



ADOPTED BUDGET IN BRIEF

FISCAL YEAR 2020-21



Serving, enhancing, and transforming our community



FROM THE **MAYOR**

Fellow Residents and Honorable Commissioners:

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

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

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

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

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

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

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

Our City remains a magic city because of our people, our tenacity, and our dreams. Our City was built by mavericks and migrants with courage and compassion. They overcame incredible hardships, burdens, and challenges; and we will do the same.

Respectfully,

Francis X. Suarez



FROM THE CITY MANAGER

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

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

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

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

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

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

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

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

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

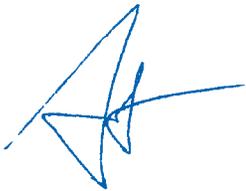
Keep in mind that although balancing the budget for FY 2020-21 was a difficult challenge, next fiscal year's budget may be even more difficult. Rising unemployment and business closures will undoubtedly impact the real estate

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

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

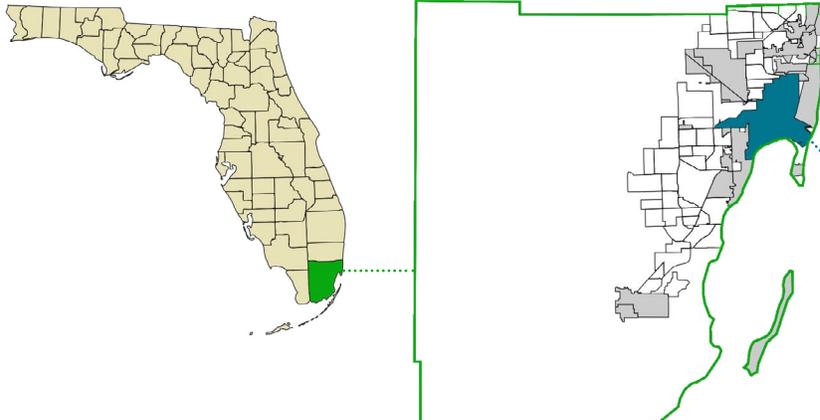
Throughout its history, the City of Miami has been called upon to overcome natural and manmade challenges, and we have never given up. This time is no different. I am confident that with the leadership of our Mayor Francis X. Suarez and the members of the Miami City Commission, we can work together with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

Warmest Regards,

A handwritten signature in blue ink, appearing to read 'Art Noriega, V'. The signature is stylized and includes a long horizontal stroke extending to the right.

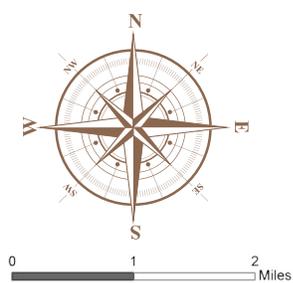
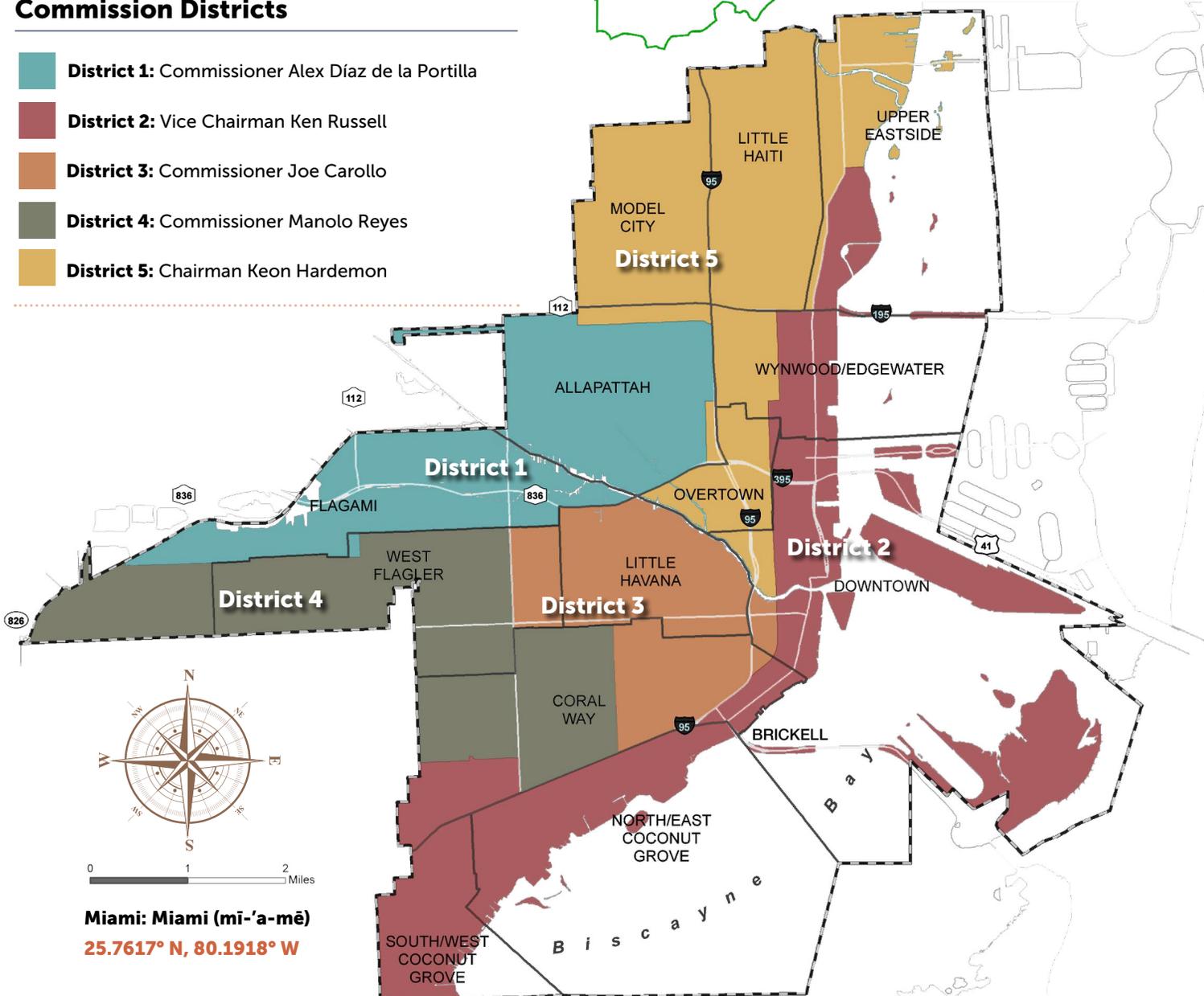
Art Noriega, V

CITY COMMISSION DISTRICTS



Commission Districts

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



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

ELECTED OFFICIALS

CITY OF MIAMI

VISION STATEMENT

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

MISSION STATEMENT

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

VALUES

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



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



Keon Hardemon
Commissioner - District 5
Chairman
(305) 250-5390
khardemon@miamigov.com



Ken Russell
Commissioner - District 2
Vice-Chairman
(305) 250-5333
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Alex Díaz de la Portilla
Commissioner - District 1
(305) 250-5430
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Joe Carollo
Commissioner - District 3
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Manolo Reyes
Commissioner - District 4
(305) 250-5420
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APPOINTED OFFICIALS



