
531000 - Professional Services	1,251,000	0	1,251,000	1,255,000	0	1,255,000
531010 - Professional Services-Legal Services	3,298,000	0	3,298,000	3,298,000	0	3,298,000
531020 - Professional Services-Medical	180,000	0	180,000	180,000	0	180,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	0	0	0	21,235,000	0	21,235,000
546001 - IT-Repair and Maintenance Services	51,000	0	51,000	56,000	0	56,000
548000 - Promotional Activities	0	2,912,000	2,912,000	0	3,887,000	3,887,000
549000 - Other Current Charges and Obligations	6,032,000	0	6,032,000	5,617,000	0	5,617,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
552200 - Clothing/Uniform Supplies	2,000	0	2,000	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	120,000	0	120,000	142,000	0	142,000
Operating Expense	**10,953,000**	**2,912,000**	**13,865,000**	**31,806,000**	**3,887,000**	**35,693,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	2,739,000	0	2,739,000	2,739,000	0	2,739,000
882000 - Aids to Private Organizations	1,120,000	0	1,120,000	1,310,000	0	1,310,000
896000 - Budget Reserve	11,083,000	47,550,000	58,633,000	9,041,000	45,254,000	54,295,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
Non-Operating Expenses	**19,942,000**	**47,550,000**	**67,492,000**	**18,090,000**	**45,254,000**	**63,344,000**
Transfers-OUT						
891000 - Interfund Transfers	69,905,000	17,853,000	87,758,000	74,503,000	1,800,000	76,303,000
891200 - Transfer Out-Cost Allocation	1,865,000	0	1,865,000	1,717,000	0	1,717,000

Non-Departmental

	FY 2023-24 Adopted General Fund	FY 2023-24 Adopted Sp. Rev. Fund	Total	FY 2024-25 Proposed General Fund	FY 2024-25 Proposed Sp. Rev. Fund	Total
891100 - Intrafund Transfers	2,689,000	0	2,689,000	0	0	0
Transfers - OUT	**74,459,000**	**17,853,000**	**92,312,000**	**76,220,000**	**1,800,000**	**78,020,000**
Total Expense	**124,626,000**	**68,315,000**	**192,941,000**	**147,582,000**	**50,941,000**	**198,523,000**

NDA Schedule

Program	Organization	Account Description	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	Description
General Fund (0001)	980000	489900 Other-Oth N-optg Sour/Carryover	0	21,235,000	+21,235,000	Carryover to Fund Gneral Liability
Building Reserves (04004)	980000	489900 Other-Oth N-optg Sour/Carryover	0	11,300,000	+11,300,000	To fund Building Capital
Fee for Special Event and Temporary Event Permits	980003	469000 Misc.-Other Miscellaneous Revenues	150,000	150,000	+0	Fees for Special Event and Temporary Event Permit collected by the Office of Film and Entertainment
Settlement Revenues	980000	469300 Misc.-Settlements	67,000	0	-67,000	Settlement fees from the Consul-Tech Transportation Case No. 17-029978 CA 11
Executive Salaries	980000	511000 Executive Salaries	32,000	32,000	+0	Pension Board Stipend
Office of Film and Entertainment Regular Salaries and Wages-512000 Account	980003	512000 Regular Salaries and Wages	289,000	323,000	+34,000	Regular Salaries and Wages for the Office of Film and Entertainment
Employee One-Time Payouts	980000	515000 Special Pay	17,943,000	17,943,000	+0	Reserves for centralization of separation and other one-time salary payments
Office of Film and Entertainment-516000 Account	980003	516000 Fringe Benefits	1,000	1,000	+0	Fringe Benefits for the Office of Film and Entertainment
Tuition Reimbursement	980000	516010 Fringe Benefits - Tuition Reimb.	200,000	200,000	+0	Tuition Reimbursement
Office of Film and Entertainment-521000 Account	980003	521000 FICA Taxes	23,000	24,000	+1,000	FICA cost for the Office of Film and Entertainment
Office of Film and Entertainment-522000 Account	980003	522000 Retirement Contributions	78,000	70,000	-8,000	Retirement Contribution cost allocation for the Office of Film and Entertainment
GESE Impact Statement	980000	522000 Retirement Contributions	0	1,139,000	+1,139,000	GESE Impact Statement due to recent labor agreement
Pension Board Members-FICA	980000	521000 FICA Taxes	2,000	2,000	+0	Pension Board FICA
Elected Officers' Retirement Trust	980000	522000 Retirement Contributions	550,000	638,000	+88,000	Elected Officers' Retirement Trust Payment
Elected Officers' Retirement Trust	980000	522000 Retirement Contributions	0	950,000	+950,000	The inclusion of elected officers who assumed office on or after October 1, 2023
Pension Board Members-Health Insurance	980000	523000 Health and Life Insurance	77,000	72,000	-5,000	Pension Board Health Insurance
Office of Film and Entertainment-523000 Account	980003	523000 Health and Life Insurance	77,000	72,000	-5,000	Health and Life Insurance cost allocation for the Office of Film and Entertainment
Office of Film and Entertainment-524000 Account	980003	524000 Workers Compensation	16,000	18,000	+2,000	Workers' Compensation cost allocation for the Office of Film and Entertainment
Legislative Support	980000	531000 Professional Services	500,000	500,000	+0	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	980000	531000 Professional Services	728,000	732,000	+4,000	Fee for the administration of the Parking Surcharge Program ($700,000 + 0.1% over $25 million)
Miami Dade Transportation Planning Organization (TPO)	980000	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	980000	531010 Professional Services Legal	2,200,000	2,200,000	+0	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: 346 NW 29th Street LLC	980000	531010 Professional Services Legal	898,000	898,000	+0	Payment for the 346 NW 29th St LLC Settlement-Payment 7 of 10, (Final payment 10/1/27 (FY'28))

NDA Schedule

Program	Organization	Account Description	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	Description
State Attorneys Office	980000	531010 Professional Services Legal	200,000	200,000	+0	MOU between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of cold case investigations
Reserve for Internal Service Functions	980000	531020 Professional Services-Medical	180,000	180,000	+0	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
General Liability	980000	545013 General Liability	0	21,235,000	+21,235,000	General Liability Cost Allocation
Film and Entertainment 544000 Account	980003	544000 Rentals and Leases	1,000	1,000	+0	Rental and Leases for the Office of Film and Entertainment
Film and Entertainment 546001 Account	980003	546001 IT-Repair and Maintenance Services	51,000	56,000	+5,000	Cost Allocation for the Office Film and Entertainment
Elections	980000	549000 Other Current Charges and Obligation	611,000	196,000	-415,000	Estimated elections expenses (as provided by the City Clerk)
Police Settlement	980000	549000 Other Current Charges and Obligation	2,917,000	2,917,000	+0	FOP Settlement Payments-Payment 6 of 7
Fire Settlement	980000	549000 Other Current Charges and Obligation	2,500,000	2,500,000	+0	IAFF Settlement Payments-Payment 6 of 6
USIS Administration	980000	549000 Other Current Charges and Obligation	4,000	4,000	+0	USIS Administration for FIPO settlement payment
Film and Entertainment 551000 Account	980003	551000 Office Supplies	2,000	2,000	+0	Office Supplies for the Office Film and Entertainment
Film and Entertainment 552200 Account	980003	552200 Clothing/Uniform Supplies	2,000	2,000	+0	Clothing and Uniform Supplies for the Office Film and Entertainment
Film and Entertainment 554000 Account	980003	554000 Subscription, Membership, License	2,000	2,000	+0	Subscription for the Office Film and Entertainment
Miami-Dade County League of Cities annual membership fee	980000	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	980000	554000 Subscription, Membership, License	55,000	70,000	+15,000	Citywide Subscriptions and Memberships
National League of Cities annual membership fee	980000	554000 Subscription, Membership, License	20,000	25,000	+5,000	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	980000	554000 Subscription, Membership, License	3,000	3,000	+0	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	980000	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
U.S. Conference of Mayor's annual membership fee	980000	554000 Subscription, Membership, License	18,000	20,000	+2,000	Citywide Subscriptions and Memberships
Civilian Investigative Panel (CIP)	980000	881000 Aids to Government Agencies	1,390,000	1,390,000	+0	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	980000	881000 Aids to Government Agencies	600,000	600,000	+0	City contribution to the Virginia Key Beach Trust
Little Haiti Trust	980000	881000 Aids to Government Agencies	249,000	249,000	+0	City contribution to the Little Haiti Trust
Liberty City Community Revitalization Trust	980000	881000 Aids to Government Agencies	500,000	500,000	+0	City contribution to the Liberty City Community Revitalization Trust
Miami Dade College Scholarships	980000	882000 Aids to Private Organizations	50,000	50,000	+0	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	980000	882000 Aids to Private Organizations	120,000	120,000	+0	City contribution to the Child Savings Accounts (The Miami Foundation)
Do The Right Thing	980000	882000 Aids to Private Organizations	135,000	135,000	+0	City Contribution to Do The Right Thing
Police Athletic League	980000	882000 Aids to Private Organizations	415,000	415,000	+0	City Contribution to Police Athletic League
Lotus House	980000	882000 Aids to Private Organizations	100,000	200,000	+100,000	City Contribution to Lotus House (Sundari Foundation)

NDA Schedule

Program	Organization	Account Description	FY 2023-24 Adopted Budget	FY 2024-25 Proposed Budget	Difference	Description
Coconut Grove Business Improvement District	980000	882000 Aids to Private Organizations	300,000	390,000	+90,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Fire Grant	980000	896000 Budget Reserve	0	200,000	+200,000	Fire Rescue Grant Reimbursement
Police FIND Grant (Matter ID#15358)	980000	896000 Budget Reserve	0	200,000	+200,000	Police FIND Grant (Matter ID#15358)
Reserve of Debt for City Administration Building	980000	896000 Budget Reserve	12,000,000	0	-12,000,000	Reserves of Debt for the City Administration Building
City Manager's Reserve	980000	896000 Budget Reserve	200,000	200,000	+0	Reserves for other uses to be determined during the fiscal year
Reserve for the COPS Grant 2022	980000	896000 Budget Reserve	468,000	0	-468,000	FY 2021-22 Budget Reserves for the COPS 2022-Year 3 of 3
FY 2023-24 Florida Inland Navigation District (FIND)	980000	896000 Budget Reserve	52,000	0	-52,000	FY 2023-24 Florida Inland Navigation District (FIND) Derelict Vessel Removal
Reserve for Uncollectable	980000	896000 Budget Reserve	10,249,000	8,441,000	-1,808,000	Budget reserve for uncollectable revenues
Contingency Reserve	980000	897000 Contingency Reserve	5,000,000	5,000,000	+0	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Other Adjustments	980000	899000 Other Uses	13,114,000	0	-13,114,000	Reserve for other uses and Capital fleet replacement
Other Adjustments	980000	899000 Other Uses	-25,000,000	0	+25,000,000	Special Commission Meeting 12/11/2023. Remediation Process
		Total Non-Departmental Accounts less Transfer-Out	**50,167,000**	**71,362,000**	**+21,195,000**	
Interfund Transfer	980000	891000 Interfund Transfer	69,905,000	74,503,000	+4,598,000	Please refer to the "All Transfers Out" Schedule; GF contribution to Capital, Special Revenues, and Debt
Intrafund Transfer	980000	891100 Intrafund Transfer	2,689,000	0	-2,689,000	Contribution from General Fund to the Transportation Reserve General sub-fund
Interfund Transfer	980000	891200 Cost Allocation Transfer	1,865,000	1,717,000	-148,000	Contribution from General Fund to Cost Allocation
		Total Transfer-Out	**74,459,000**	**76,220,000**	**+1,761,000**	
		Total Non-Departmental	**124,626,000**	**147,582,000**	**+22,956,000**	

Pension and Retirement Plans Overview

The City of Miami sponsors three separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE), and the City of Miami Elected Officers' Retirement Trust (EORT). Additionally, the City sponsors a defined contribution plan administered by Mission Square formerly known as International City/County Management Association (ICMA). The City's FY 2024-25 Budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation. Most of the City's contribution is made from the General Fund, with a portion coming from the Special Revenue funds.

In compliance with the Governmental Accounting Standard Board (GASB), Generally Accepted Accounting Principles (GAAP), and recommendations by the outside auditors, the City's Pension cost is budgeted in each department. The FY 2024-25 Budget for Pension payments is $188.030 million. This represents an increase of $9.307 million or 5.2 percent as compared to the FY 2023-24 Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2024-25:

Firefighters and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Chapter 40 of the City of Miami code, as amended, and related law such as the Amended Final Judgement in the matter of Gates v. City of Miami. Contributing participants are the City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2023, membership in the FIPO Pension Plan consisted of 2,287 retirees and beneficiaries receiving benefits, and 1,855 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 seven percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2024-25 required contribution based on the actuarial valuation report dated October 1, 2023, is $119.077 million, which includes an additional $2.040 million of administrative cost. This represents an

Pension and Retirement Plans Overview

approximately 5.738 percent increase over the FY 2023-24 Budget. The primary reason for this increase is due to poor market returns as the market asset tends to be the primary influencer of volatility and future expenses in the pension plan. Consequently, the investment performance of this asset has a direct impact on the final cost of the plan.
Additionally, the City is required to contribute $8.433 million for the Cost of Living Adjustment.

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers four defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust") and (4) a Staff Excess Benefit Plan. Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of that plan.

GESE Trust

The GESE Trust is a single-employer defined benefit plan established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under the City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers, and those eligible to decline membership as defined by the Ordinance. As of October 1, 2023, membership in the GESE Trust was 1,967 retirees, disabled, vested, and beneficiaries currently receiving benefits and 2,176 current and inactive members. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, willfully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to the City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2024-25 required contribution based on the actuarial valuation report dated October 1, 2023, is expected to be $54.857 million, which includes $8.211 million of normal cost. The administration cost for GESE is $3.248 million.

Excess Benefit Plans

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

GESE Administrative Cost for Excess

The City's FY 2024-25 required contribution based on the actuarial valuation report dated October 1, 2023, is estimated at $114,000.

GESE Excess Benefit Plan

The City's FY 2024-25 required contribution based on the actuarial valuation report dated October 1, 2023, is estimated at $84,000. This contribution is separate 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, 2023, membership in the Staff Trust included seven retirees currently receiving benefits, and eight active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, willfully 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 2024-25 contribution determined through actuarial valuation is $366,000 for the Staff Pension Staff Plan, and $23,000 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $389,000 which is included in GESE's administrative cost.

Pension and Retirement Plans Overview

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.

As of the January 1, 2021 actuarial valuation, membership in the EORT consisted of seven retirees, one active participants not receiving benefits with accrued benefits, and one vested participants with deferred benefit payable at age 55.

The City's FY 2024-25 contribution determined through actuarial valuation is $638,000 plus an additional $950,000 to provide benefits under the City of Miami Elected Officers' Retirement Trust (EORT) to current and future elected officers, in accordance with a proposed amendment. Participation in the EORT was frozen in 2009. The Elected Officers' Retirement Trust is budgeted in the Non-Departmental Account.

Ccontributory Section 401(a) Plan

Section 401(a) Plan is a defined contribution plan offered to executive-level City employees. This defined contribution plan covers governmental employees throughout the United States and is governed by the Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

Membership for City employees is limited by the City Code to specific members in the City Clerk, City Manager, and City Attorney's Offices, as well as Department Directors, Assistant Directors, and other executives. To participate in the plan, a written trust agreement must be executed, which generally requires the City to contribute ten percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary. Additionally, the 401(a) plan is optional for City elected officials that are not eligible under EORT.

On May 22, 2024, there were approximately 35 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2024-25 contributions are anticipated at $580,000.

Pension Summary

	FY 2023-24 Budget	FY 2024-25 Budget	Difference	Percentage Difference
Revenues				
General and Special Revenue Funds	178,723,000	188,030,000	9,307,000	5.2%
Total Revenues	**178,723,000**	**188,030,000**	**9,307,000**	**5.2%**
Expenditures				
511000 Executive Salaries	30,000	30,000	-	0.0%
521000 FICA	2,000	2,000	-	0.0%
541100 Postage	17,000	17,000	-	0.0%
534000 Administrative Cost	3,099,000	3,248,000	149,000	4.8%
534000 GESE Administrative Cost for Excess	109,000	114,000	5,000	4.6%
522000 GESE Required Contributions	53,458,000	54,857,000	1,399,000	2.6%
522000 GESE Excess Benefits	121,000	84,000	(37,000)	-30.6%
Total GESE	**56,836,000**	**58,352,000**	**1,516,000**	**2.7%**
522010 Administrative Cost	2,080,000	2,040,000	(40,000)	-1.9%
522010 FIPO Required Contribution	110,535,000	117,037,000	6,502,000	5.9%
522010 FIPO COLA	8,109,000	8,433,000	324,000	4.0%
Total FIPO	**120,724,000**	**127,510,000**	**6,786,000**	**5.6%**
522000 EORT	550,000	638,000	88,000	16.0%
522000 EORT Adjustments	0	950,000	950,000	0.0%
Total EORT	**550,000**	**1,588,000**	**1,038,000**	**188.7%**
522000 ICMA 401(a)	613,000	659,000	46,000	7.5%
522000 ICMA 401(a) Adjustments	0	-79,000	(79,000)	0.0%
Total ICMA	**613,000**	**580,000**	**-33,000**	**-5.4%**
Total Expenditures	**178,723,000**	**188,030,000**	**9,307,000**	**5.2%**

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APPENDIX A:
PROPERTY TAX INFORMATION

- Net Assessed Valuation of Taxable Property - Last Ten Fiscal Years
- Millage Rate 30-Year History
- Property Tax Rates for Direct and Overlapping Government - Last Ten Fiscal Years

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Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate	Net Assessed Value Change %	New Construction	Before New Construction
2015	39,903,058,628	8.3351	13.1%	1.4%	11.7%
2016	44,602,305,542	8.2900	11.8%	2.4%	9.4%
2017	49,632,000,000	8.0300	11.3%	6.5%	4.8%
2018	53,357,105,033	8.0300	7.5%	2.7%	4.8%
2019	58,961,599,417	7.9900	10.5%	6.0%	4.5%
2020	63,007,642,722	7.9900	6.9%	4.6%	2.3%
2021	65,835,239,651	7.9900	4.5%	2.6%	1.9%
2022	73,749,481,211	7.8774	12.0%	2.6%	9.4%
2023	84,451,768,423	7.4599	14.5%	1.9%	12.6%
2024	94,135,310,116	7.3900	11.5%	2.1%	9.4%

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
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850
2015-16	7.6465	0.6886	8.3351
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300
2018-19	7.5865	0.4435	8.0300
2019-20	7.5665	0.4235	7.9900
2020-21	7.6665	0.3235	7.9900
2021-22	7.6665	0.3235	7.9900
2022-23	7.5539	0.3235	7.8774
2023-24	7.1364	0.3235	7.4599
2024-25	7.1364	0.2536	7.3900

Note: A mill is expressed as $1 in taxes for every $1,000 of assessed valuation.

Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

	City of Miami			*Overlapping Rates								
Tax Year	General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobe Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786
2015	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376
2016	7.6465	0.6435	8.2900	7.3220	5.0669	0.5000	0.2840	0.1359	0.0471	0.1477	0.0320	21.8256
2017	7.4365	0.5935	8.0300	6.9940	5.0669	0.4673	0.2840	0.1275	0.0441	0.1384	0.0320	21.1842
2018	7.5865	0.4435	8.0300	6.7330	5.1313	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454
2019	7.5665	0.4235	7.9900	7.1480	5.1449	0.4680	0.2840	0.1152	0.0397	0.1246	0.0320	21.3464
2020	7.6665	0.3235	7.9900	7.1290	5.1449	0.4507	0.2840	0.1103	0.0380	0.1192	0.0320	21.2981
2021	7.6665	0.3235	7.9900	7.0090	5.1744	0.5000	0.2840	0.1103	0.0380	0.1192	0.0320	21.2569
2022	7.5539	0.3235	7.8774	6.5890	5.1055	0.5000	0.2812	0.0948	0.0327	0.1026	0.0320	20.6152
2023	7.1364	0.3235	7.4599	6.6990	5.0095	0.5000	0.2812	0.0948	0.0327	0.1026	0.0288	20.2085
2024	7.1364	0.2536	7.3900	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

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APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

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General Fund Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Economic Assumptions

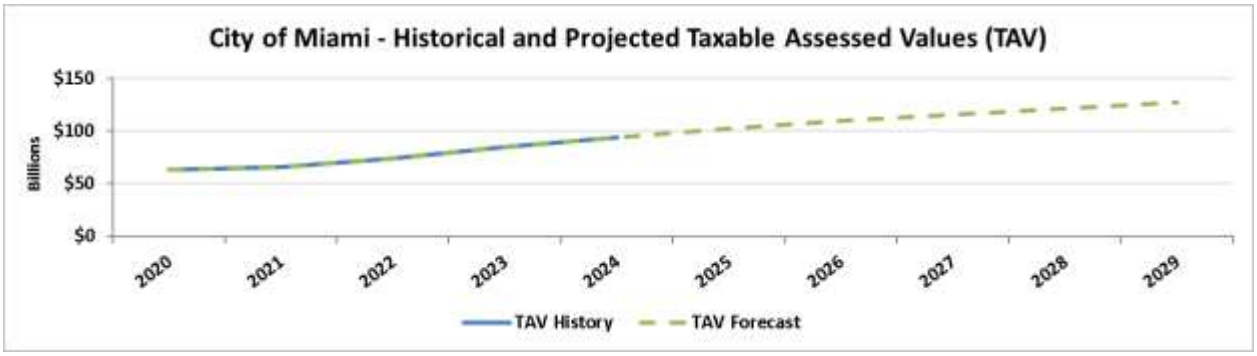
The financial resources available to the City in the coming years will be impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available data from the U.S. Census Bureau data indicates that Miami's population in 2023 was 455,924. Based on this data and historical trends, the five-year forecast assumes continued growth in the City's resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 50.78 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. The city has seen taxable assessed values grow 6.9 percent in 2020, 4.5 percent in 2021, 12 percent in 2022, and 14.5 percent in 2023. However, taxable assessed values only grew by 11.5 percent in 2024.



The five-year forecast assumes that the growth in taxable assessed value (TAV) will increase by nine percent in tax year 2025, seven percent in tax year 2026, and increase by five percent annually through the remainder of the forecast.

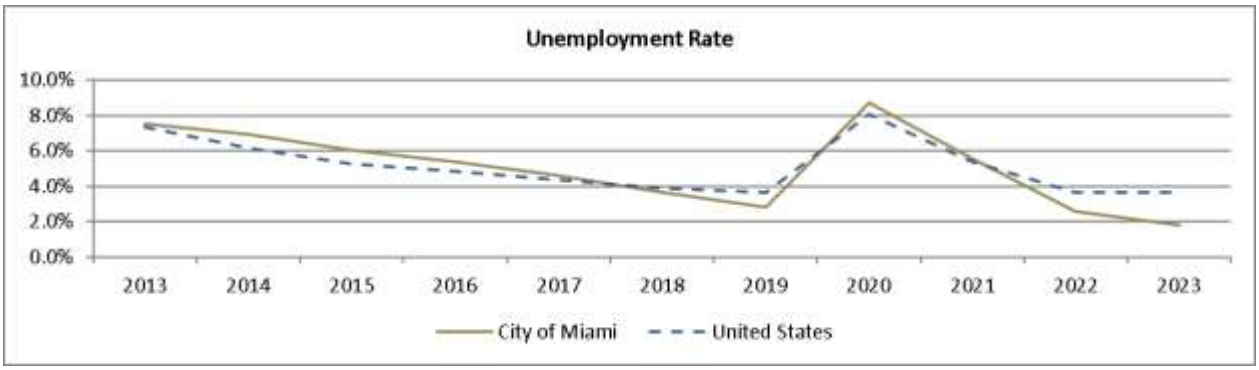
General Fund Forecast

						Projected				
Tax Year	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**
TAV (Billions)	$63.01	$65.84	$73.75	$84.45	$94.16	$102.64	$109.82	$115.31	$121.08	$127.13
% Change	6.9%	4.5%	12.0%	14.5%	11.5%	9.0%	7.0%	5.0%	5.0%	5.0%

Inflation

Data from the U.S. Bureau of Labor Statistics indicates that since 2013, 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 2013.

Unemployment



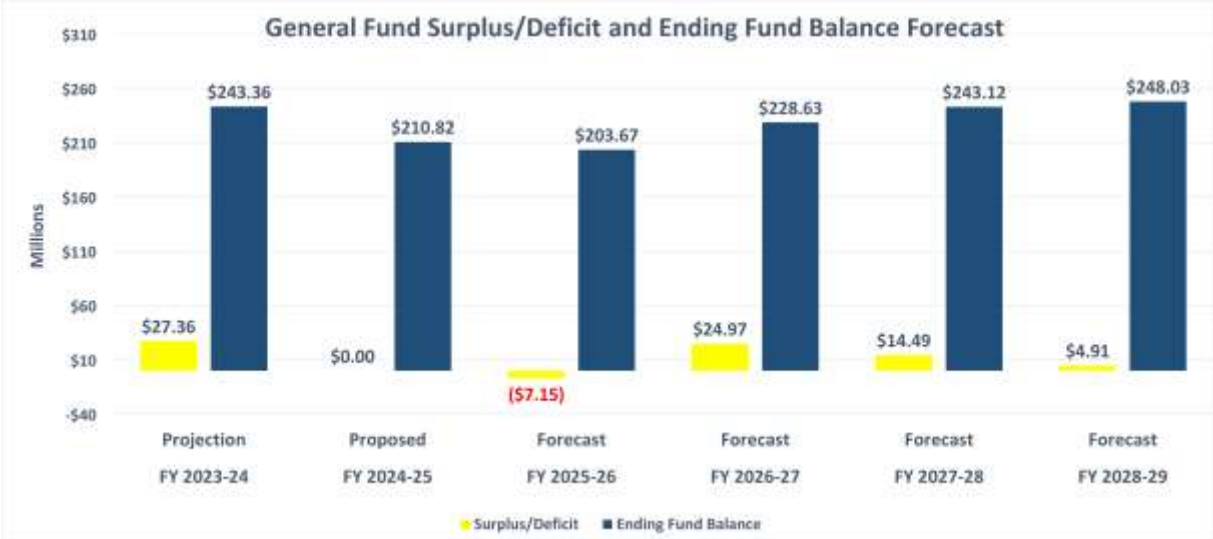
Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of 7 percent in 2013 to 4 percent at the end of 2023. Similarly, the unemployment rate in the City of Miami declined from a high of 8 percent in 2013 to 2 percent at the end of 2023. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is considered when developing growth rates for economically sensitive revenues.

General Fund Forecast

General Fund Five-Year Forecast Summary

The Five-Year Financial Forecast projects that revenues will only grow slightly higher than expenditures. Overall, General Fund revenues are projected to grow by 14.2 percent over the next five years and General Fund expenditures are projected to grow by 13.8 percent over the same period.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow from FY 2024-25 to FY 2028-29 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.



General Fund Five-Year Forecast Summary

	FY 2023-24 Projection	FY 2024-25 Proposed	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
Revenues						
Property Taxes	523,487,000	589,253,000	639,913,300	682,775,800	715,386,400	749,703,600
Franchise Fees and Other Taxes	146,327,000	156,298,000	159,424,000	162,612,600	165,864,700	169,181,900
Interest	41,639,000	14,508,000	13,057,200	11,751,500	10,576,300	9,518,700
Transfers-IN	30,039,000	7,457,000	5,657,000	5,657,000	5,657,000	5,657,000
Fines and Forfeitures	8,191,000	7,379,000	7,010,300	6,659,900	6,326,900	6,010,600
Intergovernmental Revenues	106,915,000	107,933,000	110,272,500	112,684,200	115,170,700	117,734,800
Licenses and Permits	107,055,000	101,281,000	104,016,200	106,833,300	109,735,100	112,724,000
Other Revenues (Inflows)	8,015,000	38,248,000	5,713,000	5,713,000	5,713,000	5,713,000
Charges for Services	140,307,000	144,846,000	147,776,700	150,768,100	153,821,500	156,937,800
Total Revenue (Inflows)	**1,111,975,000**	**1,167,203,000**	**1,192,840,000**	**1,245,455,000**	**1,288,252,000**	**1,333,181,000**
Expenditures						
General Government	100,305,000	115,110,000	120,650,100	126,465,700	132,574,300	138,990,900
Planning and Development	47,559,000	58,374,000	61,049,200	63,853,800	66,795,200	69,880,200
Public Works	121,761,000	131,493,000	137,134,400	143,038,700	149,220,600	155,695,700
Public Safety	588,584,000	620,703,000	650,841,100	682,488,300	715,725,400	750,632,300
Housing and Community Developmen	2,531,000	3,879,000	4,069,600	4,270,000	4,480,700	4,702,100
Total Other	85,484,000	90,062,000	93,596,200	97,302,300	101,191,900	105,273,300
Non Departmental Units	131,982,000	147,582,000	132,651,902	103,069,216	103,773,659	103,100,746
Total Expenditures (Outflows)	**1,078,206,000**	**1,167,203,000**	**1,199,993,000**	**1,220,488,000**	**1,273,762,000**	**1,328,275,000**
General Fund (Surplus / Deficit)	**33,769,000**	**-**	**(7,153,000)**	**24,967,000**	**14,490,000**	**4,906,000**
Internal Service Fund	**(1,410,000)**					
Estimated Accruals	**(5,000,000)**					
Surplus / (Deficit) - TOTAL	**27,359,000**	**-**	**(7,153,000)**	**24,967,000**	**14,490,000**	**4,906,000**
Beginning Fund Balance	**215,996,000**	**210,820,000**	**210,820,000**	**203,667,000**	**228,634,000**	**243,124,000**
Ending Fund Balance	**243,355,000**	**210,820,000**	**203,667,000**	**228,634,000**	**243,124,000**	**248,030,000**

General Fund Forecast

Major Revenue Assumptions

Between FY 2024-25 and FY 2028-29, General Fund revenues are forecasted to grow by 14.2 percent. The largest components of General Fund revenues are Property Taxes (50.5 percent of FY 2024-25 General Fund revenues), Franchise Fees and Other Taxes (13.4 percent), Charges for Services (12.4 percent), Licenses and Permits (8.7 percent), and Intergovernmental Revenues (9.2 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining 5.8 percent.

Property Taxes

The FY 2024-25 Budget for General Fund property tax revenue is $589.253 million. This budget is based on an assessed valuation of $94.135 billion and a General Fund operating millage rate of 7.1364. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by nine percent in FY 2025-26, seven percent in FY 2026-27, and by five percent annually through the remainder of the forecast.

Franchise Fees and Other Taxes

The FY 2024-25 Budget for Franchise Fees and Other Taxes is $156.298 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). All revenues in this category are projected to grow by two percent annually through the forecast.

Interest

The FY 2024-25 Budget for Interest is $14.508 million. This category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will decline by ten percent annually through the entire forecast.

Transfers-In

The FY 2024-25 Budget for Transfers-In is $7.457 million. This category includes revenues transferred into the General Fund from other City funds. This category includes a one-time contribution of $1.8 million from the Pension Stabilization Fund in Special Revenue and a payment from the Midtown CRA in the amount of $4.807 million to remit excess funds from the 2004A and 2014A bond proceeds back to the City.

Fines and Forfeitures

The FY 2024-25 Budget for Fines and Forfeitures is $7.379 million. This category includes revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees and confiscated property. Revenues in this category are projected to decline five percent annually in FY 2025-26 and through the remainder of the forecast.

Intergovernmental Revenues

The FY 2024-25 Budget for Intergovernmental Revenues is $107.933 million. This category includes revenues from the State of Florida, such as the Half-Cent Sales Tax, and revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues are

General Fund Forecast

projected to remain flat through FY 2028-29 with notable exceptions. State Shared Revenues and Municipal Revenue Sharing are projected to grow by three percent in FY 2025-26 and through the remainder of the forecast. The Half Cent Sales Tax is projected to grow by two percent in FY 2025-26 and through the remainder of the forecast. The State Pension Payments are projected to increase by five percent through FY 2028-29.

Licenses and Permits

The FY 2024-25 Budget for Licenses and Permits is $101.281 million. This category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen an increase in building permits associated with growth in development activity. The five-year forecast assumes that revenues will grow by three percent annually in FY 2024-25 and through the remainder of the forecast.

Other Revenues

The FY 2024-25 Budget for Other Revenues is $38.248 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. The FY 2024-25 Budget for this category includes one-time allocations of prior-year fund balance from the General Fund ($21.235 million) and from the Building Fund ($11.300 million). No growth is assumed for this category through FY 2028-29.

Charges for Services

The FY 2024-25 Budget for Charges for Services is $144.846 million. This category comprises revenue derived from various City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. All Charges for Service revenues are projected to increase by two percent annually except for Building Inspections. Building Inspections are expected to grow by three percent annually through the five-year period.

General Fund Forecast

Major Expenditure Assumptions

General Fund expenditures are projected to grow by 13.8 percent between FY 2024-25 and FY 2028-29. Personnel costs are the largest drivers of General Fund spending, comprising 72.2 percent of all FY 2024-25 General Fund expenditures. Personnel costs include salaries and wages, employee benefits, health benefits, pension costs, and worker's compensation. The remaining 27.8 percent is comprised of Operating Expenditures (19.4 percent), Transfers-Out (6.5 percent), Capital Outlay (0.2 percent), and other Non-Operating Expenses (1.7 percent).

Salaries and Wages

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow by five percent annually through FY 2028-29 as normal step progression is assumed for each bargaining unit and similar salary increases are assumed for non-bargaining employees.

Employee Benefits

While employee wages comprise the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth.

Health Benefits

The cost of employee life and health insurance declined by 2.8 percent between the FY 2023-24 and FY 2024-25 Budgets. This category is projected to grow by six percent annually through the remainder of the forecast.

Workers' Compensation

Workers' compensation costs grew by 11.8 percent between the FY 2023-24 and FY 2024-25 Budgets. These costs are projected to grow by an additional 2.9 percent annually based on estimates developed by the City's casualty actuary.

Pension Costs

Pension costs grew by 5.2 percent between the FY 2023-24 and FY 2024-25 Budgets. The additional growth in the cost of the City's retirement plans is forecasted at five percent annually through the forecast.

Operating Expenses

Operating expenses such as professional services, utility costs, and materials and supplies, are projected to grow by two percent. Notable exceptions in this category include Utility Services - Electricity and Motor Fuel: they are projected to grow at five percent and three percent respectively through the forecast.

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

General Fund Forecast

annually through the forecast.

Non-Operating Expense

The Non-Operating Expense category is comprised of budgeted reserves, aid to private organizations, and transfers out of the General Fund. This category is forecasted to remain flat at two percent through FY 2028-29. The FY 2024-25 Budget includes several reserves: a $8.441 million budget reserve for uncollectable revenues, a $200,000 City Manager's Reserve, a $200,000 budget reserve for the Police FIND Grant, a $200,000 reserve for Fire Rescue Grant Reimbursements and a $5.000 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues.

Key Long-Term Considerations

Collective Bargaining

The five-year forecast includes normal step progression for all collective bargaining units. The forecast also considers the projected fiscal impacts of the labor agreements recently adopted by the City Commission. On April 25, 2024, the City Commission ratified three-year collective bargaining agreements with AFSCME 1907 and the Fraternal Order of Police (FOP). The timeframe of the new contracts is from October 1, 2023, to September 30, 2026. On May 23,2024, the City Commission ratified a three-year collective bargaining agreement with AFSCME 871 to last from October 1, 2023, to September 30, 2026. On June 18, 2024, the City Commission ratified a three-year collective bargaining agreement with the International Association of Fire Fighters (IAFF) to last from October 1, 2023, to September 30, 2026.

Minimum Wage Increase

The five-year forecast incorporates funding for the impacts of increasing the City's minimum wage to $15.00 per hour for all employees. The city will continue to monitor the impacts of this policy decision on personnel costs and the resulting effects of salary compression on existing employee wages.

Trolley Program

The FY 2024-25 Budget anticipates $23.170 million in funding from Miami-Dade County to support the operation and maintenance of the City's trolley program. Pursuant to the Citizens' Independent Transportation Trust (CITT) Resolution No. 22-006, Miami-Dade County has withheld half cent sales tax funds from the City since April 2022. As of July 2024, the County has withheld approximately $65.304 million in funding from the city. This resulted in the City utilizing Transportation and Transit Fund Balance, defunding existing capital projects, and providing General Fund contributions to Transportation and Transit to keep trolley services in the City. The City and the County have had productive discussions in the last few weeks and there is a reasonable expectation that previously withheld funds will be restored and that recurring annual contributions will resume. The outcome of these discussions will significantly impact the city's future personnel and operating expenditures.

Unfunded Capital Needs

For several fiscal years, the city has deferred the allocation of funding of critical capital investments. This is particularly important with respect to the replacement of heavy and light fleet vehicles and apparatus. The FY 2024-25 Budget also does not include the approximately $88.397 million of funding required for

General Fund Forecast

adherence to the city's light and heavy fleet vehicle replacement plan. The decision to further delay or prioritize funding of currently unfunded capital improvement needs will significantly impact the five-year forecast and result in a different outcome.

Capital Operating Impacts

Although the City's capital budget is distinct from its operating budget, there is an inter-relationship that exists as projects funded and completed through the capital budget may directly affect the operating budget and result in increases or decreases in costs to the General Fund. Many projects involve the purchase or reconstruction of existing infrastructure to upgrade facilities and equipment to modern standards and, as such, do not carry significant operating impacts. In fact, some capital projects that the city is funding and completing to become more resilient and sustainable could result in some savings to the General Fund over the long term. However, some of these projects will require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as park recreation centers and fire stations, often require hiring new personnel, purchasing furniture and equipment, and routine maintenance and paying 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. Policy decisions on which capital projects to fund and prioritize will impact the current forecast and result in a different outcome.

Changes to Service Levels

Policy decisions on future service level changes can impact forecasted personnel costs and 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.

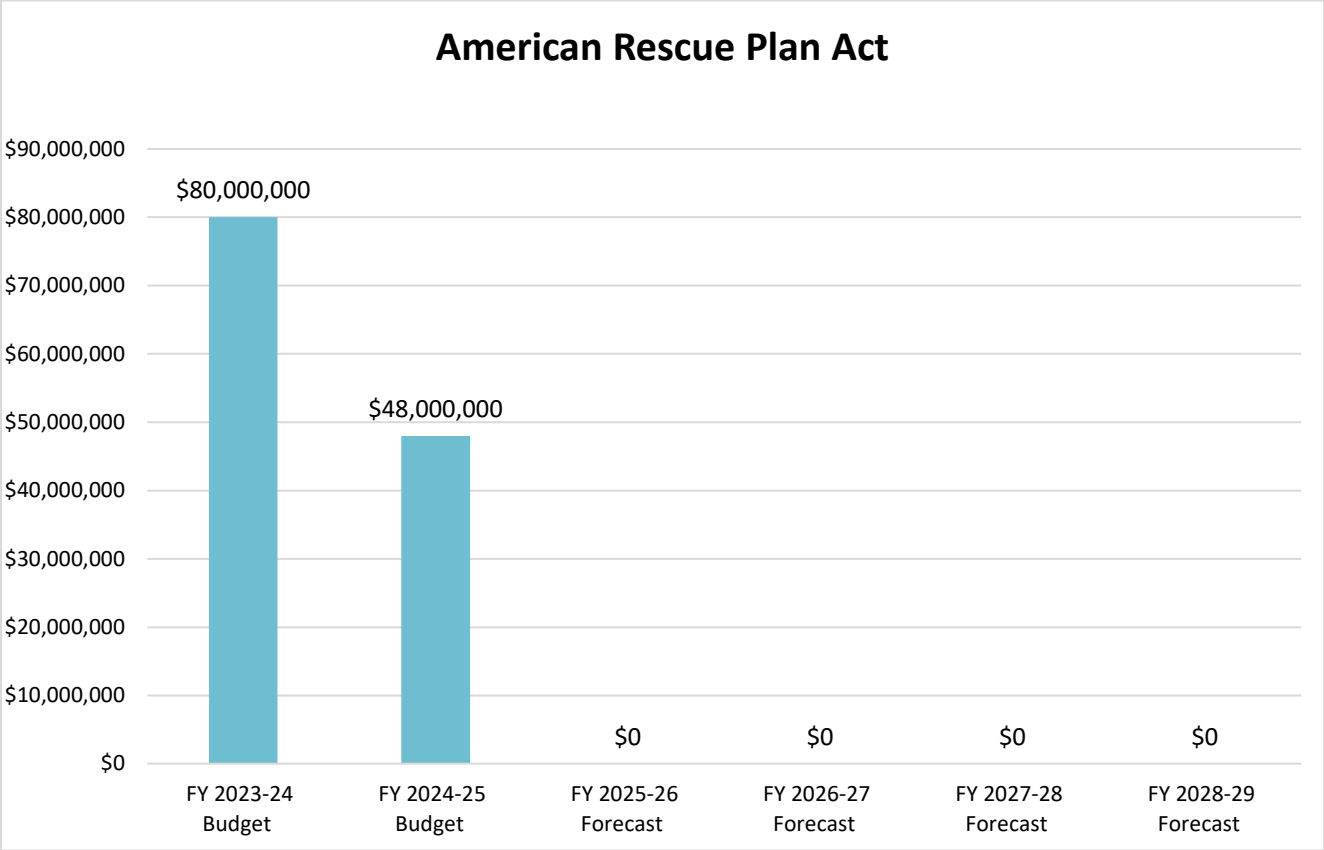
Funds Name and Numbers	FY 2023-24 Budget	FY 2024-25 Budget	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
American Rescue Plan Act. - Fund 97100	$80,000,000	$48,000,000	$0	$0	$0	$0
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	$2,079,000	$2,214,000	$2,356,000	$2,505,000	$2,669,000	$2,841,000
City Clerk Services - Fund 13500	$1,794,000	$2,019,000	$2,147,000	$2,205,000	$2,258,000	$2,320,000
Community Development - Funds 14001 to 14018	$75,885,000	$104,026,000	$51,645,810	$48,426,537	$48,426,537	$48,426,537
Department Improvement Initiative - Funds 15500 to 15503	$64,260,000	$69,551,000	$53,617,000	$48,568,210	$43,519,908	$38,472,089
Emergency Services - Fund 80000-80003	$17,953,000	$100,000	$100,000	$100,000	$100,000	$100,000
Fire-Rescue Services - Funds 11000 and 11100	$50,543,000	$54,236,000	$51,344,000	$50,022,000	$47,785,000	$44,194,000
General Special Revenues - Fund 10090	$3,528,000	$3,403,000	$1,031,000	$1,031,000	$1,031,000	$1,031,000
Historic Preservation Trust Fund - Fund 10430	$527,000	$863,000	$813,000	$766,000	$722,000	$681,000
Homeless Programs - Fund 14800	$2,407,000	$3,407,000	$3,407,000	$3,407,000	$3,407,000	$3,407,000
Human Services - Fund 14801	$405,000	$210,000	$145,000	$145,000	$145,000	$145,000
Law Enforcement Trust Fund - Fund 12500	$1,676,000	$1,881,000	$1,316,000	$1,226,000	$1,136,000	$1,046,000
Miami Ballpark Parking Facilities - Fund 15400	$13,902,000	$12,820,000	$7,128,000	$9,921,000	$12,811,000	$15,799,000
Parks and Recreation Services - Fund 11550	$801,000	$1,231,000	$1,151,000	$1,071,000	$991,000	$911,000
Planning Services - Funds 10400, 10401, 10402, and 10450	$21,502,000	$28,488,000	$23,769,000	$21,745,000	$19,923,000	$18,281,000
Police Services - Funds 12000, 12200, 12210, and 12220	$13,443,000	$14,403,000	$8,625,000	$8,040,000	$8,049,000	$8,059,000
Public Art Fund - Fund 10420	$2,408,000	$1,766,000	$1,736,000	$1,706,000	$1,677,000	$1,648,000
Public Benefits Trust Fund - NDR2 - Fund 10440	$0	$1,290,000	$2,590,000	$2,913,000	$3,316,000	$3,820,000
Public Works Services - Fund 13000	$8,111,000	$10,059,000	$9,759,000	$9,459,000	$9,159,000	$8,859,000
Solid Waste Recycling Trust - Fund 13100	$116,000	$120,000	$146,000	$161,000	$176,000	$176,000
Sport Facilities and Activities - Fund 10110	$18,000	$0	$0	$0	$0	$0
Transportation and Transit - Fund 15600	$23,710,000	$23,170,000	$26,265,000	$27,687,000	$28,001,000	$28,246,000
Tree Trust Fund - Fund 10410	$1,283,000	$4,383,000	$2,742,800	$2,588,560	$2,557,712	$2,557,712
Total Special Revenue Funds	**$386,351,000**	**$387,640,000**	**$251,833,610**	**$243,693,307**	**$237,860,157**	**$231,020,338**

The following pages are the descriptions for each Special Revenue Fund, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each fund.

Special Revenue Funds Forecast

American Rescue Plan Act. - Fund 97100

The American Rescue Plan Act fund's purpose is to receive the emergency funding from U.S. Treasury Department allocated to local government to continue to support the public health response and lay the foundation for a strong and equitable economic recovery, to address the revenue losses experienced as a result of the crisis, and to invest in infrastructure, including water, sewer, and broadband services.

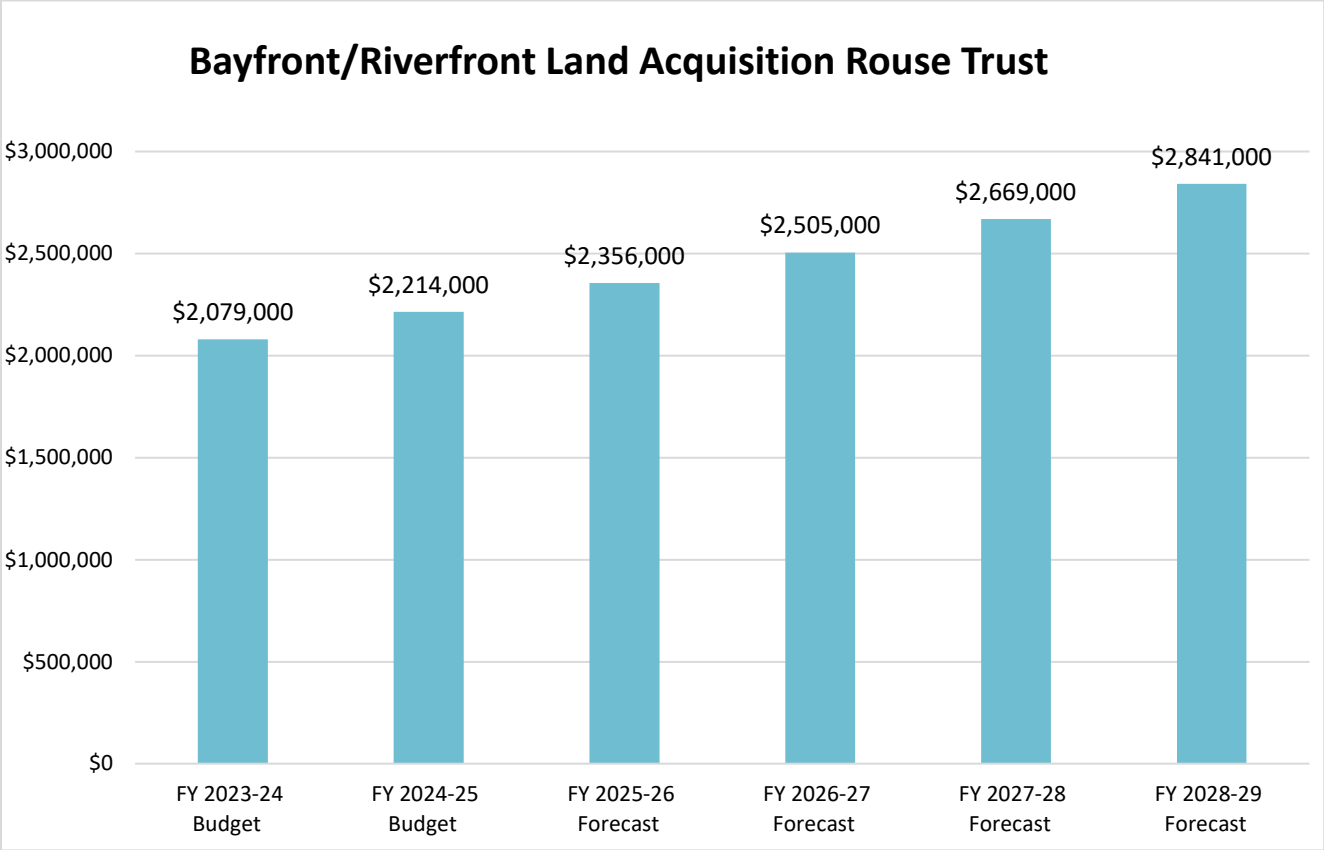


The FY 2023-24 reflects the balance of the funds allocated to the City of Miami by U.S. Treasury Department. Funds are expected to be fully obligated by the end of 2024 and expended in FY 2024-25.

Special Revenue Funds Forecast

Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100

The Bayfront/Riverfront Land Acquisition Rouse Trust Fund is used for the acquisition of real property, adjacent to the Miami River and Biscayne Bay, in order to provide public access and public enjoyment of those waterbodies.

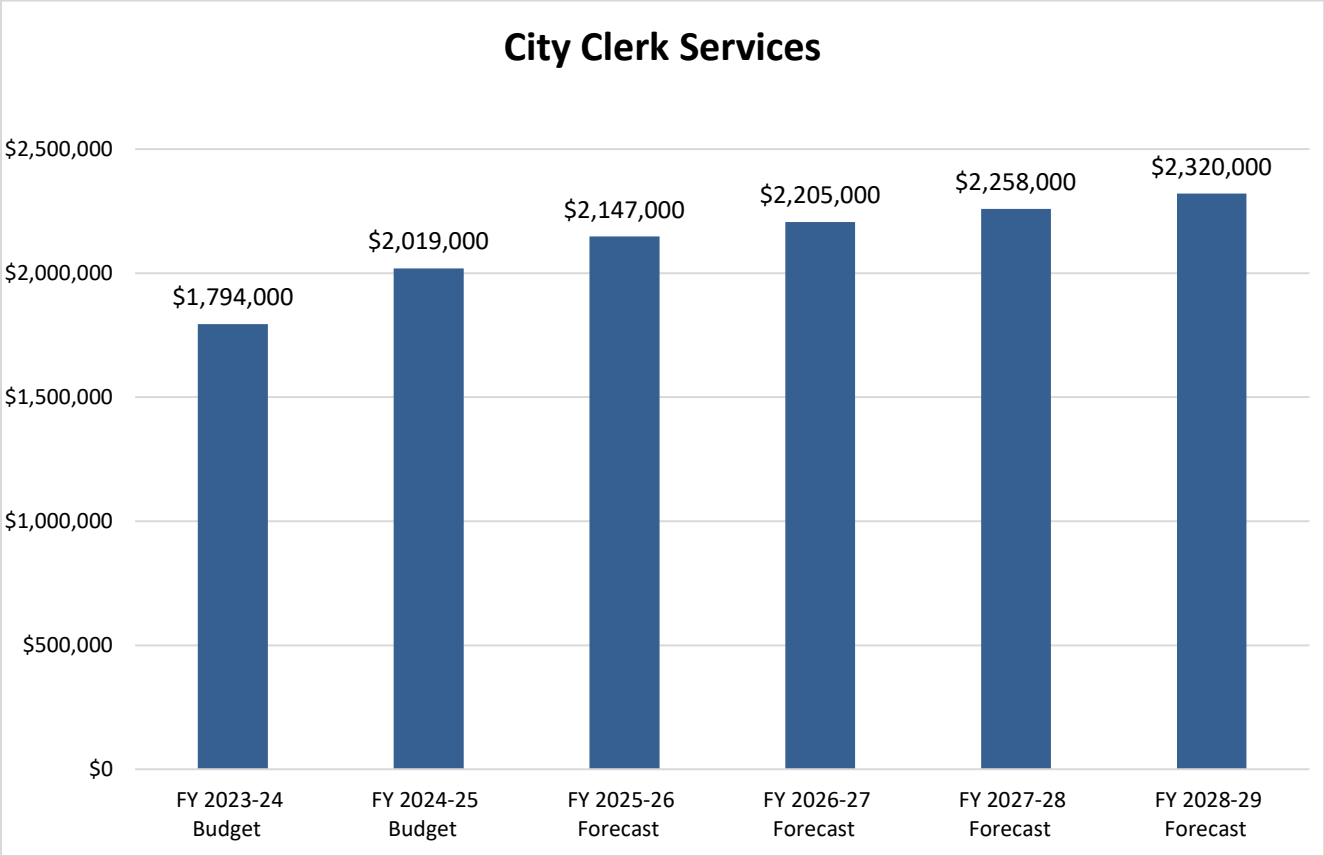


The five-year forecast assumes a stable pattern of revenue increases that are derived from a portion of rents received by the City pursuant to the retail parcel lease from Bayside Center.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund consist of revenues from Lobbyist Registration Fees and Passport Acceptance Fees that are used to operate the Passport Acceptance Facility and fund various City Clerk-related programs. The Fund also includes contributions from the Southeast Overtown Park West and Omni Community Redevelopment Agencies to fund services provided by the Clerk to both agencies.

