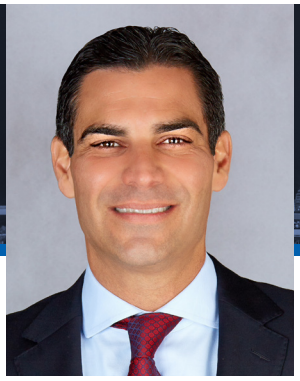
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FISCAL YEAR 2022-23

PROPOSED
OPERATING BUDGET



Serving, enhancing, and transforming our community



FROM THE MAYOR

Fellow Residents and Honorable Commissioners:

First, let me thank you—the residents of Miami—for creating the current conditions to present this Proposed Operating Budget and Multi-Year Capital Plan for the fiscal year 2022-23. All of you worked tirelessly throughout the pandemic, adapted your businesses and your lives to rapid change, and showed determination, creativity and an entrepreneurial spirit that has transformed Miami into a model for the world.

This budget cuts taxes, meets our challenges, leverages our progress, and builds for our future. It is a budget that we can all support, adopt, and use to build a better Miami for everyone.

For our residents, we are cutting your millage rate to the lowest rate in the history of Miami, and unlike the past, we are doing it while maintaining fiscal restraint, investing in our reserves, and preparing for the future.

For our business owners and investors, we know your time, energy, and capital are essential to our fiscal health and continued development. Under this budget, we plan to modernize and simplify our city services so we can deliver more and continue to meet the pressures of a tough and competitive economic environment.

For our new Miami residents, welcome to our magic city. Your arrival, investments, and continued immersion into our city is an endorsement of our policies and our commitment to building a Miami that lasts forever and works for everyone.

Our city remains a magic city because of our people, our tenacity, and our dreams. Our city was built by mavericks and migrants with courage and compassion. We are building on their legacy so that all of us—including our children and their children—can share in the magic city that is Miami.

Sincerely,

Francis X. Suarez
Mayor of Miami

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami
Florida

For the Fiscal Year Beginning

October 01, 2021

Christopher P. Morrill

Executive Director

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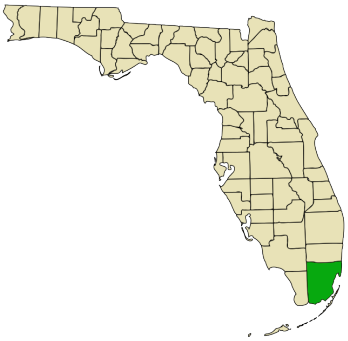
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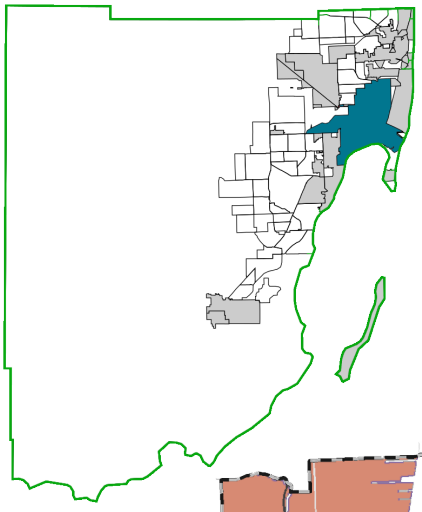
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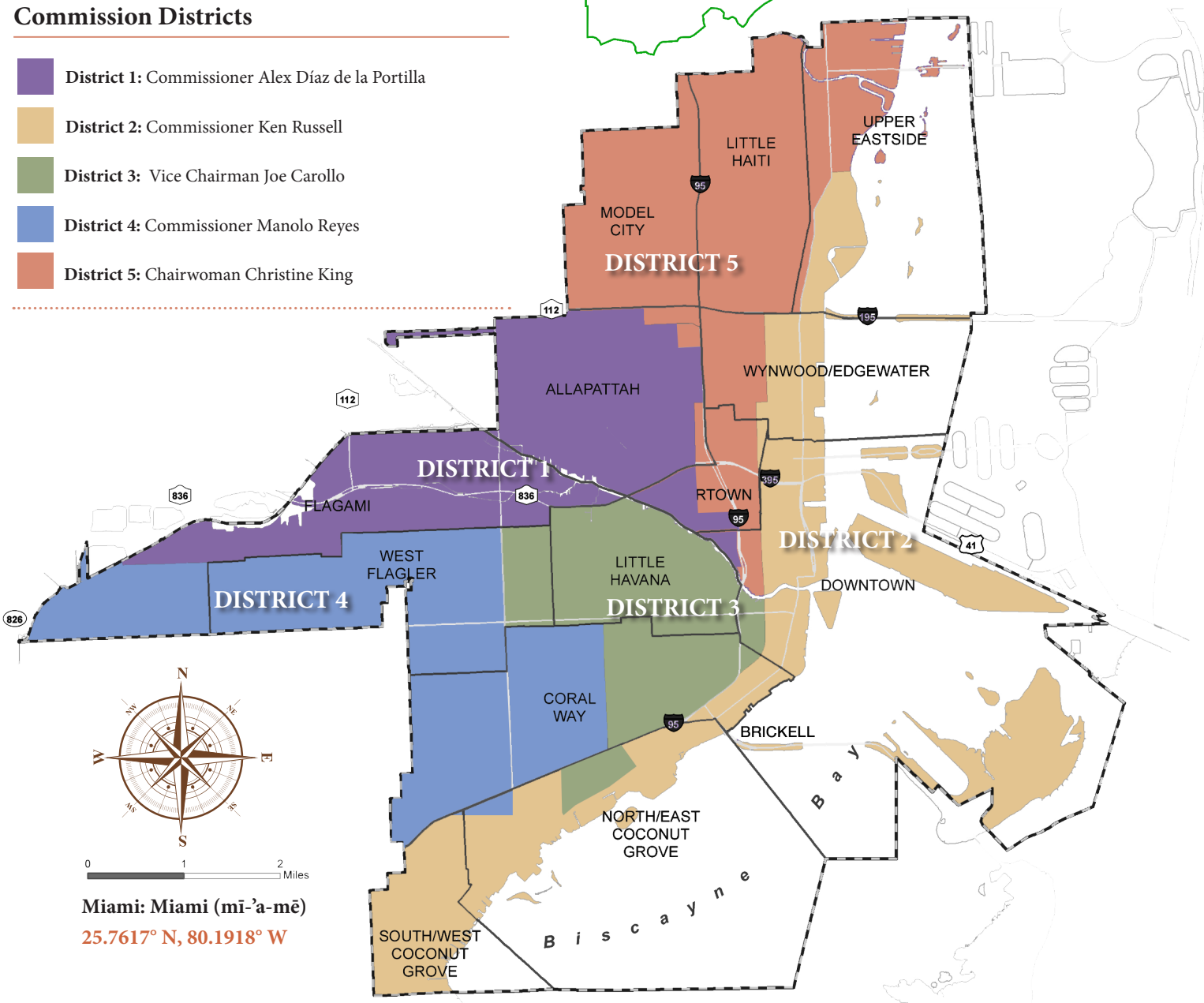
CITY COMMISSION DISTRICTS





Commission Districts

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



Miami: Miami (mī-'a-mē)

25.7617° N, 80.1918° W



ELECTED OFFICIALS

CITY OF MIAMI

VISION STATEMENT

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

MISSION STATEMENT

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

VALUES

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





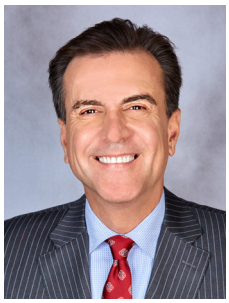
Francis X. Suarez
Mayor
(305) 250-5300
fsuarez@miamigov.com



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



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



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



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



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



Arthur Noriega, V
City Manager



Victoria Méndez
City Attorney



Todd B. Hannon
City Clerk



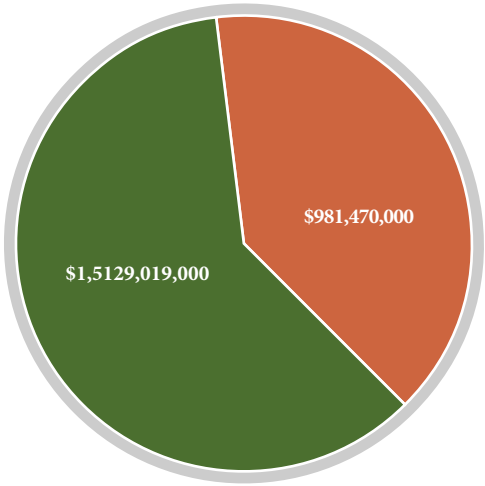
Theodore Guba
Auditor General

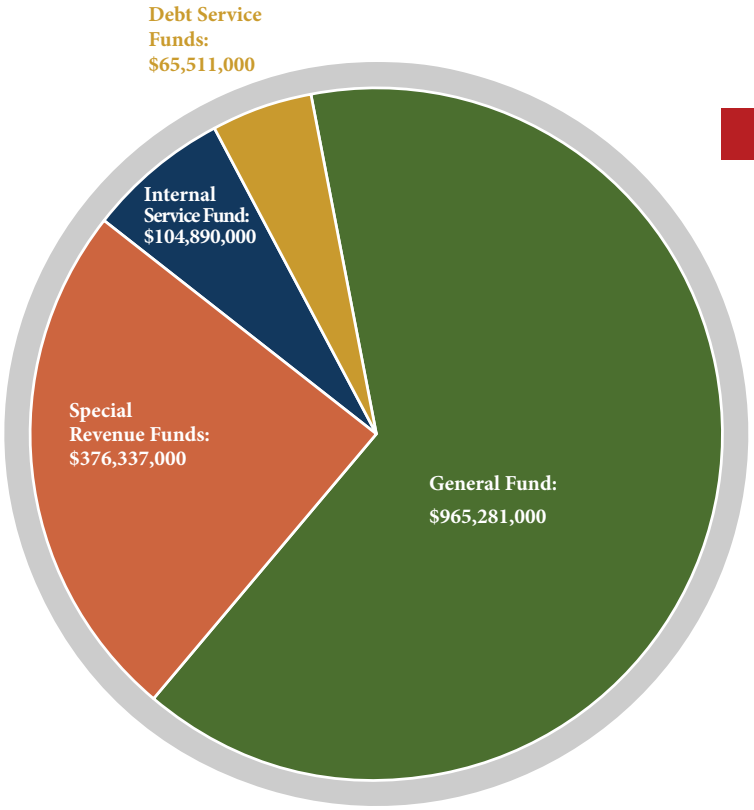
FY 2022-23 BUDGET OVERVIEW

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

The City's Proposed **Operating** Budget for FY 2022-23: **$1,512,019,000**

The City's Proposed **Capital** Budget for FY 2022-23: **$981,470,000** with **$48,292,000** newly appropriated.



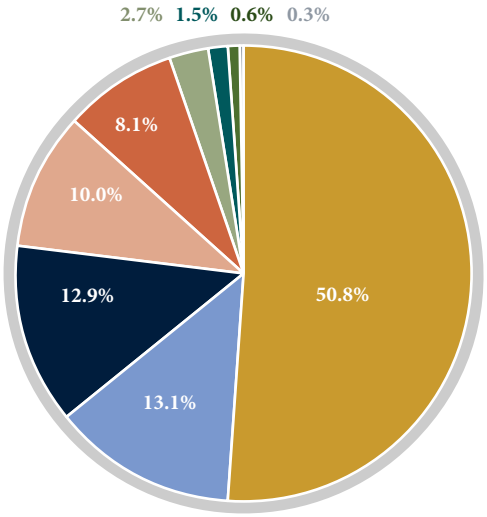


FY 2022-23 Proposed Operating Budget

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

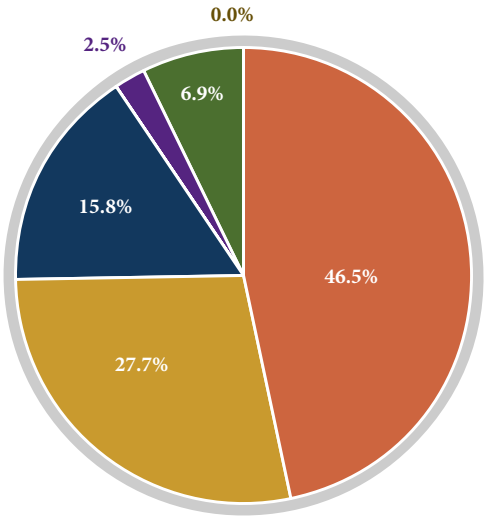


Where the Money Comes From:

General Fund Revenue Sources Total: $965,281,000

- **Property Taxes** • $490.6 million • **50.8%**
- **Charges for Services** • $126.7 million • **13.1%**
- **Franchise Fees and Other Taxes** • $124.2 million • **12.9%**
- **Intergovernmental Revenues** • $96.2 million • **10.0%**
- **Licenses and Permits** • $78.5 million • **8.1%**
- **Other Revenues (Inflows)** • $25.6 million • **2.7%**
- **Transfers-In** • $14.9 million • **1.5%**
- **Fines and Forfeitures** • $6.2 million • **0.6%**
- **Interest** • $2.5 million • **0.3%**

The General Fund includes revenues from a variety of sources, including fees, fines, and state and local taxes. Property tax revenue comprises 50.8% of total General Fund revenues and represents the largest source of funding for general operations.

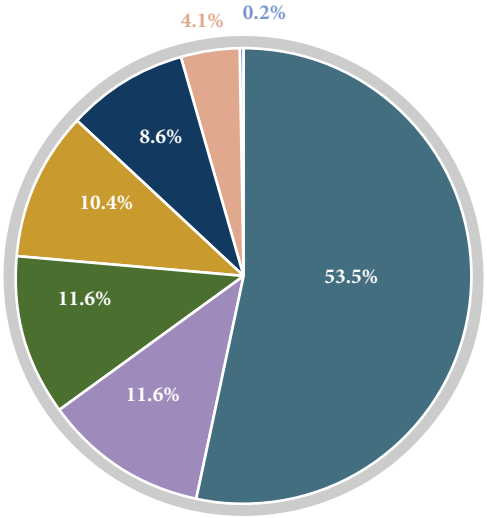


Where the Money Goes:

Expenditures by Category

- **Salaries and Wages** • $451.9 million • **46.5%**
- **Employee Benefits** • $269.3 million • **27.7%**
- **Operating Expenses** • $153.4 million • **15.8%**
- **Non-Operating Expenses** •$24.1 million • **2.5%**
- **Capital Outlay** •$0.3 million • **0.0%**
- **Transfer-Out** • $66.3 million • **6.9%**
  - *Transfer to Capital • $24.8 million*
  - *Transfer to Special Revenue • $14.3 million*
  - *Transfer to Debt Service • $25.9 million*
  - *Transfer to Cost Allocation • $1.8 million*
  - *Transfer to Transportation Trust Fund • $300,000*

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



Where the Money Goes:

Expenditures by Function

- **Public Safety** • $516.6 million • **53.5%**
- **Non Departmental Units** • $111.9 million • **11.6%**
- **Resilience and Public Works** • $111.5 million • **11.6%**
- **General Government** • $100.5 million • **10.4%**
- **Other Departments** • $83.3 million • **8.6%**
- **Planning and Development** • $39.6 million • **4.1%**
- **Housing and Community Development** • $1.8 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 53.5% of the General Fund expenditure budget.



CITY ORGANIZATION

CITY COMMISSION

Chairwoman:
Christine King
District 5

Vice-Chairman:
Joe Carollo
District 3

Commissioner:
Alex Díaz de la Portilla
District 1

Commissioner:
Ken Russell
District 2

Commissioner:
Manolo Reyes
District 4

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
Larry M. Spring, Jr., CPA

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

Assistant City Manager
Chief of Operations
Natasha Colebrook-Williams

- **Code Compliance** — Robert Santos-Alborná, MA, CEP
- **General Services Administration** — Jennifer Ramirez
- **Human Services** — William Porro
- **Innovation and Technology** — Gee Ming Chow
- **Parks and Recreation** — Barbara Hernandez
- **Solid Waste** — Wade Sanders

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

- **Building** — Asael Marrero, RA, AIA
- **Capital Improvements** — Hector Badia. (Interim Director)
- **Planning** — Lakisha N. Hull, AICP, LEED AP B+DC
- **Resilience & Public Works** — Juvenal Santana, P.E., C.F.M.
- **Zoning** — Daniel Goldberg, Esq.
- **Resilience and Sustainability** — Vacant

- **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** — Manuel A. Morales

- **Coconut Grove BID** — Cynthia Seymour
- **Downtown Development Authority** — Christina Crespi
- **Liberty City Trust** — Elaine Black
- **Little Haiti Revitalization Trust** — Vacant
- **Wynwood BID** — Manny Gonzalez

- **Fire Fighters' and Police Officers' Retirement Trust** — Dania L. Orta
- **General Employees' and Sanitation Employees' Retirement Trust** — Edgard Hernandez
- **Midtown CRA** — Anthony Balzebre
- **Omni CRA** — Humberto "Bert" Gonzalez
- **Southeast Overtown Park West CRA** — James McQueen (Interim Director)

- **Bayfront Park Management Trust** — Karen Phillip (Interim Director)
- **Civilian Investigative Panel** — Cristina Beamud
- **Miami Parking Authority** — Alejandra Argudin
- **Virginia Key Beach Park Trust** — Guy Forchion

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



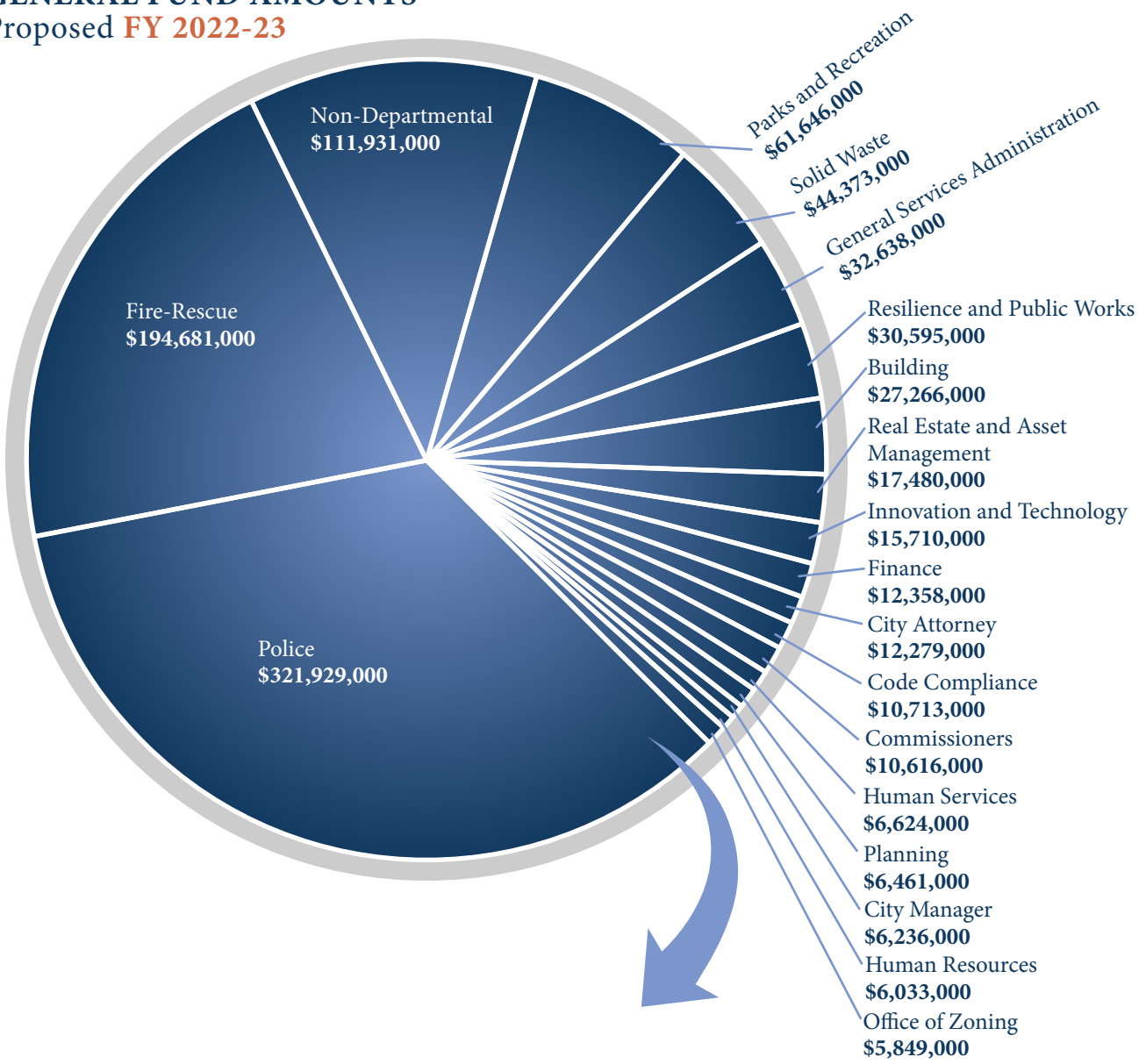
GENERAL FUND BUDGET BY DEPARTMENT

	FY 2021-22 Adopted BUDGET	FY 2022-23 Proposed BUDGET	FY 2021-22 Adopted POSITIONS	FY 2022-23 Proposed POSITIONS
Public Safety				
Fire-Rescue	$178,956,000	$194,681,000	900	902
Police	$277,787,000	$321,929,000	1,754	1,803
Public Works				
Capital Improvements	$4,296,000	$3,925,000	53	53
General Services Administration	$28,949,000	$32,638,000	140	140
Resilience and Public Works	$29,987,000	$30,595,000	162	155
Solid Waste	$41,657,000	$44,373,000	276	281
General Government				
Agenda Coordination	$409,000	$386,000	3	3
City Attorney	$11,221,000	$12,279,000	61	64
City Clerk	$2,067,000	$2,152,000	12	12
City Manager	$5,804,000	$6,236,000	24	18
Civil Service	$574,000	$622,000	3	3
Code Compliance	$9,413,000	$10,713,000	75	75
Commissioners	$7,858,000	$10,616,000	89	89
Communications	$1,778,000	$1,572,000	11	11
Equal Opportunity and Diversity Programs	$572,000	$619,000	3	3
Finance	$11,757,000	$12,358,000	68	68
Grants Administration	$1,786,000	$2,025,000	9	9
Human Resources	$5,634,000	$6,033,000	39	40
Human Services	$8,824,000	$6,624,000	87	69
Independent Auditor General	$1,602,000	$1,776,000	9	9
Innovation and Technology	$15,051,000	$15,710,000	82	82
Management and Budget	$3,315,000	$3,174,000	20	20
Mayor	$2,636,000	$3,132,000	18	21
Procurement	$3,215,000	$3,451,000	20	21
Resilience and Sustainability	$0	$1,062,000	0	6
Other Departments				
Housing and Community Development	$1,847,000	$1,833,000	35	37
Parks and Recreation	$53,953,000	$61,646,000	288	289
Real Estate and Asset Management	$16,064,000	$17,480,000	50	49
Risk Management	$3,830,000	$4,135,000	24	24
Planning and Development				
Building	$22,962,000	$27,266,000	170	196
Planning	$5,912,000	$6,461,000	48	48
Zoning	$4,977,000	$5,849,000	32	32
Non-Departmental Accounts	$112,608,000	$111,931,000	11	11
TOTAL	**$877,301,000**	**$965,281,000**	**4,576**	**4,643**

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

CITY OF MIAMI OPERATING BUDGET BY DEPARTMENT

GENERAL FUND AMOUNTS
Proposed FY 2022-23

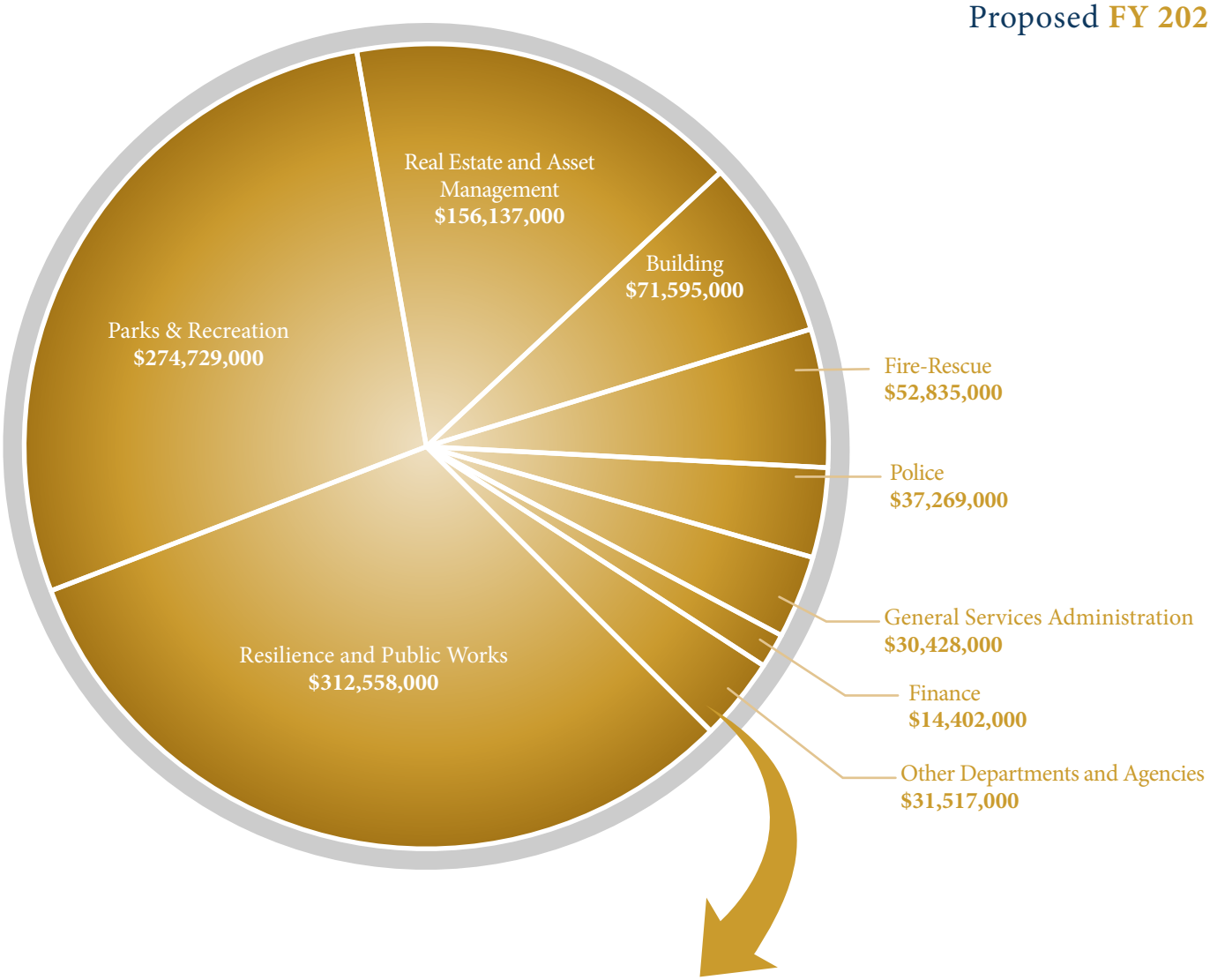


Departments with Operating Budgets less than $5 million

Risk Management	$4,135,000	Housing & Community Development	$1,833,000
Capital Improvements	$3,925,000	Auditor General	$1,776,000
Procurement	$3,451,000	Communications	$1,572,000
Management and Budget	$3,174,000	Office of Resilience and Sustainability	$1,062,000
Mayor	$3,132,000	Civil Service Board	$622,000
City Clerk	$2,152,000	Office of Equal Opportunity & Diversity Programs	$619,000
Grants Administration	$2,025,000	Agenda Coordination	$386,000

CITY OF MIAMI CAPITAL BUDGET

TOTAL SIX-YEAR PLAN
Proposed FY 2022-23



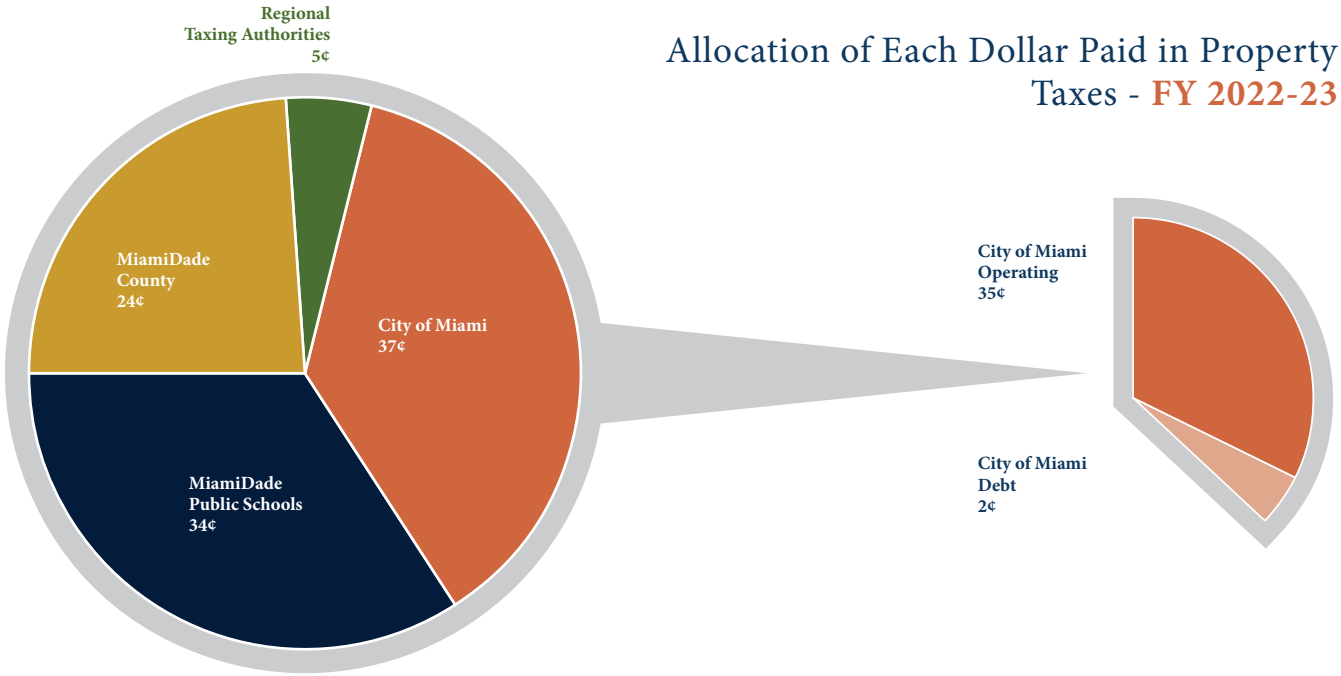
Departments and Agencies with Capital Budgets less than $10 million

Solid Waste	$9,477,000
Office of Capital Improvements	$8,268,000
Innovation and Technology	$6,043,000
Risk Management	$1,916,000
Code Compliance	$1,747,000
Downtown Development Authority	$1,630,000
Human Services	$1,000,000
Communications	$572,000
Zoning	$381,000
Planning	$380,000
Housing and Community Development	$103,000



YOUR PROPERTY TAX BILL

Allocation of Each Dollar Paid in Property Taxes - FY 2022-23



MILLAGE AND PROPERTY TAX

FY 2021-22 TOTAL ADOPTED MILLAGE RATE 7.9900 MILLS
General Operations: 7.6665
General Obligation Debt: 0.3235

FY 2022-23 TOTAL PROPOSED MILLAGE RATE 7.8774 MILLS
General Operations: 7.5539 General Obligation Debt: 0.3235

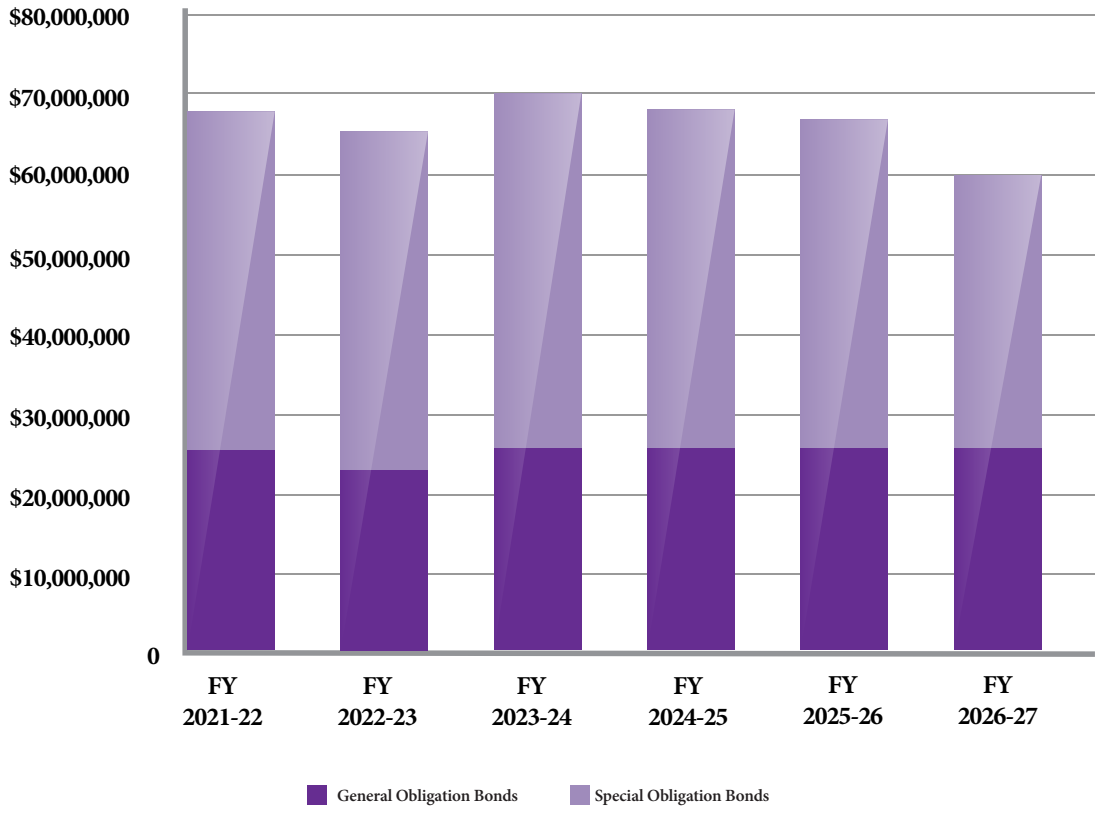
Total Assessed Value		$275,381 *Average Homestead*	$500,000	$1,000,000
				
FY 2022-23	Taxes 7.8774	$2,169	$3,939	$7,877
FY 2021-22	Taxes 7.9900	$2,200	$3,995	$7,990

GENERAL AND SPECIAL OBLIGATION BONDS

The FY 2022-23 Debt Service Fund Budget is $65.511 million and the projected budget amounts for the FY 2023-24 through FY 2026-27 are as follows:

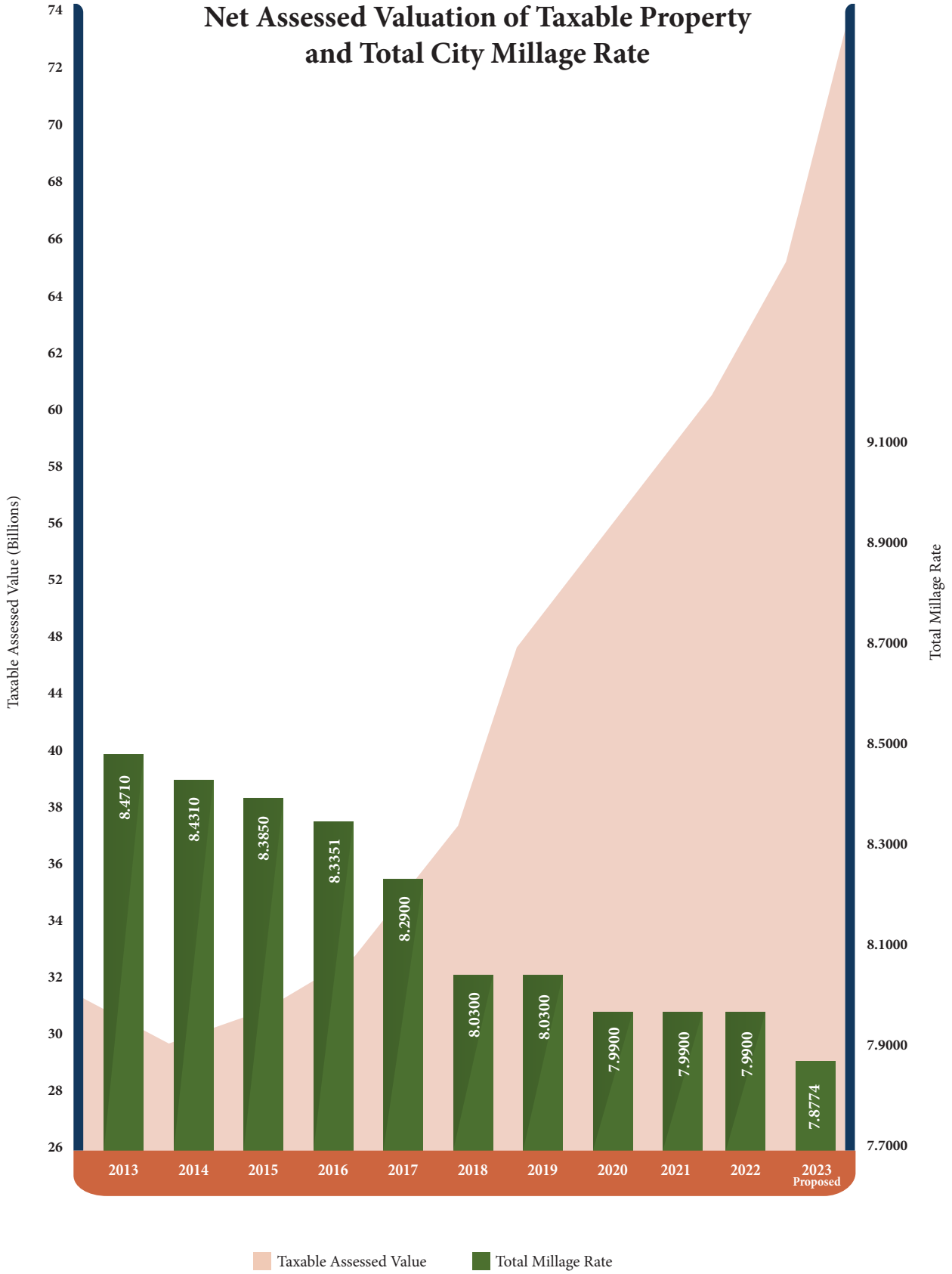
	FY 2021-22 Budget	FY 2022-23 Budget	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
Revenues (Inflows)						
Property Taxes	25,118,000	22,669,000	25,391,000	25,402,000	25,415,000	25,426,000
Transfers-IN/Other Revenues	42,651,000	42,842,000	44,463,000	42,575,000	41,328,000	34,333,000
Total Revenues (Inflows)	**67,769,000**	**65,511,000**	**69,854,000**	**67,977,000**	**66,743,000**	**59,759,000**
Expenditures (Outflows)						
General Obligation Bonds	25,118,000	22,669,000	25,391,000	25,402,000	25,415,000	25,426,000
Special Obligation Bonds	42,651,000	42,842,000	44,463,000	42,575,000	41,328,000	34,333,000
Total Expenditures (Outflows)	**67,769,000**	**65,511,000**	**69,854,000**	**67,977,000**	**66,743,000**	**59,759,000**

Five-Year Debt Service Forecast



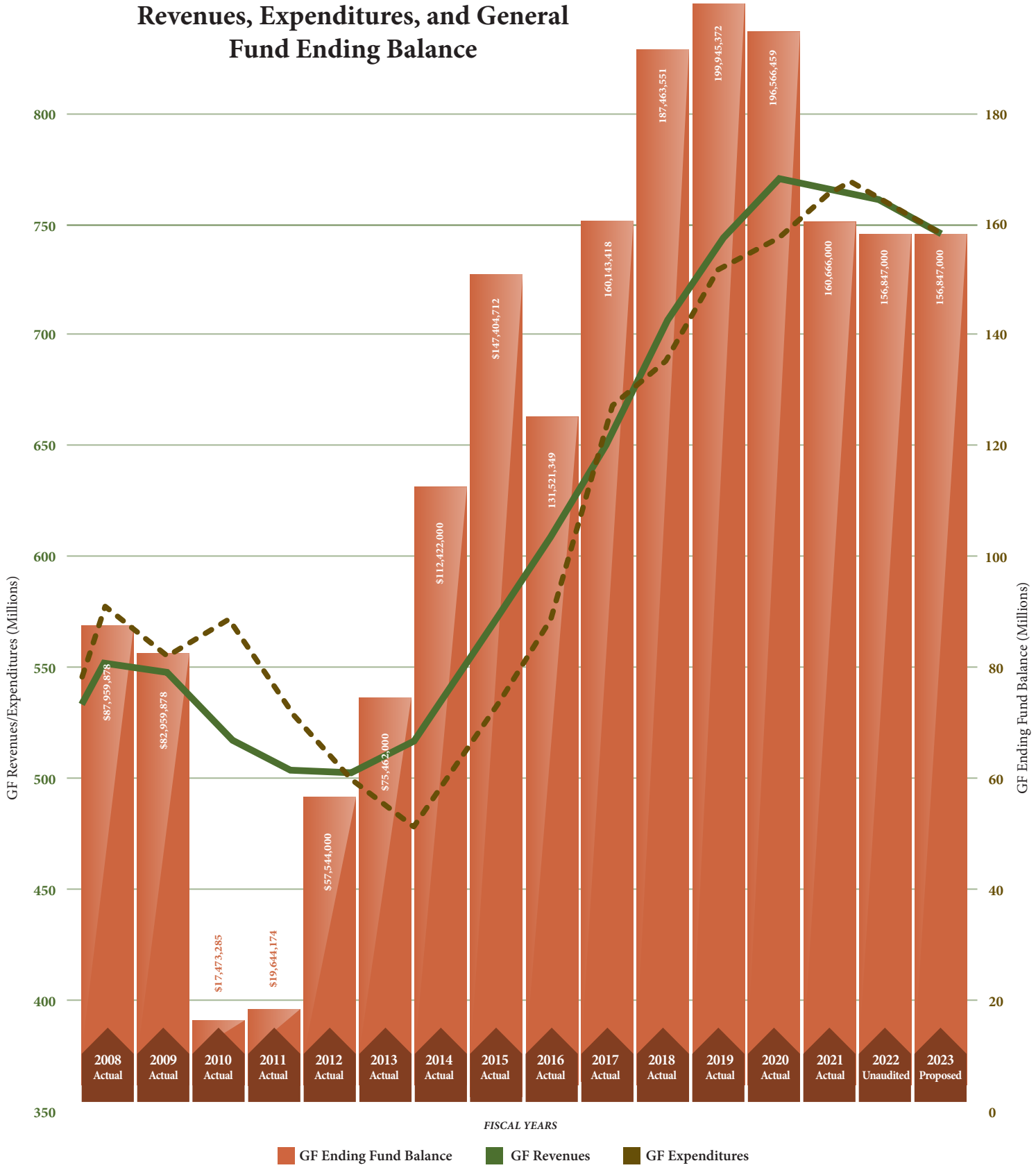
TAX ROLL AND MILLAGE HISTORY

Net Assessed Valuation of Taxable Property and Total City Millage Rate



FINANCIAL HISTORY

Revenues, Expenditures, and General Fund Ending Balance



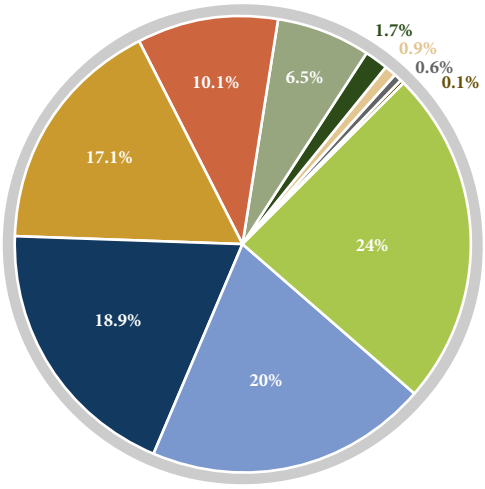


CAPITAL OVERVIEW

Summary by Department/Agency

Name	Total Cost Six Year Plan	Total Funding Six Year Plan	Priors Years	Current	Unfunded
Parks and Recreation	$384,229,000	$274,729,000	$260,628,000	$14,101,000	$109,500,000
Resilience and Public Works	$2,121,516,000	$312,558,000	$301,563,000	$10,995,000	$1,808,958,000
Building	$71,595,000	$71,595,000	$62,955,000	$8,640,000	
Finance	$20,720,000	$14,402,000	$7,671,000	$6,731,000	$6,318,000
Real Estate and Asset Management	$198,555,000	$156,137,000	$151,940,000	$4,197,000	$42,418,000
Fire-Rescue	$256,279,000	$52,835,000	$50,921,000	$1,914,000	$203,444,000
Police	$290,803,000	$37,269,000	$36,366,000	$903,000	$253,534,000
Solid Waste	$9,631,000	$9,477,000	$8,766,000	$711,000	$154,000
General Service Administration	$68,369,000	$30,428,000	$30,327,000	$100,000	$37,941,000
Community Redevelopment Agency	$202,750,000				$202,750,000
Office of Capital Improvements	$59,092,000	$8,268,000	$8,268,000		$50,824,000
Risk Management	$16,916,000	$1,916,000	$1,916,000		$15,000,000
Innovation and Technology	$8,043,000	$6,043,000	$6,043,000		$2,000,000
Planning	$3,225,000	$380,000	$380,000		$2,845,000
Downtown Development Authority	$2,884,000	$1,630,000	$1,630,000		$1,254,000
Code Compliance	$1,747,000	$1,747,000	$1,747,000		
Human Services	$1,000,000	$1,000,000	$1,000,000		
Communications	$794,000	$572,000	$572,000		$222,000
Zoning	$381,000	$381,000	$381,000		
City Clerk	$178,000				$178,000
Housing and Community Development	$143,000	$103,000	$103,000		$40,000
	$3,718,850,000	**$981,470,000**	**$933,177,000**	**$48,292,000**	**$2,737,380,000**

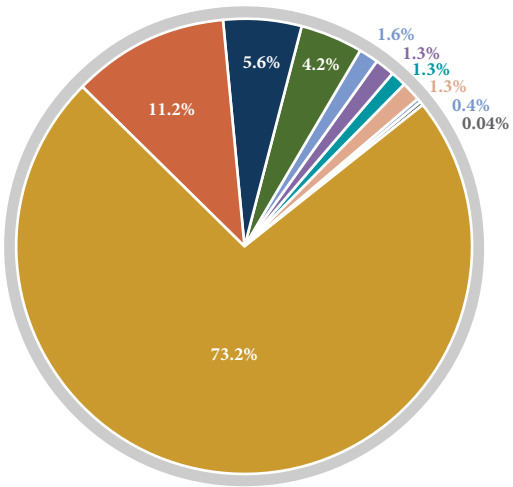
Summary by Program Fund



- Parks and Recreation $235,263,000
- Streets and Sidewalks $195,899,000
- Public Facilities $185,878,000
- General Government $168,150,000
- Storm Sewers $99,145,000
- Public Safety $63,691,000
- Mass Transit $16,933,000
- Solid Waste $9,188,000
- Sanitary Sewers $5,934,000
- Disaster Recovery $1,389,000

TOTAL: $981,470,000

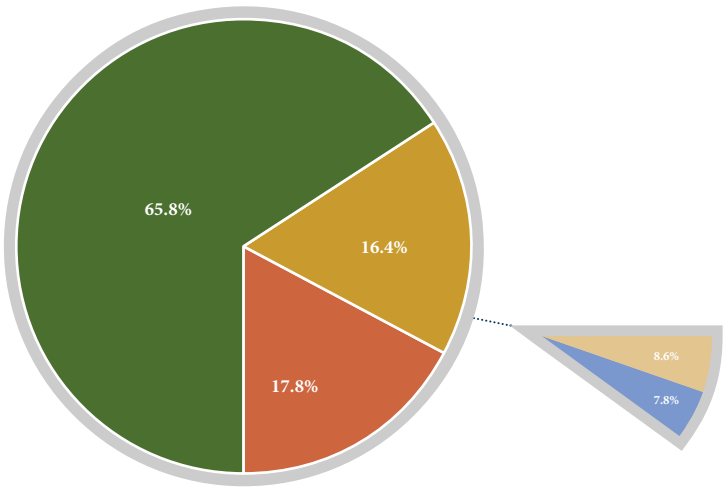
Summary by Funding Source



- City Funds $718,738,000
- City Debt Proceeds $109,498,000
- State $54,760,000
- Miami-Dade County $41,317,000
- Federal $15,700,000
- Other Local Units $12,735,000
- Federal Pass Through State $12,505,000
- Private $12,308,000
- Donation $3,513,000
- Federal Pass Through County $396,000

TOTAL: $981,470,000

Summary of Funding Status



- Funded $662,440,000
- Partially Funded $610,620,000
- Unfunded $2,445,790,000
- Partially Funded Allocated $319,030,000
- Partially Funded Shortfall $291,590,000

TOTAL: $3,718,850,000

HOW TO USE THIS BOOK
GENERAL

Introductory Section

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

Overview Section

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

Department Budgets

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

Appendices

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

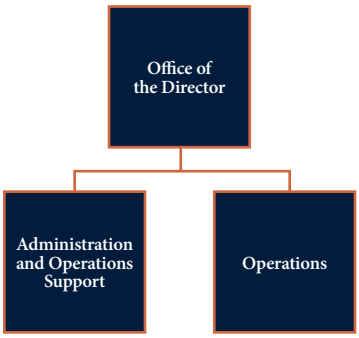
HOW TO USE THIS BOOK
DEPARTMENT PAGES

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

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

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

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



Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,487,821	2,753,342	2,829,747	3,237,000	3,232,000
Operating Expense	557,138	611,822	635,145	593,000	903,000
Capital Outlay	1,464	6,260	124,763	0	0
	3,046,423	**3,371,424**	**3,589,656**	**3,830,000**	**4,135,000**

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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Improve employee wellness and work-life quality.				
Percentage of employees participating in well-being program (percent)	6	7	10	10
DEPARTMENT GOAL(S) Reduce indemnity claims spend.				
Average lost work days for new workers compensation claims (days)	8	10	14	8
DEPARTMENT GOAL(S) Reduce number of open claims.				
Workers compensation claims closure rate (number)	271	156	125	125

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

Table of Contents



BUDGET CALENDAR

January and February

- Budget process for the upcoming year begins; OMB sends the Budget Instructions to all Departments.
- Departments develop base budget and enter data into Hyperion.
- Departments develop requests for new funding or enhancements and enter data into Hyperion.
- Departments develop plans to reduce the budget through efficiencies or service cuts and enter data into Hyperion.

March

- Initial review and revision period is in the month of March.
- Departments prepare and submit capital requests for funding.
- OMB staff begin to review and discuss budget submissions with departments.
- Department Directors submit an email message to the OMB Director noting that the data has been entered into Hyperion.
- Mayor delivers the "State of the City Address" setting priorities for the budget by the end of March.

April

- Meetings between departments and OMB to discuss personnel costs, operating line items, unresolved matters, important issues, and capital requests continue.

May

- Begin Meetings with City Administration to discuss budget amounts, unresolved matters, important issues, and capital requests.
- Revenue Estimating Conference

June

- City Manager and Administration continue to discuss budget amounts, unresolved matters, important issues, and capital requests through mid-June.

July

- Operating and capital budget proposals are finalized, production of the Proposed Budget Books are set in motion, and the Proposed Operating and Capital Budgets are released by mid-July.
- The City Commission votes on a proposed millage in late July.

September

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

October

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

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INTRODUCTORY SECTION

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

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City History



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

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

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

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

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

City History

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

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

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

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

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

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

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

City History

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

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

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

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

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

Budget Methodology and Process

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

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

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

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

Budget Development

The City's budget is developed based on needs and performance, and follows the direction of policy as set by the elected officials. The process begins in 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, departments are

Budget Methodology and Process

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. These meetings are followed by meetings between the Department directors, the City Manager and OMB for budget review and approval. This process takes place in April and May. 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.

Budget Methodology and Process

Approving the Budget

At the same time, in accordance with the City's Financial Integrity Principals, a Revenue Estimating Conference is assembled to review revenue assumptions and estimates employed at that time by OMB. Once estimating conference suggestions are reviewed and applied to the budget document, it is presented to the Mayor and City Commission for ultimate ratification and approval by the City Commission in September. The City Commission will tentatively approve the recommended budget in the first public budget hearing in September. It may also make changes to the recommended budget during the first and second public budget hearings. The final adoption of the budget occurs in the second public budget hearing in September.

Monitoring the Budget

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

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

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

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

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 Annual Comprehensive Financial Report to the extent allowed under Accounting Principles Generally Accepted in the United States of America (GAAP). The Department of Finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

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

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

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

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

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

Financial Structure and Policies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Financial Structure and Policies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

(12) Evaluation Committees.

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

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

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

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

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OVERVIEW SECTION

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

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City of Miami Strategic Plan Overview

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



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

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

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

Strategic Planning and the Budget

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

City of Miami Strategic Plan Overview

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

Strategic Framework



City of Miami Strategic Plan Overview

VISION STATEMENT

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

MISSION STATEMENT

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

VALUE STATEMENTS

Innovative

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

Morality

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

Professionalism

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

Accountability

We work diligently to honor our commitment to our residents

Compassionate

We are considerate of all residents and communities when making decisions

Teamwork

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

City of Miami Strategic Plan Overview

PRIORITY AREA: 1. QUALITY OF LIFE

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

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

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

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

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

City of Miami Strategic Plan Overview

PRIORITY AREA: 2. RESILIENCE

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

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

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

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

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

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

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

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

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

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

City of Miami Strategic Plan Overview

PRIORITY AREA: 3. PATHWAY TO PROSPERITY

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

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

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

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

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

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

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

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

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

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

Governmental Funds Overview

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

Fiscal Year 2020-21

At the end of FY 2020-21, the City's total General Fund balance was $157.513 million. Of this amount, the City had approximately $81.249 million retained as designated fund balance, that included $51.329 million as restricted funds, approximately $27.109 million was reported as non-expendable for prepaid expenses and advances, approximately $2.811 million was designated as assigned fund balance, and approximately $76.264 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 $39.053 million during the past fiscal year. Although revenues increased by $35.649 million, the increase was offset by an increase in expenses of $36.474 million and an increase in other financing uses totaling $34.850 million, with result in the net decrease of the General Fund balance. The primary change that contributed to the increase in other financing sources was the transfers out of $105.213 million from the General Fund to other funds, which increased by $34.494 million from the prior year, and includes $45 million transferred to other capital projects for a new administration building.

Significant revenue increases included Property Taxes (5.3 percent), Intergovernmental Revenues (13 percent), and Charges for Services (10.3 percent). Intergovernmental Revenues included revenues from the Miami Parking Authority, Half Cent Sales Taxes, and Municipal Revenue Sharing. Charges for Services are derived by charges for the use of certain City's services, special events, and parking surcharge. These revenue increases reflected improvements in the local economy which is recovery from downturn in 2020 as a result of the COVID-19 pandemic. Notably, investment earnings decreased significantly (92.4 percent) reflecting a decline in market's conditions and lower federal interest rates. Increased expenditures were primarily attributed to increases in retirement contributions and payroll expenditures.

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

The Impact Fee Fund had a fund balance of $103.578 million. The increase in fund balance of $1.472 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 $192.586 million. This represented an increase of approximately $74.743 million. The increase could be attributed to transfers in for capital projects and also an increase of intergovernmental revenues.

The Emergency Services Fund had a fund balance deficit of approximately $1.356 million. This represented an increase of approximately $7.888 million. The increase could be attributed to a significant increase in

Governmental Funds Overview

intergovernmental revenues received in 2021 related to FEMA public assistant grant reimbursements for the Hurricane Irma, FEMA public assistance for COVID-19, and Coronavirus Aid, Relief and Economic Security Act (CARE Act) funding.

The Special Obligation Bond Projects Fund had a fund balance of $2.093 million. This represented an increase of approximately $12.546 million. The increase could be attributed to the $24 million issuance of debt for the FP&L Undergrounding Project.

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021.

City of Miami, Florida
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For The Fiscal Year Ended September 30, 2021

	Major Funds						
	General	Other Capital Projects	Impact Fee	Emergency Services	Special Obligation Bonds Projects	Non-Major Governmental Funds	Total Governmental Funds
Revenues							
Property Taxes	$ 410,291,273	$ -	$ -	$ -	$ -	$ 94,797,490	$ 505,088,763
Franchise and Other Taxes	116,185,678	-	-	-	-	-	116,185,678
Licenses and Permits	72,250,314	-	-	-	-	6,204,074	78,454,388
Fines and Forfeitures	7,982,232	-	-	-	-	1,842,963	9,825,195
Intergovernmental Revenues	72,175,296	19,516,433	-	63,207,413	-	75,624,450	230,523,592
Charges for Services	114,560,700	293,789	-	-	-	8,022,027	122,876,516
Investment Earnings (Loss)	808,854	-	40,774	-	346	206,825	1,056,799
Impact Fees	-	-	14,209,808	-	-	-	14,209,808
Other	6,478,363	387,951	114,922	-	-	9,437,888	16,419,124
Total Revenues	800,732,710	20,198,173	14,365,504	63,207,413	346	196,135,717	1,094,639,863
Expenditures							
Current Operating:							
General Government	111,051,681	1,832,514	173,448	5,936,856	10,417,327	5,749,155	135,160,981
Planning and Development	28,715,101	1,314,360	-	10,647	-	643,200	30,683,308
Community Development	1,094,860	-	-	14,676,985	-	33,647,138	49,418,983
Community Redevelopment Areas	-	-	-	-	-	39,714,941	39,714,941
Public Works	95,021,923	2,488,884	113,413	171,325	-	17,372,112	115,167,657
Public Safety	439,976,729	479,215	477,598	25,050,606	-	14,686,901	480,671,049
Public Facilities	13,833,093	1,375,100	56,000	3,211	-	1,833,008	17,100,412
Parks and Recreation	49,423,046	300,057	216,383	810,672	-	1,276,823	52,026,981
Debt Service:							
Principal	-	-	-	-	-	59,358,896	59,358,896
Interest and Other Charges	-	-	-	-	-	18,035,653	18,035,653
Capital Outlay	1,289,020	38,162,193	14,122,628	8,659,510	1,387,268	13,875,289	77,495,908
Total Expenditures	740,405,453	45,952,323	15,159,470	55,319,812	11,804,595	206,193,116	1,074,834,769
Excess (Deficiency) of Revenues Over (Under) Expenditures	60,327,257	(25,754,150)	(793,966)	7,887,601	(11,804,249)	(10,057,399)	19,805,094
Other Financing Sources (Uses)							
Transfers In	5,605,699	74,412,134	2,266,058	-	-	57,544,930	139,828,821
Transfers Out	(105,213,475)	-	-	-	(85,000)	(34,530,346)	(139,828,821)
Proceeds from Sale of Property	227,165	-	-	-	-	-	227,165
Issuance of Debt	-	26,085,419	-	-	24,435,000	-	50,520,419
Total Other Financing Sources (Uses)	(99,380,611)	100,497,553	2,266,058	-	24,350,000	23,014,584	50,747,584
Net Changes in Fund Balances (Deficit)	(39,053,354)	74,743,403	1,472,092	7,887,601	12,545,751	12,957,185	70,552,678
Fund Balances (Deficit) - Beginning	196,566,459	117,842,180	102,106,110	(9,243,341)	(10,452,468)	195,095,615	591,914,555
Fund Balances (Deficit) - Ending	$ 157,513,105	$ 192,585,583	$ 103,578,202	$ (1,355,740)	$ 2,093,283	$ 208,052,800	$ 662,467,233

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021.

Consolidated Budget Overview

The consolidated, or total of all operating funds, of the FY 2022-23 Budget for the General Fund, Special Revenue Funds, Debt Service Funds, and Internal Service Fund totals $1.512 billion.

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

Basis of Budgeting

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

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

General Fund

This is the general operating fund for the City. This fund includes expenditures related to general City government services such as police, fire, public works, building, and parks and recreation services. The FY 2022-23 Budget for the General Fund is $965.281 million. This represents an increase of $87.980 million or 10.0 percent as compared to the FY 2021-22 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 2022-23 Budget for all Special Revenue Funds is $376.337 million. This represents an increase of $41.724 million or 12.5 percent as compared to the FY 2021-22 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 2022-23 Budget for the Debt Service Fund is $65.511 million. This represents a decrease of $2.258 million or 3.3 percent as compared to the FY 2021-22 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 2022-23 Budget for the Internal Service Fund (ISF) is $104.890 million. This represents an increase of $16.511 million or 18.7 percent as compared to the FY 2021-22 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 2022-23 General Fund Budget total is $965.281 million. This represents an increase of $87.980 million or 10.0 percent over the FY 2021-22 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 16, 2022 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 2021-22 Adopted	FY 2022-23 Proposed	FY 2022-23 Proposed%	Change $ + / (-)	Change % + / (-)
Property Taxes	453,802,000	490,546,000	50.82%	36,744,000	8.10%
Franchise Fees and Other Taxes	117,795,000	124,167,000	12.86%	6,372,000	5.41%
Interest	3,061,000	2,537,000	0.26%	(524,000)	(17.12%)
Transfers-IN	24,541,000	14,898,000	1.54%	(9,643,000)	(39.29%)
Fines and Forfeitures	7,189,000	6,208,000	0.64%	(981,000)	(13.65%)
Intergovernmental Revenues	75,757,000	96,229,000	9.97%	20,472,000	27.02%
Licenses and Permits	66,500,000	78,451,000	8.13%	11,951,000	17.97%
Other Revenues (Inflows)	12,870,000	25,583,000	2.65%	12,713,000	98.78%
Charges for Services	115,786,000	126,662,000	13.12%	10,876,000	9.39%
Total Revenue (Inflows)	877,301,000	965,281,000	100.00%	87,980,000	10.03%

Property Taxes consist primarily of real and personal property taxes and accounts for 50.8 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 2022-23 Budget includes $490.546 million in anticipated property tax revenues. This represents an increase of $36.744 million or 8.1 percent over the FY 2021-22 Adopted Budget. This is based on a 2022 gross taxable value of $73.750 billion. The operating millage rate of 7.5539 mills at a 95 percent collection rate adjusted by $56.238 million (Tax Increment Financing (TIF) - Community Redevelopment Agency (CRA) transfer). The tax roll grew by 12.0 percent. All assessments are determined by the Miami-Dade County Property Appraiser's Office. The millage rate is proposed in

accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007, and will require four out of five votes of the Commissioners in office to pass at the second budget hearing.

Franchise Fees and Other Taxes consist primarily of fees collected from various franchise licenses awarded to businesses or individuals granted permission to construct, maintain, or operate within the City of Miami, and accounts for 12.9 percent of the General Fund resources. This category includes fees such as Gas Franchise Fees, Electrical Franchise Fees, Utility Service Fees, Public Service Taxes (PST), and the Local Option Gas Tax (LOGT). The FY 2022-23 Budget includes $124.167 million in anticipated collections from this category. This represents an increase of $6.372 million or 5.4 percent over the FY 2022-23 Adopted Budget. This increase is mainly due to projected higher collections of Utility Service Fees for electricity and water ($3.649 million); Franchise Fees for electricity and gas ($1.071 million); and Local Option Fuel Tax ($949,000) 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 2022-23 Budget includes $2.537 million in anticipated collections from this category. This represents a decrease of $524,000 or 17.1 percent lower than the FY 2021-22 Adopted Budget.

Transfers-In consists primarily of inflow or transfer of funds used to: (a) move revenues from the fund that statute or budget requires collecting the revenue to the fund, which statute or budget requires expending them; (b) move revenues restricted to debt service from the funds collecting the revenue to the debt service fund as debt service payments become due; and (c) move unrestricted revenues collected in the General Fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The FY 2022-23 Budget includes $14.898 million of fund transfers. This represents a decrease of $9.643 million or 39.3 percent over the FY 2021-22 Adopted Budget. The decrease is due to a reduction in transfers-out from the American Rescue Plan as compared to FY 2021-22 ($18.931 million). The FY 2022-23 transfers-in include: an intrafund transfer from the General Fund to the Transportation Trust Fund ($300,000), a transfer from American Rescue Plan ($7.783 million) that includes funding for Venture Miami ($3.000 million), the remaining amount for other operating expenditures ($4.783 million), and additional transfers from outside agencies ($6.820 million). 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 2022-23 Budget includes $6.208 million in anticipated revenues, a decrease of $981,000 or 13.7 percent over the FY 2021-22 Adopted Budget due to a projected decrease in fines and judgements.

Intergovernmental Revenues consist of revenues received from federal, state, and other local government sources which are used to (a) support the statute or budget which requires expending them, or (b) represent the City's proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2022-23 Budget includes $96.229 million in anticipated revenues and accounts for 10.0 percent of the total General Fund revenue budget. This represents an increase of $20.472 million or 27.0 percent over the FY 2021-22 Budget. This is mainly due to projected

increased revenues from the Miami Parking Authority ($4.000 million) and from the Half Cent Sales Tax ($11.772 million).

Licenses and Permits consist of revenues generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City: (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations, and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations to, and additions to buildings, roofing, electrical, etc.; and (3) Other Licenses and Permits, which includes permits required for activities not related to those specified above (such as Fireworks Permits and Bench Permits). The FY 2022-23 Budget for Licenses and Permits is $78.451 million. This amount represents an increase of $11.951 or 18.0 percent as compared to the FY 2021-22 Adopted Budget. This is mainly due to projected increased revenues from the building permits ($8.000 million) and Solid Waste Franchise and Commercial Haulers fees ($2.027 million).

Other Revenues consist of Fund Balance carryover, late charge fees and other revenues and inflows not otherwise specified. The FY 2022-23 Budget for Other Revenues is $25.583 million. This amount represents an increase of $12.713 million or 98.8 percent as compared to the FY 2021-22 Adopted Budget. This increase is mainly due to Building fund balance reserve to fund additional operating expenditures in the Building Department ($9.593 million) and fund balance from the Transportation Trust Fund ($9.700 million).

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 2022-23 Budget includes $126.662 million in anticipated Charges for Services, a net increase of $10.876 million or 9.4 percent as compared to the FY 2021-22 Adopted Budget. This increase is mainly due to projected increases in revenue from Parking Surchage Lockbox fees ($4.000 million); Pari-mutuel ($2.751 million); lease contracts ($1.378 million); and police services fees for off-duty administrative and alarm fees ($1.312 million).

General Fund Overview

General Fund Expenditures (Outflows)

The FY 2022-23 General Fund Budget total is $965.281 million. This represents an increase of $87.980 million or 10.0 percent over the FY 2021-22 Adopted Budget. For Line item detail of expenditures, see Department Budgets section.

	FY 2021-22 Adopted	FY 2022-23 Proposed	FY 2022-23 Proposed%	Change $ + / (-)	Change % + / (-)
Salaries	418,027,000	451,888,000	46.81%	33,861,000	8.10%
Retirement Contributions	57,537,000	58,299,000	6.04%	762,000	1.32%
Police and Fire - FIPO	73,387,000	107,025,000	11.09%	33,638,000	45.84%
Secondary Pension Contributions	10,300,000	10,300,000	1.07%	0	0.00%
Life and Health Insurance	33,864,000	36,459,000	3.78%	2,595,000	7.66%
Health Trust - FOP	18,385,000	16,258,000	1.68%	(2,127,000)	(11.57%)
IAFF Health Insurance Trust	20,826,000	21,193,000	2.20%	367,000	1.76%
Workers' Compensation	17,796,000	19,766,000	2.05%	1,970,000	11.07%
Operating Expense	133,703,000	153,425,000	15.89%	19,722,000	14.75%
Capital Outlay	1,090,000	335,000	0.03%	(755,000)	(69.27%)
Non-Operating Expense	24,157,000	24,065,000	2.49%	(92,000)	(0.38%)
Transfers - OUT	68,229,000	66,268,000	6.87%	(1,961,000)	(2.87%)
Total Expenditures (Outflows)	877,301,000	965,281,000	100.00%	87,980,000	10.03%

The following summarizes some of the major changes to General Fund Expenditures (Outflows) anticipated in the FY 2022-23 General Fund Budget:

Salaries increased $33.861 million or 8.1 percent. This increase is primarily due to normal step progression plus a three percent across the board increase for members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 871) ($830,000); normal step progression plus a one percent across the board increase, and non-pensionable pay supplement equivalent to one percent of annual salaries of the members of the Miami General Employees, American Federation of State, County and Municipal Employees (AFSCME Local 1907) ($4.715 million); normal step progression plus a two percent across the board for the members of the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) ($4.684 million); normal step progression of the members of the Miami International Association of Firefighters (AFL-CIO Local 587) (IAFF) ($1.352 million); and an average of five percent salary increase, a one percent across the board increase, and non-pensionable pay supplement equivalent to one percent for all non-bargaining employees as aligned with the increases in the contract with AFSME Local 1907 ($2.101 million). Additionally, increase funding for medical transport revenue sharing as per IAFF Collective Bargaining Agreement ($3.500 million); funding for minimum wage increases for part-time personnel ($4.297 million); for one-time payout reserve ($2.400 million); and salary increase from the mid-year amendment for successor agreements with the FOP ($9,000 million) and AFSCME Local 871 ($1.000 million).

Retirement Contributions increased by $762,000 or 1.3 percent due to the City's actuarial required contribution to the General Employees' and Sanitation Employees' Retirement Trust (GESE), Elected Officers' Retirement Trust (EORT), and Section 401(a) plan.

General Fund Overview

Police and Fire-FIPO contributions increased by $33.638 million or 45.8 percent due to the City's actuarial required contribution due to a settlement agreement with the FOP and IAFF.

Life and Health Insurance increased by $2.595 million or 7.7 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

FOP Health Insurance Trust Fund contributions decreased by $2.127 million or 11.6 percent due to projected decrease in plan costs.

IAFF Health Insurance Trust Fund increased by $367,000 or 1.8 percent due to increased enrollment of new members in the plan.

Workers' Compensation increased by $1.970 million or 11.1 percent. For a more detailed explanation, see the Internal Service Fund Overview section.

Operating Expense increased by $19.722 million or 14.8 percent mainly due to projected increases in fuel and electricity cost ($6.476 million); increases for various contracted cost in the Parks Department ($1.062 million); increases for Fire-Rescue promotional exams ($417,000); increases for new lease management services contracts ($623,000). Additionally, for increased Internal Service Fund cost for Worker's Compensation, Property and Casualty insurance, and Information Technology Repair and Maintenance cost ($7.269 million).

Capital Outlay decreased by $755,000 or 69.3 percent due to a projected decrease in expenditure.

Transfers-Out decreased by $1.961 million or 2.9 percent mainly due to Transfer-Out to the Transportation Trust Fund to fund trolley operations ($1.800 million). Additionally, the Transfer-Out includes ($10.000 million) to balance the Special Revenue Transportation Transit Fund. For a more detailed explanation, see the schedule of "All Transfers".

General Fund Balance Overview

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

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

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

At the end of FY 2020-21, the City's total General Fund balance was approximately $157.500 million. Of this amount, the City has approximately $81.200 million retained as designated fund balance, that includes approximately $51.300 million as restricted funds, approximately $27.100 million as non-expendable for prepaid expenses and advances, approximately $2.800 million is designated as assigned fund balance, and approximately $76.300 million is unassigned fund balance in accordance with the City's Financial Integrity Ordinance.

The General Fund's fund balance had a net decrease of approximately $39.1 million during the current fiscal year. Although revenues increased by $35.6 million, the increase was offset by an increase in expenses of $36.5 million and an increase in other financing uses totaling $34.8 million, which resulted in the net decrease of the General Fund balance. The primary change that contributed to the increase in other financing sources, was a total of $105.2 million in Transfers-Out from the General Fund to other funds. This was an increase of $34.5 million over the previous year and includes $45 million transferred to Other Capital Projects for a new administration building.

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021

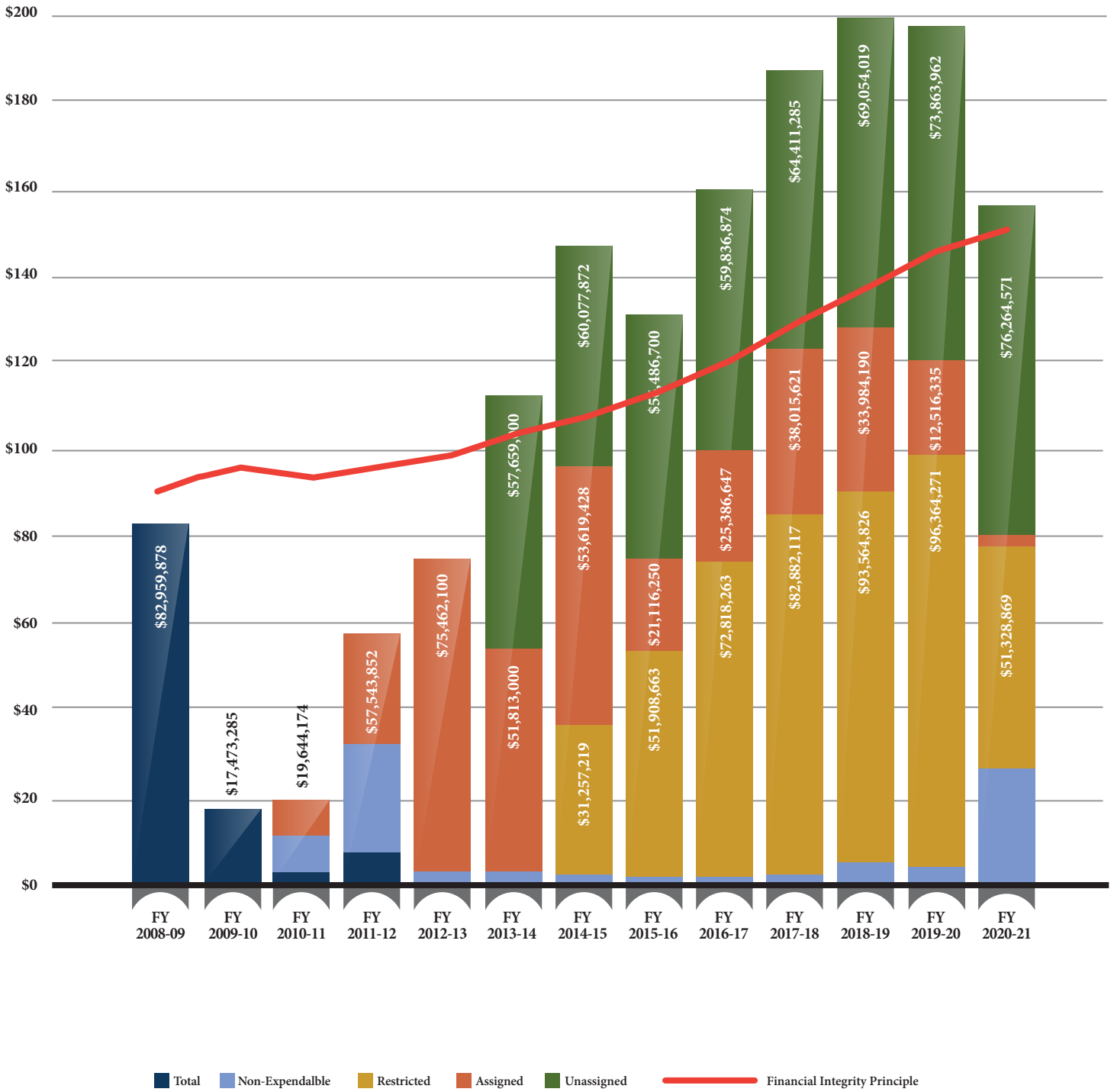
General Fund Report

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

	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual
Revenues				
Property Taxes	325,267,816	359,518,170	389,606,919	410,291,273
Franchise and Other Taxes	113,992,902	115,560,040	113,729,425	116,185,678
Licenses and Permits	73,313,619	75,421,804	71,893,886	72,250,314
Fines and Forfeitures	13,887,391	7,699,136	7,487,994	7,982,232
Intergovernmental Revenues	69,954,774	80,635,979	63,866,915	72,175,296
Charges for Services	117,481,066	122,174,203	103,856,883	114,560,700
Interest (Investment Earnings (Loss)	5,808,378	12,357,625	10,684,319	808,854
Other Departments	19,057,070	10,723,544	3,957,298	6,478,363
Total Revenues	738,763,016	784,090,501	765,083,639	800,732,710
Expenditures				
Current Operating:				
General Government	104,803,715	124,503,826	92,293,899	111,051,681
Planning and Development	20,566,954	24,401,793	26,215,179	28,715,101
Community Development	1,566,902	1,848,391	2,025,485	1,094,860
Public Works	77,187,997	83,058,030	91,336,077	95,021,923
Public Safety	370,435,719	415,834,733	429,253,465	439,976,729
Public Facilities	11,690,124	13,097,706	13,228,635	13,833,093
Parks and Recreation	46,354,888	47,160,052	46,346,507	49,423,046
Capital Outlay	2,625,162	2,668,288	3,232,375	1,289,020
Total Expenditures	635,231,461	712,572,819	703,931,622	740,405,453
Excess (Deficiency) of Revenues Over Expenditures	103,531,555	71,517,682	61,152,017	60,327,257
Other Financing Sources (Uses)				
Transfers-In	6,163,609	3,830,006	5,291,193	5,605,699
Transfers-Out	(82,653,000)	(63,061,000)	(70,719,379)	(105,213,475)
Proceeds from Sale of Property	277,969	195,133	897,255	227,165
Total Other Financing Sources (Uses)	(76,211,422)	(59,035,861)	(64,530,931)	(99,380,611)
Net Changes in Fund Balances	27,320,133	12,481,821	(3,378,914)	(39,053,354)
Internal Service Fund Balance/13TH Month Adj.				
Fund Balances (Deficit) - Beginning	160,143,418	187,463,551	199,945,372	196,566,459
Fund Balances (Deficit) - Ending	187,463,551	199,945,372	196,566,459	157,513,105

Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021

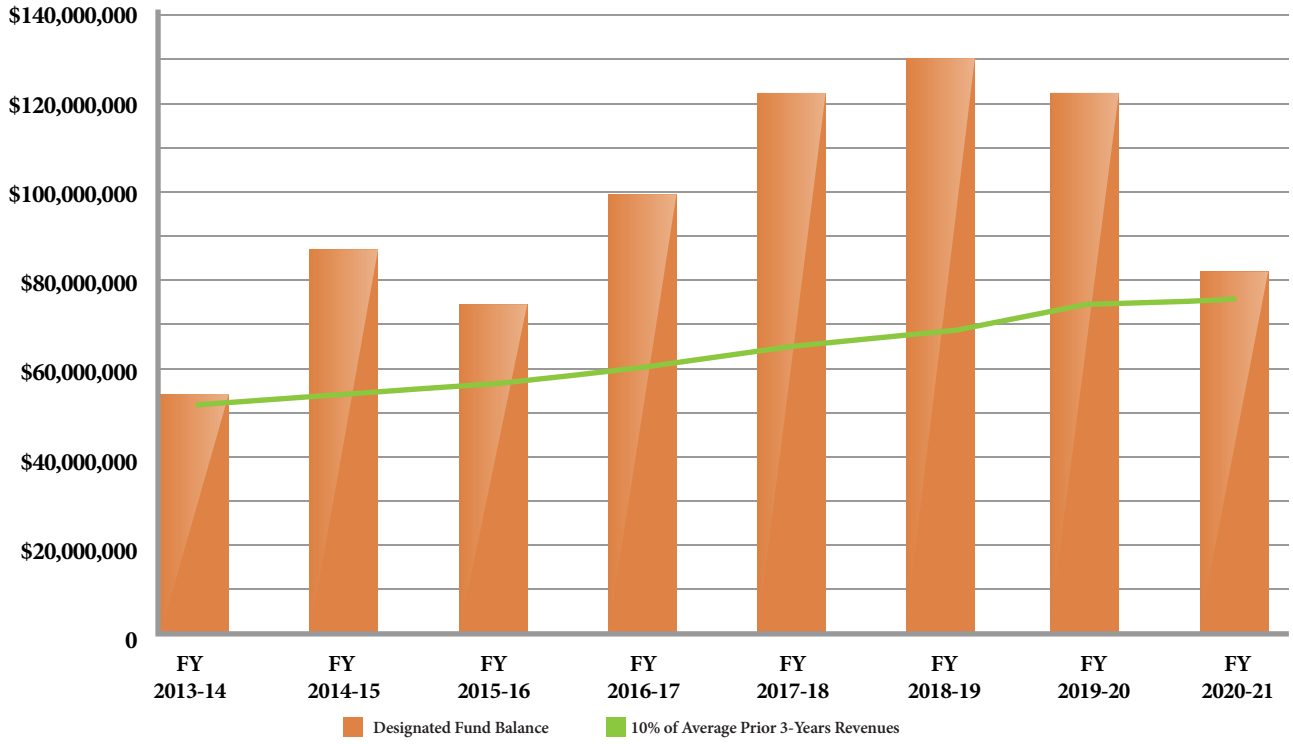
GENERAL FUND BALANCE HISTORY



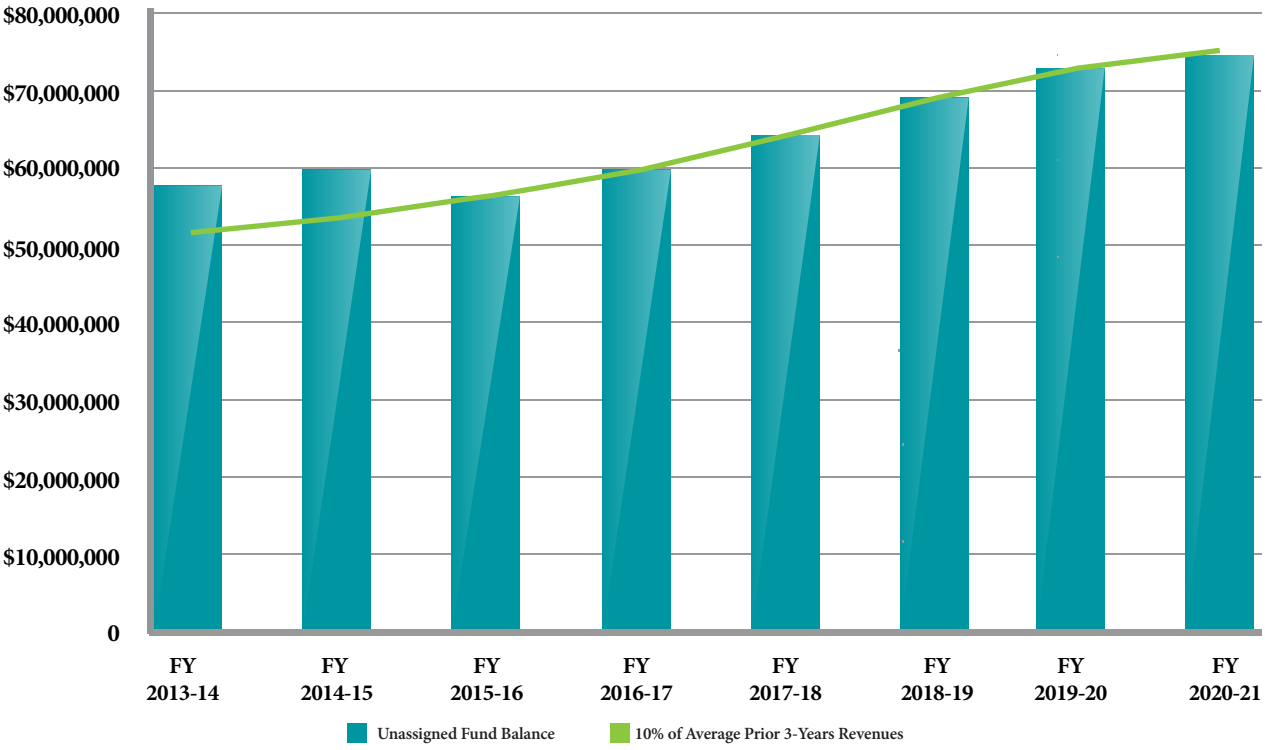
** Non-Expendable, Restricted, Committed, Assigned, and Unassigned will be available upon the publishing of the Comprehensive Annual Financial Report.*

DESIGNATED AND UNASSIGNED FUND BALANCE HISTORIES

General Fund Designated Fund Balance Reserves



General Fund Unassigned Fund Balance Reserves



Special Revenue Funds Overview

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

Special Revenue Fund	Department
American Rescue Plan Act SRF	Mayor, Commissioners, City Manager, Innovation and Technology, Management and Budget, Parks, Resilience and Public Works, Real Estate and Asset Management, Housing and Community Development, Human Services, and Office of Capital Improvement.
Bayfront/Riverfront Land Acquisition 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

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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Budget
Begin Date:	10/1/2018	10/1/2019	10/1/2020	10/1/2021	10/1/2022
Beginning Fund Balance	**$65,162,000**	**$64,125,000**	**$76,310,000**	**$84,923,000**	**$84,923,000**
Revenues/Inflows					
Interest	369,000	174,000	71,000	13,000	13,000
Transfers-In	15,487,000	16,949,000	8,222,000	5,316,000	21,449,000
Fines and Forfeitures	1,584,000	1,534,000	1,843,000	1,090,000	1,350,000
Intergovernmental Revenues	68,807,000	91,965,000	68,758,000	159,019,000	70,415,000
Licenses and Permits	4,588,000	7,407,000	6,204,000	6,562,000	5,370,000
Other Revenues/Inflows	6,099,000	4,099,000	1,608,000	154,394,000	268,784,000
Charges for Services	10,968,000	3,805,000	7,444,000	8,209,000	8,956,000
Total Revenues/Inflows	**107,902,000**	**125,933,000**	**94,150,000**	**334,603,000**	**376,337,000**
Expenditures/Outflows					
General Government	8,025,000	7,227,000	5,733,000	147,362,000	124,152,000
Planning and Development	2,423,000	1,263,000	643,000	32,855,000	31,447,000
Community and Economic Development	27,415,000	27,521,000	31,312,000	64,488,000	97,841,000
Public Works	16,857,000	15,756,000	17,235,000	13,678,000	24,585,000
Public Safety	21,596,000	37,623,000	14,687,000	47,012,000	64,859,000
Public Facilities	2,777,000	2,223,000	1,833,000	10,637,000	12,623,000
Parks and Recreation	703,000	450,000	230,000	1,079,000	761,000
Capital Outlay	9,512,000	8,077,000	908,000	8,580,000	6,482,000
Transfers-Out	19,631,000	13,608,000	12,956,000	8,912,000	13,587,000
Total Expenditures/Outflows	**108,939,000**	**113,748,000**	**85,537,000**	**334,603,000**	**376,337,000**
Revenues/Inflows Over(Under) Expenditures/Outflows	(1,037,000)	12,185,000	8,613,000	-	-
Fund Balance Restated	65,162,000	64,125,000	76,310,000	84,923,000	84,923,000
Ending Fund Balance	**64,125,000**	**76,310,000**	**84,923,000**	**84,923,000**	**84,923,000**
End Date:	9/30/2019	9/30/2020	9/30/2021	9/30/2022	9/30/2023

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 2022-23 Budget for the Debt Service Funds is $65.511 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.

