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PROPOSED OPERATING BUDGET

FISCAL YEAR 2021-22

Serving, enhancing, and transforming our community

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FROM THE MAYOR

Fellow Residents and Honorable Commissioners:

I am pleased to present the proposed Operating Budget and Multi-Year Capital Plan for the fiscal year 2021-22 beginning October 1, 2021. This budget acknowledges the past year of uncertainty and hardships, prioritizes our residents, and prepares us for the opportunities of the future. This budget does not raise taxes or fees, does not reduce City services and does not balance our costs on our employees or our residents. Instead, it restores government services to pre-COVID levels and adds new public safety and building department positions. It is a budget that we can all support, adopt, and implement to build a better Miami.

I want to assure our residents and taxpayers that we are not raising the property tax rate or the household waste collection fee. Your families and businesses have sacrificed enough over the past year without your local government adding to your burden. Above all, we are here to help you and to serve you.

For business owners, we continue to move our city services online and to increase the speed at which you can access those city services by simplifying and computerizing our permitting functions to save you time and costs.

For the employees of the City of Miami, we believe that we can build on our new opportunities and we can overcome this past year of hardship together by moving toward a better future.

Our city is the Magic City because of our people, our tenacity, and our dreams. Our city was built by mavericks, immigrants and innovators. They overcame incredible hardships, burdens and challenges; **and now, we will do the same**.

In service,

Francis X. Suarez

FROM THE CITY MANAGER

The past year-plus presented challenges to our community unlike any that we have experienced before. The COVID-19 coronavirus pandemic left a lasting and painful human toll and it forced our global economy to a near halt in the process. Now, as we slowly begin to regain a sense of normalcy in our lives and the local economy comes back to life, we are cautiously optimistic that brighter days are ahead for our Miami community.

As we look to the City of Miami's proposed budget plan for FY 2021-22, our financial future also appears brighter. The leadership of our Mayor and City Commissioners has been instrumental in navigating us through the challenges of the past 16 months and positioning our organization and the community we serve to recover more quickly. Accordingly, our proposed budget for the coming fiscal year reflects the rebounding economy but is also shaped by the ongoing economic effects of COVID-19 on our residents and on our government's bottom line.

In a welcome change from our previous budget, the City's proposed spending plan for the coming fiscal year does not anticipate any service cuts or city employee layoffs; rather, it includes the restoration of key city services impacted by COVID-19 and the addition of new public safety positions to safeguard our community. Furthermore, this year's proposed budget keeps the property tax rate flat, ensuring the City does not place an undue financial burden on our residents and business owners at a time when so many are still facing financial challenges.

To that end, the City of Miami Proposed FY 2021-22 budget is balanced with:

- No property tax rate increases on our residents and businesses
- No reductions in City services and restoration of impacted services to pre-COVID levels
- Funding for 16 new sworn police officer positions
- Funding for 13 new Fire-Rescue positions and a new station
- Funding for 41 new Building Department positions
- No layoffs of City employees

For a "big picture" look at the proposed budget, I encourage you to review the graphs on pages 12-23 together with the General Fund Overview on page 56. Also, take a moment to review the Personnel Overview on page 88 to learn about the proposed addition of new personnel in several City departments.

FROM THE CITY MANAGER

Looking beyond the big picture, I'm pleased to share some of the highlights of our proposed spending plan, details of which can be found throughout this document. Our proposed budget includes $2.3 million for an Anti-Litter Program to help curtail illegal dumping and keep our streets clean – including Illegal Dumping Tips Reward money. To keep residents and visitors safe, we have included funding for 16 new sworn police officers and 13 new Fire-Rescue personnel. Our Building Department, which ensures that all structures in our city are properly constructed and maintained, would add 41 new positions under this proposal.

As in past years, we will continue to invest in forward thinking resilience measures, affordable housing, and assistance for our residents in greatest need. Likewise, we continue to offer financial assistance to residents and local businesses directly affected by the COVID-19 pandemic, including rental assistance, mortgage assistance and small business support.

In the months ahead, I look forward to sharing further details of our budget proposal for FY 2021-22 with our residents, local stakeholders and our elected officials. Together, we will work toward adopting a balanced budget that meets the needs of the residents we serve and keeps our Magic City on a steady path to recovery and prosperity.

Warmest Regards,

Art Noriega, V

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami
Florida

For the Fiscal Year Beginning

October 1, 2020

Christopher P. Morrill

Executive Director

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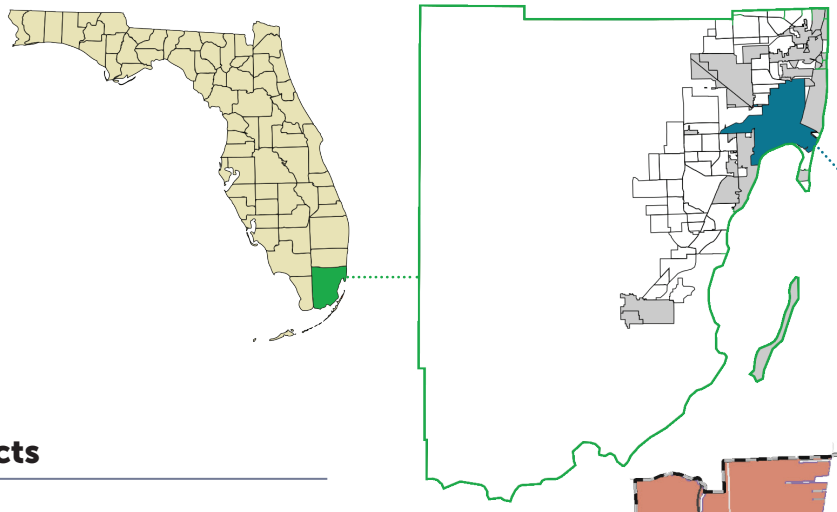
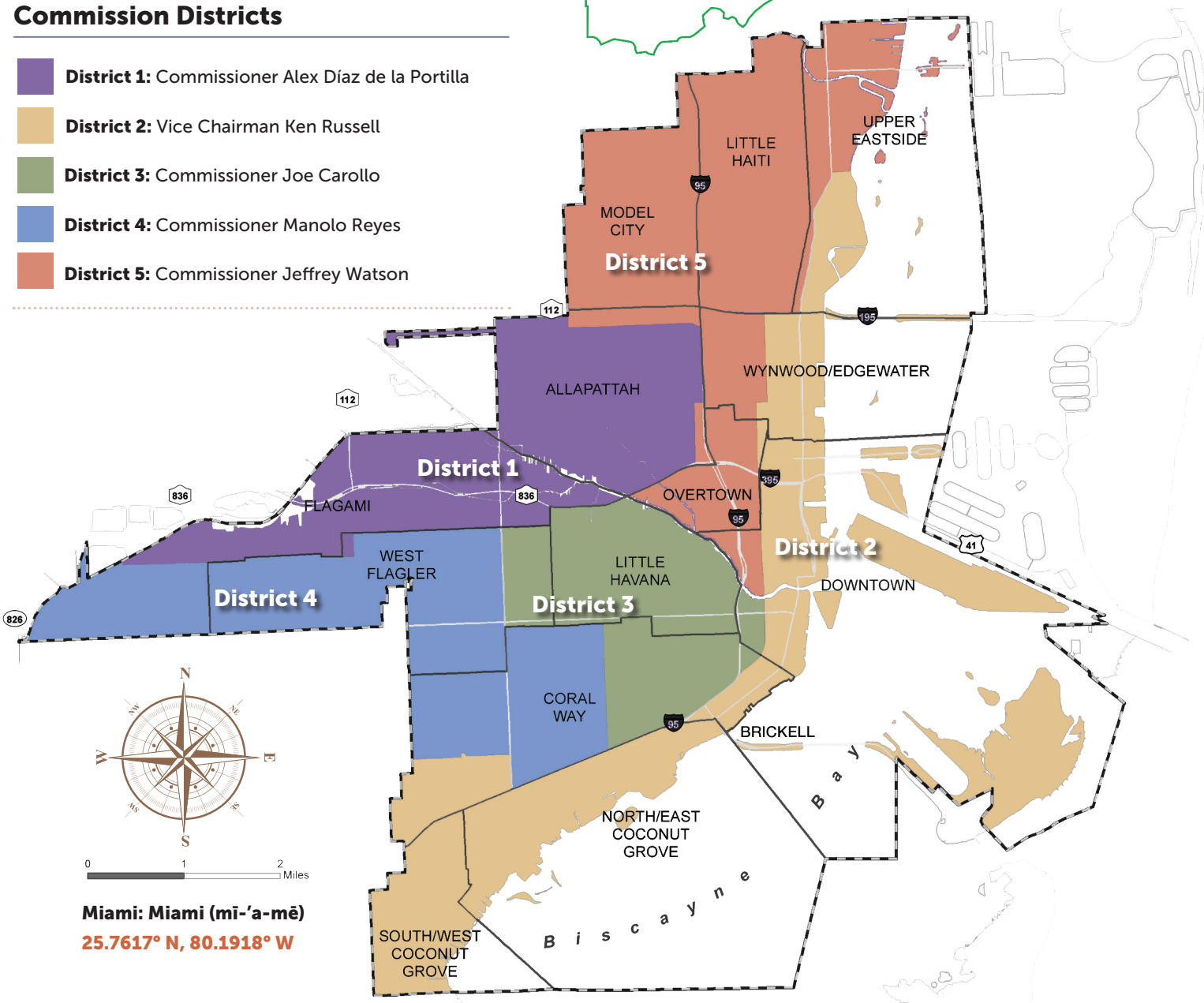
CITY COMMISSION DISTRICTS



Commission Districts

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



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

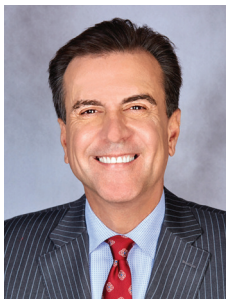
The City of Miami is committed to elevating the quality of life of its residents by improving public safety, housing, mobility, diverse shared spaces that foster community, an efficient and transparent government.

VALUES

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

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

Ken Russell
Commissioner - District 2
Vice-Chairman
(305) 250-5333
krussell@miamigov.com



Alex Díaz de la Portilla
Commissioner - District 1
(305) 250-5430
adiazdelaportilla@miamigov.com

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

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

Jeffrey Watson
Commissioner - District 5
(305) 250-5390
jwatson@miamigov.com

APPOINTED OFFICIALS

Arthur Noriega, V
City Manager

Victoria Méndez
City Attorney

Todd B. Hannon
City Clerk

Theodore Guba
Auditor General

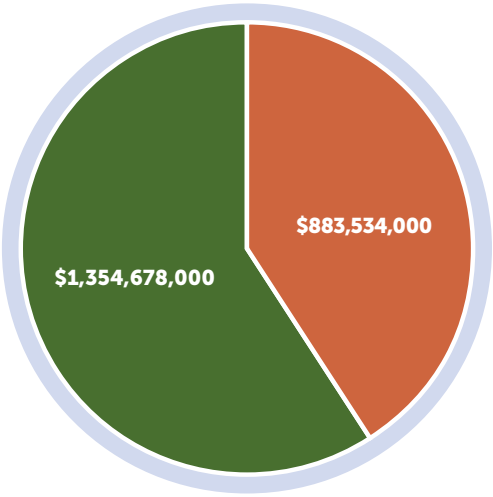
FY 2021-22

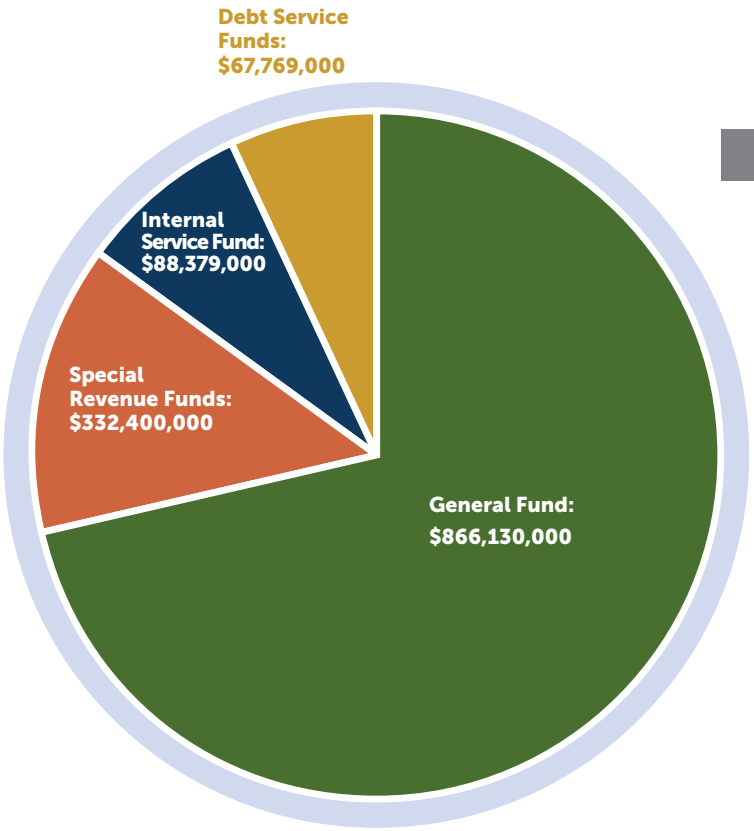
BUDGET OVERVIEW

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

The City's Proposed **Operating** Budget for FY 2021-22: **$1,354,678,000**

The City's Proposed **Capital** Budget for FY 2021-22: **$883,534,000** with **$40,685,000** newly appropriated.





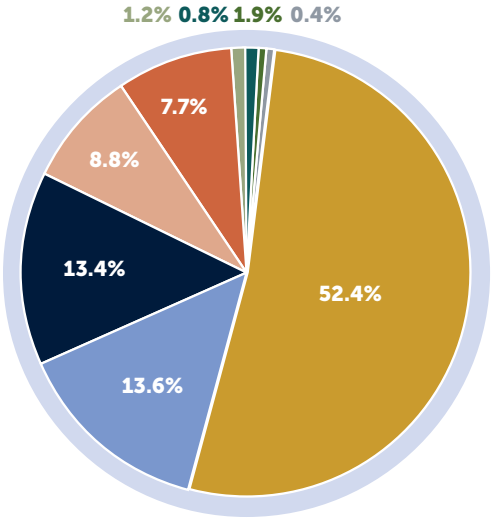
FY 2021-22 Proposed Operating Budget

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

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

REVENUES AND EXPENDITURES

PROPOSED BUDGET

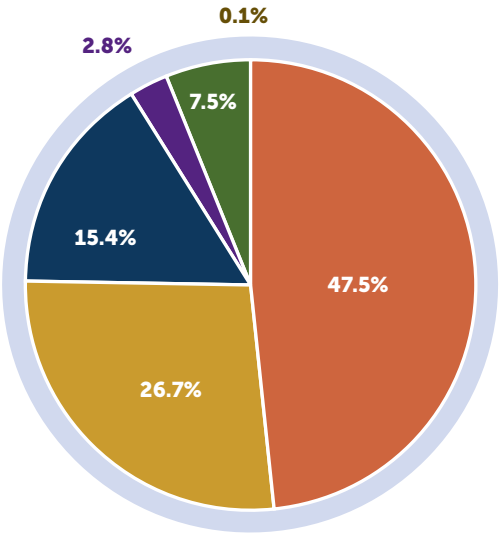


Where the Money Comes From:

General Fund Revenue Sources Total: $866,130,000

- **Property Taxes** • $453.8million • **52.4%**
- **Franchise Fees and Other Taxes** • $117.8 million • **13.6%**
- **Charges for Services** • $115.8 million • **13.4%**
- **Intergovernmental Revenues** • $75.8 million • **8.8%**
- **Licenses and Permits** • $66.5 million • **7.7%**
- **Other Revenues (Inflows)** • $10.2 million • **1.2%**
- **Fines and Forfeitures** • $7.2 million • **0.8%**
- **Transfers-In** • $16.0 million • **1.9%**
- **Interest** • $3.1 million • **0.4%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 52.4% of total General Fund revenues and represents the largest source of funding for general operations.

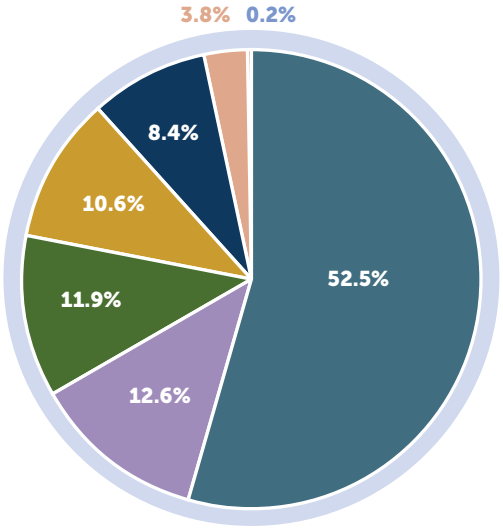


Where the Money Goes:

Expenditures by Category

- **Salaries and Wages** • $411.4 million • **47.5%**
- **Employee Benefits** • $230.9 million • **26.7%**
- **Operating Expenses** • $133.7 million • **15.4%**
- **Non-Operating Expenses** •$24.6 million • **2.8%**
- **Capital Outlay** •$0.1 million • **0.1%**
- **Transfer-Out** • $64.6 million • **7.5%**
  - *Transfer to Capital • $30.6 million*
  - *Transfer to Special Revenue • $4.6 million*
  - *Transfer to Debt Service • $26.4 million*
  - *Transfer to Cost Allocation • $889,000*
  - *Transfer to Transportation Trust Fund • $2.1 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** • $454.3 million • **52.5%**
- **Non-Departmental Accounts** • $109.4 million • **12.6%**
- **Public Works** • $103.2 million • **11.9%**
- **General Government** • $91.9 million • **10.6%**
- **Other Departments** • $72.9 million • **8.4%**
- **Planning and Development** • $32.7 million • **3.8%**
- **Housing and Community Development** • $1.7 million • **0.2%**

More than half of **General Fund spending** is allocated to the provision of public safety services. The Police Department and the Fire-Rescue Department together comprise 52.5% of the General Fund expenditure budget.

CITY ORGANIZATION

CITY COMMISSION

Vice-Chairman:
Ken Russell
District 2

Commissioner:
Alex Díaz de la Portilla
District 1

Commissioner:
Joe Carollo
District 3

Commissioner:
Manolo Reyes
District 4

Commissioner:
Jeffrey Watson
District 5

Executive Mayor
Francis X. Suarez

Chief Administrator / City Manager
Arthur Noriega, V

City Attorney
Victoria Méndez

City Clerk
Todd B. Hannon

Independent Auditor General
Theodore Guba, CPA

Assistant City Manager
Chief Financial Officer
Fernando Casamayor

- **Finance** — Erica T. Paschal-Darling, CPA
- **Grants Administration** — Lillian P. Blondet
- **Housing and Community Development** — George Mensah
- **Management and Budget** — Leon Michel (Interim Director)
- **Procurement** — Annie Perez, CPPO
- **Risk Management** — Ann-Marie Sharpe, ARMP, CPPT
- **Real Estate and Asset Management** — Suzanne Hollander, Esq.

Assistant City Manager
Chief of Operations
Natasha Colebrook-Williams

- **Code Compliance** — Eric Nemons, JD, MBA (Interim Director)
- **General Services Administration** — Jennifer Ramirez
- **Human Services** — William Porro
- **Innovation and Technology** — Michael Sarasti
- **Parks and Recreation** — Barbara Hernandez
- **Solid Waste** — Wade Sanders

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

- **Building** — Asael Marrero, RA, AIA
- **Capital Improvements** — Angel Carrasquillo, PE
- **Planning** — Cesar Garcia-Pons, AICP
- **Resilience and Public Works** — Alan M. Dodd, PE
- **Zoning** — Daniel Goldberg, Esq.

- **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** — Art Acevedo

- **Coconut Grove BID** — Cynthia Seymour
- **Downtown Development Authority** — Christina Crespi
- **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** — Alejandra Argudin
- **Virginia Key Beach Park Trust** — Guy Forchion

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

GENERAL FUND BUDGET BY DEPARTMENT

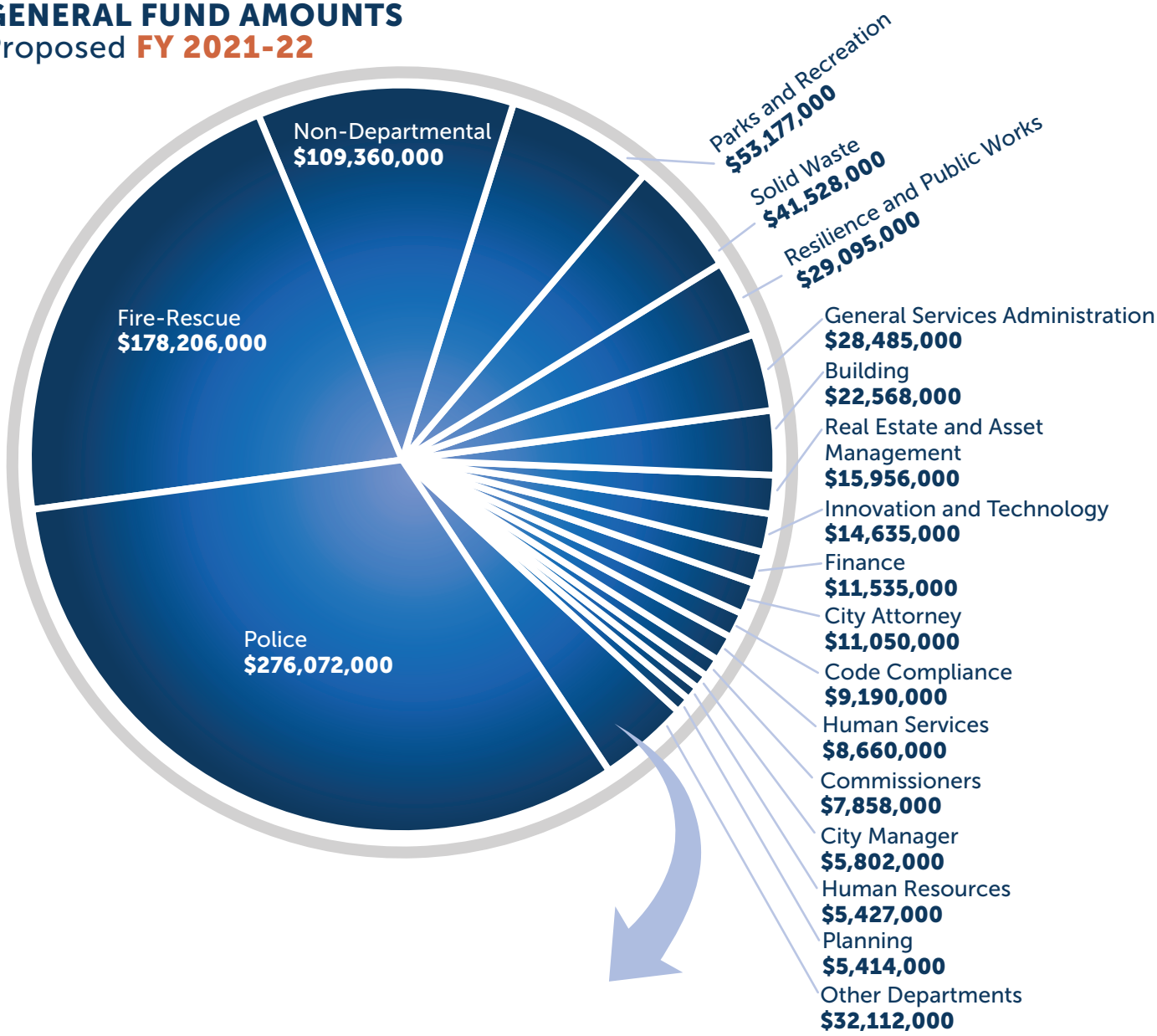
	FY 2020-21 Adopted BUDGET	FY 2021-22 Proposed BUDGET	FY 2020-21 Adopted POSITIONS	FY 2021-22 Proposed POSITIONS
Public Safety				
Fire-Rescue	$173,861,000	$178,206,000	884	900
Police	$266,173,000	$276,072,000	1672	1752
Public Works				
Capital Improvements	$4,410,000	$4,115,000	52	53
General Services Administration	$27,735,000	$28,485,000	140	140
Resilience and Public Works	$28,473,000	$29,095,000	154	154
Solid Waste	$37,139,000	$41,528,000	263	276
General Government				
Agenda Coordination	$379,000	$404,000	3	3
City Attorney	$10,366,000	$11,050,000	60	60
City Clerk	$2,009,000	$2,031,000	12	12
City Manager	$2,781,000	$5,802,000	13	24
Civil Service	$547,000	$571,000	3	3
Code Compliance	$8,716,000	$9,190,000	71	75
Commissioners	$7,042,000	$7,858,000	89	89
Communications	$1,702,000	$1,750,000	11	11
Equal Opportunity and Diversity Programs	$537,000	$572,000	3	3
Finance	$11,000,000	$11,535,000	68	68
Grants Administration	$1,634,000	$1,761,000	9	9
Human Resources	$5,075,000	$5,427,000	34	35
Human Services	$6,744,000	$8,660,000	88	87
Independent Auditor General	$1,334,000	$1,602,000	9	9
Innovation and Technology	$13,936,000	$14,635,000	82	82
Management and Budget	$3,321,000	$3,293,000	19	20
Mayor	$2,309,000	$2,636,000	18	18
Neighborhood Enhancement Team (NET)	$399,000	0	0	0
Procurement	$2,949,000	$3,161,000	20	20
Other Departments				
Housing and Community Development	$960,000	$1,734,000	35	35
Parks and Recreation	$51,406,000	$53,177,000	288	288
Real Estate and Asset Management	$13,617,000	$15,956,000	50	50
Risk Management	$3,270,000	$3,773,000	24	24
Planning and Development				
Building	$17,497,000	$22,568,000	128	170
Planning	$5,281,000	$5,414,000	40	41
Zoning	$4,459,000	$4,709,000	28	28
Non-Departmental Accounts	$99,900,000	$109,360,000	11	11
TOTAL	**$816,961,000**	**$866,130,000**	**4,381**	**4,550**

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

CITY OF MIAMI

OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS
Proposed **FY 2021-22**



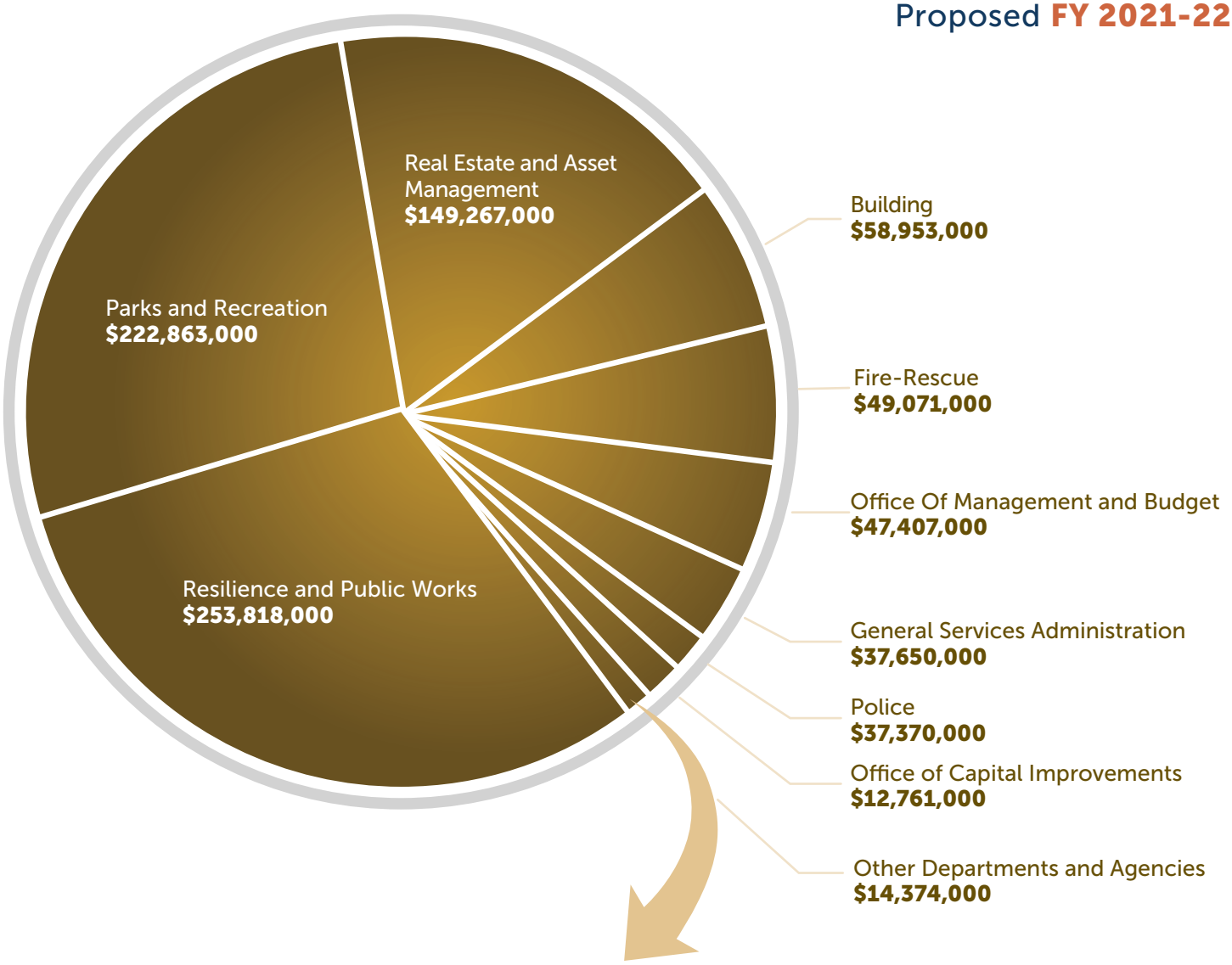
Departments with Operating Budgets less than $5 million

Zoning	$4,709,000	Grants Administration	$1,761,000
Capital Improvements	$4,115,000	Communications	$1,750,000
Risk Management	$3,773,000	Housing and Community Development	$1,734,000
Management and Budget	$3,293,000	Independent Auditor General	$1,602,000
Procurement	$3,161,000	Equal Opportunity and Diversity Programs	$572,000
Mayor	$2,636,000	Civil Service	$571,000
City Clerk	$2,031,000	Agenda Coordination	$404,000

CITY OF MIAMI

CAPITAL BUDGET

TOTAL SIX-YEAR PLAN
Proposed FY 2021-22

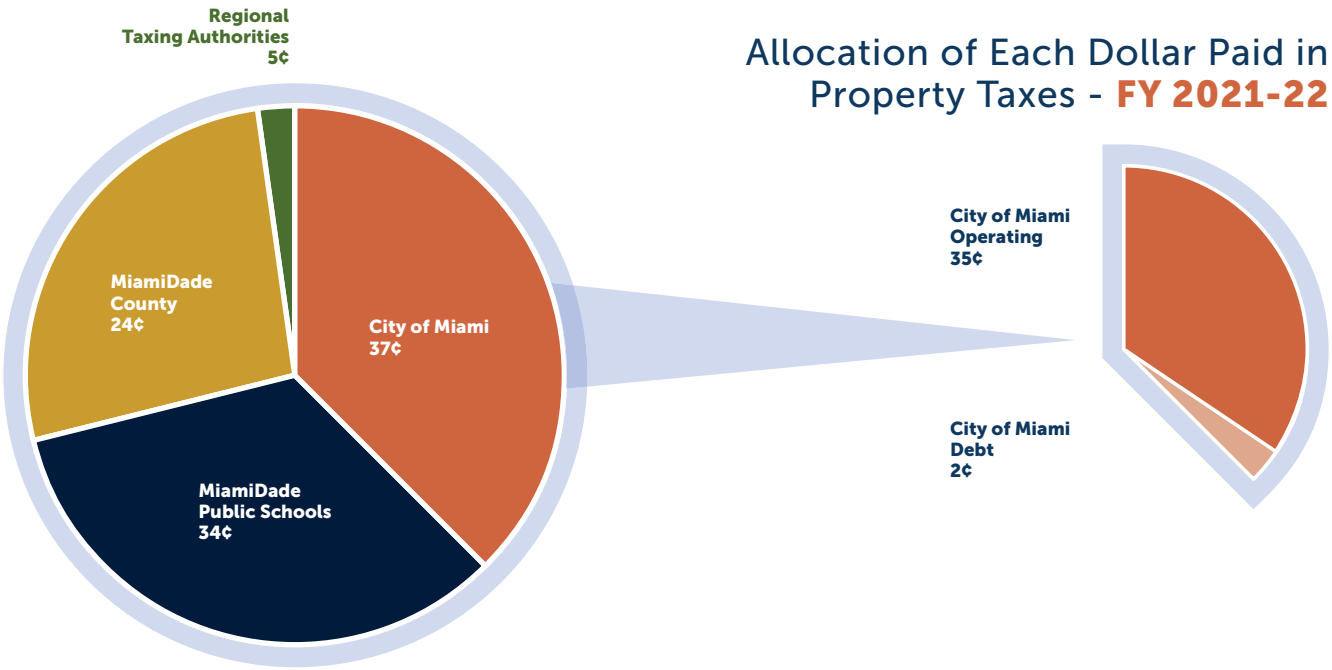


Departments and Agencies with Capital Budgets less than $10 million

Innovation and Technology	$5,465,000
Code Compliance	$2,119,000
Planning	$1,942,000
Risk Management	$1,916,000
Solid Waste	$1,328,000
Downtown Development Authority	$880,000
Finance	$570,000
Human Services	$157,000

YOUR PROPERTY TAX BILL

Allocation of Each Dollar Paid in Property Taxes - FY 2021-22



MILLAGE AND PROPERTY TAX

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

FY 2021-22 TOTAL PROPOSED MILLAGE RATE 7.9900 MILLS
General Operations: 7.6665
General Obligation Debt: .03235

The City's total Proposed property tax rate for FY 2021-22 is 7.9900.

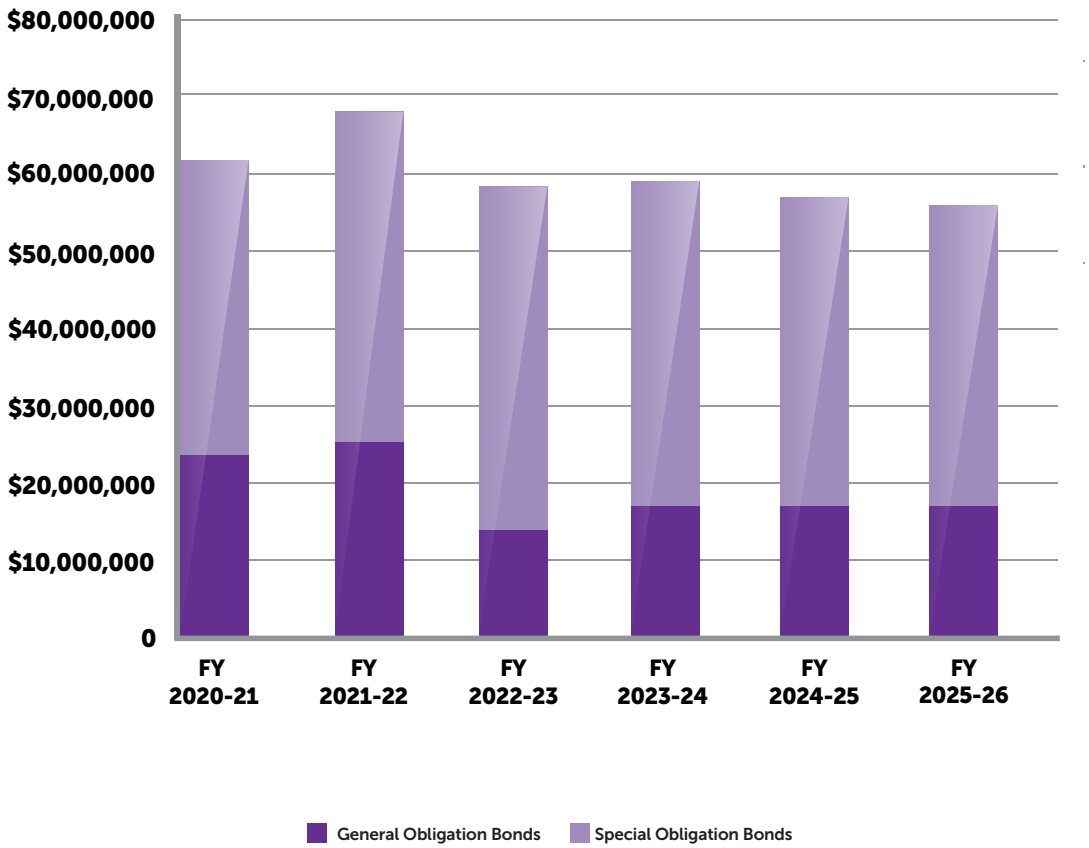
Total Assessed Value		$275,381 *Average Homestead*	$500,000	$1,000,000
FY 2021-22	Taxes **7.9900**	$2,200	$3,995	$7,990
*FY 2020-21	Taxes **7.9900**	$2,093	$3,995	$7,990

*Average Homestead based on $262,005

GENERAL AND SPECIAL OBLIGATION BONDS

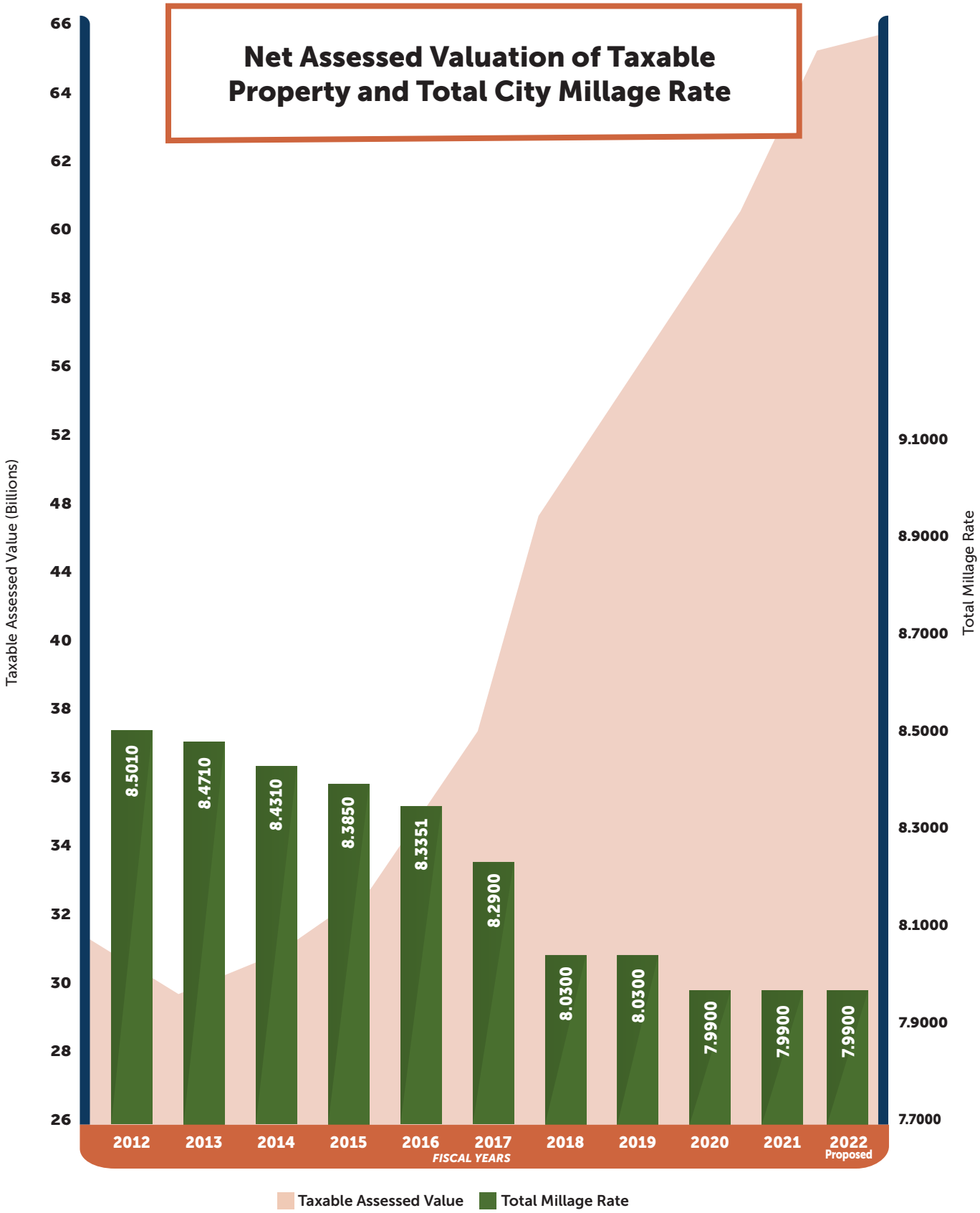
The FY 2021-22 Debt Service Fund Budget is $67.769 million and the projected budget amounts for the FY 2022-23 through FY 2025-26 are as follows:

	FY 2020-21 Budget	FY 2021-22 Budget	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Revenues (Inflows)						
Property Taxes	23,428,000	25,118,000	13,510,000	16,232,000	16,243,000	16,256,000
Transfers-IN/Other Revenues	42,802,000	42,651,000	44,805,000	42,433,000	40,549,000	39,297,000
Total Revenues (Inflows)	**66,230,000**	**67,769,000**	**58,315,000**	**58,665,000**	**56,792,000**	**55,553,000**
Expenditures (Outflows)						
General Obligation Bonds	23,428,000	25,118,000	13,510,000	16,232,000	16,243,000	16,256,000
Special Obligation Bonds	42,802,000	42,651,000	44,805,000	42,433,000	40,549,000	39,297,000
Total Expenditures (Outflows)	**66,230,000**	**67,769,000**	**58,315,000**	**58,665,000**	**56,792,000**	**55,553,000**



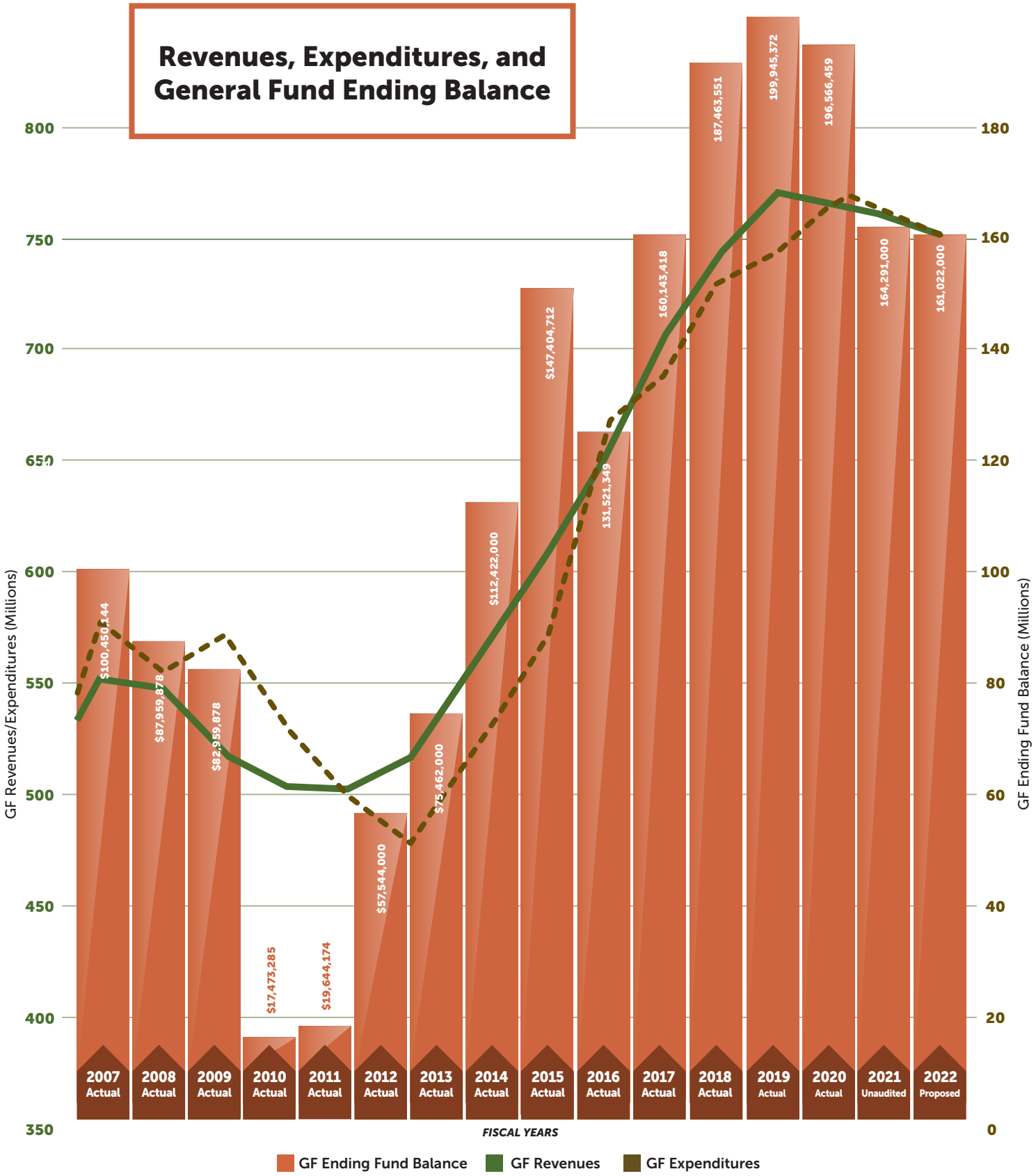
TAX ROLL AND MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance

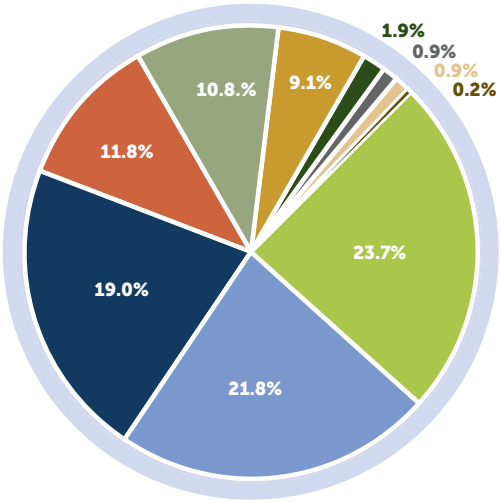


CAPITAL OVERVIEW

Summary by Department/Agency

Name	Total Cost Six-Year Plan	Total Funding Six-Year Plan	Priors Years	Current	Unfunded
Police	$281,305,000	$37,370,000	$25,908,000	$11,462,000	$243,935,000
Resilience and Public Works	$1,983,423,000	$253,818,000	$245,662,000	$8,156,000	$1,729,605,000
Parks and Recreation	$284,226,000	$222,863,000	$216,853,000	$6,010,000	$61,363,000
Real Estate and Asset Management	$199,450,000	$149,267,000	$143,981,000	$5,286,000	$50,183,000
Fire-Rescue	$253,152,000	$49,071,000	$44,448,000	$4,623,000	$204,081,000
Innovation and Technology	$7,465,000	$5,465,000	$4,337,000	$1,128,000	$2,000,000
Management and Budget	$50,897,000	$47,407,000	$46,341,000	$1,066,000	$3,490,000
General Services Administration	$75,865,000	$37,650,000	$36,976,000	$674,000	$38,215,000
Planning	$5,447,000	$1,942,000	$808,000	$1,131,000	$3,508,000
Finance	$570,000	$570,000	-	$570,000	-
Building	$58,953,000	$58,953,000	$58,605,000	$348,000	-
Code Compliance	$2,119,000	$2,119,000	$1,888,000	$231,000	-
Solid Waste	$1,454,000	$1,328,000	$1,328,000	-	$126,000
Human Services	$1,457,000	$157,000	$157,000	-	$1,300,000
Risk Management	$16,916,000	$1,916,000	$1,916,000	-	$15,000,000
Capital Improvements	$95,575,000	$12,761,000	$12,761,000	-	$82,814,000
Downtown Development Authority	$1,602,000	$880,000	$880,000	-	$722,000
Community Redevelopment Agency	$202,750,000	-	-	-	$202,750,000
	$3,522,626,000	**$883,534,000**	**$842,849,000**	**$40,685,000**	**$2,639,092,000**

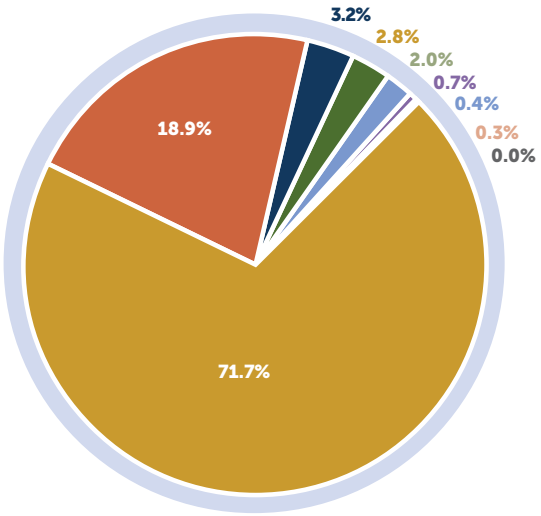
Summary by Program Fund



- Parks and Recreation..... 209,188,000
- Streets and Sidewalk..... 192,569,000
- Public Facilities 167,963,000
- Storm Sewer 104,177,000
- Public Safety 95,539,000
- General Government ... 80,303,000
- Mass Transit 16,579,000
- Sanitary Sewers 8,084,000
- Solid Waste 7,688,000
- Disaster Recovery..... 1,444,000

TOTAL: 883,534,000

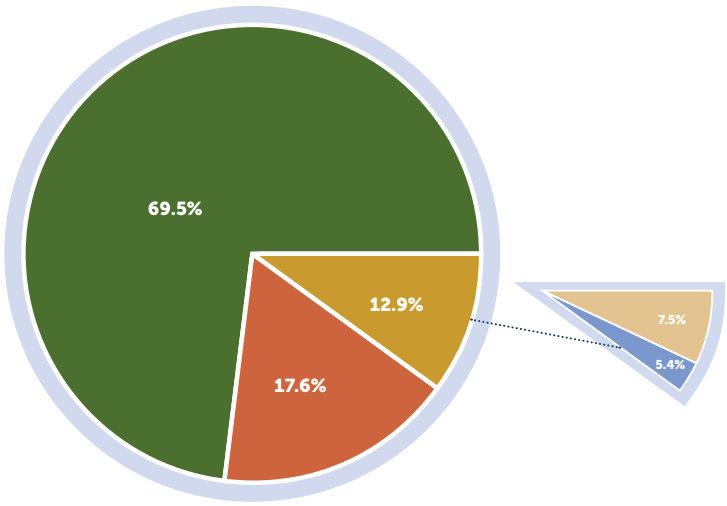
Summary by Funding Source



- City Funds..... 633,759,000
- City Debt Proceeds..... 166,770,000
- State..... 27,993,000
- Miami-Dade County 24,870,000
- Federal..... 17,309,000
- Other Local Units..... 6,052,000
- Donation..... 3,513,000
- Private/Other..... 2,872,000
- Fed. Pass Through County.....$396,000

TOTAL: 883,534,000

Summary of Funding Status



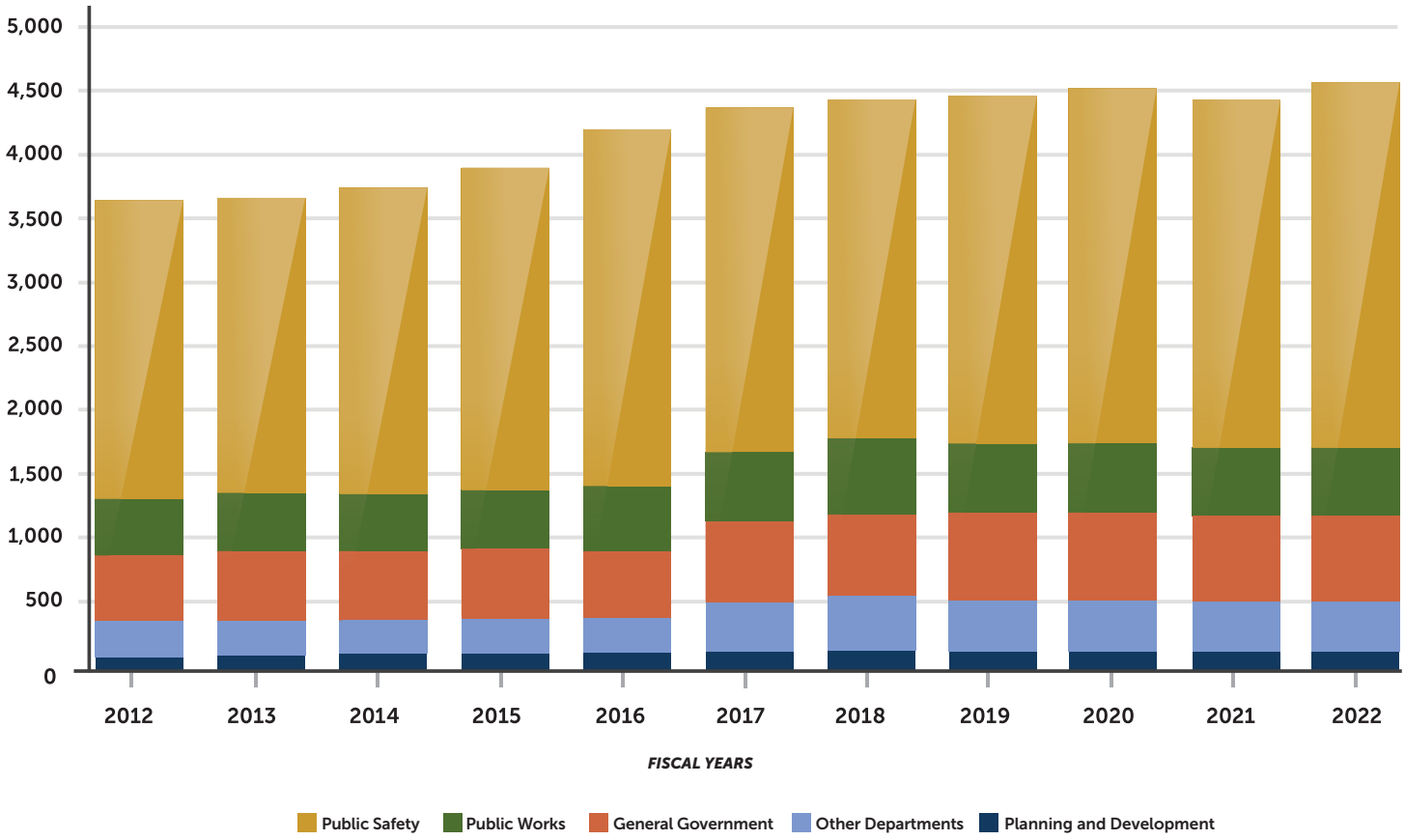
- Funded 620,012,000
- Partially Funded..... 454,653,000
- Unfunded..... 2,447,961,000
- Partially Funded Allocated 263,522,000
- Partially Funded Shortfall 191,131,000

TOTAL: 3,522,626,000

FULL TIME EMPLOYEES

2012 to 2022

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Public Safety	2,282	2,286	2,338	2,447	2,548	2,580	2,599	2,648	2692	2556	2652
Public Works	442	443	452	506	517	573	572	583	591	609	623
General Government	533	540	538	519	608	622	654	618	634	612	628
Other Departments	262	263	273	275	368	419	418	408	415	397	397
Planning and Development	111	124	126	135	138	152	169	179	185	196	239
Non-Departmental Accounts	0	0	0	0	0	0	0	0	6	11	11
TOTAL	**3,630**	**3,656**	**3,727**	**3,882**	**4,179**	**4,346**	**4,412**	**4,436**	**4,523**	**4,381**	**4,550**



HOW TO USE THIS BOOK

GENERAL

Introductory Section

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

Overview Section

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

Department Budgets

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

Appendices

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

DEPARTMENT PAGES

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

Mission Statement

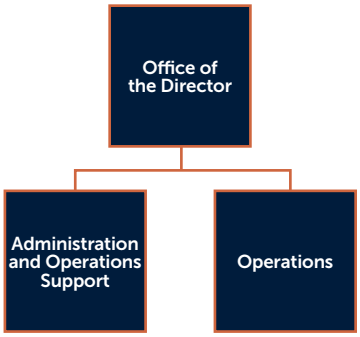
The mission statement defines how the department will work to achieve the vision of the City and addresses why the department is in existence.

Description

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

Table of Organization and Staffing Summary

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



Department Expenditure Summary

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

Department Summary

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

Strategies, Accomplishments, and Budget Highlights

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

Strategic Alignment and Performance Measures

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

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

Expenditure by Object and Fund

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

BUDGET CALENDAR

January and February

- 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

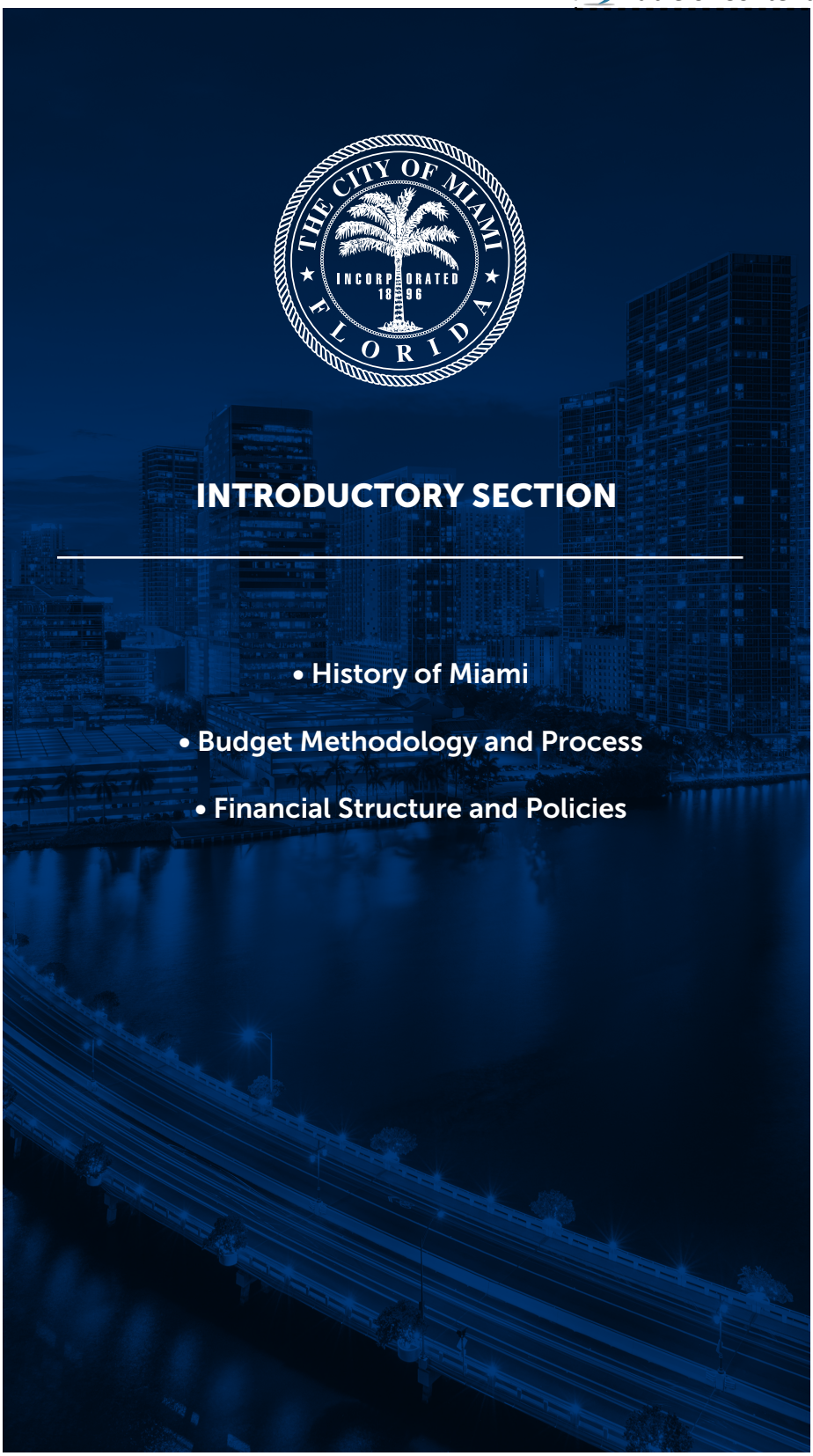
- From mid-May through mid-July, operating and capital budget proposals are finalized, production of the Proposed Budget Books is set in motion, and the Proposed Operating and Capital Budgets are released on or before July 15th.
- The City Commission votes for a proposed millage in late July.
- Community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

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City History

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

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

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

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

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

City History

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

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

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

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

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

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

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

City History

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

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

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

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

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

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

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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. The OMB Director then organizes budget discussion sessions with the departments to review their submissions if it has been determined that further information is needed. This process takes place in March. The 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 the end of June, 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 in mid-July.

Setting the Millage Rate

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

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

Approving the Budget

At the same time, in accordance with the City's Financial Integrity Principals, a Revenue Estimating Conference is assembled to review revenue assumptions and estimates employed at that time by OMB.

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Budget Methodology and Process

Once estimating conference suggestions are reviewed and applied to the budget document, it is presented to the Mayor and City Commission for ultimate ratification and approval by the City Commission in September. The City Commission will tentatively approve the recommended budget in the first public budget hearing in September. It may also make changes to the recommended budget during the first and second public budget hearings. The final adoption of the budget occurs in the second public budget hearing in September.

Monitoring the Budget

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

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

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

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

In meetings scheduled in June, City residents are given an overview of the City's budget and the process of building a proposed budget for the next fiscal year. Residents provide feedback to City staff on what they consider priority needs in their communities. After the proposed budget is released in 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.

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Financial Structure and Policies

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

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

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

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

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

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

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

Financial Management Principles

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

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

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

Financial Structure and Policies

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

Recognizing that some programs are funded by grants or other entities on a reimbursement basis, the City shall apply for such reimbursements on a timely basis to minimize the period that City funds are used as float or loan. In the event float or loan for these reimbursements extend beyond the end of a fiscal year, such reimbursements shall be reflected as receivables in the Comprehensive Annual Financial Report 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 Comprehensive Annual Financial Report. 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 Comprehensive Annual Financial Report will reflect no change in undesignated, unreserved general fund balance. In the event that a Citywide deficit would result before effecting the rollover amounts in any fiscal year, then no rollover amounts shall be available.

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

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

c. Budgeted surpluses of the Department of Real Estate and Asset Management shall be allocated, as of the end of the fiscal year in which such surplus arose, to a public facilities special revenue fund. Allowed expenditures of the public facilities special revenue fund shall be limited to capital improvements for the City's public facilities, subject to appropriation by the City Commission.

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

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

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

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

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

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

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

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

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

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

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

(8) Multi-year Capital Improvement Plan. The City Commission shall annually adopt a Capital Improvement Plan ("CIP") simultaneously with the adoption of the City's final budget pursuant to Section 200.065, Florida Statutes. The CIP shall address cost estimates for all necessary infrastructure improvements needed to support city services, including information technology, with an adequate repair and replacement ("R&R") component. Funded, partially funded, and unfunded projects shall be clearly delineated. The CIP shall be detailed for the current fiscal year and for five additional years and, if practicable, additional required improvements aggregated for two additional five-year periods. To the extent feasible, department heads shall be required to submit independent needs assessments for their departments for use in preparing the CIP. The CIP will be detailed by fund, include recommended project prioritization rankings, identified revenue sources, planned financing options, and unfunded projects. The CIP shall include estimates of the operational impacts produced for the operation of the

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

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

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

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

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

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

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

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

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

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

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

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.

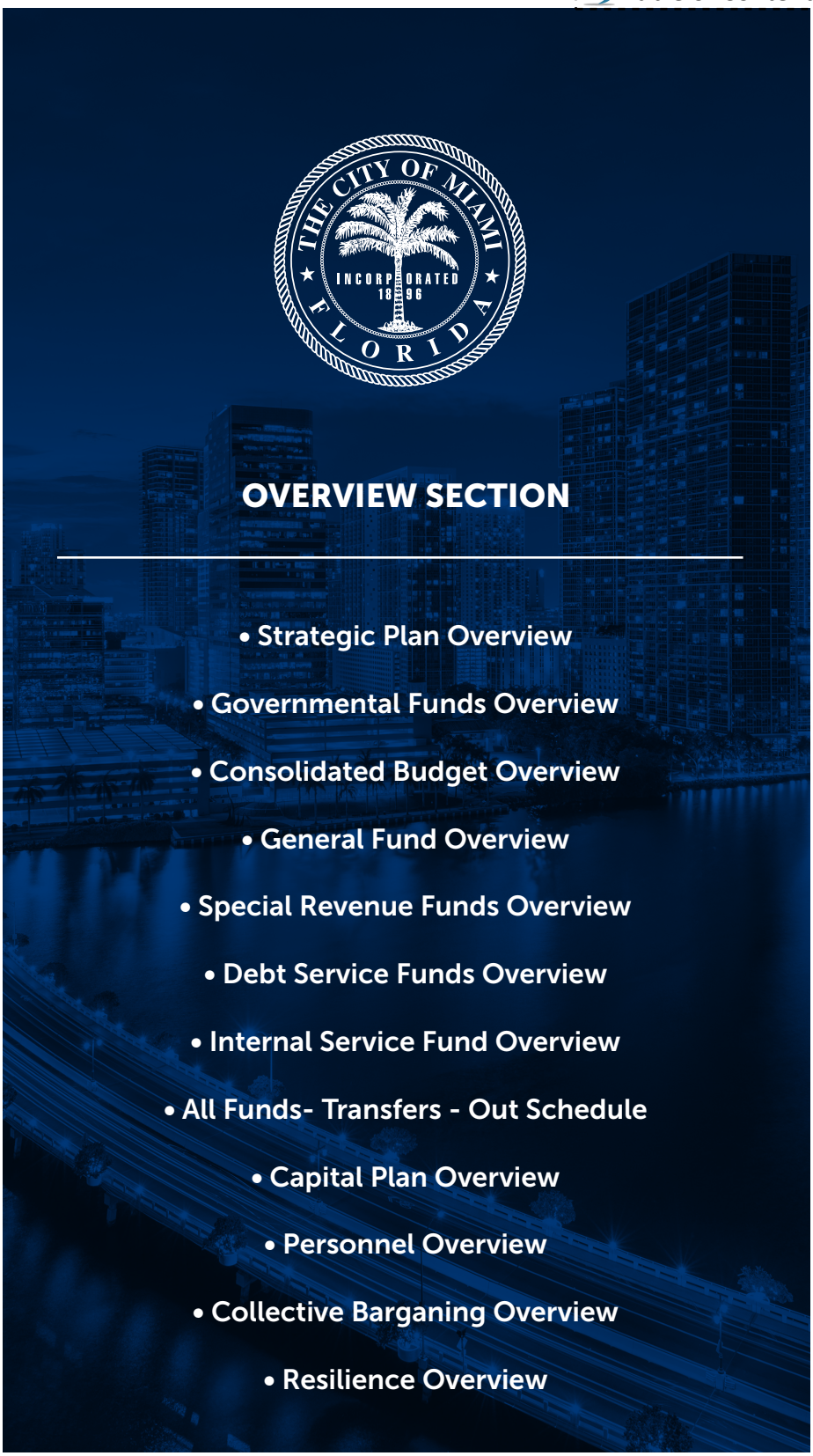
a. Solicitations: An evaluation committee, consisting of a majority of citizen and/or business appointees from outside City employment, shall be created, to the extent feasible, to review City solicitations ("requests for proposals," "requests for qualifications," etc.). The recommendation(s) of the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

- Strategic Plan Overview
- Governmental Funds Overview
- Consolidated Budget Overview
- General Fund Overview
- Special Revenue Funds Overview
- Debt Service Funds Overview
- Internal Service Fund Overview
- All Funds- Transfers - Out Schedule
- Capital Plan Overview
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- Collective Barganing Overview
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City of Miami Strategic Plan Overview

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

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

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

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

Strategic Planning and the Budget

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

City of Miami Strategic Plan Overview

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

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

Strategic Framework

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City of Miami Strategic Plan Overview

VISION STATEMENT

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

MISSION STATEMENT

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

VALUE STATEMENTS

Innovative

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

Morality

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

Professionalism

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

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

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

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City of Miami Strategic Plan Overview

PRIORITY AREA: 1. QUALITY OF LIFE

Goal: **1.1** Deliver efficient and effective services.

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

Goal: **1.2** Create and enhance shared civic spaces.

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

Goal: **1.3** Enhance mobility and transportation options.

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

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

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

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

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

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City of Miami Strategic Plan Overview

PRIORITY AREA: 2. RESILIENCE

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

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

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

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

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

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

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

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

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

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

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City of Miami Strategic Plan Overview

PRIORITY AREA: 3. PATHWAY TO PROSPERITY

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

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

Goal: **3.2** Establish a supportive environment for small businesses.

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

Goal: **3.3** Foster and promote job training and education.

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

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

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

Goal: **3.5** Increase and enhance housing options.

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

Governmental Funds Overview

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

Fiscal Year 2019-20

At the end of FY 2019-20, the City's total General Fund balance was $196.566 million. Of this amount, the City had approximately $122.702 million retained as designated fund balance, that included $96.364 million as restricted funds, approximately $13.822 million was reported as non-expendable for prepaid expenses and advances, approximately $12.516 million was designated as assigned fund balance, and approximately $73.894 million was unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The City's General Fund balance had a net decrease of approximately $3.379 million during the current fiscal year. Although expenses saw a decrease of $8.641 million, revenues also decreased by $19.007 million. COVID-19 Pandemic negatively impacted the collection of General Fund Revenues, specifically Intergovernmental Revenues and Charges for Services. Intergovernmental Revenues includes revenues from the Miami Parking Authority, Half Cent Sales Tax and Municipal Revenue Sharing. Charges for Services are derived by charges for the use of certain city services, special events and parking surcharge. The preventive measures mandated by the City, in addition to the State and Miami-Dade County measures, to slow the spread of coronavirus negatively impacted the ability to generate such revenues. These measures included the prohibition of on premise food service in restaurants and retail food facilities, the closure of casinos, cardrooms, frontons, racetracks and parimutuels citywide, and a mandate that all non-essential businesses remain closed until further notice.

The decrease of $32.210 million that occurred in General Government, is due to the restrictive purchasing and budgeting measures implemented as a response to the COVID-19 Pandemic. The measures included a Purchasing Review Committee for all purchases greater than $50,000 and a Hiring Review Committee for the hiring of critical positions. However, the decrease was offset by the significant increase that occurred in Public Safety at $13.419 million, primarily due to wage increases as outlined in Collective Bargaining Agreement between the City and Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20.

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

The Impact Fee Fund had a fund balance of $102.106 million. The increase in fund balance of $12.406 million from the prior year resulted primarily from impact fees associated with an increase in high rise residential units being constructed.

The Other Capital Project Fund had a fund balance of $117.842 million. This represented a decrease of approximately $20.727 million. The decrease could be attributed to an overall increase in capital outlay expenditures.

The Emergency Services Fund had a fund balance deficit of approximately $9.243 million. This represented an increase of approximately $5.295 million. The increase was attributed to a significant increase in intergovernmental revenues received in 2020 related to FEMA grant reimbursements.

The Special Obligation Bond Projects Fund had a fund balance deficit of $10.452 million. This represented a decrease of approximately $2.064 million. The decrease could be attributed to capital outlay expenditures incurred during the year.

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

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City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2020

	Major Funds						
	General	Other Capital Projects	Impact Fee	Emergency Services	Special Obligation Bonds Projects	Non-Major Governmental Funds	Total Governmental Funds
Revenues							
Property Taxes	$ 389,606,919	$ -	$ -	$ -	$ -	$ 82,270,301	$ 471,877,220
Franchise and Other Taxes	113,729,425	-	-	-	-	-	113,729,425
Licenses and Permits	71,893,886	-	-	-	-	7,406,726	79,300,612
Fines and Forfeitures	7,487,994	-	-	-	-	1,533,948	9,021,942
Intergovernmental Revenues	63,866,915	7,128,248	-	30,072,827	-	67,652,213	168,720,203
Charges for Services	103,856,883	293,789	-	-	-	3,970,144	108,120,816
Investment Earnings (Loss)	10,684,319	-	601,162	-	3,401	772,724	12,061,606
Impact Fees	-	2,670	24,680,663	-	-	-	24,683,333
Other	3,957,298	507,510	-	6,167	-	11,104,938	15,575,913
Total Revenues	765,083,639	7,932,217	25,281,825	30,078,994	3,401	174,710,994	1,003,091,070
Expenditures							
Current Operating:							
General Government	92,293,899	3,238,689	97,757	1,356,953	12,926	6,254,441	103,254,665
Planning and Development	26,215,179	1,403,441	-	13,220	-	1,249,929	28,881,769
Community Development	2,025,485	6,453	-	58,790	-	27,461,930	29,552,658
Community Redevelpment Areas	-	-	-	-	-	46,923,582	46,923,582
Public Works	91,336,077	2,156,541	3,756	145,974	-	16,185,169	109,827,517
Public Safety	429,253,465	2,078,780	459,693	20,875,623	1,159	16,747,856	469,416,576
Public Facilities	13,228,635	626,662	11,950	4,304	-	2,219,188	16,090,739
Parks and Recreation	46,346,507	106,331	3,383,800	174,677	-	1,389,117	51,400,432
Debt Service:							
Principal	-	-	-	-	-	62,764,274	62,764,274
Interest and Other Charges	-	-	-	-	-	25,977,322	25,977,322
Capital Outlay	3,232,375	50,661,020	8,918,564	7,154,121	2,053,668	14,226,085	86,245,833
Total Expenditures	703,931,622	60,277,917	12,875,520	29,783,662	2,067,753	221,398,893	1,030,335,367
Excess (Deficiency) of Revenues Over (Under) Expenditures	61,152,017	(52,345,700)	12,406,305	295,332	(2,064,352)	(46,687,899)	(27,244,297)
Other Financing Sources (Uses)							
Transfers In	5,291,193	23,510,379	-	5,000,000	-	67,640,181	101,441,753
Transfers Out	(70,719,379)	(1,083,000)	-	-	-	(29,639,374)	(101,441,753)
Proceeds from Sale of Property	897,255	-	-	-	-	13,551,817	14,449,072
Payment To Escrow Agent For Refunding	-	-	-	-	-	(103,575,001)	(103,575,001)
Issuance of Debt	-	9,191,029	-	-	-	103,640,250	112,831,279
Total Other Financing Sources (Uses)	(64,530,931)	31,618,408	-	5,000,000	-	51,617,873	23,705,350
Net Changes in Fund Balances (Deficit)	(3,378,914)	(20,727,292)	12,406,305	5,295,332	(2,064,352)	4,929,974	(3,538,947)
Fund Balances (Deficit) - Beginning	199,945,372	138,569,472	89,699,805	(14,538,673)	(8,388,116)	190,165,641	595,453,501
Fund Balances (Deficit) - Ending	$ 196,566,459	$ 117,842,180	$ 102,106,110	$ (9,243,341)	$ (10,452,468)	$ 195,095,615	$ 591,914,555

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2021-22 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.355 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 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 2021-22 Budget for the General Fund is $866.130 million. This represents an increase of $49.169 million or 6.0 percent as compared to the FY 2020-21 Adopted Budget. Included in the General Fund are several subfunds such as Solid Waste, Real Estate and Asset Management, Building, Transportation Reserve, General Services Administration, and Risk Management.

Special Revenue Funds

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

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

Consolidated Budget Overview

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

The FY 2021-22 Budget for all Special Revenue Funds is $332.400 million. This represents an increase of $135.313 million or 68.7 percent as compared to the FY 2020-21 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 2021-22 Budget for the Debt Service Fund is $67.769 million. This represents an increase of $1.539 million or 2.3 percent as compared to the FY 2020-21 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 2021-22 Budget for the Internal Service Fund (ISF) is $88.379 million. This represents an increase of $3.141 million or 3.6 percent as compared to the FY 2020-21 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 2021-22 General Fund Budget total is $866.130 million. This represents an increase of $49.169 million or 6.0 percent over the FY 2020-21 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. For Line item revenues detail, see Appendix D.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows, as reviewed on May 14, 2021 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 2021-22 Adopted Budget:

	FY 2020-21 Adopted	FY 2021-22 Proposed	FY 2021-22 Proposed%	Change $ + / (-)	Change % + / (-)
Property Taxes	424,609,000	453,802,000	52.39%	29,193,000	6.88%
Franchise Fees and Other Taxes	117,566,000	117,795,000	13.60%	229,000	0.19%
Interest	4,814,000	3,061,000	0.35%	(1,753,000)	(36.41%)
Transfers-IN	4,211,000	16,020,000	1.85%	11,809,000	280.43%
Fines and Forfeitures	7,644,000	7,189,000	0.83%	(455,000)	(5.95%)
Intergovernmental Revenues	67,210,000	75,757,000	8.75%	8,547,000	12.72%
Licenses and Permits	66,587,000	66,500,000	7.68%	(87,000)	(0.13%)
Other Revenues (Inflows)	7,521,000	10,220,000	1.18%	2,699,000	35.89%
Charges for Services	116,799,000	115,786,000	13.37%	(1,013,000)	(0.87%)
Total Revenue (Inflows)	816,961,000	866,130,000	100.00%	49,169,000	6.02%

Property Taxes consist primarily of real and personal property taxes and accounts for 52.4 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 2021 - 22 Budget includes $453.802 million in anticipated property tax revenues. This represents an increase of $29.193 million or 6.9 percent over the FY 2020-21 Adopted Budget. This is based on a 2021 gross taxable value of $65.835 billion. The operating millage rate of 7.6665 mills at a 95 percent collection rate adjusted by $49.640 million (Tax Increment Financing (TIF)-Community Redevelopment Agency (CRA) transfers). The tax roll grew by 4.5 percent. All

assessments are determined by the Miami-Dade 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.

Franchise Fees and Other Taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 13.6 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 2021-22 Budget includes $117.795 million in anticipated collections from this category. This represents an increase of $229,000 or .2 percent over the FY 2020 - 21 Adopted Budget. This increase is primarily due to higher than anticipated collection of Utility Water Service fees based on a historical collection rate.

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 2021-22 Budget includes $3.061 million in anticipated collections from this category. This represents a decrease of $1.753 million or 36.4 percent lower than the FY 2020-21 Adopted Budget.

Transfer-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 2021-22 Budget includes $16.020 million in anticipated revenues, of which $10.410 million is budgeted pursuant to the revenue loss provision of the American Rescue Plan Act of 2021. This represents an increase of $11.809 million or 280.4 percent over the FY 2020-21 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 2021-22 Budget includes $7.189 million in anticipated revenues, a decrease of $455,000 or 6.0 percent over the FY 2020-21 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 2021-22 Budget includes $75.757 million in anticipated revenues and accounts for 8.7 percent of the total General Fund revenue budget. This represents an increase of $8.547 million or 12.7 percent over the FY 2020-21 Budget. This is primarily due increased revenues from the Miami Parking Authority ($8.000 million) and from the PEMT Managed Care Emergency Medical System Supplement Payment Program ($2.000 million).

General Fund Overview

Licenses and Permits consist of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (such as Fireworks Permits and Bench Permits). The FY 2021-22 Budget for Licenses and Permits is $66.500 million. This amount represents a decrease of $87,000 or 0.1 percent as compared to the FY 2020-21 Adopted Budget. This is primarily due to decreased revenues from the building permits ($1.087 million) that have been impacted by the slowdown in the local economy due to the COVID 19 pandemic.

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2021-22 Budget for Other Revenues is $10.220 million. This amount represents an increase of $2.699 million or 35.9 percent as compared to the FY 2020-21 Adopted Budget.

Charges for Services consist of revenues derived from charges for the use of certain City services and accounts for 13.4 percent of the total General Fund revenue budget. There are five areas of charges for services. They are: (1) General Government, which includes charges for reports, public documents, and photographs; (2) Public Safety, which includes charges for police, fire protection, and emergency services; (3) Physical Environment for cemetery charges; (4) Parks and Recreation, and Special Events for the use of City - owned facilities and participation in related activities; and (5) Other Charges for Services, which includes charges not specifically mentioned such as parking surcharges and building inspections. The FY 2021 - 22 Budget includes $115.786 million in anticipated Charges for Services, a net decrease of $1.013 million or 0.9 percent as compared to the FY 2020-21 Adopted Budget. This decrease is primarily due to lower than anticipated revenue collections from Emergency Services Transport Fees ($4.630 million).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2021-22 General Fund Budget total is $866.130 million. This represents an increase of $49.169 million or 6.0 percent over the FY 2020-21 Adopted Budget. For Line item detail of expenditures, see Department Budgets section.

	FY 2020-21 Adopted	FY 2021-22 Proposed	FY 2021-22 Proposed%	Change $ + / (-)	Change % + / (-)
Salaries	385,470,000	411,428,000	47.50%	25,958,000	6.73%
Retirement Contributions	55,206,000	57,533,000	6.64%	2,327,000	4.22%
Police and Fire - FIPO	69,746,000	72,172,000	8.33%	2,426,000	3.48%
Secondary Pension Contributions	10,443,000	10,300,000	1.19%	(143,000)	(1.37%)
Life and Health Insurance	30,980,000	33,864,000	3.91%	2,884,000	9.31%
Health Trust - FOP	17,657,000	18,385,000	2.12%	728,000	4.12%
IAFF Health Insurance Trust	19,362,000	20,826,000	2.40%	1,464,000	7.56%
Workers' Compensation	17,079,000	17,796,000	2.05%	717,000	4.20%
Operating Expense	126,188,000	133,702,000	15.44%	7,514,000	5.95%
Capital Outlay	1,557,000	973,000	0.11%	(584,000)	(37.51%)
Non-Operating Expense	41,609,000	24,559,000	2.84%	(17,050,000)	(40.98%)
Transfers - OUT	41,664,000	64,592,000	7.46%	22,928,000	55.03%
Total Expenditures (Outflows)	816,961,000	866,130,000	100.00%	49,169,000	6.02%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2021-22 General Fund Budget:

Salaries increased $25.958 million or 6.7 percent. This increase is primarily due to normal step progression of members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) ($134,000); normal step progression of members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) ($1.875 million); normal step progression of the members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) ($1.649 million); normal step progression of the members of the Miami International Association of Firefighters (AFL-CIO Local 587) ($512,000);and an average of five percent salary increase for all non-bargaining employees ($1.598 million). Also included, is funding from the mid-year amendment that reinstated FY 2020-21 step progression ($7.306 million), funding for 63 filled Police Officer positions ($3.585 million), and funding for 17 vacant firefighter positions to staff Heavy Rescue6 unit ($1.700 million). Additional funding is included for 16 new Police Officer positions ($938,000) and 13 sworn positions for a new fire-rescue unit ($860,000).

Retirement Contributions increased $2.327 million or 4.2 percent due to the City's actuarial required contribution to the General Employees' and Sanitation Employees' Retirement Trust (GESE), Elected Officers' Retirement Trust (EORT), and Section 401(a) plan.

Police and Fire-FIPO contributions increased by $2.426 million or 3.5 percent due to the City's actuarial required contribution.

General Fund Overview

Life and Health Insurance increased by $2.884 million or 9.3 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

HealthTrust-FOP increased by $728,000 or 4.1 percent primarily due to increases in plan costs.

IAFF Health Insurance Trust Fund increased by $1.464 million or 7.6 percent due to increase enrollment of in new members in the plan.

Workers' Compensation increased $717,000 or 4.2 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Operating Expense increased $7.514 million or 6.0 percent mainly due to legally required settlement payments for the FOP and IAFF Unions ($5.417 million) and estimated cost for elections in November 2021 ($1.291 million).

Non-Operating Expense decreased $17.050 million or 41.0 percent mainly due to decrease to a decrease in the Reserve foe Uncollectables ($15.072 million).

Transfers-Out increased by $22.928 million or 55.0 percent mainly due to an increase in Transfers-Out to Capital. For a more detailed explanation, see the All Transfers-Out Schedule section.

General Fund Balance Overview

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

> *"The City shall retain **unassigned** fund balance reserves equal to a threshold of ten percent of the prior three years average of general revenues (excluding transfers)…*
>
> *The City shall retain **designated** fund balance reserves equal to ten percent of the prior three years average of general revenues (excluding transfers). The designated fund balance reserves shall be classified as either restricted, committed, or assigned and such designation shall be based on standards and guidance established, and amended from time to time, by the Governmental Accounting Standards Board. Such reserves shall be used for funding long-term liabilities and commitments of the City…"*
>
> - *Code of Ordinances, Sec. 18-542 (5) b-c*

At the end of FY 2019-20, the City's total General Fund balance was approximately $196.600 million. Of this amount, the City has approximately $122.700 million retained as designated fund balance, that includes approximately $96.400 million as restricted funds, approximately $13.800 million as non-expendable for prepaid expenses, approximately $12.500 million is designated as assigned fund balance, and approximately $73.900 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund balance had a net decrease of approximately $3.400 million in FY 2019-20. Although expenses saw a decrease of $8.600 million, revenues also decreased by 19.000 million. The COVID-19 pandemic resulted in decreased revenue collections in Intergovernmental Revenues and Charges for Services. The reduction in revenue was offset by a decrease in General Fund expenditures mainly due to a restrictive hiring process that was implemented and a reduction of part-time employees for the summer months. Additionally, operating budget purchases were carefully monitored through a Purchasing Review Committee that resulted in decreased expenditures for the fiscal year.

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020

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General Fund Report

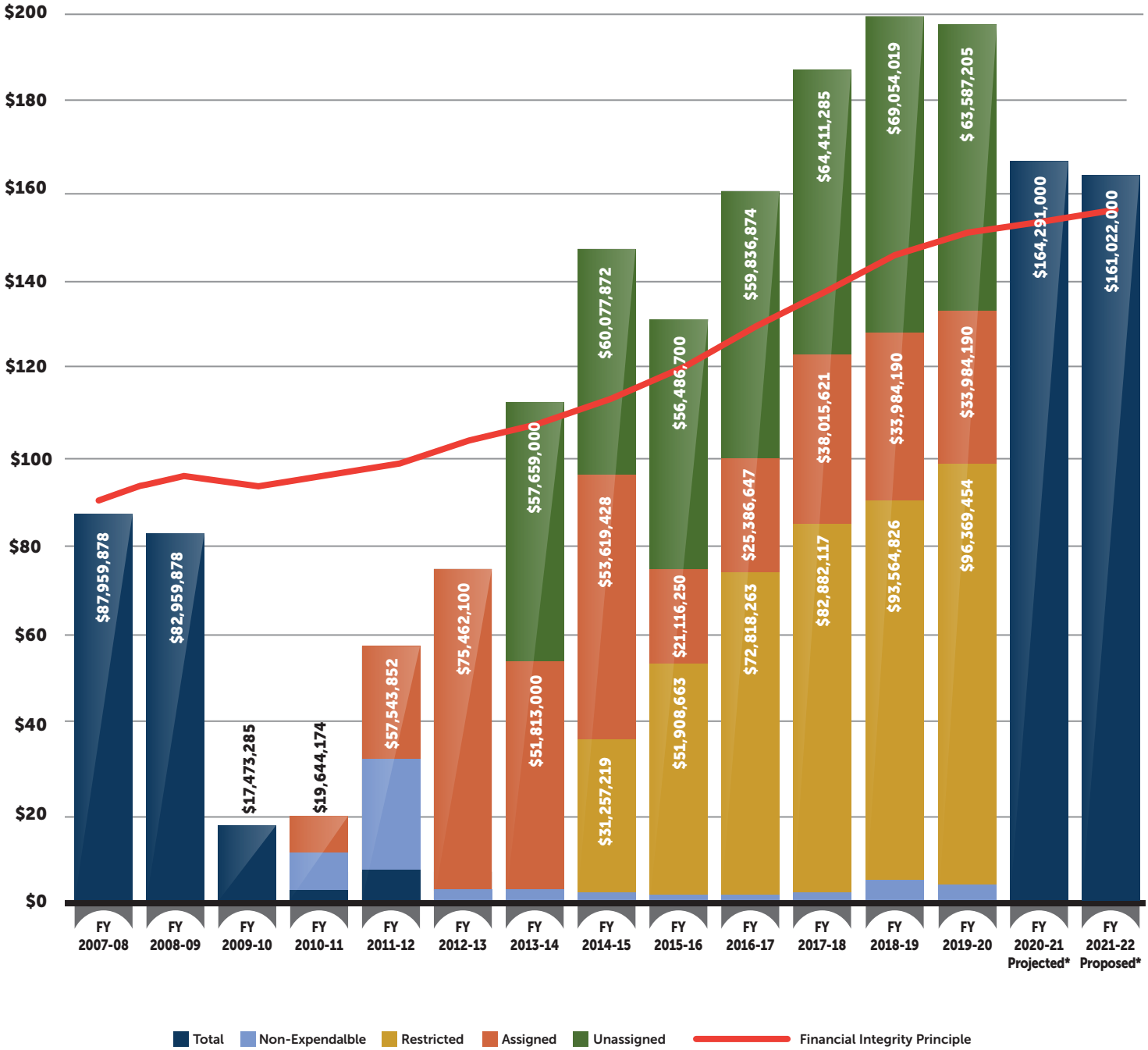
City of Miami, Florida
Statement of Revenues, Expenditures, and Changes In Fund Balances (Deficit)
General Fund

	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual
Revenues				
Property Taxes	294,888,735	325,267,816	359,518,170	389,606,919
Franchise and Other Taxes	111,740,819	113,992,902	115,560,040	113,729,425
Licenses and Permits	72,542,186	73,313,619	75,421,804	71,893,886
Fines and Forfeitures	15,861,887	13,887,391	7,699,136	7,487,994
Intergovernmental Revenues	66,924,951	69,954,774	80,635,979	63,866,915
Charges for Services	115,954,235	117,481,066	122,174,203	103,856,883
Interest (Investment Earnings (Loss)	2,986,388	5,808,378	12,357,625	10,684,319
Other Departments	13,064,144	19,057,070	10,723,544	3,957,298
Total Revenues	693,963,345	738,763,016	784,090,501	765,083,639
Expenditures				
Current Operating:				
General Government	98,088,311	104,803,715	124,503,826	92,293,899
Planning and Development	16,952,966	20,566,954	24,401,793	26,215,179
Community Development	3,234,464	1,566,902	1,848,391	2,025,485
Public Works	72,715,761	77,187,997	83,058,030	91,336,077
Public Safety	359,124,724	370,435,719	415,834,733	429,253,465
Public Facilities	12,247,719	11,690,124	13,097,706	13,228,635
Parks and Recreation	42,170,266	46,354,888	47,160,052	46,346,507
Capital Outlay	3,016,412	2,625,162	2,668,288	3,232,375
Total Expenditures	607,550,623	635,231,461	712,572,819	703,931,622
Excess (Deficiency) of Revenues Over Expenditures	86,412,722	103,531,555	71,517,682	61,152,017
Other Financing Sources (Uses)				
Transfers-In	12,073,226	6,163,609	3,830,006	5,291,193
Transfers-Out	(70,651,100)	(82,653,000)	(63,061,000)	(70,719,379)
Proceeds from Sale of Property	787,221	277,969	195,133	897,255
Total Other Financing Sources (Uses)	(57,790,653)	(76,211,422)	(59,035,861)	(64,530,931)
Net Changes in Fund Balances	28,622,069	27,320,133	12,481,821	(3,378,914)
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	131,521,349	160,143,418	187,463,551	199,945,372
Fund Balances (Deficit) - Ending	160,143,418	187,463,551	199,945,372	196,566,459

Source: Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020

GENERAL FUND

BALANCE HISTORY

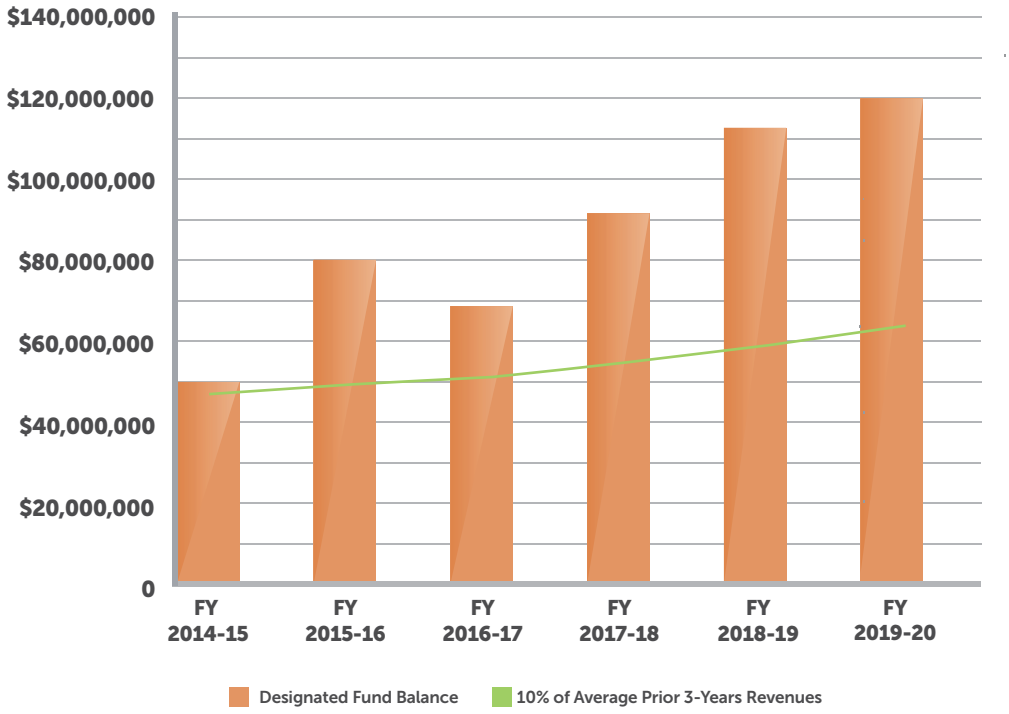


** Non-Expendable, Restricted, Committed, Assigned, and Unassigned will be available upon the publishing of the Comprehensive Annual Financial Report.*

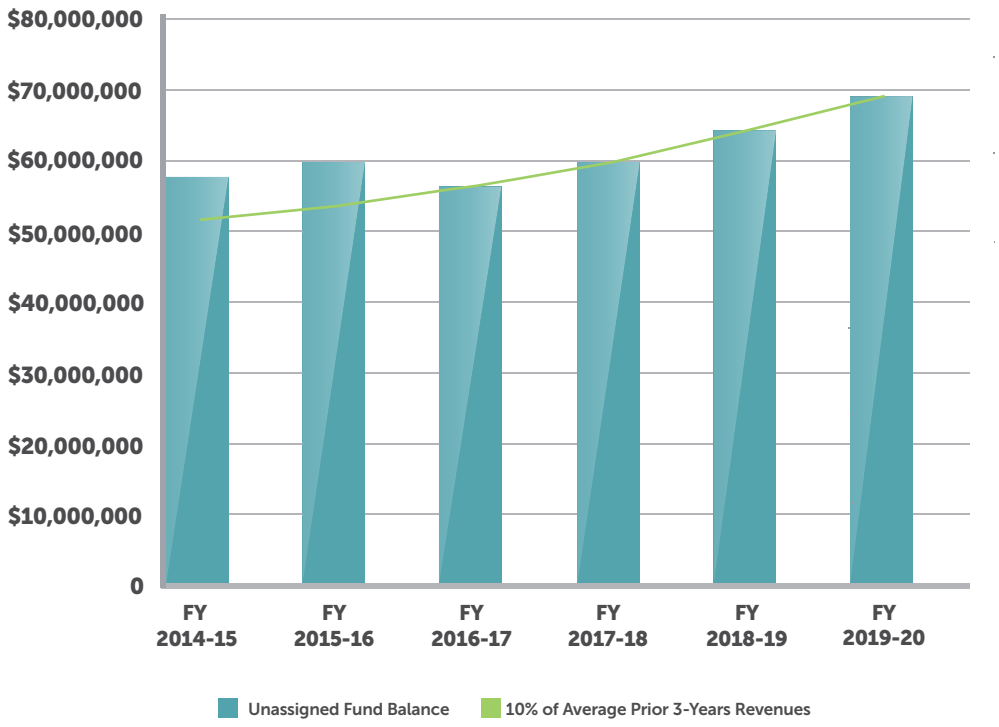
DESIGNATED AND UNASSIGNED

FUND BALANCE HISTORIES

General Fund Designated Fund Balance Reserves



General Fund Unassigned Fund Balance Reserves



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Special Revenue Funds Overview

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

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

Per Resolution No. 21-0268 dated June 24, 2021, a new Special Revenue Fund was created entitled American Rescue Plan Act SRF the departments responsible for the program delivery under this funding source will be determined in the near future.

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Budget	FY 2021-22 Budget
Begin Date:	10/1/2017	10/1/2018	10/1/2019	10/1/2020	10/1/2021
Beginning Fund Balance	**$80,906,000**	**$65,162,000**	**$64,125,000**	**$76,310,000**	**$76,310,000**
Revenues/Inflows					
Interest	196,000	369,000	174,000	13,000	13,000
Transfers-In	17,093,000	15,487,000	16,949,000	5,152,000	5,221,000
Fines and Forfeitures	1,751,000	1,584,000	1,534,000	750,000	1,090,000
Intergovernmental Revenues	71,633,000	68,807,000	91,965,000	81,109,000	156,931,000
Licenses and Permits	443,000	4,588,000	7,407,000	4,721,000	6,562,000
Other Revenues/Inflows	7,140,000	6,099,000	4,099,000	97,850,000	154,374,000
Charges for Services	15,516,000	10,968,000	3,805,000	7,492,000	8,209,000
Total Revenues/Inflows	**113,772,000**	**107,902,000**	**125,933,000**	**197,087,000**	**332,400,000**
Expenditures/Outflows					
General Government	7,966,000	8,025,000	7,227,000	9,047,000	147,267,000
Planning and Development	1,047,000	2,423,000	1,263,000	23,495,000	33,766,000
Community and Economic Development	26,688,000	27,415,000	27,521,000	73,306,000	62,259,000
Public Works	34,258,000	16,857,000	15,756,000	24,094,000	21,573,000
Public Safety	26,243,000	21,596,000	37,623,000	41,597,000	47,012,000
Public Facilities	5,427,000	2,777,000	2,223,000	10,104,000	10,637,000
Parks and Recreation	2,069,000	703,000	450,000	1,031,000	1,079,000
Debt Service					
Capital Outlay	4,253,000	9,512,000	8,077,000		
Transfers-Out	21,565,000	19,631,000	13,608,000	14,413,000	8,807,000
Total Expenditures/Outflows	**129,516,000**	**108,939,000**	**113,748,000**	**197,087,000**	**332,400,000**
Revenues/Inflows Over(Under) Expenditures/Outflows	(15,744,000)	(1,037,000)	12,185,000		
Fund Balance Restated	80,906,000	65,162,000	64,125,000		
Ending Fund Balance	**65,162,000**	**64,125,000**	**76,310,000**	**76,310,000**	**76,310,000**
End Date:	9/30/2018	9/30/2019	9/30/2020	9/30/2021	9/30/2022

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 2021-22 Budget for the Debt Service Funds is $67.769 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 2019-20 the City's total net debt was 1.1 percent of the total debt limit of $9.220 billion using the Net Debt to Taxable Assessed Value ratio, which is below the five percent target.

General Obligation Bonds and Limited Ad Valorem Bonds

Payments of debt service on general obligation bonds and limited ad valorem bonds are funded by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding as of September 30, 2021. All general obligation bonds and limited ad valorem bonds are voter-approved and used for specific projects or purchases. General obligation bonds pledge the full faith and credit of the City. Limited Ad Valorem Bonds are funded by a tax levy on non-exempt property value up to a voter-approved limit.

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

The FY 2021-22 Budget for debt service for general obligation bonds (truly, limited ad valorem bonds) is $25.118 million with $20.236 million from property tax revenues at a millage rate of 0.3235 and $4.882 million from prior year fund balance.

Special Obligation Bonds

Payment of debt service on the City's various special obligation bonds are secured by pledges of specific non-ad valorem revenue sources in accordance with their bond indentures. The City's bond resolutions require that sufficient funds be available in reserve accounts to meet the debt service requirements. The FY 2021-22 Budget for debt service on special obligation bonds is $42.651 million, which is comprised of $26.445 million of Transfers-In from General Fund, $5.706 million from Special Revenue Fund, $4.086 million from Omni Community Redevelopment Agency, five million dollars from the Miami-Dade County Convention Development Tax (CDT), and $1.414 million of prior year fund balance.

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Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual
Revenue				
Property Taxes	26,964,194	28,017,811	22,483,000	23,725,000
Other Revenues	29,765	32,876	37,000	330,000
Total Revenues	26,993,959	28,050,687	22,520,000	24,055,000
Expenditures				
General Government	276,915	9,557	25,000	1,022,000
Principal	17,145,000	20,255,000	19,070,000	20,075,000
Interest	9,490,770	3,941,109	3,425,000	2,958,000
Total Expenditures	26,912,685	24,205,666	22,520,000	24,055,000
Excess (Deficiency of Revenue Over Expenditures)	81,274	3,845,021	223,752	808,981
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	2,050,000	-	-	-
Net Change in Fund Balance	2,131,274	3,845,021	223,752	808,981
Fund Balance - Beginning of Year	3,449,542	5,580,816	9,425,837	9,649,589
Fund Balance - End of Year	5,580,816	9,425,837	9,649,589	10,458,570

Debt Service Funds - Special Obligation: FY 2021-22 Debt Payments		
Total Transfers-In		
Description	**Amount**	**Funding Source**
Special Obligation Refunding Bonds Series 2014	1,164,000	General Fund - Public Service Tax
Lease/purchase of vehicles /Santander Financing	4,483,000	General Fund
FDEP Loan Wagner Creek	1,862,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	6,368,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017	821,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	1,984,000	General Fund - State Share Revenues
Streets and Sidewalks Series 2018A Ref (2007)	1,228,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2018A Ref (2007)	725,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	135,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018C Ref	574,000	General Fund - Parking Surcharge
Dell Financial Services Lease 2018	83,000	General Fund
Vehicle Lease to Own Program/Santander	5,305,000	General Fund
FPL Underground	1,713,000	General Fund
Total Transfer-In from General Fund	**26,445,000**	
Streets and Sidewalks Series 2018B Ref (2009)	2,821,000	Transportation and Transit
Streets and Sidewalks Series 2018A Ref (2007)	2,885,000	Transportation and Transit
Total Transfer-In from Special Revenue	**5,706,000**	
Port of Miami Tunnel Series 2012	2,985,000	CRA - Omni
Port of Miami Tunnel Series 2020 Refunding 2012	1,101,000	CRA - Omni
Total Transfer From Outside Agency	**4,086,000**	
Total Transfers-In	**36,237,000**	
Other Revenues		
Description	**Amount**	**Funding Source**
Marlins Garage 2010A Refunding 2019	3,144,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	1,856,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	647,000	Fund Balance
FDEP Loan Wagner Creek	572,000	Fund Balance
Non-Ad Valorem Series 2017 Park Remediation	195,000	Fund Balance
Total - Other Revenues	**6,414,000**	
Total - Special Obligation Bonds	**42,651,000**	

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Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual
Revenue				
Intergovernmental Revenues	4,000,002	4,000,000	4,000,000	4,083,334
Other Revenues	60,370	130,351	160,173	27,468
Total Revenues	4,060,372	4,130,351	4,160,173	4,110,802
Expenditures				
Current Operating:				
General Government	99,192	374,893	1,367,927	376,600
Principal	23,418,297	30,494,962	20,407,687	38,139,274
Interest	21,651,860	28,993,375	18,165,665	20,240,029
Total Expenditures	45,169,349	59,863,230	39,941,279	58,755,903
Excess (Deficiency of Revenue Over Expenditures)	(41,108,977)	(55,732,879)	(35,781,106)	(54,645,101)
Other Financing Sources (Uses):				
Transfers-In	37,991,500	43,805,000	38,618,000	44,648,000
Transfers-Out	(2,971,099)			
Issuance of Debt	129,100	8,940,000	(14,679,833)	65,249
Total Other Financing Sources (Uses)	35,149,501	52,745,000	23,938,167	44,713,249
Net Change in Fund Balance	(5,959,476)	(2,987,879)	(11,842,939)	(9,931,852)
Fund Balance - Beginning of Year	41,051,772	35,092,296	32,104,417	20,261,478
Fund Balance - End of Year	35,092,296	32,104,417	20,261,478	10,329,626

Debt Service Funds - Outstanding Debt

The following presents the City's bonds, loans and leases outstanding at September 30, 2020:

DESCRIPTION	Purpose of Issue	Maturity Date	Amount Issued	Outstanding Balance	Interest Rate Range
General Obligation Bonds:					
General Obligation Refunding Bond Series 2015	Refunding	1/1/2028	$ 57,240,000	$ 50,080,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	65,160,000	2.170%
Total General Obligation Bonds			**171,620,000**	**115,240,000**	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Non-Ad Valorem Revenue Series 1995	Pension	12/1/2020	72,000,000	3,910,000	7.200%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	35,960,000	5.000%
Special Obligation Refunding Bonds Series 2011-A	Refunding	2/1/2031	70,645,000	3,890,000	4.794%
Special Obligation Refunding Bonds Series 2018A	Refunding	1/1/2037	57,405,000	55,385,000	5.000%
Taxable Special Obligation Refunding Bonds Series 2018B	Refunding	1/1/2039	42,620,000	41,590,000	3.558%-4.808%
Taxable Special Obligation Revenue Bonds Series 2018C	Refunding	1/1/2039	7,455,000	7,215,000	3.836%-4.808%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	8,310,000	5.000%
Total Special Obligation Bonds, Revenue Bonds, Loans and Leases			**344,850,000**	**156,260,000**	
Other Driect Placements:					
Special Obligation Non-Ad Valorem Revenue Refunding Note, Taxable Series 2020	Refunding/Port Tunnel	3/1/2030	28,035,000	28,035,000	2.11%
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	22,535,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	6,204,947	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	56,430,000	2.780%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	6,925,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	15,915,000	3.750%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	8,060,000	3.250%
Taxable Special Obligation Parking Revenue Refunding Note Series 2019	Refunding	1/1/2039	75,540,000	74,850,000	4.20%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	12,855,000	4.490%
Gran Central Corporation Loan	Redevelopment	None	1,708,864	1,708,864	0.000%
Vehicle Replacement Program Series 2016	Vehicle Lease	1/1/2021	10,644,628	2,156,777	1.6765%
Vehicle Replacement Program Series 2017	Vehicle Lease	1/1/2022	10,054,922	4,110,417	2.1856%
Vehicle Replacement Program Series 2018	Vehicle Lease	1/1/2023	11,270,011	6,853,019	3.1032%
Vehicle Replacement Program Series 2020	Vehicle Lease	1/1/2025	9,256,279	9,256,279	1.167%
Dell Financial Services Lease 2018	Equipment Lease	6/1/2022	373,938	152,878	4.8810%
P25 Citywide Radio Equipment Lease	Radio System Lease	1/1/2024	12,100,000	7,112,616	2.0590%
State Revolving Fund Loan	Wagner Creek	TBD	13,745,199	13,745,199	0.000%
Total Other Direct Placements			**325,983,221**	**276,905,996**	
Total Bonds, Loans and Leases			**$ 842,453,221**	**$ 548,405,997**	

Source: Fiscal Year 2020 Comprehensive Annual Financial Report

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, 2020 are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2021	39,925,921	10,684,301	50,610,222
2022	44,951,627	9,707,721	54,659,348
2023	28,459,799	8,793,230	37,253,029
2024	32,580,601	8,006,139	40,586,740
2025	31,518,714	7,181,965	38,700,679
2026-2030	137,319,760	23,383,856	160,703,616
2031-2035	48,530,711	10,470,544	59,001,255
2036-2040	28,858,864	2,444,190	31,303,054
Total	$392,145,997	$ 80,671,946	$472,817,943

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
2021	16,660,000	7,236,251	23,896,251
2022	9,295,000	6,566,345	15,861,345
2023	9,745,000	6,107,444	15,852,444
2024	7,170,000	5,700,234	12,870,234
2025	7,525,000	5,347,044	12,872,044
2026-2030	44,405,000	20,717,141	65,122,141
2031-2035	30,375,000	11,431,138	41,806,138
2036-2040	31,085,000	3,135,036	34,220,036
Total	$156,260,000	$ 66,240,633	$222,500,633

Total General Obligation and Special Obligation Bonds	$548,405,997	$146,912,579	$695,318,576

Source: Fiscal Year 2020 Comprehensive Annual Financial Report .

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These 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 2021-22 Budget for the ISF is $88.379 million.

Health Insurance

The FY 2021-22 Budget for Health Insurance is $43.194 million. This represents an approximately 1.8 percent increase over the FY 2020-21 Budget. The increase is primarily due a four percent growth in medical trend as recommended by the actuary.

Workers' Compensation

The FY 2021-22 Budget for Workers' Compensation is $18.369 million. This represents an approximately 5.7 percent increase over the FY 2020-21 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure.

Property Insurance Premiums

The FY 2021-22 Budget for Insurance Premiums is $10.591 million. This represents an approximately 12 percent increase over the FY 2020-21 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place. We anticipate Law Enforcement Liability insurance will continue to see a fairly large premium increases following law enforcement activities across the country.

General Liability

The FY 2021-22 Budget for General Liability is $4.158 million. This represents a net decrease of approximately 12.8 percent over the FY 2020-21 Budget. The net decrease is due in part to an increase in Police Torts and decreases in Vehicle Liability and General Liability Claims. The claims are actuarially projected at a 45 percent confidence level.

