ADOPTED OPERATING BUDGET



FISCAL YEAR 2019-20

Serving, enhancing, and transforming our community

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FROM THE MAYOR

Dear Residents,

Every city communicates its principles and priorities through the annual budget process. To ensure that the policies and programs that are most important for the City of Miami's continued prosperity and progress, we have designed this Adopted Budget to secure our city and to protect its residents: building a Miami Forever by making resilience a central part of our planning and policies; building a Miami For-everyone that opens pathways to prosperity for all of our residents; and delivering a Miami For You centered on protecting everyone's quality of life. This budget builds on that and secures our critical investments that keep Miami here forever, for everyone, and for you!

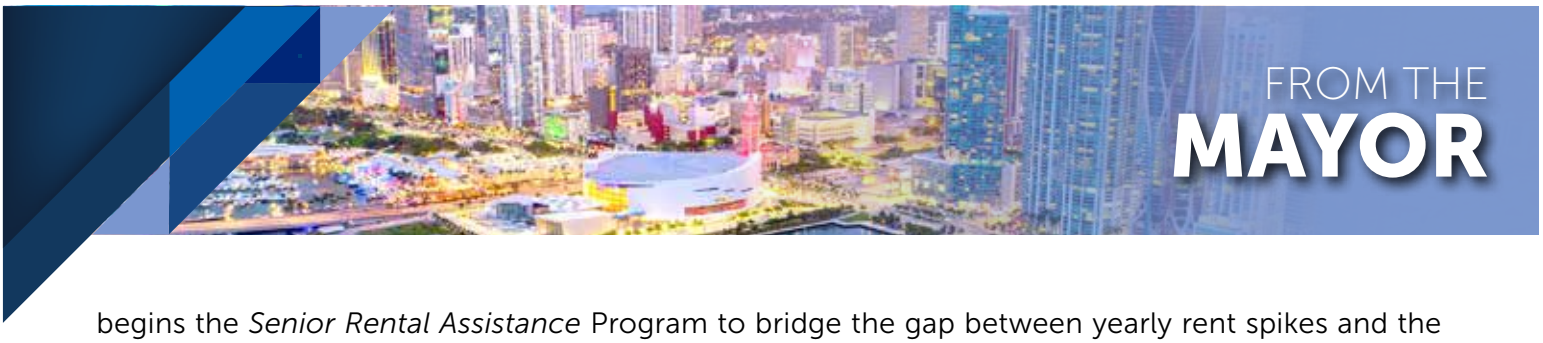
Let me thank the Miami City Commission for its diligence, oversight, and improvement of the City's budget between the time it was proposed to its final adoption. I would also like to take the opportunity to thank the City Manager and his staff for their hard work and foresight to all including an open and attentive posture to all residents and elected officials.

MIAMI FOREVER: MAKING MIAMI RESILIENT

Resilience is about investing in our future to address anything that affects our quality of life. This includes environmental and social resilience. Consistent with our mission to become the most resilient city on the planet, we are well equipped to tackle our resilience on all levels, from flooding and sea level rise to affordable housing and traffic. The *Resilient 305 Plan* provides a collaborative framework to confront these challenges head on. This Adopted Budget allows us to put that framework to action by pushing forward on the projects contained in the Miami Forever Bond. The budget also includes funding to assess and repair Fire-Rescue and Police Stations, enhance Citywide environmental monitoring, continue the successful City Trolley System thereby alleviating traffic congestion, and strengthen the City's core technology infrastructure.

MIAMI FOR-EVERYONE: OPENING PATHWAYS TO PROSPERITY

Every resident in the City of Miami, whether a child, adult, or senior citizen, deserves the opportunity to be successful. To solidify our City's identity as a beacon of hope, we must continue to remove barriers that obstruct anyone from pursuing a pathway to prosperity. That is why the adopted property tax millage rates the second lowest property tax rate in the last 55 years. The budget also



begins the *Senior Rental Assistance* Program to bridge the gap between yearly rent spikes and the diminished growth of Social Security benefits, continues the *Anti-Poverty Initiative* grant program for the sixth year in row, supports the pivotal *Child Savings Accounts* program that we began last year, includes a second year of Completion Scholarships with Miami-Dade College, and assists two excellent local partners in addressing our *homeless residents* by providing new funding to Lotus House and maintaining funding for Camillus House.

MIAMI FOR YOU: PROTECTING OUR QUALITY OF LIFE

A resident or business owner must feel safe at all times before any other quality of life characteristics are even considered. That is why this budget funds the most Police Officers, the most Fire Fighters, the most Code Enforcement Officers, and the most illegal dumping enforcement in our City's history. We have even included the first Heavy Rescue Fire Crew that the City has ever deployed. This enhancements will help us continue to improve safety, even after delivering on the lowest homicide rate in the last fifty years.

All world-class cities are defined by how they utilize their public spaces. Vandalism degrades our public spaces and disrespects our communities. That is why we are doubling the amount of funding for graffiti abatement to beautify our existing public areas as places every Miamian can take pride in. As someone who grew up playing in City of Miami parks, I know first-hand the role that quality parks play in fostering a high quality of life. Parks build community, develop a city's identity, and even save lives. Our residents deserve to have the very best in parks, recreational spaces, and cultural facilities. With that in mind, we are allocating additional resources, including staff and funding, to maintain and enhance the 141 beautiful parks we have in the City of Miami.

These are just some of the many steps we took through this budget process to improve our residents' lives. I invite you to explore the many initiatives in the following pages of the FY 2019-20 Adopted Budget and become an active member in our efforts to ensure Miami remains a vibrant epicenter of opportunity and hope for generations to come. I encourage each of you to be counted in this year's Census, tell all of your friends and family about the importance of being counted, and assisting your elected officials in ensuring that Miami will be a Forever City.

Respectfully,

Francis X. Suarez





FROM THE CITY MANAGER

I am pleased to present the FY 2019-20 Adopted Operating and Capital Budgets for the City of Miami, Florida. This budget is balanced, continues the heightened stewardship of your taxpayer money, funds our shared priorities, and includes a strategic number of service enhancements.

As articulated by Mayor Francis Suarez, the City's Strategic Plan guides and informs the proposals contained in the budget. The three priority areas of the Strategic Plan are: **Increasing Citywide Resilience, Creating a Pathway to Prosperity, and Enhancing our Quality of Life**.

Each City department is aligned to a primary priority area with goals and specific objectives to be achieved. Many of our departments, such as our two largest – Police and Fire-Rescue, support two or three of these priorities, but are still aligned to one primary priority, with many goals and objectives. Department Directors are accountable for meeting these stated goals and objectives while still staying within their approved Operating and Capital Budgets.

INCREASING CITYWIDE RESILIENCE

Everything we do must increase our resilience to ensure the long-term viability of our City. One important aspect of this is making the City financially resilient. This budget contains $2 million in reserve to rebuild the City's Unrestricted General Fund Balance. After the multiple large-scale legal settlements recently concluded, it is now important to increase the balance in the unrestricted portion of our General Fund to the proper levels as was the case before the settlements.

The release of the Resilient 305 Plan is an important stepping stone in a long line of resilient activities that we have taken and will take in the future. We are consciously moving from the planning stages toward implementing the strategies outlined in the plan. This budget contains $12.093 million of new capital projects to make our City's facilities, infrastructure, and operations able to recover quickly from shocks to society (such as hurricanes) and mitigate the recurring stresses (such as cyber-attacks) that we experience. The capital projects include fixing and assessing roofs of fire and police stations, Citywide environmental monitoring, a new allocation for storm drain cleaning, funding for 40/50-year recertifications of City-owned facilities, and strengthening our core technology infrastructure. The budget also includes funding to get the word out about the Federal Census in 2020. It ensures that our successful City Trolley System will continue to operate without assistance from the General Fund for a longer period of time. It also allows us to save money by having the Risk Management Department bring Workers' Compensation claims in-house.

CREATING A PATHWAY TO PROSPERITY

The City of Miami is committed to expanding the opportunity for every Miamian to succeed through the creation of a pathway to prosperity. This budget includes a millage reduction of both the Operating and the Debt Service Millage Rate (from 8.0300 mills to 7.9900 total mills) to provide more than $2.147 million of property tax rate relief for our homeowners, business owners, and renters in the City.

The Adopted Budget continues the popular Anti-Poverty Initiative program at the same rate as in the previous year ($2.6 million). It continues the Childhood Savings Accounts program ($120,000). It also introduces a scholarship program in partnership with Miami-Dade College ($50,000) that will grant fifty scholarships for college completion and introduces the Mayor's new Elderly Rent Subsidy Program ($1 million).



FROM THE CITY MANAGER

ENHANCING OUR QUALITY OF LIFE

We not only strive to maintain the quality of life of our residents, visitors, and businesses; rather, we work hard to deliver improved services and this budget reflects our efforts at enhancing the shared spaces that make our City livable. Contained in this budget are additional funds for: graffiti abatement ($600,000), an additional maintenance crew to keep our parks clean and presentable ($182,000), and 18 civilians ($486,000) in the Police Department to free up sworn personnel to accomplish law enforcement duties, such as the new Edgewater NET Area. To continue to improve the quality of life of those we serve, the budget includes capital funds to make improvements and fix existing facilities such as Charles Hadley Park, Domino Park, the City's Mini-Dump, and certain Baywalk structures. Finally, it introduces the Heavy Rescue 6 unit (HR6) in the Fire-Rescue Department (partially-funded, starting February 1, 2020) with 17 additional Fire-Rescue employees. Heavy Rescue 6 is a Technical Rescue Team trained in specialized operations including confined space rescues, trench rescues, and incidents involving elevated positions such as cranes or skyscrapers.

It is important to note that the FY 2019-20 Adopted Operating Budget is actually smaller than the FY 2018-19 Amended Budget, when all funds are counted. The total Operating budget is $1.14 billion, which is $125.385 million (or 9.9 percent) lower than last year's amended Operating budget of $1.263 billion. Admittedly, when viewing the FY 2019-20 Adopted Budget versus the FY 2018-19 Adopted Budget, the FY 2019-20 Adopted Operating Budget has grown by $38.401 million, but even this is only a growth of 3.5 percent. The Operating Budget is broken-down into four fund types as shown in the chart below.

	FY 2018-19 Adopted	FY 2018-19 Amended	FY 2019-20 Proposed	FY 2019-20 Adopted
General Fund	$763,002,000	$800,242,000	$807,463,000	$808,633,000
Special Revenue Funds	$161,838,000	$177,560,000	$154,787,000	$161,186,000
Internal Service Fund	$100,316,000	$100,316,000	$89,448,000	$89,448,000
Debt Service Funds	$73,823,000	$184,647,000	$78,113,000	$78,113,000
Total	**$1,098,979,000**	**$1,262,765,000**	**$1,129,811,000**	**$1,137,380,000**

It is also important to note that our City's overall tax roll has grown from $53.357 billion in the current year to $58.962 billion this new year, which is a respectable 10.5 percent. However, the areas of the City within Community Redevelopment Areas have grown 26.5 percent over the same time period. The Household Waste Collection Fee remains at the current level of $380 per household per year with no change in service, for the tenth year in a row.

The six-year Capital Plan includes $659.619million of funded projects. The FY 2019-20 Adopted Capital Budget recommends $30.794 million of new capital appropriations. This is in addition to the $58.653 million of the first tranche of the Miami Forever Bond program and the $37 million of vehicle acquisition approved last year.

It is important to note that this budget does not use any prior year accumulated fund balance as revenue. That is, unlike past years, it does not reach backwards into previous years for funding – it is balanced on its own in the single year and also contains a $5 million one-year reserve, as required by the City's Financial Integrity Principles.

The Adopted Budget includes the net increase of 81 positions. As has been noted above, 18 civilian positions are added to the Miami Police Department to free up sworn employees to conduct law-enforcement duties rather than administrative duties. This will allow for the movement of positions into the new Edgewater NET Area and other enhancements. The Heavy Rescue 6 Technical Rescue Team with 17 positions has also been noted above. Also, as noted above, four new positions for an additional maintenance crew are added in the Parks and Recreation Department. Further as noted above, the budget includes four new positions in the Department of Risk Management



to bring Workers' Compensation Claims in-house, saving $556,000. We are also proposing two additional capital project managers, one each in Police and Fire-Rescue, as well as an additional Assistant Director in the Office of Capital Improvements. The budget also includes one additional position in the Procurement Department to address the increasing workload.

A total of 17 positions were added between the time that the budget was proposed and ultimately adopted. These includes three civilian Fire Protection Engineer positions in the Fire-Rescue Department. Six additional positions were added to the Office of Code Compliance including four Code Compliance Inspectors, a Deputy Director, an Assistant to the Director, and a Service Center Aid position (eliminating one vacant position). Additionally, a Chief of Inspections position and a Customer Service Liaison position was added to the Building Department to better serve our residents and the development community. Finally, three Solid Waste Inspector positions were added to the Solid Waste Department to address illegal dumping.

For a full list of changes to positions, please see the Personnel Overview pages at the end of the Introductory Section of the FY 2019-20 Adopted Operating Budget book (pages 93 thru 97).

There are no high-level changes to the table of organization of the City such as merging, splitting, or re-naming Departments.

It is further important to note that while the budget does include funding for in-kind services related to the 54th Super Bowl, it does not include funding for a payment to the Super Bowl Host Committee beyond the $500,000 paid in the current fiscal year. Similarly, the budget does not include funding for a second year of school safety officers. This program is fully funded by the Miami-Dade County School System.

This budget absorbs increases in healthcare insurance and worker's compensation costs, two federal grants in Police (COPS 2016 and Body Worn Cameras) that are expiring, and the full cost will be supported by the General Fund, rent for the new data center, legal settlement payments, higher payouts for employees retiring, additional special obligation debt payments, increased elections expenses paid to Miami-Dade County, and other expenses.

We can remain cautiously optimistic as we look to the future. We have been fortunate that property tax revenues, the single largest revenue source of the City, have grown in the double digits this year. However, we can be sure that heightened tax roll growth cannot continue indefinitely. As has been described in prior years, revenues have grown greatly, but expenses have grown even faster. Also, the day is coming when the City's Transportation and Trolley System will require General Fund support.

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

Sincerely,

Emilio T. Gonzalez, Ph.D.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami

Florida

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrill

Executive Director

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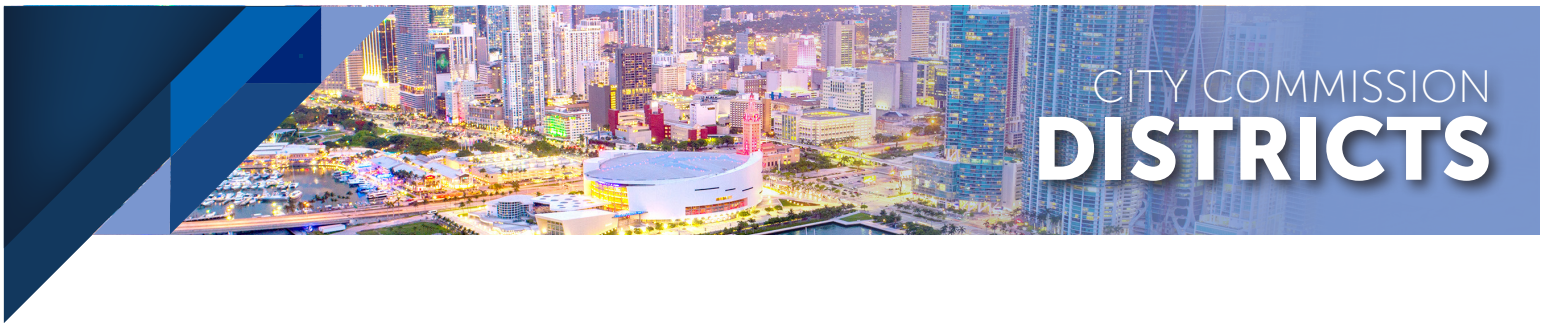
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BROADWAY



CITY COMMISSION DISTRICTS

Commission Districts

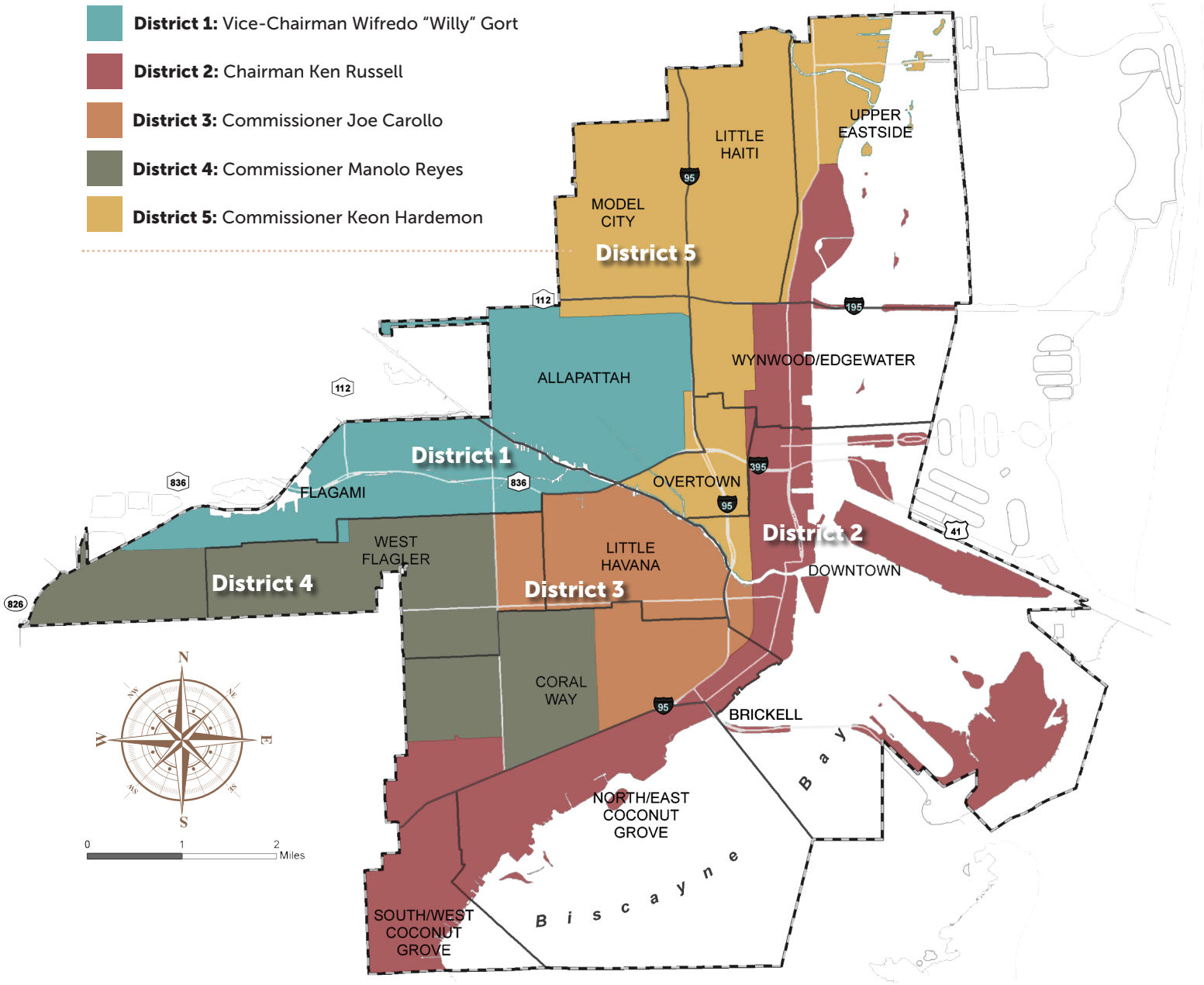
District 1: Vice-Chairman Wifredo "Willy" Gort

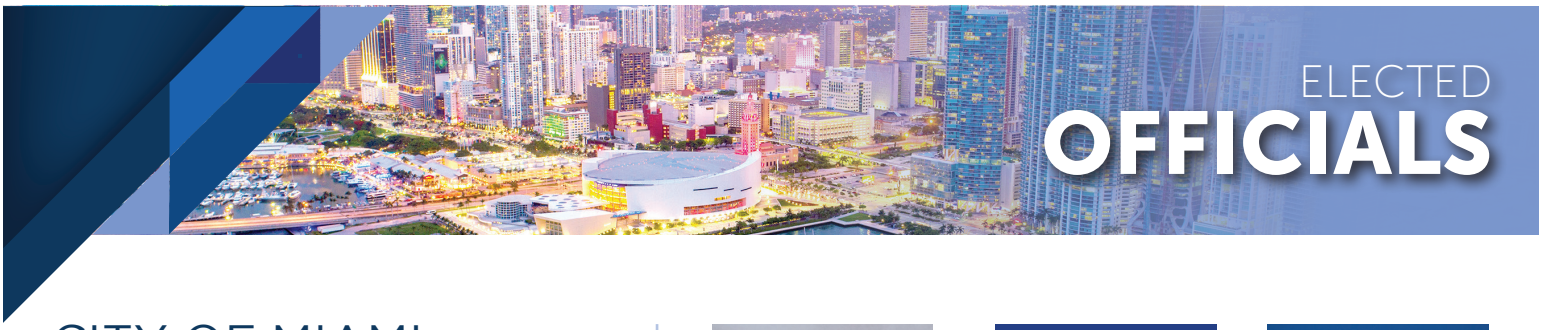
District 2: Chairman Ken Russell

District 3: Commissioner Joe Carollo

District 4: Commissioner Manolo Reyes

District 5: Commissioner Keon Hardemon





ELECTED OFFICIALS

CITY OF MIAMI

VISION STATMENT

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

MISSION STATMENT

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.

VALUES

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

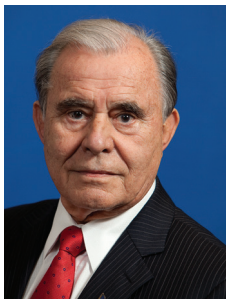




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Mayor
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Ken Russell
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Chairman
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Keon Hardemon
Commissioner - District 5
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khardemon@miamigov.com

APPOINTED OFFICIALS



Emilio T. González
City Manager



Victoria Méndez
City Attorney



Todd B. Hannon
City Clerk



Theodore Guba
Auditor General

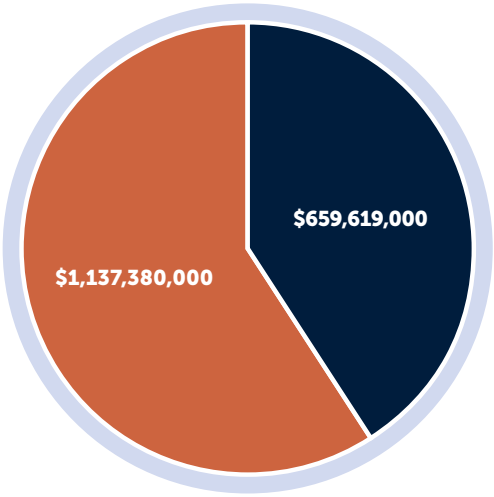


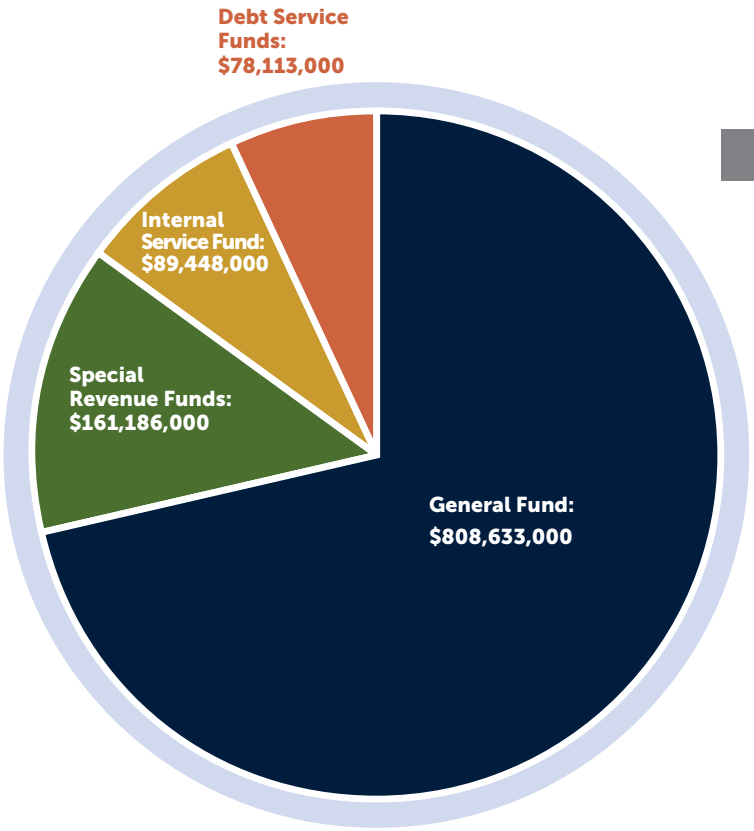
FY 2019-20 BUDGET OVERVIEW

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

The City's Adopted **Operating** Budget for FY 2019-20: **$1,137,380,000**

The City's Adopted **Capital** Budget for FY 2019-20: **$659,619,000** with **$30,794,000** newly appropriated.

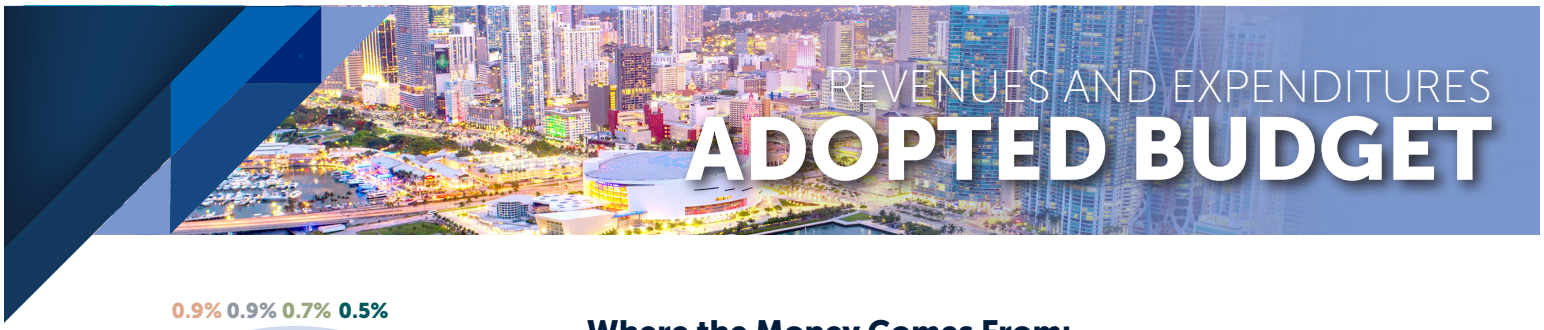


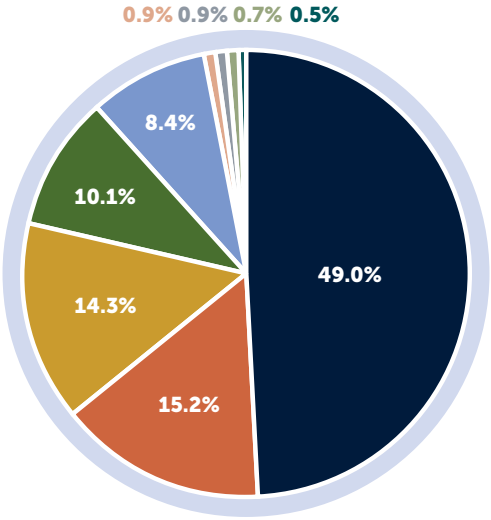


FY 2019-20 Adopted Operating Budget

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

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



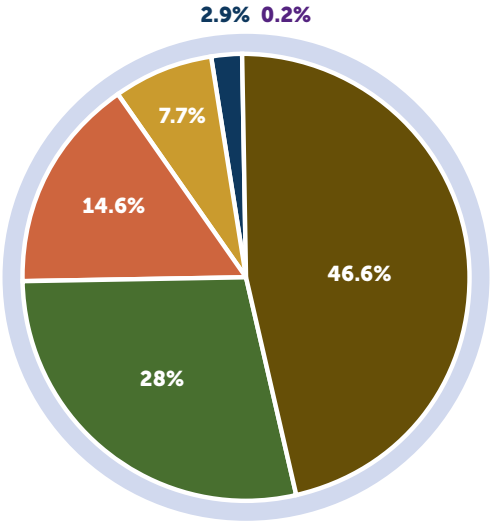


Where the Money Comes From:

General Fund Revenue Sources Total: $808,633,000

- **Property Taxes** • $396.4 million • **49.0%**
- **Charges for Services** • $122.7 million • **15.2%**
- **Franchise Fees and Other Taxes** • $115.9 million • **14.3%**
- **Intergovernmental Revenues** • $81.9 million • **10.1%**
- **Licenses and Permits** • $67.9 million • **8.4%**
- **Other Revenues (Inflows)** • $7.4 million • **0.9%**
- **Interest** • $7.2 million • **0.9%**
- **Fines and Forfeitures** • $5.9 million • **0.7%**
- **Transfers In** • $3.9 million • **0.5%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 49.0% of total General Fund revenues and represents the largest source of funding for general operations.

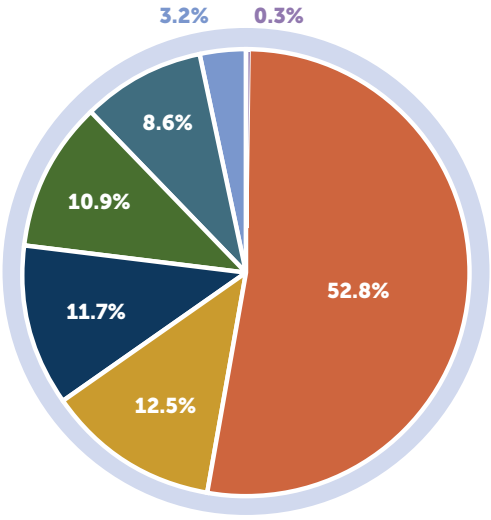


Where the Money Goes:

Expenditures by Category

- **Salaries and Wages** • $377.2 million • **46.6%**
- **Employee Benefits** • $226.7 million • **28.0%**
- **Other Expenses** • $117.7 million • **14.6%**
- **Budget Reserve** •$23.0 million • **2.9%**
- **Capital Outlay** •$1.7 million • **0.2%**
- **Transfer Out** • $62.4 million • **7.7%**
  - *Transfer to Capital • $10.9 million*
  - *Transfer to Special Revenue • $6.1 million*
  - *Transfer to Debt Service • $41.6 million*
  - *Transfer to Transportation Trust • 1.9 million*
  - *Transfer to Cost Allocation • 1.6 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.

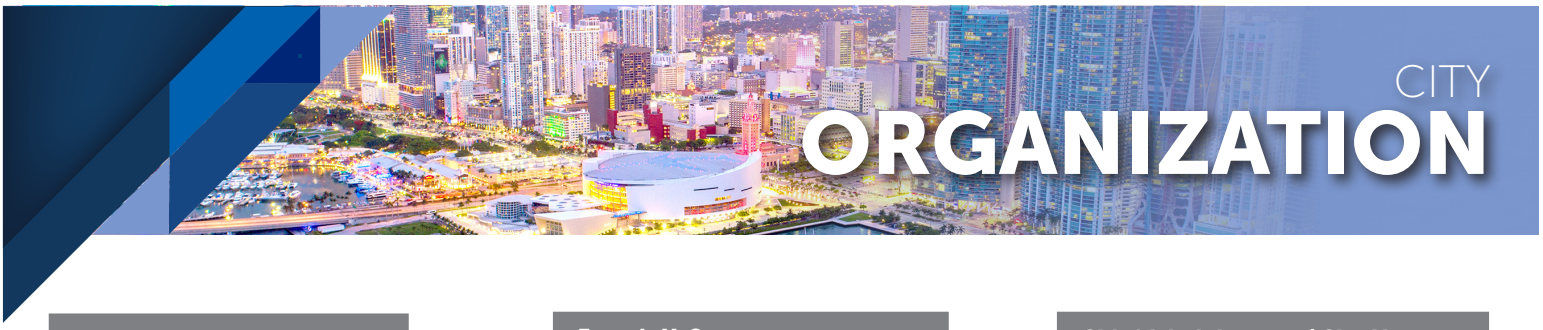


Where the Money Goes:

Expenditures by Function

- **Public Safety** • $427.0 million • **52.8%**
- **Non-Departmental Accounts** • $101.3 million • **12.5%**
- **Resilience and Public Works** • $94.7 million • **11.7%**
- **General Government** • $87.6 million • **10.9%**
- **Other Departments** • $69.2 million • **8.6%**
- **Planning and Development** • $26.4 million • **3.2%**
- **Community and Economic Development** • $2.4 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 52.8% of the General Fund expenditure budget.



CITY ORGANIZATION

CITY COMMISSION

Chairman:
Ken Russell
District 2

Vice-Chairman:
Wifredo "Willy" Gort
District 1

Commissioner:
Joe Carollo
District 3

Commissioner:
Manolo Reyes
District 4

Commissioner:
Keon Hardemon
District 5

Francis X. Suarez
Executive Mayor

Chief Administrator / City Manager
Emilio T. González, Ph.D.

Deputy City Manager
Joseph F. Napoli

City Attorney
Victoria Méndez

City Clerk
Todd B. Hannon

Independent Auditor General
Theodore Guba, CPA

Assistant City Manager
Chief of Operations
Fernando Casamayor

- **Code Compliance** — Adele R. Valencia, Esq.
- **Human Services** — Milton Vickers
- **Innovation and Technology** — Michael Sarasti
- **Neighborhood Enhancement Team** — vonCarol Y. Kinchens
- **Real Estate and Asset Management** — Daniel Rotenberg
- **Solid Waste** — Mario F. Nuñez

Assistant City Manager
Chief Financial Officer
Sandra Bridgeman

- **Finance** — Erica T. Paschal-Darling, CPA
- **General Services Administration** — Ricardo Falero
- **Grants Administration** — Lillian P. Blondet
- **Housing and Community Development** — George Mensah
- **Management and Budget** — Christopher Rose
- **Procurement** — Annie Perez, CPPO
- **Risk Management** — Ann-Marie Sharpe, ARMP, CPPT

Assistant City Manager
Chief of Infrastructure
Nzeribe Ihekwaba, Ph.D., PE

- **Building** — Jose S. Camero, RA
- **Capital Improvements** — Steven C. Williamson
- **Parks and Recreation** — Lara DeSouza-Hamwey
- **Planning** — Francisco J. Garcia
- **Resilience and Public Works** — Alan M. Dodd, P.E.
- **Resilience and Sustainability** — Jane Gilbert
- **Zoning** — Joseph Ruiz

- **Agenda Coordination** — Miriam M. Santana
- **Communications** — Stephanie Severino
- **Equal Opportunity and Diversity Programs** — Asseline Hyppolite
- **Fire-Rescue** — Joseph F. Zahralban
- **Human Resources** — Angela Roberts
- **Police** — Jorge R. Colina

- **Coconut Grove BID** — Abigael Mahony
- **Downtown Development Authority** — Alyce Robertson
- **Liberty City Trust** — Elaine Black
- **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** — Pieter Bockweg
- **Omni CRA** — Jason Walker
- **Southeast Overtown Park West CRA** — Cornelius Shiver

- **Bayfront Park Management Trust** — Jose Solano
- **Civilian Investigative Panel** — Cristina Beamud
- **Miami Parking Authority** — Arthur Noriega
- **Virginia Key Beach Park Trust** — Guy Forchion

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



GENERAL FUND BUDGET BY DEPARTMENT

	FY 2018-19 Adopted BUDGET	FY 2019-20 Adopted BUDGET	FY 2018-19 Adopted POSITIONS	FY 2019-20 Adopted POSITIONS
Public Safety				
Fire-Rescue	$143,167,000	$161,407,000	863	887
Police	$245,192,000	$265,621,000	1,785	1,805
Public Works				
Capital Improvements	$3,658,000	$4,603,000	52	52
General Services Administration	$25,258,000	$27,865,000	140	140
Resilience and Public Works	$22,432,000	$26,298,000	154	157
Solid Waste	$33,884,000	$35,915,000	237	242
General Government				
Agenda Coordination	$402,000	$379,000	3	3
City Attorney	$9,356,000	$9,994,000	60	60
City Clerk	$1,845,000	$2,059,000	12	13
City Manager	$2,850,000	$3,072,000	14	14
Civil Service	$445,000	$559,000	3	3
Code Compliance	$6,934,000	$8,437,000	61	71
Commissioners	$3,912,000	$4,086,000	36	36
Communications	$2,149,000	$2,329,000	17	16
Equal Opportunity and Diversity Programs	$464,000	$508,000	3	3
Finance	$9,296,000	$10,330,000	69	69
Grants Administration	$1,712,000	$1,708,000	10	10
Human Resources	$4,736,000	$5,291,000	38	38
Human Services	$4,381,000	$5,962,000	64	67
Independent Auditor General	$1,368,000	$1,530,000	9	9
Innovation and Technology	$13,597,000	$14,454,000	85	85
Management and Budget	$2,499,000	$2,779,000	17	17
Mayor	$1,454,000	$1,687,000	13	13
Neighborhood Enhancement Team (NET)	$7,382,000	$8,637,000	80	81
Procurement	$2,572,000	$2,928,000	20	21
Resilience and Sustainability	$723,000	$831,000	4	5
Other Departments				
Housing and Community Development	$1,689,000	$2,437,000	35	35
Parks and Recreation	$47,754,000	$51,777,000	294	299
Real Estate and Asset Management	$13,090,000	$13,796,000	59	57
Risk Management	$2,952,000	$3,663,000	20	24
Planning and Development				
Building	$14,285,000	$16,625,000	104	107
Planning	$5,789,000	$5,927,000	48	50
Zoning	$3,089,000	$3,825,000	27	28
Non-Departmental Accounts	$122,686,000	$ 101,314,000	0	0
TOTAL	**$763,002,000**	**$808,633,000**	**4,436**	**4,517**

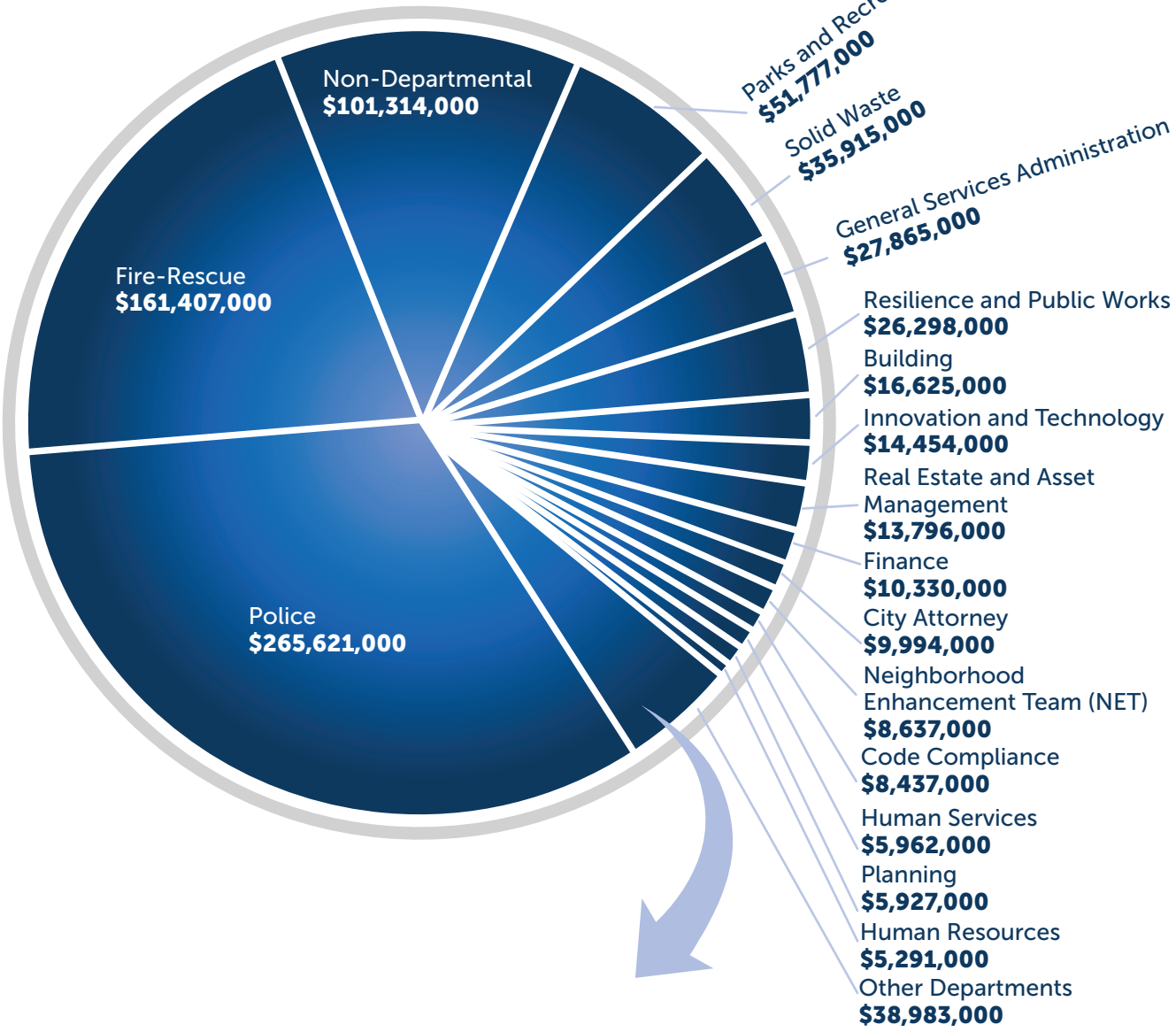
Budget amounts are General Fund only. Position counts are for all funds.



CITY OF MIAMI OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS

Current Year **FY 2019-20**



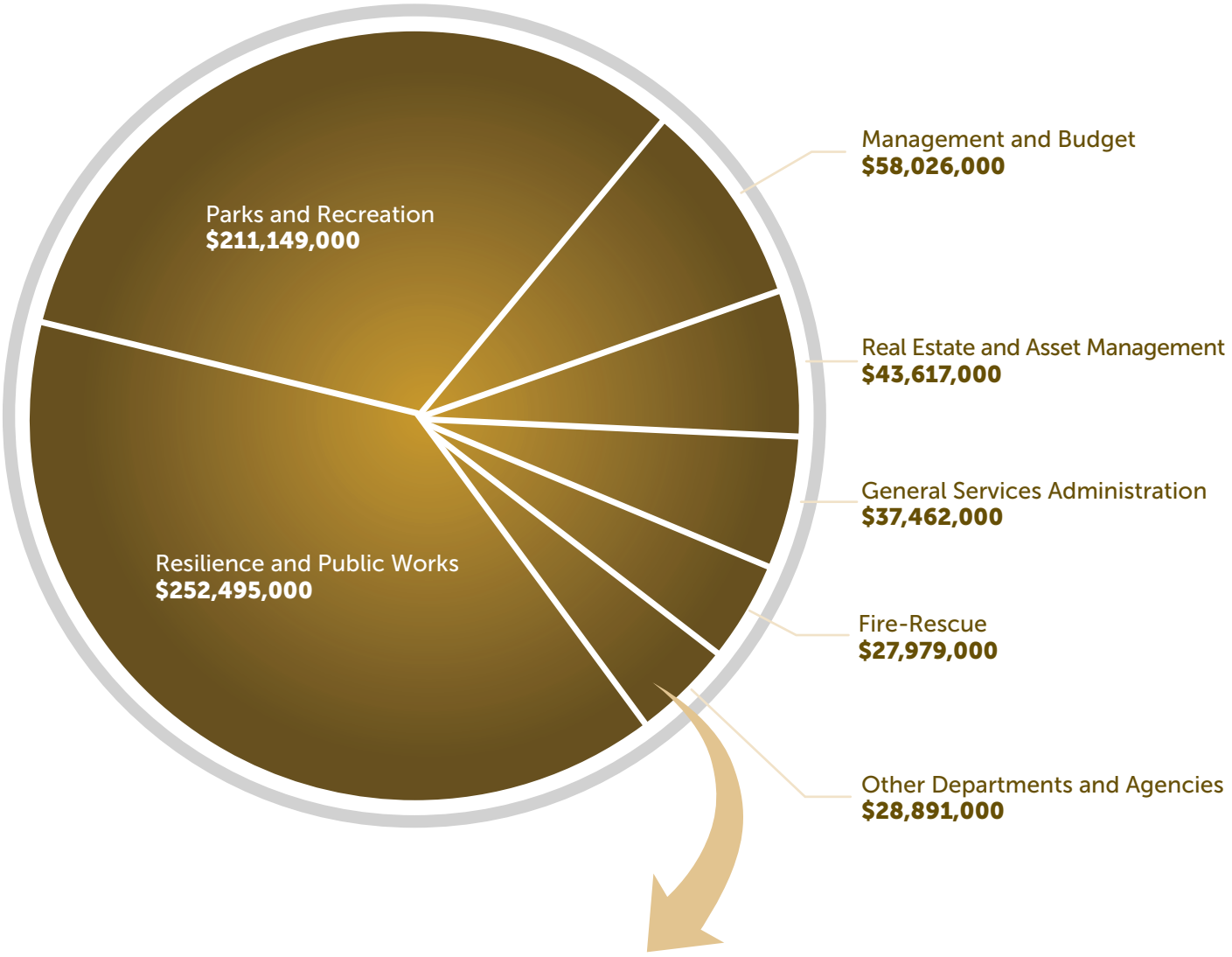
Departments with Operating Budgets less than $5 million

Capital Improvements	$4,603,000
Commissioners	$4,086,000
Zoning	$3,825,000
Risk Management	$3,663,000
City Manager	$3,072,000
Procurement	$2,928,000
Management and Budget	$2,779,000
Housing and Community Development	$2,437,000
Communications	$2,329,000
City Clerk	$2,059,000
Grants Administration	$1,708,000
Mayor	$1,687,000
Independent Auditor General	$1,530,000
Resilience and Sustainability	$831,000
Civil Service	$559,000
Equal Opportunity and Diversity Programs	$508,000
Agenda Coordination	$379,000



TOTAL SIX-YEAR PLAN

Current Year **FY 2019-20**



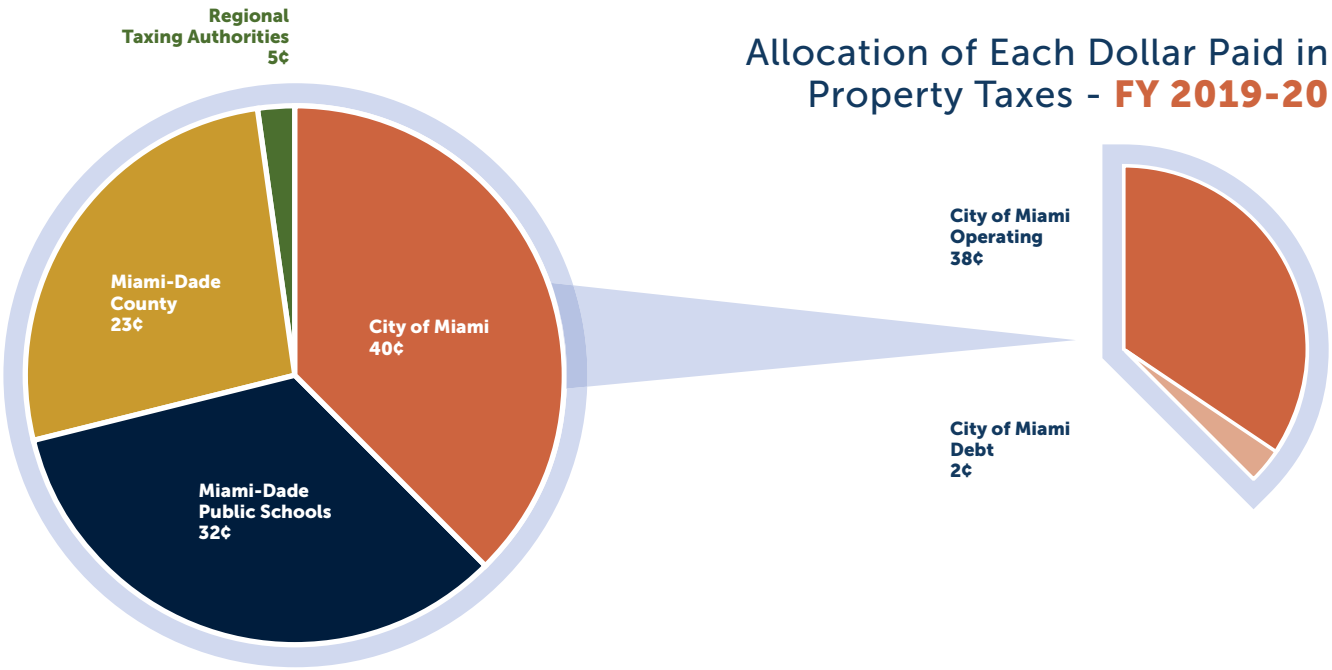
Departments and Agencies with Capital Budgets less than $10 million

Building	**8,924,000**
Capital Improvements	**7,729,000**
Police	**6,792,000**
Code Compliance	**1,888,000**
Innovation and Technology	**1,142,000**
Solid Waste	**1,061,000**
Planning	**752,000**
Downtown Development Authority	**422,000**
Neighborhood Enhancement Team	**106,000**
Office of the Independent Auditor General	**75,000**



YOUR PROPERTY TAX BILL

Allocation of Each Dollar Paid in Property Taxes - FY 2019-20



MILLAGE AND PROPERTY TAX

FY 2018-19 TOTAL ADOPTED MILLAGE RATE 8.0300 MILLS
General Operations: 7.5865
General Obligation Debt: 0.4435

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

The City's total adopted property tax rate for FY 2019-20 is 7.9900, a reduction of 0.0400 from last year's total tax rate.

Total Assessed Value		$237,226 *Average Homestead*	$500,000	$1,000,000
				
FY 2018-19	Taxes **8.0300**	$1,905	$4,015	$8,030
FY 2019-20	Taxes **7.9900**	$1,895	$3,995	$7,990



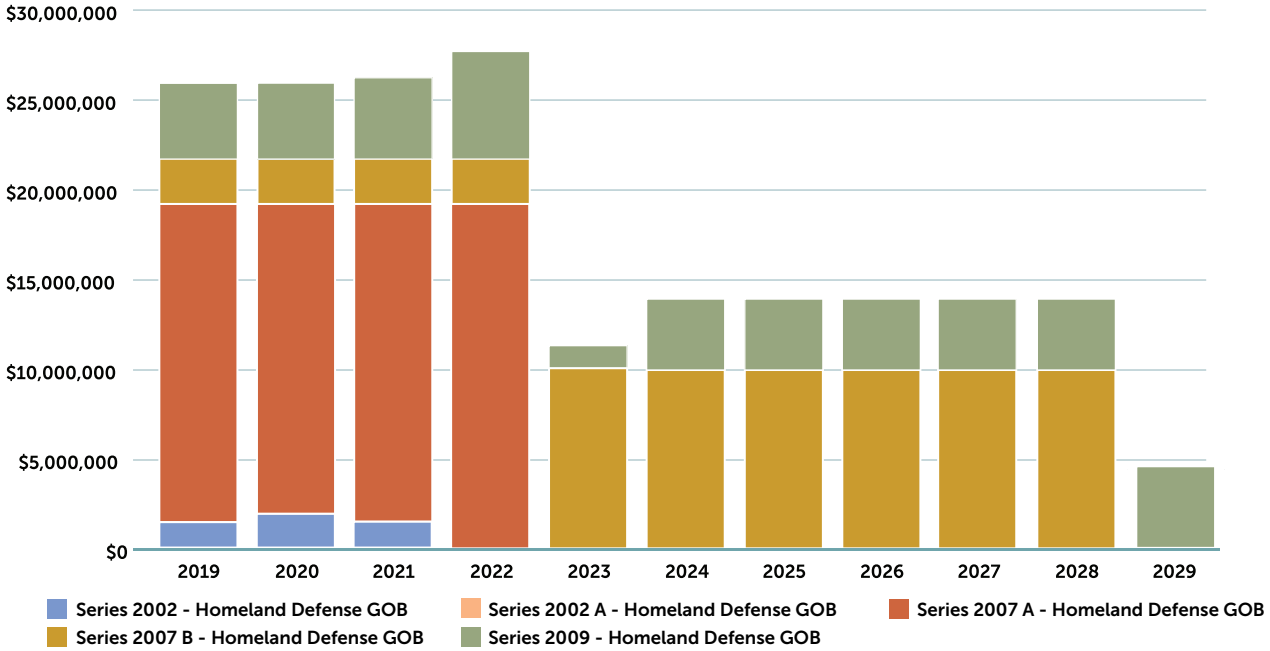
DEBT SERVICE OVERVIEW

GENERAL OBLIGATION BONDS

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

General Obligation Bond Debt Service

(Does not include: the Miami Forever Bond)



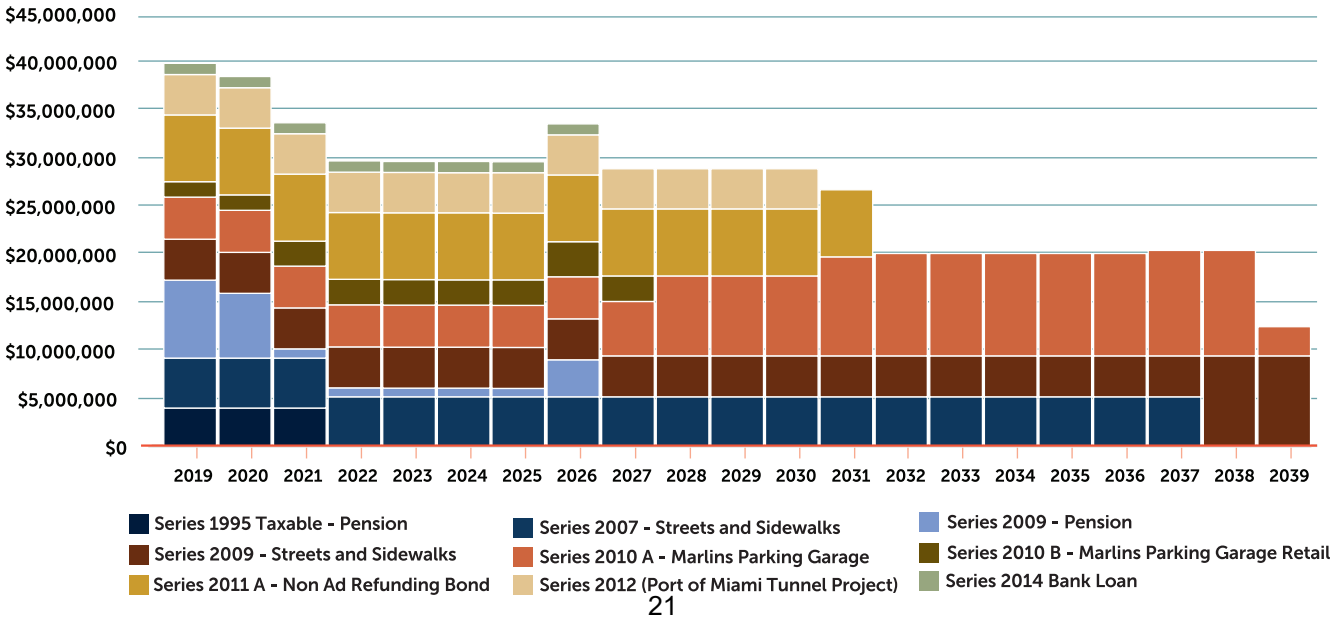
The first tranche of the Miami Forever General Obligation Bond was approved on December 13, 2018 in the amount of $58.653 million. The debt service payments will not show on this graph until the bond has been sold.

SPECIAL OBLIGATION BONDS

Maximum Annual Debt Service $56.8 million (FY 2019-20) • Final Maturity in 2039

Special Obligation Bond Debt Service

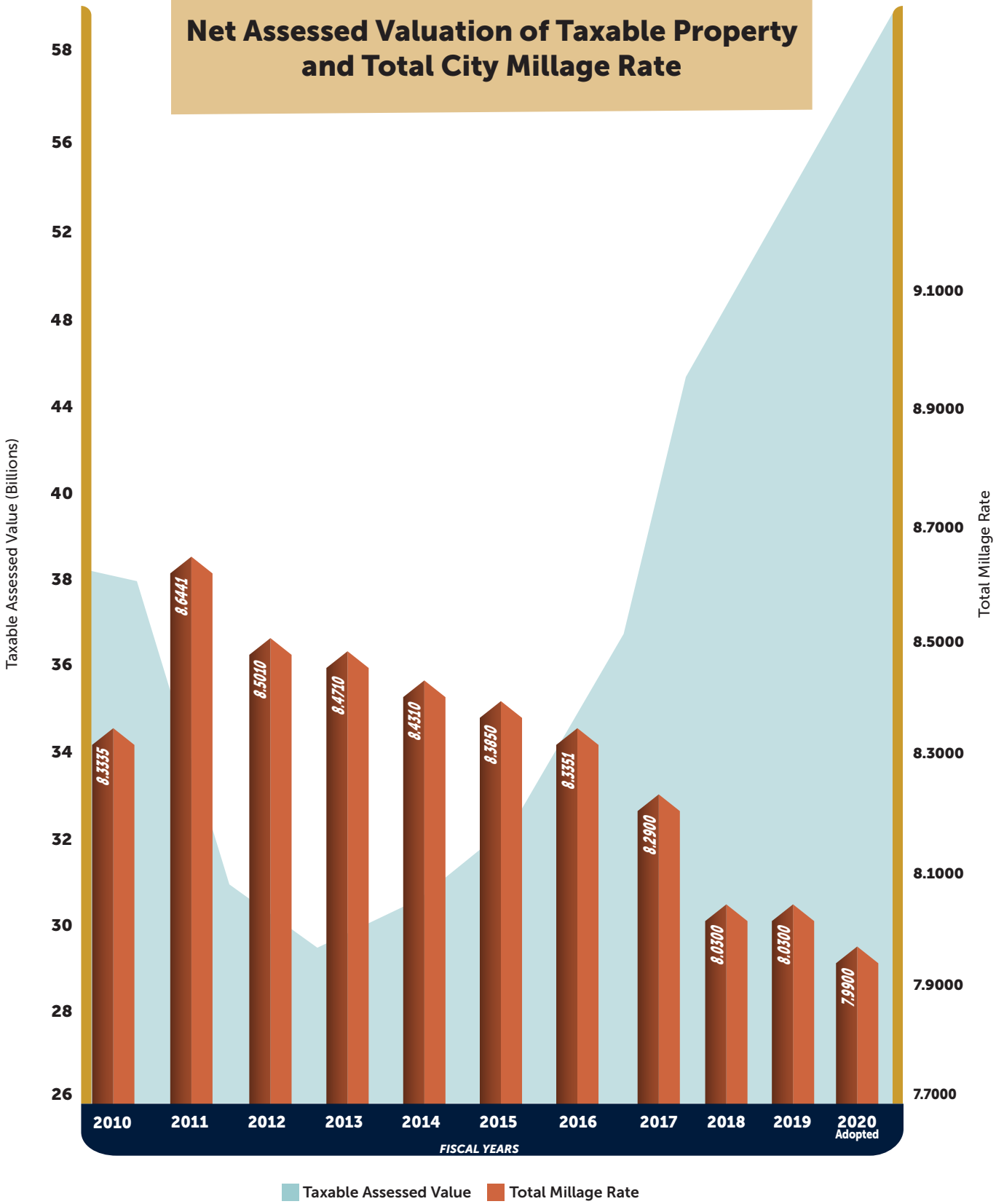
(Does not include: Miami Marine Stadium, FDEP Loan Wagner Creek, and FPL Undergrounding)

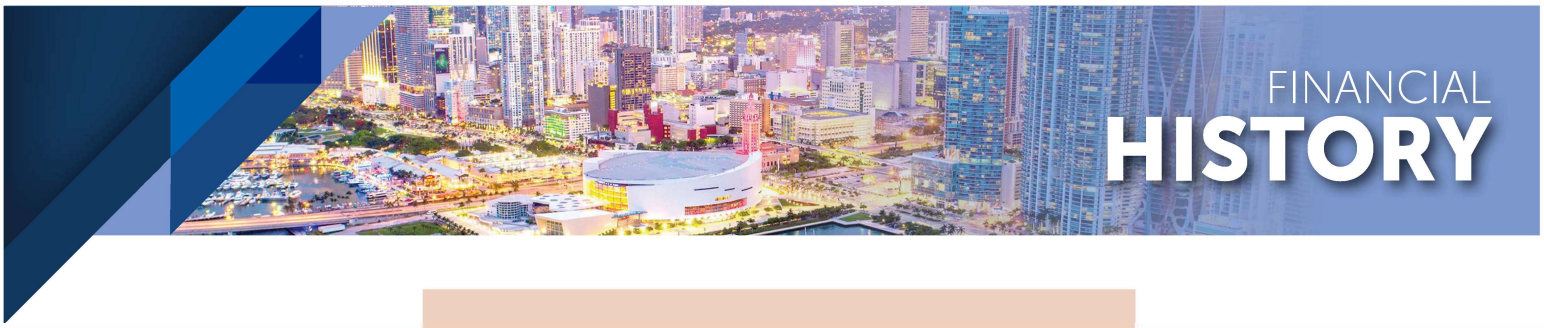




TAX ROLL AND MILLAGE HISTORY

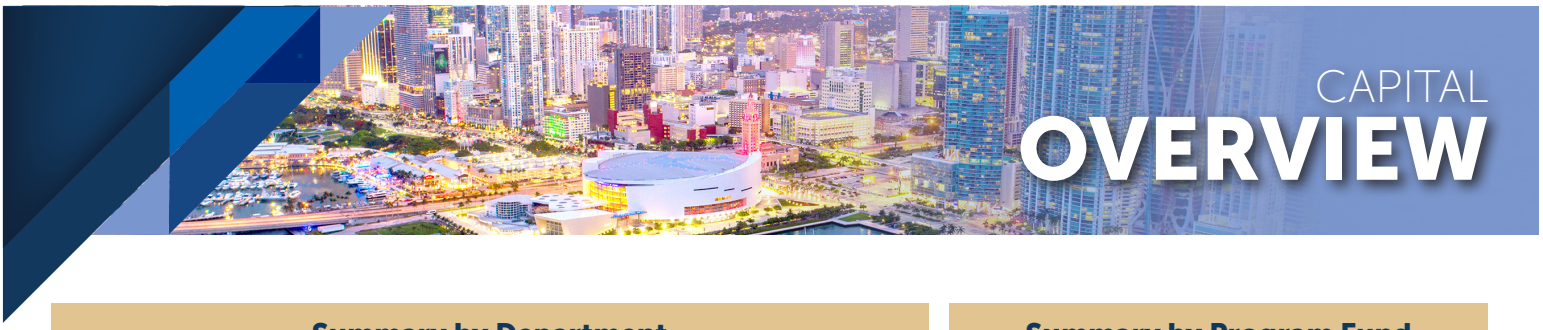
Net Assessed Valuation of Taxable Property and Total City Millage Rate





FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance

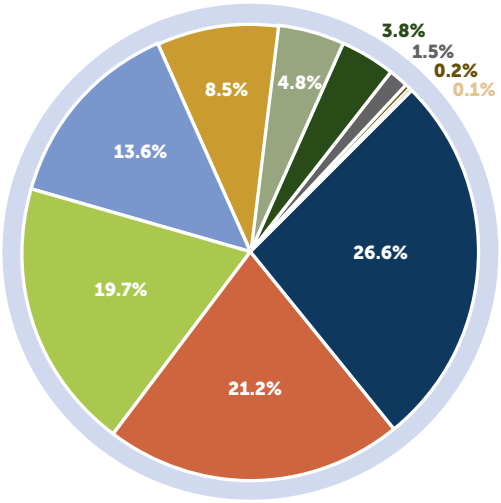


CAPITAL OVERVIEW

Summary by Department

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Projection Five Years	Unfunded
Resilience and Public Works	1,990,026,000	252,495,000	242,079,000	8,616,000.00	1,800,000	1,737,531,000
Parks and Recreation	261,405,000	211,149,000	204,095,000	7,054,000.00		50,256,000
Real Estate and Asset Management	147,012,000	43,617,000	34,585,000	9,032,000.00		103,395,000
FireRescue	155,600,000	27,979,000	25,606,000	2,373,000.00		127,621,000
Police	278,161,000	6,792,000	5,113,000	1,679,000.00		271,369,000
Innovation and Technology	3,142,000	1,142,000	752,000	390,000.00		2,000,000
General Services Administration	54,314,000	37,462,000	37,162,000	300,000.00		16,852,000
Office of Capital Improvements	45,690,000	7,729,000	7,129,000	600,000.00		37,961,000
Code Compliance	1,888,000	1,888,000	1,656,000	232,000.00		
Solid Waste	1,593,000	1,061,000	618,000	443,000.00		532,000
Ofc. of the Independent Auditor Gen.	75,000	75,000		75,000.00		
Office of Management and Budget	58,026,000	58,026,000	58,026,000			
Building	8,924,000	8,924,000	8,924,000			
Community Redevelopment Areas	202,750,000					202,750,000
Downtown Development Authority	452,000	422,000	422,000			30,000
Neighborhood Enhancement Team	1,462,000	106,000	106,000			1,356,000
Planning	1,252,000	752,000	752,000			500,000
Risk	15,000,000					15,000,000
Virginia Key Beach Trust	20,500,000					20,500,000
	3,247,272,000	**659,619,000**	**627,025,000**	**30,794,000**	**1,800,000**	**2,587,653,000**

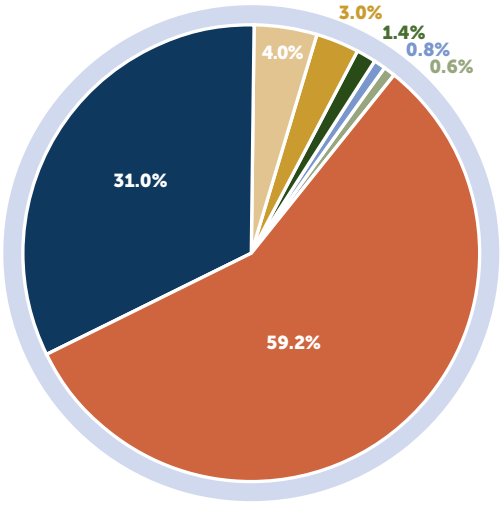
Summary by Program Fund



- Parks and Recreation 175,340,000
- Streets and Sidewalk..... 139,939,000
- Public Facilities 129,747,000
- Storm Sewer 89,683,000
- General Government 56,228,000
- Public Safety 31,478,000
- Mass Transit 25,176,000
- Sanitary Sewers 10,035,000
- Disaster Recovery.....1,013,000
- Solid Waste..... 980,000

TOTAL: 659,619,000

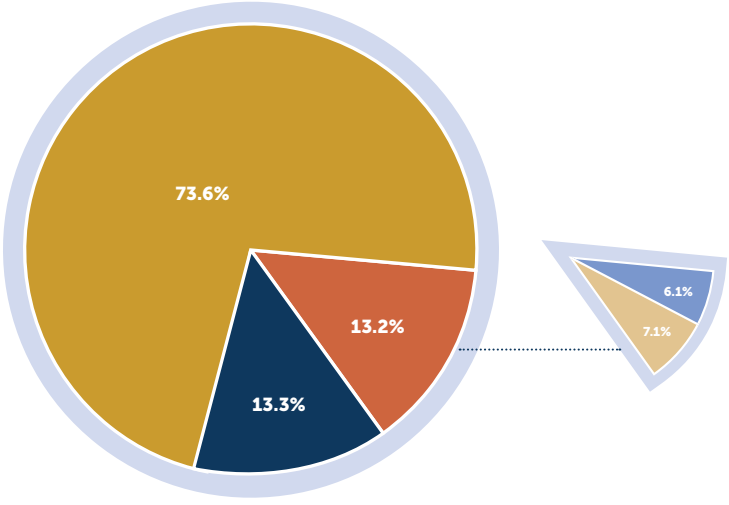
Summary by Funding Source



- City Funds..... 390,539,000
- City Debt Proceeds.....204,545,000
- State.....26,104,000
- Miami-Dade County 19,791,000
- Other Local Units.....9,172,000
- Private/Other..... 5,422,000
- Federal.....4,046,000

TOTAL: 659,619,000

Summary of Funding Status

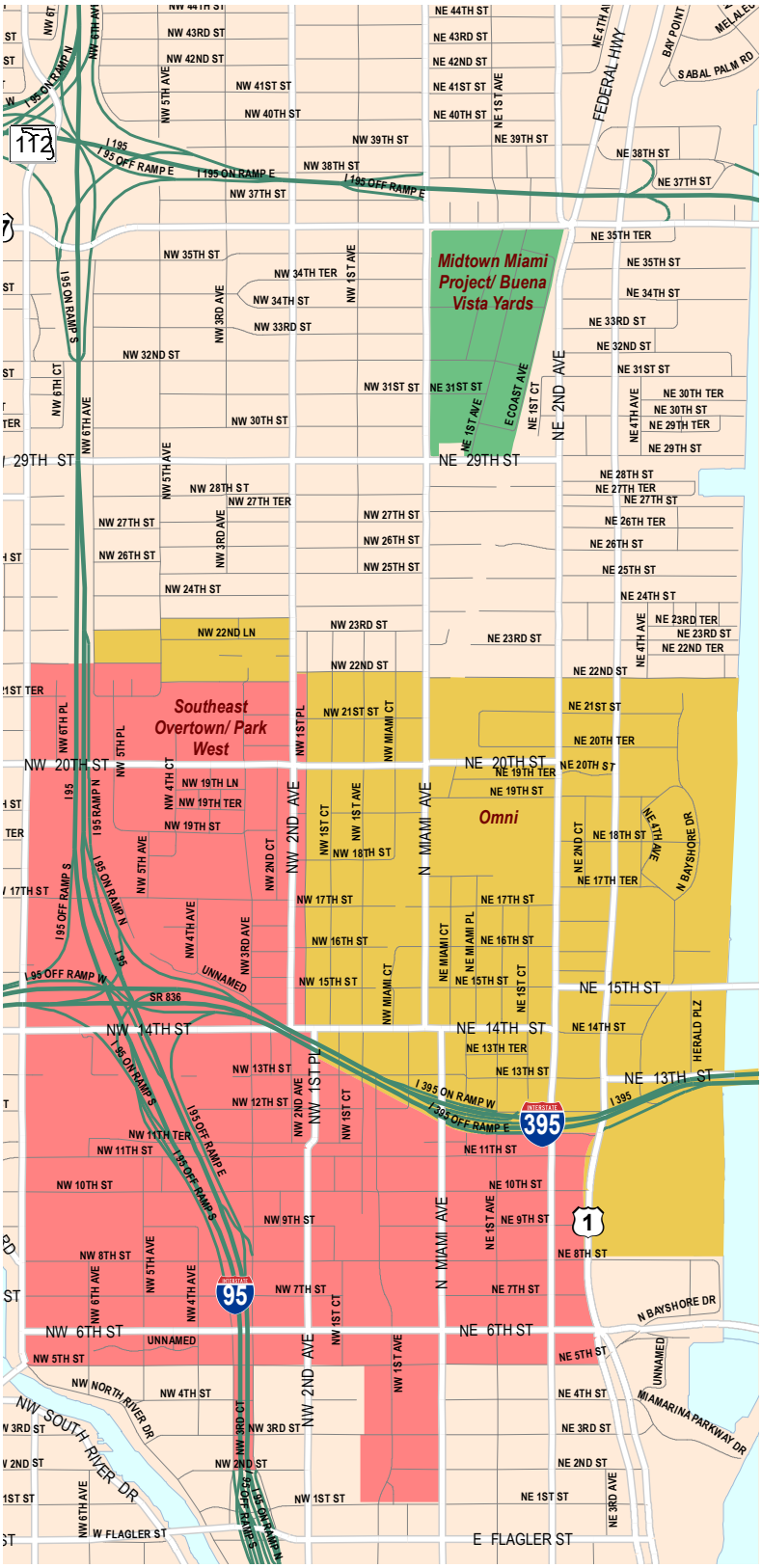


- Funded 430,640,000
- Partially Funded..... 427,984,000
- Unfunded.....2,388,648,000
- Partially Funded Allocated 228,979,000
- Partially Funded Shortfall 199,005,000

TOTAL: 3,247,272,000



CRA SUMMARY



Midtown CRA

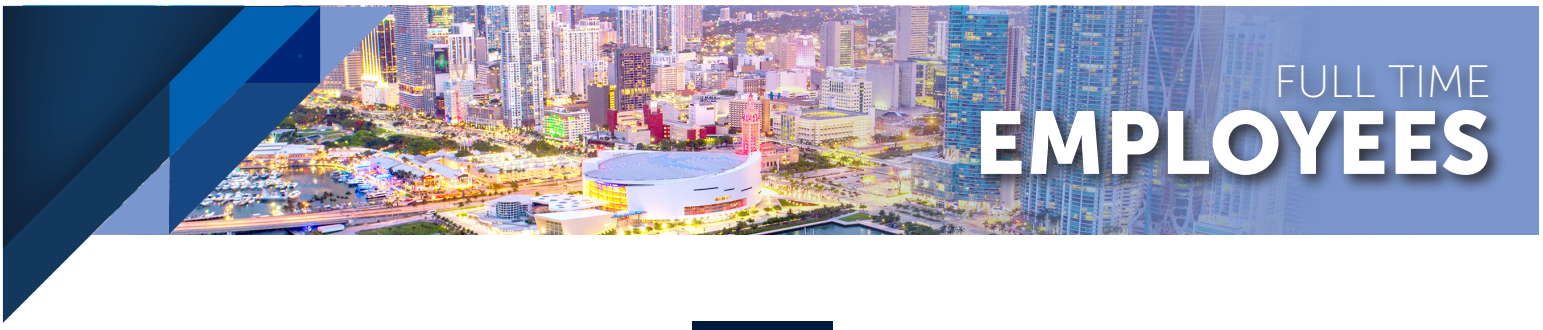
	FY 2019-20
Property Tax (City)	$5,494,758
Property Tax (County)	$3,388,946
Other Revenue	$0
All Expenditures	**$8,883,704**

Omni CRA

	FY 2019-20
Property Tax (City)	$17,506,696
Property Tax (County)	$10,793,318
Other Revenue	$25,745,377
All Expenditures	**$54,045,391**

Southeast Overtown/ Park West CRA

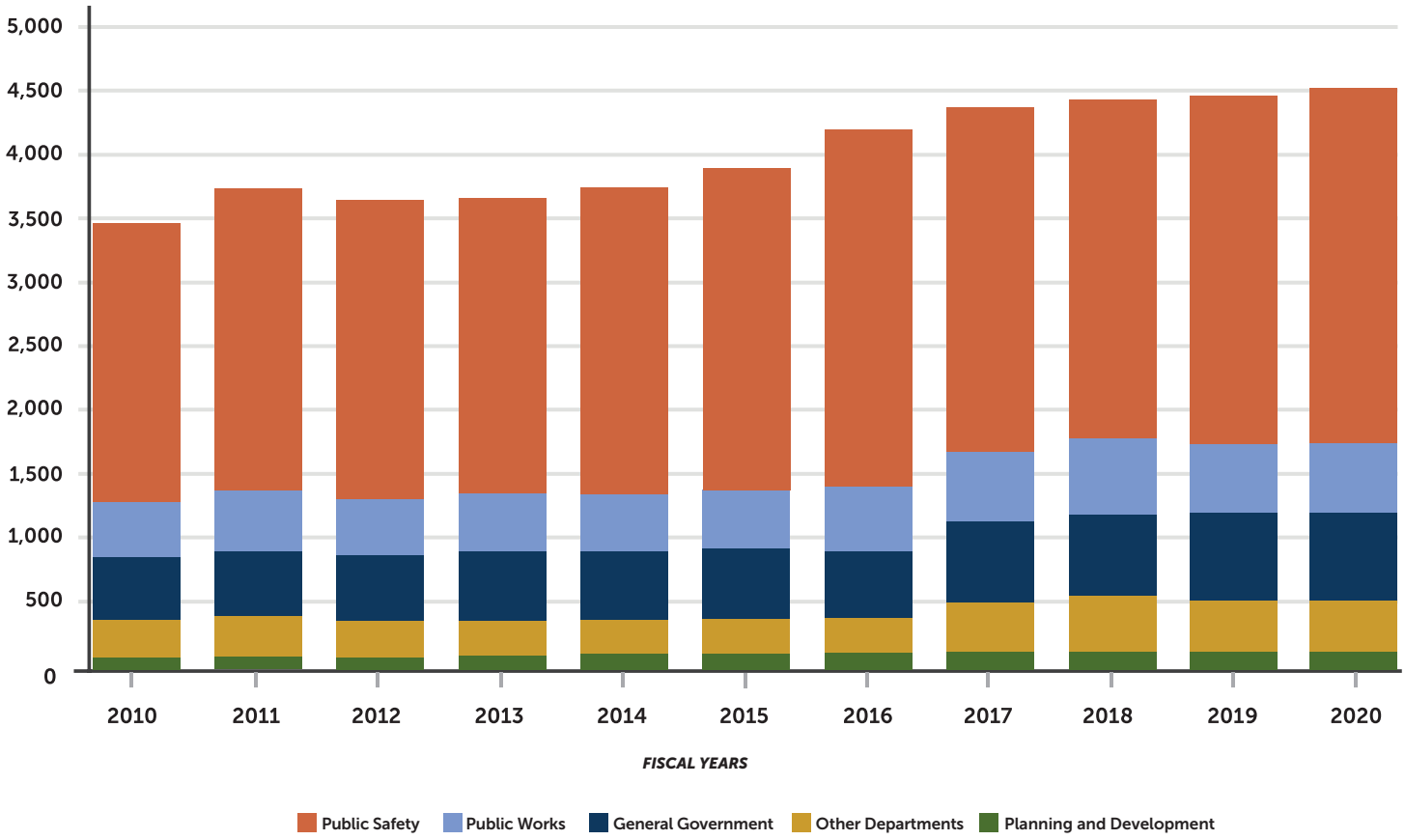
	FY 2019-20
Property Tax (City)	$12,458,736
Property Tax (County)	$7,672,148
Other Revenue	$46,142,357
All Expenditures	**$66,273,241**



FULL TIME EMPLOYEES

2010 to 2020

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Public Safety	2,161	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599	2,648	2692
Public Works	446	442	442	443	452	506	517	573	572	583	591
General Government	475	507	533	540	538	519	608	622	654	618	634
Other Departments	304	283	262	263	273	275	368	419	418	408	415
Planning and Development	96	101	111	124	126	135	138	152	169	179	185
TOTAL	**3,482**	**3,716**	**3,630**	**3,656**	**3,727**	**3,882**	**4,179**	**4,346**	**4,412**	**4,436**	**4,517**





HOW TO USE THIS BOOK
GENERAL

Introductory Section

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

Overview Section

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

Department Budgets

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

Appendices

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



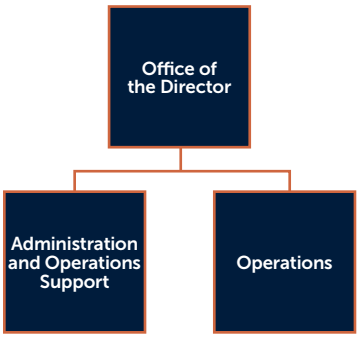
HOW TO USE THIS BOOK
DEPARTMENT PAGES

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

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

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

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



Department Expenditure Summary

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

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

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

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

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Projection	FY 2019-20 Target
Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees	Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	10	17	18	21
Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole	Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	9.10	10.75	10.35	14
	Position audits and reclassification completed (number)	240	234	127	200
	Average time for the completion of the Personnel Action Form cycle (days)	1.30	1.45	1.17	1.20

Expenditure by Object and Fund
A detailed summary of expenditures by account and by fund comparing the current budget to the prior years' budget.

BUDGET CALENDAR

January and February

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

March

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

April

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

May

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

June and July

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

September

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

October

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

INTRODUCTORY SECTION

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

City History



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

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

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

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

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

City History

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

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

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

In 1959, Cuban dictator Fulgencio Batista was deposed from power by Fidel Castro, another dictator. This caused a series of mass exoduses of people from Cuba to Miami. Hundreds of thousands of Cubans came to Miami thinking it would be a temporary home until their homeland would be freed from its communist regime. The U.S., planning an invasion of Cuba, recruited 1,400 Cuban exiles to assist in overthrowing Castro's government. 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 it residents worked hard to improve race relations, rebuild the City, and foster a sense of community.

In the 1990s, the City had already bounced back and transformed into a global metropolis bustling with international trade and populated by the largest proportion of foreign-born residents in the United States. No city in the United States, and few in the world, had been as profoundly affected by immigration in such a short period of time as Miami. In 1991 alone, $21.7 billion worth of goods were processed through the Miami

City History

customs district, and the development of a global financial structure in the City was boosted by the presence in Miami-Dade County of the highest concentration of foreign bank agencies in the southeastern United States.

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

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

In 2012, the Globalization and World Cities Research Network named Miami an Alpha city. An alpha city, also known as a global 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. More recently, the City of Miami announced a partnership with shared-workspace giant WeWork to offer discounts at City locations to entrepreneurs. The continued growth and forward thinking by the communities that make up the City of Miami aids 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 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 and voter approval of a $400 million general obligation bond, dubbed the "Miami Forever Bond", which will give 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, the former Secretary-General of the United Nations, and other prominent world and business leaders, to accelerate adaptation action and increase political support for building climate resilience.

Budget Methodology and Process

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

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

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

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

Budget Development

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

Operating Budget

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

Departments then update their department descriptions, accomplishments in the current year, and objectives for the upcoming year. These sections represent the business framework for determining each department's operating needs going forward. As part of the budget submission process,

Budget Methodology and Process

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

Once departments have completed their budget submissions, OMB reviews these submissions to ensure that they are void of material errors and that the budget presentation is cohesive and organized. In late April or early May, the OMB Director then organizes budget discussion sessions with the department directors and the City Manager for review and approval. Review and initial approval is conducted in an open forum format where department directors, the City Manager, and the OMB Director discuss funding availability and prioritized needs of the City overall. These allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied.

Capital Budget

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

Proposing the Budget

While the above noted processes are underway, in March or sooner, the Mayor delivers the State of the City Address setting general guidelines for the future. Goals identified in the City's Strategic Plan are also considered in prioritizing budget allocations. By mid-May, the Mayor, the City Manager, and the OMB Director complete their comprehensive review and initial approval of all budget submissions provided by the City departments. These budget submissions are then compiled and a Proposed Budget is presented no later than the first week of July.

Setting the Millage Rate

Once the proposed budget is presented, the millage rate or the rate to be applied to every $1,000 of taxable property value must be set by law. Florida statute Section 200.065, governs the setting of millage rates, adoption of budgets, and the timeframes to be followed for each. It requires that the City advise the Property Appraiser of its proposed millage rate within 35 days of the July 1st certification of property values so that the information can be included in the property owners Noticed of Proposed Property Taxes or Truth in Millage report (TRIM).

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.

Budget Methodology and Process

Approving the Budget

At the same time, a Revenue Estimating Conference is assembled to review revenue assumptions and estimates employed at that time by OMB. Once estimating conference suggestions are reviewed and applied to the budget document, it is presented to the Mayor and City Commission for ultimate ratification and approval by the City Commission in September. The City Commission tentatively approves and/or makes changes in the recommended budget in the first and second public budget hearings in September. The final adoption of the budget occurs in the second public budget hearing in September.

Monitoring the Budget

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

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

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

- A contingency reserve must be budgeted annually at $5 million.
- A Revenue Estimating Conference is to be established each year to review the initially proposed revenues included in the budget before final submission to the City Commission.
- Budgets must be structurally-balanced (i.e. one-time revenues must not be used for recurring expenses).
- 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.

Budget Methodology and Process

- Appropriations that are not expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year and are returned to the General Fund with the exception of the following City departments and offices:

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

Amending the Budget

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

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

Community Budget Meetings

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

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

Budget Methodology and Process



Financial Structure and Policies

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

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

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

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

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

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

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

Financial Management Principles

The following financial management principles are applied in formulating the City's annual budget:

(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.

(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

Financial Structure and Policies

lawful, and unless the Revenue Estimating Conference has determined that (a) the funds to be loaned will not be needed during the lending period, and (b) the funds for repayment will be available within a two-year period. Any actions taken to borrow funds under these conditions must be separately presented to and approved by the City Commission and the term of such borrowing shall not extend beyond the last day of the subsequent fiscal year.

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

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

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

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

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

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

Financial Structure and Policies

to capital improvements for the City's public facilities, subject to appropriation by the City Commission.

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

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

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

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

Financial Structure and Policies

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

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

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

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

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

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

(7) Multi-year Financial Plan. The City Commission shall annually adopt a five-year financial plan by September 30th of each year, reflecting as the base year, the current year's budget. Such 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

Financial Structure and Policies

capital improvements upon their completion. The CIP shall include a component reflecting all on-going approved capital projects of the City, the date funded, amount budgeted, amount spent since the start date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project, and estimated completion date. Approved projects, with circumstances that arise which change the funding requirements of the project, shall be addressed in the CIP annually.

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

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

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

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

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

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

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

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

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

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

Financial Structure and Policies

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

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

c. Budget development and adjustments: Such policy shall establish proper budgetary preparation procedures and guidelines, calendar of events, planning models by fund, budget adjustment procedures, establishment of rates and fees, indirect costs/interest income and the estimating conference process. The proposed budget should be scheduled to allow sufficient review by the Mayor and City Commission while allowing for sufficient citizen input.

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

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

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

(12) Evaluation Committees.

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

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

Financial Structure and Policies

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

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

OVERVIEW SECTION

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- Governmental Funds Overview
- Consolidated Budget Overview
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City of Miami Strategic Plan Overview

FY 2019 – FY 2021

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 first three-year plan was launched in September 2014. The plan, updated annually, was revamped to reflect three priority areas identified as strategic to the City's success. The priority areas: *Quality of Life, Resilience, and Pathway to Prosperity* are the foundation of the plan and basis from which each department will align their business.



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

This process informed the plan's underlying goals and objectives. The goals and objectives allow the City to be more transparent about its focused efforts. The City's progress toward the plan will be communicated through department strategies and 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 new goals (five per priority area), and each goal 45 new objectives (three per goal).

Strategic Planning and the Budget

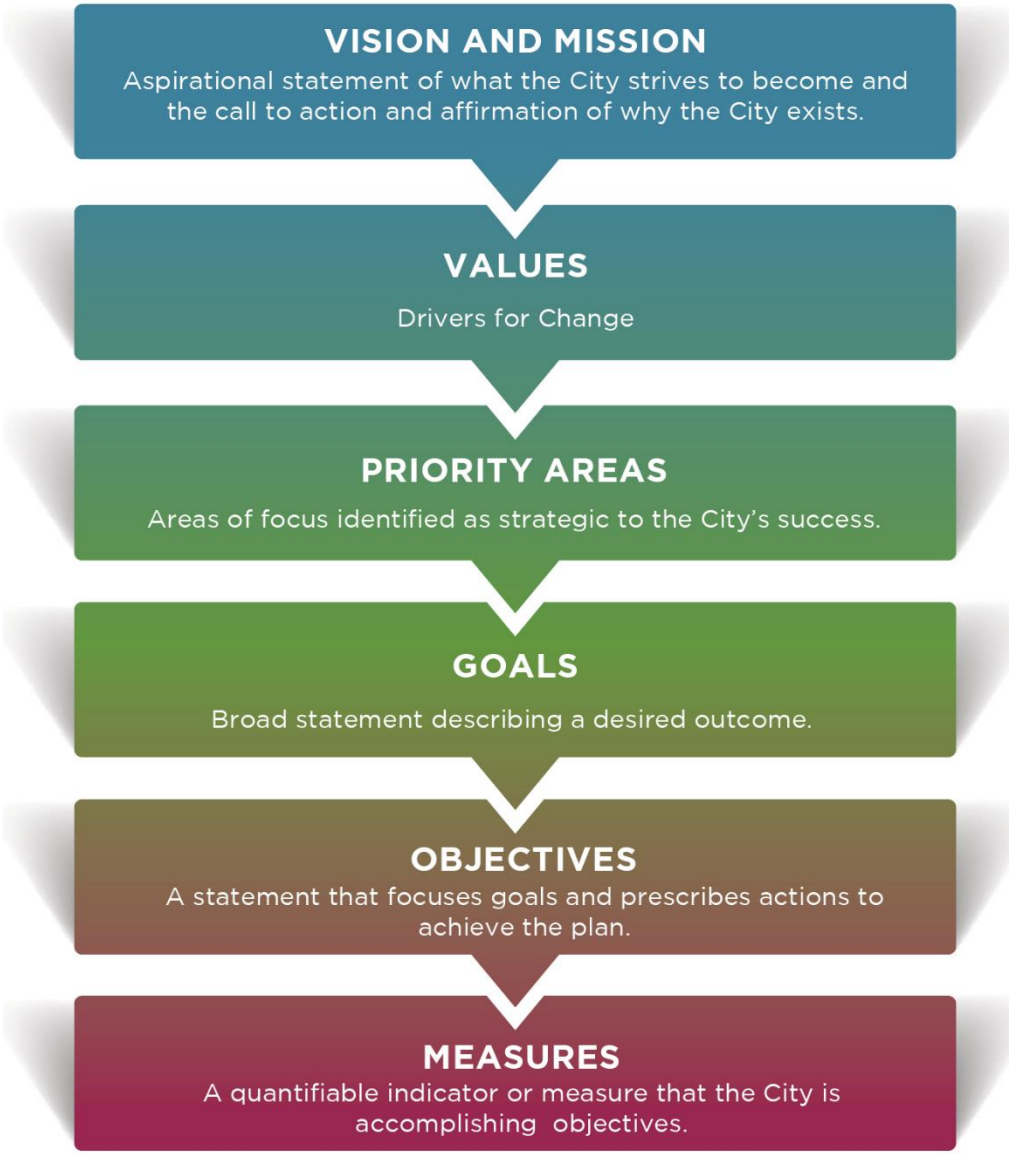
Using this specially tailored Strategic Plan, the City aligns spending to address resident priorities. As part of the City's budget process, each department is aligned to a primary priority area and goal with specific objectives. This alignment defines how each department will advance the City forward.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

FY 2019 – FY 2021

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

Strategic Framework



City of Miami Strategic Plan Overview

FY 2019 – FY 2021

VISION STATEMENT

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

MISSION STATEMENT

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

VALUE STATEMENTS

Innovative

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

Morality

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

Professionalism

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

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

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

City of Miami Strategic Plan Overview

FY 2019 – FY 2021

PRIORITY AREA: 1. QUALITY OF LIFE

Goal: 1.1 Deliver efficient and effective services.

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

Goal: 1.2 Create and enhance shared civic spaces.

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

Goal: 1.3 Enhance mobility and transportation options.

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

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

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

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

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

City of Miami Strategic Plan Overview

FY 2019 – FY 2021

PRIORITY AREA: 2. RESILIENCE

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

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

2.1.2 Quantify the City's impact on climate change.

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

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

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

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

2.2.3 Improve internal capacity, coordination and communications.

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

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

2.3.2 Update and implement waterfront design standards.

2.3.3 Accelerate investment in features along waterfront.

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

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

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

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

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

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

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

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

City of Miami Strategic Plan Overview

FY 2019 – FY 2021

PRIORITY AREA: 3. PATHWAY TO PROSPERITY

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

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

Goal: 3.2 Establish a supportive environment for small businesses.

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

Goal: 3.3 Foster and promote job training and education.

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

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

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

Goal: 3.5 Increase and enhance housing options.

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

Governmental Funds Overview

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

Fiscal Year 2017-18

At the end of the prior fiscal year, the City's total General Fund balance was $187.463 million. Of this amount, the City had approximately $123.053 million retained as designated fund balance, which included $82.882 million as restricted, approximately $2.155 million was recorded as non-spendable for prepaid expenses, approximately $38.016 million was designated as assigned fund balance, and approximately $64.411 million was unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The City's General Fund's fund balance had a net increase of approximately $27.320 million during the past fiscal year. Although revenues saw an increase of $44.800 million, expenditures also increased by $27.680 million and transfers-in decreased by $5.909 million. Significant revenue increases included property taxes (10.3 percent) and intergovernmental revenues (4.53 percent). These revenue increases reflected an improvement in the local economy which appears to have now fully recovered. Investment earning also increased significantly (94.5 percent) reflecting an improvement in market conditions and higher federal interest rates. Expenditure increases were seen in the General Fund functions: General Government, Planning and Development, Public Works, and Public Safety. In each of these areas the increased expenditures were primarily attributed to increases in retirement contributions and payroll related expenditures.

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

The Impact Fee Fund had a fund balance of $80.840 million. The increase in fund balance of $7.610 million from the prior year resulted primarily from impact fees associated with an increase in High Rise Residential Units.

The Other Capital Project Fund had a fund balance of $141.142 million. This represented an increase of approximately $25.295 million. The increase could be attributed of debt to fund the vehicle lease program and transfers from the General Fund to fund capital projects.

The Emergency Services Fund had a fund balance of approximately $17.474 million deficit. This represented a decrease of approximately $17.256 million. The decrease was attributed to expenditures related to Hurricane Irma.

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2018

	Major Funds					
	General	Other Capital Projects	Impact Fee	Emergency Services	Non-Major Governmental Funds	Total Governmental Funds
Revenues						
Property Taxes	$ 325,267,816	$ -	$ -	$ -	$ 71,980,058	$ 397,247,874
Franchise and Other Taxes	113,992,902	-	-	-	-	113,992,902
Licenses and Permits	73,313,619	-	-	-	443,167	73,756,786
Fines and Forfeitures	13,887,391	-	-	-	1,751,137	15,638,528
Intergovernmental Revenues	69,954,774	9,069,762	-	7,871,353	69,453,410	156,349,299
Charges for Services	117,481,066	293,789	-	-	15,957,803	133,732,658
Investment Earnings (Loss)	5,808,378	-	1,343,045	-	2,529,919	9,681,342
Impact Fees	-	-	20,861,463	-	-	20,861,463
Other	19,057,070	7,840	-	6,026,328	5,521,533	30,612,771
Total Revenues	738,763,016	9,371,391	22,204,508	13,897,681	167,637,027	951,873,623
Expenditures						
Current Operating:						
General Government	104,803,715	1,472,090	5,355	94,791	10,847,257	117,223,208
Planning and Development	20,566,954	910,416	-	242	1,048,929	22,526,541
Community Development	1,566,902	76,967	-	2,286	26,685,844	28,331,999
Community Redevelpment Areas	-	-	-	-	33,972,903	33,972,903
Public Works	77,187,997	1,359,266	79,526	20,471,907	14,151,274	113,249,970
Public Safety	370,435,719	703,198	948,037	8,136,092	18,108,149	398,331,195
Public Facilities	11,690,124	979,204	-	940,713	4,488,059	18,098,100
Parks and Recreation	46,354,888	2,173,032	2,484,720	1,060,619	1,898,365	53,971,624
Debt Service:						
Principal	-	-	-	-	53,599,962	53,599,962
Interest and Other Charges	-	-	-	-	35,299,145	35,299,145
Capital Outlay	2,625,162	43,144,617	11,077,252	447,004	23,527,631	80,821,666
Total Expenditures	635,231,461	50,818,790	14,594,890	31,153,654	223,627,518	955,426,313
Excess (Deficiency) of Revenues Over (Under) Expenditures	103,531,555	(41,447,399)	7,609,618	(17,255,973)	(55,990,491)	(3,552,690)
Other Financing Sources (Uses)						
Transfers In	6,163,609	42,706,976	-	-	69,886,943	118,757,528
Transfers Out	(82,653,000)	(476,000)	-	-	(35,628,527)	(118,757,527)
Proceeds from Sale of Property	277,969	-	-	-	-	277,969
Proceeds Received from Refunding	-	-	-	-	83,045,000	83,045,000
Payment To Escrow Agent For Refunding	-	-	-	-	(74,105,000)	(74,105,000)
Issuance of Debt	-	24,511,675	-	-	25,000,000	49,511,675
Total Other Financing Sources (Uses)	(76,211,422)	66,742,651	-	-	68,198,416	58,729,645
Net Changes in Fund Balances (Deficit)	27,320,133	25,295,252	7,609,618	(17,255,973)	12,207,925	55,176,955
Fund Balances (Deficit) - Beginning	160,143,418	115,846,951	80,840,498	(218,262)	210,179,729	566,792,334
Fund Balances (Deficit) - Ending	$ 187,463,551	$ 141,142,203	$ 88,450,116	$ (17,474,235)	$ 222,387,654	$ 621,969,289

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2019-20 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.137 billion.

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

Basis of Budgeting

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

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

General Fund

This is the general operating fund for the City. This fund includes expenditures related to general City government services such as police, fire, public works, building, and parks and recreation services. The FY 2019-20 Budget for the General Fund is $808.633 million. This represents an increase of $45.631 million or 6.0 percent as compared to the FY 2018-19 Adopted Budget. Included in the General Fund are several subfunds such as Solid Waste, Real Estate and Asset Management, Building, Transportation Reserve, General Services Administration, and Risk Management.

Special Revenue Funds

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

- Bayfront/Riverfront Land Acquisition Rouse Trust
- City Clerk Services
- Community Development
- Departmental Improvement Initiatives
- Emergency Services
- Fire-Rescue Services
- General Special Revenue
- Homeless Program
- Human Services

Consolidated Budget Overview

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

The FY 2019-20 Budget for all Special Revenue Funds is 161.186 million. This represents a decrease of $6.520 million or 4.0 percent as compared to the FY 2018-19 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 2019-20 Budget for the Debt Service Fund is $78.113 million. This represents an increase of $4.290 million or 5.8 percent as compared to the FY 2018-19 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 2019-20 Budget for the Internal Service Fund (ISF) is $89.448 million. This represents a decrease of $10.868 million or 10.8 percent as compared to the FY 2018-19 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 2019 - 20 General Fund Budget total is $808.663 million. This represents an increase of $45.631 million or 6.0 percent over the FY 2018 - 19 Adopted Budget.

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

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 31, 2019 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 2018 - 19 Adopted Budget:

	FY 2018-19 Adopted	FY 2019-20 Proposed	FY 2019-20 Proposed%	Change $ + / (-)	Change % + / (-)
Property Taxes	359,685,000	396,441,000	49.03%	36,756,000	10.22%
Franchise Fees and Other Taxes	115,757,000	115,481,000	14.28%	(276,000)	(0.24%)
Interest	3,623,000	7,150,000	0.88%	3,527,000	97.35%
Transfers-IN	5,348,000	3,862,000	0.48%	(1,486,000)	(27.79%)
Fines and Forfeitures	5,460,000	5,904,000	0.73%	444,000	8.13%
Intergovernmental Revenues	77,579,000	81,856,000	10.12%	4,277,000	5.51%
Licenses and Permits	67,037,000	67,905,000	8.40%	868,000	1.29%
Other Revenues (Inflows)	10,241,000	7,365,000	0.91%	(2,876,000)	(28.08%)
Charges for Services	118,272,000	122,669,000	15.17%	4,397,000	3.72%
Total Revenue (Inflows)	763,002,000	808,633,000	100.00%	45,631,000	5.98%

Property Taxes consist primarily of real and personal property taxes and accounts for 49.1 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 2018 - 19 Budget includes $396.441 million in anticipated property tax revenues. This represents an increase of $36.756 million or 10.2 percent over the FY 2018 - 19 Adopted Budget. This is based on a 2019 gross taxable value of $58.962 billion which is 0.02 mills lower than the prior year millage rate. The operating millage rate of 7.5665 mills at a

General Fund Overview

95 percent collection rate adjusted by $37.013 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). The tax roll grew by 10.5 percent. All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is proposed in accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007 and will require four out of five votes of the Commissioners in office to passat 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 14.5 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 2019-20 Budget includes $117.430 million in anticipated collections from this category. This represents an increase of $1.673 million or 1.5 percent over the FY 2018-19 Adopted Budget. This increase is primarily due to higher than anticipated collection, based on a three-year trend. Part of the increase is due to higher electrical franchise fee collection in accordance with the settlement with Florida Power and Light dated July 27, 2017 that will be used to repay a future financing to pay the City's portion of undergrounding transmission lines.

Interest consists primarily of interest earned on funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided that such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions; revenue and excise tax bonds of the various municipalities of the State of Florida; negotiable certificates of deposit; bankers' acceptance drafts; money market investments; the State Board of Administration Investment Pool; and prime commercial paper. This category also includes gains or losses on such investments. The FY 2019-20 Budget includes $7.150 million in anticipated collections from this category. This represents an increase of $3.527 million or 97.4 percent over the FY 2018-19 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 2019-20 Budget includes $3.862 million in anticipated revenues. This represents a decrease of $1.486 million or 27.8 percent over the FY 2018-19 Adopted Budget. For a more detailed explanation, see the schedule of "All Transfers".

Fines and Forfeitures consist primarily of revenues derived from the collection of penalties for statutory offenses, violation of administrative rules, and neglect of lawful duties. This category also includes revenues from confiscated property and court fees. The FY 2019-20 Budget includes $5.904 million in anticipated revenues, an increase of $444,000 or 8.1 percent over the FY 2018-19 Adopted Budget due to historical trend.

Intergovernmental Revenues consist of revenues received from federal, state, and other local government sources which are used to (a) support the statute or budget which requires expending them, or (b) represent the City's proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2019-20 Budget

General Fund Overview

includes $79.762 million in anticipated revenues and accounts for 9.9 percent of the total General Fund revenue budget. This represents an increase of $2.183 million or 2.8 percent over the FY 2018 - 19 Budget. This is primarily due increased revenues from the Miami Parking Authority ($1.2 million), increase Half Cent Sales Tax revenue ($2.95 million) , and Municipal Revenue Sharing ($1.8 million) that are off set by a decrease in Shared Revenues from Other Local Units and State Pension Payment.

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 2019-20 Budget for Licenses and Permits is $67.905 million. This amount represents an increase of $868,000 or 1.3 percent as compared to the FY 2018 - 19 Adopted Budget.

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2019 - 20 Budget for Other Revenues is $7.365 million. This amount represents a decrease of $2.876 million or 28.1 percent as compared to the FY 2018 - 19 Adopted Budget. This decrease is primarily due to permit revenue collections in Public Works that are lower than anticipated.

Charges for Services consist of revenues derived from charges for the use of certain City services and accounts for 15.5 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 2019 - 20 Budget includes $121.644 million in anticipated Charges for Services, an increase of $3.372 million or 2.9 percent as compared to the FY 2018 - 19 Adopted Budget. This increase is primarily due to improved revenue collections for Parking Surcharge ($1.7 million), rental revenue in DREAM ($1.5 million), and reimbursement to Fire-Rescue for the Public Emergency Medical Transportation Program ($1.2 million).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2019 - 20 General Fund Budget Total is $808.633 million. This represents an increase of $45.631 million or 6.0 percent over the FY 2018 - 19 Adopted Budget.

	FY 2018-19 Adopted	FY 2019-20 Proposed	FY 2019-20 Proposed%	Change $ + / (-)	Change % + / (-)
Salaries	339,415,000	377,194,000	46.65%	37,779,000	11.13%
Retirement Contributions	47,094,000	55,333,000	6.84%	8,239,000	17.49%
Police and Fire - FIPO	61,892,000	68,080,000	8.42%	6,188,000	10.00%
Secondary Pension Contributions	10,832,000	10,443,000	1.29%	(389,000)	(3.59%)
Life and Health Insurance	48,160,000	38,854,000	4.80%	(9,306,000)	(19.32%)
Health Trust - FOP	16,710,000	15,499,000	1.92%	(1,211,000)	(7.25%)
IAFF Health Insurance Trust	0	18,574,000	2.30%	18,574,000	*
Workers' Compensation	18,896,000	19,901,000	2.46%	1,005,000	5.32%
Operating Expense	110,252,000	117,695,000	14.55%	7,443,000	6.75%
Capital Outlay	1,483,000	1,731,000	0.21%	248,000	16.72%
Non-Operating Expense	53,398,000	22,959,000	2.84%	(30,439,000)	(57.00%)
Transfers - OUT	54,870,000	62,370,000	7.71%	7,500,000	13.67%
Total Expenditures (Outflows)	763,002,000	808,633,000	100.00%	45,631,000	5.98%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2019 - 20 General Fund Budget:

Salaries increased $38.287 million or 11.3 percent. The is due primarily to normal step progression of members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) ($133,000); ratification of a new collective bargaining agreement plus normal step progression and across the board increases for members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) ($13.519 million); ratification of a new collective bargaining agreement plus normal step progression and across the board increases for members of members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) ($10.466 million); ratification of a new collective bargaining agreement plus normal step progression for members of members of the Miami International Association of Firefighters (AFL - CIO Local 587) ($10.723 million); and an average of five percent salary increase plus a 2 percent across the board for all non - bargaining employees ($1.955 million).

Retirement Contributions increased $8.135 million or 17.3 percent due to the City's actuarial required contribution to the General Employees' and Sanitation Employees' Retirement Trust (GESE), Elected Officers' Retirement Trust (EORT), and Section 401(a) plan.

Police and Fire – FIPO contributions increased by $6.188 million or 10.0 percent due to the City's actuarial required contribution.

General Fund Overview

Secondary Pension Contribution estimate is projected to be lower than the FY 2018 - 19 as past actual expenditure have trended lower than the budgeted amount.

Life and Health Insurance increased by $9.268 million or 19.2 percent primarily due to the continuing trend ofincreases in pharmacy and medical claim cost.

Health Trust - FOP decreased by $1.211 million or 1.9 percent primarily due to a decrease in plan costs.

Workers' Compensation increased $1.005 million or 5.3 percent due to medical inflation.

Operating Expense increased $6.573 million or 6.0 percent primarily due to increase in budget for Other Contractual Services and Information Technology Repair and Maintenance Services.

Non - Operating Expense decreased $28.5 million or 53.4 percent primarily due to the depletion in the Labor Negotiation and Mediation reserve due ratification of collective bargaining agreements with three of the City's four labor unions.

Transfers - Out increased by $5.155 million or 9.4 percent primarily due to increased contribution to Special Obligation Bonds.

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 20 percent of the average of general revenues (excluding transfers) over the prior three years.

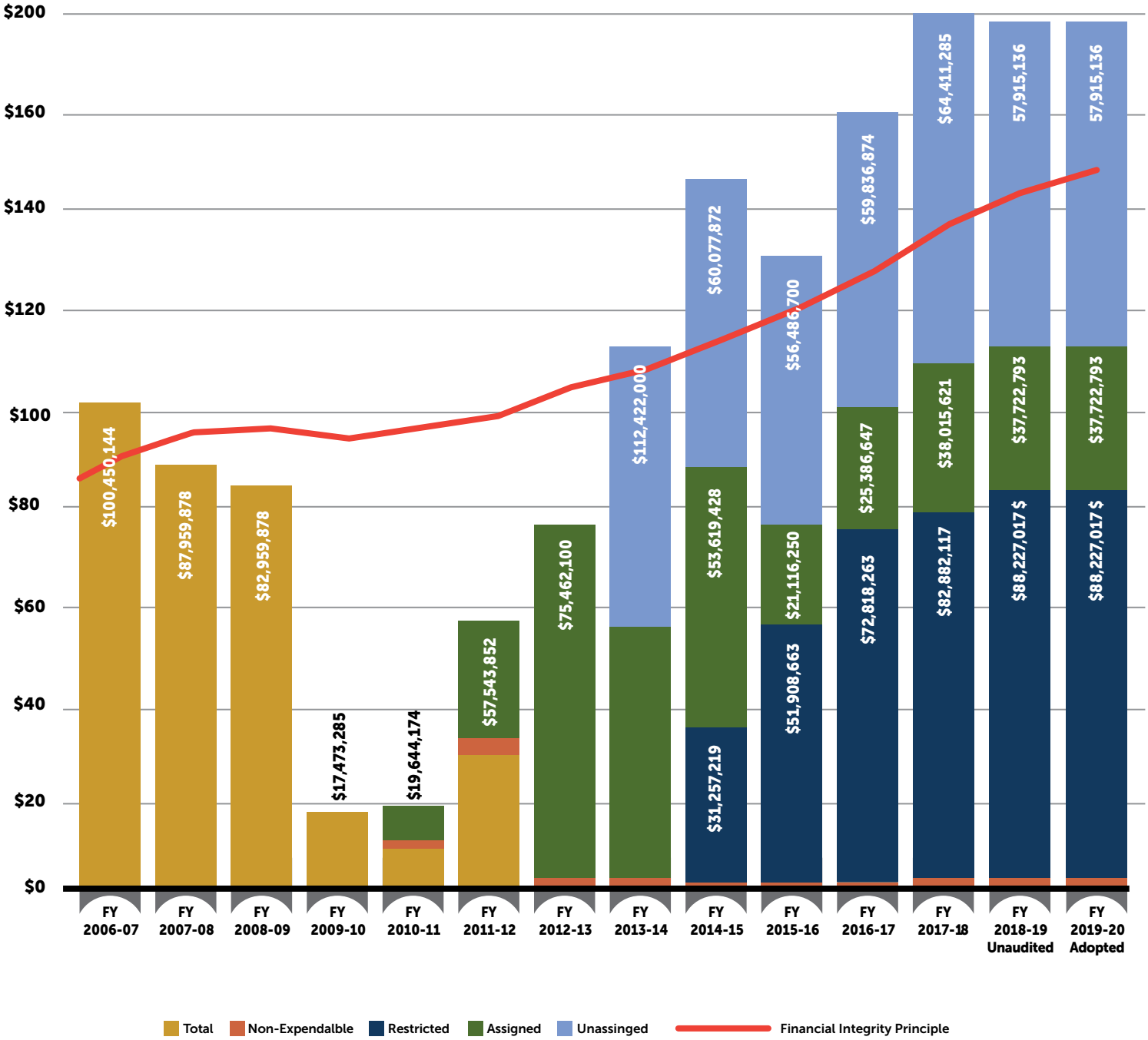
> *"The City shall retain **unassigned** fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers)…*
>
> *The City shall retain **designated** fund balance reserves equal to ten percent of the prior three years average of general 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 (GASB). 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 2017-18, the City's total General Fund balance was $187.463 million. Of this amount, the City has approximately $123.053 million retained as designated fund balance, that includes $82.882 million as restricted funds, approximately $2.155 million for prepaid expenses, and approximately $38.016 million is designated as assigned fund balance. The remaining portion of approximately $64.411 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund balance had a net increase of approximately $27.320 million during the current fiscal year. Although revenues saw an increase of $44.790 million, expenditures also increased by $27.680 million and transfers in decreased by $5.909 million. Significant revenue increases included property taxes (10.3 percent) and intergovernmental revenues (4.5 percent). These revenue increases reflect an improvement in the local economy which appears to have now fully recovered. Investment earnings also increased significantly (94.5 percent) reflecting an improvement in market conditions and higher federal interest rates. Expenditure increases are seen in the general fund functions, General Government, Planning and Development, Public Works, and Public Safety. In each of these areas the increased expenditures are primarily attributed to increases in retirement contributions and payroll related expenditures.



GENERAL FUND BALANCE HISTORY



General Fund Report

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

	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual
Revenues				
Property Taxes	239,634,079	262,607,953	294,888,735	325,267,816
Franchise and Other Taxes	107,114,393	107,436,744	111,740,819	113,992,902
Licenses and Permits	65,001,840	70,586,809	72,542,186	73,313,619
Fines and Forfeitures	12,629,413	15,074,723	15,861,887	13,887,391
Intergovernmental Revenues	62,915,749	65,515,561	66,924,951	69,954,774
Charges for Services	103,222,339	106,597,140	115,954,235	117,481,066
Interest (Investment Earnings (Loss)	4,212,610	2,662,789	2,986,388	5,808,378
Other Departments	4,750,543	8,412,526	13,064,144	19,057,070
Total Revenues	599,480,966	638,894,245	693,963,345	738,763,016
Expenditures				
Current Operating:				
General Government	81,745,224	85,229,772	98,088,311	104,803,715
Planning and Development	15,268,546	15,955,460	16,952,966	20,566,954
Public Works	67,204,054	71,692,400	72,715,761	77,187,997
Public Safety	301,026,691	341,774,004	359,124,724	370,435,719
Public Facilities	7,570,284	8,152,975	12,247,719	11,690,124
Parks and Recreation	30,801,698	36,095,677	42,170,266	46,354,888
Community Development		2,252,167	3,234,464	1,566,902
Capital Outlay	4,444,801	4,391,433	3,016,412	2,625,162
Total Expenditures	508,061,298	565,543,888	607,550,623	635,231,461
Excess (Deficiency) of Revenues Over Expenditures	91,419,668	73,350,357	86,412,722	103,531,555
Other Financing Sources (Uses)				
Transfers-In	4,845,974	4,205,760	12,073,226	6,163,609
Transfers-Out	(61,596,103)	(93,881,200)	(70,651,100)	(82,653,000)
Proceeds from Sale of Property	312,586	441,720	787,221	277,969
Total Other Financing Sources (Uses)	(56,437,543)	(89,233,720)	(57,790,653)	(76,211,422)
Net Changes in Fund Balances	34,982,125	(15,883,363)	28,622,069	27,320,133
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	112,422,587	147,404,712	131,521,349	160,143,418
Fund Balances (Deficit) - Ending	$ 147,404,712	$ 131,521,349	$ 160,143,418	$ 187,463,551

Special Revenue Funds Overview

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

Special Revenue Fund	General Fund Department
Bayfront/Riverfront Land Acquisition Rouse Trust	Real Estate and Asset Management
City Clerk Services	City Clerk
Community Development	Housing and Community Development
Departmental Improvement Initiatives	Building, City Manager, Commissioners, Grants Administration, Management and Budget, and Mayor
Emergency Services	Fire-Rescue
Fire-Rescue Services	Fire-Rescue
General Special Revenues	General Services Administration, Innovation and Technology, and Resilience and Public Works
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	Capital Improvements and Resilience and Public Works
Tree Trust	Planning

As specified by Ordinance No. 13801, a new Special Revenue Fund was created in FY 2018-19 entitled Sport Facilities and Activities to account for all the activities previously administered by the abolished Miami Sports and Exhibition Authority (MESA); it is now being administered by the Department of Real Estate and Asset Management.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Budget	FY 2019-20 Budget
Begin Date:	10/1/2015	10/1/2016	10/1/2017	10/1/2018	10/1/2019
Beginning Fund Balance	**$77,055,400**	**$81,910,700**	**$80,906,000**	**$65,162,000**	**$65,162,000**
Revenues/Inflows					
Interest	103,900	148,000	196,000	17,000	26,000
Transfers-In	14,223,900	23,651,000	17,093,000	13,778,000	7,083,000
Fines and Forfeitures	1,947,400	1,866,000	1,751,000	1,350,000	1,050,000
Intergovernmental Revenues	60,888,100	59,260,000	71,633,000	59,923,000	69,012,000
Licenses and Permits	1,239,800	489,000	443,000	1,095,000	1,133,000
Other Revenues/Inflows	1,672,300	1,019,000	7,140,000	72,006,000	65,532,000
Charges for Services	20,946,400	14,480,000	15,516,000	13,669,000	10,951,000
Total Revenues/Inflows	**101,021,800**	**100,913,000**	**113,772,000**	**161,838,000**	**154,787,000**
Expenditures/Outflows					
General Government	18,042,300	22,214,000	7,966,000	12,055,000	9,785,000
Planning and Development	548,200	1,172,000	1,047,000	19,128,000	24,179,000
Community and Economic Development	25,417,300	25,825,000	26,688,000	51,845,000	50,061,000
Public Works	2,049,000	7,319,000	34,258,000	24,985,000	23,552,000
Public Safety	15,544,900	16,989,000	26,243,000	32,804,000	31,303,000
Public Facilities	5,520,200	3,315,000	5,427,000	6,868,000	6,495,000
Parks and Recreation	1,079,000	1,473,000	2,069,000	1,116,000	1,047,000
Debt Service	-	-			
Capital Outlay	3,798,900	1,636,000	4,253,000		
Transfers-Out	24,166,700	21,975,000	21,565,000	13,037,000	8,365,000
Total Expenditures/Outflows	**96,166,500**	**101,918,000**	**129,516,000**	**161,838,000**	**154,787,000**
Revenues/Inflows Over(Under) Expenditures/Outflows	4,855,300	(1,005,000)	(15,744,000)	-	-
Fund Balance Restated	77,055,400	81,911,000	80,906,000		
Ending Fund Balance	**81,910,700**	**80,906,000**	**65,162,000**	**65,162,000**	**65,162,000**
End Date:	9/30/2016	9/30/2017	9/30/2018	9/30/2019	9/30/2020

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 2019-20 Budget for the Debt Service Funds is $78.113 million.

Neither state law nor the City Charter provide limits on the amount of debt that may be incurred. Therefore, the City has a Debt Management Policy that establishes debt ratio targets to provide flexibility to meet future Capital needs and not affect the Operating Budget. The three ratios that have been established are: General Government Debt Service as a percentage of Non-Ad Valorem General Fund revenues of less than or equal to 15 percent, Net Debt per Capita of less than or equal to $2,000 per resident, and Net Debt to Taxable Assessed Value less than or equal to five percent. As an example, in FY 2017-18 the City's total net debt was 1.88 percent of the total debt limit of $7.700 billion using the Net Debt to Taxable Assessed Value ratio, which is below the five percent target.

General Obligation Bonds

Payment of debt service on general obligation bonds is 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, 2019. All general obligation bonds are voter-approved and used for specific projects or purchases. The FY 2019-20 Budget for debt service for general obligation bonds is $24.055 million with a millage rate of 0.4235. The maximum annual debt service payment is $8.800 million in FY 2027-28 with a final maturity in FY 2027-28, and does not yet include the first tranche of the Miami Forever Bond.

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 2019-20 Budget for debt service on special obligation bonds is $54.058 million, which is comprised of $41.620 million of Transfers-In from General Fund, $2.683 million from Special Revenue Fund, $4.231 million from Omni Community Redevelopment Agency, $3.495 million from the Miami-Dade County Convention Development Tax (CDT), and $2.029 million of prior year fund balance. The maximum annual debt service payment is $54.058 million in FY 2019-20 with a final maturity in 2039.

Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual
Revenue				
Property Taxes	24,848,727	25,661,731	26,964,194	28,017,811
Other Revenues	-	2,144	29,765	32,876
Total Revenues	24,848,727	25,663,875	26,993,959	28,050,687
Expenditures				
General Government	10,666	181,582	276,915	9,557
Principal	12,339,949	14,908,304	17,145,000	20,255,000
Interest	13,741,375	12,655,706	9,490,770	3,941,109
Total Expenditures	26,091,990	27,745,592	26,912,685	24,205,666
Excess (Deficiency of Revenue Over Expenditures)	(1,243,263)	(2,081,717)	81,274	3,845,021
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	-	3,720,649	2,050,000	-
Net Change in Fund Balance	(1,243,263)	1,638,932	2,131,274	3,845,021
Fund Balance - Beginning of Year	3,053,873	1,810,610	3,449,542	5,580,816
Fund Balance - End of Year	1,810,610	3,449,542	5,580,816	9,425,837

Debt Service Funds - Special Obligation: FY 2019-20 Debt Payments		
Total Transfers-In		
Description	**Amount**	**Funding Source**
Non-Ad Valorem Revenue Bonds Series 1995 (Pension)	4,059,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2009 (Pension)	6,309,000	General Fund - Public Service Tax
Sunshine State Loan Refinancing - 2011A	3,984,000	General Fund - Public Service Tax
Port of Miami Tunnel Series 2012	4,231,000	CRA - Omni
Special Obligation Refunding Bonds Series 2014	1,168,000	General Fund - Public Service Tax
Lease/purchase of vehicles /Santander Financing	6,789,000	General Fund
Citywide Radio Communication System P25	1,862,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	4,758,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding(2009) Note Series 2017	451,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	2,183,000	General Fund -State Share Revenues
FDEP Loan Wagner Creek	1,144,000	General Fund -Storm Water Utilities
Streets and Sidewalks Series 2018A Ref (2007)	1,251,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2018A Ref (2007)	3,589,000	General Fund -Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	588,000	General Fund -Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	2,364,000	Transportation and Transit
Streets and Sidewalks Series 2018C Ref	573,000	General Fund -Parking Surcharge
Marlins Retail 2010B Refunding 2018	319,000	Parking Revenue
Dell Financial Services Lease 2018	83,000	General Fund
Vehicle Lease to Own Program	2,829,000	General Fund
Total Transfers-In	**48,534,000**	
Other Revenues		
Description	**Amount**	**Funding Source**
Marlins Garage 2010A	2,880,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	615,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B	505,000	Fund Balance
Marlins Garage 2010A	1,524,000	Fund Balance
Total - Other Revenues	**5,524,000**	
Total - Special Obligation Bonds	**54,058,000**	

Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2014-15 Actual	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual
Revenue				
Intergovernmental Revenues	3,000,000	4,083,335	4,000,002	4,000,000
Other Revenues	29,429	24,088	60,370	130,351
Total Revenues	3,029,429	4,107,423	4,060,372	4,130,351
Expenditures				
Current Operating:				
General Government		26,000	99,192	374,893
Principal	6,049,407	11,443,117	23,418,297	30,494,962
Interest	27,180,218	22,354,597	21,651,860	28,993,375
Total Expenditures	33,229,625	33,823,714	45,169,349	59,863,230
Excess (Deficiency of Revenue Over Expenditures)	(30,200,196)	(29,716,291)	(41,108,977)	(55,732,879)
Other Financing Sources (Uses):				
Transfers-In	36,221,935	35,510,100	37,991,500	43,805,000
Transfers-Out			(2,971,099)	
Issuance of Debt			129,100	8,940,000
Total Other Financing Sources (Uses)	36,221,935	35,510,100	35,149,501	52,745,000
Net Change in Fund Balance	6,021,739	5,793,809	(5,959,476)	(2,987,879)
Fund Balance - Beginning of Year	29,236,224	35,257,963	41,051,772	35,092,296
Fund Balance - End of Year	35,257,963	41,051,772	35,092,296	32,104,417

Debt Service Funds - Outstanding Debt

The following presents the City's bonds, loans, and leases outstanding at September 30, 2018

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
Homeland Defense/Neighborhood CIP Series 2009 (Limited)	Homeland Defense	1/1/2019	$ 51,055,000	$ 2,460,000	5.000%
General Obligation Refunding Bond Series 2015	Refunding	1/1/2028	57,240,000	52,910,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	99,015,000	2.170%
Total General Obligation Bonds			222,675,000	154,385,000	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	10,935,000	7.200%
Special Obligation Non-Ad Valorem Refunding Bonds Series 2009	Refunding	12/1/2025	37,435,000	13,120,000	6.750%- 7.000%
Special Obligation Tax-Exempt Revenue Bonds Series 2010A	Parking	7/1/2039	84,540,000	84,540,000	5.000%-5.250%
Special Obligation Tax Revenue Bonds, Garages Series 2010B	Parking	7/1/2027	16,830,000	925,000	5.9375%
Special Revenue Bonds Series 2007	Street & Sidewalks	1/1/2037	80,000,000	63,595,000	4.250%-5.250%
Special Revenue Bonds Series 2009	Street & Sidewalks	1/1/2039	65,000,000	56,725,000	4.25%-5.625%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	38,065,000	5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645,000	11,120,000	4.794%-4.973%
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	25,665,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	8,049,239	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	58,020,000	2.7803%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	7,180,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	16,555,000	3.750%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	41,135,000	5.000%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	9,555,000	3.250%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	15,000,000	4.490%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Vehicle Replacement Program Series 2016	Vehicle Lease	1/1/2021	10,644,628	6,416,694	1.6765%
Vehicle Replacement Program Series 2017	Vehicle Lease	1/1/2022	10,054,922	8,132,449	2.1856%
Vehicle Replacement Program Series 2018	Vehicle Lease	1/1/2023	11,270,011	11,270,011	3.1032%
Dell Financial Services Lease 2018	Equipment Lease	6/1/2022	373,938	291,858	4.8810%
P25 Citywide Radio Equip. Lease	Radio System Lease	1/1/2024	12,100,000	10,456,251	2.0590%
State Revolving Fund Loan	Wagner Creek	N/A	12,867,726	12,867,726	0.000%
Total Special Obligation Bonds, Revenue Bonds, Loans and Leases			733,449,469	511,328,092	
Total Bonds, Loans and Leases			$ 956,124,469	$ 665,713,092	

Source: Fiscal Year 2018 Comprehensive Annual Financial Report (CAFR)

Debt Service Funds Balance

Annual Debt Service Requirements to Maturity

The annual debt service requirements for all bonds, loans, and leases outstanding, as of September 30, 2018 are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2019	19,070	3,423	22,493
2020	20,075	2,957	23,032
2021	20,895	2,506	23,401
2022	23,065	2,026	25,091
2023	8,255	1,668	9,923
2024-2028	59,165	4,189	63,354
2029-2033	3,860	418	4,278
Total	$ 154,385	$ 17,187	$ 171,572

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2019	36,648	21,454	58,102
2020	37,487	19,724	57,211
2021	34,085	18,221	52,306
2022	29,012	17,047	46,059
2023	27,774	16,042	43,816
2024-2028	137,787	64,805	202,592
2029-2033	109,388	37,542	146,930
2034-2038	85,300	16,414	101,714
2039-2043	13,843	411	14,254
Total	$ 511,324	$ 211,660	$ 722,984

Total General Obligation and Special Obligation Bonds	$ 665,709	$ 228,847	$ 894,556

Source: Fiscal Year 2018 Comprehensive Annual Financial Report (CAFR) .