The City's bond ratings from the three major rating agencies are as follows: Fitch Ratings AA, Moody's Aa2, and Standard and Poor's AA-.

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, 2022. 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 2022-23 Budget for debt service for general obligation bonds (truly, limited ad valorem bonds) is $22.669 million from property tax revenues at a millage rate of 0.3235.

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 2022-23 Budget for debt service on special obligation bonds is $42.842 million, which is comprised of $25.943 million of Transfers-In from General Fund, $5.485 million from Special Revenue Fund, $4.077 million from Omni Community Redevelopment Agency, five million dollars from the Miami-Dade County Convention Development Tax (CDT), and $2.337 million of prior year fund balance.

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Debt Service Funds Balance - General Obligation Bond

General Obligation Bond	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual
Revenue				
Property Taxes	28,017,811	22,483,000	23,725,000	19,367,000
Other Revenues	32,876	37,000	330,000	4,061,000
Total Revenues	28,050,687	22,520,000	24,055,000	23,428,000
Expenditures				
General Government	9,557	25,000	1,022,000	25,000
Principal	20,255,000	19,070,000	20,075,000	20,895,000
Interest	3,941,109	3,425,000	2,958,000	2,508,000
Total Expenditures	24,205,666	22,520,000	24,055,000	23,428,000
Excess (Deficiency of Revenue Over Expenditures)	3,845,021	223,752	808,981	(3,880,679)
Other Financing Sources (Uses):				
Total Other Financing Sources (Uses)	-	-	-	-
Net Change in Fund Balance	3,845,021	223,752	808,981	(3,880,679)
Fund Balance - Beginning of Year	5,580,816	9,425,837	9,649,589	10,458,570
Fund Balance - End of Year	9,425,837	9,649,589	10,458,570	6,577,891

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2021

Debt Service Funds - Special Obligation: FY 2022-23 Debt Payments		
Total Transfers-In		
Description	**Amount**	**Funding Source**
Special Obligation Refunding Bonds Series 2014	$1,156,000	General Fund - Public Service Tax
Lease/purchase of vehicles /Santander Financing	$1,848,000	General Fund
P 25 City Wide Radio Commutation System	$1,845,000	General Fund
Non-Ad Valorem Refunding(2011-A) Note Series 2017	$6,352,000	General Fund - Public Service Tax
Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017	$794,000	General Fund - Public Service Tax
Non-Ad Valorem Series 2017 Park Remediation	$2,181,000	General Fund - State Share Revenues
Streets and Sidewalks Series 2018A Ref (2007)	$1,260,000	General Fund - Local Option Gas Tax (3 Cents)
Streets and Sidewalks Series 2018A Ref (2007)	$815,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018B Ref (2009)	$232,000	General Fund - Parking Surcharge
Streets and Sidewalks Series 2018C Ref	$574,000	General Fund - Parking Surcharge
Dell Financial Services Lease 2018	$0	General Fund
Vehicle Lease to Own Program/Santander	$7,335,000	General Fund
FPL Underground	$1,551,000	General Fund
Total Transfer-In from General Fund	**$25,943,000**	
Streets and Sidewalks Series 2018B Ref (2009)	$2,726,000	Transportation and Transit
Streets and Sidewalks Series 2018A Ref (2007)	$2,759,000	Transportation and Transit
Total Transfer-In from Special Revenue	**$5,485,000**	
Port of Miami Tunnel Series 2012	$2,978,000	CRA - Omni
Port of Miami Tunnel Series 2020 Refunding 2012	$1,099,000	CRA - Omni
Total Transfer From Outside Agency	**$4,077,000**	
Total Transfers-In	**$35,505,000**	
Other Revenues		
Description		**Funding Source**
Marlins Garage 2010A Refunding 2019	$2,501,000	Miami-Dade County - Convention Development Tax
Marlins Retail 2010B Refunding 2018	$2,499,000	Miami-Dade County - Convention Development Tax
Total From CDT	**$5,000,000**	
Marlins Retail 2010B Refunding 2019	643,000	Fund Balance
P 25 City Wide Radio Commutation System	$17,000	Fund Balance
FDEP Loan Wagner Creek	$1,144,000	Fund Balance
Santander Financing 2018	508,000	Fund Balance
Non-Ad Valorem Refunding(2011-A) Note Series 2017	13,000	Fund Balance
Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017	12,000	Fund Balance
Total - Other Revenues (Fund Balance)	**$2,337,000**	
Total - Special Obligation Bonds	**$42,842,000**	

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Debt Service Funds Balance - Special Obligation Bond

Special Obligation Bond	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual
Revenue				
Intergovernmental Revenues	4,000,000	4,000,000	4,083,334	5,000,000
Other Revenues	130,351	160,173	27,468	57
Total Revenues	4,130,351	4,160,173	4,110,802	5,000,057
Expenditures				
Current Operating:				
General Government	374,893	1,367,927	376,600	13,325
Principal	30,494,962	20,407,687	38,139,274	33,703,896
Interest	28,993,375	18,165,665	20,240,029	12,961,385
Total Expenditures	59,863,230	39,941,279	58,755,903	46,678,606
Excess (Deficiency of Revenue Over Expenditures)	(55,732,879)	(35,781,106)	(54,645,101)	(41,678,549)
Other Financing Sources (Uses):				
Transfers-In	43,805,000	38,618,000	44,648,000	41,089,000
Transfers-Out				
Issuance of Debt	8,940,000	(14,679,833)	65,249	-
Total Other Financing Sources (Uses)	52,745,000	23,938,167	44,713,249	41,089,000
Net Change in Fund Balance	(2,987,879)	(11,842,939)	(9,931,852)	(589,549)
Fund Balance - Beginning of Year	35,092,296	32,104,417	20,261,478	10,329,626
Fund Balance - End of Year	32,104,417	20,261,478	10,329,626	9,740,077

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2021

Debt Service Funds - Outstanding Debt

The following presents the City's bond, loans, and leases outstanding at September 30, 2021:

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	48,965,000	2.640%
General Obligation Refunding Bond Series 2017	Refunding	1/1/2029	114,380,000	45,380,000	2.170%
Total General Obligation Bonds			**171,620,000**	**94,345,000**	
Special Obligation and Revenue Bonds, Loans and Leases:					
Special Obligation Refunding Bonds Series 2018A	Refunding	1/1/2037	57,405,000	53,265,000	5.000%
Taxable Special Obligation Refunding Bonds Series 2018B	Refunding	1/1/2039	42,620,000	40,520,000	3.686%-4.808%
Taxable Special Obligation Revenue Bonds Series 2018C	Refunding	1/1/2039	7,455,000	6,965,000	3.836%-4.808%
Special Obligation Non-Ad Valorem Refunding 2012	Refunding/Port Tunnel	3/1/2030	44,725,000	5,675,000	5.000%
CRA SEOPW Tax Increment Revenue Bonds Series 2014A-1	Redevelopment	3/1/2030	50,000,000	33,175,000	5.000%
Total Special Obligation and Revenue Bonds, Loans and Leases			**202,205,000**	**139,600,000**	
Other Direct Placements:					
Special Obligation Bonds Series 2017	Park Improvements	1/1/2032	27,160,000	20,910,000	2.560%
Special Obligation Refunding Bonds Series 2014	Refunding	7/1/2026	18,049,380	5,241,343	3.280%
Special Obligation Refunding Notes Series 2017	Refunding	2/1/2031	59,310,000	55,600,000	2.780%
Special Obligation Refunding Note Pension Series 2017	Refunding	12/1/2025	7,180,000	6,295,000	3.150%
Special Obligation Refunding Note Garage Series 2018	Refunding	7/1/2027	16,555,000	14,070,000	3.750%
Special Obligation Non-Ad Valorem Revenue Refunding Note Taxable Series 2020	Refunding/Port Tunnel	3/1/2030	28,035,000	27,520,000	2.110%
Taxable Special Obligation Parking Revenue Refunding Note Series 2019	Refunding	1/1/2039	75,540,000	74,850,000	4.200%
Special Obligation Non-Ad Valorem Tax-Exempt Revenue Bonds Series 2021	FP&L Underground	1/1/2041	24,435,000	24,435,000	2.4600%
CRA OMNI Tax Increment Revenue Bonds Series 2018A	Redevelopment	9/1/2029	10,000,000	7,275,000	3.250%
CRA OMNI Tax Increment Revenue Bonds Series 2018B	Redevelopment	9/1/2029	15,000,000	11,665,000	4.490%
Gran Central Corporation Loan	Redevelopment	N/A	1,708,864	1,708,864	0.000%
Vehicle Replacement Program Series 2017	Vehicle Lease	1/1/2022	10,054,922	2,066,377	2.1856%
Vehicle Replacement Program Series 2018	Vehicle Lease	1/1/2023	11,270,011	4,603,760	3.1032%
Vehicle Replacement Program Series 2020 #1	Vehicle Lease	1/1/2025	9,256,279	7,424,104	1.1670%
Vehicle Replacement Program Series 2020 #2	Vehicle Lease	1/1/2025	16,318,888	12,979,361	1.8076%
Vehicle Replacement Program Series 2021	Vehicle Lease	1/1/2026	9,766,531	9,766,531	1.5750%
Dell Financial Services Lease 2018	Equipment Lease	6/1/2022	373,938	78,260	4.8810%
P25 Citywide Radio Equip. Lease	Radio System Lease	1/1/2024	12,100,000	5,388,721	2.0590%
State Revolving Fund Loan	Wagner Creek	N/A	13,745,199	13,745,199	0.000%
Total Other Direct Placements			**365,859,012**	**305,622,520**	
Total Bonds, Loans and Leases			**$ 739,684,012**	**$ 539,567,520**	

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2021

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, 2021 are as follows:

General Obligation Bonds

($ in thousands)

Year Ended September 30,	Principal	Interest	Total
2022	50,429,830	10,622,397	61,052,227
2023	34,565,799	9,659,670	44,225,469
2024	38,794,735	8,759,967	47,554,702
2025	37,847,506	7,821,106	45,668,612
2026	36,764,555	6,837,071	43,601,626
2027-2031	125,030,520	21,898,453	146,928,973
2032-2036	48,395,711	10,126,387	58,522,098
2037-2041	28,138,864	1,760,466	29,899,330
Total	$399,967,520	$ 77,485,517	$477,453,037

Special Obligation Bonds

Year Ended September 30,	Principal	Interest	Total
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	7,890,000	4,974,739	12,864,739
2027-2031	42,010,000	18,605,362	60,615,362
2032-2036	31,905,000	9,907,227	41,812,227
2037-2041	24,060,000	1,795,987	25,855,987
Total	$139,600,000	$ 59,004,382	$198,604,382

Total General Obligation and Special Obligation Bonds	$539,567,520	$136,489,899	$676,057,419

Source: Annual Comprehensive Financial Report for the Fiscal Year Ended September 30, 2021

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 2022-23 Budget for the ISF is $104.890 million.

Health Insurance

The FY 2022-23 Budget for Health Insurance is $52.387 million. This represents an approximately 21.3 percent increase over the FY 2021-22 Budget. This increase is a result of the City increasing its retention from $250,000 to $350,000, which is also offset by the decrease in retiree prescription drug spend due to the implementation of an Employer Group Waiver Plan (EGWP).

Workers' Compensation

The FY 2022-23 Budget for Workers' Compensation is $20.073 million. This represents an approximately 9.3 percent increase over the FY 2021-22 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure.

Property Insurance Premiums

The FY 2022-23 Budget for Insurance Premiums is $13.151 million. This represents an approximately 24.2 percent increase over the FY 2021-22 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place, and an additional $1.5 million for police vehicle insurance.

General Liability

The FY 2022-23 Budget for General Liability is $4.471 million. This represents a net increase of approximately 7.5 percent over the FY 2021-22 Budget. The net increase is due in part to increases in Police Torts and Vehicle Liability, and a decrease in General Liability Claims. The claims are actuarially projected at a 55 percent confidence level.

Information and Technology Cost Allocation

The FY 2022-23 Budget for Information Technology Repair and Maintenance is $14.808 million. This represents an approximately 22.7 percent increase over the FY 2021-22 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	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223115	1426	0	300,000	Building - Computer for new hires and upgrades
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223120	1426	0	7,700,000	Enterprise Permitting Solutions
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B183118	1426	0	640,000	Building 20 Pickup Trucks @ $32K
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	201000	481000	40-B73102E	1552	686,000	834,000	Mandatory City Contribution from 20% Local Option Gas Tax to CIP projects-Citywide Pavement Resurfacing
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	401000	481000	40-B30606	1419	1,500,000	2,200,000	Mandatory City Contribution from Parking Surcharge to CIP Projects-Flagler Street Beautification (20 percent of parking surcharge proceeds to Debt Service and Capital - Florida Statutes 166.271
General Fund	00001	980000	891000	0	0	Capital-Streets and Sidewalks	36000	401000	481000	40-B73102B	1419	1,066,000	1,031,000	Citywide Streets Milling & Resurfacing - CIP Parking Surcharge
General Fund	00001	980000	891000	0	0	Capital-Storm Sewers	38000	201000	481000	40-B30262	1431	1,822,000	1,822,000	Annual City Contribution from Stormwater Utility Fees to CIP projects-Citywide Storm Sewer Repair Project
General Fund	00001	980000	891000			Capital-Public Facilities-CIP	34000	221401	481000	40-B70042	1437	600,000	470,000	Mandatory City Contribution from Ten percent of Marina revenues to Marinas related Capital Projects
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	40-B173401	1437	35,000	130,000	Mandatory City Contribution from Ten percent Marina revenues to CIP project- Pilings and Pier Repairs - Dinner Key Marina
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221040	481000	40-B183410	1437	0	30,000	Dinner Key Marina Emergency Repairs and Replacements
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183407	1437	0	167,000	Pier Repairs - MiaMarina
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	40-B183406	2150	301,000	500,000	Mandatory City Contribution from the General Fund Balance of the Miamarina ticket surcharge revenues-MiaMarina Ticket Surcharge - Capital Operations and Improvements
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221030	481000	TBD	TBD	0	20,000	Pier Repairs - MiaMarina
General Fund	00001	980000	891000			Capital-General Government Projects	31000	221030	481000	40-B223118	1426	500,000	0	MRC Garage Access Plan
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	356000	481000	40-B223110	1426	150,000	0	Public Benefits Database
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223105	1426	50,000	0	P25 Professional Services
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223106	1426	30,000	0	MRC Riverside Walkway Lighting
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	356000	481000	40-B223114	1426	125,000	0	Expanding Affordable Dwelling Unit (ADU) Program
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	356000	481000	40-B223113	1426	216,000	0	Records Digitization - Planning Dept

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	162000	481000	40-B223103	1426	475,000	150,000	Finance POS System Replacement
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	161000	481000	40-223104	1426	95,000	0	SplashBI Software (EiS)
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	356000	481000	40-B223111	1426	20,000	0	Gridics Land Development Study
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	356000	481000	40-B223112	1426	20,000	0	Land Use Analysis Tool - Deep Blocks
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223107	1426	158,000	0	Networking Enterprise Backup Expansion
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223108	1426	470,000	0	Cyber Recovery Vault
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223109	1426	500,000	0	Citywide Computer Replacement - Innovation and Technology
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	182000	481000	40-B223200	1426	482,000	0	Fire-Rescue Hardening of Training Center Facilities - Grant Match
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	181000	481000	40-B70106A	1426	1,500,000	0	General Firefighting & EMS Equipment
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	19102	481000	40-B17327	1426	1,000,000	0	Police Body Worn Cameras and Tasers
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	181000	481000	40-B203215	1426	1,426,000	0	Computer Aided Dispatch (CAD) System
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	191602	481000	40-B223205	1426	155,000	0	Police Surveillance Platform
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	191602	481000	40-B223206	1426	180,000	0	Police CCTV Mobile Trailers
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221001	481000	40-B223400	1426	850,000	0	DREAM Upgrades
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	221181	481000	40-B70100	1426	2,050,000	0	Olympia Theater and Tower Fire Safety Improvement
General Fund	00001	980000	891000	0	0	Capital-Public Facilities-CIP	34000	401000	481000	40-B183402	1426	1,250,000	0	Construction of a seawall and vessel dockage at Knight Center-Phase 2 (Grant Match)
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	401000	481000	40-B203130	1426	200,000	0	40/50 Year Recertification - Citywide
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	191704	481000	40-B223207	1426	9,760,000	0	Police Fleet Acquisition

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	00001	980000	891000	0	0	Capital-Public Safety	32000	181000	481000	40-B223208	1426	618,000	0	Fire Fleet Acquisition
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	201000	481000	40-B173114	1426	1,765,000	0	Public Works Heavy Machinery Acquisition
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	201000	481000	40-B223117	1426	194,000	0	Public Works Light Fleet Acquistion
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223115	1426	200,000	0	Building - Computer Upgrades
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223116	1426	120,000	0	Building Task Force - Vehicles
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	282000	481000	40-B223102	1426	28,000	0	Building Task Force - Computers
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	152000	481000	40-B223101	1426	81,000	0	Code Compliance Task Force - Vehicles
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223120	1426	1,900,000	0	Enterprise Permitting Solution
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B223121	1426	750,000	0	Building Efficiency 305 (BE305)
General Fund	04004	980000	891000	0	0	Capital-General Government Projects	31000	241000	481000	40-B183118	1426	420,000	0	Citywide Fleet Replacement - Building Vehicles
General Fund	00001	980000	891000	0	0	Capital-Storm Sewers	38000	201000	481000	40-B203801	1426	0	180,000	Supervisory Control and Data Acquisition (SCADA) System for Stormwater Pump Station
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	201000	481000	40-B173114	1426	0	446,000	Public Works Heavy Fleet Acquisition-Vactor Trucks
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	0	178,000	Solid Waste Heavy Machinery Acquisition-Two Combo Crane
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	0	231,000	Solid Waste Heavy Machinery Acquisition-Two Street Sweeper
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	0	182,000	Solid Waste Heavy Machinery Acquisition-Two Water Trucks
General Fund	00001	980000	891000	0	0	Capital-Solid Waste-CIP	39000	212000	481000	40-B183900	1426	0	120,000	Solid Waste Heavy Machinery Acquisition-Four Collection Pickup Truck
General Fund	00001	980000	891000	0	0	Capital-General Government Projects	31000	251000	481000	40-B223119	1426	1,000,000	6,581,000	Oracle Cloud
						General Fund Transfer to Capital Fund Total						34,748,000	23,912,000	

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All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	00001	980000	891000	0	0	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	0	0	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	0	0	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	0	0	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
General Fund	00001	980000	891000	0	0	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	0	0	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	0	0	Special Revenue-Departmental Improvement Initiative	15500	980000	481000	980019	2430	75,000	0	District 4 holiday lighting/decorating (including Xmas tree lighting) initiative
General Fund	00001	980000	891000	0	0	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	0	0	Special Revenue-Departmental Improvement Initiative	15500	114000	481000	114-D1API	2543	495,000	539,000	Allocation for Citywide Anti-Poverty Initiative Program-District 1
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	113000	481000	113-D2API	2544	248,000	161,000	Allocation for Citywide Anti-Poverty Initiative Program-District 2
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	111000	481000	111-D3API	2546	450,000	499,000	Allocation for Citywide Anti-Poverty Initiative Program-District 3
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	112000	481000	112-D4API	2553	338,000	472,000	Allocation for Citywide Anti-Poverty Initiative Program-District 4
General Fund	00001	980000	891000	0	0	Special Revenue-Departmental Improvement Initiative	15500	115000	481000	115-D5API	2554	720,000	580,000	Allocation for Citywide Anti-Poverty Initiative Program-District 5
General Fund	04005	980000	891000	0	0	Special Revenue-Transportation and Transit	15600	402000	481000	TBD	TBD	TBD	10,000,000	Transfer to Balance Budget for Special Revenue Transportation and Transit Fund
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481000	19-196004	TBD	0	312,000	GF Contribution from General Fund-E911 Prepaid to cover the expenditures over the revenue amount
General Fund	00001	980000	891000	0	0	Special Revenue-Police Services	12000	190001	481000	19-190014	2485	0	78,000	City Contribution for the FY18 Justice and Mental Health Collaboration Program-City Match
General Fund	00001	980000	891000	0	0	Special Revenue-Police E911	12200	190351	481000	19-196002	TBD	0	728,000	City Contribution for E-911 Wireline
General Fund	00001	980000	891000	0	0	Special Revenue-CD-Mayor's Poverty Initiative	14010	910101	481000	TBD	TBD	0	100,000	City Contribution to HCD for the new Affordable Housing Master Plan

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From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	00001	980000	891000	0	0	Special Revenue-Bayfront/Riverfront Land Acquisition Rouse Trust	15100	221110	481000	22-220007	2062	83,000	101,000	Mandatory Bayfront and Riverfront Land Acquisition Rouse Trust Fund Interlocal Agreement of 1985
General Fund	00001	980000	891000	0	0	Special Revenue-Police Services	12000	190001	481000	TBD	TBD	10,000	0	City Contribution for the Anti-Litter Reward Program.
General Fund	00001	980000	891000	0	0	Special Revenue-CD-Mayor's Poverty Initiative	14010	910101	481000	91-80389	2574	878,000	0	Housing and Community Development Social Services Gap Administration of contracts contribution from the General Fund
						General Fund Transfer to Special Revenue Fund Total						4,047,000	14,320,000	
General Fund	00001	980000	891200	0	0	Special Revenue-Fire Rescue Services	11000	184050	481200	18-1801014	1933	299,000	357,000	Cost Allocation Contribution from General Fund-FEMA/USAR 2019 (Administration)
General Fund	00001	980000	891200	0	0	Special Revenue-UASI-Fire Rescue	11100	189000	481200	18-180111	1933	517,000	557,000	Cost Allocation Contribution from General Fund-UASI 2018
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Prepaid	12220	190351	481200	19-196004	1933	0	455,000	Cost Allocation Contribution from General Fund-E911 Prepaid
General Fund	00001	980000	891200	0	0	Special Revenue-Police E911-Wireless	12210	190351	481200	19-196003	1933	0	424,000	Cost Allocation Contribution from General Fund-E911 Wireless
General Fund	00001	980000	891200	0	0	Special Revenue-Parks and Recreation Services	11550	293001	481200	29-115013	1933	73,000	0	Cost Allocation Contribution from General Fund-Disabilities Med-Waiver State Funding Program
						General Fund Transfer to Cost Allocation Total						889,000	1,793,000	
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	1,228,000	1,260,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Local Option Tax (Three Cents)
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	725,000	815,000	Streets and Sidewalks Series 2018A Ref (2007) (Fund 24025) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	135,000	232,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-SOB Street and Sdwlks Series 2018C	24027	162000	481000	0	0	574,000	574,000	Streets and Sidewalks Series 2018C Ref (Fund 24027) from Parking Surcharge Revenue
General Fund	00001	980000	891000	0	0	Debt Service-2014 Refunding Series 2002 A and C Bonds	24016	162000	481000	0	0	1,164,000	1,156,000	Special Obligation Bonds Series 2014 (Fund 24016) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-P25 Citywide Radio Commutation System	24020	162000	481000	0	0	1,862,000	1,845,000	P25 Radio System Repayment (Fund 24020) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-SOB2017 Park Remediation and Flexpark	24019	162000	481000	0	0	1,984,000	2,181,000	Flex Park and Remediation (Fund 24019) from State Shared Revenues
General Fund	00001	980000	891000	0	0	Debt Service-2015 Vehicle Lease Debt Service	24018	162000	481000	0	0	4,483,000	1,848,000	Lease and Purchase of vehicles 2016, 2017, and 2018 (Santander Financing Fund 24018) from Non-Ad Valorem General Fund
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Note Series 2017 (2011A)	24021	162000	481000	0	0	6,368,000	6,352,000	Non-Ad Valorem Refunding (2011-A) Note Series 2017 (Fund 24021) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-SOB Non Ad Val Ref Pension Series 2017 (2009)	24022	162000	481000	0	0	821,000	794,000	Non-Ad Valorem Taxable Pension Refunding (2009) Note Series 2017 (Fund 24022) from Public Service Tax
General Fund	00001	980000	891000	0	0	Debt Service-FPL Underground	24031	162000	481000	0	0	1,713,000	1,551,000	FPL Utility Underground Projects
General Fund	00001	980000	891000	0	0	Debt Service-Dell Financial Services Lease 2018	24024	162000	481000	0	0	83,000	0	Computer Lease (Dell Financing 2018 Fund 24024) from Non-Ad Valorem General Fund

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From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
General Fund	00001	980000	891000	0	0	Debt Service-2019 Vehicle Lease-to-Own Program	24028	162000	481000	0	0	5,305,000	7,335,000	Lease and Purchase of vehicles (Fund 24028) from Non-Ad Valorem General Fund
						General Fund Transfer to Debt Service Fund / Special Obligation Bond Total						26,445,000	25,943,000	
General Fund	00001	980000	891100	0	0	General Fund-CIP and Transportation	04005	980000	481100	0	0	2,100,000	300,000	Transportation Reserve General Fund sub-fund
						General Fund Transfer to Transportation Trust Fund Total						2,100,000	300,000	
						Total Transfer from General Fund						68,229,000	66,268,000	
Special Revenue-American Rescue Plan Act SRF	97100	162000	891000	P23-A6-0001	2773	General Fund-General Fund	00001	162000	481000	0	0	0	3,000,000	American Rescue Plan-Miami Venture
Special Revenue-American Rescue Plan Act SRF	97100	162000	891000	P23-A6-0001	2773	General Fund-General Fund	00001	162000	481000	0	0	0	4,783,000	American Rescue Plan-Other Operating Cost
N/A = Not Applicable; Transfer on GL side only						Special Revenue Fund Transfer to General Fund Total						0	7,783,000	
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	2167	Debt Service-SOB Street and Sdwlks Ref Series 2018B (2009)	24026	162000	481000	0	0	2,821,000	2,726,000	Streets and Sidewalks Series 2018B Ref (2009)(Fund 24026)
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	2167	Debt Service-SOB Street and Sdwlks Ref Series 2018A (2007)	24025	162000	481000	0	0	2,885,000	2,759,000	Streets and Sidewalks Series 2018A Ref (2007)(Fund 24025)
						Special Revenue Fund Transfer to Debt Service Fund Total						5,706,000	5,485,000	
Special Revenue-CD-Prior To FY06 Projects	14000	910101	891100	N/A	N/A	Special Revenue-CD-CDBG	14001	910101	481100	TBD	TBD	0	319,000	Transfer of funding from a discontinue fund to the CDBG Fund.
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0001	2430	75,000	0	City Contribution for Festivals and Special Events - Three Kings Parades
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0004	2430	128,000	0	City Contribution for Festivals and Special Events - New Year's Eve Celebration
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0012	2430	40,000	0	City Contribution for Festivals and Special Events - City Hall 4th of July
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0016	2430	24,000	0	City Contribution for Festivals and Special Events - Latin Jazz in the Park
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0017	2430	25,000	0	City Contribution for Festivals and Special Events - Gay8 Festival
Special Revenue-Grants-Work Force Program	15501	980000	891100	N/A	N/A	Special Revenue-Departmental Improvement Initiative	15500	980000	481100	98-0018	2430	40,000	0	City Contribution for Festivals and Special Events - Goombay Festival-Coconut Grove
N/A = Not Applicable; Transfer on GL side only						Special Revenue Fund Transfer to Special Revenue Fund Total						332,000	319,000	

All Transfer-Out Schedule

From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	TBD	Capital-Mass Transit	39900	402000	481000	40-B70245	1297	450,000	0	Transportation Program Support Services - Transportation Studies
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	TBD	Capital-Mass Transit	39900	402000	481000	40-B70247	1297	150,000	0	Transportation Program Support Services - Transit Studies
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	TBD	Capital-Mass Transit	39900	402000	481000	40-B70715E	1297	1,180,000	0	City of Miami Trolley Program - Trolley Acquisition 2016
Special Revenue-Transportation and Transit	15600	402000	891000	TBD	TBD	Capital-Mass Transit	39900	402000	481000	40-B193991	1297	409,000	0	Trolley Route Signage - Citywide
Special Revenue-Miami Ballpark Parking Facilities	15400	221130	891000	22-500000	2159	Capital-Public Facilities-CIP	34000	221130	481000	40-B203408	1350	0	2,000,000	Capital Requirement for Garage Repairs at Marlins Garage
Building-Tree Trust Fund	10410	282000	891000	15-110136A	2561	Capital-General Government Projects	31000	356000	481000	40-B183601	1350	600,000	4,482,000	80 percent of the Tree Trust balance to Public Works Capital Project No. 40-B183600, in accordance with Sec. 62-301
Special Revenue-Planning Services-DRI SEOPW	10402	356002	891000	35-127010	2527	Capital-Streets and Sidewalks	36000	201000	481000	40-B223119	2527	85,000	0	I-395 Heritage Trail
						Special Revenue Fund Transfer to Capital Fund Total						2,874,000	6,482,000	
						Total Transfer from Special Revenue Fund						8,912,000	20,069,000	
Capital-Mass Transit	39900	402000	891000	40-B70715E	1297	Special Revenue-Transportation and Transit	15600	402000	481000	TBD	TBD	0	3,700,000	Trolley Acquisition Project - defunding Capital Project (40-B70715E) to transfer funds to Transportation and Transit Special Revenue Fund for trolley operations
Capital-Mass Transit	39900	402000	891000	40-B70246	1297	Special Revenue-Transportation and Transit	15600	402000	481000	TBD	TBD	0	469,000	Transit Studies Project - defunding Capital Project (40-B70246) to transfer funds to Transportation and Transit Special Revenue Fund for trolley operations
Capital-Mass Transit	39900	402000	891000	40-B70245	1297	Special Revenue-Transportation and Transit	15600	402000	481000	TBD	TBD	0	800,000	Transportation Studies Project - defunding Capital Project (40-B70245) to transfer funds to Transportation and Transit Special Revenue Fund for trolley operations
						Capital Transfer to Special Revenue Fund Total						0	4,969,000	
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Debt Service-SOB-Port of Miami Tunnel	24015	162000	481000	0	0	2,985,000	2,978,000	Payment of the Port of Miami Tunnel Series 2012 (Fund 24015)
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	Debt Service-SOB-Port of Miami Tunnel S2020 Taxable	24030	162000	481000	0	0	1,101,000	1,099,000	Payment of the Port of Miami Tunnel S2020 Taxable
						Outside Agency Transfer to Debt Total						4,086,000	4,077,000	
	Transfers IN													
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	842,000	844,000	Reimburse City for the Community Redevelopment Agency portion of Sunshine Loan for Gibson Park

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From	Fund	Organization	Account	Project	Award	To	Fund	Organization	Account	Project	Award	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Description
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	General Fund-General Fund	00001	162000	481000	0	0	4,768,000	5,971,000	Estimated transfer (45 percent) relating to the Global Interlocal Agreement dated December 31, 2007
						Outside Agency Transfer to General Fund Total						5,610,000	6,815,000	
CRA-Community Redevelopment Agency-Southeast Overtown/Park West	10050	920101	891000	92-689001	1394	Special Revenue-City Clerk Services	13500	121000	481000	12-110064	2058	30,000	30,000	Reimburse City Clerk Services for Legislative Service Rep I position
CRA-Community Redevelopment Agency-OMNI	10040	920501	891000	92-686001	1396	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						9,744,000	10,940,000	
						Grand Total						86,885,000	102,246,000	

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 as well as providing new service delivery infrastructure. The CIP provides the budgeted fund sources available for capital projects and identifies the planned improvement projects and the corresponding estimated costs 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 project requires additional funds, the Capital Plan can be subsequently amended throughout the fiscal year as needed. Any amendments to the CIP are required to be heard and approved by the City Commission.

The FY 2022-23 Capital Plan is an update to the FY 2021-22 Capital Plan which was adopted with modifications on September 13, 2021 pursuant to Resolution No. R-21-0353, as subsequently amended on October 1, 2021 pursuant to Resolution No. R-21-0408, on November 18, 2021 pursuant to Resolution No. R-21-0459, on March 24, 2022 pursuant to Resolution No. R-22-0130, on June 9, 2022 pursuant to Resolution Nos. 22-0208 and 22-0209.

The FY 2022-23 Proposed Capital Budget recommends appropriations totaling $48.292 million which will be used to fund 44 projects as detailed in the Plan.

Legal Authority

The legal requirements for preparing the City's Capital Plan are set forth in the Florida Statutes and the City of Miami Code. A capital improvement programming process to support the Comprehensive Plan is

Capital Plan Overview

required by the Community Planning Act, specifically Sections 163.3161 and 163.3177, Florida Statutes (2021). Furthermore, pursuant to Chapter 18/Article IX/Divisions 1 and 2 of the Code of the City of Miami, Florida, as amended, entitled "Finance/Financial Policies/Anti-Deficiency Act/Financial Integrity Principles", requires the development and approval of a multi-year capital plan which also delineates specific requirements for inclusion.

The Capital Plan Framework

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

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

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

Project Sources

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

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

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

Capital 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:

Capital Plan Overview

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

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Capital Project Program Funds

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

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

Office of Capital Improvement's (OCI) Role

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

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

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- Visibility Role: The Client Department fully undertakes the management, execution, and reporting of a Capital Improvement project, without assistance from OCI. In this scenario, OCI's role is "Visibility" of the project

Office of Management and Budget's (OMB) Role

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

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

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

Major Funding Programs for Capital Projects

Miami Forever Bond

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

Background:

- In the November 2017 election, Miami's citizens approved $400 million for the Miami Forever Bond.
    - $192 million designated to prevent and mitigate the impacts of flooding and sea-level rise.
    - $23 million designated to improve our roads and provide a save, convenient, effective and multimodal roadway system.
    - $78 million designated to improve the quality of our parks and cultural facilities and create more open and green space for all.
    - $7 million designated to public safety to enhance the City's ability to save lives and protect property.
- In December 2018, the City Commission approved the Miami Forever Bond's first tranche $58.653 million (33 Projects).
- In January 2021, the City Commission approved The Miami Forever Bond's second tranche $40 million for Affordable Housing and Economic Development.

Guiding Themes:

Capital Plan Overview

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

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

Execution Strategy:

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

- **Immediate Impact:** The bond kick-off had an immediate impact with the launch of over 100 projects that will be completed within three years. The projects were selected based on the five guiding themes, each bond category's goals and objectives, and coordination with our citizens and partners. The deliberate selection process resulted in the first tranche of $58.700 million to be invested in critical projects spread across all bond categories and sections of the city. The first tranche is divided into two series of allocations, Series A Infrastructure and Series B Affordable Housing.
    - Series A – Infrastructure – to include:
        - Roadways
        - Parks and Cultural Facilities
        - Public Safety
        - Sea-Level Rise and Flood Prevention
    - Series B – Affordable Housing – to include
        - Develop and invest in Affordable Housing solutions
        - Initiate and continue Affordable Housing studies, plans and assessments
- **Gain Momentum**: This phase provides an opportunity to strategically program the first series of projects, strengthen partnerships and agreements, and set a strategic course for future investment. While programming over 100 projects already in the pipeline, a detailed organizational capacity assessment will be performed to ensure projects are successful. These requirements include a three-year time completion, creating new and employing alternative methods of procurement, developing a rigorous risk management plan, and establishing compliance and stewardship guidelines.

Capital Plan Overview

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

    - Establish strict project and financial monitoring and reporting processes while working with the City Commission appointed bond civilian oversight board.
    - Refine the project selection model for subsequent tranches using lessons learned, study results, professional staff analysis, partner participation, and community engagement.
    - Assess and update the City's zoning, planning and building policies and standards to institute rules that will maximize the resiliency benefits from new development.

Status:

Of the 33 projects, there are 2 projects in planning, 14 in design, 2 in procurement, 13 in construction and 2 are completed.

Key Highlights:

- 97 backflow valves installed: Committed to install 50 outfall backflow valves using bond funding but was able to install 60. Received $1.5M matching funds from the State to install 35 more, with 37 completed thus far. The city continuously pursues grants to complete the installation and/or repair of more than 400 backflow valves.
- Antonio Maceo Boat Ramp in Construction. Forecasted to be completed by the end of the year.
- PBA/Fern Isle Park Enhancements in Construction. Forecasted to be completed by the end of the year.
- Started the Design for Brickell Bay Drive working on 30% plans.
- Phase I of Fairview Flood Mitigation is complete. The Phase II Pump Station is under design and at 90% complete.
- Very Poor Roads Projects started construction: completed 2 road segments, 4 are at 100% design, first package of 10 pending Contractor Selection.
- Completed the Alice Wainwright Park Seawall and Resiliency project. Ribbon cutting held on March 31, 2022.
- 18 spot drainage projects citywide completed
- Legion Park Building Renovations started construction in December 2021
- Completed Park upgrades: Repaired 8 park facility roofs, installed 7 playgrounds, and improved mobility and access at 39 parks
- Completed "The Gallery at River Parc" Housing project.
- Completed the "Liberty Square Phase Three" Housing project.
- Completed 91 outreach and engagements on bond projects with the community and industry associations to promote the Bond program
- Received $45.8 M in matching funds for infrastructure projects.

Capital Plan Overview

Upcoming Actions:

- Ribbon cutting for PBA/Fern Isle Park Enhancements project
- Spring Garden Community Center community meeting TBD
- Schedule community meeting to present and receive feedback on future bond projects
- Reviewing and assessing city master plans and data to identify the next Miami Forever Bond projects:
    - Roadways – Assessing roads Pavement Condition Index (PCI) using Cartograph. Currently analyzing data for accuracy
    - Parks – Assessing Parks Master Plan and Parks Heat Map
    - Sea-Level Rise and Flood Prevention – Assessing Final Report of Stormwater Master Plan for project recommendations and prioritization
    - Public Safety – Fund Fire Station 10 for design and construction

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

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

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

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

The City has initially distributed these funds across 5 City Districts, the Mayor's Office, Department of Housing, Department of Human Services, Department of Parks and Recreation, site improvements and other eligible activities broken down generally into the divisions below. Please note that these fund assignments may change as the program evolves, new projects are developed, and other funding opportunities are identified.

- $89,025,000 for Community Projects
- $23,214,417 for Revenue loss
- $14,500,000 for Housing
- $5,650,000 for Human Services
- $3,250,000 for Innovation and Technology and

Capital Plan Overview

- $2,000,000 for City Wide Parks Equipment and Site Improvements

Current project status is:

- 36 projects determined eligible for ARPA funds
- 19 projects in eligibility review
- 3 projects in development
- 5 projects withdrawn, and
- 2 projects not recommended

NOTE: Several districts have chosen to use community funds to supplement housing, as affordable, equitable housing is a primary concern.

Each district and other offices have not yet made decisions for developing additional projects.

All funds must be obligated to eligible projects by December 31, 2024 and all funds must be expended by December 31, 2026.

The ARPA recommended categories include:

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

Negative Economic Impact (EC 2): The Fiscal Recovery Funds to respond to the negative economic impacts of the COVID–19 public health emergency, are to address economic harm resulting from or exacerbated by the public health emergency and include Assistance to Unemployed Workers, Assistance to Households, Expenses to Improve Efficacy of Economic Relief Programs, Small Businesses and Non-profits, Rehiring Staff, Aid to Impacted Industries, Building Stronger Communities through Investments in Housing and Neighborhoods, Addressing Educational Disparities, and Promoting Healthy Childhood Environments.

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

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

Premium Pay (EC 4):

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

Capital Plan Overview

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

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

Revenue Replacement (EC 6):

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

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

The City procured the services of a consultant which are subject matter experts in ARPA and Grant Management to help with the eligibility, management, monitoring, and reporting for the funds.

- Meeting on a weekly basis
- Monitoring projects
- Reporting
- Community Engagement

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 current standards and, as such, do not carry significant operating impacts. Some of these projects, however, require additional operating expenditures for utilities such as water and electricity, or for landscape and lighting maintenance that exceed current consumption levels. New projects, such as

Capital Plan Overview

park recreation centers and fire-rescue stations, often require the hiring of new personnel, purchase of new furniture and equipment, as well as routine maintenance and payment of increased utility bills.

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

The table below summarizes the estimated annual operating impact of current active capital projects on the City's operating budget by program fund. These estimated impacts are anticipated to be recognized in the first year upon completion of the capital project. Additionally, the *Sources and Estimated Uses by Department* report in the Capital Reports Section lists the estimated operating impact by project.

Estimated Annual Operating Impact by Program Fund		
Program	**Year 1**	
Disaster Recovery	$	-
General Government	$	864,000
Mass Transit	$	-
Parks and Recreation	$	1,357,000
Public Facilities	$	674,000
Public Safety	$	93,000
Sanitary Sewers	$	-
Solid Waste	$	-
Storm Sewers	$	13,000
Streets and Sidewalks	$	93,000
Grand Total	**$**	**3,094,000**

Personnel Overview

Introduction

The FY 2022-23 Budget's Full-Time Equivalent (FTE) position count is 4,643. 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 2021-22 Adopted Budget to the FY 2022-23 Proposed Budget is a net gain of 72 positions. Since October 1, 2021, to July 22, 2022, the number of FTE positions had a net increase of 25 positions consisting of 47 additions, 22 eliminations, and no positions transferred between departments.

The FY 2022-23 Proposed Budget includes 45 additions, three positions eliminated, and eight positions transferred between departments for a total increase of 42 positions.

Therefore, the FY 2022-23 Proposed Budget has a net increase of 67 positions from the FY 2021-22 Adopted Budget (25 net additions in FY 2021-22 and 42 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 26 positions resulting from transfers, additions, or reductions.

The Budget includes the addition of one Assistant Director, one Secretary of Unsafe Structure Panel, two Panel Coordinator I, two Panel Coordinator II, and two Panel Coordinator III, which was added in the Mid-Year Budget Amendment for FY 2021-22.

The Budget also includes the addition of two Building Services Assistant III, 12 Building Services Assistant II, two Building Services Assistant I, and two Administrative Assistant II.

Capital Improvements

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

City Attorney

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

Personnel Overview

The Budget for the Office of the City Attorney includes an increase of three Assistant to the City Attorney 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 decrease of six positions resulting from transfers, additions, or reductions.

The Budget for the Office of the City Manager includes a reduction of six positions (no job code defined at this time) from the Venture Miami Initiative, which was eliminated in the Mid-Year Budget Amendment for FY 2021-22.

Civil Service

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

Code Compliance

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

Commissioners

The Budget for all Commission Offices includes 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.

Fire-Rescue

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

The Budget for the Department of Fire-Rescue includes the addition of one Budget and Financial Support Advisor, grant-funded, civilian position and one Administrative Aide II, grant-funded, civilian position.

Personnel Overview

General Services Administration

The Budget for the General Services Administration includes no net increase or decrease in positions resulting from transfers, additions, or reductions.

The Budget for the General Services Administration includes the addition of one Assistant to Director – GSA position.

The Budget for the General Services Administration also includes the reduction of a Financial Management Supervisor position.

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 a net increase of two positions resulting from transfers, additions, or reductions.

The Budget includes the addition of one Loan Specialist position and one Housing Development Coordinator position, which was added in the Mid-Year Budget Amendment for FY 2021-22.

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 for the Department of Human Resources includes the addition of one Human Resources Technician II position and one Human Resources Medical Supervisor position.

The Budget for the Department of Human Resources also includes the reduction of one Human Resources Coordinator position.

Human Services

The Budget for the Department of Human Services includes a net decrease of 18 positions resulting from transfers, additions, or reductions.

The Budget includes the reduction of six Neighborhood Service Center Administrator, filled positions; eight Neighborhood Service Center Representative, filled positions; and four Service Center Aide, filled positions, which were reduced in the Mid-Year Budget Amendment for FY 2021-22.

Independent Auditor General

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

Personnel Overview

Innovation and Technology

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

Management and Budget

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

Mayor

The Budget for the Office of the Mayor includes a net increase of three positions resulting from transfers, additions, or reductions.

The Budget for the Office of the Mayor includes the addition of two Special Aide (Elected Official) positions and one Senior Communications Aide (Elected Official) position.

Parks and Recreation

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

The Budget for the Department of Parks and Recreation includes a transfer from the Department of Resilience and Public Works of an Auto Equipment Operator III filled position.

Planning

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

Police

The Budget for the Police Department includes a net increase of 49 positions resulting from transfers, additions, or reductions.

The Budget includes the addition of ten Police Officer sworn positions, which were added in the FY 2021-22 Budget Amendment No.1; three Police Major sworn, executive positions, which were added in the FY 2021-22 Budget Amendment No.3; one Sergeant-at-Arms sworn, executive positions, which were added in the FY 2021-22 Budget Amendment No.4; two Administrative Aide II civilian positions, which were added in the FY 2021-22 Budget Amendment No.5; eight Victims Advocate (Witness Coordinator), grant funded, civilian positions, which were added in the FY 2021-22 Budget Amendment No.7; and 15 Police Officer, grant funded, sworn positions and one Sergeant-at-Arms sworn, executive positions, which were added in the FY 2021-22 Budget Amendment No.8 (Mid-year Budget Amendment).

The Budget includes the elimination of two Police Major sworn, executive, vacant positions, and one Executive Officer to the Police Chief sworn, executive, vacant position, which were eliminated in the FY

2021-22 Budget Amendment No.1, and the elimination of two Typist Clerk II civilian, vacant positions and one Typist Clerk III civilian, vacant position, which were eliminated in the FY 2021-22 Budget Amendment No.5

The Budget also includes the addition of 15 Police Officer, grant funded, sworn positions.

Procurement

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

The Budget for the Department of Procurement includes a transfer from the Department of Real Estate and Asset Management of one Marinas Facility Attendant vacant position. The position job code was reclassified to a Real Estate Contracting Manager.

Real Estate and Asset Management

The Budget for the Department of Real Estate and Asset Management includes a net decrease of one position resulting from transfers, additions, or reductions.

The Budget includes a transfer to the Department of Procurement of one Marinas Facility Attendant vacant position.

Resilience and Public Works

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

The Budget for the Department of Resilience and Public Works includes a transfer to the Office of Resilience and Sustainability of a Chief Resilience Officer vacant position, an Assistant Chief Resilience Officer filled position, a Resilience Programs Manager filled position, two Resilience Programs Manager vacant positions, and a Special Projects Coordinator filled position.

The Budget for the Department of Resilience and Public Works also includes a transfer to Parks and Recreation Department of an Auto Equipment Operator III filled position.

Resilience and Sustainability

The Budget for the new Office of Resilience and Sustainability includes a net increase of six positions resulting from transfers, additions, or reductions.

The Budget for the Office of Resilience and Sustainability includes a transfer from the Department of Resilience and Public Works of a Chief Resilience Officer vacant position, an Assistant Chief Resilience Officer filled position, a Resilience Programs Manager filled position, two Resilience Programs Manager vacant positions, and a Special Projects Coordinator filled position.

Personnel Overview

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 five positions resulting from transfers, additions, or reductions.

The Budget includes the addition of one Waste Equipment Operator position, two Waste Collector Operator II positions, and two Waste Collector 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 net increase or decrease in positions resulting from transfers, additions, or reductions.

The Budget for the Non-Departmental Accounts includes the addition of a Senior Advisor to the City Manager position.

The Budget for the Non-Departmental Accounts also includes the reduction of a Film And Culture Administrator position.

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FY 2022-23 Position Summary Schedule

	FY 2021-22 Changes					FY 2022-23 Proposed Changes					
City of Miami Departments, Offices, and Boards	**Adopted Budget FY 2021-22 September 23, 2022**	**Interdepartmental Transfer**	**Additions**	**Reductions**	**Amended Budget FY 2021-22 July, 2022**	**Interdepartmental Transfer**	**Additions**	**Reductions**	**Proposed Budget FY 2022-23 July, 2022**	**Net Change + / (-)**	**% Growth + / (-)**
Mayor	**18**				18		3		21	3	16.7
Commissioners	**89**				89				89	0	0.0
City Manager	**24**			(6)	18				18	(6)	(25.0)
Agenda Coordination	**3**				3				3	0	0.0
Building	**170**			8	178		18		196	26	15.3
Capital Improvements	**53**				53				53	0	0.0
City Attorney	**61**		3		64				64	3	4.9
City Clerk	**12**				12				12	0	0.0
Civil Service	**3**				3				3	0	0.0
Code Compliance	**75**				75				75	0	0.0
Communications	**11**				11				11	0	0.0
Equal Opportunity and Diversity	**3**				3				3	0	0.0
Finance	**68**				68				68	0	0.0
Fire-Rescue	**900**		2		902				902	2	0.2
General Services Administration	**140**				140		1	(1)	140	0	0.0
Grants Administration	**9**				9				9	0	0.0
Housing and Community Development	**35**		2		37				37	2	5.7
Human Resources	**39**				39		2	(1)	40	1	2.6
Human Services	**87**			(18)	69				69	(18)	(20.7)
Independent Auditor General	**9**				9				9	0	0.0
Innovation and Technology	**82**				82				82	0	0.0
Management and Budget	**20**				20				20	0	0.0
Parks and Recreation	**288**				288	1			289	1	0.3
Planning	**48**				48				48	0	0.0
Police	**1754**		40	(6)	1,788		15		1,803	49	2.8
Procurement	**20**				20	1			21	1	5.0
Real Estate and Asset Management	**50**				50	(1)			49	(1)	(2.0)
Resilience and Public Works	**162**				162	(7)			155	(7)	(4.3)
Resilience and Sustainability	**0**				0	6			6	6	N/A
Risk Management	**24**				24				24	0	0.0
Solid Waste	**276**				276		5		281	5	1.8
Zoning	**32**				32				32	0	0.0
Non-Departmental Accounts	**11**				11		1	(1)	11	0	0.0
TOTAL	**4576**	**0**	**47**	**(22)**	4,601	**0**	**45**	**(3)**	4,643	67	1.5

Collective Bargaining Overview

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

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

The AFSCME 1907 covers all non-sworn employees in the administrative, financial, and service occupations of the City. As of June 01, 2022, the AFSCME 1907 covers a total of 1,870 positions and has an estimated annual payroll that includes other pay items of $139.869 million. The current collective bargaining agreement expires on September 30, 2023.

The AFSCME 871 covers all sanitation occupations. As of June 01, 2022, the AFSCME 871 covers a total of 224 positions and has an estimated annual payroll that includes other pay items of $11.442 million. The current collective bargaining agreement expires on September 30, 2023.

The FOP covers all sworn, non-executive Police occupations including Detention Officers. As of June 01, 2022, the FOP covers a total of 1,345 positions and has an estimated annual payroll that includes other pay items of $126.877 million. The current collective bargaining agreement expires on September 30, 2023.

The IAFF covers all sworn, non-executive Fire-Rescue occupations. As of June 01, 2022, the IAFF covers a total of 786 positions and an estimated annual payroll that includes other pay items of $80.450 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 June 01, 2022, there are a total of 374 positions with an estimated annual payroll of $49.436 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
- Agenda Coordination
- City Attorney
- City Clerk
- Civil Service Board
- Code Compliance
- Communications
- Equal Opportunity and Diversity Programs
- Finance
- Grants Administration
- Human Resources
- Human Services
- Independent Auditor General
- Innovation and Technology
- Management and Budget
- Procurement
- Resilience and Sustainability

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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 2025.

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

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

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

Mayor

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	1,366,294	1,201,760	1,640,382	2,095,000	2,561,000
Operating Expense	292,108	205,513	620,683	541,000	571,000
Capital Outlay	3,449	13,719	0	0	0
Non-Operating Expenses	465,502	589,025	421,000	500,000	700,000
Transfers - OUT	0	0	100,000	0	0
	2,127,353	**2,010,017**	**2,782,066**	**3,136,000**	**3,832,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	1,460,505	1,365,410	2,028,766	2,636,000	3,132,000
Departmental Improvement Initiative	666,848	644,607	753,300	500,000	700,000
	2,127,353	**2,010,017**	**2,782,066**	**3,136,000**	**3,832,000**

Budget Highlights for FY 2022-23

The Budget includes the following considerations:

The Mayor's Office has 21 full-time positions included in the FY 2022-23 Budget; this includes the Mayor.

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, not including the Mayor (GF $109,000).

The Other Current Charges and Obligations Line item reflects an increase of (GF $300,000)to mirror the increases in the City Commission's budget following the elimination of the Neighborhood Enhancement Team (NET) from all Districts. This results in a total of $1 million allocated to the Mayor's Office and is the same amount allocated to each City Commission District for their respective District Offices.

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

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

Mayor

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	97,000	0	97,000	97,000	0	97,000
512000 - Regular Salaries and Wages	1,277,000	0	1,277,000	1,640,000	0	1,640,000
516000 - Fringe Benefits	45,000	0	45,000	54,000	0	54,000
521000 - Fica Taxes	109,000	0	109,000	137,000	0	137,000
522000 - Retirement Contributions	298,000	0	298,000	345,000	0	345,000
523000 - Life and Health Insurance	269,000	0	269,000	288,000	0	288,000
Personnel	**2,095,000**	**0**	**2,095,000**	**2,561,000**	**0**	**2,561,000**
Operating Expense						
524000 - Workers' Compensation	13,000	0	13,000	14,000	0	14,000
545011 - Insurance - Vehicle Liability	18,000	0	18,000	20,000	0	20,000
546001 - IT-Repair and Maintenance Services	49,000	0	49,000	59,000	0	59,000
548000 - Promotional Activities	70,000	0	70,000	70,000	0	70,000
549000 - Other Current Charges and Obligations	391,000	0	391,000	408,000	0	408,000
Operating Expense	**541,000**	**0**	**541,000**	**571,000**	**0**	**571,000**
Non-Operating Expense						
896000 - Budget Reserve	0	500,000	500,000	0	700,000	700,000
Non-Operating Expenses	**0**	**500,000**	**500,000**	**0**	**700,000**	**700,000**
Total Expense	**2,636,000**	**500,000**	**3,136,000**	**3,132,000**	**700,000**	**3,832,000**

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 2025. 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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	3,343,885	3,374,344	4,487,281	5,717,000	7,215,000
Operating Expense	687,000	608,112	1,649,665	2,141,000	3,401,000
Capital Outlay	6,907	10,841	0	0	0
Non-Operating Expenses	1,579,833	1,366,751	2,019,203	3,281,000	6,051,000
	5,617,625	**5,360,048**	**8,156,149**	**11,139,000**	**16,667,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	3,465,265	3,596,023	5,472,808	7,858,000	10,616,000
Departmental Improvement Initiative	2,152,359	1,715,614	2,679,372	3,281,000	6,051,000
Emergency Funds	0	48,412	3,969	0	0
	5,617,625	**5,360,048**	**8,156,149**	**11,139,000**	**16,667,000**

Budget Highlights for FY 2022-23

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, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, not including the City Commissioners (GF $350,000). This amounts to $70,000 for each office budget.

Each City Commission Office has a General Fund Office Budget (GF $731,000). The Commission Chairperson's budget remains the same as the previous fiscal year (GF $100,000). This totals (GF $3.755 million) for all five Commission districts and the Chairperson.

The allocation of $1.000 million to Commission 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 budget reflects the allocation of $1.000 million to Commission Districts 2 and 5 to cover personnel and operating costs at their respective District Offices, pursuant to the adoption of Miami City Commission Resolution R-22-0037.

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 contribution from the General Fund to the Special Revenue Fund 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 is $2.250 million, and the Mayor's portion is $450,000.

The percentage of Anti-Poverty Initiative dollars allocated to each commission district has changed from the previous fiscal year due to the adoption of new jurisdictional boundaries of the City Commission Districts

following the results of the 2020 United States Census (City Commission Resolution R-22-0131). The funding allocated to each district is determined by the percentage of citywide poverty in eachCommission district.

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

District 2 is allocated approximately 7 percent of the Anti-Poverty Initiative funds (SR $160,000).

District 3 is allocated approximately 22 percent of the Anti-Poverty Initiative funds (SR $499,000).

District 4 is allocated approximately 21 percent of the Anti-Poverty Initiative funds (SR $472,000).

District 5 is allocated approximately 26 percent of the Anti-Poverty Initiative funds (SR $580,000).

Commissioners

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 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	3,597,000	0	3,597,000	4,575,000	0	4,575,000
513000 - Other Salaries and Wages	53,000	0	53,000	25,000	0	25,000
513010 - Other Salaries and Wages -Part Time Year Year Round	0	0	0	57,000	0	57,000
516000 - Fringe Benefits	230,000	0	230,000	234,000	0	234,000
521000 - Fica Taxes	318,000	0	318,000	415,000	0	415,000
522000 - Retirement Contributions	652,000	0	652,000	775,000	0	775,000
523000 - Life and Health Insurance	577,000	0	577,000	844,000	0	844,000
Personnel	**5,717,000**	**0**	**5,717,000**	**7,215,000**	**0**	**7,215,000**
Operating Expense						
524000 - Workers' Compensation	41,000	0	41,000	48,000	0	48,000
546001 - IT-Repair and Maintenance Services	183,000	0	183,000	194,000	0	194,000
549000 - Other Current Charges and Obligations	1,917,000	0	1,917,000	3,159,000	0	3,159,000
Operating Expense	**2,141,000**	**0**	**2,141,000**	**3,401,000**	**0**	**3,401,000**
Non-Operating Expense						
896000 - Budget Reserve	0	3,281,000	3,281,000	0	6,051,000	6,051,000
Non-Operating Expenses	**0**	**3,281,000**	**3,281,000**	**0**	**6,051,000**	**6,051,000**
Total Expense	**7,858,000**	**3,281,000**	**11,139,000**	**10,616,000**	**6,051,000**	**16,667,000**

City Manager

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

Mission Statement

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

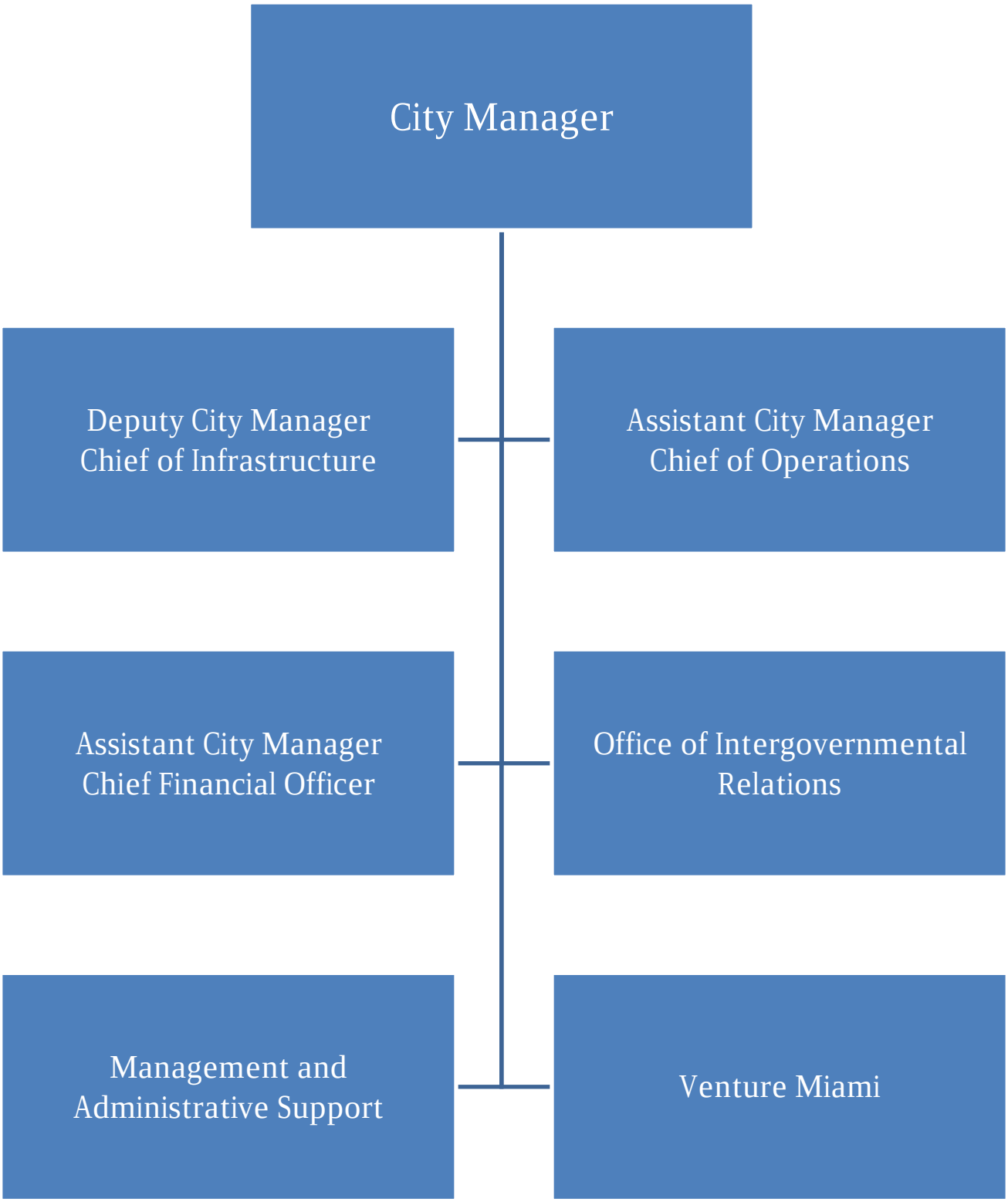
Description

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

To execute the above functions, 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 2021-22	FY 2022-23
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, 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
OFFICE OF INTERGOVERNMENT RELATIONS Interacts with other government agencies.	1	1
MANAGEMENT AND ADMINISTRATIVE SUPPORT Provides technical, administrative, and clerical support to the Office of the City Manager.	7	7
VENTURE MIAMI Channels and leverages resources with all business and workforce development stakeholders that impact the City's economy.	12	6
TOTAL FULL-TIME POSITIONS	**24**	**18**

City Manager

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,527,824	2,606,947	2,451,505	2,568,000	3,745,000
Operating Expense	199,439	536,223	205,849	240,000	624,000
Capital Outlay	0	9,096	0	0	0
Non-Operating Expenses	19,257	17,362	29,356	3,000,000	1,871,000
	2,746,519	**3,169,628**	**2,686,710**	**5,808,000**	**6,240,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	2,668,083	2,836,076	2,674,106	5,804,000	6,236,000
Departmental Improvement Initiative	78,437	0	0	4,000	4,000
Emergency Funds	0	333,552	12,604	0	0
	2,746,519	**3,169,628**	**2,686,710**	**5,808,000**	**6,240,000**

Budget Highlights for FY 2022-23

The Budget includes the following reductions:

As approved in the FY 2021-22 Mid-Year Amendment, the budget reflects the reduction of six positions to correct the number of positions for Venture Miami.

Aids to Private Organizations Line Item reflects a reduction of (GF $1.129 million) to align budget with current level of expenditures for Venture Miami.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $2,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Manager (GF $112,000).

City Manager

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,900,000	0	1,900,000	2,801,000	0	2,801,000
516000 - Fringe Benefits	51,000	0	51,000	71,000	0	71,000
521000 - Fica Taxes	121,000	0	121,000	190,000	0	190,000
522000 - Retirement Contributions	304,000	0	304,000	436,000	0	436,000
523000 - Life and Health Insurance	192,000	0	192,000	247,000	0	247,000
Personnel	**2,568,000**	**0**	**2,568,000**	**3,745,000**	**0**	**3,745,000**
Operating Expense						
524000 - Workers' Compensation	36,000	0	36,000	41,000	0	41,000
531000 - Professional Services	20,000	0	20,000	60,000	0	60,000
534000 - Other Contractual Services	20,000	0	20,000	45,000	0	45,000
540000 - Travel and Per Diem	25,000	0	25,000	65,000	0	65,000
541000 - Communications & Related Services	2,000	0	2,000	17,000	0	17,000
541100 - Postage	1,000	0	1,000	3,000	0	3,000
544000 - Rentals and Leases	4,000	0	4,000	4,000	0	4,000
545013 - Insurance - General Liability	12,000	0	12,000	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	36,000	0	36,000	71,000	0	71,000
548000 - Promotional Activities	0	4,000	4,000	100,000	4,000	104,000
548100 - Advertising and Related Costs	0	0	0	50,000	0	50,000
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	29,000	0	29,000
552010 - Motor Fuel	2,000	0	2,000	2,000	0	2,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	3,000	0	3,000	53,000	0	53,000
Operating Expense	**236,000**	**4,000**	**240,000**	**620,000**	**4,000**	**624,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	3,000,000	0	3,000,000	1,871,000	0	1,871,000
Non-Operating Expenses	**3,000,000**	**0**	**3,000,000**	**1,871,000**	**0**	**1,871,000**
Total Expense	**5,804,000**	**4,000**	**5,808,000**	**6,236,000**	**4,000**	**6,240,000**

Agenda Coordination

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

Mission Statement

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

Description

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

Contributing to the Administration's Priority of *Quality of Life*, the Office of Agenda Coordination, at the direction of the City Manager, sets the deadlines for placement of items and ensures communication throughout the process between all respective parties. Additionally, this Office is responsible for providing guidance and assistance to both internal and external customers with the placement of agenda items. Through the use of the 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 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	341,107	378,138	372,377	392,000	369,000
Operating Expense	13,627	14,206	13,382	17,000	17,000
	354,734	**392,344**	**385,759**	**409,000**	**386,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	354,734	392,344	385,759	409,000	386,000
	354,734	**392,344**	**385,759**	**409,000**	**386,000**

Budget Highlights for FY 2022-23

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $4,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $4,000).

Agenda Coordination

Accomplishments FY 2021-22

Successfully moved forward in paperless efforts by bringing down the number of hard copy Agenda Packets distributed from eight copies down to four.

Distributed agenda packets to the Mayor, members of the City Commission and the Public electronically, at least five full business days before each City Commission meeting.

Tracked and monitored the progress of the City Commission directives.

Strategies FY 2022-23

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.

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

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) To ensure distribution of the City Commission agenda packets five full business days prior to the scheduled City Commission meeting and release the draft agenda at least seven calendar days prior to the distribution of the final agenda.				
Regular items prepared and distributed (number)	947	986	965	965
Planning and Zoning items distributed (number)	141	179	195	195
Substitutions distributed (number)	14	24	20	< 20
Agenda was published five business days prior to Commission meeting (percent)				100
Agenda Items received and entered into IQM2 (average number of days)				2
DEPARTMENT GOAL(S) To deliver high-quality customer service and improve operational efficiency.				
City Commission directives completed/closed out (number)				50

Source: ClearPoint Strategy Management Reporting Software

Office of Agenda Coordination

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	222,000	0	222,000	233,000	0	233,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	17,000	0	17,000	18,000	0	18,000
522000 - Retirement Contributions	90,000	0	90,000	72,000	0	72,000
523000 - Life and Health Insurance	58,000	0	58,000	41,000	0	41,000
Personnel	**392,000**	**0**	**392,000**	**369,000**	**0**	**369,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	5,000	0	5,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	8,000	0	8,000	9,000	0	9,000
551000 - Office Supplies	2,000	0	2,000	2,000	0	2,000
Operating Expense	**17,000**	**0**	**17,000**	**17,000**	**0**	**17,000**
Total Expense	**409,000**	**0**	**409,000**	**386,000**	**0**	**386,000**

City Attorney

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

Mission Statement

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

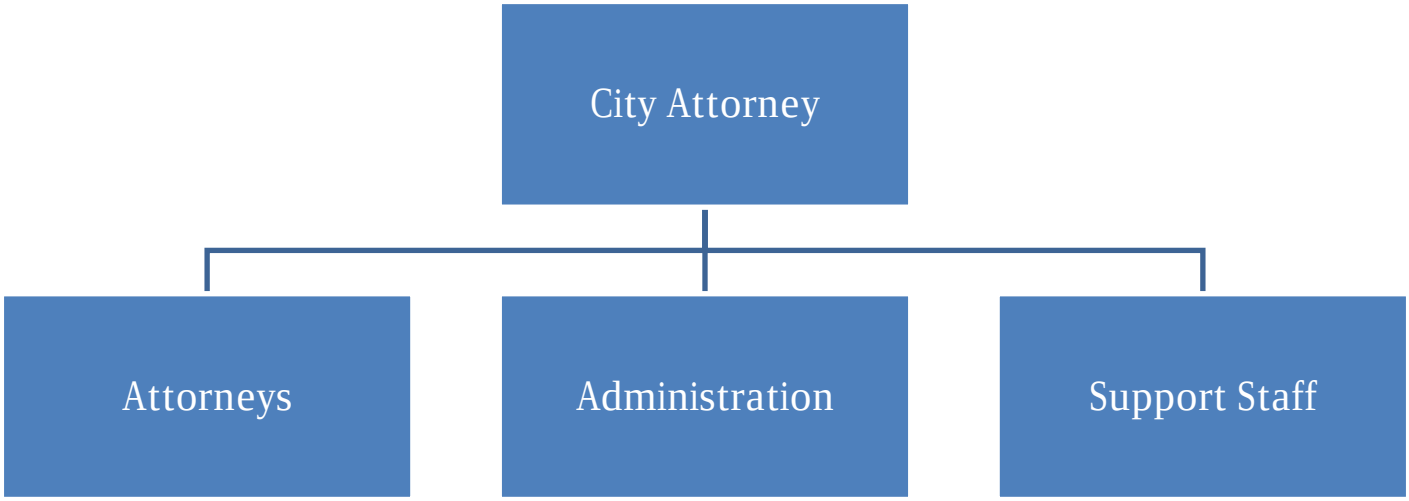
Description

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

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

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

City Attorney



Departmental Function/Unit	FY 2021-22	FY 2022-23
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.	29	32
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	**61**	**64**

City Attorney

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	8,702,250	9,392,800	9,951,639	10,661,000	11,731,000
Operating Expense	454,959	505,291	521,405	560,000	548,000
Capital Outlay	0	11,520	0	0	0
	9,157,209	**9,909,611**	**10,473,045**	**11,221,000**	**12,279,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	9,157,209	9,909,611	10,473,045	11,221,000	12,279,000
	9,157,209	**9,909,611**	**10,473,045**	**11,221,000**	**12,279,000**

Budget Highlights for FY 2022-23

The Budget includes the following reductions:

The Other Salaries and Wages Line Item reflects a reduction of (GF $80,000) to align budget with current level of expenditures.
The Professional Services – Legal Services Line Item reflects a reduction of (GF $100,00) to fund one Assistant City Attorney position.

The Budget includes the following addition:

The personnel count reflects an increase of three Assistant City Attorney positions, pursuant to the adoption of the Miami City Commission Ordinance 14046.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $5,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the City Attorney (GF $329,000).

City Attorney

Accomplishments FY 2021-22

Offered Public Records Requests trainings to all City of Miami employees on a monthly basis to provide continuing education on the use of Next Requests portal.

Continued to respond to Legal Services requests in a timely manner.

Continued a remote work environment. Embraced the DocuSign and ProjectDox programs implemented Citywide which has helped to establish a more efficient workflow.

Expanded collections efforts and recovered $2.475 million as of May 3, 2022. In addition to the collection of monies, the City filed special assessment foreclosures and acquired properties totaling $450,747.

Developed an on-line payment portal to receive payments related to public records requests successfully with the assistance of the Finance and Innovations and Technology departments.

Aggressively addressed quality of life matters, including the matter of Save the Grove Isle, LLC, et al. v. The City of Miami, Third District Court of Appeal (3rd DCA), Case No. 3D20-1548. The City filed a Motion to Dismiss stating the Plaintiff's lacked standing and failed to exhaust administrative remedies with respect to the permits they were challenging. The Motion was granted dismissing the lawsuit without prejudice as to the City for failure to exhaust administrative remedies. On appeal, the plaintiffs' appealed to the 3rd DCA. The Court issue its written opinion, affirming the trial court's decision.

Aggressively litigated City of Miami v. Charles J. Bencomo and Stacy Bencomo, Third District Court of Appeal (3rd DCA), Case No. 3D21-762. The 3rd DCA adopted the City's argument and ordered the trial court to award the City's reasonable attorney's fees and costs.

Strategies FY 2022-23

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.

City Attorney

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan 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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Proactively provide legal advice to the City Commission and City Administration to reduce potential liabilities.				
Litigation matters opened (number)	533	506	600	600
Litigation matters closed (number)	615	818	600	600
Non-litigation matters opened (number)	2,196	2,272	2,400	2,400
Non-litigation matters closed (number)	2,529	2,317	2,300	2,400
DEPARTMENT GOAL(S) Continue litigating matters on behalf of the City with the mind set of obtaining favorable and cost effective results.				
Blended Attorney hourly rate (dollars)	$ 65.00	$ 68.00	$ 69.00	$ 72.05
Blended billable hours per Attorney (hours)	1,633.9	1,892.6	1,700	1,700
DEPARTMENT GOAL(S) Continue expanding collection efforts.				
Collection of Liens (dollars)	$ 2,314,205.32	$ 3,282,966.52	$ 3,000,000.00	$ 1,700,000.00
DEPARTMENT GOAL(S) Enhance the productivity and knowledge of personnel throughout the City with on-going trainings on new laws, technology updates, and efficient procedures.				
Preventative Law Training /Presentations (number)	9	20	12	12
DEPARTMENT GOAL(S) Continue responding to Legal Service Requests in a timely manner.				
Public Records Requests (opened)	3,432	4,278	1,650	4,000
Public Records Requests (closed)	3,096	4,229	1,800	4,000

City Attorney

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	6,787,000	0	6,787,000	7,672,000	0	7,672,000
512010 - Attrition Savings - Salaries	(113,000)	0	(113,000)	(40,000)	0	(40,000)
513000 - Other Salaries and Wages	80,000	0	80,000	0	0	0
515000 - Special Pay	22,000	0	22,000	22,000	0	22,000
516000 - Fringe Benefits	90,000	0	90,000	90,000	0	90,000
521000 - Fica Taxes	466,000	0	466,000	525,000	0	525,000
522000 - Retirement Contributions	2,309,000	0	2,309,000	2,370,000	0	2,370,000
523000 - Life and Health Insurance	1,020,000	0	1,020,000	1,092,000	0	1,092,000
Personnel	**10,661,000**	**0**	**10,661,000**	**11,731,000**	**0**	**11,731,000**
Operating Expense						
524000 - Workers' Compensation	95,000	0	95,000	105,000	0	105,000
531000 - Professional Services	45,000	0	45,000	45,000	0	45,000
531010 - Professional Services-Legal Services	100,000	0	100,000	0	0	0
540000 - Travel and Per Diem	18,000	0	18,000	38,000	0	38,000
541000 - Communications & Related Services	1,000	0	1,000	0	0	0
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	167,000	0	167,000	205,000	0	205,000
548100 - Advertising and Related Costs	0	0	0	2,500	0	2,500
549000 - Other Current Charges and Obligations	0	0	0	1,500	0	1,500
551000 - Office Supplies	15,000	0	15,000	18,000	0	18,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	101,000	0	101,000	115,000	0	115,000
Operating Expense	**560,000**	**0**	**560,000**	**548,000**	**0**	**548,000**
Total Expense	**11,221,000**	**0**	**11,221,000**	**12,279,000**	**0**	**12,279,000**

City Clerk

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

Mission Statement

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

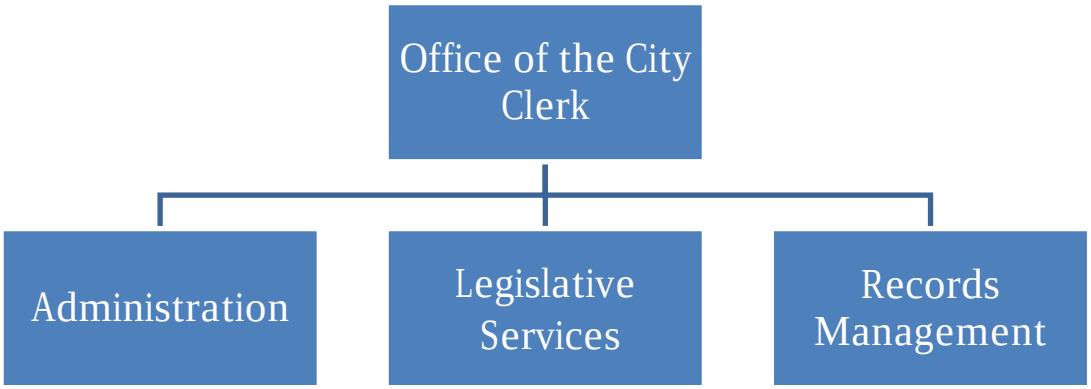
Description

The City Clerk's Office 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 2021-22	FY 2022-23
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**

City Clerk

Department Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	1,637,724	1,780,482	1,801,291	1,854,000	1,890,000
Operating Expense	334,815	322,157	396,459	343,000	400,000
Capital Outlay	8,073	1,464	0	0	0
Non-Operating Expenses	0	0	0	1,578,000	1,756,000
	1,980,611	**2,104,103**	**2,197,751**	**3,775,000**	**4,046,000**

Funding Structure

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	1,887,419	1,963,543	2,050,881	2,067,000	2,152,000
City Clerk Services	93,193	140,559	146,870	1,708,000	1,894,000
	1,980,611	**2,104,103**	**2,197,751**	**3,775,000**	**4,046,000**

Budget Highlights for FY 2022-23

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $25,000, SR $1,000); and an average of five percent salary increase, a one percent increase across the board increase, and non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907; including the City Clerk (GF $22,000).

City Clerk

Accomplishments FY 2021-22

Upgraded 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 to interface with the latest version of FTR using a Dante virtual soundcard.

Continued to work with the Department of Innovation and Technology to launch the 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). The department has met on a regular basis to complete task such as content preparation, ADA preparation and validation, security preparation and validation, appearance and operational preparation and approval.

Strategies FY 2022-23

Continue to 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).

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

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Provide internal and external customers with timely access to actions and minutes associated with Miami City Commission meetings.				
Marked agenda completed within seven business days (percent)	98	100	100	100
City Commission minutes completed within 25 business days (percent)	94		50	80
City Commission minutes for consolidated, special, and budget meetings completed within 35 business days (percent)	33		50	80
DEPARTMENT GOAL(S) Promote effective service delivery of City of Miami contracts and agreements by making them promptly available.				
Contracts and agreements scanned and available in Laserfiche within seven business days (percent)	96	95	96	96
DEPARTMENT GOAL(S) Improve operational efficiency of City of Miami boards, committees, trusts and agencies by expeditiously providing newly appointed and reappointed board members with appointment notifications.				
Notifications sent to board appointees within 30 business days of City Commission approval (percent)	96	100	100	100

City Clerk

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,049,000	56,000	1,105,000	1,089,000	61,000	1,150,000
512010 - Attrition Savings - Salaries	0	0	0	(13,000)	0	(13,000)
516000 - Fringe Benefits	10,000	0	10,000	10,000	0	10,000
521000 - Fica Taxes	80,000	4,000	84,000	82,000	5,000	87,000
522000 - Retirement Contributions	420,000	24,000	444,000	405,000	24,000	429,000
523000 - Life and Health Insurance	192,000	19,000	211,000	206,000	21,000	227,000
Personnel	**1,751,000**	**103,000**	**1,854,000**	**1,779,000**	**111,000**	**1,890,000**
Operating Expense						
524000 - Workers' Compensation	23,000	1,000	24,000	25,000	1,000	26,000
531000 - Professional Services	36,000	0	36,000	36,000	0	36,000
534000 - Other Contractual Services	52,000	21,000	73,000	52,000	21,000	73,000
541100 - Postage	9,000	3,000	12,000	9,000	3,000	12,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546000 - Repair and Maintenance Services	6,000	0	6,000	6,000	0	6,000
546001 - IT-Repair and Maintenance Services	34,000	0	34,000	89,000	0	89,000
547200 - Printing and Binding-Paper Stock	1,000	0	1,000	1,000	0	1,000
548100 - Advertising and Related Costs	143,000	0	143,000	143,000	0	143,000
551000 - Office Supplies	7,000	2,000	9,000	7,000	2,000	9,000
552000 - Operating Supplies	1,000	0	1,000	1,000	0	1,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**316,000**	**27,000**	**343,000**	**373,000**	**27,000**	**400,000**
Non-Operating Expense						
896000 - Budget Reserve	0	1,578,000	1,578,000	0	1,756,000	1,756,000
Non-Operating Expenses	**0**	**1,578,000**	**1,578,000**	**0**	**1,756,000**	**1,756,000**
Total Expense	**2,067,000**	**1,708,000**	**3,775,000**	**2,152,000**	**1,894,000**	**4,046,000**

Civil Service Board

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

Mission Statement

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

Description

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

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

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

Civil Service Board

Civil Service Board

Departmental Function/Unit	FY 2021-22	FY 2022-23
CIVIL SERVICE BOARD Enforces Section 36 of the City of Miami Charter and Chapter 40 of the City of Miami Code of Laws; amends the rules as required; acts as a court hearing appeals of disciplinary actions, grievances, and investigations concerning alleged violations of rules and regulations, and of Florida Whistleblower Statutes; maintains meeting agendas and minutes, issues subpoenas, and prepares reports detailing the outcome of hearings and other Board actions; approves requests concerning probation extensions, military leaves, and other employment issues.	3	3
TOTAL FULL-TIME POSITIONS	**3**	**3**

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	422,941	516,832	522,269	531,000	578,000
Operating Expense	30,672	29,917	30,446	43,000	44,000
	453,613	**546,749**	**552,715**	**574,000**	**622,000**

Department/Funding Structure

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	453,613	546,129	552,715	574,000	622,000
Emergency Funds	0	620	0	0	0
	453,613	**546,749**	**552,715**	**574,000**	**622,000**

Civil Service Board

Budget Highlights for FY 2022-23

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $2,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $12,000).

Civil Service Board

Accomplishments FY 2021-22

Updated the Civil Service Rules, Regulations, and Procedures as needed and produced 20 Reports, Minutes, and related documents.

Provided information via the conduct of 58 Research and investigative projects, eight departmental newsletters, and informational bulletins, three workshops and seven orientations.

Conducted six Appeal, Whistleblower, Grievance, Investigation, and Unsatisfactory Service Rating hearings, rendering 18 Findings of Fact, Memoranda and Reports.

Trained 166 employees via new employee orientation, new supervisor orientation, and Civil Service Board workshops regarding employment policies and procedures.

Strategies FY 2022-23

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.

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) **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)	132	93	80	85
DEPARTMENT GOAL(S) **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)	16	21	22	20

Civil Service Board

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Establish procedures and grounds for investigations and hearings, and document the actions of the Board via Minutes, Findings & Reports.				
Minutes, Findings and Reports Prepared, Approved and/or Forwarded (number)		22	20	22
DEPARTMENT GOAL(S) Conduct hearings regarding appeal of disciplinary action; unsatisfactory service ratings; complaints of employees; and to investigate allegations concerning abuses of Power or Rule violations.				
Subpoenas prepared and processed (number)	74	72	110	50
Appeals, whistleblower, grievance, investigation, and unsatisfactory service rating hearings held (number)	5	9	10	10
DEPARTMENT GOAL(S) 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)	1	3	6	6
New employee and supervisor orientations conducted (number)	12	11	10	11
Employees trained by the Civil Service Board (number)	52	57	160	75

Source: ClearPoint Strategy Management Reporting Software

Civil Service Board

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	4,000	0	4,000	11,000	0	11,000
512000 - Regular Salaries and Wages	310,000	0	310,000	342,000	0	342,000
516000 - Fringe Benefits	5,000	0	5,000	5,000	0	5,000
521000 - Fica Taxes	23,000	0	23,000	26,000	0	26,000
522000 - Retirement Contributions	131,000	0	131,000	132,000	0	132,000
523000 - Life and Health Insurance	58,000	0	58,000	62,000	0	62,000
Personnel	**531,000**	**0**	**531,000**	**578,000**	**0**	**578,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	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	3,000	0	3,000	3,000	0	3,000
541000 - Communications & Related Services	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	8,000	0	8,000	9,000	0	9,000
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	**43,000**	**0**	**43,000**	**44,000**	**0**	**44,000**
Total Expense	**574,000**	**0**	**574,000**	**622,000**	**0**	**622,000**

Code Compliance

Department Head: Robert Santos - Alborna, JD, MA, CEP 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.

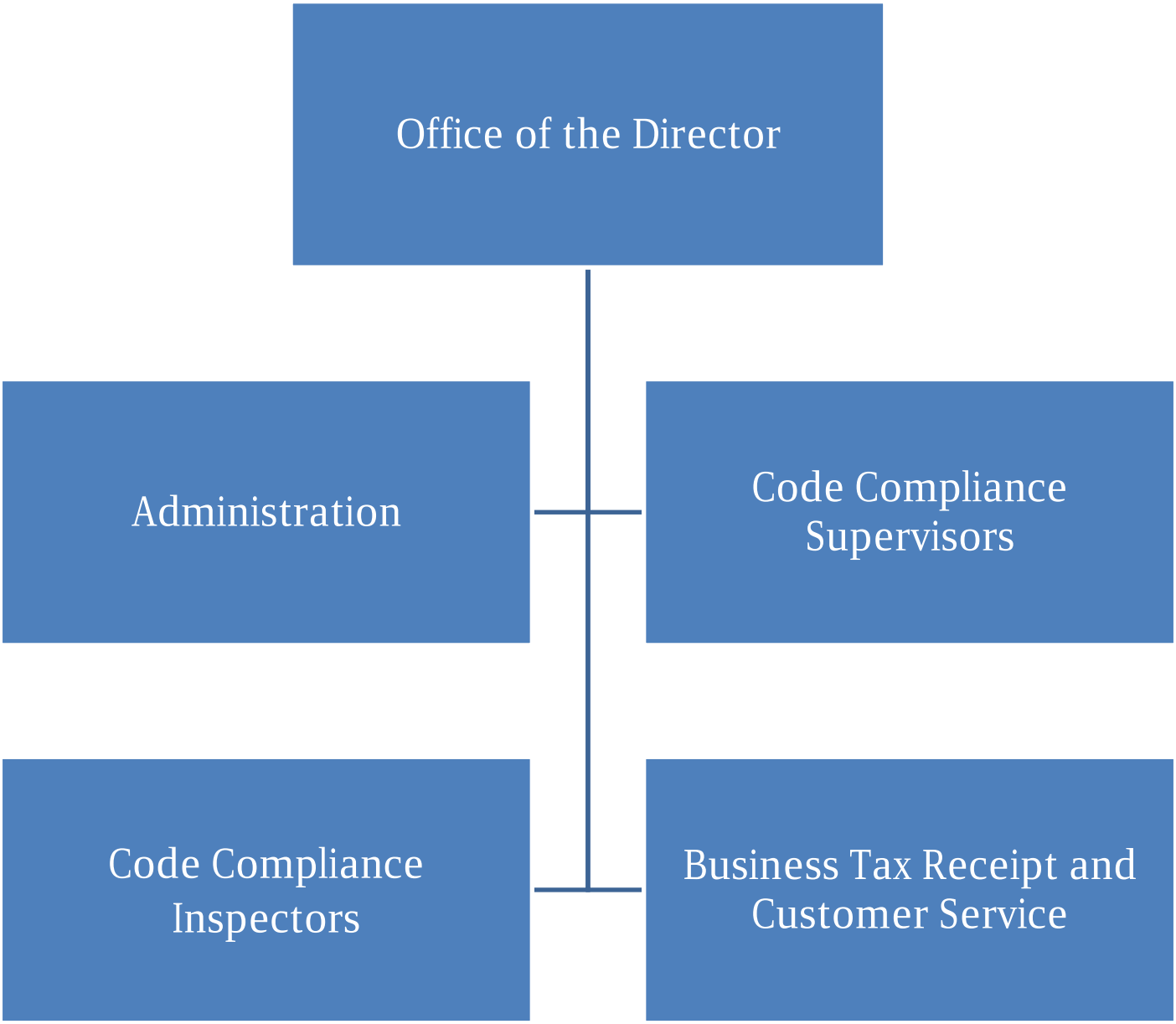
Description

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 2021-22	FY 2022-23
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.	4	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.	60	60
TOTAL FULL-TIME POSITIONS	**75**	**75**

Code Compliance

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	6,843,285	7,948,929	8,084,566	8,757,000	9,372,000
Operating Expense	490,451	501,945	565,044	636,000	1,321,000
Capital Outlay	0	37,678	0	20,000	20,000
Non-Operating Expenses	2,320	942	252	0	0
Transfers - OUT	1,556,000	232,000	0	0	0
	8,892,057	**8,721,494**	**8,649,861**	**9,413,000**	**10,713,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	7,336,057	8,488,744	8,648,036	9,413,000	10,713,000
Planning and Zoning Tree Trust Fund	0	0	1,225	0	0
Net Offices & Code Enforcement (SR)	1,556,000	232,000	0	0	0
Emergency Funds	0	750	600	0	0
	8,892,057	**8,721,494**	**8,649,861**	**9,413,000**	**10,713,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

Additional funding was added to the Communications and Related Services Line item to reflect an increase in Citywide cell phone usage (GF $5,000).