Arthur Noriega, V
City Manager



Victoria Méndez
City Attorney



Todd B. Hannon
City Clerk



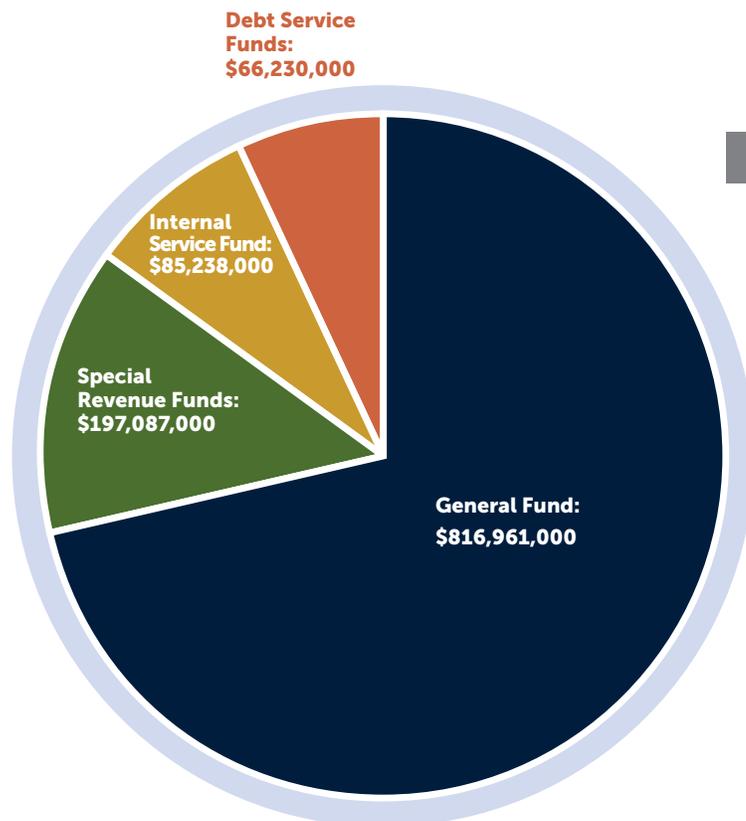
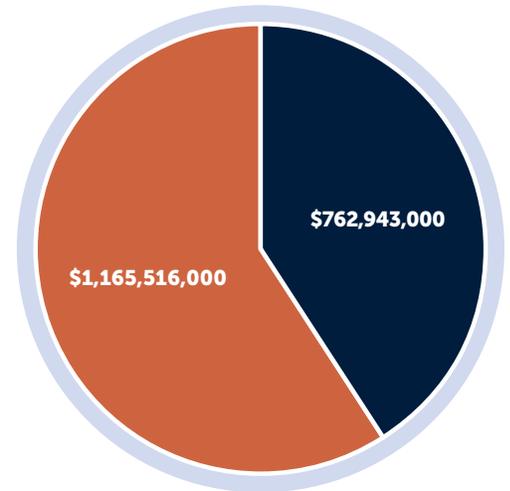
Theodore Guba
Auditor General

BUDGET OVERVIEW

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

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

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

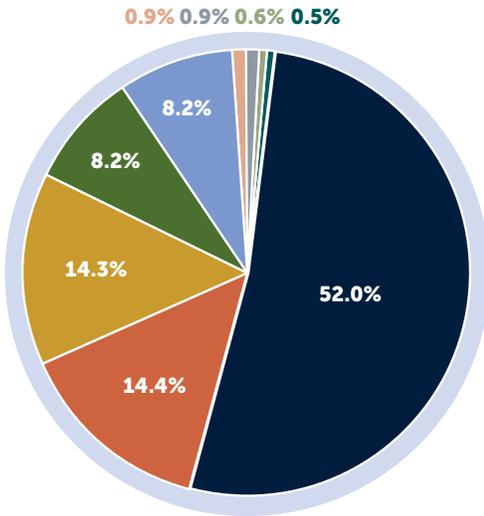


FY 2020-21 Adopted Operating Budget

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

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

REVENUES AND EXPENDITURES ADOPTED BUDGET

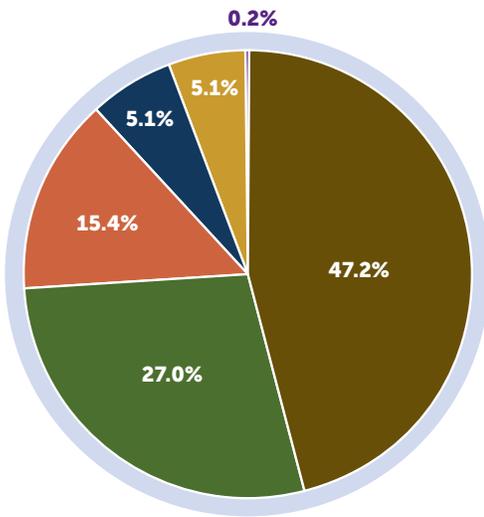


Where the Money Comes From:

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

- Property Taxes • \$424.6 million • **52.0%**
- Franchise Fees and Other Taxes • \$117.6 million • **14.4%**
- Charges for Services • \$116.8 million • **14.3%**
- Intergovernmental Revenues • \$67.2 million • **8.2%**
- Licenses and Permits • \$66.6 million • **8.2%**
- Fines and Forfeitures • \$7.6 million • **0.9%**
- Other Revenues (Inflows) • \$7.5 million • **0.9%**
- Interest • \$4.8 million • **0.6%**
- Transfers-In • \$4.2 million • **0.5%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 52.0% of total General Fund revenues and represents the largest source of funding for general operations.

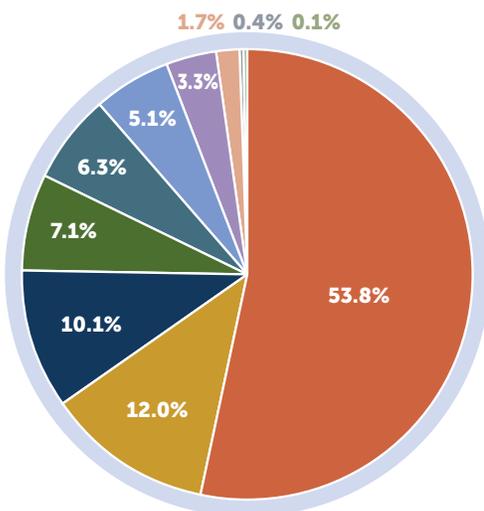


Where the Money Goes:

Expenditures by Category

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

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



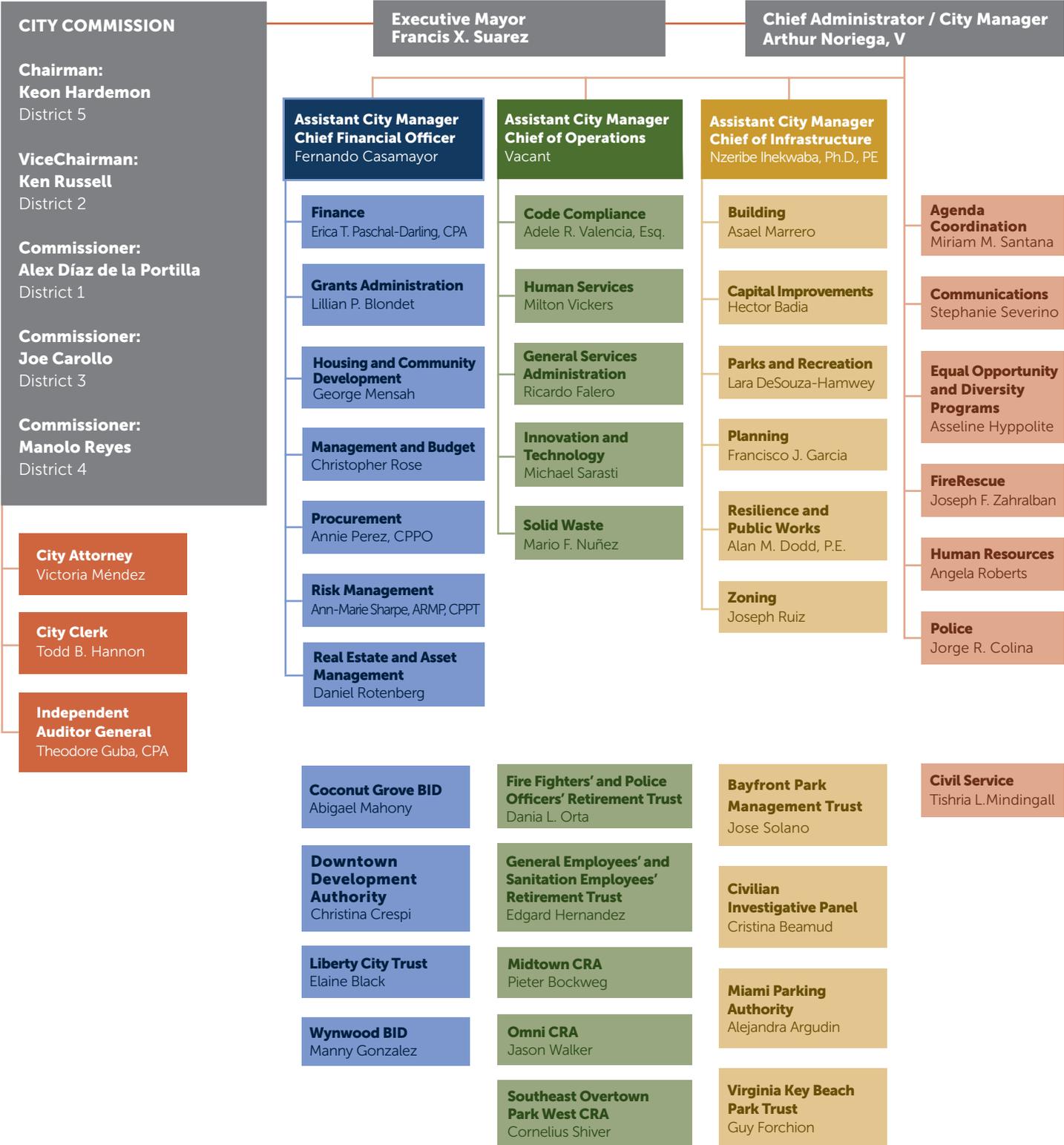
Where the Money Goes:

Expenditures by Function

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

More than half of **General Fund spending** is allocated to the provision of public safety services. The Police Department and the Fire-Rescue Department together comprise 53.8% of the General Fund expenditure budget.

CITY ORGANIZATION



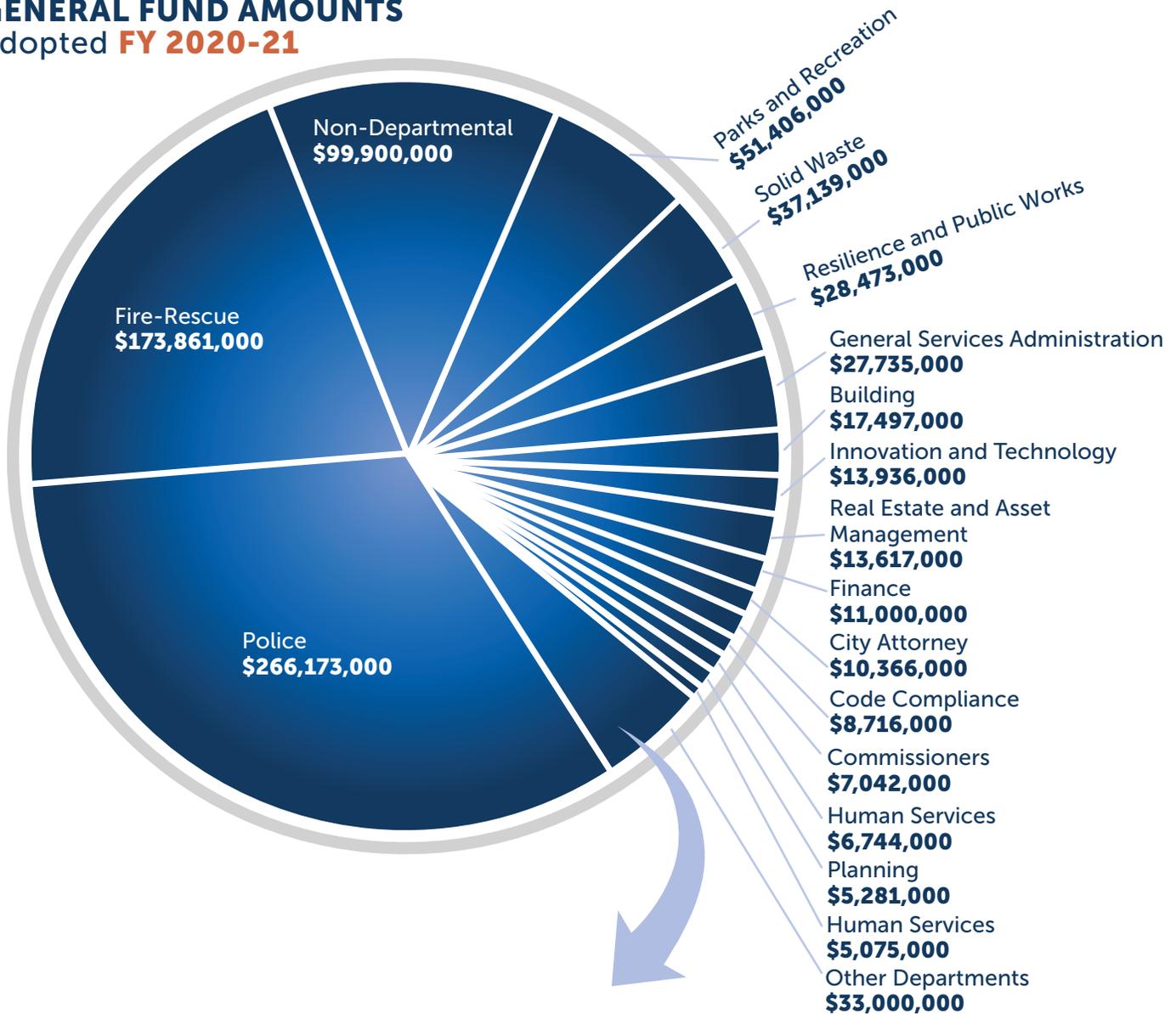
GENERAL FUND BUDGET BY DEPARTMENT

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

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

OPERATING BUDGET BY DEPARTMENT

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

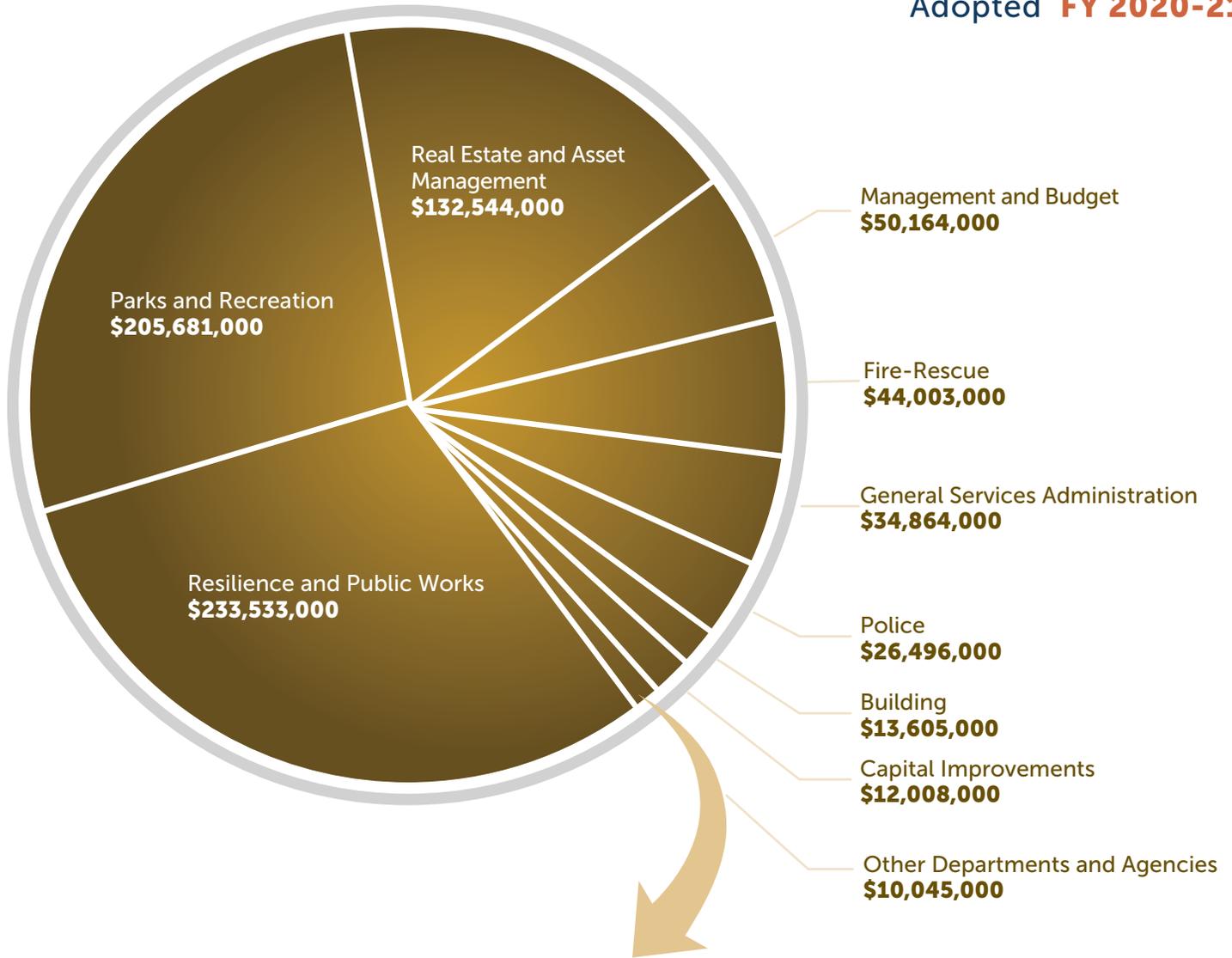


Departments with Operating Budgets less than \$5 million

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

CITY OF MIAMI CAPITAL BUDGET