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating cost to the operating departments. These costs are: health care, certain information technology costs, and the property casualty insurance program which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2019-20 Budget for the ISF is $89.448 million.

Health Insurance

The FY 2019-20 Budget for Health Insurance is $47.568 million. This represents a 32.99 percent decrease over the FY 2018-19 Budget. The decrease is primarily due to the Fire-Rescue Department separating to their own Health Insurance Trust Fund.

Workers' Compensation

The FY 2019-20 Budget for Workers' Compensation is $20.220 million. This represents a 7.57 percent increase over the FY 2018-19 Budget. Workers Compensation is Actuarially projected at a 45 percent confidence level. This 45 percent increase is the lowest confidence level allowed by Governmental Accounting Standards Board (GASB) 10.

Insurance Premium

The FY 2019-20 Budget for Insurance Premiums is $8.223 million. This represents a 9.10 percent increase over the FY 2018-19 Budget. The increase is primarily due to higher property premiums such as Property and Casualty, Master Property, James L. Knight Center, Flood, Excess Workers' Compensation, and Excess Law Enforcement Liability.

General Liability

The FY 2019-20 Budget for General Liability is $4.432 million. This represents a net decrease of 6.3 percent over the FY 2018-19 Budget. The net decrease is due in part to an increase in Vehicle Liability claims and a decrease in General Liability Claims. The Liability Claims are Actuarially projected at a 45 percent confidence level.

Information Technology (IT) Repair and Maintenance

The FY 2019-20 Budget for Information Technology Repair and Maintenance is $9.005 million. This represents a 28.57 percent increase over the FY 2018-19 Budget. The increase is primarily due in part to the maintenance and support of the new Data Center, and the replacement of the Citiview Application.

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
General Fund	Capital Fund - Streets and Sidewalks Fund	2,508,000	0	Mandatory City Contribution of the 20 percent of the Parking Surcharge net of debt requirement for Capital needs
General Fund	Capital Fund - Streets and Sidewalks Fund	601,000	716,000	Mandatory City Contribution from Local Option Gas Tax to CIP projects
General Fund	Capital Fund - Storm Sewer	2,394,000	2,394,000	Mandatory City Contribution from Stormwater Utility Fees to CIP projects
General Fund	Capital Fund - Public Facilities	1,052,000	855,000	Mandatory City Contribution from Ten percent of Marina revenues in support of Public Facilities capital requirement per Ordinance 12-937
General Fund	Capital Fund - Public Facilities	526,000	509,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues
General Fund	Capital Fund - Public Facilities	1,250,000	609,000	G4 Garage Improvements (Miami Parking Authority)
General Fund	Capital Fund - Public Safety	65,000	0	Mounted Police Horse Stable Repairs
General Fund	Capital Fund - Parks and Recreation	150,000	0	Park Environmental Control Protection - Uprooted Trees
General Fund	Capital Fund - Parks and Recreation	40,000	0	Parks Fitness Equipment Replacement Citywide
General Fund	Capital Fund - General Government	100,000	0	Environmental Compliance Monitoring
General Fund	Capital Fund - General Government	200,000	0	Miami Forever Bond Program Consultant
General Fund	Capital Fund -Streets and Sidewalks	100,000	0	NE Miami Court Railroad Crossing Closure
General Fund	Capital Fund - General Government	80,000	0	Office of Capital Improvements 8th Floor Reconfiguration
General Fund (04004)	Capital Fund - General Government	962,000	0	Electronic Plans Review - Phase II
General Fund	Capital Fund - Public Safety	0	492,000	Fire Station 6 Roof Replacement
General Fund	Capital Fund - Public Safety	0	30,000	Fire Administration Building - Replacement of Emergency Generator for Communications Tower
General Fund	Capital Fund - Public Safety	0	50,000	Fire Station 12 - Water Intrusion Roof Assessment
General Fund	Capital Fund - Public Safety	0	40,000	Fire Station 8 - Water Intrusion Roof Assessment
General Fund	Capital Fund - Public Safety	0	40,000	Fire Station 4 - Roof Repairs and Exterior Painting - Assessment
General Fund	Capital Fund - Parks and Recreation	0	148,000	Domino Park - Concrete Floor Repair and FFE Replacement
General Fund	Capital Fund - Parks and Recreation	0	42,000	Carrie Meek Center at Hadley Park - Exterior Doors Replacement
General Fund	Capital Fund - Parks and Recreation	0	300,000	Citywide Environmental Monitoring
General Fund	Capital Fund - Public Facilities	0	40,000	Manuel Artime - 50 Year Facility Recertification
General Fund	Capital Fund - Public Facilities	0	106,000	Marine Stadium Marina - Asphalt Repairs
General Fund	Capital Fund - General Government	0	300,000	Environmental Compliance Montoring - Annual Program

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
General Fund	Capital Fund - General Government	0	1,093,000	FIND grant match for Phase II construction projects - First Presbyterian Church - Baywalk ($943K) and New Baywalk and Seawall at NE 22 Street and NE 22 Terrace ($150K)
General Fund	Capital Fund - Public Facilities	0	301,000	Manuel Artime Window Replacement 970 Building (Mold Remediation)
General Fund	Capital Fund - Public Safety	0	375,000	Fire Facilities Repairs Equipment and Furniture - fire garage lifts.
General Fund	Capital Fund - Public Safety	0	85,000	Fire Facilities Repairs Equipment and Furniture - air compressors
General Fund	Capital Fund - Public Safety	0	300,000	Police Buildings Air Condition Renovations
General Fund	Capital Fund - Public Safety	0	285,000	South Station Police Roof Renovations
General Fund	Capital Fund - Public Safety	0	120,000	Police L-3 Driving Simulator - PatrolSim
General Fund	Capital Fund - Storm Sewer	0	10,000	Storm Drain System Improvements - storm drain collection system for the Mini-Dump area.
General Fund	Capital Fund - Storm Sewer	0	11,000	Storm Drain System Improvements - storm drain water inlet filters
General Fund	Capital Fund - General Government	0	250,000	Unified Endpoint Management Application
General Fund	Capital Fund - General Government	0	140,000	Oracle Hardware Refresh
General Fund	Capital Fund - Park and Recreation	0	500,000	Citywide Parks Repair and Replacement - resurface deteriorating and cracked court surfaces at various park locations.
General Fund	Capital Fund - Solid Waste	0	422,000	Hardening of the Solid Waste Building
General Fund	Capital Fund - Auditor General	0	75,000	Build-out of the General Auditor Office
General Fund	Capital Fund - TBD	0	50,000	
General Fund	Capital Fund - TBD	0	300,000	
Transportation Trust Fund (04005)	Capital Fund - Mass Transit Fund	1,050,000	0	Trolley Acquisition - new Beach Express Route
Transportation Trust Fund (04005)	Capital Fund - Mass Transit Fund	150,000	0	Transportation Program Support Services - Transit Studies
	General Fund Transfer to Capital Fund Total	**11,228,000**	**10,988,000**	
Transportation Trust Fund (04005)	Special Revenue Fund - General Special Revenue	2,551,000	0	Funding for Trolley Operations (per Performa)
General Fund	Special Revenue Fund - Police Services	779,000	0	City's Grant Match to cover the costs not allowable under the COPS Hiring grant for 15 police officers (The FY 2017-18 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	854,000	0	City's Grant Match To cover the costs not allowable under the COPS Hiring grant for 15 police officers (The FY 2015-16 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)
General Fund	Special Revenue Fund - Police Services	816,000	663,000	City's Grant Match To cover the costs not allowable under the COPS Hiring grant for 15 police officers (The FY 2016-17 General Fund portion of the COPS Hiring Grant is in the Police General Fund Budget)

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
General Fund	Special Revenue Fund - Police Services	0	44,000	City Grants Match for the FY18 Comprehensive Opioid Abuse Site-Based Program
General Fund	Special Revenue Fund - Police Services	0	95,000	City Grants Match for the FY18 Justice and Mental Health Collaboration Program
General Fund	Special Revenue Fund - Police Services	153,000	0	Victims of Crime Act (VOCA) FY 2018-19 Grant (Transfer to NDA)
General Fund	Special Revenue Fund - Police E-911-Wireless	520,000	0	City Contribution to cover the deficit in Special Revenue for E-911-Wireless
General Fund	Special Revenue Fund - Fire Rescue Services	9,000	0	FY 2018-19 Grant Match for the Emergency Medical Services (EMS Grant)
General Fund	Special Revenue Fund - Police E-911-Prepaid	932,000	0	City Contribution to cover the deficit in Special Revenue for E-911-Prepaid
General Fund	Special Revenue Fund - General Special Revenue	50,000	0	Repay Lane Closure for Properties at 551 NW 71st Street Folio #01-3112-025-0010 (Paid-off in FY 2017-18 Closeout)
General Fund	Special Revenue Fund - Social Services GAP Fund	743,000	743,000	Housing and Community Development Social Services Gap Funding from General Fund
General Fund	Special Revenue Fund - Social Services GAP Fund	135,000	135,000	Housing and Community Development Social Services Gap Administration of contracts contribution from General Fund
General Fund	Special Revenue Fund - Social Services GAP Fund	125,000	0	Comprehensive Plan required by HUD contribution from General Fund (One-Time)
General Fund	Special Revenue Fund - Bayfront/Riverfront Land Acquisition Rouse Trust	119,000	119,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	Special Revenue Fund - Department Improvement Initiative	460,000	0	City Contribution to the Camillus House MAT Program (Moved to the Human Services Department)
General Fund	Special Revenue Fund - Department Improvement Initiative	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in the Mayors Office
General Fund	Special Revenue Fund - Department Improvement	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 1
General Fund	Special Revenue Fund - Department Improvement	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 2
General Fund	Special Revenue Fund - Department Improvement	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 3
General Fund	Special Revenue Fund - Department Improvement	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 4
General Fund	Special Revenue Fund - Department Improvement	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 5
General Fund	Special Revenue Fund - Department Improvement Initiative	125,000	0	City Contribution for Festivals and Special Events - Three Kings Parade (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	75,000	0	City Contribution for Festivals and Special Events - Bayfront Park New Year's Eve Celebration (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	75,000	0	City Contribution for Festivals and Special Events - Dr. Martin Luther King Parade (Funded with MESA Fund balance)

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
General Fund	Special Revenue Fund - Department Improvement	232,000	232,000	City Contribution for Festivals and Special Events - Dr. Martin Luther King Candlelight Vigil
General Fund	Special Revenue Fund - Department Improvement Initiative	30,000	0	City Contribution for Festivals and Special Events - Veterans Day Parade (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	25,000	0	City Contribution for Festivals and Special Events -July 4th City Hall (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	15,000	0	City Contribution for Festivals and Special Events - Blacktop Basketball (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	100,000	0	City Contribution for Festivals and Special Events - Little Havana Celebration (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement Initiative	10,000	0	City Contribution for Festivals and Special Events - July 4th Hadley Park (Funded with MESA Fund balance)
General Fund	Special Revenue Fund - Department Improvement	450,000	450,000	Allocation for Citywide Anti-Poverty Initiative Program-Mayor's Office
General Fund	Special Revenue Fund - Department Improvement	430,000	430,000	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	Special Revenue Fund - Department Improvement	305,000	305,000	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	Special Revenue Fund - Department Improvement	437,000	437,000	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	Special Revenue Fund - Department Improvement	268,000	268,000	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	Special Revenue Fund - Department Improvement	710,000	710,000	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	Special Revenue Fund - Housing and Community Development Department of	0	1,000,000	City Contribution to the Housing and Community Development for the the Mayor's Elderly Rent Credit
General Fund	Special Revenue Fund - Human Services	0	35,000	City Contribution for expenditures that are not covered by the Early Coalition Grant
General Fund	Special Revenue Fund - Human Services	0	100,000	City Contribution to restore funding for District 4 Anti-Poverty Initiative Program
General Fund	Special Revenue Fund - Fire Rescue Services	0	63,000	City Grant Match for the Fire EMS Grant
	General Fund Transfer to Special Revenue Fund Total	**11,833,000**	**6,129,000**	
General Fund	Special Revenue Fund - Fire Rescue Services	0	66,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2018 (Administration)
General Fund	Special Revenue Fund - Fire Rescue Services	0	201,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2018 (Special Operations)
General Fund	Special Revenue Fund - Fire Rescue Services	228,000	0	Cost Allocation Contribution from General Fund-USAR 2017
General Fund	Special Revenue Fund - Fire Rescue Services	449,000	514,000	Cost Allocation Contribution from General Fund-UASI 2018
General Fund	Special Revenue Fund - Parks and Recreation	31,000	36,000	Cost Allocation Contribution from General Fund-Disabilities Program

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
General Fund	Special Revenue Fund - Police Services	55,000	0	Cost Allocation Contribution from General Fund-FY16 Body Worn Camera
General Fund	Special Revenue Fund - Police-E911 Wireless	282,000	832,000	Cost Allocation Contribution from General Fund-E-911 Wireless
General Fund	Special Revenue Fund - Police Services-E911 Prepaid Wireles	758,000	0	Cost Allocation Contribution from General Fund-E911 Prepaid Wireless
General Fund	Special Revenue Fund - City Clerk Services	40,000	0	Cost Allocation Contribution from General Fund-City Clerk
General Fund	Special Revenue Fund - Human Services	54,000	0	Cost Allocation Contribution from General Fund-Live Healthy Little Havana(LHLH)
	General Fund Transfer to Cost Allocation Total	**1,897,000**	**1,649,000**	
General Fund	Debt Service Fund / Special Obligation Bond	1,499,000	0	Street Bonds Series 2007 (Fund 24011) from Local Option Tax (Three Cents)
General Fund	Debt Service Fund / Special Obligation Bond	1,893,000	0	Street Bonds Series 2007 and 2009 (Fund 24011) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	0	1,251,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	Debt Service Fund / Special Obligation Bond	0	3,589,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	0	588,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	0	573,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	Debt Service Fund / Special Obligation Bond	7,787,000	10,368,000	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	938,000	3,984,000	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	1,175,000	1,168,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	1,862,000	1,862,000	P25 Radio System Repayment (Fund 24020) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	2,183,000	2,183,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	Debt Service Fund / Special Obligation Bond	1,144,000	1,144,000	FDEP Loan Wagner Creek (Fund 24017) from Stormwater Revenues
General Fund	Debt Service Fund / Special Obligation Bond	6,884,000	6,789,000	Lease and Purchase of vehicles 2016, 2017, and 2018 (Santander Financing Fund 24018) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	2,387,000	4,758,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	350,000	451,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	Debt Service Fund / Special Obligation Bond	0	83,000	Computer Lease (Dell Financing Fund 24024) from Non Ad Valorem General Fund
General Fund	Debt Service Fund / Special Obligation Bond	0	2,829,000	Lease and Purchase of vehicles (Fund 24028) from Non Ad Valorem General Fund

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
	General Fund Transfer to Debt Service Fund / Special Obligation Bond Total	**28,102,000**	**41,620,000**	
General Fund	Transportation Trust Fund (04005)	1,810,000	1,984,000	Transportation Reserve General Fund sub-fund
	General Fund Transfer to Transportation Trust Fund Total	**1,810,000**	**1,984,000**	
	Total Transfer from General Fund	**54,870,000**	**62,370,000**	
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	2,844,000	0	Street Bonds Series 2007 (Fund 24011)
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	3,273,000	0	Street Bonds Series 2009 (Fund 24011)
Special Revenue Fund - Transportation and Transit	Debt Service Fund / Special Obligation Bond	0	2,364,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026)
Special Revenue Fund - Miami Ballpark Parking Facilities	Debt Service Fund / Special Obligation Bond	0	319,000	Marlins Retails Garage 2010B Ref (Fund 24023)
	Special Revenue Fund Transfer to Debt Service Fund Total	**6,117,000**	**2,683,000**	
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	125,000	City Contribution for Festivals and Special Events for the Three Kings Parade
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	75,000	City Contribution for Festivals and Special Events for the Bayfront Park New Year's Eve Celebration
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	75,000	City Contribution for Festivals and Special Events for the Dr. Martin Luther King Parade
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	30,000	City Contribution for Festivals and Special Events for the Veterans Day Parade
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	40,000	City Contribution for Festivals and Special Events for the July 4th City Hall Celebtation
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	0	City Contribution for Festivals and Special Events for the Blacktop Basketball Tournament

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	16,000	City Contribution for Festivals and Special Events for the Latin Jazz in the Park
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	100,000	City Contribution for Festivals and Special Events for the Little Havana Celebration
Special Revenue Fund - Sport Facilities and Activities	Special Revenue Fund - Department Improvement Initiative	0	10,000	City Contribution for Festivals and Special Events for the July 4th Hadley Park Celebration
	Special Revenue Fund Transfer to Special Revenue Fund Total	**0**	**471,000**	
Special Revenue Fund - Public Works Services	Capital Fund - General Government	0	225,000	Public Works Technology Improvements - ESRI Survey123 Application
Special Revenue Fund - Planning Services	Capital Fund - Streets and Sidewalks Fund	0	225,000	FIND grant match for Phase I design project - I-395 Baywalk (McArthur Causeway Baywalk)
Special Revenue Fund - Public Works Services	Capital Fund - General Government	0	500,000	Electronic Right-of-Way permit processing - Phase II and III (iPW)
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	27,000	FIND grant match for Phase I design project - Royal Road Seawall Replacement
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	27,000	FIND grant match for Phase I design project - Crystal View Court Seawall Replacement
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	0	33,000	FIND grant match for Phase I design project - Matheson Avenue Seawall Replacement
Special Revenue Fund - Public Works Services	Capital Fund - Public Facilities	0	371,000	FIND grant match for Phase II construction project - SE 25th Road Seawall, Baywalk, and Floating Dock
Special Revenue Fund - Public Works Services	Capital Fund - General Government	0	900,000	Office of Resilience and Public Works Remodeling project
Special Revenue Fund - Miami Ballpark Parking Facilities	Capital Fund - Public Facilities	0	69,000	Marlins Garage - ADA Compliance
Special Revenue Fund - Miami Ballpark Parking Facilities	Capital Fund - Public Facilities	0	456,000	Marlins Garage - Technology Improvements - system upgrade
Special Revenue Fund - Miami Ballpark Parking Facilities	Capital Fund - Public Facilities	0	57,000	Marlins Garage - Technology Improvements - point-to-point encryption equipment

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
Special Revenue Fund - Transportation and Transit	Capital Fund - Streets and Sidewalks Fund	250,000	650,000	Transportation Program Support Services - Transportation Studies
Special Revenue Fund - Transportation and Transit	Capital Fund - Mass Transit	0	250,000	Transportation Program Support Services - Transit Studies
Special Revenue Fund - Transportation and Transit	Capital Fund - Mass Transit	0	1,205,000	Trolley Vehicle Replacement
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	4,300,000	0	Citywide Beautification
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	800,000	0	Citywide Beautification
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	560,000	0	Coral Nook Traffic Circle
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	700,000	0	District Roadway Projects (Allocated based on lane miles)
Special Revenue Fund - Public Works Services	Capital Fund - Streets and Sidewalks Fund	160,000	0	Brickell Key Bridge
Special Revenue Fund - Tree Trust Fund	Capital Fund - Streets and Sidewalks Fund	111,000	0	Tree Master Plan (Southwest Streetscape)
Special Revenue Fund - NET and Code	Capital Fund - General Government	800,000	160,000	Computerized Enforcement System
Special Revenue Fund - NET and Code	Capital Fund - General Government	0	72,000	Office Reconfiguration
Special Revenue Fund - NET and Code	Capital Fund - General Government	150,000	0	Reconfigure Code Compliance offices
	Special Revenue Fund Transfer to Capital Fund Total	**7,831,000**	**5,227,000**	
	Total Transfer from Special Revenue Fund	**13,948,000**	**8,381,000**	
Outside Agency -Omni Community Redevelopment Agency	Debt Service Fund / Special Obligation Bond	4,234,000	4,231,000	Payment of the Port of Miami Tunnel Series 2012 (Fund 24015)
	Outside Agency Transfer to Debt Total	**4,234,000**	**4,231,000**	
Outside Agency - Southeast Overtown/Park West Community	General Fund	750,000	0	Fund six Police Officers

All Transfer-Out Schedule

From	To	FY 2018-19 Budget	FY 2019-20 Budget	Description
Outside Agency - Omni and Midtown Community Redevelopment Agency	General Fund	500,000	0	Fund six Police Officers
Outside Agency - Civilian Investigative Panel	General Fund	29,000	29,000	Rental of Manuel Artime office space
Outside Agency - Southeast Overtown/Park West Community	General Fund	835,000	838,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park
Outside Agency - Southeast Overtown/Park West Community	General Fund	3,234,000	2,995,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
	Outside Agency Transfer to General Fund Total	**5,348,000**	**3,862,000**	
Outside Agency - Southeast Overtown/Park West Community	Special Revenue Fund - City Clerk Services	30,000	30,000	Reimburse City Clerk Services for Legislative Service Rep I position
Outside Agency -Omni Community Redevelopment Agency	Special Revenue Fund - City Clerk Services	18,000	18,000	Reimburse City Clerk Services for Legislative Service Rep I position
	Outside Agency Transfer to Special Revenue Fund Total	**48,000**	**48,000**	
	Total Transfer from Outside Agency	**9,630,000**	**8,141,000**	
	Grand Total	**78,448,000**	**78,892,000**	

Capital Plan Overview

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

During FY 2019-20 capital budget appropriations totaling $25.418 million will be used to fund 69 projects as detailed in the Plan.

The Purpose of the Capital Improvements Plan

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

The FY 2019-20 Capital Plan is an update to the FY 2018-19 Capital Plan which was adopted with modifications on September 13, 2018 pursuant to Resolution No. 18-0396 and subsequently amended on September 27, 2018 pursuant to Ordinance No. 13790.

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 of 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.

Capital Plan Overview

Legal Authority

The legal requirements for preparing the City's Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is required by the Community Planning Act, specifically Sections 163.3161 and 163.3177, Florida Statutes (2018). 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 was developed to align current and projected capital projects, equipment purchases, and major studies with the City's Strategic Initiatives and the Areas of Government. It also incorporates the Construction Review and Synchronization Process (CRSP) for new projects and the Project Prioritization Matrix.

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

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

Construction Review and Synchronization Process (CRSP)

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

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

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:

Capital Plan Overview

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

Capital Project Prioritization Criteria

The City uses a Project Prioritization Matrix with nine criteria to analyze, rank, and ultimately prioritize projects for funding. Projects with highest the 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. This 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, 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 one 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, new 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.

Capital Plan Overview

- **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 Miami-Dade Water and Sewer (WASD), Local Participation Agreements (LAP) with F-DOT, or City Commissioned approved agreements with private developers.
- **Leverage External Funds -** Projects that can leverage funds from, or that are funded by, external funding sources such as Federal, State, County, private, and other local entities. Example of these projects that can be eligible for external funds such us Florida Inlet Navigation Development (FIND) grants, Community Development Block grants (CDBG), or Community Redevelopment Agency (CRA).
- **Revenue Producing or Cost Savings -** Projects that, when completed, will generate additional revenues or increase efficiency resulting in continual cost savings to the City. Examples of these projects are improvements or additions to marinas or cultural and historic venues that will increase
  marketability or operational revenue. Other examples are retrofitting of existing facilities with more efficient technologies or upgrade to newer materials that will reduce operational cost.

Capital Project Program Funds

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

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

Capital Plan Overview

- **Solid Waste –** This program includes projects for the acquisition of equipment or construction of facilities for the collection and removal of solid waste.

Areas of Government

The Areas of Government (AOG) provide a structured approach to classify and analyze City's resources and assets. In the Capital Improvement Plan, all current or future capital expenditures are classified in one of the following AOG and further detailed as the sub-type of project:

- **Roadways and Right-of-Way –** Represents infrastructure capital improvements for roadways, streets, sidewalks, drainage systems, and public transit.
- **Public Safety Facilities –** Represents infrastructure capital improvements for Fire-Rescue stations and support facilities, police stations and support facilities, and emergency management facilities.
- **Parks and Recreation Facilities–** Represents infrastructure capital improvements for park facilities including playgrounds, aquatic facilities, community centers, gymnasiums, landscape and green spaces, among others.
- **Public Facilities –** Represents infrastructure capital improvements for direct use by the citizens such as art, cultural and historic facilities, marinas, housing, parking facilities, and public restroom facilities, and NET Offices.
- **General Municipal Facilities –** Represents infrastructure capital investments City's general facilities such as Solid Waste facilities and General Service Administration (GSA) facilities.
- **Sea-Level Rise and Flood Prevention –** Represents infrastructure capital improvements to address sea-level rise and flood prevention that include seawalls reconstruction and upgrades, pump stations improvements, storm water critical infrastructure hardening and upgrades.
- **Environmental –** Represents infrastructure capital improvements required to meet environmental regulations imposed by agencies having jurisdiction, which may include monitoring and reporting of contaminated sites, cleanup and remediation, and canal dredging.
- **Administration, Finance, and Non-Construction Capital Improvements –** Represents the financial and administration accounts and all other capital improvements not associated with construction including furnishings, fixtures, equipment, fleet, communications, technology services, among others.

Office of Capital Improvement's (OCI) Role

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

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

Capital Plan Overview

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

As part of the Capital Planning, 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. Each budget year, 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.

Operating Impact of Capital Plan

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

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

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

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

Capital Plan Overview

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

Estimated Annual Operating Impact by Program Fund	
Program	**Year 1**
General Government Projects	887,000
Public Safety	105,000
Disaster Recovery	-
Public Facilities	803,000
Parks and Recreation	1,193,000
Streets and Sidewalks	93,000
Storm Sewers	-
Mass Transit	-
Total	**3,081,000**

Personnel Overview

Introduction

The FY 2019-20 Budget includes several transfers, additions, and reductions of full time personnel across departments and offices. This section provides details of each personnel change.

Summary

The total change in positions from the FY 2018-19 Adopted Budget to the FY 2019-20 Adopted Budget is a net gain of 81 positions. The net number of positions added in the Mid-Year Budget Amendment for FY 2018-19 was 16 additions and seven reductions. The number of positions transferred in the Mid-Year for no net increase or decrease was two. The number of positions eliminated in the Mid-Year was seven. The net number of positions added in the Adopted Budget for FY 2019-20 is 73 additions and one reduction.

Building

The Budget for the Building Department includes a net increase of three positions resulting from a transfer, additions, and a reduction.

The Budget includes the transfer from the Department of Innovation and Technology of a Business Systems Administrator position, which was transferred in the Mid-Year Budget Amendment for FY 2018-19.

The Budget also includes the addition of a Building and Zoning Quality Control Manager position, which was added in the Mid-Year Budget Amendment for FY 2018-19.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the addition of a Chief of Inspections position and a Customer Service Liaison position.

The Budget also includes the elimination of a Professional Engineer I position, which was eliminated in the Mid-Year Budget Amendment for FY 2018-19.

Capital Improvements

The Budget for the Office of Capital Improvements includes no net increase or decrease in positions resulting from a transfer and an addition.

The Budget includes the transfer to the Department of Resilience and Public Works of a Special Revenue-funded Transportation Engineer position, which was transferred in the Mid-Year Budget Amendment for FY 2018-19 from the Office of Capital Improvements.

The Budget also includes the addition of an Assistant Director of Capital Improvements for Strategic Capital Initiatives.

City Clerk

The Budget for the Office of the City Clerk includes an increase of one position resulting from the addition of a Transcriber position funded with Special Revenues.

Code Compliance

The Budget for the Office of Code Compliance includes a net increase of 10 positions resulting from additions and a reduction.

The Budget includes the addition of a reinstated Director of Code Compliance position which had been removed in the Proposed Budget for FY 2018-19, one Chief of Code Compliance position, one Quality Manager/Training Coordinator position, and one Code Compliance Field Supervisor position, all of which were added in the Mid-Year Budget Amendment for FY 2018-19.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the addition of a Deputy Director position, an Assistant to the Director position, a Service Center Aide position, and two Code Compliance Inspector positions.

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the addition of two Code Compliance Officer positions.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the elimination of a vacant Quality Manager position.

Communications

The Budget for the Office of Communications includes a decrease of one position resulting from the elimination of a Communications Technical Operator position, which was eliminated in the Mid-Year Budget Amendment for FY 2018-19 with no fiscal impact.

Fire-Rescue

The Budget for the Fire-Rescue Department includes an increase of 24 positions resulting from the addition of an Administrative Aide I position to correct a scrivener's error in the Adopted Budget for FY 2018-19 and a Special Revenue-funded Administrative Aide II position, all of which were added in the Mid-Year Budget Amendment for FY 2018-19.

The Budget also includes the addition of a Capital Projects Manager position and a Special Revenue-funded Special Projects Assistant position. A new Technical Rescue Team consisting of four Lieutenant positions and 13 Firefighter positions is added beginning February 1, 2020.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the addition of three Fire Protection Engineer positions.

Human Services

The Budget for the Department of Human Services includes an increase of three positions resulting from the addition of three Day Care Specialist positions.

Innovation and Technology
The Budget for the Department of Innovation and Technology includes no net increase or decrease in positions resulting from a transfer to another department and an addition.

The Budget includes the transfer to the Building Department of a Business Systems Administrator position, which was transferred in the Mid-Year Budget Amendment for FY 2018-19 with no fiscal impact.

The Budget also includes the addition of a Senior Data and Analytics Fellow position, which was added in the Mid-Year Budget Amendment for FY 2018-19.

Neighborhood Enhancement Team
The Budget for the Neighborhood Enhancement Team (NET) includes an increase of one position resulting from the addition of an Assistant Director of NET position to correct a scrivener's error in the Mid-Year Budget Amendment for FY 2018-19. This position was added in words but not in the count of NET.

Parks and Recreation
The Budget for the Parks and Recreation Department includes an increase of five positions resulting from the addition of an Assistant Director of Parks and Recreation for Administration and Capital Planning position, which was added in the Mid-Year Budget Amendment for FY 2018-19 with no fiscal impact, a Parks Supervisor position, a Grounds Tender position, and two Laborer I positions.

Planning
The Budget for the Planning Department includes an increase of two positions resulting from the addition of a Planner II position and a Special Projects Coordinator position funded with Special Revenues.

Police
The Budget for the Police Department includes an increase of 20 positions resulting from the addition of a Police Major position to address several years of departmental growth, which was added in the Mid-Year Budget Amendment for FY 2018-19, a Public Relations Director position, a Capital Projects Manager position, a Communications Center Administrator position, two Communications Center Supervisor positions, eight Police Emergency Dispatcher Supervisor positions, and six Administrative Aide I positions.

Procurement
The Budget for the Procurement Department includes an increase of one position resulting from the addition of a Senior Procurement Contracting Officer position.

Real Estate and Asset Management
The Budget for the Department of Real Estate and Asset Management includes a net decrease of two positions resulting from an addition and reductions.

The Budget includes the addition of an Assistant Director of Public Facilities for Marinas position, which was added in the Mid-Year Budget Amendment for FY 2018-19.

The Budget also includes the elimination of a Marinas Manager position with no fiscal impact and two Marina Facility Attendant positions also with no fiscal impact, all of which were eliminated in the Mid-Year Budget Amendment for FY 2018-19.

Resilience and Public Works

The Budget for the Department of Resilience and Public Works includes a net increase of three positions resulting from a transfer, additions, and a reduction.

The Budget includes the transfer from the Office of Capital Improvements of a Special Revenue-funded Transportation Engineer position, which was transferred in the Mid-Year Budget Amendment for FY 2018-19.

The Budget also includes the addition of three Engineer I positions, all of which were added in the Mid-Year Budget Amendment for FY 2018-19.

The Budget also includes the elimination of an Information Clerk position, which was eliminated in the Mid-Year Budget Amendment for FY 2018-19.

Resilience and Sustainability

The Budget for the Office of Resilience and Sustainability includes an increase of one position resulting from the addition of a reinstated Deputy Chief Resilience Officer position which had been removed in the Proposed Budget for FY 2018-19.

Risk Management

The Budget for the Department of Risk Management includes an increase of four positions resulting from the addition of a Claims Adjuster III position and three Claims Adjuster II positions.

Solid Waste

The Budget for the Department of Solid Waste includes a net increase of five positions resulting from additions and a reduction.

To reflect amendments made as recommended in the Memorandum titled *Information for the First Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget includes the addition of three Sanitation Inspector positions (partially funded for nine months).

To reflect amendments made as recommended in the Memorandum titled *Information for the Second Budget Hearing – FY 2019-20 Proposed Budget* (see Appendix J), the Budget also includes the addition of three Solid Waste Enforcement Officer positions.

The Budget also includes the elimination of an Assistant Heavy Equipment Specialist position, which was eliminated in the Mid-Year Budget Amendment for FY 2018-19.

Zoning

The Budget for the Office of Zoning includes an increase of one position resulting from the addition of an Impact Fee Coordinator position to ensure the proper collection of fees, which was added in the Mid-Year Budget Amendment for FY 2018-19.

FY 2019-20 Position Summary Schedule

GENERAL FUND City of Miami Departments, Offices, and Boards	Adopted Budget FY 2018-19 September 27, 2018	Amended Budget FY 2018-19 May 9, 2019	Proposed Net FTE Interdepartmental Transfers	Proposed FTE Additions	Proposed FTE Reductions	Proposed Budget FY 2019-20 July 3, 2019	Net Changes to Proposed Budget #1	Preliminary Budget FY 2019-20	Net Changes to Proposed Budget #2	Floor Amendments	Adopted Budget FY 2019-20 September 26, 2019
Mayor	13	13				13		13			13
Commissioners	36	36				36		36			36
City Manager	14	14				14		14			14
Agenda Coordination	3	3				3		3			3
Building	104	105				105	2	107			107
Capital Improvements	52	51		1		52		52			52
City Attorney	60	60				60		60			60
City Clerk	12	12		1		13		13			13
Civil Service	3	3				3		3			3
Code Compliance	61	65				65	4	69	2		71
Communications	17	16				16		16			16
Equal Opportunity and Diversity	3	3				3		3			3
Finance	69	69				69		69			69
Fire-Rescue	863	865		19		884	3	887			887
General Services Administration	140	140				140		140			140
Grants Administration	10	10				10		10			10
Housing and Community Development	35	35				35		35			35
Human Resources	38	38				38		38			38
Human Services	64	64		3		67		67			67
Independent Auditor General	9	9				9		9			9
Innovation and Technology	85	85				85		85			85
Management and Budget	17	17				17		17			17
Neighborhood Enhancement Team	80	81				81		81			81
Parks and Recreation	294	295		4		299		299			299
Planning	48	48		2		50		50			50
Police	1,785	1,786		19		1,805		1,805			1,805
Procurement	20	20		1		21		21			21
Real Estate and Asset Management	59	57				57		57			57
Resilience and Public Works	154	157				157		157			157
Resilience and Sustainability	4	4		1		5		5			5
Risk Management	20	20		4		24		24			24
Solid Waste	237	236				236	3	239	3		242
Zoning	27	28				28		28			28
TOTAL GENERAL FUND	**4,436**	**4,445**	**0**	**55**	**0**	**4,500**	**12**	**4,512**	**5**	**0**	**4,517**

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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 16, 2019, the AFSCME 1907 covers a total of 1,765 positions and has an estimated annual payroll that includes other pay items of $114.000 million. The current collective bargaining agreement expires on September 30, 2020.

The AFSCME 871 covers all sanitation occupations. As of June 16, 2019, the AFSCME 871 covers a total of 235 positions and has an estimated annual payroll that includes other pay items of $10.290 million. The current collective bargaining agreement expires on September 30, 2020.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of June 16, 2019, the FOP covers a total of 1,329 positions and has an estimated annual payroll that includes other pay items of $96.387 million. The current collective bargaining agreement expires on September 30, 2021.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of June 16, 2019, the IAFF covers a total of 756 positions and an estimated annual payroll that includes other pay items of $73.922 million. The current collective bargaining agreement expires on September 30, 2019. The IAFF and the City have agreed on a successor agreement the expires on September 30, 2022.

The Non-Bargaining Unit consists of all other full-time occupations that are not in a CBU. As of June 16, 2019, there are a total of 359 positions with an estimated annual payroll of $40.916 million.

DEPARTMENT BUDGETS:
GENERAL GOVERNMENT

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

Mayor

Department Head: Francis X. Suarez Phone: (305) 250-5300

Description

In the City of Miami's "Mayor-Commission" form of government, the Mayor works with the members of the City Commission, the City's Administration, residents, leaders in the private and public sectors, and other Elected Officials in order to determine policy direction for the City of Miami. The Mayor maintains contact with other governments to foster mutual cooperation and is the official head of the City. Voters elect the Mayor at-large (Citywide) to a four-year term. The next election for the Office of the Mayor will be in November 2021.

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

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

The Mayor prepares and delivers an annual report on the State of the City and prepares and delivers a budget.

Mayor

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	1,018,711	1,137,971	1,268,135	1,315,000	1,492,000
Operating Expense	448,298	523,126	561,160	127,000	183,000
Capital Outlay	3,367	0	0	0	0
Non-Operating Expenses	790,800	541,000	688,193	512,000	662,000
Transfers - OUT	0	0	82,000	0	0
	2,261,176	**2,202,097**	**2,599,488**	**1,954,000**	**2,337,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	962,391	1,106,992	1,303,928	1,454,000	1,687,000
Departmental Improvement Initiative	1,298,785	1,091,611	1,295,560	500,000	650,000
Emergency Funds	0	3,495	0	0	0
	2,261,176	**2,202,097**	**2,599,488**	**1,954,000**	**2,337,000**

Budget Highlights for FY 2019-20

The Budget includes the following considerations:

The Mayor's Office has 13 full-time positions included in the FY 2019-20 Budget; this includes the Mayor.
The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase and a two 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 Mayor (GF $54,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Events remains the same as the previous fiscal year (SR $50,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for the Citywide Anti-Poverty Initiative will remain the same as the previous fiscal year (SR $450,000).The total funding for the Citywide Anti-Poverty Initiative is (SR $2.700 million). This includes the Mayor's allocation.
The Promotional Activities Line item reflects funds for the Mayor's International Council (GF $30,000), Protocol (GF $20,000), and the Arts and Entertainment Council (GF $20,000).

Mayor

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	749,000	0	749,000	833,000	0	833,000
513000 - Other Salaries and Wages	17,000	0	17,000	17,000	0	17,000
516000 - Fringe Benefits	53,000	0	53,000	48,000	0	48,000
521000 - Fica Taxes	68,000	0	68,000	80,000	0	80,000
522000 - Retirement Contributions	155,000	0	155,000	199,000	0	199,000
523000 - Life and Health Insurance	176,000	0	176,000	218,000	0	218,000
Personnel	**1,315,000**	**0**	**1,315,000**	**1,492,000**	**0**	**1,492,000**
Operating Expense						
524000 - Workers' Compensation	14,000	0	14,000	14,000	0	14,000
534000 - Other Contractual Services	3,000	0	3,000	53,000	0	53,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
541000 - Communications & Related Services	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	3,000	0	3,000	7,000	0	7,000
545013 - Insurance - General Liability	5,000	0	5,000	0	0	0
546001 - IT-Repair and Maintenance Services	19,000	0	19,000	26,000	0	26,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	3,000	0	3,000	3,000	0	3,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
Operating Expense	**127,000**	**0**	**127,000**	**183,000**	**0**	**183,000**
Non-Operating Expense						
896000 - Budget Reserve	12,000	500,000	512,000	12,000	650,000	662,000
Non-Operating Expenses	**12,000**	**500,000**	**512,000**	**12,000**	**650,000**	**662,000**
Total Expense	**1,454,000**	**500,000**	**1,954,000**	**1,687,000**	**650,000**	**2,337,000**

Commissioners

Description

The City Commission consists of five citizens who are qualified voters of the City and elected from each of the City's five districts. Commissioners serve four-year terms and elections are held every four years on the first Tuesday after the first Monday in November in odd-numbered years. The next election for Districts 1, 2, and 4 is to be held in November 2019. The next election for Districts 3 and 5 is to be held in November 2021.

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 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,352,758	2,736,809	3,048,447	3,446,000	3,553,000
Operating Expense	411,879	675,062	691,526	568,000	563,000
Capital Outlay	67,874	0	8,233	0	0
Non-Operating Expenses	1,357,066	1,974,881	1,510,689	4,264,000	4,275,000
	4,189,576	**5,386,752**	**5,258,896**	**8,278,000**	**8,391,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	2,496,907	2,950,415	3,287,270	3,912,000	4,086,000
Departmental Improvement Initiative	1,692,669	2,415,038	1,968,981	4,366,000	4,305,000
Emergency Funds	0	21,300	2,645	0	0
	4,189,576	**5,386,752**	**5,258,896**	**8,278,000**	**8,391,000**

Budget Highlights for FY 2019-20

The Budget includes the following considerations:

There are 36 full-time positions in all District offices combined; this includes the five Commissioners.

Each City Commission District Office has a General Fund budget (GF $592,000). The Commission Chairperson's budget remains the same as the previous fiscal year (GF $100,000). This totals (GF $3.060 million) for all five Commission districts and the Chairperson. The remaining (GF $1.026 million) represents the total amount for cost allocation that is common to all departments.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase and a two 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. This amounts to $28,000 for each office budget (GF $140,000).

All remaining funds that are not related to personnel or cost allocation have been combined into the Other Current Charges and Obligations line-item for each commission district office (GF $442,000).

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

The total funding for the Citywide Anti-Poverty Initiative is (SR $2.700 million). The City Commission's portion of the Anti-Poverty Initiative funding is (SR $2.250 million).

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

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

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

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

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

Commissioners

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	290,000	0	290,000
512000 - Regular Salaries and Wages	1,691,000	0	1,691,000	1,774,000	0	1,774,000
513000 - Other Salaries and Wages	91,000	95,000	186,000	145,000	30,000	175,000
516000 - Fringe Benefits	233,000	0	233,000	232,000	0	232,000
521000 - Fica Taxes	166,000	7,000	173,000	177,000	0	177,000
522000 - Retirement Contributions	346,000	0	346,000	360,000	0	360,000
523000 - Life and Health Insurance	527,000	0	527,000	545,000	0	545,000
Personnel	**3,344,000**	**102,000**	**3,446,000**	**3,523,000**	**30,000**	**3,553,000**
Operating Expense						
524000 - Workers' Compensation	48,000	0	48,000	53,000	0	53,000
545011 - Insurance - Vehicle Liability	7,000	0	7,000	0	0	0
545013 - Insurance - General Liability	14,000	0	14,000	0	0	0
546001 - IT-Repair and Maintenance Services	50,000	0	50,000	68,000	0	68,000
549000 - Other Current Charges and Obligations	449,000	0	449,000	442,000	0	442,000
Operating Expense	**568,000**	**0**	**568,000**	**563,000**	**0**	**563,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	2,998,000	2,998,000	0	0	0
896000 - Budget Reserve	0	1,266,000	1,266,000	0	4,275,000	4,275,000
Non-Operating Expenses	**0**	**4,264,000**	**4,264,000**	**0**	**4,275,000**	**4,275,000**
Total Expense	**3,912,000**	**4,366,000**	**8,278,000**	**4,086,000**	**4,305,000**	**8,391,000**

City Manager

Department Head: Emilio T. Gonzalez, PhD Phone: (305) 250-5400

Mission Statement

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

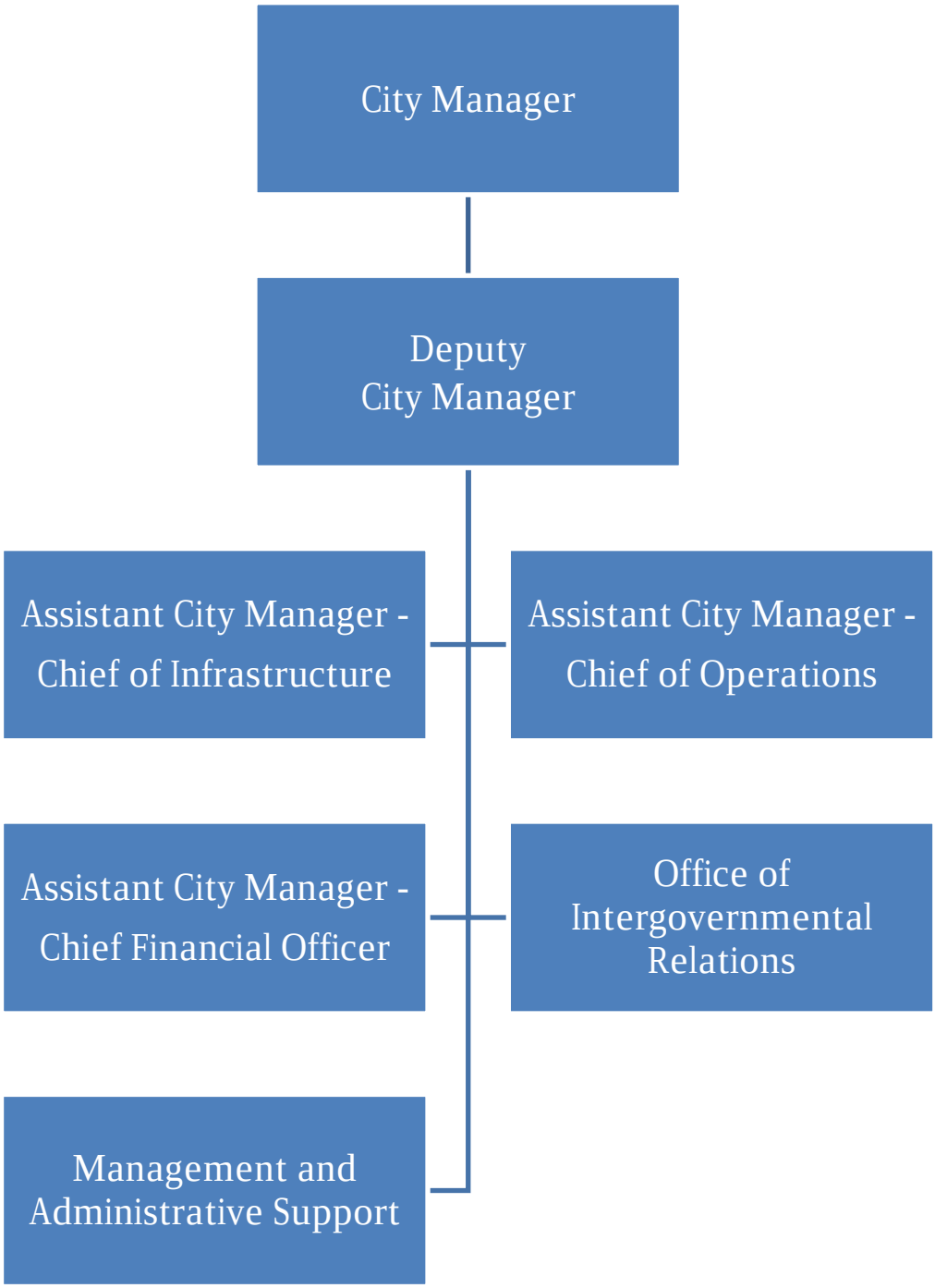
Description

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

To execute the above functions, one Deputy City Manager, 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 2018-19	FY 2019-20
CITY AND DEPUTY CITY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami; oversees the Offices of Agenda Coordination, Communications, Equal Opportunity and Diversity Programs, and the Departments of Fire-Rescue, Human Resources, and Police.	2	2
ASSISTANT CITY MANAGER – CHIEF OF INFRASTRUCTURE Assists the City Manager by planning, directing, reviewing, and overseeing the Infrastructure area, which includes the Departments of Building, Capital Improvements, Parks and Recreation, Planning, Resilience and Public Works, Resilience and Sustainability, and Zoning.	1	1
ASSISTANT CITY MANAGER – CHIEF OF OPERATIONS Assists the City Manager by planning, directing, reviewing, and overseeing the Operations area, which includes the Departments of Code Compliance, Human Services, Innovation and Technology, Neighborhood Enhancement Team, Real Estate and Asset Management, and Solid Waste.	1	1
ASSISTANT CITY MANAGER – CHIEF FINANCIAL OFFICER Assists the City Manager by planning, directing, reviewing, and overseeing the Finance and Administrative area, which includes the Departments of Finance, General Services Administration, Grants Administration, Housing and Community Development, Management and Budget, Procurement, and Risk Management.	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the Office of the City Manager.	8	8
OFFICE OF INTERGOVERNMENT RELATIONS Interacts with other government agencies.	1	1
TOTAL FULL-TIME POSITIONS	**14**	**14**

City Manager

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,728,080	2,988,767	3,150,518	2,478,000	2,738,000
Operating Expense	353,482	251,155	390,120	336,000	338,000
Capital Outlay	10,501	2,518	19,573	0	0
Non-Operating Expenses	1,077	16,074	18,670	40,000	141,000
	3,093,140	**3,258,514**	**3,578,881**	**2,854,000**	**3,217,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	2,914,687	3,254,123	3,520,744	2,850,000	3,072,000
Departmental Improvement Initiative	178,453	1,043	57,789	4,000	145,000
Emergency Funds	0	3,348	347	0	0
	3,093,140	**3,258,514**	**3,578,881**	**2,854,000**	**3,217,000**

Budget Highlights for FY 2019-20

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 two percent across the board increase (GF $3,000); and an average of five percent salary increase and a two 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 $125,000).

City Manager

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,815,000	0	1,815,000	1,943,000	0	1,943,000
516000 - Fringe Benefits	69,000	0	69,000	68,000	0	68,000
521000 - Fica Taxes	141,000	0	141,000	120,000	0	120,000
522000 - Retirement Contributions	257,000	0	257,000	367,000	0	367,000
523000 - Life and Health Insurance	196,000	0	196,000	240,000	0	240,000
Personnel	**2,478,000**	**0**	**2,478,000**	**2,738,000**	**0**	**2,738,000**
Operating Expense						
524000 - Workers' Compensation	32,000	0	32,000	41,000	0	41,000
531000 - Professional Services	34,000	0	34,000	34,000	0	34,000
534000 - Other Contractual Services	128,000	0	128,000	100,000	0	100,000
540000 - Travel and Per Diem	20,000	0	20,000	25,000	0	25,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
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
545013 - Insurance - General Liability	8,000	0	8,000	16,000	0	16,000
546001 - IT-Repair and Maintenance Services	35,000	0	35,000	30,000	0	30,000
548000 - Promotional Activities	0	4,000	4,000	0	4,000	4,000
548100 - Advertising and Related Costs	5,000	0	5,000	3,000	0	3,000
549000 - Other Current Charges and Obligations	12,000	0	12,000	32,000	0	32,000
551000 - Office Supplies	31,000	0	31,000	31,000	0	31,000
552000 - Operating Supplies	14,000	0	14,000	9,000	0	9,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	**332,000**	**4,000**	**336,000**	**334,000**	**4,000**	**338,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	141,000	141,000
899000 - Other Uses	40,000	0	40,000	0	0	0
Non-Operating Expenses	**40,000**	**0**	**40,000**	**0**	**141,000**	**141,000**
Total Expense	**2,850,000**	**4,000**	**2,854,000**	**3,072,000**	**145,000**	**3,217,000**

Agenda Coordination

Department Head: Miriam M. Santana Phone: (305) 416-2070

Mission Statement

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

Description

The Office of Agenda Coordination is responsible for overseeing the preparation of the City Commission agenda. This Office ensures that the agenda is available at least five full business days prior to the scheduled City Commission meeting in both paper and digital formats. Agenda packets provide the City's decision-making body and the 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 Accela 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 2018-19	FY 2019-20
AGENDA COORDINATION Establishes, directs, and ensures a policy of achieving the delivery of the agenda in a timely manner; performs administrative and clerical duties to support the preparation and delivery of the agenda.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	339,804	341,066	357,665	388,000	364,000
Operating Expense	16,030	15,514	13,296	14,000	15,000
	355,834	**356,579**	**370,961**	**402,000**	**379,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	355,834	356,579	370,961	402,000	379,000
	355,834	**356,579**	**370,961**	**402,000**	**379,000**

Department Strategies for FY 2019-20

Continue efforts to go paperless with the City Commission Agenda Process.
Continue to electronically notify City Staff and City Residents on upcoming City Commission Meeting Agendas.
Continue to track and monitor the progress of City Commission directives that are assigned to various departments.

Agenda Coordination

Accomplishments in FY 2018-19

Successfully distributed agenda packets to the Mayor and members of the City Commission in compliance with City Code Sec. 2-33 (e), at least five full business days before each City Commission meeting, for a total of 23 meetings in FY 2018-19.
Ensured that each draft agenda was released at least seven calendar days prior to the distribution of the final agenda.
Completed training on the Accela legislative system for Agenda Liaisons and their respective Department Directors and Assistant Directors.

Budget Highlights for FY 2019-20

The Budget includes the following consideration:

The Regular Salaries and Wages line reflects 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 two percent across the board increase (GF $11,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $2,000).

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
To ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven calendar days prior to the distribution of the final agenda.	Regular items prepared and distributed	1,052	997	953	1,045
	Planning and Zoning items distributed	228	234	206	230
	Substitutions distributed	21	26	16	10
To deliver high-quality customer service and improve operational efficiency.	Train new Agenda Liaisons regarding the agenda process	30	12	11	9

Office of Agenda Coordination

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	206,000	0	206,000	194,000	0	194,000
514000 - Overtime	2,000	0	2,000	2,000	0	2,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	16,000	0	16,000	15,000	0	15,000
522000 - Retirement Contributions	100,000	0	100,000	83,000	0	83,000
523000 - Life and Health Insurance	59,000	0	59,000	65,000	0	65,000
Personnel	**388,000**	**0**	**388,000**	**364,000**	**0**	**364,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	1,000	0	1,000	0	0	0
546001 - IT-Repair and Maintenance Services	4,000	0	4,000	6,000	0	6,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	**14,000**	**0**	**14,000**	**15,000**	**0**	**15,000**
Total Expense	**402,000**	**0**	**402,000**	**379,000**	**0**	**379,000**

City Attorney

Department Head: Victoria Méndez, City Attorney Phone: (305) 416-1800

Mission Statement

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

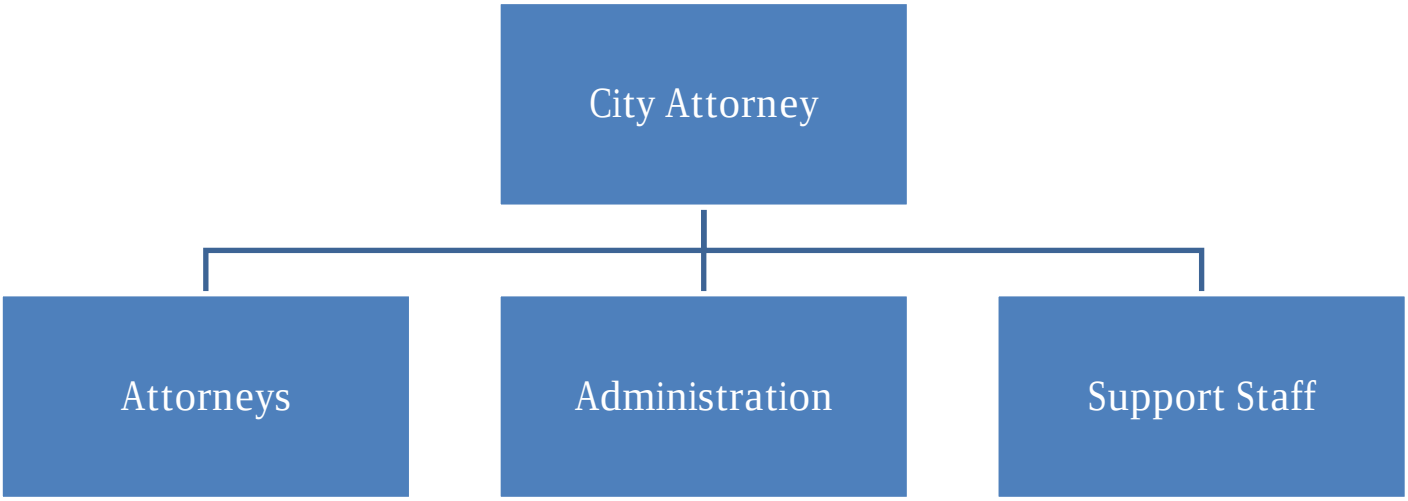
Description

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

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

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

City Attorney



Departmental Function/Unit	FY 2018-19	FY 2019-20
CITY ATTORNEY Directs, coordinates, and administers all legal matters concerning the City of Miami; handles all legal issues concerning City government; provides legal advice and direction to the Mayor, City Commission, City Manager, and department heads.	1	1
ATTORNEYS Assists the City Attorney by overseeing and administering all legal matters concerning the City of Miami; represents the City in court and before quasi-judicial or administrative agencies of government; performs other legal or administrative duties designated by local laws and the City Charter; serves as the City of Miami's Public Records Coordinator.	28	28
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the office budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides budget, finance, and procurement services; provides information technology systems support; administers the ProLaw database, coordinates upgrades of personal computers and computer systems; coordinates the City's legislative process with all departments within the City of Miami's organization.	5	5
SUPPORT STAFF Assists legal staff in the Office of the City Attorney; performs technical and complex clerical legal tasks; records legal documents with the court system; serves as courier for the Office.	26	26
TOTAL FULL-TIME POSITIONS	**60**	**60**

City Attorney

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	6,828,526	7,458,977	8,170,129	8,957,000	9,478,000
Operating Expense	349,275	408,241	385,796	399,000	516,000
Capital Outlay	2,150	59,091	0	0	0
	7,179,951	**7,926,308**	**8,555,925**	**9,356,000**	**9,994,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	7,179,951	7,926,308	8,555,925	9,356,000	9,994,000
	7,179,951	**7,926,308**	**8,555,925**	**9,356,000**	**9,994,000**

Department Strategies for FY 2019-20

Introduce and train the Administration to utilize "Next Request" in fulfilling and complying with all public records requests.
Continue responding to Legal Services Requests (LSRs) in a timely manner.
Minimize the cost of outside counsel fees in an effort to be more efficient and cost effective.
Increase publications regarding current topics of law in legal journals.
Continue developing the internship and clerkship program to enhance law students' legal knowledge for future growth potential including potential recruitment.

Accomplishments in FY 2018-19

Proactively provided legal advice to the City Commission and the City Administration to reduce liabilities and expenses, including Covenant Compliance, Federal Emergency Management Agency (FEMA) reimbursements and audits, and Restricted Funds Compliance.
Established an Office policy wherein all in-coming Legal Services Requests (LSRs) must be reviewed and assigned to an Attorney within one business day.
Lectured in several seminars and trainings to increase knowledge in the areas of environmental and real estate matters including the Future of Sustainable and Resilient Development, Cohort of the Community Scholars in Affordable Housing Program, the Rising Cranes of Florida, Hot Topics in Real Estate Land Use, and What You Need to Know About Current Environmental and Land Use Law.

City Attorney

Expanded collection efforts and recovered $6,042,302.46 as of September 30, 2019.
Continued efforts in creating a paperless workplace by the scanning of documents, full utilization of the email system, and the continued promotion of paperless statements and receipts from vendors.
Aggressively addressed quality of life matters including but not limited to: code compliance, nuisance abatement, unsafe structures, and squatting including the Michael Pottinger, et al. vs. City of Miami, Court Case No. 88-2406-CIV-Moreno. On February 15, 2019, U.S. District Judge Federico A. Moreno signed an Order in favor of the City terminating the Consent Decree regarding the Police Department's treatment of homeless individuals.
Aggressively litigated matters on behalf of the City, including the Fraternal Order of Police, Miami Lodge 20, et al. vs. City of Miami, Court Case No. 98-7760-CA 01. Obtained a verdict of $100,000 when the Plaintiff was seeking in excess of $850,000 for a challenge to the 1994 Sergeant's Promotional Examination.
Mentored eighteen students from various law schools and universities.
Improved the professionalism and customer service standards by hosting five trainings, "First Amendment – Free Speech and Websites/Social Media", "Legislative Drafting", "General Procurement Code Training", "Code Compliance in the City of Miami", and "How to Process a Public Records Request".
Assisted the Administration and the Miami Parking Authority (MPA) in public finance issues totaling more than $107.48 million.
Assisted the Administration and the MPA for the issuance of a $10,000,000.00 City Line of Credit for MPA parking facilities.
Assisted the City's Administration in reviewing proposed bills affecting local governments' ability to create affordable housing, assess impact fees, publish public notice of the City's budget, regulate the tree canopy, constitutional challenges to City ordinances, and others.
Assisted the City in developing the 2019 Legislative Priorities by drafting appropriate resolutions.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The Professional Services-Legal Services Line Item reflects an increase due to the hiring of a Legal Consultant to assist with Litigations and Appeals (GF $100,000).

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 two percent across the board increase (GF $6,000); and an average of five percent salary increase and a two 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 $365,000).

City Attorney

Strategic Alignment and Performance Metrics

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities	Litigation matters opened (number)	525	559	619	600
	Litigation matters closed (number)	549	371	608	600
	Non-litigation matters opened (number)	2,541	2,556	2,439	2,400
	Non-litigation matters closed (number)	1,536	2,039	2,507	2,300
Continue litigating matters on behalf of the City with the mindset of obtaining favorable and cost-effective results	Blended Attorney hourly rate (dollars)	57.9	62.1	65.0	65.0
	Blended billable hours per Attorney (hours)	1,307	1,500	1,439	1,700
Continue expanding collection efforts	Collection of Liens (dollars)	1,908,724	2,022,390	6,059,308	2,500,000
Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures	Preventative Law Training /Presentations (number)	11	12	12	12
Continue responding to Legal Service Requests in a timely manner	Public Records Requests (opened)	918	1,930	3,506	1,800
	Public Records Request (closed)	754	1,907	3,458	1,800

City Attorney

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,667,000	0	5,667,000	6,026,000	0	6,026,000
512010 - Attrition Savings - Salaries	(108,000)	0	(108,000)	(117,000)	0	(117,000)
513000 - Other Salaries and Wages	80,000	0	80,000	80,000	0	80,000
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	89,000	0	89,000	89,000	0	89,000
521000 - Fica Taxes	427,000	0	427,000	423,000	0	423,000
522000 - Retirement Contributions	1,744,000	0	1,744,000	1,843,000	0	1,843,000
523000 - Life and Health Insurance	1,036,000	0	1,036,000	1,112,000	0	1,112,000
Personnel	**8,957,000**	**0**	**8,957,000**	**9,478,000**	**0**	**9,478,000**
Operating Expense						
524000 - Workers' Compensation	94,000	0	94,000	102,000	0	102,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
531010 - Professional Services-Legal Services	0	0	0	100,000	0	100,000
540000 - Travel and Per Diem	18,000	0	18,000	18,000	0	18,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	0	0	0
545013 - Insurance - General Liability	22,000	0	22,000	0	0	0
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	84,000	0	84,000	116,000	0	116,000
551000 - Office Supplies	25,000	0	25,000	25,000	0	25,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	91,000	0	91,000	91,000	0	91,000
Operating Expense	**399,000**	**0**	**399,000**	**516,000**	**0**	**516,000**
Total Expense	**9,356,000**	**0**	**9,356,000**	**9,994,000**	**0**	**9,994,000**

City Clerk

Department Head: Todd B. Hannon Phone: (305) 250-5360

Mission Statement

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

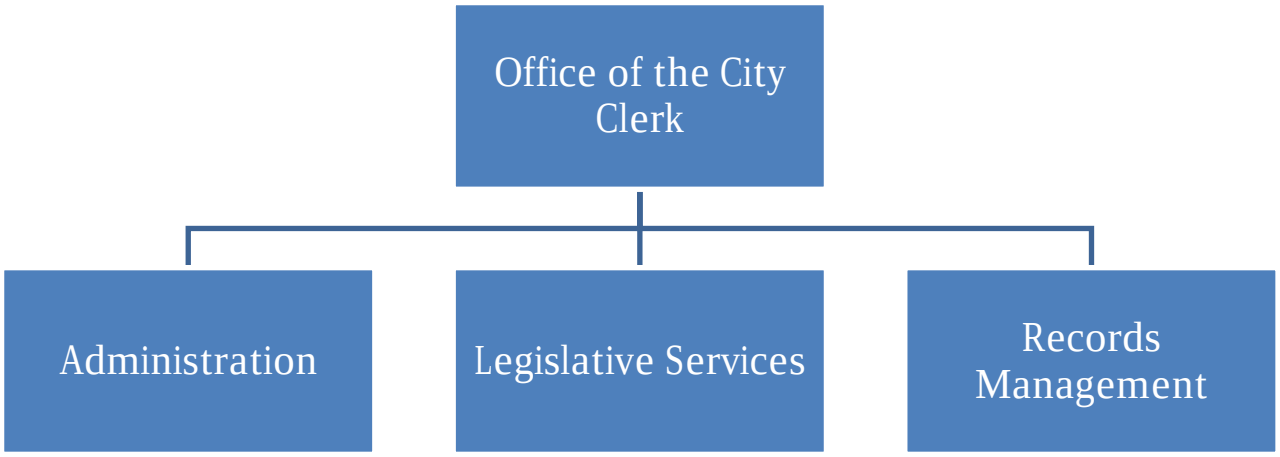
Description

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

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

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

City Clerk



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission meetings; prepares and administers oaths of office; maintains official calendars of City Commission, Boards, and Committee meetings; executes documents as Secretary of the Municipal Corporation and of Community Redevelopment Agency (CRA) Boards.	1	1
ADMINISTRATION Prepares the annual office budget; attests and archives contracts and agreements; oversees all matters relating to personnel and expenditures; supervises all municipal elections (charter amendments, candidates, referenda, etc.); certifies and declares election results.	4	4
LEGISLATIVE SERVICES Records City Commission actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes and distributes verbatim minutes; attends and participates in bond validation proceedings; advertises official notices; 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 Commission.	5	6
RECORDS MANAGEMENT Archives 121 years of digitized official records on-site; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2
TOTAL FULL-TIME POSITIONS	**12**	**13**

City Clerk

Department Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	1,331,315	1,362,093	1,522,265	1,553,000	1,833,000
Operating Expense	376,766	473,721	342,874	404,000	407,000
Capital Outlay	18,128	4,929	1,500	0	0
Non-Operating Expenses	0	0	0	1,068,000	959,000
Transfers - OUT	33,300	0	0	0	0
	1,759,509	**1,840,744**	**1,866,639**	**3,025,000**	**3,199,000**

Funding Structure

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	1,596,330	1,716,047	1,781,705	1,845,000	2,059,000
City Clerk Services	163,180	124,697	84,803	1,180,000	1,140,000
Emergency Funds	0	0	132	0	0
	1,759,509	**1,840,744**	**1,866,639**	**3,025,000**	**3,199,000**

Department Strategies for FY 2019-20

Implement an online appointment scheduling system for the Office of the City Clerk's Passport Acceptance Facility to enhance customers experience and reduce wait time.
Launch Weblink function of the Laserfiche Document Management System to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).
Redesign the Elections webpage of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

Accomplishments in FY 2018-19

Completed City Commission meeting after-action reports (marked agenda) within seven business days.
Completed City Commission minutes within 25 business days.
Completed City Commission minutes for consolidated, special, and budget meetings within 35 business days.
Scanned executed contracts and agreements into Laserfiche within seven business days of receipt.
Notified board members of their appointments within established guidelines.
Developed the search engine platform for the WebLink function of the Laserfiche Document Management System that will eventually allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).
Established a comprehensive outline with the Department of Innovation and Technology consisting of multiple web pages that will be used for the redesign of the Elections webpage located on the Office of the City Clerk's website to enhance user-friendly accessibility for internal and external customers.

City Clerk

Projected to assist over 1,200 first-time applicants with the Department of State's application for a United States Passport from October 1, 2018 to September 30, 2019.
Destroyed approximately 2,500 cubic feet of off-site storage documents that either met their retention value per the Florida Department of State's GS1-SL Records Schedule, or were digitized and the paper copies were no longer needed resulting in a significant savings to the City through reduced off-site storage costs.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The increase in Regular Salaries and Wages Line item reflects the addition of one Transcriber position that is part of the Department's succession planning (SR $54,000).

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 two percent across the board increase (GF $47,000; SR $4,000); and an average of five percent salary increase and a two 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 $25,000).

City Clerk

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target
Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings	Marked agenda completed within seven business days for regular meetings or within ten business days for special, consolidated, and budget meetings (percent)	67	76.6	81.8	85
	City Commission minutes completed within 25 business days (percent)	100	100	93.3	100
	City Commission Minutes for consolidated, special, and budget meetings completed within 35 business days (percent)	100	100	100	100
Promote effective service delivery of City of Miami contracts and agreements by making them available promptly	Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	82	99.3	92.6	95
Improve operational efficiency of City of Miami boards, committees, trusts and agencies by expeditiously providing newly appointed and reappointed board members with appointment notifications	Notifications sent to board appointees within 30 business days of City Commission approval (percent)	100	97.9	100	100

City Clerk

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	851,000	43,000	894,000	976,000	100,000	1,076,000
516000 - Fringe Benefits	9,000	0	9,000	10,000	0	10,000
521000 - Fica Taxes	66,000	3,000	69,000	74,000	8,000	82,000
522000 - Retirement Contributions	327,000	19,000	346,000	381,000	22,000	403,000
523000 - Life and Health Insurance	215,000	20,000	235,000	240,000	22,000	262,000
Personnel	**1,468,000**	**85,000**	**1,553,000**	**1,681,000**	**152,000**	**1,833,000**
Operating Expense						
524000 - Workers' Compensation	24,000	1,000	25,000	24,000	3,000	27,000
531000 - Professional Services	36,000	0	36,000	36,000	0	36,000
534000 - Other Contractual Services	52,000	21,000	73,000	52,000	21,000	73,000
540000 - Travel and Per Diem	1,000	0	1,000	1,000	0	1,000
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
545013 - Insurance - General Liability	5,000	0	5,000	0	0	0
546000 - Repair and Maintenance Services	60,000	0	60,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	60,000	0	60,000	66,000	0	66,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	120,000	0	120,000	179,000	0	179,000
551000 - Office Supplies	4,000	2,000	6,000	4,000	2,000	6,000
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	**377,000**	**27,000**	**404,000**	**378,000**	**29,000**	**407,000**
Non-Operating Expense						
896000 - Budget Reserve	0	1,068,000	1,068,000	0	959,000	959,000
Non-Operating Expenses	**0**	**1,068,000**	**1,068,000**	**0**	**959,000**	**959,000**
Total Expense	**1,845,000**	**1,180,000**	**3,025,000**	**2,059,000**	**1,140,000**	**3,199,000**

Civil Service

Department Head: Tishria L. Mindingall Phone: (305) 416-2020

Mission Statement

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

Description

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

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

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

Civil Service

Civil Service

Departmental Function/Unit	FY 2018-19	FY 2019-20
CIVIL SERVICE Enforces Section 36 of the City of Miami Charter and Chapter 40 of the City of Miami Code of Laws; amends the rules as required; acts as a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and of whistleblower complaints; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	361,860	346,631	344,748	414,000	522,000
Operating Expense	39,316	30,684	34,777	31,000	37,000
	401,176	**377,316**	**379,525**	**445,000**	**559,000**

Department/Funding Structure

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	401,176	377,316	379,525	445,000	559,000
	401,176	**377,316**	**379,525**	**445,000**	**559,000**

Civil Service

Department Strategies for FY 2019-20

Continue to update rules as needed and assist in formulating personnel hiring and employment policies.
Continue to publish departmental newsletters and informational bulletins on a quarterly basis.

Accomplishments in FY 2018-19

Held 19 Civil Service Board meetings, ruled on seven hearings (inclusive of appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters).
Provided recommendations regarding formulating personnel hiring and employment policies to several department directors, who have come before the Board on various matters, and will update rules as needed.
Prepared twenty-three subpoenas, documented continuances and rescheduled sixcases, and processed closure of 11 cases.
Published two departmental newsletters and two informational bulletins.
Conducted 78 research and investigative projects requested by employees, Board Members, and members of the public.
Conducted ten Civil Service Rules Workshops, ten New Employee Orientations, ten Supervisor Orientations, and ten training sessions.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

Additional funding was added to the Professional Services-Legal Services Line Item to provide funding for outside counsel during board meetings (GF $3,000).

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 two percent across the board increase (GF $4,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $16,000).

Civil Service

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Hear citizen or employee complaints of City departments or staff, the hiring/promotion process or alleged violations of the Rules, and formulate corrective actions and process improvements for the Manager's or Director's implementation	Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters heard (number)	7	9	16	10
Establish procedures and grounds for disciplinary action hearings and conduct hearings at the request of an employee dismissed, suspended, demoted, laid off or reduced in pay by the Department Director	Cases closed (number)	18	20	21	20
Conduct hearings upon notification of an employee's unsatisfactory service rating, and impose appropriate sanctions	Subpoenas prepared and processed (number)	24	26	84	80
Hear complaints of employees and investigate allegations concerning abuses of power or Rule violations in appointments, layoffs, removals without justification, or other ways	Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	101	142	152	100
Conduct regular workshops, new employee and supervisor orientation sessions on the responsibilities of employees, functions of the Board, and generally improve the knowledge of and adherence to the Rules	Civil Service Rules workshops conducted (number)	2	5	18	10
	New employee and supervisor orientation conducted (number)	12	14	14	12
	Employees trained by the Civil Service Board (number)	N/A	77	91	70
	Subpoenas processed within two business days of receipt (percent)	N/A	N/A	N/A	N/A
	Civil Service Board meeting minutes completed within seven calendar days (percent)	N/A	N/A	N/A	N/A

Civil Services

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	11,000	0	11,000	11,000	0	11,000
512000 - Regular Salaries and Wages	254,000	0	254,000	294,000	0	294,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	24,000	0	24,000	21,000	0	21,000
522000 - Retirement Contributions	81,000	0	81,000	126,000	0	126,000
523000 - Life and Health Insurance	39,000	0	39,000	65,000	0	65,000
Personnel	**414,000**	**0**	**414,000**	**522,000**	**0**	**522,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
531010 - Professional Services-Legal Services	17,000	0	17,000	20,000	0	20,000
540000 - Travel and Per Diem	0	0	0	1,000	0	1,000
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
545013 - Insurance - General Liability	1,000	0	1,000	0	0	0
546001 - IT-Repair and Maintenance Services	5,000	0	5,000	6,000	0	6,000
551000 - Office Supplies	0	0	0	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	1,000	0	1,000
Operating Expense	**31,000**	**0**	**31,000**	**37,000**	**0**	**37,000**
Total Expense	**445,000**	**0**	**445,000**	**559,000**	**0**	**559,000**

Code Compliance

Department Head: Adele R. Valencia, Esq. Phone: (305) 416-2087

Mission Statement

To work in partnership with residents and business owners to protect public health and safety, improve quality of life, safeguard civic and community assets, and beautify our City by educating the public about and fairly enforcing the City's Code.

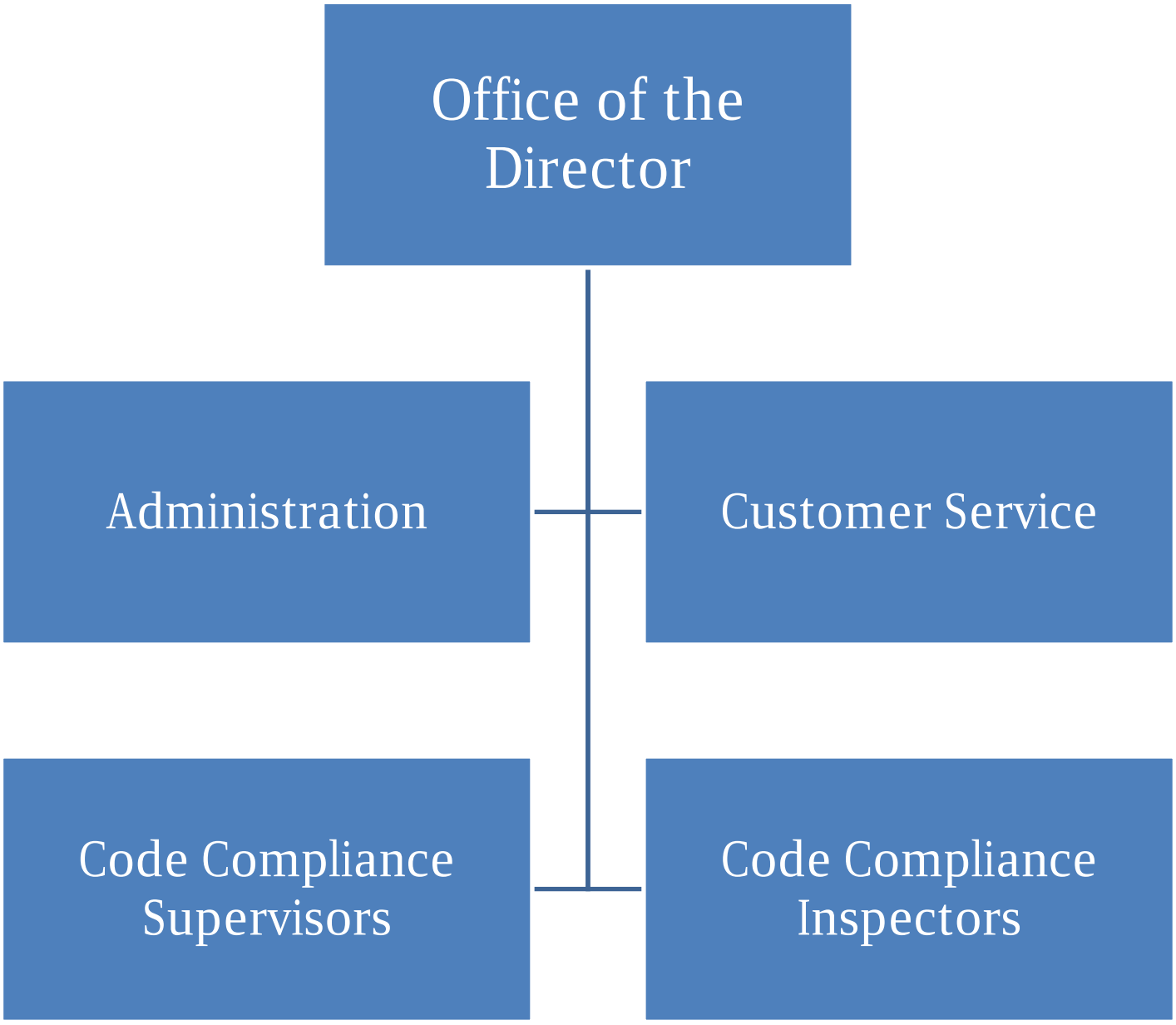
Description

The Office of Code Compliance works in partnership with residents and businesses to promote and maintain a safe and desirable living and working environment. The Department helps maintain and improve the City of Miami by managing a responsive, transparent, unbiased enforcement program to correct violations of municipal codes and land use requirements.

Contributing to the Administration's Priority of *Quality of Life*, the Department of Code Compliance is responsible for promoting effective service delivery and quality customer service, empowering residents and businesses to beautify their communities, and maintain streets and public spaces to a high standard using the City's Codes and Ordinances. Code Compliance staff proactively educates the community through community meetings and in the field. Code Compliance inspectors respond to complaints from the community, receive referrals from other departments, perform Certificate of Use inspections, participate in joint inspections with Fire-Rescue and Police Departments, proactively address issues of community concern, and educate the property owners about the violation and assist in guiding them through the process of compliance. Common violations include overgrown lots, outside storage, vacant or abandoned structures, graffiti, abandoned or inoperable vehicles, work without permits, illegal tree-cutting, failure to maintain the swale, Certificate of Use and Business Tax Receipt issues, noise violations, and others.

The stakeholders are City of Miami departments, visitors, property owners, homeowners and neighborhood associations, business owners, and residents.

Code Compliance



Code Compliance

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; assists other City departments and agencies with code compliance issues, ordinances, policies, procedures and protocols and the City Charter.	0	3
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, and procurement.	2	4
CUSTOMER SERVICE Provides customer service via phone and in person; assists with clerical duties such as inventory control, payroll, file maintenance, mailings, data entry, and other clerical support as needed.	4	5
CODE COMPLIANCE SUPERVISORS Supervises the daily functions of Code Compliance Inspectors; patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; processes Certificates of Use (CU) and Business Tax Receipts (BTR) for businesses found non-compliant in the field; collects outstanding fees.	5	6
CODE COMPLIANCE INSPECTORS Responds to community complaints, referrals from other Departments, and the results of assigned inspections; patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; ensures compliance with CUs and BTRs processes; brings all cases and testifies at the Code Enforcement Board or Ticket Appeals hearings.	50	53
TOTAL FULL-TIME POSITIONS	**61**	**71**

Code Compliance

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	4,734,752	5,259,300	6,098,809	6,373,000	7,868,000
Operating Expense	475,655	379,638	641,674	552,000	560,000
Capital Outlay	89,290	9,948	54,098	9,000	9,000
Non-Operating Expenses	130	716	1,469	717,000	0
Transfers - OUT	0	0	0	950,000	232,000
	5,299,826	**5,649,601**	**6,796,050**	**8,601,000**	**8,669,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	5,299,666	5,649,598	6,795,884	6,934,000	8,437,000
Planning and Zoning Tree Trust Fund	160	0	0	0	0
Net Offices & Code Enforcement (SR)	0	0	0	1,667,000	232,000
Emergency Funds	0	3	166	0	0
	5,299,826	**5,649,601**	**6,796,050**	**8,601,000**	**8,669,000**

Department Strategies for FY 2019-20

Continue to educate the public about the City's Codes and Ordinances to obtain voluntary compliance.
Provide better educational materials online and in pamphlet form. Continue to distribute contact information for Departmental after-hours line.
Provide code compliance safety services by establishing frequent, comprehensive training, establishing protocols, and regularly auditing staff compliance with said protocols.
Provide initial response to all 311 cases for the best possible customer service within five business days.
Investigate and respond to 100 percent of all 311 complaints within ten days of receipt.
Fully integrate a new information technology system to better utilize staff time and communicate more easily with residents and other departments.

Code Compliance

Accomplishments in FY 2018-2019

Attended 20 homeowners and neighborhood association meetings to educate residents on Code Compliance issues and listen to community concerns.

Promoted safety through public education efforts about Code Compliance by addressing overgrown and vacant lots, unsafe structures, and the visibility triangle at intersections. Promoted crime prevention through environmental design by ensuring greater compliance with our City's laws.

Trained entire staff once each month on critical issues. Trainings have included: an overview on ethical obligations; an overview of the public records laws; a lecture on the importance of code compliance in safeguarding civic and community assets; a series of trainings on change management, Customer Service, Conflict Resolution, and Professionalism; a training on the unsafe structures process; and a training on how to make the most effective referrals.

Currently working with the Department of Innovation and Technology on a newinformation technology system to better assist the Department with day-to-day operations, expected to be completed by December 2019.

Continued the Task Force to help ensure Citywide compliance with the Certificate of Use and Business Tax Receipts in order to increase efficiency and better track interactions with local businesses.

Transitioned towards the Business Tax Receipt public-facing process, with renewal notices from Finance and referrals from the Fire-Rescue Department. Code Inspectors are ensuring that more businesses comply with the City's laws and pay existing obligations in a timely fashion.

Providing ongoing training with the Customer Service Aides regarding active listening, conflict de-escalation, managing difficult conversations, and other aspects of quality customer service.

Targeted major corridors with illegal signs in the City of Miami, and improved our coordinated response to noise complaints Citywide.

Established regular night joint inspections with the Police Department and the Office of Code Compliance to address issues with peddlers in the public right-of-way and commercial vehicles in residential areas.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the increase of four positions, Director of Code Compliance, Chief of Code Compliance, a Code Compliance Field Supervisor, and a Quality Manager (GF $253,000).

As approved in the FY 2018-19 Mid-Year Amendment, additional funding was added to the Regular Salaries and Wages Line Item to reflects an increase to cover the difference in a converted Code Compliance Inspector position to an Assistant Director of Code Compliance (GF $31,000).

The increase in the Training Line Item reflects funding for the Florida Association of Code Enforcers (FACE) training (GF $19,000).

An additional General Fund contribution to the existing capital project to replace the current Code Compliance Information Technology System (SR $160,000).

An additional General Fund contribution to the existing capital project to the Code Compliance office reconfiguration (SR $72,000).

Code Compliance

The Budget includes the following additional considerations:

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

The increase in Rental and Leases Line Item is due in part to fund the GPS Systems in City Vehicles (GF $7,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Budget Hearing.

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 two percent across the board increase (GF $257,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $24,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Regular Salaries and Wages is due in part to an addition of a Deputy Director (GF $118,000), an Assistant to the Director (GF $52,000), a Service Center Aide (GF $28,000), two Code Enforcement Inspectors (GF $80,000), and the elimination of a Vacant Quality Manager position (GR $71,000).

To reflect the amendments made as recommended in the Memorandum titled Information for theSecond Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Training Line Item is due in part to additional funding for the Florida Association of Code Enforcement (FACE) Training (GF $20,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Salaries and Wages Line Item is due in part to two additional Code Enforcement Inspectors ($80,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted toaccommodate the preceding expenditure increases (GF $86,000).

Code Compliance

Strategic Alignment and Performance Measures

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

- Modernize and streamline City processes
- Strengthen trust through excellent customer service
- Engage all stakeholders with timely and clear communication
- Continue to strengthen community partnerships

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Increase awareness of and compliance with City codes	Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	16,268	28,043	16,700	20,000
Maintain streets and public spaces to a high standard	Collections from new/outstanding BTR and CU inspections (dollars)	2,206,965	2,759,387	1,731,333	1,750,000
Empower residents and businesses to take a more active role in the beautification of their communities	Respond to 311 complaints within 10 days (percent)	73	69	64.6	85
Promote effective service delivery and high-quality customer service	Qualitative Code Compliance Customer Service Survey (percent of excellence)	85	76	85	85
Maintain streets and public spaces to a high standard	Residents who agree their neighborhood appearance has improved in the last three years (percent)	81	83	88	88

Code Compliance

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,819,000	0	3,819,000	4,920,000	0	4,920,000
512010 - Attrition Savings - Salaries	(260,000)	0	(260,000)	(364,000)	0	(364,000)
514000 - Overtime	25,000	0	25,000	25,000	0	25,000
516000 - Fringe Benefits	32,000	0	32,000	45,000	0	45,000
521000 - Fica Taxes	296,000	0	296,000	372,000	0	372,000
522000 - Retirement Contributions	1,405,000	0	1,405,000	1,671,000	0	1,671,000
523000 - Life and Health Insurance	1,056,000	0	1,056,000	1,199,000	0	1,199,000
Personnel	**6,373,000**	**0**	**6,373,000**	**7,868,000**	**0**	**7,868,000**
Operating Expense						
524000 - Workers' Compensation	105,000	0	105,000	113,000	0	113,000
531000 - Professional Services	150,000	0	150,000	120,000	0	120,000
531010 - Professional Services-Legal Services	3,000	0	3,000	3,000	0	3,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
540010 - Training	0	0	0	39,000	0	39,000
541000 - Communications & Related Services	5,000	0	5,000	5,000	0	5,000
541100 - Postage	50,000	0	50,000	50,000	0	50,000
544000 - Rentals and Leases	0	0	0	7,000	0	7,000
545011 - Insurance - Vehicle Liability	35,000	0	35,000	5,000	0	5,000
545013 - Insurance - General Liability	22,000	0	22,000	0	0	0
546001 - IT-Repair and Maintenance Services	132,000	0	132,000	158,000	0	158,000
547200 - Printing and Binding-Paper Stock	5,000	0	5,000	5,000	0	5,000
551000 - Office Supplies	12,000	0	12,000	22,000	0	22,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552200 - Clothing/Uniform Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,000	0	9,000	9,000	0	9,000
Operating Expense	**552,000**	**0**	**552,000**	**560,000**	**0**	**560,000**
Capital Outlay						
664000 - Machinery and Equipment	9,000	0	9,000	9,000	0	9,000
Capital Outlay	**9,000**	**0**	**9,000**	**9,000**	**0**	**9,000**
Non-Operating Expense						
896000 - Budget Reserve	0	717,000	717,000	0	0	0
Non-Operating Expenses	**0**	**717,000**	**717,000**	**0**	**0**	**0**

Code Compliance

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
Transfers-OUT						
891000 - Interfund Transfers	0	950,000	950,000	0	232,000	232,000
Transfers - OUT	**0**	**950,000**	**950,000**	**0**	**232,000**	**232,000**
Total Expense	**6,934,000**	**1,667,000**	**8,601,000**	**8,437,000**	**232,000**	**8,669,000**

Communications

Department Head: Stephanie Severino Phone: (305) 416-1439

Mission Statement

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

Description

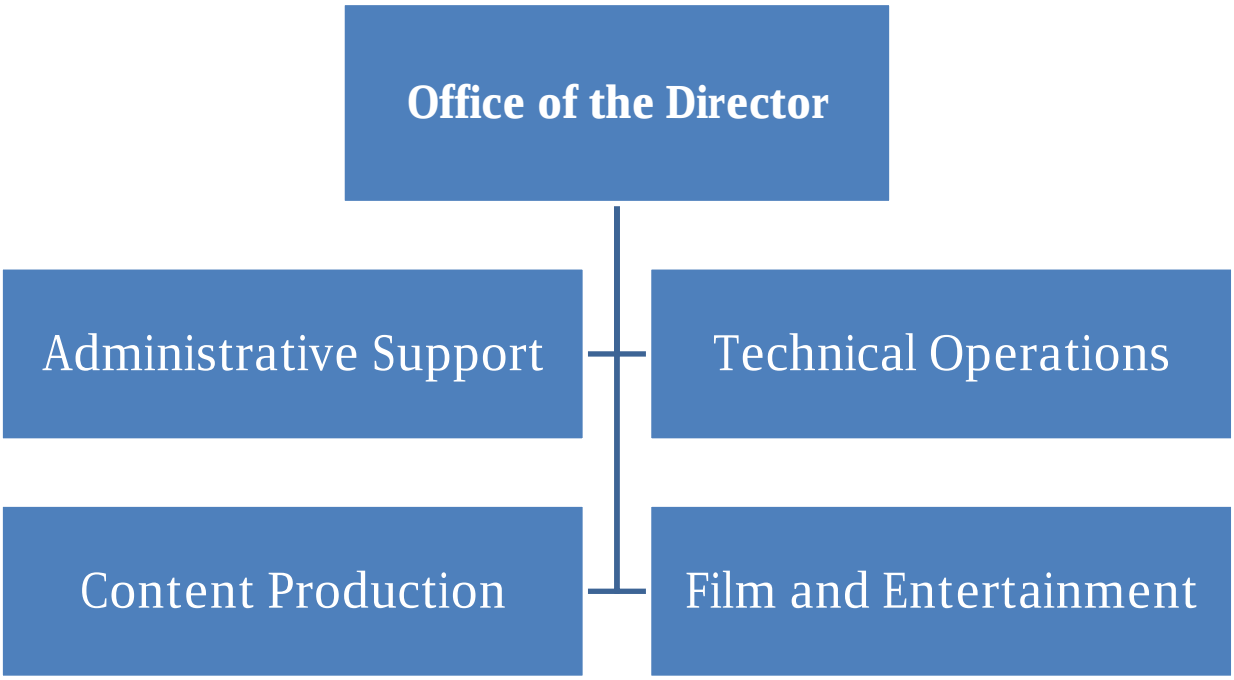
The Office of Communications is responsible for disseminating official information for the City of Miami, responding to requests from the media, and promoting City events, resources, and services using a full range of platforms. It plays a vital role in engaging community members by keeping them informed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

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

The Office of Communications' Division of Film and Entertainment provides professional assistance promoting, coordinating and processing permit applications for films, special events, and cultural affairs within the City of Miami. It also promotes the film industry through its participation in film industry conferences, festivals, industry networking events, and guilds. Additionally, all permit applications for filming in public spaces and residential areas of the City, no matter the scale of production are processed and approved by this Division. Collectively, these efforts contribute to the local economy and workforce, while raising the City of Miami's profile with a global audience.

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

Communications



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, audio and video technical operations, and the division of Film and Entertainment.	2	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and schedules programming.	6	6
CONTENT PRODUCTION Creates content for all digital platforms, MiamiTV, City websites, and official presentations.	3	3
ADMINISTRATIVE SUPPORT Assists the Director in directing all personnel, procurement, budget, and fiscal activities; facilitates public records requests, and handles all administrative needs of the department.	1	1
INTERNAL AND EXTERNAL COMMUNICATIONS Drafts written communications for internal and external audiences, and liaises between the Office of Communications and Elected Officials.	1	0
FILM AND ENTERTAINMENT Assists and provides high-quality service to the film and entertainments industry in the City. Coordinates and processes film and special events permits.	4	4
TOTAL FULL-TIME POSITIONS	**17**	**16**

Communications

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	1,265,946	1,403,353	1,682,984	1,879,000	2,066,000
Operating Expense	169,428	151,606	237,299	267,000	263,000
Capital Outlay	4,127	3,042	40,611	3,000	0
	1,439,500	**1,558,001**	**1,960,894**	**2,149,000**	**2,329,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	1,408,105	1,545,001	1,960,894	2,149,000	2,329,000
Departmental Improvement Initiative	31,395	13,000	0	0	0
	1,439,500	**1,558,001**	**1,960,894**	**2,149,000**	**2,329,000**

Department Strategies for FY 2019-20

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

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

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

Digitize DVDs to send via WeTransfer.

Work with the City Manager's Office and related departments to revamp and streamline the Special Events application process.

Attend film festivals, conferences, industry networking events, and guilds to promote the City of Miami with the purpose of bringing new events to the City.

Communications

Accomplishments in FY 2018-19

Assisted the City Administration, City departments, and Elected Officials with the dissemination of information via original content and traditional media outreach about City meetings and events using the website, Facebook, Twitter, Instagram, NextDoor, Periscope, YouTube, Miami TV and news releases.
Placed a strategic focus on engaging residents directly via social media and replied directly to follower messages when appropriate.
Created original content that directly aligned with the Administration's priorities.
Regularly posted new content on the News and Events section of the newly-launched website to keep the community informed and up to date on the City's news and initiatives.
Continued the initiative of converting City Commission meeting videos from DVD to digital files.
Continued to update the department's video archive.
Continued efforts to work with the Police Special Events Unit and the Department of Innovation and Technology (DoIT) to implement a new system to facilitate the process of special event applications and payments.
Attended the American Film Market, the Atlanta Super Bowl Logistics, and the Cannes Film Festival to promote the City of Miami with the purpose of bringing new events to the City.
Provided assistance during the initial phase of the Formula One, however, the event was cancelled.
Increased social media followers on all platforms from October 2018 to May 2019 as follows:

a. Instagram: 16,483 new followers (130 percent increase)
b. Facebook: 13,013 new followers (171 percent increase)
c. Twitter: 7,500 new followers (5.7 percent increase)

Reached more than 22,000 residents Citywide using Nextdoor.com and geo-targeted messaging to specific neighborhoods and districts.
Consistently posted advance notice of public meetings on the City's website home page and social media.
Increased the quantity and quality of Periscope live streaming, while also live streaming the City's Commission meetings on Facebook Live, Periscope, and Twitter.
Created an online service request form to more efficiently track photo, video, podium, and sound system requests submitted by departments and Elected Officials' offices.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

As approved in the FY 2018-19 Mid-Year Amendment, the position count reflects the elimination of one Communications Technical Operator.

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 two percent across the board increase (GF $60,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $18,000).

Communications

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Create more multi-platform original	Live or recorded broadcasts of Commission meetings and board hearings (hours)	306	277	218	283
Effectively work with other departments and officials	City events recorded or photographed (number)	563	279	391	400
Maintain a positive relationship with media	Media requests processed (number)	507	545	541	605
	Media requests responded to within two business days (percent)	91	100	100	100
More effectively engage	Facebook and Instagram posts commented on (percent)	N/A	N/A	86	90
	Percentage of Twitter posts retweeted at least three times (percent)	76	93	92	82
Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents	Original content produced in more than one version for unique platforms (percent)	N/A	N/A	100	90
Innovate application process to efficiently approve applications in a timely and cost-effective manner	Film permit applications approved (number)	708	798	614	850
	Special event applications approved (number)	696	332	370	515
	Days of production in the City (number)	1,741	2,082	1,647	2,100
Maximize revenue by partnering with departments and businesses to assist in sponsoring events	Total revenue generated from special events (dollars)	5,748,433	3,662,940	7,999,163	4,000,000
	Total revenue generated from Film (dollars)	94,114	111,956	231,671	200,000

Office of Communications

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,147,000	0	1,147,000	1,185,000	0	1,185,000
513000 - Other Salaries and Wages	12,000	0	12,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	12,000	0	12,000
516000 - Fringe Benefits	12,000	0	12,000	13,000	0	13,000
521000 - Fica Taxes	90,000	0	90,000	92,000	0	92,000
522000 - Retirement Contributions	344,000	0	344,000	437,000	0	437,000
523000 - Life and Health Insurance	274,000	0	274,000	327,000	0	327,000
Personnel	**1,879,000**	**0**	**1,879,000**	**2,066,000**	**0**	**2,066,000**
Operating Expense						
524000 - Workers' Compensation	28,000	0	28,000	30,000	0	30,000
534000 - Other Contractual Services	59,000	0	59,000	59,000	0	59,000
540000 - Travel and Per Diem	13,000	0	13,000	13,000	0	13,000
541000 - Communications & Related Services	2,000	0	2,000	2,000	0	2,000
541100 - Postage	1,000	0	1,000	0	0	0
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	5,000	0	5,000	0	0	0
545013 - Insurance - General Liability	7,000	0	7,000	0	0	0
546000 - Repair and Maintenance Services	4,000	0	4,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	36,000	0	36,000	46,000	0	46,000
549000 - Other Current Charges and Obligations	71,000	0	71,000	71,000	0	71,000
551000 - Office Supplies	9,000	0	9,000	9,000	0	9,000
552000 - Operating Supplies	26,000	0	26,000	26,000	0	26,000
552200 - Clothing/Uniform Supplies	1,000	0	1,000	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	2,000	0	2,000
Operating Expense	**267,000**	**0**	**267,000**	**263,000**	**0**	**263,000**
Capital Outlay						
664000 - Machinery and Equipment	3,000	0	3,000	0	0	0
Capital Outlay	**3,000**	**0**	**3,000**	**0**	**0**	**0**
Total Expense	**2,149,000**	**0**	**2,149,000**	**2,329,000**	**0**	**2,329,000**

Equal Opportunity and Diversity Programs

Department Head: Asseline Hyppolite Phone: (305) 416-1990

Mission Statement

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

Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Office is committed to improving the work environment at the City of Miami for employees and applicants, as well as citizens doing business with the City. EODP investigates internal complaints involving employment discrimination and also handles charges of discrimination filed with the Equal Employment Opportunity Commission (EEOC), the Florida Commission on Human Relations, and the Miami-Dade County Commission on Human Rights. EODP acts to prevent or decrease instances of discrimination by developing and implementing instructional programs emphasizing the City's prohibition of discrimination in employment and highlighting the importance of diversity in the workforce. Additionally, EODP monitors various employment recruiting, selection, and promotional procedures, and is responsible for the City's fulfillment of certain federal reporting requirements. It provides support to the City's Equal Opportunity Advisory Board and the Miami Commission on the Status of Women. 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 2018-19	FY 2019-20
EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS Oversees and manages the equal employment opportunity function; ensures overall compliance with administrative policies and laws prohibiting employment discrimination; develops and implements instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigates allegations and complaints; responds on behalf of the City to complaints filed with external enforcement agencies.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	355,251	351,174	383,631	443,000	482,000
Operating Expense	15,873	18,776	26,767	21,000	26,000
	371,123	**369,950**	**410,398**	**464,000**	**508,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	371,123	369,950	410,398	464,000	508,000
	371,123	**369,950**	**410,398**	**464,000**	**508,000**

Equal Opportunity and Diversity Programs

Department Strategies for FY 2019-20

Continue to ensure the City's compliance with 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 boards by supplying administrative materials and technical guidance.

Expand the Nursing Mother's Program, to include set up of an official space at City Hall for new mothers returning to work. The program already includes a private, designated room in the Miami Riverside Center and one in the Police Department.

Develop a monthly newsletter regarding best practices for boosting diversity initiatives and preventing employment discrimination.

Accomplishments in FY 2018-19

Developed a City policy on consensual relationships and submitted it for review by the City Attorney and approval by the City Manager.

Aligned the internal investigation timeline and reports to more closely mirror those of the Equal Employment Opportunity Commission (EEOC). Projected to complete 45 investigations formally filed with EODP or the EEOC in FY 2018-19.

Monitored one Firefighter Recruitment at various stages, including providing staff to serve in the critical role of observer during the implementation of the physical ability test.

Planned and coordinated a "World Diversity Day" event for employees, as well as the community, to inspire dialogue and promote the understanding and value of diversity.

Attended over ten pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.

Projected to organize and hold 11 meetings of the Equal Opportunity Advisory Board and 11 meetings of the Commission on the Status of Women. Additionally, organized and coordinated the Commission on the Status of Women's National Women's History Month Breakfast event.

Updated all EODP training materials and handouts to reflect rapidly evolving changes in legislation and mitigated EEO liability by providing ongoing assistance to all City departments to comply with EEO laws.

Projected to complete over 70 trainings to employees on equal employment, diversity, and discrimination issues, which eliminates the City's need to allocate funding for outsourced employee training courses.

Established a private, designated room in the Police Department for new mothers returning to work, thereby expanding the Nursing Mother's Program.

Developed specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address issues of equal opportunity, diversity, and sexual harassment.

Equal Opportunity and Diversity Programs

Process improvement, automation, and modernization of case management for the Office has been placed on hold indefinitely due to funding.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

Additional funding was added to the Travel and Per Diem Line Item for staff to attend the Equal Employment Opportunity Commission's National Conference and the International Public Management Association's Training Conference to remain abreast of developments in employment law and regulations (GF $2,000).

Additional funding was added to the Memberships, Licenses, Permits and Others Line Item for staff to maintain professional memberships and licenses that will give the Office access to resources that impact the quality of its services (GF $1,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $19,000).

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
To promote effective, high-quality customer service	Case investigations completed (number)	36	48	31	36
	Certification lists processed and returned to Departments within one day (percent)	100	99	100	100
Improve operational efficiency	Internal case investigations completed within 25 calendar days (percent)	100	89	97	100
	External (local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	95
	Certification lists reviewed and approved (number)	297	342	308	355
Foster a positive work environment for all City employees	Employees provided with mandatory EEO/Sex Harassment training (number)	951	745	760	650
	Employees attending mandatory training every three years (percent)	83	N/A	90	95
	Employees provided with additional empowerment trainings (number)	394	306	93	84

Equal Opportunity and Diversity Programs

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	258,000	0	258,000	286,000	0	286,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	19,000	0	19,000	22,000	0	22,000
522000 - Retirement Contributions	100,000	0	100,000	123,000	0	123,000
523000 - Life and Health Insurance	59,000	0	59,000	44,000	0	44,000
Personnel	**443,000**	**0**	**443,000**	**482,000**	**0**	**482,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
540000 - Travel and Per Diem	0	0	0	2,000	0	2,000
540010 - Training	1,000	0	1,000	1,000	0	1,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	1,000	0	1,000	0	0	0
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	6,000	0	6,000	7,000	0	7,000
551000 - Office Supplies	2,000	0	2,000	3,000	0	3,000
552000 - Operating Supplies	1,000	0	1,000	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	1,000	0	1,000
Operating Expense	**21,000**	**0**	**21,000**	**26,000**	**0**	**26,000**
Total Expense	**464,000**	**0**	**464,000**	**508,000**	**0**	**508,000**

Finance

Department Head: Erica Paschal-Darling, CPA Phone: (305) 416-1328

Mission Statement

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

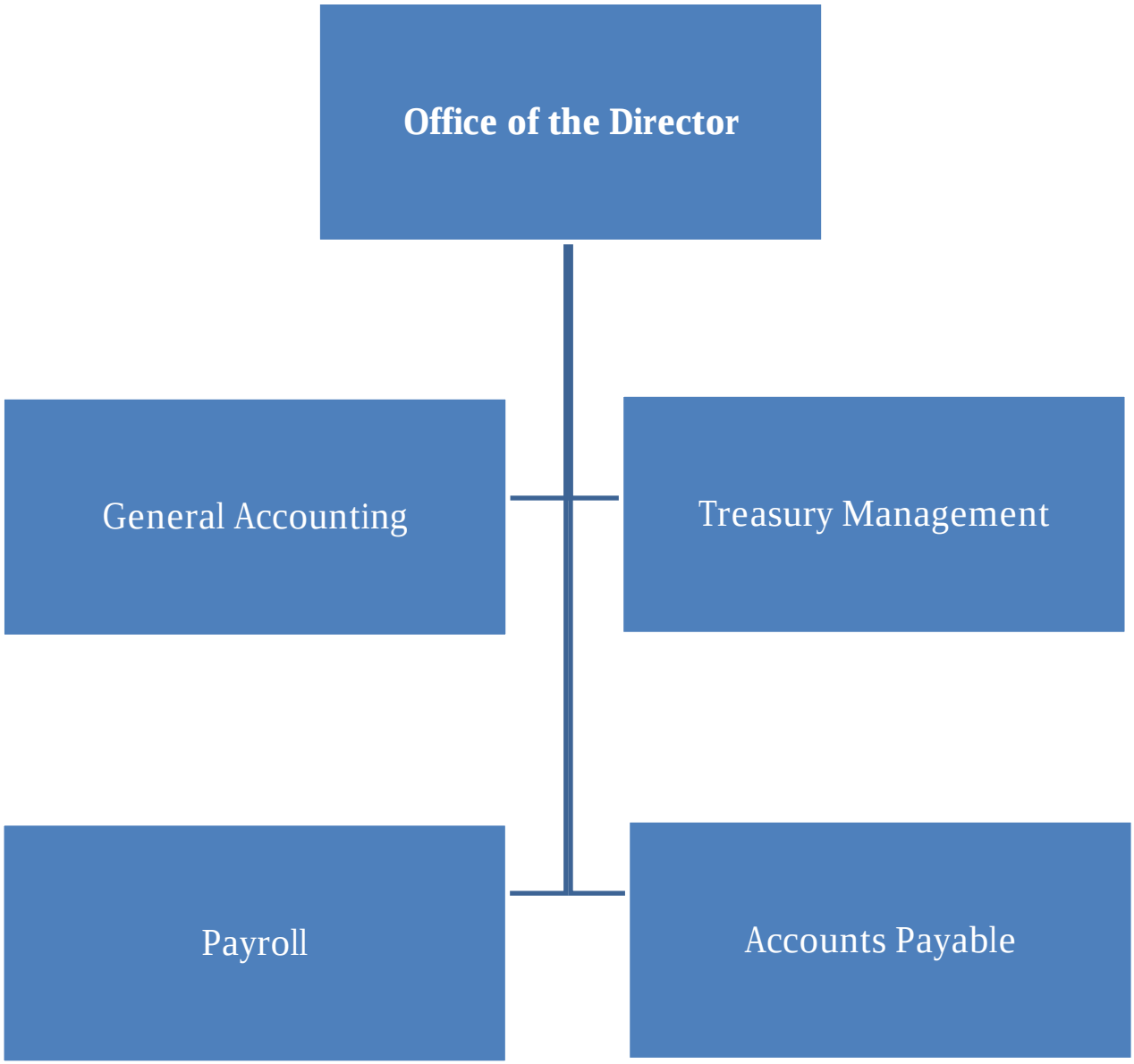
Description

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

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

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

Finance


Office of the Director
General Accounting
Treasury Management
Payroll
Accounts Payable

Finance

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Formulates departmental policy and provides overall direction and coordination of departmental operations and management; manages the City's financial affairs, such as financial reporting, debt administration, billings and collections, and accounts payable; advises the City Manager on fiscal policy; oversees preparation of interim and annual financial reports; prepares the CAFR; performs departmental payroll, personnel, procurement, and legislative functions.	6	6
GENERAL ACCOUNTING Maintains and balances accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year-end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; reviews, monitors and reconciles projects and grants, general ledger revenues and expenditures.	28	23
TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; provides oversight for Citywide Point of Sale (POS) system; coordinates debt issuance with financial advisors and bond counsel; monitors bond payments to ensure indenture compliance; ensures payment of debt service; processes all BTRs and Certificates of Use (CU); collects revenue for past due invoices and returned checks; requests lien searches; handles customer inquiries; receives, records, and deposits cash receipts.	17	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.	9	7
ACCOUNTS PAYABLE Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts; prepares and prints 1099s.	5	6
FINANCIAL SYSTEM SERVICES Provides frontline support to all financial modules' end-users; analyzes special departmental procedures and information systems to determine the most feasible and cost effective methods to develop automated business processes, reports, and operating processes utilizing the Oracle-based Enterprise Resource Planning (ERP) and complementary systems; assists employees engaged in financial activities to prepare and update documentation supporting the use of the Oracle financial applications.	4	0
TOTAL FULL-TIME POSITIONS	**69**	**69**

Finance

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	6,707,333	7,135,938	7,431,060	7,332,000	8,168,000
Operating Expense	1,773,526	1,198,322	1,275,256	1,964,000	2,162,000
Capital Outlay	1,855	275,474	3,324	0	0
Non-Operating Expenses	0	1,478	69,288	0	0
Transfers - OUT	15,210	0	0	0	0
	8,497,924	**8,611,211**	**8,778,928**	**9,296,000**	**10,330,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	8,482,807	8,611,211	8,709,604	9,296,000	10,330,000
UASI-Fire Rescue	(93)	0	0	0	0
Police Services	15,210	0	0	0	0
Community Development	0	0	69,285	0	0
Emergency Funds	0	0	39	0	0
	8,497,924	**8,611,211**	**8,778,928**	**9,296,000**	**10,330,000**

Department Strategies for FY 2019-20

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

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

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

Prepare the Cost Allocation Plan.

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

Accomplishments in FY 2018-19

Provided training for varying levels of Finance Department staff; the key staff attended training conducted by the Government Finance Officers Association (GFOA), Florida Government Finance Officers Association (FGFOA), Rhodes, Salustro and McGladrey (RSM US, LLP), the Florida Institute of Certified Public Accountants (FICPA), Internal Revenue Service (IRS), and KRONOS.

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

Finance

The City received revised Bond ratings from Standard and Poor's, Moody's, and Fitch by applying sound asset management internal controls and enhanced investment strategies. As a result, the Special Tax (Marlin's Garage) bond rating was upgraded to Aa3 by Moody's, the Limited Ad Valorem Bond was affirmed at AA- by Standard and Poor's, and the Department of Off Street Parking (DOSP) 2009 A and B Bond was affirmed at A- by Fitch.
Streamlining of the grants reimbursement process remains ongoing. Resources were diverted to the continued management over the FEMA Public Assistance process for Hurricane Irma.
Provided regular trainings for accounts payable liaisons to educate them on the process of submitting an invoice within the State of Florida mandate. The goal is to reduce the amount of time it takes to process invoices.
Successfully published the 2018 Comprehensive Annual Financial Report by March 30, 2019 utilizing the Hyperion Financial Management (HFM) system with an unqualified opinion.
Successfully completed the 2018 Single Audit and Management Letter by April 30, 2019, in accordance with the Financial Integrity Principles.
Preparation of the Cost Allocation Plan is ongoing. The plan is expected to be published in the summer of 2019.
Issued Special Obligation Refunding and Revenue Bonds, Series 2018ABC and used the proceeds to refund all or a portion of the City's outstanding Series 2007 and 2009 Streets and Sidewalk Improvement Program bonds in November 2018; resulting in a savings of $14.4 million Net Present Value. Issued a Tax-Exempt Special Obligation Parking Refunding Note, Series 2020 to refund the City's outstanding Tax-Exempt Special Obligation Parking Revenue Bonds, Series 2010A (Marlins Stadium Project); resulting in a savings of $7.3 million Net Present Value.
Purchased and implemented SymPro, a treasury management software that will improve processes related to cash, investment, and debt management.
Managed the upgrade of KRONOS Timekeeper software to the cloud-based version of 8.1.1, which allows for the efficient use of city resources and generates cost savings by eliminating the need for an on-site support team and on premise upgrades.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

The Professional Services Line item reflects a reduction to account for anticipated savings following the implementation of a Bloomberg Terminal (GF $20,000).

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Budget Amendment, funding was allocated from the General Fund to Capital Project 40-B193111 for the acquisition of Treasury Management Software (GF $185,000).
Additional funding was added to the Professional Services Line item for a four percent contractual increase to KRONOS (GF $10,000).
Additional funding was added to the Professional Services Line item to fund increased costs for Penn Credit due to higher collection rates (GF $75,000).
Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Others Line-item for the purchase of a Bloomberg Terminal (GF $27,000).
Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Others Line-item for the annual maintenance and subscription costs of the SymPro Treasury Management Software (GF $50,000).

Finance

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 two percent across the board increase (GF $288,000); and an average of five percent salary increase and a two 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).

Finance

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Continue to provide training to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practices for professional growth and development	Payroll processing success rate (percent)	100	99.7	99.8	99.9
	Dunning letters printed and mailed by the 15th of each month (percent)	100	100	73.6	100
Reduce the average number of days to process invoices Citywide	Invoices processed without exception monthly (percent)	82	82	80.5	87
	Customer service satisfaction survey (percent)	63	N/A	N/A	90
Streamline the grant reimbursement process to ensure the timely receipt of City funds	Grant expenditures reimbursed at year end (percent)	93.3	95	95	95
Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies	General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
	Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
	GFOA Financial Reporting Award	Yes	Yes	Yes	Yes
	Number of repeat finance audit findings (number)	1	2	1	0
	Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit)	Yes	Yes	Yes	Yes
	Produce Comprehensive Annual Financial Report by the end of second quarter (unit)	Yes	Yes	Yes	Yes

Finance

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,795,000	0	4,795,000	5,244,000	0	5,244,000
512010 - Attrition Savings - Salaries	(536,000)	0	(536,000)	(575,000)	0	(575,000)
516000 - Fringe Benefits	19,000	0	19,000	16,000	0	16,000
521000 - Fica Taxes	373,000	0	373,000	399,000	0	399,000
522000 - Retirement Contributions	1,723,000	0	1,723,000	2,015,000	0	2,015,000
523000 - Life and Health Insurance	958,000	0	958,000	1,069,000	0	1,069,000
Personnel	**7,332,000**	**0**	**7,332,000**	**8,168,000**	**0**	**8,168,000**
Operating Expense						
524000 - Workers' Compensation	142,000	0	142,000	153,000	0	153,000
531000 - Professional Services	837,000	0	837,000	909,000	0	909,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	51,000	0	51,000	61,000	0	61,000
540000 - Travel and Per Diem	22,000	0	22,000	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	26,000	0	26,000	38,000	0	38,000
546001 - IT-Repair and Maintenance Services	100,000	0	100,000	133,000	0	133,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	3,000	0	3,000	9,000	0	9,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	25,000	0	25,000	85,000	0	85,000
Operating Expense	**1,964,000**	**0**	**1,964,000**	**2,162,000**	**0**	**2,162,000**
Total Expense	**9,296,000**	**0**	**9,296,000**	**10,330,000**	**0**	**10,330,000**

Grants Administration

Department Head: Lillian P. Blondet Phone: (305) 416-1536

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.

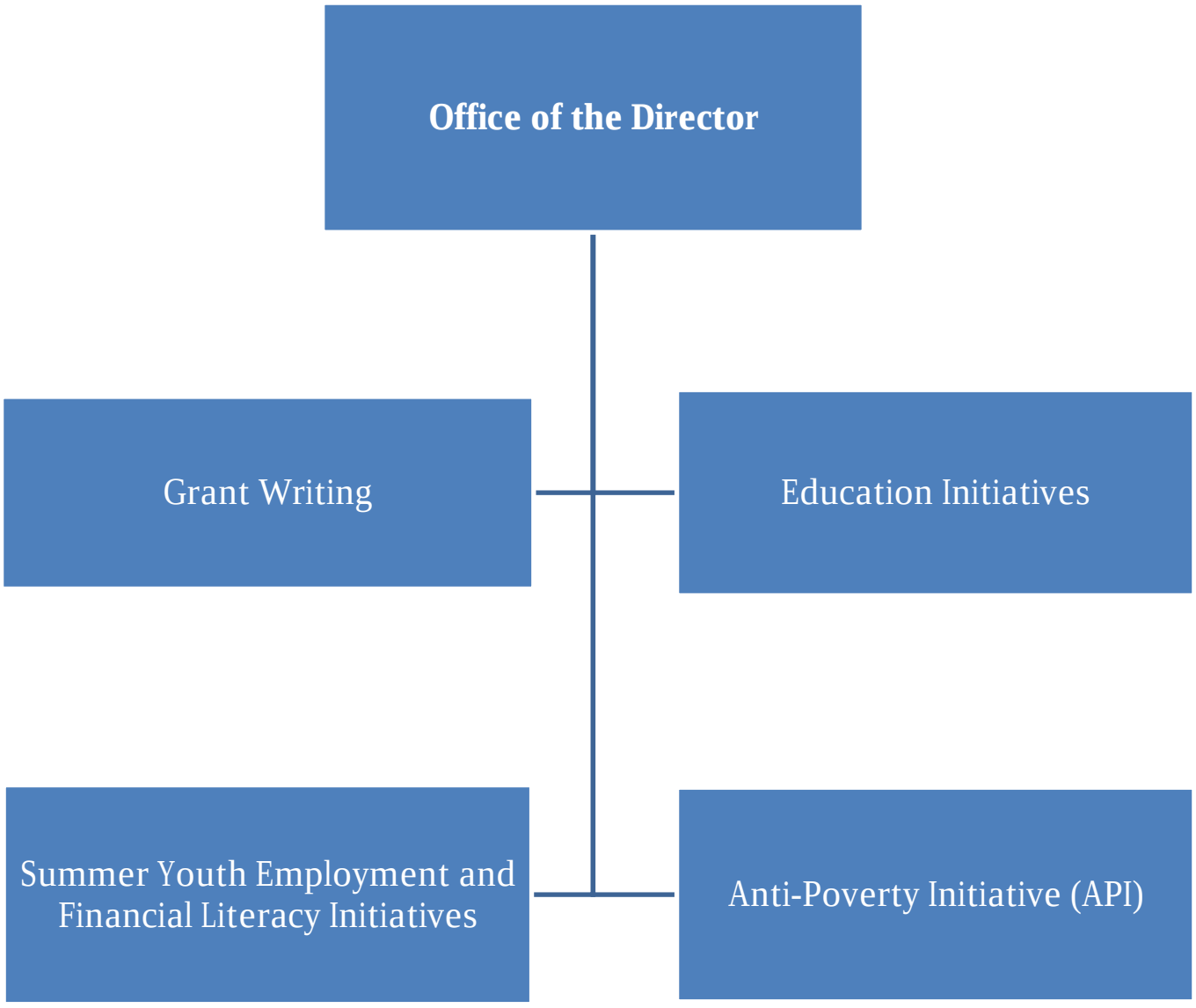
Description

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. Contributing to the *Pathway to Prosperity* priority, OGA administers and implements the Miami Summer Jobs Connect Program, the Families First Parenting Program, and the Anti-Poverty Initiative.

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

Grants Administration



Grants Administration

Departmental Function/Unit	FY 2018-19	FY 2019-20
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.	3	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	5
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; works with the Education Advisory Board.	1	1
SUMMER YOUTH EMPLOYMENT and FINANCIAL LITERACY INITIATIVES Manages and implement the Summer Youth Employment and Financial Literacy Initiatives, oversees the AmeriCorps VISTA (Volunteers in Service to America) year-round and summer program. Pursue funding for programs advancing the City's youth employment and financial literacy needs and priorities.	1	1
ANTI – POVERTY INITIATIVE Oversees the contract execution process of Anti-Poverty Initiative funds allocated by elected officials to entities providing services that improve residents' self-sufficiency; ensures entities conform to API's program guidelines and requirements.	1	1
TOTAL FULL-TIME POSITIONS	**10**	**10**

Grants Administration

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,587,920	3,308,001	2,938,508	1,592,000	1,617,000
Operating Expense	419,084	815,887	478,056	291,000	256,000
Capital Outlay	3,099	3,744	33,526	2,000	2,000
Non-Operating Expenses	0	0	0	0	18,000
	3,010,103	**4,127,633**	**3,450,091**	**1,885,000**	**1,893,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	1,103,361	1,533,912	1,666,781	1,712,000	1,708,000
Departmental Improvement Initiative	1,906,742	2,187,523	776,636	0	0
FND_15501	0	11,733	798,827	0	0
FND_15502	0	394,392	207,455	173,000	185,000
Emergency Funds	0	73	391	0	0
	3,010,103	**4,127,633**	**3,450,091**	**1,885,000**	**1,893,000**

Department Strategies for FY 2019-20

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

Accomplishments in FY 2018-19

Submitted 29 grants totaling over $18.01 million in potential grant awards; and have been awarded five grants totaling $2.181 million with the expectation of meeting or exceeding the goal of 55 percent awarded.
Continued efforts to standardize and implement Citywide procedures for the utilization of the eCivis grant management system.
Awarded a five-year grant for the Families First Program from the Children's Trust serving 105 families at five centers at the time of publication.
Increased the School Year Internship Program participation from 20 to 28.
Increased the number of Americorp VISTA member volunteers providing capacity building in the areas of financial literacy, health, and economic development from 17 to 22, of which 13 associates will serve as financial ambassadors for the Miami Connect Summer Jobs Program.

Grants Administration

Hired 125 disadvantaged Miami youth for the Miami Connect Summer Jobs Program.
Expanded the summer youth program by incorporating 100 youth, as additional funding allowed through the Cities of Financial Empowerment (CFE) Grant, throughout the City.
Developed and implemented standardized Anti-Poverty Program guidelines and policies to streamline procedure and facilitate process for funding recipients.

Budget Highlights for FY 2019-20

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 two percent across the board increase (GF $35,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $10,000).