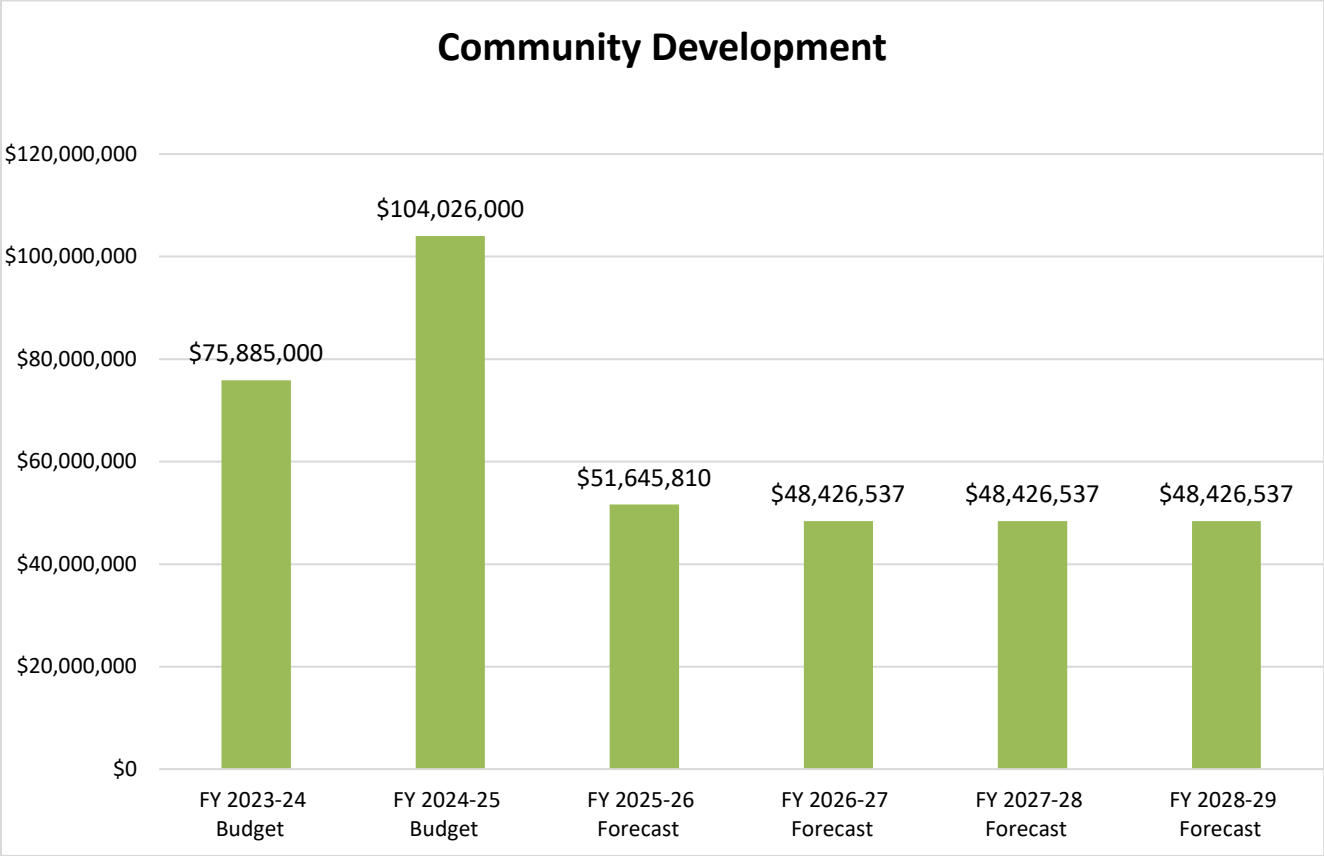


The five-year forecast assumes the annual Community Redevelopment Agency (CRA) contributions for the funding of one Legislative Service Representative I (LSR I) position remains consistent during the period. The forecast assumes small increases in revenues for both the Lobbyist Registration Fees and the U.S. Passport Acceptance Program through the five-year period. The Fund Balance for the Lobbyist Registration Fees will increase as revenue collections are projected to exceed expenditures during the five-year period. The Fund Balance for the U.S. Passport Acceptance Program is projected to decrease as expenditures are projected to exceed revenues during the same period.

Special Revenue Funds Forecast

Community Development - Funds 14001 to 14018

The Community Development Fund accounts for the proceeds from local, state, and federal agencies, which aid in the development of a viable urban community in the City of Miami.

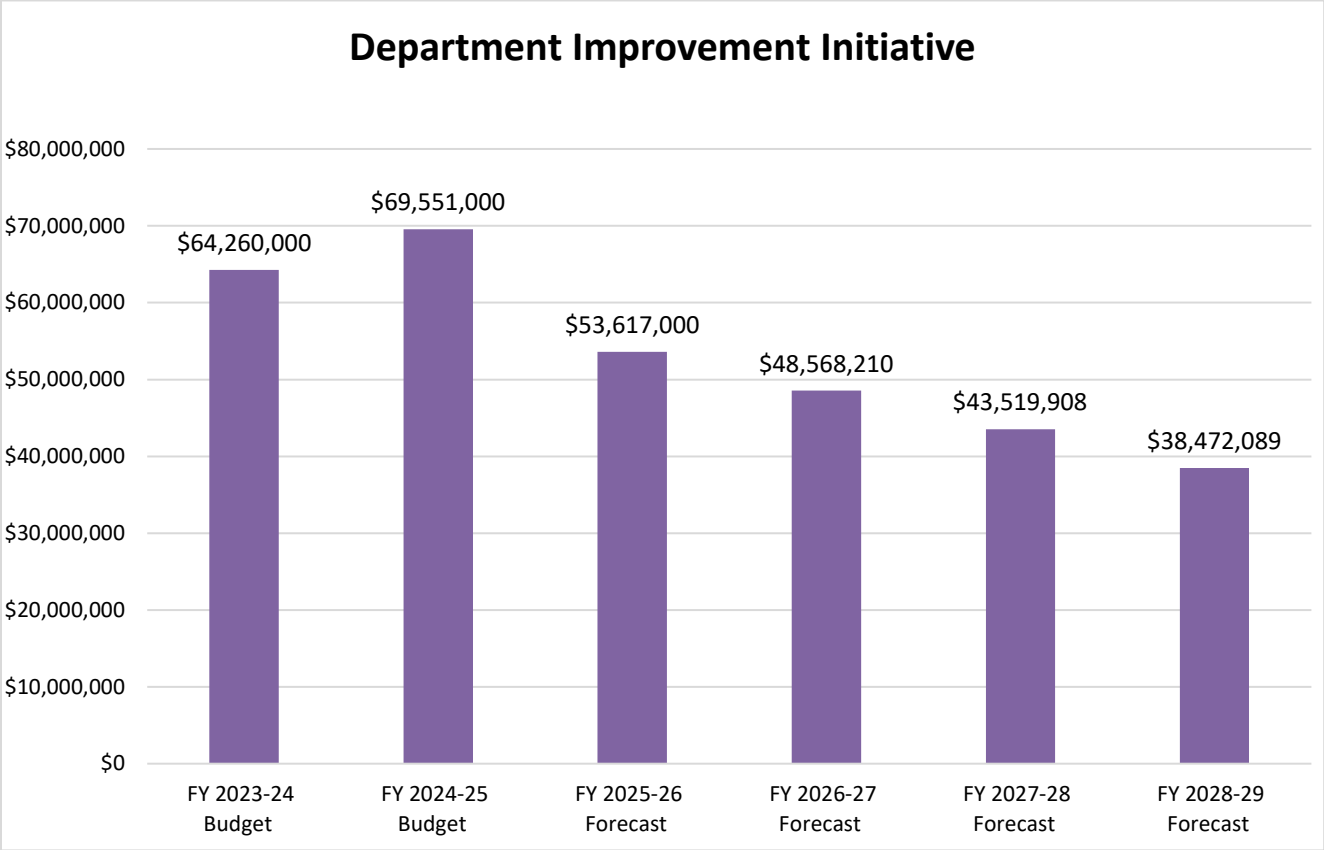


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15503

The Department Improvement Initiative Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

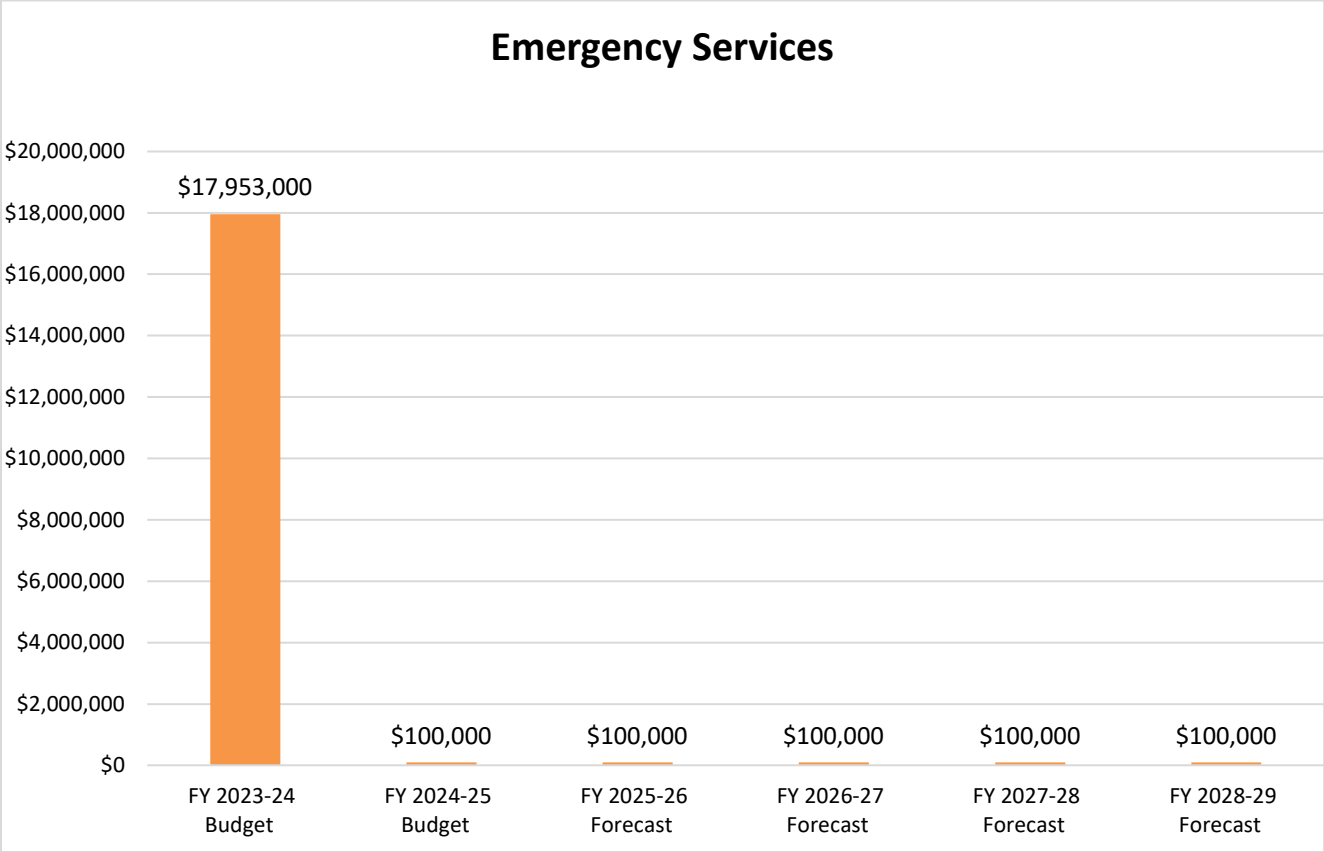


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti-Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are to be projected for the Department of Real Estate and Asset Management, as well as for the Offices of the Elected Officials. Furthermore, a steady pattern of revenues related to the Unsafe Structure program is being forecasted.

Special Revenue Funds Forecast

Emergency Services - Fund 80000-80003

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

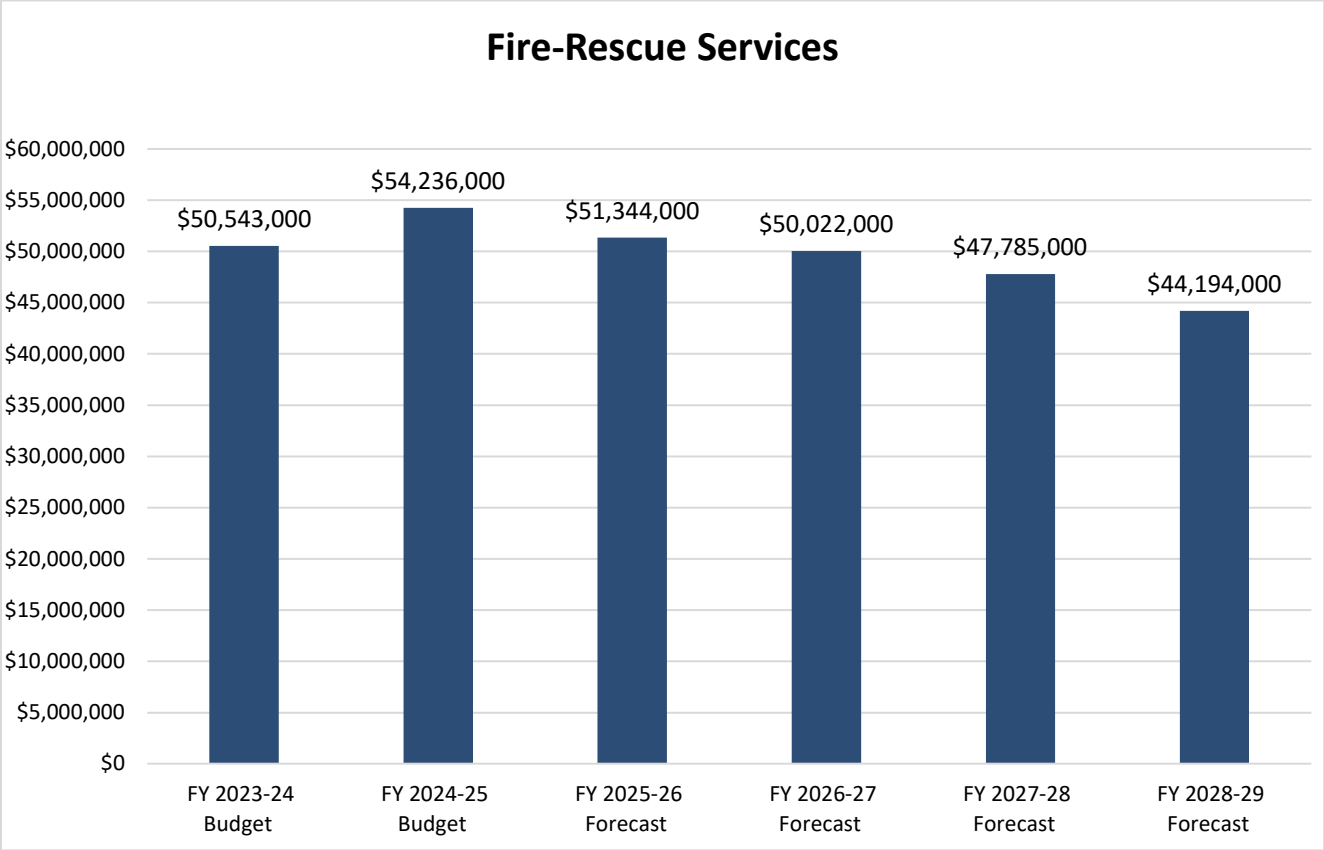


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Special Revenue Funds Forecast

Fire-Rescue Services - Funds 11000 and 11100

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

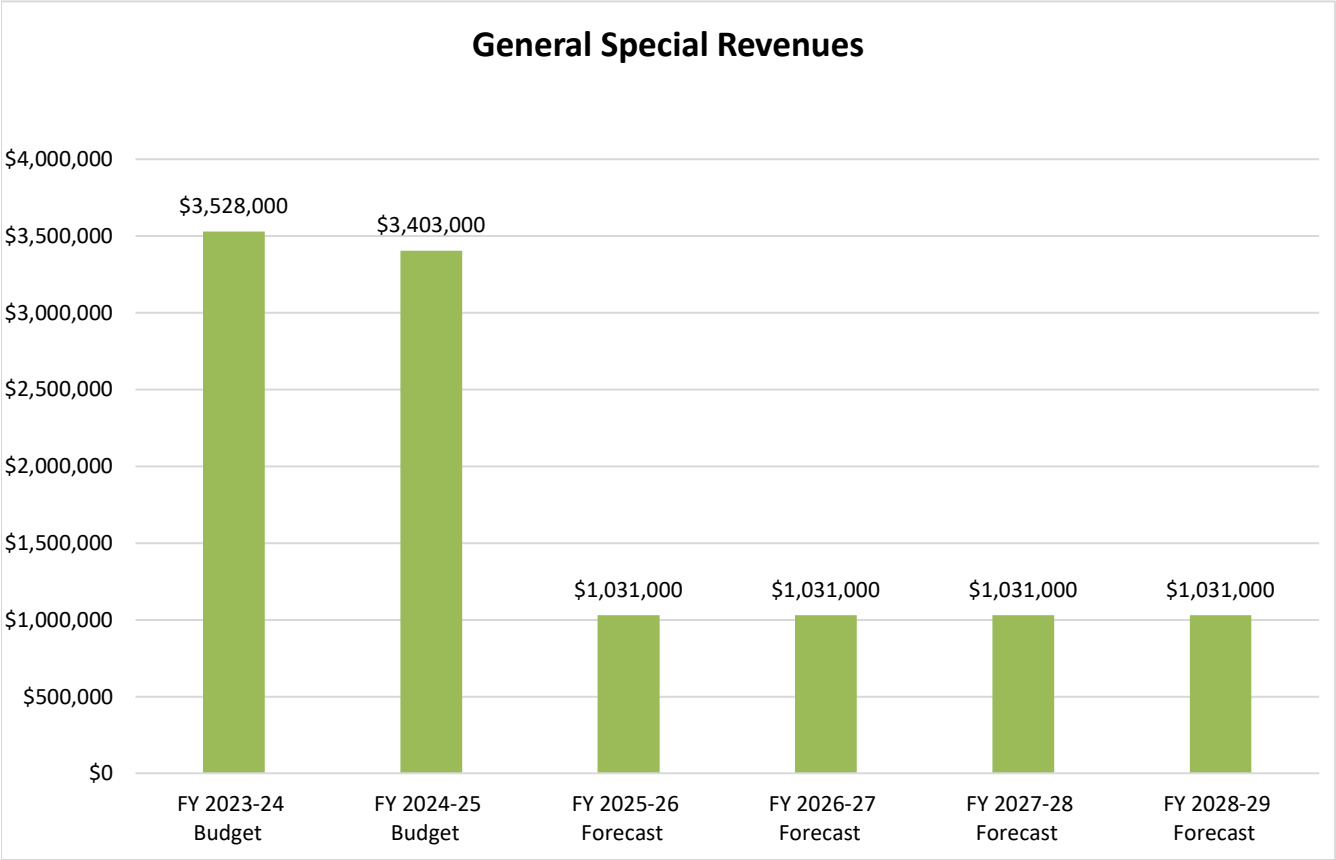


The forecast assumes that the Fire Rescue Services fund will continue to receive donations and grants at a consistent level for the five-year period. Grants based on donations are projected to be received and spent at a steady pace throughout the period. While Federal, State and County grants such as the Emergency Medical Services (EMS) County grant, the Assistance to Firefighters (AFG) grant, the Federal Emergency Management Agency – Urban Search and Rescue (FEMA/UASR) grant, and the State Homeland Security Grant Program are projected to be spent down within two to three years after being awarded. While larger grants such as the Securing the Cities (STS) and the Urban Area Security Initiative (UASI) grants are projected to be spent down at a slower pace over a three to four year period due to regulatory changes and supply chain delays.

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.

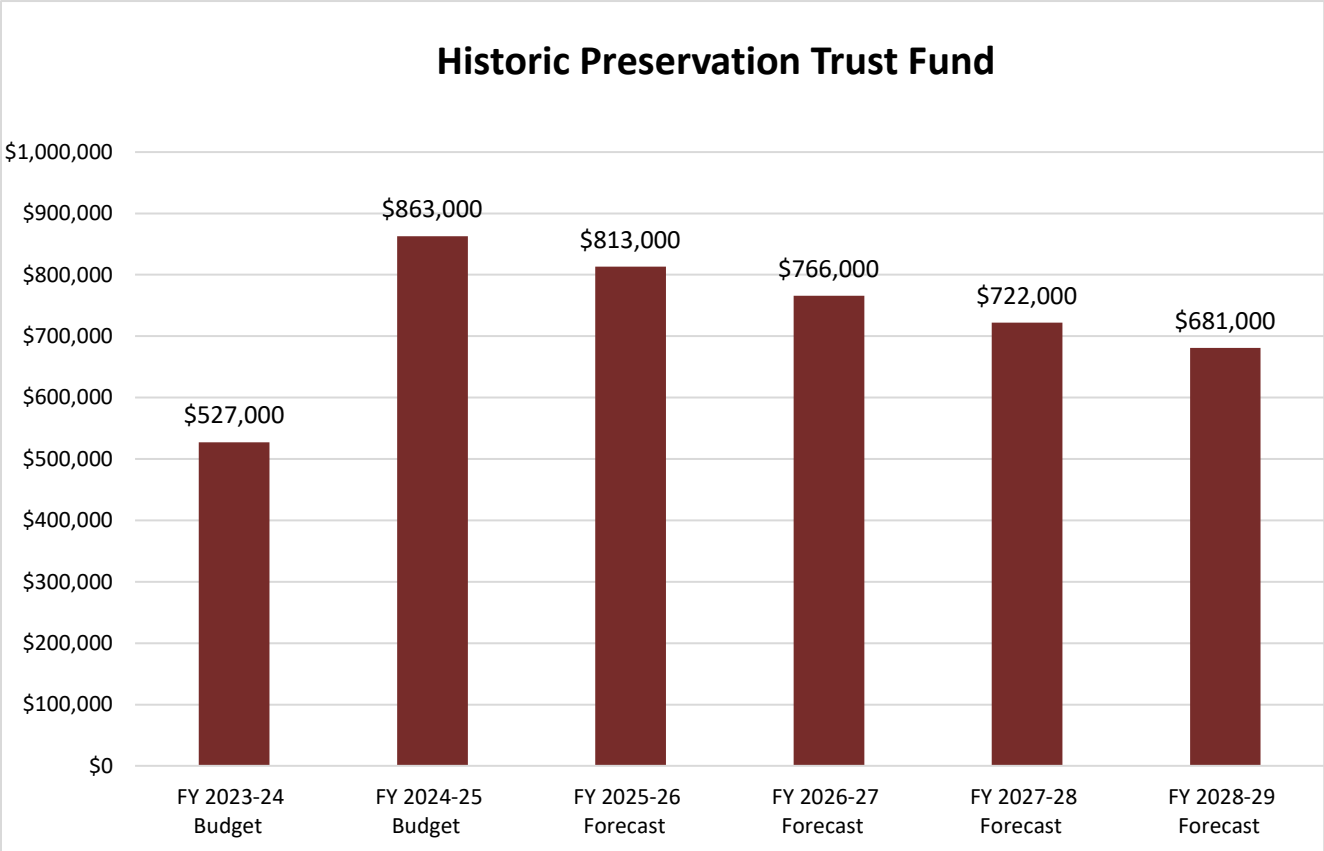


The five-year forecast assumes the existing fund balance of non-recurring programs will be used in FY 2024-25. The remainder of the forecast shows a slight increase in succeeding years to reflect expected revenues from advertising on City trolley vehicles and Trip Generation and Traffic Studies, a new modified program added in FY 2023-24 and administered by Resiliance and Public Works, Transportation.

Special Revenue Funds Forecast

Historic Preservation Trust Fund - Fund 10430

The Historic Preservation Trust Fund was established per Chapter 62, Article XVIII of the City of Miami Code to fund improvements to qualifying homes in T3 transect and historically designated resources. This includes allocating funds towards improving eligible homes and the funding of administrative and staffing costs. New program revenue into the trust fund includes monies collected pursuant to chapter 62, article XVI, Art in public places, and chapter 23, Historic preservation.

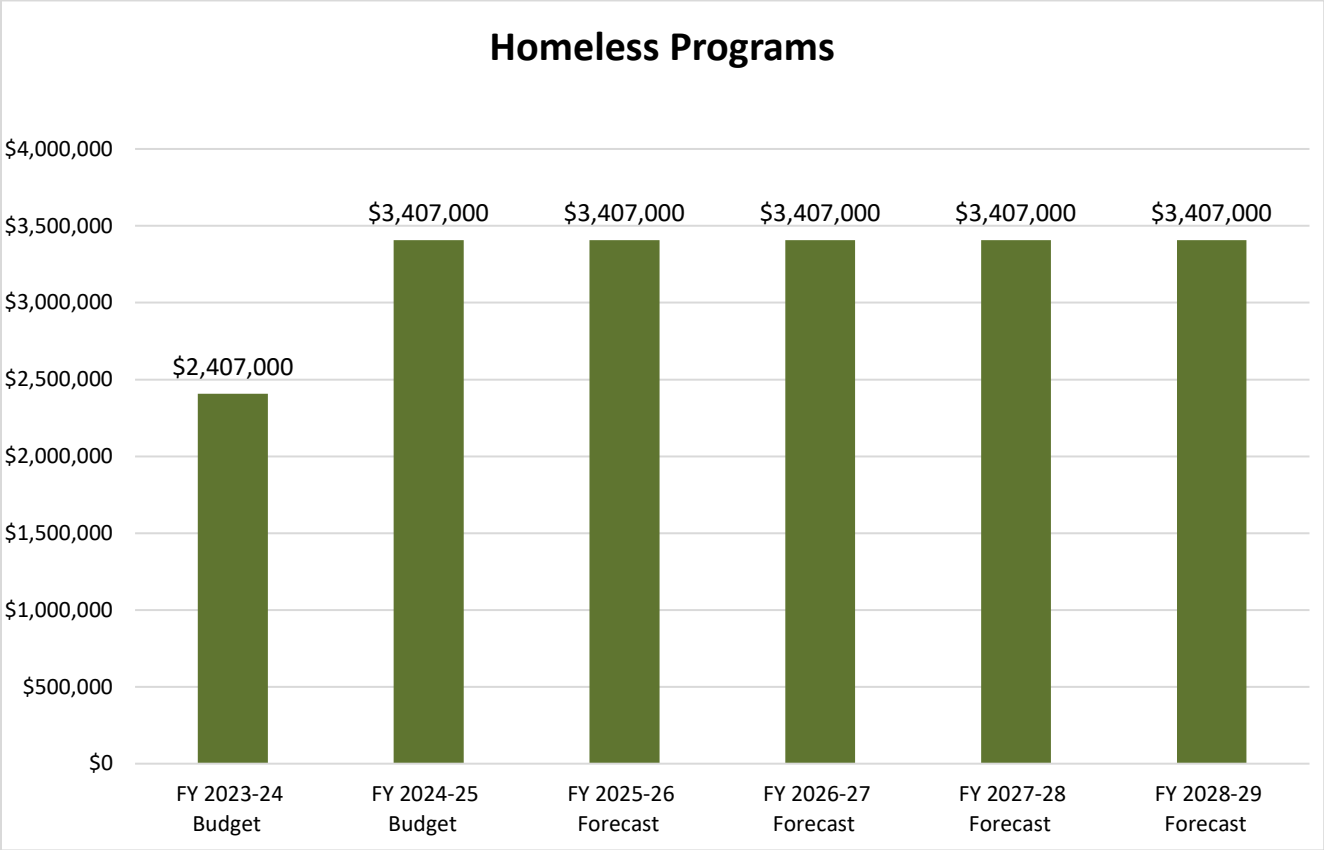


The Fiscal 2024-25 fund balance reflects an increase of $336,000 compared to Fiscal Year 2023-24. This is due to two main factors: trust fund payments and a ten percent distribution received pursuant to Chapter 62, Article XVI (Art in Public Places). The five-year outlook anticipates a decrease of approximately 6.5 percent. This decrease is expected because funds will be allocated towards administrative costs, including staff hiring.

Special Revenue Funds Forecast

Homeless Programs - Fund 14800

The Homeless Programs Special Revenue Fund is used for activities of the City of Miami Homeless Programs, a division of the Department of Human Services.

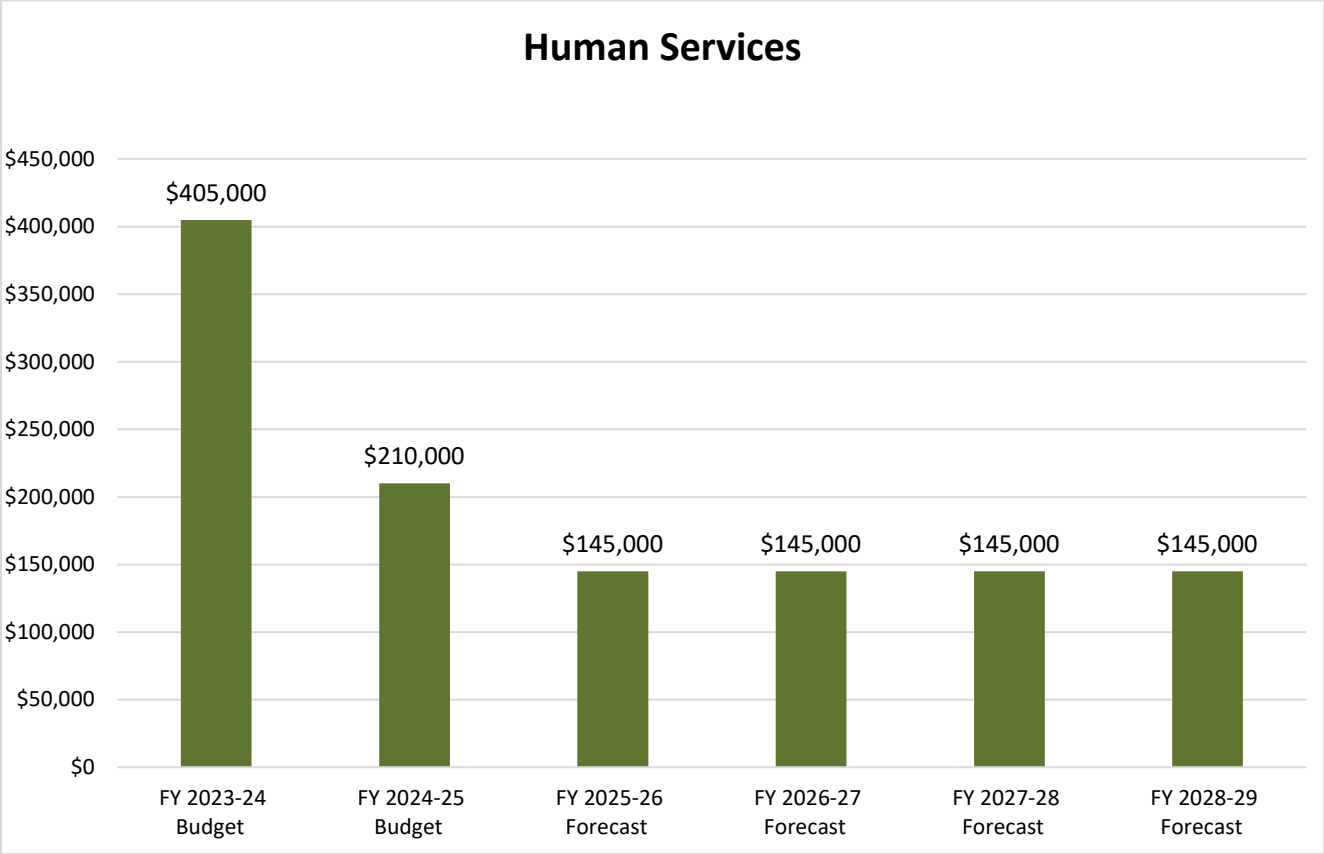


The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

Special Revenue Funds Forecast

Human Services - Fund 14801

The Human Services Special Revenue Fund is a fund that will be used to account for the Child Daycare program activities and the Live Healthy Little Havana program activities in the Department of Human Services.

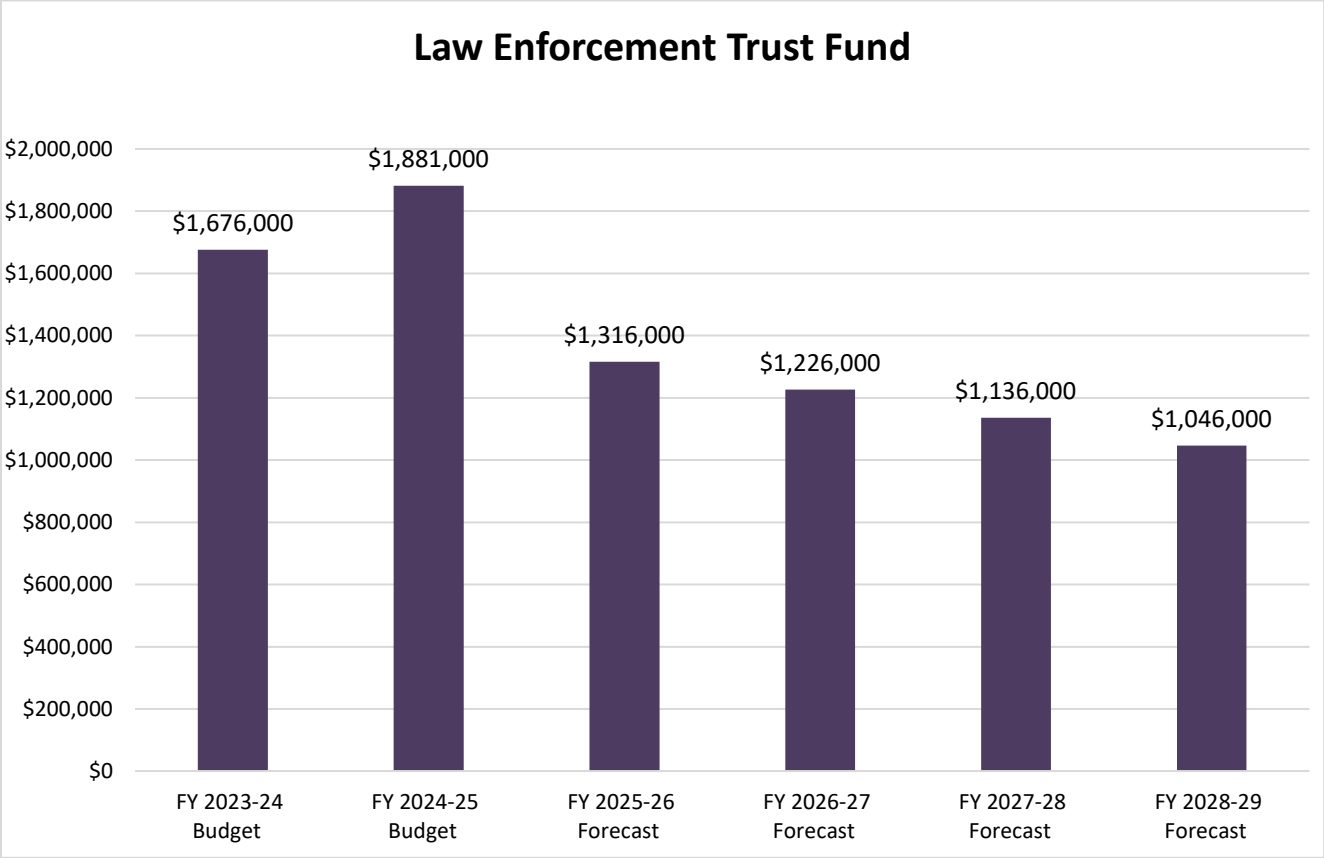


The five-year forecast assumes a depletion of prior year grant funding in FY 2023-24 with steady funding from several grant sources over the five-year period.

Special Revenue Funds Forecast

Law Enforcement Trust Fund - Fund 12500

The Law Enforcement Trust Fund's purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures, as stipulated by state and federal statutes.

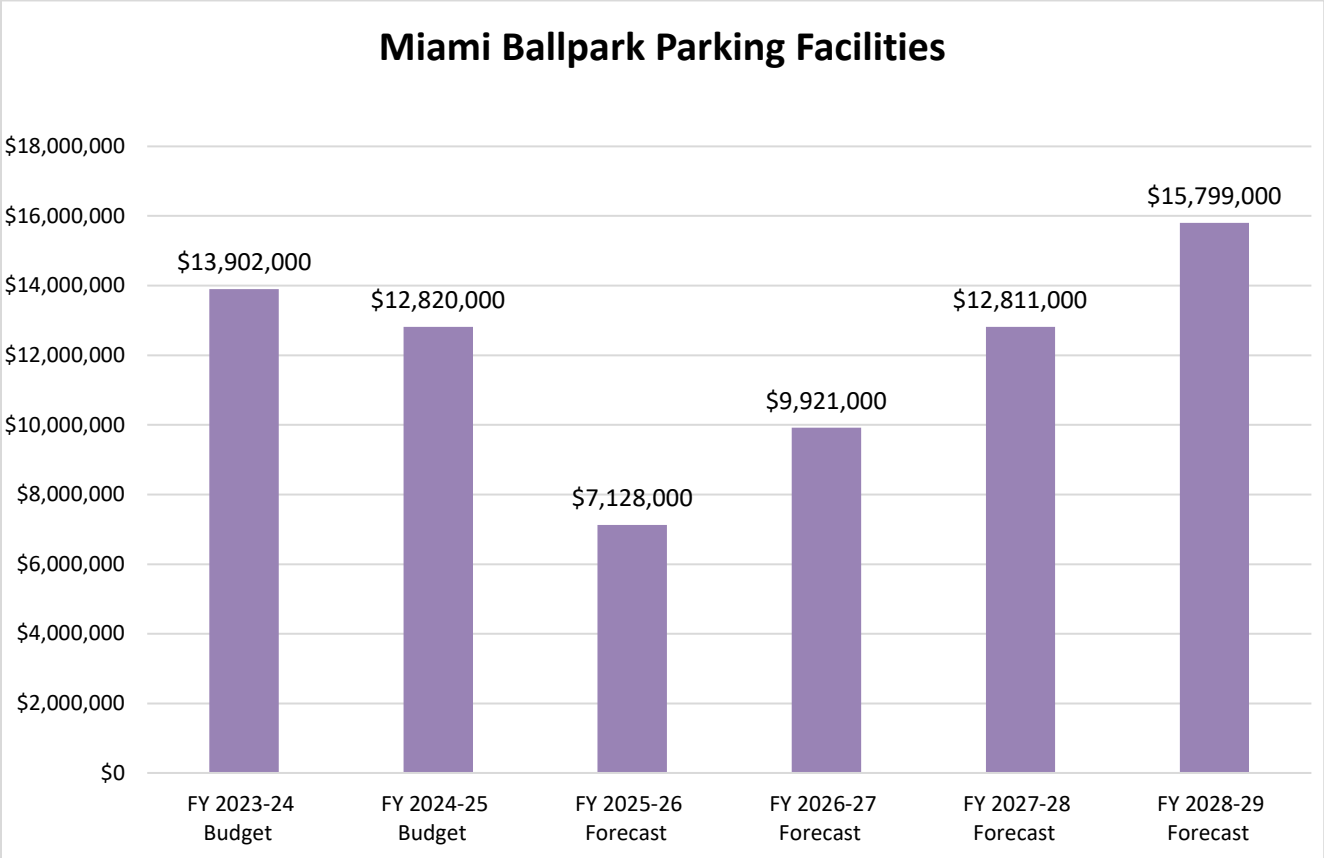


The FY 2024-25 budget reflects the rollover of prior year fund balance. The five-year forecast assumes a sizable reduction of fund balance during that period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

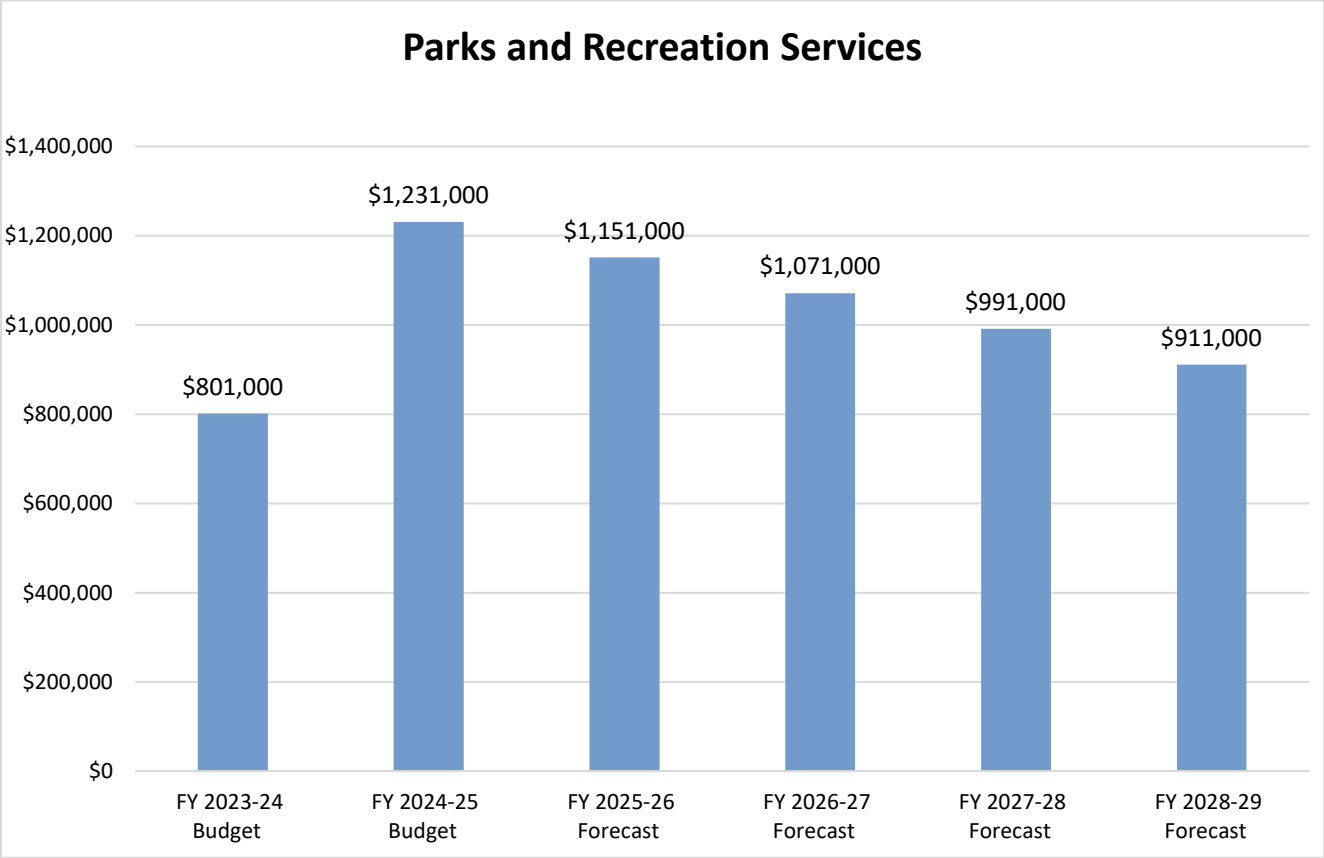


The five-year forecast assumes a large increase in expenditures at the beginning of the period due to structural restoration of the parking garages. Those expenditures will decrease during the remainder of the period and will be accompanied by a steady increase in revenue.

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 steady increase in revenues due to grant funding and program revenues. However, it is expected that there will be a gradual decrease of prior year fund balances over the forecast period.

Special Revenue Funds Forecast

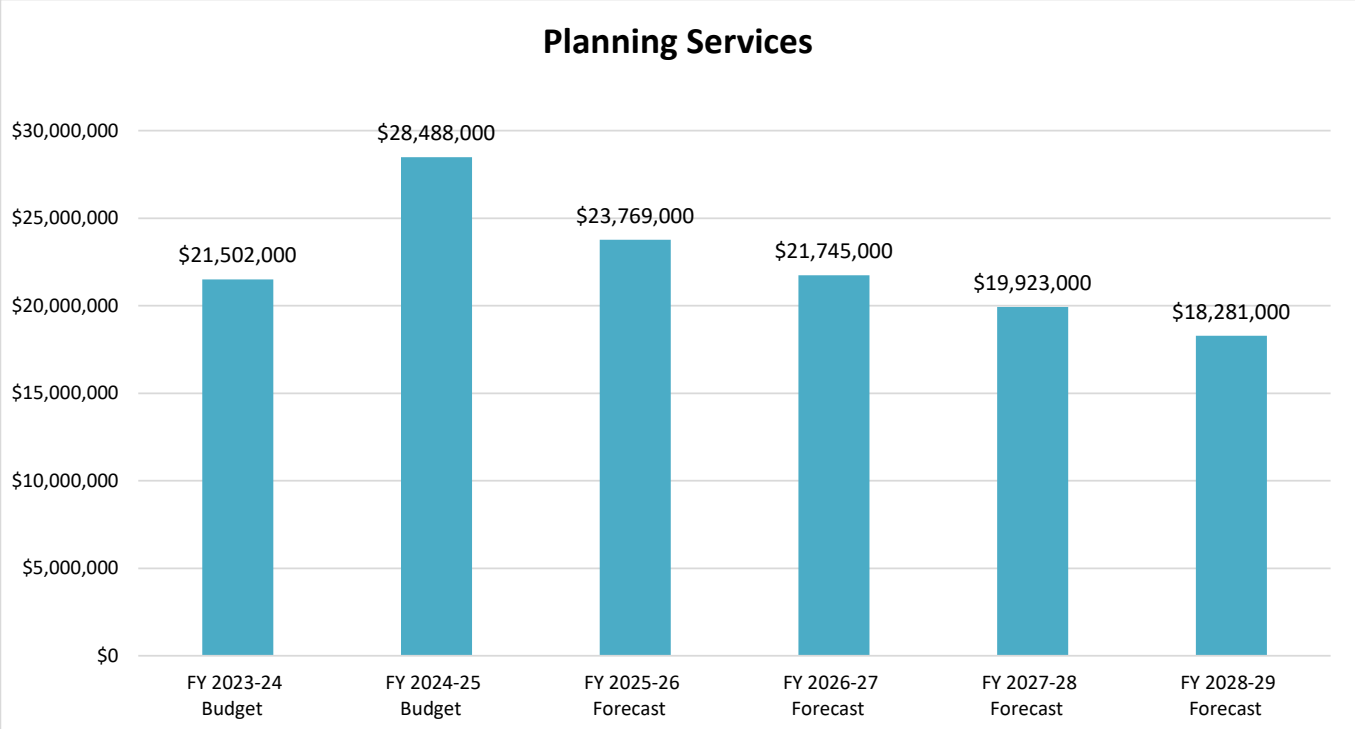
Planning Services - Funds 10400, 10401, 10402, and 10450

Planning Service Fund (10400) includes several projects such as Blue Ribbon Task Force, Florida East Coast Corridor Improvement Trust, The Miami Commission on the Status of Women, Impact Fees Administration, Traffic Study Review Fee for M.U.S.P. projects and Public Benefits. The Public Benefits Trust Fund was established in order to collect cash contributions made according to the Miami 21 Code, zoning ordinance of the city, to supplement affordable and workforce housing, public parks and open space, and green building certification shortfalls.

The Downtown Development of Regional Impact (DRI) Fund (10401) and Southeast Overtown Park West (SEOPW) Development of Regional Impact (DRI) Funds (10402), governed by City of Miami Code Chapter 13 and 14, were established as a planning tool by which the regional transportation and environmental impacts of large-scale development in the Downtown and SEOPW areas are mitigated and managed. As private developers applied for permitting of their construction projects in the DRI areas, the City assessed fees to fund infrastructure and capital improvement projects related to master planning, regional transportation, and air quality. Based on the amount and type of development the developer sought to develop, the City provided the developer with an invoice of the fees to be assessed at the time of application for zoning and building permit. Three different types of fees are assessed in Downtown: master plan/recovery, transportation, and administration. Four different types of fees are assessed in Southeast Overtown Park West: master plan/recovery, transportation, air quality, and administration.

The Economic Development Fund (10450) is a separate special account established for the Downtown Miami special vending district. Pursuant to City of Miami Ordinance 11212 Sec. 39-33. franchise fees are collected, and then used for reimbursement of expenditures by the Vending Program.

The Traffic Study Review was established to evaluate independent traffic studies for projects seeking approval in the City of Miami. Originally, the fee for these studies was delineated in Chapter 62 of the City Code under the purview of the Planning Department to ensure compliance with the city's zoning laws. However, pursuant to Ordinance 14139, the fee for traffic studies has been transferred to the Resilience and Public Works Department as of Fiscal Year 2022-23 and governed under Chapter 2.



Special Revenue Funds Forecast

The Planning Services fund balances will remain relatively unchanged (except in the case of the Public Benefits Trust Fund) as these funds do not receive new program revenue. The Public Benefits Trust Fund is expected to have a progressive increase in fund balance over the next fiscal year due to cash contributions made according to the Miami 21 Code. The fund balance of the Traffic Study Review funds under award 2578 is projected to have a progressive reduction as expenditures are directed toward older projects until the funds are depleted.

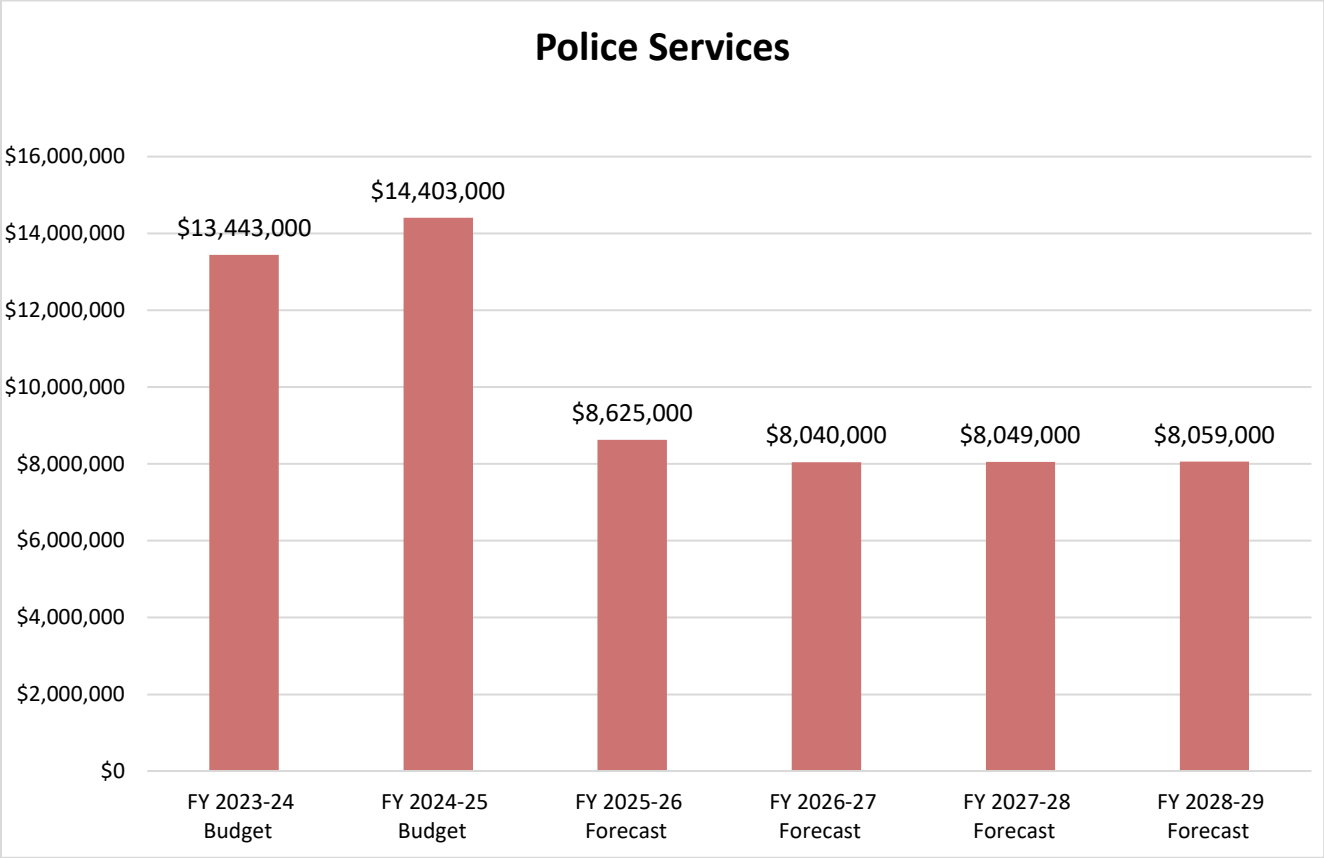
The DRI (Development of Regional Impact) fund is anticipated to experience a gradual decrease in its fund balance over the upcoming fiscal years, attributable to the allocation of revenues towards financing master plans, transportation, and air quality projects within the designated DRI zones. Notably, the budget for Fiscal Year 2023-24 exceeded the norm due to the increased volume of projects subject to DRI fees, reflecting an increase in new developments following a period of slight deceleration in the preceding year. Furthermore, the adjustment of fee coefficients, which accounts for inflation, was higher in the Southeast Overtown/Park West (SEOPW) area during FY 2023-24 compared to prior years. Additionally, DRI funds are utilized to pay for employees responsible for reviewing permits for new developments within DRI zones and projects supported by DRI funds. These personnel are also tasked with drafting annual reports detailing the development and financial status within the DRI areas. Notably, air quality fees are not collected during Increment III of the Downtown DRI, as stipulated in the revised development order governing Downtown DRI's development.