Information and Technology Cost Allocation

The FY 2021-22 Budget for Information Technology Repair and Maintenance is $12.067 million. This represents an approximately 7.72 percent increase over the FY 2020-21 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
General Fund	00001	980000	891000	Capital-General Government Projects	31000	381000	481000	40-B213100	1426	38,000	0	Purchase of Computer Upgrades for the Office of Communications
General Fund	00001	980000	891000	Capital-Parks and Recreation	35000	221401	481000	40-B183418	1426	50,000	0	Purchase of Peacock Park Glasshouse Roof
General Fund	00001	980000	891000	Capital-Streets and Sidewalks	36000	201000	481000	40-B73102E	1552	648,000	686,000	Mandatory City Contribution from Local Option Gas Tax to CIP projects-Citywide Pavement Resurfacing
General Fund	00001	980000	891000	Capital-Streets and Sidewalks	36000	401000	481000	40-B30606	1419	670,000	1,500,000	Mandatory City Contribution from Parking Surcharge to CIP Projects-Flagler Street Beautification
General Fund	00001	980000	891000	Capital-Streets and Sidewalks	36000	401000	481000	40-B73102B	1419	0	1,066,000	Citywide Streets Milling and Resurfacing
General Fund	00001	980000	891000	Capital-Storm Sewers	38000	201000	481000	40-B30262	1431	1,000,000	1,822,000	Mandatory City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Repair Project
General Fund	00001	980000	891000	Capital-Storm Sewers	38000	401000	481000	40-B30632A	1431	250,000	0	Mandatory City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Master Plan
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221050	481000	40-B203405	1437	25,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs - Marine Stadium Marina
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B173401	1437	50,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Pilings and Pier Repairs - Dinner Key Marina
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221120	481000	40-B173403	1437	6,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Miscellaneous Repairs - Dinner Key Mooring Field
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221001	481000	40-B70043	1437	47,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Derelict Vessel Removal
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213400	1437	30,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Exterior Painting and Patching for Dinner Key Dockmaster Building
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213401	1437	200,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Fuel Dock - Phase II
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221120	481000	40-B213402	1437	8,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Mooring Field Marker #6
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213403	1437	120,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Pump out Boat
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221120	481000	40-B213404	1437	25,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Mooring Field Perimeter Buoy Replacement

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213405	1437	25,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Shuttle Boat Repower
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213406	1437	5,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Gate Repairs
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213407	1437	80,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Wi-Fi
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221050	481000	40-B213408	1437	45,000	0	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Marine Stadium Marina Emergency Repairs
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B213401	1437	0	600,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Dinner Key Marina Fuel Dock - Phase II - D2
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221040	481000	40-B173401	1437	0	35,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project-Pilings and Pier Repairs - Dinner Key Marina
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221030	481000	40-B183406	2150	400,000	301,000	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Ticket Surcharge - Capital Operations and Improvements
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221030	481000	40-B183404	2150	46,000	0	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Emergency Repairs
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221030	481000	40-B183407	2150	106,000	0	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-Pier Repairs-MiaMarina
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221030	481000	40-B213409	2150	130,000	0	Mandatory City Contribution from General Fund Balance from the Miamarina ticket surcharge revenues-MiaMarina Ice Machine
General Fund	00001	980000	891000	Capital-General Government Projects	31000	356000	481000	40-B223110	1426	0	150,000	Public Benefits Database
General Fund	00001	980000	891000	Capital-General Government Projects	31000	241000	481000	40-B223105	1426	0	50,000	P25 Professional Services
General Fund	00001	980000	891000	Capital-General Government Projects	31000	241000	481000	40-B223106	1426	0	30,000	MRC Riverside Walkway Lighting
General Fund	00001	980000	891000	Capital-General Government Projects	31000	356000	481000	40-B223114	1426	0	125,000	Expanding ADUs Program - CC 10/14/2020 Directive
General Fund	00001	980000	891000	Capital-General Government Projects	31000	356000	481000	40-B223113	1426	0	216,000	Records Digitization - Planning Dept

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
General Fund	00001	980000	891000	Capital-General Government Projects	31000	162000	481000	40-B223103	1426	0	475,000	Finance POS System Replacement
General Fund	00001	980000	891000	Capital-General Government Projects	31000	161000	481000	40-223104	1426	0	95,000	SplashBI Software (EiS)
General Fund	00001	980000	891000	Capital-General Government Projects	31000	356000	481000	40-B223111	1426	0	20,000	Gridics Land Development Study
General Fund	00001	980000	891000	Capital-General Government Projects	31000	356000	481000	40-B223112	1426	0	20,000	Land Use Analysis Tool - Deep Blocks
General Fund	00001	980000	891000	Capital-General Government Projects	31000	251000	481000	40-B223107	1426	0	158,000	Networking Enterprise Backup Expansion
General Fund	00001	980000	891000	Capital-General Government Projects	31000	251000	481000	40-B223108	1426	0	470,000	Cyber Recovery Vault
General Fund	00001	980000	891000	Capital-General Government Projects	31000	251000	481000	40-B223109	1426	0	500,000	Citywide Computer Replacement - IT
General Fund	00001	980000	891000	Capital-Public Safety	32000	182000	481000	40-B223200	1426	0	482,000	Fire-Rescue Hardening of Training Center Facilities - Grant Match
General Fund	00001	980000	891000	Capital-Public Safety	32000	181000	481000	40-B70106A	1426	0	1,500,000	General Firefighter and EMS
General Fund	00001	980000	891000	Capital-Public Safety	32000	19102	481000	40-B17327	1426	0	1,000,000	Police Body Worn Cameras and Tasers
General Fund	00001	980000	891000	Capital-Public Safety	32000	181000	481000	40-B203215	1426	0	1,426,000	Computer Aided Dispatch (CAD) System
General Fund	00001	980000	891000	Capital-Public Safety	32000	TBD	481000	40-B223205	1426	0	155,000	Police Surveliance Platform
General Fund	00001	980000	891000	Capital-Public Safety	32000	TBD	481000	40-B223206	1426	0	180,000	Police CCTV Mobile Trailers
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221001	481000	40-B223400	1426	0	850,000	DREAM Upgrades
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221181	481000	40-B70100	1426	0	2,050,000	Olympia Theater and Tower Fire Safety Improvement
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	221080	481000	40-B73504	1426	627,000	0	G4 Garage Improvements (Miami Parking Authority)
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	401000	481000	40-B183401	1426	86,000	0	FIND grant match for Phase II construction - First Presbyterian Church - Baywalk

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
General Fund	00001	980000	891000	Capital-Public Facilities-CIP	34000	401000	481000	40-B183402	1426	0	1,250,000	Construction of a seawall and vessel dockage at Knight Center-Phase 2 (Grant Match)
General Fund	00001	980000	891000	Capital-General Government Projects	31000	401000	481000	40-B203130	1426	0	200,000	40/50 Year Recertification
General Fund	04004	980000	891000	Capital-General Government Projects	31000	281000	481000	40-B74614B	1426	3,481,000	0	ePlan Phase II
General Fund	00001	980000	891000	Capital-Public Safety	32000	TBD	481000	40-B223207	1426	0	9,760,000	Police Fleet Acquisition
General Fund	00001	980000	891000	Capital-Public Safety	32000	TBD	481000	40-B223208	1426	0	618,000	Fire Fleet Acquisition
General Fund	00001	980000	891000	Capital-General Government Projects	31000	201000	481000	40-B173114	1426	0	1,765,000	Heavy Fleet Vehicle Replacement Public Works
General Fund	00001	980000	891000	Capital-General Government Projects	31000	TBD	481000	40-B213117	1426	0	194,000	Light Fleet Vehicle Replacement for Public Works
General Fund	04004	980000	891000	Capital-General Government Projects	31000	241000	481000	40-B223115	1426	0	200,000	Building Computer Upgrades
General Fund	04004	980000	891000	Capital-General Government Projects	31000	241000	481000	40-B223116	1426	0	120,000	Building Task Force - Vehicles
General Fund	04004	980000	891000	Capital-General Government Projects	31000	282000	481000	40-B223102	1426	0	28,000	Building Task Force - Computers
General Fund	00001	980000	891000	Capital-General Government Projects	31000	152000	481000	40-B223101	1426	0	81,000	Code Compliance Task Force - Vehicles
General Fund	04004	980000	891000	Capital-General Government Projects	31000	241000	481000	40-B183118	1426	420,000	420,000	Building Vehicles
				General Fund Transfer to Capital Fund Total						**8,618,000**	**30,598,000**	
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MEvents	2545	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in the Mayors Office
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1Events	2547	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 1
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2Events	2549	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 2
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3Events	2550	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 3

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4Events	2551	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 4
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5Events	2552	50,000	50,000	Support for Citywide Festivals and Special Events in Special Revenue allocated in District 5
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	98-0003	2430	150,000	0	Support for Citywide Festivals and Special Events - Dr. Martin Luther King Candlelight Vigil
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	101000	481000	101-MAPI	2542	450,000	450,000	Allocation for Citywide Anti-Poverty Initiative Program-Mayor's Office
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1API	2543	430,000	495,000	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2API	2544	305,000	248,000	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3API	2546	437,000	450,000	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4API	2553	268,000	338,000	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4API	2553	100,000	0	City Contribution to restore funding for District 4 Anti-Poverty Initiative Program
General Fund	00001	980000	891000	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5API	2554	710,000	720,000	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	00001	980000	891000	Special Revenue-Human Services	14801	450004	481000	TBD	TBD	35,000	0	City Contribution for expenditures that are not covered by the Early Learning Coalition Grant
General Fund	00001	980000	891000	Special Revenue-Bayfront/Riverfront Land Acquisition Rouse Trust	15100	221110	481000	22-220007	2062	119,000	83,000	Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	00001	980000	891000	Special Revenue-Police Services	12000	191602	481000	19-190013	2483	43,000	0	City Grants Match for the FY 2017-18 Comprehensive Opioid Abuse Site-Based Program
General Fund	00001	980000	891000	Special Revenue-Police Services	12000	191602	481000	19-190012	2477	27,000	0	2018 Edward Byrne Memorial Justice Assistance Grant (JAG) 2018-DJ-BX0831
General Fund	00001	980000	891000	Special Revenue-Police Services	12000	190001	TBD	TBD	TBD	0	10,000	City Contribution for the Anti-Litter Reward Program
General Fund	00001	980000	891000	Elective Official Retirement Trust	60010	980000	481000	0	0	0	588,000	FY 2021-22 contribution to FIPO Pension Stabilization Fund per Miami Code Section 40-301
General Fund	00001	980000	891000	Special Revenue-CD-Mayor's Poverty Initiative	14010	910101	481000	91-80389	2574	0	878,000	Housing and Community Development Social Services Gap Administration of contracts contribution from the General Fund

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All Transfer-Out Schedule

From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
				General Fund Transfer to Special Revenue Fund Total						**3,374,000**	**4,560,000**	
General Fund	00001	980000	891200	Special Revenue-Fire Rescue Services	11000	184050	481200	18-1801014	1933	305,000	299,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2019 (Administration)
General Fund	00001	980000	891200	Special Revenue-UASI-Fire Rescue	11100	189000	481200	18-180111	1933	425,000	517,000	Cost Allocation Contribution from General Fund-UASI 2018
General Fund	00001	980000	891200	Special Revenue-Parks and Recreation Services	11550	293001	481200	29-115013	1933	0	73,000	Cost Allocation Contribution from General Fund-Disabilities Program
				General Fund Transfer to Cost Allocation Total						**730,000**	**889,000**	
General Fund	00001	980000	891000	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	1,333,000	1,228,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	00001	980000	891000	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	824,000	725,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	2,331,000	135,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service-SOB Street and Sdwlks Series 2018C	24027	162000	481000	0	0	574,000	574,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	00001	980000	891000	Debt Service-SOB-1995 Pension and Comp Absence	24002	162000	481000	0	0	4,827,000	0	SOB Series 1995 and 2009 (Pension) (Fund 24002) from Public Service Tax
General Fund	00001	980000	891000	Debt Service-SOB-Bonds Inactivated 10/02 - 9/05	27999	162000	481000	0	0	3,242,000	0	Sunshine State Loan Refinance - 2011A (Fund 27999) from Public Service Tax
General Fund	00001	980000	891000	Debt Service-2014 Refunding Series 2002 A and C Bonds	24016	162000	481000	0	0	1,168,000	1,164,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	00001	980000	891000	Debt Service-P25 Citywide Radio Commutation System	24020	162000	481000	0	0	1,862,000	1,862,000	P25 Radio System Repayment (Fund 24020) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service-SOB2017 Park Remediation and Flexpark	24019	162000	481000	0	0	2,182,000	1,984,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	00001	980000	891000	Debt Service-FDEP Loan Wagner Creek Debt Service	24017	162000	481000	0	0	572,000	0	FDEP Loan Wagner Creek (Fund 24017) from Stormwater Revenues
General Fund	00001	980000	891000	Debt Service-2015 Vehicle Lease Debt Service	24018	162000	481000	0	0	6,717,000	4,483,000	Lease and Purchase of vehicles 2016, 2017, and 2018 (Santander Financing Fund 24018) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service-SOB Non Ad Val Ref Note Series 2017 (2011A)	24021	162000	481000	0	0	2,388,000	6,368,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	00001	980000	891000	Debt Service-SOB Non Ad Val Ref Pension Series 2017 (2009)	24022	162000	481000	0	0	839,000	821,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	00001	980000	891000	Debt Service-FPL Underground	24031	162000	481000	0	0	0	1,713,000	FPL Utility Underground Projects
General Fund	00001	980000	891000	Debt Service-Dell Financial Services Lease 2018	24024	162000	481000	0	0	83,000	83,000	Computer Lease (Dell Financing 2018 Fund 24024) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	Debt Service-2019 Vehicle Lease-to-Own Program	24028	162000	481000	0	0	0	5,305,000	Lease and Purchase of vehicles (Fund 24028) from Non-Ad Valorem General Fund

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
				General Fund Transfer to Debt Service Fund / Special Obligation Bond Total						**28,942,000**	**26,445,000**	
General Fund	00001	980000	891100	General Fund-CIP and Transportation	04005	980000	481100	0	0	0	2,100,000	Transportation Reserve General Fund sub-fund
				General Fund Transfer to Transportation Trust Fund Total						**0**	**2,100,000**	
				Total Transfer from General Fund						**41,664,000**	**64,592,000**	**22,928,000**
Special Revenue-Miami Ballpark Parking Facilities	15400	221130	891000	Debt Service-SOB-Marlins Garage Refunding Series 2019	24029	162000	481000	0	0	264,000	0	Marlins Retails Garage 2010A Refunding (Fund 24029)
Special Revenue-Miami Ballpark Parking Facilities	15400	221130	891000	Debt Service-Taxable SO Pkng Rev Refunding S18	24023	162000	481000	0	0	1,322,000	0	Marlins Retails Garage 2010B Ref (Fund 24023)
Special Revenue-Transportation and Transit	15600	402000	891000	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	624,000	2,821,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026)
Special Revenue-Transportation and Transit	15600	402000	891000	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	2,680,000	2,885,000	Streets and Sidewalks Series 2018A Ref (2007)(Fund 24025)
				Special Revenue Fund Transfer to Debt Service Fund Total						**4,890,000**	**5,706,000**	
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0001	2430	0	75,000	City Contribution for Festivals and Special Events - Three Kings Parades
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0004	2430	0	128,000	City Contribution for Festivals and Special Events - New Year's Eve Celebration
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0012	2430	0	40,000	City Contribution for Festivals and Special Events - City Hall 4th of July
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0016	2430	0	4,000	City Contribution for Festivals and Special Events - Latin Jazz in the Park
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0017	2430	0	25,000	City Contribution for Festivals and Special Events - Gay8 Festival
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0018	2430	0	40,000	City Contribution for Festivals and Special Events - Goombay Festival
Special Revenue-Grants-Work Force Program	15501	980000	891100	Special Revenue-CD-Mayor's Poverty Initiative	14010	910101	481100	TBD	TBD	1,000,000	0	City Contribution to the Housing and Community Development for the Mayor's Elderly Rent Credit
				Special Revenue Fund Transfer to Special Revenue Fund Total						**1,000,000**	**312,000**	

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
Special Revenue-Miami Ballpark Parking Facilities	15400	221130	891000	Capital-Public Facilities-CIP	34000	221130	481000	40-B203408	1350	3,195,000	0	Repairs at Marlins Parking Garage
Special Revenue-Transportation and Transit	15600	402000	891000	Capital-Transportation and Transit CITT	36500	402000	481000	40-B70245	1297	0	450,000	Transportation Program Support Services - Transportation Studies
Special Revenue-Transportation and Transit	15600	402000	891000	Capital-Transportation and Transit CITT	36500	402000	481000	40-B70246	1297	0	150,000	Transportation Program Support Services - Transit Studies
Special Revenue-Transportation and Transit	15600	402000	891000	Capital-Transportation and Transit CITT	36500	402000	481000	40-B70715E	1297	708,000	1,180,000	Trolley Vehicle Replacement
Special Revenue-Transportation and Transit	15600	402000	891000	Capital-Transportation and Transit CITT	36500	402000	481000	40-B193991	1297	0	409,000	Trolley Signage - Citywide
Building-Tree Trust Fund	10410	282000	891000	Capital-General Government Projects	31000	356000	481000	40-B183601	1350	0	600,000	FY 2021-22 contribution of Tree Trust funds to CIP
Special Revenue-Planning Services-DRI DT	10401	356001	891000	Capital-Streets and Sidewalks	36000	201000	481000	40-B193602	2526	1,966,000	0	Brickell Key Bridge Repairs-DRI Transportation
Special Revenue-Planning Services-DRI DT	10401	356001	891000	Capital-Streets and Sidewalks	36000	201000	481000	40-B193602	2588	2,654,000	0	Brickell Key Bridge Repairs-DRI Administration
				Special Revenue Fund Transfer to Capital Fund Total						**8,523,000**	**2,789,000**	
				Total Transfer from Special Revenue Fund						**14,413,000**	**8,807,000**	
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	Debt Service-SOB-Port of Miami Tunnel	24015	162000	481000	0	0	3,126,000	2,985,000	Payment of the Port of Miami Tunnel Series 2012 (Fund 24015)
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	Debt Service-SOB-Port of Miami Tunnel S2020 Taxable	24030	162000	481000	0	0	1,102,000	1,101,000	Payment of the Port of Miami Tunnel S2020 Taxable
				Outside Agency Transfer to Debt Total						**4,228,000**	**4,086,000**	
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	General Fund-General Fund	00001	162000	481000	0	0	840,000	842,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	General Fund-General Fund	00001	162000	481000	0	0	3,371,000	4,768,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
				Outside Agency Transfer to General Fund Total						**4,211,000**	**5,610,000**	
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	30,000	30,000	Reimburse City Clerk Services for Legislative Service Rep I position

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From	Fund	Organization	Account	To	Fund	Organization	Account	Project	Award	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Description
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	18,000	18,000	Reimburse City Clerk Services for Legislative Service Rep I position
				Outside Agency Transfer to Special Revenue Fund Total						**48,000**	**48,000**	
				Total Transfer from Outside Agency						**8,487,000**	**9,744,000**	
				Grand Total						**64,564,000**	**83,143,000**	

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.

The Purpose of the Capital Improvements Plan

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

The Capital Budget

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

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

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

The FY 2021-22 Proposed Capital Budget recommends appropriations totaling $40.685 million which will be used to fund 63 projects as detailed in the Plan.

Legal Authority

The legal requirements for preparing the City's Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is required by the Community Planning Act, specifically Sections 163.3161 and 163.3177, Florida Statutes (2020). 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.

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Capital Plan Overview

The Capital Plan Framework

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

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

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

Project Sources

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

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

- Projects and needs are identified by Client Departments
- Projects and needs identified by outside agencies (Downtown Development Authority, Southeast Overtown Park West (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
- Projects and needs to be coordinated with other governmental agencies such as Miami-Dade County, the State of Florida and the Florida Department of Transportation.

Capital Project Prioritization Criteria

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

- **Life, Health, and Safety** – Projects that are necessary to meet life, health, or safety requirements or eliminate potentially imminent life, health, or safety risks. Examples of these include facility water intrusion, asbestos abatement, and repair of damages caused by natural disasters.
- **Legal and Regulatory Compliance** – Projects that are necessary to attain or maintain compliance with legal and mandated requirements set forth by federal, state, local or other jurisdictions. Also includes projects that may be required to satisfy legal settlements with private individuals, entities or regulatory agencies. Examples of these projects are a federal mandate to comply with Americans with Disabilities requirements, or a regulatory agency's mandate to remediate contaminated soils.

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

Capital Plan Overview

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

Office of Capital Improvement's (OCI) Role

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

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

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

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

Capital Plan Overview

Office of Management and Budget's (OMB) Role

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

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

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

Operating Impact of Capital Plan

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

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

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.

Personnel Overview

Introduction

The FY 2021-22 Budget's Full-Time Equivalent (FTE) position count is 4,550. The Budget includes transfers, additions, or reductions of full-time personnel across departments and offices. This section provides details of each personnel change.

Summary

The total change in positions from the FY 2020-21 Adopted Budget to the FY 2021-22 Proposed Budget is a net gain of 169 positions. On January 28, 2021, a reinstatement of 63 filled positions from the Fraternal Order of Police was adopted as per FY 2020-21 Budget Amendment No.1. A net increase of five positions was adopted in the FY 2020-21 Mid-Year Budget Amendment, consisting of six additions, one elimination, and no positions transferred between departments.

The FY 2021-22 Proposed Budget includes 102 additions, one eliminated position, and no positions transferred between departments for a total increase of 101 positions.

Therefore, the FY 2021-22 Proposed Budget has a net increase of 169 positions from the FY 2020-21 Adopted Budget (63 additions in FY 2020-21 Budget Amendment No.1, five net additions in the Mid-Year Amendment, and 101 net additions in the Proposed Budget).

Agenda Coordination

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

Building

The Budget for the Building Department includes a net increase of 42 positions resulting from transfers, additions, or reductions.

The Budget includes the addition of one Building Assistant Director position, which was added in the Mid-Year Budget Amendment for FY 2020-21.

The Budget includes the addition of two Building Services Assistant I positions, a Building Services Assistant III position, a Building Services Assistant IV position, a Senior Building Inspector position, an Electrical Inspector position, a Mechanical Inspector position, and a Plumbing Inspector position.

The Budget includes the addition of 33 new positions with no job code defined at this time.

Capital Improvements

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

The Budget includes the addition of a Capital Planning System Administrator position.

Personnel Overview

City Attorney

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

City Clerk

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

City Manager

The Budget for the Office of the City Manager includes a net increase of 11 positions resulting from transfers, additions, or reductions.

The Budget for the Office of the City Manager includes a decrease of one position resulting from the elimination of a vacant, Assistant to the City Manager position, which was eliminated in the Mid-Year Budget Amendment for FY 2020-21.

The Budget for the Office of the City Manager includes an increase of 12 positions (no job code defined at this time) resulting from the addition of the Venture Miami Initiative.

Civil Service

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

Code Compliance

The Budget for the Office of Code Compliance includes a net increase of four positions resulting from transfers, additions, or reductions.

The Budget for the Office of Code Compliance includes the addition of three Code Compliance Inspector positions and a Clerical Aide position.

Commissioners

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

Communications

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

Equal Opportunity and Diversity Programs

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

Finance

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

Personnel Overview

Fire-Rescue

The Budget for the Department of Fire-Rescue includes a net increase of 16 positions resulting from transfers, additions, or reductions.

The Budget for the Department of Fire-Rescue includes the addition of two filled Assistant Fire Chief positions, which was added in the Mid-Year Budget Amendment for FY 2020-21.

The Budget includes the addition of nine Firefighter positions, four Fire Lieutenant positions, and one Project Manager (Grant Funded, civilian position).

General Services Administration

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

Grants Administration

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

Housing and Community Development

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

Human Resources

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

The Budget includes the addition of one Human Resources Generalist position, which was added in the Mid-Year Budget Amendment for FY 2020-21.

Human Services

The Budget for the Department of Human Services includes a net decrease of one position resulting from transfers, additions, or reductions.

The Budget includes the elimination of one position to correct a FY 2020-21 scrivener's error.

Independent Auditor General

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

Innovation and Technology

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

Personnel Overview

Management and Budget

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

The Budget includes the addition of a filled Capital Improvements Program Budget/Financial Administrator position to correct a FY 2020-21 scrivener's error.

Mayor

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

Parks and Recreation

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

Planning

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

The Budget includes the addition of one Assistant Director position, which was added in the Mid-Year Budget Amendment for FY 2020-21.

Police

The Budget for the Police Department includes a net increase of 80 positions resulting from transfers, additions, or reductions.

The Budget includes a reinstatement of 63 Police Officer, filled positions from the Fraternal Order of Police, which was added in the FY 2020-21 Budget Amendment No.1.

The Budget also includes the addition of 16 Police Officer sworn positions and one Constitutional Policing Advisor civilian position.

Procurement

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

Real Estate and Asset Management

The Budget for the Department of Real Estate and Asset Management includes no transfers, additions, or reductions of positions.

Resilience and Public Works

The Budget for the Department of Resilience and Public Works includes no transfers, additions, or reductions of positions.

Risk Management

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

Solid Waste

The Budget for the Department of Solid Waste includes a net increase of 13 positions resulting from transfers, additions, or reductions.

The Budget also includes the addition of one Superintendent position, five Sanitation Inspector positions, one Multimedia Specialist position, and six Video Retrieval Specialist positions.

Zoning

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

Non-Departmental Accounts

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

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FY 2021-22 Position Summary Schedule

City of Miami Departments, Offices, and Boards	Adopted Budget FY 2020-21 September 24, 2020	Budget Amendment No.1 January 28, 2021	Budget Amendment No.4 June 24, 2021	Amended Budget FY 2020-21	Addition FY 2021-22 Proposed Changes	Deletion FY 202-22 Proposed Changes	Transfer FY 2021-22 Proposed Changes	Final Proposed FY 2021-22
Mayor	**18**			**18**				**18**
Commissioners	**89**			**89**				**89**
City Manager	**13**		(1)	**12**	12			**24**
Agenda Coordination	**3**			**3**				**3**
Building	**128**		1	**129**	41			**170**
Capital Improvements	**52**			**52**	1			**53**
City Attorney	**60**			**60**				**60**
City Clerk	**12**			**12**				**12**
Civil Service	**3**			**3**				**3**
Code Compliance	**71**			**71**	4			**75**
Communications	**11**			**11**				**11**
Equal Opportunity and Diversity	**3**			**3**				**3**
Finance	**68**			**68**				**68**
Fire-Rescue	**884**		2	**886**	14			**900**
General Services Administration	**140**			**140**				**140**
Grants Administration	**9**			**9**				**9**
Housing and Community Development	**35**			**35**				**35**
Human Resources	**34**		1	**35**				**35**
Human Services	**88**			**88**	(1)			**87**
Independent Auditor General	**9**			**9**				**9**
Innovation and Technology	**82**			**82**				**82**
Management and Budget	**19**		1	**20**				**20**
Neighborhood Enhancement Team	**0**			**0**				**0**
Parks and Recreation	**288**			**288**				**288**
Planning	**40**		1	**41**				**41**
Police	**1,672**	63		**1,735**	17			**1752**
Procurement	**20**			**20**				**20**
Real Estate and Asset Management	**50**			**50**				**50**
Resilience and Public Works	**154**			**154**				**154**
Resilience and Sustainability	**0**			**0**				**0**
Risk Management	**24**			**24**				**24**
Solid Waste	**263**			**263**	13			**276**
Zoning	**28**			**28**				**28**
Non-Departmental Accounts	**11**			**11**				**11**
TOTAL	**4,381**	**63**	**5**	**4,449**	**101**	**0**	**0**	**4550**

Collective Bargaining Overview

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

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

The AFSCME 1907 covers all non-sworn employees in the administrative, financial, and service occupations of the City. As of May 23, 2021, the AFSCME 1907 covers a total of 1,779 positions and has an estimated annual payroll that includes other pay items of $122.762 million. The current collective bargaining agreement expired on September 30, 2020.

The AFSCME 871 covers all sanitation occupations. As of May 23, 2021, the AFSCME 871 covers a total of 219 positions and has an estimated annual payroll that includes other pay items of $10.365 million. The current collective bargaining agreement expired on September 30, 2020.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of May 23, 2021, the FOP covers a total of 1,299 positions and has an estimated annual payroll that includes other pay items of $110.349 million. The current collective bargaining agreement expires on September 30, 2021.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of May 23, 2021, the IAFF covers a total of 773 positions and an estimated annual payroll that includes other pay items of $79.363 million. The current collective bargaining agreement expires on September 30, 2022.

The Non-Bargaining Unit consists of all other full-time occupations that are not in a CBU. As of May 23, 2021, there are a total of 363 positions with an estimated annual payroll of $45.696 million.

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(Section will be included in the Adopted Budget Book)

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DEPARTMENT BUDGETS:
GENERAL GOVERNMENT

- Mayor
- Commissioners
- City Manager
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- Equal Opportunity and Diversity Programs
- Finance
- Grants Administration
- Human Resources
- Human Services
- Independent Auditor General
- Innovation and Technology
- Management and Budget
- Procurement

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Mayor

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

Description

In the City of Miami's "Mayor-Commission" form of government, the Mayor works with the members of the City Commission, the City's Administration, residents, leaders in the private and public sectors, and other Elected Officials in order to determine policy direction for the City of Miami. The Mayor maintains contact with other governments to foster mutual cooperation and is the official head of the City. Voters elect the Mayor at-large (Citywide) to a four-year term. The next election for the Office of the Mayor will be in November 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 any legislative, quasi-judicial, zoning, master plan, or land use decision adopted by the City Commission, including the budget or any particular component of it.

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

Mayor

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	1,268,135	1,366,294	1,201,760	1,294,000	2,095,000
Operating Expense	561,160	292,108	205,513	1,015,000	541,000
Capital Outlay	0	3,449	13,719	0	0
Non-Operating Expenses	688,193	465,502	589,025	550,000	500,000
Transfers - OUT	82,000	0	0	0	0
	2,599,488	**2,127,353**	**2,010,017**	**2,859,000**	**3,136,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	1,303,928	1,460,505	1,365,410	2,309,000	2,636,000
Departmental Improvement Initiative	1,295,560	666,848	644,607	550,000	500,000
	2,599,488	**2,127,353**	**2,010,017**	**2,859,000**	**3,136,000**

Budget Highlights for FY 2021-22

The Budget includes the following considerations:

The Mayor's Office has 18 full-time positions included in the FY 2021-22 Budget; this includes the Mayor.
The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCMELocal 1907, not including the Mayor (GF $61,000).
The Promotional Activities Line item reflects funds for the Mayor's International Council (GF $30,000), Protocol (GF $20,000), and the Arts and Entertainment Council (GF $20,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for Festivals and Events remains the same as the previous fiscal year (SR $50,000).
The contribution from the General Fund to the Mayor's Special Revenue Fund for the Citywide Anti-Poverty Initiative will remain the same as the previous fiscal year (SR $450,000).

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Mayor

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	767,000	0	767,000	1,277,000	0	1,277,000
516000 - Fringe Benefits	35,000	0	35,000	45,000	0	45,000
521000 - Fica Taxes	72,000	0	72,000	109,000	0	109,000
522000 - Retirement Contributions	174,000	0	174,000	298,000	0	298,000
523000 - Life and Health Insurance	149,000	0	149,000	269,000	0	269,000
Personnel	**1,294,000**	**0**	**1,294,000**	**2,095,000**	**0**	**2,095,000**
Operating Expense						
524000 - Workers' Compensation	12,000	0	12,000	13,000	0	13,000
545011 - Insurance - Vehicle Liability	19,000	0	19,000	18,000	0	18,000
546001 - IT-Repair and Maintenance Services	32,000	0	32,000	49,000	0	49,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	882,000	0	882,000	391,000	0	391,000
Operating Expense	**1,015,000**	**0**	**1,015,000**	**541,000**	**0**	**541,000**
Non-Operating Expense						
896000 - Budget Reserve	0	550,000	550,000	0	500,000	500,000
Non-Operating Expenses	**0**	**550,000**	**550,000**	**0**	**500,000**	**500,000**
Total Expense	**2,309,000**	**550,000**	**2,859,000**	**2,636,000**	**500,000**	**3,136,000**

Commissioners

Description

The City Commission consists of five citizens who are qualified voters of the City and elected from each of the City's five districts. Commissioners serve four-year terms and elections are held every four years on the first Tuesday after the first Monday in November in odd-numbered years. The next election for Districts 3 and 5 is to be held in November 2021. The next election for Districts 1, 2, and 4 is to be held in November 2023.

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

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

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

Commissioners

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	3,048,447	3,343,885	3,374,344	3,448,000	5,717,000
Operating Expense	691,526	687,000	608,112	3,594,000	2,141,000
Capital Outlay	8,233	6,907	10,841	0	0
Non-Operating Expenses	1,510,689	1,579,833	1,366,751	2,970,000	3,281,000
	5,258,896	**5,617,625**	**5,360,048**	**10,012,000**	**11,139,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	3,287,270	3,465,265	3,596,023	7,042,000	7,858,000
Departmental Improvement Initiative	1,968,981	2,152,359	1,715,614	2,970,000	3,281,000
Emergency Funds	2,645	0	48,412	0	0
	5,258,896	**5,617,625**	**5,360,048**	**10,012,000**	**11,139,000**

Budget Highlights for FY 2021-22

The Budget includes the following considerations:

There are 89 full-time positions in all District offices combined; this includes the five Commissioners.
The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, not including the City Commissioners (GF $225,000). This amounts to $45,000 for each office budget.
Each City Commission Office has a General Fund budget (GF $661,000). The Commission Chairperson's budget remains the same as the previous fiscal year (GF $100,000). This totals (GF $3.405 million) for all five Commission districts and the Chairperson.
The allocation of $1.000 million to Districts 1, 3, and 4 to cover personnel and operating costs at their respective District Offices will remain the same as the previous fiscal year.
The contribution from the General Fund to each District's Special Revenue Fund for Festivals and Special Events remains the same as the previous fiscal year (SR $250,000).
The total funding for the Citywide Anti-Poverty Initiative is (SR $2.700 million), the same as the previous fiscal year Adopted Budget. The City Commission's portion of the Anti-Poverty Initiative funding is (SR $2.250 million). The percentage allocated to each district has changed from the previous fiscal year due to updated statistical data from the U.S. Census Bureau.
District 1 is allocated approximately 22 percent of the Anti-Poverty Initiative funds (SR $495,000).
District 2 is allocated approximately 11 percent of the Anti-Poverty Initiative funds (SR $248,000).
District 3 is allocated approximately 20 percent of the Anti-Poverty Initiative funds (SR $450,000).
District 4 is allocated approximately 15 percent of the Anti-Poverty Initiative funds (SR $338,000).
District 5 is allocated approximately 32 percent of the Anti-Poverty Initiative funds (SR $720,000).

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Commissioners

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	290,000	0	290,000	290,000	0	290,000
512000 - Regular Salaries and Wages	1,859,000	0	1,859,000	3,597,000	0	3,597,000
513000 - Other Salaries and Wages	28,000	0	28,000	53,000	0	53,000
516000 - Fringe Benefits	232,000	0	232,000	230,000	0	230,000
521000 - Fica Taxes	185,000	0	185,000	318,000	0	318,000
522000 - Retirement Contributions	368,000	0	368,000	652,000	0	652,000
523000 - Life and Health Insurance	486,000	0	486,000	577,000	0	577,000
Personnel	**3,448,000**	**0**	**3,448,000**	**5,717,000**	**0**	**5,717,000**
Operating Expense						
524000 - Workers' Compensation	44,000	0	44,000	41,000	0	41,000
546001 - IT-Repair and Maintenance Services	84,000	0	84,000	183,000	0	183,000
549000 - Other Current Charges and Obligations	3,466,000	0	3,466,000	1,917,000	0	1,917,000
Operating Expense	**3,594,000**	**0**	**3,594,000**	**2,141,000**	**0**	**2,141,000**
Non-Operating Expense						
896000 - Budget Reserve	0	2,970,000	2,970,000	0	3,281,000	3,281,000
Non-Operating Expenses	**0**	**2,970,000**	**2,970,000**	**0**	**3,281,000**	**3,281,000**
Total Expense	**7,042,000**	**2,970,000**	**10,012,000**	**7,858,000**	**3,281,000**	**11,139,000**

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City Manager

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

Mission Statement

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

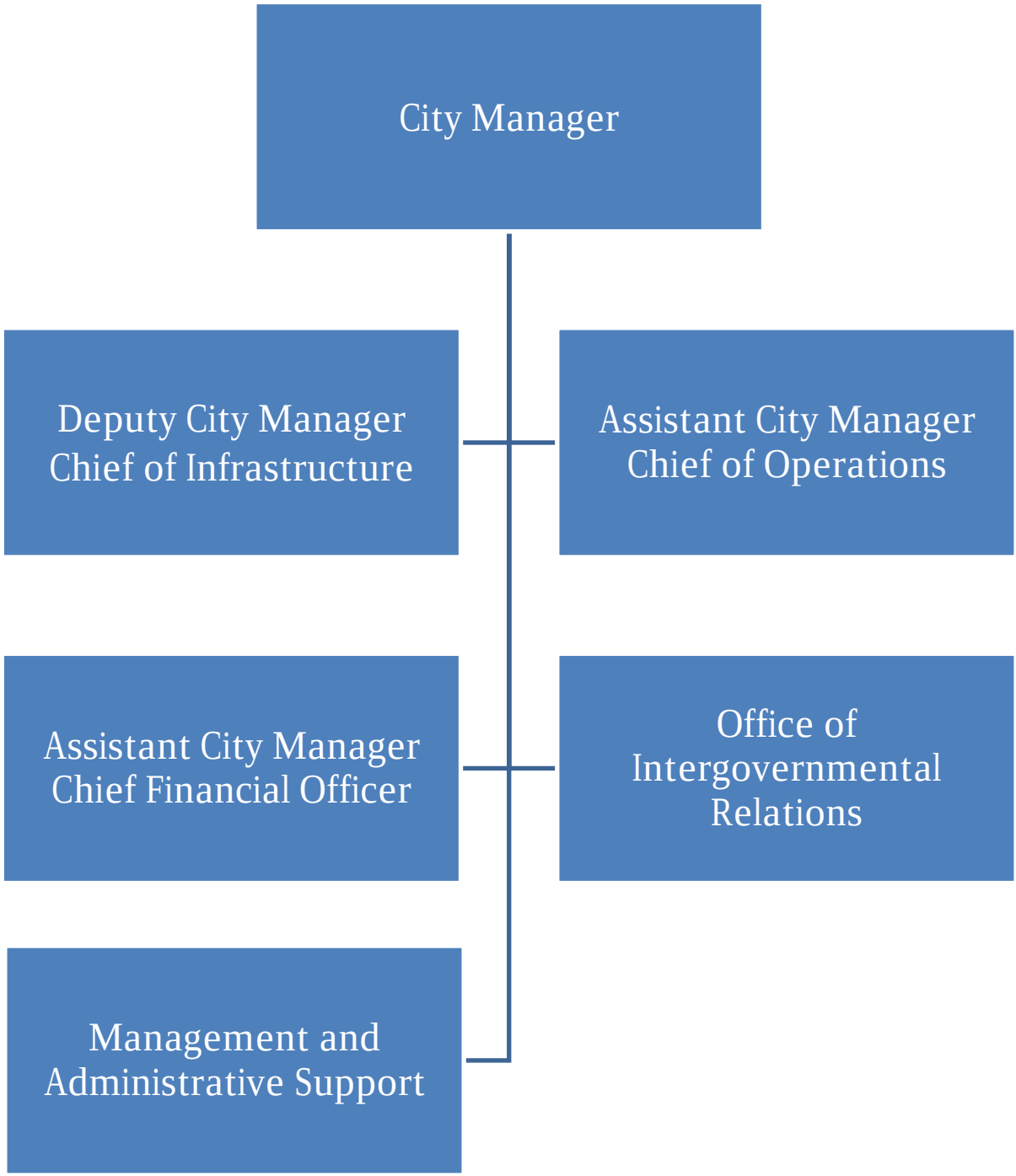
Description

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

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

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

City Manager



City Manager

Departmental Function/Unit	FY 2020-21	FY 2021-22
CITY MANAGER Implements and enforces the policies, directives, and legislation adopted by the City Commission; oversees the daily operations of the City; promotes the health, safety, and welfare of residents, businesses, and visitors to the City of Miami; oversees the Offices of Agenda Coordination, Communications, Equal Opportunity and Diversity Programs, and the Departments of Fire-Rescue, Human Resources, and Police.	1	1
DEPUTY CITY MANAGER – CHIEF OF INFRASTRUCTURE Assists the City Manager by planning, directing, reviewing, and overseeing the Infrastructure area, which includes the Departments of Building, Capital Improvements, Planning, Resilience and Public Works, 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, General Services Administration, Human Services, Innovation and Technology, Parks and Recreation, 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, Grants Administration, Housing and Community Development, Management and Budget, Procurement, Real Estate and Asset Management, and Risk Management.	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the Office of the City Manager.	8	19
OFFICE OF INTERGOVERNMENT RELATIONS Interacts with other government agencies.	1	1
TOTAL FULL-TIME POSITIONS	**13**	**24**

City Manager

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	3,150,518	2,527,824	2,606,947	2,566,000	2,566,000
Operating Expense	390,120	199,439	536,223	219,000	240,000
Capital Outlay	19,573	0	9,096	0	0
Non-Operating Expenses	18,670	19,257	17,362	0	3,000,000
	3,578,881	**2,746,519**	**3,169,628**	**2,785,000**	**5,806,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	3,520,744	2,668,083	2,836,076	2,781,000	5,802,000
Departmental Improvement Initiative	57,789	78,437	0	4,000	4,000
Emergency Funds	347	0	333,552	0	0
	3,578,881	**2,746,519**	**3,169,628**	**2,785,000**	**5,806,000**

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

As approved in the FY 2020-21 Mid-Year Amendment, the budget reflects the reduction of one Assistant to the City Manager position $86,000 (GF).

The Budget includes the following additions:

The Travel and Per Diem Line item reflects an increase of $25,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Aids to Private Organizations Line item reflects an increase of $3,000,000 (GF) to fund the Venture Miami project.

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 5 percent) (GF $1,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Manager (GF $76,000).

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City Manager

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,822,000	0	1,822,000	1,898,000	0	1,898,000
516000 - Fringe Benefits	60,000	0	60,000	51,000	0	51,000
521000 - Fica Taxes	116,000	0	116,000	121,000	0	121,000
522000 - Retirement Contributions	363,000	0	363,000	304,000	0	304,000
523000 - Life and Health Insurance	205,000	0	205,000	192,000	0	192,000
Personnel	**2,566,000**	**0**	**2,566,000**	**2,566,000**	**0**	**2,566,000**
Operating Expense						
524000 - Workers' Compensation	34,000	0	34,000	36,000	0	36,000
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
534000 - Other Contractual Services	20,000	0	20,000	20,000	0	20,000
540000 - Travel and Per Diem	0	0	0	25,000	0	25,000
541000 - Communications & Related Services	2,000	0	2,000	2,000	0	2,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	17,000	0	17,000	12,000	0	12,000
546001 - IT-Repair and Maintenance Services	37,000	0	37,000	36,000	0	36,000
548000 - Promotional Activities	0	4,000	4,000	0	4,000	4,000
548100 - Advertising and Related Costs	2,000	0	2,000	0	0	0
549000 - Other Current Charges and Obligations	20,000	0	20,000	20,000	0	20,000
551000 - Office Supplies	51,000	0	51,000	51,000	0	51,000
552000 - Operating Supplies	4,000	0	4,000	4,000	0	4,000
552010 - Motor Fuel	0	0	0	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	3,000	0	3,000
Operating Expense	**215,000**	**4,000**	**219,000**	**236,000**	**4,000**	**240,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	0	0	3,000,000	0	3,000,000
Non-Operating Expenses	**0**	**0**	**0**	**3,000,000**	**0**	**3,000,000**
Total Expense	**2,781,000**	**4,000**	**2,785,000**	**5,802,000**	**4,000**	**5,806,000**

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Agenda Coordination

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

Mission Statement

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

Description

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

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

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

Agenda Coordination

Office of Agenda Coordination

Departmental Function/Unit	FY 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	357,665	341,107	378,138	364,000	387,000
Operating Expense	13,296	13,627	14,206	15,000	17,000
	370,961	**354,734**	**392,344**	**379,000**	**404,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	370,961	354,734	392,344	379,000	404,000
	370,961	**354,734**	**392,344**	**379,000**	**404,000**

Department Strategies for FY 2021-22

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 2020-21

Successfully moved forward in Department's paperless efforts by eliminating the hard copy requirements of the Agenda Items and eliminated half of the Agenda Packet printing copies distributed.
Ensured that each draft agenda was released at least seven calendar days prior to the distribution of the final agenda.
Successfully tracked the progress of the City Commission Directives
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 2020-21.
Completed training on the Accela legislative system for Agenda Liaisons and their respective Department Directors and Assistant Directors.

Budget Highlights for FY 2021-22

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF $4,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $5,000).

Agenda Coordination

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL To ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven calendar days prior to the distribution of the final agenda				
Regular items prepared and distributed (number)	953	947	950	965
Planning and Zoning items distributed (number)	206	141	190	195
Substitutions distributed (number)	16	14	20	20
GOAL To deliver high-quality customer service and improve operational efficiency				
Train new Agenda Liaisons regarding the agenda process (number)	11	3	8	10

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Office of Agenda Coordination

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	198,000	0	198,000	217,000	0	217,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	16,000	0	16,000	17,000	0	17,000
522000 - Retirement Contributions	89,000	0	89,000	90,000	0	90,000
523000 - Life and Health Insurance	56,000	0	56,000	58,000	0	58,000
Personnel	**364,000**	**0**	**364,000**	**387,000**	**0**	**387,000**
Operating Expense						
524000 - Workers' Compensation	5,000	0	5,000	6,000	0	6,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	7,000	0	7,000	8,000	0	8,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	**15,000**	**0**	**15,000**	**17,000**	**0**	**17,000**
Total Expense	**379,000**	**0**	**379,000**	**404,000**	**0**	**404,000**

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City Attorney

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

Mission Statement

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

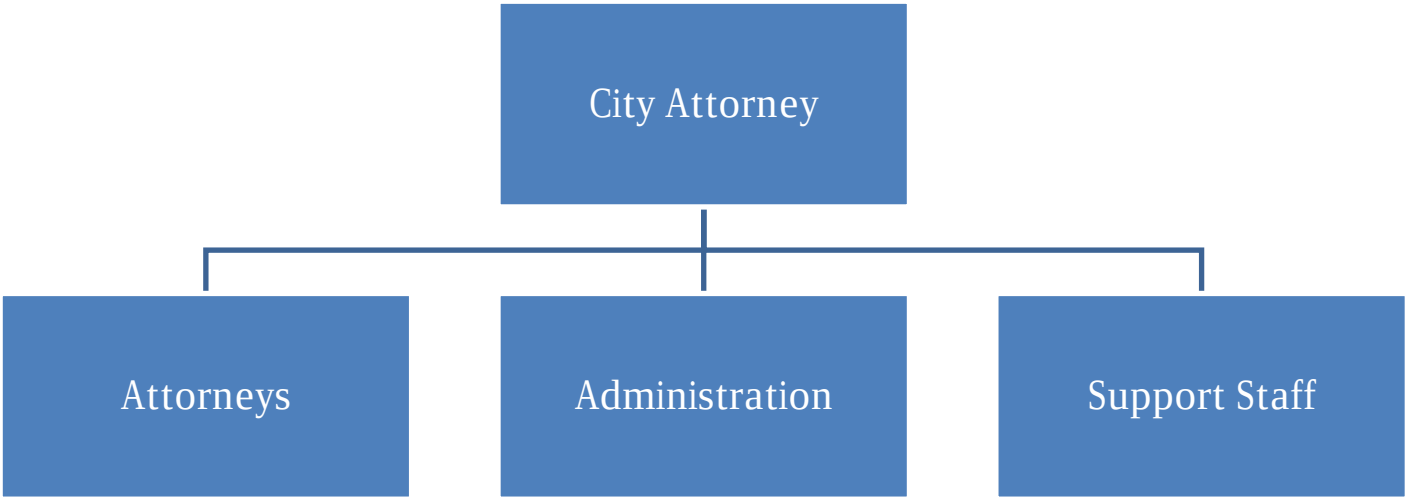
Description

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

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

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

City Attorney



Departmental Function/Unit	FY 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	8,170,129	8,702,250	9,392,800	9,856,000	10,490,000
Operating Expense	385,796	454,959	505,291	510,000	560,000
Capital Outlay	0	0	11,520	0	0
	8,555,925	**9,157,209**	**9,909,611**	**10,366,000**	**11,050,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	8,555,925	9,157,209	9,909,611	10,366,000	11,050,000
	8,555,925	**9,157,209**	**9,909,611**	**10,366,000**	**11,050,000**

Department Strategies for FY 2021-22

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

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

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

Continue to expand collection efforts.

Collaborate with the City's Administration to develop an on-line payment portal for payments of Public Records Request to improve and minimize the delay in the receipt of payments and to allow a faster release of documents to the Requester.

Accomplishments in FY 2020-21

Successfully trained new members of the Administration to utilize "Next Request" to fulfill and comply with all public records requests.

Responded to all Legal Services Requests (LSRs) in a timely manner by establishing an office policy wherein all in-coming LSRs are reviewed and assigned to an Attorney within one business day.

Minimized the cost of outside counsel fees by only acquiring services that was absolutely needed.

Increased publications and trainings regarding current topics of law in legal journals. Continued to improve professionalism and customer service standards by hosting six trainingsincluding "Affordable Housing, On-going Compliance: The Miami Forever Bonds"; "Submerged Lands"; "The Evolution of Florida Summary Judgments Standard"; "Accela/The Legislative Process"; "General Procurement Code Training"; and "How to Process a Public Records Request".

Improved the internship and clerkship program to enhance law students' legal knowledge for future growth potential including potential recruitment. During the COVID-19 Pandemic, the Internship program swiftly transitioned to a virtual platform and the office successfully mentored twenty (20) students from various law schools and universities throughout the country.
Developed a fully electronic office environment by utilizing the above-mentioned on-line tools for internal and external meetings to be a more efficient virtual office. Implemented an electronic signature workflow. During the COVID-19 Pandemic, successfully transitioned to a series of processes, i.e. request for leave, approval of legal documents, correspondence, etc., to electronic format by utilizing Adobe Pro and other programs available to the City.
Recovered $1.510 million in collections during the pandemic.

Budget Highlights for FY 2021-22

The Budget includes the following addition:

The Travel and Per Diem Line item reflects an increase of $18,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

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 5 percent) (GF $3,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Attorney (GF $230,000).

City Attorney

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities				
Litigation matters opened (number)	619	533	600	600
Litigation matters closed (number)	608	615	600	600
Non-litigation matters opened (number)	2,439	2,196	2,400	2,400
Non-litigation matters closed (number)	2,507	2,529	2,300	2,300
GOAL Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost effective results				
Blended Attorney hourly rate (dollars)	$ 65.00	$ 65.00	$68.00	$69.00
Blended billable hours per Attorney (hours)	1,439.6	1,633.9	1,700	1,700
GOAL Continue expanding collection efforts				
Collection of Liens (dollars)	$ 6,059,308.89	$ 2,314,205.32	$1,600,000	$1,600,000
GOAL Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures				
Preventative Law Training /Presentations (number)	12	9	12	12
GOAL Continue responding to Legal Service Requests in a timely manner				
Public Records Requests (opened)	3,506	3,432	1,800	2,500
Public Records Requests (closed)	3,458	3,096	2,100	2,100

Source: ClearPoint Strategy Management Reporting Software

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City Attorney

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,064,000	0	6,064,000	6,580,000	0	6,580,000
512010 - Attrition Savings - Salaries	(85,000)	0	(85,000)	(60,000)	0	(60,000)
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	85,000	0	85,000	85,000	0	85,000
521000 - Fica Taxes	421,000	0	421,000	454,000	0	454,000
522000 - Retirement Contributions	2,304,000	0	2,304,000	2,309,000	0	2,309,000
523000 - Life and Health Insurance	965,000	0	965,000	1,020,000	0	1,020,000
Personnel	**9,856,000**	**0**	**9,856,000**	**10,490,000**	**0**	**10,490,000**
Operating Expense						
524000 - Workers' Compensation	86,000	0	86,000	95,000	0	95,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
531010 - Professional Services-Legal Services	100,000	0	100,000	100,000	0	100,000
540000 - Travel and Per Diem	0	0	0	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
546000 - Repair and Maintenance Services	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	144,000	0	144,000	167,000	0	167,000
551000 - Office Supplies	25,000	0	25,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	91,000	0	91,000	101,000	0	101,000
Operating Expense	**510,000**	**0**	**510,000**	**560,000**	**0**	**560,000**
Total Expense	**10,366,000**	**0**	**10,366,000**	**11,050,000**	**0**	**11,050,000**

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City Clerk

Department Head: Todd B. Hannon Phone: (305) 250-5360
www.miamigov.com/Government/Departments-Organizations/City-Clerks-Office

Mission Statement

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

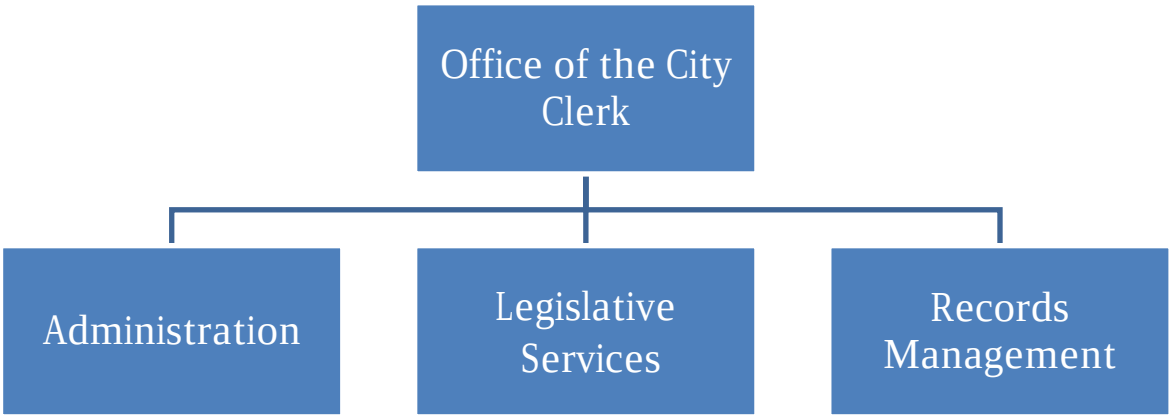
Description

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

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

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

City Clerk



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE CITY CLERK Performs the constitutional and statutory responsibilities of the City Clerk; attends and records City Commission, Southeast Overtown Park West, Omni and Midtown Community Redevelopment Agency (CRA) meetings: prepares and administers oaths of office; maintains official calendars of the City Commission, Boards, and Committee meetings; attests documents as Secretary of the Municipal Corporation for the City of Miami and CRAs.	1	1
ADMINISTRATION Prepares the annual budget and archives contracts and agreements; oversees all matters relating to personnel and expenditures; tracks office metrics used for strategic planning; coordinates the implementation and installation of new programs and operating systems for the enhancement of the legislative process; provides administrative support services, as mandated by the Miami City Code to boards and committees; supervises and administers all municipal elections (charter amendments, candidates, bond, referenda, etc.), including the City of Miami's Civil Service Board election; certifies and declares election results.	4	4
LEGISLATIVE SERVICES Records City Commission and CRA actions; numbers and records resolutions and ordinances; prepares and distributes official City Commission after-action reports; transcribes minutes verbatim and distributes same; attends and participates in bond validation proceedings; advertises official notices as mandated by state and local laws; registers and maintains lobbyist files; coordinates the routing of bids and proposals for appropriate tabulation; reproduces, certifies, notarizes, and researches official City records; provides passport application services; notifies board and committee appointees upon being selected by the City Commission.	5	5
RECORDS MANAGEMENT Archives on-site digitized official records from 1896 to the present; develops, updates, and maintains the City of Miami Records Management Procedures Manual for on-site and off-site destruction, filing, and retention schedule; oversees compliance with State of Florida General Records Schedules; digitally archives agenda, minutes, ordinances, resolutions, background memoranda, and other related documents.	2	2
TOTAL FULL-TIME POSITIONS	**12**	**12**

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City Clerk

Department Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	1,522,265	1,637,724	1,780,482	1,716,000	1,818,000
Operating Expense	342,874	334,815	322,157	417,000	343,000
Capital Outlay	1,500	8,073	1,464	0	0
Non-Operating Expenses	0	0	0	1,454,000	1,578,000
	1,866,639	**1,980,611**	**2,104,103**	**3,587,000**	**3,739,000**

Funding Structure

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	1,781,705	1,887,419	1,963,543	2,009,000	2,031,000
City Clerk Services	84,803	93,193	140,559	1,578,000	1,708,000
Emergency Funds	132	0	0	0	0
	1,866,639	**1,980,611**	**2,104,103**	**3,587,000**	**3,739,000**

Department Strategies for FY 2021-22

Upgrade the For the Record (FTR) recording software program used at Miami City Hall for City Commission and Board meetings from an analog signal to a digital signal by programming the Q-Sys platform to interface with the latest version of FTR using a Dante virtual sound card.

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).

Accomplishments in FY 2020-21

Collaborated with the Innovation and Technology Department on developing a user interface for the Weblink function of the Laserfiche Document Management System so that the program can be launched to allow internal and external customers access to Miami Commission documents from 2003-present (legislation, agendas, and minutes).

Updated and redesigned the City Clerk's Office election webpage by the Elections Coordinator to provide step-by-step instructions on the numerous requirements to run for elected office. The website now entails a comprehensive landing page containing various subject matters associated with elections that users can select, taking them to extensive subpages containing important and invaluable information.

Administered the Civil Service Board Election held on April 15, 2021 and April 16, 2021 for seat numbers one and two of the Civil Service Board.

Removed approximately 1,074.2 cubic feet of off-site storage documents that either met their retention value per the Florida Department of State's GS1-SL and GS2 Records Schedules 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 2021-22

The Budget includes the following reductions:

The Repair and Maintenance Services Line item reflects a reduction of $5,000 (GF) to align the budget with actual trend of expenditures.
The decrease in Advertising and Related Costs Line item reflects a reduction of $23,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF $5,000; SR $3,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $1,000); including the City Clerk and Assistant City Clerk (GF $10,000).

City Clerk

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings				
Marked agenda completed within seven business days (percent)	82	98	100	100
City Commission minutes completed within 25 business days (percent)	92	94	50	100
City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)	100	33	50	100
GOAL Promote effective service delivery of City of Miami contracts and agreements by making them promptly available				
Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	93	96	90	96
GOAL 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	96	100	100

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City Clerk

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	933,000	50,000	983,000	1,016,000	56,000	1,072,000
516000 - Fringe Benefits	10,000	0	10,000	10,000	0	10,000
521000 - Fica Taxes	71,000	4,000	75,000	77,000	4,000	81,000
522000 - Retirement Contributions	419,000	23,000	442,000	420,000	24,000	444,000
523000 - Life and Health Insurance	187,000	19,000	206,000	192,000	19,000	211,000
Personnel	**1,620,000**	**96,000**	**1,716,000**	**1,715,000**	**103,000**	**1,818,000**
Operating Expense						
524000 - Workers' Compensation	20,000	2,000	22,000	23,000	1,000	24,000
531000 - Professional Services	36,000	0	36,000	36,000	0	36,000
534000 - Other Contractual Services	52,000	21,000	73,000	52,000	21,000	73,000
541100 - Postage	9,000	3,000	12,000	9,000	3,000	12,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546000 - Repair and Maintenance Services	11,000	0	11,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	82,000	0	82,000	34,000	0	34,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	166,000	0	166,000	143,000	0	143,000
551000 - Office Supplies	7,000	2,000	9,000	7,000	2,000	9,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**389,000**	**28,000**	**417,000**	**316,000**	**27,000**	**343,000**
Non-Operating Expense						
896000 - Budget Reserve	0	1,454,000	1,454,000	0	1,578,000	1,578,000
Non-Operating Expenses	**0**	**1,454,000**	**1,454,000**	**0**	**1,578,000**	**1,578,000**
Total Expense	**2,009,000**	**1,578,000**	**3,587,000**	**2,031,000**	**1,708,000**	**3,739,000**

Civil Service Board

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

Mission Statement

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

Description

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

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 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 Board

Civil Service

Departmental Function/Unit	FY 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	344,748	422,941	516,832	509,000	528,000
Operating Expense	34,777	30,672	29,917	38,000	43,000
	379,525	**453,613**	**546,749**	**547,000**	**571,000**

Department/Funding Structure

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	379,525	453,613	546,129	547,000	571,000
Emergency Funds	0	0	620	0	0
	379,525	**453,613**	**546,749**	**547,000**	**571,000**

Civil Service Board

Department Strategies for FY 2021-22

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

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

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

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

Accomplishments in FY 2020-21

Provided Memoranda and Reports regarding formulating personnel hiring and employment policies to the Manager and departments.

Held 12 Civil Service Board meetings, ruled on hearings (appeals, whistleblower, grievance, investigation, and unsatisfactory service rating matters), and rendered Reports, Findings and Recommendations.

Conducted eight Civil Service Rules Workshops and New Employee and Supervisor Orientations. Published eight Informational Bulletins and Departmental Newsletters.

Budget Highlights for FY 2021-22

The Budget includes the following addition:

The Travel and Per Diem Line item reflects an increase of $3,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $9,000).

Civil Service Board

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Research requests from citizens or employees regarding alleged violations of the Rules, and formulate corrective actions and process improvements for the Manager's or Director's implementation				
Research and investigative projects requested by employees, Board members, and members of the public conducted (number)	152	132	70	80
GOAL Establish procedures and grounds for investigations and hearings. Document the actions of the Board via Minutes, Findings & Reports				
Minutes, Findings and Reports Prepared, Approved and/or Forwarded (number)			15	20
GOAL Conduct hearings regarding appeal of disciplinary action; unsatisfactory service ratings; complaints of employees; and to investigate allegations concerning abuses of power or Rule violations				
Cases closed (number)	21	16	14	20
Subpoenas prepared and processed (number)	84	74	40	60
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating hearings held (number)	16	5	8	10
GOAL 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)	5	1	5	6
New employee and supervisor orientations conducted (number)	10	12	7	10
Employees trained by the Civil Service Board (number)	76	52	40	70

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Civil Service Board

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	11,000	0	11,000	4,000	0	4,000
512000 - Regular Salaries and Wages	286,000	0	286,000	307,000	0	307,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	22,000	0	22,000	23,000	0	23,000
522000 - Retirement Contributions	129,000	0	129,000	131,000	0	131,000
523000 - Life and Health Insurance	56,000	0	56,000	58,000	0	58,000
Personnel	**509,000**	**0**	**509,000**	**528,000**	**0**	**528,000**
Operating Expense						
524000 - Workers' Compensation	5,000	0	5,000	6,000	0	6,000
531010 - Professional Services-Legal Services	22,000	0	22,000	22,000	0	22,000
540000 - Travel and Per Diem	0	0	0	3,000	0	3,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	7,000	0	7,000	8,000	0	8,000
551000 - Office Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,000	0	1,000	1,000	0	1,000
Operating Expense	**38,000**	**0**	**38,000**	**43,000**	**0**	**43,000**
Total Expense	**547,000**	**0**	**547,000**	**571,000**	**0**	**571,000**

Code Compliance

Department Head: Eric D. Nemons, JD, MBA, Interim Director Phone: (305) 416-2087
www.miamigov.com/Government/Departments-Organizations/Code-Compliance

Mission Statement

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

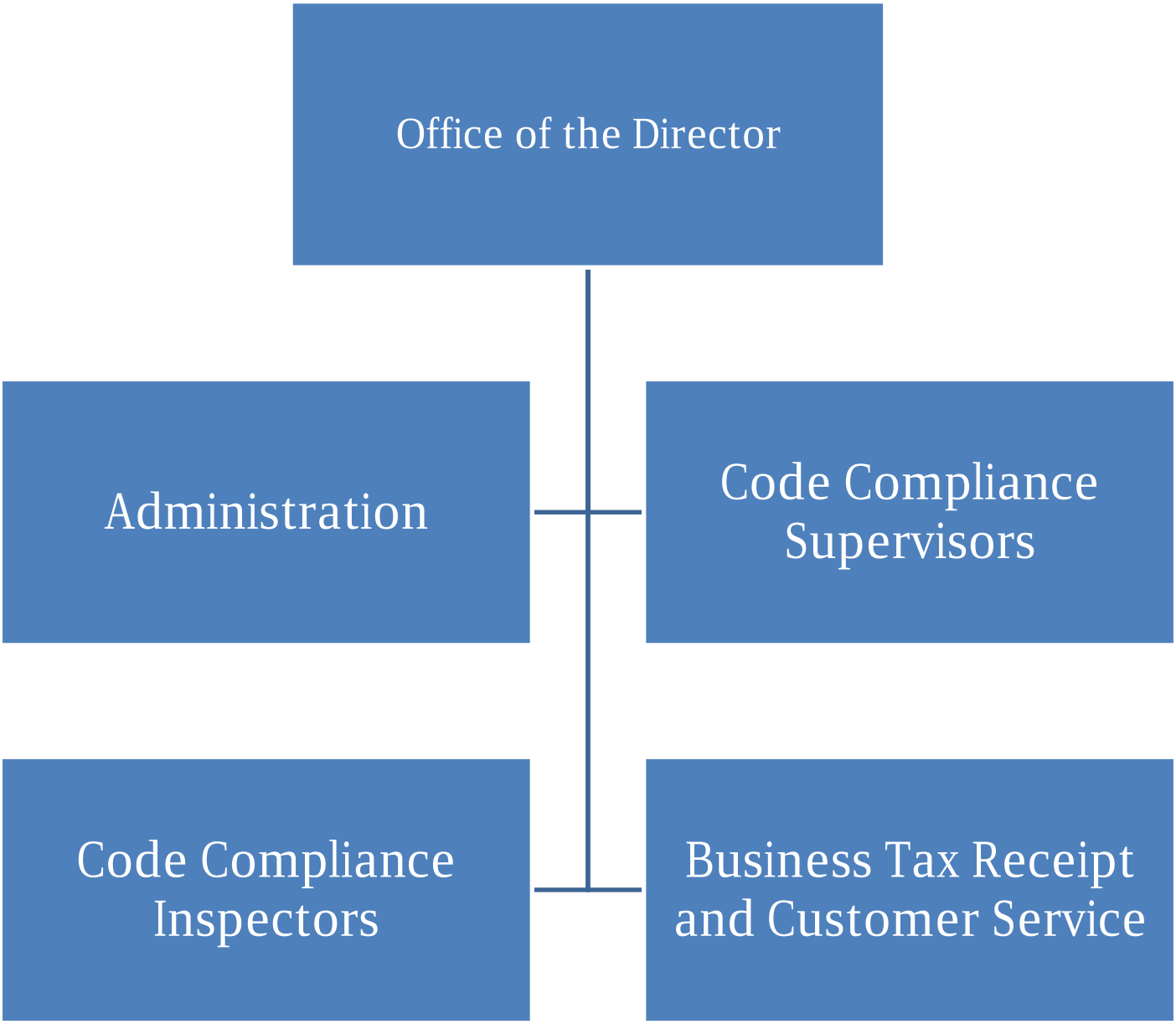
Description

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

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

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

Code Compliance



Code Compliance

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Provides leadership, guidance, and accountability for the Department; assists other City departments and agencies with Code Compliance issues, ordinances, policies, procedures and protocols and the City Charter.	2	2
ADMINISTRATION Provides administrative support for budgeting, billing, collections, lien processing, human resources, payroll and Kronos management, information technology, and procurement.	3	4
BUSINESS TAX RECEIPT AND CUSTOMER SERVICE Provides customer service via phone and in person; assists with clerical duties such as mailing correspondence regarding Code Compliance matters to residents, accepts and processes all Business Tax Receipt applications for the City of Miami.	3	3
CODE COMPLIANCE SUPERVISORS Supervises the daily functions of Code Compliance Inspectors; patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; enlists support from other Departments as needed to correct Code Compliance violations and refer violations to appropriate colleagues, works with the community to resolve code violations; processes Certificates of Use (CU) and Business Tax Receipts (BTR) for businesses found non-compliant in the field; collects outstanding fees.	6	6
CODE COMPLIANCE INSPECTORS Responds to community complaints, referrals from other Departments, and the results of assigned inspections; patrols neighborhoods in search of violations of the City's code; maintains records and correspondence pertaining to violations; works with the Solid Waste Department to achieve waste disposal in accordance with sanitation ordinances; works with the community to resolve code violations; ensures compliance with CUs and BTRs processes; brings all cases and testifies at the Code Enforcement Board or Ticket Appeals hearings.	57	60
TOTAL FULL-TIME POSITIONS	**71**	**75**

Code Compliance

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	6,098,809	6,843,285	7,948,929	8,167,000	8,534,000
Operating Expense	641,674	490,451	501,945	549,000	636,000
Capital Outlay	54,098	0	37,678	0	20,000
Non-Operating Expenses	1,469	2,320	942	0	0
Transfers - OUT	0	1,556,000	232,000	0	0
	6,796,050	**8,892,057**	**8,721,494**	**8,716,000**	**9,190,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	6,795,884	7,336,057	8,488,744	8,716,000	9,190,000
Net Offices & Code Enforcement (SR)	0	1,556,000	232,000	0	0
Emergency Funds	166	0	750	0	0
	6,796,050	**8,892,057**	**8,721,494**	**8,716,000**	**9,190,000**

Department Strategies for FY 2021-22

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

Continue to train the staff through regular internal trainings on at least a monthly basis to ensure all team members are current on legislative and administrative developments, as well as best practices generally.

Continue to enhance the educational materials available online and in print in English, Spanish, and Creole for our residents to better understand commonly occurring Code Compliance violations and how to achieve compliance with relevant City codes.

Continue to implement the new technology platform, Code Check.

Improve procedures and processes regarding City Wide compliance of Certificate of Use and Business Tax Receipts, continue to work in conjunction with Solid Waste to address illegal dumping, and systemically work to review and close pre-2019 cases in preparation for our new tracking system.

Continue to implement quality control measures to evaluate compliance regularly by Code Compliance staff with internal department protocols reflected in the Code Compliance Process Manual and Standard Operating Procedures.

Code Compliance

Accomplishments in FY 2020-2021

Attended 20 homeowners and neighborhood association meetings to educate residents on Code Compliance issues and listen to community concerns.
Provided ongoing virtual training to Code Compliance staff through Human Resources regarding active listening, conflict de-escalation, managing difficult conversations, and other aspects of quality customer service to reinforce skill set.
Continued to update Code Compliance educational materials (English, Creole, Spanish) available on the City's website to include infographics. Continued to publicize and disseminate the After-Hours Code Compliance Hotline information publicly through community meetings and website.
Continued the implementation of the technology platform, Code Check. Due to COVID-19, the service provider had to be changed. Therefore, alpha testing the new technological platform that will replace City Viewshould be completed by the end of calendar year 2021.
Implemented additional quality control measures by creating a Code Compliance call center to improve end-user experience with contacting the Department to ensure fewer lost calls. Created a voicemail system in English, Spanish, and Creole that is regularly monitored. Implemented dedicated lines for each Code Compliance inspector and publicized those direct numbers on the website and in all correspondence sent to property owners to improve ease of contact with individual inspectors who have information on how to bring a particular property into compliance.
Improved response times to 311 requests and customer service experience by making the Department and its inspectors more accessible through individual contact information and by improving the accuracy. Responses to 311 requests from the first and second quarters of FY 2020-2021 to the third and fourth quarters of FY 2020-2021 improved from 70 percent to 88 percent.
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. Move to fully process online Business Tax Receipt Application so that the public may apply online without having to visit the City administration building.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Office Supplies Line item reflects a reduction of $6,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Professional Services Line item to reflect an increase in Lot Clearing expenses (GF $30,000).
Additional funding was added to the Professional Services-Legal Line item (GF $2,000).

Code Compliance

Additional funding was added to the Communication and Related Services Line item for Citywide phones (GF $29,000).
Additional funding was added to the Postage Line item (GF $5,000).
Additional funding was added to the Printing and Binding Line item (GF $3,000).
Additional funding was added to the Office Supplies Line item (GF $3,000).
Additional funding was added to the Clothing and Uniform Line item to maintain the union contract (GF $3,000).
Additional funding was added to the Subscriptions and Membership Line item to maintain all F.A.C.E. Certifications (GF $14,000).
The Regular Salaries and Wages Line item reflects the addition of three Code Compliance Inspector positions for the Dry-Hour 305 Task Force, and a Clerical Aide position $179,000 (GF).
The Machinery and Equipment Line item reflects an increase of $20,000 (GF) for the Dry-Hour 305 Task Force.

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 5 percent) (GF $83,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $21,000).
The Budget reflects a General Fund contribution to Capital for the Dry-Hour 305 Task Force (GF $81,000).
The Budget reflects a General Services Administration Impact Fee contribution to Capital for the Code Compliance Body Cameras project ($150,000).

Code Compliance

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.2 Seek feedback to inform improved business practices City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Promote effective service delivery and high-quality customer service				
Qualitative Code Compliance Customer Service survey (percent of excellence)	80	53	85	85
GOAL Maintain streets and public spaces to a high standard				
Residents who agree their neighborhood appearance has improved in the last three years (percent)	89	83	85	90
GOAL Miantain and grow a diverse and inclusive economy throug professinal efficient, and use-centered Business Tax Receipt services				
Business Tax Receipts (BTR) and Certificate of Use (CU) collection inspections (number)	16,700	9,096	21,457	15,000

Code Compliance

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Transform the experience of conduction busines with the City by ensuring efficient, customer-friendly inspections of businesses, and creating an online Business Tax Receipt application				
Number of Business Tax Receipts processed per fiscal year (number)				1,500
GOAL Create and enhance shared civic spaces by protecting civic and community assets through the fair and impartial enforcement of our City's codes				
Attend community meetings to foster partnerships with the community, including Neighborhood, Condominium, and Homeowner's Associations, as well as Crime Watch and other civic and professional associations to better understand resident and business concerns (number)			40	50
Lot clearings completed per fiscal year (number)			110	100
GOAL Position all for success by providing acces to critical services by completing iBuild inspections, Certificate of Use and Business Tax Receipt inspections, and by efficiently and fairly processing Business Tax Receipts for our local businesses				
Collections from new/outstanding BTR and CU inspections (dollars)	$ 1,731,333.04	$ 958,268.06	3,882,968.18	5,382,968.18
GOAL Inform engage and prepare residents and businesses for stresses and shocks by updating our website, desiminating new informational brochures, attending 30 public meeting per year, and utilizing other program methods in the department to empower residents and business owners to take more active role in beautification of their community				
Respond to 311 complaints within 10 days (percent)	65	72	85	88

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Code Compliance

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,859,000	0	4,859,000	5,336,000	0	5,336,000
512010 - Attrition Savings - Salaries	(49,000)	0	(49,000)	(147,000)	0	(147,000)
514000 - Overtime	38,000	0	38,000	48,000	0	48,000
516000 - Fringe Benefits	9,000	0	9,000	8,000	0	8,000
521000 - Fica Taxes	316,000	0	316,000	413,000	0	413,000
522000 - Retirement Contributions	1,929,000	0	1,929,000	1,876,000	0	1,876,000
523000 - Life and Health Insurance	1,065,000	0	1,065,000	1,000,000	0	1,000,000
Personnel	**8,167,000**	**0**	**8,167,000**	**8,534,000**	**0**	**8,534,000**
Operating Expense						
524000 - Workers' Compensation	95,000	0	95,000	100,000	0	100,000
531000 - Professional Services	120,000	0	120,000	150,000	0	150,000
531010 - Professional Services-Legal Services	3,000	0	3,000	5,000	0	5,000
541000 - Communications & Related Services	5,000	0	5,000	34,000	0	34,000
541100 - Postage	50,000	0	50,000	55,000	0	55,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
545011 - Insurance - Vehicle Liability	14,000	0	14,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	197,000	0	197,000	197,000	0	197,000
547200 - Printing and Binding-Paper Stock	5,000	0	5,000	8,000	0	8,000
551000 - Office Supplies	22,000	0	22,000	16,000	0	16,000
552000 - Operating Supplies	2,000	0	2,000	5,000	0	5,000
552200 - Clothing/Uniform Supplies	20,000	0	20,000	23,000	0	23,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	9,000	0	9,000	23,000	0	23,000
Operating Expense	**549,000**	**0**	**549,000**	**636,000**	**0**	**636,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	20,000	0	20,000
Capital Outlay	**0**	**0**	**0**	**20,000**	**0**	**20,000**
Total Expense	**8,716,000**	**0**	**8,716,000**	**9,190,000**	**0**	**9,190,000**

Communications

Department Head: Stephanie Severino Phone: (305) 416-1439
www.miamigov.com/Government/Departments-Organizations/Communications

Mission Statement

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

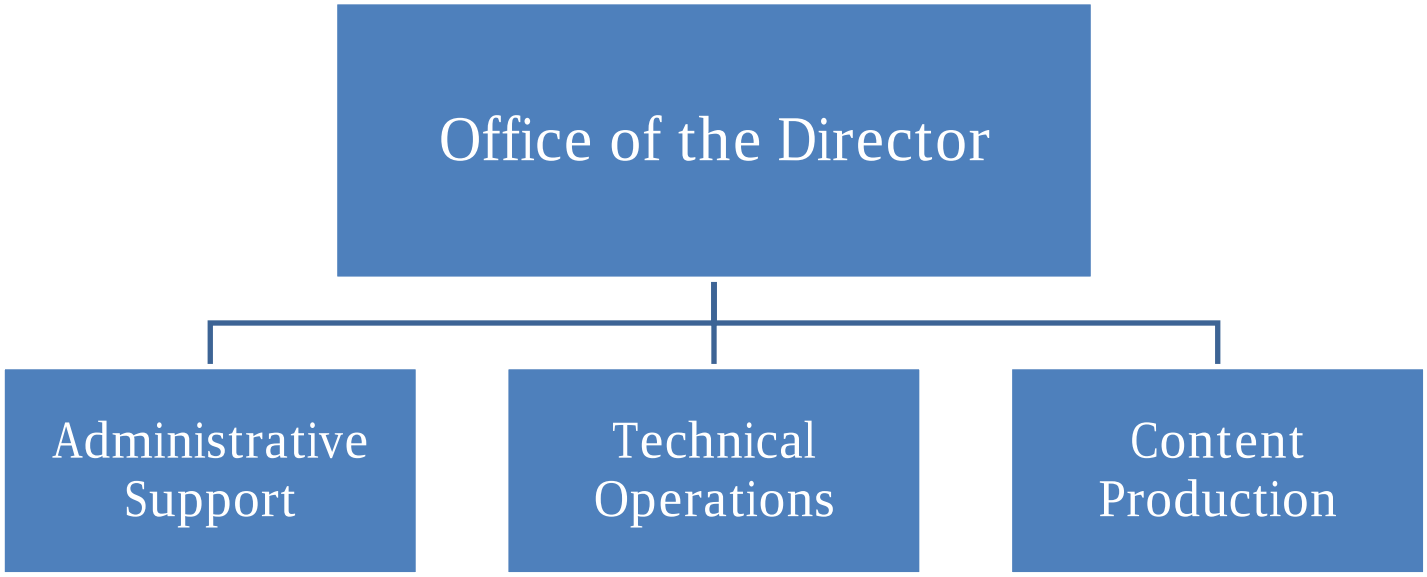
Description

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

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

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

Communications



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Oversees and directs public information, internal and external communications, digital platform content and engagement, photographic and video production, and audio and video technical operations.	2	2
TECHNICAL OPERATIONS Provides photography, videography, and editing services, audio and podium services for City events, operates Miami TV broadcasts, and schedules programming.	5	5
CONTENT PRODUCTION Creates content for all digital platforms, Miami TV, City websites, and official presentations.	3	3
ADMINISTRATIVE SUPPORT Assists the Director in directing all personnel, procurement, budget, and fiscal activities; facilitates public records requests, and handles all administrative needs of the department.	1	1
TOTAL FULL-TIME POSITIONS	**11**	**11**

Communications

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	1,682,984	1,816,140	2,022,166	1,463,000	1,534,000
Operating Expense	237,299	244,483	232,272	239,000	216,000
Capital Outlay	40,611	12,957	8,844	0	0
	1,960,894	**2,073,580**	**2,263,282**	**1,702,000**	**1,750,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	1,960,894	2,073,580	2,245,325	1,702,000	1,750,000
Emergency Funds	0	0	17,957	0	0
	1,960,894	**2,073,580**	**2,263,282**	**1,702,000**	**1,750,000**

Department Strategies for FY 2021-22

Continue to assist the City Administration, City Departments, and Elected Officials with the dissemination of information via original content and traditional media outreach about City meetings and events using the website, Facebook, Twitter, Instagram, Next-door, Periscope, YouTube, Miami TV, and news releases.
Continue to focus on engaging residents directly via social media platforms, and on strategically growing each platform's follower base.
Continue to produce Resilience Update Newsletter, as well as social media video series.
Continue to digitize DVDs to facilitate an easier and faster way to fulfill public records requests.
Publish timely news, and information on the City's website.
Create original content that directly aligns with the Administration's priorities.

Accomplishments in FY 2020-21

Assisted the City Administration, City Departments, and Elected Officials with the dissemination of information via original content, traditional media, and digital media outreach. Regularly posted new content on the News and Events section of the City's website to keep the community informed and up to date on the City's news and initiatives.
Engaged and placed a strategic focus on engaging residents directly via social media platforms while simultaneously growing each platform's follower base. Replied directly to follower messages when appropriate and reached more than 39,000 residents Citywide using Nextdoor.com, and geo-targeted messaging to specific neighborhoods and districts. Created original content that directly aligned with the Administrations priorities.

Communications

Successfully completed the Census 2020 #MakeMiamiCount campaign with social media impressions. Continued to produce the Resilience Update Newsletter, as well as seasonal video segments named Miami Eats, Miami Made and Miami Evergreen among others.
Digitized DVDs to facilitate an easier and faster way to fulfill public records requests.
Produced 164 videos regarding COVID-19. Additionally, the department updated residents with 32 COVID-19 updates and over 400 COVID-19 related press releases.
Consistently posted advance notice of public meetings on the City's website home page and social media.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The reduction in Other Salaries and Wages - Part-Time Line item is due to the removal of a Part-Time Staff Services Assistant position (GF $12,000).

The Budget includes the following addition:

Additional funding was added to the Other Contractual Services Line item due to the streaming service Live U (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 5 percent) (GF $14,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $12,000).

Communications

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data City of Miami Strategic Plan
	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Effectively work with other departments and officials				
City events recorded or photographed (number)	391	204	200	200
GOAL More effective engagement				
Twitter posts retweeted (percent)	92	87	82	90
Percentage of Facebook and Instagram posts commented on (percent)	86	84	90	95
Facebook posts shared (percent)				85
Direct replies to social media user (percent)				85
GOAL Create more multi-platform original content that aligns with City priorities and reaches the greatest amount of residents				
Original videos for Facebook and Twitter (percent)				95
Original videos for LinkedIn (percent)				50
Live sessions published on Instagram (number)				35
Original videos produced for seasonal Special Segments (number)				10
Videos produced as requested by departments/elected officials (number)				15

Communications

Strategic Alignment and Performance Measures

Continued

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Public access to government				
Live or recorded broadcasts of Commission meetings and board hearings (number)	218	170	200	200
GOAL Maintain a positive relationship with media				
Media requests processed (number)	752	135	605	605

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Office of Communications

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	866,000	0	866,000	939,000	0	939,000
513010 - Other Salaries and Wages -Part Time Year Year Round	12,000	0	12,000	0	0	0
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	73,000	0	73,000	72,000	0	72,000
522000 - Retirement Contributions	313,000	0	313,000	319,000	0	319,000
523000 - Life and Health Insurance	187,000	0	187,000	192,000	0	192,000
Personnel	**1,463,000**	**0**	**1,463,000**	**1,534,000**	**0**	**1,534,000**
Operating Expense						
524000 - Workers' Compensation	20,000	0	20,000	21,000	0	21,000
534000 - Other Contractual Services	59,000	0	59,000	62,000	0	62,000
546000 - Repair and Maintenance Services	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	57,000	0	57,000	30,000	0	30,000
549000 - Other Current Charges and Obligations	71,000	0	71,000	71,000	0	71,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	26,000	0	26,000	26,000	0	26,000
Operating Expense	**239,000**	**0**	**239,000**	**216,000**	**0**	**216,000**
Total Expense	**1,702,000**	**0**	**1,702,000**	**1,750,000**	**0**	**1,750,000**

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Equal Opportunity and Diversity Programs

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

Mission Statement

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

Description

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

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

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

Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	383,631	447,114	521,735	501,000	533,000
Operating Expense	26,767	17,406	14,517	36,000	39,000
	410,398	**464,520**	**536,251**	**537,000**	**572,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	410,398	464,520	536,251	537,000	572,000
	410,398	**464,520**	**536,251**	**537,000**	**572,000**

Equal Opportunity and Diversity Programs

Department Strategies for FY 2021-22

Continue to ensure the City's compliance with Equal Employment Opportunity (EEO) laws by implementing tools for prevention, promptly investigating claims of discrimination, scrutinizing employee selection procedures, and providing up-to-date, accessible guidance and training to City leadership, staff, and relevant stakeholders.
Continue to update and enrich equal employment, diversity and sexual harassment training programs and services to position the City as a proactive entity to minimize the potential for employment discrimination claims, such as implementing specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address these issues.
Continue to advance the professional development of EODP staff by attending at least four pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.
Continue to provide quality assistance to advisory board by supplying administrative materials and technical guidance.
Continue to expand the Nursing Mother's Program Citywide.

Accomplishments in FY 2020-21

Aligned the internal investigation timeline and reports to more closely mirror those of the Equal Employment Opportunity Commission (EEOC). Projected to complete 50 investigations formally filed with EODP or the EEOC.
Completed over 60 trainings to employees on equal employment, diversity, and discrimination issues, which eliminates the City's need to allocate funding for outsourced employee training courses. Coordinated with the Police Department to developed specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address issues of equal opportunity, diversity, and sexual harassment.
Attended over ten pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws.
Provided quality assistance advisory board by supplying administrative materials and technical guidance during organized meetings of the Equal Opportunity Advisory Board.
Worked towards the expansion of the Nursing Mother's Program Citywide by procuring services to establish a Nursing station at City hall.
Changes made to the Department's operations due to COVID delayed the development of the EODP newsletter. Staff is currently working on it, and the Department expects to have the first draft before the end of this fiscal year.
Planned and coordinated "Women's History Month" event to recognize trailblazer female employees and community leaders.
Planned and coordinated "World Diversity Day" event for employees, as well as the community, to inspire dialogue and to promote the understanding and value of diversity.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

Equal Opportunity and Diversity Programs

The Other Contractual Services Line item reflects the reduction of $4,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Travel and Per Diem Line item for the EODP Administrator and new Senior EODP Specialist to attend the Internal Investigations Program (GF $4,500).
The Training Line item reflects an increase of $3,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $9,000).

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL To promote effective highquality customer service				
Case investigations completed (number)	31	38	50	45
Certification lists processed and returned to departments within one day (percent)	100	100	100	100
GOAL Improve operational efficiency				
Internal case investigations completed within 25 calendar days (percent)	97	100	100	100
External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	100
Certification lists reviewed and approved (number)	308	171	150	200
GOAL Foster a positive work environment for all City employees				
Employees provided with mandatory EEO/Sex Harassment training (number)	760	545	600	700
Employees attending mandatory training every three years (percent)	90	72	90	100
Employees provided with additional empowerment trainings (number)	93	51	150	150

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Equal Opportunity and Diversity Programs

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	287,000	0	287,000	310,000	0	310,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	22,000	0	22,000	25,000	0	25,000
522000 - Retirement Contributions	129,000	0	129,000	133,000	0	133,000
523000 - Life and Health Insurance	56,000	0	56,000	58,000	0	58,000
Personnel	**501,000**	**0**	**501,000**	**533,000**	**0**	**533,000**
Operating Expense						
524000 - Workers' Compensation	5,000	0	5,000	6,000	0	6,000
534000 - Other Contractual Services	4,000	0	4,000	0	0	0
540000 - Travel and Per Diem	0	0	0	4,500	0	4,500
540010 - Training	0	0	0	3,000	0	3,000
541000 - Communications & Related Services	1,000	0	1,000	0	0	0
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546000 - Repair and Maintenance Services	1,000	0	1,000	0	0	0
546001 - IT-Repair and Maintenance Services	9,000	0	9,000	8,000	0	8,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	7,000	0	7,000	8,500	0	8,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**36,000**	**0**	**36,000**	**39,000**	**0**	**39,000**
Total Expense	**537,000**	**0**	**537,000**	**572,000**	**0**	**572,000**

Finance

Department Head: Erica Paschal-Darling, CPA Phone: (305) 416-1328
www.miamigov.com/Government/Departments-Organizations/Finance-Department

Mission Statement

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

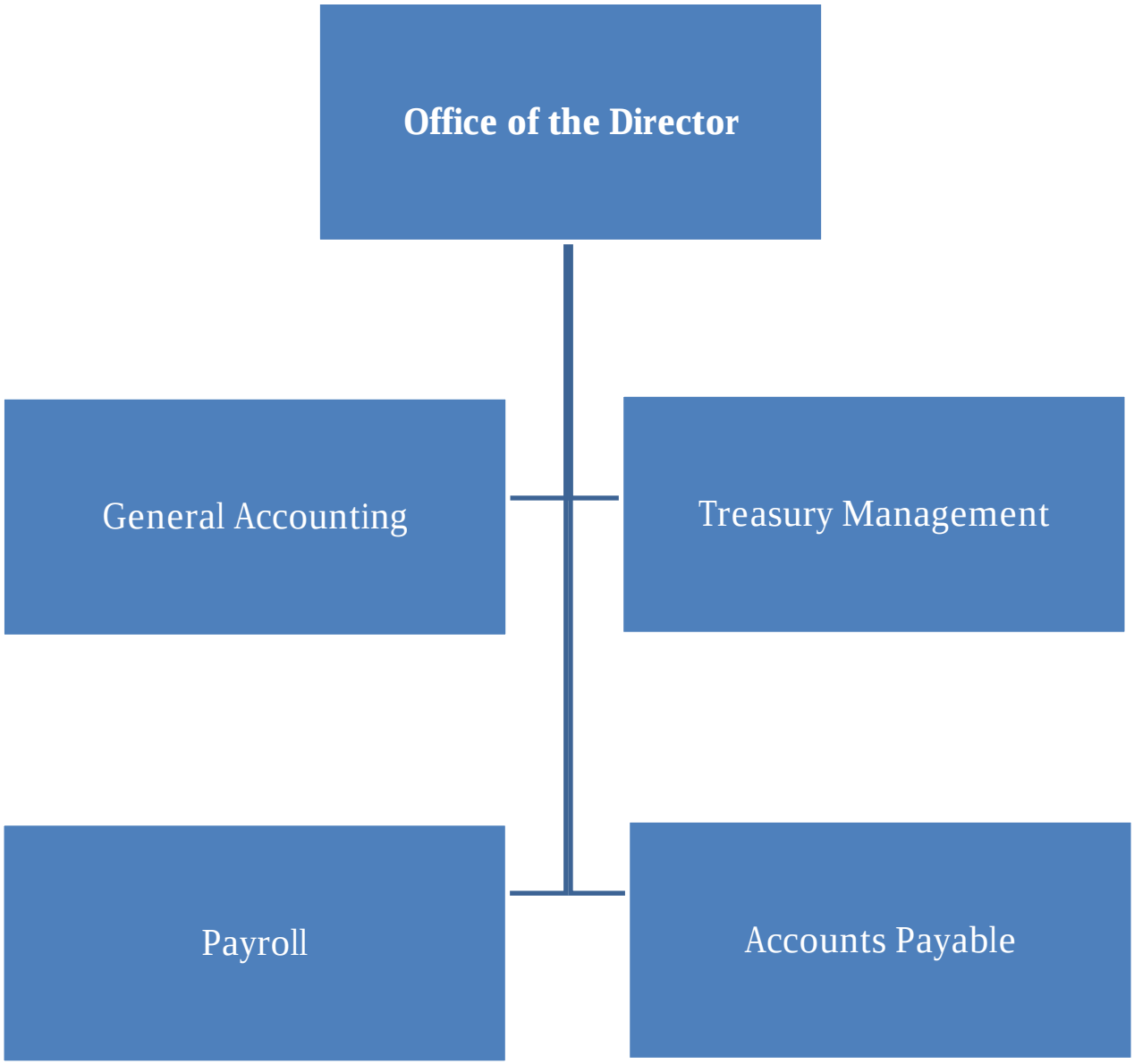
Description

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

The Department provides fiscal and accounting controls over City resources in support of the Administration's priority of *Quality of Life*. The Finance Department is responsible for processing accounts payable (vendor payments), employee payroll and related remittances, maintaining the City's general ledger system, monitoring capital assets, providing centralized customer service, centralizing billing and invoicing, tracking accounts receivable, collecting on delinquent accounts, maintaining oversight of the Citywide Point of Sale (POS) system, renewing Business Tax Receipts (BTRs), monitoring capital projects and grants, investing responsively while optimizing pool cash, and administering debt service. The Department also conducts financial system training, coordinates the annual financial audit, the State of Florida Audit, the Federal Single Audit, and prepares routine financial reports, the City's Comprehensive Annual Financial Report, 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 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Formulates departmental policy and provides overall direction and coordination of departmental operations and management; manages the City's financial affairs, such as financial reporting, debt administration, billings and collections, and accounts payable; advises the City Manager on fiscal policy; oversees preparation of interim and annual financial reports; prepares the Comprehensive Annual Financial Report; and performs departmental payroll, personnel, procurement, and legislative functions.	6	6
GENERAL ACCOUNTING Maintains and balances accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year-end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; reviews, monitors and reconciles projects and grants, general ledger revenues and expenditures.	22	22
TREASURY MANAGEMENT Manages and coordinates cash flow and the investment portfolio; provides oversight for Citywide Point of Sale (POS) system; coordinates debt issuance with financial advisors and bond counsel; monitors bond payments to ensure indenture compliance; ensures payment of debt service; processes all BTRs and Certificates of Use (CU); collects revenue for past due invoices and returned checks; requests lien searches; handles customer inquiries; receives, records, and deposits cash receipts.	27	27
PAYROLL Ensures the accuracy and timeliness of the bi-weekly payroll process; monitors time entries; establishes payroll deductions and direct deposit requests; deposits taxes withheld; processes garnishments; prepares and prints W-2s.	7	7
ACCOUNTS PAYABLE Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts; prepares and prints 1099s.	6	6
TOTAL FULL-TIME POSITIONS	**68**	**68**

Finance

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	7,431,060	7,498,671	8,635,568	8,830,000	9,304,000
Operating Expense	1,275,256	1,861,609	1,889,755	2,170,000	2,231,000
Capital Outlay	3,324	102,835	0	0	0
Non-Operating Expenses	69,288	1,788	741,720	0	137,640,000
Transfers - OUT	0	526,000	0	0	0
	8,778,928	**9,990,903**	**11,267,044**	**11,000,000**	**149,175,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	8,709,604	9,431,096	10,531,161	11,000,000	11,535,000
American Rescue Plan Act SRF	0	0	0	0	137,640,000
Community Development	69,285	1,782	0	0	0
Emergency Funds	39	558,025	735,883	0	0
	8,778,928	**9,990,903**	**11,267,044**	**11,000,000**	**149,175,000**

Department Strategies for FY 2021-22

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

Achieve optimal operational efficiency regarding the payment of City vendors by reducing the average number of days to process invoices Citywide and ensuring that all Departments have their respective invoices processed within the State of Florida mandate of 45 days.

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

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

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

Maintain a continuous focus on modernizing and streamlining the City's financial systems.

Accomplishments in FY 2020-21

Simplified the process for suppliers to receive payment from the City by updating the direct deposit (ACH) set up form online and encouraging suppliers to enroll in ACH payments. Improved the ACH verification process to

protect the City against fraudulent requests. Ensured timely payments to suppliers during the COVID-19 pandemic with a primarily remote working staff.

In October of 2020, Fitch Ratings affirmed the City of Miami's 'AA' Issuer Default Rating (IDR) and the 'AA-' rating on outstanding special obligation non-ad valorem revenue bonds. The rating outlook is stable.

Facilitated the City's Federal Emergency Management Agency (FEMA) Public Assistance recovery efforts for expenditures related to Hurricane Irma, resulting in reimbursements to date of $25 million for the City and four successful appeals to FEMA for reimbursement of damage claims.

Published the 2020 Comprehensive Annual Financial Report with an unqualified audit opinion by March 31, 2021 utilizing the Hyperion Financial Management (HFM) system. Successfully completed the 2020 Single Audit and Management Letter by April 30, 2021, in accordance with the City's Financial Integrity Principles. The Management Letter reflected no findings for the Finance Department. Preparation of the Cost Allocation Plan is ongoing and is expected to be completed in September 2021.

Refunded Special Obligation Non-Ad Valorem Revenue Refunding Bonds, Series 2012 (Port of Miami Tunnel Project) resulting in a savings of $1.256 million Net Present Value. Issued Special Obligation Revenue Bonds, Series 2021 for the purpose of financing the FP&L Undergrounding project for an amount not to exceed $27 million.

Participated in the following virtual trainings: The FICPA State and Local Government Accounting Conference; Investment Seminars offered by PFM Asset Management; and Public Sector CPE offered by RSM US, LLP.

Implemented a treasury management software (Sympro) to improve processes related to cash, investments, and debt management, and integrated it with the Oracle financial system. Implemented the Point-of-Sale (POS) system at the Virginia Key Beach toll booth to allow for more efficient and secure cash management and credit card transaction processing. 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. Kronos is now used Citywide. Assisted the Police Department to implement Kronos Telestaff – Integrated Telestaff Police with Kronos Workforce central to allow better scheduling and time management for the Police Department. Telestaff implementation for the Fire Department is in progress.

Awarded a Certificate of Achievement for Excellence in Financial Reporting by The Government Finance Officers Association of the United States and Canada (GFOA) for the City's Comprehensive Annual Financial Report in the fiscal year ended September 30, 2019. The Certificate of Achievement is the highest form of recognitionin governmental accounting and financial reporting. The attainment of this award represents a significant accomplishment by a government and its financial management team.

Transitioned the Finance Department's staff and teams to working remotely due to the COVID-19 pandemic, while ensuring timely mailing of all renewal invoices to maintain revenue from billings. Also, ensured continuous, timely, and accurate payroll of all City employees and submission of all statutory reports during the COVID-19 pandemic. Achieved greater efficiency and security of payouts by providing information and encouragement to employees to enroll in direct deposit, with a significant improvement in the number of physical checks being issued each check run.

Budget Highlights for FY 2021-22

The Budget includes the following additions:

Finance

The Other Contractual Services Line item reflects an increase of $19,000 (GF) to fund a contractual increase to Vertex $4,000 (GF) and moving funding for the maintenance of Kronos Clocks from the Innovation and Technology Department to the Finance Department $15,000 (GF).
The Travel and Per Diem Line item reflects an increase of $16,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Training Line item reflects an increase of $11,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.

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 Employeescollective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent) (GF $69,000) and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $46,000).
The budget reflects General Fund contributions to Capital for the following projects: the Point-of-Sale (POS) System Replacement ($475,000) and SplashBI Software (EiS) ($95,000).
The budget reflects funding to the City from the federal government pursuant to the passage of the American Rescue Plan Act of 2021. The first half of the allocation was accepted by the City Commission and placed in a Special Revenue Fund pursuant to Miami City Commission Resolution R-21-0268. The City expects to receive a second allocation in FY 2021-22. The total amount is reflected in the Budget Reserve Line item (SR $137.640 million).

Finance

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL 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	100	99	99
Dunning letters printed and mailed by the 15th of each month (percent)	98	100	100	100
GOAL Reduce the average number of days to process invoices Citywide				
Invoices processed without exception on a monthly basis (percent)	81	81	83	85
GOAL Streamline the grant reimbursement process in an effort to ensure the timely receipt of City funds				
Grant expenditures reimbursed at year end (percent)	98	98	98	98
GOAL Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies				
General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
GFOA Financial Reporting Award (Yes-1/No-2)	1	1	YES	YES
Number of repeat finance audit findings (number)	1	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit) (Yes-1/No-2)	1	1	YES	YES
Produce Comprehensive Annual Financial Report by the end of second quarter (unit) (Yes-1/No-2)	1	1	YES	YES

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Finance

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,220,000	0	5,220,000	5,594,000	0	5,594,000
512010 - Attrition Savings - Salaries	(38,000)	0	(38,000)	(44,000)	0	(44,000)
516000 - Fringe Benefits	22,000	0	22,000	22,000	0	22,000
521000 - Fica Taxes	397,000	0	397,000	425,000	0	425,000
522000 - Retirement Contributions	2,247,000	0	2,247,000	2,249,000	0	2,249,000
523000 - Life and Health Insurance	982,000	0	982,000	1,058,000	0	1,058,000
Personnel	**8,830,000**	**0**	**8,830,000**	**9,304,000**	**0**	**9,304,000**
Operating Expense						
524000 - Workers' Compensation	128,000	0	128,000	133,000	0	133,000
531000 - Professional Services	446,000	0	446,000	446,000	0	446,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	626,000	0	626,000	645,000	0	645,000
540000 - Travel and Per Diem	0	0	0	16,000	0	16,000
540010 - Training	0	0	0	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	41,000	0	41,000	28,000	0	28,000
546001 - IT-Repair and Maintenance Services	165,000	0	165,000	188,000	0	188,000
548100 - Advertising and Related Costs	2,000	0	2,000	2,000	0	2,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	50,000	0	50,000	50,000	0	50,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	8,000	0	8,000
Operating Expense	**2,170,000**	**0**	**2,170,000**	**2,231,000**	**0**	**2,231,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	137,640,000	137,640,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**137,640,000**	**137,640,000**
Total Expense	**11,000,000**	**0**	**11,000,000**	**11,535,000**	**137,640,000**	**149,175,000**

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Grants Administration

Department Head: Lillian P. Blondet Phone: (305) 416-1536
www.miamigov.com/Government/Departments-Organizations/Grants-Administration

Mission Statement

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

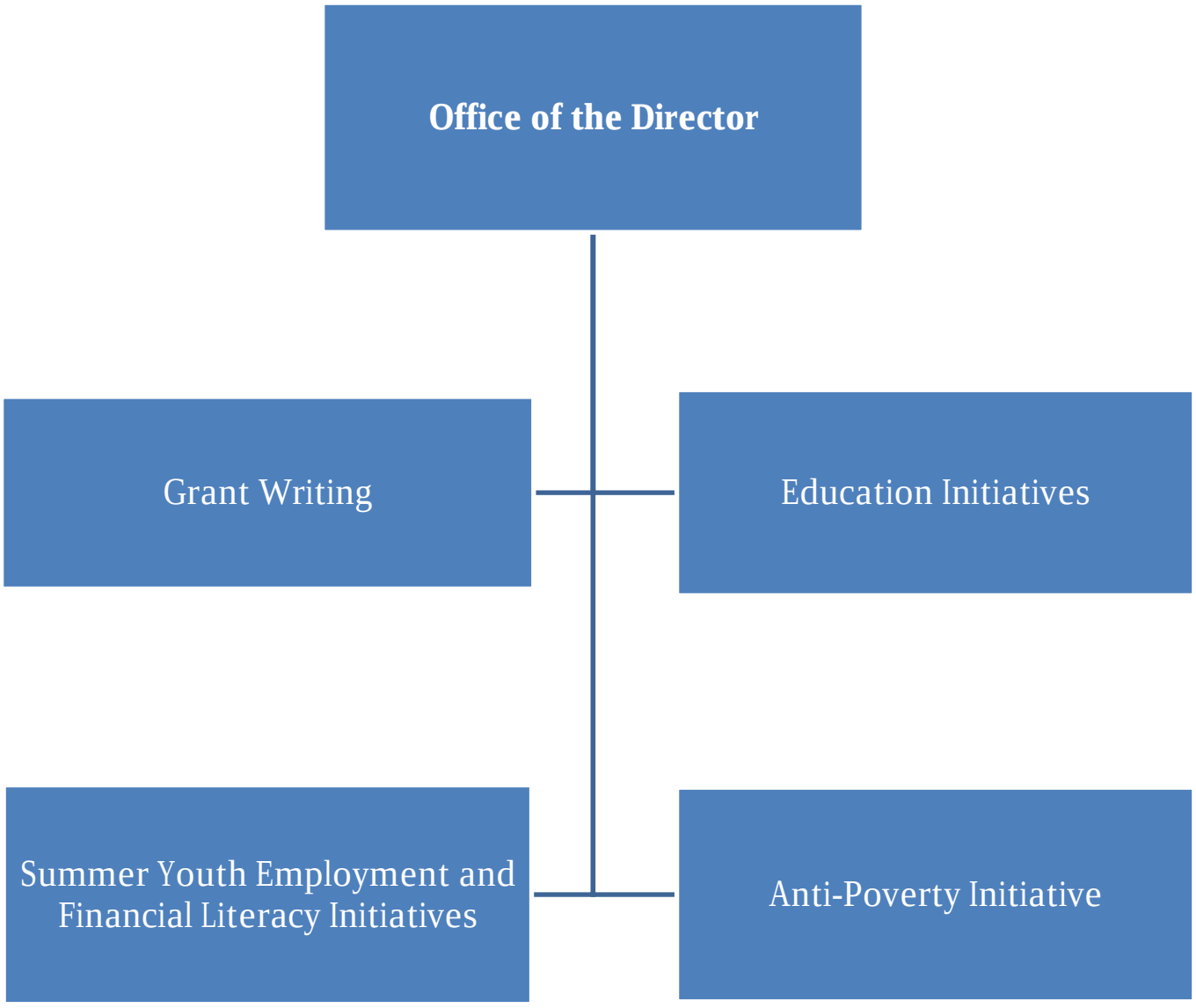
Description

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

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

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

Grants Administration



Grants Administration

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Coordinates and oversees all aspects of the development of grant proposals to maximize revenue generating opportunities; provides technical assistance to ensure that the City maintains compliance with applicable programmatic and administrative federal, state, and local grant requirements; offers leadership and direction to departmental staff; prepares and manages the departmental budget; performs administrative functions as required; directs the implementation of Citywide initiatives.	2	2
GRANT WRITING Identifies grant opportunities, distributes information, and processes grant applications; assists all City departments in the development, submission, and oversight of grants as per grantor guidelines; provides technical support and expertise in assessing program and funder requirements, regulatory compliance, and grant management that may impact current and future funding.	4	4
EDUCATION INITIATIVES Pursues funding for programs advancing the City's education needs and priorities; manages education- related programs funded by federal, state, and local agencies.	1	1
SUMMER YOUTH EMPLOYMENT and FINANCIAL LITERACY INITIATIVES Manages and implement the Summer Youth Employment and Financial Literacy Initiatives, oversees the AmeriCorps VISTA (Volunteers in Service to America) year-round and summer program. Pursue funding for programs advancing the City's youth employment and financial literacy needs and priorities.	1	1
ANTI – POVERTY INITIATIVE Oversees the contract execution process of Anti-Poverty Initiative funds allocated by elected officials to entities providing services that improve residents' self-sufficiency; ensures that entities conform to API's program guidelines and requirements.	1	1
TOTAL FULL-TIME POSITIONS	**9**	**9**

Grants Administration

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	2,938,508	1,530,035	1,298,152	1,527,000	1,653,000
Operating Expense	478,056	1,010,378	458,968	550,000	464,000
Capital Outlay	33,526	0	26,718	2,000	2,000
Non-Operating Expenses	0	0	0	15,000	15,000
	3,450,091	**2,540,413**	**1,783,838**	**2,094,000**	**2,134,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	1,666,781	1,760,052	1,386,669	1,634,000	1,761,000
Departmental Improvement Initiative	776,636	625	0	0	0
Grants-Work Force Program	798,827	(81,249)	0	0	0
Grants-Other Programs	207,455	860,984	397,169	460,000	373,000
Emergency Funds	391	0	0	0	0
	3,450,091	**2,540,413**	**1,783,838**	**2,094,000**	**2,134,000**

Department Strategies for FY 2021-22

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

Continue to offer the Families First Parenting Program to at least 112 families and caregivers.

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

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

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

Accomplishments in FY 2020-21

Submitted 35 grants totaling over $31.7 million in potential grant awards; and have been awarded 20 grants totaling over $32 million exceeding the goal of 50 percent awarded.

Offered a virtual Families First Parenting Program to 70 families and caregivers in four-cohorts. Staff completed the Incredible Years Evidence Based Training.

Suspended the Miami-Dade County Public Schools internship program for high school students due to COVID-19.

Restructured Summer Jobs Connect Miami Program to offer financial literacy education through three virtual or face-to-face experiences – Civic engagement, Entrepreneurship Summer Accelerator and Hands-on Work

Experience - to approximately 300 disadvantaged Miami youth in adherence to COVID-19 social distancing protocols for the 8th year.
Suspended the VISTA program and closed the grant in 2021. However, the application for 2022 has been submitted for renewal and awaiting to be awarded.
Completed updates to the Empower App to incorporate application process, document upload and availability of all financial literacy lessons.
Processed 22 Anti-Poverty Agreements resulting in $1.582 million allocated to assist 33,367 residents through various programs.
Received a $200,000 grant from the Cities of Financial Empowerment Fund to continue offering the Summer Youth Program.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Other Contractual Services Line item reflects the reduction of $87,000 (SR) due in part to the CFE Grant expiring and the Summer Youth Program reducing funds.

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract(s) between the City of Miamiand the Miami General Employees, American Federation of State, County, and Municipal Employeescollective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent) (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 $10,000).

Grants Administration

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Identify funding and partnership opportunities for City Departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to city's services and programs				
Actual value of Grant Awarded (dollars in millions)	$ 13.38	$ 24.59	$16.50	$14.50
Grants Success Ratio (grants received versus grants applied for) (percent)	51	60	60	60
GOAL Implement grants and programs for citywide initiatives promoting financial selfsufficiency, and educational success				
% of Summer Jobs Connect - Miami participants meeting/exceeding savings goal (percent)	69		90	90
Parents and primary caregivers increase parenting skills (percent)	90	97	80	80

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Grants Administration

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	647,000	0	647,000	770,000	0	770,000
512010 - Attrition Savings - Salaries	0	0	0	(20,000)	0	(20,000)
513000 - Other Salaries and Wages	382,000	20,000	402,000	382,000	20,000	402,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	49,000	0	49,000	59,000	0	59,000
522000 - Retirement Contributions	291,000	0	291,000	301,000	0	301,000
523000 - Life and Health Insurance	131,000	0	131,000	134,000	0	134,000
Personnel	**1,507,000**	**20,000**	**1,527,000**	**1,633,000**	**20,000**	**1,653,000**
Operating Expense						
524000 - Workers' Compensation	28,000	0	28,000	30,000	0	30,000
531000 - Professional Services	0	90,000	90,000	0	90,000	90,000
534000 - Other Contractual Services	29,000	287,000	316,000	29,000	200,000	229,000
540000 - Travel and Per Diem	0	12,000	12,000	0	12,000	12,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	26,000	0	26,000	25,000	0	25,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
549000 - Other Current Charges and Obligations	0	27,000	27,000	0	27,000	27,000
551000 - Office Supplies	5,000	3,000	8,000	5,000	3,000	8,000
552000 - Operating Supplies	0	4,000	4,000	0	4,000	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	31,000	0	31,000	31,000	0	31,000
Operating Expense	**127,000**	**423,000**	**550,000**	**128,000**	**336,000**	**464,000**
Capital Outlay						
664000 - Machinery and Equipment	0	2,000	2,000	0	2,000	2,000
Capital Outlay	**0**	**2,000**	**2,000**	**0**	**2,000**	**2,000**
Non-Operating Expense						
896000 - Budget Reserve	0	15,000	15,000	0	15,000	15,000
Non-Operating Expenses	**0**	**15,000**	**15,000**	**0**	**15,000**	**15,000**
Total Expense	**1,634,000**	**460,000**	**2,094,000**	**1,761,000**	**373,000**	**2,134,000**

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Human Resources

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

Mission Statement

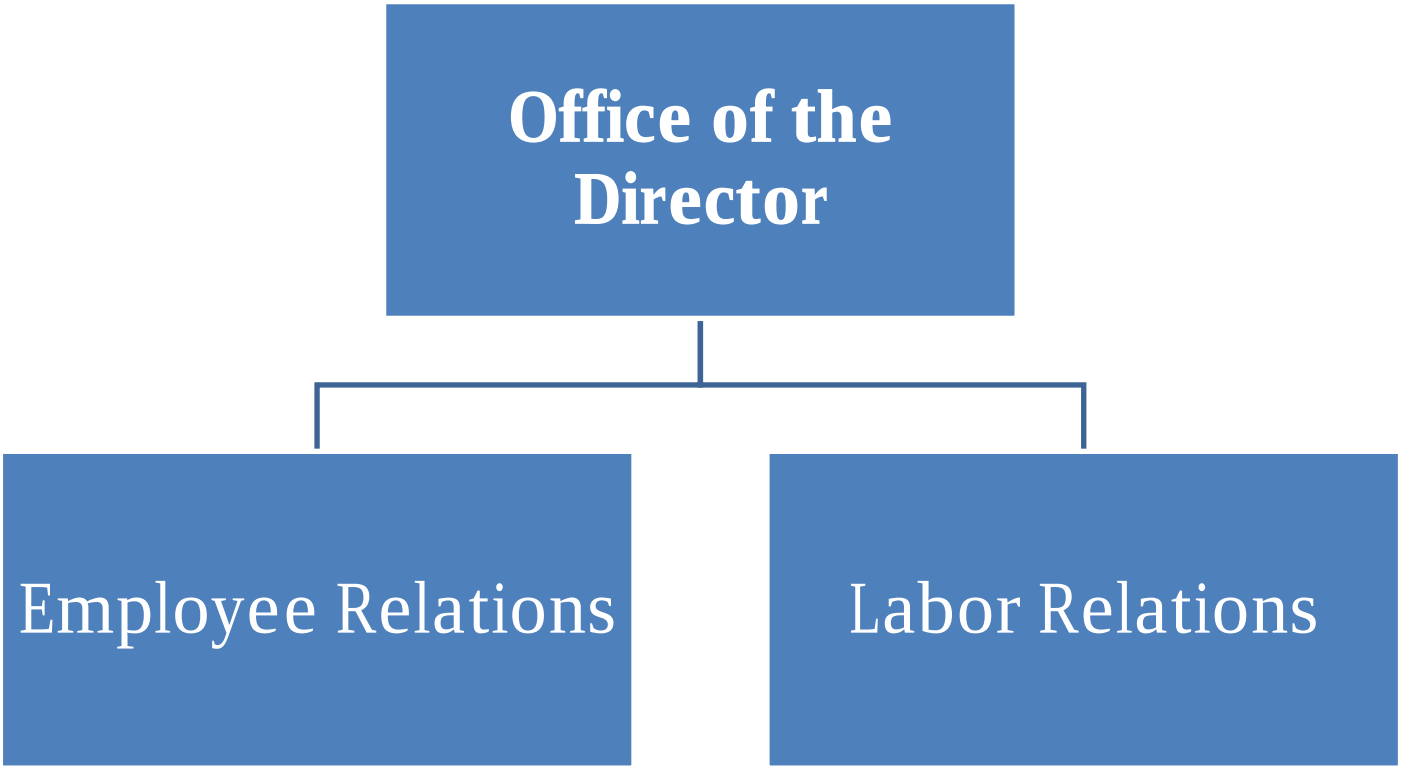
Providing excellent human resources services in a positive, professional, and proactive manner.

Description

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

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

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


Office of the Director
Employee Relations
Labor Relations

Human Resources

Departmental Function/Unit	FY 2020-21	FY 2021-22
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.	23	24
LABOR RELATIONS Provides City Department Directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City's mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City's APMs; assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City's collective bargaining agreements (CBAs) with the appropriate unions: the American Federation of State, County and Municipal Employee (AFSCME) Local 1907, the AFSCME Council 79 Local 871, the Fraternal Order of Police (FOP), and the International Association of Fire Fighters (IAFF); coordinates and implements federally mandated acts; assists the City Attorney's Office by acting in the capacity of agency representative on behalf of the Administration for hearings, mediations, and court appearances.	3	3
TOTAL FULL-TIME POSITIONS	**34**	**35**

Human Resources

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	4,312,302	4,411,138	5,059,460	4,845,000	5,186,000
Operating Expense	280,915	265,963	210,355	230,000	241,000
Capital Outlay	0	20,325	4,180	0	0
Non-Operating Expenses	88	0	99	0	0
	4,593,304	**4,697,427**	**5,274,095**	**5,075,000**	**5,427,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	4,593,259	4,697,427	5,262,010	5,075,000	5,427,000
Emergency Funds	46	0	12,084	0	0
	4,593,304	**4,697,427**	**5,274,095**	**5,075,000**	**5,427,000**

Department Strategies for FY 2021-22

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

Continue to meet hiring departments' needs to fill initial and secondary job openings by working with all City Departments to develop, administer, score customized and job-relatedstructured interviews, and to share the results.

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

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

Participate in negotiating a collective bargaining agreement with the International Association of Firefighters (IAFF).

Research pay ranges on a priority basis and adjust accordingly to attract and retain talent.

Human Resources

Accomplishments in FY 2020-21

Developed, implemented, and conducted Professional Development programs including Professional E-Mail and Written Communication, Personality Styles at Work and Business Communication, Performance Management Training under the new City APM 1-20, and Department of Human Resources Services Training for City Executives and Staff. Hosted at least two E-learning programs each month; developed and implemented Management and Leadership Development programs including Progressive Discipline for City Commission staff, as well as updated the Supervisor Orientation Program 2021.

Continued the creation and revision to various City administrative policies to remain in line with changes in the law and the City's overall strategic objectives; and continued to participate in negotiating collective bargaining agreements with the American Federation of State, County, and Municipal Employees (AFSCME 1907), the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871), and the Fraternal Order of Police (FOP).

Conducted 85 structured interviews between October 2020 and June 2021, staffed solely with Human Resource personnel, to meet the City's needs to fill initial and secondary job vacancies during the Covid-19 pandemic and worked successfully with the Office of the City Attorney to address candidate legal challenges to high-stakes entry-level promotional testing such as court litigation, grievances, and civil service cases.

Marketed vacancies via the City of Miami's LinkedIn feed; contacted Cities, Municipalities and private sector specific companies via email inviting all interested to apply and advertise recruitments in specific or specialized job boards: Parks National Association, Engineering Associations, Policing organizations, Fire prevention, in order to attract and retain qualified candidates.

Cancelled the Summer Youth Program due to COVID-19. The department will revisit opening the Worker Trainee recruitment for summer 2022.

Continued completion of the salary schedule book. The Oracle report that serves as the basis to the salary schedule book has been verified but needs to be updated to include recent changes to existing salary schedules (e.g. FOP and Executives). The salary schedule book will exist as an online resource allowing for continuous updates.

Implemented additional changes in programs and trainings to promote the City's strategic plan and standard of excellence in the mandatory Customer Service Champions, Professionalism and Ethics, and New Employee Orientation Programs for 2021. Continued and updated virtual trainings for the following classes: Mandatory Customer Service Champions; Mandatory Professionalism and Ethics; Delivering Service Excellence; Labor Relations APM Overview; Public Records Training; Dale Carnegie's Golden Rules; Change Management: Who Moved My Cheese?; Time Management; and Live Wellness Programs through CIGNA. Created and implemented new programs for: Supervisor Orientation 2021. Provided training and logistics assistance for the following citywide virtual trainings: Public Records Requests, Active Shooter Preparedness, Equal Employment Opportunity, Sexual Harassment and Diversity, Cyber Security Series (five trainings), Innovation and Technology Skills Trainings, Procurement, and Risk Management.

Successfully converted the City's 40+ year face-to-face structured interview process into a video-based format in under 12 weeks while maintaining compliance with the City's Labor Management Policy on Interview Procedures (LMP-3-92). Researched and developed expertise in several software packages to develop best practices for video-based interviewing (e.g., Microsoft Teams, Adobe Acrobat, Google Forms). Developed standardized procedures and learned various techniques to deliver a video-based interview as free as possible from technological delays.

Human Resources

Budget Highlights for FY 2021-22

The Budget includes the following addition:

As approved in the FY 2020-21 Mid-Year Amendment, the personnel count reflects the addition of one Human Resources Generalist position to be funded by the Building Fund. The position will be dedicated to assisting the Building Department with human resources related processes.

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 5 percent) (GF $17,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $64,000).