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Identify funding and partnership opportunities for City Departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to City's services and programs	Grant funding (dollars in millions)	9.7	16.3	10.22	9.0
	Grants Success Ratio (grants received versus grants applied for) (percent)	76	89	51	60
Implement grants and programs for citywide initiatives promoting financial self-sufficiency, and educational success	Summer Jobs Connect Miami participants increasing financial literacy to "very good" or higher (percent)	85	90	92	92
	Parents and primary caregivers increase parenting skills (percent)	N/A	N/A	N/A	90

Grants Administration

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	634,000	0	634,000	697,000	0	697,000
513000 - Other Salaries and Wages	364,000	21,000	385,000	364,000	21,000	385,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	50,000	2,000	52,000	52,000	0	52,000
522000 - Retirement Contributions	318,000	0	318,000	301,000	0	301,000
523000 - Life and Health Insurance	196,000	0	196,000	175,000	0	175,000
Personnel	**1,569,000**	**23,000**	**1,592,000**	**1,596,000**	**21,000**	**1,617,000**
Operating Expense						
524000 - Workers' Compensation	12,000	0	12,000	33,000	0	33,000
531000 - Professional Services	0	46,000	46,000	0	82,000	82,000
534000 - Other Contractual Services	4,000	0	4,000	4,000	12,000	16,000
540000 - Travel and Per Diem	10,000	30,000	40,000	10,000	8,000	18,000
543000 - Utility Services	0	1,000	1,000	0	0	0
545013 - Insurance - General Liability	15,000	0	15,000	0	0	0
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	59,000	0	59,000	21,000	0	21,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	0	58,000	58,000	0	32,000	32,000
551000 - Office Supplies	4,000	5,000	9,000	5,000	3,000	8,000
552000 - Operating Supplies	0	8,000	8,000	0	7,000	7,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	0	31,000	31,000	0	31,000
Operating Expense	**143,000**	**148,000**	**291,000**	**112,000**	**144,000**	**256,000**
Capital Outlay						
664000 - Machinery and Equipment	0	2,000	2,000	0	2,000	2,000
Capital Outlay	**0**	**2,000**	**2,000**	**0**	**2,000**	**2,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	18,000	18,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**18,000**	**18,000**
Total Expense	**1,712,000**	**173,000**	**1,885,000**	**1,708,000**	**185,000**	**1,893,000**

Human Resources

Department Head: Angela Roberts Phone: (305) 416-2110

Mission Statement

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

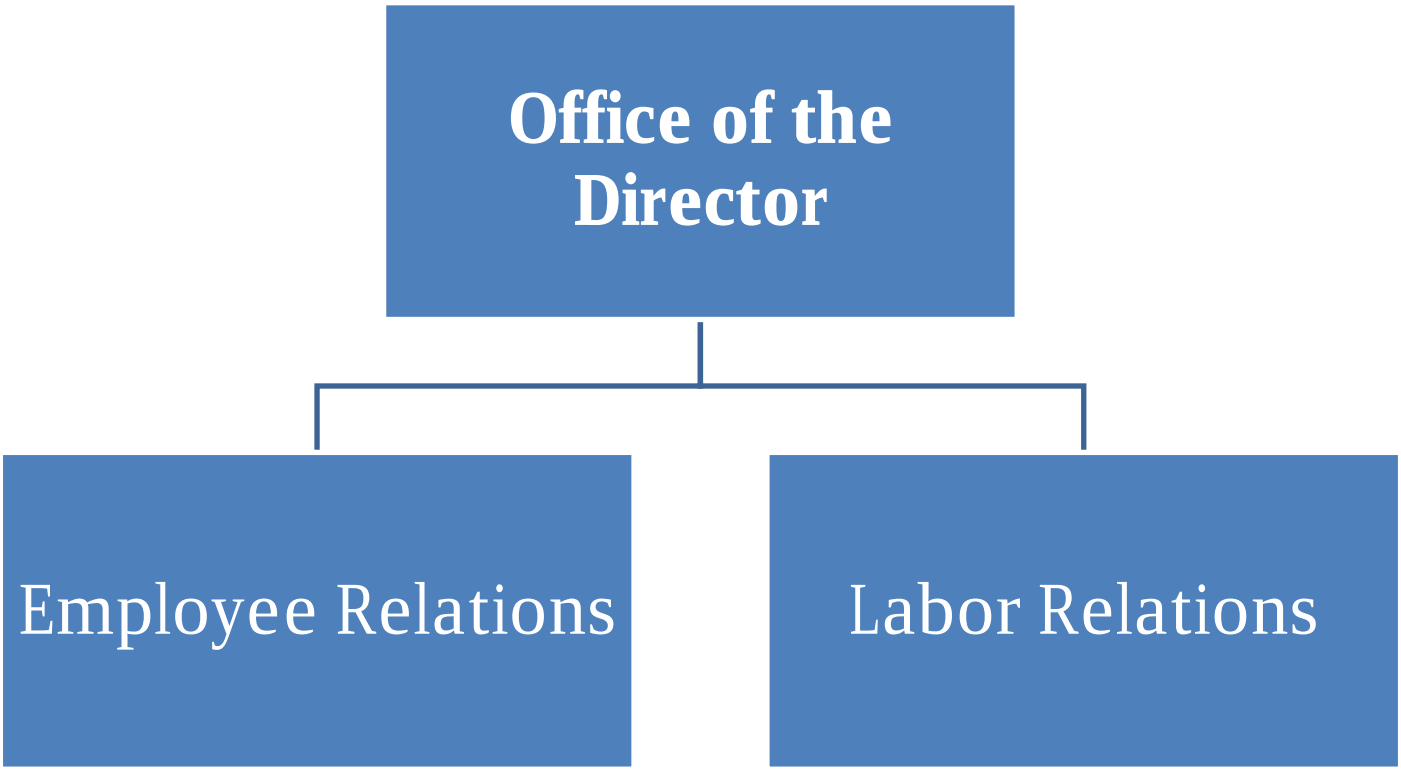
Description

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



Human Resources

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Originates and leads Human Resources (HR) practices and objectives in accordance with the City Charter, Civil Service Rules, and City policies to provide an employee-oriented, high-performance culture; oversees and manages salary and performance, labor contracts, labor grievances, workplace investigations, medical and background screenings, recordkeeping compliance, and labor reporting requirements; partners with the executive management team to provide leadership, expertise, advice, and guidance on HR issues as they relate to the overall strategic goals of the City.	8	8
EMPLOYEE RELATIONS Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of each testing process, in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintains all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statutes 119.07 and 257; administers the compensation system in accordance with Administrative Policy Manual (APM) 5-78; maintains the job classification structure in accordance with the Fair Labor Standards Act (FLSA), applicable state laws, collective bargaining agreements, City Code, and Civil Service Rules; processes all employee personnel actions, generates certification lists, and terminates eligible registers in accordance with Civil Service Rules; processes tuition reimbursements, provides employment verifications, and conducts exit interviews; provides professional and mandatory training; provides organizational development services.	26	26
LABOR RELATIONS Provides City Department Directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City's mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City's APMs; assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City's collective bargaining agreements (CBAs) with the appropriate unions: the American Federation of State, County and Municipal Employee (AFSCME) Local 1907, the AFSCME Council 79 Local 871, the Fraternal Order of Police (FOP), and the International Association of Fire Fighters (IAFF); coordinates and implements federally mandated acts; assists the City Attorney's Office by acting in the capacity of agency representative on behalf of the Administration for hearings, mediations, and court appearances.	4	4
TOTAL FULL-TIME POSITIONS	**38**	**38**

Human Resources

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	3,564,848	3,930,906	4,312,302	4,528,000	5,074,000
Operating Expense	276,809	329,800	280,915	208,000	217,000
Capital Outlay	9,357	17,194	0	0	0
Non-Operating Expenses	0	0	88	0	0
	3,851,014	**4,277,899**	**4,593,304**	**4,736,000**	**5,291,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	3,851,014	4,277,899	4,593,259	4,736,000	5,291,000
Emergency Funds	0	0	46	0	0
	3,851,014	**4,277,899**	**4,593,304**	**4,736,000**	**5,291,000**

Department Strategies for FY 2019-20

Continue to hold monthly Oracle Performance Appraisal trainings for new supervisors and those needing to be retrained.

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

Coordinate and assist in special City projects, such as, Bring Your Child to Work Day, and community initiatives; Employee Mentors, the United Way Campaign, Customer Service Assessment, Community Outreach Expos, 911 Telecommunications Week, Health Wellness Fair, and Service Milestone Program.

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

Continue to conduct customized interview rater training courses as needed to meet the needs of the hiring department.

Implement a quarterly employee recognition program to honor employees for promotions within the City, completion of higher education degrees and professional certifications, and return from military deployment.

Human Resources

Accomplishments in FY 2018-19

Completed the roll out of the new streamline process for HR Liaisons to complete appraisal reports.
Reviewed FLSA on all classifications affected by pending changes to FLSA regulations.
Researched pay ranges on a priority basis, and adjusted accordingly in order to attract and retain talent.
Adjusted and improved the job classification list and placed all pay ranges, job codes, and titles online via a salary book and similarly linked file.
Successfully completed the release of the Miami Police Department (MPD) from the 1977 Consent Decree/1999 Federal Order.
Successfully completed all negotiations for AFSCME 1907, the FOP, and the IAFF labor contracts.
Developed and implemented two new Professional Development level courses: Team Synergy and E-learning Programs.
Developed and implemented two new Management and Leadership Development courses: Managing Workplace Conflict and Dealing with Difficult People, and Workplace Ethics and Public Service.
Implemented additional changes into the mandatory Customer Service Championship trainings (Level I and II), New Employee Orientation and Supervisor Orientation.
Continued to utilize and streamline the NEOGOV online application process for the Summer Youth Program Worker Trainee, for the Office of Grant Administration.
Continued efforts to digitize all personnel records of active employees hired prior to 2015.
Identified applications and personnel records in off-site storage that have met their retention.
Enhanced the marketing of positions in high-need, difficult-to-hire areas.
Assisted mediating a settlement agreement with FOP and IAFF due to the unfair labor practice filed with PERC, and implemented various AFSCME 1907 PERC settlements.
Updated the Citywide Smoking Policy to prohibit electronic smoking devices.
Updated training guides to reflect changes and continue providing additional trainings, as requested.

Budget Highlights for FY 2019-20

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 two percent across the board increase (GF $59,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $126,000).
To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted to accommodate the preceding expenditure increases ($54,000).

Human Resources

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Administer policies, contracts and procedures effectively and efficiently, and ensure they remain aligned with rapidly changing local, state, and federal employees	Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	10	17	16	21
Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole	Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	9.1	10.8	10.2	14
	Position audits and reclassification completed (number)	240	234	178	200
	Average time for the completion of the Personnel Action Form cycle (days)	1.3	1.4	1.2	1.2
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)	4.8	4.8	4.8	4.8
	Employees trained by courses offered by the Human Resources Department (number)	4,640	5,045	5,043	4,005

Human Resources

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,677,000	0	2,677,000	2,940,000	0	2,940,000
512010 - Attrition Savings - Salaries	(51,000)	0	(51,000)	(112,000)	0	(112,000)
513000 - Other Salaries and Wages	67,000	0	67,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	73,000	0	73,000
516000 - Fringe Benefits	12,000	0	12,000	13,000	0	13,000
521000 - Fica Taxes	210,000	0	210,000	226,000	0	226,000
522000 - Retirement Contributions	1,046,000	0	1,046,000	1,215,000	0	1,215,000
523000 - Life and Health Insurance	567,000	0	567,000	719,000	0	719,000
Personnel	**4,528,000**	**0**	**4,528,000**	**5,074,000**	**0**	**5,074,000**
Operating Expense						
524000 - Workers' Compensation	87,000	0	87,000	94,000	0	94,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
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
545013 - Insurance - General Liability	14,000	0	14,000	0	0	0
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	55,000	0	55,000	72,000	0	72,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	5,000	0	5,000
Operating Expense	**208,000**	**0**	**208,000**	**217,000**	**0**	**217,000**
Total Expense	**4,736,000**	**0**	**4,736,000**	**5,291,000**	**0**	**5,291,000**

Human Services

Department Head: Milton Vickers Phone: (305) 416-1091

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

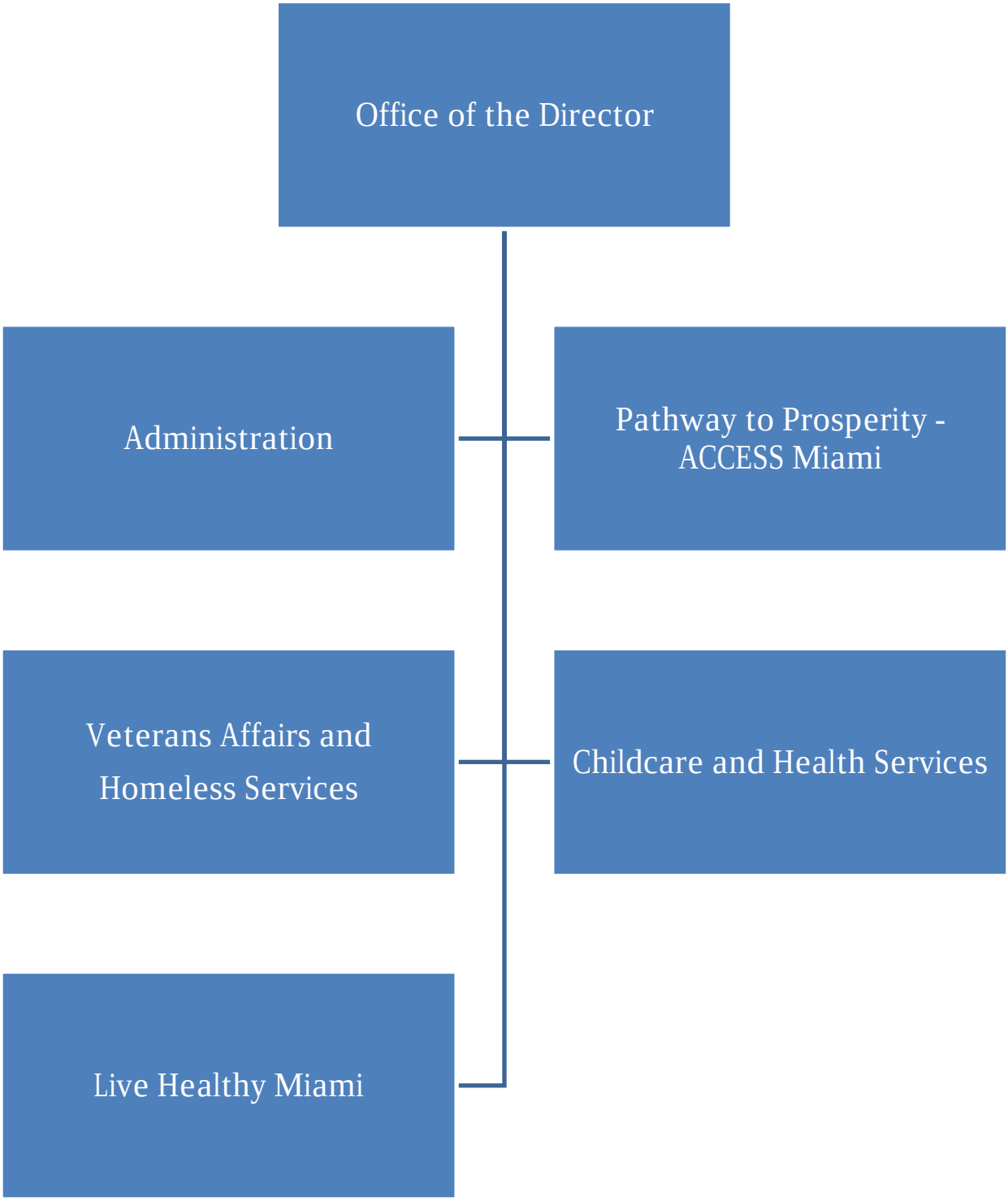
Description

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

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

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

Human Services



Human Services

Departmental Function/Unit	FY 2018-19	FY 2019-20
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, Veterans Affairs and Homeless Services, Childcare Services, Health Initiatives, and Live Healthy Miami.	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.	2	4
PATHWAY TO PROSPERITY – ACCESS MIAMI Implements programs for financial self-sufficiency for City residents and businesses; coordinates programs for ACCESS benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the Americorp VISTA (Volunteers In Service To America), and a Summer Youth Employment Program.	8	6
VETERANS AFFAIRS AND HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available veterans benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices when appropriate; provides accurate and current information on veterans' rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	45	45
CHILDCARE AND HEALTH SERVICES Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity; develops partnerships with local health providers and community-based organizations, homeowners associations, and civic organizations.	7	10
LIVE HEALTHY MIAMI Manages a multi-year partnership with resident stakeholders aimed at makingthe City healthier.	1	1
TOTAL FULL-TIME POSITIONS	**64**	**67**

Human Services

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	0	0	3,688	5,507,000	5,794,000
Operating Expense	0	0	0	1,673,000	2,541,000
Non-Operating Expenses	0	0	0	394,000	352,000
	-	-	**3,688**	**7,574,000**	**8,687,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	0	0	0	4,381,000	5,962,000
Child Day Care	0	0	0	458,000	0
Homeless Program	0	0	3,688	2,735,000	2,535,000
14801 - Human Services	0	0	0	0	190,000
	-	-	**3,688**	**7,574,000**	**8,687,000**

Department Strategies for FY 2019-20

Provide residents and small businesses access to benefits, capital and financial education; assist individuals and families with strategies to accumulate wealth and assets.

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

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

Connect homeless individuals and veterans to resources and assistance.

Promote health and well-being for children and provide quality childcare.

Accomplishments for FY 2018-19

Provided workforce development and placement services and training resources to job seekers and local business by hosting 44 hiring events, and placed 220 City of Miami residents into employment.

Contacted 137 Veterans; assessed and referred 37 since October 2018.

Contacted over 53,000 homeless individuals, placed 5,534 into shelters, and assisted and replaced 159 state identification documents.

Developed transition zone recommendations for the Overtown and Little Havana areas to reduce the number of homeless in encampments. Continue to work with Camillus House, the Neighborhood Enhancement Team (NET), and Code Enforcement to address the on-going homeless issue in the Hospital District.

Increased childcare enrollment at all locations: Eaton Park from 30 to 41; Moore Park from 11 to 14; and Lemon City from 9 to 14. Continued efforts in implementing state-approved childcare curriculums.

Improved services for City of Miami employees by providing the option of automatic payroll deduction to pay for childcare services.

Approved to register as a licensed Voluntary Prekindergarten Education Program (VPK) provider for the Lemon City location.

Registered with the Early Learning Coalition as a School Readiness Provider.

Increased the number of health partnerships from 50 to 68.

Distributed over 25,000 flyers and utilized social media platforms to more widely disseminate health-related information.

Maintained and expanded the partnership with Florida International University's (FIU) medical students by conducting one health screening for the community.

Hosted over nine community health initiative events, partnered at 55 different local community events, and conducted 580 pediatric electrocardiogram evaluations (EKG), saving residents over $250,000 in cost.

Awarded $50,000 for being recognized in the Healthiest Cities and Counties Challenge.

Established partnership with nationally recognized provider of HVAC/R equipment who created a virtual training to develop "work-ready" candidates for immediate placement.

Completed over 1,300 tax returns which generated over $1.004 million in refunds, a 26 percent increase from previous year, and saved City residents over $265,000 through the VITA program.

Awarded 86 contracts, provided 443 one-on-ones, created 1,082, retained 1,057 jobs, and awarded 195 financial transactions for City's small business center.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

The Regular Salaries and Wages Line Item reflects the addition of three Day Care Specialist positions to ensure the City's Day Care Centers meet state laws and regulations (GF $50,000).

The increase in Rentals and Leases Line Item reflects rental payments and monthly operating costs for the Opportunity Center (GF $176,000).

The increase in Office Supplies Line Item reflects supplies needed to efficiently operate the department (GF $4,000).

The increase in Utility Services Line Item reflects additional funding for electricity at the Homeless Program located at 450 SW 5th Street (GF $21,000).

The increase in Communications and Related Services Line Item reflects additional funding for signage to advertise and promote health and employment events in the City (GF $4,000).

Budget includes the following additional considerations:

The Budget includes the transfer of the Community Investment and Camillus House Programs and funding from Non-Departmental Accounts to the Department of Human Services (GF $810,000).

The Budget includes the transfer of funding from Special Revenue to General Fund for a Community Partnerships Manager (GF $85,000) following the end of the Live Healthy Little Havana Grant.

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 two percent across the board increase (GF $153,000); and an average of five percent salary increase and a two 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).

Human Services

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), a reduction in the Rental Line Item that is no longer needed (-$96,000), and an increase in Salaries and Wages Line Item to cover the full year of salaries for three Day Care Specialists positions ($56,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), transferred funds from the Non-Departmental Accounts to Human Services Special Revenue Fund to cover additional expenditures that are not covered by the Early Coalition Grant ($35,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted to accommodate the preceding expenditure increases ($13,000).

Strategic Alignment and Performance Measure

Priority: Pathway to Prosperity

Citywide Goal:

Maintain and grow a diverse and inclusive economy

Establish a supportive environment for small businesses

Foster and promote job training and education

Position all for success by providing access to critical services

Citywide Objectives:

Connect at-risk population to opportunities for advancement

Bolster small businesses through supportive programs and incentives

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

Connect homeless to resources and assistance

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Implement grants and programs for Citywide initiatives promoting financial self-sufficiency	Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	2,458	2,159	2,200	2,354
	Opportunity Center placements (number)	N/A	N/A	N/A	100
Live Healthy Miami Initiatives	Health screenings	N/A	N/A	600	800
	Community engagement events	30	40	55	60
Homeless and Veterans Initiatives	Families placed during inclement weather (number)	N/A	387	400	500
	Identification and Birth Certificate replaced (number)	N/A	N/A	200	250
	Homeless individual placements (number)	N/A	1,216	3,500	3,000
Childcare Enrollment	Maintain maximum student enrollment (number)	N/A	68	85	149

Human Services

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,520,000	1,408,000	2,928,000	2,049,000	1,255,000	3,304,000
512010 - Attrition Savings - Salaries	0	(254,000)	(254,000)	(51,000)	(254,000)	(305,000)
513000 - Other Salaries and Wages	29,000	22,000	51,000	58,000	0	58,000
513010 - Other Salaries and Wages -Part Time Year Year Round	95,000	80,000	175,000	95,000	80,000	175,000
516000 - Fringe Benefits	12,000	3,000	15,000	15,000	0	15,000
521000 - Fica Taxes	116,000	113,000	229,000	156,000	98,000	254,000
522000 - Retirement Contributions	1,067,000	124,000	1,191,000	1,202,000	0	1,202,000
523000 - Life and Health Insurance	1,152,000	20,000	1,172,000	1,091,000	0	1,091,000
Personnel	**3,991,000**	**1,516,000**	**5,507,000**	**4,615,000**	**1,179,000**	**5,794,000**
Operating Expense						
524000 - Workers' Compensation	97,000	1,000	98,000	70,000	0	70,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	116,000	77,000	193,000	929,000	110,000	1,039,000
540000 - Travel and Per Diem	1,000	3,000	4,000	1,000	0	1,000
541000 - Communications & Related Services	15,000	16,000	31,000	23,000	16,000	39,000
543000 - Utility Services	0	0	0	27,000	0	27,000
544000 - Rentals and Leases	7,000	46,000	53,000	87,000	46,000	133,000
545011 - Insurance - Vehicle Liability	0	0	0	4,000	0	4,000
545013 - Insurance - General Liability	18,000	0	18,000	0	0	0
546001 - IT-Repair and Maintenance Services	66,000	0	66,000	126,000	0	126,000
548000 - Promotional Activities	8,000	0	8,000	8,000	0	8,000
549000 - Other Current Charges and Obligations	4,000	114,000	118,000	4,000	0	4,000
551000 - Office Supplies	14,000	3,000	17,000	19,000	0	19,000
552000 - Operating Supplies	22,000	4,000	26,000	27,000	3,000	30,000
552200 - Clothing/Uniform Supplies	19,000	0	19,000	19,000	0	19,000
Operating Expense	**390,000**	**1,283,000**	**1,673,000**	**1,347,000**	**1,194,000**	**2,541,000**
Non-Operating Expense						
896000 - Budget Reserve	0	394,000	394,000	0	352,000	352,000
Non-Operating Expenses	**0**	**394,000**	**394,000**	**0**	**352,000**	**352,000**
Total Expense	**4,381,000**	**3,193,000**	**7,574,000**	**5,962,000**	**2,725,000**	**8,687,000**

Independent Auditor General

Department Head: Theodore Guba, CPA Phone: (305) 416-2044

Mission Statement

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

Description

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

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

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

Independent Auditor General



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE INDEPENDENT AUDITOR GENERAL Provides oversight of the City's financial transactions by investigating, auditing, and reviewing City programs, projects, and contracts to detect and prevent fraud and mismanagement; provides all professional support to these functions including publicly reporting findings; initiates civil, administrative, and criminal legal processes.	9	9
TOTAL FULL-TIME POSITIONS	**9**	**9**

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	1,099,036	932,043	809,066	1,275,000	1,433,000
Operating Expense	58,128	60,099	61,649	91,000	95,000
Capital Outlay	11,702	0	0	2,000	2,000
	1,168,866	**992,142**	**870,716**	**1,368,000**	**1,530,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	1,168,866	992,142	870,716	1,368,000	1,530,000
	1,168,866	**992,142**	**870,716**	**1,368,000**	**1,530,000**

Independent Auditor General

Department Strategies for FY 2019-20

Continue to prepare a risk-based annual audit plan and identify high-risk types of audit engagements relative to business and service delivery processes prior to the start of FY 2019-20. Audits will focus on recoveries of monies owed to the City, including contracts and leasing activities and other areas.
Continue to determine the status of significant prior audit findings, related recommendations, and management action plans pertaining to overall operations of the City throughout the fiscal year.
Continue to conduct investigations of complaints in accordance with the implemented investigative procedures prepared for staff use.

Accomplishments in FY 2018-19

Prepared a risk-based annual audit plan prior to the start of the new fiscal year and identified high-risk types of audit engagements relative to business and service delivery processes.
Followed-up on the status of a sample of prior audit findings and proposed recommendations.
Completed several investigations that resulted in recommendations for operating and control improvements in various areas.
Identified internal control deficiencies and lack of compliance with certainleasing activities, contracts, and a professional services agreement. Made recommendations for improvements in areas of Solid Waste fee billings and franchise fee collections, Real Estate, and Parks Department administration. Recommendations for recoveries of monies and potential revenue enhancements exceeded $1.005 million.
An external quality control review of the City's Office of the Independent Auditor General was performed and found that the internal quality control system was suitably designed and operating effectively to provide reasonable assurance of compliance with Government Auditing Standards.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

Additional funding was added to the Regular Salaries and Wages Line Item to increase the wages for one Auditor Manager and one Senior Staff Auditor (GF $46,000).
To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget, contribution from the General Fund for the wewly appropriated capital project entitled "Office of the Auditor General Office Buildout" ($75,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the Independent Auditor General (GF $48,000).

Independent Auditor General

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions	Audits performed (number)	7	9	14	10
	Special reviews performed (number)	3	1	1	3
	Investigations performed (number)	3	1	1	3
Target high risk areas for our audits to improve controls, enhance revenues, and minimize expenses	Recommended recoveries due from Audits (dollars)	538,553	1,988,467	414,757	500,000
	Actual recoveries collected from Audits (dollars)	419,491	1,077,946	887,148	N/A

Independent Auditor General

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	851,000	0	851,000	928,000	0	928,000
512010 - Attrition Savings - Salaries	0	0	0	(18,000)	0	(18,000)
513000 - Other Salaries and Wages	45,000	0	45,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	45,000	0	45,000
516000 - Fringe Benefits	14,000	0	14,000	17,000	0	17,000
521000 - Fica Taxes	66,000	0	66,000	66,000	0	66,000
522000 - Retirement Contributions	201,000	0	201,000	264,000	0	264,000
523000 - Life and Health Insurance	98,000	0	98,000	131,000	0	131,000
Personnel	**1,275,000**	**0**	**1,275,000**	**1,433,000**	**0**	**1,433,000**
Operating Expense						
524000 - Workers' Compensation	18,000	0	18,000	20,000	0	20,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
532000 - Accounting and Auditing	25,000	0	25,000	25,000	0	25,000
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	3,000	0	3,000	0	0	0
546001 - IT-Repair and Maintenance Services	13,000	0	13,000	18,000	0	18,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**91,000**	**0**	**91,000**	**95,000**	**0**	**95,000**
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	**1,368,000**	**0**	**1,368,000**	**1,530,000**	**0**	**1,530,000**

Innovation and Technology

Department Head: Michael Sarasti Phone: (305) 416-1659

Mission Statement

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

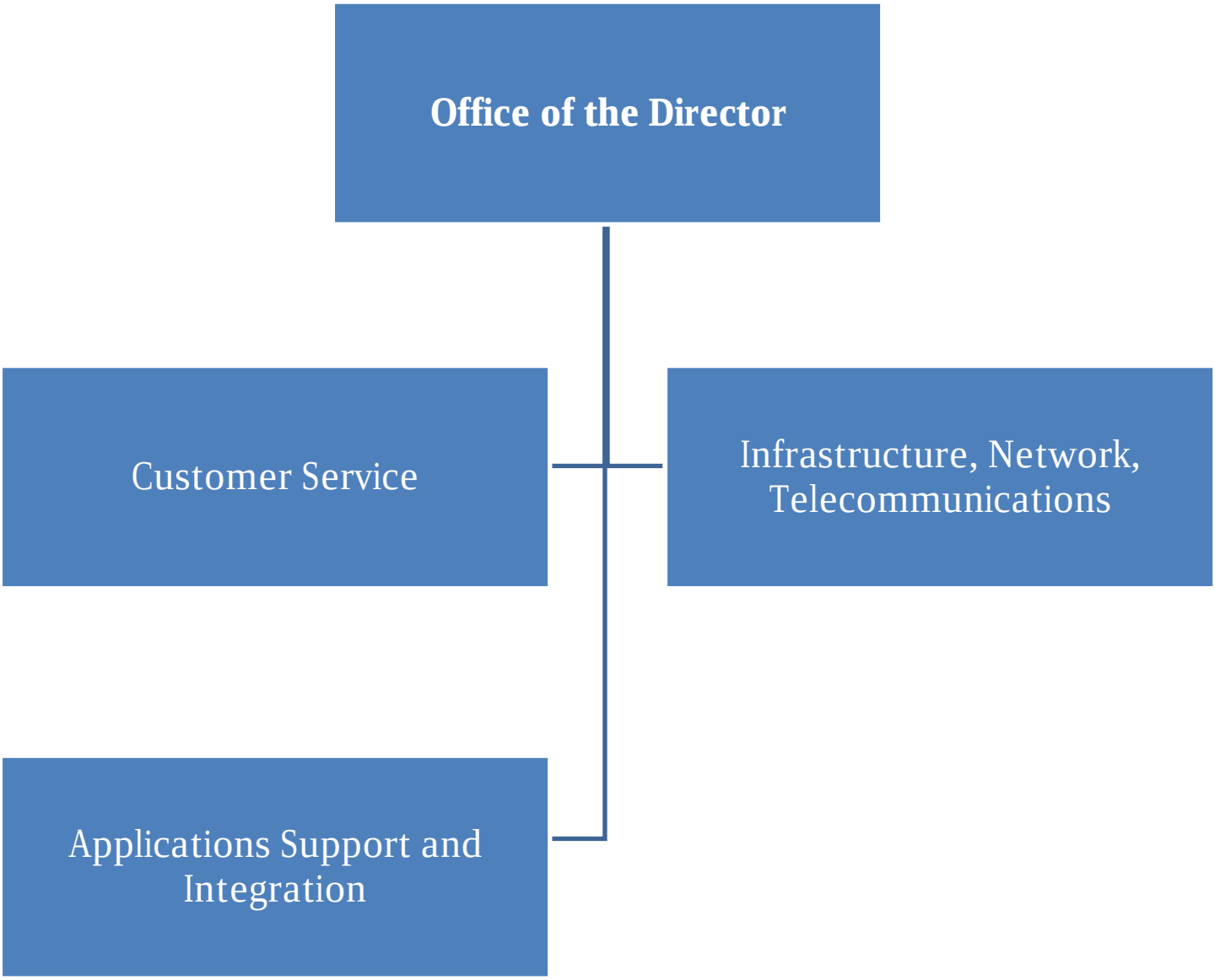
Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Department advocates for and enables data sharing to improve transparency to the residents and the business community; collaborates with our civic technology partners to address challenges facing the City; empowers City employees through capacity building in lean techniques and data-driven decision making. DoIT takes a human-centered approach to digital transformation, ensuring new technology is appropriately matched to constituent need. Continuous improvement, ongoing learning, and collaboration are central themes as the Department strives to enable streamlined City operations and the user friendly civic services of the future.

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

Innovation and Technology



Innovation and Technology

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; develops the City's cyber-security policies; oversees shared services development; facilitates the development of the City's Strategic Plan, coordinates across departments to identify and determine appropriate measures for performance management; and instructs and leads Citywide process improvement, digital, and data initiatives.	12	12
CUSTOMER SERVICE Provides level one and level two customer service support via telephone, email, walk-in, and desk-side operations to all enterprise business applications; provides accurate and efficient responses to extensive Public Records Requests; provides technical training and community support through the Elevate Miami technology courses offered to seniors throughout the community; markets, promotes, and communicates DoIT services to all business partners.	15	15
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATIONS Maintains and supports the City's business network, application and data servers, email system, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	18	18
APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departmental business applications to maintain day-to-day business operations; supports maintenance and new development of business software applications; supports and maintains business data, efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including internet, project management, database, business analysis, Geographic Information System (GIS), Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	40	40
TOTAL FULL-TIME POSITIONS	**85**	**85**

Innovation and Technology

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	7,293,231	8,379,442	10,414,074	12,161,000	13,739,000
Operating Expense	1,139,009	672,182	873,704	1,578,000	677,000
Capital Outlay	51,683	44,130	166,750	38,000	38,000
Non-Operating Expenses	0	43	0	556,000	44,000
	8,483,923	**9,095,796**	**11,454,528**	**14,333,000**	**14,498,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	8,417,342	8,863,805	11,138,123	13,597,000	14,454,000
General Special Revenue	0	0	31,456	0	44,000
Departmental Improvement Initiative	66,581	231,941	284,874	736,000	0
Emergency Funds	0	51	74	0	0
	8,483,923	**9,095,796**	**11,454,528**	**14,333,000**	**14,498,000**

Department Strategies for FY 2019-20

Continue to complete the implementation of the Electronic Plans Review Project (ePLAN).
Complete full implementation of the new Code Compliance application.
Continue to add and improve high priority services to the City of Miami website (miamigov.com) including establishing ADA requirements for making services and information on the City's websites accessible to individuals with disabilities.
Enhance the data visualization program to include additional data sets, Citywide priorities, performance, and citizen feedback.
Leverage Miami Innovation Academy graduates and techniques to streamline high-priority processes.
Continue to enhance the security of the City's infrastructure and applications.

Accomplishments in FY 2018-19

Implemented Phase I of the cross-departmental Electronic Plans Review Project (ePLAN).
Moved the technology infrastructure Operations Center to the new Data Center.
Initiated implementation of the new Code Compliance software.
Continued implementation of new Public Safety and General Services Administration P25 Radio System to be completed by December 2019.

Innovation and Technology

Launched a new service-driven City of Miami website (miamigov.com) with redesigned and re-written pages to reflect the City's processes and step-by-step instructions for users.
Released the Resident Insights Dashboard to feature citizen feedback alongside key data sets from various City departments. The data and analysis platform captures five years of City of Miami Resident Survey data and secondary data as provided by City departments.
Implemented the tracking of Citywide "innovations" as a result of the Miami Innovation Academy and identified over 8,000 hours saved.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

As approved in the FY 2018-19 Mid-Year Amendment, the Regular Salaries and Wages Line item reflects the reclassification of an IT Security Analyst to Chief Information Security Officer $25,000 (GF), a Network Administrator to a higher step $4,000 (GF), and a Strategic Planning and Performance Manager to Chief Performance and Innovation Officer $12,000 (GF).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the 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 two percent across the board increase $480,000 (GF); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 $34,000 (GF).
Additional funding was added to Other Contractual Services for the Miami Innovation Academy and the Residents Survey ($104,000).
A General Fund contribution to capital improvement project for the Unified Endpoint Management Application ($250,000).
A General Fund contribution to capital improvement project for the Oracle Hardware Refresh ($140,000).
To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), includes a budgeted attrition of $133,000 (GF).

Innovation and Technology

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objectives:
Engage all stakeholders with timely and clear communication
Seek feedback to inform improved business practices
Modernize and streamline City processes

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Prioritize the user experience	Customer time saved through innovations and process improvement (hours)	N/A	N/A	9,070	20,000
	Priority services digitized to City websites (percent)	N/A	N/A	64.2	95
	Average days an incident request is open (days)	N/A	N/A	N/A	TBD
Deliver applications in an efficient and timely manner	Critical application up-time: code compliance application (code violations)	N/A	N/A	97.8	99
	Critical application up-time: Granicus (live-stream for City public meetings)	N/A	N/A	95.1	99
	Critical application up-time: iBuild (permits) (percent)	N/A	N/A	99.8	99
Enable the use of data and evidence to propel decision making	Number of departments using data analytics or visualization to communicate publicly (number)	N/A	N/A	10	30
	Number of visits to open data, performance data, and GIS sites (number)	N/A	N/A	16,630	15,000
	What Works Cities Certification achievement (percent)	N/A	N/A	33	52

Innovation and Technology

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,289,000	0	7,289,000	8,329,000	0	8,329,000
512010 - Attrition Savings - Salaries	0	0	0	(133,000)	0	(133,000)
516000 - Fringe Benefits	33,000	0	33,000	32,000	0	32,000
521000 - Fica Taxes	560,000	0	560,000	632,000	0	632,000
522000 - Retirement Contributions	2,891,000	0	2,891,000	3,288,000	0	3,288,000
523000 - Life and Health Insurance	1,388,000	0	1,388,000	1,591,000	0	1,591,000
Personnel	**12,161,000**	**0**	**12,161,000**	**13,739,000**	**0**	**13,739,000**
Operating Expense						
524000 - Workers' Compensation	108,000	0	108,000	116,000	0	116,000
531000 - Professional Services	60,000	180,000	240,000	60,000	0	60,000
534000 - Other Contractual Services	876,000	0	876,000	107,000	0	107,000
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
545011 - Insurance - Vehicle Liability	4,000	0	4,000	0	0	0
545013 - Insurance - General Liability	34,000	0	34,000	0	0	0
546001 - IT-Repair and Maintenance Services	184,000	0	184,000	216,000	0	216,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	20,000	0	20,000	66,000	0	66,000
Operating Expense	**1,398,000**	**180,000**	**1,578,000**	**677,000**	**0**	**677,000**
Capital Outlay						
664000 - Machinery and Equipment	38,000	0	38,000	38,000	0	38,000
Capital Outlay	**38,000**	**0**	**38,000**	**38,000**	**0**	**38,000**
Non-Operating Expense						
896000 - Budget Reserve	0	556,000	556,000	0	44,000	44,000
Non-Operating Expenses	**0**	**556,000**	**556,000**	**0**	**44,000**	**44,000**
Total Expense	**13,597,000**	**736,000**	**14,333,000**	**14,454,000**	**44,000**	**14,498,000**

Management and Budget

Department Head: Christopher Rose Phone: (305) 416-1500

Mission Statement

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

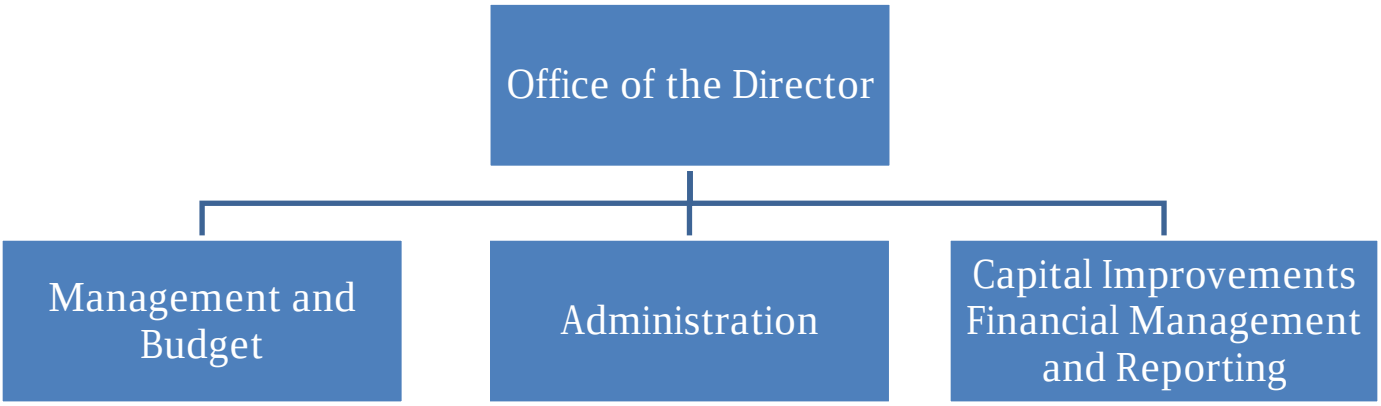
Description

The Office of Management and Budget (OMB) was established under Chapter 2, Article IV, Division 12, Section 2-491 of the City Code. 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 assist in the preparation of 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.

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

Management and Budget



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of the citizens, Elected Officials, and the Administration; establishes and implements departmental policy; conducts Office retreats; reviews and coordinates agenda submissions; manages office personnel.	2	2
MANAGEMENT AND BUDGET 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.	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.	4	3
ADMINISTRATION Assists the Director and Deputy 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.	2	3
TOTAL FULL-TIME POSITIONS	**17**	**17**

Management and Budget

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	1,736,341	2,041,450	2,269,675	2,309,000	2,488,000
Operating Expense	151,780	345,469	185,073	219,000	330,000
Capital Outlay	3,058	3,441	4,291	10,000	0
Non-Operating Expenses	0	0	29,925	0	0
	1,891,179	**2,390,360**	**2,488,964**	**2,538,000**	**2,818,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	1,848,984	2,390,360	2,488,904	2,499,000	2,779,000
Departmental Improvement Initiative	42,195	0	0	39,000	39,000
Emergency Funds	0	0	60	0	0
	1,891,179	**2,390,360**	**2,488,964**	**2,538,000**	**2,818,000**

Department Strategies for FY 2019-20

Present the Prior-year and current Mid-year Budget Amendments no later than the last City Commission meeting in November and April, respectively, complete the Operating and Capital Budgets for the coming year by the first week of July, and load all changes within one week of Commission approval.

Provide advice and recommendations on other aspects of the administration and operations of the City, as requested.

Update and revamp OMB's website to be more user friendly.

Assist City offices and departments with: labor negotiations; bond and loan financing; addressing and responding to bond rating agencies; leases and land deals; and legislative, pension, and contractual issues.

Accomplishments in FY 2018-19

Completed the Year-end Budget Amendment for FY 2017-18 on November 15, 2018 and the Mid-year Budget Amendments for FY 2018-19 on February 14, 2019 and April 25, 2019.

Projected to complete the Operating and Capital Budgets for FY 2019-20 by the first week of July.

Projected to process 63 percent of agenda reviews, 88 percent of personnel approvals, and 100 percent of other budgetary requests from departments within appropriate time frames.

Projected to receive the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in governmental budgeting for the FY 2018-19 Budget.

Projected to load all Operating and Capital Budget changes for FY 2019-20 within one week of City Commission approval.

Continued to provide advice and recommendations on other aspects of the administration and operations of the City, as requested.

Continued to update and revamp OMB's website to be more user friendly.

Management and Budget

Budget Highlights for FY 2019-20

The Budget includes the following addition:

Additional funding was added to the Professional Services Line Item for studies and actuarial services that will impact the quality and timely production of the Operating Budget, Mid-year Appropriation, and End-year Appropriation (GF $110,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a two percent across the board increase (GF $21,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $73,000).
To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), includes a budgeted attrition of $15,000 (GF).

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
To improve the City's credit ratings by promoting best practices in budgeting and have those practices validated by a national agency	Receipt of GFOA Distinguished Budget Presentation Award (Response/Average Score)	Yes/3	Yes/3	Yes/3	Yes/3
To deliver high-quality customer service and promote buy-in from Departments	Agenda review requests from departments processed within three working days (percent)	74	79	63	85
To deliver high-quality customer service and promote buy-in from Departments	Position authorization requests (PARs) from departments processed within three working days (percent)	91	93	88	90
To deliver high-quality customer service and promote buy-in from Departments	Customer service satisfaction survey (percent)	100	N/A	100	99
To assist internal decision-makers and external ratings agencies by providing the best information possible	Average monthly accuracy of EOY Projections (percent)	N/A	N/A	77	99

Management and Budget

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,364,000	0	1,364,000	1,512,000	0	1,512,000
512010 - Attrition Savings - Salaries	(6,000)	0	(6,000)	(15,000)	0	(15,000)
516000 - Fringe Benefits	19,000	0	19,000	19,000	0	19,000
521000 - Fica Taxes	113,000	0	113,000	110,000	0	110,000
522000 - Retirement Contributions	526,000	0	526,000	557,000	0	557,000
523000 - Life and Health Insurance	293,000	0	293,000	305,000	0	305,000
Personnel	**2,309,000**	**0**	**2,309,000**	**2,488,000**	**0**	**2,488,000**
Operating Expense						
524000 - Workers' Compensation	26,000	0	26,000	28,000	0	28,000
531000 - Professional Services	88,000	39,000	127,000	198,000	39,000	237,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545013 - Insurance - General Liability	7,000	0	7,000	0	0	0
546001 - IT-Repair and Maintenance Services	28,000	0	28,000	34,000	0	34,000
547000 - Printing and Binding	4,000	0	4,000	4,000	0	4,000
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
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**180,000**	**39,000**	**219,000**	**291,000**	**39,000**	**330,000**
Capital Outlay						
664000 - Machinery and Equipment	10,000	0	10,000	0	0	0
Capital Outlay	**10,000**	**0**	**10,000**	**0**	**0**	**0**
Total Expense	**2,499,000**	**39,000**	**2,538,000**	**2,779,000**	**39,000**	**2,818,000**

Neighborhood Enhancement Team (NET)

Department Head: vonCarol Y. Kinchens Phone: 305-960-5110

Mission Statement

To raise the quality of life in Miami neighborhoods by serving as the primary link to City government, and by providing resources, information, and access to government services to residents and businesses.

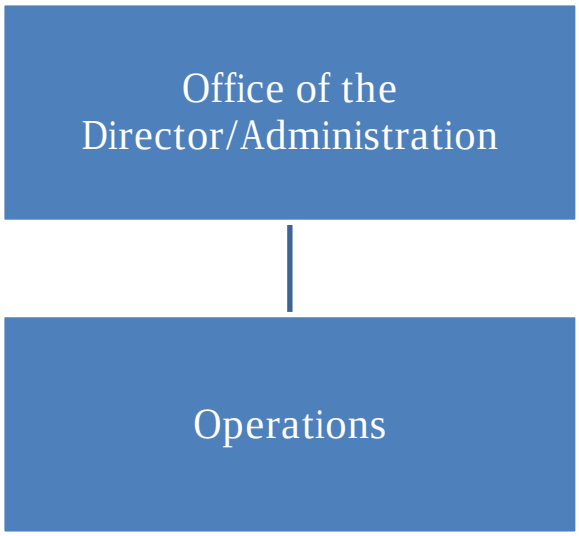
Description

NET is a community-oriented department that provides direct municipal and social services to residents, business owners, and community-based organizations.

Contributing to the Administration's Priority of *Quality of Life*, NET strives to raise the quality of life in Miami neighborhoods by providing resources, information, and access to government services to residents and businesses while serving as the primary link to City government. NET is the City's official "One Stop" center deployed in the community. There are 13 NET offices that serve as points of entry and community outreach centers geared to address non-emergency requests and make local government more user friendly when addressing quality of life issues and collection of fees (such as Certificates of Use, Business Tax Receipts, and Temporary Use Permits). The Department also partners with Miami-Dade County by utilizing the regional 311 Call Center as a customer service request systemwhich allows better tracking of NET's functions.

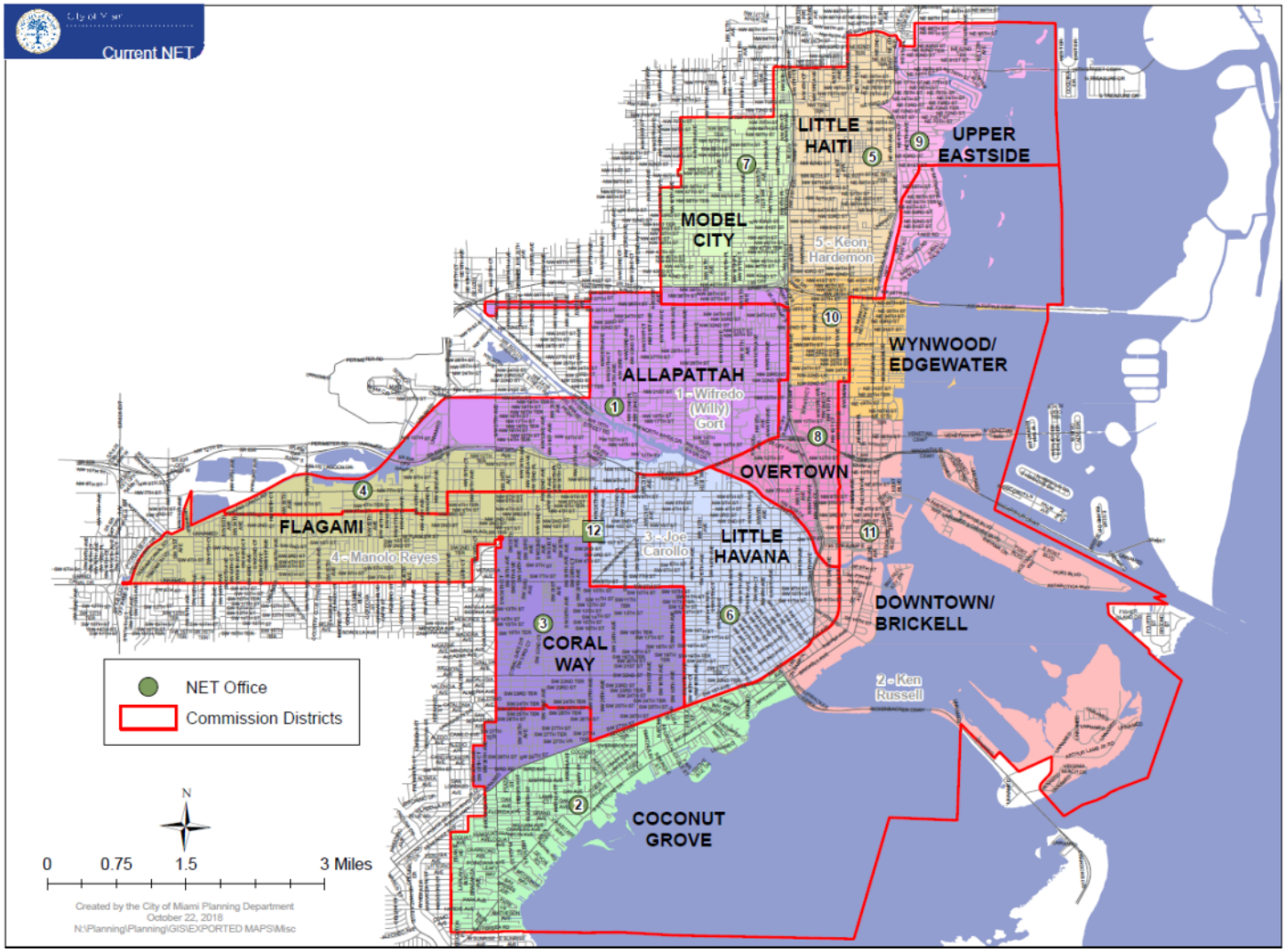
The stakeholders are the residents, Elected Officials, visitors, business owners, and community-based organizations.

Neighborhood Enhancement Team (NET)



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR AND ADMINISTRATION Monitors the effectiveness of the activities within the NET Service Centers and outreach, City of Miami 311, Community Relations Board Arts and Entertainment Council, and the Overtown Advisory Board; plans, implements, and provides training for all services provided; coordinates services with state, county, and other governmental agencies; assists the Mayor, Commissioners, and the City Manager with the coordination of activities and special projects. Administration staff also manages the Director's office daily functions; provides managerial support to NET offices as necessary; supervises daily functions of Special Projects personnel; prepares and manages the department budget, procurements, and payables for all NET offices.	9	9
OPERATIONS Manages and monitors the daily activities of NET areas; serves as a liaison between the community and the City Administration; coordinates and attends outreach efforts and community meetings as required, and coordinates community functions; support staff serves as the technical and customer service liaisons between the City and residents; maintains and tracks daily tasks in conjunction with the Miami-Dade County 311 Call Center; processes Certificate of Use and Business Tax Receipt permits; prepares reports as necessary and assists community with tax preparations and other services at each NET Office; works closely with each District Commissioner in daily activities under the supervision of a NET Administrator.	72	72
TOTAL FULL-TIME POSITIONS	**81**	**81**

Neighborhood Enhancement Team (NET)



OFFICE	ADDRESS	PHONE NUMBER
Allapattah	1897 NW 20 Street	(305) 960-4128
Coconut Grove	2500 Pan American Drive, 1st Floor	(305) 960-4670
Coral Way	1415 SW 32nd Avenue	(305) 960-4131
Flagami	5135 NW 7th Street	(305) 960-2890
Little Haiti	6301 NE 2nd Avenue	(305) 960-4660
Little Havana/Roads	1300 SW 12th Avenue	(305) 960-4650
Model City	1000 NW 62nd Avenue	(305) 960-2990
Overtown	1490 NW 3rd Avenue #112-B	(305) 960-5133
Upper Eastside	6599 Biscayne Blvd	(305) 960-5118
Wynwood/Edgewater	101 NW 34th Street	(305) 960-2904
Downtown/Brickell	1401 N. Miami Avenue, 2nd Floor	(305) 960-5135
Marlins Park	1502 NW 4th Street	(305) 960-4940
NET Administration	151 NW 27th Avenue	(305) 960-5110

Neighborhood Enhancement Team (NET)

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	4,544,749	5,278,467	6,002,873	6,903,000	7,550,000
Operating Expense	339,285	417,188	405,129	479,000	1,073,000
Capital Outlay	3,507	52,025	3,259	0	14,000
	4,887,542	**5,747,680**	**6,411,261**	**7,382,000**	**8,637,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	4,882,219	5,721,882	6,387,763	7,382,000	8,637,000
General Special Revenue	5,322	25,764	1,989	0	0
Departmental Improvement Initiative	0	0	290	0	0
Emergency Funds	0	34	21,220	0	0
	4,887,542	**5,747,680**	**6,411,261**	**7,382,000**	**8,637,000**

Department Strategies FY 2019-20

Implement the E-Plan System process in conjunction with the Departments of Planning and Zoning, in order to provide electronic services for Certificate of Use, Business Tax Receipts, and Plans Review while improving NET's online services capabilities.

Continue to maintain the services available throughout the NET offices, such as permitting processes, in collaboration with other City Departments and other agencies.

Partner with Miami-Dade County Transit in providing the K-12 EASY Card discount card for children that attend schools in Miami-Dade County to ride the Metrorail and Metrobus at half price.

Engage in the initiation of the Age-Friendly Action Plan that identifies the need for a great place to live, work, and play for residents age 50 and above.

Implement and manage the Graffiti Mitigation Pilot Program which aids residents and business owner with graffiti issues.

Implement and manage the Shopping Cart Pilot Program by registering and educating business owners with 16 or more shopping carts, on the City's Shopping Cart Ordinance enforcement and compliance procedures.

Neighborhood Enhancement Team (NET)

Accomplishments in FY 2018-19

Completed over 1,000 visits to neighborhoods and businesses and distributed over 8,000 flyers regarding compliance and education of City regulations.

As part of the Walking Plans outreach program, maintained and improved proper outreach amongst residents and businesses by completing more than 20,000 contacts. Contacts are done through visits while educating residents and registering businesses as necessary;

Maintained and completed over 38,000 general services inclusive of Certificates of Use, Business Tax Receipts, Noise Wavier Applications, Temporary Use Permits (TUPs), Temporary Event Permits (TEPs), and over 1,400 Golden Passport Registrations.

The Customer Service front desk function was transferred to the GSA department with no position or fiscal impact.

Completed the kiosks imaging phase and currently implementing the second phase of software and security device installation.

Expected to complete the Miami-Dade County Allapattah Neighborhood Service Center facility in July 2019, and the locations and agreement negotiations for the Downtown and Coconut Groves NET Offices will be finalized by end of the fiscal year.

Opened the new Marlins Park NET Office to provide services to approximately 38,000 residents, thus enhancing the quality of life and customer service in the area.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

The Regular Salaries and Wages Line Item reflects the freezing of three positions in AFSCME 871 (GF $100,000).

The Budget includes the following additions:

Additional funding was added to the Other Contractual Services Line Item for the Citywide Graffiti Mitigation Program (GF $600,000).

Due to a scrivener's error, the position count in the FY 2018-19 Adopted Budget should have shown 81 positions. The position count remains 81 in both FY 2018-19 and FY 2019-20.

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 Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) reflecting normal step increases (generally five percent) and a one percent across the board increase (GF $74,000); 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 two percent across the board increase (GF $90,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $106,000).

Neighborhood Enhancement Team (NET)

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Increase Neighborhood Canvassing by Educating Residents	NET Service request Volume (number)	N/A	149,127	94,527	90,000
Enhance Outreach "Walking Plans" program in order to provide better communication and education between City and residents	NET Internal Service Request Completed (number)	N/A	99,876	87,998	138,000
	Community Outreach (number)	N/A	46,208	20,500	15,000
Improve on online services and customer service	Customer service survey (percent)	85	79.5	70.5	90

Neighborhood Enhancement Teams (NET)

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,067,000	0	4,067,000	4,445,000	0	4,445,000
512010 - Attrition Savings - Salaries	(122,000)	0	(122,000)	(314,000)	0	(314,000)
513000 - Other Salaries and Wages	42,000	0	42,000	42,000	0	42,000
516000 - Fringe Benefits	62,000	0	62,000	60,000	0	60,000
521000 - Fica Taxes	315,000	0	315,000	343,000	0	343,000
522000 - Retirement Contributions	1,366,000	0	1,366,000	1,625,000	0	1,625,000
523000 - Life and Health Insurance	1,173,000	0	1,173,000	1,349,000	0	1,349,000
Personnel	**6,903,000**	**0**	**6,903,000**	**7,550,000**	**0**	**7,550,000**
Operating Expense						
524000 - Workers' Compensation	64,000	0	64,000	68,000	0	68,000
534000 - Other Contractual Services	82,000	0	82,000	94,000	0	94,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
543000 - Utility Services	30,000	0	30,000	30,000	0	30,000
544000 - Rentals and Leases	51,000	0	51,000	36,000	0	36,000
545011 - Insurance - Vehicle Liability	30,000	0	30,000	3,000	0	3,000
545012 - Insurance - Property & Casualty	10,000	0	10,000	11,000	0	11,000
545013 - Insurance - General Liability	29,000	0	29,000	0	0	0
546000 - Repair and Maintenance Services	4,000	0	4,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	110,000	0	110,000	152,000	0	152,000
549000 - Other Current Charges and Obligations	0	0	0	600,000	0	600,000
551000 - Office Supplies	7,000	0	7,000	8,000	0	8,000
552000 - Operating Supplies	37,000	0	37,000	40,000	0	40,000
552200 - Clothing/Uniform Supplies	23,000	0	23,000	23,000	0	23,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,000	0	1,000
Operating Expense	**479,000**	**0**	**479,000**	**1,073,000**	**0**	**1,073,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	14,000	0	14,000
Capital Outlay	**0**	**0**	**0**	**14,000**	**0**	**14,000**
Total Expense	**7,382,000**	**0**	**7,382,000**	**8,637,000**	**0**	**8,637,000**

Procurement

Department Head: Annie Perez, CPPO Phone: (305) 416-1910

Mission Statement

To ethically procure quality goods and services, design, construction, and construction management services at the best value for the City, while providing excellent customer service, process efficiency, transparency, fairness, competition, accountability, and maintaining public trust.

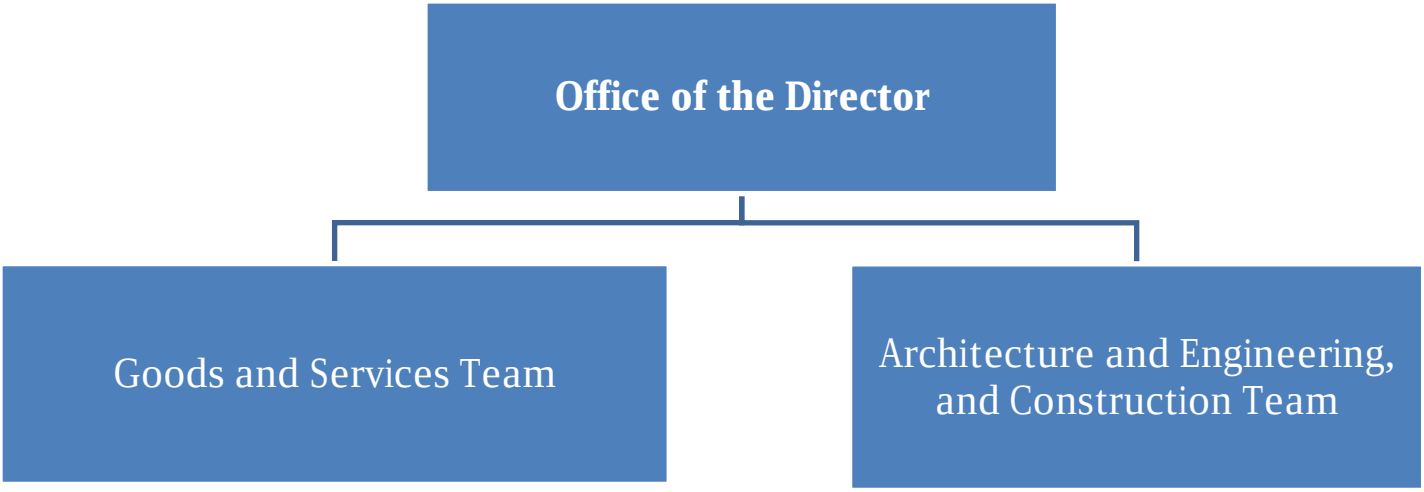
Description

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

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

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

Procurement



Departmental Function/Unit	FY 2018-19	FY 2019-20
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.	4	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.	10	12
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.	6	4
TOTAL FULL-TIME POSITIONS	**20**	**21**

Procurement

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,000,587	2,117,737	2,364,630	2,406,000	2,660,000
Operating Expense	119,563	138,111	159,745	162,000	264,000
Capital Outlay	6,746	3,725	4,040	4,000	4,000
Non-Operating Expenses	39	1,223	0	0	0
	2,126,936	**2,260,796**	**2,528,416**	**2,572,000**	**2,928,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	2,126,936	2,260,759	2,528,273	2,572,000	2,928,000
Emergency Funds	0	38	143	0	0
	2,126,936	**2,260,796**	**2,528,416**	**2,572,000**	**2,928,000**

Department Strategies for FY 2019-20

Continue to update the City's Procurement Ordinance to include increases in delegated authority, up to date processes, or other substantive improvements.
Continue to innovate to streamline negotiation processes, the RFP and RFQ process for goods and services, scope development, performance metrics, and reporting.
Continue to increase the City's vendor database and ensure healthy competition, Procurement will hold numerous general vendor workshops, and the Procurement Outreach Program (POP-Up Shops) for small businesses.
Continue to update and revamp Procurement's internal website to be more user friendly.
Continue to train Procurement staff on the RFP and RFQ processes, negotiations, City Procurement Code, FEMA procurement requirements, and Florida Statutes that govern procurement.

Accomplishments in FY 2018-19

Implemented an electronic solicitation and bid system that would be more user friendly and accessible to a larger number of respondents.
Presented updates to the Procurement Code that incorporate the new Bidsync system and revises rules for bid protest.
Implemented the Citywide Procurement Summer School training program to educate departments about a wide variety of procurement topics such as monitoring vendor performance, how to properly communicate with the vendors, contract administration, drafting scope of works, ethics (specifically as to the Cone of Silence) and P-Cards. Also conducted procurement code training with Miami Parking Authority staff.
Conducted negotiations for all City contracts within the Department.

Procurement

Streamlined the RFQ process for Architecture and Engineering Services, saving an average of 35 daysand 80 days for those projects on the expedite list using the tools from the Miami Innovation Academy.
Advertised for a pre-qualification pool of contractors for City construction projects.
Received consent from the Office of Capital Improvements and the City Attorney to adopt the Miami-Dade County Public Schools' construction contract for all City construction projects.
Successfully held, in conjunction with the Mayor's Office, three workshops for small business opportunities.
Worked with Department of Innovation and Technology to revamp the Procurement website to incorporate service pages and webforms to make it more user friendly.
Engaged with outside expert negotiator for a half-day training on contract negotiations for Procurement staff.
Achieved savings of $1.177 million through negotiations for the design-build for Dinner Key Marina Repairs and Restoration project.
Awarded the National Procurement Institute's 2018 Achievement of Excellence in Procurement Award and the Institute for Public Procurement's Outstanding Agency Accreditation Achievement Award which recognizes those agencies that lead the public procurement profession, the first time that the City received this accreditation.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The increase in Regular Salaries and Wages line item reflects the addition of one Senior Procurement Contracting Officer position to manage the increase in Department workload of complex RFPs (SR $67,000).

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 two percent across the board increase (GF $72,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including (GF $32,000).
To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Attrition Line Item to accommodate the recommended expenditure increases (GF $40,000).

Procurement

Strategic Alignment and Performance Measures

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

Modernize and streamline City processes

Strengthen trust through excellent customer service

Engage all stakeholders with timely and clear communications

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Achieve savings to the City via contract negotiations	Price savings during negotiations (percentage)	N/A	52	7	20
Streamline the Architecture and Engineering Procurement Process	Decrease average processing time cycle for RFP and RFQs (days) - Architecture and Engineering	N/A	N/A	243	140
Streamline the Construction Procurement Process	Decrease average processing time cycle for ITBs (days) - Construction	N/A	N/A	88	85
Reduce the procurement processing time for all solicitations	Solicitations completed within the target time period (percentage)	N/A	N/A	N/A	75
Increase training opportunities for internal and external customers to educate them on the procurement processes	Conduct trainings to internal/external customers on procurement processes and the procurement code (number per year)	N/A	N/A	22	12
Create a Paperless Procurement Department	Reduction of paper usage (percentage)	N/A	N/A	N/A	50

Procurement

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,506,000	0	1,506,000	1,700,000	0	1,700,000
512010 - Attrition Savings - Salaries	(47,000)	0	(47,000)	(91,000)	0	(91,000)
513000 - Other Salaries and Wages	37,000	0	37,000	0	0	0
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	116,000	0	116,000	135,000	0	135,000
522000 - Retirement Contributions	464,000	0	464,000	550,000	0	550,000
523000 - Life and Health Insurance	313,000	0	313,000	349,000	0	349,000
Personnel	**2,406,000**	**0**	**2,406,000**	**2,660,000**	**0**	**2,660,000**
Operating Expense						
524000 - Workers' Compensation	37,000	0	37,000	40,000	0	40,000
540000 - Travel and Per Diem	5,000	0	5,000	15,000	0	15,000
540010 - Training	6,000	0	6,000	16,000	0	16,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	0	0	0
545013 - Insurance - General Liability	8,000	0	8,000	0	0	0
546001 - IT-Repair and Maintenance Services	30,000	0	30,000	38,000	0	38,000
548100 - Advertising and Related Costs	55,000	0	55,000	55,000	0	55,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	9,000	0	9,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	73,000	0	73,000
Operating Expense	**162,000**	**0**	**162,000**	**264,000**	**0**	**264,000**
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	4,000	0	4,000
Capital Outlay	**4,000**	**0**	**4,000**	**4,000**	**0**	**4,000**
Total Expense	**2,572,000**	**0**	**2,572,000**	**2,928,000**	**0**	**2,928,000**

Resilience and Sustainability

Department Head: Jane Gilbert Phone: (305) 416-1048

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 inbuilding a *Miami Forever*, through smart and resilient infrastructure, adaptive 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, leading the creation of a cohesive resilience and climate strategies, and subsequently harnessing the expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats.

Stakeholders include City departments, residents, businesses, visitors, community based organizations, universities, Miami-Dade County, other municipalities within Miami-Dade County and neighboring counties in Southeast Florida.

Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	4	5
TOTAL FULL-TIME POSITIONS	**4**	**5**

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	0	229,757	453,098	499,000	608,000
Operating Expense	0	12,094	42,491	221,000	223,000
Capital Outlay	0	2,158	3,630	3,000	0
	-	**244,010**	**499,219**	**723,000**	**831,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	0	244,010	499,186	723,000	831,000
Emergency Funds	0	0	33	0	0
	-	**244,010**	**499,219**	**723,000**	**831,000**

Resilience and Sustainability

Department Strategies for FY 2019-20

Ensure that decisions are data-driven and take future conditions into account Citywide by working across departments and with the County to develop a GIS-based data system that provides an easy to reference understanding of the City's climate risk vulnerability as it relates to infrastructure, citizens, and services over time.
Partner with Emergency Management, Neighborhood Enhancement Team (NET), and community based organizations in informing and training residents and businesses about how to prepare for King Tides, Hurricanes, and other environmental shocks and stresses.
Develop and implement strategies for public-private financing of upgrades to protect and enhance City's waterfronts.
Develop system for prioritizing the Capital Plan that will mitigate storm and flood risks, and design criteria to be used for all capital projects to take increasing store, flood, and heat risks into account.
Continue the partnership with the City's Floodplain Manager to develop and begin implementing a plan to reduce our Community Rating System (CRS) score.
Pursue resources to implement priority actions that are not fully funded.

Accomplishments in FY 2018-19

Co-Developed a unified Resilient Greater Miami and the Beaches strategy in partnership with Miami-Dade County and Miami Beach.
Provided recommendations for integrating City and regional resilience priorities into the 2019-20 Strategy Plan, assisted in realignment of strategic plan with the City's priorities: *Resilience, Pathway to Prosperity, and Quality of Life*, and completed the draft Climate Ready Miami strategy in partnership with the Departments of Planning, Resilience and Public Works (RPW) and the Office of Capital Improvements (OCI) which will become the Resilience component of the Citywide strategic plan.
Engaged with 2,364 residents and businesses through community outreach and speaking events, continued partner with Emergency Management on the expansion of Citizen Emergency Response Team (CERT) trainings. Successfully recruited volunteers for and helped organize three trainings, and launched the City's 2nd Annual King Tide Action Plan in partnership with the Department of RPW. Focused on communicating to the general public and to residents in the most vulnerable areas about when and where to expect temporary flooding and partnered with FIU on the citizen science Sea Level Solutions Day. RPW installed permanent and temporary measures to reduce the impacts of the seasonal high tides.
Organized a planning workshop with community partners interested in building resilience hubs, co-chaired monthly interdepartmental Resilience Action Group, organized an interdepartmental sea level rise scenario planning workshop for Department leaders and community partners in December 2019, coordinated with multiple departments to finalize Local Mitigation Strategy list for Irma related CDBG DR Funding, and coordinated, supported, and publicized the monthly meetings of the full Sea Level Rise Committee.
Submitted a draft scope of work and capital budget request for 40-year Economic Risk and Cost Benefit Analysis of inaction and three adaptation scenarios, assisted in development of RFQ and procurement for Jose Marti Park adaptive design project and managing partnership with the Van Alen Institute, and provided staff support to community outreach and Citizens Oversight Board.

Resilience and Sustainability

Contributed to development of Construction Review and Synchronization Process (CRSP) project prioritization process to ensure hazard mitigation related projects received higher priority, and provided OCI a draft check list to take increasing flood risks related to sea level rise into the design criteria of all capital improvement projects
Continued partnership with the City's Floodplain Manager to develop and begin implementing a plan to reduce our Community Rating System (CRS) score.
Partnered with the Office of Communications in launching and developing the content for the bi-weekly Resilience e-newsletter. This is the City's most viewed newsletter with 3,500+ subscribers.
Partnered with RPW, OCI and the Department of Planning in the development of a Climate Solutions Brief, media tour, speaking opportunity for the visit of former United Nations Secretary Ban Ki Moon in January, and completed the draft of the Climate Ready Miami strategy.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The Regular Salaries and Wages Line Item increase is due in part to an addition of one Deputy Chief Resilience Officer position (GF $57,000).

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 two percent across the board increase (GF $14,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $8,000).

Resilience and Sustainability

Strategic Alignment and Performance Measures

Priority: Resilience

Citywide Goal:

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

Citywide Objective:

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Involve as many residents as possible in education and the development of the City strategy	Engage residents through community meetings, presentations, focus groups, interviews and social media (number)	3,246	3,296	3,000	5,000
	Develop resilience performance measures (percent)	N/A	25	30	60
Optimize available resources	Secure pro-bono professional services and grants applied for (dollars)	170,000	343,000	534,116	300,000
Develop City strategy for resilience and sustainability	Develop Climate Solutions Strategy for the City (percent)	N/A	N/A	N/A	100
	Provide updates on implementation of R305 and Climate Solutions Strategies (number)	N/A	N/A	N/A	4

Office of Resilience and Sustainability

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	370,000	0	370,000	397,000	0	397,000
516000 - Fringe Benefits	7,000	0	7,000	12,000	0	12,000
521000 - Fica Taxes	29,000	0	29,000	31,000	0	31,000
522000 - Retirement Contributions	54,000	0	54,000	103,000	0	103,000
523000 - Life and Health Insurance	39,000	0	39,000	65,000	0	65,000
Personnel	**499,000**	**0**	**499,000**	**608,000**	**0**	**608,000**
Operating Expense						
524000 - Workers' Compensation	23,000	0	23,000	25,000	0	25,000
531000 - Professional Services	175,000	0	175,000	175,000	0	175,000
540000 - Travel and Per Diem	7,000	0	7,000	6,000	0	6,000
545013 - Insurance - General Liability	2,000	0	2,000	0	0	0
546001 - IT-Repair and Maintenance Services	7,000	0	7,000	7,000	0	7,000
551000 - Office Supplies	4,000	0	4,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	7,000	0	7,000
Operating Expense	**221,000**	**0**	**221,000**	**223,000**	**0**	**223,000**
Capital Outlay						
664000 - Machinery and Equipment	3,000	0	3,000	0	0	0
Capital Outlay	**3,000**	**0**	**3,000**	**0**	**0**	**0**
Total Expense	**723,000**	**0**	**723,000**	**831,000**	**0**	**831,000**

DEPARTMENT BUDGETS:
PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

Building

Department Head: Jose S. Camero, RA Phone: (305) 416-1102

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 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.

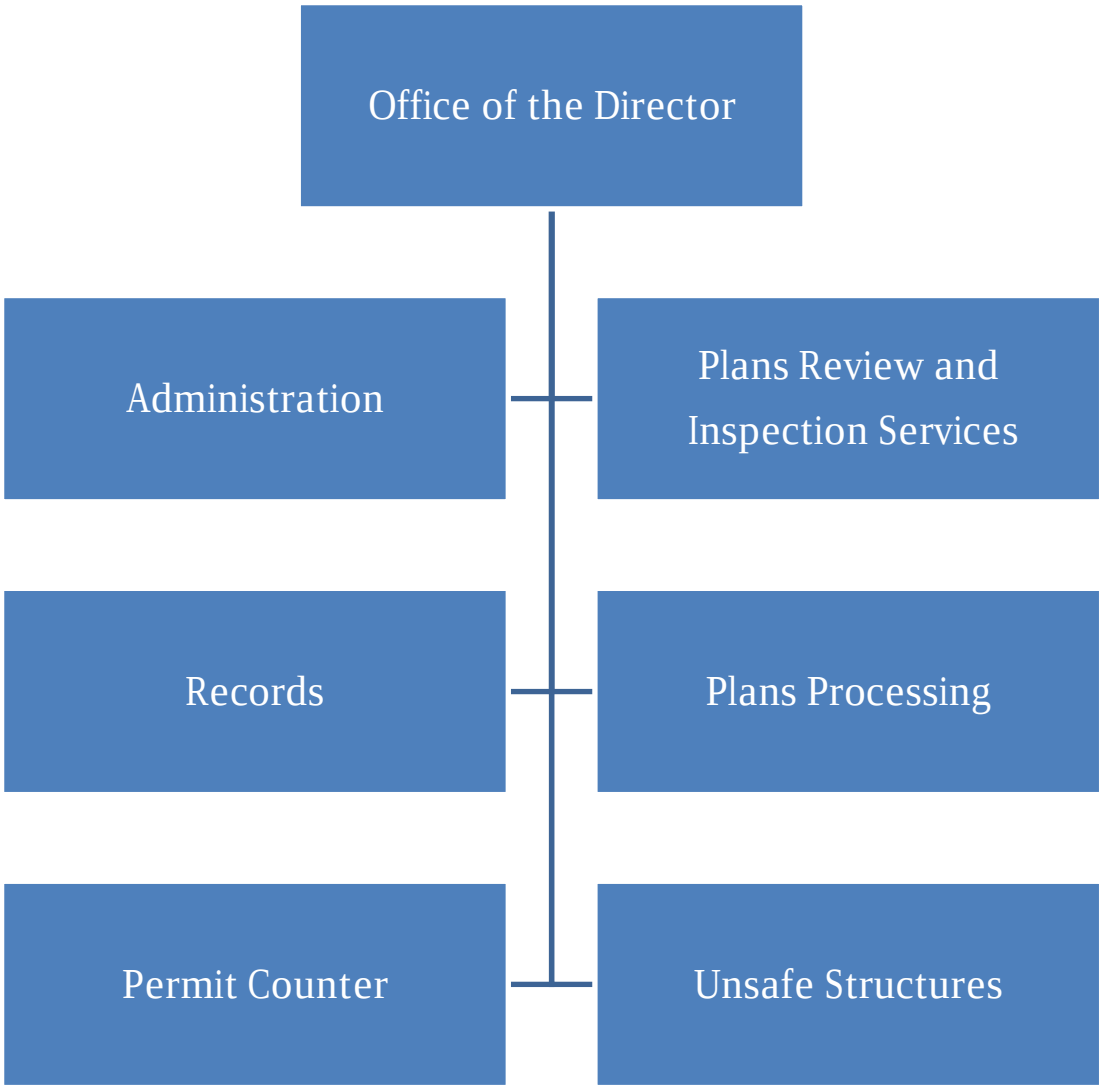
Description

The Building Department protects the health, safety, and welfare of the public, and enhances the general quality of life by interpreting and enforcing the Florida Building Code (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 Florida Building Code and all other applicable laws and ordinances.

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

Building


Office of the Director
Administration
Plans Review and Inspection Services
Records
Plans Processing
Permit Counter
Unsafe Structures

Building

Departmental Function/Unit	FY 2018-19	FY 2019-20
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.	4	4
ADMINISTRATION Prepares and implements the departmental budget; monitors revenue, and personnel activities; performs routine clerical duties such as answering phones and preparing legislative packages.	8	9
PLANS REVIEW AND INSPECTON SERVICES Conducts field inspections of new construction, remodeling, repairs, and condemnation for possession of permits; checks for conformity with Florida and Miami-Dade County Building Codes and approves plans and specification requirements; outlines plans and procedures for the execution of inspection activities affecting installations, materials, and appliances.	41	43
RECORDS Conducts research on record requests received from the general public; coordinates the digitizing of records to comply with State of Florida Public Record requirements; enters and retrieves information to and from the filing system.	10	10
PLANS PROCESSING Assists homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process.	15	15
PERMIT COUNTER Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and residential certificates; collects fees to be recorded in a computerized system; performs data entry; assists callers and monitors the message center; returns calls and distributes messages as needed; reviews and prepares documents for digitizing.	19	19
UNSAFE STRUCTURES Conducts field inspections of structures due to customer complaints to determine hazardous conditions at construction sites, residential and commercial properties; accidents that may occur involving structural damages; aides homeowners and contractors through the Unsafe Structures process in order to secure structures that may be occupied or vacant; conducts board hearings to determine structures that should be demolished and schedules those demolitions alongside the legal department; records liens and demolition orders on abandoned properties; administers the 40 and 50 year recertification process.	7	7
TOTAL FULL-TIME POSITIONS	**104**	**107**

Building

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	8,304,093	8,999,497	10,296,307	11,954,000	13,436,000
Operating Expense	1,673,408	2,533,599	3,551,625	5,088,000	4,089,000
Capital Outlay	183,613	23,190	33,973	0	0
Non-Operating Expenses	100	2,565	4,245	0	3,594,000
	10,161,214	**11,558,851**	**13,886,150**	**17,042,000**	**21,119,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	9,698,019	10,730,587	13,258,095	14,285,000	16,625,000
Departmental Improvement Initiative	463,195	828,264	627,868	2,757,000	4,494,000
Emergency Funds	0	0	186	0	0
	10,161,214	**11,558,851**	**13,886,150**	**17,042,000**	**21,119,000**

Department Strategies for FY 2019-20

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

Continue to hold ongoing seminars and trainings for the public and for reviewers as part of the EPR implementation process. These trainings include classes for ProjectDox, iBuild, and iPW for both the public and City staff.

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

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

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

Implement expedited after-hours review and inspection. (Ordinance 13800 passed on October 25, 2018 re-establishing the Expedited Overnight Review of building plans).

Building

Accomplishments in FY 2018-19

Successfully deployed the Electronic Plan Review system for the Building Department on December 5, 2018.
Completed remodeling the necessary sections of the floor area of the Building, Planning, and Zoning Departments to accommodate the new EPR system to address basic issues of privacy, security, and work efficiency.
Implemented cross-training for permit clerks to expand their knowledge base, prepared them for electronic plan intake, and enhance the customer permitting process experience. Building Staff was trained by the International Code Council (ICC) instructors to take the ICC Permit Technician Certification Exam. Five Building Staff have since become certified.
As part of Electronic Plan Review Implementation, a total of more than 40 Training Sessions have been held and more continue to be scheduled. These trainings include classes for ProjectDox, iBuild, and iPW. Classes are opened to both the public and City staff.
Upgraded iBuild as part of the Electronic Plan Review Implementation. Currently working on Phase II, which will include waiver of building permit fees for residential projects, Over the Counter Permit, automatic flagging of ER discipline, enhancements to the Change of Scope Process, and the 40 and 50 year Recertification Process.
Currently working on creating a Standard Operating Procedure (SOP) for the Department with an expected completion date of September 2019.
Collaborated with departments to enhanced the implementation of Electronic Plan Review by developing reports that clearly outline overdue projects.
Worked on a total of 1,141 Unsafe Structures cases, of which 98 cases have been resolved. During this time, the Unsafe Structures Division was also responsible for overseeing a total of 92 demolitions of unsafe structures (37 City Demolitions and 55 Owner Demolitions).
Developed a comprehensive customer satisfaction survey, which was implemented in January 2019. As part of this effort, JRD and Associates, Inc will also complete a comprehensive stakeholder outreach, to include focus groups, customer intercepts, and surveys of varying customer demographics, such as building trade organizations, design professionals, developers, contractors, and homeowners. The result of this effort will be a detailed assessment of customer perceptions and feedback with potential areas for improvement from a customer service standpoint.
Ordinance 13800 passed on October 25, 2018 re-established the Expedited Overnight Review of building plans. A Memorandum of Understanding (MOU) has been drafted, with the assistance of the Office of the City Attorney and the Human Resources (HR) Department, and sent to the AFSCME 1907 Union for their review and approval.
Continued to monitor the implementation of concurrent Electronic Plan Review, which should yield faster review times.
Implemented the Permit Concierge Program on June 25, 2018, which provides remote permit assistance free of charge to seniors, disabled and veterans.

Building

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the elimination of one Professional Engineer position in AFSCME 1907 that has been vacant for more than a year totaling $63,000 General Fund (GF).

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the addition of one Building and Zoning Quality Control Manager position $80,000 (GF).
As approved in the FY 2018-19 Mid-Year Amendment, additional funding was added to the Other Contractual Services Line item due in part to additional temporary or contracted personnel to maintain the need for the number of inspections on an as needed basis and to reduce the number of days than plans spend in the review process $832,000 (GF), for consulting services to conduct customer survey $98,000 (GF), to digitize building permit supporting documentation $300,000 (GF), and to cover increased cost of security for protection of City employees, visitors, and City Assets $48,000 (GF).
As approved in the FY 2018-19 Mid-Year Amendment, a transfer of one Business System Administrator from the Innovation and Technology Department with no fiscal impact since funding was previously budgeted the Building Department.
The Repair and Maintenance Line item reflects an increase of $68,000 (GF) for computer upgrades, software license renewals, and wiring services.
The Travel and Per Diem Line item reflects an increase of $23,000 (GF) for mandatory training required by the State of Florida for elevator inspectors.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between 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 two percent across the board increase $401,000 (GF); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 $53,000 (GF).
To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), an increase of $23,000 (GF) for Overtime for Building Inspectors conducting expedited overnight review of Building Plans.
To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), an increase to the Regular and Salaries and Wages Line item due to the addition of a Chief of Inspection position ($103,000 GF) , and a Customer Service Liaison position ($38,000 GF).

Building

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Enforce clean and safe housing in neighborhoods where needed most
Create avenues to capture and integrate community feedback into all stages of programming
Modernize and streamline City processes

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Increase the productivity and efficiency of plan reviewers and inspectors	Building construction permit applications processed for commercial properties (number)	17,101	15,967	13,920	13,000
	Building construction permit applications processed for residential properties (number)	9,732	9,361	9,207	6,500
	Inspections performed within 24 hours of request (percent)	97.0	96.5	97.4	98
Reduce the amount of time plans are with the City	Number of days to obtain a Commercial permit (days)	205	229	282	90
	Number of days to obtain a Residential permit (days)	129	133	226	120
	Time to conduct Building plan review (days)	6	3	3	3
	Time to conduct Electrical plan review (days)	4	2	3	3
	Time to conduct Mechanical plan review (days)	3	2	3	3
	Time to conduct Plumbing plan review (days)	5	3	3	3
	Time to conduct Structural plan review (days)	2	3	3	3
Promote effective service delivery and high-quality customer service	Percentage of residents satisfied with the in-person interactions at the MRC (percent) (new)	N/A	N/A	N/A	60
	Percentage of residents satisfied with Electronic Plan Review (percent) (new)	N/A	N/A	N/A	60
	Percentage of residents satisfied with permitting process (percent) (new)	N/A	N/A	N/A	60

Building Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	7,374,000	0	7,374,000	8,254,000	0	8,254,000
513000 - Other Salaries and Wages	0	0	0	150,000	0	150,000
514000 - Overtime	156,000	0	156,000	179,000	0	179,000
516000 - Fringe Benefits	24,000	0	24,000	21,000	0	21,000
521000 - Fica Taxes	568,000	0	568,000	617,000	0	617,000
522000 - Retirement Contributions	2,405,000	0	2,405,000	2,624,000	0	2,624,000
523000 - Life and Health Insurance	1,427,000	0	1,427,000	1,591,000	0	1,591,000
Personnel	**11,954,000**	**0**	**11,954,000**	**13,436,000**	**0**	**13,436,000**
Operating Expense						
524000 - Workers' Compensation	161,000	0	161,000	172,000	0	172,000
533000 - Court Services	80,000	0	80,000	60,000	0	60,000
534000 - Other Contractual Services	1,645,000	2,757,000	4,402,000	2,398,000	900,000	3,298,000
540000 - Travel and Per Diem	2,000	0	2,000	25,000	0	25,000
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	49,000	0	49,000	40,000	0	40,000
544000 - Rentals and Leases	23,000	0	23,000	23,000	0	23,000
545011 - Insurance - Vehicle Liability	28,000	0	28,000	25,000	0	25,000
545013 - Insurance - General Liability	36,000	0	36,000	6,000	0	6,000
546000 - Repair and Maintenance Services	2,000	0	2,000	70,000	0	70,000
546001 - IT-Repair and Maintenance Services	159,000	0	159,000	224,000	0	224,000
547000 - Printing and Binding	4,000	0	4,000	4,000	0	4,000
547200 - Printing and Binding-Paper Stock	4,000	0	4,000	4,000	0	4,000
548100 - Advertising and Related Costs	38,000	0	38,000	38,000	0	38,000
551000 - Office Supplies	24,000	0	24,000	24,000	0	24,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552100 - Public Safety Supplies	8,000	0	8,000	8,000	0	8,000
552200 - Clothing/Uniform Supplies	16,000	0	16,000	16,000	0	16,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**2,331,000**	**2,757,000**	**5,088,000**	**3,189,000**	**900,000**	**4,089,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	3,594,000	3,594,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**3,594,000**	**3,594,000**

Building Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
Total Expense	**14,285,000**	**2,757,000**	**17,042,000**	**16,625,000**	**4,494,000**	**21,119,000**

Planning

Department Head: Francisco J. Garcia Phone: (305) 416-1470

Mission Statement

Provide policy guidance for the future development of the City of Miami by preparing neighborhood, streetscape, and master plans; preparing amendments to the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound urban planning principles; preparing recommendations to and administering the Planning, Zoning and Appeals Board (PZAB), Historic and Environmental Preservation Board (HEPB), and other hearing boards; and collecting and analyzing demographic, physical, social, economic and contextual data on the City of Miami.

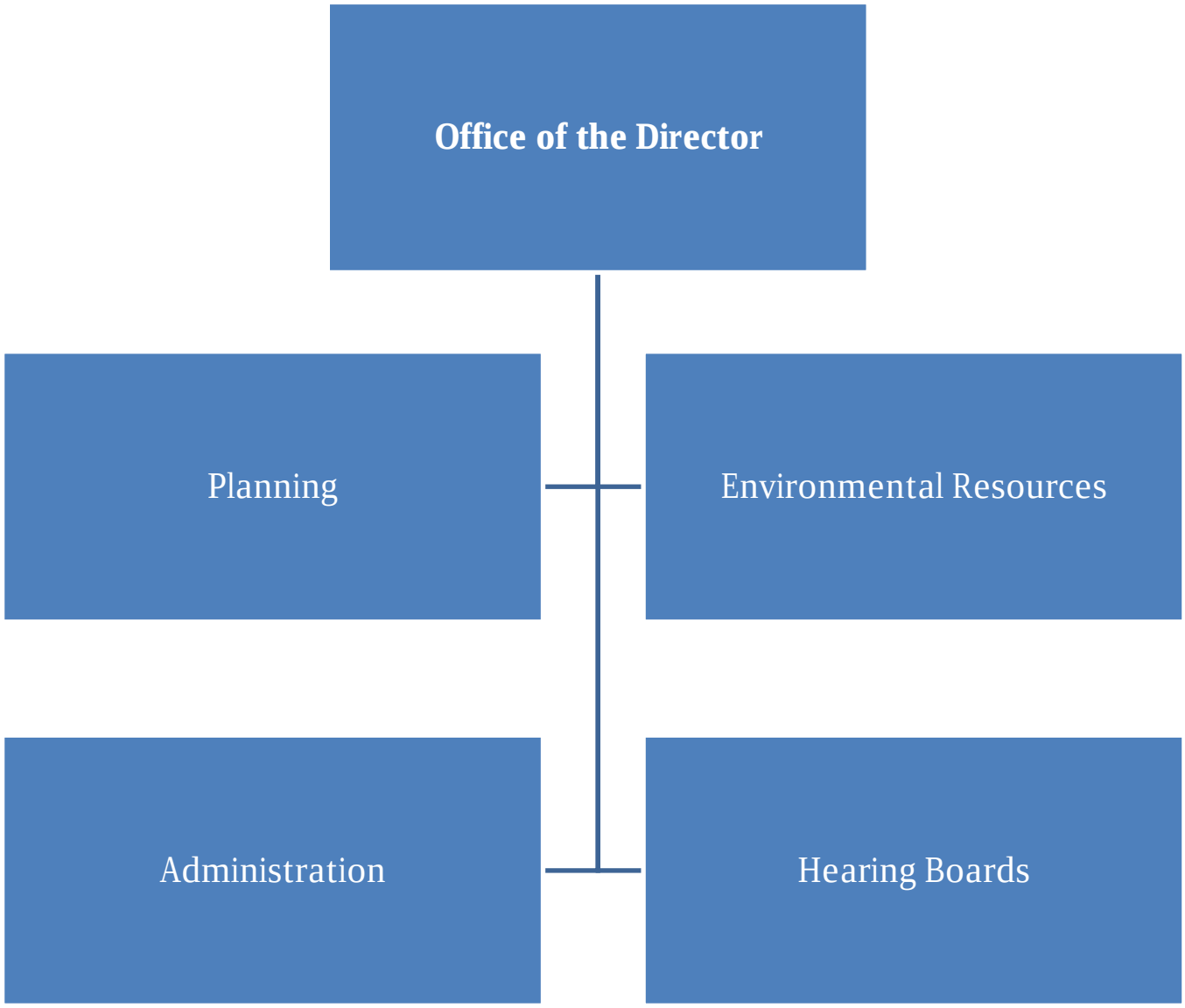
Description

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

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

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

Planning


Office of the Director
Planning
Environmental Resources
Administration
Hearing Boards

Planning

Departmental Function/Unit	FY 2018-19	FY 2019-20
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
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.	22	24
ENVIRONMENTAL RESOURCES Evaluates, reviews, and ensures compliance of environmental regulatory standards related to tree conservation, landscaping, and natural features in public and private rights-of-way; conducts field visits and assesses the status of proposed landscape related improvements and conditions; reviews and permits all tree removal, trimming, and planting; manages the Tree Trust Fund including the collection of payments and expenditures.	6	6
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters, procurement solicitations, and processes; provides various support services to professional staff; prepares special projects and reports, tracks performance measures, manages a scanning program for the digital retention of documents related to special permits and case files; manages community outreach efforts, departmental web content, and process improvements.	9	9
HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board; provides notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the PZAB as well as the Planning and Zoning portion of the City Commission; processes, records, and releases liens related to code enforcement, ticketing, lot clearing, and certain Board resolutions; serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.	7	7
TOTAL FULL-TIME POSITIONS	**48**	**50**

Planning

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	5,831,762	5,759,582	4,541,473	5,413,000	5,347,000
Operating Expense	694,255	740,545	854,381	3,981,000	1,042,000
Capital Outlay	87,590	116,602	1,729	225,000	604,000
Non-Operating Expenses	0	89,550	0	12,541,000	18,619,000
Transfers - OUT	0	2,102,214	3,154,000	0	225,000
	6,613,608	**8,808,494**	**8,551,583**	**22,160,000**	**25,837,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	6,484,704	6,260,583	4,978,942	5,789,000	5,927,000
Planning Services	46,475	1,845,435	1,479,937	12,601,000	15,988,000
Planning and Zoning Tree Trust Fund	82,429	612,925	2,046,145	3,610,000	3,466,000
Public Art Fund	0	0	46,536	160,000	456,000
Community Development	0	89,550	0	0	0
Emergency Funds	0	0	23	0	0
	6,613,608	**8,808,494**	**8,551,583**	**22,160,000**	**25,837,000**

Department Strategies for FY 2019-20

Complete the Virginia Key Flex Park, Southwest Streetscape, and Street Tree Master Plans.

Complete the Climate-Adaptive Redesign of Jose Marti Park, which will serve as amodel to be duplicated in other locations with comparable conditions.

Continue to review and revise the Miami 21 Zoning Code and the Comprehensive Plan to incorporate enhancements related to sea level rise and resiliency efforts.

Continue to review and revise the Miami 21 Zoning Code to promote policies for development of income restricted housing.

Continue to maintain Tree City USA status by meeting the four core standards of sound urban forestry which are necessary to manage and expand public trees within the City.

Planning

Accomplishments in FY 2018-19

Completed the Wynwood Streetscape and Street Tree Master Plan and the Wynwood Woonerf. The Virginia Key Flex Space and Southwest Streetscape and Street Tree Master Plans are currently underway; completion is anticipated to be in the first quarter of FY 2019-20.

Implemented the South Florida Transit Oriented Development (SFTOD) study.

Launched Electronic Plan Review (ePlan) in combination with the electronic intake of applications, as well as the review, tracking, processing, and issuance of special permits.

Amended the Miami 21 Zoning Code to allow new construction and redevelopment to raise habitable structures out of the flood plain with added freeboard, addressing sea level rise and resiliency efforts.

Implemented a permit review of traffic impact for large scale projects based on the location, intensity, and existing traffic level of service.

Amended the T6-24(b) transect zone regulations of the Miami 21 Zoning Code, in particular the Public Benefits Program for Affordable Housing.

Adopted by Commission on first reading on March 28, 2019, and subsequently continued again to the July 11, 2019 Commission meeting. This legislation proposes to modify definitions, add incentives, and permit Affordable and Attainable mixed-income developments abut a T3 Transect Zone via the Exception process with approval by City Commission.

Drafted legislation to address electronic vehicle charging stations. The Office of Capital Improvements created a schematic concept which can be proposed to private development. Additionally, the Miami Parking Authority is working on obtaining quotes for the cost of implementing the design.

Achieved Tree City USA status for 12 consecutive years.

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The Salaries and Wages Line item reflects the addition of one Planner II position and one Special Project Coordinator funded in Special Revenue to manage the Downtown Development Regional Impact (DDRI) $136,000 (SR).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between 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 two percent across the board increase $179,000 (GF); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 $28,000 (GF).

A Special Revenue Fund contribution to a capital project for the I-395 Baywalk - (McArthur Causeway Baywalk) $225,000 (SR).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), an increase funding for an existing Assistant Director position $53,000 (GF).

Planning

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), an increase funding for plans review consultants $270,000 (GF).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), includes a budgeted attrition of $100,000 (GF).

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Create and enhance shared civics spaces
Citywide Objective:
Repurpose under-utilized space in the urban core
Maintain look and feel of public spaces to a high standard
Actively promote and enforce Miami 21 in order to improve compliance
Increase tree canopy
Prioritize tree canopy investments in disadvantaged areas to address extreme heat

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Maintain streets and public spaces to high standard	Amount of new tree canopy added through City tree plantings (canopy spread in feet)	N/A	N/A	25,016	24,000
	Areas of the City that have been master planned (percentage)	N/A	N/A	N/A	25
Increase home ownership and access to affordable housing in the City of Miami	Legislative initiatives to promote Income Restricted Housing Development policies (number)	N/A	N/A	2	4

Planning

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,194,000	81,000	3,275,000	3,339,000	91,000	3,430,000
512010 - Attrition Savings - Salaries	(126,000)	0	(126,000)	(440,000)	0	(440,000)
513000 - Other Salaries and Wages	0	32,000	32,000	0	0	0
516000 - Fringe Benefits	21,000	0	21,000	22,000	0	22,000
521000 - Fica Taxes	255,000	6,000	261,000	266,000	7,000	273,000
522000 - Retirement Contributions	1,131,000	36,000	1,167,000	1,216,000	39,000	1,255,000
523000 - Life and Health Insurance	763,000	20,000	783,000	785,000	22,000	807,000
Personnel	**5,238,000**	**175,000**	**5,413,000**	**5,188,000**	**159,000**	**5,347,000**
Operating Expense						
524000 - Workers' Compensation	154,000	1,000	155,000	48,000	1,000	49,000
531000 - Professional Services	37,000	2,831,000	2,868,000	310,000	301,000	611,000
533000 - Court Services	19,000	0	19,000	19,000	0	19,000
534000 - Other Contractual Services	2,000	545,000	547,000	0	0	0
540000 - Travel and Per Diem	0	3,000	3,000	0	0	0
540010 - Training	0	10,000	10,000	0	0	0
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
541100 - Postage	83,000	0	83,000	81,000	0	81,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	4,000	0	4,000
545013 - Insurance - General Liability	18,000	0	18,000	22,000	0	22,000
546000 - Repair and Maintenance Services	0	13,000	13,000	0	0	0
546001 - IT-Repair and Maintenance Services	68,000	0	68,000	93,000	0	93,000
547000 - Printing and Binding	13,000	0	13,000	7,000	0	7,000
548000 - Promotional Activities	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	110,000	0	110,000	107,000	0	107,000
549000 - Other Current Charges and Obligations	0	25,000	25,000	0	0	0
551000 - Office Supplies	15,000	0	15,000	15,000	0	15,000
552000 - Operating Supplies	15,000	0	15,000	12,000	0	12,000
552200 - Clothing/Uniform Supplies	0	0	0	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	2,000	10,000	10,000	1,000	11,000
Operating Expense	**551,000**	**3,430,000**	**3,981,000**	**739,000**	**303,000**	**1,042,000**
Capital Outlay						

Planning

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
663000 - Improvements Other Than Buildings	0	225,000	225,000	0	600,000	600,000
664000 - Machinery and Equipment	0	0	0	0	4,000	4,000
Capital Outlay	**0**	**225,000**	**225,000**	**0**	**604,000**	**604,000**
Non-Operating Expense						
896000 - Budget Reserve	0	12,541,000	12,541,000	0	18,619,000	18,619,000
Non-Operating Expenses	**0**	**12,541,000**	**12,541,000**	**0**	**18,619,000**	**18,619,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	225,000	225,000
Transfers - OUT	**0**	**0**	**0**	**0**	**225,000**	**225,000**
Total Expense	**5,789,000**	**16,371,000**	**22,160,000**	**5,927,000**	**19,910,000**	**25,837,000**

Zoning

Department Head: Joseph A. Ruiz, Esq. Phone: (305) 416-1499

Mission Statement

To promote a regulated pattern of development as set forth in the City Code and Miami 21, while providing a safe and healthy environment for living, working, and recreation.

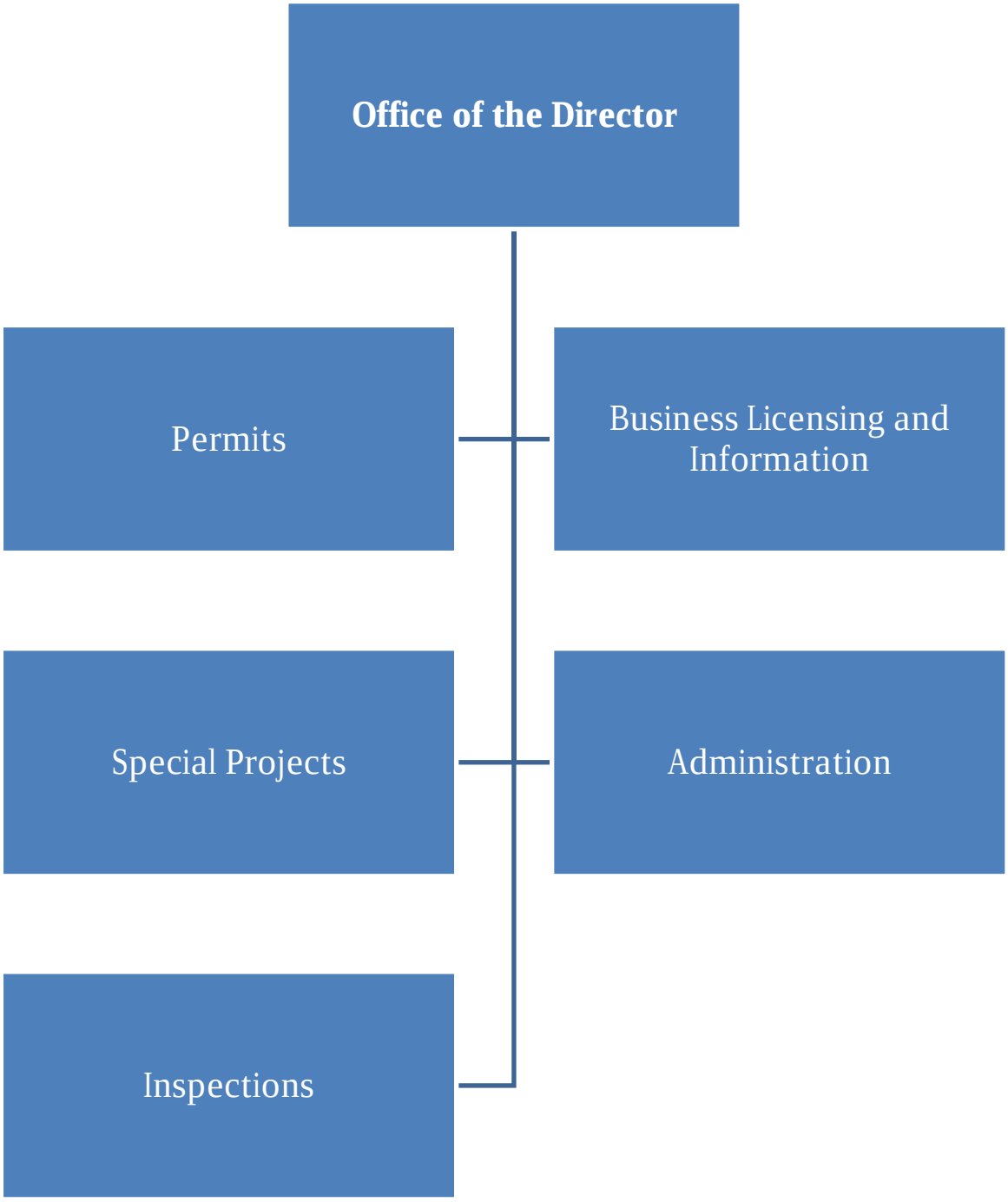
Description

The Office of Zoning implements and interprets the Zoning Ordinance and other city, county, state, and federal regulations pertaining to the permitting of new development and redevelopment plans.

Contributing to the Administration's Priority of *Quality of Life*, the Office of Zoning issues Certificates of Use, Waiver permits, Temporary Use permits, approval of Alcohol and Tobacco applications, verifies compliance of assisted living facilities in accordance with Florida Statues and the Zoning Ordinance, processes Impact Fee determinations and collects all applicable Zoning Fees.

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

Zoning


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

Zoning

Departmental Function/Unit	FY 2018-19	FY 2019-20
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	3
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.	11	12
BUSINESS LICENSING AND INFORMATION Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Zoning Verification Letters, address assignments and changes, and Community Residential Home certifications.	8	8
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	3
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	2	2
INSPECTIONS Conducts field inspections for possession of permits and conformity with the Zoning Ordinance; provides training and guidance to other departments on the application of the Zoning Ordinance and other city, county, state and federal regulations.	2	0
TOTAL FULL-TIME POSITIONS	**27**	**28**

Zoning

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	0	0	2,294,422	2,989,000	3,636,000
Operating Expense	0	0	71,226	100,000	189,000
Capital Outlay	0	0	10,825	0	0
	-	-	**2,376,473**	**3,089,000**	**3,825,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	0	0	2,376,440	3,089,000	3,825,000
Emergency Funds	0	0	33	0	0
	-	-	**2,376,473**	**3,089,000**	**3,825,000**

Department Strategies for FY 2019-20

Develop a streamlined Business Licensing process for the issuance of Certificates of Use.
Continue to actively participate in the implementation of Electronic Plan Review.
Streamline the process for Temporary Use Permits to reduce processing time and improve communication among departments for improved compliance.
Continue to work collaboratively with the Neighborhood Enhancement Team by providing training and guidance on the issuance of Certificates of Use, processing of Temporary Use Permits, and zoning information provided to the public.
Continue to work collaboratively with the Code Compliance Department by providing guidance related to the application of the City's Zoning Ordinance for inspections, issuance of Certificate of Uses, and public outreach.

Accomplishments in FY 2018-19

Implemented Electronic Plans Review for all Special Permits and Building Permits.
Developing legislation and standard operating procedures for the issuance of addresses to be completed by September 2020.
Worked closely with the Department of Innovation and Technology to update existing platforms such as MiamiBiz to create better efficiencies when obtaining a Certificate of Use. The enhancements to MiamiBiz will provide details on the face of the Certificate of Use regarding alcohol entitlements which is currently in the development phase.
Trained all NET Service Aides and Representatives on the requirements for processing Temporary Use permits for events, occupancies, and banners. The training provided notification requirements, the role of various departments in the review process, and the importance of ensuring that applications are complete to prevent errors.

Zoning

Worked with the Code Compliance Department to develop a training series that addresses Certificates of Use, Temporary Use permits, and other matters that are commonly encountered by inspectors that fall within Zoning's purview. As a result if this training, the Code Compliance Department and the Office of Zoning have been working together to improve the Business Licensing Process initiative.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the increase in Regular Salaries and Wages Line item is due in part to a reclassification of an Information Clerk position to a Zoning Information Technician $14,000 (GF), a salary adjustment for a recently hired Director/Zoning Administrator position $16,000 (GF), and the addition of an Impact Fee Coordinator position to ensure the proper collection of fees $68,000 (GF).
The Regular Salaries and Wages Line item reflects the reclassification of a Zoning Inspector to Deputy Director $63,000 (GF).
The Regular Salaries and Wages Line item reflects the reclassification of a Zoning Inspector to a Zoning Plans Examiner $19,000 (GF).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the 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 two percent across the board increase $101,000 (GF); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 $16,000 (GF).
To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), includes a budgeted attrition of $111,000 (GF).

Zoning

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:
Maintain look and feel of public spaces to a high standard
Actively promote and enforce Miami 21 in order to improve compliance
Repurpose under-utilized space in the urban core

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Ensure timely delivery of service	Waivers signed within 60 working days of submission of all documents by the applicant (percent)	N/A	68.5	N/A	80
	Zoning Verification Letters (ZVL) issued within 20 days of receipt of request (percent)	N/A	26.5	39	55
	Number of customers served at the main office (number)	N/A	16,066	7,395	15,000
	Number of Certificates of Use issued (number)	N/A	N/A	N/A	2,750

Zoning

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,948,000	0	1,948,000	2,421,000	0	2,421,000
512010 - Attrition Savings - Salaries	(118,000)	0	(118,000)	(144,000)	0	(144,000)
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	144,000	0	144,000	179,000	0	179,000
522000 - Retirement Contributions	611,000	0	611,000	754,000	0	754,000
523000 - Life and Health Insurance	392,000	0	392,000	414,000	0	414,000
Personnel	**2,989,000**	**0**	**2,989,000**	**3,636,000**	**0**	**3,636,000**
Operating Expense						
524000 - Workers' Compensation	44,000	0	44,000	49,000	0	49,000
531000 - Professional Services	0	0	0	40,000	0	40,000
534000 - Other Contractual Services	0	0	0	30,000	0	30,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
545013 - Insurance - General Liability	9,000	0	9,000	0	0	0
546001 - IT-Repair and Maintenance Services	32,000	0	32,000	55,000	0	55,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
552200 - Clothing/Uniform Supplies	5,000	0	5,000	5,000	0	5,000
Operating Expense	**100,000**	**0**	**100,000**	**189,000**	**0**	**189,000**
Total Expense	**3,089,000**	**0**	**3,089,000**	**3,825,000**	**0**	**3,825,000**

DEPARTMENT BUDGETS:
PUBLIC WORKS

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

Capital Improvements

Department Head: Steven C. Williamson Phone: (305) 416-1280

Mission Statement

The Office of Capital Improvements (OCI) manages, executes and tells the story of the City of Miami's capital construction program as we deliver quality, cost effective, on-time, resilient facilities and infrastructure to create a better quality of life, a growth friendly environment, and a stronger future for the City and its neighborhoods.

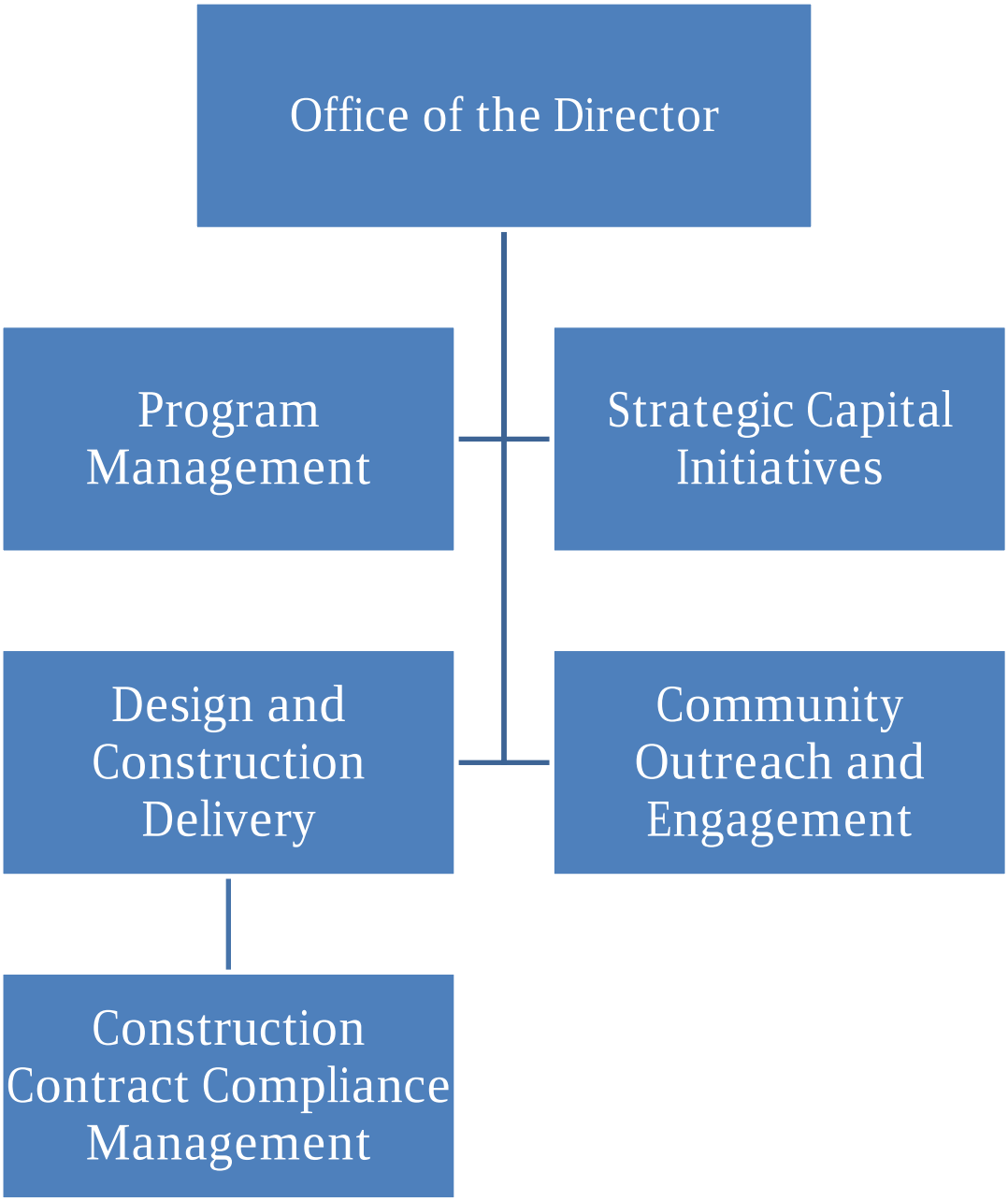
Description

The Office of Capital Improvement (OCI) is staffed with professional project managers, architects, engineers, and construction managers administering all phases of programming, design, and construction of the City's Capital Improvements Program.

Contributing to the Administration's Priority of *Resilience*, the Office is passionate about serving Miami's residents and making meaningful capital improvements to the City's facilities and infrastructure. OCI provides construction program and project management to Miami's residents, client departments, and agencies to enhance mobility, advance public safety, improve shared spaces, enable governmental services, improve resiliance, and support a pathway to prosperity. Through the capital construction program, the Office aspires to be a catalyst to encourage residents and businesses to be proud of and invest in their community to build better neighborhoods and to positively impact Miami's future.

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

Capital Improvements



Capital Improvements

Departmental Function/Unit	FY 2018-19	FY 2019-20
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
PROGRAM MANAGEMENT Manages the City's Capital Improvements Program by developing the Five-Year Capital Improvement Plan, administering a requirements-based project initiation process, controlling project change management, aligning the program with budget requirements, and ensuring program visibility and reporting.	10	5
STRATEGIC CAPITAL INITIATIVES Identifies, defines, and manages Strategic Capital Initiatives aligning with the City's goals. Coordinates the initiatives' complexities and engages with experts to provide project specific skills and unique resources. Develops and plans a supporting business strategy to synchronize project design, construction and operations to gain internal and external stakeholder backing, demonstrate value, attract support and investment, and ensure continued sustainment. Creates a communications and engagement plan together with the executive champion and Client Department(s) to promote and highlight each initiative.	0	5
DESIGN AND CONSTRUCTION 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.	33	33
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; manages key leaders and agency engagement plan.	3	3
CONSTRUCTION CONTRACT COMPLIANCE MANAGEMENT Monitors design and construction contracts for compliance as it relates to Small Business Enterprise Participation, Local Workforce Participation, and Responsible Wages and Davis-Bacon Act Wages requirements.	4	4
TOTAL FULL-TIME POSITIONS	**52**	**52**

Capital Improvements

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,874,644	2,740,884	3,093,103	3,616,000	4,194,000
Operating Expense	1,429,501	270,361	717,017	242,000	562,000
Capital Outlay	1,619	15,330	(227,085)	0	0
Non-Operating Expenses	0	75	208	13,000	0
	4,305,764	**3,026,651**	**3,583,242**	**3,871,000**	**4,756,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	3,350,434	2,899,078	3,436,041	3,658,000	4,603,000
General Special Revenue	545,411	0	4,419	13,000	0
Planning Services	68,511	37,601	0	0	0
Transportation and Transit	341,409	89,972	19,529	200,000	153,000
Emergency Funds	0	0	123,254	0	0
	4,305,764	**3,026,651**	**3,583,242**	**3,871,000**	**4,756,000**

Department Strategies for FY 2019-20

Fully implement the e-Builder technology solution to manage the City's Capital Improvement Plan and integrate all construction management processes within a single system expected to be completed by September of 2020. Streamline and accelerate construction contract acquisition by working with the Department of Procurement to award the "best value" Job Order Contracting (JOC) program, implement the Construction Contractors Pool, enhance solicitation visibility and access, right-size professional services contract pools, and enforce timely contract close-out and evaluation (winter of 2020). Continue to finalize administrative policies for Small Business Enterprise participation, Local Workforce, and Responsible Wages and Davis-Bacon Act Wages to be included in the City of Miami's Administrative Policy Manual (summer of 2020).

Continue monitoring the effectiveness of existing environmental controls as required. Seek Environmental Resources Management's approval for a No Further Action with Conditions (NFAC) for the remainingsix projects (summer of 2020). Optimize the entire construction management process from OCI internal processes with all integration points and partners. Streamline processes and identify significant bottle-necks to analyze and rearrange (spring of 2020).

Build a stronger team by ensuring employees are equipped with the necessary equipment and training to better oversee contractors and review construction contract language, increase on-site inspection, and enforce contractors' quality assurance and quality control programs (winter of 2020), as well as ensure they are recognized for their efforts and success (summer of 2020).

Integrate all external capital funding sources into the CIP. Align with annual program cycles and develop a submission, monitoring, and reporting system to ensure full compliance (winter of 2020) and capture $20.000 million matching funds and grants from all external sources (summer of 2020).

Capital Improvements

Integrate the Miami Forever Bond with the Miami Climate Ready Strategy, the Stormwater Master Plan, the infrastructure portion of the local mitigation strategy, the flood prevention infrastructure funding and policy strategy, and the City's building policy and standards modification process (fall of 2019). Complete the Stormwater Master Plan (summer of 2020).

Accomplishments in FY 2018-19

Procured and initiated the e-Builder implementation to manage the City's Capital Program. Began early module installation to enable project tracking, file transfers, contract compliance, administrative actions, and project initiation. Transferred construction management data from TRACs to e-Builder to simplify data management and encourage staff adoption.

Continued working on the implementation of administrative policies for Small Business Enterprise participation, Local Workforce, and Responsible Wages and Davis-Bacon Act Wages to be included in the City of Miami's Administrative Policy Manual.

Drafted a comprehensive internal policies and procedures manual for Contract Compliance Management Sections 18-87, 18-89 and 18-120.

Completed the Procurement process; roles and responsibilities for contract compliance will be incorporated into workflows contained in e-Builder software solution.

Obtained No Further Action with Conditions (NFAC) status for four parks after a year of monitoring the effectiveness of the environmental controls.

Completed the first phase of the office reconfiguration and continuing with the second phase to align with the Department's reorganization.

Kicked-off tranche one of the Miami Forever Bond consisting of 33 projects valued at $58.700 million. Advanced progress with 13 projects in planning, 12 on design, four in bidding, and four in construction at the time of publication. Held over 36 Miami Forever Bond community engagement and industry events to portray a strong positive image of the City and its Bond's program objectives.

Captured $283.676 million in matching federal, state, county, and private funding for the Miami Forever Bond.

Established a Program Management section that created and manages the City's CIP, administers the City's construction review and synchronizing process, enforces a project change management process, and enhances program visibility and reporting to key constituents.

Applied a project prioritization process that enabled the City to commit critical resources (funding, time, expertise, procurement, and permitting) to address city facilities and infrastructure needs.

Created a Community Outreach and Engagement Team to increase visibility, to better communicate, and engage with the residents and elected officials. Since October 2018, held over 75 community meetings, engaged over 50,000 residents in-person, on the website, or via social media. Released 13 press releases, held eight press events, and over 15 industry engagements. Coordinated 16 project ground-breakings and 12 ribbon cuttings. Held monthly project updates for elected officials, neighborhood associations, village councils, and appointed City boards and committees.

Optimized the capital construction program by reducing number of active projects to 200 to align with industry standards at the time of publication. Arranged projects in priority bands A, B and C (with > 25 percent in band A), reprogramed $25.000 million into priority active projects in December 2019 and April 2019, and captured $6.751 million in matching funds and grants.

Capital Improvements

Enacted the quarterly Construction Review and Synchronization Process (CSRP) to better manage project initiation based on project scope, cost-estimate, prioritization, and distinct project requirements. Processed 103 projects through the CRSP with 27 becoming active and 76 being placed in the CIP.
Continued efforts in working with Human Resources to fill vacancies and build a team of professional builders who are well trained, working as a team, driven with a can-do spirit, and constantly improving. Transitioning transportation functions to the Resilience and Public Works Department.
Completed the Stormwater Master Plan data collection to develop a comprehensive process to create a modern Stormwater GIS database. Completed surveys and began initial modeling. Integrated results with the Shorecrest Area Study.
Engaged multiple residents and experts during the eight Stormwater Master Plan community meetings, industry association events, and press engagements.
Responded to King Tide flooding events, by installing 16 tidal valves with the intent to install 34 additionaltidal valves by September 30, 2020.
Spearheaded Phase One of the 25 mph speed limit program by installing over 330 signs to reduce vehicular speed in the four neighborhoods with the highest recorded average vehicle speeds. Ensured that the program had educational, communications, enforcement, and analysis components.
Strengthened the City's financial position by receiving $2.508 million in grant reimbursements from the Florida Inland Navigation District, Florida Department of Transportation, and Florida Department of Environmental Protection which contributed to the funding of 10 projects.
Published the Five-Year CIP identifying $2.900 billion in facility and infrastructure requirements over the budget-year and subsequent five program years. Aligned the CIP with Areas of Government (roadways, parks, public safety, municipal facilities, public facilities, sea-level rise and flood prevention, and environmental mitigation).

Budget Highlights for FY 2019-20

The OCI has the largest portion of the Capital Improvement Plan which is detailed in the companion book to this operating budget.
The General Fund allocation for personnel in OCI represents 25 percent of the full salary cost; the remaining 75 percent is charged to the capital projects.

The Budget includes the following reduction:

As approved in the FY 2018-19 Mid-Year Amendment, a transfer of one Transportation Engineer was transferred to the Resilience and Public Works Department with no fiscal impact.

The Budget includes the following additions:

The Regular Salaries and Wages Line Item reflects the addition of one Assistant Director position leading the management of strategic capital programs such as the Miami Forever Bond, resiliency initiatives, economic development, and capital housing programs (GF $32,000 and Capital $94,000).
Additional funding was added to the Other Salaries and Wages Line item funding a full-time temporary Project Manager position serving as the Bond Project Manager $22,000 (GF).
Additional funding was added to the Subscription, Membership, Licensing, Permits, and Other Line item to cover the cost of the E-Builder software annual licensing fee $305,000 (GF).

Capital Improvements

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between 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 two percent across the board increase (GF $48,000 and Capital $145,000); and an average of five percent salary increase and a two 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 and Capital $76,000).

A General Fund Transfer-Out is included to fund the ongoing environmental compliance monitoring project ($300,000).

Newly appropriated capital project entitled the “Miami Riverside Center (MRC) New Administration Building Owners Representative” (40-B193113A) totaling $300,000 pursuant to the financing approved in Resolution 19-0256.

Capital Improvements

Strategic Alignment and Performance Measures

Priority: Resilience
Citywide Goal: Invest in resilient and smart public infrastructure and protect and enhance our waterfront.
Citywide Objectives:

Update stormwater management system to meet infrastructure needs through 2060 under varying climate conditions.
Prioritize projects that protect the most critical and vulnerable areas.
Upgrade and retrofit existing infrastructure to improve resilience and sustainability.
Accelerate investment in features along waterfront.

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Deliver Quality Capital Construction Projects	Construct and renovate roadways (lane miles)	7	14	29.9	18
	Install traffic calming devices (number)	N/A	N/A	N/A	28
	Build and renovate public safety facilities (police, fire-rescue, emergency management)	N/A	N/A	N/A	6
	Harden critical facilities (number)	N/A	N/A	N/A	3
	Build and renovate parks and open-spaces (number)	N/A	N/A	N/A	25
	Build and renovate marinas and water access sites (number)	N/A	N/A	N/A	10
	Build and renovate cultural facilities	N/A	N/A	N/A	5
	Total projects designed (number)	91	37	41	50
	Total projects constructed (number)	78	29	70	70
	Total value of projects constructed ($ million)	62.300	43.442	40,800	100.000
	Total active projects (number)	N/A	246	204	200
	Total value of active projects ($ million)	N/A	N/A	N/A	450
	Deliver quality capital projects on time and on budget (percent)	N/A	58	73.1	80
	Construct and refurbish sea and river walls and associated bay walk (liner feet)	N/A	N/A	N/A	1,200
	Implement drainage solutions	N/A	N/A	N/A	25
	Invest CDBG funding to improve capital investments ($ million)	N/A	N/A	N/A	2.000
	Foster Small Business Enterprise participation ($ million contracted)	N/A	N/A	N/A	3.500
Manage the Miami Forever Bond Program	Advance Miami Forever Bond Tranche One progress (percent)	N/A	N/A	N/A	55
	Establish Miami Forever Bond Tranche Two project selection and evaluation process (Yes/No)	N/A	N/A	N/A	Yes
Communicate the Capital Improvement Projects	Engage with the Community (number of meetings and events)	N/A	N/A	N/A	120
	Promote transparency of capital projects through integrated website and Geographic Information System (Yes/No)	N/A	Yes	Yes	Yes

Office of Capital Improvements

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,093,000	137,000	1,230,000	1,261,000	87,000	1,348,000
513000 - Other Salaries and Wages	78,000	0	78,000	100,000	0	100,000
516000 - Fringe Benefits	7,000	0	7,000	8,000	0	8,000
521000 - Fica Taxes	84,000	10,000	94,000	97,000	6,000	103,000
522000 - Retirement Contributions	1,452,000	31,000	1,483,000	1,748,000	37,000	1,785,000
523000 - Life and Health Insurance	704,000	20,000	724,000	828,000	22,000	850,000
Personnel	**3,418,000**	**198,000**	**3,616,000**	**4,042,000**	**152,000**	**4,194,000**
Operating Expense						
524000 - Workers' Compensation	68,000	2,000	70,000	74,000	1,000	75,000
534000 - Other Contractual Services	3,000	0	3,000	2,000	0	2,000
540000 - Travel and Per Diem	3,500	0	3,500	5,500	0	5,500
541000 - Communications & Related Services	7,000	0	7,000	7,000	0	7,000
541100 - Postage	3,000	0	3,000	2,000	0	2,000
544000 - Rentals and Leases	9,000	0	9,000	11,000	0	11,000
545011 - Insurance - Vehicle Liability	10,000	0	10,000	0	0	0
545013 - Insurance - General Liability	21,000	0	21,000	0	0	0
546001 - IT-Repair and Maintenance Services	63,000	0	63,000	101,000	0	101,000
547000 - Printing and Binding	1,000	0	1,000	0	0	0
548000 - Promotional Activities	5,000	0	5,000	6,000	0	6,000
551000 - Office Supplies	20,000	0	20,000	20,000	0	20,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552100 - Public Safety Supplies	6,500	0	6,500	6,500	0	6,500
552200 - Clothing/Uniform Supplies	2,000	0	2,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	16,000	0	16,000	321,000	0	321,000
Operating Expense	**240,000**	**2,000**	**242,000**	**561,000**	**1,000**	**562,000**
Non-Operating Expense						
896000 - Budget Reserve	0	13,000	13,000	0	0	0
Non-Operating Expenses	**0**	**13,000**	**13,000**	**0**	**0**	**0**
Total Expense	**3,658,000**	**213,000**	**3,871,000**	**4,603,000**	**153,000**	**4,756,000**

General Services Administration

Department Head: Ricardo Falero Phone: (305) 329-4854

Mission Statement

To provide effective and efficient services with exceptional quality in the areas of property maintenance, fleet maintenance and management, public safety communication systems maintenance, and graphic design and print shop service for all General Services Administration (GSA) customers.