Additional funding was added to the Postage Line item to reflect an increase in correspondence to residence (GF $5,000).

Additional funding was added to the Rental and Leases Line item to reflect an increase for monthly subscriptions of a Citywide GPS Systems (GF $7,000).

Additional funding was added to the Printing and Binding-Paper Stock Line item to reflect an increase in various Citywide forms, brochures, and property notices (GF $3,000).

Additional funding was added to the Office Supplies Line item to reflect an increase in caseload supplies (GF $3,000).

Code Compliance

Additional funding was added to the Clothing and Uniforms Line item to reflect an increase in cost of uniforms (GF $5,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $202,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $22,000).

Code Compliance

Accomplishments FY 2021-22

Attended four to six meetings on a monthly basis; Homeowners Associations (HOA) community meetings, Board meetings, and District Commissioner meetings.

Completed four Florida Association of Code Enforcement (FACE) trainings and certification processes in Fundamental, Legal aspects, and Safety. Ten LocalGOVU (Lexipol) trainings were completed in a myriad of disciplines (Customer Service, Tree Compliance, Certificate of Use, etc) each month.

Completed educational materials online and in print to enhance better understanding of commonly occurring Code Compliance violations. Continued participating in community outreach events.

Established the use of a new database, Code Check, and continued to work with the Department of Innovation and Technology in enhancing its capabilities; to include the establishment of a paper free system during Code Enforcement Board Hearings.

Established eight standard operating procedures for the department and improve Business Tax Receipt process with Zoning and the Police Departments.

Completed the first ever shift bid which resulted in a significant coverage by the After Hours team (6AM to 3AM of the following day), thereby significantly improving response time to complaints. Response time to all complaints was reduced to less than two days.

Strategies FY 2022-23

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. Increase the number of community outreach events.

Establish standard operating procedures and improve processes regarding City Wide compliance of Certificate of Use and Business Tax Receipts. Including the effective deployment of the Revenue Task Force Team.

Implement quality control measures to evaluate compliance regularly.

Aggressively reduce response time to Code Complaints from ten days to five days. A key action to attain the departments goal will be through the establishment of the After Hours team.

Proactive sweeps of major thoroughfares and corridors to address code violations. Addressing unpermitted snipe/bandit signs erected on public rights of way.

Code Compliance

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
2. Resilience	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
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Promote effective service delivery and high-quality customer service.				
Respond to 311 complaints within 10 days (percent)	72	82	85	88
Qualitative Code Compliance Customer Service survey (percent of excellence)	53	50	55	57
Respond to Hotline Noise complaints within 45 minutes of receipt and provide outcome to complainant (percent)				< 30
DEPARTMENT GOAL(S) Maintain streets and public spaces to a high standard.				
Residents who agree their neighborhood appearance has improved in the last three years (percent)	83	80	80	82
Lot clearings completed per fiscal year (number)		62	150	150
Conduct proactive sweeps of major thoroughfares to address illegal bandit signs on public rights of way (number)				TBD

Code Compliance

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Maintain and grow a diverse and inclusive economy through professional efficient, and use-centered Business Tax Receipt services.				
Business Tax Receipts (BTR) and Certificate of Use (CU) inspections (number)	9,096	18,747	43,000	45,000
Collections from new and outstanding BTR and CU inspections (dollars)	$958,268	$4,311,902	$ 1,700,000	$ 1,700,000
Number of Business Tax Receipts processed in person (number)				2,500
DEPARTMENT GOAL(S)				
Educate residents regarding due process and code violations to achieve compliance.				
Attend community meetings to foster partnerships with the community, including Neighborhood, Condominium, and Homeowner's Associations, as well as Crime Watch and other civic and professional associations (number)		44	48	50
DEPARTMENT GOAL(S)				
Implementation of metrics to ensure proper case management and responsiveness.				
Conduct periodic case management analysis to ensure equitable case loads (number)				TBD
Cases closed in compliance prior to Hearings (percent)				TBD
Adjudication rates of cases reaching Ticket Appeal Hearing or CEB Appeals (percent)				> 90

Code Compliance

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,543,000	0	5,543,000	5,794,000	0	5,794,000
512010 - Attrition Savings - Salaries	(147,000)	0	(147,000)	(112,000)	0	(112,000)
514000 - Overtime	48,000	0	48,000	48,000	0	48,000
516000 - Fringe Benefits	8,000	0	8,000	7,000	0	7,000
521000 - Fica Taxes	429,000	0	429,000	446,000	0	446,000
522000 - Retirement Contributions	1,876,000	0	1,876,000	1,994,000	0	1,994,000
523000 - Life and Health Insurance	1,000,000	0	1,000,000	1,195,000	0	1,195,000
Personnel	**8,757,000**	**0**	**8,757,000**	**9,372,000**	**0**	**9,372,000**
Operating Expense						
524000 - Workers' Compensation	100,000	0	100,000	111,000	0	111,000
531000 - Professional Services	150,000	0	150,000	150,000	0	150,000
531010 - Professional Services-Legal Services	5,000	0	5,000	5,000	0	5,000
541000 - Communications & Related Services	34,000	0	34,000	39,000	0	39,000
541100 - Postage	55,000	0	55,000	60,000	0	60,000
544000 - Rentals and Leases	7,000	0	7,000	14,000	0	14,000
545011 - Insurance - Vehicle Liability	13,000	0	13,000	14,000	0	14,000
546001 - IT-Repair and Maintenance Services	197,000	0	197,000	842,000	0	842,000
547200 - Printing and Binding-Paper Stock	8,000	0	8,000	11,000	0	11,000
551000 - Office Supplies	16,000	0	16,000	19,000	0	19,000
552000 - Operating Supplies	5,000	0	5,000	5,000	0	5,000
552200 - Clothing/Uniform Supplies	23,000	0	23,000	28,000	0	28,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	23,000	0	23,000	23,000	0	23,000
Operating Expense	**636,000**	**0**	**636,000**	**1,321,000**	**0**	**1,321,000**
Capital Outlay						
664000 - Machinery and Equipment	20,000	0	20,000	20,000	0	20,000
Capital Outlay	**20,000**	**0**	**20,000**	**20,000**	**0**	**20,000**
Total Expense	**9,413,000**	**0**	**9,413,000**	**10,713,000**	**0**	**10,713,000**

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.

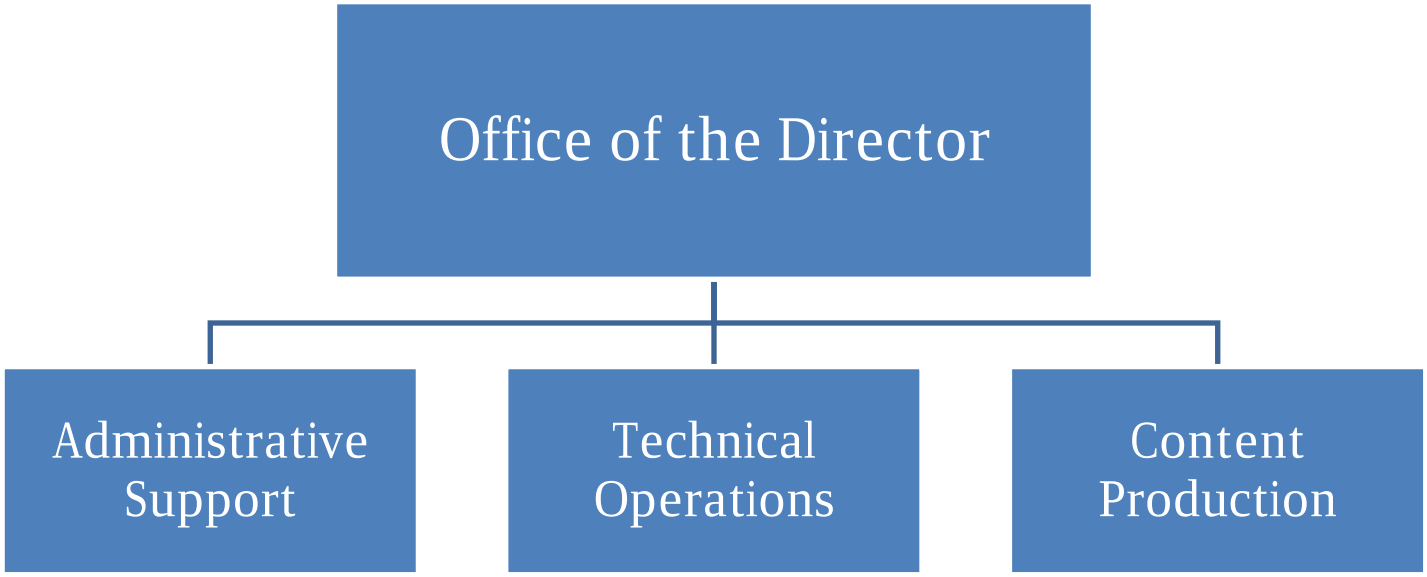
Description

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 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	1,816,140	2,022,166	1,468,304	1,562,000	1,319,000
Operating Expense	244,483	232,272	389,461	216,000	252,000
Capital Outlay	12,957	8,844	0	0	0
	2,073,580	**2,263,282**	**1,857,765**	**1,778,000**	**1,571,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	2,073,580	2,245,325	1,710,610	1,778,000	1,571,000
Emergency Funds	0	17,957	147,155	0	0
	2,073,580	**2,263,282**	**1,857,765**	**1,778,000**	**1,571,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

Additional funding was added to the Other Current Charges and Obligations Line item due to an increase in cost of live closed captioning required by ADA law (GF $10,000).
Additional funding was added to the Operating Supplies Line item due to an increase in cost for video equipment (GF $4,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF$17,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $13,000).

Communications

Accomplishments FY 2021-22

Assisted the City Administration, City Departments, and Elected Officials with the dissemination of information via original content and traditional media outreach about City meetings and events using the website, Facebook, Twitter, Instagram, Next-door, YouTube, Miami TV, and news releases.

Engaged residents directly via social media platforms, and on strategically growing each platform's follower base.

Produced Resilience Update Newsletter, as well as social media video series.

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

Published timely news, and information on the City's website.

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

Produced and distributed Empower 305 Podcast and video series 305 News.

Strategies FY 2022-23

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

Expand the means to communicate and engage residents by enhancing the field operations and building a new, multipurpose state-of the art studio that produces new original content to educate and inform the public inclusive of sit-down interviews, news segments and podcast episodes.

Implement the publication of a new Citywide newsletter relative to all events and announcements from the administration and district offices, as well as new neighborhood-specific social media segment and historic landmarks video series.

Transition from older legacy formats (DVDs, DVCPro, etc.) to a modern and more public-friendly available digital platform (Granicus).

Increase City Hall's broadcast system's reliability through various improvements including, but not limited to, lighting and sound.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
2. Resilience	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan

Communications

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) **Consistent public access to government.**				
Live or recorded broadcasts of Commission meetings and board hearings (number)	170	251	100	200
DEPARTMENT GOAL(S) **Effectively work with other departments and officials.**				
City events recorded or photographed (number)	204	312	150	150
DEPARTMENT GOAL(S) **Maintain a positive relationship with media.**				
Media requests processed (number)	135	613	805	605
DEPARTMENT GOAL(S) **Provide more effective engagement.**				
Twitter posts retweeted (percent)	87	87	90	90
Facebook posts shared (percent)			85	85
Direct replies to social media user (percent)			88	85
Empower 305 podcasts produced (number)				12
305 News shows produced (number)				26
DEPARTMENT GOAL(S) **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)			100	95
Original videos for LinkedIn (percent)			14	50
Original videos produced for seasonal Special Segments (number)			20	10
Videos produced as requested by departments/elected officials (number)			9	15

Source: ClearPoint Strategy Management Reporting Software

Office of Communications

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	965,000	0	965,000	906,000	0	906,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	74,000	0	74,000	78,000	0	78,000
522000 - Retirement Contributions	319,000	0	319,000	199,000	0	199,000
523000 - Life and Health Insurance	192,000	0	192,000	124,000	0	124,000
Personnel	**1,562,000**	**0**	**1,562,000**	**1,319,000**	**0**	**1,319,000**
Operating Expense						
524000 - Workers' Compensation	21,000	0	21,000	23,000	0	23,000
534000 - Other Contractual Services	62,000	0	62,000	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	30,000	0	30,000	50,000	0	50,000
549000 - Other Current Charges and Obligations	71,000	0	71,000	81,000	0	81,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
552000 - Operating Supplies	26,000	0	26,000	30,000	0	30,000
Operating Expense	**216,000**	**0**	**216,000**	**252,000**	**0**	**252,000**
Total Expense	**1,778,000**	**0**	**1,778,000**	**1,571,000**	**0**	**1,571,000**

Equal Opportunity and Diversity Programs

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

Mission Statement

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

Description

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

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

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

Equal Opportunity and Diversity Programs

Equal Opportunity and Diversity Programs

Departmental Function/Unit	FY 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	447,114	521,735	528,753	533,000	579,000
Operating Expense	17,406	14,517	22,797	39,000	40,000
	464,520	**536,251**	**551,550**	**572,000**	**619,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	464,520	536,251	551,550	572,000	619,000
	464,520	**536,251**	**551,550**	**572,000**	**619,000**

Equal Opportunity and Diversity Programs

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Travel and Per Diem Line item reflects the reduction of $3,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following addition:

Additional funding was added to the Training Line item for the EODP Administrator and Staff to attend the Virtual EEOC Conference (GF $3,000).

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, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $12,000).

Equal Opportunity and Diversity Programs

Accomplishments FY 2021-22

Aligned the internal investigation timeline and reports to more closely mirror those of the Equal Employment Opportunity Commission (EEOC) and completed the bi-annual EEO-4 report for submittal to the EEOC. Projected to complete 45 investigations formally filed internally with EODP or externally with federal, state or local agencies. Monitored the Firefighters Physical Agility Test. Worked closely with Human Resources and Fire Rescue Departments to ensure a fair and equitable process. Worked with internal departments (Risk Management, Public Works, City Attorney's Office, ITD) and the Florida Department of Transportation to update the City's Title VI Nondiscrimination Plan.

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 develop specialized training for sworn Police personnel in leadership roles to help prevent, recognize, and address issues of equal opportunity, diversity, and sexual harassment. Planned and coordinated "Women's History Month" event to recognize women employees who are considered trailblazers in the City and community leaders. Organized and coordinated "World Diversity Day" event for employees, and the community, to inspire dialogue and promote the understanding and value of diversity. Topics included Disability Sensitivity, Unconscious Bias, Understanding National Origin Discrimination.

Attended over ten pertinent webinars, seminars, and conferences that regulate or amend state, local, and federal EEO laws. Staff also completed the certificate program on Diversity, Equity and Inclusion via University of Florida.

Provided quality assistance to the advisory board by supplying administrative materials and technical guidance during organized meetings of the Equal Opportunity Advisory Board.

Established Nursing Mother's Program at City Hall.

Strategies FY 2022-23

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

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

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

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

Continue to expand the Nursing Mother's Program Citywide.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
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	2.1.3 Equip City departments and residents by identifying critical metrics and improving access to critical data City of Miami Strategic Plan

Source: ClearPoint Strategy Management Reporting Software

Equal Opportunity and Diversity Programs

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) To promote effective high quality customer service.				
Case investigations completed (number)	38	51	50	45
Certification lists processed and returned to departments within one day (percent)	100	100	100	100
DEPARTMENT GOAL(S) Improve operational efficiency.				
Internal case investigations completed within 25 calendar days (percent)	100	100	100	100
External (Local, state, and federal) case investigations completed within 30 calendar days (percent)	100	100	100	100
Certification lists reviewed and approved (number)	171	297	300	300
DEPARTMENT GOAL(S) Foster a positive work environment for all City employees.				
Employees provided with mandatory Equal Employment Opportunity, Sexual Harassment and Diversity training (number)	545	744	780	800
Employees attending mandatory training every three years (percent)	72	91	95	100
Employees provided with additional empowerment trainings (number)	51	327	100	175

Equal Opportunity and Diversity Programs

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	310,000	0	310,000	347,000	0	347,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	25,000	0	25,000	28,000	0	28,000
522000 - Retirement Contributions	133,000	0	133,000	135,000	0	135,000
523000 - Life and Health Insurance	58,000	0	58,000	62,000	0	62,000
Personnel	**533,000**	**0**	**533,000**	**579,000**	**0**	**579,000**
Operating Expense						
524000 - Workers' Compensation	6,000	0	6,000	6,000	0	6,000
540000 - Travel and Per Diem	4,500	0	4,500	1,500	0	1,500
540010 - Training	3,000	0	3,000	6,000	0	6,000
541100 - Postage	1,000	0	1,000	1,000	0	1,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	8,000	0	8,000	9,000	0	9,000
551000 - Office Supplies	5,000	0	5,000	5,000	0	5,000
552000 - Operating Supplies	8,500	0	8,500	8,500	0	8,500
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,000	0	2,000	2,000	0	2,000
Operating Expense	**39,000**	**0**	**39,000**	**40,000**	**0**	**40,000**
Total Expense	**572,000**	**0**	**572,000**	**619,000**	**0**	**619,000**

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.

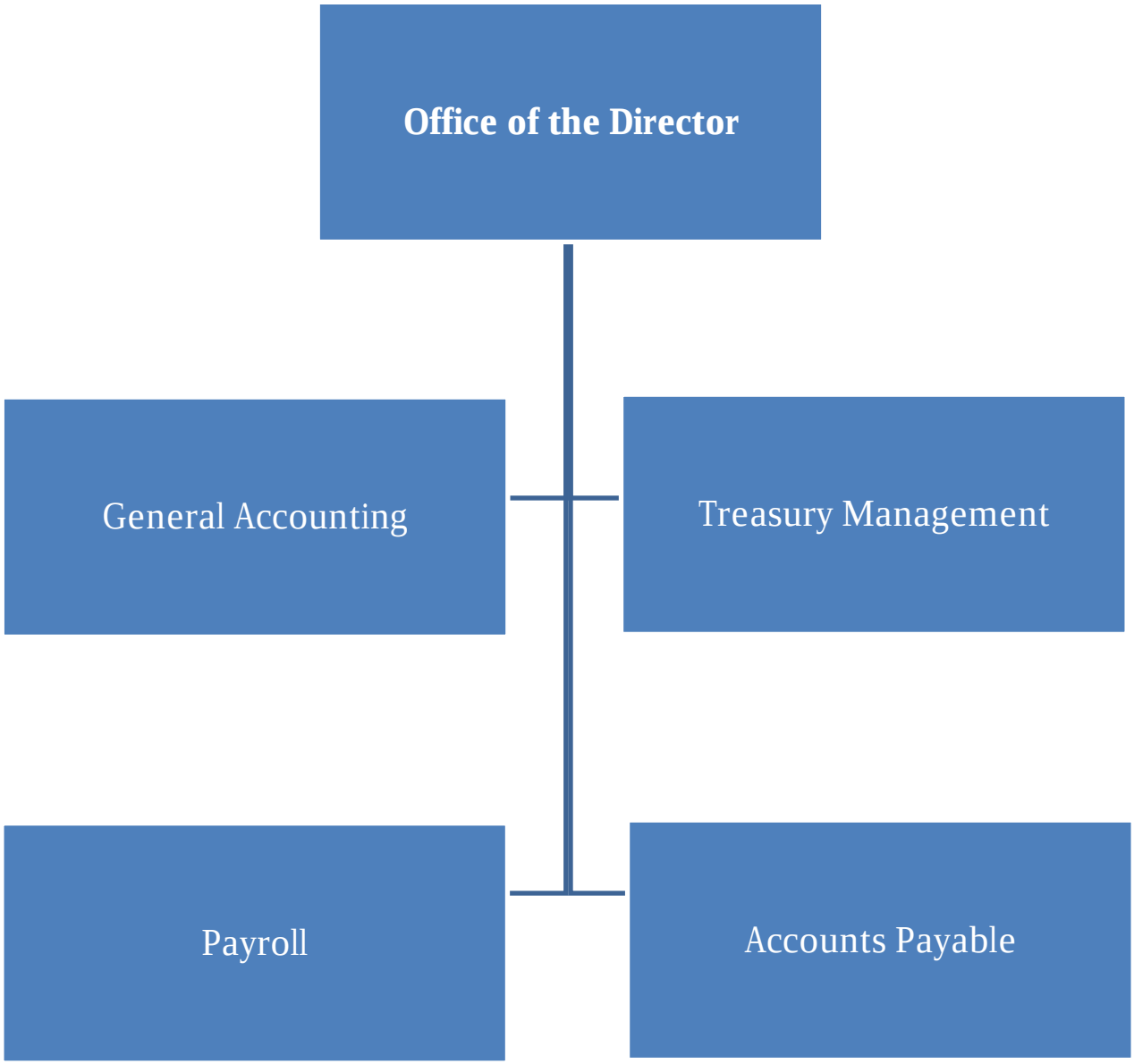
Description

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 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	7,498,671	8,635,568	9,109,994	9,526,000	10,067,000
Operating Expense	1,861,609	1,889,755	1,824,673	2,231,000	2,291,000
Capital Outlay	102,835	0	0	0	0
Non-Operating Expenses	1,788	741,720	(741,720)	137,640,000	108,938,000
Transfers - OUT	526,000	0	0	0	7,783,000
	9,990,903	**11,267,044**	**10,192,946**	**149,397,000**	**129,079,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	9,431,096	10,531,161	10,927,501	11,757,000	12,358,000
American Rescue Plan Act SRF	0	0	0	137,640,000	116,721,000
Community Development	1,782	0	0	0	0
Emergency Funds	558,025	735,883	(734,555)	0	0
	9,990,903	**11,267,044**	**10,192,946**	**149,397,000**	**129,079,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

The Professional Services Line item reflects an increase of $8,000 (GF) to fund a contractual increase to PFM Asset Management Services .

The Other Contractual Services Line item reflects an increase of $29,000 (GF) to fund a contractual increase for Vertex software and to fund maintenance costs associated with the purchase of additional Kronos time clocks by the Parks and Recreation Department.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $199,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable

pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $44,000).

The budget reflects the remaining funds provided to the City from the federal government pursuant to the passage of the American Rescue Plan Act of 2021 (SR $108.938 million). The City expects to receive the second half of the total $137.640 million in fiscal year 2021-22.

The budget reflects a transfer-out from the American Rescue Plan Special Revenue Fund to the General Fund (SR $7.783 million).

The budget includes a contribution to Capital to cover costs associated with the City's Point of Sale (POS) replacement ($150,000).

Finance

Accomplishments FY 2021-22

Published the 2021 Annual Comprehensive Financial Report with an unqualified audit opinion by March 31, 2022 utilizing the Hyperion Financial Management (HFM) system. Completed the 2021 Single Audit and Management Letter by April 30, 2022, 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 2022.

In November of 2021, Standard and Poor's (S&P) Global Ratings upgraded its long-term outlook on the City of Miami's limited ad valorem bonds and non-ad valorem bonds to stable ('AA-').

Implemented a new measure to improve the verification process for direct deposit (ACH) payments. Evaluated additional procedures, such as virtual card payments to verified vendors, that will provide an easy and secure way of transacting online without providing the City's account, thus mitigating the risk of fraudulent transactions.

Created a dedicated division for grants and reimbursements that evaluates and updates all procedures to ensure compliance with the Financial Integrity Principles and other regulations, including timely reimbursement requests and receipt of City funds from grantors.

Evaluated market conditions for cost saving opportunities constantly; however, due to rising interest rates the city did not refinance any of its debt this fiscal year, and doesn't anticipate doing so in the foreseeable future.

Installed a Bloomberg Terminal in March 2022 to better track the financial markets and streamline the investment process. Implemented the Splash BI custom reporting software, required as part of the Oracle Cloud upgrade and Salesforce software migration to allow connection to cloud-based services and reports, while also providing more departments access to the software, which creates greater efficiencies for the city. In the process of replacing the current Point of Sale (POS) system that will enhance online features and payments through third party applications (MiamiBiz, iBuild, Salesforce, Oracle, etc.) by utilizing the API functionality as well as vendors' web portal or payment options. An enhanced POS system will also result in greater efficiencies in the payment reconciliation process, user functionality, and a more stable payment environment. Assisted the Office of Capital Improvements and the Code Compliance Department with the integration of the eBuilder and Code Check systems with the Oracle financial system. Telestaff implementation for the Fire Department is in progress.

Awarded the Achievement for Excellence in Financial Reporting by The Government Finance Officers Association of the United States and Canada (GFOA) for the City's Annual Comprehensive Financial Report in the fiscal year ending September 30, 2020. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting. The attainment of this award represents a significant accomplishment by a government and its financial management team.

Strategies FY 2022-23

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

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

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

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

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

Continue modernizing and streamlining the City's financial systems.

Finance

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan 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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Continue to provide training to key personnel to ensure staff expands on their foundations of knowledge, stays current with accounting standards and practices for professional growth and development.				
Payroll processing success rate (percent)	99.9	99.9	99	99
Dunning letters printed and mailed by the 15th of each month (percent)	100	100	100	100
DEPARTMENT GOAL(S) Reduce the average number of days to process invoices citywide.				
Invoices processed without exception on a monthly basis (percent)	81	81	84	85
DEPARTMENT GOAL(S) Streamline the grant reimbursement process in an effort to ensure the timely receipt of city funds.				
Grant expenditures reimbursed at year end (percent)	98	99	98	98
DEPARTMENT GOAL(S) Maintain a high tier bond rating by applying sound asset management internal controls and enhanced investment strategies.				
General ledger closed within nine business days following the end of the prior month (percent)	100	100	100	100
Monthly financial reports produced within 30 days after the close of the general ledger each month (percent)	100	100	100	100
GFOA Financial Reporting Award (Yes-1/No-2)	1	1	1	1
Number of repeat finance audit findings (number)	0	0	0	0
Publish Single Audit per Financial Integrity Principles deadline of April 30th (unit) (Yes-1/No-2)	1	1	1	1
Produce Annual Comprehensive Financial Report by the end of second quarter (unit) (Yes-1/No-2)	1	1	1	1

Finance

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	5,800,000	0	5,800,000	6,215,000	0	6,215,000
512010 - Attrition Savings - Salaries	(44,000)	0	(44,000)	(54,000)	0	(54,000)
516000 - Fringe Benefits	22,000	0	22,000	22,000	0	22,000
521000 - Fica Taxes	441,000	0	441,000	476,000	0	476,000
522000 - Retirement Contributions	2,249,000	0	2,249,000	2,296,000	0	2,296,000
523000 - Life and Health Insurance	1,058,000	0	1,058,000	1,112,000	0	1,112,000
Personnel	**9,526,000**	**0**	**9,526,000**	**10,067,000**	**0**	**10,067,000**
Operating Expense						
524000 - Workers' Compensation	133,000	0	133,000	149,000	0	149,000
531000 - Professional Services	446,000	0	446,000	454,000	0	454,000
532000 - Accounting and Auditing	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	645,000	0	645,000	674,000	0	674,000
540000 - Travel and Per Diem	16,000	0	16,000	16,000	0	16,000
540010 - Training	11,000	0	11,000	11,000	0	11,000
541100 - Postage	190,000	0	190,000	190,000	0	190,000
544000 - Rentals and Leases	5,000	0	5,000	5,000	0	5,000
545013 - Insurance - General Liability	28,000	0	28,000	22,000	0	22,000
546001 - IT-Repair and Maintenance Services	188,000	0	188,000	201,000	0	201,000
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	**2,231,000**	**0**	**2,231,000**	**2,291,000**	**0**	**2,291,000**
Non-Operating Expense						
896000 - Budget Reserve	0	137,640,000	137,640,000	0	108,938,000	108,938,000
Non-Operating Expenses	**0**	**137,640,000**	**137,640,000**	**0**	**108,938,000**	**108,938,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	7,783,000	7,783,000
Transfers - OUT	**0**	**0**	**0**	**0**	**7,783,000**	**7,783,000**
Total Expense	**11,757,000**	**137,640,000**	**149,397,000**	**12,358,000**	**116,721,000**	**129,079,000**

Grants Administration

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

Mission Statement

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

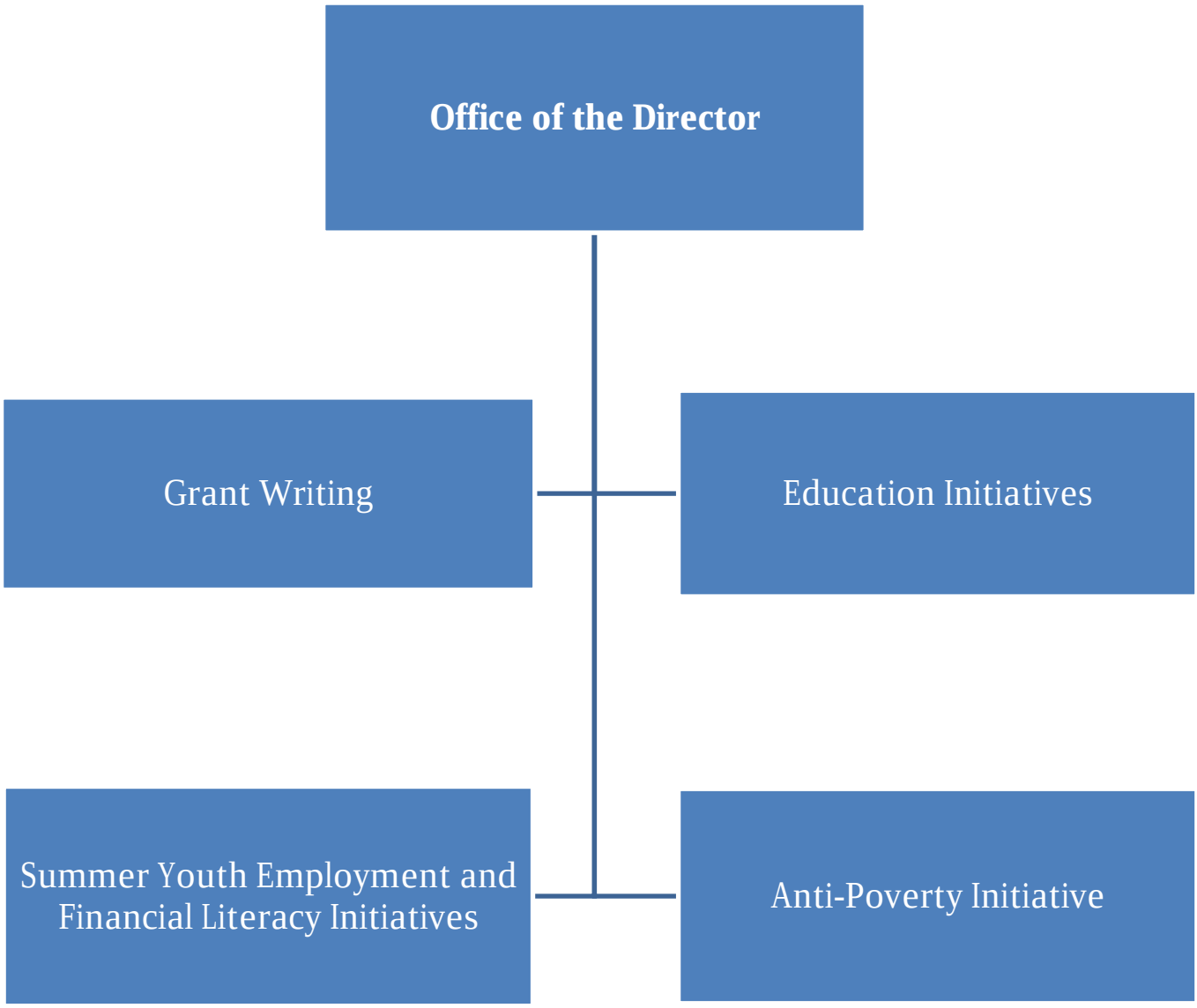
Description

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

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

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

Grants Administration



Grants Administration

Departmental Function/Unit	FY 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	1,530,035	1,298,152	1,410,321	1,678,000	1,908,000
Operating Expense	1,010,378	458,968	402,036	464,000	458,000
Capital Outlay	0	26,718	1,799	2,000	2,000
Non-Operating Expenses	0	0	0	15,000	15,000
	2,540,413	**1,783,838**	**1,814,156**	**2,159,000**	**2,383,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	1,760,052	1,386,669	1,522,878	1,786,000	2,025,000
Departmental Improvement Initiative	625	0	0	0	0
Grants-Work Force Program	(81,249)	0	0	0	0
Grants-Other Programs	860,984	397,169	291,278	373,000	358,000
	2,540,413	**1,783,838**	**1,814,156**	**2,159,000**	**2,383,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

Additional funding was added to the Other Salaries and Wages Line item to reflect the increase in part-time minimum wage (GF $186,000).
Additional funding was added to the Travel and Per Diem Line item due to the funding of the Cities of Financial Empowerment Conference (GF $4,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $17,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907(GF $15,000).

Grants Administration

Accomplishments FY 2021-22

Implemented strategies to work closely with other City departments to understand projects, specific needs, identifying grant opportunities, and meeting those requirements yielded millions of dollars in special revenues. The efforts and persistence of the grant writers resulted in completion of superior proposals and an extremely successful grant award success rate. OGA submitted 30 grants and was awarded 23 grants totaling over $105 million.

Continued to serve Miami's parents and caregivers, of children ages three to six, through the 12th annual Families First Program. The program builds parenting competencies, strengthens parenting skills, and fosters more tolerant communities. For FY 2021-22, two sessions were completed with a total of 26 participants. An additional three sessions will be completed by July 2022. There were no findings in the annual financial audit required by The Children's Trust.

Cancelled the Miami-Dade County Public School Internship Program until further notice, due to COVID-19.

Restructured Miami Summer Jobs Connect program by the Summer Youth Program in summer 2021. The program offered three unique experiences to 243 disadvantage Miami youth ages 16 to 19 years: Civic Engagement Experience, Entrepreneurship Summer Accelerator, and On-site Work Experience. One hundred percent of youth received financial education, had bank accounts, and utilized direct deposit. Over $224,000 were paid in wages and a total of $96,685 was saved by youth. Implemented and utilized the Summer Youth Supervisors to assist with program, curriculum, and financial literacy lessons. Continued utilizing Overtown Youth Center as the program Implementation Partner. Secured a $200,000 grant from the Cities of Financial Empowerment that allowed the city to expand the program. In summer 2022, the program will offer on-site work opportunities to 100 youth at $15 per hour, 29 hours per week, for nine weeks. A smaller number of youths will be able to participate in the program, however, they will earn a living wage.

Addressed poverty in the City of Miami with an Anti-Poverty Initiative (API). API focuses on projects and programs providing direct services benefiting disadvantaged residents. Eighteen contracts have been processed and $1,827,490 have been distributed to assist 5,885 residents. Continued to route API agreements within three days of receipt of a complete package, and processed invoices within three days of contract executions.

Strategies FY 2022-23

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

Continue to offer the Families First Parenting Program.

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

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

Strategic Alignment and Performance Measures

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

Grants Administration

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Identify funding and partnership opportunities for city departments from federal, state, local government, foundations and private funding sources to maximize revenue generating opportunities to support and improve residents' access to city's services and programs.				
Actual value of Grants Awarded (dollars in millions)	$ 24.59	$ 34.89	$ 110.00	$ 20.00
Grants Success Ratio (grants received versus grants applied for) (percent)	60	52	65	55
DEPARTMENT GOAL(S) Implement grants and programs for citywide initiatives promoting financial self sufficiency, and educational success.				
Summer Jobs Connect Miami participants meeting/exceeding savings goal (percent)	97	39	50	50
Parents and primary caregivers increase parenting skills (percent)	97	70	80	80

Source: ClearPoint Strategy Management Reporting Software

Grants Administration

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	793,000	0	793,000	885,000	0	885,000
512010 - Attrition Savings - Salaries	(20,000)	0	(20,000)	(43,000)	0	(43,000)
513000 - Other Salaries and Wages	382,000	20,000	402,000	568,000	20,000	588,000
516000 - Fringe Benefits	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	61,000	0	61,000	73,000	0	73,000
522000 - Retirement Contributions	301,000	0	301,000	274,000	0	274,000
523000 - Life and Health Insurance	134,000	0	134,000	124,000	0	124,000
Personnel	**1,658,000**	**20,000**	**1,678,000**	**1,888,000**	**20,000**	**1,908,000**
Operating Expense						
524000 - Workers' Compensation	30,000	0	30,000	33,000	0	33,000
531000 - Professional Services	0	90,000	90,000	0	90,000	90,000
534000 - Other Contractual Services	29,000	200,000	229,000	29,000	185,000	214,000
540000 - Travel and Per Diem	0	12,000	12,000	4,000	12,000	16,000
546000 - Repair and Maintenance Services	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	25,000	0	25,000	27,000	0	27,000
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	**128,000**	**336,000**	**464,000**	**137,000**	**321,000**	**458,000**
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	**1,786,000**	**373,000**	**2,159,000**	**2,025,000**	**358,000**	**2,383,000**

Human Resources

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

Mission Statement

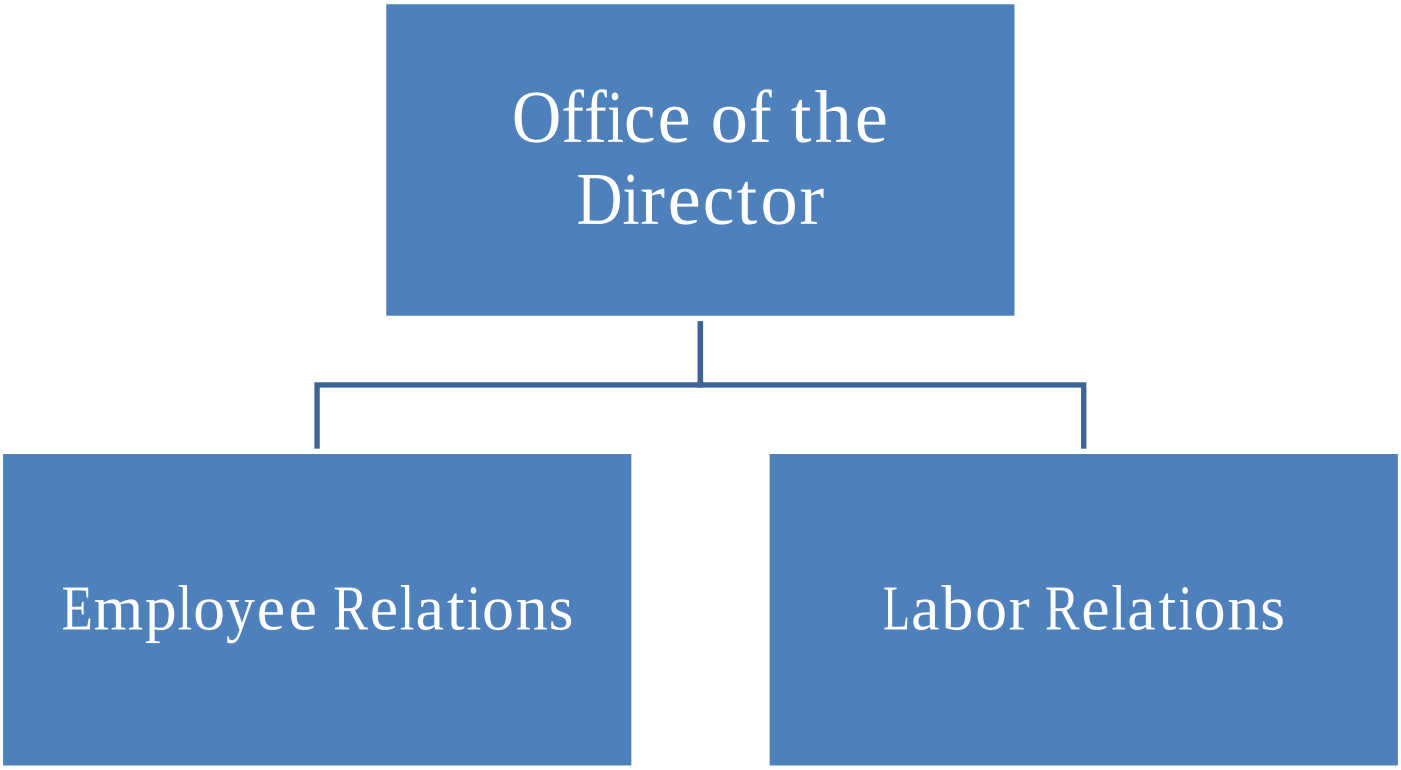
Providing excellent human resources services in a positive, professional, and proactive manner.

Description

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

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

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


Office of the Director
Employee Relations
Labor Relations

Human Resources

Departmental Function/Unit	FY 2021-22	FY 2022-23
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	7
EMPLOYEE RELATIONS Conducts proactive recruitment for City positions; tests and conducts skills screening of applicants to determine eligibility for a position and validity of each testing process, in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintains all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statutes 119.07 and 257; administers the compensation system in accordance with Administrative Policy Manual (APM) 5-78; maintains the job classification structure in accordance with the Fair Labor Standards Act (FLSA), applicable state laws, collective bargaining agreements, City Code, and Civil Service Rules; processes all employee personnel actions, generates certification lists, and terminates eligible registers in accordance with Civil Service Rules; processes tuition reimbursements, provides employment verifications, and conducts exit interviews; provides professional and mandatory training; provides organizational development services.	28	30
LABOR RELATIONS Provides City Department Directors with guidelines on how to manage human resources effectively and efficiently; documents, develops, and implements policies, procedures, and mandates that support the City's mission; administers grievances, discipline, and contractual benefits; monitors compliance with federal, state, and local laws, and conducts investigations including violations of the City's APMs; assists the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implements the City's collective bargaining agreements (CBAs) with the appropriate unions: the American Federation of State, County and Municipal Employee (AFSCME) Local 1907, the AFSCME Council 79 Local 871, the Fraternal Order of Police (FOP), and the International Association of Fire Fighters (IAFF); coordinates and implements federally mandated acts; assists the City Attorney's Office by acting in the capacity of agency representative on behalf of the Administration for hearings, mediations, and court appearances.	3	3
TOTAL FULL-TIME POSITIONS	**39**	**40**

Human Resources

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	4,411,138	5,059,460	4,962,962	5,388,000	5,760,000
Operating Expense	265,963	210,355	249,378	241,000	273,000
Capital Outlay	20,325	4,180	0	5,000	0
Non-Operating Expenses	0	99	0	0	0
	4,697,427	**5,274,095**	**5,212,340**	**5,634,000**	**6,033,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	4,697,427	5,262,010	5,206,909	5,634,000	6,033,000
Emergency Funds	0	12,084	5,431	0	0
	4,697,427	**5,274,095**	**5,212,340**	**5,634,000**	**6,033,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Other Salaries and Wages Part-Time Year-Round Line Item reflects the elimination of one part-time Staff Services Assistant and one part-time Special Projects Assistant positions (GF $50,000) to fund one full-time Human Resources Technician II position.

The Budget includes the following addition:

The Regular Salaries and Wages Line Item reflects the addition of one Human Resources Technician II position (GF $50,000).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $39,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $121,000).

The Budget reflects the reduction of one Human Resources Coordinator position and an increase of one Human Resources Medical Supervisor position with no budget or service impact.

Human Resources

Accomplishments FY 2021-22

Developed, implemented, and conducted several Professional Development programs including Conflict Management, Effective Techniques to Deal with Conflict, Personality Styles at Work, and Performance Management Trainings for Supervisors and Managers. Hosted at least three E-Learning programs each month and provided New Employee Orientation and Supervisor Orientation programs throughout the year. Implemented changes to continue to promote the City's strategic plan and standard of excellence in mandatory trainings such as Customer Service Champions, Professionalism and Ethics, and New Employee Orientation programs for 2022. Continued to update and regularly develop virtual trainings and offer them Citywide to employees, departments and divisions, and provided customized trainings upon request. Provided training logistics assistance for the following Citywide virtual trainings: Public Records Request, Active Shooter Preparedness, Equal Employment Opportunity, Sexual Harassment and Diversity, Cyber Security Series, Innovation and Technology Skills Training, Risk Management and Civil Service Board.

Conducted 66 structured interviews between October 2021 and April 2022 to meet the City's needs to fill 96 initial and 73 secondary job vacancies.

Continued the creation and revision of policies through electronic and teleconference methods. Successfully ratified the collective bargaining agreements on September 23, 2021, for the American Federation of State, County, and Municipal Employees (AFSCME Local 1907), and on March 10, 2022, for the American Federation of State, County, and Municipal Employees (AFSCME Local 871) and the Fraternal Order of Police (FOP).

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

Continued ongoing negotiations for a successor collective bargaining agreement with the International Association of Firefighters (IAFF).

Updated AFSCME Local 1907, AFSMCE Local 871, Managerial Confidential, Unclassified, FOP, Non-Sworn Executives, and Executive Police pay table to reflect their respective contract language. Created new classifications and researched appropriate pay to stay competitive with our neighboring municipalities to retain and attract well-qualified candidates.

Strategies FY 2022-23

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-related structured 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.

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

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

Continue to research pay ranges on a priority basis and recommend in-hire rates accordingly to attract and retain talent.

Human Resources

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) **Administer policies, contracts and procedures effectively and efficiently, and ensure they remain align with rapidly changing local, state, and federal employees.**				
Average time to conclude an investigation submitted via Written Complaint to Labor Relations (days)	12	11	21	21
DEPARTMENT GOAL(S) **Seek ways to streamline and expedite various human resources processes, in particular, the hiring process to meet the needs of a changing workforce and City as a whole.**				
Average time for an Eligibility Register to be established after the closing of a recruitment process (days)	8.2	7.5	14	14
Position audits and reclassification completed (number)	229	205	200	200
Average time for the completion of the Personnel Action Form cycle (days)	1.3	1.2	2	2
DEPARTMENT GOAL(S) **Provide training and development programs that support effective utilization and maximum development of human resources to promote organizational productivity.**				
Average training effectiveness assessed by a post-training anonymous evaluation on a 5-point Likert scale (where 1 is needs improvement and 5 is excellent) (rating)	4.8	4.9	4.8	4.7
Employees trained by courses offered by the Human Resources Department (number)	4,833	4,916	4,100	4,000

Human Resources

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,196,000	0	3,196,000	3,524,000	0	3,524,000
513010 - Other Salaries and Wages -Part Time Year Year Round	73,000	0	73,000	23,000	0	23,000
516000 - Fringe Benefits	13,000	0	13,000	13,000	0	13,000
521000 - Fica Taxes	228,000	0	228,000	271,000	0	271,000
522000 - Retirement Contributions	1,262,000	0	1,262,000	1,270,000	0	1,270,000
523000 - Life and Health Insurance	616,000	0	616,000	659,000	0	659,000
Personnel	**5,388,000**	**0**	**5,388,000**	**5,760,000**	**0**	**5,760,000**
Operating Expense						
524000 - Workers' Compensation	86,000	0	86,000	94,000	0	94,000
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	94,000	0	94,000	113,000	0	113,000
551000 - Office Supplies	10,000	0	10,000	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	5,000	0	5,000	10,000	0	10,000
Operating Expense	**241,000**	**0**	**241,000**	**273,000**	**0**	**273,000**
Capital Outlay						
664000 - Machinery and Equipment	5,000	0	5,000	0	0	0
Capital Outlay	**5,000**	**0**	**5,000**	**0**	**0**	**0**
Total Expense	**5,634,000**	**0**	**5,634,000**	**6,033,000**	**0**	**6,033,000**

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.

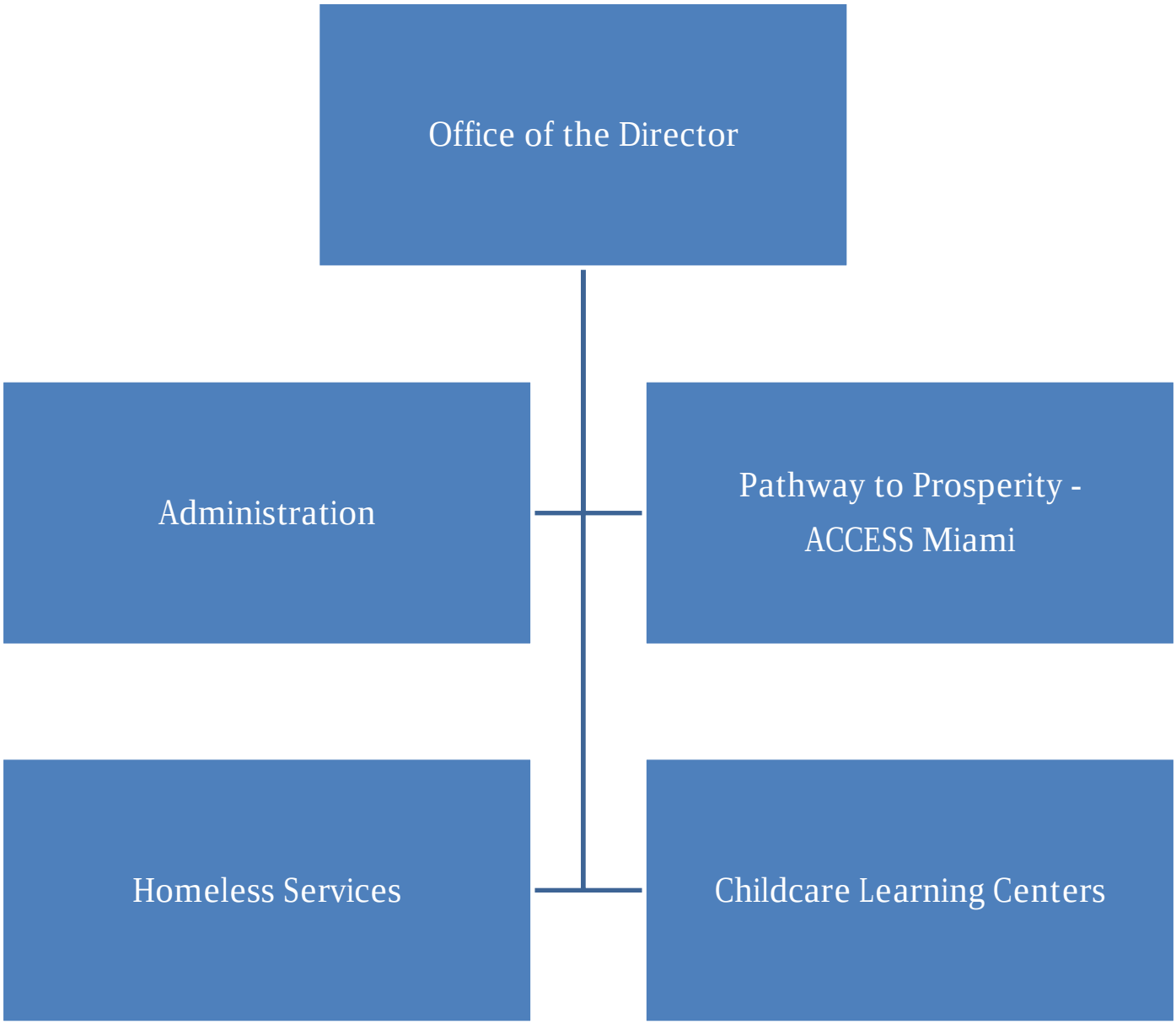
Description

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 2021-22	FY 2022-23
OFFICE OF THE DIRECTOR Provides leadership, guidance, and vision for the Department. Supervises all divisions and their operations, including implementation of Citywide Initiatives, Workforce Initiatives, Homeless Services, Childcare Services, and Health intiaitives.	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.	7	8
PATHWAY TO PROSPERITY – ACCESS MIAMI Implements programs for financial self-sufficiency for City residents and businesses; coordinates programs for ACCESS benefits, capital, wealth accumulation, and financial literacy; manages tax preparation sites; manages savings, financial education, and business assistance programs; manages the AmeriCorps VISTA (Volunteers In Service To America), and a Summer Youth Employment Program.	6	6
HOMELESS SERVICES Assists walk-in clients and callers with the coordination of available benefits and services; evaluates and assesses clients to develop a course of action to meet their needs; refers clients to other agencies or offices when appropriate; provides accurate and current information on veterans' rights, benefits, and all available services; coordinates placements in emergency shelters, treatment facilities, and permanent housing and referral services for employment; provides outreach, assessment, placement, referral, and transportation services to the homeless individuals and families of the City of Miami and all of Miami-Dade County.	43	43
CHILDCARE LEARNING CENTERS Focuses on the developmental, educational, and recreational daycare services for infants through age five, and provides the administration of the child subsidy and enrollment activity.	11	11
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.	19	0
TOTAL FULL-TIME POSITIONS	**87**	**69**

Human Services

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	5,261,025	5,057,799	5,865,053	8,553,000	6,454,000
Operating Expense	1,832,999	2,097,269	7,994,238	2,644,000	2,521,000
Capital Outlay	1,253	18,519	2,515	0	0
Non-Operating Expenses	0	0	91	531,000	531,000
	7,095,277	**7,173,588**	**13,861,897**	**11,728,000**	**9,506,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	4,506,975	5,213,631	5,950,235	8,824,000	6,624,000
Homeless Program	2,213,610	1,885,656	1,340,146	2,407,000	2,407,000
Human Services Fund	352,459	68,557	154,702	497,000	475,000
Departmental Improvement Initiative	22,237	0	0	0	0
Emergency Funds	(3)	5,743	6,416,813	0	0
	7,095,277	**7,173,588**	**13,861,897**	**11,728,000**	**9,506,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

As approved in the FY 2021-22 Budget Amendment Resolution R-22-0037, the budget reflects a decrease of (GF $2.200 million) due to the elimination of the function, personnel, and operating costs of the Neighborhood Enhancement Team (NET). Funding re-allocated to the new Commission District Offices 2 and 5 (GF $1.000 million).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $117,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF$40,000).

Human Services

Accomplishments FY 2021-22

Completed 1,065 tax returns by service centers and 13,191 through the Volunteer Income Tax Assistance (VITA) sites that generated over $16.000 million in refunds. Registered 344 students with Future Bound Miami to assist youth with securing wealth for their future. Received 953 site visits to the Florida Virtual Entrepreneur Center, which allows for Miami entrepreneurs to connect and network with site members. Financed $41,257,029.63 in Coronavirus Aid, Relief, and Economic Security (CARES Act), which included Paycheck Protection Program (PPP), Community Development Financial Institution (CDFI); Economic Injury Disaster Loans (EIDL), Small Business Administration (SBA) loans, and Local Initiatives Support Corporation (LISC) grants. Worked with the Department of Commerce's Minority Business Development Agency (MBDA) that facilitated financing programs that exported access to contracts and capital activities that yielded $200,168,070 in global product sales, and $104,961,365 in financing for construction related services, created 1,160 jobs, and retained 575 jobs. Assisted in the distribution of over 30,000 grocery gift cards valued over $6.000 million through the offices of the elected officials.

Provided no-cost recruitment services that included area hiring fairs where employers were invited to attend, and job seekers were invited to connect with jobs available. Launched Salesforce, a new free job-matching platform adding over 500 job seekers in four months. Hosted six events for more than 350 job seekers. Engaged over 900 job seekers and over 200 employers. Placed 110 residents and processed 668 job orders. Managed 500 current active job seekers on Salesforce, with 180 applications submitted.

Partnered with Nicklaus Children's Hospital during the City of Miami's Annual Electrocardiograph (EKG) initiative, and conducted 42 EKGs, saving families over $18,000 in costs. Partnered with the University of Miami's Miller School of Medicine to offer free COVID-19 testing to local children of all ages. Tested 1,307 children.

Placed 4,339 homeless individuals and 227 veterans into shelters, conducted 113 emergency weather placements with the assistance of Homeless Outreach (Green Shirts). Collaborated with the Miami Police Department to address public access and enforcement, and the Homeless Empowerment Assistance Team helped to address homeless encampments and homeless clean-ups throughout the City.

Increased student enrollment by 14 and enrolled 12 families under the Tuition-Free program.

Partnered with City departments and community organizations to contribute more to all current department strategies and programs.

Strategies FY 2022-23

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

Continue to connect homeless individuals and veterans to resources and assistance.

Human Services

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan
	3.1.2 Support policies and practices that enable a diverse and growing economy City of Miami Strategic Plan
	3.1.3 Connect at-risk population to opportunities for advancement. City of Miami Strategic Plan
	3.2.1 Promote conditions that encourage small business development and growth City of Miami Strategic Plan
	3.2.2 Bolster small businesses through supportive programs and incentives City of Miami Strategic Plan
	3.2.3 Support local scale-ups City of Miami Strategic Plan
	3.3.1 Partner with local entities to connect residents with job opportunities City of Miami Strategic Plan
	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.3.3 Streamline access to social services. City of Miami Strategic Plan
	3.4.2 Connect homeless to resources and assistance City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Establish a supportive environment for small businesses				
Site visits (FLVEC) - Florida Virtual Entrepreneur Center (number)	2,291	2,298	2,235	1,200
One-on-ones - Small Business Assistance (number)	1,678	2,313	2,101	1,800
Workshop attendees - Small Business Assistance (number)	9,168	11,518	9,109	2,400
DEPARTMENT GOAL(S) Foster and promote job training and education				
Opportunity Center - Employer job orders (number)	246	458	745	240
Opportunity center employment placements (number)	131	84	421	500
Student enrollment activations for Future Bound (number)	262	384	250	250

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Position all for success by providing access to critical services				
Participants served under Pathway to Prosperity ACCESS Miami Financial Empowerment Initiatives (number)	774	741	1,065	2,000
Health Screenings (number)	1,307	42	500	1,000
Community Engagement Events (number)	31	34	35	10
Child Learning Centers student enrollment (avg per month)	40	66	80	125
Child Learning Centers free tuition student enrollment (number)			65	125
Individuals placed due to Emergency Weather (number)	258	677	300	300
Individuals placed in motel/hotel (number)	481	36	1,000	200
Individuals Homeless Outreach comes in contact with (number)	31,896	25,716	45,000	45,000
Homeless clean ups (number)		56	50	50
Chronically homeless (experiencing homelessness for at least one year or repeatedly) (number)		1,821	1,800	1,800
Veterans placed in shelter (number)	116	140	348	60
Placements in shelter, excluding veterans (number)	6,825	5,946	6,000	7,000
Placements of Adults in shelter, excluding veterans (number)		5,405	6,000	6,000
Placements of children in shelter (number)		1,566	1,000	1,000
Placements of youth (under 25) in shelter (number)		255	150	150
Clients served through Lazarus Project (number)		2,898	3,600	3,600
Homeless ID and birth certificates replaced (number)	293	38	200	200
Food vouchers provided (number)		255	100	50

Human Services

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
Served for Camillus House Extended Beds (number)			900	900
Served for Camillus House Overnight Beds (number)			120	120
Served for Camillus House Day Center (number)			3,000	1,000

Human Services

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	4,091,000	1,143,000	5,234,000	2,803,000	1,163,000	3,966,000
512010 - Attrition Savings - Salaries	(114,000)	(254,000)	(368,000)	(114,000)	(254,000)	(368,000)
513010 - Other Salaries and Wages -Part Time Year Year Round	95,000	80,000	175,000	80,000	80,000	160,000
513020 - Other Salaries and Wages - Part Time Seasonal	58,000	0	58,000	52,000	0	52,000
516000 - Fringe Benefits	39,000	0	39,000	19,000	0	19,000
521000 - Fica Taxes	327,000	73,000	400,000	232,000	70,000	302,000
522000 - Retirement Contributions	1,804,000	56,000	1,860,000	1,318,000	58,000	1,376,000
523000 - Life and Health Insurance	1,079,000	76,000	1,155,000	888,000	59,000	947,000
Personnel	**7,379,000**	**1,174,000**	**8,553,000**	**5,278,000**	**1,176,000**	**6,454,000**
Operating Expense						
524000 - Workers' Compensation	59,000	5,000	64,000	62,000	3,000	65,000
531000 - Professional Services	3,000	1,019,000	1,022,000	3,000	1,019,000	1,022,000
534000 - Other Contractual Services	837,000	110,000	947,000	795,000	88,000	883,000
540000 - Travel and Per Diem	14,000	0	14,000	7,000	0	7,000
540010 - Training	3,000	0	3,000	0	0	0
541000 - Communications & Related Services	22,000	16,000	38,000	22,000	16,000	38,000
541100 - Postage	1,000	0	1,000	0	0	0
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	21,000	46,000	67,000	16,000	46,000	62,000
545011 - Insurance - Vehicle Liability	10,000	0	10,000	11,000	0	11,000
546000 - Repair and Maintenance Services	9,000	0	9,000	0	0	0
546001 - IT-Repair and Maintenance Services	244,000	0	244,000	286,000	0	286,000
548000 - Promotional Activities	23,000	0	23,000	23,000	0	23,000
548100 - Advertising and Related Costs	51,000	0	51,000	13,000	0	13,000
549000 - Other Current Charges and Obligations	4,000	0	4,000	4,000	0	4,000
551000 - Office Supplies	23,000	0	23,000	17,000	0	17,000
552000 - Operating Supplies	74,000	3,000	77,000	41,000	3,000	44,000
552200 - Clothing/Uniform Supplies	22,000	0	22,000	18,000	0	18,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	3,000	0	3,000
Operating Expense	**1,445,000**	**1,199,000**	**2,644,000**	**1,346,000**	**1,175,000**	**2,521,000**
Non-Operating Expense						

Human Services

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
896000 - Budget Reserve	0	531,000	531,000	0	531,000	531,000
Non-Operating Expenses	**0**	**531,000**	**531,000**	**0**	**531,000**	**531,000**
Total Expense	**8,824,000**	**2,904,000**	**11,728,000**	**6,624,000**	**2,882,000**	**9,506,000**

Independent Auditor General

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

Mission Statement

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

Description

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

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

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

Independent Auditor General



Departmental Function/Unit	FY 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	1,100,583	1,247,575	1,307,600	1,501,000	1,649,000
Operating Expense	72,440	63,664	59,742	99,000	125,000
Capital Outlay	0	12,034	0	2,000	2,000
	1,173,023	**1,323,274**	**1,367,342**	**1,602,000**	**1,776,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	1,173,023	1,323,274	1,367,342	1,602,000	1,776,000
	1,173,023	**1,323,274**	**1,367,342**	**1,602,000**	**1,776,000**

Independent Auditor General

Budget Highlights for FY 2022-23

The Budget includes the following additions:

Additional funding was added to the Subscriptions and Memberships Line item to maintain a new audit management software (TeamMate) (GF $23,000).
Additional funding was added to the Other Salaries and Wages Line item to meet the part-time salary short-fall (GF $7,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907, including the Independent Auditor General (GF $31,000).

Independent Auditor General

Accomplishments FY 2021-22

Continued to identify high risk audit engagements that have a high probability for significant recoveries owed to the City. These have primarily focused on Leasing and Solid Waste activities. To date, we have completed seven Solid Waste audits with recommended recoveries totaling $389,595.

Followed up on the status of a sample of significant prior audit findings and the recoveries of all recommended recoveries of money owed to the City.

Completed four Investigations that involved alleged complaints of wrong doing and followed up on management action plans to correct any deficiencies.

Strategies FY 2022-23

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 2022-23. 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.

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Investigate complaints of wrong doing in a timely manner and make appropriate recommendations to correct improper conditions.				
Investigations performed (number)	0	0	4	2
DEPARTMENT GOAL(S) Target high risk areas during audits and reviews to improve internal controls and enhance operational efficiencies.				
Audits performed (number)	11	12	12	11
Special reviews performed (number)	2	0	0	1
DEPARTMENT GOAL(S) Ensure management has implemented agreed upon recommendations to improve controls; ensure recoverable monies identified during audits are collected.				
Recommended recoveries due from Audits (dollars)	$698,374	$299,249	$389,595	$1,000,000
Actual recoveries collected from Audits (dollars)	$698,374	$98,376	$18,811	$1,000,000

Source: ClearPoint Strategy Management Reporting Software

Independent Auditor General

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	949,000	0	949,000	1,063,000	0	1,063,000
513010 - Other Salaries and Wages -Part Time Year Year Round	45,000	0	45,000	52,000	0	52,000
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	68,000	0	68,000	73,000	0	73,000
522000 - Retirement Contributions	287,000	0	287,000	300,000	0	300,000
523000 - Life and Health Insurance	135,000	0	135,000	144,000	0	144,000
Personnel	**1,501,000**	**0**	**1,501,000**	**1,649,000**	**0**	**1,649,000**
Operating Expense						
524000 - Workers' Compensation	17,000	0	17,000	19,000	0	19,000
531000 - Professional Services	11,000	0	11,000	11,000	0	11,000
532000 - Accounting and Auditing	25,000	0	25,000	0	0	0
540000 - Travel and Per Diem	8,000	0	8,000	8,000	0	8,000
540010 - Training	0	0	0	25,000	0	25,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	25,000	0	25,000	26,000	0	26,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	29,000	0	29,000
Operating Expense	**99,000**	**0**	**99,000**	**125,000**	**0**	**125,000**
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	**1,602,000**	**0**	**1,602,000**	**1,776,000**	**0**	**1,776,000**

Innovation and Technology

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

Mission Statement

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

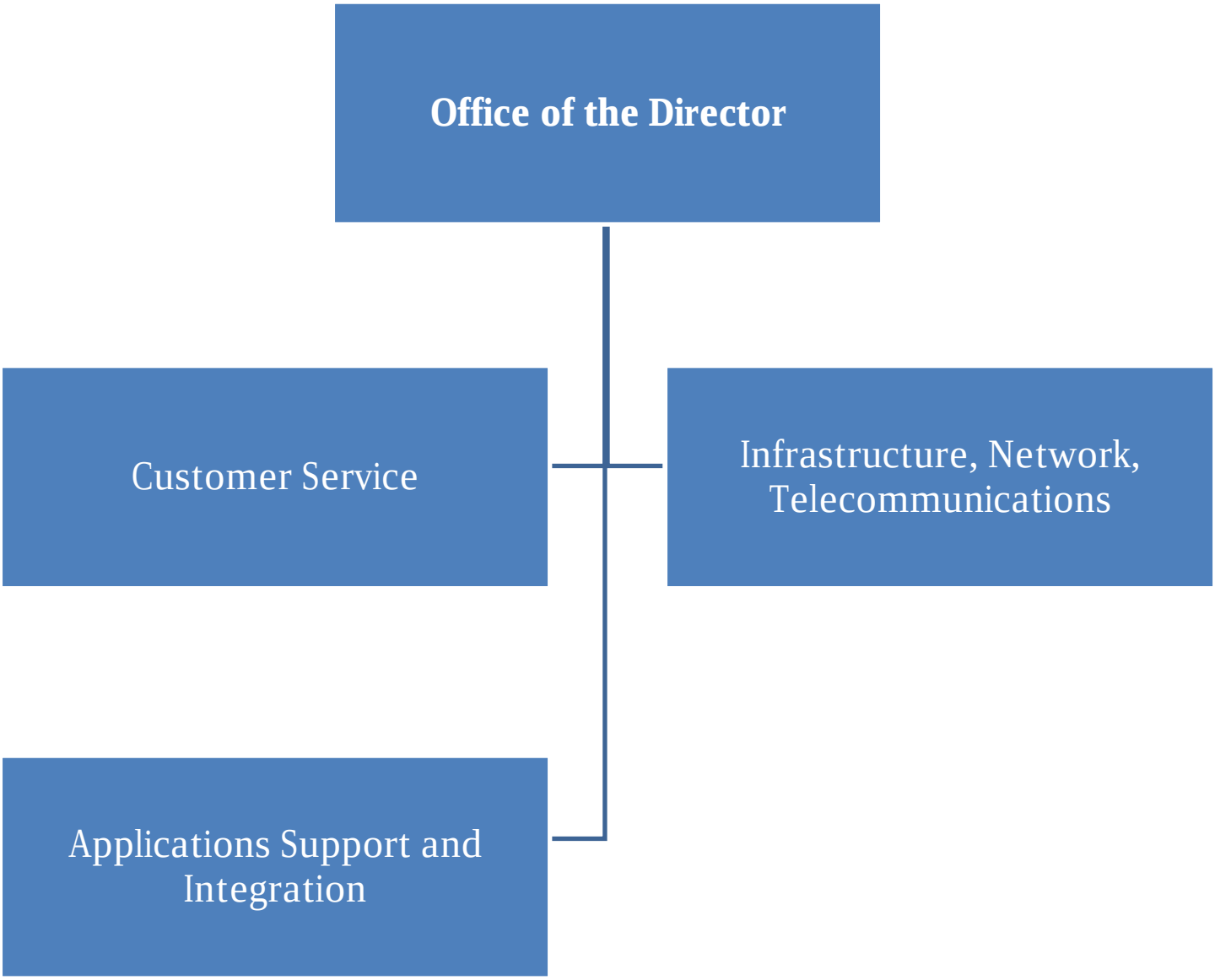
Description

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

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

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

Innovation and Technology



Innovation and Technology

Departmental Function/Unit	FY 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	12,350,106	13,513,040	14,744,401	14,520,000	15,084,000
Operating Expense	1,829,496	335,664	889,670	638,000	671,000
Capital Outlay	118,790	231,278	40,670	0	0
Non-Operating Expenses	0	0	0	18,000	201,000
	14,298,392	**14,079,982**	**15,674,741**	**15,176,000**	**15,956,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	13,730,538	13,989,511	15,256,970	15,051,000	15,710,000
General Special Revenue	24,000	0	0	45,000	45,000
Departmental Improvement Initiative	533,118	78,343	387,614	80,000	201,000
Emergency Funds	10,736	12,127	30,157	0	0
	14,298,392	**14,079,982**	**15,674,741**	**15,176,000**	**15,956,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

The Subscriptions and Memberships Line item reflects an increase of GF $11,000 (GF) to fund the subscriptions for the Zoom Meeting for Commission Meetings (GF $5,000), the Domain Renewal (GF $100), the Monsideo Web Team (GF $4,300), the Telerik DevCraft License (GF $400), and the Commonlook licenses (GF $1,200).
As approved in the FY 2021-22 Mid-Year Amendment, the Budget Reserve Line item reflects the transfer to Special Revenues for the rollover allocations in accordance with the Financial Integrity Principles (SR $134,000).
The Budget Reserve Line item reflects an increase due to the unspent funds from the grant awarded by the Knight Foundation-Digital Community Engagement (SR $50,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries(GF $316,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $16,000).

Innovation and Technology

Accomplishments FY 2021-22

Advanced digital service delivery by redesigning miamigov.com and creating a new information architecture to make the site is more user friendly. The department also created a property lookup and garbage service schedule search.

Bolstered the City's security posture by modernizing security protection for web and cloud access. Launched Citywide cybersecurity awareness training. Modernized and improved remote access and multifactor authentication. Improved provisioning and deprovisioning processes. Lastly, reduced the number of vulnerabilities across all systems.

Empowered businesses, residents, City management, and employees by enabling easy access to data to inform decision-making and track progress. Developed multiple dashboards that leverage data warehouse capabilities and location-intelligence for Code Compliance, Solid Waste, Zoning and Building. Dashboards included KPIs to evaluate process improvement strategies, detect process inefficiencies, and facilitate meetings with City Manager and Commissioners. Published open datasets for business licensing and building recertification that can be accessed via APIs or downloaded as CVS files. Piloted machine learning tools to extract information from scanned documents and Smart Cities projects to harness sensor data for decision-making.

Maintained overall customer experience at a level of 95 percent or above. Implemented Azure Boards as the tool to accelerate application delivery across the software development teams and continuing to refine the process while expanding its use across all disciplines in the Department.

Introduced several standard service requests to provide continuous delivery and higher quality results to internal customers.

Strategies FY 2022-23

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

Continue to 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, implementation of technology solutions with an analytics mindset, and customer engagement.

Continue to advance digital service delivery with end-to-end online solutions that support twenty-four seven digital access to government to provide a better user experience while residents and businesses conduct business with the City of Miami.

Build a case for the onboarding of additional IT employees and contractors to meet the technology solution demands that City departments have.

Continue to build a set of standards, processes, habits, and practices for the software lifecycle and the project prioritization process, to help provide continuous delivery and higher quality results to the City Manager’s Office and the Department of Innovation and Technology.

Enhance the project request process to align with the department roadmap, to communicate the department’s vision for the City, with consideration of the department’s capacity and the City’s technology services demand.

Innovation and Technology

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Prioritize the user experience.				
Same Day Service Request Resolution (percent)	0	59	50	60
DEPARTMENT GOAL(S) Enable the use of data and evidence to propel decision making.				
Data catalog repositories developed (number)				50
Data Services or Dashboards provided to understand a business need or support a decision (number)		76	60	25
DEPARTMENT GOAL(S) Improve the means for employees and visitors to communicate.				
WiFi Network Supported (Number)				250
DEPARTMENT GOAL(S) Develop applications to add business value.				
New capabilities or software features (number)				120

Innovation and Technology

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	0	0	0	4,000	0	4,000
512000 - Regular Salaries and Wages	9,151,000	0	9,151,000	9,538,000	0	9,538,000
512010 - Attrition Savings - Salaries	(202,000)	0	(202,000)	(40,000)	0	(40,000)
516000 - Fringe Benefits	29,000	0	29,000	22,000	0	22,000
521000 - Fica Taxes	697,000	0	697,000	717,000	0	717,000
522000 - Retirement Contributions	3,498,000	0	3,498,000	3,442,000	0	3,442,000
523000 - Life and Health Insurance	1,347,000	0	1,347,000	1,401,000	0	1,401,000
Personnel	**14,520,000**	**0**	**14,520,000**	**15,084,000**	**0**	**15,084,000**
Operating Expense						
524000 - Workers' Compensation	103,000	0	103,000	114,000	0	114,000
531000 - Professional Services	65,000	12,000	77,000	65,000	0	65,000
534000 - Other Contractual Services	1,000	95,000	96,000	1,000	45,000	46,000
540000 - Travel and Per Diem	50,000	0	50,000	50,000	0	50,000
540010 - Training	25,000	0	25,000	25,000	0	25,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	227,000	0	227,000	300,000	0	300,000
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	23,000	0	23,000	34,000	0	34,000
Operating Expense	**531,000**	**107,000**	**638,000**	**626,000**	**45,000**	**671,000**
Non-Operating Expense						
896000 - Budget Reserve	0	18,000	18,000	0	201,000	201,000
Non-Operating Expenses	**0**	**18,000**	**18,000**	**0**	**201,000**	**201,000**
Total Expense	**15,051,000**	**125,000**	**15,176,000**	**15,710,000**	**246,000**	**15,956,000**

Management and Budget

Department Head: Marie M. Gouin 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.

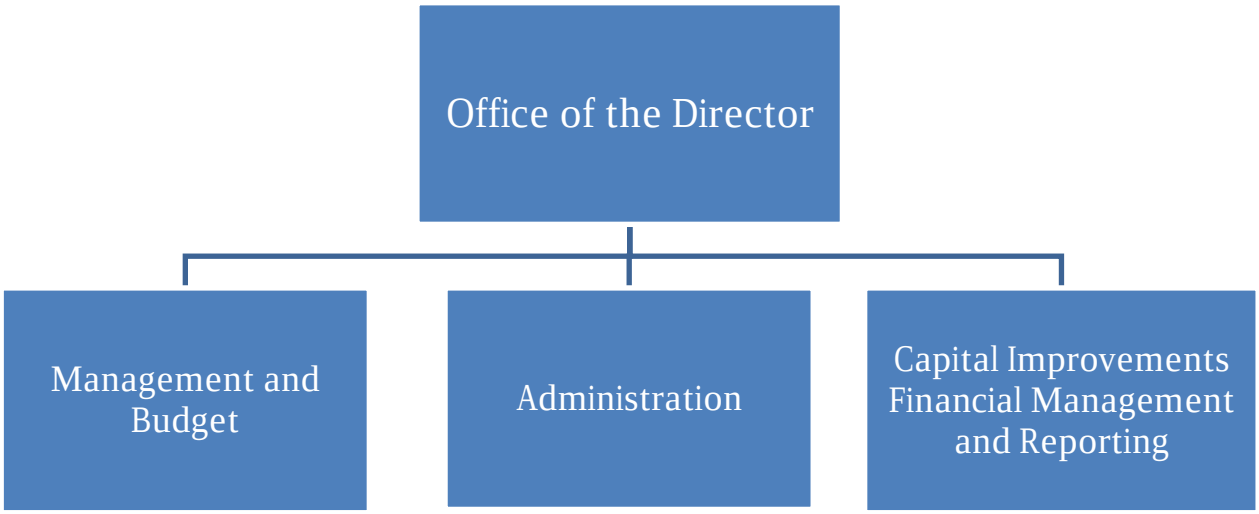
Description

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.

Management and Budget



Departmental Function/Unit	FY 2021-22	FY 2022-23
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.	6	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	**20**	**20**

Management and Budget

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,332,636	2,587,476	2,924,358	3,094,000	2,939,000
Operating Expense	150,909	118,283	119,483	273,000	287,000
Capital Outlay	7,927	5,816	0	0	0
Non-Operating Expenses	(5,893)	0	0	0	0
	2,485,579	**2,711,575**	**3,043,841**	**3,367,000**	**3,226,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	2,467,567	2,711,575	3,043,841	3,315,000	3,174,000
Departmental Improvement Initiative	18,012	0	0	52,000	52,000
	2,485,579	**2,711,575**	**3,043,841**	**3,367,000**	**3,226,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Professional Services Line item reflects a reduction of $40,000 (GF) to align the budget with actual trend of expenditures.

The Budget includes the following addition:

Additional funding was added to the Other Contractual Services Line item for the My SideWalk platform (GF $35,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF$12,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $54,000).

Management and Budget

Accomplishments FY 2021-22

Completed the year-end Budget Amendment for FY 2020-21 on November 18, 2021 and eight Budget Amendments to the FY 2021-22 Adopted Budget.

Working towards completing the Operating and Capital Proposed Budgets for the coming year in July.

Advised and made recommendations to departments regarding their performance metrics.

Provided financial analysis on various collective bargaining proposals to City administration. Assisted in negotiations with ASCME 1907, Local 871, and Fraternal Order of Police contracts.

Maintained and updated the current City of Miami Strategic Plan and conducted monthly departmental Performance Management Meetings with each department.

Projected to conduct four meetings of the Miami Forever Oversight Board. Three were held and one is pending to be held in September 2022.

Strategies FY 2022-23

Continue to present the prior year and current midyear 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 project updates are reported.

Strategic Alignment and Performance Measures

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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) To improve the city's credit ratings by promoting best practices in budgeting and have those practices validated by a national agency.				
Receipt of GFOA Distinguished Budget Presentation Award (Response/Average Score)	yes/3		yes/3	yes/3

Management and Budget

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
To deliver high-quality customer service and promote buy-in from departments.				
Customer service satisfaction survey (percent)	100	100	100	100
Agenda review requests processed within three working days (average days)			2	3
Average processing time for Capital Improvement Purchase Orders (days)			10	10

Management and Budget

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,949,000	0	1,949,000	1,915,000	0	1,915,000
512010 - Attrition Savings - Salaries	(58,000)	0	(58,000)	(26,000)	0	(26,000)
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	18,000	0	18,000
516010 - Fringe Benefits - Tuition Reimbursement	4,000	0	4,000	4,000	0	4,000
521000 - Fica Taxes	137,000	0	137,000	145,000	0	145,000
522000 - Retirement Contributions	684,000	0	684,000	563,000	0	563,000
523000 - Life and Health Insurance	327,000	0	327,000	288,000	0	288,000
Personnel	**3,094,000**	**0**	**3,094,000**	**2,939,000**	**0**	**2,939,000**
Operating Expense						
524000 - Workers' Compensation	30,000	0	30,000	33,000	0	33,000
531000 - Professional Services	100,000	52,000	152,000	60,000	52,000	112,000
534000 - Other Contractual Services	10,000	0	10,000	45,000	0	45,000
540000 - Travel and Per Diem	2,000	0	2,000	2,000	0	2,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
546001 - IT-Repair and Maintenance Services	53,000	0	53,000	69,000	0	69,000
547000 - Printing and Binding	8,000	0	8,000	8,000	0	8,000
551000 - Office Supplies	6,000	0	6,000	6,000	0	6,000
552000 - Operating Supplies	6,000	0	6,000	6,000	0	6,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	4,000	0	4,000	4,000	0	4,000
Operating Expense	**221,000**	**52,000**	**273,000**	**235,000**	**52,000**	**287,000**
Total Expense	**3,315,000**	**52,000**	**3,367,000**	**3,174,000**	**52,000**	**3,226,000**

Procurement

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

Mission Statement

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

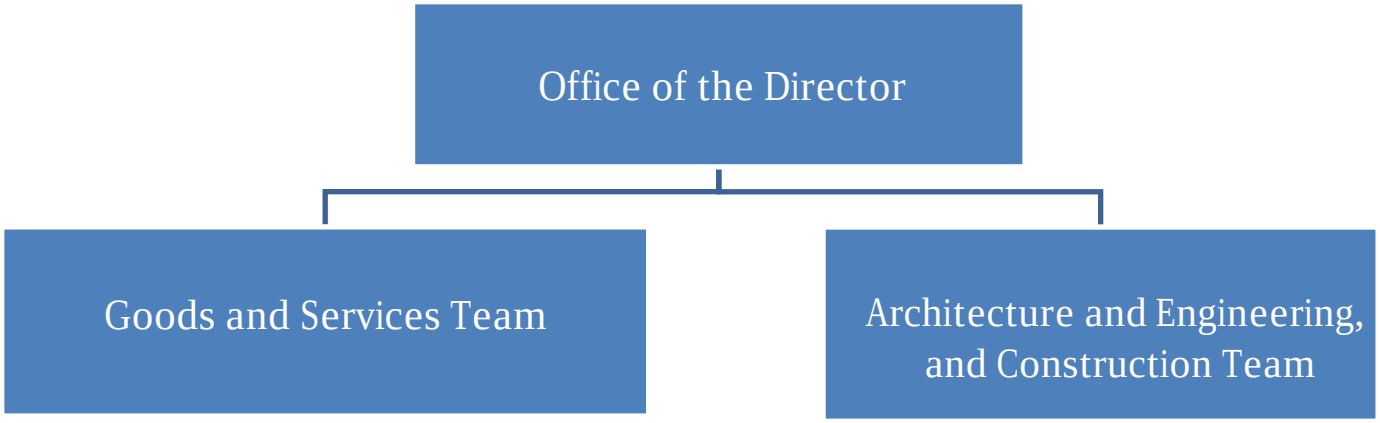
Description

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

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

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

Procurement



Departmental Function/Unit	FY 2021-22	FY 2022-23
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.	10	11
ARCHITECTURE AND ENGINEERING, AND CONSTRUCTION TEAM Procures architecture and engineering, and construction services Citywide; drafts, advertises, and administers the procurement process for Invitation to Bid (ITB), RFPs, and RFQs; negotiates contracts, reviews and approves all Oracle purchase requisitions and purchase orders; contract award and amendments; tracking of bonds; renewal processing and tracking; administers and manages the Prequalification Pool of Contractors for City Construction Projects Pilot Program.	5	5
TOTAL FULL-TIME POSITIONS	**20**	**21**

Procurement

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,373,216	2,600,736	2,759,297	2,919,000	3,139,000
Operating Expense	148,961	219,999	170,874	292,000	302,000
Capital Outlay	16,975	29,809	0	4,000	10,000
	2,539,153	**2,850,545**	**2,930,171**	**3,215,000**	**3,451,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	2,538,385	2,841,279	2,930,171	3,215,000	3,451,000
Emergency Funds	768	9,266	0	0	0
	2,539,153	**2,850,545**	**2,930,171**	**3,215,000**	**3,451,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Subscriptions, Memberships, Licenses, Permits & Others Line item reflects the reduction of $16,000 (GF) to align the budget with the actual trend of expenditures.

The Budget includes the following additions:

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

Additional funding was added to the Office Supplies Line item for new supplies for new staff (GF $2,000).

Additional funding was added to the Machinery and Equipment Line item for new equipment for new staff (GF $6,000).

Additional funding was added to the Training Line item for the Onboarding of training services from The Champion Services Group Inc (GF $7,000).

The Budget includes the transfer of personnel, from the Department of Real Estate and Asset Management a Marinas Facility Attendant (one position, $31,000) to the Department of Procurement, and reclassified to a Real Estate Contracting Manager (one position, $84,000). The personnel and funding are reflected in the prior Department in FY 2021-22 and in the new Department in FY 2022-23(one position, $84,000).

Procurement

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $44,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $25,000).

Procurement

Accomplishments FY 2021-22

Proposed amendments to it's Ordinance; Sections 18-72 titled “Application and Exclusions” subsection b(14), 18-73 titled “Definitions”, and 18-116 titled “Persons Retained as Expert Consultants” to add the words “or Firms”. This passed on first reading before Commission on April 14th.

Organized several webinars; and industry days for the public that included how to register and become a vendor with the City of Miami, as well as, meet-and-greet between the City's Emergency Debris Removal Contractors and local Miami vendors for subcontracting opportunities, and a reverse trade show between local agencies, LGBTQ, small, local, and minority businesses for future business opportunities.