The Economic Development Fund (10450) is expected to decrease by approximately 1.5 percent each year due to Vendor Program reimbursement to comply with the Vending Program's terms and conditions.

Special Revenue Funds Forecast

Police Services - Funds 12000, 12200, 12210, and 12220

The Police Services Special Revenue Fund is used for public safety activities. Additionally, this fund accounts for grants from local, state, and federal agencies.

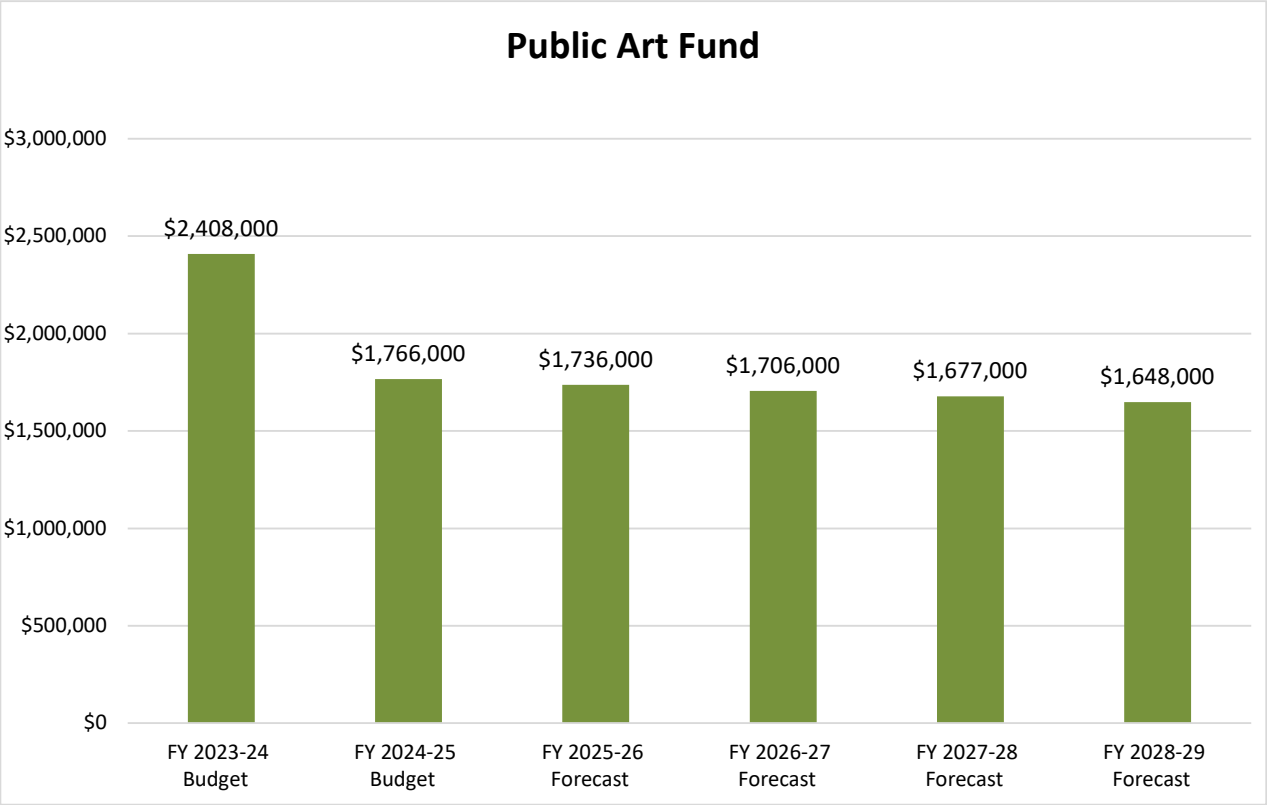


The FY 2023-24 and FY 2024-25 budgets reflect the last years of a series of non-recurring grants with a stable pattern of revenues over the remaining periods. COPS FY21 grant program will end in FY 2024-25 and COPS FY20 grant program remains active until FY 2025-26.

Special Revenue Funds Forecast

Public Art Fund - Fund 10420

The Public Art Fund is used for expenses associated with the selection, commissioning, acquisition, transportation, maintenance, repair, restoration, rehabilitation, appraisal, removal, insurance of art, development of education programming, community outreach, or advocacy with an emphasis in the visual and performing arts, grants, and administrative costs for the public art program. The Public Art Funds are distributed throughout various projects and programs. Ten (10) percent of the fees collected annually are allocated towards the historic preservation trust fund under article XVIII. Five (5) percent of the fees collected annually may be allocated towards cultural, education, community outreach, or advocacy purposes and including social practice art, all designed to promote the visual and performing arts such as but not limited to youth-based programming involving the city's arts and entertainment council, public academic institutions, or non-profit organizations. Fifteen (15) percent of the fees collected annually may be allocated towards operating and administrative costs associated with the public art program. Seventy percent (70) of the fees collected annually are allocated towards the commissioning, selection, acquisition, display, maintenance, repair, restoration, rehabilitation, insurance of city-owned art, transportation, installation, removal, appraisal, collection, and exhibition of high-quality art in accordance with the public art master plan and the public art program guidelines. New program revenues into the trust fund, include, but not limited to monies collected pursuant to Ordinance No. 13656, specifically Article 11.7 of the Miami 21 code.

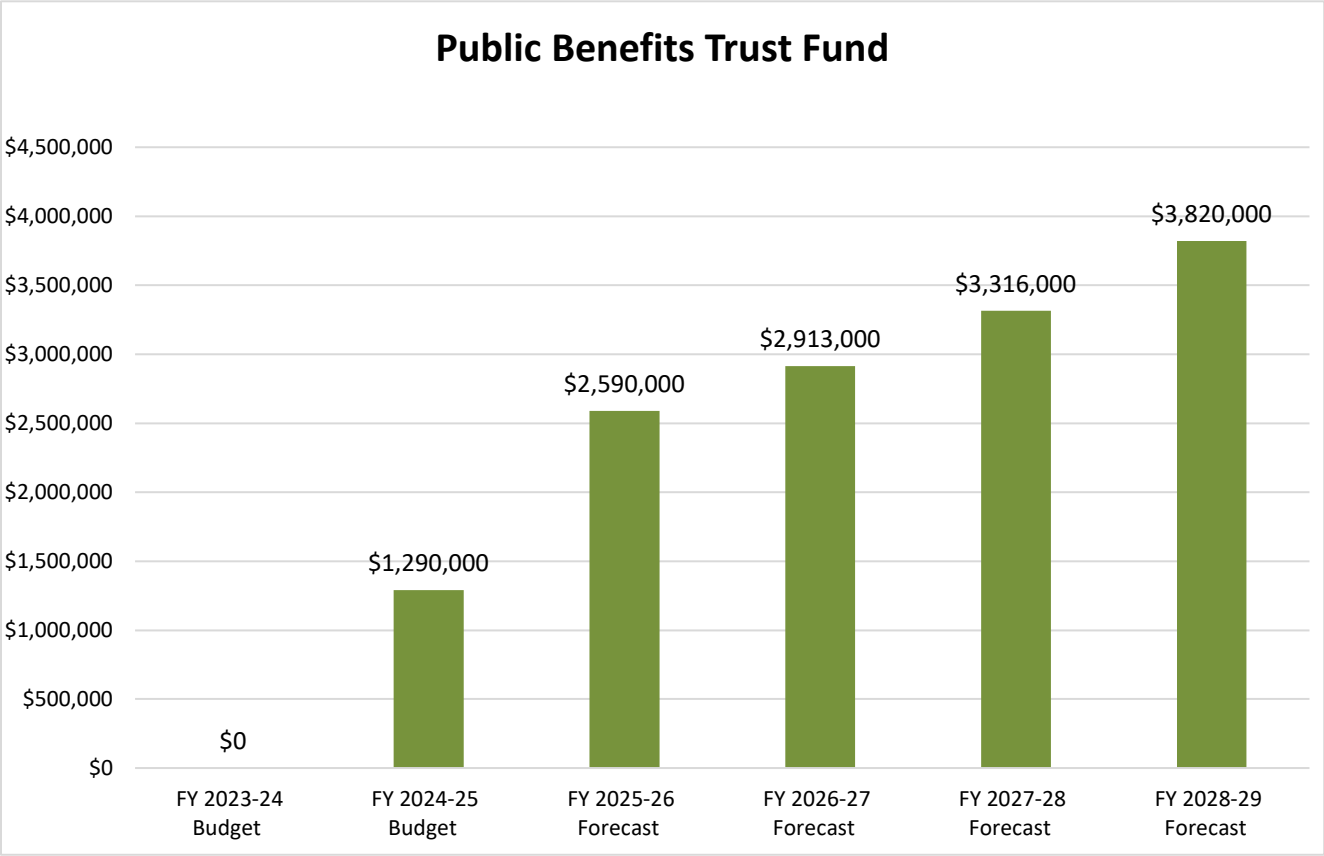


The outlook projects a decrease in fund balance in FY 2024-25 of approximately $642,000 due to lower-than-expected revenue collection in FY 2023-24. There is a fund balance of approximately $1.5 million, with an estimated new program revenue of $250,000 in FY 2024-25. Throughout the five-year forecast, revenues are projected to decrease minimally, with a gradual two percent reduction in fund balance as funds are spent on public art restoration, cultural education, city-owned art, and administrative costs.

Special Revenue Funds Forecast

Public Benefits Trust Fund - NDR2 - Fund 10440

Pursuant to Ordinance No. 13984 of City of Miam Code, the "NRD-2 Public Benefits Trust Fund" ("NRD-2 trust fund") was established in order to collect cash contributions made according to the Wynwood Norte Neighborhood Revitalization District ("NRD-2") as established in Ordinance No. 13114, the Zoning Ordinance of the City of Miami, Florida, as amended ("Miami 21 Code"), to support community reinvestment, including infrastructure to support local businesses providing neighborhood-oriented goods and services; to address climate change adaptation and resiliency; and to maintain and supplement affordable/workforce housing, public parks and open space, and civic space or civil support space within the NRD-2 boundaries. There is also been established an NRD-2 trust fund committee to meet for the primary purpose of recommending allocations of funds received. A minimum of 35 percent of funds in the NRD-2 trust fund is to be allocated towards existing and new housing on an annual basis.

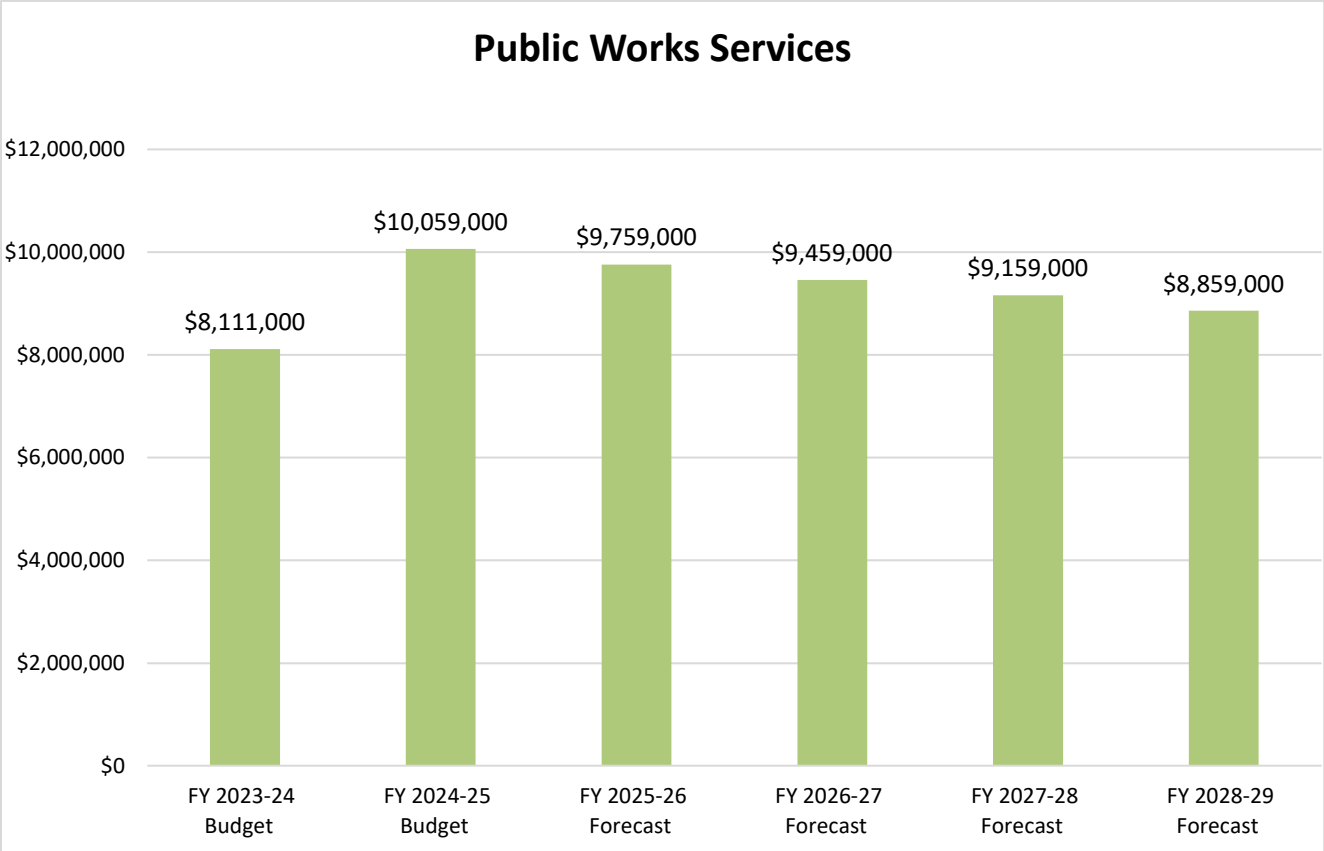


The Public Benefits Trust Fund – NRD2 is expected to increase approximately 25 percent each year due to public benefits contributions and fund allocation towards existing and new housing.

Special Revenue Funds Forecast

Public Works Services - Fund 13000

The Public Works Services Special Revenue Fund is used for special programs managed by the Department of Public Works. The fund primarily consists of Lane Closure revenue collections and grants from local, state, and federal agencies. In particular, this fund contains revenue collection related to the permiting and regulation of wall murals, per an agreement between the City and the Florida Department of Transportation (FDOT).

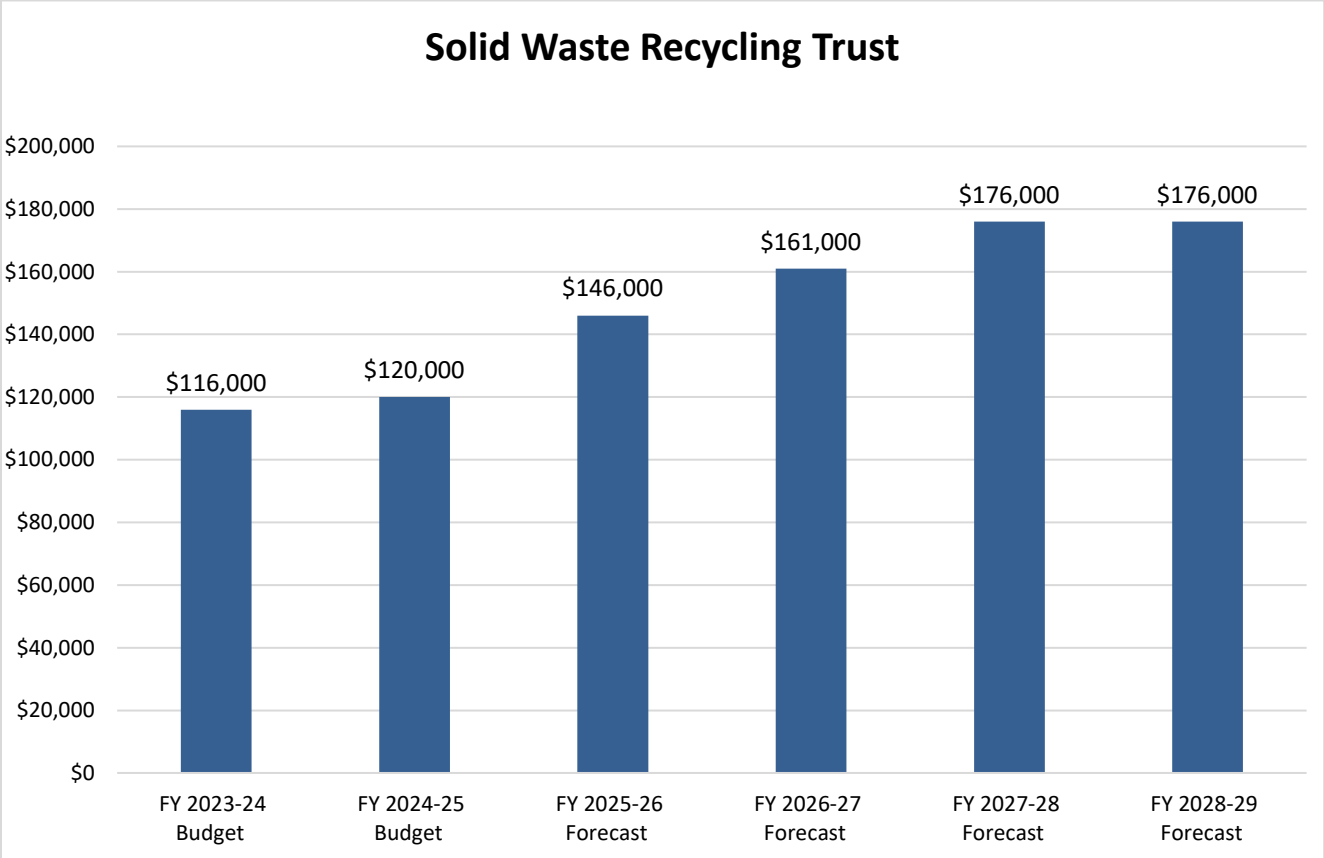


The FY 2024-25 shows a recovery of the revenue collection from the Lane Closure award to the pre pandemic level of activity. The five-year forecast assumes a steady decrease in available funding primarily due to the addition of new contracts for maintenance and increases in the prices for services.

Special Revenue Funds Forecast

Solid Waste Recycling Trust - Fund 13100

The Solid Waste Recycling Trust Special Revenue Fund is used, as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.

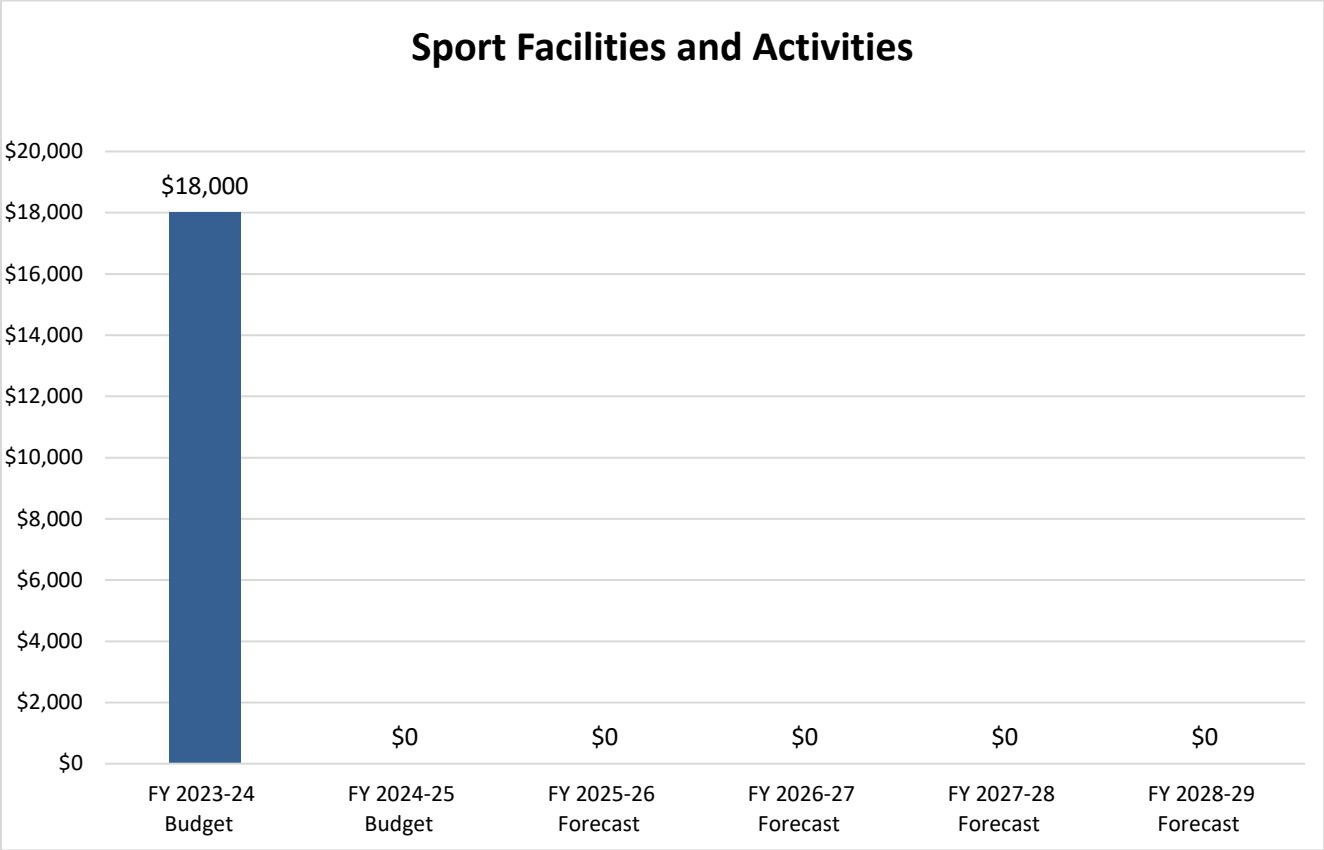


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2022-23 represents the interest earned on the one million dollar principal.

Special Revenue Funds Forecast

Sport Facilities and Activities - Fund 10110

The Sport Facilities and Activities Special Revenue Fund is used to account for all assets and liabilities transferred from the abolished Miami Sport and Exhibition Authority (MESA), as specified by Ordinance No. 13801.

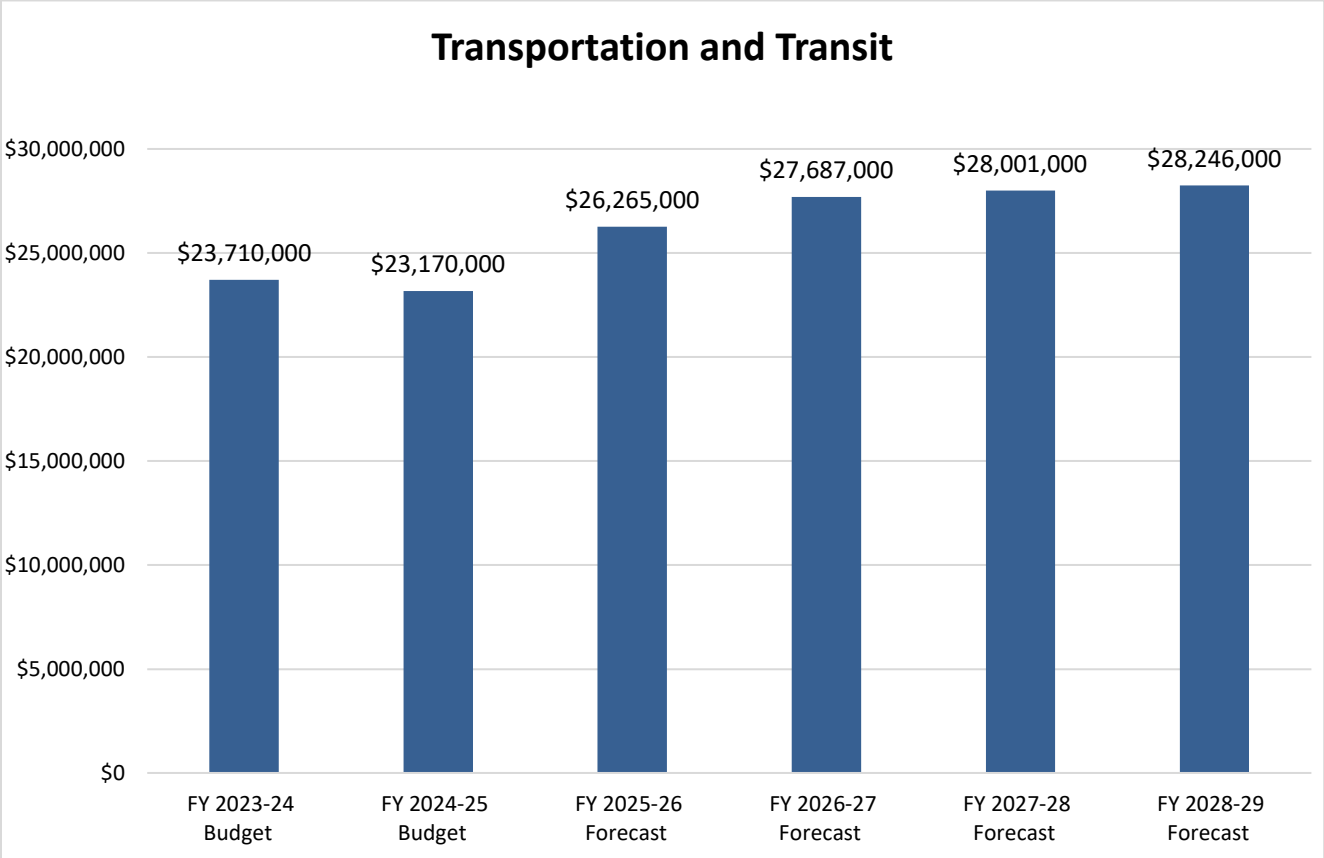


The FY 2023-24 included a remainder of the previous year fund balance that was fully spent in FY 2023-24. This fund is no longer in use.

Special Revenue Funds Forecast

Transportation and Transit - Fund 15600

The Transportation and Transit Fund is used for the operation of City of Miami's transit and transportation projects.

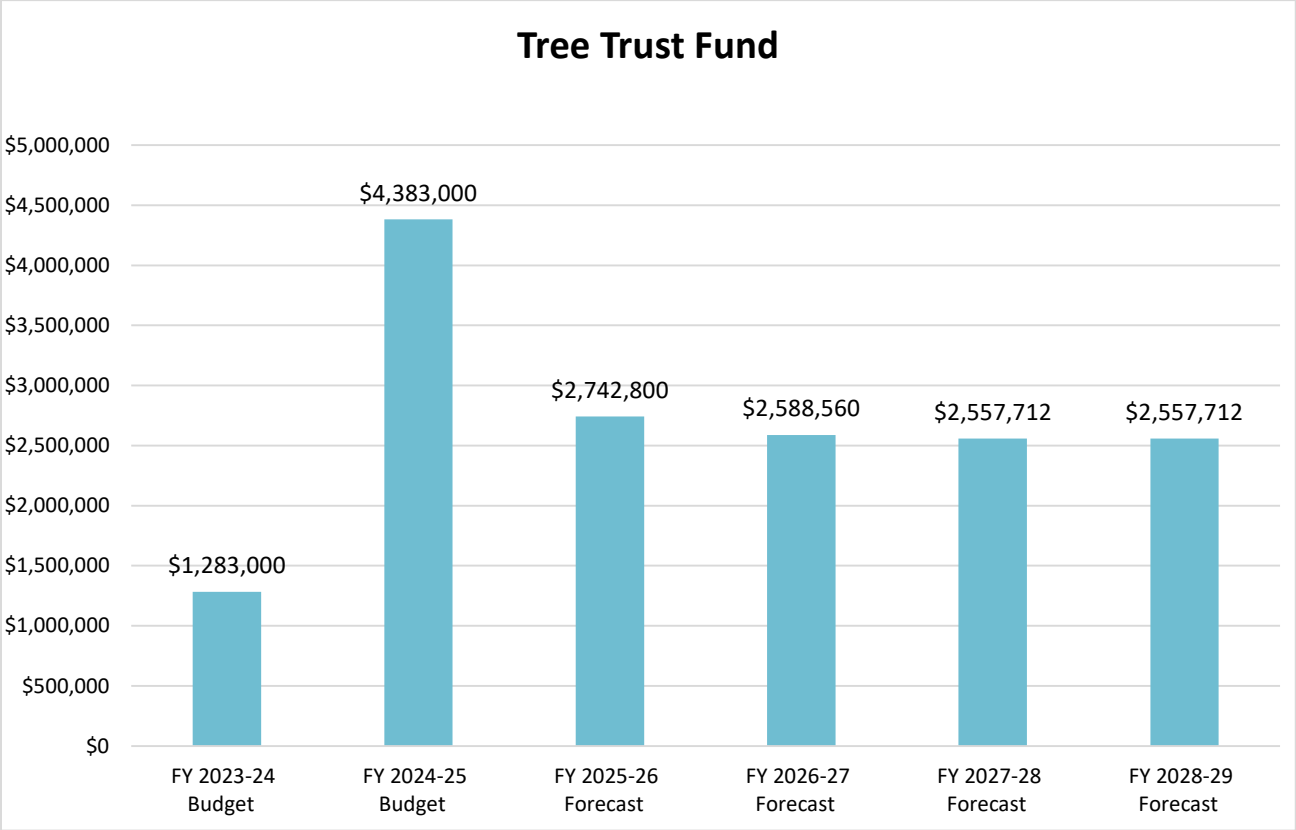


The FY 2023-24 Budget used a contribution from the Transportation Trust Fund and a General Fund Contribution to cover expected operating expenses for the Trolley Program. Miami-Dade County's Citizens Independent Transportation Trust (CITT) has suspended disbursements of the Half-Cent Sales Tax to the City of Miami and the future outlook of the City's trolley program is currently unknown as the trolley program relies heavily on revenue from the County to operate. The forecast assumes that CITT funds will be disbursed to the City.

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.



To comply with Section 62-301 of the City of Miami Code, 80 percent of the fund balance is used to pay for capital expenses related to tree replacement, restoration, and enhancement of the tree canopy coverage throughout the city. The funds are transferred to Public Works Capital Project No. 40-B183600. It is projected that there will be an additional collection of $1.5 million per year over the next five years, which will be offset by a decrease in the available fund balance due to funding requirements for capital projects associated with future activities directly related to tree replacement and restoration throughout the city during each fiscal year.

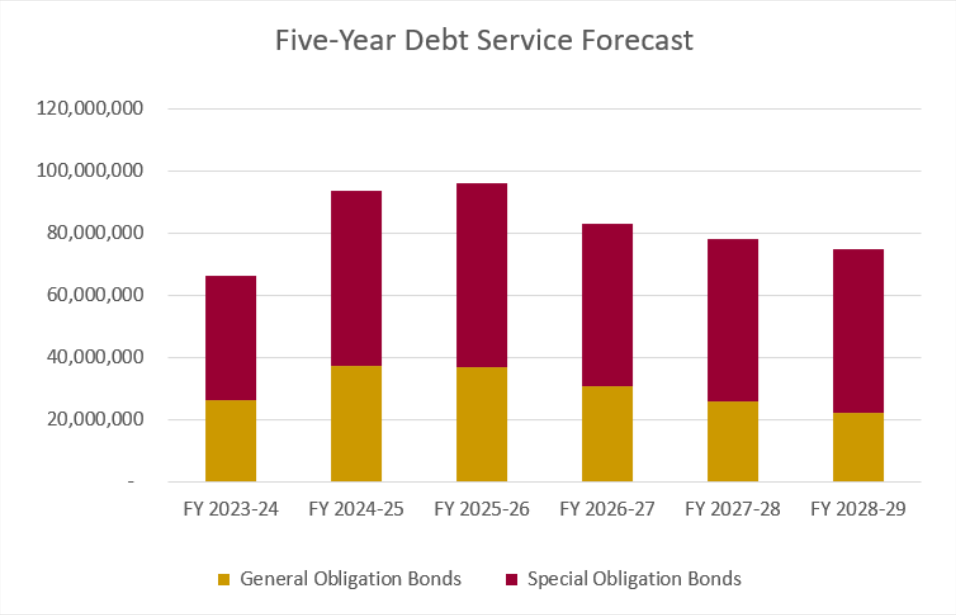
Debt Service Funds Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The FY 2024-25 Debt Service Fund Budget is $93.649 million and the projected budget amounts for the FY 2025-26 through FY 2028-29 are as follows:

	FY 2023-24 Budget	FY 2024-25 Budget	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
Revenues (Inflows)						
Property Taxes	25,958,000	37,284,000	36,686,462	30,574,619	25,702,034	22,123,219
Transfers-IN/Other Revenues	40,368,000	56,365,000	59,131,000	52,152,000	52,322,000	52,736,000
Total Revenues (Inflows)	66,326,000	93,649,000	95,817,462	82,726,619	78,024,034	74,859,219
Expenditures (Outflows)						
General Obligation Bonds	25,958,000	37,284,000	36,686,462	30,574,619	25,702,034	22,123,219
Special Obligation Bonds	40,368,000	56,365,000	59,131,000	52,152,000	52,322,000	52,736,000
Total Expenditures (Outflows)	66,326,000	93,649,000	95,817,462	82,726,619	78,024,034	74,859,219



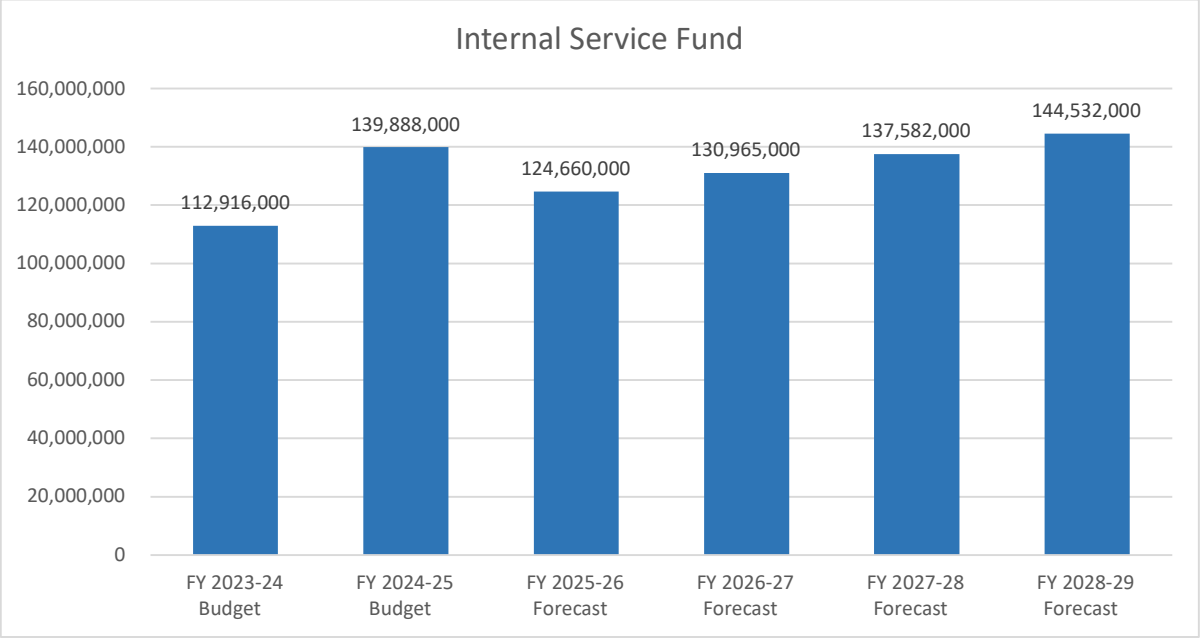
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These expenses include health care, workers' compensation, insurance premiums, liability claims, as well as specific information technology costs. Additionally, ISF serves as a centralized account for payment of these expenditures. The FY 2024-25 Budget for the ISF is $139.888 million.

	FY 2023-24 Budget	FY 2024-25 Budget	FY 2025-26 Forecast	FY 2026-27 Forecast	FY 2027-28 Forecast	FY 2028-29 Forecast
Health Insurance	54,454,000	52,905,000	56,079,000	59,444,000	63,011,000	66,792,000
Workers' Compensation	22,441,000	25,091,000	25,819,000	26,568,000	27,338,000	28,131,000
Insurance Premiums	13,846,000	15,923,000	16,878,000	17,891,000	18,964,000	20,102,000
Total Liabilities	6,014,000	27,224,000	27,905,000	28,603,000	29,318,000	30,051,000
IT Cost Allocation	16,161,000	18,745,000	19,214,000	19,694,000	20,186,000	20,691,000
Internal Service Fund Total	**112,916,000**	**139,888,000**	**145,895,000**	**152,200,000**	**158,817,000**	**165,767,000**

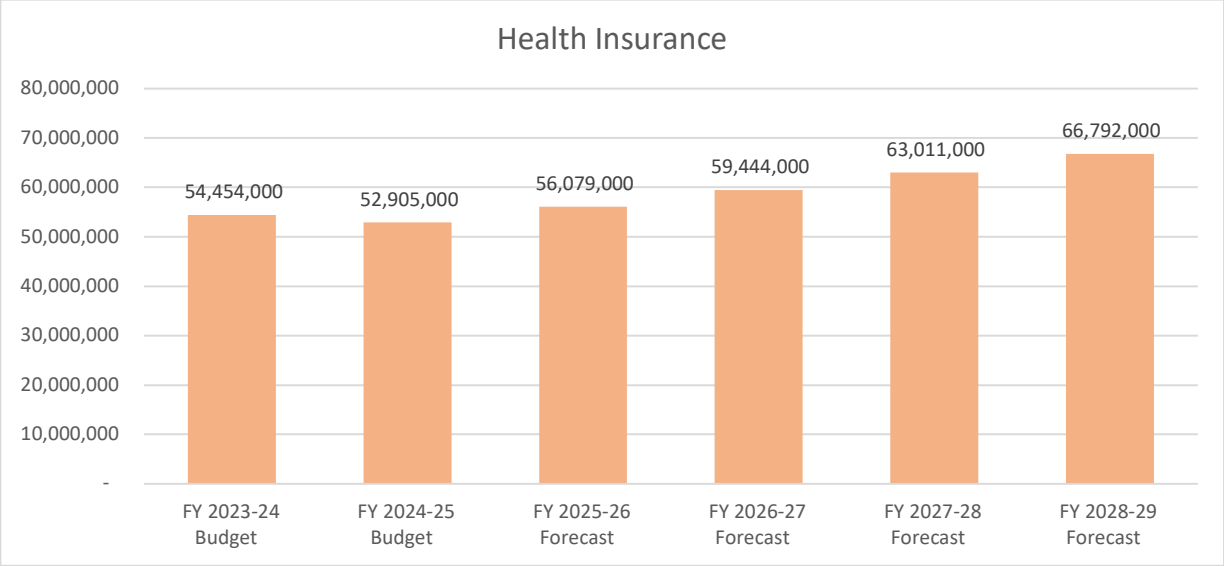
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

The FY 2024-25 Budget for Health Insurance is $52.905 million. This represents an approximately 2.8 percent decrease from the FY 2023-24 Budget. This projection incorporates a four percent trend based on actuarial analysis. However, the City is fortunate to see some cost offsets due to a reduction in retiree prescription drug expenses thanks to the implementation of the Employer Group Waiver Plan (EGWP).

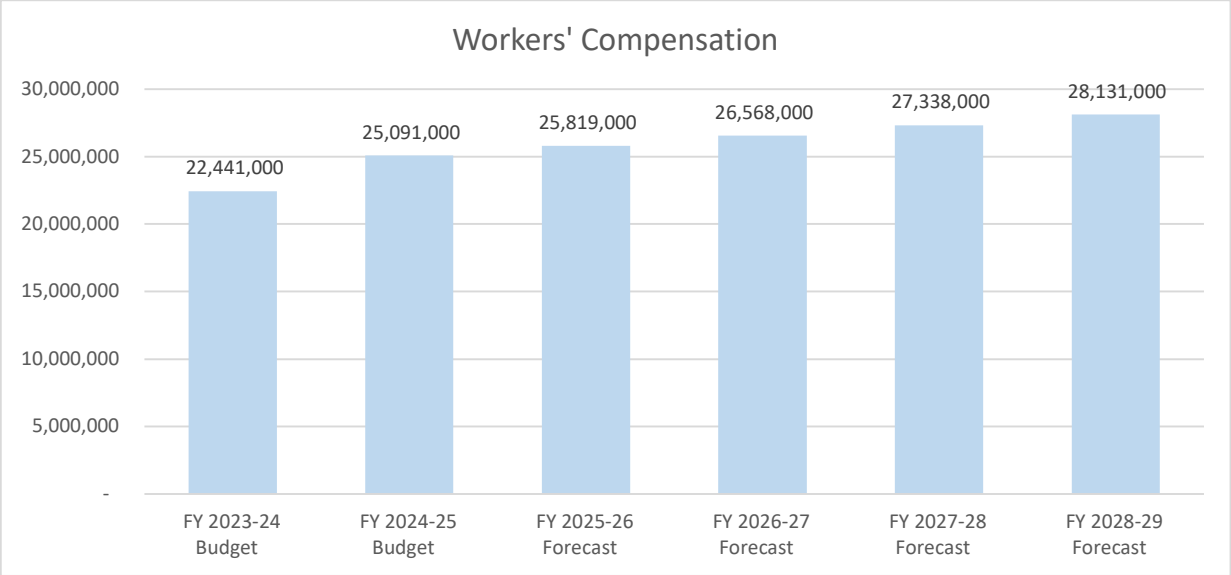


A six percent annual growth rate is actuarially projected throughout this forecast based on medical and prescription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2024-25 Budget for Workers' Compensation is $25.091 million. This represents an approximately 11.8 percent increase over the FY 2023-24 Budget. This is actuarially projected and budgeted at a 65 percent confidence level. This increase is primarily due to increase in claims frequency.

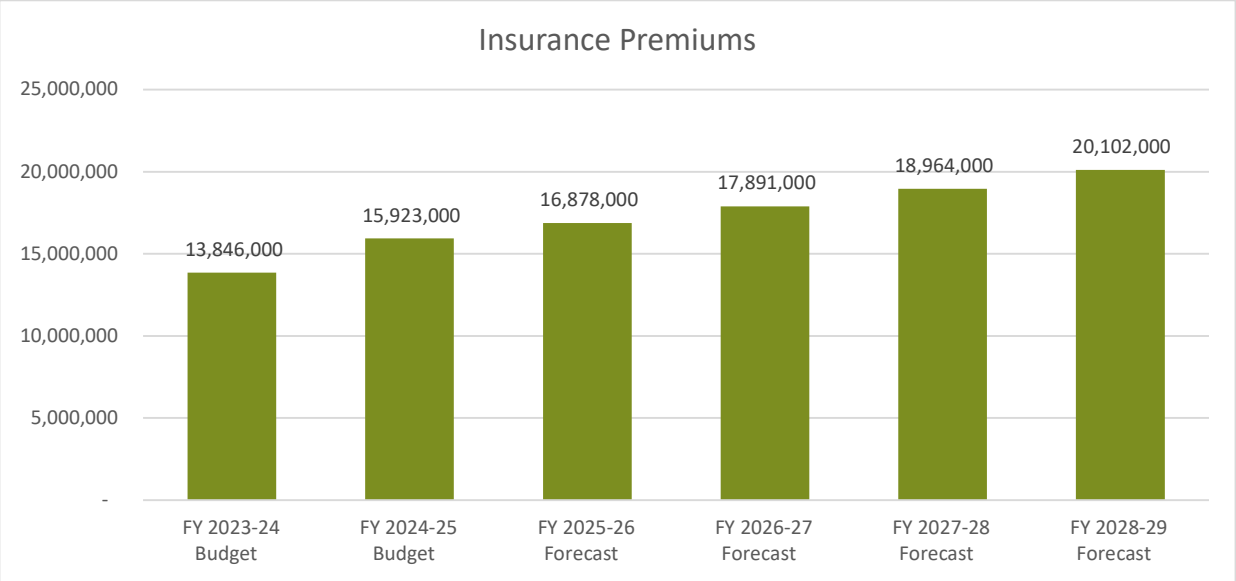


A 2.9 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Insurance Premiums

The FY 2024-25 Budget for Insurance Premiums is $15.923 million. This represents an approximately 15 percent increase over the FY 2023-24 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place.

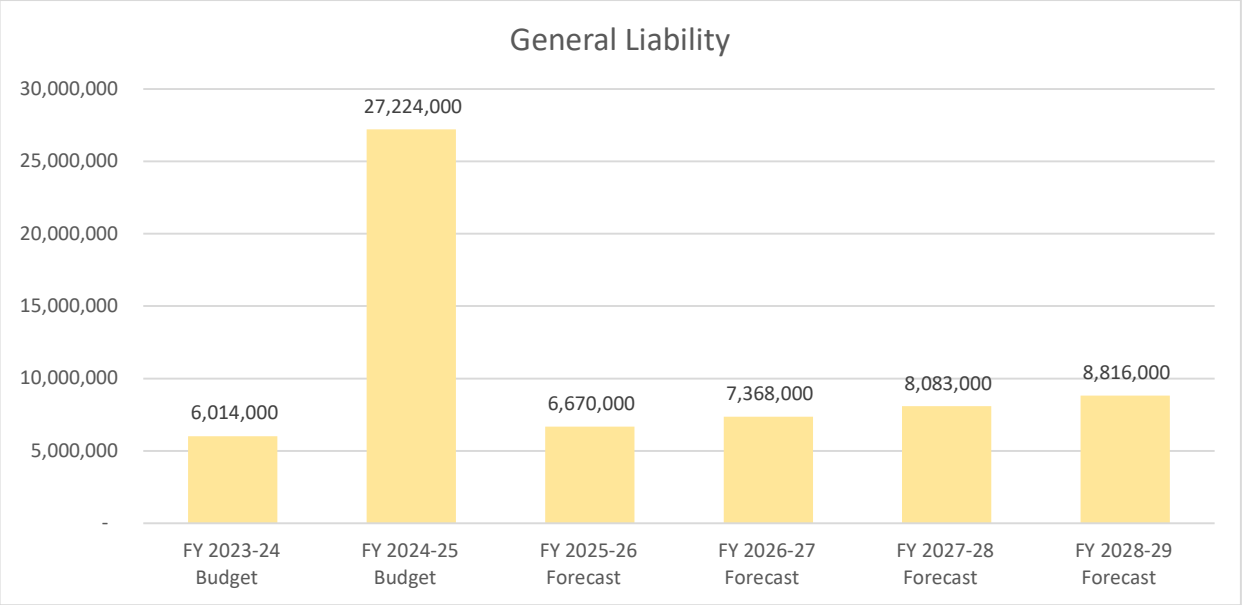


A six percent increase is projected throughout the forecast based on anticipated market conditions and resulting coverage revisions.

Internal Service Fund Forecast

General Liability

The FY 2024-25 Budget for General Liability is $27.224 million. This represents an increase of approximately 353 percent over the FY 2023-24 Budget. While police liability claims have decreased, overall budget increases are driven by projected rises in the frequency and severity of Public Official Liability, Vehicle Liability, and General Liability claims. These projections are based on actuarial data with a 75 percent confidence level, a significant improvement from the previous 55 percent confidence level.

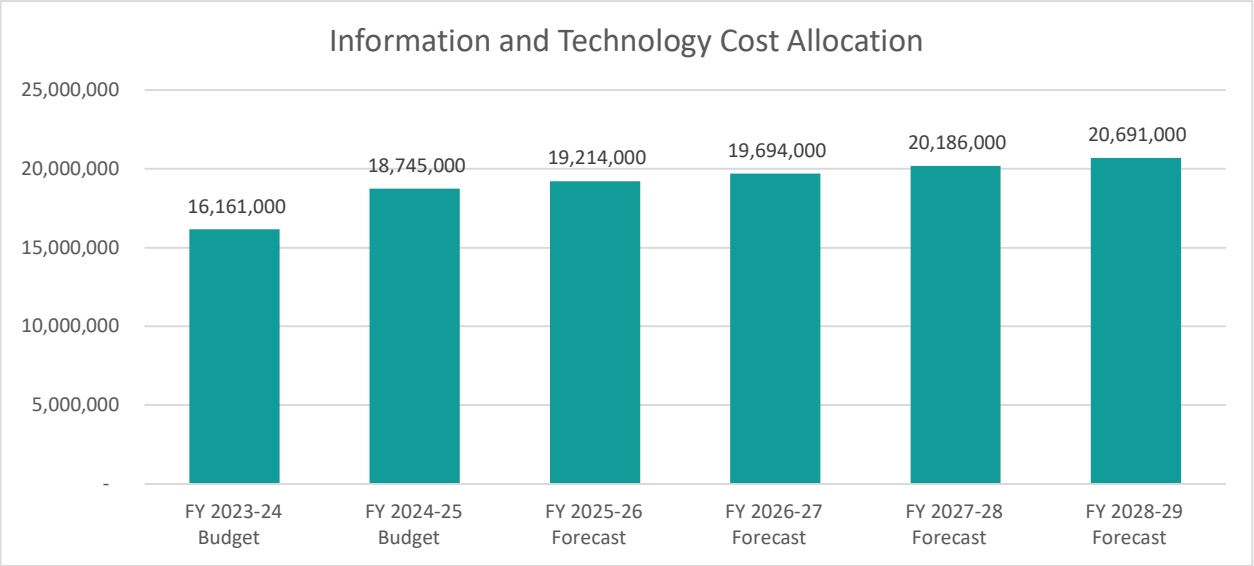


A 2.5 percent increase is projected throughout the forecast based on increases in automobile liability claims (frequency and severity), and general liability claims. It's important to note that there is a one-time bulk Incurred But Not Reported (IBNR) claim for $21.235 million.