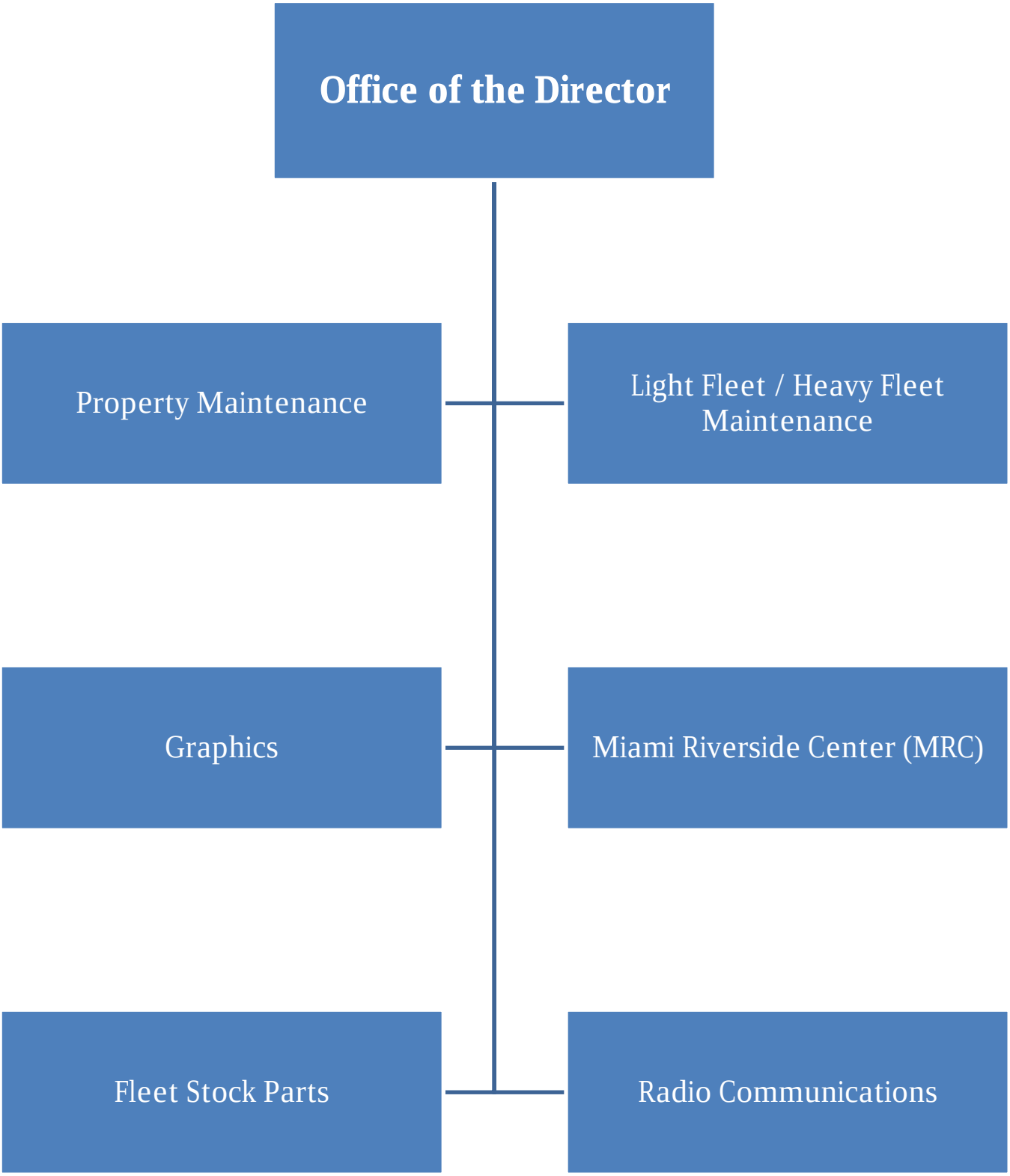
Description

The GSA Department provides internal service support to City departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, and Citywide inter-office mail delivery.

Contributing to the Administration's Priority of *Quality of Life*, the Department inventories, maintains, and repairs City property and equipment. Support services are provided throughout the City, including at the Miami Riverside Center (MRC) Building and Garage, City Hall, GSA Administrative Building and Fleet Maintenance Garage, Property Maintenance Building, Communications Warehouse, radio wave broadcasting and receiving antenna towers, and other departments located at the 20th Street facility. GSA maintains and repairs vehicles for the Police Department, the General Fleet, Solid Waste, Parks, and Public Works. GSA also provides fueling and truck washing services to user Departments. Additionally, all small equipment used Citywide for lawn and maintenance needs are serviced and repaired by the GSA operation. Furthermore, the Department maintains the City's 800 MHz radio and E-911 emergency communication systems including portable radios. GSA produces graphic illustrations and prints City Commission agenda packages, forms, business cards, the Proposed and Adopted Budget Books, flyers, and banners.

GSA's primary stakeholders are comprised of City of Miami employees and City departments.

General Services Administration



General Services Administration

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Responsible for the administrative functions of the Department, including accounting, payroll, personnel, Citywide utility management, operational statistics, and contract administration; develops and monitors the Department's budget and manages cost controls.	7	7
PROPERTY MAINTENANCE Repairs and maintains most City facilities; secures facilities when threatened by hurricanes or other natural disasters; provides in-house expertise on plumbing, electrical, heating ventilation and air conditioning, and other disciplines as required; administers small construction contracts.	39	39
LIGHT AND HEAVY FLEET MAINTENANCE Manages, directs, and supervises fleet maintenance; procures vendor services for both mechanical and body-related repairs; procures and coordinates the purchase and replacement of fleet vehicles; manages fleet parts and fuel inventories.	68	68
GRAPHICS Prepares designs, layout, and typeset for all graphic and related materials produced by the section; manages leases of low-to mid-volume copiers; designs and publishes forms; prints City Commission meeting agendas.	5	5
MIAMI RIVERSIDE CENTER Maintains the MRC building, grounds, pool vehicles, mechanical equipment, and security equipment; distributes inter-office and US mail; administers contracts for supplies and services.	8	8
FLEET STOCK PARTS Purchases, warehouses, and maintains an inventory of parts needed for repairs.	4	4
RADIO COMMUNICATIONS Repairs and maintains the City's 800 MHz radio system; provides communication support to the E-911 service; provides 24-hour on-call emergency repair service to the communication system.	9	9
TOTAL FULL-TIME POSITIONS	**140**	**140**

General Services Administration

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	12,226,820	12,790,422	14,000,178	14,325,000	16,527,000
Operating Expense	9,004,368	8,938,933	9,620,751	10,933,000	11,338,000
Capital Outlay	283,995	129,559	69,368	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	21,515,183	**21,858,914**	**23,690,297**	**25,283,000**	**27,890,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	21,514,599	21,857,169	23,577,392	25,258,000	27,865,000
General Special Revenue	584	1,697	1,891	25,000	25,000
Emergency Funds	0	48	111,014	0	0
	21,515,183	**21,858,914**	**23,690,297**	**25,283,000**	**27,890,000**

Department Strategies for FY 2019-20

Partner with Risk Management to implement specialized safety trainings for employees.
Continue to complete the full implementation of the Cartegraph management system.

Accomplishments in FY 2018-19

Attained a qualitative average score of “good” on property-maintenance-related work orders as indicated by the service survey.
Achieved a turn-around rate of 72 percent of marked Police Department pursuit vehicles that were brought into the garage for minor repairs within the same day.
Reduced vehicle and equipment downtime for City vehicles to ten days, on average.
Maintained an average of 100 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 dailytrash cranes available for operations.
Maintained the emergency radio communications system at 93 percent operability, and selected a vendor for the P25 compliant communication system.
Completed work orders on an average of three days and completed all work orders in less than 25 days.
Continued to manage construction and initiated use of a dedicated wash pit for the Solid Waste equipment.
Completed phase one of the Cartegraph asset management system; continued progress on phase two of installation of the scanner capabilities.
Completed and commenced operations of the police motorcycle mechanical maintenance and repair service.
Renovated restroom facilities located at all GSA locations, milled and resurfaced the GSA fleet lot.
Completed replacement of the City Hall roof, and completed the comprehensive renovations to City Hall that significantly improved the visitor and employee experience, such as: reinforcement of the building, security upgrades, and functional and aesthetic enhancements to the newly Elected Official’s offices.

General Services Administration

Budget Highlights for FY 2019-20

The Budget includes the following addition:

The Repair and Maintenance Line Item increase is due in part to the rising traffic accident car repair primarily attributable to the Police Department (GF $150,000).

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 two percent across the board increase (GF $580,000); and an average of five percent salary increase and a two 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).

The budget reflects GSA Impact Fee contribution to expand GSA capital facilities and equipment ($300,000).

To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in Other Contractual Services Line item is due in part to the higher costs associated with including living wages in the new janitorial services contract($38,000).

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Turn around 70 percent of marked police pursuit vehicles with minor repairs the same day, and ensure that the Police Department has 95 percent of its vehicles available for service each day	Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	73	76	70	70
Maintain a minimum of 95 percent of daily automated garbage trucks, and a minimum of 79 percent of the daily cranes available for operations each day	Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent of time)	99	100	100	100
Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability or better	Emergency radio communications system kept operational and ready (percent of time)	95	94	93	99
Encounter zero service interruptions	Partial service interruptions in the communications system (number)	9	9	14	0
Complete all work orders within 25 days	Average time for completion of property maintenance work orders (days)	0.97	1.36	3	2

General Services Administration

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,239,000	0	8,239,000	9,389,000	0	9,389,000
512010 - Attrition Savings - Salaries	(316,000)	0	(316,000)	(281,000)	0	(281,000)
514000 - Overtime	76,000	0	76,000	76,000	0	76,000
515000 - Special Pay	10,000	0	10,000	11,000	0	11,000
516000 - Fringe Benefits	12,000	0	12,000	33,000	0	33,000
521000 - Fica Taxes	634,000	0	634,000	718,000	0	718,000
522000 - Retirement Contributions	3,284,000	0	3,284,000	3,898,000	0	3,898,000
523000 - Life and Health Insurance	2,386,000	0	2,386,000	2,683,000	0	2,683,000
Personnel	**14,325,000**	**0**	**14,325,000**	**16,527,000**	**0**	**16,527,000**
Operating Expense						
524000 - Workers' Compensation	608,000	0	608,000	657,000	0	657,000
534000 - Other Contractual Services	778,000	0	778,000	803,000	0	803,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	632,000	0	632,000	633,000	0	633,000
544000 - Rentals and Leases	17,000	0	17,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	67,000	0	67,000	18,000	0	18,000
545012 - Insurance - Property & Casualty	1,407,000	0	1,407,000	1,548,000	0	1,548,000
545013 - Insurance - General Liability	52,000	0	52,000	0	0	0
546000 - Repair and Maintenance Services	4,576,000	0	4,576,000	4,764,000	0	4,764,000
546001 - IT-Repair and Maintenance Services	195,000	0	195,000	323,000	0	323,000
547100 - Printing and Binding-Outsourcing	5,000	0	5,000	10,000	0	10,000
547200 - Printing and Binding-Paper Stock	20,000	0	20,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	8,000	0	8,000	4,000	0	4,000
549000 - Other Current Charges and Obligations	7,000	0	7,000	9,000	0	9,000
551000 - Office Supplies	11,000	0	11,000	11,000	0	11,000
552000 - Operating Supplies	72,000	0	72,000	32,000	0	32,000
552010 - Motor Fuel	2,400,000	0	2,400,000	2,400,000	0	2,400,000
552200 - Clothing/Uniform Supplies	24,000	0	24,000	27,000	0	27,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	44,000	0	44,000	46,000	0	46,000
Operating Expense	**10,933,000**	**0**	**10,933,000**	**11,338,000**	**0**	**11,338,000**
Non-Operating Expense						

General Services Administration

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
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	**25,258,000**	**25,000**	**25,283,000**	**27,865,000**	**25,000**	**27,890,000**

Resilience and Public Works

Department Head: Alan M. Dodd, P.E. Phone: (305) 416-1200

Mission Statement

To maintain, improve, and modernize our City's Right-of-Way (ROW) infrastructure, environment, and transportation capacity through the best professional, technical, engineering, transportation, and construction inspection services.

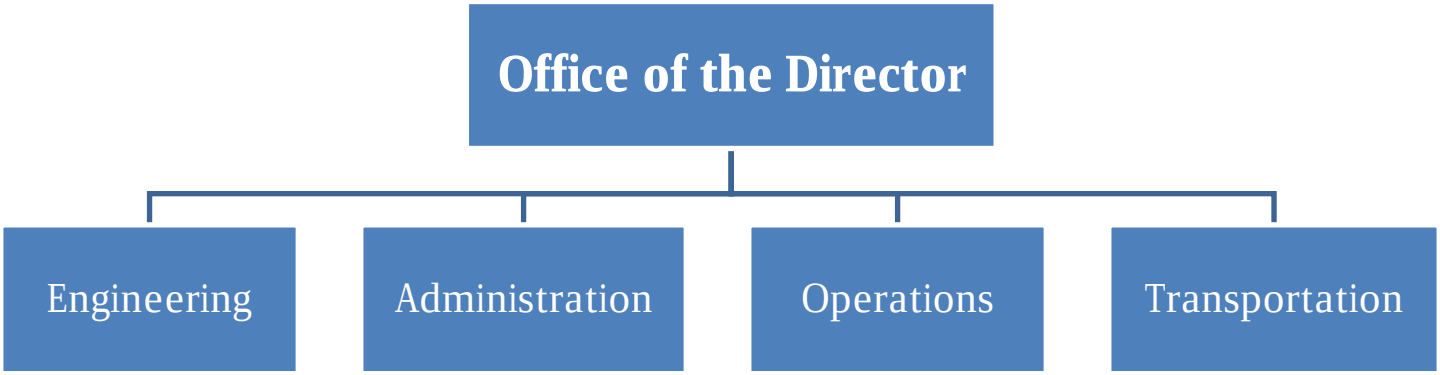
Description

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

Contributing to the Administration's priority of *Quality of Life*, the Department processes plat applications for the division of land and manages the City's street lighting system, the stormwater collection system within the City's roadways, 12 stormwater pump stations, various tree plantings and landscaping improvement projects, the bus benches and shelters contract, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners. As a Stormwater Utility, Resilience and Public Works promotes storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit. The Department is organized along three functional lines: Maintenance, Engineering, and Transportation. The Maintenance Operations Division performs routine maintenance of the roadways under the City's jurisdiction, receives and processes resident complaints related to any of the public ROW components under its jurisdiction, dispatches work crews to perform maintenance or repairs to address complaints, and ensures that the City has a safe and usable road system. The Engineering Division reviews various permit requests, including Special Area Plans (SAP); coordinates right-of-way development, right-of-way dedications and deeds, plats, and easements; processes maintenance agreements with the County and State; inspects public and private facilities; and enforces environmental regulations, considering current and future climate impacts into infrastructure planning and community projects. The Transportation Operations Division plans, coordinates, and implements the City's Trolley service, On-Demand transportation service for the elderly, and the Citi Bike program. The City's Trolley and On-Demand services are Special Revenue funded programs that provide additional mobility options for residents and visitors to explore Miami and serve as first and last mile for transit users.

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 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department.	2	2
ENGINEERING Reviews Major Use Special Permits (MUSP), SAPs, Development Orders (DO), and miscellaneous major developments; coordinates all ROW developments; reviews all ROWs and related building projects; inspects public and private facilities and enforces environmental compliance regulations; maintains the NPDES permit and prepares required reports; designs and installs replacement of new storm drainage systems; administers various ROW programs; coordinates the platting and subdivision process; maintains City survey benchmarks and underground utility information; attends meetings such as homeowners' associations (HOAs), the Plat and Street Committee, and the Planning and Zoning Advisory Board (PZAB).	60	62
ADMINISTRATION Provides administrative and support services; conducts project reconciliations; performs personnel and payroll functions; enters and oversees purchasing requisitions; drafts solicitations and contract documents; executes and tracks contracts for compliance.	6	6
OPERATIONS Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swales, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the ROW; cleans the storm sewer system, and outfalls Citywide; conducts tree maintenance in ROWs, City owned or maintained properties, and alleys.	78	78
TRANSPORTATION Manages the operations and responds to constituent's inquiries regarding the City's Trolley system and On-Demand Transportation services for the elderly. Secures grant funding for transportation and transit projects; seeks projects and means to improve the efficiency of the transportation programs provided to the community; provides oversight on projects including planning and coordinating all activities related to transportation projects.	8	9
TOTAL FULL-TIME POSITIONS	**154**	**157**

Resilience and Public Works

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	10,680,466	11,370,309	13,437,327	13,752,000	16,381,000
Operating Expense	21,867,237	19,758,160	22,461,870	18,001,000	17,970,000
Capital Outlay	(27,613)	410,315	759,490	39,000	0
Non-Operating Expenses	2,744,492	3,701,506	358,594	15,229,000	15,208,000
Transfers - OUT	17,108,450	13,275,700	14,876,155	15,838,000	6,552,000
	52,373,032	**48,515,990**	**51,893,437**	**62,859,000**	**56,111,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	24,293,108	19,643,405	22,122,614	26,183,000	26,298,000
General Special Revenue	152,293	1,969,285	730,336	3,031,000	1,200,000
Planning Services	0	0	49,226	0	0
Public Works Services	5,142,399	3,122,036	8,181,505	16,512,000	9,597,000
Solid Waste Recycling Trust	0	6,000	0	0	0
Transportation and Transit	22,785,231	23,694,703	20,003,593	17,133,000	19,016,000
Emergency Funds	0	80,561	806,162	0	0
	52,373,032	**48,515,990**	**51,893,437**	**62,859,000**	**56,111,000**

Department Strategies for FY 2019-20

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

Improve the City's Stormwater Management System with drainage enhancements and system investments, implementation of a comprehensive stormwater pump station Supervisory Control and Data Acquisition (SCADA) system, and enhanced compliance with the Municipal Separate Storm Sewer System (MS4) permit to meet National Pollutant Discharge Elimination System (NPDES) responsibilities and reduce the number of areas impacted by chronic flooding.

Systematically improve the City's rights-of-way (ROWs) and roadways by updating design and construction standard details, specifications, and bulletins, completing assessment of 662 miles of City roadways for pavement conditions within a GIS asset management database, and enhancement of roadway lighting through the Light Emitting Diode (LED) lighting project.

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

Resilience and Public Works

Continue to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, and the Right-of-Way and improve quality of life for our residents.
Strategically review and improve the Trolley Program to complement other major transportation options through completion of a system-wide efficiency study, route optimization, and continued engagement to meet rider needs.

Accomplishments in FY 2018-19

Completed the business requirements for Phase II and III of the RPW right-of-way online permitting web based project coordination system.
Enhanced and beautified 70 various medians and traffic circles Citywide. Additional beautification projects completed include landscaping on Coral Way, NW North River Drive, and Cuban Memorial Boulevard.
Completed approximately $2.8 million of drainage enhancements.
Submitted the second annual NPDES Annual Report for the fourth cycle of the MS4 permit with the Florida Department of Environmental Protection (FDEP) on May 10, 2019; cleaned and maintained approximately 19,000 inlets and manholes, cleaned 5,000 grates, de-silted and cleaned approximately 212,917 linear feet of storm sewer pipeline; using contracted forces, maintained 13 storm water pump stations and cleaned and maintained 28 miles of canal banks, removed approximately 90 tons of debris from the waterways, and removed approximately 7,500 cubic feet of floatables and debris from City of Miami waterways.
Completed LED Lighting Installation upgrades in various neighborhoods: Roads, Spring Garden,Auberndale, East Shenandoah, Douglas Park, Curtis Park, West Grove, Downtown and Overtown.
Phase I of the Transportation Efficiency study is expected to be completed by the end of the summer. Entered into a data sharing agreement with the Waze navigation application (app) as part of the Connected Citizens Program. The goal of the program is to improve the quality of the Waze app by sharing information with motorists about detours and road closures and to provide data to cities that will improve city planning, inform infrastructure decisions, and make day-to-day operations more efficient.
Completed a Citywide monitoring program which indicated a moderate decrease in the pollution of our waterways.
In addition to regular trimming of trees and providing landscape maintenance, the Departmentanticipates planting approximately 3,500 trees Citywide by the end of the fiscal year.
Currently projected to increase the Citi Bike Program ridership by three percent this fiscal year.

Budget Highlights for FY 2019-20

The Budget includes the following reductions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the reduction of one Information Clerk position (GF $33,000).
The Clothing/Uniform Supplies Line-item reflects the reduction of $11,000 due in part to moving funds for transportation division uniforms from Resilience and Public Works General Fund budget to the Transportation division Special Revenue budget (SR $11,000).

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the addition of three Engineer I positions (GF $187,000).

Resilience and Public Works

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the addition of one Transportation Engineer position transferred from the Office of Capital Improvements to the Transportation Division of Resilience and Public Works with no fiscal impact.

Additional funding was added to the Other Salaries and Wages line item to transfer the Downtown Employment Program from Non-Departmental Accounts (NDA) to Resilience and Public Works (GF $63,000).

Additional funding was added to the Other Salaries and Wages – Part Time Year Round Line item to properly fund two part-time positions: one Senior Construction Manager and one Subject Matter Expert (GF $106,000).

Additional funding was added to the Overtime Line item to match historical overtime expenditures and to cover staffing costs incurred during special events and special projects assigned to the department (GF $246,000).

Additional funding was added to the Other Contractual Services Line item to provide additional funding for Inlet and Outfall Cleaning (GF $200,000).

Additional funding was added to the Other Contractual Services Line item to provide additional funding for the operations and maintenance of City pump stations (GF $98,000).

Additional funding was added to the Other Contractual Services Line item to provide funding for canal cleaning services (GF $10,000).

Additional funding was added to the Subscriptions, Memberships, Licenses, Permits Line-item to provide funding for Adobe Licenses (GF $10,000).

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 two percent across the board increase (GF $495,000)(SR $26,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $47,000)(SR $9,000).

The budget includes Contributions from the General Fund to Capital for Citywide Pavement Resurfacing (GF $716,000), Citywide Storm Sewer Repair (GF $1,344,000), the Supervisory Control and Data Acquisition (SCADA) System (GF $1,050,000), Phase II Baywalk Construction at First Presbyterian Church (GF $943,000), and for Baywalk and Seawall Construction at NE 22nd Street and NE 22nd Terrace (GF $150,000).

The budget includes Contributions from the Special Revenue Public Works Services Fund to Capital for Phase II and III of iPW (SR $500,000), the ESRI Survey Application (SR $225,000), the Royal Road Seawall Replacement (SR $27,000), the Crystal View Court Seawall Replacement (SR $27,000), the Matheson Avenue Seawall Replacement (SR $33,000), the SE 25th Road Seawall, Baywalk, and Floating Dock (SR $371,000), and the reconfiguration of the Resilience and Public Works Department (SR $900,000).

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 Permit (GF $50,000).

The FY 2019-20 Transportation and Transit Special Revenue Fund budget includes a Transfer-Out in the amount of $4.469 million, of which, $2.364 million is a transfer to the Debt Service Fund for payment of the Street Bonds, $1.2 million is a transfer to Capital for Trolley Acquisition, $250,000 is a transfer to the Capital Fund for Transit Studies, and $650,000 is a transfer to the Capital Fund for Transportation Studies.

The FY 2019-20 Transportation and Transit Special Revenue Fund budget does not contain a contribution from the Transportation Trust Fund.

Resilience and Public Works

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Maintain pavement and reduce liability claims	Pot holes repaired (number)	5,607	4,225	3,506	5,500
	Pot holes repaired with-in 20 days of being reported (percent)	85	77	91	75
Improve walkability and ADA Compliance	Sidewalk repaired (square feet)	290,932	274,773	475,805	388,000
Maintain aesthetic of swales	Trash holes filled (number)	1,573	1,741	2,963	2,500
Properly maintain tree canopy	Trees trimmed (number)	10,903	10,434	6,817	10,000
Reduce flooding complaints and FDEP compliance	Storm sewer pipes cleaned (linear feet)	195,869	202,633	145,633	213,000
Provide expeditious customer service	Line & Grade Inspections completed within a day of scheduling (percent)	100	98	97.8	95
	Utility Permits preliminary approval issued with-in 15 days of complete submittal (percent)	53	48	35.3	N/A
	Lane Closure preliminary approval issued with-in 13 days of complete submittal (percent)	97	71	65	N/A
Prevent pollution and eliminate erosion from construction sites.	NPDES Permits issued with-in 2 days of submittal (percent)	100	97	98	98

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Increase Trolley Ridership by 5 percent	Trolley System Trips (boarding in millions)	5.000	5.100	5.289	5.600
Increase Citi Bike Participation by 3 percent	Total Ridership	N/A	205,446	209,217	218,000
Improve Trolley on-time performance by 5 percent	Time the trolley arrived within the scheduled time (percent)	N/A	58.5	55.42	65

Total Resilience and Public Works Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,116,000	537,000	8,653,000	9,187,000	653,000	9,840,000
512010 - Attrition Savings - Salaries	(866,000)	0	(866,000)	(917,000)	0	(917,000)
513000 - Other Salaries and Wages	0	0	0	63,000	0	63,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	106,000	0	106,000
514000 - Overtime	54,000	0	54,000	300,000	0	300,000
516000 - Fringe Benefits	39,000	5,000	44,000	47,000	5,000	52,000
521000 - Fica Taxes	628,000	41,000	669,000	708,000	50,000	758,000
522000 - Retirement Contributions	2,842,000	107,000	2,949,000	3,455,000	22,000	3,477,000
523000 - Life and Health Insurance	2,190,000	59,000	2,249,000	2,688,000	14,000	2,702,000
Personnel	**13,003,000**	**749,000**	**13,752,000**	**15,637,000**	**744,000**	**16,381,000**
Operating Expense						
524000 - Workers' Compensation	279,000	38,000	317,000	336,000	6,000	342,000
531000 - Professional Services	185,000	0	185,000	185,000	0	185,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	2,341,000	7,592,000	9,933,000	2,673,000	6,177,000	8,850,000
540000 - Travel and Per Diem	5,000	5,000	10,000	5,000	5,000	10,000
540010 - Training	13,000	0	13,000	13,000	0	13,000
541000 - Communications & Related Services	29,000	1,000	30,000	29,000	1,000	30,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	6,025,000	500,000	6,525,000	6,025,000	500,000	6,525,000
544000 - Rentals and Leases	51,000	0	51,000	53,000	0	53,000
545011 - Insurance - Vehicle Liability	35,000	1,000	36,000	65,000	1,000	66,000
545013 - Insurance - General Liability	52,000	4,000	56,000	617,000	4,000	621,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	75,000	77,000
546001 - IT-Repair and Maintenance Services	194,000	15,000	209,000	447,000	15,000	462,000
547000 - Printing and Binding	1,000	0	1,000	1,000	0	1,000
547200 - Printing and Binding-Paper Stock	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	33,000	0	33,000	33,000	0	33,000
549000 - Other Current Charges and Obligations	0	50,000	50,000	0	50,000	50,000
551000 - Office Supplies	24,000	10,000	34,000	24,000	10,000	34,000
552000 - Operating Supplies	16,000	41,000	57,000	29,000	99,000	128,000
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	41,000	2,000	43,000	33,000	14,000	47,000

Total Resilience and Public Works Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
552300 - Landscaping Related Supplies	0	175,000	175,000	0	175,000	175,000
553000 - Road Materials and Supplies	0	175,000	175,000	0	175,000	175,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	42,000	2,000	44,000	69,000	2,000	71,000
Operating Expense	**9,390,000**	**8,611,000**	**18,001,000**	**10,661,000**	**7,309,000**	**17,970,000**
Capital Outlay						
664000 - Machinery and Equipment	39,000	0	39,000	0	0	0
Capital Outlay	**39,000**	**0**	**39,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	15,229,000	15,229,000	0	15,208,000	15,208,000
Non-Operating Expenses	**0**	**15,229,000**	**15,229,000**	**0**	**15,208,000**	**15,208,000**
Transfers-OUT						
891000 - Interfund Transfers	3,751,000	12,087,000	15,838,000	0	6,552,000	6,552,000
Transfers - OUT	**3,751,000**	**12,087,000**	**15,838,000**	**0**	**6,552,000**	**6,552,000**
Total Expense	**26,183,000**	**36,676,000**	**62,859,000**	**26,298,000**	**29,813,000**	**56,111,000**

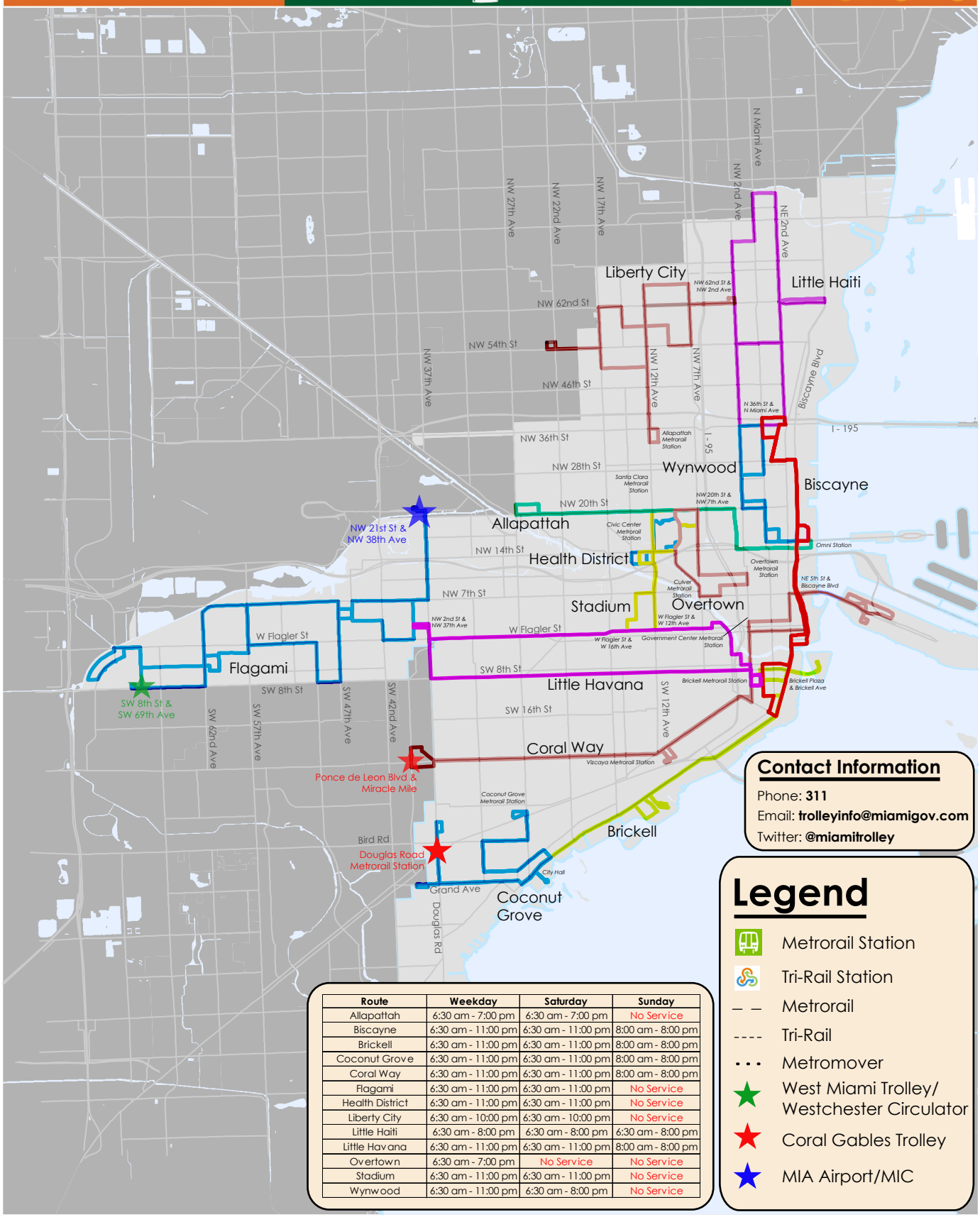
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City of Miami
Half-Cent Surtax Pro-Forma

	2018 Actual Guide	2019 Amended	2019 Projection	2020 Proposed	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast
Revenues/Funds								
FDOT Contribution Fd 10090	$205,363	$600,000	$600,000	$600,000	$954,000	$1,180,000	$1,020,000	$1,841,000
FDOT Contribution Fd 39900				$295,000				
Advertising Revenues Fd 10090	$553,396	$480,000	$550,000	$600,000	$630,000	$662,000	$695,000	$730,000
Transit Funds (County half-cent) NET Fd 15600	$17,844,619	$16,963,000	$16,963,000	$19,169,000	$19,744,000	$20,336,000	$20,946,000	$21,574,000
Interest Fd 15600	$13,206							
Contribution from General Fund Fd 10090	$31,000							
Contribution from Transportation Trust Fund		$3,751,152						
Fund Balance Carryover 15600	$5,881,706	$3,716,410	$3,716,410	$1,390,000	$3,020,000	$435,000		
Total Revenues	**$24,529,290**	**$25,510,562**	**$21,829,410**	**$22,054,000**	**$24,348,000**	**$22,613,000**	**$22,661,000**	**$24,145,000**
Expenditures								
Mass Transit								
Allapattah	$813,264	$871,320	$821,310	$871,000	$941,000	$1,045,000	$1,191,000	$1,393,000
Brickell/Biscayne	$2,032,979	$0	$0	$0	$0	$0	$0	$0
Brickell	$0	$1,271,108	$1,206,581	$1,291,000	$1,394,000	$1,547,000	$1,764,000	$2,064,000
Biscayne	$0	$1,533,792	$1,430,495	$1,516,000	$1,637,000	$1,817,000	$2,071,000	$2,423,000
Coral Way	$1,350,177	$1,526,303	$1,434,826	$1,521,000	$1,643,000	$1,824,000	$2,079,000	$2,432,000
Health/Stadium	$752,299	$0	$0	$0	$0	$0	$0	$0
Health	$0	$447,543	$437,017	$463,000	$500,000	$555,000	$633,000	$741,000
Stadium	$0	$447,643	$437,226	$463,000	$500,000	$555,000	$633,000	$741,000
Overtown	$137,811	$145,425	$137,107	$145,000	$157,000	$174,000	$198,000	$232,000
Special Events		$25,000	$25,000	$27,000	$29,000	$32,000	$36,000	$42,000
Coconut Grove	$849,299	$761,302	$733,550	$778,000	$840,000	$932,000	$1,062,000	$1,243,000
Little Havana	$898,235	$1,263,104	$1,190,397	$1,262,000	$1,363,000	$1,513,000	$1,725,000	$2,018,000
Wynwood	$437,202	$460,635	$437,358	$464,000	$501,000	$556,000	$634,000	$742,000
Little Haiti	$184,961	$1,028,326	$710,282	$1,051,000	$1,135,000	$1,260,000	$1,436,000	$1,680,000
Flagami	$248,343	$1,200,000	$1,158,531	$605,000	$653,000	$1,319,000	$1,504,000	$1,760,000
Flagami - (FDOT Grant)	$0	$0	$0	$600,000	$600,000	$0	$0	$0
Cross Bay Express	$0	$427,312	$177,790	$0	$0	$0	$0	$0
Liberty City	$0	$180,000	$74,000	$667,000	$720,000	$799,000	$911,000	$1,066,000
Fuel	$872,888	$968,686	$984,347	$1,065,000	$1,150,000	$1,277,000	$1,456,000	$1,704,000
On-Demand	$123,270	$472,500	$250,000	$300,000	$324,000	$340,000	$357,000	$375,000
Vehicle Acquisition	$0	$1,050,000	$1,050,000	$0	$0	$0	$0	$0
Vehicle Replacement	$3,150,000	$0	$0	$1,205,000	$1,146,000	$1,180,000	$1,020,000	$1,841,000
Vehicle Replacement (FDOT Grant)	$0	$0	$0	$295,000	$354,000	$1,180,000	$1,020,000	$1,841,000
Transit Studies	$0	$150,000	$150,000	$250,000	$250,000	$250,000	$250,000	$250,000
Payment to Tri-Rail	$1,413,690	$132,000	$132,000	$0	$0	$0	$0	$0
Trolley Stop Signs	$310,000	$0	$0	$0	$0	$0	$0	$0
Other Costs (TSO Monthly Fee /Trolley Stop Signs	$73,770	$114,840	$114,840	$220,000	$238,000	$238,000	$238,000	$238,000
Subtotal Mass Transit	$13,648,188	$14,296,839	$13,092,658	$15,059,000	$16,075,000	$18,393,000	$20,218,000	$24,826,000
Subtotal Administration Cost (5% cap)	$761,073	$1,032,000	$979,000	$961,000	$1,009,000	$1,059,000	$1,112,000	$1,168,000
Subtotal Transfer Out to Debt	$6,136,000	$6,117,300	$6,117,300	$2,364,000	$6,179,000	$6,178,000	$6,179,000	$6,179,000
Subtotal Transfer Out to Capital (Transportation Studies)	$250,000	$250,000	$250,000	$650,000	$650,000	$650,000	$650,000	$650,000
Budget Reserve	$0	$3,814,423		$3,020,000				
Total Expenditures	**$20,795,261**	**$25,510,562**	**$20,438,958**	**$22,054,000**	**$23,913,000**	**$26,280,000**	**$28,159,000**	**$32,823,000**
Fiscal Year Surplus/(Deficit)	**$3,734,029**	**$0**	**$1,390,452**	**$0**	**$435,000**	**-$3,667,000**	**-$5,498,000**	**-$8,678,000**
Fiscal Year Ending Fund balance				$0				

Percent Spent on Mass Transit from Half-Cent Transit Funds	**76%**	**84%**	**77%**	**79%**	**81%**	**90%**	**97%**	**115%**
Percent Spent on Mass Transit from Total	**66%**	**56%**	**64%**	**68%**	**67%**	**70%**	**72%**	**76%**

Miami TROLLEY



Route	Weekday	Saturday	Sunday
Allapattah	6:30 am - 7:00 pm	6:30 am - 7:00 pm	No Service
Biscayne	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Brickell	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Coconut Grove	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Coral Way	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Flagami	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Health District	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Liberty City	6:30 am - 10:00 pm	6:30 am - 10:00 pm	No Service
Little Haiti	6:30 am - 8:00 pm	6:30 am - 8:00 pm	6:30 am - 8:00 pm
Little Havana	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Overtown	6:30 am - 7:00 pm	No Service	No Service
Stadium	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Wynwood	6:30 am - 11:00 pm	6:30 am - 8:00 pm	No Service

Contact Information

Phone: **311**
Email: **trolleyinfo@miamigov.com**
Twitter: **@miamitrolley**

Legend

- Metrorail Station
- Tri-Rail Station
- Metrorail
- Tri-Rail
- Metromover
- West Miami Trolley/ Westchester Circulator
- Coral Gables Trolley
- MIA Airport/MIC

Solid Waste

Department Head: Mario F. Nuñez Phone: (305) 960-2804

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.

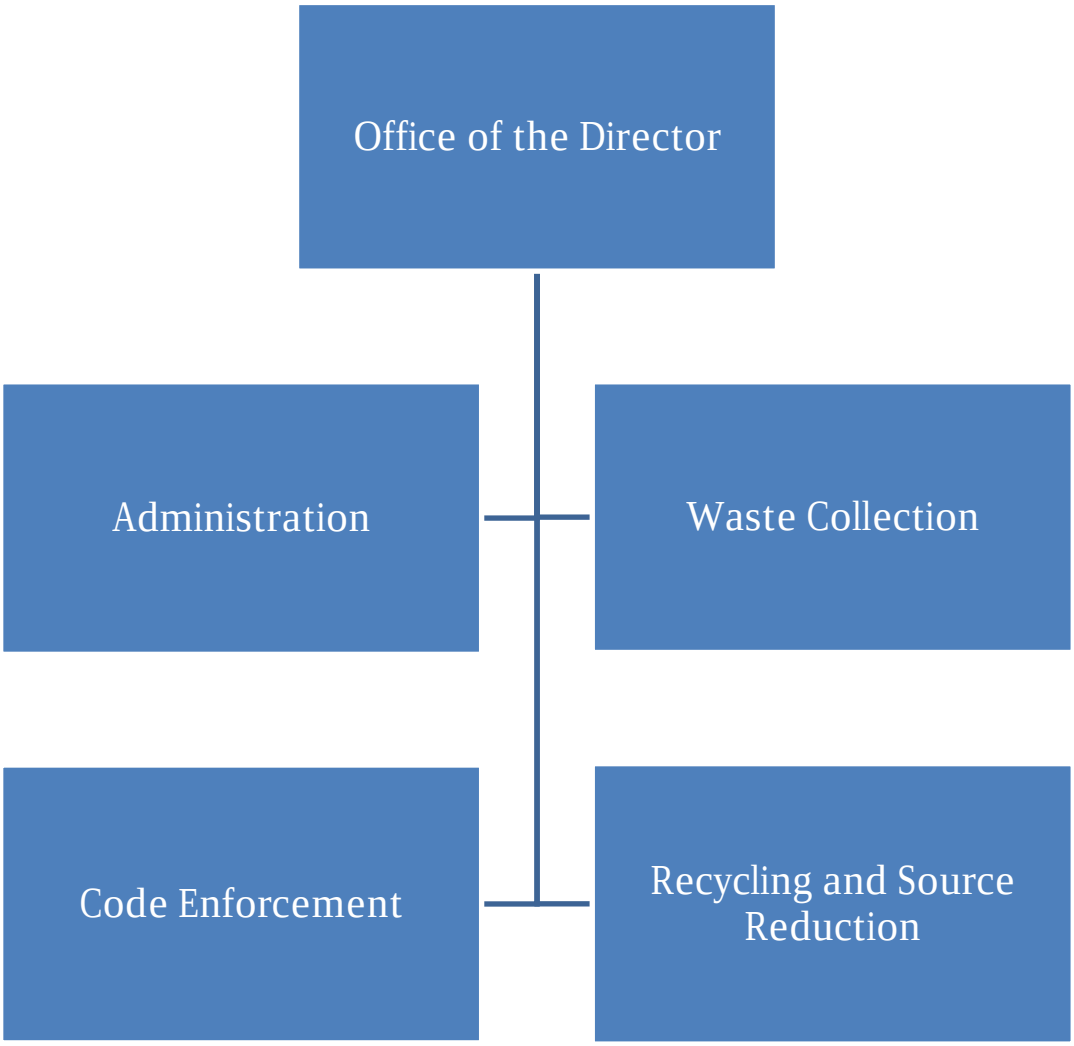
Description

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 value-priced waste and recycling collection services to over 69,000 residences within the City. As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven-night) operation offering a comprehensive collection service including residential pick-up of garbage, trash, bulky waste, and recyclables.

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, coordinating the Keep Miami Beautiful campaign which involves weekly litter collection from the public right-of-way, educating the public about recycling awareness, and compliance with the Code. Further, the Solid Waste Code Enforcement Division handles all sanitary matters related to refuse as mandated by Chapter 22 of the City Code. Finally, the Department administers the Commercial Solid Waste Franchise Agreements between the City and private hauling companies and regulates more than 10,500 commercial solid waste accounts within the City limits.

The stakeholders include residents and businesses of the City of Miami.

Solid Waste


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

Solid Waste

Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Formulates departmental policies; provides overall direction and coordination of departmental operations and management.	3	3
ADMINISTRATION Implements departmental policies and provides overall direction on personnel, finance, budget, planning, procurement, and customer service; ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	13	12
WASTE COLLECTION Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; performs litter collection and manual residential street sweeping in assigned areas.	207	207
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.	11	17
RECYCLING AND SOURCE REDUCTION Provides environmental educational programs, promotes community awareness, and educates businesses and residents in matters related to illegal dumping, recycling participation, landscaping and greenery, contamination, sustainability, and Chapter 22 of the City Code.	3	3
TOTAL FULL-TIME POSITIONS	**237**	**242**

Solid Waste

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	15,932,288	17,136,801	18,506,909	18,929,000	20,476,000
Operating Expense	14,502,182	18,992,320	33,058,835	14,948,000	15,154,000
Capital Outlay	42,166	195,259	124,327	64,000	342,000
Non-Operating Expenses	1,692	1,819	1,864	101,000	56,000
	30,478,328	**36,326,199**	**51,691,935**	**34,042,000**	**36,028,000**

Department/Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	30,432,628	31,586,261	31,702,600	33,884,000	35,915,000
Public Works Services	(3,000)	0	0	0	0
Solid Waste Recycling Trust	34,500	18,000	39,284	158,000	113,000
Departmental Improvement Initiative	14,200	17,738	21,915	0	0
Emergency Funds	0	4,704,201	19,928,136	0	0
	30,478,328	**36,326,199**	**51,691,935**	**34,042,000**	**36,028,000**

Department Strategies for FY 2019-20

Make the City of Miami cleaner by continuing the Keep Miami Beautiful campaign effort and continuing to work with the Office of Code Compliance and the Department of Resilience and Public Works to more effectively address general issues of street litter, illegal dumping, sanitation code violation, and sidewalk and swale maintenance throughout the City and improve Miami's communities.

Complete all garbage, recycling, and bulky trash routes daily, providing garbage collection twice each week, recycling collection once every other week, and trash collection once each week, all while maintaining a complaint rate below one percent and fully utilizing telemetric capabilities to monitor bulky trash collection efforts.

Conduct one annual Electronics Recycling event to provide residents an avenue to properly discard of any unwanted electronics thereby increasing and improving recycling opportunities in the City of Miami.

Work with the Department of Risk Management and the General Services Administration to educate employees on the importance of safety practices and accident prevention.

Work with the Police Department to continue the installation of surveillance cameras in hotspots throughout the City of Miami to help deter illegal dumping.

Secure a pending grant extension for monies to improve the wind resistance of the Solid Waste Building and work with the Office of Capital Improvements to retrofit and harden the building, enabling it to withstand natural disasters.

Solid Waste

Accomplishments in FY 2018-19

Continued to improve service delivery processes to provide best-in-class sanitation services in the most efficient and safe manner possible. The Department closed 10,342 work orders from the 311 system since October 2018, completed all residential, recycling, and bulky trash routes (30,000-40,000 stops per day), and responded to all dead animal pickup requests by each close of business.

Coordinated 60 cleanup events and collected 156,000 pounds of trash from the public right-of-way through the Keep Miami Beautiful Campaign, participated in 56 community and school events, and issued 1,056 violations through the Sanitation Code Enforcement Section to address illegal dumping, litter, and sanitation concerns on residential, multifamily, and commercial properties.

Continued to work with the Department of Risk Management through the Solid Waste Safety Section on effectively targeting ways to reduce vehicle incidents and encourage continuous defensive driving. The Department experienced a 14 percent reduction in near collisions and a 48 percent reduction in failure to stop violations over the last eight months. Devised a training schedule to address work-related injuries, accident prevention, and the safety issues most affecting employees at Solid Waste. The Department prepared several standard operating procedures to address areas of concern, conducted training daily to enhance driver improvement, and provided heavy equipment training and certification to over 40 employees including different City departments.

Continued to acquire cutting-edge Solid Waste equipment to increase operating efficiency, promote workplace safety, and reduce operating costs. The Department received $2.900 million in new heavy equipment in 2018.

Continued to work with community groups, business improvement districts, and waste haulers to ensure compliance. The Department produced an Earth Day Festival and an Electronics Recycling Day event, collecting approximately four tons of electronic waste at no cost to the City. The Department also engaged with 17,067 individuals via community and school events between October 2018 and June 2019.

Worked with the City's NET offices through the Sanitation Code Enforcement Section to disseminate literature to Homeowners Associations regarding commercial recycling compliance. The Department issued approximately 703 violations for recycling concerns and noncompliance.

Implementation of the Solid Waste Collection Application has been put on hold indefinitely due to personnel shortages.

Increased surveillance efforts in collaboration with the Police Department with the purchase of additional high-tech surveillance cameras. The Department commenced with five surveillance cameras on October 2018 and increased that number to thirty-five surveillance cameras deployed at undisclosed locations throughout the City of Miami to deter illegal dumping on the public right-of-way and to conduct arrests.

Seeking an extension for an expiring grant that provides funds to improve the wind resistance of the Solid Waste Building and worked with the Office of Capital Improvements to retrofit and harden the building, enabling it to withstand natural disasters. If the extension is approved, an additional match will be necessary.

Commenced the installation of Global Positioning System devices on all 43 Solid Waste light fleet vehicles.

Completed the 2019 Debris Management Plan and submitted it for final approval. A Request for Qualifications for the provision of debris removal services was advertised in coordination with the Procurement Department and is under review.

Conducted two workshops for local landscapers to educate them on their responsibilities under Chapter 22 of the City Code and registered approximately 15 additional landscapers in the program.

Solid Waste

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the reduction of one position in AFSCME 1907 that has been vacant for more than a year totaling $47,000 (GF).

The Budget includes the following addition:

Additional funding was added to the Promotional Activities Line Item for Ocean-Friendly City, a City initiative that will foster partnerships between the City and the public to maintain storm drains and keep the City and the surrounding ocean beautiful (GF $10,000).

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 Florida Public Employees Council 79, American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871) reflecting normal step increases (generally five percent) and a one percent across the board increase (GF $456,000); 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 two percent across the board increase (GF $133,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $29,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Regular Salaries and Wages is due in part to an addition funding for three Sanitation Inspector positions (partially funded for nine months) increasing the number of inspectors in the Department to 12 in order to reduce the amount of illegal dumping in the City ($110,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Regular Salaries and Wages Item is due in part to additional funding for three additional Sanitation Inspector positions (partially funded for nine months) increasing the number of inspectors in the Department to 15 (an average of three per City Commission District) in order to reduce the amount of illegal dumping in the City ($110,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional funding for 50 security cameras to combat illegal dumping in the City ($275,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted to accommodate the preceding expenditure increases (GF $381,000).

A General Fund contribution to a capital project for storm drain system improvements at the minidump ($21,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional funding for the retrofit of the Solid Waste building ($422,000).

Solid Waste

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal:

- Deliver efficient and effective services
- Protect and promote the health and well-being of all residents

Citywide Objective:

- Modernize and streamline City processes
- Strengthen trust through excellent customer service
- Engage all stakeholders with timely and clear communication
- Continue to strengthen community partnerships
- Maintain low response times and seek out opportunities to optimize emergency operations

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Increase residential recycling participation to protect health, well-being and the environment	Children and Families Outreach in Environmental Education (number)	27,842	47,885	36,389	23,000
Reduce and deter illegal dumping and ensure code compliance thru effective programs	Solid Waste Code Inspections (number)	14,634	11,137	23,202	11,000
Deliver a comprehensive, safe and cost effective solid waste management services	Residential Garbage trips to Resource Recovery Facility (percent)	45	35	26	50
Provide the highest level of excellence in the delivery of refuse, recycling, green waste, street sweeping, and bulky item collection services	Service requests closed within 15 business days (percent)	89	94	78	90
Deliver comprehensive, safe and cost effective solid waste management services	DriveCam Monitoring System program effectiveness relative to other government users (percent)	61	70	61	50

Solid Waste

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	11,050,000	0	11,050,000	11,650,000	0	11,650,000
512010 - Attrition Savings - Salaries	(612,000)	0	(612,000)	(1,013,000)	0	(1,013,000)
513000 - Other Salaries and Wages	(366,000)	0	(366,000)	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	31,000	0	31,000
514000 - Overtime	435,000	0	435,000	550,000	0	550,000
515000 - Special Pay	40,000	0	40,000	0	0	0
516000 - Fringe Benefits	5,000	0	5,000	1,000	0	1,000
521000 - Fica Taxes	853,000	0	853,000	879,000	0	879,000
522000 - Retirement Contributions	4,004,000	0	4,004,000	4,433,000	0	4,433,000
523000 - Life and Health Insurance	3,520,000	0	3,520,000	3,945,000	0	3,945,000
Personnel	**18,929,000**	**0**	**18,929,000**	**20,476,000**	**0**	**20,476,000**
Operating Expense						
524000 - Workers' Compensation	1,196,000	0	1,196,000	1,303,000	0	1,303,000
534000 - Other Contractual Services	176,000	0	176,000	182,000	0	182,000
540000 - Travel and Per Diem	9,000	0	9,000	11,000	0	11,000
540010 - Training	5,000	0	5,000	10,000	0	10,000
541100 - Postage	25,000	0	25,000	25,000	0	25,000
543000 - Utility Services	80,000	0	80,000	80,000	0	80,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	27,000	0	27,000	78,000	0	78,000
545013 - Insurance - General Liability	87,000	0	87,000	12,000	0	12,000
546000 - Repair and Maintenance Services	19,000	0	19,000	11,000	0	11,000
546001 - IT-Repair and Maintenance Services	330,000	0	330,000	451,000	0	451,000
547000 - Printing and Binding	10,000	0	10,000	10,000	0	10,000
548000 - Promotional Activities	5,000	0	5,000	15,000	0	15,000
549000 - Other Current Charges and Obligations	12,058,000	57,000	12,115,000	12,058,000	57,000	12,115,000
551000 - Office Supplies	14,000	0	14,000	14,000	0	14,000
552000 - Operating Supplies	766,000	0	766,000	748,000	0	748,000
552100 - Public Safety Supplies	35,000	0	35,000	35,000	0	35,000
552200 - Clothing/Uniform Supplies	33,000	0	33,000	38,000	0	38,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	12,000	0	12,000	12,000	0	12,000
Operating Expense	**14,891,000**	**57,000**	**14,948,000**	**15,097,000**	**57,000**	**15,154,000**

Solid Waste

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	64,000	0	64,000	342,000	0	342,000
Capital Outlay	**64,000**	**0**	**64,000**	**342,000**	**0**	**342,000**
Non-Operating Expense						
896000 - Budget Reserve	0	101,000	101,000	0	56,000	56,000
Non-Operating Expenses	**0**	**101,000**	**101,000**	**0**	**56,000**	**56,000**
Total Expense	**33,884,000**	**158,000**	**34,042,000**	**35,915,000**	**113,000**	**36,028,000**

DEPARTMENT BUDGETS:
PUBLIC SAFETY

- Fire-Rescue
- Police

Fire-Rescue

Department Head: Joseph F. Zahralban Phone: (305) 416-5401

Mission Statement

To serve the community with the highest level of professionalism, customer service, and responsiveness by providing effective and efficient fire prevention, fire suppression, disaster management, emergency medical care, and other essential services to save lives and protect property.

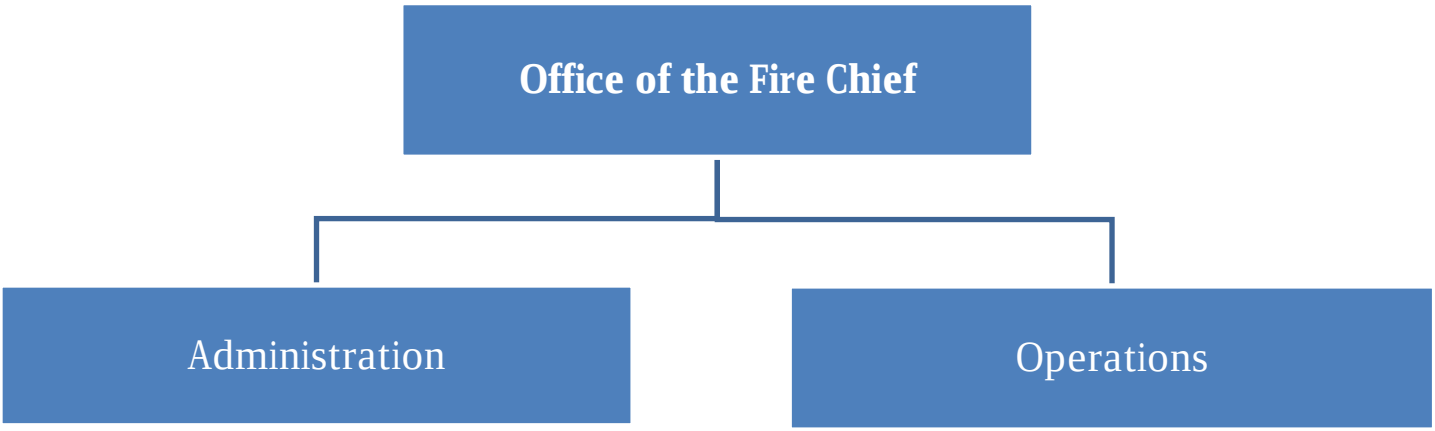
Description

The Fire-Rescue Department's primary responsibilities are the protection of life and the preservation of property through prevention, control, fire suppression, special operations, and the provision of emergency medical and rescue services.

Contributing to the Administration's Priority of *Quality of Life*, the Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential, industrial, and commercial structures, as well as the review and inspection of construction plans consistent with Florida Fire Prevention Codes. Officers conduct fire investigations to assist law enforcement agencies in cases of suspected fires. The Department maintains specialty teams uniquely trained in the areas of hazardous materials, weapons of mass destruction and decontamination, dive rescue, marine services, and technical rescue. Additionally, the Department provides training through various public safety programs to both residents and employees of the City.

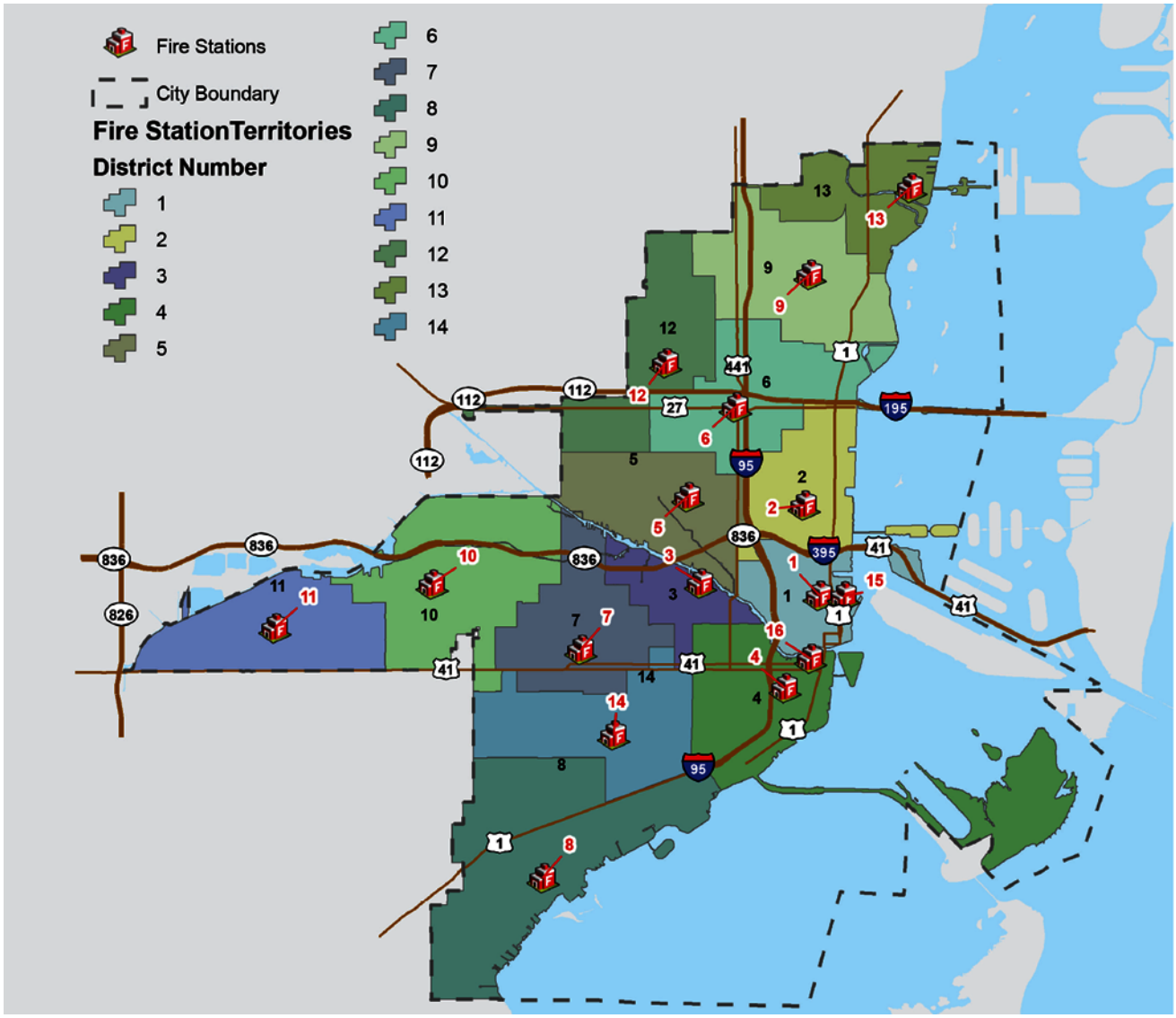
Stakeholders include residents, businesses, and visitors to the City of Miami.

Fire-Rescue



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets; develops standards and methods to improve fire and life safety.	15	16
ADMINISTRATION Provides human resource management; coordinates information technology needs; provides repair and maintenance of departmental facilities, equipment, apparatus, and vehicle fleet; develops uniform and equipment specifications; manages fiscal operations including capital and grants management; provides payroll, procurement, legislation, and quality management of all technical services; conducts permit inspection and plans review for construction; performs water flow tests, and monitors the hydrant and water supply system; conducts annual life safety inspections in all commercial occupancies including specialty inspections of hazardous material occupancies, hospitals, and institutional properties; conducts arson investigations; provides health and wellness and emergency medical support to sworn personnel.	101	106
OPERATIONS Provides fire response, suppression, emergency medical services, and special operations; performs specialized protection services such as hazardous materials, weapons of mass destruction mitigation, water rescue, marine services, technical rescue, and Special Weapons and Tactics (SWAT) medical teams; coordinates Citywide disaster preparedness, response, recovery, and mitigation; creates, updates, and participates in the City's Comprehensive Emergency Management Plan; manages the Emergency Operations Center; improves firefighting and rescue capability through recruitment, physical fitness, and in-service and specialized training in the areas of fire suppression, firefighting, and other related functions; maintains a library of training materials; provides recruit and in-service training; answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	747	765
TOTAL FULL-TIME POSITIONS	**863**	**887**

Fire-Rescue



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

Station		Phone
FS-8	2975 Oak Ave.	(305) 569-3908
FS-9	69 NE 62nd St.	(305) 569-3909
FS-10	4101 NW 7th St.	(305) 569-3910
FS-11	5920 W Flagler St.	(305) 569-3911
FS-12	1455 NW 46th St.	(305) 569-3912
FS-13	990 NE 79th St.	(305) 569-3913
FS-14	2119 SW 19th St.	(305) 569-3914
FS-15	401 Biscayne Blvd., Pier 5, Boat Slip 36	(305) 569-3915

Fire-Rescue

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	112,873,172	117,430,232	124,008,057	132,494,000	149,671,000
Operating Expense	17,007,852	18,238,946	18,565,835	16,031,000	14,391,000
Capital Outlay	504,375	395,372	744,466	4,212,000	3,651,000
Non-Operating Expenses	5,478	10,344	9,687	5,457,000	13,622,000
	130,390,878	**136,074,893**	**143,328,044**	**158,194,000**	**181,335,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	122,215,240	127,213,296	132,215,381	143,167,000	161,407,000
Fire Rescue Services	2,745,210	1,914,971	2,170,317	3,283,000	3,214,000
UASI-Fire Rescue	5,423,005	4,761,459	5,417,852	11,644,000	16,614,000
Emergency Funds	7,422	2,185,167	3,524,494	100,000	100,000
	130,390,878	**136,074,893**	**143,328,044**	**158,194,000**	**181,335,000**

Department Strategies for FY 2019-20

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

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

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

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

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

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

Hire 21 firefighters to fill imminent vacancies.

Fire-Rescue

Accomplishments in FY 2018-19

Placed into service three Aerial apparatus, one Lenco MedCat armored vehicle, one AmbuBus, a second Firestorm 50 Fireboat, one Dive Boat, three Critical Care Units, one Command Vehicle, and instituted the first ever Medic Bike Patrol program for special events.
Received approval for temporary Fire Station #16 by the City of Miami Commission to be located at Brickell City Centre; Fire Station #14 is projected to attain a Certificate of Occupancy in late 2019.
Started the implementation phase of the Opticom GPS based Traffic Signal Pre-emption system that will increase the safety of responding apparatus and decrease response time.
Initiated development of specifications of the Computer Aided Dispatch system for procurement.
Met with numerous City departments to establish a process of declaring structures unsafe.
Acquired and outfitted a Bunker Gear Exchange Trailer for decontamination of personnel after emergency incidents consistent with the Comprehensive Cancer Prevention Program.
Collaborated with Miami Dade College to initiate the first ever Maurice L. Kemp Cadet Program to include both Emergency Medical Technician and Firefighter certifications for 12 underprivileged candidates.
Conducted sworn personnel training on the following courses: Introduction to Incident Command, Fire Investigations, Fire Instructor, Fire Prevention, Naval Postgraduate Executive Education, and other in-service training initiatives.
Maintained an Insurance Service Office rating of Class 1. This is the highest rating that a Fire-Rescue Department can achieve which results in lower fire insurance premiums for the City residents and businesses.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

The CFS-Public Emergency Medical Transport Revenue Line item reflects additional funding due to increased reimbursement for emergency transports of Medicaid Fee for Service recipients by the State of Florida (GF $1.200 million).
The personnel budget reflects the addition of 17 positions to staff one Technical Rescue Team unit being added to increase the Department's staff level in specialized rescues. To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), funding for this team will begin on February 1st, 2020 (GF $600,000).
As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the addition of one Admin Aide I (GF $44,000) and one Admin Aide II (SR $49,000).
The Regular Salaries and Wage Line item reflects the addition of a Grant Funded Special Projects Assistant to serve as a Grants Manager for the USAR grant program (SR $56,000).
The Regular Salaries and Wage Line item reflects the addition of a Capital Project Manager position added to the Department's FTE that will be funded one quarter in the general fund with the remainder funded from capital projects, and will be assigned to the Office of Capital Improvements dedicated to the Fire-Rescue capital projects (GF $20,000; Capital $59,000).

Fire-Rescue

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a two percent across the board increase (GF $300,000; SR $39,000); the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF) reflecting normal step increases (generally five percent) (GF $2.748 million; SR $14,000); and an average of five percent salary increase and a two 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; SR $7,000).

The increase in Regular Salaries and Wages is due in part to salary increases according to the Fire Executive Pay Scale (GF $126,000).

The Regular Salaries and Wages Line item includes funding for the 50 percent portion of ALS and PEMT revenues due to the IAFF according to the collective bargaining agreement (GF $3.074 million).

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), the increase in Regular Salaries and Wages in Building restricted funds is due in part to the addition of three Fire Protection Engineers to conduct inspections of high rise buildings.

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), a General Fund contribution for the Assistance to Firefighters 2019 grant (SR $63,000).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted to accommodate the preceding expenditure increases (GF $431,000).

The Department's Special Revenue funds include projected grant budgets for USAR Cooperative agreement 2019, State Homeland Security Grant Program 2019, and Urban Area Security Initiative 2019 (SR $7.900 million).

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

Funding for the IAFF Health Trust as per contractual agreement (GF $18.412 million).

Funding from Fire Impact Fees for the purchase of paperless inspection system, Key Card system, Fire Station 10 facility design, and FIND match for a fire marine vessel ($1.261 million).

A new General Fund contribution for various capital improvement projects (GF $1.112 million).

Department will graduate 22 Fire recruits in January 2020 from a class that started in July 2019. A second class of 24 cadets will be employed in calendar year 2020.

The Department's personnel budget includes 773 regular sworn fire officers and 16 sworn executives for a total of 789 sworn positions, and 98 civilians.

Fire-Rescue

Strategic Alignment and Performance Measures

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Expeditiously and safely respond to all emergencies to save lives and protect property	Response time from initial call to first unit on scene (minutes)	5:37	5:38	5:41	5:40
Collaboratively work with the public in reducing the amount of false alarms generated in accordance with the City Ordinance	False alarm incidents by automatic fire detection systems (number)	8,359	9,913	7,712	7,600
Continue to respond to the increasing number of calls for service to save lives and protect property	Fire and rescue alarm calls (number)	103,953	94,460	101,670	108,160
Replace an aging fleet with the technological advancements of modern apparatus to continue to safely and effectively mitigate incidents	Average age of firefighting units (years)	9.3	9.9	10.7	12.2
Assure apparatus have the ability to safely respond and render care in all emergency medical incidents, and provide rapid transport to hospital facilities for further care	Average age of rescue units (years)	6.9	7.3	8.0	9.5
Assure non-emergency vehicles are available to support emergency services functions and other essential services required for the protection of property and the saving of lives	Average age of light fleet support vehicles (years)	3.6	4.5	5.3	6.9
To sustain above – average satisfaction on our survey results	Customer Satisfaction Survey: satisfied responses (percent)	n/a	99	99	99

Fire-Rescue

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	67,916,000	968,000	68,884,000	75,065,000	1,178,000	76,243,000
512010 - Attrition Savings - Salaries	(656,000)	0	(656,000)	(1,143,000)	0	(1,143,000)
513000 - Other Salaries and Wages	72,000	129,000	201,000	58,000	0	58,000
514000 - Overtime	1,498,000	1,385,000	2,883,000	1,498,000	368,000	1,866,000
514010 - OT Staffing	1,593,000	0	1,593,000	1,593,000	0	1,593,000
514020 - OT EMS Backfill for Training	402,000	0	402,000	402,000	0	402,000
514030 - OT Off Duty Events	3,295,000	0	3,295,000	3,295,000	0	3,295,000
515000 - Special Pay	8,325,000	33,000	8,358,000	12,824,000	59,000	12,883,000
516000 - Fringe Benefits	20,000	0	20,000	25,000	0	25,000
521000 - Fica Taxes	1,401,000	56,000	1,457,000	1,882,000	68,000	1,950,000
522000 - Retirement Contributions	1,702,000	260,000	1,962,000	2,093,000	305,000	2,398,000
522010 - Police and Fire - FIPO	23,638,000	119,000	23,757,000	25,423,000	123,000	25,546,000
522020 - Secondary Pension Contributions	5,512,000	0	5,512,000	4,300,000	0	4,300,000
523000 - Life and Health Insurance	14,587,000	235,000	14,822,000	1,396,000	218,000	1,614,000
523011 - IAFF Health Insurance Trust Fund	0	0	0	18,574,000	63,000	18,637,000
Personnel	**129,309,000**	**3,185,000**	**132,494,000**	**147,289,000**	**2,382,000**	**149,671,000**
Operating Expense						
524000 - Workers' Compensation	4,116,000	63,000	4,179,000	4,048,000	72,000	4,120,000
531000 - Professional Services	670,000	319,000	989,000	670,000	164,000	834,000
531020 - Professional Services-Medical	380,000	0	380,000	433,000	0	433,000
534000 - Other Contractual Services	813,000	720,000	1,533,000	813,000	120,000	933,000
540000 - Travel and Per Diem	31,000	524,000	555,000	31,000	52,000	83,000
540010 - Training	301,000	52,000	353,000	301,000	52,000	353,000
541000 - Communications & Related Services	1,000	229,000	230,000	1,000	0	1,000
541100 - Postage	15,000	1,000	16,000	15,000	0	15,000
543000 - Utility Services	511,000	0	511,000	511,000	0	511,000
544000 - Rentals and Leases	25,000	65,000	90,000	25,000	0	25,000
545011 - Insurance - Vehicle Liability	108,000	0	108,000	197,000	0	197,000
545012 - Insurance - Property & Casualty	770,000	0	770,000	847,000	0	847,000
545013 - Insurance - General Liability	314,000	0	314,000	51,000	0	51,000
546000 - Repair and Maintenance Services	1,860,000	463,000	2,323,000	1,860,000	0	1,860,000
546001 - IT-Repair and Maintenance Services	1,204,000	0	1,204,000	1,637,000	0	1,637,000

Fire-Rescue

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
548100 - Advertising and Related Costs	0	1,000	1,000	0	0	0
549000 - Other Current Charges and Obligations	40,000	10,000	50,000	40,000	10,000	50,000
551000 - Office Supplies	36,000	13,000	49,000	36,000	0	36,000
552000 - Operating Supplies	635,000	65,000	700,000	635,000	92,000	727,000
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	326,000	2,000	328,000	326,000	2,000	328,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	193,000	0	193,000	195,000	0	195,000
Operating Expense	**13,504,000**	**2,527,000**	**16,031,000**	**13,827,000**	**564,000**	**14,391,000**
Capital Outlay						
664000 - Machinery and Equipment	291,000	3,921,000	4,212,000	291,000	3,360,000	3,651,000
Capital Outlay	**291,000**	**3,921,000**	**4,212,000**	**291,000**	**3,360,000**	**3,651,000**
Non-Operating Expense						
896000 - Budget Reserve	0	5,394,000	5,394,000	0	13,622,000	13,622,000
899000 - Other Uses	63,000	0	63,000	0	0	0
Non-Operating Expenses	**63,000**	**5,394,000**	**5,457,000**	**0**	**13,622,000**	**13,622,000**
Total Expense	**143,167,000**	**15,027,000**	**158,194,000**	**161,407,000**	**19,928,000**	**181,335,000**

Police

Department Head: Jorge R. Colina Phone: (305) 603-6100

Mission Statement

To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety.

Description

The City of Miami Police Department (MPD) is a modern, full-service law enforcement agency that serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls, unrelenting follow-up, and criminal investigation efforts.

Contributing to the Administration's Priority of *Quality of Life*, the Department is structured to provide world-class law enforcement services to residents, visitors and businesses. MPD services include uniform patrol and patrol support, criminal investigations, and specialized operations, each of which are optimized to enhance the safety of the public. Utilizing evidence-based practices and innovative new strategies to fight crime, MPDpersonnel identifies safety issues and tailors solutions to provide the best possible quality of life to the public.

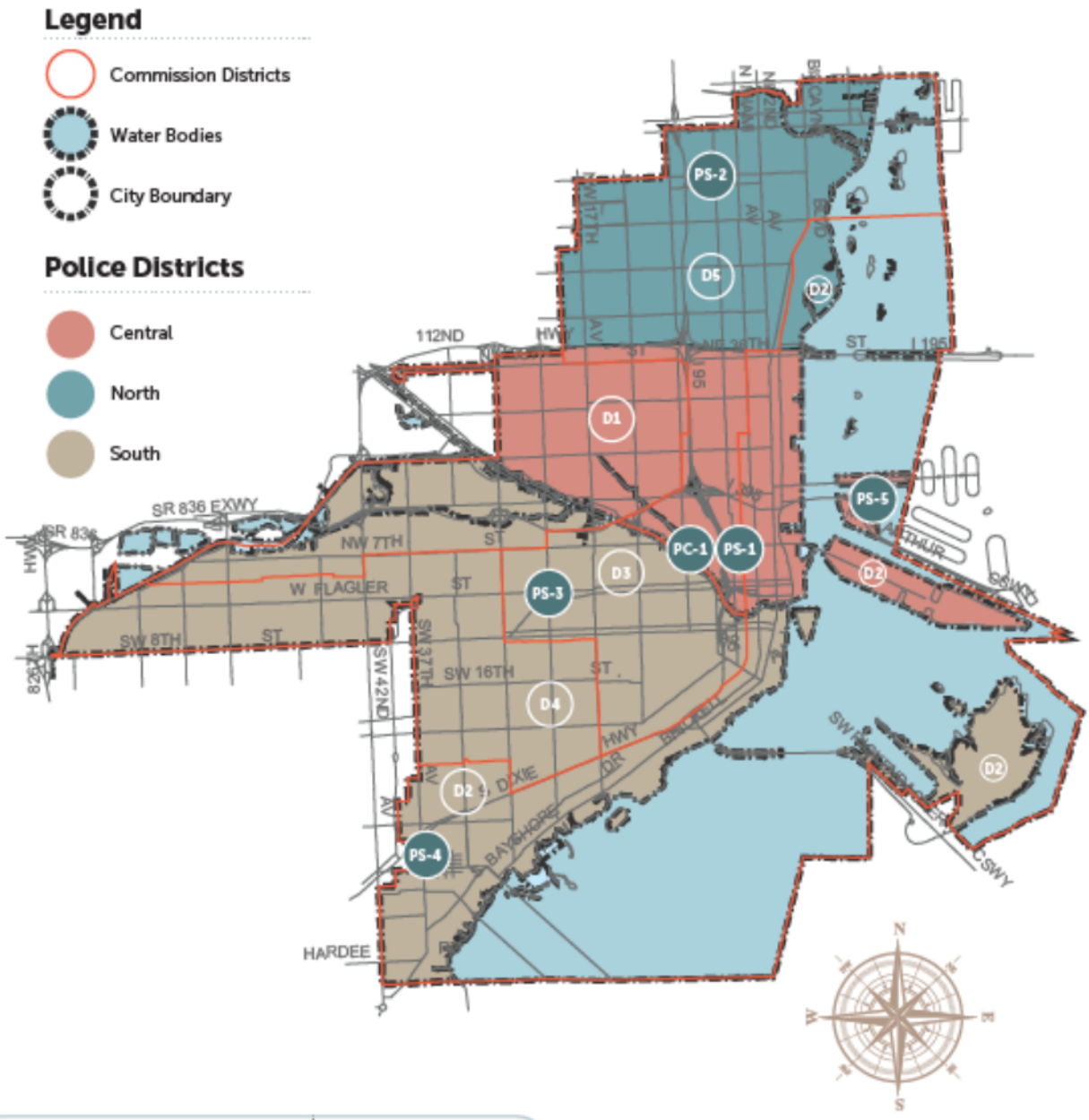
Stakeholders include residents, businesses, and visitors to the City of Miami.

Police



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE CHIEF OF POLICE Establishes, directs, and ensures a policy of achieving the delivery of the highest-quality law enforcement services; provides administration for departmental operations; provides legal counsel; responsible for investigations of Departmental and City employees; provides information to the media and community; promotes community outreach; oversees inter-agency narcotics and Homeland Security investigations; coordinates interaction with other City departments.	91	93
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service; provides traffic enforcement; conducts specialized police functions including aviation, canine response, marine, mounted, and Special Weapons and Tactics (SWAT) teams; engages in special crime suppression operations; coordinates special event staffing.	1,004	1,004
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; provides victims advocate services.	287	287
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources and equipment; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet management; supports information systems; provides budget, finance, and procurement services.	403	421
TOTAL FULL-TIME POSITIONS	**1,785**	**1,805**

Police



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

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

DIAL 911 FOR EMERGENCIES ONLY

Police

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	190,492,078	203,094,845	211,568,540	216,482,000	232,295,000
Operating Expense	32,065,048	31,790,374	35,795,747	40,139,000	43,089,000
Capital Outlay	2,266,746	2,137,151	1,528,111	3,087,000	1,731,000
Non-Operating Expenses	25,000	40,000	301,967	3,261,000	244,000
Transfers - OUT	4,106,413	0	0	0	0
	228,955,285	**237,062,370**	**249,194,364**	**262,969,000**	**277,359,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	216,326,337	228,251,557	233,431,330	245,192,000	265,621,000
Police Services	6,395,580	3,801,886	6,388,279	8,482,000	5,012,000
Total E911	5,752,620	3,990,318	4,115,178	7,384,000	5,749,000
Law Enforcement Trust Fund	480,748	780,860	623,697	1,911,000	977,000
Departmental Improvement Initiative	0	1,352	4,450	0	0
Emergency Funds	0	236,397	4,631,431	0	0
	228,955,285	**237,062,370**	**249,194,364**	**262,969,000**	**277,359,000**

Department Strategies for FY 2019-20

Begin the design phase of the new Miami Police Headquarters ($91,000).
Begin the design phase of the new Miami Police property annex ($381,000).
Establish an integrated Real Time Crime Center.
Reassign sworn employees in administrative assignments to law enforcement functions and replace them with civilian employees.
Transition from .40 caliber issued firearms to 9mm.
Receive Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) accreditation in the training, communications, and general categories.
Initiate the Collaborative Law Enforcement Assisted Diversion Program.

Police

Accomplishments in FY 2018-19

Projected to answer 86 percent of all the emergency 911 calls in less than ten seconds.
Conducted four police academy classes.
Outfitted patrol officers with 640 Body-Worn Cameras.
Worked with local schools to provide active shooter and awareness training.
Implemented the Rescue Task Force concept in partnership with the Fire-Rescue Department.
Implemented the Miami Shield Program to improve public-private information sharing on homeland security issues.
Launched the Collaborative Law Enforcement Addiction Recovery Program with more than $1.600 million in Edward Byrne Memorial Justice Assistance Grant funding source.
Provided training to the Crime Analyst Detail through the Smart Policing Initiative grant.

Budget Highlights for FY 2019-20

The Budget includes the following reductions:

The Overtime Line Item reflects the elimination of the contracts with both SEOPW CRA and Omni CRA and other grants that had been in the FY 2018-19 Budget (GF $1.250 million and SR $1.106 million).
The Other Contractual Services Line Item reflects the removal of a non-recurring contract and a decrease in both revenues and fund balance in the E911 Special Revenue fund (SR $486,000).
The Advertising and Related Costs Line Item reflects a reduction of the fund balance in the Special Revenue fund (SR $7,000).
The Office Supplies Line Item reflects a reduction due to a decrease in both revenues and fund balance in the E911 Special Revenue fund (SR $26,000).
The Operating Supplies Line Item reflects the removal of a non-recurring contract and a decrease in both revenues and fund balance in the E911 Special Revenue fund (GF $400,000 and SR $182,000).
The Clothing/Uniform Supplies Line Item reflects a reduction of non-recurring expenditures budgeted in the previous fiscal year (GF $71,000).
The Machinery and Equipment Line Item reflects a reduction of non-recurring expenditures budgeted in the previous fiscal year (GF $8,000 and SR $1.368 million).

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the addition of one Police Major position (GF $159,000).
The Regular Salaries and Wages Line Item reflects the addition of 17 positions to replace positions currently held by sworn personnel performing administrative functions in the Communication (ten positions) and Staffing (seven positions) sections (six months of salaries, GF $405,000); one civilian Public Information Manager position to handle all press release and public relation activities (GF $81,000); and one Capital Project Manager position to manage the MPD capital projects (GF $18,000 and Capital $55,000)
Additional funding was added to the Professional Services Line Item to cover the cost of two new accreditations from CALEA (GF $6,000).

Additional funding was added to the Other Contractual Services Line Item for horse feed for the mounted patrol section ($3,000), the ground maintenance contract for the David Herring facility ($5,000), and for the addition of three security guards to the contract with Kent Security to cover the MPDHeadquarters Front Desk and the Police College ($96,000) for a total of $104,000 (GF).

Additional funding was added to the Training Line Item to attend required training for the 2018 Edward Byrne Memorial Justice Assistance Grant agreement and for the E911 staff (SR $21,000).

Additional funding was added to the Communications and Other Related Services Line Item to cover the cost of the Body Worn Camera that had been partially funded by a three-year grant, the cost of a new data circuit, and a contract for the E911 section (GF $146,000; SR $198,000).

Additional funding was added to the Rentals and Leases Line Item to cover the increase in the current contract for storage and equipment (GF $25,000).

Additional funding was added to the Motor Fuel Line Item to cover the increase in the Helicopter flight time (GF $72,000).

Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Other Line Item to cover the cost of the Body Worn Camera that had been partially funded by a three-year grant (GF $314,000).

Additional funding was added to the Weapons and Ammunitions Line Item to continue the Glock Transition to 9mm Project initiated in FY 2018-19 (GF $305,000). After the completion of this project, the vendor will buy back the .40 caliber weapons for an estimate amount of $366,000.

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) and a two percent across the board increase (GF $1.362 million); the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) reflecting normal step increases (generally five percent) and a three percent across the board increase (GF $7.341 million); an average of five percent salary increase and a two percent across the board increase for all civilian non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $27,000); and salary increases according to the Police Executive pay scale and a three percent across the board increase for all Police Executives (GF $538,000).

Funding of grant matching funds included in General Fund Transfers-Out shown in the Non-Departmental Accounts (NDA) for COPS 2017 Hiring Grant (GF $633,000), FY18 (COAP) Collaborative Opioid Abuse Program (GF $44,000, and FY18 Justice and Mental Health Collaboration Program (GF $95,000) for a total amount of $802,000.

The budget includes: a General Fund Contribution to the E911 Wireless (GF $832,000); funding of “Do the Right Thing” (GF $125,000) and the “Police Athletic League” (GF $415,000) are included in NDA; moving to General Fund the operating cost of the Body Worn Camera (GF $916,000); and moving to General Fund the 15 Police Officers partially covered by a three years grant: 2016 COPS Hiring Program (GF $1.575 million).

The Department is in the process of replacing the sworn personnel occupying positions performing purely administrative functions with civilians in both the Communication (ten positions) and Staffing (seven positions) sections and reassigning sworn officers to serve in a more appropriate law enforcement capacity.

Police

The Wynwood-Edgewater area is being divided into two areas: Wynwood Net and Edgewater Net. This process will take place over a four-year period using existing staff.

The Department has the intent of hiring a company to provide School Crossing Guard services to ensure coverage at all time ($593,000).

A second year of funding for the School Safety Officer overtime program is not recommended in the budget. The amount budgeted for this program in FY 2018-19 was $1.017 million. The Miami-Dade School Board has committed to funding and hiring their own officers in FY 2019-20.

The Department will run three Police Academy Classes (PAC) in FY 2019-20: PAC 134 from approximately November 2019 to June 2020, PAC 135 from approximately March 2020 to October 2020, and PAC 136 from approximately June 2020 to December 2020.

Funding from Police Impact Fees for Capital Improvement enhancement projects are included for the Installation of Electronic Equipment in the Police Academy ($23,000) and for the Real Time Crime Center ($971,000).

A General Fund contribution to capital improvement projects is included to fund the following projects: Police Buildings AC Renovations ($300,000), South Station Police Roof Renovations ($285,000), and L-3 Driving Simulator – PatrolSim ($120,000).

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 Capital Project Manager position added to the Department's FTE will be funded through one quarter of the Department's general funds with the reminder funded from capital projects, and will be detached to the Office of Capital Improvements dedicated to the MPD capital projects.

The Budget includes 1,329 regular sworn Police Officers and 42 sworn executives for a total of 1,371 sworn personnel, as well as 434 civilian positions.

To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Weapons and Ammunitions Line Item to reflect the cost of the 0.9mm Glock transition, approved by Resolution R-19-0271 on June 27, 2019, expected to be partially completed at the end of FY 2018-19, but delayed due to the procurement process (GF $316,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Attrition Line Item to accommodate the recommended expenditure increases (GF $392,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Other Contractual Services Line Item due to an extension of the Body Worm Camera grant (SR $300,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Training Line Item to fund the cost of training an additional 100 officers to become certified in using the AR15 Rifle (GF $63,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Rental and Leases Line Item to fund the cost leasing additional motorcycles (GF $106,000).

To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Weapons and Ammunitions Line Item to fund the cost of 100 AR15 Riffle (GF $170,000).

Police

Strategic Alignment and Performance Measure

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

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

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Answer 911 calls as quickly as possible.	911 calls answered within ten seconds of call initiation (percent)	98	93	87	93
Minimize response times for emergency calls for service	Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	4.3	3.7	3.6	4.0
Properly document calls for service	Calls for service which resulted in an incident report being written (number)	100,060	97,139	95,664	100,000
Reduce crime	Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	19,769	20,172	20,171	19,000
Focus on recidivist offenders and reduce the overall number of arrests	Uniform Crime Reporting Arrests (number)	20,535	19,002	18,383	17,000
Hire and train sufficient officers to offset attrition and maintain growth	Police Academy classes completed (number)	6	5	4	3
Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) accreditation	Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes/No)	Yes	Yes	Yes	Yes

Police

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	118,265,000	3,244,000	121,509,000	131,706,000	2,656,000	134,362,000
512010 - Attrition Savings - Salaries	(3,000,000)	0	(3,000,000)	(3,892,000)	0	(3,892,000)
513000 - Other Salaries and Wages	855,000	677,000	1,532,000	78,000	649,000	727,000
513010 - Other Salaries and Wages -Part Time Year Year Round	221,000	0	221,000	483,000	0	483,000
513020 - Other Salaries and Wages - Part Time Seasonal	0	0	0	593,000	0	593,000
514000 - Overtime	9,408,000	2,968,000	12,376,000	7,750,000	1,862,000	9,612,000
514030 - OT Off Duty Events	0	1,000	1,000	0	1,000	1,000
515000 - Special Pay	4,644,000	145,000	4,789,000	5,223,000	108,000	5,331,000
516000 - Fringe Benefits	493,000	2,000	495,000	519,000	0	519,000
516010 - Fringe Benefits - Tuition Reimbursement	0	1,000	1,000	0	1,000	1,000
521000 - Fica Taxes	3,083,000	161,000	3,244,000	3,455,000	144,000	3,599,000
522000 - Retirement Contributions	6,958,000	547,000	7,505,000	8,468,000	654,000	9,122,000
522010 - Police and Fire - FIPO	38,254,000	685,000	38,939,000	42,657,000	367,000	43,024,000
522020 - Secondary Pension Contributions	5,320,000	0	5,320,000	6,143,000	0	6,143,000
523000 - Life and Health Insurance	6,097,000	442,000	6,539,000	6,648,000	523,000	7,171,000
523010 - Health Trust - FOP	16,710,000	301,000	17,011,000	15,499,000	0	15,499,000
Personnel	**207,308,000**	**9,174,000**	**216,482,000**	**225,330,000**	**6,965,000**	**232,295,000**
Operating Expense						
524000 - Workers' Compensation	10,584,000	281,000	10,865,000	11,391,000	208,000	11,599,000
531000 - Professional Services	1,689,000	131,000	1,820,000	1,545,000	418,000	1,963,000
531020 - Professional Services-Medical	809,000	0	809,000	830,000	0	830,000
534000 - Other Contractual Services	1,650,000	653,000	2,303,000	2,380,000	467,000	2,847,000
540000 - Travel and Per Diem	50,000	452,000	502,000	50,000	399,000	449,000
540010 - Training	0	4,000	4,000	63,000	35,000	98,000
541000 - Communications & Related Services	867,000	515,000	1,382,000	1,013,000	713,000	1,726,000
541100 - Postage	54,000	2,000	56,000	54,000	1,000	55,000
543000 - Utility Services	889,000	0	889,000	889,000	0	889,000
544000 - Rentals and Leases	1,975,000	7,000	1,982,000	2,086,000	2,000	2,088,000
545010 - Insurance - Police Torts	810,000	0	810,000	791,000	0	791,000
545011 - Insurance - Vehicle Liability	1,055,000	0	1,055,000	580,000	0	580,000
545012 - Insurance - Property & Casualty	1,377,000	0	1,377,000	1,515,000	0	1,515,000
545013 - Insurance - General Liability	649,000	0	649,000	52,000	0	52,000
546000 - Repair and Maintenance Services	2,562,000	98,000	2,660,000	2,562,000	80,000	2,642,000

Police

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
546001 - IT-Repair and Maintenance Services	2,495,000	0	2,495,000	3,395,000	0	3,395,000
547100 - Printing and Binding-Outsourcing	20,000	4,000	24,000	20,000	0	20,000
547200 - Printing and Binding-Paper Stock	75,000	0	75,000	75,000	0	75,000
548000 - Promotional Activities	7,000	2,000	9,000	7,000	0	7,000
548100 - Advertising and Related Costs	45,000	10,000	55,000	45,000	3,000	48,000
549000 - Other Current Charges and Obligations	309,000	726,000	1,035,000	317,000	1,307,000	1,624,000
551000 - Office Supplies	215,000	28,000	243,000	215,000	2,000	217,000
552000 - Operating Supplies	751,000	282,000	1,033,000	351,000	100,000	451,000
552010 - Motor Fuel	3,621,000	0	3,621,000	3,693,000	0	3,693,000
552100 - Public Safety Supplies	768,000	0	768,000	768,000	0	768,000
552200 - Clothing/Uniform Supplies	1,308,000	2,000	1,310,000	1,237,000	10,000	1,247,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,395,000	36,000	1,431,000	1,709,000	43,000	1,752,000
667000 - Weapons And Ammunitions	877,000	0	877,000	1,668,000	0	1,668,000
Operating Expense	**36,906,000**	**3,233,000**	**40,139,000**	**39,301,000**	**3,788,000**	**43,089,000**
Capital Outlay						
664000 - Machinery and Equipment	978,000	2,109,000	3,087,000	990,000	741,000	1,731,000
Capital Outlay	**978,000**	**2,109,000**	**3,087,000**	**990,000**	**741,000**	**1,731,000**
Non-Operating Expense						
883000 - Other Grants and Aids	0	100,000	100,000	0	75,000	75,000
896000 - Budget Reserve	0	3,161,000	3,161,000	0	169,000	169,000
Non-Operating Expenses	**0**	**3,261,000**	**3,261,000**	**0**	**244,000**	**244,000**
Total Expense	**245,192,000**	**17,777,000**	**262,969,000**	**265,621,000**	**11,738,000**	**277,359,000**

DEPARTMENT BUDGETS:
OTHER DEPARTMENTS

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

Housing and Community Development

Department Head: George Mensah Phone: (305) 416-1978

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.

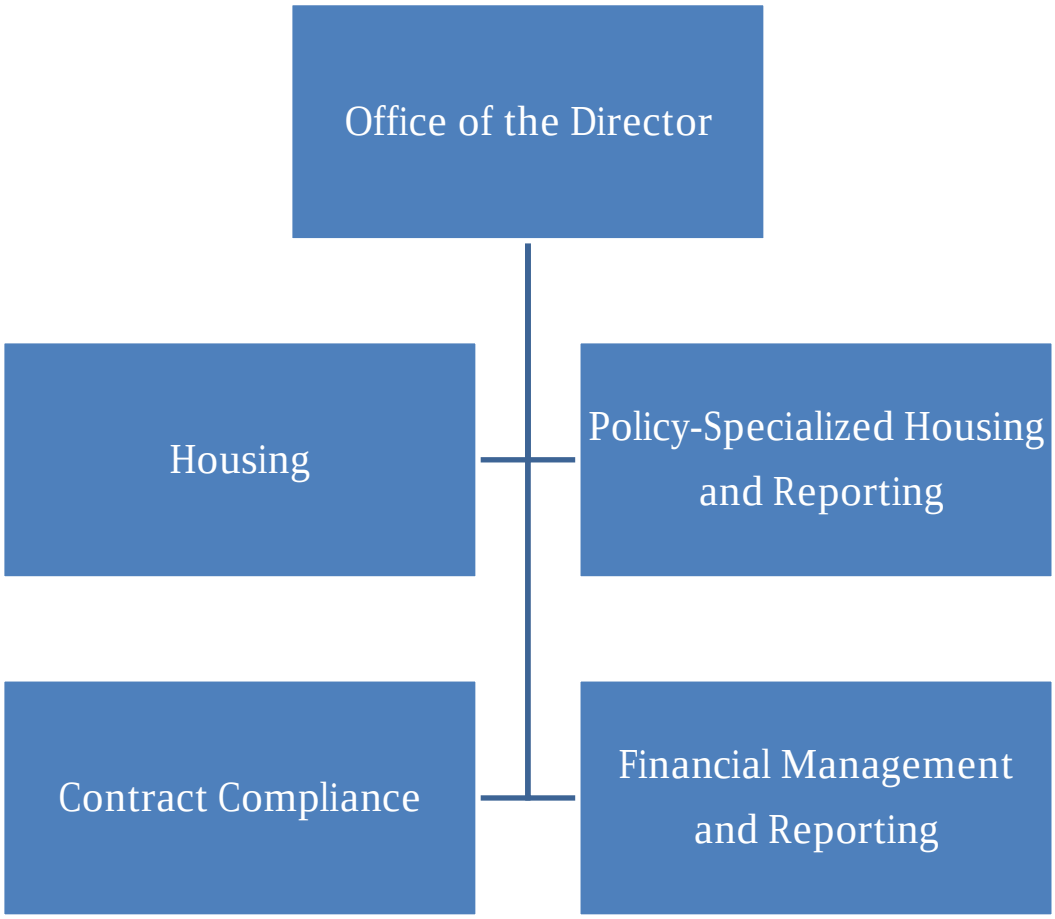
Description

The Department utilizes the 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, a suitable living environment, and expansion of economic opportunities for the neediest of the community. The Department performs a wide range of housing and community development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City. The Department focuses on serving as an advocate for disenfranchised and economically disadvantaged residents by implementing programs that contribute to the health and well-being of its residents and creates cooperative partnerships with the public, not-for-profit agencies, and the private sector to offer public assistance programs that help stabilize residents' lives.

Contributing to the Administration's Priority of *Pathway to Prosperity*, the Department increases and preserves the supply of affordable housing through: multifamily new construction and rehabilitation efforts; rental subsidies to make market units affordable to lower income residents; direct financial assistance to new homeowners; and rehabilitation funds for existing homeowner. The Department is responsible for the creation, implementation, and oversight of programs and activities provided to low-to moderate-income residents who are the City's most vulnerable group. Programs such as elderly meals, youth and child care, services to the disabled, and others provide residents the assistance they need to enjoy a better life. These activities directly contribute to the health and well-being of those receiving services. The Department provides economic prosperity for area businesses with programs such as the Commercial Façade Rehabilitation Program and offers technical assistance to for-profit businesses that provide access to the region's economic growth and prosperity in addition to the availability of goods and services for residents.

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

Housing and Community Development



Housing and Community Development

Departmental Function/Unit	FY 2018-19	FY 2019-20
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; oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	5	6
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon and Section 3 regulations on all contracted projects; administers the City's relocation program.	10	11
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the United States Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); manages the Department's Housing Opportunities for Persons with Aids (HOPWA) and Section 8 specialized housing unit.	7	5
CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City's communities and integrate economic, environmental, and human developmental needs in the process.	5	4
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develops and manages the department's budget; processes and reports all financial activities and transactions; reimburses funded organizations.	8	9
TOTAL FULL-TIME POSITIONS	**35**	**35**

Housing and Community Development

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	4,013,104	3,648,717	4,397,867	4,506,000	5,109,000
Operating Expense	618,734	271,071	523,901	875,000	761,000
Capital Outlay	2,218,595	20,582	2,844,564	0	0
Non-Operating Expenses	23,029,270	25,139,589	23,333,264	48,153,000	48,576,000
Transfers - OUT	600,000	0	0	0	0
	30,479,702	**29,079,959**	**31,099,596**	**53,534,000**	**54,446,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	2,252,167	3,235,624	1,566,902	1,689,000	2,437,000
Community Development	28,235,856	25,834,064	29,530,408	51,845,000	52,009,000
Homeless Program	(8,320)	7,320	0	0	0
Emergency Funds	0	2,950	2,286	0	0
	30,479,702	**29,079,959**	**31,099,596**	**53,534,000**	**54,446,000**

Department Strategies for FY 2019-20

Serve at least 392 households through the Section 8 program and at least 850 households through the Housing Opportunities for Persons with AIDS (HOPWA) program.
Provide single-family rehabilitation assistance to 13 low-to moderate-income households and provide down payment assistance to approximately 13 low-to moderate-income households.
Continue to promote economic development through the provision of technical assistance to approximately ten for-profit businesses.
Assist approximately 75 businesses to improve the exterior look of the establishment through the department's Façade Renovation and Code Compliance Program.
Provide funding for daycare and after-school services to approximately 95 youth.
Provide meals services to approximately 700 senior citizens.

Accomplishments in FY 2018-19

This section reflects the Department's accomplishments projected through the end of program year FY 2018-19 which runs from October 1, 2018 through September 30, 2019.

The Department is currently processing reimbursement packages at a slower pace, the projected turnaround time is ten days.

Housing and Community Development

The Section 8 program Housing Choice Voucher and Moderate Rehabilitation program are projected to assist 392 households.

The HOPWA Tenant-Based rental assistance program is projected to assist 840 households with HIV/AIDS. This program is administered on a countywide basis. It is anticipated that the program will be able to assist additional clients as the negative effects in funding brought by the Housing Opportunity Modernization Act of 2016 (HOTMA) will be mitigated by increases in the congressional budget amount for the HOPWA program that were recently approved.

Single-Family Rehabilitation: Projected to assist eight low-to-moderate income households correct code violations and make improvements to their home.

The down payment assistance program is projected to assist ten low-to-moderate income households become new home owners.

The Department is currently working on seven projects to bring 626 affordable housing units to residents. This is significantly higher than previously published amounts. The FY 2018-19 projection was four housing projects with 293 affordable housing units.

The Department is projected to assist 45 for-profit businesses through the Technical Assistance program.

The Commercial Façade program is projected to assist 50 businesses.

The Department is projected to assist 85 children with child care services that provides learning and enrichment activities while maintaining the children in a safe environment so parents can work or look for employment, and 165 youth with recreational and challenging programs that maintain them active and off the streets.

The Department is projected to assist 1,050 elderly residents with daily nutritional meals.

The Department expects more than 40 percent of all agencies submit their reimbursement packages on a monthly basis.

The Department does not expect to meet the goal of having all contracts executed within 45 days of receiving them from agencies.

The Department projected to complete these affordable housing projects by the end of this fiscal year (Tuscany Cove Apartments, Villages Apartments, and Villa Jardín II). These projects will bring 316 affordable housing units into the market.

Project Name	Completed / Expected Completion Date	Amount Funded	Affordable Housing Units
Martin Fine Villas	12-21-2018	$2,350,000	104
Jade Gardens Apartments	6-30-2020	$830,000	13
Pearl Gardens Apartments	12-31-2020	$110,000	11
Smathers Preservation Phase One	12-30-2020	$400,000	182
Tuscany Cove Apartments	12-20-2020	$880,000	160
The Villages Apartments	11-3-2018	$2,000,000	150
Villa Jardin II	12-1-2019	$250,000	6
	TOTALS:	**$6,820,000**	**626**

Housing and Community Development

Budget Highlights for FY 2019-20

The Budget includes the following addition:

Additional funding was added to the Other Salaries and Wages Line item to cover the salary of one Housing Quality Inspector, Temporary position and one Loan Specialist Temporary position both to manage the activities related to the Miami Forever Housing and Economic Development Bond Taxable Series 2019B (GF $110,000). The two temporary positions added this fiscal year will be active just for a year and a half or until the tasks assigned to them will be completed.

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 two percent across the board increase (GF $132,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $42,000).
  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).
  The contribution from the General Fund in a total amount of $2.427 million for the following items: lease expenditures including utility services and janitorial services ($319,000); two temporary positions to manage the activities related to the Miami Forever Housing and Economic Development Bond Taxable Series 2019B ($110,000); grant's non-reimbursable personnel expenditures: Regular Salaries and Wages ($232,000), Fica Taxes ($21,000), Retirement Contributions ($1.004 million), Life and Health Insurance ($610,000), Workers' Compensation ($64,000), Insurance – General Liability ($2,000), and IT Repair and Maintenance Services ($65,000).
  To reflect amendments made as recommended in the Memorandum titled Information for the First Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Aids to Private Organization Line Item to include funding from the State of Florida Housing Opportunities for Persons with AIDS ("HOPWA") to implement new HOPWA programs (SR $948,000).
  To reflect amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing - FY 2019-20 Proposed Budget (see Appendix J), an increase in the Other Grants and Aids Line Item to include a General Fund Contribution to Special Revenue Fund to implement the Mayor's Elderly Housing Subsidy Program (SR $1.000 million).

Housing and Community Development

Strategic Alignment and Performance Measures

Priorities: Pathway to Prosperity
Citywide Goal: Increase and enhance housing options.
Citywide Objectives:

- Support single family rehabilitation to sustain existing homeowners
- Preserve and increase the supply of housing for all income groups
- Attract and deploy capital to increase resident access

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Provide daily nutritional meals for the elderly	Elderly meals provided with Community Development Block Grant (CDBG) and Poverty Initiatives Funding (number)	1,049	2,557	2,508	700
Provide funding for daycare, after-school services, and for people with disabilities	Children and youth assisted with CDBG and Poverty Initiatives Funding (number)	99	220	248	95
Provide access to affordable housing	Households assisted under the Down Payment Assistance Program (number)	20	27	16	18
Support private for-profit businesses	Businesses assisted through the Commercial Façade Program with CDBG funding (number)	94	99	30	75
Provide access to affordable housing	HOPWA clients assisted with the Tenant-Based Rental Assistance Program (number)	935	869	828	850
Provide access to affordable housing	Section 8 clients assisted (number)	415	392	391	392
Provide daily nutritional meals for the elderly; Provide funding for daycare, after-school services, and for people with disabilities; Support private for-profit businesses; Provide access to affordable housing	Turnaround time on agency reimbursement packets (days)	8.6	8.5	9	10
	Agencies submitting their reimbursement monthly (percent)	36	40	47	50
	Average turnaround time for execution of contracts (days)	85	62	48	30

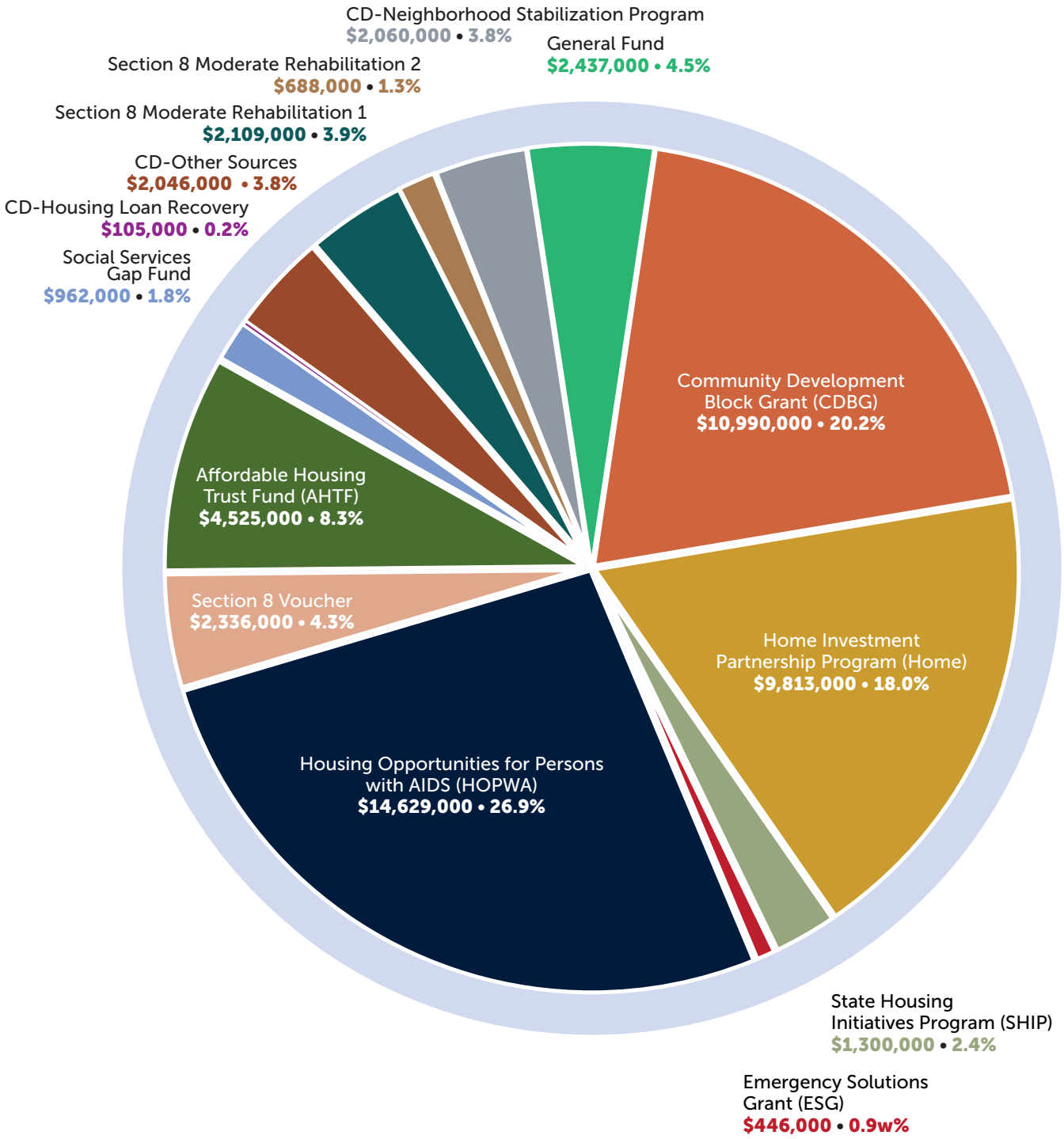
Housing and Community Development

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	126,000	2,461,000	2,587,000	242,000	2,659,000	2,901,000
513000 - Other Salaries and Wages	0	150,000	150,000	110,000	98,000	208,000
516000 - Fringe Benefits	0	22,000	22,000	0	22,000	22,000
521000 - Fica Taxes	9,000	190,000	199,000	21,000	199,000	220,000
522000 - Retirement Contributions	567,000	453,000	1,020,000	1,004,000	144,000	1,148,000
523000 - Life and Health Insurance	528,000	0	528,000	610,000	0	610,000
Personnel	**1,230,000**	**3,276,000**	**4,506,000**	**1,987,000**	**3,122,000**	**5,109,000**
Operating Expense						
524000 - Workers' Compensation	59,000	0	59,000	64,000	0	64,000
531000 - Professional Services	0	254,000	254,000	0	129,000	129,000
534000 - Other Contractual Services	32,000	26,000	58,000	19,000	24,000	43,000
540000 - Travel and Per Diem	0	8,000	8,000	0	29,000	29,000
540010 - Training	0	1,000	1,000	0	0	0
541000 - Communications & Related Services	0	11,000	11,000	0	10,000	10,000
541100 - Postage	0	6,000	6,000	0	9,000	9,000
543000 - Utility Services	23,000	0	23,000	0	0	0
544000 - Rentals and Leases	270,000	12,000	282,000	300,000	12,000	312,000
545011 - Insurance - Vehicle Liability	4,000	0	4,000	0	0	0
545012 - Insurance - Property & Casualty	10,000	0	10,000	0	0	0
545013 - Insurance - General Liability	13,000	0	13,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	48,000	0	48,000	65,000	0	65,000
547000 - Printing and Binding	0	6,000	6,000	0	2,000	2,000
548100 - Advertising and Related Costs	0	51,000	51,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	17,000	17,000	0	14,000	14,000
551000 - Office Supplies	0	12,000	12,000	0	18,000	18,000
552000 - Operating Supplies	0	6,000	6,000	0	4,000	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	6,000	6,000	0	7,000	7,000
Operating Expense	**459,000**	**416,000**	**875,000**	**450,000**	**311,000**	**761,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	32,875,000	32,875,000	0	31,390,000	31,390,000
883000 - Other Grants and Aids	0	15,278,000	15,278,000	0	17,186,000	17,186,000
Non-Operating Expenses	**0**	**48,153,000**	**48,153,000**	**0**	**48,576,000**	**48,576,000**

Housing and Community Development

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
Total Expense	**1,689,000**	**51,845,000**	**53,534,000**	**2,437,000**	**52,009,000**	**54,446,000**

HOUSING AND COMMUNITY DEVELOPMENT
FUNDING SOURCES FY 2019-20



Parks and Recreation

Department Head: Lara Hamwey Phone: (305) 416-1341

Mission Statement

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

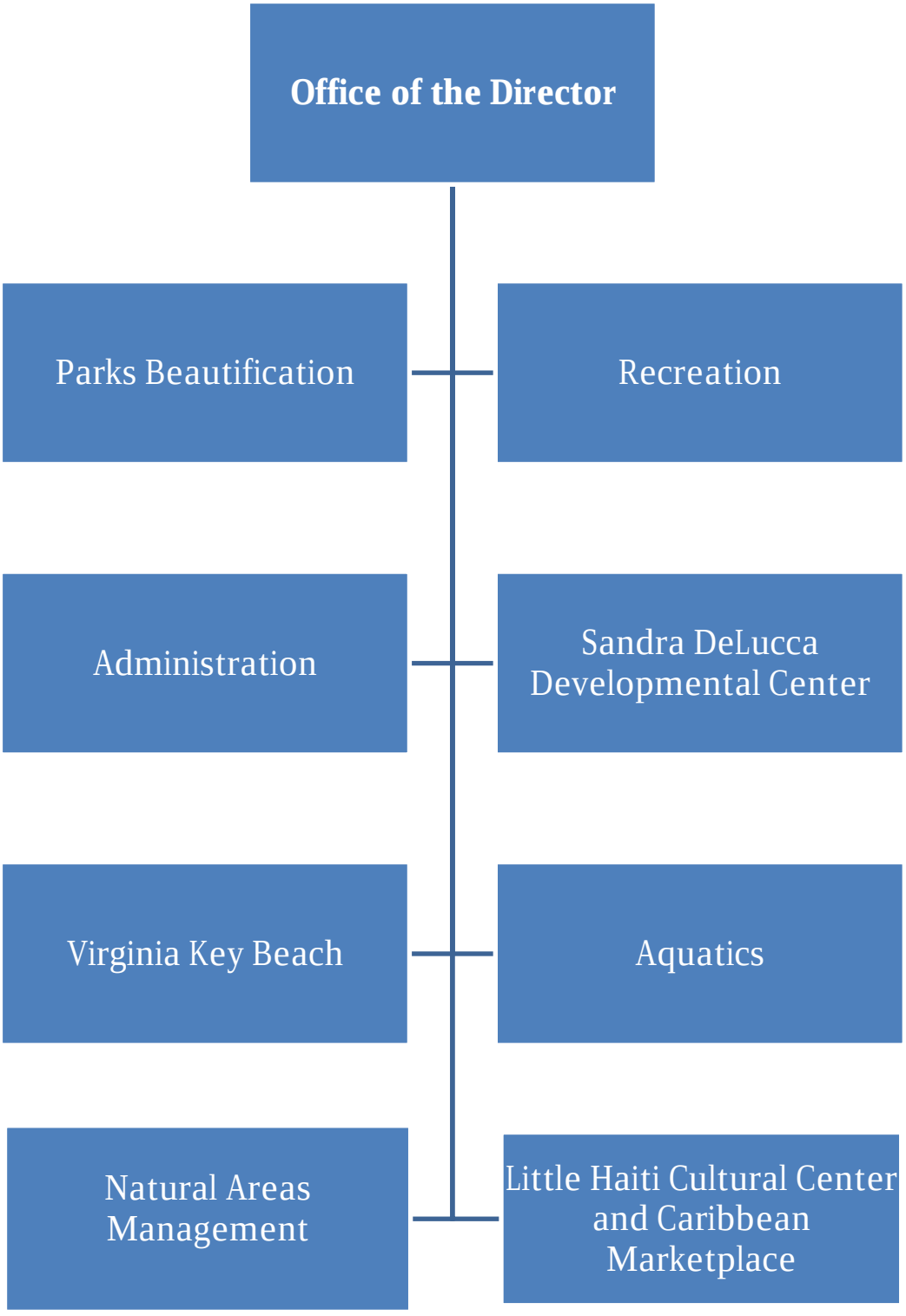
Description

The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities, and youth-serving programs through seasonal camps, sports, learn-to-swim, and Science Technology Recreation Engineering Arts and Math (STREAM) programming. The Department continues to initiate health, wellness, and obesity prevention campaigns for City of Miami residents of all ages.

Contributing to the Administration's Priority of *Quality of Life*, the Department provides 141 parks totaling 1,300 acres, 12 swimming pool facilities, 43 community centers, four gymnasiums, the SandraDeLucca Developmental Center, the Little Haiti Cultural Center and Caribbean Marketplace, the Ichimura Japanese Garden, the Grapeland Water Park, and the Melreese Golf Course. The Department also offers services at the Virginia Key mountain bike trails, walking trails, and beaches, as well as three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park. The Department offers recreation and leisure opportunities that appeal to all interests and abilities and encourages 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 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and Capital Improvements and repair and maintenance projects; coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.	11	11
ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the Department's budget; performs payroll, personnel, procurement, finance functions. Manages internal Parks IT functions and is the liaison with the Department of Risk Management on safety issues in parks.	10	12
PARK BEAUTIFICATION Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire system of 141+ parks. Safety and security function through the Park Ranger section. Manages stockroom and inventory.	148	153
RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities; offers year-round senior, and teen engagement programs; after-school, seasonal camp, and recreation programs for youth; provides enhanced programs through partnerships. Processes permit application for park-level and Citywide events that utilize parks.	69	68
AQUATICS Operates and manages 11 pools, one water park, and one beach; provides Learn-to-swim programs; hosts the Annual Drowning Prevention Awareness event; provides access to water fitness activities and recreation swim team programs.	14	13
VIRGINIA KEY BEACH Manages the operation of the Virginia Key Beach North Point and grounds maintenance activities of all waterfront areas on Virginia Key. Facilitates public access through tree trimming, brush removal, mowing and trash management to the mountain bike trail, Arthur Lamb Road, North Point Beach, and Miami Rowing Center. Manages toll booth for parking fee collection.	20	13
SANDRA DELUCCA DEVELOPMENT CENTER Provides recreation, life skills, and job training skills for people with special needs; advocates in local, state, and national forums for the rights of individuals with disabilities.	17	17
NATURAL AREAS MANAGEMENT Provides natural resource management for environmental areas and 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.	0	6
LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE Facilitates programs and special events that promote, showcase, and support the Afro-Caribbean culture in South Florida for all ages to participate.	5	6
TOTAL FULL-TIME POSITIONS	**294**	**299**

Parks and Recreation

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	24,179,852	28,167,551	31,783,846	32,250,000	34,988,000
Operating Expense	12,805,947	15,273,474	16,430,770	15,896,000	16,986,000
Capital Outlay	528,796	564,308	234,303	42,000	41,000
Non-Operating Expenses	188,916	202,627	209,465	682,000	809,000
Transfers - OUT	200,000	0	53,800	0	0
	37,903,511	**44,207,961**	**48,712,184**	**48,870,000**	**52,824,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	36,360,016	42,312,432	46,456,057	47,754,000	51,777,000
Parks & Recreation Services	737,106	954,344	890,328	1,116,000	1,047,000
Departmental Improvement Initiative	806,389	359,654	305,178	0	0
Emergency Funds	0	581,531	1,060,619	0	0
	37,903,511	**44,207,961**	**48,712,184**	**48,870,000**	**52,824,000**

Department Strategies for FY 2019-20

Continue to position the Department as a community health option through the Health, Wellness, and Obesity Prevention Programs and to pursue grant opportunities to fund recreation programming and site amenity improvements.

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system to keep park grounds beautiful and safe.

Continue to expand active adult 55+ programming and increase volunteer opportunities and participation in the preservation of our natural areas.

Continue to expand the Caribbean Marketplace's Market Day concept to more operational days, allowing for increased public access to locally crafted goods.

Integrate a recreation software application for enhanced customer service and seamless registration for programs and park permits and establish best practices and implement standardized operating procedures to ensure a standard level of service by all divisions of the department to ensure consistent delivery.

Develop newly acquired park properties in collaboration with the Office of Capital Improvements.

Accomplishments in FY 2018-19

Served over 5,452 residents in the free fitness classes held at Jose Marti Park, Riverside Park, Henderson Park, and Maximo Gomez Park. All 2,191 children enrolled in the afterschool program participated in the evidence-

based physical fitness program called SPARK (Sports, Play, and Active Recreation for Kids) for 45 minutes a day, five days a week. Served over 1,388 total Learn-to-Swim participants, with an average passing rate of 91 percent as compared to last fiscal year's average pass rate of 83 percent (1,144 of these participants have been under the age of 12 years old).

Developed and implemented a sports turf maintenance program under the guidance of the Sports Turf Manager to improve the playability and sustainability of all-natural athletic fields in the City (most notably Douglas Park, Peacock Park, Athalie Range Park, Grapeland Heights Park, Robert King High Park, Biscayne Park, and Riverside Park). Upgraded Kinloch Park to a new irrigation system to ensure the safety of the high volume of use by residents and "Getting Exercise Through Friendship, Involvement, and Training" (G.E.T. F.I.T.) athletes. Currently conducting a synthetic turf field assessment at all parks, and developing a maintenance, replacement and integrated pest management program to ensure continuity of services through use of these field types.

Mandated that all seasonal summer hires complete Level II Background screenings for the safety of program participants and park staff, and to reduce liability to the City of Miami.

Replaced seven playgrounds at Jose Marti Park, Eaton Day Care, Grove Mini Park, Melrose Park, Legion Park, Williams Park, and Allapattah Mini Park; and repaired six playgrounds at Rainbow Village, Town Park, Grapeland Heights Park, Antonio Maceo Park, Margaret Pace Park, Melrose Park, and Juan Pablo Duarte Park. Commenced design of four Miami Forever Bond-funded playgrounds at Mary Brickell Park, Juan Pablo Duarte Park, Lummus Park, and E.G. Sewell Park. Repaired the fencing and gate at five park locations at Theodore Gibson, Charles Hadley, Pine Heights, Bryan, and E.G. Sewell Parks. Repaired concrete walkway and paver damages and elevation at over 30 park locations to address safety concerns identified by Park staff, the Risk Management Department, and ADA compliance requirements. Replaced and repaired roofing at Lummus Park and Juan Pablo Duarte Park.

Established an internal and shared archive of departmental documents for future use, to include warranties, surveys, drawings, and general records for all park locations. Established a Park Standards Committee to ensure uniform standards for design, furnishing, maintenance, and operation of park facilities. Celebrated the opening of the new Morningside Tennis Center and currently pending City commission approval for agreement execution.

Secured a donation from the Miami HEAT and Florida Blue for renovation of classrooms at Jose Marti Park, to include interior painting, wall graphics, computers and iPads, televisions, game consoles, books, and furniture.

Awarded a grant from the Florida Department of Environmental Protection in partnership with the Florida Sea Grant for the proposed Parks project, "Restoring Coastal Miami", to increase public access to the water front and restoration of the natural habitats in Virginia Key. The Learn-to-Swim Program received Gold Level Learn-to-Swim Provider Award from the American Red Cross.

The Active Adults 55+ programs continued to include yoga, line dancing, step aerobics, fitness center time, and chair aerobics to more than 300 adults at Charles Hadley Park, Antonio Maceo Park, West End Park, Shenandoah Park, Coral Gate Park, Sandra DeLucca Developmental Center, and 12th Avenue Park.

Facilitated 19 tours with 479 participants at Simpson Park; and 397 volunteers in the restoration efforts at Virginia Key Beach, Alice Wainwright Park, and Simpson Park. Hosted a Comcast Cares Day in May 2019 to include participation from over 400 Comcast employees to assist with natural areas restoration at Virginia Key Beach. Created and distributed a volunteer brochure to further promote volunteer opportunities. Volunteer programs include: Volunteer Naturalist Leader, Nature Clean-ups, Group Nature Clean-Ups, Future Leaders, Sport Monitors, Camp Shriver, Talent Shows, Golf Course Classic, and Company Volunteer Day. Developed a Quarterly Natural Areas Newsletter distributed as a tool to educate and increase awareness of the conservation activities in the Parks Department. Newsletter subscribers increased by almost 380 percent to 908 subscribers.

Parks and Recreation

Rebranding the Caribbean Marketplace "Mache" from a Saturday-only event to a six-day Public Market and Food Hall that positions the Caribbean Marketplace as a catalyst for economic development, tourism, resiliency, education, and public health in Little Haiti. To date, the "Mache" has hosted over 10,000 visitors, and partners with approximately 25 vendors per week, with a roster of 50 vendors. Two businesses who started at Market Day have now moved on to open their own businesses and continue to flourish. Partnered with the State of Florida to establish and designate the Caribbean Marketplace as a historical site on February 23, 2019.
Partnered with the Solid Waste Department to launch the Little Haiti Litter Art project.
Currently working closely with the Innovation and Technology Department (DoIT) to identify and secure a recreation software with integration of point-of-sale capability to provide residents convenient and efficient registration access for park programs. Procurement and build out of the software will begin summer 2019.
Increased social media activity for enhanced Community Engagement and Awareness: 100 percent increase in engagement on Twitter, a 50 percent increase in followers on Facebook, and an 84 percent increase in the number of Instagram followers. The Little Haiti Cultural Center newsletter currently has 4,000 subscribers.
Dorsey Historic Library completed renovations and was opened in the spring of 2019. The City has entered into a partnership agreement with Florida Film House to offer youth based film programs that capture the history of Overtown and Miami through the medium of film.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

The Overtime Line item reflects the reduction of $32,000 (GF) that will reduce the number of Park Ranger shift coverage at 46 parks from 24 hours per day to 18 hours per day, seven days per week. This is part of a total efficiency package of revenues and expenditure reductions presented by the Department (GF $177,000).
The Utility Services Line item reflects the reduction of $6,000 (GF) to reallocate funds to the Department of Human Services for Child Care facility expenses.