Human Resources

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees				
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	16	12	21	21
GOAL Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole				
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	10.2	8.2	8.5	14
Position audits and reclassification completed (number)	178	229	200	200
Average time for the completion of the Personnel Action Form cycle (days)	1.2	1.3	2	2
GOAL Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity				
Average training effectiveness assessed by a post-training anonymous evaluation on a 5-point Likert scale (where 1 is needs improvement and 5 is excellent) (rating)	4.9	4.8	4.8	4.8
Employees trained by courses offered by the Human Resources Department (number)	5,043	4,833	4,100	4,100

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Human Resources

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,725,000	0	2,725,000	2,997,000	0	2,997,000
513010 - Other Salaries and Wages -Part Time Year Year Round	73,000	0	73,000	73,000	0	73,000
515000 - Special Pay	2,000	0	2,000	0	0	0
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	209,000	0	209,000	225,000	0	225,000
522000 - Retirement Contributions	1,226,000	0	1,226,000	1,262,000	0	1,262,000
523000 - Life and Health Insurance	597,000	0	597,000	616,000	0	616,000
Personnel	**4,845,000**	**0**	**4,845,000**	**5,186,000**	**0**	**5,186,000**
Operating Expense						
524000 - Workers' Compensation	79,000	0	79,000	86,000	0	86,000
531000 - Professional Services	24,000	0	24,000	24,000	0	24,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	7,000	0	7,000	7,000	0	7,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	90,000	0	90,000	94,000	0	94,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,000	0	5,000	5,000	0	5,000
Operating Expense	**230,000**	**0**	**230,000**	**241,000**	**0**	**241,000**
Total Expense	**5,075,000**	**0**	**5,075,000**	**5,427,000**	**0**	**5,427,000**

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Human Services

Department Head: William Porro Phone: (305) 416-2181
www.miamigov.com/Government/Departments-Organizations/Human-Services

Mission Statement

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

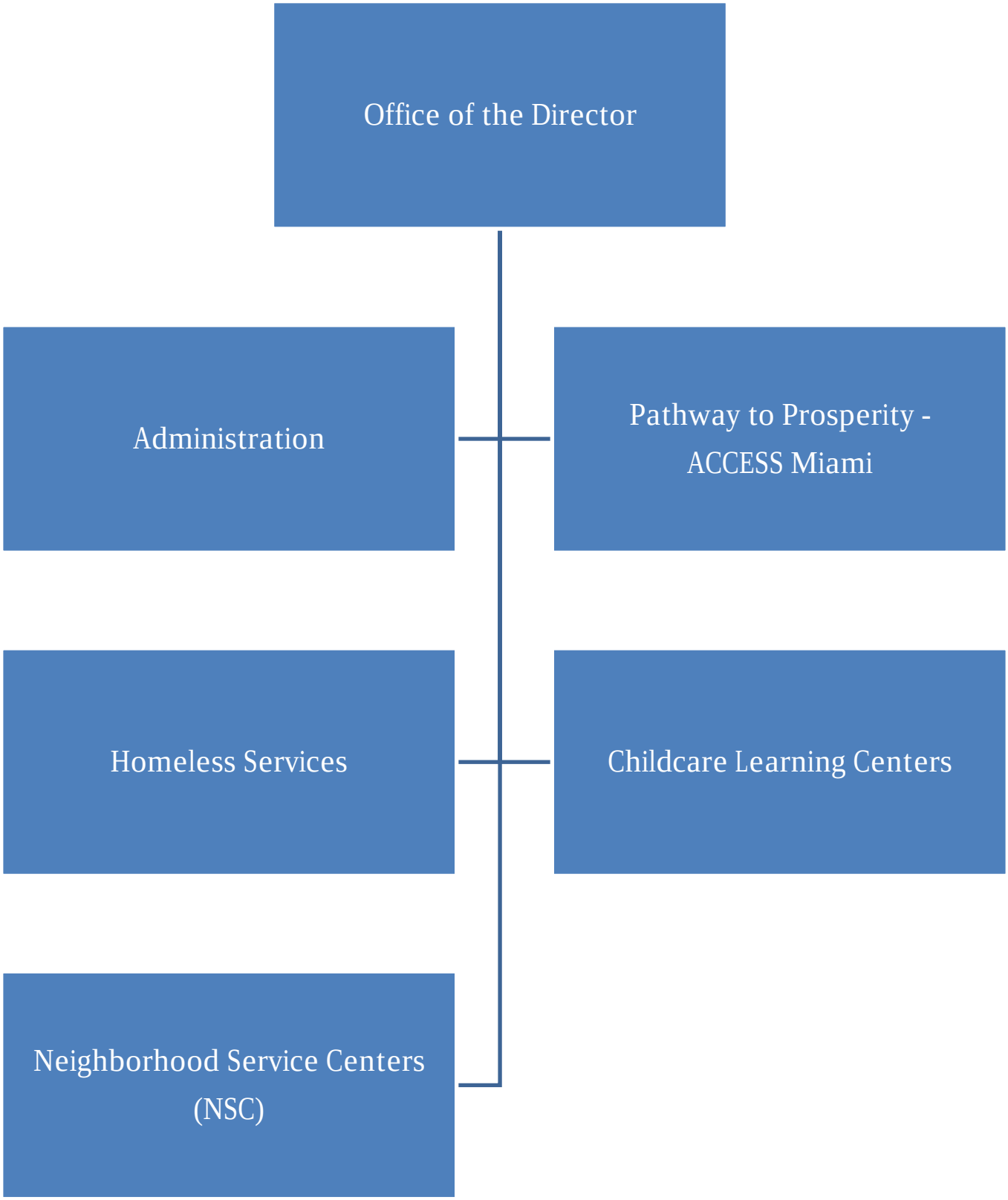
Description

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

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

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

Human Services



Human Services

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Supervises all divisions and their operations, including implementation of Citywide Initiatives, Workforce Initiatives, Homeless Services, Childcare Services, Health Initiatives, and the Neighborhood Service Centers.	1	1
ADMINISTRATION Performs diversified managerial duties; develops, implements, and manages the department budget; implements and enforces office policies and procedures; provides personnel training; processes payroll; provides procurement services; develops service contracts for homeless shelter providers and other contract agreements. Manages multi-year all-inclusive partnerships with city stakeholders, aimed at making the City healthier; develop partnerships with local health providers and community-based organizations, homeowners associations, and civic organizations.	4	7
PATHWAY TO PROSPERITY – ACCESS MIAMI Implements programs for financial self-sufficiency for City residents and businesses; coordinates programs for ACCESS benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the AmeriCorps VISTA (Volunteers In Service To America), and a Summer Youth Employment Program.	6	6
HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices when appropriate; provides accurate and current information on veterans' rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	44	43
CHILDCARE LEARNING CENTERS Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity.	10	11
NEIGHBORHOOD SERVICE CENTERS Manages and monitors the daily activities of NSC areas; serves as a liaison between the community and the City Administration; coordinates and attends outreach efforts and community meetings as required, and processes garage sale permits, warrants, waiver notices, and notifications pertaining to demolitions and special events; 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; prepares reports as necessary and assists community with tax preparations and other services at each NSC Office; works closely with each District Commissioner in daily activities under the supervision of a NSC Administrator.	23	19
TOTAL FULL-TIME POSITIONS	**88**	**87**

Human Services

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	3,688	5,261,025	5,057,799	6,746,000	8,389,000
Operating Expense	0	1,832,999	2,097,269	2,551,000	2,644,000
Capital Outlay	0	1,253	18,519	0	0
Non-Operating Expenses	0	0	0	659,000	531,000
	3,688	**7,095,277**	**7,173,588**	**9,956,000**	**11,564,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	0	4,506,975	5,213,631	6,744,000	8,660,000
Homeless Program	3,688	2,213,610	1,885,656	2,715,000	2,407,000
Human Services Fund	0	352,459	68,557	497,000	497,000
Departmental Improvement Initiative	0	22,237	0	0	0
Emergency Funds	0	(3)	5,743	0	0
	3,688	**7,095,277**	**7,173,588**	**9,956,000**	**11,564,000**

Department Strategies for FY 2021-22

Continue to provide residents and small businesses access to benefits, capital, and financial education.
Continue to expand our workforce development, placement, and training services for job seekers and local business through the City of Miami Opportunity Center.
Continue to engage community partners to connect residents to free services, promote a healthy City, communicate available programs, and increase overall delivery of human services.
Continue to connect homeless individuals and veterans to resources and assistance.
Continue to promote health and well-being for children and provide quality childcare.
Serve as a liaison between the community and the City while coordinating and attending outreach efforts and community meetings and functions.

Accomplishments in FY 2020-21

Completed over 770 tax returns generating over $1.1 million in refunds, registered 262 students in Future Bound Miami, conducted 2,293 sites visits via Florida Entrepreneur Center, registered over 200 business via BuyMiami, facilitated 1,678 personal connections with businesses for resources, funding, and proper business set-up.
Placed 143 residents into employment through the City of Miami's Opportunity Center.
Coordinated the City's pediatric testing sites and provided free COVID-19 testing to over 1,300 children ages 0-20.

Placed 6,844 homeless individuals and 109 veterans into shelters, conducted 263 emergency weather placements, facilitated 225 clean-ups, and initiated over 30,000 contacts.
Increased security measures at child learning centers by installing security cameras and offering Childview services to parents, prepared a response plan to Coronavirus Disease for Childcare Administrators, increased enrollment to 58 between all three centers, and enrolled 41 families in a Tuition-Free Childcare program.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Other Contractual Services Line item reflects the reduction of $123,000 (GF) to align the budget with the actual trend of expenditures.
The Rental and Leases Line item reflects the reduction of $30,000 (GF) to align the budget with the actual trend of expenditures.
The personnel count reflects one less position to correct FY 2020-21 scrupulous error.

The Budget includes the following additions:

The Travel and Per Diem Line item reflects an increase of $14,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Training Line item reflects an increase of $3,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.
The Postage Line item reflects an increase of $1,000 (GF) to cover mailing costs for the NSC centers.
The Repair and Maintenance reflects an increase of $9,000 (GF) to cover repair expenses for the NSC centers.
The Promotional Activities Line item reflects an increase of $18,000 (GF) to cover promotional items for community events.
The Advertising and Related Costs Line item reflects an increase of $51,000 (GF) to cover radio and newspaper advertisements for community events.
The Office Supplies Line item reflects an increase of $6,000 (GF) to cover additional supplies for the NSC centers.
The Operating Supplies Line item reflects an increase of $47,000 (GF) to cover additional operating expenses for the NSC centers.
The Clothing and Uniform Line item reflects an increase of $4,000 (GF) for the NSC centers' employees.

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 5 percent) (GF $62,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $44,000).

Human Services

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
3. Pathway to Prosperity	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan
	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.4.2 Connect homeless to resources and assistance City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Deliver efficient and effective services				
NSC requests volume (number)				120
NSC requests completed (number)				120
GOAL Establish a supportive environment for small businesses				
Site visits (FLVEC) - Florida Virtual Entrepreneur Center (number)		2,291	1,200	1,200
One-on-ones - Small Business Assistance (number)		1,678	1,800	1,800
Workshop attendees - Small Business Assistance (number)		9,168	2,400	2,400
GOAL Foster and promote job training and education				
Opportunity center employment placements (number)	229	131	33	500
Opportunity Center - Employer job orders (number)		246	96	240
Student enrollment activations for Future Bound (number)		262	80	250

Human Services

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Position all for success by providing access to critical services				
Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	0	774	1,600	3,000
Health Screenings (number)	1,170	1,307	500	1,000
Community Engagement Events (number)	18	31	10	10
Placements in shelter, excluding veterans (number)	0	6,825	6,000	6,000
Child Learning Centers student enrollment (number)	0	479	175	125
Individuals Homeless Outreach comes in Contact with (number)		31,896	26,400	45,000
Individuals placed in Emergency Weather (number)		258	300	300
Individuals placed in motel/hotel (number)		481	0	200
Veterans placed in shelter (number)		116	60	60
Homeless ID and birth certificates replaced (number)		293	0	200
Child Learning Centers free tuition student enrollment (number)				125
Placements of Adults in shelter, excluding veterans (number)				6,000
Placements of children in shelter (number)				1,000
Chronically homeless (experiencing homelessness for at least one year or repeatedly) (number)				1,800
Placements of youth (under 25) in shelter (number)				150
Placements of parents in shelter (number)				50
Clients served through Lazarus Project (number)				3,600
Food vouchers provided (number)				50
Homeless clean ups (number)				50

Source: ClearPoint Strategy Management Reporting Software

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
Served for Camillus House Extended Beds (number)				900
Served for Camillus House Overnight Beds (number)				120
Served for Camillus House Day Center (number)				1,000

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Human Services

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,426,000	1,167,000	4,593,000	3,939,000	1,143,000	5,082,000
512010 - Attrition Savings - Salaries	(36,000)	(254,000)	(290,000)	(114,000)	(254,000)	(368,000)
513000 - Other Salaries and Wages	58,000	0	58,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	95,000	80,000	175,000	95,000	80,000	175,000
513020 - Other Salaries and Wages - Part Time Seasonal	0	0	0	58,000	0	58,000
516000 - Fringe Benefits	15,000	0	15,000	39,000	0	39,000
521000 - Fica Taxes	150,000	66,000	216,000	315,000	73,000	388,000
522000 - Retirement Contributions	939,000	238,000	1,177,000	1,804,000	56,000	1,860,000
523000 - Life and Health Insurance	743,000	59,000	802,000	1,079,000	76,000	1,155,000
Personnel	**5,390,000**	**1,356,000**	**6,746,000**	**7,215,000**	**1,174,000**	**8,389,000**
Operating Expense						
524000 - Workers' Compensation	54,000	3,000	57,000	59,000	5,000	64,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	960,000	110,000	1,070,000	837,000	110,000	947,000
540000 - Travel and Per Diem	0	0	0	14,000	0	14,000
540010 - Training	0	0	0	3,000	0	3,000
541000 - Communications & Related Services	22,000	16,000	38,000	22,000	16,000	38,000
541100 - Postage	0	0	0	1,000	0	1,000
543010 - Utilities Water	2,000	0	2,000	2,000	0	2,000
543020 - Utilities Electricity	23,000	0	23,000	23,000	0	23,000
544000 - Rentals and Leases	51,000	46,000	97,000	21,000	46,000	67,000
545011 - Insurance - Vehicle Liability	11,000	0	11,000	10,000	0	10,000
546000 - Repair and Maintenance Services	0	0	0	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	157,000	0	157,000	244,000	0	244,000
548000 - Promotional Activities	5,000	0	5,000	23,000	0	23,000
548100 - Advertising and Related Costs	0	0	0	51,000	0	51,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	17,000	0	17,000	23,000	0	23,000
552000 - Operating Supplies	27,000	3,000	30,000	74,000	3,000	77,000
552200 - Clothing/Uniform Supplies	18,000	0	18,000	22,000	0	22,000
Operating Expense	**1,354,000**	**1,197,000**	**2,551,000**	**1,445,000**	**1,199,000**	**2,644,000**
Non-Operating Expense						
896000 - Budget Reserve	0	659,000	659,000	0	531,000	531,000

Human Services

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
Non-Operating Expenses	0	659,000	659,000	0	531,000	531,000
Total Expense	6,744,000	3,212,000	9,956,000	8,660,000	2,904,000	11,564,000

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Independent Auditor General

Department Head: Theodore Guba, CPA Phone: (305) 416-2044
www.miamigov.com/Government/Departments-Organizations/Auditor-General

Mission Statement

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

Description

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

Contributing to the Administration's Priority of *Quality of Life*, OIAG prepares an annual risk-based audit plan, and conducts audits in order to determine whether financial transactions are fairly presented in compliance with Generally Accepted Accounting Principles (GAAP), City Code, Charter provisions, State Statutes, and federal regulations. The OIAG also determines whether a system of internal controls, which would promote and encourage the accomplishment of management objectives, has been established and implemented. It reviews business processes and operationsin 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 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	809,066	1,100,583	1,247,575	1,245,000	1,501,000
Operating Expense	61,649	72,440	63,664	87,000	99,000
Capital Outlay	0	0	12,034	2,000	2,000
	870,716	**1,173,023**	**1,323,274**	**1,334,000**	**1,602,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	870,716	1,173,023	1,323,274	1,334,000	1,602,000
	870,716	**1,173,023**	**1,323,274**	**1,334,000**	**1,602,000**

Independent Auditor General

Department Strategies for FY 2021-22

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 2021-22. Audits will focus on recoveries of monies owed to the City, including leasing and solid waste activities and other areas.
Continue to determine the status of significant prior audit findings, related recommendations, and management action plans pertaining to overall operations of the City throughout the fiscal year.
Continue to conduct investigations of complaints in accordance with the implemented investigative procedures prepared for staff use.

Accomplishments in FY 2020-21

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 related recommendations.
Initiated several investigations that are currently ongoing.
Identified internal control deficiencies and a lack of compliance with certain programs and contracts. Made recommendations for improvements in areas of Solid Waste billings and leasing contract collections.
Recommendations for recoveries of monies totaled $285,434.

Budget Highlights for FY 2021-22

The Budget includes the following addition:

The Travel and Per Diem Line item reflects an increase of $8,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the Independent Auditor General (GF $17,000).

Independent Auditor General

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions				
Investigations performed (number)	0	0	1	1
GOAL Target high risk areas during audits and reviews to improve internal controls and enhance operational efficiencies				
Audits performed (number)	12	11	12	11
Special reviews performed (number)	2	2	2	2
Recommended recoveries due from Audits (dollars)	$ 1,664,757.00	$ 698,374.00	$ 750,000	1,000,000
Actual recoveries collected from Audits (dollars)	$ 387,300.00	$ 698,374.00	$ 750,000	1,000,000

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Independent Auditor General

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	726,000	0	726,000	949,000	0	949,000
513010 - Other Salaries and Wages -Part Time Year Year Round	45,000	0	45,000	45,000	0	45,000
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	52,000	0	52,000	68,000	0	68,000
522000 - Retirement Contributions	274,000	0	274,000	287,000	0	287,000
523000 - Life and Health Insurance	131,000	0	131,000	135,000	0	135,000
Personnel	**1,245,000**	**0**	**1,245,000**	**1,501,000**	**0**	**1,501,000**
Operating Expense						
524000 - Workers' Compensation	16,000	0	16,000	17,000	0	17,000
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	0	0	0	8,000	0	8,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	22,000	0	22,000	25,000	0	25,000
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	**87,000**	**0**	**87,000**	**99,000**	**0**	**99,000**
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	**1,334,000**	**0**	**1,334,000**	**1,602,000**	**0**	**1,602,000**

Innovation and Technology

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

Mission Statement

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

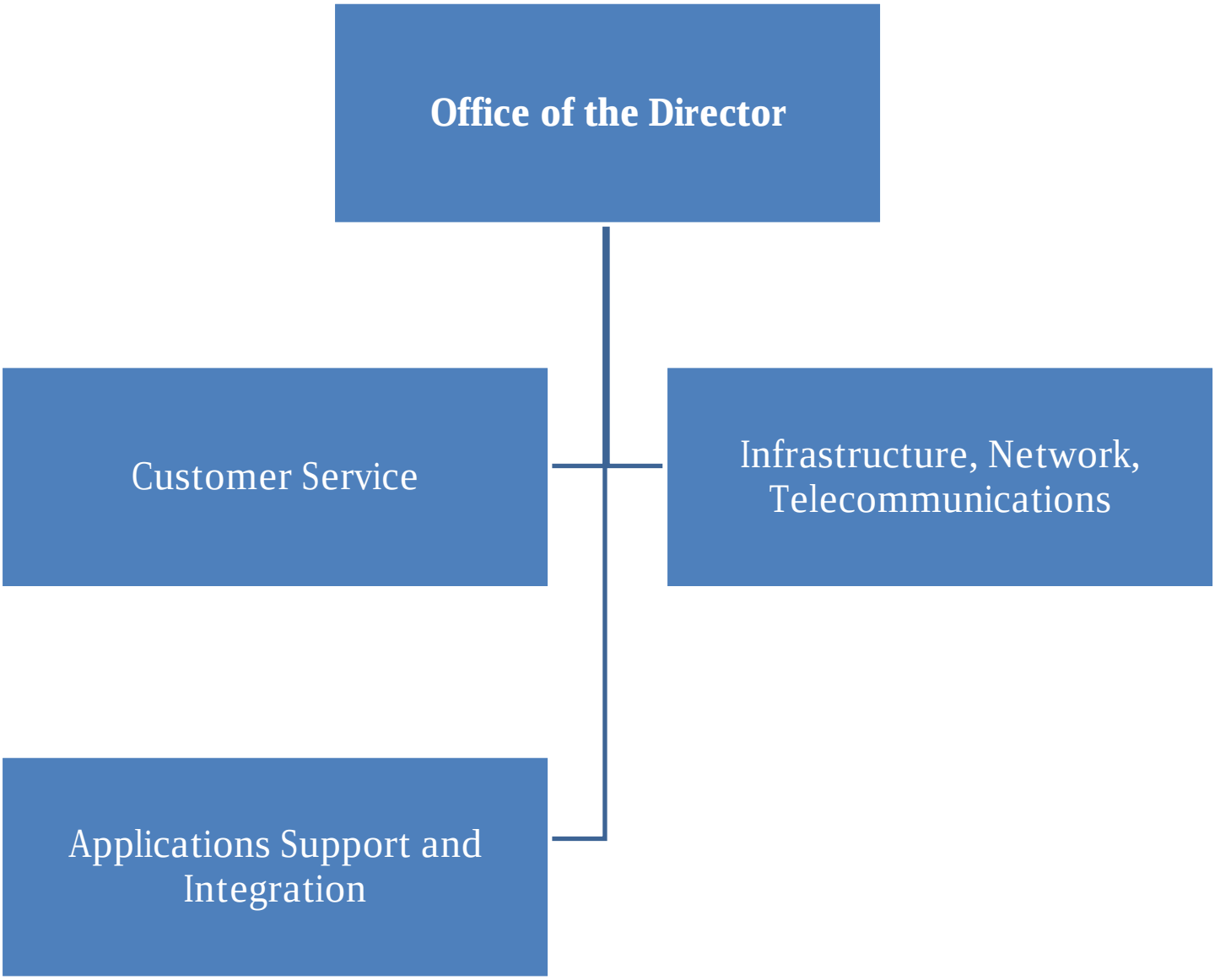
Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Department advocates for and enables data sharing to improve transparency to the residents and the business community; collaborates with our civic technology partners to address challenges facing the City; empowers City employees through capacity building in lean techniques anddata-driven decision making. DoIT takes a human-centered approach to digital transformation, ensuring new technology is appropriately matched to constituent needs Continuous improvement, ongoing learning, and collaboration are central themes as the Department strives to enable streamlined City operations andthe 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 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Oversees technical, professional, and management personnel responsible for the provision of networks, computers, and systems; provides administrative support to operations; develops the City's cyber-security policies; oversees shared services development; establishes framework for effective delivery of strategic programs; ensures effective management of projects, including processing of intake and ensuring alignment with Citywide strategy; supports the development of the City's Strategic Plan and performance management by ensuring data standards and practices; and instructs and leads Citywide process improvement, digital, and data initiatives.	11	11
CUSTOMER SERVICE Provides level one and level two customer service support via telephone, email, walk-in, and desk-side operations to all enterprise business applications; provides accurate and efficient responses to extensive Public Records Requests; markets, promotes, and communicates DoIT services to all business partners.	13	13
INFRASTRUCTURE, NETWORK, AND TELECOMMUNICATIONS Maintains and supports the City's business network, application and data servers, email system, cloud and on-premise storage systems, business continuity, backup, and data archival systems.	18	18
APPLICATIONS SUPPORT AND INTEGRATION Supports over 110 departmental business applications to maintain day-to-day business operations; supports maintenance and new development of business software applications; supports and maintains business data, efficient shared services using professional, prompt, accurate, and knowledgeable assistance across the enterprise including internet, project management, database, business analysis, Geographic Information System (GIS), Public Safety, Human Resources, and Enterprise Resource Planning (ERP) operations.	40	40
TOTAL FULL-TIME POSITIONS	**82**	**82**

Innovation and Technology

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	10,414,074	12,350,106	13,513,040	13,292,000	14,104,000
Operating Expense	873,704	1,829,496	335,664	606,000	638,000
Capital Outlay	166,750	118,790	231,278	38,000	0
Non-Operating Expenses	0	0	0	44,000	18,000
	11,454,528	**14,298,392**	**14,079,982**	**13,980,000**	**14,760,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	11,138,123	13,730,538	13,989,511	13,936,000	14,635,000
General Special Revenue	31,456	24,000	0	44,000	45,000
Departmental Improvement Initiative	284,874	533,118	78,343	0	80,000
Emergency Funds	74	10,736	12,127	0	0
	11,454,528	**14,298,392**	**14,079,982**	**13,980,000**	**14,760,000**

Department Strategies for FY 2021-22

Advance digital service delivery with end-to-end online solutions that support 24/7 digital access to government (eCityHall) - including neighborhood, business licensing, and critical human services.

Continue to bolster security posture with improved infrastructure and automated processes.

Empower City of Miami residents, business owners, City management and employees by enabling “smart”, citizen-informed, data-driven decision-making through easy access to City data, an API-first mindset, and customer engagement.

Build a set of standards, processes, habits, and practices that help provide continuous delivery and higher quality results to internal and external customers.

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

Accomplishments in FY 2020-21

Launched several public-facing digital services including eStart (business licensing), solid waste schedule search, permit history quick search, and new forms for 311 (illegal dumping, pothole, zoning inquiries). Additionally, established a new governance model for Citywide Digital Services: UX/UI Governance, Digital Service Inventory, eCityHall Strategy (2021 service-driven miamigov.com refresh), and API Governance documentation.

Implemented Cyber Security enhancements and governance standards including new malicious email detection and auto-response mechanisms, multi-factor authentication, new process workflows for risk assessment and gap analysis, awareness training, and new Security intra site for knowledge-sharing.
Finalized software development of CodeCheck application, CityView replacement (expected to be completed by August 2021), and continued development on Parks Reservation System (expected codebase completion on October 2021).
Completed Phase 2 of Google Big Query (Data Warehouse) implementation, incorporating operational business licensing data, and other key data sets supporting Citywide Recovery efforts. This phase included the documentation of Citywide data governance framework.
Maintained and enhanced City infrastructure; projects included Microsoft Tenant migration, refreshed old Oracle hardwares, and implemented wireless network at the following locations: Fire Station 14, OMNI CRA, Fire Admin, added Network connectivity to SEOPW CRA and Simpson Park and refreshed Network infrastructure equipment in Fire Stations 5, 6, 7, and 9.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Professional Services Line item reflects a net decrease of $71,000 (GF) due in part to a decrease of $136,000 (GF) for the transfer of the Strategic Planning Division to the Office of Management and Budget and an increase of $65,000 (GF) to cover the cost for virtual meetings support.
The Subscriptions and Memberships Line item reflects a decrease due in part to a budget reduction for Clearpoint ($25,000 GF), which was previously budgeted in the Internal Service Fund, and a reduction for the budget overage difference for the SendGrid software ($18,000 GF).
The Machinery and Equipment Line item reflects a reduction of non-recurring operating expenditures funded in the previous fiscal year (GF $38,000).

The Budget includes the following additions:

The Travel and Per Diem Line item reflects an increase of GF $50,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Training Line item reflects an increase of $25,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.
The Professional Services Line item reflects an increase due to the creation of a new award to allocate rollover fund balances from the prior year ($12,000 SR).
The Other Contractual Services Line item reflects an increase due in part to allocate $50,000 (SR) of new funding from the Knight Foundation Digital Community Engagement grant and to allocate prior year fund balances for the IT Blomberg Mayor Challenge award ($45,000 SR).
The Budget Reserve Line item reflects an adjustment of $18,000 (SR) due to the rollover fund balance from prior year for the IT Strategic award.

Innovation and Technology

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF $134,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $20,000).

A General Fund contribution to capital projects for the Networking Enterprise Backup Expansion ($158,000); the Cyber Recovery Unit ($470,000); and for the Citywide Computer Replacement ($500,000).

Innovation and Technology

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.2 Seek feedback to inform improved business practices City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan

Measures	F 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Develop high quality applications that impact our community				
Technology debt (number)				24
New capabilities or software features (number)				120
Average time to open a business (days)			466	600

Innovation and Technology

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Prioritize the user experience				
Customer time saved through innovations/process improvement (hours)	34,621	41,304	25,330	42,420
Service Request resolution time by email (average days)			2	2
Same Day Service Request Resolution (percent)	0	0	65	85
Service Request Resolution by use of form (average days)			3.1	2
GOAL Enable the use of data and evidence to propel decision making				
Visits to open data, performance data, and GIS sites (number)	19,274	19,921	13,745	50,400
Data catalog repositories developed (number)				50
311 Performance Dashboard (number)				TBD
Data Services or Dashboards provided to understand a business need or support a decision (number)			95	21
GOAL Ensure stable and secure network and devices				
Cybersecurity awareness training (number)				600
Features that improve our security posture, compliance and governance (number)				24
GOAL Decrease the digital divide and increase the means for employees to communicate.				
Wifi Additions and Maintenance (number)			213	192
GOAL Ensure stable and secure network and devices				
Bugs reported and fixed for application development (number)				24

Source: ClearPoint Strategy Management Reporting Software

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Innovation and Technology

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,023,000	0	8,023,000	8,765,000	0	8,765,000
512010 - Attrition Savings - Salaries	(88,000)	0	(88,000)	(202,000)	0	(202,000)
516000 - Fringe Benefits	32,000	0	32,000	29,000	0	29,000
521000 - Fica Taxes	612,000	0	612,000	667,000	0	667,000
522000 - Retirement Contributions	3,389,000	0	3,389,000	3,498,000	0	3,498,000
523000 - Life and Health Insurance	1,324,000	0	1,324,000	1,347,000	0	1,347,000
Personnel	**13,292,000**	**0**	**13,292,000**	**14,104,000**	**0**	**14,104,000**
Operating Expense						
524000 - Workers' Compensation	94,000	0	94,000	103,000	0	103,000
531000 - Professional Services	136,000	0	136,000	65,000	12,000	77,000
534000 - Other Contractual Services	1,000	0	1,000	1,000	95,000	96,000
540000 - Travel and Per Diem	0	0	0	50,000	0	50,000
540010 - Training	0	0	0	25,000	0	25,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	272,000	0	272,000	227,000	0	227,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	30,000	0	30,000	30,000	0	30,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	66,000	0	66,000	23,000	0	23,000
Operating Expense	**606,000**	**0**	**606,000**	**531,000**	**107,000**	**638,000**
Capital Outlay						
664000 - Machinery and Equipment	38,000	0	38,000	0	0	0
Capital Outlay	**38,000**	**0**	**38,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	44,000	44,000	0	18,000	18,000
Non-Operating Expenses	**0**	**44,000**	**44,000**	**0**	**18,000**	**18,000**
Total Expense	**13,936,000**	**44,000**	**13,980,000**	**14,635,000**	**125,000**	**14,760,000**

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Management and Budget

Department Head: Leon Michel-Interim Director Phone: (305) 416-1500
www.miamigov.com/Government/Departments-Organizations/Management-Budget

Mission Statement

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

Description

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

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

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

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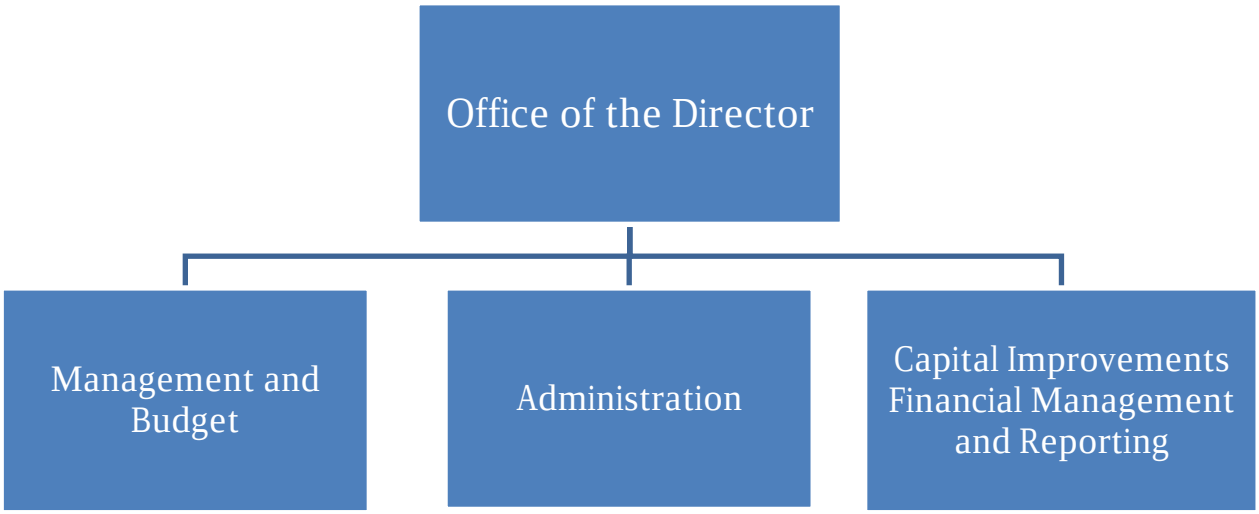
Management and Budget



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Implements policy enacted by the City Commission and Mayor; promotes the efficient allocation of resources in accordance with the needs and priorities of the citizens, Elected Officials, and the Administration; establishes and implements departmental policy; conducts Office retreats; reviews and coordinates agenda submissions; manages office personnel.	2	2
MANAGEMENT AND BUDGET AND STRATEGIC MANAGEMENT Monitors departmental budgets; processes transfer of funds requests, position authorization requests, and requests to fill; reviews departmental items for approval; participates in the review and formulation of the fiscal year operating budget; prepares the Five-Year Financial Plan; prepares monthly budgetary projections; completes special projects; provides financial and management analyses and reviews; reviews departmental processes and makes recommendations for improvement; prepares the Capital Budget; facilitates the development of the City's Strategic Plan, coordinates across departments to identify and determine appropriate measures for performance management.	9	9
CAPITAL IMPROVEMENTS FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight to projects managed by the Office of Capital Improvements; processes and reports on the financial activity of capital projects; ensures the timely issuance of purchase orders and payments for project expenditures; assists in the preparation of the Annual Capital Plan; conducts the Construction Review and Synchronization Process (CSRP); manages the Miami Forever Bond Program; provides staff support for the Miami Forever Bond Oversight Board.	5	6
ADMINISTRATION Assists the Director and Assistant Director with special projects; coordinates and monitors payment of all procurement for Elected Officials and the City Manager's office; serves as Office Manager; maintains official records; processes payroll and all personnel actions; processes and tracks all public records requests.	3	3
TOTAL FULL-TIME POSITIONS	**19**	**20**

Management and Budget

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	2,269,675	2,332,636	2,587,476	2,996,000	3,072,000
Operating Expense	185,073	150,909	118,283	352,000	273,000
Capital Outlay	4,291	7,927	5,816	12,000	0
Non-Operating Expenses	29,925	(5,893)	0	0	0
	2,488,964	**2,485,579**	**2,711,575**	**3,360,000**	**3,345,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	2,488,904	2,467,567	2,711,575	3,321,000	3,293,000
Departmental Improvement Initiative	0	18,012	0	39,000	52,000
Emergency Funds	60	0	0	0	0
	2,488,964	**2,485,579**	**2,711,575**	**3,360,000**	**3,345,000**

Department Strategies for FY 2021-22

Continue to present the Prior-year and current Mid-Year Budget Amendments no later than the last City Commission meeting in November and April, respectively,

Complete the Operating and Capital Budgets for the coming year in July, and load all changes within one week of Commission approval.

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

Continue to assist City offices and departments with labor negotiations.

Maintain and update the current City of Miami Strategic Plan and encourage monthly departmental Performance Management Meetings.

Hold at least four meetings of the Miami Forever Oversight Board to ensure that the most important projects are prioritized, and all projects updates are reported.

Accomplishments in FY 2020-21

Completed the Year-end Budget Amendment for FY 2019-20 on November 19, 2020 and four Budget Amendments to the FY 2020-21 Adopted Budget.

Provided City administration with recommendations to reduce budgeted expenditures due to revenue losses from the COVID-19 Pandemic.
Updated OMB's website with the current budget books that are hyperlinked for easy access.
Provided financial analysis on various collective bargaining proposals to City administration.
Maintained and updated the current City of Miami Strategic Plan and conducted monthly departmental Performance Management Meetings individually with each department.
Projected to conduct four meetings of the Miami Forever Oversight Board. Three have been held and one is pending to be held in September 2021.
Received the Government Finance Officers Association Distinguished Budget Presentation Award for excellence in governmental budgeting for the FY 2020-21 Adopted Budget.
Conducted the FY 2020-21 budget book process remotely and electronically to ensure social distancing during the COVID-19 pandemic.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Professional Services Line item reflects a reduction of $98,000 (GF) to align the budget with actual trend of expenditures.
The Office Supplies Line item reflects a reduction of $10,000 (GF) to align the budget with actual trend of expenditures.
The Machinery and Equipment Line item reflects a reduction of non-recurring operating expenditures funded in the previous fiscal year (GF $10,000).

The Budget includes the following additions:

As approved in the FY 2020-21 Amendment, the budget reflects the addition of a Capital Improvement Program Budget and Financial Administrator unclassified position due to a scrivener's error (GF $115,000).
The Regular Salaries and Wages reflects an increase from the base salary level of the vacant Director of The Office of Management and Budget position (GF $87,000).
The Travel and Per Diem Line item reflects an increase of $2,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF $5,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $37,000).

Management and Budget

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL 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
GOAL To deliver high-quality customer service and promote buy-in from Departments				
Customer service satisfaction survey (percent)	100	100	50	100
Agenda review requests processed within three working days (average days)				3
Average processing time for Capital Improvement Purchase Orders (days)				3

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Management and Budget

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,825,000	0	1,825,000	1,929,000	0	1,929,000
512010 - Attrition Savings - Salaries	(13,000)	0	(13,000)	(58,000)	0	(58,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	30,000	0	30,000	30,000	0	30,000
514000 - Overtime	2,000	0	2,000	2,000	0	2,000
516000 - Fringe Benefits	19,000	0	19,000	19,000	0	19,000
516010 - Fringe Benefits - Tuition Reimbursement	4,000	0	4,000	4,000	0	4,000
521000 - Fica Taxes	136,000	0	136,000	135,000	0	135,000
522000 - Retirement Contributions	695,000	0	695,000	684,000	0	684,000
523000 - Life and Health Insurance	298,000	0	298,000	327,000	0	327,000
Personnel	**2,996,000**	**0**	**2,996,000**	**3,072,000**	**0**	**3,072,000**
Operating Expense						
524000 - Workers' Compensation	27,000	0	27,000	30,000	0	30,000
531000 - Professional Services	198,000	39,000	237,000	100,000	52,000	152,000
534000 - Other Contractual Services	10,000	0	10,000	10,000	0	10,000
540000 - Travel and Per Diem	0	0	0	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	42,000	0	42,000	53,000	0	53,000
547000 - Printing and Binding	8,000	0	8,000	8,000	0	8,000
551000 - Office Supplies	16,000	0	16,000	6,000	0	6,000
552000 - Operating Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	**313,000**	**39,000**	**352,000**	**221,000**	**52,000**	**273,000**
Capital Outlay						
663000 - Improvements Other Than Buildings	2,000	0	2,000	0	0	0
664000 - Machinery and Equipment	10,000	0	10,000	0	0	0
Capital Outlay	**12,000**	**0**	**12,000**	**0**	**0**	**0**
Total Expense	**3,321,000**	**39,000**	**3,360,000**	**3,293,000**	**52,000**	**3,345,000**

Procurement

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

Mission Statement

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

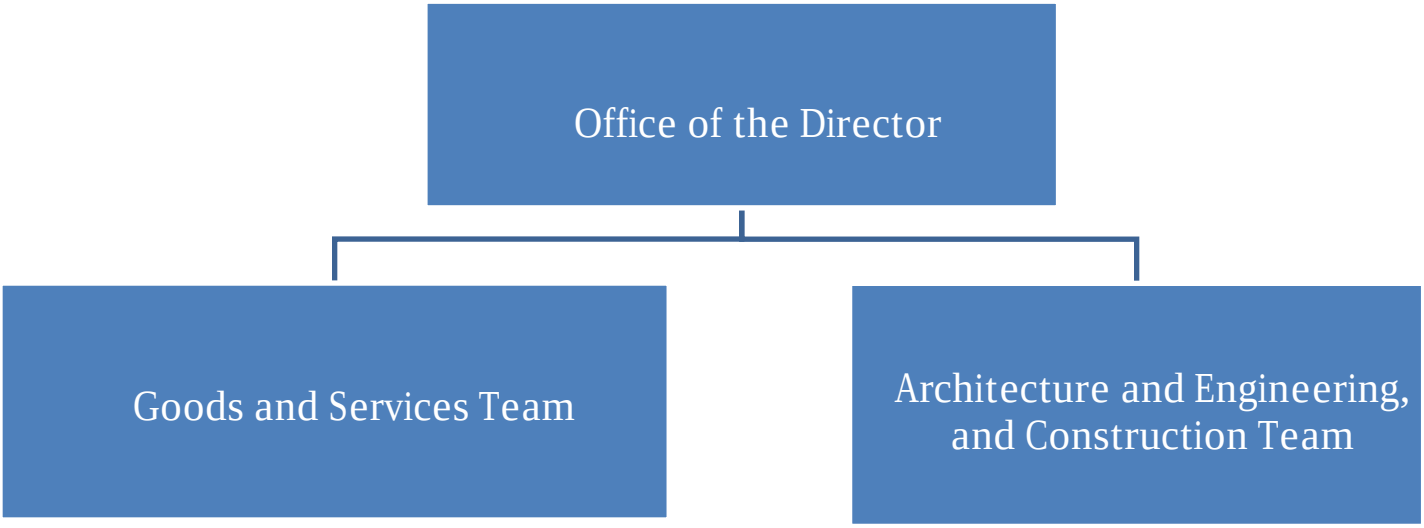
Description

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

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

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

Procurement



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Manages the daily operations and supervision of the Procurement Department; oversees centralized procurement functions such as contract negotiations and execution; reviews and approves agenda items; attends City Commission briefings and City Commission meetings; oversees all contract management functions; manages vendor services, outreach and performance; coordinates training of staff and external and internal clients; and handles complex RFPs and RFQs.	5	5
GOODS AND SERVICES TEAM Procures goods and services Citywide, in addition to public works and transportation procurements; drafts, advertises, and administers the procurement process for IFQs, IFBs, RFPs, RFQs, Sole Sources, and Piggy-Back contracts; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking insurance and bonds, renewal processing and tracking; administers the Purchasing Card (P-Card) Program Citywide; administers the disposition of surplus personal property Citywide; handles procurements for independent instrumentalities of the City of Miami; and handles complex Real Estate lease procurements.	11	10
ARCHITECTURE AND ENGINEERING, AND CONSTRUCTION TEAM Procures architecture and engineering, and construction services Citywide; drafts, advertises, and administers the procurement process for Invitation to Bid (ITB), RFPs, and RFQs; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking of bonds; renewal processing and tracking; administers and manages the Prequalification Pool of Contractors for City Construction Projects Pilot Program.	4	5
TOTAL FULL-TIME POSITIONS	**20**	**20**

Procurement

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	2,364,630	2,373,216	2,600,736	2,680,000	2,865,000
Operating Expense	159,745	148,961	219,999	265,000	292,000
Capital Outlay	4,040	16,975	29,809	4,000	4,000
	2,528,416	**2,539,153**	**2,850,545**	**2,949,000**	**3,161,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	2,528,273	2,538,385	2,841,279	2,949,000	3,161,000
Emergency Funds	143	768	9,266	0	0
	2,528,416	**2,539,153**	**2,850,545**	**2,949,000**	**3,161,000**

Department Strategies for FY 2021-22

Continue to update the City's Procurement Ordinance to include increases in delegated authority, up to date processes, bid protest procedure, and other substantive improvements.
Continue to increase the City's vendor database and ensure healthy competition through vendor workshops and outreach programs.
Continue to update and revamp Procurement's internal and external websites to be more user friendly.
Continue to train Procurement staff and end-user departments on the RFP and RFQ processes, negotiations, City Procurement Code, FEMA procurement requirements, and Florida Statutes that govern procurement.
Continue vendor outreach in an effort to further increase competition and decrease costs as well as assist with the economic recovery of the City.
Continue to innovate and implement systems to streamline procurement processes, improve performance metrics, and automate reporting.

Accomplishments in FY 2020-21

Updated the City's Procurement Ordinance to include electronic bidding and receipt of bidsand proposals through BidSync, eliminated the requirement for advertising in newspapers, and other substantive improvements.
Worked to streamline the RFP processes for Goods and Services and started mapping its processes and issued solicitations for needed services during and after a disaster that will meet federal guidelines
Implemented electronic systems and programs to increase competition for City business, including hosting pre-bid and pre-proposal meetings virtually, moving forward, allowing more vendors to attend and potentially

competitively participate in the solicitation. Worked to develop processes and procedures for its vendor database to grow its inclusion of LGBTQ and minority-owned businesses; monitored and tracked usages from said businesses.
Updated department's website to include the option to view Bidsync bids, and Eventbrite listings for trainings and events. Began the process of developing an internal SharePoint site to better serve end-user departments.
Conducted a Virtual Procurement Code, and Emergency Preparedness and FEMA training. Scheduled several webinars devoted to requisitions via the Amazon punch-out site, additional end-user department trainings devoted to the procurement process, as well as various vendor outreach programs .
Awarded the National Procurement Institute's 2020 Achievement of Excellence in Procurement Award.
Reduced paper usage by 82 percent compared to the previous fiscal year.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Advertising and Related Costs Line item reflects the reduction of $45,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Other Contractual Service Line item for the "Pathways to Prosperity Procurement Summit" to continue the "POP-UP Shops" outreach program for small businesses (GF $10,000).
The Travel and Per Diem Line item reflects a total increase of $15,000 (GF) due in part of $10,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account and $5,000 (GF) to attend the NIGP Annual conference.
The Training Line item reflects a total increase of $16,000 (GF) due in part of $6,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account and $10,000 (GF) for UPCC Professional Certifications for department staff.
Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Others Line Item for application costs for the NIGP Pareto Award (GF $20,000).

The Budget includes the following consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent) (GF $18,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $27,000).

Procurement

Strategic Alignment and Performance Measures

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

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Achieve savings to the City via contract negotiations				
Price savings during negotiations (dollars)			$250,000	$250,000
GOAL Streamline the Architecture and Engineering Procurement Process				
Average processing time for RFP/RFQs (A&E) (days)	243	181	181	135
GOAL Streamline the Construction Procurement Process				
Average processing time for ITBs (Construction) (days)	96	96	96	80
GOAL Reduce the procurement processing time for all solicitations				
Solicitations completed within the target time period (days)		83	85	80
GOAL Increase training opportunities for internal and external customers to educate them on the procurement processes				
Internal trainings on procurement processes (days)	22	26	18	18
GOAL Create a Paperless Procurement Department				
Reduction of paper usage (percent)			50	50

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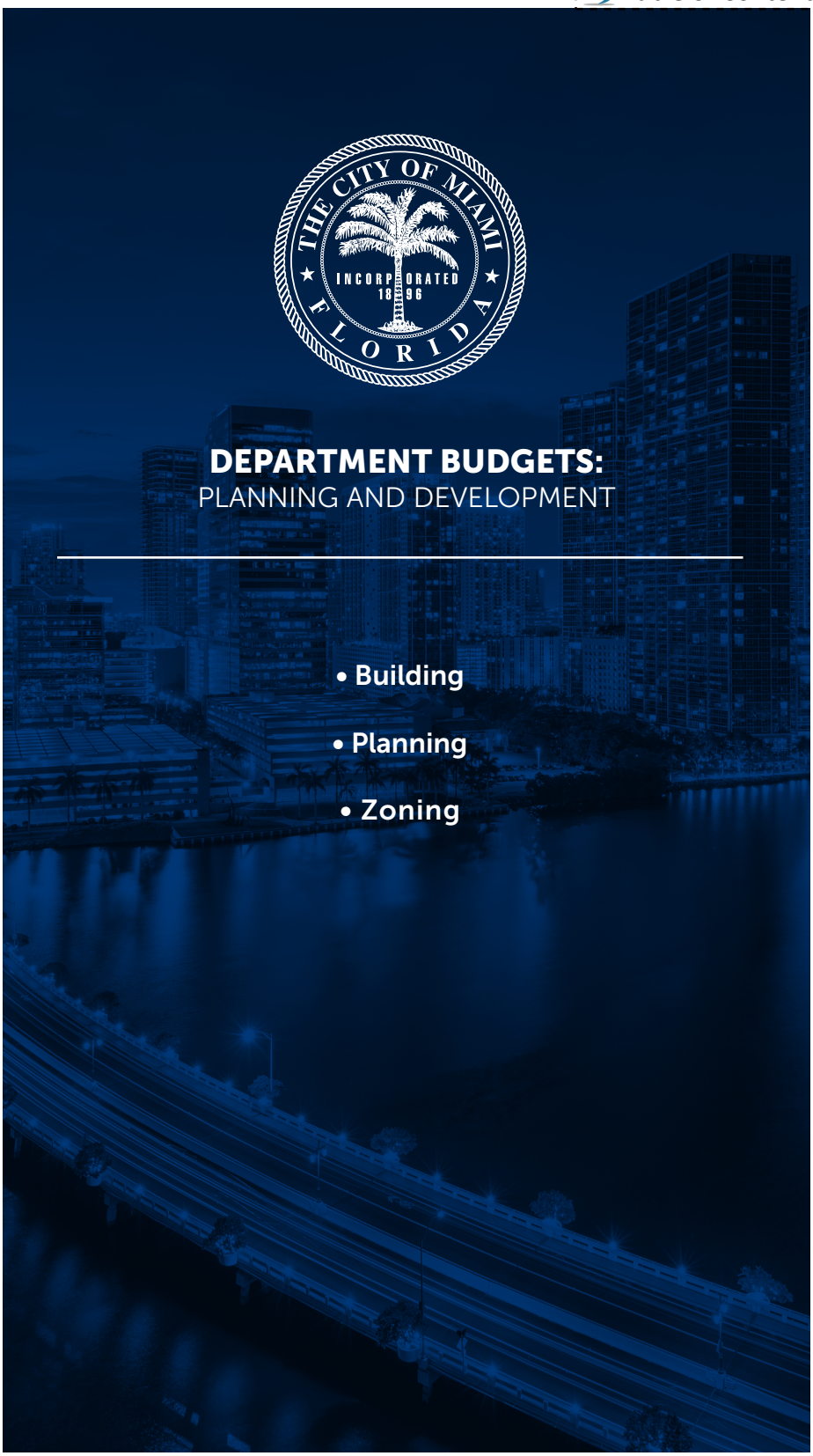
Procurement

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,645,000	0	1,645,000	1,783,000	0	1,783,000
512010 - Attrition Savings - Salaries	(30,000)	0	(30,000)	(17,000)	0	(17,000)
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	125,000	0	125,000	135,000	0	135,000
522000 - Retirement Contributions	606,000	0	606,000	620,000	0	620,000
523000 - Life and Health Insurance	317,000	0	317,000	327,000	0	327,000
Personnel	**2,680,000**	**0**	**2,680,000**	**2,865,000**	**0**	**2,865,000**
Operating Expense						
524000 - Workers' Compensation	33,000	0	33,000	35,000	0	35,000
534000 - Other Contractual Services	30,000	0	30,000	40,000	0	40,000
540000 - Travel and Per Diem	0	0	0	15,000	0	15,000
540010 - Training	0	0	0	16,000	0	16,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	47,000	0	47,000	56,000	0	56,000
548100 - Advertising and Related Costs	55,000	0	55,000	10,000	0	10,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	73,000	0	73,000	93,000	0	93,000
Operating Expense	**265,000**	**0**	**265,000**	**292,000**	**0**	**292,000**
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	**2,949,000**	**0**	**2,949,000**	**3,161,000**	**0**	**3,161,000**



DEPARTMENT BUDGETS:
PLANNING AND DEVELOPMENT

- Building
- Planning
- Zoning

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Building

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

Mission Statement

To promote life safety, protect the public, and improve the quality of life by providing prompt and efficient review of plans, issuances of permits, and timely inspections; and by interpreting and enforcing the Florida Building Code (FBC) and all other applicable regulations governing construction and land uses while ensuring expeditious access to public records and providing excellent customer service through enhanced technology.

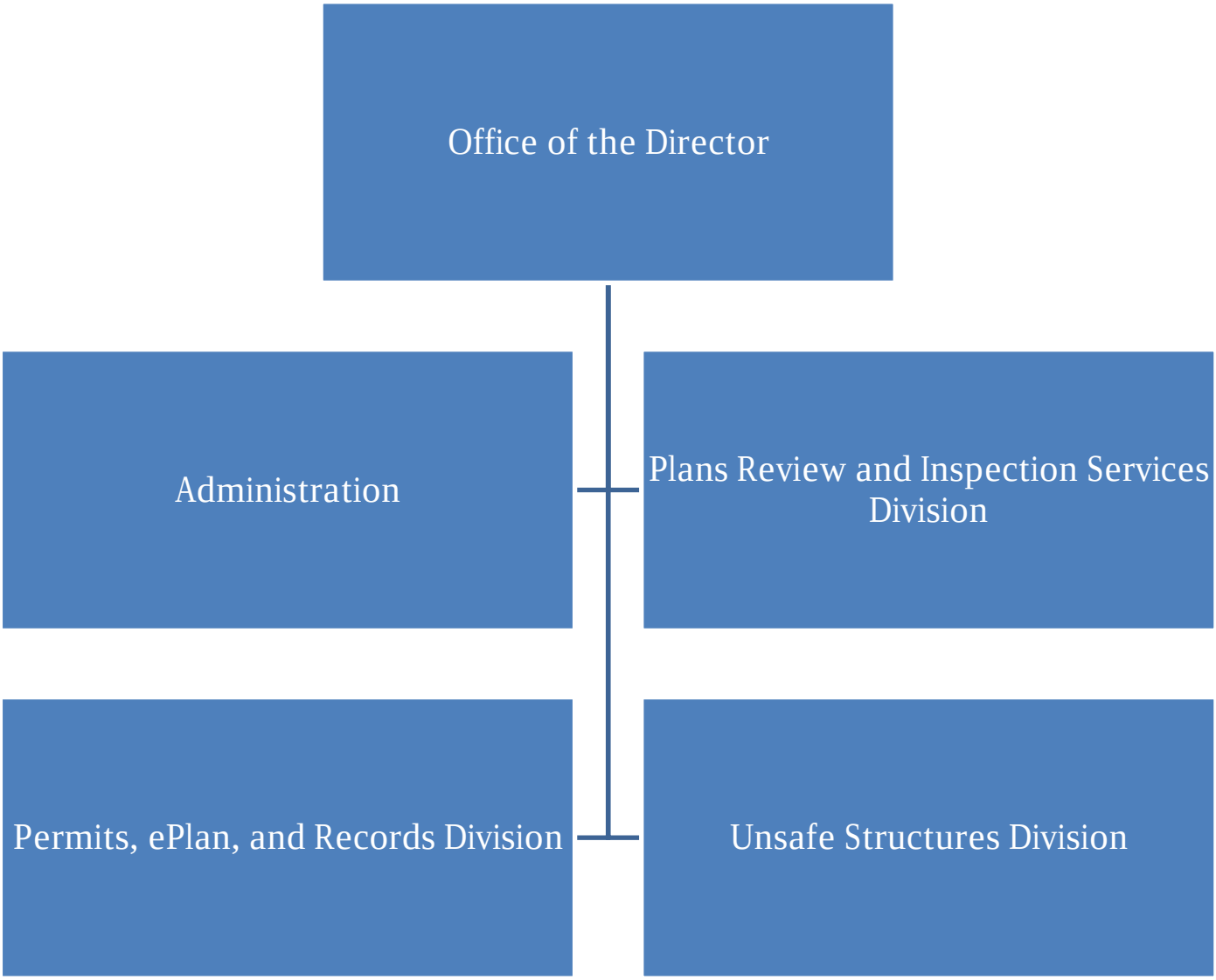
Description

The Building Department protects the health, safety, and welfare of the public, and enhances the general quality of life by interpreting and enforcing the FBC and other applicable regulations governing construction and land use.

Contributing to the Administration's Priority of *Quality of Life*, the Building Department provides records, issues permits, and performs building inspections. The Department also ensures that commercial and residential buildings and structures comply with the FBC and all other applicable laws and ordinances.

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

Building


Office of the Director
Administration
Plans Review and Inspection Services Division
Permits, ePlan, and Records Division
Unsafe Structures Division

Building

Departmental Function/Unit	FY 2020-21	FY 2021-22
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.	3	4
PLANS REVIEW AND INSPECTION SERVICES DIVISION Conducts field inspections of new construction, remodeling, repairs, and condemnation, for possession of permits; checks for conformity with Florida and Miami-Dade County Building Codes and approves plans and specification requirements for the various disciplines; outlines plans and procedures for the execution of inspection activities affecting installations, materials, and appliances; provide efficient environmental resource services while upholding the laws to protect, preserve, restore and enhance the City's tree canopy; monitors the City's Billboard and Mural Program; processes all Noise Waiver requests and Temporary Use Permits.	56	84
ADMINISTRATION DIVISION Prepares and implements the departmental budget; monitors revenue, and personnel activities; prepares legislative packages, assist customers with plan or permit issues, and performs clerical duties.	9	10
PERMITS, EPLAN, AND RECORDS DIVISION Issues all Building permits, Certificates of Occupancy and Temporary Certificates of Occupancy (COs and TCOs), commercial, and residential certificates; collects fees to be recorded; performs data entry; assists callers and monitors the message center; reviews and prepares documents for digitizing. Responsible for quality control, prescreening plan applications, scanning of documents, assigning tasks to all disciplines, works with Miami-Dade County as contractors for the Department Environmental Resources Management (DERM), Water and Sewerage Authority (WASA) and impact fees, process all Special Events for the City, assist customers, and do final quality control. Conducts research on record requests; coordinates the digitizing of records to comply with State of Florida Public Record requirements; enters and retrieves information to and from the filing system. Assist homeowners and contractors with permits and the plans review process; establishes procedures and guidelines to expedite the plans review process; and administers and audits the work provided by private providers.	41	47
UNSAFE STRUCTURES DIVISION 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 bi-monthly board hearings to determine structures that should be demolished and schedules those demolitions alongside the legal department; Issues citations for code violations; records liens and demolition orders on abandoned properties; administers the 40 and 50 year recertification process.	19	25
TOTAL FULL-TIME POSITIONS	**128**	**170**

Building

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	10,296,307	11,545,407	12,635,395	14,314,000	19,847,000
Operating Expense	3,551,625	5,028,231	4,022,838	4,386,000	3,451,000
Capital Outlay	33,973	55,720	163,056	0	50,000
Non-Operating Expenses	4,245	3,251	0	2,865,000	9,298,000
Transfers - OUT	0	0	0	0	600,000
	13,886,150	**16,632,608**	**16,821,290**	**21,565,000**	**33,246,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	13,258,095	15,922,441	16,270,224	17,497,000	22,568,000
Planning and Zoning Tree Trust Fund	0	0	0	0	4,554,000
Departmental Improvement Initiative	627,868	710,167	537,845	4,068,000	6,124,000
Emergency Funds	186	0	13,220	0	0
	13,886,150	**16,632,608**	**16,821,290**	**21,565,000**	**33,246,000**

Department Strategies for FY 2021-22

Create a new review group in Projectdox for Microfilm records.
Implement a digital Lobby Management system to simplify visitors check-in.
Implement a "Professional Day and Customer Service Day" by setting aside time each week for each Building trade to interact with consumers.
Continue to assist the Public Works Department with the Building Efficiency 305 program (BE305) legislation.
Amend the Chapter 17 of the City Code, which is commonly referred to as the Tree Ordinance.
Complete the draft of Flood Ordinance re-write to meet or exceed the minimum National Flood Insurance Program (NFIP) requirements.

Accomplishments in FY 2020-21

Continued to work on the Phase II of the Electronic Plan Review (EPR) system, which will include Laserfiche integration, DocuSign integration, and the configuration of pending workflow, reports, and dashboards. The completion date is not yet determined.

Continued to work with the Innovation and Technology Department (DoIT) on necessary enhancements to iBuild, which was upgraded as part of the Electronic Plan Review Implementation. The completion date is not yet determined.
Continued to collaborate with other City Departments involved in the permitting and development process to improve the turnaround of plan reviews, issuance of permits, and inspections. This is an on-going effort.
Continued to aggressively pursue abandoned and unsafe structures throughout the City and demolish structures that pose hazards to neighborhoods. This is an on-going effort.
Created "Virtual Inspections" for easy permits and converted all legacy plans into digitized format. This process will continue until there are no more legacy plans remaining.
Continued to work to establish a comprehensive standard operating procedures and policies for teleworking. This is a work in progress document that is expected to be completed by the end of fiscal year 2020-21.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Office Supplies Line item reflects a decrease of $15,000 (GF) to align the budget with the actual trend of expenditures.
The Printer and Binding-Paper Stock Line item reflects a decrease of $15,000 (GF) to align the budget with the actual trend of expenditures.
The Other Contractual Services Line item reflects a net decrease of $1.235 million (GF) due in part to an increase of $348,000 (GF) for structural review and inspection services based on construction needs, and a decrease of $1.583 million (GF) in consideration for hiring 33 full-time employees.

The Budget includes the following additions:

As approved in the FY 2020-21 Mid-Year Amendment, the budget includes the addition of one Building Assistant Director position $108,000 (GF).
The Regular Salaries and Wages Line item reflects the addition of four positions as a result of the implementation of the Building Department Task Force approved by City Commission on May 13, 2021, pursuant to Resolution Number R-21-0190. The Task force was created in a joint effort with the Code Compliance Department to address building code and special events compliance during nights and weekend shifts. The program requires two Building Services Assistant I positions ($86,000 GF), a Building Services Assistant III position ($50,000 GF), and a Building Services Assistant IV position ($55,000 GF).
The Regular Salaries and Wages Line item reflects the addition of four new positions as a result of the implementation of the Building Efficiency 305 Program approved by City Commission on June 10, 2021, pursuant to Ordinance Number 14005. The Ordinance requires annual energy and water benchmarking on private and City of Miami-owned properties over 20,000 square feet. The program requires a Senior Building Inspector position ($79,000 GF), an Electrical Inspector position ($72,000 GF), a Mechanical Inspector position ($72,000 GF), and a Plumbing Inspector position ($72,000 GF).
The Regular Salaries and Wages Line item reflects the addition of 33 new positions in consideration for the reduction the Other Contractual Services line item ($2.500 million GF).

Building

The Other Salaries and Wages Line item reflects an increase of $177,000 (GF) to fund nine full-time temporary positions that were converted from the part-time classification.
The Travel and Per Diem Line item reflects an increase of $25,000 (GF) to restore the travel and training allocation that was previously budgeted in the Non-Departmental Account.
The Overtime Line item reflects an increase of $50,000 (GF) to fund the overtime costs by full-time temporary staff.
The Special Pay Line item reflects an increase of $50,000 (GF) costs related to the Afterhours inspection services.
The Postage Line item reflects an increase of $20,000 (GF) for mailing of flood brochures to residents, which is required by the Federal Emergency Management Agency (FEMA).
The Advertising and Related Costs Line item reflects an increase of $10,000 (GF) for costs related to the Demolition Panel meetings which is scheduled three times per month.
The Clothing and Uniform Line item reflects an increase of $3,000 (GF) for costs associated with eight new positions.
The Budget Reserve Line item reflects an increase due in part to an increased in fund balances from the prior fiscal year and projected new revenues from unsafe structure fees ($3.774 million SR).

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF $130,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $32,000).
The transfer of the Tree Trust Fund from the Department of Planning resulted in the increaseto the following line items: Professional Services ($130,000 SR), Interfund Transfer ($600,00 SR), Improvement Other Than Building Line item ($50,000 SR), and Budget Reserve ($2.659 million SR).
A General Fund contribution (Building Reserves) to Capital for Citywide Fleet Replacement ($420,000), Computer Upgrades ($200,000), Building Task Force Vehicles ($120,000), Computer equipment for the Building Task Force, and the Building Efficiency 305 Program ($28,000).

Building

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Increase the productivity and efficiency of plan reviewers and inspectors				
Building construction permit applications processed for commercial properties (number)	13,920	13,354	13,000	14,000
Building construction permit applications processed for residential properties (number)	9,207	9,560	9,000	9,500
Inspections performed within 24 hours of request (percent)	97	95	95	95
GOAL Reduce the amount of time plans are with the City				
Number of days to obtain a Commercial permit (days)	282	176	140	140
Number of days to obtain a Residential permit (days)	226	130	90	90
Time to conduct Building plan review (days)	3	5	4	4
Time to conduct Electrical plan review (days)	3	4	4	4
Time to conduct Mechanical plan review (days)	3	2	4	4
Time to conduct Plumbing plan review (days)	3	2	4	4
Time to conduct Structural plan review (days)	3	4	4	4

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Building Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	8,397,000	560,000	8,957,000	13,066,000	0	13,066,000
512010 - Attrition Savings - Salaries	(288,000)	0	(288,000)	0	0	0
513000 - Other Salaries and Wages	48,000	0	48,000	225,000	0	225,000
514000 - Overtime	200,000	0	200,000	250,000	0	250,000
515000 - Special Pay	0	0	0	50,000	0	50,000
516000 - Fringe Benefits	20,000	0	20,000	28,000	0	28,000
521000 - Fica Taxes	645,000	43,000	688,000	1,003,000	0	1,003,000
522000 - Retirement Contributions	3,114,000	0	3,114,000	3,532,000	0	3,532,000
523000 - Life and Health Insurance	1,575,000	0	1,575,000	1,693,000	0	1,693,000
Personnel	**13,711,000**	**603,000**	**14,314,000**	**19,847,000**	**0**	**19,847,000**
Operating Expense						
524000 - Workers' Compensation	147,000	0	147,000	222,000	0	222,000
531000 - Professional Services	0	0	0	0	130,000	130,000
533000 - Court Services	50,000	0	50,000	50,000	0	50,000
534000 - Other Contractual Services	2,817,000	600,000	3,417,000	1,582,000	600,000	2,182,000
540000 - Travel and Per Diem	0	0	0	25,000	0	25,000
541000 - Communications & Related Services	40,000	0	40,000	40,000	0	40,000
541100 - Postage	40,000	0	40,000	60,000	0	60,000
544000 - Rentals and Leases	60,000	0	60,000	60,000	0	60,000
545011 - Insurance - Vehicle Liability	70,000	0	70,000	63,000	0	63,000
545013 - Insurance - General Liability	6,000	0	6,000	4,000	0	4,000
546000 - Repair and Maintenance Services	100,000	0	100,000	100,000	0	100,000
546001 - IT-Repair and Maintenance Services	279,000	0	279,000	355,000	0	355,000
547000 - Printing and Binding	15,000	0	15,000	15,000	0	15,000
547200 - Printing and Binding-Paper Stock	15,000	0	15,000	0	0	0
548100 - Advertising and Related Costs	50,000	0	50,000	60,000	0	60,000
551000 - Office Supplies	30,000	0	30,000	15,000	0	15,000
552000 - Operating Supplies	15,000	0	15,000	15,000	0	15,000
552100 - Public Safety Supplies	10,000	0	10,000	10,000	0	10,000
552200 - Clothing/Uniform Supplies	32,000	0	32,000	35,000	0	35,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**3,786,000**	**600,000**	**4,386,000**	**2,721,000**	**730,000**	**3,451,000**
Capital Outlay						

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Building Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
663000 - Improvements Other Than Buildings	0	0	0	0	50,000	50,000
Capital Outlay	**0**	**0**	**0**	**0**	**50,000**	**50,000**
Non-Operating Expense						
896000 - Budget Reserve	0	2,865,000	2,865,000	0	9,298,000	9,298,000
Non-Operating Expenses	**0**	**2,865,000**	**2,865,000**	**0**	**9,298,000**	**9,298,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	600,000	600,000
Transfers - OUT	**0**	**0**	**0**	**0**	**600,000**	**600,000**
Total Expense	**17,497,000**	**4,068,000**	**21,565,000**	**22,568,000**	**10,678,000**	**33,246,000**

Planning

Department Head: Cesar M. Garcia-Pons, AICP Phone: (305) 416-1470
www.miamigov.com/Government/Departments-Organizations/Planning

Mission Statement

To create a sustainable and resilient City through the promotion of timely and sound planning principles by leveraging geospatial technology, streamlining land use processes, and implementing a forward-thinking regulatory framework, and encouraging dynamic community engagement in support of the City's vision.

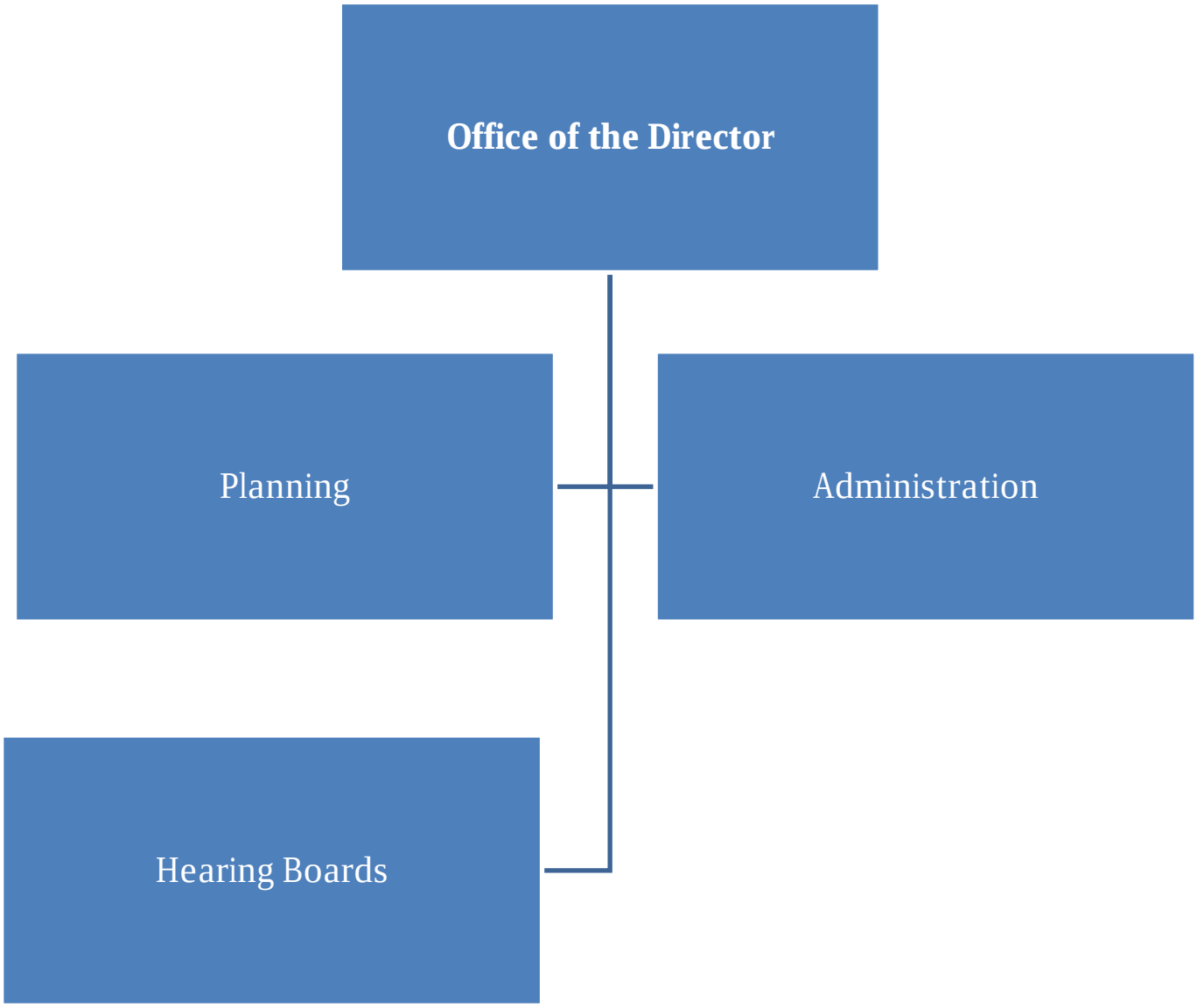
Description

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

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

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

Planning


Office of the Director
Planning
Administration
Hearing Boards

Planning

Departmental Function/Unit	FY 2020-21	FY 2021-22
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.	3	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.	24	24
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.	7	7
HEARING BOARDS Processes applications for public meetings and hearings in support of the Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board, Waterfront Advisory Board; provides notice of hearings to property owners and neighborhood associations; schedules public hearing meetings for the PZAB as well as the Planning and Zoning portion of the City Commission; processes, records, and releases liens related to code enforcement, ticketing, lot clearing, and certain Board resolutions; serves as custodian of all case records and documents pertaining to orders and resolutions issued by various boards.	6	6
TOTAL FULL-TIME POSITIONS	**40**	**41**

Planning

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	4,541,473	5,111,244	5,625,612	4,953,000	4,986,000
Operating Expense	854,381	1,352,792	733,338	2,161,000	873,000
Capital Outlay	1,729	7,605	63,936	14,000	0
Non-Operating Expenses	0	876,551	300,000	17,447,000	23,102,000
Transfers - OUT	3,154,000	1,936,000	261,000	4,620,000	0
	8,551,583	**9,284,192**	**6,983,886**	**29,195,000**	**28,961,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	4,978,942	5,616,536	5,956,425	5,281,000	5,414,000
Planning Services	1,479,937	2,698,506	(15,377)	5,038,000	5,297,000
Planning Services-DRI DT	0	0	686,898	10,186,000	10,430,000
Planning Services-DRI SEOPW	0	0	37,361	4,539,000	4,642,000
Planning and Zoning Tree Trust Fund	2,046,145	940,728	151,627	3,343,000	0
Public Art Fund	46,536	28,421	166,952	758,000	3,138,000
Hist Preservation Trust Fund	0	0	0	50,000	40,000
Emergency Funds	23	0	0	0	0
	8,551,583	**9,284,192**	**6,983,886**	**29,195,000**	**28,961,000**

Department Strategies for FY 2021-22

Secure the City's built form through land development regulations.
Activate and improve the public realm experience through harmonization with the built environment.
Continue to implement long range planning that considers population trends impact on residential quality of life and housing affordability.
Socialize the goals, policies, and objectives of the City's Miami Neighborhood Comprehensive Plan.
Digitize 33 percent of historical and current planning records to improve public access to information.
Reduce the number of review cycles and time issuance of administrative entitlements by revamping the pre-application meeting process.
Leverage technology to improve community engagement with project stakeholders.

Accomplishments in FY 2020-21

Adopted text changes establishing the Wynwood Norte Neighborhood Revitalization 2 (NRD-2) on March 25, 2021.

Planning

Improved the public realm experience in the built environment by the adoption of the Wynwood Streetscape Master Plan.
Drafted the City Commission District Planning Study, and implemented annual monitoring and evaluation of various goals, objectives and policies as required by the Miami Comprehensive NeighborhoodPlan.
Digitized 28 boxes of Code Enforcement Board matters, representing approximately 1,260 unique case hearing files, and preserved approximately 1,148 board resolutions from the Hearing Boards Division and the Historic Preservation Division.
Collaborated on the Jose Marti Park Climate Adaptive Redesign – Phase I Waterfront Design.
Committed five private development projects to install an artistic treatment as part of the overall development project. The City of Miami has nine upcoming public art installations for public developmentprojects.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Operating Supplies Line item reflects a reduction of $7,000 (GF) to align the budget with the actual trend of expenditures.
The Machinery and Equipment Line item reflects a reduction of non-recurring operating expenditures funded in the previous fiscal year (GF $14,000).
The Professional Services Line item reflects a decrease due to the reallocation of fund balances to the Budget Reserve line item ($1.150 million SR).
The Other Contractual Services Line item reflects a decrease due to the reallocation of the Tree Trust Fund balances to the Budget Reserve line item ($148,000 SR).

The Budget includes the following additions:

The Professional Services Line item reflects an increase of $23,000 (GF) for translation services as required by City Code and State Statute for public hearings.
The Professional Services-Legal Services Line item reflects an increase for the reinstatement of Special Magistrates approved by the City Commission (GF $9,000).
As approved in the FY 2020-21 Mid-Year Amendment, the budget includes the addition of one Assistant Director position (GF $144,000).

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)(GF $48,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $23,000).
A General Fund contribution to capital projects for the Public Benefit Database ($150,000);Records Digitization ($216,000); Gridic Land Development Study ($20,000); expansion of the Accessory Dwelling Unit (ADU) Program ($125,000) and for the DeepBlock licensing purchase ($20,000).
A Special Revenue Fund contribution to capital projects for the Tree Master Plan ($600,000).

Planning

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.2 Seek feedback to inform improved business practices City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait City of Miami Strategic Plan
3. Pathway to Prosperity	3.5.2 Preserve and increase the supply of housing for all income groups City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Maintain the look and feel of public spaces to a high standard				
Number of private development projects that have committed to installing a public art component as part of the overall development (number)			4	6
GOAL Reduce the amount of time customers wait				
Process small scale administrative entitlements within 90 business days for city related activities (percent)			0	80%
Complete online submissions prescreen review for entitlements within 72 hours (percent)			90	90
GOAL Secure the City's built form through land development regulations				
Refer companion rezones and comprehensive plan amendments for public hearing within 120 business days (percent)				80%
GOAL Activate and improve the public realm experience through harmonization with the built environment				
Number of private development projects that have committed to installing a public art component as part of the overall development (number)			4	6

Planning

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Implement long range planning that considers population trends' impact on residential quality of life and housing affordability				
Promote Affordable Housing through Land Use Development Policies (Policies brought to PZAB) (number)			5	5
Conduct an annual study of City Commission Districts Reviewing Socio- Demographics, Transportation, Economics, Environmental Facots (flooding/heat), to be disseminated each year in July (number)				1
GOAL Socialize the Goals, Policies and Objectives within the City's Miami Neighborhood Comprehensive Plan (MNCP)				
Socialize the Miami Comprehensive Neighborhood Plan (MCNP) (number)			2	2
GOAL Reduce the number of review cycles and timely issuance of administrative entitlements by revamping the pre-application meeting process				
Process medium scale entitlement within 110 business days for city related activities (percent)				80%
GOAL Leverage technology to improve community engagement with our project stakeholders.				
Program engagements/training on resilience to PZAB				4
Communicate the Publication of PZAB, HEPB, AIPPB, and CEB agendas at least seven calendar days prior to the scheduled meetings				90

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Planning

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,792,000	254,000	3,046,000	3,006,000	252,000	3,258,000
512010 - Attrition Savings - Salaries	(89,000)	0	(89,000)	0	0	0
516000 - Fringe Benefits	16,000	0	16,000	20,000	0	20,000
521000 - Fica Taxes	216,000	20,000	236,000	243,000	26,000	269,000
522000 - Retirement Contributions	1,032,000	114,000	1,146,000	888,000	48,000	936,000
523000 - Life and Health Insurance	536,000	62,000	598,000	476,000	27,000	503,000
Personnel	**4,503,000**	**450,000**	**4,953,000**	**4,633,000**	**353,000**	**4,986,000**
Operating Expense						
524000 - Workers' Compensation	34,000	4,000	38,000	40,000	2,000	42,000
531000 - Professional Services	297,000	1,200,000	1,497,000	320,000	50,000	370,000
531010 - Professional Services-Legal Services	25,000	0	25,000	34,000	0	34,000
533000 - Court Services	21,400	0	21,400	22,000	0	22,000
534000 - Other Contractual Services	0	188,000	188,000	0	40,000	40,000
541000 - Communications & Related Services	600	0	600	0	0	0
541100 - Postage	81,000	0	81,000	81,000	0	81,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545011 - Insurance - Vehicle Liability	11,000	0	11,000	10,000	0	10,000
545013 - Insurance - General Liability	24,000	0	24,000	16,000	0	16,000
546001 - IT-Repair and Maintenance Services	116,000	0	116,000	111,000	0	111,000
547000 - Printing and Binding	7,000	0	7,000	7,000	0	7,000
548000 - Promotional Activities	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	107,000	0	107,000	107,000	0	107,000
551000 - Office Supplies	15,000	0	15,000	15,000	0	15,000
552000 - Operating Supplies	7,000	5,000	12,000	0	0	0
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**764,000**	**1,397,000**	**2,161,000**	**781,000**	**92,000**	**873,000**
Capital Outlay						
664000 - Machinery and Equipment	14,000	0	14,000	0	0	0
Capital Outlay	**14,000**	**0**	**14,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	17,447,000	17,447,000	0	23,102,000	23,102,000

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Planning

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
Non-Operating Expenses	**0**	**17,447,000**	**17,447,000**	**0**	**23,102,000**	**23,102,000**
Transfers-OUT						
891000 - Interfund Transfers	0	4,620,000	4,620,000	0	0	0
Transfers - OUT	**0**	**4,620,000**	**4,620,000**	**0**	**0**	**0**
Total Expense	**5,281,000**	**23,914,000**	**29,195,000**	**5,414,000**	**23,547,000**	**28,961,000**

Zoning

Department Head: Daniel S. Goldberg, Esq. Phone: (305) 416-1499
https://www.miamigov.com/Government/Departments-Organizations/Zoning

Mission Statement

To promote a regulated pattern of development as set forth in the City Code and Miami 21, while providing a safe and healthy environment for living, working, and recreation.

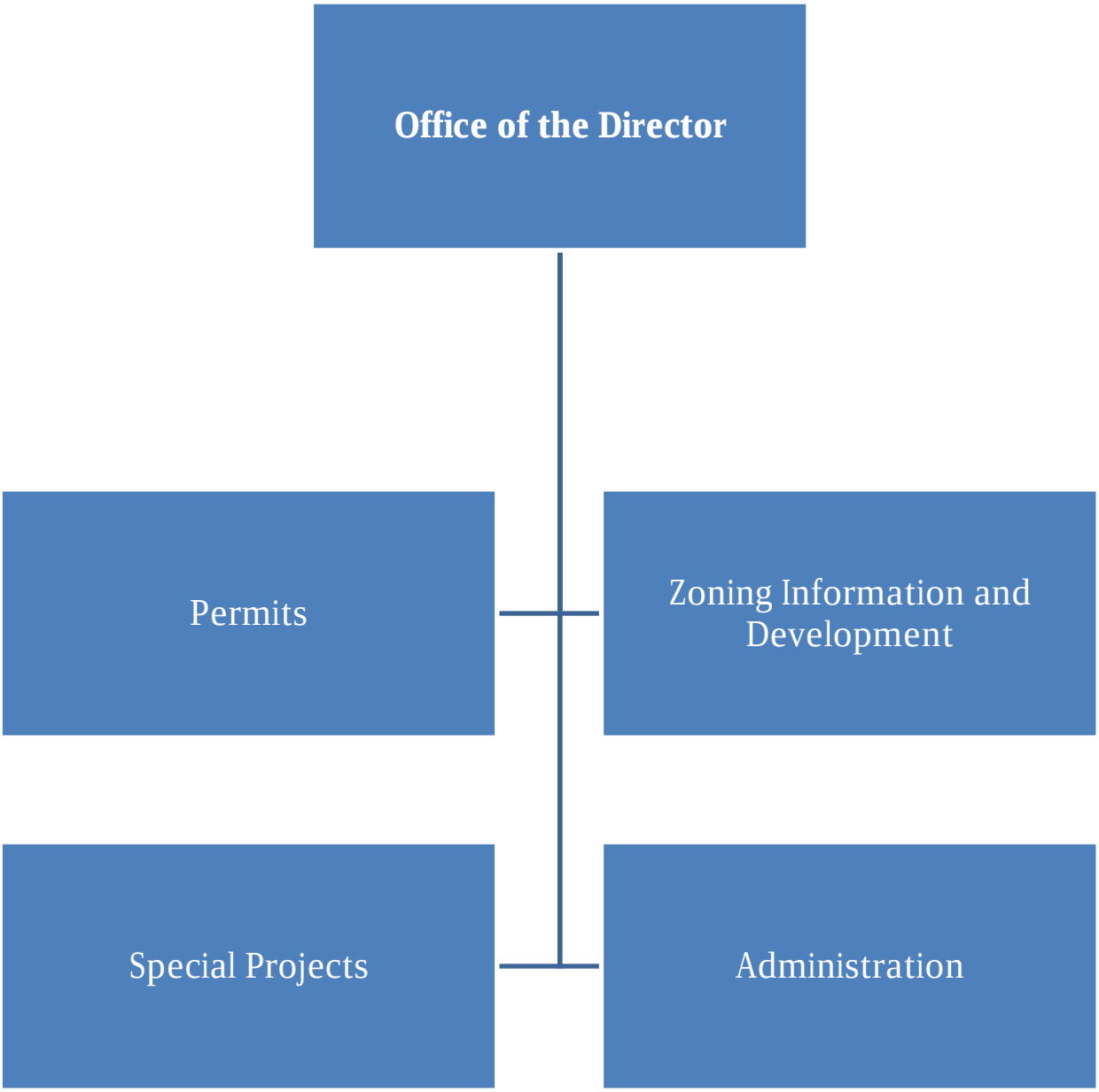
Description

The Office of Zoning ("Zoning") is responsible for the administration and enforcement of the Miami 21 Zoning Code ("Code"), with two primary functions and duties: permitting and business licensing. More specifically, Zoning determines whether applications for building permits, as required by the Building Code, and administrative Waivers, Warrants, Exceptions, and Variances are in accord with the requirements of the Code. In addition, Zoning determines whether the Use of any Structure or premises is in accordance with the Code and issues a Certificate of Use if the application and supporting documents conform to applicable regulations.

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

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

Zoning


Office of the Director
Permits
Zoning Information and Development
Special Projects
Administration

Zoning

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of Zoning Ordinances, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.	3	2
PERMITS Implements and interprets the Zoning Ordinance and other city, county, state and federal regulations, reviews development plans and identifies types of special permits needed based on the application of the Zoning Ordinance, reviews all submissions for development and redevelopment within the City.	12	13
ZONING INFORMATION AND DEVELOPMENT Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Zoning Verification Letters, address assignments and changes, and Community Residential Home certifications.	8	9
SPECIAL PROJECTS Reviews and processes impact fee deferrals; ensures completeness and routes legal instruments such as Unity of Titles, Covenants, and Parking Agreements; administers Affordable and Workforce Housing initiatives; drafts legislation for code amendments; ensures compliance of Alcohol and Tobacco licenses issued.	3	2
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters; manages all procurement solicitations and processes; provides support services to professional staff; tracks performance measures and statistics for the Department.	2	2
TOTAL FULL-TIME POSITIONS	**28**	**28**

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	2,294,422	2,789,436	3,389,777	3,635,000	3,870,000
Operating Expense	71,226	106,802	771,171	824,000	839,000
Capital Outlay	10,825	0	36,974	0	0
	2,376,473	**2,896,238**	**4,197,922**	**4,459,000**	**4,709,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	2,376,440	2,896,238	4,197,922	4,459,000	4,709,000
Emergency Funds	33	0	0	0	0
	2,376,473	**2,896,238**	**4,197,922**	**4,459,000**	**4,709,000**

Zoning

Department Strategies for FY 2021-22

Continue to participate in the enhancement of eStart web application system to process Certificates of Use applications and allow interactions with additional system platforms.
Collaborate with required reviewing Departments to improve the issuance of Certificates of Use at a successful rate.
Collaborate with the Building Department to streamline building permit reviews and re-evaluate application types for Zoning review.
Create automated (standard) Zoning Verification Letters.
Collaborate with required reviewing Departments to establish a Temporary Permit Task Force to regulate and monitor existing applications.
Create legislation to improve Temporary Use on Vacant Land permit requirements.

Accomplishments in FY 2020-21

Revised the Preliminary Zoning Review templates, modified affordable housing priorities, and implemented an address application system. This enhancement is a result of the departments continued participation in the implementation of Electronic Plan Review.
Collaborated with the Department of Innovation and Technology (DoIT) to facilitate eStart web application to facilitate Certificate of Use Information.
Developed a high priority status for the review of Special permits through ePlan and reduced the review time.
Collaborated with Miami-Dade County's Department of Environmental Resources Management (DERM) for the review of Certificates of Use and Temporary Use Permits on Vacant Land applications. This is to be reviewed through MiamiBiz and ePlan respectively. The expected date of completion will be April 2022.
Scheduled weekly meetings with the Code Compliance Department regarding the process relating to permits, inspections and issuance of Certificates of Use, and the training of Miami 21 Code.
Completed weekly trainings with staff regarding implementation of all Articles of the Miami21 Code.
Established the Chapter 62 Planning and Zoning Fee Amendment, which was adopted March 25, 2021.

Budget Highlights for FY 2021-22

The Budget includes the following additions:

The Training and Per Diem Line item reflects an increase of $3,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Subscriptions and Memberships Line item reflects an increase of $2,000 (GF) for the subscriptions of the American Planning Association.
The Other Salaries and Wages Line items reflects an increase of $30,000 (GF) to fund one filled temporary Information Clerk I position.

Zoning

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 5 percent) (GF $47,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $16,000).

Zoning

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.4.1 Minimize the need to visit a City building to conduct business City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Ensure timely delivery of service				
Number of Certificates of Use issued (number)	2,253	1,273	1,500	2,000
Building Permits reviewed within 10 days in the first cycle (percent)			95	80
Waiver permits reviewed within 15 business days in the first cycle (percent)			95	80
Standard Zoning Verification Letters (ZVL) issued within 20 days of receipt of request (percent)			50	80

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Zoning

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,282,000	0	2,282,000	2,382,000	0	2,382,000
512010 - Attrition Savings - Salaries	(86,000)	0	(86,000)	0	0	0
513000 - Other Salaries and Wages	0	0	0	30,000	0	30,000
513010 - Other Salaries and Wages -Part Time Year Year Round	10,000	0	10,000	0	0	0
516000 - Fringe Benefits	12,000	0	12,000	6,000	0	6,000
521000 - Fica Taxes	174,000	0	174,000	191,000	0	191,000
522000 - Retirement Contributions	833,000	0	833,000	838,000	0	838,000
523000 - Life and Health Insurance	410,000	0	410,000	423,000	0	423,000
Personnel	**3,635,000**	**0**	**3,635,000**	**3,870,000**	**0**	**3,870,000**
Operating Expense						
524000 - Workers' Compensation	41,000	0	41,000	42,000	0	42,000
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
534000 - Other Contractual Services	669,000	0	669,000	669,000	0	669,000
540010 - Training	0	0	0	3,000	0	3,000
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	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	68,000	0	68,000	77,000	0	77,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	3,000	0	3,000	3,000	0	3,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	10,000	0	10,000
Operating Expense	**824,000**	**0**	**824,000**	**839,000**	**0**	**839,000**
Total Expense	**4,459,000**	**0**	**4,459,000**	**4,709,000**	**0**	**4,709,000**

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DEPARTMENT BUDGETS:
PUBLIC WORKS

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

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Capital Improvements

Department Head: Angel R. Carrasquillo Phone: (305) 416-1280
www.miamigov.com/Government/Departments-Organizations/Office-of-Capital-Improvements

Mission Statement

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

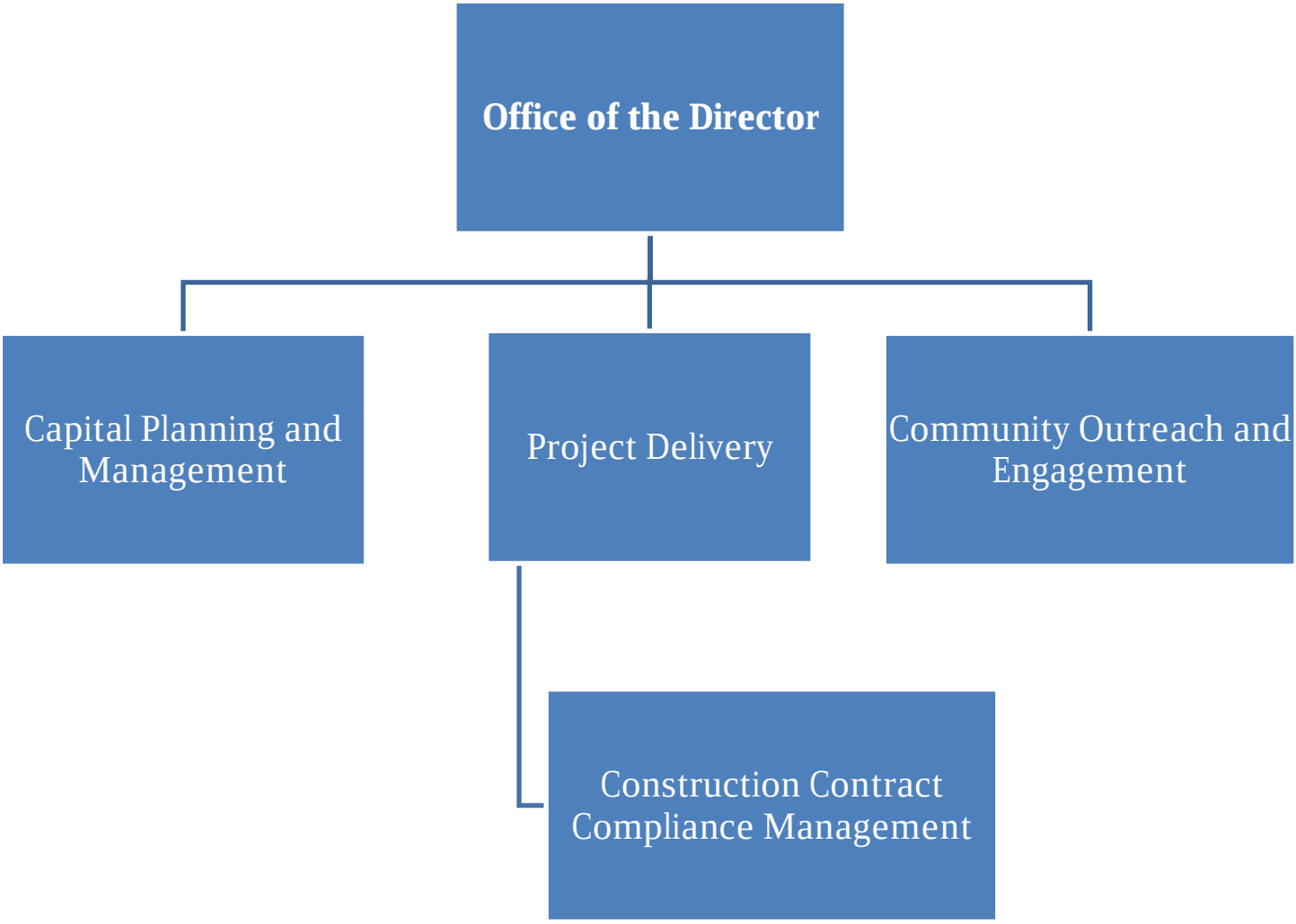
Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Department of Capital Improvements is passionate about serving the residents and making meaningful capital improvements to the City's facilities and infrastructure. OCI provides construction programs and project management for Miami's residents and the City's client departments and agencies to enhance mobility, advance public safety, improve shared spaces, enable governmental services, improve resiliency, and support a pathway to prosperity. Through the Department's capital construction program, the department aspires to be a catalyst to encourage stakeholders to be proud of and invest in their community to build better neighborhoods and Miami's future.

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

Capital Improvements



Capital Improvements

Department Function/Unit	FY 2020-21	FY 2021-22
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
CAPITAL PLANNING AND MANAGEMENT Supports the City's Capital Improvements Program by managing the 5-Year Capital Improvement Plan, administering requirements-based project initiation process, controlling project change management, monitoring program-level performance, managing project portfolios, developing best practices and standards, aligning the program with budget requirements, and ensuring program visibility and reporting.	6	7
PROJECT DELIVERY Manages and coordinates the planning, design, and construction of the City's infrastructure and facility projects. Empowering professionally trained project and construction managers, delivers planning, design, and construction management services to clients; coordinates project requirements across all collaborators; and ensures that the projects meet quality, cost, and time requirements.	37	37
CONSTRUCTION CONTRACT COMPLIANCE MANAGEMENT Monitor's design and construction contracts for compliance as it relates to Small Business Enterprise Participation, Local Workforce Participation, and Responsible Wages requirements.	4	4
COMMUNITY OUTREACH AND ENGAGEMENT Communicates the Capital Improvements Program and projects with residents, elected officials, City Leadership, and client departments. Focuses effort on community outreach by developing and implementing proactive engagement strategies and supporting tactics; develops and builds OCI's brand and messaging by aligning with the City's vision, communications strategy, and OCI director's goals; and manages key leaders and agency engagement plan.	3	3
TOTAL FULL-TIME POSITIONS	**52**	**53**

Capital Improvements

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	3,093,103	3,737,738	3,970,101	3,767,000	3,517,000
Operating Expense	717,017	243,563	595,520	570,000	598,000
Capital Outlay	(227,085)	2,465	3,508	73,000	0
Non-Operating Expenses	208	331	159	0	0
	3,583,242	**3,984,097**	**4,569,288**	**4,410,000**	**4,115,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	3,436,041	3,790,696	4,334,756	4,410,000	4,115,000
General Special Revenue	4,419	20,490	20,079	0	0
Transportation and Transit	19,529	141,430	149,283	0	0
Emergency Funds	123,254	31,480	65,170	0	0
	3,583,242	**3,984,097**	**4,569,288**	**4,410,000**	**4,115,000**

Department Strategies for FY 2021-22

Finalize the integration of all construction management processes within the e-Builder Project Management Platform and increase user adoption (December 2021).
Continue to streamline and accelerate construction contract acquisition by working with the Department of Procurement to implement the Construction Contractors Pool and optimize the entire construction management process.
Continue to build a stronger team by ensuring employees are equipped with the necessary training to better oversee contractors and review construction contract language, enforce contractors' quality assurance and quality control programs, as well as ensure that they are recognized for their efforts and success.
Effectively communicate and engage with all stakeholders to ensure project scopes are clearly articulated and project updates shared throughout the project life cycle.

Accomplishments for FY 2020-21

Continued the implementation of the e-Builder technology solution; underway with Phase 2 financial and accounting integration, then follows Phase 3 compliance monitoring and lastly, Phase 4 dash boards and increase user adoption follows, overall expected completion December 2021.
Enhanced capital solicitation visibility and access using BidSync as implemented by the Department of Procurement. Enforced timely contract close-out of 47 projects (September 2021), established mandatory evaluations for consultants and contractors.

Monitored, on a continuous basis, the effectiveness of existing environmental controls as required to obtain No Further Action with Conditions (NFAC) for the remaining six environmental remediation projects.
Optimized the entire construction management process within the integration of e-builder process mapping.
Upgraded workstations to mobile laptops (June 2021), continuing to ensure employees are equipped with the necessary training to better oversee contractors and review construction contract language and aligning with new city code and polices established by the Department of Procurement that enforces contractors' quality assurance and quality control programs.
Began the Integration of the Miami Forever Bond with the Miami Climate Ready Strategy, Stormwater Master Plan, and the infrastructure portion of the local mitigation strategy.
Finalized the Citywide Stormwater Master Plan (SWMP) comprehensive process and conducted community workshops to prioritize capital projects considering public input. Organized 77 Miami Forever Bond community engagement and industry events for the City's Miami Forever Bond program.
Partnered with Miami-Dade County, the Flagler BID and the Miami Development Authority and kicked-off the $20.5 million construction of the Downtown Flagler Street Beautification project. The project will transform Flagler Street into an iconic, festival-style boulevard with patterned pavers, curb-less drains, wider sidewalks and enhanced landscaping, inspiring engagement, and action.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Machinery and Equipment Line item reflects a reduction of $73,000 (GF) to align the budget with the actual trend of expenditures.
The Office Supplies Line item reflects a reduction of $2,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of a Capital Planning System Administrator to provide support for e-Builder (GF $89,000).
The Travel and Per Diem Line item reflects an increase of $6,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

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) (GF $71,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $14,000).
The Budget reflects General Fund contributions to capital projects for the Flagler Street Beautification ($1.500 million), Citywide Streets Milling and Resurfacing ($1.066 million).

Capital Improvements

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
	1.3.1 Create a safe and comfortable pedestrian environment City of Miami Strategic Plan
	1.3.3 Improve street paving and pothole repair City of Miami Strategic Plan
2. Resilience	2.2.2 Create avenues to capture and integrate community feedback into all stages of programming City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.1 Reduce the severity, duration, and impact of coastal and riverine flooding on shorelines and surrounding communities City of Miami Strategic Plan
	2.4.1 Update storm-water management system to meet infrastructure needs through 2060 under varying climate conditions City of Miami Strategic Plan
	2.4.2 Prioritize projects that protect the most critical and vulnerable areas City of Miami Strategic Plan
	2.4.3 Upgrade and retrofit existing infrastructure to improve resilience and sustainability City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan

Capital Improvements

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Deliver Quality Capital Construction Projects				
Construct and renovate roadways (lane miles)	27	6	8	10
Install traffic calming devices (number)		6	5	11
Build and renovate public safety facilities (police, fire-rescue, emergency management) (number)		2	2	1
Harden critical facilities (community centers, parks, municipal buildings) (number)		1	1	1
Build and renovate parks and open-spaces (number)		66	13	9
Build and renovate marinas and water access sites (number)		8	3	2
Total projects designed (number)	41	20	33	26
Total projects constructed (number)	70	150	34	30
Total value of projects constructed (dollars)	$ 40,800,000.00	$ 67,418,393.65	$60,000,000	$68,000,000
Construct and refurbish sea and river walls and associated bay walk (linear feet)		284	1,100	700
Implement drainage solutions (number)		193	40	28
Total constructions initiated (groundbreaking) during current fiscal year (number)				14
GOAL Engage with the Community and Communicate Capital Improvement Projects				
Engage with the community with meetings and events (number)		44.0		42
GOAL Maximize external funds utilization for Capital Construction Projects				
External funds (Active Awards) from the total approved budget for all active projects (percent)				>5
GOAL Promote Conditions that encourage small business development and growth				
Foster small business enterprise participation (dollars contracted)		$ 522,258.10		$1,200,000

Source: ClearPoint Strategy Management Reporting Software

Capital Improvements

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Improve Operational Efficiency and Productivity to continue delivering quality capital construction projects				
Deliver quality capital projects on-time (percent)	73	80		80
Capital Improvements project managers workload capacity index (number)				1
Construction managers workload capacity index (number)				1
Additional design services as percentage of original contracts (percent)				<10
Construction change orders as a percentage of original contracts (percent)				<10
Average duration to review and approve Invoices (days)				<25
Reduce variance between the original cost estimate and the final actual cost (percent)				-20<CV<+20
Project status updates on-time (percent)				>75

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Office of Capital Improvements

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,246,000	0	1,246,000	1,316,000	0	1,316,000
512010 - Attrition Savings - Salaries	0	0	0	(128,000)	0	(128,000)
516000 - Fringe Benefits	6,000	0	6,000	6,000	0	6,000
521000 - Fica Taxes	95,000	0	95,000	99,000	0	99,000
522000 - Retirement Contributions	1,767,000	0	1,767,000	1,608,000	0	1,608,000
523000 - Life and Health Insurance	653,000	0	653,000	616,000	0	616,000
Personnel	**3,767,000**	**0**	**3,767,000**	**3,517,000**	**0**	**3,517,000**
Operating Expense						
524000 - Workers' Compensation	63,000	0	63,000	68,000	0	68,000
534000 - Other Contractual Services	2,000	0	2,000	2,000	0	2,000
540000 - Travel and Per Diem	0	0	0	6,000	0	6,000
541000 - Communications & Related Services	7,000	0	7,000	7,000	0	7,000
541100 - Postage	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	13,000	0	13,000	13,000	0	13,000
546001 - IT-Repair and Maintenance Services	126,000	0	126,000	145,000	0	145,000
548000 - Promotional Activities	6,000	0	6,000	6,000	0	6,000
551000 - Office Supplies	18,000	0	18,000	16,000	0	16,000
552000 - Operating Supplies	2,000	0	2,000	2,000	0	2,000
552100 - Public Safety Supplies	7,000	0	7,000	7,000	0	7,000
552200 - Clothing/Uniform Supplies	3,000	0	3,000	3,000	0	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	321,000	0	321,000	321,000	0	321,000
Operating Expense	**570,000**	**0**	**570,000**	**598,000**	**0**	**598,000**
Capital Outlay						
664000 - Machinery and Equipment	73,000	0	73,000	0	0	0
Capital Outlay	**73,000**	**0**	**73,000**	**0**	**0**	**0**
Total Expense	**4,410,000**	**0**	**4,410,000**	**4,115,000**	**0**	**4,115,000**

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General Services Administration

Department Head: Jennifer Ramirez Phone: (305) 329-4854
http://citynet/GSA/pages/

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.

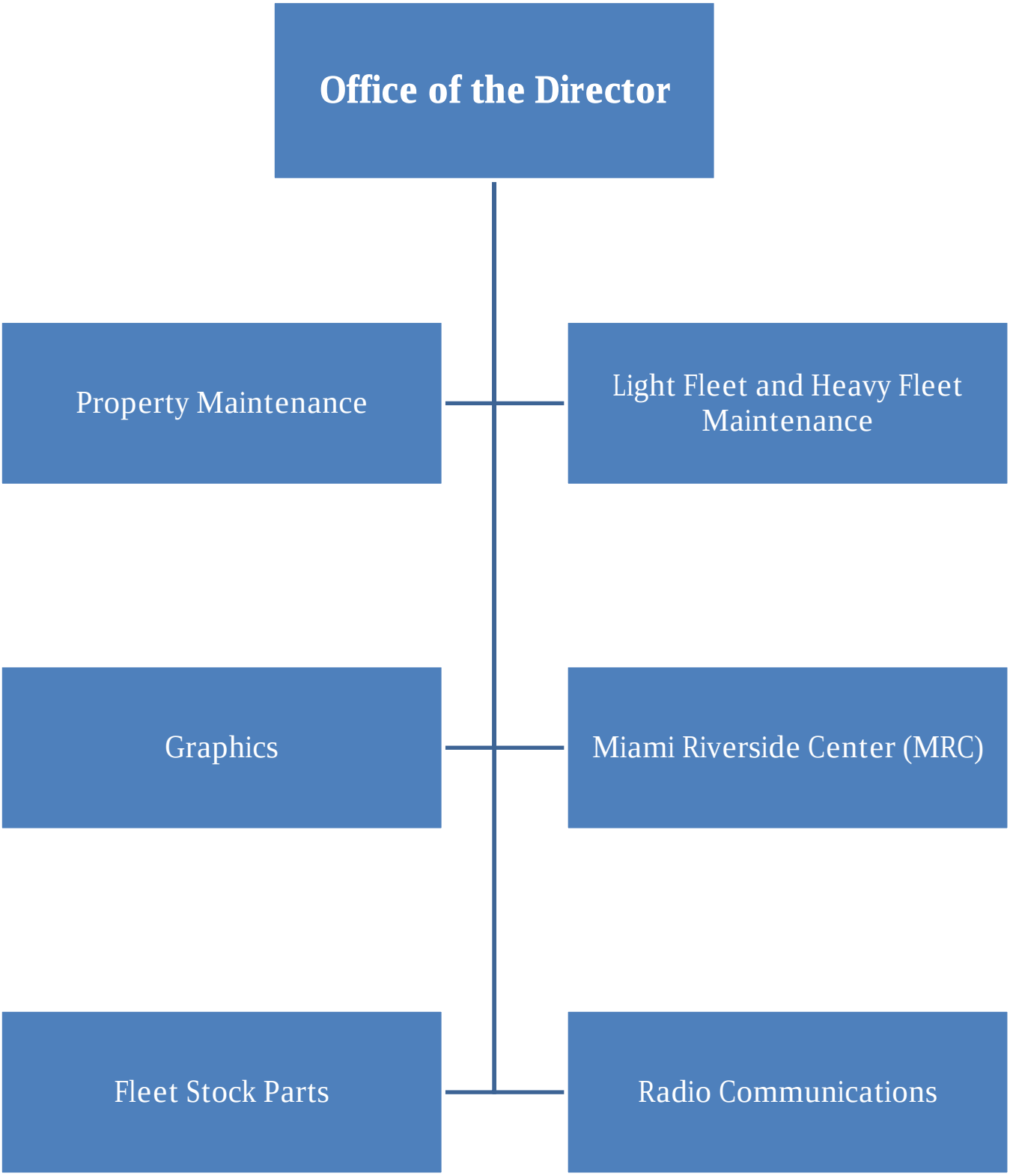
Description

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 2020-21	FY 2021-22
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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	14,000,178	15,038,200	16,228,062	16,001,000	16,439,000
Operating Expense	9,620,751	11,179,960	10,130,007	11,734,000	12,046,000
Capital Outlay	69,368	96,866	84,887	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	23,690,297	**26,315,026**	**26,442,956**	**27,760,000**	**28,510,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	23,577,392	26,313,714	26,441,015	27,735,000	28,485,000
General Special Revenue	1,891	848	0	25,000	25,000
Emergency Funds	111,014	464	1,941	0	0
	23,690,297	**26,315,026**	**26,442,956**	**27,760,000**	**28,510,000**

Department Strategies for FY 2021-22

Continue to partner with Risk Management to implement specialized safety trainings for employees.
Assess roofing structures for buildings managed by GSA.

Accomplishments in FY 2020-21

Partnered with Risk Management to implement specialized safety trainings for employees to reduce workers compensation claims and GSA's effort to reduce absences in the shop as a result. Trainings take place approximately every six to eight weeks in the fleet garage and property maintenance divisions.
Completed the full implementation of the Cartegraph management system in March 2021.
Managed and completed construction and renovation projects of multiple offices and workareas at the Miami City Hall Facility.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Operating Supplies Line item reflects a reduction of $15,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Utilities Electricity Line item due to an increase in FPL pricing (GF $22,000).

Additional funding was added to the Other Contractual Services Line item for an increase in Custodial Services (GF $43,000).
Additional funding was added to the Utilities Water Line item for anincrease to the Miami Dade Water and Sewer Department (GF $18,000).
Additional funding was added to the Repair and Maintenance Services Line item (GF $16,000).
The Travel and Per Diem Line item reflects an increase of $1,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

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 5 percent) (GF $109,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $6,000).
The Budget reflects a General Fund contribution to Capital for: P25 Professional Services ($50,000) and MRC Riverside Walkway Lighting projects ($30,000).
The Budget reflects a General Services Administration Impact Fees contribution to Capital for the General Services Administration Expansion project ($174,000).

General Services Administration

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Turn around 65 percent of marked police pursuit vehicles that are brought into the garage for minor repairs the same day, and ensure that the Police Department has 95% of its vehicles available for service each day				
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	70	66	65	70
GOAL Maintain a minimum of 72% of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79% of the daily cranes available for operations				
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent)	100	99	100	87
GOAL Maintain the City's 800 MHz Emergency Radio Communications System at 99% operability or better				
Emergency radio communications system kept operational and ready (percent)	93	97	97	99
GOAL Encounter zero service interruptions				
Partial service interruptions in the communications system (number)	14	33	4	0
GOAL Complete all work orders within 25 days				
Average time for completion of property maintenance work orders (days)	3.2	2.9	2.3	5.0

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General Services Administration

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,152,000	0	9,152,000	9,609,000	0	9,609,000
512010 - Attrition Savings - Salaries	(130,000)	0	(130,000)	(128,000)	0	(128,000)
514000 - Overtime	114,000	0	114,000	114,000	0	114,000
515000 - Special Pay	26,000	0	26,000	26,000	0	26,000
516000 - Fringe Benefits	32,000	0	32,000	12,000	0	12,000
521000 - Fica Taxes	706,000	0	706,000	736,000	0	736,000
522000 - Retirement Contributions	3,870,000	0	3,870,000	3,780,000	0	3,780,000
523000 - Life and Health Insurance	2,231,000	0	2,231,000	2,290,000	0	2,290,000
Personnel	**16,001,000**	**0**	**16,001,000**	**16,439,000**	**0**	**16,439,000**
Operating Expense						
524000 - Workers' Compensation	548,000	0	548,000	581,000	0	581,000
534000 - Other Contractual Services	931,000	0	931,000	974,000	0	974,000
540000 - Travel and Per Diem	0	0	0	1,000	0	1,000
541000 - Communications & Related Services	3,000	0	3,000	3,000	0	3,000
543000 - Utility Services	4,000	0	4,000	4,000	0	4,000
543010 - Utilities Water	115,000	0	115,000	133,000	0	133,000
543020 - Utilities Electricity	521,000	0	521,000	543,000	0	543,000
544000 - Rentals and Leases	16,000	0	16,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	50,000	0	50,000	45,000	0	45,000
545012 - Insurance - Property & Casualty	1,780,000	0	1,780,000	1,994,000	0	1,994,000
546000 - Repair and Maintenance Services	4,748,000	0	4,748,000	4,764,000	0	4,764,000
546001 - IT-Repair and Maintenance Services	402,000	0	402,000	389,000	0	389,000
547100 - Printing and Binding-Outsourcing	10,000	0	10,000	8,000	0	8,000
547200 - Printing and Binding-Paper Stock	27,000	0	27,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	6,000	0	6,000	6,000	0	6,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	9,000	0	9,000
551000 - Office Supplies	11,000	0	11,000	11,000	0	11,000
552000 - Operating Supplies	51,000	0	51,000	36,000	0	36,000
552010 - Motor Fuel	2,400,000	0	2,400,000	2,400,000	0	2,400,000
552200 - Clothing/Uniform Supplies	54,000	0	54,000	54,000	0	54,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	48,000	0	48,000	48,000	0	48,000
Operating Expense	**11,734,000**	**0**	**11,734,000**	**12,046,000**	**0**	**12,046,000**

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General Services Administration

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	25,000	25,000	0	25,000	25,000
Non-Operating Expenses	**0**	**25,000**	**25,000**	**0**	**25,000**	**25,000**
Total Expense	**27,735,000**	**25,000**	**27,760,000**	**28,485,000**	**25,000**	**28,510,000**

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Resilience and Public Works

Department Head: Alan M. Dodd, P.E. Phone: (305) 416-1200
www.miamigov.com/Government/Departments-Organizations/Resilience-and-Public-Works

Mission Statement

To maintain, improve, and modernize our City's Right-of-Way (ROW) infrastructure, environment, and transportation capacity through the best professional, technical, engineering, transportation, and construction inspection services;and to develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy and natural systems through internal and external partnerships.

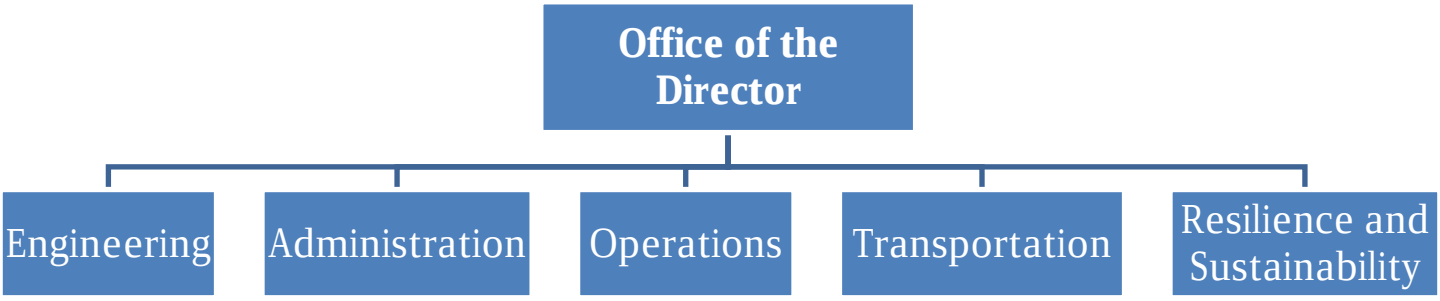
Description

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

Contributing to the Administration's priority of *Quality of Life*, the Department processes plat applications for the division of land and manages the City's street lighting system, the stormwater collection system within the City's roadways, 13 stormwater pump stations, various tree plantings and landscaping improvement projects, the bus benches and shelters contract, public payphones, news racks, sidewalk cafes, and certain franchise agreements with public utility owners. As a Stormwater Utility, Resilience and Public Works promotes storm water management implemented under the City's National Pollution Discharge Elimination System (NPDES) permit. The Department is organized along five functional lines: Administration, Maintenance Operations, Engineering, Transportation, and Resilience and Sustainability. The Administration Division provides administrative and support services, conducts project reconciliations, performs personnel and payroll functions, enters, and oversees purchasing requisitions, drafts solicitations and contract documents, and executes and tracks contracts for compliance. The Maintenance Operations Division performs routine maintenance of the roadways under the City's jurisdiction, receives and processes resident complaints related to any of the public ROW components under its jurisdiction, dispatches work crews to perform maintenance or repairs to address complaints, and ensures that the City has a safe and usable road system. The Engineering Division reviews various permit requests, including Special Area Plans (SAPs); coordinates right-of-way development, right-of-way dedications and deeds, plats, and easements; conducts traffic analysis and coordination of traffic impact studies; processes maintenance agreements with the County and State; inspects public and private facilities; and enforces environmental regulations considering current and future climate impacts into infrastructure planning and community projects. The Transportation Operations Division plans, coordinates, and implements the City's Trolley service, On-Demand transportation service for the elderly, and the Scooter and Citi Bike programs. The City's Trolley and On-Demand services are Special Revenue funded programs that provide additional mobility options for residents and visitors to explore Miami and serve as first and last mile for transit users. The Resilience and Sustainability Division develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.

Stakeholders include residents, visitors, businesses, business improvement districts, community redevelopment agencies, developers, the Downtown Development Authority, and contractors.