Internal Service Fund Forecast

Information and Technology Cost Allocation

The FY 2024-25 Budget for Information Technology Repair and Maintenance is $18.745 million. This represents an approximately 15.9 percent increase over the FY 2023-24 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

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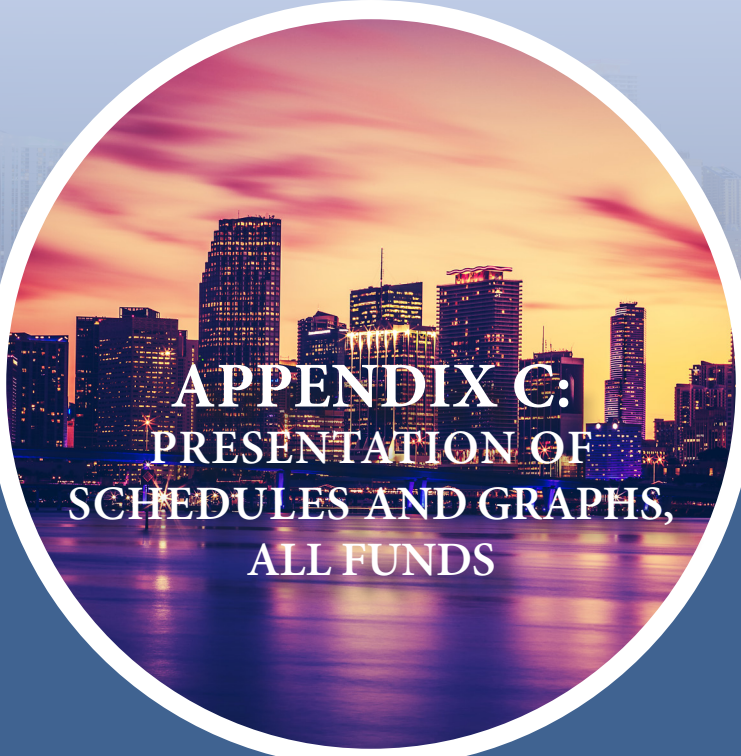

APPENDIX C: PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

GRAPH:
Budget

SCHEDULE:
Revenues and Expenditures by Functional Category

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category

GRAPH:
Expenditures (Outflows) by Account Category

SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

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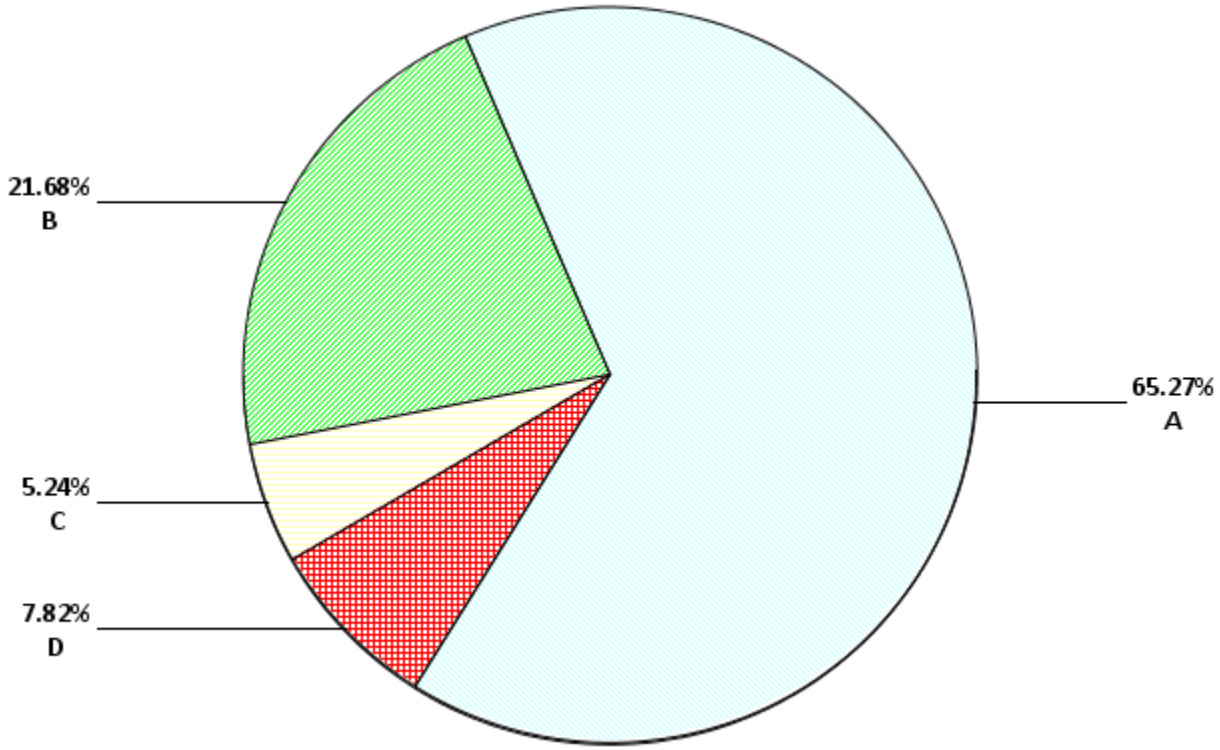
BudgetFY25 Budget
All Funds

FY 2024-25

$1,788,381,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: General Fund	1,043,066,000	64.84%	1,167,203,000	65.27%
B: Special Revenue Funds	386,351,000	24.02%	387,640,000	21.68%
C: Debt Service Funds	66,326,000	4.12%	93,649,000	5.24%
D: Internal Service Fund	112,916,000	7.02%	139,889,000	7.82%
Total	1,608,659,000	100.00%	1,788,381,000	100.00%

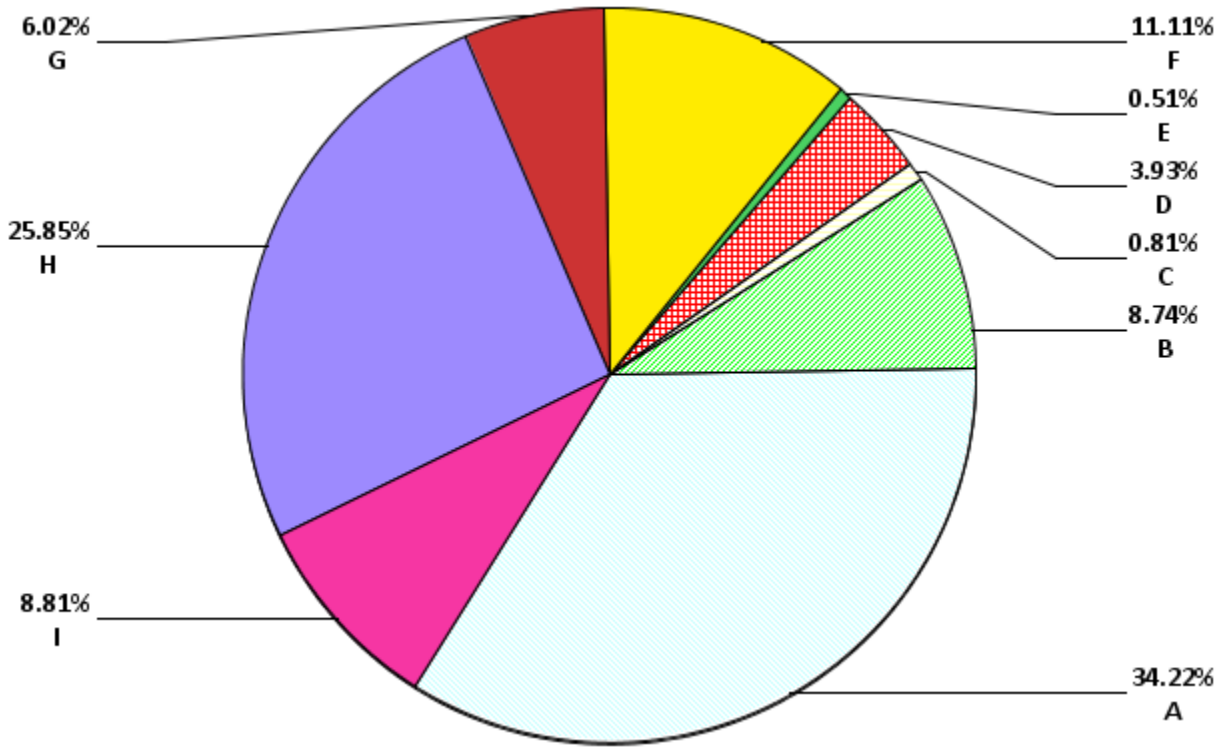
Schedule: Revenues and Expenditures by Functional Category
BudgetFY25
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed All Funds	FY 2023-24 Adopted All Funds
Revenues (Inflows)						
Property Taxes	589,253,000	0	22,682,000	0	611,935,000	555,640,000
Franchise Fees and Other Taxes	156,298,000	0	0	0	156,298,000	131,767,000
Interest	14,508,000	48,000	0	0	14,556,000	11,548,000
Transfers-IN	7,457,000	12,547,000	50,221,000	0	70,225,000	88,798,000
Fines and Forfeitures	7,379,000	1,750,000	0	0	9,129,000	7,993,000
Intergovernmental Revenues	107,933,000	85,775,000	5,000,000	0	198,708,000	165,224,000
Licenses and Permits	101,281,000	6,433,000	0	0	107,714,000	93,268,000
Other Revenues (Inflows)	38,248,000	268,504,000	15,746,000	139,807,000	462,305,000	412,300,000
Charges for Services	144,846,000	12,583,000	0	82,000	157,511,000	142,121,000
Total Revenues (Inflows)	**1,167,203,000**	**387,640,000**	**93,649,000**	**139,889,000**	**1,788,381,000**	**1,608,659,000**
Expenditures (Outflows)						
General Government	115,110,000	67,657,000	93,649,000	18,745,000	295,161,000	279,926,000
Planning and Development	58,374,000	37,221,000	0	0	95,595,000	80,905,000
Public Works	131,493,000	28,785,000	0	0	160,278,000	149,131,000
Public Safety	620,703,000	70,620,000	0	0	691,323,000	624,933,000
Housing and Community Development	3,879,000	104,026,000	0	0	107,905,000	78,166,000
Real Estate and Asset Management	21,392,000	14,392,000	0	0	35,784,000	34,193,000
Parks and Recreation	63,384,000	1,231,000	0	0	64,615,000	60,079,000
Risk Management	5,286,000	312,000	0	121,144,000	126,742,000	101,723,000
Non Departmental Units	71,362,000	49,141,000	0	0	120,503,000	100,629,000
Non Dept-Downtown Dev Authority	0	146,000	0	0	146,000	142,000
Transfers - OUT	76,220,000	14,109,000	0	0	90,329,000	98,832,000
Total Expenditures (Outflows)	**1,167,203,000**	**387,640,000**	**93,649,000**	**139,889,000**	**1,788,381,000**	**1,608,659,000**

Revenues (Inflows) by Functional Category
All Funds

FY 2024-25

$1,788,381,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Property Taxes	555,640,000	34.54%	611,935,000	34.22%
B: Franchise Fees and Other Taxes	131,767,000	8.19%	156,298,000	8.74%
C: Interest	11,548,000	0.72%	14,556,000	0.81%
D: Transfers-IN	88,798,000	5.52%	70,225,000	3.93%
E: Fines and Forfeitures	7,993,000	0.50%	9,129,000	0.51%
F: Intergovernmental Revenues	165,224,000	10.27%	198,708,000	11.11%
G: Licenses and Permits	93,268,000	5.80%	107,714,000	6.02%
H: Other Revenues (Inflows)	412,300,000	25.63%	462,305,000	25.85%
I: Charges for Services	142,121,000	8.83%	157,511,000	8.81%
Total	1,608,659,000	100.00%	1,788,381,000	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 2024-25 Proposed AllFunds	FY 2023-24 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	550,278,000	0	22,682,000	0	572,960,000	516,778,000
Ad Valorem Taxes-Real-Delinquent	16,000,000	0	0	0	16,000,000	16,000,000
Ad Valorem Taxes-Penalty & Interest	150,000	0	0	0	150,000	150,000
Ad Valorem Taxes-Personal	21,975,000	0	0	0	21,975,000	21,962,000
Ad Valorem Taxes-Personal-Delinquent	850,000	0	0	0	850,000	750,000
Total Property Taxes:	**589,253,000**	**0**	**22,682,000**	**0**	**611,935,000**	**555,640,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,271,000	0	0	0	7,271,000	7,877,000
Franc Fee-Electricity	46,194,000	0	0	0	46,194,000	36,103,000
Franc Fee-Gas	915,000	0	0	0	915,000	915,000
Utility Ser Fee-Electricity	53,500,000	0	0	0	53,500,000	42,746,000
Utility Ser Fee-Water	9,013,000	0	0	0	9,013,000	8,107,000
Utility Ser Fee-Gas	852,000	0	0	0	852,000	841,000
Utility Ser Fee-Fuel Oil	99,000	0	0	0	99,000	47,000
Public Service Taxes	24,454,000	0	0	0	24,454,000	21,131,000
Other Taxes-Storm Water	14,000,000	0	0	0	14,000,000	14,000,000
Total Franchise Fees and Other Taxes:	**156,298,000**	**0**	**0**	**0**	**156,298,000**	**131,767,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	1,608,000	0	0	0	1,608,000	1,608,000
Misc-Int & Pen-Investment	12,900,000	48,000	0	0	12,948,000	9,940,000
Total Interest:	**14,508,000**	**48,000**	**0**	**0**	**14,556,000**	**11,548,000**
Transfers-IN						
Other-Interfund Transfer	7,457,000	10,830,000	50,221,000	0	68,508,000	86,915,000
Other-Transfer In-Cost Allocation	0	1,717,000	0	0	1,717,000	1,865,000
Other-Intrafund Transfer	0	0	0	0	0	18,000
Total Transfers-IN:	**7,457,000**	**12,547,000**	**50,221,000**	**0**	**70,225,000**	**88,798,000**
Fines and Forfeitures						
Fines-Judgments And Fines	5,754,000	0	0	0	5,754,000	5,565,000
Fines-Other Fines And/Or Forfeits	1,625,000	1,750,000	0	0	3,375,000	2,428,000
Total Fines and Forfeitures:	**7,379,000**	**1,750,000**	**0**	**0**	**9,129,000**	**7,993,000**

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed AllFunds	FY 2023-24 Adopted AllFunds
Intergovernmental Revenues						
Federal Grants	0	74,412,000	0	0	74,412,000	37,472,000
State Shared Revenues	884,000	0	0	0	884,000	917,000
Municipal Rev Sharing	25,750,000	0	0	0	25,750,000	25,000,000
Half Cent Sales Tax	47,800,000	0	0	0	47,800,000	56,000,000
State Pension Payment	11,688,000	0	0	0	11,688,000	11,459,000
Shared Revenues From Other Local Units	611,000	0	0	0	611,000	593,000
Shared Revenues - MPA	17,000,000	0	0	0	17,000,000	15,000,000
Shared Revenues From Other Loc-Federal	4,200,000	0	0	0	4,200,000	2,600,000
State Grants	0	2,734,000	0	0	2,734,000	4,196,000
Grants From Other Local Units	0	5,382,000	5,000,000	0	10,382,000	8,908,000
Shared Revenues - E911 Wireles	0	2,189,000	0	0	2,189,000	1,979,000
Shared Revenues - E911 Phone C	0	620,000	0	0	620,000	586,000
Shared Revenues - E911 Land Li	0	438,000	0	0	438,000	514,000
Total Licenses and Permits:	**107,933,000**	**85,775,000**	**5,000,000**	**0**	**198,708,000**	**165,224,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	79,000	0	0	0	79,000	291,000
Business Tax Receipt-Business	7,131,000	0	0	0	7,131,000	7,349,000
Business Tax Receipt-Business-Penalty	475,000	0	0	0	475,000	400,000
Business Tax Receipt-Metro	586,000	0	0	0	586,000	675,000
Building Permits	45,000,000	0	0	0	45,000,000	35,000,000
Other Licenses, Fees and Permits	6,869,000	6,133,000	0	0	13,002,000	12,110,000
Other Licenses, Fees - CU(SW)	10,113,000	0	0	0	10,113,000	9,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	23,620,000	0	0	0	23,620,000	20,152,000
Other Licenses, Fees - Murals	2,800,000	300,000	0	0	3,100,000	3,100,000
Other Licenses, Fees - Fire Safety Permits	2,300,000	0	0	0	2,300,000	2,300,000
Other Licenses, Fees - CU	2,308,000	0	0	0	2,308,000	2,391,000
Total Licenses and Permits:	**101,281,000**	**6,433,000**	**0**	**0**	**107,714,000**	**93,268,000**
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	152,000	0	0	0	152,000	152,000
Misc-Contributions And Donations From Private Sources	0	10,000	0	0	10,000	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 2024-25 Proposed AllFunds	FY 2023-24 Adopted AllFunds
Misc.-Other Service Charges/Late Fees	225,000	0	0	0	225,000	283,000
Misc. -Other Revnues EE Health	0	0	0	4,246,000	4,246,000	4,246,000
Misc. -Other Revenues Retirees Health	0	0	0	2,482,000	2,482,000	2,482,000
Misc - Fuel	50,000	0	0	0	50,000	100,000
Misc - Vending	53,000	0	0	0	53,000	30,000
Misc-Settlements	600,000	0	0	1,190,000	1,790,000	1,804,000
Other-Nonoperating Sources	3,650,000	0	1,144,000	131,539,000	136,333,000	108,581,000
Other- Carryover Budget	0	45,254,000	0	0	45,254,000	63,603,000
Other-Oth N-optg Sour/Carryover	32,535,000	220,889,000	14,602,000	0	268,026,000	226,705,000
Misc-Other Miscellaneous Revenues	983,000	2,351,000	0	350,000	3,684,000	4,304,000
Total Other Revenues (Inflows):	**38,248,000**	**268,504,000**	**15,746,000**	**139,807,000**	**462,305,000**	**412,300,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	1,677,000	0	0	0	1,677,000	2,336,000
CFS-GG-Other General Government Charges And Fees	49,000	180,000	0	0	229,000	205,000
CFS-PS-Police Services	2,120,000	415,000	0	11,000	2,546,000	3,469,000
CFS-PS-Emergency Service Fees	9,400,000	0	0	0	9,400,000	10,800,000
CFS-Public Emerg Med Transp (PEMT) Payment	1,778,000	0	0	0	1,778,000	1,778,000
CFS-PS-Protective Inspection Fees	556,000	0	0	0	556,000	540,000
CFS-PS-Ambulance/False Alarm Fees	1,000,000	0	0	0	1,000,000	867,000
CFS-PS-Other Public Safety Charges And Fees	1,183,000	1,500,000	0	0	2,683,000	1,868,000
CFS-PE-Water Utility Revenue	15,000	0	0	0	15,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	28,004,000	0	0	0	28,004,000	24,510,000
CFS-PE-Cemetery Fees	2,000	0	0	0	2,000	1,000
CFS-PE-Other Physical Environment Revenue	67,000	0	0	0	67,000	68,000
CFS-Trans-Parking Facilities	3,200,000	4,562,000	0	0	7,762,000	7,343,000
CFS-Trans-Tolls	625,000	0	0	0	625,000	625,000
CFS-C&R-Special Recreation Facilities	2,306,000	0	0	0	2,306,000	1,466,000
CFS-C&R-Other Culture/Recreation	945,000	0	0	0	945,000	905,000
CFS-C&R-Other Culture/Recreation (PF)	13,000,000	165,000	0	0	13,165,000	11,833,000
CFS-Rents And Royalties	24,584,000	735,000	0	0	25,319,000	21,351,000

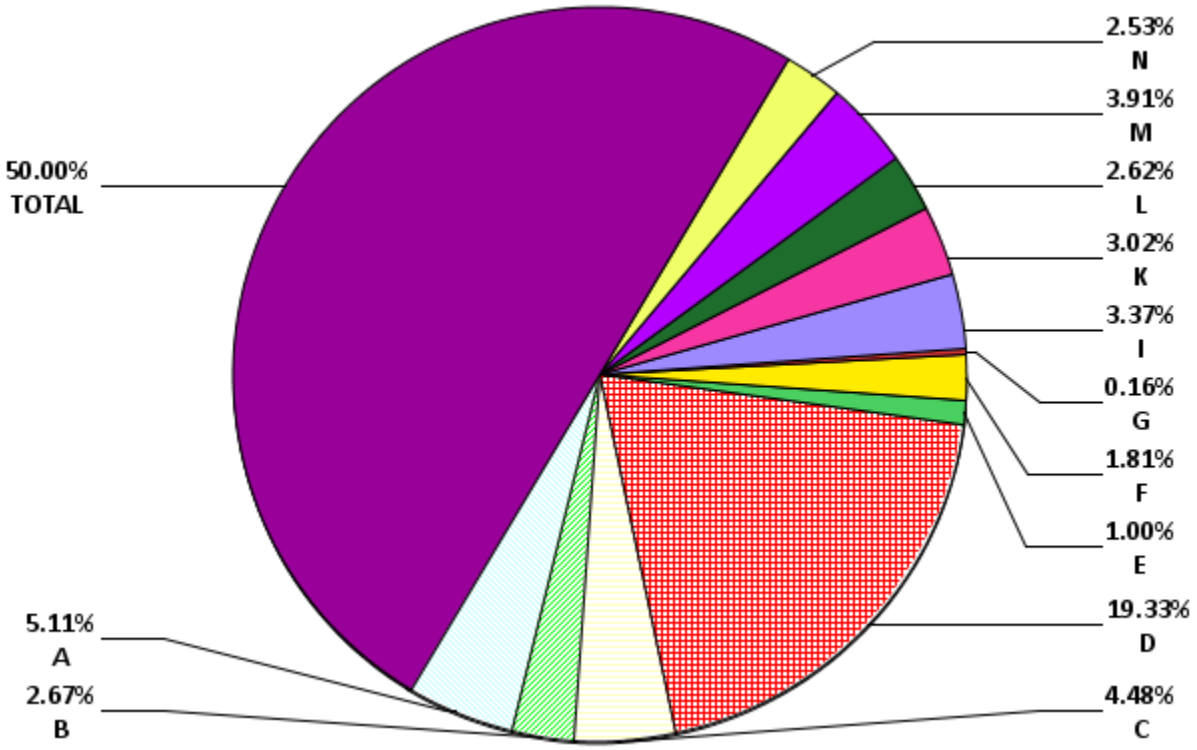
Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed AllFunds	FY 2023-24 Adopted AllFunds
CFS-Other Charges for Services	12,058,000	10,000	0	71,000	12,139,000	12,641,000
CFS-DRI Administration	0	847,000	0	0	847,000	407,000
CFS-DRI Master Planning	0	2,000,000	0	0	2,000,000	1,014,000
CFS-DRI Air Quality	0	23,000	0	0	23,000	9,000
CFS-DRI Transportation	0	1,042,000	0	0	1,042,000	439,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	96,000	0	0	96,000	60,000
CFS-Parking Surcharges Lockbox	32,000,000	743,000	0	0	32,743,000	27,779,000
CFS - Pari-Mutuel Revenues stor	3,300,000	0	0	0	3,300,000	3,500,000
CFS-Building Inspections	6,977,000	0	0	0	6,977,000	6,300,000
CFS-Trip Generation Fee PT	0	265,000	0	0	265,000	0
Total Charges for Services:	**144,846,000**	**12,583,000**	**0**	**82,000**	**157,511,000**	**142,121,000**
Total Revenue (Inflows):	**1,167,203,000**	**387,640,000**	**93,649,000**	**139,889,000**	**1,788,381,000**	**1,608,659,000**

Expenditures (Outflows) By Functional Category
All Funds

FY 2024-25

$1,788,381,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: General Government	197,439,000	12.27%	182,767,000	10.22%
B: Planning and Development	80,905,000	5.03%	95,595,000	5.35%
C: Public Works	149,131,000	9.27%	160,278,000	8.96%
D: Public Safety	624,933,000	38.85%	691,323,000	38.66%
E: Real Estate and Asset Management	34,193,000	2.13%	35,784,000	2.00%
F: Parks and Recreation Department	60,079,000	3.73%	64,615,000	3.61%
G: Risk Management	4,968,000	0.31%	5,598,000	0.31%
H: Non-Departmental	100,629,000	6.26%	120,503,000	6.74%
I: Housing and Community Development	78,166,000	4.86%	107,905,000	6.03%
J: Debt Service Funds	66,326,000	4.12%	93,649,000	5.24%
K: Internal Service Fund	112,916,000	7.02%	139,889,000	7.82%
L: Transfers - OUT	98,832,000	6.14%	90,329,000	5.05%
Total	1,608,659,000	100.00%	1,788,381,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Government					
Mayor	2,034,766	2,563,376	2,754,638	3,261,000	3,560,000
Commissioners	5,471,042	6,835,128	8,070,382	11,333,000	12,611,000
City Manager	2,674,400	3,873,287	3,335,674	4,962,000	3,689,000
Office of Agenda Coordination	385,759	384,821	364,487	409,000	492,000
Independent Auditor General	1,367,675	1,525,359	1,567,836	1,872,000	2,106,000
City Attorney	10,473,045	11,260,580	11,739,748	12,530,000	14,004,000
City Clerk	2,065,916	2,011,300	2,124,242	2,301,000	2,459,000
Civil Service Board	552,715	582,342	617,871	647,000	648,000
Code Compliance	8,650,115	9,127,979	10,455,999	11,440,000	13,048,000
Office of Communications	1,710,610	1,520,138	1,482,100	1,630,000	2,204,000
Economic Advancement and Innovation	0	0	0	0	1,776,000
Equal Opportunity and Diversity Programs	551,550	572,754	596,253	647,000	711,000
Finance	10,927,641	11,349,024	11,944,908	12,655,000	13,971,000
Grants Administration	1,522,878	1,516,028	1,659,903	2,030,000	2,227,000
Human Resources	5,212,566	5,548,461	5,939,500	6,049,000	6,746,000
Innovation and Technology	15,256,970	14,843,357	14,700,019	15,352,000	16,971,000
Management and Budget	3,043,883	2,858,821	3,165,570	3,984,000	4,418,000
Neighborhood Enhancement Teams (NET)	599,648	8,730	0	0	0
Procurement	2,930,171	3,115,554	3,173,792	3,614,000	3,974,000
Office of Resilience and Sustainability	16,405	35,658	932,778	1,171,000	1,377,000
Human Services	5,957,634	7,277,908	7,636,106	7,274,000	8,118,000
Total General Government	81,405,389	86,810,606	92,261,806	103,161,000	115,110,000
Planning and Development					
Building Department	19,175,795	23,314,994	29,009,630	36,075,000	44,073,000
Planning	5,204,782	5,239,911	5,813,351	7,216,000	7,746,000
Zoning	4,349,451	4,792,430	5,312,205	6,030,000	6,555,000
Planning and Development	28,730,029	33,347,336	40,135,186	49,321,000	58,374,000
Community and Economic Development					
Housing and Community Development Department	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
Housing and Community Development	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
Public Works					
Office of Capital Improvements	4,307,181	3,742,591	3,385,934	1,959,000	2,048,000

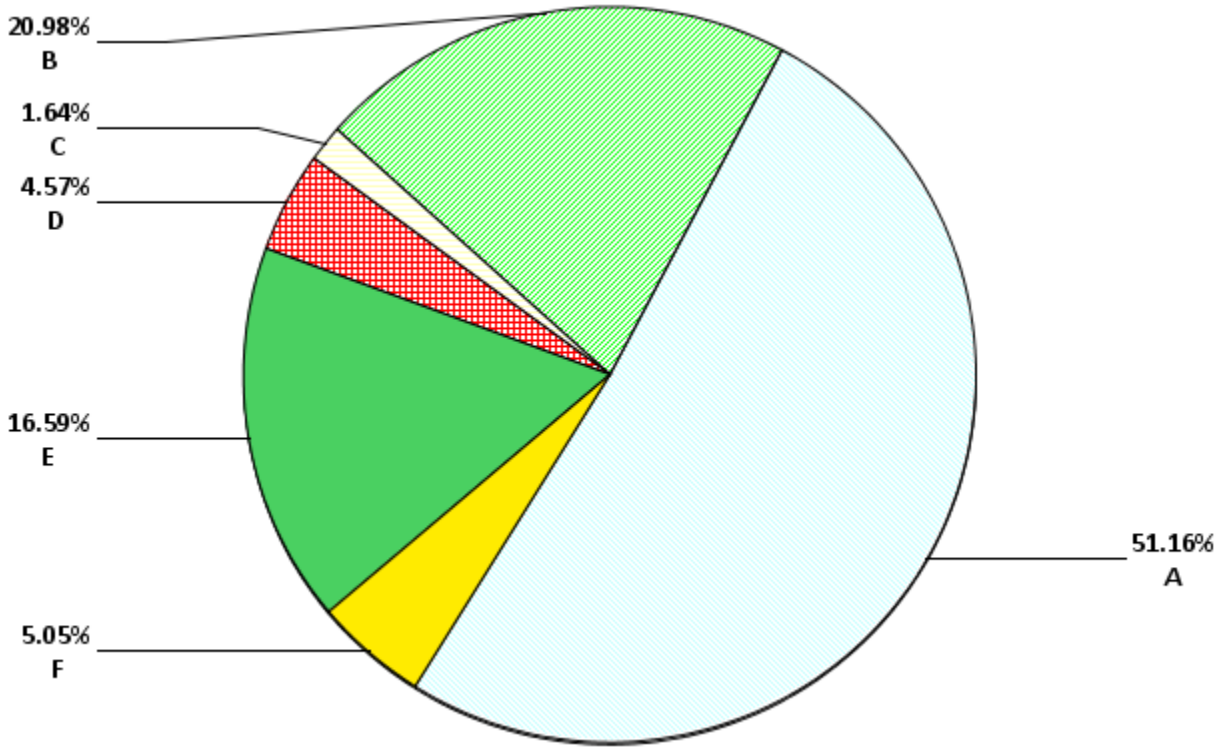
Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed All Funds	FY 2023-24 Adopted All Funds
Total GSA Department	37,823,000	25,000	0	0	37,848,000	35,068,000
Total Resilience and Public Works Department	41,500,000	34,495,000	0	0	75,995,000	71,943,000
Total Solid Waste Department	50,122,000	120,000	0	0	50,242,000	46,022,000
Total Public Works	**131,493,000**	**34,640,000**	**0**	**0**	**166,133,000**	**154,992,000**
Public Safety						
Total Fire-Rescue	242,129,000	54,336,000	0	0	296,465,000	263,891,000
Total Police	378,574,000	16,284,000	0	0	394,858,000	361,042,000
Total Public Safety	**620,703,000**	**70,620,000**	**0**	**0**	**691,323,000**	**624,933,000**
Other Departments						
Total Real Estate and Asset Management	21,392,000	15,034,000	0	0	36,426,000	34,852,000
Total Parks and Recreation	63,384,000	1,231,000	0	0	64,615,000	60,079,000
Risk Management	5,286,000	312,000	0	121,144,000	126,742,000	101,723,000
Total Other	**90,062,000**	**16,577,000**	**0**	**121,144,000**	**227,783,000**	**196,654,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	147,582,000	50,941,000	0	0	198,523,000	192,941,000
Total Non Departmental Units	**147,582,000**	**50,941,000**	**0**	**0**	**198,523,000**	**192,941,000**
Total All Organizations	**1,167,203,000**	**387,640,000**	**93,649,000**	**139,889,000**	**1,788,381,000**	**1,608,659,000**

Expenditures (Outflows) by Account Category
All Funds

FY 2024-25

$1,788,381,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Personnel	831,519,000	51.69%	914,968,000	51.16%
B: Operating Expense	286,852,000	17.83%	375,207,000	20.98%
C: Capital Outlay	25,885,000	1.61%	29,374,000	1.64%
D: Debt Service	53,015,000	3.30%	81,728,000	4.57%
E: Non-Operating Expenses	312,556,000	19.43%	296,775,000	16.59%
F: Transfers - OUT	98,832,000	6.14%	90,329,000	5.05%
Total	1,608,659,000	100.00%	1,788,381,000	100.00%

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

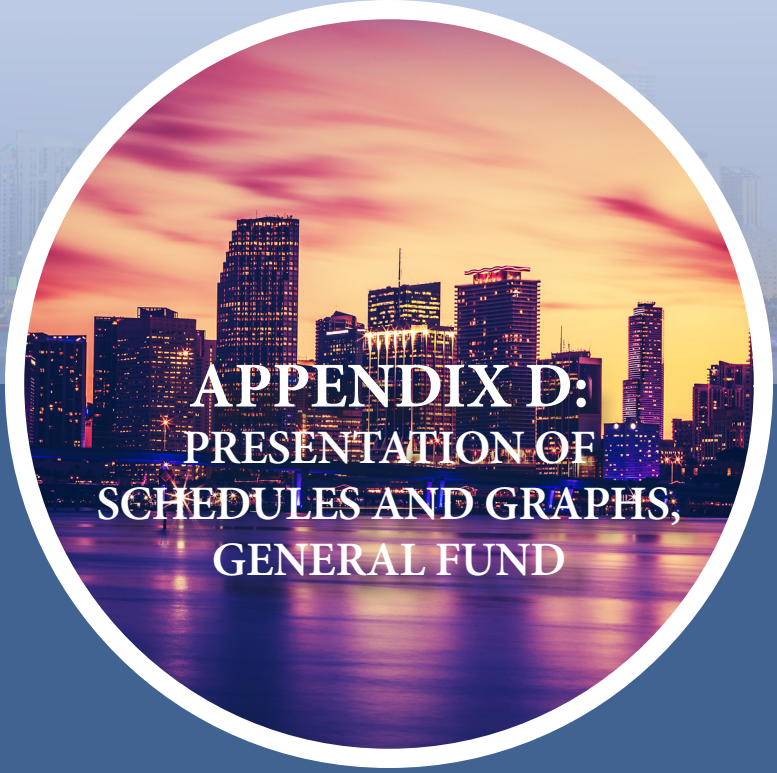
	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed All Funds	FY 2023-24 Adopted All Funds
Personnel						
Executive Salaries	439,000	0	0	0	439,000	435,000
Regular Salaries and Wages	447,130,000	12,082,000	0	0	459,212,000	395,981,000
Attrition Savings - Salaries	(5,799,000)	(254,000)	0	0	(6,053,000)	(4,822,000)
Other Salaries and Wages	1,393,000	70,000	0	0	1,463,000	1,603,000
Other Salaries and Wages -Part Time Year Year Round	7,540,000	128,000	0	0	7,668,000	8,419,000
Other Salaries and Wages - Part Time Seasonal	4,561,000	0	0	0	4,561,000	3,961,000
Overtime	18,914,000	2,075,000	0	0	20,989,000	18,806,000
OT-Reimbursable	954,000	0	0	0	954,000	852,000
OT Staffing	8,071,000	0	0	0	8,071,000	6,718,000
OT EMS Backfill for Training	972,000	0	0	0	972,000	826,000
OT Off Duty Events	4,195,000	0	0	0	4,195,000	3,623,000
OT Court	767,000	0	0	0	767,000	685,000
Special Pay	44,252,000	312,000	0	0	44,564,000	38,077,000
Fringe Benefits	1,474,000	19,000	0	0	1,493,000	1,452,000
Fringe Benefits - Tuition Reimbursement	576,000	0	0	0	576,000	576,000
Fica Taxes	20,317,000	764,000	0	0	21,081,000	18,064,000
Retirement Contributions	58,922,000	1,460,000	0	0	60,382,000	57,838,000
Police and Fire - FIPO	126,054,000	1,454,000	0	0	127,508,000	120,726,000
Secondary Pension Contributions	11,688,000	0	0	0	11,688,000	11,459,000
Life and Health Insurance	43,366,000	1,114,000	0	52,905,000	97,385,000	102,055,000
Health Trust - FOP	22,155,000	0	0	0	22,155,000	19,499,000
IAFF Health Insurance Trust Fund	24,788,000	110,000	0	0	24,898,000	24,686,000
Total Personnel:	**842,729,000**	**19,334,000**	**0**	**52,905,000**	**914,968,000**	**831,519,000**
Operating Expense						
Workers' Compensation	24,521,000	477,000	0	25,091,000	50,089,000	44,815,000
Unemployment Compensation	70,000	0	0	0	70,000	70,000
Professional Services	9,104,000	20,325,000	0	0	29,429,000	28,579,000
Professional Services-Legal Services	3,370,000	0	0	0	3,370,000	3,370,000
Professional Services-Medical	1,702,000	0	0	0	1,702,000	1,573,000
Accounting and Auditing	500,000	0	0	0	500,000	500,000
Court Services	110,000	200,000	0	0	310,000	111,000
Other Contractual Services	36,630,000	19,183,000	25,000	0	55,838,000	43,354,000
Investigations	0	12,000	0	0	12,000	0
Travel and Per Diem	438,000	857,000	0	0	1,295,000	1,109,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed All Funds	FY 2023-24 Adopted All Funds
Training	809,000	219,000	0	0	1,028,000	887,000
Communications & Related Services	1,551,000	1,200,000	0	0	2,751,000	2,217,000
Postage	612,100	15,000	0	0	627,100	537,000
Utility Services	45,000	0	0	0	45,000	45,000
Utilities Water	2,327,000	0	0	0	2,327,000	2,433,000
Utilities Electricity	12,289,000	0	0	0	12,289,000	11,946,000
Rentals and Leases	3,626,000	105,000	0	0	3,731,000	3,854,000
Insurance - Police Torts	1,243,000	0	0	1,243,000	2,486,000	2,544,000
Insurance - Vehicle Liability	3,771,000	0	0	3,772,000	7,543,000	6,392,000
Insurance - Property & Casualty	15,923,000	0	0	15,923,000	31,846,000	27,692,000
Insurance - General Liability	22,210,000	0	0	22,210,000	44,420,000	3,092,000
Repair and Maintenance Services	13,574,500	349,000	0	0	13,923,500	13,560,000
IT-Repair and Maintenance Services	18,745,000	0	0	18,745,000	37,490,000	32,322,000
Vending - Repair and Maintenance Services	0	0	0	0	0	3,000
Printing and Binding	36,000	0	0	0	36,000	33,000
Printing and Binding-Outsourcing	43,000	0	0	0	43,000	38,000
Printing and Binding-Paper Stock	85,000	0	0	0	85,000	96,000
Printing and Binding-Supplies	6,000	0	0	0	6,000	6,000
Promotional Activities	611,000	3,891,000	0	0	4,502,000	3,127,000
Advertising and Related Costs	521,500	156,000	0	0	677,500	560,500
Other Current Charges and Obligations	24,935,500	12,939,000	0	0	37,874,500	24,764,500
Office Supplies	759,700	74,000	0	0	833,700	793,000
Operating Supplies	4,656,000	585,000	0	0	5,241,000	4,526,000
Motor Fuel	9,892,000	1,020,000	0	0	10,912,000	11,871,000
Saleable Fuel	60,000	0	0	0	60,000	125,000
Public Safety Supplies	2,417,000	0	0	0	2,417,000	2,411,000
Weapons/Ammunition	360,000	0	0	0	360,000	0
Clothing/Uniform Supplies	3,926,200	13,000	0	0	3,939,200	2,558,000
Landscaping Related Supplies, LandscapingRelated Supplies	277,000	0	0	0	277,000	277,000
Subscriptions, Memberships, Licenses, Permits & Others	4,467,500	104,000	0	0	4,571,500	3,951,000
Weapons And Ammunitions	250,000	0	0	0	250,000	710,000
Total Operating Expense:	**226,474,000**	**61,724,000**	**25,000**	**86,984,000**	**375,207,000**	**286,852,000**
Capital Outlay						
Machinery and Equipment	1,767,000	27,607,000	0	0	29,374,000	25,885,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2024-25 Proposed All Funds	FY 2023-24 Adopted All Funds
Total Capital Outlay:	**1,767,000**	**27,607,000**	**0**	**0**	**29,374,000**	**25,885,000**
Debt Service						
Principal	0	0	46,696,000	0	46,696,000	40,513,000
Interest	0	0	35,032,000	0	35,032,000	12,502,000
Total Debt Service:	**0**	**0**	**81,728,000**	**0**	**81,728,000**	**53,015,000**
Non-Operating Expense						
Aids to Government Agencies	2,739,000	1,319,000	0	0	4,058,000	3,551,000
Aids to Private Organizations	1,533,000	78,350,000	0	0	79,883,000	54,225,000
Other Grants and Aids	0	20,037,000	0	0	20,037,000	18,561,000
Advances - State Share	1,700,000	0	0	0	1,700,000	1,700,000
Budget Reserve	9,041,000	165,160,000	11,896,000	0	186,097,000	229,519,000
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Total Non-Operating Expense:	**20,013,000**	**264,866,000**	**11,896,000**	**0**	**296,775,000**	**312,556,000**
Transfers-OUT						
Interfund Transfers	74,503,000	14,109,000	0	0	88,612,000	94,260,000
Transfer Out-Cost Allocation	1,717,000	0	0	0	1,717,000	1,865,000
Intrafund Transfers	0	0	0	0	0	2,707,000
Total Transfers-OUT:	**76,220,000**	**14,109,000**	**0**	**0**	**90,329,000**	**98,832,000**
Total Expenditure (Outflows):	**1,167,203,000**	**387,640,000**	**93,649,000**	**139,889,000**	**1,788,381,000**	**1,608,659,000**



APPENDIX D:
PRESENTATION OF SCHEDULES AND GRAPHS, GENERAL FUND

SCHEDULE:
Summary Revenues and Expenditures by Functional Category

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

SCHEDULE:
Revenues (Inflows) by Department and Account Category

GRAPH:
Expenditures (Outflows) by Functional Category

Schedule:
Expenditures (Outflows) by Functional Category and General Fund Department

GRAPH:
Expenditures (Outflows) by Account Category

Schedule:
Expenditures (Outflows) by Account Category and Account Object

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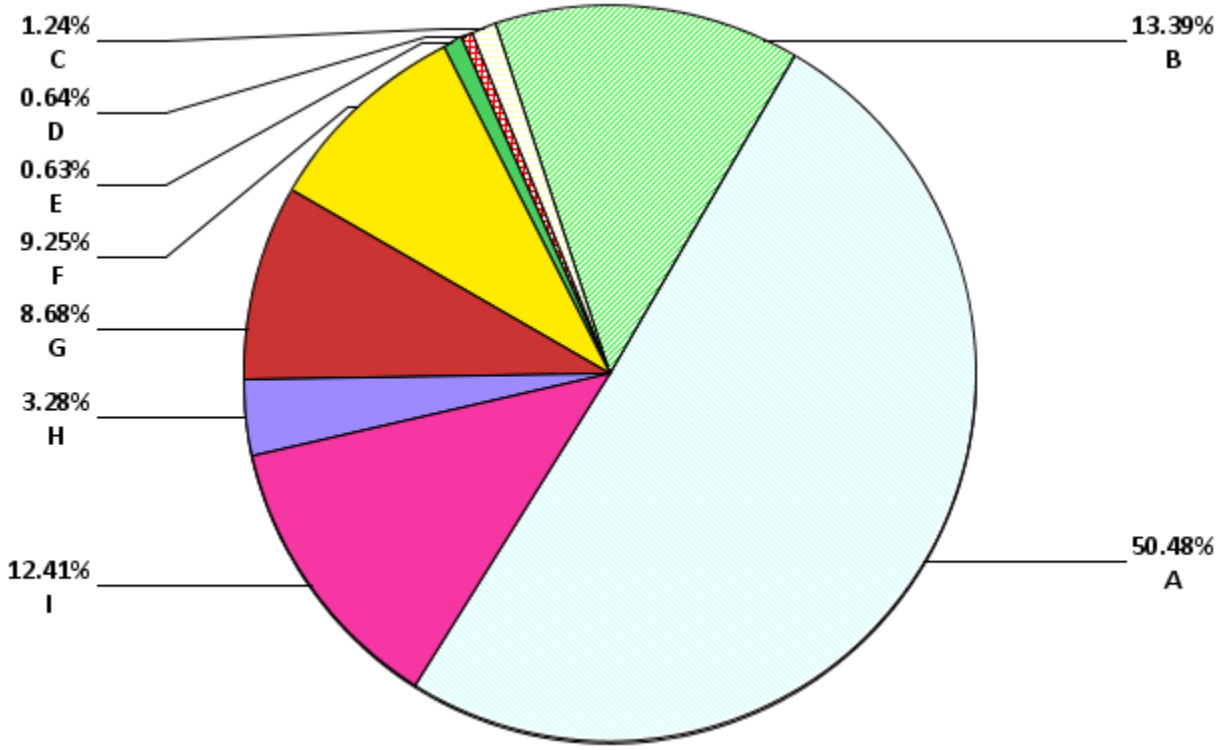
Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Revenues					
Property Taxes	410,291,267	430,656,893	477,979,017	529,682,000	589,253,000
Franchise Fees and Other Taxes	116,185,679	126,866,186	141,744,958	131,767,000	156,298,000
Interest	808,854	(1,898,842)	32,296,248	11,508,000	14,508,000
Transfers-IN	5,605,700	8,758,900	21,955,528	25,390,000	7,457,000
Fines and Forfeitures	7,982,233	6,842,000	7,131,589	6,743,000	7,379,000
Intergovernmental Revenues	72,175,293	104,627,062	104,634,288	111,569,000	107,933,000
Licenses and Permits	72,250,311	94,096,536	102,132,203	87,898,000	101,281,000
Other Revenues (Inflows)	6,705,520	6,848,295	8,008,381	5,772,000	38,248,000
Charges for Services	114,560,697	146,799,118	145,302,794	132,737,000	144,846,000
Total Revenues	**806,565,555**	**923,596,148**	**1,041,185,005**	**1,043,066,000**	**1,167,203,000**
Expenditures					
General Government	81,405,389	86,810,606	92,261,806	103,161,000	115,110,000
Planning and Development	28,730,029	33,347,336	40,135,186	49,321,000	58,374,000
Public Works	99,363,603	106,457,278	112,991,431	121,907,000	131,493,000
Public Safety	432,334,040	475,515,640	479,343,769	559,171,000	620,703,000
Real Estate and Asset Management	13,833,092	15,023,143	18,200,510	18,853,000	21,392,000
Parks and Recreation	49,486,469	56,301,174	58,629,703	59,278,000	63,384,000
Risk Management	3,451,796	3,489,332	3,327,092	4,468,000	5,286,000
Non-Departmental	30,006,494	29,882,063	44,981,145	50,167,000	71,362,000
Housing and Community Development	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
Transfers - OUT	105,213,475	81,323,005	164,379,228	74,459,000	76,220,000
Total Expenditures	**844,919,246**	**889,985,118**	**1,016,081,824**	**1,043,066,000**	**1,167,203,000**

Revenues (Inflows) By Functional Category
General Fund

FY 2024-25
$1,167,203,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Property Taxes	529,682,000	50.78%	589,253,000	50.48%
B: Franchise Fees and Other Taxes	131,767,000	12.63%	156,298,000	13.39%
C: Interest	11,508,000	1.10%	14,508,000	1.24%
D: Transfers-IN	25,390,000	2.43%	7,457,000	0.64%
E: Fines and Forfeitures	6,743,000	0.65%	7,379,000	0.63%
F: Intergovernmental Revenues	111,569,000	10.70%	107,933,000	9.25%
G: Licenses and Permits	87,898,000	8.43%	101,281,000	8.68%
H: Other Revenues (Inflows)	5,772,000	0.55%	38,248,000	3.28%
I: Charges for Services	132,737,000	12.73%	144,846,000	12.41%
Total	1,043,066,000	100.00%	1,167,203,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Property Taxes					
Ad Valorem Taxes-Real	375,145,626	395,803,537	439,422,394	490,820,000	550,278,000
Ad Valorem Taxes-Real-Delinquent	16,429,429	15,615,324	17,015,789	16,000,000	16,000,000
Ad Valorem Taxes-Penalty & Interest	51,181	58,845	609,773	150,000	150,000
Ad Valorem Taxes-Personal	17,676,668	18,525,519	19,915,568	21,962,000	21,975,000
Ad Valorem Taxes-Personal-Delinquent	988,363	653,668	1,015,493	750,000	850,000
Total Property Taxes:	**410,291,267**	**430,656,893**	**477,979,017**	**529,682,000**	**589,253,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,040,971	7,557,516	7,453,891	7,877,000	7,271,000
Franc Fee-Electricity	28,843,974	34,700,681	38,909,514	36,103,000	46,194,000
Franc Fee-Gas	461,373	748,029	862,835	915,000	915,000
Utility Ser Fee-Electricity	38,520,862	41,086,747	48,110,706	42,746,000	53,500,000
Utility Ser Fee-Water	7,413,284	7,792,089	8,662,491	8,107,000	9,013,000
Utility Ser Fee-Gas	827,751	807,833	827,131	841,000	852,000
Utility Ser Fee-Fuel Oil	14,693	45,120	98,591	47,000	99,000
Public Service Taxes	19,069,638	20,132,976	22,828,537	21,131,000	24,454,000
Other Taxes-Storm Water	13,993,133	13,995,194	13,991,262	14,000,000	14,000,000
Total Franchise Fees and Other Taxes:	**116,185,679**	**126,866,186**	**141,744,958**	**131,767,000**	**156,298,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	93,182	454,358	2,700,711	1,608,000	1,608,000
Misc-Int & Pen-Investment	2,451,265	4,269,312	27,108,600	9,900,000	12,900,000
Misc-Net Increase Decrease In Fair ValueOf	(1,735,594)	(6,622,512)	2,486,937	0	0
Total Interest:	**808,854**	**(1,898,842)**	**32,296,248**	**11,508,000**	**14,508,000**
Transfers-IN					
Other-Interfund Transfer	5,605,700	6,434,507	19,351,006	25,390,000	7,457,000
Transfer In-Prior Year adjustment	0	224,393	2,304,522	0	0
Other-Intrafund Transfer	0	2,100,000	300,000	0	0
Total Transfers-IN:	**5,605,700**	**8,758,900**	**21,955,528**	**25,390,000**	**7,457,000**
Fines and Forfeitures					
Fines-Judgments And Fines	6,759,876	5,629,855	5,800,743	5,565,000	5,754,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Fines-Violations Of Local Ordinances	(30,746)	(32,153)	(8,900)	0	0
Fines-Other Fines And/Or Forfeits	1,167,928	1,177,833	1,248,395	1,178,000	1,625,000
Misc-Red Light Camera Fines	85,175	66,465	91,352	0	0
Total Fines and Forfeitures:	**7,982,233**	**6,842,000**	**7,131,589**	**6,743,000**	**7,379,000**
Intergovernmental Revenues					
Federal Grants	2,353	48	0	0	0
State Shared Revenues	845,985	890,243	866,755	917,000	884,000
Municipal Rev Sharing	17,870,627	21,603,809	22,159,169	25,000,000	25,750,000
Half Cent Sales Tax	40,024,004	49,108,943	47,769,337	56,000,000	47,800,000
State Pension Payment	9,762,342	11,125,438	14,049,238	11,459,000	11,688,000
Shared Revenues From Other Local Units	447,724	662,688	573,144	593,000	611,000
Shared Revenues - MPA	3,000,000	16,000,000	15,200,000	15,000,000	17,000,000
Shared Revenues From Other Loc-Federal	221,935	5,235,856	4,016,644	2,600,000	4,200,000
Pmts Other Local U In Lieu Of Taxes	325	0	0	0	0
State Grants	0	38	0	0	0
Total Licenses and Permits:	**72,175,293**	**104,627,062**	**104,634,288**	**111,569,000**	**107,933,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	393,178	291,817	151,396	291,000	79,000
Business Tax Receipt	616	109	0	0	0
Business Tax Receipt-Business	7,245,096	7,134,490	7,012,515	7,349,000	7,131,000
Business Tax Receipt-Business-Penalty	676,754	497,581	457,720	400,000	475,000
Business Tax Receipt-Metro	674,277	584,131	585,501	675,000	586,000
Building Permits	26,731,539	41,217,476	45,738,677	35,000,000	45,000,000
Other Licenses, Fees and Permits	4,338,961	6,250,928	6,852,716	7,040,000	6,869,000
Other Licenses, Fees - CU(SW)	7,773,813	10,191,858	10,118,782	9,500,000	10,113,000
Other Licenses, Fees - SW Franchise andComm Haulers	16,964,646	20,435,024	23,544,265	20,152,000	23,620,000
Other Licenses, Fees - Murals	3,087,157	2,816,551	3,069,463	2,800,000	2,800,000
Other Licenses, Fees - Fire Safety Permits	2,209,692	2,258,119	2,253,073	2,300,000	2,300,000
Other Licenses, Fees - CU	2,154,581	2,418,453	2,348,094	2,391,000	2,308,000
Total Licenses and Permits:	**72,250,311**	**94,096,536**	**102,132,203**	**87,898,000**	**101,281,000**

Other Revenues (Inflows)

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Misc-Disposition Of Fixed Assets	227,164	540,281	912,161	152,000	152,000
Misc-Sales Of Surplus Materials And Scrap	0	0	186	0	0
Misc-Contributions And Donations From Private Sources	0	0	97,500	0	0
Misc.-Other Service Charges/Late Fees	286,867	294,917	220,682	283,000	225,000
Misc - Fuel	151,075	100,807	39,773	100,000	50,000
Misc - Vending	12,463	35,114	38,569	30,000	53,000
Misc-Settlements	2,399,248	760,871	1,228,415	667,000	600,000
Misc-Contra Revenue For Bad Debt Allowance	0	0	0	0	0
Other-Nonoperating Sources	2,202,743	3,815,847	4,160,386	3,643,000	3,650,000
Other- Carryover Budget	0	1,020	0	0	0
Other-Oth N-optg Sour/Carryover	479,993	2,719	6,376	0	32,535,000
Misc-Other Miscellaneous Revenues	967,972	1,300,074	1,333,761	897,000	983,000
Misc - POS Over/Under	(22,005)	(3,354)	(29,428)	0	0
Total Other Revenues (Inflows):	**6,705,520**	**6,848,295**	**8,008,381**	**5,772,000**	**38,248,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	2,117,834	2,289,340	1,537,574	2,336,000	1,677,000
CFS-GG-Other General Government Charges And Fees	1,028,946	1,092,172	281,550	35,000	49,000
CFS-PS-Police Services	3,322,187	3,151,196	2,245,417	2,800,000	2,120,000
CFS-PS-Fire Protection Services	17	601	0	0	0
CFS-PS-Emergency Service Fees	9,544,681	10,741,681	12,512,181	10,800,000	9,400,000
CFS-Public Emerg Med Transp (PEMT) Payment	2,312,025	1,835,753	1,928,459	1,778,000	1,778,000
CFS-PS-Protective Inspection Fees	439,189	512,586	572,892	540,000	556,000
CFS-Fire Investigation Fees	780	795	550	0	0
CFS-PS-Ambulance/False Alarm Fees	792,326	1,110,582	1,009,160	867,000	1,000,000
CFS-PS-Other Public Safety Charges And Fees	887,930	951,811	1,570,264	868,000	1,183,000
CFS-PE-Water Utility Revenue	9,468	6,318	19,984	7,000	15,000
CFS-Electrical Utility Fees	0	0	35,385	0	0
CFS-PE-Garbage/Solid Waste Revenue	24,379,483	24,276,604	24,246,770	24,510,000	28,004,000
CFS-PE-Cemetery Fees	1,024	3,029	2,885	1,000	2,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
CFS-PE-Other Physical Environment Revenue	0	117,897	134,010	68,000	67,000
CFS-Trans-Parking Facilities	1,841,289	2,508,826	2,948,606	2,900,000	3,200,000
CFS-Trans-Tolls	567,957	567,311	638,247	625,000	625,000
CFS-Trans-Other Transportation Revenue	2,745	5,908	0	0	0
CFS-Trans-Tools	26,050	0	0	0	0
CFS-C&R-Special Recreation Facilities	1,327,781	2,806,380	2,294,279	1,466,000	2,306,000
CFS-C&R-Other Culture/Recreation	3,832,010	4,471,680	1,807,537	905,000	945,000
CFS-C&R-Other Culture/Recreation (PF)	8,620,755	11,523,065	12,468,551	11,700,000	13,000,000
CFS-Rents And Royalties	16,559,799	23,341,183	25,177,080	20,691,000	24,584,000
CFS-Lease Interest Revenue	0	5,441,838	0	0	0
CFS-Other Charges for Services	8,997,408	12,558,064	13,707,641	12,631,000	12,058,000
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	12,608	0	0	0	0
CFS-Parking Surcharges Lockbox	18,700,718	26,871,603	29,860,819	27,409,000	32,000,000
CFS - Pari-Mutuel Revenues stor	2,898,117	3,360,788	3,302,773	3,500,000	3,300,000
CFS-Building Inspections	6,337,572	7,252,109	7,000,181	6,300,000	6,977,000
Total Charges for Services:	**114,560,697**	**146,799,118**	**145,302,794**	**132,737,000**	**144,846,000**
Total Revenue (Inflows):	**806,565,555**	**923,596,148**	**1,041,185,005**	**1,043,066,000**	**1,167,203,000**