Continued development of an internal Sharepoint site housing processes, guides, and procurement information to better serve end-user departments. Worked with DoIT on various external website updates, and on the Oracle Cloud Implementation for Procurement along with the City Attorney's Office.

Provided training opportunities throughout the year to staff and client departments. Organized Procurement Staff's Annual Retreat in October with a focus on innovation. Currently planning "Procurement Summer School", a multi-day virtual training session for City staff covering a variety of Procurement based topics and processes, including Vendor Registration, Procurement Under Emergency Declaration, and Scope Development for Summer FY 2022. Conducted Procurement Code Training with Bayfront Management Park Trust staff.

Continued hosting and organizing vendor workshops and Industry Days throughout the fiscal year to further increase competition.

Implemented Docusign fully in Procurement's Processes. Reduced the average routing time of contracts and miscellaneous documents for the City Manager's signature from as high as 54 days on average, down to an average of 16 days for the longer standing projects. On average all documents are routed and signed in within a five day window.

Awarded the National Procurement Institute's (NPI) 2021 Achievement of Excellence in Procurement (AEP) Award, and earned accreditation for National Institute of Governmental Purchasing, Inc ('NIGP") Accreditation for Quality Public Procurement (QPPD).

Chosen as one of 16 cities to participate in the Bloomberg Harvard City Leadership Initiative training on leading city procurement reform.

Strategies FY 2022-23

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 to innovate and implement systems to streamline procurement processes, improve performance metrics, and automate reporting.

Continue to develop Strategic Plans, including conducting annual spend analysis in conjunction with the Office of Management and Budget. By working closely with our internal clients to determine needs and prioritization of procurements, cost reduction, risk management, training for Procurement staff, and sustainability initiatives, including creating a sustainable green procurement policy.

Procurement

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
3. Pathway to Prosperity	3.1.1 Foster innovation and sustainable entrepreneurial initiatives City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Achieve savings to the City via contract negotiations.				
Price savings during negotiations (dollars)		$4,751,803	$250,000	$500,000
DEPARTMENT GOAL(S) Streamline the Architecture and Engineering Procurement process.				
Average processing time for RFP/RFQs (A&E) (days)	172	160	130	135
DEPARTMENT GOAL(S) Streamline the Construction Procurement process.				
Average processing time for ITBs (Construction) (days)	96	111	85	80
DEPARTMENT GOAL(S) Reduce the procurement processing time for all solicitations.				
Solicitations completed within the target time period (percent)	83	87	80	80
DEPARTMENT GOAL(S) Increase training opportunities for internal and external customers to educate them on the procurement processes.				
Internal trainings on procurement processes (number)	26	22	24	18
DEPARTMENT GOAL(S) Create a paperless Procurement Department.				
Reduction of paper usage (percent)		73.9	85	75

Procurement

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,833,000	0	1,833,000	2,044,000	0	2,044,000
512010 - Attrition Savings - Salaries	(17,000)	0	(17,000)	(56,000)	0	(56,000)
516000 - Fringe Benefits	17,000	0	17,000	17,000	0	17,000
521000 - Fica Taxes	139,000	0	139,000	156,000	0	156,000
522000 - Retirement Contributions	620,000	0	620,000	628,000	0	628,000
523000 - Life and Health Insurance	327,000	0	327,000	350,000	0	350,000
Personnel	**2,919,000**	**0**	**2,919,000**	**3,139,000**	**0**	**3,139,000**
Operating Expense						
524000 - Workers' Compensation	35,000	0	35,000	39,000	0	39,000
534000 - Other Contractual Services	40,000	0	40,000	40,000	0	40,000
540000 - Travel and Per Diem	15,000	0	15,000	15,000	0	15,000
540010 - Training	16,000	0	16,000	23,000	0	23,000
541100 - Postage	0	0	0	1,000	0	1,000
544000 - Rentals and Leases	3,000	0	3,000	3,000	0	3,000
546001 - IT-Repair and Maintenance Services	56,000	0	56,000	68,000	0	68,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
551000 - Office Supplies	4,000	0	4,000	6,000	0	6,000
552000 - Operating Supplies	20,000	0	20,000	20,000	0	20,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	93,000	0	93,000	77,000	0	77,000
Operating Expense	**292,000**	**0**	**292,000**	**302,000**	**0**	**302,000**
Capital Outlay						
664000 - Machinery and Equipment	4,000	0	4,000	10,000	0	10,000
Capital Outlay	**4,000**	**0**	**4,000**	**10,000**	**0**	**10,000**
Total Expense	**3,215,000**	**0**	**3,215,000**	**3,451,000**	**0**	**3,451,000**

Resilience and Sustainability

Department Head: Vacant Phone: TBD

www.miamigov.com/My-Government/Departments/Resilience-and-Sustainability

Mission Statement

To develop and implement strategies to strengthen the resilience and sustainability of Miami's residents, infrastructure, economy, and natural systems through internal and external partnerships.

Description

Urban Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. Urban Sustainability involves developing a city that seeks to meet the needs of people while protecting our environment and resources for future generations. Resilience and Sustainability go hand in hand whether in creating a physical building, planning neighborhoods, or improving economic opportunity for all.

Contributing to the Administration's Priority of *Resilience*, the Office of Resilience and Sustainability (ORS) is responsible for assessing and prioritizing the greatest threats to the City of Miami's resilience and sustainability, leading the creation of a cohesive resilience strategy, and subsequently harnessing the expertise and resources across City agencies, other jurisdictions, and the community in order to effectively address these threats and mitigate our impact to global climate change.

Stakeholders include City departments, businesses, visitors and residents of the City of Miami, and all municipalities within Miami-Dade County and neighboring counties in Southeast Florida.

Resilience and Sustainability

Office of Resilience and Sustainability

Departmental Function/Unit	FY 2021-22	FY 2022-23
OFFICE OF RESILIENCE AND SUSTAINABILITY Develops and implements the Sustainability and Resiliency Strategy and program planning across all City of Miami Departments.	0	6
TOTAL FULL-TIME POSITIONS	**0**	**6**

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	455,862	573,370	18,220	0	842,000
Operating Expense	200,619	230,922	0	0	220,000
Capital Outlay	1,690	0	0	0	0
Non-Operating Expenses	0	0	0	0	252,000
	658,171	**804,292**	**18,220**	**-**	**1,314,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	633,545	646,773	16,405	0	1,062,000
Departmental Improvement Initiative	24,626	157,520	1,815	0	252,000
	658,171	**804,292**	**18,220**	**-**	**1,314,000**

Budget Highlights for FY 2022-23

The Budget includes the following addition:

- The Office Supplies Line item reflects an increase of (GF $10,000) due to the separation of the Office of Resilience and Sustainability from the Department of Resilience and Public Works.

The Budget includes the following considerations:

- The Budget includes the transfer of the Resilience and Sustainability function, personnel, and funding out of the Department of Resilience and Public Works and to the newly reformed Office of Resilience and Sustainability. The Office of Resilience and Sustainability will operate independently of the Department of Resilience and Public Works as it did prior to October 2020. As a division inside of the Department of Resilience and Public Works from

Resilience and Sustainability

October 2020 to September 2022, the personnel and operating funding for the office is reflected in the prior department during those fiscal years. However, personnel and operating funding for the office will now be reflected in the newly reformed Office of Resilience and Sustainability (six positions, $1.052 million).

- 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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $7,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $5,000).
- The Budget includes remaining fund balances from various grants awarded to Resilience and Sustainability in prior fiscal years: Urban Sustainability Directors Network - Resilient Multi-Family Housing Initiative, National Oceanic and Atmospheric Administration - Developing a Resilient Waterfront and Shoreline Enhancement Plan, and the Ocean Conservancy Storm Drain Painting Project (SR $252,000).

Resilience and Sustainability

Accomplishments FY 2021-22

Supported 35 affordable multifamily buildings in conducting a resilience audit through the Keep Safe Miami program, increased program parameters to expand reach and include buildings with 4-20 units. This served as a successful proof of concept to support statewide scaling of the Keep Safe program starting with two additional cities in Florida.

Received over $1 million in grants for a citywide vulnerability assessment, site specific vulnerability assessments for city-owned critical facilities, a Bayfront and riverfront enhancement strategy, and resilience hub enhancements to Charles Hadley Park.

Completed and unanimously approved a Miami Forever Carbon Neutral plan at City Commission. City is now committed to reducing greenhouse gas emissions by 60 percent below 2018 levels by 2035 and net zero emissions by 2050. Initiated development of administration processes to support Building Efficiency 305 program including hiring of a program administrator and procurement of management software. Began multiple initiatives to bring electric vehicles and infrastructure into City operations including preliminary conversations piloting electric vehicles, electric vehicle chargers on City properties, and grants to support trolley electrification. Finalized and released the Circularity Assessment Protocol research (marine plastics audit), in partnership with the Ocean Conservancy.

Operationalized resilience and engaged with external stakeholders: Coordinated 11 Climate Resilience Committee meetings/workshops and helped bring 3 pieces of legislation to Commission. Had 3,172 engagements with members of the public, local and internationally, through virtual and in-person meetings. Developed internal tracking and accountability process through ClearPoint to better oversee implementation of resilience actions across all departments. Represented and shared the City of Miami's climate resilience efforts, leadership, and best practices in 124 meetings as part of numerous peer networks (regionally and globally) including Southeast Florida Regional Climate Change Compact, Urban Sustainability Director's Network, C40 Cities, Local Governments for Sustainability (ICLEI), and the Global Resilient Cities Network.

Strategies FY 2022-23

Continue to meet regularly with resilience teams from Miami-Dade County and the City of Miami Beach and work collectively on mutually decided priorities for collective actions listed in the strategy including Biscayne Bay health, nature-based infrastructure, electric vehicle infrastructure, building efficiency programs, residential property adaptation, and green economy.

Continue to implement adaptation strategy by prioritizing key actions, integrating actions related to extreme heat, maintaining involvement in capital improvements process, and documenting progress.

Continue to implement the greenhouse gas reduction plan by securing resources to progress on priority actions, continuing to socialize goals across departments, and updating greenhouse gas inventory.

Continue to provide status updates, enhance collaboration within City administration and improve accountability through: newsletter updates and public virtual forum meetings, internal resilience work group, administrating the Climate Resilience Committee, coordinating training opportunities, and building community partnerships.

Resilience and Sustainability

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
2. Resilience	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) **Implementation of Resilience strategies.**				
Total actions in progress or completed that support one of the Miami Forever Climate Ready Strategy (number)			42 City-wide, 21 Resilience Division	52 City-wide, 18 Resilience Division
Total actions in progress or completed that support one of the Resilient305 Strategy (number)			32 City-wide, 11 Resilience Division	39 City-wide, 15 Resilience Division
Total actions in progress or completed that support Greenhouse Gas Mitigation Plan (number)			15 City-wide, 3 Resilience Division	40 City-wide, 8 Resilience Division
DEPARTMENT GOAL(S) **Obtain additional resources to support Resilience objectives and programs.**				
Secure Pro-Bono Professional Services and Grants (number)			6	6
DEPARTMENT GOAL(S) **Collaborate with groups and organizations that will help us execute our Resilience strategies.**				
Meetings and engagements with Resilience City Network (RCN), C40, etc.. that build our partnerships (number)			36	120
DEPARTMENT GOAL(S) **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)	6,575	8,616	5,000	5,000

Office of Resilience and Sustainability

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	0	0	0	597,000	0	597,000
516000 - Fringe Benefits	0	0	0	12,000	0	12,000
521000 - Fica Taxes	0	0	0	52,000	0	52,000
522000 - Retirement Contributions	0	0	0	119,000	0	119,000
523000 - Life and Health Insurance	0	0	0	62,000	0	62,000
Personnel	**0**	**0**	**0**	**842,000**	**0**	**842,000**
Operating Expense						
524000 - Workers' Compensation	0	0	0	10,000	0	10,000
531000 - Professional Services	0	0	0	175,000	0	175,000
540000 - Travel and Per Diem	0	0	0	10,000	0	10,000
540010 - Training	0	0	0	5,000	0	5,000
551000 - Office Supplies	0	0	0	10,000	0	10,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	0	0	10,000	0	10,000
Operating Expense	**0**	**0**	**0**	**220,000**	**0**	**220,000**
Non-Operating Expense						
896000 - Budget Reserve	0	0	0	0	252,000	252,000
Non-Operating Expenses	**0**	**0**	**0**	**0**	**252,000**	**252,000**
Total Expense	**0**	**0**	**0**	**1,062,000**	**252,000**	**1,314,000**

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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.

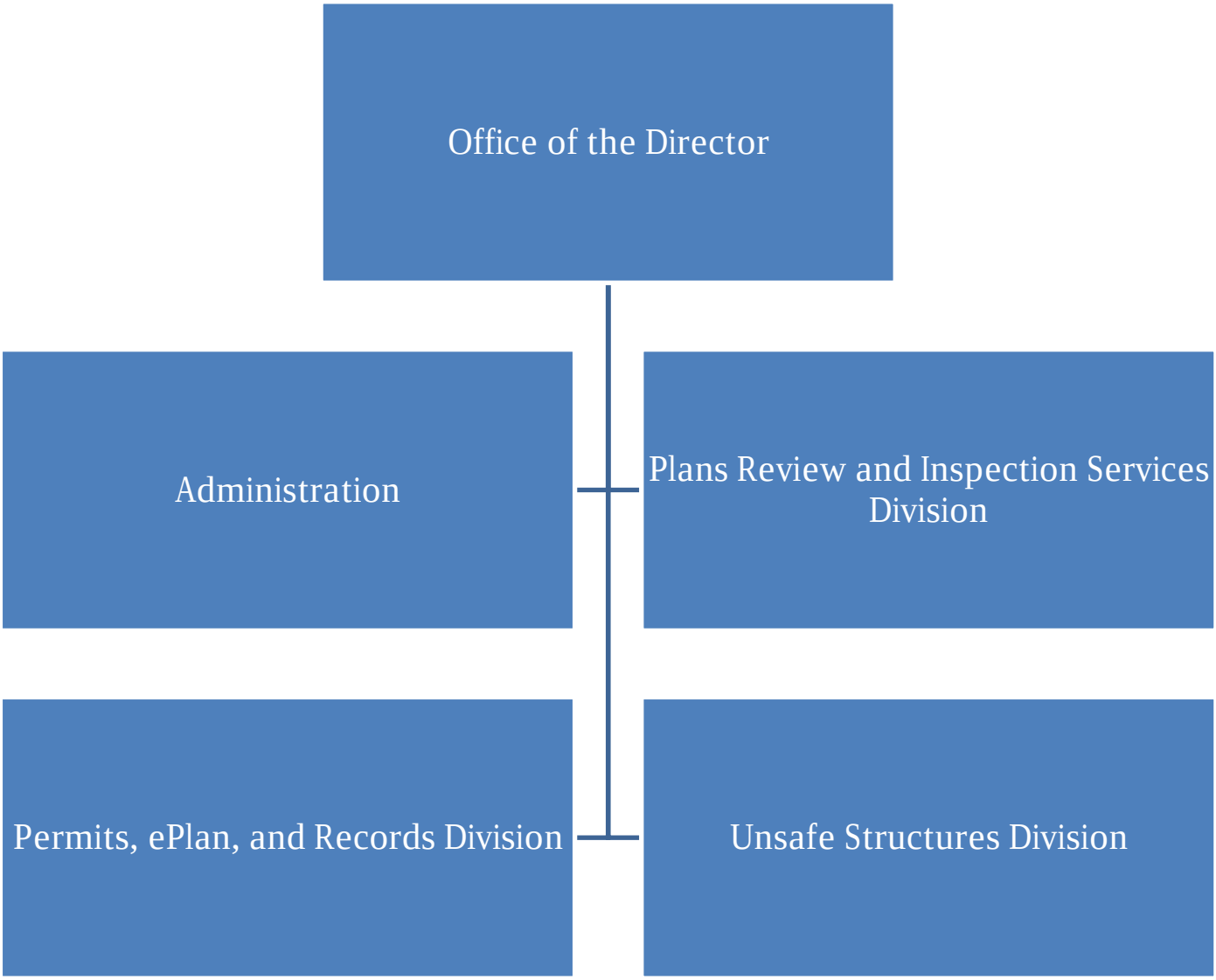
Description

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 2021-22	FY 2022-23
OFFICE OF THE DIRECTOR Directs, administers, and manages departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the Florida Building Code; develops and formulates policies and procedures and short and long-range plans.	4	5
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 our City's tree canopy.	84	79
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; monitors the City's Billboard & Mural Program; processes all Noise Waiver requests and Temporary Occupancy Permits; processes all Special Events for the City; Manages the Building Efficiency (BE305) Program, reduces operating costs and increase profit margins for large buildings.	10	18
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.	47	59
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; coordinates the weekly Unsafe Structure Panel hearings which reviews violations and structures that should be demolished; 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.	25	35
TOTAL FULL-TIME POSITIONS	**170**	**196**

Building

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	11,545,407	12,635,395	14,656,610	20,241,000	23,772,000
Operating Expense	5,028,231	4,022,838	4,839,642	3,451,000	4,224,000
Capital Outlay	55,720	163,056	13,603	50,000	170,000
Non-Operating Expenses	3,251	0	0	9,298,000	7,338,000
Transfers - OUT	0	0	0	600,000	4,482,000
	16,632,608	**16,821,290**	**19,509,856**	**33,640,000**	**39,986,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	15,922,441	16,270,224	19,175,795	22,962,000	27,266,000
Planning and Zoning Tree Trust Fund	0	0	53,343	4,554,000	6,070,000
Departmental Improvement Initiative	710,167	537,845	279,073	6,124,000	6,650,000
Emergency Funds	0	13,220	1,645	0	0
	16,632,608	**16,821,290**	**19,509,856**	**33,640,000**	**39,986,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

As approved in the FY 2021-22 Mid-Year Amendment, the budget includes the addition of eight positions funded for 2.5 months to implement the Unsafe Structure Panel (GF $109,000). The new positions include one Assistant Director ($22,500 GF), one Secretary of Unsafe Structure Panel ($16,400 GF), two Panel Coordinator I ($21,200 GF), two Panel Coordinator II ($23,300 GF), and two Panel Coordinator III (GF $25,600). The increase will be funded by building permit fees.

The Salaries and Wages Line item reflects an increase of $953,000 (GF) to fund 18 full-time positions. The new positions include two Building Services Assistant III ($107,000 GF), 12 Building Services Assistant II ($550,000 GF), two Building Services Assistant I ($96,000 GF), and two Administrative Assistant II ($200,000 GF).

The Other Salaries and Wages Line item reflects an increase of $187,000 (GF) to fund six temporary positions.

The Overtime Line Items reflect an increase of $150,000 (GF) to fund overtime costs by full-time temporary staff.

The Other Contractual Services Line item reflects an increase of $200,000 (GF) to fund the digitization of building permits supporting documents, and outdated old jackets by Blue Digital.

The Clothing and Uniform Supplies Line item reflects an increase of $25,000 (GF) for costs associated additional staffing in the department.

The Communication and Related Services Line item reflects an increase of $20,000 (GF) to fund city-issued cellphones.

The Advertising and Related Costs Line item reflects an increase of $15,000 (GF) for costs related to the Unsafe Structure Panel meetings, scheduled three times per month.

The Office Supplies Line item reflects an increase of $15,000 (GF) for costs associated with additional staffing in the department.

The Operating Supplies Line item reflects an increase of $15,000 (GF) for costs associated with additional staffing in the department.

The Improvements Other Than Buildings Line item reflects an increase of $120,000 (SR) to fund operating cost related to tree plantings.

The Budget Reserve Line item reflects a decrease of $1.960 million (SR) due in part to include a lower than anticipated prior year fund balance carryover, and a transfer to capital.

A Special Revenue Fund contribution from the Tree Trust Fund to the Public Works Capital Project No. 40-B183600 for tree replacement and restoration (SR $4.482 million), and a one-time transfer to capital in FY 2021-22 (SR $600,000) resulting in a net increase of $3.882 million (SR).

A Contribution from Building Fund to Capital for the Enterprise Permitting Solutions ($7.700 million), 20 pickup trucks ($640,000), and new and upgrades of computer hardware ($300,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $409,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $38,000).

Building

Accomplishments FY 2021-22

Created a specialized group to examine plans without incurring delays, which allowed for a more effective search and review process to be facilitated. This was implemented in response to the Auditor General's Audit Report No. 20-12 recommendations.

Worked with the Q-flow system provider to develop the configuration requirements for Building, Planning, and Zoning. The testing phase will begin the in the upcoming months.

Implemented a “Professional Day and Customer Service Day” by having a schedule for each day of the week for each Building trade to dedicate themselves to meeting with customers.

Introduced the Building Efficiency 305 program (BE305) Ordinance, which passed last fiscal year. This was a coordinated effort with the Office of Resiliency. The purpose of this legislation is to require private and City of Miami owned buildings over 20,000 square feet to perform and report annual energy and water benchmarking unless otherwise exempted.

Working on amending Chapter 17 of the City Code, more commonly referred to as the Tree Ordinance. Legislation is currently being drafted to establish a maintenance trust for plants on public property. The proposed amendment will be updated to align with state statute, allow for administrative permits for homesteaded properties, establish a safety buffer along power lines, allow the City Manager to name a designee, and exempts tree permitting requirements that may impede the restoration of order during a declared emergency. First Reading was scheduled to take place on November 18, 2021, but has been postponed. While changes to Chapter 17 have been placed on hold, worked to amend the Tree Trust Fund under Chapter 62.

Completed a study and amendment of the City's Flood Ordinance in order to comply with regulations set out by the State of Florida (Chapter 20).

Received the official determination from the Department of Homeland Security, Federal Emergency Management Agency (FEMA), that the City of Miami has improved its Community Rating System (CRS) class from a Class 7 to a Class 6 in the National Flood Insurance Program (NFIP) CRS. The floodplain management activities implemented by the City qualifies for a 20 percent discount on flood insurance premiums for most NFIP policies issued or renewed on or after October 1, 2022. This savings is a tangible result of the flood mitigation activities that the City implements to protect lives and reduce property damage.

Strategies FY 2022-23

Perform the necessary configuration and testing the Q-flow system, a customer management solution, to take place in FY 2022-23 fiscal year. A plan for full adoption by end of the year has been assessed. The system will be used across the permitting departments (Building, Planning, Zoning and Public Works). The Q-Flow system provides customer management through managing the customer flow, online appointments, lobby management, virtual check-ins, etc., all while providing reports for back-end data collection and customer record history.

Provide suggestions of energy efficiency code proposals and seeking additional funding for vulnerable communities. This Building Efficiency 305 (B305) program will save City residents millions over the lifetime of the project. The B305 Ordinance requires private and City of Miami owned buildings over 20,000 square feet to perform and report annual energy and water benchmarking unless otherwise exempted.

Continue to aggressively pursue abandoned and unsafe structures throughout the City and demolishing those structures that pose hazards to the neighborhoods of the City. Continues to meet with the Condo Associations to ensure compliance with their 40/50 recertifications. IBuild was recently updated to reflect open code violations pursuant to Section 2-208 of the City Code, as a result an applicant is advised of all open code violations that may exist on an address or folio. An applicant will not be able to pull a permit if there are open violations associated with an address or folio unless the issuance of the permit will cure the violation.

Evaluate the needs of all permitting departments to transition all facets of permitting to a single software solution.

Continue to amend City Code under its purview, including but not limited to Chapters 2, 10, 17, 20, 36, and 62. Continues to work collaboratively with neighboring municipalities and counties by recommending changes to the Florida Building Code and other codes that impact incorporated and unincorporated areas.

Building

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan 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
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
2. Resilience	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan
	2.5.3 Integrate resilience, sustainability and equity considerations into large development projects. City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Increase the productivity and efficiency of plan reviewers and inspectors.				
Building construction permit applications processed for commercial properties (number)	13,354	9,671	15,000	14,000
Building construction permit applications processed for residential properties (number)	9,560	7,310	10,000	9,500
Inspections performed within 24 hours of request (percent)	95	96	95	96
DEPARTMENT GOAL(S) Reduce the amount of time plans are with the City.				
Number of days to obtain a Commercial permit (days)	176	265	140	140
Number of days to obtain a Residential permit (days)	130	148	115	115
Time to conduct Building plan review (days)	5	6	4	4
Time to conduct Electrical plan review (days)	4	6	4	4
Time to conduct Mechanical plan review (days)	2	1	4	4
Time to conduct Plumbing plan review (days)	2	2	4	4
Time to conduct Structural plan review (days)	4	3	4	4

Building

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Promote effective service delivery and high-quality customer service.				
Unsafe structure identified (number)				TBD
Unsafe structures demolished (number)				TBD
Buildings ensured under compliance with 40/50 re-certifications (percent)				TBD
DEPARTMENT GOAL(S)				
Increase resilience and building efficiency.				
Number of Buildings participating in water and energy benchmarking (number)				TBD

Building Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	13,432,000	0	13,432,000	15,304,000	0	15,304,000
513000 - Other Salaries and Wages	225,000	0	225,000	412,000	0	412,000
514000 - Overtime	250,000	0	250,000	400,000	0	400,000
515000 - Special Pay	50,000	0	50,000	50,000	0	50,000
516000 - Fringe Benefits	28,000	0	28,000	25,000	0	25,000
521000 - Fica Taxes	1,031,000	0	1,031,000	1,171,000	0	1,171,000
522000 - Retirement Contributions	3,532,000	0	3,532,000	4,226,000	0	4,226,000
523000 - Life and Health Insurance	1,693,000	0	1,693,000	2,184,000	0	2,184,000
Personnel	**20,241,000**	**0**	**20,241,000**	**23,772,000**	**0**	**23,772,000**
Operating Expense						
524000 - Workers' Compensation	222,000	0	222,000	247,000	0	247,000
531000 - Professional Services	0	130,000	130,000	0	130,000	130,000
533000 - Court Services	50,000	0	50,000	50,000	0	50,000
534000 - Other Contractual Services	1,582,000	600,000	2,182,000	1,782,000	600,000	2,382,000
540000 - Travel and Per Diem	25,000	0	25,000	25,000	0	25,000
541000 - Communications & Related Services	40,000	0	40,000	60,000	0	60,000
541100 - Postage	60,000	0	60,000	60,000	0	60,000
544000 - Rentals and Leases	60,000	0	60,000	60,000	0	60,000
545011 - Insurance - Vehicle Liability	63,000	0	63,000	69,000	0	69,000
545013 - Insurance - General Liability	4,000	0	4,000	3,000	0	3,000
546000 - Repair and Maintenance Services	100,000	0	100,000	100,000	0	100,000
546001 - IT-Repair and Maintenance Services	355,000	0	355,000	808,000	0	808,000
547000 - Printing and Binding	15,000	0	15,000	15,000	0	15,000
548100 - Advertising and Related Costs	60,000	0	60,000	75,000	0	75,000
551000 - Office Supplies	15,000	0	15,000	30,000	0	30,000
552000 - Operating Supplies	15,000	0	15,000	30,000	0	30,000
552100 - Public Safety Supplies	10,000	0	10,000	10,000	0	10,000
552200 - Clothing/Uniform Supplies	35,000	0	35,000	60,000	0	60,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	10,000	0	10,000	10,000	0	10,000
Operating Expense	**2,721,000**	**730,000**	**3,451,000**	**3,494,000**	**730,000**	**4,224,000**
Capital Outlay						
663000 - Improvements Other Than Buildings	0	50,000	50,000	0	170,000	170,000
Capital Outlay	**0**	**50,000**	**50,000**	**0**	**170,000**	**170,000**

Building Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	9,298,000	9,298,000	0	7,338,000	7,338,000
Non-Operating Expenses	**0**	**9,298,000**	**9,298,000**	**0**	**7,338,000**	**7,338,000**
Transfers-OUT						
891000 - Interfund Transfers	0	600,000	600,000	0	4,482,000	4,482,000
Transfers - OUT	**0**	**600,000**	**600,000**	**0**	**4,482,000**	**4,482,000**
Total Expense	**22,962,000**	**10,678,000**	**33,640,000**	**27,266,000**	**12,720,000**	**39,986,000**

Planning

Department Head: Lakisha N. Hull, AICP, LEED AP BD+C Phone: (305) 416-1417
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.

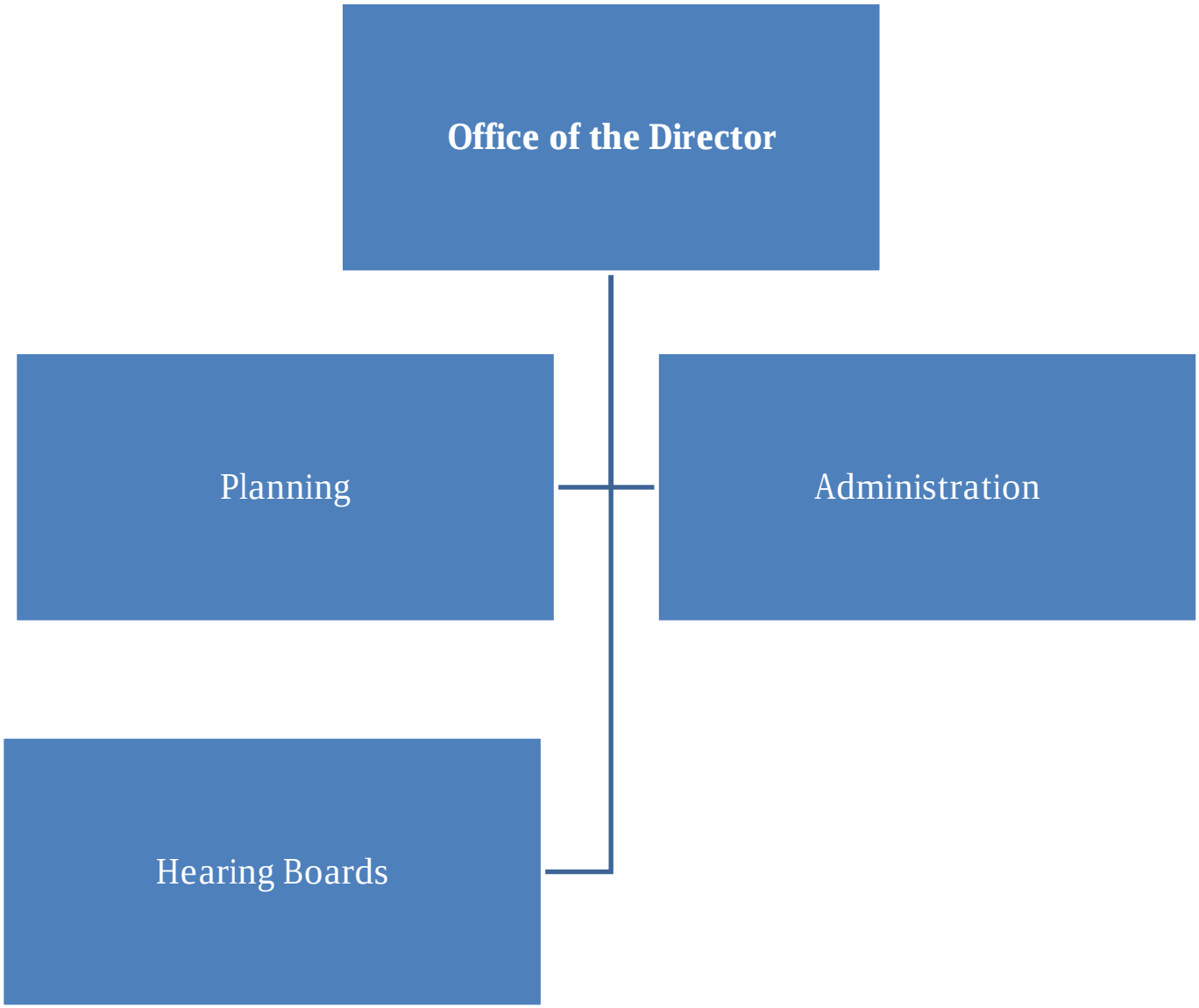
Description

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 2021-22	FY 2022-23
OFFICE OF THE DIRECTOR Oversees the implementation of all departmental operations, provides guidance in the interpretation of the Zoning Ordinance and the implementation of the Comprehensive Plan, develops and monitors the Department's budget, implements cost controls and efficient systems as well as identifies resources and innovative efforts necessary for improved delivery of excellent customer service and projects in a timely manner.	4	4
PLANNING Provides guidance for the future development of the City, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan to promote sound planning principles; manages and preserves the City's historic, architectural, archeological and environmental assets; prepares analysis and recommendations on Planning and Zoning related matters to committees, boards, and the City Commission; collects and analyzes demographic, physical, social, economic and contextual data, prepares streetscape and master plans that include high standards for architecture, landscape, and urban design.	31	31
ADMINISTRATION Manages all budgetary, administrative, and fiscal functions; manages all personnel matters, procurement solicitations, and processes; provides various support services to professional staff; prepares special projects and reports, tracks performance measures, manages 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	**48**	**48**

Planning

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	5,111,244	5,625,612	4,655,534	5,441,000	5,871,000
Operating Expense	1,352,792	733,338	828,230	873,000	1,692,000
Capital Outlay	7,605	63,936	2,826	43,000	0
Non-Operating Expenses	876,551	300,000	0	23,017,000	21,971,000
Transfers - OUT	1,936,000	261,000	5,680,876	85,000	0
	9,284,192	**6,983,886**	**11,167,466**	**29,459,000**	**29,534,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	5,616,536	5,956,425	5,175,436	5,912,000	6,461,000
Planning Services	2,698,506	(15,377)	0	5,297,000	7,904,000
Planning Services-DRI DT	0	686,898	5,407,455	10,430,000	6,540,000
Planning Services-DRI SEOPW	0	37,361	87,042	4,642,000	5,864,000
Planning and Zoning Tree Trust Fund	940,728	151,627	456,265	0	0
Public Art Fund	28,421	166,952	40,039	3,138,000	2,487,000
Hist Preservation Trust Fund	0	0	0	40,000	278,000
Emergency Funds	0	0	1,228	0	0
	9,284,192	**6,983,886**	**11,167,466**	**29,459,000**	**29,534,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Machinery and Equipment Line item reflects a reduction of non-recurring operating expenditures funded in the previous fiscal year (GF $43,000).

The Budget includes the following additions:

The Other Salaries and Wages Line item reflects an increase due to the funding for one filled temporary position (GF $56,000).
The Subscriptions Line item reflects an increase due to the funding for the Asana subscription for 48 employees (GF $15,000).
The Training Line item reflects an increase due to funding for staff professional development (GF $23,000).

Planning

The Professional Services Line item reflects an increase of $750,000 (SR) due to operating cost related to the Public Benefits Trust.

As approved in the FY 2021-22 Mid-Year Amendment, the budget includes a transfer from the Downtown DRI Transportation Special Revenue to capital to fund the Installation and beautification of a mid-block pedestrian pathway in downtown Miami (SR $362,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $102,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $18,000).

Planning

Accomplishments FY 2021-22

Committed to six private development projects to install an artistic treatment as part of the development project. The City of Miami has 20 upcoming public art installations for public development projects.

Reduced the amount of customer wait time by prescreening 98 percent of applications within 72 hours.

Referred 52 percent of companion rezones and comprehensive plan amendments for public hearing within 120 business days.

Promoted affordable housing by drafting three legislative items brought to the Planning, Zoning, and Appeals Board.

Socialized the Miami Neighborhood Comprehensive Plan by providing two trainings to the Planning, Zoning, and Appeals Board.

Conducted preliminary data gathering for annual study of City Commission Districts socio-demographics, transportation, economics, and environmental factors. The delay of the decennial census data and redistricting publication has impacted the full completion of this study.

Digitized approximately 1,124 unique Code Enforcement Board case hearing files, approximately 1,230 board resolutions from the Hearing Boards Division and the Historic Preservation Division, and approximately 46 Major Use Special Permits (MUSP), for a total of 102 boxes. Prepared approximately 77 boxes for third party scanning as part of the historical records digitization project.

Strategies FY 2022-23

Create support materials and prioritize job recruitment for improving internal capacities to streamline customer service processes.

Continue to 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.

Continue to socialize the goals, policies, and objectives of the City's Miami Neighborhood Comprehensive Plan.

Continue to digitize 33 percent of historical and current planning records to improve public access to information.

Continue to reduce the number of review cycles and time issuance of administrative entitlements by revamping the preapplication meeting process.

Continue to leverage technology to improve community engagement with project stakeholders.

Planning

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.4.3 Reduce the amount of time customers wait. City of Miami Strategic Plan
2. Resilience	2.2.3 Improve internal capacity, coordination and communications City of Miami Strategic Plan
	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) 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)		9	6	6
DEPARTMENT GOAL(S) Reduce the amount of time customers wait.				
Process small scale administrative entitlements within 90 business days for city related activities (percent)		0	5	80
Complete online submissions prescreen review for entitlements within 72 hours (percent)		88	98	90
Refer companion rezones and comprehensive plan amendments for public hearing within 190 business days (percent)			52	80
Process applications for minor improvements that require a Standard Certificate of Appropriateness (COA) within ten calendar days of receipt of the complete application (percent)				80
DEPARTMENT GOAL(S) Implement long range planning that considers population trends' impact on residential quality of life and housing affordability.				
Promote Affordable Housing through Land Use Development Regulations (legislative items brought to PZAB) (number)	0	0	4	5
DEPARTMENT GOAL(S) Socialize the Goals, Policies and Objectives within the City's Miami Neighborhood Comprehensive Plan (MNCP).				
Socialize the Miami Comprehensive Neighborhood Plan (MCNP) (number)			1	1

Planning

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
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)			5	80
DEPARTMENT GOAL(S)				
Leverage technology to improve community engagement with our project stakeholders.				
Provide Laserfiche accessibility to public hearing applications submitted between 2014-2018 by working with the Scan Team to digitize paper records (percent)				33
Program engagements/training on resilience to PZAB			2	4
Communicate the Publication of PZAB, HEPB, AIPPB, and CEB agendas at least seven calendar days prior to the scheduled meetings			91	90

Planning

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,596,000	252,000	3,848,000	3,794,000	205,000	3,999,000
512010 - Attrition Savings - Salaries	(181,000)	0	(181,000)	(102,000)	0	(102,000)
513000 - Other Salaries and Wages	0	0	0	56,000	0	56,000
516000 - Fringe Benefits	20,000	0	20,000	20,000	0	20,000
521000 - Fica Taxes	289,000	26,000	315,000	289,000	15,000	304,000
522000 - Retirement Contributions	888,000	48,000	936,000	967,000	51,000	1,018,000
523000 - Life and Health Insurance	476,000	27,000	503,000	547,000	29,000	576,000
Personnel	**5,088,000**	**353,000**	**5,441,000**	**5,571,000**	**300,000**	**5,871,000**
Operating Expense						
524000 - Workers' Compensation	40,000	2,000	42,000	45,000	2,000	47,000
531000 - Professional Services	320,000	50,000	370,000	320,000	800,000	1,120,000
531010 - Professional Services-Legal Services	34,000	0	34,000	34,000	0	34,000
533000 - Court Services	22,000	0	22,000	22,000	0	22,000
534000 - Other Contractual Services	0	40,000	40,000	0	0	0
540010 - Training	0	0	0	23,000	0	23,000
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	10,000	0	10,000	11,000	0	11,000
545013 - Insurance - General Liability	16,000	0	16,000	12,000	0	12,000
546001 - IT-Repair and Maintenance Services	111,000	0	111,000	180,000	0	180,000
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
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	25,000	0	25,000
Operating Expense	**781,000**	**92,000**	**873,000**	**890,000**	**802,000**	**1,692,000**
Capital Outlay						
664000 - Machinery and Equipment	43,000	0	43,000	0	0	0
Capital Outlay	**43,000**	**0**	**43,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	23,017,000	23,017,000	0	21,971,000	21,971,000

Planning

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
Non-Operating Expenses	**0**	**23,017,000**	**23,017,000**	**0**	**21,971,000**	**21,971,000**
Transfers-OUT						
891000 - Interfund Transfers	0	85,000	85,000	0	0	0
Transfers - OUT	**0**	**85,000**	**85,000**	**0**	**0**	**0**
Total Expense	**5,912,000**	**23,547,000**	**29,459,000**	**6,461,000**	**23,073,000**	**29,534,000**

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.

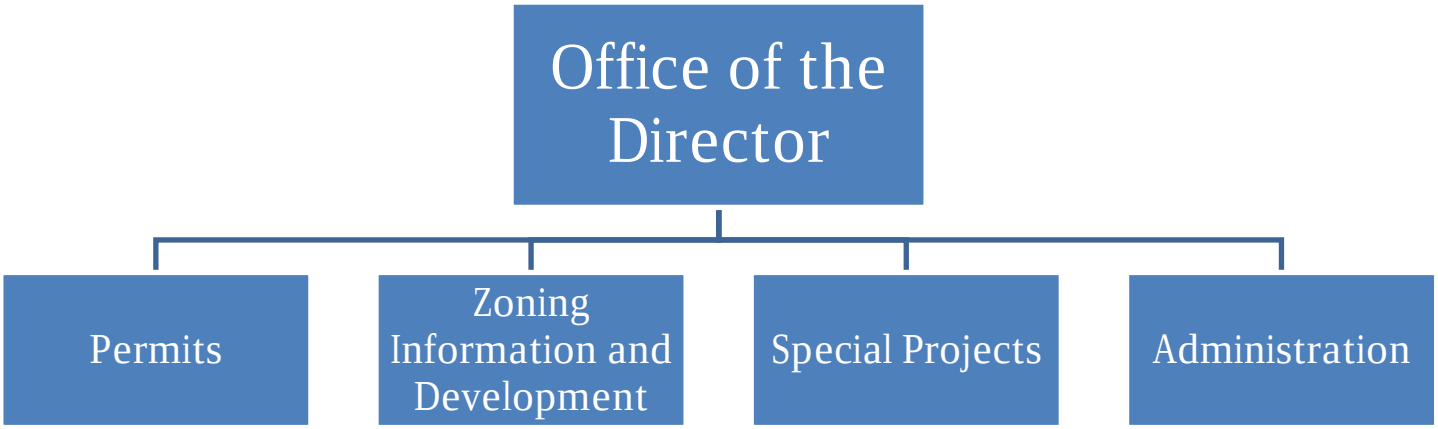
Description

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



Departmental Function/Unit	FY 2021-22	FY 2022-23
OFFICE OF THE DIRECTOR Oversees the execution of all departmental operations, provides guidance in the interpretation and implementation of Zoning Ordinances, develops and monitors the Department's budget, identifies resources necessary for the continued delivery of excellent customer service and projects in a timely manner.	2	2
PERMITS Implements and interprets the Zoning Ordinance and other city, county, state and federal regulations, reviews development plans and identifies types of special permits needed based on the application of the Zoning Ordinance, reviews all submissions for development and redevelopment within the City.	15	15
ZONING INFORMATION AND DEVELOPMENT Issues Certificates of Use and Temporary Use permits, issues approval of Alcohol and Tobacco applications, Zoning Verification Letters, address assignments and changes, and Community Residential Home certifications.	11	11
SPECIAL PROJECTS Reviews and processes impact fee deferrals; ensures completeness and routes legal instruments such as Unity of Titles, Covenants, and Parking Agreements; administers Affordable and Workforce Housing initiatives; drafts legislation for code amendments; ensures compliance of Alcohol and Tobacco licenses issued.	2	2
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	**32**	**32**

Zoning

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,789,436	3,389,777	3,596,816	4,135,000	4,945,000
Operating Expense	106,802	771,171	761,908	839,000	901,000
Capital Outlay	0	36,974	(1,498)	3,000	3,000
	2,896,238	**4,197,922**	**4,357,225**	**4,977,000**	**5,849,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	2,896,238	4,197,922	4,349,451	4,977,000	5,849,000
Emergency Funds	0	0	7,774	0	0
	2,896,238	**4,197,922**	**4,357,225**	**4,977,000**	**5,849,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Subscriptions and Memberships Line items reflects a decrease of $9,000 (GF) due to the reallocation of funding to the Training Line item.

The Budget includes the following additions:

The Court Services Line item reflects an increase of $12,000 (GF) for fees paid to the County Clerk to record the covenants.

The Training Line item reflects an increase of $9,000 (GF) due to a reallocation of funding from the Subscription and Membership line item. The funding is used to pay subscription for City Benchmark Motus (GF $800), the National Planning Association (GF $2,500), the Urban Land Institute Leadership Academy (GF $3,000), the Florida Planning Association (GF $1,100), and the Florida Bar (GF $1,400).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $95,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $26,000).

Zoning

Accomplishments FY 2021-22

Implemented eStart in FY 2021-22. Integrated CityView into Miamibiz to allow assessability to open violations during the processing of CU applications.

Utilized eStart to provide applicants the ability to see if a Certificate of Use is allowed in the proposed Transect Zone. In addition, customers were able to obtain a cost estimate for the proposed Certificate of Use application.

Worked with the Building Department to establish ownership over applications that do not require a Zoning review per Miami21 Code.

Began and continued to work with the Department of Innovation and Technology and Planning Department on GIS mapping and Zoning designations to help automate Zoning Verification Letters.

Created monthly meetings with reviewing Departments to monitor and regulate Temporary Permit applications.

Created a pre-application meeting requirement to improve the Temporary Use on Vacant Land permit process.

Strategies FY 2022-23

Continue to participate in the enhancement of eStart web application system to process Certificates of Use applications and allow interactions with additional system platforms.

Continue to collaborate with required reviewing departments to improve the issuance of Certificates of Use at a successful rate.

Continue to collaborate with the Building Department to streamline building permit reviews and re-evaluate application types for Zoning review.

Create a specialized group in the Coconut Grove area that allows faster and more effective assistance to applicants in the area, helping projects move faster, and supporting rapid development of this area of the city.

Continue to collaborate with required reviewing departments to establish a Temporary Permit Task Force to regulate and monitor existing applications.

Zoning

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	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

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Ensure timely delivery of service.				
Certificates of Use issued (number)	1,273	1,191	2,000	2,000
Building Permits reviewed within 10 days in the first cycle (percent)			80	80
Waiver permits reviewed within 15 business days in the first cycle (percent)			80	80
Certificates of Use reviewed (number)				2,000

Zoning

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,721,000	0	2,721,000	3,014,000	0	3,014,000
512010 - Attrition Savings - Salaries	(89,000)	0	(89,000)	0	0	0
513000 - Other Salaries and Wages	30,000	0	30,000	30,000	0	30,000
516000 - Fringe Benefits	6,000	0	6,000	13,000	0	13,000
521000 - Fica Taxes	206,000	0	206,000	229,000	0	229,000
522000 - Retirement Contributions	838,000	0	838,000	1,103,000	0	1,103,000
523000 - Life and Health Insurance	423,000	0	423,000	556,000	0	556,000
Personnel	**4,135,000**	**0**	**4,135,000**	**4,945,000**	**0**	**4,945,000**
Operating Expense						
524000 - Workers' Compensation	42,000	0	42,000	47,000	0	47,000
531000 - Professional Services	20,000	0	20,000	20,000	0	20,000
533000 - Court Services	0	0	0	12,000	0	12,000
534000 - Other Contractual Services	669,000	0	669,000	669,000	0	669,000
540010 - Training	3,000	0	3,000	12,000	0	12,000
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	77,000	0	77,000	122,000	0	122,000
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	10,000	0	10,000	1,000	0	1,000
Operating Expense	**839,000**	**0**	**839,000**	**901,000**	**0**	**901,000**
Capital Outlay						
664000 - Machinery and Equipment	3,000	0	3,000	3,000	0	3,000
Capital Outlay	**3,000**	**0**	**3,000**	**3,000**	**0**	**3,000**
Total Expense	**4,977,000**	**0**	**4,977,000**	**5,849,000**	**0**	**5,849,000**



DEPARTMENT BUDGETS:
PUBLIC WORKS

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

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Capital Improvements

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

Mission Statement

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

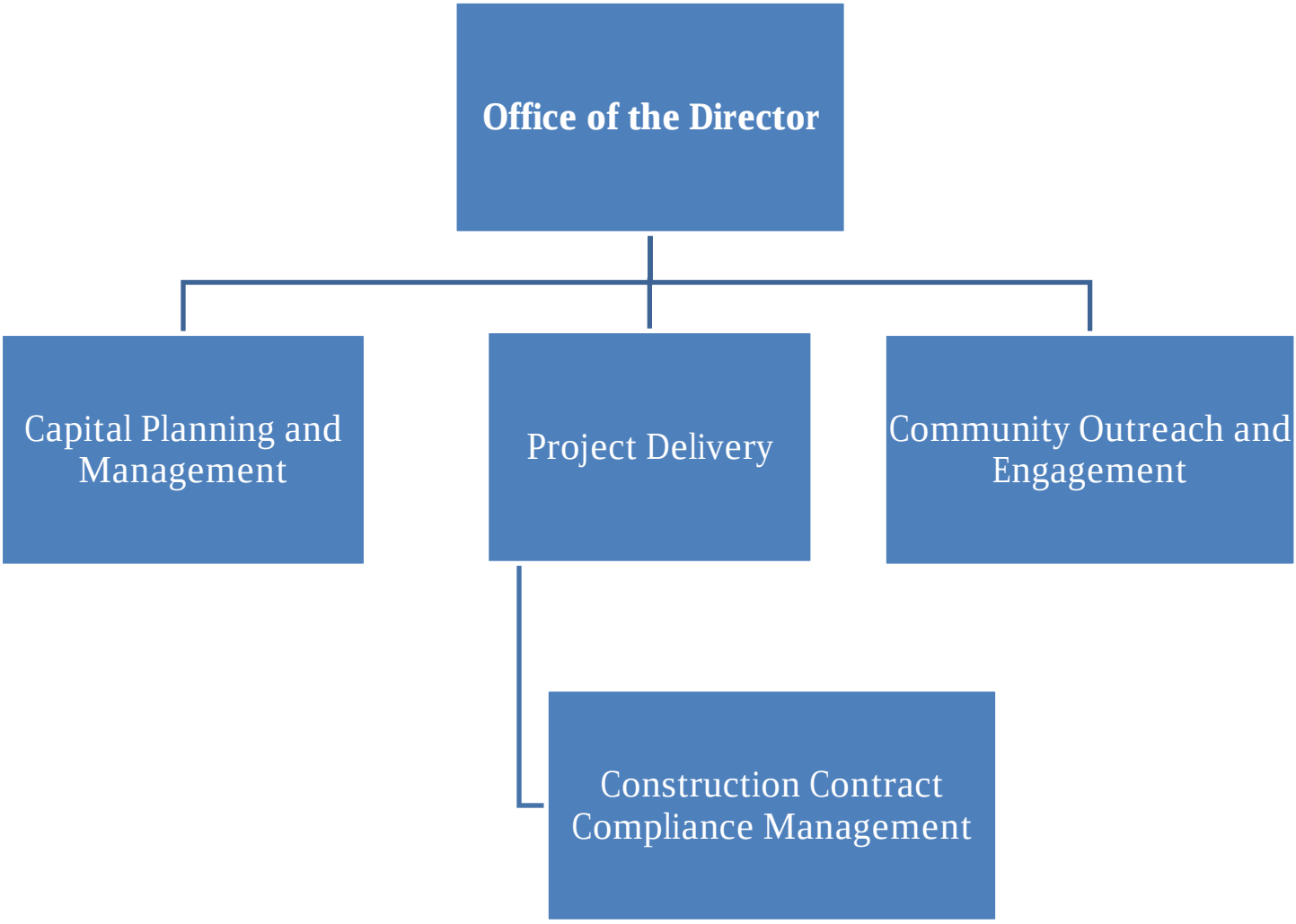
Description

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

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

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

Capital Improvements



Capital Improvements

Department Function/Unit	FY 2021-22	FY 2022-23
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.	7	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	**53**	**53**

Capital Improvements

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	3,737,738	3,970,101	3,572,631	3,698,000	3,602,000
Operating Expense	243,563	595,520	701,832	598,000	323,000
Capital Outlay	2,465	3,508	128,155	0	0
Non-Operating Expenses	331	159	0	0	0
	3,984,097	**4,569,288**	**4,402,617**	**4,296,000**	**3,925,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	3,790,696	4,334,756	4,307,181	4,296,000	3,925,000
General Special Revenue	20,490	20,079	0	0	0
Transportation and Transit	141,430	149,283	159	0	0
Emergency Funds	31,480	65,170	95,278	0	0
	3,984,097	**4,569,288**	**4,402,617**	**4,296,000**	**3,925,000**

Budget Highlights for FY 2022-23

The Budget includes the following reductions:

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The Promotional Activities Line item reflects a reduction of $2,000 (GF) to align the budget with the actual trend of expenditures.

The Subscriptions, Memberships, Licenses, Permits & Others Line Item reflects a reduction of $305,000 (GF) due to e-Builder Annual License fee being transferred to IT ISF Account.

The Budget includes the following addition:

Additional funding was added to the Operating Supplies Line Item for GPS Trackers for 14 vehicles (GF $2,000).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $127,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $10,000).

Capital Improvements

Accomplishments FY 2021-22

Finalized the process design of all cost processes such as Cost Estimates, Funding Requests, Invoices and others in eBuilder and initiated the Financial Data Migration from Oracle to eBuilder (September 2022).

Continued to accelerate the construction contract acquisition by working with the Department of Procurement to develop the Construction Contractors Pool. Procurement and the Office of Capital Improvements are aligning to compliance with Federal requirements for the selection of potential contractors. Estimated plan is to start advertising August 2022.

Developed and enforced contractors' quality assurance and quality control programs through the implementation of the Departments policies and procedures.

Increased community visibility to continue to engage with the residents and elected officials. Since October 2021, the department has held seven community meetings, engaged with over 85,492 residents in-person, on the website, and via social media. Released four press releases through Communications Department and held two quarterly Miami Forever Bond Citizen Oversight Board meetings. Coordinated two project groundbreakings and two ribbon cuttings. Conducted monthly project updates for elected officials, neighborhood associations, village councils, and appointed City boards and committees.

Strategies FY 2022-23

Finalize the integration of all construction management processes within the e-Builder Project Management Platform and increase user adoption.

Continue to streamline and accelerate construction contract acquisition by working with the Department of Procurement to develop the Construction Contractors Pool and assist optimize the entire construction management process.

Continue to build a stronger team by ensuring employees are equipped with the necessary training to better oversee contractors 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.

Communicate and engage effectively with all stakeholders to ensure project scopes are clearly articulated and project updates shared throughout the project life cycle.

Identify and utilize all alternate procurement methods to expedite schedules for the Miami Forever Bond and grant funded projects.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan

Capital Improvements

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Deliver quality capital construction projects.				
Construct and renovate roadways (lane miles)	6	2	2.5	5.5
Install traffic calming devices (number)	6	17	5	7
Build and renovate public safety facilities (police, fire-rescue, emergency management) (number)	2	0	1	1
Harden critical facilities (community centers, parks, municipal buildings) (number)	1	3	1	2
Build and renovate parks and open-spaces (number)	66	14	9	6
Build and renovate marinas and water access sites (number)	8	7	2	1
Total projects designed (number)	20	30	20	20
Total projects constructed (number)	150	46	24	23
Total value of projects constructed (dollars)	$ 67,418,393.65	$ 40,683,161.51	$ 51,532,812.00	$ 44,463,739.83
Construct and refurbish sea and river walls and associated bay walk (linear feet)	284	2,634	214	8,000
Implement drainage solutions (number)	193	56	28	93
Total project initiating construction (number)			14	13
DEPARTMENT GOAL(S)				
Engage with the community and communicate Capital Improvement projects.				
Engage with the community with meetings and events (number)	44	50	42	48
DEPARTMENT GOAL(S)				
Maximize external funds utilization for capital construction projects.				
External funds (Active Awards) from the total approved budget for all active projects (percent)				5
DEPARTMENT GOAL(S)				
Promote conditions that encourage small business development and growth.				
Foster small business enterprise participation (dollars contracted)	$ 522,258.10	$ 121,230.00	$ 1,200,000	$ 3,700,000

Source: ClearPoint Strategy Management Reporting Software

Capital Improvements

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Improve operational efficiency and productivity to continue delivering quality capital construction projects.				
Current portfolio project completion on-time (percent)	80	80	80	80
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	+/- 20

Office of Capital Improvements

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	1,484,000	0	1,484,000	1,382,000	0	1,382,000
512010 - Attrition Savings - Salaries	(128,000)	0	(128,000)	(38,000)	0	(38,000)
516000 - Fringe Benefits	6,000	0	6,000	6,000	0	6,000
521000 - Fica Taxes	112,000	0	112,000	109,000	0	109,000
522000 - Retirement Contributions	1,608,000	0	1,608,000	1,525,000	0	1,525,000
523000 - Life and Health Insurance	616,000	0	616,000	618,000	0	618,000
Personnel	**3,698,000**	**0**	**3,698,000**	**3,602,000**	**0**	**3,602,000**
Operating Expense						
524000 - Workers' Compensation	68,000	0	68,000	75,000	0	75,000
534000 - Other Contractual Services	2,000	0	2,000	2,000	0	2,000
540000 - Travel and Per Diem	6,000	0	6,000	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	145,000	0	145,000	168,000	0	168,000
548000 - Promotional Activities	6,000	0	6,000	4,000	0	4,000
551000 - Office Supplies	16,000	0	16,000	16,000	0	16,000
552000 - Operating Supplies	2,000	0	2,000	4,000	0	4,000
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	16,000	0	16,000
Operating Expense	**598,000**	**0**	**598,000**	**323,000**	**0**	**323,000**
Total Expense	**4,296,000**	**0**	**4,296,000**	**3,925,000**	**0**	**3,925,000**

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.

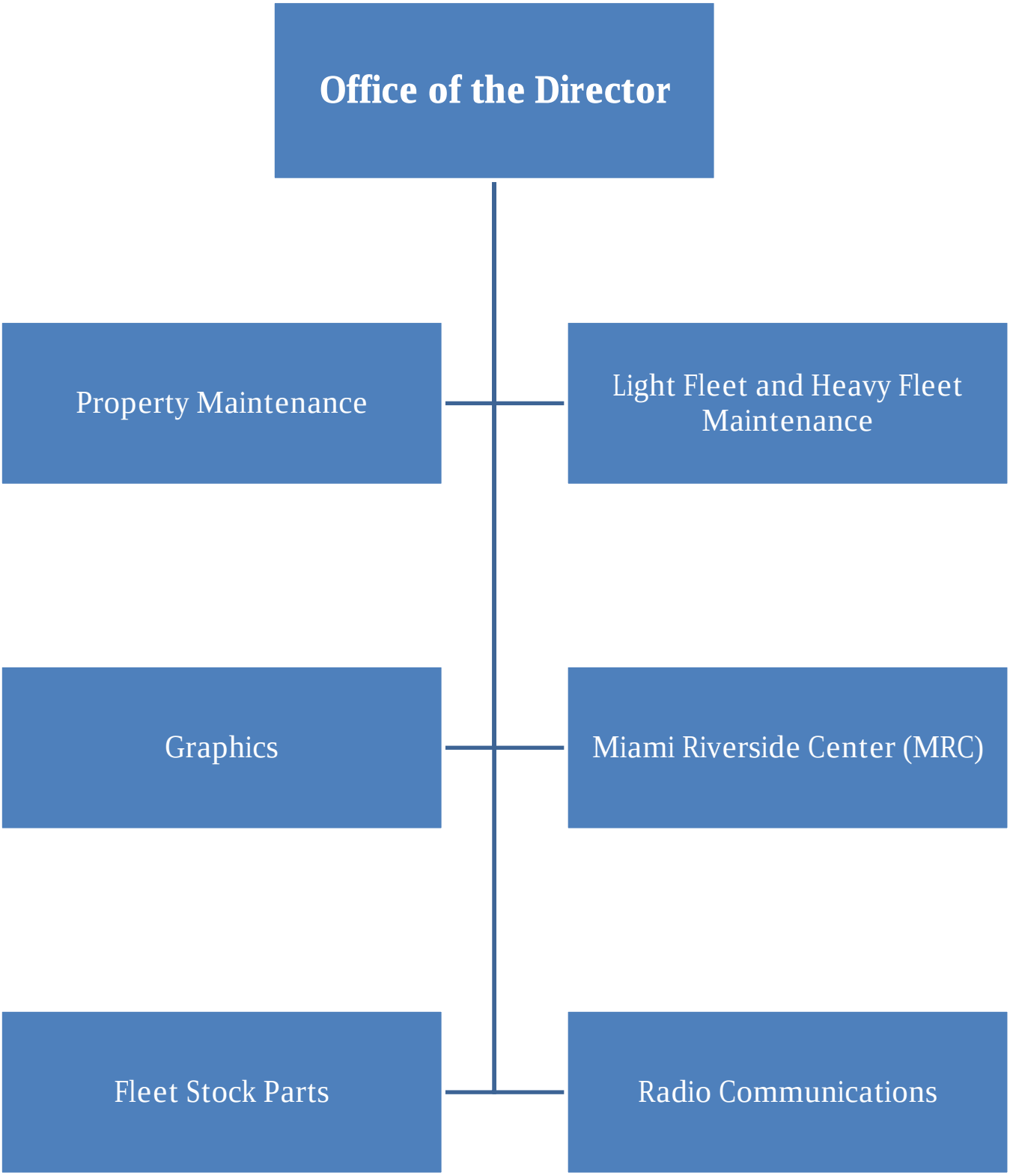
Description

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 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	15,038,200	16,228,062	15,893,303	16,903,000	17,579,000
Operating Expense	11,179,960	10,130,007	11,530,831	12,046,000	15,059,000
Capital Outlay	96,866	84,887	19,081	0	0
Non-Operating Expenses	0	0	0	25,000	25,000
	26,315,026	**26,442,956**	**27,443,215**	**28,974,000**	**32,663,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	26,313,714	26,441,015	27,438,158	28,949,000	32,638,000
General Special Revenue	848	0	0	25,000	25,000
Emergency Funds	464	1,941	5,057	0	0
	26,315,026	**26,442,956**	**27,443,215**	**28,974,000**	**32,663,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

Additional funding was added to the Utilities Electricity Line item due to an increase in FPL pricing (GF $60,000).
Additional funding was added to the Repair and Maintenance Services Line item due to an increase in inflation of parts and the maintenance of fuel (GF $336,000).
Additional funding was added to the Motor Fuel Line item due to an increase in market value of motor fuel (GF $1.900 million).
Additional funding was added to the Clothing and Uniform Line item due to an increase in cost of uniforms (GF $2,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $345,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $13,000).

General Services Administration

Accomplishments FY 2021-22

Partnered with Risk Management to implement specialized safety trainings for employees to reduce claims and GSA effort to reduce absences in the shop as a result.

Managed and completed roofing projects for the MRC and GSA facilities.

Managed and completed construction and renovation projects for multiple elected officials for their offices and work areas at City Hall and their District centers.

Strategies FY 2022-23

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

Continue assessing roofing structures for buildings managed by GSA.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan 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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) 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 percent of its vehicles available for service each day.				
Same day turnaround for marked Police Department pursuit vehicles brought in for minor repairs (percent)	66	65	65	70
DEPARTMENT GOAL(S) Maintain a minimum of 72 percent of daily automated garbage trucks available for operations, including four used in the single stream recycling program, and a minimum of 79 percent of the daily cranes available for operations.				
Minimum required number of waste disposal trucks provided to the Solid Waste Department on a daily basis (percent)	99	99	97	87.5
DEPARTMENT GOAL(S) Maintain the City's 800 MHz Emergency Radio Communications System at 99 percent operability or better.				
Emergency radio communications system kept operational and ready (percent)	97	96	98	99

Source: ClearPoint Strategy Management Reporting Software

General Services Administration

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Encounter zero service interruptions.				
Partial service interruptions in the communications system (number)	33	47	12	0
DEPARTMENT GOAL(S)				
Complete all work orders within 25 days.				
Average time for completion of property maintenance work orders (days)	2.9	2.0	3	4

Source: ClearPoint Strategy Management Reporting Software

General Services Administration

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,040,000	0	10,040,000	10,584,000	0	10,584,000
512010 - Attrition Savings - Salaries	(128,000)	0	(128,000)	(146,000)	0	(146,000)
514000 - Overtime	114,000	0	114,000	114,000	0	114,000
515000 - Special Pay	26,000	0	26,000	14,000	0	14,000
516000 - Fringe Benefits	12,000	0	12,000	12,000	0	12,000
521000 - Fica Taxes	769,000	0	769,000	810,000	0	810,000
522000 - Retirement Contributions	3,780,000	0	3,780,000	3,800,000	0	3,800,000
523000 - Life and Health Insurance	2,290,000	0	2,290,000	2,391,000	0	2,391,000
Personnel	**16,903,000**	**0**	**16,903,000**	**17,579,000**	**0**	**17,579,000**
Operating Expense						
524000 - Workers' Compensation	581,000	0	581,000	645,000	0	645,000
534000 - Other Contractual Services	974,000	0	974,000	978,000	0	978,000
540000 - Travel and Per Diem	1,000	0	1,000	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	133,000	0	133,000	133,000	0	133,000
543020 - Utilities Electricity	543,000	0	543,000	603,000	0	603,000
544000 - Rentals and Leases	16,000	0	16,000	16,000	0	16,000
545011 - Insurance - Vehicle Liability	45,000	0	45,000	49,000	0	49,000
545012 - Insurance - Property & Casualty	1,994,000	0	1,994,000	2,476,000	0	2,476,000
546000 - Repair and Maintenance Services	4,764,000	0	4,764,000	5,100,000	0	5,100,000
546001 - IT-Repair and Maintenance Services	389,000	0	389,000	554,000	0	554,000
547100 - Printing and Binding-Outsourcing	8,000	0	8,000	8,000	0	8,000
547200 - Printing and Binding-Paper Stock	27,000	0	27,000	27,000	0	27,000
547300 - Printing and Binding-Supplies	6,000	0	6,000	6,000	0	6,000
549000 - Other Current Charges and Obligations	9,000	0	9,000	8,000	0	8,000
551000 - Office Supplies	11,000	0	11,000	11,000	0	11,000
552000 - Operating Supplies	36,000	0	36,000	33,000	0	33,000
552010 - Motor Fuel	2,400,000	0	2,400,000	4,300,000	0	4,300,000
552200 - Clothing/Uniform Supplies	54,000	0	54,000	56,000	0	56,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	48,000	0	48,000	48,000	0	48,000
Operating Expense	**12,046,000**	**0**	**12,046,000**	**15,059,000**	**0**	**15,059,000**

General Services Administration

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 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	**28,949,000**	**25,000**	**28,974,000**	**32,638,000**	**25,000**	**32,663,000**

Resilience and Public Works

Department Head: Juvenal Santana, P.E., C.F.M. 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.

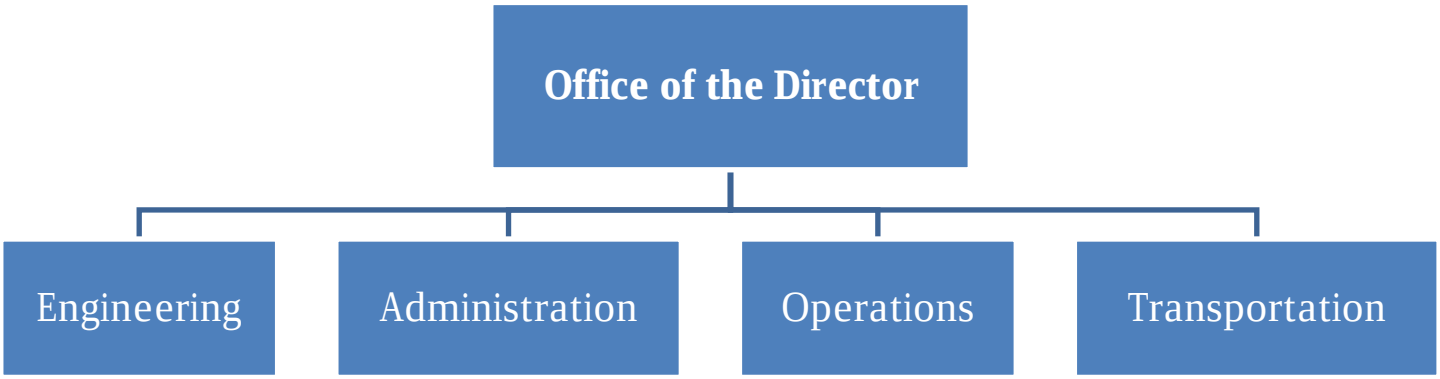
Description

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 four functional lines: Administration, Maintenance Operations, Engineering, and Transportation. 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.

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 2021-22	FY 2022-23
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).	67	67
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	5
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	73
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.	5	0
TOTAL FULL-TIME POSITIONS	**162**	**155**

Resilience and Public Works

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	14,722,449	16,517,566	16,673,654	18,502,000	17,586,000
Operating Expense	26,629,497	28,025,940	29,956,140	31,340,000	34,976,000
Capital Outlay	1,585,696	(18,444)	(996)	66,000	0
Non-Operating Expenses	16,074	13,328	251	1,464,000	2,430,000
Transfers - OUT	14,985,500	6,852,000	5,012,000	7,895,000	5,485,000
	57,939,215	**51,390,389**	**51,641,049**	**59,267,000**	**60,477,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	24,646,462	28,834,154	29,402,439	29,987,000	30,595,000
General Special Revenue	644,424	665,174	771,839	534,000	2,460,000
Planning Services	104,277	243,232	168,442	0	0
Public Works Services	12,953,841	6,615,979	5,401,961	6,622,000	7,922,000
Departmental Improvement Initiative	0	0	101,901	329,000	0
Transportation and Transit	19,373,548	14,919,265	15,645,700	21,795,000	19,500,000
Transportation Cross Bay	177,790	0	0	0	0
Emergency Funds	38,874	112,585	148,766	0	0
	57,939,215	**51,390,389**	**51,641,049**	**59,267,000**	**60,477,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Budget includes the transfer of a filled Auto Equipment Operator III position from Resilience and Public Works to Parks and Recreation Department (GF $88,000).

The Budget includes the following additions:

Additional funding was added to the Other Salaries and Wages – Part Time Year-Round Line item to fund two part-time Engineering Intern positions (GF $46,000).
Additional funding was added to the Professional Services Line item for the ISeeChange flood reporting tool (GF $36,000).
Additional funding was added to the Utilities Water Line item to align the budget with the historical level of expenditures for water bills (GF $32,000).

Additional funding was added to the Utilities Electricity Line item to align the budget with the historical level of expenditures for city electricity bills (GF $506,000) and allocate funding in anticipation of an 11 percent increase in electricity costs to the City as reported by Florida Power and Light (FPL) (GF $760,000).

The Budget includes the following considerations:

The Budget includes the transfer of the Resilience and Sustainability function, personnel, and funding from the Resilience and Public Works Department to the newly reformed Office of Resilience and Sustainability. The personnel and operating budget funding are reflected in the prior Department in FY 2021-22 and in the newly reformed office in FY 2022-23 (six positions, $1.052 million).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $331,000)(SR $14,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $34,000).

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

The budget reflects a General Fund contribution to Capital for the Citywide Storm Sewer Repair Project ($1.822 million).

The budget reflects a Local Option Gas Tax contribution to Capital for Citywide Pavement Resurfacing ($834,000).

The budget includes a contribution to Capital to provide funding for the Supervisory Control and Data Acquisition (SCADA) System for Stormwater Pump Stations ($180,000).

The budget includes a contribution to Capital for the purchase of additional vactor trucks ($446,000).

The FY 2022-23 Transportation and Transit Special Revenue Fund does not include a new contribution from Miami Dade County and the Citizens Independent Transportation Trust (CITT) due to the withholding of Surtax Funds from the City per CITT Resolution No. 22-006.

The FY 2022-23 Transportation and Transit Special Revenue Fund is balanced by freezing four vacant positions in the Transportation Division ($332,000), using one-time contributions from the Transportation Trust Fund ($10.000 million), defunding existing capital projects previously funded using CITT funds and transferring the balances back to Special Revenue ($4.969 million), using prior-year fund balance and anticipated advertising revenues generated from city trolleys ($2.200 million), and by using the anticipated fund balance remaining in the Transportation and Transit Special Revenue Fund at the end of FY 2021-22 ($4.531 million).

Resilience and Public Works

Accomplishments FY 2021-22

Continued to work on existing online permitting systems and web-based coordination systems to improve customer service capabilities.

Completed 34 stormwater drainage projects Citywide; submitted the National Pollutant Discharge Elimination System (NPDES) Annual Report, the Municipal Separate Storm Sewer System (MS4) permit with the Florida Department of Environmental Protection (FDEP); cleaned and maintained approximately 6,828 inlets and manholes; approximately 289,540 linear feet of stormwater pipeline; and 28 miles of canal banks; maintained 13 stormwater pump stations; and removed approximately 59.96 tons of debris from the canals, one ton of floatables and debris from City of Miami waterways, and 521.25 tons of debris from the stormwater systems. Developed and implemented City Ordinance 14006, related to pesticide, fertilizer and herbicide applications, with restricted application of fertilizer use and applications prohibited between May 15 to October 31 of each year. Installed 200 grills per Commission District under contract with Stop Ocean Pollution. Installed a noise reduction enclosure to the Belle Meade Generator.

Continue 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 230 high pressure sodium (HPS) streetlights having been converted to LED in fiscal year 2022. This has increased the citywide conversion total to 17,506.

Began the implementation of an asset management software system that has been procured through a General Services Administration (GSA) contract with assistance from the Department of Innovation and Technology (DoIT). This contract is a program provided by Cartegraph and will allow the department 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 by Aptech, a subcontractor of Cartegraph and scanned for existing above grade assets, such as trees, benches, curbing, sidewalks, speed humps, and more, as the first step in populating the asset management system. The Department has begun to use this system, which uses GIS mapping to track when assets are added, inspected, removed, repaired, and replaced in real time.

Planted 1,200 trees in FY 2021-22. Completed the following Beautifications Projects: 74 Enhanced Traffic Circles, Flagami Community Sign, The Roads Community Sign, South Miami Ave Community Sign, Brickell Bay Drive Landscape Irrigation Project, Martin Luther King Jr. Blvd Landscape Beautification Project, and Royal Road Landscape Plan.

Continue to develop a Trolley Master Plan and establish a long-term vision to improve and optimize our trolley system. Our fleet is continuously modernized as older vehicles are phased out of operations as new vehicles are acquired; in September 2021 three new vehicles were put into operation. The City continues to explore opportunities to modernize our fleet and are currently exploring grant opportunities to acquire Low-Emission/No-Emission trolleys.

Resilience and Public Works

Strategies FY 2022-23

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 construction standard details, specifications, and bulletins, while implementing a GIS-based asset management system to track, plan, and manage all right-of-way improvements. Roadway improvements will be recommended utilizing industry standard methodologies that allow the Department to objectively select roadway segments for improvement based on the current roadway conditions and anticipated future degradation. Roadway lighting will also continue to be improved through the various, on-going Light Emitting Diode (LED) lighting upgrades projects.

Continue to update the Citywide GIS asset management database to manage, track, and report on existing right-of-way and roadway asset conditions and implement a more cohesive approach to capital planning for future right-of-way enhancement programs, permit approvals and tracking, and maintenance operations. This will improve efficiency by guiding all future maintenance and capital improvement plans and budgets for the Department as well as provide a public and internal-only view of all right-of-way permit applications, MOT applications, Special Event applications, and Capital Improvement projects.

Continue to execute the Citywide Beautification Program to enhance and beautify medians, traffic circles, right-of-way and improve quality of life for our residents.

Continue to strategically review and improve the Trolley Program to complement other major transportation options through route optimization and continued engagement to meet rider needs; and continue to implement the vehicle replacement plan of aged out vehicles and improve transit service.

Resilience and Public Works

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
2. Resilience	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
	2.2.3 Improve internal capacity, coordination and communications 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
	2.5.1 Develop policy and regulations to reduce impact of environmental risks and promote sustainability City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Maintain existing public right-of-way infrastructure and reduce liability claims.				
Pot holes repaired (number)	2,503	2,890	4,400	3,500
Pot holes repaired within 30 days of being reported (percent)	79	85	91	90
Sidewalk repaired (square feet)	384,950	115,327	388,000	388,000
DEPARTMENT GOAL(S) Maintain and beautify public right-of-way.				
Trash holes filled (number)	1,036	382	1,250	1,000
Trees trimmed (number)	2,317	1,105	4,000	2,500
DEPARTMENT GOAL(S) Reduce flooding complaints and FDEP compliance.				
Storm water pipes cleaned (linear feet)	252,420	258,926	261,000	250,000

Resilience and Public Works

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Prevent pollution and eliminate erosion from construction sites.				
NPDES Permits issued with-in 2 days of submittal (percent)	98	98	98	98
Number of NPDES inspections completed				4,200
DEPARTMENT GOAL(S) Increase Trolley Ridership by 5 percent.				
Trolley System Trips (number)	3,529,236	1,913,272	3,000,000	3,150,000
DEPARTMENT GOAL(S) Improve Trolley on-time performance by 5 percent.				
Percent of time the trolley arrived within the scheduled time (percent)	43	44	60	65
DEPARTMENT GOAL(S) Increase CitiBike Participation by 3 percent.				
CitiBike Participation Total Ridership (number)	81,740	85,000	300,000	250,000

Source: ClearPoint Strategy Management Reporting Software

Total Resilience and Public Works Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	10,734,000	721,000	11,455,000	10,205,000	407,000	10,612,000
512010 - Attrition Savings - Salaries	(354,000)	0	(354,000)	(240,000)	0	(240,000)
513000 - Other Salaries and Wages	25,000	0	25,000	0	0	0
513010 - Other Salaries and Wages -Part Time Year Year Round	52,000	0	52,000	98,000	0	98,000
514000 - Overtime	300,000	0	300,000	300,000	0	300,000
516000 - Fringe Benefits	45,000	3,000	48,000	39,000	3,000	42,000
516010 - Fringe Benefits - Tuition Reimbursement	7,000	0	7,000	7,000	0	7,000
521000 - Fica Taxes	811,000	55,000	866,000	786,000	57,000	843,000
522000 - Retirement Contributions	3,641,000	96,000	3,737,000	3,397,000	137,000	3,534,000
523000 - Life and Health Insurance	2,299,000	67,000	2,366,000	2,297,000	93,000	2,390,000
Personnel	**17,560,000**	**942,000**	**18,502,000**	**16,889,000**	**697,000**	**17,586,000**
Operating Expense						
524000 - Workers' Compensation	289,000	14,000	303,000	305,000	14,000	319,000
531000 - Professional Services	1,269,000	12,412,000	13,681,000	1,130,000	13,470,000	14,600,000
533000 - Court Services	2,000	0	2,000	9,000	0	9,000
534000 - Other Contractual Services	3,337,000	4,884,000	8,221,000	3,337,000	4,884,000	8,221,000
540000 - Travel and Per Diem	12,000	5,000	17,000	12,000	2,000	14,000
540010 - Training	13,000	8,000	21,000	13,000	8,000	21,000
541000 - Communications & Related Services	30,000	1,000	31,000	45,000	0	45,000
541100 - Postage	3,000	0	3,000	3,000	0	3,000
543010 - Utilities Water	125,000	0	125,000	157,000	0	157,000
543020 - Utilities Electricity	5,900,000	500,000	6,400,000	7,166,000	500,000	7,666,000
544000 - Rentals and Leases	53,000	0	53,000	73,000	0	73,000
545011 - Insurance - Vehicle Liability	163,000	0	163,000	178,000	0	178,000
545013 - Insurance - General Liability	456,000	0	456,000	356,000	0	356,000
546000 - Repair and Maintenance Services	2,000	95,000	97,000	14,000	95,000	109,000
546001 - IT-Repair and Maintenance Services	436,000	0	436,000	625,000	0	625,000
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	5,000	32,000
552000 - Operating Supplies	90,000	6,000	96,000	102,000	6,000	108,000
552010 - Motor Fuel	0	1,028,000	1,028,000	0	2,276,000	2,276,000
552100 - Public Safety Supplies	15,000	0	15,000	15,000	0	15,000

Total Resilience and Public Works Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
552200 - Clothing/Uniform Supplies	34,000	14,000	48,000	34,000	3,000	37,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	69,000	2,000	71,000	69,000	7,000	76,000
Operating Expense	**12,361,000**	**18,979,000**	**31,340,000**	**13,706,000**	**21,270,000**	**34,976,000**
Capital Outlay						
664000 - Machinery and Equipment	66,000	0	66,000	0	0	0
Capital Outlay	**66,000**	**0**	**66,000**	**0**	**0**	**0**
Non-Operating Expense						
896000 - Budget Reserve	0	1,464,000	1,464,000	0	2,430,000	2,430,000
Non-Operating Expenses	**0**	**1,464,000**	**1,464,000**	**0**	**2,430,000**	**2,430,000**
Transfers-OUT						
891000 - Interfund Transfers	0	7,895,000	7,895,000	0	5,485,000	5,485,000
Transfers - OUT	**0**	**7,895,000**	**7,895,000**	**0**	**5,485,000**	**5,485,000**
Total Expense	**29,987,000**	**29,280,000**	**59,267,000**	**30,595,000**	**29,882,000**	**60,477,000**

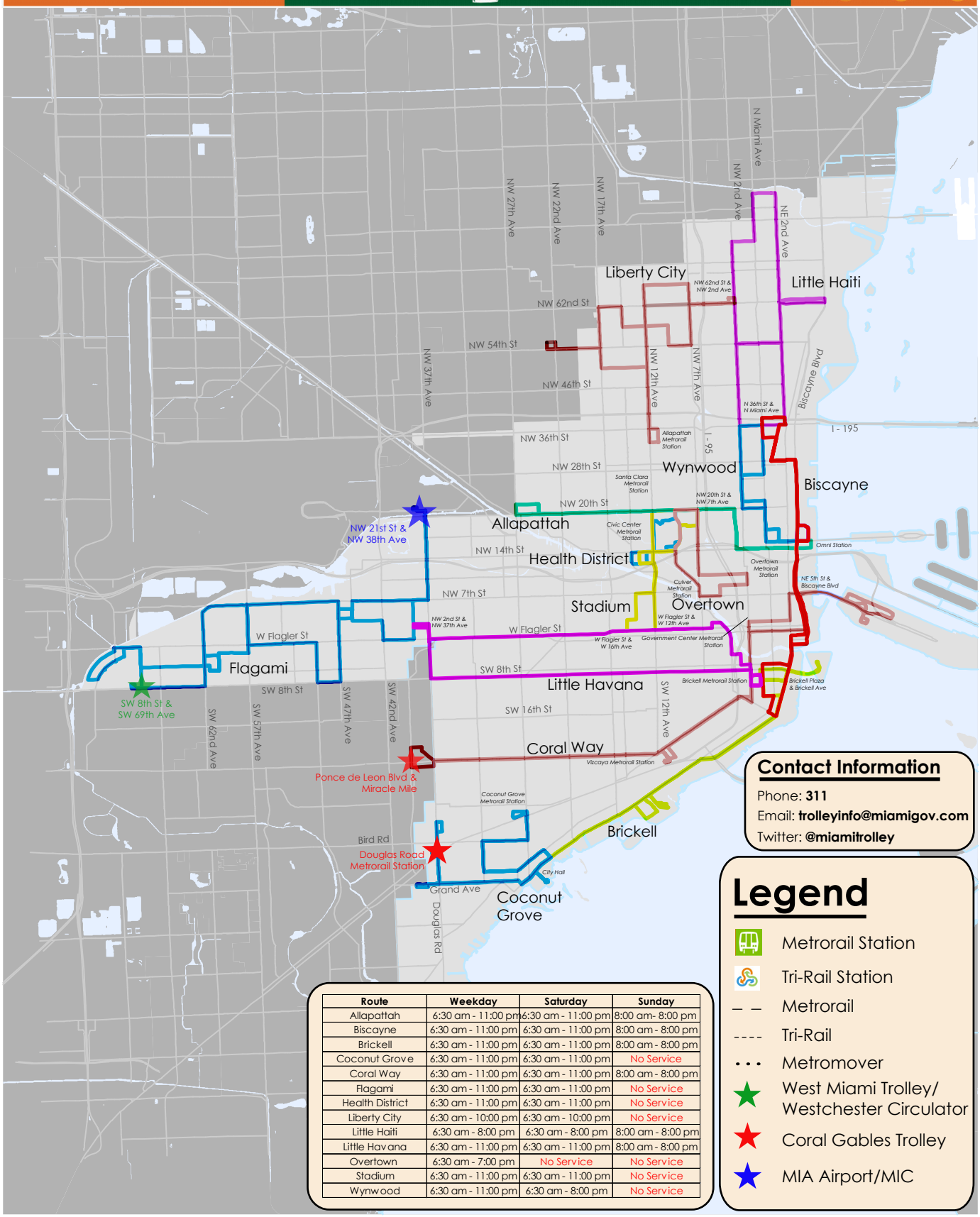
City of Miami
Half-Cent Surtax Pro-Forma

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	FY 2020-21 Actuals	FY 2021-22 Adopted	FY 2021-22 Projection	FY 2022-23 Proposed	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
Revenues/Funds								
FDOT Contribution (General SR - Fund 10090)	$652,113			**$260,000**				
FDOT Contribution (Mass Transit - Capital Fund 39900)	$196,333	$1,180,000	$1,180,000	**$1,020,450**	$1,841,311	$1,338,300	$0	$0
Advertising Revenues (General SR - Fund 10090)	$379,066	$534,000	$1,298,000	**$800,000**	$816,000	$832,000	$849,000	$849,000
Advertising Revenues (General SR - Fund Balance - Fund 10090)				**$1,400,000**	$0	$0	$0	$0
Transit Funds (Transp. And Transit - Fund 15600)	$21,676,822	$19,898,000	$9,488,705	**$0**	$0	$0	$0	$0
Interest (Transp. And Transit - Fund 15600)	$2,763	$0	$0	**$0**	$0	$0	$0	$0
Contribution from Transportation Trust Fund 04005			$0	**$10,000,000**	$0	$0	$0	$0
Contribution from Mass Transit Capital Fund 39900				**$4,969,000**	$0	$0	$0	$0
Fund Balance Carryover (Transp. And Transit - Fund 15600)	$13,437,924	$10,005,000	$19,250,000	**$4,531,000**	$0	$0	$0	$0
Total Revenues	**$36,345,000**	**$31,617,000**	**$31,217,000**	**$22,980,000**	**$2,657,000**	**$2,170,000**	**$849,000**	**$849,000**
Expenditures								
Mass Transit								
Allapattah	$1,279,667	$1,361,000	$1,451,000	**$1,573,000**	$1,620,000	$1,669,000	$1,719,000	$1,771,000
Brickell	$1,214,349	$1,624,000	$1,599,000	**$1,877,000**	$1,933,000	$1,991,000	$2,051,000	$2,113,000
Biscayne	$1,351,189	$1,896,000	$1,878,000	**$2,191,000**	$2,257,000	$2,325,000	$2,395,000	$2,467,000
Coconut Grove	$445,137	$477,000	$504,000	**$552,000**	$569,000	$586,000	$604,000	$622,000
Coral Way	$1,396,630	$1,605,000	$1,651,000	**$1,855,000**	$1,911,000	$1,968,000	$2,027,000	$2,088,000
Flagami	$564,087	$1,196,000	$631,000	**$1,382,000**	$1,423,000	$1,466,000	$1,510,000	$1,555,000
Flagami - (FDOT Grant)	$564,087	$0	$631,000	**$0**	$0	$0	$0	$0
Health	$228,911	$239,000	$252,000	**$276,000**	$284,000	$293,000	$302,000	$311,000
Little Havana	$1,267,731	$1,337,000	$1,427,000	**$1,546,000**	$1,592,000	$1,640,000	$1,689,000	$1,740,000
Little Haiti	$650,074	$685,000	$733,000	**$792,000**	$816,000	$840,000	$865,000	$891,000
Liberty City	$230,326	$449,000	$224,000	**$260,000**	$268,000	$276,000	$560,000	$577,000
Liberty City (FDOT Grant)	$122,049	$0	$224,000	**$260,000**	$268,000	$276,000	$0	$0
Overtown	$145,912	$149,000	$161,000	**$175,000**	$180,000	$185,000	$191,000	$197,000
Stadium	$455,883	$477,000	$505,000	**$552,000**	$569,000	$586,000	$604,000	$622,000
Wynwood	$410,873	$477,000	$489,000	**$552,000**	$569,000	$586,000	$604,000	$622,000
Special Events	$0	$24,000	$24,000	**$24,000**	$27,000	$31,000	$36,000	$43,200
Fuel	$1,084,003	$1,028,000	$1,419,000	**$1,476,000**	$1,535,000	$1,596,000	$1,660,000	$1,726,000
On-Demand	$31,094	$241,000	$100,000	**$150,000**	$158,000	$166,000	$174,000	$182,700
Vehicle Acquisition / Replacement (Transfer-Out to Capital)	$708,000	$1,180,000	$1,180,000	**$0**	$1,841,311	$1,338,300	$1,300,000	$1,300,000
Vehicle Acquisition / Replacement (FDOT Grant)	$354,000	$1,180,000	$1,180,000	**$1,020,450**	$1,841,311	$1,338,300	$0	$0
Transit Studies (Transfer-Out to Capital)	$0	$150,000	$150,000	**$0**	$450,000	$150,000	$150,000	$150,000
Trolley Stop Signs (Transfer Out to Capital)	$409,000	$409,000	$409,000	**$0**	$0	$0	$0	$0
Other Costs (TSO Monthly Fee /Kent Security)	$127,000	$175,000	$140,000	**$144,000**	$148,000	$152,000	$157,000	$162,000
Subtotal Mass Transit	$13,040,000	$16,359,000	$16,962,000	**$16,657,000**	$20,260,000	$19,459,000	$18,598,000	$19,139,900
Subtotal Administration Cost (5% Max)	$751,423	$994,000	$994,000	**$729,000**	$0	$0	$0	$0
Transfer Out to Debt Service	$3,304,000	$5,706,000	$5,706,000	**$5,485,000**	$5,706,000	$5,706,000	$5,706,000	$5,706,000
Transportation Studies (Transfer-Out to Capital)	$0	$450,000	$450,000	**$0**	$250,000	$150,000	$150,000	$150,000
Budget Reserve		$8,108,000		**$109,000**				
Total Expenditures	**$17,095,000**	**$31,617,000**	**$24,112,000**	**$22,980,000**	**$26,216,000**	**$25,315,000**	**$24,454,000**	**$24,996,000**
Fiscal Year Surplus/(Deficit)	**$19,250,000**	**$0**	**$7,105,000**	**$0**	**-$23,559,000**	**-$23,145,000**	**-$23,605,000**	**-$24,147,000**

Percent Spent on Mass Transit from Half-Cent Transit Funds	**60%**	**82%**	**179%**	**0%**	**0%**	**0%**	**0%**	**0%**
Percent Spent on Mass Transit from Total	**76%**	**52%**	**70%**	**72%**	**77%**	**77%**	**76%**	**77%**

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

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.