Resilience and Public Works



Departmental Function/Unit	FY 2020-21	FY 2021-22
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; and attends meetings such as homeowners' associations (HOAs), the Plat and Street Committee, and the Planning and Zoning Advisory Board (PZAB).	61	61
ADMINISTRATION Provides administrative and support services; conducts project reconciliations; performs personnel and payroll functions; enters and oversees purchasing requisitions; drafts solicitations and contract documents; executes and tracks contracts for compliance.	6	6
OPERATIONS Receives and addresses complaints about right-of-way issues; verifies illumination coverage; performs repairs of damaged street surfaces, sidewalks, curbs, gutters, swales, and trash holes; performs mowing of street medians, swales fronting City facilities, and traffic control areas; landscapes the ROW; cleans the storm sewer system, and outfalls Citywide; and conducts tree maintenance in ROWs, City owned or maintained properties, and alleys.	74	74
TRANSPORTATION Manages the operations and responds to constituent's inquiries regarding the City's Trolley system and On-Demand Transportation services for the elderly. Secures grant funding for transportation and transit projects; seeks projects and means to improve the efficiency of the transportation programs provided to the community; and provides oversight on projects including planning and coordinating all activities related to transportation projects.	8	8
RESILIENCE AND SUSTAINABILITY Develops and implements the Resilience and Sustainability Strategy and program planning across all City of Miami departments.	3	3
TOTAL FULL-TIME POSITIONS	**154**	**154**

Resilience and Public Works

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	13,437,327	14,722,449	16,517,566	16,932,000	17,677,000
Operating Expense	22,461,870	26,629,497	28,025,940	33,375,500	31,339,000
Capital Outlay	759,490	1,585,696	(18,444)	70,000	0
Non-Operating Expenses	358,594	16,074	13,328	2,001,500	1,464,000
Transfers - OUT	14,876,155	14,985,500	6,852,000	4,012,000	7,895,000
	51,893,437	**57,939,215**	**51,390,389**	**56,391,000**	**58,375,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	22,122,614	24,646,462	28,834,154	28,473,000	29,095,000
General Special Revenue	730,336	644,424	665,174	2,124,000	534,000
Planning Services	49,226	104,277	243,232	0	0
Public Works Services	8,181,505	12,953,841	6,615,979	6,835,000	6,622,000
Departmental Improvement Initiative	0	0	0	80,000	329,000
Transportation and Transit	20,003,593	19,373,548	14,919,265	18,879,000	21,795,000
Transportation Cross Bay	0	177,790	0	0	0
Emergency Funds	806,162	38,874	112,585	0	0
	51,893,437	**57,939,215**	**51,390,389**	**56,391,000**	**58,375,000**

Department Strategies for FY 2021-22

Continue to improve customer service capabilities through continued enhancements of existing online permitting systems and web based coordination systems while working toward implementing a new enterprise permitting system that is adaptable, expandable, and GIS-based while being fully integrated into other existing software platforms being used by other City departments that are integral for right-of-way (ROW) permitting and inspection.

Continue to improve the City's Stormwater Management System with drainage enhancements and system investments, implementation of a comprehensive stormwater pump station SCADA system, and enhanced compliance with the Municipal Separate Storm Sewer System (MS4) permit to meet National Pollutant Discharge Elimination System (NPDES) responsibilities and reduce the number of areas impacted by chronic flooding.

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

Roadway lighting will also continue to be improved through the various, on-going Light Emitting Diode (LED) lighting upgrades projects.
Continue to maintain and continue improving the newly acquired Citywide GIS asset management database to manage, track, and report on existing ROW and roadway asset conditions and implement a more cohesive approach to capital planning for future ROW enhancement programs, permit approvals and tracking, and maintenance and operations work. This will improve efficiency by guiding all future maintenance and capital improvement plans and budgets for the Department as well as provide a public and internal-only view of all ROW permit applications, MOT applications, Special Event applications, and Capital Improvement projects.
Continue to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, and the Right of Way and improve quality of life for our residents.
Continue to strategically review and improve the Trolley Program to complement other major transportation options through route optimization and continued engagement to meet rider needs; and continue to implement the vehicle replacement plan of aged out vehicles and improve transit service.
Continue to finalize a carbon mitigation plan for achieving carbon neutrality by 2050, including developing a strategy around 100 percent renewable use. Oversee the Climate Resilience Committee and assist in producing legislative recommendations. Ensure climate and urban resilience are citywide priorities, integrating the climate awareness and action into all department operations. Incorporate community engagement within all strategies and prioritizing Miami's most underserved populations. Continue to support work to improve the water quality of the Biscayne Bay watershed and Miami River.

Accomplishments in FY 2020-21

Worked with the Department of Innovation and Technology (DoIT) to fast-track various needed improvements in the interim permitting system (iPW). All technical concerns have been addressed and are expected to be sent to production in June 2021.
Completed 22 stormwater drainage projects Citywide; submitted the NPDES Annual Report cycle 4 year 4 of the MS4 permit with the Florida Department of Environmental Protection (FDEP); cleaned and maintained approximately 3,673 inlets and manholes; approximately 156,360 linear feet of stormwater pipeline; and 28 miles of canal banks; maintained 13 stormwater pump stations; and removed approximately 85.01 tons of debris from the canals, one ton of floatables and debris from City of Miami waterways, and 201.32 tons of debris from the stormwater systems. Developed and implemented changes to City ordinances related to seawall and shoreline protection standards to mitigate the impacts of sea level rise and make our waterfront neighborhoods more resilient. The city was presented with the 2021 Florida Stormwater Association's Excellence Award for RPW's management, maintenance, and continuous improvements of the city's stormwater management program.
Updated the City's right-of-way (ROW) construction standards with an engineering consultant, APCTE, by reviewing and updating Department Bulletins by staff to address the Department's needs and concerns with respect to construction activities within the ROW. In addition to informing the City's Five-Year Capital Plan with respect to what streets should be maintained or reconstructed each year, RPW has begun using the PCI indexing and predictive modeling software within Cartegraph to help prioritize and select additional roads to be reconstructed using Miami Forever Bond funds and grant funds that the City may acquire in the future. The Department also continued its coordination efforts with Florida Power and Light (FPL) for on-going upgrades to

existing lighting systems to Light Emitting Diodes (LED) fixtures. A total of 17,276 high pressure sodium (HPS) streetlights having been converted to LED in fiscal year 2021.

Began the implementation of an asset management software system that has been procured through a General Services Administration (GSA) contract with assistance from DoIT. This contract is for a program provided by Cartegraph and will allow RPW to input and track the city' s right-of-way assets to allow for an enhanced level of tracking of asset conditions and all work efforts associated with maintaining those assets. All 620 miles of the city' s roads have been driven and scanned for existing assets, such as trees, benches, curbing, sidewalks, speed humps, and more, as the first step in populating the asset management system. RPW has begun to use this system to track when assets are added, removed, repaired, and replaced in real time and in a GIS mapped system.

Replenished and enhanced 74 traffic circles, planted 236 trees, and completed the Brickell Bay Drive landscape irrigation project through the Citywide Beautification Program. The design phase of several additional beautification projects has also been completed.

Completed a Trolley System Efficiency Assessment and working to enter into an agreement with Kimley-Horn to look at the recommendations from the study to optimize our routes. The trolley fleet is being continuously modernized as older vehicles are being phased out of operation while new vehicles are being acquired. In 2020, three new trolleys were brought into operation and an additional three are expected in summer 2021.

Developed the City of Miami's Carbon Reduction Plan to achieve carbon neutrality by 2050. The plan includes goals to increase the use of renewable and clean energy, improve building efficiency, reduce use of single use vehicles, and increase the use of electric vehicles. A draft of the Miami Forever Carbon Neutral Greenhouse Gas Reduction Plan was released in April 2021.

Increased community engagement efforts as a key component of the development of both the City's Greenhouse Gas Plan (GHG) and the Stormwater Master Plan. The GHG Plan had an initial public engagement period that included a general survey (150 responses) and then a series of virtual workshops (50 participants).

The Mayor's Resilience Action Forum was established to provide a monthly venue for resilience topics in addition to the Climate Resilience Committee.

Initiated several steps to improve the health of Biscayne Bay by initiating a Circularity Assessment Protocol (plastics audit) that was launched in May 2021 and completing a field audit; updated the city's Fertilizer Ordinance; implemented an illicit-discharge ordinance; and installed more than 30 curb inlet protection grates with a contract to install an additional 1,000 screens.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Professional Services Line item reflects a reduction of $1.388 million (SR) primarily due to the expiration of trolley operations grants from the Florida Department of Transportation.

The Budget includes the following additions:

Additional funding was added to the Other Contractual Services Line Item for the maintenance of the City's Stormwater pump stations (GF $250,000) and for anticipated contractual increases to various right-of-way landscaping projects (SR $100,000).

The Travel and Per Diem Line item reflects an increase of $12,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

The Training Line item reflects an increase of $13,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.

Additional funding was added to the Operating Supplies Line Item to align the budget with the actual trend of expenditures (GF $61,000).

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 Employeescollective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent)(GF $137,000) (SR $5,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $50,000).

The budget reflects a General Fund contribution to Capital for: the Citywide Storm Sewer Repair Project ($1.822 million), heavy fleet vehicle acquisition ($1.765 million), and light fleet vehicle acquisition ($194,000).

The budget reflects a Local Option Gas Tax contribution to Capital for Citywide Pavement Resurfacing ($686,000).

The FY 2021-22 Transportation and Transit Special Revenue Fund budget includes a Transfer-Out to Debt Service Fund of $5.706 million for payment of the Street Bonds.

The FY 2021-22 Transportation and Transit Special Revenue Fund budget includes a Transfer-Out to Capital for the following projects: $1.180 million Trolley Acquisition, $409,000 for Citywide Trolley Signage, $450,000 for Transportation Studies, and $150,000 for Mass Transit Studies.

The budget reflects a repurposing of existing funding in the Resilience and Sustainability section for a Vulnerability Analysis to establish the baseline condition of critical City infrastructure and assets, determine the impacts of current and future climate risks on the City's infrastructure, understand community needs for new infrastructure, and develop a process for ensuring that retrofitted and new infrastructurecan withstand future climate impacts ($150,000).

Pursuant to Resolution R-19-0179, funds are allocated in the Professional Services line-item per agreement between the City and the Miami River Commission for compliance with educational requirements of the National Pollutant Discharge Elimination System (NPDES) Permit (GF $50,000).

Resilience and Public Works

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.3.1 Create a safe and comfortable pedestrian environment City of Miami Strategic Plan
	1.3.2 Facilitate connectivity through affordable multi-modal transportation options City of Miami Strategic Plan
	1.3.3 Improve street paving and pothole repair City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
2. Resilience	2.1.1 Enhance understanding of the City's vulnerability to environmental, social and economic risks with data City of Miami Strategic Plan
	2.1.2 Quantify the City's impact on climate change City of Miami Strategic Plan
	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan
	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions City of Miami Strategic Plan
	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Resilience and Public Works

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Maintain pavement and reduce liability claims				
Pot holes repaired (number)	3,506	2,503	1,750	1,750
Pot holes repaired with-in 20 days of being reported (percent)	91	79	40	45
GOAL Involve as many residents as possible in education and the development of the City strategy				
Residents engaged through community meetings, presentations, focus groups, interviews and social media (number)	3,294	6,575	5,000	5,000
GOAL Improve walkability and ADA Compliance				
Sidewalk repaired (square feet)	475,805	384,950	388,000	388,000
GOAL Maintain aesthetic of swales				
Trash holes filled (number)	2,963	1,036	1,000	1,000
GOAL Properly maintain tree canopy				
Trees trimmed (number)	6,817	2,317	2,500	2,500
GOAL Reduce flooding complaints and FDEP compliance				
Storm sewer pipes cleaned (linear feet)	202,818	252,420	213,000	200,000
GOAL Provide expeditious customer service				
Line & Grade Inspections completed within a day of scheduling (percent)	98	100	98	98
GOAL Increase Trolley Ridership by 5%				
Trolley System Trips (number)	5,289,096	3,529,236	3,800,000	4,000,000
GOAL Increase CitiBike Participation by 3%				
CitiBike Participation Total Ridership (number)	209,217	81,740	85,000	88,000

Source: ClearPoint Strategy Management Reporting Software

Resilience and Public Works

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Improve Trolley on-time performance by 5%				
Percent of time the trolley arrived within the scheduled time (percent)	55	43	65	65
GOAL Prevent pollution and eliminate erosion from construction sites				
NPDES Permits issued with-in 2 days of submittal (percent)	98	98	98	98
GOAL Obtain Additional Resources To Support Resilience Objectives and Programs.				
Secure Pro-Bono Professional Services and Grants (number)				6
GOAL Implementation of Miami Forever Climate Ready Strategy and Resililence305				
Total actions in progress or completed that support one of the Miami Forever Climate Ready Strategy (number)				47
Total actions in progress or completed that support one of the Resilient305 Strategy (number)				42
Develop a Greenhouse Gas Mitigation Plan and implementation of recommendations (percent)				90
GOAL Collaborate with Groups and Organizations that will help us execute our Resilience Strategy.				
Meetings and engagements with Resilience City Network (RCN), C40, etc.. that build our partnerships (number)				36

Source: ClearPoint Strategy Management Reporting Software

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Total Resilience and Public Works Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	9,137,000	618,000	9,755,000	9,788,000	721,000	10,509,000
512010 - Attrition Savings - Salaries	(172,000)	0	(172,000)	(159,000)	0	(159,000)
513000 - Other Salaries and Wages	25,000	0	25,000	25,000	0	25,000
513010 - Other Salaries and Wages -Part Time Year Year Round	52,000	0	52,000	52,000	0	52,000
514000 - Overtime	300,000	0	300,000	300,000	0	300,000
516000 - Fringe Benefits	46,000	1,000	47,000	45,000	3,000	48,000
521000 - Fica Taxes	704,000	48,000	752,000	744,000	55,000	799,000
522000 - Retirement Contributions	3,799,000	69,000	3,868,000	3,641,000	96,000	3,737,000
523000 - Life and Health Insurance	2,212,000	93,000	2,305,000	2,299,000	67,000	2,366,000
Personnel	**16,103,000**	**829,000**	**16,932,000**	**16,735,000**	**942,000**	**17,677,000**
Operating Expense						
524000 - Workers' Compensation	292,000	19,000	311,000	289,000	14,000	303,000
531000 - Professional Services	1,269,000	13,800,500	15,069,500	1,269,000	12,412,000	13,681,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	3,087,000	4,784,000	7,871,000	3,337,000	4,884,000	8,221,000
540000 - Travel and Per Diem	0	5,000	5,000	12,000	5,000	17,000
540010 - Training	0	8,000	8,000	13,000	8,000	21,000
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
543010 - Utilities Water	125,000	0	125,000	125,000	0	125,000
543020 - Utilities Electricity	5,900,000	500,000	6,400,000	5,900,000	500,000	6,400,000
544000 - Rentals and Leases	53,000	0	53,000	53,000	0	53,000
545011 - Insurance - Vehicle Liability	181,000	1,000	182,000	163,000	0	163,000
545013 - Insurance - General Liability	661,000	4,000	665,000	456,000	0	456,000
546000 - Repair and Maintenance Services	2,000	95,000	97,000	2,000	95,000	97,000
546001 - IT-Repair and Maintenance Services	556,000	15,000	571,000	436,000	0	436,000
547000 - Printing and Binding	1,000	0	1,000	1,000	0	1,000
547200 - Printing and Binding-Paper Stock	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	33,000	0	33,000	33,000	0	33,000
551000 - Office Supplies	27,000	10,000	37,000	27,000	10,000	37,000
552000 - Operating Supplies	29,000	99,000	128,000	90,000	6,000	96,000
552010 - Motor Fuel	0	1,298,000	1,298,000	0	1,028,000	1,028,000
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000
552200 - Clothing/Uniform Supplies	34,000	14,000	48,000	34,000	14,000	48,000

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Total Resilience and Public Works Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
552300 - Landscaping Related Supplies	0	175,000	175,000	0	0	0
553000 - Road Materials and Supplies	0	175,000	175,000	0	0	0
554000 - Subscriptions, Memberships, Licenses, Permits & Others	69,000	2,000	71,000	69,000	2,000	71,000
Operating Expense	**12,370,000**	**21,005,500**	**33,375,500**	**12,360,000**	**18,979,000**	**31,339,000**
Capital Outlay						
664000 - Machinery and Equipment	0	70,000	70,000	0	0	0
Capital Outlay	**0**	**70,000**	**70,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	2,001,500	2,001,500	0	1,464,000	1,464,000
Non-Operating Expenses	**0**	**2,001,500**	**2,001,500**	**0**	**1,464,000**	**1,464,000**
Transfers-OUT						
891000 - Interfund Transfers	0	4,012,000	4,012,000	0	7,895,000	7,895,000
Transfers - OUT	**0**	**4,012,000**	**4,012,000**	**0**	**7,895,000**	**7,895,000**
Total Expense	**28,473,000**	**27,918,000**	**56,391,000**	**29,095,000**	**29,280,000**	**58,375,000**

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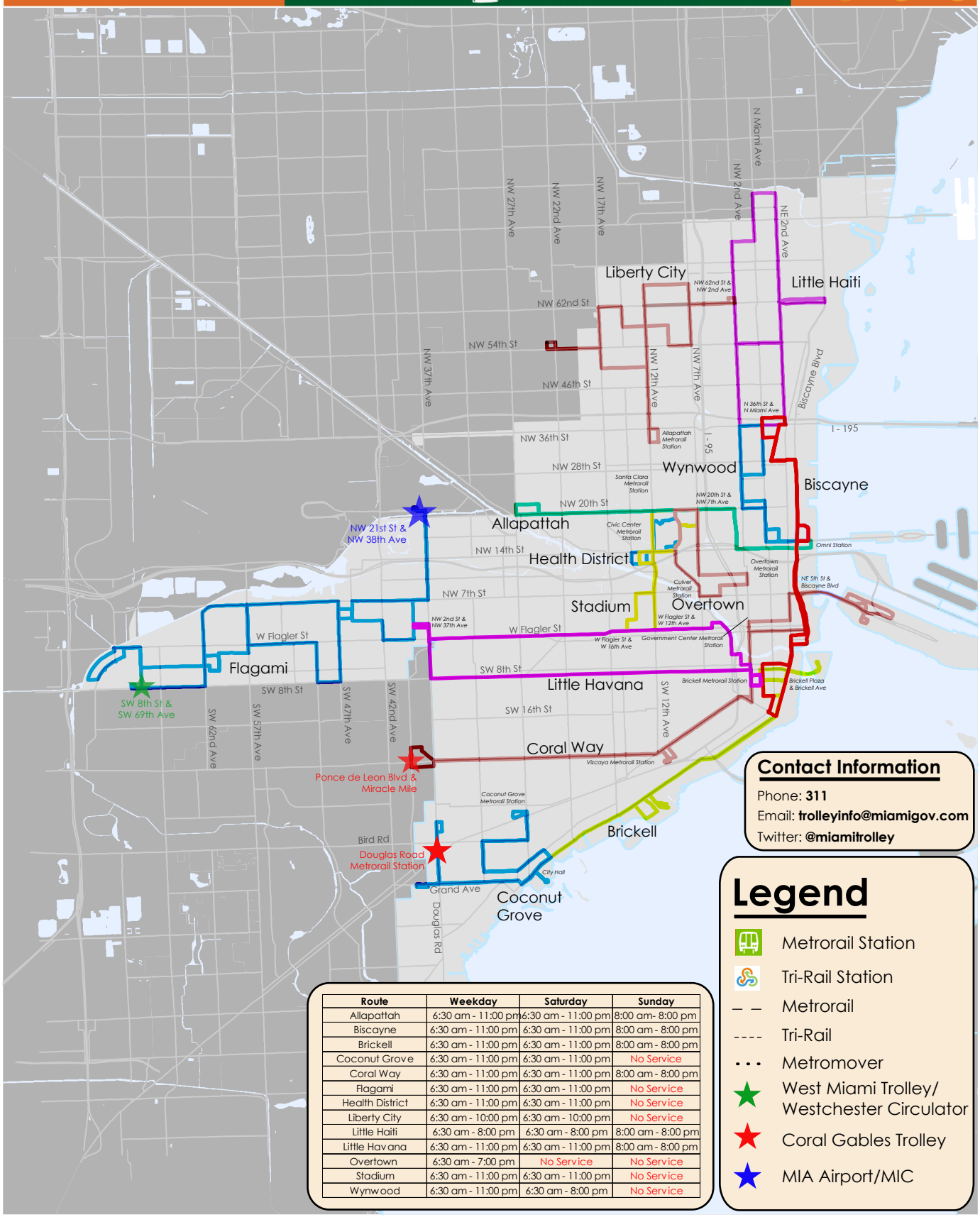
City of Miami
Half-Cent Surtax Pro Forma

	FY 2019-20 Actuals	FY 2020-21 Adopted	FY 2020-21 Projection	FY 2021-22 Proposed	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Revenues/Funds								
FDOT Contribution Fd 10090 General SR	$600,000	$1,600,500	$1,600,500					$0
FDOT Contribution Fd 39900 Capital	$295,000	$354,000	$354,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300	
Advertising Revenues Fd 10090 General SR	$648,182	$524,000	$269,000	$534,000	$545,000	$556,000	$567,000	$567,000
Transit Funds (County Half-Cent) Fd 15600	$19,412,965	$17,879,000	$17,879,000	$19,898,000	$20,495,000	$21,110,000	$21,743,000	$22,395,290
Interest Fd 15600	$23,709		$0					
Contribution from General Fund Fd 10090			$0					
Contribution from Transportation Trust Fund 04005			$0					
Fund Balance Carryover	$3,040,651	$3,400,000	$8,091,000	$10,005,000	$8,108,000	$6,680,000		
Total Revenues	$24,021,000	$23,758,000	$28,194,000	$31,617,000	$30,168,000	$30,187,000	$23,648,000	$22,962,290
Expenditures								
Mass Transit								
Allapattah	$890,855	$883,000	$1,314,000	$1,361,000	$1,402,000	$1,444,000	$1,487,000	$1,532,000
Brickell	$1,090,022	$1,323,000	$1,489,000	$1,624,000	$1,673,000	$1,723,000	$1,775,000	$1,828,000
Biscayne	$1,327,421	$1,583,000	$1,633,000	$1,896,000	$1,953,000	$2,012,000	$2,072,000	$2,134,000
Coral Way	$1,196,660	$1,560,000	$1,518,000	$1,605,000	$1,653,000	$1,703,000	$1,754,000	$1,807,000
Health	$348,504	$464,000	$230,000	$239,000	$246,000	$253,000	$261,000	$269,000
Stadium	$407,839	$464,000	$460,000	$477,000	$491,000	$506,000	$521,000	$537,000
Overtown	$138,144	$147,000	$148,000	$149,000	$153,000	$158,000	$163,000	$168,000
Coconut Grove	$551,326	$780,000	$449,000	$477,000	$491,000	$506,000	$521,000	$537,000
Little Havana	$1,101,489	$1,300,000	$1,296,000	$1,337,000	$1,377,000	$1,418,000	$1,461,000	$1,505,000
Wynwood	$356,830	$464,000	$450,000	$477,000	$491,000	$506,000	$521,000	$537,000
Little Haiti	$622,817	$827,000	$664,000	$685,000	$706,000	$727,000	$749,000	$771,000
Flagami	$486,772	$600,000	$575,000	$1,196,000	$1,232,000	$1,269,000	$1,307,000	$1,346,000
Flagami - (FDOT Grant)	$486,772	$600,000	$575,000	$0	$0	$0	$0	$0
Liberty City (FDOT Grant)	$0	$1,000,500	$0	$0	$0	$0	$0	$0
Liberty City	$446,503	$1,000,500	$415,000	$449,000	$462,000	$476,000	$490,000	$505,000
Special Events	$1,403	$22,000	$22,000	$24,000	$27,000	$31,000	$36,000	$43,200
Fuel	$783,088	$1,163,000	$924,000	$1,028,000	$1,059,000	$1,091,000	$1,124,000	$1,158,000
On-Demand	$86,608	$223,000	$223,000	$241,000	$253,000	$266,000	$279,000	$292,950
Vehicle Acquisition / Replacement (Transfer-Out)	$2,599,000	$708,000	$708,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300	$500,000
Vehicle Acquisition / Replacement (FDOT Grant)	$295,000	$354,000	$354,000	$1,180,000	$1,020,450	$1,841,311	$1,338,300	
Transit Studies (Capital)	$250,000	$0	$0	$150,000	$150,000	$150,000	$150,000	$150,000
Trolley Stop Signs (Transfer Out to Capital)	$65,978	$409,000	$409,000	$409,000	$0	$0	$0	
Other Costs (TSO Monthly Fee /Trolley Stop Signs	$106,781	$151,000	$136,000	$175,000	$175,000	$175,000	$175,000	$175,000
Subtotal Mass Transit	$13,640,000	$16,026,000	$13,992,000	$16,359,000	$16,035,000	$18,097,000	$17,523,000	$15,795,150
Subtotal Administration Cost (5% cap)	$669,726	$893,000	$893,000	$994,000	$1,024,000	$1,055,000	$1,087,000	$1,141,350
Subtotal Transfer Out to Debt	$970,000	$3,304,000	$3,304,000	$5,706,000	$6,179,000	$6,179,000	$6,179,000	$6,179,000
Transfer Out to Capital (Transportation Studies)	$650,000	$0	$0	$450,000	$250,000	$250,000	$250,000	$250,000
Budget Reserve		$3,535,000		$8,108,000				
Total Expenditures	$15,930,000	$23,758,000	$18,189,000	$31,617,000	$23,488,000	$25,581,000	$25,039,000	$23,365,500
Fiscal Year Surplus/(Deficit)	$8,091,000	$0	$10,005,000	$0	$6,680,000	$4,606,000	-$1,391,000	-$403,210

Percent Spent on Mass Transit from Half-Cent Transit Funds		90%	78%	82%	78%	86%	81%	71%
Percent Spent on Mass Transit from Total		67%	77%	52%	68%	71%	70%	68%

Miami TROLLEY



Route	Weekday	Saturday	Sunday
Allapattah	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am- 8:00 pm
Biscayne	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Brickell	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Coconut Grove	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Coral Way	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Flagami	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Health District	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Liberty City	6:30 am - 10:00 pm	6:30 am - 10:00 pm	No Service
Little Haiti	6:30 am - 8:00 pm	6:30 am - 8:00 pm	8:00 am - 8:00 pm
Little Havana	6:30 am - 11:00 pm	6:30 am - 11:00 pm	8:00 am - 8:00 pm
Overtown	6:30 am - 7:00 pm	No Service	No Service
Stadium	6:30 am - 11:00 pm	6:30 am - 11:00 pm	No Service
Wynwood	6:30 am - 11:00 pm	6:30 am - 8:00 pm	No Service

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

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Solid Waste

Department Head: Wade Sanders Phone: (305) 960-2804
www.miamigov.com/Government/Departments-Organizations/Solid-Waste

Mission Statement

To promote a clean and healthy environment through the delivery of a comprehensive, safe, cost-effective, and environmentally sound solid waste management system; to support sustainable community programs and civic engagement; and to enforce sanitation code compliance rules and policies that assure public welfare, safety, and health.

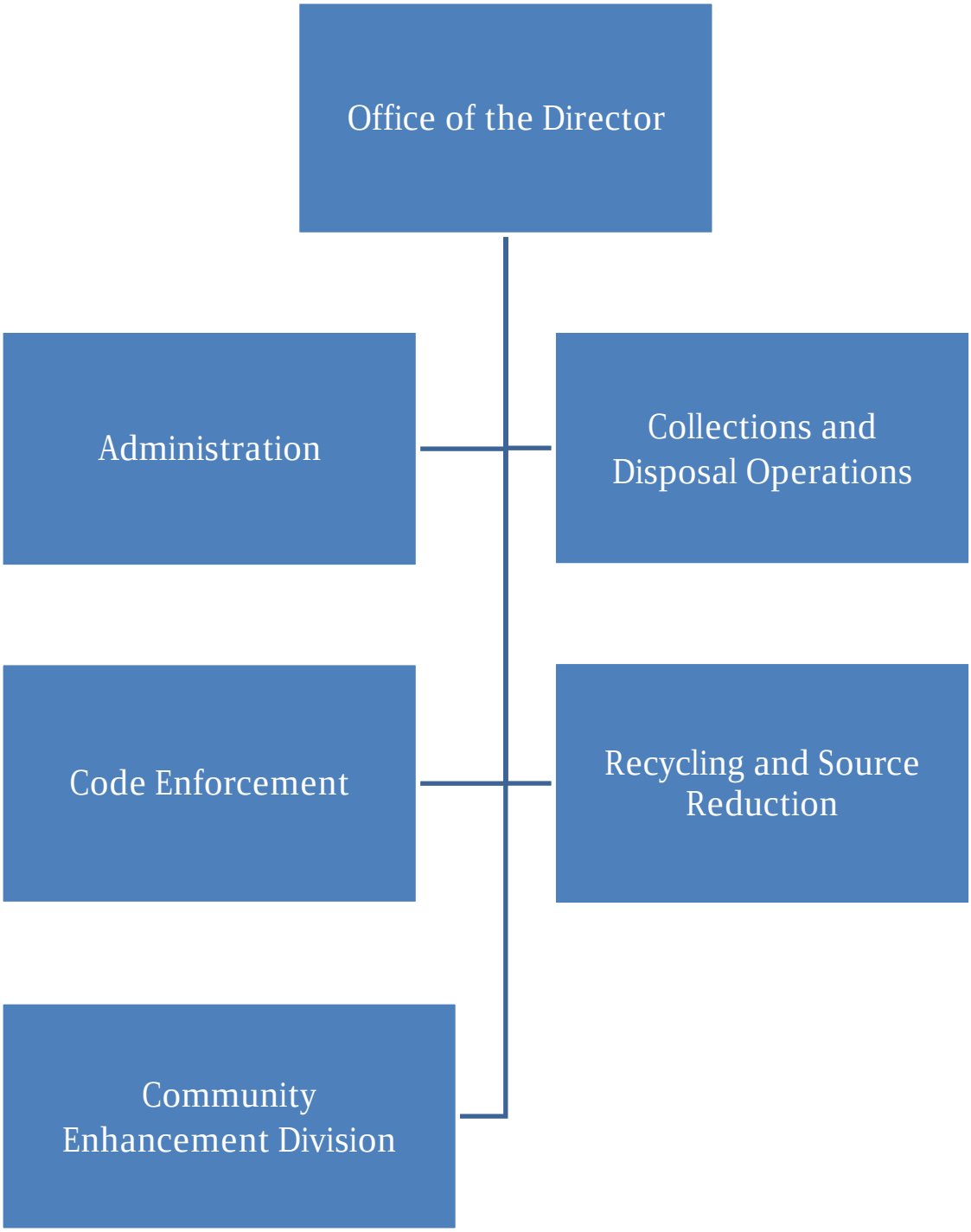
Description

The Department of Solid Waste is defined under Chapter 22, Article I, Section 22-1 of the City Code. The Department provides courteous, dependable, and efficient waste and recycling collection services to over 69,000 residences within the City. As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven-night) operation offering a comprehensive collection service including twice-a-week residential pick-up of garbage, weekly pick-up of trash and bulky waste, and every-other-week pick-up of comingled recyclable materials.

Contributing to the Administration's Priority of *Quality of Life*, the Department is committed to improving Miami's communities. The Department is responsible for cleaning the City's rights-of-way by mechanically sweeping major commercial corridors, servicing over 1,200 litter containers on sidewalks, removing and disposing of dead animals, handling clean-up operations for special events, responding to sanitary nuisances, coordinating the Keep Miami Beautiful campaign which involves weekly litter collection from the public right-of-way, educating the public about recycling awareness, and compliance with the Code. Further, the Solid Waste Code Enforcement Division handles all sanitary matters related to refuse as mandated by Chapter 22 of the City Code. Finally, the Department administers the Commercial Solid Waste Franchise Agreements between the City and private hauling companies and regulates more than 10,500 commercial solid waste accounts within the City limits.

The stakeholders include residents and businesses of the City of Miami.

Solid Waste


Office of the Director
Administration
Collections and Disposal Operations
Code Enforcement
Recycling and Source Reduction
Community Enhancement Division

Solid Waste

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Formulates departmental policies; and 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; and ensures the delivery of heavy equipment to the General Services Administration for repairs and service.	9	8
COLLECTIONS AND DISPOSAL OPERATIONS Provides residential and commercial garbage, trash, and recycling collection; performs mechanical street sweeping of major thoroughfares; and performs litter collection and manual residential street sweeping in assigned areas.	233	198
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.	15	28
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	4
COMMUNITY ENHANCEMENT DIVISION Provides community, neighborhood, and special event support to improve the quality of life, promote environmental beautification, and foster local communities to thrive and prosper.	0	35
TOTAL FULL-TIME POSITIONS	**263**	**276**

Solid Waste

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	18,506,909	18,780,050	21,013,733	21,896,000	24,091,000
Operating Expense	33,058,835	13,544,569	15,220,874	14,942,000	16,847,000
Capital Outlay	124,327	225,762	147,341	358,000	647,000
Non-Operating Expenses	1,864	4,440	5,920	106,000	106,000
	51,691,935	**32,554,821**	**36,387,868**	**37,302,000**	**41,691,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	31,702,600	32,463,546	36,314,945	37,139,000	41,528,000
Solid Waste Recycling Trust	39,284	18,750	25,496	163,000	163,000
Departmental Improvement Initiative	21,915	34,833	15,980	0	0
Emergency Funds	19,928,136	37,692	31,447	0	0
	51,691,935	**32,554,821**	**36,387,868**	**37,302,000**	**41,691,000**

Department Strategies for FY 2021-22

Continue to provide reliable and exceptional service on garbage collection, recycling, bulky trash, dead animal removal, and other crucial sanitation functions for the City of Miami residents while adapting to changing circumstances and unprecedented emergencies.

Continue to expand current safety measures by maintaining the number of accidents below the national average.

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

Continue to actively engage with community residents to aid in the education of the City's sustainability efforts.

Improve the illegal dumping special collection service delivery process with the enhancement of 311 reporting and tracking procedures.

Partner with the Human Services Department to launch the Graffiti Mitigation Program which provides graffiti removal assistance to private property owners and businesses in eligible low-and moderate-income areas of the city whose properties have been a victim of graffiti vandalism.

Solid Waste

Accomplishments in FY 2020-21

Established safety measures to ensure the continuity of operations and delivered essentials services throughout the unprecedented times of COVID-19 pandemic.

Utilized data to steer departmental decisions by utilizing an app to capture filed data such as conditions of litter containers and extract reports from findings.

Worked closely with the Risk Management's Safety Officer on an aggressive collaborative program to narrow the behavior and empower the employee as the essential part of the program. Fostered a sense of culture and responsibility around personal safety, dedicated to ensuring "everyone got home safe". Action was taken by the department's Safety Specialists working side-by-side with crews to understand and experience the day-to-day interactions. In turn, that feedback was brought back and discussed to find solutions to lower our accident rates each year. Since the Safety Office's inception of the program in 2018, the department had anine percent decrease in accidents in 2019 and a three percent decrease in 2020.

Continued the automation of current garbage and recycling cart deliveries. This is an ongoing operational improvement project.

Made manual adjustments on several routes to ensure optimal efficiency. A more in-depth process is being sought out by incorporating GIS data.

Worked closely with the Police Department to assist with illegal dumping in various areas and hotspots throughout the City of Miami.

- Increased surveillance efforts in collaboration with the Police Department with the purchase of additional surveillance cameras in prior years for locations throughout the City of Miami to deter illegal dumping on the public right-of-way. Currently there are 104 Cameras throughout the municipality that led us to seven arrest and over 471 documented illegal dumping cases.
- Worked in conjunction with the Neighborhood Service Centers, Public Works, Police Department, 311, Dade County Inspectors and hazardous waste collectors and addressed all types of solid waste matters which produced 20 Civil Hauler Violations, 650 Violations and 152 Warnings from the Sanitation Code Enforcement Section. In addition, the department hired four new Sanitation Inspectors to enhance illegal dumping surveillance and compliance efforts.
- Conducted cleanup events which covered over 1,593 households with educational material.

Reached 207 individuals through community events, door to door outreach, and volunteer cleanups and continues to engage the community on recycling and environmental sustainability.

Partnered with the Departments of Fire-Rescue and Risk Management and followed the Centers for Disease Control and Prevention (CDC) mandates, the department implemented and set forth a stringent policy on enforcing mask-wearing and social distancing. In addition, continual screening and COVID-19 reporting protocols were established for the department with over 230 employees.

Solid Waste

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Promotional Activities Line item reflects a reduction of $17,000 (GF) to align the budget with the actual trend of expenditures.
The Operating Supplies Line item reflects a reduction of $53,000 (GF) to align the budget with the actual trend of expenditures, which includes $43,000 (GF) for the Anti-Litter Plan.

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of 13 positions: one Superintendent position, five Sanitation Inspector positions, one Multimedia Specialist position, and six Video Retrieval Specialist positions $615,000 (GF).
The Professional Service Line item shows a net zero increase due to the reopening of the City's mini dump.
The Other Contractual Services Line item reflects an increase of $285,000 (GF) which includes $95,000 to cover additional equipment and upgraded services provided by Lytx, Inc, and $190,000 for the Anti-Litter Plan.
The Travel and Per Diem Line item reflects an increase of $11,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Training Line item reflects an increase of $10,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.
The Repair and Maintenance Line item reflects an increase of $90,000 (GF) to cover additional repair expenses.
The Advertising and Related Costs Line item reflects an increase of $104,000 to cover advertising and signage expense for the Anti-Litter Plan.
The Other Charges and Obligations Line item reflects an increase of $920,000 (GF) which includes $300,000 for the Graffiti Mitigation project and $620,000 to cover the uprising cost in disposal fees.
The Public Safety Supplies Line item reflects an increase of $9,000 (GF) to align the budget with the actual trend of expenditures.
The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects an increase of $6,000 (GF) to align the budget with the actual trend of expenditures.
The cost for the FY 2021-22 Anti-Litter Plan is $2.344 million and it is included in the following Line Items:

- The Regular Salaries and Wages ($615,000 GF); Fringe Benefits ($1,000 GF); FICA ($48,000 GF); Other Contractual Services ($190,000 GF) to cover the cost of the Mini Dump Facility extended weekend hours and tipping fees; Advertising and Related Costs ($104,000 GF); Operating Supplies ($43,000 GF); Clothing and Uniform ($2,000 GF); and Machinery and Equipment for one-time computers and 100 surveillance cameras purchase ($627,000 GF).
- The Proposed plan included additional dollars for cost allocations and capital items that are budgeted in the following accounts.

  Retirement Contributions is budgeted in the Non-Departmental cost allocation ($294,000).
  Life and Health Insurance is budgeted in the Internal Services Fund cost allocation ($249,000).
  Worker's Compensation is budgeted in the Internal Services Fund cost allocation ($9,000).
  Vehicles are budgeted in Capital Project Number 40-B183900 ($164,000).

Solid Waste

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contractsbetween the City of Miami and the American Federation of State , County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871), reflecting normal step increases (generally 5 percent) (GF $135,000); the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent) (GF $34,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $19,000).

Solid Waste

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan
2. Resilience	2.2.1 Prepare and empower residents and businesses to anticipate and respond to environmental, social and economic disruptions City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Increase residential recycling participation to protect health, well-being and the environment				
Children and Families Outreach in Environmental Education (number)	36,389	85,443	2,000	2,000
GOAL Reduce and deter illegal dumping and ensure code compliance thru effective programs				
Solid Waste Code Inspections (number)	23,202	20,662	9,000	10,000
GOAL Deliver a comprehensive, safe and cost effective solid waste management services				
Residential Garbage trips to Resource Recovery Facility (percent)	26	30	60	50
GOAL 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)	78	84	90	90
GOAL Deliver a comprehensive, safe and cost effective solid waste management services				
DriveCam monitoring System Program Effectiveness Relative to other government users (percent)	61	61	50	50

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Solid Waste

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	13,018,000	0	13,018,000	13,739,000	0	13,739,000
512010 - Attrition Savings - Salaries	(647,000)	0	(647,000)	(490,000)	0	(490,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	31,000	0	31,000	31,000	0	31,000
514000 - Overtime	690,000	0	690,000	690,000	0	690,000
516000 - Fringe Benefits	2,000	0	2,000	3,000	0	3,000
521000 - Fica Taxes	852,000	0	852,000	1,062,000	0	1,062,000
522000 - Retirement Contributions	4,520,000	0	4,520,000	5,056,000	0	5,056,000
523000 - Life and Health Insurance	3,430,000	0	3,430,000	4,000,000	0	4,000,000
Personnel	**21,896,000**	**0**	**21,896,000**	**24,091,000**	**0**	**24,091,000**
Operating Expense						
524000 - Workers' Compensation	1,085,000	0	1,085,000	1,153,000	0	1,153,000
531000 - Professional Services	(325,000)	0	(325,000)	0	0	0
534000 - Other Contractual Services	208,000	0	208,000	493,000	0	493,000
540000 - Travel and Per Diem	0	0	0	11,000	0	11,000
540010 - Training	0	0	0	10,000	0	10,000
541100 - Postage	35,000	0	35,000	35,000	0	35,000
543010 - Utilities Water	40,000	0	40,000	40,000	0	40,000
543020 - Utilities Electricity	40,000	0	40,000	40,000	0	40,000
544000 - Rentals and Leases	4,000	0	4,000	5,000	0	5,000
545011 - Insurance - Vehicle Liability	217,000	0	217,000	196,000	0	196,000
545013 - Insurance - General Liability	13,000	0	13,000	9,000	0	9,000
546000 - Repair and Maintenance Services	25,000	0	25,000	115,000	0	115,000
546001 - IT-Repair and Maintenance Services	561,000	0	561,000	729,000	0	729,000
547000 - Printing and Binding	10,000	0	10,000	10,000	0	10,000
548000 - Promotional Activities	22,000	0	22,000	5,000	0	5,000
548100 - Advertising and Related Costs	0	0	0	104,000	0	104,000
549000 - Other Current Charges and Obligations	12,056,000	57,000	12,113,000	12,976,000	57,000	13,033,000
551000 - Office Supplies	14,000	0	14,000	15,000	0	15,000
552000 - Operating Supplies	807,000	0	807,000	754,000	0	754,000
552100 - Public Safety Supplies	35,000	0	35,000	44,000	0	44,000
552200 - Clothing/Uniform Supplies	38,000	0	38,000	40,000	0	40,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	6,000	0	6,000
Operating Expense	**14,885,000**	**57,000**	**14,942,000**	**16,790,000**	**57,000**	**16,847,000**

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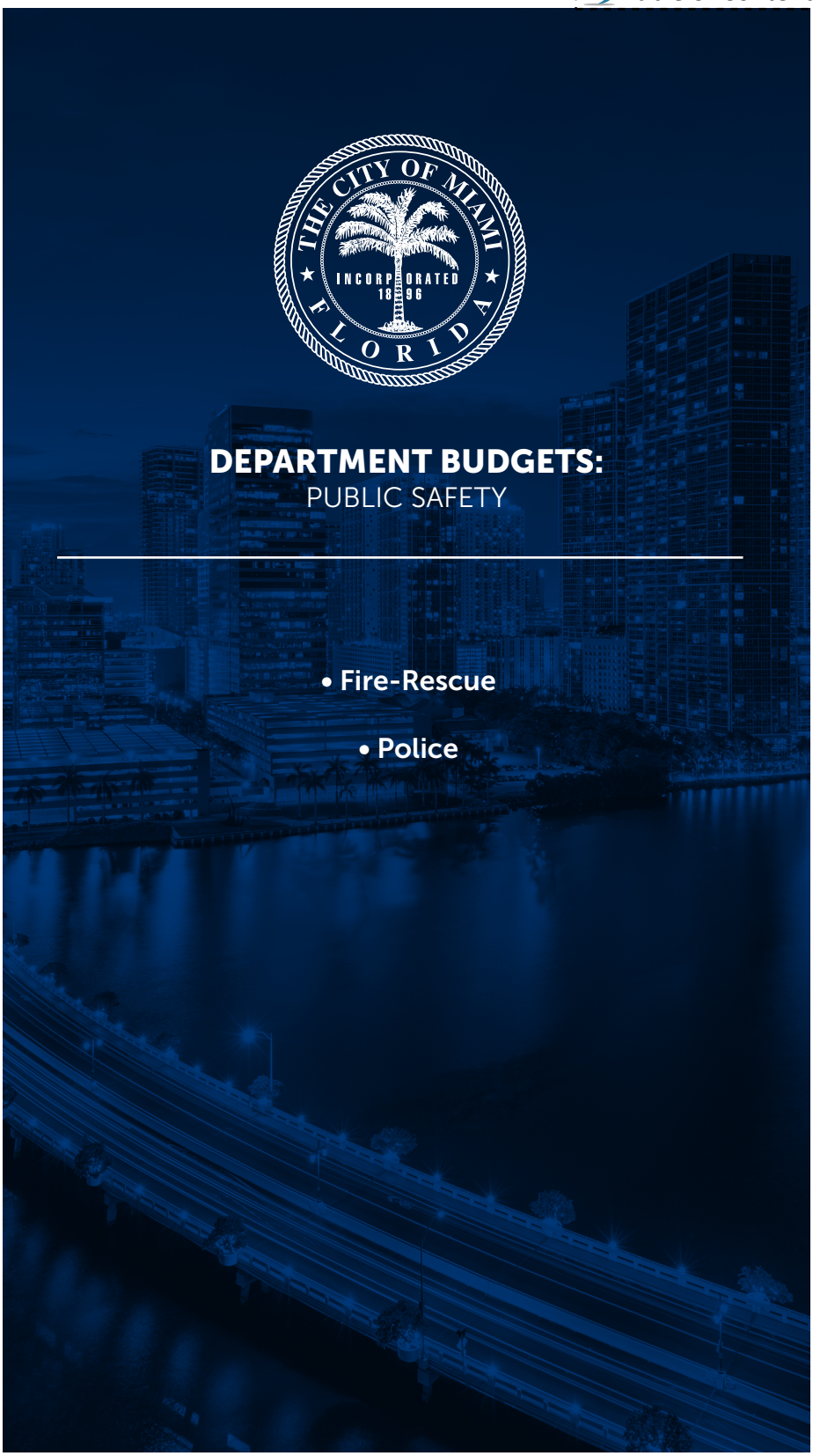
Solid Waste

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	358,000	0	358,000	647,000	0	647,000
Capital Outlay	**358,000**	**0**	**358,000**	**647,000**	**0**	**647,000**
Non-Operating Expense						
896000 - Budget Reserve	0	106,000	106,000	0	106,000	106,000
Non-Operating Expenses	**0**	**106,000**	**106,000**	**0**	**106,000**	**106,000**
Total Expense	**37,139,000**	**163,000**	**37,302,000**	**41,528,000**	**163,000**	**41,691,000**



DEPARTMENT BUDGETS:
PUBLIC SAFETY

- Fire-Rescue
- Police

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Fire-Rescue

Department Head: Joseph F. Zahralban Phone: (305) 416-5401
www.miamigov.com/Government/Departments-Organizations/Fire-Rescue

Mission Statement

To serve the community with the highest level of professionalism, customer service, and responsiveness by providing effective and efficient fire prevention, fire suppression, disaster management, emergency medical care, and other essential services to save lives and protect property.

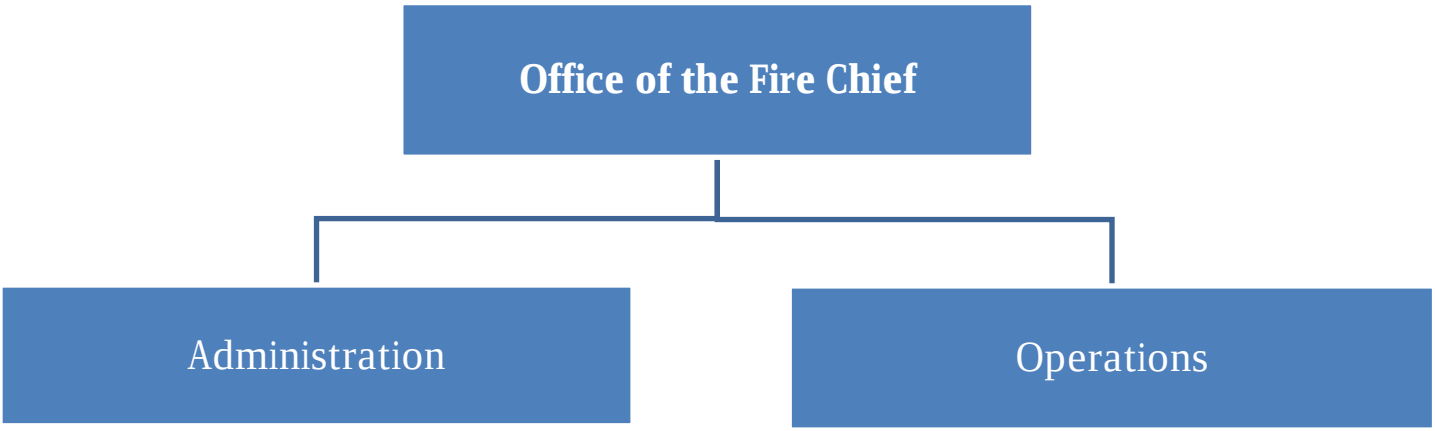
Description

The Fire-Rescue Department's primary responsibilities are the protection of life and the preservation of property through prevention, control, fire suppression, special operations, and the provision of emergency medical and rescue services.

Contributing to the Administration's Priority of *Quality of Life*, the Department responds to fires, public safety incidents, and medical emergencies. The Department advances prevention efforts through the inspection of residential,industrial, and commercial structures, as well as the review and inspection of construction plans consistent with Florida Fire Prevention Codes. Officers conduct fire investigations to assist law enforcement agencies in cases of 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.

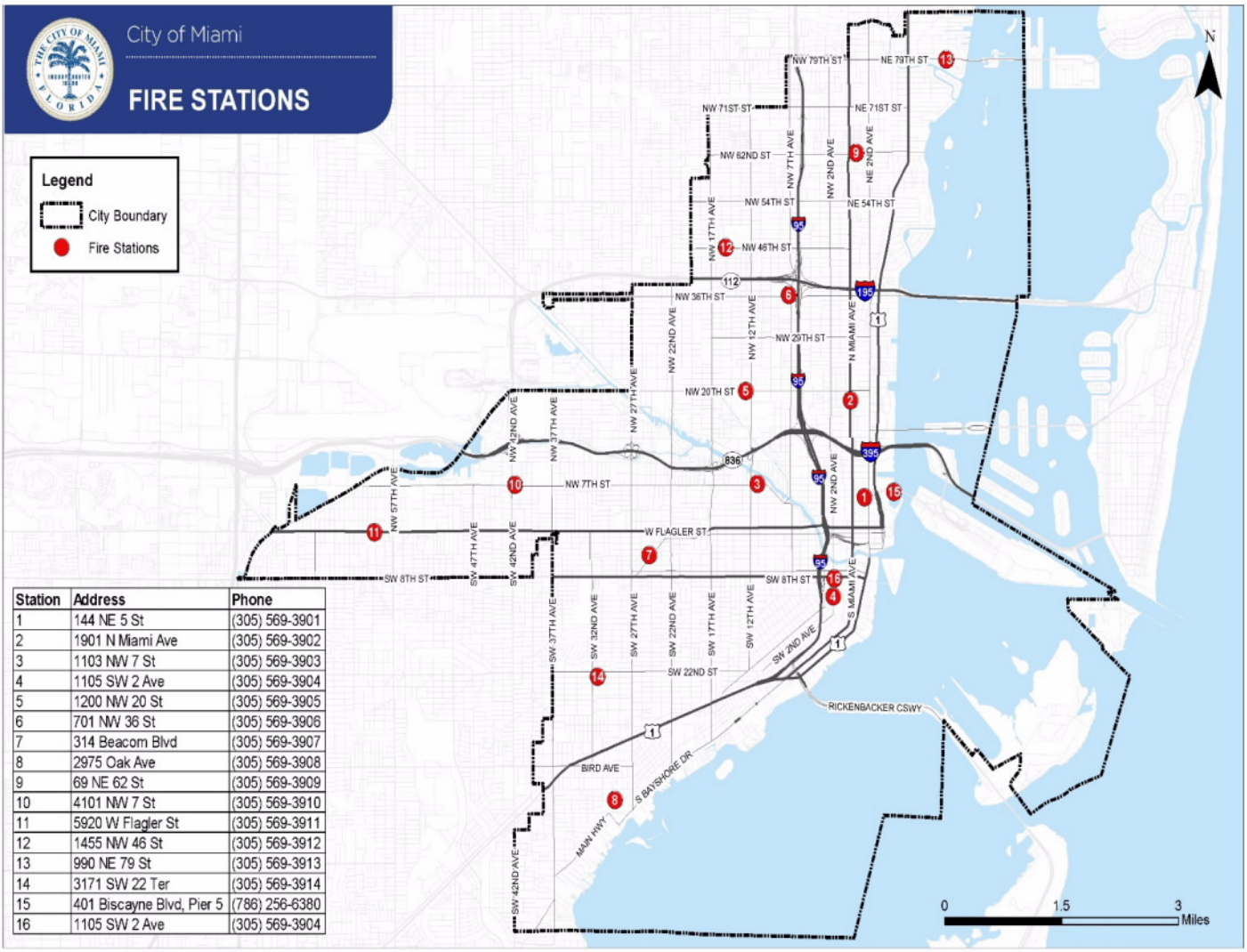
Stakeholders include residents, businesses, and visitors to the City of Miami.

Fire-Rescue



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE FIRE CHIEF Provides leadership and direction; manages and coordinates; develops and implements policies, procedures, rules and regulations, plans, programs, and budgets; and develops standards and methods to improve fire and life safety.	14	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; and provides health and wellness and emergency medical support to sworn personnel.	105	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; and answers, processes, and dispatches all emergency and non-emergency Fire-Rescue E-911 calls.	765	778
TOTAL FULL-TIME POSITIONS	**884**	**900**

Fire-Rescue



Station	Address	Phone
1	144 NE 5 St	(305) 569-3901
2	1901 N Miami Ave	(305) 569-3902
3	1103 NW 7 St	(305) 569-3903
4	1105 SW 2 Ave	(305) 569-3904
5	1200 NW 20 St	(305) 569-3905
6	701 NW 36 St	(305) 569-3906
7	314 Beacom Blvd	(305) 569-3907
8	2975 Oak Ave	(305) 569-3908
9	69 NE 62 St	(305) 569-3909
10	4101 NW 7 St	(305) 569-3910
11	5920 W Flagler St	(305) 569-3911
12	1455 NW 46 St	(305) 569-3912
13	990 NE 79 St	(305) 569-3913
14	3171 SW 22 Ter	(305) 569-3914
15	401 Biscayne Blvd, Pier 5	(786) 256-6380
16	1105 SW 2 Ave	(305) 569-3904

Fire-Rescue

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	124,008,057	153,562,452	160,995,817	159,424,000	163,399,000
Operating Expense	18,565,835	19,589,213	25,316,066	16,666,000	18,010,000
Capital Outlay	744,466	1,210,135	641,192	4,153,000	2,514,000
Non-Operating Expenses	9,687	13,862	6,009	24,975,000	30,968,000
	143,328,044	**174,375,661**	**186,959,084**	**205,218,000**	**214,891,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	132,215,381	162,948,459	161,120,893	173,861,000	178,206,000
Fire Rescue Services	2,170,317	2,498,680	2,925,445	4,738,000	4,955,000
UASI-Fire Rescue	5,417,852	4,697,484	4,768,345	26,519,000	31,630,000
Emergency Funds	3,524,494	4,231,038	18,144,400	100,000	100,000
	143,328,044	**174,375,661**	**186,959,084**	**205,218,000**	**214,891,000**

Department Strategies for FY 2021-22

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 in collaboration 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.

Collaborate with the Police Department and the Department of Innovation and Technology to procure, implement, and install a new Computer-Aided Dispatch 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.

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 and provide a pathway to prosperity.

Fire-Rescue

Accomplishments in FY 2020-21

Placed into service the Heavy Rescue 6 unit as part of our Technical Rescue Team to enhance our Special Operations in the disciplines of High Angle Rescue, Confined Space Rescue, Structural Collapse Rescue, Trench Rescue, and Vehicle and Machinery Rescue consistent with National Fire Protection Association standards.
Completed the construction and received a Certificate of Occupancy for Fire Station #14 located at 3171 SW 22 Terrace.
Graduated 13 students in the Fire Chief Maurice L. Kemp EMS Cadets as Emergency Medical Technicians from Miami Dade College and funded four graduates with a paramedic certification opportunity through the Michael S. Gordon Scholarship Fund.
Implemented the Mobile Eyes software program to conduct Certificate of Use fire inspections as an investment in proactive technology solutions.
Deployed USAR Type III team of 45 members to the earthquake in Puerto Rico and Hurricanes Sally and Delta in Tallahassee and Louisiana respectively.
Conducted multiple activities to serve as a font-line of defense in the COVID-19 Pandemic for the City that included: issuing personnel protective equipment, response to alarms, telephone hotline staffing, testing and vaccination Citywide and in public schools, expenditure recovery and participated in the Phased Comeback Task Force.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Professional Services Line item reflects a reduction of $205,000 (GF) to align the budget with actual trend of expenditures. This amount is based on a proposed budget of $805,000 that reflects an increase of $65,000 over the FY 2020-21 Adopted Budget of $740,000 for this Line item.
The Utilities Electricity Line item reflects a reduction of $24,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additions:

Additional funding was added to the Regular Salaries and Wages, Special Pay, and FICA Taxes Line items for 13 sworn positions to staff one rescue unit (Rescue 31) to enhance EMS coverage in the Flagami area (GF $1.036 million).
As approved in the FY 2020-21 Mid-Year Amendment, the budget reflects the addition of two filled Assistant Fire Chief positions $387,000 (GF).
The Regular Salaries and Wages Line item reflects the addition of one Grant Funded Project Manager position funded by the Securing the Cities Grant Program due to a scrivener's error $83,000 (SR).
The Professional Services-Medical Line item reflects an increase of $133,000 (GF) to align the budget with actual trend of expenditures.

The Training Line item reflects an increase of $301,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account. An additional increase of $101,000(GF) has been added due to increased need for required specialized training; and an increase of $50,000 (GF) to fund the Fire Chief Maurice L. Kemp EMS Cadet Program.

The Utilities Water Line item reflects an increase of $24,000 (GF) to align the budget with actual trend of expenditures.

The Repair and Maintenance Services Line item reflects an increase of $9,000 (GF) to fund increased cost of the fire station alert system.

The Office Supplies Line item reflects an increase of $30,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent),(GF$71,000;SR$12,000);the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF) reflecting normal step increases (generally five percent) (GF $508,000; SR $4,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $10,000; SR $1,000);and a salary increases according to the Fire Executive Pay Scale (GF $5,000).

The Regular Salaries and Wages includes funding for the shared portion of revenues associated with medical transport. Of the total $13.747 million of revenues associated with medical transportation ($10.335 million of fees, $2.312 million of Public Emergency Medical Transport (PEMT) Medicaid Fee for Service supplement (FFS), and $1.100 million of PEMT Medicaid Managed Care (MMC), $3.234 million will be used to fund medical transportation and $3.234 million will be shared with employees per the current IAFF collective bargaining agreement (GF $3.234 million).

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

Funding is included for the IAFF Health Trust per the current IAFF collective bargaining agreement (GF $20.798 million; SR $68,000). This Health Trust provides health insurance for 763 members of the IAFF, 16 executives, and their associated dependents.

The budget includes funding for the advance payment of the City's state share portion of revenues received for the medical transport of Medicaid Managed Care patients. The City will send the advance to the Florida Agency for Health Care Administration (AHCA) that will intern use these funds to drawdown an additional $1.100 million from the Federal Government. The City will then receive both Federal and state share advance from AHCA through the various Medicaid Managed Care organizations that have a contract with the Fire-Rescue Department (GF $900,000).

The Department's Special Revenue funds include projected grant budgets for USAR Cooperative Agreement 2021, State Homeland Security Grant Program 2020 and 2021, 2019 Securing the Cities Program, and Urban Area Security Initiative 2020 and 2021 (SR $31.441 million).

The FY 2021-22 budget for Fire-Rescue includes annual payment for the settlement agreement($2.500 million) required by the Collective Bargaining Labor Agreement with the IAFF. The settlement agreement is funded in the Non-Departmental Account.

Fire-Rescue

The Budget reflects Fire Impact Fees contribution to Capital for Fire-Rescue Hardening of Training Center Facilities - Grant Match ($268,500), Fire-Rescue Cardiac Monitors - Grant Match ($200,000), and Fire-RescueFacility Enhancements ($128,500).

The Budget reflects a General Fund contribution to Capital for Fire-Rescue Hardening of Training Center Facilities -Grant Match ($482,000), General Firefighter and EMS ($1.500 million), and Fire Fleet Acquisition ($618,000).

The Department's personnel budget includes 786 regular sworn personnel and 16 sworn executives for a total of 802 sworn positions, and 98 civilians.

Fire Rescue

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Expeditiously and safely respond to all emergencies to save lives and protect property				
Response time from initial call to first unit on scene (minutes)	5.4	5.5	5.4	5.3
GOAL 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)	7,712	7,951	7,943	7,148
GOAL Continue to respond to the increasing number of calls for service to save lives and protect property				
Fire and rescue alarm calls (number)	101,670	107,981	108,928	110,500
GOAL 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)	10.7	11.0	11.3	7.0
GOAL 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)	8.0	8.2	4.9	3.3
GOAL 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)	5.3	6.3	5.2	5.9
GOAL To sustain above – average satisfaction on our survey results				
Customer Satisfaction Survey: satisfied responses (percent)	99	99	99	100

Source: ClearPoint Strategy Management Reporting Software

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Fire-Rescue

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	4,000	0	4,000
512000 - Regular Salaries and Wages	77,790,000	1,110,000	78,900,000	77,440,000	1,327,000	78,767,000
512010 - Attrition Savings - Salaries	(150,000)	0	(150,000)	(440,000)	0	(440,000)
513000 - Other Salaries and Wages	43,000	149,000	192,000	43,000	0	43,000
513010 - Other Salaries and Wages -Part Time Year Year Round	15,000	0	15,000	15,000	0	15,000
514000 - Overtime	4,623,000	291,000	4,914,000	4,623,000	906,000	5,529,000
514010 - OT Staffing	3,528,000	0	3,528,000	3,528,000	0	3,528,000
514020 - OT EMS Backfill for Training	684,000	0	684,000	684,000	0	684,000
514030 - OT Off Duty Events	3,537,000	0	3,537,000	3,537,000	0	3,537,000
515000 - Special Pay	12,866,000	58,000	12,924,000	13,542,000	59,000	13,601,000
516000 - Fringe Benefits	49,000	0	49,000	49,000	0	49,000
516010 - Fringe Benefits - Tuition Reimbursement	0	0	0	200,000	0	200,000
521000 - Fica Taxes	1,857,000	68,000	1,925,000	1,988,000	80,000	2,068,000
522000 - Retirement Contributions	2,075,000	302,000	2,377,000	2,038,000	369,000	2,407,000
522010 - Police and Fire - FIPO	25,648,000	120,000	25,768,000	26,505,000	122,000	26,627,000
522020 - Secondary Pension Contributions	4,300,000	0	4,300,000	4,300,000	0	4,300,000
523000 - Life and Health Insurance	848,000	186,000	1,034,000	1,422,000	192,000	1,614,000
523011 - IAFF Health Insurance Trust Fund	19,362,000	61,000	19,423,000	20,798,000	68,000	20,866,000
Personnel	**157,079,000**	**2,345,000**	**159,424,000**	**160,276,000**	**3,123,000**	**163,399,000**
Operating Expense						
524000 - Workers' Compensation	3,730,000	61,000	3,791,000	3,934,000	65,000	3,999,000
531000 - Professional Services	740,000	702,000	1,442,000	600,000	478,000	1,078,000
531020 - Professional Services-Medical	433,000	0	433,000	566,000	0	566,000
534000 - Other Contractual Services	1,041,000	30,000	1,071,000	1,041,000	51,000	1,092,000
540000 - Travel and Per Diem	0	210,000	210,000	0	210,000	210,000
540010 - Training	0	0	0	452,000	109,000	561,000
541000 - Communications & Related Services	1,000	0	1,000	0	10,000	10,000
541100 - Postage	15,000	0	15,000	10,000	1,000	11,000
543000 - Utility Services	15,000	0	15,000	15,000	0	15,000
543010 - Utilities Water	122,000	0	122,000	146,000	0	146,000
543020 - Utilities Electricity	409,000	0	409,000	385,000	0	385,000
544000 - Rentals and Leases	25,000	0	25,000	25,000	6,000	31,000
545011 - Insurance - Vehicle Liability	548,000	0	548,000	495,000	0	495,000
545012 - Insurance - Property & Casualty	974,000	0	974,000	1,091,000	0	1,091,000

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Fire-Rescue

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	55,000	0	55,000	38,000	0	38,000
546000 - Repair and Maintenance Services	2,380,000	0	2,380,000	2,389,000	75,000	2,464,000
546001 - IT-Repair and Maintenance Services	2,036,000	0	2,036,000	2,452,000	0	2,452,000
548100 - Advertising and Related Costs	0	0	0	0	10,000	10,000
549000 - Other Current Charges and Obligations	40,000	0	40,000	43,000	0	43,000
551000 - Office Supplies	36,000	0	36,000	66,000	55,000	121,000
552000 - Operating Supplies	1,046,000	75,000	1,121,000	1,046,000	210,000	1,256,000
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,155,000	0	1,155,000
552200 - Clothing/Uniform Supplies	586,000	6,000	592,000	586,000	0	586,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	195,000	0	195,000	195,000	0	195,000
Operating Expense	**15,582,000**	**1,084,000**	**16,666,000**	**16,730,000**	**1,280,000**	**18,010,000**
Capital Outlay						
664000 - Machinery and Equipment	300,000	3,853,000	4,153,000	300,000	2,214,000	2,514,000
Capital Outlay	**300,000**	**3,853,000**	**4,153,000**	**300,000**	**2,214,000**	**2,514,000**
Non-Operating Expense						
892010 - Advances - State Share	0	0	0	900,000	0	900,000
896000 - Budget Reserve	0	24,075,000	24,075,000	0	30,068,000	30,068,000
899000 - Other Uses	900,000	0	900,000	0	0	0
Non-Operating Expenses	**900,000**	**24,075,000**	**24,975,000**	**900,000**	**30,068,000**	**30,968,000**
Total Expense	**173,861,000**	**31,357,000**	**205,218,000**	**178,206,000**	**36,685,000**	**214,891,000**

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Police

Department Head: Art Acevedo
Phone: (305) 603-6100
www.miami-police.org

Mission Statement

To work together with Miami's diverse residents, visitors, and businesses to constitutionally, transparently, and accountably reduce crime and enhance public safety.

Description

The City of Miami Police Department (MPD) is a modern, full-service law enforcement agency that serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls, unrelenting follow-up, and criminal investigation efforts.

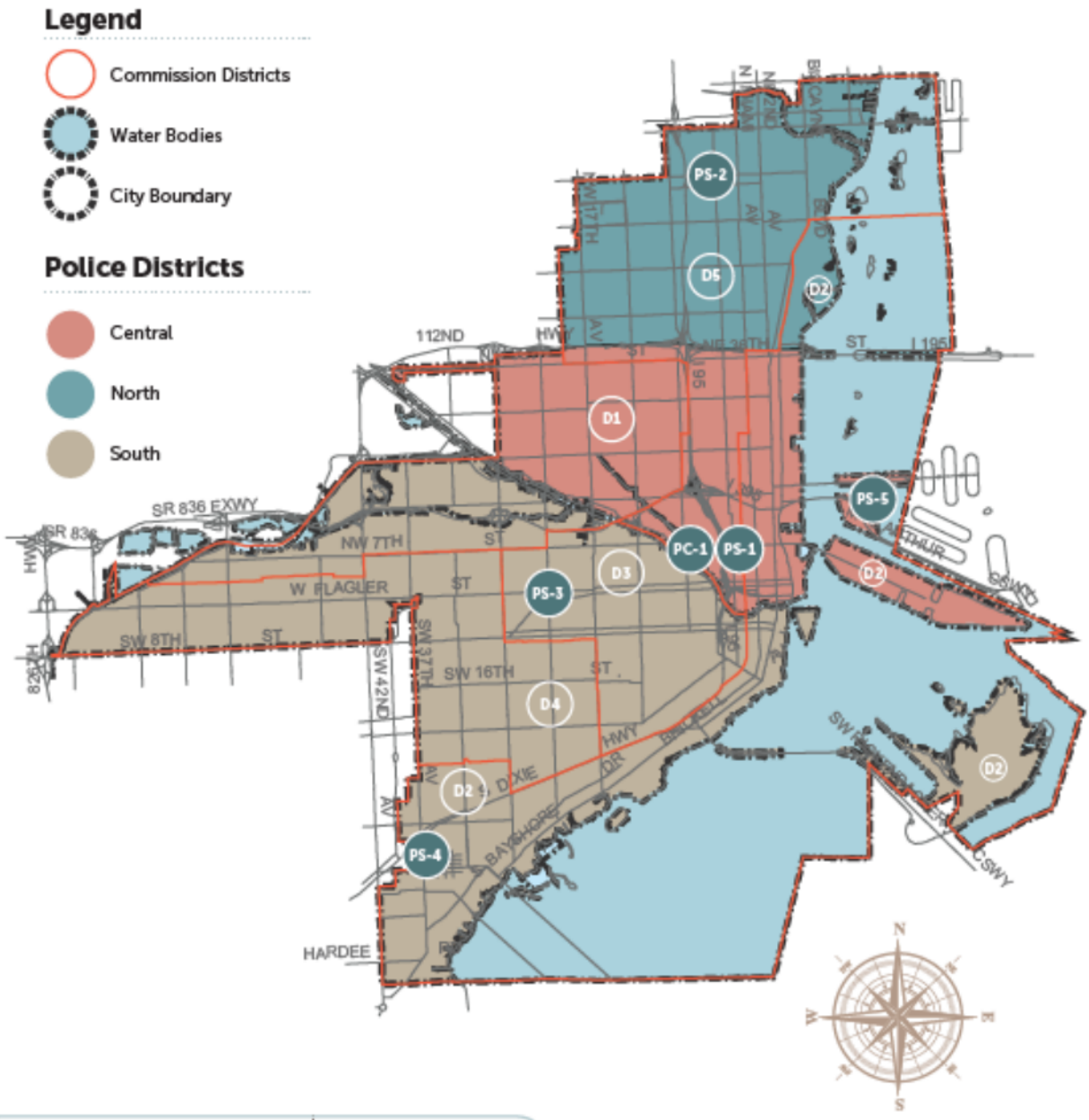
Contributing to the Administration's Priority of *Quality of Life*, the Department is structured to provide world-class law enforcement services to residents, visitors, and businesses. MPD services include uniform patrol and patrol support, criminal investigations, and specialized operations, each of which are optimized to enhance the safety of the public. Utilizing evidence-based practices and innovative new strategies to fight crime, MPD personnel identify safety issues and tailor solutions to provide the best possible quality of life to the public.

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

Police

Departmental Function/Unit	FY 2020-21	FY 2021-22
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; and coordinates interaction with other City departments.	86	87
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; and coordinates special event staffing.	907	1049
CRIMINAL INVESTIGATIONS DIVISION Provides criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conducts special investigations and conducts crime scene investigations; and provides victims advocate services.	297	301
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources and equipment; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet management; supports information systems; and provides budget, finance, and procurement services.	382	315
TOTAL FULL-TIME POSITIONS	**1,672**	**1,752**

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 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	211,568,540	219,309,781	235,106,155	233,766,000	243,149,000
Operating Expense	35,795,747	37,651,705	36,810,846	39,667,000	40,729,000
Capital Outlay	1,528,111	2,634,208	2,037,425	1,958,000	1,462,000
Non-Operating Expenses	301,967	0	195,636	1,022,000	1,059,000
	249,194,364	**259,595,695**	**274,150,062**	**276,413,000**	**286,399,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	233,431,330	247,285,550	261,675,461	266,173,000	276,072,000
Police Services	6,388,279	6,216,393	5,212,296	4,637,000	4,367,000
Total E911	4,115,178	5,305,851	4,293,438	4,781,000	5,037,000
Law Enforcement Trust Fund	623,697	499,908	166,503	822,000	923,000
Departmental Improvement Initiative	4,450	0	0	0	0
Emergency Funds	4,631,431	287,993	2,802,365	0	0
	249,194,364	**259,595,695**	**274,150,062**	**276,413,000**	**286,399,000**

Police

Department Strategies for FY 2021-22

Expand investigative assets in the Real Time Crime Center.
Expand Crime Gun Intelligence Center/ATF Task Force staffing.
Continue to work to eliminate paper-based forms and processes.
Continue to work to transition major applications to cloud services.
Integrate Police and Fire CAD systems.

Accomplishments in FY 2020-21

Initiated the transition from laptop computers to cellular phones as the primary data entry device. This will be accomplished through Windows Virtual Desktop which is a Microsoft Azure-based system for virtualizing its Windows Operating Systems, providing virtualized desktops and applications in the cloud. Through the Coronavirus Emergency Supplemental Funding Program 1,300 Verizon Cell phones have been purchased. ITSS Unit has completed a proof-of-concept exercise scope of work, and is proceeding to implement the necessary cloud-based infrastructure, which will support the forthcoming transition.

Deployed the BriefCam video content analytics platform in the Real Time Crime Center. BriefCam is a complete video content analytics platform which drives exponential value from surveillance system investments by making video searchable, actionable, and quantifiable; delivers accurate, flexible, and comprehensive solutions; and provides valuable insights for accelerating investigations, increasing situational awareness, and enhancing operational intelligence.

Implemented the following comprehensive performance dashboards:

ArcGIS - web based software for the following:

Calls for Service – tracking and mapping trends over time.

Active Calls for Service – maps response, hold time and vehicle location for calls being actioned by dispatch.

Tactical Operations Planning – manage and deployment of Tactical Units during incidence response.

Homeless - mapping of locations and crime activity.

Initiated the elimination of paper-based forms and processes. The ITSS Unit is in the process of evaluating the necessary steps to implement forms on the Microsoft Power App platform whose licenses were purchased in December 2020. The initial goal is to pilot test several identified forms.

Transitioned the following major applications to cloud services.

CrimeView Web services has been procured and will transition from on premise to cloud-based.

Eliminated on premise SharePoint and migrated it to a cloud-based environment for Special Investigative Services.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Overtime Line Item reflects the reduction of $76,000 (SR) of non-recurring grant funding.

The Professional Services-Medical Line Item reflects a reduction in the number of pre-employment medical assessments to align the budget with actual trend of expenditures and future hiring needs totaling $135,000 (GF).

The Rentals and Leases Line Item reflects the reduction of $117,000 (GF) due to a reduction of the number of rental car services, offset with the Capital Vehicle Acquisition Program.

The Repair and Maintenance Services Line Item reflects the reduction of $662,000 (GF) to align the budget with actual trend of expenditures.

The Printing and Binding-Paper Stock Line Item reflects the reduction of $35,000 (GF) due to the elimination of paper-based forms and processes.

The Other Current Charges and Obligations Line Item reflects the reduction of $53,000 (GF) to align the budget with actual trend of expenditures and $364,000 (SR) primarily due to non-recurring grant funds in the Police Services Special Revenue Fund.

The Office Supplies Line Item reflects a reduction of $6,000 (GF) and $1,000 (SR) with no service impact.

The Operating Supplies Line Item reflects a reduction of $28,000 (SR) of non-recurring grant funding.

The Motor Fuel Line Item reflects a reduction of $50,000 (GF) to align the budget with actual trend of expenditures.

The Public Safety Supplies Line Item reflects a reduction of $62,000 (GF) to align the budget with actual trend of expenditures.

The Clothing and Uniform Supplies Line Item reflects a reduction of $337,000 (GF) to align the budget with actual trend of expenditures.

The Subscriptions, Memberships, Licenses, Permits and Others Line Item reflects a reduction of $11,000 (SR) to align the budget with actual trend of expenditures in the Police E911 Special Revenue Funds.

The Weapons and Ammunitions Line Item reflects a reduction of $47,000 (GF) to align the budget with actual trend of expenditures.

The Machinery and Equipment Line Item reflects a reduction of $715,000 (GF), non-recurring operating expenditures, funded in the previous fiscal year.

The Budget includes the following additions:

As approved in the FY 2020-21 Budget Amendment No. 1, the budget reflects the reinstatement of 63 filled Police Officer positions (GF $3.585 million).

The Regular Salaries and Wages Line item reflects the addition of one Constitutional Policing Advisor civilian position to provides advice to executive management on a wide variety of issues which significantly impact departmental operations (GF $200,000) and 16 Police Officer sworn positions (GF $938,000) to increase the MPD Field Operation Division's capacity for a total increase of $1.138 million.

Additional funding was added to the Professional Services Line Item to align the budget to the current level of computer support services in Police IT section, including the Emergency Call Center (GF $511,000; SR $72,000).

Additional funding was added to the Other Contractual Services Line Item to align the budget to the current level of janitorial services and services to the Emergency Call Center (GF $253,000; SR $135,000).

The Travel and Per Diem Line item reflects an increase of $50,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.

The Training Line item reflects an increase of $63,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.

Additional funding was added to the Communications and Related Services Line Item to align the budget to the current level of services provided by UNICOM and services to the Emergency Call Center (GF $104,000; SR $227,000).
Additional funding was added to the Subscriptions, Memberships, Licenses, Permits and Others Line Item to align the budget to the current level of expenditures (GF $752,000).

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 5 percent) (GF $381,000); the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) reflecting normal step increases (generally 5 percent) (GF $1.649 million); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including Police Executive Staff (GF $375,000).
  The Budget includes funding of "Do the Right Thing" (GF $125,000) and the "Police Athletic League" (GF $415,000) in NDA.
  The Budget reflects a General Fund contribution to Police Services, special revenue fund to set up a reward program of five hundred dollars per case and a hotline for members of the general public who provide tips on illegal dumpers that lead to either a civil or criminal prosecution and conviction (SR $10,000).
  The Department will continue with the intent of hiring a company to provide School Crossing Guard services to ensure coverage at all times.
  The Budget reflects Police Impact Fees contribution to Capital for the following projects: Aero Computer Mapping ($134,000), Police Fiber Optics ($143,000), and Police Milestone Conversion ($90,000).
  The Budget reflects a General Fund contribution to Capital for Police Body Worn Cameras and Tasers ($1.000 million), Surveillance Platform ($155,000), CCTV Mobile Trailers ($180,000), Computer Aided Dispatch (CAD) System ($1.426 million), and Police Vehicles ($9.760 million).
  The differences in amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department.
  In FY 2019-20, the Department requested assistance from the U.S. Department of Justice, COPS Hiring Program (CHP) award, FY 2020 to increase in 15 its number of sworn officers. The acceptance of the grant was postponed until June 10, 2021, where the City Commission approved it by Resolution number R-21-0225. A grant contract agreement is routing for signatures. The change of the Department FTEs number is contingency upon the execution of a grant agreement contract.
  In FY 2020-21, the Department requested assistance from the U.S. Department of Justice, COPS Hiring Program (CHP) award, FY 2021 to increase in 15 its number of sworn officers. The change of the Department FTEs number is contingency upon the execution of a grant agreement contract.
  The Budget includes 1,301 regular sworn Police Officers and 42 sworn executives for a total of 1,343 sworn personnel, as well as 409 civilian positions.

Police

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.5.1 Reduce gun violence City of Miami Strategic Plan
	1.5.2 Continue to strengthen community partnerships City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Answer 911 calls as quickly as possible				
911 calls answered within ten seconds of call initiation (percent)	87	94	94.7	98
GOAL Minimize response times for emergency calls for service				
Average response time to Priority 3 calls that are life-threatening and / or where serious injury has occurred or is imminent (minutes)	3.6	3.4	3.2	3.9
GOAL Reduce crime				
Uniform Crime Reporting Part 1 Crimes which includes criminal homicide, forcible rape, robbery, burglary, theft, motor vehicle theft, and arson (number)	20,182	21,538	19,000	18,500
GOAL Focus on recidivist offenders and reduce the overall number of arrests				
Uniform Crime Reporting Arrests (number)	18,396	11,102	10,225	17,000
GOAL Maintain Commission of Accreditation for Law Enforcement Agencies (CALEA) accreditation				
Obtained Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation (Yes-1/No-0)	1	1	1	1
GOAL Enter 100% of recover ballistic into the National integrated Ballistic Information Network within 24 hours of recovery				
Percentage of recovered ballistics entered into the NIBIN system within 24 hours of recovery (percent)				100
GOAL Increase number of non-adversarial community contacts				
Number of signal "13C" community contacts (number)			4,000	10,000

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Police

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	130,778,000	1,967,000	132,745,000	138,092,000	1,738,000	139,830,000
512010 - Attrition Savings - Salaries	(109,000)	0	(109,000)	(1,164,000)	0	(1,164,000)
513000 - Other Salaries and Wages	78,000	545,000	623,000	78,000	545,000	623,000
513020 - Other Salaries and Wages - Part Time Seasonal	593,000	0	593,000	593,000	0	593,000
514000 - Overtime	3,583,000	730,000	4,313,000	3,583,000	687,000	4,270,000
514001 - OT-Reimbursable	710,000	0	710,000	710,000	0	710,000
514010 - OT Staffing	165,000	0	165,000	165,000	0	165,000
514030 - OT Off Duty Events	72,000	1,000	73,000	72,000	0	72,000
514040 - OT Court	571,000	0	571,000	571,000	0	571,000
515000 - Special Pay	5,236,000	1,011,000	6,247,000	5,503,000	1,090,000	6,593,000
516000 - Fringe Benefits	513,000	0	513,000	527,000	0	527,000
516010 - Fringe Benefits - Tuition Reimbursement	0	1,000	1,000	0	0	0
521000 - Fica Taxes	3,313,000	133,000	3,446,000	3,604,000	138,000	3,742,000
522000 - Retirement Contributions	9,110,000	652,000	9,762,000	9,195,000	735,000	9,930,000
522010 - Police and Fire - FIPO	44,098,000	160,000	44,258,000	45,667,000	0	45,667,000
522020 - Secondary Pension Contributions	6,143,000	0	6,143,000	6,000,000	0	6,000,000
523000 - Life and Health Insurance	5,550,000	440,000	5,990,000	6,122,000	485,000	6,607,000
523010 - Health Trust - FOP	17,657,000	65,000	17,722,000	18,385,000	0	18,385,000
523011 - IAFF Health Insurance Trust Fund	0	0	0	28,000	0	28,000
Personnel	**228,061,000**	**5,705,000**	**233,766,000**	**237,731,000**	**5,418,000**	**243,149,000**
Operating Expense						
524000 - Workers' Compensation	9,697,000	134,000	9,831,000	9,926,000	121,000	10,047,000
531000 - Professional Services	1,333,000	61,000	1,394,000	1,844,000	133,000	1,977,000
531020 - Professional Services-Medical	635,000	0	635,000	500,000	0	500,000
534000 - Other Contractual Services	1,699,000	349,000	2,048,000	1,952,000	484,000	2,436,000
540000 - Travel and Per Diem	0	256,000	256,000	50,000	308,000	358,000
540010 - Training	0	52,000	52,000	63,000	67,000	130,000
541000 - Communications & Related Services	936,000	590,000	1,526,000	1,040,000	817,000	1,857,000
541100 - Postage	54,000	1,000	55,000	54,000	1,000	55,000
543010 - Utilities Water	179,000	0	179,000	179,000	0	179,000
543020 - Utilities Electricity	710,000	0	710,000	710,000	0	710,000
544000 - Rentals and Leases	1,936,000	0	1,936,000	1,819,000	2,000	1,821,000
545010 - Insurance - Police Torts	753,000	0	753,000	791,000	0	791,000
545011 - Insurance - Vehicle Liability	1,614,000	0	1,614,000	1,462,000	0	1,462,000
545012 - Insurance - Property & Casualty	1,742,000	0	1,742,000	1,951,000	0	1,951,000

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Police

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	56,000	0	56,000	40,000	0	40,000
546000 - Repair and Maintenance Services	2,464,000	30,000	2,494,000	1,802,000	30,000	1,832,000
546001 - IT-Repair and Maintenance Services	4,223,000	0	4,223,000	4,629,000	0	4,629,000
547100 - Printing and Binding-Outsourcing	14,000	0	14,000	14,000	0	14,000
547200 - Printing and Binding-Paper Stock	75,000	0	75,000	40,000	0	40,000
548000 - Promotional Activities	7,000	0	7,000	7,000	10,000	17,000
548100 - Advertising and Related Costs	31,000	1,000	32,000	31,000	1,000	32,000
549000 - Other Current Charges and Obligations	309,000	631,000	940,000	256,000	267,000	523,000
551000 - Office Supplies	136,000	2,000	138,000	130,000	1,000	131,000
552000 - Operating Supplies	348,000	59,000	407,000	349,000	31,000	380,000
552010 - Motor Fuel	3,943,000	0	3,943,000	3,893,000	0	3,893,000
552100 - Public Safety Supplies	768,000	0	768,000	706,000	22,000	728,000
552200 - Clothing/Uniform Supplies	1,237,000	10,000	1,247,000	900,000	10,000	910,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	1,759,000	94,000	1,853,000	2,511,000	83,000	2,594,000
667000 - Weapons And Ammunitions	739,000	0	739,000	692,000	0	692,000
Operating Expense	**37,397,000**	**2,270,000**	**39,667,000**	**38,341,000**	**2,388,000**	**40,729,000**
Capital Outlay						
664000 - Machinery and Equipment	715,000	1,243,000	1,958,000	0	1,462,000	1,462,000
Capital Outlay	**715,000**	**1,243,000**	**1,958,000**	**0**	**1,462,000**	**1,462,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	0	187,000	187,000	0	448,000	448,000
883000 - Other Grants and Aids	0	125,000	125,000	0	125,000	125,000
896000 - Budget Reserve	0	710,000	710,000	0	486,000	486,000
Non-Operating Expenses	**0**	**1,022,000**	**1,022,000**	**0**	**1,059,000**	**1,059,000**
Total Expense	**266,173,000**	**10,240,000**	**276,413,000**	**276,072,000**	**10,327,000**	**286,399,000**

DEPARTMENT BUDGETS:
OTHER DEPARTMENTS

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

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Housing and Community Development

Department Head: George Mensah Phone: (305) 416-1978
www.miamigov.com/Government/Departments-Organizations/Housing-Community-Development

Mission Statement

The Department of Housing and Community Development assists in creating a viable urban community for the neediest persons in our city while reducing poverty, embracing diversity, assisting with economic development, and improving the overall quality of life.

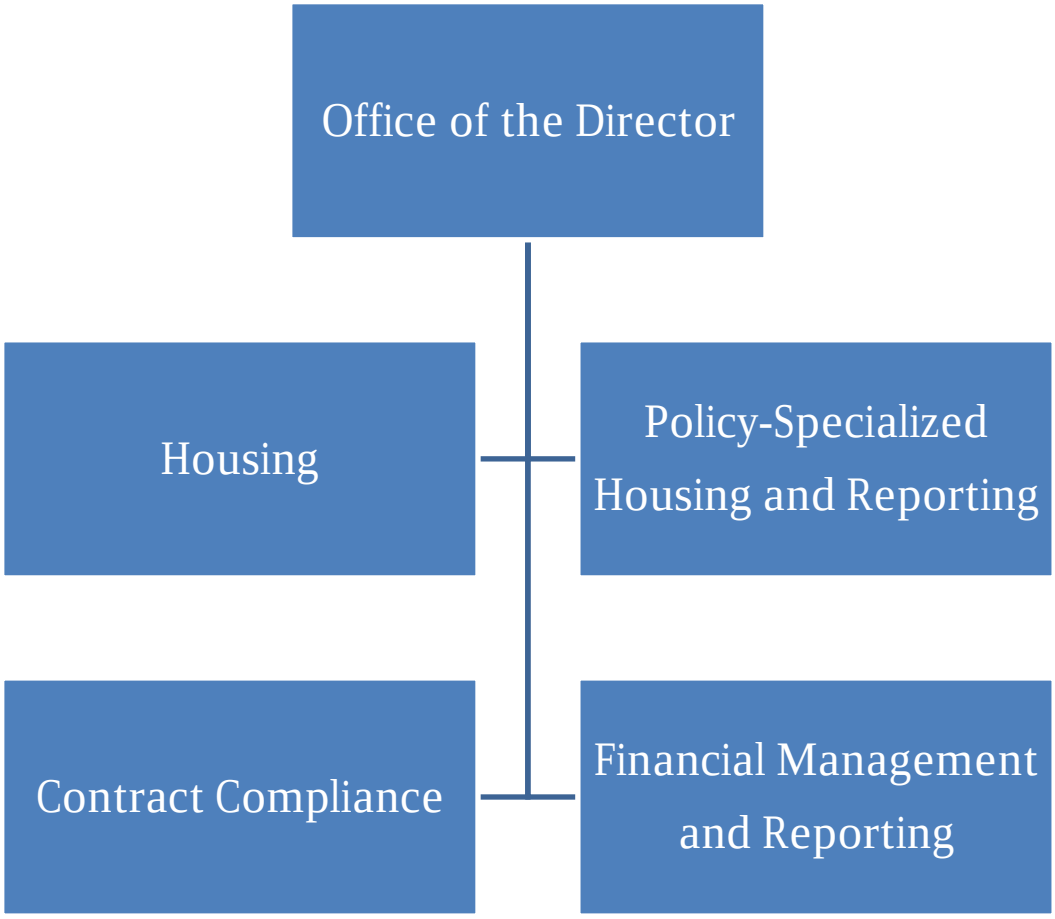
Description

The Department of Housing and Community Development (HCD) utilizes grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The essence of this objective is to provide quality housing, suitable living environments, and expansion of economic opportunities for the neediest of the community. HCD performs a wide range of community and economic development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the Cityof Miami.

Contributing to the Administration's Priority of *Pathway to Prosperity,* HCD focuses on serving as an advocate for disenfranchised and economically disadvantaged residents. It utilizes federal, state, and local sources to implement programs that contribute to the health and well-being of its residents and creates cooperative partnerships with the public, not-for-profit agencies, and the private sector to offer public assistance programs that help stabilize residents lives.

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

Housing and Community Development



Housing and Community Development

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Provides general direction and coordination with private and public stakeholders in the management of federal, state, and local community development programs to assist low-to moderate-income residents; and oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	6	5
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon Act and Section 3 regulations on all contracted projects; and administers the City's relocation program.	11	11
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the U.S. Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); and manages the Department's Housing Opportunities for Persons With Aids (HOPWA) and Section 8 specialized housing unit.	5	5
CONTRACT COMPLIANCE Monitors local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of social services and economic development to revitalize the City's communities and integrate economic, environmental, and human developmental needs in the process.	4	4
FINANCIAL MANAGEMENT AND REPORTING Provides financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develops and manages the Department's budget; processes and reports all financial activities and transactions; and reimburses funded organizations.	9	10
TOTAL FULL-TIME POSITIONS	**35**	**35**

Housing and Community Development

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	4,397,867	4,450,346	5,314,867	4,817,000	5,059,000
Operating Expense	523,901	720,488	610,701	775,000	813,000
Capital Outlay	2,844,564	3,144,004	192,685	0	0
Non-Operating Expenses	23,333,264	24,093,506	23,620,636	68,674,000	58,121,000
	31,099,596	**32,408,344**	**29,738,888**	**74,266,000**	**63,993,000**

Department/Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	1,566,902	1,848,391	2,025,485	960,000	1,734,000
Community Development	29,530,408	30,559,952	27,654,612	73,306,000	62,259,000
Emergency Funds	2,286	0	58,790	0	0
	31,099,596	**32,408,344**	**29,738,888**	**74,266,000**	**63,993,000**

Department Strategies for FY 2021-22

Serve at least 461 households through the Section 8 Program and at least 850 households through the Housing Opportunities for Persons With AIDS (HOPWA) Program.

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

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

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

Provide funding for daycare and after-school services to approximately 200 youth and meal services to approximately 442 senior citizens.

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

Accomplishments in FY 2020-21

This section reflects the Department's achievements through program year FY 2020-21 which runs from October 1, 2020 through September 30, 2021. As FY 2020-21 is still underway, final accomplishments will be gathered and reported to the U.S. Department of Housing and Urban Development (HUD) by December 29, 2021. The accomplishments listed below show progress as of May 14, 2021.

The Section 8 Housing Choice Voucher and Moderate Rehabilitation Programs are assisting 391 households. The Housing Opportunities for Persons With AIDS (HOPWA) Tenant-Based Rental Assistance Program has assisted 816 households with HIV/AIDS.

The Single-Family Rehabilitation Program was on pause due to the COVID-19 pandemic and the Department has recently restarted the program. The Down Payment Assistance Program has assisted four low-to moderate-income households become new homeowners.

Provided Technical Assistance to 30 businesses.

City Commission did not allocate funding for the Commercial Façade Renovation Program in FY 2020-21.

The Department has provided 80 children with childcare services that provide learning and enrichment activities while maintaining the children in a safe environment so parents can work or look for employment and 117 youth with recreational and challenging programs that maintain them active and off the streets.

Assisted 50 percent of the agencies in the process of submitting reimbursement packages on a monthly basis, processed all reimbursement requests within ten days, and executed the contracts within 45 days.

The Department has provided 426 elderly residents with daily nutritional meals.

The City of Miami Senior Rental Assistance Program was on pause due to the effect of COVID-19 on elderly residents and the Department is looking to restart the program in FY 2021-22.

The Department is currently working on ten projects to bring 1,189 affordable housing units to residents. This is significantly higher than previously published amounts.

Project Name	Status	Amount Funded	Affordable Housing Units
Gallery @ Smathers Plaza	Underway	$2,135,000	139
Brisas del Este Phase II	Underway	$1,500,000	120
Platform 3750	Underway	$3,500,000	191
Citadel Villages	Contract Negotiation	$990,000	96
Vineyards Villas	Contract Negotiation	$1,871,000	75
MJ LH 337 NW 11 AVE	Contract Negotiation	$229,000	8
Liberty Square Phase III	Under Construction	$750,000	192
The Gallery of River Parc	Under Construction	$800,000	150
Residents at Dr. King Blvd.	Under Construction	$2,000,000	120
Liberty Renaissance Apartments	Contract Negotiation	$1,000,000	98
	TOTALS:	**$14,775,000**	**1,189**

Budget Highlights for FY 2021-22

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 5 percent)(GF $40,000); and an average of

five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $33,000).

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 $1.661 million for the following items: lease expenditures including utility services and janitorial services ($350,000); grant's non-reimbursable personnel expenditures: Regular Salaries and Wages ($103,000), Fica Taxes ($8,000), Retirement Contributions ($676,000), Life and Health Insurance ($363,000), Workers' Compensation ($57,000), Insurance – General Liability ($1,000) and IT Repair and Maintenance Services ($97,000), Office Supplies ($1,000), and Operating Supplies($5,000).

The Budget includes one million for the continuance of the Miami Senior Rental Assistance Program.

Housing and Community Development

Strategic Alignment and Performance Measures

Priority Areas	Objectives
3. Pathway to Prosperity	3.5.1 Support single family rehabilitation to sustain existing homeowners City of Miami Strategic Plan
	3.5.2 Preserve and increase the supply of housing for all income groups City of Miami Strategic Plan
	3.5.3 Attract and deploy capital to increase resident access City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Provide daily nutritional meals for the elderly				
Elderly meals provided with Community Development Block Grant (CDBG) and Social Services Gap (SSG) funding (number)	2,508	1,029	442	442
GOAL Provide funding for daycare, after-school services, and for people with disabilities				
Children and youth assisted with CDBG and SSG funding (number)	248	284	200	200
GOAL Support private for-profit businesses				
Businesses assisted through the Commercial Façade Program with CDBG funding (number)	30	81	0	50
GOAL Provide access to affordable housing				
Households assisted under the Down Payment Assistance Program (number)	15	8	13	13
HOPWA clients assisted through the Tenant-Based Rental Assistance Program (number)	828	859	850	850
Section 8 clients assisted (number)	391	391	421	461
GOAL Department's administrative objectives				
Turnaround time on agency reimbursement packets (days)	9	10	10	10
Agencies submitting their reimbursement monthly (avg percent)	47	36	50	50
Average turnaround time for execution of contracts (days)	48	30	45	45

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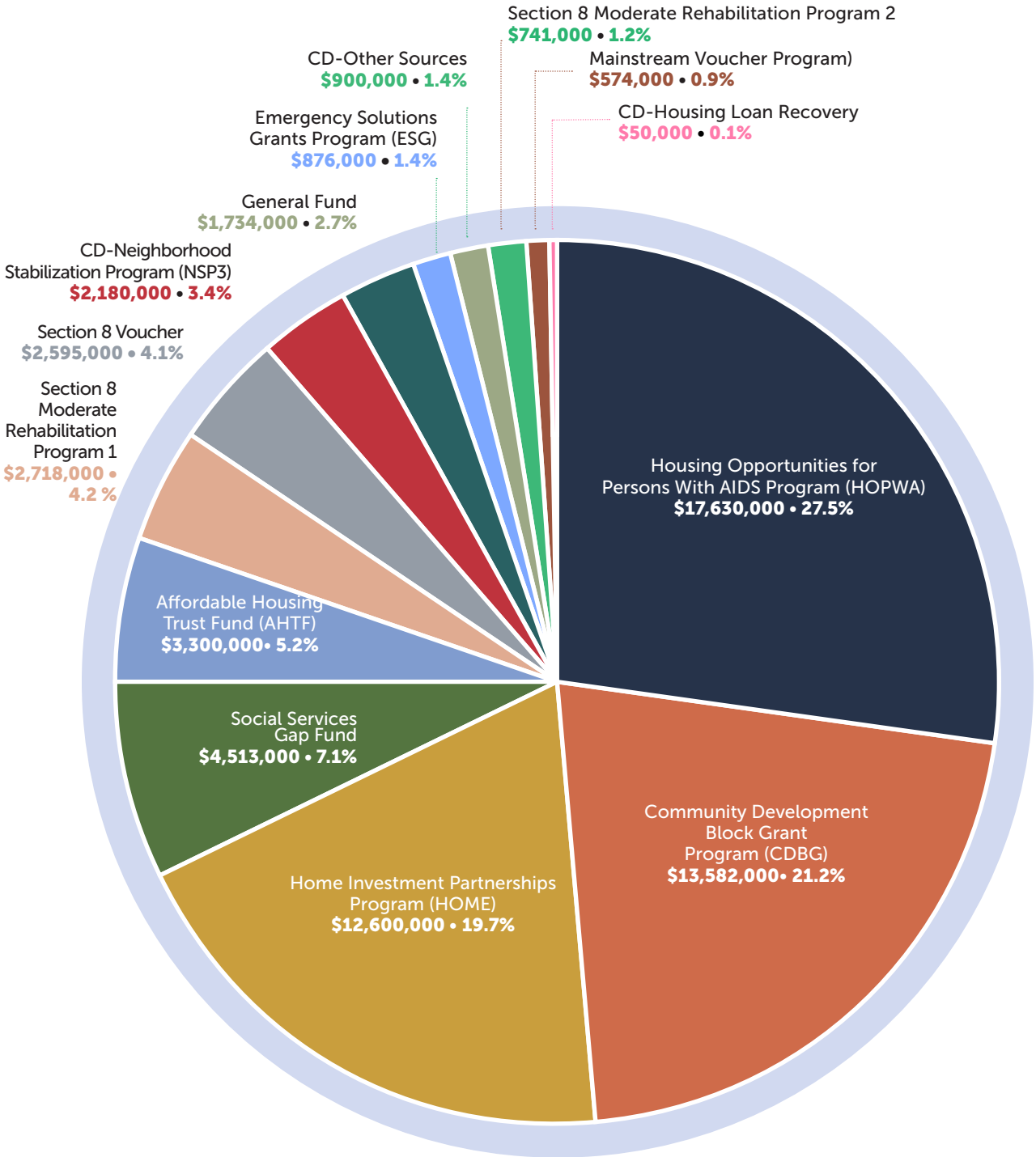
Housing and Community Development

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	2,868,000	2,868,000	176,000	2,877,000	3,053,000
516000 - Fringe Benefits	0	22,000	22,000	0	22,000	22,000
521000 - Fica Taxes	0	224,000	224,000	8,000	224,000	232,000
522000 - Retirement Contributions	460,000	721,000	1,181,000	676,000	537,000	1,213,000
523000 - Life and Health Insurance	363,000	159,000	522,000	363,000	176,000	539,000
Personnel	**823,000**	**3,994,000**	**4,817,000**	**1,223,000**	**3,836,000**	**5,059,000**
Operating Expense						
524000 - Workers' Compensation	54,000	0	54,000	57,000	0	57,000
531000 - Professional Services	0	129,000	129,000	0	100,000	100,000
534000 - Other Contractual Services	0	22,000	22,000	0	18,000	18,000
540000 - Travel and Per Diem	0	35,000	35,000	0	55,000	55,000
541000 - Communications & Related Services	0	9,000	9,000	0	15,000	15,000
541100 - Postage	0	9,000	9,000	0	7,000	7,000
544000 - Rentals and Leases	0	338,000	338,000	350,000	11,000	361,000
545013 - Insurance - General Liability	2,000	0	2,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	81,000	0	81,000	97,000	0	97,000
548100 - Advertising and Related Costs	0	53,000	53,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	15,000	15,000	0	13,000	13,000
551000 - Office Supplies	0	16,000	16,000	1,000	15,000	16,000
552000 - Operating Supplies	0	5,000	5,000	5,000	5,000	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	7,000	7,000	0	10,000	10,000
Operating Expense	**137,000**	**638,000**	**775,000**	**511,000**	**302,000**	**813,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	36,736,000	36,736,000	0	35,539,000	35,539,000
883000 - Other Grants and Aids	0	22,808,000	22,808,000	0	22,823,000	22,823,000
896000 - Budget Reserve	0	9,130,000	9,130,000	0	(241,000)	(241,000)
Non-Operating Expenses	**0**	**68,674,000**	**68,674,000**	**0**	**58,121,000**	**58,121,000**
Total Expense	**960,000**	**73,306,000**	**74,266,000**	**1,734,000**	**62,259,000**	**63,993,000**

HOUSING AND COMMUNITY DEVELOPMENT

FUNDING SOURCES FY 2021-22



Parks and Recreation

Department Head: Barbara Hernandez Phone: (305) 416-1320
www.miamigov.com/Government/Departments-Organizations/Parks-and-Recreation

Mission Statement

To enrich and inspire the community by delivering a world-class park system that is safe, accessible, and facilitates a healthy and happy quality of life.

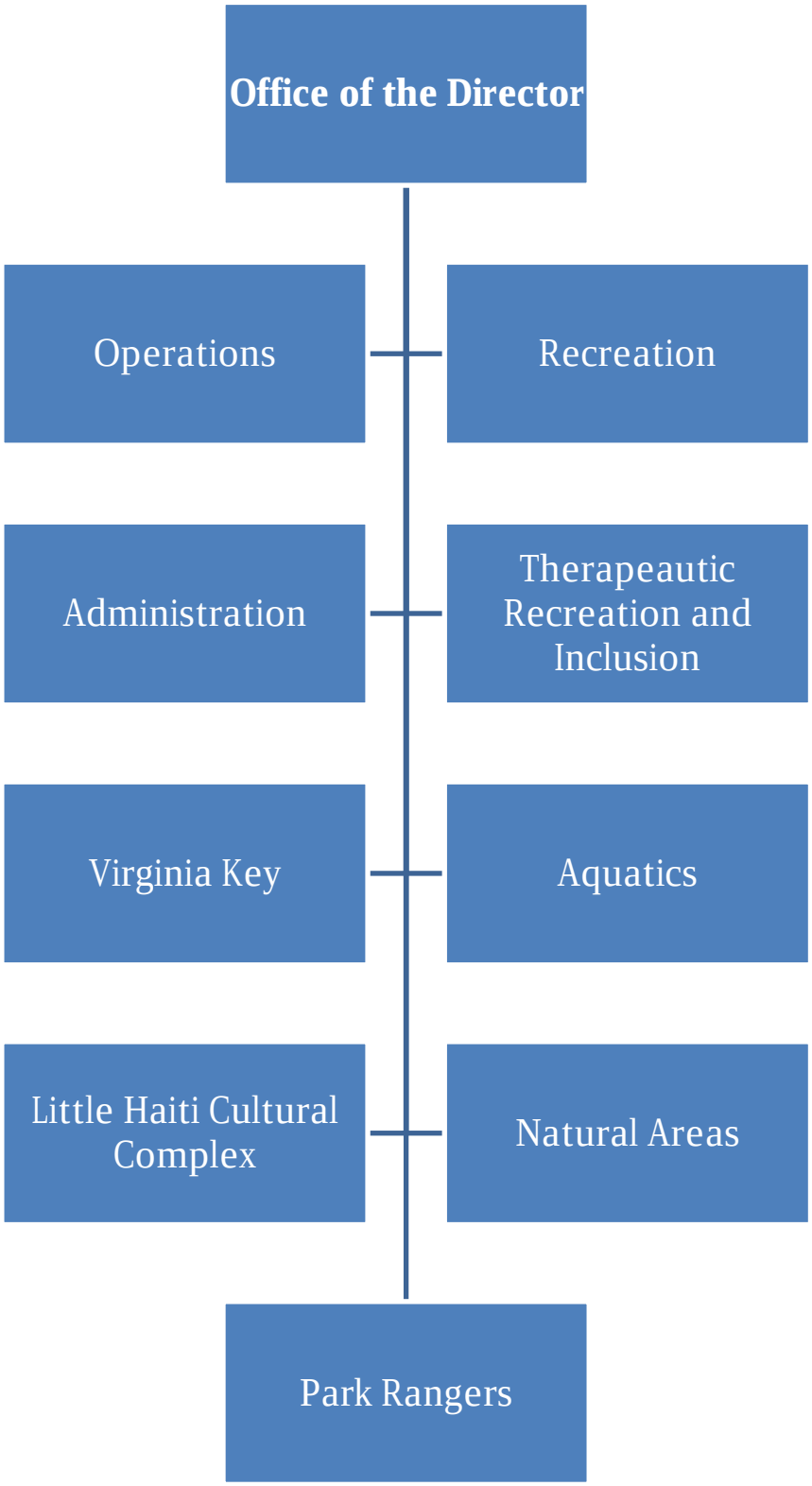
Description

The Parks and Recreation Department is nationally accredited by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). The Department delivers quality of life services to all ages through active senior programs, teen engagement programs, services for persons with disabilities, and youth-serving programs through seasonal camps, sports, learn-to-swim, and Science Technology Recreation Engineering Arts and Math (STREAM) programming. The Department continues to initiate health, wellness, and obesity prevention campaigns for City of Miami residents of all ages.

Contributing to the Administration's Priority of *Quality of Life*, the Department provides 147 parks totaling more than 1,400 acres, 12 swimming pool facilities, 43 community centers, four gymnasiums, the Sandra DeLucca Developmental Center, the Little Haiti Cultural Center and Caribbean Marketplace, the Ichimura Japanese Garden, the Grapeland Water Park, and the Melreese Golf Course. The Department also offers services at the Virginia Key mountain bike trails, walking trails, and beaches, as well as three natural areas designated as Natural Forest Communities that include a Visitor's Center at Simpson Hammock Park, the Virginia Key 32-acre hammock restoration and interpretive trail, and the hammock at Alice Wainwright Park. The Department offers recreation and leisure opportunities that appeal to all interests and abilities and encourage a connection with the outdoors as well as an active and healthy lifestyle.

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

Parks and Recreation



Parks and Recreation

Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department; oversees all divisions and their operations; manages the budget, program development, and Capital Improvements and repair and maintenance projects; and coordinates internal and external government communications and community outreach, legislation, code revisions, and contract management.	11	9
OPERATIONS Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire park system.	146	116
RECREATION Provides for the development, implementation, and supervision of recreation, cultural, and educational programs; supervises and staffs 43 park facilities; offers year-round senior, teen engagement programs; after-school, seasonal camp, and recreation programs for youth; and provides enhanced programs through partnerships.	68	65
ADMINISTRATION Provides administrative and support services to all divisions and sections; develops, implements, and manages the department's budget; performs payroll, personnel, procurement, and finance functions. Manages internal Parks IT functions and liaison with Risk Management on safety issues in parks. Processes permit applications for park-level and citywide events that utilize parks.	9	15
THERAPEAUTIC RECREATION AND INCLUSION Provides individuals with disabilities inclusive access to community-based educational, recreational, leisure and cultural activities including Special Events that enhance quality of life and inspire confidence. Advocates in local, state, and national forums for the rights of individuals with disabilities.	17	16
VIRGINIA KEY Manages the operation and maintenance activities of all waterfront areas on Virginia Key. Facilitates public access through tree trimming, brush removal, mowing and trash management to the mountain bike trail, Arthur Lamb Road, North Point Beach and Miami Rowing Center. Manages toll booth for parking fee collection.	13	14
AQUATICS Operates and programs 11 aquatic facilities, one water park, the Ocean Rescue section in Virginia Key Beach North Point Park, Miami Marine Stadium Flex Park, Miami Rowing Center and Basin Trail along with four splash parks and three fountains. Also, provides emergency services response and safety surveillance along with Learn to Swim, Water Aerobics, and Swim Teams programming.	13	13

Parks and Recreation

LITTLE HAITI CULTURAL COMPLEX Facilitates programs and special events that promote, showcase and support Afro-Caribbean culture in South Florida for all ages to participate.	6	7
NATURAL AREAS Provides natural resource management for environmental areas and the National Community Forests, Simpson Hammock Park, Alice Wainwright Park and Virginia Key Beach North Point Park. Public engagement to promote stewardship and adoption of conservation efforts.	5	6
PARK RANGERS Assists with community safety measures as Park Ambassadors. Operates Park Ranger Dispatch call center and serve as active liaisons with other city departments to ensure safety while providing operational accessibility of parks on a continuous basis (including all holidays); conducts security and safety patrols (vehicle and foot), promotes voluntary compliance by educating the public about park regulations to deter undesirable activity; assists with crowd and access control; and coordinates homeless outreach initiatives.	0	27
TOTAL FULL-TIME POSITIONS	**288**	**288**

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	31,783,846	32,224,469	32,920,300	34,257,000	35,868,000
Operating Expense	16,430,770	15,332,072	13,668,009	17,276,000	17,450,000
Capital Outlay	234,303	669,106	136,638	41,000	0
Non-Operating Expenses	209,465	217,803	194,099	863,000	938,000
Transfers - OUT	53,800	0	962,000	0	0
	48,712,184	**48,443,450**	**47,881,046**	**52,437,000**	**54,256,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	46,456,057	47,350,763	46,465,458	51,406,000	53,177,000
Parks & Recreation Services	890,328	496,712	271,720	1,031,000	879,000
Departmental Improvement Initiative	305,178	0	962,000	0	200,000
Emergency Funds	1,060,619	595,975	181,868	0	0
	48,712,184	**48,443,450**	**47,881,046**	**52,437,000**	**54,256,000**

Parks and Recreation

Department Strategies for FY 2021-22

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 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 develop the Caribbean Marketplace's role within the Little Haiti Community to provide entrepreneurial, quality of life, and recreation services.
Continue to 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.
Continue to develop newly acquired park properties in collaboration with the Office of Capital Improvements.
Enhance park security to ensure safety and enforcement throughout the park system for all park visitors, staff, and residents.

Accomplishments in FY 2020-21

Served more than 13,000 lap-swimming participants at our five year-round aquatic facilities.Served more than 110,000 beach goers at Virginia Key Beach North Point Park.Worked with Program Partner Agencies and opened after school programming in select park locations where with all COVID-19 safety requirements at reduced capacity where a total of 261 children participated.Started a 5-session series of events in each commission district called "Bike Rodeo" with Miami Police, PAL (Police Athletic League), and the University of Miami BikeSafe Program to bring children in the community together for a safe outdoor community bike ride activity that provides them with bike safety in a fun and engaging manner. Provided programming via Zoom during the COVID-19 Pandemic to individuals with disabilities its three main programs: Project Search Miami – 69 sessions to an average of six students a day; Life Skills Development: Adult Day Training – 114 sessions to an average of 13 participants twice a day; and VIP S.T.A2.R.S. Senior Fitness Program – 16 sessions to an average of three participants.
Completed over a million dollars of capital improvements such as two roof replacement projects, 16 roof repair projects, 13 concrete and asphalt walkway renovations and connectivity projects, eight fencing renovation and repair projects (including five ADA compliance projects), and three outdoor fitness zones. Held our first virtual community input meeting to showcase two different playground design options for Eaton Park where residents participated and voted for their preferred design. A second virtual community meeting to receive input for two different playground designs at Morningside Park is forthcoming.
Hosted a variety of virtual classes for active adults in fitness, nutrition, art, cooking, social engagement, and health and wellness with regular attendance of approximately ten participants per session. Parks also hosted approximately 20 classes per week that have brought opportunities for socialization and connections to all our registered active adult participants. Hosted four times a week monthly a variety of technology classes for active

adults in English and Spanish that are planned with different topics to help bridge the digital divide in different relevant areas of interest that promote the use of technology in meaningful ways.

Participated in translating and distributing information about the census in Haitian Creole through the Little Haiti Cultural Center (LHCC). Participated on the Census Complete Count Committee and spoke on Haitian radio stations. Produced four short children friendly videos about cooking and Haitian historical figures to keep students engaged at the LHCC and aired them on social media. Hosted virtual programming for a total of 250 people. The LHCC participated in Miami Art week by having an outdoor display of art that celebrated the 10th anniversary of "Global Caribbean", an annual exhibition produced by the Haitian Cultural Arts Alliance and the LHCC. More than 260 individuals came to see the exhibit and the event was covered by the news. The LHCC produced a virtual event to commemorate the 11th Anniversary of the earthquake in Haiti. Over 70,000 people viewed the presentation featuring local and international artists.

Partnered with Innovation and Technology Department (DoIT) to design a recreation software. Completed the Discovery Phase of the implementation with the Salesforce Team to establish requirements needed for the software and developed the core functions and foundation of the software platform. Created user stories to ensure that each required function is designed and tested before release. Currently finalizing the design phase of the platform's look and feel to ensure a seamless transition for the community users.

Continued the development of newly acquired park properties in collaboration with the Office of Capital Improvements. The following projects are currently in design phase: Fairlawn, Gold Star Family Memorial Mini Park, Silver Bluff Park, 3701/3699 SW 1st Avenue, Coral Way Expansion, and 2200 SW 9th Avenue Mini Park.

Worked with the elected official offices and local communities to organize and carry out over 105 Food Distributions events at Antonio Maceo Park, Charles Hadley Park, Domino Park, Dorsey Park, Esther Mae Armbrister Park, Gerry Curtis Park, Jose Marti Park, Little Haiti Soccer Park, Moore Park, and Theodore Gibson Park. Hosted more than 35 Gift Card Giveaways at Antonio Maceo Park, Charles Hadley Park, Elizabeth Virrick Park, Gerry Curtis Park, Jose Marti Park, Juan Pablo Duarte Park, Little Haiti Soccer Park, and West End Park.

Hosted COVID-19 testing and vaccination sites at several park locations in collaboration with the City of Miami Fire-Rescue Department. The testing locations were hosted at Charles Hadley Park and Gerry Curtis Park and the vaccination locations were hosted at Antonio Maceo Park, Charles Hadley Park, Jose Marti Park, Juan Pablo Duarte Park, Legion Memorial Park, the Little Haiti Cultural Center, Theodore Gibson Park, and West End Park.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Professional Services Line Item reflects the reduction of $27,000 (GF) to align the budget with the actual trend of expenditures.

The Other Contractual Services Line Item reflects the reduction of $107,000 (SR) primarily due to a reduction of expenditures from the Miami Marlins Contribution for Heart of our Parks contribution to the City.

The Communications and Related Services Line Item reflects the reduction of $74,000 (GF) to align the budget with the actual trend of expenditures.

The Repair and Maintenance Line Item reflects the reduction of $63,000 (GF) to align the budget with the actual trend of expenditures.

The Printing and Binding Line Item reflects the reduction of $4,000 (GF) to align the budget with the actual trend of expenditures.
The Advertising and Related Costs Line Item reflects the reduction of $21,000 (GF) to align the budget with the actual trend of expenditures.
The Other Current Charges and Obligations Line Item reflects the reduction of $32,200 (GF) to align the budget with the actual trend of expenditures.
The Public Safety Supplies Line Item reflects the reduction of $55,000 (GF) to align the budget with the actual trend of expenditures.
The Machinery and Equipment Line Item reflects a reduction of non-recurring operating expenditures funded in the previous fiscal year (GF $41,000).

The Budget includes the following additions:

The Other Salaries and Wages – Part Time Seasonal Line Item reflects an increase of $300,000 (GF) to restore temporary and part-time staff funding to the Grapeland Water Park.
The Travel and Per Diem Line item reflects an increase of $34,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Training Line item reflects an increase of $10,000 (GF) to restore the training allocation that was previously budgeted in the Non-Departmental Account.
Additional funding was added to the Other Contractual Services Line Item to restore funding for Afterschool and Youth Sports Transportation (GF $144,000), to restore funding for police services in City parks (GF $40,000), to restore funding for off duty security at Grapeland Water Park (GF $20,000), and to provide funding for Shoreline Cleanup (GF $65,000).
Additional funding was added to the Utilities Water Line Item to restore funding to the Grapeland Water Park (GF $26,000).
Additional funding was added to the Utilities Electricity Line Item to restore funding to the Grapeland Water Park (GF $25,000).
Additional funding was added to the Operating Supplies Line Item torestore funding to the Grapeland Water Park (GF $27,000).