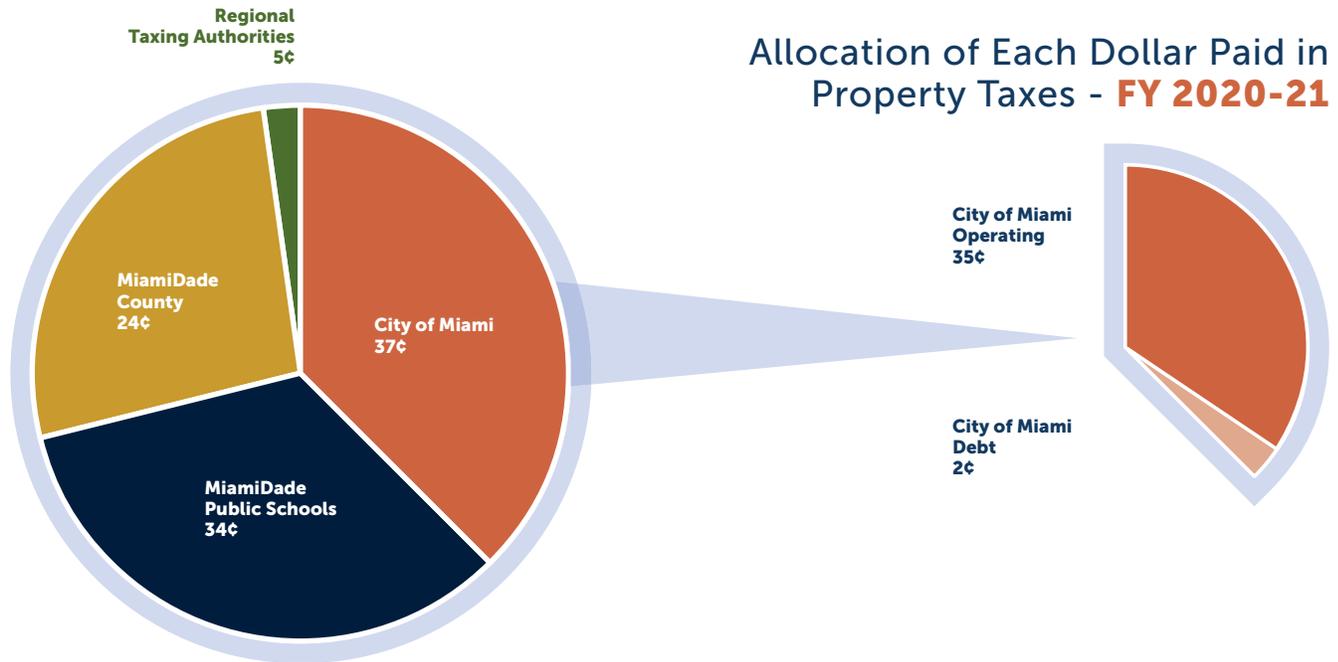
TOTAL SIX-YEAR PLAN
Adopted **FY 2020-21**



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

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

YOUR PROPERTY TAX BILL



MILLAGE AND PROPERTY TAX

FY 2019-20 TOTAL ADOPTED MILLAGE RATE 7.9900 MILLS

General Operations: 7.5665
General Obligation Debt: 0.4235

FY 2020-21 TOTAL ADOPTED MILLAGE RATE 7.9900 MILLS

General Operations: 7.6665
General Obligation Debt: 0.3235

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

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

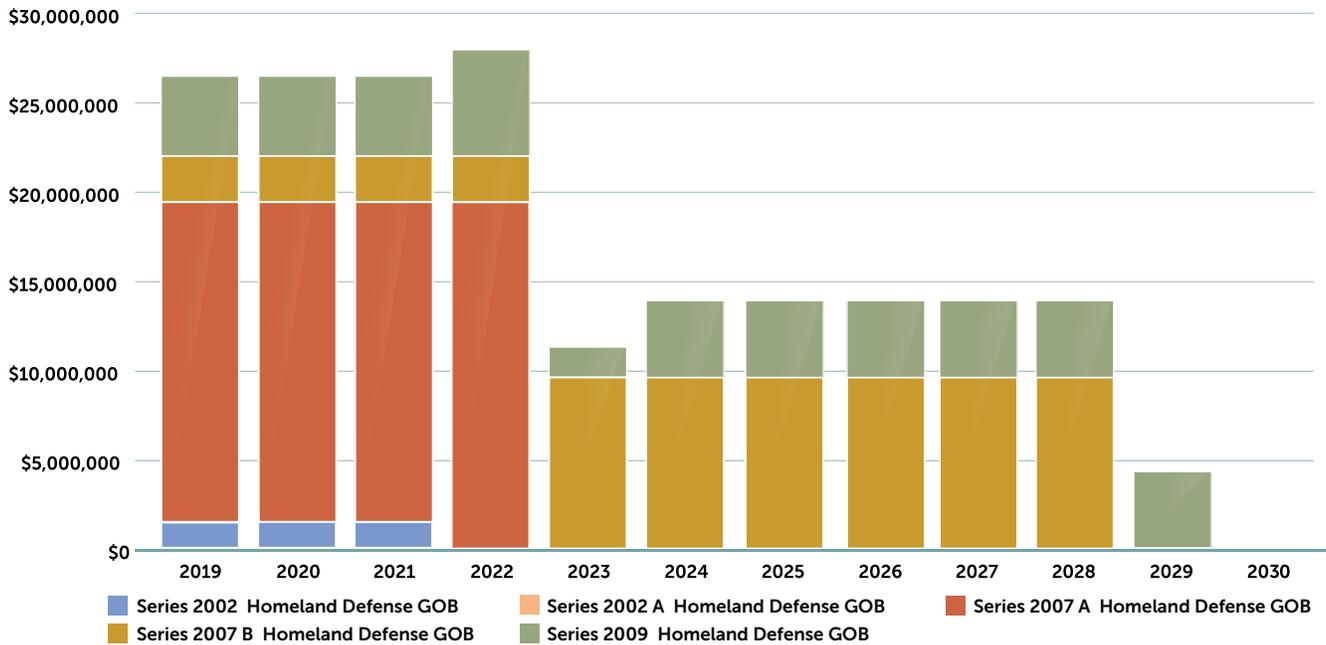
DEBT SERVICE OVERVIEW

GENERAL OBLIGATION BONDS

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

General Obligation Bond Debt Service

(Does not include: the Miami Forever Bond)