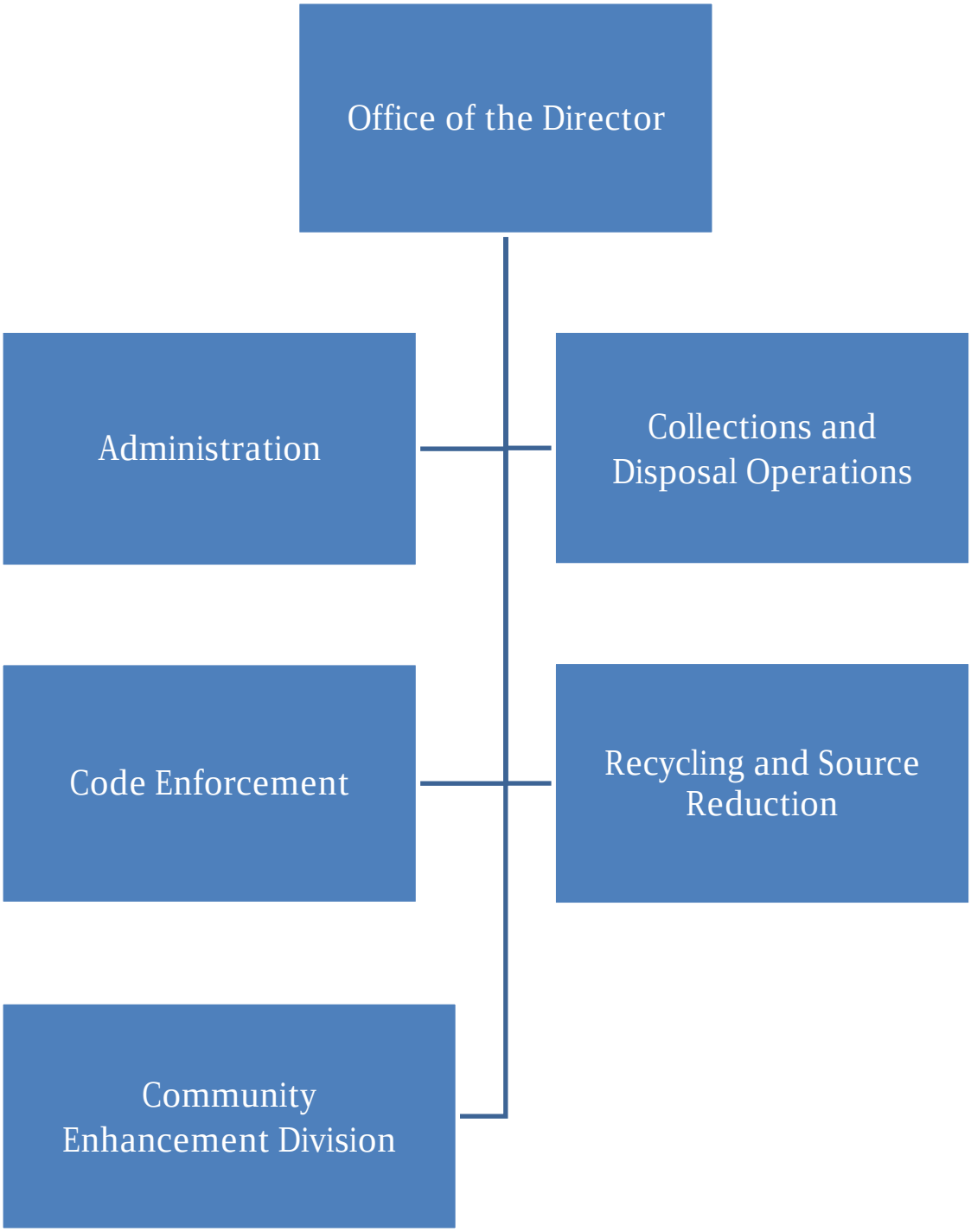
Description

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 residence within the City. As one of the leading municipal providers of waste management services in South Florida, the Department is a six-day-a-week (seven-night) operation offering a comprehensive collection service including twice-a-week residential pick-up of garbage, weekly pick-up of trash and bulky waste, and every-other-week pick-up of comingled recyclable materials.

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

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

Solid Waste


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

Solid Waste

Departmental Function/Unit	FY 2021-22	FY 2022-23
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.	15	15
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.	198	203
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.	20	20
RECYCLING AND SOURCE REDUCTION Provides environmental educational programs, promotes community awareness, and educates businesses and residents in matters related to illegal dumping, recycling participation, landscaping and greenery, contamination, sustainability, and Chapter 22 of the City Code.	3	3
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.	37	37
TOTAL FULL-TIME POSITIONS	**276**	**281**

Solid Waste

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	18,780,050	21,013,733	21,643,612	24,220,000	26,762,000
Operating Expense	13,544,569	15,220,874	16,121,824	16,847,000	17,668,000
Capital Outlay	225,762	147,341	31,432	647,000	0
Non-Operating Expenses	4,440	5,920	789	106,000	106,000
	32,554,821	**36,387,868**	**37,797,657**	**41,820,000**	**44,536,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	32,463,546	36,314,945	37,735,782	41,657,000	44,373,000
Solid Waste Recycling Trust	18,750	25,496	29,400	163,000	163,000
Departmental Improvement Initiative	34,833	15,980	14,973	0	0
Emergency Funds	37,692	31,447	17,502	0	0
	32,554,821	**36,387,868**	**37,797,657**	**41,820,000**	**44,536,000**

Budget Highlights for FY 2022-23

The Budget includes the following reductions:

The Advertising and Related Costs Line Item reflects a reduction of $104,000 (GF), to the align the budget with actual trend of expenditures.

The Machinery and Equipment Line Item reflects a reduction of $647,000 (GF), non-recurring operating expenditures, funded in the previous fiscal year.

The Budget includes the following additions:

The Regular Salaries and Wages Line Item reflects the addition of five positions due to the implementation of the Homeless Empowerment Assistance Team (HEAT); one Waste Equipment Operator (GF $45,000), two Waste Collector Operator IIs (GF $80,000), two Waste Collectors (GF $67,000), and three months of attrition (GF -$145,000).

The Special Pay Line Item reflects an increase of $25,000 (GF) to cover shift pay and working out of class differentials.

Solid Waste

The Other Contractual Services Line Item reflects a net increase of $239,000 (GF); additional funding of $100,000 (GF) was added to cover the cost of Kent Security 24-hour surveillance services for illegal dumping and monthly building security, and to align the budget with actual trend of expenditures $139,000 (GF).

The Other Current Charges and Obligations Line Item reflects a net increase of $325,000 (GF); additional funding of $500,000 (GF) was added to cover the increase cost in Tipping Fees, and a decrease of $300,000 (GF) moved to Other Contractual Services to align the budget with actual trend of expenditures.

The Operating Supplies Line Item reflects an increase of $60,000 (GF) to cover the increase costs in garbage containers and $39,000 (GF) to align the budget with actual trend of expenditures.

Additional funding was added to Public Safety Supplies Line Item due to the Local 871 contract (GF $14,000).

Additional funding was added to Clothing Uniform Supplies Line Item do the Local 871 contract (GF $44,000).

The Budget includes the following additional consideration:

The increase in Regular Salaries and Wages is due in part to the contracts between the City of Miami and the American Federation of State, County, and Municipal Employees, AFL-CIO, Local 871 (AFSCME 871), reflecting normal step increases (generally 5 percent), and a three percent across the board increase (GF $792,000); 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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $116,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $22,000).

The budget reflects a General Fund contribution to Capital for one Combo Crane Hawk, one Street Sweeper, one Water Truck, and two Collection Pickup Trucks (GF $711,000).

Solid Waste

Accomplishments FY 2021-22

Closed approximately 14,609 Service Requests (SRs) from the 311 HUB and completed all residential, garbage, recycling and bulky trash routes daily including the collection of all dead animal requests by the close of business day.

Worked closely with the Risk Management Department on an aggressive collaborative program to narrow employee behaviors and empower them as an essential part of maintaining accidents below national average. The goal is to continue to lower accidents across several areas. The department had a .075 percent decrease of third-party bodily injury claims in 2021.

Provided sanitation inspection services in the most efficient and safe manner possible. Worked closely with the Miami Police Department (MPD) to assist with illegal dumping in hotspot areas throughout the City. Worked in conjunction with the Community Enhancement Division, Public Works Department, Miami-Dade County Inspectors and Hazardous Waste Collectors to address different types of sanitation matters, which produced 95 civil hauler violations, 1,139 violations, and 400 warnings. Addressed and reported 1,230 bulky special collections pertaining to illegal dumping, littering, and sanitation concerns on residential, multi-family, and commercial properties. Implemented the Illegal Dumping Rewards Program and Hotline for members of the general public who provide tips on illegal dumpers that leads to a civil or criminal prosecution or conviction. Partnered with the MPD and Crime Stoppers to allow residents to report illegal dumping through the Crime Stopper Hotline.

Reached over 2,600 individuals through community events, door to door outreach, and volunteer cleanups and continues to engage the community on recycling and environmental sustainability. As part of the Report Illegal Dumping (RID) Campaign and the annual recycling calendar informational mailout, the department has mailed a total of 182,000 educational materials in three languages (67,000 recycling calendar mailout and 115,000 RID mailout) to better serve our city residents. In addition, for the RID Campaign initiative, public service announcements were created in three languages and broadcasted on several radio stations. Social Media advertising is ongoing to educate residents on the environmental importance of eliminating illegal dumping. Furthermore, educational print advertising in the form of truck and trolley wraps, bus stop ads, banners, posters and door hangers were printed and displayed on the public rights-of-way, bus stops, and on trolleys.

Launched the Solid Waste Environmental Surveillance Unit, in partnership with the MPD, to provide 24-hours a day, seven days a week security personnel surveillance monitoring of the 105 illegal dumping cameras located throughout the city to deter illegal dumping on the public rights-of-way. Purchased an additional 100 surveillance cameras to be deployed at undisclosed locations throughout the city. Collaborated with the Department of Innovation and Tehcnology (DoIT) to launch a new Service Request in 311 HUB, The Bulky Special Collections Tracker. This tracker provides a reporting tool on all illegal piles that are reported internally by City offices. This internal tracker allows for expedited collection of the piles further improving the customer service processes and commitment to keeping the City clean. It also runs reports with date parameters to see the total number of service requests completed and the length of time it took to complete. Since the launch the department has successfully closed approximately 1,230 requests received.

Launched the Graffiti Mitigation Program in collaboration with the Department of Human Services and DoIT. The Graffiti Mitigation Program offers graffiti removal assistance to private property owners and businesses in eligible low- and moderate-income areas whose properties have been a victim of graffiti vandalism.

Solid Waste

Strategies FY 2022-23

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.

Establish a sanitation beautification pilot program for the identified hotspot areas to provide a clean and sanitary environment for residents and visitors.

Draft a proposed digitalization of residential waste cart deliveries. A digitalized system will improve the optimization of processes to allow for quicker, more targeted service, and thus eliminating manual processes and duplication.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.3 Engage all stakeholders with timely and clear communication 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 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Increase residential recycling participation to protect health, well-being and the environment.				
Children and Families Outreach in Environmental Education (number)	85,443	12,904	2,000	3,000
DEPARTMENT GOAL(S) Reduce and deter illegal dumping and ensure code compliance through effective programs.				
Solid Waste Code Inspections (number)	20,662	29,388	10,000	15,000
DEPARTMENT GOAL(S) Provide the highest level of excellence in the delivery of recycling, green waste, street sweeping, and bulky item collection services.				
Service requests closed within 15 business days (percent)	84	91	90	90

Solid Waste

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Deliver a comprehensive, safe, and cost effective solid waste management services.				
Residential Garbage trips to Resource Recovery Facility (percent)	30	58	50	50
DriveCam monitoring System Program effectiveness relative to other government users (percent)	61	61	50	50

Solid Waste

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	13,859,000	0	13,859,000	15,496,000	0	15,496,000
512010 - Attrition Savings - Salaries	(490,000)	0	(490,000)	(408,000)	0	(408,000)
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
515000 - Special Pay	0	0	0	25,000	0	25,000
516000 - Fringe Benefits	3,000	0	3,000	2,000	0	2,000
521000 - Fica Taxes	1,071,000	0	1,071,000	1,175,000	0	1,175,000
522000 - Retirement Contributions	5,056,000	0	5,056,000	5,261,000	0	5,261,000
523000 - Life and Health Insurance	4,000,000	0	4,000,000	4,490,000	0	4,490,000
Personnel	**24,220,000**	**0**	**24,220,000**	**26,762,000**	**0**	**26,762,000**
Operating Expense						
524000 - Workers' Compensation	1,153,000	0	1,153,000	1,281,000	0	1,281,000
534000 - Other Contractual Services	493,000	0	493,000	732,000	0	732,000
540000 - Travel and Per Diem	11,000	0	11,000	11,000	0	11,000
540010 - Training	10,000	0	10,000	10,000	0	10,000
541100 - Postage	35,000	0	35,000	37,000	0	37,000
543010 - Utilities Water	40,000	0	40,000	40,000	0	40,000
543020 - Utilities Electricity	40,000	0	40,000	44,000	0	44,000
544000 - Rentals and Leases	5,000	0	5,000	19,000	0	19,000
545011 - Insurance - Vehicle Liability	196,000	0	196,000	214,000	0	214,000
545013 - Insurance - General Liability	9,000	0	9,000	7,000	0	7,000
546000 - Repair and Maintenance Services	115,000	0	115,000	77,000	0	77,000
546001 - IT-Repair and Maintenance Services	729,000	0	729,000	799,000	0	799,000
547000 - Printing and Binding	10,000	0	10,000	10,000	0	10,000
548000 - Promotional Activities	5,000	0	5,000	5,000	0	5,000
548100 - Advertising and Related Costs	104,000	0	104,000	0	0	0
549000 - Other Current Charges and Obligations	12,976,000	57,000	13,033,000	13,301,000	57,000	13,358,000
551000 - Office Supplies	15,000	0	15,000	23,000	0	23,000
552000 - Operating Supplies	754,000	0	754,000	853,000	0	853,000
552100 - Public Safety Supplies	44,000	0	44,000	58,000	0	58,000
552200 - Clothing/Uniform Supplies	40,000	0	40,000	84,000	0	84,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	6,000	0	6,000	6,000	0	6,000
Operating Expense	**16,790,000**	**57,000**	**16,847,000**	**17,611,000**	**57,000**	**17,668,000**

Solid Waste

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
Capital Outlay						
664000 - Machinery and Equipment	647,000	0	647,000	0	0	0
Capital Outlay	**647,000**	**0**	**647,000**	**0**	**0**	**0**
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	**41,657,000**	**163,000**	**41,820,000**	**44,373,000**	**163,000**	**44,536,000**



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.

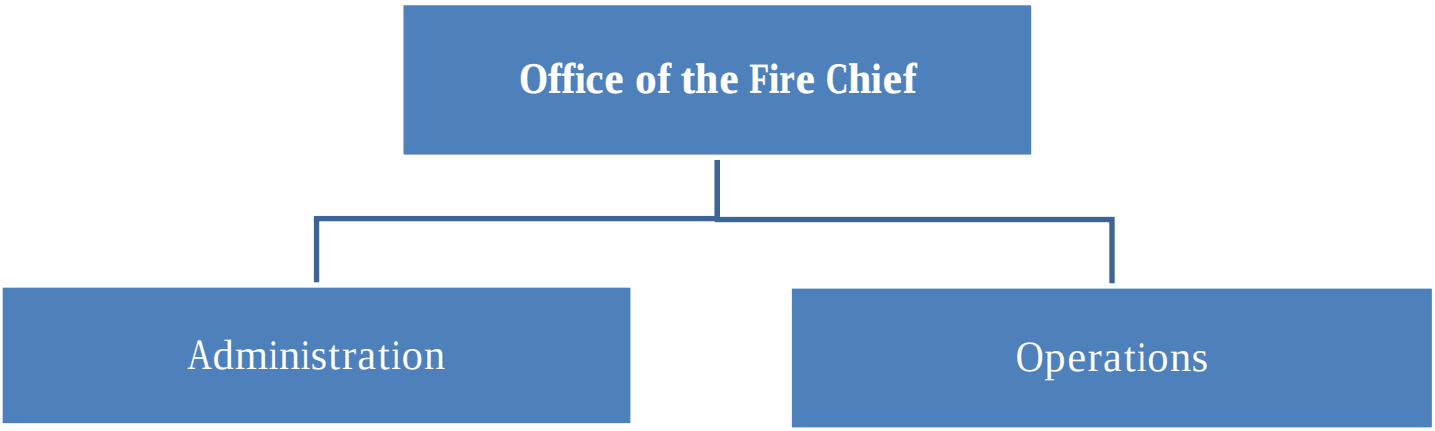
Description

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 suspicious 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 andemployees of the City.

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

Fire-Rescue



Departmental Function/Unit	FY 2021-22	FY 2022-23
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.	16	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 fire investigations; and provides health and wellness and emergency medical support to sworn personnel.	106	108
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.	778	778
TOTAL FULL-TIME POSITIONS	**900**	**902**

Fire-Rescue

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	153,562,452	160,995,817	169,526,819	164,149,000	177,228,000
Operating Expense	19,589,213	25,316,066	22,605,595	18,010,000	22,484,000
Capital Outlay	1,210,135	641,192	1,069,964	2,514,000	22,156,000
Non-Operating Expenses	13,862	6,009	902,049	30,968,000	20,236,000
	174,375,661	**186,959,084**	**194,104,427**	**215,641,000**	**242,104,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	162,948,459	161,120,893	166,598,718	178,956,000	194,681,000
Fire Rescue Services	2,498,680	2,925,445	1,733,209	4,955,000	7,179,000
UASI-Fire Rescue	4,697,484	4,768,345	4,927,552	31,630,000	40,144,000
Emergency Funds	4,231,038	18,144,400	20,844,948	100,000	100,000
	174,375,661	**186,959,084**	**194,104,427**	**215,641,000**	**242,104,000**

Budget Highlights for FY 2022-23

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 5 percent), a one percent across the board increase, and non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $217,000; SR $75,000); the International Association of Fire Fighters, AFL-CIO Local 587 (IAFF) reflecting normal step increases (generally five percent) (GF $1.349 million; SR $3,000); and an average of five percent salary increase, a one percent across the board increase, and non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $20,000; SR $6,000); and a salary increases according to the Fire Executive Pay Scale (GF $10,000).

Fire-Rescue

The Regular Salaries and Wages includes funding for the shared portion of revenues associated with medical transport. Total gross revenues of $14.263 million of revenues associated with medical transportation include: $10.000 million of transport fees, $1.663 million for the Public Emergency Medical Transport (PEMT) Medicaid Fee for Service supplement (FFS), and $2.600 million of PEMT Medicaid Managed Care (MMC) program. After a reduction of $7.280 million per Article 18.2 of the IAFF CBA , the remaining revenue is shared 50 percent between the City (GF $3.492 million) and the IAFF (GF $3.492 million).

The Budget includes funding for the IAFF Life and Accidental Death Insurance as per Article 17.2 of the IAFF Collective Bargaining Agreement (GF $165,000).

The Budget includes funding in both revenues and expenditures for the Section 175 state pass-through of the Firefighter Secondary Pension payment from the State (GF $4.300 million).

Funding is included for the IAFF Health Trust per the current IAFF collective bargaining agreement (GF $21.193 million; SR $66,000). This Health Trust provides health insurance for 739 members of the IAFF, 16 executives, and their associated dependents.

The Professional Services Line item reflects an increase for promotional exam costs (GF $417,000).

The Professional Services-Medical Line item reflects an increase in medical exam cost (GF $3,000).

The Utilities Water Line item reflects a projected cost increase in water services (GF $16,000).

The Utilities Electricity Line Item reflects a projected cost increase electricity services (GF $42,000).

The Public Safety Supplies Line item reflects a projected cost increase in medical supplies (GF $545,000).

The Advances-State Share Line item reflects an increase in funding for the advance payment of the City's state share portion of revenues received for the medical transport of MMC patients. The City will send the advance to the Florida Agency for Health Care Administration (AHCA) that will in turn use these funds to drawdown an estimated additional $2.600 million from the Federal Government. The City will then receive both Federal and State share advance from AHCA through the various MMC organizations that have a contract with the Fire-Rescue Department (GF $608,000).

The Department's Special Revenue funds include projected grant budgets for USAR Cooperative Agreement 2022, State Homeland Security Grant Program 2022, and Urban Area Security Initiative 2022 (SR $15.400 million)

The Budget includes the addition of two full-time, grant-funded, civilian positions funded by the Securing the Cities Grant Program, included in Fire Rescue's Special Revenue Fund. These positions were approved by the City Commission on July 19, 2022, as per R-22-0241.

The 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 is funded in the Non-Departmental Account.

The Budget reflects Fire Impact Fees contribution to Capital for Fire-Rescue facility enhancements ($900,000), General Firefighting and EMS equipment ($564,000), and new Fire-Rescue apparatus ($450,000).

The Department's personnel budget includes 786 regular sworn personnel and 16 sworn executives for a total of 802 sworn positions, and 100 civilians.

Fire-Rescue

Accomplishments FY 2021-22

Reduced response times by placing into service Rescue 31 at Fire Station 11, located at 5920 West Flagler Street (October 1st, 2021).

Projected roof completion (September 2022) for Fire Station 8. Obtained a certificate of occupancy for the Miami Firefighters Health and Wellness Center (May 2022). Finalizing temporary Fire Station 16 at Brickell City Center (September 2022).

Received six new fire engines with dual stage pumps (designed for high-rise firefighting) in May 2022 and expect to receive three specialty apparatus that will operate as city wide special operations apparatus in hazardous materials (September 2022), technical rescue (September 2022), and the air program (July 2022).

Continued to be actively engaged in the implementation and installation of a new computer-aided dispatch system, currently tabled until further notice.

Procured a second set of firefighting gear for all members of the Fire-Rescue department and as stated previously, and eagerly anticipate the opening of the Miami Firefighters Health and Wellness Center. Both of these initiatives were part of the overall Comprehensive Cancer Prevention Program initiated in FY 2015-16.

Graduated 20 candidates from The Maurice L. Kemp EMS Cadet Program (June 2022) and immediately begin the recruitment and selection process for 20 to 25 candidates for the class beginning (October 2022). This program serves to positively impact at-risk youth, strengthening the community's relationship with the Fire-Rescue Department, and provide a pathway to prosperity in line with the City's strategic plan.

Developed and conducted an Executive Level Internship Program for rank and file Chief Fire Officers to participate and rotate within the departments executive staff and interact with other City departments and outside agencies.

Completed Fire-Rescue bathroom renovations at Fire Station 2.

Strategies FY 2022-23

Continue to reduce response times as per Fire Rescue's Strategic Plan. Primarily service the five points area and Coral Way corridor.

Continue working toward building and renovating Fire-Rescue stations and facilities by completing the bathrooms at Fire Stations 6, and 8, the hardening of Fire Station 2, 9, and 12, open the Miami Firefighters Health and Wellness Center, and a temporary Fire Station at Brickell City Center.

Conduct Executive and Command Staff Development Programs, Fire Officer development classes for all ranks, in service trainings of Live Burns, complete departmental paramedic renewal certifications, and Critical Incident training for mental health emergencies.

Continue to implement the Department’s Strategic Plan in collaboration with the City’s Strategic Planning division to ensure that the Fire-Rescue Department is equipped to deal with the anticipated growth of the City. The Department is expecting to receive one aerial apparatus to be placed into service in the Little Haiti area, and three specialty apparatus that will operate as Citywide special operations in Hazardous Materials, Technical Rescue, and Air Program.

Continue the implementation of initiatives outlined in the Department’s Comprehensive Cancer Prevention Program with the opening of Miami Firefighters Health and Wellness Center in FY 2022-23 for all fire personnel and the implementation of the Personal Protective Equipment Program to monitor, clean, repair, and replace protective firefighting equipment.

Process 25 candidates for the Fire Chief Maurice L. Kemp EMS Cadet Program as part of the Department’s continuing work with the community and public partnerships to positively impact at-risk youth through this educational program. This program strengthens the community’s relationship with public safety personnel and provides a pathway to prosperity for at-risk youth.

Fire-Rescue

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan

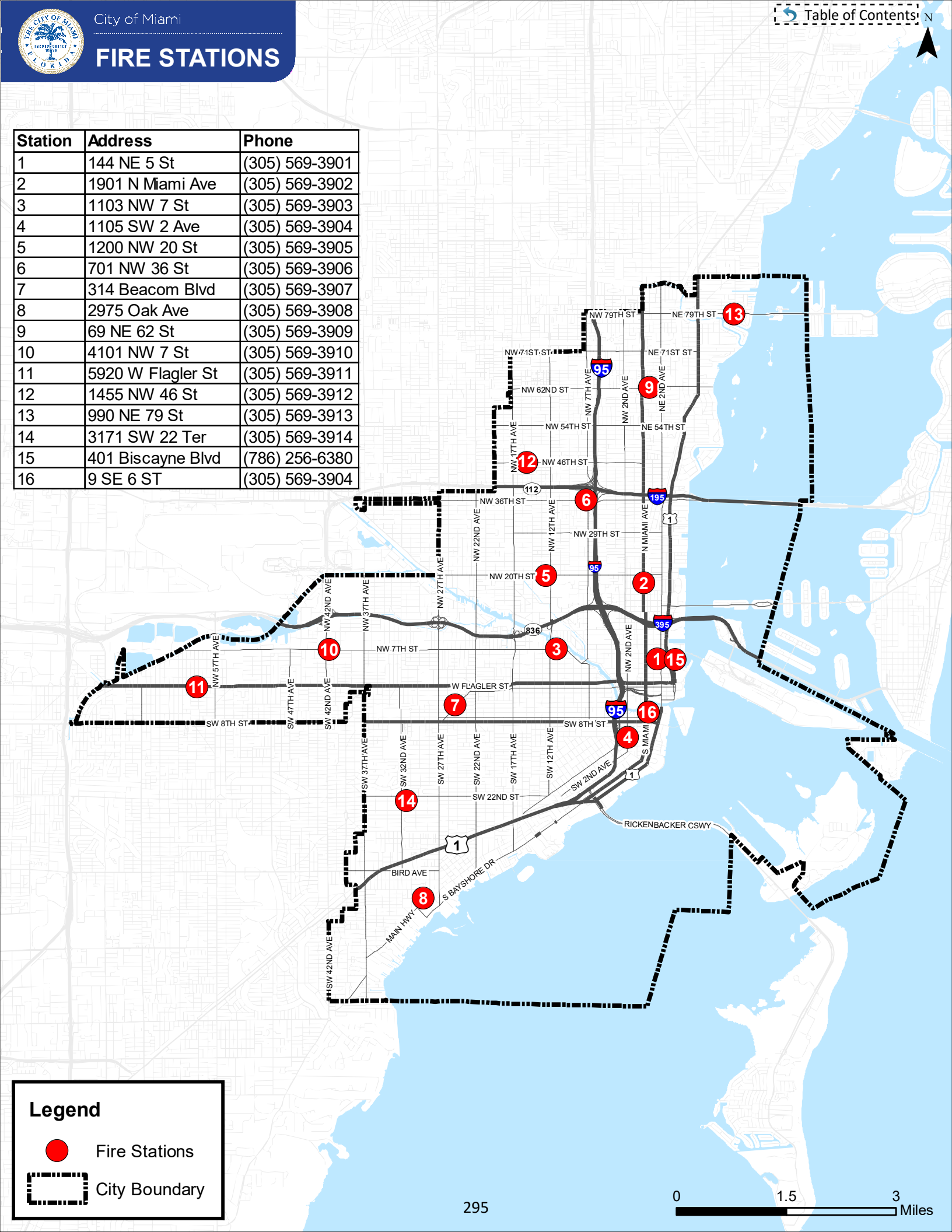
Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Expeditiously and safely respond to all emergencies to save lives and protect property.				
Response time from initial call to first unit on scene (minutes)	5:47	5:54	5:50	5:30
DEPARTMENT GOAL(S) Collaboratively work with the public in reducing the amount of false alarms generated in accordance with the City Ordinance.				
False alarm incidents by automatic fire detection systems (number)	7,951	8,754	8,500	7,650
DEPARTMENT GOAL(S) Continue to respond to the increasing number of calls for service to save lives and protect property.				
Fire and rescue alarm calls (number)	107,981	108,226	106,362	106,000
DEPARTMENT GOAL(S) 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)	11.0	11.8	9.1	7.2
DEPARTMENT GOAL(S) 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)	8.2	8.7	5.9	4.7
DEPARTMENT GOAL(S) 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)	6.3	6.8	7.4	5.9
DEPARTMENT GOAL(S) To sustain above – average satisfaction on our survey results.				
Customer Satisfaction Survey: satisfied responses (percent)	99	99	99	100

City of Miami

FIRE STATIONS

Table of Contents

Station	Address	Phone
1	144 NE 5 St	(305) 569-3901
2	1901 N Miami Ave	(305) 569-3902
3	1103 NW 7 St	(305) 569-3903
4	1105 SW 2 Ave	(305) 569-3904
5	1200 NW 20 St	(305) 569-3905
6	701 NW 36 St	(305) 569-3906
7	314 Beacom Blvd	(305) 569-3907
8	2975 Oak Ave	(305) 569-3908
9	69 NE 62 St	(305) 569-3909
10	4101 NW 7 St	(305) 569-3910
11	5920 W Flagler St	(305) 569-3911
12	1455 NW 46 St	(305) 569-3912
13	990 NE 79 St	(305) 569-3913
14	3171 SW 22 Ter	(305) 569-3914
15	401 Biscayne Blvd	(786) 256-6380
16	9 SE 6 ST	(305) 569-3904



Fire-Rescue

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 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	77,724,000	1,327,000	79,051,000	79,321,000	1,506,000	80,827,000
512010 - Attrition Savings - Salaries	(440,000)	0	(440,000)	(712,000)	0	(712,000)
513000 - Other Salaries and Wages	43,000	0	43,000	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	906,000	5,529,000	4,026,000	433,000	4,459,000
514010 - OT Staffing	3,528,000	0	3,528,000	4,320,000	0	4,320,000
514020 - OT EMS Backfill for Training	684,000	0	684,000	489,000	0	489,000
514030 - OT Off Duty Events	3,537,000	0	3,537,000	3,537,000	0	3,537,000
515000 - Special Pay	13,542,000	59,000	13,601,000	13,577,000	60,000	13,637,000
516000 - Fringe Benefits	49,000	0	49,000	56,000	1,000	57,000
516010 - Fringe Benefits - Tuition Reimbursement	200,000	0	200,000	365,000	0	365,000
521000 - Fica Taxes	2,010,000	80,000	2,090,000	2,045,000	95,000	2,140,000
522000 - Retirement Contributions	2,038,000	369,000	2,407,000	2,220,000	462,000	2,682,000
522010 - Police and Fire - FIPO	26,949,000	122,000	27,071,000	37,984,000	173,000	38,157,000
522020 - Secondary Pension Contributions	4,300,000	0	4,300,000	4,300,000	0	4,300,000
523000 - Life and Health Insurance	1,422,000	192,000	1,614,000	1,442,000	207,000	1,649,000
523011 - IAFF Health Insurance Trust Fund	20,798,000	68,000	20,866,000	21,193,000	66,000	21,259,000
Personnel	**161,026,000**	**3,123,000**	**164,149,000**	**174,225,000**	**3,003,000**	**177,228,000**
Operating Expense						
524000 - Workers' Compensation	3,934,000	65,000	3,999,000	4,356,000	89,000	4,445,000
531000 - Professional Services	600,000	478,000	1,078,000	1,017,000	1,059,000	2,076,000
531020 - Professional Services-Medical	566,000	0	566,000	569,000	0	569,000
534000 - Other Contractual Services	1,041,000	51,000	1,092,000	1,041,000	668,000	1,709,000
540000 - Travel and Per Diem	0	210,000	210,000	0	433,000	433,000
540010 - Training	452,000	109,000	561,000	452,000	90,000	542,000
541000 - Communications & Related Services	0	10,000	10,000	0	242,000	242,000
541100 - Postage	10,000	1,000	11,000	10,000	4,000	14,000
543000 - Utility Services	15,000	0	15,000	15,000	0	15,000
543010 - Utilities Water	146,000	0	146,000	162,000	0	162,000
543020 - Utilities Electricity	385,000	0	385,000	427,000	0	427,000
544000 - Rentals and Leases	25,000	6,000	31,000	25,000	54,000	79,000
545011 - Insurance - Vehicle Liability	495,000	0	495,000	539,000	0	539,000
545012 - Insurance - Property & Casualty	1,091,000	0	1,091,000	1,355,000	0	1,355,000

Fire-Rescue

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	38,000	0	38,000	30,000	0	30,000
546000 - Repair and Maintenance Services	2,389,000	75,000	2,464,000	2,389,000	845,000	3,234,000
546001 - IT-Repair and Maintenance Services	2,452,000	0	2,452,000	2,625,000	0	2,625,000
548100 - Advertising and Related Costs	0	10,000	10,000	0	2,000	2,000
549000 - Other Current Charges and Obligations	43,000	0	43,000	43,000	0	43,000
551000 - Office Supplies	66,000	55,000	121,000	66,000	47,000	113,000
552000 - Operating Supplies	1,046,000	210,000	1,256,000	1,046,000	303,000	1,349,000
552100 - Public Safety Supplies	1,155,000	0	1,155,000	1,700,000	0	1,700,000
552200 - Clothing/Uniform Supplies	586,000	0	586,000	586,000	0	586,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	195,000	0	195,000	195,000	0	195,000
Operating Expense	**16,730,000**	**1,280,000**	**18,010,000**	**18,648,000**	**3,836,000**	**22,484,000**
Capital Outlay						
664000 - Machinery and Equipment	300,000	2,214,000	2,514,000	300,000	21,856,000	22,156,000
Capital Outlay	**300,000**	**2,214,000**	**2,514,000**	**300,000**	**21,856,000**	**22,156,000**
Non-Operating Expense						
892010 - Advances - State Share	900,000	0	900,000	1,508,000	0	1,508,000
896000 - Budget Reserve	0	30,068,000	30,068,000	0	18,728,000	18,728,000
Non-Operating Expenses	**900,000**	**30,068,000**	**30,968,000**	**1,508,000**	**18,728,000**	**20,236,000**
Total Expense	**178,956,000**	**36,685,000**	**215,641,000**	**194,681,000**	**47,423,000**	**242,104,000**

Police

Department Head: Manuel A. Morales 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.

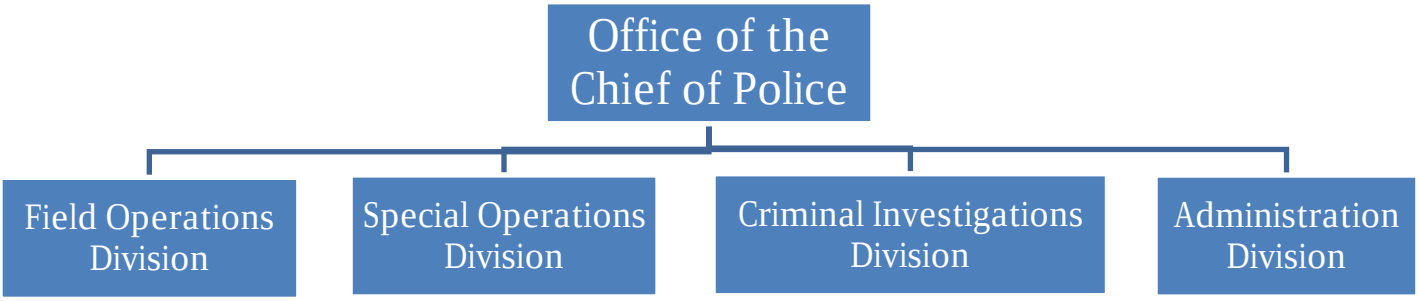
Description

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 2021-22	FY 2022-23
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.	85	98
FIELD OPERATIONS DIVISION Performs police uniformed patrol duties; responds to calls for service.	889	1095
SPECIAL OPERATIONS DIVISION Performs 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.	164	-
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.	301	311
ADMINISTRATION DIVISION Coordinates the management of the Department's fiscal resources and equipment; provides personnel resources management; oversees training and personnel development; operates the 911 Communications Center; oversees the receipt, storage, and final disposition of evidence and property items; provides fleet management; supports information systems; and provides budget, finance, and procurement services.	315	299
TOTAL FULL-TIME POSITIONS	**1,754**	**1,803**

Police

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	219,309,781	235,106,155	238,974,221	244,874,000	281,013,000
Operating Expense	37,651,705	36,810,846	38,462,769	40,729,000	50,171,000
Capital Outlay	2,634,208	2,037,425	961,087	1,462,000	767,000
Non-Operating Expenses	0	195,636	152,846	1,059,000	7,414,000
Transfers - OUT	0	0	1,000,000	0	0
	259,595,695	**274,150,062**	**279,550,923**	**288,124,000**	**339,365,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	247,285,550	261,675,461	265,333,785	277,787,000	321,929,000
Police Services	6,216,393	5,212,296	5,267,959	4,377,000	11,161,000
Total E911	5,305,851	4,293,438	4,491,732	5,037,000	4,898,000
Law Enforcement Trust Fund	499,908	166,503	118,219	923,000	1,377,000
Emergency Funds	287,993	2,802,365	4,339,226	0	0
	259,595,695	**274,150,062**	**279,550,923**	**288,124,000**	**339,365,000**

Budget Highlights for FY 2022-23

The Budget includes the following reductions:

The Regular Salaries and Wages Line item reflects the elimination of two Police Major sworn, executive, vacant positions (GF $378,000), and one Executive Officer to the Police Chief sworn, executive, vacant position (GF $154,000), which were eliminated in the FY 2021-22 Budget Amendment No.1, and the elimination of two Typist Clerk II civilian, vacant positions (GF $69,000) and one Typist Clerk III civilian, vacant position (GF $36,000), which were eliminated in the FY 2021-22 Budget Amendment No.5.

The Other Salaries and Wages Line item reflects the elimination of eight Victims Advocate, Temporary, Full-Time, Grant-Funded positions due to their conversion to Permanent, Full-Time, Grant-Funded positions (SR $545,000).

The Other Salaries and Wages - Part Time Seasonal Line item reflects the elimination of 62 School Crossing Guard, Part-Time positions due to the privatization of the program (GF $593,000).

The Travel and Per Diem Line item reflects the reduction of $126,000 (SR) due to the completion of projects and non-recurring grant agreement.

The Training Line item reflects the reduction of $3,000 (SR) due to the completion of projects and non-recurring grant agreement.

The Communications and Related Services Line Item reflects the reduction of $116,000 (SR) due to the completion of projects and non-recurring grant agreement.

The Utilities Water Line Item reflects a reduction of $59,000 (GF) to align budget with current level of expenditures.

The Promotional Activities Line Item reflects the reduction of $10,000 (SR) due to the completion of projects and non-recurring grant agreement.

The Advertising and Related Costs Line Item reflects a reduction of $10,000 (GF) to align budget with current level of expenditures.

The Other Current Charges and Obligations Line item reflects a net decrease of $149,000 in part due to an increase of the General Fund allocation to align the budget to the market price increases, and in part due to a reduction of non-recurring grant funding (GF $96,000; SR -$245,000).

The Public Safety Supplies Line Item reflects a net reduction of $228,000 in part due to the alignment of the budget with actual trend of expenditures, and in part due to a reduction of non-recurring grant funding (GF $206,000; SR $22,000).

The Subscriptions, Memberships, Licenses, Permits and Others Line Item reflects a net reduction of $33,000 in part due to a reduction of the General Fund allocation to align the budget with the current level of services, and in part due to an addition of non-recurring grant funding (GF -$71,000; SR $38,000).

The Weapons And Ammunitions Line Item reflects a reduction of $92,000 (GF) to the align the budget with actual trend of expenditures.

The Machinery and Equipment Line Item reflects reduction of $695,000 (SR) due to a reduction of non-recurring grant funding.

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects the addition of ten Police Officer sworn positions, which were added in the FY 2021-22 Budget Amendment No.1 (GF $558,000); two Police Major sworn, executive positions, which were added in the FY 2021-22 Budget Amendment No.3 (GF $389,000); one Sergeant-at-Arms sworn, executive positions, which were added in the FY 2021-22 Budget Amendment No.4 (GF $137,000); two Administrative Aide II civilian positions, which were added in the FY 2021-22 Budget Amendment No.5 (GF $97,000); eight Victims Advocate (Witness Coordinator), grant funded, civilian positions, which were added in the FY 2021-22 Budget Amendment No.7 (SR $518,000); and 15 Police Officer, grant funded, sworn positions (SR $837,000) and one Sergeant-at-Arms sworn, executive positions (SR $137,000), which were added in the FY 2021-22 Budget Amendment No.8 (Mid-year Budget Amendment).

Additional funding was added to the Overtime Line Item to align the budget to the current salary pay scale of the current contract with the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) (GF $556,000) partially offset by a decrease of non-recurring grant funding (SR -$233,000).

The Professional Services Line Item reflects a net increase of $185,000 in part due to a reduction of the General Fund allocation to align the budget to the current level of expenditures, and in part due to an increase of non-recurring grant funding (GF -$38,000; SR $223,000).

Additional funding was added to the Other Contractual Services Line Item due to increases to existing contracts or additional contracts as follow: Axon Enterprise, Inc., $1.901 million; United Data Technologies INC., $480,000; Waterfield Florida Staffing, LLC, $870,000; Janitorial Services, Quarterly Windows Cleaning, $64,000; Indoor

Firearm Range Decontamination, $72,000; and other contract as required per non-recurring grant funding agreements (GF $3.374 million; SR $1.159 million).

The Utilities Electricity Line item reflects the addition of $83,000 (GF) to align budget with the increased cost of fuel.

The Repair and Maintenance Services Line item reflects the addition of a monthly service and support contract agreement for the Real Time Crime Center and other contract as required per non-recurring grant funding agreements (GF $125,000; SR $12,000).

The Printing and Binding-Outsourcing Line Item reflects an increase of $6,000 (GF) to align the budget to the current level of expenditures.

The Operating Supplies Line Item reflects a net increase of $102,000 for the addition of supplies for the Crime Scene Investigation activities, market price increases, and supplies for other projects as required per non-recurring grant funding agreements (GF $55,000; SR $47,000).

The Motor Fuel Line item reflects the addition of $2.925 million (GF) to align budget with the increased cost of fuel.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $881,000); the Fraternal Order of Police, Walter E. Headley, Jr., Miami Lodge No. 20 (FOP) reflecting normal step increases (generally 5 percent) and a two percent across the board increase (GF $4.659 million), including Police Executive Staff (GF $344,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $14,000).

  The Budget includes funding of "Do the Right Thing" (GF $125,000) and the "Police Athletic League" (GF $415,000) in the Non-Departmental Account (NDA).

  The Budget includes annual payment for the settlement agreement ($2.917 million) required by the Collective Bargaining Labor Agreement with the FOP. The settlement is funded in the NDA.

  The Budget reflects Police Impact Fees contribution to Capital for the following projects: CCTV Video Wall Controller ($130,000), CCTV Camera Expansion for Phase II Model City and Little Haiti ($255,000), Canopy for Mounted Police Arena ($94,000), LiveScan Digital Finger Print Reader ($12,000), Marine Patrol Vessel ($289,200), CCTV/LPR Trailer Upgrade ($81,000), and Outboard Motors ($40,300).

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

The FY 2022-23 Operating Budget includes 1,345 regular sworn Police Officers and 42 sworn executives for a total of 1,387 sworn personnel, as well as 416 civilian positions.

Police

Accomplishments FY 2021-22

Expanded investigative assets at the Real Time Crime Center by implementing the last two trailers received in the first quarter of 2022. The Department also procured Fiber Optic equipment for 14 roof tops, of which four sites have been installed and are operational.

Expanded resources at the Crime Gun Intelligence Center by assigning a Grant Coordinator temporary full-time, grant-funded position and an additional detective who is working on the Firearm Intelligence Team to proactively investigate National Integrated Ballistic Information Network leads and federally adopt felon(s) in possession arrestees. The Crime Gun Intelligence Grant was modified to facilitate an additional full-time analyst, a trailer to perform test firings and specialized training.

Established a document review committee and obtained third-party programming resources to begin the process of transitioning fifteen forms to an electronic format.

Initiated the migration project for local document storage by moving functions to the Cloud (OneDrive) for greater accessibility.

Continued to be actively engaged in the implementation and installation of a new computer-aided dispatch system, currently tabled until further notice.

Implemented the Homeless Empowerment Assistance Team (HEAT) that contributed to a number of individuals being placed in assisted living programs and led to an overall reduction in the number of arrests.

Identified over 50 businesses operating illegally, by executing operation “Dry Hour”, which results in potential increased revenue for the City as the businesses become compliant.

Strategies FY 2022-23

Reduce Firearm related violent incidents.

Reduce traffic and pedestrian fatalities.

Reduce the number of incidents where officers use force to make arrests.

Reduce number of Internal Affairs complaints.

Minimize response times to emergency call for service.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.2 Strengthen trust through excellent customer service. City of Miami Strategic Plan
	1.5.1 Reduce gun violence City of Miami Strategic Plan
	1.5.3 Maintain low response times and seek out opportunities to optimize emergency operations City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Minimize response times for emergency calls for service.				
Average response time to all code 3 emergency calls (minutes)	3:43	3:30	3:45	3:90

Source: ClearPoint Strategy Management Reporting Software

Police

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Reduce firearm related violence by 10 percent.				
Incidents where a firearm was utilized to commit a crime (number)				TBD
DEPARTMENT GOAL(S) Reduce traffic and pedestrian fatalities by 4 percent.				
Traffic and pedestrian fatalities (number)				TBD
DEPARTMENT GOAL(S) Reduce the number of incidents where officers use force to make arrests by 10 percent.				
Incidents where officers use force to make arrests (number)				TBD
DEPARTMENT GOAL(S) Reduce number of Internal Affairs complaints by 8 percent.				
Total number of complaints (number)				TBD

Police

Legend

City Boundary

Commission Districts

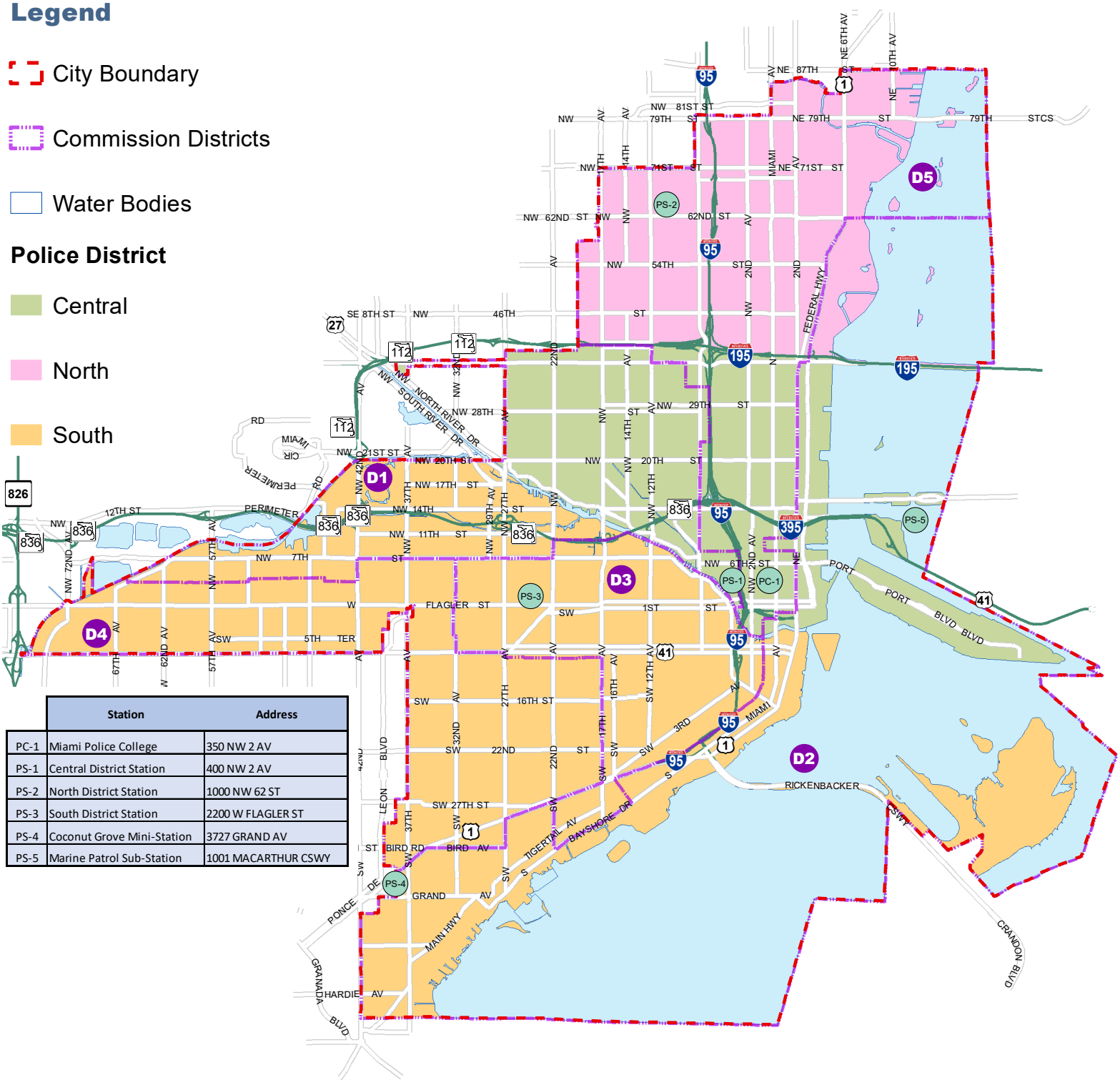
Water Bodies

Police District

Central

North

South


D1
D2
D3
D4
D5
PS-1
PS-2
PS-3
PS-4
PS-5
PC-1
NW 81ST ST
NE 79TH ST
NW 62ND ST
NW 54TH ST
NW 29TH ST
NW 20TH ST
NW 14TH ST
NW 11TH ST
NW 7TH ST
NW 6TH ST
NE 87TH ST
NE 71ST ST
SE 8TH ST
NW 46TH ST
NW 28TH ST
NW 21ST ST
NW 17TH ST
FLAGLER ST
SW 1ST ST
SW 5TH TER
SW 27TH ST
SW 16TH ST
SW 22ND ST
BIRD RD
BIRD AV
GRAND AV
NW 12TH ST
NW 72ND AV
NW 67TH AV
NW 62ND AV
NW 57TH AV
NW 42ND AV
NW 37TH AV
NW 32ND AV
NW 27TH AV
NW 22ND AV
NW 17TH AV
NW 12TH AV
NW 7TH AV
NW 2ND AV
NE 6TH AV
NE 10TH AV
SW 32ND BLVD
SW 12TH AV
SW 17TH AV
SW 37TH AV
SW 42ND AV
SW 57TH AV
SW 67TH AV
NW 42ND AV
NW 72

Police

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
511000 - Executive Salaries	0	0	0	4,000	0	4,000
512000 - Regular Salaries and Wages	138,920,000	1,738,000	140,658,000	154,019,000	4,003,000	158,022,000
512010 - Attrition Savings - Salaries	(1,111,000)	0	(1,111,000)	(1,553,000)	0	(1,553,000)
513000 - Other Salaries and Wages	78,000	545,000	623,000	78,000	0	78,000
513020 - Other Salaries and Wages - Part Time Seasonal	593,000	0	593,000	0	0	0
514000 - Overtime	3,583,000	697,000	4,280,000	4,139,000	464,000	4,603,000
514001 - OT-Reimbursable	710,000	0	710,000	852,000	0	852,000
514010 - OT Staffing	165,000	0	165,000	165,000	0	165,000
514030 - OT Off Duty Events	72,000	0	72,000	86,000	0	86,000
514040 - OT Court	571,000	0	571,000	685,000	0	685,000
515000 - Special Pay	5,503,000	1,090,000	6,593,000	5,771,000	81,000	5,852,000
516000 - Fringe Benefits	522,000	0	522,000	449,000	0	449,000
521000 - Fica Taxes	3,672,000	138,000	3,810,000	3,925,000	208,000	4,133,000
522000 - Retirement Contributions	9,195,000	735,000	9,930,000	8,766,000	649,000	9,415,000
522010 - Police and Fire - FIPO	46,438,000	0	46,438,000	69,041,000	0	69,041,000
522020 - Secondary Pension Contributions	6,000,000	0	6,000,000	6,000,000	0	6,000,000
523000 - Life and Health Insurance	6,122,000	485,000	6,607,000	6,420,000	503,000	6,923,000
523010 - Health Trust - FOP	18,385,000	0	18,385,000	16,258,000	0	16,258,000
523011 - IAFF Health Insurance Trust Fund	28,000	0	28,000	0	0	0
Personnel	**239,446,000**	**5,428,000**	**244,874,000**	**275,105,000**	**5,908,000**	**281,013,000**
Operating Expense						
524000 - Workers' Compensation	9,926,000	121,000	10,047,000	11,041,000	123,000	11,164,000
531000 - Professional Services	1,844,000	133,000	1,977,000	1,806,000	356,000	2,162,000
531020 - Professional Services-Medical	500,000	0	500,000	500,000	0	500,000
534000 - Other Contractual Services	1,952,000	484,000	2,436,000	5,326,000	1,643,000	6,969,000
540000 - Travel and Per Diem	50,000	308,000	358,000	50,000	182,000	232,000
540010 - Training	63,000	67,000	130,000	63,000	64,000	127,000
541000 - Communications & Related Services	1,040,000	817,000	1,857,000	1,040,000	701,000	1,741,000
541100 - Postage	54,000	1,000	55,000	54,000	1,000	55,000
543010 - Utilities Water	179,000	0	179,000	120,000	0	120,000
543020 - Utilities Electricity	710,000	0	710,000	793,000	0	793,000
544000 - Rentals and Leases	1,819,000	2,000	1,821,000	1,819,000	2,000	1,821,000
545010 - Insurance - Police Torts	791,000	0	791,000	1,061,000	0	1,061,000
545011 - Insurance - Vehicle Liability	1,462,000	0	1,462,000	1,592,000	0	1,592,000
545012 - Insurance - Property & Casualty	1,951,000	0	1,951,000	2,422,000	0	2,422,000

Police

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
545013 - Insurance - General Liability	40,000	0	40,000	31,000	0	31,000
546000 - Repair and Maintenance Services	1,802,000	30,000	1,832,000	1,927,000	42,000	1,969,000
546001 - IT-Repair and Maintenance Services	4,629,000	0	4,629,000	4,947,000	0	4,947,000
547100 - Printing and Binding-Outsourcing	14,000	0	14,000	20,000	0	20,000
547200 - Printing and Binding-Paper Stock	40,000	0	40,000	40,000	0	40,000
548000 - Promotional Activities	7,000	10,000	17,000	7,000	0	7,000
548100 - Advertising and Related Costs	31,000	1,000	32,000	21,000	1,000	22,000
549000 - Other Current Charges and Obligations	256,000	267,000	523,000	352,000	22,000	374,000
551000 - Office Supplies	130,000	1,000	131,000	130,000	1,000	131,000
552000 - Operating Supplies	349,000	31,000	380,000	404,000	78,000	482,000
552010 - Motor Fuel	3,893,000	0	3,893,000	6,818,000	0	6,818,000
552100 - Public Safety Supplies	706,000	22,000	728,000	500,000	0	500,000
552200 - Clothing/Uniform Supplies	900,000	10,000	910,000	900,000	10,000	910,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	2,511,000	83,000	2,594,000	2,440,000	121,000	2,561,000
667000 - Weapons And Ammunitions	692,000	0	692,000	600,000	0	600,000
Operating Expense	**38,341,000**	**2,388,000**	**40,729,000**	**46,824,000**	**3,347,000**	**50,171,000**
Capital Outlay						
664000 - Machinery and Equipment	0	1,462,000	1,462,000	0	767,000	767,000
Capital Outlay	**0**	**1,462,000**	**1,462,000**	**0**	**767,000**	**767,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	0	448,000	448,000	0	574,000	574,000
883000 - Other Grants and Aids	0	125,000	125,000	0	125,000	125,000
896000 - Budget Reserve	0	486,000	486,000	0	6,715,000	6,715,000
Non-Operating Expenses	**0**	**1,059,000**	**1,059,000**	**0**	**7,414,000**	**7,414,000**
Total Expense	**277,787,000**	**10,337,000**	**288,124,000**	**321,929,000**	**17,436,000**	**339,365,000**

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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.

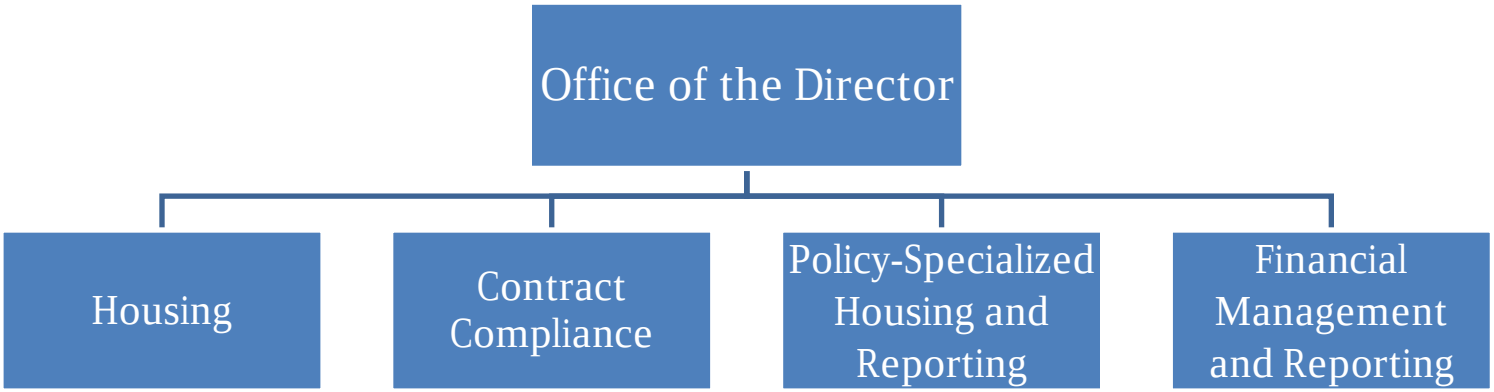
Description

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 resident's lives.

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

Housing and Community Development



Departmental Function/Unit	FY 2021-22	FY 2022-23
OFFICE OF THE DIRECTOR Provides general direction and coordination with private and public stakeholders in the management of federal, state, and local community development programs to assist low-to moderate-income residents; develops and manages the Department's budget; and oversees administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints.	5	7
HOUSING Administers housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensures that the City is in compliance with Davis-Bacon Act and Section 3 regulations on all contracted projects; and administers the City's relocation program.	11	13
POLICY-SPECIALIZED HOUSING AND REPORTING Creates policies for the department to ensure compliance with all applicable federal, state, and local regulations, statutes, ordinances, and resolutions; prepares all documents and reports required by the U.S. Department of Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); and manages the Department's Housing Opportunities for Persons With Aids (HOPWA) and Section 8 specialized housing unit.	5	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; processes and reports all financial activities and transactions; and reimburses funded organizations.	10	8
TOTAL FULL-TIME POSITIONS	**35**	**37**

Housing and Community Development

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	4,450,346	5,314,867	5,491,970	5,172,000	5,587,000
Operating Expense	720,488	610,701	1,090,312	813,000	881,000
Capital Outlay	3,144,004	192,685	18,767	0	166,000
Non-Operating Expenses	24,093,506	23,620,636	40,067,605	60,209,000	93,040,000
Transfers - OUT	0	0	0	0	319,000
	32,408,344	**29,738,888**	**46,668,653**	**66,194,000**	**99,993,000**

Department/Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	1,848,391	2,025,485	1,094,859	1,847,000	1,833,000
Community Development	30,559,952	27,654,612	30,907,561	64,347,000	87,310,000
Emergency Funds	0	58,790	14,666,233	0	10,850,000
	32,408,344	**29,738,888**	**46,668,653**	**66,194,000**	**99,993,000**

Budget Highlights for FY 2022-23

The Budget includes the following addition:

As approved in the FY 2021-22 Mid-Year Amendment, the budget reflects the addition of one Loan Specialist position and one Housing Development Coordinator position (GF $133,000)

The Budget includes the following considerations:

The increase in Regular Salaries and Wages is due in part to the contract between the City of Miami and the Miami General Employees, American Federation of State, County, and Municipal Employees collective bargaining unit (AFSCME Local 1907) reflecting normal step increases (generally 5 percent), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $79,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $37,000).

A General Fund Transfer-Out to Special Revenue fund to cover the cost of a new Affordable Housing Master Plan ($100,000).

The contribution from the General Fund in a total amount of $1.833 million for the following items: lease expenditures including utility services and janitorial services ($325,000); grant's non-reimbursable personnel expenditures: Regular Salaries and Wages ($93,000), Fica Taxes ($7,000), Retirement Contributions ($872,000), Life and Health Insurance ($372,000), Workers' Compensation ($63,000), Insurance – General Liability ($1,000), and IT Repair and Maintenance Services ($100,000).

The Budget includes one million for the continuance of the Miami Senior Rental Assistance Program.

Housing and Community Development

Accomplishments FY 2021-22

Assisted 391 households under the Section 8 Housing Choice Voucher and Moderate Rehabilitation Programs. The Housing Opportunities for Persons with AIDS (HOPWA) Tenant-Based Rental Assistance Program has assisted 840 households with HIV/AIDS.

Began the process of assisting a number of households with home rehabilitation, but projects have not been completed yet. The Down Payment Assistance Program has assisted eight low- and moderate-income households become new homeowners. City residents in need of improving or meeting building code for certain areas of their homestead can apply for this program directly with the Department. Accomplishments are reported once the home has been rehabilitated and final payment has been done to the contractor.

Provided funding to nonprofits to assist small businesses in a specific geographical area. Businesses apply directly with the agency providing the services which evaluates the business needs and assist them with different services to improve business operations, know-how, and capacity.

Funding for improving the exterior look of businesses and their establishment through the Commerical Facade Renovation and Code Compliance Program was discontinued during FY 2021-22.

Provided childcare services that included learning and enrichment activities. Maintained children in safe environments so that parents can work and or look for employment. Youth services offer recreational and challenging programs that maintain them active and off the streets. This year the City has assisted 273 children. In addition, the department provided daily nutritional meals to 409 elderly City residents.

Reopened the Senior Rental Assistance Program in FY2021-2022. This program provides assistance to city residents age 62+, whose household monthly rents exceed 50 percent of their household monthly income. Eligible participants may qualify for up to $100 of monthly rental assistance for up to one year.

Strategies FY 2022-23

Continue to 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.

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

Provide funding for daycare and after-school services to approximately 200 youth and meal services to approximately 450 senior citizens.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
3. Pathway to Prosperity	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan
	3.5.2 Preserve and increase the supply of housing for all income groups City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Provide daily nutritional meals for the elderly.				
Elderly meals provided with Community Development Block Grant (CDBG) and Social Services Gap (SSG) funding (number)	1,029	574	450	450

Source: ClearPoint Strategy Management Reporting Software

Housing and Community Development

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Provide funding for daycare, after-school services, and for people with disabilities.				
Children and youth assisted with CDBG and SSG funding (number)	284	221	250	200
DEPARTMENT GOAL(S)				
Provide access to affordable housing.				
Households assisted under the Down Payment Assistance Program (number)	8	8	6	6
HOPWA clients assisted through the Tenant-Based Rental Assistance Program (number)	859	848	840	800
Section 8 clients assisted (number)	391	391	391	391
DEPARTMENT GOAL(S)				
Attain Department's administrative objectives.				
Turnaround time on agency reimbursement packets (days)	10	11	10	10
Agencies submitting their reimbursement monthly (avg percent)	36	57	65	50
Average turnaround time for execution of contracts (days)	30	29	40	45

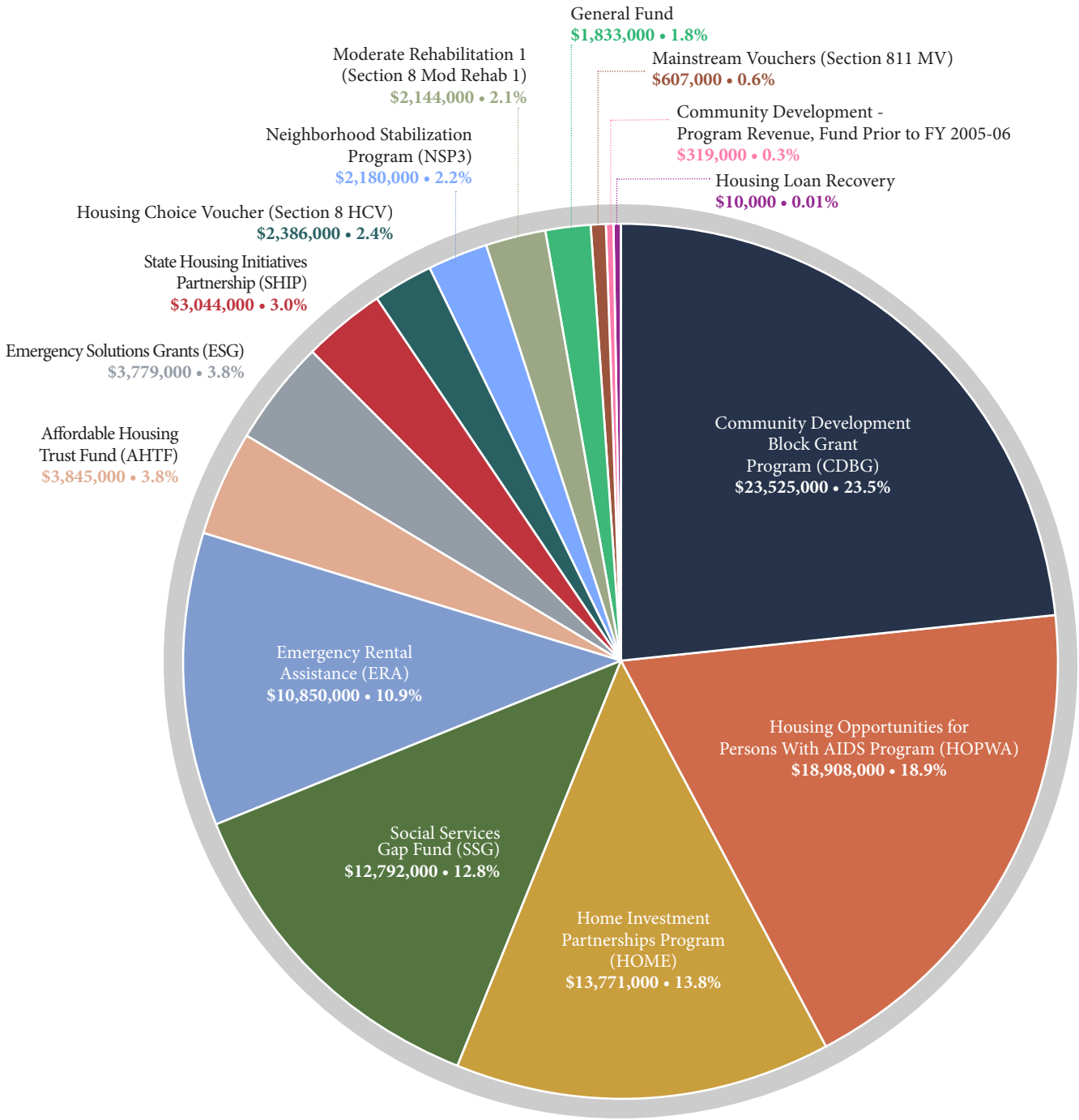
Housing and Community Development

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	281,000	2,877,000	3,158,000	93,000	3,388,000	3,481,000
516000 - Fringe Benefits	0	22,000	22,000	0	22,000	22,000
521000 - Fica Taxes	16,000	224,000	240,000	7,000	255,000	262,000
522000 - Retirement Contributions	676,000	537,000	1,213,000	872,000	373,000	1,245,000
523000 - Life and Health Insurance	363,000	176,000	539,000	372,000	205,000	577,000
Personnel	**1,336,000**	**3,836,000**	**5,172,000**	**1,344,000**	**4,243,000**	**5,587,000**
Operating Expense						
524000 - Workers' Compensation	57,000	0	57,000	63,000	0	63,000
531000 - Professional Services	0	100,000	100,000	0	200,000	200,000
534000 - Other Contractual Services	0	18,000	18,000	0	15,000	15,000
540000 - Travel and Per Diem	0	55,000	55,000	0	54,000	54,000
541000 - Communications & Related Services	0	15,000	15,000	0	15,000	15,000
541100 - Postage	0	7,000	7,000	0	7,000	7,000
544000 - Rentals and Leases	350,000	11,000	361,000	325,000	10,000	335,000
545013 - Insurance - General Liability	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	97,000	0	97,000	100,000	0	100,000
548100 - Advertising and Related Costs	0	53,000	53,000	0	53,000	53,000
549000 - Other Current Charges and Obligations	0	13,000	13,000	0	12,000	12,000
551000 - Office Supplies	1,000	15,000	16,000	0	13,000	13,000
552000 - Operating Supplies	5,000	5,000	10,000	0	3,000	3,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	0	10,000	10,000	0	10,000	10,000
Operating Expense	**511,000**	**302,000**	**813,000**	**489,000**	**392,000**	**881,000**
Capital Outlay						
664000 - Machinery and Equipment	0	0	0	0	166,000	166,000
Capital Outlay	**0**	**0**	**0**	**0**	**166,000**	**166,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	0	37,627,000	37,627,000	0	58,927,000	58,927,000
883000 - Other Grants and Aids	0	22,823,000	22,823,000	0	33,794,000	33,794,000
896000 - Budget Reserve	0	(241,000)	(241,000)	0	319,000	319,000
Non-Operating Expenses	**0**	**60,209,000**	**60,209,000**	**0**	**93,040,000**	**93,040,000**
Transfers-OUT						
891100 - Intrafund Transfers	0	0	0	0	319,000	319,000

Housing and Community Development

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
Transfers - OUT	**0**	**0**	**0**	**0**	**319,000**	**319,000**
Total Expense	**1,847,000**	**64,347,000**	**66,194,000**	**1,833,000**	**98,160,000**	**99,993,000**

HOUSING & COMMUNITY DEVELOPMENT
FUNDING SOURCES FY 2022-23



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.

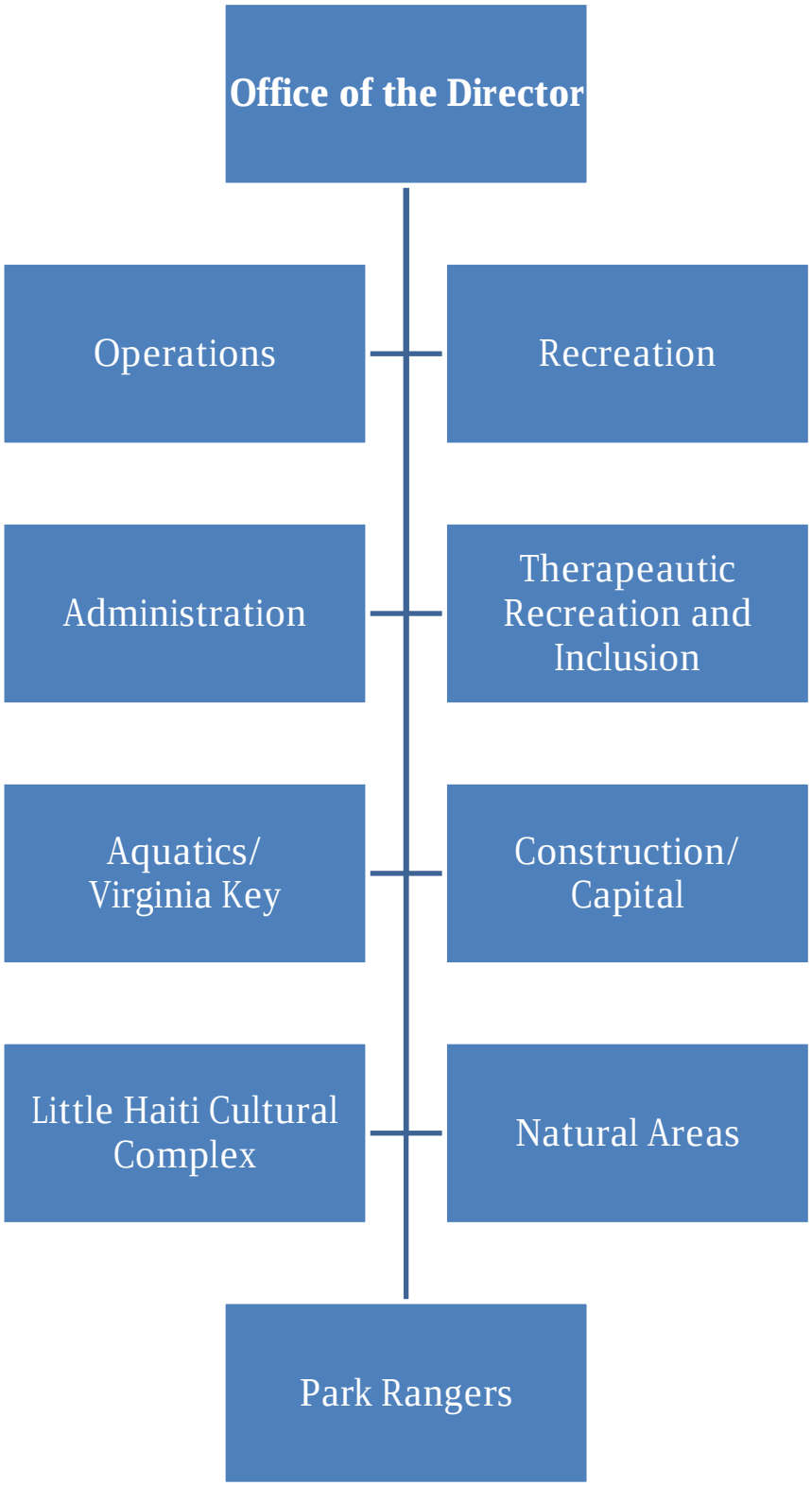
Description

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 2021-22	FY 2022-23
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.	9	4
OPERATIONS Provides ground maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry, and repair functions through the entire park system.	116	90
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.	65	92
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.	15	16
THERAPEAUTIC RECREATION AND INCLUSION Provides individuals with disabilities inclusive access to community-based educational, recreational, leisure and cultural activities including Special Events that enhance quality of life and inspire confidence. Advocates in local, state, and national forums for the rights of individuals with disabilities.	16	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.	14	0
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	0
AQUATICS/VIRGINIA KEY 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 five splash parks and three fountains. Provides emergency services response and safety surveillance along with Learn to Swim, Water Aerobics, and Swim Teams programming. Manages the operation and maintenance activities of all waterfront areas on Virginia Key.	0	27

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.		
CONSTRUCTION/CAPITAL Manages all aspects of the department's capital program to include budget, prioritization, execution,management, and close - out of all construction projects.	0	4
LITTLE HAITI CULTURAL COMPLEX Facilitates programs and special events that promote, showcase and support Afro-Caribbean culture in South Florida for all ages to participate.	7	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.	6	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.	27	27
TOTAL FULL-TIME POSITIONS	**288**	**289**

Parks and Recreation

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	32,224,469	32,920,300	32,211,674	36,644,000	42,134,000
Operating Expense	15,332,072	13,668,009	17,234,754	17,450,000	19,512,000
Capital Outlay	669,106	136,638	87,882	0	0
Non-Operating Expenses	217,803	194,099	883,279	938,000	761,000
Transfers - OUT	0	962,000	0	0	0
	48,443,450	**47,881,046**	**50,417,588**	**55,032,000**	**62,407,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	47,350,763	46,465,458	49,352,850	53,953,000	61,646,000
Parks & Recreation Services	496,712	271,720	192,052	879,000	761,000
Departmental Improvement Initiative	0	962,000	37,556	200,000	0
Emergency Funds	595,975	181,868	835,130	0	0
	48,443,450	**47,881,046**	**50,417,588**	**55,032,000**	**62,407,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

The Budget includes the transfer of a filled Auto Equipment Operator III position from the Resilience and Public Works Department to the Parks and Recreation Department (GF $88,000).

The Other Salaries and Wages – Part Time Year Round Line item reflects an increase of (GF $1.570 million) due in part to the increase of the minimum wage for all City employees to $15.00per hour.

The Other Salaries and Wages – Part Time Seasonal Line item reflects an increase of (GF $2.577 million) due in part to the increase of the minimum wage for all City employees to $15.00per hour.

The Other Contractual Services Line item reflects an increase of (GF $100,000) to provide funding for litter and debris pickup and other services to beautify the banks of the Miami River at riverside parks.

The Professional Services Line item reflects an increase of (GF $35,000) due to a required increase in service for the Out of School Time Snack Program at an additional 10 sites ($25,000) and due to a transfer from the Repair and Maintenance Line item to the Little Haiti Cultural Center ($10,000).

The Other Contractual Services Line item reflects an increase of (GF $531,000) due to a contractual increase for Summer Camp Transportation (covers the costs of nine weeks of field trips and the Learn to Swim program) ($353,000); a contractual increase for the cost of synthetic turf maintenance city wide ($83,000); and a contractual increase for the cost of chlorine for city pools ($95,000).

Parks and Recreation

The Utilities Electricity Line item reflects an increase of (GF $181,000) due to an anticipated 11 percent increase in electricity costs citywide.

The Operating Supplies Line item reflects an increase of (GF $408,000) associated with additional funding for operations and maintenance costs at the Melreese Golf Course.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise (GF $589,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual raise for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $20,000).

The budget reflects Parks Impact Fee contributions to the following projects: Lummus Park Court Reconstruction ($675,000), Spring Garden Park Walkways and Enhancements ($325,000), Peacock Park – Phase One ($307,980), Margaret Pace Park – Phase One ($1.080 million), Armbrister Park Community Center Design ($243,956), 1320 Mini Park – Construction ($600,000), Ruben Dario Park – Construction Design/Documents ($540,577), Douglas Park Community Center ($2.248 million), Underline ($4.705 million), Little River Mini Park – Phase Two ($479,340), Legion Park Community Building Improvements ($157,053), and the Legion Park Seawall and Boat Ramp ($740,139).

The department is creating a new division called Construction/Capital. The department is also merging the Virginia Key and Aquatics Divisions. The differences in the amount of personnel between divisions are due to the reassignment of existing staff to best suit the needs of the Department.

Parks and Recreation

Accomplishments FY 2021-22

Continued to operate the Life Skills Development Three: Adult Day Training Program (ADT) with more than 50 participants registered currently working on daily skills acquisition, health and wellness curriculum, as well as participation in a structured exercise and sports training classes daily that include training and competing in Special Olympics. Wheelchair Tennis program at Bryan Park, enrolled five participants and one participant competing in the United States Tennis Association (USTA) Florida Team Roller Classic, and in the Miami Open showcasing Wheelchair Tennis. The Therapeutic Recreation and Inclusion (TRI) division supported, through different accommodation efforts and more than 20 participants of various ages, access to varying programs throughout our parks system, such as afterschool, summer camp, and learn to swim. TRI's G.E.T. F.I.T. afterschool program enrolled more than 20 participants with developmental disabilities three times a week (Mon., Wed., and Thurs.). The program focused on health and wellness through exercising, nutrition classes, and specific sports training for Special Olympics local and state competitions. Ten of the participants are part of the National Special Olympics Softball Team (Miami Magic Softball Team) which are competing for the 3rd time in the National USA Games being held in Orlando, Florida in June. Worked with Program Partner Agencies to bring after school programming services at full capacity in all sites to more than 1,250 registered participants. During the seasonal camps, we served 721 campers during Holiday Camp and 903 for the Spring break camp. Enrolled more than 1,500 children (ages 6-13) in our upcoming Summer Camp program. Offered sports programming in the following four leagues Flag Football, Tennis, Basketball and Baseball, throughout the school year with a total of more than 60 sports teams that served more than 540 participants. Created a field trip outing to take more than 40 youngsters on a fishing excursion to introduce fishing which most participants had never experienced before. Aquatics division offered learn to swim instruction to more than 1,500 participants and delivered Water Aerobics classes to more than 800 participants. The Miami Tarpon Competitive Swim Team comprised of 23 swimmers ages 6-16 successfully competed in six competitions this year, earning ten medals with one taking the gold in the 10 and under category, finishing with the best time in all of Florida for the 50 meter Backstroke. Ensured the safety of more than 15,000 visitors to our six year-round pools and more than 215,000 visitors that enjoyed North Point Beach at Virginia Key. Aquatics Division staff completed five trainings that certify staff in different areas of safety, that has enhanced the quality of service provided to the community and ensured life safety at our pools and North Point Beach.

Completed over $3.000 million in capital projects, that included, access and mobility, playgrounds, fitness zones, roofing, and parking lot improvements, as well as, initiated multiple engineering assessments to address flooding conditions at various park locations. Completed walkway renovations and/or connectivity improvements at three park locations that includes Kennedy, Peacock, and Silver Bluff Park. Completed playground replacement projects at five park locations to include Eaton, Pine Heights, Fern Isle, Morningside and Lemon City Park. Playground replacement projects currently in design are Henry Reeves and Shenandoah Park. Replaced two Fitness Zones at Margaret Pace Park and Bryan Park. In design phase is a vita course fitness trail at Grapeland Heights Park. Roofing system replacement projects have been completed at two park locations to include Buena Vista and Southside Park. Replaced two Metal Pavilion Shelters at Buena Vista and Williams Park. Completed roof repairs at thirteen park locations to include Little Haiti Cultural Center, Curtis, Virrick, Belafonte Tacolcy, Hadley, Antonio Maceo, African Square, Athatlie Range, Peacock, West End, Dorsey, Shenandoah and Jose Marti Gym. Completed ADA Accessible parking lot renovation projects at David T. Kennedy and Charles Hadley Park. Completed professional services in preparation for upcoming capital improvements in four park locations. Completed three assessments in preparation for drainage park improvements at Jose Milton at Alberto Pallot Green Space, Clemente and Williams Park. Completed one assessment to reconfigure the number of Volleyball Courts from two to three at Margaret Pace Park, as well as lighting improvements. All are pending funding for construction. Court reconstruction projects in engineering and design phase at three park locations at Kirk Monroe, Athalie Range and Buena Vista. Resurfaced one basketball court and converted the racquetball court to a multiuse pickleball court at Charlie Delucca Park.

Started a new gardening program named "DeLucca Garden of Life" where the registered Active Adults and Senior Programs (TRI's VIP S.T.A.2 R. S.) help beautify an area of the Sandra DeLucca Developmental Center. Planned and completed more than 440 health and wellness activities for Activate Adults that were wildly popular. Created a Bowling League where more than 50 participants participated through a five week program that was held at a local bowling alley on Mondays, which allowed those that participated to thrive a social atmosphere while enhancing their gamesmanship. Natural Areas Division organized more than 25 volunteer environmental clean up events with more than 600 participants helping in the efforts. Hosted more than 20 Simpson Park Historical and Environmental tours with a total of 838 attendees. Held eight Environmental Education Programs sessions with different community groups, where more than 280 participants attended to learn about the importance of environmental preservation and restoration .