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 5 percent) (GF $292,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $19,000).
The budget reflects Parks Impact Fee contributions to the following projects: the Park System Master Plan ($500,000), Citywide Park Equipment and Site Improvements ($600,000), Citywide Park Safety Enhancements ($500,000), the Kirk Munroe Tennis Court Reconstruction Project ($400,000), Simpson Park General Enhancements ($300,000), the Jose Marti Pool Sand Filtration System ($150,000), Plaza de Cubanidad Enhancements ($364,000), Robert King High Park General Enhancements ($300,000), Silver Bluff Park

Improvements and Enhancements ($200,000), Shoreline Stabilization at Legion Park ($196,000), the Charles Hadley Pool Sand Filtration System ($200,000), and Buena Vista Park Court Reconstruction ($300,000).

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.

The department is creating a new division called Park Rangers. The Park Rangers previously resided in the Operations Division but have been relocated to their own unit to enhance park security and ensure safety for park visitors, staff, and city residents. No additional funding is associated with this move.

Parks and Recreation

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Develop and maintain parks sites and facility assets				
Average Park System Sparkle Tour (Score 1 out 5)	3.1	1.3	3	3
City of Miami Resident Survey Q2.20: Positive Opinion of Recreation Centers (percent)	47		50	50
City of Miami Resident Survey Q2-18: Positive Opinion of City Parks (percent)	55		60	60
GOAL Increase participation in recreation programs				
Children enrolled in Summer Camp (number)	3,358	2,720	16,00	3,200
Children taught Learn-to-Swim (number)	5,182	867	2,000	5,200
Children enrolled in after school program (number)	2,229	2,133	1,050	2,100
Percent of Summer Campers qualified for fee reduction or waived fee program (percent)	72	0	85	85
Enrollment in programs for persons with special needs (number)	427	151	100	200
Increase Community Awareness (number)		220	100	100

Parks and Recreation

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Expand opportunities for leisure, recreation, and cultural exchange				
Park User Surveys and Customers Satisfaction Rating with Reservation (percent)	90		85	85
City of Miami Resident Survey Q4-3: Recreation Opportunity Availability (percent)	50		50	50
City of Miami Resident Survey Q2-19: Positive opinion of Recreation Programs (percent)	49		45	45

Source: ClearPoint Strategy Management Reporting Software

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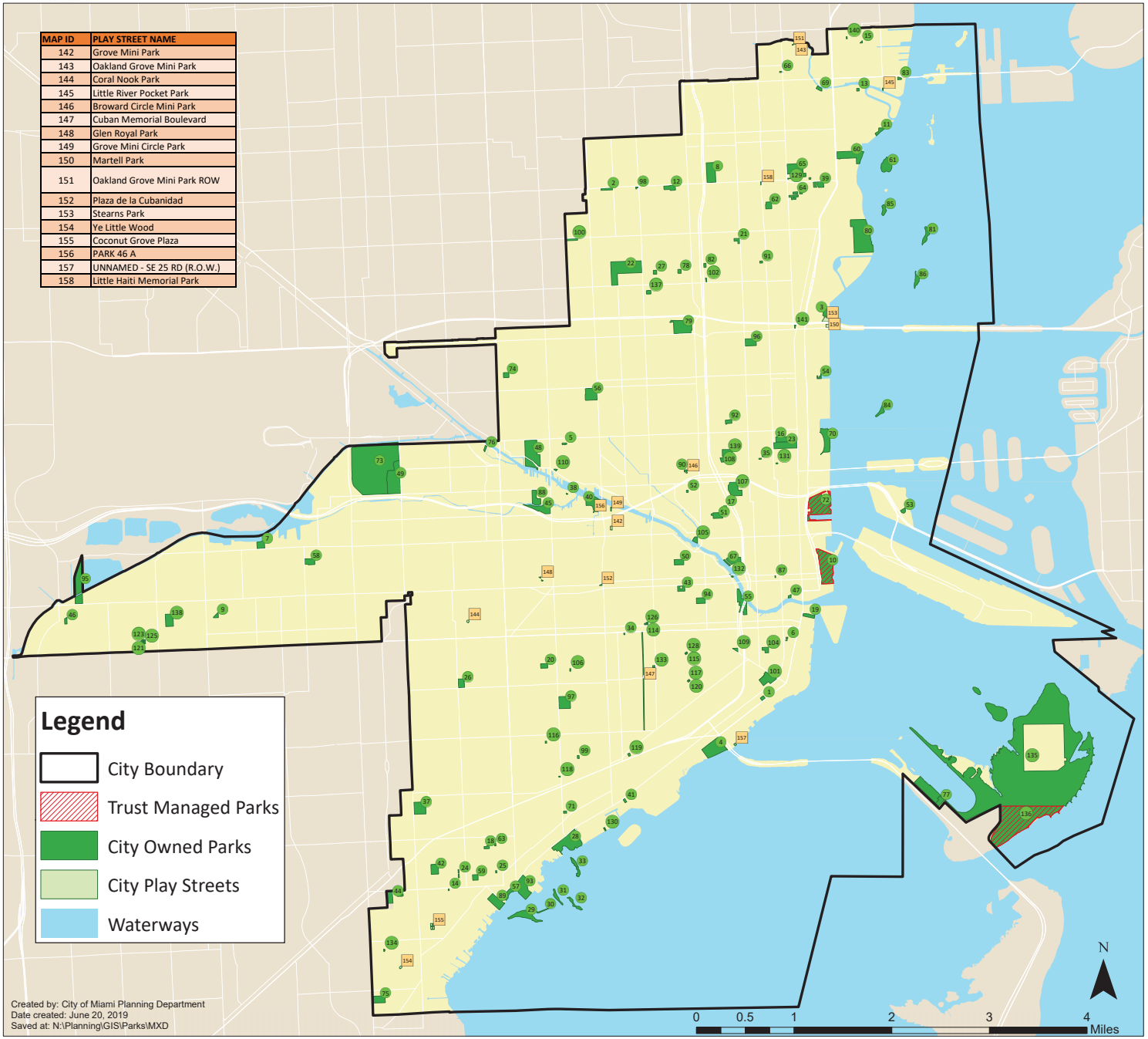
City of Miami Parks and Recreation

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

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Parks and Recreation Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	15,288,000	53,000	15,341,000	16,206,000	71,000	16,277,000
512010 - Attrition Savings - Salaries	(247,000)	0	(247,000)	(225,000)	0	(225,000)
513000 - Other Salaries and Wages	37,000	0	37,000	37,000	0	37,000
513010 - Other Salaries and Wages -Part Time Year Year Round	6,127,000	0	6,127,000	6,127,000	0	6,127,000
513020 - Other Salaries and Wages - Part Time Seasonal	1,042,000	0	1,042,000	1,342,000	0	1,342,000
514000 - Overtime	261,000	7,000	268,000	261,000	7,000	268,000
516000 - Fringe Benefits	31,000	0	31,000	33,000	1,000	34,000
521000 - Fica Taxes	1,180,000	4,000	1,184,000	1,243,000	6,000	1,249,000
522000 - Retirement Contributions	6,373,000	0	6,373,000	6,360,000	32,000	6,392,000
523000 - Life and Health Insurance	4,101,000	0	4,101,000	4,348,000	19,000	4,367,000
Personnel	**34,193,000**	**64,000**	**34,257,000**	**35,732,000**	**136,000**	**35,868,000**
Operating Expense						
524000 - Workers' Compensation	507,000	2,000	509,000	536,000	3,000	539,000
531000 - Professional Services	127,000	7,000	134,000	100,000	7,000	107,000
534000 - Other Contractual Services	4,138,000	221,000	4,359,000	4,407,000	114,000	4,521,000
540000 - Travel and Per Diem	0	14,000	14,000	34,000	21,000	55,000
540010 - Training	0	0	0	10,000	0	10,000
541000 - Communications & Related Services	174,000	0	174,000	100,000	0	100,000
541100 - Postage	4,000	0	4,000	4,000	0	4,000
543000 - Utility Services	26,000	0	26,000	26,000	0	26,000
543010 - Utilities Water	1,389,000	0	1,389,000	1,415,000	0	1,415,000
543020 - Utilities Electricity	1,625,000	0	1,625,000	1,650,000	0	1,650,000
544000 - Rentals and Leases	58,000	0	58,000	58,000	0	58,000
545011 - Insurance - Vehicle Liability	50,000	0	50,000	45,000	0	45,000
545012 - Insurance - Property & Casualty	2,599,000	0	2,599,000	2,911,000	0	2,911,000
545013 - Insurance - General Liability	299,000	0	299,000	206,000	0	206,000
546000 - Repair and Maintenance Services	1,540,000	83,000	1,623,000	1,477,000	83,000	1,560,000
546001 - IT-Repair and Maintenance Services	883,000	0	883,000	799,000	0	799,000
547000 - Printing and Binding	6,000	0	6,000	2,000	0	2,000
548100 - Advertising and Related Costs	31,000	0	31,000	10,000	0	10,000
549000 - Other Current Charges and Obligations	102,200	0	102,200	70,000	0	70,000
551000 - Office Supplies	83,200	0	83,200	83,000	0	83,000
552000 - Operating Supplies	2,647,400	0	2,647,400	2,674,000	0	2,674,000

Parks and Recreation Department

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
552100 - Public Safety Supplies	105,000	0	105,000	50,000	0	50,000
552200 - Clothing/Uniform Supplies	243,200	0	243,200	243,000	0	243,000
552300 - Landscaping Related Supplies	275,000	0	275,000	275,000	0	275,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	37,000	0	37,000	37,000	0	37,000
Operating Expense	**16,949,000**	**327,000**	**17,276,000**	**17,222,000**	**228,000**	**17,450,000**
Capital Outlay						
664000 - Machinery and Equipment	41,000	0	41,000	0	0	0
Capital Outlay	**41,000**	**0**	**41,000**	**0**	**0**	**0**
Non-Operating Expense						
882000 - Aids to Private Organizations	223,000	0	223,000	223,000	0	223,000
896000 - Budget Reserve	0	640,000	640,000	0	715,000	715,000
Non-Operating Expenses	**223,000**	**640,000**	**863,000**	**223,000**	**715,000**	**938,000**
Total Expense	**51,406,000**	**1,031,000**	**52,437,000**	**53,177,000**	**1,079,000**	**54,256,000**

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Real Estate and Asset Management

Department Head: Suzanne Hollander Phone: (305) 416-1458
www.miamigov.com/Government/Departments-Organizations/Real-Estate-Asset-Management-DREAM

Mission Statement:

To preserve, protect, and enhance the quality of life for Miami residents and visitors by ensuring the optimal use of all City-owned properties and assets. The Department of Real Estate and Asset Management's focus is to set a high standard in governmental asset management by applying sound real estate principles and property management expertise to optimize returns for all stakeholders.

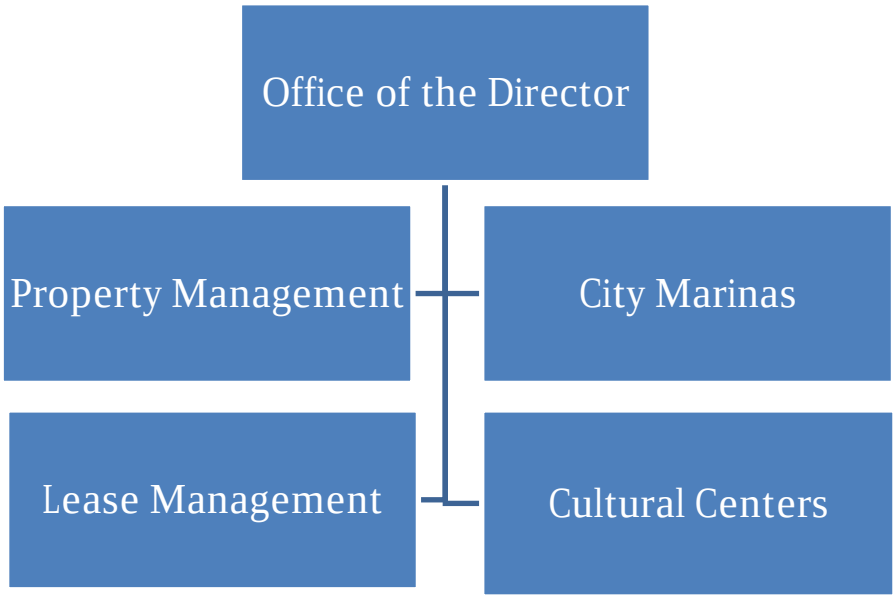
Description

The Department of Real Estate and Asset Management (DREAM) manages and provides facilities for stakeholders use in sporting, recreational, cultural, and entertainment events. The Department oversees the City's three municipal marinas, the James K. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, Marlin's Stadium Garges, the Olympia Theater and Tower, and other City-owned property.

Contributing to the Administration's Priority of *Quality of Life*, the Department serves as the asset manager for the City's real estate including the leasing, acquisition, and disposition of the City's real estate portfolio. To do so, the Department categorizes City-owned properties according to highest and best use, determines whether to use for City operations, to lease to third parties, or to dispose of those properties. The Department also identifies and acquires properties according to the City's needs. In addition to proposing, negotiating, and monitoring complex real estate transactions, the Department manages 96 leases throughout the City. The Department maintains an inventory of the City's properties, consisting of approximately 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 three municipal marinas and two mooring fields: MiamiMarina, Marine Stadium Marina, Watson Island Mooring Field, and Dinner Key Mooring Field, and the Dinner Key Marina, the City's flagship marina which has the distinction of being the largest wet slip marina on the East Coast with 582 berths.

Stakeholders are City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Directs all the administrative and operational functions of the Department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City-owned property; maximizes revenue potential and the use of City-owned assets; oversees the operation of all City-owned Marinas, convention centers, stadiums, and theaters.	4	4
PROPERTY MANAGEMENT Negotiates agreements, researches properties, maintains the property inventory, performs requests for proposals, obtains surveys and appraisals, negotiates development agreements and purchase and sales agreements, monitors property, monitors development projects, and monitors property tax compliance in accordance with lease terms.	3	3
CITY MARINAS Oversees the day-to-day operation and maintenance of the three City marinas; manages monthly dockage billings; collects and processes dockage fees; plans and implements facility capital repairs and improvements.	31	31
LEASE MANAGEMENT Prepares, negotiates, and manages compliance with leases and other agreements; monitors monthly rents and fee collection of all leases and other agreements; performs request for proposals; conducts yearly leased property inspections; issues permits for use of City-owned properties.	5	5
CULTURAL CENTERS Manages, operates, and maintains four multi-story buildings; books events; prepares, negotiates, and manages theater rental agreements; leases available office space; collects and process theater rental fees.	7	7
TOTAL FULL-TIME POSITIONS	**50**	**50**

Real Estate and Asset Management

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	4,960,301	5,228,515	5,523,026	5,181,000	5,418,000
Operating Expense	12,156,364	10,645,384	9,929,102	12,223,000	14,318,000
Capital Outlay	26,628	2,182,712	7,063,314	0	0
Non-Operating Expenses	0	0	0	6,317,000	6,857,000
Transfers - OUT	3,399,021	627,000	5,301,000	4,781,000	0
	20,542,313	**18,683,612**	**27,816,442**	**28,502,000**	**26,593,000**

Department Fund / Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	11,716,751	13,109,703	13,241,006	13,617,000	15,956,000
Department of Real Estate and Asset Management Services	1,119,000	0	0	0	0
Sports Facilities and Activities	0	73,049	471,000	13,000	13,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,777,000	1,860,000
Miami Ballpark Parking Facilities	4,349,550	2,703,453	7,049,188	13,095,000	8,764,000
Departmental Improvement Initiative	2,416,300	627,000	0	0	0
Emergency Funds	940,712	2,170,407	7,055,248	0	0
	20,542,313	**18,683,612**	**27,816,442**	**28,502,000**	**26,593,000**

Department Strategies for FY 2021-22

Verify compliance of tenants lease obligations and collections of rents from all tenants, licensees, and marina customers to ensure that all revenues are properly collected.

Work closely with the Office of the City Attorney, Procurement, Risk, and other City Departments to verify that new and existing responsibilities are in compliance with State and Local laws, rules and codes.

Continue to develop and manage plans for the renovation and repair ofCity of Miami properties that are managed by DREAM.

Continue to execute lease agreements of City-owned properties to maximize their revenue potential.

Continue to acquire park land to the extent that funding is available throughout the City to benefit residents within underserved areas.

Continue to develop new projects using City-owned property to enhance the current asset portfolio through conveyances, disposition, and land exchanges.

Enter into lease agreements for the remaining spaces at the Marlin's Park Garages.

Real Estate and Asset Management

Accomplishments in FY 2020-21

Started the implementation of marina management software to better track revenues and expenditures and produce more accurate financial reports. This implementation is projected to be completed in the fourth quarter of FY 2021-22.
Completed a series of repairs and improvements to the Manuel Artime Theater andOffice building that included: dressing room renovations, new loading dock, the addition of a lobby concession area,interior painting, exterior lighting, windows, and exterior patching and painting.
Entered into a lease agreement with Rivercow, LLC to improve and rent the Little River Commerce Park which was formally a condemned property.
Oversaw the Invitation to Bid for new contractors for the Virginia Key boat launch and trailer parking lot and Watson Island Mooring Field projects.
Worked with the Finance Department on the implementation of new lease accounting standards.
Executed an amendment to the agreement with Bayside Marketplace, LLC, that added revenues from Ferris Wheel at Bayside and a lease agreement with Opera Atelier, Inc. for the use of office space at the Manuel Artime Center.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Rental and Leases Line item reflects the reduction of $9,000 (GF) due to savings derived from replacing the current forklift lease contract at Marine Stadium Marina.
The Interfund Transfer Line item reflects a reduction as there will be no transfers out to Capital and payments to debt from Marlins Stadium due to reduced revenues caused by the COVID-19 Pandemic (SR $4.781 million).

The Budget includes the following additions:

The Other Salaries and Wages Line item reflects the addition of two temporary Maintenance Mechanic positions at the Olympia Theater and Tower due to transfer of facility maintenance to the City of Miami (GF $64,000).
The Other Contractual Services Line item reflects increases of $1.734 million (GF) mainly due to the addition of security for City marinas, management cost for the Olympia Theater and Tower, and the James L. Knight Center.
The Operating Supplies Line item reflects an increase of $45,000 (GF) mainly due to the alignment of the budget with the actual trend of expenditures at Dinner Key Marina.
The Saleable Fuel Line item reflects an increase of $30,000 (GF) due to projected increase in boat fuel sales at Marine Stadium Marina.
The Subscriptions, Membership, Licenses, Permits and Others Line item reflects an increase of $9,000 (GF) mainly due to the purchase of Pacsoft Marina Management software license for Dinner Key Marina.

Real Estate and Asset Management

The Budget includes the following additional considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF $50,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $32,000).

The Budget reflects General Fund contribution to Capital for Olympia Theater and Tower fire safety improvements ($2.050 million); Knight Center vessel dockage ($1.250 million); and various property upgrades and repairs ($850,000).

The Budget reflects General Fund contribution to Capital from ten percent of marina revenues for the Dinner Key Marina Fuel Dock Phase II project ($600,000); and repairs of pilings and pier project ($35,000).

The Budget reflects General Fund contribution to Capital from the Miamarina ticket surcharge ($301,000).

Real Estate and Asset Management

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan
2. Resilience	2.3.3 Accelerate investment in features along waterfront City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Promote and implement strong internal controls for the Department and its divisions				
Net Operating Income (dollar)	$ 19,866,058.60	$ 10,028,749.72	$5,900,000	$18,000,000
Total Leasing Revenues (dollar)	$ 18,285,412.00	$ 12,692,855.83	$7,000,000	$16,000,000
Lease/License collections rate (percent)	84	0		98
Dockage receivables collection rate (percent)	97	95	94	95
GOAL Evaluate and optimize current business processes within all Departmental sections				
Dockage occupancy rate (percent)	55	55	57	85
GOAL Explore opportunities and strategies that can expand and/or improve services at City-owned facilities				
Utilization of Manuel Artime Theatre based on available time slots for rental (percent)	57	25	15	65
Events per year at the Manuel Artime Theatre (number)	157	81	30	155
GOAL 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)	73	0	80	80
Leased retail space occupied at the Marlins Parks Garages (percent)				80

Real Estate and Asset Management

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Plan and recommend a balanced capital improvement plan for City-owned properties, to the extent funded				
Capital Improvement and Repair Grants Awarded (number)	1	3	0	2
Site inspections performed (number)				90
GOAL Collaborate to install a tailored customer service programs for each Departmental section				
Customer Satisfaction Rating Marinas (rating out of 5)	3.2	3.1	4	4
Customer Satisfaction Rating Cultural Arts and Convention Centers (rating out of 5)	5	5	4	4

Locations of City-Owned Properties

City-Owned Property
City Boundary
Waterways

Comission Districts

1
2
3
4
5

NE 79TH ST
NW 71ST ST
NW 62ND ST
NW 54TH ST
NW 46TH ST
SR 112
NW 36TH ST
NW 28TH ST
NW 20TH ST
SR 836 EXPY
NW 7TH ST
W FLAGLER ST
SW 5TH TER
SW 8TH ST
SW 1ST ST
I 195
PORT BLVD
BIRD AVE
Biscayne Bay

NW 17TH AVE
NW 27TH AVE
NW 42ND AVE
NW 37TH AVE
NW 12TH AVE
NW 7TH AVE
NW 2ND AVE
N MIAMI AVE
NE 2ND AVE
BISCAYNE BLVD
SW 32ND AVE
SW 22ND AVE
SW 17TH AVE
SW 3RD AVE
S MIAMI AVE
S DIXIE HWY
S BAYSHORE DR
SW 37TH AVE
I 95 EXPY

1
2
3
4
5

N

0 0.75 1.5 3 Miles

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Real Estate and Asset Management

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,926,000	0	2,926,000	3,188,000	0	3,188,000
512010 - Attrition Savings - Salaries	(45,000)	0	(45,000)	(28,000)	0	(28,000)
513000 - Other Salaries and Wages	0	0	0	64,000	0	64,000
514000 - Overtime	71,000	0	71,000	71,000	0	71,000
516000 - Fringe Benefits	19,000	0	19,000	17,000	0	17,000
521000 - Fica Taxes	222,000	0	222,000	253,000	0	253,000
522000 - Retirement Contributions	1,207,000	0	1,207,000	1,122,000	0	1,122,000
523000 - Life and Health Insurance	781,000	0	781,000	731,000	0	731,000
Personnel	**5,181,000**	**0**	**5,181,000**	**5,418,000**	**0**	**5,418,000**
Operating Expense						
524000 - Workers' Compensation	61,000	0	61,000	60,000	0	60,000
531000 - Professional Services	106,000	88,000	194,000	107,000	88,000	195,000
533000 - Court Services	2,000	0	2,000	2,000	0	2,000
534000 - Other Contractual Services	4,498,000	3,657,000	8,155,000	6,232,000	3,647,000	9,879,000
541000 - Communications & Related Services	15,000	0	15,000	15,000	0	15,000
541100 - Postage	5,000	0	5,000	5,000	0	5,000
543010 - Utilities Water	239,000	0	239,000	239,000	0	239,000
543020 - Utilities Electricity	321,000	0	321,000	321,000	0	321,000
544000 - Rentals and Leases	223,000	0	223,000	214,000	0	214,000
545012 - Insurance - Property & Casualty	2,348,000	0	2,348,000	2,644,000	0	2,644,000
545013 - Insurance - General Liability	42,000	0	42,000	29,000	0	29,000
546000 - Repair and Maintenance Services	177,000	0	177,000	191,000	0	191,000
546001 - IT-Repair and Maintenance Services	144,000	0	144,000	139,000	0	139,000
546002 - Vending - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
548100 - Advertising and Related Costs	1,000	0	1,000	1,000	0	1,000
549000 - Other Current Charges and Obligations	0	42,000	42,000	0	45,000	45,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	117,000	0	117,000	162,000	0	162,000
552011 - Saleable Fuel	70,000	0	70,000	100,000	0	100,000
552200 - Clothing/Uniform Supplies	12,000	0	12,000	13,000	0	13,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	44,000	0	44,000	53,000	0	53,000
Operating Expense	**8,436,000**	**3,787,000**	**12,223,000**	**10,538,000**	**3,780,000**	**14,318,000**

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Real Estate and Asset Management

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	6,317,000	6,317,000	0	6,857,000	6,857,000
Non-Operating Expenses	**0**	**6,317,000**	**6,317,000**	**0**	**6,857,000**	**6,857,000**
Transfers-OUT						
891000 - Interfund Transfers	0	4,781,000	4,781,000	0	0	0
Transfers - OUT	**0**	**4,781,000**	**4,781,000**	**0**	**0**	**0**
Total Expense	**13,617,000**	**14,885,000**	**28,502,000**	**15,956,000**	**10,637,000**	**26,593,000**

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Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT Phone: (305) 416-1381
www.miamigov.com/Government/Departments-Organizations/Risk-Management

Mission Statement

To effectively manage the City's exposure to losses by applying efficient loss control strategies and well-being initiatives with integrity, accountability, commitment, and teamwork.

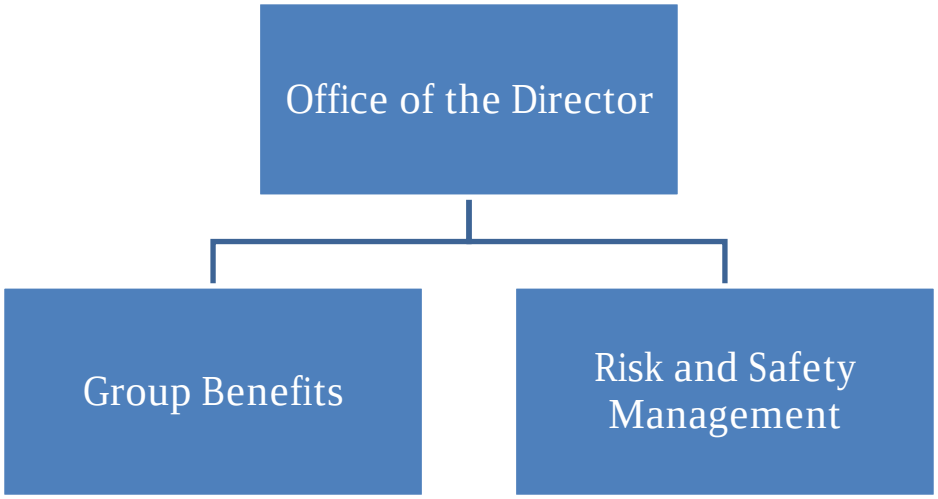
Description

The Department of Risk Management is an internal service provider that works closely with all departments within the City in an effort to protect the City's human, financial, and physical assets.

Contributing to the City's Strategic Priority of *Quality of Life*, Risk Management Department is primarily responsible for ensuring all City assets are adequately insured, oversees first and third party claims management, implements comprehensive programs targeted at reducing accidents, and complying with State and Federal occupational health and safety laws. The Department is also responsible for managing voluntary and involuntary group benefits products with an overall focus on the well-being of employees and their families.

The Department of Risk Management works closely with all operating departments and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2020-21	FY 2021-22
OFFICE OF THE DIRECTOR Recommends and implements effective enterprise risk management procedures and practices; implements a systematic process for continuously identifying, analyzing, and managing actual and potential losses; establishes a collaborative relationship with all of the City's departments to minimize adverse financial losses and to promote a safe environment.	3	3
GROUP BENEFITS Manages and coordinates all functions related to the provision and administration of the City's self-insured and fully-insured group benefits programs; provides technical support; orients, educates, and assists employees with enrollment of benefits; processes claims; notifies and assists former employees in regard to their qualification for continued benefits under the Consolidated Omnibus Budget Reconciliation Act (COBRA); coordinates the management of unemployment benefits for qualified former employees; reconciles monthly billing invoices associated with group benefit-related payments.	4	4
RISK AND SAFETY MANAGEMENT Manages and coordinates all functions related to risk, claims, and safety management; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured, commercially-insured programs, and contractual risk transfers; completes and processes the required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process; implements safety management; assists with ensuring that the City is compliant and responsive to federal requirements involving the Americans with Disabilities Act (ADA), the Health Insurance Portability and Accountability Act (HIPAA), and the Affordable Care Act (ACA).	17	17
TOTAL FULL-TIME POSITIONS	**24**	**24**

Risk Management

Department Expenditure Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	2,320,626	2,487,821	2,753,342	2,750,000	3,180,000
Operating Expense	604,652	557,138	611,822	520,000	593,000
Capital Outlay	1,699	1,464	6,260	0	0
	2,926,977	**3,046,423**	**3,371,424**	**3,270,000**	**3,773,000**

Department / Fund Relationship

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Fund	2,926,977	3,046,423	3,283,268	3,270,000	3,773,000
Emergency Funds	0	0	88,156	0	0
	2,926,977	**3,046,423**	**3,371,424**	**3,270,000**	**3,773,000**

Department Strategies for FY 2021-22

Conduct an assessment of the MRC workspaces to ensure CDC compliance of COVID-19 protocol.
Obtain an average of 14 days for average loss work-days on workers compensation claims.
Obtain motor vehicle incident rate of 12 percent.

Accomplishments in FY 2020-21

Obtained 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.
Maintained an average of less than 16 days for average lost workdays for worker's compensation claims.
Achieved a motor vehicle incident rate below 15 percent.
Implemented the buildout of the Onsite Healthcare Clinic for city employees and family members that are covered under the healthcare insurance. The on-site clinic includes treating employees for illnesses and minor accidents and performing lab and blood tests and pre-employment exams at no cost to patients.

Budget Highlights for FY 2021-22

The Budget includes the following reductions:

The Postage Line item reflects a reduction of $2,000 (GF) to align the budget with the actual trend of expenditures.

The Office Supplies Line item reflects a reduction of $2,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

The Professional Services Line item reflects an increase of $55,000 (GF) for Insurance Brokerage and Property Appraisals services.
The Training and Per Diem Line item reflects an increase of $10,000 (GF) to restore the travel allocation that was previously budgeted in the Non-Departmental Account.
The Subscriptions, Memberships, Licenses, Permits and Others Line item reflects an increase of $5,000 (GF) to cover the cost of maintaining licenses for Claims Adjustors, as required by the State of Florida.

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 General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally five percent)(GF $16,000); and an average of five percent salary increase for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $19,000).

Risk Manangement

Strategic Alignment and Performance Measures

Priority Areas	Objectives
1. Quality of Life	1.1.2. Strengthen trust through excellent customer service City of Miami Strategic Plan

Measures	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Projections	FY 2021-22 Targets
GOAL Improve employee wellness and work-life quality				
Workers Compensation and Automobile claims closure rate (number)	117	271	125	125
Average lost workdays for new workers compensation claim (days)	8	8	12	16
Percentage of employees participating in well-being program (percent)	7	6	4	10
Motor Vehicle Incident Rate (percent)	1	1	3	11
High priority corrective action taken within 60 days (percent)	73	69	35	50

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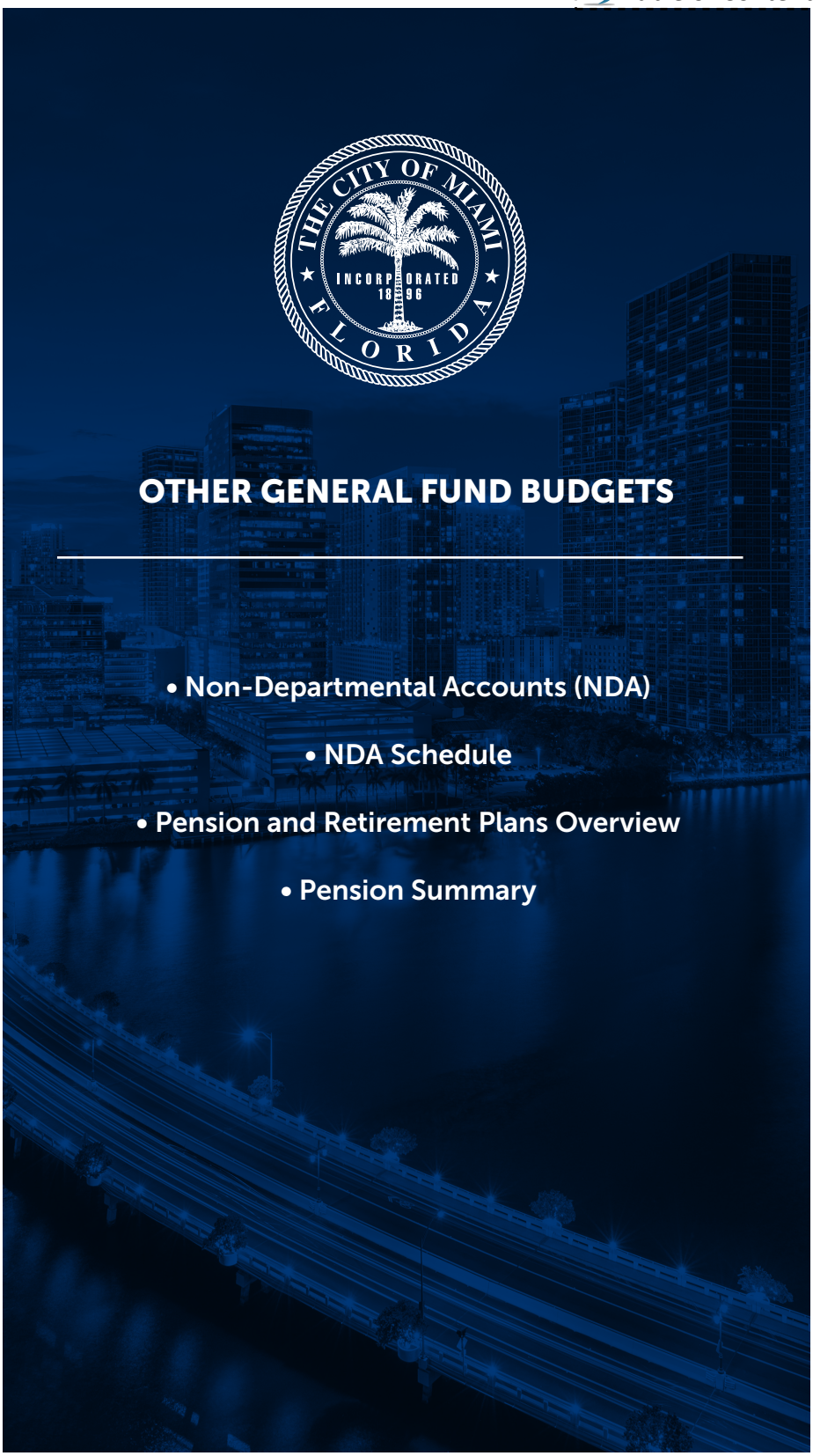
Risk Management

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,916,000	0	1,916,000	1,973,000	0	1,973,000
512010 - Attrition Savings - Salaries	(290,000)	0	(290,000)	0	0	0
516000 - Fringe Benefits	14,000	0	14,000	14,000	0	14,000
521000 - Fica Taxes	147,000	0	147,000	149,000	0	149,000
522000 - Retirement Contributions	608,000	0	608,000	679,000	0	679,000
523000 - Life and Health Insurance	355,000	0	355,000	365,000	0	365,000
Personnel	**2,750,000**	**0**	**2,750,000**	**3,180,000**	**0**	**3,180,000**
Operating Expense						
524000 - Workers' Compensation	35,000	0	35,000	35,000	0	35,000
525000 - Unemployment Compensation	80,000	0	80,000	70,000	0	70,000
531000 - Professional Services	312,000	0	312,000	367,000	0	367,000
540010 - Training	0	0	0	10,000	0	10,000
541100 - Postage	8,000	0	8,000	6,000	0	6,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	8,000	0	8,000	8,000	0	8,000
546001 - IT-Repair and Maintenance Services	52,000	0	52,000	68,000	0	68,000
548100 - Advertising and Related Costs	0	0	0	1,000	0	1,000
551000 - Office Supplies	15,000	0	15,000	13,000	0	13,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	8,000	0	8,000	13,000	0	13,000
Operating Expense	**520,000**	**0**	**520,000**	**593,000**	**0**	**593,000**
Total Expense	**3,270,000**	**0**	**3,270,000**	**3,773,000**	**0**	**3,773,000**



OTHER GENERAL FUND BUDGETS

- Non-Departmental Accounts (NDA)
- NDA Schedule
- Pension and Retirement Plans Overview
- Pension Summary

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Non-Departmental Accounts

Description

The Non-Departmental Accounts (NDA) provides the fiscal resources necessary for governmental operations that are considered multi-departmental or otherwise do not fit into an individual department. Expenditures in this account include items such as contingency reserves, outside legal services, and lobbying services.

Budget Highlights for FY 2021-22

The Budget includes the following reduction:

The Training and Per Diem Line item reflects a reduction of $250,000 (GF) due to the travel allocation which was restored to departments.

Department Summary

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel	7,980,243	8,222,297	7,174,137	10,189,000	12,837,000
Operating Expense	17,849,839	36,823,727	12,519,275	7,711,000	12,175,000
Non-Operating Expenses	7,706,821	3,691,592	12,600,652	40,526,000	20,436,000
Transfers - OUT	84,379,000	64,871,000	70,719,379	42,664,000	64,904,000
	117,915,904	**113,608,616**	**103,013,444**	**101,090,000**	**110,352,000**

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Non-Departmental

	FY 2020-21 Adopted General Fund	FY 2020-21 Adopted Sp. Rev. Fund	Total	FY 2021-22 Proposed General Fund	FY 2021-22 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	472,000	0	472,000	257,000	0	257,000
515000 - Special Pay	9,163,000	0	9,163,000	11,600,000	0	11,600,000
521000 - Fica Taxes	0	0	0	20,000	0	20,000
522000 - Retirement Contributions	554,000	0	554,000	883,000	0	883,000
523000 - Life and Health Insurance	0	0	0	77,000	0	77,000
Personnel	**10,189,000**	**0**	**10,189,000**	**12,837,000**	**0**	**12,837,000**
Operating Expense						
524000 - Workers' Compensation	0	0	0	13,000	0	13,000
531000 - Professional Services	1,273,000	0	1,273,000	1,223,000	0	1,223,000
531010 - Professional Services-Legal Services	5,855,000	0	5,855,000	3,399,000	0	3,399,000
534000 - Other Contractual Services	(3,000)	0	(3,000)	0	0	0
540000 - Travel and Per Diem	250,000	0	250,000	0	0	0
544000 - Rentals and Leases	109,000	0	109,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	0	0	0	11,000	0	11,000
548000 - Promotional Activities	0	150,000	150,000	0	680,000	680,000
549000 - Other Current Charges and Obligations	15,000	0	15,000	6,723,000	0	6,723,000
551000 - Office Supplies	0	0	0	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	62,000	0	62,000	121,000	0	121,000
Operating Expense	**7,561,000**	**150,000**	**7,711,000**	**11,495,000**	**680,000**	**12,175,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	1,773,000	0	1,773,000	1,673,000	0	1,673,000
882000 - Aids to Private Organizations	1,090,000	0	1,090,000	1,050,000	0	1,050,000
896000 - Budget Reserve	31,571,000	40,000	31,611,000	12,513,000	0	12,513,000
897000 - Contingency Reserve	5,388,000	0	5,388,000	5,000,000	0	5,000,000
899000 - Other Uses	664,000	0	664,000	200,000	0	200,000
Non-Operating Expenses	**40,486,000**	**40,000**	**40,526,000**	**20,436,000**	**0**	**20,436,000**
Transfers-OUT						
891000 - Interfund Transfers	40,934,000	0	40,934,000	61,603,000	0	61,603,000
891200 - Transfer Out-Cost Allocation	730,000	0	730,000	889,000	0	889,000
891100 - Intrafund Transfers	0	1,000,000	1,000,000	2,100,000	312,000	2,412,000
Transfers - OUT	**41,664,000**	**1,000,000**	**42,664,000**	**64,592,000**	**312,000**	**64,904,000**
Total Expense	**99,900,000**	**1,190,000**	**101,090,000**	**109,360,000**	**992,000**	**110,352,000**

NDA Schedule

Program	Object Type	Account Description	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Difference	Description
Fee for Special Event and Temporary Event Permits	Other Revenues (Inflows)	469000 Misc-Other Miscellaneous Revenues	0	35,000	+35,000	Fees for Special Event and Temporary Event Permit collected by the Office of Film and Entertainment
Settlement Revenues	Other Revenues (Inflows)	469300 Misc-Settlements	0	73,000	+73,000	Settlement fees from the Consul-Tech Transportation Case No. 17-029978 CA 11
Regular Salaries and Wages-5612000 Account	Personnel	512000 Regular Salaries and Wages	472,000	257,000	-215,000	Regular Salaries and Wages for the Office of Film and Entertainment
Employee One-Time Payouts	Personnel	515000 Special Pay	9,163,000	11,600,000	+2,437,000	Reserve for centralization of separation and other one-time salary payments
Office of Film and Entertainment-521000 Account	Personnel	521000 FICA	0	20,000		FICA cost for the Office of Film and Entertainment
Office of Film and Entertainment-522000 Account	Personnel	522000 Retirement Contributions	0	109,000	+109,000	Retirement Contribution cost allocation for the Office of Film and Entertainment
Elected Officers' Retirement Trust	Personnel	522000 Retirement Contributions	554,000	774,000	+220,000	Elected Officers' Retirement Trust Payment
Office of Film and Entertainment-523000 Account	Personnel	523000 Health and Life Insurance	0	77,000	+77,000	Health and Life Insurance cost allocation for the Office of Film and Entertainment
Office of Film and Entertainment-524000 Account	Operating Expense	524000 Workers Compensation	0	13,000	+13,000	Workers' Compensation cost allocation for the Office of Film and Entertainment
Legislative Support	Operating Expense	531000 Professional Services	500,000	500,000	+0	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	Operating Expense	531000 Professional Services	700,000	700,000	+0	Fee for the administration of the Parking Surcharge Program
Impact Fee Study	Operating Expense	531000 Professional Services	50,000	0	-50,000	Study Impact Fee Rates (Funded only in FY 2020-21)
Miami Dade Transportation Planning Organization (TPO)	Operating Expense	531000 Professional Services	23,000	23,000	+0	Participation Fee due each January for non-County governmental agencies with voting membership on the TPO Governing Board
Legal Services: Citywide	Operating Expense	531010 Professional Services Legal	2,200,000	2,200,000	+0	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: Flagstone	Operating Expense	531010 Professional Services Legal	2,500,000	0	-2,500,000	Payment of the Flagstone Settlement (Final payment in FY 2020-21)

NDA Schedule

Program	Object Type	Account Description	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Difference	Description
Legal Services: 346 NW 29th Street LLC	Operating Expense	531010 Professional Services Legal	854,000	898,000	+44,000	Payment for the 346 NW 29th St LLC Settlement
State Attorneys Office	Operating Expense	531010 Professional Services Legal	181,000	181,000	+0	MOU between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of cold case investigations
Redistricting	Operating Expense	531010 Professional Services Legal	120,000	120,000	+0	Hiring a Law Firm to Handle redistricting
GESE Excess Benefits	Operating Expense	534000 Other Contractual	-3,000	0	+3,000	GESE Excess Benefit Saving
Travel and Training	Operating Expense	540000 Travel and Per Diem	250,000	0	-250,000	Citywide Travel and Training
Rental of Portable Restrooms	Operating Expense	544000 Rentals and Leases	109,000	0	-109,000	Rental of Portable Restrooms (Funded only in FY 2020-21)
Film and Entertainment 544000 Account	Operating Expense	544000 Rentals and Leases	0	1,000	+1,000	Rental and Leases for the Office of Film and Entertainment
Elections	Operating Expense	549000 Other Current Charges and Obligation	15,000	1,306,000	+1,291,000	Estimated elections expenses (as provided by the City Clerk)
Police Settlement	Operating Expense	549000 Other Current Charges and Obligation	0	2,917,000	+2,917,000	FOP Settlement Payments
Fire Settlement	Operating Expense	549000 Other Current Charges and Obligation	0	2,500,000	+2,500,000	IAFF Settlement Payments
Film and Entertainment 551000 Account	Operating Expense	551000 Office Supplies	0	4,000	+4,000	Office Supplies for the Office Film and Entertainment
Film and Entertainment 554000 Account	Operating Expense	554000 Subscription, Membership, License	0	3,000	+3,000	Subscription for the Office Film and Entertainment
Miami-Dade County League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	0	55,000	+55,000	Citywide Subscriptions and Memberships
National League of Cities annual membership fee	Operating Expense	554000 Subscription, Membership, License	19,000	20,000	+1,000	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	Operating Expense	554000 Subscription, Membership, License	3,000	3,000	+0	Citywide Subscriptions and Memberships

NDA Schedule

Program	Object Type	Account Description	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Difference	Description
Annual subscription for legislative research	Operating Expense	554000 Subscription, Membership, License	2,000	0	-2,000	Citywide Subscriptions and Memberships
International Hispanic Network annual membership fee	Operating Expense	554000 Subscription, Membership, License	2,000	0	-2,000	Citywide Subscriptions and Memberships
Network Forum for Black Public Administrators annual membership fee	Operating Expense	554000 Subscription, Membership, License	5,000	0	-5,000	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	Operating Expense	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
U.S. Conference of Mayor's annual membership fee	Operating Expense	554000 Subscription, Membership, License	9,000	18,000	+9,000	Citywide Subscriptions and Memberships
Film and Entertainment 546001 Account	Operating Expense	546001 IT-Repair and Maintenance Services	0	11,000	+11,000	Film and Entertainment 544000 Account -Cost Allocation
Civilian Investigative Panel (CIP)	Non-Operating Expense	881000 Aids to Government Agencies	1,174,000	1,174,000	+0	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	Non-Operating Expense	881000 Aids to Government Agencies	300,000	300,000	+0	City contribution to the Virginia Key Beach Trust
Liberty City Community Revitalization Trust	Non-Operating Expense	881000 Aids to Government Agencies	199,000	199,000	+0	City contribution to the Liberty City Community Revitalization Trust
Downtown Cleanup	Non-Operating Expense	881000 Aids to Government Agencies	100,000	0	-100,000	Downtown Sidewalk Cleanup
Miami Dade College Scholarships	Non-Operating Expense	882000 Aids to Private Organizations	50,000	50,000	+0	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	Non-Operating Expense	882000 Aids to Private Organizations	120,000	120,000	+0	City contribution to the Child Savings Accounts (The Miami Foundation)
Coconut Grove Business Improvement District	Non-Operating Expense	882000 Aids to Private Organizations	280,000	240,000	-40,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	Non-Operating Expense	882000 Aids to Private Organizations	125,000	125,000	+0	City Contribution to Do The Right Thing
Police Athletic League	Non-Operating Expense	882000 Aids to Private Organizations	415,000	415,000	+0	City Contribution to Police Athletic League
Lotus House	Non-Operating Expense	882000 Aids to Private Organizations	100,000	100,000	+0	City Contribution to Lotus House (Sundari Foundation)

NDA Schedule

Program	Object Type	Account Description	FY 2020-21 Adopted Budget	FY 2021-22 Proposed Budget	Difference	Description
Reserve for Uncollectable	Non-Operating Expense	896000 Budget Reserve	25,749,000	11,050,000	-14,699,000	Budget reserve for uncollectable revenues
Reserve for Internal Service Functions	Non-Operating Expense	896000 Budget Reserve	280,000	280,000	+0	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
City Manager's Reserve	Non-Operating Expense	896000 Budget Reserve	125,000	200,000	+75,000	Reserve for other uses to be determined during the fiscal year
Reserve for the COPS Grant 2022	Non-Operating Expense	896000 Budget Reserve	0	983,000	+983,000	FY 2021-22 Budget Reserve for the COPS 2022-Year 1 of 3
Police and Fire settlement	Non-Operating Expense	896000 Budget Reserve	2,917,000	0	-2,917,000	FOP Settlement Payments
Police and Fire settlement	Non-Operating Expense	896000 Budget Reserve	2,500,000	0	-2,500,000	IAFF Settlement Payment
Contingency Reserve	Non-Operating Expense	897000 Contingency Reserve	5,000,000	5,000,000	+0	Per the City of Miami Code of Ordinance, Article IX, Division 2 Financial Integrity Principles
Reserve	Non-Operating Expense	897000 Contingency Reserve	388,000	0	-388,000	Reserve to Build Back the Unrestricted General Fund Balance (Funded only in FY 2020-21)
Reserve	Non-Operating Expense	897000 Contingency Reserve	464,000	0	-464,000	Reserve for NET Transition (Funded only in FY 2020-21)
Building Reserves	Non-Operating Expense	899000 Other Uses	200,000	200,000	+0	Reserves to ensure that Building Revenues are only spent on Building expenses
		Total Non-Departmental Accounts less Transfer-Out	**58,236,000**	**44,768,000**	**-13,488,000**	
Interfund Transfer	Transfers-OUT	891000 Interfund Transfer	40,934,000	61,603,000	+20,669,000	Please refer to the "All Transfers Out" Schedule
Intrafund Transfer	Transfers-OUT	891100 Intrafund Transfer	0	2,100,000	+2,100,000	Contribution from General Fund to the Transportation Reserve General sub-fund
Interfund Transfer	Transfers-OUT	891200 Cost Allocation Transfer	730,000	889,000	+159,000	Contribution from General Fund to Cost Allocation
		Total Transfer-Out	**41,664,000**	**64,592,000**	**+22,928,000**	
		Total Non-Departmental	**99,900,000**	**109,360,000**	**+9,440,000**	

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 2021-22 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 2021-22 Budget for Pension payments is $131.776 million. This represents an increase of $2.672 million or two percent as compared to the FY 2020-21 Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2021-22:

Firefighters' and Police Officers' Retirement Trust (FIPO)

The FIPO pension plan is a single-employer defined benefit plan established by the City pursuant to the provisions and requirements of Chapter 40 of the City of Miami code, as amended, and related law such as the Amended Final Judgement in the matter of Gates v. City of Miami. Contributing participants are the City of Miami police officers and firefighters with full-time status in the City. As of October 1, 2020, membership in the FIPO Pension Plan consisted of 2,215 retirees and beneficiaries receiving benefits, and 1,924 active contributing members. The City of Miami is required to contribute annual amounts necessary to maintain the actuarial soundness of the plan and to provide FIPO with assets sufficient to meet the benefits to be paid to participants. Police officer members of the FIPO pension plan hired after October 1, 2012, are required to contribute ten percent of their salary on a bi-weekly basis. Police Officers hired prior to October 1, 2012, are required to contribute seven percent of their salary on a bi-weekly basis. Firefighter members of the FIPO pension plan are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to FIPO are authorized pursuant to the City of Miami Code Sections 40.196 (a) and (b). Contributions to the FIPO Cost of Living Adjustment are authorized pursuant to Section 40.204 of the City of Miami Code. The yield on investments made by the FIPO Board is intended to reduce annual cash contributions that would otherwise be provided by the City. The current actuarially expected rate of return is 7.3 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2021-22 required contribution based on the actuarial valuation report dated October 1, 2020, is $64.795 million, which includes $2.291 million of administrative cost. Additionally, the City is required to contribute $7.497 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 four defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust") and (4) a Staff Excess Benefit Plan. Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of that plan.

GESE Trust

The GESE Trust is a single-employer defined benefit plan established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under the City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers, and those eligible to decline membership as defined by the Ordinance. As of October 1, 2020, membership in the GESE Trust was 1,891 retirees, disabled, vested, and beneficiaries currently receiving benefits and 1,967 current employees. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, willfully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to the City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs. The valuation is based on a series of actuarial assumptions, including an interest (actuarial asset return) rate of 7.4 percent per year.

The City's FY 2021-22 required contribution based on the actuarial valuation report dated October 1, 2020, is expected to be $54.250 million, which includes $7.241 million of normal cost. The administration cost for GESE is $3.202 million.

GESE Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit, so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

Pension and Retirement Plans Overview

The City's FY 2021-22 required contribution based on the actuarial valuation report dated October 1, 2020, is estimated at $375,000. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

GESE Staff Trust

The GESE Staff Trust is a single-employer defined benefit plan. The Staff Trust was established by the rule-making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all full-time administrative employees and other positions, as approved by the GESE Board of Trustees. Participation in the Staff Trust is mandatory for all full-time employees, other than those eligible to decline membership, as defined by the Plan document.

As of October 1, 2020, membership in the Staff Trust included seven retirees currently receiving benefits, and six active members. The City is required to contribute an actuarially determined amount that, when combined with participant contributions, willfully provide benefits as they become payable. Members of the Staff Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Staff Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

The City's FY 2021-22 contribution determined through actuarial valuation is $277,952 for the Staff Pension Staff Plan, and $40,127 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $278,000, which is included in GESE's administrative cost.

Elected Officers' Retirement Trust (EORT)

The EORT, administered by the Finance Director, is a single-employer defined benefit pension plan under the administration and management of the Board of Trustees and the City of Miami Elected Officers' Retirement Trust (EORT). The EORT plan is available to the City of Miami elected officials with seven years of total service as an elected official of the City. The required service does not have to be continuous. This plan does not require members to contribute.

EORT was established by the City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions. On October 22, 2010, the Commission adopted Ordinance 13111 to limit the eligibility of future elected officers and including a termination provision for existing trust.

Pension and Retirement Plans Overview

As of March 29, 2021, 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 City's FY 2021-22 contribution determined through actuarial valuation is $793,000 . The Elected Officers' Retirement Trust is budgeted in the Non-Departmental Account.

Contributory Section 401(a) Plan

Section 401(a) Plan is a defined contribution plan offered to executive-level City employees. This defined contribution plan covers governmental employees throughout the United States and is governed by the Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

Membership for City employees is limited by the City Code to specific members in the City Clerk, City Manager, and City Attorney's Offices, as well as Department Directors, Assistant Directors, and other executives. To participate in the plan, a written trust agreement must be executed, which generally requires the City to contribute ten percent of the individual's earnable compensation, and the employees to contribute ten percent of their salary. Additionally, the 401(a) plan is optional for City elected officials that are not eligible under EORT.

On March 28, 2021, there were approximately 49 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2021-22 contributions are anticipated at $700,000.

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Pension Summary

Account	FY 2020-21 Budget	FY 2021-22 Budget	Difference	Percentage Difference
Revenues				
General and Special Revenue Funds	129,104,000	131,776,000	2,672,000	2.1%
Total Revenues	**129,104,000**	**131,776,000**	**2,672,000**	**2.1%**
Expenditures				
511000 Executive Salaries	38,000	36,000	(2,000)	-5.3%
521000 FICA	3,000	3,000	0	0.0%
541100 Postage	15,000	15,000	0	0.0%
534000 Administrative Cost	3,051,000	3,202,000	151,000	4.9%
534000 GESE Administrative Cost for Excess	114,000	110,000	(4,000)	-3.5%
522000 GESE Required Contributions	54,122,000	54,250,000	128,000	0.2%
522000 GESE Excess Benefits	364,000	375,000	11,000	3.0%
Total GESE	**57,707,000**	**57,991,000**	**284,000**	**0.5%**
522010 Administrative Cost	2,182,000	2,291,000	109,000	5.0%
522010 FIPO Required Contribution	60,592,000	62,504,000	1,912,000	3.2%
522010 FIPO COLA	7,208,000	7,497,000	289,000	4.0%
Total FIPO	**69,982,000**	**72,292,000**	**2,310,000**	**3.3%**
522000 EORT	554,000	793,000	239,000	43.1%
Total EORT	**554,000**	**793,000**	**239,000**	**43.1%**
522000 ICMA 401(a)	861,000	700,000	(161,000)	-18.7%
Total ICMA	**861,000**	**700,000**	**(161,000)**	**-18.7%**
Total Expenditures	**129,104,000**	**131,776,000**	**2,672,000**	**2.1%**

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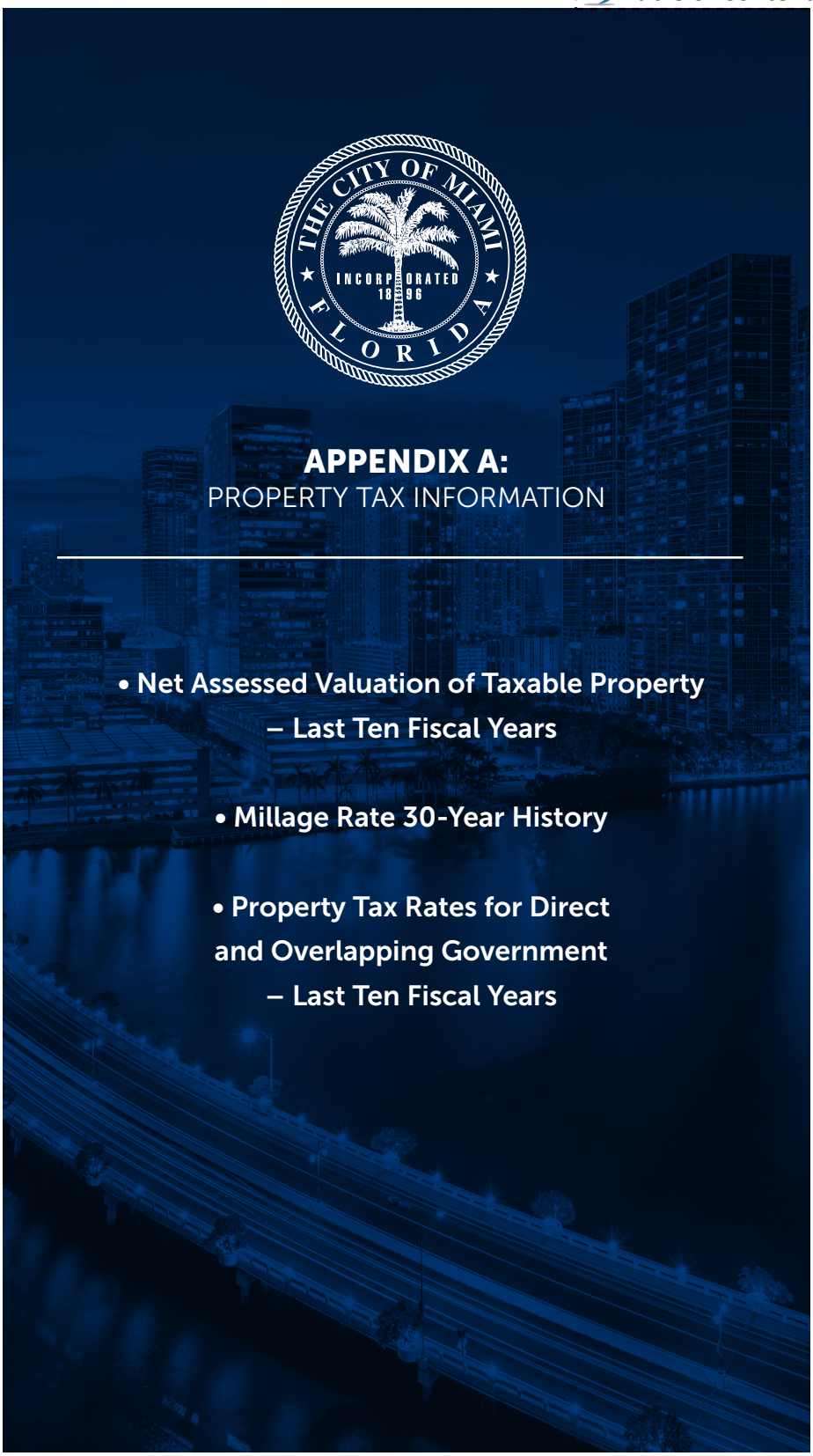

APPENDIX A:
PROPERTY TAX INFORMATION

- Net Assessed Valuation of Taxable Property – Last Ten Fiscal Years
- Millage Rate 30-Year History
- Property Tax Rates for Direct and Overlapping Government – Last Ten Fiscal Years

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Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate
2011	30,352,746,208	8.5010
2012	31,333,834,037	8.4710
2013	32,735,569,577	8.4310
2014	35,284,841,538	8.3850
2015	39,903,058,628	8.3351
2016	44,602,305,542	8.2900
2017	49,632,000,000	8.0300
2018	53,357,105,033	8.0300
2019	58,961,599,417	7.9900
2020	63,007,642,722	7.9900
2021	65,835,239,651	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.

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Millage Rates
30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-11	7.6740	0.9701	8.6441
2011-12	7.5710	0.9300	8.5010
2012-13	7.5710	0.9000	8.4710
2013-14	7.6148	0.8162	8.4310
2014-15	7.6465	0.7385	8.3850
2015-16	7.6465	0.6886	8.3351
2016-17	7.6465	0.6435	8.2900
2017-18	7.4365	0.5935	8.0300
2018-19	7.5865	0.4435	8.0300
2019-20	7.5665	0.4235	7.9900
2020-21	7.6665	0.3235	7.9900
2021-22	7.6665	0.3235	7.9900

Note: A mill is expressed as $1 in taxes for every $1,000 of assessed valuation.

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Property Tax Rates
Direct and Overlapping Governments
Last Ten Fiscal Years

	City of Miami			*Overlapping Rates								
Tax Year	General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Okeechobe Basin	Florida Inland Navigation District	Total City and Overlapping Rates
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624		0.0345	22.7463
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613		0.0345	22.5934
2013	7.6148	0.8162	8.4310	7.9770	5.1255	0.5000	0.1725	0.3523	0.0587		0.0345	22.6515
2014	7.6465	0.7385	8.3850	7.9740	5.1169	0.5000	0.2840	0.1577	0.0548	0.1717	0.0345	22.6786
2015	7.6465	0.6886	8.3351	7.6120	5.1169	0.5000	0.2840	0.1459	0.0506	0.1586	0.0345	22.2376
2016	7.6465	0.6435	8.2900	7.3220	5.0669	0.5000	0.2840	0.1359	0.0471	0.1477	0.0320	21.8256
2017	7.4365	0.5935	8.0300	6.9940	5.0669	0.4673	0.2840	0.1275	0.0441	0.1384	0.0320	21.1842
2018	7.5865	0.4435	8.0300	6.5040	4.6669	0.4415	0.2840	0.1209	0.0417	0.1310	0.0320	20.9454
2019	7.5665	0.4235	7.9900	7.0250	4.6669	0.4680	0.2840	0.1152	0.0397	0.1246	0.0320	21.3464
2020	7.6665	0.3235	7.9900	6.1860	4.6669	0.4507	0.2840	0.1103	0.0380	0.1192	0.0320	21.2981
2021	7.6665	0.3235	7.9900	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

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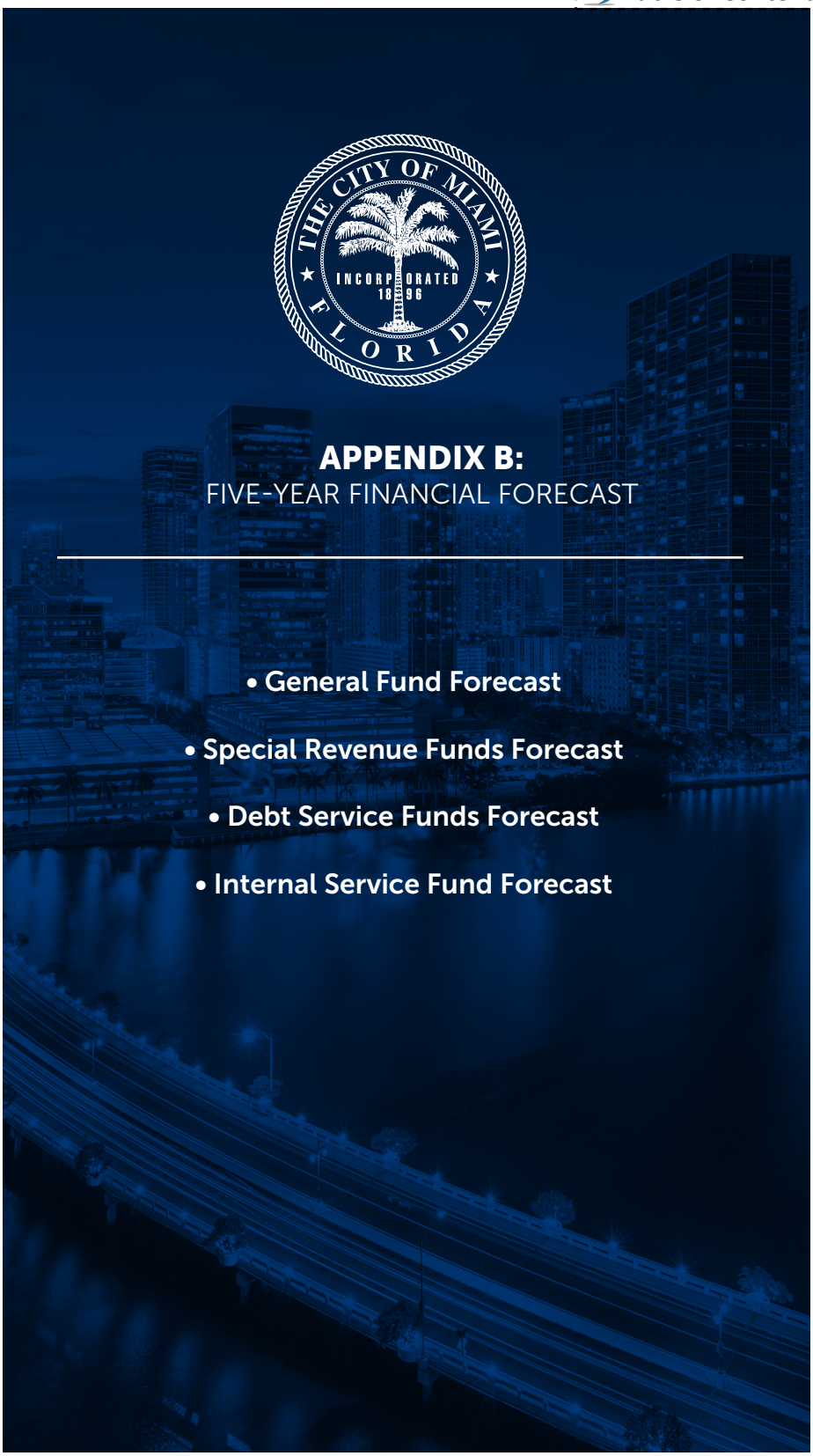

APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

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General Fund Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Economic Assumptions

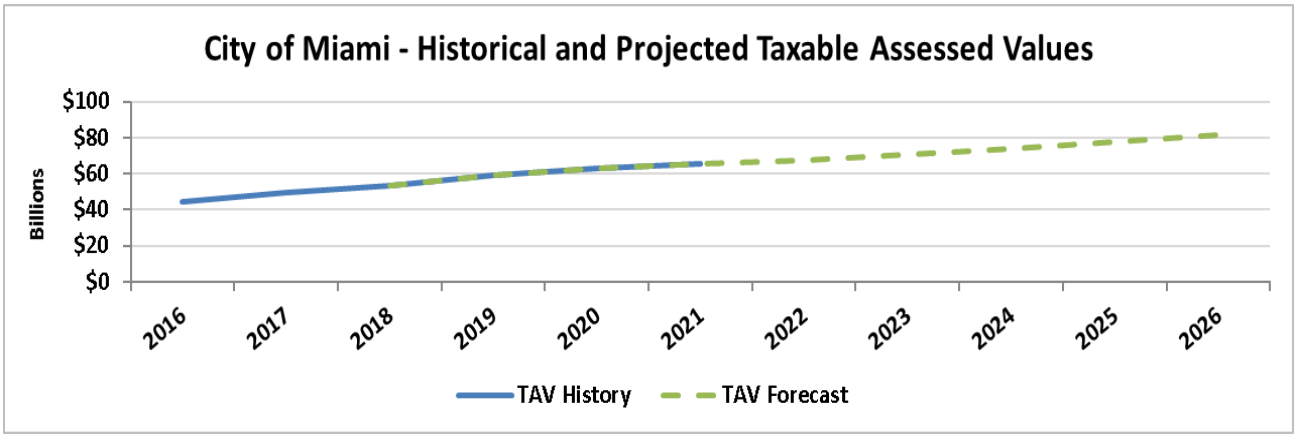
The financial resources available to the City in the coming years will be largely impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available estimate from the U.S. Census Bureau indicates that Miami's population in 2020 was 467,963. Based on this estimate and historical trends, the five-year forecast assumes continued growth in the City's resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 52.4 percent of total General Fund revenues. As such, assumptions on the future growth or decline in the property tax base largely drive the five-year revenue forecast. The City has seen taxable assessed values grow 11.8 percent in 2016, 11.3 percent in 2017, 7.5 percent in 2018, 10.5 percent in 2019, and 6.9 percent in 2020. However, taxable assessed values grew by only 4.5 percent in 2021.

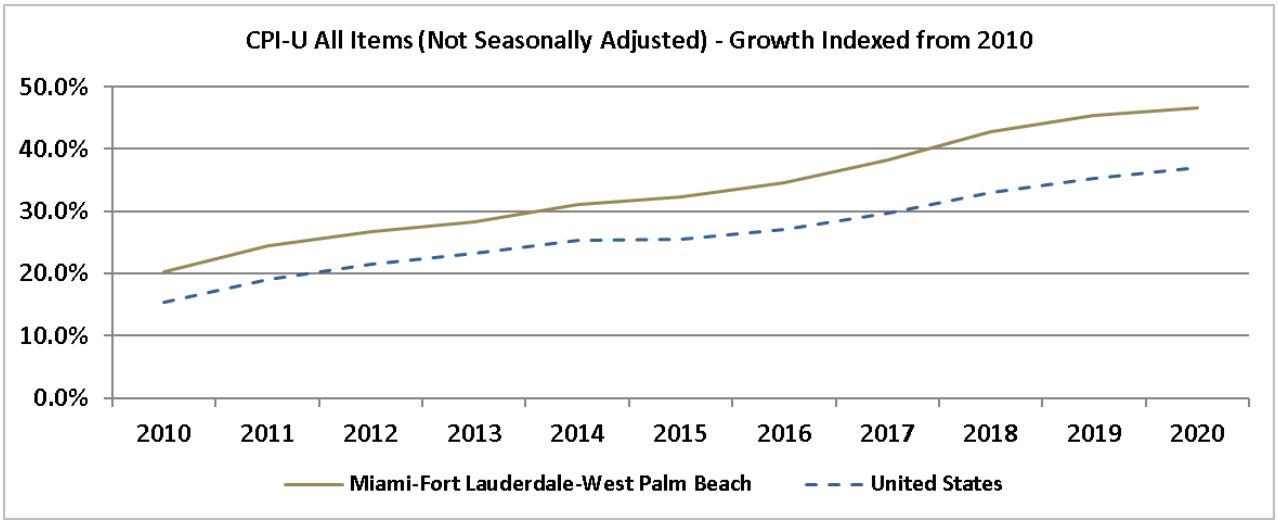


The five-year forecast assumes that the growth in taxable assessed value (TAV) will increase by two percent in tax year 2022 and increase by five percent annually through the remainder of the forecast.

General Fund Forecast

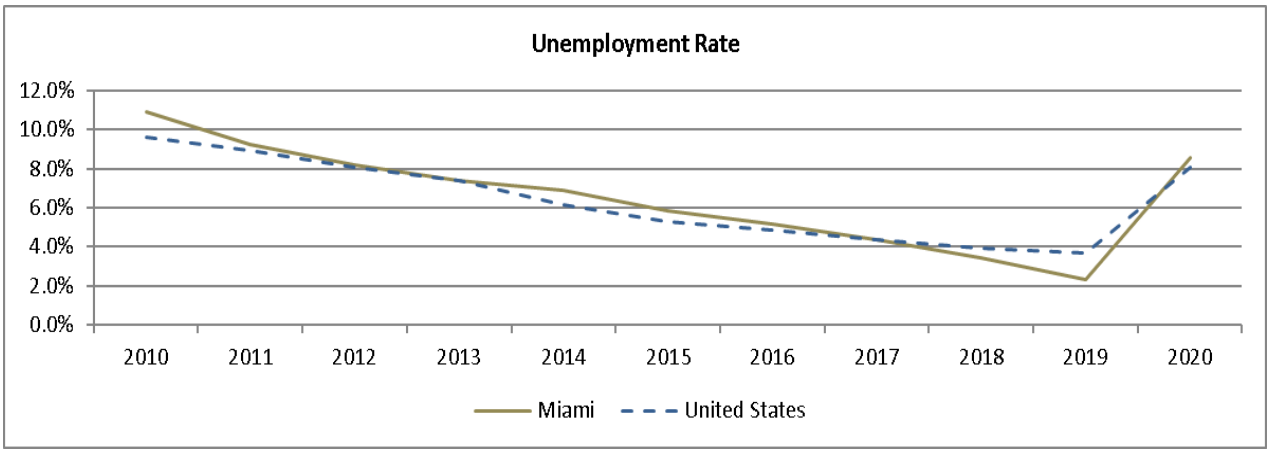
							Projected				
Tax Year	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
TAV (Billions)	$44.60	$49.63	$53.36	$58.96	$63.01	$65.84	$67.15	$70.51	$74.04	$77.74	$81.62
% Change	11.8%	11.3%	7.5%	10.5%	6.9%	4.5%	2.0%	5.0%	5.0%	5.0%	5.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicates 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 2010. The last three years have shown average growth of two percent annually.

Unemployment



General Fund Forecast

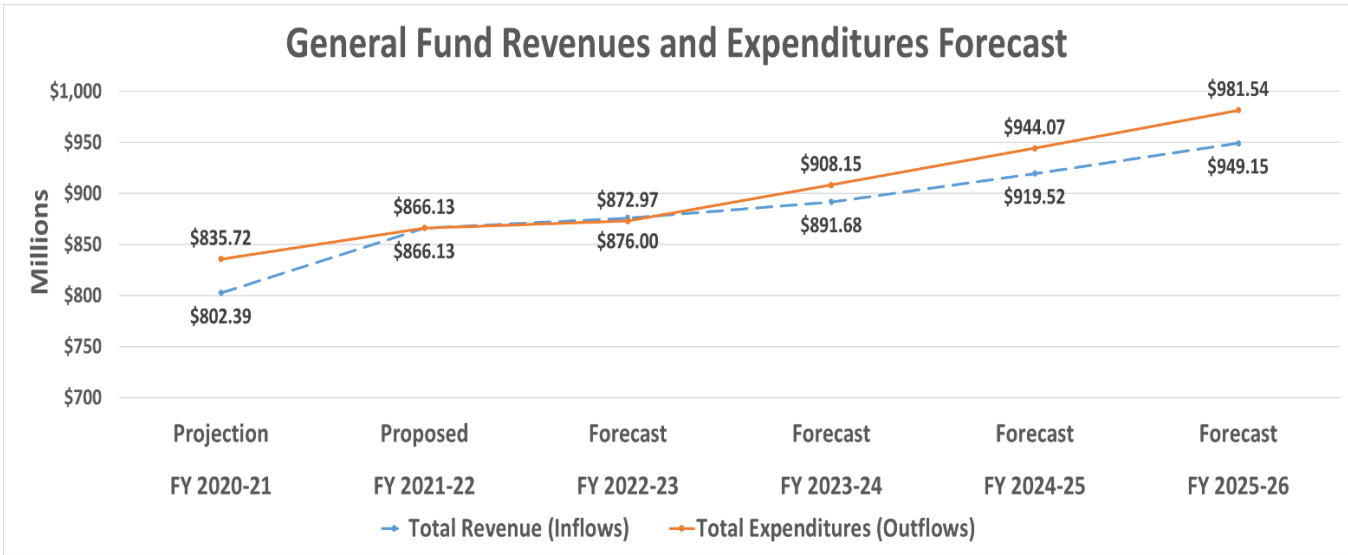
Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of ten percent in 2010 to four percent in 2019. Similarly, the unemployment rate in the City of Miami declined from a high of 11 percent in 2010 to two percent in 2019. However, unemployment rates locally and nationally increased sharply in 2020 due to the financial impacts of the COVID-19 Pandemic. The unemployment rate reached a peak of 14 percent nationally and the local unemployment rate reached a peak of nearly 16 percent at the height of the pandemic. The annual unemployment rates locally and nationally were nine percent and eight percent respectively by the end of 2020 as the pandemic receded. As the economic outlook following the COVID-19 pandemic continues to improve, unemployment rates have declined to 6.7 percent locally and 5.5 percent nationally as of May 2021. While revenue forecasts are not based on unemployment directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

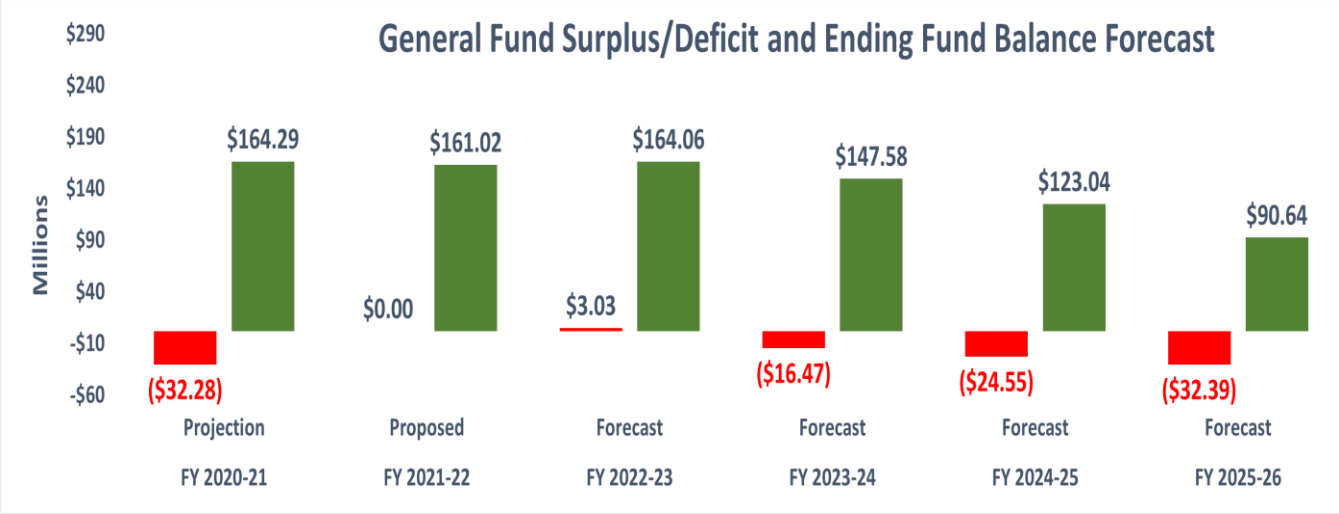
General Fund Five-Year Forecast Summary

The Five-Year Financial Forecast projects that revenues will not grow as fast as anticipated expenditures. Overall, General Fund revenues are projected to grow by 9.6 percent over the next five years. However, General Fund expenditures are projected to grow by 13.3 percent over the same period.

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow from FY 2021-22 to FY 2025-26 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.

General Fund Forecast





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General Fund Five-Year Forecast Summary

	FY 2020-21 Projection	FY 2021-22 Proposed	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Revenues						
Property Taxes	416,586,000	453,802,000	460,036,100	479,831,800	500,936,300	523,383,200
Franchise Fees and Other Taxes	115,998,000	117,795,000	120,150,900	122,554,000	125,005,100	127,505,300
Interest	1,733,000	3,061,000	2,754,900	2,617,200	2,486,300	2,362,000
Transfers-IN	5,607,000	16,020,000	16,020,000	5,610,000	5,610,000	5,610,000
Fines and Forfeitures	7,948,000	7,189,000	7,189,000	7,189,000	7,189,000	7,189,000
Intergovernmental Revenues	73,243,000	75,757,000	77,690,200	81,688,400	85,753,900	89,889,100
Licenses and Permits	67,437,000	66,500,000	64,518,300	62,805,800	61,337,000	60,088,800
Other Revenues (Inflows)	7,289,000	10,220,000	10,220,000	10,220,000	10,220,000	10,220,000
Charges for Services	106,547,000	115,786,000	117,425,000	119,159,500	120,985,600	122,899,800
Total Revenue (Inflows)	**802,388,000**	**866,130,000**	**876,004,000**	**891,676,000**	**919,523,000**	**949,147,000**
Expenditures						
General Government	81,672,000	91,938,000	96,288,500	100,851,200	105,640,100	110,666,900
Planning and Development	27,617,000	32,691,000	34,244,700	35,873,100	37,582,000	39,375,900
Public Works	95,853,000	103,223,000	107,744,100	112,476,800	117,435,900	122,632,300
Public Safety	437,482,000	454,278,000	476,507,500	499,055,700	522,734,600	547,602,700
Housing and Community Development	960,000	1,734,000	1,814,100	1,898,200	1,986,500	2,079,200
Total Other	67,424,000	72,906,000	75,945,800	79,127,200	82,458,500	85,948,100
Non Departmental Units	124,712,000	109,360,000	80,424,800	78,868,021	76,232,369	73,235,717
Total Expenditures (Outflows)	**835,720,000**	**866,130,000**	**872,970,000**	**908,150,000**	**944,070,000**	**981,541,000**
General Fund (Surplus / Deficit)	**(33,332,000)**	**-**	**3,034,000**	**(16,474,000)**	**(24,547,000)**	**(32,394,000)**
Internal Service Fund	**1,057,000**					
Surplus / (Deficit) - TOTAL	**(32,275,000)**	**-**	**3,034,000**	**(16,474,000)**	**(24,547,000)**	**(32,394,000)**
Beginning Fund Balance	**196,566,459**	**161,022,000**	**161,022,000**	**164,056,000**	**147,582,000**	**123,035,000**
Ending Fund Balance	**164,291,000**	**161,022,000**	**164,056,000**	**147,582,000**	**123,035,000**	**90,641,000**

General Fund Forecast

Major Revenue Assumptions

Between FY 2021-22 and FY 2025-26, General Fund revenues are forecasted to grow by a total of 9.6 percent. The largest components of General Fund revenues are Property Taxes (52.4 percent of FY 2021-22 General Fund revenues), Franchise Fees and Other Taxes (13.6 percent), Charges for Services (13.4 percent), Licenses and Permits (7.7 percent), and Intergovernmental Revenues (8.7 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remainingfour percent.

Property Taxes

The FY 2021-22 Budget for General Fund property tax revenue is $453.802 million. This budget is based on an assessed valuation of $65.835 billion and a General Fund operating millage rate of 7.6665. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by two percent in FY 2021-22 and by five percent annually through FY 2025-26. 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 2021-22 Budget for Franchise Fees and Other Taxes is $117.795 million. This category includes revenue from franchise fees charged to electricity, gas, and other utility service providers for the right to construct, maintain, and operate facilities within the City of Miami. This category also includes revenue from the Public Service Tax (PST) and the Local Option Gas Tax (LOGT). PST and LOGT revenues were accounted for in special revenue funds until FY 2011-12, when these funds were consolidated with the General Fund in compliance with GASB 54. All revenues in this category are projected to grow by two percent annually through the entirety of the forecast.

Interest

The FY 2021-22 Budget for Interest is $3.061 million. This category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will decline by ten percent in FY 2022-23 and by five percent each year through the entirety of the forecast.

Transfers-In

The FY 2021-22 Budget for Transfers-In is $16.020 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. The FY 2021-22 Budget includes a contribution in the amount of $10.410 million of funding from the American Rescue Plan Act of 2021 pursuant to revenue loss provisions of the law. The FY 2022-23 Forecast also includes an anticipated contribution of $10.410 million of funding from the American Rescue Plan Act of 2021.

Fines and Forfeitures

The FY 2021-22 Budget for Fines and Forfeitures is $7.189 million. This category includes revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees and confiscated property. Revenues in this category are projected to remain flat over the course of the forecast period.

Intergovernmental Revenues

The FY 2021-22 Budget for Intergovernmental Revenues is $75.757 million. This category includes revenues from the State of Florida, such as the Half-Cent Sales Tax, as well as revenues from other local units, such as the Miami Parking Authority and the Village of Key Biscayne. Intergovernmental revenues

are projected to increase by two percent through FY 2025-26 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 2025-26. Shared Revenues from the Miami Parking Authority (MPA) were significantly impacted by the COVID-19 pandemic. The FY 2020-21 Budget anticipated $6.362 million but the City only received $2.473 million in revenue. The FY 2021-22 Budget anticipates $10 million in revenue from the MPA and projects an annual increase of $2.000 million every year from FY 2023-24 through FY 2025-26.

Licenses and Permits

The FY 2021-22 Budget for Licenses and Permits is $66.500 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 2021-22 Budget for Other Revenues is $10.220 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 2025-26.

Charges for Services

The FY 2021-22 Budget for Charges for Services is $115.786 million. This category is comprised of revenue derived from a variety of City fees. The major revenues in this category include Parking Surcharge revenue, Rents and Royalties (primarily in the Department of Real Estate and Asset Management), revenue from casinos, Emergency Services fees, Solid Waste revenue, Charges for Police Services, and other miscellaneous charges. All Charges for Service revenues are projected to increase by two percent annually except for Building Inspections. Building Inspections are expected to decline by ten percent in FY 2021-22 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 $1.000 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 13.3 percent between FY 2021-22 and FY 2025-26. Personnel costs are the largest drivers of General Fund spending, comprising 72.1 percent of all FY 2021-22 General Fund expenditures. Personnel costs include salaries and wages, employee benefits, health benefits, pension costs, and worker's compensation. The remaining 27.9 percent is comprised of operating expenditures (17.5 percent), transfers-out (7.5 percent), Capital Outlay (0.1 percent), and other non-operating expenses (2.8 percent).

Salaries and Wages

Employee salaries and wages represent the largest General Fund expenditure category. The baseline assumption used in the five-year forecast is that the cost of salaries and wages Citywide will grow by five percent annually through FY 2025-26 as normal step progression is assumed for each bargaining unit and similar salary increases are assumed for non-bargaining employees.

Employee Benefits

While employee wages comprise the largest portion of General Fund spending, employee benefits are another primary driver of expenditure growth.

Health Benefits

The cost of employee life and health insurance is projected to grow by 1.8 percent in FY 2021-22 and six percent annually through the remainder of the forecast.

Pension Costs

Growth in the cost of the City's retirement plans is forecasted at five percent annually through the forecast.

Workers' Compensation

Workers' compensation costs are projected to grow by 2.9 percent annually based on estimates developed by the City's casualty actuary.

Operating Expenses

Operating expenses such as professional services, utility costs, and materials and supplies, are projected to grow by two percent. Notable exceptions in this category include Utility Services and Motor Fuel: all are projected to grow at five percent annually through the forecast.

Capital Outlay

General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital, include costs for machinery, equipment, and capital leases are projected to remain constant over the five-year period. A notable exception is Machinery and Equipment as it is projected to grow by two percent annually through the forecast.

Non-Operating Expense

The Non-Operating Expense category is comprised of budgeted reserves, aid to private organizations, and transfers out of the General Fund. This category is forecasted to remain nearly flat at two percent through FY 2025-26.

General Fund Forecast

The FY 2021-22 Budget includes several reserves: a $11.050 million budget reserve for uncollectable revenues, a $280,000 budget reserve for Internal Service Functions, a $5.000 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues, and a $983,000 budget reserve for the 2022 COPS Grant.

Key Long-Term Considerations

Collective Bargaining

The five-year forecast period includes normal step progression for all collective bargaining units. The labor contracts for AFSCME 1907 and AFSCME 871 expired on September 30, 2020 and ongoing labor negotiations will impact the forecasted personnel costs and will result in a different five-year outcome. In addition, the labor contracts for the Fraternal Order of Police (FOP) and the International Association of Fire Fighters (IAFF) are set to expire in September 2021 and September 2022 respectively. The results of those negotiations will also impact the forecasted personnel costs and 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.

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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.

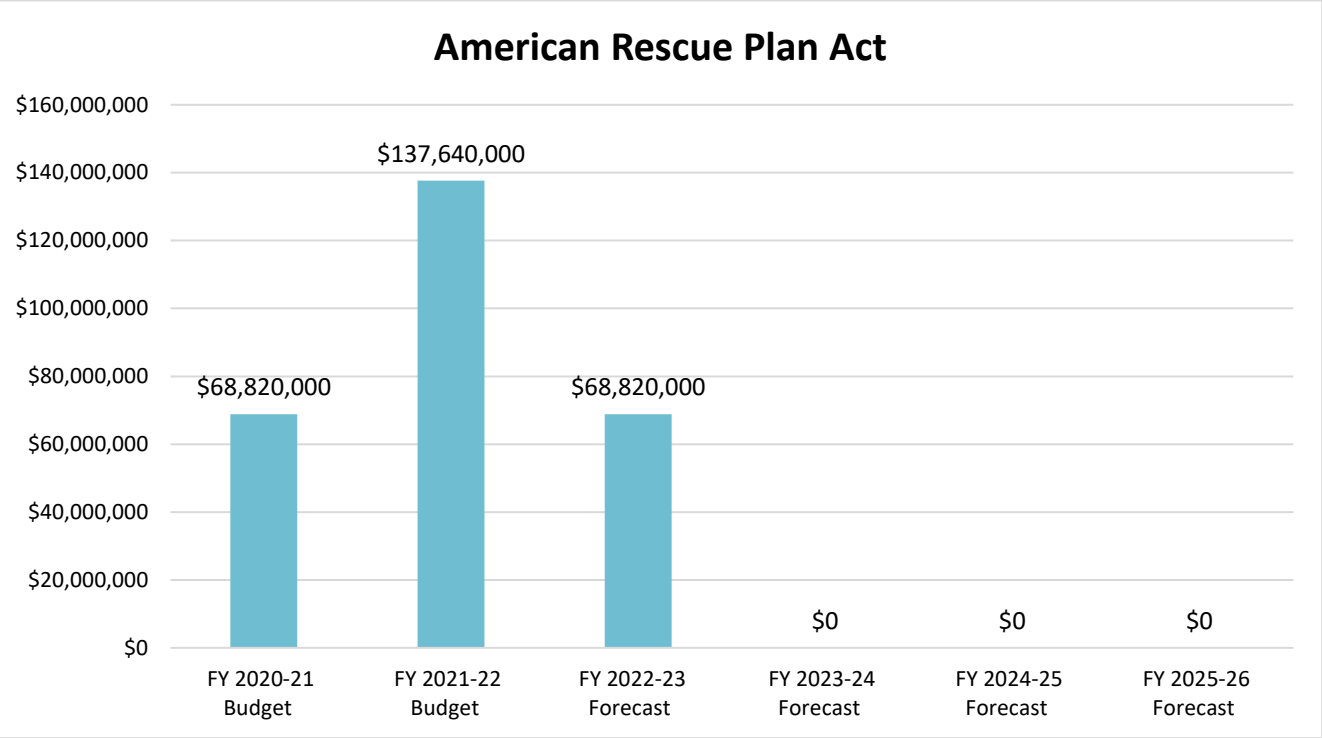
Funds Name and Numbers	FY 2020-21 Budget	FY 2021-22 Budget	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
American Rescue Plan Act. - Fund 97100	$68,820,000	$137,640,000	$68,820,000	$0	$0	$0
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	$1,777,000	$1,860,000	$1,946,000	$2,070,000	$2,194,000	$2,319,000
City Clerk Services - Fund 13500	$1,578,000	$1,708,000	$1,152,000	$896,000	$773,000	$707,000
Community Development - Funds 14001 to 14018	$73,306,000	$62,259,000	$53,453,000	$52,533,000	$48,358,000	$47,853,000
Department Improvement Initiative - Funds 15500 to 15502	$9,361,000	$11,935,000	$9,852,000	$9,904,000	$9,956,000	$10,009,000
Emergency Services - Fund 80000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Fire-Rescue Services - Funds 11000 and 11100	$31,257,000	$36,585,000	$30,804,000	$21,737,000	$21,298,000	$20,913,000
General Special Revenues - Fund 10090	$2,193,000	$604,000	$534,000	$545,000	$556,000	$567,000
Historic Preservation Trust Fund - Fund 10430	$50,000	$40,000	$40,000	$40,000	$40,000	$40,000
Homeless Programs - Fund 14800	$2,715,000	$2,407,000	$2,183,000	$2,183,000	$2,183,000	$2,183,000
Human Services - Fund 14801	$497,000	$497,000	$264,000	$190,000	$190,000	$190,000
Law Enforcement Trust Fund - Fund 12500	$822,000	$923,000	$773,000	$646,000	$546,000	$446,000
Miami Ballpark Parking Facilities - Fund 15400	$13,095,000	$8,764,000	$7,838,680	$8,209,454	$8,238,408	$8,267,652
Parks and Recreation Services - Fund 11550	$1,031,000	$879,000	$925,000	$949,000	$974,000	$1,000,000
Planning Services - Funds 10400, 10401, 10402, and 10450	$19,896,000	$20,510,000	$20,216,000	$19,908,000	$19,579,000	$19,264,000
Police Services - Funds 12000, 12200, 12210, and 12220	$9,418,000	$9,404,000	$3,282,000	$3,282,000	$3,282,000	$3,282,000
Public Art Fund - Fund 10420	$758,000	$3,138,000	$3,009,000	$2,973,000	$2,937,000	$2,902,000
Public Works Services - Fund 13000	$6,835,000	$6,622,000	$4,961,000	$4,761,000	$4,561,000	$4,461,000
Solid Waste Recycling Trust - Fund 13100	$163,000	$163,000	$163,000	$166,000	$169,000	$172,000
Sport Facilities and Activities - Fund 10110	$13,000	$13,000	$0	$0	$0	$0
Transportation and Transit - Fund 15600	$18,879,000	$21,795,000	$20,495,000	$21,110,000	$21,743,000	$22,395,290
Tree Trust Fund - Fund 10410	$3,343,000	$4,554,000	$4,554,000	$4,554,000	$4,554,000	$4,554,000
Total Special Revenue Funds	**$265,907,000**	**$332,400,000**	**$235,364,680**	**$156,756,454**	**$152,231,408**	**$151,624,942**

The following pages are the descriptions for each Special Revenue Fund, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each fund.

Special Revenue Funds Forecast

American Rescue Plan Act. - Fund 97100

The American Rescue Plan Act fund's purpose is to receive the emergency funding from U.S. Treasury Department allocated to local government to continue to support the public health response and lay the foundation for a strong and equitable economic recovery, to address the revenue losses experienced as a result of the crisis, and to invest in infrastructure, including water, sewer, and broadband services.

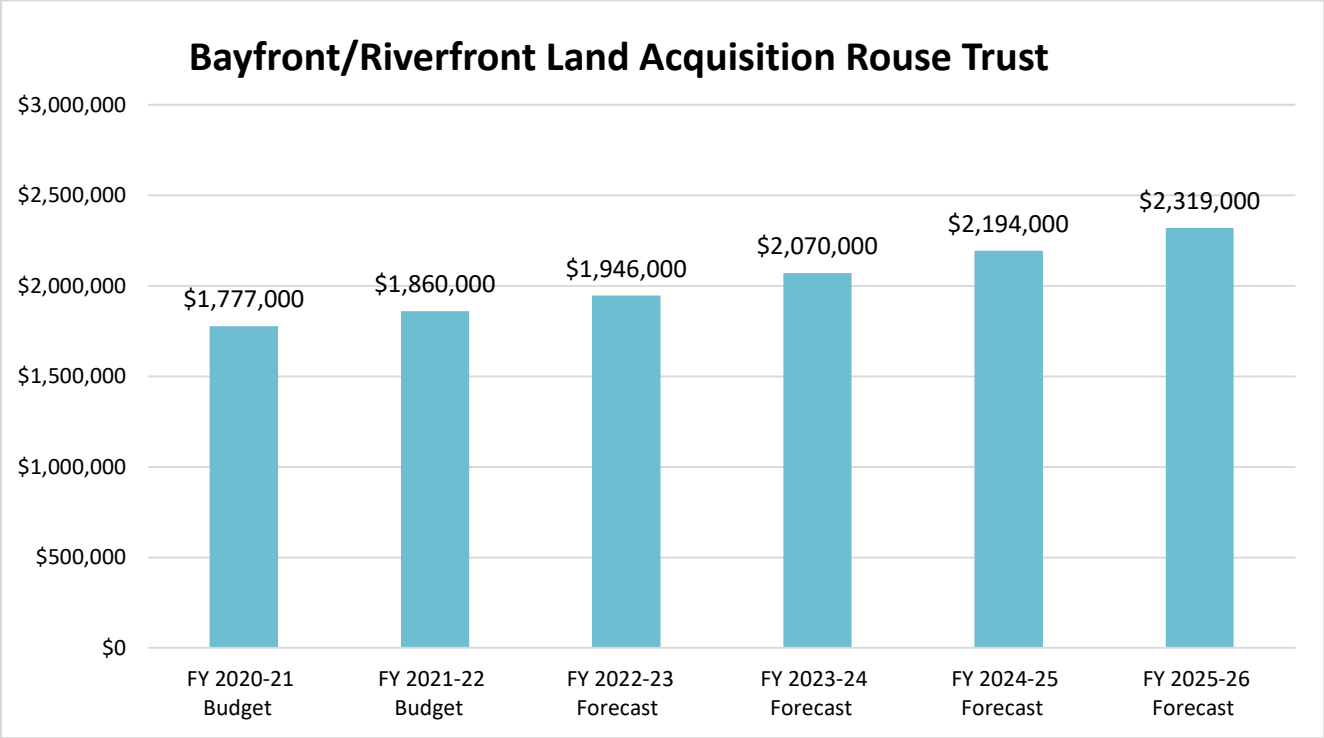


The FY 2020-21 reflects the first tranche of the fund allocated to the City of Miami by U.S. Treasury Department. The second tranche will be allocated in FY 2021-22 and funds are expected to be fully spent in FY 2022-23, the third year of the American Rescue Plan Act grant.

Special Revenue Funds Forecast

Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100

The Bayfront/Riverfront Land Acquisition Rouse Trust Fund is used for the acquisition of real property, adjacent to the Miami River and Biscayne Bay, in order to provide public access and public enjoyment of those waterbodies.

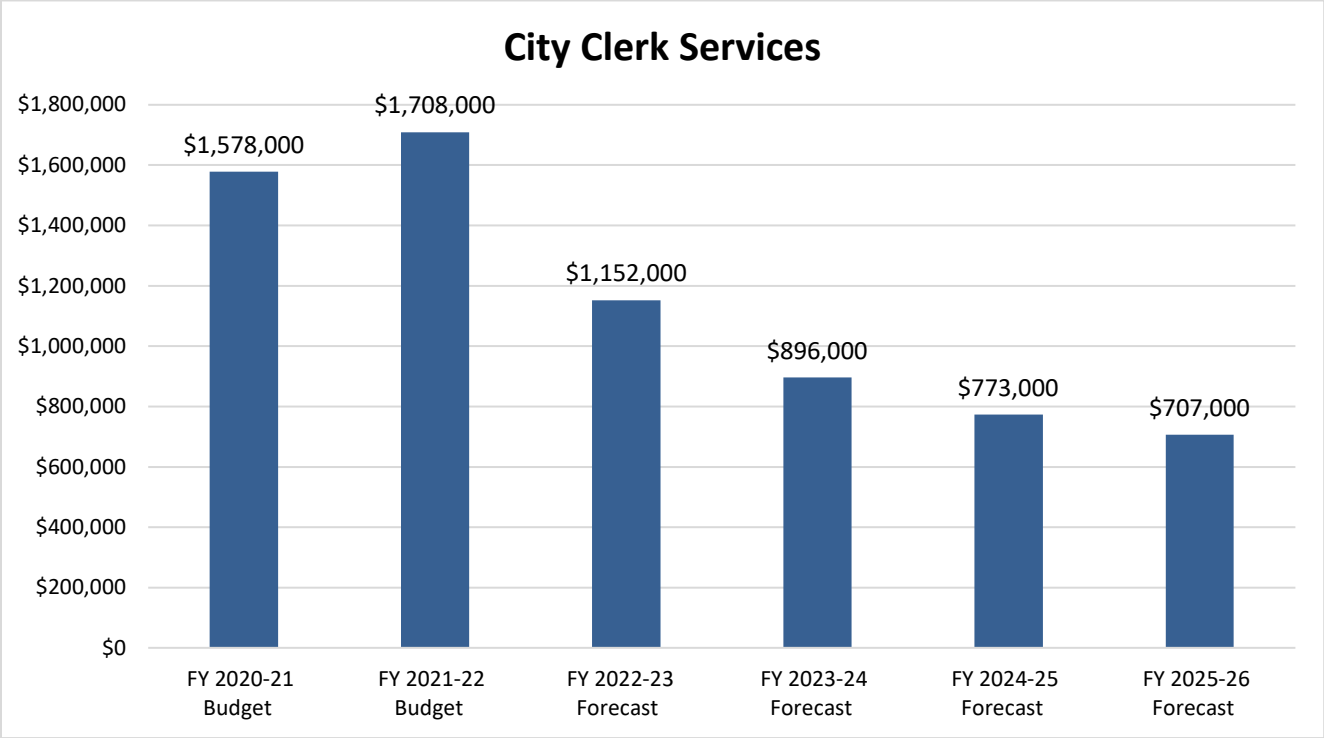


The five-year forecast assumes a stable pattern of revenues as a portion of rents received by the City pursuant to the retail parcel lease.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund is used for the operation of the Passport Acceptance Facility, Municipal Archives and Records, and other City Clerk-related programs.

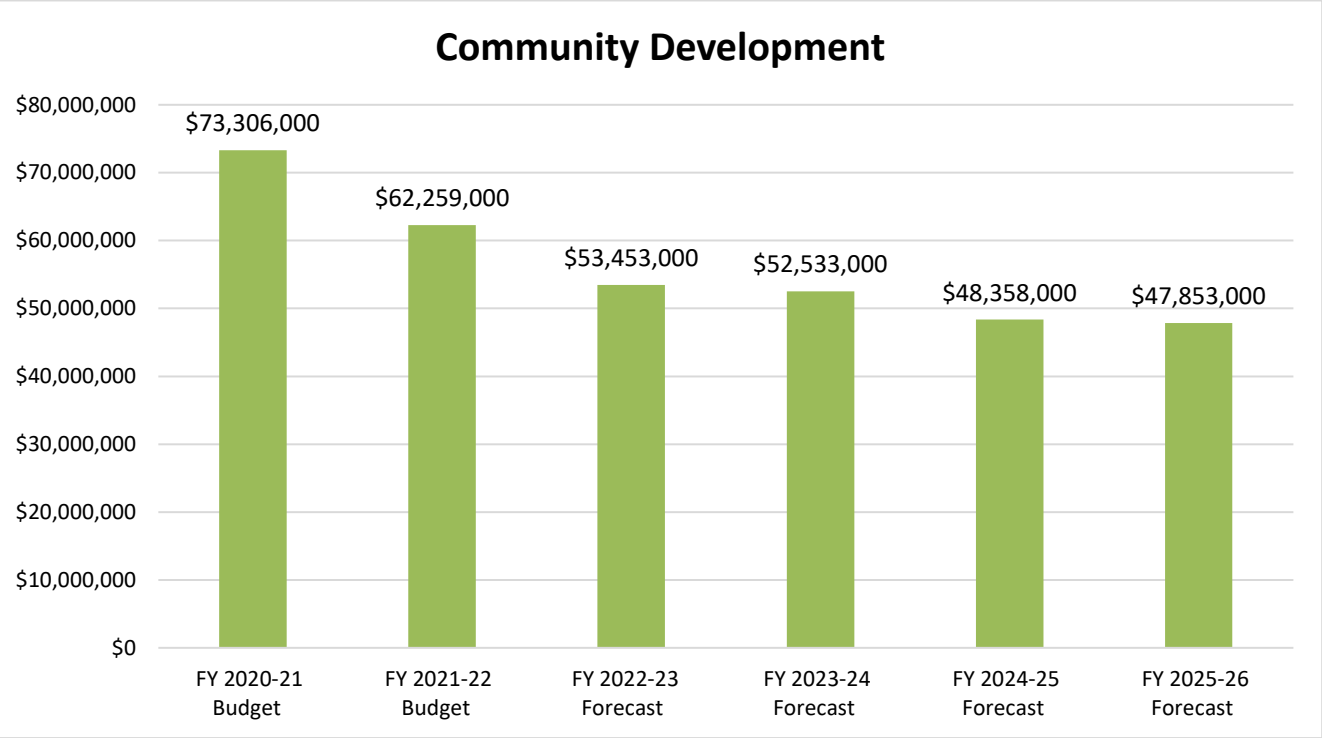


The five-year forecast assumes the annual Community Redevelopment Agencies' contribution for the funding of one Legislative Service Representative I position to remain consistent during the five-year period. The forecast assumes an increase of revenues and expenditures from the Lobbyists' Registration and U.S. Passport Acceptance Programs as well as an increase in expenditures in the Fund Balance of both programs.

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.

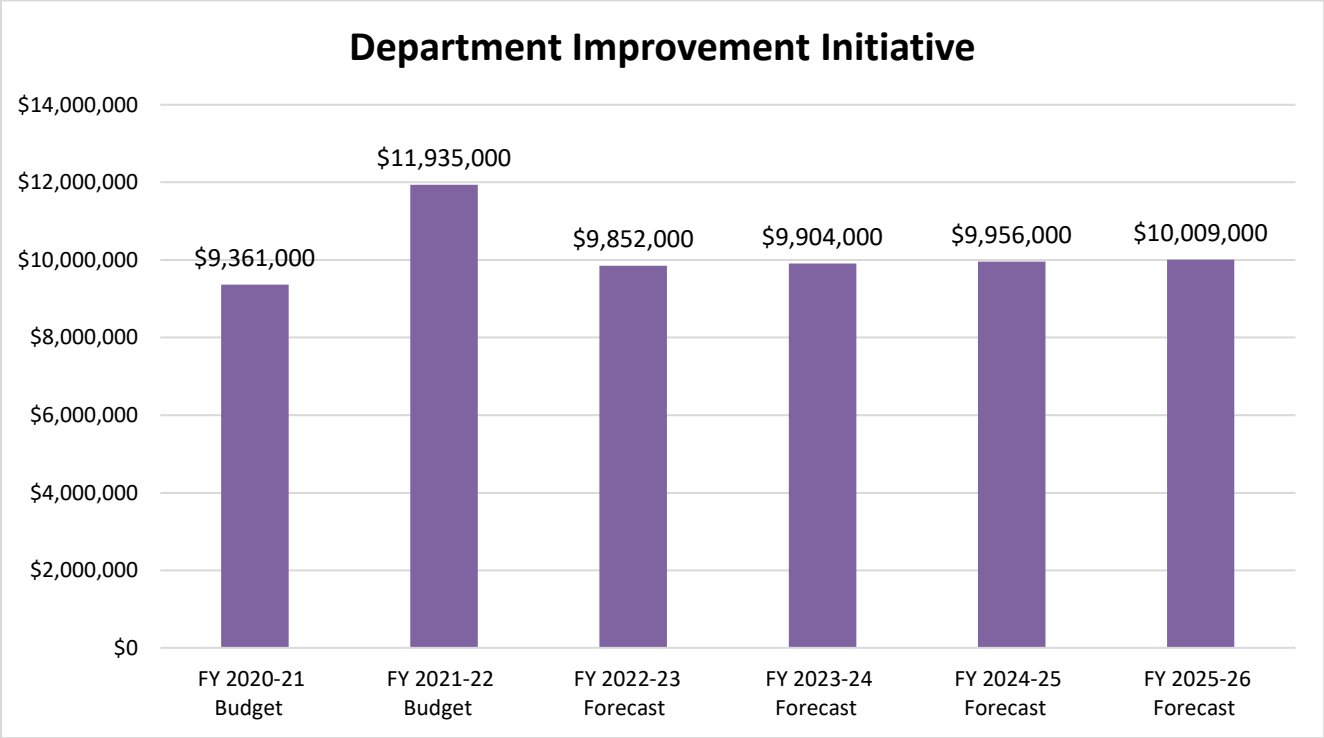


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15502

The Department Improvement Initiative Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

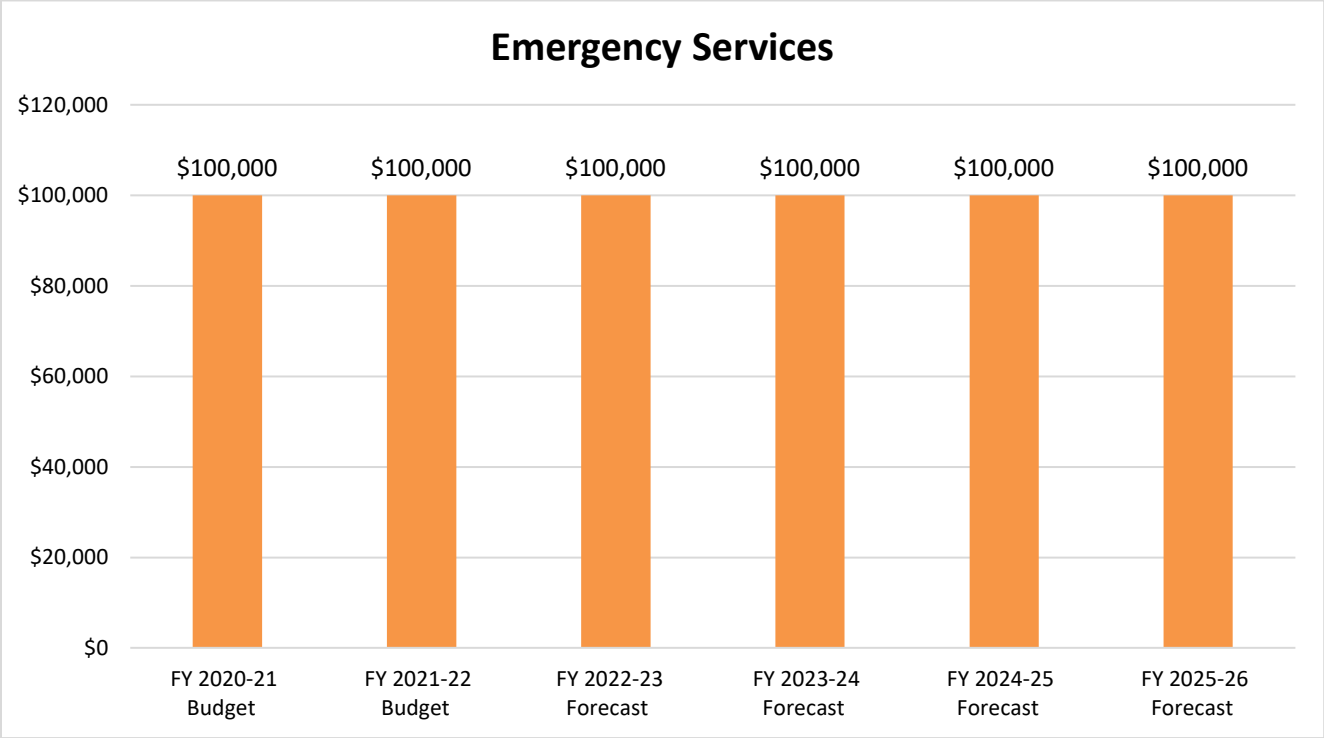


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti-Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are projected for the Department of Real Estate and Asset Management, Innovation and Technology, and Parks 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 forecasted.

Special Revenue Funds Forecast

Emergency Services - Fund 80000

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

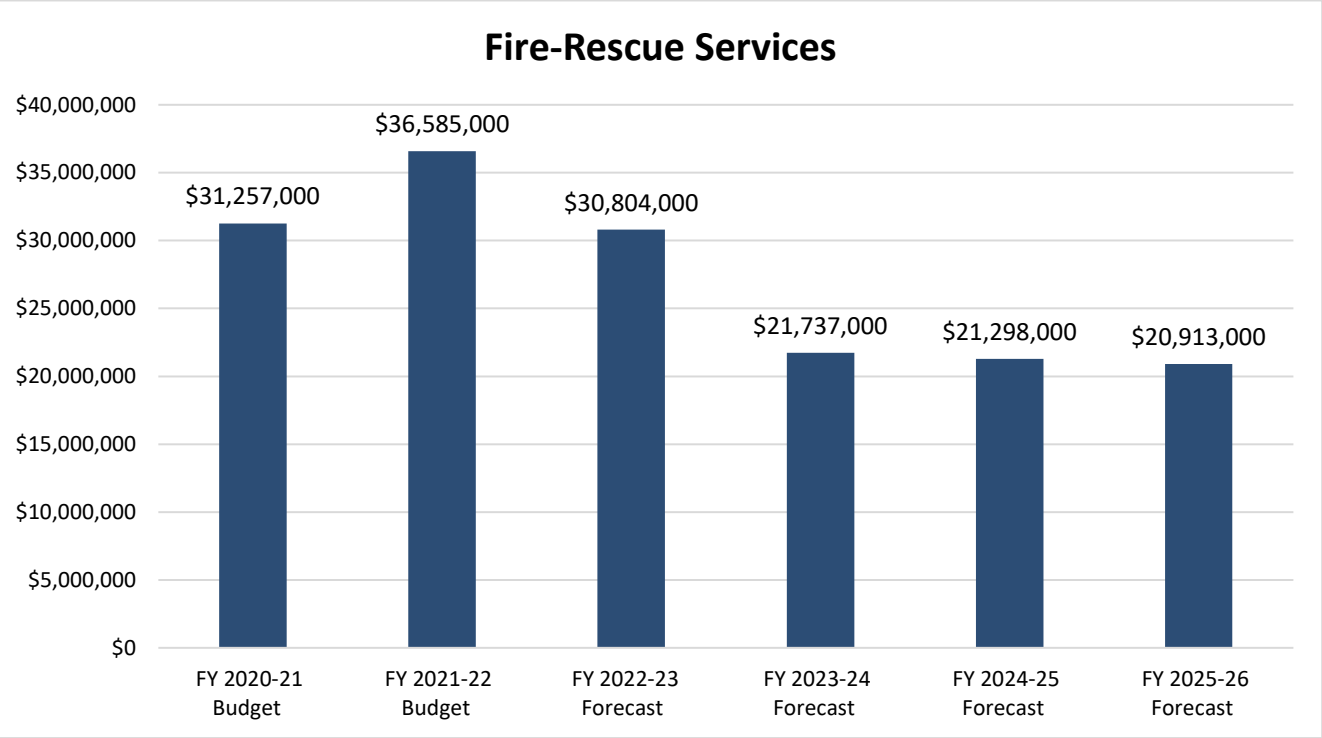


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Special Revenue Funds Forecast

Fire-Rescue Services - Funds 11000 and 11100

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

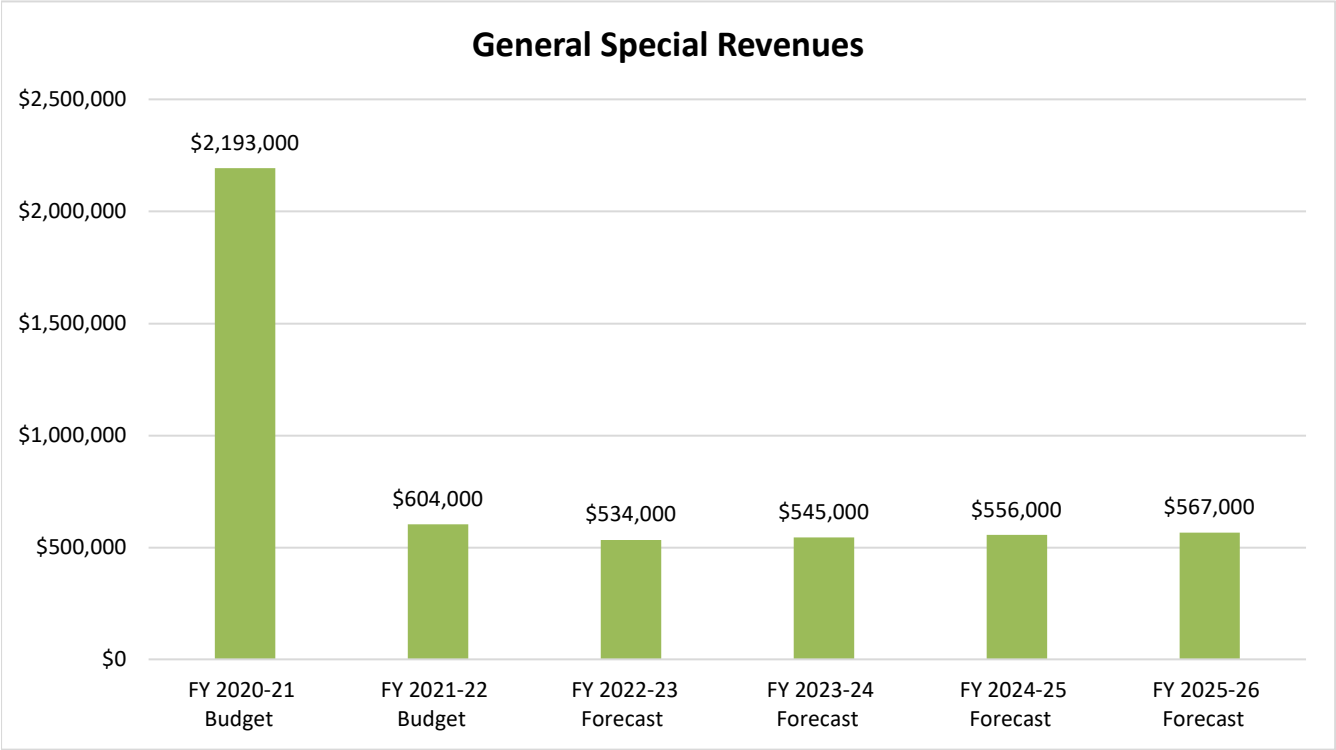


The forecast assumes that the Fire-Rescue Services fund will continue to receive donations and grants at a constant level for the five-year period. The fund is projected to increase in FY 2021-22 due to new increased funding level associated with the Urban Area Security Initiative grants and decrease due to expenditure levels increasing then remaining constant during the five-year period.