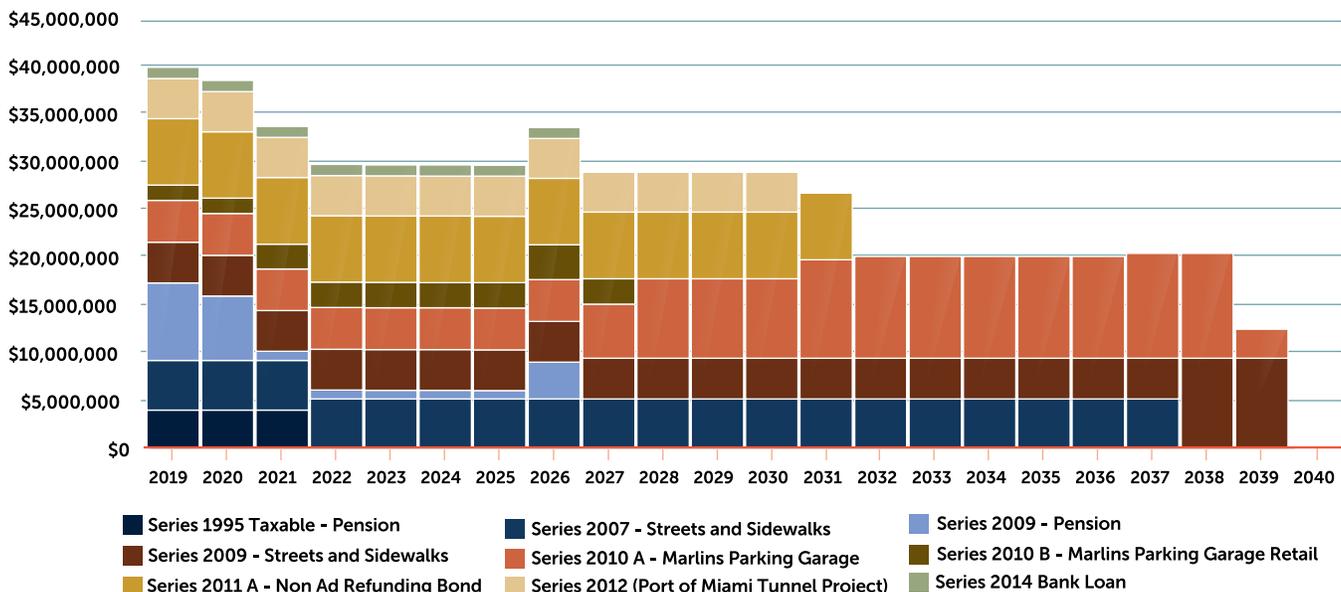
The first tranche of the Miami Forever General Obligation Bond was approved on December 13, 2018 in the amount of \$58.653 million. The debt service payments will not show on this graph until the bond has been sold.