Accomplishments FY 2021-22

The Little Haiti Cultural Center (LHCC) has continued to renovate the Caribbean Marketplace and Mache Ayisien to provide entrepreneurial, quality of life, and recreation services to the more than 2,000 visitors per month from Friday to Sunday. The Marketplace is now the home of a high quality pizza and coffee shop and additional local small businesses. LHCC produced a spectacular public art exhibition titled "Noir Atlantic: Connecting the Continents" that had more than 2,500 visitors since it opened. Collaborated with a community partner and co-produced a successful live music festival titled, "Sounds of Little Haiti" each month for the community with an average attendance of more than 300 people. LHCC partnered with the Miami Book Fair for a free book program in the Caribbean Marketplace that gives children free books and a place to read. Hosted an online vigil with participation from artists from around the world, to remember the more than 300,000 individuals that perished in the January 2010 earthquake that struck Haiti, and where more than 85,000 people attended across the globe.

Revisited alternative options to select a recreation software. Participated in six demos and selected three potential vendors for the new recreation software. Partnered with the Finance and Innovation and Technology Department to proceed forward with integrating the POS system to the new registration software. Internal and back user requirements are being evaluated to move forward and finalize.

Collaborated with the Office of Capital Improvements, on five new park projects that are in design which are Fairlawn, Silver Bluff Park, 3701/3699 SW 1st Ave, Coral Way Expansion and 2200 SW 9th Avenue Mini Park and one project in construction is Gold Star Family Memorial Mini Park. Parks is managing the design of two future parks which are Ruben Dario Park and 1320 SW 21st Street.

Added and upgraded surveillance cameras and network video recorders in four parks; Simpson, Jose Marti Gym, Bryan, and Little Haiti Soccer Park. Additional installations, upgrades, and or replacements of surveillance systems in six locations; Maximo Gomez, Billy Rolle, Kennedy, Hadley, PBA-Fern Isle and Virginia Key Beach Toll Booth. Worked with the Miami Police Department (MPD) to remotely monitor surveillance at different park locations for enhanced security. Completed 17 Animal Service Details at five park locations; Margaret Pace, Mary Brickell, Kennedy, Legion, and Regatta, to provide the community with education on the importance of keeping dogs on a leach. Senior Park Rangers completed the Florida Association of Code Enforcement (FACE) Level One Certification Training that will allow them issue citations that will result in greater safety enforcement. All Park Rangers attended a Service Animal Training to ensure ADA Compliance. Added a mobile watch tower at Hadley Park with Miami Police to closely monitor safety and ensure rapid response when incidents occur, as well as to serve as deterrence. Completed three Homeless Outreach Events together with Human Services, Public Works and Miami Police and helped six individuals access shelter and assistance. Ranger Division continues to operate two shifts daily and visit an average of 143 parks a day through their surveillance schedules. Rangers completed more than 23,000 park site visits and have been instrumental in more than 30 call instances to MPD and Fire-Rescue, to bring immediate assistance to life safety incidents at parks that have led to arrests and transports to area hospitals.

Strategies FY 2022-23

Continue to replace, renovate, and repair aging playground structures and resurface basketball, tennis, and racquetball courts throughout the system to keep grounds beautiful and safe.

Continue to integrate a recreation software application for enhanced customer service, seamless registration of programs, park permits. Establish best practices and implement standardized operating procedures to ensure a standard level of service and consistent delivery by all divisions of the department.

Continue to develop newly acquired park properties in collaboration with the Office of Capital Improvements.

Continue to enhance park security to ensure safety and enforcement throughout the park system for all park visitors, staff, and residents.

Continue to increase volunteer opportunities and participation in the preservation of our natural areas.

Continue to position the Department as a community health option through the Health, Wellness, and Obesity Prevention Programs, Activities and Events for youth and adults 55+ that are culturally rich to enhance the quality of life for all, and pursue grant opportunities to fund programming to support efforts and site amenity improvements.

Parks and Recreation

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan
	1.2.2 Enhance greenways and green spaces to promote outdoor activity City of Miami Strategic Plan
	1.2.3 Continue to enhance the quality of parks and open spaces City of Miami Strategic Plan
2. Resilience	2.3.2 Update and implement waterfront design standards. City of Miami Strategic Plan
3. Pathway to Prosperity	3.3.2 Invest in youth by providing job opportunities, education, or financial support City of Miami Strategic Plan
	3.4.3 Enhance public services for low income residents City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Develop and maintain parks sites and facility assets.				
Average Park System Facility Inspection (Score 1 out 5)	1.3	3.9	3.1	3.4
City of Miami Resident Survey Q2.20: Positive Opinion of Recreation Centers (percent)			50	50
City of Miami Resident Survey Q2-18: Positive Opinion of City Parks (percent)			60	60
DEPARTMENT GOAL(S) Expand opportunities and increase participation for leisure, recreation, and cultural exchange programming.				
Children enrolled in Summer Camp (number)	2,720	1,612	3,200	3200
Children taught Learn-to-Swim (number)	867	0	5,200	5200
Children enrolled in after school program (number)	2,133	292	2,100	2100
Enrollment in programs for persons with special needs (number)	151	93	200	200
Increase Community Awareness Events (number)	220	171	200	200

Parks and Recreation

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Strength internal and external relationships to provide safety and security support throughout the park system.				
Park User Surveys and Customers Satisfaction Rating with Reservation (percent)		92	85	85
City of Miami Resident Survey Q4-3: Recreation Opportunity Availability (percent)			50	50
City of Miami Resident Survey Q2-19: Positive opinion of Recreation Programs (percent)			45	45

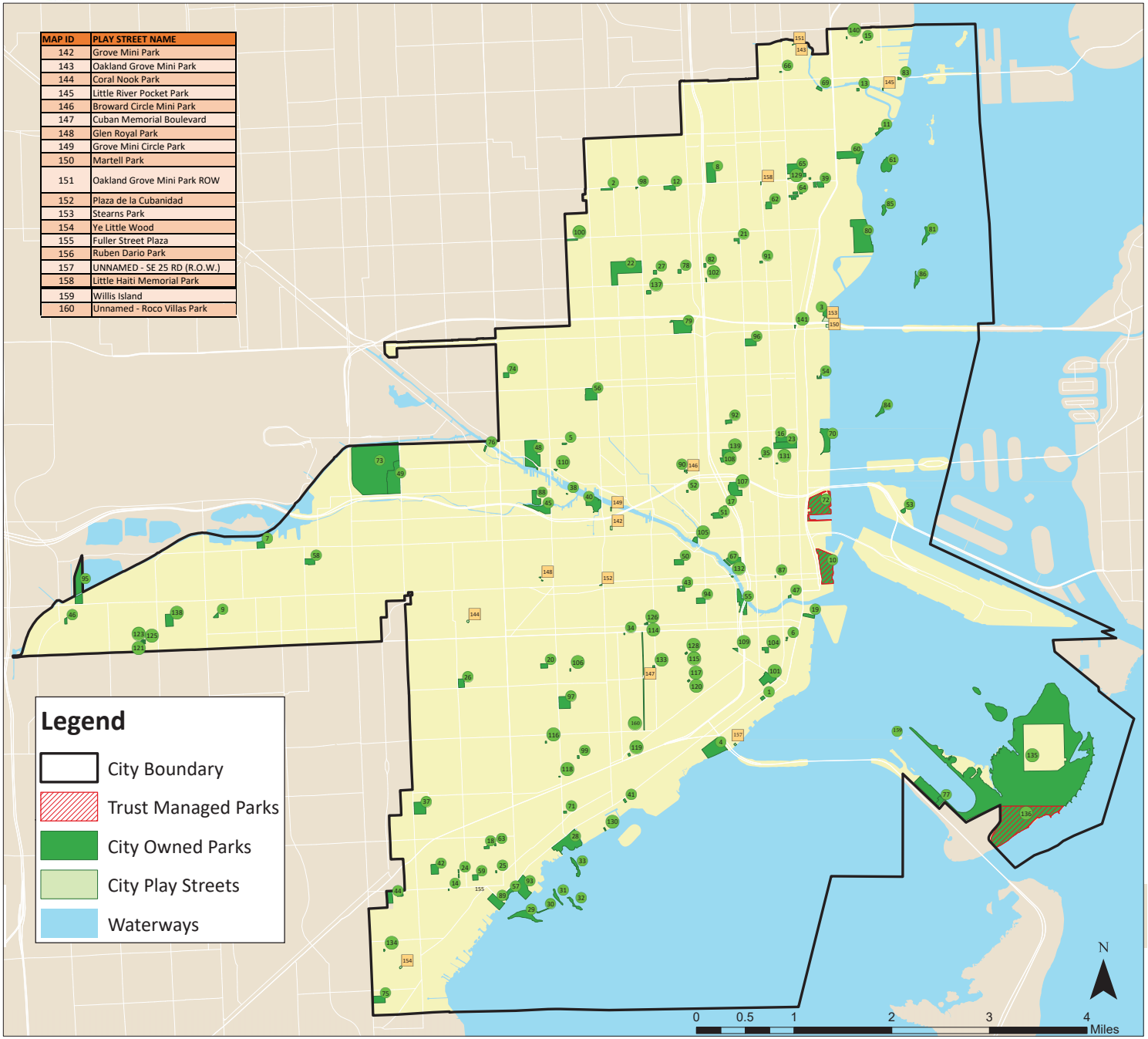
Source: ClearPoint Strategy Management Reporting Software

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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	Fuller Street Plaza
156	Ruben Dario Park
157	UNNAMED - SE 25 RD (R.O.W.)
158	Little Haiti Memorial Park
159	Willis Island
160	Unnamed - Roco Villas Park



MAP ID	PARK NAME
1	1814 Brickell Park
2	African Square Park
3	Jose Milton Park at E. Albert Pallot Greenspace
4	Alice Wainwright Park
5	Allapattah Mini Park
6	Allen Morris Brickell 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 Domino Park
15	Shorecrest Mini Park
16	Biscayne Park
17	Black Police Precinct & Courthouse Museum
18	Blanche Park
19	Mary Brickell Park
20	Bryan Park
21	Buena Vista Park
22	Charles Hadley Park
23	City Cemetery
24	Thelma Gibson Heritage Garden
25	Coconut Grove Tennis Court
26	Coral Gate Park
27	Crestwood Park
28	David T. Kennedy Park
29	Dinner Key Picnic Island E
30	Dinner Key Picnic Island D
31	Dinner Key Picnic Island C
32	Dinner Key Picnic Island B
33	Dinner Key Picnic Island A
34	Domino Park & Domino Plaza
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 & Water 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 M. Myers Bayside Park
58	Charlie DeLucca Park
59	Kirk Munroe Tennis Center
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 Center
78	Miller Dawkins Mini Park
79	Moore Park
80	Morningside Park

MAP ID	PARK NAME
81	Osprey Island
82	North Bay Vista Park
83	Oasis by the Bay
84	Teachers Island/Pace Picnic Island
85	Mangrove Island
86	Morningside Island
87	Paul S. Walker Urbanscape
88	Ronald W. Reagan Park
89	Peacock Park
90	Pine Heights Mini Park
91	Pullman Park
92	Rainbow Village Park
93	Regatta Park
94	General Franciso Morazon 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 Playground
134	UNNAMED - Utopia Park (La Playa)
135	Virginia Key & Miami Marine Stadium
136	Historic Virginia Key Beach Park
137	West Buena Vista Mini Park
138	West End Park
139	Williams Park
140	Winston Park
141	Woodson Mini Park

Parks and Recreation Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	16,927,000	71,000	16,998,000	17,814,000	79,000	17,893,000
512010 - Attrition Savings - Salaries	(225,000)	0	(225,000)	(323,000)	0	(323,000)
513000 - Other Salaries and Wages	37,000	0	37,000	100,000	0	100,000
513010 - Other Salaries and Wages -Part Time Year Year Round	6,127,000	0	6,127,000	7,697,000	0	7,697,000
513020 - Other Salaries and Wages - Part Time Seasonal	1,342,000	0	1,342,000	3,919,000	0	3,919,000
514000 - Overtime	261,000	7,000	268,000	261,000	7,000	268,000
516000 - Fringe Benefits	33,000	1,000	34,000	35,000	0	35,000
521000 - Fica Taxes	1,298,000	6,000	1,304,000	1,363,000	12,000	1,375,000
522000 - Retirement Contributions	6,360,000	32,000	6,392,000	6,431,000	0	6,431,000
523000 - Life and Health Insurance	4,348,000	19,000	4,367,000	4,739,000	0	4,739,000
Personnel	**36,508,000**	**136,000**	**36,644,000**	**42,036,000**	**98,000**	**42,134,000**
Operating Expense						
524000 - Workers' Compensation	536,000	3,000	539,000	598,000	0	598,000
531000 - Professional Services	100,000	7,000	107,000	135,000	7,000	142,000
534000 - Other Contractual Services	4,407,000	114,000	4,521,000	5,038,000	14,000	5,052,000
540000 - Travel and Per Diem	34,000	21,000	55,000	34,000	21,000	55,000
540010 - Training	10,000	0	10,000	10,000	0	10,000
541000 - Communications & Related Services	100,000	0	100,000	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	1,415,000	0	1,415,000	1,415,000	0	1,415,000
543020 - Utilities Electricity	1,650,000	0	1,650,000	1,831,000	0	1,831,000
544000 - Rentals and Leases	58,000	0	58,000	60,000	0	60,000
545011 - Insurance - Vehicle Liability	45,000	0	45,000	49,000	0	49,000
545012 - Insurance - Property & Casualty	2,911,000	0	2,911,000	3,615,000	0	3,615,000
545013 - Insurance - General Liability	206,000	0	206,000	161,000	0	161,000
546000 - Repair and Maintenance Services	1,477,000	83,000	1,560,000	1,466,000	83,000	1,549,000
546001 - IT-Repair and Maintenance Services	799,000	0	799,000	991,000	0	991,000
547000 - Printing and Binding	2,000	0	2,000	2,000	0	2,000
548100 - Advertising and Related Costs	10,000	0	10,000	10,000	0	10,000
549000 - Other Current Charges and Obligations	70,000	0	70,000	70,000	0	70,000
551000 - Office Supplies	83,000	0	83,000	83,000	0	83,000
552000 - Operating Supplies	2,674,000	0	2,674,000	3,082,000	0	3,082,000

Parks and Recreation Department

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
552100 - Public Safety Supplies	50,000	0	50,000	50,000	0	50,000
552200 - Clothing/Uniform Supplies	243,000	0	243,000	243,000	0	243,000
552300 - Landscaping Related Supplies	275,000	0	275,000	277,000	0	277,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	37,000	0	37,000	37,000	0	37,000
Operating Expense	**17,222,000**	**228,000**	**17,450,000**	**19,387,000**	**125,000**	**19,512,000**
Non-Operating Expense						
882000 - Aids to Private Organizations	223,000	0	223,000	223,000	0	223,000
896000 - Budget Reserve	0	715,000	715,000	0	538,000	538,000
Non-Operating Expenses	**223,000**	**715,000**	**938,000**	**223,000**	**538,000**	**761,000**
Total Expense	**53,953,000**	**1,079,000**	**55,032,000**	**61,646,000**	**761,000**	**62,407,000**

Real Estate and Asset Management

Department Head: Jacqueline Lorenzo, Interim Director Phone: (305) 416-1426
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.

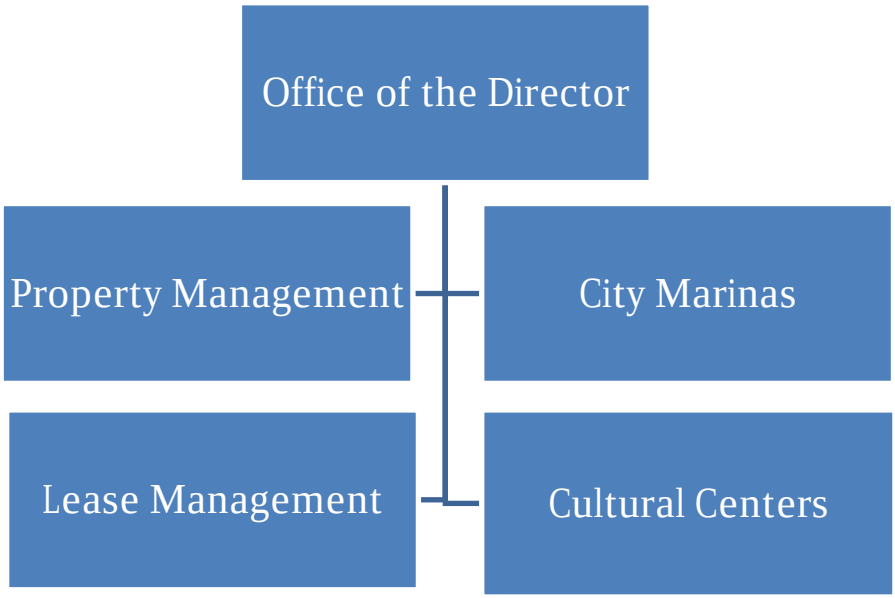
Description

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 L. Knight Center, Parking Garage 4, the Manuel Artime Cultural Center, Marlin's Stadium Garages and Retail, 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 513 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 include City residents, tourists, businesses, and employees.

Real Estate and Asset Management



Departmental Function/Unit	FY 2021-22	FY 2022-23
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	30
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**	**49**

Real Estate and Asset Management

Department Expenditure Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	5,228,515	5,523,026	5,158,505	5,526,000	5,427,000
Operating Expense	10,645,384	9,929,102	10,130,179	14,318,000	15,940,000
Capital Outlay	2,182,712	7,063,314	7,886,036	0	0
Non-Operating Expenses	0	0	0	6,857,000	8,736,000
Transfers - OUT	627,000	5,301,000	108,291	0	2,000,000
	18,683,612	**27,816,442**	**23,283,012**	**26,701,000**	**32,103,000**

Department Fund / Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	13,109,703	13,241,006	13,771,558	16,064,000	17,480,000
Sports Facilities and Activities	73,049	471,000	0	13,000	13,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,860,000	1,961,000
Miami Ballpark Parking Facilities	2,703,453	7,049,188	1,513,915	8,764,000	12,649,000
Departmental Improvement Initiative	627,000	0	108,291	0	0
Emergency Funds	2,170,407	7,055,248	7,889,248	0	0
	18,683,612	**27,816,442**	**23,283,012**	**26,701,000**	**32,103,000**

Budget Highlights for FY 2022-23

The Budget includes the following reduction:

The Regular Salaries and Wages Line item reflects the transfer of a vacant Marinas Facilities Attendant position in the AFSCME 1907 bargaining unit to the Procurement Department (GF $31,000).

The Budget includes the following additions:

The Regular Salaries and Wages Line item reflects an increase to correct the salary level for the vacant Director of Public Facilities position (GF $72,000).

The Other Salaries and Wages Line item reflects an increase to properly fund the two Maintenance Mechanic positions at the Olympia Theater and Tower (GF $10,000).

The Professional Services Line item reflects additional funding for professional consulting services for the Baywalk – Riverwalk Easement Project (GF $165,000) and to provide lease administration and management services to the Department (GF $458,000).

The Other Contractual Services Line item reflects additional funding for increased operating expenditures for the James L Knight Center (GF $161,000) and funding for additional operating expenditures for the G4 Garage Management Services (GF $37,000).

Additional funding was added to the Utilities Electricity Line item for projected increases in electricity costs (GF $15,000).

The Saleable Fuel Line item reflects a projected increase marine fuel sales at Marine Stadium Marina (GF $25,000).

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $96,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907; including executives (GF $26,000).

The Budget reflects a General Fund contribution to Capital from ten percent of marina revenues for the Marine Stadium Mooring Field Project ($470,000), Miamimarina pier and piling project ($167,000), and Dinner Key Marina maintenance and emergency repairs ($160,000).

The Budget reflects a General Fund contribution to Capital from the Miamarina ticket surcharge for Miamimarina improvement projects ($500,000) and Miamimarina pier and piling replacement project ($20,000).

The Miami Ballpark Parking Facilities Special Revenue Budget reflects an increase in funding for garage operations (SR $1.879 million) and a contribution to Capital for improvements to the Marlin's Stadium Garages ($ 2.000 million).

Real Estate and Asset Management

Accomplishments FY 2021-22

Verified compliance of tenant lease obligations and collections of rents from all tenants, licensees, and marina customers to ensure that all revenues are properly collected.

Reduced the incidence level of expired registrations from 78 percent to 17 percent, expired insurance from 68 percent to ten percent, and expired moorage and dockage agreements from 68 percent to four percent at City marinas.

Worked closely with Office of Capital Improvements, General Services Administration, and Office of Management and Budget to formalize a capital infrastructure maintenance plan focusing on property condition assessments, repair schedules, improved asset life-cycle, reporting and analytics. The Department is looking for an opportunity to increase the efficiency of its asset management goals by implementing new technology and professional training.

Worked on the amendment and extension of several major leases aimed at re-development and revenue maximization.

Continued to work on acquiring property to combine them with existing City Parcels to create parks and affordable housing projects within Districts three and four.

Received three potential tenant leads during FY 2021-22 for the remaining 17,000 square feet of space at the Marlins Garages. The Department will be meeting with current broker to follow-up on current interest.

Strategies FY 2022-23

Work closely with outside entities and consultants to improve department processes and standards focused on lease administration and contract compliance.

Continue to explore opportunities to increase the efficiency of City marinas and maximize the utilization of slip space by implementing software tools and training.

Partner with the City's Department of Innovation and Technology to modernize the Department's file repositories and workflow and management systems.

Continue to develop and manage renovation and repair plans for City properties managed by the Department.

Continue to acquire park land throughout the City, to the extent that funding is available, to benefit residents within underserved areas.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.2.1 Maintain the look and feel of public spaces to a high standard City of Miami Strategic Plan

Real Estate and Asset Management

Strategic Alignment and Performance Measures **Continued**

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Promote and implement strong internal controls for the department and its divisions.				
Net Operating Income (dollar)	$10,028,750	$8,391,522	$ 19,000,000	$ 20,000,000
Total Leasing Revenues (dollar)	$12,692,856	$11,365,865	$ 17,500,000	$ 18,500,000
Lease/License collections rate (percent)	0	0	85	95
Dockage receivables collection rate (percent)	95	98	95	95
DEPARTMENT GOAL(S) Evaluate and optimize current business processes within all departmental sections.				
Dockage occupancy rate (Permitted Space) (percent)	55	57	87	90
Dockage occupancy rate (Usable Space) (percent)			87	90
DEPARTMENT GOAL(S) 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)	25	0	50	50
Events per year at the Manuel Artime Theatre (number)	81	1	70	70
DEPARTMENT GOAL(S) 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)	0	0		80
Leased retail space occupied at the Marlins Parks Garages (percent)			75	80
DEPARTMENT GOAL(S) Plan and recommend a balanced capital improvement plan for city owned properties.				
Capital Improvement and Repair Grants Awarded (number)	3	0	1	2
Site inspections performed (number)			25	25

Source: ClearPoint Strategy Management Reporting Software

Real Estate and Asset Management

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	3,288,000	0	3,288,000	3,404,000	0	3,404,000
512010 - Attrition Savings - Salaries	(28,000)	0	(28,000)	(200,000)	0	(200,000)
513000 - Other Salaries and Wages	64,000	0	64,000	74,000	0	74,000
514000 - Overtime	71,000	0	71,000	71,000	0	71,000
516000 - Fringe Benefits	17,000	0	17,000	9,000	0	9,000
521000 - Fica Taxes	261,000	0	261,000	262,000	0	262,000
522000 - Retirement Contributions	1,122,000	0	1,122,000	1,067,000	0	1,067,000
523000 - Life and Health Insurance	731,000	0	731,000	740,000	0	740,000
Personnel	**5,526,000**	**0**	**5,526,000**	**5,427,000**	**0**	**5,427,000**
Operating Expense						
524000 - Workers' Compensation	60,000	0	60,000	72,000	0	72,000
531000 - Professional Services	107,000	88,000	195,000	730,000	88,000	818,000
533000 - Court Services	2,000	0	2,000	4,000	0	4,000
534000 - Other Contractual Services	6,232,000	3,647,000	9,879,000	6,430,000	3,747,000	10,177,000
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	235,000	0	235,000
543020 - Utilities Electricity	321,000	0	321,000	336,000	0	336,000
544000 - Rentals and Leases	214,000	0	214,000	214,000	0	214,000
545012 - Insurance - Property & Casualty	2,644,000	0	2,644,000	3,283,000	0	3,283,000
545013 - Insurance - General Liability	29,000	0	29,000	23,000	0	23,000
546000 - Repair and Maintenance Services	191,000	0	191,000	191,000	0	191,000
546001 - IT-Repair and Maintenance Services	139,000	0	139,000	152,000	0	152,000
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	45,000	45,000	0	52,000	52,000
551000 - Office Supplies	8,000	0	8,000	8,000	0	8,000
552000 - Operating Supplies	162,000	0	162,000	160,000	0	160,000
552011 - Saleable Fuel	100,000	0	100,000	125,000	0	125,000
552200 - Clothing/Uniform Supplies	13,000	0	13,000	13,000	0	13,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	53,000	0	53,000	53,000	0	53,000
Operating Expense	**10,538,000**	**3,780,000**	**14,318,000**	**12,053,000**	**3,887,000**	**15,940,000**

Real Estate and Asset Management

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
Non-Operating Expense						
896000 - Budget Reserve	0	6,857,000	6,857,000	0	8,736,000	8,736,000
Non-Operating Expenses	**0**	**6,857,000**	**6,857,000**	**0**	**8,736,000**	**8,736,000**
Transfers-OUT						
891000 - Interfund Transfers	0	0	0	0	2,000,000	2,000,000
Transfers - OUT	**0**	**0**	**0**	**0**	**2,000,000**	**2,000,000**
Total Expense	**16,064,000**	**10,637,000**	**26,701,000**	**17,480,000**	**14,623,000**	**32,103,000**

Risk Management

Department Head: Ann-Marie Sharpe, ARMP, CPPT Phone: (305) 416-1381
www.miamigov.com/Government/Departments-Organizations/Risk-Management

Mission Statement

To effectively manage the City's exposure to losses by applying efficient loss control strategies and well-being initiatives with integrity, accountability, commitment, and teamwork.

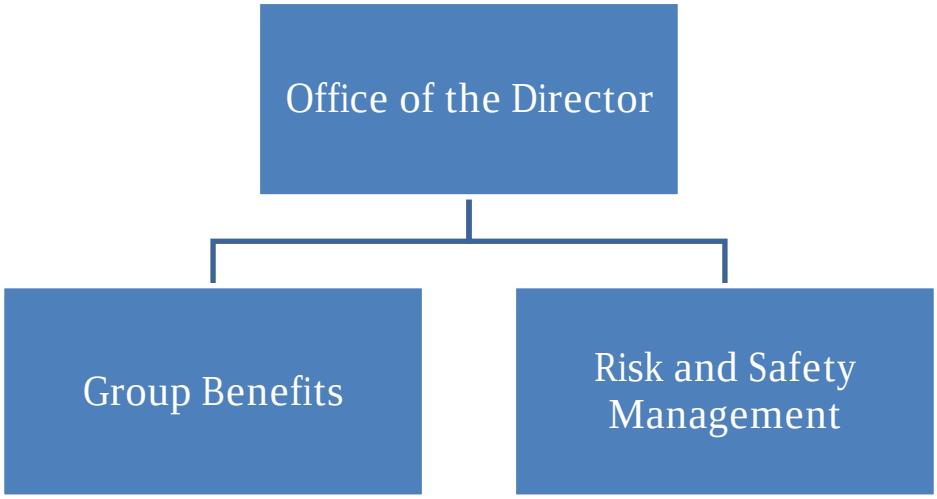
Description

The Department of Risk Management is an internal service provider that works closely with all departments within the City in an effort to protect the City's human, financial, and physical assets.

Contributing to the City's Strategic Priority of *Quality of Life*, Risk Management Department is primarily responsible for ensuring all City assets are adequately insured, oversees first and third party claims management, implements comprehensive programs targeted at reducing accidents, and complying with State and Federal occupational health and safety laws. The Department is also responsible for managing voluntary and involuntary group benefits products with an overall focus on the well-being of employees and their families.

The Department of Risk Management works closely with all operating departments and their employees, third party administrators, and the public in the effort to manage financial risk and liability.

Risk Management



Departmental Function/Unit	FY 2021-22	FY 2022-23
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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	2,487,821	2,753,342	2,829,747	3,237,000	3,232,000
Operating Expense	557,138	611,822	635,145	593,000	903,000
Capital Outlay	1,464	6,260	124,763	0	0
	3,046,423	**3,371,424**	**3,589,656**	**3,830,000**	**4,135,000**

Department / Fund Relationship

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Fund	3,046,423	3,283,268	3,444,328	3,830,000	4,135,000
Emergency Funds	0	88,156	145,327	0	0
	3,046,423	**3,371,424**	**3,589,656**	**3,830,000**	**4,135,000**

Budget Highlights for FY 2022-23

The Budget includes the following additions:

The Professional Services Line item reflects an increase of $289,000 (GF) for Insurance Brokerage and Property Appraisals services.

The Training Line item reflects an increase of $5,000 (GF) due to the funding for the Risk ConnectUser conference (GF $4,000), and the State of Florida license renewal course (GF $1,000).

The Advertising and Related Cost Line item reflects an increase of $1,000 (GF) due the Request for Proposal solicitation for insurance brokerage services, life insurance and for the accidental death and dismemberment (AD&D) Insurance.

The Office Supplies Line item reflects an increase of $2,000 (GF) for funding of Safety Training Manuals, Open Enrollment packages, and presentations for Supervisor Trainings.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $40,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $24,000).

Risk Management

Accomplishments FY 2021-22

Conducted CDC guideline assessments with each department and provided recommendations to each department.

Maintained an average loss work days of 18 days for new workers compensation claims.

Achieved a motor vehicle incident rate below target rate of 11 percent.

Strategies FY 2022-23

Continue to obtain an average of 14 days for average loss work-days on workers compensation claims.

Continue to obtain motor vehicle incident rate of 12 percent.

Maintain liability claims closure rate above one.

Implement Safe Driving Program to help reduce motor vehicle accidents and injuries for Police and Solid Waste drivers.

Strategic Alignment and Performance Measures

Priority Areas	City Strategic Plan Objectives
1. Quality of Life	1.1.1 Modernize and streamline City processes City of Miami Strategic Plan
	1.1.3 Engage all stakeholders with timely and clear communication City of Miami Strategic Plan

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S) Improve employee wellness and work-life quality.				
Percentage of employees participating in well-being program (percent)	6	4	10	10
DEPARTMENT GOAL(S) Reduce indemnity claims spend.				
Average lost work days for new workers compensation claims (days)	8	10	14	8
DEPARTMENT GOAL(S) Reduce number of open claims.				
Workers compensation claims closure rate (number)	271	169	125	125

Risk Management

Strategic Alignment and Performance Measures

Continued

Measures	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Projection	FY 2022-23 Target
DEPARTMENT GOAL(S)				
Realign safety program.				
Motor Vehicle Incident Rate (percent)	1	1	11	2
High priority corrective action taken within 60 days (percent)	69	58	70	65
DEPARTMENT GOAL(S)				
Reduce number of open claims.				
Liability claims closure ratio (number)				> 1

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Risk Management

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	2,026,000	0	2,026,000	2,100,000	0	2,100,000
512010 - Attrition Savings - Salaries	0	0	0	(50,000)	0	(50,000)
516000 - Fringe Benefits	14,000	0	14,000	14,000	0	14,000
521000 - Fica Taxes	149,000	0	149,000	157,000	0	157,000
522000 - Retirement Contributions	683,000	0	683,000	661,000	0	661,000
523000 - Life and Health Insurance	365,000	0	365,000	350,000	0	350,000
Personnel	**3,237,000**	**0**	**3,237,000**	**3,232,000**	**0**	**3,232,000**
Operating Expense						
524000 - Workers' Compensation	35,000	0	35,000	40,000	0	40,000
525000 - Unemployment Compensation	70,000	0	70,000	70,000	0	70,000
531000 - Professional Services	367,000	0	367,000	656,000	0	656,000
540010 - Training	10,000	0	10,000	15,000	0	15,000
541100 - Postage	6,000	0	6,000	6,000	0	6,000
544000 - Rentals and Leases	2,000	0	2,000	2,000	0	2,000
545011 - Insurance - Vehicle Liability	8,000	0	8,000	9,000	0	9,000
546001 - IT-Repair and Maintenance Services	68,000	0	68,000	75,000	0	75,000
548100 - Advertising and Related Costs	1,000	0	1,000	2,000	0	2,000
551000 - Office Supplies	13,000	0	13,000	15,000	0	15,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	13,000	0	13,000	13,000	0	13,000
Operating Expense	**593,000**	**0**	**593,000**	**903,000**	**0**	**903,000**
Total Expense	**3,830,000**	**0**	**3,830,000**	**4,135,000**	**0**	**4,135,000**



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 2022-23

The Budget includes the following addition:

The Salaries and Wages Line item reflects a net zero impact from the elimination of a Film and Culture Administrator position and the addition of a Senior Advisor to the City Manager position.

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), a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries (GF $7,000); and an average of five percent salary increase, a one percent across the board increase, and a non-pensionable pay supplement equivalent to one percent of their annual salaries for all non-bargaining employees as aligned with the increases in the contract with AFSCME Local 1907 (GF $2,000).

Department Summary

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel	8,222,297	7,174,137	12,079,206	12,850,000	15,039,000
Operating Expense	36,823,727	12,519,275	15,353,950	12,270,000	11,136,000
Capital Outlay	0	0	18,323	0	0
Non-Operating Expenses	3,691,592	12,600,652	2,463,000	20,034,000	22,263,000
Transfers - OUT	64,871,000	70,719,379	106,113,475	68,561,000	66,268,000
	113,608,616	**103,013,444**	**136,027,954**	**113,715,000**	**114,706,000**

Non-Departmental

	FY 2021-22 Adopted General Fund	FY 2021-22 Adopted Sp. Rev. Fund	Total	FY 2022-23 Proposed General Fund	FY 2022-23 Proposed Sp. Rev. Fund	Total
EXPENDITURES						
Personnel						
512000 - Regular Salaries and Wages	269,000	0	269,000	279,000	0	279,000
515000 - Special Pay	11,600,000	0	11,600,000	13,684,000	0	13,684,000
516000 - Fringe Benefits	0	0	0	1,000	0	1,000
521000 - Fica Taxes	21,000	0	21,000	21,000	0	21,000
522000 - Retirement Contributions	883,000	0	883,000	930,000	0	930,000
523000 - Life and Health Insurance	77,000	0	77,000	124,000	0	124,000
Personnel	**12,850,000**	**0**	**12,850,000**	**15,039,000**	**0**	**15,039,000**
Operating Expense						
524000 - Workers' Compensation	13,000	0	13,000	14,000	0	14,000
531000 - Professional Services	1,223,000	0	1,223,000	1,248,000	0	1,248,000
531010 - Professional Services-Legal Services	3,399,000	0	3,399,000	3,298,000	0	3,298,000
544000 - Rentals and Leases	1,000	0	1,000	1,000	0	1,000
546001 - IT-Repair and Maintenance Services	11,000	0	11,000	35,000	0	35,000
548000 - Promotional Activities	0	775,000	775,000	0	975,000	975,000
549000 - Other Current Charges and Obligations	6,723,000	0	6,723,000	5,441,000	0	5,441,000
551000 - Office Supplies	4,000	0	4,000	4,000	0	4,000
554000 - Subscriptions, Memberships, Licenses, Permits & Others	121,000	0	121,000	120,000	0	120,000
Operating Expense	**11,495,000**	**775,000**	**12,270,000**	**10,161,000**	**975,000**	**11,136,000**
Non-Operating Expense						
881000 - Aids to Government Agencies	1,673,000	0	1,673,000	2,088,000	0	2,088,000
882000 - Aids to Private Organizations	1,050,000	0	1,050,000	1,090,000	0	1,090,000
896000 - Budget Reserve	12,111,000	0	12,111,000	10,299,000	1,800,000	12,099,000
897000 - Contingency Reserve	5,000,000	0	5,000,000	5,000,000	0	5,000,000
899000 - Other Uses	200,000	0	200,000	1,986,000	0	1,986,000
Non-Operating Expenses	**20,034,000**	**0**	**20,034,000**	**20,463,000**	**1,800,000**	**22,263,000**
Transfers-OUT						
891000 - Interfund Transfers	65,240,000	0	65,240,000	64,175,000	0	64,175,000
891200 - Transfer Out-Cost Allocation	889,000	0	889,000	1,793,000	0	1,793,000
891100 - Intrafund Transfers	2,100,000	332,000	2,432,000	300,000	0	300,000
Transfers - OUT	**68,229,000**	**332,000**	**68,561,000**	**66,268,000**	**0**	**66,268,000**
Total Expense	**112,608,000**	**1,107,000**	**113,715,000**	**111,931,000**	**2,775,000**	**114,706,000**

NDA Schedule

Program	Account Description	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Difference	Description
Fee for Special Event and Temporary Event Permits	469000 Misc-Other Miscellaneous Revenues	35,000	35,000	+0	Fees for Special Event and Temporary Event Permit collected by the Office of Film and Entertainment
Settlement Revenues	469300 Misc-Settlements	73,000	67,000	-6,000	Settlement fees from the Consul-Tech Transportation Case No. 17-029978 CA 11
Office of Film and Entertainment Regular Salaries and Wages-512000 Account	512000 Regular Salaries and Wages	269,000	279,000	+10,000	Regular Salaries and Wages for the Office of Film and Entertainment
Employee One-Time Payouts	515000 Special Pay	11,600,000	13,684,000	+2,084,000	Reserve for centralization of separation and other one-time salary payments
Office of Film and Entertainment-516000 Account	516000 Fringe Benefits	0	1,000	+1,000	Fringe Benefits for the Office of Film and Entertainment
Office of Film and Entertainment-521000 Account	521000 FICA	21,000	21,000	+0	FICA cost for the Office of Film and Entertainment
Office of Film and Entertainment-522000 Account	522000 Retirement Contributions	109,000	80,000	-29,000	Retirement Contribution cost allocation for the Office of Film and Entertainment
Elected Officers' Retirement Trust	522000 Retirement Contributions	774,000	850,000	+76,000	Elected Officers' Retirement Trust Payment
Office of Film and Entertainment-523000 Account	523000 Health and Life Insurance	77,000	124,000	+47,000	Health and Life Insurance cost allocation for the Office of Film and Entertainment
Office of Film and Entertainment-524000 Account	524000 Workers Compensation	13,000	14,000	+1,000	Workers' Compensation cost allocation for the Office of Film and Entertainment
Legislative Support	531000 Professional Services	500,000	500,000	+0	Support for State and Federal lobbying services
Parking Surcharge Administrative Fee	531000 Professional Services	700,000	725,000	+25,000	Fee for the administration of the Parking Surcharge Program ($700,000 + 0.1% of $25 million)
Miami Dade Transportation Planning Organization (TPO)	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	531010 Professional Services Legal	2,200,000	2,200,000	+0	Miscellaneous support for the Citywide retention of outside legal services and other legal fees
Legal Services: 346 NW 29th Street LLC	531010 Professional Services Legal	898,000	898,000	+0	Payment for the 346 NW 29th St LLC Settlement-Payment 5 of 10
State Attorneys Office	531010 Professional Services Legal	181,000	200,000	+19,000	MOU between the City of Miami and The State Attorney's Office, Eleventh Judicial Circuit of Florida for the Provision of cold case investigations
Redistricting	531010 Professional Services Legal	120,000	0	-120,000	Hiring a Law Firm to Handle redistricting
Film and Entertainment 544000 Account	544000 Rentals and Leases	1,000	1,000	+0	Rental and Leases for the Office of Film and Entertainment

NDA Schedule

Program	Account Description	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Difference	Description
Film and Entertainment 546001 Account	546001 IT-Repair and Maintenance Services	11,000	35,000	+24,000	Film and Entertainment 546001 Account -Cost Allocation
Elections	549000 Other Current Charges and Obligation	1,306,000	20,000	-1,286,000	Estimated elections expenses (as provided by the City Clerk)
Police Settlement	549000 Other Current Charges and Obligation	2,917,000	2,917,000	+0	FOP Settlement Payments-Payment 4 of 7
Fire Settlement	549000 Other Current Charges and Obligation	2,500,000	2,500,000	+0	IAFF Settlement Payments-Payment 4 of 6
USIS Administration	549000 Other Current Charges and Obligation	0	4,000	+4,000	USIS Administration for FIPO settlement payment
Film and Entertainment 551000 Account	551000 Office Supplies	4,000	4,000	+0	Office Supplies for the Office Film and Entertainment. Printer paper/ink, pens, USB, correction tapes, office chairs, Alina's etc.
Film and Entertainment 554000 Account	554000 Subscription, Membership, License	3,000	2,000	-1,000	Subscription for the Office Film and Entertainment
Miami-Dade County League of Cities annual membership fee	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Florida League of Cities annual membership fee	554000 Subscription, Membership, License	55,000	55,000	+0	Citywide Subscriptions and Memberships
National League of Cities annual membership fee	554000 Subscription, Membership, License	20,000	20,000	+0	Citywide Subscriptions and Memberships
Greater Miami Chamber of Commerce annual membership fee	554000 Subscription, Membership, License	3,000	3,000	+0	Citywide Subscriptions and Memberships
Sister Cities International annual membership fee	554000 Subscription, Membership, License	2,000	2,000	+0	Citywide Subscriptions and Memberships
U.S. Conference of Mayor's annual membership fee	554000 Subscription, Membership, License	18,000	18,000	+0	Citywide Subscriptions and Memberships
Civilian Investigative Panel (CIP)	881000 Aids to Government Agencies	1,174,000	1,390,000	+216,000	City contribution to the Civilian Investigative Panel
Virginia Key Beach Trust (VKBT)	881000 Aids to Government Agencies	300,000	300,000	+0	City contribution to the Virginia Key Beach Trust
Little Haiti Trust	881000 Aids to Government Agencies	0	199,000	+199,000	City contribution to the Little Haiti Trust
Liberty City Community Revitalization Trust	881000 Aids to Government Agencies	199,000	199,000	+0	City contribution to the Liberty City Community Revitalization Trust
Miami Dade College Scholarships	882000 Aids to Private Organizations	50,000	50,000	+0	City contribution to the Miami Dade College Scholarships
Child Savings Accounts	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	882000 Aids to Private Organizations	240,000	280,000	+40,000	Contribution of 20 percent of the Parking Surcharge in the Coconut Grove Business Improvement District
Do The Right Thing	882000 Aids to Private Organizations	125,000	125,000	+0	City Contribution to Do The Right Thing

NDA Schedule

Program	Account Description	FY 2021-22 Adopted Budget	FY 2022-23 Proposed Budget	Difference	Description
Police Athletic League	882000 Aids to Private Organizations	415,000	415,000	+0	City Contribution to Police Athletic League
Lotus House	882000 Aids to Private Organizations	100,000	100,000	+0	City Contribution to Lotus House (Sundari Foundation)
Reserve for Uncollectable	896000 Budget Reserve	8,848,000	8,848,000	+0	Budget reserve for uncollectable revenues
Reserve for Internal Service Functions	896000 Budget Reserve	280,000	180,000	-100,000	Service Pins and Elevated Background Checks; Studies; pre-employment medical examinations; ID Cards; Tuition Reimbursements
City Manager's Reserve	896000 Budget Reserve	200,000	200,000	+0	Reserve for other uses to be determined during the fiscal year
Reserve for the COPS Grant 2022	896000 Budget Reserve	983,000	983,000	+0	FY 2021-22 Budget Reserve for the COPS 2022-Year 1 of 3
Reserve for the Florida EMS Grant	896000 Budget Reserve	0	88,000	+88,000	Florida EMS grant #M0037 to purchase automated CPR devices
Salary Adjustment for Part-Time Employees	896000 Budget Reserve	1,800,000	0	-1,800,000	Part-Time Employees Salary Adjustment
Contingency Reserve	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
Building Reserves	899000 Other Uses	200,000	0	-200,000	Reserves to ensure that Building Revenues are only spent on Building expenses
Other Operating Reserve	899000 Other Uses	0	1,986,000	+1,986,000	Other Operating Reserve
	Total Non-Departmental Accounts less Transfer-Out	44,379,000	45,663,000	1,284,000	
Interfund Transfer	891000 Interfund Transfer	65,240,000	64,175,000	-1,065,000	Please refer to the "All Transfers Out" Schedule
Intrafund Transfer	891100 Intrafund Transfer	2,100,000	300,000	-1,800,000	Contribution from General Fund to the Transportation Reserve General sub-fund
Interfund Transfer	891200 Cost Allocation Transfer	889,000	1,793,000	+904,000	Contribution from General Fund to Cost Allocation
	Total Transfer-Out	68,229,000	66,268,000	-1,961,000	
	Total Non-Departmental	112,608,000	111,931,000	-677,000	

Pension and Retirement Plans Overview

The City of Miami sponsors three separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE), and the City of Miami Elected Officers' Retirement Trust (EORT). Additionally, the City sponsors a defined contribution plan administered by Mission Square formerly known as International City/County Management Association (ICMA). The City's FY 2022-23 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 2022-23 Budget for Pension payments is $167.510 million. This represents an increase of $34.639 million or 26.1 percent as compared to the FY 2021-22 Budget.

The following is a summary of the contribution requirement for each retirement plan in FY 2022-23:

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, 2021, membership in the FIPO Pension Plan consisted of 2,252 retirees and beneficiaries receiving benefits, and 1,931 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 7.0 percent. The City's contribution to FIPO provides for non-investment, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2022-23 required contribution based on the actuarial valuation report dated October 1, 2021, is $97.125 million, which includes an additional $2.245 million of administrative cost. This represents an approximately 52.3 percent increase over the FY 2021-22 Budget. The increase is due to the FIPO Benefits that were restored for all bargaining unit members who were non-vested as of September 27, 2010.

Pension and Retirement Plans Overview

Pension benefits were restored to the provision in effect prior to September 27, 2010, including the Forward DROP, with a maximum pension benefits of $120,000. Additionally, the City is required to contribute $7.797 million for the Cost of Living Adjustment.

General Employees' and Sanitation Employees' Retirement Trust (GESE)

The Board of Trustees of the City of Miami GESE Retirement Trust administers four defined benefit pension plans: (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan, and (3) GESE Retirement Trust Staff Pension ("Staff Trust") and (4) a Staff Excess Benefit Plan. Each plan's assets may be used only for payment of benefits to the members of that plan in accordance with the terms of that plan.

GESE Trust

The GESE Trust is a single-employer defined benefit plan established pursuant to the City of Miami Ordinance No. 10002, as amended and subsequently revised under the City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers, and those eligible to decline membership as defined by the Ordinance. As of October 1, 2021, membership in the GESE Trust was 1,925 retirees, disabled, vested, and beneficiaries currently receiving benefits and 2,204 current and inactive members. The City is required to contribute an actuarially determined amount that, when combined with the participant contributions, willfully provide benefits as they become payable. Members of the GESE Trust are required to contribute ten percent of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to the City of Miami Code Section 40-241 (a) and (b). The yield on investments made by the GESE Trust is intended to reduce annual cash contributions that would otherwise be provided by the City. The City's contribution to the GESE Trust provides for non-investment expenses, amortization of unfunded liability, expenses, and normal costs.

The City's FY 2022-23 required contribution based on the actuarial valuation report dated October 1, 2021, is expected to be $55.326 million, which includes $6.987 million of normal cost. The administration cost for GESE is $3.054 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 2022-23 required contribution based on the actuarial valuation report dated October 1, 2021, is estimated at $244,000. 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, 2021, 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 2022-23 contribution determined through actuarial valuation is $257,000 for the Staff Pension Staff Plan, and $34,000 is the Staff Excess Benefit Plan. The total actuarial determined contribution for these two plans is $291,000 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 the January 1, 2021 actuarial valuation, membership in the EORT consisted of seven retirees, one active participants not receiving benefits with accrued benefits, and one vested participants with deferred benefit payable at age 55.

The City's FY 2022-23 contribution determined through actuarial valuation is $850,000 . 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 May 31, 2022, there were approximately 43 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2022-23 contributions are anticipated at $713,000.

Pension Summary

	FY 2021-22 Budget	FY 2022-23 Budget	Difference	Percentage Difference
Revenues				
General and Special Revenue Funds	132,871,000	167,510,000	3,767,000	26.1%
Total Revenues	**132,871,000**	**167,510,000**	**3,767,000**	**26.1%**
Expenditures				
511000 Executive Salaries	36,000	30,000	(6,000)	-16.7%
521000 FICA	3,000	2,000	(1,000)	-33.3%
541100 Postage	15,000	17,000	2,000	13.3%
534000 Administrative Cost	3,202,000	3,054,000	(148,000)	-4.6%
534000 GESE Administrative Cost for Excess	110,000	107,000	(3,000)	-2.7%
522000 GESE Required Contributions[2]	54,250,000	55,326,000	1,076,000	2.0%
522000 GESE Excess Benefits	375,000	244,000	(131,000)	-34.9%
Total GESE	**57,991,000**	**58,780,000**	**789,000**	**1.4%**
522010 Administrative Cost	2,138,000	2,245,000	107,000	5.0%
522010 FIPO Required Contribution[1]	63,752,000	97,125,000	33,373,000	52.3%
522010 FIPO COLA	7,497,000	7,797,000	300,000	4.0%
Total FIPO	**73,387,000**	**107,167,000**	**33,780,000**	**46.0%**
522000 EORT	793,000	850,000	57,000	7.2%
Total EORT	**793,000**	**850,000**	**57,000**	**7.2%**
522000 ICMA 401(a)	700,000	713,000	13,000	1.9%
Total ICMA	**700,000**	**713,000**	**13,000**	**1.9%**
Total Expenditures	**132,871,000**	**167,510,000**	**34,639,000**	**26.1%**

[1]FIPO Benefits were restored for all bargaining unit members who were non-vested as September 27, 2010. Pension benefits were restored to the provision in effect prior to September 27, 2010, including the Forward DROP, with a cap on benefits of $120,000.

[2]An additional $1.560 million was added for the AFSCME Local 871 Union Agreement and Ordinance 10838 adopted by Commission March 10, 2022.



APPENDIX A:
PROPERTY TAX INFORMATION

- **Net Assessed Valuation of Taxable Property - Last Ten Fiscal Years**
- **Millage Rate 30-Year History**
- **Property Tax Rates for Direct and Overlapping Government - Last Ten Fiscal Years**

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Net Assessed Valuation of Taxable Property Last Ten Fiscal Years

Tax Year	Net Assessed Value	City of Miami Tax Rate	Net Assessed Value Change %	New Construction	Before New Construction
2012	31,333,834,037	8.4710	3.2%	1.0%	2.2%
2013	32,735,569,577	8.4310	4.5%	0.3%	4.2%
2014	35,284,841,538	8.3850	7.8%	0.5%	7.3%
2015	39,903,058,628	8.3351	13.1%	1.4%	11.7%
2016	44,602,305,542	8.2900	11.8%	2.4%	9.4%
2017	49,632,000,000	8.0300	11.3%	6.5%	4.8%
2018	53,357,105,033	8.0300	7.5%	2.7%	4.8%
2019	58,961,599,417	7.9900	10.5%	6.0%	4.5%
2020	63,007,642,722	7.9900	6.9%	4.6%	2.3%
2021	65,835,239,651	7.9900	4.5%	2.6%	1.9%
2022	73,749,481,211	7.8774	12.0%	2.6%	9.4%

Note: Property in the City of Miami is reassessed each year. State law requires the County Property Appraiser to appraise property at 100% of market value. The Florida Constitution, amended 1/1/95, limited annual increases in assessed value of homestead property to 3% per year or the amount of the Consumer Price Index, whichever is lower. This increase is not automatic since no assessed value shall exceed market value.

Millage Rates
30-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
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
2022-23	7.5539	0.3235	7.8774

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
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	6.0790	4.6669	0.5000	0.2840	0.1103	0.0380	0.1192	0.0320	21.2569
2022	7.5539	0.3235	7.8774	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Source: Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.

Not all overlapping rates apply to all City of Miami property owners.

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APPENDIX B:
FIVE-YEAR FINANCIAL FORECAST

- General Fund Forecast
- Special Revenue Funds Forecast
- Debt Service Funds Forecast
- Internal Service Fund Forecast

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General Fund Forecast

Overview

Planning for the future is critical to the effective management of any organization. As such, the City of Miami utilizes a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast. Revenue forecasts are developed based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are developed based on historical trends, current service levels, existing commitments, and other known future obligations. The projected surpluses or deficits are the combined result of these revenue and expenditure forecasts. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Economic Assumptions

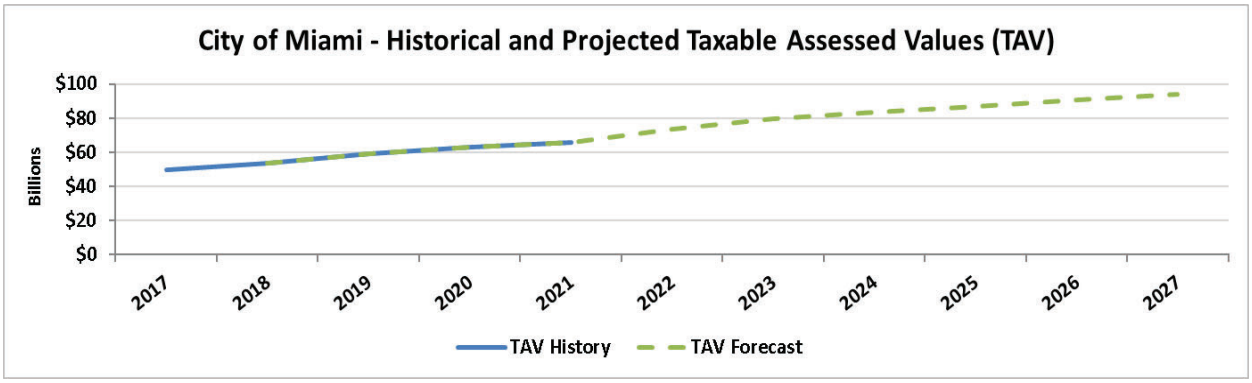
The financial resources available to the City in the coming years will be impacted by the local and regional economy. The following economic assumptions are factored into the development of the five-year financial forecast:

Population

The most recent available data from the U.S. Census Bureau data indicates that Miami's population in 2021 was 439,890. Based on this data and historical trends, the five-year forecast assumes continued growth in the City's resident population and revenue base.

Property Values

Property tax revenue comprises the largest source of revenue for the City, accounting for 50.8 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 11.3 percent in 2017, 7.5 percent in 2018, 10.5 percent in 2019, 6.9 percent in 2020, and 4.5 percent in 2021. However, taxable assessed values grew by 12 percent in 2022.

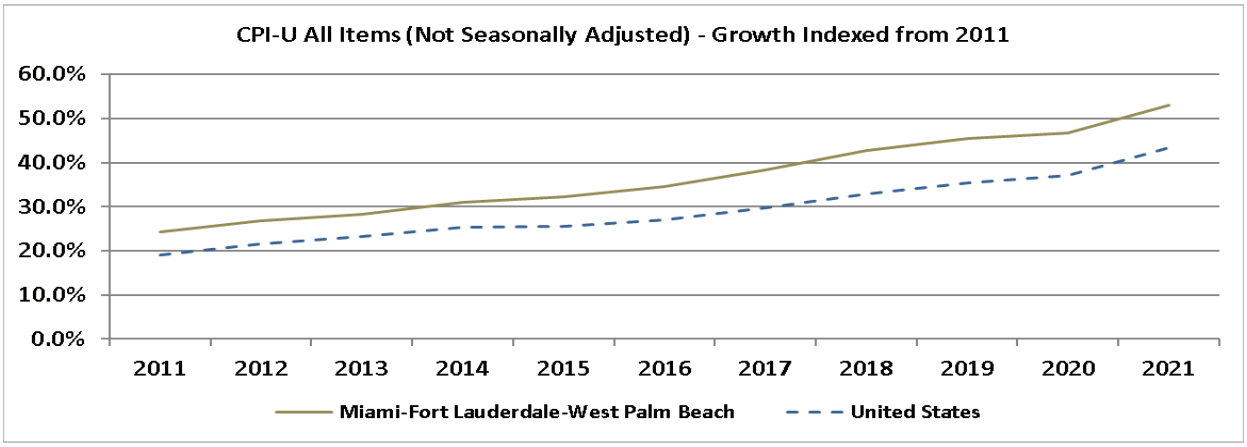


The five-year forecast assumes that the growth in taxable assessed value (TAV) will increase by eight percent in tax year 2023, five percent in tax year 2023, and increase by four percent annually through the remainder of the forecast.

General Fund Forecast

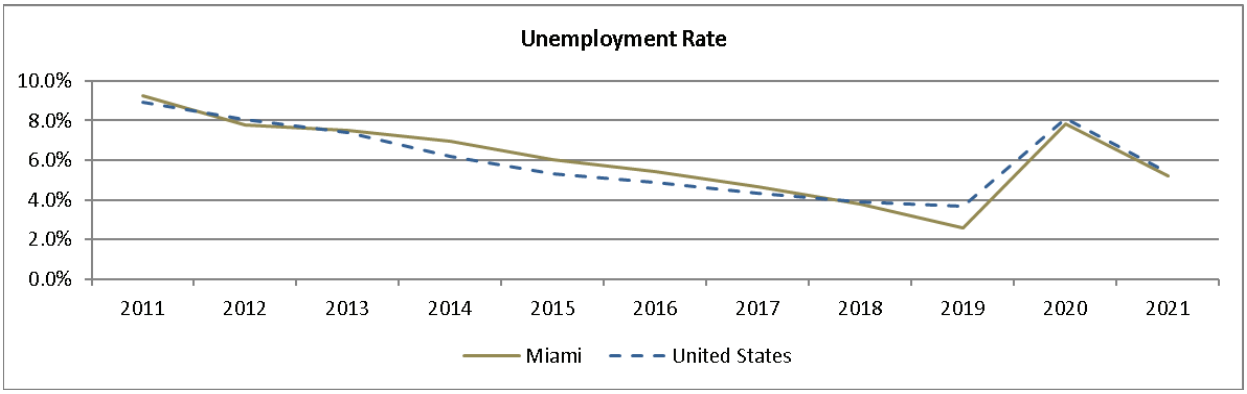
							Projected				
Tax Year	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**	**2027**
TAV (Billions)	$49.63	$53.36	$58.96	$63.01	$65.84	$73.75	$79.65	$83.63	$86.98	$90.46	$94.07
% Change	11.3%	7.5%	10.5%	6.9%	4.5%	12.0%	8.0%	5.0%	4.0%	4.0%	4.0%

Inflation



Data from the U.S. Bureau of Labor Statistics indicates that since 2011, 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 2011. The last three years have shown an average growth of two percent annually.

Unemployment



Based on the most recent available data from the U.S. Bureau of Labor Statistics, the nationwide unemployment rate declined from a high of nine percent in 2011 to four percent at the end of 2021. Similarly, the unemployment rate in the City of Miami declined from a high of nine percent in 2011 to three percent at the end of 2021. However, unemployment rates locally and nationally increased sharply in 2020 due to the impacts of the COVID-19 Pandemic - a peak of 14 percent nationally and nearly 16 percent locally at the height of the pandemic. While revenue forecasts are not based on unemployment

General Fund Forecast

directly, assumed growth or decline in employment and local economic activity is taken into consideration when developing growth rates for economically sensitive revenues.

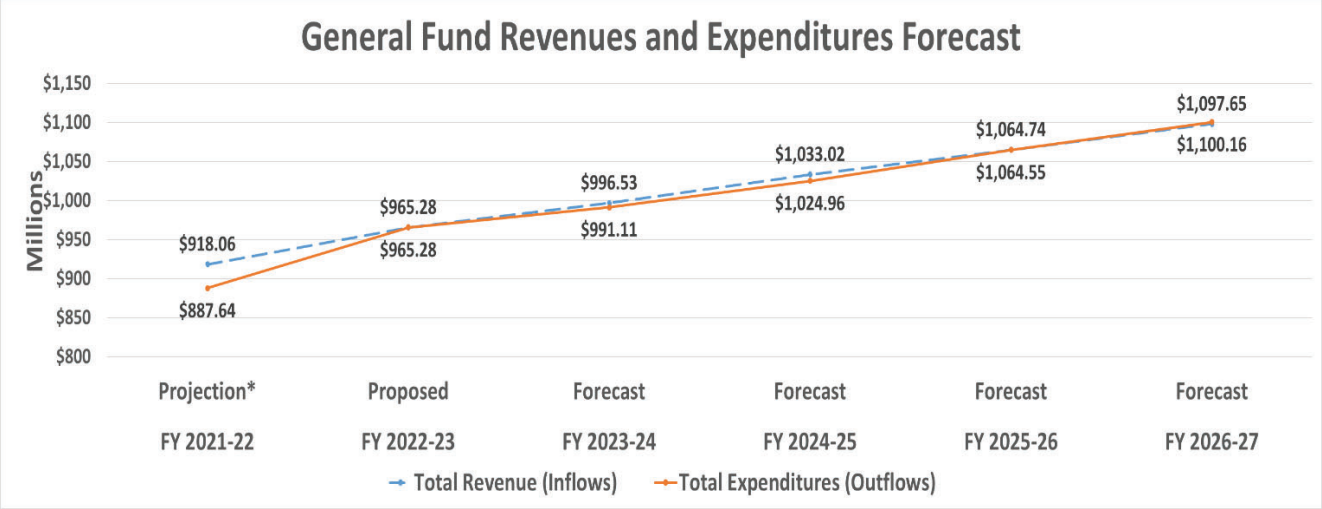
General Fund Five-Year Forecast Summary

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 13.7 percent over the next five years. However, General Fund expenditures are projected to grow by 13.9 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 2022-23 to FY 2026-27 as normal step progression is included for all collective bargaining units and similar salary increases for non-bargaining employees.

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General Fund Forecast



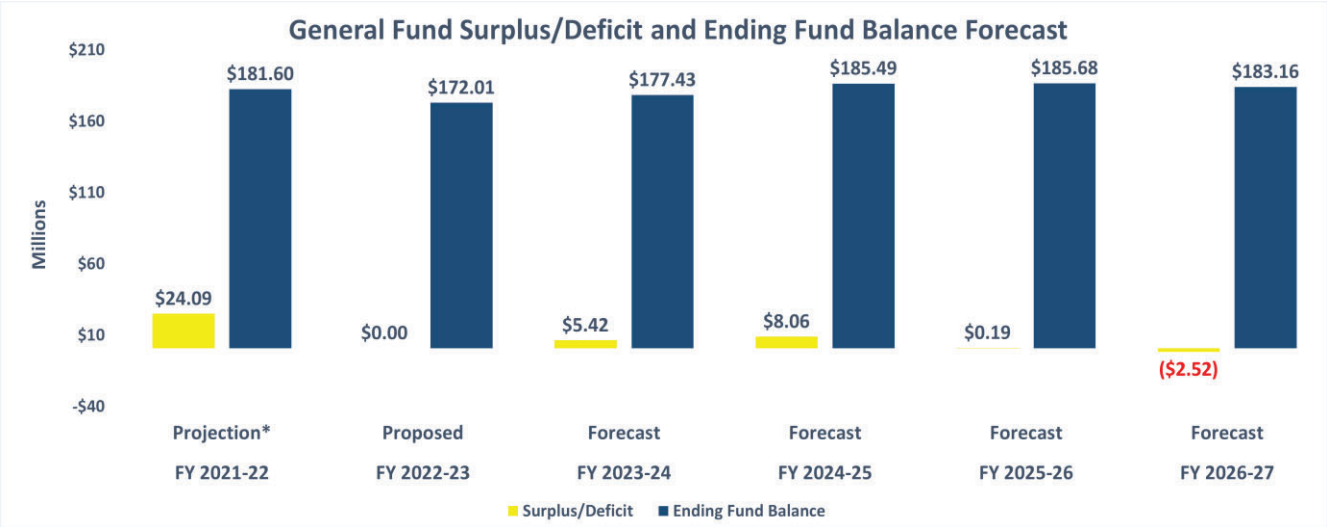


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General Fund Five-Year Forecast Summary

	FY 2021-22 Projection*	FY 2022-23 Proposed	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
Revenues						
Property Taxes	436,281,000	490,546,000	527,512,100	552,223,900	572,890,300	594,454,400
Franchise Fees and Other Taxes	122,598,000	124,167,000	126,650,500	129,183,500	131,767,200	134,402,500
Interest	(1,734,000)	2,537,000	2,664,000	2,664,000	2,664,000	2,664,000
Transfers-IN	25,202,000	14,898,000	14,598,000	14,598,000	14,598,000	14,598,000
Fines and Forfeitures	6,488,000	6,208,000	5,897,900	5,603,100	5,323,100	5,057,100
Intergovernmental Revenues	96,258,000	96,229,000	102,195,200	106,964,000	110,824,700	114,782,600
Licenses and Permits	95,398,000	78,451,000	80,549,500	82,710,900	84,937,100	87,230,300
Other Revenues (Inflows)	6,157,000	25,583,000	7,243,000	7,243,000	7,243,000	7,243,000
Charges for Services	131,409,000	126,662,000	129,219,600	131,830,000	134,494,400	137,214,200
Total Revenue (Inflows)	**918,057,000**	**965,281,000**	**996,530,000**	**1,033,020,000**	**1,064,742,000**	**1,097,646,000**
Expenditures						
General Government	88,228,000	100,539,000	105,288,700	110,272,000	115,505,100	120,998,000
Planning and Development	33,256,000	39,576,000	41,464,300	43,446,200	45,527,300	47,713,000
Public Works	105,990,000	111,531,000	116,379,400	121,455,300	126,773,100	132,344,300
Public Safety	473,629,000	516,610,000	541,650,200	567,943,600	595,555,000	624,551,900
Housing and Community Development	1,847,000	1,833,000	1,919,000	2,009,400	2,104,200	2,203,800
Total Other	72,967,000	83,261,000	86,377,800	89,643,800	93,067,200	96,657,500
Non Departmental Units	111,718,000	111,931,000	98,031,816	90,186,553	86,021,546	75,695,329
Total Expenditures (Outflows)	**887,635,000**	**965,281,000**	**991,111,000**	**1,024,957,000**	**1,064,553,000**	**1,100,164,000**
General Fund (Surplus / Deficit)	**30,422,000**	**-**	**5,419,000**	**8,063,000**	**189,000**	**(2,518,000)**
Internal Service Fund	**(6,332,000)**					
Surplus / (Deficit) - TOTAL	**24,090,000**	**-**	**5,419,000**	**8,063,000**	**189,000**	**(2,518,000)**
Beginning Fund Balance	**157,513,105**	**172,010,000**	**172,010,000**	**177,429,000**	**185,492,000**	**185,681,000**
Ending Fund Balance	**181,603,000**	**172,010,000**	**177,429,000**	**185,492,000**	**185,681,000**	**183,163,000**

*** as of May 2022**

General Fund Forecast

Major Revenue Assumptions

Between FY 2022-23 and FY 2026-27, General Fund revenues are forecasted to grow by a total of 13.7 percent. The largest components of General Fund revenues are Property Taxes (50.8 percent of FY 2022-23 General Fund revenues), Franchise Fees and Other Taxes (12.9 percent), Charges for Services (13.1 percent), Licenses and Permits (8.1 percent), and Intergovernmental Revenues (10 percent). Interest, Fines and Forfeitures, Other Revenues, and Transfers-In comprise the remaining5.1 percent.

Property Taxes

The FY 2022-23 Budget for General Fund property tax revenue is $490.546 million. This budget is based on an assessed valuation of $73.749 billion and a General Fund operating millage rate of 7.5539. The millage rate is assumed to remain flat over the five-year period. Taxable property values are projected to increase by eight percent in FY 2023-24, five percent in FY 2024-25, and by four percent annually through FY2026-27.

Franchise Fees and Other Taxes

The FY 2022-23 Budget for Franchise Fees and Other Taxes is $124.167 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 2022-23 Budget for Interest is $2.537 million. This category includes interest earnings on investments. The five-year forecast assumes that the City's interest earnings will increase by five percent in FY 2023-24 and remain flat each year through the entirety of the forecast.

Transfers-In

The FY 2022-23 Budget for Transfers-In is $14.898 million. This category includes revenues transferred into the General Fund from other City funds. The FY 2022-23 Budget includes a contribution in the amount of $7.783 million from the American Rescue Plan Act of 2021, pursuant to revenue loss provisions of the law. A contribution of funding to the General Fund from the American Rescue Plan Act is not reflected in FY 2023-24 or through the remainder of the forecast.

Fines and Forfeitures

The FY 2022-23 Budget for Fines and Forfeitures is $6.208 million. This category includes revenues derived from penalties for violation of statutory offenses and administrative rules. This category also includes revenue generated through court fees and confiscated property. Revenues in this category are projected to decline five percent annually in FY 2023-24 and through the remainder of the forecast.

Intergovernmental Revenues

The FY 2022-23 Budget for Intergovernmental Revenues is $96.229 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 remain flat through FY 2026-27 with a few notable exceptions. State Shared Revenues and Municipal Revenue Sharing are projected to grow by three percent in FY 2022-23 and through the

General Fund Forecast

remainder of the forecast. The Half Cent Sales Tax is projected to grow at eight percent in FY 2023-24, five percent in FY 2024-25, and three percent annually through the remainder of the forecast. The State Pension Payments are projected to increase by five percent through FY 2026-27. Shared Revenues from the Miami Parking Authority (MPA) were significantly impacted by the COVID-19 pandemic. In FY 2018-19, the City received $13.893 million in revenue from the MPA but received only $2.473 million in FY 2019-20 and $3.000 million in FY 2020-21. However, the most current FY 2021-22 Budget projection anticipates $16 million in revenue from the MPA. This demonstrates that revenues previously impacted by the COVID-19 pandemic have begun to recover. The FY 2022-23 Budget anticipates $14 million from the MPA but projects an increase of that revenue by $1 million in FY 2023-24, $2 million in FY 2024-25, and $3 million in FY 2025-26 and $4 million in FY 2026-27.

Licenses and Permits

The FY 2022-23 Budget for Licenses and Permits is $78.451 million. This category includes revenue from building permits, mural permits, occupational licenses, and other licenses and permits. In recent years, the City has seen an increase in building permits associated with growth in development activity. The five-year forecast assumes that building permit revenues will grow by three percent in FY 2023-24 and through the remainder of the forecast.

Other Revenues

The FY 2022-23 Budget for Other Revenues is $25.583 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 2026-27.

Charges for Services

The FY 2022-23 Budget for Charges for Services is $126.662 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 grow by three percent annually through the five-year period.

General Fund Forecast

Major Expenditure Assumptions

General Fund expenditures are projected to grow by a total of 13.9 percent between FY 2022-23 and FY 2026-27. Personnel costs are the largest drivers of General Fund spending, comprising 74.7 percent of all FY 2022-23 General Fund expenditures. Personnel costs include salaries and wages, employee benefits, health benefits, pension costs, and worker's compensation. The remaining 25.3 percent is comprised of Operating Expenditures (15.9 percent), Transfers-Out (6.9 percent), Capital Outlay (0.0 percent), and other Non-Operating Expenses (2.5 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 2026-27 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 six percent in FY 2022-23 and six percent annually through the remainder of 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.

Pension Costs

Growth in the cost of the City's retirement plans is forecasted at five percent annually through the forecast.

Operating Expenses

Operating expenses such as professional services, utility costs, and materials and supplies, are projected to grow by two percent. Notable exceptions in this category include Utility Services - Electricity and Motor Fuel: they are projected to grow at five percent and three percent respectively through the forecast.

Capital Outlay

General Fund capital outlay costs inside the operating budget, not associated with Transfers to Capital, include costs for machinery, equipment, and capital leases are projected to remain constant over the five-year period. A notable exception is Machinery and Equipment as it is projected to grow by two percent 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 2026-27.

General Fund Forecast

The FY 2022-23 Budget includes several reserves: a $8.848 million budget reserve for uncollectable revenues, a $180,000 budget reserve for Internal Service Functions, a $983,000 budget reserve for the 2022 COPS Grant, a $88,000 budget reserve for the Florida EMS Grant #M0037, a $5.000 million Contingency Reserve per the City's Financial Integrity Principles to fund unanticipated budget issues, and a $1.986 million reserve for other operating expenditures.

Key Long-Term Considerations

Collective Bargaining

The five-year forecast period includes normal step progression for all collective bargaining units. On September 23, 2021 the City Commission ratified a new three-year collective bargaining agreement with AFSCME 1907 to last from October 1, 2020, to September 30, 2023. The city's current collective bargaining agreement with AFSCME 871 expires on September 30, 2023, and the collective bargaining agreement with the Fraternal Order of Police (FOP) expires in September 2023. The labor contract for the International Association of Fire Fighters (IAFF) is set to expire in September 2022. The results of future negotiations with the city's four labor unions will have an impact on the forecasted personnel costs and result in a different five-year outcome.

Pension Costs

The five-year forecast incorporates the increase of $33.638 million in FY 2022-23 and thereafter due to the settlement agreement between the City, the IAFF, and the FOP and the resulting changes to the City of Miami Fire Fighters' and Police Officers' Retirement Trust (FIPO). Per the settlement agreement, effective September 30, 2021, the FIPO pension plan benefits that were in effect prior to September 27, 2010, were restored for all bargaining unit members that were non-vested as of September 27,2010 and the cap on benefits would be $120,000.

Minimum Wage Increase

The five-year forecast incorporates funding for the impacts of increasing the City's minimum wage to $15.00 per hour for all employees. The city will continue to monitor the impacts of this policy decision on personnel costs and the resulting effects of salary compression on existing employee wages.

Trolley Program

The FY 2022-23 Budget for the City's Trolley Program (Transportation and Transit Special Revenue Fund) does not include a new contribution of Charter County Transportation System Sales Surtax funds from Miami-Dade County. Pursuant to the Citizens' Independent Transportation Trust (CITT) Resolution No. 22-006, the County began withholding half cent sales tax funds from the city. The revenue from the county represented the predominant funding source for operating the city's trolley program and the lack of funding created a shortfall in developing the FY 2022-23 Budget. The shortfall is addressed in part with a $10 million contribution from the General Fund to the Transportation and Transit Special Revenue Fund to ensure the continuity of trolley program operations. The outcome of discussions between the City and the County regarding whether surtax funding will be restored will have a significant impact on the city's future personnel and operating expenditures.

Changes to Service Levels

Policy decisions on future changes in service levels have the potential to impact forecasted personnel costs as well as operating expenditures.

Special Revenue Funds Forecast

Special Revenue Funds:

These funds receive support from various sources, mainly in the form of grants and other aids and are restricted to expenditures for particular purposes. Below is the summary data of each Special Revenue Fund, as well as the outlook for the next five years.

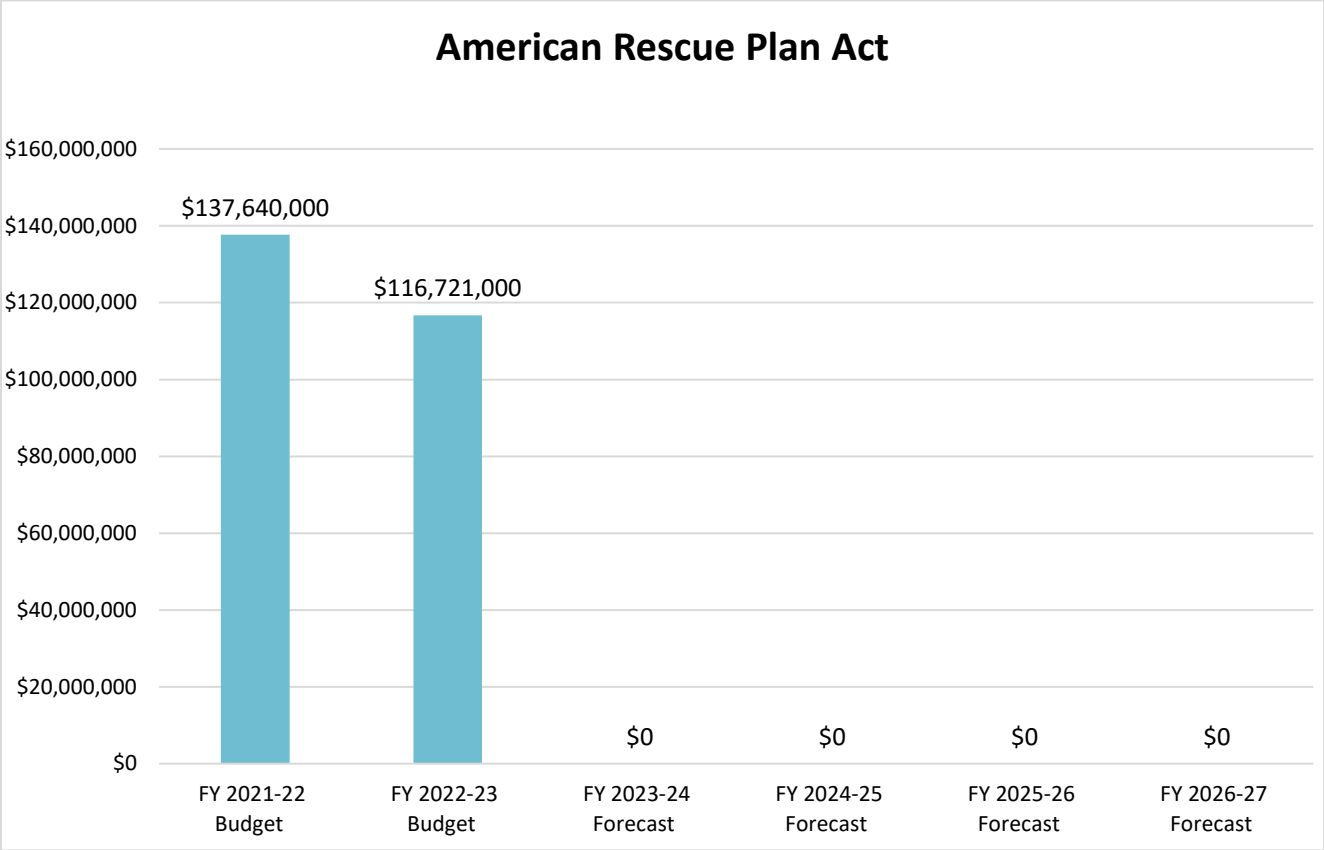
Funds Name and Numbers	FY 2021-22 Budget	FY 2022-23 Budget	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
American Rescue Plan Act. - Fund 97100	$137,640,000	$116,721,000	$0	$0	$0	$0
Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100	$1,860,000	$1,961,000	$2,073,000	$2,196,000	$2,331,000	$2,480,000
City Clerk Services - Fund 13500	$1,708,000	$1,894,000	$1,905,000	$1,919,000	$1,982,000	$2,051,000
Community Development - Funds 14001 to 14018	$64,347,000	$87,310,000	$62,090,050	$58,763,422	$54,247,716	$50,039,485
Department Improvement Initiative - Funds 15500 to 15502	$12,010,000	$15,243,000	$11,034,000	$11,084,000	$11,134,000	$11,184,000
Emergency Services - Fund 80000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Emergency Rental Assistance - Fund 82001	$0	$10,850,000	$0	$0	$0	$0
Fire-Rescue Services - Funds 11000 and 11100	$36,585,000	$47,323,000	$47,010,000	$42,357,000	$37,510,000	$21,853,000
General Special Revenues - Fund 10090	$604,000	$4,330,000	$825,000	$850,000	$875,000	$900,000
Historic Preservation Trust Fund - Fund 10430	$40,000	$278,000	$267,000	$257,000	$247,000	$238,000
Homeless Programs - Fund 14800	$2,407,000	$2,407,000	$2,183,000	$2,183,000	$2,183,000	$2,183,000
Human Services - Fund 14801	$497,000	$475,000	$168,000	$168,000	$168,000	$168,000
Law Enforcement Trust Fund - Fund 12500	$923,000	$1,377,000	$1,227,000	$1,077,000	$955,000	$855,000
Miami Ballpark Parking Facilities - Fund 15400	$8,764,000	$12,649,000	$12,440,000	$14,144,000	$15,759,000	$17,283,000
Parks and Recreation Services - Fund 11550	$879,000	$761,000	$761,000	$761,000	$761,000	$761,000
Planning Services - Funds 10400, 10401, 10402, and 10450	$20,510,000	$20,444,000	$18,791,000	$17,932,000	$17,037,000	$16,149,000
Police Services - Funds 12000, 12200, 12210, and	$9,404,000	$16,059,000	$7,014,000	$7,012,000	$5,662,000	$5,662,000
Public Art Fund - Fund 10420	$3,138,000	$2,487,000	$2,288,300	$2,109,470	$1,948,523	$1,803,671
Public Works Services - Fund 13000	$6,622,000	$7,922,000	$5,335,000	$5,235,000	$5,135,000	$5,035,000
Solid Waste Recycling Trust - Fund 13100	$163,000	$163,000	$166,000	$169,000	$172,000	$172,000
Sport Facilities and Activities - Fund 10110	$13,000	$13,000	$0	$0	$0	$0
Transportation and Transit - Fund 15600	$21,795,000	$19,500,000	$0	$0	$0	$0
Tree Trust Fund - Fund 10410	$4,554,000	$6,070,000	$2,214,000	$1,442,800	$1,288,560	$1,257,712
Total Special Revenue Funds	**$334,563,000**	**$376,337,000**	**$177,891,350**	**$169,759,692**	**$159,495,799**	**$140,174,868**

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.

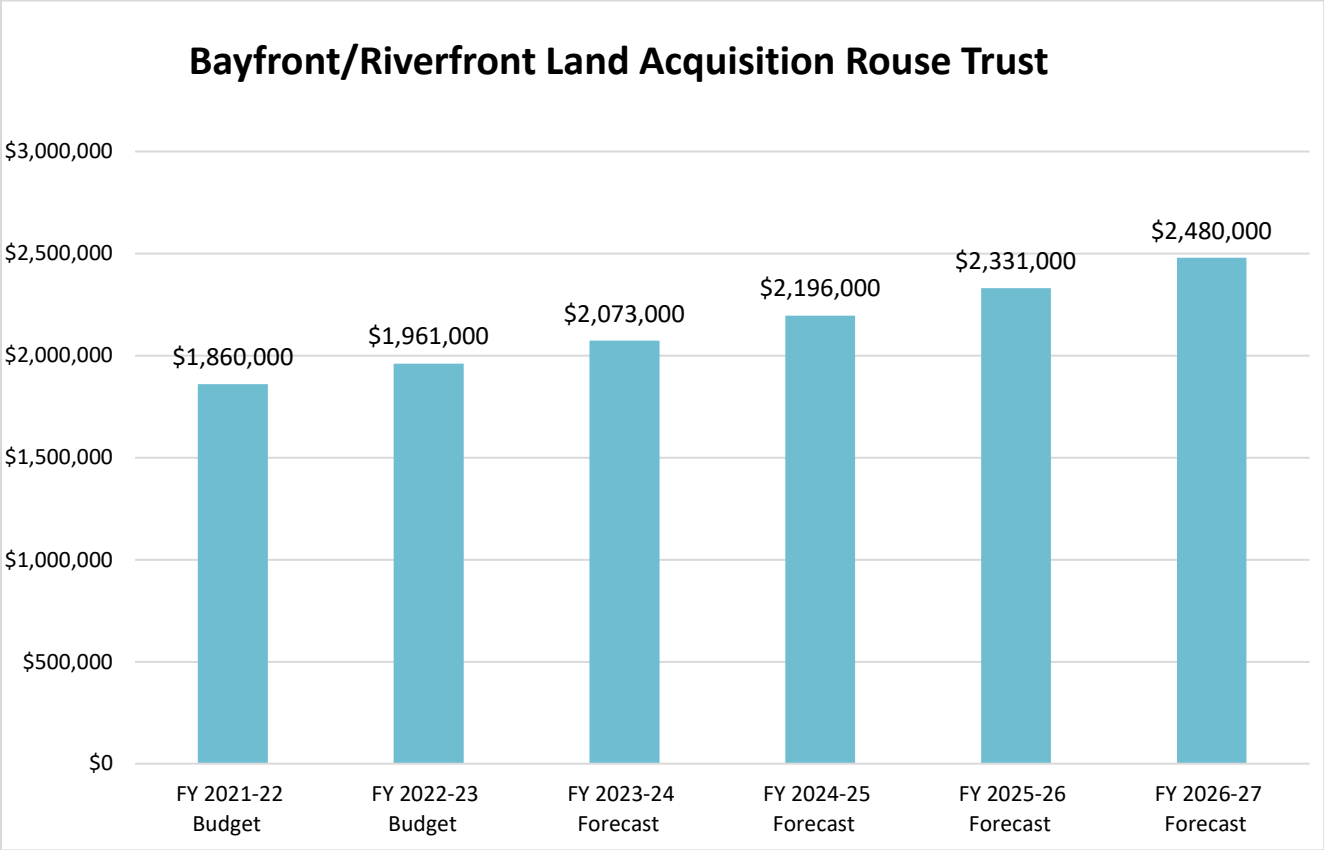


The FY 2022-23 reflects the second tranche of the fund allocated to the City of Miami by U.S. Treasury Department. Funds are expected to be fully spent in FY 2023-24.

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.

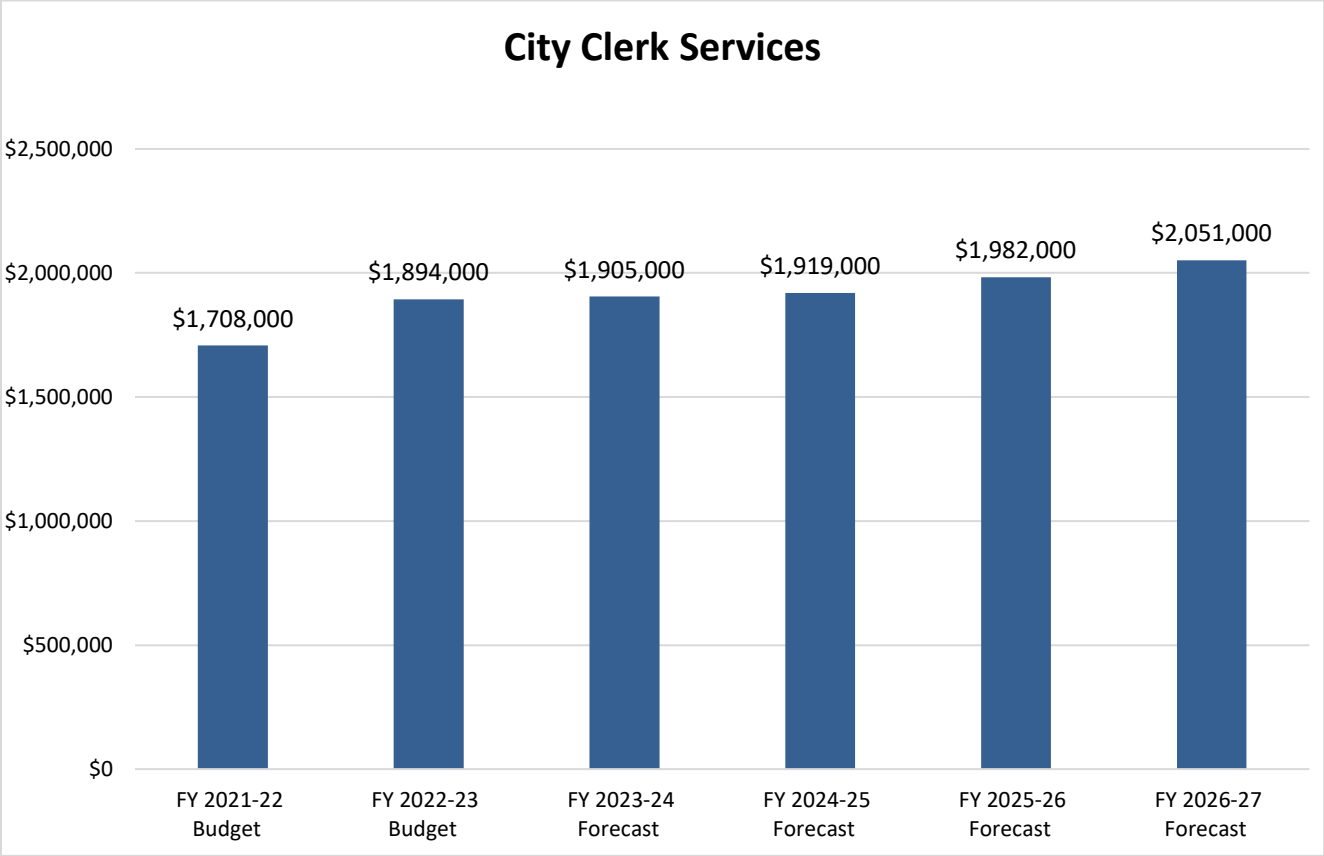


The five-year forecast assumes a pattern of revenue increases based on a portion of rents of three percent per fiscal year received by the City pursuant to the retail parcel lease from Bayside Center.