Special Revenue Funds Forecast

General Special Revenues - Fund 10090

The General Special Revenue Fund is used for activities that do not fall into a specific special revenue category.

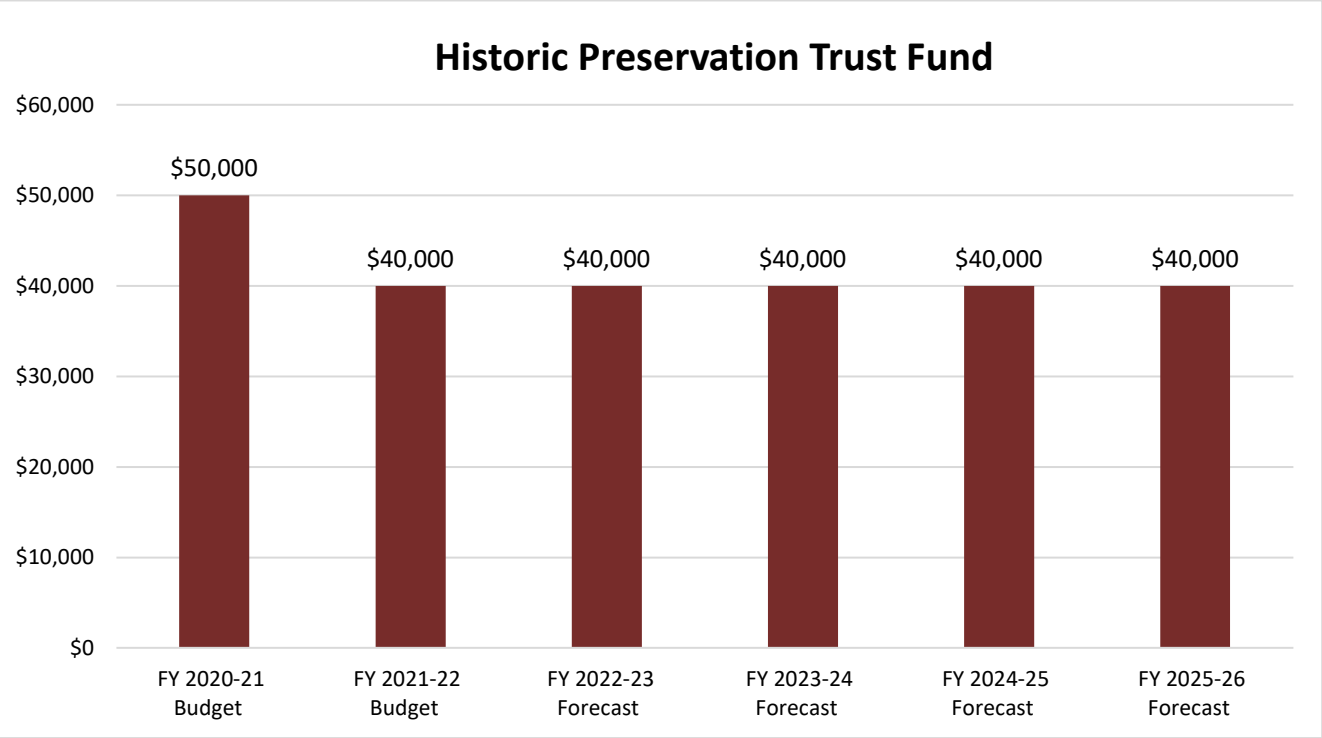


The five-year forecast shows a considerable decrease from the FY 2021-22 budget due to the expiration of grants from the Florida Department of Transportation (FDOT) for the operation of the Flagami and Liberty City Trolley Routes. The remaining revenues are generated from advertising on City trolley vehicles. The forecast projects a two percent annual increase in revenues as additional trolleys are purchased and added to the existing fleet of vehicles.

Special Revenue Funds Forecast

Historic Preservation Trust Fund - Fund 10430

The Historic Preservation Trust Fund is established for funding to be made available for improvements to qualifying homes in T3 Transects and historically designated resources pursuant to Chapter 23

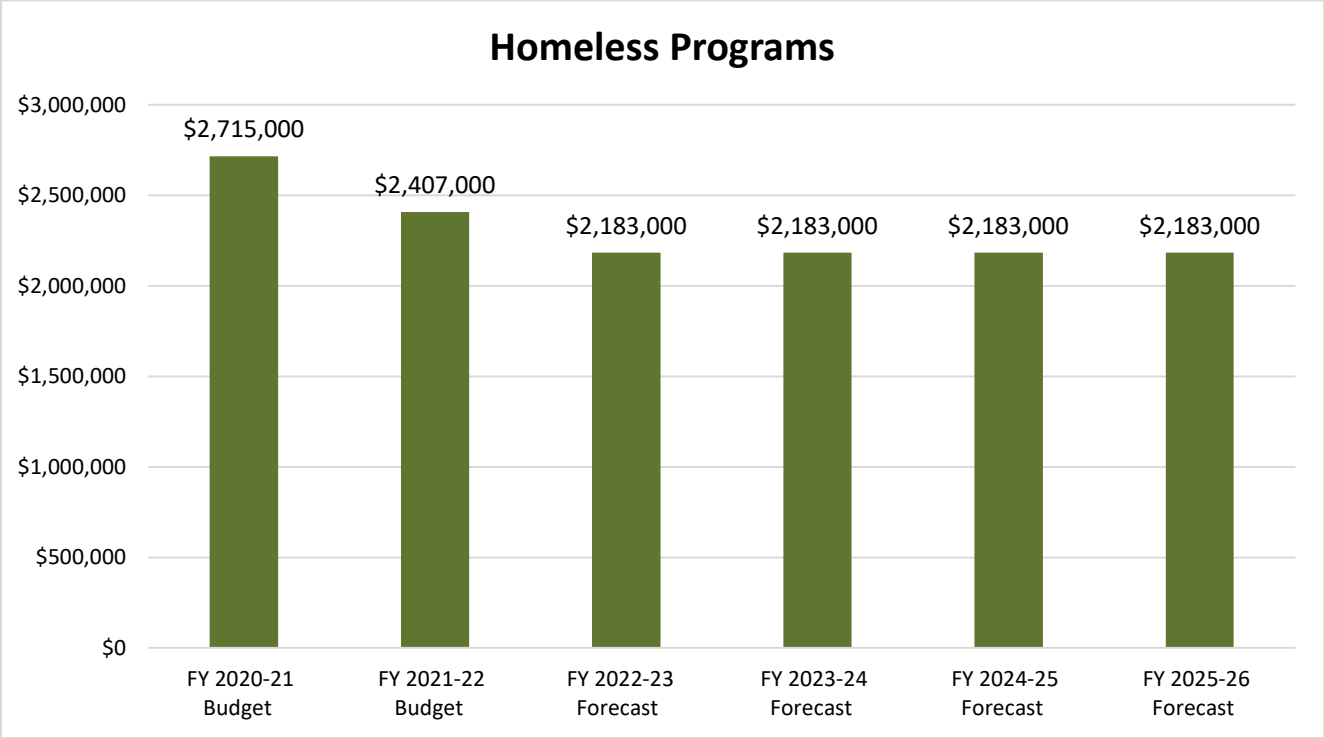


The five-year projection assumes that revenues remain relatively constant as a result of a ten percent distribution of revenues received under Chapter 62 - Article XVI (Art in Public Places), with stable distribution to properties that meet the criteria for financial assistance.

Special Revenue Funds Forecast

Homeless Programs - Fund 14800

The Homeless Programs Special Revenue Fund is used for activities of the City of Miami Homeless Programs, a division of the Department of Human Services.

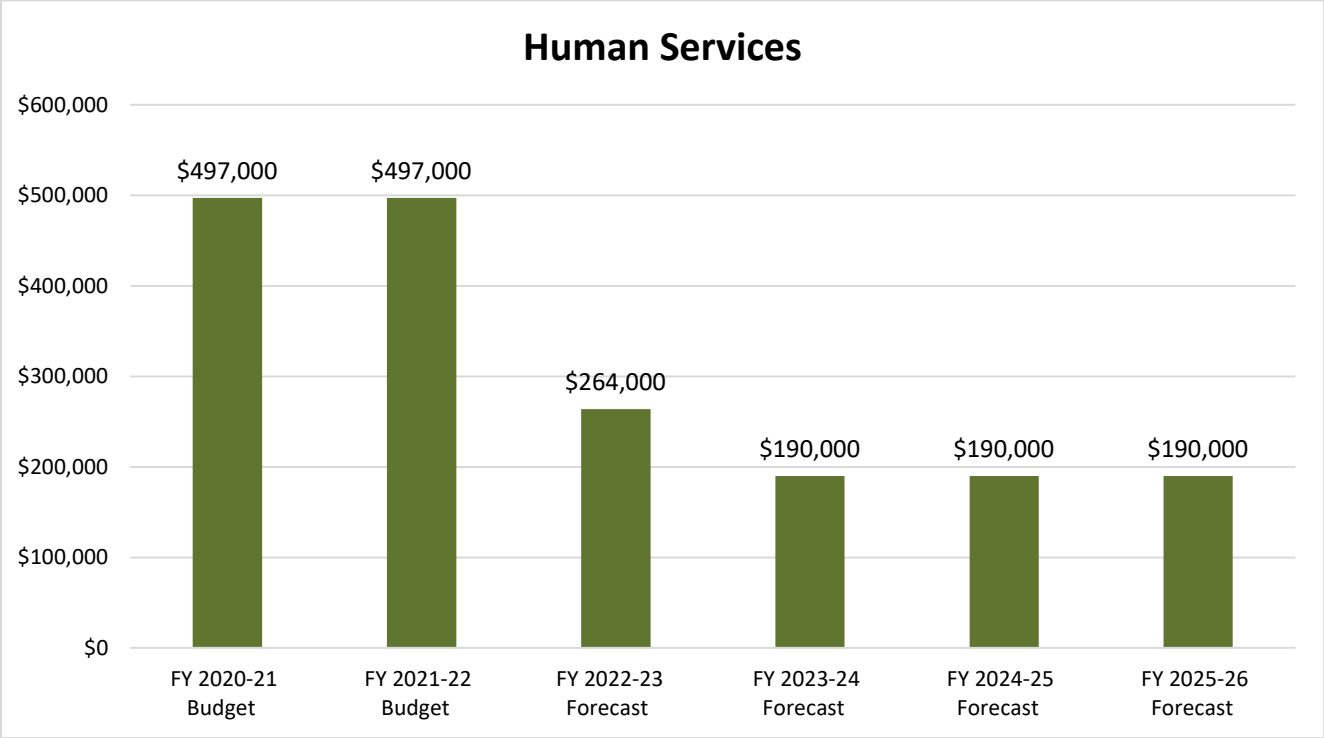


The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

Special Revenue Funds Forecast

Human Services - Fund 14801

The Human Services Special Revenue Fund is a fund that will be used to account for the Child Daycare program activities and the Live Healthy Little Havana program activities in the Department of Human Services.

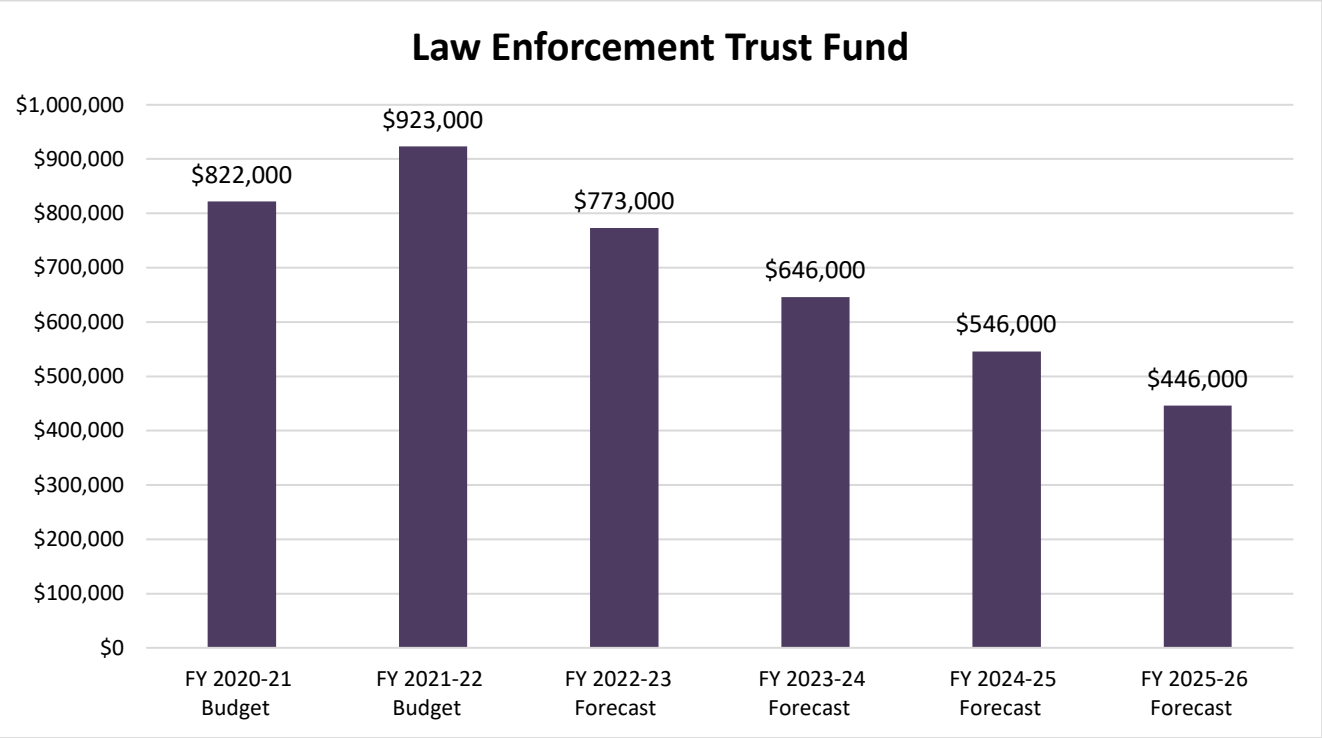


The five-year forecast assumes a depletion of prior year grant funding in FY 2021-22 with steady funding from several grant sources over the five-year period.

Special Revenue Funds Forecast

Law Enforcement Trust Fund - Fund 12500

The Law Enforcement Trust Fund's purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures, as stipulated by state and federal statutes.

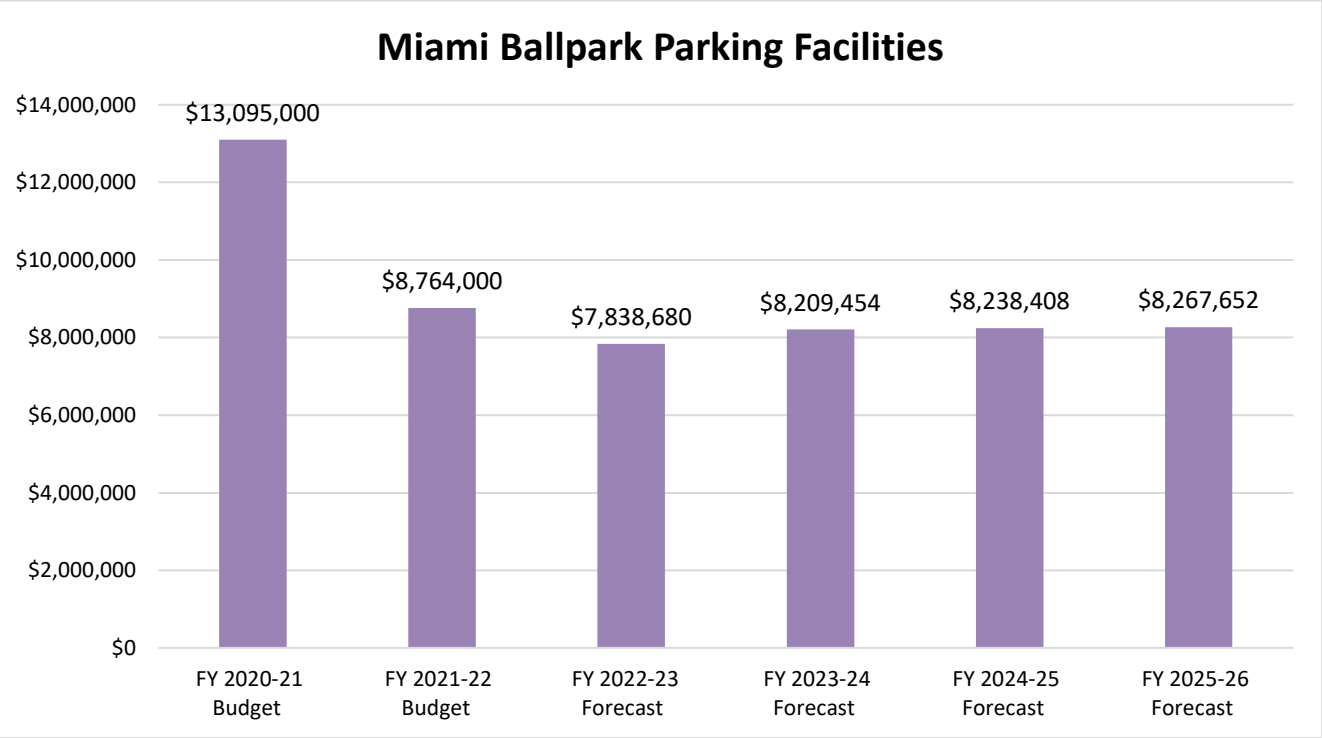


The FY 2021-22 budget reflects the rollover of prior year fund balance. The five-year forecast assumes a sizable reduction of fund balance over the period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

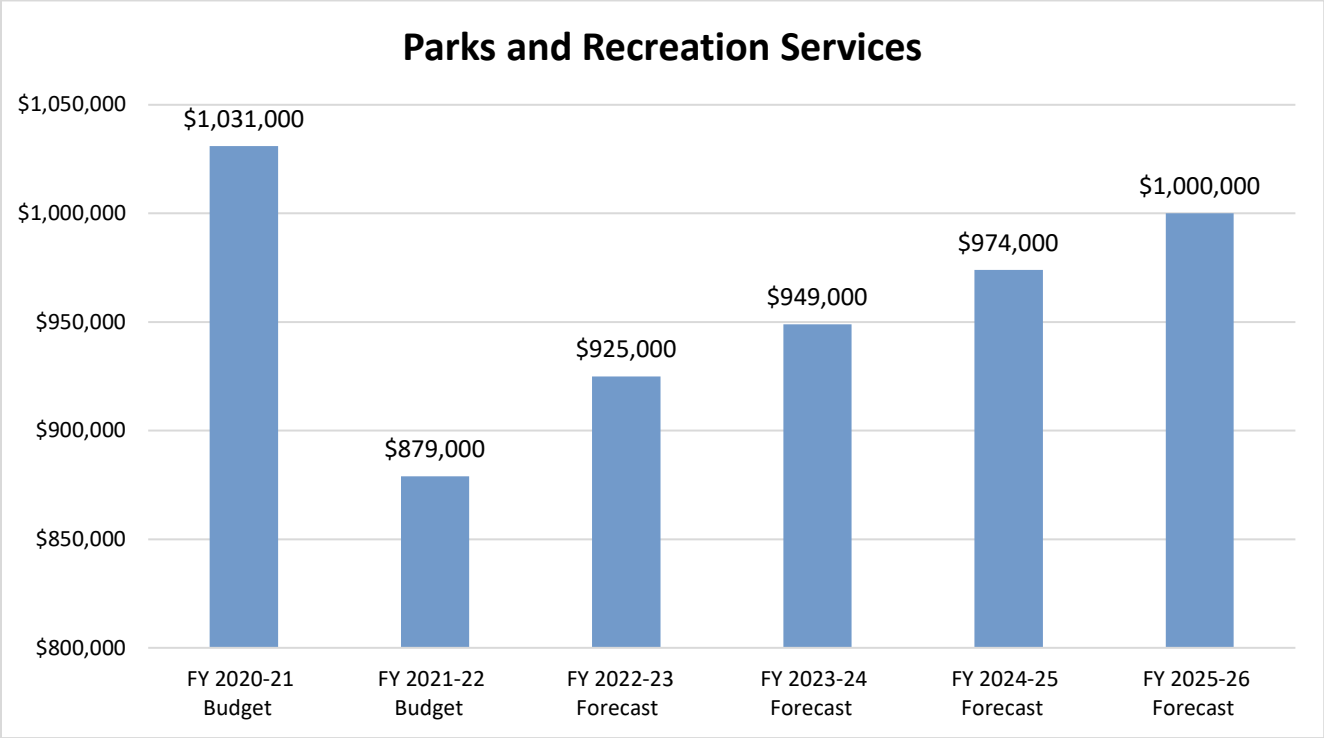


The five-year forecast includes revenue decreases in FY 2021-22 due to the COVID-19 Pandemic then increasing for the remainder of the period as contributions to debt payments and Capital improvements return to consistent levels. Fund Balance is projected to grow slightly over this period as more is used for Operating expenditures.

Special Revenue Funds Forecast

Parks and Recreation Services - Fund 11550

The Parks and Recreation Services Special Revenue Fund is used for parks and recreation activities. This fund accounts for grants from local, state, and federal agencies that are used for these activities.

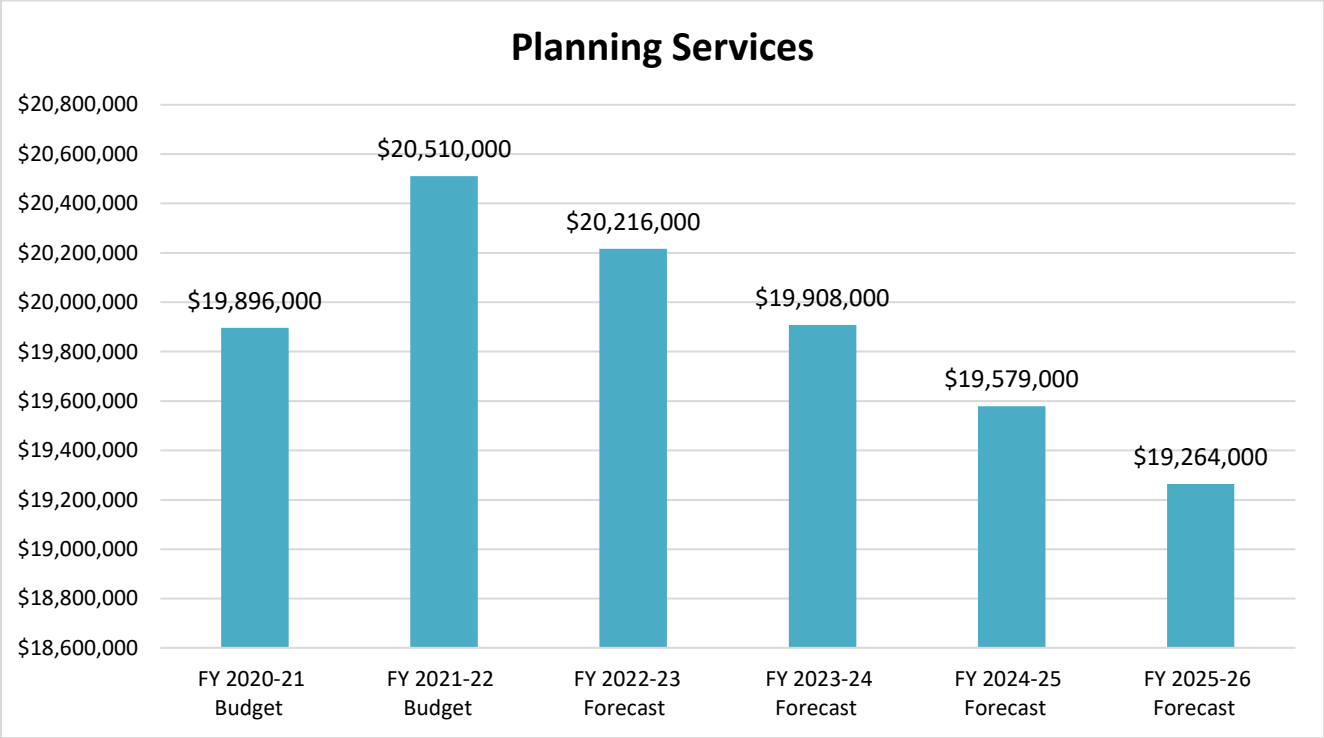


The five-year forecast assumes a decrease of prior year grant balances in FY 2021-22 primarily due to impacts from the COVID-19 pandemic. However, a stable pattern of revenues is projected over the remainder of the forecast period.

Special Revenue Funds Forecast

Planning Services - Funds 10400, 10401, 10402, and 10450

The Planning Services Special Revenue Fund is used for the operation of the Department of Planning .

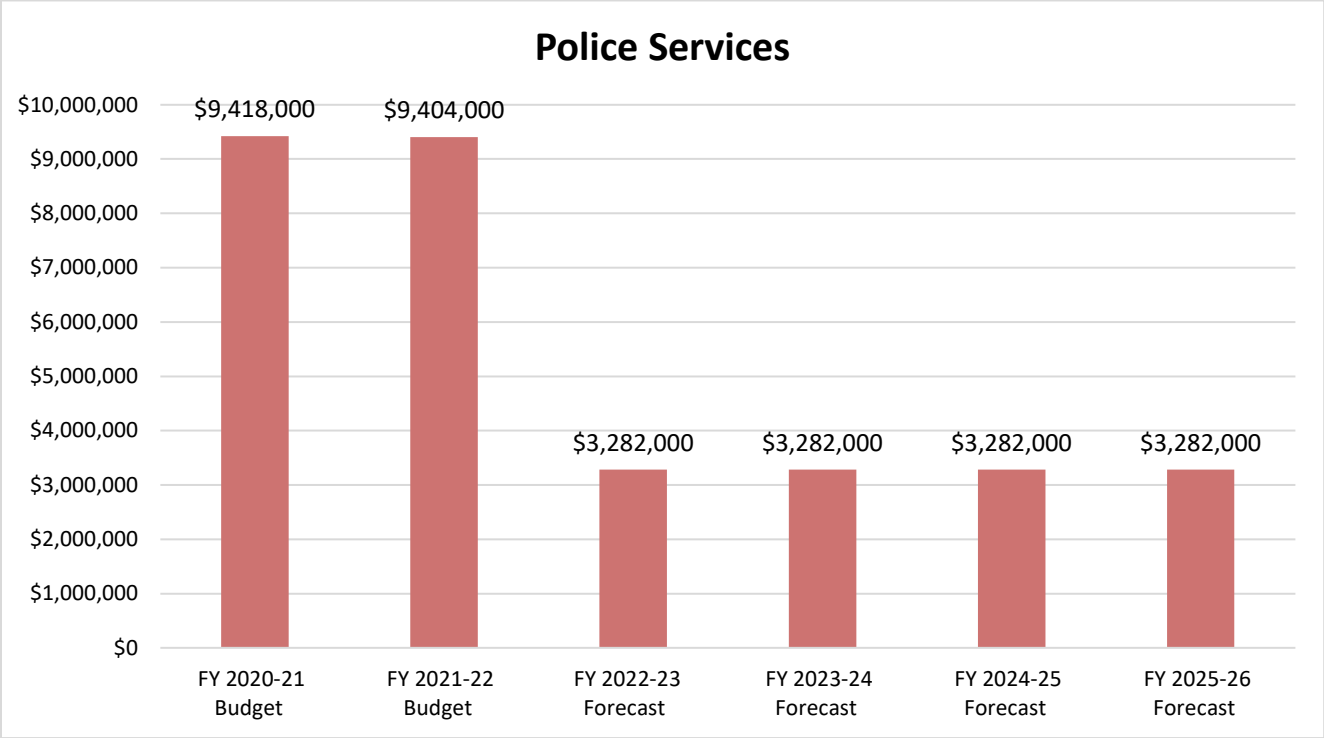


The five-year forecast assumes an increase of approximately $614,000 in fund balance for FY 2021-22. Based on current and past financial activites it is estimated that two million dollars will be collected primarily from the Downtown Development Supplemental Fee (DRI) and Southeast Overtown/Park West Development Supplemental Fee (SEOPW). Additionally, the estimated revenues are offsetted by a gradual decrease in fund balance attributed to transfers to fund capital projects through fiscal year 2025-26.

Special Revenue Funds Forecast

Police Services - Funds 12000, 12200, 12210, and 12220

The Police Services Special Revenue Fund is used for public safety activities. Additionally, this fund accounts for grants from local, state, and federal agencies.

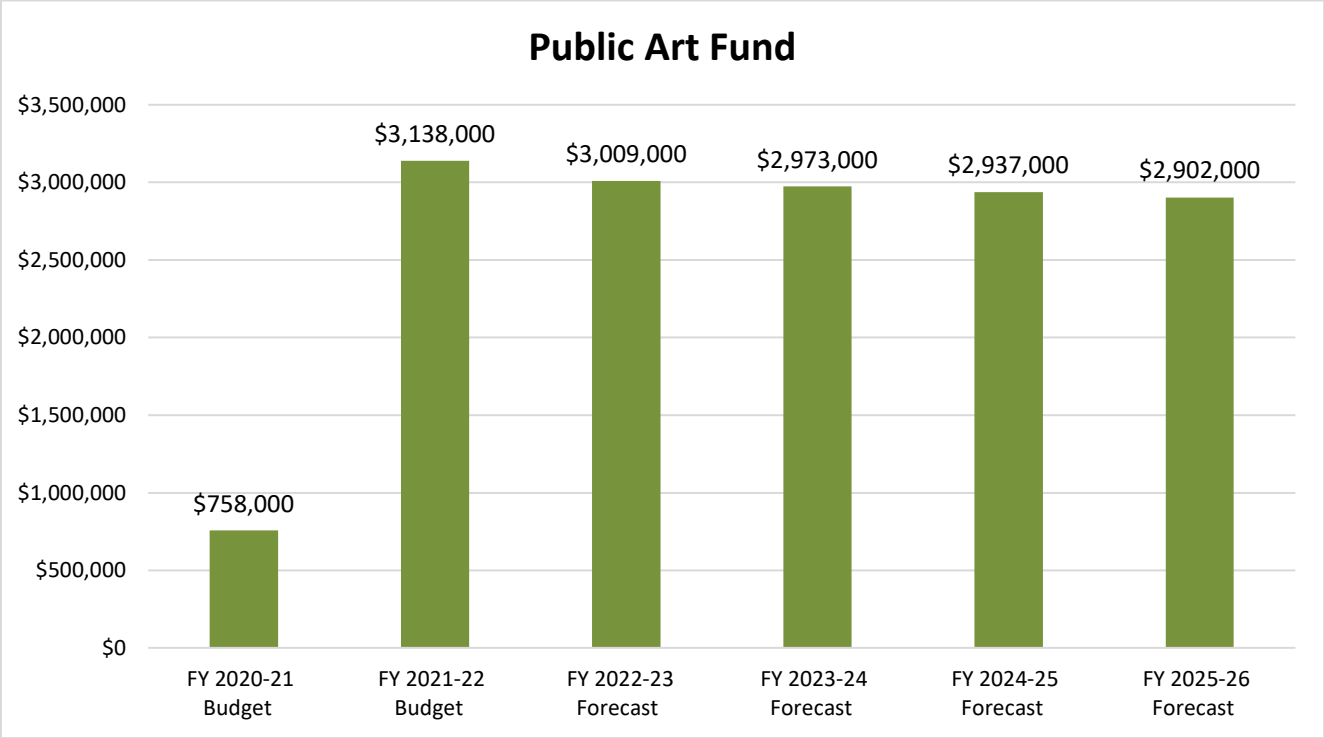


The FY 2021-22 budget reflects the last year of a series of non-recurring grants with a stable pattern of revenues over the remaining period.

Special Revenue Funds Forecast

Public Art Fund - Fund 10420

The Public Art Fund is used for the acquisition, installation, improvement, maintenance, insurance of art, arts education programming, and grants in order to promote the aesthetic diversity and character of the built environment and the cultural enrichment of the community.

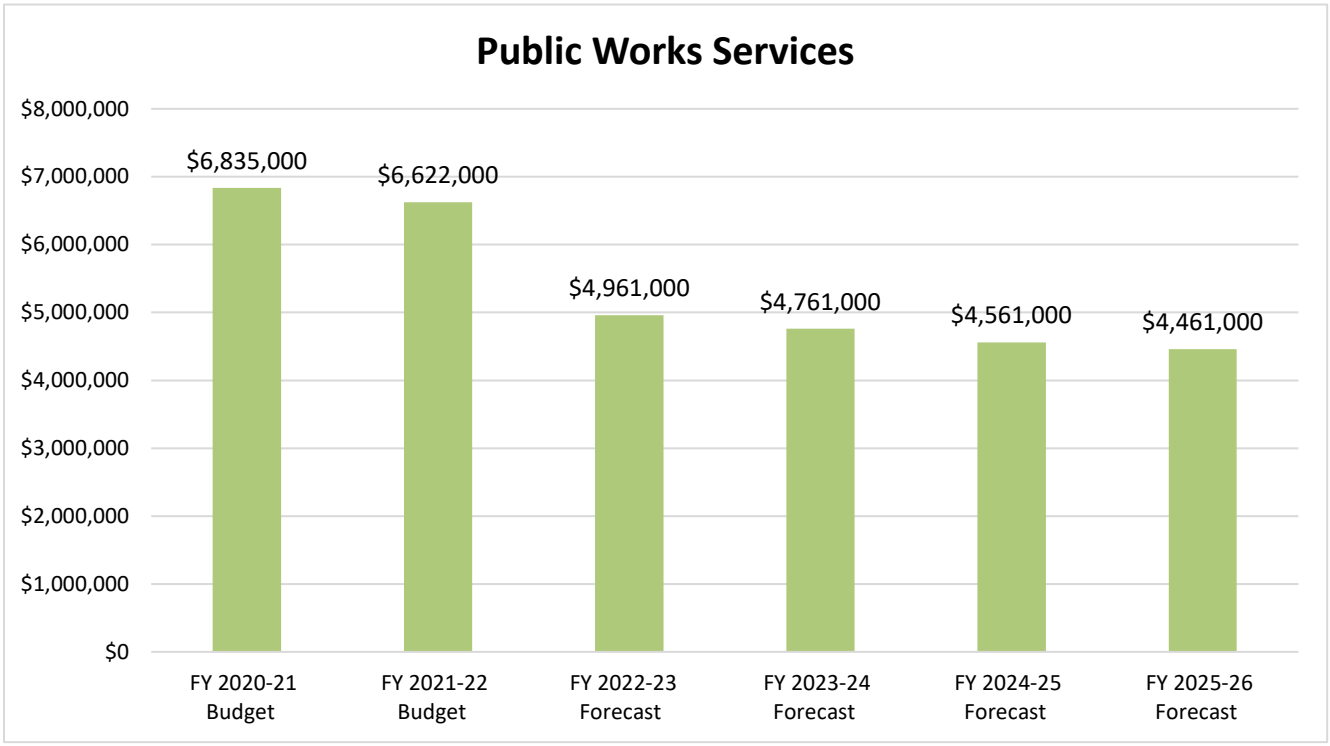


The five-year outlook shows a substantial improvement in fund balance in FY 2021-22, owing to higher-than-expected revenue collection in FY 2020, resulting in a fund balance of $1.830 million. In FY 2021, an estimated $671,000 is projected to be collected based on prior year actuals. Throughout the five-year forecast, revenues are projected to remain unchanged, with a slow reduction in fund balance as funds are invested on the public art initiative.

Special Revenue Funds Forecast

Public Works Services - Fund 13000

The Public Works Services Special Revenue Fund is used for special programs managed by the Department of 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 (FDOT).

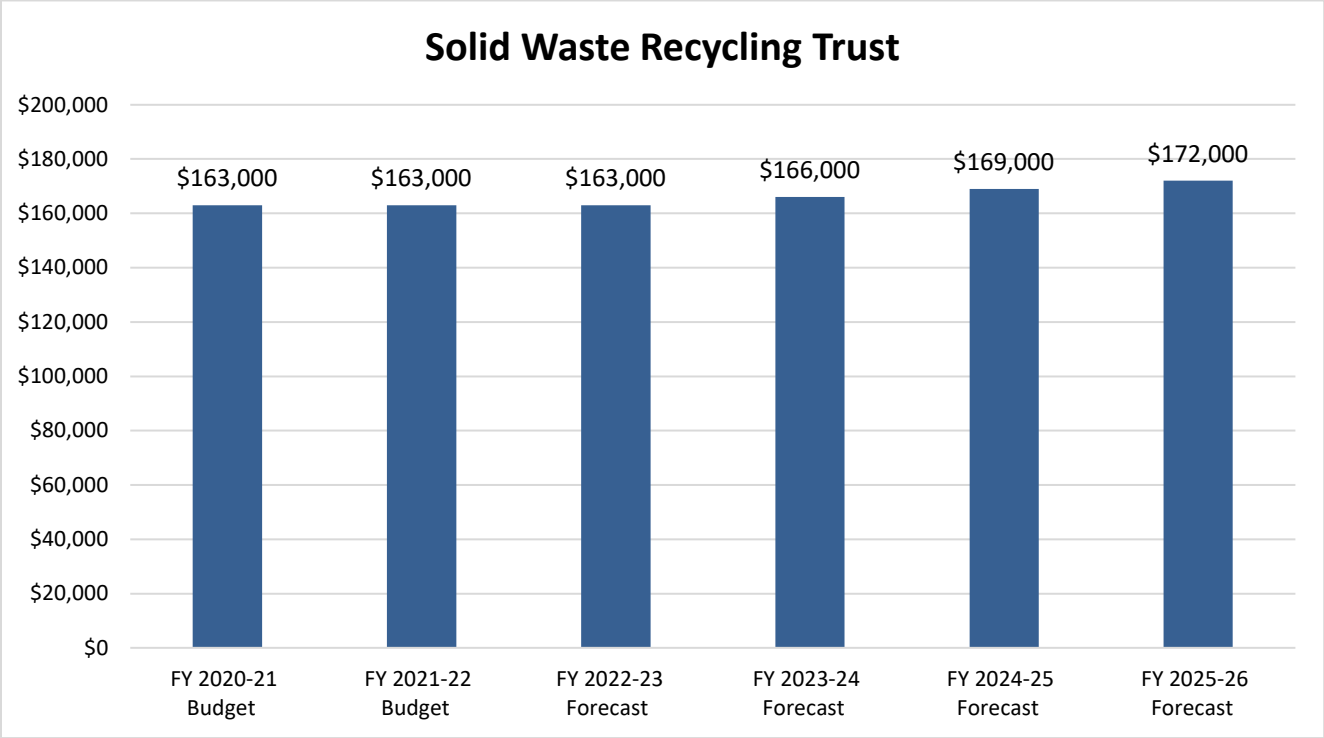


The five-year forecast assumes a steady decrease in available funding primarily due to declining fund balance from the FDOT Mural Program and the absence of any fund balance from the Lane Closure Fund.

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.

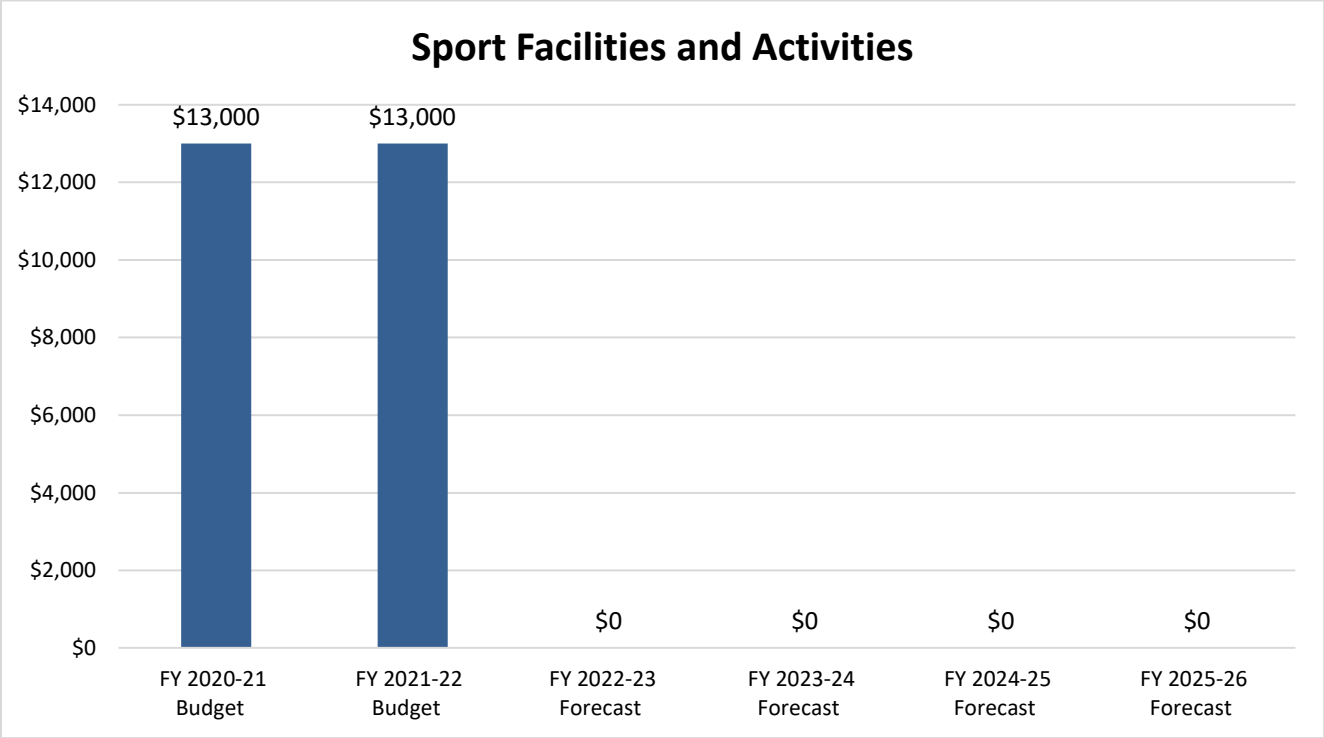


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2021-22 represents the interest earned on the one million dollar principal.

Special Revenue Funds Forecast

Sport Facilities and Activities - Fund 10110

The Sport Facilities and Activities Special Revenue Fund is used to account for all assets and liabilities transferred from the abolished Miami Sport and Exhibition Authority (MESA), as specified by Ordinance No. 13801.

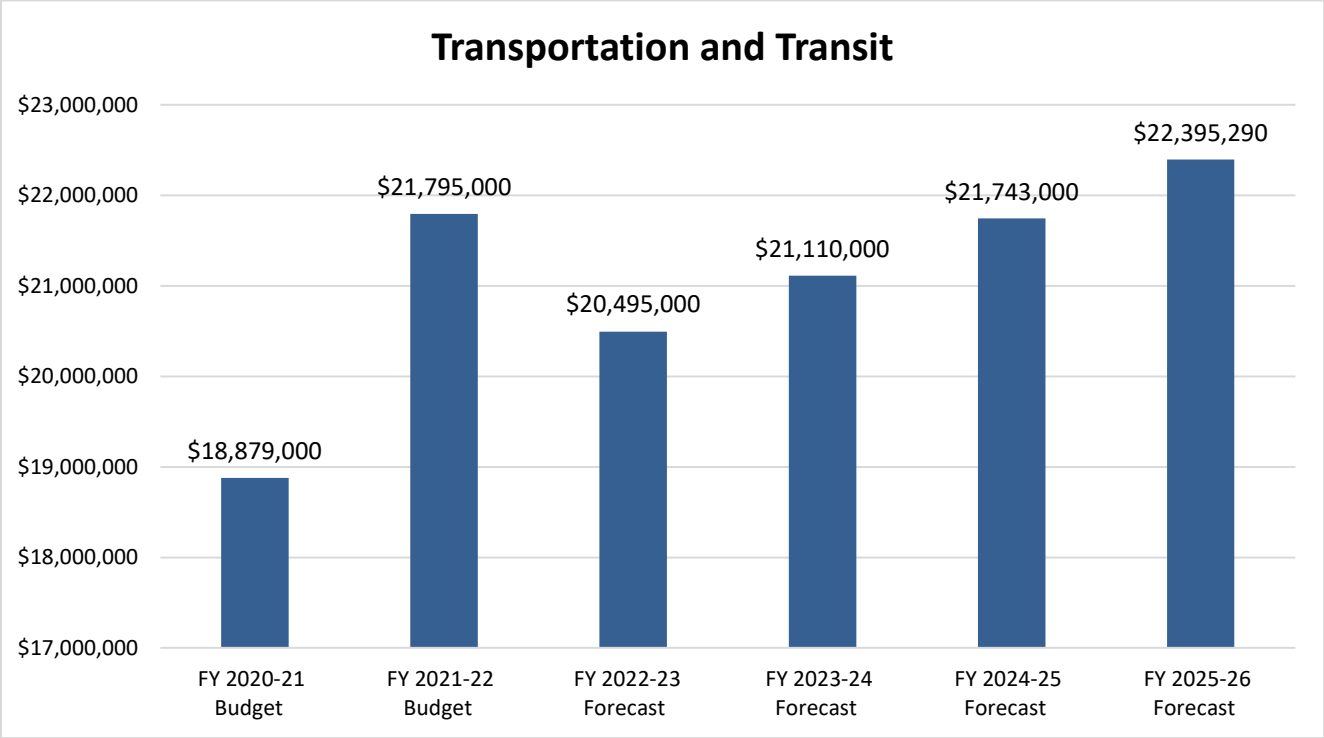


The FY 2020-21 includes a remainder of the previous year fund balance.

Special Revenue Funds Forecast

Transportation and Transit - Fund 15600

The Transportation and Transit Fund is used for the operation of City of Miami's transit and transportation projects.

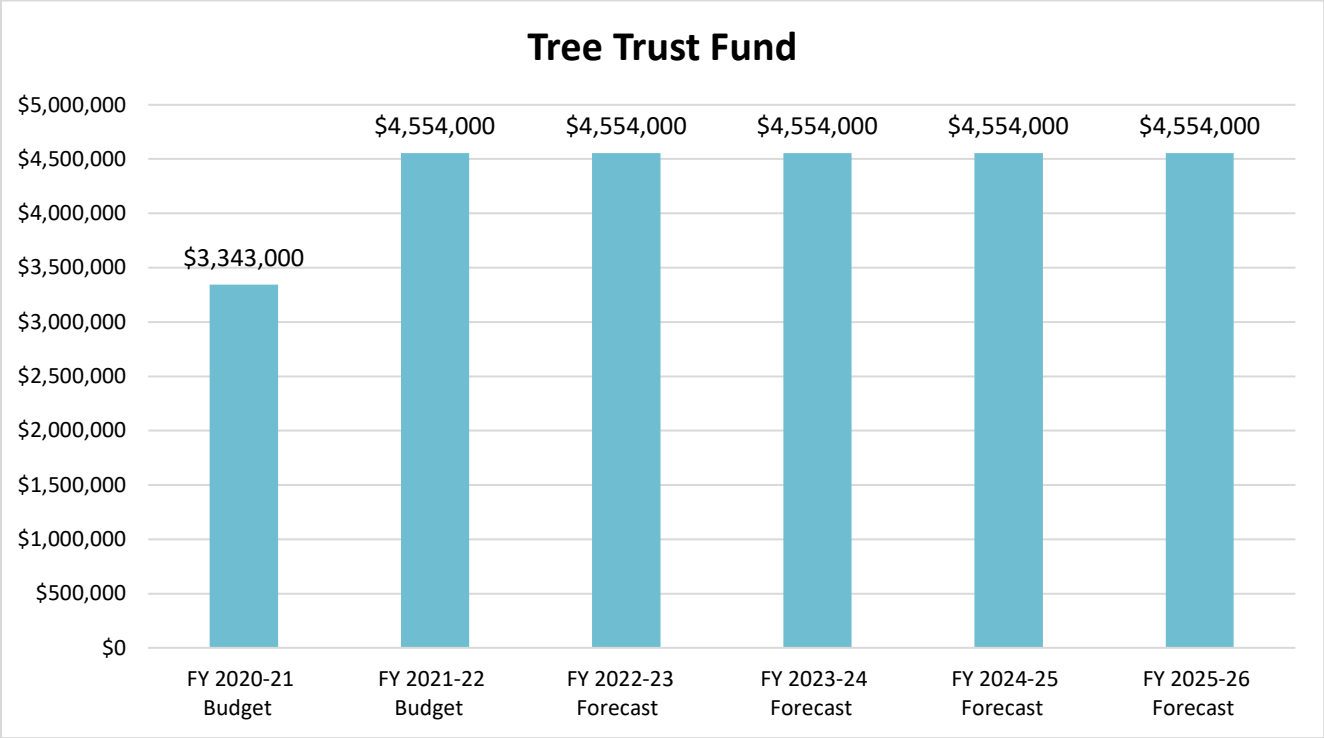


The FY 2021-22 Budget uses prior year fund balance in order to cover projected operating and capital expenditures due to lingering economic impacts of the COVID-19 Pandemic. However, it is assumed that revenues will return to pre-pandemic levels in FY 2021-22 and will increase by three percent annually through the remainder of the forecast. It is also expected that a new contract to deliver transit services will lead to increased operational costs beginning in FY 2021-22. The trolley program is projected to have a deficit beginning in FY 2024-25 and through the end of the five-year period, as shown in the Half Cent Surtax Pro-Forma located at the end of the Resilience and Public Works narrative. Contributions from the Transportation Trust Fund will be required in order to cover the funding gaps should projected revenues not cover anticipated expenditures.

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 Tree Trust Fund is now managed by the Building Department, as a result of the transition of the Environmental Resource division to the Building Department. The five-year outlook projects a fund balance increase in FY 2021-22, due in part to approximately one million dollar payment collected in FY 2019-20 and an expected $1.100 million collection in FY 2020-21. It is expected that funding for capital projects will decrease fund balance and revenue will continue keep the trend balanced over the five-year period.

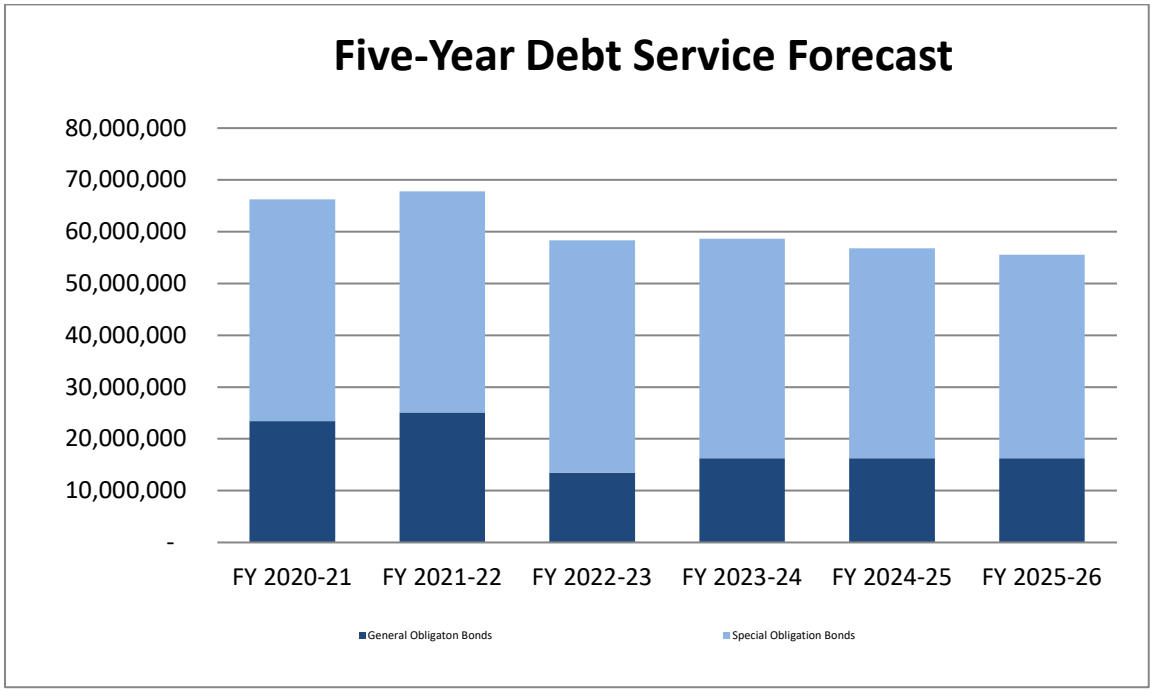
Debt Service Funds Forecast

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 2021-22 Debt Service Fund Budget is $67.769 million and the projected budget amounts for the FY 2022-23 through FY 2025-26 are as follows:

	FY 2020-21 Budget	FY 2021-22 Budget	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Revenues (Inflows)						
Property Taxes	23,428,000	25,118,000	13,510,000	16,232,000	16,243,000	16,256,000
Transfers-IN/Other Revenues	42,802,000	42,651,000	44,805,000	42,433,000	40,549,000	39,297,000
Total Revenues (Inflows)	66,230,000	67,769,000	58,315,000	58,665,000	56,792,000	55,553,000
Expenditures (Outflows)						
General Obligation Bonds	23,428,000	25,118,000	13,510,000	16,232,000	16,243,000	16,256,000
Special Obligation Bonds	42,802,000	42,651,000	44,805,000	42,433,000	40,549,000	39,297,000
Total Expenditures (Outflows)	66,230,000	67,769,000	58,315,000	58,665,000	56,792,000	55,553,000



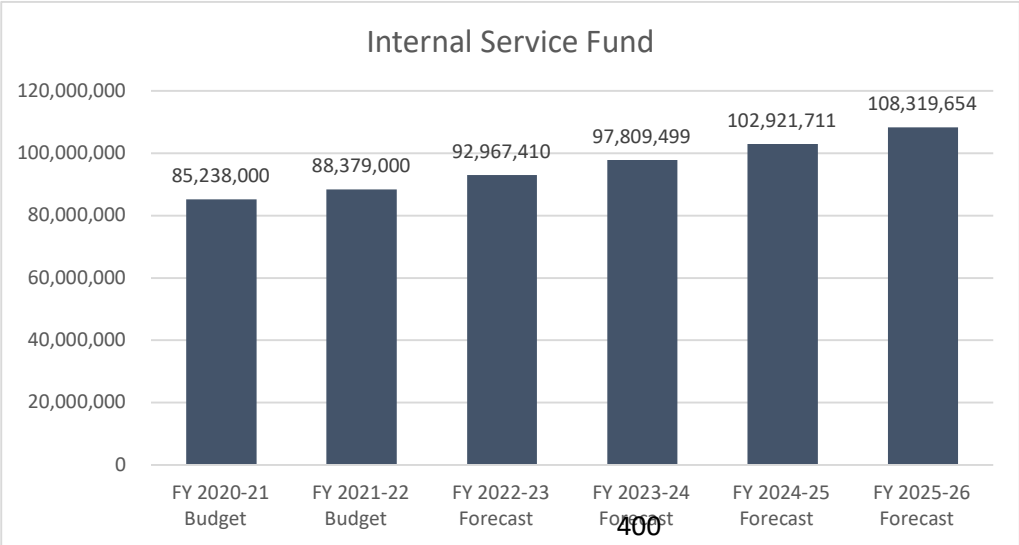
Internal Service Fund Forecast

Internal Service Fund:

The City's Internal Service Fund (ISF) provides a mechanism that allows for allocating costs to the operating departments. These 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 2021-22 Budget for the ISF is $88.379 million.

	FY 2020-21 Budget	FY 2021-22 Budget	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Health Insurance	42,428,000	43,194,000	45,786,000	48,533,000	51,445,000	54,532,000
Workers' Compensation	17,382,000	18,369,000	18,902,000	19,450,000	20,014,000	20,594,000
Property Insurance Premiums	9,456,000	10,591,000	11,226,460	11,900,000	12,614,000	13,371,000
Total Liabilities	4,770,000	4,158,000	4,261,950	4,368,499	4,477,711	4,589,654
IT Cost Allocation	11,202,000	12,067,000	12,791,000	13,558,000	14,371,000	15,233,000
Internal Service Fund Total	**85,238,000**	**88,379,000**	**92,967,410**	**97,809,499**	**102,921,711**	**108,319,654**

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.



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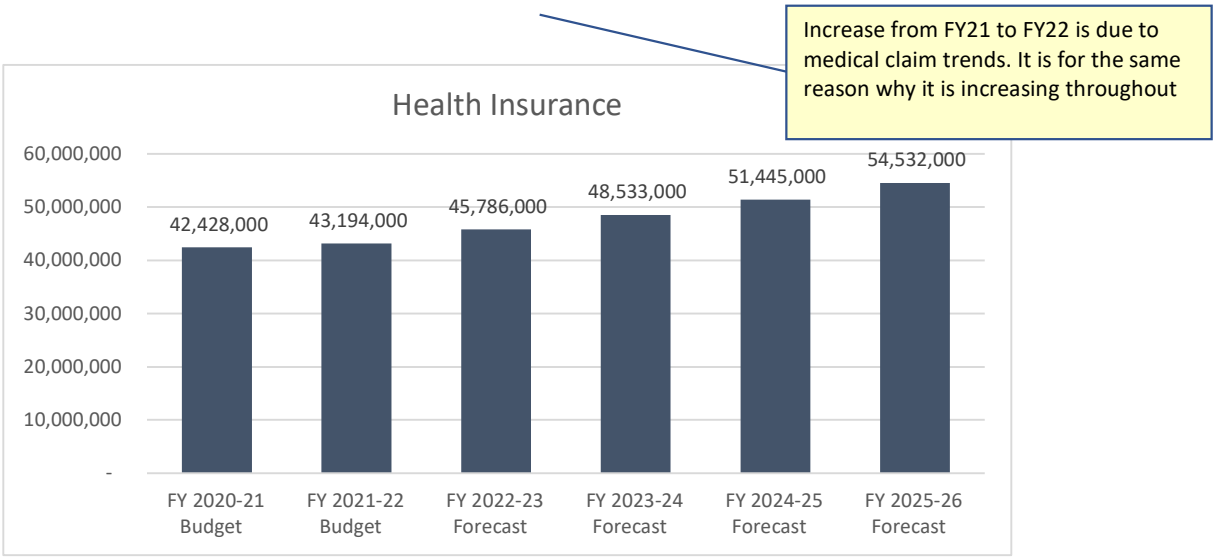
Internal Service Fund Forecast

Health Insurance

The FY 2021-22 Budget for Health Insurance is $43.194 million. This represents an approximately 1.8 percent increase over the FY 2020-21 Budget. The increase is primarily due to a four percent growth in medical trends, as recommended by the actuary.

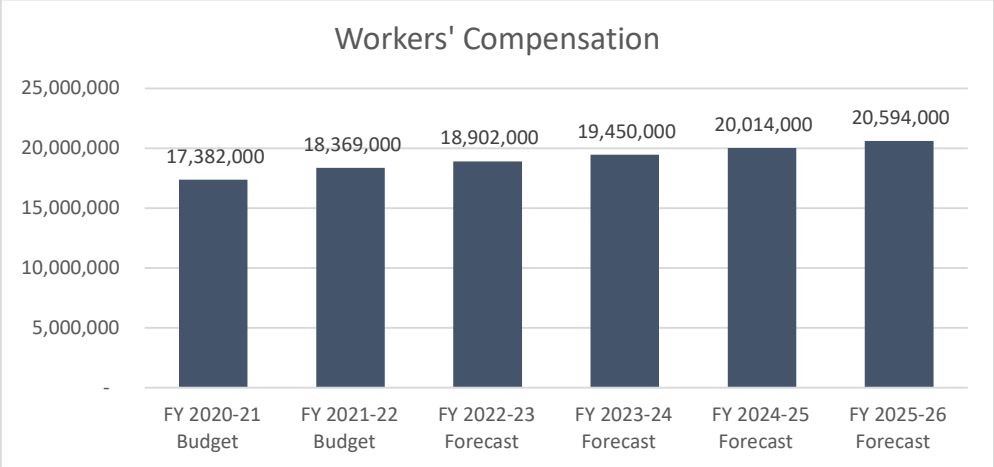


A six percent annual growth rate is actuarially projected throughout this forecast based on medical and prescription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2021-22 Budget for Workers' Compensation is $18.369 million. This represents an approximately 5.7 percent increase over the FY 2020-21 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure.

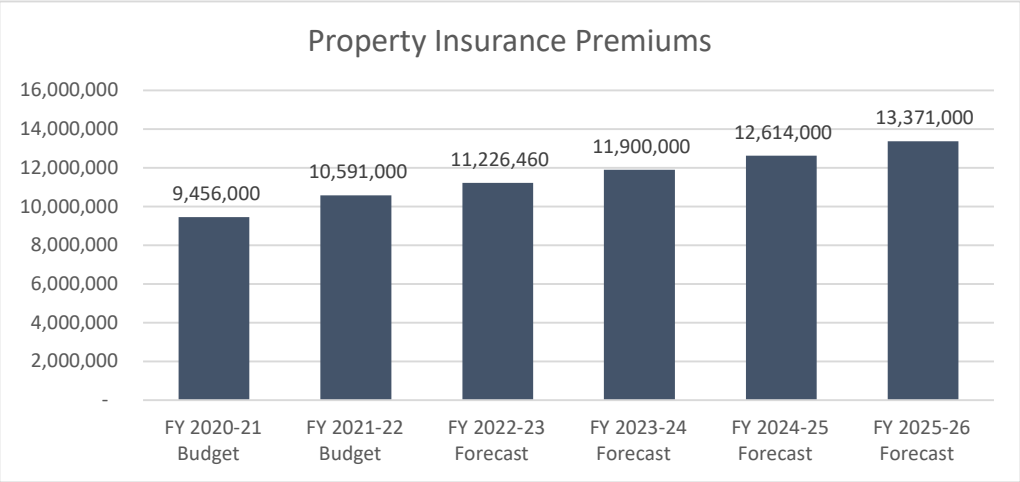


A 2.9 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Property Insurance Premiums

The FY 2021-22 Budget for Insurance Premiums is $10.591 million. This represents an approximately 12 percent increase over the FY 2020-21 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place. We anticipate Law Enforcement Liability insurance will continue to see a fairly large premium increases following law enforcement activities across the country.

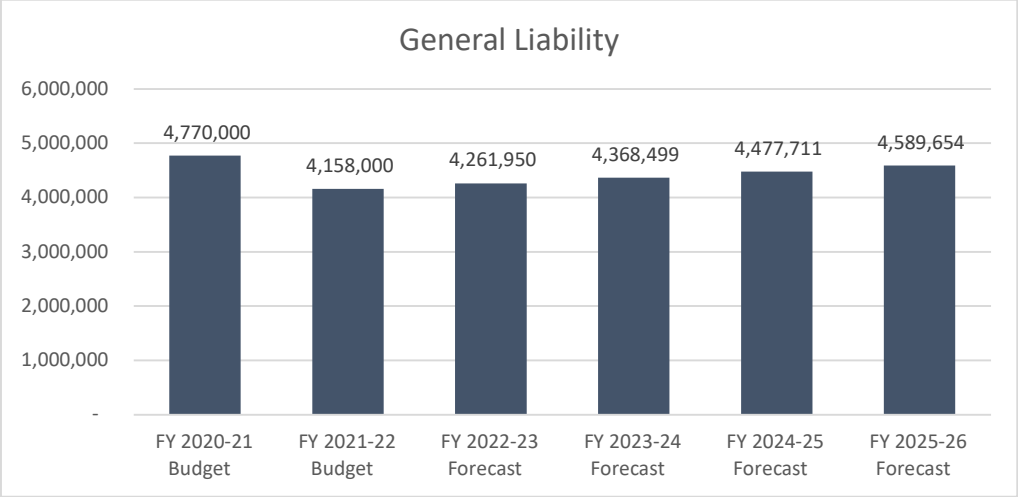


A six percent increase is projected throughout the forecast based on anticipated market conditions and resulting coverage revisions.

Internal Service Fund Forecast

General Liability

The FY 2021-22 Budget for General Liability is $4.158 million. This represents a net decrease of approximately 12.8 percent over the FY 2020-21 Budget. The net decrease is due in part to an increase in Police Torts and decreases in Vehicle Liability and General Liability Claims. The claims are actuarially projected at a 45 percent confidence level.

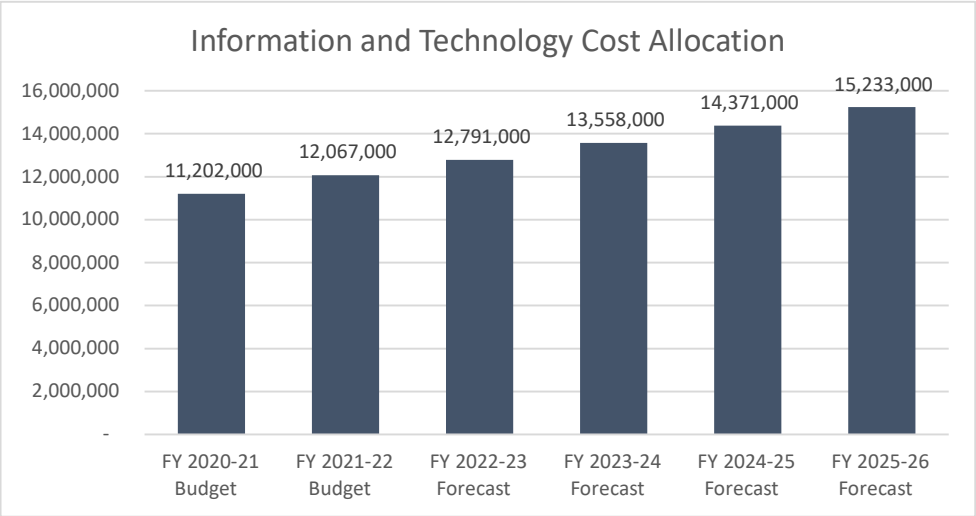


A 2.5 percent increase is projected throughout the forecast based on increases in automobile liability claims (frequency and severity), and general liability claims.

Internal Service Fund Forecast

Information and Technology Cost Allocation

The FY 2021-22 Budget for Information Technology Repair and Maintenance is $12.067 million. This represents an approximately 7.72 percent increase over the FY 2020-21 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

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APPENDIX C:
PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

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Budget, All Funds

SCHEDULE:
Revenues and Expenditures by Functional Category, All Funds

GRAPH:
Revenues (Inflows) by Functional Category

SCHEDULE:
Revenues (Inflows) by Functional Category and Account Object

GRAPH:
Expenditures (Outflows) by Functional Category

SCHEDULE:
Expenditures (Outflows) by Functional Category

GRAPH:
Expenditures (Outflows) by Account Category

SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

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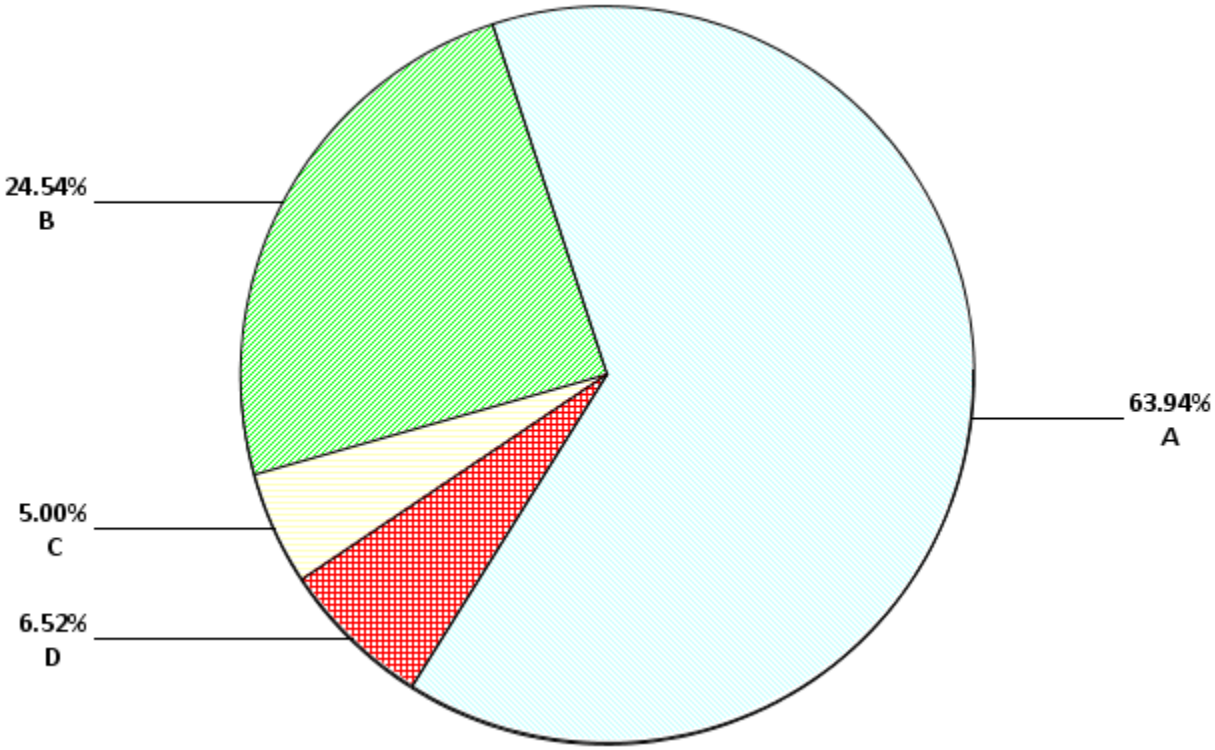
BudgetFY22 Budget
All Funds

FY 2021-22

$1,354,678,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: General Fund	816,961,000	70.09%	866,130,000	63.94%
B: Special Revenue Funds	197,087,000	16.91%	332,400,000	24.54%
C: Debt Service Funds	66,230,000	5.68%	67,769,000	5.00%
D: Internal Service Fund	85,238,000	7.31%	88,379,000	6.52%
Total	1,165,516,000	100.00%	1,354,678,000	100.00%

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Schedule: Revenues and Expenditures by Functional Category
BudgetFY22
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
Revenues (Inflows)						
Property Taxes	453,802,000	0	20,236,000	0	474,038,000	443,976,000
Franchise Fees and Other Taxes	117,795,000	0	0	0	117,795,000	117,566,000
Interest	3,061,000	13,000	0	0	3,074,000	4,827,000
Transfers-IN	16,020,000	5,221,000	36,237,000	0	57,478,000	47,423,000
Fines and Forfeitures	7,189,000	1,090,000	0	0	8,279,000	8,394,000
Intergovernmental Revenues	75,757,000	156,931,000	5,000,000	0	237,688,000	152,319,000
Licenses and Permits	66,500,000	6,562,000	0	0	73,062,000	71,308,000
Other Revenues (Inflows)	10,220,000	154,374,000	6,296,000	88,379,000	259,269,000	195,412,000
Charges for Services	115,786,000	8,209,000	0	0	123,995,000	124,291,000
Total Revenues (Inflows)	**866,130,000**	**332,400,000**	**67,769,000**	**88,379,000**	**1,354,678,000**	**1,165,516,000**
Expenditures (Outflows)						
General Government	91,938,000	146,587,000	67,769,000	12,067,000	318,361,000	169,069,000
Planning and Development	32,691,000	33,625,000	0	0	66,316,000	50,599,000
Public Works	103,223,000	21,573,000	0	0	124,796,000	121,851,000
Public Safety	454,278,000	47,012,000	0	0	501,290,000	481,631,000
Housing and Community Development	1,734,000	62,259,000	0	0	63,993,000	74,266,000
Real Estate and Asset Management	15,956,000	10,637,000	0	0	26,593,000	23,721,000
Parks and Recreation	53,177,000	1,079,000	0	0	54,256,000	52,437,000
Risk Management	3,773,000	0	0	76,312,000	80,085,000	77,306,000
Non Departmental Units	44,768,000	680,000	0	0	45,448,000	58,426,000
Non Dept-Downtown Dev Authority	0	141,000	0	0	141,000	133,000
Transfers - OUT	64,592,000	8,807,000	0	0	73,399,000	56,077,000
Total Expenditures (Outflows)	**866,130,000**	**332,400,000**	**67,769,000**	**88,379,000**	**1,354,678,000**	**1,165,516,000**

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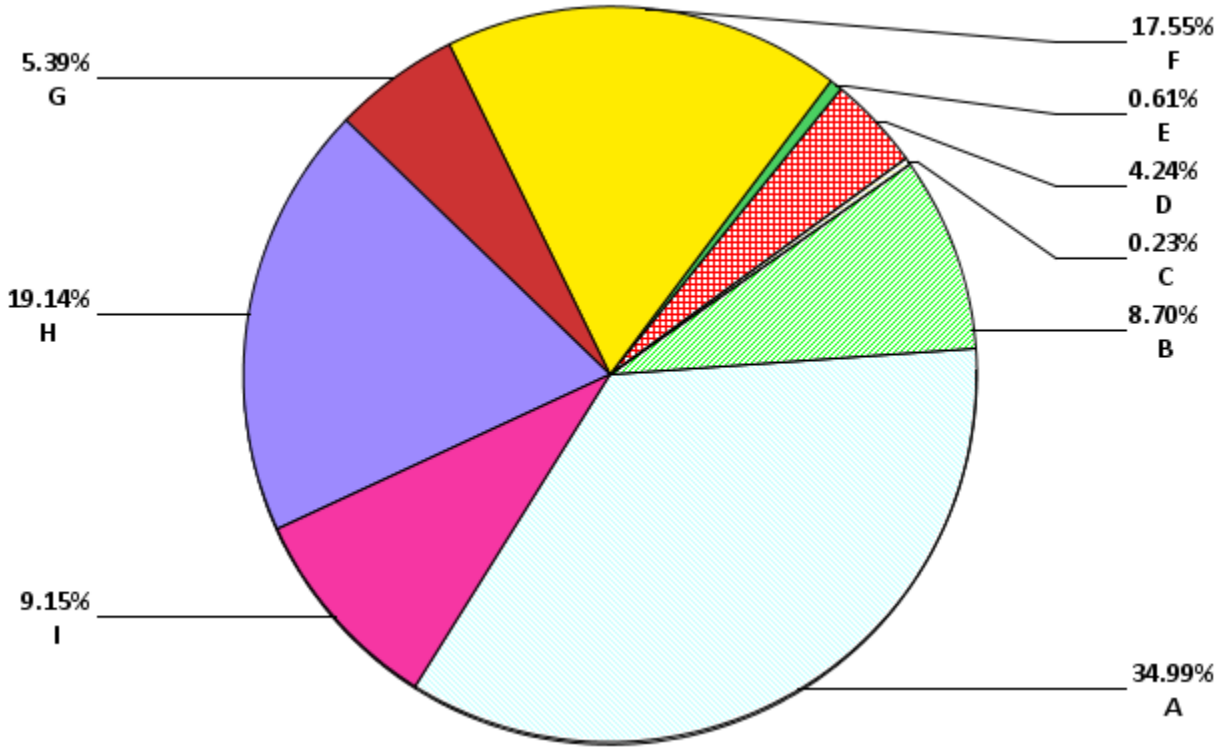
Revenues (Inflows) by Functional Category
All Funds

FY 2021-22

$1,354,678,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Property Taxes	443,976,000	38.09%	474,038,000	34.99%
B: Franchise Fees and Other Taxes	117,566,000	10.09%	117,795,000	8.70%
C: Interest	4,827,000	0.41%	3,074,000	0.23%
D: Transfers-IN	47,423,000	4.07%	57,478,000	4.24%
E: Fines and Forfeitures	8,394,000	0.72%	8,279,000	0.61%
F: Intergovernmental Revenues	152,319,000	13.07%	237,688,000	17.55%
G: Licenses and Permits	71,308,000	6.12%	73,062,000	5.39%
H: Other Revenues (Inflows)	195,412,000	16.77%	259,269,000	19.14%
I: Charges for Services	124,291,000	10.66%	123,995,000	9.15%
Total	1,165,516,000	100.00%	1,354,678,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed AllFunds	FY 2020-21 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	410,363,000	0	20,236,000	0	430,599,000	412,770,000
Ad Valorem Taxes-Real-Delinquent	23,000,000	0	0	0	23,000,000	11,671,000
Ad Valorem Taxes-Penalty & Interest	320,000	0	0	0	320,000	269,000
Ad Valorem Taxes-Personal	19,489,000	0	0	0	19,489,000	18,915,000
Ad Valorem Taxes-Personal-Delinquent	630,000	0	0	0	630,000	351,000
Total Property Taxes:	**453,802,000**	**0**	**20,236,000**	**0**	**474,038,000**	**443,976,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	6,774,000	0	0	0	6,774,000	7,113,000
Franc Fee-Electricity	30,228,000	0	0	0	30,228,000	30,228,000
Franc Fee-Gas	372,000	0	0	0	372,000	342,000
Utility Ser Fee-Electricity	38,705,000	0	0	0	38,705,000	38,705,000
Utility Ser Fee-Water	6,600,000	0	0	0	6,600,000	6,017,000
Utility Ser Fee-Gas	700,000	0	0	0	700,000	663,000
Utility Ser Fee-Fuel Oil	16,000	0	0	0	16,000	16,000
Public Service Taxes	20,000,000	0	0	0	20,000,000	20,082,000
Other Taxes-Storm Water	14,400,000	0	0	0	14,400,000	14,400,000
Total Franchise Fees and Other Taxes:	**117,795,000**	**0**	**0**	**0**	**117,795,000**	**117,566,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	325,000	0	0	0	325,000	314,000
Misc-Int & Pen-Investment	2,736,000	13,000	0	0	2,749,000	4,513,000
Total Interest:	**3,061,000**	**13,000**	**0**	**0**	**3,074,000**	**4,827,000**
Transfers-IN						
Other-Interfund Transfer	16,020,000	4,020,000	36,237,000	0	56,277,000	45,693,000
Other-Transfer In-Cost Allocation	0	889,000	0	0	889,000	730,000
Other-Intrafund Transfer	0	312,000	0	0	312,000	1,000,000
Total Transfers-IN:	**16,020,000**	**5,221,000**	**36,237,000**	**0**	**57,478,000**	**47,423,000**
Fines and Forfeitures						
Fines-Judgments And Fines	6,471,000	0	0	0	6,471,000	6,874,000
Fines-Other Fines And/Or Forfeits	718,000	1,090,000	0	0	1,808,000	1,520,000
Total Fines and Forfeitures:	**7,189,000**	**1,090,000**	**0**	**0**	**8,279,000**	**8,394,000**

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed AllFunds	FY 2020-21 Adopted AllFunds
Intergovernmental Revenues						
Federal Grants	0	130,158,000	0	0	130,158,000	56,280,000
State Shared Revenues	710,000	0	0	0	710,000	642,000
Municipal Rev Sharing	16,200,000	0	0	0	16,200,000	15,799,000
Half Cent Sales Tax	36,000,000	0	0	0	36,000,000	35,444,000
State Pension Payment	10,300,000	0	0	0	10,300,000	10,443,000
Shared Revenues From Other Local Units	545,000	0	0	0	545,000	545,000
Shared Revenues - MPA	10,000,000	0	0	0	10,000,000	2,000,000
Shared Revenues From Other Loc-Federal	2,000,000	0	0	0	2,000,000	0
Pmts Other Local U In Lieu Of Taxes	2,000	0	0	0	2,000	2,000
State Grants	0	1,303,000	0	0	1,303,000	4,388,000
Grants From Other Local Units	0	22,928,000	5,000,000	0	27,928,000	24,898,000
Shared Revenues - E911 Wireles	0	1,508,000	0	0	1,508,000	1,421,000
Shared Revenues - E911 Phone C	0	481,000	0	0	481,000	425,000
Shared Revenues - E911 Land Li	0	553,000	0	0	553,000	32,000
Total Licenses and Permits:	**75,757,000**	**156,931,000**	**5,000,000**	**0**	**237,688,000**	**152,319,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	322,000	0	0	0	322,000	500,000
Business Tax Receipt-Business	7,250,000	0	0	0	7,250,000	7,250,000
Business Tax Receipt-Business-Penalty	449,000	0	0	0	449,000	449,000
Business Tax Receipt-Metro	680,000	0	0	0	680,000	680,000
Building Permits	22,000,000	0	0	0	22,000,000	23,087,000
Other Licenses, Fees and Permits	3,731,000	6,262,000	0	0	9,993,000	7,081,000
Other Licenses, Fees - CU(SW)	8,000,000	0	0	0	8,000,000	8,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	16,000,000	0	0	0	16,000,000	16,000,000
Other Licenses, Fees - Murals	3,200,000	300,000	0	0	3,500,000	3,300,000
Other Licenses, Fees - Fire Safety Permits	2,438,000	0	0	0	2,438,000	2,431,000
Other Licenses, Fees - CU	2,430,000	0	0	0	2,430,000	2,530,000
Total Licenses and Permits:	**66,500,000**	**6,562,000**	**0**	**0**	**73,062,000**	**71,308,000**
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	152,000	0	0	0	152,000	172,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed AllFunds	FY 2020-21 Adopted AllFunds
Misc-Contributions And Donations From Private Sources	0	0	0	0	0	20,000
Misc.-Other Service Charges/Late Fees	257,000	0	0	0	257,000	260,000
Misc. -Other Revnues EE Health	0	0	0	4,423,000	4,423,000	4,536,000
Misc. -Other Revenues Retirees Health	0	0	0	3,371,000	3,371,000	3,617,000
Misc - Fuel	125,000	0	0	0	125,000	80,000
Misc - Vending	43,000	0	0	0	43,000	42,000
Misc-Settlements	516,000	0	0	500,000	1,016,000	1,223,000
Other-Nonoperating Sources	3,743,000	0	1,414,000	79,835,000	84,992,000	79,819,000
Other-Oth N-optg Sour/Carryover	3,269,000	152,796,000	4,882,000	0	160,947,000	99,307,000
Misc-Other Miscellaneous Revenues	2,115,000	1,578,000	0	250,000	3,943,000	6,336,000
Total Other Revenues (Inflows):	**10,220,000**	**154,374,000**	**6,296,000**	**88,379,000**	**259,269,000**	**195,412,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	1,516,000	0	0	0	1,516,000	1,553,000
CFS-GG-Other General Government Charges And Fees	891,000	60,000	0	0	951,000	963,000
CFS-PS-Police Services	2,088,000	185,000	0	0	2,273,000	3,702,000
CFS-PS-Emergency Service Fees	10,335,000	0	0	0	10,335,000	14,965,000
CFS-Public Emerg Med Transp (PEMT) Payment	2,312,000	0	0	0	2,312,000	3,042,000
CFS-PS-Protective Inspection Fees	469,000	0	0	0	469,000	363,000
CFS-PS-Ambulance/False Alarm Fees	715,000	0	0	0	715,000	715,000
CFS-PS-Other Public Safety Charges And Fees	827,000	0	0	0	827,000	771,000
CFS-PE-Water Utility Revenue	7,000	0	0	0	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,609,000	0	0	0	24,609,000	24,867,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	75,000	0	0	0	75,000	200,000
CFS-Trans-Parking Facilities	1,914,000	4,407,000	0	0	6,321,000	6,570,000
CFS-Trans-Tolls	400,000	0	0	0	400,000	300,000
CFS-Trans-Other Transportation Revenue	4,000	0	0	0	4,000	4,000
CFS-C&R-Special Recreation Facilities	1,975,000	0	0	0	1,975,000	2,342,000
CFS-C&R-Other Culture/Recreation	3,500,000	0	0	0	3,500,000	3,781,000

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Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed AllFunds	FY 2020-21 Adopted AllFunds
CFS-C&R-Other Culture/Recreation (PF)	11,115,000	129,000	0	0	11,244,000	9,240,000
CFS-Rents And Royalties	16,134,000	972,000	0	0	17,106,000	16,950,000
CFS-Other Charges for Services	8,400,000	30,000	0	0	8,430,000	7,486,000
CFS-DRI Administration	0	416,000	0	0	416,000	350,000
CFS-DRI Master Planning	0	852,000	0	0	852,000	600,000
CFS-DRI Air Quality	0	0	0	0	0	7,000
CFS-DRI Transportation	0	718,000	0	0	718,000	400,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	40,000	0	0	40,000	0
CFS-Parking Surcharges Lockbox	21,000,000	400,000	0	0	21,400,000	19,361,000
CFS - Pari-Mutuel Revenues stor	2,249,000	0	0	0	2,249,000	1,890,000
CFS-Building Inspections	5,250,000	0	0	0	5,250,000	3,861,000
Total Charges for Services:	**115,786,000**	**8,209,000**	**0**	**0**	**123,995,000**	**124,291,000**
Total Revenue (Inflows):	**866,130,000**	**332,400,000**	**67,769,000**	**88,379,000**	**1,354,678,000**	**1,165,516,000**

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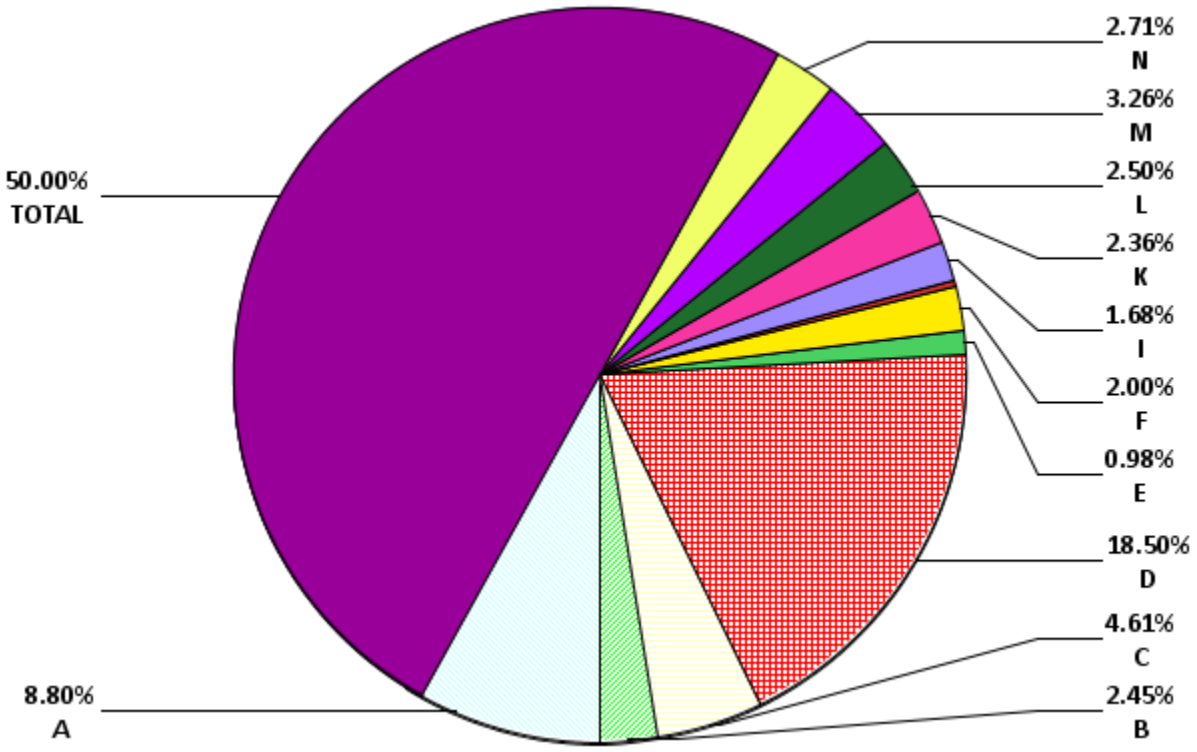
Expenditures (Outflows) By Functional Category
All Funds

FY 2021-22

$1,354,678,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: General Government	91,637,000	7.86%	238,525,000	17.61%
B: Planning and Development	50,599,000	4.34%	66,316,000	4.90%
C: Public Works	121,851,000	10.45%	124,796,000	9.21%
D: Public Safety	481,631,000	41.32%	501,290,000	37.00%
E: Real Estate and Asset Management	23,721,000	2.04%	26,593,000	1.96%
F: Parks and Recreation Department	52,437,000	4.50%	54,256,000	4.01%
G: Risk Management	3,270,000	0.28%	3,773,000	0.28%
H: Non-Departmental	58,426,000	5.01%	45,448,000	3.35%
I: Housing and Community Development	74,266,000	6.37%	63,993,000	4.72%
J: Debt Service Funds	66,230,000	5.68%	67,769,000	5.00%
K: Internal Service Fund	85,238,000	7.31%	88,379,000	6.52%
L: Transfers - OUT	56,077,000	4.81%	73,399,000	5.42%
Total	1,165,516,000	100.00%	1,354,678,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
General Government						
Office of the Mayor	2,636,000	500,000	0	0	3,136,000	2,859,000
Board of Commissioners	7,858,000	3,281,000	0	0	11,139,000	10,012,000
Total City Manager	5,802,000	4,000	0	0	5,806,000	2,785,000
Total Office of Agenda Coordination	404,000	0	0	0	404,000	379,000
Total Office of the Auditor General	1,602,000	0	0	0	1,602,000	1,334,000
Office of the City Attorney	11,050,000	0	0	0	11,050,000	10,366,000
Office of the City Clerk	2,031,000	1,708,000	0	0	3,739,000	3,587,000
Total Civil Services	571,000	0	0	0	571,000	547,000
Total Code Compliance	9,190,000	0	0	0	9,190,000	8,716,000
Office of Communications	1,750,000	0	0	0	1,750,000	1,702,000
Total Office of EODP	572,000	0	0	0	572,000	537,000
Total Finance	11,535,000	137,640,000	67,769,000	0	216,944,000	77,230,000
Total Office of Grants Administration	1,761,000	373,000	0	0	2,134,000	2,094,000
Total Human Resources	5,427,000	0	0	0	5,427,000	5,075,000
Total Innovation and Technology	14,635,000	125,000	0	12,067,000	26,827,000	25,182,000
Total Office of Management and Budget	3,293,000	52,000	0	0	3,345,000	3,360,000
Total Neighborhood Enhancement Teams (NET)	0	0	0	0	0	399,000
Total Procurement	3,161,000	0	0	0	3,161,000	2,949,000
Human Services	8,660,000	2,904,000	0	0	11,564,000	9,956,000
Total General Government	**91,938,000**	**146,587,000**	**67,769,000**	**12,067,000**	**318,361,000**	**169,069,000**
Planning and Development						
Total Building Department	22,568,000	10,678,000	0	0	33,246,000	21,565,000
Office of Planning	5,414,000	23,547,000	0	0	28,961,000	29,195,000
Office of Zoning	4,709,000	0	0	0	4,709,000	4,459,000
Total Planning and Development	**32,691,000**	**34,225,000**	**0**	**0**	**66,916,000**	**55,219,000**
Community and Economic Development						
Total Housing and Community Development Department	1,734,000	62,259,000	0	0	63,993,000	74,266,000
Total Community and Economic Development	**1,734,000**	**62,259,000**	**0**	**0**	**63,993,000**	**74,266,000**
Public Works						
Total Office of Capital Improvements	4,115,000	0	0	0	4,115,000	4,410,000

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Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
Total GSA Department	28,485,000	25,000	0	0	28,510,000	27,760,000
Total Resilience and Public Works Department	29,095,000	29,280,000	0	0	58,375,000	56,391,000
Total Solid Waste Department	41,528,000	163,000	0	0	41,691,000	37,302,000
Total Public Works	**103,223,000**	**29,468,000**	**0**	**0**	**132,691,000**	**125,863,000**
Public Safety						
Total Fire-Rescue	178,206,000	36,685,000	0	0	214,891,000	205,218,000
Total Police	276,072,000	10,327,000	0	0	286,399,000	276,413,000
Total Public Safety	**454,278,000**	**47,012,000**	**0**	**0**	**501,290,000**	**481,631,000**
Other Departments						
Total Real Estate and Asset Management	15,956,000	10,637,000	0	0	26,593,000	28,502,000
Total Parks and Recreation	53,177,000	1,079,000	0	0	54,256,000	52,437,000
Risk Management	3,773,000	0	0	76,312,000	80,085,000	77,306,000
Total Other	**72,906,000**	**11,716,000**	**0**	**76,312,000**	**160,934,000**	**158,245,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	109,360,000	992,000	0	0	110,352,000	101,090,000
Total Non Departmental Units	**109,360,000**	**992,000**	**0**	**0**	**110,352,000**	**101,090,000**
Total All Organizations	**866,130,000**	**332,400,000**	**67,769,000**	**88,379,000**	**1,354,678,000**	**1,165,516,000**

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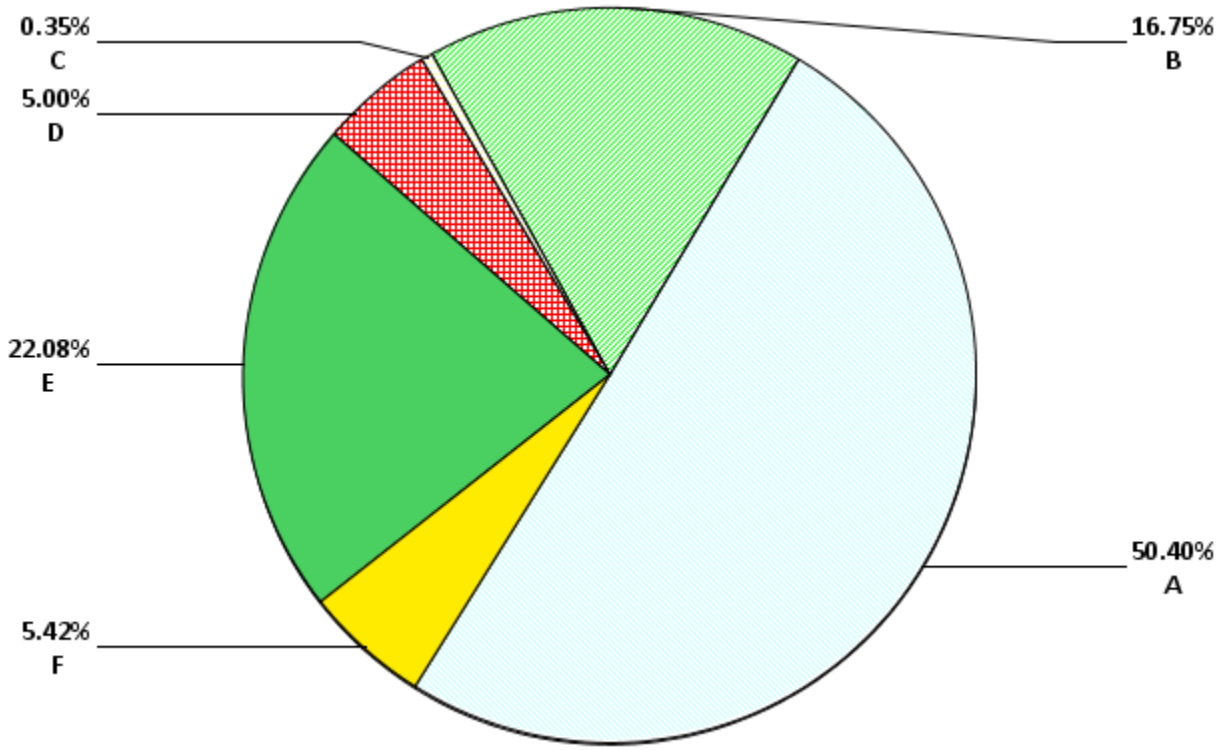
Expenditures (Outflows) by Account Category
All Funds

FY 2021-22

$1,354,678,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Personnel	646,754,000	55.49%	682,807,000	50.40%
B: Operating Expense	219,115,500	18.80%	226,956,000	16.75%
C: Capital Outlay	6,725,000	0.58%	4,701,000	0.35%
D: Debt Service	65,288,000	5.60%	67,737,000	5.00%
E: Non-Operating Expenses	171,556,500	14.72%	299,078,000	22.08%
F: Transfers - OUT	56,077,000	4.81%	73,399,000	5.42%
Total	1,165,516,000	100.00%	1,354,678,000	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 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
Personnel						
Executive Salaries	395,000	0	0	0	395,000	402,000
Regular Salaries and Wages	338,441,000	8,185,000	0	0	346,626,000	326,418,000
Attrition Savings - Salaries	(3,424,000)	(254,000)	0	0	(3,678,000)	(2,846,000)
Other Salaries and Wages	1,017,000	565,000	0	0	1,582,000	1,493,000
Other Salaries and Wages -Part Time Year Year Round	6,468,000	80,000	0	0	6,548,000	6,570,000
Other Salaries and Wages - Part Time Seasonal	1,993,000	0	0	0	1,993,000	1,635,000
Overtime	9,942,000	1,600,000	0	0	11,542,000	10,910,000
OT-Reimbursable	710,000	0	0	0	710,000	710,000
OT Staffing	3,693,000	0	0	0	3,693,000	3,693,000
OT EMS Backfill for Training	684,000	0	0	0	684,000	684,000
OT Off Duty Events	3,609,000	0	0	0	3,609,000	3,610,000
OT Court	571,000	0	0	0	571,000	571,000
Special Pay	30,743,000	1,149,000	0	0	31,892,000	28,384,000
Fringe Benefits	1,381,000	26,000	0	0	1,407,000	1,385,000
Fringe Benefits - Tuition Reimbursement	204,000	0	0	0	204,000	5,000
Fica Taxes	15,001,000	606,000	0	0	15,607,000	13,765,000
Retirement Contributions	57,533,000	1,897,000	0	0	59,430,000	57,325,000
Police and Fire - FIPO	72,172,000	122,000	0	0	72,294,000	70,026,000
Secondary Pension Contributions	10,300,000	0	0	0	10,300,000	10,443,000
Life and Health Insurance	33,864,000	1,061,000	0	43,194,000	78,119,000	74,426,000
Health Trust - FOP	18,385,000	0	0	0	18,385,000	17,722,000
IAFF Health Insurance Trust Fund	20,826,000	68,000	0	0	20,894,000	19,423,000
Total Personnel:	**624,508,000**	**15,105,000**	**0**	**43,194,000**	**682,807,000**	**646,754,000**
Operating Expense						
Workers' Compensation	17,796,000	211,000	0	18,369,000	36,376,000	34,686,000
Unemployment Compensation	70,000	0	0	0	70,000	80,000
Professional Services	6,750,000	14,571,000	7,000	0	21,328,000	23,333,500
Professional Services-Legal Services	3,560,000	0	0	0	3,560,000	6,005,000
Professional Services-Medical	1,066,000	0	0	0	1,066,000	1,068,000
Accounting and Auditing	525,000	0	0	0	525,000	525,000
Court Services	76,000	0	0	0	76,000	75,400
Other Contractual Services	22,395,000	10,264,000	25,000	0	32,684,000	31,182,000
Travel and Per Diem	294,500	611,000	0	0	905,500	782,000
Training	619,000	184,000	0	0	803,000	60,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
Communications & Related Services	1,295,000	859,000	0	0	2,154,000	1,854,600
Postage	525,000	12,000	0	0	537,000	519,000
Utility Services	45,000	0	0	0	45,000	45,000
Utilities Water	2,279,000	0	0	0	2,279,000	2,211,000
Utilities Electricity	9,572,000	500,000	0	0	10,072,000	10,049,000
Rentals and Leases	2,691,000	65,000	0	0	2,756,000	2,988,000
Insurance - Police Torts	791,000	0	0	791,000	1,582,000	1,506,000
Insurance - Vehicle Liability	2,528,000	0	0	2,528,000	5,056,000	5,595,000
Insurance - Property & Casualty	10,591,000	0	0	10,591,000	21,182,000	18,899,000
Insurance - General Liability	839,000	0	0	839,000	1,678,000	2,436,000
Repair and Maintenance Services	10,864,000	283,000	0	0	11,147,000	11,665,000
IT-Repair and Maintenance Services	12,069,000	0	0	12,067,000	24,136,000	22,221,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	43,000	0	0	0	43,000	47,000
Printing and Binding-Outsourcing	22,000	0	0	0	22,000	24,000
Printing and Binding-Paper Stock	78,000	0	0	0	78,000	125,000
Printing and Binding-Supplies	6,000	0	0	0	6,000	6,000
Promotional Activities	117,000	694,000	0	0	811,000	270,000
Advertising and Related Costs	553,000	64,000	0	0	617,000	532,000
Other Current Charges and Obligations	22,489,000	409,000	0	0	22,898,000	17,755,200
Office Supplies	622,000	86,000	0	0	708,000	664,200
Operating Supplies	5,310,500	259,000	0	0	5,569,500	5,445,400
Motor Fuel	6,295,000	1,028,000	0	0	7,323,000	7,641,000
Saleable Fuel	100,000	0	0	0	100,000	70,000
Public Safety Supplies	1,987,000	22,000	0	0	2,009,000	2,095,000
Clothing/Uniform Supplies	1,959,000	24,000	0	0	1,983,000	2,313,200
Landscaping Related Supplies, LandscapingRelated Supplies	275,000	0	0	0	275,000	450,000
Road Materials and Supplies	0	0	0	0	0	175,000
Subscriptions, Memberships, Licenses, Permits & Others	3,706,000	95,000	0	0	3,801,000	2,975,000
Weapons And Ammunitions	692,000	0	0	0	692,000	739,000
Total Operating Expense:	**151,498,000**	**30,241,000**	**32,000**	**45,185,000**	**226,956,000**	**219,115,500**
Capital Outlay						
Improvements Other Than Buildings	0	50,000	0	0	50,000	2,000

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Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2021-22 Proposed All Funds	FY 2020-21 Adopted All Funds
Machinery and Equipment	973,000	3,678,000	0	0	4,651,000	6,723,000
Total Capital Outlay:	**973,000**	**3,728,000**	**0**	**0**	**4,701,000**	**6,725,000**
Debt Service						
Principal	0	0	52,844,200	0	52,844,200	49,452,700
Interest	0	0	14,892,800	0	14,892,800	15,835,300
Total Debt Service:	**0**	**0**	**67,737,000**	**0**	**67,737,000**	**65,288,000**
Non-Operating Expense						
Aids to Government Agencies	1,673,000	448,000	0	0	2,121,000	1,960,000
Aids to Private Organizations	4,273,000	35,539,000	0	0	39,812,000	38,049,000
Other Grants and Aids	0	22,948,000	0	0	22,948,000	22,933,000
Advances - State Share	900,000	0	0	0	900,000	0
Budget Reserve	12,513,000	215,584,000	0	0	228,097,000	101,662,500
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,388,000
Other Uses	200,000	0	0	0	200,000	1,564,000
Total Non-Operating Expense:	**24,559,000**	**274,519,000**	**0**	**0**	**299,078,000**	**171,556,500**
Transfers-OUT						
Interfund Transfers	61,603,000	8,495,000	0	0	70,098,000	54,347,000
Transfer Out-Cost Allocation	889,000	0	0	0	889,000	730,000
Intrafund Transfers	2,100,000	312,000	0	0	2,412,000	1,000,000
Total Transfers-OUT:	**64,592,000**	**8,807,000**	**0**	**0**	**73,399,000**	**56,077,000**
Total Expenditure (Outflows):	**866,130,000**	**332,400,000**	**67,769,000**	**88,379,000**	**1,354,678,000**	**1,165,516,000**

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

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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Revenues					
Property Taxes	325,267,795	359,518,153	389,606,911	424,609,000	453,802,000
Franchise Fees and Other Taxes	113,992,904	115,560,039	113,729,425	117,566,000	117,795,000
Interest	5,808,379	12,357,624	10,684,318	4,814,000	3,061,000
Transfers-IN	7,889,609	5,640,006	5,291,193	4,211,000	16,020,000
Fines and Forfeitures	13,887,393	7,699,138	7,487,992	7,644,000	7,189,000
Intergovernmental Revenues	69,954,774	80,635,979	63,866,914	67,210,000	75,757,000
Licenses and Permits	73,313,615	75,421,803	71,893,882	66,587,000	66,500,000
Other Revenues (Inflows)	19,335,042	10,918,679	27,027,207	7,521,000	10,220,000
Charges for Services	117,481,061	122,174,202	103,856,881	116,799,000	115,786,000
Total Revenues	**746,930,573**	**789,925,623**	**793,444,724**	**816,961,000**	**866,130,000**
Expenditures					
General Government	69,144,133	77,703,142	84,186,902	82,780,000	91,938,000
Planning and Development	20,613,477	24,435,215	26,424,571	27,237,000	32,691,000
Public Works	80,838,647	87,214,418	95,924,871	97,757,000	103,223,000
Public Safety	365,646,711	410,234,009	422,796,354	440,034,000	454,278,000
Real Estate and Asset Management	11,716,751	13,109,703	13,241,006	13,617,000	15,956,000
Parks and Recreation	46,456,057	47,350,763	46,465,458	51,406,000	53,177,000
Risk Management	2,926,977	3,046,423	3,283,268	3,270,000	3,773,000
Non-Departmental	33,536,904	47,969,541	31,756,346	58,236,000	44,768,000
Housing and Community Development	1,566,902	1,848,391	2,025,485	960,000	1,734,000
Transfers - OUT	84,379,000	64,871,000	70,719,379	41,664,000	64,592,000
Total Expenditures	**716,825,559**	**777,782,605**	**796,823,640**	**816,961,000**	**866,130,000**

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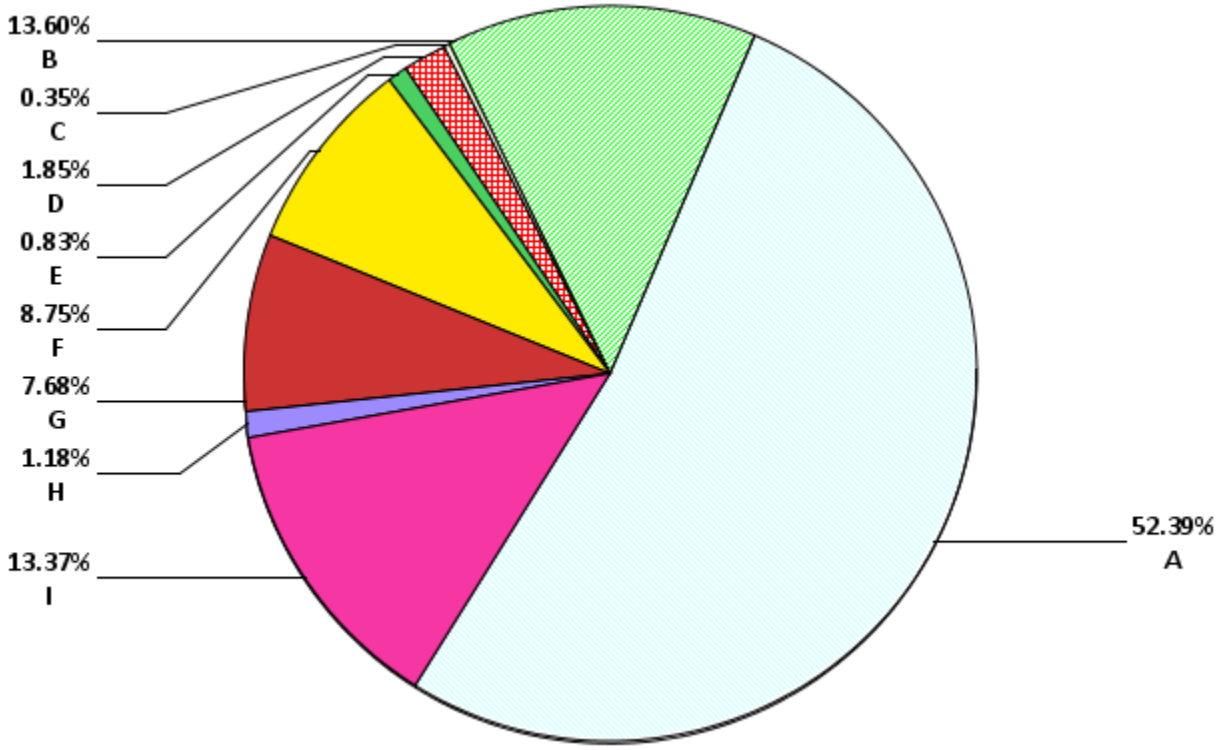
Revenues (Inflows) By Functional Category
General Fund

FY 2021-22
$866,130,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Property Taxes	424,609,000	51.97%	453,802,000	52.39%
B: Franchise Fees and Other Taxes	117,566,000	14.39%	117,795,000	13.60%
C: Interest	4,814,000	0.59%	3,061,000	0.35%
D: Transfers-IN	4,211,000	0.52%	16,020,000	1.85%
E: Fines and Forfeitures	7,644,000	0.94%	7,189,000	0.83%
F: Intergovernmental Revenues	67,210,000	8.23%	75,757,000	8.75%
G: Licenses and Permits	66,587,000	8.15%	66,500,000	7.68%
H: Other Revenues (Inflows)	7,521,000	0.92%	10,220,000	1.18%
I: Charges for Services	116,799,000	14.30%	115,786,000	13.37%
Total	816,961,000	100.00%	866,130,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Property Taxes					
Ad Valorem Taxes-Real	297,595,775	325,773,469	349,095,894	393,403,000	410,363,000
Ad Valorem Taxes-Real-Delinquent	11,671,312	16,399,793	23,050,677	11,671,000	23,000,000
Ad Valorem Taxes-Penalty & Interest	268,946	428,504	319,663	269,000	320,000
Ad Valorem Taxes-Personal	15,381,080	16,143,667	16,581,462	18,915,000	19,489,000
Ad Valorem Taxes-Personal-Delinquent	350,682	772,719	559,215	351,000	630,000
Total Property Taxes:	**325,267,795**	**359,518,153**	**389,606,911**	**424,609,000**	**453,802,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,372,857	7,683,508	6,776,591	7,113,000	6,774,000
Franc Fee-Electricity	28,393,553	29,347,623	27,749,848	30,228,000	30,228,000
Franc Fee-Gas	323,486	332,455	379,892	342,000	372,000
Utility Ser Fee-Electricity	36,340,755	37,578,043	37,343,138	38,705,000	38,705,000
Utility Ser Fee-Water	6,027,246	5,841,572	6,580,013	6,017,000	6,600,000
Utility Ser Fee-Gas	763,461	643,310	675,469	663,000	700,000
Utility Ser Fee-Fuel Oil	13,789	15,604	14,784	16,000	16,000
Public Service Taxes	21,105,738	20,082,432	20,032,982	20,082,000	20,000,000
Other Taxes-Storm Water	13,652,017	14,035,492	14,176,708	14,400,000	14,400,000
Total Franchise Fees and Other Taxes:	**113,992,904**	**115,560,039**	**113,729,425**	**117,566,000**	**117,795,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	330,643	631,474	361,015	314,000	325,000
Misc-Int & Pen-Investment	5,748,009	10,429,599	8,870,415	4,500,000	2,736,000
Misc-Int & Pen-Miscelleneous	5,501	0	0	0	0
Misc-Net Increase Decrease In Fair ValueOf	(275,774)	1,296,551	1,452,888	0	0
Total Interest:	**5,808,379**	**12,357,624**	**10,684,318**	**4,814,000**	**3,061,000**
Transfers-IN					
Other-Interfund Transfer	6,163,609	3,830,006	5,291,193	4,211,000	16,020,000
Other-Intrafund Transfer	1,726,000	1,810,000	0	0	0
Total Transfers-IN:	**7,889,609**	**5,640,006**	**5,291,193**	**4,211,000**	**16,020,000**
Fines and Forfeitures					
Fines-Judgments And Fines	6,283,080	6,569,376	6,810,682	6,874,000	6,471,000

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Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Fines-Violations Of Local Ordinances	28,977	(68,768)	(45,363)	0	0
Fines-Other Fines And/Or Forfeits	833,026	781,890	574,933	770,000	718,000
Misc-Red Light Camera Fines	6,742,311	416,640	147,740	0	0
Total Fines and Forfeitures:	**13,887,393**	**7,699,138**	**7,487,992**	**7,644,000**	**7,189,000**
Intergovernmental Revenues					
Federal Grants	82,224	(134,371)	(849)	1,435,000	0
State Shared Revenues	617,579	690,552	788,201	642,000	710,000
Municipal Rev Sharing	15,763,342	16,563,480	15,522,488	15,799,000	16,200,000
Half Cent Sales Tax	35,786,997	37,022,921	32,664,564	35,444,000	36,000,000
State Pension Payment	9,623,417	9,030,933	9,617,032	10,443,000	10,300,000
Shared Revenues From Other Local Units	568,768	3,537,270	537,271	545,000	545,000
Shared Revenues - MPA	7,500,000	13,893,326	2,473,331	2,000,000	10,000,000
Shared Revenues From Other Loc-Federal	0	0	2,264,719	0	2,000,000
Pmts Other Local U In Lieu Of Taxes	8,646	31,868	0	2,000	2,000
State Grants	3,691	0	158	900,000	0
Grants From Other Local Units	111	0	0	0	0
Total Licenses and Permits:	**69,954,774**	**80,635,979**	**63,866,914**	**67,210,000**	**75,757,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	701,183	468,182	386,026	500,000	322,000
Business Tax Receipt	(11)	1,044	503	0	0
Business Tax Receipt-Business	7,559,830	7,628,294	6,993,086	7,250,000	7,250,000
Business Tax Receipt-Business-Penalty	789,965	525,923	435,192	449,000	449,000
Business Tax Receipt-Metro	630,328	660,005	585,405	680,000	680,000
Building Permits	26,759,232	30,771,602	26,744,089	23,087,000	22,000,000
Other Licenses, Fees and Permits	2,572,468	2,543,311	3,921,858	2,660,000	3,731,000
Other Licenses, Fees - CU(SW)	8,267,235	8,436,327	8,249,091	8,000,000	8,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	17,920,124	16,419,368	16,845,658	16,000,000	16,000,000
Other Licenses, Fees - Murals	3,022,246	3,017,109	3,244,601	3,000,000	3,200,000
Other Licenses, Fees - Fire Safety Permits	2,425,087	2,412,198	2,397,136	2,431,000	2,438,000
Other Licenses, Fees - CU	2,665,929	2,538,441	2,091,238	2,530,000	2,430,000
Total Licenses and Permits:	**73,313,615**	**75,421,803**	**71,893,882**	**66,587,000**	**66,500,000**