SPECIAL OBLIGATION BONDS

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

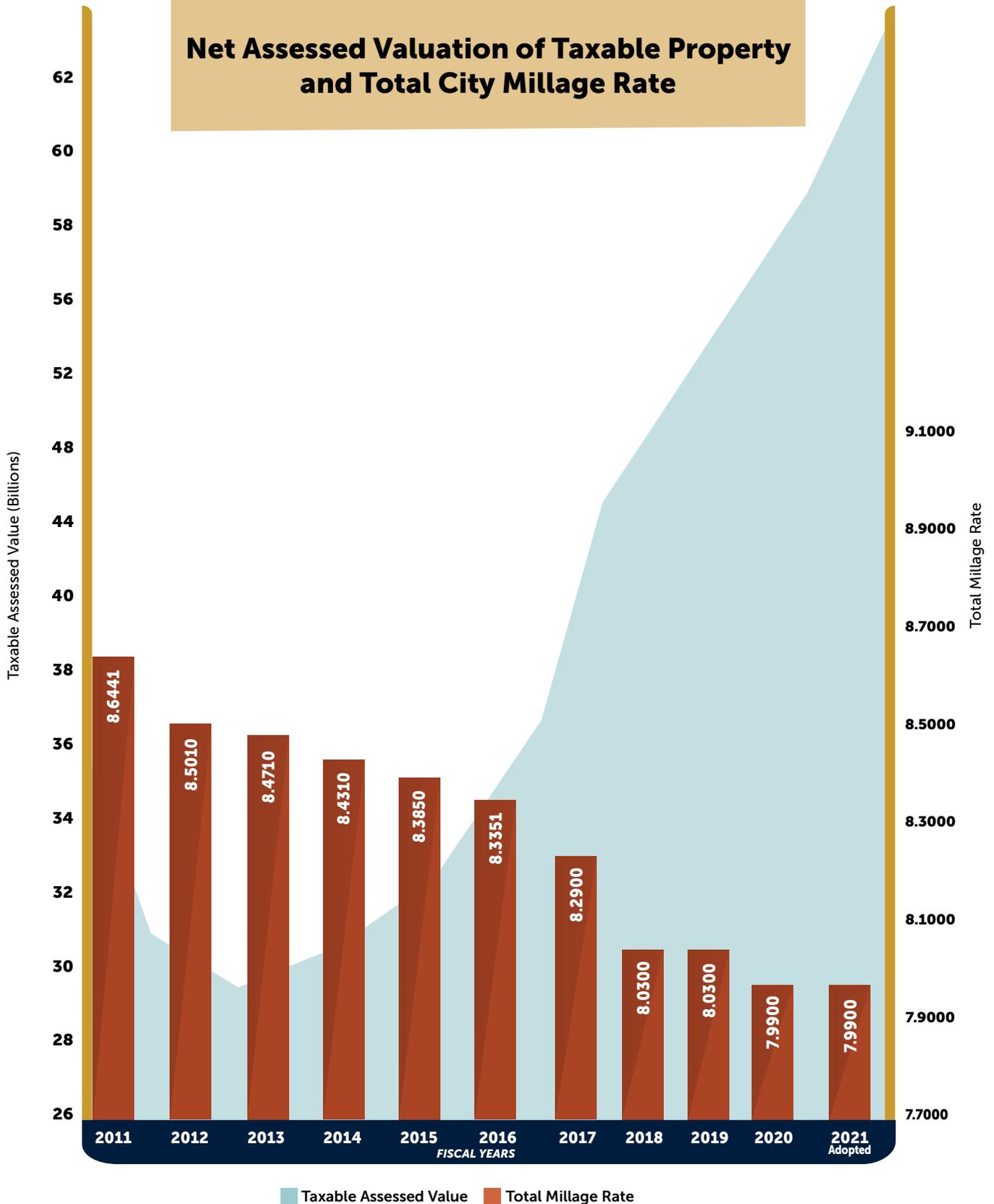
Special Obligation Bond Debt Service

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

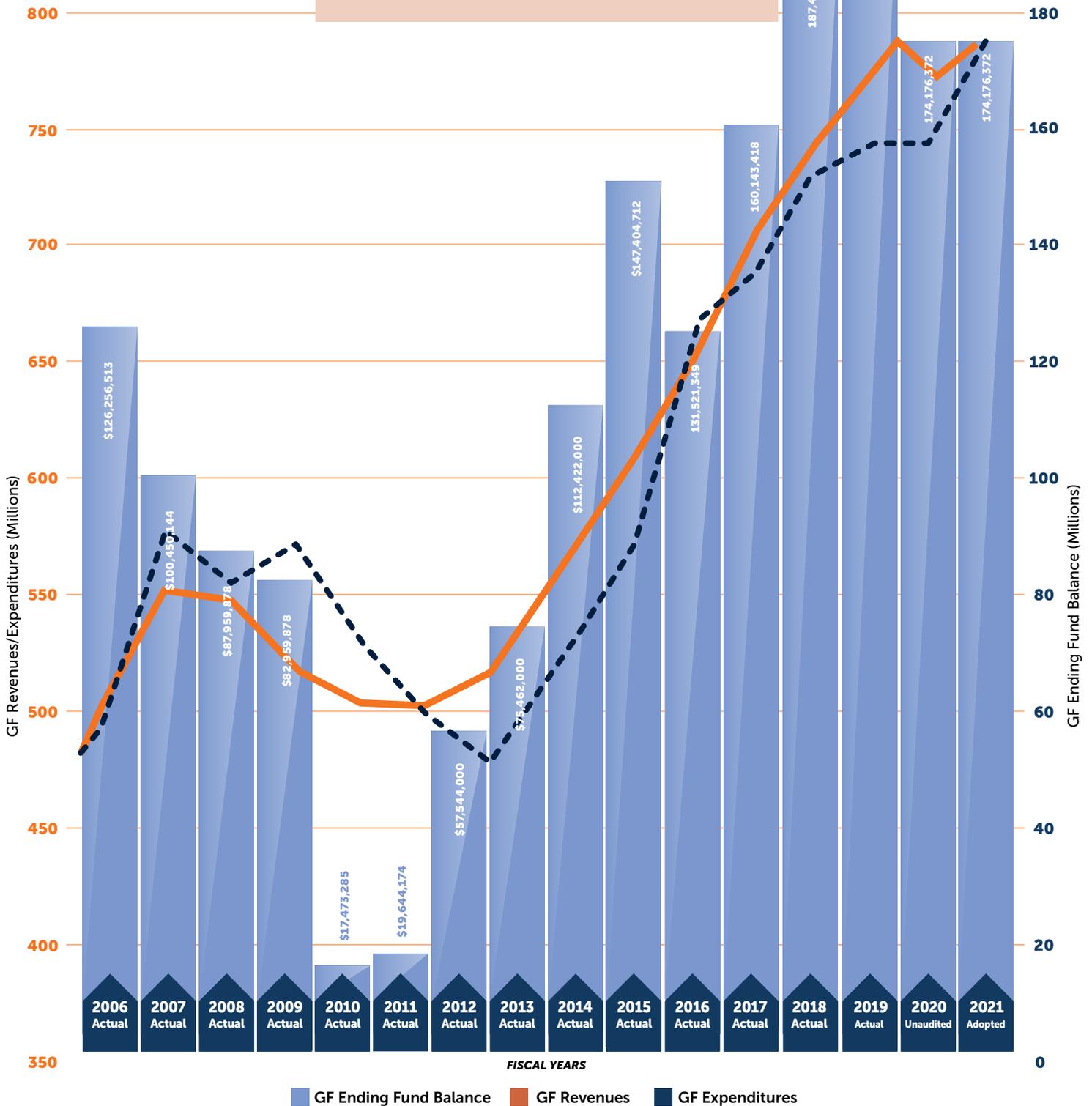


TAX ROLL AND MILLAGE HISTORY

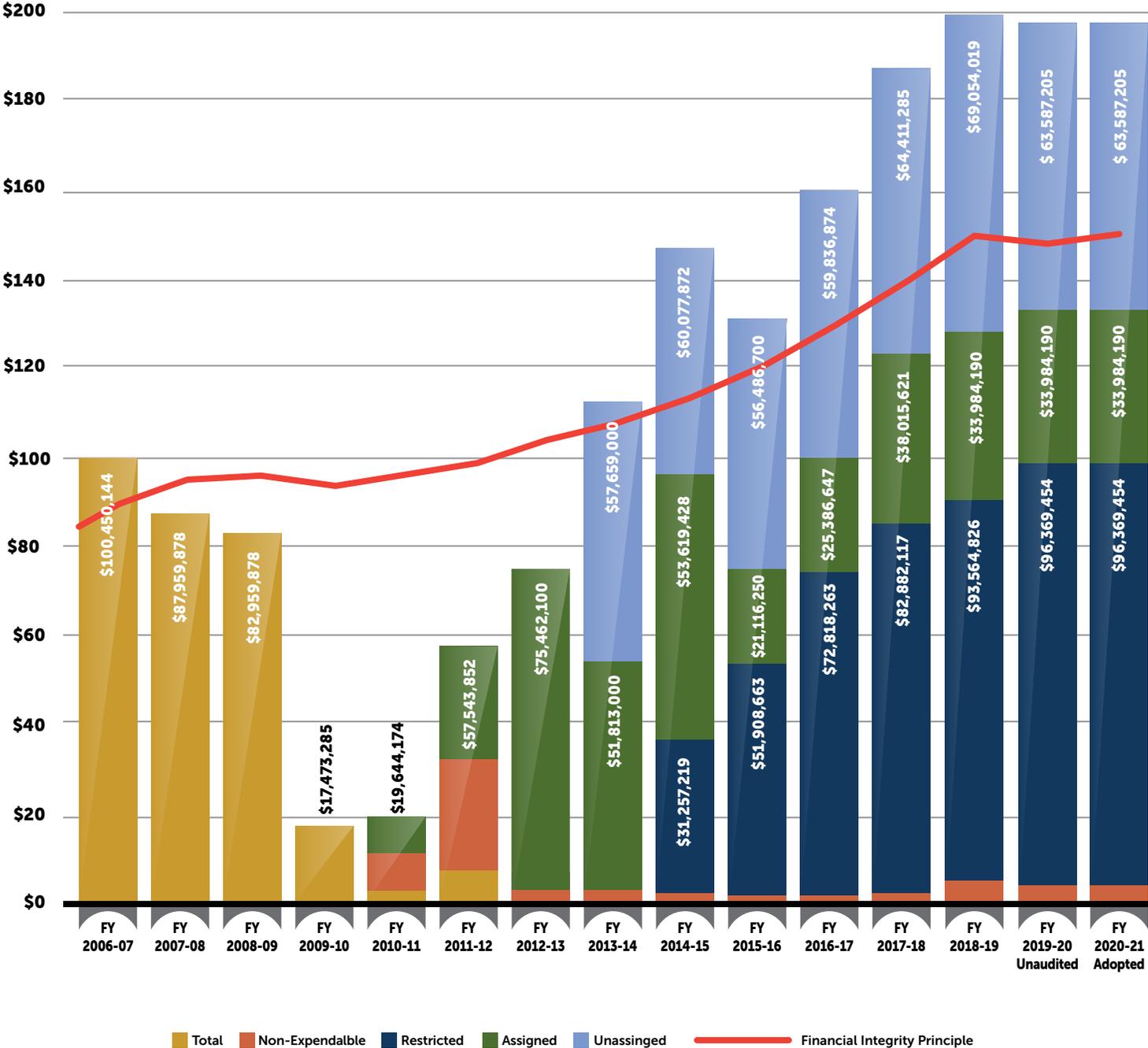
**Net Assessed Valuation of Taxable Property
and Total City Millage Rate**