The Budget includes the following additions:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the increase of one Assistant Director of Parks and Recreation.
As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects funding for a minimum wage increase for part-time positions (GF $87,000).
As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects funding for increased costs of janitorial services at the Little Haiti Cultural Center, the Sandra DeLucca Development Center, and the Grapeland Water Park (GF $44,000).
As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects funding for the increase costs of uniforms and safety shoes per the AFSCME 1907 contract (GF $63,000).
Additional funding was added to the Professional Services Line Item to comply with a mandate to conduct periodic testing of beach water quality and annual aquatics health checks (GF $17,000).
The Regular Salaries and Wages Line item reflects the addition of a mobile crew to maintain newly acquired park parcels: one Park Supervisor, one Grounds Tender, and two Laborer I positions (GF $135,000).

Parks and Recreation

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 two percent across the board increase (GF $952,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $27,000).

The increase in various Operating Supplies Line items to fund supplies for the added mobile crew (GF $37,000).

Annual funding in the Aids to Private Organizations Line item remains the same: Foundation of Community Assistance and Leadership, Inc. (FOCAL) (GF $95,000), The Advisory Committee of Liberty City Youth (TACOLCY) (GF $101,000), and Nature Links for Lifelong Learning (GF $7,500).

The FY 2019-20 Melreese Golf Course Revenue budget is $3.910 million while the Expenditure budget is $3.732 million in the General Fund.

The budget reflects General Fund contributions to Capital for Citywide Parks Repairs (GF $500,000), Domino Park – Concrete Floor Repair Improvements and furniture, fixtures, and equipment replacement (GF $148,000), and the replacement of the exterior doors of the Carrie Meek Center at Hadley Park (GF$42,000).

The budget reflects Parks Impact Fee contributions to the following projects: Virginia Key Boat Launch and Trailer Parking ($1.250 million), Seawall Reconstruction at E.G. Sewell Park ($719,000), a Vehicle and Trailers for a New Park Crew ($45,000), Walkway and Park Enhancements at E.G. Sewell Park ($600,000), Irrigation, Drainage and Baseball field improvements at Roberto Clemente Park ($500,000), a Synthetic Turf field at Riverside Park ($1.000 million), Morningside Park Enhancements - General Plan ($500,000), a New Outdoor Fitness Area at Grapeland Park ($250,000), West End Park Enhancements - General Plan ($1.000 million), a chiller at Athalie Range Pool ($100,000), a new Recreation Building at Athalie Range Park ($500,000), and the creation of a Natural Recreation Area at Alice Wainwright Park ($500,000).

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

Parks and Recreation

Strategic Alignment and Performance Measures

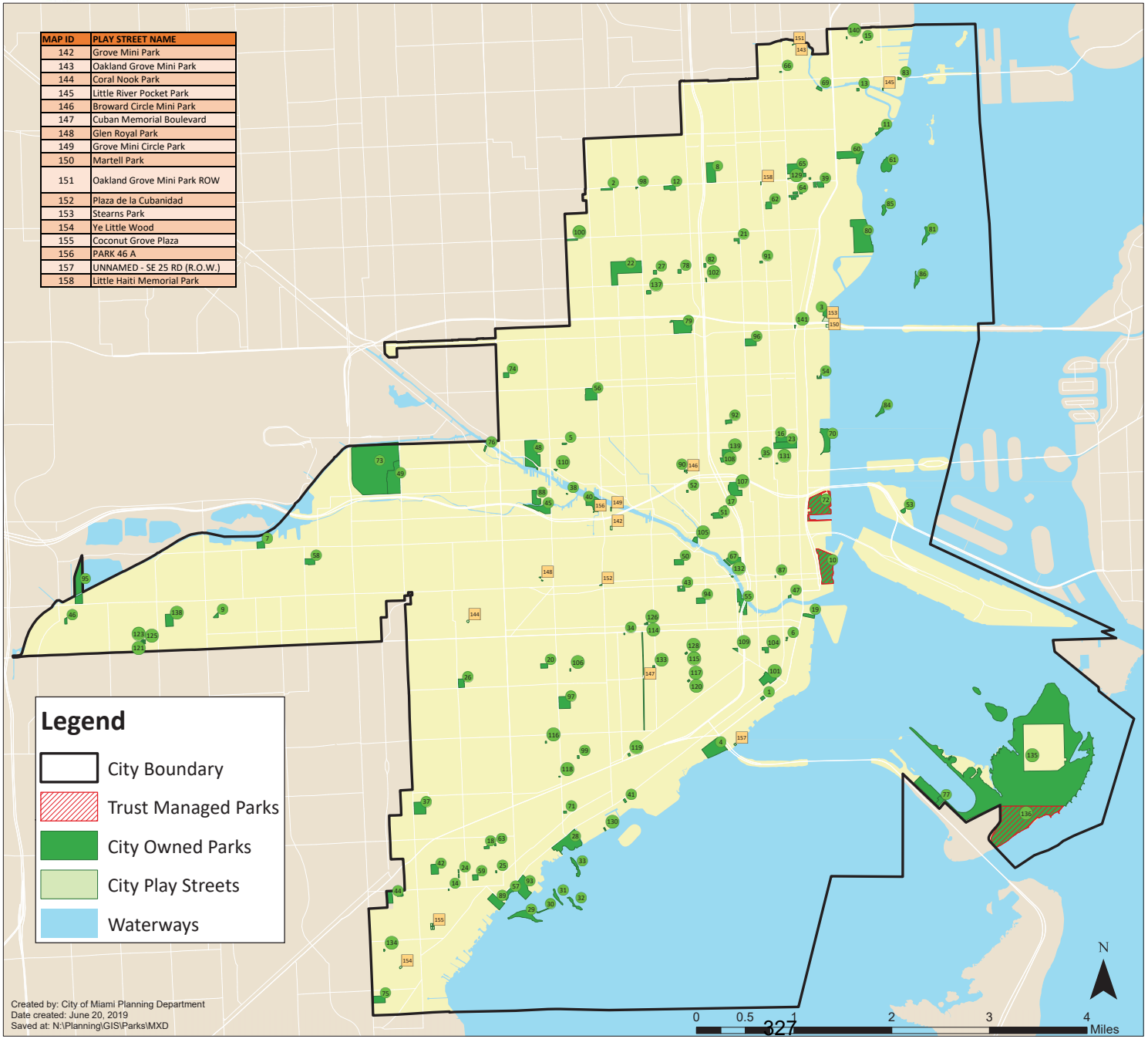
Priority: Quality of Life
Citywide Goal: Create and enhance shared civic spaces
Citywide Objectives:
Maintain the look and feel of public spaces to a high standard
Enhance greenways and green spaces to promote outdoor activity
Continue to enhance the quality of parks and open spaces

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Projected	FY 2019-20 Target
Develop and maintain parks sites and facility assets	Average Park System Sparkle Tour (Score 5)	3.17	3.13	2.50	3.00
	City of Miami Resident Survey: Positive Opinion of Recreation Centers (percent)	47	46	50	50
	City of Miami Resident Survey: Positive Opinion of City Parks (percent)	57	53	60	60
Increase Participation in Recreation Programs	Children enrolled in Summer Camp (number)	3,533	3,633	3,200	3,200
	Children taught Learn-to-Swim (number)	5,747	5,265	5,200	5,200
	Children enrolled in after school program (number)	2,353	2,185	2,100	2,100
	Percent of Summer Campers qualified for fee reduction or waived fee program (percent)	76	80	85	85
	Enrollment in programs for persons with special needs (number)	229	292	140	200
Expand opportunities for leisure, recreation and cultural exchange	Park User Surveys and Customers Satisfaction Rating with Reservation (percent)	85	88	85	85
	City of Miami Resident Survey: Recreation Centers (percent)	47	46	50	50
	City of Miami Resident Survey: Positive opinion of Recreation Programs (percent)	52	48	45	45
	Increase Community Awareness	N/A	N/A	N/A	20

City of Miami Parks and Recreation

City-Owned Parks and Managed Play Streets

MAP ID	PLAY STREET NAME
142	Grove Mini Park
143	Oakland Grove Mini Park
144	Coral Nook Park
145	Little River Pocket Park
146	Broward Circle Mini Park
147	Cuban Memorial Boulevard
148	Glen Royal Park
149	Grove Mini Circle Park
150	Martell Park
151	Oakland Grove Mini Park ROW
152	Plaza de la Cubanidad
153	Stearns Park
154	Ye Little Wood
155	Coconut Grove Plaza
156	PARK 46 A
157	UNNAMED - SE 25 RD (R.O.W.)
158	Little Haiti Memorial Park



MAP ID	PARK NAME
1	1814 Brickell
2	African Square Park
3	Albert Pallot Park
4	Alice C. Wainwright Park
5	Allapattah Mini Park
6	Allen Morris Park
7	Antonio Maceo Park
8	Athalie Range Park
9	Bay of Pigs Memorial Park
10	Bayfront Park
11	Baywood Park
12	Belafonte-Tacolcy Park
13	Belle Meade Park
14	Billy Rolle Mini Park
15	Biscayne Heights Park
16	Biscayne Park
17	Black Police Precinct
18	Blanche Park
19	Brickell Park
20	Bryan Park
21	Buena Vista Park
22	Charles Hadley Park
23	City Cemetery
24	Coconut Grove Heritage Garden
25	Coconut Grove Tennis Court
26	Coral Gate Park
27	Crestwood Park
28	David T. Kennedy Park
29	Dinner Key Picnic Islands - Parcel
30	Dinner Key Picnic Islands - Parcel
31	Dinner Key Picnic Islands - Parcel
32	Dinner Key Picnic Islands - Parcel
33	Dinner Key Picnic Islands - Parcel
34	Domino Park
35	Dorsey Memorial Library
36	Dorsey Park
37	Douglas Park
38	Durham Park
39	Eaton Park
40	EG Sewell Park
41	Elizabeth Steele Park
42	Elizabeth Virrick Park
43	Ernesto Lecuona Park
44	Esther Mae Armbrister Park
45	Fern Isle Park
46	Flagami Park
47	Fort Dallas Park
48	Gerry Curtis Park
49	Grapeland Heights Park
50	Henderson Park
51	Henry Reeves Park
52	Highland Circle Mini Park
53	Ichimura Japanese Gardens (Watson Island)
54	Icon Bay Park
55	Jose Marti Park
56	Juan Pablo Duarte Park
57	Kenneth Myers Park
58	Kinloch Park
59	Kirk-Munroe Park
60	Legion Memorial Park
61	Legion Picnic Islands
62	Lemon City Park
63	Lincoln Park
64	Little Haiti Cultural Center and Market Place
65	Little Haiti Soccer Park
66	Little River Commerce Park
67	Lummus Landing
68	Lummus Park
69	Manatee Bend Park
70	Margaret Pace Park
71	Marjory Stoneman Douglas Mini Park
72	Maurice A. Ferré Park
73	Melreese Golf Course
74	Melrose Park
75	Merrie Christmas Park
76	Miami River Rapids Park
77	Miami Rowing Club
78	Miller Dawkins Mini-Park
79	Moore Park
80	Morningside Park

74	Melrose Park
75	Merrie Christmas Park
76	Miami River Rapids Park
77	Miami Rowing Club
78	Miller Dawkins Mini-Park
79	Moore Park
80	Morningside Park
81	Morningside Picnic Islands
82	North Bay Vista
83	Oasis by the Bay
84	Pace Park Picnic Islands
85	Parcel No 2 Picnic Island
86	Parcel No 4 Picnic Island
87	Paul S. Walker Mini Park
88	PBA (Fern Isle Park)
89	Peacock Park
90	Pine Heights Mini Park
91	Pullman Park
92	Rainbow Village Park
93	Regatta Park
94	Riverside Park
95	Robert King High Park
96	Roberto Clemente Park
97	Shenandoah Park
98	Sherdavia Jenkins Peace Park
99	Silver Bluff Park
100	Simonhoff Park
101	Simpson Park
102	South Bay Vista Park
103	South Shenandoah Mini Park
104	Southside Park
105	Spring Garden Point Park
106	Swannanoa Mini Park
107	Theodore Gibson Park
108	Town Park
109	Triangle Park
110	Unity Park
111	UNNAMED - 1211 Brickell Estate
112	UNNAMED - 1251 Lawrence Estate
113	UNNAMED - 1261 Lawrence Estate
114	UNNAMED - 1269 Lawrence Estate
115	UNNAMED - 2200 Brickell Estates
116	UNNAMED - 2300 Silver Bluff
117	UNNAMED - 2445 Brickell Hammock
118	UNNAMED - 2601 Silver Bluff
119	UNNAMED - 3701 East Shenandoah
120	UNNAMED - 471 Brickell Hammock
121	UNNAMED - 600 Fairlawn
122	UNNAMED - 601 Fairlawn
123	UNNAMED - 610 Fairlawn
124	UNNAMED - 615 Fairlawn
125	UNNAMED - 632 Fairlawn
126	UNNAMED - 643 Lawrence Estate
127	UNNAMED - 735 Fairlawn
128	UNNAMED - 910 Brickell Estates
129	UNNAMED - AIPP Triangle Parcel
130	UNNAMED - D2 Crystal Bluff Subdivision
131	UNNAMED - FAA Parcel
132	UNNAMED - Little Havanna Recreation Facility
133	UNNAMED - SW 12 AV/Coral Way NET Office
134	UNNAMED - Utopia Park (La Playa)
135	Virginia Key & Miami Marine Stadium
136	Historic Virginia Key Beach Park
137	West Buena Vista Mini Park
138	West End Park
139	Williams Park
140	Winston Park
141	Woodson Mini Park

Parks and Recreation Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	14,015,000	202,000	14,217,000	15,959,000	84,000	16,043,000
512010 - Attrition Savings - Salaries	(878,000)	0	(878,000)	(1,276,000)	0	(1,276,000)
513000 - Other Salaries and Wages	37,000	0	37,000	37,000	0	37,000
513010 - Other Salaries and Wages -Part Time Year Year Round	5,700,000	39,000	5,739,000	6,097,000	0	6,097,000
513020 - Other Salaries and Wages - Part Time Seasonal	1,701,000	0	1,701,000	1,391,000	0	1,391,000
514000 - Overtime	293,000	25,000	318,000	261,000	7,000	268,000
516000 - Fringe Benefits	23,000	0	23,000	28,000	0	28,000
521000 - Fica Taxes	1,078,000	16,000	1,094,000	1,223,000	6,000	1,229,000
522000 - Retirement Contributions	5,491,000	28,000	5,519,000	6,186,000	36,000	6,222,000
523000 - Life and Health Insurance	4,480,000	0	4,480,000	4,949,000	0	4,949,000
Personnel	**31,940,000**	**310,000**	**32,250,000**	**34,855,000**	**133,000**	**34,988,000**
Operating Expense						
524000 - Workers' Compensation	544,000	3,000	547,000	603,000	3,000	606,000
531000 - Professional Services	103,000	0	103,000	127,000	7,000	134,000
534000 - Other Contractual Services	4,252,000	259,500	4,511,500	4,047,000	201,000	4,248,000
540000 - Travel and Per Diem	1,000	9,500	10,500	20,000	14,000	34,000
541000 - Communications & Related Services	246,000	0	246,000	246,000	0	246,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	3,109,000	0	3,109,000	3,103,000	0	3,103,000
544000 - Rentals and Leases	55,000	0	55,000	61,000	0	61,000
545011 - Insurance - Vehicle Liability	74,000	0	74,000	18,000	0	18,000
545012 - Insurance - Property & Casualty	2,045,000	0	2,045,000	2,260,000	0	2,260,000
545013 - Insurance - General Liability	111,000	0	111,000	279,000	0	279,000
546000 - Repair and Maintenance Services	1,265,000	55,000	1,320,000	1,659,000	83,000	1,742,000
546001 - IT-Repair and Maintenance Services	432,000	0	432,000	710,000	0	710,000
547000 - Printing and Binding	6,000	0	6,000	6,000	0	6,000
548100 - Advertising and Related Costs	22,000	0	22,000	23,000	0	23,000
549000 - Other Current Charges and Obligations	60,200	0	60,200	60,200	0	60,200
551000 - Office Supplies	81,200	0	81,200	83,200	0	83,200
552000 - Operating Supplies	2,686,400	0	2,686,400	2,798,400	0	2,798,400
552100 - Public Safety Supplies	30,000	0	30,000	20,000	0	20,000
552200 - Clothing/Uniform Supplies	172,200	0	172,200	238,200	0	238,200

Parks and Recreation Department

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
552300 - Landscaping Related Supplies	235,000	0	235,000	275,000	0	275,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	35,000	0	35,000	37,000	0	37,000
Operating Expense	**15,569,000**	**327,000**	**15,896,000**	**16,678,000**	**308,000**	**16,986,000**
Capital Outlay						
664000 - Machinery and Equipment	42,000	0	42,000	41,000	0	41,000
Capital Outlay	**42,000**	**0**	**42,000**	**41,000**	**0**	**41,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	203,000	0	203,000	203,000	0	203,000
896000 - Budget Reserve	0	479,000	479,000	0	606,000	606,000
Non-Operating Expenses	**203,000**	**479,000**	**682,000**	**203,000**	**606,000**	**809,000**
Total Expense	**47,754,000**	**1,116,000**	**48,870,000**	**51,777,000**	**1,047,000**	**52,824,000**

Real Estate and Asset Management

Department Head: Daniel Rotenberg Phone: (305) 416-1458

Mission Statement:

To preserve, protect, and enhance the quality of life for Miami residents and visitors by ensuring the optimal use of all City-owned properties and assets. The Department of Real Estate and Asset Management's focus is to set a high standard in governmental asset management by applying sound real estate principles and property management expertise to optimize returns for all stakeholders.

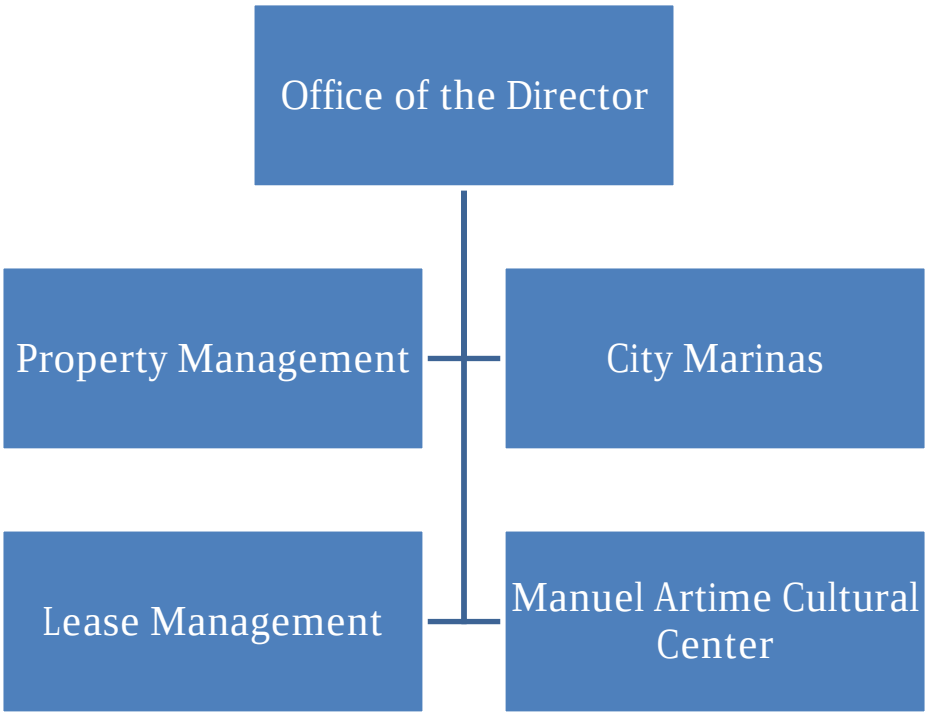
Description

The Department of Real Estate and Asset Management (DREAM), manages and provides facilities for community use in sporting, recreational, cultural, and entertainment events. The Department oversees the City's four municipal marinas, the James L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, and the Miami Ballpark Garages located at the Marlins Stadium.

Contributing to the Administration's Priority of *Quality of Life*, the Department serves as the asset manager for the City's real estate including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to lease to third parties, or to dispose of those properties. The Department also identifies and acquires properties according to the City's needs. In addition to proposing, negotiating, and monitoring complex real estate transactions, the Department manages 84 leases throughout the City. The Department maintains an inventory of the City's properties, consisting of approximately 528 parcels, inclusive of parks, fire-rescue stations, City administrative buildings, public facilities, vacant lots, and housing sites. Additionally, the Department manages the day-to-day operations of the City's four municipal marinas, including the Dinner Key Mooring Field and the Dinner Key Marina, the City's flagship marina which has the distinction of being the largest wet slip marina on the East Coast with 582 berths.

Stakeholders are City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Directs all the administrative and operational functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets; oversees the operation of the James L. Knight Center, Miami Convention Center, Miami Parking Garage 4, and the Marlins Parking Garages.	7	6
PROPERTY MANAGEMENT Negotiates agreements, researches properties, maintains the property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	5	5
CITY MARINAS Oversees the day-to-day operation and maintenance of the four City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.	34	34
LEASE MANAGEMENT Prepares, negotiates, and manages leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs request for proposals; conducts yearly leased property inspections; issues permits for use of City-owned properties.	5	5
MANUEL ARTIME CULTURAL CENTER Manages, operates, and maintains two multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.	8	7
TOTAL FULL-TIME POSITIONS	**59**	**57**

Real Estate and Asset Management

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	4,353,397	4,425,650	4,960,301	5,364,000	5,448,000
Operating Expense	9,319,737	11,136,667	12,156,364	10,812,000	11,954,000
Capital Outlay	27,952	1,151	26,628	0	0
Non-Operating Expenses	0	0	0	3,782,000	2,881,000
Transfers - OUT	6,224,900	6,597,100	3,399,021	0	5,301,000
	19,925,987	**22,160,567**	**20,542,313**	**19,958,000**	**25,584,000**

Department Fund / Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	8,180,928	12,248,874	11,716,751	13,090,000	13,796,000
Department of Real Estate and Asset Management Services	6,653,582	5,537,400	1,119,000	0	0
Sports Facilities and Activities	0	0	0	0	471,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,539,000	1,539,000
Miami Ballpark Parking Facilities	5,091,477	4,043,664	4,349,550	5,329,000	9,778,000
Departmental Improvement Initiative	0	298,550	2,416,300	0	0
Emergency Funds	0	32,079	940,712	0	0
	19,925,987	**22,160,567**	**20,542,313**	**19,958,000**	**25,584,000**

Department Strategies for FY 2019-20

Continue to develop monthly financial reports; acquire new software and equipment to ensure that DREAM properties are managed in an efficient manner.

Continued to acquire park land throughout the City to benefit residents within underserved areas.

Continue to execute lease agreements of City-owned properties to maximize their revenue potential(such as Marlins Park Garages, Virginia Key Marina, and Miami Freedom Park).

Continue to develop and manage plans for the renovation and repair of DREAM properties.

Develop new projects using City-owned property to enhance the current asset portfolio through conveyances, disposition, and land exchanges.

Accomplishments in FY 2018-19

Improved internal processes for monthly financial reporting on marina revenues and occupancy. Cooperated with the Department of Innovation and Technology in completing a comprehensive Business Requirements Document to acquire new Marinas Management Software.

Real Estate and Asset Management

Applied for three grants to help support operations and capital projects at facilities. In addition, the department cooperated with the Office of Capital Improvements to apply for a Florida Inland Navigation District (FIND) grant for the Dinner Key Marina renovation.

Executed agreements with the Neighborhood Enhancement Team and the Fire-Rescue Department for approximately 3,700 square feet of office space at Marlins Park Garage P3. The Department continues to work on leasing the remaining spaces in the garages. At the time of publication, 18,138 sq. feet of 56,552 sq. feet of space is rented at the Marling Garages.

Operated a fourth successful boat show at the Miami Marine Stadium, continued to negotiate with Resorts World Marina on the submerged lands lease, obtained favorable judgement in bid protest litigation since 2017 regarding the Virginia Key Marina RFP, and continued negotiations on redevelopment agreement with the Hyatt Hotel since 2016.

Initialized a feasibility study for the structural repairs and cleanup for the Flagler Worker's House site and structures, continued to monitor the progress of the Skyrise construction, and kept marina customers informed. The accelerated foundation work has been completed.

Received and reviewed unsolicited proposal for a public-private partnership to refurbish the Gusman Center now placed on the July 25 Commission Meeting.

Facilitated the negotiation process with Lancelot Miami River, LLC for the disposition of the Miami Riverside Center (MRC) and the acquisition of a new administrative facility. Obtained City Commission approval of agreements with Lancelot Miami River, LLC for the lease the MRC building. Facilitated compliance of the Public Benefits Agreement for Fire Station No. 4.

Acquired over 100,000 square feet of park space throughout the City to benefit residents.

Budget Highlights for FY 2019-20

The Budget includes the following reduction:

As approved in the FY 2018-19 Mid-Year Amendment, the budget reflects the reduction of two Marina Facility Attendant positions in AFSCME 1907 that have been vacant for more than a year totaling (GF $60,000).

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 two percent across the board increase (GF $153,000); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $41,000).

Funding from both Impact Fees and a Contribution from General Fund for the G4 Garage improvements at the James L Knight Center ($1.460 million).

Funding from Impact Fees to provide match for FIND grant for the Virginia Key Boat Launch and Trailer Parking ($1.250 million).

General Fund contributions to capital improvement for various projects ($447,000).

General Fund contributions to capital improvement projects from the Miamarina ticket surcharge ($509,000).

General Fund contributions to capital improvement projects from ten percent of marina revenues ($855,000).

Special Revenue contribution to Capital for the purchase of Americans with Disabilities Act floor mats and technology improvements for the Marlins Garages ($582,000).

Real Estate and Asset Management

To reflect the amendments made as recommended in the Memorandum titled Information for the First Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), a Special Revenue contribution to Capital to partially fund major repairs in various parking garages at the Miami Ballpark Parking Facility($3.929 million).

To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), additional Attrition budgeted to accommodate expenditure increases (GF $213,000).

Strategic Alignment and Performance Measures

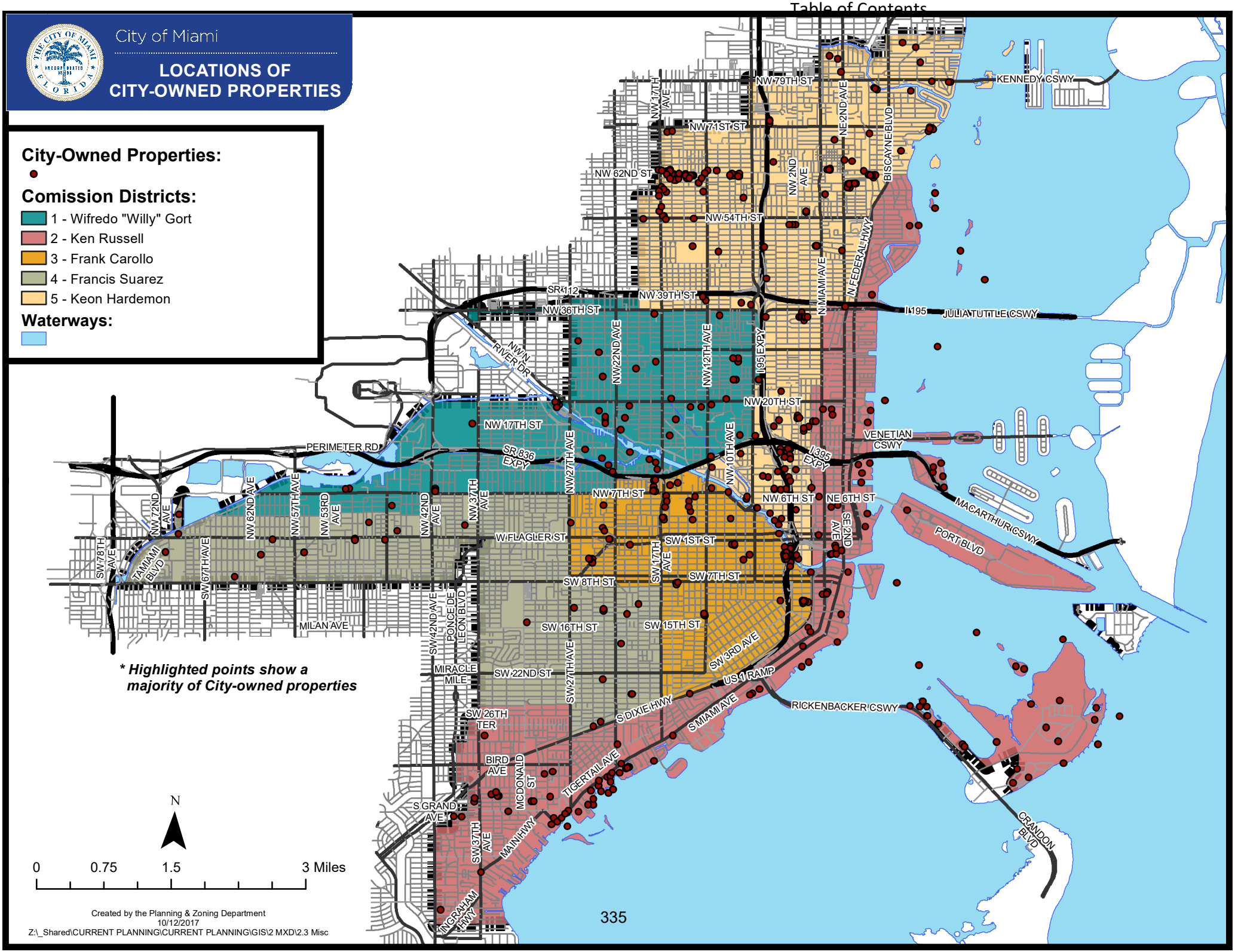
Priority: Quality of Life
Citywide Goal: Creating and improving our shared civic spaces
Citywide Objectives:

- Maintain look and feel of public spaces to a high standard

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Promote and implement strong internal controls for the Department and its divisions	Lease/License collections rate average collected before 90 days, (percent)	N/A	N/A	84	98
	Dockage receivables collection rate (percent)	99	95	97	92
Evaluate and optimize current business processes within all Departmental sections	Dockage occupancy rate (percent)	88	61	54	62
Explore opportunities and strategies that can expand and, or improve services at City-owned facilities	Utilization of Manuel Artime Theatre based on available days for rental (percent)	55	54	58	70
	Events per year at the Manuel Artime Theatre	130	155	157	160
Manage and improve internal processes for providing monthly financial reports on leases and licenses of City-owned properties and City departments	Leased office spaces occupied at Manuel Artime Center (percent)	89	87	87	90
Apply for a minimum of four grants to help support capital improvements projects at City facilities	Capital Improvement and Repair Grants Awarded (number)	N/A	2	0	2
Collaborate to install a tailored customer service programs for each Departmental section	Customer Satisfaction Rating (Marinas Customer Service rating, Out of 5)	N/A	4	3	5
	Customer Satisfaction Rating (Cultural Arts and Convention Centers, Customer Service rating, Out of 5)	N/A	4	5	5

City of Miami

LOCATIONS OF CITY-OWNED PROPERTIES



Real Estate and Asset Management

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,191,000	0	3,191,000	3,364,000	0	3,364,000
512010 - Attrition Savings - Salaries	(182,000)	0	(182,000)	(481,000)	0	(481,000)
514000 - Overtime	71,000	0	71,000	71,000	0	71,000
516000 - Fringe Benefits	17,000	0	17,000	22,000	0	22,000
521000 - Fica Taxes	259,000	0	259,000	258,000	0	258,000
522000 - Retirement Contributions	1,108,000	0	1,108,000	1,210,000	0	1,210,000
523000 - Life and Health Insurance	900,000	0	900,000	1,004,000	0	1,004,000
Personnel	**5,364,000**	**0**	**5,364,000**	**5,448,000**	**0**	**5,448,000**
Operating Expense						
524000 - Workers' Compensation	67,000	0	67,000	73,000	0	73,000
531000 - Professional Services	204,000	8,000	212,000	204,000	8,000	212,000
533000 - Court Services	4,000	0	4,000	4,000	0	4,000
534000 - Other Contractual Services	4,099,000	3,038,000	7,137,000	4,498,000	3,558,000	8,056,000
540000 - Travel and Per Diem	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	36,000	0	36,000	39,000	0	39,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543000 - Utility Services	558,000	0	558,000	573,000	0	573,000
544000 - Rentals and Leases	284,000	0	284,000	284,000	0	284,000
545011 - Insurance - Vehicle Liability	6,000	0	6,000	0	0	0
545012 - Insurance - Property & Casualty	1,856,000	0	1,856,000	2,042,000	0	2,042,000
545013 - Insurance - General Liability	23,000	0	23,000	39,000	0	39,000
546000 - Repair and Maintenance Services	177,000	0	177,000	177,000	0	177,000
546001 - IT-Repair and Maintenance Services	87,000	0	87,000	116,000	0	116,000
546002 - Vending - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
547000 - Printing and Binding	(1,000)	0	(1,000)	0	0	0
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	0	0	0
548100 - Advertising and Related Costs	1,000	0	1,000	1,000	0	1,000
549000 - Other Current Charges and Obligations	0	40,000	40,000	0	40,000	40,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	157,000	0	157,000	157,000	0	157,000
552011 - Saleable Fuel	100,000	0	100,000	70,000	0	70,000
552200 - Clothing/Uniform Supplies	8,000	0	8,000	12,000	0	12,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	40,000	0	40,000	40,000	0	40,000

Real Estate and Asset Management

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
Operating Expense	**7,726,000**	**3,086,000**	**10,812,000**	**8,348,000**	**3,606,000**	**11,954,000**
Non-Operating Expense						
896000 - Budget Reserve	0	3,782,000	3,782,000	0	2,881,000	2,881,000
Non-Operating Expenses	**0**	**3,782,000**	**3,782,000**	**0**	**2,881,000**	**2,881,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	4,830,000	4,830,000
891100 - Intrafund Transfers	0	0	0	0	471,000	471,000
Transfers - OUT	**0**	**0**	**0**	**0**	**5,301,000**	**5,301,000**
Total Expense	**13,090,000**	**6,868,000**	**19,958,000**	**13,796,000**	**11,788,000**	**25,584,000**

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT Phone: (305) 416-1381

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.

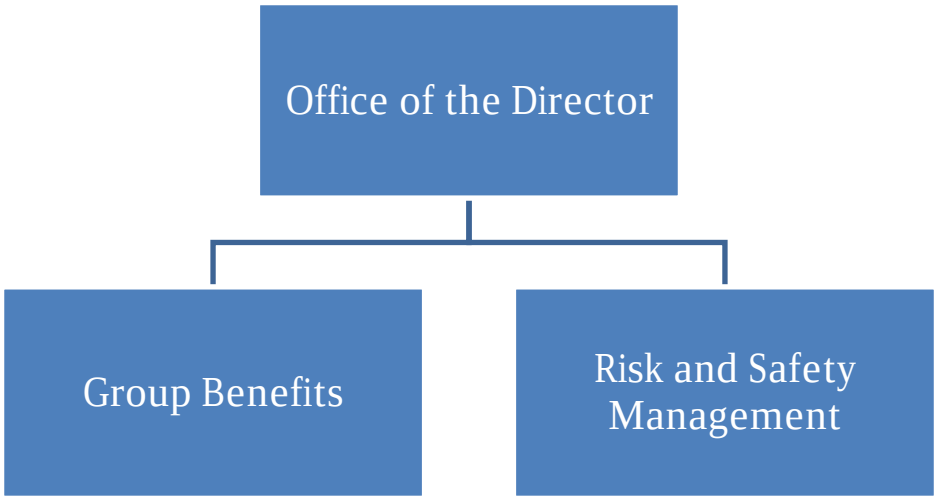
Description

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 Administration's Priority of *Quality of Life*, the Department manages first and third party claims. The Department also implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is also responsible for developing the property and casualty program as well as designing and administering the City's employee group benefits and safety programs.

The Department of Risk Management works closely with all operating departments and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2018-19	FY 2019-20
OFFICE OF THE DIRECTOR Recommends and implements effective enterprise risk management procedures and practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; establishes a collaborative relationship with all of the City's departments to minimize adverse financial losses and to promote a safe environment.	3	3
GROUP BENEFITS Manages and coordinates all functions related to the provision and administration of the City's self-insured and fully-insured group benefits programs; provides technical support; orients, educates, and assists employees with enrollment of benefits; processes claims; notifies and assists former employees in regard to their qualification for continued benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA); coordinates the management of unemployment benefits for qualified former employees; reconciles monthly billing invoices associated with group benefit-related payments.	4	4
RISK AND SAFETY MANAGEMENT Manages and coordinates all functions related to risk, claims, and safety management; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured, commercially-insured programs, and contractual risk transfers; completes and processes the required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring that the City is compliant and responsive to federal requirements involving the Americans with Disabilities Act (ADA), the Health Insurance Portability and Accountability Act (HIPAA), and the Affordable Care Act (ACA).	13	17
TOTAL FULL-TIME POSITIONS	**20**	**24**

Risk Management

Department Expenditure Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	2,172,568	2,245,746	2,320,626	2,454,000	3,023,000
Operating Expense	417,852	627,455	604,652	498,000	640,000
Capital Outlay	0	0	1,699	0	0
	2,590,420	**2,873,201**	**2,926,977**	**2,952,000**	**3,663,000**

Department / Fund Relationship

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Fund	2,590,420	2,873,201	2,926,977	2,952,000	3,663,000
	2,590,420	**2,873,201**	**2,926,977**	**2,952,000**	**3,663,000**

Department Strategies for FY 2019-20

Continue to improve the safety training program by adding defensive driving training classes.
Continue to obtain a minimum of a 65 percent completion rate of high priority corrective actions taken within 60 days by working collaboratively with departments to implement a process and procedure for corrective actions.
Continue to maintain an average of less than 16 days for average lost work days for workers compensation claims.
Continue to achieve a motor vehicle incident rate below 15 percent.

Accomplishments in FY 2018-19

Increased the number of safety training classes offered from eight to thirteen classes per month.
Obtained 76 percent completion rate of high priority corrective actions taken within 60 days.
Maintained an average of less than 16 days for average lost work days for workers compensation claims.
Achieved a motor vehicle incident rate of seven percent compared to the targeted rate of 15.
Completed the implementation of the the Risk Management Information System, this will allow the City to administer all liability claims in-house. Liability claims are currently outsourced to a third party administrator, self administering these claims will result in long term savings to the City.

Budget Highlights for FY 2019-20

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of three Claims Adjuster II positions and one Claims Adjuster III position that will manage Workers' Compensation claims and all Liability claims in-house, which was previously processed by a third party administrator $236,000 (GF) resulting in a savings of $556,000 (ISF).
The Professional Services Line item reflects an increase of $132,000 (GF) for the Risk Management System

subscription fee.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between 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 two percent across the board increase $73,000 (GF); and an average of five percent salary increase and a two percent across the board increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907$31,000 (GF).
To reflect the amendments made as recommended in the Memorandum titled Information for the Second Budget Hearing – FY 2019-20 Proposed Budget (see Appendix J), includes a budgeted attrition of $30,000 (GF).

Strategic Alignment and Performance Measures

Priority: Quality of Life
Citywide Goal: Deliver efficient and effective services
Citywide Objective:
Strengthen trust through excellence service

Department Goals	Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Target
Improve employee wellness and work-life quality	Workers Compensation and Automobile claims closure rate (number)	255	272	127	125
	Average lost workdays for new workers compensation claim (days)	12	11	8	16
	Percentage of employees participating in well-being program (percent)	4	5	7.2	10
	Motor Vehicle Incident Rate (percent)	.11	3.5	.8	11
	High priority corrective action taken within 60 days (percent)	6	18.2	70.2	50

Risk Management

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,445,000	0	1,445,000	1,882,000	0	1,882,000
512010 - Attrition Savings - Salaries	0	0	0	(30,000)	0	(30,000)
516000 - Fringe Benefits	13,000	0	13,000	9,000	0	9,000
521000 - Fica Taxes	110,000	0	110,000	147,000	0	147,000
522000 - Retirement Contributions	514,000	0	514,000	601,000	0	601,000
523000 - Life and Health Insurance	372,000	0	372,000	414,000	0	414,000
Personnel	**2,454,000**	**0**	**2,454,000**	**3,023,000**	**0**	**3,023,000**
Operating Expense						
524000 - Workers' Compensation	39,000	0	39,000	41,000	0	41,000
525000 - Unemployment Compensation	80,000	0	80,000	80,000	0	80,000
531000 - Professional Services	301,000	0	301,000	433,000	0	433,000
540000 - Travel and Per Diem	7,000	0	7,000	7,000	0	7,000
541100 - Postage	8,000	0	8,000	8,000	0	8,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	1,000	0	1,000	3,000	0	3,000
545013 - Insurance - General Liability	7,000	0	7,000	0	0	0
546001 - IT-Repair and Maintenance Services	29,000	0	29,000	42,000	0	42,000
548100 - Advertising and Related Costs	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	12,000	0	12,000	12,000	0	12,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	**498,000**	**0**	**498,000**	**640,000**	**0**	**640,000**
Total Expense	**2,952,000**	**0**	**2,952,000**	**3,663,000**	**0**	**3,663,000**

OTHER GENERAL FUND BUDGETS

- Non-Departmental Accounts (NDA)
- NDA Schedule
- Pension and Retirement Plans Overview
- Pension Summary

Non-Departmental Accounts

Department Head: Christopher Rose Phone: (305) 416-1500

Description

The Non-Departmental Accounts (NDA) provides the fiscal resources necessary for governmental operations that are considered multi-departmental or otherwise do not fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

Non-Departmental Accounts

Department Summary

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel	9,652,922	12,305,477	7,980,243	6,610,000	8,958,000
Operating Expense	12,530,338	15,092,869	17,849,839	8,813,000	7,945,000
Capital Outlay	37,943	3,109	0	0	0
Non-Operating Expenses	4,583,587	7,344,333	7,706,821	53,540,000	22,744,000
Transfers - OUT	95,881,200	72,361,100	84,379,000	51,119,000	62,370,000
	122,685,991	**107,106,887**	**117,915,904**	**120,082,000**	**102,017,000**

Non-Departmental

	FY 2018-19 Adopted General Fund	FY 2018-19 Adopted Sp. Rev. Fund	Total	FY 2019-20 Adopted General Fund	FY 2019-20 Adopted Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
515000 - Special Pay	5,800,000	0	5,800,000	8,025,000	0	8,025,000
516010 - Fringe Benefits - Tuition Reimbursement	300,000	0	300,000	0	0	0
522000 - Retirement Contributions	510,000	0	510,000	933,000	0	933,000
Personnel	**6,610,000**	**0**	**6,610,000**	**8,958,000**	**0**	**8,958,000**
Operating Expense						
531000 - Professional Services	921,000	0	921,000	922,000	0	922,000
531010 - Professional Services-Legal Services	4,481,000	0	4,481,000	5,035,000	0	5,035,000
534000 - Other Contractual Services	430,000	0	430,000	300,000	0	300,000
548000 - Promotional Activities	0	687,000	687,000	0	703,000	703,000
549000 - Other Current Charges and Obligations	2,191,000	0	2,191,000	873,000	0	873,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	103,000	0	103,000	112,000	0	112,000
Operating Expense	**8,126,000**	**687,000**	**8,813,000**	**7,242,000**	**703,000**	**7,945,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	1,723,000	0	1,723,000	1,773,000	0	1,773,000
882000 - Aids to Private Organizations	2,553,000	460,000	3,013,000	4,110,000	0	4,110,000
896000 - Budget Reserve	6,229,000	0	6,229,000	6,680,000	0	6,680,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	7,000,000	0	7,000,000
899000 - Other Uses	37,575,000	0	37,575,000	3,181,000	0	3,181,000
Non-Operating Expenses	**53,080,000**	**460,000**	**53,540,000**	**22,744,000**	**0**	**22,744,000**
Transfers-OUT						
891000 - Interfund Transfers	49,309,000	0	49,309,000	58,737,000	0	58,737,000
891200 - Transfer Out-Cost Allocation	0	0	0	1,649,000	0	1,649,000
891100 - Intrafund Transfers	1,810,000	0	1,810,000	1,984,000	0	1,984,000
Transfers - OUT	**51,119,000**	**0**	**51,119,000**	**62,370,000**	**0**	**62,370,000**
Total Expense	**118,935,000**	**1,147,000**	**120,082,000**	**101,314,000**	**703,000**	**102,017,000**

NDA Schedule

Program	Account Description	FY 2018-19 Adopted Budget	FY 2019-20 Budget	Description
Employee One-Time Payouts	515000 Special Pay	5,800,000	8,025,000	Reserve for centralization of separation and other one-time salary payments
Employee Tuition Reimbursements	516010 Fringe Benefits - Tuition Reimbursement	300,000	0	Tuition Reimbursements for City employees (Included in the Reserve for Internal Service Functions)
Elected Officers' Retirement Trust	522000 Retirement Contributions	510,000	829,000	Elected Officers' Retirement Trust Payment
Change Memo #1 - Retirement cost related to Ordinance #5434	522000 Retirement Contributions	0	104,000	Increase in retirement cost related to the changes to Ordiance #5434
Legislative Support	531000 Professional Services	125,000	125,000	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	723,000	724,000	Fee for the administration of the Parking Surcharge Program
Impact Fee Study	531000 Professional Services	50,000	50,000	Study Impact Fee Rates
Miami Dade Transportation Planning Organization (TPO)	531000 Professional Services	23,000	23,000	Participation Fee due each January for non-County governmental agencies with voting membership on the TPO Governing Board
Legal Services: Citywide	531010 Professional Services Legal	4,300,000	1,500,000	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: Flagstone	531010 Professional Services Legal	0	2,500,000	Payment of the Flagstone Settlement (Year 2)
Legal Services: 346 NW 29th Street LLC	531010 Professional Services Legal	2,000,000	854,000	Payment of the 346 NW 29th St LLC Settlement (Year 3)
State Attorneys Office	531010 Professional Services Legal	181,000	181,000	MOU between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of cold case investigations
eMerge-Miami Technology Conference	534000 Other Contractual	100,000	50,000	eMerge-Miami Technology Conference
Energy Performance Contracting	534000 Other Contractual	250,000	100,000	Energy Performance Contracting
Zika Abatement	534000 Other Contractual	400,000	0	Zika Prevention (funded in departments in FY 2019-20)
Forensic Audit: Melreese	534000 Other Contractual	80,000	0	Forensic Audit of the operation at the Melreese Golf Course (Funded only in FY 2018-19)
Water Quality Issues	534000 Other Contractual	50,000	0	Water Quality Issues (One Time)
GESE Administration	534000 Other Contractual	-450,000	0	GESE Administrative Budget Savings (One Time)
Census	534000 Other Contractual	0	150,000	Census Get Out the Count Effort
Elections	549000 Other Current Charges and Obligation	91,000	873,000	Estimated elections expenses (as provided by the City Clerk)
ATS Red-light Camera	549000 Other Current Charges and Obligation	100,000	0	Payment to the contractor for the administration of the Red Light Camera Program (discontinued)
Miami-Dade County League of Cities annual membership fee	554000 Subscription, Membership, License	20,000	20,000	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	554000 Subscription, Membership, License	41,000	50,000	Citywide Subscriptions and Memberships

NDA Schedule

Program	Account Description	FY 2018-19 Adopted Budget	FY 2019-20 Budget	Description
National League of Cities annual membership fee	554000 Subscription, Membership, License	19,000	19,000	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	554000 Subscription, Membership, License	3,000	3,000	Citywide Subscriptions and Memberships
Annual subscription for legislative research	554000 Subscription, Membership, License	2,000	2,000	Citywide Subscriptions and Memberships
International Hispanic Network annual membership fee	554000 Subscription, Membership, License	2,000	2,000	Citywide Subscriptions and Memberships
Network Forum for Black Public Administrators annual membership fee	554000 Subscription, Membership, License	5,000	5,000	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	554000 Subscription, Membership, License	2,000	2,000	Citywide Subscriptions and Memberships
US Conference of Mayors annual membership fee to the	554000 Subscription, Membership, License	9,000	9,000	Citywide Subscriptions and Memberships
Civilian Investigative Panel (CIP)	881000 Aids to Government Agencies	1,174,000	1,174,000	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	881000 Aids to Government Agencies	300,000	300,000	City contribution to the Virginia Key Beach Trust
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	199,000	199,000	City contribution to the Liberty City Community Revitalization Trust
Downtown Cleanup	881000 Aids to Government Agencies	0	100,000	Downtown Sidewalk Cleanup
Miami Dade College Scholarships	882000 Aids to Private Organizations	0	50,000	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	882000 Aids to Private Organizations	0	120,000	Child Savings Accounts
Latin Champions Professional Golf Association	882000 Aids to Private Organizations	50,000	0	City contribution to the Latin Champions Professional Golf Association
Super Bowl: Host Committee	882000 Aids to Private Organizations	500,000	0	Super Bowl 2020 Host Committee (Funded only in FY 2017-18)
Super Bowl: In-Kind Services	882000 Aids to Private Organizations	0	3,000,000	In-Kind Services related the Super Bowl 2020 Police In-Kind Service($2 million); Fire Rescue In-Kind ($443,000); Public Works In-Kind Services ($500,000); Public Works Fee-Waiver ($300,000);Solid Waste In-Kind Services ($49,000); Code Compliance In-Kind Services ($8,000)
Coconut Grove Business Improvement District	882000 Aids to Private Organizations	280,000	300,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	882000 Aids to Private Organizations	110,000	125,000	City Contribution to Do The Right Thing
Police Athletic League	882000 Aids to Private Organizations	400,000	415,000	City Contribution to Police Athletic League
Camillus House Day Program	882000 Aids to Private Organizations	100,000	0	Camillus House Day Program (Moved to the Human Services Department)
City Year	882000 Aids to Private Organizations	100,000	0	City Year Program (Moved to the Human Services Department)
Downtown Employment Program	882000 Aids to Private Organizations	63,000	0	Downtown Employment Program (Moved to Resilience and Public Works Department)

NDA Schedule

Program	Account Description	FY 2018-19 Adopted Budget	FY 2019-20 Budget	Description
Lotus House	882000 Aids to Private Organizations	0	100,000	City Contribution to Lotus House
Overtown Youth Center	882000 Aids to Private Organizations	1,000,000	0	Overtown Youth Center (Funded only in FY 2018-19)
Reserve for Uncollectable	896000 Budget Reserve	5,779,000	5,779,000	Budget reserve for uncollectable revenues
Reserve for Internal Service Functions	896000 Budget Reserve	75,000	180,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
City Manager's Reserve	896000 Budget Reserve	125,000	125,000	Reserve for other uses to be determined during the fiscal year
Police Training Reserve	896000 Budget Reserve	100,000	0	Police Training Reserve (Funded only in FY 2018-19)
Victims of Crime Act (VOCA)	896000 Budget Reserve	0	0	To fund the Victims of Crime Act (VOCA) FY 2018-19 Grant
Community Investment Programs	896000 Budget Reserve	150,000	0	Contribution to the Community Investment Programs (Moved to the Human Services Department)
Emergency Medical Services (EMS Grant)	896000 Budget Reserve	0	9,000	Grant Match for the FY 2018-19 Emergency Medical Services (EMS) Grant
Reserve for Salary Studies	896000 Budget Reserve	0	587,000	Reserve for salary study of engineering positions
Pension	896000 Budget Reserve	0	0	Pension Cost related to Ordinance #5434
Contingency Reserve	897000 Contingency Reserve	5,000,000	5,000,000	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Reserve	897000 Contingency Reserve	0	2,000,000	Reserve to Build Back the Unrestricted General Fund Balance
Building Reserves	899000 Other Uses	10,218,000	2,181,000	Reserve to ensure that Building Revenues are only spent on Building expenses
The Mayor's Elderly Rent Credit	899000 Other Uses	0	0	Elderly Rent Credit
40 and 50 Year Recertifications	899000 Other Uses	0	1,000,000	40 and 50 Year Recertifications
Labor Negotiations Reserves	899000 Other Uses	27,357,000	0	Public Safety Reserves
	Total Non-Departmental Accounts less Transfer-Out	**67,816,000**	**38,944,000**	
Interfund Transfer	891000 Interfund Transfer	52,973,000	58,737,000	Please refer to the "All Transfers Out" Schedule on next page
Intrafund Transfer	891100 Intrafund Transfer	0	1,984,000	Contribution from General Fund to the Transportation Reserve General sub-fund
Interfund Transfer	891200 Cost Allocation Transfer	1,897,000	1,649,000	Contribution from General Fund to Cost Allocation
	Total Transfer-Out	**54,870,000**	**62,370,000**	
	Total Non-Departmental	**122,686,000**	**101,314,000**	

Pension and Retirement Plans Overview

The City of Miami sponsors three separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE), and the City of Miami Elected Officers' Retirement Trust (EORT). Additionally, the City sponsors a defined contribution plan, administered by the International City/County Management Association (ICMA). The City's FY 2019-20 Budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation. Most of the City's contribution is made from the General Fund, with a portion coming from the Special Revenue funds.

In compliance with the Governmental Accounting Standard Board (GASB), Generally Accepted Accounting Principles (GAAP), and recommendation by the outside auditors, the City's Pension cost is budgeted in each department. The FY 2019-20 Budget for Pension payments is $125.124 million. This represents an increase of $14.146 million or 13.6 percent as compared to the FY 2018-19 Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2019-20:

Firefighters' and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Chapter 40 of the City of code, as amended, and related law such as the Amended Final Judgement in the matter of Gates v. City of Miami. Contributing participants are City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2018, membership in the FIPO Pension Plan consisted of 2,178 retirees and beneficiaries receiving benefits, and 1,938 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 City of Miami Code Sections 40.196 (a) and (b). Contributions to the FIPO Cost of Living Adjustment are authorized pursuant to Section 40.204 of the City of Miami Code. The yield on investments made by the FIPO Board is intended to reduce annual cash contributions that would otherwise be provided by the City. The current actuarially expected rate of return is 7.3 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2019-20 required contribution based on the actuarial valuation report dated October 1, 2018 is $61.669 million which includes $2.235 million of administrative cost. Additionally, the City is required to contribute $6.932 million for the Cost of Living Adjustment.

Pension and Retirement Plans Overview

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers three defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust"). Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of that plan.

- **GESE Trust**

  The GESE Trust is a single-employer defined benefit plan, established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under 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, 2018, membership in the GESE Trust was 1,947 retirees, disabled, vested, and beneficiaries currently receiving benefits and 1,959 current employees. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, will fully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

  Contributions to the GESE Trust are authorized pursuant to City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs. The valuation is based on a series of actuarial assumptions, including an interest (actuarial asset return) rate of 7.6 percent per year.

  Additionally, pursuant to the City of Miami Code Section Sec. 40-244, the Errors and Omission Insurance for the GESE Trust is now included in the actuarial valuation ($100,000).

The City's FY 2019-20 required contribution based on the actuarial valuation report dated October 1, 2018 is expected to be $51.341 million which includes $6.230 million of normal cost. The actuarial valuation reflects an additional $68,000 to provide benefits to all City Attorneys, in accordance with a legislation proposed for First Reading on June 27, 2019.

- **GESE Excess Benefit Plan**

  The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the

Pension and Retirement Plans Overview

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 2019-20 required contribution based on the actuarial valuation report dated October 1, 2018 is estimated at $421,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

- **GESE Staff Trust**

The GESE Staff Trust is a single-employer defined benefit plan. The Staff Trust was established by the rule-making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all administrative full-time 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, 2018, membership in the Staff Trust included seven retirees currently receiving benefits, and five active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, will fully provide benefits as they become payable. Members of the Staff Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Staff Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

The City's FY 2019-20 contribution determined through actuarial valuation is $221,616 for the Staff Pension Staff Plan and $41,479 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $263,000 or $21,925 per employee/retiree. This amount is included in GESE's administrative cost.

Elected Officers' Retirement Trust (EORT)

The EORT, administered by the Finance Director, is a single-employer defined benefit pension plan under the administration and management of the Board of Trustees and the City of Miami Elected Officers' Retirement Trust (EORT). The EORT plan is available to 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.

Pension and Retirement Plans Overview

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 May 29, 2019, membership in the EORT consisted of six retirees, two active participants not receiving benefits, and two vested participants with deferred benefit payable at age 55.

The actuarial valuation reflects an additional $462,000 to provide benefits to current and future elected officials, in accordance with legislation proposed on First Reading on June 27, 2019.

The City's FY 2019-20 contribution determined through actuarial valuation is $829,000 . The Elected Officers' Retirement Trust is budgeted in the Non-Departmental Account.

Contributory Section 401(a) Plan

The 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 which is equivalent to the Manager's retirement plan beginning on October 1, 2014 is optional for City elected officials that are not eligible under EORT.

In accordance with a legislation proposed for First Reading on June 27, 2019, the payments for those employees that would be eligible for pension benefits are budgeted in the respective City contribution to each pension and not in the Section 4-19(a) Plan.

On June 16, 2019, there were approximately 47 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2019-20 contributions are anticipated at $710,000 .

Pension Summary

Account	FY 2017-18 Budget	FY 2018-19 Budget	FY 2019-20 Budget
Revenues			
General and Special Revenue Funds	103,530,000	110,978,000	125,124,000
Total Revenues	**103,530,000**	**110,978,000**	**125,124,000**
Expenditures			
511000 Executive Salaries	40,000	38,000	38,000
521000 FICA	3,000	3,000	3,000
541100 Postage	15,000	15,000	15,000
534000 Administrative Cost	3,300,000	*2,824,000	3,052,000
534000 GESE Administrative Cost for Excess	116,000	112,000	114,000
522000 GESE Required Contributions	40,879,000	43,527,000	51,341,000
522000 GESE Excess Benefits	915,000	500,000	421,000
Total GESE	**45,268,000**	**47,019,000**	**54,984,000**
522010 FIPO Required Contribution which includes $2.235 million of administrative cost in FY 2019-20	50,592,000	56,030,000	61,669,000
522010 FIPO COLA	6,408,000	6,665,000	6,932,000
Total FIPO	**57,000,000**	**62,695,000**	**68,601,000**
522000 EORT	510,000	510,000	**829,000
Total EORT	**510,000**	**510,000**	**829,000**
522000 ICMA 401(a)	752,000	754,000	710,000
Total ICMA	**752,000**	**754,000**	**710,000**
Total Expenditures	**103,530,000**	**110,978,000**	**125,124,000**

*Reduced by $450,000 as per the Actions Taken in the Second Budget Hearing

** Includes $462,000 of additional funding pursuant to agenda Item 5939 which passed First Reading on June 27, 2019

APPENDIX A:
PROPERTY TAX INFORMATION

- Net Assessed Valuation of Taxable Property
  – Last Ten Fiscal Years

- Millage Rate 30-Year History

- Property Tax Rates for Direct and Overlapping Government
  – Last Ten Fiscal Years

Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate
2009	37,149,190,992	8.3335
2010	31,466,457,890	8.6441
2011	30,352,746,208	8.5010
2012	31,333,834,037	8.4710
2013	32,735,569,577	8.4310
2014	35,284,841,538	8.3850
2015	39,903,058,628	8.3351
2016	44,602,305,542	8.2900
2017	49,632,000,000	8.0300
2018	53,357,105,033	8.0300
2019	58,961,599,417	7.9900

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
1989-90	9.5995	2.3381	11.9376
1990-91	9.5995	2.3381	11.9376
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850
2015-16	7.6465	0.6886	8.3351
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300
2018-19	7.5865	0.4435	8.0300
2019-20	7.5665	0.4235	7.9900

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
2009	7.6740	0.6595	8.3335	7.9950	5.1229	0.5000	0.3822	0.5346	0.0894		0.0345	22.9921
2010	7.6740	0.9701	8.6441	8.2490	5.8725	0.5000	0.2840	0.5346	0.0894		0.0345	24.2081
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624		0.0345	22.7463
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613		0.0345	22.5934
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	0.0587		0.0345	22.6515
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786
2015	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376
2016	7.6465	0.6435	8.2900	7.3220	5.0669	0.5000	0.2840	0.1359	0.0471	0.1477	0.0320	21.8256
2017	7.4365	0.5935	8.0300	6.9940	5.0669	0.4673	0.2840	0.1275	0.0441	0.1384	0.0320	21.1842
2018	7.5865	0.4435	8.0300	6.5040	4.6669	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454
2019	7.5665	0.4235	7.9900	7.0250	4.6669	0.4680	0.2840	0.1152	0.0397	0.1246	0.0320	21.3464

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

General Fund Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Economic Assumptions

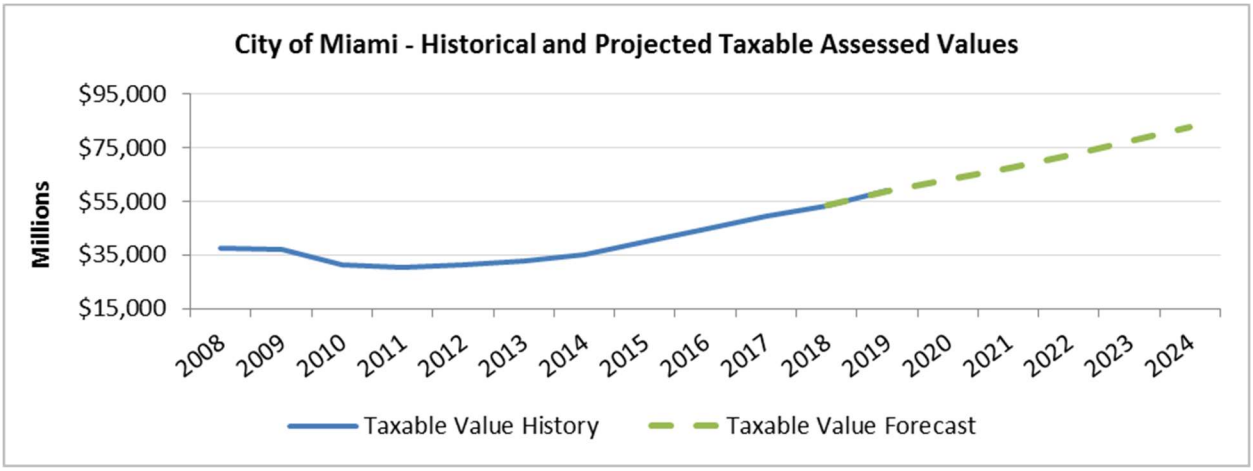
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the U.S. Census Bureau indicates that Miami's population in 2018 was 470,914. Based on this estimate and historical trends, the five-year forecast assumes continued growth in the City's resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 49 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. The City has seen assessed values grow 13.1 percent in 2015, 11.8 percent in 2016, 11.3 percent in 2017, and 7.5 percent in 2018. However, assessed values grew by 10.5 percent in 2019 – three percent higher than originally projected.

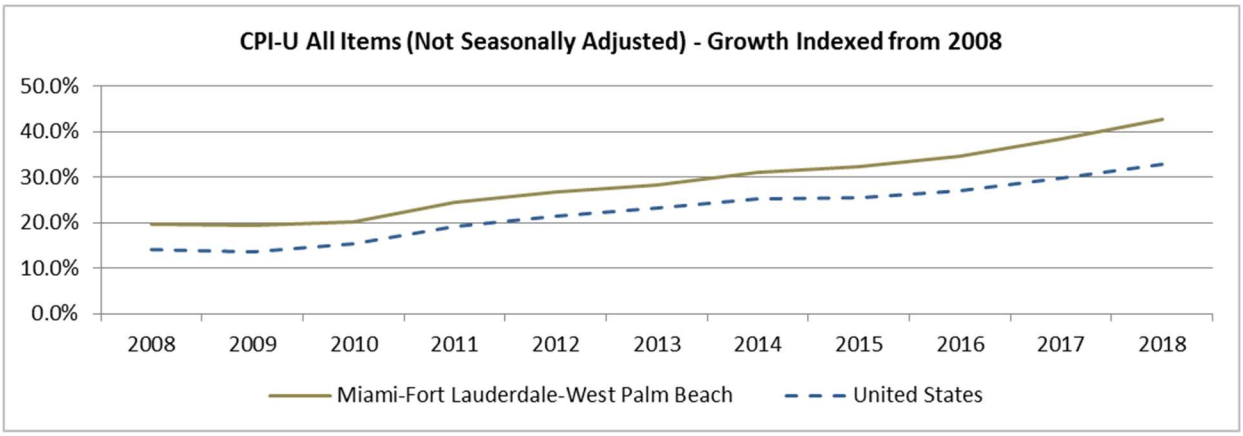


The five-year forecast assumes that the growth in taxable assessed value (TAV) will stabilize at around seven percent in tax year 2020.

General Fund Forecast

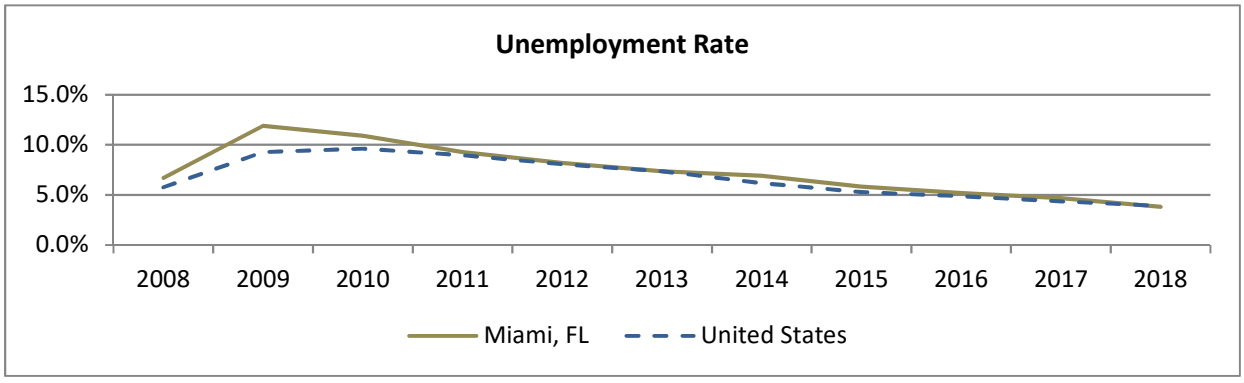
						Projected				
Tax Year	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**
TAV (Billions)	$39.90	$44.60	$49.63	$53.36	$58.96	$63.09	$67.51	$72.23	$77.29	$82.69
% Change	13.1%	11.8%	11.3%	7.5%	10.5%	7.0%	7.0%	7.0%	7.0%	7.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicate that since 2008, the Consumer Price Index (CPI) has grown more rapidly in the Miami-Fort Lauderdale-West Palm Beach area than the average rate of growth for the rest of the country. The Miami metro area Consumer Price Index saw prices in the Miami-Fort Lauderdale area increase each year since 2009. The last three years have shown average growth of 1.4 percent annually.

Unemployment



Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of 9.6 percent in 2010 to 3.9 percent in 2018. Similarly, the unemployment rate in the City of Miami declined from a high of 11.9 percent in 2009 to 3.8 percent in 2018. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

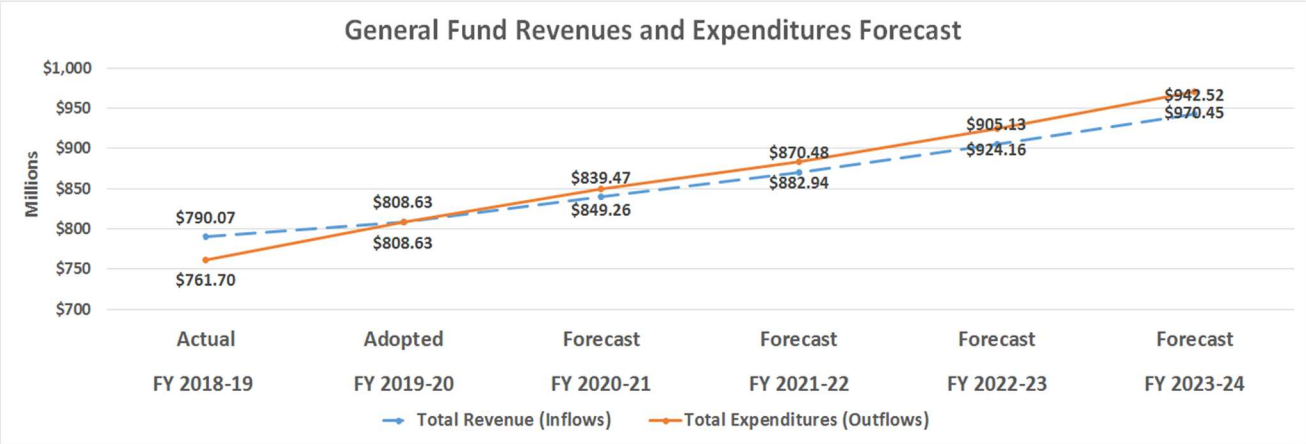
General Fund Forecast

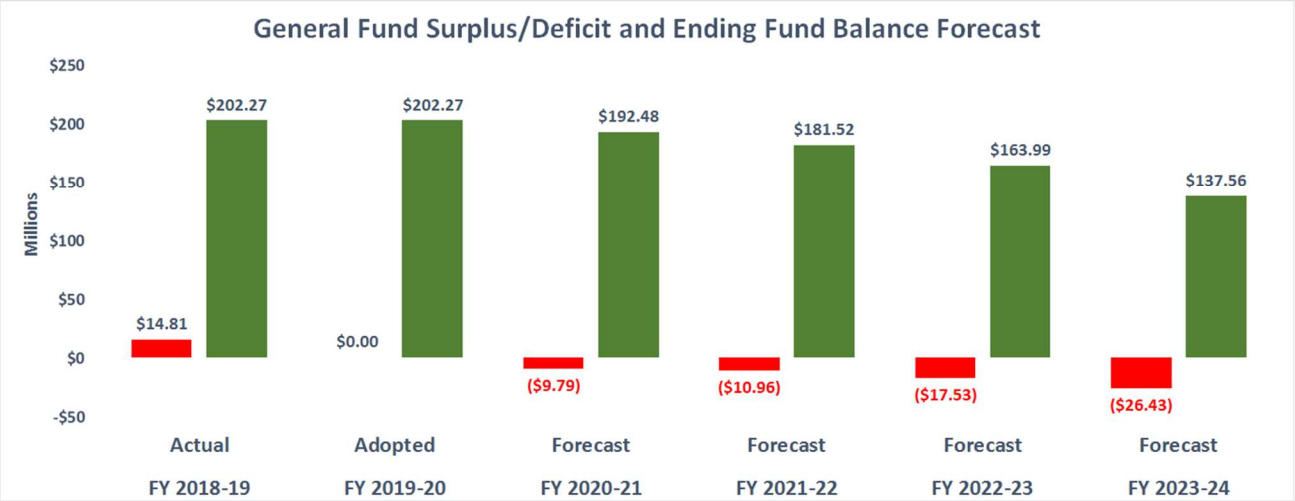
General Fund Five-Year Forecast Summary

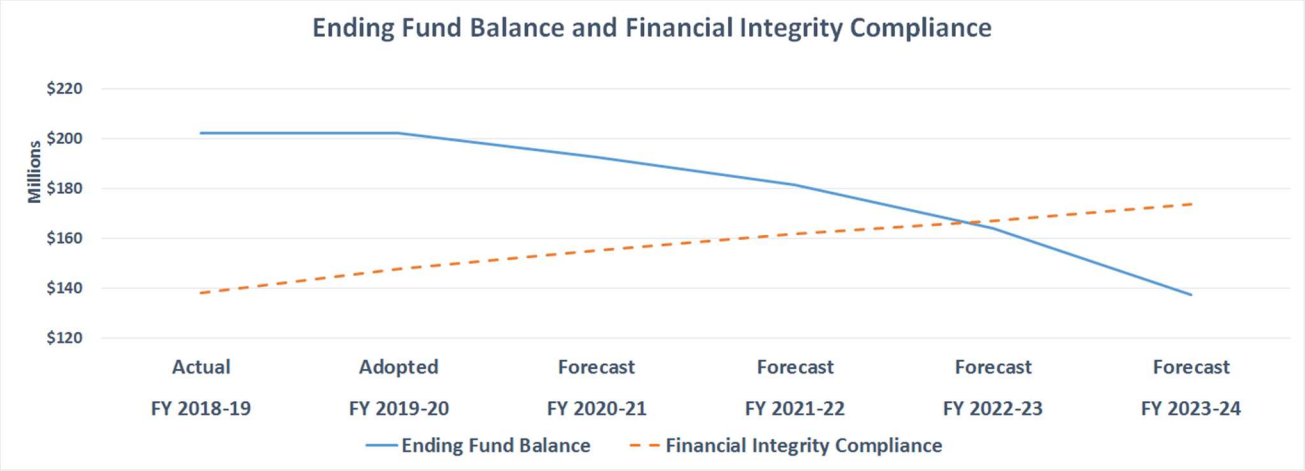
The Five-Year Financial Forecast projects that revenues will not grow as fast as anticipated expenditures. Overall, General Fund revenues are projected to grow by 16.6 percent over the next five years. However, General Fund expenditures are projected to grow by 20 percent over the same period. With the projected fund balance of $202.269 million for FY 2018-19, the City will meet the total Financial Integrity Principle (FIP) requirement estimated for that year.

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 2019-20 to FY 2023-24 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.

General Fund Forecast







General Fund Five-Year Forecast Summary

	FY 2018-19 Actuals	FY 2019-20 Adopted	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast
Revenues						
Property Taxes	359,518,153	396,441,000	422,585,700	450,719,000	480,964,300	513,455,100
Franchise Fees and Other Taxes	115,618,612	115,481,000	118,384,600	120,752,300	123,167,300	125,630,600
Interest	12,357,624	7,150,000	7,150,000	6,435,000	5,791,500	5,212,400
Transfers-IN	5,669,006	3,862,000	3,862,000	3,862,000	3,862,000	3,862,000
Fines and Forfeitures	7,699,132	5,904,000	5,904,000	5,904,000	5,904,000	5,904,000
Intergovernmental Revenues	80,592,229	81,856,000	83,819,000	85,848,000	87,945,200	90,113,500
Licenses and Permits	75,421,803	67,905,000	65,882,100	64,136,800	62,643,200	61,377,400
Other Revenues (Inflows)	10,969,024	7,365,000	7,365,000	7,365,000	7,365,000	7,365,000
Charges for Services	122,226,196	122,669,000	124,516,100	125,456,100	127,485,600	129,601,100
Total Revenue (Inflows)	**790,071,779**	**808,633,000**	**839,468,500**	**870,478,200**	**905,128,100**	**942,521,100**
Expenditures						
General Government	77,417,939	87,560,000	92,685,800	98,108,400	103,882,700	110,030,600
Planning and Development	24,365,574	26,377,000	27,867,200	29,445,500	31,123,400	32,907,000
Public Works	85,558,378	94,681,000	99,790,000	105,199,000	110,941,600	117,038,900
Public Safety	408,176,518	427,028,000	449,893,000	474,020,000	499,528,500	525,668,900
Development	1,822,444	2,437,000	2,602,500	2,777,000	2,965,100	3,167,600
Total Other	63,177,310	69,236,000	72,860,900	76,459,700	80,270,500	84,306,000
Non Departmental Units	101,181,462	101,314,000	103,563,480	95,427,572	93,946,034	95,831,773
Total Expenditures (Outflows)	**761,699,625**	**808,633,000**	**849,262,880**	**881,437,172**	**922,657,834**	**968,950,773**
Surplus / (Deficit)	28,372,000	-	(9,794,380)	(10,958,972)	(17,529,734)	(26,429,673)
Internal Service Fund	549,000					
Estimated Accruals	(3,000,000)					
Close-Out	(11,115,000)					
Surplus / (Deficit) - Total	14,806,000	-	(9,794,380)	(10,958,972)	(17,529,734)	(26,429,673)
Beginning Fund Balance	187,463,551	202,269,551	202,269,551	192,475,171	181,516,199	163,986,465
Ending Fund Balance	202,269,551	202,269,551	192,475,171	181,516,199	163,986,465	137,556,792
Designated	133,776,266	133,776,266	125,478,054	118,018,664	111,305,212	105,263,106
Unassigned	68,493,285	68,493,285	66,997,117	63,497,535	52,681,253	32,293,686
FIP Target 10%	69,054,020	73,904,304	77,597,893	80,826,009	83,566,457	86,782,960

General Fund Forecast

Major Revenue Assumptions

Between FY 2019-20 and FY 2023-24, General Fund revenues are forecasted to grow by a total of 17 percent. The largest components of General Fund revenues are Property Taxes (49 percent of FY 2019-20 General Fund revenues), Franchise Fees and Other Taxes (14.3 percent), Charges for Services (15.2 percent), Licenses and Permits (8.4 percent), and Intergovernmental Revenues (10.1 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining three percent.

Property Taxes

The FY 2019-20 Budget for General Fund property tax revenue is $396.441 million. This budget is based on an assessed valuation of $58.962 billion and a reduced General Fund millage rate of 7.5665. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by 7.0 percent each year of the forecast through FY 2023-24. This assumption is based on the expectation that the development activity in the City has leveled out and will remain flat through the end of the five-year period.

Franchise Fees and Other Taxes

The FY 2019-20 Budget for Franchise Fees and Other Taxes is $115.481 million. This category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) and the Local Option Gas Tax (LOGT). PST and LOGT revenues were accounted for in special revenue funds until FY 2011-12, when these funds were consolidated with the General Fund in compliance with GASB 54. PST revenue is projected to grow at two percent next year and remain flat over the five-year period. Franchise Fees and Utility Service Fees for electricity are also projected to increase by four percent in FY 2020-21 and two percent through the rest of the forecast. Other revenues in this category are also projected to grow at two percent annually through FY 2023-24.

Interest

The FY 2019-20 Budget for Interest is $7.150 million. This category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will remain flat in FY 2020-21 and decline ten percent annually through the rest of the forecast due to market volatility.

Transfers-In

The FY 2019-20 Budget for Transfers-In is $3.862 million. This category includes revenues transferred into the General Fund from other City funds. These transfers are projected to remain flat over the course of the forecast period.

Fines and Forfeitures

The FY 2019-20 Budget for Fines and Forfeitures is $5.904 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, from red light cameras, and confiscated property. The forecast eliminates revenue that would have been collected from the Red Light Camera program as the City has discontinued it. All other revenues in this category are projected to remain flat annually.

Intergovernmental Revenues

The FY 2019-20 Budget for Intergovernmental Revenues is $81.856 million. This category includes revenues from the State of Florida, such as the Half-Cent Sales Tax, as well as revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues

General Fund Forecast

are projected to increase by two percent through FY 2023-24 with two notable exceptions. The Half Cent Sales Tax revenue is projected to increase by three percent and State Pension Payments are projected to increase by five percent through FY 2023-24.

Licenses and Permits
The FY 2019-20 Budget for Licenses and Permits is $67.905 million. This category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen an increase in building permits associated with growth in development activity. However, there are indications that growth is slowing down. As such, the five-year forecast assumes that building permit revenues will decline to more typical levels over the course of the next five years as new construction decreases, just as building inspections are projected.

Other Revenues
The FY 2019-20 Budget for Other Revenues is $7.365 million. This category includes revenues from miscellaneous sources not included in any of the other categories. Examples include revenue from the sale of confiscated items, miscellaneous reimbursements, providing police service at special events, etc. No growth is assumed for this category through FY 2023-24.

Charges for Services
The FY 2019-20 Budget for Charges for Services is $122.669 million. This category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. All Charges for Service revenues are projected to increase by two percent annually with the exception of Building Inspections. Building Inspections are expected to decline by ten percent in FY 2019-20 and by ten percent annually through the five-year period. As a result of the setoff clause of the settlement between the City of Miami and Flagstone Island Gardens, LLC, the Rents and Royalties revenue is projected to decrease by $1 million annually over ten years from FY 2021-22 to FY 2031-32.

General Fund Forecast

Major Expenditure Assumptions

General Fund expenditures are projected to grow by a total of 20 percent between FY 2019-20 and FY 2023-24. Personnel costs are the largest drivers of General Fund spending, comprising 72.2 percent of all FY 2019-20 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 (17.02 percent), transfers out (7.71 percent), Capital Outlay (0.21 percent), and other non-operating expenses (2.84 percent).

Salaries and Wages

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that cost of salaries and wages Citywide will grow by five percent annually through FY 2023-24 as normal step progression is assumed for each bargaining unit.

Employee Benefits

While employee wages comprises the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth.

Health Benefits

The cost of employee life and health insurance is projected to grow by nine percent annually through FY 2023-24.

Pension Costs

Growth in the cost of the City's retirement plans is forecasted at eight percent from FY 2019-20 to FY 2023-24 as the impact of increased return on market assets is realized. In FY 2021-22 expenses for the City of Miami Firefighters and Police Officer's Trust (FIPO) are expected to increase by $4.8 million and grow by five percent annually thereafter.

Workers' Compensation

Workers' compensation costs are projected to grow by five percent annually based on estimates developed by the City's casualty actuary.

Operating Expenses

Operating expenses such as professional services, utility costs, and materials and supplies, are projected to grow by two percent. Notable exceptions in this category include Utility Services, Insurance, and Motor Fuel: all are projected to grow at five percent annually through the forecast.

Capital Outlay

General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital, include costs for machinery, equipment, and capital leases are projected to remain constant over the five-year period. A notable exception is Machinery and Equipment as it is projected to grow by two percent annually through the forecast.

General Fund Forecast

Non-Operating Expense
The Non-Operating Expense category is comprised of budgeted reserves, aid to private organizations, and transfers out of the General Fund. This category is forecasted to remain nearly flat at two percent through FY 2023-24.

The FY 2019-20 Budget includes several reserves: a $5.779 million budget reserve for uncollectable revenues, a $5 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues, a $2.181 million Building reserve to ensure that Building Revenues are only spent on Building related expenses, and a reserve of $2 million to rebuild the City's unrestricted fund balance reserves.

Key Long-Term Considerations

Collective Bargaining
The five-year forecast period includes normal step progression for all collective bargaining units. Upcoming labor negotiations with the International Association of Fire Fighters (IAFF), the Fraternal Order of Police (FOP) and future negotiations with the other collective bargaining units will impact the forecasted personnel costs and will result in a different five-year outcome.

National Health Care Legislation
The five-year forecast incorporates the increased cost of expanded health coverage required under the Patient Protection and Affordable Care Act. However, there is still uncertainty on the extent to which federal health care exchanges may impact the cost of health insurance in the long-term. Additionally, continuing changes in the health care landscape will need to be monitored closely to anticipate any impacts on the future cost of providing employee health benefits.

Changes to Service Levels
Policy decisions on future changes in service levels have the potential to impact forecasted personnel costs as well as operating expenditures.

Special Revenue Funds Forecast

Special Revenue Funds:

These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below is the summary data of each Special Revenue Fund, as well as the outlook for the next five years.

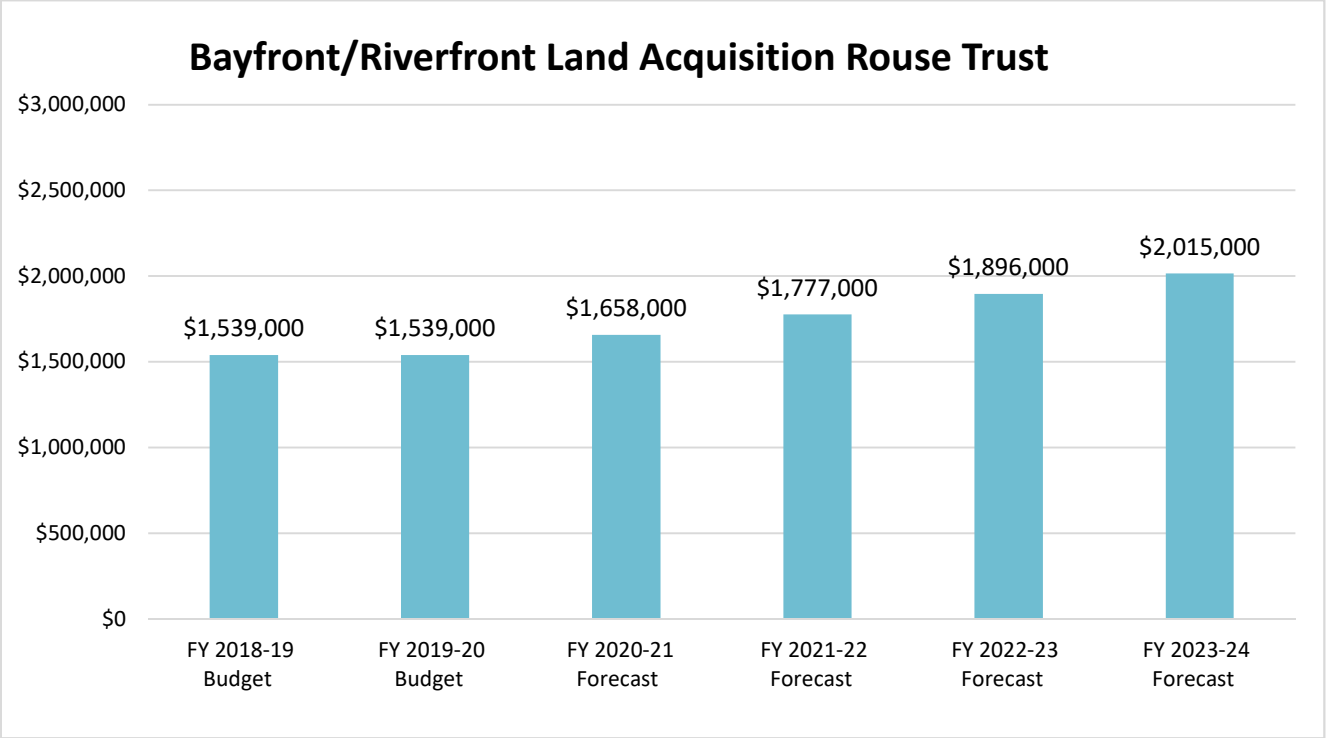
Funds Name and Numbers	FY 2018-19 Budget	FY 2019-20 Budget	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	$1,539,000	$1,539,000	$1,658,000	$1,777,000	$1,896,000	$2,015,000
City Clerk Services - Fund 13500	$1,384,000	$1,140,000	$1,100,000	$1,080,000	$1,060,000	$1,068,000
Community Development - Funds 14001 to 14018	$51,845,000	$52,009,000	$42,929,000	$40,429,000	$38,429,000	$37,929,000
Department Improvement Initiative - Funds 15500 to 15502	$12,798,000	$10,521,000	$7,930,000	$7,966,000	$8,003,000	$8,040,000
Emergency Services - Fund 80000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Fire-Rescue Services - Funds 11000 and 11100	$15,036,000	$19,828,000	$8,611,000	$8,611,000	$8,611,000	$8,611,000
General Special Revenues - Fund 10090	$3,075,000	$1,269,000	$1,584,000	$1,842,000	$1,715,000	$2,571,000
Homeless Programs - Fund 14800	$2,812,000	$2,535,000	$2,535,000	$2,535,000	$2,535,000	$2,535,000
Human Services - Fund 14801	$458,000	$190,000	$155,000	$155,000	$155,000	$155,000
Law Enforcement Trust Fund - Fund 12500	$1,377,000	$977,000	$150,000	$150,000	$150,000	$150,000
Miami Ballpark Parking Facilities - Fund 15400	$5,329,000	$9,778,000	$6,750,000	$6,750,000	$6,750,000	$6,421,000
Net Offices and Code Enforcement - Fund 11500	$1,667,000	$232,000	$0	$0	$0	$0
Parks and Recreation Services - Fund 11550	$1,536,000	$1,047,000	$941,000	$965,000	$990,000	$1,016,000
Planning Services - Fund 10400	$14,094,000	$15,988,000	$16,161,000	$16,337,000	$16,516,000	$16,698,000
Police Services - Funds 12000, 12200, 12210, and 12220	$21,645,000	$10,761,000	$4,156,000	$3,801,000	$3,791,000	$3,781,000
Public Art Fund - Fund 10420	$160,000	$456,000	$460,000	$464,000	$468,000	$472,000
Public Works Services - Fund 13000	$19,040,000	$9,597,000	$5,787,000	$5,687,000	$5,587,000	$5,487,000
Solid Waste Recycling Trust - Fund 13100	$128,000	$113,000	$99,000	$101,000	$103,000	$105,000
Sport Facilities and Activities - Fund 10110	$0	$471,000	$0	$0	$0	$0
Transportation and Transit - Fund 15600	$20,679,000	$19,169,000	$17,068,000	$17,097,000	$17,127,000	$17,127,000
Tree Trust Fund - Fund 10410	$2,858,000	$3,466,000	$3,495,000	$3,524,000	$3,553,000	$3,583,000
Total Special Revenue Funds	**$177,560,000**	**$161,186,000**	**$121,669,000**	**$119,371,000**	**$117,539,000**	**$117,864,000**

The following are the descriptions for each Special Revenue Fund, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each fund.

Special Revenue Funds Forecast

Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100

The Bayfront/Riverfront Land Acquisition Rouse Trust Fund is used for the acquisition of real property, adjacent to the Miami River and Biscayne Bay, in order to provide public access and public enjoyment of those waterbodies.

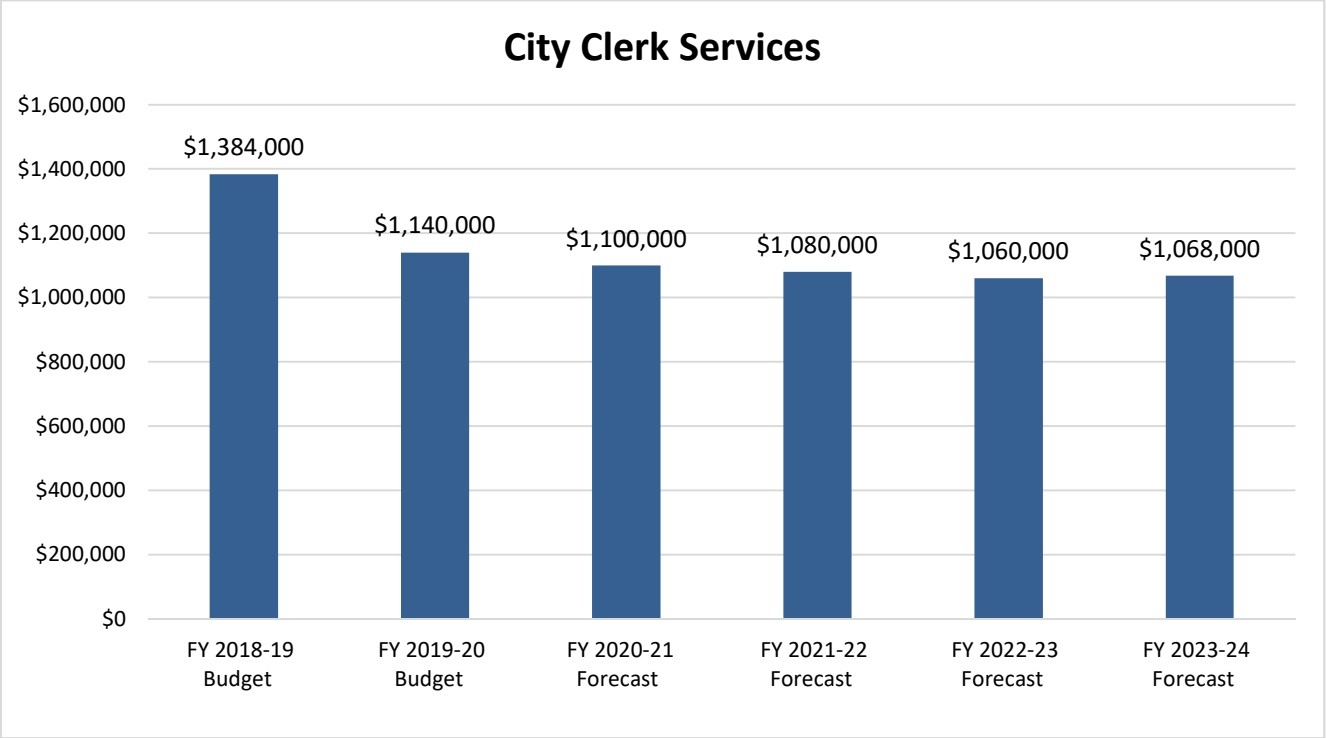


The five-year forecast assumes a stable pattern of revenues as a portion of rents received by the City pursuant to the retail parcel lease.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund is used for the operation of the Passport Acceptance Facility, Municipal Archives and Records, and other City Clerk-related programs.

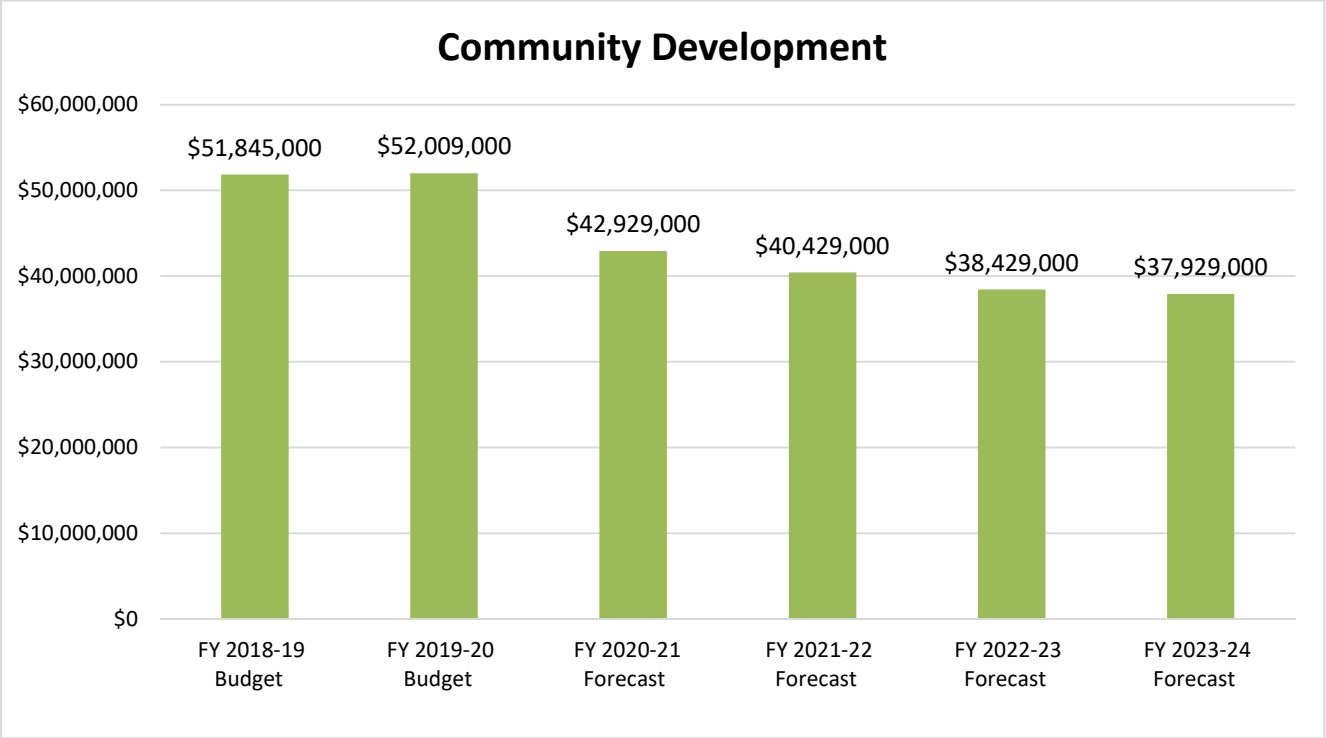


The five-year forecast assumes a constant annual Community Redevelopment Agency (CRA) contribution for the funding of one Legislative Service Representative I position with no growth in revenues. A steady spend down of fund balances under the Lobbyists' Registration program and U.S. Passport Acceptance program is projected

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.

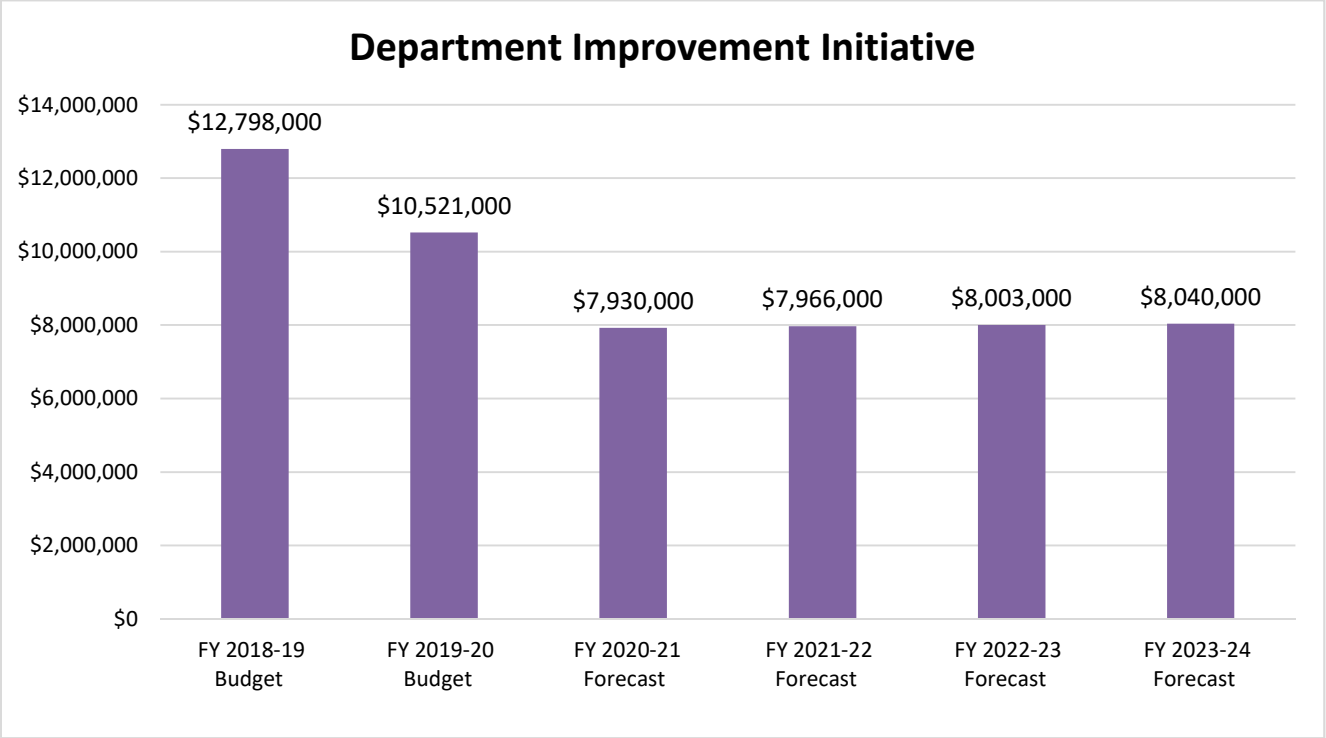


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15502

The Department Initiative Improvement Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

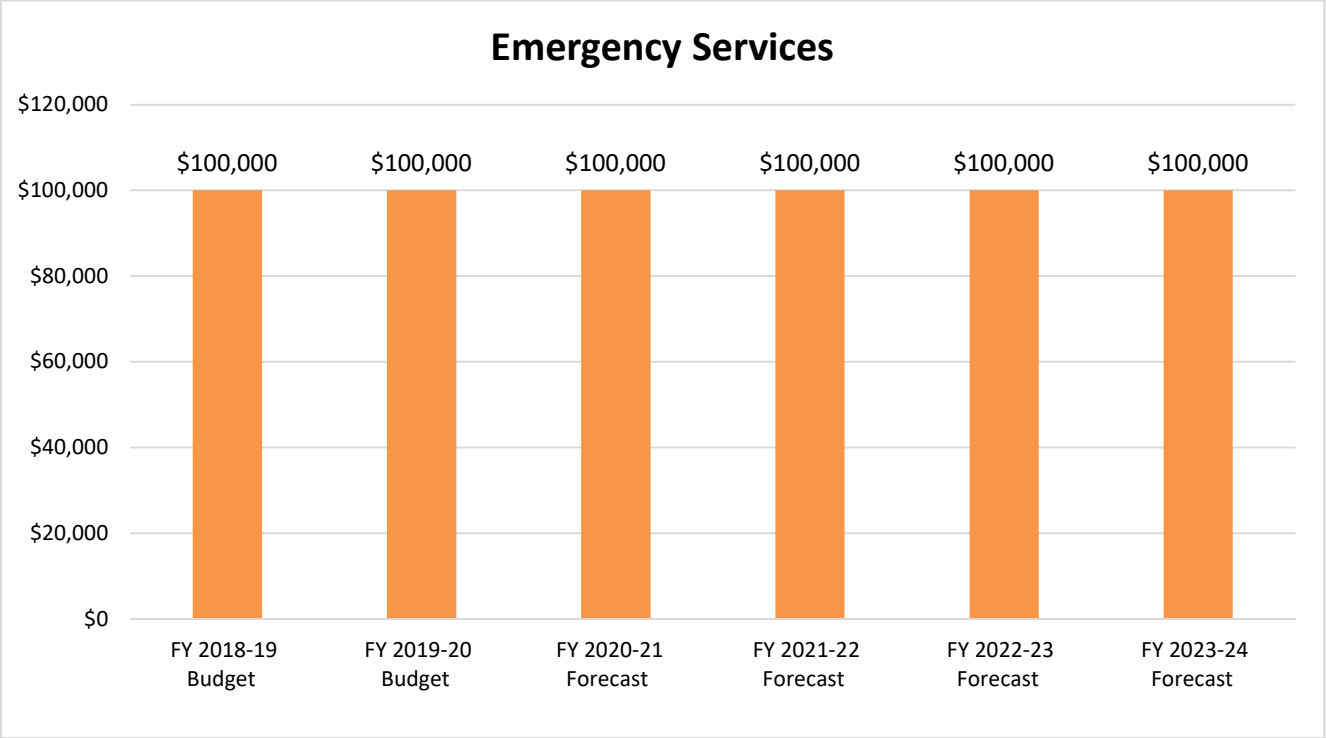


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are be projected for the Department of Real Estate and Asset Management, Innovation and Technology, and Parks and Recreation, as well as for the Offices of the Elected Officials. Furthermore, a steady pattern of revenues related to the Unsafe Structure program is be forecasted.

Special Revenue Funds Forecast

Emergency Services - Fund 80000

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

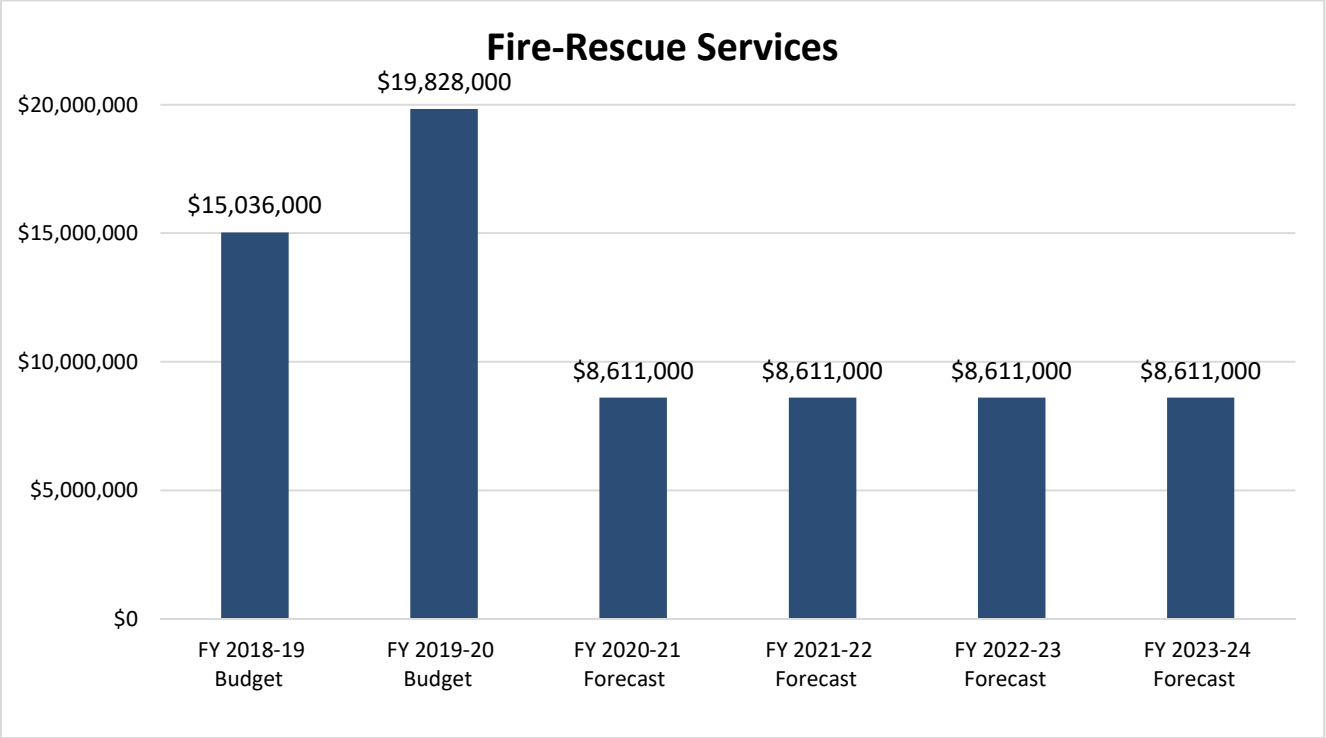


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Special Revenue Funds Forecast

Fire-Rescue Services - Funds 11000 and 11100

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

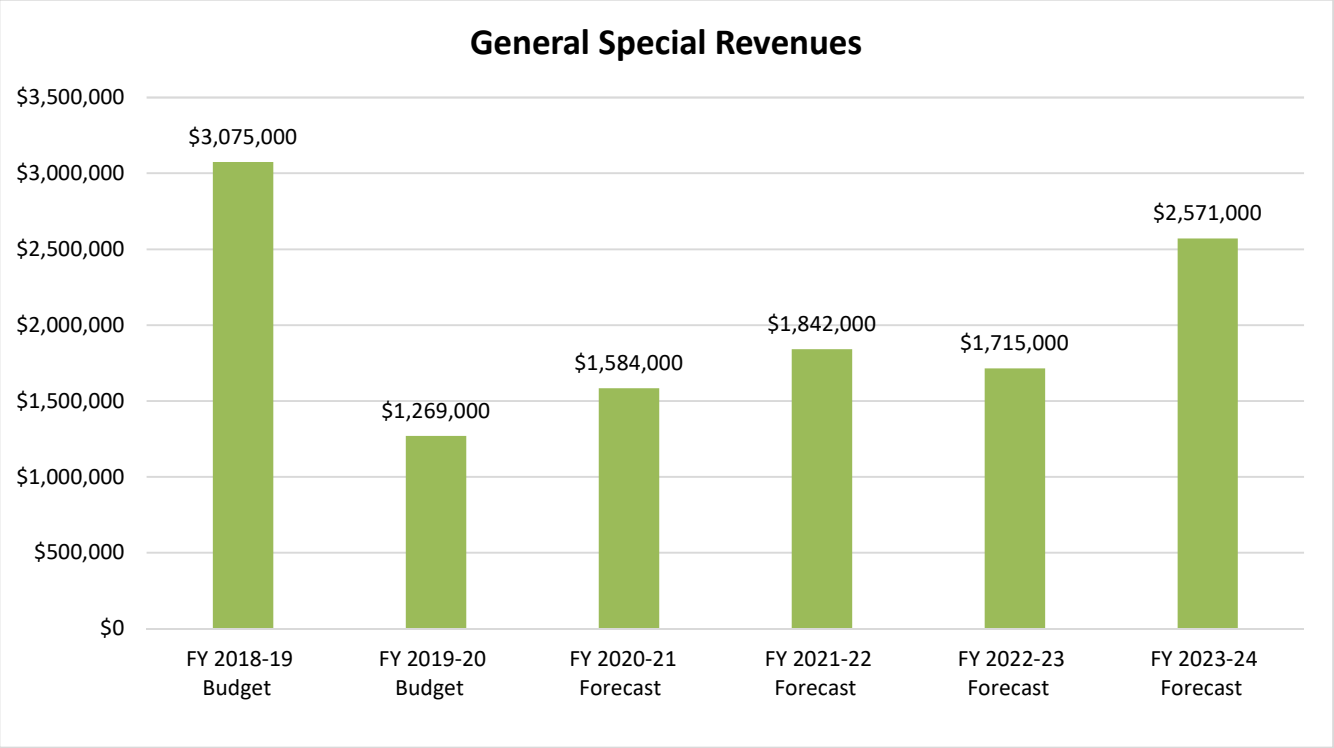


The five-year forecast includes a decrease in Fund Balance in FY 2019-20 due to the complete spend down of fund rollovers in the Urban Search And Rescue (USAR) 2017 and 2018, Urban Area Security Initiative 2017 (UASI), and UASI 2018 grants from previous years. The forecast projects funding to be constant through FY 2023-24 as it is expected that the City will continue to receive both USAR and UASI grants for each fiscal year.

Special Revenue Funds Forecast

General Special Revenues - Fund 10090

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

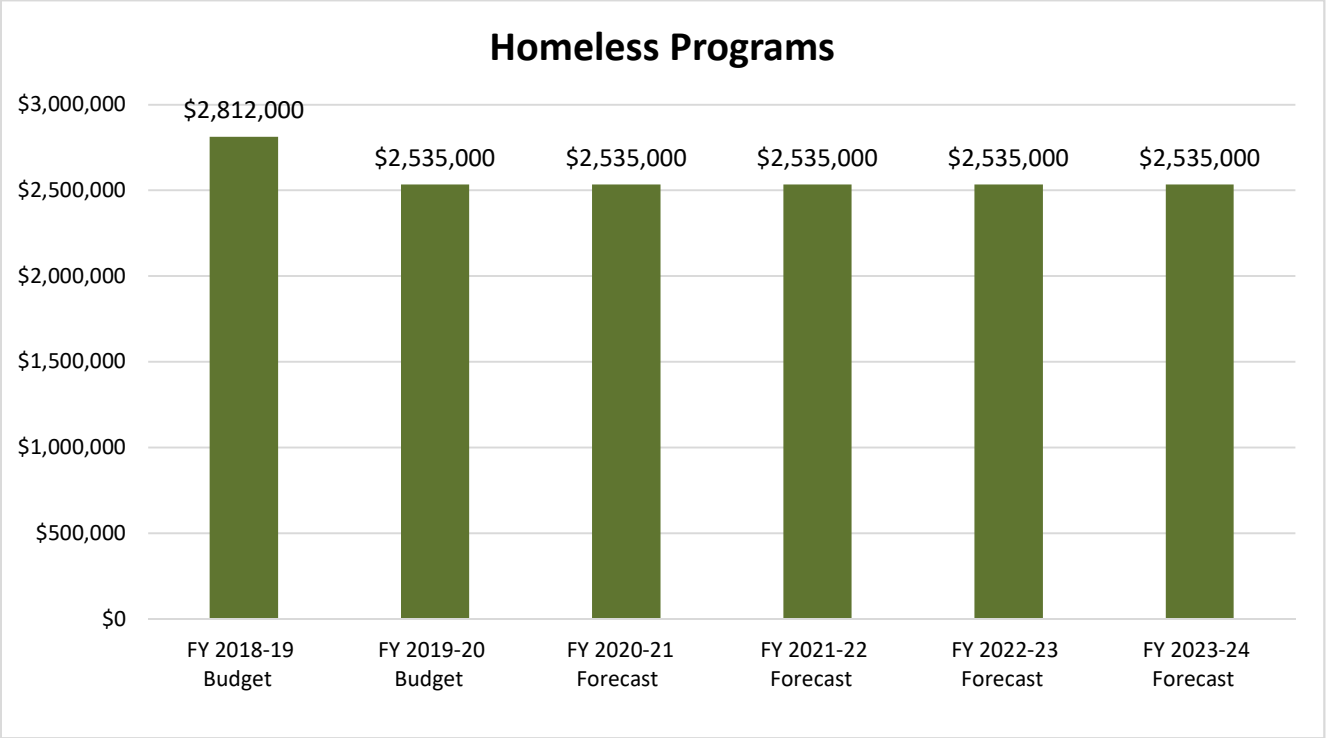


The five-year forecast assumes a considerable decrease in the FY 2019-20 budget due to the lack of a contribution from the Transportation Trust Fund. It is projected that funding from the State of Florida for vehicle acquisition will beginnin FY 2020-21 and increase through the end of the five-year period. A five percent growth in trolley advertising revenues is forecasted due to the acquisition of additional trolleys that will provide for more opportunities to increase revenue collection.

Special Revenue Funds Forecast

Homeless Programs - Fund 14800

The Homeless Programs Special Revenue Fund is used for activities of the City of Miami Homeless Programs, a division of the Department of Human Services.



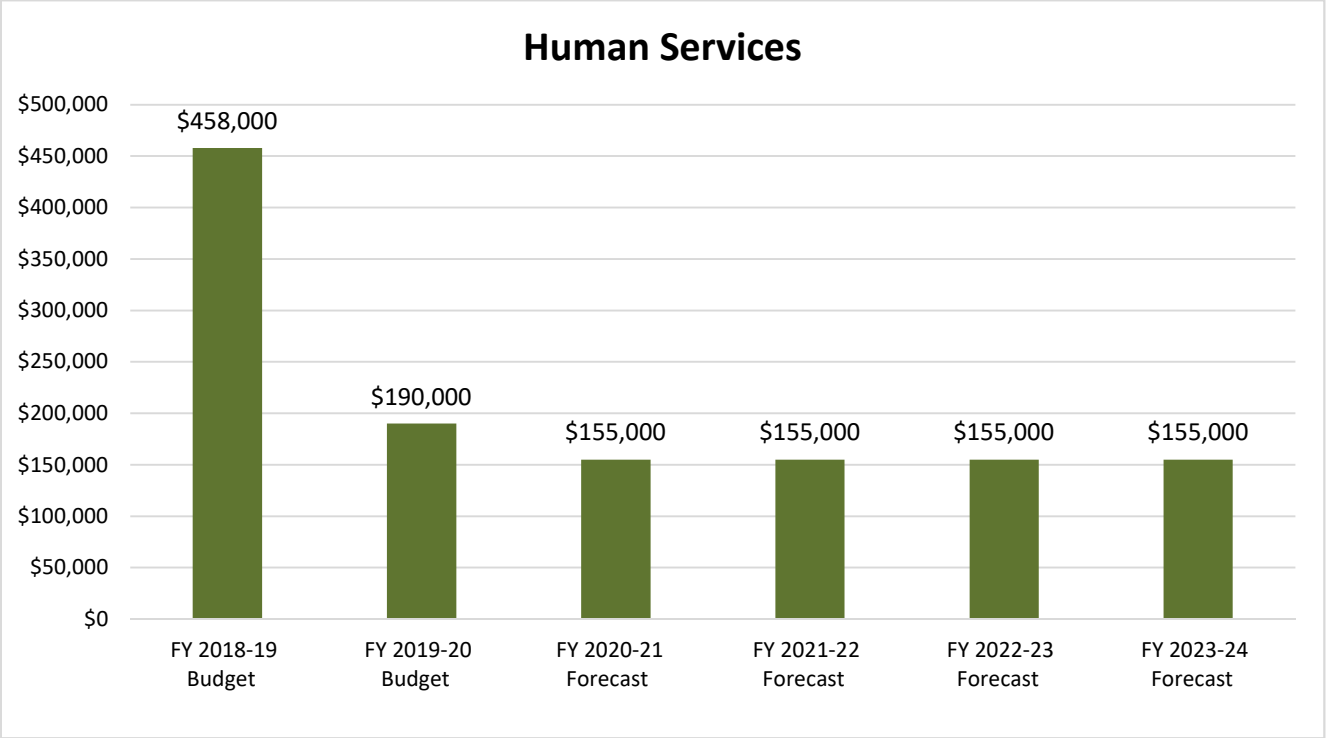
The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

Special Revenue Funds Forecast

Human Services - Fund 14801

The Human Services Special Revenue Fund is a fund that will be used to account for the Child Day-Care program activities and the Live Healthy Little Havana program activities in the Department of Human Services.

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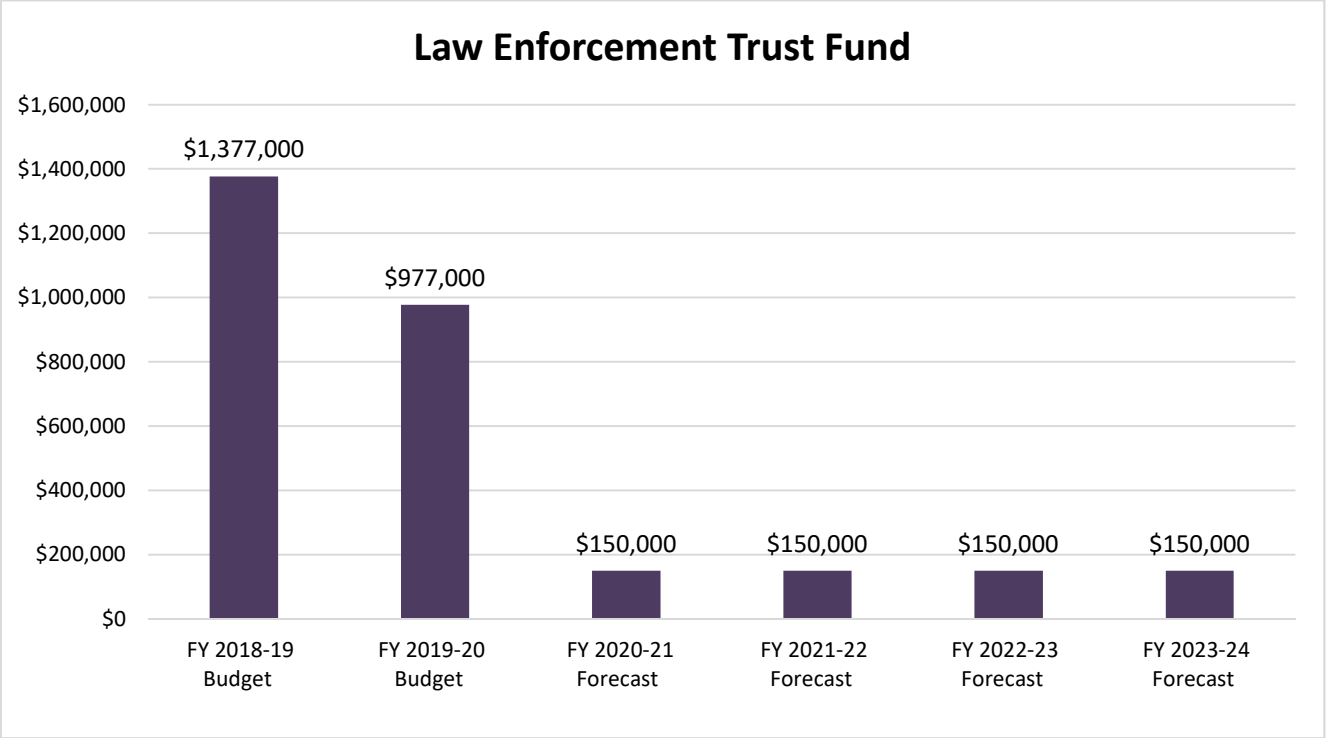


The five-year forecast assumes a depletion of prior year grant funding in FY 2018-19 with steady funding from several grant sources over the five-year period.

Special Revenue Funds Forecast

Law Enforcement Trust Fund - Fund 12500

The Law Enforcement Trust Fund's purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures, as stipulated by state and federal statutes.

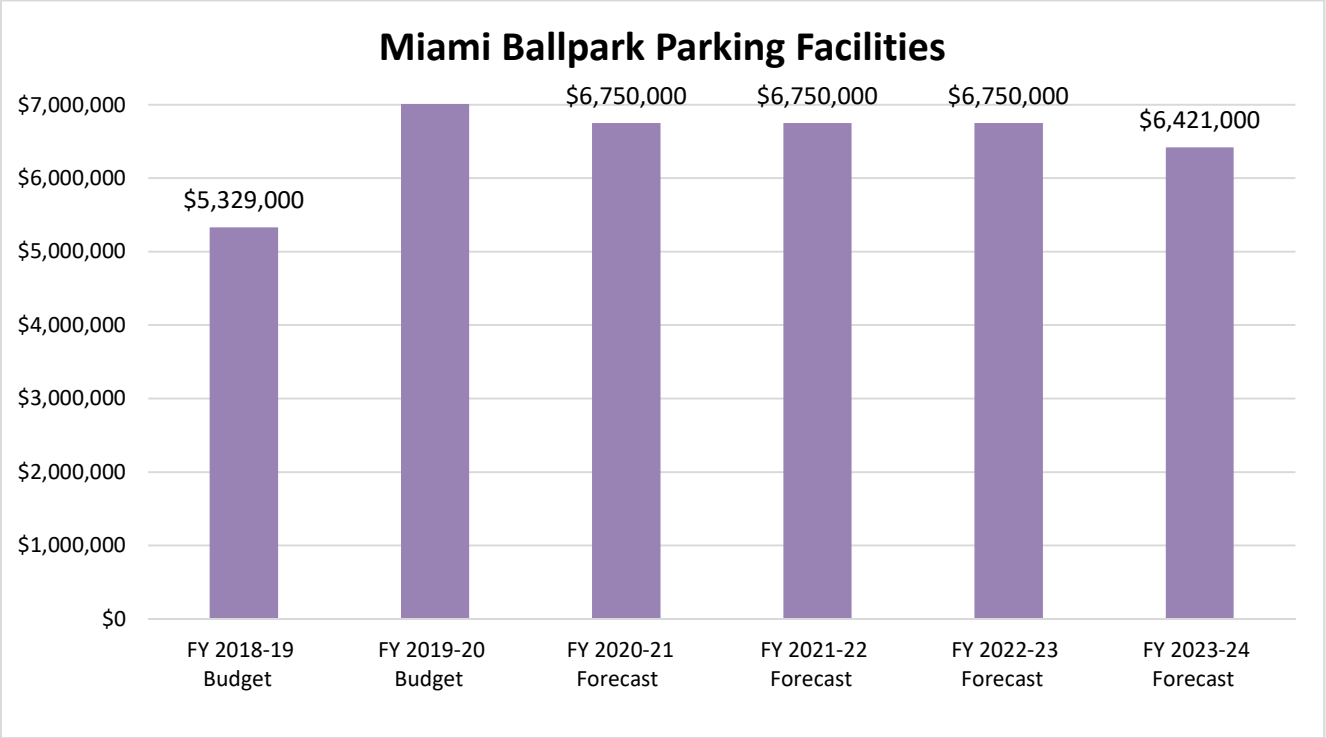


The five-year forecast assumes a depletion of prior year fund balances in FY 2019-20 with a sizable reduction of program over the five-year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

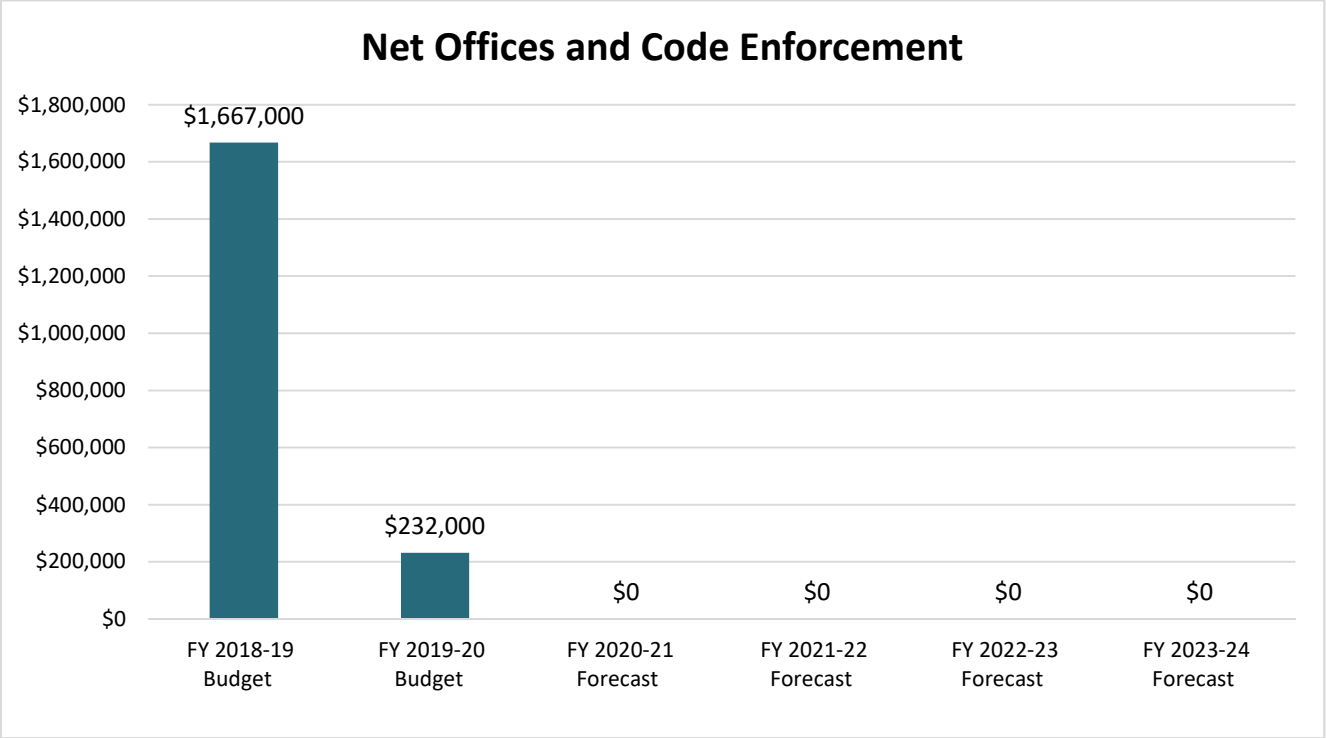


The five-year forecast assumes a fund balance increase for Fiscal Year 2019-20 and a steady revenue forecast for the upcoming years.