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Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Other Revenues (Inflows)					
Misc-Disposition Of Fixed Assets	277,970	195,133	897,255	172,000	152,000
Misc-Sales Of Surplus Materials And Scrap	0	1,667	0	0	0
Misc.-Other Service Charges/Late Fees	255,623	572,909	257,266	260,000	257,000
Misc. -Other Revnues EE Health	0	986	0	0	0
Misc - Fuel	77,785	125,886	128,724	80,000	125,000
Misc - Vending	35,529	37,306	26,734	42,000	43,000
Misc-Settlements	1,055,522	2,899,395	1,047,380	723,000	516,000
Misc-Contra Revenue For Bad Debt Allowance	0	11	0	0	0
Other-Nonoperating Sources	8,333,445	4,162,168	24,051,700	3,734,000	3,743,000
Other- Carryover Budget	0	1,051,734	(82,333)	0	0
Other-Oth N-optg Sour/Carryover	6,490,508	788,958	131,483	128,000	3,269,000
Misc-Other Miscellaneous Revenues	2,836,243	1,113,759	602,939	2,382,000	2,115,000
Misc - POS Over/Under	(27,583)	(31,233)	(33,941)	0	0
Total Other Revenues (Inflows):	**19,335,042**	**10,918,679**	**27,027,207**	**7,521,000**	**10,220,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	1,518,299	1,487,724	1,287,817	1,553,000	1,516,000
CFS-GG-Other General Government Charges And Fees	935,800	767,222	809,184	903,000	891,000
CFS-PS-Police Services	3,551,875	5,193,811	3,741,402	3,552,000	2,088,000
CFS-PS-Fire Protection Services	429	50	524	0	0
CFS-PS-Emergency Service Fees	10,464,404	11,464,770	10,403,280	14,965,000	10,335,000
CFS-Public Emerg Med Transp (PEMT) Payment	966,640	2,343,288	3,399,810	3,042,000	2,312,000
CFS-PS-Protective Inspection Fees	461,979	483,525	465,459	363,000	469,000
CFS-Fire Investigation Fees	0	35	525	0	0
CFS-PS-Ambulance/False Alarm Fees	708,334	715,654	697,681	715,000	715,000
CFS-PS-Other Public Safety Charges And Fees	645,705	634,526	947,630	571,000	827,000
CFS-PE-Water Utility Revenue	8,911	10,094	7,078	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	25,432,092	24,305,692	24,684,193	24,867,000	24,609,000
CFS-PE-Sewer/Wastewater Utility Revenue	(1,462)	(53)	0	0	0
CFS-PE-Cemetery Fees	706	85	564	1,000	1,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
CFS-PE-Other Physical Environment Revenue	211,023	211,665	87,500	200,000	75,000
CFS-Trans-Parking Facilities	3,009,579	2,884,110	2,357,527	2,163,000	1,914,000
CFS-Mass Transit	0	70	0	0	0
CFS-Trans-Tolls	130,964	320,918	297,077	300,000	400,000
CFS-Trans-Other Transportation Revenue	4,390	2,695	653	4,000	4,000
CFS-Trans-Tools	564,139	1,094,893	148,654	0	0
CFS-C&R-Special Recreation Facilities	2,606,409	2,239,808	1,171,497	2,342,000	1,975,000
CFS-C&R-Other Culture/Recreation	3,845,697	3,769,927	3,137,936	3,781,000	3,500,000
CFS-C&R-Other Culture/Recreation (PF)	8,574,388	9,690,370	7,369,667	9,105,000	11,115,000
CFS-Commercial Dockage	0	6,211	0	0	0
CFS-Rents And Royalties	15,102,214	15,677,652	11,069,797	16,158,000	16,134,000
CFS-Other Charges for Services	7,890,182	7,399,697	7,090,390	7,456,000	8,400,000
CFS-DRI Administration	0	0	8,866	0	0
CFS-Parking Surcharges Lockbox	22,290,412	23,990,978	18,045,942	19,000,000	21,000,000
CFS - Pari-Mutuel Revenues stor	2,486,668	2,520,061	1,509,304	1,890,000	2,249,000
CFS-Building Inspections	6,071,287	4,958,724	5,116,923	3,861,000	5,250,000
Total Charges for Services:	**117,481,061**	**122,174,202**	**103,856,881**	**116,799,000**	**115,786,000**
Total Revenue (Inflows):	**746,930,573**	**789,925,623**	**793,444,724**	**816,961,000**	**866,130,000**

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
411100 - Ad Valorem Taxes-Real	Finance	297,595,775	325,773,469	349,095,894	393,403,000	410,363,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	11,671,312	16,399,793	23,050,677	11,671,000	23,000,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	268,946	428,504	319,663	269,000	320,000
411300 - Ad Valorem Taxes-Personal	Finance	15,381,080	16,143,667	16,581,462	18,915,000	19,489,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	350,682	772,719	559,215	351,000	630,000
Property Taxes	**Total**	**325,267,795**	**359,518,153**	**389,606,911**	**424,609,000**	**453,802,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,372,857	7,683,508	6,776,591	7,113,000	6,774,000
413100 - Franc Fee-Electricity	Finance	28,393,553	29,347,623	27,749,848	30,228,000	30,228,000
413400 - Franc Fee-Gas	Finance	323,486	332,455	379,892	342,000	372,000
414100 - Utility Ser Fee-Electricity	Finance	36,340,755	37,578,043	37,343,138	38,705,000	38,705,000
414300 - Utility Ser Fee-Water	Finance	6,027,246	5,841,572	6,580,013	6,017,000	6,600,000
414400 - Utility Ser Fee-Gas	Finance	763,461	643,310	675,469	663,000	700,000
414700 - Utility Ser Fee-Fuel Oil	Finance	13,789	15,604	14,784	16,000	16,000
415000 - Public Service Taxes	Finance	21,105,738	20,082,432	20,032,982	20,082,000	20,000,000
419000 - Other Taxes-Storm Water	Finance	(1,085)	1,309	(6)	-	-
	Total Resilience and Public Works Department	13,653,102	14,034,184	14,176,714	14,400,000	14,400,000
Franchise Fees and Other Taxes	**Total**	**113,992,904**	**115,560,039**	**113,729,425**	**117,566,000**	**117,795,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	19,034	1,665	11,071	-	11,000
	Finance	309,488	627,263	335,976	312,000	312,000
	Total Resilience and Public Works Department	-	-	465	-	-
	Solid Waste	2,614	2,609	13,503	2,000	2,000
	Housing and Community Development Department	(494)	-	-	-	-
	Real Estate and Asset Management	-	(62)	-	-	-
461110 - Misc-Int & Pen-Investment	Finance	5,748,009	10,429,599	8,870,415	4,500,000	2,736,000
461120 - Misc-Int & Pen-Miscelleneous	Finance	5,501	-	-	-	-
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	(275,774)	1,296,551	1,452,888	-	0
Interest	**Total**	**5,808,379**	**12,357,624**	**10,684,318**	**4,814,000**	**3,061,000**
481000 - Other-Interfund Transfer	Finance	5,663,609	3,830,006	5,291,193	4,211,000	16,020,000
	Police	500,000	-	-	-	-
481100 - Other-Intrafund Transfer	Total Resilience and Public Works Department	1,726,000	1,810,000	-	-	-
Transfers-IN	**Total**	**7,889,609**	**5,640,006**	**5,291,193**	**4,211,000**	**16,020,000**
451000 - Fines-Judgments And Fines	Police	6,228,979	6,502,097	6,740,903	6,815,000	6,416,000
	Real Estate and Asset Management	54,100	67,279	69,779	59,000	55,000
454000 - Fines-Violations Of Local Ordinances	Finance	28,977	(68,768)	(45,363)	-	-
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	575	34,920	1,050	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
	Code Compliance	558,292	597,032	441,444	523,000	532,000
	Finance	(19,421)	(61,448)	(4,927)	-	-
	Innovation and Technology	-	4	-	-	-
	Neighborhood Enhancement Teams (NET)	-	-	1,950	-	-
	Building Department	59,351	60,759	18,710	72,000	5,000
	Planning	2,071	2,428	26,277	3,000	3,000
	Solid Waste	226,779	141,017	86,391	169,000	175,000
	Capital Improvements and Transportation	(1,009)	-	-	-	-
	Fire-Rescue	4,760	-	-	-	-
	Police	1,422	2,481	1,692	-	-
	Real Estate and Asset Management	205	4,696	2,347	3,000	3,000
462000 - Misc-Red Light Camera Fines	Finance	6,742,311	416,640	147,740	-	-
Fines and Forfeitures	**Total**	**13,887,393**	**7,699,138**	**7,487,992**	**7,644,000**	**7,189,000**
431000 - Federal Grants	Fire-Rescue	-	-	-	1,435,000	-
	Police	-	3,677	-	-	-
	Parks and Recreation	82,224	(138,048)	(849)	-	-
435000 - State Shared Revenues	Finance	617,579	690,552	779,047	642,000	710,000
	Police	-	-	9,154	-	-
435001 - Municipal Rev Sharing	Finance	15,763,342	16,563,480	15,522,488	15,799,000	16,200,000
435002 - Half Cent Sales Tax	Finance	35,786,997	37,022,921	32,664,564	35,444,000	36,000,000
436900 - State Pension Payment	Fire-Rescue	3,788,047	3,557,063	4,030,719	4,300,000	4,300,000
	Police	5,835,370	5,473,870	5,586,313	6,143,000	6,000,000
438000 - Shared Revenues From Other Local Units	Finance	-	3,000,000	-	-	-
	Fire-Rescue	537,268	537,270	537,271	545,000	545,000
	Real Estate and Asset Management	31,500	-	-	-	-
438010 - Shared Revenues - MPA	Finance	7,500,000	13,893,326	2,473,331	2,000,000	10,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	-	-	2,264,719	-	2,000,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	8,646	31,868	0	2,000	2,000
434000 - State Grants	Fire-Rescue	-	-	-	900,000	-
	Real Estate and Asset Management	3,473	0	-	-	-
	Parks and Recreation	217	-	158	-	-
437000 - Grants From Other Local Units	Real Estate and Asset Management	111	-	-	-	-
Intergovernmental Revenues	**Total**	**69,954,774**	**80,635,979**	**63,866,914**	**67,210,000**	**75,757,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	701,183	468,182	386,026	500,000	322,000
421000 - Business Tax Receipt	Finance	(11)	1,044	503	-	-
421100 - Business Tax Receipt-Business	Finance	7,559,830	7,628,294	6,993,086	7,250,000	7,250,000
421200 - Business Tax Receipt-Business-Penalty	Finance	789,965	525,923	435,192	449,000	449,000
421400 - Business Tax Receipt-Metro	Finance	630,328	660,005	585,405	680,000	680,000
422000 - Building Permits	Building Department	26,759,232	30,769,097	26,739,546	23,087,000	22,000,000
	Total Resilience and Public Works Department	-	2,506	4,543	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
429000 - Other Licenses, Fees and Permits	Code Compliance	11,801	14,035	4,463	15,000	10,000
	Finance	4,952	3,439	(502)	4,000	4,000
	Building Department	65,555	31,669	76,583	0	61,000
	Planning	605,282	233,179	555,099	540,000	598,000
	Zoning	1,401,669	1,429,899	1,743,215	1,394,000	1,600,000
	Total Resilience and Public Works Department	9,369	330,757	999,549	297,000	1,000,000
	Solid Waste	(9,138)	0	(11,027)	-	-
	Fire-Rescue	6,386	4,144	(2,011)	7,000	0
	Police	215,671	300,294	346,750	245,000	300,000
	Real Estate and Asset Management	260,922	195,895	208,083	158,000	158,000
	Parks and Recreation	-	-	1,657	-	-
429010 - Other Licenses, Fees - CU(SW)	Commissioners	(26)	-	-	-	-
	Finance	(7)	-	-	-	-
	Management and Budget	-	-	(373)	-	-
	Solid Waste	8,267,268	8,436,327	8,249,471	8,000,000	8,000,000
	Fire-Rescue	-	-	(7)	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Department	17	-	-	-	-
	Solid Waste	17,920,107	16,419,368	16,845,658	16,000,000	16,000,000
429030 - Other Licenses, Fees - Murals	Zoning	3,022,246	3,017,109	3,244,601	3,000,000	3,200,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	218	116	603	-	-
	Fire-Rescue	2,424,869	2,412,082	2,396,533	2,431,000	2,438,000
429040 - Other Licenses, Fees - CU	Finance	1,254,320	1,285,485	1,269,850	1,230,000	1,230,000
	Planning	0	(9,461)	0	-	-
	Zoning	1,411,609	1,262,417	821,388	1,300,000	1,200,000
Licenses and Permits	**Total**	**73,313,615**	**75,421,803**	**71,893,882**	**66,587,000**	**66,500,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	-	155	135	-	-
	City Clerk	-	101	-	-	-
	Finance	3	-	-	-	-
	Innovation and Technology	77	-	-	-	-
	Building Department	-	51	-	-	-
	General Services Administration	267,015	152,015	885,795	152,000	152,000
	Total Resilience and Public Works Department	-	11,977	1,220	-	-
	Fire-Rescue	2,000	1,284	959	-	-
	Police	1,803	22,974	-	20,000	0
	Real Estate and Asset Management	2,500	6,576	8,850	-	-
	Parks and Recreation	4,572	-	-	-	-
	Risk Management	-	-	88	-	-
	CRA OMNI	-	-	208	-	-
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	-	1,667	-	-	-
469010 - Misc.-Other Service Charges/Late Fees	Finance	231,383	230,939	243,557	238,000	238,000
	Planning	0	(4)	0	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
	Zoning	12,333	10,341	6,691	12,000	9,000
	Fire-Rescue	11,878	9,966	6,383	10,000	10,000
	Real Estate and Asset Management	30	321,665	634	-	-
469011 - Misc. -Other Revnues EE Health	Real Estate and Asset Management	-	986	-	-	-
469013 - Misc - Fuel	Finance	-	-	200	-	-
	Real Estate and Asset Management	77,785	125,886	128,524	80,000	125,000
469014 - Misc - Vending	Real Estate and Asset Management	35,529	37,306	26,734	42,000	43,000
469300 - Misc-Settlements	Finance	683,403	702,012	443,686	723,000	443,000
	Real Estate and Asset Management	372,120	796,010	603,694	-	-
	Non-Departmental	-	1,401,373	-	-	73,000
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	-	0	-	-
	Real Estate and Asset Management	-	11	-	-	-
489000 - Other-Nonoperating Sources	City Attorney	500	-	-	0	128,000
	City Clerk	-	1,164	(6,984)	-	-
	Total Resilience and Public Works Department	0	-	-	-	-
	Fire-Rescue	3,451,594	4,123,440	2,090,071	3,600,000	3,600,000
	Police	32,214	37,563	24,341	25,000	15,000
	Non-Departmental	4,849,137	0	21,944,271	109,000	0
489910 - Other- Carryover Budget	Human Services	-	-	198,090	-	-
	General Services Administration	-	66,911	-	-	-
	Total Resilience and Public Works Department	-	91,860	-	-	-
	Fire-Rescue	-	(143,944)	(597)	-	-
	Police	-	996,773	-	-	-
	Real Estate and Asset Management	-	3,074	(279,826)	-	-
	Parks and Recreation	-	37,060	-	-	-
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,864	127,764	127,764	128,000	-
	City Clerk	0	5,820	-	-	-
	Finance	(40)	(36)	(33)	0	0
	Grants Administration	-	-	34,773	-	-
	Procurement	-	3,368	(1,529)	-	-
	Veteran Affairs and Homeless Services	299,640	285,795	-	-	-
	Human Services	-	-	(20,387)	-	-
	Building Department	-	-	99	-	3,269,000
	General Services Administration	27,477	13,202	15,390	-	-
	Total Resilience and Public Works Department	106,577	-	-	-	-
	Fire-Rescue	1,584,461	353,046	6,216	-	-
	Police	4,299,029	-	(30,890)	-	-
	Parks and Recreation	45,499	-	80	-	-
469000 - Misc-Other Miscellaneous Revenues	City Manager	22,133	3,350	50	-	-
	Independent Auditor General	-	5	-	-	-
	City Attorney	-	25	5,298	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
	Code Compliance	502	10,126	167	-	-
	Office of Communications	50	18,749	13,633	-	-
	Equal Opportunity and Diversity Programs	133	-	-	-	-
	Finance	1,244,095	468,537	523,426	747,000	600,000
	Innovation and Technology	259,031	244,092	241,709	-	250,000
	Neighborhood Enhancement Teams (NET)	(1,200)	(1,192)	(934)	-	-
	Procurement	2,922	5,867	100	-	-
	Office of Resilience and Sustainability	84,337	84,117	-	-	-
	Human Services	-	9,801	31,361	-	-
	Building Department	(784,903)	(1,083,850)	(1,178,404)	-	0
	Planning	36,938	21,123	53,967	32,000	32,000
	Zoning	26	0	0	-	-
	General Services Administration	-	4,462	-	-	-
	Solid Waste	66,812	21,437	147	0	0
	Capital Improvements and Transportation	178	2,338	-	-	-
	Fire-Rescue	474,111	339,395	305,284	334,000	334,000
	Police	266,312	63,413	256,887	325,000	81,000
	Real Estate and Asset Management	838,748	446,727	147,156	630,000	623,000
	Parks and Recreation	318,962	454,918	202,151	314,000	160,000
	Risk Management	7,058	320	941	-	-
	Non-Departmental	-	-	-	-	35,000
469200 - Misc - POS Over/Under	Finance	(15,679)	(31,233)	(33,941)	-	-
	Police	(11,904)	-	-	-	-
Other Revenues (Inflows)	**Total**	**19,335,042**	**10,918,679**	**27,027,207**	**7,521,000**	**10,220,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,303,318	1,316,700	1,193,100	1,356,000	1,356,000
	Total Resilience and Public Works Department	214,981	171,024	94,717	197,000	160,000
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	1,448	1,200	-	-	-
	Civil Services	193	95	-	-	-
	Real Estate and Asset Management	(703)	1,951	92	6,000	2,000
	Parks and Recreation	934,861	763,975	809,093	897,000	889,000
442100 - CFS-PS-Police Services	Finance	-	25	27	-	-
	Police	3,551,880	5,193,816	3,741,386	3,552,000	2,088,000
	Risk Management	(5)	(30)	(10)	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	429	50	524	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	10,464,404	11,464,770	10,403,280	14,965,000	10,335,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	966,640	2,343,288	3,399,810	3,042,000	2,312,000
442500 - CFS-PS-Protective Inspection Fees	Finance	279	460	789	-	-
	Fire-Rescue	461,700	483,065	464,670	363,000	469,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	-	35	525	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	708,334	715,654	697,681	715,000	715,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	-	-	250,568	-	307,000
	Fire-Rescue	-	-	165,409	-	-
	Police	645,705	634,526	531,653	571,000	520,000
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset Management	8,911	10,094	7,078	7,000	7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	-	-	122	-	-
	Building Department	2,814	2,397	808	-	-
	Total Resilience and Public Works Department	(166)	-	-	-	-
	Solid Waste	25,429,444	24,303,294	24,683,264	24,867,000	24,609,000
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Total Resilience and Public Works Department	(1,462)	(53)	-	-	-
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	706	85	564	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	-	-	0	-	-
	Solid Waste	211,023	211,665	87,500	200,000	75,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	3,009,579	2,884,110	2,357,527	2,163,000	1,914,000
444300 - CFS-Mass Transit	Total Resilience and Public Works Department	-	70	-	-	-
444600 - CFS-Trans-Tolls	Parks and Recreation	130,964	320,918	297,077	300,000	400,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	-	85	-	-	-
	Real Estate and Asset Management	4,390	2,610	653	4,000	4,000
446000 - CFS-Trans-Tools	Real Estate and Asset Management	564,139	1,094,893	137,147	-	-
	Parks and Recreation	-	0	11,507	-	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	-	-	106	-	-
	Real Estate and Asset Management	1,716,611	1,291,253	691,607	1,465,000	1,200,000
	Parks and Recreation	889,798	948,555	479,784	877,000	775,000
447900 - CFS-C&R-Other Culture/Recreation	City Clerk	9	-	-	-	-
	Finance	0	199,016	-	0	0
	Real Estate and Asset Management	23,611	24,945	103,327	-	-
	Parks and Recreation	3,822,077	3,545,966	3,034,609	3,781,000	3,500,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	-	-	2,690	-	-
	Real Estate and Asset Management	8,574,358	9,689,486	7,366,486	9,105,000	11,115,000
	Parks and Recreation	30	884	491	-	-
447911 - CFS-Commercial Dockage	Real Estate and Asset Management	-	6,211	-	-	-
448000 - CFS-Rents And Royalties	Planning	(3,582)	-	-	-	-
	Real Estate and Asset Management	15,068,883	15,635,043	11,057,808	16,134,000	16,122,000
	Parks and Recreation	36,913	42,610	11,988	24,000	12,000
449000 - CFS-Other Charges for Services	City Attorney	122,072	142,761	104,627	100,000	100,000
	City Clerk	342	796	1,661	-	-
	Finance	12,240	12,010	11,041	12,000	12,000
	Innovation and Technology	7,984	7,982	1,313	6,000	6,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
	Procurement	-	1,207	70	-	-
	Human Services	-	30,110	66,977	60,000	60,000
	Building Department	874,501	889,127	903,245	863,000	900,000
	Planning	2,499,505	2,267,680	1,779,448	2,268,000	3,088,000
	Zoning	357,274	291,433	242,059	250,000	505,000
	Total Resilience and Public Works Department	1,741,686	1,751,056	1,920,685	1,671,000	2,000,000
	Solid Waste	5,556	4,440	2,975	5,000	1,000
	Fire-Rescue	733,828	819,655	739,961	820,000	820,000
	Police	1,339,167	944,346	1,218,315	1,231,000	820,000
	Real Estate and Asset Management	62,312	119,403	78,401	166,000	86,000
	Parks and Recreation	133,715	117,691	19,612	4,000	2,000
449001 CFS-DRI Administration	Human Services	-	-	8,866	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	22,290,412	23,990,978	18,045,942	19,000,000	21,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,486,668	2,520,061	1,509,304	1,890,000	2,249,000
449020 - CFS-Building Inspections	Finance	715,702	641,574	904,169	661,000	700,000
	Building Department	5,355,585	4,317,150	4,212,754	3,200,000	4,550,000
Charges for Services	**Total**	**117,481,061**	**122,174,202**	**103,856,881**	**116,799,000**	**115,786,000**
Total Revenue	**Total**	**746,930,573**	**789,925,623**	**793,444,724**	**816,961,000**	**866,130,000**

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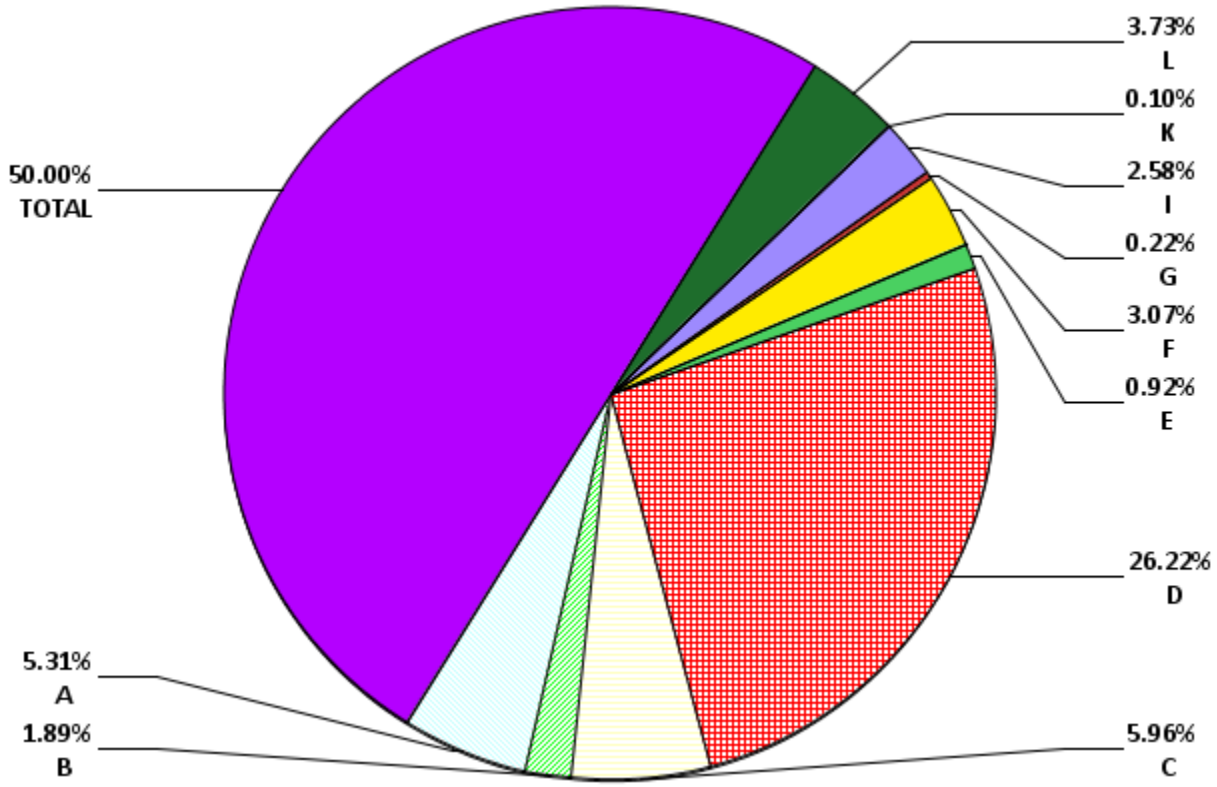
Expenditures (Outflows) By Functional Category
General Fund

FY 2021-22

$866,130,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: General Government	82,780,000	10.13%	91,938,000	10.61%
B: Planning and Development	27,237,000	3.33%	32,691,000	3.77%
C: Public Works	97,757,000	11.97%	103,223,000	11.92%
D: Public Safety	440,034,000	53.86%	454,278,000	52.45%
E: Real Estate and Asset Management	13,617,000	1.67%	15,956,000	1.84%
F: Parks and Recreation	51,406,000	6.29%	53,177,000	6.14%
G: Risk Management	3,270,000	0.40%	3,773,000	0.44%
H: Non-Departmental	58,236,000	7.13%	44,768,000	5.17%
I: Housing and Community Development	960,000	0.12%	1,734,000	0.20%
J: Transfers - OUT	41,664,000	5.10%	64,592,000	7.46%
Total	816,961,000	100.00%	866,130,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Government					
Mayor	1,303,928	1,460,505	1,365,410	2,309,000	2,636,000
Commissioners	3,287,270	3,465,265	3,596,023	7,042,000	7,858,000
City Manager	3,520,744	2,668,083	2,836,076	2,781,000	5,802,000
Office of Agenda Coordination	370,961	354,734	392,344	379,000	404,000
Independent Auditor General	870,716	1,173,023	1,323,274	1,334,000	1,602,000
City Attorney	8,555,925	9,157,209	9,909,611	10,366,000	11,050,000
City Clerk	1,781,705	1,887,419	1,963,543	2,009,000	2,031,000
Civil Services	379,525	453,613	546,129	547,000	571,000
Code Compliance	6,795,884	7,336,057	8,488,744	8,716,000	9,190,000
Office of Communications	1,960,894	2,073,580	2,245,325	1,702,000	1,750,000
Equal Opportunity and Diversity Programs	410,398	464,520	536,251	537,000	572,000
Finance	8,709,604	9,431,096	10,531,161	11,000,000	11,535,000
Grants Administration	1,666,781	1,760,052	1,386,669	1,634,000	1,761,000
Human Resources	4,593,259	4,697,427	5,262,010	5,075,000	5,427,000
Innovation and Technology	11,138,123	13,730,538	13,989,511	13,936,000	14,635,000
Management and Budget	2,488,904	2,467,567	2,711,575	3,321,000	3,293,000
Neighborhood Enhancement Teams (NET)	6,387,763	7,443,549	8,402,644	399,000	0
Procurement	2,528,273	2,538,385	2,841,279	2,949,000	3,161,000
Office of Resilience and Sustainability	499,186	633,545	646,773	0	0
Veteran Affairs and Homeless Services	1,894,289	0	(1,081)	0	0
Human Services	0	4,506,975	5,213,631	6,744,000	8,660,000
Total General Government	69,144,133	77,703,142	84,186,902	82,780,000	91,938,000
Planning and Development					
Building Department	13,258,095	15,922,441	16,270,224	17,497,000	22,568,000
Planning	4,978,942	5,616,536	5,956,425	5,281,000	5,414,000
Zoning	2,376,440	2,896,238	4,197,922	4,459,000	4,709,000
Planning and Development	20,613,477	24,435,215	26,424,571	27,237,000	32,691,000
Community and Economic Development					
Housing and Community Development Department	1,566,902	1,848,391	2,025,485	960,000	1,734,000
Housing and Community Development	1,566,902	1,848,391	2,025,485	960,000	1,734,000
Public Works					
Office of Capital Improvements	3,436,041	3,790,696	4,334,756	4,410,000	4,115,000

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Services Administration	23,577,392	26,313,714	26,441,015	27,735,000	28,485,000
Total Resilience and Public Works Department	22,122,614	24,646,462	28,834,154	28,473,000	29,095,000
Solid Waste	31,702,600	32,463,546	36,314,945	37,139,000	41,528,000
Public Works	80,838,647	87,214,418	95,924,871	97,757,000	103,223,000
Public Safety					
Fire-Rescue	132,215,381	162,948,459	161,120,893	173,861,000	178,206,000
Police	233,431,330	247,285,550	261,675,461	266,173,000	276,072,000
Public Safety	365,646,711	410,234,009	422,796,354	440,034,000	454,278,000
Other Departments					
Real Estate and Asset Management	11,716,751	13,109,703	13,241,006	13,617,000	15,956,000
Parks and Recreation	46,456,057	47,350,763	46,465,458	51,406,000	53,177,000
Risk Management	2,926,977	3,046,423	3,283,268	3,270,000	3,773,000
Total Other	61,099,786	63,506,889	62,989,732	68,293,000	72,906,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	33,536,904	47,969,541	31,756,346	58,236,000	44,768,000
Non Departmental Units	33,536,904	47,969,541	31,756,346	58,236,000	44,768,000
Transfers -OUT	84,379,000	64,871,000	70,719,379	41,664,000	64,592,000
Total Expenditures (Outflows)	716,825,559	777,782,605	796,823,640	816,961,000	866,130,000

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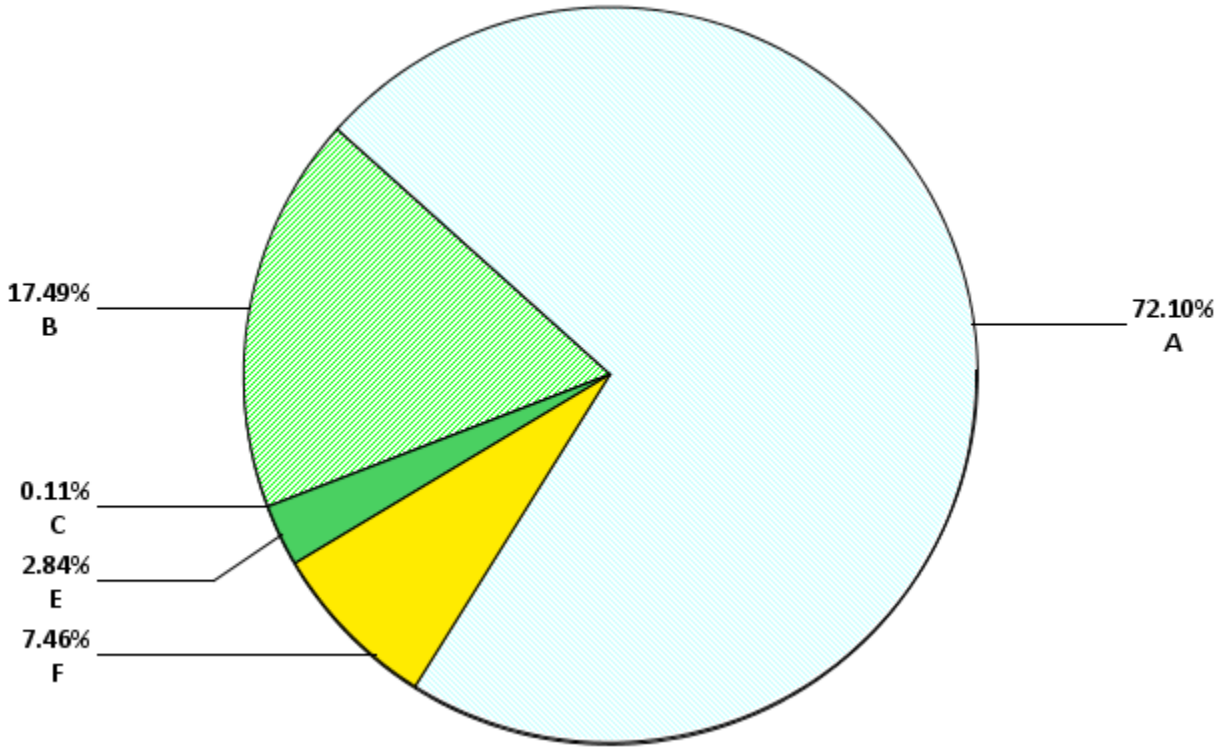
Expenditures (Outflows) by Account Category
General Fund

FY 2021-22

$866,130,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Personnel	588,864,000	72.08%	624,508,000	72.10%
B: Operating Expense	143,267,000	17.54%	151,498,000	17.49%
C: Capital Outlay	1,557,000	0.19%	973,000	0.11%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	41,609,000	5.09%	24,559,000	2.84%
F: Transfers - OUT	41,664,000	5.10%	64,592,000	7.46%
Total	816,961,000	100.00%	866,130,000	100.00%

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Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel					
Executive Salaries	426,128	427,181	425,455	402,000	395,000
Regular Salaries and Wages	264,803,320	287,329,300	301,292,437	317,771,000	338,441,000
Attrition Savings - Salaries	0	0	0	(2,592,000)	(3,424,000)
Other Salaries and Wages	9,257,988	625,884	595,193	779,000	1,017,000
Other Salaries and Wages -Part Time Year Year Round	0	2,219,920	2,941,211	6,490,000	6,468,000
Other Salaries and Wages - Part Time Seasonal	0	3,134,768	2,215,439	1,635,000	1,993,000
Other Salaries and Wages-PT Temp	0	594,228	653,691	0	0
Overtime	12,916,302	14,346,306	15,440,143	9,882,000	9,942,000
OT-Reimbursable	0	0	0	710,000	710,000
OT Staffing	2,791,258	3,359,749	2,576,134	3,693,000	3,693,000
OT EMS Backfill for Training	881,512	651,289	473,932	684,000	684,000
OT Off Duty Events	3,385,619	3,368,504	1,722,695	3,609,000	3,609,000
OT Court	0	0	0	571,000	571,000
Special Pay	23,968,657	33,771,508	30,628,691	27,315,000	30,743,000
Fringe Benefits	1,365,379	1,447,924	1,443,082	1,362,000	1,381,000
Fringe Benefits - Tuition Reimbursement	460,838	572,446	574,206	4,000	204,000
Fica Taxes	11,981,409	13,490,768	13,714,544	13,155,000	15,001,000
Retirement Contributions	41,956,853	47,112,326	50,894,190	55,206,000	57,533,000
Police and Fire - FIPO	55,940,866	61,890,851	66,986,029	69,746,000	72,172,000
Secondary Pension Contributions	9,623,417	9,030,933	9,617,032	10,443,000	10,300,000
Life and Health Insurance	38,912,316	47,841,464	39,050,121	30,980,000	33,864,000
Health Trust - FOP	16,284,554	18,410,508	16,847,382	17,657,000	18,385,000
IAFF Health Insurance Trust Fund	0	0	18,770,915	19,362,000	20,826,000
Total Personnel:	**494,956,417**	**549,625,856**	**576,862,522**	**588,864,000**	**624,508,000**
Operating Expense					
Workers' Compensation	17,672,578	18,790,687	19,898,793	17,079,000	17,796,000
Reimbursemenr per FS 112-1816	0	0	25,000	0	0
Unemployment Compensation	29,234	16,048	64,299	80,000	70,000
Professional Services	4,182,804	4,747,220	5,827,001	6,191,000	6,750,000
Professional Services-Legal Services	4,632,053	11,755,560	6,859,574	6,005,000	3,560,000
Professional Services-Medical	885,397	691,347	1,027,558	1,068,000	1,066,000
Accounting and Auditing	476,214	482,579	544,263	525,000	525,000
Court Services	71,876	73,461	59,416	75,400	76,000

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Other Contractual Services	19,387,005	19,143,612	21,359,114	20,888,000	22,395,000
Investigations	440	1,622	0	0	0
Travel and Per Diem	376,422	347,249	223,386	250,000	294,500
Training	566,352	393,194	355,335	0	619,000
Communications & Related Services	349,672	1,209,200	1,168,403	1,238,600	1,295,000
Postage	479,881	500,195	468,357	506,000	525,000
Utility Services	12,181,416	12,754,110	10,895,009	45,000	45,000
Utilities Water	0	0	48,464	2,211,000	2,279,000
Utilities Electricity	0	0	184,489	9,549,000	9,572,000
Rentals and Leases	1,937,362	2,338,809	2,363,435	2,604,000	2,691,000
Insurance	5,371	344	315	0	0
Insurance - Police Torts	1,000,000	810,000	791,000	753,000	791,000
Insurance - Vehicle Liability	1,300,000	1,502,000	1,007,000	2,793,000	2,528,000
Insurance - Property & Casualty	6,500,000	7,475,000	8,223,000	9,443,000	10,591,000
Insurance - General Liability	1,598,000	1,634,000	1,134,000	1,216,000	839,000
Repair and Maintenance Services	10,142,983	12,223,458	9,403,420	11,457,000	10,864,000
IT-Repair and Maintenance Services	7,807,465	6,482,123	9,032,647	11,004,000	12,069,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	11,794	18,760	4,658	47,000	43,000
Printing and Binding-Outsourcing	30,093	39,951	28,697	24,000	22,000
Printing and Binding-Paper Stock	100,480	72,455	63,069	125,000	78,000
Printing and Binding-Supplies	3,773	5,974	2,841	6,000	6,000
Promotional Activities	233,172	190,056	144,857	116,000	117,000
Advertising and Related Costs	669,535	513,880	431,949	478,000	553,000
Other Current Charges and Obligations	15,144,225	34,969,783	15,114,541	16,983,200	22,489,000
Office Supplies	727,638	580,187	416,748	631,200	622,000
Operating Supplies	5,609,880	5,273,549	4,658,280	5,195,400	5,310,500
Motor Fuel	6,167,041	6,054,556	4,839,218	6,343,000	6,295,000
Saleable Fuel	66,599	74,675	75,280	70,000	100,000
Public Safety Supplies	2,023,431	1,152,631	1,239,752	2,095,000	1,987,000
Weapons/Ammunition	745,024	217,428	929,709	0	0
Clothing/Uniform Supplies	1,660,621	1,464,320	1,201,112	2,283,200	1,959,000
Landscaping Related Supplies, LandscapingRelated Supplies	403,202	293,260	105,133	275,000	275,000
Road Materials and Supplies	67,404	29,772	3,151	0	0

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Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Subscriptions, Memberships, Licenses, Permits & Others	1,688,449	2,837,686	3,183,297	2,872,000	3,706,000
Weapons And Ammunitions	312,835	32,211	11,288	739,000	692,000
Total Operating Expense:	**127,247,721**	**157,192,951**	**133,416,859**	**143,267,000**	**151,498,000**
Capital Outlay					
Land	0	0	(12,679)	0	0
Improvements Other Than Buildings	37,837	125,420	126,430	2,000	0
Machinery and Equipment	2,218,295	2,491,545	2,518,850	1,555,000	973,000
Construction In Progress	527	248	358,345	0	0
Total Capital Outlay:	**2,256,658**	**2,617,213**	**2,990,945**	**1,557,000**	**973,000**
Non-Operating Expense					
Aids to Government Agencies	1,846,385	1,561,982	1,451,364	1,773,000	1,673,000
Aids to Private Organizations	1,245,852	1,867,521	1,164,099	1,313,000	4,273,000
Advances	4,500	0	0	0	0
Advances - State Share	0	0	0	0	900,000
Other Nonoperating Uses	4,849,137	0	10,179,288	0	0
Budget Reserve	0	0	0	31,571,000	12,513,000
Contingency Reserve	0	0	0	5,388,000	5,000,000
Other Uses	39,891	46,082	39,184	1,564,000	200,000
Total Non-Operating Expense:	**7,985,764**	**3,475,585**	**12,833,936**	**41,609,000**	**24,559,000**
Transfers-OUT					
Interfund Transfers	78,953,000	61,164,000	69,070,379	40,934,000	61,603,000
Transfer Out-Cost Allocation	3,700,000	1,897,000	1,649,000	730,000	889,000
Intrafund Transfers	1,726,000	1,810,000	0	0	2,100,000
Total Transfers-OUT:	**84,379,000**	**64,871,000**	**70,719,379**	**41,664,000**	**64,592,000**
Total Expenditure (Outflows):	**716,825,559**	**777,782,605**	**796,823,640**	**816,961,000**	**866,130,000**

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

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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Revenues					
Interest	195,647	369,067	167,079	13,000	13,000
Transfers-IN	17,093,000	15,487,000	15,914,000	5,152,000	5,221,000
Fines and Forfeitures	1,751,137	1,584,307	1,533,946	750,000	1,090,000
Intergovernmental Revenues	71,748,825	69,119,474	91,965,383	81,109,000	156,931,000
Licenses and Permits	443,168	4,577,341	7,405,705	4,721,000	6,562,000
Other Revenues (Inflows)	7,023,423	5,773,282	4,089,784	97,850,000	154,374,000
Charges for Services	15,515,821	10,968,063	3,800,204	7,492,000	8,209,000
Total Revenues	**113,771,021**	**107,878,533**	**124,876,101**	**197,087,000**	**332,400,000**
Expenditures					
General Government	7,722,612	7,072,965	6,310,478	8,857,000	146,587,000
Planning and Development	1,046,729	2,441,823	1,317,526	23,362,000	33,625,000
Public Works	35,144,109	18,593,240	16,013,630	24,094,000	21,573,000
Public Safety	26,875,697	23,737,347	38,312,791	41,597,000	47,012,000
Real Estate and Asset Management	5,426,541	4,946,909	9,274,436	10,104,000	10,637,000
Parks and Recreation	2,202,326	1,164,602	477,681	1,031,000	1,079,000
Risk Management	0	0	88,156	0	0
Non-Departmental	0	768,075	537,720	190,000	680,000
Housing and Community Development	29,532,694	30,559,952	27,713,403	73,306,000	62,259,000
Transfers - OUT	21,564,976	19,630,500	13,608,000	14,413,000	8,807,000
Total Expenditures	**129,515,684**	**108,915,227**	**113,733,375**	**197,087,000**	**332,400,000**

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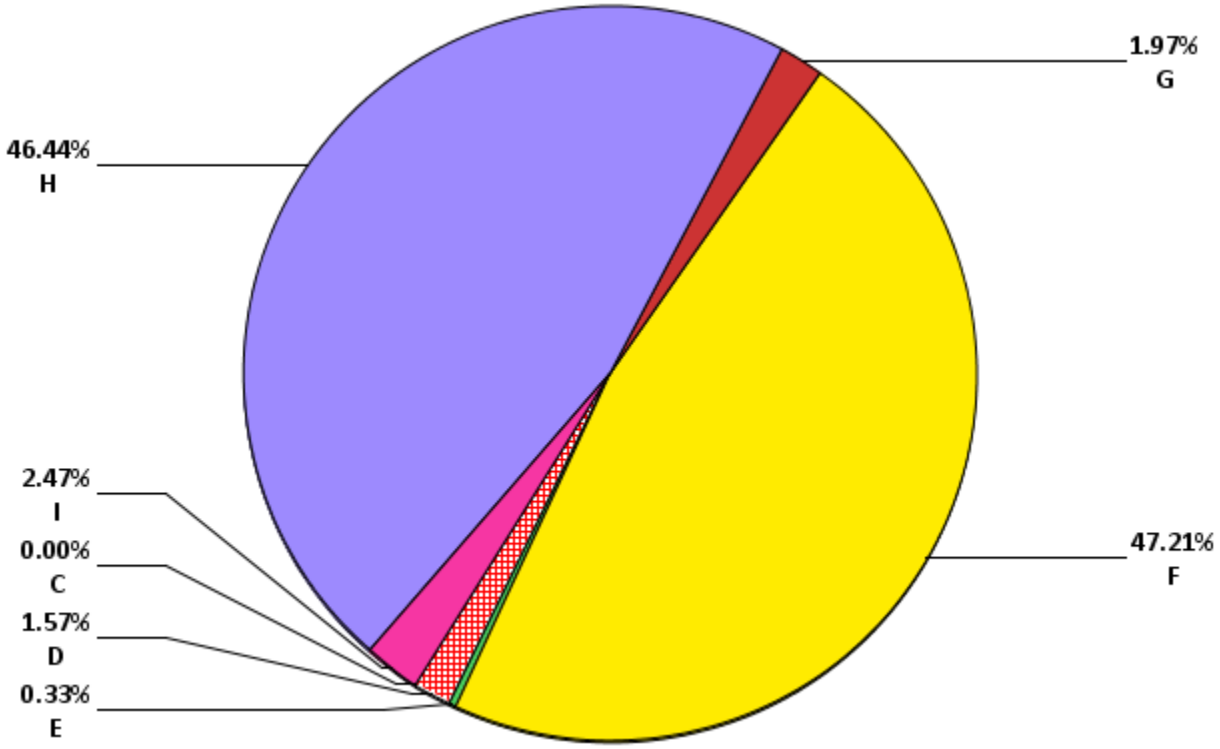
Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2021-22
$332,400,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Property Taxes	0	0.00%	0	0.00%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	13,000	0.01%	13,000	0.00%
D: Transfers-IN	5,152,000	2.61%	5,221,000	1.57%
E: Fines and Forfeitures	750,000	0.38%	1,090,000	0.33%
F: Intergovernmental Revenues	81,109,000	41.15%	156,931,000	47.21%
G: Licenses and Permits	4,721,000	2.40%	6,562,000	1.97%
H: Other Revenues (Inflows)	97,850,000	49.65%	154,374,000	46.44%
I: Charges for Services	7,492,000	3.80%	8,209,000	2.47%
Total	197,087,000	100.00%	332,400,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Interest					
Misc-Int & Pen-Lot Clear & Demoli	62,543	91,610	83,192	0	0
Misc-Int & Pen-Investment	140,286	254,273	92,038	13,000	13,000
Misc-Net Increase Decrease In Fair ValueOf	(7,182)	23,184	(8,151)	0	0
Total Interest:	**195,647**	**369,067**	**167,079**	**13,000**	**13,000**
Transfers-IN					
Other-Interfund Transfer	13,393,000	13,590,000	13,794,000	3,422,000	4,020,000
Other-Transfer In-Cost Allocation	3,700,000	1,897,000	1,649,000	730,000	889,000
Other-Intrafund Transfer	0	0	471,000	1,000,000	312,000
Total Transfers-IN:	**17,093,000**	**15,487,000**	**15,914,000**	**5,152,000**	**5,221,000**
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	1,751,137	1,584,307	1,533,946	750,000	1,090,000
Total Fines and Forfeitures:	**1,751,137**	**1,584,307**	**1,533,946**	**750,000**	**1,090,000**
Intergovernmental Revenues					
Federal Grants	46,063,395	42,114,758	63,545,341	54,845,000	130,158,000
Shared Revenues From Other Local Units	50,000	0	0	0	0
State Grants	2,686,182	1,593,936	2,845,336	3,488,000	1,303,000
Grants From Other Local Units	20,966,879	23,302,371	23,215,303	20,898,000	22,928,000
Shared Revenues - E911 Wireles	1,398,568	1,539,136	1,742,880	1,421,000	1,508,000
Shared Revenues - E911 Phone C	546,259	490,924	465,024	425,000	481,000
Shared Revenues - E911 Land Li	37,542	78,349	151,499	32,000	553,000
Total Licenses and Permits:	**71,748,825**	**69,119,474**	**91,965,383**	**81,109,000**	**156,931,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	880	(9,957)	(877)	0	0
Other Licenses, Fees and Permits	210,928	3,807,378	6,059,775	4,421,000	6,262,000
Other Licenses, Fees - CU(SW)	0	450,401	1,129,634	0	0
Other Licenses, Fees - Murals	231,359	329,519	217,173	300,000	300,000
Total Licenses and Permits:	**443,168**	**4,577,341**	**7,405,705**	**4,721,000**	**6,562,000**

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	67,758	13,583	3,959	20,000	0
Misc-Contra Revenue For Bad Debt Allowance	(2,129,317)	(2,995,718)	(694,693)	0	0
Other-Nonoperating Sources	29,155	0	(40,405)	0	0
Other- Carryover Budget	0	(1,183,930)	597	0	0
Other-Oth N-optg Sour/Carryover	139,919	78,473	110,321	94,376,000	152,796,000
Misc-Other Miscellaneous Revenues	8,915,909	9,860,874	4,710,005	3,454,000	1,578,000
Total Other Revenues (Inflows):	**7,023,423**	**5,773,282**	**4,089,784**	**97,850,000**	**154,374,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	187,845	158,856	155,085	60,000	60,000
CFS-PS-Police Services	128,462	205,527	255,353	150,000	185,000
CFS-PS-Other Public Safety Charges And Fees	804,480	1,418,375	997,849	200,000	0
CFS-Trans-Parking Facilities	4,163,947	4,404,650	0	4,407,000	4,407,000
CFS-Mass Transit	0	10,793	(700)	0	0
CFS-C&R-Other Culture/Recreation	(3,507)	(378)	(4,203)	0	0
CFS-C&R-Other Culture/Recreation (PF)	0	0	0	135,000	129,000
CFS-Rents And Royalties	0	0	0	792,000	972,000
CFS-Other Charges for Services	9,147,661	3,531,661	741,099	30,000	30,000
CFS-DRI Administration	0	0	190,638	350,000	416,000
CFS-DRI Master Planning	0	0	385,097	600,000	852,000
CFS-DRI Air Quality	0	0	7,738	7,000	0
CFS-DRI Transportation	0	0	232,127	400,000	718,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	0	39,504	0	40,000
CFS-Trans Dev Density Fee-Sr Rental Assist	0	0	39,504	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	0	0	39,504	0	0
CFS-Parking Surcharges Lockbox	1,086,933	1,238,578	721,609	361,000	400,000
Total Charges for Services:	**15,515,821**	**10,968,063**	**3,800,204**	**7,492,000**	**8,209,000**
Total Revenue (Inflows):	**113,771,021**	**107,878,533**	**124,876,101**	**197,087,000**	**332,400,000**

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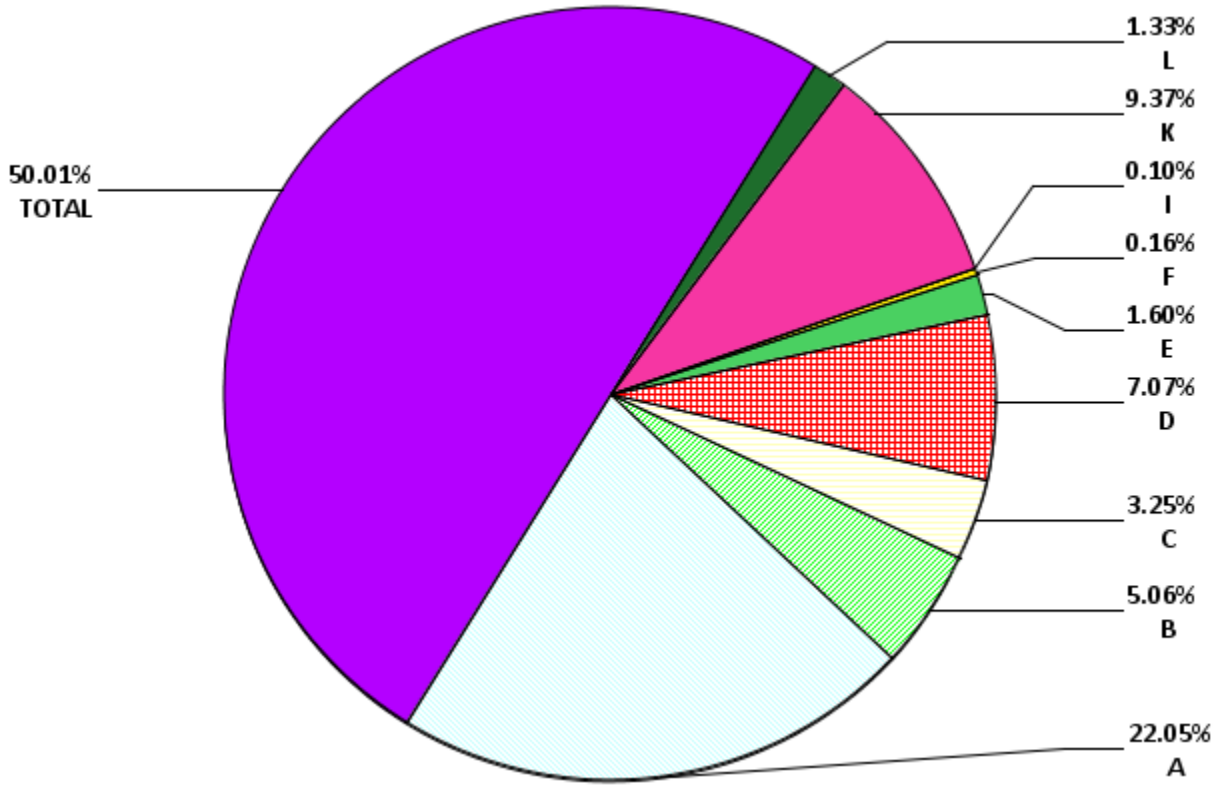
Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2021-22

$332,400,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: General Government	8,857,000	4.49%	146,587,000	44.10%
B: Planning and Development	23,362,000	11.85%	33,625,000	10.12%
C: Public Works	24,094,000	12.23%	21,573,000	6.49%
D: Public Safety	41,597,000	21.11%	47,012,000	14.14%
E: Real Estate and Asset Management	10,104,000	5.13%	10,637,000	3.20%
F: Parks and Recreation	1,031,000	0.52%	1,079,000	0.32%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	190,000	0.10%	680,000	0.20%
I: Housing and Community Development	73,306,000	37.19%	62,259,000	18.73%
J: Transfers - OUT	14,413,000	7.31%	8,807,000	2.65%
Total	197,087,000	100.00%	332,400,000	100.00%

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Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
American Rescue Plan Act SRF	0	0	0	0	137,640,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,777,000	1,860,000
City Clerk Services	84,803	93,193	140,559	1,578,000	1,708,000
Community Development	29,599,692	30,561,734	27,654,612	73,306,000	62,259,000
Department of Real Estate and Asset Management Services	1,119,000	0	0	0	0
Departmental Improvement Initiative	7,759,841	5,636,517	4,649,628	7,901,000	11,250,000
Economic Development (SR)	0	0	79,368	133,000	141,000
Emergency Funds	31,153,652	8,045,873	29,783,659	100,000	100,000
Fire Rescue Services	2,170,317	2,498,680	2,925,445	4,738,000	4,955,000
General Special Revenue	770,092	700,221	685,430	2,193,000	604,000
Grants-Other Programs	207,455	860,984	397,169	460,000	373,000
Grants-Work Force Program	798,827	(81,249)	0	1,000,000	312,000
Hist Preservation Trust Fund	0	0	0	50,000	40,000
Homeless Program	2,201,367	2,260,860	1,903,555	2,715,000	2,407,000
Human Services Fund	0	352,459	68,557	497,000	497,000
Law Enforcement Trust Fund	623,697	499,908	166,503	822,000	923,000
Miami Ballpark Parking Facilities	4,349,550	2,703,453	7,049,188	13,095,000	8,764,000
Net Offices & Code Enforcement (SR)	0	1,556,000	232,000	0	0
Parks & Recreation Services	890,328	496,712	271,720	1,031,000	879,000
Planning and Zoning Tree Trust Fund	2,046,145	940,728	151,627	3,343,000	4,554,000
Planning Services	1,529,163	2,802,596	228,042	5,038,000	5,297,000
Planning Services-DRI DT	0	0	686,898	10,186,000	10,430,000
Planning Services-DRI SEOPW	0	0	37,361	4,539,000	4,642,000
Police Services	6,388,279	6,216,393	5,212,296	4,637,000	4,367,000
Public Art Fund	46,536	28,421	166,952	758,000	3,138,000
Public Works Services	8,181,505	12,953,841	6,615,979	6,835,000	6,622,000
Solid Waste Recycling Trust	39,284	18,750	25,496	163,000	163,000
Sports Facilities and Activities	0	73,049	471,000	13,000	13,000
Total E911	4,115,178	5,305,851	4,293,438	4,781,000	5,037,000
Transportation and Transit	20,023,121	19,514,978	15,068,548	18,879,000	21,795,000
Transportation Cross Bay	0	177,790	0	0	0
UASI-Fire Rescue	5,417,852	4,697,484	4,768,345	26,519,000	31,630,000
Special Revenue Funds	**129,515,684**	**108,915,227**	**113,733,375**	**197,087,000**	**332,400,000**

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
			American Rescue Plan Act. - Fund 97100				
TBD	TBD	162000	American Rescue Plan Act.	$0	$58,410,000	Fund Balance Allocation	General Government
TBD	TBD	162000	American Rescue Plan Act.	$0	$10,410,000	Fund Balance Allocation	Transfer-Out to General Fund
TBD	TBD	162000	American Rescue Plan Act.	$0	$68,820,000	Intergovernmental Revenue	General Government
			Total - American Rescue Plan Act.	**$0**	**$137,640,000**		
			Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100				
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$119,000	$83,000	Contribution from General Fund	Public Facilities
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$1,658,000	$1,777,000	Fund Balance Allocation	Public Facilities
			Total - Bayfront/Riverfront Land Acquisition Rouse Trust	**$1,777,000**	**$1,860,000**		
			City Clerk Services - Fund 13500				
12-110097	2563	121000	Lobbyists' Registration Fee	$944,000	$1,093,000	Fund Balance Allocation	General Government
12-110097	2563	121000	Lobbyists' Registration Fee	$60,000	$60,000	Program Revenue	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	$496,000	$477,000	Fund Balance Allocation	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	$30,000	$30,000	Program Revenue	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$30,000	$30,000	Contribution from Southeast Overtown/Park West CRA	General Government
12-110064	2058	121000	City Clerk Miscellaneous Special Revenues	$18,000	$18,000	Contribution from Omni CRA	General Government
			Total - City Clerk Services	**$1,578,000**	**$1,708,000**		
			Community Development - Funds 14001 to 14018				
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$7,678,000	$5,607,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$700,000	$250,000	Program Revenue	Community Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$6,482,000	$7,725,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$3,546,000	$3,510,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$500,000	$500,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$8,600,000	$8,590,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	$635,000	$0	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$474,000	$476,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$7,766,000	$400,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$13,256,000	$11,925,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$6,584,000	$5,705,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Voucher	$2,352,000	$2,595,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Affordable Housing Trust Fund (AHTF)	$443,000	$0	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Affordable Housing Trust Fund (AHTF)	$2,900,000	$3,300,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$2,130,000	$3,635,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$0	$878,000	Contribution from General Fund	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$1,000,000	$0	Contribution from Special Revenue (Fund Balance from Grants-Work Force Program (Discontinued))	Community Development
Multiple projects	Multiple Awards	910101	Other Sources	$900,000	$900,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Economic Development Initiative Grant	$1,313,000	$0	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Housing Loan Recovery	$79,000	$0	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Housing Loan Recovery	$0	$50,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 1	$2,109,000	$2,718,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 2	$688,000	$741,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Neighborhood Stabilization Program (NSP)	$2,165,000	$2,180,000	Fund Balance Allocation	Community Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
Multiple projects	Multiple Awards	910101	Neighborhood Stabilization Program	$574,000	$0	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Mainstream Voucher Program	$432,000	$574,000	Intergovernmental Revenue	Community Development
			Total - Community Development	**$73,306,000**	**$62,259,000**		
			Department Improvement Initiative - Funds 15500 to 15502				
10-119005/101-MDisc.	2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2548	$50,000	$0	Fund Balance Allocation	General Government
101-MAPI	2542	101000	Mayor Anti- Poverty Initiative Program, Award 2542	$450,000	$450,000	Contribution from General Fund - Poverty Initiative	General Government
101-MEvents	2545	101000	Mayor Festivals and Events -101000, Award 2545	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
11-110001/114-D1Disc.	2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2050/2055	$100,000	$100,000	Fund Balance Allocation	General Government
114-D1Events	2547	114000	District 1 Festivals and Events-114000, Award 2547	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2178	$430,000	$495,000	Contribution from General Fund - Poverty Initiative	General Government
11-110002/113-D2Disc.	2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2050 - Rollover	$100,000	$100,000	Fund Balance Allocation	General Government
113-D2Events	2549	113000	District 2 Festivals and Events-113000, Award 2549	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	$305,000	$248,000	Contribution from General Fund - Poverty Initiative	General Government
11-110005/113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2178	$0	$200,000	Fund Balance Allocation	General Government
11-110003/111-D3Disc.	2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2050 - Rollover	$200,000	$200,000	Fund Balance Allocation	General Government
111-D3Events	2550	111000	District 3 Festivals and Events-110000, Award 2550	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
111-D3API	2546	111000	District 3 Citywide Anti- Poverty Initiative Program, Award 2178	$437,000	$450,000	Contribution from General Fund - Poverty Initiative	General Government
11-110004/115-D4Disc.	2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2050 - Rollover	$20,000	$10,000	Fund Balance Allocation	General Government
112-D4Events	2551	112000	District 4 Festivals and Events-112000, Award 2551	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2553	$368,000	$338,000	Contribution from General Fund - Poverty Initiative	General Government
11-119005/112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award 2178	$0	$150,000	Fund Balance Allocation	General Government
11-110005/115-D5Disc.	2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$50,000	$20,000	Fund Balance Allocation	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
115-D5Events	2552	115000	District 5 Festivals and Events-115000, Award 2552	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government
115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	$710,000	$720,000	Contribution from General Fund - Poverty Initiative	General Government
25-119004	2146	251000	IT Strategic	$0	$18,000	Fund Balance Allocation	General Government
25-119004	2709	251000	Knight Foundation Digital Community Engagement	$0	$50,000	Fund Balance Allocation	General Government
25-116007	2649	251000	IT Surplus Rollover	$0	$12,000	Fund Balance Allocation	General Government
28-0000001	2063	282000	Unsafe Structure Program	$3,468,000	$5,124,000	Fund Balance Allocation	Planning and Development
28-0000001	2063	282000	Unsafe Structure Program	$600,000	$1,000,000	Program Revenue	Planning and Development
25-119005	2100	231000	Professional Analysis Service	$39,000	$52,000	Fund Balance Allocation	General Government
29-119002	1281	291001	Parks Surplus " Rollover"	$0	$200,000	Fund Balance Allocation	Parks and Recreation
15-921092B	2032	153000	Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
44-441000	2633	201200	Resilient Multi-Family Housing Initiative	$75,000	$99,000	Fund Balance Allocation	Public Works
44-441001	2645	201200	Storm Drain Painting Project	$5,000	$5,000	Fund Balance Allocation	Public Works
44-441002	2727	201200	Storm Drain Painting Project	$0	$225,000	Fund Balance Allocation	Public Works
98-0001	2430	980000	Citywide Parades - Three Kings	$0	$75,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$0	$50,000	Fund Balance Allocation	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$150,000	$0	Contribution from General Fund - Festivals and Events	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$0	$100,000	Fund Balance Allocation	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$0	$128,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$0	$122,000	Fund Balance Allocation	General Government
98-0011	2430	980000	Veteran's Day	$9,000	$30,000	Fund Balance Allocation	General Government
98-0012	2430	980000	July 4th City Hall	$0	$40,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0012	2430	980000	July 4th City Hall	$15,000	$0	Fund Balance Allocation	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
98-0015	2430	980000	July 4th Hadley Park	$0	$50,000	Fund Balance Allocation	General Government
98-0016	2430	980000	Latin Jazz in the Park	$0	$4,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0016	2430	980000	Latin Jazz in the Park	$16,000	$16,000	Fund Balance Allocation	General Government
98-0017	2430	980000	Gay8 Festival	$0	$25,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	$0	$40,000	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
			Grants-Work Force Program (Discontinued) - Fund 15501				
N/A	N/A	980000	Grants-Work Force Program (Discontinued)	$1,000,000	$312,000	Fund Balance Allocation	Transfer-Out To Special Revenue
			Grants-Other Programs - Fund 15502				
10-100005	2367	371005	Families 1st Parent Academy	$173,000	$173,000	Intergovernmental Revenue	General Government
TBD	TBD	371007	Summer Youth Program	$275,000	$200,000	Intergovernmental Revenue	General Government
TBD	TBD	371007	CFE Grant	$12,000	$0	Intergovernmental Revenue	General Government
			Total - Department Improvement Initiative	**$9,361,000**	**$11,935,000**		
			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				
18-180012	2077	181000	Fire-Rescue Explorers Program	$44,000	$22,000	Fund Balance Allocation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$20,000	$0	Donation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$25,000	$25,000	Fund Balance Allocation	Public Safety

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$30,000	$39,000	Fund Balance Allocation	Public Safety
18-109001	1017	184010	Fire Assesment Fee	$31,000	$31,000	Fund Balance Allocation	Public Safety
18-104014	1766	184010	EMS County Grant #C0013	$65,000	$50,000	Intergovernmental Revenue	Public Safety
18-104014	1766	184010	EMS County Grant #C0013	$0	$85,000	Fund Balance Allocation	Public Safety
18-180017	2459	184050	FEMA/USAR FY2018	$18,000	$0	Fund Balance Allocation	Public Safety
18-1801014	2581	184050	FEMA/USAR FY2019	$933,000	$0	Intergovernmental Revenue	Public Safety
18-1801014	2581	184050	FEMA/USAR FY2019	$0	$100,000	Fund Balance Allocation	Public Safety
Multiple projects	2695	184050	FEMA/USAR FY2020	$1,200,000	$0	Intergovernmental Revenue	Public Safety
Multiple projects	2695	184050	FEMA/USAR FY2020	$0	$800,000	Fund Balance Allocation	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2021	$0	$1,200,000	Intergovernmental Revenue	Public Safety
TBD	2626	184050	2019 State Homeland Security Grant Program (SHSGP)	$40,000	$0	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2020 State Homeland Security Grant Program (SHSGP)	$50,000	$50,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2021 State Homeland Security Grant Program (SHSGP)	$0	$100,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	184050	Contribution from GF for Allocations (USAR)	$305,000	$299,000	Contribution from General Fund (Cost Allocation)	Public Safety
TBD	TBD	189000	FY2016 CCTA, Award 2370	$0	$176,000	Fund Balance Allocation	Public Safety
TBD	2658	189000	2019 Securing the Cities Program	$1,977,000	$1,978,000	Intergovernmental Revenue	Public Safety
			UASI-Fire Rescue - Fund 11100				
18-180085	2393	189000	UASI 2018	$4,594,000	$0	Fund Balance Allocation	Public Safety
18-180118	2621	189000	UASI 2019	$6,700,000	$3,000,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	UASI 2020	$14,800,000	$14,013,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	UASI 2021-24	$0	$14,100,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	189000	Contribution from GF for Allocations (UASI)	$425,000	$517,000	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Fire Rescue Services	**$31,257,000**	**$36,585,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
			General Special Revenues - Fund 10090				
40 FDOT Flagami Trolley Route	2508	402000	FDOT Flagami Trolley Route	$600,000	$0	Intergovernmental Revenue	Public Works
TBD	TBD	402000	FDOT Liberty City Trolley Route	$1,000,000	$0	Intergovernmental Revenue	Public Works
40 CW Trolley 10090	2246	402000	Advertising Revenue - Trolley	$524,000	$534,000	Program Revenue	Public Works
24-240003	1934	242000	Amigos for Kids	$25,000	$25,000	Fund Balance Allocation	Public Works
25-119006	2400	251000	Mayors Challenge Grant - Bloomberg Philanthropies	$44,000	$45,000	Fund Balance Allocation	General Government
			Total - General Special Revenues	**$2,193,000**	**$604,000**		
			Historic Preservation Trust Fund - Fund 10430				
TBD	TBD	356000	Historic Preservation Trust Fund	$50,000	$40,000	Program Revenue	Planning and Development
			Total - Historic Preservation Trust Fund	**$50,000**	**$40,000**		
			Homeless Programs - Fund 14800				
91-147011F	1400	450001	Homeless Project Administration	$180,000	$0	Fund Balance Allocation	General Government
45-19008	2517	450001	Miami Metro Homeless Assistance Program North (County North) - Award renewal	$288,000	$0	Intergovernmental Revenue	General Government
45-19009	2518	450001	Miami Metro Homeless Assistance Program South (County South) - Award renewal	$137,000	$0	Intergovernmental Revenue	General Government
45-19010	2519	450001	Miami Homeless Assistance Program (Main) - Award renewal	$248,000	$0	Intergovernmental Revenue	General Government
45-18001	2449	450001	Miami Metro Homeless Assistance Program North (County North) - Fund Balance from previous allocation	$96,000	$0	Intergovernmental Revenue	General Government
45-18002	2447	450001	Miami Metro Homeless Assistance Program South (County South) - Fund Balance from previous allocation	$91,000	$0	Intergovernmental Revenue	General Government
45-18003	2450	450001	Miami Homeless Assistance Program (Main) - Fund Balance from previous allocation	$165,000	$0	Intergovernmental Revenue	General Government
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Balance from previous allocation	$0	$224,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Award renewal	$0	$673,000	Intergovernmental Revenue	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
TBD	TBD	450001	Primary Care Program: HMIS Staffing Program / Identification Assistance Program	$35,000	$35,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Primary Care Program: Hotel-Motel Placement Program (Hotel-Motel)	$1,000,000	$1,000,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Memorandum of Agreement (MOA)- Intergovernmental Revenue	$340,000	$340,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Homeless Trust Contribution - Outreach Salary Match/Supplemental Sataffing Costs Program, Primary Care	$135,000	$135,000	Intergovernmental Revenue	General Government
			Total - Homeless Programs	**$2,715,000**	**$2,407,000**		
			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	$35,000	$0	Contribution from General Fund	General Government
TBD	TBD	450004	Early Learning Coalition of Miami-Dade/Monroe County	$0	$35,000	Fund Balance Allocation	General Government
45-450006-VTA20	2523	450006	TAX PREP FY 20	$7,000	$7,000	Fund Balance Allocation	General Government
45-450006-AC20	2622	450006	Advancing Cities Grant Program	$300,000	$300,000	Fund Balance Allocation	General Government
			Total - Human Services	**$497,000**	**$497,000**		
			Law Enforcement Trust Fund - Fund 12500				
19-690001	1169	191602	LETF State	$222,000	$434,000	Fund Balance Allocation	Public Safety
19-690001	1169	191602	LETF State	$15,000	$30,000	Program Revenue	Public Safety
19-690003	1171	191602	LETF Treasury	$334,000	$77,000	Fund Balance Allocation	Public Safety
19-690003	1171	191602	LETF Treasury	$50,000	$30,000	Program Revenue	Public Safety
19-690002	1019	191602	LETF Justice	$116,000	$322,000	Fund Balance Allocation	Public Safety
19-690002	1019	191602	LETF Justice	$85,000	$30,000	Program Revenue	Public Safety
			Total - Law Enforcement Trust Fund	**$822,000**	**$923,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
			Miami Ballpark Parking Facilities - Fund 15400				
22-500000	2159	221130	Miami Ballpark Parking Facilities (Fund 15400)	$1,014,000	$6,008,000	Program Revenue	Public Facilities
22-500000	2159	221130	Miami Ballpark Parking Facilities	$3,195,000	$0	Program Revenue	Transfer-Out to Capital
22-500000	2159	221130	Miami Ballpark Parking Facilities	$1,586,000	$0	Program Revenue	Transfer-Out to Debt
22-500000	2159	221130	Miami Ballpark Parking Facilities	$7,300,000	$2,756,000	Fund Balance Allocation	Public Facilities
			Total - Miami Ballpark Parking Facilities	**$13,095,000**	**$8,764,000**		
			Parks and Recreation Services - Fund 11550				
29-118001	2068	291001	Parks and Open Space Trust Fund	$448,000	$448,000	Fund Balance Allocation	Parks and Recreation
29-115013	2319	293001	Disabilities State Program	$250,000	$125,000	Intergovernmental Revenue	Parks and Recreation
29-115013	1933	293001	Disabilities State Program	$0	$73,000	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
29-118200	2069	295999	Billboard at Grapeland	$83,000	$83,000	Program Revenue	Parks and Recreation
29-110155	2094	295999	Out-of-School Time Snack Program	$100,000	$100,000	Intergovernmental Revenue	Parks and Recreation
29-114016D	2177	295999	Miami Marlins Contribution for Heart of our Parks	$100,000	$0	Fund Balance Allocation	Parks and Recreation
			Total - Parks and Recreation Services	**$1,031,000**	**$879,000**		
			Planning Services - Fund 10400				
32-110096	1228	356000	Blue Ribbon Task Force	$2,000	$3,000	Fund Balance Allocation	Planning and Development
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$300,000	$3,000	Fund Balance Allocation	Planning and Development
32-691001	1223	356000	Downtown Development Authority	$46,000	$46,000	Fund Balance Allocation	Planning and Development
35-110122	1221	356000	The Miami Commission on the Status of Women	$13,000	$13,000	Fund Balance Allocation	Planning and Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
32-138002	1230	356000	Impact Fees Administration	$10,000	$10,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$2,703,000	$4,744,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$1,500,000	$0	Program Revenue	Planning and Development
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$138,000	$114,000	Program Revenue	Planning and Development
35-110007	2086	356000	Traffic Study Review Fee for (M.U.S.P) Project	$326,000	$364,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI DT - Fund 10401				
35-127010	2588	356001	Downtown Development Regional Impact Administration	$1,816,000	$3,667,000	Fund Balance Allocation	Planning and Development
35-127010	2588	356001	Downtown Development Regional Impact Administration	$200,000	$247,000	Program Revenue	Planning and Development
35-127010	2588	356001	Downtown Development Regional Impact Administration	$2,654,000	$0	Fund Balance Allocation	Transfer-Out to Capital
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$2,928,000	$3,201,000	Fund Balance Allocation	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$200,000	$513,000	Program Revenue	Planning and Development
35-127010	2525	356001	Downtown Development Regional Impact Air Quality Fee	$53,000	$54,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$0	$2,161,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$300,000	$518,000	Program Revenue	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$1,966,000	$0	Fund Balance Allocation	Transfer-Out to Capital
35-127010	TBD	356001	Downtown Development Regional Impact Interest	$69,000	$69,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI SEOPW - Fund 10402				
35-127110	2589	356002	Southeast Overtown Park West Administration	$1,260,000	$214,000	Fund Balance Allocation	Planning and Development
35-127110	2589	356002	Southeast Overtown Park West Administration	$150,000	$169,000	Program Revenue	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$1,331,000	$687,000	Fund Balance Allocation	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$300,000	$339,000	Program Revenue	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$219,000	$8,000	Fund Balance Allocation	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$7,000	$0	Program Revenue	Planning and Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$1,072,000	$227,000	Fund Balance Allocation	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$200,000	$200,000	Program Revenue	Planning and Development
35-127110	TBD	356002	Unallocated Fund Balance Per Finance Reconciliation	$0	$2,798,000	Fund Balance Allocation	Planning and Development
			Economic Development - Fund 10450				
35-127002	2085	981000	Downtown Development Authority - Street Vendor Program	$133,000	$141,000	Fund Balance Allocation	Planning and Development
			Total - Planning Services	**$19,896,000**	**$20,510,000**		
			Police Services - Fund 12000				
19-190013	2482	190001	City of Miami Collaborative Early Pre-Arrest Diversion Program	$291,000	$291,000	Intergovernmental Revenue	Public Safety
19-190013	2483	190001	City of Miami Collaborative Early Pre-Arrest Diversion Program - City Match	$43,000	$0	Contribution from General Fund	Public Safety
19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	$248,000	$435,000	Intergovernmental Revenue	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$187,000	$185,000	Fund Balance Allocation	Public Safety
TBD	TBD	190001	Anti-Litter Reward program	$0	$10,000	Contribution from General Fund	Public Safety
19-900007	2388	190101	2017 COPS Hiring Grant	$273,000	$0	Intergovernmental Revenue	Public Safety
19-900006	2389	190101	2017 COPS Hiring Grant	$371,000	$0	Fund Balance Allocation	Public Safety
19-199924	2730	190101	City of Miami Body-Worn Camera (BWC) Expansion Project FY2020	$0	$253,000	Intergovernmental Revenue	Public Safety
19-200001	2386	190301	MPD Gun Buy Back Program	$5,000	$5,000	Fund Balance Allocation	Public Safety
19-19961	2598	191001	Miami Real Time Crime Center	$258,000	$109,000	Intergovernmental Revenue	Public Safety
19-190017	2701	191001	2020 Edward Byrne Memorial Justice Assistance Grant	$0	$235,000	Intergovernmental Revenue	Public Safety
19-199603	2714	191001	CGIC - Crime Gun Intell. Centers	$0	$188,000	Intergovernmental Revenue	Public Safety
TBD	TBD	191002	Victims of Crime Act (VOCA)	$562,000	$562,000	Intergovernmental Revenue	Public Safety
19-190016	2599	191006	2019 Edward Byrne Memorial Justice Assistance Grant	$97,000	$34,000	Intergovernmental Revenue	Public Safety
19-199300	2390	191501	FY 2017 SAFE-ITR Sexual Assault Forensic Evidence Inventory, Tracking, and Reporting Program	$59,000	$0	Intergovernmental Revenue	Public Safety

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
19-126001	2564	191507	Training Entrepreneurial Fund	$150,000	$185,000	Program Revenue	Public Safety
19-136002	2570	191601	LETF Second Dollar Training-Consolidated	$78,000	$78,000	Intergovernmental Revenue	Public Safety
19-111101	2569	191602	Bayheights Spec.Tax Dist. 2007	$437,000	$472,000	Program Revenue	Public Safety
19-111102	2569	191602	Sp Tax Dist Pol Roving Patrol	$254,000	$264,000	Program Revenue	Public Safety
19-111103	2569	191602	Fairhaven Spec Tax District	$108,000	$119,000	Program Revenue	Public Safety
19-111104	2569	191602	Morningsd. Sec Grd Spc Tx Dis	$65,000	$107,000	Program Revenue	Public Safety
19-111105	2569	191602	Natoma Man Sec Grd Sp Tx Dist	$60,000	$60,000	Program Revenue	Public Safety
19-190012	2476	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$124,000	$0	Intergovernmental Revenue	Public Safety
19-190012	2477	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$27,000	$0	Contribution from General Fund	Public Safety
19-190012	2477	191602	2018 Edward Byrne Memorial Justice Assistance Grant	$16,000	$0	Fund Balance Allocation	Public Safety
19-199108	2619	191602	Hight Intensity Drug Trafficking Area - "Operation Cocaine Strategy Initiative"	$10,000	$0	Intergovernmental Revenue	Public Safety
19-199602	2655	191602	FY 20 Coronavirus Emergency Supplemental Funding Program	$914,000	$775,000	Intergovernmental Revenue	Public Safety
			E-911 Wireline - Fund 12200				
19-196002	1213	190351	E-911 Wireline	$267,000	$1,953,000	Fund Balance Allocation	Public Safety
19-196002	1213	190351	E-911 Wireline	$32,000	$553,000	Intergovernmental Revenue	Public Safety
			E-911 Wireless - Fund 12210				
19-196003	1214	190351	E-911 Wireless	$2,318,000	$209,000	Fund Balance Allocation	Public Safety
19-196003	1214	190351	E-911 Wireless	$1,421,000	$1,508,000	Intergovernmental Revenue	Public Safety
			E-911 Prepaid Wireless - Fund 12220				
19-196004	2560	190351	E-911 Prepaid Wireless	$318,000	$333,000	Fund Balance Allocation	Public Safety
19-196004	2560	190351	E-911 Prepaid Wireless	$425,000	$481,000	Intergovernmental Revenue	Public Safety
			Total - Police Services	**$9,418,000**	**$9,404,000**		

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
			Public Art Fund - Fund 10420				
35-377000	2514	356000	Art In Public Places	$200,000	$2,446,000	Program Revenue	Planning and Development
35-377000	2514	356000	Art In Public Places	$558,000	$692,000	Fund Balance Allocation	Planning and Development
			Total - Public Art Fund	**$758,000**	**$3,138,000**		
			Public Works Services - Fund 13000				
20-200001	1358	201000	Little Haiti Restoration	$77,000	$77,000	Fund Balance Allocation	Public Works
20-650001	1242	201000	Educ. Trust Fund - Recycling	$6,000	$6,000	Fund Balance Allocation	Public Works
20-693001	1243	201000	Municip. Fuel Tax Str. Repairs	$191,000	$191,000	Fund Balance Allocation	Public Works
20-650003	2024	201000	Lane Closure Fund (Brickell City Center)	$161,000	$161,000	Fund Balance Allocation	Public Works
20-650003	2577	201000	Lane Closure Fund	$1,000,000	$0	Fund Balance Allocation	Public Works
20-650003	2577	201000	Lane Closure Fund	$4,000,000	$4,487,000	Program Revenue	Public Works
20-650004	2486	201000	Scooter Pilot Program	$500,000	$700,000	Fund Balance Allocation	Public Works
20-650004	2565	201100	FDOT Mural Program	$600,000	$700,000	Fund Balance Allocation	Public Works
20-650004	2565	201100	FDOT Mural Program	$300,000	$300,000	Program Revenue	Public Works
			Total - Public Works Services	**$6,835,000**	**$6,622,000**		
			Solid Waste Recycling Trust - Fund 13100				
20-650001	1242	212000	Educ. Trust Fund - Recycling	$13,000	$13,000	Program Revenue	Public Works
20-650001	1242	212000	Educ. Trust Fund - Recycling	$150,000	$150,000	Fund Balance Allocation	Public Works
			Total - Solid Waste Recycling Trust	**$163,000**	**$163,000**		
			Sport Facilities and Activities - Fund 10110				

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2020-21 Budget	FY 2021-22 Budget	Funding Source	Expenditure (Outflow) by Function
N/A	N/A	221170	Sport Facilities and Activities	$13,000	$13,000	Fund Balance Allocation	Public Facilities
			Total - Sport Facilities and Activities	**$13,000**	**$13,000**		
			Transportation and Transit - Fund 15600				
Multiple projects	2167	402000	Transportation and Transit Fund	$3,304,000	$5,706,000	Intergovernmental Revenue	Transfer-Out to Debt
Multiple projects	2167	402000	Transportation and Transit Fund (5% Admin)	$893,000	$994,000	Intergovernmental Revenue	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	$13,682,000	$12,906,000	Intergovernmental Revenue	Public Works
Multiple projects	2167	402001	Transportation and Transit Fund	$0	$292,000	Intergovernmental Revenue	Transfer-Out to Capital
Multiple projects	2167	402000	Transportation and Transit Fund	$708,000	$1,897,000	Fund Balance Allocation	Transfer-Out to Capital
Multiple projects	2167	402000	Transportation and Transit Fund	$292,000	$0	Fund Balance Allocation	Public Works
			Total - Transportation and Transit	**$18,879,000**	**$21,795,000**		
			Tree Trust Fund - Fund 10410				
15-110136A	2561	282000	Tree Trust Fund	$3,143,000	$2,954,000	Fund Balance Allocation	Planning and Development
15-110136A	2561	282000	Tree Trust Fund	$200,000	$1,000,000	Program Revenue	Planning and Development
15-110136A	2061/2561	282000	Tree Trust Fund	$0	$600,000	Fund Balance Allocation	Transfer-Out to Capital
			Total - Tree Trust Fund	**$3,343,000**	**$4,554,000**		
			Total - All Grants and Programs	**$197,087,000**	**$332,400,000**		

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

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
Debt Limit	$ 9,219,517,382	$ 8,539,422,902	$ 7,700,217,064	$ 7,144,383,601	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631	$ 4,599,936,687	$ 4,533,761,406	$ 4,383,368,881
Total Net Debt Applicable to Limit	104,781,430	125,665,410	144,959,163	169,059,184	186,285,458	203,227,694	214,300,991	225,381,907	238,036,415	251,229,541
Legal Debt Margin	$ 9,114,735,952	$ 8,413,757,492	$ 7,555,257,901	$ 6,975,324,417	$ 6,205,232,759	$ 5,485,440,500	$ 4,775,850,640	$ 4,374,554,780	$ 4,295,724,991	$ 4,132,139,340
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	1.14%	1.47%	1.88%	2.37%	2.91%	3.57%	4.29%	4.90%	5.25%	5.73%

Assessed Value	$ 63,007,642,722
Less Homestead Exempt Valuation	(1,544,193,509)
Total Assessed Value	61,463,449,213
Debt Limit for Bonds (15% of Total Assessed Value)	9,219,517,382
Present Debt Application to Debt Limitation	
General Obligation Debt	115,240,000
Less Amount Available in Debt Service Fund	(10,458,570)
Total Net Debt Applicable to Limit	104,781,430
Legal Debt Margin	$ 9,114,735,952

Source: Fiscal Year 2020 Comprehensive Annual Financial Report

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Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Revenues					
Property Taxes	28,017,809	22,725,248	23,849,212	19,367,000	20,236,000
Interest (R)	166,407	160,170	25,838	0	0
Transfers-IN	49,266,628	49,073,212	56,878,676	38,060,000	36,237,000
Intergovernmental Revenues	4,000,000	4,000,000	4,083,333	4,000,000	5,000,000
Other Revenues (Inflows)	85,814,972	105,640,166	103,650,646	4,803,000	6,296,000
Total Revenues	**167,265,816**	**181,598,796**	**188,487,706**	**66,230,000**	**67,769,000**
Expenditures					
General Obligation Bonds	24,452,633	22,501,494	23,040,232	23,428,000	25,118,000
Special Obligation Bonds	139,400,403	170,716,486	174,614,076	42,802,000	42,651,000
Total Expenditures	**163,853,035**	**193,217,981**	**197,654,308**	**66,230,000**	**67,769,000**

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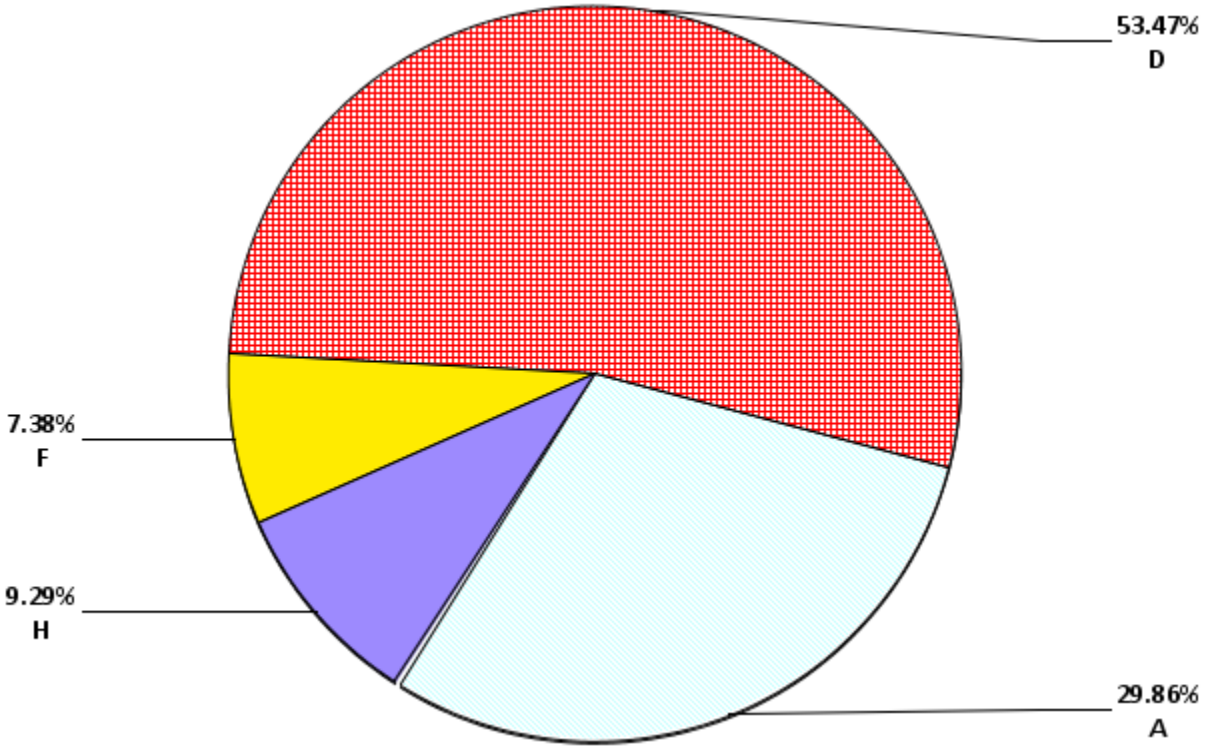
Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2021-22
$67,769,000



	FY 2020-21 Adopted ($)	FY 2020-21 Adopted (%)	FY 2021-22 Proposed ($)	FY 2021-22 Proposed (%)
A: Property Taxes	19,367,000	29.24%	20,236,000	29.86%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	38,060,000	57.47%	36,237,000	53.47%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	4,000,000	6.04%	5,000,000	7.38%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	4,803,000	7.25%	6,296,000	9.29%
I: Charges for Services	0	0.00%	0	0.00%
Total	66,230,000	100.00%	67,769,000	100.00%

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Property Taxes					
Ad Valorem Taxes-Real	25,845,617	20,714,286	21,560,299	19,367,000	20,236,000
Ad Valorem Taxes-Real-Delinquent	914,497	1,011,920	1,325,651	0	0
Ad Valorem Taxes-Personal	1,228,578	944,605	930,062	0	0
Ad Valorem Taxes-Personal-Delinquent	29,118	54,437	33,200	0	0
Total Property Taxes:	**28,017,809**	**22,725,248**	**23,849,212**	**19,367,000**	**20,236,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	86,250	53,025	17,067	0	0
Misc-Int & Pen-Investment	80,158	107,145	0	0	0
Misc-Int & Pen-Miscelleneous	0	0	8,771	0	0
Total Interest:	**166,407**	**160,170**	**25,838**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	49,266,628	45,860,783	51,977,659	38,060,000	36,237,000
Other-Intrafund Transfer	0	3,212,429	4,901,017	0	0
Total Transfers-IN:	**49,266,628**	**49,073,212**	**56,878,676**	**38,060,000**	**36,237,000**
Intergovernmental Revenues					
Grants From Other Local Units	4,000,000	4,000,000	4,083,333	4,000,000	5,000,000
Total Licenses and Permits:	**4,000,000**	**4,000,000**	**4,083,333**	**4,000,000**	**5,000,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	85,815,000	100,164,098	103,640,250	0	0
Other-Premium From Issuance of Debt	0	5,476,069	0	0	0
Other-Nonoperating Sources	0	0	0	0	1,414,000
Other-Oth N-optg Sour/Carryover	0	0	0	4,803,000	4,882,000
Misc-Other Miscellaneous Revenues	(28)	0	10,396	0	0
Total Other Revenues (Inflows):	**85,814,972**	**105,640,166**	**103,650,646**	**4,803,000**	**6,296,000**
Total Revenue (Inflows):	**167,265,816**	**181,598,796**	**188,487,706**	**66,230,000**	**67,769,000**

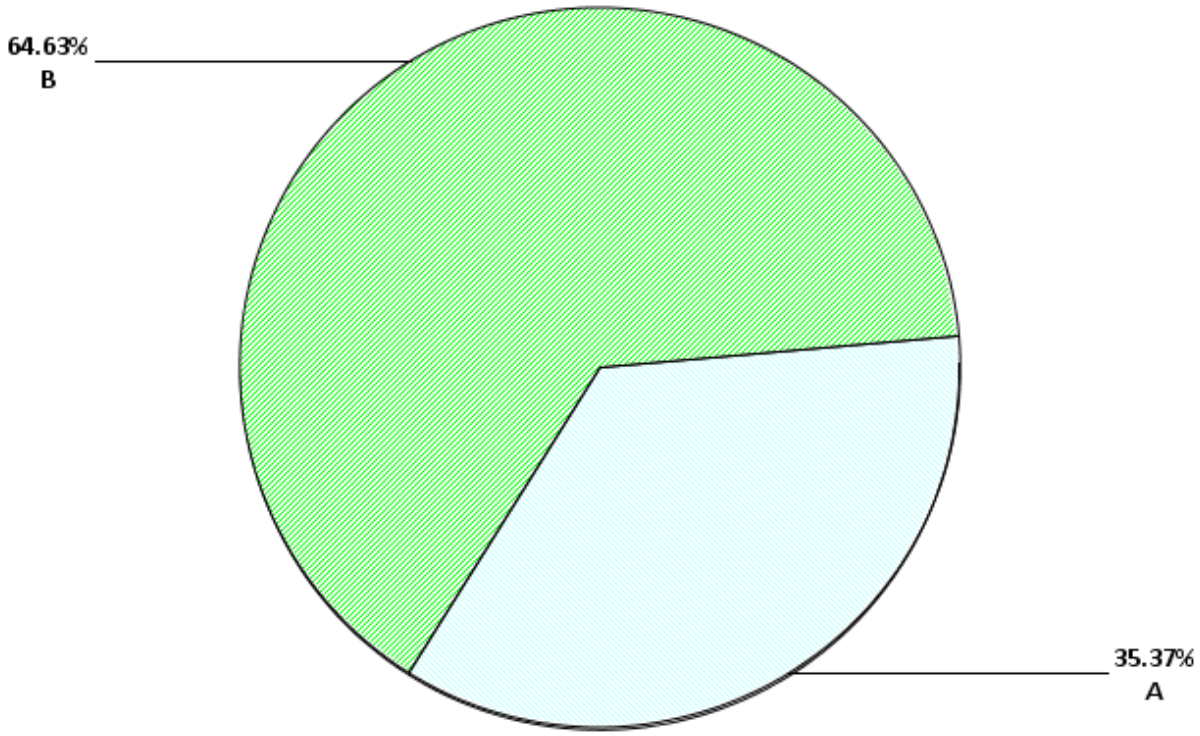
Debt Service
Schedule of Revenue (Inflows)

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Obligation Bonds					
Ad Valorem Taxes-Personal	1,228,578	944,605	930,062	0	0
Ad Valorem Taxes-Personal-Delinquent	29,118	54,437	33,200	0	0
Ad Valorem Taxes-Real	25,845,617	20,714,286	21,560,299	19,367,000	20,236,000
Ad Valorem Taxes-Real-Delinquent	914,497	1,011,920	1,325,651	0	0
Misc-Int & Pen-Lot Clear & Demoli	32,904	0	0	0	0
Misc-Other Miscellaneous Revenues	(28)	0	0	0	0
Other-Interfund Transfer	246,967	0	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	4,061,000	4,882,000
Total -General Obligation Bonds	28,297,652	22,725,248	23,849,212	23,428,000	25,118,000
Special Obligation Bonds					
Grants From Other Local Units	4,000,000	4,000,000	4,083,333	4,000,000	5,000,000
Misc-Int & Pen-Investment	80,158	107,145	0	0	0
Misc-Int & Pen-Lot Clear & Demoli	53,345	53,025	17,067	0	0
Misc-Int & Pen-Miscelleneous	0	0	8,771	0	0
Misc-Other Miscellaneous Revenues	0	0	10,396	0	0
Other-Debt Proceeds	85,815,000	100,164,098	103,640,250	0	0
Other-Interfund Transfer	49,019,661	45,860,783	51,977,659	38,060,000	36,237,000
Other-Intrafund Transfer	0	3,212,429	4,901,017	0	0
Other-Nonoperating Sources	0	0	0	0	1,414,000
Other-Oth N-optg Sour/Carryover	0	0	0	742,000	0
Other-Premium From Issuance of Debt	0	5,476,069	0	0	0
Total -Special Obligation Bonds	138,968,164	158,873,548	164,638,494	42,802,000	42,651,000
Total Revenues (Inflows)	167,265,816	181,598,796	188,487,706	66,230,000	67,769,000

Expenditures (Outflows)
Debt Service Funds

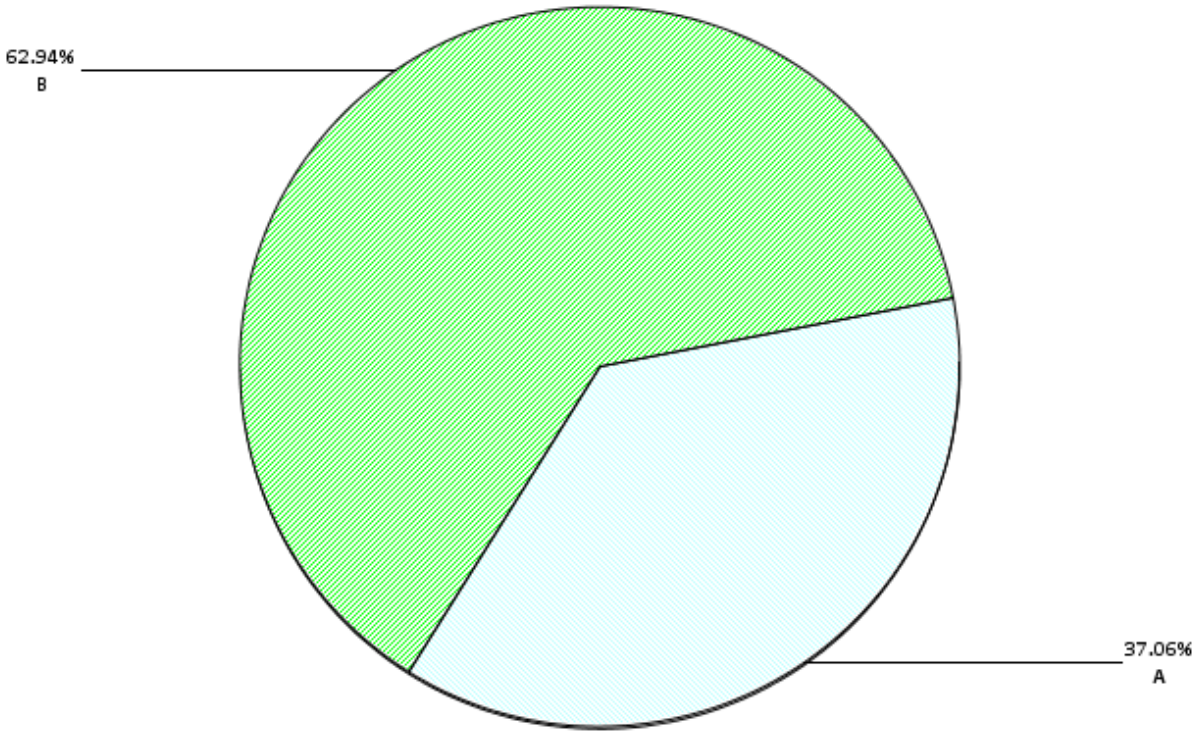
FY 2020-21

$66,230,000



FY 2021-22

$67,769,000



	FY 2020-21 Adopted	FY 2021-22 Proposed
A: General Obligation Bonds	23,428,000	25,118,000
B: Special Obligation Bonds	42,802,000	42,651,000
Total	66,230,000	67,769,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
General Obligation Bonds					
Interest	3,941,109	3,423,817	2,957,634	2,508,000	2,028,000
Interfund Transfers	246,967	0	0	0	0
Other Contractual Services	8,177	7,677	7,598	25,000	25,000
Principal	20,255,000	19,070,000	20,075,000	20,895,000	23,065,000
Professional Services	1,380	0	0	0	0
Total -General Obligation Bonds	24,452,633	22,501,494	23,040,232	23,428,000	25,118,000
Special Obligation Bonds					
Budget Reserve	0	0	0	910,000	0
Interest	31,358,035	21,143,446	23,019,686	13,327,300	12,864,800
Interfund Transfers	0	0	52,500	0	0
Intrafund Transfers	0	3,212,429	4,901,017	0	0
Other Contractual Services	0	0	25,000	0	0
Other Current Charges and Obligations	592,406	1,367,924	351,599	0	0
Principal	107,449,962	144,992,687	146,264,273	28,557,700	29,779,200
Professional Services	0	0	0	7,000	7,000
Total -Special Obligation Bonds	139,400,403	170,716,486	174,614,076	42,802,000	42,651,000
Total Expenditures (Outflows)	163,853,035	193,217,981	197,654,308	66,230,000	67,769,000

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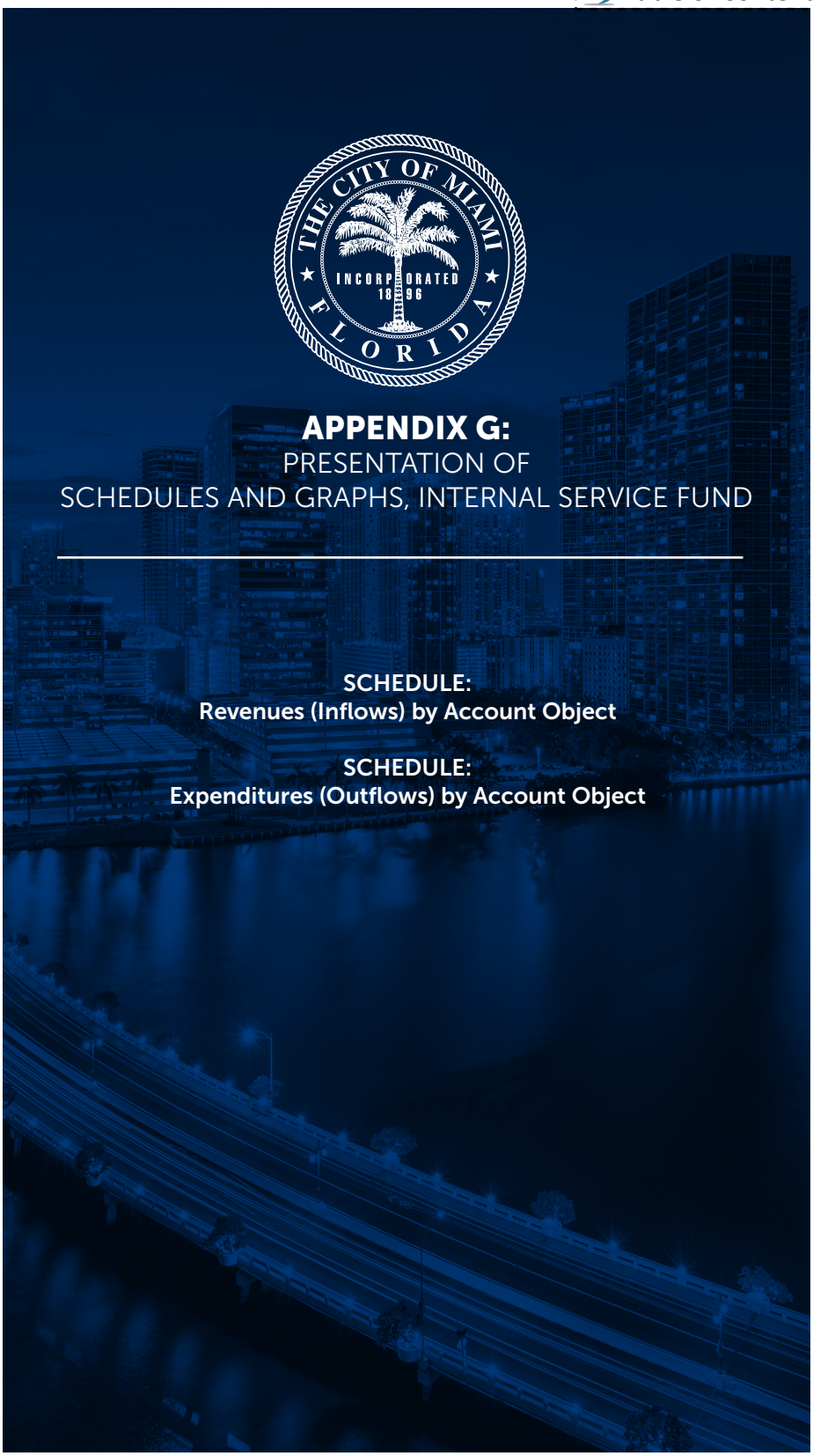

APPENDIX G:
PRESENTATION OF
SCHEDULES AND GRAPHS, INTERNAL SERVICE FUND

SCHEDULE:
Revenues (Inflows) by Account Object

SCHEDULE:
Expenditures (Outflows) by Account Object

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Schedule: Revenues (Inflows) by Functional Category and Account Object
Internal Service Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Licenses and Permits					
Business Tax Receipt-Business-Penalty	8	32	4	0	0
Total Licenses and Permits:	**8**	**32**	**4**	**0**	**0**
Other Revenues (Inflows)					
Misc. -Other Revnues EE Health	5,919,415	4,720,304	4,294,434	4,536,000	4,423,000
Misc. -Other Revenues Retirees Health	7,824,403	4,200,502	3,210,374	3,617,000	3,371,000
Misc-Settlements	1,889,272	1,191,412	1,380,563	500,000	500,000
Other-Nonoperating Sources	76,388,000	85,978,769	80,042,000	76,085,000	79,835,000
Other- Carryover Budget	0	696,543	0	0	0
Misc-Other Miscellaneous Revenues	1,182,568	1,795,778	860,622	500,000	250,000
Total Other Revenues (Inflows):	**93,203,658**	**98,583,308**	**89,787,993**	**85,238,000**	**88,379,000**
Charges for Services					
CFS-PS-Police Services	118,748	125,841	75,900	0	0
CFS-Other Charges for Services	47,145	47,095	245,872	0	0
Total Charges for Services:	**165,893**	**172,936**	**321,772**	**0**	**0**
Total Revenue (Inflows):	**93,369,559**	**98,756,275**	**90,109,769**	**85,238,000**	**88,379,000**

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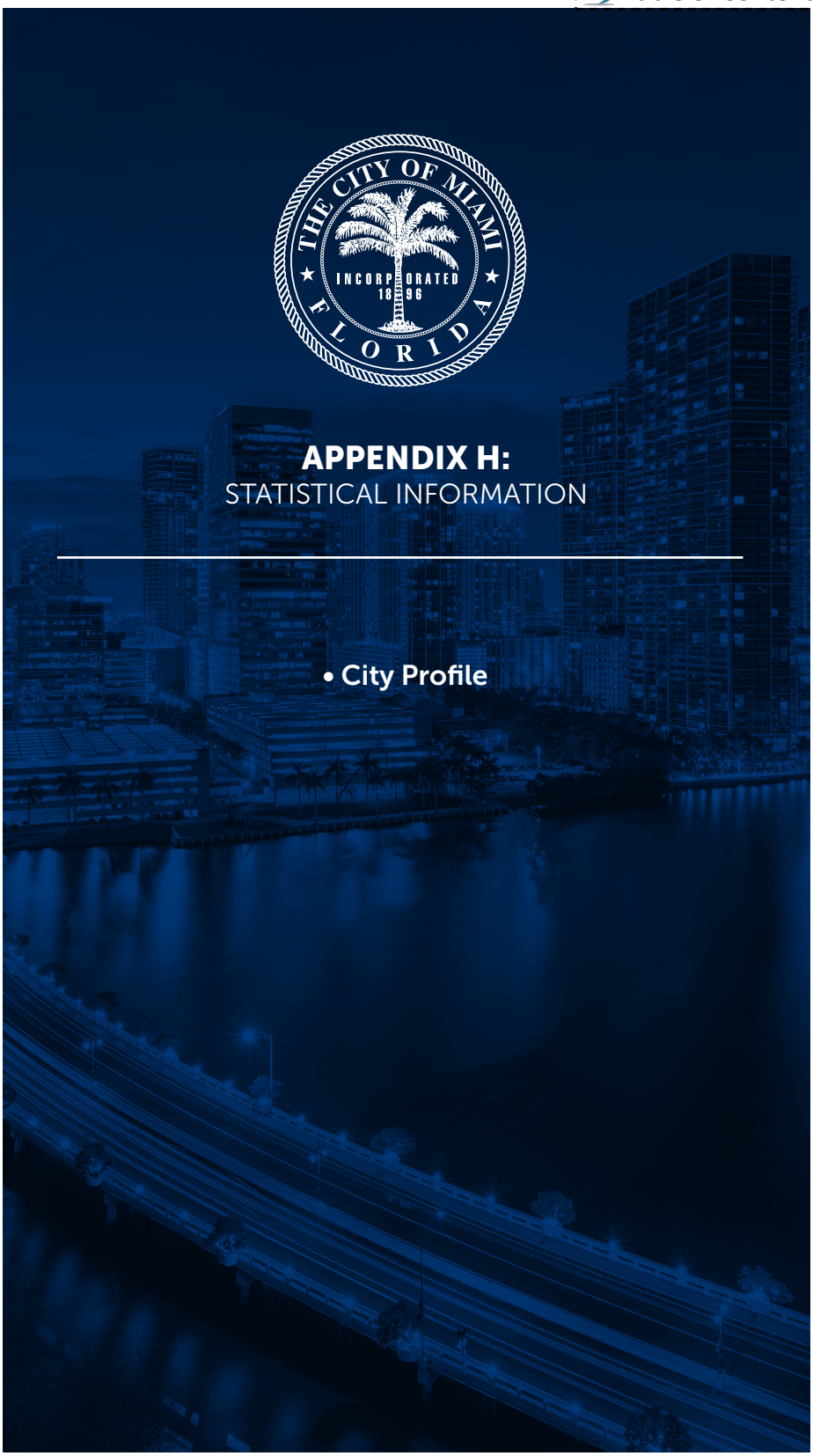
Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Adopted	FY 2021-22 Proposed
Personnel					
Executive Salaries	138	0	0	0	0
Regular Salaries and Wages	138	0	(29,539)	0	0
Fringe Benefits	27,760	73,004	77,630	0	0
Fica Taxes	21	0	0	0	0
Life and Health Insurance	56,175,796	46,875,245	40,031,552	42,428,000	43,194,000
IAFF Health Insurance Trust Fund	0	14,831,473	0	0	0
Total Personnel:	**56,203,854**	**61,779,723**	**40,079,643**	**42,428,000**	**43,194,000**
Operating Expense					
Workers' Compensation	22,211,653	19,100,927	19,078,345	17,382,000	18,369,000
Reimbursemenr per FS 112-1816	0	0	25,000	0	0
Professional Services	141,917	0	0	0	0
Other Contractual Services	200	0	0	0	0
Travel and Per Diem	0	(2,504)	0	0	0
Training	5,544	0	0	0	0
Postage	0	10	0	0	0
Insurance	492	1,536	0	0	0
Insurance - Police Torts	760,794	641,757	703,415	753,000	791,000
Insurance - Vehicle Liability	1,824,698	2,110,109	1,464,718	2,801,000	2,528,000
Insurance - Property & Casualty	6,854,010	7,612,123	7,759,602	9,456,000	10,591,000
Insurance - General Liability	687,585	465,894	460,607	1,216,000	839,000
Insurance - Public Official	119,470	394,886	446,244	0	0
IT-Repair and Maintenance Services	7,279,509	6,298,679	8,097,072	11,202,000	12,067,000
Other Current Charges and Obligations	0	0	11,764,983	0	0
Operating Supplies	(35)	0	0	0	0
Subscriptions, Memberships, Licenses, Permits & Others	9,072	(4,536)	0	0	0
Total Operating Expense:	**39,894,909**	**36,618,881**	**49,799,986**	**42,810,000**	**45,185,000**
Capital Outlay					
Machinery and Equipment	55,671	18,865	230,140	0	0
Total Capital Outlay:	**55,671**	**18,865**	**230,140**	**0**	**0**
Total Expenditure (Outflows):	**96,154,435**	**98,417,469**	**90,109,769**	**85,238,000**	**88,379,000**



APPENDIX H:
STATISTICAL INFORMATION

- City Profile

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CITY PROFILE

Year of Incorporation: 1896

Area of City of Miami: 55.9 Square Miles (Land 36.07; Water 19.87)

Source (a): City of Miami Planning Department

Year	Population (a)	Median Household Income (b)	Median Age (c)	Unemployment Rate (d)
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%
2020	467,963	$39,049	40.1	5.9%

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

** Source: Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov*

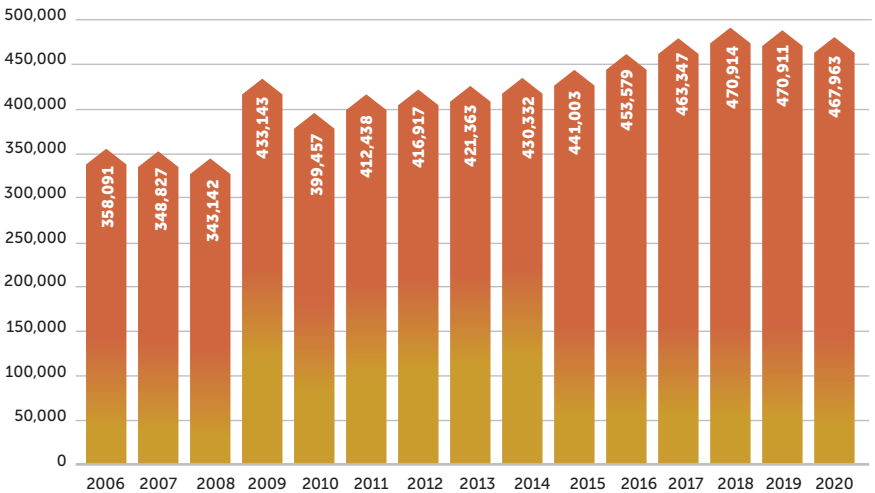
Source: (b): Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Source: (c): 2019 American Community Survey 1-Year Estimates

Source: (d): Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

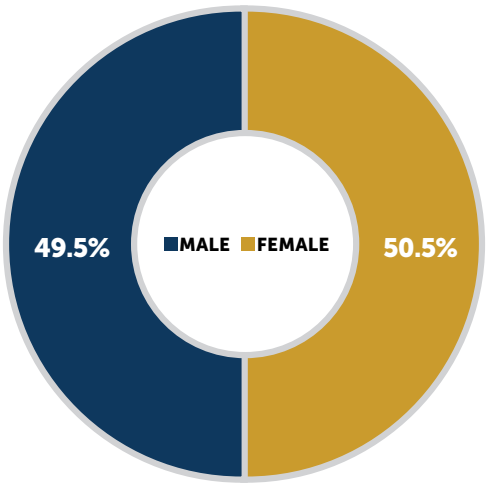
Source: US BLS, Local Area Unemployment, 2021

City Population Trend



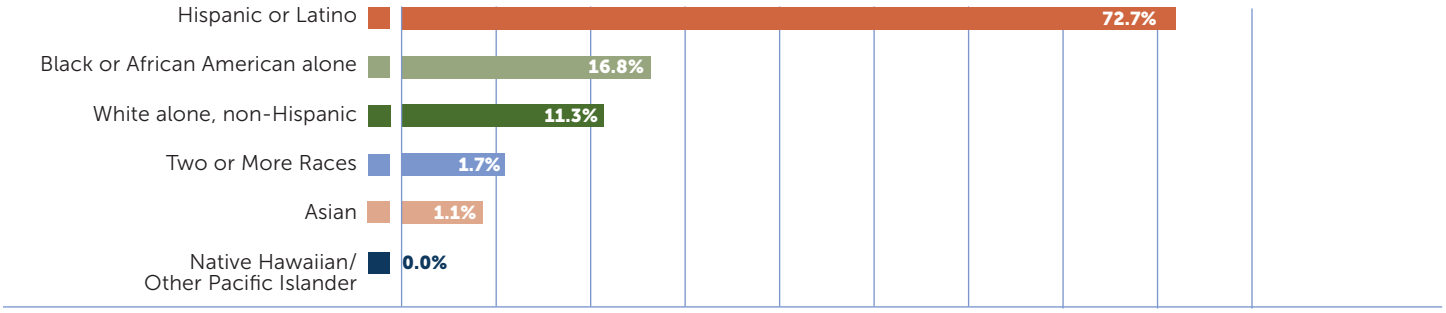
Source (a): Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Sex



Source: American Community Survey; 2019 : ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Race/Ethnicity



Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Poverty and Per Capita Income

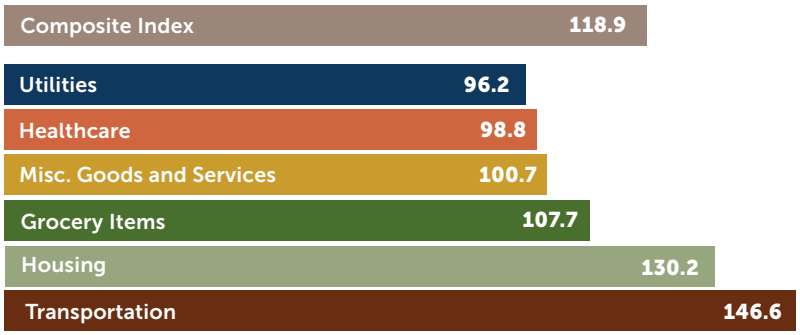
Per Capita Money Income (2017)
$28,804

Percentage of persons below poverty level
23.4%

Gini Coefficient, Miami City
0.508

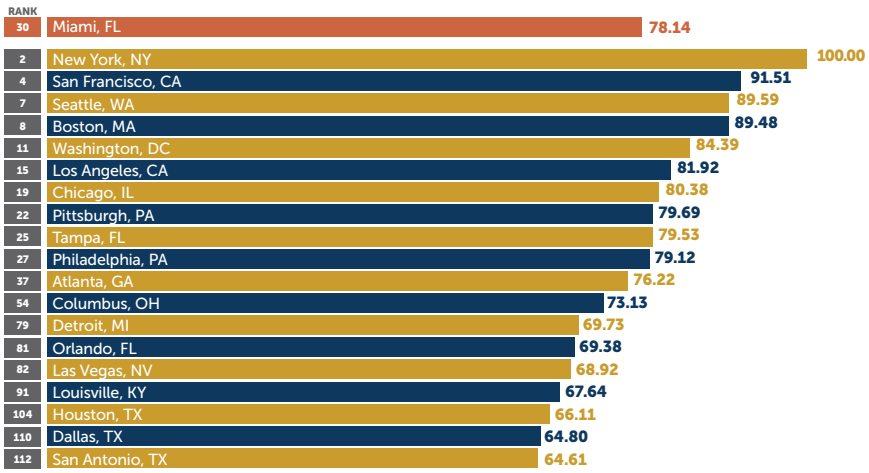
Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Sperling's Best Places, 2019

Cost of Living Index - selected U.S. Cities



Source: Numbeo.com - North America Cost of Living Index 2021

Educational Attainment

Population 18 to 24 years	**29,101**
Less than high school graduate	12.1%
High school graduate (incl. equivalency)	34.1%
Some college or Associate's degree	41.4%
Bachelor's degree or higher	12.4%
Population 25 years and over	**358,957**
Less than 9th grade	12.2%
9th to 12th grade, no diploma	9.6%
High school graduate (incl. equivalency)	26.4%
Some college, no degree	13.1%
Associate's degree	7.3%
Bachelor's degree	19.2%
Graduate or professional degree	12.2%
Percent High School Graduate or higher	**78.2%**
Percent Bachelor's Degree or higher	**31.4%**

Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Housing Occupancy
City of Miami

Source: American Community Survey; 2019: ACS 5-Year Estimates Data Profiles; data.census.gov

Total housing units	**208,046**	
Occupied housing units	176,777	85.0%
Vacant housing units	31,269	15.0%
Homeowner vacancy rate	2.7	
Rental vacancy rate	6.8	
Housing Stock Owned	29.6%	
Housing Stock Rented	70.4%	

Labor Force and Employment Statistics: Greater Miami Metropolitan Area

Distribution of Major Employment Classifications for Miami-Dade County, 2021 (Seasonally Adjusted) (In thousands)

Occupational Title	Employees
Total Non-farm Employment	**2,572.3**
Mining and logging	0.8
Construction	137.4
Manufacturing	87.8
Trade, transportation, and utilities	574.4
Information	46.1
Financial activities	189.2
Professional and business services	445.4
Education and health services	401.3
Leisure and hospitality	277.5
Other services	109.7
Total Government	**302.6**

Source: U.S. BLS, Current Employment Statistics 2021

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

Public Employers

Name	Number of Employees
Miami-Dade County Public Schools	33,477
Miami-Dade County	25,502
Federal Government	19,200
Florida State Government	17,100
Jackson North Medical Center	9,797
City of Miami	3,997
Florida International University	3,534
Homestead AFB	3,250
Miami VA Healthcare System	2,500
Miami Dade College	2,390

Source:https://www.beaconcouncil.com/data/economic-overview/top-employers/

Private Employers

Name	Number of Employees
University of Miami	12,818
Baptist Health South	11,353
American Airlines	11,031
Carnival Cruise Lines	3,500
Miami Children's Hospital	3,500
Mount Sinai Medical Center	3,321
Florida Power and Light	3,011
Royal Carribbean Cruises	2,989
Wells Fargo	2,050
Bank of America Merrill Lynch	2,000

Source:https://www.beaconcouncil.com/data/economic-overview/top-employers/

Major Companies with their Latin American Headquarters located in the City of Miami

APL
Canon Latin America
Caterpillar Americas Services
Cisco Systems
Eastman Chemical Latin America, Inc.
Electrolux Home Products International
Gap International Sourcing
H.I.G. Capital Management
Hewlett-Packard Latin America
Hilton International
Ingram Micro
Komatsu Latin America
Nokia Corp (Miami) *,Moved Latin America Operations.*
Novartis Pharmaceuticals Corp.
Oracle Latin America
Paccar International, Latin America
SAP International
Tech Data
Visa International
Western Union Latin America

Source: Wikipedia, 2021

Sister Cities Program

Source: City of Miami : Sister Cities International

Sister Cities

Agadir, Morocco
Amman, Jordan
Antalya, Turkey
Beersheba, Israel
Beirut, Lebanon
Buenos Aires, Argentina
Cali, Colombia
Cochabamba, Bolivia
Dong-Gu Incheon, South Korea
Ibiza, Spain
Kagoshima, Japan
Kaohsiung, Taiwan
Libreville, Gabon
Lima Peru
Lima, Peru
Madrid, Spain
Managua, Nicaragua
Merida, Yucatan, Mexico
Miranda, Venezuela
Montes de Oca, Costa Rica
Murica, Spain
Nairobi, Kenya
Nazareth, Israel
Nice, France
Palermo, Italy
Panama City, Panama
Port-Au-Prince, Haiti
Ramat-Hasharon, Israel
Santiago de Chile, Chile
Santo Domingo, Dom Rep
Sousse, Tunisia

Friendship Cities

A Coruna, Spain
Armenia, Colombia
Dept of Quindio, Colombia
Dept or Risaralda, Colombia
Dept, Of Caldas, Colombia
Manizales, Colombia
Margherita di Savoia, Italy
Merbella, Spain
Pereira, Colombia

Department of Real Estate and Asset Management

ASSET MANAGEMENT
444 SW 2nd Avenue, Third Floor
Miami, Florida 33130
(305) 416-1458

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

OLYMPIA THEATER
174 East Flagler
Miami, Florida 33130
(305) 575-5075

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 DAY CARE CENTER
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

CHARLIE DELLUCA PARK
455 NW 47th Avenue

LEGION MEMORIAL PARK
6447 NE 7th Avenue

LEMON CITY PARK
27 NE 58th Street

LITTLE HAITI CULTURAL CENTER AND CARIBBEAN MARKETPLACE
212 NE 59th Terrace

LITTLE HAITI SOCCER PARK
6301 NE 2nd Avenue

LUMMUS PARK
404 NW 3rd Street

MARGARET PACE PARK
1745 North Bayshore Drive

MIAMI ROWING CENTER
3601 Rickenbacker Causeway

MOORE PARK
765 NW 36th Street

MOORE PARK TENNIS CENTER
765 NW 36th Street

MORNINGSIDE PARK
750 NE 55th Terrace

PEACOCK PARK
2820 McFarlane Road

ROBERT KING HIGH PARK AND CARLOS ARBOLEYA CAMPGROUND
7025 W Flagler Street

ROBERTO CLEMENTE PARK
101 NW 34th Street

SANDRA DELUCCA DEVELOPMENTAL CENTER
4560 NW 4th Terrace

SAMUEL K. JOHNSON YOUTH CENTER
4900 NW 12 Ave

SHENANDOAH PARK
1800 SW 21st Avenue

SIMPSON PARK
55 SW 17th Road

SOUTHSIDE PARK
142 SW 11th Street

THEODORE GIBSON PARK
401 NW 12th Street

WEST END PARK
6030 SW 2nd Street

WILLIAMS PARK
1717 NW 5th Avenue

POOL AND WATER PARK LOCATIONS
Year Round Locations

SHENANDOAH PARK AQUATIC FACILITY
1805 SW 22th Avenue

JOSE MARTI POOL
351 SW 4th Street

THE MILLER J. AND NANCY S. DAWKINS OLYMPIC SWIMMING POOL COMPLEX
4800 NW 12th Avenue

THEODORE GIBSON POOL
401 NW 12th Street

GRAPELAND HEIGHTS WATER PARK
1550 NW 37th Avenue

SEASONAL 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)

NEIGHBORHOOD SERVICE CENTERS

DISTRICT 2

COCONUT GROVE NSC
at City Hall
3500 Pan American Drive
Miami, FL 33133
Phone: (305) 960-4670

DOWNTOWN / BRICKELL NSC
at Omni CRA Building
1401 North Miami Avenue,
2nd Floor
Miami, FL 33136
Phone: (305) 960-5135

DISTRICT 5

WYNWOOD / EDGEWATER NSC
at Roberto Clemente Park
101 NW 34th Street
Miami, FL 33125
Phone: (305) 960-2904

OVERTOWN NSC
at Overtown
Shopping Center
1490 NW 3rd Avenue, 112-B
Miami, FL 33136
Phone: (305) 960-5133

UPPER EASTSIDE NSC
at Legion Park
6599 Biscayne Boulevard
Miami, FL 33138
Phone: (305) 960-5118

MODEL CITY NSC
at North District Substation
1000 NW 62nd Street
Miami, FL 33150
Phone: (305) 960-2990

LITTLE HAITI NSC
at the Arthur E. Teele Jr.
Community Center
6301 NE 2nd Avenue
Miami, FL 33138
Phone: (305) 960-4660
Fax: (305) 400-5432

POLICE DEPARTMENT

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

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

Table of Contents

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, 2019.