Revenues, Expenditures, and General Fund Ending Balance

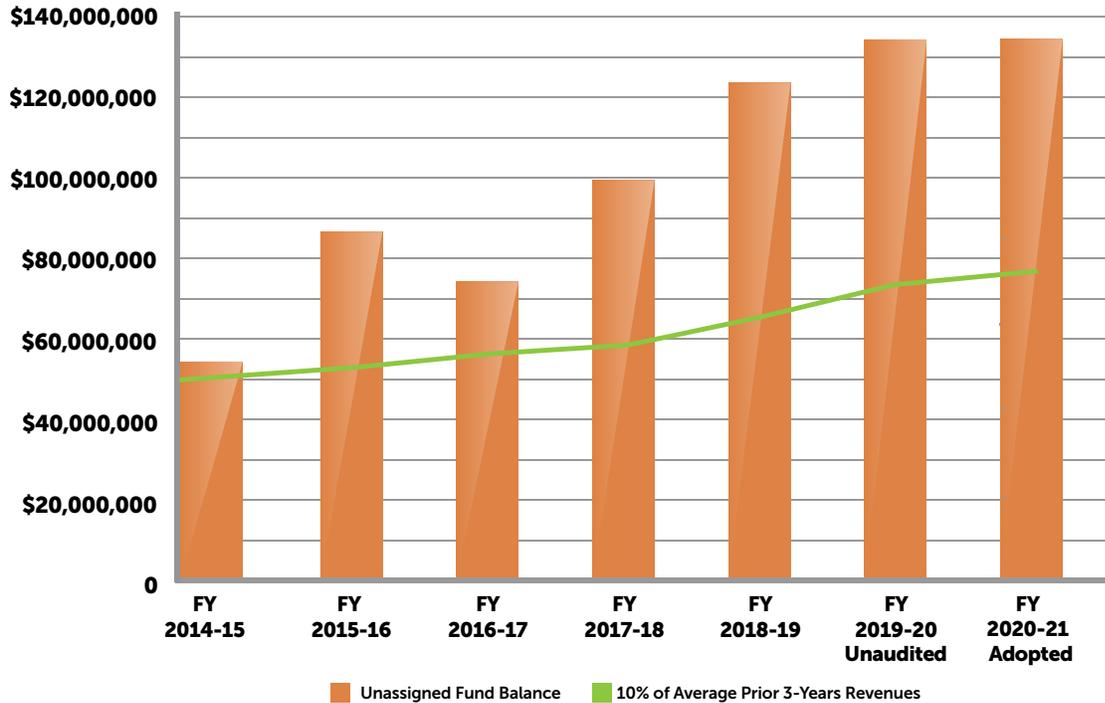


GENERAL FUND BALANCE HISTORY

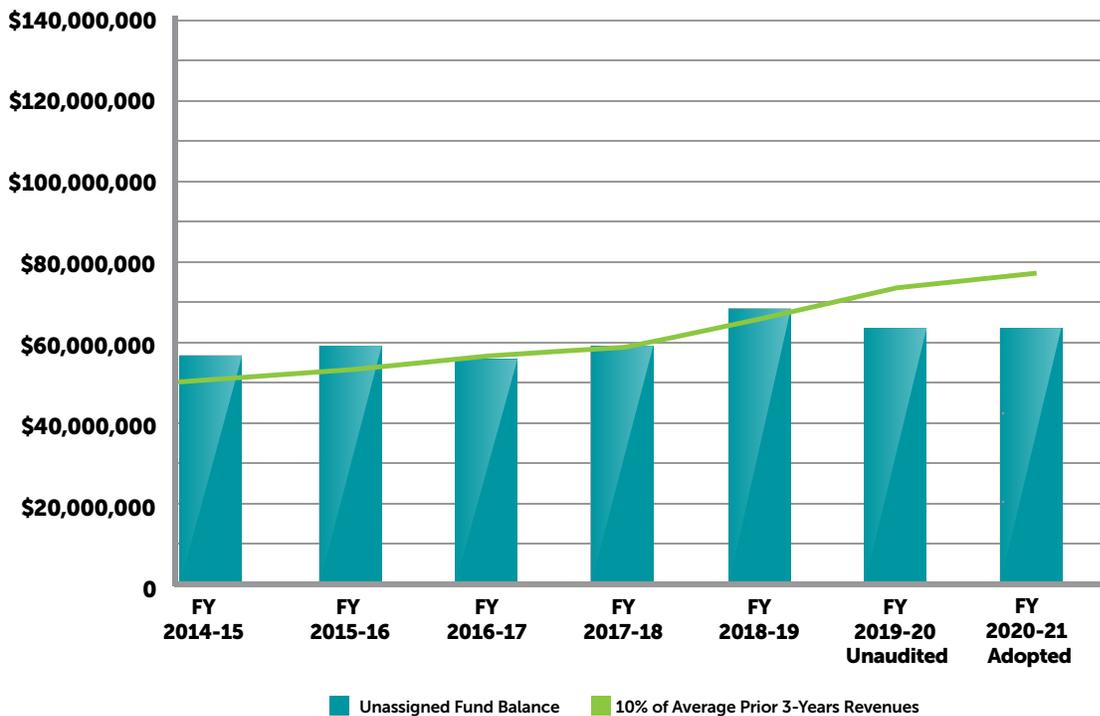


DESIGNATED AND UNASSIGNED FUND BALANCE HISTORIES

General Fund Designated Fund Balance Reserves



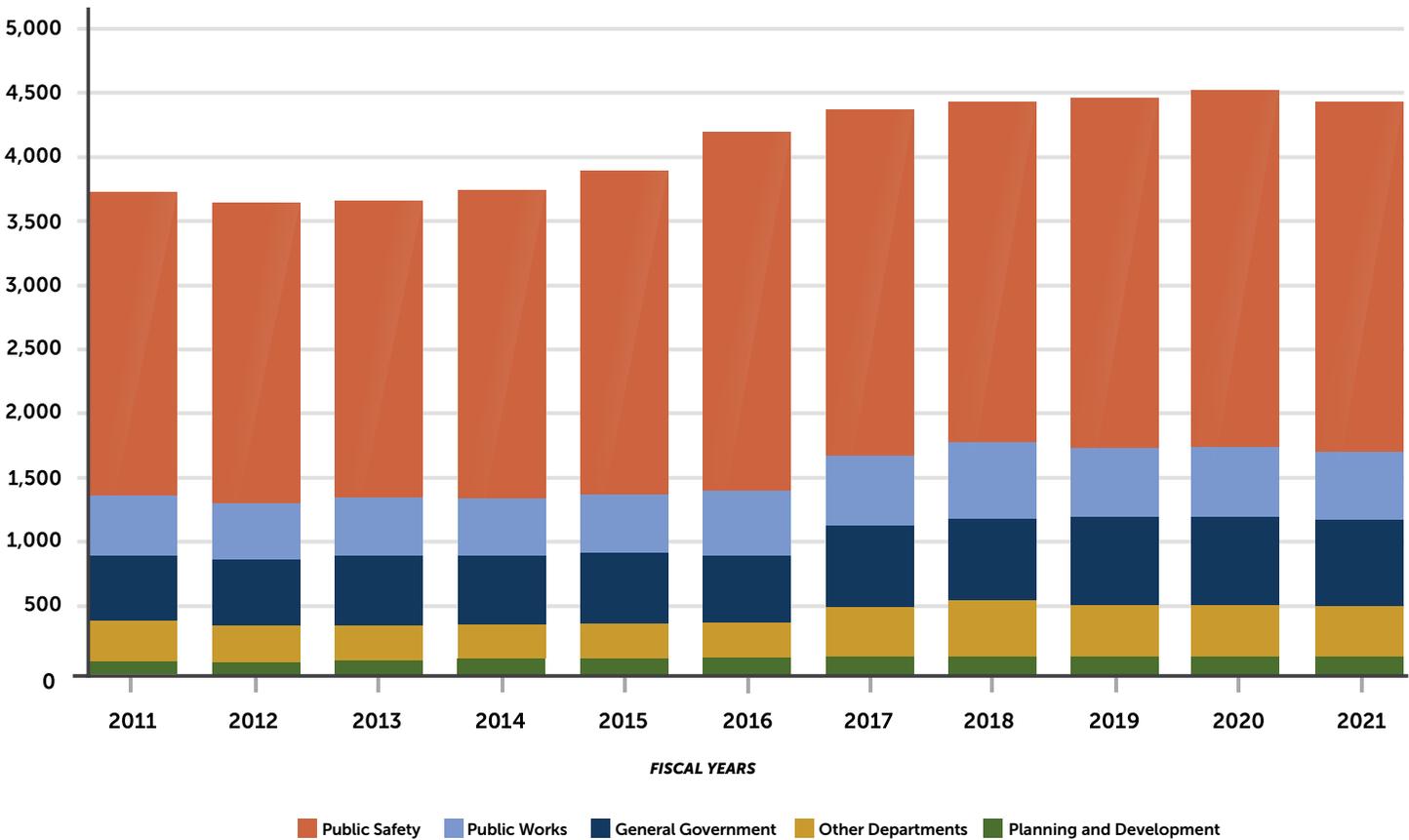
General Fund Unassigned Fund Balance Reserves