Special Revenue Funds Forecast

City Clerk Services - Fund 13500

The City Clerk Services Special Revenue Fund is used for the operation of the Passport Acceptance Facility, Municipal Archives and Records, and other City Clerk-related programs.

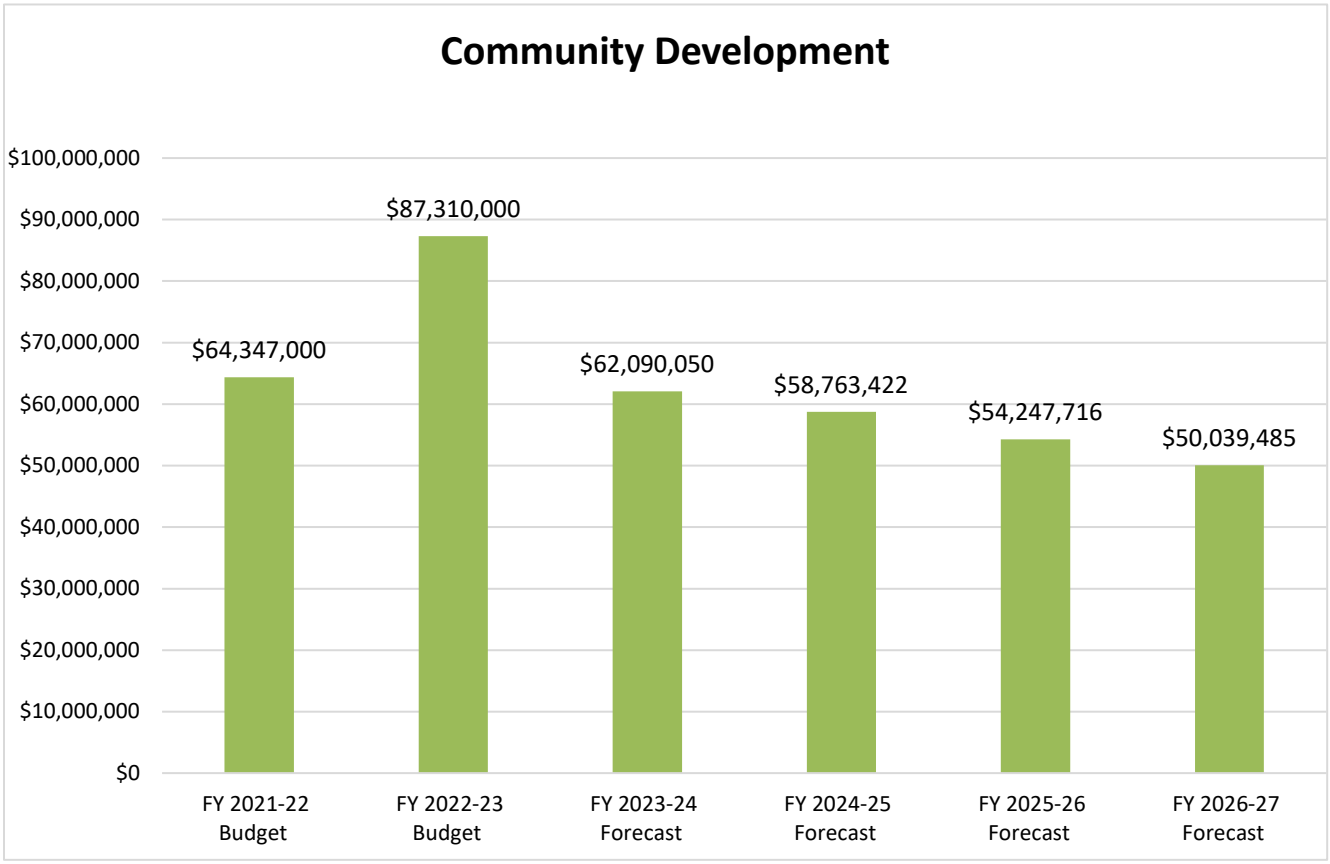


The five-year forecast assumes the annual Community Redevelopment Agency (CRA) contributions for the funding of one Legislative Service Representative I (LSR I) position remains consistent during the period. The forecast assumes an increase in both revenues and expenditures from Lobbyists' Registration Fees and the U.S. Passport Acceptance Program during the period. Fund Balance is projected to have a small increase during the five-year period.

Special Revenue Funds Forecast

Community Development - Funds 14001 to 14018

The Community Development Fund accounts for the proceeds from local, state, and federal agencies, which aid in the development of a viable urban community in the City of Miami.

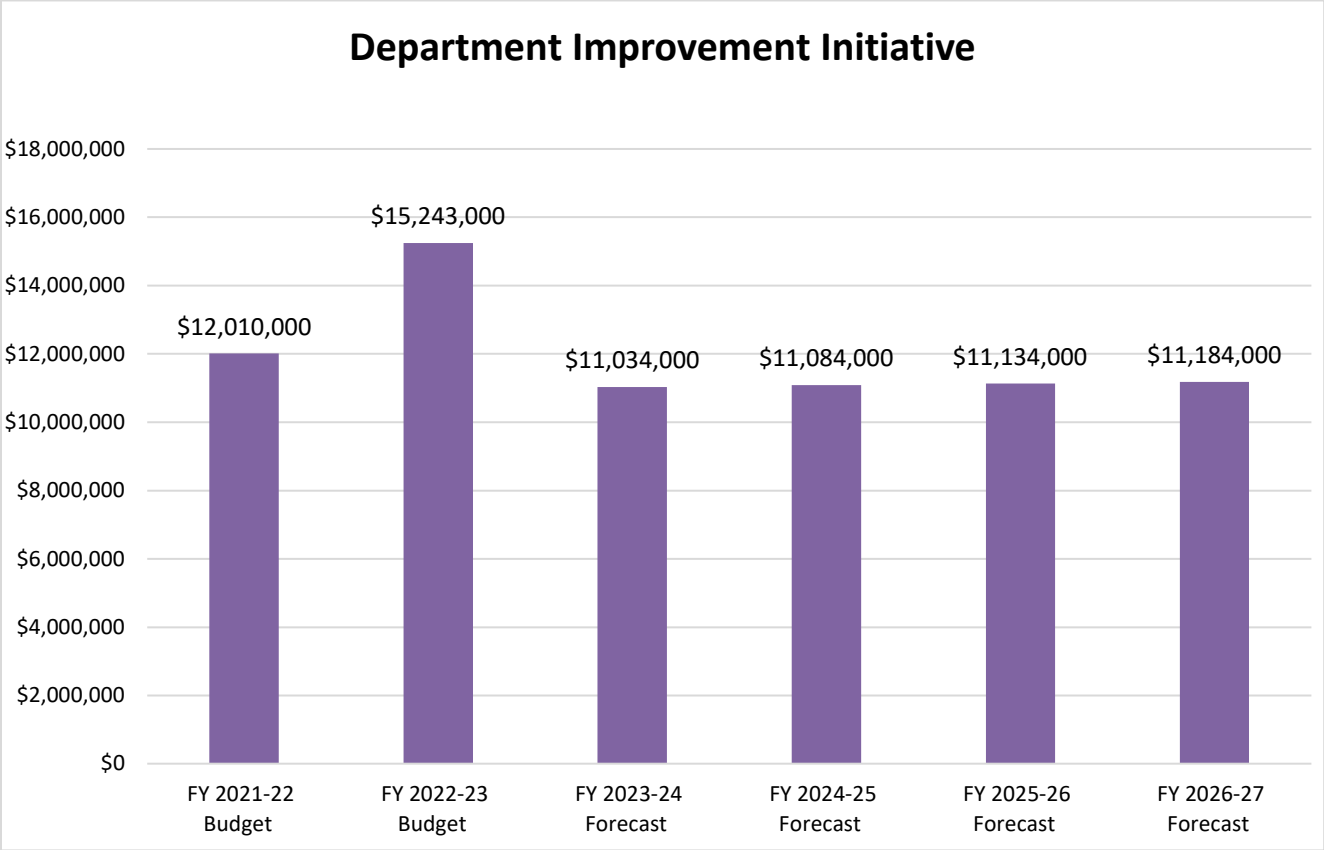


The five-year forecast assumes a sizable depletion of prior year grant balances with stable funding from federal and local grantors.

Special Revenue Funds Forecast

Department Improvement Initiative - Funds 15500 to 15502

The Department Improvement Initiative Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.

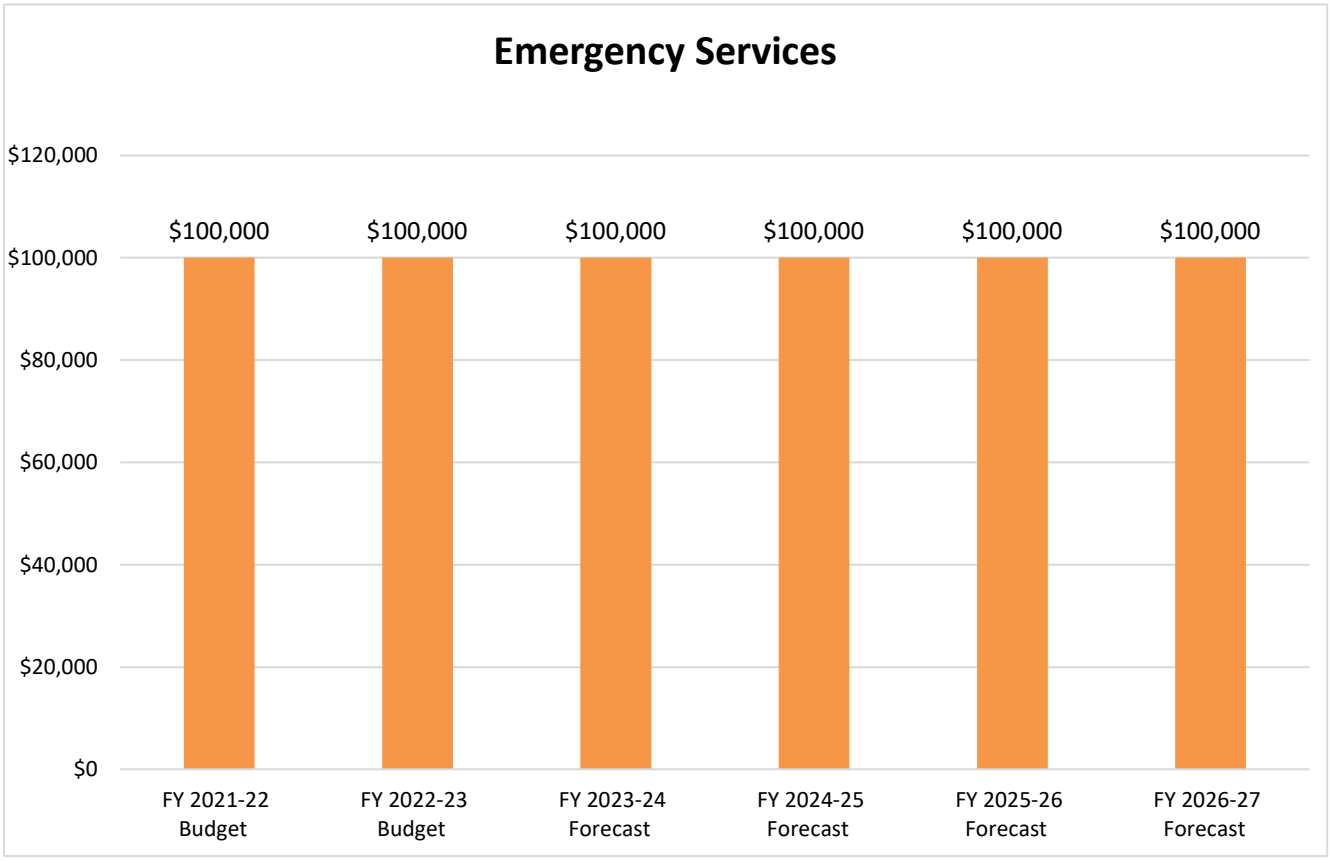


The five-year forecast assumes a constant annual General Fund contribution for the Citywide Anti Poverty Initiative Program and for Festival and Events. Additionally, zero prior year carryovers are being projected for the Department of Real Estate and Asset Management, as well as for the Offices of the Elected Officials. Furthermore, a steady pattern of revenues related to the Unsafe Structure program is being forecasted.

Special Revenue Funds Forecast

Emergency Services - Fund 80000

To account for grants and Federal Emergency Management Agency reimbursements related to disasters. Additionally, this fund accounts for non-disaster related reimbursable expenditures.

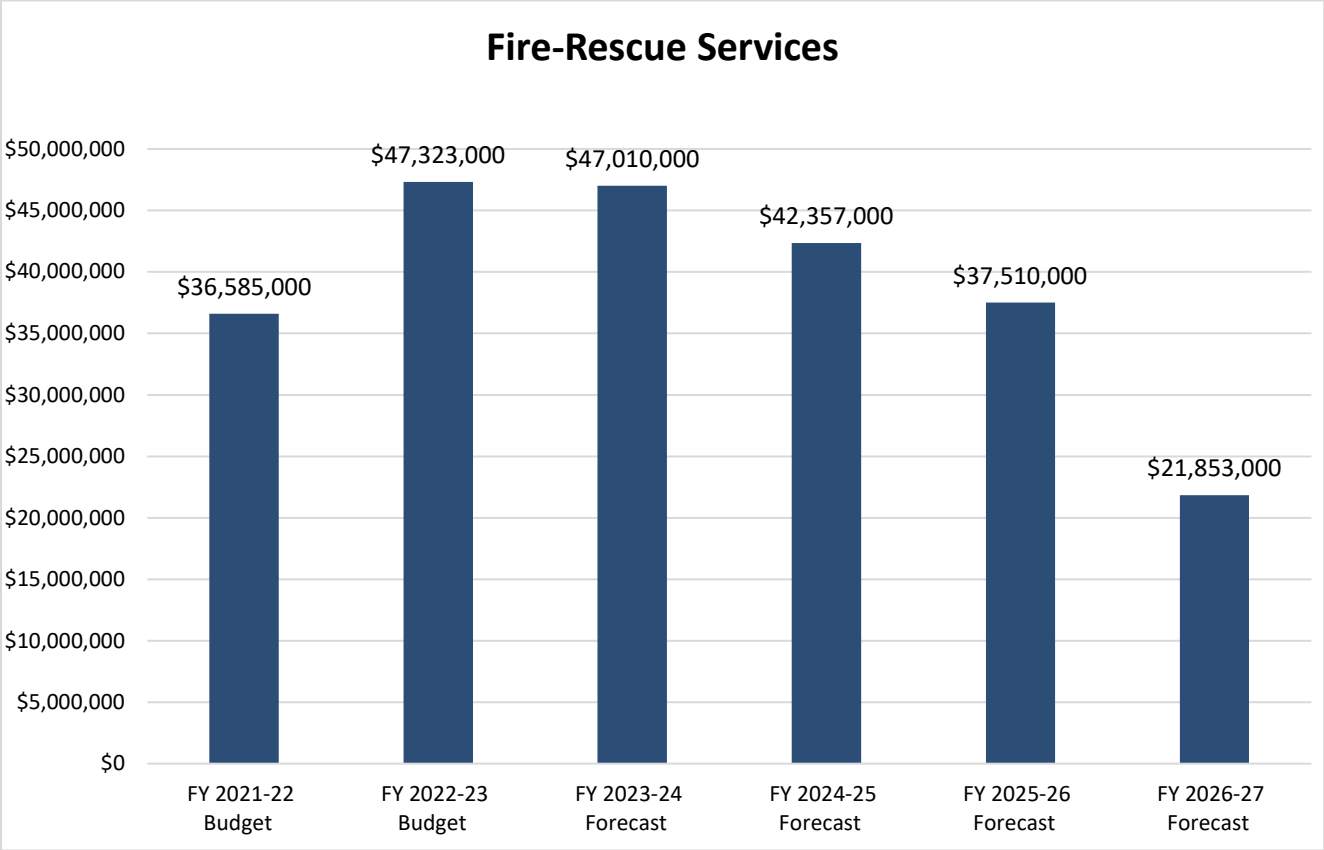


The five-year forecast assumes a steady allocation of fund balance to cover possible deployments by Fire-Rescue personnel to disaster areas.

Special Revenue Funds Forecast

Fire-Rescue Services - Funds 11000 and 11100

The Fire-Rescue Special Revenue Fund is restricted to expenditures that supplement the City's Fire-Rescue operations. This fund accounts for grants and programs from local, state, and federal agencies.

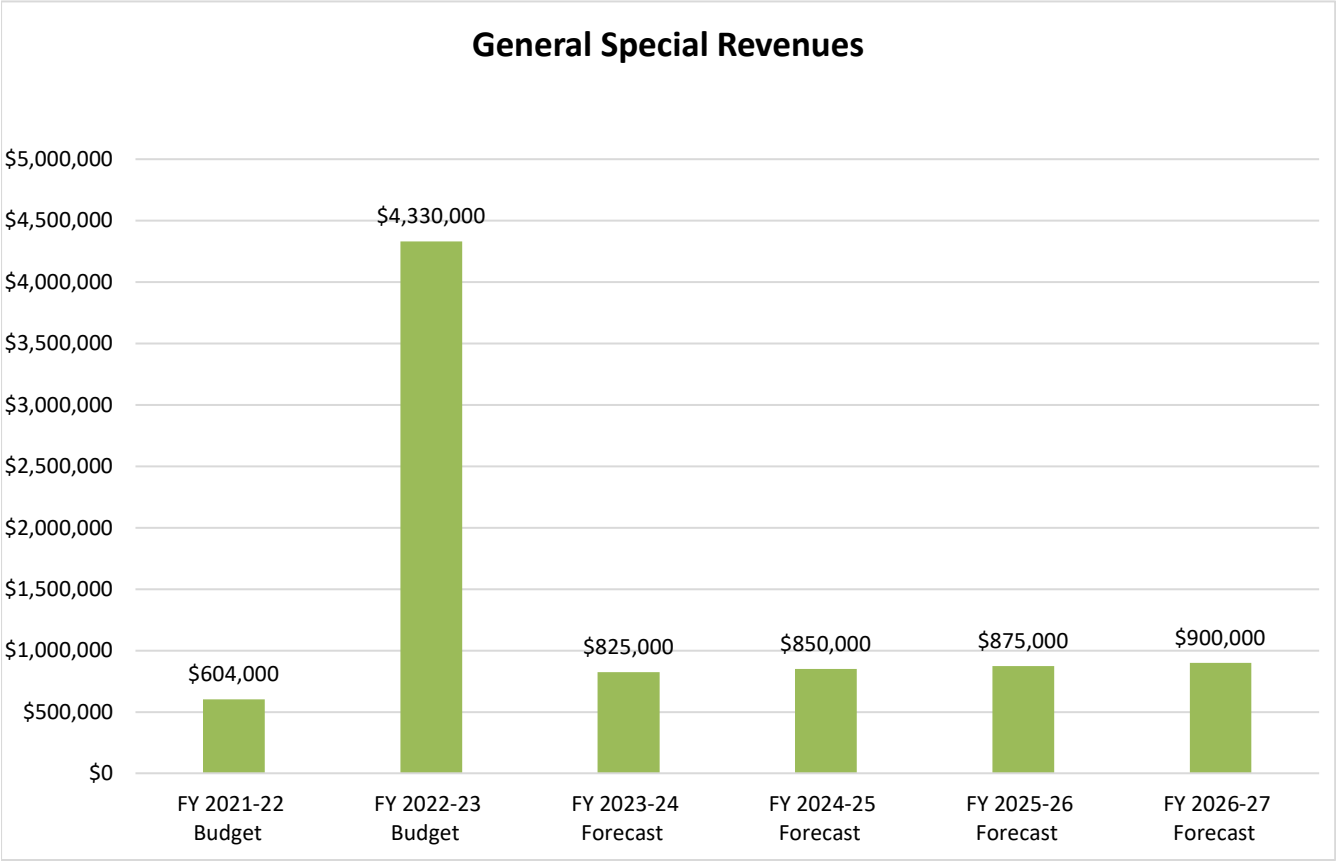


The forecast assumes that the Fire Rescue Services fund will continue to receive donations and grants at a consistent level for the five-year period. Small grants are assumed to be spent completely in the same year they are received while larger grants will be expended in two to three years. The Fund Balance is projected to increase in the first two years of the period due to supply chain interruptions than decrease of the remaining three years as those issues subside.

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.

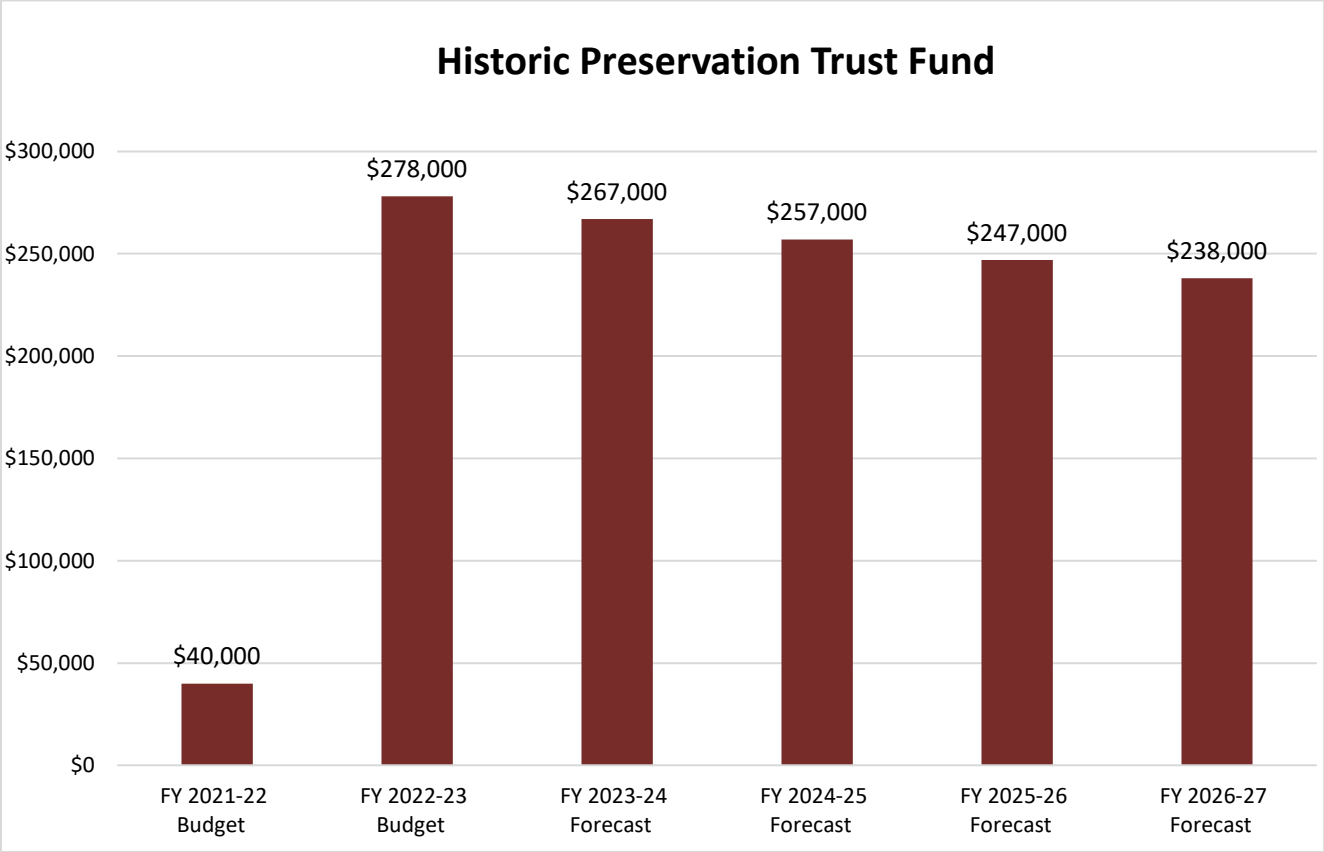


The five-year forecast depicts a considerable increase in the FY 2022-23 budget primarily due to the recovery of trolley advertising revenues to pre-COVID 19 levels and due to the allocation of fund balance from the Trolley Advertising Award to fund trolley program operations. The existing fund balance will be used to cover expected shortfalls in trolley program funding resulting from the freezing of Half-Cent Sales Tax allocations provided to the City. However, the remainder of the forecast shows a decline in FY 2023-24 and only slight increases in succeeding years to reflect expected revenues from advertising on City trolley vehicles.

Special Revenue Funds Forecast

Historic Preservation Trust Fund - Fund 10430

The Historic Preservation Trust Fund is established for funding to be made available for improvements to qualifying homes in T3 Transects and historically designated resources pursuant to Chapter 23.

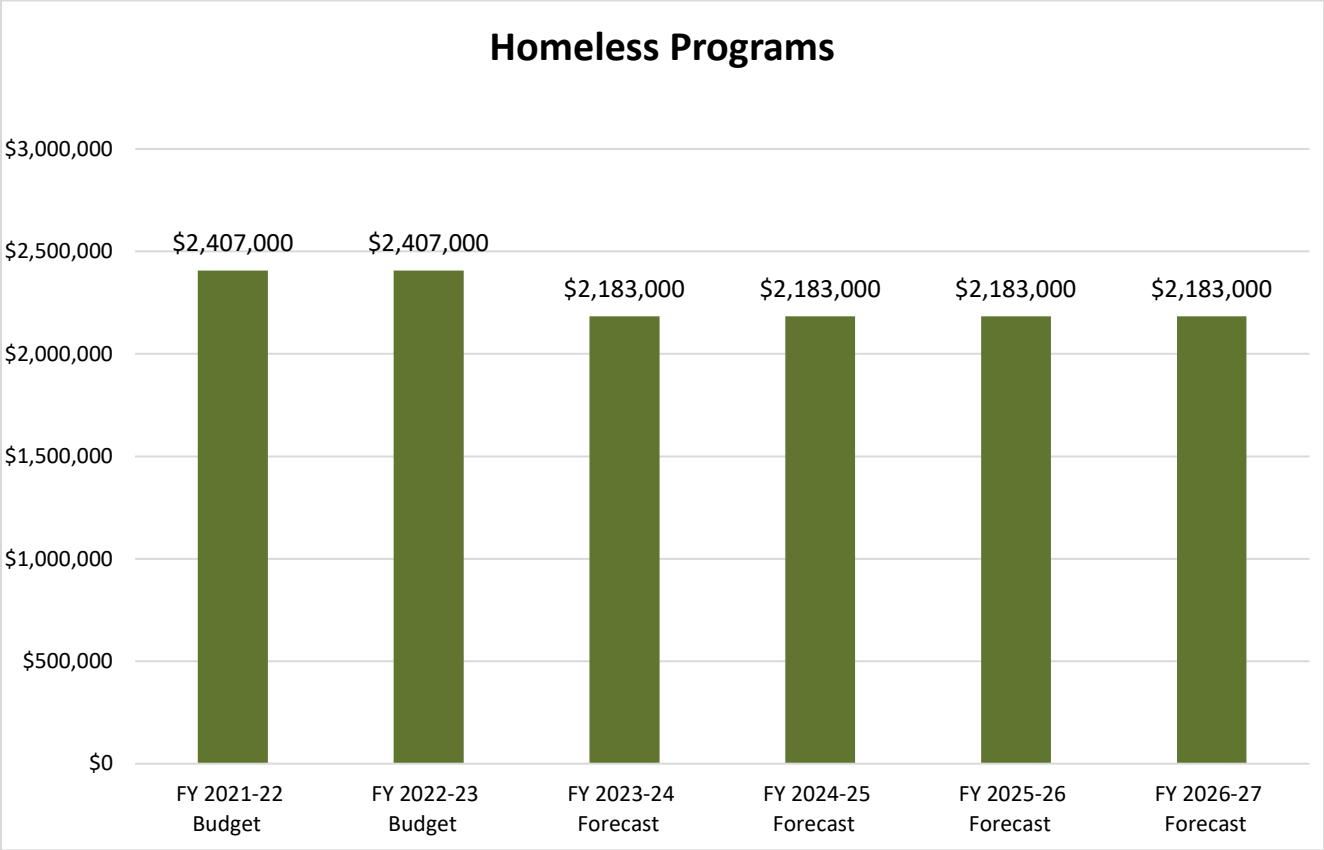


The five-year projection assumes a substantial increase in fund balance of $218,000, and a projected revenue of $60,000. The Public Art revenues remain relatively constant throughout the five year period as a result of a 10% distribution of revenues received under Chapter 62 - Article XVI (Art in Public 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.

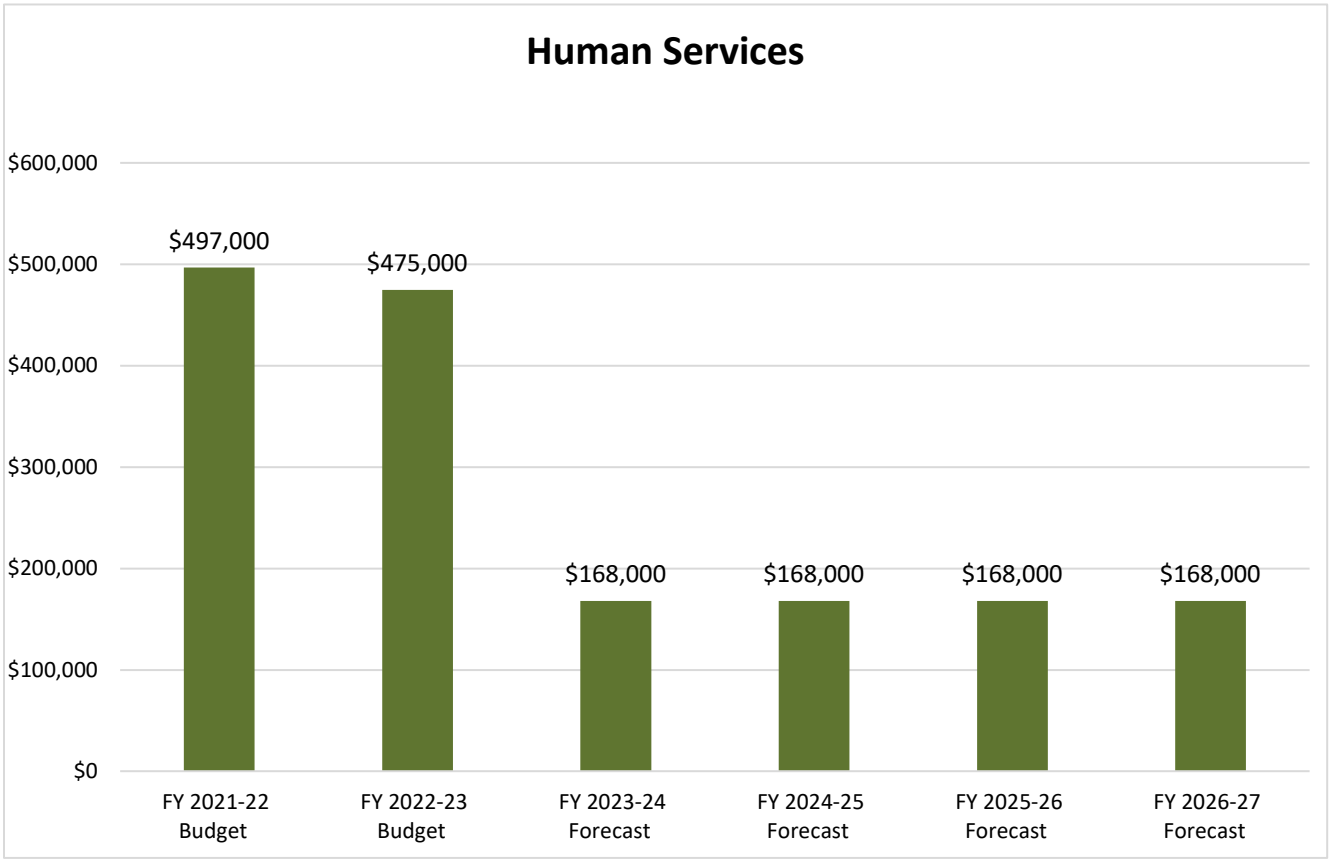


The five-year forecast assumes steady companion funding from a vast array of recurrent grant sources.

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.

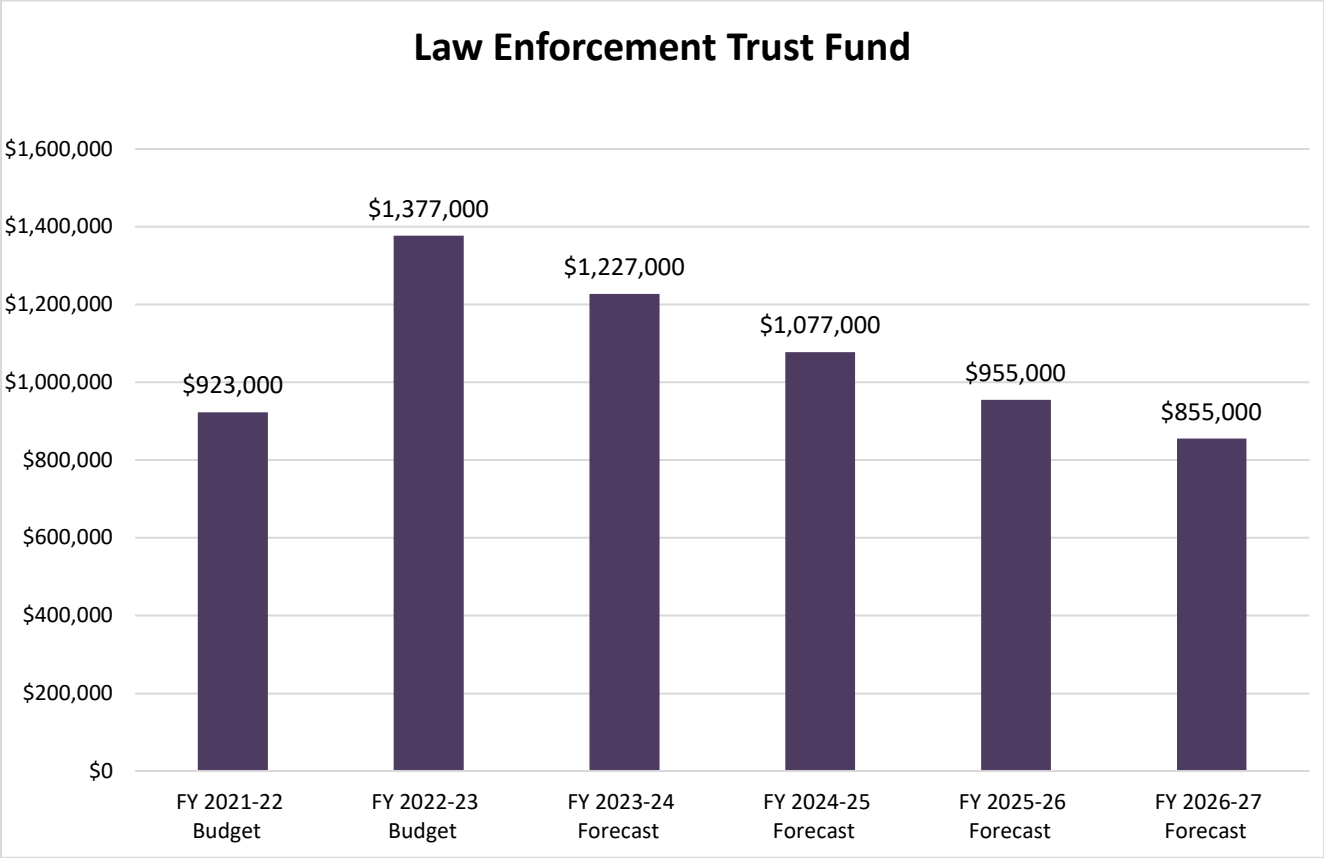


The five-year forecast assumes a depletion of prior year grant funding in FY 2022-23 with steady funding from several grant sources over the five-year period.

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.

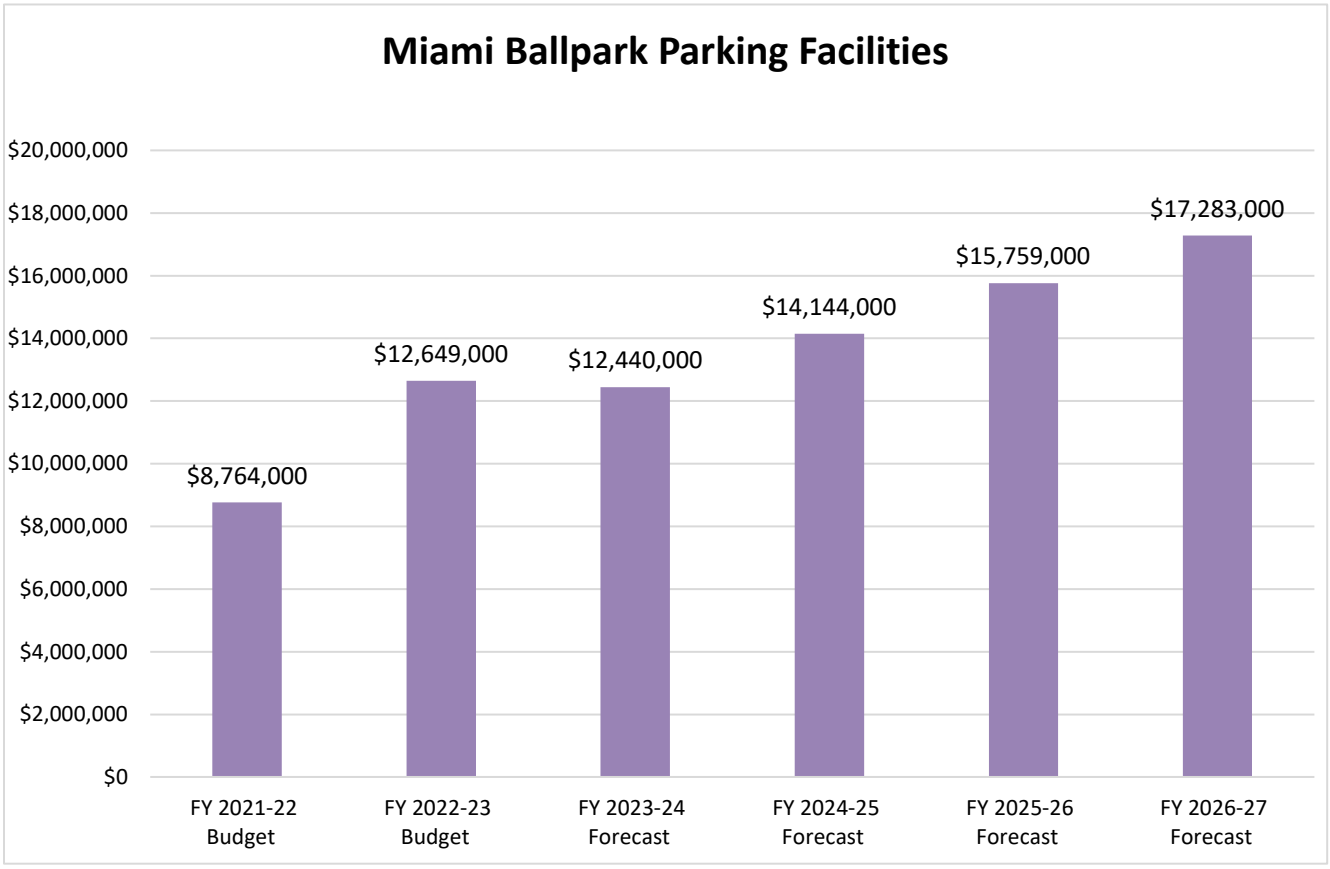


The FY 2022-23 budget reflects the rollover of prior year fund balance. The five-year forecast assumes a sizable reduction of fund balance over the five-year period.

Special Revenue Funds Forecast

Miami Ballpark Parking Facilities - Fund 15400

To account for the operations of the Miami Ballpark Parking Facilities.

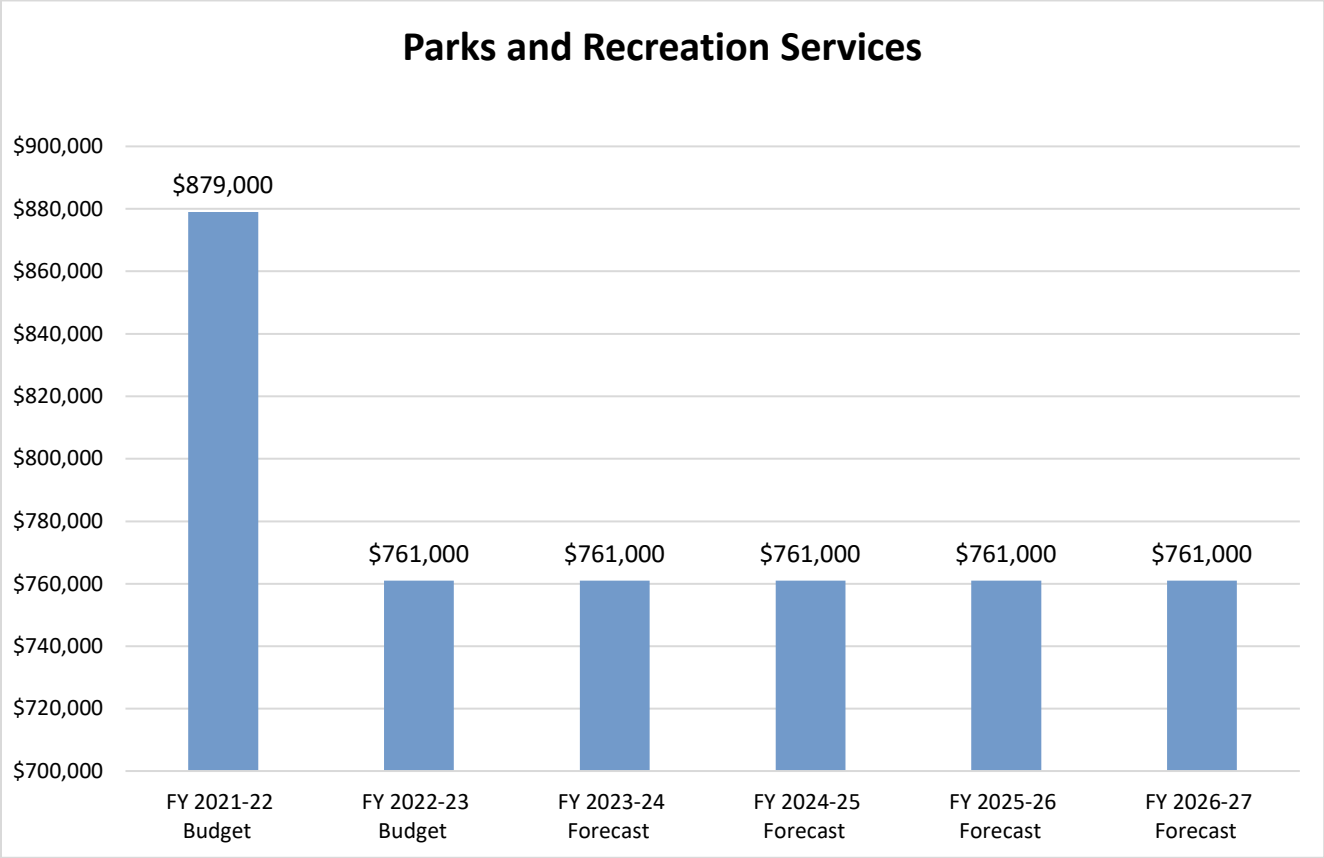


The five-year forecast assumes a steady increases in revenue and expenditures as stadium operations return to normal due to the COVID-19 pandemic receding in the City. Forecast includes a contribution to Capital Improvements in FY 2022-23 with no contributions to debt payments during this period. Fund Balance is projected to grow as Capital Improvements to stadium and facilities are completed in the beginning of the five-year period.

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.

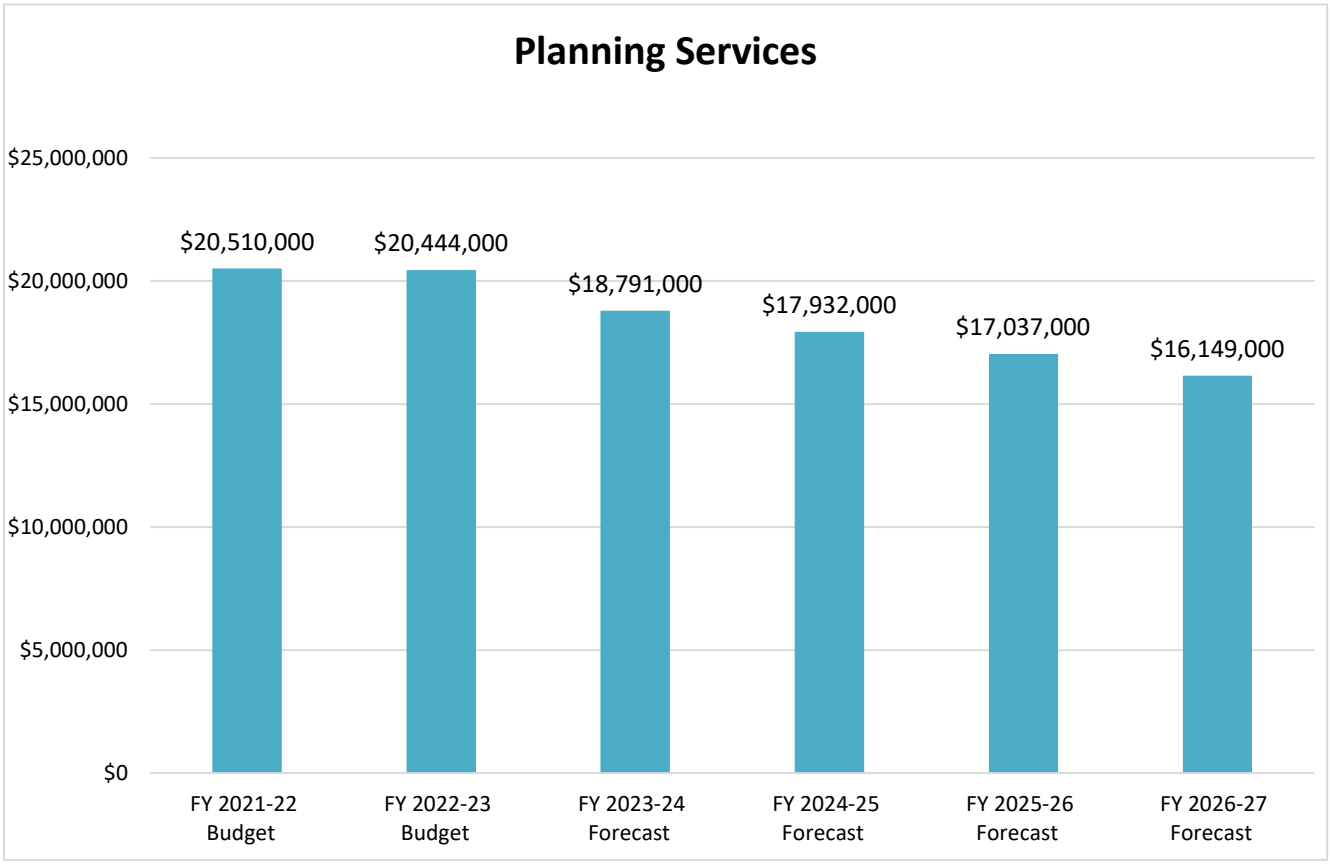


The five-year forecast assumes a decrease of prior year grant balances in FY 2022-23 primarily due to impacts from the COVID-19 pandemic. However, a stable pattern of revenues is projected over the remainder of the forecast period.

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.

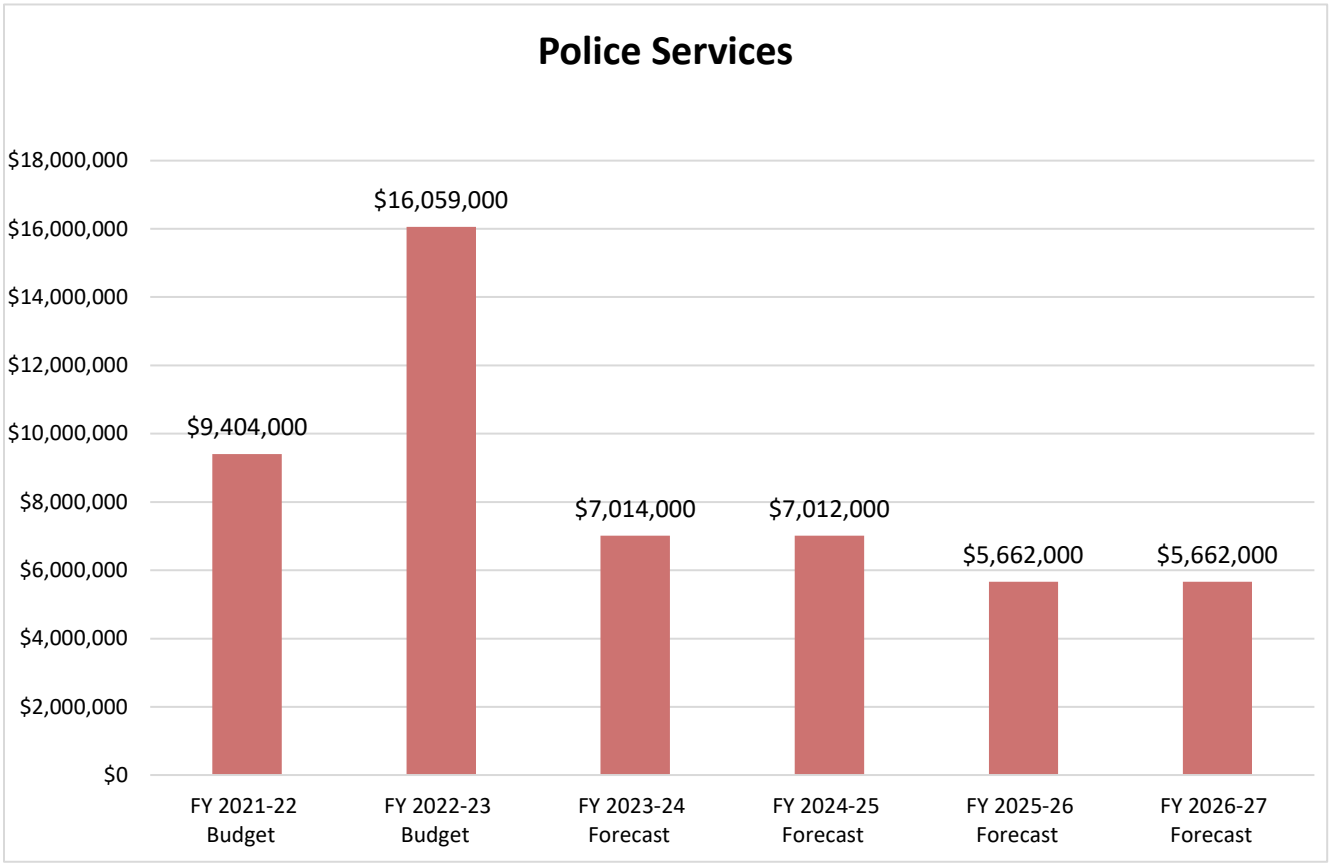


The five-year forecast assumes an increase of approximately $671,000 in fund balance and an increase of $605,000 in Program Revenues as compared to FY 2021-22. Additionally, as approved in the FY 2021-22 Mid-Year Amendment, a transfer of $362,000 to fund the Installation and beautification of a mid-block pedestrian pathway in downtown Miami resulting in the reduction of fund balance for the Transportation DRI award. Based on current and past financial activities it is estimated that $2.705 million will be collected primarily from the Public Benefit Trust, Traffic Study Revenue Fee, and the Development Regional Impact (DRI). Additionally, the estimated revenues are offsetted by a gradual decrease in fund balance attributed to the funding for the Rental Assistant Program and the Homeowners Assistant Program from the Public Benefit Trust through FY 2026-27.

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.

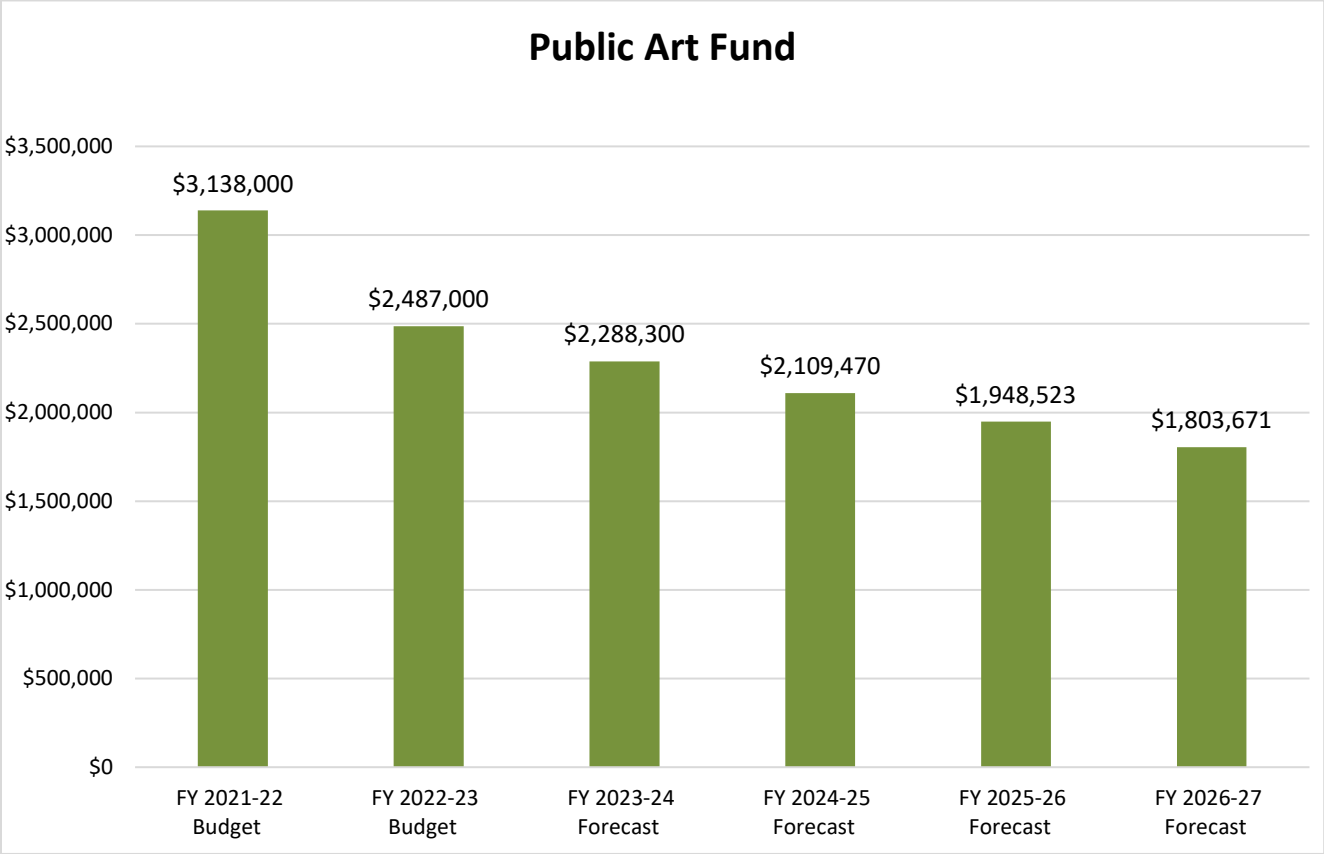


The FY 2022-23 budget reflects the last year of a series of non-recurring grants and the addition of two COPS Programs. A stable pattern of revenues is expected throughout the rest of the five-year period.

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.

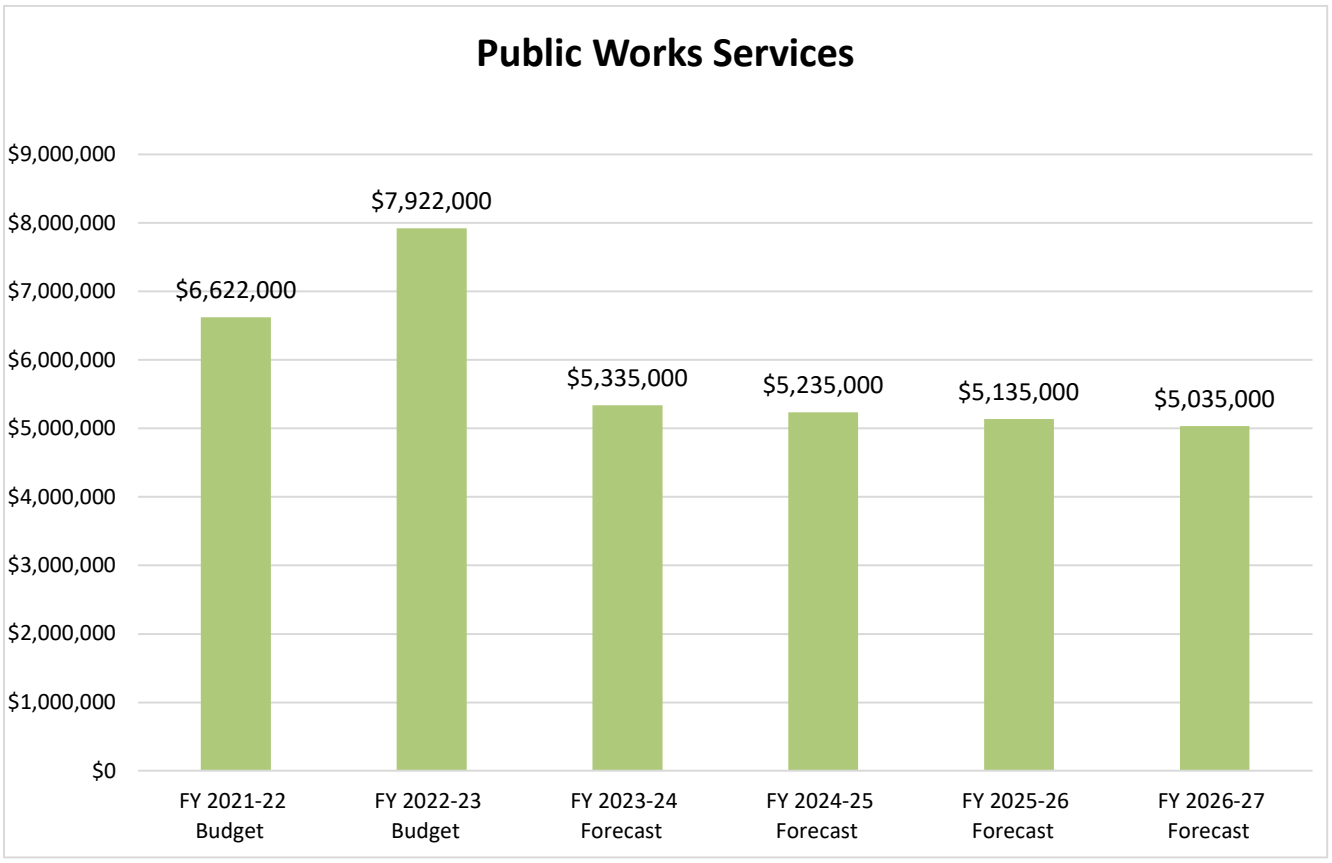


The five-year outlook shows a decrease in fund balance balance in FY 2022-23 as a result of lower-than-expected revenue collection in FY 2021-22, culminating in a fund balance of $1.987 million, and an estimated revenue of $500,000 in FY 2022-23. Throughout the five-year forecast, revenues are projected 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 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).

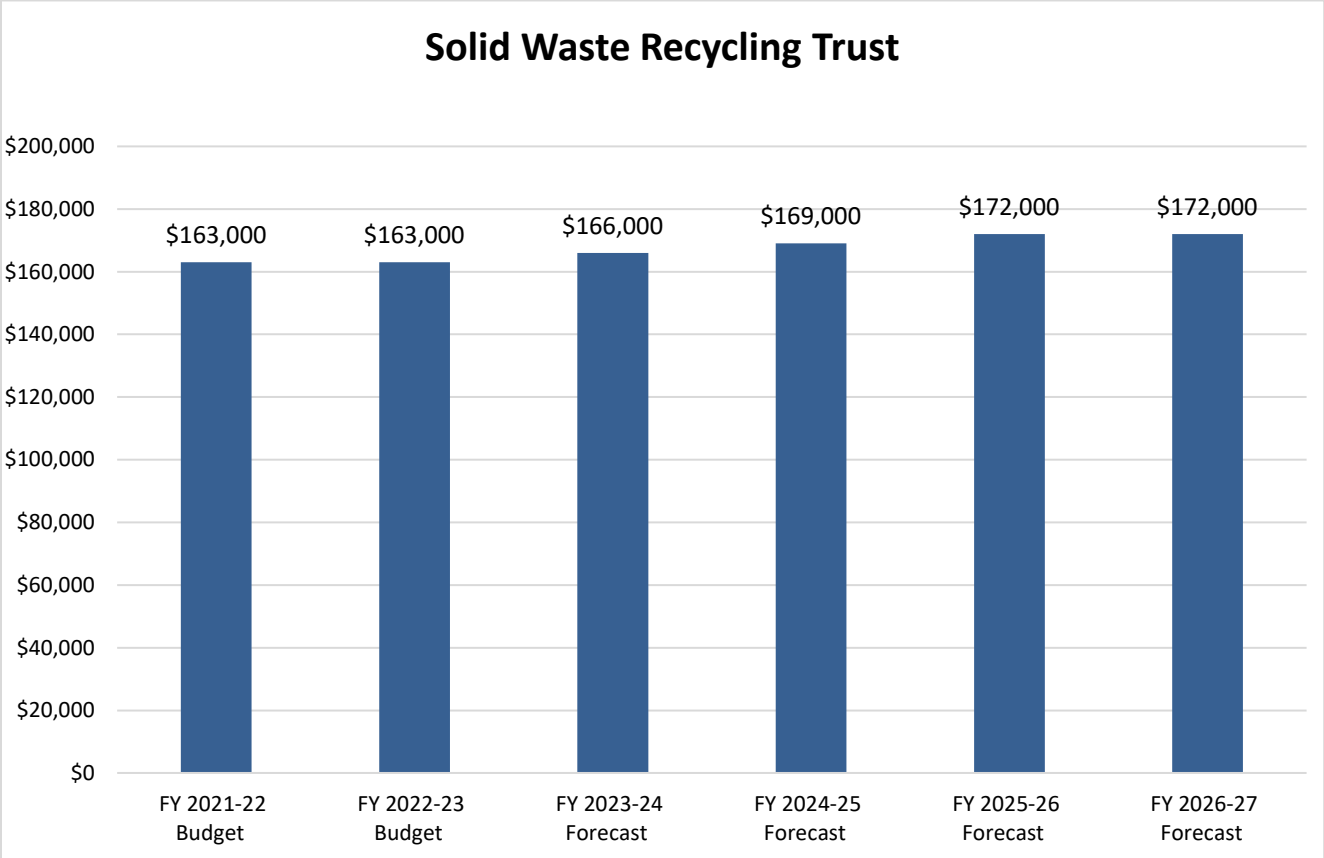


The five-year forecast assumes a steady decrease in available funding primarily due to the decrease of fund balance from the FDOT Mural Program, the Lane Closure Fund and the Scooter Pilot Program.

Special Revenue Funds Forecast

Solid Waste Recycling Trust - Fund 13100

The Solid Waste Recycling Trust Special Revenue Fund is used, as specified by Ordinance No. 10654 which established an Educational Trust Fund from recycling programs, for scholarships to eligible, qualified candidates.

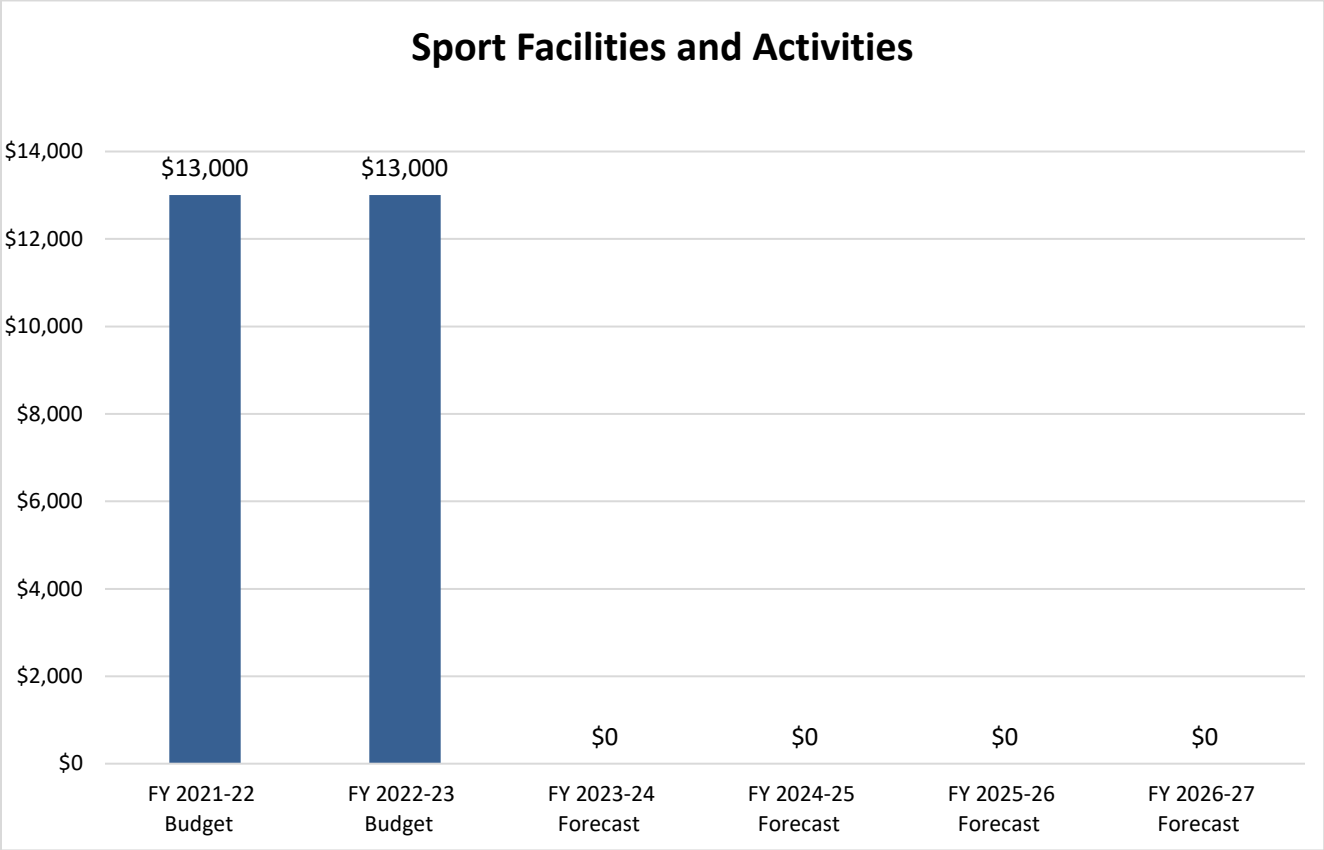


The five-year forecast assumes a steady receipt of the interest earning with a slight variation in expenditure amounts due to the annual scholarship payments to various educational institutions for employees. The fund balance allocated in FY 2022-23 represents the interest earned on the one million dollar principal.

Special Revenue Funds Forecast

Sport Facilities and Activities - Fund 10110

The Sport Facilities and Activities Special Revenue Fund is used to account for all assets and liabilities transferred from the abolished Miami Sport and Exhibition Authority (MESA), as specified by Ordinance No. 13801.

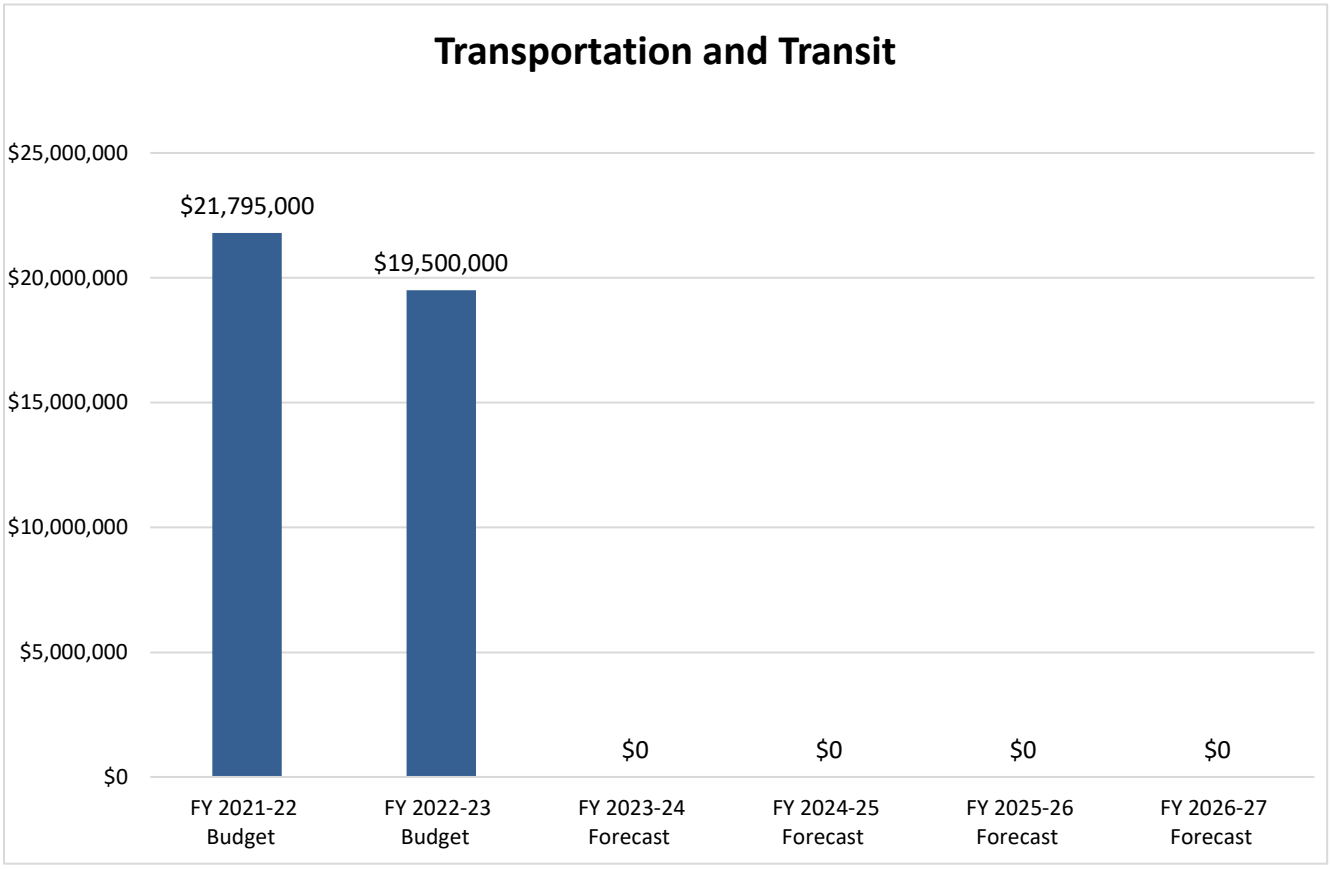


The FY 2022-23 includes a remainder of the previous year fund balance.

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.

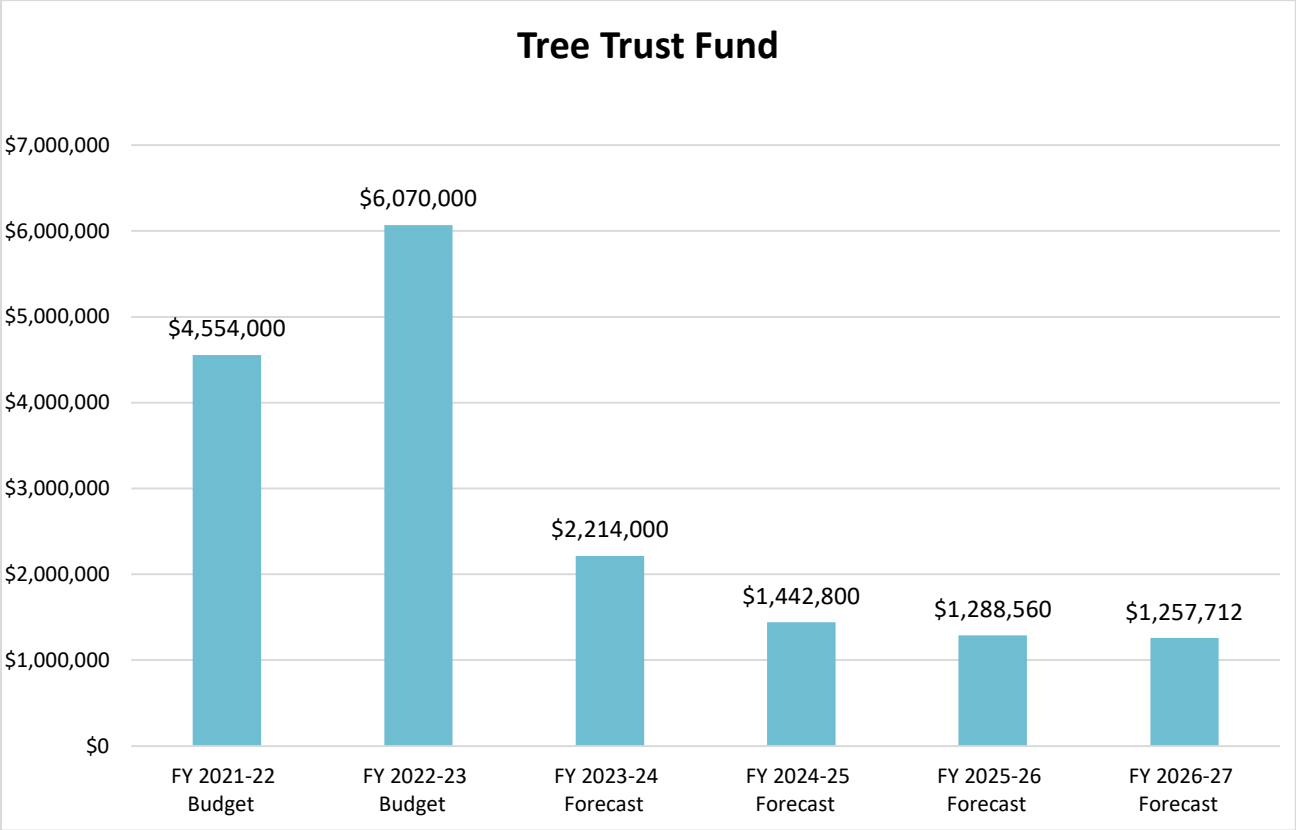


The FY 2022-23 Budget uses of prior year fund balance, a contribution from the Transportation Trust Fund, and a de-allocation of funding from existing capital projects in the Mass Transit Capital Fund to cover expected operating expenses for the Trolley Program. Miami-Dade County's Citizens Independent Transportation Trust (CITT) has suspended disbursements of the Half-Cent Sales Tax to the City of Miami and the future outlook of the City's trolley program is currently unknown as the trolley program relies heavily on revenue from the County to operate. The forecast assumes that there will not be any additional dollars available to operate the trolley program.

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.



In order to comply with the requirements of Section 62-301 of the City of Miami Code, the budget for the FY 2022-23 will use 80 percent of the fund balance from the previous year in order to pay for capital expenses related to tree replacement and restoration and enhancement of tree canopy coverage throughout the city. The funds will be transferred to Public Works Capital Project No. 40-B183600 in the amount of $4.482 million. It is also projected that an additional $1 million per year will be collected over the course of the next five years, which will be offset by a reduction in the available fund balance as a result of funding requirements for capital projects associated with future activities directly related to tree replacement and restoration throughout the city during each fiscal year.

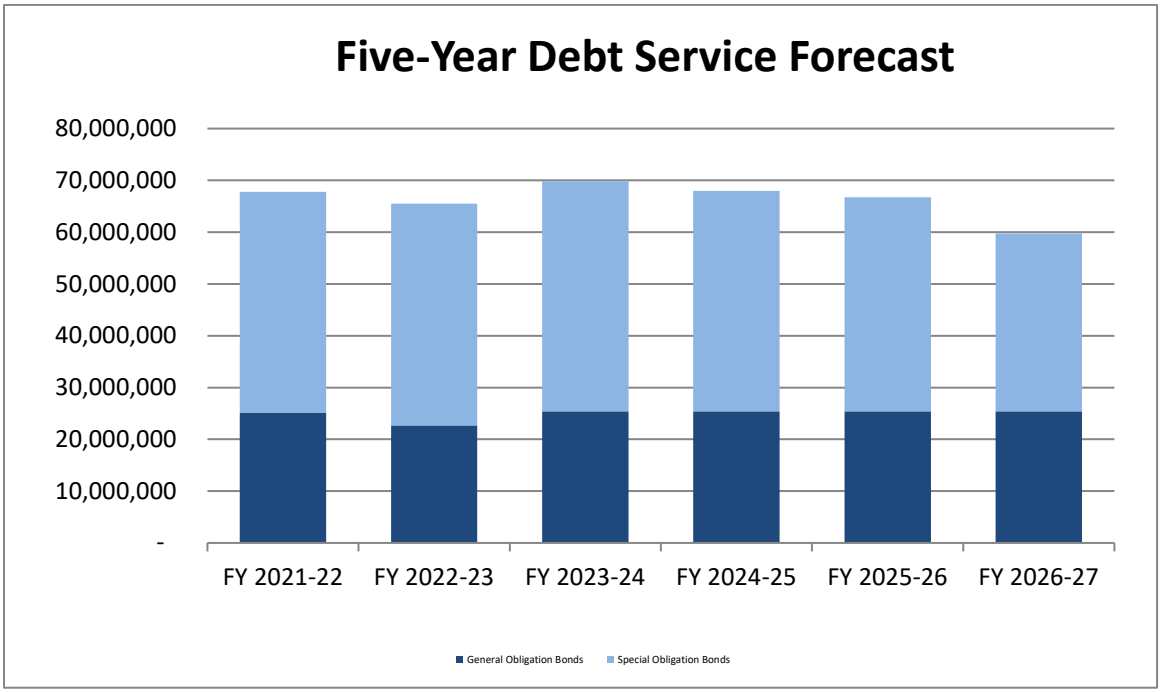
Debt Service Funds Forecast

DEBT SERVICE FUND

Debt Service Funds are used to account for payments of principal and interest on general obligation bonds, payments of principal and interest on special obligation bonds, and accumulated resources to fund these debt service payments.

The FY 2022-23 Debt Service Fund Budget is $65.511 million and the projected budget amounts for the FY 2023-24 through FY 2026-27 are as follows:

	FY 2021-22 Budget	FY 2022-23 Budget	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
Revenues (Inflows)						
Property Taxes	25,118,000	22,669,000	25,391,000	25,402,000	25,415,000	25,426,000
Transfers-IN/Other Revenues	42,651,000	42,842,000	44,463,000	42,575,000	41,328,000	34,333,000
Total Revenues (Inflows)	67,769,000	65,511,000	69,854,000	67,977,000	66,743,000	59,759,000
Expenditures (Outflows)						
General Obligation Bonds	25,118,000	22,669,000	25,391,000	25,402,000	25,415,000	25,426,000
Special Obligation Bonds	42,651,000	42,842,000	44,463,000	42,575,000	41,328,000	34,333,000
Total Expenditures (Outflows)	67,769,000	65,511,000	69,854,000	67,977,000	66,743,000	59,759,000



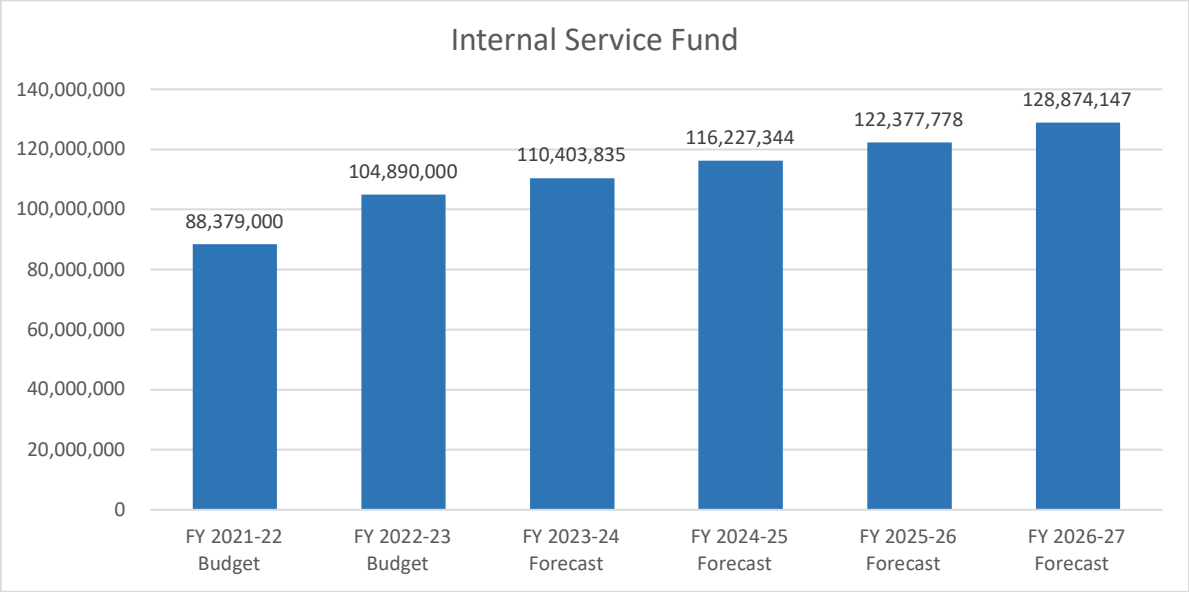
Internal Service Fund Forecast

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 2022-23 Budget for the ISF is $104.890 million.

	FY 2021-22 Budget	FY 2022-23 Budget	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
Health Insurance	43,194,000	52,387,000	55,530,000	58,862,000	62,394,000	66,138,000
Workers' Compensation	18,369,000	20,073,000	20,655,000	21,254,000	21,870,000	22,504,000
Property Insurance Premiums	10,591,000	13,151,000	13,940,060	14,776,000	15,663,000	16,603,000
Total Liabilities	4,158,000	4,471,000	4,582,775	4,697,344	4,814,778	4,935,147
IT Cost Allocation	12,067,000	14,808,000	15,696,000	16,638,000	17,636,000	18,694,000
Internal Service Fund Total	**88,379,000**	**104,890,000**	**110,403,835**	**116,227,344**	**122,377,778**	**128,874,147**

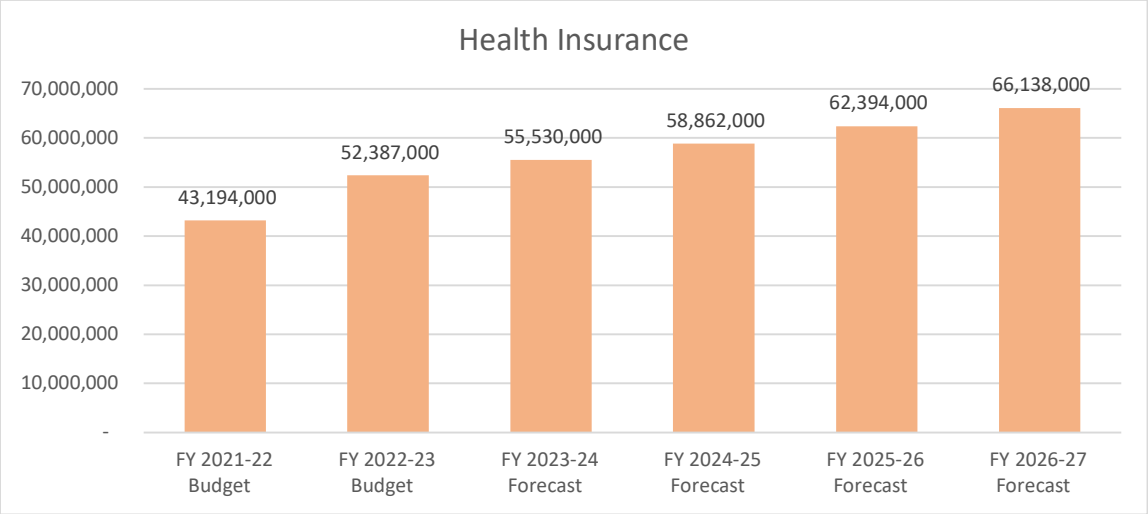
The following are the descriptions for each Internal Service Fund item, as well as the five-year financial forecast. It includes assumptions for the five-year outlook for each item.



Internal Service Fund Forecast

Health Insurance

The FY 2022-23 Budget for Health Insurance is $52.387 million. This represents an approximately 21.3 percent increase over the FY 2021-22 Budget. This increase is a result of the City increasing its retention from $250,000 to $350,000, which is also offset by the decrease in retiree prescription drug spend due to the implementation of an Employer Group Waiver Plan (EGWP).