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
411100 - Ad Valorem Taxes-Real	Finance	375,145,626	395,803,537	439,422,394	490,820,000	550,278,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	16,429,429	15,615,324	17,015,789	16,000,000	16,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	51,181	58,845	609,773	150,000	150,000
411300 - Ad Valorem Taxes-Personal	Finance	17,676,668	18,525,519	19,915,568	21,962,000	21,975,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	988,363	653,668	1,015,493	750,000	850,000
Property Taxes	**Total**	**410,291,267**	**430,656,893**	**477,979,017**	**529,682,000**	**589,253,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,040,971	7,557,516	7,453,891	7,877,000	7,271,000
413100 - Franc Fee-Electricity	Finance	28,843,974	34,700,681	38,909,514	36,103,000	46,194,000
413400 - Franc Fee-Gas	Finance	461,373	748,029	862,835	915,000	915,000
414100 - Utility Ser Fee-Electricity	Finance	38,520,862	41,086,747	48,110,706	42,746,000	53,500,000
414300 - Utility Ser Fee-Water	Finance	7,413,284	7,792,089	8,662,491	8,107,000	9,013,000
414400 - Utility Ser Fee-Gas	Finance	827,751	807,833	827,131	841,000	852,000
414700 - Utility Ser Fee-Fuel Oil	Finance	14,693	45,120	98,591	47,000	99,000
415000 - Public Service Taxes	Finance	19,069,638	20,132,976	22,828,537	21,131,000	24,454,000
419000 - Other Taxes-Storm Water	Civil Service Board	154	-	-	-	-
	Finance	(4,428)	(6)	(6)	-	-
	Total Resilience and Public Works Department	13,997,406	13,995,200	13,991,268	14,000,000	14,000,000
Franchise Fees and Other Taxes	**Total**	**116,185,679**	**126,866,186**	**141,744,958**	**131,767,000**	**156,298,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	6,700	3,950	1,589	7,000	7,000
	Finance	85,354	449,723	2,698,558	1,600,000	1,600,000
	Solid Waste	1,129	685	564	1,000	1,000
461110 - Misc-Int & Pen-Investment	Finance	2,451,265	4,269,312	27,108,600	9,900,000	12,900,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	(1,735,594)	(6,622,512)	2,486,937	0	-
Interest	**Total**	**808,854**	**(1,898,842)**	**32,296,248**	**11,508,000**	**14,508,000**
481000 - Other-Interfund Transfer	Finance	5,605,700	6,270,507	19,351,006	25,390,000	5,657,000
	Non-Departmental	-	164,000	-	0	1,800,000
481101 - Transfer In-Prior Year adjustment	Code Compliance	-	2	-	-	-
	Finance	-	266	-	-	-
	Grants Administration	-	-	10,730	-	-
	Human Resources	-	14	-	-	-
	Innovation and Technology	-	16	-	-	-
	Neighborhood Enhancement Teams (NET)	-	50,350	-	-	-
	Procurement	-	-	89	-	-
	Human Services	-	63,675	23,086	-	-
	Planning	-	79	-	-	-
	General Services Administration	-	1,037	99,174	-	-
	Total Resilience and Public Works Department	-	472	-	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
	Solid Waste	-	389	1,858	-	-
	Capital Improvements and Transportation	-	29	-	-	-
	Fire-Rescue	-	105,806	844,461	-	-
	Police	-	460	1,299,690	-	-
	Real Estate and Asset Management	-	176	-	-	-
	Parks and Recreation	-	1,622	-	-	-
	Non-Departmental	-	-	25,435	-	-
481100 - Other-Intrafund Transfer	Non-Departmental	-	2,100,000	300,000	0	-
Transfers-IN	**Total**	**5,605,700**	**8,758,900**	**21,955,528**	**25,390,000**	**7,457,000**
451000 - Fines-Judgments And Fines	Police	6,695,909	5,568,900	5,743,666	5,500,000	5,689,000
	Real Estate and Asset Management	63,966	60,955	57,077	65,000	65,000
454000 - Fines-Violations Of Local Ordinances	Finance	(30,746)	(32,153)	(8,900)	0	-
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	200	3,896	650	-	-
	Code Compliance	836,897	447,646	196,171	303,000	303,000
	Finance	(8,291)	(73,775)	0	-	-
	Neighborhood Enhancement Teams (NET)	2,150	2,800	5,950	-	-
	Building Department	38,498	23,732	6,363	25,000	15,000
	Planning	384	2,403	(29)	(3,000)	0
	Solid Waste	295,693	763,478	1,028,729	850,000	1,300,000
	Police	2,096	1,776	1,331	-	-
	Real Estate and Asset Management	302	5,875	9,230	3,000	7,000
462000 - Misc-Red Light Camera Fines	Finance	85,175	66,465	91,352	-	-
Fines and Forfeitures	**Total**	**7,982,233**	**6,842,000**	**7,131,589**	**6,743,000**	**7,379,000**
431000 - Federal Grants	Police	-	0	-	-	-
	Parks and Recreation	2,353	48	0	-	-
435000 - State Shared Revenues	Finance	822,593	890,243	866,755	917,000	884,000
	Police	23,393	-	-	-	-
435001 - Municipal Rev Sharing	Finance	17,870,627	21,603,809	22,159,169	25,000,000	25,750,000
435002 - Half Cent Sales Tax	Finance	40,024,004	49,108,943	47,769,337	56,000,000	47,800,000
436900 - State Pension Payment	Fire-Rescue	4,040,001	4,391,444	6,728,405	4,523,000	4,613,000
	Police	5,722,341	6,733,993	7,320,833	6,936,000	7,075,000
438000 - Shared Revenues From Other Local Units	Fire-Rescue	447,724	662,688	573,144	593,000	611,000
438010 - Shared Revenues - MPA	Finance	3,000,000	16,000,000	15,200,000	15,000,000	17,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	221,935	5,235,856	4,016,644	2,600,000	4,200,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	325	-	-	0	-
434000 - State Grants	Parks and Recreation	-	38	-	-	-
Intergovernmental Revenues	**Total**	**72,175,293**	**104,627,062**	**104,634,288**	**111,569,000**	**107,933,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	393,178	291,817	151,396	291,000	79,000
421000 - Business Tax Receipt	Finance	616	109	0	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
421100 - Business Tax Receipt-Business	Finance	7,245,096	7,134,490	7,012,515	7,349,000	7,131,000
421200 - Business Tax Receipt-Business-Penalty	Commissioners	(12)	-	-	-	-
	Finance	676,766	497,581	457,720	400,000	475,000
421400 - Business Tax Receipt-Metro	Finance	674,277	584,131	585,501	675,000	586,000
422000 - Building Permits	Building Department	26,730,006	41,203,796	45,734,991	35,000,000	45,000,000
	Total Resilience and Public Works Department	1,534	13,680	3,686	-	-
429000 - Other Licenses, Fees and Permits	Code Compliance	2,888	2,888	7,876	5,000	5,000
	Finance	821	1,459	943	0	-
	Building Department	79,589	109,895	139,364	110,000	137,000
	Planning	680,911	755,637	828,882	900,000	1,102,000
	Zoning	1,788,177	2,846,170	2,559,600	2,700,000	2,300,000
	Total Resilience and Public Works Department	1,338,981	2,170,676	3,016,546	3,000,000	3,000,000
	Fire-Rescue	1,210	1,099	1,367	0	-
	Police	297,714	320,743	246,435	295,000	295,000
	Real Estate and Asset Management	148,672	42,362	46,557	30,000	30,000
	Parks and Recreation	-	-	5,147	-	-
429010 - Other Licenses, Fees - CU(SW)	Finance	201	(4)	-	-	-
	Solid Waste	7,773,612	10,191,861	10,118,782	9,500,000	10,113,000
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	(116)	-	(202)	-	-
	Solid Waste	16,964,762	20,435,024	23,544,468	20,152,000	23,620,000
429030 - Other Licenses, Fees - Murals	Building Department	-	-	-	-	2,800,000
	Zoning	3,087,157	2,816,551	3,069,463	2,800,000	0
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	0	85	(67)	-	-
	Fire-Rescue	2,209,692	2,258,034	2,253,140	2,300,000	2,300,000
429040 - Other Licenses, Fees - CU	Finance	1,272,432	1,253,714	1,218,590	1,291,000	1,208,000
	Zoning	882,149	1,164,739	1,120,730	1,100,000	1,100,000
	Solid Waste	-	-	8,775	-	-
Licenses and Permits	**Total**	**72,250,311**	**94,096,536**	**102,132,203**	**87,898,000**	**101,281,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	76	61	-	-	-
	Office of Communications	-	282	-	-	-
	Finance	-	-	322	-	-
	Management and Budget	9	-	-	-	-
	Procurement	-	1,053	9	-	-
	Building Department	-	96	-	-	-
	Planning	-	-	138	-	-
	General Services Administration	220,575	369,825	822,295	152,000	152,000
	Total Resilience and Public Works Department	-	-	19,725	-	-
	Solid Waste	-	11	-	-	-
	Fire-Rescue	-	133,350	192	-	-
	Police	6,500	31,552	66,319	0	-
	Real Estate and Asset Management	-	-	3,122	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
	Parks and Recreation	4	4,050	-	-	-
	Risk Management	-	-	40	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	-	-	186	-	-
466000 - Misc-Contributions And Donations From Private Sources	Procurement	-	-	97,500	-	-
469010 - Misc.-Other Service Charges/Late Fees	Finance	253,965	229,543	202,673	264,000	206,000
	Building Department	4	-	-	-	-
	Zoning	7,794	8,640	8,851	9,000	9,000
	Fire-Rescue	7,413	8,304	8,486	10,000	10,000
	Real Estate and Asset Management	17,692	48,430	672	-	-
469013 - Misc - Fuel	Finance	17,939	2,496	-	-	-
	Real Estate and Asset Management	133,136	98,311	39,773	100,000	50,000
469014 - Misc - Vending	Real Estate and Asset Management	12,463	35,114	38,569	30,000	53,000
469300 - Misc-Settlements	City Attorney	-	-	600,000	-	-
	Finance	646,913	694,204	587,648	600,000	600,000
	Real Estate and Asset Management	137,557	-	-	-	-
	Non-Departmental	1,614,778	66,667	40,767	67,000	0
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	-	0	-	-
489000 - Other-Nonoperating Sources	City Attorney	126,243	129,285	127,764	128,000	128,000
	City Clerk	1,164	-	582	-	-
	Fire-Rescue	2,064,151	3,488,848	3,509,962	3,500,000	3,500,000
	Police	9,505	22,714	21,720	15,000	22,000
	Real Estate and Asset Management	-	175,000	-	-	-
	Parks and Recreation	1,680	-	-	-	-
	Non-Departmental	-	-	500,357	0	-
489910 - Other- Carryover Budget	Human Services	-	1,020	-	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	(1,164)	0	6,402	0	-
	Code Compliance	130	-	-	-	-
	Finance	18,530	(28)	(26)	0	-
	Grants Administration	-	1,409	-	-	-
	Human Resources	961	-	-	-	-
	Innovation and Technology	1,089	-	-	-	-
	Neighborhood Enhancement Teams (NET)	18,896	-	-	-	-
	Human Services	65,592	-	-	-	-
	Building Department	128,723	-	-	0	-
	Planning	4,249	-	-	-	-
	General Services Administration	60,259	5,340	-	-	-
	Total Resilience and Public Works Department	31,583	-	-	-	-
	Solid Waste	27,136	-	-	-	-
	Capital Improvements and Transportation	2,000	-	-	-	-
	Fire-Rescue	(13,085)	(4,002)	-	-	-
	Police	17,479	-	-	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
	Real Estate and Asset Management	12,202	-	-	-	-
	Parks and Recreation	105,414	-	-	-	-
	Non-Departmental	-	-	-	0	32,535,000
469000 - Misc-Other Miscellaneous Revenues	Mayor	-	60	-	-	-
	City Manager	-	50	-	-	-
	City Attorney	14,726	20,734	8,034	-	-
	Code Compliance	856	392	818	-	-
	Office of Communications	1,000	250	0	-	-
	Finance	652,104	593,887	610,642	612,000	612,000
	Human Resources	-	21	1	-	-
	Innovation and Technology	162,574	27,466	82,890	30,000	90,000
	Neighborhood Enhancement Teams (NET)	(690)	(660)	-	-	-
	Procurement	-	200	-	-	-
	Human Services	(1)	1,555	28,960	20,000	81,000
	Building Department	(1,274,694)	(1,812,200)	(1,586,239)	(1,500,000)	(1,718,000)
	Planning	194,564	35,449	117,606	81,000	117,000
	Zoning	5,623	7,533	7,359	7,000	8,000
	General Services Administration	-	75,000	-	-	-
	Total Resilience and Public Works Department	900	116	-	-	-
	Solid Waste	-	25,714	1,536	7,000	1,000
	Capital Improvements and Transportation	-	634	-	-	-
	Fire-Rescue	475,804	512,116	352,072	525,000	350,000
	Police	415,415	464,231	208,608	465,000	92,000
	Housing and Community Development Department	-	184	-	-	-
	Real Estate and Asset Management	177,468	910,182	987,432	200,000	900,000
	Parks and Recreation	122,975	344,367	303,217	300,000	300,000
	Risk Management	214	-	-	-	-
	Non-Departmental	19,134	92,793	210,826	150,000	150,000
469200 - Misc - POS Over/Under	Finance	(22,005)	(3,354)	(29,428)	-	-
Other Revenues (Inflows)	**Total**	**6,705,520**	**6,848,295**	**8,008,381**	**5,772,000**	**38,248,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,879,501	2,018,200	1,369,908	2,059,000	1,400,000
	Total Resilience and Public Works Department	238,334	271,140	167,665	277,000	277,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	67,427	-	-	-	-
	City Clerk	15,501	0	8,319	0	-
	Real Estate and Asset Management	1,220	(1,595)	11,899	0	-
	Parks and Recreation	944,798	1,093,767	261,332	35,000	49,000
442100 - CFS-PS-Police Services	Finance	-	(86)	35	-	-
	Police	3,322,187	3,151,282	2,245,383	2,800,000	2,120,000
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	17	601	0	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	9,544,681	10,741,681	12,512,181	10,800,000	9,400,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	2,312,025	1,835,753	1,928,459	1,778,000	1,778,000
442500 - CFS-PS-Protective Inspection Fees	Finance	90	915	0	-	-
	Fire-Rescue	439,100	511,671	572,892	540,000	556,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	780	795	550	-	-
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	792,326	1,110,582	1,009,160	867,000	1,000,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	412,073	307,543	209,478	316,000	183,000
	Police	475,857	644,268	1,360,786	552,000	1,000,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	1,906	-	-	-	-
	Real Estate and Asset Management	7,562	6,318	19,984	7,000	15,000
443301 - CFS-Electrical Utility Fees	Finance	-	-	35,385	-	-
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	1,085	2,408	5,941	-	-
	Solid Waste	24,378,398	24,274,196	24,240,828	24,510,000	28,004,000
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	1,024	3,029	2,885	1,000	2,000
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	-	117,897	133,748	68,000	67,000
	Real Estate and Asset Management	-	-	263	-	-
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	1,841,289	2,508,826	2,948,606	2,900,000	3,200,000
444600 - CFS-Trans-Tolls	Parks and Recreation	567,957	567,311	638,247	625,000	625,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	1,765	5,908	-	-	-
	Real Estate and Asset Management	980	-	-	0	-
446000 - CFS-Trans-Tools	Parks and Recreation	26,050	-	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset Management	692,147	1,716,533	1,238,974	1,000,000	1,240,000
	Parks and Recreation	635,634	1,089,846	1,055,305	466,000	1,066,000
447900 - CFS-C&R-Other Culture/Recreation	Finance	1,340	-	-	0	-
	Real Estate and Asset Management	8,633	14,677	82,368	-	-
	Parks and Recreation	3,822,037	4,457,003	1,725,170	905,000	945,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset Management	8,618,201	11,522,239	12,468,333	11,700,000	13,000,000
	Parks and Recreation	2,553	827	218	-	-
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	16,544,955	23,312,427	25,117,835	20,685,000	24,500,000
	Parks and Recreation	14,844	28,756	59,246	6,000	84,000
448001 - CFS-Lease Interest Revenue	Real Estate and Asset Management	-	5,441,838	-	-	-
449000 - CFS-Other Charges for Services	City Attorney	228,252	197,094	90,915	239,000	81,000
	City Clerk	55	175	247	0	-
	Civil Service Board	51	69	-	-	-
	Code Compliance	-	-	-	2,495,000	2,016,000
	Finance	10,803	9,904	9,307	11,000	11,000
	Innovation and Technology	1,878	3,558	6,379	4,000	6,000
	Procurement	15	-	-	-	-
	Human Services	19,228	42,432	17,942	37,000	62,000
	Building Department	964,665	972,786	1,017,014	1,000,000	1,000,000

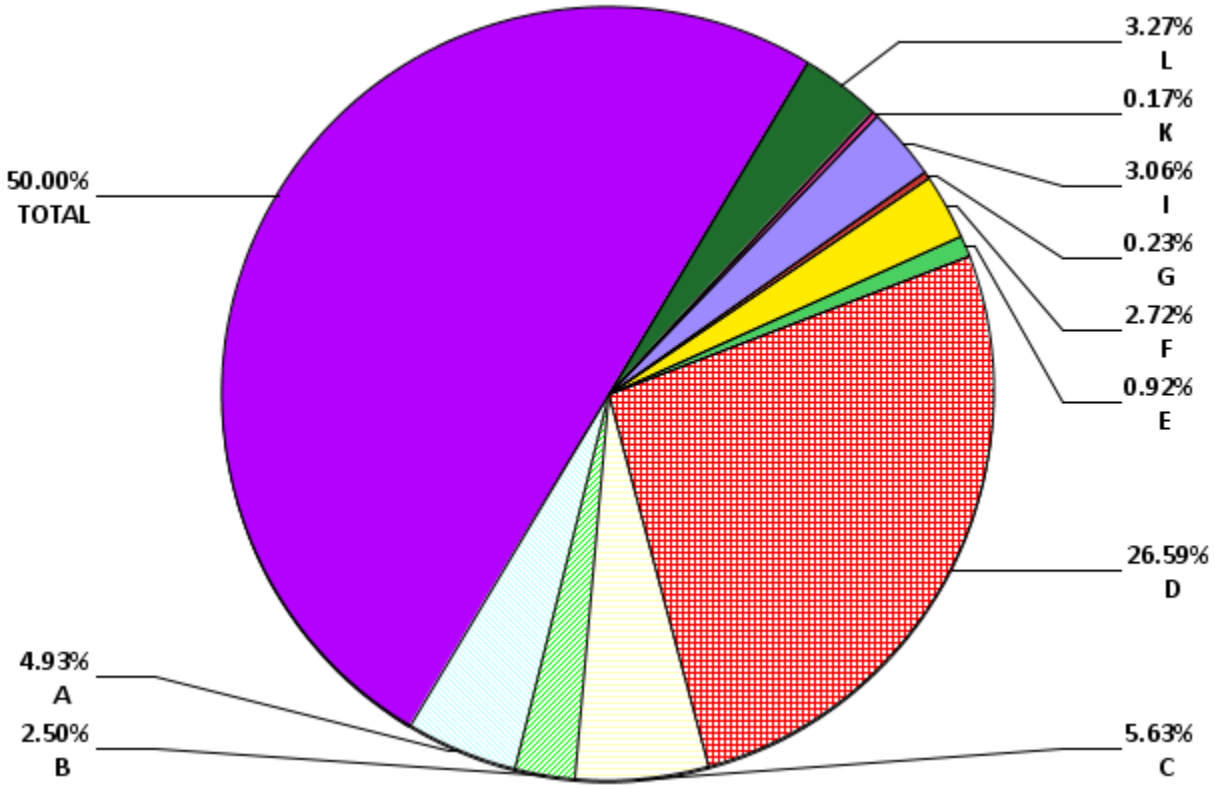
Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
	Planning	2,954,511	5,342,571	6,151,808	2,792,000	2,182,000
	Zoning	398,509	600,965	502,619	550,000	550,000
	Total Resilience and Public Works Department	2,641,366	2,983,812	3,371,723	3,264,000	3,477,000
	Solid Waste	751	2,025	1,432	1,000	1,000
	Fire-Rescue	784,599	1,089,279	1,077,206	1,020,000	1,118,000
	Police	817,550	786,350	1,037,363	1,002,000	1,043,000
	Real Estate and Asset Management	169,747	517,183	383,449	196,000	433,000
	Parks and Recreation	5,429	9,862	40,238	20,000	78,000
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	12,608	-	-	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	18,700,718	26,871,603	29,860,819	27,409,000	32,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,898,117	3,360,788	3,302,773	3,500,000	3,300,000
449020 - CFS-Building Inspections	Finance	646,853	885,125	967,613	850,000	977,000
	Building Department	5,691,309	6,366,983	6,032,568	5,450,000	6,000,000
	Fire-Rescue	(590)	-	-	-	-
Charges for Services	**Total**	**114,560,697**	**146,799,118**	**145,302,794**	**132,737,000**	**144,846,000**
Total Revenue	**Total**	**806,565,555**	**923,596,148**	**1,041,185,005**	**1,043,066,000**	**1,167,203,000**

Expenditures (Outflows) By Functional Category
General Fund

FY 2024-25

$1,167,203,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: General Government	103,161,000	9.89%	115,110,000	9.86%
B: Planning and Development	49,321,000	4.73%	58,374,000	5.00%
C: Public Works	121,907,000	11.69%	131,493,000	11.27%
D: Public Safety	559,171,000	53.61%	620,703,000	53.18%
E: Real Estate and Asset Management	18,853,000	1.81%	21,392,000	1.83%
F: Parks and Recreation	59,278,000	5.68%	63,384,000	5.43%
G: Risk Management	4,468,000	0.43%	5,286,000	0.45%
H: Non-Departmental	50,167,000	4.81%	71,362,000	6.11%
I: Housing and Community Development	2,281,000	0.22%	3,879,000	0.33%
J: Transfers - OUT	74,459,000	7.14%	76,220,000	6.53%
Total	1,043,066,000	100.00%	1,167,203,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Government					
Mayor	2,034,766	2,563,376	2,754,638	3,261,000	3,560,000
Commissioners	5,471,042	6,835,128	8,070,382	11,333,000	12,611,000
City Manager	2,674,400	3,873,287	3,335,674	4,962,000	3,689,000
Office of Agenda Coordination	385,759	384,821	364,487	409,000	492,000
Independent Auditor General	1,367,675	1,525,359	1,567,836	1,872,000	2,106,000
City Attorney	10,473,045	11,260,580	11,739,748	12,530,000	14,004,000
City Clerk	2,065,916	2,011,300	2,124,242	2,301,000	2,459,000
Civil Service Board	552,715	582,342	617,871	647,000	648,000
Code Compliance	8,650,115	9,127,979	10,455,999	11,440,000	13,048,000
Office of Communications	1,710,610	1,520,138	1,482,100	1,630,000	2,204,000
Economic Innovation and Development	0	0	0	0	1,776,000
Equal Opportunity and Diversity Programs	551,550	572,754	596,253	647,000	711,000
Finance	10,927,641	11,349,024	11,944,908	12,655,000	13,971,000
Grants Administration	1,522,878	1,516,028	1,659,903	2,030,000	2,227,000
Human Resources	5,212,566	5,548,461	5,939,500	6,049,000	6,746,000
Innovation and Technology	15,256,970	14,843,357	14,700,019	15,352,000	16,971,000
Management and Budget	3,043,883	2,858,821	3,165,570	3,984,000	4,418,000
Neighborhood Enhancement Teams (NET)	599,648	8,730	0	0	0
Procurement	2,930,171	3,115,554	3,173,792	3,614,000	3,974,000
Office of Resilience and Sustainability	16,405	35,658	932,778	1,171,000	1,377,000
Human Services	5,957,634	7,277,908	7,636,106	7,274,000	8,118,000
Total General Government	81,405,389	86,810,606	92,261,806	103,161,000	115,110,000
Planning and Development					
Building Department	19,175,795	23,314,994	29,009,630	36,075,000	44,073,000
Planning	5,204,782	5,239,911	5,813,351	7,216,000	7,746,000
Zoning	4,349,451	4,792,430	5,312,205	6,030,000	6,555,000
Planning and Development	28,730,029	33,347,336	40,135,186	49,321,000	58,374,000
Community and Economic Development					
Housing and Community Development Department	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
Housing and Community Development	1,094,859	1,835,543	1,831,954	2,281,000	3,879,000
Public Works					
Office of Capital Improvements	4,307,181	3,742,591	3,385,934	1,959,000	2,048,000

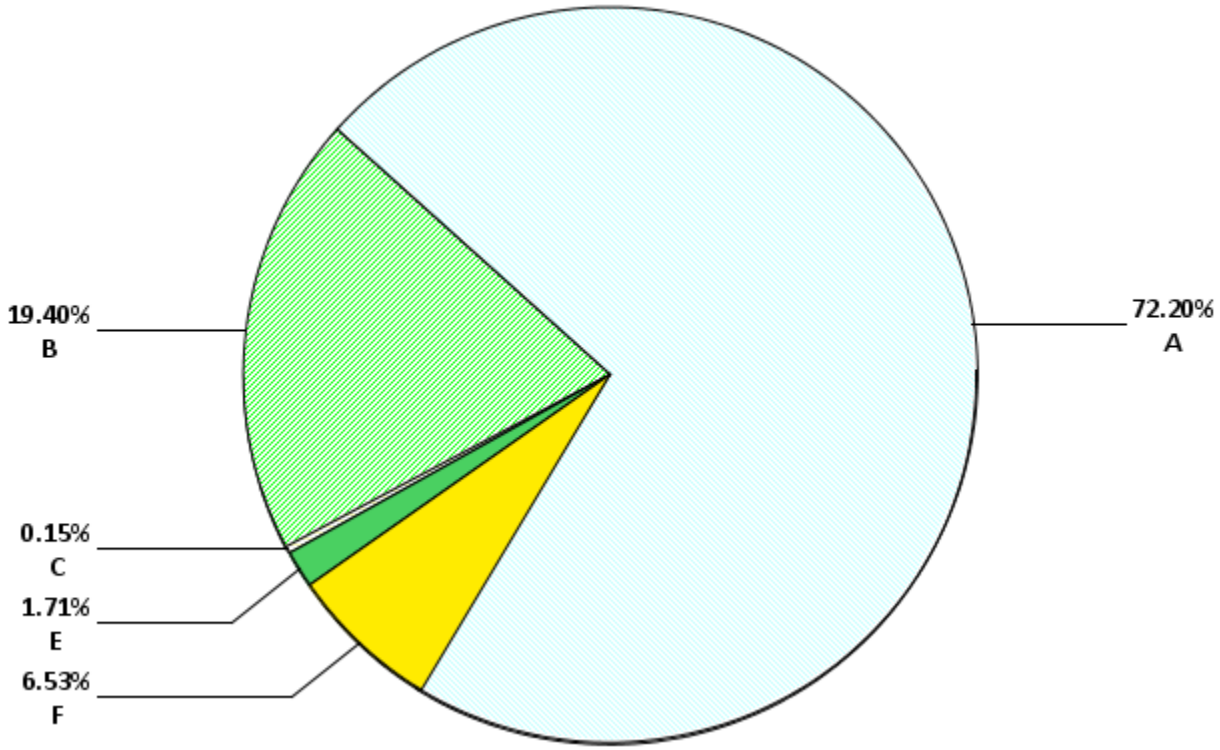
Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Services Administration	27,506,060	31,724,704	33,395,635	35,043,000	37,823,000
Total Resilience and Public Works Department	29,795,572	28,232,453	30,203,143	38,999,000	41,500,000
Solid Waste	37,754,790	42,757,530	46,006,720	45,906,000	50,122,000
Public Works	99,363,603	106,457,278	112,991,431	121,907,000	131,493,000
Public Safety					
Fire-Rescue	166,707,809	181,526,101	193,155,128	213,248,000	242,129,000
Police	265,626,230	293,989,539	286,188,641	345,923,000	378,574,000
Public Safety	432,334,040	475,515,640	479,343,769	559,171,000	620,703,000
Other Departments					
Real Estate and Asset Management	13,833,092	15,023,143	18,200,510	18,853,000	21,392,000
Parks and Recreation	49,486,469	56,301,174	58,629,703	59,278,000	63,384,000
Risk Management	3,451,796	3,489,332	3,327,092	4,468,000	5,286,000
Total Other	66,771,357	74,813,648	80,157,304	82,599,000	90,062,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	30,006,494	29,882,063	44,981,145	50,167,000	71,362,000
Non Departmental Units	30,006,494	29,882,063	44,981,145	50,167,000	71,362,000
Transfers -OUT	105,213,475	81,323,005	164,379,228	74,459,000	76,220,000
Total Expenditures (Outflows)	844,919,246	889,985,118	1,016,081,824	1,043,066,000	1,167,203,000

Expenditures (Outflows) by Account Category
General Fund

FY 2024-25

$1,167,203,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Personnel	758,153,000	72.69%	842,729,000	72.20%
B: Operating Expense	187,697,000	17.99%	226,474,000	19.40%
C: Capital Outlay	892,000	0.09%	1,767,000	0.15%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	21,865,000	2.10%	20,013,000	1.71%
F: Transfers - OUT	74,459,000	7.14%	76,220,000	6.53%
Total	1,043,066,000	100.00%	1,167,203,000	100.00%

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel					
Executive Salaries	425,196	440,073	428,748	435,000	439,000
Regular Salaries and Wages	311,170,514	331,039,264	295,378,992	384,416,000	447,130,000
Attrition Savings - Salaries	0	0	0	(4,568,000)	(5,799,000)
Other Salaries and Wages	682,541	930,286	1,230,386	1,356,000	1,393,000
Other Salaries and Wages-FT Seasonal	0	0	3,990	0	0
Other Salaries and Wages -Part Time Year Year Round	3,040,669	4,526,607	4,327,807	8,339,000	7,540,000
Other Salaries and Wages - Part Time Seasonal	2,045,392	3,990,456	5,932,096	3,961,000	4,561,000
Other Salaries and Wages-PT Temp	344,574	290,068	185,512	0	0
Overtime	9,790,167	16,025,123	19,586,525	16,543,000	18,914,000
OT-Reimbursable	1,357,222	2,726,873	1,494,216	852,000	954,000
OT Staffing	3,513,689	5,732,666	8,005,961	6,718,000	8,071,000
OT EMS Backfill for Training	380,667	816,890	529,933	826,000	972,000
OT Off Duty Events	1,971,242	3,148,156	3,799,993	3,623,000	4,195,000
OT Court	181,160	382,323	602,788	685,000	767,000
Special Pay	31,657,957	32,766,790	39,763,934	37,891,000	44,252,000
Fringe Benefits	1,382,132	1,503,840	1,726,098	1,425,000	1,474,000
Fringe Benefits - Tuition Reimbursement	470,715	416,289	385,054	576,000	576,000
Fica Taxes	13,888,216	15,727,024	15,806,617	17,331,000	20,317,000
Retirement Contributions	54,297,015	56,013,720	54,952,808	56,171,000	58,922,000
Police and Fire - FIPO	69,404,667	73,264,674	106,993,543	119,962,000	126,054,000
Secondary Pension Contributions	9,762,342	11,125,438	14,049,238	11,459,000	11,688,000
Life and Health Insurance	31,203,744	37,804,512	36,578,501	46,220,000	43,366,000
Health Trust - FOP	18,554,899	19,439,332	16,591,959	19,355,000	22,155,000
IAFF Health Insurance Trust Fund	20,116,007	21,682,383	22,901,183	24,577,000	24,788,000
Total Personnel:	**585,640,725**	**639,792,784**	**651,255,885**	**758,153,000**	**842,729,000**
Operating Expense					
Workers' Compensation	17,002,326	22,155,366	21,281,163	22,033,000	24,521,000
Reimbursemenr per FS 112-1816	8,066	77,551	138,760	0	0
Unemployment Compensation	104,587	41,843	38,602	70,000	70,000
Professional Services	5,975,665	6,608,249	8,185,848	8,266,000	9,104,000
Professional Services-Legal Services	4,834,382	3,320,383	1,945,830	3,370,000	3,370,000
Professional Services-Medical	952,431	816,335	1,303,507	1,573,000	1,702,000

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Accounting and Auditing	407,583	510,407	353,716	500,000	500,000
Court Services	136,073	78,467	134,819	111,000	110,000
Other Contractual Services	25,164,708	27,597,851	34,041,976	31,509,000	36,630,000
Investigations	12	0	0	0	0
Travel and Per Diem	106,074	219,074	385,304	369,000	438,000
Training	323,677	675,399	660,551	772,000	809,000
Communications & Related Services	1,169,241	1,360,276	1,497,339	1,405,000	1,551,000
Postage	491,342	544,137	874,563	523,000	612,100
Utility Services	(526,078)	71,293	44,469	45,000	45,000
Utilities Water	2,337,731	2,291,705	2,475,399	2,433,000	2,327,000
Utilities Electricity	10,574,280	9,782,887	12,062,944	11,946,000	12,289,000
Rentals and Leases	2,661,689	3,107,510	3,311,878	3,754,000	3,626,000
Insurance	2,971	1,259	(166,263)	0	0
Insurance - Police Torts	753,000	791,000	1,061,000	1,272,000	1,243,000
Insurance - Vehicle Liability	2,793,000	2,528,000	2,755,000	3,196,000	3,771,000
Insurance - Property & Casualty	9,443,000	10,591,000	13,151,000	13,846,000	15,923,000
Insurance - General Liability	1,216,000	839,000	655,000	1,546,000	22,210,000
Insurance - Public Official	0	0	11,844,999	0	0
Repair and Maintenance Services	11,562,820	11,728,959	13,138,537	12,720,000	13,574,500
IT-Repair and Maintenance Services	11,016,703	12,094,709	14,818,016	16,161,000	18,745,000
Vending - Repair and Maintenance Services	0	0	0	3,000	0
Printing and Binding	23,084	59,389	36,170	33,000	36,000
Printing and Binding-Outsourcing	38,477	51,741	71,282	38,000	43,000
Printing and Binding-Paper Stock	51,899	77,477	69,289	96,000	85,000
Printing and Binding-Supplies	8,896	15,168	5,606	6,000	6,000
Promotional Activities	102,934	188,442	179,501	211,000	611,000
Advertising and Related Costs	477,535	305,866	265,701	505,500	521,500
Other Current Charges and Obligations	20,126,259	21,477,518	22,526,165	24,594,500	24,935,500
Office Supplies	534,798	646,286	963,384	735,000	759,700
Operating Supplies	6,695,045	5,621,684	6,418,571	4,172,000	4,656,000
Motor Fuel	6,146,455	9,317,796	8,744,093	10,123,000	9,892,000
Saleable Fuel	81,912	73,784	18,537	125,000	60,000
Public Safety Supplies	1,378,023	1,542,129	1,902,359	2,411,000	2,417,000
Weapons/Ammunition	577,340	645,042	414,429	0	360,000
Clothing/Uniform Supplies	1,337,134	1,842,126	2,445,504	2,545,000	3,926,200

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Landscaping Related Supplies, LandscapingRelated Supplies	239,174	263,170	269,504	277,000	277,000
Road Materials and Supplies	721	7,711	25,554	0	0
Subscriptions, Memberships, Licenses, Permits & Others	2,507,751	3,426,174	4,139,472	3,692,000	4,467,500
Weapons And Ammunitions	0	36,988	24,439	710,000	250,000
Total Operating Expense:	**148,838,716**	**163,431,150**	**194,513,516**	**187,697,000**	**226,474,000**
Capital Outlay					
Land	12,679	0	0	0	0
Improvements Other Than Buildings	1,178	(194)	0	0	0
Machinery and Equipment	1,234,537	553,813	500,945	892,000	1,767,000
Total Capital Outlay:	**1,248,394**	**553,619**	**500,945**	**892,000**	**1,767,000**
Non-Operating Expense					
Aids to Government Agencies	1,247,000	1,773,000	2,739,000	2,739,000	2,739,000
Aids to Private Organizations	1,801,127	1,765,127	1,049,392	1,343,000	1,533,000
Advances - State Share	898,284	1,314,250	1,571,489	1,700,000	1,700,000
Budget Reserve	0	0	0	11,083,000	9,041,000
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	31,525	32,184	72,370	0	0
Total Non-Operating Expense:	**3,977,935**	**4,884,561**	**5,432,250**	**21,865,000**	**20,013,000**
Transfers-OUT					
Interfund Transfers	104,483,475	78,296,000	162,162,433	69,905,000	74,503,000
Transfer Out-Cost Allocation	730,000	889,000	1,793,000	1,865,000	1,717,000
Intrafund Transfers	0	2,100,000	300,000	2,689,000	0
Transfer Out-Prior Year adjustment	0	38,005	123,795	0	0
Total Transfers-OUT:	**105,213,475**	**81,323,005**	**164,379,228**	**74,459,000**	**76,220,000**
Total Expenditure (Outflows):	**844,919,246**	**889,985,118**	**1,016,081,824**	**1,043,066,000**	**1,167,203,000**

APPENDIX E:
PRESENTATION OF SCHEDULES AND GRAPHS, SPECIAL REVENUE FUNDS

SCHEDULE:
Revenues and Expenditures by Functional Category

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category and Special Revenue Fund

SCHEDULE:
Grants and Programs

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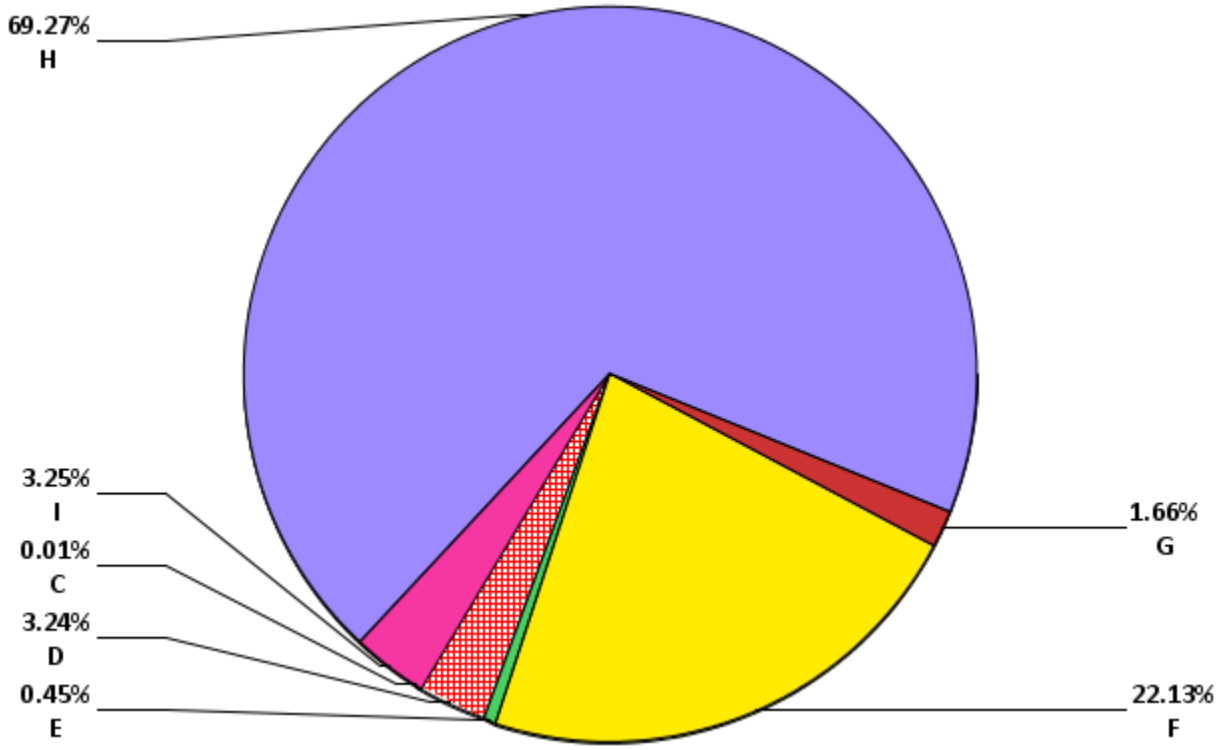
Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Revenues					
Interest	70,197	29,068	437,704	40,000	48,000
Transfers-IN	8,166,508	14,501,770	77,634,015	31,607,000	12,547,000
Fines and Forfeitures	1,842,962	3,039,306	2,088,148	1,250,000	1,750,000
Intergovernmental Revenues	132,480,451	147,616,137	132,556,503	48,655,000	85,775,000
Licenses and Permits	6,202,960	6,953,614	6,541,496	5,370,000	6,433,000
Other Revenues (Inflows)	713,920	3,556,071	3,982,388	290,091,000	268,504,000
Charges for Services	7,597,728	15,601,449	13,126,339	9,338,000	12,583,000
Total Revenues	**157,074,725**	**191,297,416**	**236,366,592**	**386,351,000**	**387,640,000**
Expenditures					
General Government	11,586,559	11,051,947	19,532,762	94,278,000	67,657,000
Planning and Development	653,848	2,886,463	7,516,906	31,584,000	37,221,000
Public Works	17,499,690	22,084,633	24,717,699	27,224,000	28,785,000
Public Safety	40,783,402	29,591,660	77,547,391	65,762,000	70,620,000
Real Estate and Asset Management	9,876,390	2,558,332	3,182,838	15,340,000	14,392,000
Parks and Recreation	1,064,738	3,132,382	424,183	801,000	1,231,000
Risk Management	152,750	55,957	83,584	500,000	312,000
Non-Departmental	22,900	687,835	1,907,428	50,462,000	49,141,000
Downtown Dev Authority	25,753	0	0	142,000	146,000
Housing and Community Development	46,007,528	61,568,749	41,339,055	75,885,000	104,026,000
Transfers - OUT	12,901,167	13,749,606	17,087,813	24,373,000	14,109,000
Total Expenditures	**140,574,726**	**147,367,565**	**193,339,657**	**386,351,000**	**387,640,000**

Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2024-25
$387,640,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	40,000	0.01%	48,000	0.01%
D: Transfers-IN	31,607,000	8.18%	12,547,000	3.24%
E: Fines and Forfeitures	1,250,000	0.32%	1,750,000	0.45%
F: Intergovernmental Revenues	48,655,000	12.59%	85,775,000	22.13%
G: Licenses and Permits	5,370,000	1.39%	6,433,000	1.66%
H: Other Revenues (Inflows)	290,091,000	75.08%	268,504,000	69.27%
I: Charges for Services	9,338,000	2.42%	12,583,000	3.25%
Total	386,351,000	100.00%	387,640,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Interest					
Misc-Int & Pen-Lot Clear & Demoli	64,521	42,721	45,706	0	0
Misc-Int & Pen-Investment	8,070	44,232	376,850	40,000	48,000
Misc-Net Increase Decrease In Fair ValueOf	(2,394)	(57,885)	15,148	0	0
Total Interest:	**70,197**	**29,068**	**437,704**	**40,000**	**48,000**
Transfers-IN					
Other-Interfund Transfer	6,436,508	13,048,000	74,283,458	29,724,000	10,830,000
Transfer In-Prior Year adjustment	0	232,770	1,121,819	0	0
Other-Transfer In-Cost Allocation	730,000	889,000	1,793,000	1,865,000	1,717,000
Other-Intrafund Transfer	1,000,000	332,000	435,738	18,000	0
Total Transfers-IN:	**8,166,508**	**14,501,770**	**77,634,015**	**31,607,000**	**12,547,000**
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	1,842,962	3,039,306	2,088,148	1,250,000	1,750,000
Total Fines and Forfeitures:	**1,842,962**	**3,039,306**	**2,088,148**	**1,250,000**	**1,750,000**
Intergovernmental Revenues					
Federal Grants	104,240,611	122,545,868	119,289,122	37,472,000	74,412,000
State Grants	1,331,362	4,059,617	4,404,979	4,196,000	2,734,000
Grants From Other Local Units	24,441,024	17,324,297	5,505,853	3,908,000	5,382,000
Shared Revenues - E911 Wireles	1,526,531	2,386,679	2,263,682	1,979,000	2,189,000
Shared Revenues - E911 Phone C	527,264	678,427	555,540	586,000	620,000
Shared Revenues - E911 Land Li	413,660	621,249	537,326	514,000	438,000
Total Licenses and Permits:	**132,480,451**	**147,616,137**	**132,556,503**	**48,655,000**	**85,775,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	88	(6,685)	224	0	0
Other Licenses, Fees and Permits	5,190,027	6,370,066	6,191,434	5,070,000	6,133,000
Other Licenses, Fees - CU(SW)	760,218	234,624	51,375	0	0
Other Licenses, Fees - Murals	252,627	355,609	298,463	300,000	300,000
Total Licenses and Permits:	**6,202,960**	**6,953,614**	**6,541,496**	**5,370,000**	**6,433,000**

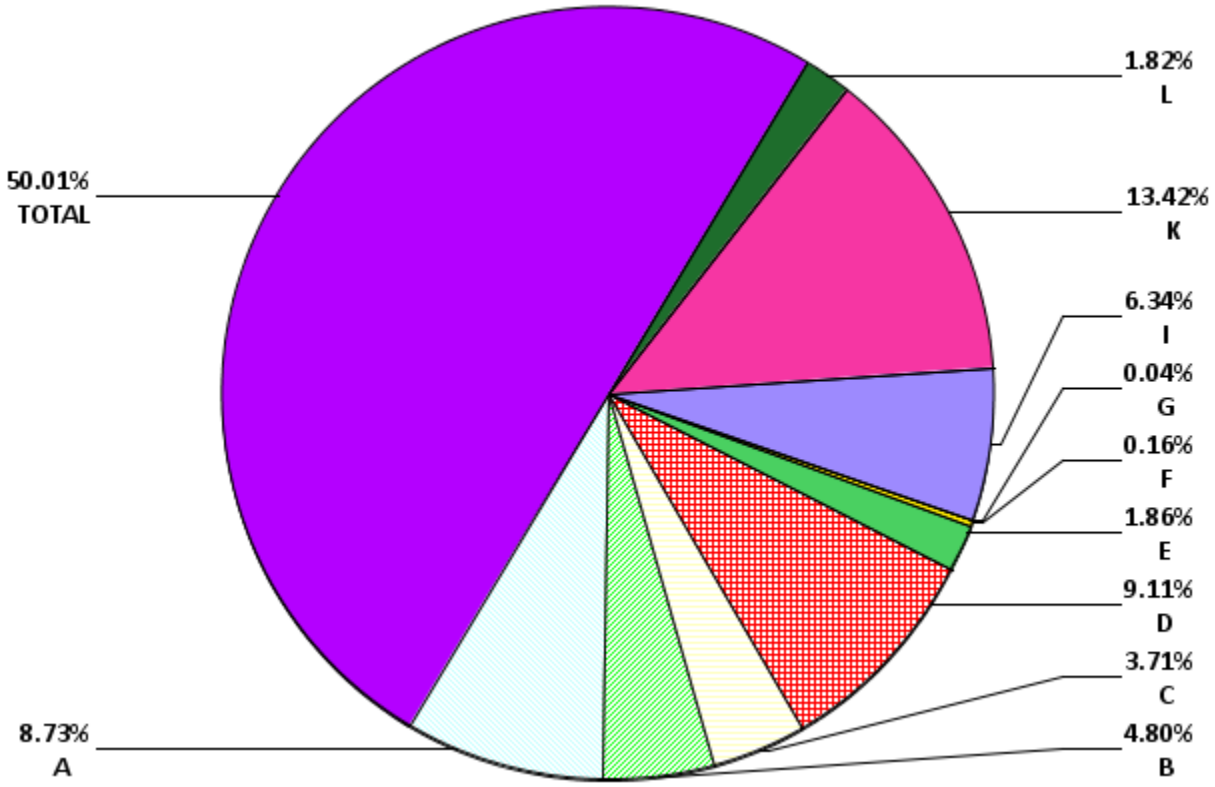
Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	80,298	24,000	106,031	10,000	10,000
Misc-Contra Revenue For Bad Debt Allowance	(1,856,076)	(3,712,294)	7,250	0	0
Other-Nonoperating Sources	33,000	0	0	0	0
Other- Carryover Budget	0	0	0	63,603,000	45,254,000
Other-Oth N-optg Sour/Carryover	(862,176)	(2,747)	(365,511)	224,282,000	220,889,000
Misc-Other Miscellaneous Revenues	3,318,873	7,247,112	4,234,618	2,196,000	2,351,000
Total Other Revenues (Inflows):	**713,920**	**3,556,071**	**3,982,388**	**290,091,000**	**268,504,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	173,147	190,470	180,600	170,000	180,000
CFS-PS-Police Services	297,232	540,189	415,452	623,000	415,000
CFS-PS-Other Public Safety Charges And Fees	1,593,668	1,712,558	1,759,969	1,000,000	1,500,000
CFS-Trans-Parking Facilities	0	9,093,051	4,487,332	4,443,000	4,562,000
CFS-C&R-Special Recreation Facilities	83	0	0	0	0
CFS-C&R-Other Culture/Recreation	0	0	17,663	0	0
CFS-C&R-Other Culture/Recreation (PF)	300,791	131,782	157,385	133,000	165,000
CFS-Rents And Royalties	1,570,343	660,223	734,438	660,000	735,000
CFS-Other Charges for Services	450,626	8,853	57,905	10,000	10,000
CFS-DRI Administration	515,366	490,317	1,215,551	407,000	847,000
CFS-DRI Master Planning	1,322,522	1,002,905	2,473,514	1,014,000	2,000,000
CFS-DRI Air Quality	9,791	2,474	9,763	9,000	23,000
CFS-DRI Transportation	907,325	308,392	461,313	439,000	1,042,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	56,538	365,146	127,700	60,000	96,000
CFS-Trans Dev Density Fee-Sr Rental Assist	56,538	365,146	127,700	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	56,538	365,146	127,700	0	0
CFS-Parking Surcharges Lockbox	287,220	364,797	768,304	370,000	743,000
CFS-Trip Generation Fee PT	0	0	3,000	0	265,000
CFS-Trip Generation Fee Admin	0	0	1,050	0	0
Total Charges for Services:	**7,597,728**	**15,601,449**	**13,126,339**	**9,338,000**	**12,583,000**
Total Revenue (Inflows):	**157,074,725**	**191,297,416**	**236,366,592**	**386,351,000**	**387,640,000**

Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2024-25

$387,640,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: General Government	94,278,000	24.40%	67,657,000	17.45%
B: Planning and Development	31,584,000	8.17%	37,221,000	9.60%
C: Public Works	27,224,000	7.05%	28,785,000	7.43%
D: Public Safety	65,762,000	17.02%	70,620,000	18.22%
E: Real Estate and Asset Management	15,340,000	3.97%	14,392,000	3.71%
F: Parks and Recreation	801,000	0.21%	1,231,000	0.32%
G: Risk Management	500,000	0.13%	312,000	0.08%
H: Non-Departmental	50,462,000	13.06%	49,141,000	12.68%
I: Housing and Community Development	75,885,000	19.64%	104,026,000	26.84%
J: Transfers - OUT	24,373,000	6.31%	14,109,000	3.64%
Total	386,351,000	100.00%	387,640,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
American Rescue Plan Act SRF	0	18,852,743	61,777,187	80,000,000	48,000,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	2,079,000	2,214,000
City Clerk Services	146,870	183,626	162,416	1,794,000	2,019,000
Community Development	31,330,543	35,697,968	34,660,135	75,885,000	104,026,000
Department of Real Estate and Asset Management Services	0	0	315,739	0	0
Departmental Improvement Initiative	4,416,320	10,264,514	9,579,990	18,287,000	24,047,000
Economic Development (SR)	25,753	0	0	142,000	146,000
Emergency Funds	55,093,571	29,114,974	14,678,354	17,953,000	100,000
Fire Rescue Services	1,732,301	3,919,498	4,358,584	11,627,000	11,732,000
General Special Revenue	771,839	2,198,097	1,681,055	3,528,000	3,403,000
Grants-Other Programs	294,998	230,303	156,124	223,000	250,000
Grants-Work Force Program	1,000,000	332,000	0	0	0
Hist Preservation Trust Fund	0	0	509	527,000	863,000
Homeless Program	1,339,903	1,356,395	2,828,905	2,407,000	3,407,000
Human Services Fund	154,702	269,124	394,143	405,000	210,000
Law Enforcement Trust Fund	119,656	99,577	170,839	1,676,000	1,881,000
Miami Arts and Entertainment Council	0	0	6,867	0	0
Miami Ballpark Parking Facilities	1,833,008	2,407,238	4,331,925	13,902,000	12,820,000
Miami For Everyone Program	0	0	460,498	45,750,000	45,254,000
Parks & Recreation Services	192,052	327,171	258,362	801,000	1,231,000
Planning and Zoning Tree Trust Fund	510,833	863,312	5,440,824	1,283,000	4,383,000
Planning Services	168,442	172,106	1,047,007	9,850,000	12,369,000
Planning Services-DRI DT	5,407,455	125,623	3,865,685	4,874,000	6,396,000
Planning Services-DRI SEOPW	87,042	168,035	135,160	6,636,000	9,577,000
Police Services	5,272,378	3,928,382	6,225,699	8,571,000	9,113,000
Public Art Fund	40,039	129,939	269,195	2,408,000	1,766,000
Public Benefits Trust Fund NRD-2	0	0	0	0	1,290,000
Public Works Services	5,508,570	4,684,078	6,323,038	8,111,000	10,059,000
Solid Waste Recycling Trust	29,400	16,074	11,427	116,000	120,000
Sports Facilities and Activities	0	0	0	18,000	0
Total E911	4,500,415	5,221,230	4,665,105	4,872,000	5,290,000
Transportation and Transit	15,649,962	19,076,255	20,596,606	23,710,000	23,170,000
UASI-Fire Rescue	4,948,674	7,729,302	8,938,279	38,916,000	42,504,000
Special Revenue Funds	**140,574,726**	**147,367,565**	**193,339,657**	**386,351,000**	**387,640,000**

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
97100				**American Rescue Plan Act. - Fund 97100**				
97100				**Total - American Rescue Plan Act.**	**$80,000,000**	**$48,000,000**		
15100				**Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100**				
15100	22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$118,000	$135,000	Contribution from General Fund	Public Facilities
15100	22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$1,961,000	$2,079,000	Fund Balance Allocation	Public Facilities
15100				**Total - Bayfront/Riverfront Land Acquisition Rouse Trust**	**$2,079,000**	**$2,214,000**		
13500				**City Clerk Services - Fund 13500**				
13500	12-110097	2563	121000	Lobbyists' Registration Fee	$1,066,000	$1,304,000	Fund Balance Allocation	General Government
13500	12-110097	2563	121000	Lobbyists' Registration Fee	$170,000	$180,000	Program Revenue	General Government
13500	12-110094	2566	121000	U.S. Passport Acceptance Fee	$500,000	$400,000	Fund Balance Allocation	General Government
13500	12-110094	2566	121000	U.S. Passport Acceptance Fee	$10,000	$10,000	Program Revenue	General Government
13500	12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$30,000	$65,000	Contribution from Southeast Overtown/Park West CRA	General Government
13500	12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$18,000	$60,000	Contribution from Omni CRA	General Government
13500				**Total - City Clerk Services**	**$1,794,000**	**$2,019,000**		
				Community Development - Funds 14001 to 14018				
14001	Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$5,348,000	$5,091,000	Intergovernmental Revenue	Community Development
14001	Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$100,000	$100,000	Program Revenue	Community Development
14001	Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$13,986,000	$10,104,000	Fund Balance Allocation	Community Development
14002	Multiple projects	Multiple Awards	910101	Home Investment Partnership	$3,761,000	$18,665,000	Intergovernmental Revenue	Community Development
14002	Multiple projects	Multiple Awards	910101	Home Investment Partnership	$400,000	$400,000	Program Revenue	Community Development
14002	Multiple projects	Multiple Awards	910101	Home Investment Partnership	$9,317,000	$10,813,000	Fund Balance Allocation	Community Development
14003	Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	$3,367,000	$2,248,000	Intergovernmental Revenue	Community Development

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
14003	Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	$5,536,000	$5,575,000	Fund Balance Allocation	Community Development
14004	Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$479,000	$470,000	Intergovernmental Revenue	Community Development
14004	Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$442,000	$0	Fund Balance Allocation	Community Development
14005	Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$14,077,000	$14,273,000	Intergovernmental Revenue	Community Development
14005	Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$2,000,000	$4,450,000	Fund Balance Allocation	Community Development
14006	Multiple projects	Multiple Awards	910101	Section 8 Voucher	$2,230,000	$2,332,000	Intergovernmental Revenue	Community Development
14008	Multiple projects	Multiple Awards	910101	Affordable Housing Trust Fund (AHTF)	$3,285,000	$6,089,000	Fund Balance Allocation	Community Development
14010	Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$5,789,000	$9,586,000	Fund Balance Allocation	Community Development
14010	Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$878,000	$878,000	Contribution from General Fund	Community Development
14012	Multiple projects	Multiple Awards	910101	Economic Development Initiative Grant	$0	$8,000,000	Intergovernmental Revenue	Community Development
14013	Multiple projects	Multiple Awards	910101	Housing Loan Recovery	$10,000	$4,000	Fund Balance Allocation	Community Development
14016	Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 1	$2,072,000	$2,161,000	Intergovernmental Revenue	Community Development
14018	Multiple projects	Multiple Awards	910101	Neighborhood Stabilization Program (NSP)	$2,180,000	$2,180,000	Fund Balance Allocation	Community Development
14019	Multiple projects	Multiple Awards	910101	Mainstream Voucher Program	$628,000	$607,000	Intergovernmental Revenue	Community Development
14XXX				**Total - Community Development**	**$75,885,000**	**$104,026,000**		
15500				**Department Improvement Initiative - Funds 15500 to 15503**				
15500	101-MDisc.	2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2548	$100,000	$300,000	Fund Balance Allocation	General Government
15500	101-MAPI	2542	101000	Mayor Anti- Poverty Initiative Program, Award 2542	$450,000	$450,000	Contribution from General Fund - Poverty Initiative	General Government
15500	101-MEvents	2545	101000	Mayor Festivals and Events -101000, Award 2545	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	114-D1Disc.	2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2555	$1,000,000	$1,000,000	Fund Balance Allocation	General Government
15500	114-D1Events	2547	114000	District 1 Festivals and Events-114000, Award 2547	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2543	$539,000	$539,000	Contribution from General Fund - Poverty Initiative	General Government
15500	114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2543	$2,000,000	$2,500,000	Fund Balance Allocation	General Government
15500	113-D2Disc.	2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2556	$500,000	$1,064,000	Fund Balance Allocation	General Government

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
15500	113-D2Events	2549	113000	District 2 Festivals and Events-113000, Award 2549	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	$161,000	$161,000	Contribution from General Fund - Poverty Initiative	General Government
15500	113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	$0	$100,000	Fund Balance Allocation	General Government
15500	111-D3Disc.	2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2557 - Rollover	$500,000	$1,000,000	Fund Balance Allocation	General Government
15500	111-D3Events	2550	111000	District 3 Festivals and Events-110000, Award 2550	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	111-D3API	2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2546	$499,000	$499,000	Contribution from General Fund - Poverty Initiative	General Government
15500	111-D3API	2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2546	$1,000,000	$2,000,000	Fund Balance Allocation	General Government
15500	112-D4Disc.	2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2558	$250,000	$500,000	Fund Balance Allocation	General Government
15500	112-D4Events	2551	112000	District 4 Festivals and Events-112000, Award 2551	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2553	$472,000	$472,000	Contribution from General Fund - Poverty Initiative	General Government
15500	112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2553	$150,000	$200,000	Fund Balance Allocation	General Government
15500	115-D5Disc.	2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2559 - Rollover	$300,000	$700,000	Fund Balance Allocation	General Government
15500	115-D5Events	2552	115000	District 5 Festivals and Events-115000, Award 2552	$50,000	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	$580,000	$580,000	Contribution from General Fund - Poverty Initiative	General Government
15500	115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	$200,000	$250,000	Fund Balance Allocation	General Government
15500	15-921092B	2032	153000	Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
15500	15-150009-01	2914	150009	Eco Accessibility Initiative	$42,000	$42,000	Fund Balance Allocation	General Government
15500	25-119005	2100	231000	Professional Analysis Service	$52,000	$0	Fund Balance Allocation	General Government
15500	25-119004	2146	251000	IT Strategic	$17,000	$17,000	Fund Balance Allocation	General Government
15500	25-116007	2649	251000	IT Surplus Rollover	$253,000	$943,000	Fund Balance Allocation	General Government
15500	25-116007	2649	251000	IT Surplus Rollover	$0	$150,000	Fund Balance Allocation	Transfer-Out to Capital
15500	28-0000001	2568	282000	Unsafe Structure Program	$5,406,000	$3,199,000	Fund Balance Allocation	Planning and Development
15500	28-0000001	2568	282000	Unsafe Structure Program	$600,000	$1,500,000	Program Revenue	Planning and Development
15500	28-0000001	2568	282000	Unsafe Structure Program	$0	$1,540,000	Fund Balance Allocation	Transfer-Out to Capital
15500	98-0001	2430	980000	Citywide Parades - Three Kings	$75,000	$0	Fund Balance Allocation	General Government

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
15500	98-0002	2430	980000	Dr. Martin Luther King Parade	$100,000	$175,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0002	2430	980000	Dr. Martin Luther King Parade	$75,000	$0	Fund Balance Allocation	General Government
15500	98-0003	2430	980000	Dr. Martin Luther King Candlelight Vigil	$50,000	$300,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0003	2430	980000	Dr. Martin Luther King Candlelight Vigil	$250,000	$0	Fund Balance Allocation	General Government
15500	98-0004	2430	980000	New Year's Eve Festival	$0	$500,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0004	2430	980000	New Year's Eve Festival	$500,000	$0	Fund Balance Allocation	General Government
15500	98-0008	2430	980000	Calle Ocho/Carnival Miami	$0	$100,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0008	2430	980000	Calle Ocho/Carnival Miami	$50,000	$0	Fund Balance Allocation	General Government
15500	98-0011	2430	980000	Veteran's Day	$0	$30,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0011	2430	980000	Veteran's Day	$18,000	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
15500	98-0011	2430	980000	Veteran's Day	$12,000	$0	Fund Balance Allocation	General Government
15500	98-0012	2430	980000	July 4th City Hall	$0	$40,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0012	2430	980000	July 4th City Hall	$40,000	$0	Fund Balance Allocation	General Government
15500	98-0014	2430	980000	Little Havana Celebrations	$100,000	$0	Fund Balance Allocation	General Government
15500	98-0014	2430	980000	Little Havana Celebrations	$0	$175,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0015	2430	980000	July 4th Hadley Park	$20,000	$0	Fund Balance Allocation	General Government
15500	98-0015	2430	980000	July 4th Hadley Park	$0	$20,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0016	2430	980000	Latin Jazz in the Park	$0	$40,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0016	2430	980000	Latin Jazz in the Park	$40,000	$0	Fund Balance Allocation	General Government
15500	98-0017	2430	980000	Gay8 Festival	$25,000	$0	Fund Balance Allocation	General Government
15500	98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	$95,000	$150,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	$55,000	$0	Fund Balance Allocation	General Government
15500	98-0019	2430	980000	Holidays lighting and decorating initiative (D4)	$0	$75,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0019	2430	980000	Holidays lighting and decorating initiative (D4)	$75,000	$0	Fund Balance Allocation	General Government
15500	98-0020	2430	980000	Holidays lighting and decorating initiative (D5)	$0	$72,000	Contribution from General Fund - Festivals and Events	General Government

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
15500	98-0020	2430	980000	Holidays lighting and decorating initiative (D5)	$72,000	$0	Fund Balance Allocation	General Government
15500	98-0023	2430	980000	World Baseball Classics (WBC)	$0	$520,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0024	2430	980000	Winter Wonderland	$30,000	$0	Fund Balance Allocation	General Government
15500	98-0024	2430	980000	Winter Wonderland	$0	$30,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0025	2430	980000	Haitian Heritage Month	$200,000	$0	Fund Balance Allocation	General Government
15500	98-0025	2430	980000	Haitian Heritage Month	$0	$200,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0026	2430	980000	Miami Carnival in Little Haiti	$500,000	$500,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0027	2430	980000	Jazz Festival	$250,000	$250,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0028	2430	980000	Karaoke in the Park	$30,000	$30,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0029	2430	980000	Miami River Holiday Boat Parade	$250,000	$150,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0030	2430	980000	July 4th at Curtis Park	$0	$150,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0031	2430	980000	Black History Month	$0	$50,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0032	2430	980000	Juneteenth Celebration	$0	$50,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0033	2430	980000	July 4th at Bayfront Park	$0	$50,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0034	2430	980000	Holiday Lighting at Miami City Hall	$0	$30,000	Contribution from General Fund - Festivals and Events	General Government
15500	98-0035	2430	980000	Taste of Little Havana Food & Art Festival	$0	$200,000	Contribution from General Fund - Festivals and Events	General Government
15502				**Grants-Other Programs - Fund 15502**				
15502	10-100005	2367	371005	Families 1st Parent Academy	$173,000	$200,000	Intergovernmental Revenue	General Government
15502	TBD	TBD	371007	Summer Youth Program	$50,000	$50,000	Intergovernmental Revenue	General Government
15503				**Miami For Everyone Program - Fund 15503**				
15502				**Total - Department Improvement Initiative**	**$64,260,000**	**$69,551,000**		
80000				**Emergency Services - Fund 80000-80003**				
80000	TBD	TBD	181000	Deployment	$100,000	$100,000	Fund Balance Allocation	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
80003	N/A	N/A	980000	Emergency-Coronavirus-Non Hurricane	$17,853,000	$0	Fund Balance Allocation	Transfer-Out to General Fund
80000				**Total - Emergency Services**	**$17,953,000**	**$100,000**		
11000				**Fire-Rescue Services - Fund 11000**				
11000	18-180012	2077	181000	Fire-Rescue Explorers Program	$22,000	$22,000	Fund Balance Allocation	Public Safety
11000	18-180081	2241	181000	Michael S. Gordon Scholarship	$10,000	$10,000	Donation	Public Safety
11000	18-180081	2241	181000	Michael S. Gordon Scholarship	$34,000	$34,000	Fund Balance Allocation	Public Safety
11000	18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$43,000	$3,000	Fund Balance Allocation	Public Safety
11000	18-109001	1017	184010	Fire Assesment Fee	$31,000	$0	Fund Balance Allocation	Public Safety
11000	18-104014	1766	184010	EMS County Grant #C0013	$33,000	$30,000	Intergovernmental Revenue	Public Safety
11000	18-104014	1766	184010	EMS County Grant #C0013	$34,000	$0	Fund Balance Allocation	Public Safety
11000	18-180129	2845	184010	Ultra Equipment Settlement	$154,000	$154,000	Fund Balance Allocation	Public Safety
11000	18-180143	2880	184010	FY2021 Assistance to Firefighters Grant Program	$1,173,000	$0	Intergovernmental Revenue	Public Safety
11000	18-180143	2879	184010	FY2021 Assistance to Firefighters Grant Program	$117,000	$0	Fund Balance Allocation	Public Safety
11000	18-180136	3003	184010	FY2022 Assistance to Firefighters Grant Program (AFG) (Fund Balance)	$0	$769,000	Fund Balance Allocation	Public Safety
11000	18-180136	3004	184010	FY2022 AFG City Match (Fund Balance)	$0	$77,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	184010	FY2023 AFG Award TBD New Grant	$0	$1,744,000	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	184010	FY2023 AFG Award TBD New Grant City Match	$0	$175,000	Contribution from General Fund	Public Safety
11000	TBD	TBD	184010	FY 2023-24 Florida EMS Blood Program Award TBD New Grant	$0	$117,000	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	184010	FY 2023-24 Florida EMS Blood Program Award TBD New Grant City Match	$0	$39,000	Contribution from General Fund	Public Safety
11000	Multiple projects	TBD	184050	FEMA/USAR FY2021	$302,000	$0	Fund Balance Allocation	Public Safety
11000	18-1801034	2882	184050	Urban Search and Rescue Grant - T0227	$619,000	$200,000	Fund Balance Allocation	Public Safety
11000	Multiple projects	2893	184050	FEMA/USAR FY2022	$1,015,000	$0	Fund Balance Allocation	Public Safety
11000	Multiple projects	TBD	184050	FEMA/USAR FY2023	$1,300,000	$0	Intergovernmental Revenue	Public Safety
11000	Multiple projects	TBD	184050	FEMA/USAR FY2023	$0	$580,000	Fund Balance Allocation	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
11000	Multiple projects	TBD	184050	FEMA/USAR FY2024-27	$0	$1,300,000	Intergovernmental Revenue	Public Safety
11000	18-180041	2928	184050	2022 State Homeland Security Grant Program (SHSGP)	$169,000	$0	Intergovernmental Revenue	Public Safety
11000	18-180041	2928	184050	2022 State Homeland Security Grant Program (SHSGP)	$0	$10,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	184050	2023 State Homeland Security Grant Program (SHSGP)	$100,000	$0	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	184050	2023 State Homeland Security Grant Program (SHSGP)	$0	$20,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	184050	2024-27 State Homeland Security Grant Program (SHSGP)	$0	$72,000	Intergovernmental Revenue	Public Safety
11000	TBD	2658	189000	2019 Securing the Cities Program	$261,000	$261,000	Fund Balance Allocation	Public Safety
11000	TBD	2658	189000	2020 Securing the Cities Program	$2,950,000	$2,950,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	189000	2021 Securing the Cities Program	$950,000	$0	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	189000	2021 Securing the Cities Program	$0	$950,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	189000	2022 Securing the Cities Program	$950,000	$0	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	189000	2022 Securing the Cities Program	$0	$950,000	Fund Balance Allocation	Public Safety
11000	TBD	TBD	189000	2023 Securing the Cities Program	$950,000	$0	Intergovernmental Revenue	Public Safety
11000	TBD	TBD	189000	2023 Securing the Cities Program	$0	$950,000	Fund Balance Allocation	Public Safety
11000	Multiple projects	1933	184050	Contribution from GF for Allocations (USAR)	$410,000	$315,000	Contribution from General Fund (Cost Allocation)	Public Safety
11100				**UASI-Fire Rescue - Fund 11100**				
11100	18-180118	2621	189000	UASI 2019	$30,000	$0	Fund Balance Allocation	Public Safety
11100	TBD	2743	189000	UASI 2020	$10,246,000	$4,459,000	Fund Balance Allocation	Public Safety
11100	TBD	TBD	189000	UASI 2021	$14,000,000	$10,997,000	Fund Balance Allocation	Public Safety
11100	TBD	TBD	189000	UASI 2022	$14,013,000	$0	Intergovernmental Revenue	Public Safety
11100	TBD	TBD	189000	UASI 2022	$0	$12,322,000	Fund Balance Allocation	Public Safety
11100	TBD	TBD	189000	UASI 2023-27	$0	$14,100,000	Intergovernmental Revenue	Public Safety
11100	Multipleprojects	1933	189000	Contribution from GF for Allocations (UASI)	$627,000	$626,000	Contribution from General Fund (Cost Allocation)	Public Safety
11100				**Total - Fire Rescue Services**	**$50,543,000**	**$54,236,000**		

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
10090				**General Special Revenues - Fund 10090**				
10090	40 FDOT Liberty City Trolley	2765	402000	FDOT Liberty City Trolley Route	$307,000	$260,000	Intergovernmental Revenue	Public Works
10090	40 CW Trolley 10090	2562	402000	Advertising Revenue - Trolley	$816,000	$741,000	Program Revenue	Public Works
10090	40 Trip Generation and Traffic Studies	2962	402000	Trip Generation and Traffic Studies	$0	$265,000	Program Revenue	Public Works
10090	24-240003	1934	242000	Amigos for Kids	$25,000	$25,000	Fund Balance Allocation	Public Works
10090	Avisar	2902	261000	Avisare Subscription License	$80,000	$0	Fund Balance Allocation	General Government
10090	30-0001	2892	301001	COVID Mental Health Assestment	$500,000	$312,000	Fund Balance Allocation	General Government
10090	N/A	N/A	980000	Pension Stabilization Fund	$1,800,000	$0	Fund Balance Allocation	General Government
10090	N/A	N/A	980000	Pension Stabilization Fund	$0	$1,800,000	Fund Balance Allocation	Transfer-Out to General Fund
10090				**Total - General Special Revenues**	**$3,528,000**	**$3,403,000**		
				Historic Preservation Trust Fund - Fund 10430				
10430	35-380000	2673	356000	Historic Preservation Trust Fund	$60,000	$96,000	Program Revenue	Planning and Development
10430	35-380000	2673	356000	Historic Preservation Trust Fund	$467,000	$767,000	Fund Balance Allocation	Planning and Development
10430				**Total - Historic Preservation Trust Fund**	**$527,000**	**$863,000**		
14800				**Homeless Programs - Fund 14800**				
14800	TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Balance from previous allocation	$224,000	$224,000	Intergovernmental Revenue	General Government
14800	TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Award renewal	$673,000	$673,000	Intergovernmental Revenue	General Government
14800	TBD	TBD	450001	Primary Care Program: HMIS Staffing Program / Identification Assistance Program	$37,000	$37,000	Intergovernmental Revenue	General Government
14800	TBD	TBD	450001	Primary Care Program: Hotel-Motel Placement Program (Hotel-Motel)	$998,000	$1,998,000	Intergovernmental Revenue	General Government
14800	TBD	TBD	450001	Memorandum of Agreement (MOA)- Intergovernmental Revenue	$340,000	$340,000	Intergovernmental Revenue	General Government
14800	TBD	TBD	450001	Homeless Trust Contribution - Outreach Salary Match/Supplemental Sataffing Costs Program, Primary Care Program	$135,000	$135,000	Intergovernmental Revenue	General Government
14800				**Total - Homeless Programs**	**$2,407,000**	**$3,407,000**		

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
14801				**Human Services - Fund 14801**				
14801	29-110155	2097	450004	Child Day Care Food Program	$53,000	$65,000	Intergovernmental Revenue	General Government
14801	29-110155	2097	450004	Child Day Care Food Program	$0	$35,000	Fund Balance Allocation	General Government
14801	45-450004-ELC19	2463	450004	Early Learning Coalition of Miami-Dade/Monroe County	$80,000	$110,000	Intergovernmental Revenue	General Government
14801	45-450006-VTA20	2523	450006	TAX PREP FY 20	$13,000	$0	Fund Balance Allocation	General Government
14801	45-450006-AC20	2622	450006	Advancing Cities Grant Program	$259,000	$0	Fund Balance Allocation	General Government
14801				**Total - Human Services**	**$405,000**	**$210,000**		
12500				**Law Enforcement Trust Fund - Fund 12500**				
12500	19-690001	1169	191602	LETF State	$645,000	$682,000	Fund Balance Allocation	Public Safety
12500	19-690001	1169	191602	LETF State	$100,000	$100,000	Program Revenue	Public Safety
12500	19-690003	1171	191602	LETF Treasury	$235,000	$503,000	Fund Balance Allocation	Public Safety
12500	19-690003	1171	191602	LETF Treasury	$50,000	$50,000	Program Revenue	Public Safety
12500	19-690002	1019	191602	LETF Justice	$546,000	$446,000	Fund Balance Allocation	Public Safety
12500	19-690002	1019	191602	LETF Justice	$100,000	$100,000	Program Revenue	Public Safety
12500				**Total - Law Enforcement Trust Fund**	**$1,676,000**	**$1,881,000**		
15400				**Miami Ballpark Parking Facilities - Fund 15400**				
15400	22-500000	2567	221130	Miami Ballpark Parking Facilities (Fund 15400)	$5,606,000	$6,205,000	Program Revenue	Public Facilities
15400	22-500000	2159	221130	Miami Ballpark Parking Facilities	$641,000	$642,000	Program Revenue	Transfer-Out to Debt
15400	22-500000	2567	221130	Miami Ballpark Parking Facilities	$7,655,000	$5,973,000	Fund Balance Allocation	Public Facilities
15400				**Total - Miami Ballpark Parking Facilities**	**$13,902,000**	**$12,820,000**		
11550				**Parks and Recreation Services - Fund 11550**				
11550	29-118001	2068	291001	Parks and Open Space Trust Fund	$448,000	$448,000	Fund Balance Allocation	Parks and Recreation

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
11550	29-115013	2319	293001	Disabilities State Program	$220,000	$220,000	Intergovernmental Revenue	Parks and Recreation
11550	29-115013	2319	293001	Disabilities State Program	$0	$230,000	Fund Balance Allocation	Parks and Recreation
11550	29-110112	2572	293001	Disabilities ADA Parking Fines	$50,000	$50,000	Intergovernmental Revenue	Parks and Recreation
11550	29-110112	2572	293001	Disabilities ADA Parking Fines	$0	$200,000	Fund Balance Allocation	Parks and Recreation
11550	29-118200	2571	295999	Billboard at Grapeland	$83,000	$83,000	Program Revenue	Parks and Recreation
11550				**Total - Parks and Recreation Services**	**$801,000**	**$1,231,000**		
10400				**Planning Services - Fund 10400**				
10400	32-110096	1228	356000	Blue Ribbon Task Force	$3,000	$3,000	Fund Balance Allocation	Planning and Development
10400	32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$36,000	$36,000	Fund Balance Allocation	Planning and Development
10400	32-691001	1223	356000	Downtown Development Authority	$46,000	$46,000	Fund Balance Allocation	Planning and Development
10400	35-127001	1231	356000	Downtown Dev. Suppl. Fees Admin	$0	$46,000	Fund Balance Allocation	Planning and Development
10400	35-110122	1221	356000	The Miami Commission on the Status of Women	$13,000	$13,000	Fund Balance Allocation	Planning and Development
10400	32-138002	1230	356000	Impact Fees Administration	$10,000	$10,000	Fund Balance Allocation	Planning and Development
10400	35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$8,795,000	$11,215,000	Fund Balance Allocation	Planning and Development
10400	35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$800,000	$1,000,000	Program Revenue	Planning and Development
10400	35-110007	2578	356000	Traffic Study Review Fee for (M.U.S.P) Project	$147,000	$0	Fund Balance Allocation	Planning and Development
				Planning Services-DRI DT - Fund 10401				
10401	35-127010	2588	356001	Downtown Development Regional Impact Administration	$1,410,000	$1,901,000	Fund Balance Allocation	Planning and Development
10401	35-127010	2588	356001	Downtown Development Regional Impact Administration	$247,000	$406,000	Program Revenue	Planning and Development
10401	35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$1,675,000	$2,057,000	Fund Balance Allocation	Planning and Development
10401	35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$514,000	$900,000	Program Revenue	Planning and Development
10401	35-127010	2525	356001	Downtown Development Regional Impact Air Quality Fee	$54,000	$54,000	Fund Balance Allocation	Planning and Development
10401	35-127010	2526	356001	Downtown Development Regional Impact Transportation	$565,000	$701,000	Fund Balance Allocation	Planning and Development
10401	35-127010	2526	356001	Downtown Development Regional Impact Transportation	$339,000	$307,000	Program Revenue	Planning and Development
10401	35-127010	TBD	356001	Downtown Development Regional Impact Interest	$70,000	$70,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
				Planning Services-DRI SEOPW - Fund 10402				
10402	35-127110	2589	356002	Southeast Overtown Park West Administration	$966,000	$1,105,000	Fund Balance Allocation	Planning and Development
10402	35-127110	2589	356002	Southeast Overtown Park West Administration	$160,000	$441,000	Program Revenue	Planning and Development
10402	35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$3,116,000	$3,630,000	Fund Balance Allocation	Planning and Development
10402	35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$500,000	$1,100,000	Program Revenue	Planning and Development
10402	35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$9,000	$23,000	Program Revenue	Planning and Development
10402	35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$100,000	$735,000	Program Revenue	Planning and Development
10402	35-127110	TBD	356002	Southeast Overtown Park West - DRI Interest	$36,000	$36,000	Fund Balance Allocation	Planning and Development
				Economic Development - Fund 10450				
10450	35-127002	2085	981000	Downtown Development Authority - Street Vendor Program	$142,000	$146,000	Fund Balance Allocation	Planning and Development
104XX				**Total - Planning Services**	**$21,502,000**	**$28,488,000**		
12000				**Police Services - Fund 12000**				
12000	19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	$374,000	$0	Intergovernmental Revenue	Public Safety
12000	19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$18,000	$0	Contribution from General Fund	Public Safety
12000	19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$156,000	$0	Fund Balance Allocation	Public Safety
12000	19-900012	2844	190001	Anti-Litter Reward program	$10,000	$0	Fund Balance Allocation	Public Safety
12000	19-900007	2804	190001	FY2021 JAG Edward Byrne Memorial Justice Assistance Grant (JAG)	$2,000	$0	Fund Balance Allocation	Public Safety
12000	19-900021	3006	190001	BJA FY21 connect and Protect: Law Enforcement Behavioral Health Response	$498,000	$499,000	Intergovernmental Revenue	Public Safety
12000	19-190024	3025	190001	FY2023 JAG-Edward Byrne Memorial Justice Assistance Grant Program-CID TECHNOLOGY MODERNIZATION PROJECT	$0	$261,000	Intergovernmental Revenue	Public Safety
12000	19-900008	2762	190101	2020 COPS Hiring Program	$625,000	$656,000	Intergovernmental Revenue	Public Safety
12000	19-900008	2767	190101	2020 COPS Hiring Program - City Match	$983,000	$1,028,000	Fund Balance Allocation	Public Safety
12000	19-900008	2767	190101	2020 COPS Hiring Program - City Match	$0	$1,138,000	Contribution from General Fund	Public Safety
12000	19-900010	2825	190101	2021 COPS Hiring Program	$625,000	$656,000	Intergovernmental Revenue	Public Safety
12000	19-900010	2828	190101	2021 COPS Hiring Program - City Match	$954,000	$107,000	Fund Balance Allocation	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
12000	19-900010	2828	190101	2021 COPS Hiring Program - City Match	$0	$157,000	Contribution from General Fund	Public Safety
12000	19-199991	2816	190101	2021 BCJI Byrne Criminal Justice Innovation Program	$378,000	$532,000	Intergovernmental Revenue	Public Safety
12000	19-900018	2918	190101	National Prescription Opiate Litigation	$0	$400,000	Intergovernmental Revenue	Public Safety
12000	19-900021	3006	190101	BJA FY23 National Public Safety Partnership-Capacity Building Grant	$0	$310,000	Intergovernmental Revenue	Public Safety
12000	19-200001	2386	190301	MPD Gun Buy Back Program	$5,000	$5,000	Fund Balance Allocation	Public Safety
12000	19-190017	2701	191001	2020 Edward Byrne Memorial Justice Assistance Grant	$175,000	$0	Intergovernmental Revenue	Public Safety
12000	19-199603	2714	191001	CGIC - Crime Gun Intell. Centers	$412,000	$0	Intergovernmental Revenue	Public Safety
12000	19-199700	2930	191001	Case-Specific-Tactical Diversion Task Force Agreement -(TDS)	$0	$288,000	Intergovernmental Revenue	Public Safety
12000	TBD	TBD	191002	Victims of Crime Act (VOCA)	$572,000	$308,000	Intergovernmental Revenue	Public Safety
12000	TBD	TBD	191002	Victims of Crime Act (VOCA)	$0	$167,000	Contribution from General Fund	Public Safety
12000	19-900020	2948	191501	HIDTA Homeland Security Investigations Task Force	$0	$10,000	Intergovernmental Revenue	Public Safety
12000	19-900019	2950	191501	HIDTA 44 Task Force	$0	$10,000	Intergovernmental Revenue	Public Safety
12000	19-126001	2564	191507	Training Entrepreneurial Fund	$540,000	$415,000	Program Revenue	Public Safety
12000	19-190020	2817	191507	2021 JAG C-Miami Police Officers Health and Wellness-Miami FY2022	$103,000	$0	Intergovernmental Revenue	Public Safety
12000	19-136002	2570	191601	LETF Second Dollar Training-Consolidated	$83,000	$59,000	Intergovernmental Revenue	Public Safety
12000	19-111101	2569	191602	Bayheights Spec.Tax Dist. 2007	$986,000	$986,000	Program Revenue	Public Safety
12000	19-111102	2569	191602	Sp Tax Dist Pol Roving Patrol	$559,000	$559,000	Program Revenue	Public Safety
12000	19-111103	2569	191602	Fairhaven Spec Tax District	$108,000	$108,000	Program Revenue	Public Safety
12000	19-111104	2569	191602	Morningsd. Sec Grd Spc Tx Dis	$224,000	$224,000	Program Revenue	Public Safety
12000	19-111105	2569	191602	Natoma Man Sec Grd Sp Tx Dist	$115,000	$230,000	Program Revenue	Public Safety
12000	19-199602	2655	191602	FY 20 Coronavirus Emergency Supplemental Funding Program	$66,000	$0	Intergovernmental Revenue	Public Safety
12200				**E-911 Wireline - Fund 12200**				
12200	19-196002	1213	190351	E-911 Wireline	$289,000	$289,000	Fund Balance Allocation	Public Safety
12200	19-196002	1213	190351	E-911 Wireline	$514,000	$438,000	Intergovernmental Revenue	Public Safety
12200	19-196002	2165	190351	E-911 Wireline	$449,000	$671,000	Contribution from General Fund	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
12210				**E-911 Wireless - Fund 12210**				
12210	19-196003	1214	190351	E-911 Wireless	$1,979,000	$2,189,000	Intergovernmental Revenue	Public Safety
12210	19-196003	1933	190351	E-911 Wireless	$338,000	$324,000	Contribution from General Fund (Cost Allocation)	Public Safety
12220				**E-911 Prepaid Wireless - Fund 12220**				
12220	19-196004	2560	190351	E-911 Prepaid Wireless	$586,000	$620,000	Intergovernmental Revenue	Public Safety
12220	19-196004	2165	190351	E-911 Prepaid Wireless	$227,000	$307,000	Contribution from General Fund	Public Safety
12220	19-196004	1933	190351	E-911 Prepaid Wireless	$490,000	$452,000	Contribution from General Fund (Cost Allocation)	Public Safety
12XXX				**Total - Police Services**	**$13,443,000**	**$14,403,000**		
10420				**Public Art Fund - Fund 10420**				
10420	35-377000	2514	356000	Art In Public Places	$500,000	$250,000	Program Revenue	Planning and Development
10420	35-377000	2514	356000	Art In Public Places	$1,908,000	$1,516,000	Fund Balance Allocation	Planning and Development
10420				**Total - Public Art Fund**	**$2,408,000**	**$1,766,000**		
10440				**Public Benefits Trust Fund - NDR2 - Fund 10440**				
10440	TBD	TBD	TBD	Public Benefits Trust Fund	$0	$1,290,000	Program Revenue	Planning and Development
10440				**Total - Public Benefits Trust Fund**	**$0**	**$1,290,000**		
13000				**Public Works Services - Fund 13000**				
13000	20-200001	1358	201000	Little Haiti Restoration	$77,000	$77,000	Fund Balance Allocation	Public Works
13000	20-650001	1242	201000	Educ. Trust Fund - Recycling	$6,000	$6,000	Fund Balance Allocation	Public Works
13000	20-693001	1243	201000	Municip. Fuel Tax Str. Repairs	$191,000	$0	Fund Balance Allocation	Public Works
13000	20-650003	2024	201000	Lane Closure Fund (Brickell City Center)	$31,000	$0	Fund Balance Allocation	Public Works
13000	20-650003	2577	201000	Lane Closure Fund	$1,000,000	$2,205,000	Fund Balance Allocation	Public Works
13000	20-650003	2577	201000	Lane Closure Fund	$4,487,000	$5,800,000	Program Revenue	Public Works

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
13000	20-650004	2486	201000	Scooter Pilot Program	$1,200,000	$1,671,000	Fund Balance Allocation	Public Works
13000	20-650004	2565	201100	FDOT Mural Program	$819,000	$0	Fund Balance Allocation	Public Works
13000	20-650004	2565	201100	FDOT Mural Program	$300,000	$300,000	Program Revenue	Public Works
13000				**Total - Public Works Services**	**$8,111,000**	**$10,059,000**		
13100				**Solid Waste Recycling Trust - Fund 13100**				
13100	20-650001	1242	212000	Educ. Trust Fund - Recycling	$40,000	$48,000	Program Revenue	Public Works
13100	20-650001	1242	212000	Educ. Trust Fund - Recycling	$76,000	$72,000	Fund Balance Allocation	Public Works
13100				**Total - Solid Waste Recycling Trust**	**$116,000**	**$120,000**		
10110				**Sport Facilities and Activities - Fund 10110**				
10110	10-119005-MSEA	2516	221170	Sport Facilities and Activities	$18,000	$0	Fund Balance Allocation	Transfer-Out to Special Revenue
10110				**Total - Sport Facilities and Activities**	**$18,000**	**$0**		
15600				**Transportation and Transit - Fund 15600**				
15600	Multiple projects	TBD	402000	Transportation and Transit Fund	$0	$17,315,000	Fund Balance Allocation	Public Works
15600	Multiple projects	TBD	402000	Transportation and Transit Fund	$0	$5,855,000	Fund Balance Allocation	Transfer-Out to Debt
15600	Multiple projects	2452	402000	Transportation and Transit Fund	$5,861,000	$0	Contribution from General Fund	Transfer-Out to Debt
15600	Multiple projects	2452	402000	Transportation and Transit Fund	$17,849,000	$0	Contribution from General Fund	Public Works
15600				**Total - Transportation and Transit**	**$23,710,000**	**$23,170,000**		
10410				**Tree Trust Fund - Fund 10410**				
10410	15-110136A	2561	282000	Tree Trust Fund	$283,000	$577,000	Fund Balance Allocation	Planning and Development
10410	15-110136A	2561	282000	Tree Trust Fund	$1,000,000	$1,500,000	Program Revenue	Planning and Development
10410	15-110136A	2561	282000	Tree Trust Fund	$0	$2,306,000	Fund Balance Allocation	Transfer-Out to Capital

Special Revenue Funds - Schedule of Grants and Programs

FUND	Project	Award	ORG	Fund Name and Number	FY 2023-24 Budget	FY 2024-25 Budget	Funding Source	Expenditure (Outflow) by Function
10410				**Total - Tree Trust Fund**	**$1,283,000**	**$4,383,000**		
				Total - All Grants and Programs	**$386,351,000**	**$387,640,000**		

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APPENDIX F:
PRESENTATION OF SCHEDULESAND GRAPHS, DEBIT SERVICE FUNDS

Legal Debt Management Information - Last Ten Years

SCHEDULE:
Revenues and Expenditures by Functional Category

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

SCHEDULE:
Revenues (Inflows) by Fund and Account Object

GRAPH:
Expenditures (Outflows) by Debt Service Fund

SCHEDULE:
Expenditures (Outflows) by Debt Service Fund and Account Object

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CITY OF MIAMI, FLORIDA
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Debt Limit	$ 12,423,699,449	$ 10,826,484,615	$ 9,642,536,477	$ 9,219,517,382	$ 8,539,422,902	$ 7,700,217,064	$ 7,144,383,601	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631
Total Net Debt Applicable to Limit	48,422,388	69,542,589	87,767,109	104,781,430	125,665,410	144,959,163	169,059,184	186,285,458	203,227,694	214,300,991
Legal Debt Margin	$ 12,375,277,061	$ 10,756,942,026	$ 9,554,769,368	$ 9,114,735,952	$ 8,413,757,492	$ 7,555,257,901	$ 6,975,324,417	$ 6,205,232,759	$ 5,485,440,500	$ 4,775,850,640
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	0.39%	0.64%	0.91%	1.14%	1.47%	1.88%	2.37%	2.91%	3.57%	4.29%

Assessed Value	$ 84,451,768,423
Less Homestead Exempt Valuation	(1,627,105,427)
Total Assessed Value	82,824,662,996
Debt Limit for Bonds (15% of Total Assessed Value)	12,423,699,449
Present Debt Application to Debt Limitation	
General Obligation Debt	63,025,000
Less Amount Available in Debt Service Fund	(14,602,612)
Total Net Debt Applicable to Limit	48,422,388
Legal Debt Margin	$ 12,375,277,061

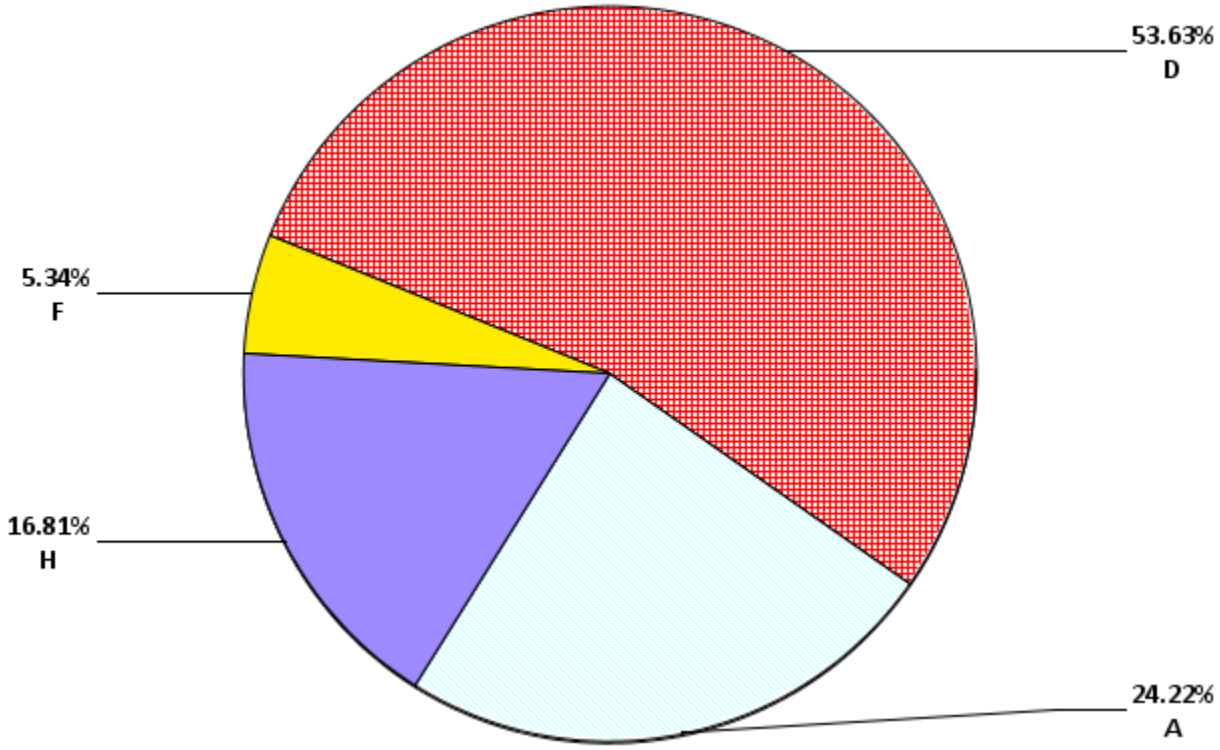
Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2023

Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Revenues					
Property Taxes	19,365,454	20,253,622	22,791,117	25,958,000	22,682,000
Interest (R)	11,735	2,520	94	0	0
Transfers-IN	48,438,071	43,562,818	45,954,843	31,801,000	50,221,000
Intergovernmental Revenues	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Other Revenues (Inflows)	158,811	52	26,460,039	3,567,000	15,746,000
Total Revenues	**72,974,071**	**68,819,012**	**100,206,094**	**66,326,000**	**93,649,000**
Expenditures					
General Obligation Bonds	23,404,253	25,094,103	9,925,916	25,958,000	37,284,000
Special Obligation Bonds	54,027,673	51,826,996	79,184,181	40,368,000	56,365,000
Total Expenditures	**77,431,926**	**76,921,099**	**89,110,096**	**66,326,000**	**93,649,000**

Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2024-25
$93,649,000



	FY 2023-24 Adopted ($)	FY 2023-24 Adopted (%)	FY 2024-25 Proposed ($)	FY 2024-25 Proposed (%)
A: Property Taxes	25,958,000	39.14%	22,682,000	24.22%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	31,801,000	47.95%	50,221,000	53.63%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	5,000,000	7.54%	5,000,000	5.34%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	3,567,000	5.38%	15,746,000	16.81%
I: Charges for Services	0	0.00%	0	0.00%
Total	66,326,000	100.00%	93,649,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Property Taxes					
Ad Valorem Taxes-Real	17,820,630	18,735,345	21,135,616	25,958,000	22,682,000
Ad Valorem Taxes-Real-Delinquent	747,332	705,091	757,599	0	0
Ad Valorem Taxes-Personal	747,428	782,200	852,914	0	0
Ad Valorem Taxes-Personal-Delinquent	50,064	30,986	44,988	0	0
Total Property Taxes:	**19,365,454**	**20,253,622**	**22,791,117**	**25,958,000**	**22,682,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	53	0	94	0	0
Misc-Int & Pen-Investment	11,682	2,520	0	0	0
Total Interest:	**11,735**	**2,520**	**94**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	48,416,515	43,562,818	43,333,556	31,801,000	50,221,000
Other-Intrafund Transfer	21,557	0	2,621,287	0	0
Total Transfers-IN:	**48,438,071**	**43,562,818**	**45,954,843**	**31,801,000**	**50,221,000**
Intergovernmental Revenues					
Grants From Other Local Units	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Total Licenses and Permits:	**5,000,000**	**5,000,000**	**5,000,000**	**5,000,000**	**5,000,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	0	0	26,460,000	0	0
Other-Nonoperating Sources	0	0	0	1,144,000	1,144,000
Other-Oth N-optg Sour/Carryover	689	52	39	2,423,000	14,602,000
Misc-Other Miscellaneous Revenues	158,122	0	0	0	0
Total Other Revenues (Inflows):	**158,811**	**52**	**26,460,039**	**3,567,000**	**15,746,000**
Total Revenue (Inflows):	**72,974,071**	**68,819,012**	**100,206,094**	**66,326,000**	**93,649,000**

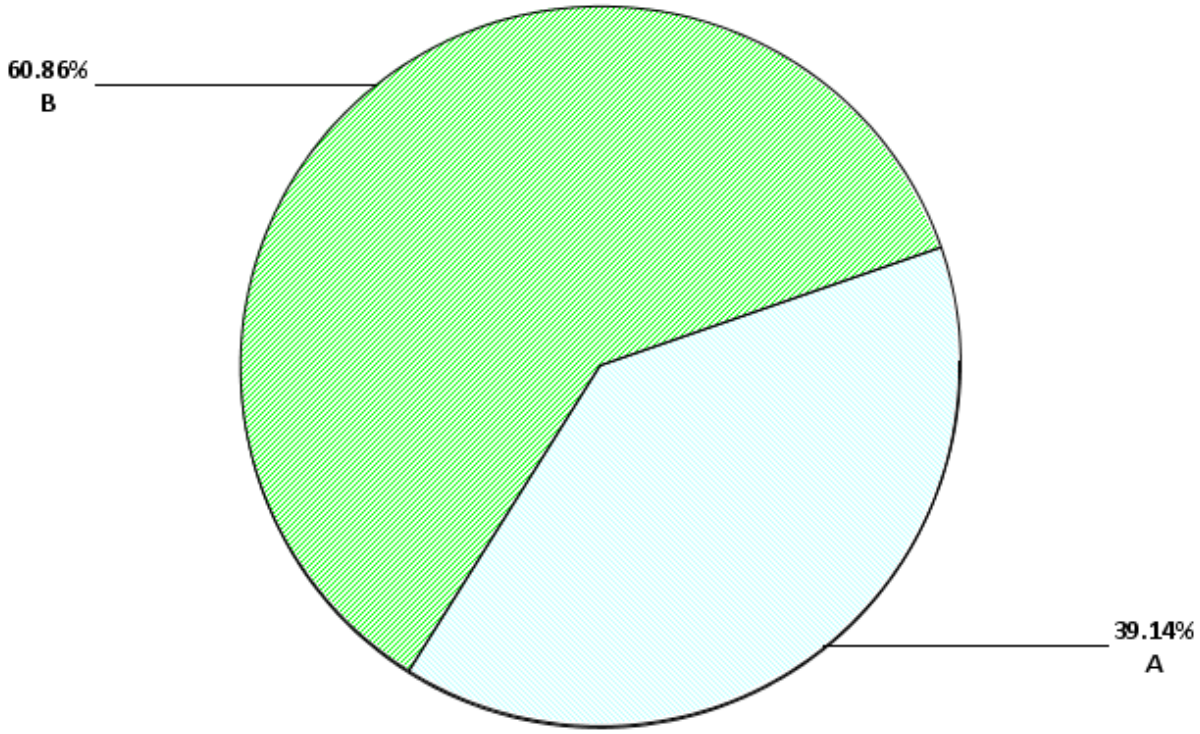
Debt Service
Schedule of Revenue (Inflows)

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Obligation Bonds					
Ad Valorem Taxes-Personal	747,428	782,200	852,914	0	0
Ad Valorem Taxes-Personal-Delinquent	50,064	30,986	44,988	0	0
Ad Valorem Taxes-Real	17,820,630	18,735,345	21,135,616	25,958,000	22,682,000
Ad Valorem Taxes-Real-Delinquent	747,332	705,091	757,599	0	0
Misc-Other Miscellaneous Revenues	158,121	0	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	0	14,602,000
Total -General Obligation Bonds	19,523,575	20,253,622	22,791,117	25,958,000	37,284,000
Special Obligation Bonds					
Grants From Other Local Units	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Misc-Int & Pen-Investment	11,682	2,520	0	0	0
Misc-Int & Pen-Lot Clear & Demoli	53	0	94	0	0
Misc-Other Miscellaneous Revenues	1	0	0	0	0
Other-Debt Proceeds	0	0	26,460,000	0	0
Other-Interfund Transfer	48,416,515	43,562,818	43,333,556	31,801,000	50,221,000
Other-Intrafund Transfer	21,557	0	2,621,287	0	0
Other-Nonoperating Sources	0	0	0	1,144,000	1,144,000
Other-Oth N-optg Sour/Carryover	689	52	39	2,423,000	0
Total -Special Obligation Bonds	53,450,496	48,565,390	77,414,976	40,368,000	56,365,000
Total Revenues (Inflows)	72,974,071	68,819,012	100,206,094	66,326,000	93,649,000

Expenditures (Outflows)
Debt Service Funds

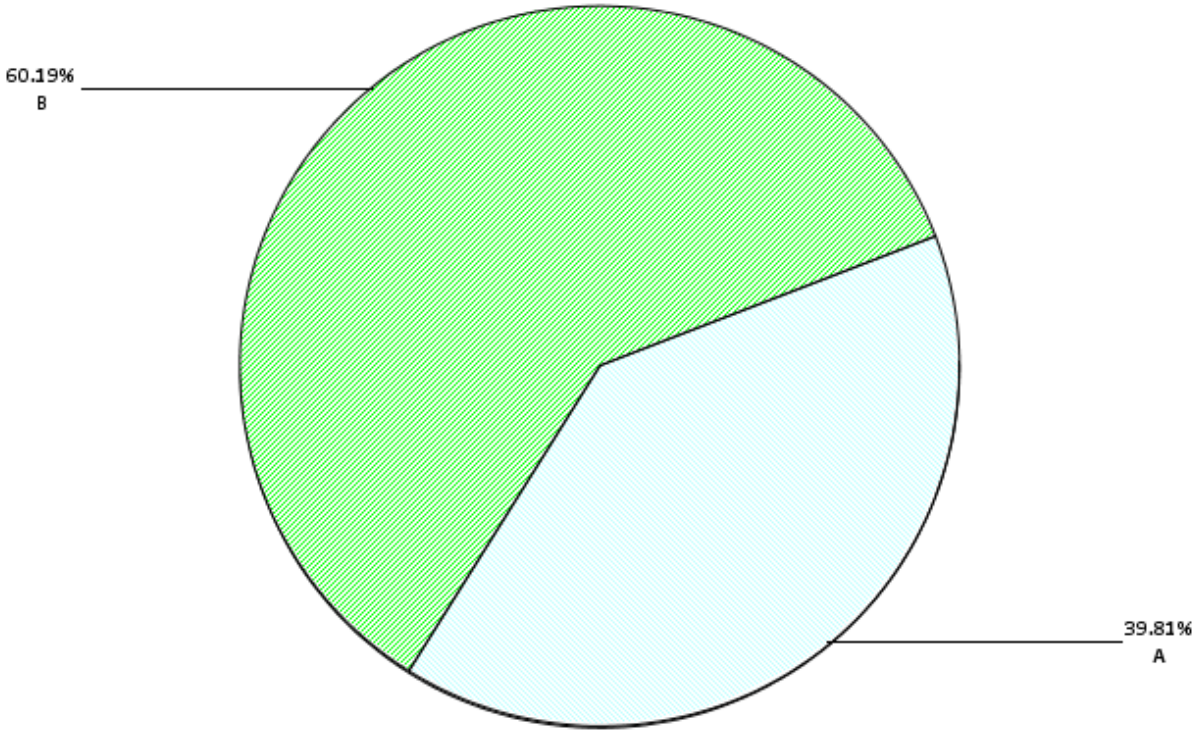
FY 2023-24

$66,326,000



FY 2024-25

$93,649,000



	FY 2023-24 Adopted	FY 2024-25 Proposed
A: General Obligation Bonds	25,958,000	37,284,000
B: Special Obligation Bonds	40,368,000	56,365,000
Total	66,326,000	93,649,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
General Obligation Bonds					
Budget Reserve	0	0	0	13,286,000	11,896,000
Interest	2,506,753	2,026,603	1,668,416	1,422,000	10,893,000
Other Contractual Services	2,500	2,500	2,500	25,000	25,000
Principal	20,895,000	23,065,000	8,255,000	11,225,000	14,470,000
Total -General Obligation Bonds	23,404,253	25,094,103	9,925,916	25,958,000	37,284,000
Special Obligation Bonds					
Interest	15,467,060	15,162,145	14,047,096	11,080,000	24,139,000
Intrafund Transfers	21,557	0	2,621,287	0	0
Other Current Charges and Obligations	13,322	5,020	0	0	0
Other Debt Service Costs	61,839	0	0	0	0
Principal	38,463,896	36,659,832	62,515,799	29,288,000	32,226,000
Total -Special Obligation Bonds	54,027,673	51,826,996	79,184,181	40,368,000	56,365,000
Total Expenditures (Outflows)	77,431,926	76,921,099	89,110,096	66,326,000	93,649,000