FULL TIME EMPLOYEES

2011
to
2021

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Public Safety	2,383	2,282	2,286	2,338	2,447	2,548	2,580	2,599	2,648	2,692	2,556
Public Works	442	442	443	452	506	517	573	572	583	591	609
General Government	507	533	540	538	519	608	622	654	618	634	612
Other Departments	283	262	263	273	275	368	419	418	408	415	397
Planning and Development	101	111	124	126	135	138	152	169	179	185	196
Non-Departmental Accounts	0	0	0	0	0	0	0	0	0	6	11
TOTAL	3,716	3,630	3,656	3,727	3,882	4,179	4,346	4,412	4,436	4,523	4,381

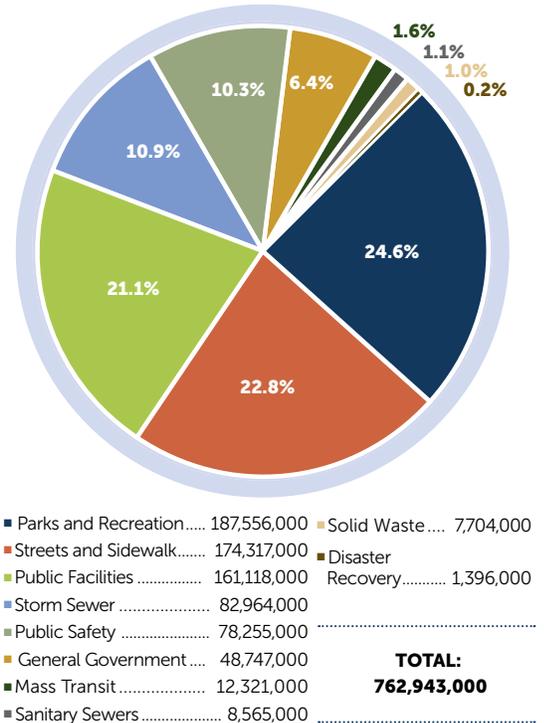


CAPITAL OVERVIEW

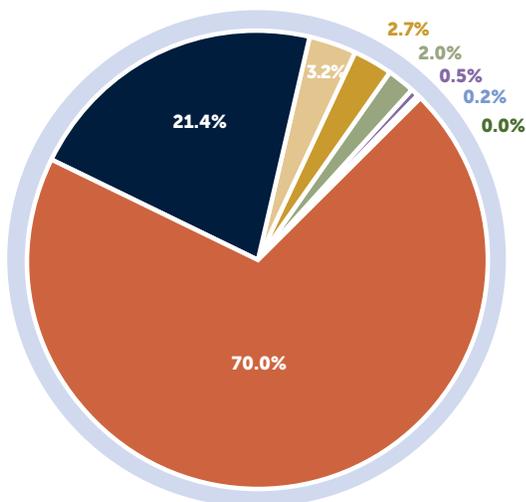
Summary by Department

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

Summary by Program Fund

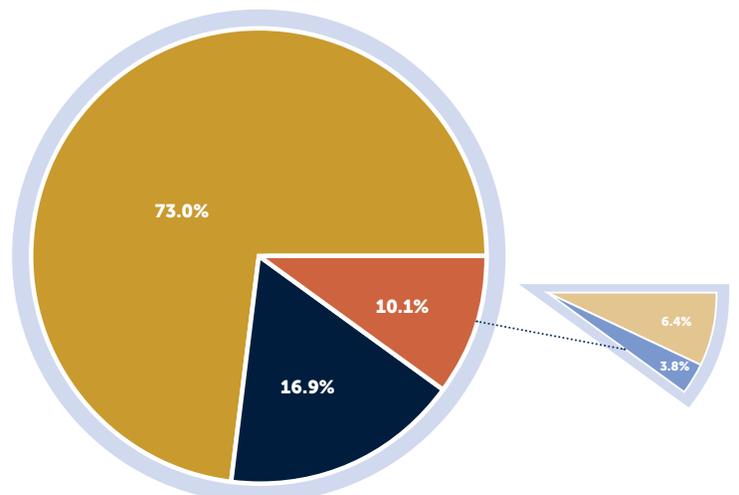


Summary by Funding Source



City Funds.....	532,800,000	Federal.....	15,220,000
City Debt Proceeds.....	162,927,000	Donation.....	3,513,000
State.....	24,685,000	Private/Other.....	1,772,000
Miami-Dade County.....	20,701,000	Other Local Units.....	1,325,000
TOTAL: 762,943,000			

Summary of Funding Status



Funded.....	555,569,000	Partially Funded Allocated.....	207,374,000
Partially Funded.....	330,780,000	Partially Funded Shortfall.....	123,406,000
Unfunded.....	2,398,472,000		
TOTAL: 3,284,821,000			

CITY PROFILE

Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.1; Water 19.8)

Source (a): City of Miami Planning Department

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
2005	361,701	\$25,211	39.1	3.2%
2006	358,091	\$27,088	39.2	2.8%
2007	348,827	\$29,075	39.9	3.1%
2008	343,142	\$28,333	41.2	4.8%
2009	433,143	\$28,999	38.8	10.4%
2010	399,457	\$27,291	37.7	11.1%
2011	412,438*	\$30,270	39.1	9.4%
2012	416,917*	\$28,301	39.2	8.3%
2013	421,363*	\$30,375	39.0	7.6%
2014	430,332*	\$30,858	39.1	6.8%
2015	441,003*	\$31,051	39.4	4.8%
2016	456,089	\$31,642	39.7	4.4%
2017	463,347	\$33,999	40.1	3.7%
2018	470,914	\$33,999	40.0	4.0%
2019	470,911	\$36,638	40.5	4.3%

Source (a): Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2019 (2019 Population Estimates)

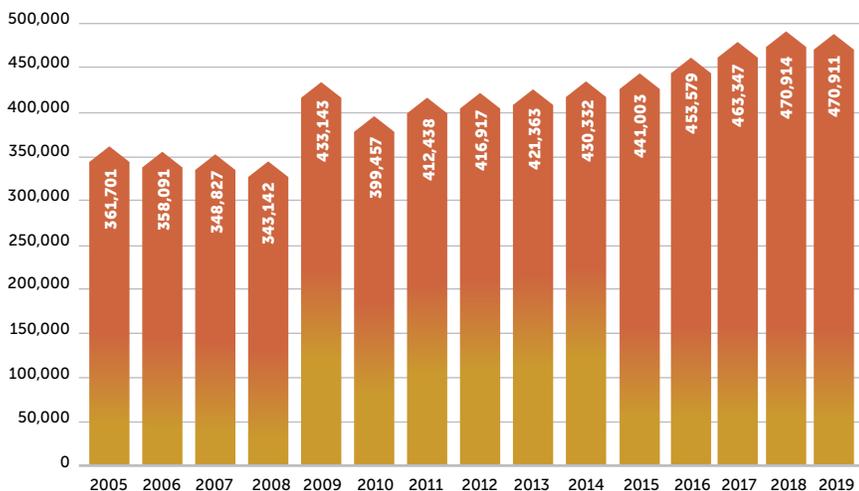
* Source: Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Source: (b): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Source: (c): 2018 American Community Survey 1-Year Estimates

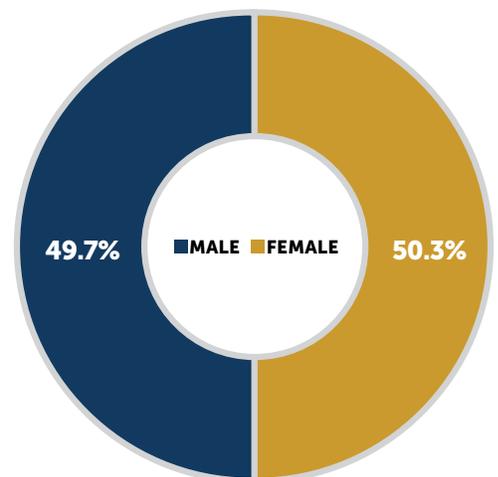
Source: (d): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

City Population Trend



Source (a): Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Sex



Source: American Community Survey; 2018: ACS 5-Year Estimates Data Profiles; data.census.gov



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



ADOPTED
**BUDGET
IN BRIEF**

FISCAL YEAR 2020-21

*Serving, enhancing, and
transforming our community*