Special Revenue Funds Forecast

Net Offices and Code Enforcement - Fund 11500

The Net Offices and Code Enforcement Special Revenue Fund is used for activities of the Net Offices and Code Enforcement.

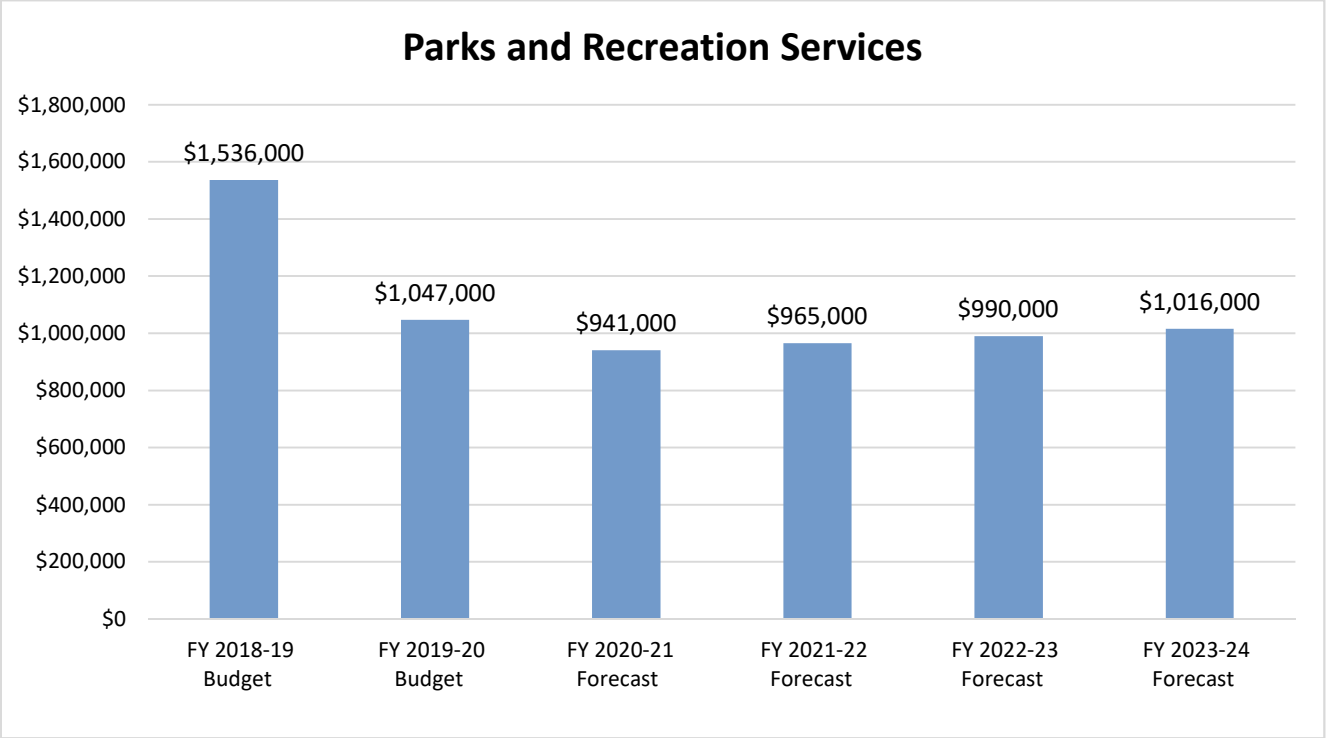


Fiscal Years 2018-19 and 2019-20 include Transfers-out of fund balance due to a reclassification of the revenues from the special revenue fund Net Offices and Code Enforcement to the General Fund. This special revenue fund is no longer active, therefore all future transactions related to this fund will be reclassified to the General Fund.

Special Revenue Funds Forecast

Parks and Recreation Services - Fund 11550

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. This fund accounts for grants from local, state, and federal agencies that are used for these activities.

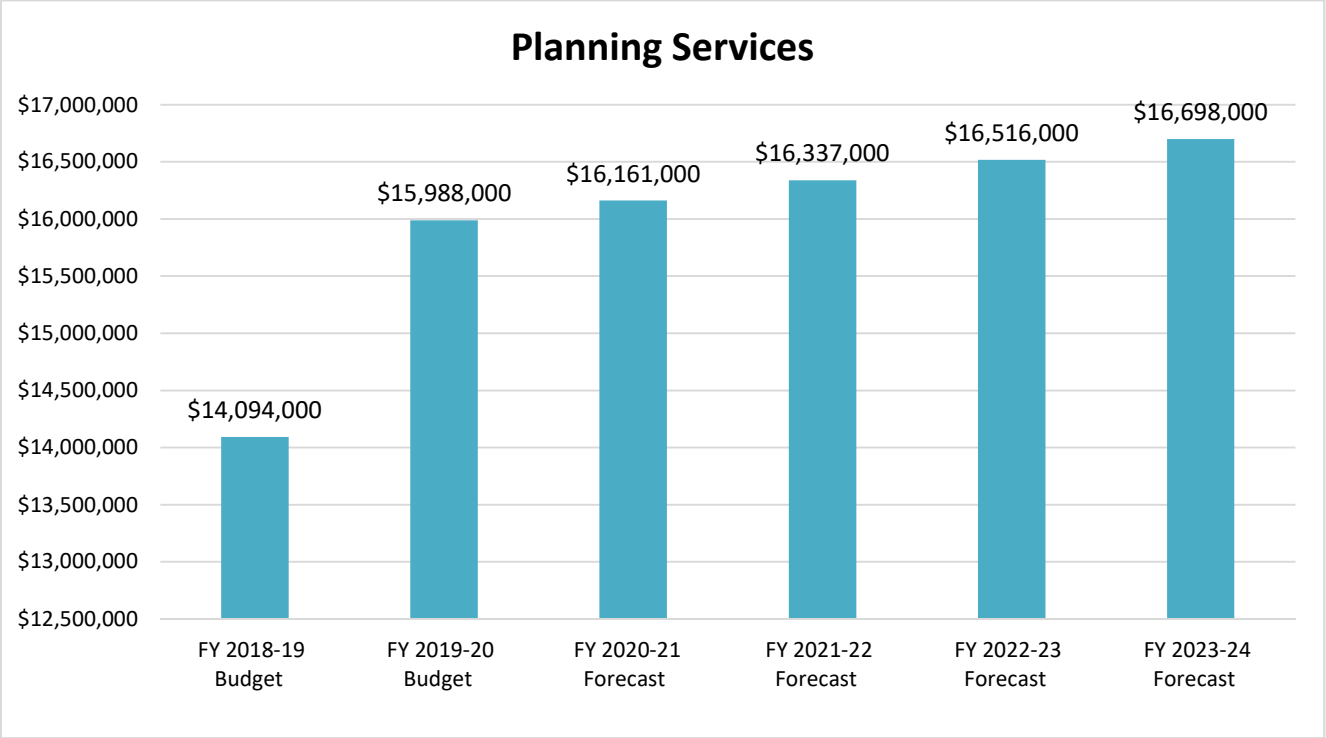


The five-year forecast assumes a sizable decrease of prior year grant balances in FY 2018-19 with a stable pattern of revenues over the remaining period.

Special Revenue Funds Forecast

Planning Services - Fund 10400

The Planning Services Special Revenue Fund is used for the operation of the Department of Planning .

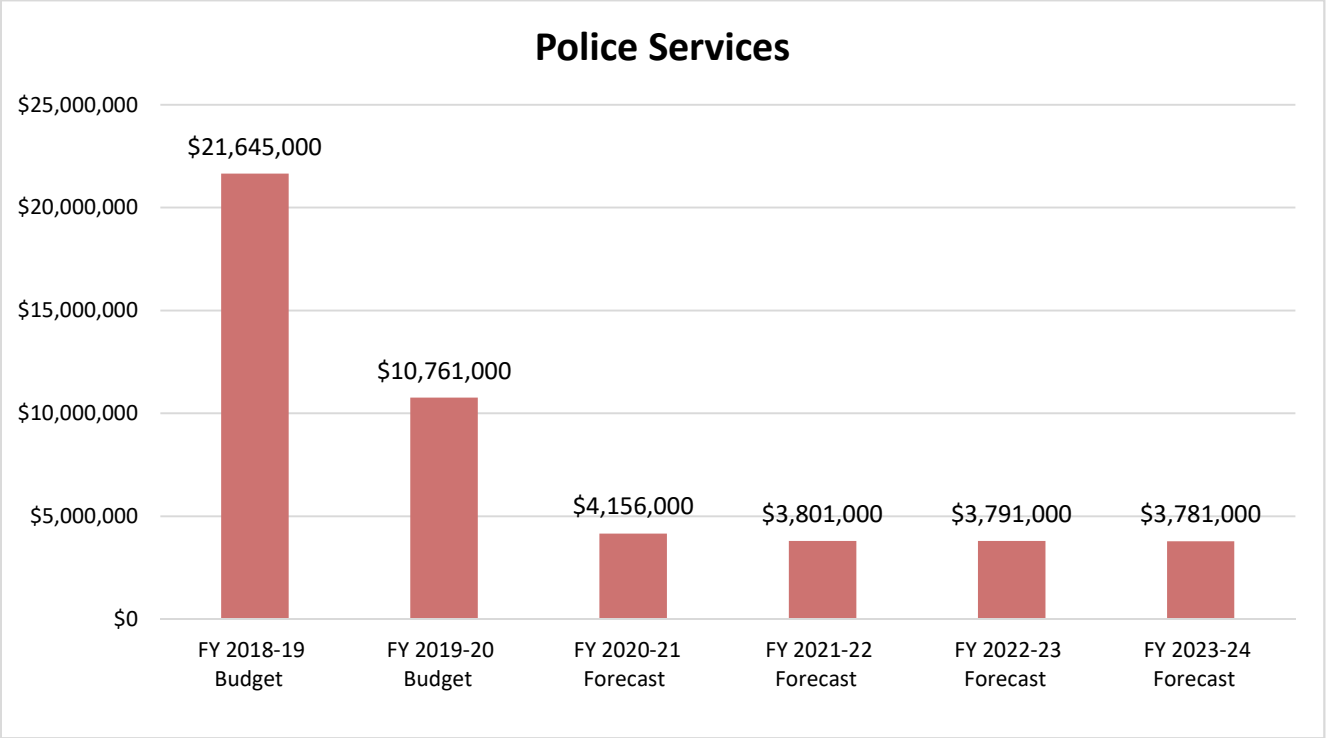


Interlocal Agreement for the Tri-Rail Downtown Link, the development of the Northwest 3rd Avenue Woonerf Project, and the engineering services for the creation of the Wynwood Streetscape and the Street Tree Master Plan. Additionally, the forecast reflects two new positions funded from the Downtown Development of Reginal Impact (DDRI) project. A steady pattern of revenues and a minimal decrease in fund balance is projected through fiscal year 2023-24.

Special Revenue Funds Forecast

Police Services - Funds 12000, 12200, 12210, and 12220

The Police Services Special Revenue Fund is used for public safety activities. Additionally, this fund accounts for grants from local, state, and federal agencies.

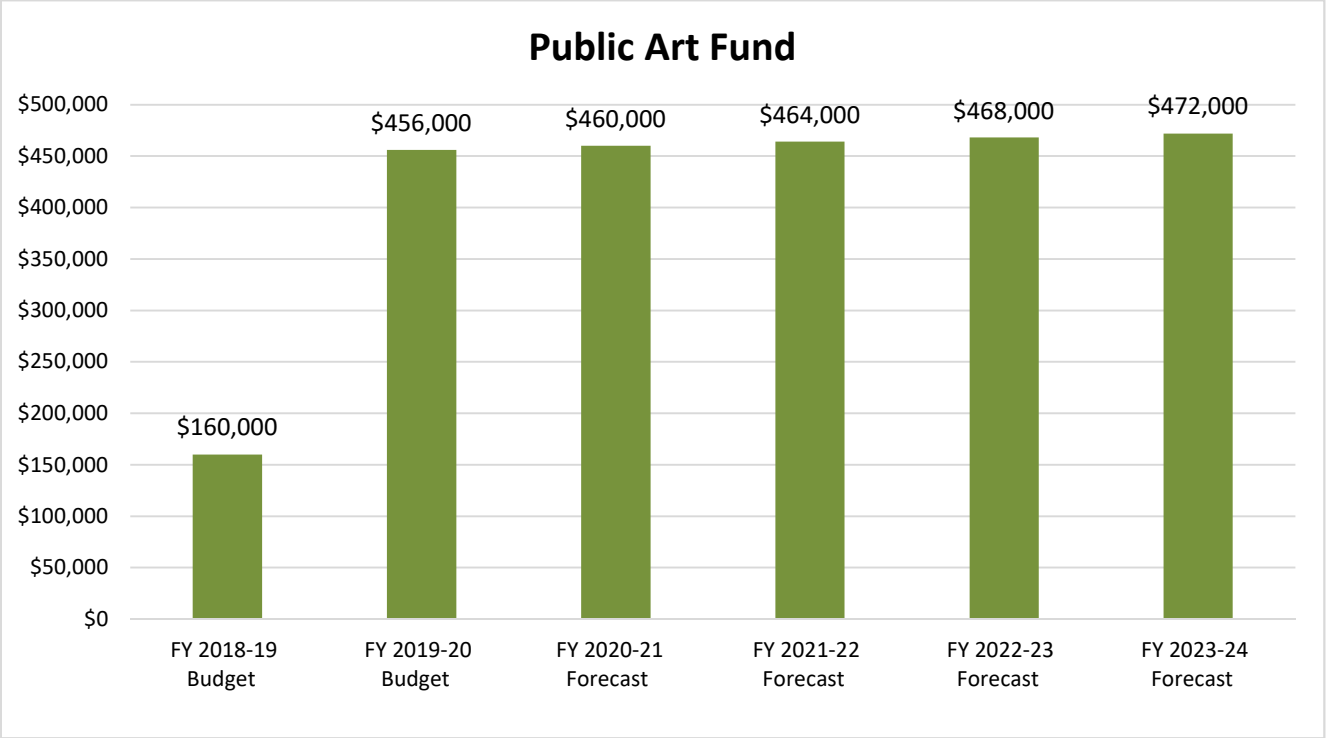


The five-year forecast assumes the termination of the Community Oriented Policing Services (COPS) 2016 Hiring Grant and the Body Worn Camara grant in FY 2018-19, and the termination of the COPS 2017 Hiring Grant in FY 2019-20. The COPS Hiring program (CHP) grant solicitation will remain on hold until further notice; thus, this forcast does not reflect this grant. The FY 2018-19 budget reflects a reduction of $2.656 million in non-recurring grants. The five-year forecast also assumes a sizeable depletion of prior year grant balance in the E911 activities as well as a decrease in the revenues.

Special Revenue Funds Forecast

Public Art Fund - Fund 10420

The Public Art Fund is used for the acquisition, installation, improvement, maintenance, insurance of art, arts education programming, and grants in order to promote the aesthetic diversity and character of the built environment and the cultural enrichment of the community.

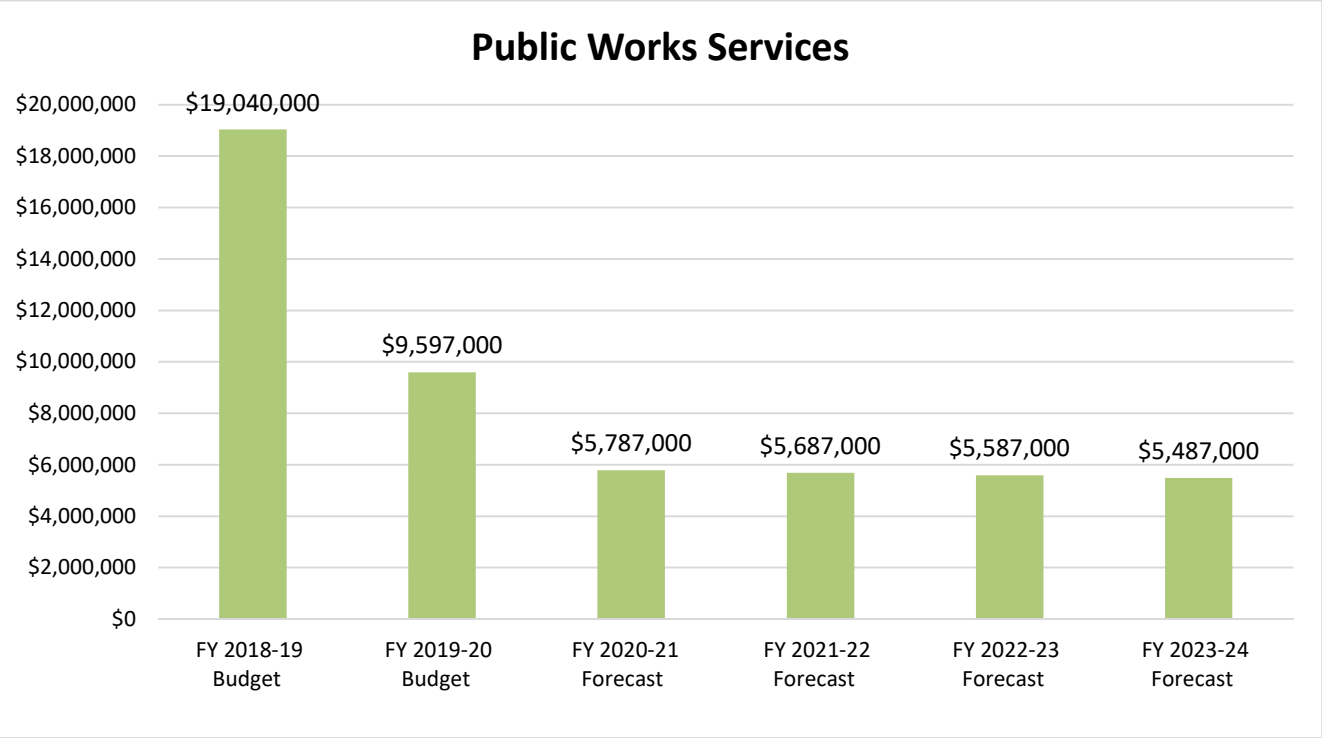


The five-year forecast assumes a stable pattern of revenues over the five-year period.

Special Revenue Funds Forecast

Public Works Services - Fund 13000

The Public Works Services Special Revenue Fund is used for special programs managed by the Department of Resilience and Public Works. The fund primarily consists of Lane Closure revenue collections and grants from local, state, and federal agencies. In particular, this fund contains revenue collection related to the permiting and regulation of wall murals, per an agreement between the City and the Florida Department of Transportation

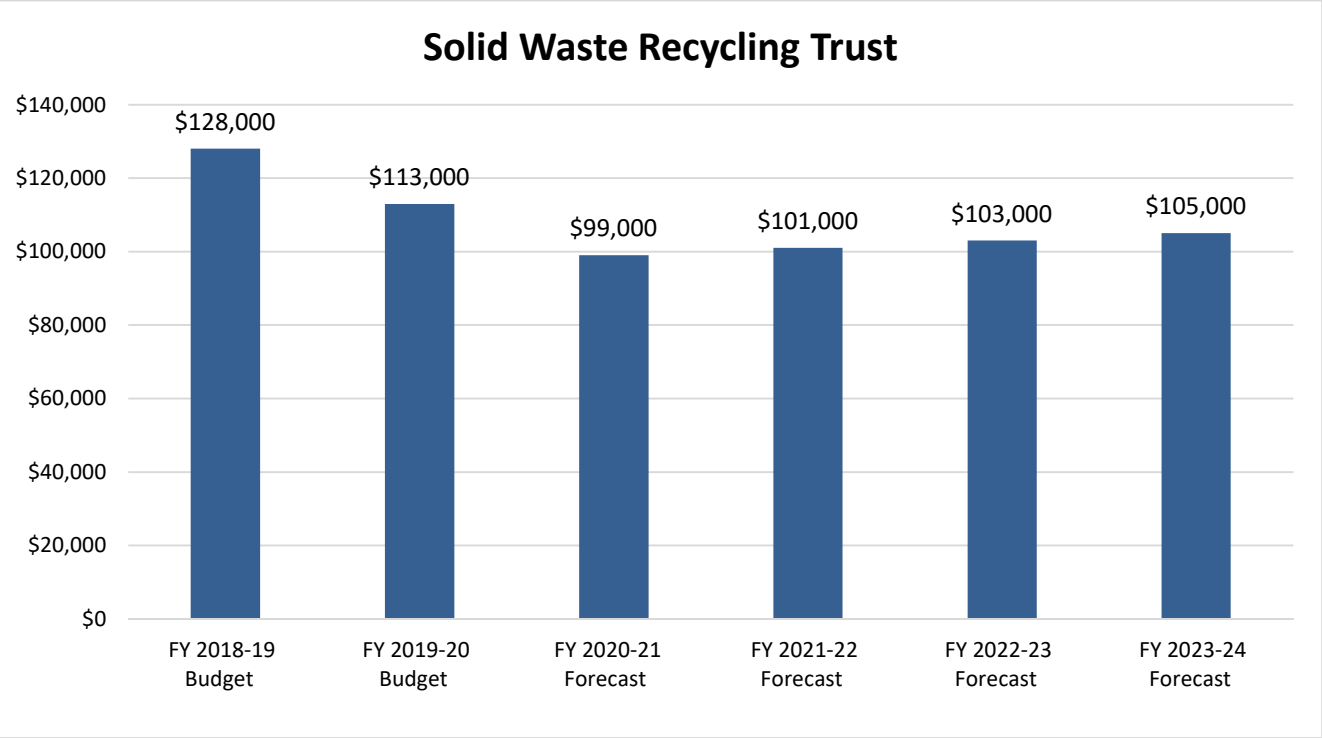


The five-year forecast assumes a sizable fund balance decrease in FY 2018-19 and FY 2019-20 primarily due to Transfers-out to the Capital Fund to fund various roadway and street beautification projects. The forecast assumes a constant revenue stream with a slight decrease in fund balance over the five-year period.

Special Revenue Funds Forecast

Solid Waste Recycling Trust - Fund 13100

The Solid Waste Recicling Trust Special Revenue Fund is used, as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.

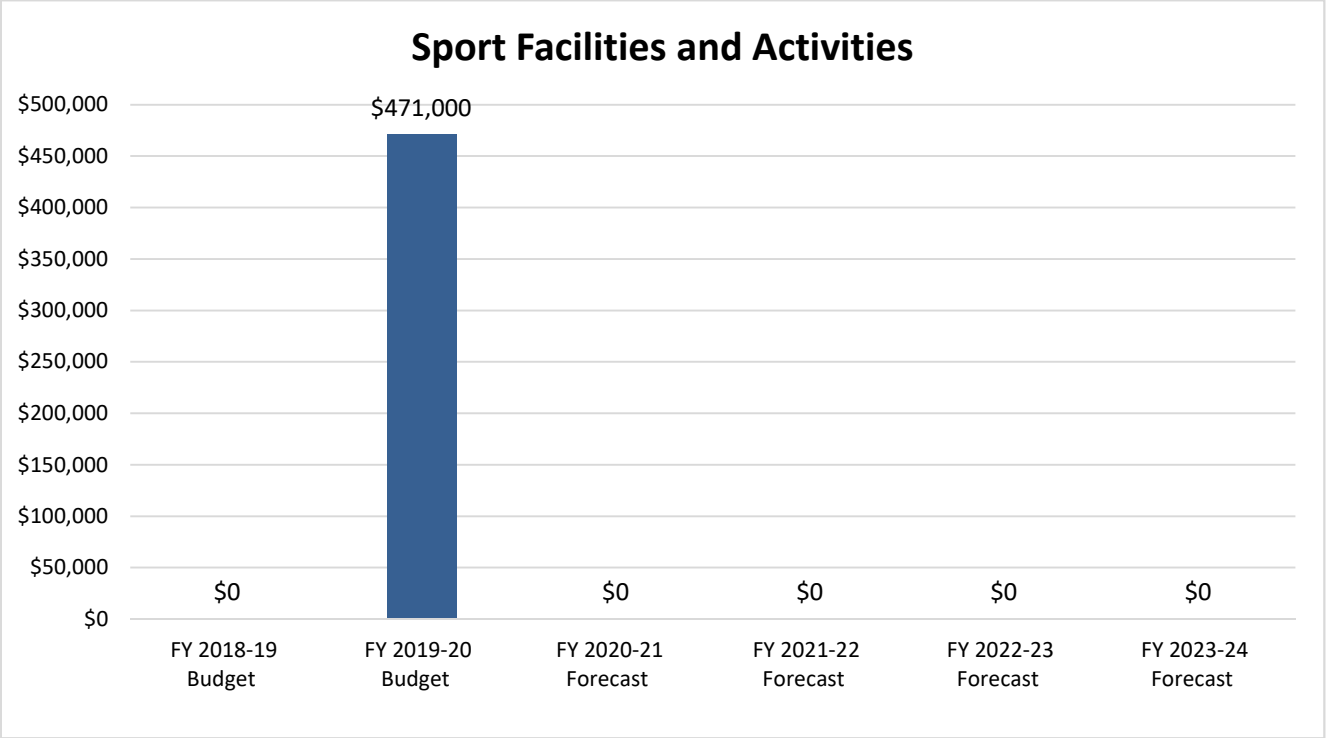


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2019-20 represents the interest earned on the $1 million principal.

Special Revenue Funds Forecast

Sport Facilities and Activities - Fund 10110

The Sport Facilities and Activities Special Revenue Fund is used to account for all assets and liabilities transferred from the abolished Miami Sport and Exhibition Authority (MESA), as specified by Ordinance No. 13801.

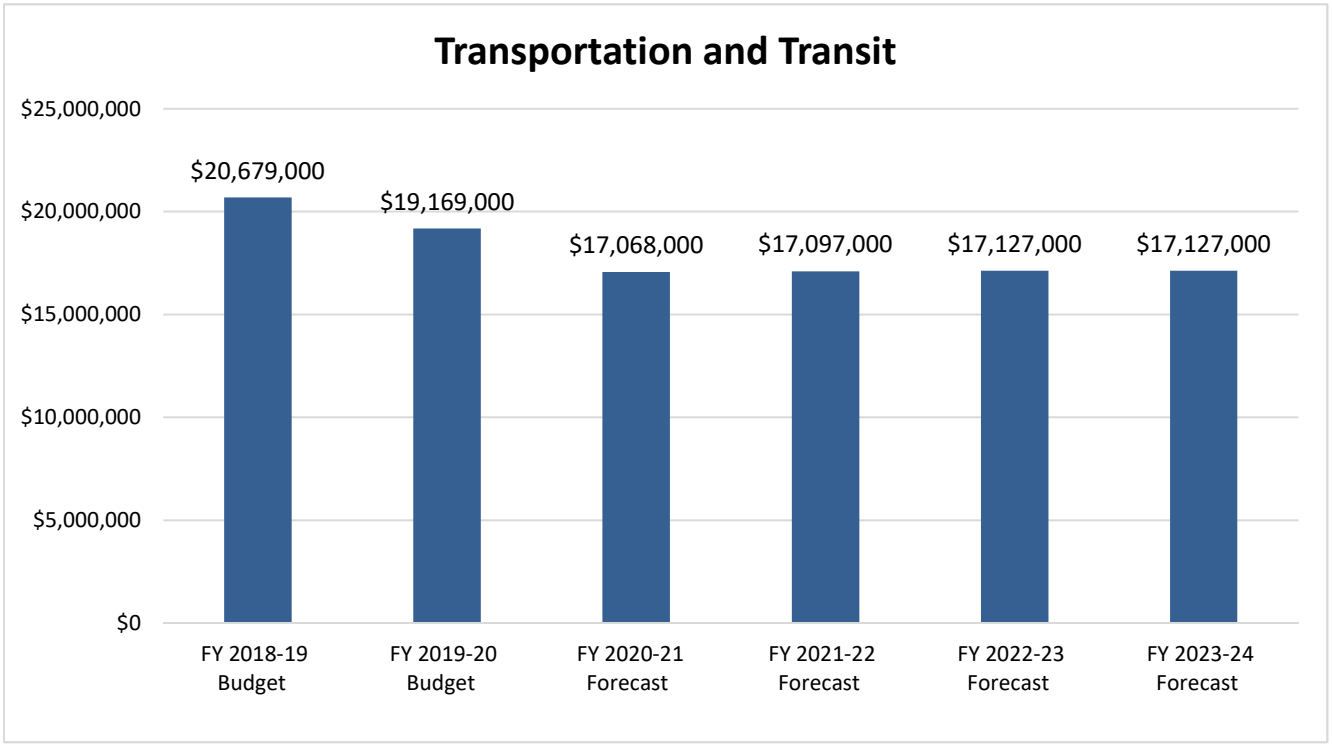


The FY 2019-20 includes Transfers-in of the MESA fund balance due to the outside agency's MESA termination. The fund will be used primarily to cover the cost of Citywide Festivals and Events previously funded with General

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.

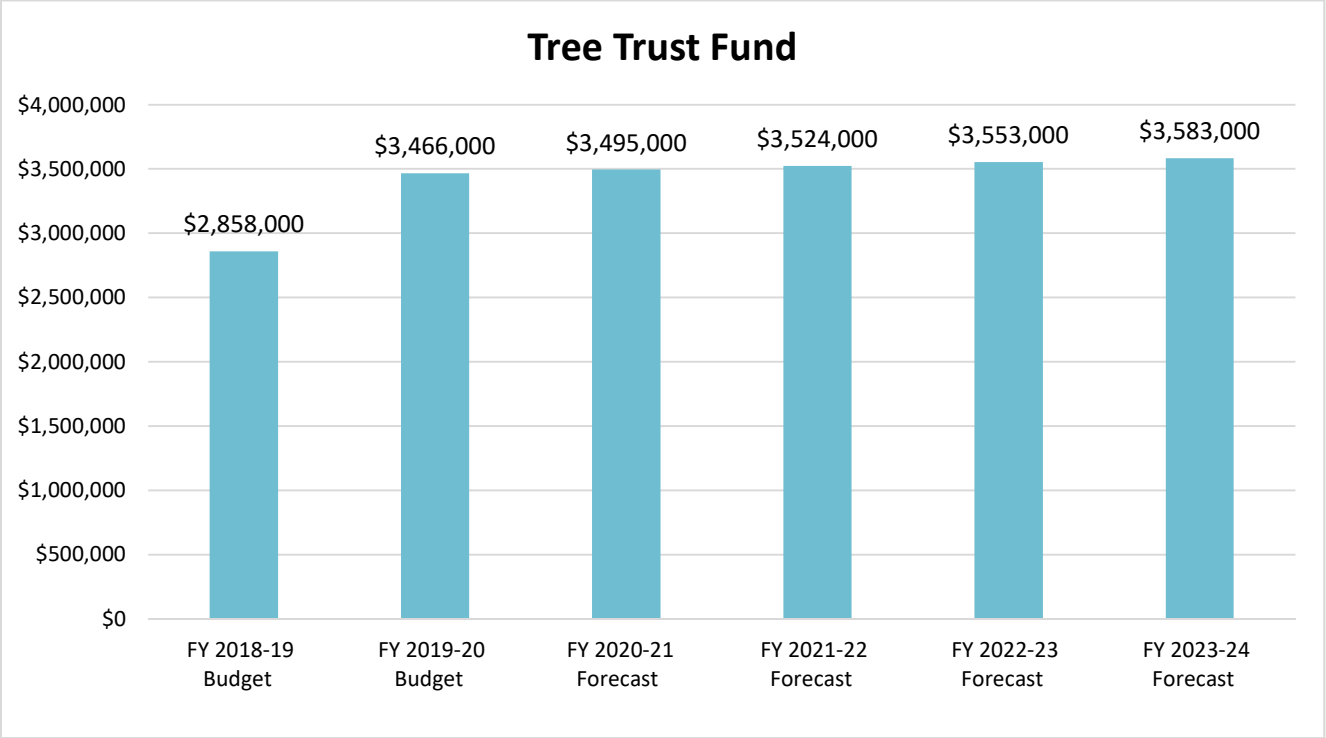


Revenues from Miami-Dade County over the five-year forecast are assumed to increase by three percent annually. Prior year fund balance is projected to be depleted in FY 2021-22 as a result of increased operating and capital costs associated with the trolley route expansions. The trolley program is projected to be in a deficit beginning in FY 2021-22 through the end of the five-year period, as shown in the Half Cent Surtax Pro-Forma located at the end of the Resilience and Public Works narrative. Contributions from the Transportation Trust Fund are expected to cover the funding gap.

Special Revenue Funds Forecast

Tree Trust Fund - Fund 10410

The Tree Trust Fund's purpose is to oversee and regulate the Trust's payments as specified in Section 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the U.S. Mayors Climate Protection Agreement.



The five-year forecast assumes an increase in fund balance in FY 2019-20 and an annual increase in revenues over the five-year period due to a balanced pattern of revenues and expenditures.

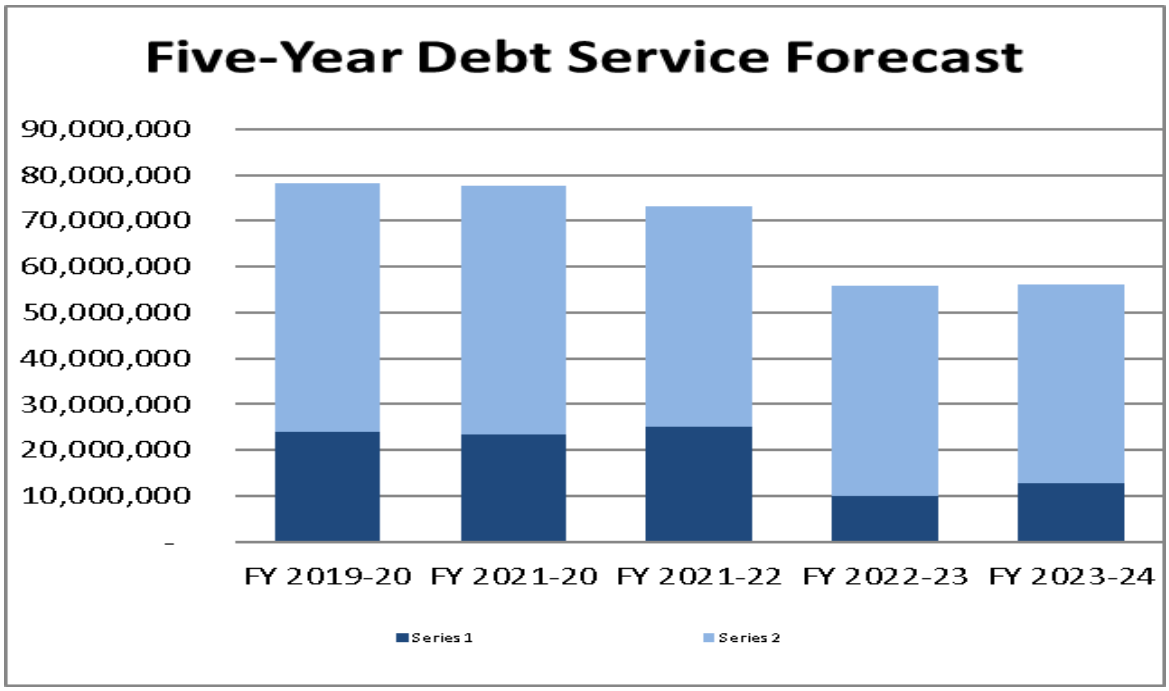
Debt Service Funds Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The FY 2019-20 Debt Service Fund Budget is $78.113 million and the projected budget amounts for the FY 2020-21 through FY 2023–24 are as follows:

	FY 2019-20 Budget	FY 2021-20 Projected	FY 2021-22 Projected	FY 2022-23 Projected	FY 2023-24 Projected
Revenues (Inflows)					
Property Taxes	24,055,000	23,427,000	25,118,000	9,948,500	9,948,500
Transfers-IN/Other Revenues	54,058,000	54,307,380	48,050,680	45,807,400	45,807,400
Total Revenues (Inflows)	78,113,000	77,734,380	73,168,680	55,755,900	55,755,900
Expenditures (Outflows)					
General Obligation Bonds	24,055,000	23,427,000	25,118,000	9,948,500	9,948,500
Special Obligation Bonds	54,058,000	54,307,380	48,050,680	45,807,400	45,807,400
Total Expenditures (Outflows)	78,113,000	77,734,380	73,168,680	55,755,900	55,755,900



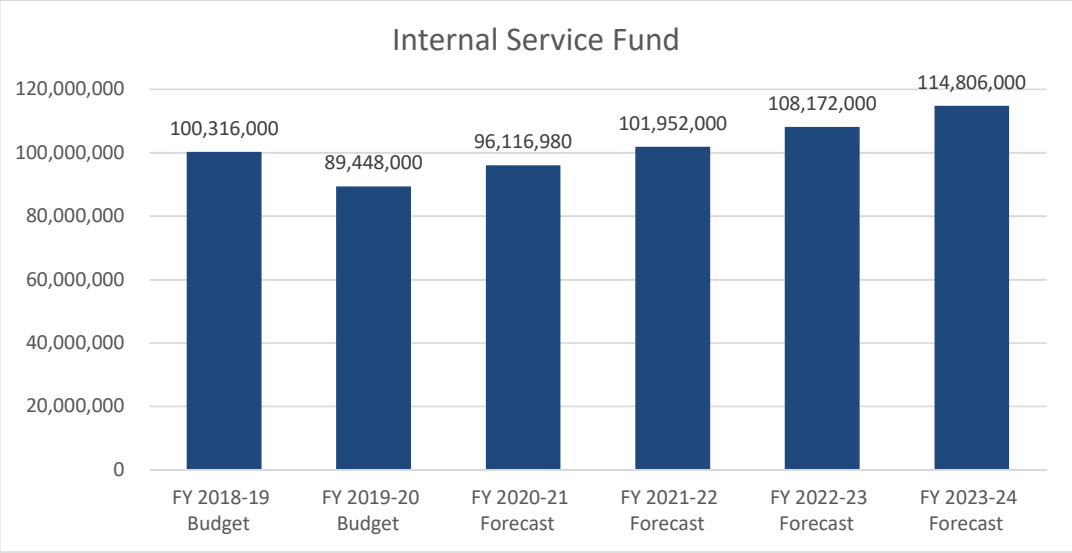
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating cost to the operating departments. These cost are: health care, certain information technology costs, and the property casualty insurance program which includes workers' compensation and liability claims. This fund also serves as a centralized account for payment of these expenditures. The FY 2019-20 Budget for the ISF is $89.448 million.

	FY 2018-19 Budget	FY 2019-20 Budget	FY 2020-21 Forecast	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast
Health Insurance	63,261,000	47,568,000	51,278,000	55,124,000	59,258,000	63,702,000
Workers' Compensation	19,204,000	20,220,000	20,816,000	21,430,000	22,062,000	22,713,000
Insurance Premium	7,475,000	8,223,000	8,716,380	9,239,000	9,793,000	10,381,000
General Liability	3,944,000	4,432,000	5,761,600	6,041,000	6,334,000	6,641,000
ITD Cost Allocation	6,432,000	9,005,000	9,545,000	10,118,000	10,725,000	11,369,000
Internal Service Fund Total	**100,316,000**	**89,448,000**	**96,116,980**	**101,952,000**	**108,172,000**	**114,806,000**

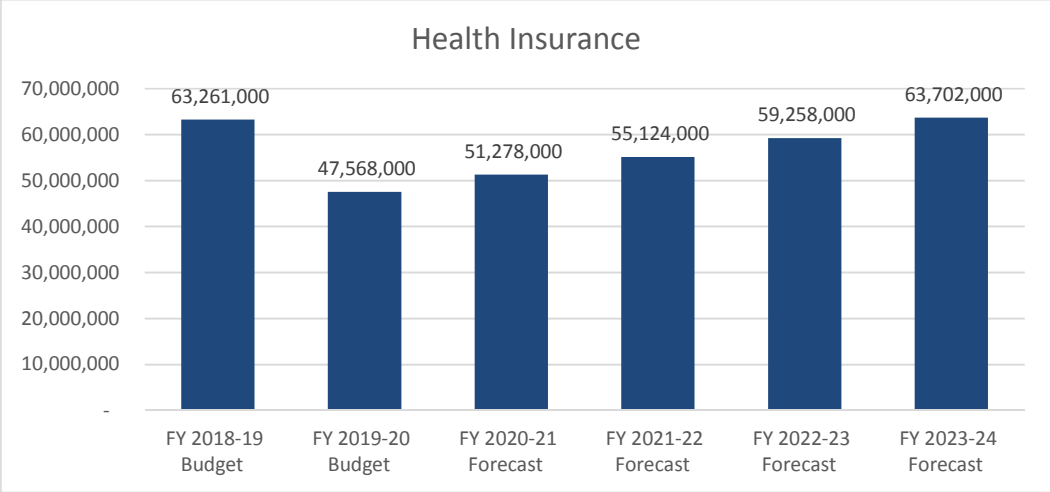
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

The FY 2019-20 Budget for Health Insurance is $47.568 million. This represents a 32.9 percent decrease over the FY 2018-19 Budget. The decrease is primarily due to the Fire-Rescue Department separating to their own Health Insurance Trust Fund.

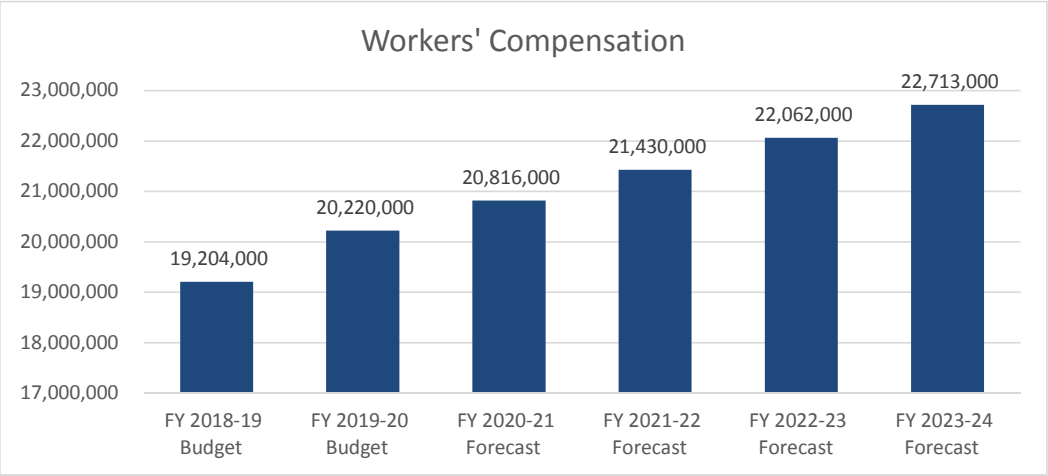


A 7.8 percent growth rate is actuarially projected in FY 2020-21 and a 7.5 percent is projected for FY 2021-22 through FY 2023-24 based on medical and perscription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2019-20 Budget for Workers' Compensation is $20.220 million. This represents a five percent increase over the FY 2018-19 Budget. Workers Compensation is Actuarially projected at a 45 percent confidence level. The 45 percent increase is the lowest confidence level allowed by Governmental Accounting Standards Board (GASB) 10. Additionally, the budget reflects a reduction of $556,000 due to the City self-administering claims.

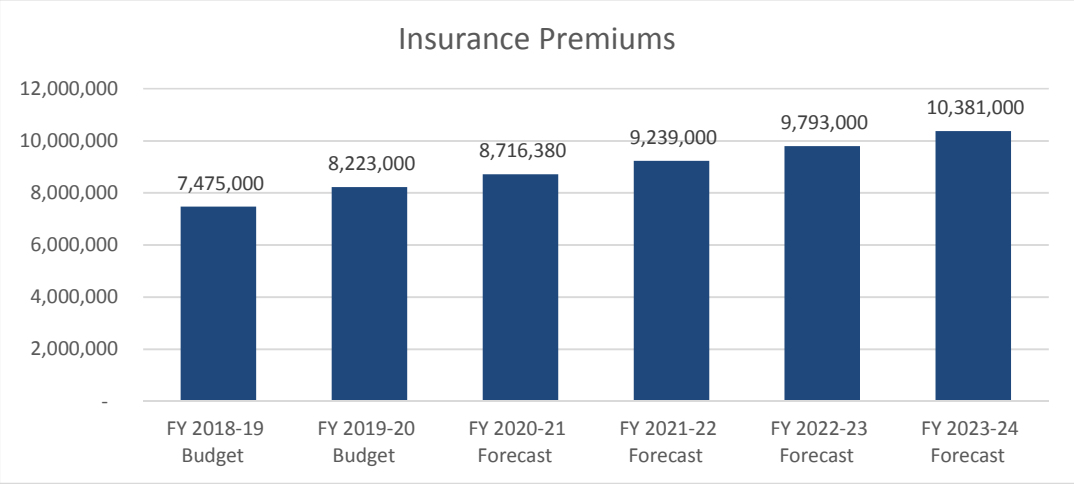


A 4.7 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Insurance Premiums

The FY 2019-20 Budget for Insurance Premiums is $8.223 million. This represents a 9.1 percent increase over the FY 2018-19 Budget. The increase is primarily due to higher property premiums such as Property and Casualty, Master Property, James L. Knight Center, Flood, Excess Workers' Compensation, and Excess Law Enforcement Liability.

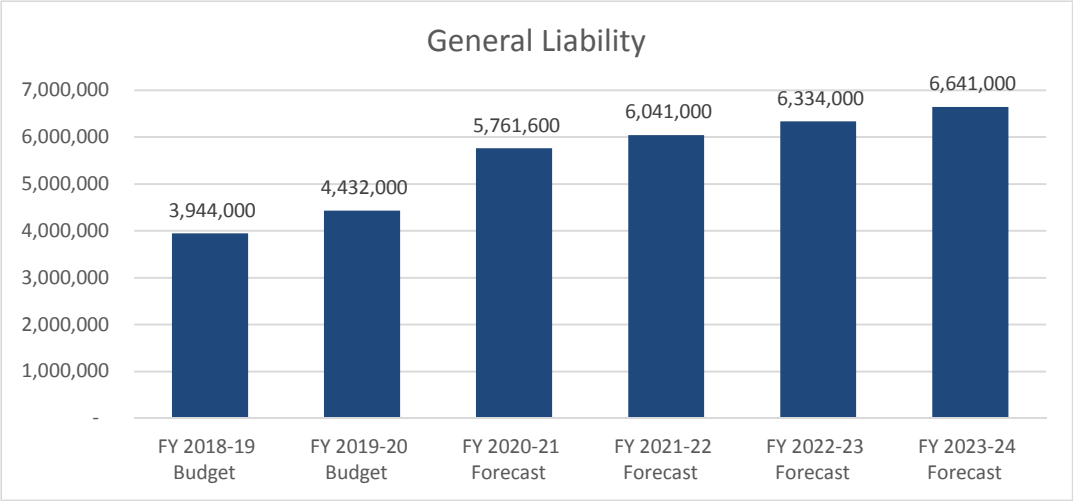


A six percent increase is projected throughout the forecast based on antipated market conditions.

Internal Service Fund Forecast

General Liability

The FY 2019-20 Budget for General Liability is $4.432 million. This represents a net decrease of 6.3 percent over the FY 2018-19 Budget. The net decrease is due in part to an increase in Vehicle Liability claims and a decrease in General Liability Claims. The Liability Claims are Actuarially projected at a 45 percent confidence level.

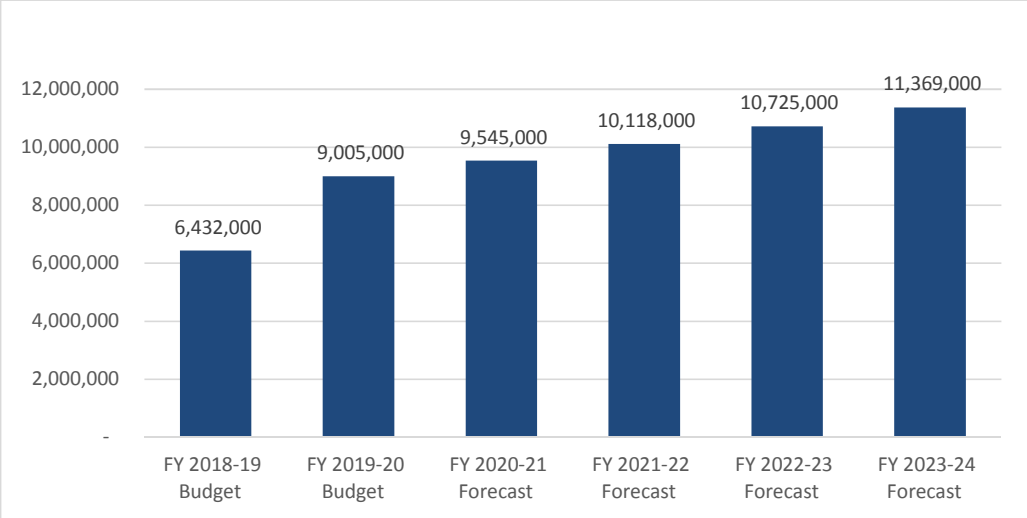


"The five year forecast assumes a 30% increase in FY 2020-21 primarily due to increases in automobile liability claims (fequency and severity). The forecast includes higher than expected claims experience in FY 2017-18. A 4.8 percent increase is actuarially projected starting in FY 2021-22 to FY 2023-24."

Internal Service Fund Forecast

Innovation and Technology Cost Allocation

The FY 2019-20 Budget for Information Technology Repair and Maintenance is $9.005 million. This represents a 28.6 percent increase over the FY 2018-19 Budget. The increase is primarily due in part to the maintenance and support of the new Data Center, and the replacement of the Citiview Application.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

APPENDIX C:
PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

GRAPH:
Budget, All Funds

SCHEDULE:
Revenues and Expenditures by Functional Category, All Funds

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category

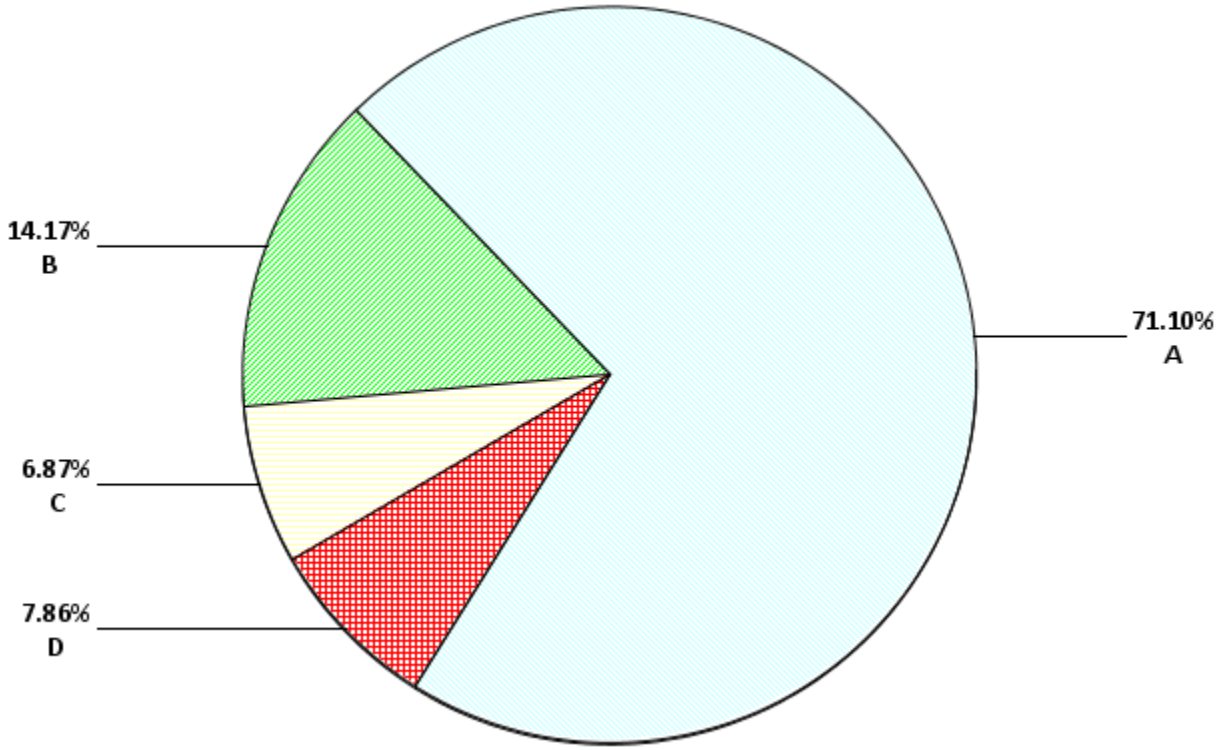
GRAPH:
Expenditures (Outflows) by Account Category

SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

BudgetFY20 Budget
All Funds

FY 2019-20

$1,137,380,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: General Fund	763,002,000	69.43%	808,633,000	71.10%
B: Special Revenue Funds	161,838,000	14.73%	161,186,000	14.17%
C: Debt Service Funds	73,823,000	6.72%	78,113,000	6.87%
D: Internal Service Fund	100,316,000	9.13%	89,448,000	7.86%
Total	1,098,979,000	100.00%	1,137,380,000	100.00%

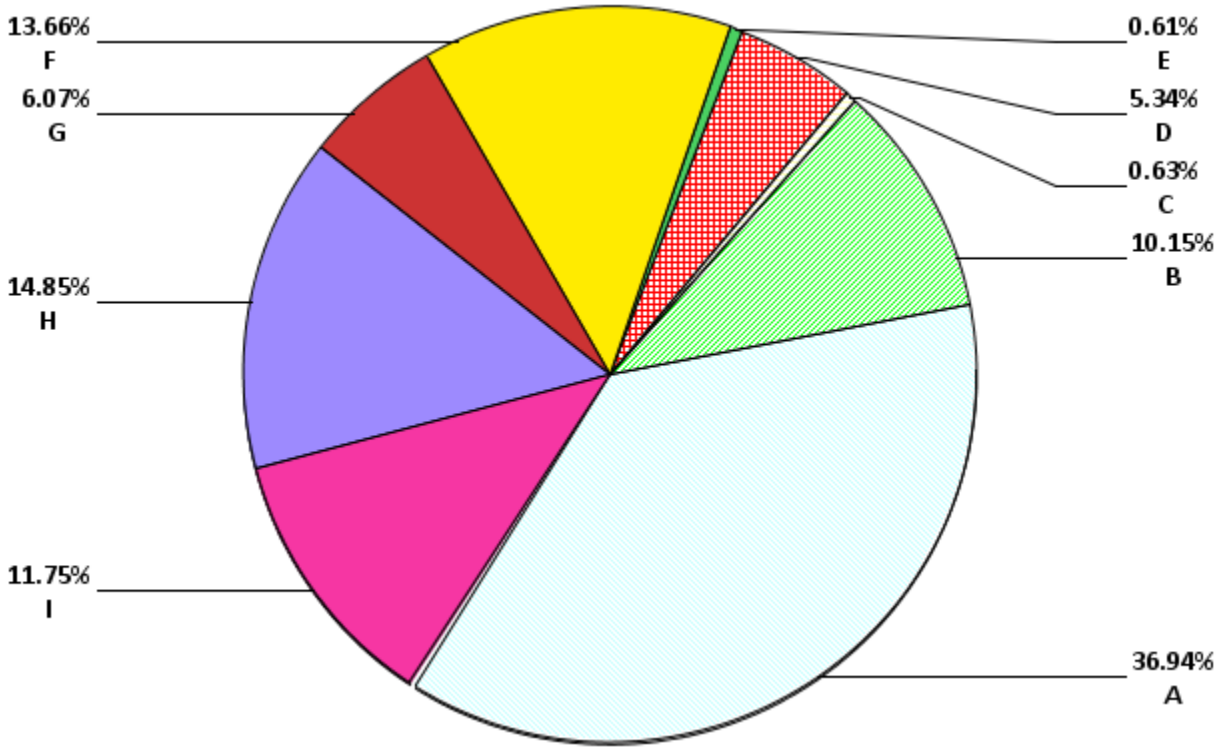
Schedule: Revenues and Expenditures by Functional Category
BudgetFY20
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
Revenues (Inflows)						
Property Taxes	396,441,000	0	23,725,000	0	420,166,000	382,168,000
Franchise Fees and Other Taxes	115,481,000	0	0	0	115,481,000	115,757,000
Interest	7,150,000	26,000	0	0	7,176,000	3,640,000
Transfers-IN	3,862,000	8,297,000	48,534,000	0	60,693,000	57,579,000
Fines and Forfeitures	5,904,000	1,050,000	0	0	6,954,000	6,810,000
Intergovernmental Revenues	81,856,000	69,960,000	3,495,000	0	155,311,000	141,502,000
Licenses and Permits	67,905,000	1,133,000	0	0	69,038,000	68,132,000
Other Revenues (Inflows)	7,365,000	69,769,000	2,359,000	89,448,000	168,941,000	191,450,000
Charges for Services	122,669,000	10,951,000	0	0	133,620,000	131,941,000
Total Revenues (Inflows)	**808,633,000**	**161,186,000**	**78,113,000**	**89,448,000**	**1,137,380,000**	**1,098,979,000**
Expenditures (Outflows)						
General Government	87,560,000	9,233,000	78,113,000	9,005,000	183,911,000	169,240,000
Planning and Development	26,377,000	24,179,000	0	0	50,556,000	42,291,000
Public Works	94,681,000	23,552,000	0	0	118,233,000	110,217,000
Public Safety	427,028,000	31,666,000	0	0	458,694,000	421,163,000
Housing and Community Development	2,437,000	52,009,000	0	0	54,446,000	53,534,000
Real Estate and Asset Management	13,796,000	6,487,000	0	0	20,283,000	19,958,000
Parks and Recreation	51,777,000	1,047,000	0	0	52,824,000	48,870,000
Risk Management	3,663,000	0	0	80,443,000	84,106,000	96,836,000
Non Departmental Units	38,944,000	703,000	0	0	39,647,000	68,963,000
Transfers - OUT	62,370,000	12,310,000	0	0	74,680,000	67,907,000
Total Expenditures (Outflows)	**808,633,000**	**161,186,000**	**78,113,000**	**89,448,000**	**1,137,380,000**	**1,098,979,000**

Revenues (Inflows) by Functional Category
All Funds

FY 2019-20

$1,137,380,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Property Taxes	382,168,000	34.77%	420,166,000	36.94%
B: Franchise Fees and Other Taxes	115,757,000	10.53%	115,481,000	10.15%
C: Interest	3,640,000	0.33%	7,176,000	0.63%
D: Transfers-IN	57,579,000	5.24%	60,693,000	5.34%
E: Fines and Forfeitures	6,810,000	0.62%	6,954,000	0.61%
F: Intergovernmental Revenues	141,502,000	12.88%	155,311,000	13.66%
G: Licenses and Permits	68,132,000	6.20%	69,038,000	6.07%
H: Other Revenues (Inflows)	191,450,000	17.42%	168,941,000	14.85%
I: Charges for Services	131,941,000	12.01%	133,620,000	11.75%
Total	1,098,979,000	100.00%	1,137,380,000	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 2019-20 Adopted AllFunds	FY 2018-19 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	368,728,000	0	23,725,000	0	392,453,000	361,176,000
Ad Valorem Taxes-Real-Delinquent	8,900,000	0	0	0	8,900,000	4,245,000
Ad Valorem Taxes-Penalty & Interest	300,000	0	0	0	300,000	130,000
Ad Valorem Taxes-Personal	18,088,000	0	0	0	18,088,000	16,517,000
Ad Valorem Taxes-Personal-Delinquent	425,000	0	0	0	425,000	100,000
Total Property Taxes:	**396,441,000**	**0**	**23,725,000**	**0**	**420,166,000**	**382,168,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,500,000	0	0	0	7,500,000	7,500,000
Franc Fee-Electricity	29,700,000	0	0	0	29,700,000	29,900,000
Franc Fee-Gas	334,000	0	0	0	334,000	284,000
Utility Ser Fee-Electricity	37,800,000	0	0	0	37,800,000	36,100,000
Utility Ser Fee-Water	6,192,000	0	0	0	6,192,000	6,217,000
Utility Ser Fee-Gas	770,000	0	0	0	770,000	709,000
Utility Ser Fee-Fuel Oil	14,000	0	0	0	14,000	10,000
Public Service Taxes	19,466,000	0	0	0	19,466,000	21,637,000
Other Taxes-Storm Water	13,705,000	0	0	0	13,705,000	13,400,000
Total Franchise Fees and Other Taxes:	**115,481,000**	**0**	**0**	**0**	**115,481,000**	**115,757,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	150,000	0	0	0	150,000	23,000
Misc-Int & Pen-Investment	7,000,000	26,000	0	0	7,026,000	3,617,000
Total Interest:	**7,150,000**	**26,000**	**0**	**0**	**7,176,000**	**3,640,000**
Transfers-IN						
Other-Interfund Transfer	3,862,000	6,193,000	48,534,000	0	58,589,000	55,682,000
Other-Transfer In-Cost Allocation	0	1,649,000	0	0	1,649,000	0
Other-Intrafund Transfer	0	455,000	0	0	455,000	1,897,000
Total Transfers-IN:	**3,862,000**	**8,297,000**	**48,534,000**	**0**	**60,693,000**	**57,579,000**
Fines and Forfeitures						
Fines-Judgments And Fines	5,246,000	0	0	0	5,246,000	4,745,000
Fines-Other Fines And/Or Forfeits	658,000	1,050,000	0	0	1,708,000	2,065,000
Total Fines and Forfeitures:	**5,904,000**	**1,050,000**	**0**	**0**	**6,954,000**	**6,810,000**

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted AllFunds	FY 2018-19 Adopted AllFunds
Intergovernmental Revenues						
Federal Grants	0	43,232,000	0	0	43,232,000	36,222,000
State Shared Revenues	622,000	0	0	0	622,000	625,000
Municipal Rev Sharing	16,217,000	0	0	0	16,217,000	14,900,000
Half Cent Sales Tax	36,802,000	0	0	0	36,802,000	34,000,000
State Pension Payment	10,443,000	0	0	0	10,443,000	10,832,000
Shared Revenues From Other Local Units	545,000	0	0	0	545,000	3,931,000
Shared Revenues - MPA	17,225,000	0	0	0	17,225,000	13,291,000
Pmts Other Local U In Lieu Of Taxes	2,000	0	0	0	2,000	0
State Grants	0	2,258,000	0	0	2,258,000	2,568,000
Grants From Other Local Units	0	22,596,000	3,495,000	0	26,091,000	22,852,000
Shared Revenues - E911 Wireles	0	1,344,000	0	0	1,344,000	898,000
Shared Revenues - E911 Phone C	0	522,000	0	0	522,000	993,000
Shared Revenues - E911 Land Li	0	8,000	0	0	8,000	390,000
Total Licenses and Permits:	**81,856,000**	**69,960,000**	**3,495,000**	**0**	**155,311,000**	**141,502,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	450,000	0	0	0	450,000	450,000
Business Tax Receipt-Business	7,800,000	0	0	0	7,800,000	7,300,000
Business Tax Receipt-Business-Penalty	456,000	0	0	0	456,000	456,000
Business Tax Receipt-Metro	600,000	0	0	0	600,000	593,000
Building Permits	24,000,000	0	0	0	24,000,000	25,000,000
Other Licenses, Fees and Permits	2,508,000	883,000	0	0	3,391,000	3,223,000
Other Licenses, Fees - CU(SW)	7,000,000	0	0	0	7,000,000	7,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	17,000,000	0	0	0	17,000,000	15,250,000
Other Licenses, Fees - Murals	3,000,000	250,000	0	0	3,250,000	3,300,000
Other Licenses, Fees - Fire Safety Permits	2,500,000	0	0	0	2,500,000	2,500,000
Other Licenses, Fees - CU	2,591,000	0	0	0	2,591,000	2,560,000
Total Licenses and Permits:	**67,905,000**	**1,133,000**	**0**	**0**	**69,038,000**	**68,132,000**
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	474,000	0	0	0	474,000	108,000
Misc-Contributions And Donations From Private Sources	0	10,000	0	0	10,000	112,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted AllFunds	FY 2018-19 Adopted AllFunds
Misc.-Other Service Charges/Late Fees	302,000	0	0	0	302,000	296,000
Misc. -Other Revnues EE Health	0	0	0	4,320,000	4,320,000	6,000,000
Misc. -Other Revenues Retirees Health	0	0	0	3,445,000	3,445,000	8,200,000
Misc - Fuel	80,000	0	0	0	80,000	50,000
Misc - Vending	41,000	0	0	0	41,000	41,000
Misc-Settlements	131,000	0	0	0	131,000	131,000
Other-Nonoperating Sources	3,353,000	0	0	81,683,000	85,036,000	90,150,000
Other-Oth N-optg Sour/Carryover	0	67,704,000	2,359,000	0	70,063,000	82,711,000
Misc-Other Miscellaneous Revenues	2,984,000	2,055,000	0	0	5,039,000	3,651,000
Total Other Revenues (Inflows):	**7,365,000**	**69,769,000**	**2,359,000**	**89,448,000**	**168,941,000**	**191,450,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	1,495,000	0	0	0	1,495,000	1,268,000
CFS-GG-Other General Government Charges And Fees	897,000	60,000	0	0	957,000	960,000
CFS-PS-Police Services	3,635,000	303,000	0	0	3,938,000	3,929,000
CFS-PS-Emergency Service Fees	11,139,000	0	0	0	11,139,000	11,139,000
CFS-Public Emerg Med Transp (PEMT) Payment	2,200,000	0	0	0	2,200,000	1,000,000
CFS-PS-Protective Inspection Fees	475,000	0	0	0	475,000	475,000
CFS-PS-Ambulance/False Alarm Fees	700,000	0	0	0	700,000	700,000
CFS-PS-Other Public Safety Charges And Fees	555,000	0	0	0	555,000	400,000
CFS-PE-Water Utility Revenue	5,000	0	0	0	5,000	5,000
CFS-PE-Garbage/Solid Waste Revenue	25,527,000	0	0	0	25,527,000	25,135,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	225,000	0	0	0	225,000	120,000
CFS-Trans-Parking Facilities	2,900,000	4,407,000	0	0	7,307,000	7,180,000
CFS-Trans-Tolls	312,000	0	0	0	312,000	150,000
CFS-Trans-Other Transportation Revenue	4,000	0	0	0	4,000	0
CFS-Trans-Tools	0	0	0	0	0	500,000
CFS-C&R-Special Recreation Facilities	2,517,000	0	0	0	2,517,000	2,192,000
CFS-C&R-Other Culture/Recreation	4,002,000	0	0	0	4,002,000	3,911,000
CFS-C&R-Other Culture/Recreation (PF)	10,374,000	118,000	0	0	10,492,000	8,468,000

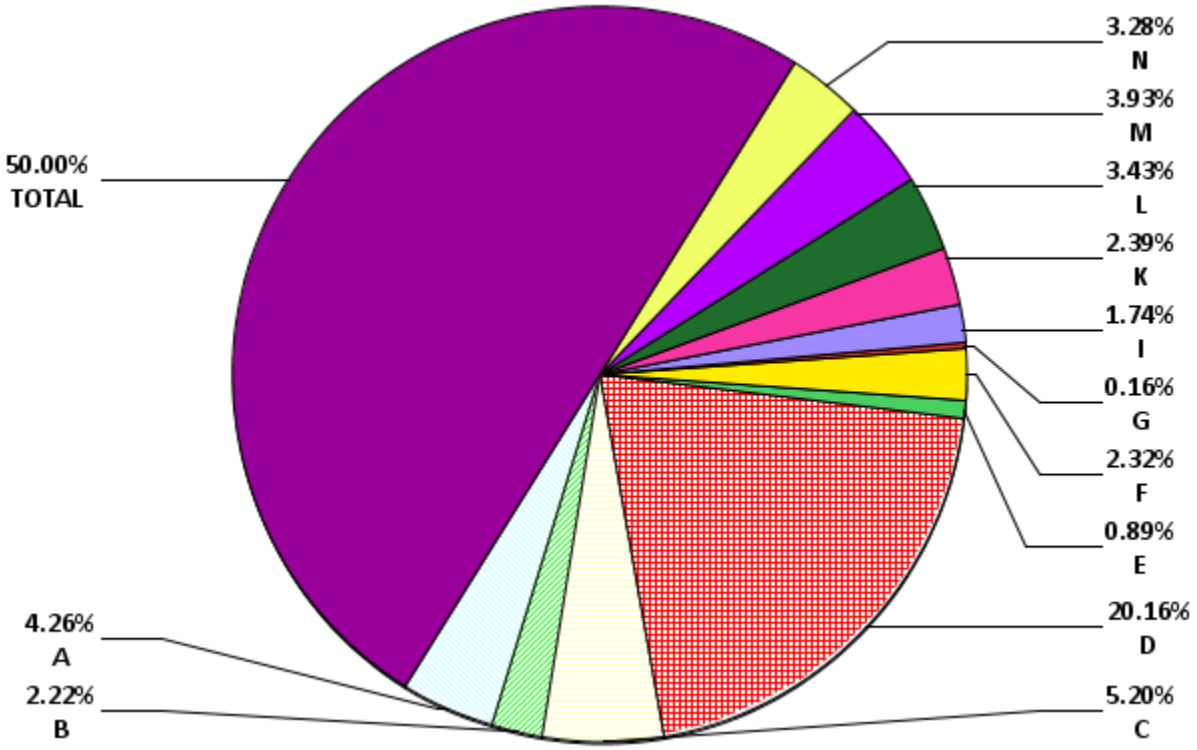
Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted AllFunds	FY 2018-19 Adopted AllFunds
CFS-Rents And Royalties	16,738,000	672,000	0	0	17,410,000	16,619,000
CFS-Other Charges for Services	7,875,000	5,030,000	0	0	12,905,000	17,531,000
CFS-Parking Surcharges Lockbox	23,750,000	361,000	0	0	24,111,000	22,799,000
CFS - Pari-Mutuel Revenues stor	2,658,000	0	0	0	2,658,000	2,259,000
CFS-Building Inspections	4,685,000	0	0	0	4,685,000	5,200,000
Total Charges for Services:	**122,669,000**	**10,951,000**	**0**	**0**	**133,620,000**	**131,941,000**
Total Revenue (Inflows):	**808,633,000**	**161,186,000**	**78,113,000**	**89,448,000**	**1,137,380,000**	**1,098,979,000**

Expenditures (Outflows) By Functional Category
All Funds

FY 2019-20

$1,137,380,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: General Government	88,985,000	8.10%	96,793,000	8.51%
B: Planning and Development	42,291,000	3.85%	50,556,000	4.44%
C: Public Works	110,217,000	10.03%	118,233,000	10.40%
D: Public Safety	421,163,000	38.32%	458,694,000	40.33%
E: Real Estate and Asset Management	19,958,000	1.82%	20,283,000	1.78%
F: Parks and Recreation Department	48,870,000	4.45%	52,824,000	4.64%
G: Risk Management	2,952,000	0.27%	3,663,000	0.32%
H: Non-Departmental	68,963,000	6.28%	39,647,000	3.49%
I: Housing and Community Development	53,534,000	4.87%	54,446,000	4.79%
J: Debt Service Funds	73,823,000	6.72%	78,113,000	6.87%
K: Internal Service Fund	100,316,000	9.13%	89,448,000	7.86%
L: Transfers - OUT	67,907,000	6.18%	74,680,000	6.57%
Total	1,098,979,000	100.00%	1,137,380,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
General Government						
Office of the Mayor	1,687,000	650,000	0	0	2,337,000	1,954,000
Board of Commissioners	4,086,000	4,305,000	0	0	8,391,000	8,278,000
Total City Manager	3,072,000	145,000	0	0	3,217,000	2,854,000
Total Office of Agenda Coordination	379,000	0	0	0	379,000	402,000
Total Office of the Auditor General	1,530,000	0	0	0	1,530,000	1,368,000
Office of the City Attorney	9,994,000	0	0	0	9,994,000	9,356,000
Office of the City Clerk	2,059,000	1,140,000	0	0	3,199,000	3,025,000
Total Civil Services	559,000	0	0	0	559,000	445,000
Total Code Compliance	8,437,000	232,000	0	0	8,669,000	8,601,000
Office of Communications	2,329,000	0	0	0	2,329,000	2,149,000
Total Office of EODP	508,000	0	0	0	508,000	464,000
Total Finance	10,330,000	0	78,113,000	0	88,443,000	83,119,000
Total Office of Grants Administration	1,708,000	185,000	0	0	1,893,000	1,885,000
Total Human Resources	5,291,000	0	0	0	5,291,000	4,736,000
Total Innovation and Technology	14,454,000	44,000	0	9,005,000	23,503,000	20,765,000
Total Office of Management and Budget	2,779,000	39,000	0	0	2,818,000	2,538,000
Total Neighborhood Enhancement Teams (NET)	8,637,000	0	0	0	8,637,000	7,382,000
Total Procurement	2,928,000	0	0	0	2,928,000	2,572,000
Total Office of Resilience and Sustainability	831,000	0	0	0	831,000	723,000
Human Services	5,962,000	2,725,000	0	0	8,687,000	7,574,000
Total General Government	**87,560,000**	**9,465,000**	**78,113,000**	**9,005,000**	**184,143,000**	**170,190,000**
Planning and Development						
Total Building Department	16,625,000	4,494,000	0	0	21,119,000	17,042,000
Office of Planning	5,927,000	19,910,000	0	0	25,837,000	22,160,000
Office of Zoning	3,825,000	0	0	0	3,825,000	3,089,000
Total Planning and Development	**26,377,000**	**24,404,000**	**0**	**0**	**50,781,000**	**42,291,000**
Community and Economic Development						
Total Housing and Community Development Department	2,437,000	52,009,000	0	0	54,446,000	53,534,000
Total Community and Economic Development	**2,437,000**	**52,009,000**	**0**	**0**	**54,446,000**	**53,534,000**
Public Works						

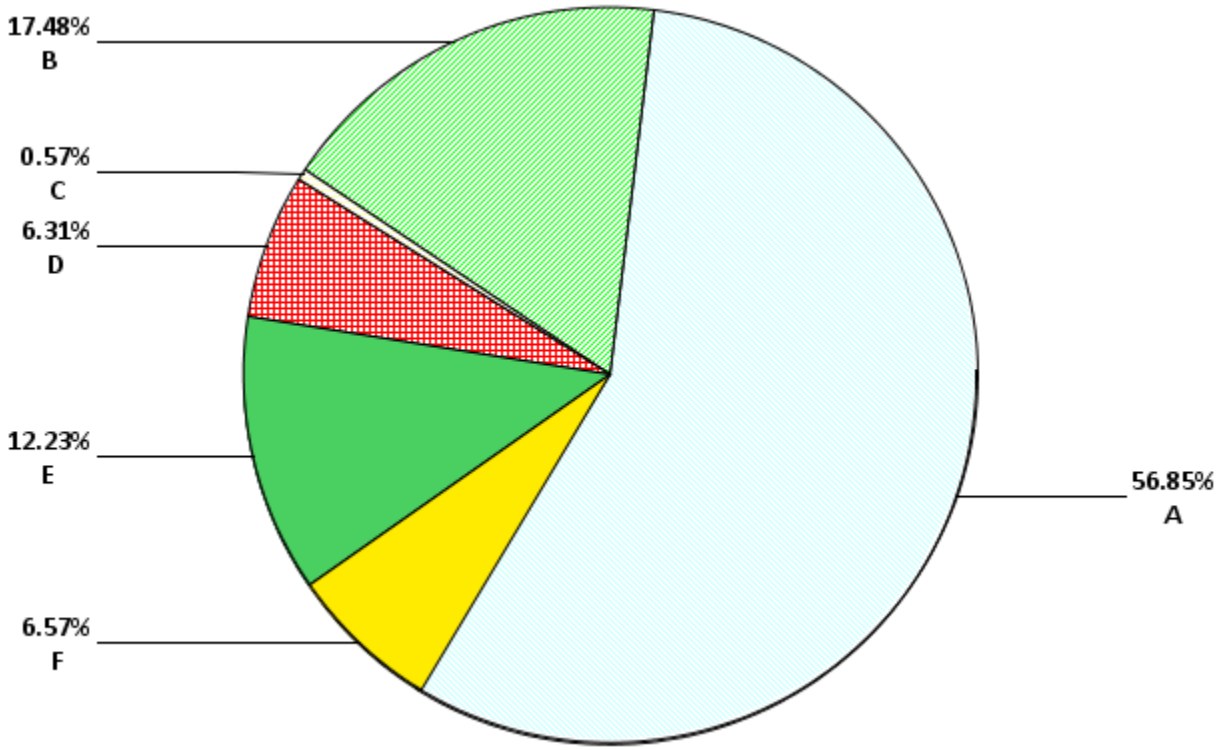
Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
Total Office of Capital Improvements	4,603,000	153,000	0	0	4,756,000	3,871,000
Total GSA Department	27,865,000	25,000	0	0	27,890,000	25,283,000
Total Resilience and Public Works Department	26,298,000	29,813,000	0	0	56,111,000	62,859,000
Total Solid Waste Department	35,915,000	113,000	0	0	36,028,000	34,042,000
Total Public Works	**94,681,000**	**30,104,000**	**0**	**0**	**124,785,000**	**126,055,000**
Public Safety						
Total Fire-Rescue	161,407,000	19,928,000	0	0	181,335,000	158,194,000
Total Police	265,621,000	11,738,000	0	0	277,359,000	262,969,000
Total Public Safety	**427,028,000**	**31,666,000**	**0**	**0**	**458,694,000**	**421,163,000**
Other Departments						
Total Real Estate and Asset Management	13,796,000	11,788,000	0	0	25,584,000	19,958,000
Total Parks and Recreation	51,777,000	1,047,000	0	0	52,824,000	48,870,000
Risk Management	3,663,000	0	0	80,443,000	84,106,000	96,836,000
Total Other	**69,236,000**	**12,835,000**	**0**	**80,443,000**	**162,514,000**	**165,664,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	101,314,000	703,000	0	0	102,017,000	120,082,000
Total Non Departmental Units	**101,314,000**	**703,000**	**0**	**0**	**102,017,000**	**120,082,000**
Total All Organizations	**808,633,000**	**161,186,000**	**78,113,000**	**89,448,000**	**1,137,380,000**	**1,098,979,000**

Expenditures (Outflows) by Account Category
All Funds

FY 2019-20

$1,137,380,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Personnel	606,157,000	55.16%	646,584,000	56.85%
B: Operating Expense	193,048,500	17.57%	198,767,400	17.48%
C: Capital Outlay	7,740,000	0.70%	6,438,000	0.57%
D: Debt Service	73,791,500	6.71%	71,782,600	6.31%
E: Non-Operating Expenses	150,335,000	13.68%	139,128,000	12.23%
F: Transfers - OUT	67,907,000	6.18%	74,680,000	6.57%
Total	1,098,979,000	100.00%	1,137,380,000	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 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
Personnel						
Executive Salaries	402,000	0	0	0	402,000	402,000
Regular Salaries and Wages	320,391,000	8,763,000	0	0	329,154,000	296,583,000
Attrition Savings - Salaries	(11,407,000)	(254,000)	0	0	(11,661,000)	(8,138,000)
Other Salaries and Wages	1,302,000	798,000	0	0	2,100,000	2,586,000
Other Salaries and Wages -Part Time Year Year Round	6,942,000	80,000	0	0	7,022,000	6,135,000
Other Salaries and Wages - Part Time Seasonal	1,984,000	0	0	0	1,984,000	1,701,000
Overtime	10,712,000	2,237,000	0	0	12,949,000	16,396,000
OT Staffing	1,593,000	0	0	0	1,593,000	1,593,000
OT EMS Backfill for Training	402,000	0	0	0	402,000	402,000
OT Off Duty Events	3,295,000	1,000	0	0	3,296,000	3,296,000
Special Pay	26,105,000	167,000	0	0	26,272,000	19,019,000
Fringe Benefits	1,477,000	27,000	0	0	1,504,000	1,434,000
Fringe Benefits - Tuition Reimbursement	0	1,000	0	0	1,000	301,000
Fica Taxes	13,996,000	586,000	0	0	14,582,000	12,972,000
Retirement Contributions	55,333,000	1,259,000	0	0	56,592,000	48,699,000
Police and Fire - FIPO	68,080,000	490,000	0	0	68,570,000	62,696,000
Secondary Pension Contributions	10,443,000	0	0	0	10,443,000	10,832,000
Life and Health Insurance	38,854,000	821,000	0	47,568,000	87,243,000	112,237,000
Health Trust - FOP	15,499,000	0	0	0	15,499,000	17,011,000
IAFF Health Insurance Trust Fund	18,574,000	63,000	0	0	18,637,000	0
Total Personnel:	**583,977,000**	**15,039,000**	**0**	**47,568,000**	**646,584,000**	**606,157,000**
Operating Expense						
Workers' Compensation	19,901,000	294,000	0	18,780,000	38,975,000	36,457,000
Unemployment Compensation	80,000	0	0	0	80,000	80,000
Professional Services	6,051,000	2,167,000	6,400	1,440,000	9,664,400	12,439,500
Professional Services-Legal Services	5,158,000	0	0	0	5,158,000	4,501,000
Professional Services-Medical	1,263,000	0	0	0	1,263,000	1,189,000
Accounting and Auditing	525,000	0	0	0	525,000	525,000
Court Services	85,000	0	0	0	85,000	105,000
Other Contractual Services	19,614,000	11,590,000	25,000	0	31,229,000	33,315,500
Travel and Per Diem	336,500	507,000	0	0	843,500	1,314,000
Training	479,000	87,000	0	0	566,000	429,000
Communications & Related Services	1,417,000	740,000	0	0	2,157,000	2,032,000
Postage	498,000	13,000	0	0	511,000	523,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
Utility Services	11,871,000	500,000	0	0	12,371,000	12,358,000
Rentals and Leases	3,049,000	60,000	0	0	3,109,000	2,957,000
Insurance - Police Torts	791,000	0	0	791,000	1,582,000	1,620,000
Insurance - Vehicle Liability	1,007,000	1,000	0	2,507,000	3,515,000	3,003,000
Insurance - Property & Casualty	8,223,000	0	0	8,223,000	16,446,000	14,950,000
Insurance - General Liability	1,134,000	4,000	0	1,134,000	2,272,000	3,272,000
Repair and Maintenance Services	11,123,000	238,000	0	0	11,361,000	11,168,000
IT-Repair and Maintenance Services	9,005,000	15,000	0	9,005,000	18,025,000	12,866,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	32,000	2,000	0	0	34,000	44,000
Printing and Binding-Outsourcing	30,000	0	0	0	30,000	29,000
Printing and Binding-Paper Stock	114,000	0	0	0	114,000	108,000
Printing and Binding-Supplies	4,000	0	0	0	4,000	8,000
Promotional Activities	112,000	707,000	0	0	819,000	794,000
Advertising and Related Costs	490,000	56,000	0	0	546,000	497,000
Other Current Charges and Obligations	14,518,200	1,510,000	0	0	16,028,200	16,304,200
Office Supplies	687,200	35,000	0	0	722,200	740,200
Operating Supplies	4,927,400	305,000	0	0	5,232,400	5,654,400
Motor Fuel	6,093,000	0	0	0	6,093,000	6,021,000
Saleable Fuel	70,000	0	0	0	70,000	100,000
Public Safety Supplies	2,007,500	0	0	0	2,007,500	2,017,500
Clothing/Uniform Supplies	2,000,200	26,000	0	0	2,026,200	2,004,200
Landscaping Related Supplies, LandscapingRelated Supplies	275,000	175,000	0	0	450,000	410,000
Road Materials and Supplies	0	175,000	0	0	175,000	175,000
Subscriptions, Memberships, Licenses, Permits & Others	2,954,000	53,000	0	0	3,007,000	2,158,000
Weapons And Ammunitions	1,668,000	0	0	0	1,668,000	877,000
Total Operating Expense:	**137,596,000**	**19,260,000**	**31,400**	**41,880,000**	**198,767,400**	**193,048,500**
Capital Outlay						
Improvements Other Than Buildings	0	600,000	0	0	600,000	225,000
Machinery and Equipment	1,731,000	4,107,000	0	0	5,838,000	7,515,000
Total Capital Outlay:	**1,731,000**	**4,707,000**	**0**	**0**	**6,438,000**	**7,740,000**
Debt Service						
Principal	0	0	52,823,500	0	52,823,500	52,273,600

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2019-20 Adopted All Funds	FY 2018-19 Adopted All Funds
Interest	0	0	18,959,100	0	18,959,100	21,517,900
Total Debt Service:	**0**	**0**	**71,782,600**	**0**	**71,782,600**	**73,791,500**
Non-Operating Expense						
Aids to Government Agencies	1,773,000	0	0	0	1,773,000	1,723,000
Aids to Private Organizations	4,313,000	31,390,000	0	0	35,703,000	39,089,000
Other Grants and Aids	0	17,261,000	0	0	17,261,000	15,378,000
Budget Reserve	6,692,000	61,219,000	6,299,000	0	74,210,000	51,467,000
Contingency Reserve	7,000,000	0	0	0	7,000,000	5,000,000
Other Uses	3,181,000	0	0	0	3,181,000	37,678,000
Total Non-Operating Expense:	**22,959,000**	**109,870,000**	**6,299,000**	**0**	**139,128,000**	**150,335,000**
Transfers-OUT						
Interfund Transfers	58,737,000	11,839,000	0	0	70,576,000	66,097,000
Transfer Out-Cost Allocation	1,649,000	0	0	0	1,649,000	0
Intrafund Transfers	1,984,000	471,000	0	0	2,455,000	1,810,000
Total Transfers-OUT:	**62,370,000**	**12,310,000**	**0**	**0**	**74,680,000**	**67,907,000**
Total Expenditure (Outflows):	**808,633,000**	**161,186,000**	**78,113,000**	**89,448,000**	**1,137,380,000**	**1,098,979,000**

APPENDIX D:
PRESENTATION OF SCHEDULES AND GRAPHS, GENERAL FUND

SCHEDULE:
Summary Revenues and Expenditures by Functional Category, General Fund

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

SCHEDULE:
Revenues (Inflows) by Department and Account Category

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category and General Fund Department

GRAPH:
Expenditures (Outflows) by Account Category

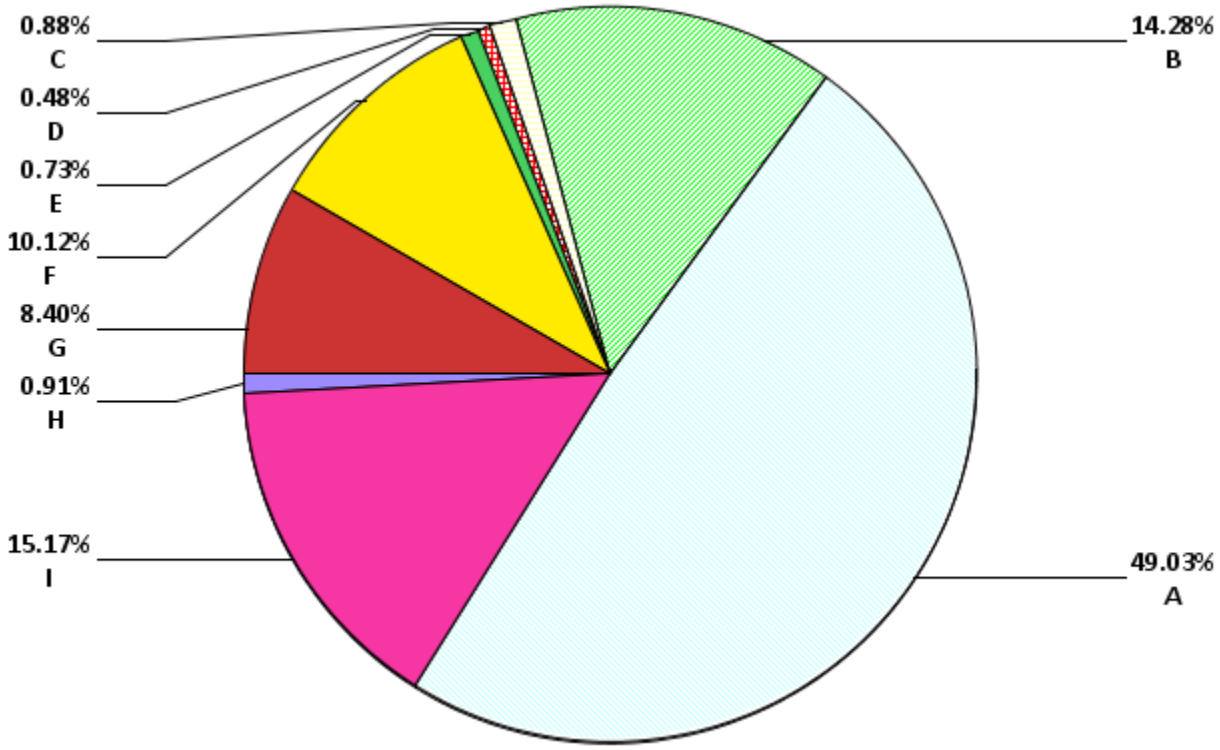
SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Revenues					
Property Taxes	262,607,950	294,888,720	325,267,795	359,685,000	396,441,000
Franchise Fees and Other Taxes	107,436,743	111,740,818	113,992,904	115,757,000	115,481,000
Interest	2,662,789	2,986,388	5,808,379	3,623,000	7,150,000
Transfers-IN	6,205,760	13,783,227	7,889,609	5,348,000	3,862,000
Fines and Forfeitures	15,074,723	15,861,887	13,887,393	5,460,000	5,904,000
Intergovernmental Revenues	65,515,560	66,924,951	69,954,774	77,579,000	81,856,000
Licenses and Permits	70,586,810	72,542,186	73,313,615	67,037,000	67,905,000
Other Revenues (Inflows)	8,854,245	13,851,366	19,335,042	10,241,000	7,365,000
Charges for Services	106,597,135	115,954,229	117,481,061	118,272,000	122,669,000
Total Revenues	**645,541,714**	**708,533,773**	**746,930,573**	**763,002,000**	**808,633,000**
Expenditures					
General Government	54,906,695	60,449,751	69,144,133	78,077,000	87,560,000
Planning and Development	16,182,723	16,991,171	20,613,477	23,163,000	26,377,000
Public Works	79,590,768	75,985,912	80,838,647	85,232,000	94,681,000
Public Safety	338,541,578	355,464,854	365,646,711	388,359,000	427,028,000
Real Estate and Asset Management	8,180,928	12,248,874	11,716,751	13,090,000	13,796,000
Parks and Recreation	36,360,016	42,312,432	46,456,057	47,754,000	51,777,000
Risk Management	2,590,420	2,873,201	2,926,977	2,952,000	3,663,000
Non-Departmental	26,804,791	34,745,787	33,536,904	67,816,000	38,944,000
Housing and Community Development	2,252,167	3,235,624	1,566,902	1,689,000	2,437,000
Transfers - OUT	95,881,200	72,361,100	84,379,000	54,870,000	62,370,000
Total Expenditures	**661,291,284**	**676,668,706**	**716,825,559**	**763,002,000**	**808,633,000**

Revenues (Inflows) By Functional Category
General Fund

FY 2019-20
$808,633,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Property Taxes	359,685,000	47.14%	396,441,000	49.03%
B: Franchise Fees and Other Taxes	115,757,000	15.17%	115,481,000	14.28%
C: Interest	3,623,000	0.47%	7,150,000	0.88%
D: Transfers-IN	5,348,000	0.70%	3,862,000	0.48%
E: Fines and Forfeitures	5,460,000	0.72%	5,904,000	0.73%
F: Intergovernmental Revenues	77,579,000	10.17%	81,856,000	10.12%
G: Licenses and Permits	67,037,000	8.79%	67,905,000	8.40%
H: Other Revenues (Inflows)	10,241,000	1.34%	7,365,000	0.91%
I: Charges for Services	118,272,000	15.50%	122,669,000	15.17%
Total	763,002,000	100.00%	808,633,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Property Taxes					
Ad Valorem Taxes-Real	243,342,147	267,987,730	297,595,775	338,693,000	368,728,000
Ad Valorem Taxes-Real-Delinquent	3,671,785	11,023,464	11,671,312	4,245,000	8,900,000
Ad Valorem Taxes-Penalty & Interest	35,045	63,941	268,946	130,000	300,000
Ad Valorem Taxes-Personal	15,243,338	15,342,551	15,381,080	16,517,000	18,088,000
Ad Valorem Taxes-Personal-Delinquent	315,635	471,035	350,682	100,000	425,000
Total Property Taxes:	**262,607,950**	**294,888,720**	**325,267,795**	**359,685,000**	**396,441,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,084,039	7,353,444	7,372,857	7,500,000	7,500,000
Franc Fee-Electricity	27,245,268	28,160,663	28,393,553	29,900,000	29,700,000
Franc Fee-Gas	334,481	272,735	323,486	284,000	334,000
Utility Ser Fee-Electricity	33,425,247	34,919,488	36,340,755	36,100,000	37,800,000
Utility Ser Fee-Water	5,664,476	6,117,486	6,027,246	6,217,000	6,192,000
Utility Ser Fee-Gas	699,394	681,777	763,461	709,000	770,000
Utility Ser Fee-Fuel Oil	10,948	9,437	13,789	10,000	14,000
Public Service Taxes	20,220,319	20,804,752	21,105,738	21,637,000	19,466,000
Other Taxes-Storm Water	12,752,572	13,421,036	13,652,017	13,400,000	13,705,000
Total Franchise Fees and Other Taxes:	**107,436,743**	**111,740,818**	**113,992,904**	**115,757,000**	**115,481,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	24,443	1,852	330,643	23,000	150,000
Misc-Int & Pen-Investment	2,480,082	3,264,844	5,748,009	3,600,000	7,000,000
Misc-Int & Pen-Miscelleneous	0	0	5,501	0	0
Misc-Net Increase Decrease In Fair ValueOf	158,265	(280,308)	(275,774)	0	0
Total Interest:	**2,662,789**	**2,986,388**	**5,808,379**	**3,623,000**	**7,150,000**
Transfers-IN					
Other-Interfund Transfer	4,205,760	12,073,227	6,163,609	5,348,000	3,862,000
Other-Intrafund Transfer	2,000,000	1,710,000	1,726,000	0	0
Total Transfers-IN:	**6,205,760**	**13,783,227**	**7,889,609**	**5,348,000**	**3,862,000**
Fines and Forfeitures					
Fines-Judgments And Fines	4,617,636	4,833,543	6,283,080	4,745,000	5,246,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Fines-Violations Of Local Ordinances	(590,872)	(40,341)	28,977	0	0
Fines-Other Fines And/Or Forfeits	742,897	570,075	833,026	715,000	658,000
Misc-Red Light Camera Fines	10,305,062	10,498,610	6,742,311	0	0
Total Fines and Forfeitures:	**15,074,723**	**15,861,887**	**13,887,393**	**5,460,000**	**5,904,000**
Intergovernmental Revenues					
Federal Grants	97,161	71,357	82,224	0	0
State Shared Revenues	624,608	618,296	617,579	625,000	622,000
Municipal Rev Sharing	14,211,777	15,068,964	15,763,342	14,900,000	16,217,000
Half Cent Sales Tax	32,699,735	33,521,269	35,786,997	34,000,000	36,802,000
State Pension Payment	9,608,380	9,485,549	9,623,417	10,832,000	10,443,000
Shared Revenues From Other Local Units	537,271	537,271	568,768	3,931,000	545,000
Shared Revenues - MPA	7,700,000	7,600,000	7,500,000	13,291,000	17,225,000
Pmts Other Local U In Lieu Of Taxes	35,426	14,815	8,646	0	2,000
State Grants	1,203	7,430	3,691	0	0
Grants From Other Local Units	0	0	111	0	0
Total Licenses and Permits:	**65,515,560**	**66,924,951**	**69,954,774**	**77,579,000**	**81,856,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	168,566	442,919	701,183	450,000	450,000
Business Tax Receipt	(77)	476	(11)	0	0
Business Tax Receipt-Business	7,158,343	7,277,638	7,559,830	7,300,000	7,800,000
Business Tax Receipt-Business-Penalty	341,204	438,643	789,965	456,000	456,000
Business Tax Receipt-Metro	523,276	581,357	630,328	593,000	600,000
Building Permits	28,725,834	28,472,221	26,759,232	25,000,000	24,000,000
Other Licenses, Fees and Permits	2,486,209	2,508,966	2,572,468	2,428,000	2,508,000
Other Licenses, Fees - CU(SW)	7,689,386	8,944,091	8,267,235	7,500,000	7,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	14,327,494	15,778,906	17,920,124	15,250,000	17,000,000
Other Licenses, Fees - Murals	3,432,340	3,149,161	3,022,246	3,000,000	3,000,000
Other Licenses, Fees - Fire Safety Permits	2,784,720	2,455,128	2,425,087	2,500,000	2,500,000
Other Licenses, Fees - CU	2,949,514	2,492,678	2,665,929	2,560,000	2,591,000
Total Licenses and Permits:	**70,586,810**	**72,542,186**	**73,313,615**	**67,037,000**	**67,905,000**
Other Revenues (Inflows)					

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Misc-Disposition Of Fixed Assets	441,720	787,220	277,970	108,000	474,000
Misc-Sales Of Surplus Materials And Scrap	1,189	143	0	0	0
Misc-Contributions And Donations From Private Sources	0	500	0	0	0
Misc.-Other Service Charges/Late Fees	264,742	296,473	255,623	296,000	302,000
Misc. -Other Revnues EE Health	0	91	0	0	0
Misc - Fuel	0	73,204	77,785	50,000	80,000
Misc - Vending	0	38,650	35,529	41,000	41,000
Misc-Settlements	670,657	2,755,373	1,055,522	131,000	131,000
Misc-Contra Revenue For Bad Debt Allowance	577,003	399,931	0	0	0
Other-Nonoperating Sources	4,775,678	7,612,708	8,333,445	3,343,000	3,353,000
Other-Oth N-optg Sour/Carryover	127,715	127,720	6,490,508	3,751,000	0
Misc-Other Miscellaneous Revenues	1,991,777	1,770,783	2,836,243	2,521,000	2,984,000
Misc - POS Over/Under	3,765	(11,430)	(27,583)	0	0
Total Other Revenues (Inflows):	**8,854,245**	**13,851,366**	**19,335,042**	**10,241,000**	**7,365,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	1,311,187	1,367,858	1,518,299	1,268,000	1,495,000
CFS-GG-Other General Government Charges And Fees	749,495	859,477	935,800	900,000	897,000
CFS-PS-Police Services	2,643,278	2,756,656	3,551,875	2,800,000	3,635,000
CFS-PS-Fire Protection Services	196	546	429	0	0
CFS-PS-Emergency Service Fees	10,530,161	9,948,489	10,464,404	11,139,000	11,139,000
CFS-Public Emerg Med Transp (PEMT) Payment	0	0	966,640	1,000,000	2,200,000
CFS-PS-Protective Inspection Fees	540,175	469,089	461,979	475,000	475,000
CFS-PS-Ambulance/False Alarm Fees	707,178	762,113	708,334	700,000	700,000
CFS-PS-Other Public Safety Charges And Fees	606,933	502,358	645,705	400,000	555,000
CFS-PE-Water Utility Revenue	2,746	2,542	8,911	5,000	5,000
CFS-PE-Garbage/Solid Waste Revenue	25,224,421	24,976,604	25,432,092	25,135,000	25,527,000
CFS-PE-Sewer/Wastewater Utility Revenue	0	0	(1,462)	0	0
CFS-PE-Cemetery Fees	1,103	536	706	1,000	1,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
CFS-PE-Other Physical Environment Revenue	124,152	246,854	211,023	120,000	225,000
CFS-Trans-Parking Facilities	0	2,717,500	3,009,579	2,700,000	2,900,000
CFS-Trans-Tolls	357,974	195,638	130,964	150,000	312,000
CFS-Trans-Other Transportation Revenue	355	0	4,390	0	4,000
CFS-Trans-Tools	516	505,576	564,139	500,000	0
CFS-C&R-Special Recreation Facilities	1,202,664	2,349,585	2,606,409	2,192,000	2,517,000
CFS-C&R-Other Culture/Recreation	3,971,555	4,215,181	3,845,697	3,911,000	4,002,000
CFS-C&R-Other Culture/Recreation (PF)	10,036,482	10,489,101	8,574,388	8,468,000	10,374,000
CFS-Rents And Royalties	13,263,826	14,889,381	15,102,214	16,619,000	16,738,000
CFS-Other Charges for Services	6,878,713	8,507,646	7,890,182	10,330,000	7,875,000
CFS-Parking Surcharges Lockbox	21,083,997	22,153,939	22,290,412	22,000,000	23,750,000
CFS - Pari-Mutuel Revenues stor	2,170,940	2,171,650	2,486,668	2,259,000	2,658,000
CFS-Building Inspections	5,189,086	5,865,911	6,071,287	5,200,000	4,685,000
Total Charges for Services:	**106,597,135**	**115,954,229**	**117,481,061**	**118,272,000**	**122,669,000**
Total Revenue (Inflows):	**645,541,714**	**708,533,773**	**746,930,573**	**763,002,000**	**808,633,000**

Revenues (Inflows) by Department and Account Category

General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
411100 - Ad Valorem Taxes-Real	Finance	243,342,147	267,987,730	297,595,775	338,693,000	368,728,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	3,671,785	11,023,464	11,671,312	4,245,000	8,900,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	35,045	63,941	268,946	130,000	300,000
411300 - Ad Valorem Taxes-Personal	Finance	15,243,338	15,342,551	15,381,080	16,517,000	18,088,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	315,635	471,035	350,682	100,000	425,000
Property Taxes	**Total**	**262,607,950**	**294,888,720**	**325,267,795**	**359,685,000**	**396,441,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,084,039	7,353,444	7,372,857	7,500,000	7,500,000
413100 - Franc Fee-Electricity	Finance	27,245,268	28,160,663	28,393,553	29,900,000	29,700,000
413400 - Franc Fee-Gas	Finance	334,481	272,735	323,486	284,000	334,000
414100 - Utility Ser Fee-Electricity	Finance	33,425,247	34,919,488	36,340,755	36,100,000	37,800,000
414300 - Utility Ser Fee-Water	Finance	5,664,476	6,117,486	6,027,246	6,217,000	6,192,000
414400 - Utility Ser Fee-Gas	Finance	699,394	681,777	763,461	709,000	770,000
414700 - Utility Ser Fee-Fuel Oil	Finance	10,948	9,437	13,789	10,000	14,000
415000 - Public Service Taxes	Finance	20,220,319	20,804,752	21,105,738	21,637,000	19,466,000
419000 - Other Taxes-Storm Water	Finance	527	13	(1,085)	0	0
	Total Resilience and Public Works Department	12,752,045	13,420,951	13,653,102	13,400,000	13,705,000
	Parks and Recreation	-	73	-	-	-
Franchise Fees and Other Taxes	**Total**	**107,436,743**	**111,740,818**	**113,992,904**	**115,757,000**	**115,481,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	-	-	19,034	-	-
	Finance	22,579	(1,791)	309,488	23,000	150,000
	Solid Waste	1,864	3,643	2,614	0	0
	Housing and Community Development Department	-	-	(494)	-	-
461110 - Misc-Int & Pen-Investment	Finance	2,480,082	3,264,844	5,748,009	3,600,000	7,000,000
461120 - Misc-Int & Pen-Miscelleneous	Finance	-	-	5,501	-	0
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	158,265	(280,308)	(275,774)	0	0
Interest	**Total**	**2,662,789**	**2,986,388**	**5,808,379**	**3,623,000**	**7,150,000**
481000 - Other-Interfund Transfer	Finance	2,981,059	10,704,097	5,663,609	4,069,000	3,833,000
	Police	1,224,701	1,369,129	500,000	1,250,000	0
	Real Estate and Asset Management	-	-	0	29,000	29,000
481100 - Other-Intrafund Transfer	Total Resilience and Public Works Department	2,000,000	1,710,000	1,726,000	-	-
Transfers-IN	**Total**	**6,205,760**	**13,783,227**	**7,889,609**	**5,348,000**	**3,862,000**
451000 - Fines-Judgments And Fines	Police	4,613,585	4,776,668	6,228,979	4,700,000	5,200,000
	Real Estate and Asset Management	4,052	56,875	54,100	45,000	46,000
454000 - Fines-Violations Of Local Ordinances	Finance	(590,872)	(40,341)	28,977	0	0
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	-	525	575	-	-

Dept_Schedule

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
	Code Compliance	341,967	412,933	558,292	450,000	450,000
	Finance	0	(83,437)	(19,421)	0	0
	Building Department	49,658	96,226	59,351	75,000	50,000
	Planning	40,630	2,551	2,071	50,000	15,000
	Solid Waste	299,885	138,717	226,779	140,000	140,000
	Capital Improvements and Transportation	-	-	(1,009)	-	-
	Fire-Rescue	-	-	4,760	-	-
	Police	10,757	2,560	1,422	0	0
	Real Estate and Asset Management	-	0	205	-	3,000
462000 - Misc-Red Light Camera Fines	Finance	0	10,498,610	6,742,311	0	0
	Capital Improvements and Transportation	10,305,062	0	-	0	0
Fines and Forfeitures	**Total**	**15,074,723**	**15,861,887**	**13,887,393**	**5,460,000**	**5,904,000**
431000 - Federal Grants	Parks and Recreation	97,161	71,357	82,224	0	0
435000 - State Shared Revenues	Finance	623,928	618,296	617,579	625,000	622,000
	Fire-Rescue	680	-	-	-	-
435001 - Municipal Rev Sharing	Finance	14,211,777	15,068,964	15,763,342	14,900,000	16,217,000
435002 - Half Cent Sales Tax	Finance	32,699,735	33,521,269	35,786,997	34,000,000	36,802,000
436900 - State Pension Payment	Fire-Rescue	4,498,841	4,032,832	3,788,047	5,512,000	4,300,000
	Police	5,109,539	5,452,717	5,835,370	5,320,000	6,143,000
438000 - Shared Revenues From Other Local Units	Finance	-	-	-	3,000,000	0
	Fire-Rescue	537,271	537,271	537,268	545,000	545,000
	Police	-	-	-	386,000	0
	Real Estate and Asset Management	-	-	31,500	-	-
438010 - Shared Revenues - MPA	Finance	7,700,000	7,600,000	7,500,000	13,291,000	17,225,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	35,426	14,815	8,646	0	2,000
434000 - State Grants	Real Estate and Asset Management	544	7,430	3,473	-	-
	Parks and Recreation	659	-	217	-	-
437000 - Grants From Other Local Units	Real Estate and Asset Management	-	-	111	-	-
Intergovernmental Revenues	**Total**	**65,515,560**	**66,924,951**	**69,954,774**	**77,579,000**	**81,856,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	168,566	442,919	701,183	450,000	450,000
421000 - Business Tax Receipt	Finance	(77)	476	(11)	-	0
421100 - Business Tax Receipt-Business	Finance	7,158,343	7,277,638	7,559,830	7,300,000	7,800,000
421200 - Business Tax Receipt-Business-Penalty	Finance	341,184	438,637	789,965	456,000	456,000
	Police	20	6	-	-	-
421400 - Business Tax Receipt-Metro	Finance	523,276	581,357	630,328	593,000	600,000
422000 - Building Permits	Building Department	28,725,834	28,472,221	26,759,232	25,000,000	24,000,000
429000 - Other Licenses, Fees and Permits	Code Compliance	32,005	10,763	11,801	25,000	15,000
	Finance	19,531	8,311	4,952	9,000	2,000
	Building Department	75,524	64,928	65,555	70,000	70,000
	Planning	2,089,741	2,162,041	605,282	540,000	540,000
	Zoning	-	-	1,401,669	1,394,000	1,394,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
	Total Resilience and Public Works Department	7,470	13,060	9,369	5,000	135,000
	Solid Waste	-	56	(9,138)	0	0
	Fire-Rescue	23,995	10,974	6,386	10,000	10,000
	Police	237,944	219,564	215,671	225,000	192,000
	Real Estate and Asset Management	-	19,270	260,922	150,000	150,000
429010 - Other Licenses, Fees - CU(SW)	Commissioners	-	-	(26)	-	-
	Finance	-	-	(7)	-	0
	Planning	(4)	-	-	-	-
	Solid Waste	7,689,390	8,944,098	8,267,268	7,500,000	7,000,000
	Fire-Rescue	-	(7)	-	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Department	-	-	17	-	-
	Solid Waste	14,327,494	15,778,906	17,920,107	15,250,000	17,000,000
429030 - Other Licenses, Fees - Murals	Planning	3,432,340	3,149,161	0	0	0
	Zoning	-	0	3,022,246	3,000,000	3,000,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	-	-	218	-	0
	Solid Waste	(144)	-	-	-	-
	Fire-Rescue	2,784,864	2,455,128	2,424,869	2,500,000	2,500,000
429040 - Other Licenses, Fees - CU	Finance	1,193,087	1,211,990	1,254,320	1,260,000	1,291,000
	Planning	1,756,427	1,280,688	0	0	0
	Zoning	-	-	1,411,609	1,300,000	1,300,000
Licenses and Permits	**Total**	**70,586,810**	**72,542,186**	**73,313,615**	**67,037,000**	**67,905,000**
464000 - Misc-Disposition Of Fixed Assets	City Clerk	-	110	-	-	-
	Office of Communications	154	59	-	-	-
	Finance	-	-	3	-	-
	Innovation and Technology	0	-	77	-	-
	General Services Administration	340,367	741,940	267,015	100,000	100,000
	Solid Waste	1,716	325	-	-	-
	Fire-Rescue	26,846	11,380	2,000	-	-
	Police	687	31,755	1,803	8,000	374,000
	Real Estate and Asset Management	70,950	-	2,500	-	-
	Parks and Recreation	1,000	1,652	4,572	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	1,189	143	-	0	0
466000 - Misc-Contributions And Donations From Private Sources	Parks and Recreation	-	500	-	-	-
469010 - Misc.-Other Service Charges/Late Fees	Finance	239,227	272,945	231,383	284,000	280,000
	Planning	12,989	11,976	0	0	0
	Zoning	-	-	12,333	12,000	12,000
	Solid Waste	(144)	-	-	-	-
	Fire-Rescue	12,670	11,552	11,878	-	10,000
	Real Estate and Asset Management	-	-	30	-	-
469011 - Misc. -Other Revnues EE Health	Real Estate and Asset Management	-	91	-	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
469013 - Misc - Fuel	Real Estate and Asset Management	-	73,204	77,785	50,000	80,000
469014 - Misc - Vending	Real Estate and Asset Management	-	38,650	35,529	41,000	41,000
469300 - Misc-Settlements	Finance	200,157	605,400	683,403	131,000	131,000
	Total Resilience and Public Works Department	-	359,200	-	-	-
	Real Estate and Asset Management	-	1,790,773	372,120	-	-
	Parks and Recreation	420,500	-	-	-	-
	Risk Management	50,000	-	-	-	-
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	577,003	399,931	0	0	0
489000 - Other-Nonoperating Sources	City Attorney	7,570	950	500	128,000	128,000
	Total Resilience and Public Works Department	-	-	0	-	-
	Fire-Rescue	1,910,400	3,230,492	3,451,594	3,200,000	3,200,000
	Police	16,413	17,612	32,214	15,000	25,000
	Non-Departmental	2,841,296	4,363,654	4,849,137	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,764	127,864	0	0
	Finance	(49)	(44)	(40)	0	0
	Veteran Affairs and Homeless Services	-	-	299,640	-	-
	General Services Administration	-	-	27,477	-	-
	Total Resilience and Public Works Department	-	-	106,577	3,751,000	0
	Fire-Rescue	-	-	1,584,461	-	-
	Police	-	-	4,299,029	0	0
	Parks and Recreation	-	-	45,499	-	-
469000 - Misc-Other Miscellaneous Revenues	City Manager	15,850	17,750	22,133	10,000	0
	Code Compliance	429	39	502	-	-
	Office of Communications	300	100	50	-	-
	Equal Opportunity and Diversity Programs	-	-	133	-	-
	Finance	1,082,550	529,071	1,244,095	800,000	1,121,000
	Innovation and Technology	145,856	185,619	259,031	250,000	250,000
	Management and Budget	(30)	-	-	-	-
	Neighborhood Enhancement Teams (NET)	(94)	(347)	(1,200)	-	-
	Procurement	-	3,436	2,922	-	-
	Office of Resilience and Sustainability	-	168,223	84,337	0	0
	Building Department	(220,336)	(479,838)	(784,903)	0	0
	Planning	28,259	32,210	36,938	32,000	32,000
	Zoning	-	-	26	-	-
	General Services Administration	23	9	-	-	-
	Total Resilience and Public Works Department	6,560	-	-	-	-
	Solid Waste	154,138	153,078	66,812	55,000	60,000
	Capital Improvements and Transportation	-	-	178	-	-
	Fire-Rescue	332,288	300,616	474,111	334,000	334,000
	Police	(32,103)	17,134	266,312	330,000	330,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
	Real Estate and Asset Management	268,000	606,335	838,748	500,000	591,000
	Parks and Recreation	208,859	237,347	318,962	210,000	266,000
	Risk Management	1,225	-	7,058	-	-
469200 - Misc - POS Over/Under	Finance	3,765	(11,430)	(15,679)	-	0
	Police	-	-	(11,904)	-	-
Other Revenues (Inflows)	**Total**	**8,854,245**	**13,851,366**	**19,335,042**	**10,241,000**	**7,365,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,286,000	1,161,400	1,303,318	1,208,000	1,285,000
	Total Resilience and Public Works Department	25,187	206,458	214,981	60,000	210,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	474	-	1,448	0	0
	Civil Services	-	156	193	-	-
	Grants Administration	-	372	-	-	-
	Real Estate and Asset Management	29,501	18,840	(703)	0	0
	Parks and Recreation	719,521	840,109	934,861	900,000	897,000
442100 - CFS-PS-Police Services	Finance	-	(60)	-	0	0
	Police	2,643,308	2,756,721	3,551,880	2,800,000	3,635,000
	Risk Management	(30)	(5)	(5)	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	196	546	429	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	10,529,181	9,948,489	10,464,404	11,139,000	11,139,000
	Parks and Recreation	980	-	-	-	-
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	-	-	966,640	1,000,000	2,200,000
442500 - CFS-PS-Protective Inspection Fees	Finance	236	969	279	0	0
	Fire-Rescue	539,939	468,120	461,700	475,000	475,000
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	707,178	762,113	708,334	700,000	700,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Civil Services	-	25	-	-	-
	Police	606,933	502,333	645,705	400,000	555,000
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset Management	2,746	2,542	8,911	5,000	5,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	6,488	855	2,814	0	0
	Total Resilience and Public Works Department	0	-	(166)	-	-
	Solid Waste	25,217,901	24,975,749	25,429,444	25,135,000	25,527,000
	Parks and Recreation	32	-	-	0	0
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Total Resilience and Public Works Department	0	-	(1,462)	-	-
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	1,103	536	706	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Neighborhood Enhancement Teams (NET)	-	7,274	-	-	-
	Solid Waste	124,152	239,580	211,023	120,000	225,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	-	2,717,500	3,009,579	2,700,000	2,900,000
444600 - CFS-Trans-Tolls	Parks and Recreation	357,974	195,638	130,964	150,000	312,000
444900 - CFS-Trans-Other Transportation Revenue	Police	344	-	-	-	-
	Real Estate and Asset Management	11	-	4,390	-	4,000

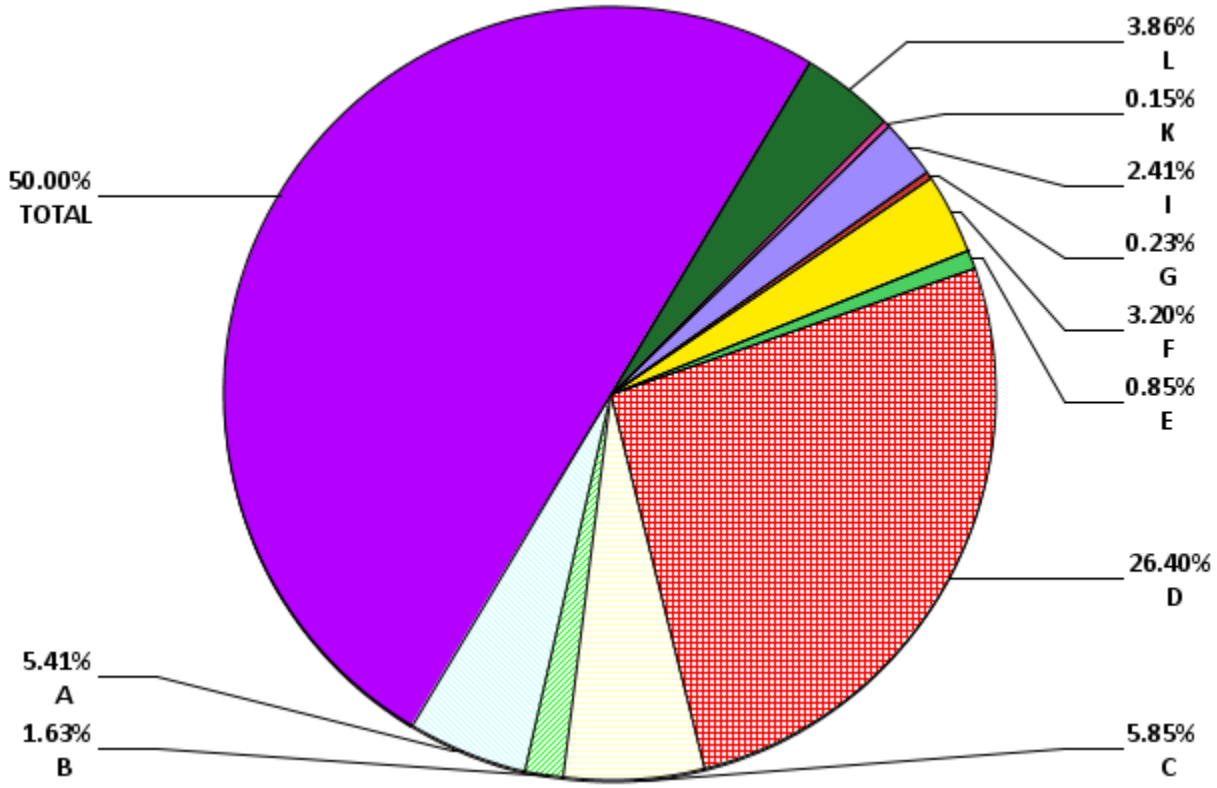
Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
446000 - CFS-Trans-Tools	Real Estate and Asset Management	-	505,576	564,139	500,000	0
	Parks and Recreation	516	-	-	-	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	-	158	-	-	-
	Real Estate and Asset Management	104,896	1,386,073	1,716,611	1,092,000	1,733,000
	Parks and Recreation	1,097,769	963,353	889,798	1,100,000	784,000
447900 - CFS-C&R-Other Culture/Recreation	City Clerk	-	-	9	-	-
	Office of Resilience and Sustainability	-	10	-	-	-
	Planning	-	16	-	-	-
	Real Estate and Asset Management	117,013	34,570	23,611	35,000	0
	Parks and Recreation	3,854,542	4,180,585	3,822,077	3,876,000	4,002,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	-	23	-	-	-
	Real Estate and Asset Management	9,927,835	10,489,078	8,574,358	8,468,000	10,374,000
	Parks and Recreation	108,646	-	30	-	-
448000 - CFS-Rents And Royalties	Planning	-	-	(3,582)	-	-
	General Services Administration	0	-	-	-	-
	Solid Waste	-	(318)	-	-	-
	Real Estate and Asset Management	13,245,892	14,822,732	15,068,883	16,579,000	16,705,000
	Parks and Recreation	17,934	66,968	36,913	40,000	33,000
449000 - CFS-Other Charges for Services	City Attorney	30,000	33,780	122,072	30,000	30,000
	City Clerk	613	547	342	0	0
	Civil Services	2,145	-	-	-	-
	Finance	14,877	35,130	12,240	20,000	12,000
	Innovation and Technology	4,629	23,157	7,984	6,000	6,000
	Human Services	-	-	-	147,000	4,000
	Building Department	797,310	825,969	874,501	800,000	800,000
	Planning	2,431,469	3,422,787	2,499,505	2,801,000	2,801,000
	Zoning	-	-	357,274	175,000	250,000
	Total Resilience and Public Works Department	1,921,555	1,801,863	1,741,686	4,474,000	1,671,000
	Solid Waste	17,046	11,828	5,556	4,000	4,000
	Fire-Rescue	785,154	936,128	733,828	800,000	800,000
	Police	646,670	1,153,954	1,339,167	1,018,000	1,001,000
	Real Estate and Asset Management	21,569	58,375	62,312	51,000	385,000
	Parks and Recreation	205,677	203,263	133,715	4,000	111,000
	Non-Departmental	-	865	-	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	21,083,997	22,153,939	22,290,412	22,000,000	23,750,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,170,940	2,171,650	2,486,668	2,259,000	2,658,000
449020 - CFS-Building Inspections	Finance	-	897,857	715,702	400,000	660,000
	Building Department	5,189,086	4,968,054	5,355,585	4,800,000	4,025,000
Charges for Services	**Total**	**106,597,135**	**115,954,229**	**117,481,061**	**118,272,000**	**122,669,000**
Total Revenue	**Total**	**645,541,714**	**708,533,773**	**746,930,573**	**763,002,000**	**808,633,000**

Expenditures (Outflows) By Functional Category
General Fund

FY 2019-20

$808,633,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: General Government	78,077,000	10.23%	87,560,000	10.83%
B: Planning and Development	23,163,000	3.04%	26,377,000	3.26%
C: Public Works	85,232,000	11.17%	94,681,000	11.71%
D: Public Safety	388,359,000	50.90%	427,028,000	52.81%
E: Real Estate and Asset Management	13,090,000	1.72%	13,796,000	1.71%
F: Parks and Recreation	47,754,000	6.26%	51,777,000	6.40%
G: Risk Management	2,952,000	0.39%	3,663,000	0.45%
H: Non-Departmental	67,816,000	8.89%	38,944,000	4.82%
I: Housing and Community Development	1,689,000	0.22%	2,437,000	0.30%
J: Transfers - OUT	54,870,000	7.19%	62,370,000	7.71%
Total	763,002,000	100.00%	808,633,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Government					
Mayor	962,391	1,106,992	1,303,928	1,454,000	1,687,000
Commissioners	2,496,907	2,950,415	3,287,270	3,912,000	4,086,000
City Manager	2,914,687	3,254,123	3,520,744	2,850,000	3,072,000
Office of Agenda Coordination	355,834	356,579	370,961	402,000	379,000
Independent Auditor General	1,168,866	992,142	870,716	1,368,000	1,530,000
City Attorney	7,179,951	7,926,308	8,555,925	9,356,000	9,994,000
City Clerk	1,596,330	1,716,047	1,781,705	1,845,000	2,059,000
Civil Services	401,176	377,316	379,525	445,000	559,000
Code Compliance	5,299,666	5,649,598	6,795,884	6,934,000	8,437,000
Office of Communications	1,408,105	1,545,001	1,960,894	2,149,000	2,329,000
Equal Opportunity and Diversity Programs	371,123	369,950	410,398	464,000	508,000
Finance	8,482,807	8,611,211	8,709,604	9,296,000	10,330,000
Grants Administration	1,103,361	1,533,912	1,666,781	1,712,000	1,708,000
Human Resources	3,851,014	4,277,899	4,593,259	4,736,000	5,291,000
Innovation and Technology	8,417,342	8,863,805	11,138,123	13,597,000	14,454,000
Management and Budget	1,848,984	2,390,360	2,488,904	2,499,000	2,779,000
Neighborhood Enhancement Teams (NET)	4,882,219	5,721,882	6,387,763	7,382,000	8,637,000
Procurement	2,126,936	2,260,759	2,528,273	2,572,000	2,928,000
Office of Resilience and Sustainability	0	244,010	499,186	723,000	831,000
Veteran Affairs and Homeless Services	38,997	301,443	1,894,289	0	0
Human Services	0	0	0	4,381,000	5,962,000
Total General Government	54,906,695	60,449,751	69,144,133	78,077,000	87,560,000
Planning and Development					
Building Department	9,698,019	10,730,587	13,258,095	14,285,000	16,625,000
Planning	6,484,704	6,260,583	4,978,942	5,789,000	5,927,000
Zoning	0	0	2,376,440	3,089,000	3,825,000
Planning and Development	16,182,723	16,991,171	20,613,477	23,163,000	26,377,000
Community and Economic Development					
Housing and Community Development Department	2,252,167	3,235,624	1,566,902	1,689,000	2,437,000
Housing and Community Development	2,252,167	3,235,624	1,566,902	1,689,000	2,437,000
Public Works					
Office of Capital Improvements	3,350,434	2,899,078	3,436,041	3,658,000	4,603,000