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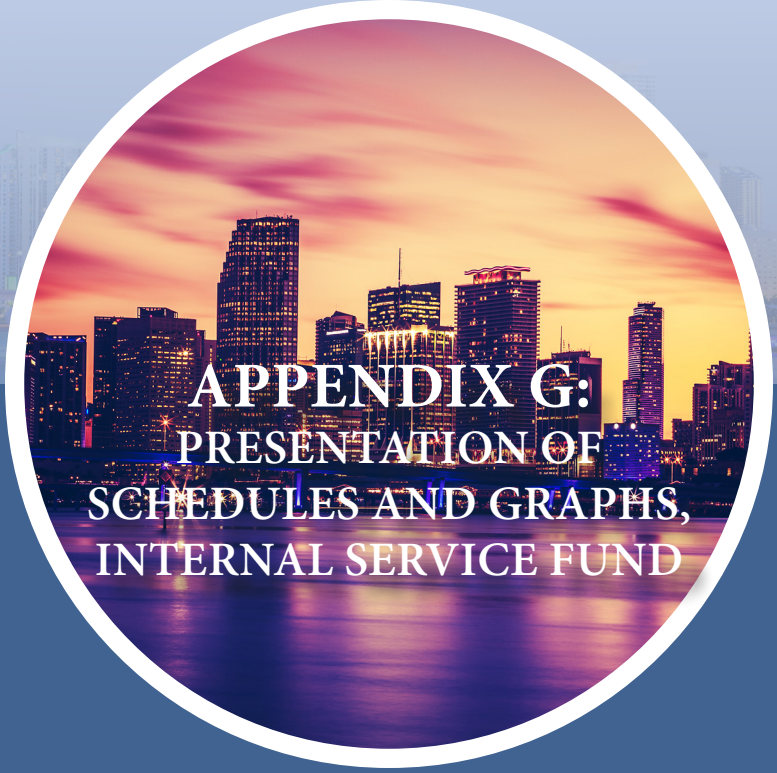

APPENDIX G:
PRESENTATION OF SCHEDULES AND GRAPHS, INTERNAL SERVICE FUND

SCHEDULE:
Revenues (Inflows)
by Functional Category and Account Object

SCHEDULE:
Expenditures (Outflows)
by Functional Category and Account Object

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Transfers-IN					
Transfer In-Prior Year adjustment	0	0	36,404	0	0
Total Transfers-IN:	**0**	**0**	**36,404**	**0**	**0**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	20	62	40	0	0
Total Licenses and Permits:	**20**	**62**	**40**	**0**	**0**
Other Revenues (Inflows)					
Misc-Disposition Of Fixed Assets	0	0	572	0	0
Misc. -Other Revnues EE Health	4,336,045	4,579,414	4,433,919	4,246,000	4,246,000
Misc. -Other Revenues Retirees Health	2,501,740	2,562,851	2,486,649	2,482,000	2,482,000
Misc-Settlements	1,050,882	1,227,884	1,586,761	1,137,000	1,190,000
Other-Nonoperating Sources	74,656,661	79,708,000	90,351,017	103,794,000	131,539,000
Other-Oth N-optg Sour/Carryover	20,384	0	0	0	0
Misc-Other Miscellaneous Revenues	1,251,427	2,964,990	641,093	1,211,000	350,000
Total Other Revenues (Inflows):	**83,817,139**	**91,043,139**	**99,500,010**	**112,870,000**	**139,807,000**
Charges for Services					
CFS-PS-Police Services	75,144	109,433	14,597	46,000	11,000
CFS-Other Charges for Services	261,733	288,360	94,003	0	71,000
Total Charges for Services:	**336,877**	**397,793**	**108,600**	**46,000**	**82,000**
Total Revenue (Inflows):	**84,154,036**	**91,440,994**	**99,645,054**	**112,916,000**	**139,889,000**

Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2020-21 Actual	FY 2021-22 Actual	FY 2022-23 Actual	FY 2023-24 Adopted	FY 2024-25 Proposed
Personnel					
Fringe Benefits	79,529	87,208	91,183	0	0
Life and Health Insurance	40,039,035	44,832,812	47,673,434	54,454,000	52,905,000
Total Personnel:	**40,118,564**	**44,920,021**	**47,764,617**	**54,454,000**	**52,905,000**
Operating Expense					
Workers' Compensation	24,527,763	21,083,980	22,367,055	22,441,000	25,091,000
Other Contractual Services	1,800	0	0	0	0
Insurance	0	7,761	4,934	0	0
Insurance - Police Torts	728,435	924,669	472,174	1,272,000	1,243,000
Insurance - Vehicle Liability	847,555	2,325,344	3,177,469	3,196,000	3,772,000
Insurance - Property & Casualty	7,865,928	9,398,406	11,970,653	13,846,000	15,923,000
Insurance - General Liability	305,204	635,464	1,244,962	1,546,000	22,210,000
Insurance - Public Official	341,941	702,450	0	0	0
IT-Repair and Maintenance Services	10,071,412	11,631,185	12,592,745	16,161,000	18,745,000
Other Current Charges and Obligations	0	18	0	0	0
Office Supplies	118	0	0	0	0
Operating Supplies	4,351	0	0	0	0
Total Operating Expense:	**44,694,508**	**46,709,277**	**51,829,992**	**58,462,000**	**86,984,000**
Capital Outlay					
Machinery and Equipment	40,626	5,472	0	0	0
Total Capital Outlay:	**40,626**	**5,472**	**0**	**0**	**0**
Total Expenditure (Outflows):	**84,853,698**	**91,634,770**	**99,594,610**	**112,916,000**	**139,889,000**

APPENDIX H:
STATISTICAL INFORMATION

- City Profile
- Municipal Financial Health

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CITY PROFILE

Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.07; Water 19.87)

Source (a): City of Miami Planning Department

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2009	433,143	$28,999	38.8	10.4%
2010	399,457	$27,291	37.7	11.1%
2011	412,438*	$30,270	39.1	9.4%
2012	416,917*	$28,301	39.2	8.3%
2013	421,363*	$30,375	39.0	7.6%
2014	430,332*	$30,858	39.1	6.8%
2015	441,003*	$31,051	39.4	4.8%
2016	456,089	$31,642	39.7	4.4%
2017	463,354	$31,642	40.1	3.7%
2018	467,968	$33,999	40.0	4.0%
2019	461,080	$36,638	40.5	4.3%
2020	439,890	$39,049	40.1	5.9%
2021	442,241	$44,268	40.1	2.3%
2022	449,514	$44,789	40.1	2.3%
2023	455,924	$54,858	39.7	2.6%

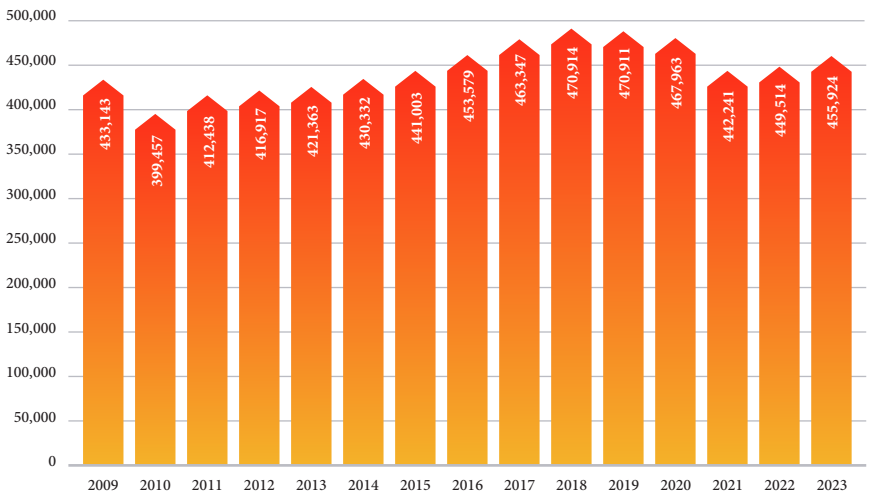
*Source (a): US Census Vintage 2020 - 2023, Quick Facts as of July 1, 2023 **https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222*

*Source (b): US Census, 2018-2022, Quick Facts as of July 1, 2023**https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222*

Source(c):https://worldpopulationreview.com/us-cities/miami-fl-population 2024

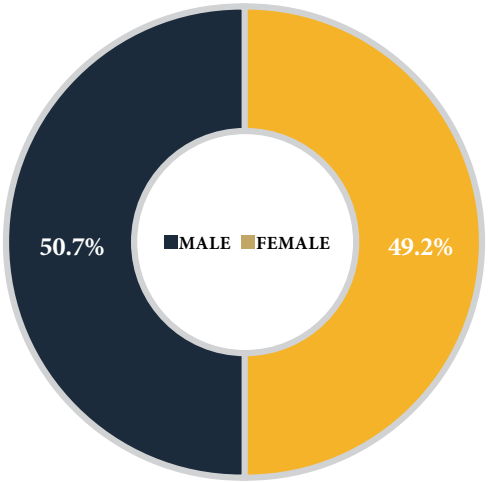
source (d): https://www.bls.gov/regions/southeast/summary/blssummary_miami. pdf 2024

City Population Trend



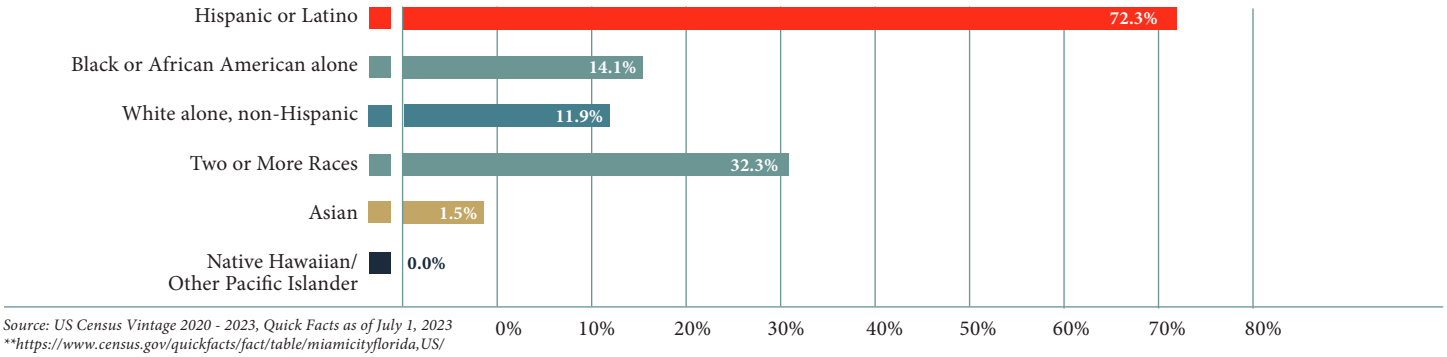
*Source (a): US Census Vintage 2020 - 2023, Quick Facts as of July 1, 2023 **https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222***

Population by Sex



Source: American Community Survey; 2021, ACS 1-estimates Data Profiles; data.census.gov

Population by Race/Ethnicity



*Source: US Census Vintage 2020 - 2023, Quick Facts as of July 1, 2023 **https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222****

Poverty and Per Capita Income

Per Capita Money Income (2022)
$39,055

Percentage of persons below poverty level
20.0%

Gini Coefficient, Miami City
0.508

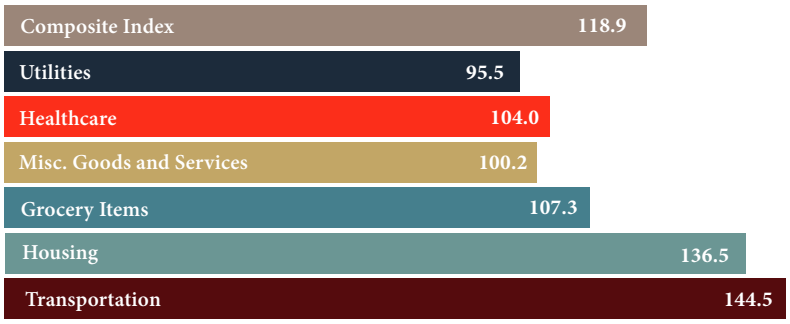
*Source: US Census Vintage 2020 - 2023, Quick Facts as of July 1, 2023 **https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222****

Educational Attainment

Population 18 to 24 years	**34,205**
Less than high school graduate	21.1%
High school graduate (incl. equivalency)	34.7%
Some college or Associate's degree	30.5%
Bachelor's degree or higher	13.7%
Population 25 years and over	**345,725**
Less than 9th grade	10.9%
9th to 12th grade, no diploma	8.4%
High school graduate (incl. equivalency)	23.9%
Some college, no degree	10.7%
Associate's degree	7.3%
Bachelor's degree	22.6%
Graduate or professional degree	16.0%
Percent High School Graduate or higher	**80.6%**
Percent Bachelor's Degree or higher	**38.7%**

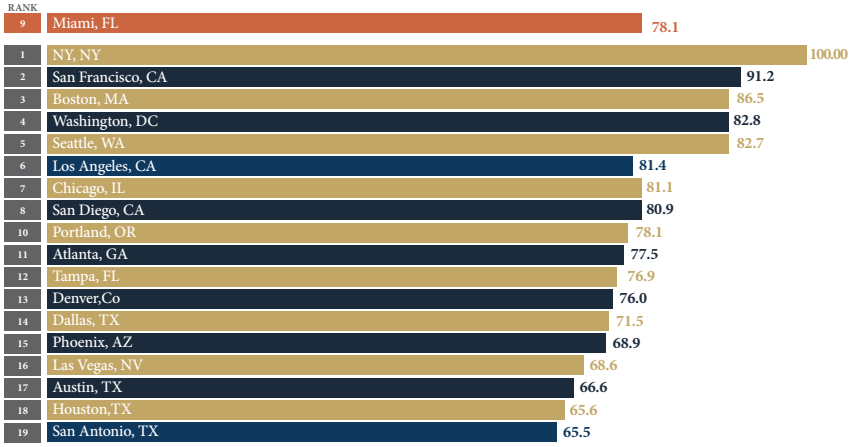
Source: American Community Survey; 2022: ACS 1-Year Estimates Data Profiles; data.census.gov/table/acsst1Y2022

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Best Places www.bestplaces.net/cost_of_living/county/florida/miami-dade, 2023

Cost of Living Index - selected U.S. Cities



Source: Numbeo.com - North America Cost of Living Index:2009-2024

Housing Occupancy
City of Miami

Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov/table/decennialdp2020

Total housing units	**212,146**	
Occupied housing units	187,379	88.3%
Vacant housing units	24,767	11.7%
Homeowner vacancy rate	2.4	
Rental vacancy rate	7.2	
Housing Stock Owned	28.3%	
Housing Stock Rented	71.7%	

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County,

2024 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	**2969.3**
Mining and logging	-
Construction	160.7
Manufacturing	99.9
Trade, transportation, and utilities	655.6
Information	54.9
Financial activities	214.6
Professional and business services	516.8
Education and health services	466.4
Leisure and hospitality	358.0
Other services	118.9
Total Government	322.6

Source: U.S. BLS, Current Employment Statistics 2024
https://www.bls.gov/regions/economic-summaries.htm#FL

City of Miami Business Owners

All Employer Firms as of 2017	17,541
Men-owned firms	9.885
Women-owned firms	3,664
Minority-owned firms	7,831
Non-minority-owned firms	7,499
Veteran-owned firms	636
Non-veteran-owned firms	15,099

*Source: US Census Vintage 2020 - 2023, Quick Facts as of July 1, 2023 **https://www.census.gov/quickfacts/fact/table/miamicityflorida,US/COM100222#COM100222***

Top Ten Major Employers in Miami-Dade County

Public Employers

Name	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade County	25,502
Federal Government	19,200
Florida State Government	17,100
Jackson North Medical Center	9,797
City of Miami	4,725
Florida International University	3,534
Homestead AFB	3,250
Miami VA Healthcare System	2,500
Miami Dade College	2,390

Source:https://www.beaconcouncil.com/data/economic-overview/top-employers/

Private Employers

Name	Number of Employees
University of Miami	12,818
Baptist Health South	11,353
American Airlines	11,031
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,321
Florida Power and Light	3,011
Royal Carribbean Cruises	2,989
Wells Fargo	2,050
Bank of America Merrill Lynch	2,000

Source:https://www.beaconcouncil.com/data/economic-overview/top-employers/

Major Companies with their Latin American Headquarters located in the City of Miami

APL
Canon Latin America
Caterpillar Americas Services
Cisco Systems
Eastman Chemical Latin America, Inc.
Electrolux Home Products International
Gap International Sourcing
H.I.G. Capital Management
Hewlett-Packard Latin America
Hilton International
Ingram Micro
Komatsu Latin America
Nokia Corp (Miami) ,*Moved Latin America Operations.*
Novartis Pharmaceuticals Corp.
Oracle Latin America
Paccar International, Latin America
SAP International
Tech Data
Visa International
Western Union Latin America

Source: Wikipedia, 2021

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) 416-1450

JAMES L. KNIGHT CENTER
400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

TOWER THEATER
1508 SW 8th Street
Miami, FL 33135
(305) 960-2938

MANUEL ARTIME CULTURAL CENTER
900 and 970 SW First Street
Miami, FL 33130
(305) 960-4680

DINNER KEY MARINA AND MOORING FIELD
3400 Pan American Drive
Miami, FL 33133
(305) 329-4755

OLYMPIA THEATER
174 E Flagler Street
Miami, FL 33131
(305) 960-2929

MIAMARINA AT BAYSIDE
401 Biscayne Boulevard
Miami, FL 33132
(305) 960-5180

MARINE STADIUM MARINA
3501 Rickenbacker Causeway
Miami, FL 33149
(305) 960-5140

Community and Recreation 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

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

CHARLIE DELUCCA 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 ROCKLAND HAMMOCK PRESERVE PARK
55 SW 17th Road

SOUTHSIDE PARK
142 SW 11th Street

THEODORE GIBSON PARK
401 NW 12th Street

WEST END PARK
6030 SW 2nd Street

WILLIAMS PARK
1717 NW 5th Avenue

ACQUATIC FACILITIES LOCATIONS

Year Round Locations

SHENANDOAH PARK AQUATIC FACILITY
1805 SW 22th Avenue

JOSE MARTI PARK AQUATIC FACILITY
351 SW 4th Street

THE MILLER J. AND NANCY S. DAWKINS OLYMPIC SWIMMING POOL COMPLEX
4800 NW 12th Avenue

THEODORE GIBSON PARK AQUATIC FACILITY
401 NW 12th Street

GRAPELAND HEIGHTS WATER PARK
1550 NW 37th Avenue

SEASONAL ACQUATIC FACILITIES

WEST END PARK AQUATIC FACILITY
250 SW 60th Avenue
(POOL IS CLOSED FOR CONSTRUCTION)

WILLIAMS POOL
1717 NW 5th Avenue

ATHALIE RANGE PARK AQUATIC FACILITY
525 NW 62nd Street

ELIZABETH VIRRICK PARK AQUATIC FACILITY
3255 Plaza Street
(POOL IS CLOSED FOR CONSTRUCTION)

MORNINGSIDE PARK AQUATIC FACILITY
750 NE 55th Terrace
"POOL HAS BEEN DEMOLISHED, REMOVED, AND FUTURE PLANS IS TBD AT THIS TIME.

GERRY CURTIS PARK AQUATIC FACILITY
1901 NW 24th Avenue

HEADQUARTERS

400 NW 2nd Avenue

Miami, Florida 33128

(305) 603-6640

COLLEGE

350 NW 2nd Avenue

Miami, FL 33128

(305) 603-6616

NORTH STATION

1000 NW 62nd Street

Miami, FL 33150

(305) 603-6920

SOUTH STATION

2200 West Flagler Street

Miami, FL 33135

(305) 603-6960

MARINE PATROL SUBSTATION

1001 MacArthur Causeway

Miami, FL 33132

(305) 603-6390

HEADQUARTERS
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

TRAINING CENTER
3425 Jefferson Street
Miami, FL 33133
(305) 569-3600

GARAGE
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

FIRE PREVENTION BUREAU
444 SW 2nd Ave, 10th Floor
Miami, FL 33130
(305) 416-1600

STATION 1
144 NE 5th Street
Miami, FL 33132
(305) 569-3901

STATION 2
1901 North Miami Avenue
Miami, FL 33136
(305) 569-3902

STATION 3
1103 NW 7th Street
Miami, FL 33136
(305) 569-3903

STATION 4
1105 SW 2nd Avenue
Miami, FL 33130
(305) 569-3904

STATION 5
1200 NW 20th Street
Miami, FL 33142
(305) 569-3905

STATION 6
701 NW 36th Street
Miami, FL 33127
(305) 569-3906

STATION 7
314 Beacon Boulevard
Miami, FL 33135
(305) 569-3907

STATION 8
2975 Oak Avenue
Miami, FL 33133
(305) 569-3908

STATION 9
69 NE 62nd Street
Miami, FL 33138
(305) 569-3909

STATION 10
4101 NW 7th Street
Miami, FL 33126
(305) 569-3910

STATION 11
5920 W Flagler Street
Miami, FL 33144
(305) 569-3911

STATION 12
1455 NW 46th Street
Miami, FL 33142
(305) 569-3912

STATION 13
990 NE 79th Street
Miami, FL 33138
(305) 569-3913

STATION 14
3171 SW 22nd Terrace
Miami, FL 33145
(305) 569-3914

STATION 15
401 Biscayne Boulevard,
Miami, FL 33132
(305) 569-3915

STATION 16
9 SE 6th Street,
Miami, FL 33131
(305) 569-3916

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

MUNICIPAL FINANCIAL HEALTH

An Act Relating to Local Government Financial Reporting

was enacted on May 23, 2019 amending sections 129.03 and 166.241 of the Florida Statutes. It requires county and municipal budget officers to submit certain information to the state Office of Economic and Demographic Research (EDR) within a specified timeframe. It also requires EDR to create a form for certain purposes by specified date.

The Statute also requires the tentative budget to be posted on the municipality's official website at least two days before the budget hearing and remain on the website for 45 days. The final adopted budget must be posted on the website within 30 days after adoption and must remain on the website for at least two years. The City of Miami has already ascribed to this practice for several years.

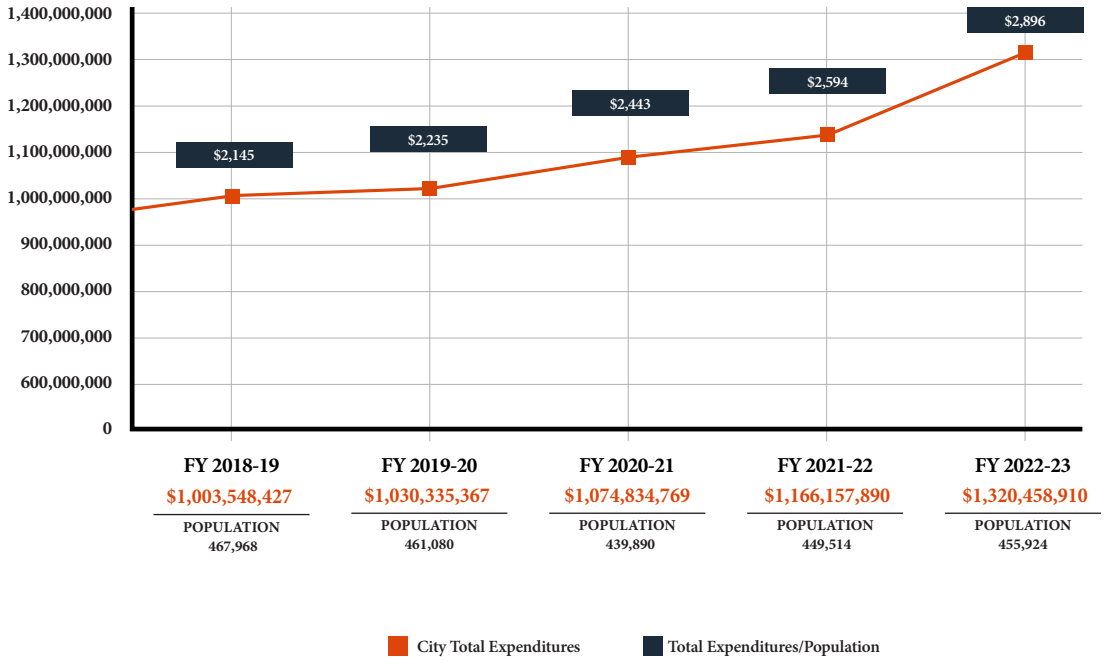
The specific information to be reported to the EDR, as required in Florida Statue 166.241(4) is listed below and are illustrated in the following pages.

A. Government spending per resident for the previous five years.
B. Government debt per resident for the previous five years.
C. Average municipal employee salary
D. Median income within the municipality.
E. Number of special taxing districts, wholly or partially, within the municipality.
F. Percent of budget spent on salaries and benefits for municipal employees.

Source: Florida Statutes, Chapter 2019-56

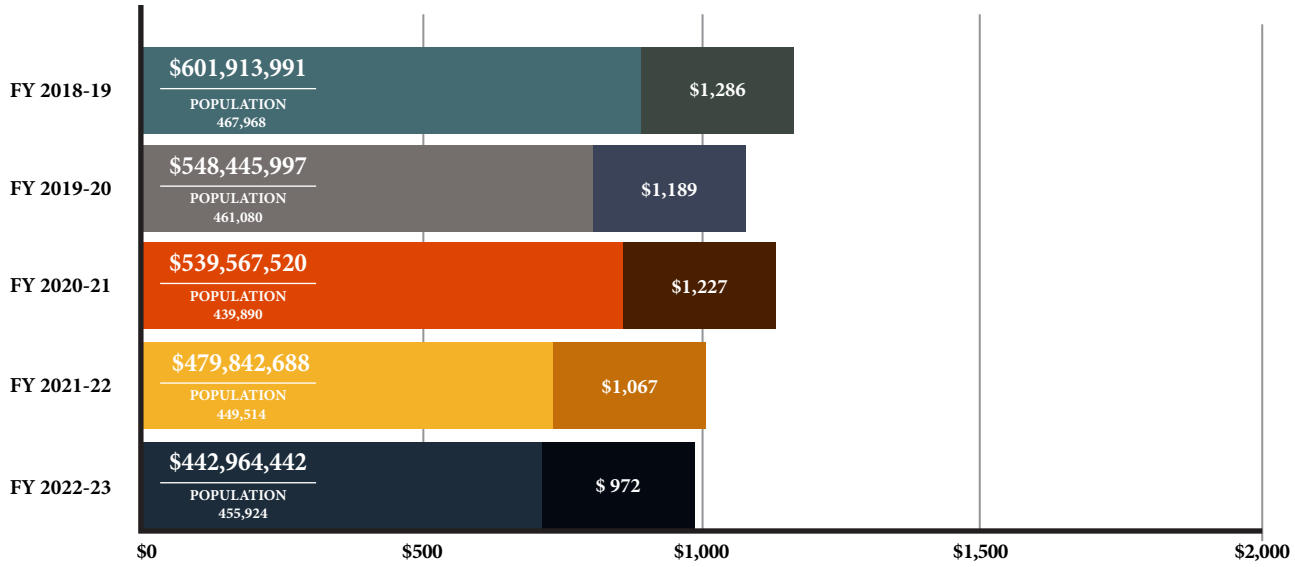
MUNICIPAL FINANCIAL HEALTH

Government Spending per Resident (Section 166.241 (4)(A), F.S.)



Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023. United States Census. F.S.: Florida Statutes

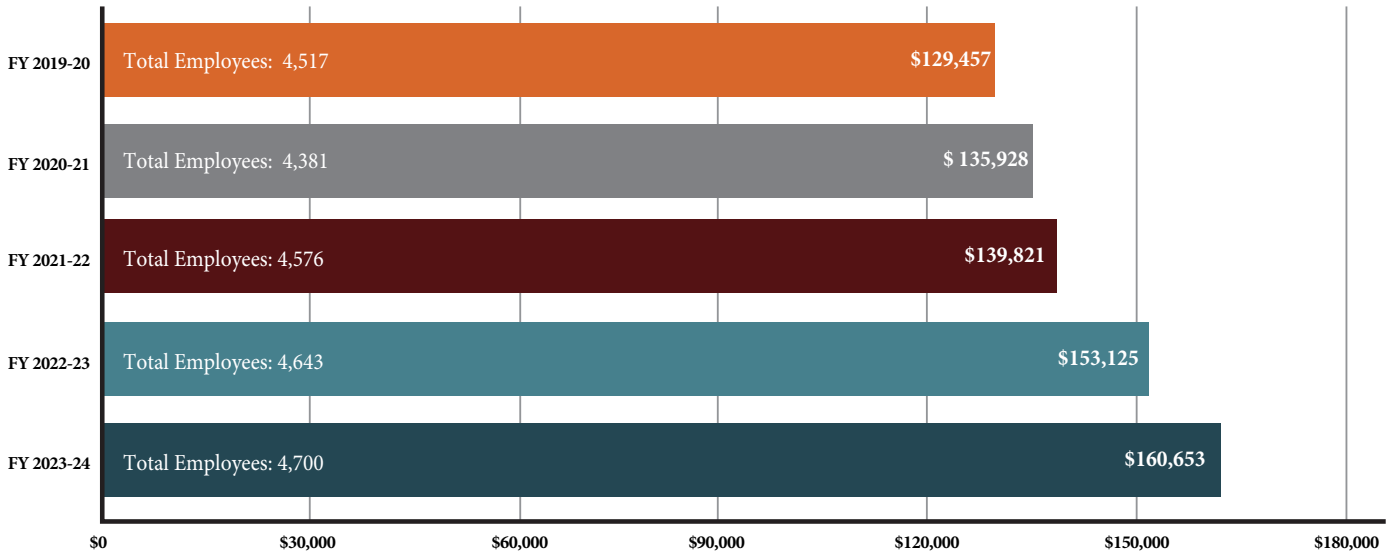
Long Term Debt Per Resident (Section 166.241 (4)(B), F.S.)



Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2023. United States Census. F.S.: Florida Statutes

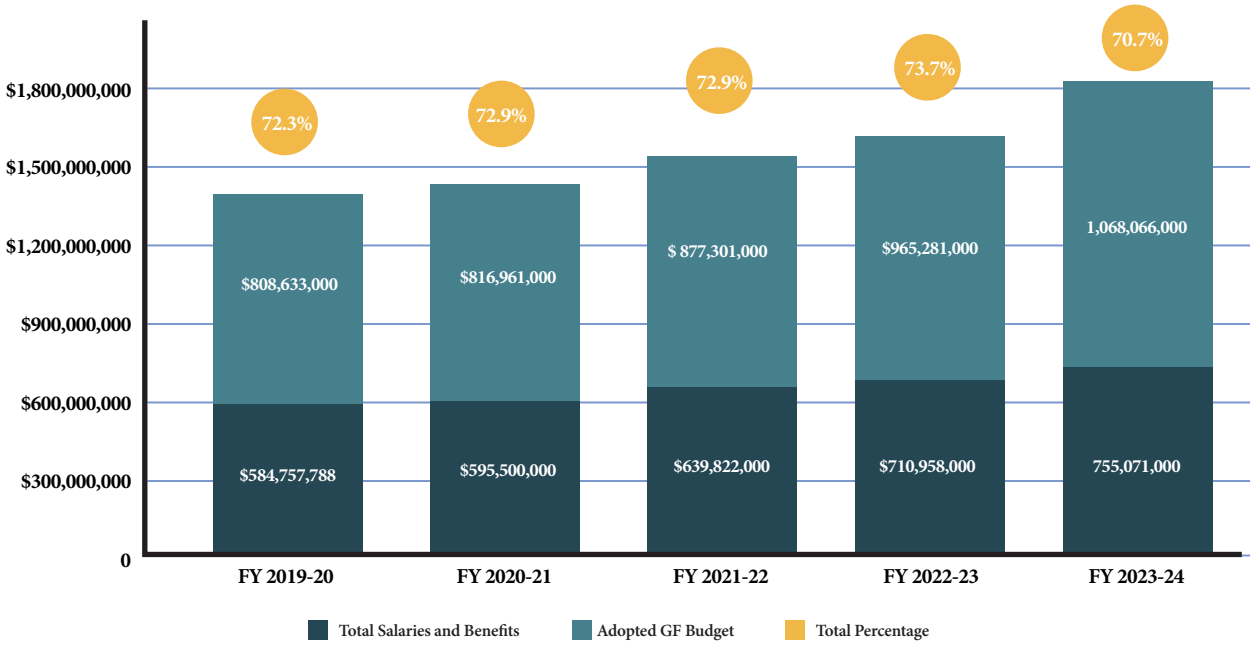
MUNICIPAL FINANCIAL HEALTH

Average Municipal Employee Salary (Section 166.241 (4)(C), F.S.)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2020-24. F.S.: Florida Statutes

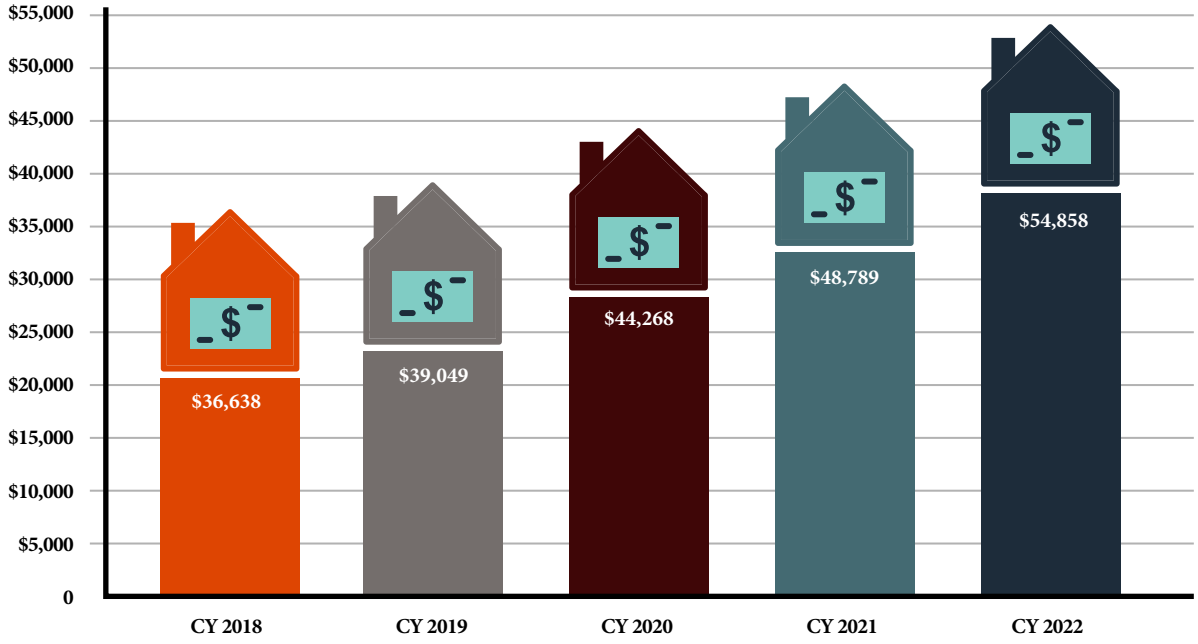
Percent of Budget Spent on Salaries and Benefits (Section 166.241 (4)(F), F.S.)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2020-24. F.S.: Florida Statutes

MUNICIPAL FINANCIAL HEALTH

Median Household Income in the City of Miami (Section 166.241 (4)(D), F.S.)



Source: U.S. Census Bureau. F.S.: Florida Statutes

Number of Special Taxing Districts, wholly or partially, within the municipality. (Section 166.241 (4)(E), F.S.)
The City of Miami has only one special taxing district that qualifies per this Statute.

MIAMI DDA
DOWNTOWN DEVELOPMENT AUTHORITY

APPENDIX I:
COST ALLOCATION PLAN

- Cost Allocation Methodology
- Indirect Cost Rates
- Solid Waste Full Cost

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City of Miami, Florida

Cost Allocation Methodology

OVERVIEW

The City of Miami's (the City) Cost Allocation Plan identifies the costs of indirect services provided by central service departments of the City based on actual expenditures for fiscal year ending September 30, 2022.

The Cost Allocation Plan is used by the City to claim indirect costs as charges against awards (grants) and City funds. The list of federal/state grants and awards that are charged indirect costs based on the results of this plan are in Schedule F - Indirect Cost Rate Proposal.

The Cost Allocation Plan is a document that distributes, or allocates, City indirect costs. Indirect costs are those costs incurred by City divisions and departments that benefit other City divisions and departments. Examples of City indirect costs are personnel, purchasing, human resources and the Finance Department.

The primary purpose for preparing the Cost Allocation Plan is to (1) identify the appropriate division and department indirect costs and (2) calculate corresponding indirect cost rates if needed.

The significant steps involved in preparing the Cost Allocation Plan include the following:

- Identify the City divisions and departments that provide support to other City divisions and departments. These divisions and departments are referred to as central service or allocating departments.

- Identify the City divisions and departments that receive support from other City divisions and departments. These departments are referred to as grantee or receiving departments.

- Accumulate the allowable actual expenditures of the City divisions and departments that provide support to other City divisions and departments.

- Distribute, or allocate, the allowable expenditures of the City divisions and departments that provide support to other City divisions and departments based on available, meaningful, measurable, and auditable allocation statistics that match the service provided to the service received.

PROCESS

A double step-down allocation methodology is used to allocate the allowable costs of the central service divisions and departments. This methodology recognizes the cross support provided between central service divisions and departments. For example, accounting supports the information systems department by providing payroll, paying vouchers, and preparing a budget. However, the information systems department also supports accounting by providing software and hardware support and by maintaining and administering various applications and systems.

The double-step down methodology requires an initial sequencing of allocating divisions and departments. In the first step of the double- step methodology, allowable costs from central service divisions and departments are allocated in the sequence selected to all City divisions, departments, and funds; including to other central service divisions and departments. The second step in the double-step down methodology is made to fully account for the cross support provided between central service divisions and departments. Central service divisions and departments are closed after the second step in the double-step down allocation methodology.

FORMAT OF THE REPORT

The City's Cost Allocation Plan is organized as follows:

1. Nature and Extent of Services for the Central Service Department
2. Summary schedules
3. Detail schedules

The Nature and Extent of Services is a narrative description of the central service and each function that was identified. Also described are the allocation bases used for each function and other relevant information on expenditures.

The Summary Schedules provide a recap of the results of the cost allocation process as described below:

A table of contents is included at the beginning of the Plan. The allocation of costs has been accomplished in the same order as shown in the Table of Contents. The Table of Contents also permits the ready identification of the following summary data and sections of the Plan:

1. Schedule A - Allocated Costs by Department demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question:

   Which Central Service Department actually allocated the costs to each Receiving Department?

2. Schedule C - Summary of Allocated Costs is the simplest report to use when balancing to the financials. This schedule demonstrates the full sequence of all departments. The Central Service Departments are listed first and in the order of their allocating sequence. This schedule demonstrates the costs to be allocated, the adjustments made to these costs, and the results of the allocations. The Receiving Departments follow the Central Service Departments with the total allocations received from all Central Service Departments.

3. Schedule D - Detail of Allocated Costs provides a view of the allocation flow of costs for each Central Service Department. This schedule allows the reader to see how the process sequentially zeroes out all the Central Service Department costs and allocates them to Receiving Departments.

4. Schedule E - Summary of Allocated Costs demonstrates for each Central Service Department the services or functions of the Central Service Department and the basis for the allocation of each function. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes

5. Schedule F - Indirect Cost Rate Proposal calculates indirect cost rates for selected Receiving Departments. The indirect rate is computed as the total indirect costs allocated to the Receiving Department divided by the total Salary cost of the Receiving Department.

The detail schedules follow the summary schedules in the cost allocation plan. These schedules demonstrate the original costs being allocated by each Central Service Department. The adjustments are applied; the functions are defined; the incoming costs from other Central Service Departments are detailed; the allocation calculations for both step-downs are documented; and the results for each Central Service Department are summarized.

CITY OF MIAMI, FLORIDA
COST ALLOCATION PLAN
FY2024 BASED ON ACTUALS AS OF SEPTEMBER 30, 2022
Indirect Cost Rate Proposal

Receiving Departments	Central Service Costs	Dept Admin Personnel Costs	Dept Admin Other Costs	Total Indirect Costs	Indirect Cost Rate Base	Indirect Cost Rate
101 MAYOR	292,403	0	0	292,403	1,620,053	18.0490 %
111-5 COMMISSIONERS	1,750,283	0	0	1,750,283	4,052,412	43.1911 %
152 CODE COMPLIANCE	1,398,018	0	0	1,398,018	5,120,733	27.3011 %
181-9 FIRE-RESCUE	10,429,341	0	0	10,429,341	109,316,786	9.5405 %
190-1 POLICE	24,204,405	0	0	24,204,405	164,132,047	14.7469 %
201-9 PUBLIC WORKS	4,684,091	0	0	4,684,091	9,570,441	48.9433 %
211-3 SOLID WASTE	9,509,887	0	0	9,509,887	14,428,975	65.9083 %
221 DEPT OF REAL	1,844,069	0	0	1,844,069	2,843,834	64.8445 %
242 GSA PROPERTY	1,741,403	0	0	1,741,403	2,787,384	62.4745 %
245 GSA	431,470	0	0	431,470	639,956	67.4218 %
281-4 BUILDING	4,362,168	0	0	4,362,168	11,400,953	38.2614 %
291-8 PARKS &	6,487,264	0	0	6,487,264	24,696,415	26.2680 %
342 ZONING	829,255	0	0	829,255	2,541,681	32.6262 %
351-5 PLANNING	1,415,805	0	0	1,415,805	2,811,770	50.3528 %
381 COMMUNICATIONS	217,268	0	0	217,268	739,967	29.3618 %
401 CIP	1,175,361	0	0	1,175,361	1,052,484	111.6750 %
441 OFFICE OF	86,364	0	0	86,364	1,543	5,597.1484 %
450 HUMAN SERVICES	953,013	0	0	953,013	3,608,036	26.4136 %
910 CD-COMMUNITY &	2,281,308	0	0	2,281,308	4,062,935	56.1493 %
920 CRA - COMMUNITY	434,710	0	0	434,710	2,255,408	19.2741 %
930 LIBERTY CITY	51,709	0	0	51,709	477,990	10.8180 %
940 VIRGINIA KEY	192,524	0	0	192,524	584,876	32.9171 %
950 CIVILIAN	136,537	0	0	136,537	636,243	21.4599 %
980 ND - NON	326,030	0	0	326,030	13,986,383	2.3311 %
Composite Rate	75,234,686	0	0	75,234,686	383,369,305	19.6245 %

City of Miami Solid Waste Department
Residential Full Cost Disclosure for
Provision of Solid Waste Management Services
October 1, 2022 to September 30, 2023

Type of Service	Full Cost	Households Served	Full Cost Per Household
Collection	$36,870,480	66,292	$556
Disposal	$13,936,584	66,292	$210
Recycling	$1,010,981	66,292	$15
TOTAL	**$51,818,044**	**66,292**	**$782**

Notes:
The average waste disposed on a per household basis was determined to be 2.68 tons.

The financial exhibit reflects full costs associated with illegal dumping collection, weekly bulk trash pick-up services, daily street litter container collection, daily street sweeping operations, dead animal collection/disposition, Solid Waste code enforcement, landfill disposal tipping fees, recycling collection, and citywide source reduction and recycling efforts.

The financial exhibit excludes the full cost of the Community Enhancement Team (CET). CET performs Graffiti removal, sign installation, Community Events, and Special Events.

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APPENDIX J:
RESOLUTIONS

- Millage Ordinance
- Budget Resolution
- Revenue Estimating Conference Letter
- Equal Pay Resolution Summary

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Millage Rate

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(Section will be included in the Adopted Budget Book)

Budget Resolution

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(Section will be included in the Adopted Budget Book)

City of Miami, Florida

ARTHUR NORIEGA, V
CITY MANAGER

P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

May 15, 2024

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2024-25 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 14, 2024 to review the assumptions used in developing the Fiscal Year 2024-25 Proposed Operating Budget.

The results of the Conference concluded with a reduction of $11.603 million of revenues from next year's proposed budget. Some revenues were estimated but are still pending outside information, including information from the Miami-Dade Property Appraiser and the State of Florida.

As required by the Ordinance, a Budget Revenue Estimating Committee was formed and consisted of at least one principal staff member from the City's Finance Department, one member of the Office of Management and Budget, and two outside professionals with public financial experience.