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
FY2021 BASED ON ACTUALS AS OF SEPTEMBER 30,2019
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	321,722	0	0	321,722	960,709	33.4880 %
111-5 COMMISSIONERS	1,559,852	0	0	1,559,852	2,281,960	68.3558 %
151 NET -	1,565,597	0	0	1,565,597	4,126,484	37.9402 %
152 CODE COMPLIANCE	1,689,272	0	0	1,689,272	4,054,641	41.6627 %
181-9 FIRE-RESCUE	9,364,010	0	0	9,364,010	107,479,426	8.7124 %
190-1 POLICE	30,382,500	0	0	30,382,500	138,514,124	21.9346 %
201-9 PUBLIC WORKS	5,231,939	0	0	5,231,939	8,835,836	59.2127 %
211-3 SOLID WASTE	6,684,852	0	0	6,684,852	10,819,942	61.7827 %
221 DEPT OF REAL	1,499,875	0	0	1,499,875	2,993,678	50.1014 %
242 GSA PROPERTY	2,154,683	0	0	2,154,683	2,380,284	90.5221 %
245 GSA	455,873	0	0	455,873	683,267	66.7196 %
281-4 BUILDING	3,446,580	0	0	3,446,580	7,151,993	48.1905 %
291-8 PARKS &	8,303,364	0	0	8,303,364	20,613,408	40.2814 %
342 ZONING	1,103,535	0	0	1,103,535	1,655,155	66.6726 %
351-5 PLANNING	1,789,626	0	0	1,789,626	2,937,793	60.9174 %
381 COMMUNICATIONS	357,145	0	0	357,145	1,110,873	32.1499 %
401 CIP	1,659,175	0	0	1,659,175	1,424,902	116.4413 %
441 OFC. RESILIENCE	66,159	0	0	66,159	337,129	19.6242 %
450 HUMAN SERVICES	1,438,055	0	0	1,438,055	2,735,602	52.5681 %
910 CD-COMMUNITY &	1,678,389	0	0	1,678,389	2,804,310	59.8503 %
920 CRA - COMMUNITY	377,097	0	0	377,097	1,720,870	21.9132 %
930 LIBERTY CITY	38,515	0	0	38,515	420,081	9.1685 %
940 VIRGINIA KEY	202,110	0	0	202,110	495,199	40.8139 %
950 CIVILIAN	127,640	0	0	127,640	485,998	26.2635 %
980 ND - NON	148,956	0	0	148,956	9,220,268	1.6155 %
Composite Rate	81,646,521	0	0	81,646,521	336,243,932	24.2819 %

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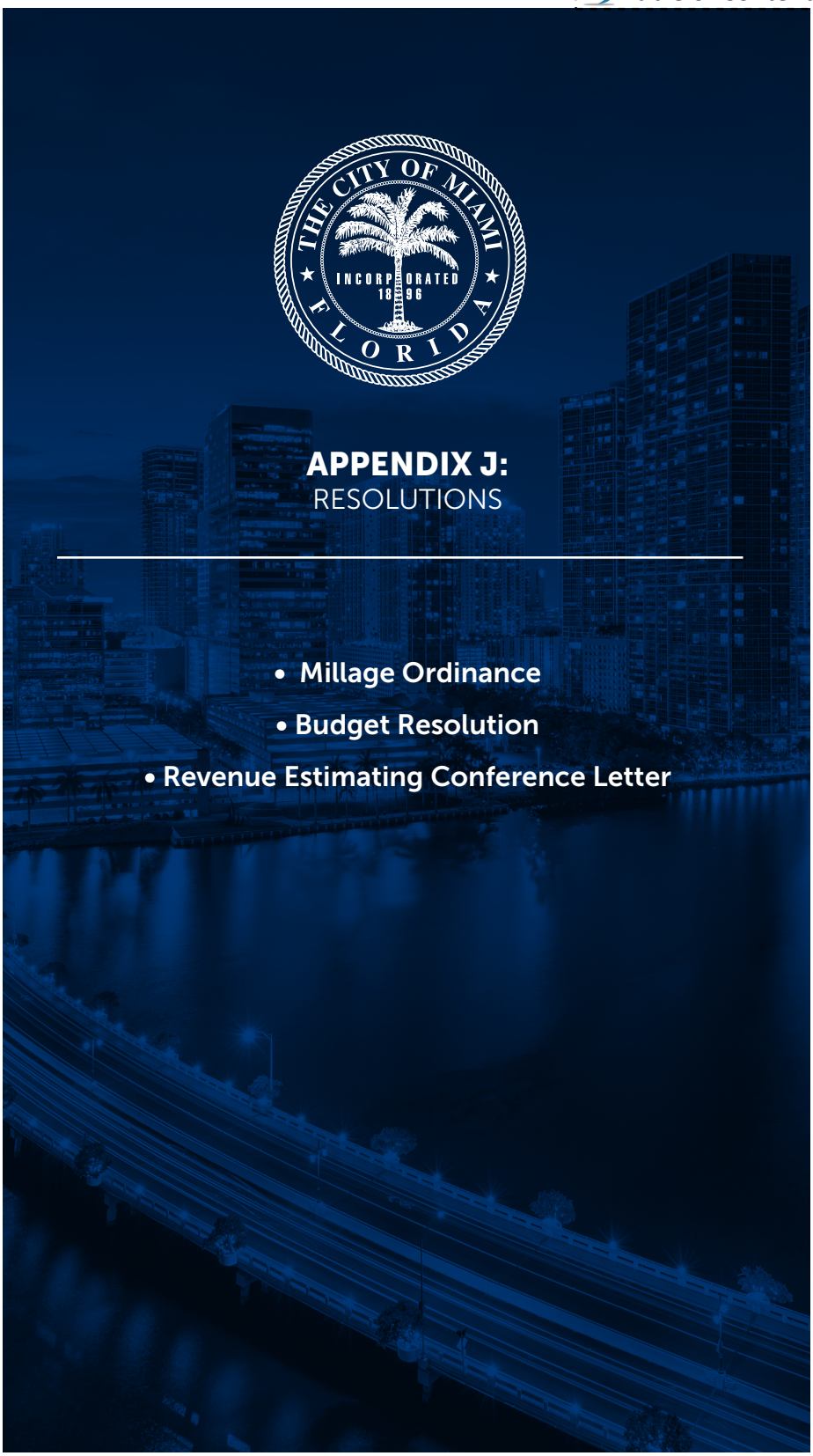

APPENDIX J:
RESOLUTIONS

- Millage Ordinance
- Budget Resolution
- Revenue Estimating Conference Letter

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(Section will be included in the Adopted Budget Book)

City of Miami, Florida

ARTHUR NORIEGA, V
CITY MANAGER

P.O. BOX 330708
MIAMI, FLORIDA 33233-0708
(305) 250-5400
FAX (305) 250-5410

May 20, 2021

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2021-22 Proposed Operating Budget Estimating Conference Recommendations

In accordance with the City of Miami Financial Integrity Ordinance, the City conducted an annual Budget Estimating Conference on May 14, 2021 to review the assumptions used in developing the Fiscal Year 2021-22 Proposed Operating Budget.

The results of the Conference concluded with a reduction of $1.738 million of revenues from next year's proposed budget. Some revenues were estimated but are still pending outside information, including information from the Miami-Dade Property Appraiser and the State of Florida.

As required by the Ordinance, a Budget Revenue Estimating Committee was formed and consisted of at least one principal staff member from the City's Finance Department, one member of the Office of Management and Budget, and two outside professionals with public financial experience.

The members of this year's conference were as follows:

- Eugene Codner, Chief of Financial Services and Budget, Department of Regulatory and Economic Resources, Miami-Dade County
- Keith Kleiman, Assistant Finance Director, Management, Budget & Compliance, City of Coral Gables
- Michael Ruiz, Assistant Director of Administration, Department of Solid Waste Management, Miami-Dade County
- Erica Paschal, Director, Finance Department, City of Miami
- Leon Michel, Interim Director/Assistant Director, Office of Management and Budget, City of Miami

Additional support members included:

- Fernando Casamayor, Assistant City Manager/Chief Financial Officer, Office of the City Manager, City of Miami
- Xavier E. Alban, Assistant City Attorney, Office of the City Attorney, City of Miami
- Robin Jones-Jackson, Assistant City Attorney, Supervisor, Office of the City Attorney, City of Miami
- Luis Hernandez Torres, Budget Coordinator, Office of Management and Budget, City of Miami

- Yvette Smith, CIP Budget/Financial Administrator, Office of Management and Budget, City of Miami
- Pedro Lacret, Budget Coordinator, Office of Management and Budget, City of Miami
- Donovan Dawson, Senior Budget Analyst, Office of Management and Budget, City of Miami
- Rachel Quintana, Administrative Aide II, Office of Management and Budget, City of Miami

Attached is a summary of the comments and recommendations made by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,

Leon Michel
Interim Director/Assistant Director – City of Miami Office of Management and Budget
Budget Estimating Committee

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2021-22 General Fund

May 14, 2021

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Increase( ) Reduction(-)	(1,738,000)
Percentage	-0.21%

Account Code	Department	FY 2017-18 Actual YearTotal	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	3 Year Average	FY 2019-20 End of Q2	FY 2020-21 End of Q2	FY 2020-21 Actual YearTotal	FY 2020-21 Amended YearTotal	FY 2020-21 Projections YearTotal	FY 2021-22 Proposed YearTotal	Estimating Conference Adjustment	%	FY 2021-22 Proposed Final	FY 2021-22 Proposed Final % of the Total Amount
411100 - Ad Valorem Taxes-Real	Finance	297,595,775	325,773,469	349,095,894	324,155,046	320,753,153	345,070,018	345,070,018	393,403,000	372,474,000	404,366,000			404,366,000	48.17%
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	11,671,312	16,399,793	23,050,677	17,040,594	936,088	(266,970)	(266,970)	11,671,000	25,976,000	26,000,000	(3,000,000)	-11.54%	23,000,000	2.74%
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	268,946	428,504	319,663	339,038	231,167	26,396	26,396	269,000	320,000	320,000			320,000	0.04%
411300 - Ad Valorem Taxes-Personal	Finance	15,381,080	16,143,667	16,581,462	16,035,403	16,019,261	16,988,548	16,988,548	18,915,000	18,686,000	19,483,000			19,483,000	2.32%
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	350,682	772,719	559,215	560,872	89,891	296,124	296,124	351,000	630,000	630,000			630,000	0.08%
Property Taxes	**Total**	**325,267,795**	**359,518,153**	**389,606,911**	**358,130,953**	**338,029,559**	**362,114,116**	**362,114,116**	**424,609,000**	**418,086,000**	**450,799,000**	**(3,000,000)**	**-0.67%**	**447,799,000**	**53.34%**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,372,857	7,683,508	6,776,591	7,277,652	3,080,707	2,767,770	2,767,770	7,113,000	6,774,000	6,774,000			6,774,000	0.81%
413100 - Franc Fee-Electricity	Finance	28,393,553	29,347,623	27,749,848	28,497,008	9,303,340	8,797,792	8,797,792	30,228,000	29,190,000	30,228,000			30,228,000	3.60%
413400 - Franc Fee-Gas	Finance	323,486	332,455	379,892	345,278	206,972	195,990	195,990	342,000	428,000	372,000			372,000	0.04%
414100 - Utility Ser Fee-Electricity	Finance	36,340,755	37,578,043	37,343,138	37,087,312	15,418,131	15,519,805	15,519,805	38,705,000	38,445,000	38,705,000			38,705,000	4.61%
414300 - Utility Ser Fee-Water	Finance	6,027,246	5,841,572	6,580,013	6,149,610	2,214,414	2,342,057	2,342,057	6,017,000	7,399,000	7,000,000	(400,000)	-5.71%	6,600,000	0.79%
414400 - Utility Ser Fee-Gas	Finance	763,461	643,310	675,469	694,080	353,362	358,724	358,724	663,000	822,000	663,000	37,000	5.58%	700,000	0.08%
414700 - Utility Ser Fee-Fuel Oil	Finance	13,789	15,604	14,784	14,726	7,290	7,658	7,658	16,000	16,000	16,000			16,000	0.00%
415000 - Public Service Taxes	Finance	21,105,738	20,082,432	20,032,982	20,407,051	6,756,200	5,399,316	5,399,316	20,082,000	18,325,000	19,000,000	1,000,000	5.26%	20,000,000	2.38%
419000 - Other Taxes-Storm Water	Finance	(1,085)	1,309	(6)	73	(3)	(3)	(3)	-	-	-			-	0.00%
419000 - Other Taxes-Storm Water	Resilience and Public	13,653,102	14,034,184	14,176,714	13,954,666	4,850,318	4,655,316	4,655,316	14,400,000	14,400,000	14,400,000			14,400,000	1.72%
Franchise Fees and Other Taxes	**Total**	**113,992,904**	**115,560,039**	**113,729,425**	**114,427,456**	**42,190,730**	**40,044,425**	**40,044,425**	**117,566,000**	**115,799,000**	**117,158,000**	**637,000**	**0.54%**	**117,795,000**	**14.03%**
														-	
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	19,034	1,665	11,071	10,590	3,270	3,928	3,928	-	12,000	11,000			11,000	0.00%
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	309,488	627,263	335,976	424,242	350,955	5,545	5,545	312,000	150,000	312,000			312,000	0.04%
461100 - Misc-Int & Pen-Lot Clear & Demoli	Resilience and Public	-	-	465	155	465	-	-	-	-	-			-	0.00%
461100 - Misc-Int & Pen-Lot Clear & Demoli	Solid Waste	2,614	2,609	13,503	6,242	615	708	708	2,000	2,000	2,000			2,000	0.00%
461100 - Misc-Int & Pen-Lot Clear & Demoli	Housing and	(494)	-	-	(165)	-	-	-	-	-	-			-	0.00%
461100 - Misc-Int & Pen-Lot Clear & Demoli	Real Estate and Asset	-	(62)	-	(21)	-	-	-	-	-	-			-	0.00%
461110 - Misc-Int & Pen-Investment	Finance	5,748,009	10,429,599	8,870,415	8,349,341	4,766,771	1,439,401	1,439,401	4,500,000	2,787,000	2,736,000			2,736,000	0.33%
461120 - Misc-Int & Pen-Miscelleneous	Finance	5,501	-	-	1,834	-	-	-	-	-	-			-	0.00%
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	(275,774)	1,296,551	1,452,888	824,555	3,209,341	(1,055,892)	(1,055,892)	-	700,000	-			-	0.00%
Interest	**Total**	**5,808,379**	**12,357,624**	**10,684,318**	**9,616,774**	**8,331,417**	**393,690**	**393,690**	**4,814,000**	**3,651,000**	**3,061,000**	**-**		**3,061,000**	**0.36%**
481000 - Other-Interfund Transfer	Finance	5,663,609	3,830,006	5,291,193	4,928,269	-	5,983,231	5,983,231	4,211,000	5,606,000	5,610,000			5,610,000	0.67%
481000 - Other-Interfund Transfer	Police	500,000	-	-	166,667	-	-	-	-	-	-			-	0.00%

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2021-22 General Fund

May 14, 2021

Increase( ) Reduction(-)	(1,738,000)
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481100 - Other-Intrafund Transfer	Resilience and Public	1,726,000	1,810,000	-	1,178,667	-	-	-	-	-	-			-	0.00%
Transfers-IN	Total	7,889,609	5,640,006	5,291,193	6,273,603	-	5,983,231	5,983,231	4,211,000	5,606,000	5,610,000	-		5,610,000	0.67%
451000 - Fines-Judgments And Fines	Police	6,228,979	6,502,097	6,740,903	6,490,660	3,550,348	2,742,373	2,742,373	6,815,000	6,522,000	6,416,000			6,416,000	0.76%
451000 - Fines-Judgments And Fines	Real Estate and Asset	54,100	67,279	69,779	63,719	33,173	23,707	23,707	59,000	55,000	55,000			55,000	0.01%
454000 - Fines-Violations Of Local Ordinances	Finance	28,977	(68,768)	(45,363)	(28,385)	101,080	(23,893)	(23,893)	-	(24,000)	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	575	34,920	1,050	12,182	850	200	200	-	1,000	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Code Compliance	558,292	597,032	441,444	532,256	364,197	372,968	372,968	523,000	450,000	488,000	44,000	9.02%	532,000	0.06%
459000 - Fines-Other Fines And/Or Forfeits	Finance	(19,421)	(61,448)	(4,927)	(28,598)	(4,041)	(3,080)	(3,080)	-	(3,000)	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Innovation and	-	4	-	1	-	-	-	-	-	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Neighborhood	-	-	1,950	650	1,150	950	950	-	1,000	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Building Departmen	59,351	60,759	18,710	46,273	13,758	7,642	7,642	72,000	11,000	5,000			5,000	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Planning	2,071	2,428	26,277	10,259	2,966	400	400	3,000	24,000	3,000			3,000	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Solid Waste	226,779	141,017	86,391	151,396	53,819	103,712	103,712	169,000	190,000	175,000			175,000	0.02%
459000 - Fines-Other Fines And/Or Forfeits	Capital Improveme	(1,009)	-	-	(336)	-	-	-	-	-	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Fire-Rescue	4,760	-	-	1,587	-	-	-	-	-	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Police	1,422	2,481	1,692	1,865	(290)	1,288	1,288	-	1,000	-			-	0.00%
459000 - Fines-Other Fines And/Or Forfeits	Real Estate and Asset	205	4,696	2,347	2,416	2,347	-	-	3,000	3,000	3,000			3,000	0.00%
462000 - Misc-Red Light Camera Fines	Finance	6,742,311	416,640	147,740	2,435,564	73,749	30,454	30,454	-	35,000	-			-	0.00%
Fines and Forfeitures	Total	13,887,393	7,699,138	7,487,992	9,691,508	4,193,106	3,256,721	3,256,721	7,644,000	7,266,000	7,145,000	44,000	0.62%	7,189,000	0.86%
431000 - Federal Grants	Police	-	3,677	-	1,226	-	-	-	-	-	-			-	0.00%
431000 - Federal Grants	Parks and Recreation	82,224	(138,048)	(849)	(18,891)	(849)	2,353	2,353	-	2,000	-			-	0.00%
435000 - State Shared Revenues	Finance	617,579	690,552	779,047	695,726	188,198	194,925	194,925	642,000	786,000	800,000	(90,000)	-11.25%	710,000	0.08%
435000 - State Shared Revenues	Police	-	-	9,154	3,051	-	-	-	-	-	-			-	0.00%
435001 - Municipal Rev Sharing	Finance	15,763,342	16,563,480	15,522,488	15,949,770	8,046,316	7,387,728	7,387,728	15,799,000	16,112,000	16,200,000			16,200,000	1.93%
435002 - Half Cent Sales Tax	Finance	35,786,997	37,022,921	32,664,564	35,158,161	16,124,067	14,861,579	14,861,579	35,444,000	37,635,000	36,000,000			36,000,000	4.29%
436900 - State Pension Payment	Fire-Rescue	3,788,047	3,557,063	4,030,719	3,791,943	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000			4,300,000	0.51%
436900 - State Pension Payment	Police	5,835,370	5,473,870	5,586,313	5,631,851	6,143,000	6,143,000	6,143,000	6,143,000	6,143,000	6,000,000			6,000,000	0.71%
438000 - Shared Revenues From Other Local Units	Finance	-	3,000,000	-	1,000,000	-	-	-	-	-	-			-	0.00%
438000 - Shared Revenues From Other Local Units	Fire-Rescue	537,268	537,270	537,271	537,270	268,636	223,863	223,863	545,000	537,000	545,000			545,000	0.06%

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438000 - Shared Revenues From Other Local Units	Real Estate and Asset	31,500	-	-	10,500	-	-	-	-	-	-			-	0.00%
438010 - Shared Revenues - MPA	Finance	7,500,000	13,893,326	2,473,331	7,955,552	473,331	1,000,000	1,000,000	2,000,000	4,000,000	3,000,000			3,000,000	0.36%
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	-	-	2,264,719	754,906	-	(931,313)	(931,313)	2,335,000	2,335,000	2,335,000	(335,000)	-14.35%	2,000,000	0.24%
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset	8,646	31,868	-	13,505	-	-	-	2,000	2,000	2,000			2,000	0.00%
434000 - State Grants	Real Estate and Asset	3,473	-	-	1,158	-	-	-	-	-	-			-	0.00%
434000 - State Grants	Parks and Recreation	217	-	158	125	-	-	-	-	-	-			-	0.00%
437000 - Grants From Other Local Units	Real Estate and Asset	111	-	-	37	-	-	-	-	-	-			-	0.00%
Intergovernmental Revenues	**Total**	**69,954,774**	**80,635,979**	**63,866,914**	**71,485,889**	**35,542,698**	**33,182,134**	**33,182,134**	**67,210,000**	**71,852,000**	**69,182,000**	**(425,000)**	**-0.61%**	**68,757,000**	**8.19%**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	701,183	468,182	386,026	518,463	156,292	158,732	158,732	500,000	322,000	322,000			322,000	0.04%
421000 - Business Tax Receipt	Finance	(11)	1,044	503	512	503	116	116	-	-	-			-	0.00%
421100 - Business Tax Receipt-Business	Finance	7,559,830	7,628,294	6,993,086	7,393,737	7,066,382	6,866,784	6,866,784	7,250,000	7,250,000	7,250,000			7,250,000	0.86%
421200 - Business Tax Receipt-Business-Penalty	Commissioners	-	-	-	-	-	(12)	(12)	-	-	-			-	0.00%
421200 - Business Tax Receipt-Business-Penalty	Finance	789,965	525,923	435,192	583,693	305,979	437,901	437,901	449,000	449,000	449,000			449,000	0.05%
421400 - Business Tax Receipt-Metro	Finance	630,328	660,005	585,405	625,246	153,697	174,811	174,811	680,000	680,000	680,000			680,000	0.08%
422000 - Building Permits	Building Departmen	26,759,232	30,769,097	26,739,546	28,089,291	14,924,106	12,359,143	12,359,143	23,087,000	23,981,000	22,000,000			22,000,000	2.62%
422000 - Building Permits	Resilience and Public	-	2,506	4,543	2,350	-	886	886	-	1,000	-			-	0.00%
429000 - Other Licenses, Fees and Permits	Code Compliance	11,801	14,035	4,463	10,100	2,888	1,313	1,313	15,000	3,000	10,000			10,000	0.00%
429000 - Other Licenses, Fees and Permits	Finance	4,952	3,439	(502)	2,630	(575)	261	261	4,000	-	4,000			4,000	0.00%
429000 - Other Licenses, Fees and Permits	Building Departmen	65,555	31,669	76,583	57,936	58,664	61,218	61,218	-	79,000	61,000			61,000	0.01%
429000 - Other Licenses, Fees and Permits	Planning	605,282	233,179	555,099	464,520	325,678	259,283	259,283	540,000	411,000	598,000			598,000	0.07%
429000 - Other Licenses, Fees and Permits	Zoning	1,401,669	1,429,899	1,743,215	1,524,928	877,894	820,299	820,299	1,394,000	1,686,000	1,487,000	113,000	7.60%	1,600,000	0.19%
429000 - Other Licenses, Fees and Permits	Resilience and Public	9,369	330,757	999,549	446,558	579,465	569,013	569,013	297,000	1,139,000	1,000,000			1,000,000	0.12%
429000 - Other Licenses, Fees and Permits	Solid Waste	(9,138)	-	(11,027)	(6,722)	-	-	-	-	-	-			-	0.00%
429000 - Other Licenses, Fees and Permits	Fire-Rescue	6,386	4,144	(2,011)	2,839	(2,079)	348	348	7,000	2,000	-			-	0.00%
429000 - Other Licenses, Fees and Permits	Police	215,671	300,294	346,750	287,571	152,986	134,998	134,998	245,000	245,000	245,000	55,000	22.45%	300,000	0.04%
429000 - Other Licenses, Fees and Permits	Real Estate and Asset	260,922	195,895	208,083	221,633	144,264	72,589	72,589	158,000	157,000	158,000			158,000	0.02%
429000 - Other Licenses, Fees and Permits	Parks and Recreation	-	-	1,657	552	1,657	-	-	-	-	-			-	0.00%
429010 - Other Licenses, Fees - CU(SW)	Commissioners	(26)	-	-	(9)	-	-	-	-	-	-			-	0.00%
429010 - Other Licenses, Fees - CU(SW)	Finance	(7)	-	-	(2)	-	201	201	-	-	-			-	0.00%
429010 - Other Licenses, Fees - CU(SW)	Management and	-	-	(373)	(124)	(373)	-	-	-	-	-			-	0.00%

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429010 - Other Licenses, Fees - CU(SW)	Solid Waste	8,267,268	8,436,327	8,249,471	8,317,689	5,678,003	4,696,755	4,696,755	8,000,000	7,267,000	8,000,000			8,000,000	0.95%
429010 - Other Licenses, Fees - CU(SW)	Fire-Rescue	-	-	(7)	(2)	(7)	-	-	-	-	-			-	0.00%
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Building Departmen	17	-	-	6	-	-	-	-	-	-			-	0.00%
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	17,920,107	16,419,368	16,845,658	17,061,711	8,308,701	7,188,901	7,188,901	16,000,000	15,326,000	16,000,000			16,000,000	1.91%
429030 - Other Licenses, Fees - Murals	Zoning	3,022,246	3,017,109	3,244,601	3,094,652	1,431,949	1,442,065	1,442,065	3,000,000	3,312,000	3,200,000			3,200,000	0.38%
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	218	116	603	312	497	-	-	-	-	-			-	0.00%
429035 - Other Licenses, Fees - Fire Safety Permits	Fire-Rescue	2,424,869	2,412,082	2,396,533	2,411,161	2,257,782	1,976,015	1,976,015	2,431,000	2,400,000	2,438,000			2,438,000	0.29%
429040 - Other Licenses, Fees - CU	Finance	1,254,320	1,285,485	1,269,850	1,269,885	1,221,070	1,204,877	1,204,877	1,230,000	1,230,000	1,230,000			1,230,000	0.15%
429040 - Other Licenses, Fees - CU	Planning	-	(9,461)	-	(3,154)	-	-	-	-	-	-			-	0.00%
429040 - Other Licenses, Fees - CU	Zoning	1,411,609	1,262,417	821,388	1,165,138	607,635	400,456	400,456	1,300,000	614,000	1,500,000	(300,000)	-20.00%	1,200,000	0.14%
Licenses and Permits	**Total**	**73,313,615**	**75,421,803**	**71,893,882**	**73,543,100**	**44,253,055**	**38,826,952**	**38,826,952**	**66,587,000**	**66,554,000**	**66,632,000**	**(132,000)**	**-0.20%**	**66,500,000**	**7.92%**
464000 - Misc-Disposition Of Fixed Assets	City Manager	-	155	135	97	135	49	49	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	City Clerk	-	101	-	34	-	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Finance	3	-	-	1	-	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Innovation and	77	-	-	26	-	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Building Departmen	-	51	-	17	-	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	General Services	267,015	152,015	885,795	434,942	526,295	111,500	111,500	152,000	192,000	152,000			152,000	0.02%
464000 - Misc-Disposition Of Fixed Assets	Resilience and Public	-	11,977	1,220	4,399	1,149	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Fire-Rescue	2,000	1,284	959	1,414	652	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Police	1,803	22,974	-	8,259	-	-	-	20,000	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Real Estate and Asset	2,500	6,576	8,850	5,975	8,850	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Parks and Recreation	4,572	-	-	1,524	-	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	Risk Manageme	-	-	88	29	88	-	-	-	-	-			-	0.00%
464000 - Misc-Disposition Of Fixed Assets	CRA OMNI	-	-	208	69	208	-	-	-	-	-			-	0.00%
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	-	1,667	-	556	-	-	-	-	-	-			-	0.00%
469010 - Misc.-Other Service Charges/Late Fees	Finance	231,383	230,939	243,557	235,293	198,328	179,750	179,750	238,000	300,000	238,000			238,000	0.03%
469010 - Misc.-Other Service Charges/Late Fees	Planning	-	(4)	-	(1)	-	-	-	-	-	-			-	0.00%
469010 - Misc.-Other Service Charges/Late Fees	Zoning	12,333	10,341	6,691	9,788	4,555	3,476	3,476	12,000	6,000	9,000			9,000	0.00%
469010 - Misc.-Other Service Charges/Late Fees	Fire-Rescue	11,878	9,966	6,383	9,409	4,443	3,305	3,305	10,000	9,000	10,000			10,000	0.00%
469010 - Misc.-Other Service Charges/Late Fees	Real Estate and Asset	30	321,665	634	107,443	656	7,301	7,301	-	7,000	-			-	0.00%

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469011 - Misc. -Other Revnues EE Health	Real Estate and Asset	-	986	-	329	-	-	-	-	-	-			-	0.00%
469013 - Misc - Fuel	Finance	-	-	200	67	-	17,939	17,939	-	18,000	-			-	0.00%
469013 - Misc - Fuel	Real Estate and Asset	77,785	125,886	128,524	110,732	60,000	54,827	54,827	80,000	110,000	150,000	(25,000)	-16.67%	125,000	0.01%
469014 - Misc - Vending	Real Estate and Asset	35,529	37,306	26,734	33,189	13,460	5,676	5,676	42,000	20,000	43,000			43,000	0.01%
469300 - Misc-Settlements	Finance	683,403	702,012	443,686	609,700	374,353	329,674	329,674	723,000	443,000	443,000			443,000	0.05%
469300 - Misc-Settlements	Real Estate and Asset	372,120	796,010	603,694	590,608	403,694	137,557	137,557	-	138,000	-			-	0.00%
469300 - Misc-Settlements	Non-Departmen	-	1,401,373	-	467,124	-	1,587,000	1,587,000	-	737,000	73,000			73,000	0.01%
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	-	-	-	-	-	-	-	-	-	-			-	0.00%
469900 - Misc-Contra Revenue For Bad Debt Allowance	Real Estate and Asset	-	11	-	4	-	-	-	-	-	-			-	0.00%
489000 - Other-Nonoperating Sources	City Attorney	500	-	-	167	-	63,882	63,882	-	64,000	128,000			128,000	0.02%
489000 - Other-Nonoperating Sources	City Clerk	-	1,164	(6,984)	(1,940)	(6,984)	-	-	-	-	-			-	0.00%
489000 - Other-Nonoperating Sources	Resilience and Public	-	-	-	-	-	-	-	-	-	-			-	0.00%
489000 - Other-Nonoperating Sources	Fire-Rescue	3,451,594	4,123,440	2,090,071	3,221,702	1,628,887	694,265	694,265	3,600,000	2,600,000	3,600,000			3,600,000	0.43%
489000 - Other-Nonoperating Sources	Police	32,214	37,563	24,341	31,373	11,441	(1,884)	(1,884)	25,000	10,000	15,000			15,000	0.00%
489000 - Other-Nonoperating Sources	Non-Departmen	4,849,137	-	21,944,271	8,931,136	-	-	-	109,000	109,000	-			-	0.00%
489910 - Other- Carryover Budget	Human Services	-	-	198,090	66,030	198,090	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	General Services	-	66,911	-	22,304	-	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	Resilience and Public	-	91,860	-	30,620	-	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	Fire-Rescue	-	(143,944)	(597)	(48,180)	-	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	Police	-	996,773	-	332,258	-	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	Real Estate and Asset	-	3,074	(279,826)	(92,251)	(279,826)	-	-	-	-	-			-	0.00%
489910 - Other- Carryover Budget	Parks and Recreation	-	37,060	-	12,353	-	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,864	127,764	127,764	127,797	63,882	-	-	128,000	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	-	5,820	-	1,940	-	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Finance	(40)	(36)	(33)	(36)	(17)	(16)	(16)	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Grants Administrat	-	-	34,773	11,591	-	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Procureme nt	-	3,368	(1,529)	613	(1,529)	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Veteran Affairs and	299,640	285,795	-	195,145	-	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Human Services	-	-	(20,387)	(6,796)	-	13,152	13,152	-	13,000	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Building Departmen	-	-	99	33	-	-	-	45,000,000	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	General Services	27,477	13,202	15,390	18,690	15,390	-	-	-	-	-			-	0.00%

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489900 - Other-Oth N-optg Sour/Carryover	Resilience and Public	106,577	-	-	35,526	-	-	-	-	-	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Fire-Rescue	1,584,461	353,046	6,216	647,908	6,381	17,034	17,034	-	17,000	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Police	4,299,029	-	(30,890)	1,422,713	-	(14,596)	(14,596)	-	(15,000)	-			-	0.00%
489900 - Other-Oth N-optg Sour/Carryover	Parks and Recreation	45,499	-	80	15,193	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	City Manager	22,133	3,350	50	8,511	50	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Independent Auditor	-	5	-	2	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	City Attorney	-	25	5,298	1,774	3,205	17,471	17,471	-	20,000	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Code Compliance	502	10,126	167	3,598	167	329	329	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Office of Communica	50	18,749	13,633	10,811	13,933	900	900	-	1,000	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Equal Opportunit	133	-	-	44	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Finance	1,244,095	468,537	523,426	745,353	276,357	557,801	557,801	747,000	1,151,000	747,000	(147,000)	-19.68%	600,000	0.07%
469000 - Misc-Other Miscellaneous Revenues	Innovation and	259,031	244,092	241,709	248,277	216,330	142,755	142,755	-	143,000	200,000	50,000	25.00%	250,000	0.03%
469000 - Misc-Other Miscellaneous Revenues	Neighborhood	(1,200)	(1,192)	(934)	(1,109)	(482)	(315)	(315)	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Procurement	2,922	5,867	100	2,963	100	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Office of Resilience	84,337	84,117	-	56,151	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Human Services	-	9,801	31,361	13,721	31,361	(1)	(1)	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Building Departmen	(784,903)	(1,083,850)	(1,178,404)	(1,015,719)	(534,723)	(606,240)	(606,240)	-	(1,257,000)	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Planning	36,938	21,123	53,967	37,343	29,855	174,664	174,664	32,000	251,000	32,000			32,000	0.00%
469000 - Misc-Other Miscellaneous Revenues	Zoning	26	-	-	9	-	1,691	1,691	-	2,000	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	General Services	-	4,462	-	1,487	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Solid Waste	66,812	21,437	147	29,466	147	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Capital Improveme	178	2,338	-	838	-	-	-	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Fire-Rescue	474,111	339,395	305,284	372,930	170,481	204,535	204,535	334,000	400,000	334,000			334,000	0.04%
469000 - Misc-Other Miscellaneous Revenues	Police	266,312	63,413	256,887	195,537	458,473	467,703	467,703	325,000	549,000	81,000			81,000	0.01%
469000 - Misc-Other Miscellaneous Revenues	Real Estate and Asset	838,748	446,727	147,156	477,543	132,168	5,819	5,819	630,000	122,000	623,000			623,000	0.07%
469000 - Misc-Other Miscellaneous Revenues	Parks and Recreation	318,962	454,918	202,151	325,344	211,952	20,496	20,496	314,000	38,000	160,000			160,000	0.02%
469000 - Misc-Other Miscellaneous Revenues	Risk Manageme	7,058	320	941	2,773	-	(14)	(14)	-	-	-			-	0.00%
469000 - Misc-Other Miscellaneous Revenues	Non-Departmen	-	-	-	-	-	7,011	7,011	-	3,000	35,000			35,000	0.00%
469200 - Misc - POS Over/Under	Finance	(15,679)	(31,233)	(33,941)	(26,951)	(22,386)	(17,254)	(17,254)	-	(17,000)	-			-	0.00%
469200 - Misc - POS Over/Under	Police	(11,904)	-	-	(3,968)	-	-	-	-	-	-			-	0.00%
469200 - Misc - POS Over/Under	Parks and Recreation	-	-	-	-	-	(1)	(1)	-	-	-			-	0.00%

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Other Revenues (Inflows)	**Total**	**19,335,042**	**10,918,679**	**27,027,207**	**19,093,643**	**4,219,566**	**4,187,240**	**4,187,240**	**52,521,000**	**6,184,000**	**7,073,000**	**(122,000)**	**-1.72%**	**6,951,000**	**0.83%**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,303,318	1,316,700	1,193,100	1,271,039	663,000	806,501	806,501	1,356,000	1,356,000	1,356,000			1,356,000	0.16%
441200 - CFS-GG-Internal Service Fund Fees And Charges	Resilience and Public	214,981	171,024	94,717	160,241	38,267	101,292	101,292	197,000	197,000	160,000			160,000	0.02%
441900 - CFS-GG-Other General Government Charges And Fees	Independen t Auditor	-	-	-	-	-	67,427	67,427	-	70,000	-			-	0.00%
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	1,448	1,200	-	883	-	56	56	-	-	-			-	0.00%
441900 - CFS-GG-Other General Government Charges And Fees	Civil Services	193	95	-	96	-	-	-	-	-	-			-	0.00%
441900 - CFS-GG-Other General Government Charges And Fees	Real Estate and Asset	(703)	1,951	92	447	92	1,214	1,214	6,000	1,000	2,000			2,000	0.00%
441900 - CFS-GG-Other General Government Charges And Fees	Parks and Recreation	934,861	763,975	809,093	835,976	441,604	541,712	541,712	897,000	1,022,000	889,000			889,000	0.11%
442100 - CFS-PS-Police Services	Finance	-	25	27	17	27	-	-	-	-	-			-	0.00%
442100 - CFS-PS-Police Services	Police	3,551,880	5,193,816	3,741,386	4,162,361	1,909,434	1,242,847	1,242,847	3,552,000	2,238,000	2,088,000			2,088,000	0.25%
442100 - CFS-PS-Police Services	Risk Manageme	(5)	(30)	(10)	(15)	-	-	-	-	-	-			-	0.00%
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	429	50	524	334	524	17	17	-	-	-			-	0.00%
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	10,464,404	11,464,770	10,403,280	10,777,485	5,283,522	4,532,053	4,532,053	14,965,000	11,000,000	10,335,000			10,335,000	1.23%
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	966,640	2,343,288	3,399,810	2,236,579	-	-	-	3,042,000	2,312,000	2,400,000	(88,000)	-3.67%	2,312,000	0.28%
442500 - CFS-PS-Protective Inspection Fees	Finance	279	460	789	509	789	21	21	-	-	-			-	0.00%
442500 - CFS-PS-Protective Inspection Fees	Fire-Rescue	461,700	483,065	464,670	469,811	223,966	227,633	227,633	363,000	444,000	358,000	111,000	31.01%	469,000	0.06%
442510 - CFS-Fire Investigation Fees	Fire-Rescue	-	35	525	187	210	400	400	-	1,000	-			-	0.00%
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	708,334	715,654	697,681	707,223	317,583	357,307	357,307	715,000	789,000	715,000			715,000	0.09%
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	-	-	250,568	83,523	33,624	189,176	189,176	-	324,000	307,000			307,000	0.04%
442900 - CFS-PS-Other Public Safety Charges And Fees	Fire-Rescue	-	-	165,409	55,136	165,409	-	-	-	-	-			-	0.00%
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	645,705	634,526	531,653	603,961	263,099	140,193	140,193	571,000	260,000	520,000			520,000	0.06%
443300 - CFS-PE-Water Utility Revenue	Solid Waste	-	-	-	-	-	1,906	1,906	-	2,000	-			-	0.00%
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset	8,911	10,094	7,078	8,694	4,178	3,481	3,481	7,000	7,000	7,000			7,000	0.00%
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	-	-	122	41	122	-	-	-	-	-			-	0.00%
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Departmen	2,814	2,397	808	2,006	787	605	605	-	1,000	-			-	0.00%
443400 - CFS-PE-Garbage/Solid Waste Revenue	Resilience and Public	(166)	-	-	(55)	-	-	-	-	-	-			-	0.00%
443400 - CFS-PE-Garbage/Solid Waste Revenue	Solid Waste	25,429,444	24,303,294	24,683,264	24,805,334	20,936,471	20,873,078	20,873,078	24,867,000	24,620,000	24,609,000			24,609,000	2.93%
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Resilience and Public	(1,462)	(53)	-	(505)	-	-	-	-	-	-			-	0.00%
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	706	85	564	452	480	667	667	1,000	1,000	1,000			1,000	0.00%
443900 - CFS-PE-Other Physical Environment Revenue	Finance	-	-	-	-	-	-	-	-	-	-			-	0.00%

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2021-22 General Fund

May 14, 2021

Increase( ) Reduction(-)	(1,738,000)
Percentage	-0.21%

Account Code	Department	FY 2017-18 Actual YearTotal	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	3 Year Average	FY 2019-20 End of Q2	FY 2020-21 End of Q2	FY 2020-21 Actual YearTotal	FY 2020-21 Amended YearTotal	FY 2020-21 Projections YearTotal	FY 2021-22 Proposed YearTotal	Estimating Conference Adjustment	%	FY 2021-22 Proposed Final	FY 2021-22 Proposed Final % of the Total Amount
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	211,023	211,665	87,500	170,063	44,844	-	-	200,000	75,000	75,000			75,000	0.01%
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset	3,009,579	2,884,110	2,357,527	2,750,405	1,472,591	753,590	753,590	2,163,000	1,502,000	1,914,000			1,914,000	0.23%
444300 - CFS-Mass Transit	Resilience and Public	-	70	-	23	-	-	-	-	-	-			-	0.00%
444600 - CFS-Trans-Tolls	Parks and Recreation	130,964	320,918	297,077	249,653	136,928	268,527	268,527	300,000	509,000	400,000			400,000	0.05%
444900 - CFS-Trans-Other Transportation Revenue	Human Services	-	85	-	28	-	-	-	-	-	-			-	0.00%
444900 - CFS-Trans-Other Transportation Revenue	Real Estate and Asset	4,390	2,610	653	2,551	653	-	-	4,000	-	4,000			4,000	0.00%
446000 - CFS-Trans-Tools	Real Estate and Asset	564,139	1,094,893	137,147	598,727	137,147	-	-	-	-	-			-	0.00%
446000 - CFS-Trans-Tools	Parks and Recreation	-	-	11,507	3,836	-	10,162	10,162	-	10,000	-			-	0.00%
447500 - CFS-C&R-Special Recreation Facilities	Civil Services	-	-	106	35	106	-	-	-	-	-			-	0.00%
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset	1,716,611	1,291,253	691,607	1,233,157	667,177	(25,953)	(25,953)	1,465,000	400,000	1,700,000	(500,000)	-29.41%	1,200,000	0.14%
447500 - CFS-C&R-Special Recreation Facilities	Parks and Recreation	889,798	948,555	479,784	772,713	366,648	287,735	287,735	877,000	624,000	601,000	174,000	28.95%	775,000	0.09%
447900 - CFS-C&R-Other Culture/Recreation	City Clerk	9	-	-	3	-	-	-	-	-	-			-	0.00%
447900 - CFS-C&R-Other Culture/Recreation	Finance	-	199,016	-	66,339	-	-	-	-	-	-			-	0.00%
447900 - CFS-C&R-Other Culture/Recreation	Real Estate and Asset	23,611	24,945	103,327	50,628	13,739	6,078	6,078	-	6,000	-			-	0.00%
447900 - CFS-C&R-Other Culture/Recreation	Parks and Recreation	3,822,077	3,545,966	3,034,609	3,467,551	1,726,862	1,998,992	1,998,992	3,781,000	3,799,000	3,396,000	104,000	3.06%	3,500,000	0.42%
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administrat	-	-	2,690	897	2,690	-	-	-	-	-			-	0.00%
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset	8,574,358	9,689,486	7,366,486	8,543,443	3,858,191	3,813,165	3,813,165	9,105,000	8,000,000	11,115,000			11,115,000	1.32%
447910 - CFS-C&R-Other Culture/Recreation (PF)	Parks and Recreation	30	884	491	468	-	2,553	2,553	-	3,000	-			-	0.00%
447911 - CFS-Commercial Dockage	Real Estate and Asset	-	6,211	-	2,070	-	-	-	-	-	-			-	0.00%
448000 - CFS-Rents And Royalties	Planning	(3,582)	-	-	(1,194)	-	-	-	-	-	-			-	0.00%
448000 - CFS-Rents And Royalties	Real Estate and Asset	15,068,883	15,635,043	11,057,808	13,920,578	6,433,562	9,251,858	9,251,858	16,134,000	12,669,000	16,122,000			16,122,000	1.92%
448000 - CFS-Rents And Royalties	Parks and Recreation	36,913	42,610	11,988	30,504	3,500	6,300	6,300	24,000	6,000	12,000			12,000	0.00%
449000 - CFS-Other Charges for Services	City Attorney	122,072	142,761	104,627	123,153	55,078	101,632	101,632	100,000	125,000	100,000			100,000	0.01%
449000 - CFS-Other Charges for Services	City Clerk	342	796	1,661	933	1,506	9	9	-	1,000	-			-	0.00%
449000 - CFS-Other Charges for Services	Finance	12,240	12,010	11,041	11,764	5,589	5,817	5,817	12,000	12,000	12,000			12,000	0.00%
449000 - CFS-Other Charges for Services	Innovation and	7,984	7,982	1,313	5,760	658	903	903	6,000	-	6,000			6,000	0.00%
449000 - CFS-Other Charges for Services	Procureme nt	-	1,207	70	426	70	-	-	-	-	-			-	0.00%
449000 - CFS-Other Charges for Services	Human Services	-	30,110	66,977	32,362	62,850	8,095	8,095	60,000	12,000	60,000			60,000	0.01%
449000 - CFS-Other Charges for Services	Building Departmen	874,501	889,127	903,245	888,958	840,175	1,003,583	1,003,583	863,000	936,000	900,000			900,000	0.11%
449000 - CFS-Other Charges for Services	Planning	2,499,505	2,267,680	1,779,448	2,182,211	1,044,128	1,120,617	1,120,617	2,268,000	2,200,000	3,088,000			3,088,000	0.37%
449000 - CFS-Other Charges for Services	Zoning	357,274	291,433	242,059	296,922	152,928	110,406	110,406	250,000	200,000	505,000			505,000	0.06%

CITY OF MIAMI - Revenue Estimating Conference Report

FY 2021-22 General Fund

May 14, 2021

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Increase( ) Reduction(-)	(1,738,000)
Percentage	-0.21%

Account Code	Department	FY 2017-18 Actual YearTotal	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	3 Year Average	FY 2019-20 End of Q2	FY 2020-21 End of Q2	FY 2020-21 Actual YearTotal	FY 2020-21 Amended YearTotal	FY 2020-21 Projections YearTotal	FY 2021-22 Proposed YearTotal	Estimating Conference Adjustment	%	FY 2021-22 Proposed Final	FY 2021-22 Proposed Final % of the Total Amount
449000 - CFS-Other Charges for Services	Resilience and Public	1,741,686	1,751,056	1,920,685	1,804,476	780,059	1,164,143	1,164,143	1,671,000	2,328,000	2,000,000			2,000,000	0.24%
449000 - CFS-Other Charges for Services	Solid Waste	5,556	4,440	2,975	4,324	2,964	20	20	5,000	5,000	1,000			1,000	0.00%
449000 - CFS-Other Charges for Services	Fire-Rescue	733,828	819,655	739,961	764,481	441,384	380,154	380,154	820,000	720,000	820,000			820,000	0.10%
449000 - CFS-Other Charges for Services	Police	1,339,167	944,346	1,218,315	1,167,276	472,501	449,143	449,143	1,231,000	695,000	820,000			820,000	0.10%
449000 - CFS-Other Charges for Services	Real Estate and Asset	62,312	119,403	78,401	86,706	70,270	31,412	31,412	166,000	75,000	166,000	(80,000)	-48.19%	86,000	0.01%
449000 - CFS-Other Charges for Services	Parks and Recreation	133,715	117,691	19,612	90,339	13,314	2,915	2,915	4,000	3,000	2,000			2,000	0.00%
449001 CFS-DRI Administration	Human Services	-	-	8,866	2,955	3,306	-	-	-	-	-			-	0.00%
449010 - CFS-Parking Surcharges Lockbox	Finance	22,290,412	23,990,978	18,045,942	21,442,444	12,287,701	7,289,945	7,289,945	19,000,000	16,565,000	20,000,000	1,000,000	5.00%	21,000,000	2.50%
449015 - CFS - Pari-Mutuel Revenues	Finance	2,486,668	2,520,061	1,509,304	2,172,011	1,065,723	968,452	968,452	1,890,000	2,268,000	2,249,000			2,249,000	0.27%
449020 - CFS-Building Inspections	Finance	715,702	641,574	904,169	753,815	344,063	181,797	181,797	661,000	420,000	661,000	39,000	5.90%	700,000	0.08%
449020 - CFS-Building Inspections	Building Departmen	5,355,585	4,317,150	4,212,754	4,628,496	2,244,665	2,855,026	2,855,026	3,200,000	4,768,000	4,100,000	500,000	12.20%	4,600,000	0.55%
449020 - CFS-Building Inspections	Fire-Rescue	-	-	-	-	-	(590)	(590)	-	-	-			-	0.00%
Charges for Services	**Total**	**117,481,061**	**122,174,202**	**103,856,881**	**114,504,048**	**65,036,753**	**61,134,071**	**61,134,071**	**116,799,000**	**103,581,000**	**114,576,000**	**1,260,000**	**1.10%**	**115,836,000**	**13.80%**
Total Revenue	**Total**	**746,930,573**	**789,925,623**	**793,444,724**	**776,766,973**	**541,796,884**	**549,122,581**	**549,122,581**	**861,961,000**	**798,579,000**	**841,236,000**	**(1,738,000)**	**-0.21%**	**839,498,000**	**100.00%**

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R521B Revenue Estimating Conference Report with YTD

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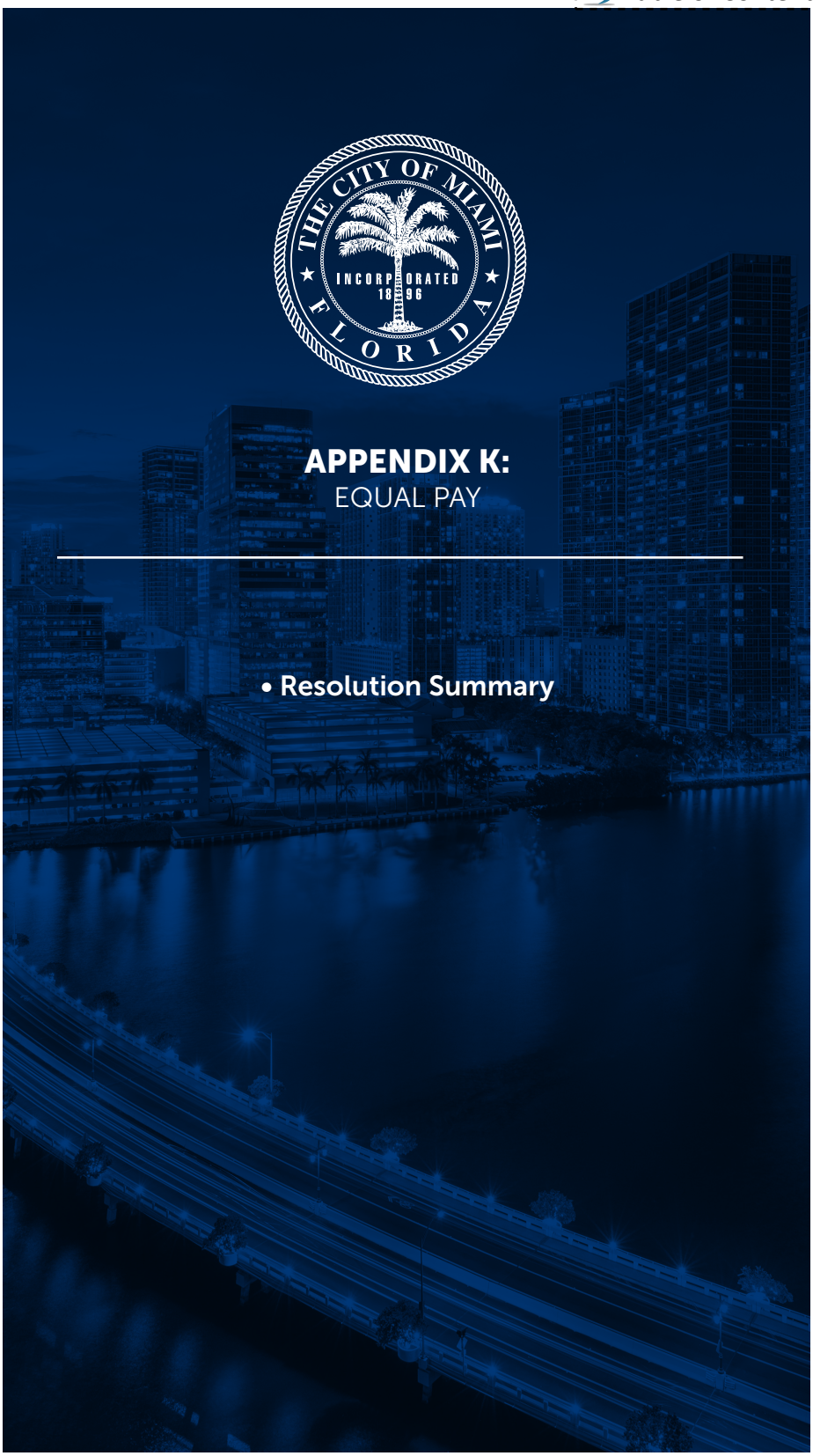

APPENDIX K:
EQUAL PAY

- **Resolution Summary**

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City of Miami
Equal Pay

Pursuant to Resolution R-17-0420, directed the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City of Miami in the yearly budget summary, the updated EODP Equal Pay Summary for the City of Miami is attached in this appendix.

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CITY OF MIAMI, FLORIDA

INTER-OFFICE MEMORANDUM

TO:	Honorable Mayor and Members of the City Commission	DATE:	July 23, 2021
		SUBJECT:	**Equal Pay Protection**
FROM:	Arthur Noriega, V City Manager	REFERENCES: ENCLOSURES:	Resolution R-17-0420 EEO Report/Chart

On September 19, 2017, the City adopted resolution R-17-0420, Equal Pay Protection. This resolution strengthens equal pay efforts and ensures the City remains in compliance with federal, state, and local laws prohibiting discrimination in hiring, promotion, compensation, and unlawful discharge. In addition to measures already in place, the resolution further directs the City to document evidence of gender pay equality and provides that such documentation be included in the budget summary.

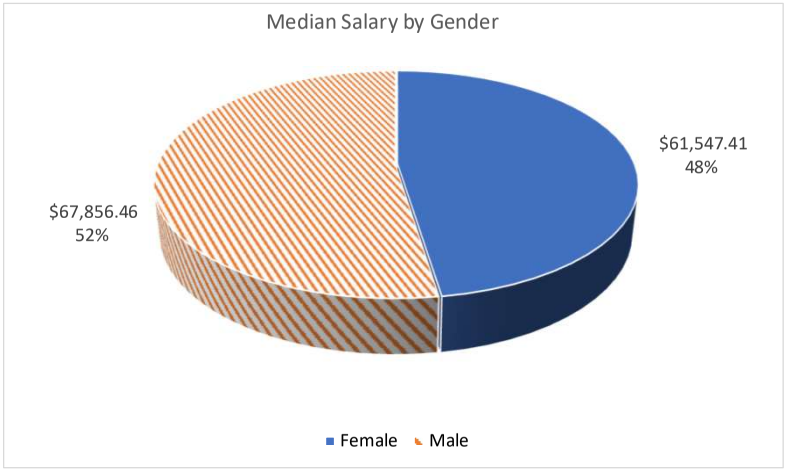
In accordance with the resolution, the attached report serves as a valuable tool for evaluating the City's internal programs and ensuring equal employment opportunities.

The City's Office of Equal Employment Opportunity and Diversity Programs ("EODP") and the Human Resources Department advocate for equal employment and pay equity throughout the recruitment and selection process to prevent unfair employment practices, which further ensures that the City remains an equal opportunity employer, in compliance with Resolution R-17-0420.

City of Miami
Equal Pay Summary

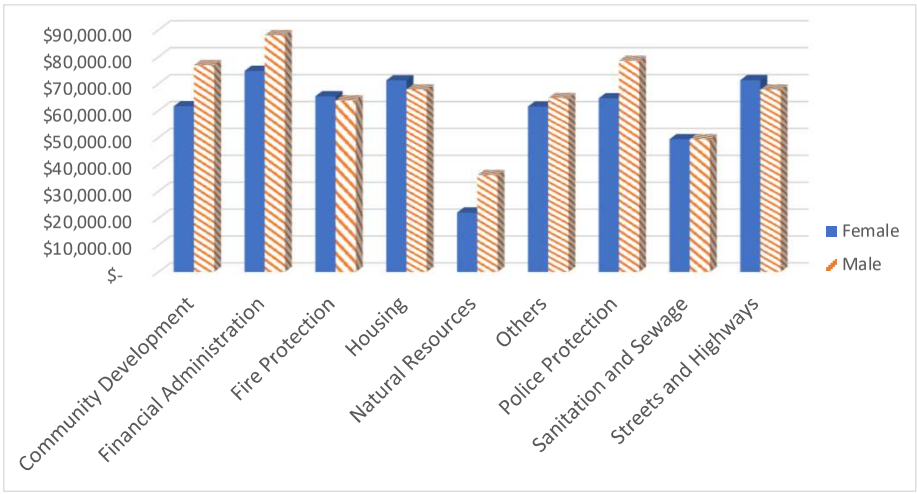
Employee Distribution

Gender	Total	Percentage
Female	1540	32.86%
Male	3147	67.14%
Overall	**4687**	**100.00%**



Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	$ 61,629.15	$ 76,912.58
Financial Administration	$ 74,773.53	$ 88,051.25
Fire Protection	$ 65,371.49	$ 63,814.82
Housing	$ 71,273.45	$ 67,898.87
Natural Resources	$ 22,110.40	$ 36,033.30
Others	$ 61,543.60	$ 64,710.67
Police Protection	$ 64,624.98	$ 78,552.03
Sanitation and Sewage	$ 49,384.50	$ 49,384.61
Overall	**$61,547.41**	**$67,856.46**



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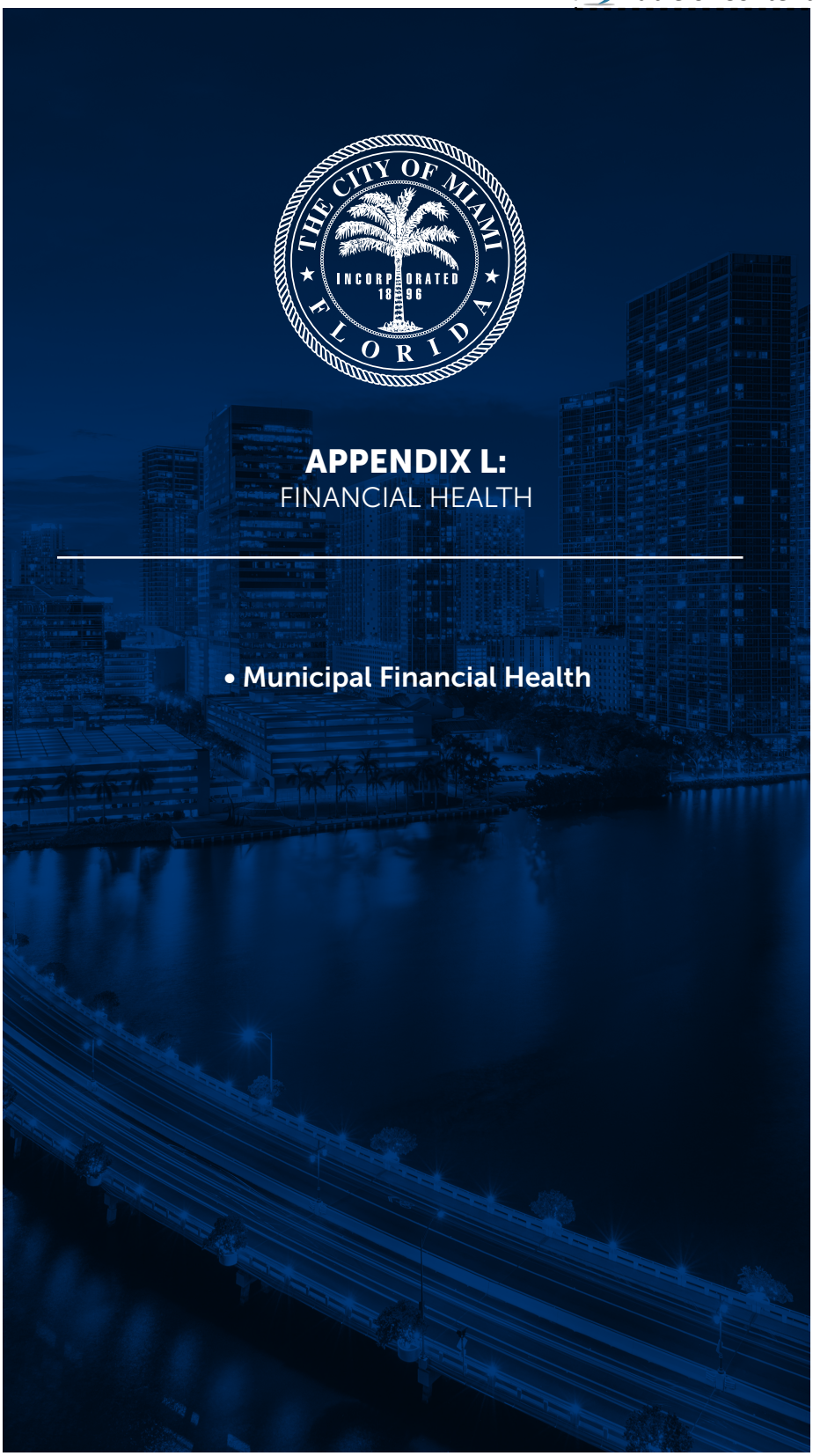

APPENDIX L:
FINANCIAL HEALTH

- Municipal Financial Health

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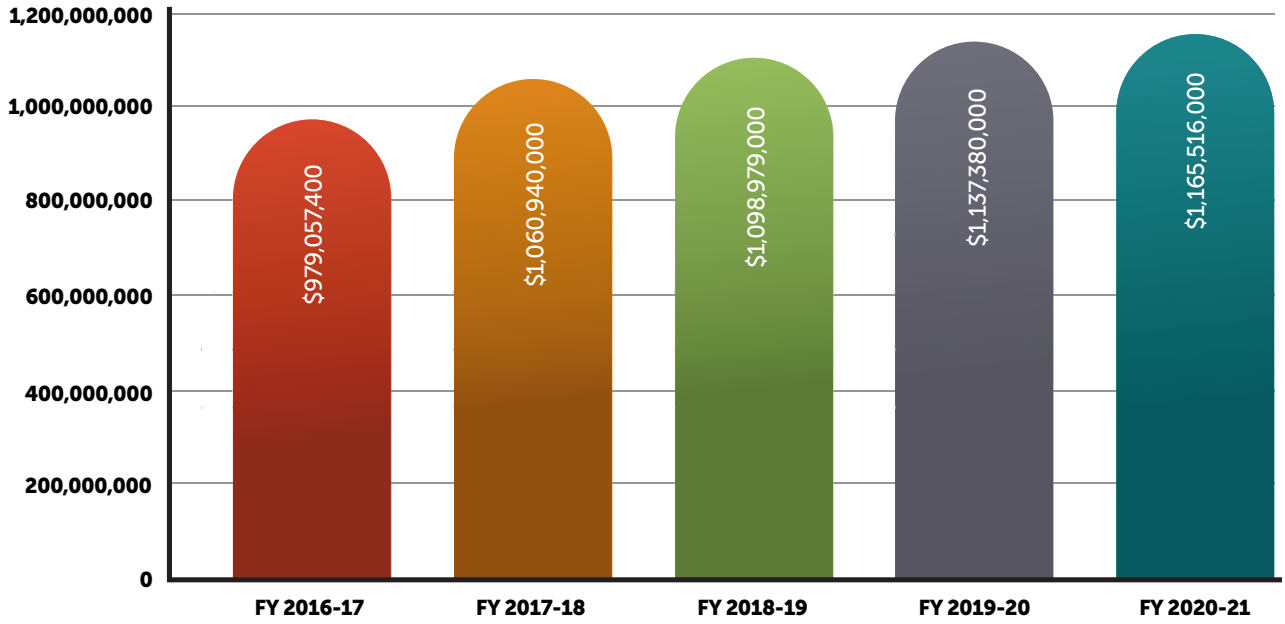
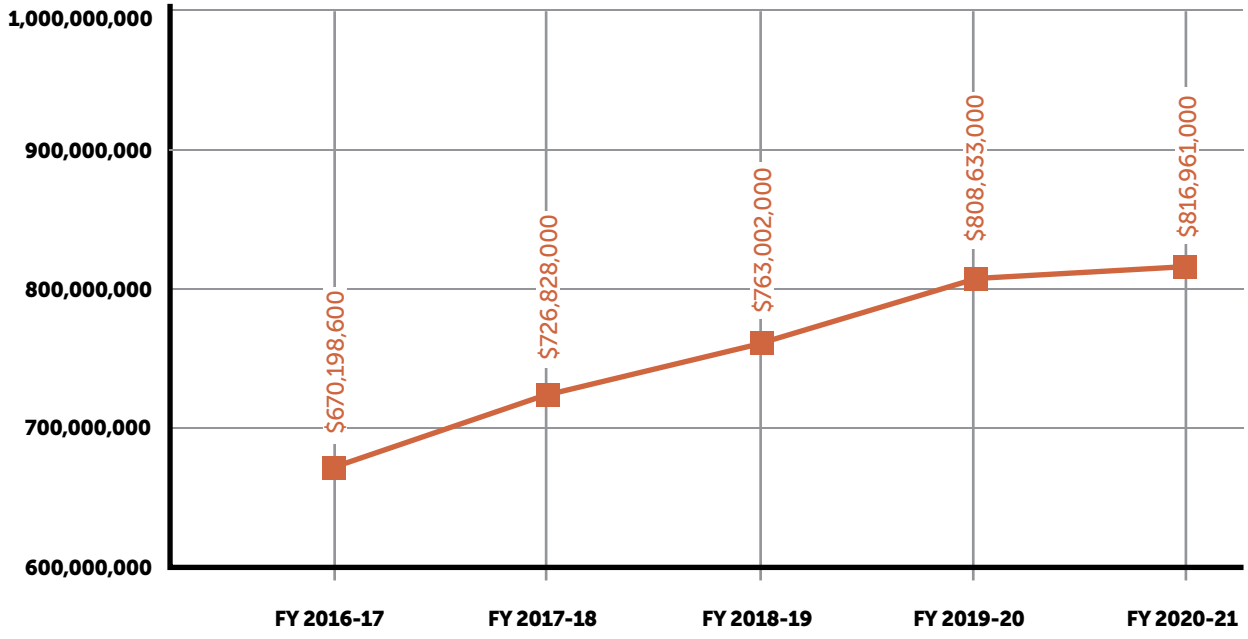
Historic Total Operating Budget Growth (All Funds)



Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-21

Historic General Fund Budget Growth

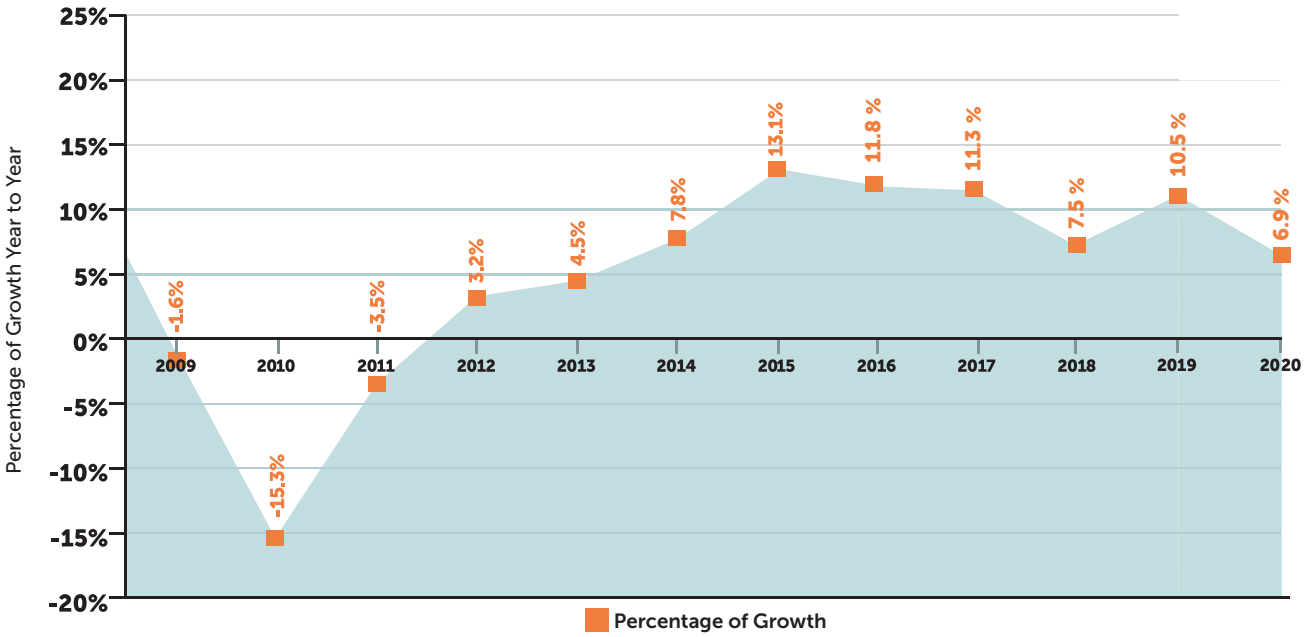


Source: City of Miami Adopted Operating Budget, Fiscal Years 2010-21

MUNICIPAL FINANCIAL HEALTH

Historic Tax Roll Growth

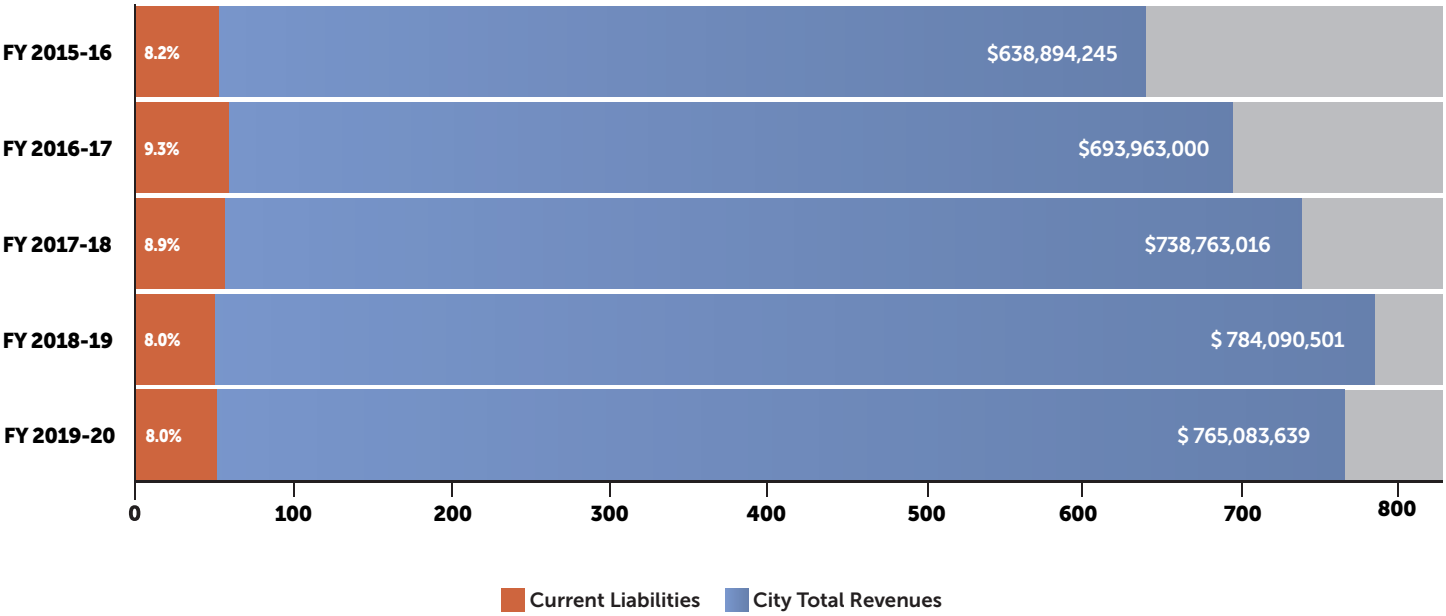
End of Fiscal Year



Source: City of Miami Fy 2020-21 Adopted Budget

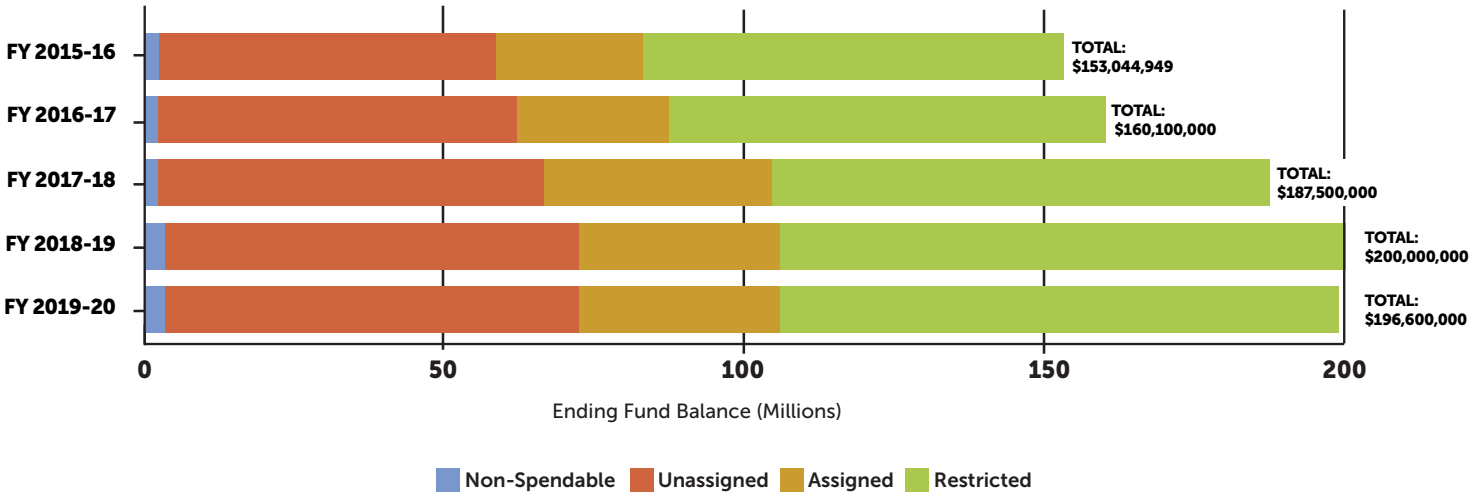
Current Liabilities Divided by Total Revenues

City Total Revenues (Millions)



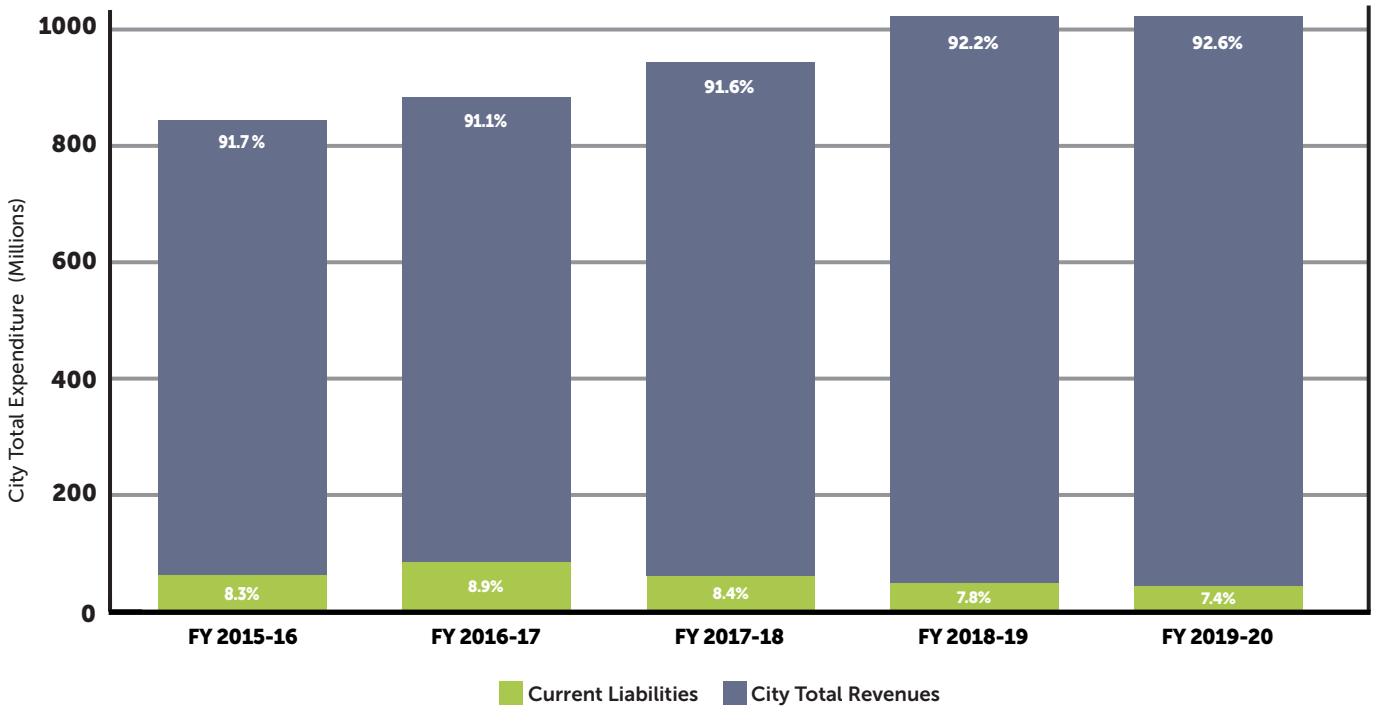
Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

Fund Balance by Type



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

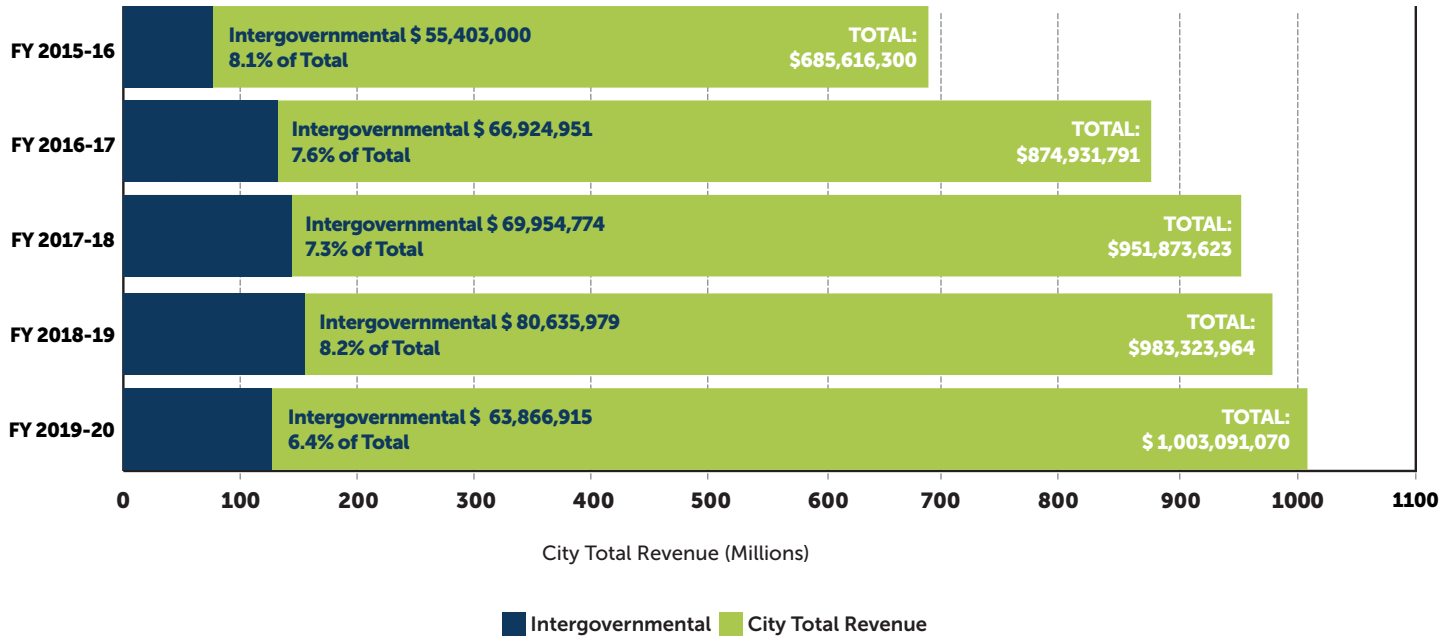
Debt Service Divided by Total Expenditures



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

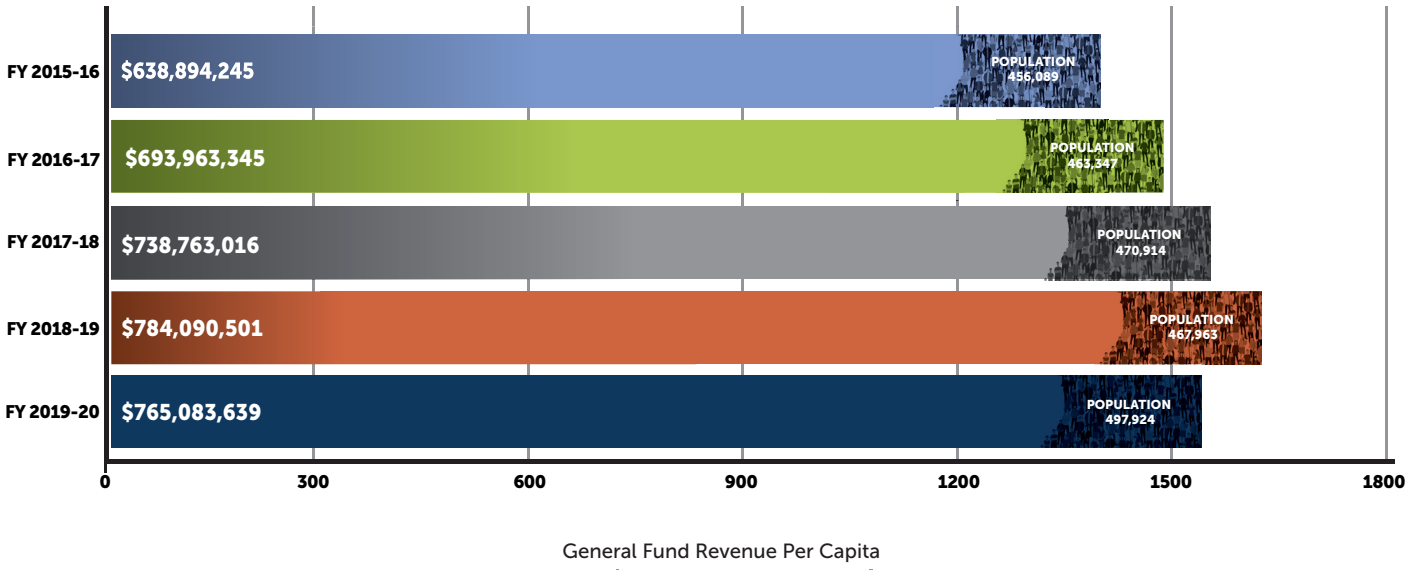
MUNICIPAL FINANCIAL HEALTH

Intergovernmental Revenues Divided by Total Revenues



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

General Fund Revenue per Capita



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020. United State Census Bureau, Amercian Community Survey

An Act Relating to Local Government Financial Reporting

was enacted on May 23, 2019 amending sections 129.03 and 166.241 of the Florida Statutes. It requires county and municipal budget officers to submit certain information to the state Office of Economic and Demographic Research (EDR) within a specified timeframe. It also requires EDR to create a form for certain purposes by specified date.

The Statute also requires the tentative budget to be posted on the municipality's official website at least two days before the budget hearing and remain on the website for 45 days. The final adopted budget must be posted on the website within 30 days after adoption and must remain on the website for at least two years. The City of Miami has already ascribed to this practice for several years.

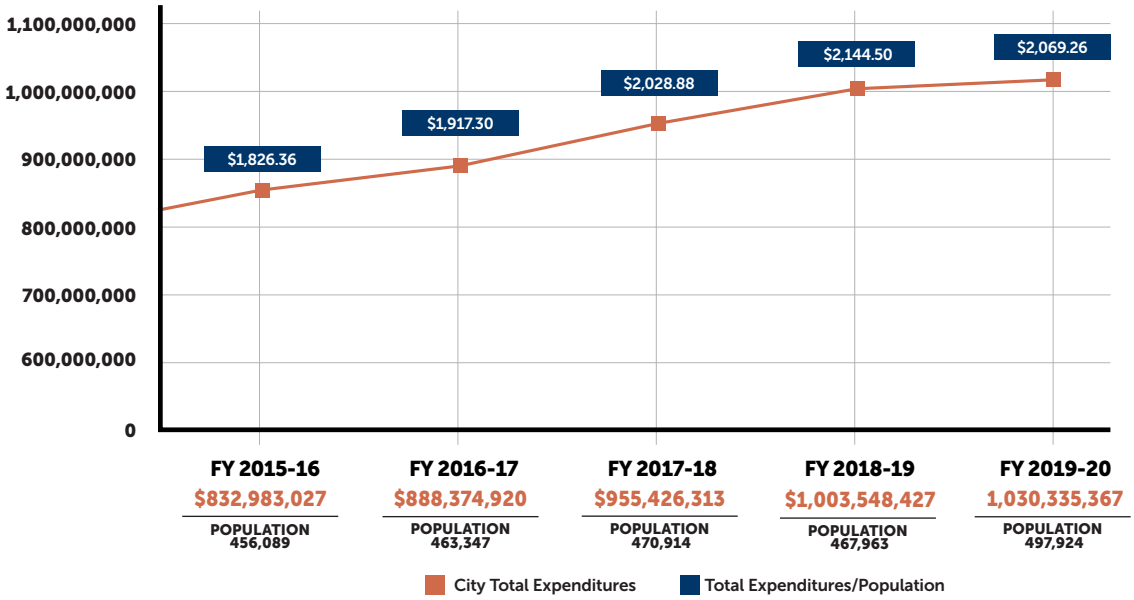
The specific information to be reported to the EDR, as required in Florida Statue 166.241(4) is listed below and are illustrated in the following pages.

A. Government spending per resident for the previous five years.
B. Government debt per resident for the previous five years.
C. Average municipal employee salary
D. Median income within the municipality.
E. Number of special taxing districts, wholly or partially, within the municipality.
F. Percent of budget spent on salaries and benefits for municipal employees.

Source: Florida Statutes, Chapter 2019-56

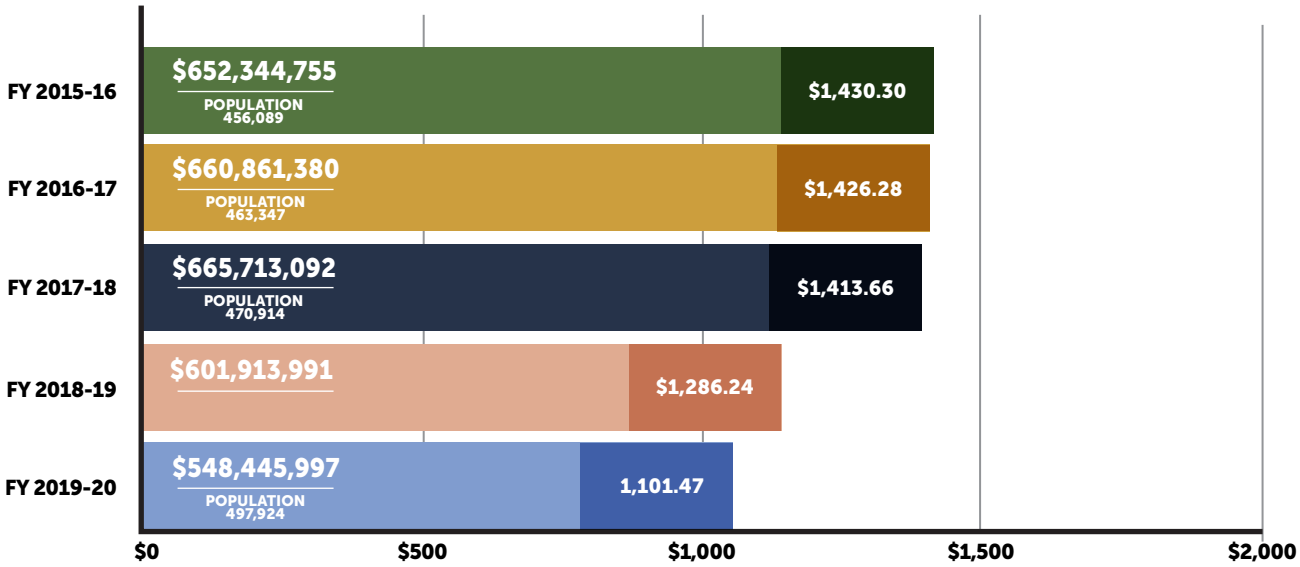
MUNICIPAL FINANCIAL HEALTH

Government Spending per Resident 166.241 (4)(A)



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

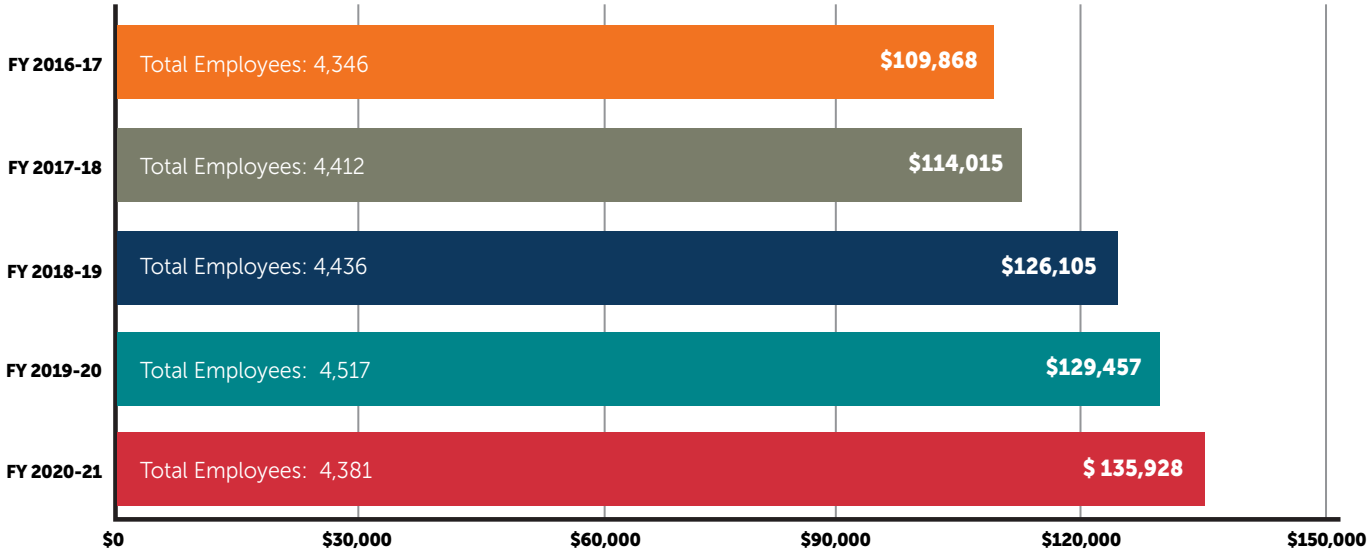
Long Term Debt Divided by Population 166.241 (4)(B)



Source: City of Miami Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2020.

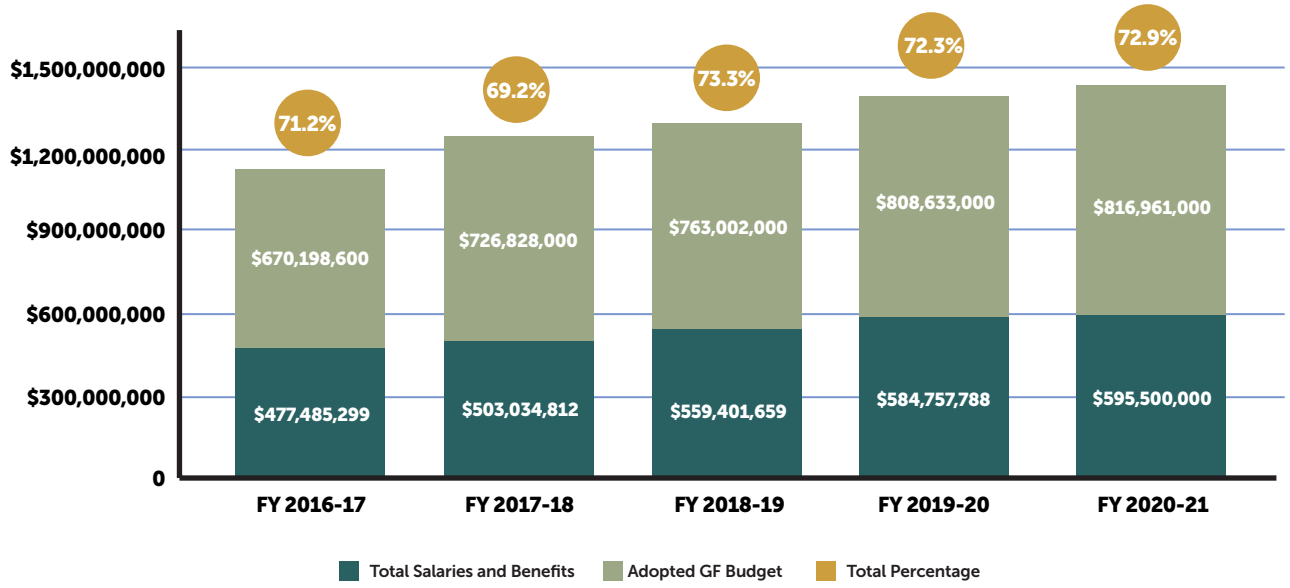
MUNICIPAL FINANCIAL HEALTH

Average Municipal Employee Salary 166.241 (4)(C)



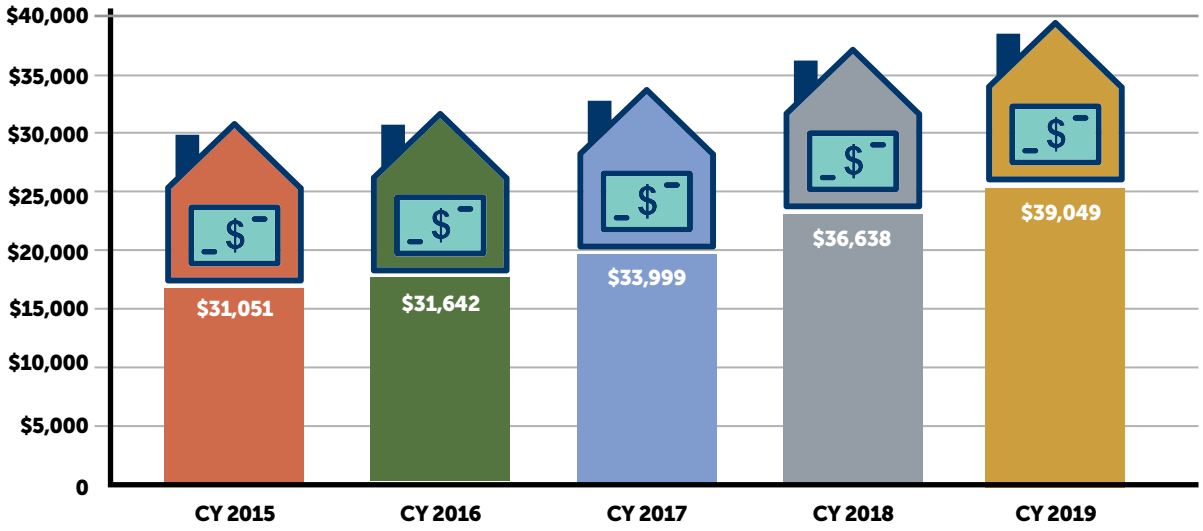
Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-21

Percent of Budget Spent on Salaries and Benefits 166.241 (4)(F)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-21

Median Household Income in the City of Miami 166.241 (4)(D)

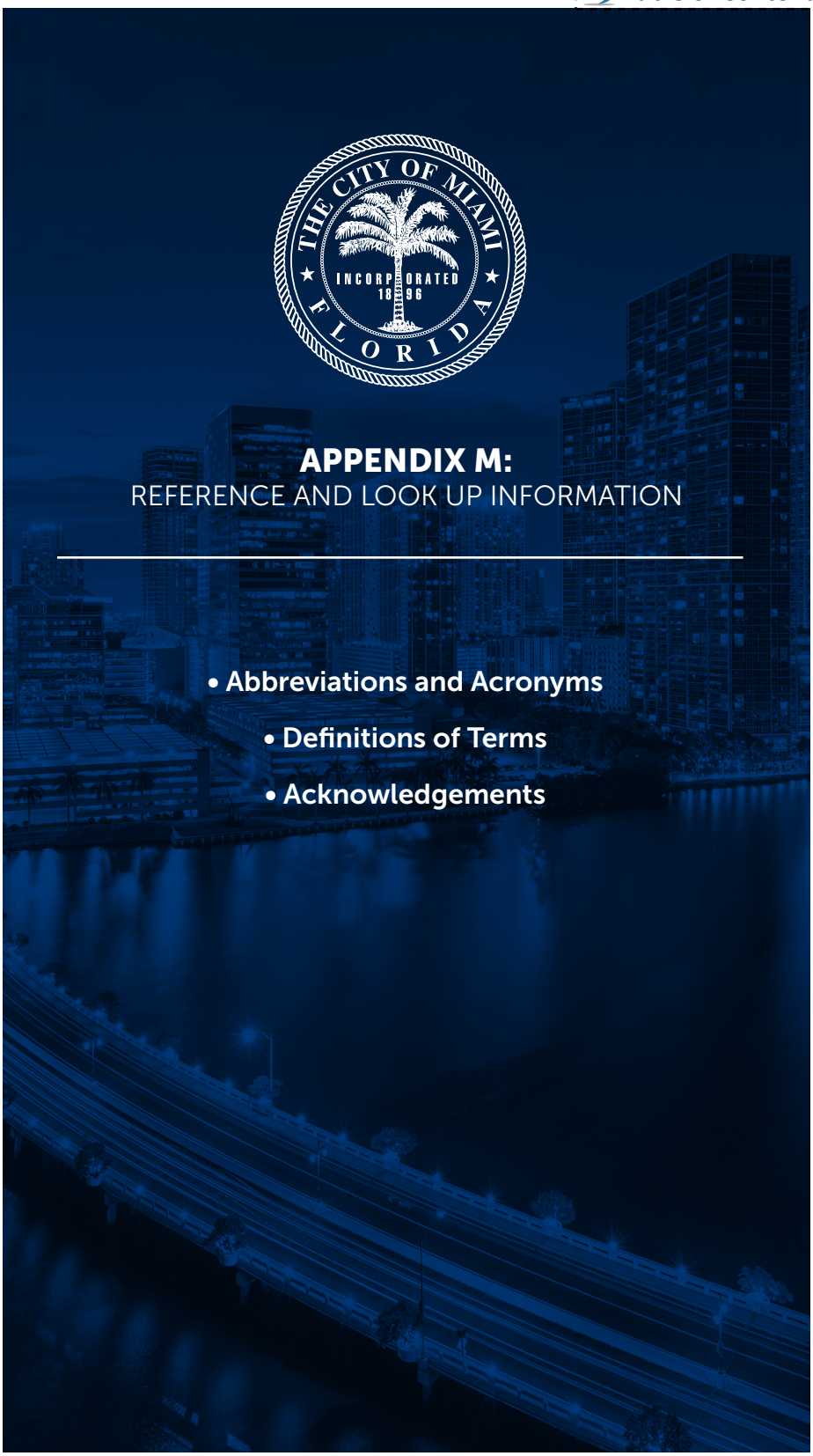


Source: U.S. Census Bureau, 2014-2019 American Community Survey 5-Year Estimates

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.

MIAMI DDA
DOWNTOWN DEVELOPMENT AUTHORITY



APPENDIX M:
REFERENCE AND LOOK UP INFORMATION

- Abbreviations and Acronyms
- Definitions of Terms
- Acknowledgements

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Abbreviations and Acronyms

100 RC	100 Resilient Cities
3-1-1	Non-Emergency Information
AARP	American Association of Retired Persons, Inc.
ACA	Affordable Care Act
ADU	Accessory Dwelling Unit
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
AMI	Area Median Income
APM	Administrative Policies Manual
ARP	American Rescue Plan
BCC	Brickell City Centre
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
CAPA	Climate Adaption Planning Analytics
CAPER	Consolidated Annual Performance and Evaluation Report

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Abbreviations and Acronyms

CAPRA	Commission for Accreditation of Park and Recreation Agencies
CARES	Coronavirus Aid, Relief, and Economic Security
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDBG-DR	CDBG Disaster Recovery Program
CDBG-MIT	CDBG Mitigation Program
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
CISO	Chief Information Security Officer
CITT	Citizen's Independent Transportation Transit
CLE	Continuing Legal Education
CLUC	County Land Use Code
CM	City Manager
CO	Certificate of Occupancy
COM	City of Miami
COBRA	Consolidated Omnibus Budget Reconciliation Act
COPS	Community Oriented Policing Services
COVID-19	Corona Virus Disease -19

Abbreviations and Acronyms

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
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

Abbreviations and Acronyms

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
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
FLVEC	Florida Virtual Entrepreneur Center
FMLA	Family and Medical Leave Act

Abbreviations and Acronyms

FOCAL	Foundation of Community Assistance and Leadership
FOP	Fraternal Order of Police
FPL	Florida Power and Light
FTE	Full-Time Equivalent
FTR	For the Record
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GAWC	Globalization and World Cities Research Network
GESE	General Employees' and Sanitation Employees' Retirement Trust
GF	General Fund
GFOA	Government Finance Officers Association
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
HIPAA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security

Abbreviations and Acronyms

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
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 Authority
MPD	Miami Police Department

Abbreviations and Acronyms

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
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
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

Abbreviations and Acronyms

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
PTSD	Post-Traumatic Stress Disorder
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
RHP	Recovery Housing Program
ROW	Right of way
RW	Responsible Wages and Davis-Bacon Act Wage
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

Abbreviations and Acronyms

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
TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust
TEP	Temporary Event Permit
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

Abbreviations and Acronyms

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
ZVL	Zoning Verification Letters

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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.

American Rescue Plan: The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is a $1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed.

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: It is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Assigned Fund Balance: An amount a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

Balanced Budget: It is a budget in which estimated recurring revenues equal estimated recurring expenses.

Bond: A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

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Definition of Terms

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of $5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civilian Position: Civilian are those positions which in the performance of their duties do not carry a firearm or have a badge and has not taken an oath of office as a solemn promise to defend the Constitution of the United States.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

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.

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Definition of Terms

Collective Bargaining Agreement: A written agreement between an employer and a labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Committed Fund Balance: Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Comprehensive Annual Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Coronavirus Aid, Relief, and Economic Security: The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a $2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

COVID-19: COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled “Certification of Taxable Value” that the City submits annually to the State of Florida and contains specific details about the City’s proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

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.

Definition of Terms

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 oversee their organization. They create and review goals for the company. They work closely with a team of upper-level staff or assistants.

Exemption: A portion of the total property valuation not subject to property taxes.

Expenditure: A transaction involving the exchange of money for payment of present or future obligations.

Expenses: An event which an asset is used up or a liability is incurred.

Financial Integrity Principles: Financial responsibility, financial capacity, and history of personal integrity to operate as a contractor and to engage in the contracting business.

Fiscal Year: The time period designated as the beginning and ending period for recording financial transactions. The City of Miami's fiscal year is from October 1st to September 30th.

Fixed Assets: Long-term tangible assets such as land, buildings, machinery, furniture, and equipment.

Frozen Position: A frozen position remains a position in the personnel count, but is not funded.

Full-Time Equivalent (FTE): A numerical expression which indicates the amount of time a position has been budgeted for. A position budgeted at 40 hours per week for 12 months equals 1.0 FTE.

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.

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Definition of Terms

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.

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.

Definition of Terms

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Long Term Vacant Position: A vacant position that has been vacant for one year or more.

Maintenance of Current Level of Service: The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least ten percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.

Millage Rate: The Property Tax rate of the City. One mill equals $1.00 of tax for each $1,000 of assessed value. The millage rate is the total number of mills of tax assessed against this value.

Non-Civilian Position: Non-Civilian are those positions which in the performance of their duties carry a firearm or have a badge and has taken an oath of office as a solemn promise to defend the Constitution of the United States.

Non-Major Fund: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are less than ten percent of corresponding totals for all governmental or enterprise funds or less than five percent of the aggregate amount for all governmental and enterprise funds.

Non-operating expenses: Expenses incurred by a business which are outside of its main or central operations.

Non-spendable fund balance: Amounts that are not in a spendable form (such as inventory) or required to be maintained intact (such as an endowment fund).

Object Code: An account code which identifies a type of asset, liability, revenue, or expense category.

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.

Definition of Terms

Post-Traumatic Stress Disorder (PTSD): A mental health condition that's triggered by a terrifying event either experiencing it or witnessing it. Symptoms may include flashbacks, nightmares, and severe anxiety, as well as uncontrollable thoughts about the event.

Projections: Forecast of anticipated revenues, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the millage rate by the net taxable assessed value of property in the City.

Property Taxes: Taxes paid on the assessed or "just" value of land, buildings, business inventory, or equipment.

Proprietary Agency: Commonly called "self-supporting", these agencies pay for all or most of their cost of operations from user fees. These agencies receive little or no general tax support.

Rate of Return: The yield obtainable on an investment based on its purchase price or its current market price.

Reconciliation: A detailed explanation of changes in financial activities from one period to another or from one accounting basis to another.

Relational Data Stream Management System: A distributed, in-memory data stream management system (DSMS) that is designed to use standards-compliant SQL queries to process unstructured and structured data streams in real-time.

Relational Database Management System: A program that creates, updates, and administers a relational database.

Restricted fund balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

Revenue: An increase in assets of governmental funds that do not increase liability or recovery of expenditure. It includes such items as tax payments, fees for specific services, receipts from other governments, franchise fees, fines, forfeitures, grants, shared revenues, and interest income.

Rolled-back Millage Rate: The millage rate which will provide the same property tax revenues as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions, and property added due to geographic boundary changes.

Source of Revenue: Revenues are classified according to their source or point of origin.

Definition of Terms

Special Obligation Bond: A bond secured by a limited revenue source. In Florida, a Special Obligation Bond does not require voter approval and may not be secured by Ad Valorem Revenue.

Stormwater: Stormwater, also spelled storm water, is water that originates during precipitation events and snow/ice melt. Stormwater can soak into the soil (infiltrate), be held on the surface and evaporate, or runoff and end up in nearby streams, rivers, or other water bodies (surface water).

Strategic Objectives: The object or goal of action that is measurable and attainable within a specific time frame within the strategic plan.

Strategic Perspective: The overall vision and strategy utilizing the balanced scorecard methodology.

Structured Query Language: A special-purpose programming language designed for managing data held in a relational database management system (RDBMS), or for stream processing in a relational data stream management system (RDSMS).

Strategic Themes: The principal unifying element within a strategic plan.

Tax Reserve: The portion of the property tax levy estimated to be uncollected during the fiscal year and remains uncollected 60 days beyond the close of the fiscal year.

Taxable Assessed Value: The taxable value is the end result of market value minus the homestead cap, non-homestead cap, portability, and any exemptions.

Trim Bill: An acronym referring to House Bill 4D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes.

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the general fund.

Unclassified Service: Comprises those positions specified in Section 62 of the City Charter, which do not fall under the classified service.

Unencumbered Balance: The amount of an appropriation that is neither amended nor encumbered. It is essentially the amount of money still available for future purchases.

Unrestricted Fund Balance: The unrestricted fund balance is the amount of fund balance that a local government, itself, has placed constraints on its use (committed and assigned) and fund balance that does not have any specific purpose identified for the use of those net resources (unassigned).

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ACKNOWLEDGEMENTS

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 City staff for their assistance and continued support through this year's budget effort.

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PROPOSED

OPERATING BUDGET

FISCAL YEAR 2021-22

Serving, enhancing, and transforming our community