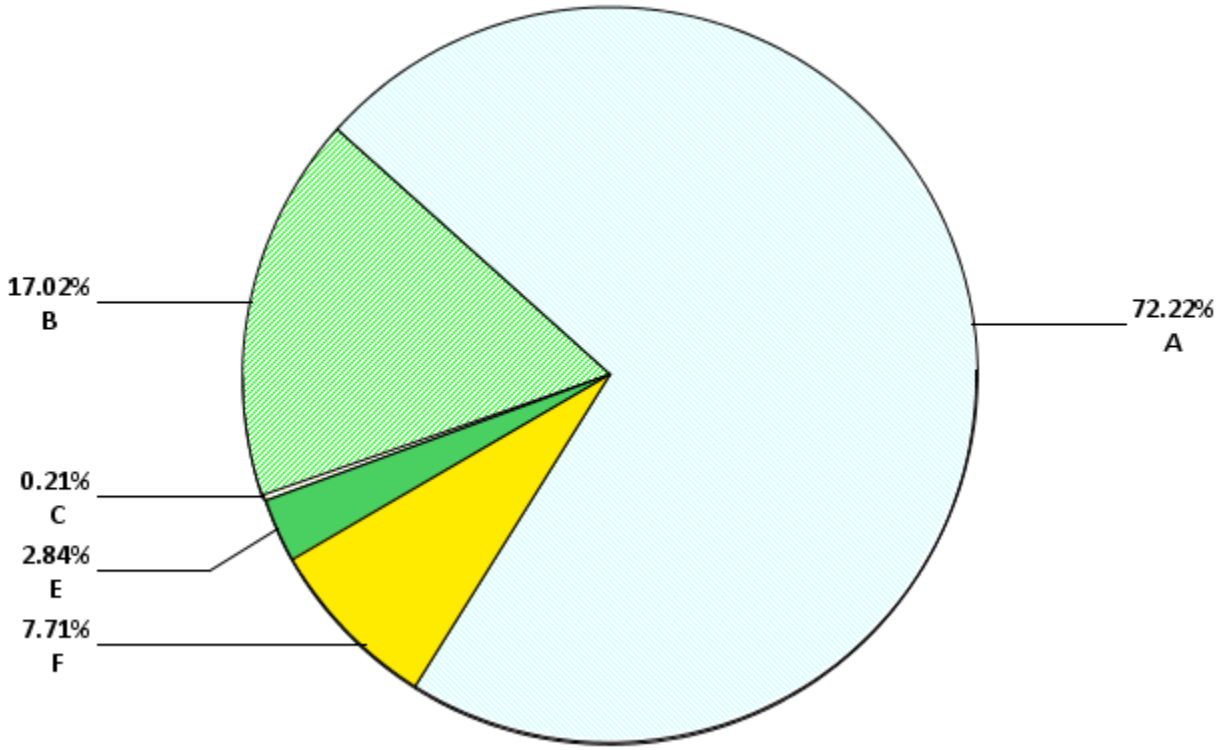
Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Services Administration	21,514,599	21,857,169	23,577,392	25,258,000	27,865,000
Total Resilience and Public Works Department	24,293,108	19,643,405	22,122,614	22,432,000	26,298,000
Solid Waste	30,432,628	31,586,261	31,702,600	33,884,000	35,915,000
Public Works	79,590,768	75,985,912	80,838,647	85,232,000	94,681,000
Public Safety					
Fire-Rescue	122,215,240	127,213,296	132,215,381	143,167,000	161,407,000
Police	216,326,337	228,251,557	233,431,330	245,192,000	265,621,000
Public Safety	338,541,578	355,464,854	365,646,711	388,359,000	427,028,000
Other Departments					
Real Estate and Asset Management	8,180,928	12,248,874	11,716,751	13,090,000	13,796,000
Parks and Recreation	36,360,016	42,312,432	46,456,057	47,754,000	51,777,000
Risk Management	2,590,420	2,873,201	2,926,977	2,952,000	3,663,000
Total Other	47,131,363	57,434,507	61,099,786	63,796,000	69,236,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	26,804,791	34,745,787	33,536,904	67,816,000	38,944,000
Non Departmental Units	26,804,791	34,745,787	33,536,904	67,816,000	38,944,000
Transfers -OUT	95,881,200	72,361,100	84,379,000	54,870,000	62,370,000
Total Expenditures (Outflows)	661,291,284	676,668,706	716,825,559	763,002,000	808,633,000

Expenditures (Outflows) by Account Category
General Fund

FY 2019-20

$808,633,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Personnel	524,103,000	68.69%	583,977,000	72.22%
B: Operating Expense	129,148,000	16.93%	137,596,000	17.02%
C: Capital Outlay	1,483,000	0.19%	1,731,000	0.21%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	53,398,000	7.00%	22,959,000	2.84%
F: Transfers - OUT	54,870,000	7.19%	62,370,000	7.71%
Total	763,002,000	100.00%	808,633,000	100.00%

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel					
Executive Salaries	414,494	429,330	426,128	402,000	402,000
Regular Salaries and Wages	242,051,473	253,926,059	264,803,320	287,502,000	320,391,000
Attrition Savings - Salaries	0	0	0	(7,884,000)	(11,407,000)
Other Salaries and Wages	11,079,454	10,186,810	9,257,988	1,460,000	1,302,000
Other Salaries and Wages -Part Time Year Year Round	0	0	0	6,016,000	6,942,000
Other Salaries and Wages - Part Time Seasonal	0	0	0	1,701,000	1,984,000
Overtime	13,006,413	18,387,080	12,916,302	12,018,000	10,712,000
OT Staffing	2,283,889	1,179,209	2,791,258	1,593,000	1,593,000
OT EMS Backfill for Training	528,746	533,192	881,512	402,000	402,000
OT Off Duty Events	1,865,778	2,925,514	3,385,619	3,295,000	3,295,000
Special Pay	25,284,540	28,306,096	23,968,657	18,841,000	26,105,000
Fringe Benefits	1,262,695	1,526,061	1,365,379	1,402,000	1,477,000
Fringe Benefits - Tuition Reimbursement	471,364	432,363	460,838	300,000	0
Fica Taxes	10,884,084	11,606,667	11,981,409	12,367,000	13,996,000
Retirement Contributions	33,556,594	34,896,121	41,956,853	47,094,000	55,333,000
Police and Fire - FIPO	47,796,715	52,837,109	55,940,866	61,892,000	68,080,000
Secondary Pension Contributions	9,608,380	9,485,549	9,623,417	10,832,000	10,443,000
Life and Health Insurance	28,478,177	32,994,120	38,912,316	48,160,000	38,854,000
Health Trust - FOP	11,799,966	11,902,967	16,284,554	16,710,000	15,499,000
IAFF Health Insurance Trust Fund	0	0	0	0	18,574,000
Total Personnel:	**440,372,761**	**471,554,246**	**494,956,417**	**524,103,000**	**583,977,000**
Operating Expense					
Workers' Compensation	16,330,366	15,382,159	17,672,578	18,896,000	19,901,000
Unemployment Compensation	67,909	34,444	29,234	80,000	80,000
Professional Services	4,561,637	4,891,848	4,182,804	5,573,000	6,051,000
Professional Services-Legal Services	2,596,487	964,439	4,632,053	4,501,000	5,158,000
Professional Services-Medical	941,764	880,186	885,397	1,189,000	1,263,000
Accounting and Auditing	495,310	473,071	476,214	525,000	525,000
Court Services	78,671	80,017	71,876	105,000	85,000
Other Contractual Services	14,824,559	18,050,099	19,387,005	17,602,000	19,614,000
Investigations	1,480	1,078	440	0	0
Travel and Per Diem	500,735	373,482	376,422	279,500	336,500
Training	389,880	419,489	566,352	362,000	479,000

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Communications & Related Services	196,376	143,450	349,672	1,260,000	1,417,000
Postage	419,312	471,404	479,881	511,000	498,000
Utility Services	12,053,380	11,528,800	12,181,416	11,857,000	11,871,000
Rentals and Leases	2,374,523	1,946,529	1,937,362	2,827,000	3,049,000
Insurance	2,225	3,440	5,371	0	0
Insurance - Police Torts	2,700,000	1,200,000	1,000,000	810,000	791,000
Insurance - Vehicle Liability	1,300,000	1,200,000	1,300,000	1,502,000	1,007,000
Insurance - Property & Casualty	6,400,000	7,040,000	6,500,000	7,475,000	8,223,000
Insurance - General Liability	1,613,000	2,400,000	1,598,000	1,634,000	1,134,000
Insurance - Public Official	100,000	200	0	0	0
Repair and Maintenance Services	8,878,336	9,353,208	10,142,983	10,539,000	11,123,000
IT-Repair and Maintenance Services	4,825,665	8,040,679	7,807,465	6,419,000	9,005,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	14,503	30,616	11,794	38,000	32,000
Printing and Binding-Outsourcing	57,821	28,752	30,093	25,000	30,000
Printing and Binding-Paper Stock	79,983	105,779	100,480	108,000	114,000
Printing and Binding-Supplies	6,417	8,130	3,773	8,000	4,000
Promotional Activities	59,568	173,204	233,172	101,000	112,000
Advertising and Related Costs	597,518	566,606	669,535	435,000	490,000
Other Current Charges and Obligations	16,597,048	17,335,406	15,144,225	15,207,200	14,518,200
Office Supplies	698,170	690,996	727,638	667,200	687,200
Operating Supplies	6,205,027	6,119,765	5,609,880	5,248,400	4,927,400
Motor Fuel	4,694,146	5,340,354	6,167,041	6,021,000	6,093,000
Saleable Fuel	0	50,597	66,599	100,000	70,000
Public Safety Supplies	1,904,075	1,903,225	2,023,431	2,017,500	2,007,500
Weapons/Ammunition	0	0	745,024	0	0
Clothing/Uniform Supplies	2,139,488	1,628,870	1,660,621	1,998,200	2,000,200
Landscaping Related Supplies, LandscapingRelated Supplies	343,002	364,212	403,202	235,000	275,000
Road Materials and Supplies	98,571	46,694	67,404	0	0
Subscriptions, Memberships, Licenses, Permits & Others	1,159,494	1,548,627	1,688,449	2,112,000	2,954,000
Weapons And Ammunitions	360,184	130,375	312,835	877,000	1,668,000
Total Operating Expense:	**116,666,630**	**120,950,230**	**127,247,721**	**129,148,000**	**137,596,000**

Capital Outlay

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Improvements Other Than Buildings	66,324	94,769	37,837	0	0
Machinery and Equipment	2,677,953	2,759,181	2,218,295	1,483,000	1,731,000
Construction In Progress	(28,704)	15,330	527	0	0
Total Capital Outlay:	**2,715,573**	**2,869,279**	**2,256,658**	**1,483,000**	**1,731,000**
Non-Operating Expense					
Aids to Government Agencies	953,751	1,933,670	1,846,385	1,723,000	1,773,000
Aids to Private Organizations	1,855,965	2,560,759	1,245,852	2,756,000	4,313,000
Other Grants and Aids	0	40,000	0	0	0
Advances	0	1,920	4,500	0	0
Other Nonoperating Uses	2,841,296	4,363,654	4,849,137	0	0
Budget Reserve	0	0	0	6,241,000	6,692,000
Contingency Reserve	0	0	0	5,000,000	7,000,000
Other Uses	4,108	33,849	39,891	37,678,000	3,181,000
Total Non-Operating Expense:	**5,655,120**	**8,933,851**	**7,985,764**	**53,398,000**	**22,959,000**
Transfers-OUT					
Interfund Transfers	93,881,200	70,651,100	78,953,000	53,060,000	58,737,000
Transfer Out-Cost Allocation	0	0	3,700,000	0	1,649,000
Intrafund Transfers	2,000,000	1,710,000	1,726,000	1,810,000	1,984,000
Total Transfers-OUT:	**95,881,200**	**72,361,100**	**84,379,000**	**54,870,000**	**62,370,000**
Total Expenditure (Outflows):	**661,291,284**	**676,668,706**	**716,825,559**	**763,002,000**	**808,633,000**

APPENDIX E:
PRESENTATION OF SCHEDULES AND GRAPHS, SPECIAL REVENUE FUNDS

SCHEDULE:
Revenues and Expenditures by Functional Category, Special Revenue Funds

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category and Special Revenue Fund

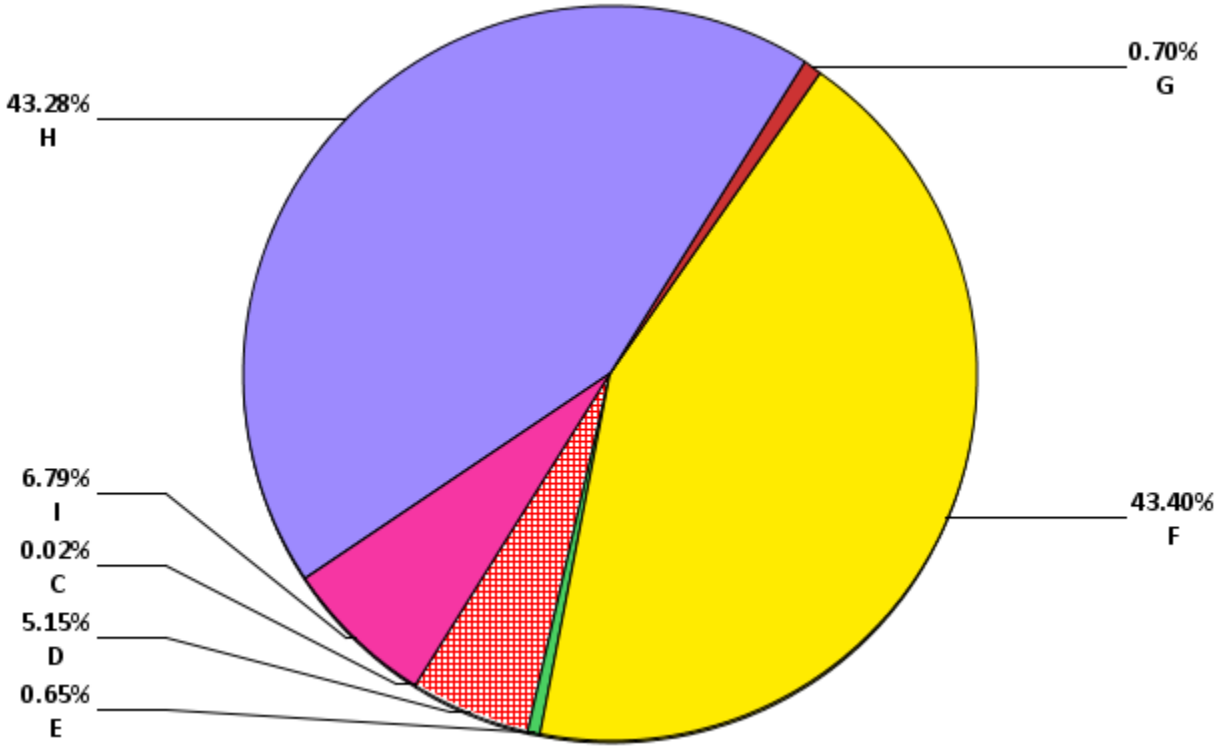
SCHEDULE:
Grants and Programs

Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Revenues					
Interest	103,936	148,018	195,647	17,000	26,000
Transfers-IN	18,345,558	23,651,615	17,093,000	13,778,000	8,297,000
Fines and Forfeitures	1,947,433	1,865,842	1,751,137	1,350,000	1,050,000
Intergovernmental Revenues	61,096,481	59,979,446	71,748,825	59,923,000	69,960,000
Licenses and Permits	1,238,859	488,800	443,168	1,095,000	1,133,000
Other Revenues (Inflows)	1,462,838	301,548	7,023,423	72,006,000	69,769,000
Charges for Services	20,948,465	14,477,711	15,515,821	13,669,000	10,951,000
Total Revenues	**105,143,570**	**100,912,979**	**113,771,021**	**161,838,000**	**161,186,000**
Expenditures					
General Government	8,245,212	9,476,063	7,722,612	10,908,000	9,233,000
Planning and Development	592,099	1,273,960	1,046,729	19,128,000	24,179,000
Public Works	11,973,088	20,466,142	35,144,109	24,985,000	23,552,000
Public Safety	16,698,171	17,672,410	26,875,697	32,804,000	31,666,000
Real Estate and Asset Management	5,520,159	3,314,593	5,426,541	6,868,000	6,487,000
Parks and Recreation	1,343,495	1,895,529	2,202,326	1,116,000	1,047,000
Non-Departmental	0	0	0	1,147,000	703,000
Housing and Community Development	27,627,535	25,844,334	29,532,694	51,845,000	52,009,000
Transfers - OUT	28,288,273	21,975,014	21,564,976	13,037,000	12,310,000
Total Expenditures	**100,288,033**	**101,918,044**	**129,515,684**	**161,838,000**	**161,186,000**

Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2019-20
$161,186,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	17,000	0.01%	26,000	0.02%
D: Transfers-IN	13,778,000	8.51%	8,297,000	5.15%
E: Fines and Forfeitures	1,350,000	0.83%	1,050,000	0.65%
F: Intergovernmental Revenues	59,923,000	37.03%	69,960,000	43.40%
G: Licenses and Permits	1,095,000	0.68%	1,133,000	0.70%
H: Other Revenues (Inflows)	72,006,000	44.49%	69,769,000	43.28%
I: Charges for Services	13,669,000	8.45%	10,951,000	6.79%
Total	161,838,000	100.00%	161,186,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Interest					
Misc-Int & Pen-Lot Clear & Demoli	41,225	68,664	62,543	0	0
Misc-Int & Pen-Investment	55,817	84,284	140,286	17,000	26,000
Misc-Net Increase Decrease In Fair ValueOf	6,893	(4,930)	(7,182)	0	0
Total Interest:	**103,936**	**148,018**	**195,647**	**17,000**	**26,000**
Transfers-IN					
Other-Interfund Transfer	14,223,935	23,651,615	13,393,000	11,881,000	6,193,000
Other-Transfer In-Cost Allocation	0	0	3,700,000	0	1,649,000
Other-Intrafund Transfer	4,121,623	0	0	1,897,000	455,000
Total Transfers-IN:	**18,345,558**	**23,651,615**	**17,093,000**	**13,778,000**	**8,297,000**
Fines and Forfeitures					
Fines-Judgments And Fines	39,848	0	0	0	0
Fines-Other Fines And/Or Forfeits	1,907,584	1,865,842	1,751,137	1,350,000	1,050,000
Total Fines and Forfeitures:	**1,947,433**	**1,865,842**	**1,751,137**	**1,350,000**	**1,050,000**
Intergovernmental Revenues					
Federal Grants	37,987,905	34,189,143	46,063,395	36,222,000	43,232,000
Shared Revenues From Other Local Units	0	0	50,000	0	0
State Grants	2,569,029	2,878,641	2,686,182	2,568,000	2,258,000
Grants From Other Local Units	19,113,971	20,289,031	20,966,879	18,852,000	22,596,000
Shared Revenues - E911 Wireles	691,683	1,581,004	1,398,568	898,000	1,344,000
Shared Revenues - E911 Phone C	287,327	646,337	546,259	993,000	522,000
Shared Revenues - E911 Land Li	446,566	395,289	37,542	390,000	8,000
Total Licenses and Permits:	**61,096,481**	**59,979,446**	**71,748,825**	**59,923,000**	**69,960,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	(800)	3,822	880	0	0
Other Licenses, Fees and Permits	1,239,659	334,000	210,928	795,000	883,000
Other Licenses, Fees - Murals	0	150,978	231,359	300,000	250,000
Total Licenses and Permits:	**1,238,859**	**488,800**	**443,168**	**1,095,000**	**1,133,000**

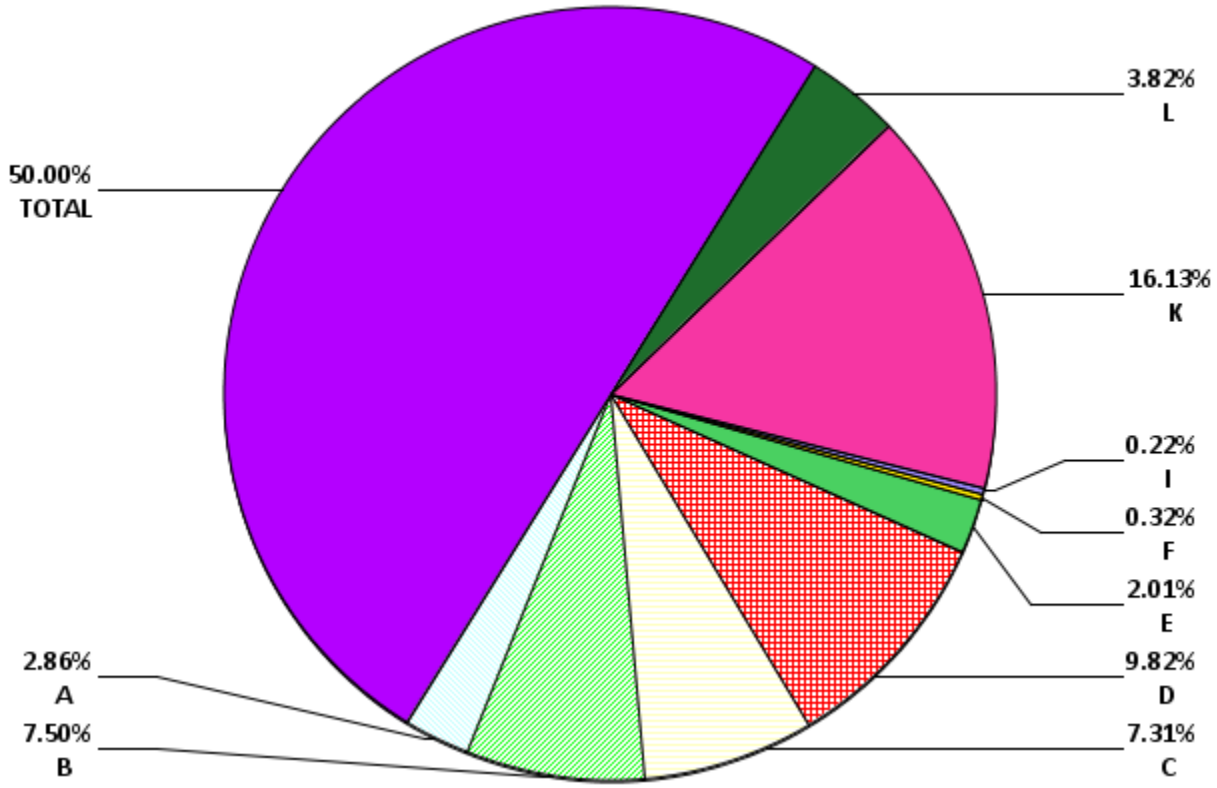
Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	150,807	44,422	67,758	112,000	10,000
Misc-Settlements	4,510	0	0	0	0
Misc-Contra Revenue For Bad Debt Allowance	(3,124,936)	(1,859,099)	(2,129,317)	0	0
Other-Nonoperating Sources	0	0	29,155	370,000	0
Other-Oth N-optg Sour/Carryover	0	0	139,919	70,394,000	67,704,000
Misc-Other Miscellaneous Revenues	4,432,458	2,116,224	8,915,909	1,130,000	2,055,000
Total Other Revenues (Inflows):	**1,462,838**	**301,548**	**7,023,423**	**72,006,000**	**69,769,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	124,839	158,365	187,845	60,000	60,000
CFS-PS-Police Services	200,333	159,444	128,462	1,129,000	303,000
CFS-PS-Other Public Safety Charges And Fees	1,159,066	1,386,906	804,480	0	0
CFS-Trans-Parking Facilities	6,861,099	4,243,091	4,163,947	4,480,000	4,407,000
CFS-Trans-Tools	866,707	0	0	0	0
CFS-C&R-Special Recreation Facilities	909,580	289	0	0	0
CFS-C&R-Other Culture/Recreation	80,636	(4,316)	(3,507)	0	0
CFS-C&R-Other Culture/Recreation (PF)	317	0	0	0	118,000
CFS-Rents And Royalties	1,446,735	0	0	0	672,000
CFS-Other Charges for Services	8,502,527	7,730,066	9,147,661	7,201,000	5,030,000
CFS-Parking Surcharges Lockbox	796,627	803,866	1,086,933	799,000	361,000
Total Charges for Services:	**20,948,465**	**14,477,711**	**15,515,821**	**13,669,000**	**10,951,000**
Total Revenue (Inflows):	**105,143,570**	**100,912,979**	**113,771,021**	**161,838,000**	**161,186,000**

Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2019-20

$161,186,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: General Government	10,908,000	6.74%	9,233,000	5.73%
B: Planning and Development	19,128,000	11.82%	24,179,000	15.00%
C: Public Works	24,985,000	15.44%	23,552,000	14.61%
D: Public Safety	32,804,000	20.27%	31,666,000	19.65%
E: Real Estate and Asset Management	6,868,000	4.24%	6,487,000	4.02%
F: Parks and Recreation	1,116,000	0.69%	1,047,000	0.65%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	1,147,000	0.71%	703,000	0.44%
I: Housing and Community Development	51,845,000	32.04%	52,009,000	32.27%
J: Transfers - OUT	13,037,000	8.06%	12,310,000	7.64%
Total	161,838,000	100.00%	161,186,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
14801 - Human Services	0	0	0	0	190,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,539,000	1,539,000
Child Day Care	0	0	0	458,000	0
City Clerk Services	163,180	124,697	84,803	1,180,000	1,140,000
Community Development	28,235,856	25,923,614	29,599,692	51,845,000	52,009,000
Department of Real Estate and Asset Management Services	6,653,582	5,537,400	1,119,000	0	0
Departmental Improvement Initiative	6,500,605	7,445,712	7,759,841	9,549,000	10,336,000
Emergency Funds	7,422	7,851,276	31,153,652	100,000	100,000
Fire Rescue Services	2,745,210	1,914,971	2,170,317	3,283,000	3,214,000
FND_15501	0	11,733	798,827	0	0
FND_15502	0	394,392	207,455	173,000	185,000
General Special Revenue	703,610	1,996,747	770,092	3,069,000	1,269,000
Homeless Program	2,884,802	2,958,301	2,201,367	2,735,000	2,535,000
Law Enforcement Trust Fund	480,748	780,860	623,697	1,911,000	977,000
Miami Ballpark Parking Facilities	5,091,477	4,043,664	4,349,550	5,329,000	9,778,000
Net Offices & Code Enforcement (SR)	0	0	0	1,667,000	232,000
Parks & Recreation Services	737,106	954,344	890,328	1,116,000	1,047,000
Planning and Zoning Tree Trust Fund	82,589	612,925	2,046,145	3,610,000	3,466,000
Planning Services	114,986	1,883,036	1,529,163	12,601,000	15,988,000
Police Services	6,410,790	3,801,886	6,388,279	8,482,000	5,012,000
Public Art Fund	0	0	46,536	160,000	456,000
Public Works Services	5,139,399	3,122,036	8,181,505	16,512,000	9,597,000
Solid Waste Recycling Trust	34,500	24,000	39,284	158,000	113,000
Sports Facilities and Activities	0	0	0	0	471,000
Total E911	5,752,620	3,990,318	4,115,178	7,384,000	5,749,000
Transportation and Transit	23,126,641	23,784,675	20,023,121	17,333,000	19,169,000
UASI-Fire Rescue	5,422,912	4,761,459	5,417,852	11,644,000	16,614,000
Special Revenue Funds	**100,288,033**	**101,918,044**	**129,515,684**	**161,838,000**	**161,186,000**

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
			Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100				
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$119,000	$119,000	Contribution from General Fund	Public Facilities
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$1,420,000	$1,420,000	Fund Balance Allocation	Public Facilities
			Total - Bayfront/Riverfront Land Acquisition Rouse Trust	**$1,539,000**	**$1,539,000**		
			City Clerk Services - Fund 13500				
12-110091	1936	121000	Wynwood Art District Association-(WADA) Election	$8,000	$0	Fund Balance Allocation	General Government
12-110097	2563/2056	121000	Lobbyists' Registration Fee	$781,000	$593,000	Fund Balance Allocation	General Government
12-110097	2563/2056	121000	Lobbyists' Registration Fee	$60,000	$60,000	Program Revenue	General Government
12-110094	2566/2057	121000	U.S. Passport Acceptance Fee	$417,000	$409,000	Fund Balance Allocation	General Government
12-110094	2566/2057	121000	U.S. Passport Acceptance Fee	$30,000	$30,000	Program Revenue	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$30,000	$30,000	Contribution from Southeast Overtown/Park West CRA	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$0	$0	Fund Balance Allocation	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$40,000	$0	Contribution from General Fund (Cost Allocation)	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$18,000	$18,000	Contribution from Omni CRA	General Government
			Total - City Clerk Services	**$1,384,000**	**$1,140,000**		
			Community Development - Funds 14001 to 14018				
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$5,259,000	$5,390,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$500,000	$700,000	Program Revenue	Community Development
Multiples projects	Multiples Awards	910101	Community Development Block Grant (CDBG)	$4,900,000	$4,900,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$3,446,000	$3,298,000	Intergovernmental Revenue	Community Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$100,000	$500,000	Program Revenue	Community Development
Multiples projects	Multiples Awards	910101	Home Investment Partnership	$6,015,000	$6,015,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	State Housing Initiative Partnership (SHIP)	$1,300,000	$1,300,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	State Housing Initiative Partnership (SHIP)	$0	$0	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Emergency Solutions Grant (ESG)	$428,000	$446,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$11,680,000	$11,629,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$4,000,000	$3,000,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Voucher	$2,303,000	$2,336,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Affordable Housing Trust Fund (AHTF)	$0	$887,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Affordable Housing Trust Fund (AHTF)	$4,915,000	$3,638,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Social Services Gap Fund	$884,000	$84,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	Social Services Gap Fund	$1,003,000	$878,000	Contribution from General Fund	Community Development
Multiples projects	Multiples Awards	910101	CD-Other Sources	$150,000	$1,046,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	CD-Other Sources	$0	$1,000,000	Contribution from General Fund	Community Development
Multiples projects	Multiples Awards	910101	CD-Housing Loan Recovery	$0	$105,000	Fund Balance Allocation	Community Development
Multiples projects	Multiples Awards	910101	CD-Housing Loan Recovery	$105,000	$0	Program Revenue	Community Development
Multiples projects	Multiples Awards	910101	CD-Personnel	$0	$0	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Mod Rehab 1	$2,109,000	$2,109,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Section 8 Mod Rehab 2	$688,000	$688,000	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Neighborhood Stabilization Program (NSP)	$0	$0	Intergovernmental Revenue	Community Development
Multiples projects	Multiples Awards	910101	Neighborhood Stabilization Program (NSP)	$2,060,000	$2,060,000	Fund Balance Allocation	Community Development
			Total - Community Development	**$51,845,000**	**$52,009,000**		

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
			Department Improvement Initiative - Funds 15500 to 15502				
10-119005/101-MDisc.	2050/2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2050 - Rollover	$71,000	$50,000	Fund Balance Allocation	General Government
10-119005	2050	101000	Mayor -Elected Official Discretionary Account-101000, Award 2050 - Rollover	$111,000	$0	General Fund - Rollover	General Government
10-119005/101-MAPI	2542	101000	Mayor Anti- Poverty Initiative Program, Award 2178	$253,000	$100,000	Fund Balance Allocation	General Government
10-119005/101-MAPI	2542	101000	Mayor Anti- Poverty Initiative Program, Award 2178	$450,000	$450,000	Contribution from General Fund - Poverty Initiative	General Government
10-119005/101-Mevents	2049/2545	101000	Poverty Initiative-101000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
10-119005	2049	101000	Poverty Initiative-101000, Award 2049	$5,000	$0	Fund Balance Allocation	General Government
11-110001/114-D1Disc.	2050/2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2050 - Rollover	$199,000	$100,000	Fund Balance Allocation	General Government
11-110001	2050	114000	District 1 - Elected Official Discretionary Account-114000, Award 2050 - Rollover	$80,000	$0	General Fund - Rollover	General Government
11-110001	2049	114000	District 1 Disc. Account-114000, Award 2049	$11,000	$0	Fund Balance Allocation	General Government
11-110001/114-D1Events	2049/2547	114000	District 1 Disc. Account-114000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-110005/114-D1API	2178/2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2178	$430,000	$430,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/114-D1API	2178/2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2178	$761,000	$200,000	Fund Balance Allocation	General Government
11-110002/113-D2Disc.	2050/2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$126,000	$100,000	Fund Balance Allocation	General Government
11-110002	2050	113000	District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$36,000	$0	General Fund - Rollover	General Government
11-110002	2049	113000	District 2 Disc. Account-113000, Award 2049	$43,000	$0	Fund Balance Allocation	General Government
11-110002/113-D2Events	2049/2549	113000	District 2 Disc. Account-113000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-110005/114-D2API	2178/2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$305,000	$305,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/114-D2API	2178/2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$185,000	$200,000	Fund Balance Allocation	General Government
11-110003/111-D3Disc.	2050/2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2050 - Rollover	$411,000	$300,000	Fund Balance Allocation	General Government
11-110003	2050	111000	District 3 - Elected Official Discretionary Account-111000, Award 2050 - Rollover	$81,000	$0	General Fund - Rollover	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
11-110003	2049	111000	District 3 Disc. Account-110000, Award 2049	$19,000	$0	Fund Balance Allocation	General Government
11-110003/111-D3Events	2049/2550	111000	District 3 Disc. Account-110000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-110005/111-D3API	2178/2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$437,000	$437,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/111-D3API	2178/2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$908,000	$500,000	Fund Balance Allocation	General Government
10-110003-1	2426	111000	District 3 Art and Entertainment Fund	$65,000	$0	Donation	General Government
11-110004/115-D4Disc.	2050/2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$65,000	$25,000	Fund Balance Allocation	General Government
11-110004	2050	112000	District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$3,000	$0	General Fund - Rollover	General Government
11-110004	2049	112000	District 4 Disc. Account-112000, Award 2049	$17,000	$0	Fund Balance Allocation	General Government
11-110004/112-D4Events	2049/2551	112000	District 4 Disc. Account-112000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-119005/112-D4API	2178/2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$268,000	$368,000	Contribution from General Fund - Poverty Initiative	General Government
11-119005/112-D4API	2178/2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$512,000	$205,000	Fund Balance Allocation	General Government
11-110005/115-D5Disc.	2050/2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$163,000	$75,000	Fund Balance Allocation	General Government
11-110005	2050	115000	District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$115,000	$0	General Fund - Rollover	General Government
11-110005	2049	115000	District 5 Disc. Account-115000, Award 2049	$15,000	$0	Fund Balance Allocation	General Government
11-110005/115-D5Events	2049/2552	115000	District 5 Disc. Account-115000, Award 2049	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-119005/115-D5API	2178/2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2178	$710,000	$710,000	Contribution from General Fund - Poverty Initiative	General Government
11-119005/115-D5API	2178/2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2178	$160,000	$100,000	Fund Balance Allocation	General Government
25-119004	2146	251000	IT Strategic-251000	$556,000	$0	Fund Balance Allocation	General Government
25-119004	2146	251000	IT Strategic-251000	$0	$0	General Fund - Rollover	General Government
15-15001301	2369	150013	Resilience-focus Data & IT Deployment - John S. & James L. Knight Foundation	$80,000	$141,000	Fund Balance Allocation	General Government
15-15001301	2369	150013	Resilience-focus Data & IT Deployment - John S. & James L. Knight Foundation	$100,000	$0	Donation	General Government
22-119003	2000	221001	P.F. Surplus Rollover-221001	$627,000	$0	General Fund - Rollover	General Government
28-0000001	2063	282000	Unsafe Structure Program	$1,857,000	$3,594,000	Fund Balance Allocation	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
28-0000001	1842 / 2063	282000	Unsafe Structure Program	$900,000	$900,000	Program Revenue	General Government
25-119005	2100	231000	Professional Analysis Service	$39,000	$39,000	Fund Balance Allocation	General Government
15-921092B	2032	153000	Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
98-0000	2156	980000	Citywide Camillus House Mats Program	$460,000	$0	Contribution from General Fund	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$75,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$0	$75,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$75,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$0	$75,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$232,000	$232,000	Contribution from General Fund - Festivals and Events	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$125,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$0	$125,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0011	2430	980000	Veteran's Day	$30,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0011	2430	980000	Veteran's Day	$0	$30,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0012	2430	980000	July 4th City Hall	$25,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0012	2430	980000	July 4th City Hall	$0	$40,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0013	2430	980000	Blacktop Basketball	$15,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0013	2430	980000	Blacktop Basketball	$0	$0	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
98-0014	2430	980000	Little Havana Celebrations	$100,000	$100,000	Contribution from General Fund - Festivals and Events	General Government
98-0015	2430	980000	July 4th Hadley Park	$10,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0015	2430	980000	July 4th Hadley Park	$0	$10,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
TBD	2430	980000	Latin Jazz in the Park	$0	$16,000	Contribution from Special Revenue (Fund Balance from former MSEA)	General Government
			Grants-Other Programs - Fund 15502				

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
10-100005	2367	371005	Families 1st Parent Academy	$173,000	$173,000	Intergovernmental Revenue	General Government
TBD	TBD	371006	CFE Grant	$0	$12,000	Intergovernmental Revenue	General Government
			Total - Department Improvement Initiative	**$12,798,000**	**$10,521,000**		
			Emergency Services - Fund 80000				
TBD	TBD	181000	Deployment	$100,000	$100,000	Fund Balance Allocation	Public Safety
			Total - Emergency Services	**$100,000**	**$100,000**		
			Fire-Rescue Services - Fund 11000				
18-180013	2079	181000	Fire-Rescue EMS Cadet Program	$50,000	$50,000	Fund Balance Allocation	Public Safety
18-180012	2077	181000	Fire-Rescue Explorers Program	$3,000	$20,000	Fund Balance Allocation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$17,000	$5,000	Fund Balance Allocation	Public Safety
18-180110	2241	181000	Assistance to Firefighters Grant Program Fiscal Year 2017	$91,000	$0	Fund Balance Allocation	Public Safety
TBD	TBD	181000	Assistance to Firefighters Grant Program Fiscal Year 2020	$0	$63,000	Contribution from General Fund	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$11,000	$25,000	Fund Balance Allocation	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$10,000	$10,000	Donation	Public Safety
18-10414	1766	184010	EMS County Grant #C0013	$55,000	$30,000	Intergovernmental Revenue	Public Safety
18-10414	1766	184010	EMS County Grant #C0013	$9,000	$0	Contribution from General Fund	Public Safety
Multiples Projects	2264	189000	FEMA/USAR FY2016	$100,000	$0	Fund Balance Allocation	Public Safety
Multiples Projects	2357	189000	FEMA/USAR FY2017	$618,000	$250,000	Fund Balance Allocation	Public Safety
18-180017	2459	184050	FEMA/USAR FY2018	$0	$387,000	Fund Balance Allocation	Public Safety
18-180017	2459	189000	FEMA/USAR FY2018	$0	$887,000	Fund Balance Allocation	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
TBD	TBD	189000	FEMA/USAR FY2019	$0	$1,100,000	Intergovernmental Revenue	Public Safety
18-180105	2404	189000	2017 State Homeland Security Grant Program (SHSGP)	$100,000	$0	Intergovernmental Revenue	Public Safety
18-1801013	2494	189000	2018 State Homeland Security Grant Program (SHSGP)	$0	$20,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	2019 State Homeland Security Grant Program (SHSGP)	$0	$100,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	2018 USAR	$1,300,000	$0	Intergovernmental Revenue	Public Safety
Multiples Projects	1933	189000	Contribution from GF for Allocations (USAR)	$228,000	$267,000	Contribution from General Fund (Cost Allocation)	Public Safety
Various	TBD	189000	Florida Task Force II FY 2018 National Urban Search & Rescue (US&R) Response System Readiness Cooperative Agreement	$100,000	$0	Intergovernmental Revenue	Public Safety
Various	2370	189000	FY2016 CCTA, Award 2370	$700,000	$0	Fund Balance Allocation	Public Safety
			UASI-Fire Rescue - Fund 11100				
Multiples Projects	2282	189000	UASI 2016	$1,295,000	$0	Fund Balance Allocation	Public Safety
18-180085	2393	189000	UASI 2017	$4,900,000	$3,700,000	Fund Balance Allocation	Public Safety
18-180085	2393	189000	UASI 2018	$5,000,000	$5,700,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	UASI 2019	$0	$6,700,000	Intergovernmental Revenue	Public Safety
Multiples Projects	1933	189000	Contribution from GF for Allocations (UASI)	$449,000	$514,000	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Fire Rescue Services	**$15,036,000**	**$19,828,000**		
			General Special Revenues - Fund 10090				
TBD	2508	402000	FDOT Flagami	$0	$600,000	Intergovernmental Revenue	General Government
40 CW Trolley 10090	2246	402000	Advertising Revenue - Trolley	$480,000	$600,000	Program Revenue	General Government
40 CCMS	2408	401010	Contract compliance monitoring services for MPA's Grove Bay Parking Garage project	$21,000	$0	Fund Balance Allocation	General Government
40 CW Trolley 10090	2452	402000	General Special Revenue - Trolley	$2,551,000	$0	Contribution from Transportation Trust Fund	General Government
24-240003	1934	242000	Amigos for Kids	$23,000	$25,000	Fund Balance Allocation	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
25-119006	2400	242000	Mayors Challenge Grant - Bloomberg Philanthropies	$0	$44,000	Fund Balance Allocation	General Government
			Total - General Special Revenues	**$3,075,000**	**$1,269,000**		
			Homeless Programs - Fund 14800				
91-147011F	1400	450001	Homeless Project Administration	$277,000	$0	Fund Balance Allocation	General Government
45-19008	2517	450001	Miami Metro Homeless Assistance Program North (County North) - Award renewal	$288,000	$288,000	Intergovernmental Revenue	General Government
45-19009	2518	450001	Miami Metro Homeless Assistance Program South (County South) - Award renewal	$137,000	$137,000	Intergovernmental Revenue	General Government
45-19010	2519	450001	Miami Homeless Assistance Program (Main) - Award renewal	$248,000	$248,000	Intergovernmental Revenue	General Government
45-18001	2449	450001	Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	$96,000	$96,000	Fund Balance Allocation	General Government
45-18002	2447	450001	Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	$91,000	$91,000	Fund Balance Allocation	General Government
45-18003	2450	450001	Miami Homeless Assistance Program (Main) - Fund Balance from previous allocation	$165,000	$165,000	Fund Balance Allocation	General Government
TBD	TBD	450001	Identification Assistance Program	$10,000	$10,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Feeding/Hotel-Motel/HMIS - Intergovernmental Revenue	$1,040,000	$1,040,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Memorandum of Agreement (MOA)- Intergovernmental Revenue	$340,000	$340,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Homeless Trust Contribution	$120,000	$120,000	Intergovernmental Revenue	General Government
			Total - Homeless Programs	**$2,812,000**	**$2,535,000**		
			Human Services - Fund 14801				
29-110155	2097	450004	Child Day Care Food Program	$75,000	$75,000	Intergovernmental Revenue	General Government
45-450004-ELC19	2463	450004	Early Learning Coalition of Miami-Dade/Monroe County	$80,000	$80,000	Intergovernmental Revenue	General Government
TBD	TBD	450004	Early Learning Coalition of Miami-Dade/Monroe County	$0	$35,000	Contribution from General Fund	General Government
37-371006-16	1933	371006	Live Healthy Little Havana	$54,000	$0	Contribution from General Fund (Cost Allocation)	General Government

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
37-371006-16	2192	371006	Live Healthy Little Havana	$93,000	$0	Fund Balance Allocation	General Government
37-371006-16	2192	371006	Live Healthy Little Havana	$156,000	$0	Intergovernmental Revenue	General Government
			Total - Human Services	**$458,000**	**$190,000**		
			Law Enforcement Trust Fund - Fund 12500				
19-690001	1169	191602	LETF State	$116,000	$222,000	Fund Balance Allocation	Public Safety
19-690001	1169	191602	LETF State	$50,000	$15,000	Program Revenue	Public Safety
19-690003	1171	191602	LETF Treasury	$758,000	$334,000	Fund Balance Allocation	Public Safety
19-690003	1171	191602	LETF Treasury	$150,000	$50,000	Program Revenue	Public Safety
19-690002	1019	191602	LETF Justice	$103,000	$271,000	Fund Balance Allocation	Public Safety
19-690002	1019	191602	LETF Justice	$200,000	$85,000	Program Revenue	Public Safety
			Total - Law Enforcement Trust Fund	**$1,377,000**	**$977,000**		
			Miami Ballpark Parking Facilities - Fund 15400				
22-500000	2159	221130	Miami Ballpark Parking Facilities (Fund 15400)	$5,329,000	$4,757,000	Program Revenue	Public Facilities
22-500000	2159	221130	Miami Ballpark Parking Facilities	$0	$582,000	Program Revenue	Transfer-Out to Capital
22-500000	2159	221130	Miami Ballpark Parking Facilities	$0	$319,000	Program Revenue	Transfer-Out to Debt
22-500000	2159	221130	Miami Ballpark Parking Facilities	$0	$4,120,000	Fund Balance Allocation	Public Facilities
			Total - Miami Ballpark Parking Facilities	**$5,329,000**	**$9,778,000**		
			Net Offices and Code Enforcement - Fund 11500				
N/A	N/A	152000	Net Offices and Code Enforcment	$717,000	$0	Fund Balance Allocation	Net Offices and Code Enforcment

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
N/A	N/A	152000	Net Offices and Code Enforcment	$950,000	$232,000	Fund Balance Allocation	Transfer-Out to Capital
			Total - Net Offices and Code Enforcment	**$1,667,000**	**$232,000**		
			Parks and Recreation Services - Fund 11550				
29-118001	2068	291001	Parks and Open Space Trust Fund	$525,000	$448,000	Fund Balance Allocation	Parks and Recreation
Various	2048	291001	Bayfront Park Management trust Fund	$7,000	$0	Fund Balance Allocation	Parks and Recreation
29-115013	2319	293001	Disabilities State Program	$250,000	$250,000	Intergovernmental Revenue	Parks and Recreation
29-115013	1933	293001	Disabilities State Program	$31,000	$36,000	Contribution from General Fund (Cost Allocation)	Parks and Recreation
29-110112	2082	293001	Disabilities ADA Parking Fines	$50,000	$50,000	Intergovernmental Revenue	Parks and Recreation
29-110112	2082	293001	Disabilities ADA Parking Fines	$103,000	$0	Fund Balance Allocation	Parks and Recreation
29-110032	2070	293001	Handicapped Division Fund Raising	$2,000	$0	Donation	Parks and Recreation
29-110032	2070	293001	Handicapped Division Fund Raising	$182,000	$0	Fund Balance Allocation	Parks and Recreation
N/A	N/A	293001	Adult Food Care Program	$100,000	$0	Intergovernmental Revenue	Parks and Recreation
29-118200	2069	295999	Billboard at Grapeland	$55,000	$83,000	Program Revenue	Parks and Recreation
29-110155	2094	295999	Out-of-School Time Snack Program	$109,000	$0	Fund Balance Allocation	Parks and Recreation
29-110155	2094	295999	Out-of-School Time Snack Program	$80,000	$80,000	Intergovernmental Revenue	Parks and Recreation
29-114016D	2177	295999	Miami Marlins Contribution for Heart of our Parks	$12,000	$100,000	Fund Balance Allocation	Parks and Recreation
29-114016Q	2451	296000	Mabel Miller Trail	$30,000	$0	Intergovernmental Revenue	Parks and Recreation
			Total - Parks and Recreation Services	**$1,536,000**	**$1,047,000**		
			Planning Services - Fund 10400				
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$814,000	$914,000	Fund Balance Allocation	Planning and Development

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
35-110122	1221	356000	The Miami Commission on the Status of Women	$13,000	$13,000	Fund Balance Allocation	Planning and Development
32-691001	1223	356000	Downtown Development Authority	$46,000	$46,000	Fund Balance Allocation	Planning and Development
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$731,000	$200,000	Fund Balance Allocation	Planning and Development
35-127100	1227	356001	Southeast Overtown Park West	$637,000	$934,000	Fund Balance Allocation	Planning and Development
TBD	1227	356001	Southeast Overtown Parkwest Interest	$64,000	$0	Fund Balance Allocation	Planning and Development
35-127200	1227	356001	Southeast Overtown Park West - DRI Master Recovery	$1,022,000	$1,125,000	Fund Balance Allocation	Planning and Development
35-127300	1227	356001	Southeast Overtown Park West - DRI Air Quality	$208,000	$212,000	Fund Balance Allocation	Planning and Development
35-127400	1227	356001	Southeast Overtown Park West - DRI Transportation	$725,000	$856,000	Fund Balance Allocation	Planning and Development
32-110096	1228	356000	Blue Ribbon Task Force	$2,000	$2,000	Fund Balance Allocation	Planning and Development
32-138002	1230	356000	Impact Fees Administration	$10,000	$10,000	Fund Balance Allocation	Planning and Development
35-127001	1231	356001	Downtown Development Regional Impact Administration	$2,108,000	$3,037,000	Fund Balance Allocation	Planning and Development
35-127002	1231	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$2,111,000	$3,517,000	Fund Balance Allocation	Planning and Development
35-127003	1231	356001	Downtown Development Regional Impact Air quality Fee	$255,000	$295,000	Fund Balance Allocation	Planning and Development
35-127004	1231	356001	Downtown Development Regional Impact Transportation	$5,048,000	$4,266,000	Fund Balance Allocation	Planning and Development
35-127004	1231	356001	Downtown Development Regional Impact Transportation	$0	$225,000	Fund Balance Allocation	Transfer-Out to Capital
TBD	1231	356001	Downtown Development Regional Impact Interest	$69,000	$35,000	Fund Balance Allocation	Planning and Development
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$80,000	$0	Program Revenue	Planning and Development
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$151,000	$301,000	Fund Balance Allocation	Planning and Development
			Total - Planning Services	**$14,094,000**	**$15,988,000**		
			Police Services - Fund 12000				
19-190013	2482	190001	FY18 Comprehensive Opioid Abuse Site-Based Program	$884,000	$590,000	Intergovernmental Revenue	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
19-190013	2483	190001	FY18 Comprehensive Opioid Abuse Site-Based Program - City Match	$123,000	$44,000	Contribution from General Fund	Public Safety
19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	$750,000	$250,000	Intergovernmental Revenue	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$95,000	$95,000	Contribution from General Fund	Public Safety
19-200001	2386	190301	MPD Gun Buy Back Program	$5,000	$5,000	Fund Balance Allocation	Public Safety
19-900006	2340	190101	2016 COPS Hiring Grant	$1,357,000	$0	Fund Balance Allocation	Public Safety
19-900006	2340	190101	2016 COPS Hiring Grant	$854,000	$0	Contribution from General Fund	Public Safety
19-900006	2286	190101	2016 COPS Hiring Grant	$654,000	$0	Intergovernmental Revenue	Public Safety
19-900007	2388	190101	2017 COPS Hiring Grant	$625,000	$625,000	Intergovernmental Revenue	Public Safety
19-900007	2389	190101	2017 COPS Hiring Grant	$816,000	$663,000	Contribution from General Fund	Public Safety
19-900006	2389	190101	2017 COPS Hiring Grant	$727,000	$116,000	Fund Balance Allocation	Public Safety
N/A	N/A	190101	2018 COPS Hiring Grant	$596,000	$0	Intergovernmental Revenue	Public Safety
19-199036	2217	190101	U.S. Marshals	$100,000	$0	Intergovernmental Revenue	Public Safety
19-199923	2305	191501	Body -worn Cameras	$186,000	$0	Intergovernmental Revenue	Public Safety
19-199923	1933	191501	Body -worn Cameras	$55,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
19-199923	2305	191501	Body -worn Cameras	$721,000	$300,000	Fund Balance Allocation	Public Safety
19-199300	2390	191501	FY 2017 SAFE-ITR Sexual Assault forensic Evidence Inventory, Tracking, and Reporting Program	$0	$107,000	Intergovernmental Revenue	Public Safety
TBD	TBD	191002	Victims of Crime Act (VOCA)	$0	$546,000	Intergovernmental Revenue	Public Safety
19-199600	2095	191552	BJA FY2013 Smart Policing Initiative	$550,000	$0	Intergovernmental Revenue	Public Safety
19-136002	2075/2570	191601	LETF Second Dollar Training-Consolidated	$101,000	$78,000	Intergovernmental Revenue	Public Safety
19-110122	2064	191602	Investigative Cost Recovery	$50,000	$0	Program Revenue	Public Safety
19-111101	2065/2569	191602	Bayheights Spec.Tax Dist. 2007	$311,000	$311,000	Program Revenue	Public Safety
19-111102	2065/2569	191602	Sp Tax Dist Pol Roving Patrol	$210,000	$210,000	Program Revenue	Public Safety

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
19-111103	2065/2569	191602	Fairhaven Spec Tax District	$108,000	$108,000	Program Revenue	Public Safety
19-111104	2065/2569	191602	Morningsd. Sec Grd Spc Tx Dis	$65,000	$65,000	Program Revenue	Public Safety
19-111105	2065/2569	191602	Natoma Man Sec Grd Sp Tx Dist	$40,000	$40,000	Program Revenue	Public Safety
19-126001	2066/2564	191507	Training Entrepreneurial Fund	$303,000	$303,000	Program Revenue	Public Safety
19-142010	2072	191602	Partnership Fund	$4,000	$0	Program Revenue	Public Safety
19-190010	2283	191602	FY 2016 Edward Byrne Memorial JAG	$90,000	$0	Intergovernmental Revenue	Public Safety
19-194013	2274	191602	FY 2018-19 VOCA	$612,000	$0	Intergovernmental Revenue	Public Safety
19-194013	2274	191602	FY 2018-19 VOCA	$153,000	$0	Contribution from General Fund	Public Safety
19-192013	2380	191602	Pedestrian & Bicycle Safety Enforcement Campaign 2018	$88,000	$0	Intergovernmental Revenue	Public Safety
19-192010	2281	191602	FY 2017-18 Miami DUI Checkpoint and Saturation Patrol Overtime Project	$100,000	$0	Intergovernmental Revenue	Public Safety
19-199100	2211	191602	High Intensity Drug Trafficking Area (HIDTA) Operation "COBRA 13-FBI"	$25,000	$0	Intergovernmental Revenue	Public Safety
19-192015	2461	191602	FDOT- High Visibility Enforcement (HVE) grant	$93,000	$0	Intergovernmental Revenue	Public Safety
TBD	TBD	191602	FDOT- Police Service Grant	$120,000	$0	Intergovernmental Revenue	Public Safety
19-192014	2455	191602	FY 2017 SAFE-ITR Sexual Assault forensic Evidence Inventory, Tracking, and Reporting Program	$88,000	$0	Program Revenue	Public Safety
19-190010	2456	191602	2017 Edward Byrne Memorial Justice Assistance Grant	$337,000	$196,000	Intergovernmental Revenue	Public Safety
19-190012	2476	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$317,000	$317,000	Intergovernmental Revenue	Public Safety
19-190012	2477	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$0	$43,000	Intergovernmental Revenue	Public Safety
19-199111	2443	191602	HIDTA: Operation A.P. 1800	$15,000	$0	Intergovernmental Revenue	Public Safety
19-199100	2444	191602	HIDTA: Operation 8 Ball	$14,000	$0	Intergovernmental Revenue	Public Safety
19-199100	2445	191602	HIDTA: Operation Gin and Juice	$14,000	$0	Intergovernmental Revenue	Public Safety
19-199109	2446	191602	HIDTA: Operation Flo Grown	$14,000	$0	Intergovernmental Revenue	Public Safety
Fund 12200			**E-911 Wireline - Fund 12200**				

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
19-196002	1213	191501	E-911 Wireline	$238,000	$0	Fund Balance Allocation	Public Safety
19-196002	1213	191501	E-911 Wireline	$390,000	$8,000	Intergovernmental Revenue	Public Safety
Fund 12210			**E-911 Wireless - Fund 12210**				
19-196003	1214	190351	E-911 Wireless	$3,505,000	$1,185,000	Fund Balance Allocation	Public Safety
19-196003	1214	190351	E-911 Wireless	$898,000	$1,344,000	Intergovernmental Revenue	Public Safety
19-196003	2164	190351	E-911 Wireless	$520,000	$0	Contribution from General Fund	Public Safety
19-196003	1933	190351	E-911 Wireless	$282,000	$832,000	Contribution from General Fund (Cost Allocation)	Public Safety
Fund 12220			**E-911 Prepaid Wireless - Fund 12220**				
19-196004	2163/2560	190351	E-911 Prepaid Wireless	$759,000	$1,858,000	Fund Balance Allocation	Public Safety
19-196004	2163/2560	190351	E-911 Prepaid Wireless	$993,000	$522,000	Intergovernmental Revenue	Public Safety
19-196004	2165	190351	E-911 Prepaid Wireless	$932,000	$0	Contribution from General Fund	Public Safety
19-196004	1933	190351	E-911 Prepaid Wireless	$758,000	$0	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Police Services	**$21,645,000**	**$10,761,000**		
			Public Art Fund - Fund 10420				
35-377000	2514	356000	Art In Public Places	$60,000	$200,000	Program Revenue	Planning and Development
35-377000	2514	356000	Art In Public Places	$100,000	$0	Fund Balance Allocation	Planning and Development
35-377000	2514	356000	Art In Public Places	$0	$256,000	Fund Balance Allocation	Planning and Development
			Total - Public Art Fund	**$160,000**	**$456,000**		
			Public Works Services - Fund 13000				
20-200001	1358	201000	Little Haiti Restoration	$77,000	$77,000	Fund Balance Allocation	Public Works

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
20-650001	1242	201000	Educ. Trust Fund - Recycling	$0	$6,000	Fund Balance Allocation	Public Works
20-693001	1243	201000	Municip. Fuel Tax Str. Repairs	$191,000	$191,000	Fund Balance Allocation	Public Works
20-650003	2024	201000	Lane Closure Fund (Brickell City Center)	$160,000	$160,000	Fund Balance Allocation	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$4,930,000	$727,000	Fund Balance Allocation	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$7,171,000	$5,000,000	Program Revenue	Public Works
20-650003	2053/2577	201000	Lane Closure Fund	$5,720,000	$2,083,000	Fund Balance Allocation	Transfer-Out to Capital
20-650004	2486	201000	Scooter Pilot Program	$0	$225,000	Fund Balance Allocation	Public Works
20-650004	2053/2577	201100	Lane Closure Fund	$50,000	$0	Contribution from General Fund	Public Works
20-650004	2299/2565	201100	FDOT Mural Program	$441,000	$878,000	Fund Balance Allocation	Public Works
20-650004	2299/2565	201100	FDOT Mural Program	$300,000	$250,000	Program Revenue	Public Works
			Total - Public Works Services	**$19,040,000**	**$9,597,000**		
			Solid Waste Recycling Trust - Fund 13100				
20-650001	1242	212000	Educ. Trust Fund - Recycling	$17,000	$26,000	Program Revenue	Public Works
20-650001	1242	212000	Educ. Trust Fund - Recycling	$111,000	$87,000	Fund Balance Allocation	Public Works
			Total - Solid Waste Recycling Trust	**$128,000**	**$113,000**		
			Sport Facilities and Activities - Fund 10110				
N/A	N/A	221170	Sport Facilities and Activities	$0	$0	Fund Balance Allocation	Public Facilities
N/A	N/A	221170	Sport Facilities and Activities	$0	$471,000	Fund Balance Allocation	Transfer-Out
			Total - Sport Facilities and Activities	**$0**	**$471,000**		

Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2018-19 Budget	FY 2019-20 Budget	Funding Source	Expenditure (Outflow) by Function
			Transportation and Transit - Fund 15600				
Multiples Projects	2167	402000	Transportation and Transit Fund	$6,117,000	$2,364,000	Intergovernmental Revenue	Transfer-Out to Debt
Multiples Projects	2167	402000	Transportation and Transit Fund (5% Admin)	$889,000	$961,000	Intergovernmental Revenue	Public Works
Multiples Projects	2167	402000	Transportation and Transit Fund	$9,957,000	$13,739,000	Intergovernmental Revenue	Public Works
Multiples Projects	2167	402000	Transportation and Transit Fund	$250,000	$2,105,000	Fund Balance Allocation	Transfer-Out to Capital
Multiples Projects	2167	402000	Transportation and Transit Fund	$3,466,000	$0	Fund Balance Allocation	Public Works
			Total - Transportation and Transit	**$20,679,000**	**$19,169,000**		
			Tree Trust Fund - Fund 10410				
15-110136A	2061/2561	356000	Tree Trust Fund	$600,000	$600,000	Program Revenue	Planning and Development
15-110136A	2061/2561	356000	Tree Trust Fund	$911,000	$0	Fund Balance Allocation	Transfer-Out to Capital
15-110136A	2061/2561	356000	Tree Trust Fund	$1,347,000	$2,866,000	Fund Balance Allocation	Planning and Development
			Total - Tree Trust Fund	**$2,858,000**	**$3,466,000**		
			Total - All Grants and Programs	**$177,560,000**	**$161,186,000**		

APPENDIX F:
PRESENTATION OF SCHEDULES AND GRAPHS, DEBT SERVICE FUNDS

Legal Debt Margin Information from CAFR – Last Ten Years

SCHEDULE:
Revenues and Expenditures by Functional Category, Debt Service Funds

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

SCHEDULE:
Revenues (Inflows) by Fund and Account Object

GRAPH:
Expenditures (Outflows) by Debt Service Fund

SCHEDULE:
Expenditures (Outflows) by Debt Service Fund and Account Object

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CITY OF MIAMI, FLORIDA
LEGAL DEBT MARGIN INFORMATION
LAST TEN FISCAL YEARS

	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Debt Limit	$ 7,700,217,064	$ 7,144,383,602	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631	$ 4,599,936,687	$ 4,533,761,406	$ 4,383,368,881	$ 5,370,834,055	$ 5,372,349,749
Total Net Debt Applicable to Limit	144,959,163	133,966,888	186,262,069	203,204,305	214,300,991	225,381,907	238,036,415	251,229,541	265,845,455	274,617,503
Legal Debt Margin	$ 7,555,257,901	$ 7,010,416,714	$ 6,205,256,148	$ 5,485,463,889	$ 4,775,850,640	$ 4,374,554,780	$ 4,295,724,991	$ 4,132,139,340	$ 5,104,988,600	$ 5,097,732,246
Total Net Debt Applicable to the Limit as a percentage of Debt Limit	1.88%	1.88%	2.91%	3.57%	4.29%	4.90%	5.25%	5.73%	4.95%	5.11%

Net Assesed Value	$ 53,357,105,033
Less Homestead Exempt Valuation	(2,022,324,607)
Total Assessed Value	$ 51,334,780,426
Debt Limit for Bonds (15% of Total Assessed Value)	$ 7,700,217,064
Present Debt Application of Debt Limitation	
General Obligation Debt	154,385,000
Less Amount Available in Debt Service Fund	(9,425,837)
Total Net Debt Applicable to Limit	144,959,163
Legal Debt Margin	$ 7,555,257,901

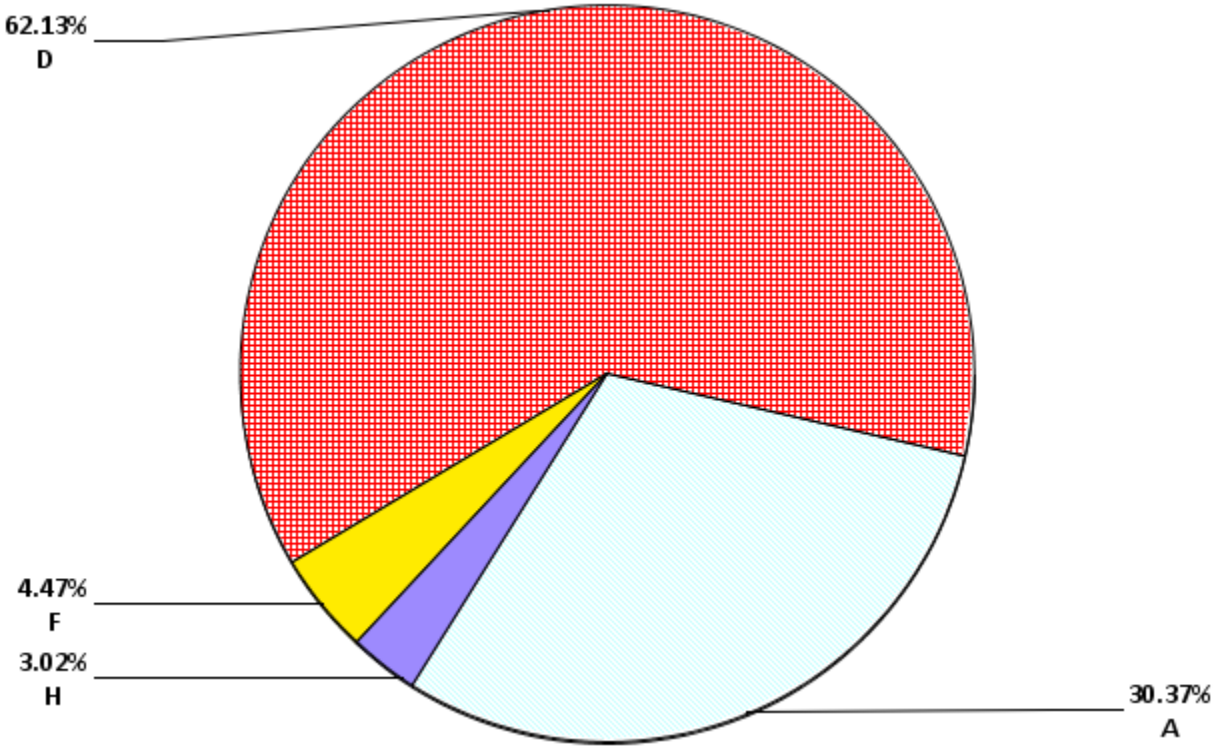
Source: Fiscal Year 2018 Comprehensive Annual Financial Report (CAFR)

Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Revenues					
Property Taxes	25,661,729	26,964,192	28,017,809	22,483,000	23,725,000
Interest (R)	26,232	90,107	166,407	0	0
Transfers-IN	43,222,650	44,889,623	49,266,628	38,453,000	48,534,000
Intergovernmental Revenues	4,083,333	4,000,000	4,000,000	4,000,000	3,495,000
Other Revenues (Inflows)	57,240,000	114,509,108	85,814,972	8,887,000	2,359,000
Total Revenues	**130,233,943**	**190,453,030**	**167,265,816**	**73,823,000**	**78,113,000**
Expenditures					
General Obligation Bonds	81,264,943	139,242,681	24,452,633	22,520,000	24,055,000
Special Obligation Bonds	41,536,263	55,061,938	139,400,403	51,303,000	54,058,000
Total Expenditures	**122,801,205**	**194,304,619**	**163,853,035**	**73,823,000**	**78,113,000**

Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2019-20
$78,113,000



	FY 2018-19 Adopted ($)	FY 2018-19 Adopted (%)	FY 2019-20 Adopted ($)	FY 2019-20 Adopted (%)
A: Property Taxes	22,483,000	30.46%	23,725,000	30.37%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	38,453,000	52.09%	48,534,000	62.13%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	4,000,000	5.42%	3,495,000	4.47%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	8,887,000	12.04%	2,359,000	3.02%
I: Charges for Services	0	0.00%	0	0.00%
Total	73,823,000	100.00%	78,113,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Property Taxes					
Ad Valorem Taxes-Real	23,942,870	24,698,161	25,845,617	22,483,000	23,725,000
Ad Valorem Taxes-Real-Delinquent	309,654	929,612	914,497	0	0
Ad Valorem Taxes-Personal	1,373,292	1,291,674	1,228,578	0	0
Ad Valorem Taxes-Personal-Delinquent	35,912	44,746	29,118	0	0
Total Property Taxes:	**25,661,729**	**26,964,192**	**28,017,809**	**22,483,000**	**23,725,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	3,068	43,981	86,250	0	0
Misc-Int & Pen-Investment	23,163	46,126	80,158	0	0
Total Interest:	**26,232**	**90,107**	**166,407**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	43,222,650	44,889,623	49,266,628	38,453,000	48,534,000
Total Transfers-IN:	**43,222,650**	**44,889,623**	**49,266,628**	**38,453,000**	**48,534,000**
Intergovernmental Revenues					
Grants From Other Local Units	4,083,333	4,000,000	4,000,000	4,000,000	3,495,000
Total Licenses and Permits:	**4,083,333**	**4,000,000**	**4,000,000**	**4,000,000**	**3,495,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	57,240,000	114,509,080	85,815,000	0	0
Other-Nonoperating Sources	0	0	0	321,000	0
Other-Oth N-optg Sour/Carryover	0	0	0	8,566,000	2,359,000
Misc-Other Miscellaneous Revenues	0	28	(28)	0	0
Total Other Revenues (Inflows):	**57,240,000**	**114,509,108**	**85,814,972**	**8,887,000**	**2,359,000**
Total Revenue (Inflows):	**130,233,943**	**190,453,030**	**167,265,816**	**73,823,000**	**78,113,000**

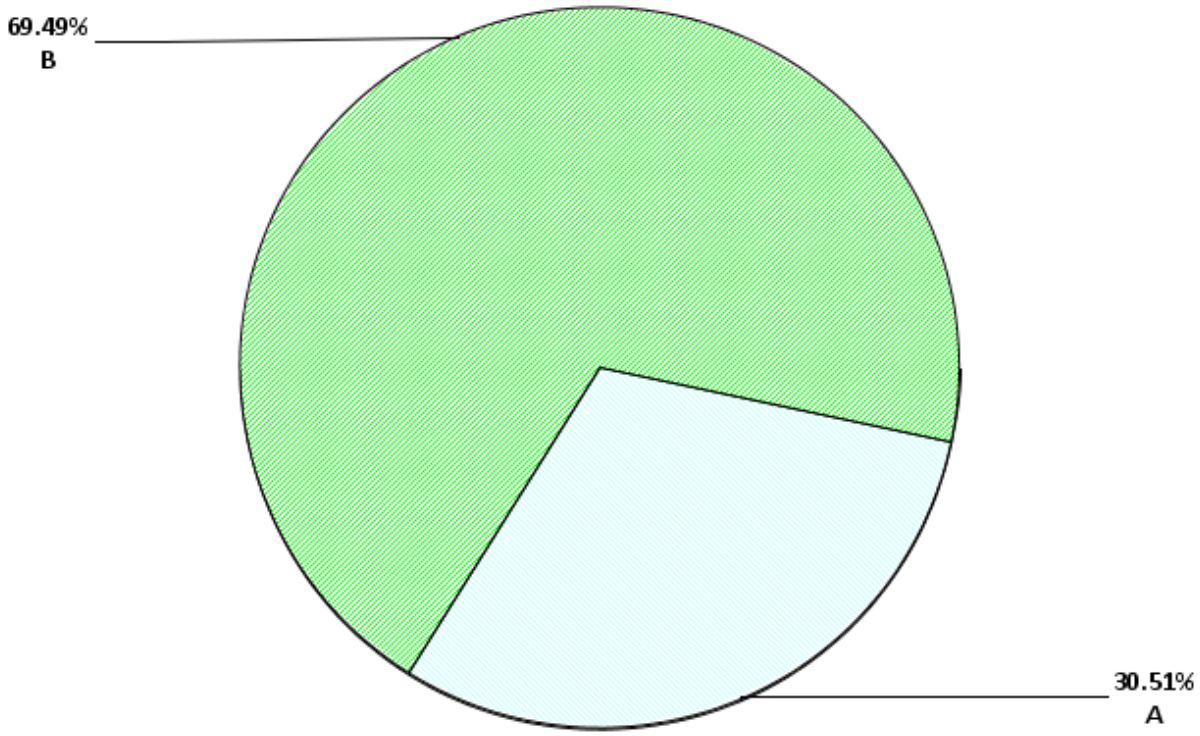
Debt Service
Schedule of Revenue (Inflows)

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,373,292	1,291,674	1,228,578	0	0
Ad Valorem Taxes-Personal-Delinquent	35,912	44,746	29,118	0	0
Ad Valorem Taxes-Real	23,942,870	24,698,161	25,845,617	22,483,000	23,725,000
Ad Valorem Taxes-Real-Delinquent	309,654	929,612	914,497	0	0
Misc-Int & Pen-Lot Clear & Demoli	2,144	29,737	32,904	0	0
Misc-Other Miscellaneous Revenues	0	28	(28)	0	0
Other-Debt Proceeds	57,240,000	114,380,000	0	0	0
Other-Interfund Transfer	0	0	246,967	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	37,000	330,000
Total -General Obligation Bonds	82,903,873	141,373,957	28,297,652	22,520,000	24,055,000
Special Obligation Bonds					
Grants From Other Local Units	4,083,333	4,000,000	4,000,000	4,000,000	3,495,000
Misc-Int & Pen-Investment	23,163	46,126	80,158	0	0
Misc-Int & Pen-Lot Clear & Demoli	924	14,244	53,345	0	0
Other-Debt Proceeds	0	129,080	85,815,000	0	0
Other-Interfund Transfer	43,222,650	44,889,623	49,019,661	38,453,000	48,534,000
Other-Nonoperating Sources	0	0	0	321,000	0
Other-Oth N-optg Sour/Carryover	0	0	0	8,529,000	2,029,000
Total -Special Obligation Bonds	47,330,071	49,079,073	138,968,164	51,303,000	54,058,000
Total Revenues (Inflows)	130,233,943	190,453,030	167,265,816	73,823,000	78,113,000

Expenditures (Outflows)
Debt Service Funds

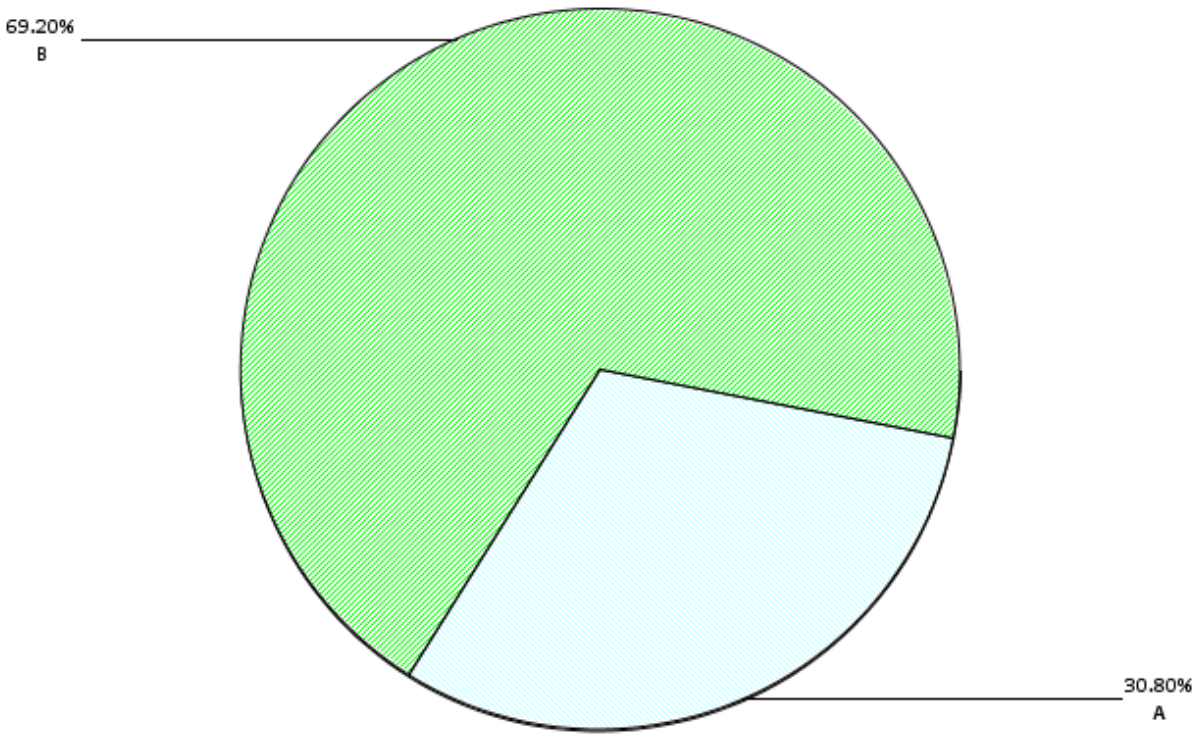
FY 2018-19

$73,823,000



FY 2019-20

$78,113,000



	FY 2018-19 Adopted	FY 2019-20 Adopted
A: General Obligation Bonds	22,520,000	24,055,000
B: Special Obligation Bonds	51,303,000	54,058,000
Total	73,823,000	78,113,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
General Obligation Bonds					
Budget Reserve	0	0	0	0	997,000
Interest	12,655,706	9,490,770	3,941,109	3,425,000	2,958,000
Interfund Transfers	0	0	246,967	0	0
Other Contractual Services	9,238	11,238	8,177	25,000	25,000
Other Current Charges and Obligations	172,344	265,673	0	0	0
Principal	68,427,655	129,475,000	20,255,000	19,070,000	20,075,000
Professional Services	0	0	1,380	0	0
Total -General Obligation Bonds	81,264,943	139,242,681	24,452,633	22,520,000	24,055,000
Special Obligation Bonds					
Budget Reserve	0	0	0	0	5,302,000
Interest	24,752,146	23,885,984	31,358,035	18,092,900	16,001,100
Interfund Transfers	0	5,350,098	0	0	0
Other Contractual Services	26,000	0	0	0	0
Other Current Charges and Obligations	0	122,559	592,406	0	0
Principal	16,758,117	25,703,298	107,449,962	33,203,600	32,748,500
Professional Services	0	0	0	6,500	6,400
Total -Special Obligation Bonds	41,536,263	55,061,938	139,400,403	51,303,000	54,058,000
Total Expenditures (Outflows)	122,801,205	194,304,619	163,853,035	73,823,000	78,113,000

APPENDIX G:
PRESENTATION OF
SCHEDULES AND GRAPHS, INTERNAL SERVICE FUND

SCHEDULE:
Revenues (Inflows) by Account Object

SCHEDULE:
Expenditures (Outflows) by Account Object

Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	140	0	0	0	0
Total Fines and Forfeitures:	**140**	**0**	**0**	**0**	**0**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	10	15	8	0	0
Total Licenses and Permits:	**10**	**15**	**8**	**0**	**0**
Other Revenues (Inflows)					
Misc. -Other Revnues EE Health	5,244,669	5,413,646	5,919,415	6,000,000	4,320,000
Misc. -Other Revenues Retirees Health	4,599,787	8,299,990	7,824,403	8,200,000	3,445,000
Misc-Settlements	3,120,696	3,608,152	1,889,272	0	0
Other-Nonoperating Sources	63,045,400	69,728,992	76,388,000	86,116,000	81,683,000
Misc-Other Miscellaneous Revenues	6,712,873	497,694	1,182,568	0	0
Total Other Revenues (Inflows):	**82,723,425**	**87,548,475**	**93,203,658**	**100,316,000**	**89,448,000**
Charges for Services					
CFS-PS-Police Services	112,162	132,989	118,748	0	0
CFS-Other Charges for Services	46,486	49,094	47,145	0	0
Total Charges for Services:	**158,648**	**182,083**	**165,893**	**0**	**0**
Total Revenue (Inflows):	**82,882,222**	**87,730,572**	**93,369,559**	**100,316,000**	**89,448,000**

Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Adopted	FY 2019-20 Adopted
Personnel					
Executive Salaries	0	13,639	138	0	0
Regular Salaries and Wages	0	(7,211)	138	0	0
Fringe Benefits	0	0	27,760	0	0
Fica Taxes	0	858	21	0	0
Retirement Contributions	686	505	0	0	0
Life and Health Insurance	50,238,872	52,346,405	56,175,796	63,261,000	47,568,000
Total Personnel:	**50,239,559**	**52,354,196**	**56,203,854**	**63,261,000**	**47,568,000**
Operating Expense					
Workers' Compensation	17,011,196	17,658,084	22,211,653	17,171,000	18,780,000
Professional Services	0	615	141,917	2,033,000	1,440,000
Other Contractual Services	200	3,652	200	0	0
Training	0	0	5,544	0	0
Communications & Related Services	1,000	17,693	0	0	0
Insurance	0	0	492	0	0
Insurance - Police Torts	2,089,296	587,470	760,794	810,000	791,000
Insurance - Vehicle Liability	915,501	2,281,628	1,824,698	1,500,000	2,507,000
Insurance - Property & Casualty	6,038,874	6,993,611	6,854,010	7,475,000	8,223,000
Insurance - General Liability	932,318	3,157,327	687,585	1,634,000	1,134,000
Insurance - Public Official	257,164	269,635	119,470	0	0
Repair and Maintenance Services	0	33,303	0	0	0
IT-Repair and Maintenance Services	5,516,223	7,439,814	7,279,509	6,432,000	9,005,000
Operating Supplies	(71)	0	(35)	0	0
Subscriptions, Memberships, Licenses, Permits & Others	0	159,785	9,072	0	0
Total Operating Expense:	**32,761,703**	**38,602,617**	**39,894,909**	**37,055,000**	**41,880,000**
Capital Outlay					
Machinery and Equipment	14,756	16,756	55,671	0	0
Total Capital Outlay:	**14,756**	**16,756**	**55,671**	**0**	**0**
Debt Service					
Total Debt Service:	**0**	**0**	**0**	**0**	**0**
Total Expenditure (Outflows):	**83,016,018**	**90,973,569**	**96,154,435**	**100,316,000**	**89,448,000**

APPENDIX H:
STATISTICAL INFORMATION

- City Profile



CITY PROFILE

Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.1; Water 19.8)

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2004	379,550	$24,031	37.0	3.9%
2005	361,701	$25,211	39.1	3.2%
2006	358,091	$27,088	39.2	2.8%
2007	348,827	$29,075	39.9	3.1%
2008	343,142	$28,333	41.2	4.8%
2009	433,143	$28,999	38.8	10.4%
2010	399,457	$27,291	37.7	11.1%
2011	412,438*	$30,270	39.1	9.4%
2012	416,917*	$28,301	39.2	8.3%
2013	421,363*	$30,375	39.0	7.6%
2014	430,332*	$30,858	39.1	6.8%
2015	441,003*	$31,051	39.4	4.8%
2016	456,089	$31,642	39.7	4.4%
2017	463,347	$33,999	40.1	3.7%
2018	470,914	$33,999	40.0	4.0%

Source (a): U.S. Bureau of the Census, American Community Survey

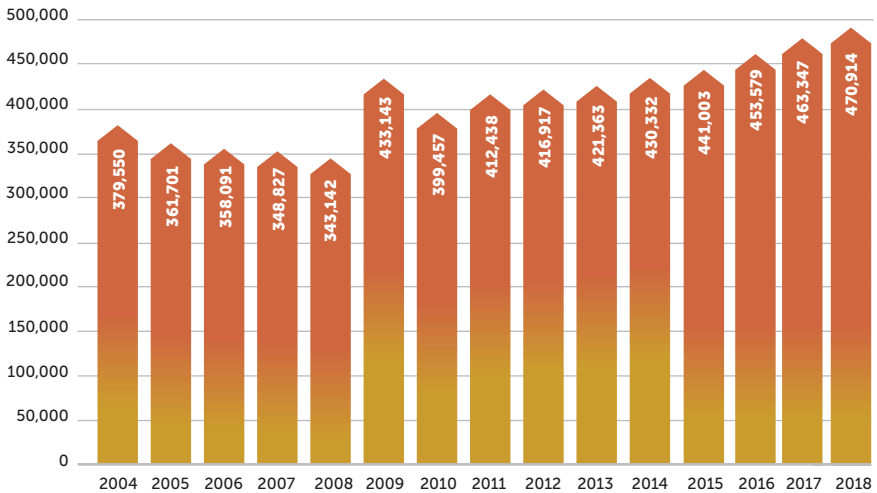
** Source: U.S. Bureau of the Census, Annual Estimates of Residential Population, 2017*

Source: (b): U.S. Bureau of the Census, 2013 - 2017 5-Year American Community Survey

Source: (c): U.S. Bureau of the Census, 2013 - 2017 5-Year American Community Survey

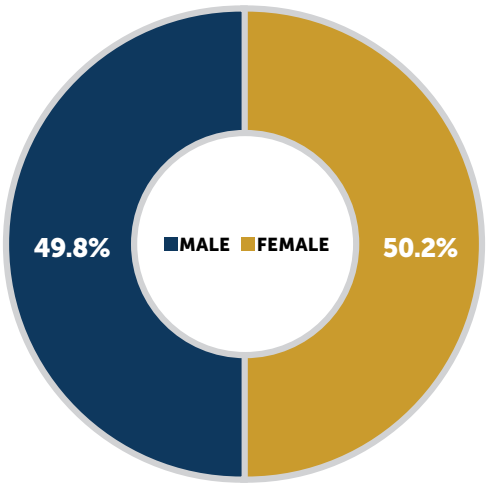
Source: (d): Best Places.net

City Population Trend



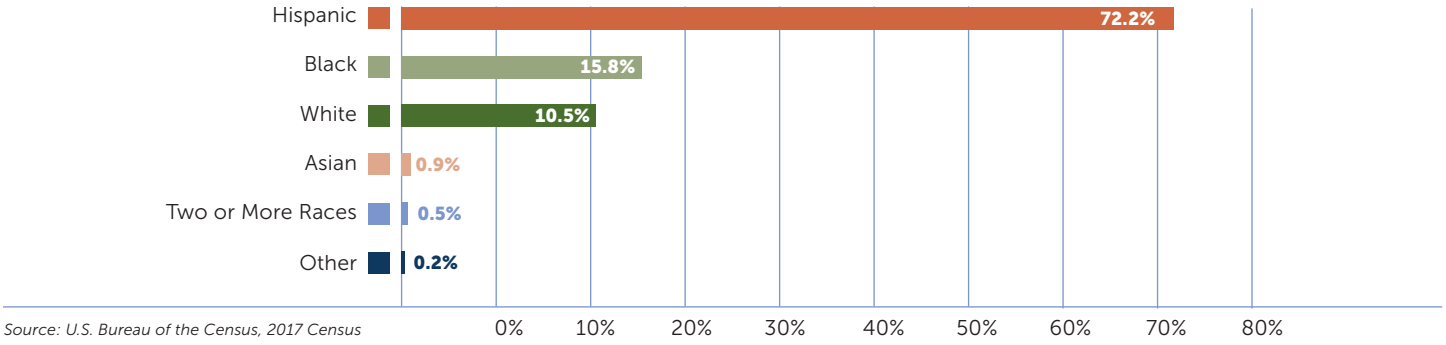
Source (a): U.S. Bureau of the Census, American Community Survey

Population by Sex



Source: U.S. Bureau of the Census, 2013 - 2017 5-Year American Community Survey

Population by Race/Ethnicity



Source: U.S. Bureau of the Census, 2017 Census

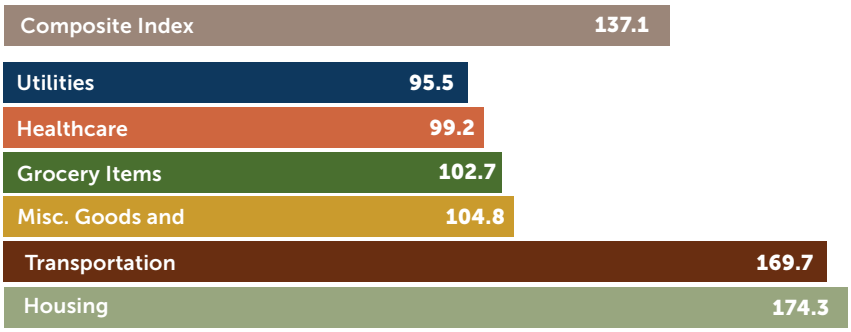
Poverty and Per Capita Income

Per Capita Money Income (2017)
$25,067

Percentage of persons below poverty level
25.8%

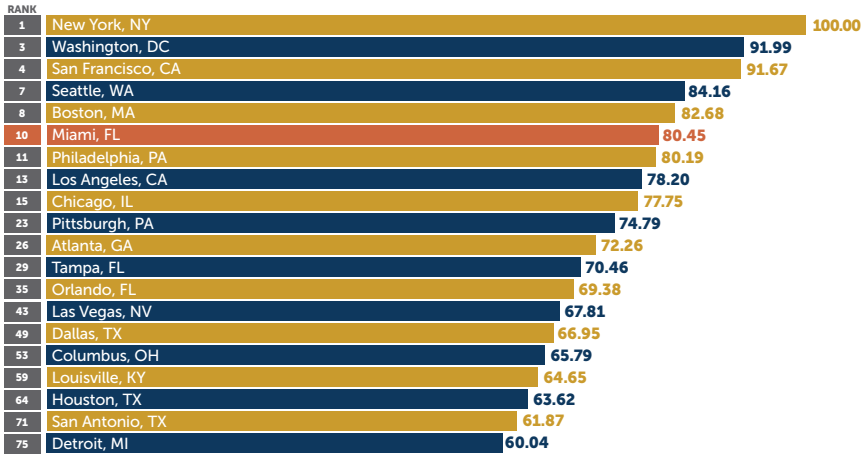
Source: U.S. Bureau of the Census, American Community Survey, 5-Year Estimates (2013-2017)

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Sperling's Best Places, 2018

Cost of Living Index - selected U.S. Cities



Source: Numbeo.com - North America Cost of Living Index 2019

Educational Attainment

Population 18 to 24 years	**36,000**
Less than high school graduate	19.0%
High school graduate (incl. equivalency)	31.4%
Some college or Associate's degree	38.0%
Bachelor's degree or higher	11.5%
Population 25 years and over	**327,920**
Less than 9th grade	14.4%
9th to 12th grade, no diploma	10.0%
High school graduate (incl. equivalency)	29.8%
Some college, no degree	12.5%
Associate's degree	7.0%
Bachelor's degree	16.3%
Graduate or professional degree	10.0%
Percent High School Graduate or higher	**75.6%**
Percent Bachelor's Degree or higher	**26.3%**

Source:U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Housing Occupancy
City of Miami

Source: (b): U.S. Census Bureau, 2013-2017 5-Year American Community Survey

Total housing units	**196,618**	
Occupied housing units	167,734	83.8%
Vacant housing units	31,884	16.2%
Homeowner vacancy rate	3.2	
Rental vacancy rate	6.8	
Housing Stock Owned	30.2%	
Housing Stock Rented	69.8%	

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County,

Second Quarter 2019 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	**2,737.8**
Total Private Employment	**1,001.8**
Mining and logging	0.7
Construction	141.8
Manufacturing	91.0
Trade, transportation, and utilities	608.8
Information	50.4
Financial activities	185.8
Professional and business services	459.8
Education and health services	414.6
Leisure and hospitality	340.7
Other services	126.7
Total Government	**317.5**

Source: U.S. BLS, Current Employment Statistics

City of Miami Business Owners

Total number of firms as of 2012	**98,222**
Men-owned firms	49,530
Women-owned firms	39,762
Minority-owned firms	77,125
Non-minority-owned firms	17,148
Veteran-owned firms	5,288
Non-veteran-owned firms	89,984

Source: 2012 Survey of Business Owners

Top Ten Major Employers in Miami-Dade County 2019

Public Employers

Name	Number of Employees
Miami-Dade County Public Schools	40,000
Miami-Dade County	30,000
Federal Government	19,200
Florida State Government	17,100
Jackson North Medical Center	11,000
Public Health Trust of Miami-Dade County	11,000
Miami Dade College	9,100
Florida International University	5,740
City of Miami	4,500
Miami VA Healthcare System	2,500

Source: Thttps://www.miamijobs.com/article/miami-s-top-10-largest-employers/

Private Employers

Name	Number of Employees
University of Miami	14,604
Baptist Health South Florida	14,000
American Airlines	11,353
Keystone Holdings Group, LLC	6,100
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,500
Royal Caribbean Cruises Ltd.	3,400
Florida Power & Light	3,011
NCL Corporation Ltd.	1,200

Source: https://www.miamijobs.com/article/miami-s-top-10-largest-employers/

Major Companies with their Latin American Headquarters located in the City of Miami

Alcatel-Lucent (Miramar)
Amcor PET Packaging Latin America (Miramar)
American Airlines (Coral Gables)
APL (Miami)
Canon Latin America (Miami)
Caterpillar Americas Services (Miami)
Cisco Systems (Miami)
DHL Global Forwarding Latin America (Plantation)
Eastman Chemical Latin America, Inc. (Miami)
Electrolux Home Products International (Miami)
Gap International Sourcing (Americas) (Miami)
H.I.G. Capital Management (Miami)
Hewlett-Packard Latin America (Miami)
Hilton International (Miami)
Ingram Micro (Miami)
Komatsu Latin America (Miami)
Kraft Foods (Coral Gables)
Marriott International (Weston)
Microsoft Latin America (Ft. Lauderdale)
Millicom (Tigo) (Coral Gables)
Nokia Corp (Miami)
Novartis Pharmaceuticals Corp. (Miami)
Oracle Latin America (Miami)
Paccar International, Latin America (Miami)
SAP International (Miami)
Schering-Plough Corporation (Miami Lakes)
Tech Data (Miami)
Unisys Corporation (Boca Raton)
Visa International (Miami)
Western Union Latin America (Hollywood)

Source: WorldCity, Who's Here, 2017

Sister Cities Program

Source: City of Miami : Sister Cities International

Sister Cities

Agadir, Morocco
Amman, Jordan
Antalya, Turkey
Beersheba, Israel
Beirut, Lebanon
Buenos Aires, Argentina
Cali, Colombia
Cochabamba, Bolivia
Dong-Gu Incheon, South Korea
Ibiza, Spain
Kagoshima, Japan
Kaohsiung, Taiwan
Libreville, Gabon
Lima Peru
Madrid, Spain
Managua, Nicaragua
Merida, Yucatan, Mexico
Miranda, Venezuela
Montes de Oca, Costa Rica
Murica, Spain
Nairobi, Kenya
Nazareth, Israel
Nice, France
Palermo, Italy
Panama City, Panama
Port-Au-Prince, Haiti
Ramat-Hasharon, Israel
Santiago de Chile, Chile
Santo Domingo, Dom Rep
Sousse, Tunisia

Friendship Cities

A Coruna, Spain
Armenia, Colombia
Dept of Quindio, Colombia
Dept or Risaralda, Colombia
Dept, Of Caldas, Colombia
Manizales, Colombia
Margherita di Savoia, Italy
Merbella, Spain
Pereira, Colombia

Department of Real Estate and Asset Management

ASSET MANAGEMENT
444 SW 2nd Avenue, Third Floor
Miami, Florida 33130
305-416-1458

JAMES L. KNIGHT CENTER
400 SE Second Avenue
Miami, FL 33131
(305) 416-5970

MANUEL ARTIME CULTURAL CENTER
900 and 970 SW First Street
Miami, FL 33130
(305) 960-4680

DINNER KEY MARINA AND MOORING FIELD
3400 Pan American Drive
Miami, FL 33133
(305) 329-4755

MIAMARINA AT BAYSIDE
401 Biscayne Boulevard
Miami, FL 33132
(305) 960-5180

MARINE STADIUM MARINA
3501 Rickenbacker Causeway
Miami, FL 33149
(305) 960-5140

Community and Recreation Centers

COMMUNITY AND RECREATION CENTER LOCATIONS

AFRICAN SQUARE PARK
1466 NW 62nd Street

ANTONIO MACEO PARK
5135 NW 7th Street

ATHALIE RANGE PARK
525 NW 62nd Street

BRYAN PARK
2301 SW 13th Street

BUENA VISTA PARK
5250 NW 2nd Avenue

CHARLES HADLEY PARK
1300 NW 50th Street

CORAL GATE PARK
1415 SW 32nd Avenue

CORAL WAY COMMUNITY CENTER
1300 SW 12th Avenue

DORSEY PARK
1701 NW 1st Avenue

EATON PARK
490 NE 61st Street

ELIZABETH VIRRICK PARK
3255 Plaza Street

ESTHER MAE ARMBRISTER PARK
4000 Grand Avenue

FERN ISLE PARK
2201 NW 11th Street

GERRY CURTIS PARK
1901 NW 24th Avenue

GRAPELAND HEIGHTS PARK
1550 NW 37th Avenue

HENDERSON PARK
950 NW 3rd Street

HENRY REEVES PARK
600 NW 10th Street

JOSE MARTI GYM
434 SW 3rd Avenue

JOSE MARTI PARK
362 SW 4th Street

JUAN PABLO DUARTE PARK
1776 NW 28th Street

KINLOCH PARK
455 NW 47th Avenue

LEGION MEMORIAL PARK
6447 NE 7th Avenue

LEMON CITY PARK
27 NE 58th Street

LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE
212 NE 59th Terrace

LITTLE HAITI SOCCER PARK
6301 NE 2nd Avenue

LUMMUS PARK
404 NW 3rd Street

MARGARET PACE PARK
1745 North Bayshore Drive

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

MOORE PARK
765 NW 36th Street

MOORE PARK TENNIS CENTER
765 NW 36th Street

MORNINGSIDE PARK
750 NE 55th Terrace

PEACOCK PARK
2820 McFarlane Road

ROBERT KING HIGH PARK AND CARLOS ARBOLEYA CAMPGROUND
7025 W Flagler Street

ROBERTO CLEMENTE PARK
101 NW 34th Street

SANDRA DELUCCA DEVELOPMENTAL CENTER
4560 NW 4th Terrace

SAMUEL K. JOHNSON YOUTH CENTER
4900 NW 12 Ave

SHENANDOAH PARK
1800 SW 21st Avenue

SIMPSON PARK
55 SW 17th Road

SOUTHSIDE PARK
142 SW 11th Street

THEODORE GIBSON PARK
401 NW 12th Street

WEST END PARK
250 SW 60th Avenue

WILLIAMS PARK
1717 NW 5th Avenue

POOL AND WATER PARK LOCATIONS

Year Round Locations

SHENANDOAH POOL
1805 SW 22th Avenue

JOSE MARTI POOL
351 SW 4th Street

THE MILLER J. AND NANCY S. DAWKINS OLYMPIC SWIMMING POOL COMPLEX
4800 NW 12th Avenue

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

THEODORE GIBSON POOL
401 NW 12th Street

GRAPELAND HEIGHTS WATER PARK
1550 NW 37th Avenue

SEASONAL POOLS

WEST END POOL
250 SW 60th Avenue

WILLIAMS POOL
1717 NW 5th Avenue

ATHALIE RANGE POOL
525 NW 62nd Street

ELIZABETH VIRRICK POOL
3255 Plaza Street

MORNINGSIDE POOL
750 NE 55th Terrace
(POOL IS CLOSED)

GERRY CURTIS POOL
1901 NW 24th Avenue
(POOL IS CLOSED)

net
neighborhood enhancement team

NET ADMINISTRATION
151 NW 27th Avenue
Miami, FL 33125
(305) 960-5110

ALLAPATTAH
151 NW 27th Avenue
Miami, FL 33125
(305) 960-5110

COCONUT GROVE
3500 Pan American Drive
Miami, FL 33133
(305) 960-4670

CORAL WAY
1415 SW 32nd Avenue
Miami, FL 33145
(305) 960-5131

DOWNTOWN/BRICKELL
1401 N Miami Ave, 2nd Floor
Miami, FL 33136
(305) 960-5135

FLAGAMI/WEST FLAGLER
5135 NW 7th Street
Miami, FL 33126
(305) 960-2890

LITTLE HAITI/EDISON
6301 NE 2nd Avenue
Miami, FL 33138
(305) 960-4660

LITTLE HAVANA
1300 SW 12th Avenue
Miami, FL 33129
(305) 960-4650

MARLINS PARK
1502 NW 4th Street
Miami, FL 33125
(305) 960-4940

MODEL CITY
1000 NW 62nd Street
Miami, FL 33150
(305) 960-2990

OVERTOWN
1490 NW 3rd Avenue, Ste. 112-B
Miami, FL 33136
(305) 960-5133

UPPER EASTSIDE
6599 Biscayne Boulevard
Miami, FL 33138
(305) 960-5118

WYNWOOD-EDGEWATER
101 NW 34th Street
Miami, FL 33127
(305) 960-2904

THE CITY OF MIAMI POLICE DEPT.

HEADQUARTERS
400 NW 2nd Avenue
Miami, Florida 33128
(305) 603-6640

COLLEGE
350 NW 2nd Avenue
Miami, FL 33128
(305) 603-6616

NORTH STATION
1000 NW 62nd Street
Miami, FL 33150
(305) 795-2300

SOUTH STATION
2200 West Flagler Street
Miami, FL 33135
(305) 643-7160

MARINE PATROL
SUBSTATION
1001 MacArthur Causeway
Miami, FL 33132
(305) 350-7819

CITY OF MIAMI FIRE-RESCUE

HEADQUARTERS
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

TRAINING CENTER
3425 Jefferson Street
Miami, FL 33133
(305) 569-3600

GARAGE
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

FIRE PREVENTION BUREAU
444 SW 2nd Ave, 10th Floor
Miami, FL 33130
(305) 416-1600

STATION 1
144 NE 5th Street
Miami, FL 33132
(305) 569-3901

STATION 2
1901 North Miami Avenue
Miami, FL 33136
(305) 569-3902

STATION 3
1103 NW 7th Street
Miami, FL 33136
(305) 569-3903

STATION 4
1105 SW 2nd Avenue
Miami, FL 33130
(305) 569-3904

STATION 5
1200 NW 20th Street
Miami, FL 33142
(305) 569-3905

STATION 6
701 NW 36th Street
Miami, FL 33127
(305) 569-3906

STATION 7
314 Beacon Boulevard
Miami, FL 33135
(305) 569-3907

STATION 8
2975 Oak Avenue
Miami, FL 33133
(305) 569-3908

STATION 9
69 NE 62nd Street
Miami, FL 33138
(305) 569-3909

STATION 10
4101 NW 7th Street
Miami, FL 33126
(305) 569-3910

STATION 11
5920 W Flagler Street
Miami, FL 33144
(305) 569-3911

STATION 12
1455 NW 46th Street
Miami, FL 33142
(305) 569-3912

STATION 13
990 NE 79th Street
Miami, FL 33138
(305) 569-3913

STATION 14
2111 SW 19th Street
Miami, FL 33145
(305) 569-3914

STATION 15
401 Biscayne Boulevard,
Pier 5, Boat Slips 35 & 36,
Miami, FL 33132
(786) 256-6380

Miami-Dade County Public Libraries in the City of Miami

Source: Miami-Dade Public Library System

MAIN LIBRARY
101 W Flagler Street
Miami, FL 33130
(305) 375-2665 or (305) 375-2878 TDD

ALLAPATTAH
1799 NW 35th Street
Miami, FL 33142
(305) 638-6086

CIVIC CENTER (PORTA KIOSK)
1501 NW 12th Avenue
Miami, FL 33136
(305) 324-0291

COCONUT GROVE
2875 McFarlane Road
Miami, FL 33133
(305) 442-8695

CULMER/OVERTOWN
350 NW 13th Street
Miami, FL 33136
(305) 579-5322

EDISON CENTER
531 NW 62th Street
Miami, FL 33150
(305) 757-0668

HISPANIC
1398 SW 1st Street
Miami, FL 33135
(305) 643-8574

FAIRLAWN
6376 SW 8th St,
West Miami, FL 33144
(305) 261-1571

LEMON CITY
430 NE 61st Street
Miami, FL 33137
(305) 757-0662

LITTLE RIVER
160 NE 79th Street
Miami, FL 33138
(305) 751-8689

MODEL CITY
211 NW 54th Street
Miami, FL 33142
(305) 636-2233

SHENANDOAH
2111 SW 19th Street
Miami, FL 33145
(305) 250-4688

VIRRICK PARK
3255 Plaza Street
Miami, FL 33133
(305) 442-7872

WEST FLAGLER
5050 W Flagler Street
Miami, FL 33134
(305) 442-8710

Schools in the City of Miami

Public Schools

Auburndale Elementary	3255 SW 6th St., 33135
Citrus Grove Elementary	2121 NW 5th St., 33125
Coconut Grove Elementary	3351 Matilda St., 33133
Comstock Elementary	2420 NW 18th Ave., 33142
Eneida Massas Hartner Elementary	401 NW 29th St., 33127
Fairlawn Elementary	444 SW 60th Ave., 33144
Frances S Tucker Elementary	3500 Douglas Rd.,33133
Frederick Douglass Elementary	314 NW 12th St., 33136
Henry M Flagler Elementary	5222 NW 1st St., 33134
Holmes Elementary	1175 NW 67th St., 33150
Jesse J. McCrary, JR. Elementary	514 NW 77th St., 33150
Kensington Parl Elementary	711 NW 30th Ave., 33125
Kinloch Park Elementary	4275 NW 1st St., 33126
Lenora Braynon Smith Elementary	4700 NW 12th Ave., 33142
Maya Angelou Elementary	1850 NW 32nd St., 33142
Orchard Villa Elementary	5720 NW 13th Ave., 33142
Phillis Wheatley Elementary	1801 NW 1st Place, 33136
Phyllis R Miller Elementary	840 NE 87th St., 33138
Riverside Elementary	1190 SW 2nd St., 33130
Santa Clara Elementary	1051 NW 29th Terr., 33127
Shadowlawn Elementary	149 NW 49th St., 33127
Shenandoah Elementary	1023 SW 21st Ave., 33135
Silver Bluff Elementary	2609 SW 25th Ave., 33133
Southside Elementary	45 SW 13th St., L 33130
Toussaint L'ouverture Elementary	120 NE 59th St., 33137
Georgia Jones Middle	1331 NW 46th St., 33142
Citrus Grove Middle	2153 NW 3rd St., 33125
Jose De Diego Middle	3100 NW 5th Ave., 33127
Kinloch Park Middle	4340 NW 3rd St., 33126
Miami Edison Middle	6101 NW 2nd Ave., 33127
Shenandoah Middle	1950 SW 19th St., 33145
Booker T Washington Senior High	1200 NW 6th Ave., 33136
Design and Architecture Senior High	4001 NE 2nd Ave., 33137
Miami Edison Senior High	6161 NW 5th Ct., 33127
Miami Jackson Senior High	1751 NW 36th St., 33142
Miami Northwestern Senior High	1100 NW 71st St., 3150
Miami Senior High	2450 SW 1st St., 33135
Law Enforcement Officers Memorial	300 NW 2nd Ave., 33128
Ada Merritt K-8 Center	660 SW 3rd St., 33130
Coral Way K-8 Center	1950 SW 13th Ave., 33145
Edison Park K-8 Center	500 NW 67th St., 33150
Paul L Dunbar K-8 Center	505 NW 20th St., 33127
iPrep Academy	1500 Biscayne Blvd, 33132
Morningside K-8 Academy	6620 NE 5th Ave., 33138
Young Men's Preparatory Academy	3001 NW 2nd Ave., 33127
Young Women's Academy	1150 SW 1st St., 33130
English Center	3501 SW 28th St., 33133
Lindsey Hopkins Technical Education	750 NW 20th St., 33127
Primary Learning Center at SBAB ANNEX	1500 Biscayne Blvd., 33132
Thena Crowder Early Childhood Diagnostic	757 NW 66th St., 33150
Poinciana Park Elementary School	6745 NW 23rd Ave, 33147

Private Schools

Acting For All	3138 Commodore Place, 33133
Active Health Institute	6520 W Flagler St., 33144
Alpha Charter of Excellence	1223 SW 4th St., 33135
Arcadia Academy	210 NW 22nd Ave., 33125
Art Box	2911 Grand Ave. Ste 400E., 33133
Bridgeprep Academy	621 Beacom Blvd., 33135
Carrollton School of the Sacred Heart	3747 Main Highway, 33133
Champs Brickell Child Care	1050 Brickell Ave. Ste. 110, 33131
Coconut Grove Montessori School	2850 SW 27th Ave., 33133
Creativo Center For The Performing Arts	1067 SW 27th Ave.,33135
Creativo Dance Studio	2329 SW 22nd St., 33145
Easter Seals Academy, Demonstration School and Child Development Center	1475 NW 14th Ave., 33125
First Spanish United Presbyterian	2480 NW 7th St., 33125
Hope Community Development Corp.	7561 NE 1st Ave., 33138
Immaculata-La Salle High School	3601 S Miami Ave., 33133
International Bilingual Childcare and Preschool	70 NW 22nd Ave., 33125
International School of Brickell	609 Brickell Ave., 33131
International Studies Charter School	2480 SW 8th St., 33135
La Prima Casa Montessori	2733 SW 3rd Ave., 33129
Lincoln Marti	931 SW 1st St., 33130
Lincoln Marti	949 SW 1st St., 33130
Lincoln Marti	2700 SW 8th St., 33135
Lincoln Marti Charter School	984 West Flagler St., 33130
Mater Academy East Charter High School	998 SW 1st St., 33130
Mater Academy Of International Studies	795 NW 32nd St., 33127
Mater East Academy Middle School	998 SW 1st St., 33130
Mater Grove Academy	2805 SW 32nd Ave., 33133
Miami Arts Charter School	95 NW 23rd St., 33127
Miami Fine Arts Academy	3191 SW 22nd St., Ste. 104, 33145
Ramz Academy	2609 NW 7th St.,33125
Ransom Everglades School	2045 S Bayshore Drive,33133
Ransom Everglades School	3575 Main Highway, 33133
River Cities Community Charter School	3405 NW 27th Ave., 33142
Siloye Christian Ministry Academy	8325 NE 2nd Ave., 33138
St. Alban's Child Enrichment Center	3465 Brooker St., 33133
St. Hugh Catholic School	3460 Royal Road, 33133
St. Mary Cathedral School	7485 NW 2nd Ave., 33150
Sts Peter and Paul School	1435 SW 12th Ave., 33129
Sunflowers Academy	2901 SW 7th St., 33135
Sunflowers Preschool and Daycare	1102 SW 27th Ave. , 33135
Tamiami United Methodist Daycare and Elementary School	726 SW 14th Ave., 33145
The Cushman School	592 NE 60th St., 33137
Theodore and Thelma Gibson Charter School	1698 & 1682 NW 4th Ave., 33136

Source: GreatSchools.org

Annual Residents Survey



The survey helps us to uncover the key metrics driving resident satisfaction in our city. We visualized some of our survey results in an interactive data analytics tool at www.data.miamigov.com. Full reports may be requested from Strategicplanning@miamigov.com

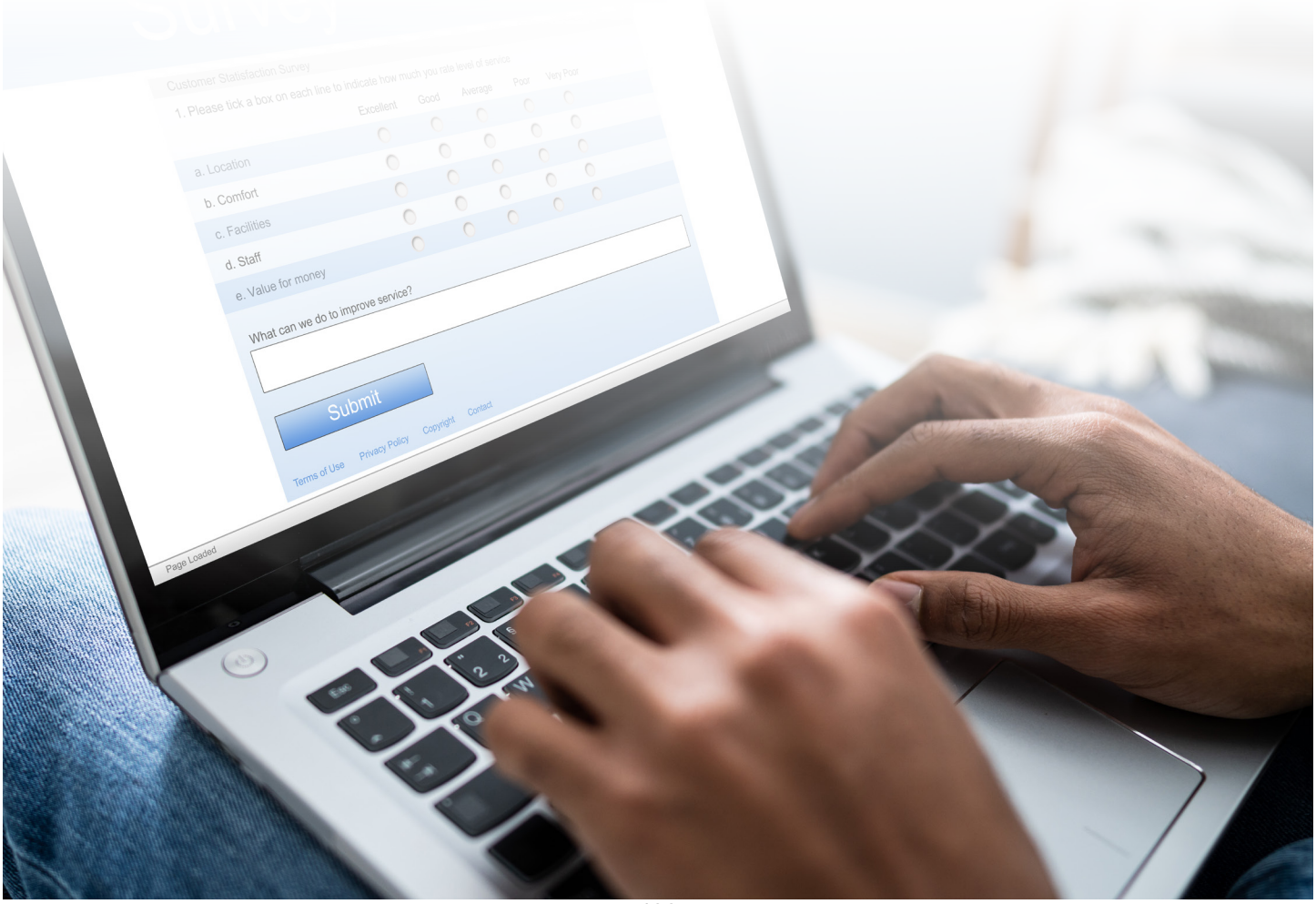
The summary below shows the percent positive responses from the past four years. Percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," "essential" and "very important," etc.), or, in the case of resident behaviors/participation, the percent positive represents the proportion of respondents indicating "yes" or participating in an activity at least once a month.

Trend analysis defines if satisfaction since 2018 has increased, stayed the same, or decreased per a threshold of 5%.

Focus & Evaluation		Topic Areas	'16	'17	'18	'19	Trend
Areas of Importance	Focus on Aspects of the City	Feeling of Safety	93%	96%	96%	97%	↔
		Efficiency and Effectiveness of Government	N/A	93%	94%	96%	↔
		Built Environment	82%	91%	94%	93%	↔
		Economic Health of Miami	90%	93%	93%	96%	↔
		Ease of getting to places you have to visit	90%	89%	92%	92%	↔
		Environment and Resilience of Miami	N/A	90%	92%	93%	↔
		Quality of Parks	N/A	85%	86%	80%	↓
		Opportunities for recreation/culture	N/A	84%	85%	81%	↔
Perceptions of the City	Satisfaction with items that influence Perceptions of the City Government	Overall economic health of Miami	34%	39%	42%	42%	↔
		Overall image or reputation of Miami	38%	40%	40%	47%	↑
		The job of Miami gov does at welcoming citizen (involvement)	29%	33%	35%	35%	↔
		The value of services for the taxes paid to Miami	30%	31%	34%	36%	↔
		Generally acting in best interest of community	25%	27%	31%	32%	↔
		Treating all residents fairly	24%	30%	28%	33%	↑
		Being honest	21%	27%	26%	33%	↑
		Overall confidence of Miami gov	26%	26%	26%	29%	↔
	Feeling of Safety in Various Situations	In neighborhood during day	76%	73%	77%	80%	↔
		In downtown/commercial areas during the day	61%	59%	61%	63%	↔
		Overall feeling of safety in Miami	38%	49%	52%	55%	↔
		In your neighborhood at night	N/A	47%	56%	58%	↔
		In downtown/commercial areas at night	N/A	25%	28%	31%	↔
Satisfaction with Services	Overall Satisfaction with City Services	Fire services	81%	89%	90%	91%	↔
		Ambulance or emergency medical services	79%	82%	83%	86%	↔
		Garbage collection	65%	77%	75%	78%	↔
		Yard waste pick up	57%	70%	67%	71%	↔
		Police services	49%	58%	61%	61%	↔
		Preservation of natural areas	43%	43%	33%	38%	↑
		Sidewalk maintenance	38%	34%	32%	38%	↑
		Code compliance	23%	32%	32%	39%	↑
		Street repair	28%	27%	31%	28%	↔
		Traffic Enforcement	29%	35%	31%	33%	↔
		Land use and zoning	26%	33%	30%	32%	↔
	Satisfaction with Various Aspects of Quality of Life	Shopping Opportunities	71%	74%	77%	78%	↔
		Opportunities to participate in religious/spiritual events	28%	62%	66%	66%	↔
		Opportunities to volunteer	58%	61%	60%	64%	↔
		Quality of business and service establishments	43%	59%	59%	61%	↓
		Vibrant downtown commercial area	42%	57%	57%	57%	↔
		Employment opportunities	23%	34%	35%	35%	↔
		Availability of affordable mental health care	31%	32%	29%	34%	↑
		Availability of a variety housing options	24%	22%	23%	21%	↔
		Availability of affordable quality housing	15%	12%	14%	11%	↔
		Cost of living in Miami	9%	14%	13%	11%	↔

Annual Residents Survey *(Continued)*

Focus & Evaluation		Topic Areas	'16	'17	'18	'19	Trend
Satisfaction with Services	Satisfaction with Various Aspects of Parks and Recreation Services	Proximity of your home to city parks	N/A	64%	63%	65%	↔
		Maintenance of city parks	N/A	62%	60%	59%	↔
		Opportunities to attend cultural/arts/music events	56%	57%	59%	56%	↔
		Opportunities to participate in social events	56%	59%	59%	53%	↓
		Quality of athletic fields	N/A	58%	55%	49%	↓
		Ease of registering for programs	N/A	50%	46%	44%	↔
		Fitness opportunities	36%	47%	42%	40%	↔
		Availability of paths and walking trails	25%	52%	41%	41%	↔
		Availability of information about programs	N/A	44%	40%	43%	↔
	Satisfaction with Various Aspects of Transportation and Mobility	Overall satisfaction with Miami's trolley system	N/A	59%	55%	52%	↔
		Traffic flow on residential streets in Miami	N/A	39%	38%	35%	↔
		Ease of walking in Miami	30%	35%	34%	36%	↔
		Safety of walking in Miami	N/A	33%	30%	32%	↔
		Ease of travel in bicycle in Miami	21%	24%	24%	27%	↔
		Ease of public parking in Miami	13%	25%	21%	21%	↔
		Ease of travel by car in Miami	23%	22%	21%	22%	↔
		Safety of biking in Miami	N/A	20%	17%	19%	↔
		Traffic flow on major streets in Miami	11%	15%	16%	16%	↔



APPENDIX I:
COST ALLOCATION PLAN

- Cost Allocation Methodology
- Indirect Cost Rates

City of Miami, Florida Cost Allocation Methodology

OVERVIEW

The City of Miami's (the City) Cost Allocation Plan identifies the costs of indirect services provided by central service departments of the City based on actual expenditures for fiscal year ending September 30, 2017.

The Cost Allocation Plan is used by the City to claim indirect costs as charges against awards (grants) and City funds. The list of federal/state grants and awards that are charged indirect costs based on the results of this plan are located in Schedule F – Indirect Cost Rate Proposal.

The Cost Allocation Plan is a document that distributes, or allocates, City indirect costs. Indirect costs are those costs incurred by City divisions and departments that benefit other City divisions and departments. Examples of City indirect costs are personnel, purchasing, human resources and the Finance Department.

The primary purpose for preparing the Cost Allocation Plan is to (1) identify the appropriate division and department indirect costs and (2) calculate corresponding indirect cost rates if needed.

The significant steps involved in preparing the Cost Allocation Plan include the following:

- Identify the City divisions and departments that provide support to other City divisions and departments. These divisions and departments are referred to as central service or allocating departments.

- Identify the City divisions and departments that receive support from other City divisions and departments. These departments are referred to as grantee or receiving departments.

- Accumulate the allowable actual expenditures of the City divisions and departments that provide support to other City divisions and departments.

- Distribute, or allocate, the allowable expenditures of the City divisions and departments that provide support to other City divisions and departments based on available, meaningful, measurable and auditable allocation statistics that match the service provided to the service received.

PROCESS

A double-step down allocation methodology is used to allocate the allowable costs of the central service divisions and departments. This methodology recognizes the cross support provided between central service divisions and departments. For example, accounting supports the information systems department by providing payroll, paying vouchers and preparing a budget. However, the information systems department also supports accounting by providing software and hardware support and by maintaining and administering various applications and systems.

The double-step down methodology requires an initial sequencing of allocating divisions and departments. In the first step of the double-step methodology, allowable costs from central service divisions and departments are allocated in the sequence selected to all City divisions, departments and funds; including to other central service divisions and departments. The second step in the double-step down methodology is made to fully account for the cross support provided between central service divisions and departments. Central service divisions and departments are closed after the second step in the double-step down allocation methodology.

FORMAT OF THE REPORT

The City's Cost Allocation Plan is organized as follows:

1. Nature and Extent of Services for the Central Service Department
2. Summary schedules
3. Detail schedules

The Nature and Extent of Services is a narrative description of the central service and each function that was identified. Also described are the allocation bases used for each function and other relevant information on expenditures.

The Summary Schedules provide a recap of the results of the cost allocation process as described below:

A table of contents is included at the beginning of the Plan. The allocation of costs has been accomplished in the same order as shown in the Table of Contents. The Table of Contents also permits the ready identification of the following summary data and sections of the Plan:

1. Schedule A - Allocated Costs by Department demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question:

   Which Central Service Department 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. Basically this schedule demonstrates the costs to be allocated, the adjustments made to these costs, and the results of the allocations. The Receiving Departments follow the Central Service Departments with the total allocations received from all Central Service Departments.

3. Schedule D - Detail of Allocated Costs provides a view of the allocation flow of costs for each Central Service Department. This schedule allows the reader to see how the process sequentially zeroes out all the Central Service Department costs and allocates them to Receiving Departments.

4. Schedule E – Summary of Allocated Costs demonstrates for each Central Service Department the services or functions of the Central Service Department and the basis for the allocation of each function. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes.

5. Schedule F – Indirect Cost Rate Proposal calculates indirect cost rates for selected Receiving Departments. The indirect rate is computed as the total indirect costs allocated to the Receiving Department divided by the total Salary cost of the Receiving Department.