The members of this year's conference were as follows:

- Eugene Codner, Chief of Financial Services and Budget, Department of Regulatory and Economic Resources, Miami-Dade County
- Jose Fernandez, Controller, Office of Business and Financial Services, City of Orlando
- Erica Paschal, Director, Finance Department, City of Miami
- Marie M. Gouin, Director, Office of Management and Budget, City of Miami

Additional support members included:

- Jihan Soliman, Senior Assistant City Attorney, Office of the City Attorney, City of Miami
- Leon Michel, Assistant Director, Office of Management and Budget, City of Miami
- Luis Hernandez Torres, Budget Coordinator, Office of Management and Budget, City of Miami
- Donovan Dawson, Budget Coordinator, Office of Management and Budget, City of Miami
- Aniska Elliott, Senior Budget Analyst, Office of Management and Budget, City of Miami
- Rachel Quintana, Assistant to the Director, Office of Management and Budget, City of Miami
- Calvin Fifer, Budget Analyst, Office of Management and Budget, City of Miami

- Fred Pericles, Senior Budget Analyst, Office of Management and Budget, City of Miami
- Gabriel Brito, CIP Budget Coordinator, Office of Management and Budget, City of Miami
- Daniel Alcala, Budget Analyst, Office of Management and Budget , City of Miami
- Jacques Joseph, Budget Analyst, Office of Management and Budget, City of Miami
- Jennifer Torres, Strategic Planning and Performance Analyst, Office of Management and Budget, City of Miami

Attached is a summary of the comments and recommendations made by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,

Marie M. Gouin
Director - City of Miami Office of Management and Budget
Budget Estimating Committee

Table of Contents

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
411100 - Ad Valorem Taxes-Real	Finance	375,145,626	395,803,537	439,422,394	403,457,186	402,865,087	427,023,890	460,235,905	490,820,000	473,641,000	538,072,000			538,072,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	16,429,429	15,615,324	17,015,789	16,353,514	349,921	1,555,331	1,865,673	16,000,000	16,000,000	16,000,000			16,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	51,181	58,845	609,773	239,933	329,168	711,670	711,670	150,000	712,000	150,000			150,000
411300 - Ad Valorem Taxes-Personal	Finance	17,676,668	18,525,519	19,915,568	18,705,918	18,864,147	21,273,479	21,861,398	21,962,000	21,273,000	24,410,000			24,410,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	988,363	653,668	1,015,493	885,842	113,826	404,821	445,562	750,000	873,000	750,000	100,000	13.3%	850,000
Property Taxes	**Total**	**410,291,267**	**430,656,893**	**477,979,017**	**439,642,393**	**422,522,149**	**450,969,191**	**485,120,208**	**529,682,000**	**512,499,000**	**579,382,000**	**100,000**	**0.0%**	**579,482,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,040,971	7,557,516	7,453,891	7,350,793	3,092,965	3,168,630	3,776,354	7,877,000	7,877,000	7,271,000			7,271,000
413100 - Franc Fee-Electricity	Finance	28,843,974	34,700,681	38,909,514	34,151,390	10,812,666	12,086,079	14,805,721	36,103,000	43,579,000	46,194,000			46,194,000
413400 - Franc Fee-Gas	Finance	461,373	748,029	862,835	690,746	451,318	489,308	584,071	915,000	723,000	915,000			915,000
414100 - Utility Ser Fee-Electricity	Finance	38,520,862	41,086,747	48,110,706	42,572,772	17,695,659	21,001,817	24,467,198	42,746,000	52,459,000	55,667,000	(2,167,000)	-3.9%	53,500,000
414300 - Utility Ser Fee-Water	Finance	7,413,284	7,792,089	8,662,491	7,955,955	2,760,703	2,938,167	3,503,973	8,107,000	8,836,000	9,013,000			9,013,000
414400 - Utility Ser Fee-Gas	Finance	827,751	807,833	827,131	820,905	394,521	442,602	531,849	841,000	852,000	852,000			852,000
414700 - Utility Ser Fee-Fuel Oil	Finance	14,693	45,120	98,591	52,801	52,950	52,506	61,561	47,000	99,000	99,000			99,000
415000 - Public Service Taxes	Finance	19,069,638	20,132,976	22,828,537	20,677,050	7,346,015	8,000,136	9,453,055	21,131,000	23,742,000	24,454,000			24,454,000
419000 - Other Taxes-Storm Water	Civil Service Board	154	0	0	51	0	0	0	0	0	0			0
419000 - Other Taxes-Storm Water	Finance	(4,428)	(6)	(6)	(1,480)	(3)	(3)	(4)	0	0	0			0
419000 - Other Taxes-Storm Water	Total Resilience and Public Works	13,997,406	13,995,200	13,991,268	13,994,625	4,799,282	4,636,169	5,692,779	14,000,000	14,000,000	14,000,000			14,000,000
Franchise Fees and Other Taxes	**Total**	**116,185,678**	**126,866,185**	**141,744,958**	**128,265,608**	**47,406,076**	**52,815,411**	**62,876,557**	**131,767,000**	**152,167,000**	**158,465,000**	**(2,167,000)**	**-1.4%**	**156,298,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	6,700	3,950	1,589	4,080	414	682	394	7,000	2,000	7,000			7,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	85,354	449,723	2,698,558	1,077,878	1,128,347	6,046,959	7,080,446	1,600,000	6,047,000	1,600,000			1,600,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Total Resilience and Public Works	0	0	0	0	0	0	0	0	0	0			0
461100 - Misc-Int & Pen-Lot Clear & Demoli	Solid Waste	1,129	685	564	793	352	646	656	1,000	1,000	1,000			1,000
461110 - Misc-Int & Pen-Investment	Finance	2,451,265	4,269,312	27,108,600	11,276,392	11,323,477	12,849,066	15,674,578	9,900,000	16,277,000	9,900,000			9,900,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	(1,735,594)	(6,622,512)	2,486,937	(1,957,056)	2,911,281	2,676,065	1,982,870	0	2,676,000	0			0
Interest	**Total**	**808,854**	**(1,898,842)**	**32,296,248**	**10,402,087**	**15,363,871**	**21,573,418**	**24,738,944**	**11,508,000**	**25,003,000**	**11,508,000**	**0**		**11,508,000**

Table of Contents

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
481000 - Other-Interfund Transfer	Finance	5,605,700	6,270,507	19,351,006	10,409,071	6,870,977	25,000,534	25,000,534	25,390,000	25,001,000	2,650,000			2,650,000
481000 - Other-Interfund Transfer	Non-Departmental	0	164,000	0	54,667	0	0	0	0	0	0			0
481101 - Transfer In-Prior Year adjustment	Code Compliance	0	2	0	1	0	0	0	0	0	0			0
481101 - Transfer In-Prior Year adjustment	Finance	0	266	0	89	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Grants Administration	0	0	10,730	3,577	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Human Resources	0	14	0	5	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Innovation and Technology	0	16	0	5	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Neighborhood Enhancement Teams	0	50,350	0	16,783	0	0	0	0	0	0			0
481101 - Transfer In-Prior Year adjustment	Procurement	0	0	89	30	89	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Human Services	0	63,675	23,086	28,920	0	15,839	15,844		16,000	0			0
481101 - Transfer In-Prior Year adjustment	Planning	0	79	0	26	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	General Services Administration	0	1,037	99,174	33,404	410	1,855	1,855	0	2,000	0			0
481101 - Transfer In-Prior Year adjustment	Total Resilience and Public Works	0	472	0	157	0	19,817	19,817		20,000	0			0
481101 - Transfer In-Prior Year adjustment	Solid Waste	0	389	1,858	749	1,858	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Capital Improvements and Transportation	0	29	0	10	0	0	0		0	0			0
481101 - Transfer In-Prior Year adjustment	Fire-Rescue	0	105,806	844,461	316,756	2,893	55,167	55,167	0	55,000	0			0
481101 - Transfer In-Prior Year adjustment	Police	0	460	1,299,690	433,383	1,219,305	21,614	21,614		22,000	0			0
481101 - Transfer In-Prior Year adjustment	Real Estate and Asset Management	0	176	0	59	0	518,420	518,420		0	0			0
481101 - Transfer In-Prior Year adjustment	Parks and Recreation	0	1,622	0	541	0	19,715	19,715		20,000	0			0
481101 - Transfer In-Prior Year adjustment	Non-Departmental	0	0	25,435	8,478	0	0	0		0	0			0
481100 - Other-Intrafund Transfer	Non-Departmental	0	2,100,000	300,000	800,000	300,000	19,000	19,000	0	0	0			0
Transfers-IN	**Total**	**5,605,700**	**8,758,900**	**21,955,529**	**12,106,711**	**8,395,532**	**25,671,961**	**25,671,966**	**25,390,000**	**25,136,000**	**2,650,000**	**0**		**2,650,000**
451000 - Fines-Judgments And Fines	Police	6,695,909	5,568,900	5,743,666	6,002,825	2,494,201	2,341,483	2,802,375	5,500,000	5,600,000	5,689,000			5,689,000
451000 - Fines-Judgments And Fines	Real Estate and Asset Management	63,966	60,955	57,077	60,666	21,826	22,074	26,055	65,000	50,000	65,000			65,000
454000 - Fines-Violations Of Local Ordinances	Finance	(30,746)	(32,153)	(8,900)	(23,933)	1,761,676	8,938	(2,581)	0	9,000	0			0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	200	3,896	650	1,582	650	299	299	0	0	0			0

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CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
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Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
459000 - Fines-Other Fines And/Or Forfeits	Code Compliance	836,897	447,646	196,171	493,571	106,202	138,370	152,164	303,000	300,000	303,000			303,000
459000 - Fines-Other Fines And/Or Forfeits	Finance	(8,291)	(73,775)	0	(27,355)	0	0	0	0	0	0			0
459000 - Fines-Other Fines And/Or Forfeits	Neighborhood Enhancement Teams	2,150	2,800	5,950	3,633	2,500	2,200	2,600	0	0	0			0
459000 - Fines-Other Fines And/Or Forfeits	Building Department	38,498	23,732	6,363	22,864	3,493	9,912	10,407	25,000	13,000	15,000			15,000
459000 - Fines-Other Fines And/Or Forfeits	Zoning	0	0	0	0	0	(11)	(11)	0	0	0			0
459000 - Fines-Other Fines And/Or Forfeits	Planning	384	2,403	(29)	920	(15)	(2)	(5)	(3,000)	0	0			0
459000 - Fines-Other Fines And/Or Forfeits	Solid Waste	295,693	763,478	1,028,729	695,967	430,881	1,018,296	1,241,261	850,000	1,918,000	1,918,000	(618,000)	-32.2%	1,300,000
459000 - Fines-Other Fines And/Or Forfeits	Police	2,096	1,776	1,331	1,735	880	298	412	0	0	0			0
459000 - Fines-Other Fines And/Or Forfeits	Real Estate and Asset Management	302	5,875	9,230	5,135	3,780	2,550	2,960	3,000	5,000	7,000			7,000
462000 - Misc-Red Light Camera Fines	Finance	85,175	66,465	91,352	80,997	37,122	17,466	20,735	0	17,000	0			0
Fines and Forfeitures	**Total**	**7,982,233**	**6,841,998**	**7,131,590**	**7,318,607**	**4,863,196**	**3,561,873**	**4,256,671**	**6,743,000**	**7,912,000**	**7,997,000**	**(618,000)**	**-7.7%**	**7,379,000**
431000 - Federal Grants	Police	0	0	0	0	0	0	0	0	0	0			0
431000 - Federal Grants	Parks and Recreation	2,353	48	0	800	0	0	0	0	0	0			0
435000 - State Shared Revenues	Finance	822,593	890,243	866,755	859,864	190,326	226,679	772,813	917,000	884,000	917,000	(33,000)	-3.6%	884,000
435000 - State Shared Revenues	Fire-Rescue	0	0	0	0	0	404	404	0	0	0			0
435000 - State Shared Revenues	Police	23,393	0	0	7,798	0	162	162	0	0	0			0
435001 - Municipal Rev Sharing	Finance	17,870,627	21,603,809	22,159,169	20,544,535	9,034,326	10,292,011	12,007,346	25,000,000	25,000,000	25,750,000			25,750,000
435002 - Half Cent Sales Tax	Finance	40,024,004	49,108,943	47,769,337	45,634,095	20,157,850	20,044,409	24,028,582	56,000,000	48,725,000	50,187,000	(2,387,000)	-4.8%	47,800,000
436900 - State Pension Payment	Fire-Rescue	4,040,001	4,391,444	6,728,405	5,053,284	4,300,000	4,523,000	4,523,000	4,523,000	4,523,000	4,613,000			4,613,000
436900 - State Pension Payment	Police	5,722,341	6,733,993	7,320,833	6,592,389	6,000,000	6,936,000	6,936,000	6,936,000	6,936,000	7,075,000			7,075,000
438000 - Shared Revenues From Other Local Units	Fire-Rescue	447,724	662,688	573,144	561,185	191,048	286,572	371,889	593,000	573,000	611,000			611,000
438010 - Shared Revenues - MPA	Finance	3,000,000	16,000,000	15,200,000	11,400,000	4,000,000	3,800,000	3,800,000	15,000,000	15,000,000	15,000,000			15,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	221,935	5,235,856	4,016,644	3,158,145	0	562,691	562,691	2,600,000	4,200,000	4,200,000			4,200,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	325	0	0	108	0	0	0	0	0	0			0
434000 - State Grants	Parks and Recreation	0	38	0	13	0	0	0	0	0	0			0
Intergovernmental Revenues	**Total**	**72,175,296**	**104,627,062**	**104,634,287**	**93,812,216**	**43,873,550**	**46,671,928**	**53,002,887**	**111,569,000**	**105,841,000**	**108,353,000**	**(2,420,000)**	**-2.2%**	**105,933,000**

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

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Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	393,178	291,817	151,396	278,797	90,743	34,800	38,800	291,000	79,000	79,000			79,000
421000 - Business Tax Receipt	Finance	616	109	0	241	0	0	0	0	0	0			0
421100 - Business Tax Receipt-Business	Finance	7,245,096	7,134,490	7,012,515	7,130,701	6,638,987	6,780,818	6,918,684	7,349,000	7,131,000	7,131,000			7,131,000
421200 - Business Tax Receipt-Business-Penalty	Commissioners	(12)	0	0	(4)	0	0	0	0	0	0			0
421200 - Business Tax Receipt-Business-Penalty	Finance	676,766	497,581	457,720	544,022	377,684	395,968	443,072	400,000	475,000	475,000			475,000
421400 - Business Tax Receipt-Metro	Finance	674,277	584,131	585,501	614,636	145,093	136,406	146,605	675,000	586,000	586,000			586,000
422000 - Building Permits	Building Department	26,730,006	41,203,796	45,734,991	37,889,598	21,825,488	25,449,707	30,017,881	35,000,000	50,859,000	45,000,000			45,000,000
422000 - Building Permits	Total Resilience and Public Works	1,534	13,680	3,686	6,300	3,686	360	360	0	0	0			0
429000 - Other Licenses, Fees and Permits	Code Compliance	2,888	2,888	7,876	4,550	1,575	9,130	9,130	5,000	15,000	5,000			5,000
429000 - Other Licenses, Fees and Permits	Finance	821	1,459	943	1,074	633	133	133	0	0	0			0
429000 - Other Licenses, Fees and Permits	Building Department	79,589	109,895	139,364	109,616	80,881	78,860	93,866	110,000	137,000	137,000			137,000
429000 - Other Licenses, Fees and Permits	Planning	680,911	755,637	828,882	755,143	469,685	383,201	463,207	900,000	742,000	1,102,000			1,102,000
429000 - Other Licenses, Fees and Permits	Zoning	1,788,177	2,846,170	2,559,600	2,397,982	1,462,607	1,231,206	1,442,144	2,700,000	2,328,000	2,300,000			2,300,000
429000 - Other Licenses, Fees and Permits	Total Resilience and Public Works	1,338,981	2,170,676	3,016,546	2,175,401	1,537,504	1,553,513	1,979,634	3,000,000	3,000,000	3,000,000			3,000,000
429000 - Other Licenses, Fees and Permits	Solid Waste	0	0	0	0	0	0	0	0	0	0			0
429000 - Other Licenses, Fees and Permits	Fire-Rescue	1,210	1,099	1,367	1,225	1,082	173	173	0	1,000	0			0
429000 - Other Licenses, Fees and Permits	Police	297,714	320,743	246,435	288,297	125,160	161,246	193,818	295,000	295,000	295,000			295,000
429000 - Other Licenses, Fees and Permits	Real Estate and Asset Management	148,672	42,362	46,557	79,197	32,157	57,059	64,522	30,000	75,000	30,000			30,000
429000 - Other Licenses, Fees and Permits	Parks and Recreation	0	0	5,147	1,716	0	0	0	0	0	0			0
429010 - Other Licenses, Fees - CU(SW)	Finance	201	(4)	0	66	0	0	0	0	0	0			0
429010 - Other Licenses, Fees - CU(SW)	Management and Budget	0	0	0	0	0	0	0	0	0	0			0
429010 - Other Licenses, Fees - CU(SW)	Solid Waste	7,773,612	10,191,861	10,118,782	9,361,419	6,169,614	6,129,466	6,984,248	9,500,000	10,149,000	10,113,000			10,113,000
429010 - Other Licenses, Fees - CU(SW)	Fire-Rescue	0	0	0	0	0	0	0	0	0	0			0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	(116)	0	(202)	(106)	0	0	0	0	0	0			0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Department	0	0	0	0	0	(828)	(828)	0	0	0			0

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

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429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	16,964,762	20,435,024	23,544,468	20,314,751	11,184,519	11,019,626	13,129,963	20,152,000	23,620,000	23,620,000			23,620,000
429030 - Other Licenses, Fees - Murals	Building Department	0	0	0	0	0	0	0	0	0	2,800,000			2,800,000
429030 - Other Licenses, Fees - Murals	Zoning	3,087,157	2,816,551	3,069,463	2,991,057	2,091,543	1,879,863	1,879,863	2,800,000	2,858,000	0			0
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	0	85	(67)	6	(67)	95	300	0	0	0			0
429035 - Other Licenses, Fees - Fire Safety Permits	Fire-Rescue	2,209,692	2,258,034	2,253,140	2,240,289	1,974,757	1,943,666	2,408,995	2,300,000	2,240,000	2,300,000			2,300,000
429040 - Other Licenses, Fees - CU	Finance	1,272,432	1,253,714	1,218,590	1,248,245	1,183,356	1,173,490	1,203,217	1,291,000	1,208,000	1,208,000			1,208,000
429040 - Other Licenses, Fees - CU	Zoning	882,149	1,164,739	1,120,730	1,055,873	512,928	491,573	549,120	1,100,000	1,099,000	1,100,000			1,100,000
429040 - Other Licenses, Fees - CU	Solid Waste	0	0	8,775	2,925	0	0	0	0	0	0			0
Licenses and Permits	**Total**	**72,250,313**	**94,096,537**	**102,132,205**	**89,493,017**	**55,909,615**	**58,909,531**	**67,966,907**	**87,898,000**	**106,897,000**	**101,281,000**	**0**		**101,281,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	76	61	0	46	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Office of Communications	0	282	0	94	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Finance	0	0	322	107	322	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Management and Budget	9	0	0	3	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Procurement	0	1,053	9	354	9	72	1,173	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Building Department	0	96	0	32	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Planning	0	0	138	46	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	General Services Administration	220,575	369,825	822,295	470,898	588,145	293,407	293,407	152,000	586,000	152,000			152,000
464000 - Misc-Disposition Of Fixed Assets	Total Resilience and Public Works	0	0	19,725	6,575	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Solid Waste	0	11	0	4	0	0	0	0	0				0
464000 - Misc-Disposition Of Fixed Assets	Fire-Rescue	0	133,350	192	44,514	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Police	6,500	31,552	66,319	34,790	58,950	987	987	0	1,000	0			0
464000 - Misc-Disposition Of Fixed Assets	Real Estate and Asset Management	0	0	3,122	1,041	0	10,117	10,117	0	10,000	0			0
464000 - Misc-Disposition Of Fixed Assets	Parks and Recreation	4	4,050	0	1,351	0	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	Risk Management	0	0	40	13	40	0	0	0	0	0			0
464000 - Misc-Disposition Of Fixed Assets	CRA OMNI	0	0	0	0	0	0	0	0	0	0			0
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	0	0	186	62	0	0	0	0	0	0			0

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466000 - Misc-Contributions And Donations From Private Sources	Procurement	0	0	97,500	32,500	0	(4,303)	(4,303)	0	0	0			0
469010 - Misc.-Other Service Charges/Late Fees	Finance	253,965	229,543	202,673	228,727	182,532	182,941	188,314	264,000	206,000	206,000			206,000
469010 - Misc.-Other Service Charges/Late Fees	Building Department	4	0	0	1	0	0	0	0	0	0			0
469010 - Misc.-Other Service Charges/Late Fees	Zoning	7,794	8,640	8,851	8,428	4,385	3,993	4,831	9,000	8,000	9,000			9,000
469010 - Misc.-Other Service Charges/Late Fees	Fire-Rescue	7,413	8,304	8,486	8,068	4,220	3,839	4,607	10,000	8,000	10,000			10,000
469010 - Misc.-Other Service Charges/Late Fees	Real Estate and Asset Management	17,692	48,430	672	22,265	672	0	21,479	0	0	0			0
469013 - Misc - Fuel	Finance	17,939	2,496	0	6,811	0	0	0	0	0	0			0
469013 - Misc - Fuel	Real Estate and Asset Management	133,136	98,311	39,773	90,407	13,381	14,557	23,943	100,000	45,000	50,000			50,000
469014 - Misc - Vending	Real Estate and Asset Management	12,463	35,114	38,569	28,715	22,456	28,893	33,116	30,000	53,000	53,000			53,000
469300 - Misc-Settlements	City Attorney	0	0	600,000	200,000	0	400,000	400,000	0	400,000	0			0
469300 - Misc-Settlements	Finance	646,913	694,204	587,648	642,922	358,002	636,358	654,531	600,000	636,000	600,000			600,000
469300 - Misc-Settlements	Real Estate and Asset Management	137,557	0	0	45,852	0	0	0	0	0	0			0
469300 - Misc-Settlements	Non-Departmental	1,614,778	66,667	40,767	574,070	40,767	0	0	67,000	0	0			0
469900 - Misc-Contra Revenue For Bad Debt Allowance	City Attorney	0	0	0	0	0	436	436	0	0	0			0
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	0	0	0	0	24	24	0	0	0			0
489000 - Other-Nonoperating Sources	City Attorney	126,243	129,285	127,764	127,764	63,882	63,882	95,823	128,000	128,000	128,000			128,000
489000 - Other-Nonoperating Sources	City Clerk	1,164	0	582	582	582	0	0	0	0	0			0
489000 - Other-Nonoperating Sources	Fire-Rescue	2,064,151	3,488,848	3,509,962	3,020,987	2,007,027	2,267,864	2,893,282	3,500,000	3,500,000	3,500,000			3,500,000
489000 - Other-Nonoperating Sources	Police	9,505	22,714	21,720	17,980	9,422	20,052	20,052	15,000	27,000	22,000			22,000
489000 - Other-Nonoperating Sources	Real Estate and Asset Management	0	175,000	0	58,333	0	0	0	0	0	0			0
489000 - Other-Nonoperating Sources	Parks and Recreation	1,680	0	0	560	0	0	0	0	0	0			0
489000 - Other-Nonoperating Sources	Non-Departmental	0	0	500,357	166,786	0	92,745	125,459	0	93,000	0			0
489910 - Other- Carryover Budget	Human Services	0	1,020	0	340	0	0	0	0	0	0			0
489910 - Other- Carryover Budget	Fire-Rescue	0	0	0	0	0	0	0	0	0	0			0
489910 - Other- Carryover Budget	Real Estate and Asset Management	0	0	0	0	0	0	0	0	0				0
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	0	0	0	0	0	0	0	0	0	0			0

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Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	(1,164)	0	6,402	1,746	(582)	(7,566)	(7,566)	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Code Compliance	130	0	0	43	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Finance	18,530	(28)	(26)	6,159	(13)	(12)	(14)	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Grants Administration	0	1,409	0	470	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Human Resources	961	0	0	320	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Innovation and Technology	1,089	0	0	363	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Neighborhood Enhancement Teams	18,896	0	0	6,299	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Procurement	0	0	0	0	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Human Services	65,592	0	0	21,864	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Building Department	128,723	0	0	42,908	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Planning	4,249	0	0	1,416	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	General Services Administration	60,259	5,340	0	21,866	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Total Resilience and Public Works	31,583	0	0	10,528	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Solid Waste	27,136	0	0	9,045	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Capital Improvements and Transportation	2,000	0	0	667	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Fire-Rescue	(13,085)	(4,002)	0	(5,696)	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Police	17,479	0	0	5,826	0	446	1,215	0	1,000	0			0
489900 - Other-Oth N-optg Sour/Carryover	Real Estate and Asset Management	12,202	0	0	4,067	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Parks and Recreation	105,414	0	0	35,138	0	0	0	0	0	0			0
489900 - Other-Oth N-optg Sour/Carryover	Non-Departmental	0	0	0	0	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Mayor	0	60	0	20	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	City Manager	0	50	0	17	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	City Attorney	14,726	20,734	8,034	14,498	6,641	2,908	3,088	0	4,000				0
469000 - Misc-Other Miscellaneous Revenues	Code Compliance	856	392	818	689	391	449	509	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Office of Communications	1,000	250	0	417	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Finance	652,104	593,887	610,642	618,877	458,129	448,377	506,481	612,000	629,000	612,000			612,000

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
469000 - Misc-Other Miscellaneous Revenues	Human Resources	0	21	1	7	1	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Innovation and Technology	162,574	27,466	82,890	90,976	0	29,714	29,714	30,000	113,000	90,000			90,000
469000 - Misc-Other Miscellaneous Revenues	Neighborhood Enhancement Teams	(690)	(660)	0	(450)	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Procurement	0	200	0	67	0	0	0	0	0				0
469000 - Misc-Other Miscellaneous Revenues	Human Services	(1)	1,555	28,960	10,171	14,345	41,971	55,820	20,000	84,000	81,000			81,000
469000 - Misc-Other Miscellaneous Revenues	Building Department	(1,274,694)	(1,812,200)	(1,586,239)	(1,557,711)	(760,135)	(954,233)	(1,091,576)	(1,500,000)	(1,780,000)	(1,718,000)			(1,718,000)
469000 - Misc-Other Miscellaneous Revenues	Planning	194,564	35,449	117,606	115,873	36,102	31,288	40,994	81,000	113,000	117,000			117,000
469000 - Misc-Other Miscellaneous Revenues	Zoning	5,623	7,533	7,359	6,838	3,655	4,786	5,141	7,000	8,000	8,000			8,000
469000 - Misc-Other Miscellaneous Revenues	General Services Administration	0	75,000	0	25,000	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Total Resilience and Public Works	900	116	0	339	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Solid Waste	0	25,714	1,536	9,083	1,500	1,500	1,500	7,000	2,000	1,000			1,000
469000 - Misc-Other Miscellaneous Revenues	Capital Improvements and Transportation	0	634	0	211	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Fire-Rescue	475,804	512,116	352,072	446,664	163,853	157,737	189,165	525,000	314,000	447,000	(97,000)	-21.7%	350,000
469000 - Misc-Other Miscellaneous Revenues	Police	415,415	464,231	208,608	362,752	131,724	61,840	136,518	465,000	92,000	92,000			92,000
469000 - Misc-Other Miscellaneous Revenues	Housing and Community	0	184	0	61	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Real Estate and Asset Management	177,468	910,182	987,432	691,694	206,864	123,709	658,147	200,000	900,000	900,000			900,000
469000 - Misc-Other Miscellaneous Revenues	Parks and Recreation	122,975	344,367	303,217	256,853	137,663	146,184	176,107	300,000	300,000	300,000			300,000
469000 - Misc-Other Miscellaneous Revenues	Risk Management	214	0	0	71	0	0	0	0	0	0			0
469000 - Misc-Other Miscellaneous Revenues	Non-Departmental	19,134	92,793	210,826	107,584	189,113	27,975	30,904	150,000	150,000	150,000			150,000
469200 - Misc - POS Over/Under	Finance	(22,005)	(3,354)	(29,428)	(18,262)	(15,254)	(17,338)	(18,469)	0	(17,000)	0			0
Other Revenues (Inflows)	**Total**	**6,705,522**	**6,848,295**	**8,008,382**	**7,187,396**	**3,928,791**	**4,115,599**	**5,484,956**	**5,772,000**	**6,614,000**	**5,810,000**	**(97,000)**	**-1.7%**	**5,713,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,879,501	2,018,200	1,369,908	1,755,870	637,200	615,436	735,436	2,059,000	1,963,000	2,002,000	(602,000)	-30.1%	1,400,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Total Resilience and Public Works	238,334	271,140	167,665	225,713	102,034	146,414	161,964	277,000	277,000	277,000			277,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	67,427	0	0	22,476	0	135,074	135,074	0	135,000	0			0
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	15,501	0	8,319	7,940	1,502	0	0	0	0	0			0
441900 - CFS-GG-Other General Government Charges And Fees	Real Estate and Asset Management	1,220	(1,595)	11,899	3,841	2,413	18,145	18,145	0	18,000	0			0

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
441900 - CFS-GG-Other General Government Charges And Fees	Parks and Recreation	944,798	1,093,767	261,332	766,632	499,849	197,138	200,218	35,000	217,000	49,000			49,000
442100 - CFS-PS-Police Services	Finance	0	(86)	35	(17)	53	18	18	0	0	0			0
442100 - CFS-PS-Police Services	Police	3,322,187	3,151,282	2,245,383	2,906,284	1,421,375	1,065,030	1,105,634	2,800,000	2,120,000	2,698,000	(578,000)	-21.4%	2,120,000
442100 - CFS-PS-Police Services	Risk Management	0	0	0	0	0	0	0	0	0	0			0
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	17	601	0	206	0	0	0	0	0	0			0
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	9,544,681	10,741,681	12,512,181	10,932,848	6,015,532	4,547,147	4,773,589	10,800,000	9,400,000	10,900,000	(1,500,000)	-13.8%	9,400,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	2,312,025	1,835,753	1,928,459	2,025,413	0	0	0	1,778,000	1,725,000	1,778,000			1,778,000
442500 - CFS-PS-Protective Inspection Fees	Finance	90	915	0	335	0	0	0	0	0	0			0
442500 - CFS-PS-Protective Inspection Fees	Fire-Rescue	439,100	511,671	572,892	507,888	297,149	271,856	347,521	540,000	556,000	556,000			556,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	780	795	550	708	230	325	420	0	1,000	0			0
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	792,326	1,110,582	1,009,160	970,689	558,161	524,065	689,397	867,000	1,000,000	1,000,000			1,000,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	412,073	307,543	209,478	309,698	143,722	39,498	56,548	316,000	183,000	183,000			183,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Fire-Rescue	0	0	0	0	0	0	0	0	0	0			0
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	475,857	644,268	1,360,786	826,970	624,638	499,650	571,201	552,000	1,000,000	1,000,000			1,000,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	1,906	0	0	635	0	0	0	0	0	0			0
443301 - CFS-Electrical Utility Fees	Finance	0	0	35,385	11,795	14,120	27,259	27,259	0	27,000	0			0
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset Management	7,562	6,318	19,984	11,288	11,544	10,144	10,651	7,000	30,000	15,000			15,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	0	0	0	0	0	0	0	0	0	0			0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	1,085	2,408	5,941	3,145	5,065	2,253	2,253	0	2,000	0			0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Solid Waste	24,378,398	24,274,196	24,240,828	24,297,807	20,942,023	20,006,088	21,372,186	24,510,000	24,300,000	24,300,000			24,300,000
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	1,024	3,029	2,885	2,312	2,385	1,500	1,500	1,000	3,000	2,000			2,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	0	0	0	0	0	0	0	0	0	0			0
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	0	117,897	133,748	83,882	82,774	30,156	67,100	68,000	71,000	67,000			67,000
443900 - CFS-PE-Other Physical Environment Revenue	Real Estate and Asset Management	0	0	263	88	0	0	0	0	0	0			0
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	1,841,289	2,508,826	2,948,606	2,432,907	1,467,662	1,618,954	1,885,970	2,900,000	3,200,000	3,200,000			3,200,000

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
444600 - CFS-Trans-Tolls	Parks and Recreation	567,957	567,311	638,247	591,172	285,429	255,161	327,617	625,000	598,000	625,000			625,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	1,765	5,908	0	2,558	0	0	0	0	0	0			0
444900 - CFS-Trans-Other Transportation Revenue	Real Estate and Asset Management	980	0	0	327	0	0	0	0	0	0			0
446000 - CFS-Trans-Tools	Real Estate and Asset Management	0	0	0	0	0	0	0	0	0	0			0
446000 - CFS-Trans-Tools	Parks and Recreation	26,050	0	0	8,683	0	0	0	0	0	0			0
447500 - CFS-C&R-Special Recreation Facilities	Civil Service Board	0	0	0	0	0	0	0	0	0	0			0
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset Management	692,147	1,716,533	1,238,974	1,215,885	508,183	446,716	1,235,384	1,000,000	1,240,000	1,240,000			1,240,000
447500 - CFS-C&R-Special Recreation Facilities	Parks and Recreation	635,634	1,089,846	1,055,305	926,928	585,286	532,270	604,259	466,000	1,066,000	1,066,000			1,066,000
447900 - CFS-C&R-Other Culture/Recreation	Finance	1,340	0	0	447	0	0	0	0	0	0			0
447900 - CFS-C&R-Other Culture/Recreation	Real Estate and Asset Management	8,633	14,677	82,368	35,226	77,846	(11)	1,295	0	0	0			0
447900 - CFS-C&R-Other Culture/Recreation	Parks and Recreation	3,822,037	4,457,003	1,725,170	3,334,737	2,026,854	994,578	1,080,755	905,000	1,392,000	945,000			945,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	0	0	0	0	0	0	0	0	0	0			0
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset Management	8,618,201	11,522,239	12,468,333	10,869,591	5,972,278	6,721,556	8,003,865	11,700,000	13,000,000	13,000,000			13,000,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Parks and Recreation	2,553	827	218	1,199	218	0	0	0	0	0			0
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	16,544,955	23,312,427	25,117,835	21,658,406	12,062,549	10,460,614	13,401,829	20,685,000	25,000,000	27,221,000	(2,721,000)	-10.0%	24,500,000
448000 - CFS-Rents And Royalties	Parks and Recreation	14,844	28,756	59,246	34,282	18,448	41,996	53,782	6,000	84,000	84,000			84,000
448001 - CFS-Lease Interest Revenue	Real Estate and Asset Management	0	5,441,838	0	1,813,946	0	0	0	0	0	0			0
449000 - CFS-Other Charges for Services	City Attorney	228,252	197,094	90,915	172,087	26,121	41,377	43,877	239,000	81,000	81,000			81,000
449000 - CFS-Other Charges for Services	City Clerk	55	175	247	159	109	0	0	0	0	0			0
449000 - CFS-Other Charges for Services	Civil Service Board	51	69	0	40	0	0	0	0	0	0			0
449000 - CFS-Other Charges for Services	Code Compliance	0	0	0	0	0	0	0	2,495,000	0	0			0
449000 - CFS-Other Charges for Services	Finance	10,803	9,904	9,307	10,004	4,712	4,454	5,143	11,000	9,000	11,000			11,000
449000 - CFS-Other Charges for Services	Innovation and Technology	1,878	3,558	6,379	3,938	1,692	4,535	5,315	4,000	9,000	6,000			6,000
449000 - CFS-Other Charges for Services	Procurement	15	0	0	5	0	0	0	0	0	0			0
449000 - CFS-Other Charges for Services	Human Services	19,228	42,432	17,942	26,534	9,227	29,360	31,128	37,000	59,000	62,000			62,000
449000 - CFS-Other Charges for Services	Building Department	964,665	972,786	1,017,014	984,822	1,039,222	841,197	882,666	1,000,000	819,000	1,000,000			1,000,000

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2024-25 General Fund

May 14, 2024

Increase(+) Reduction(-)	-11,603,000
Percentage	-1.0%

Revenue Object Code/Description	Office or Department	FY 2020-21 Actual YearTotal	FY 2021-22 Actual YearTotal	FY 2022-23 Actual YearTotal	3 Year Average YearTotal	FY 2022-23 End of Q2	FY 2023-24 End of Q2	FY 2023-24 Actual 4/30/2024	FY 2023-24 Amended YearTotal	FY 2023-24 Projections YearTotal	FY 2024-25 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2024-25 Proposed Final
449000 - CFS-Other Charges for Services	Planning	2,954,511	5,342,571	6,151,808	4,816,297	3,635,231	2,059,990	2,769,524	2,792,000	5,100,000	5,198,000	(1,000,000)	-19.2%	4,198,000
449000 - CFS-Other Charges for Services	Zoning	398,509	600,965	502,619	500,698	247,967	420,383	468,032	550,000	675,000	550,000			550,000
449000 - CFS-Other Charges for Services	Total Resilience and Public Works	2,641,366	2,983,812	3,371,723	2,998,967	1,659,735	1,982,641	2,362,240	3,264,000	3,477,000	3,477,000			3,477,000
449000 - CFS-Other Charges for Services	Solid Waste	751	2,025	1,432	1,403	904	226	226	1,000	1,000	1,000			1,000
449000 - CFS-Other Charges for Services	Fire-Rescue	784,599	1,089,279	1,077,206	983,695	583,113	618,346	741,489	1,020,000	1,118,000	1,118,000			1,118,000
449000 - CFS-Other Charges for Services	Police	817,550	786,350	1,037,363	880,421	560,741	663,281	663,966	1,002,000	1,040,000	1,043,000			1,043,000
449000 - CFS-Other Charges for Services	Real Estate and Asset Management	169,747	517,183	383,449	356,793	76,502	212,226	520,131	196,000	443,000	433,000			433,000
449000 - CFS-Other Charges for Services	Parks and Recreation	5,429	9,862	40,238	18,509	18,145	41,890	48,475	20,000	84,000	78,000			78,000
449001 CFS-DRI Administration	Human Services	0	0	0	0	0	0	0	0	0	0			0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	12,608	0	0	4,203	0	0	0	0	0	0			0
449010 - CFS-Parking Surcharges Lockbox	Finance	18,700,718	26,871,603	29,860,819	25,144,380	14,134,939	15,353,074	18,087,356	27,409,000	30,353,000	32,000,000			32,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,898,117	3,360,788	3,302,773	3,187,226	1,398,003	1,333,389	1,646,195	3,500,000	3,300,000	3,300,000			3,300,000
449020 - CFS-Building Inspections	Finance	646,853	885,125	967,613	833,197	500,089	384,024	498,857	850,000	977,000	977,000			977,000
449020 - CFS-Building Inspections	Building Department	5,691,309	6,366,983	6,032,568	6,030,287	2,918,128	2,733,284	3,452,380	5,450,000	5,848,000	6,000,000			6,000,000
449020 - CFS-Building Inspections	Fire-Rescue	(590)	0	0	(197)	0	0	0	0	0	0			0
Charges for Services	**Total**	**114,560,701**	**146,799,120**	**145,302,798**	**135,554,208**	**81,181,102**	**75,932,707**	**89,097,870**	**132,737,000**	**142,001,000**	**147,543,000**	**(6,401,000)**	**-4.3%**	**141,142,000**
Total Revenue	**Total**	**806,565,564**	**923,596,148**	**1,041,185,014**	**923,782,243**	**683,443,882**	**740,221,619**	**818,216,966**	**1,043,066,000**	**1,084,070,000**	**1,122,989,000**	**(11,603,000)**	**-1.0%**	**1,111,386,000**

CITY OF MIAMI, FLORIDA

INTER-OFFICE MEMORANDUM

TO:	Honorable Mayor and Members of the City Commission	DATE:	July 25, 2024
		SUBJECT:	**Equal Pay Protection**
FROM:	Art Noriega V City Manager	REFERENCES: ENCLOSURES:	Resolution R-17-0420 EEO Report/Chart

On September 19, 2017, the City adopted resolution R-17-0420, Equal Pay Protection. This resolution strengthens equal pay efforts and ensures the City remains in compliance with federal, state, and local laws prohibiting discrimination in hiring, promotion, compensation, and unlawful discharge. In addition to measures already in place, the resolution further directs the City to document evidence of gender pay equality and provides that such documentation be included in the budget summary.

In accordance with the resolution, the attached report serves as a valuable tool for evaluating the City's internal programs and ensuring equal employment opportunities.

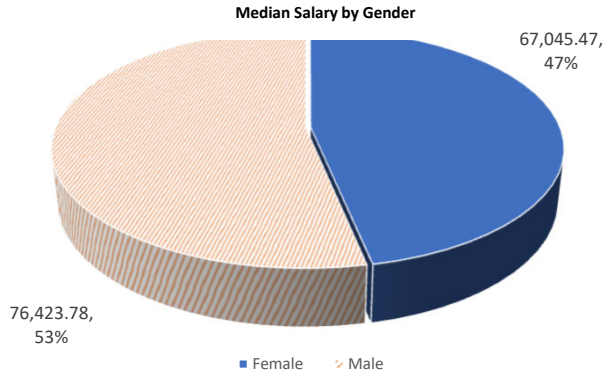
The City's Human Resources Department and the Office of Equal Employment Opportunity and Diversity Programs ("EODP") advocate for equal employment and pay equity throughout the recruitment and selection process to prevent unfair employment practices, which further ensures that the City remains an equal opportunity employer, in compliance with Resolution R-17-0420.

City of Miami
Equal Pay Summary

Pursuant to Resolution R-17-0420, directed the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City of Miami in the yearly budget summary, the updated EODP Equal Pay Summary for the City of Miami is shown below. The following report was created with the data from the City of Miami employee list as of June 24th, 2024 and includes part-time, temporary positions, and does not include FTE vacant positions.

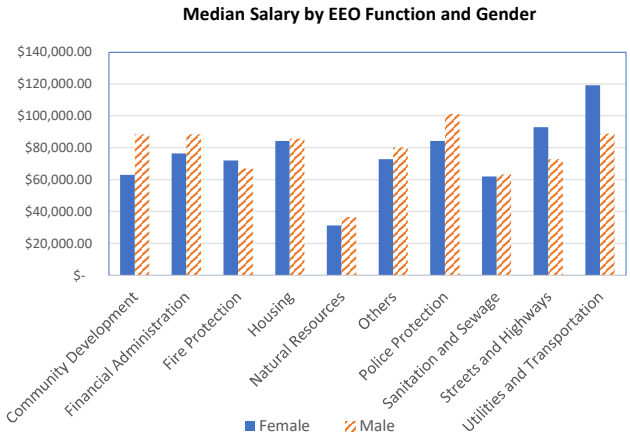
Employee Distribution

Gender	Total	Percent
Female	1721	34.08%
Male	3329	65.92%
Overall	**5050**	**100.00%**



Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	$ 62,874.03	$ 88,470.10
Financial Administration	$ 76,423.78	$ 88,470.06
Fire Protection	$ 72,072.00	$ 67,045.47
Housing	$ 84,198.71	$ 85,688.72
Natural Resources	$ 31,200.00	$ 36,400.00
Others	$ 72,683.73	$ 80,244.94
Police Protection	$ 84,140.16	$ 100,991.90
Sanitation and Sewage	$ 61,863.98	$ 63,336.73
Streets and Highways	$ 92,893.63	$ 72,784.61
Utilities and Transportation	$ 119,173.17	$ 88,891.61
Overall	**$ 67,045.47**	**$ 76,423.78**



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APPENDIX K:
REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
- Definition of Terms
- Acknowledgements

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Abbreviations and Acronyms

100 RC	100 Resilient Cities
3-1-1	Non-Emergency Information
AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ACEEE	American Council for Energy Efficient Economy
ACFR	Annual Comprehensive Financial Report
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
ADU	Accessory Dwelling Unit
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFSCME	American Federation of State, County and Municipal Employees
AHCA	Agency for Health Care Administration
AIPPB	Art In Public Places Board
ALS	Advanced Life Support
AMI	Area Median Income
API	Anti-Poverty Initiative
API	Application Program Interface
APM	Administrative Policies Manual
ARPA	American Rescue Plan Act
ASCE	American Society of Civil Engineers
ATF	Bureau of Alcohol, Tabacco, Firearms and Explosives
B3	Breaking Barriers to Business
BCC	Brickell City Centre
BCEGS	Building Code Effectiveness Grading Schedule
BE305	Building Efficiency
BID	Business Improvement District
BLS	Basic Life Support
BOAF	Building Official Association of Florida
BPMT	Bayfront Park Management Trust
BTR	Business Tax Receipts
BWC	Body Worn Cameras
CAD	Computer-Aided Dispatch

Abbreviations and Acronyms

CAF	Commercial Acquisition Fund
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPA	Climate Adaption Planning Analytics
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CARES	Coronavirus Aid, Relief, and Economic Security
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CBU	Collective Bargaining Units
CCI	Code Compliance Inspectors
CDBG	Community Development Block Grant
CDBG-DR	CDBG Disaster Recovery Program
CDBG-MIT	CDBG Mitigation Program
CDFI	Community Development Financial Institutional
CDL	Commercial Driver License
CDP	Carbon Disclosure Project
CEB	Code Enforcement Board
CED	Community and Economic Development
CFED	Corporation for Enterprises Development
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIP	Capital Improvement Program
CIP	Civilian Investigative Panel
CISO	Chief Information Security Officer
CITT	Citizen's Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COBRA	Consolidated Omnibus Budget Reconciliation Act
COC	Continuous of Care

Abbreviations and Acronyms

COM	City of Miami
CoPe	Coastlines and People
COPS	Community Oriented Policing Services
COVID-19	Corona Virus Disease -19
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CRC	Coordinated Review Committee
CRO	Chief Resilience Officer
CRS	Community Rating System
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CSRM	Coastal Strom Risk Management
CSRP	Construction Review and Synchronization Process
CST	Combined Simplified Tax
CU	Certificate of Use
CY	Calendar Year
DBA	Doing Business As
DCF	Department of Children and Families
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

Abbreviations and Acronyms

EAR	Evaluation and Appraisal
EDR	Office of Economic and Demographic Research
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EGWP	Employer Group Waiver Program
EID	Economic Initiative Division
EIDL	Economic Injury Disaster Loan
EKG	Electrocardiography
EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Officers' Retirement Trust
EPA	Environmental Protection Agency
EPD	Emergency Police Dispatch
ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
FBC	Florida Building Code
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDVA	Florida Department of Veterans Affairs
FEC	Florida East Coast
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FIP	Financial Integrity Principle
FIPO	Firefighters' and Police Officers' Retirement Trust
FIU	Florida International University
FLC	Florida League of Cities
FLSA	Fair Labor Standards Act
FLVEC	Florida Virtual Entrepreneur Center
FMLA	Family and Medical Leave Act
FNGLA	Florida Nursery and Landscape Association

Abbreviations and Acronyms

FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FRPA	Florida Recreation and Parks Association
FTE	Full-Time Equivalent
FTR	For the Record
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWC	Globalization and World Cities Research Network
GESE	General Employees' and Sanitation Employees' Retirement Trust
GF	General Fund
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCD	Department of Housing and Community Development
HCM	Human Capital Management
HEAT	Homeless Empowerment Assistance Team
HEPB	Historic and Environmental Preservation Board
HFM	Hyperion Financial Management
HIDTA	High Intensity Drug Traffic Area
HIPAA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security
HUD	United States Department of Housing and Urban Development
HVAC	Heating Ventilation and Air Conditioning

Abbreviations and Acronyms

IAFF	International Association of Fire Fighters
IBNR	Incurred But Not Reported
ICC	International Code Council
ICE	Immigration and Customs Enforcement
ICMA	International City/County Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
IGT	Intergovernmental Transfer
ISA	International Aborist Certification
ISF	Internal Service Fund
ITB	Invitation to Bid
ITTS	Information Technology and Telecommunication Services
JAG	Justice Assistance Grant
JOC	Job Order Contracting
LCD	Liquid crystal display
LCT	Liberty City Trust
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LETF	Law Enforcement Trust Fund
LIAF	Landscape Inspector Association of Florida
LISC	Local Initiatives Support Corporation
LOGT	Local Option Gas Tax
LSR	Legal Services Request
LTRA	Long-Term Rental Assistance
LWP	Local Workforce Participation
MADS	Maximum Annual Debt Service
MAGIC	Miami's Accessible Guide to Inclusion Community
MCNP	Miami Comprehensive Neighborhood Plan
MCO	Managed Care Organization
MDX	Miami-Dade Expressway Authority
MFE	Miami for Everyone
MHAP	Miami Homeless Assistance Program
MIC	Mayor’s International Council

Abbreviations and Acronyms

MMC	Medicaid Managed Care
MPA	Miami Parking Authority
MPD	Miami Police Department
MRC	Miami Riverside Center
MS4	Municipal Separate Storm Sewer System
MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
MUVE	Museum Volunteers for the Environment
NASC	Net Area Service Centers
NASEO	National Association of State Energy Officials
NDA	Non-Departmental Accounts
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NOV	Notice of Violation
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSCA	Net Service Centers Area
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OIC	Opportunities Industrilization Center
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
OYC	Overtown Youth Center
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
PAFR	Popular Annual Financial Report
PARC	Park and Recreational Facility Construction

Abbreviations and Acronyms

P-CARD	Purchasing Card
PCI	Pavement Condition Index
PCR	Patient Care Reporting
PEMT	Public Emergency Medical Transportation
PFM	Public Financial Management, Inc.
PIVOT	Progress, Innovation, and Vision for Our Tomorrow
POMS	Personal and Office Management System
POS	Point of Sale
PPP	Paycheck Protection Program
PROW	Public Right of Way
PSM	Project Search Miami
PST	Public Service Taxes
PTSD	Post-Traumatic Stress Disorder
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System
RDSMS	Relational Data Stream Management System
RFI	Request for information
RFP	Request for Proposal
RFQ	Request for Qualification
RHP	Recovery Housing Program
RID	Report Illegal Dumping
ROW	Right of way
RPW	Resilience and Public Works
RW	Responsible Wages and Davis-Bacon Act Wage
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans
SBA	Small Business Adminstration
SBITA	Subscription-Based Information Technology Arrangements
SCADA	Supervisory Control and Data Acquisition
SEFA	Schedule of Expenditures of Federal Awards
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development

Abbreviations and Acronyms

SFWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
SJC	Summer Jobs Connect
SLA	Service Level Agreement
SLR	Sea Level Rise
SLUC	Sensible Land Use Coalition
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
S&P	Standard and Poor's
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
SR	Special Revenue Fund
SSDN	Southern Sustainable Directors Network
STEM	Science Technology Engineering Arts and Math
STREAM	Science Technology Recreation Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TASM	Ticketing Appellant Special Master
TAV	Taxable Assessed Value
TBRA	Tenant-Based Rental Assistance
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust
TEP	Temporary Event Permit
TIC	True Interest Cost
TIF	Tax Increment Financing
TPO	Transportation Planning Organization
TRACS	Transportation Automated Control System
TRIM	Truth in Millage
TRT	Technical Rescue Team

Abbreviations and Acronyms

TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UDRB	Urban Development Review Board
UIA	Urban Infill Area
ULI	Urban Land Institute
UPK	User Productivity Kit
US	United States
USACE	U.S. Army Corps of Engineers
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDN	Urban Sustainability Directors Network
USDOJ	United States Department of Justice
USIS	United Self Insured Services
USPS	United States Postal Services
VIP STAARS	VIP Socializing, Technology, Active Adults, Resources and Support program
VISTA	Volunteers in Service to America
VITA	Volunteer Income Tax Assistance
VKBPT	Virginia Key Beach Park Trust
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten
WASD	Water and Sewer Department
WDRC	Wynwood Design Review Committee
WEDG	Waterfront Edge Design Guidelines
YARP2	Young Adult Re-entry Partnership
ZVL	Zoning Verification Letters

DEFINITION OF TERMS

Account Code: Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Accrual Basis: The basis of accounting under which transactions are recognized when the occur, regardless of when cash is received or spent.

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as "property taxes").

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

American Rescue Plan: The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is a $1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed.

Annual Comprehensive Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: It is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Assigned Fund Balance: An amount a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

Audit: An examination of evidence including records, facilities, inventories, systems, etc., to discover or verify information.

Balanced Budget: It is a budget in which estimated recurring revenues equal estimated recurring expenses.

DEFINITION OF TERMS

Bond: A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of $5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civilian Position: Civilian are those positions which in the performance of their duties do not carry a firearm or have a badge and has not taken an oath of office as a solemn promise to defend the Constitution of the United States.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

DEFINITION OF TERMS

Classified Service: Comprises all positions not exempted by the Charter in accordance with these rules. The Charter shall be interpreted broadly to include employees in Federal grant programs whenever the Director of the Human Resources Department determines that it is feasible to select such employees in accordance with the selection requirements of these rules.

Collective Bargaining Agreement: A written agreement between an employer and a labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Committed Fund Balance: Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Coronavirus Aid, Relief, and Economic Security: The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a $2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

COVID-19: COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled “Certification of Taxable Value” that the City submits annually to the State of Florida and contains specific details about the City’s proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: The amount by which expenditure exceeds revenues during a single accounting period.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation for a group of related operations.

DEFINITION OF TERMS

Depreciation: The decline in the value of assets because of wear and tear, age, and obsolescence.

Disbursement: Payment for goods and services.

Division: The second level in the City's organization in which a specific function is carried out. Several divisions may comprise a single department.

Encumbrances: An amount of committed funds to purchase a designated item or service or to cover specific contracts which are in the process of being completed.

Enterprise Fund: Fund used to finance and account for the acquisition, operation and maintenance of facilities and services that are intended to be entirely of predominantly self-supporting through collections of charges from external customers.

Enterprise Funds: Funds which are primarily self-supporting and provide goods and services to public users in exchange for a fee. Like private sector enterprises, the fee structure is set to recover the operating costs of the fund, including capital costs (i.e., depreciation, replacement, and debt servicing).

Estimated Revenues: It is the amount of income to be collected during the fiscal year.

Executive: Executives oversee their organization. They create and review goals for the company. They work closely with a team of upper-level staff or assistants.

Exemption: A portion of the total property valuation not subject to property taxes.

Expenditure: A transaction involving the exchange of money for payment of present or future obligations.

Expenses: An event which an asset is used up or a liability is incurred.

Financial Integrity Principles: Financial responsibility, financial capacity, and history of personal integrity to operate as a contractor and to engage in the contracting business.

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami's fiscal year is from October 1st to September 30th.

Fixed Assets: Long-term tangible assets such as land, buildings, machinery, furniture, and equipment.

Frozen Position: A frozen position remains a position in the personnel count, but is not funded.

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.

DEFINITION OF TERMS

Fund: An accounting entity containing a set of self-balancing accounts to record all financial transactions for specific activities or government functions. Seven commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, enterprise funds, trust, and agency funds, and internal service funds.

Fund Balance: The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

General Fund: The general operating fund used to account for most of the City's financial activities.

General Obligation Bonds: Voter approved bonds used to finance a variety of capital improvement projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government. The repayment of these bonds is usually made from ad valorem taxes based on an approved debt millage rate.

Government Accounting Standards Board (GASB): The Governmental Accounting Standards Board is the source of generally accepted accounting principles used by state and local governments in the United States.

Government Financial Officers Association (GFOA): is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

Governmental Funds: Funds used to account for most City functions and primarily financed through taxes, grants, and other revenue sources.

Grant: An agreement made by a governmental unit, foundation, or corporation to provide financial contributions for specified purposes.

Hyperion: A comprehensive financial management, web-based budget application that delivers global financial consolidation, reporting and analysis in a single, highly scalable software solution.

Impact Fee: A fee that is imposed by a local government within the United States on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development.

Indirect Cost: Elements of costs necessary to produce a product or service which is not directly traceable to the product or service provided. It is typically associated with payments made by grant-funded activities to cover the City's central service costs. In the City of Miami, a cost allocation plan is developed to recoup central service costs from grants and other sources.

Interfund Transfers: Contributions made from one fund to another fund within an organization.

DEFINITION OF TERMS

Interlocal Agreement: A contractual agreement between two or more governmental entities.

Levy: To impose taxes, special assessments, or service charges for City activities.

Line-item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each category.

Local Government Half-Cent Sales Tax: The value of ½ cent on the State's sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

Local Option Gas Tax (LOGT): A tax levy of up to six cents on each gallon of motor and special fuels sold, which can be imposed by Miami-Dade County in accordance with State law, and which is shared with the cities within the county.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Long Term Vacant Position: A vacant position that has been vacant for one year or more.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.

Millage Rate: The Property Tax rate of the City. One mill equals $1.00 of tax for each $1,000 of assessed value. The millage rate is the total number of mills of tax assessed against this value.

Non-Civilian Position: Non-Civilian are those positions which in the performance of their duties carry a firearm or have a badge and has taken an oath of office as a solemn promise to defend the Constitution of the United States.

Non-Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are less than ten percent of corresponding totals for all governmental or enterprise funds or less than five percent of the aggregate amount for all governmental and enterprise funds.

Non-operating expenses: Expenses incurred by a business which are outside of its main or central operations.

Non-spendable fund balance: Amounts that are not in a spendable form (such as inventory) or required to be maintained intact (such as an endowment fund).

Object Code: An account code which identifies a type of asset, liability, revenue, or expense category.

DEFINITION OF TERMS

Objective: Specific measurable action that will be taken to achieve a goal.

Operating Budget: It is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department's primary activities.

Performance Indicator: A measure used to identify departmental achievements in numerical or statistical terms.

Personnel Costs: An expenditure category that includes employee costs such as salary, wages, shift differential, holiday pay, etc.

Post-Traumatic Stress Disorder (PTSD): A mental health condition that's triggered by a terrifying event either experiencing it or witnessing it. Symptoms may include flashbacks, nightmares, and severe anxiety, as well as uncontrollable thoughts about the event.

Projections: Forecast of anticipated revenues, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the millage rate by the net taxable assessed value of property in the City.

Property Taxes: Taxes paid on the assessed or "just" value of land, buildings, business inventory, or equipment.

Proprietary Agency: Commonly called "self-supporting", these agencies pay for all or most of their cost of operations from user fees. These agencies receive little or no general tax support.

Proprietary Fund: A type of fund where government activities are primarily supported through fees and charges, like the private sector.

Rate of Return: The yield obtainable on an investment based on its purchase price or its current market price.

Reconciliation: A detailed explanation of changes in financial activities from one period to another or from one accounting basis to another.

Relational Data Stream Management System: A distributed, in-memory data stream management system (DSMS) that is designed to use standards-compliant SQL queries to process unstructured and structured data streams in real-time.

Relational Database Management System: A program that creates, updates, and administers a relational database.

DEFINITION OF TERMS

Restricted fund balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

Revenue: An increase in assets of governmental funds that do not increase liability or recovery of expenditure. It includes such items as tax payments, fees for specific services, receipts from other governments, franchise fees, fines, forfeitures, grants, shared revenues, and interest income.

Rolled-back Millage Rate: The millage rate which will provide the same property tax revenues as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions, and property added due to geographic boundary changes.

Source of Revenue: Revenues are classified according to their source or point of origin.

Special Obligation Bond: A bond secured by a limited revenue source. In Florida, a Special Obligation Bond does not require voter approval and may not be secured by Ad Valorem Revenue.

Stormwater: Stormwater, also spelled storm water, is water that originates during precipitation events and snow/ice melt. Stormwater can soak into the soil (infiltrate), be held on the surface and evaporate, or runoff and end up in nearby streams, rivers, or other water bodies (surface water).

Strategic Objectives: The object or goal of action that is measurable and attainable within a specific time frame within the strategic plan.

Strategic Perspective: The overall vision and strategy utilizing the balanced scorecard methodology.

Structured Query Language: A special-purpose programming language designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: The portion of the property tax levy estimated to be uncollected during the fiscal year and remains uncollected 60 days beyond the close of the fiscal year.

Taxable Assessed Value: The taxable value is the end result of market value minus the homestead cap, non-homestead cap, portability, and any exemptions.

Trim Bill: An acronym referring to House Bill 4D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes.

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the general fund.

DEFINITION OF TERMS

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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Proposed

OPERATING BUDGET

Fiscal Year 2024-2025

Serving, enhancing,
and transforming our community