The detail schedules follow the summary schedules in the cost allocation plan. These schedules demonstrates 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
FY2020 BASED ON ACTUALS AS OF SEPTEMBER 30,2018
Indirect Cost Rate Proposal

Receiving Departments	Central Service Costs	Dept Admin Personnel Costs	Dept Admin Other Costs	Total Indirect Costs	Indirect Cost Rate Base	Indirect Cost Rate
101 MAYOR	276,742	0	0	276,742	830,504	33.3222 %
111-5 COMMISSIONERS	1,518,503	0	0	1,518,503	2,080,224	72.9971 %
151 NET -	968,107	0	0	968,107	3,625,808	26.7004 %
150.3 OFFICE OF FILM	120,871	0	0	120,871	217,912	55.4678 %
152 CODE COMPLIANCE	1,242,317	0	0	1,242,317	3,719,900	33.3965 %
181-9 FIRE-RESCUE	7,443,105	0	0	7,443,105	83,622,357	8.9009 %
190-1 POLICE	21,678,521	0	0	21,678,521	135,918,169	15.9497 %
201-9 PUBLIC WORKS	3,376,929	0	0	3,376,929	8,039,750	42.0029 %
211-3 SOLID WASTE	6,719,761	0	0	6,719,761	10,667,965	62.9901 %
221 DEPT OF REAL	1,423,553	0	0	1,423,553	2,933,293	48.5309 %
242 GSA PROPERTY	1,444,546	0	0	1,444,546	2,268,698	63.6729 %
245 GSA	345,215	0	0	345,215	675,889	51.0757 %
281-4 BUILDING	2,586,110	0	0	2,586,110	6,399,289	40.4125 %
291-8 PARKS &	7,564,612	0	0	7,564,612	21,256,988	35.5865 %
330 Veterans Affairs	31,309	0	0	31,309	159,523	19.6266 %
342 ZONING	608,646	0	0	608,646	1,527,900	39.8355 %
351-5 PLANNING	1,518,027	0	0	1,518,027	2,964,083	51.2141 %
381 COMMUNICATIONS	219,499	0	0	219,499	823,409	26.6573 %
402 TRANSPORTATION	1,025,127	0	0	1,025,127	470,837	217.7244 %
401 CIP	960,099	0	0	960,099	1,255,802	76.4531 %
441 OFFICE OF	102,331	0	0	102,331	353,131	28.9782 %
450 HUMAN SERVICES	146,920	0	0	146,920	3,688	3,983.7310 %
910 CD-COMMUNITY &	2,367,832	0	0	2,367,832	3,986,194	59.4008 %
920 CRA - COMMUNITY	351,860	0	0	351,860	1,587,436	22.1653 %
930 LIBERTY CITY	38,842	0	0	38,842	372,069	10.4395 %
940 VIRGINIA KEY	150,271	0	0	150,271	373,749	40.2064 %
950 CIVILIAN	85,043	0	0	85,043	410,452	20.7194 %
960 PENSION	11,445	0	0	11,445	277	4,131.7690 %
980 ND - NON	135,226	0	0	135,226	10,479,617	1.2904 %
Composite Rate	64,461,369	0	0	64,461,369	307,024,913	20.9954 %

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APPENDIX J:
RESOLUTIONS

- Budget Resolution
- Millage Ordinance
- Revenue Estimating Conference Letter

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 6294 **Enactment Number: 13861**

AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY OFFICIALS IN ORDER TO UPDATE THE RELEVANT DEPARTMENTS, FINANCIAL CONTROLS, COMPLETED PROJECTS, PROJECT CLOSE-OUTS, ACCOUNTING ENTRIES, AND COMPUTER SYSTEMS IN CONNECTION THEREWITH AND FOR GRANTS IN PROGRESS; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, pursuant to Sections 200.065(2)(a)(4) and 200.065(2)(c), Florida Statutes (2019), the City Manager has prepared and submitted to the City Commission a proposed budget of the expenditures and revenues of all City of Miami ("City") Departments, Offices, and Boards for the Fiscal Year beginning October 1, 2019 and ending September 30, 2020 ("Proposed Budget"); and

WHEREAS, a copy of the Proposed Budget was delivered to City Elected Officials, posted on the City's website, and placed on file with the Office of the City Clerk on July 3, 2019; and

WHEREAS, the General Fund Budget for the Fiscal Year is $808,633,000 and the total Budget for all non-capital funds is $1,137,380,000; and

WHEREAS, (a) the City's tentative general operating ad valorem millage rate is 7.5665 and (b) the City's millage to provide for payment of maturing principal and interest, and charges and requirements related thereto, of voter approved indebtedness is 0.4235 mills, which (c) millage rates have been adopted as the final overall total millage rate of 7.9900 mills on the dollar of taxable value of all real and personal property in the City; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Property Taxes" in the amount of $396,441,000; and

WHEREAS, it is in the best interests of the City to authorize the City Manager to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, and Multi-Year Capital Plan (collectively, "Capital Plan") for the purposes set forth in this Ordinance; and

WHEREAS, it is in the best interests of the City to ratify, approve, and confirm certain necessary actions of the City Manager and designated City Departments in order to update the relevant Departments, financial controls, completed projects, project close-outs, accounting entries, and computer systems in connection therewith and for grants in progress; and

WHEREAS, the Proposed Budget was adopted on first reading by the City Commission on September 12, 2019 with modifications as the "Tentative Budget"; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the Tentative Budget before the City Commission as a Committee of the Whole and Public Hearings thereon have been held as required pursuant to Section 200.065, Florida Statutes (2019); and

WHEREAS, the City Commission made the following amendments to the tentative Budget at the public hearing on September 26, 2019:

(a) Reduce $300,000.00 from Non-Departmental Account ("NDA") Super Bowl 2020 and increase Transfers Out ("Transfers Out") by the same amount to Virrick Park New Pool Facility Project 40-B40571 in the Capital Plan for District 2;

(b) De-obligate $50,000.00 from NDA Latin Champions Professional Golf Association payment and increase Transfers Out by the same amount to Shenandoah Park Enhancements Project 40-B30304A in the Capital Plan for District 4;

(c) De-Obligate $15,000.00 within Special Revenue Fund Department Improvements Initiative account from Blacktop Basketball Tournament to City Hall Fourth of July Celebration within the same account; and

(d) Increase Special Revenue Fund Sport Facilities and Activities account from former Miami Sports and Exhibition Authority prior year fund balance by $8,000.00 and transfer out $16,000.00 from the same fund to Special Revenue Fund Department Improvement Initiative account for District 4 Special Events for Latin Jazz in the Park (collectively, "Floor Amendments"); and

WHEREAS, the City Administration also proposed additional amendments to the Tentative Budget as detailed in the memorandum titled "Information for Second Budget Hearing-Fiscal Year 2019-20 Proposed Budget," attached and incorporated as Composite Exhibit "A," ("Amended Budget"); and

WHEREAS, the City Commission has considered and approved the Tentative Budget with the Floor Amendments and Amended Budget as the "Final Budget"; and

WHEREAS, the Final Budget further amends the Capital Plan accordingly;

NOW, THEREFORE, BE IT ORDAINED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Ordinance are adopted by reference and incorporated as if fully set forth in this Section.

Section 2. The Proposed Budget as submitted to the City Commission on July 3, 2019 is incorporated herein by reference and is amended to include all of the applicable changes contained in the memorandum titled "Information for First Budget Hearing–Fiscal Year 2019-20 Proposed Budget," attached and incorporated herein as Composite Exhibit "A," and previously adopted as the Tentative Budget on first reading.

Section 3. The Tentative Budget submitted to the City Commission on September 26, 2019 is incorporated herein by reference and is amended to include the Amended Budget and the Floor Amendments and is hereby adopted as the "Final Budget" and the Capital Plan is further amended accordingly.

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year 2019-20:

GENERAL FUND	APPROPRIATIONS WITH CHANGE MEMO #2	FLOOR AMENDMENT	APPROPRIATIONS - FINAL ADOPTED
Departments, Boards and Offices:			
Mayor	$ 1,687,000		$ 1,687,000
Commissioners	4,086,000		4,086,000
City Manager	3,072,000		3,072,000
Agenda Coordination	379,000		379,000
Independent Auditor General	1,530,000		1,530,000
City Attorney	9,994,000		9,994,000
City Clerk	2,059,000		2,059,000
Civil Service	559,000		559,000
Code Compliance	8,437,000		8,437,000
Communications	2,329,000		2,329,000
Equal Opportunity and Diversity Programs	508,000		508,000
Finance	10,330,000		10,330,000
Grants Administration	1,708,000		1,708,000
Human Resources	5,291,000		5,291,000
Innovation and Technology	14,454,000		14,454,000
Management and Budget	2,779,000		2,779,000
Neighborhood Enhancement Teams (NET)	8,637,000		8,637,000
Procurement	2,928,000		2,928,000
Resilience and Sustainability	831,000		831,000
Human Services	5,962,000		5,962,000
Building	16,625,000		16,625,000
Planning	5,927,000		5,927,000
Zoning	3,825,000		3,825,000
Housing and Community Development	2,437,000		2,437,000
General Services Administration	27,865,000		27,865,000
Resilience and Public Works	26,298,000		26,298,000
Solid Waste	35,915,000		35,915,000
Capital Improvements	4,603,000		4,603,000
Fire-Rescue	161,407,000		161,407,000
Police	265,621,000		265,621,000
Real Estate and Asset Management	13,796,000		13,796,000
Parks and Recreation	51,777,000		51,777,000
Risk Management	3,663,000		3,663,000
Non-Departmental Accounts (NDA)	35,944,000		35,944,000
Non-Departmental Accounts (NDA) -Latin Champions PGA	50,000	(50,000)	-
Non-Departmental Accounts (NDA) - Super Bowl 2020	3,300,000	(300,000)	3,000,000
Transfers - Out to D4 -Capital Project (Shenandoah Park)		50,000	50,000
Transfers - Out to D2 Capital Project (Virrick Park Pool)		300,000	300,000
Transfers - Out	62,020,000		62,020,000
TOTAL	$ 808,633,000	$ -	$ 808,633,000

Reserves Based on Financial Integrity Principles: (Included in General Fund – NDA)

Contingency Reserves	$	5,000,000
Undesignated Reserves		-
TOTAL RESERVES	$	5,000,000

Section 5. The above appropriations for the municipal operations of the General Fund are made based on the following sources of revenues for the Fiscal Year:

GENERAL FUND		REVENUES
Property Taxes	$	396,441,000
Franchise Fees and Other Taxes		115,481,000
Interest		7,150,000
Transfers-In		3,862,000
Fines and Forfeitures		5,904,000
Intergovernmental Revenues		81,856,000
Licenses and Permits		67,905,000
Other Revenues (Inflows)		7,365,000
Charges for Services		122,669,000
TOTAL GENERAL FUND	$	808,633,000

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for the Fiscal Year:

DEBT SERVICE FUNDS		APPROPRIATONS
General Obligation Bonds	$	24,055,000
Special Obligation Bonds		54,058,000
TOTAL DEBT SERVICE FUNDS	$	78,113,000

Section 7. The above appropriations for the municipal operations of Debt Service Funds are made based on the following sources of revenues for the Fiscal Year:

DEBT SERVICE FUNDS		REVENUES
Property Taxes	$	23,725,000
Transfers-In and Other Revenues		54,388,000
TOTAL DEBT SERVICE FUNDS	$	78,113,000

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for the Fiscal Year:

SPECIAL REVENUE FUNDS		APPROPRIATIONS
General Special Revenues	$	1,269,000
Sports Facilities and Activities		471,000
Planning Services		15,988,000

Tree Trust Fund		3,466,000
Public Art Fund		456,000
Fire- Rescue Services		19,828,000
Net Offices and Code Enforcement		232,000
Parks and Recreation Services		1,047,000
Police Services		10,761,000
Law Enforcement Trust Fund		977,000
Public Works Services		9,597,000
Solid Waste Recycling Trust		113,000
City Clerk Services		1,140,000
Community Development		52,009,000
Homeless Programs		2,535,000
Human Services		190,000
Bayfront/Riverfront Land Acquisition Rouse Trust		1,539,000
Miami Ballpark Parking Facilities		9,778,000
Departmental Improvement Initiative		10,521,000
Transportation and Transit		19,169,000
Emergency Funds		100,000
TOTAL SPECIAL REVENUE FUNDS	$	161,186,000

Section 9. The above appropriations for the municipal operations of Special Revenue Funds are made based on the following sources of revenues for the Fiscal Year:

SPECIAL REVENUE FUNDS		REVENUES
All Sources	$	161,186,000
TOTAL SPECIAL REVENUE FUNDS	$	161,186,000

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for the Fiscal Year:

INTERNAL SERVICE FUND		APPROPRIATIONS
Life and Health Insurance		47,568,000
Workers' Compensation		20,220,000
Others		21,660,000
TOTAL INTERNAL SERVICE FUND	$	89,448,000

Section 11. The above appropriations for the municipal operations of Internal Service Funds are made based on the following sources of revenues for the Fiscal Year:

INTERNAL SERVICE FUND		REVENUES
All Sources	$	89,448,000
TOTAL INTERNAL SERVICE FUND	$	89,448,000

Section 12. This Ordinance is an ordinance of precedent and all other ordinances and resolutions in conflict with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Ordinance shall be construed to violate the Anti-Deficiency Act as set forth in Sections 18-500 through 18-503 of the Code of the City of Miami,

Florida, as amended ("City Code"). The appropriations are the anticipated expenditure requirements for the City and are not mandatory should efficient administration of City Departments and Boards or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City. The City Manager is specifically authorized[1] to create awards and to transfer funds between accounts and awards and to withhold any of these appropriated funds from encumbrance or expenditure should such action appear advantageous to the economic and efficient operation of the City. The City Manager is also authorized[1] to transfer any excess unrestricted moneys from other funds to the General Fund provided that those are appropriated moneys which are no longer needed to implement the original purpose of the appropriation, which are legally available at the time of such transfer and whose expenditure is not limited to use for any other specified purpose.

Section 13. The City Manager is authorized[1] to make any necessary changes to adjust, amend, and appropriate the City's Operating Budget, Five-Year Financial Plan, Strategic Plan, and the Capital Plan, with transfers in and/or out, as necessary and applicable, of legally available funds and to designate projects, services, components, values, amounts, and uses, as necessary and applicable, for purposes set forth in this Ordinance.

Section 14. All departments and the number of employees designated therein provided for in the Final Budget, either by position summary or by the organizational chart, are deemed approved by the City Commission. Any permanent change regarding same shall require City Commission ratification.

Section 15. The City Manager is authorized[1] to administer the executive pay plan and benefit package and to disburse the funds appropriated herein for said purpose in a manner he deems appropriate. The City Manager is also authorized[1] to administer and disburse the City Commission benefit package. With the exception of those positions in which the salary is established by City Commission action, the City Manager is further authorized[1] to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in this Ordinance.

Section 16. The City Manager is authorized[1] to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive, and staff employees as may be approved by the City Manager.

Section 17. Nothing contained in this Ordinance shall be construed as to prohibit or prevent the City Manager, the administrative head of the City who is responsible for the efficient administration of all Departments, from exercising the power granted to and imposed upon him in the Charter of the City of Miami ("City Charter") to fix, adjust, raise, or lower salaries and to create, abolish, fill, or hold vacant, temporary, or permanent positions whenever it has been determined by the City Manager to be in the best interest of efficient and economical administration of the City and all its Departments. The authority contained in this Section shall also be applicable whenever the City Manager shall cause a Department to reorganize itself to perform its services more efficiently. Such reorganization may include reduction of budgeted positions, reclassification of positions, and alteration of the number of budgeted positions in any given classification.

Section 18. The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized when such transfer shall have been made at the request of the City Manager and when such transfer shall have been made of any part of an unencumbered balance of an appropriation to or for a purpose or object for which the appropriation for the Fiscal Year has proved insufficient.

Section 19. The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above Sections hereof is approved and authorized when such transfer of funds is made at the request of the City Manager and when such transfer is to be made between the detailed accounts appropriated to the same office, department, or division.

Section 20. To effect salary adjustments, the City Manager is further authorized[1] to make departmental and other transfers from any reserve accounts established in the General Fund and is authorized[1] to approve transfers for any unforeseen requirements of all appropriated funds as may be required so long as such transfer is consistent with the provisions contained in Chapter 18, Article IX of the City Code.

Section 21. To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized[1] to transfer funds from departmental budget reserve accounts to the Emergency Account of Non-Departmental Accounts to other Funds and to departmental budget reserve accounts from the Emergency Account of Non-Departmental Accounts to other Funds.

Section 22. All Emergency Accounts are declared to be appropriated to meet emergency expenses and are subject to expenditure by the City Manager for any emergency purpose.

Section 23. Except as herein provided, transfers between items appropriated shall be authorized by resolution or ordinance except that (a) transfers from the Non-Departmental Accounts may be made by resolution and (b) any mid-year budget amendments that do not involve any changes of City Departments may be made by resolution.

Section 24. The City Manager is authorized[1] to invite or advertise for bids for the purchase of any material, equipment, physical improvement, or service provided by the aforementioned appropriations or which may be provided for in accordance with the authority of Chapter 18 of the City Code for which formal bidding is required, such bids to be returnable to the City Commission or City Manager in accordance with the City Charter and the City Code.

Section 25. Expenditure of the herein appropriated funds is authorized in the procurement of goods and services by award or contract for the same by the City Commission following the use, if applicable, of competitive negotiations unless the award of such contract by the City Manager is expressly allowed under the City Code.

Section 26. Certain necessary actions by the City Manager and the designated City Departments in order to update the relevant Departments, financial controls, completed projects, project close-outs, accounting entries, and computer systems in connection therewith and for grants in progress, are hereby ratified, approved, and confirmed.

Section 27. This Resolution shall become effective immediately upon its adoption and signature of the Mayor.[2]

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[1] The herein authorization is further subject to compliance with all requirements that may be imposed by the City Attorney, including but not limited to, those prescribed by applicable City Charter and City Code provisions.

[2] If the Mayor does not sign this Resolution, it shall become effective at the end of ten (10) calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.

File Number: 6294 **Enactment Number: 13861**

DATE:	**9/26/2019**
RESULT:	**ADOPTED WITH MODIFICATION(S)**
MOVER:	**Keon Hardemon, Commissioner**
SECONDER:	**Wifredo (Willy) Gort, Commissioner**
AYES:	Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Manolo Reyes, Keon Hardemon
DATE:	**9/27/2019**
ACTION:	**Signed by the Mayor**

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Ordinance No. 13861, with attachment(s), passed by the City Commission on 9/26/2019.

City Clerk, Deputy Clerk (for Todd B. Hannon, City Clerk)

September 30, 2019
Date Certified

City of Miami

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

Enactment Number: 13861

File Number: 6294 **File Type:** Ordinance **Status:** **ADOPTED WITH MODIFICATION(S)**

Revision: C **Controlling Body:** City Commission

File Name: Approve Annual Budget FY '20 - City of Miami **Introduced:** 7/30/2019

Requesting Dept: Office of Management and Budget **Final Action Date:** 9/26/2019

Title: AN ORDINANCE OF THE MIAMI CITY COMMISSION, WITH ATTACHMENT(S), ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; RATIFYING, APPROVING, AND CONFIRMING CERTAIN NECESSARY ACTIONS OF THE CITY MANAGER AND DESIGNATED CITY OFFICIALS IN ORDER TO UPDATE THE RELEVANT DEPARTMENTS, FINANCIAL CONTROLS, COMPLETED PROJECTS, PROJECT CLOSE-OUTS, ACCOUNTING ENTRIES, AND COMPUTER SYSTEMS IN CONNECTION THEREWITH AND FOR GRANTS IN PROGRESS; PROVIDING FOR AN EFFECTIVE DATE.

Notes:

Links:

Attachments: 6294 Composite Exhibit A CC MTG 9/12-SUB (PDF)
6294 Composite Exhibit A SUB (PDF)

History of Legislative File:

Revision:	Acting Body:	Date:	Action:	Result:
	Christopher M Rose	8/22/2019	Department Head Review	Completed
	Sandra Bridgeman	8/22/2019	Assistant City Manager Review	Completed
	Nikolas Pascual	8/23/2019	City Manager Review	Completed
	Victoria Méndez	8/30/2019	Approved Form and Correctness	Completed
	City Commission	9/12/2019	Meeting	Completed
	City Commission	9/12/2019	PASSED ON FIRST READING WITH MODIFICATION(S)	Passed
B	Victoria Méndez	9/17/2019	Approved Form and Correctness	Completed
B	City Commission	9/26/2019	Meeting	Completed
B	City Commission	9/26/2019	ADOPTED WITH MODIFICATION(S)	Passed
C	Mayor's Office	9/27/2019	Signed by the Mayor	Completed
C	City Clerk's Office	9/27/2019	Signed and Attested by the City Clerk	Completed
C	Barnaby L. Min	9/30/2019	Approved Form and Correctness with Modification(s)	Completed
C	City Clerk's Office	9/30/2019	Rendered	Completed

City of Miami
Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 6293 **Enactment Number: 13860**

AN ORDINANCE OF THE MIAMI CITY COMMISSION RELATED TO TAXATION, DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI ("CITY"); LEVYING AN AD VALOREM TAX ON ALL REAL AND PERSONAL PROPERTY IN THE CITY AT A TOTAL FINAL RATE OF 7.99000 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY, FOR THE PURPOSES OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, for the purposes of this Ordinance, the City of Miami ("City") is defined as all of the territory and inhabitants within the area defined in Section 2 of the Charter of the City of Miami, Florida ("City Charter"), titled "Corporate Limits", and more specifically described in Exhibit "A" of the City Charter and on file in the Office of the City Clerk; and

WHEREAS, Section 200.065, Florida Statutes (2019), sets forth the method of computing, proposing, and fixing a millage rate for ad valorem taxation; and

WHEREAS, on July 1, 2019, the Miami-Dade County Property Appraiser ("PA"), pursuant to Section 200.065(1), Florida Statutes (2019), certified to the City the preliminary taxable value within its territorial limits at $58,961,599,417; and

WHEREAS, the City prepared a Proposed Budget for the fiscal year ("Fiscal Year") beginning October 1, 2019 and ending September 30, 2020 and computed a total proposed millage rate of 7.9900, which is necessary to fund the tentative budget other than the portion of the budget to be funded from sources other than ad valorem taxes; and

WHEREAS, the City Commission enacted Resolution No. 19-0313 on July 25, 2019, wherein it directed the City Manager to submit to the PA and the Miami-Dade County Tax Collector the total proposed millage rate of 7.9900 mills, together with the required information set forth in Section 200.65(2)(b), Florida Statutes (2019); and

WHEREAS, on September 12, 2019, the City held a public hearing as required by Section 200.065(2)(c), Florida Statutes (2019), where the City Commission adopted a total tentative millage rate of 7.9900 mills pursuant to the first reading of this proposed Ordinance; and

WHEREAS, another public hearing, as required by Section 200.065 (2)(c), Florida Statutes (2019), occurred in connection with the final millage rate as set forth herein;

NOW, THEREFORE, BE IT ORDAINED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Ordinance are adopted by reference and incorporated herein as if fully set forth in this Section.

Section 2. There shall be levied an ad valorem tax on all real and personal property in the City at a final total rate of 7.9900 mills on the dollar of the taxable value of such property for the Fiscal Year commencing October 1, 2019 and ending September 30, 2020 computed as follows:

7.5665 mills to fund the General Operating Budget.
0.4235 mills to provide for the payment of maturing principal and interest, and charges and requirements related thereto, of voter approved indebtedness.

Section 3. The final millage rate herein adopted for the purpose of funding the General Operating Budget is 4.59 percent greater than the rolled-back rate of 7.2341 mills.

Section 4. If any section, part of a section, paragraph, clause, phrase, or word of this Ordinance is declared invalid, the remaining provisions of the Ordinance shall not be affected.

Section 5. This Ordinance shall be effective as of October 1, 2019 and after final reading and adoption thereof.[1]

DATE:	**9/26/2019**
RESULT:	**ADOPTED**
MOVER:	**Keon Hardemon, Commissioner**
SECONDER:	**Wifredo (Willy) Gort, Commissioner**
AYES:	Ken Russell, Wifredo (Willy) Gort, Joe Carollo, Manolo Reyes, Keon Hardemon
DATE:	**9/27/2019**
ACTION:	**Signed by the Mayor**

I, Todd B. Hannon, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Ordinance No. 13860, passed by the City Commission on 9/26/2019.

City Clerk, Deputy Clerk (for Todd B. Hannon, City Clerk)

September 30, 2019
Date Certified

[1] This Ordinance shall become effective as specified herein unless vetoed by the Mayor within ten (10) days from the date it was passed and adopted. If the Mayor vetoes this Ordinance, it shall become effective immediately upon override of the veto by the City Commission or upon the effective date stated herein, whichever is later.

City of Miami

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

Enactment Number: 13860

File Number: 6293 **File Type:** Ordinance **Status:** ADOPTED

Revision: A **Controlling Body:** City Commission

File Name: Adopt Millage FY '20 - City of Miami **Introduced:** 7/30/2019

Requesting Dept: Office of Management and Budget **Final Action Date:** 9/26/2019

Title: AN ORDINANCE OF THE MIAMI CITY COMMISSION RELATED TO TAXATION, DEFINING AND DESIGNATING THE TERRITORIAL LIMITS FOR THE CITY OF MIAMI ("CITY"); LEVYING AN AD VALOREM TAX ON ALL REAL AND PERSONAL PROPERTY IN THE CITY AT A TOTAL FINAL RATE OF 7.99000 MILLS ON THE DOLLAR OF THE TAXABLE VALUE OF SUCH PROPERTY, FOR THE PURPOSES OF FUNDING THE GENERAL OPERATING BUDGET AND PAYMENT OF DEBT SERVICE, FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020; CONTAINING A SEVERABILITY CLAUSE, AND PROVIDING FOR AN EFFECTIVE DATE.

Notes:

Links:

Attachments: 6293 Back-Up from Law Dept (PDF)

History of Legislative File:

Revision:	Acting Body:	Date:	Action:	Result:
	Christopher M Rose	8/22/2019	Department Head Review	Completed
	Sandra Bridgeman	8/22/2019	Assistant City Manager Review	Completed
	Nikolas Pascual	8/23/2019	City Manager Review	Completed
	Victoria Méndez	8/30/2019	Approved Form and Correctness	Completed
	City Commission	9/12/2019	Meeting	Completed
	City Commission	9/12/2019	PASSED ON FIRST READING	Passed
A	Victoria Méndez	9/17/2019	Approved Form and Correctness	Completed
A	City Commission	9/26/2019	Meeting	Completed
A	City Commission	9/26/2019	ADOPTED	Passed
A	Mayor's Office	9/27/2019	Signed by the Mayor	Completed
A	City Clerk's Office	9/27/2019	Signed and Attested by the City Clerk	Completed
A	City Clerk's Office	9/27/2019	Rendered	Completed

CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Members of the City Commission

DATE: September 6, 2019

FROM: Emilio T. Gonzalez
City Manager

SUBJECT: Information for the First Budget Hearing - FY 2019-20 Proposed Budget

The preparation of the FY 2019-20 Operating and Capital Budgets for the City of Miami continues to evolve and include new information and emerging policy. This memorandum is prepared to provide the City Commission with the most up-to-date information, to serve as a consolidated floor amendment, and to propose changes for Commission consideration of revenues and expenditures of both the Operating and Capital Budgets since their proposal on July 3, 2019, and to present attachments that reflect these amendments.

General Fund Revenues Recommended Changes (Summary values in Attachment A)

The FY 2019-20 Proposed Budget for the General Fund revenue as of July 3, 2019 is $807.463 million. It is recommended that the budget be revised to $808.633 million to include the following changes:

- *Franchise Fees and Other Taxes* category decreased by $1.949 million due to updated information received from the State of Florida Department of Revenue's Office of Tax Research for Communication Services Tax Revenue.
- *Inter-Governmental Revenue category* increased by $2.094 million due to a decrease in the Half-Cent sales Tax revenue ($148,000) and a decrease in Municipal Revenues Sharing ($483,000). These decreases are due, just as noted above, to updated information received from the State of Florida Department of Revenue's Office of Tax Research; this category of revenue also increased by $2.725 million due to the revised allocation of revenue from the Miami Parking Authority for FY-2019-20
- *Charges for Services* category increased by $1.000 million due in part to the Use Fee charged to the 2020 Ultra Music Festival, and $25,000 for fees charged for Expedited Overnight Plans Review.

General Fund Departmental Changes (Summary values in Attachment A)

Code Compliance

The FY 2019-20 Proposed Budget as of July 3, 2019 is $8.216. It is recommended that the budget be revised to $8.423 million to include the additions of a Deputy Director position ($118,000), an Assistant to the Director position to assist with administrative duties ($52,000), a Service Center Aide ($28,000), two Code Compliance Inspectors ($80,000), and the elimination of a vacant Quality Manager position ($71,000).

Human Services

The FY 2019-20 Proposed Budget as of July 3, 2019 is $6.015 million. It is recommended that the budget be revised to $5.975 million to reflect the reduction in the Rental Line item that is no longer needed in the amount of $96,000 and increase line item Salaries in the amount of $56,000 to cover the full year of salaries for the Day Care Specialist positions. Additionally, $35,000 is transferred from the Non-Departmental Accounts to the Human Services Special Revenue Fund (148001 – Early Learning Coalition to cover additional expenditures that are not covered by the Early Coalition Grant).

Building

The FY 2019-20 Proposed Budget as of July 3, 2019 is $16.461 million. It is recommended that the budget be revised to $16.625 million to include additional funding to Overtime for Building Inspectors conducting expedited overnight review of Building Plans ($23,000), a Chief of Inspections position ($103,000), and a Customer Service Liaison ($38,000).

Planning

The FY 2019-20 Proposed Budget as of July 3, 2019 is $5.704 million. It is recommended that the budget be revised to $6.027 million to include additional funding for an existing Assistant Director position ($53,000), and additional funding for plans review consultants ($270,000).

General Services Administration

The FY 2019-20 Proposed Budget as of July 3, 2019 is $27.827 million. It is recommended that the budget be revised to $27.865 million to reflect the new janitorial services contract ($38,000).

Solid Waste

The FY 2019-20 Proposed Budget as of July 3, 2019 is $35.801 million. It is recommended that the budget be revised to $35.911 million to include three Sanitation Inspector positions (partially funded for nine months), uniforms, and laptops to reduce the amount of illegal dumping ($110,000).

Police

The FY 2019-20 Proposed Budget as of July 3, 2019 is $265.358 million. It is recommended that the budget be revised to $265.674 million to reflect the cost of the 0.9mm Glock transition, approved by Resolution R-19-0271 on June 27, 2019, expected to be partially completed at the end of FY 2018-19, but delayed due to the procurement process ($316,000).

Fire-Rescue

The FY 2019-20 Proposed Budget as of July 3, 2019 is $161.121 million. It is recommended that the budget be revised to $161.493 million to include funding for three Fire Protection Engineer positions to conduct inspections of high rise buildings both to be funded by Building restricted funds ($372,000) in accordance with existing State Law.

Non-Departmental Accounts (NDA)

The FY 2019-20 Proposed Budget as of July 3, 2019 is $40.779 million. It is recommended that the budget be revised to $39.764 million to reflect the following changes:

- Reduce the Reserve for Uncollectable from $5.779 million to $5.496 million in the as required by the net changes recommended in this memorandum ($283,000).
- Increase in retirement cost due to Pension costs related to the changes to Ordinance #5434 ($104,000).
- Reduce funding for the Building Reserves from $2.717 million to $2.181 million to accommodate the three positions in the Fire-Rescue Department ($372,000) and an increased expenditure in for the Building Department ($164,000) for a net total of $536,000.
- Reduce funding for Virginia Key Beach Trust due to the re-appropriation of funds from the 2020 Ultra Music Festival ($300,000).

Transfers-Out

The FY 2019-20 Proposed Budget as of July 3, 2019 is $60.025 million. It is recommended that the budget be revised to $60.720 million to reflect the following changes ($695,000):

- Increase "Transfers-Out" to the Capital Project Fund in the amount of $422,000 for the Hardening of the Solid Waste Building.
- Increase "Transfers-Out" to the Special Revenue Fund (Fire- Rescue Services) in the amount of $63,000 for Fire EMS Grant Match.
- Increase "Transfers-Out" to the Special Revenue Fund (148001 – Early Learning Coalition) in the amount of $35,000 to cover additional expenditures that are not covered by the Early Coalition Grant.
- Increase "Transfers-Out" to the Capital Project Fund in the amount of $75,000 for the build out of the Office of the Auditor General.
- Increase "Transfers-Out" to the Special Revenue in the amount of $100,000 to restore funding for District 4 Anti-Poverty Initiative program.

Special Revenue

The FY 2019-20 Proposed Budget as of July 3, 2019 is $154.787 million. It is recommended that the budget be revised to $159.799 million to reflect the following:

Housing and Community Development

The FY 2019-20 Proposed Budget is $50.061 million. It is recommended that the budget be revised to $51.009 million to include funding from the State of Florida Housing Opportunities for Persons with AIDS ("HOPWA") to implement new HOPWA programs ($948,000).

Human Services

The FY 2019-20 Proposed Budget is $155,000. It is recommended that the budget be revised to $190,000 to reflect the increase in Fund 148001 – Early Learning Coalition in the amount of $35,000 to cover additional expenditures that are not covered by the Early Coalition Grant.

Miami Ballpark Parking Facility
The FY 2019-20 Proposed Budget is $5.849 million. It is recommended that the budget be revised to $9.778 million to reflect an increase in prior year fund balance allocation by $3.929 million and transfer the same amount to Capital project fund to partially fund major repairs in various parking garages operated by Miami Parking Authority.

Department Improvement Initiatives
The FY 2019-20 Proposed Budget is $10.405 million. It is recommended that the budget be revised to $10.505 million to restore District 4's share of Anti-Poverty Initiative funding to $368,000 after a one-time reduction to offset personnel costs in the Miami Police Department.

Proposed Capital Plan

The FY 2019-20 Proposed Capital Plan as of July 3, 2019, has been subsequently updated to properly reflect current statuses, completion dates of projects, minor aesthetic changes, and the consolidation of GSA capital projects which will have no net change to their Capital budget.

It is also recommended that the capital budget be revised to reflect the following:

- Newly appropriated capital project entitled "Hardening of the Solid Waste Building" ($422,000).
- Newly appropriated capital project entitled "Repairs at Marlins Garage" ($3.929 million).
- Newly appropriated capital project entitled "Office of the Auditor General Office Buildout" ($75,000).
- Newly appropriated capital project entitled the "Miami Riverside Center (MRC) New Administration Building Owners Representative" (40-B193113A) totaling $300,000 pursuant to the financing approved in Resolution 19-0256.

All these updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the appropriation of new capital projects.

Additionally, the FY 2019-20 Capital Budget includes a re-appropriation and swap of the County's Transit Half-Cent Surtax monies to other funding sources. This is being done to spend the funds from the County. This will not have a net change to the Capital budget.

Attachments:
Summary of Values in Attachment A
Updated Full-Time Equivalent (FTE) Count in Attachment B
Transit Half-Cent Surtax Re-Appropriation and Swap in Attachment C

			Attachment A
General Fund Revenue	Proposed Budget FY 2019-20 July 3, 2019	Changes to Proposed Budget #1	Preliminary Budget FY 2019-20
Property Taxes	$396,441,000		$396,441,000
Franchise Fees and Other Taxes	$117,430,000	-$1,949,000	$115,481,000
Interest	$7,150,000		$7,150,000
Transfers-In	$3,862,000		$3,862,000
Fines and Forfeitures	$5,904,000		$5,904,000
Intergovernmental Revenues	$79,762,000	$2,094,000	$81,856,000
Licenses and Permits	$67,905,000		$67,905,000
Other Revenues (Inflows)	$7,365,000		$7,365,000
Charges for Services	$121,644,000	$1,025,000	$122,669,000
	$807,463,000	$1,170,000	$808,633,000
General Fund Expenditures			
Mayor	$1,687,000		$1,687,000
Commissioners	$4,086,000		$4,086,000
City Manager	$3,072,000		$3,072,000
Agenda Coordination	$379,000		$379,000
Independent Auditor General	$1,530,000		$1,530,000
City Attorney	$9,994,000		$9,994,000
City Clerk	$2,059,000		$2,059,000
Civil Service	$559,000		$559,000
Code Compliance	$8,216,000	$207,000	$8,423,000
Communications	$2,329,000		$2,329,000
Equal Opportunity and Diversity Programs	$508,000		$508,000
Finance	$10,330,000		$10,330,000
Grants Administration	$1,708,000		$1,708,000
Human Resources	$5,345,000		$5,345,000
Innovation and Technology	$14,587,000		$14,587,000
Management and Budget	$2,794,000		$2,794,000
Neighborhood Enhancement Teams (NET)	$8,637,000		$8,637,000
Procurement	$2,968,000		$2,968,000
Resilience and Sustainability	$831,000		$831,000
Human Services	$6,015,000	-$40,000	$5,975,000
Building	$16,461,000	$164,000	$16,625,000
Planning	$5,704,000	$323,000	$6,027,000
Zoning	$3,936,000		$3,936,000
Housing and Community Development	$2,437,000		$2,437,000
General Services Administration	$27,827,000	$38,000	$27,865,000
Resilience and Public Works	$26,298,000		$26,298,000
Solid Waste	$35,801,000	$110,000	$35,911,000
Capital Improvements	$4,603,000		$4,603,000
Fire-Rescue	$161,121,000	$372,000	$161,493,000
Police	$265,358,000	$316,000	$265,674,000
Real Estate and Asset Management	$14,009,000		$14,009,000
Parks and Recreation	$51,777,000		$51,777,000
Risk Management	$3,693,000		$3,693,000
Non-Departmental Accounts (NDA)	$40,779,000	-$1,015,000	$39,764,000
Transfers - Out	$60,025,000	$695,000	$60,720,000
TOTAL GENERAL FUND	**$807,463,000**	**$1,170,000**	**$808,633,000**

					Attachment B
GENERAL FUND **City of Miami** **Departments, Offices, and Boards**	**Amended Budget FY 2018-19 May 9, 2019**	**Proposed FTE Additions**	**Proposed Budget FY 2019-20 July 5, 2019**	**Changes to Proposed Budget #1**	**Preliminary Budget FY 2019-20**
Mayor	13		13		13
Commissioners	36		36		36
City Manager	14		14		14
Agenda Coordination	3		3		3
Building	105		105	2	107
Capital Improvements	51	1	52		52
City Attorney	60		60		60
City Clerk	12	1	13		13
Civil Service	3		3		3
Code Compliance	65		65	4	69
Communications	16		16		16
Equal Opportunity and Diversity	3		3		3
Finance	69		69		69
Fire-Rescue	865	19	884	3	887
General Services Administration	140		140		140
Grants Administration	10		10		10
Housing and Community Development	35		35		35
Human Resources	38		38		38
Human Services	64	3	67		67
Independent Auditor General	9		9		9
Innovation and Technology	85		85		85
Management and Budget	17		17		17
Neighborhood Enhancement Team	81		81		81
Parks and Recreation	295	4	299		299
Planning	48	2	50		50
Police	1,786	19	1,805		1,805
Procurement	20	1	21		21
Real Estate Asset Management	57		57		57
Resilience and Public Works	157		157		157
Resilience and Sustainability	4	1	5		5
Risk Management	20	4	24		24
Solid Waste	236		236	3	239
Zoning	28		28		28
TOTAL GENERAL FUND	**4,445**	**55**	**4,500**	**12**	**4,512**

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#	D(s)	From	Project	Amount	Program	Fund	D(s)	To	Project	Amount	Program	Fund	Funding	Source
1	3	40-B173633	SW 5 Avenue Between SW 24 Road and SW 25 Road	$ (250,000.00)	36000	Streets & Sidewalks	1,2,3, 4,5	40-B193621	I-395 Open Space and Mobility Connectivity Project	$ 250,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
2	4	40-B30975	Swale Restoration @ NW 2 Street between 34 Ave & 35 Ave - D4	$ (11,899.90)	36000	Streets & Sidewalks	1	40-B30724	NW 33rd Street Roadway Improvement Project - D1	$ 11,899.90	36000	Streets & Sidewalks	1101	Transit Half-Cent Surtax
3	4	40-B50512	Street and Drainage Improvements at NW 45 Avenue D4	$ (10,000.00)	36000	Streets & Sidewalks	1,2,3, 4,5	40-B183613	DDA Biscayne Green Lane Elimination Analysis	$ 10,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
			Total Re-Appropriation	$ (271,899.90)						$ 271,899.90				
4	5	40-B17365	D5 Shorecrest Drainage Improvements	$ (1,500,000.00)	36000	Streets & Sidewalks	1,2,3, 4,5	40-B30606	DWNTWN Sidewalk & Street Improvements	$ 1,500,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
5	CW	40-B30606	DWNTWN Sidewalk & Street Improvements	$ (1,500,000.00)	36000	Streets & Sidewalks	5	40-B17365	D5 Shorecrest Drainage Improvements	$ 1,500,000.00	36000	Streets & Sidewalks	1419	Parking Surcharge
6	1	40-B183611A	NW 17th Street from NW 32 to NW 37 Avenue	$ (1,000,000.00)	36000	Streets & Sidewalks	1,2,3, 4,5	40-B30606	DWNTWN Sidewalk & Street Improvements	$ 1,000,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
7	CW	40-B30606	DWNTWN Sidewalk & Street Improvements	$ (1,000,000.00)	36000	Streets & Sidewalks	1	40-B183611A	NW 17th Street from NW 32 to NW 37 Avenue	$ 1,000,000.00	36000	Streets & Sidewalks	1419	Parking Surcharge
8	5	40-B193620	Buena Vista Neighborhood Traffic Calming	$ (198,000.00)	36000	Streets & Sidewalks	1,2,3, 4,5	40-B30606	DWNTWN Sidewalk & Street Improvements	$ 198,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
9	CW	40-B30606	DWNTWN Sidewalk & Street Improvements	$ (198,000.00)	36000	Streets & Sidewalks	5	40-B193620	Buena Vista Neighborhood Traffic Calming	$ 198,000.00	36000	Streets & Sidewalks	1419	Parking Surcharge
10	4	40-B183608	La Pastorita Neighborhood Roadway Improvements	$ (424,330.00)	36000	Streets & Sidewalks	2	40-B30833	SW 1st Ave between SW 15 and SW 7th Street - D2	$ 424,330.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
11	2	40-B30833	SW 1st Ave between SW 15 and SW 7th Street - D2	$ (424,330.00)	36000	Streets & Sidewalks	4	40-B183608	La Pastorita Neighborhood Roadway Improvements	$ 424,330.00	36000	Streets & Sidewalks	1419	Parking Surcharge
12	2	40-B30846	Bayhomes Drive Drainage Improvements D2	$ (144,000.00)	36000	Streets & Sidewalks	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ 144,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
13	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ (144,000.00)	36000	Streets & Sidewalks	2	40-B30846	Bayhomes Drive Drainage Improvements D2	$ 144,000.00	36000	Streets & Sidewalks	1426	Contribution from General Fund
14	3	40-B193618	SW 16th Avenue Traffic Calming	$ (81,000.00)	36000	Streets & Sidewalks	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ 81,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
15	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ (81,000.00)	36000	Streets & Sidewalks	3	40-B193618	SW 16th Avenue Traffic Calming	$ 81,000.00	36000	Streets & Sidewalks	1426	Contribution from General Fund
16	3	40-B193619	The Roads Neighborhood Traffic Calming	$ (400,000.00)	36000	Streets & Sidewalks	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ 400,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
17	2	40-B30737	South Bayshore Lane/Fairview Street (East & West) -D2	$ (400,000.00)	36000	Streets & Sidewalks	3	40-B193619	The Roads Neighborhood Traffic Calming	$ 400,000.00	36000	Streets & Sidewalks	1426	Contribution from General Fund
			Total Swap of Available Balances	$ (7,494,660.00)						$ 7,494,660.00				
18	5	40-B17363	D5 Alleyway Improvement Program	$ (718,270.00)	36000	Streets & Sidewalks	5	40-B50904	NW 7 ST RD from NW N River DR to NW 9 CT D5	$ 718,270.00	36000	Streets & Sidewalks	1426	Contribution from General Fund
19	5	40-B50904	NW 7 ST RD from NW N River DR to NW 9 CT D5	$ (718,270.00)	36000	Streets & Sidewalks	5	40-B17363	D5 Alleyway Improvement Program	$ 718,270.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
20	5	40-B17363	D5 Alleyway Improvement Program	$ (36,580.92)	36000	Streets & Sidewalks	3	40-B173621	SW 24 Road between 7th and 9th Street	$ 36,580.92	36000	Streets & Sidewalks	1426	Contribution from General Fund
21	3	40-B173621	SW 24 Road between 7th and 9th Street	$ (36,580.92)	36000	Streets & Sidewalks	5	40-B17363	D5 Alleyway Improvement Program	$ 36,580.92	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
22	5	40-B17363	D5 Alleyway Improvement Program	$ (193,902.88)	36000	Streets & Sidewalks	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ 193,902.88	36000	Streets & Sidewalks	1350	SRF Contribution to Capital

FY2019-20
Capital Budget Re-Appropriation and Swaps
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#	D(s)	From	Project	Amount	Program	Fund	D(s)	To	Project	Amount	Program	Fund	Funding	Source
23	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ (193,902.88)	36000	Streets & Sidewalks	5	40-B17363	D5 Alleyway Improvement Program	$ 193,902.88	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
24	5	40-B17363	D5 Alleyway Improvement Program	$ (403,020.44)	36000	Streets & Sidewalks	3	40-B193619	The Roads Neighborhood Traffic Calming	$ 403,020.44	36000	Streets & Sidewalks	1998	Contribution from General Fund Replacing Sunshine State Loan
25	3	40-B193619	The Roads Neighborhood Traffic Calming	$ (403,020.44)	36000	Streets & Sidewalks	5	40-B17363	D5 Alleyway Improvement Program	$ 403,020.44	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
26	5	40-B17363	D5 Alleyway Improvement Program	$ (22,250.53)	36000	Streets & Sidewalks	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ 22,250.53	36000	Streets & Sidewalks	1998	Contribution from General Fund Replacing Sunshine State Loan
27	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ (22,250.53)	36000	Streets & Sidewalks	5	40-B17363	D5 Alleyway Improvement Program	$ 22,250.53	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
28	CW	40-B73102E	Citywide Pavement Resurfacing	$ (350,000.00)	36000	Streets & Sidewalks	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ 350,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
29	2	40-B173613	South Golden Pines No Outlet Streets Improvements	$ (350,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 350,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
30	CW	40-B73102E	Citywide Pavement Resurfacing	$ (60,000.00)	36000	Streets & Sidewalks	2	40-B30836	South Grove Phase 3 Roadway and Drainage Improvements D2	$ 60,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
31	2	40-B30836	South Grove Phase 3 Roadway and Drainage Improvements D2	$ (60,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 60,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
32	CW	40-B73102E	Citywide Pavement Resurfacing	$ (140,000.00)	36000	Streets & Sidewalks	3	40-B173622	SW 23 St between 3rd and 14th Avenue	$ 140,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
33	3	40-B173622	SW 23 St between 3rd and 14th Avenue	$ (140,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 140,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
34	CW	40-B73102E	Citywide Pavement Resurfacing	$ (40,000.00)	36000	Streets & Sidewalks	3	40-B50319	SW 20 Street from SW 16 Avenue to SW 17 Ave D3	$ 40,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
35	3	40-B50319	SW 20 Street from SW 16 Avenue to SW 17 Ave D3	$ (40,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 40,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
36	CW	40-B73102E	Citywide Pavement Resurfacing	$ (10,000.00)	36000	Streets & Sidewalks	2	40-B173636	Kiaora Street Roadway Improvements	$ 10,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
37	2	40-B173636	Kiaora Street Roadway Improvements	$ (10,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 10,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
38	CW	40-B73102E	Citywide Pavement Resurfacing	$ (65,000.00)	36000	Streets & Sidewalks	3	40-B50323	SW 31 RD (2 Ave to 3 Ave) D3	$ 65,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
39	3	40-B50323	SW 31 RD (2 Ave to 3 Ave) D3	$ (65,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 65,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
40	CW	40-B73102E	Citywide Pavement Resurfacing	$ (40,000.00)	36000	Streets & Sidewalks	4	40-B173655	Auburndale Traffic Circle (SW 32nd Avenue & 2nd Street) D4	$ 40,000.00	36000	Streets & Sidewalks	1552	Local Option Gas Tax
41	4	40-B173655	Auburndale Traffic Circle (SW 32nd Avenue & 2nd Street) D4	$ (40,000.00)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 40,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
42	CW	40-B73102E	Citywide Pavement Resurfacing	$ (265,850.62)	36000	Streets & Sidewalks	1	40-B50104	NW 13th Street from NW 35th Avenue to NW 37th Avenue - D1	$ 265,850.62	36000	Streets & Sidewalks	1552	Local Option Gas Tax
43	1	40-B50104	NW 13th Street from NW 35th Avenue to NW 37th Avenue - D1	$ (265,850.62)	36000	Streets & Sidewalks	CW	40-B73102E	Citywide Pavement Resurfacing	$ 265,850.62	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
44	CW	40-B30262	Citywide Storm Sewer Repair Project	$ (1,219,000.00)	38000	Storm Sewers	3	40-B173619	SW 15th Road between 3rd and 11th Avenue	$ 1,219,000.00	36000	Streets & Sidewalks	1431	Stormwater Utility Fund
45	3	40-B173619	SW 15th Road between 3rd and 11th Avenue	$ (1,219,000.00)	36000	Streets & Sidewalks	CW	40-B30262	Citywide Storm Sewer Repair Project	$ 1,219,000.00	38000	Storm Sewers	1297	Transit Half-Cent Surtax
46	CW	40-B30262	Citywide Storm Sewer Repair Project	$ (740,000.00)	38000	Storm Sewers	5	40-B30624	Overtown Greenway @ NW 11 Terrace	$ 740,000.00	36000	Streets & Sidewalks	1431	Stormwater Utility Fund

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#	D(s)	From	Project	Amount	Program	Fund	D(s)	To	Project	Amount	Program	Fund	Funding	Source
47	5	40-B30624	Overtown Greenway @ NW 11 Terrace	$ (740,000.00)	36000	Streets & Sidewalks	CW	40-B30262	Citywide Storm Sewer Repair Project	$ 740,000.00	38000	Storm Sewers	1297	Transit Half-Cent Surtax
48	CW	40-B30262	Citywide Storm Sewer Repair Project	$ (447,931.00)	38000	Storm Sewers	5	40-B30630A	Palm Grove Roadway Improvements D5	$ 447,931.00	36000	Streets & Sidewalks	1350	SRF Contribution to Capital
49	5	40-B30630A	Palm Grove Roadway Improvements D5	$ (447,931.00)	36000	Streets & Sidewalks	CW	40-B30262	Citywide Storm Sewer Repair Project	$ 447,931.00	38000	Storm Sewers	1297	Transit Half-Cent Surtax
			Total Swap of Expenditures	$ (9,503,612.78)						$ 9,503,612.78				
			Grand Total Reappropriation and Swaps	$ (17,270,172.68)						$ 17,270,172.68				

CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO: Honorable Members of the City Commission

DATE: September 24, 2019

FROM: Emilio T. Gonzalez
City Manager

SUBJECT: Information for the Second Budget Hearing - FY 2019-20 Proposed Budget

The City Administration recorded, investigated, and is responding by this memorandum to the multiple requests, queries, and comments that were voiced at the First Budget Hearing on September 12, 2019. This document provides information about each item discussed that evening and addresses financially as many of the requests as possible within fiscal and operational constraints. The recommendations contained herein serve as a comprehensive floor amendment for Commission consideration. These proposals, if adopted, will affect the Operating Budget (BH.8) and the Capital Budget (BH.6).

GENERAL FUND REVENUES

The FY 2019-20 Proposed General Fund budget was $807.463 million as of the day it was released on July 3, 2019. The expenditure changes adopted at the First Budget Hearing totaled $2.185 million (0.27 percent of the General Fund budget). These expenditure changes were offset by new revenues totaling $1.170 million and other expenditure reductions totaling $1.015 million. Therefore, the General Fund revenue and expenditure budget going into the Second Budget Hearing is $808.633 million.

There are no new revenues to report or changes to recommend to General Fund revenues. Therefore, if the changes recommended in this memorandum are adopted, the budget will remain at $808.633 million.

The City Administration's recommendations exhibit fiscal constraint by recommending expenditure reductions to offset any and all recommended expenditure increases contained herein and by maintaining (or increasing) the reserves already included in the budget.

INFORMATION THAT DOES NOT INVOLVE NEW RECOMMENDATIONS

Millage Rate

At the First Budget Hearing, the City Commission adopted an operating millage rate of 7.5665 mills and a debt service millage rate of 0.4235 mills. These were the same millage caps that were adopted by the City Commission at the July 25, 2019 meeting. In answer to the question, "What would be the effect of adopting the millage rates the same as the current year?" this would raise approximately $1.022 million more in the operating budget and $1.120 million for debt service (it would also raise a combined $98,000 for the three Community Redevelopment Areas).

However, it is not possible to raise either of the millage rates because the maximum millage rates had already been set at the July 25, 2019 meeting, rendering the question effectively moot. As the backup to the millage item in July stated, "State law allows for this possibility [of raising the millage rates at the First Budget Hearing], but it cannot be practically achieved within the timeframes provided in state law." Similarly, the millage rates cannot be increased at the Second Budget Hearing.

Further, if one-tenth of a mill (0.1 mills) were reduced from the currently adopted operating millage, this would require $5.115 million to be cut from the Proposed Budget. If the City were to adopt the state-defined rolled-back rate of 7.2341 mills, this would require $16.992 million to be cut from the Proposed Budget.

The recommendation has not changed. The Property Tax millage rates are recommended to remain at the reduced rates of 7.5665 mills for the operating budget and 0.4235 mills for debt service, as previously adopted in July and earlier in September.

Park Impact Fees

At the First Budget Hearing, the City Commission discussed Park Impact Fees at length. The City Administration is recommending no change to the recommendations made in the Proposed Capital Budget. The amount available in the Citywide Land Acquisition Project (40-B40507) remains at $2,890,255.78.

Some context is in order. The City Commission amended the Citywide Land Acquisition Project to move funds to the following projects in FY 2017-18 (last fiscal year):

- Pocket Park at 21 NE 16 Street (B-183519) ($220,000)
- Shenandoah Park Enhancements (B-30304A) ($2 million)
- D3 Park Land Acquisition (B-183415) ($4 million)
- Hadley Park Synthetic Turf and Park Improvements - D5 (B-173515) ($1 million)
- Bay of Pigs Park (B-183526) ($708,000)

The City Commission amended the Citywide Land Acquisition Project to move funds to the following projects in FY 2018-19 (earlier in the current fiscal year):

- Fairlawn Mini Park (40-B193521) ($1 million)
- Silver Bluff Mini-Park 40-B193522 ($375,000)
- Silver Bluff Park Improvements and Enhancements (40-B193523) $125,000)
- Coral Gate Park Improvement and Enhancements (40-B193524) ($175,000)

The City Administration recommends that the funding remain in the Citywide Land Acquisition Project (40-B40507) in the amount of $2,890,255.78.

Mayor, City Commission, and City Manager Budgets (See Attachment A)

The City Commission discussed the proposed budgets of the Mayor, City Commission, and City Manager. The City Administration is not recommending any changes to these budgets at this time. The growth in these budgets is a function of the size of the payroll within their budgets. In addition, the line items that include Citywide cost allocation should not be included in this analysis (various types of insurance and the legacy information technology costs) due to the fact that no office has control over these numbers, their expenditures, or their growth. Attachment A to this memorandum displays the growth by line item in each office and displays those line items associated with Citywide cost allocation at the bottom to separate them from the line items that are controlled by each office.

Code Compliance

The City Commission discussed the proposed budget of the Office of Code Compliance including at least one suggestion that the budget be increased by ten percent. While the City Administration is making recommendations further into this memorandum to amend this budget, additional facts should be noted. The Office was increased by four positions in the Adopted FY 2018-19 Mid-Year Budget Amendment and was increased again by four positions in the recommendations at the First Budget Hearing. If no additional changes are made, the headcount of the Office would grow from 61 positions to 69 positions – a 13 percent increase of positions. The Office was increased from $6.934 million in the Adopted FY 2018-19 Operating Budget, to $8.216 million in the Proposed FY 2019-20 Operating Budget, and was increased again to $8.437 million in the recommendations at the First Budget Hearing. This represents a 21.7 percent increase of budget. Of this, 7.3 percent was due to the labor agreements approved last fall with the remainder due to position and line item increases. As conveyed later in this memorandum, the City Administration is making a recommendation to add two more positions and funding for training. Should this recommendation be approved, the Office of Code Compliance budget will have grown a total of 21.7 percent and the personnel will have grown 28.8 percent from the current year to the new year.

Parks and Recreation

The City Commission discussed the proposed budget of the Parks and Recreation Department. The Proposed FY 2019-20 Operating Budget includes the addition of an Assistant Director of Parks and Recreation for Administration and Capital Planning position, which was approved in the Mid-Year Budget Amendment for FY 2018-19, with no fiscal impact, as well as a new Parks Maintenance crew in the new year (a Parks Supervisor position, a Grounds Tender position, and two Laborer positions). No additional changes to the Parks and Recreation Department budget are recommended at this time.

Building Department

The City Commission discussed the proposed budget of the Building Department at the First Budget Hearing. The Proposed FY 2019-20 Operating Budget includes the net change of one position approved in the Mid-Year Budget Amendment for FY 2018-19 and the addition of a Chief of Inspections position and a Customer Service Liaison position in the recommendations

at the First Budget Hearing. No additional changes to the Building Department budget are recommended at this time.

Solid Waste

The City Commission discussed the proposed budget of the Solid Waste Department. The budget includes the addition of three Sanitation Inspector positions to reduce the amount of illegal dumping in the recommendations at the First Budget Hearing. As conveyed later in this memorandum, the City Administration is making a recommendation to add three more positions and funding for the purchase of additional cameras. Should this recommendation be approved, the Solid Waste Department budget will have grown a total of 6.0 percent and enforcement personnel will have grown from nine Officers in the current year to 15 Officers in the new year.

The penalties charged for illegal dumping were discussed. The Solid Waste Department and the City Attorney's Office agree that the penalties are currently at the maximum amount allowed under State Law.

It should also be noted that the Solid Waste Department and the Police Department are working collaboratively to combat illegal dumping. Both Departments are monitoring the cameras that have been installed at hotspots. The Solid Waste Department provides locations, purchases the cameras, and pays the monthly fees while the Police Department has integrated the feeds from these cameras into its Real Time Crime Center. Upper Administration in both Departments are in constant contact with each other regarding illegal dumping.

Police

The City Commission discussed the proposed budget of the Police Department. While the City Administration is making recommendations further into this memorandum to amend this budget, it should be noted that the Proposed FY 2019-20 Operating Budget includes an increase of 20 positions resulting from the addition of a Police Major position to address several years of departmental growth, which was added in the Mid-Year Budget Amendment for FY 2018-19, a Public Relations Director position, a Capital Projects Manager position, a Communications Center Administrator position, two Communications Center Supervisor positions, eight Police Emergency Dispatcher Supervisor positions, and six Administrative Aide I positions. The addition of these civilian positions will allow the Police Department to free up sworn personnel for law enforcement duties. As conveyed later in this memorandum, the City Administration is making a recommendation to add more funding to the Police Department for motorcycles, equipment, and training. Should this recommendation be approved, the Department budget will have grown a total of 8.3 percent.

In addition to the above enhancements and the recommendations made later in this memorandum, there is one request that the Police Department has identified that is not recommended for funding at this time. That is the addition of 15 additional Public Service Aides (PSAs) positions at a total operating cost of $1.714 million for enhanced Traffic Enforcement.

It should also be noted that the Police Department will work with Commission District 1 to provide additional traffic enforcement at certain locations with recurring right-turn and left-turn issues.

Fire-Rescue

The City Commission discussed the proposed budget of the Fire-Rescue Department. While the City Administration is making recommendations further into this memorandum to amend this budget, it should be noted that the Proposed FY 2019-20 Operating Budget includes an increase of 21 positions resulting from the addition of an Administrative Aide I position to correct a scrivener's error in the Adopted Budget for FY 2018-19 and a Special Revenue-funded Administrative Aide II position, all of which were added in the Mid-Year Budget Amendment for FY 2018-19. The Budget also includes the addition of a Capital Projects Manager position and a Special Revenue funded Special Projects Assistant position. A new Technical Rescue Team consisting of four Lieutenant positions and 13 Firefighter positions is added in the budget beginning July 1, 2020 and the budget is recommended later in this memorandum to be amended to start on February 1, 2020. Further, the Fire-Rescue budget includes three Fire Protection Engineer positions to conduct inspections of high rise buildings both to be funded by Building restricted funds (in accordance with existing State Law). Should the new recommendations be approved, the Department budget will have grown a total of 12.7 percent.

In addition to the above enhancements and the recommendations made later in this memorandum, there are three requests that the Fire-Rescue Department has identified that are not recommended for funding at this time. In order of priority, these are the addition of 17 sworn positions at a cost of $1.370 million annually for a new Aerial Unit in the Southern part of the City, the addition of four sworn Battalion Commanders at a cost of $770,000 annually, and the addition of 13 sworn positions at a cost of $1.036 million annually for a new Rescue Unit in the Flagami area.

Increases to the Hourly Pay Rate of Part-Time Positions

The City Commission asked about increasing the hourly pay rate of all part-time positions to at least $15 per hour. A thorough analysis was conducted by the Office of Management and Budget. Without taking salary compression into account (that is, without increasing other employees' rates of pay that are near to these employees), this would cost an additional $3.405 million annually and would affect 649 employees that work 29.5 hours or less per week either seasonally or throughout the entire year. This change is not recommended at this time, but the City Administration will endeavor to include all or part of this increase in the FY 2020-21 Proposed Budget.

Community Redevelopment Agencies (CRAs)

The City Commission made suggestions to the City Administration regarding two of the three CRAs. As such, the City Administration will explore options and savings for administering the

Midtown CRA internally. Preliminarily, research by the City Attorney's Office has revealed that the interlocal agreement between the City, the County, and the Midtown CRA would need to be re-negotiated and amended to increase any administrative fees charged.

As well, the City Administration will work with the Omni CRA to determine if any savings can be realized by refinancing any of the CRA's current debt. With recent reductions in interest rates, this option is becoming more favorable.

The Second Tranche of the Miami Forever Bond

The City Commission discussed the second tranche of the Miami Forever Bond. Since approval of the first tranche on December 13, 2018, the City has made substantial progress on the 33 projects contained therein. The Office of Capital Improvements is 18 percent complete with seven projects in planning, 15 in design, seven in bidding, and four in construction. To date, the City has spent nine percent of the funding, even while awaiting full court validation by the City Attorney's Office.

The City Administration is currently developing a Tranche 2 project selection model which identifies the criteria and ranking that will be used to identify, screen, and select future projects to provide our subject matter experts, leaders, and the community a framework to begin nominating projects (with an expected completion by the end of October 2019).

To properly move towards Tranche 2, there are certain conditions that must be in place. Unlike Tranche 1, where projects were prioritized that were shovel-ready or design-ready, would make an immediate impact, and would set the conditions for subsequent efforts; Tranche 2 must focus on long-term solutions. There are six demonstration projects which are helping the City to better understand the its sea level rise and flooding vulnerabilities. Also, critical to comprehending our vulnerabilities and requirements is the Stormwater Master Plan which will provide a recommended project list by late 2020.

Other conditions for effective execution of the second tranche include completing bond validation in State court, ensuring enough financial bond capacity, coordination of existing projects with future projects to ensure that no detrimental impacts are incurred, operational capacity to complete the projects in a timely manner (including contract capacity, procurement capacity, staffing capacity, permitting capacity), as well as leveraging all potential matching funds from the State and Federal levels. These *big-picture* questions must be answered while developing the next tranche.

Affordable Housing Workshop

The City Commission discussed having a workshop regarding affordable housing. The workshop has been scheduled and will be held on the day before the second October City Commission (October 23, 2019).

Miami Sports and Exhibition Authority Remaining Funding

A question was raised regarding any funding remaining from the former Miami Sports and Exhibition Authority. In July 2019, the City withdrew a total of $807,981.52 from the five City National Bank accounts that belonged to MSEA. The funds were added to the City's books and placed in a Special Revenue Account, as directed by the City Commission.

Pursuant to a lease agreement with Chalks Airlines, Inc. / DBA Nautilus Enterprise LLC, the City is required to hold a $250,000 security deposit until one of the following occurs: expiration of the lease, termination of the lease by the tenant, or if the tenant defaults. As such, this amount was deducted from the original $807,981.52 and separated as a refundable deposit. The remaining $557,981.52 continues to be in the Sports Facilities and Activities Special Revenue Fund.

The fund is currently projected to have a total of $78,000 of expenses against it at the end of the FY 2018-19 Fiscal Year; this will reduce the projected fund balance at the end of the year to $479,000. The FY 2019-20 Proposed Budget allocates $463,000 of the remaining funds for Festivals and Special Events throughout the City.

If all currently known obligations are honored and the FY 2019-20 Proposed Budget is adopted without modification, the Sports Facilities and Activities Special Revenue Fund is projected to have a remaining balance of $16,000 on October 1, 2019.

GENERAL FUND INCREASED EXPENDITURES: RECOMMENDED CHANGES (SEE ATTACHMENTS B AND C)

As stated above, the FY 2019-20 Proposed General Fund budget going into the Second Budget Hearing is $808.633 million and is not recommended to change; however, the following increased expenditures are recommended (with balancing reductions in the next section of this memorandum):

Virginia Key Beach Trust

The FY 2019-20 Proposed Budget at of the end of the First Budget Hearing included no funding for the Virginia Key Beach Trust. It is recommended that the budget be revised to include a subsidy of $300,000 in FY 2019-20. This will be reflected in the Non-Departmental Accounts.

Lotus House

The FY 2019-20 Proposed Budget at of the end of the First Budget Hearing included no funding for homeless activities at the Lotus House. It is recommended that the budget be revised to include a subsidy of up to $100,000 in FY 2019-20. This should be on a reimbursement basis and only for homeless individuals from inside the City of Miami (not the County at-large). This will be reflected in the Non-Departmental Accounts.

Code Compliance
The FY 2019-20 Proposed Budget as of the end of the First Budget Hearing is $8.423 million. It is recommended that the budget be revised by $100,000 to a new total of $8.523 million, with an increase of two positions. Two Code Compliance Officer positions ($80,000) and training ($20,000) are recommended.

Police
The FY 2019-20 Proposed Budget as of the end of the First Budget Hearing is $265.674 million. It is recommended that the budget be revised by $339,000 to a new total of $266.013 million, with no increase of positions. This will be accomplished by using some of the sworn positions that are released from desk duty when civilians are hired and assigning them to law enforcement roles, some of which will be motorcycle duties. This will allow the Department to staff 24 motormen position, which allows for an average of two in each NET area. The budget will increase to cover the cost of leasing additional motorcycles and purchasing incidentals ($106,000). As well, the Police Department will be able to train an additional 100 officers to become certified in using the AR15 Rifle. The budget will be increased to accommodate equipment ($170,000) and training ($63,000). The Department cannot train more officers than 100 in any given year. Future budgets are likely to include this additional training until the Department trains all officers.

Solid Waste
The FY 2019-20 Proposed Budget as of the end of the First Budget Hearing is $35.911 million. It is recommended that the budget be revised by $385,000 to a new total of $36.296 million, with an increase of three positions. This includes $275,000 for the purchase of 50 additional cameras to combat illegal dumping and the additional of three Solid Waste Enforcement Officers ($110,000) to bring the total from 12 currently to 15 total (an average of three per City Commission District).

Fire- Rescue
The FY 2019-20 Proposed Budget as of the end of the First Budget Hearing is $161.493 million. It is recommended that the budget be revised by $345,000 to a new total of $161.838 million, with no additional positions beyond those included in the Proposed Budget as amended by the First Change Memo. This funding will allow the Fire-Rescue Department to begin the new Heavy Rescue 6 unit on February 1, 2020 instead of the currently budgeted date of July 1, 2020.

Reserves
The FY 2019-20 Proposed Budget as of the end of the First Budget Hearing is $5.496 million in the Reserve for Uncollectable Revenues. It is recommended that the budget be revised by $283,000 to a new total of $5.779 million to return the amount that was removed in the First Budget Hearing.

Transfers Out

The FY 2019-20 Proposed Budget for Transfers Out to Capital at the end of the First Budget Hearing is $60.720 million. It is recommended that the budget be revised by $300,000 to a new total of $62.020 million, to be transferred to four Citywide environmental projects to ensure environmental compliance with the County Division of Environmental Resource Management (DERM). None of these projects include the Melreese Golf Course.

As well, the $1 million budgeted for the Mayor's Elderly Rent Assistance Program should be transferred out to the Department of Housing and Community Development instead of it being allocated directly from the Non-Departmental Accounts. This represents no change to the overall General Fund Budget, but rather gives the Department of Housing and Community Development the ability to administer the program directly.

GENERAL FUND DECREASED EXPENDITURES: RECOMMENDED CHANGES (SEE ATTACHMENTS B AND C)

The above enhancements total $1.999 million. These expense increases are recommended to be balanced by reductions in Departments.

To fund the above increased expenditures, the Office of Management and Budget reviewed the existing attrition rates in each Department. Attrition is the difference between all positions funded for every day of the fiscal year and the knowledge that some positions will very likely be vacant for at least part of the year. Departments, especially larger ones, tend to continue the same attrition rates in the new year as they have done in the current year. These new rates do not reduce departmental abilities to hire positions (a forced attrition), but rather are the best professional recommendations of what will likely be near the natural attrition rate of each Department. In all cases, Departments will have a lower budgeted attrition rate than the actual rate that it is running in the current year, allowing Directors to hire without concern about achieving required targets.

The additional attrition recommended for the following departments totals $1.999 million to accommodate the preceding recommended expenditure increases:

- Code Compliance ($86,000), for a total recommended budget of $8.437 million
- Fire-Rescue ($431,000), for a total recommended budget of $161.407 million
- Human Resources ($54,000), for a total recommended budget of $5.962 million
- Human Services ($13,000), for a total recommended budget of $5.291 million
- Innovation and Technology ($133,000), for a total recommended budget of $14,454 million
- Management and Budget ($15,000), for a total recommended budget of $2.779 million
- Planning ($100,000), for a total recommended budget of $5.927 million
- Police ($392,000), for a total recommended budget of $265.621 million
- Procurement ($40,000), for a total recommended budget of $2.928 million
- Real Estate and Asset Management ($213,000), for a total recommended budget of $13.796 million

- Risk Management ($30,000), for a total recommended budget of $3.663 million
- Solid Waste ($381,000), for a total recommended budget of $35.915 million
- Zoning ($111,000), for a total recommended budget of $3.825 million

SPECIAL REVENUE: RECOMMENDED CHANGES

The FY 2019-20 Proposed Budget as of September 12, 2019 is $159.799 million. It is recommended that the budget be revised to $161.162 million to reflect the following:

Fire-Rescue Services
The FY 2019-20 Proposed Budget as of September 12, 2019 is $3.151 million. It is recommended that the budget be revised to $3.214 million to include a General Fund Contribution for the Assistance to Firefighters 2019 grant ($63,000).

Housing and Community Development
The FY 2019-20 Proposed Budget as of September 12, 2019 is $51.009 million. As noted above, it is recommended that the budget be revised to $52.009 million to include a General Fund Contribution to Special Revenue to implement the Mayor's Elderly Housing Subsidy Program ($1.000 million) instead of this expenditure being budgeted directly in the Non-Departmental Accounts.

Police Services
The FY 2019-20 Proposed Budget as of September 12, 2019 is $10.461 million. It is recommended that the budget be revised to $10.761 million to include a grant extension that will partially cover the cost of the Body Worn Camera program ($300,000).

PROPOSED CAPITAL PLAN RECOMMENDED CHANGES (SEE ATTACHMENTS D, E, AND F)

Because adoption of the Capital Plan was deferred at the first Budget Hearing, and the changes to the operating budget were adopted, the Capital Plan needs to be amended to reflect those changes that were recommended at the First Hearing with additional changes.

Previous recommendations:

- Newly appropriated capital project entitled "Hardening of the Solid Waste Building" ($422,000)
- Newly appropriated capital project entitled "Repairs at Marlins Garage" ($3.929 million)
- Newly appropriated capital project entitled "Office of the Auditor General Office Buildout" ($75,000)
- Newly appropriated capital project entitled the "Miami Riverside Center (MRC) New Administration Building Owners Representative" (40-B193113A) totaling $300,000 pursuant to the financing approved in Resolution 19-0256

- A re-appropriation and swap of the County's Transit Half-Cent Surtax monies to other funding sources. This is being done to spend the funds from the County. This will not have a net change to the Capital budget.

New recommendations:

- In consultation with the District 4 Commissioner, the City Administration is recommending re-appropriations within District 4, moving funds from lower priority, completed projects to currently high-priority projects including the recommendation to re-appropriate the $21,000 in lines 2 and 3 of the swap of the County's Transit Half-Cent Surtax monies to other funding sources to include the recommendation made by Commissioner Reyes at the First Hearing (net $0 change)
- In consultation with the District 5 Commissioner, the City Administration is recommending re-appropriations within District 5, moving funds from lower priority, completed projects to currently a current high-priority project (Belle Meade Traffic Calming – 40-B173642)
- As recommended above, it is recommended that a transfer out from the General Fund in the amount of $300,000 be made to the following projects to comply with DERM requirements:
    - Parks Environmental Control Protection Monitoring (40-B193504) ($38,000)
    - Parks Environmental Control Protection Construction (40-B193504A) ($212,000)
    - Citywide Environmental Compliance Monitoring (40-B193101) ($2,000)
    - Citywide Environmental Compliance Construction (40-B193101A) ($48,000)

The FY 2019-20 Proposed Capital Plan as of July 3, 2019, has been subsequently updated to properly reflect each project's current status, completion dates of projects, minor aesthetic changes, and the consolidation of GSA capital projects which will have no net change to their Capital budget. All these updates will have changed the overall funded amount and projects reflected in the Proposed Capital Plan due to the appropriation of new capital projects.

CONCLUSION

We look forward to the continued discussion at the Second Budget Hearing and to the ultimate adoption of the Operating and Capital Budgets for the City of Miami. Should you have any questions or concerns regarding these recommendations or the information contained in this memorandum, do not hesitate to call me at 305-250-5400 or Christopher Rose, Budget Director, at 305-416-1500.

Attachments:

Mayor's, Commission's, and City Manager's Budgets (Attachment A)
Summary of Values (Attachment B)
Updated Full-Time Equivalent (FTE) Count in (Attachment C)

FY2019-20

Capital Budget Re-Appropriation and Swaps
Change Memo II - Attachment F

#	D(s)	From	Project	Amount	Program	Fund	D(s)	To	Project	Amount	Program	Fund	Funding	Source
1	5	40-B30896	PH I: NW 29th Street (NW 7 Ave to NW 2 Ave) - D5	$ (300,000.00)	36000	Streets & Sidewalks	5	40-B173642	Belle Meade Traffic Calming Circle	$ 300,000.00	36000	Streets & Sidewalks	1297	Transit Half-Cent Surtax
			Total Re-Appropriation	$ (300,000.00)						$ 300,000.00				

CITY OF MIAMI
INTER-OFFICE MEMORANDUM

TO:	Honorable Members of the City Commission	DATE:	September 27, 2019
FROM:	Emilio T. Gonzalez City Manager	SUBJECT:	Actions Taken at the Second Budget Hearing for the FY 2019-20 Adopted Budget

This memo will serve to document the actions taken at the Second Budget Hearing last night.

Regarding adoption of the FY 2019-20 Capital Budget and Multi-Year Capital Plan (BH.6) (Item #6292), the City Commission accepted the recommendations made in the memorandum titled "Information for the Second Budget Hearing – FY 2019-20 Proposed Budget" and amended on the floor those recommendations in the following ways:

- The remaining available balance in the Citywide Park Land Acquisition project (40-B40507) ($2.890 million) was re-appropriated to the following eligible projects:
  - Fairlawn Mini Park (40-B193521) ($350,000)
  - Silver Bluff Mini Park and Dog Run (40-B193522) ($550,000)
  - Shenandoah Park Enhancements (40-B30304A) ($400,000)
  - Virrick Park New Pool Facility (40-B40571) ($645,000)
  - Park Land Acquisition in District 3 (40-B183415) ($645,000)
  - Roberto Clemente Park - Irrigation, Drainage, and Baseball Field Improvements (40-B203505) ($300,000)
- The Capital Budget was further amended by revisions made to the Operating Budget (BH.8) (Item #6294) to include funds added to Shenandoah Park Enhancements (40-B30304A) ($50,000)
- The Capital Budget was also amended by revisions made to the Operating Budget (BH.8) (Item #6294) to include funds added to Virrick Park New Pool Facility (40-B40571) ($300,000)

Regarding adoption of the FY 2019-20 Operating Budget (BH.8) (Item #6294), the City Commission accepted the recommendations made in the memorandum titled "Information for the Second Budget Hearing – FY 2019-20 Proposed Budget" and amended on the floor those recommendations in the following ways:

- The Latin Champions Professional Golf Association payment in the Non-Departmental Accounts was deleted and the same amount was transferred out to Capital, as noted above, to add funds to Shenandoah Park Enhancements (40-B30304A) ($50,000)
- The Super Bowl In-Kind Services amount in the Non-Departmental Accounts was reduced, and the same amount was transferred out to Capital, as noted above, to add funds to Virrick Park New Pool Facility (40-B40571) ($300,000)

- The Blacktop Basketball Tournament in the Transfers from the Special Revenue Fund - Sport Facilities and Activities Account was deleted and the same amount was transferred from the same Special Revenue Fund to the July 4th City Hall Celebration ($15,000)
- A new Transfer from the Transfers from the Special Revenue Fund - Sport Facilities and Activities Account was made to the Latin Jazz in the Park event ($16,000)

The Mayor, several Commissioners, and the City Manager stated that they would fund the Lotus house from various sources such as the Anti-Poverty Initiative, their District Office Budgets, Community Development Block Grant Funds, or the City Manager's Reserve.

Additionally, the City Administration will explore presenting each Commission Office Budget separately in the Adopted Budget Book. As well, the "Mayor's Elderly Housing Subsidy Program" will be titled the "City of Miami Elderly Housing Subsidy Program" in the Adopted Budget Book.

Should you have any questions or concerns regarding this memorandum, do not hesitate to call me at 305-250-5400 or Christopher Rose, Budget Director, at 305-416-1500.

Attachments:
Final General Fund Summary of Expenditures (Attachment A)
Updated Full-Time Equivalent (FTE) Count (Attachment B)

City of Miami, Florida

EMILIO T. GONZALEZ, PH.D.
CITY MANAGER

P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

June 1, 2019

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2019-2020 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 31, 2019 to review the assumptions used in developing the Fiscal Year 2019-20 Proposed Operating Budget. 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 Budget and Financial Services – Department of Regulatory and Economic Resources, Miami-Dade County
- Erica Paschal, Director – Finance Department, City of Miami
- Christopher Rose, Director – Office of Management and Budget, City of Miami
- John Sarduy, Operating Budget Coordinator – Office of Management and Budget, Miami-Dade County

Additional support members included:

- Xavier E. Alban, Assistant City Attorney – Office of the City Attorney, City of Miami
- Marisol Fernandez, Administrative Assistant II – Office of Management and Budget, City of Miami
- Luis Hernandez Torres, Senior Budget Analyst – Office of Management and Budget, City of Miami
- Pedro Lacret, Budget Coordinator – Office of Management and Budget, City of Miami
- Leon Michel, Deputy Director – Office of Management and Budget, City of Miami

Attached is a summary of the comments and recommendations made by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,

Christopher Rose, Director – City of Miami Office of Management and Budget
Budget Estimating Committee

APPENDIX K:
EQUAL PAY

- **Resolution Summary**

City of Miami
Equal Pay

Pursuant to Resolution R-17-0420, File ID# 2797, directing the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City of Miami in the yearly budget summary, the FY 2019-20 EE0-4 Report for the City of Miami is attached in this appendix.

City of Miami
Equal Pay Summary
FY 2019-20

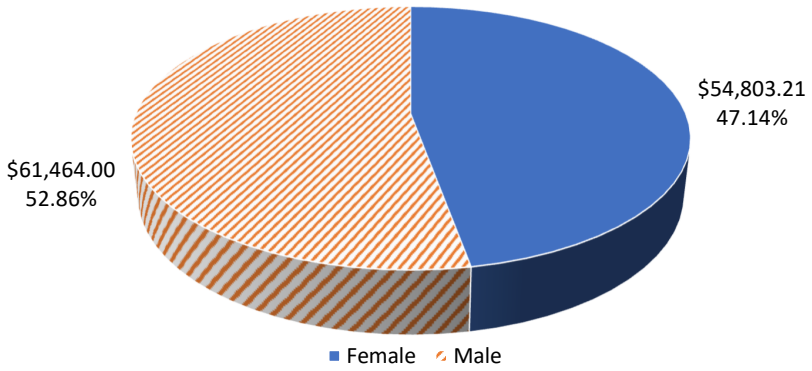
Employee Distribution

Gender	Total	Percent
Female	1,625	33.61%
Male	3,210	66.39%
Overall	**4,835**	**100.00%**

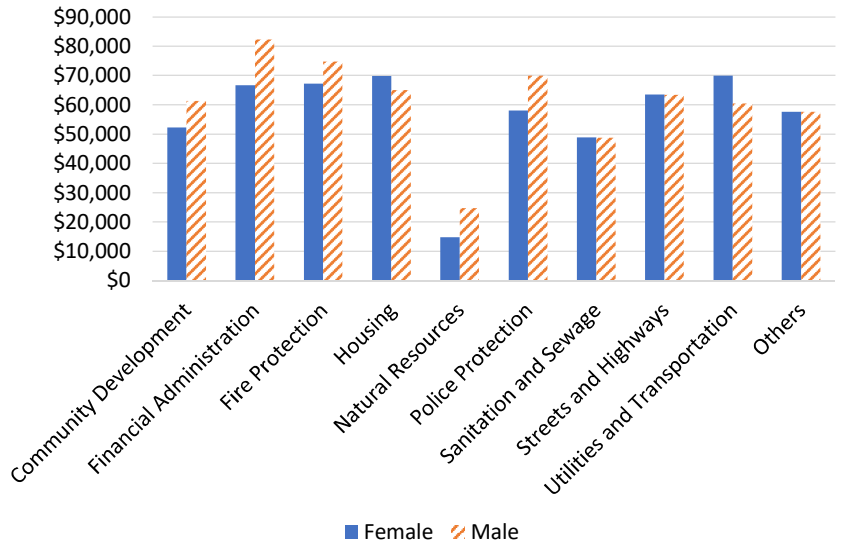
Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	$52,193.44	$61,296.24
Financial Administration	$66,613.66	$82,214.15
Fire Protection	$67,208.79	$74,710.87
Housing	$69,847.23	$64,981.59
Natural Resources	$14,823.64	$24,716.12
Police Protection	$58,014.52	$69,895.87
Sanitation and Sewage	$48,840.17	$48,784.73
Streets and Highways	$63,441.87	$63,353.58
Utilities and Transportation	$69,944.37	$60,420.67
Others	$57,543.61	$57,543.61
Overall	**$54,803.21**	**$61,464.00**

Median Salary by Gender



Median Salary by EEO Function and Gender



APPENDIX L:
FINANCIAL HEALTH

- **Municipal Financial Health**



City of Miami Bond Ratings

(as of 07/01/2019)

Moody's	Standard & Poor's	Fitch Ratings
Aa2	AA-	A+

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.

WIKIPEDIA
The Free Encyclopedia

BOND CREDIT RATING

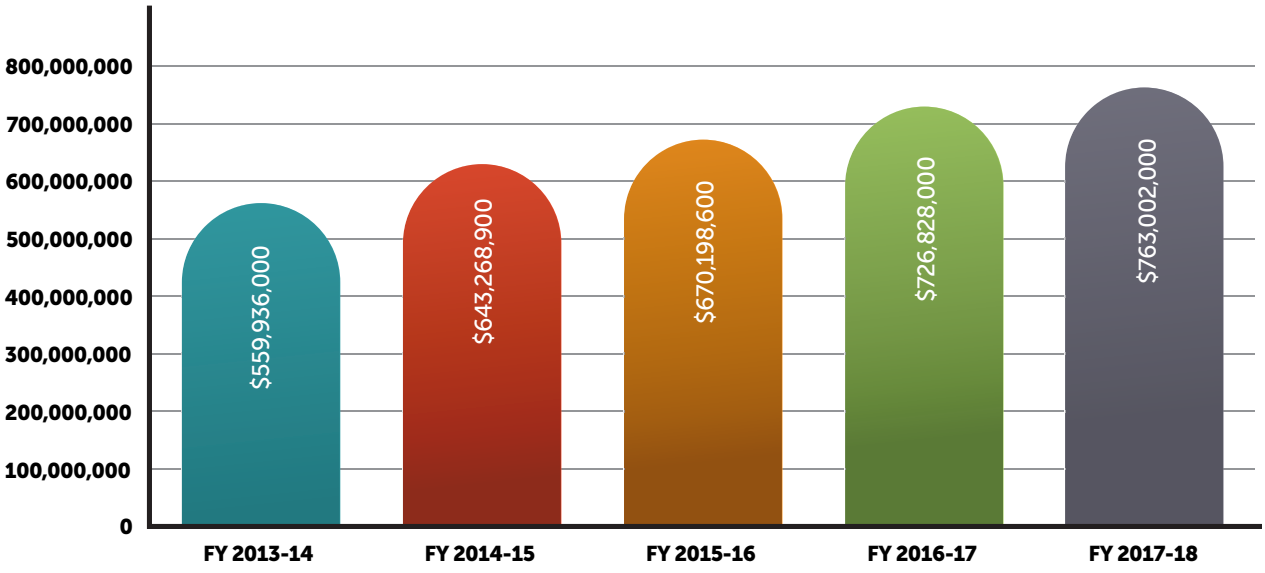
In investment, the bond credit rating represents the credit worthiness of corporate or government bonds. It is not the same as individual's credit score. The ratings are published by credit rating agencies and used by investment professionals to assess the likelihood the debt will be repaid. Credit rating is a highly concentrated industry with the two largest rating agencies — Moody's Investors Service, Standard & Poor's — having roughly 80% market share globally, and the "Big Three" credit rating agencies — Moody's, S&P and Fitch Ratings — controlling approximately 95% of the ratings business."

Moody's		Standard and Poor's (S&P)		Fitch		Rating description	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term		
Aaa	P-1	AAA	A-1+	AAA	F1+	Prime	Investment-grade
Aa1		AA+		AA+		High grade	
Aa2		AA		AA			
Aa3		AA–		AA–			
A1		A+	A-1	A+	F1	Upper medium grade	
A2		A		A			
A3	P-2	A–	A-2	A–	F2		
Baa1		BBB+		BBB+		Lower medium grade	
Baa2	P-3	BBB	A-3	BBB	F3		
Baa3		BBB–		BBB–			
Ba1	Not prime	BB+	B	BB+	B	Non-investment grade speculative	Non-investment grade AKA high-yield bonds AKA junk bonds
Ba2		BB		BB			
Ba3		BB–		BB–			
B1		B+		B+		Highly speculative	
B2		B		B			
B3		B–		B–			
Caa1		CCC+	C	CCC	C	Substantial risks	
Caa2		CCC				Extremely speculative	
Caa3		CCC–				Default imminent with little prospect for recovery	
Ca		CC					
		C					
C		D	/	DDD	/	In default	
/				DD			
				D			

Source: Wikipedia, Bond Credit Ratings



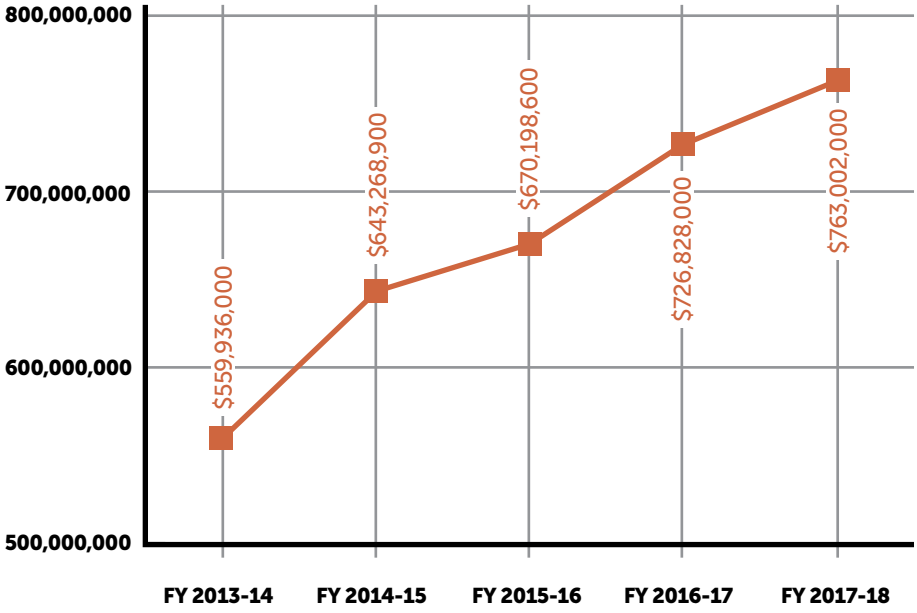
Historic Total Operating Budget Growth



The City's operating budget has four fund types: the General Fund, the Special Revenue Funds, the Internal Service Fund, and the Debt Service funds.

Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-19

Historic General Fund Budget Growth



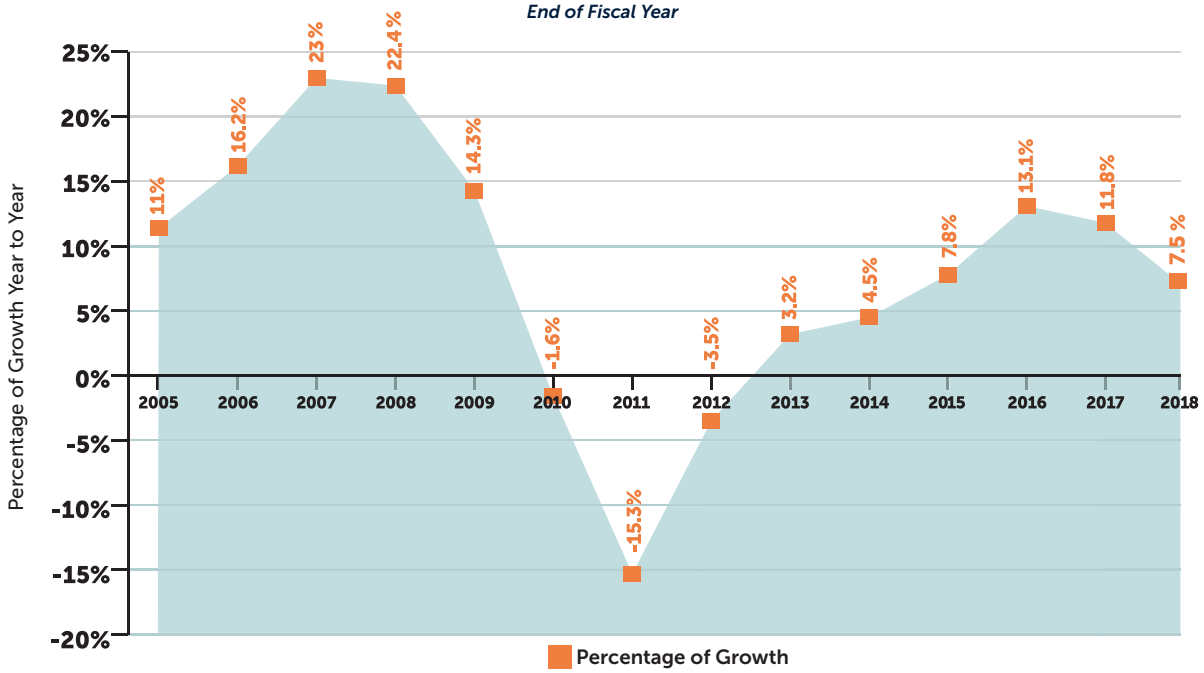
The General Fund is used for the widest variety of City operations such as employee wages and benefits and other operating expenditures in City Departments.

Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-19



Historic Tax Roll Growth

End of Fiscal Year

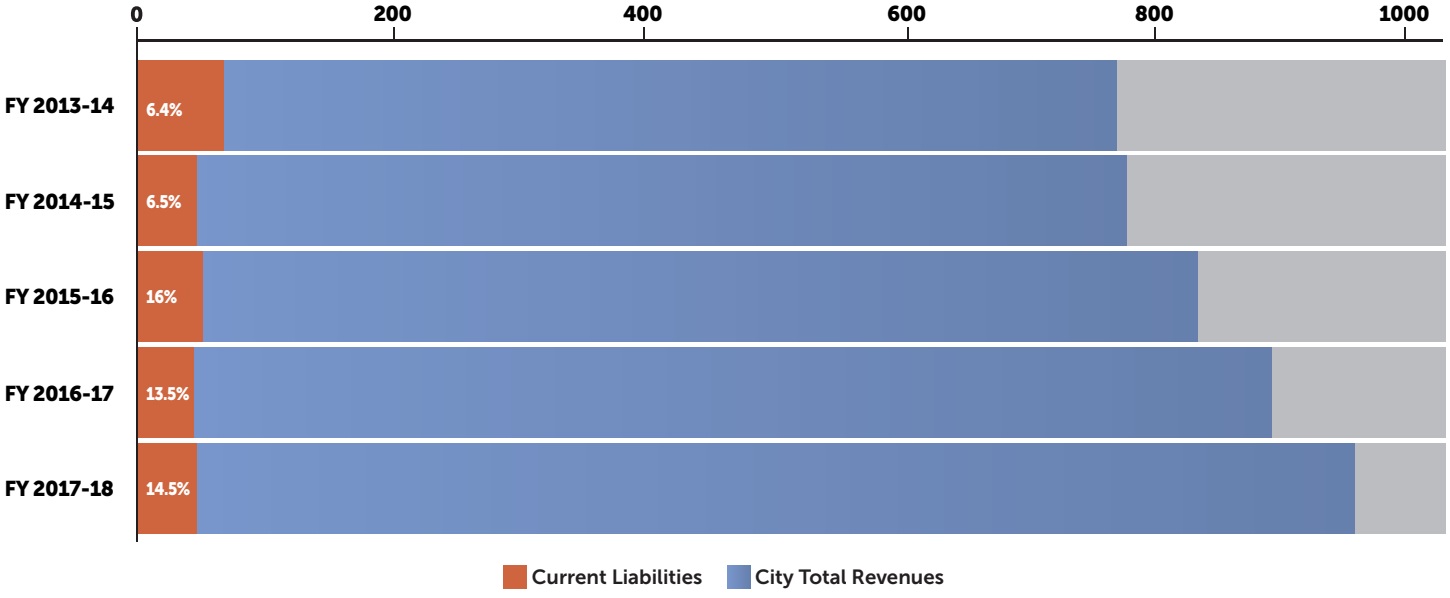


The Tax Roll represents assessed value of taxable property in the City of Miami. Over the last five years, the tax roll has grown at an average of 8.9 percent annually.

Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-19

Current Liabilities Divided by Total Revenues

City Total Revenues (Millions)



Current Liabilities as compared to total City revenues have increased to 14.5 percent in FY 2017-18.

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.

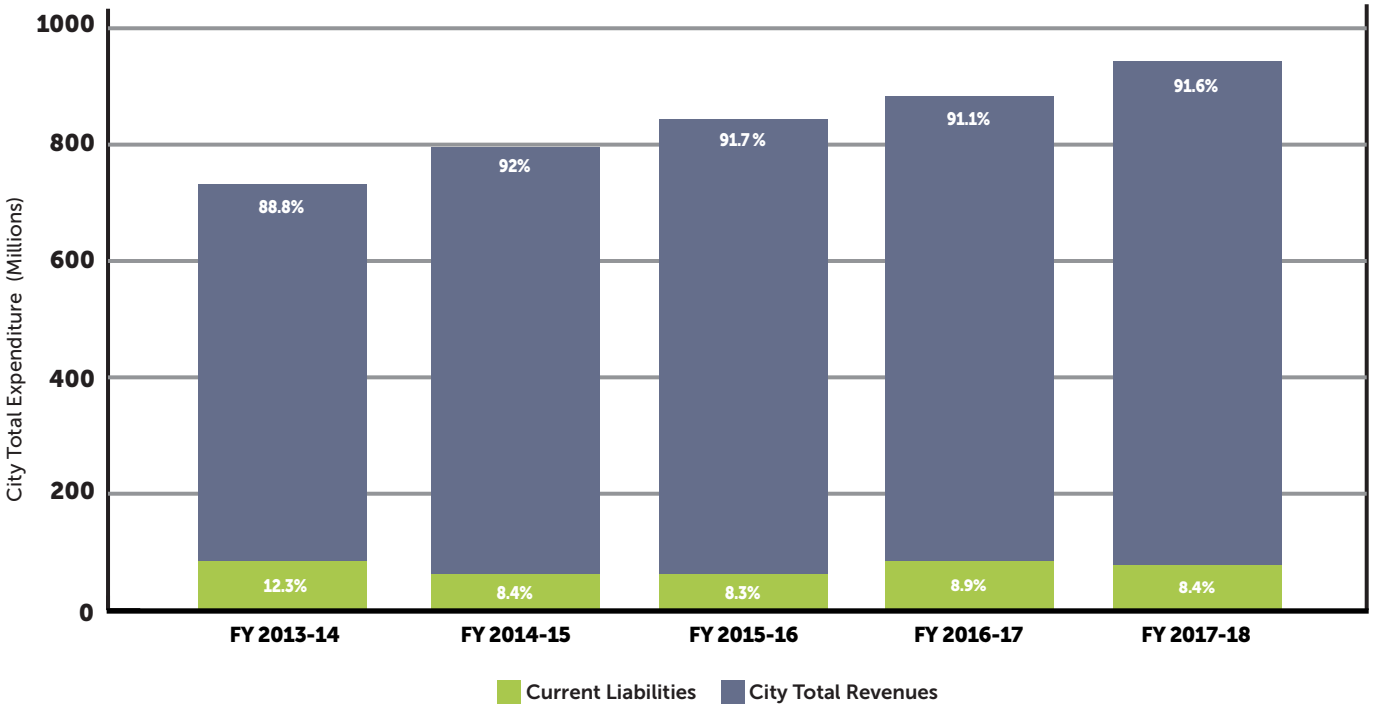


Fund Balance by Type



Non-spendable funds cannot be spent because they are either not in spendable form or are legally or contractually required to be maintained intact.
Unassigned funds the residual classification for the general fund. It is not restricted, committed, or assigned to specific purposes.
Assigned funds include amounts that are constrained by the City's intent to be used for specific purposes.
Restricted funds cannot be spent due to externally enforced limitations (i.e., creditors, grantors, legal rules).

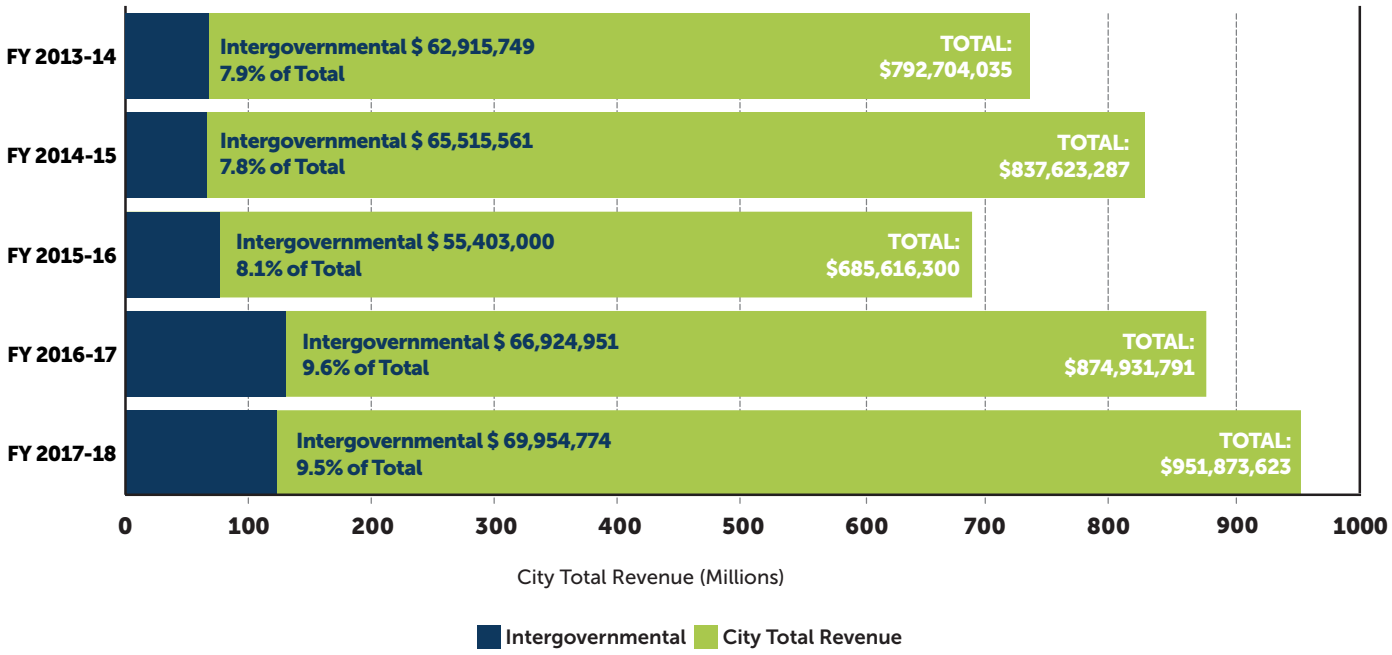
Debt Service Divided by Total Expenditures



Debt Service in relation to Total Expenditures reached a high of 12.3% in 2014 and has remained about 8% since. This results in increased flexibility for the city to respond to economic challenges.



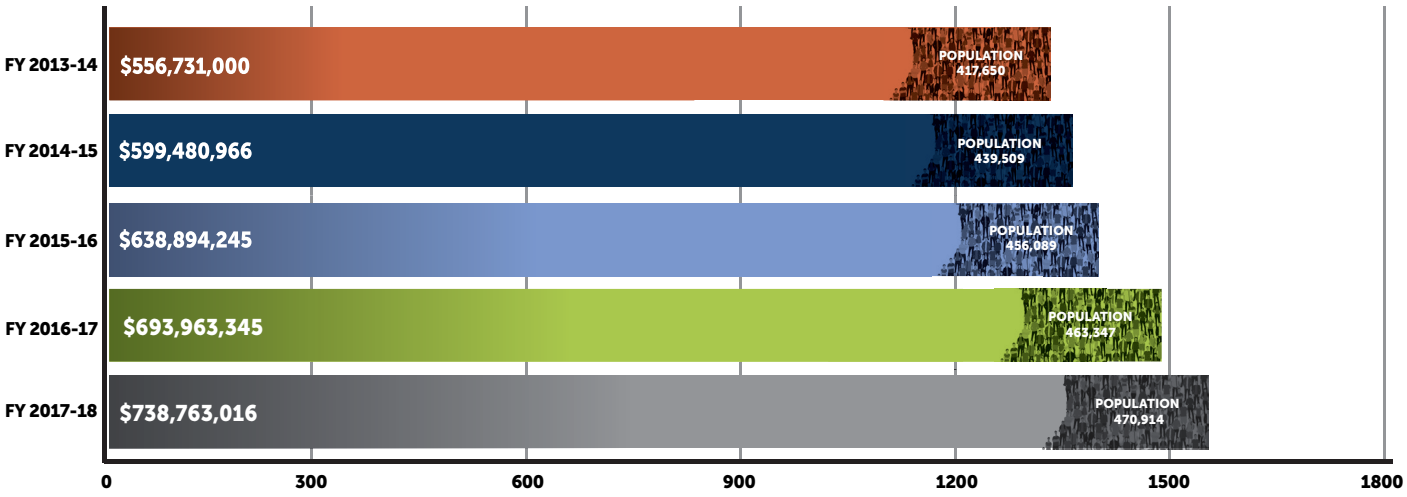
Intergovernmental Revenues Divided by Total Revenues



Intergovernmental Revenues have held steady at approximately eight percent from 2012 to 2016. This means that the City of Miami maintains a low risk of dependence on outside revenues from Federal, State, and other local government sources to fund operations and deliver services.

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.

General Fund Revenue per Capita



As the City's **population and revenue** collection has increased since 2014, so has the city's ability to maintain existing service levels with currently available revenue sources.



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.

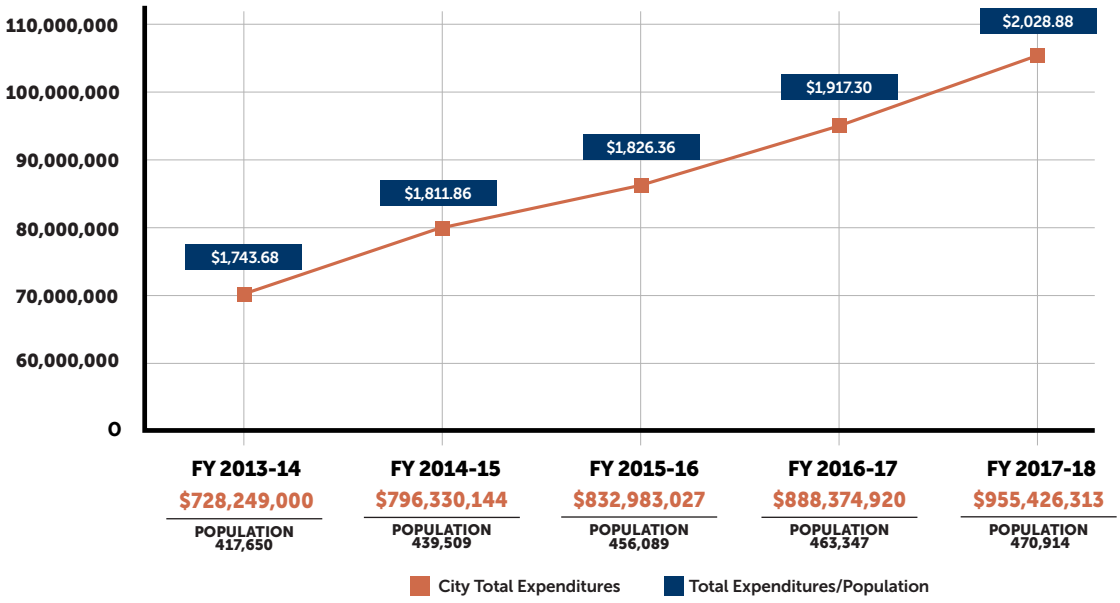
A. Government spending per resident for the previous five years.
B. Government debt per resident for the previous five years.
C. Average municipal employee salary
D. Median income within the municipality.
E. Number of special taxing districts, wholly or partially, within the municipality.
F. Percent of budget spent on salaries and benefits for municipal employees.



Source: Florida Statutes, Chapter 2019-56



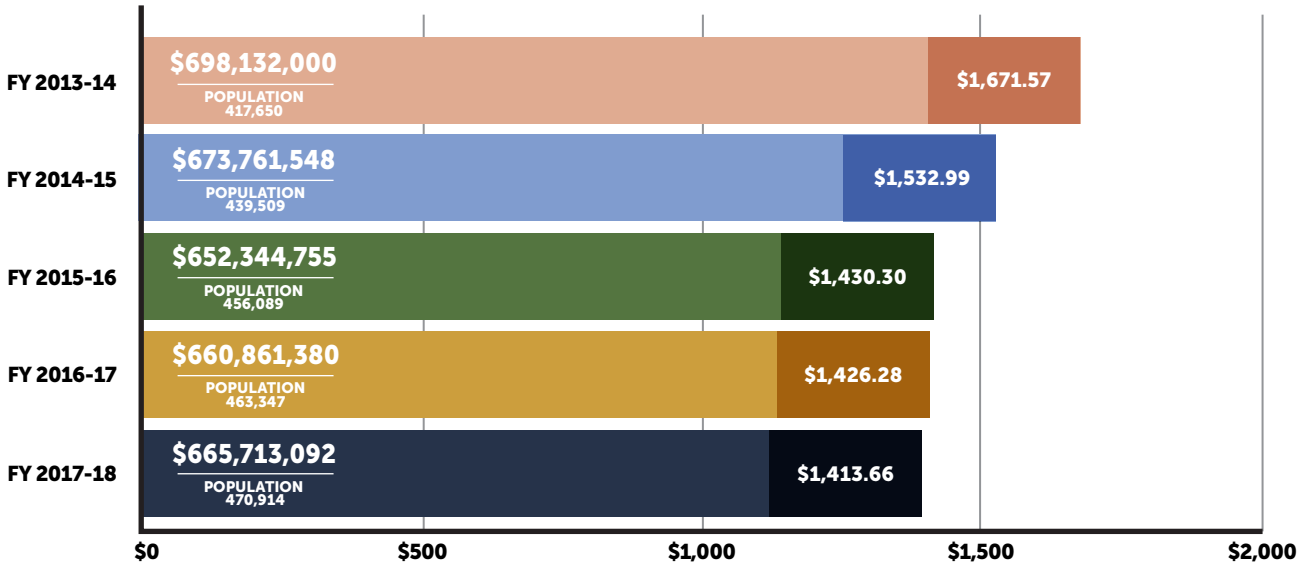
Government Spending per Resident 166.241 (4)(A)



As the City's **population and total expenditures** have increased since 2012, so has the City's ability sustain the costs of providing services without compromising the ability to pay for them.

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.

Long Term Debt Divided by Population 166.241 (4)(B)

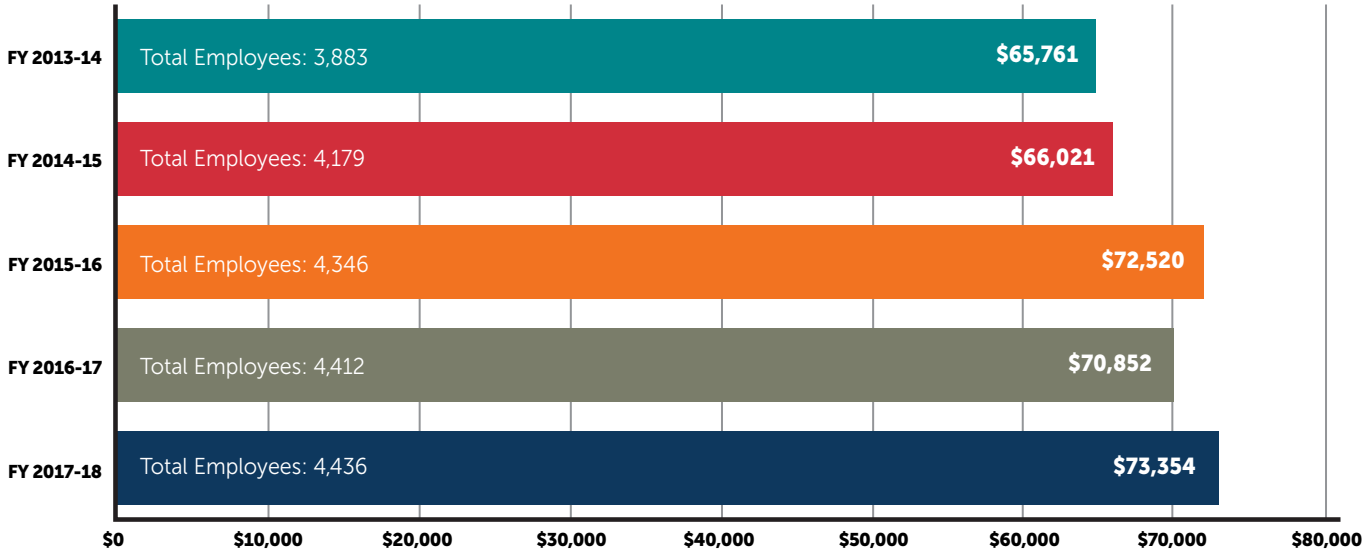


As the City's population has increased every year since 2012, so has the City's ability to pay its **long-term debt** and maintain flexibility in how resources are allocated. Required pursuant to Florida House Bill 861, section 166.241.

Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018.



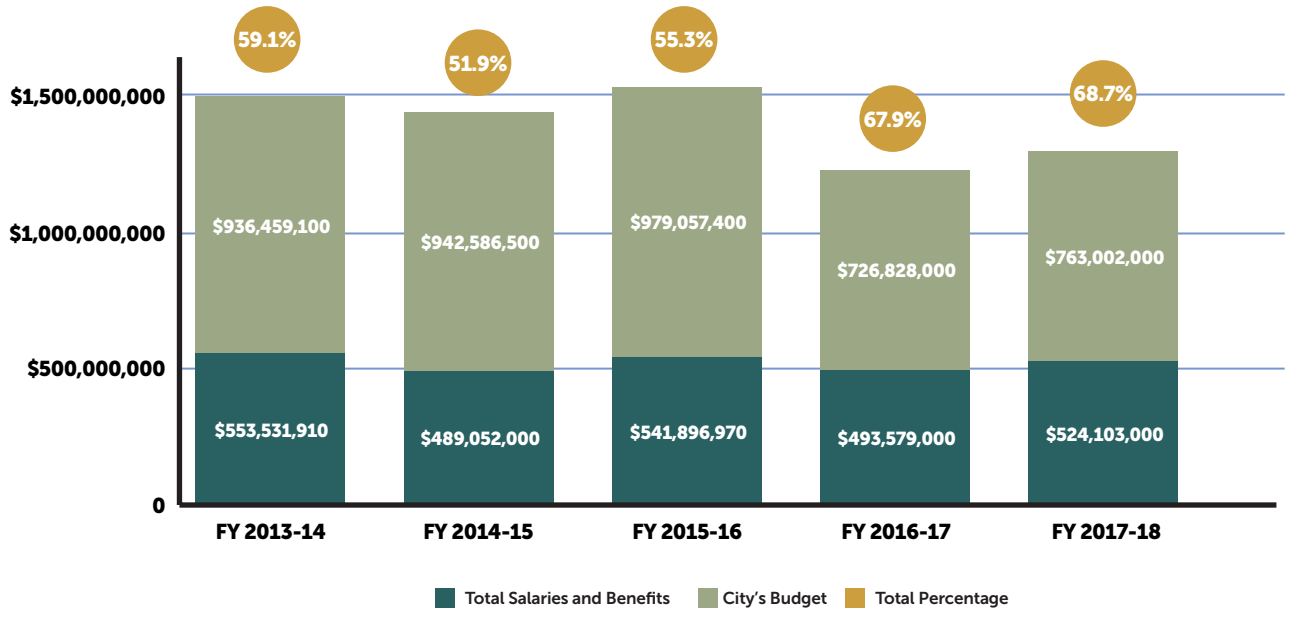
Average Municipal Employee Salary 166.241 (4)(C)



The Average City Employee Salary has grown steadily since 2014 with the exeption of 2017.

Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-19

Percent of Budget Spent on Salary and Benefits 166.241 (4)(F)

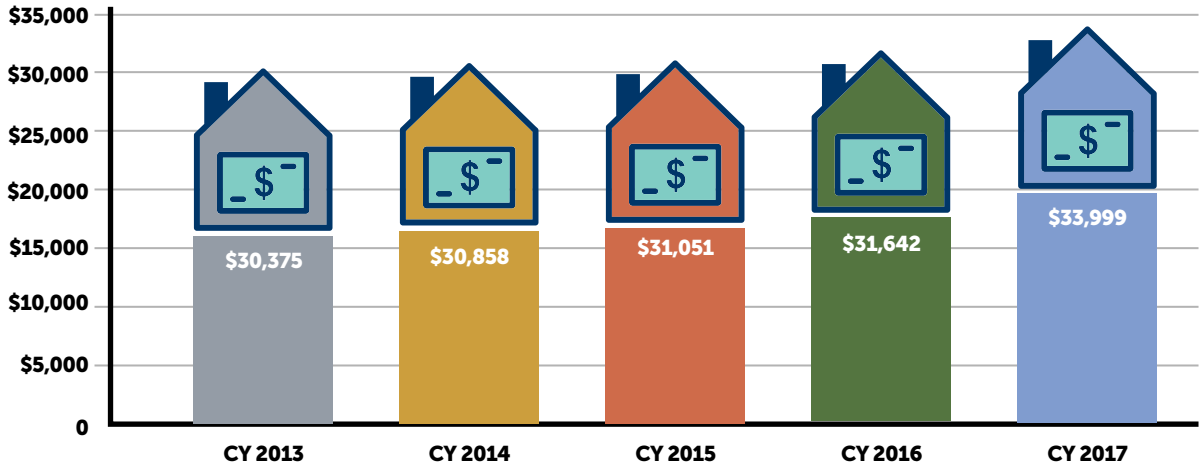


The **Percent of the City's Budget spent on Salary and Benefits** has grown steadily since 2015.

Source: City of Miami Adopted Operating Budget, Fiscal Year 2015-19



Median Household Income in the City of Miami 166.241 (4)(D)



As the City's **Median Houshold Income** is among the lowest in Miami-Dade County and the lowest in the United States.

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Number of Special Taxing Districts, wholly or partially, within the municipality. (166.241)(4)(E)
The City of Miami has only one special taxing district that qualifies per this Statute.

MIAMIDDA
DOWNTOWN DEVELOPMENT AUTHORITY

APPENDIX M:
REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
- Definitions of Terms
- Acknowledgements

Abbreviations and Acronyms

100 RC	100 Resilient Cities
3-1-1	Non-Emergency Information
AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
ALS	Advanced Life Support
AFSCME	American Federation of State, County and Municipal Employees
APM	Administrative Policies Manual
BCC	Brickell CitiCentre
BID	Business Improvement District
BLS	Basic Life Support
BPMT	Bayfront Park Management Trust
BTR	Business Tax Receipts
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant

Abbreviations and Acronyms

CDL	Commercial Driver License
CED	Community and Economic Development
CFED	Corporation for Enterprises Development
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel
CIO	Chief Information Officer
CIP	Capital Improvement Program
CIP	Civilian Investigative Panel
CITT	Citizen's Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
CPPB	Certified Professional Public Buyer
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CRO	Chief Resilience Officer
CRS	Community Rating System
CSBE	Community Small Business Enterprise Participation
CSI	Crime Scene Investigation
CSO	Chief Service Officer
CST	Combined Simplified Tax

Abbreviations and Acronyms

CU	Certificate of Use
CY	Calendar Year
DCM	Deputy City Manager
DDA	Downtown Development Authority
DDRI	Downtown Development Regional Impact
DEM	Division of Emergency Management
DERM	Department of Environmental Resources Management
DHS	Department of Human Services
DO	Development Order
DoIT	Department of Innovation and Technology
DOJ	Department of Justice
DREAM	Department of Real Estate and Asset Management
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Program
DSMS	Data Stream Management System
EB-5	Immigrant Investor Program
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Officers' Retirement Trust
EPA	Environmental Protection Agency
EPD	Emergency Police Dispatch

Abbreviations and Acronyms

ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
FDEP	Florida Department of Environmental Protection
FDOT	Florida Department of Transportation
FDVA	Florida Department of Veterans Affairs
FEC	Florida East Coast
FEMA	Federal Emergency Management Agency
FICA	Federal Insurance Contributions Act
FIND	Florida Inland Navigation District
FIP	Financial Integrity Principle
FIPO	Firefighters' and Police Officers' Retirement Trust
FIU	Florida International University
FLC	Florida League of Cities
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FTR	For the Record
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWC	Globalization and World Cities Research Network
GESE	General Employees' and Sanitation Employees' Retirement Trust
GF	General Fund

Abbreviations and Acronyms

GFOA	Government Finance Officers Association
GIS	Geographic Information System
GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCM	Human Capital Management
HIDTA	High Intensity Drug Traffic Area
HIPPA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security
HUD	United States Department of Housing and Urban Development
HVAC	Heating Ventilation and Air Conditioning
IAFF	International Association of Fire Fighters
ICE	Immigration and Customs Enforcement
ICMA	International City/County Management Association
IFB	Invitation for Bid
IFQ	Invitation for Quotation
ISF	Internal Service Fund
ITTS	Information Technology and Telecommunication Services
JAG	Justice Assistance Grant
LCD	Liquid crystal display

Abbreviations and Acronyms

LED Light Emitting Diodes

LETF Law Enforcement Trust Fund

LCT Liberty City Trust

LHLH Live Healthy Little Havana

LOGT Local Option Gas Tax

LSRS Legal Services Request

LTRA Long-Term Rental Assistance

LWP Local Workforce Participation

MADS Maximum Annual Debt Service

MDX Miami-Dade Expressway Authority

MHAP Miami Homeless Assistance Program

MIC Mayor's International Council

MPA Miami Parking Authorithy

MPD Miami Police Department

MRC Miami Riverside Center

MS4 Municipal Separate Storm Sewer System

MSI Miami Sustainable Initiatives

MUSP Major Use Special Permit

MUVE Museum Volunteers for the Environment

NET Neighborhood Enhancement Team

NDA Non-Departmental Accounts

NPDES National Pollutant Discharge Elimination System

NRD Neighborhood Revitalization District

NSP Neighborhood Stabilization Program

OCI Office of Capital Improvements

Abbreviations and Acronyms

OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
PARC	Park and Recreational Facility Construction
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
P-CARD	Purchasing Card
PEMT	Public Emergency Medical Transportation
PFM	Public Financial Management, Inc.
POMS	Personal and Office Management System
POS	Point of Sale
PROW	Public Right of Way
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System
RDSMS	Relational Data Stream Management System
RFP	Request for Proposal
RFQ	Request for Qualification
RFI	Request for information
ROW	Right of way
RW	Responsible Wages and Davis-Bacon Act Wage

Abbreviations and Acronyms

RPW	Resilience and Public Works Department
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development
SFWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
SLA	Service Level Agreement
SLR	Sea Level Rise
SLUC	Sensible Land Use Coalition
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
S&P	Standard and Poor's
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
SR	Special Revenue Fund
STEM	Science Technology Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TAV	Taxable Assessed Value
TCEA	Transportation Concurrency Exemption Area

Abbreviations and Acronyms

TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust
TRACS	Transportation Automated Control System
TRIM	Truth in Millage
TRT	Technical Rescue Team
TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UIA	Urban Infill Area
UPK	User Productivity Kit
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDN	Urban Sustainability Directors Network
USDOJ	United States Department of Justice
VISTA	Volunteers in Service to America
VKBPT	Virginia Key Beach Park Trust
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten

Definition of Terms

Account Code: Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as "property taxes").

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: It is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Assigned Fund Balance: This amount includes amounts that are constrained by the City's intent to be used for specific purposes but are neither restricted nor committed. Assignments are made directly by formal action of the City Commission.

Balanced Budget: It is a budget in which estimated recurring revenues equal estimated recurring expenses.

Bond: A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue.

Definition of Terms

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of $5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civilian Position: Civilian are those positions which in the performance of their duties do not carry a firearm or have a badge and has not taken an oath of office as a solemn promise to defend the Constitution of the United States.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

Classified Service: Comprises all positions not exempted by the Charter in accordance with these rules. The Charter shall be interpreted broadly to include employees in Federal grant programs whenever the Director of the Human Resources Department determines that it is feasible to select such employees in accordance with the selection requirements of these rules.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

Collective Bargaining Agreement: A written agreement between an employer and a labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Definition of Terms

Committed Fund Balance: This amount includes amounts that can only be used for specific purposes pursuant to constraints imposed by the City's highest level of decision-making authority which is the City Commission. The commitment can only be revised or removed by adoption of a new resolution.

Comprehensive Annual Financial Report (CAFR): The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

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.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled "Certification of Taxable Value" that the City submits annually to the State of Florida and contains specific details about the City's proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes: Taxes which remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation for a group of related operations.

Disbursement: Payment for goods and services.

Division: The second level in the City's organization in which a specific function is carried out. Several divisions may comprise a single department.

Encumbrances: An amount of committed funds to purchase a designated item or service or to cover specific contracts which are in the process of being completed.

Estimated Revenues: It is the amount of income to be collected during the fiscal year.

Executive: Executives are in charge of their organization. They create and review goals for the company. They work closely with a team of upper-level staff or assistants.

Exemption: A portion of the total property valuation not subject to property taxes.

Definition of Terms

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.

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.

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.

Definition of Terms

Impact Fee: A fee that is imposed by a local government within the United States on a new or proposed development project to pay for all or a portion of the costs of providing public services to the new development.

Indirect Cost: Elements of costs necessary to produce a product or service which is not directly traceable to the product or service provided. It is typically associated with payments made by grant-funded activities to cover the City's central service costs. In the City of Miami, a cost allocation plan is developed to recoup central service costs from grants and other sources.

Interfund Transfers: Contributions made from one fund to another fund within an organization.

Interlocal Agreement: A contractual agreement between two or more governmental entities.

Levy: To impose taxes, special assessments, or service charges for City activities.

Line-item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each category.

Local Government Half-Cent Sales Tax: The value of ½ cent on the State's sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

Local Option Gas Tax (LOGT): A tax levy of up to six cents on each gallon of motor and special fuels sold, which can be imposed by Miami-Dade County in accordance with State law, and which is shared with the cities within the county.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Long Term Vacant Position: A vacant position that has been vacant for one year or more.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

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-operating expenses: Expenses incurred by a business which are outside of its main or central operations.

Definition of Terms

Non-spendable fund balance: This amount includes amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact. Examples of this would be inventory, prepaid assets, and permanent endowments.

Object Code: An account code which identifies a type of asset, liability, revenue, or expense category.

Objective: Specific measurable action that will be taken to achieve a goal.

Operating Budget: It is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department's primary activities.

Performance Indicator: A measure used to identify departmental achievements in numerical or statistical terms.

Personnel Costs: An expenditure category that includes employee costs such as salary, wages, shift differential, holiday pay, etc.

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.

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 Database Management System: A program that creates, updates, and administers a relational database.

Relational Data Stream Management System: A distributed, in-memory data stream management system (DSMS) that is designed to use standards-compliant SQL queries to process unstructured and structured data streams in real-time.

Definition of Terms

Restricted fund balance: This amount includes amounts that are restricted to specific purposes as stipulated by (a) external creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions of 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.

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: This amount is the residual classification for the General Fund. This classification represents Fund Balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. An assigned to specific purposes within the General Fund. An assigned Fund Balance cannot result in an unassigned Fund Balance deficit.

Unclassified Service: Comprises those positions specified in Section 62 of the City Charter, which do not fall under the classified service.

Definition of Terms

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).



ACKNOWLEDGMENTS

The Office of Management and Budget staff would like to extend our gratitude to the Elected Officials, City Manager, Deputy City Manager, Assistant City Managers, Department Directors, and the entire staff for their assistance and continued support through this year's budget effort.

THANK YOU

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Administrative Aide II	Rachel Quintana
Adminsitrative Assistant I	Melanie Whitaker
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GSA Graphics Superintendent	Richard Rios
IT Oracle ERP Application Developer	Jay Patwa

Table of Contents



FISCAL YEAR 2019-20

ADOPTED
OPERATING BUDGET

Serving, enhancing, and transforming our community