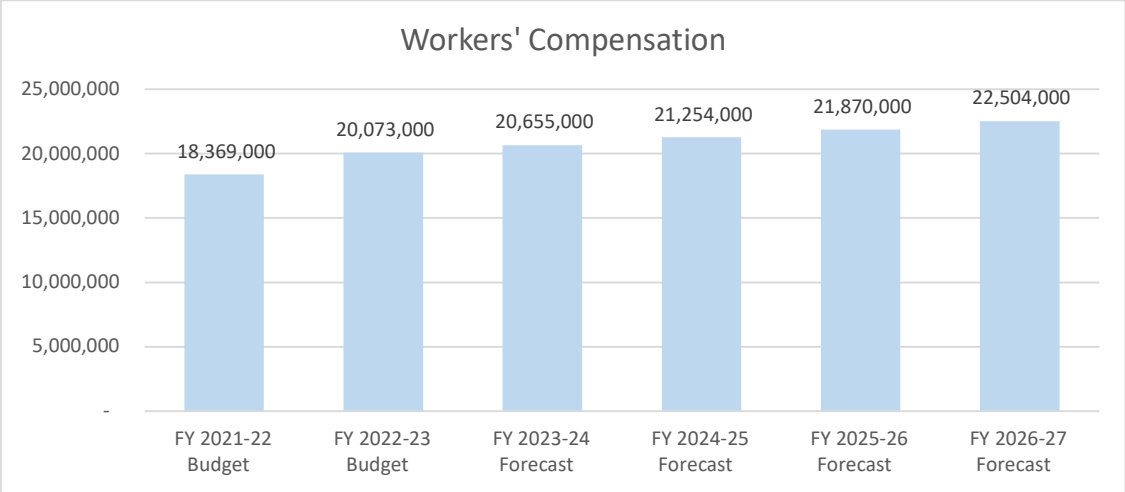


A six percent annual growth rate is actuarially projected throughout this forecast based on medical and prescription claims experience.

Internal Service Fund Forecast

Workers' Compensation

The FY 2022-23 Budget for Workers' Compensation is $20.073 million. This represents an approximately 9.3 percent increase over the FY 2021-22 Budget. This increase is primarily due to increase claims presented by COVID-19 on the job exposure.

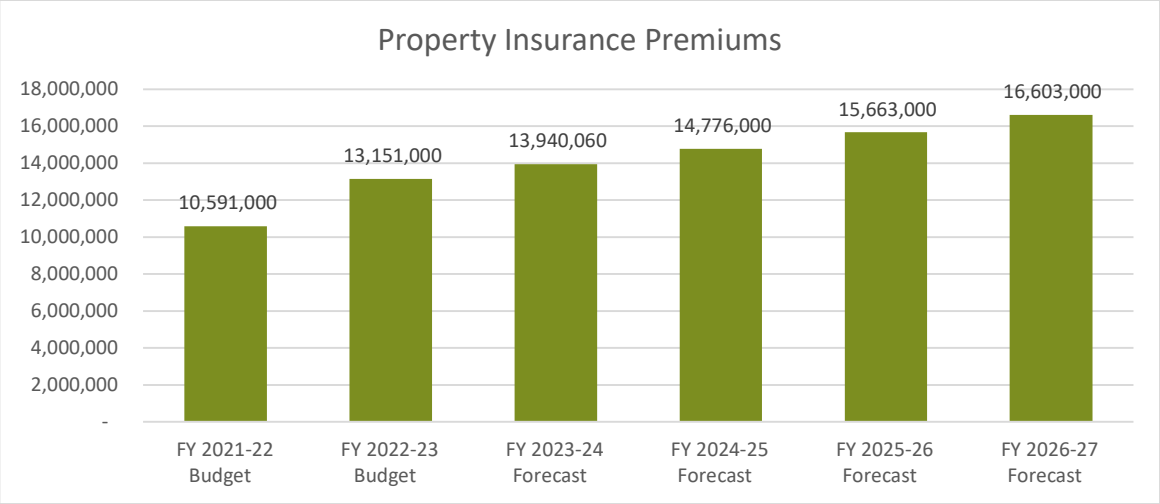


A 2.9 percent annual growth rate is actuarially projected throughout the forecast based on claims experience (frequency and severity).

Internal Service Fund Forecast

Property Insurance Premiums

The FY 2022-23 Budget for Insurance Premiums is $13.151 million. This represents an approximately 24.2 percent increase over the FY 2021-22 Budget. The increase is primarily due to higher property premiums charged by insurance carriers in the market place, and an additional $1.5 million for police vehicle insurance.

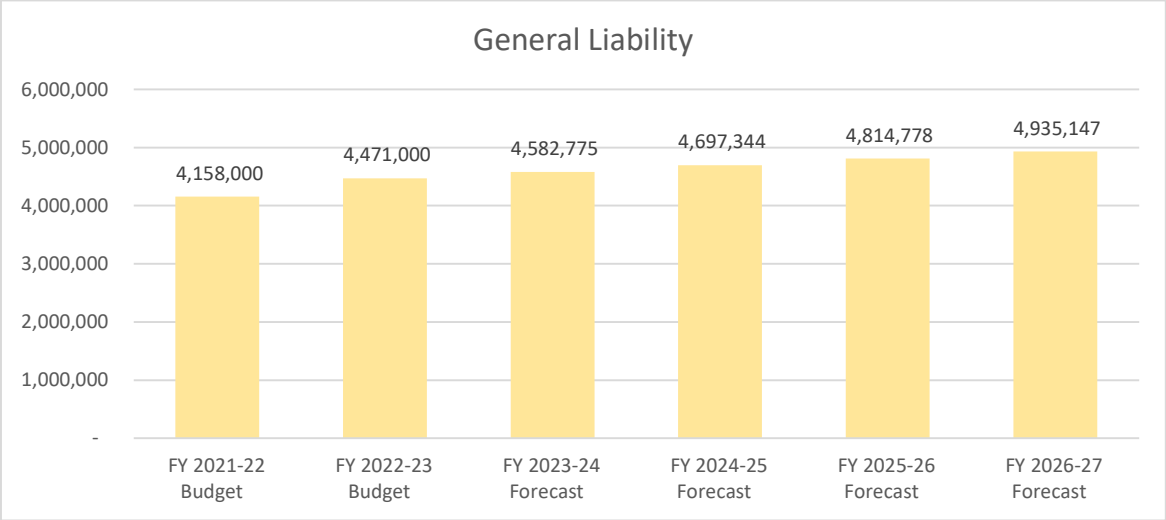


A six percent increase is projected throughout the forecast based on anticipated market conditions and resulting coverage revisions.

Internal Service Fund Forecast

General Liability

The FY 2022-23 Budget for General Liability is $4.471 million. This represents a net increase of approximately 7.5 percent over the FY 2021-22 Budget. The net increase is due in part to increases in Police Torts and Vehicle Liability, and a decrease in General Liability Claims. The claims are actuarially projected at a 55 percent confidence level.

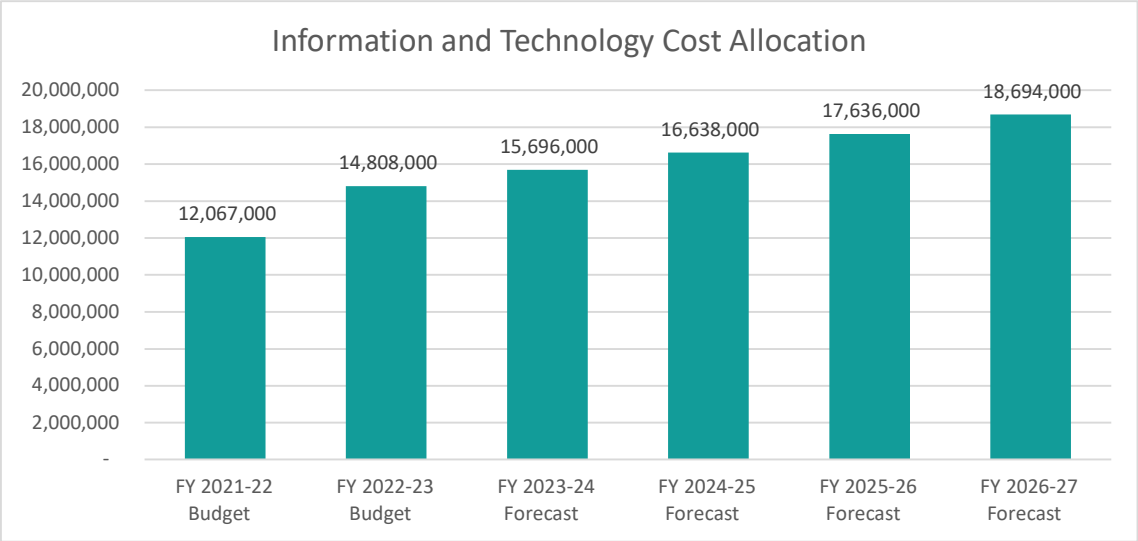


A 2.5 percent increase is projected throughout the forecast based on increases in automobile liability claims (frequency and severity), and general liability claims.

Internal Service Fund Forecast

Information and Technology Cost Allocation

The FY 2022-23 Budget for Information Technology Repair and Maintenance is $14.808 million. This represents an approximately 22.7 percent increase over the FY 2021-22 Budget. The increase is primarily due in part to increases in application and licensing, and funding for new infrastructure platforms.



A six percent annual growth rate is projected throughout the forecast based on estimated growth rate.

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APPENDIX C:
PRESENTATION OF SCHEDULES AND GRAPHS, ALL FUNDS

GRAPH:
Budget, 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

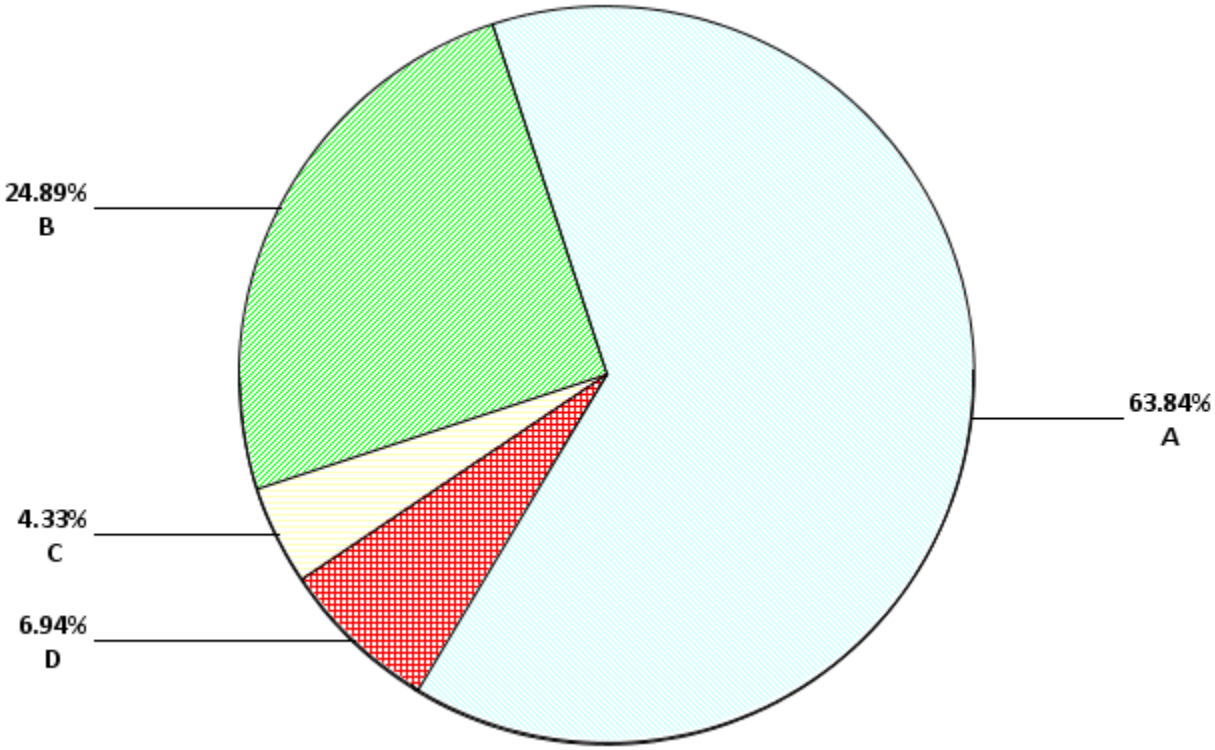
SCHEDULE:
Expenditures (Outflows) by Account Category and Account Object

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BudgetFY23 Budget
All Funds

FY 2022-23

$1,512,019,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: General Fund	877,301,000	64.13%	965,281,000	63.84%
B: Special Revenue Funds	334,613,000	24.46%	376,337,000	24.89%
C: Debt Service Funds	67,769,000	4.95%	65,511,000	4.33%
D: Internal Service Fund	88,379,000	6.46%	104,890,000	6.94%
Total	1,368,062,000	100.00%	1,512,019,000	100.00%

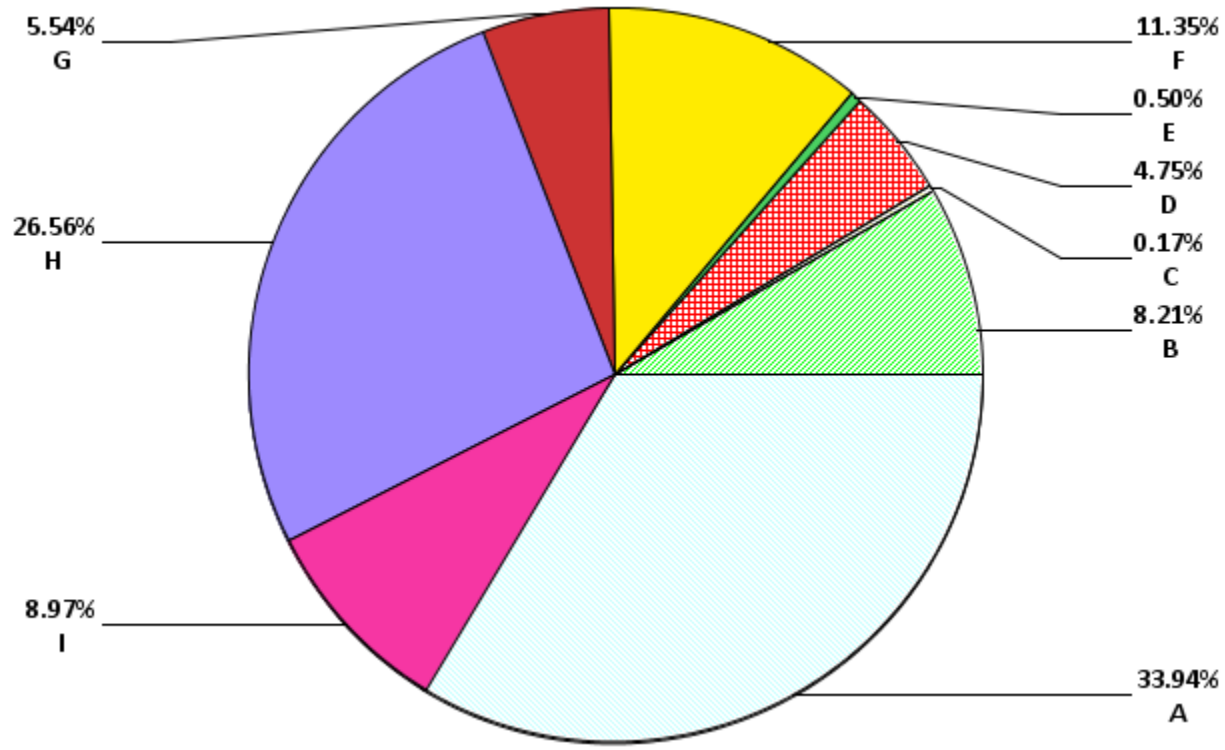
Schedule: Revenues and Expenditures by Functional Category
BudgetFY23
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
Revenues (Inflows)						
Property Taxes	490,546,000	0	22,669,000	0	513,215,000	474,038,000
Franchise Fees and Other Taxes	124,167,000	0	0	0	124,167,000	117,795,000
Interest	2,537,000	13,000	0	0	2,550,000	3,074,000
Transfers-IN	14,898,000	21,449,000	35,505,000	0	71,852,000	66,094,000
Fines and Forfeitures	6,208,000	1,350,000	0	0	7,558,000	8,279,000
Intergovernmental Revenues	96,229,000	70,415,000	5,000,000	0	171,644,000	239,786,000
Licenses and Permits	78,451,000	5,370,000	0	0	83,821,000	73,062,000
Other Revenues (Inflows)	25,583,000	268,784,000	2,337,000	104,830,000	401,534,000	261,939,000
Charges for Services	126,662,000	8,956,000	0	60,000	135,678,000	123,995,000
Total Revenues (Inflows)	**965,281,000**	**376,337,000**	**65,511,000**	**104,890,000**	**1,512,019,000**	**1,368,062,000**
Expenditures (Outflows)						
General Government	100,539,000	121,377,000	65,511,000	14,808,000	302,235,000	319,939,000
Planning and Development	39,576,000	31,311,000	0	0	70,887,000	67,391,000
Public Works	111,531,000	24,585,000	0	0	136,116,000	126,462,000
Public Safety	516,610,000	64,859,000	0	0	581,469,000	503,765,000
Housing and Community Development	1,833,000	97,841,000	0	0	99,674,000	66,194,000
Real Estate and Asset Management	17,480,000	12,623,000	0	0	30,103,000	26,701,000
Parks and Recreation	61,646,000	761,000	0	0	62,407,000	55,032,000
Risk Management	4,135,000	0	0	90,082,000	94,217,000	80,142,000
Non Departmental Units	45,663,000	2,775,000	0	0	48,438,000	45,154,000
Non Dept-Downtown Dev Authority	0	136,000	0	0	136,000	141,000
Transfers - OUT	66,268,000	20,069,000	0	0	86,337,000	77,141,000
Total Expenditures (Outflows)	**965,281,000**	**376,337,000**	**65,511,000**	**104,890,000**	**1,512,019,000**	**1,368,062,000**

Revenues (Inflows) by Functional Category
All Funds

FY 2022-23

$1,512,019,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: Property Taxes	474,038,000	34.65%	513,215,000	33.94%
B: Franchise Fees and Other Taxes	117,795,000	8.61%	124,167,000	8.21%
C: Interest	3,074,000	0.22%	2,550,000	0.17%
D: Transfers-IN	66,094,000	4.83%	71,852,000	4.75%
E: Fines and Forfeitures	8,279,000	0.61%	7,558,000	0.50%
F: Intergovernmental Revenues	239,786,000	17.53%	171,644,000	11.35%
G: Licenses and Permits	73,062,000	5.34%	83,821,000	5.54%
H: Other Revenues (Inflows)	261,939,000	19.15%	401,534,000	26.56%
I: Charges for Services	123,995,000	9.06%	135,678,000	8.97%
Total	1,368,062,000	100.00%	1,512,019,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed AllFunds	FY 2021-22 Adopted AllFunds
Property Taxes						
Ad Valorem Taxes-Real	452,494,000	0	22,669,000	0	475,163,000	430,599,000
Ad Valorem Taxes-Real-Delinquent	16,500,000	0	0	0	16,500,000	23,000,000
Ad Valorem Taxes-Penalty & Interest	51,000	0	0	0	51,000	320,000
Ad Valorem Taxes-Personal	20,513,000	0	0	0	20,513,000	19,489,000
Ad Valorem Taxes-Personal-Delinquent	988,000	0	0	0	988,000	630,000
Total Property Taxes:	**490,546,000**	**0**	**22,669,000**	**0**	**513,215,000**	**474,038,000**
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	7,723,000	0	0	0	7,723,000	6,774,000
Franc Fee-Electricity	30,833,000	0	0	0	30,833,000	30,228,000
Franc Fee-Gas	838,000	0	0	0	838,000	372,000
Utility Ser Fee-Electricity	40,521,000	0	0	0	40,521,000	38,705,000
Utility Ser Fee-Water	8,433,000	0	0	0	8,433,000	6,600,000
Utility Ser Fee-Gas	870,000	0	0	0	870,000	700,000
Utility Ser Fee-Fuel Oil	15,000	0	0	0	15,000	16,000
Public Service Taxes	20,534,000	0	0	0	20,534,000	20,000,000
Other Taxes-Storm Water	14,400,000	0	0	0	14,400,000	14,400,000
Total Franchise Fees and Other Taxes:	**124,167,000**	**0**	**0**	**0**	**124,167,000**	**117,795,000**
Interest						
Misc-Int & Pen-Lot Clear & Demoli	37,000	0	0	0	37,000	325,000
Misc-Int & Pen-Investment	2,500,000	13,000	0	0	2,513,000	2,749,000
Total Interest:	**2,537,000**	**13,000**	**0**	**0**	**2,550,000**	**3,074,000**
Transfers-IN						
Other-Interfund Transfer	14,598,000	19,337,000	35,505,000	0	69,440,000	64,873,000
Other-Transfer In-Cost Allocation	0	1,793,000	0	0	1,793,000	889,000
Other-Intrafund Transfer	300,000	319,000	0	0	619,000	332,000
Total Transfers-IN:	**14,898,000**	**21,449,000**	**35,505,000**	**0**	**71,852,000**	**66,094,000**
Fines and Forfeitures						
Fines-Judgments And Fines	5,122,000	0	0	0	5,122,000	6,471,000
Fines-Violations Of Local Ordinances	22,000	0	0	0	22,000	0

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed AllFunds	FY 2021-22 Adopted AllFunds
Fines-Other Fines And/Or Forfeits	1,064,000	1,350,000	0	0	2,414,000	1,808,000
Total Fines and Forfeitures:	**6,208,000**	**1,350,000**	**0**	**0**	**7,558,000**	**8,279,000**
Intergovernmental Revenues						
Federal Grants	0	62,686,000	0	0	62,686,000	130,168,000
State Shared Revenues	864,000	0	0	0	864,000	710,000
Municipal Rev Sharing	20,115,000	0	0	0	20,115,000	16,200,000
Half Cent Sales Tax	47,772,000	0	0	0	47,772,000	36,000,000
State Pension Payment	10,300,000	0	0	0	10,300,000	10,300,000
Shared Revenues From Other Local Units	576,000	0	0	0	576,000	545,000
Shared Revenues - MPA	14,000,000	0	0	0	14,000,000	10,000,000
Shared Revenues From Other Loc-Federal	2,600,000	0	0	0	2,600,000	2,000,000
Pmts Other Local U In Lieu Of Taxes	2,000	0	0	0	2,000	2,000
State Grants	0	787,000	0	0	787,000	3,391,000
Grants From Other Local Units	0	3,963,000	5,000,000	0	8,963,000	27,928,000
Shared Revenues - E911 Wireles	0	1,895,000	0	0	1,895,000	1,508,000
Shared Revenues - E911 Phone C	0	492,000	0	0	492,000	481,000
Shared Revenues - E911 Land Li	0	592,000	0	0	592,000	553,000
Total Licenses and Permits:	**96,229,000**	**70,415,000**	**5,000,000**	**0**	**171,644,000**	**239,786,000**
Licenses and Permits						
Other Licenses, Fees - Code Foreclosure Registration	315,000	0	0	0	315,000	322,000
Business Tax Receipt-Business	7,538,000	0	0	0	7,538,000	7,250,000
Business Tax Receipt-Business-Penalty	690,000	0	0	0	690,000	449,000
Business Tax Receipt-Metro	702,000	0	0	0	702,000	680,000
Building Permits	30,000,000	0	0	0	30,000,000	22,000,000
Other Licenses, Fees and Permits	4,617,000	5,070,000	0	0	9,687,000	9,993,000
Other Licenses, Fees - CU(SW)	8,500,000	0	0	0	8,500,000	8,000,000
Other Licenses, Fees - SW Franchise andComm Haulers	18,027,000	0	0	0	18,027,000	16,000,000
Other Licenses, Fees - Murals	3,200,000	300,000	0	0	3,500,000	3,500,000
Other Licenses, Fees - Fire Safety Permits	2,438,000	0	0	0	2,438,000	2,438,000
Other Licenses, Fees - CU	2,424,000	0	0	0	2,424,000	2,430,000
Total Licenses and Permits:	**78,451,000**	**5,370,000**	**0**	**0**	**83,821,000**	**73,062,000**

Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed AllFunds	FY 2021-22 Adopted AllFunds
Other Revenues (Inflows)						
Misc-Disposition Of Fixed Assets	152,000	0	0	0	152,000	152,000
Misc-Contributions And Donations From Private Sources	0	5,271,000	0	0	5,271,000	0
Misc.-Other Service Charges/Late Fees	283,000	0	0	0	283,000	257,000
Misc. -Other Revnues EE Health	0	0	0	4,423,000	4,423,000	4,423,000
Misc. -Other Revenues Retirees Health	0	0	0	3,371,000	3,371,000	3,371,000
Misc - Fuel	150,000	0	0	0	150,000	125,000
Misc - Vending	30,000	0	0	0	30,000	43,000
Misc-Settlements	510,000	0	0	500,000	1,010,000	1,016,000
Other-Nonoperating Sources	3,443,000	0	2,337,000	96,286,000	102,066,000	84,992,000
Other-Oth N-optg Sour/Carryover	19,293,000	261,200,000	0	0	280,493,000	163,617,000
Misc-Other Miscellaneous Revenues	1,722,000	2,313,000	0	250,000	4,285,000	3,943,000
Total Other Revenues (Inflows):	**25,583,000**	**268,784,000**	**2,337,000**	**104,830,000**	**401,534,000**	**261,939,000**
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	2,195,000	0	0	0	2,195,000	1,516,000
CFS-GG-Other General Government Charges And Fees	1,017,000	160,000	0	0	1,177,000	951,000
CFS-PS-Police Services	3,400,000	300,000	0	60,000	3,760,000	2,273,000
CFS-PS-Emergency Service Fees	10,000,000	0	0	0	10,000,000	10,335,000
CFS-Public Emerg Med Transp (PEMT) Payment	1,663,000	0	0	0	1,663,000	2,312,000
CFS-PS-Protective Inspection Fees	415,000	0	0	0	415,000	469,000
CFS-PS-Ambulance/False Alarm Fees	715,000	0	0	0	715,000	715,000
CFS-PS-Other Public Safety Charges And Fees	904,000	1,180,000	0	0	2,084,000	827,000
CFS-PE-Water Utility Revenue	7,000	0	0	0	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,619,000	0	0	0	24,619,000	24,609,000
CFS-PE-Cemetery Fees	1,000	0	0	0	1,000	1,000
CFS-PE-Other Physical Environment Revenue	101,000	0	0	0	101,000	75,000
CFS-Trans-Parking Facilities	2,200,000	4,443,000	0	0	6,643,000	6,321,000
CFS-Trans-Tolls	500,000	0	0	0	500,000	400,000
CFS-Trans-Other Transportation Revenue	4,000	0	0	0	4,000	4,000
CFS-C&R-Special Recreation Facilities	1,533,000	0	0	0	1,533,000	1,975,000

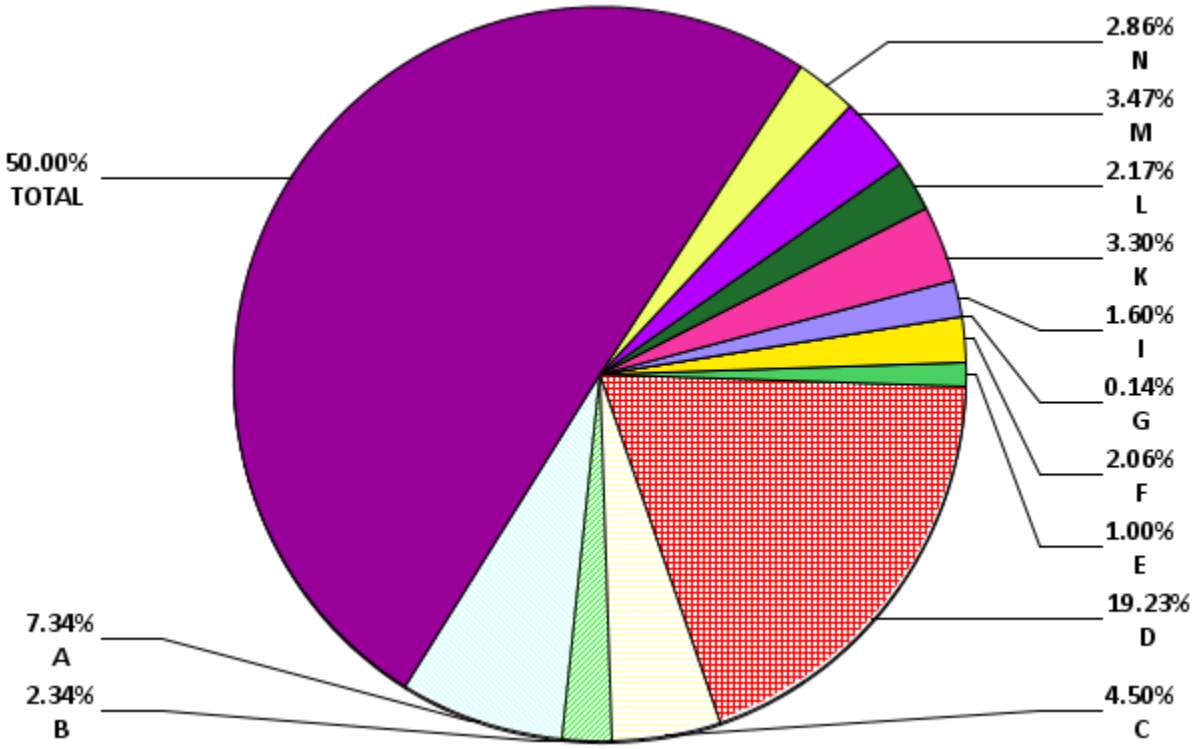
Schedule: Revenues (Inflows) by Functional Category and Account Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed AllFunds	FY 2021-22 Adopted AllFunds
CFS-C&R-Other Culture/Recreation	4,098,000	0	0	0	4,098,000	3,500,000
CFS-C&R-Other Culture/Recreation (PF)	10,700,000	133,000	0	0	10,833,000	11,244,000
CFS-Rents And Royalties	17,526,000	582,000	0	0	18,108,000	17,106,000
CFS-Other Charges for Services	10,250,000	15,000	0	0	10,265,000	8,430,000
CFS-DRI Administration	0	365,000	0	0	365,000	416,000
CFS-DRI Master Planning	0	835,000	0	0	835,000	852,000
CFS-DRI Air Quality	0	7,000	0	0	7,000	0
CFS-DRI Transportation	0	485,000	0	0	485,000	718,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	60,000	0	0	60,000	40,000
CFS-Parking Surcharges Lockbox	25,000,000	391,000	0	0	25,391,000	21,400,000
CFS - Pari-Mutuel Revenues stor	4,000,000	0	0	0	4,000,000	2,249,000
CFS-Building Inspections	5,814,000	0	0	0	5,814,000	5,250,000
Total Charges for Services:	**126,662,000**	**8,956,000**	**0**	**60,000**	**135,678,000**	**123,995,000**
Total Revenue (Inflows):	**965,281,000**	**376,337,000**	**65,511,000**	**104,890,000**	**1,512,019,000**	**1,368,062,000**

Expenditures (Outflows) By Functional Category
All Funds

FY 2022-23

$1,512,019,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: General Government	240,103,000	17.55%	221,916,000	14.68%
B: Planning and Development	67,391,000	4.93%	70,887,000	4.69%
C: Public Works	126,462,000	9.24%	136,116,000	9.00%
D: Public Safety	503,765,000	36.82%	581,469,000	38.46%
E: Real Estate and Asset Management	26,701,000	1.95%	30,103,000	1.99%
F: Parks and Recreation Department	55,032,000	4.02%	62,407,000	4.13%
G: Risk Management	3,830,000	0.28%	4,135,000	0.27%
H: Non-Departmental	45,154,000	3.30%	48,438,000	3.20%
I: Housing and Community Development	66,194,000	4.84%	99,674,000	6.59%
J: Debt Service Funds	67,769,000	4.95%	65,511,000	4.33%
K: Internal Service Fund	88,379,000	6.46%	104,890,000	6.94%
L: Transfers - OUT	77,141,000	5.64%	86,337,000	5.71%
Total	1,368,062,000	100.00%	1,512,019,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
General Government						
Office of the Mayor	3,132,000	700,000	0	0	3,832,000	3,136,000
Board of Commissioners	10,616,000	6,051,000	0	0	16,667,000	11,139,000
Total City Manager	6,236,000	4,000	0	0	6,240,000	5,808,000
Total Office of Agenda Coordination	386,000	0	0	0	386,000	409,000
Total Office of the Auditor General	1,776,000	0	0	0	1,776,000	1,602,000
Office of the City Attorney	12,279,000	0	0	0	12,279,000	11,221,000
Office of the City Clerk	2,152,000	1,894,000	0	0	4,046,000	3,775,000
Total Civil Service Board	622,000	0	0	0	622,000	574,000
Total Code Compliance	10,713,000	0	0	0	10,713,000	9,413,000
Office of Communications	1,571,000	0	0	0	1,571,000	1,778,000
Total Office of EODP	619,000	0	0	0	619,000	572,000
Total Finance	12,358,000	116,721,000	65,511,000	0	194,590,000	217,166,000
Total Office of Grants Administration	2,025,000	358,000	0	0	2,383,000	2,159,000
Total Human Resources	6,033,000	0	0	0	6,033,000	5,634,000
Total Innovation and Technology	15,710,000	246,000	0	14,808,000	30,764,000	27,243,000
Total Office of Management and Budget	3,174,000	52,000	0	0	3,226,000	3,367,000
Total Procurement	3,451,000	0	0	0	3,451,000	3,215,000
Total Office of Resilience and Sustainability	1,062,000	252,000	0	0	1,314,000	0
Human Services	6,624,000	2,882,000	0	0	9,506,000	11,728,000
Total General Government	**100,539,000**	**129,160,000**	**65,511,000**	**14,808,000**	**310,018,000**	**319,939,000**
Planning and Development						
Total Building Department	27,266,000	12,720,000	0	0	39,986,000	33,640,000
Office of Planning	6,461,000	23,073,000	0	0	29,534,000	29,459,000
Office of Zoning	5,849,000	0	0	0	5,849,000	4,977,000
Total Planning and Development	**39,576,000**	**35,793,000**	**0**	**0**	**75,369,000**	**68,076,000**
Community and Economic Development						
Total Housing and Community Development Department	1,833,000	98,160,000	0	0	99,993,000	66,194,000
Total Community and Economic Development	**1,833,000**	**98,160,000**	**0**	**0**	**99,993,000**	**66,194,000**
Public Works						
Total Office of Capital Improvements	3,925,000	0	0	0	3,925,000	4,296,000

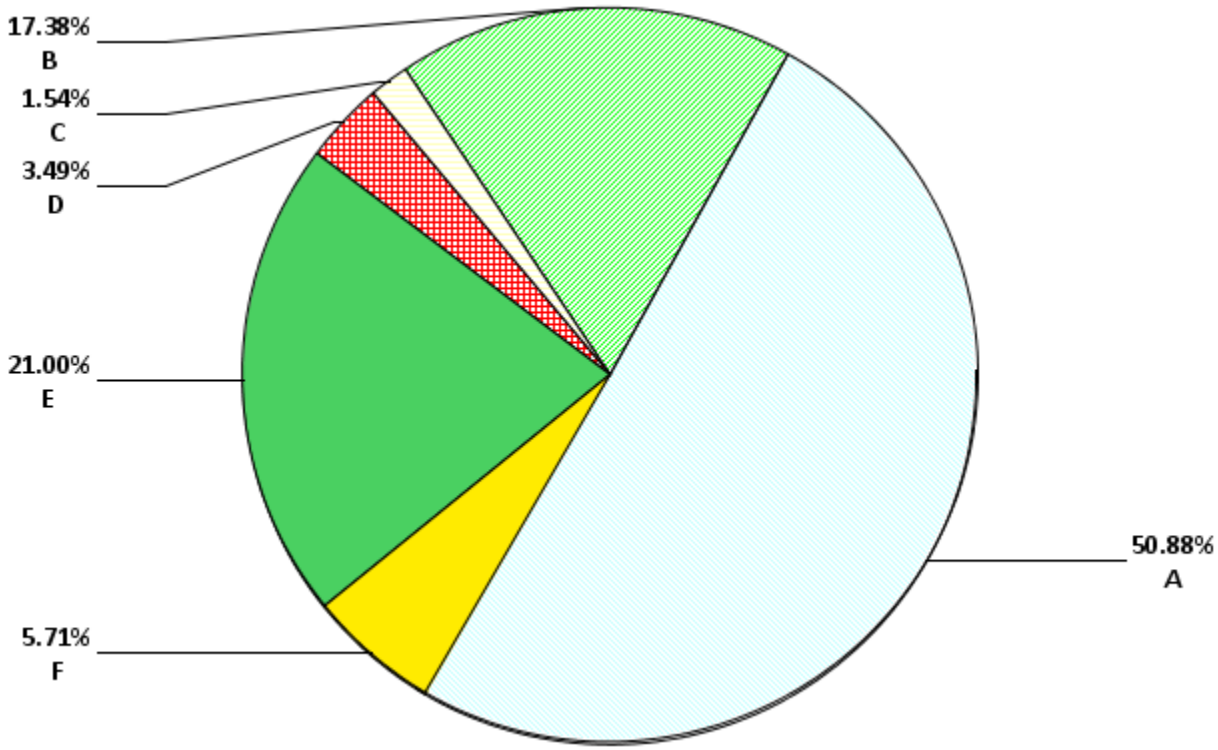
Schedule: Expenditures (Outflows) by Functional Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
Total GSA Department	32,638,000	25,000	0	0	32,663,000	28,974,000
Total Resilience and Public Works Department	30,595,000	29,882,000	0	0	60,477,000	59,267,000
Total Solid Waste Department	44,373,000	163,000	0	0	44,536,000	41,820,000
Total Public Works	**111,531,000**	**30,070,000**	**0**	**0**	**141,601,000**	**134,357,000**
Public Safety						
Total Fire-Rescue	194,681,000	47,423,000	0	0	242,104,000	215,641,000
Total Police	321,929,000	17,436,000	0	0	339,365,000	288,124,000
Total Public Safety	**516,610,000**	**64,859,000**	**0**	**0**	**581,469,000**	**503,765,000**
Other Departments						
Total Real Estate and Asset Management	17,480,000	14,623,000	0	0	32,103,000	26,701,000
Total Parks and Recreation	61,646,000	761,000	0	0	62,407,000	55,032,000
Risk Management	4,135,000	0	0	90,082,000	94,217,000	80,142,000
Total Other	**83,261,000**	**15,384,000**	**0**	**90,082,000**	**188,727,000**	**161,875,000**
Pension						
Pensions	**0**	**0**	**0**	**0**	**0**	**0**
Non-Departmental						
Total Non Departmental	111,931,000	2,775,000	0	0	114,706,000	113,715,000
Total Non Departmental Units	**111,931,000**	**2,775,000**	**0**	**0**	**114,706,000**	**113,715,000**
Total All Organizations	**965,281,000**	**376,337,000**	**65,511,000**	**104,890,000**	**1,512,019,000**	**1,368,062,000**

Expenditures (Outflows) by Account Category
All Funds

FY 2022-23

$1,512,019,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: Personnel	690,635,000	50.48%	769,365,000	50.88%
B: Operating Expense	227,052,000	16.60%	262,771,000	17.38%
C: Capital Outlay	4,818,000	0.35%	23,296,000	1.54%
D: Debt Service	67,737,000	4.95%	52,760,000	3.49%
E: Non-Operating Expenses	300,679,000	21.98%	317,490,000	21.00%
F: Transfers - OUT	77,141,000	5.64%	86,337,000	5.71%
Total	1,368,062,000	100.00%	1,512,019,000	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 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
Personnel						
Executive Salaries	410,000	0	0	0	410,000	395,000
Regular Salaries and Wages	370,792,000	10,812,000	0	0	381,604,000	353,208,000
Attrition Savings - Salaries	(4,270,000)	(254,000)	0	0	(4,524,000)	(4,143,000)
Other Salaries and Wages	1,386,000	20,000	0	0	1,406,000	1,582,000
Other Salaries and Wages -Part Time Year Year Round	8,083,000	80,000	0	0	8,163,000	6,548,000
Other Salaries and Wages - Part Time Seasonal	3,971,000	0	0	0	3,971,000	1,993,000
Overtime	10,051,000	904,000	0	0	10,955,000	11,552,000
OT-Reimbursable	852,000	0	0	0	852,000	710,000
OT Staffing	4,485,000	0	0	0	4,485,000	3,693,000
OT EMS Backfill for Training	489,000	0	0	0	489,000	684,000
OT Off Duty Events	3,623,000	0	0	0	3,623,000	3,609,000
OT Court	685,000	0	0	0	685,000	571,000
Special Pay	33,143,000	141,000	0	0	33,284,000	31,892,000
Fringe Benefits	1,323,000	26,000	0	0	1,349,000	1,407,000
Fringe Benefits - Tuition Reimbursement	376,000	0	0	0	376,000	211,000
Fica Taxes	16,489,000	717,000	0	0	17,206,000	16,082,000
Retirement Contributions	58,299,000	1,754,000	0	0	60,053,000	59,434,000
Police and Fire - FIPO	107,025,000	173,000	0	0	107,198,000	73,509,000
Secondary Pension Contributions	10,300,000	0	0	0	10,300,000	10,300,000
Life and Health Insurance	36,459,000	1,117,000	0	52,387,000	89,963,000	78,119,000
Health Trust - FOP	16,258,000	0	0	0	16,258,000	18,385,000
IAFF Health Insurance Trust Fund	21,193,000	66,000	0	0	21,259,000	20,894,000
Total Personnel:	**701,422,000**	**15,556,000**	**0**	**52,387,000**	**769,365,000**	**690,635,000**
Operating Expense						
Workers' Compensation	19,766,000	232,000	0	20,073,000	40,071,000	36,376,000
Unemployment Compensation	70,000	0	0	0	70,000	70,000
Professional Services	8,145,000	17,271,000	7,000	0	25,423,000	21,328,000
Professional Services-Legal Services	3,359,000	0	0	0	3,359,000	3,560,000
Professional Services-Medical	1,069,000	0	0	0	1,069,000	1,066,000
Accounting and Auditing	500,000	0	0	0	500,000	525,000
Court Services	97,000	0	0	0	97,000	76,000
Other Contractual Services	27,088,000	11,910,000	25,000	0	39,023,000	32,684,000
Travel and Per Diem	358,500	704,000	0	0	1,062,500	905,500
Training	693,000	162,000	0	0	855,000	803,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
Communications & Related Services	1,350,000	974,000	0	0	2,324,000	2,155,000
Postage	534,000	15,000	0	0	549,000	537,000
Utility Services	45,000	0	0	0	45,000	45,000
Utilities Water	2,264,000	0	0	0	2,264,000	2,279,000
Utilities Electricity	11,223,000	500,000	0	0	11,723,000	10,072,000
Rentals and Leases	2,704,000	112,000	0	0	2,816,000	2,756,000
Insurance - Police Torts	1,061,000	0	0	1,061,000	2,122,000	1,582,000
Insurance - Vehicle Liability	2,755,000	0	0	2,755,000	5,510,000	5,056,000
Insurance - Property & Casualty	13,151,000	0	0	13,151,000	26,302,000	21,182,000
Insurance - General Liability	655,000	0	0	655,000	1,310,000	1,678,000
Repair and Maintenance Services	11,279,000	1,065,000	0	0	12,344,000	11,147,000
IT-Repair and Maintenance Services	14,808,000	0	0	14,808,000	29,616,000	24,136,000
Vending - Repair and Maintenance Services	3,000	0	0	0	3,000	3,000
Printing and Binding	43,000	0	0	0	43,000	43,000
Printing and Binding-Outsourcing	28,000	0	0	0	28,000	22,000
Printing and Binding-Paper Stock	81,000	0	0	0	81,000	78,000
Printing and Binding-Supplies	6,000	0	0	0	6,000	6,000
Promotional Activities	215,000	979,000	0	0	1,194,000	906,000
Advertising and Related Costs	469,500	56,000	0	0	525,500	617,000
Other Current Charges and Obligations	22,897,500	170,000	0	0	23,067,500	22,898,000
Office Supplies	658,000	71,000	0	0	729,000	708,000
Operating Supplies	5,887,500	397,000	0	0	6,284,500	5,569,500
Motor Fuel	11,120,000	2,276,000	0	0	13,396,000	7,323,000
Saleable Fuel	125,000	0	0	0	125,000	100,000
Public Safety Supplies	2,340,000	0	0	0	2,340,000	2,009,000
Clothing/Uniform Supplies	2,031,000	13,000	0	0	2,044,000	1,983,000
Landscaping Related Supplies, LandscapingRelated Supplies	277,000	0	0	0	277,000	275,000
Subscriptions, Memberships, Licenses, Permits & Others	3,435,000	138,000	0	0	3,573,000	3,801,000
Weapons And Ammunitions	600,000	0	0	0	600,000	692,000
Total Operating Expense:	**173,191,000**	**37,045,000**	**32,000**	**52,503,000**	**262,771,000**	**227,052,000**
Capital Outlay						
Improvements Other Than Buildings	0	170,000	0	0	170,000	50,000
Machinery and Equipment	335,000	22,791,000	0	0	23,126,000	4,768,000

Schedule: Expenditures (Outflows) by Account Category and Account Object
Budget Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2022-23 Proposed All Funds	FY 2021-22 Adopted All Funds
Total Capital Outlay:	**335,000**	**22,961,000**	**0**	**0**	**23,296,000**	**4,818,000**
Debt Service						
Principal	0	0	39,099,000	0	39,099,000	52,844,200
Interest	0	0	13,661,000	0	13,661,000	14,892,800
Total Debt Service:	**0**	**0**	**52,760,000**	**0**	**52,760,000**	**67,737,000**
Non-Operating Expense						
Aids to Government Agencies	2,088,000	574,000	0	0	2,662,000	2,121,000
Aids to Private Organizations	3,184,000	58,927,000	0	0	62,111,000	41,900,000
Other Grants and Aids	0	33,919,000	0	0	33,919,000	22,948,000
Advances - State Share	1,508,000	0	0	0	1,508,000	900,000
Budget Reserve	10,299,000	187,286,000	12,719,000	0	210,304,000	227,610,000
Contingency Reserve	5,000,000	0	0	0	5,000,000	5,000,000
Other Uses	1,986,000	0	0	0	1,986,000	200,000
Total Non-Operating Expense:	**24,065,000**	**280,706,000**	**12,719,000**	**0**	**317,490,000**	**300,679,000**
Transfers-OUT						
Interfund Transfers	64,175,000	19,750,000	0	0	83,925,000	73,820,000
Transfer Out-Cost Allocation	1,793,000	0	0	0	1,793,000	889,000
Intrafund Transfers	300,000	319,000	0	0	619,000	2,432,000
Total Transfers-OUT:	**66,268,000**	**20,069,000**	**0**	**0**	**86,337,000**	**77,141,000**
Total Expenditure (Outflows):	**965,281,000**	**376,337,000**	**65,511,000**	**104,890,000**	**1,512,019,000**	**1,368,062,000**



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

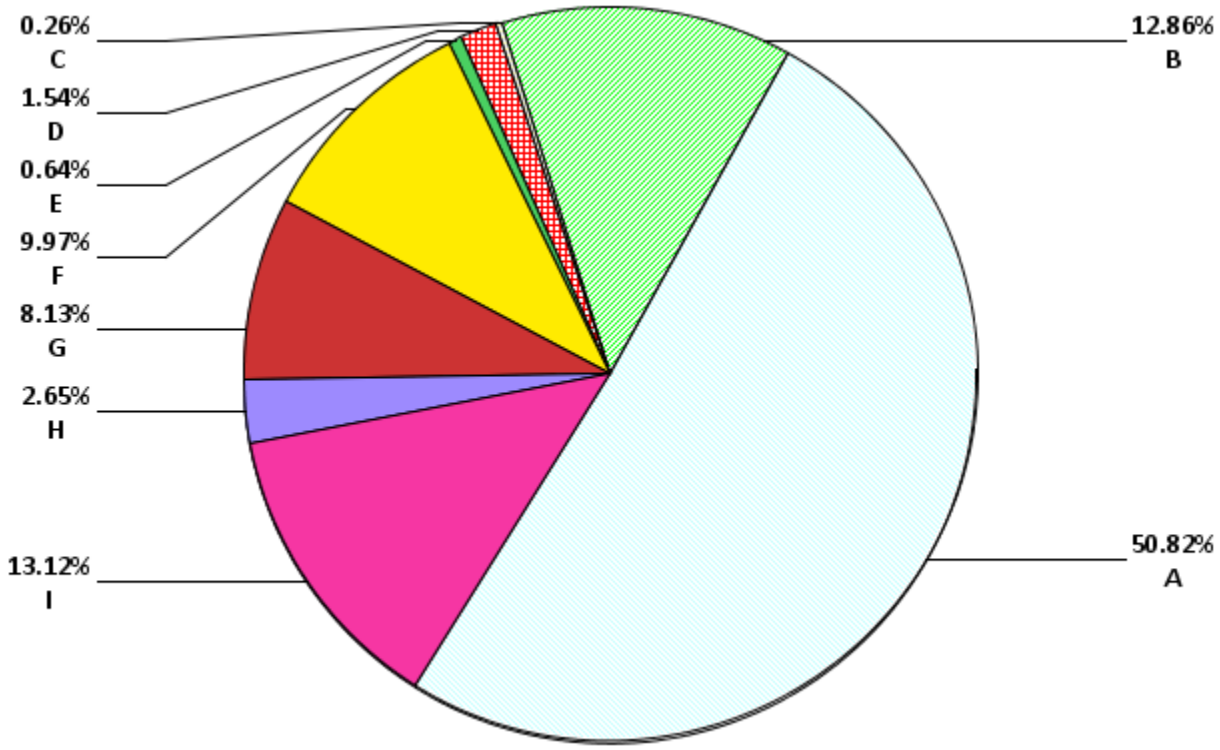
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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Revenues					
Property Taxes	359,518,153	389,606,911	410,291,267	453,802,000	490,546,000
Franchise Fees and Other Taxes	115,560,039	113,729,425	116,227,339	117,795,000	124,167,000
Interest	12,357,624	10,684,318	808,854	3,061,000	2,537,000
Transfers-IN	5,640,006	5,291,193	5,605,700	24,541,000	14,898,000
Fines and Forfeitures	7,699,138	7,487,992	7,982,233	7,189,000	6,208,000
Intergovernmental Revenues	80,635,979	63,866,914	72,175,293	75,757,000	96,229,000
Licenses and Permits	75,421,803	71,893,882	72,250,311	66,500,000	78,451,000
Other Revenues (Inflows)	10,918,679	27,027,207	6,705,520	12,870,000	25,583,000
Charges for Services	122,174,202	103,856,881	115,770,263	115,786,000	126,662,000
Total Revenues	**789,925,623**	**793,444,724**	**807,816,780**	**877,301,000**	**965,281,000**
Expenditures					
General Government	77,703,142	84,186,902	81,370,178	93,516,000	100,539,000
Planning and Development	24,435,215	26,424,571	28,700,682	33,851,000	39,576,000
Public Works	87,214,418	95,924,871	98,883,560	104,889,000	111,531,000
Public Safety	410,234,009	422,796,354	431,932,503	456,743,000	516,610,000
Real Estate and Asset Management	13,109,703	13,241,006	13,771,558	16,064,000	17,480,000
Parks and Recreation	47,350,763	46,465,458	49,352,850	53,953,000	61,646,000
Risk Management	3,046,423	3,283,268	3,444,328	3,830,000	4,135,000
Non-Departmental	47,969,541	31,756,346	29,891,579	44,379,000	45,663,000
Housing and Community Development	1,848,391	2,025,485	1,094,859	1,847,000	1,833,000
Transfers - OUT	64,871,000	70,719,379	105,113,475	68,229,000	66,268,000
Total Expenditures	**777,782,605**	**796,823,640**	**843,555,574**	**877,301,000**	**965,281,000**

Revenues (Inflows) By Functional Category
General Fund

FY 2022-23
$965,281,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: Property Taxes	453,802,000	51.73%	490,546,000	50.82%
B: Franchise Fees and Other Taxes	117,795,000	13.43%	124,167,000	12.86%
C: Interest	3,061,000	0.35%	2,537,000	0.26%
D: Transfers-IN	24,541,000	2.80%	14,898,000	1.54%
E: Fines and Forfeitures	7,189,000	0.82%	6,208,000	0.64%
F: Intergovernmental Revenues	75,757,000	8.64%	96,229,000	9.97%
G: Licenses and Permits	66,500,000	7.58%	78,451,000	8.13%
H: Other Revenues (Inflows)	12,870,000	1.47%	25,583,000	2.65%
I: Charges for Services	115,786,000	13.20%	126,662,000	13.12%
Total	877,301,000	100.00%	965,281,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Property Taxes					
Ad Valorem Taxes-Real	325,773,469	349,095,894	375,145,626	410,363,000	452,494,000
Ad Valorem Taxes-Real-Delinquent	16,399,793	23,050,677	16,429,429	23,000,000	16,500,000
Ad Valorem Taxes-Penalty & Interest	428,504	319,663	51,181	320,000	51,000
Ad Valorem Taxes-Personal	16,143,667	16,581,462	17,676,668	19,489,000	20,513,000
Ad Valorem Taxes-Personal-Delinquent	772,719	559,215	988,363	630,000	988,000
Total Property Taxes:	**359,518,153**	**389,606,911**	**410,291,267**	**453,802,000**	**490,546,000**
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	7,683,508	6,776,591	7,040,971	6,774,000	7,723,000
Franc Fee-Electricity	29,347,623	27,749,848	28,843,974	30,228,000	30,833,000
Franc Fee-Gas	332,455	379,892	461,373	372,000	838,000
Utility Ser Fee-Electricity	37,578,043	37,343,138	38,520,862	38,705,000	40,521,000
Utility Ser Fee-Water	5,841,572	6,580,013	7,402,697	6,600,000	8,433,000
Utility Ser Fee-Gas	643,310	675,469	827,751	700,000	870,000
Utility Ser Fee-Fuel Oil	15,604	14,784	14,693	16,000	15,000
Public Service Taxes	20,082,432	20,032,982	19,121,885	20,000,000	20,534,000
Other Taxes-Storm Water	14,035,492	14,176,708	13,993,133	14,400,000	14,400,000
Total Franchise Fees and Other Taxes:	**115,560,039**	**113,729,425**	**116,227,339**	**117,795,000**	**124,167,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	631,474	361,015	93,182	325,000	37,000
Misc-Int & Pen-Investment	10,429,599	8,870,415	2,451,265	2,736,000	2,500,000
Misc-Net Increase Decrease In Fair ValueOf	1,296,551	1,452,888	(1,735,594)	0	0
Total Interest:	**12,357,624**	**10,684,318**	**808,854**	**3,061,000**	**2,537,000**
Transfers-IN					
Other-Interfund Transfer	3,830,006	5,291,193	5,605,700	24,541,000	14,598,000
Other-Intrafund Transfer	1,810,000	0	0	0	300,000
Total Transfers-IN:	**5,640,006**	**5,291,193**	**5,605,700**	**24,541,000**	**14,898,000**
Fines and Forfeitures					
Fines-Judgments And Fines	6,569,376	6,810,682	6,759,876	6,471,000	5,122,000
Fines-Violations Of Local Ordinances	(68,768)	(45,363)	(30,746)	0	22,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Fines-Other Fines And/Or Forfeits	781,890	574,933	1,167,928	718,000	1,064,000
Misc-Red Light Camera Fines	416,640	147,740	85,175	0	0
Total Fines and Forfeitures:	**7,699,138**	**7,487,992**	**7,982,233**	**7,189,000**	**6,208,000**
Intergovernmental Revenues					
Federal Grants	(134,371)	(849)	2,353	0	0
State Shared Revenues	690,552	788,201	845,985	710,000	864,000
Municipal Rev Sharing	16,563,480	15,522,488	17,870,627	16,200,000	20,115,000
Half Cent Sales Tax	37,022,921	32,664,564	40,024,004	36,000,000	47,772,000
State Pension Payment	9,030,933	9,617,032	9,762,342	10,300,000	10,300,000
Shared Revenues From Other Local Units	3,537,270	537,271	447,724	545,000	576,000
Shared Revenues - MPA	13,893,326	2,473,331	3,000,000	10,000,000	14,000,000
Shared Revenues From Other Loc-Federal	0	2,264,719	221,935	2,000,000	2,600,000
Pmts Other Local U In Lieu Of Taxes	31,868	0	325	2,000	2,000
State Grants	0	158	0	0	0
Total Licenses and Permits:	**80,635,979**	**63,866,914**	**72,175,293**	**75,757,000**	**96,229,000**
Licenses and Permits					
Other Licenses, Fees - Code Foreclosure Registration	468,182	386,026	393,178	322,000	315,000
Business Tax Receipt	1,044	503	616	0	0
Business Tax Receipt-Business	7,628,294	6,993,086	7,245,096	7,250,000	7,538,000
Business Tax Receipt-Business-Penalty	525,923	435,192	676,754	449,000	690,000
Business Tax Receipt-Metro	660,005	585,405	674,277	680,000	702,000
Building Permits	30,771,602	26,744,089	26,731,539	22,000,000	30,000,000
Other Licenses, Fees and Permits	2,543,311	3,921,858	4,338,961	3,731,000	4,617,000
Other Licenses, Fees - CU(SW)	8,436,327	8,249,091	7,773,813	8,000,000	8,500,000
Other Licenses, Fees - SW Franchise andComm Haulers	16,419,368	16,845,658	16,964,646	16,000,000	18,027,000
Other Licenses, Fees - Murals	3,017,109	3,244,601	3,087,157	3,200,000	3,200,000
Other Licenses, Fees - Fire Safety Permits	2,412,198	2,397,136	2,209,692	2,438,000	2,438,000
Other Licenses, Fees - CU	2,538,441	2,091,238	2,154,581	2,430,000	2,424,000
Total Licenses and Permits:	**75,421,803**	**71,893,882**	**72,250,311**	**66,500,000**	**78,451,000**
Other Revenues (Inflows)					
Misc-Disposition Of Fixed Assets	195,133	897,255	227,164	152,000	152,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Misc-Sales Of Surplus Materials And Scrap	1,667	0	0	0	0
Misc.-Other Service Charges/Late Fees	572,909	257,266	286,867	257,000	283,000
Misc. -Other Revnues EE Health	986	0	0	0	0
Misc - Fuel	125,886	128,724	151,075	125,000	150,000
Misc - Vending	37,306	26,734	12,463	43,000	30,000
Misc-Settlements	2,899,395	1,047,380	2,399,248	516,000	510,000
Misc-Contra Revenue For Bad Debt Allowance	11	0	0	0	0
Other-Nonoperating Sources	4,162,168	24,051,700	2,202,743	3,743,000	3,443,000
Other- Carryover Budget	1,051,734	(82,333)	0	0	0
Other-Oth N-optg Sour/Carryover	788,958	131,483	479,993	5,919,000	19,293,000
Misc-Other Miscellaneous Revenues	1,113,759	602,939	967,972	2,115,000	1,722,000
Misc - POS Over/Under	(31,233)	(33,941)	(22,005)	0	0
Total Other Revenues (Inflows):	**10,918,679**	**27,027,207**	**6,705,520**	**12,870,000**	**25,583,000**
Charges for Services					
CFS-GG-Internal Service Fund Fees And Charges	1,487,724	1,287,817	2,117,834	1,516,000	2,195,000
CFS-GG-Other General Government Charges And Fees	767,222	809,184	1,028,946	891,000	1,017,000
CFS-PS-Police Services	5,193,811	3,741,402	3,322,187	2,088,000	3,400,000
CFS-PS-Fire Protection Services	50	524	17	0	0
CFS-PS-Emergency Service Fees	11,464,770	10,403,280	9,544,681	10,335,000	10,000,000
CFS-Public Emerg Med Transp (PEMT) Payment	2,343,288	3,399,810	2,312,025	2,312,000	1,663,000
CFS-PS-Protective Inspection Fees	483,525	465,459	439,189	469,000	415,000
CFS-Fire Investigation Fees	35	525	780	0	0
CFS-PS-Ambulance/False Alarm Fees	715,654	697,681	792,326	715,000	715,000
CFS-PS-Other Public Safety Charges And Fees	634,526	947,630	897,495	827,000	904,000
CFS-PE-Water Utility Revenue	10,094	7,078	9,468	7,000	7,000
CFS-PE-Garbage/Solid Waste Revenue	24,305,692	24,684,193	24,379,483	24,609,000	24,619,000
CFS-PE-Sewer/Wastewater Utility Revenue	(53)	0	0	0	0
CFS-PE-Cemetery Fees	85	564	1,024	1,000	1,000
CFS-PE-Other Physical Environment Revenue	211,665	87,500	0	75,000	101,000
CFS-Trans-Parking Facilities	2,884,110	2,357,527	1,841,289	1,914,000	2,200,000

Schedule: Revenues (Inflows) by Functional Category and Account Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
CFS-Mass Transit	70	0	0	0	0
CFS-Trans-Tolls	320,918	297,077	567,957	400,000	500,000
CFS-Trans-Other Transportation Revenue	2,695	653	2,745	4,000	4,000
CFS-Trans-Tools	1,094,893	148,654	26,050	0	0
CFS-C&R-Special Recreation Facilities	2,239,808	1,171,497	1,327,781	1,975,000	1,533,000
CFS-C&R-Other Culture/Recreation	3,769,927	3,137,936	3,832,010	3,500,000	4,098,000
CFS-C&R-Other Culture/Recreation (PF)	9,690,370	7,369,667	8,620,755	11,115,000	10,700,000
CFS-Commercial Dockage	6,211	0	0	0	0
CFS-Rents And Royalties	15,677,652	11,069,797	17,759,799	16,134,000	17,526,000
CFS-Other Charges for Services	7,399,697	7,090,390	8,997,408	8,400,000	10,250,000
CFS-DRI Administration	0	8,866	0	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	0	0	12,608	0	0
CFS-Parking Surcharges Lockbox	23,990,978	18,045,942	18,700,718	21,000,000	25,000,000
CFS - Pari-Mutuel Revenues stor	2,520,061	1,509,304	2,898,117	2,249,000	4,000,000
CFS-Building Inspections	4,958,724	5,116,923	6,337,572	5,250,000	5,814,000
Total Charges for Services:	**122,174,202**	**103,856,881**	**115,770,263**	**115,786,000**	**126,662,000**
Total Revenue (Inflows):	**789,925,623**	**793,444,724**	**807,816,780**	**877,301,000**	**965,281,000**

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
411100 - Ad Valorem Taxes-Real	Finance	325,773,469	349,095,894	375,145,626	410,363,000	452,494,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	16,399,793	23,050,677	16,429,429	23,000,000	16,500,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	428,504	319,663	51,181	320,000	51,000
411300 - Ad Valorem Taxes-Personal	Finance	16,143,667	16,581,462	17,676,668	19,489,000	20,513,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	772,719	559,215	988,363	630,000	988,000
Property Taxes	**Total**	**359,518,153**	**389,606,911**	**410,291,267**	**453,802,000**	**490,546,000**
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,683,508	6,776,591	7,040,971	6,774,000	7,723,000
413100 - Franc Fee-Electricity	Finance	29,347,623	27,749,848	28,843,974	30,228,000	30,833,000
413400 - Franc Fee-Gas	Finance	332,455	379,892	461,373	372,000	838,000
414100 - Utility Ser Fee-Electricity	Finance	37,578,043	37,343,138	38,520,862	38,705,000	40,521,000
414300 - Utility Ser Fee-Water	Finance	5,841,572	6,580,013	7,402,697	6,600,000	8,433,000
414400 - Utility Ser Fee-Gas	Finance	643,310	675,469	827,751	700,000	870,000
414700 - Utility Ser Fee-Fuel Oil	Finance	15,604	14,784	14,693	16,000	15,000
415000 - Public Service Taxes	Finance	20,082,432	20,032,982	19,121,885	20,000,000	20,534,000
419000 - Other Taxes-Storm Water	Civil Service Board	-	-	154	-	-
	Finance	1,309	(6)	(4,428)	-	-
	Total Resilience and Public Works Department	14,034,184	14,176,714	13,997,406	14,400,000	14,400,000
Franchise Fees and Other Taxes	**Total**	**115,560,039**	**113,729,425**	**116,227,339**	**117,795,000**	**124,167,000**
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	1,665	11,071	6,700	11,000	7,000
	Finance	627,263	335,976	85,354	312,000	29,000
	Total Resilience and Public Works Department	-	465	-	-	-
	Solid Waste	2,609	13,503	1,129	2,000	1,000
	Real Estate and Asset Management	(62)	-	-	-	-
461110 - Misc-Int & Pen-Investment	Finance	10,429,599	8,870,415	2,451,265	2,736,000	2,500,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	1,296,551	1,452,888	(1,735,594)	-	0
Interest	**Total**	**12,357,624**	**10,684,318**	**808,854**	**3,061,000**	**2,537,000**
481000 - Other-Interfund Transfer	Finance	3,830,006	5,291,193	5,605,700	24,541,000	14,598,000
481100 - Other-Intrafund Transfer	Total Resilience and Public Works Department	1,810,000	-	-	-	-
	Non-Departmental	-	-	-	-	300,000
Transfers-IN	**Total**	**5,640,006**	**5,291,193**	**5,605,700**	**24,541,000**	**14,898,000**
451000 - Fines-Judgments And Fines	Police	6,502,097	6,740,903	6,695,909	6,416,000	5,067,000
	Real Estate and Asset Management	67,279	69,779	63,966	55,000	55,000
454000 - Fines-Violations Of Local Ordinances	Finance	(68,768)	(45,363)	(30,746)	-	22,000
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	34,920	1,050	200	-	-
	Code Compliance	597,032	441,444	836,897	532,000	360,000
	Finance	(61,448)	(4,927)	(8,291)	-	-

Dept_Schedule

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
	Innovation and Technology	4	-	-	-	-
	Neighborhood Enhancement Teams (NET)	-	1,950	2,150	-	-
	Building Department	60,759	18,710	38,498	5,000	35,000
	Planning	2,428	26,277	384	3,000	3,000
	Solid Waste	141,017	86,391	295,693	175,000	663,000
	Police	2,481	1,692	2,096	-	-
	Real Estate and Asset Management	4,696	2,347	302	3,000	3,000
462000 - Misc-Red Light Camera Fines	Finance	416,640	147,740	85,175	-	-
Fines and Forfeitures	**Total**	**7,699,138**	**7,487,992**	**7,982,233**	**7,189,000**	**6,208,000**
431000 - Federal Grants	Police	3,677	-	-	-	-
	Parks and Recreation	(138,048)	(849)	2,353	-	-
435000 - State Shared Revenues	Finance	690,552	779,047	822,593	710,000	864,000
	Police	-	9,154	23,393	-	-
435001 - Municipal Rev Sharing	Finance	16,563,480	15,522,488	17,870,627	16,200,000	20,115,000
435002 - Half Cent Sales Tax	Finance	37,022,921	32,664,564	40,024,004	36,000,000	47,772,000
436900 - State Pension Payment	Fire-Rescue	3,557,063	4,030,719	4,040,001	4,300,000	4,300,000
	Police	5,473,870	5,586,313	5,722,341	6,000,000	6,000,000
438000 - Shared Revenues From Other Local Units	Finance	3,000,000	-	-	-	-
	Fire-Rescue	537,270	537,271	447,724	545,000	576,000
438010 - Shared Revenues - MPA	Finance	13,893,326	2,473,331	3,000,000	10,000,000	14,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	-	2,264,719	221,935	2,000,000	2,600,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset Management	31,868	0	325	2,000	2,000
434000 - State Grants	Parks and Recreation	-	158	-	-	-
Intergovernmental Revenues	**Total**	**80,635,979**	**63,866,914**	**72,175,293**	**75,757,000**	**96,229,000**
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	468,182	386,026	393,178	322,000	315,000
421000 - Business Tax Receipt	Finance	1,044	503	616	-	-
421100 - Business Tax Receipt-Business	Finance	7,628,294	6,993,086	7,245,096	7,250,000	7,538,000
421200 - Business Tax Receipt-Business-Penalty	Commissioners	-	-	(12)	-	-
	Finance	525,923	435,192	676,766	449,000	690,000
421400 - Business Tax Receipt-Metro	Finance	660,005	585,405	674,277	680,000	702,000
422000 - Building Permits	Building Department	30,769,097	26,739,546	26,730,006	22,000,000	30,000,000
	Total Resilience and Public Works Department	2,506	4,543	1,534	-	-
429000 - Other Licenses, Fees and Permits	Code Compliance	14,035	4,463	2,888	10,000	3,000
	Finance	3,439	(502)	821	4,000	0
	Building Department	31,669	76,583	79,589	61,000	61,000
	Planning	233,179	555,099	680,911	598,000	700,000
	Zoning	1,429,899	1,743,215	1,788,177	1,600,000	2,000,000
	Total Resilience and Public Works Department	330,757	999,549	1,338,981	1,000,000	1,400,000
	Solid Waste	0	(11,027)	-	-	-
	Fire-Rescue	4,144	(2,011)	1,210	-	0

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
	Police	300,294	346,750	297,714	300,000	295,000
	Real Estate and Asset Management	195,895	208,083	148,672	158,000	158,000
	Parks and Recreation	-	1,657	-	-	-
429010 - Other Licenses, Fees - CU(SW)	Finance	-	-	201	-	-
	Management and Budget	-	(373)	-	-	-
	Solid Waste	8,436,327	8,249,471	7,773,612	8,000,000	8,500,000
	Fire-Rescue	-	(7)	-	-	-
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	-	-	(116)	-	-
	Solid Waste	16,419,368	16,845,658	16,964,762	16,000,000	18,027,000
429030 - Other Licenses, Fees - Murals	Zoning	3,017,109	3,244,601	3,087,157	3,200,000	3,200,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	116	603	0	-	-
	Fire-Rescue	2,412,082	2,396,533	2,209,692	2,438,000	2,438,000
429040 - Other Licenses, Fees - CU	Finance	1,285,485	1,269,850	1,272,432	1,230,000	1,324,000
	Planning	(9,461)	0	0	-	-
	Zoning	1,262,417	821,388	882,149	1,200,000	1,100,000
Licenses and Permits	**Total**	**75,421,803**	**71,893,882**	**72,250,311**	**66,500,000**	**78,451,000**
464000 - Misc-Disposition Of Fixed Assets	City Manager	155	135	76	-	-
	City Clerk	101	-	-	-	-
	Management and Budget	-	-	9	-	-
	Building Department	51	-	-	-	-
	General Services Administration	152,015	885,795	220,575	152,000	152,000
	Total Resilience and Public Works Department	11,977	1,220	-	-	-
	Fire-Rescue	1,284	959	-	-	-
	Police	22,974	-	6,500	-	0
	Real Estate and Asset Management	6,576	8,850	-	-	-
	Parks and Recreation	-	-	4	-	-
	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	230,939	243,557	253,965	238,000	264,000
	Building Department	-	-	4	-	-
	Planning	(4)	0	0	-	-
	Zoning	10,341	6,691	7,794	9,000	9,000
	Fire-Rescue	9,966	6,383	7,413	10,000	10,000
	Real Estate and Asset Management	321,665	634	17,692	-	-
469011 - Misc. -Other Revnues EE Health	Real Estate and Asset Management	986	-	-	-	-
469013 - Misc - Fuel	Finance	-	200	17,939	-	-
	Real Estate and Asset Management	125,886	128,524	133,136	125,000	150,000
469014 - Misc - Vending	Real Estate and Asset Management	37,306	26,734	12,463	43,000	30,000
469300 - Misc-Settlements	Finance	702,012	443,686	646,913	443,000	443,000

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
	Real Estate and Asset Management	796,010	603,694	137,557	-	-
	Non-Departmental	1,401,373	-	1,614,778	73,000	67,000
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	-	0	0	-	-
	Real Estate and Asset Management	11	-	-	-	-
489000 - Other-Nonoperating Sources	City Attorney	-	-	126,243	128,000	128,000
	City Clerk	1,164	(6,984)	1,164	-	-
	Fire-Rescue	4,123,440	2,090,071	2,064,151	3,600,000	3,300,000
	Police	37,563	24,341	9,505	15,000	15,000
	Parks and Recreation	-	-	1,680	-	-
	Non-Departmental	0	21,944,271	-	-	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	127,764	127,764	-	-	-
	City Clerk	5,820	-	(1,164)	-	0
	Code Compliance	-	-	130	-	-
	Finance	(36)	(33)	18,530	-	0
	Grants Administration	-	34,773	-	-	-
	Human Resources	-	-	961	-	-
	Innovation and Technology	-	-	1,089	-	-
	Neighborhood Enhancement Teams (NET)	-	-	18,896	-	-
	Procurement	3,368	(1,529)	-	-	-
	Veteran Affairs and Homeless Services	285,795	-	-	-	-
	Human Services	-	(20,387)	65,592	-	-
	Building Department	-	99	128,723	5,919,000	0
	Planning	-	-	4,249	-	-
	General Services Administration	13,202	15,390	60,259	-	-
	Total Resilience and Public Works Department	-	-	31,583	-	-
	Solid Waste	-	-	27,136	-	-
	Capital Improvements and Transportation	-	-	2,000	-	-
	Fire-Rescue	353,046	6,216	(13,085)	-	-
	Police	-	(30,890)	17,479	-	-
	Real Estate and Asset Management	-	-	12,202	-	-
	Parks and Recreation	-	80	105,414	-	-
	Non-Departmental	-	-	-	-	19,293,000
469000 - Misc-Other Miscellaneous Revenues	City Manager	3,350	50	-	-	-
	Independent Auditor General	5	-	-	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
	City Attorney	25	5,298	14,726	-	-
	Code Compliance	10,126	167	856	-	-
	Office of Communications	18,749	13,633	1,000	-	-
	Finance	468,537	523,426	652,104	600,000	612,000
	Innovation and Technology	244,092	241,709	162,574	250,000	60,000
	Neighborhood Enhancement Teams (NET)	(1,192)	(934)	(690)	-	-
	Procurement	5,867	100	-	-	-
	Office of Resilience and Sustainability	84,117	-	-	-	-
	Human Services	9,801	31,361	(1)	-	-
	Building Department	(1,083,850)	(1,178,404)	(1,274,694)	-	0
	Planning	21,123	53,967	194,564	32,000	32,000
	Zoning	0	0	5,623	-	7,000
	General Services Administration	4,462	-	-	-	-
	Total Resilience and Public Works Department	-	-	900	-	-
	Solid Waste	21,437	147	-	-	7,000
	Capital Improvements and Transportation	2,338	-	-	-	-
	Fire-Rescue	339,395	305,284	475,804	334,000	480,000
	Police	63,413	256,887	415,415	81,000	27,000
	Real Estate and Asset Management	446,727	147,156	177,468	623,000	162,000
	Parks and Recreation	454,918	202,151	122,975	160,000	300,000
	Risk Management	320	941	214	-	-
	Non-Departmental	-	-	19,134	35,000	35,000
469200 - Misc - POS Over/Under	Finance	(31,233)	(33,941)	(22,005)	-	-
Other Revenues (Inflows)	**Total**	**10,918,679**	**27,027,207**	**6,705,520**	**12,870,000**	**25,583,000**
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,316,700	1,193,100	1,879,501	1,356,000	1,955,000
	Total Resilience and Public Works Department	171,024	94,717	238,334	160,000	240,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	-	-	67,427	-	-
	City Clerk	1,200	-	15,501	-	0
	Civil Service Board	95	-	-	-	-
	Real Estate and Asset Management	1,951	92	1,220	2,000	2,000
	Parks and Recreation	763,975	809,093	944,798	889,000	1,015,000
442100 - CFS-PS-Police Services	Finance	25	27	-	-	-
	Police	5,193,816	3,741,386	3,322,187	2,088,000	3,400,000
	Risk Management	(30)	(10)	-	-	-
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	50	524	17	-	-
442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	11,464,770	10,403,280	9,544,681	10,335,000	10,000,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	2,343,288	3,399,810	2,312,025	2,312,000	1,663,000
442500 - CFS-PS-Protective Inspection Fees	Finance	460	789	90	-	-
	Fire-Rescue	483,065	464,670	439,100	469,000	415,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	35	525	780	-	-

Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	715,654	697,681	792,326	715,000	715,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	-	250,568	412,073	307,000	352,000
	Fire-Rescue	-	165,409	-	-	-
	Police	634,526	531,653	485,422	520,000	552,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	-	-	1,906	-	-
	Real Estate and Asset Management	10,094	7,078	7,562	7,000	7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	-	122	-	-	-
	Building Department	2,397	808	1,085	-	-
	Solid Waste	24,303,294	24,683,264	24,378,398	24,609,000	24,619,000
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Total Resilience and Public Works Department	(53)	-	-	-	-
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	85	564	1,024	1,000	1,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	-	0	-	-	-
	Solid Waste	211,665	87,500	-	75,000	101,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset Management	2,884,110	2,357,527	1,841,289	1,914,000	2,200,000
444300 - CFS-Mass Transit	Total Resilience and Public Works Department	70	-	-	-	-
444600 - CFS-Trans-Tolls	Parks and Recreation	320,918	297,077	567,957	400,000	500,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	85	-	1,765	-	-
	Real Estate and Asset Management	2,610	653	980	4,000	4,000
446000 - CFS-Trans-Tools	Real Estate and Asset Management	1,094,893	137,147	-	-	-
	Parks and Recreation	0	11,507	26,050	-	-
447500 - CFS-C&R-Special Recreation Facilities	Civil Service Board	-	106	-	-	-
	Real Estate and Asset Management	1,291,253	691,607	692,147	1,200,000	692,000
	Parks and Recreation	948,555	479,784	635,634	775,000	841,000
447900 - CFS-C&R-Other Culture/Recreation	Finance	199,016	-	1,340	-	0
	Real Estate and Asset Management	24,945	103,327	8,633	-	-
	Parks and Recreation	3,545,966	3,034,609	3,822,037	3,500,000	4,098,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	-	2,690	-	-	-
	Real Estate and Asset Management	9,689,486	7,366,486	8,618,201	11,115,000	10,700,000
	Parks and Recreation	884	491	2,553	-	-
447911 - CFS-Commercial Dockage	Real Estate and Asset Management	6,211	-	-	-	-
448000 - CFS-Rents And Royalties	Real Estate and Asset Management	15,635,043	11,057,808	17,744,955	16,122,000	17,500,000
	Parks and Recreation	42,610	11,988	14,844	12,000	26,000
449000 - CFS-Other Charges for Services	City Attorney	142,761	104,627	228,252	100,000	239,000
	City Clerk	796	1,661	55	-	0
	Civil Service Board	-	-	51	-	-
	Finance	12,010	11,041	10,803	12,000	11,000
	Innovation and Technology	7,982	1,313	1,878	6,000	6,000
	Procurement	1,207	70	15	-	-
	Human Services	30,110	66,977	19,228	60,000	37,000

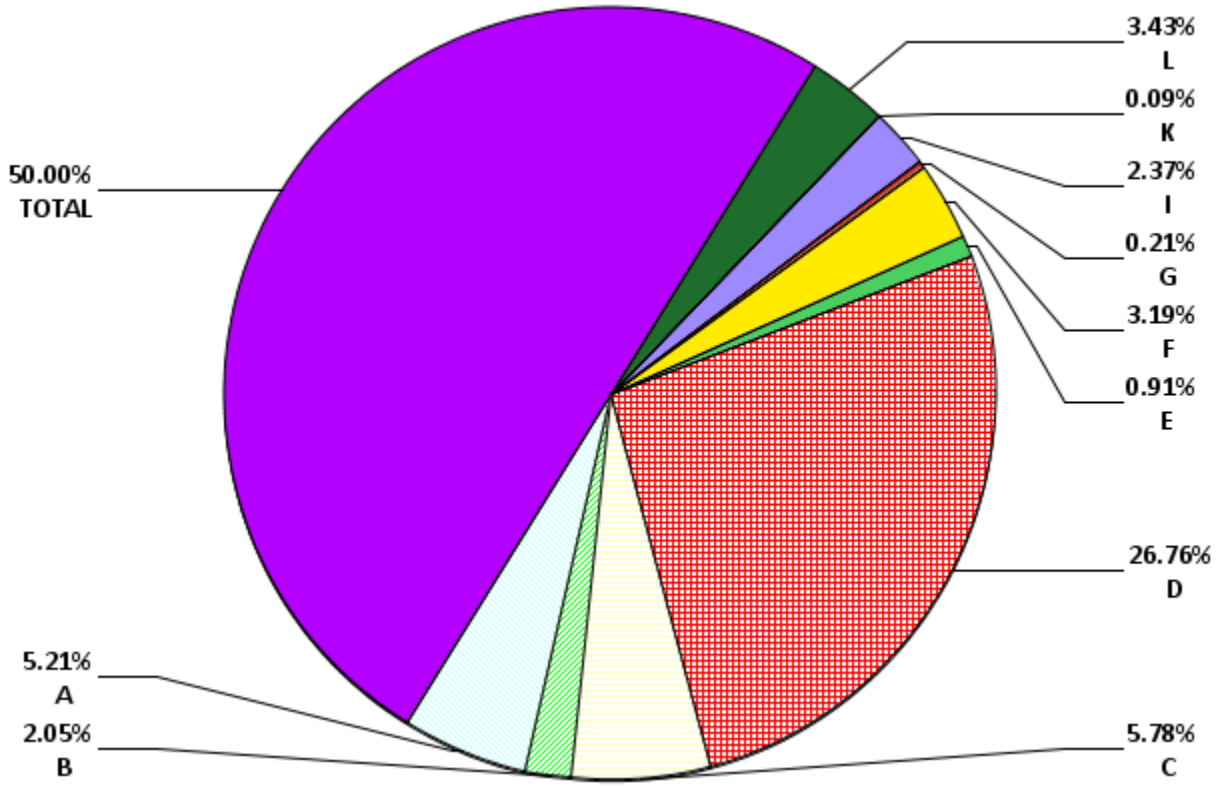
Schedule: Revenues (Inflows) by Department and Account Category
General Fund

		FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
	Building Department	889,127	903,245	964,665	900,000	1,000,000
	Planning	2,267,680	1,779,448	2,954,511	3,088,000	3,899,000
	Zoning	291,433	242,059	398,509	505,000	628,000
	Total Resilience and Public Works Department	1,751,056	1,920,685	2,641,366	2,000,000	2,300,000
	Solid Waste	4,440	2,975	751	1,000	1,000
	Fire-Rescue	819,655	739,961	784,599	820,000	950,000
	Police	944,346	1,218,315	817,550	820,000	1,002,000
	Real Estate and Asset Management	119,403	78,401	169,747	86,000	169,000
	Parks and Recreation	117,691	19,612	5,429	2,000	8,000
449001 CFS-DRI Administration	Human Services	-	8,866	-	-	-
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	-	-	12,608	-	-
449010 - CFS-Parking Surcharges Lockbox	Finance	23,990,978	18,045,942	18,700,718	21,000,000	25,000,000
449015 - CFS - Pari-Mutuel Revenues	Finance	2,520,061	1,509,304	2,898,117	2,249,000	4,000,000
449020 - CFS-Building Inspections	Finance	641,574	904,169	646,853	700,000	714,000
	Building Department	4,317,150	4,212,754	5,691,309	4,550,000	5,100,000
	Fire-Rescue	-	-	(590)	-	-
Charges for Services	**Total**	**122,174,202**	**103,856,881**	**115,770,263**	**115,786,000**	**126,662,000**
Total Revenue	**Total**	**789,925,623**	**793,444,724**	**807,816,780**	**877,301,000**	**965,281,000**

Expenditures (Outflows) By Functional Category
General Fund

FY 2022-23

$965,281,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: General Government	93,516,000	10.66%	100,539,000	10.42%
B: Planning and Development	33,851,000	3.86%	39,576,000	4.10%
C: Public Works	104,889,000	11.96%	111,531,000	11.55%
D: Public Safety	456,743,000	52.06%	516,610,000	53.52%
E: Real Estate and Asset Management	16,064,000	1.83%	17,480,000	1.81%
F: Parks and Recreation	53,953,000	6.15%	61,646,000	6.39%
G: Risk Management	3,830,000	0.44%	4,135,000	0.43%
H: Non-Departmental	44,379,000	5.06%	45,663,000	4.73%
I: Housing and Community Development	1,847,000	0.21%	1,833,000	0.19%
J: Transfers - OUT	68,229,000	7.78%	66,268,000	6.87%
Total	877,301,000	100.00%	965,281,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Government					
Mayor	1,460,505	1,365,410	2,028,766	2,636,000	3,132,000
Commissioners	3,465,265	3,596,023	5,472,808	7,858,000	10,616,000
City Manager	2,668,083	2,836,076	2,674,106	5,804,000	6,236,000
Office of Agenda Coordination	354,734	392,344	385,759	409,000	386,000
Independent Auditor General	1,173,023	1,323,274	1,367,342	1,602,000	1,776,000
City Attorney	9,157,209	9,909,611	10,473,045	11,221,000	12,279,000
City Clerk	1,887,419	1,963,543	2,050,881	2,067,000	2,152,000
Civil Service Board	453,613	546,129	552,715	574,000	622,000
Code Compliance	7,336,057	8,488,744	8,648,036	9,413,000	10,713,000
Office of Communications	2,073,580	2,245,325	1,710,610	1,778,000	1,571,000
Equal Opportunity and Diversity Programs	464,520	536,251	551,550	572,000	619,000
Finance	9,431,096	10,531,161	10,927,501	11,757,000	12,358,000
Grants Administration	1,760,052	1,386,669	1,522,878	1,786,000	2,025,000
Human Resources	4,697,427	5,262,010	5,206,909	5,634,000	6,033,000
Innovation and Technology	13,730,538	13,989,511	15,256,970	15,051,000	15,710,000
Management and Budget	2,467,567	2,711,575	3,043,841	3,315,000	3,174,000
Neighborhood Enhancement Teams (NET)	7,443,549	8,402,644	599,648	0	0
Procurement	2,538,385	2,841,279	2,930,171	3,215,000	3,451,000
Office of Resilience and Sustainability	633,545	646,773	16,405	0	1,062,000
Veteran Affairs and Homeless Services	0	(1,081)	0	0	0
Human Services	4,506,975	5,213,631	5,950,235	8,824,000	6,624,000
Total General Government	77,703,142	84,186,902	81,370,178	93,516,000	100,539,000
Planning and Development					
Building Department	15,922,441	16,270,224	19,175,795	22,962,000	27,266,000
Planning	5,616,536	5,956,425	5,175,436	5,912,000	6,461,000
Zoning	2,896,238	4,197,922	4,349,451	4,977,000	5,849,000
Planning and Development	24,435,215	26,424,571	28,700,682	33,851,000	39,576,000
Community and Economic Development					
Housing and Community Development Department	1,848,391	2,025,485	1,094,859	1,847,000	1,833,000
Housing and Community Development	1,848,391	2,025,485	1,094,859	1,847,000	1,833,000
Public Works					
Office of Capital Improvements	3,790,696	4,334,756	4,307,181	4,296,000	3,925,000

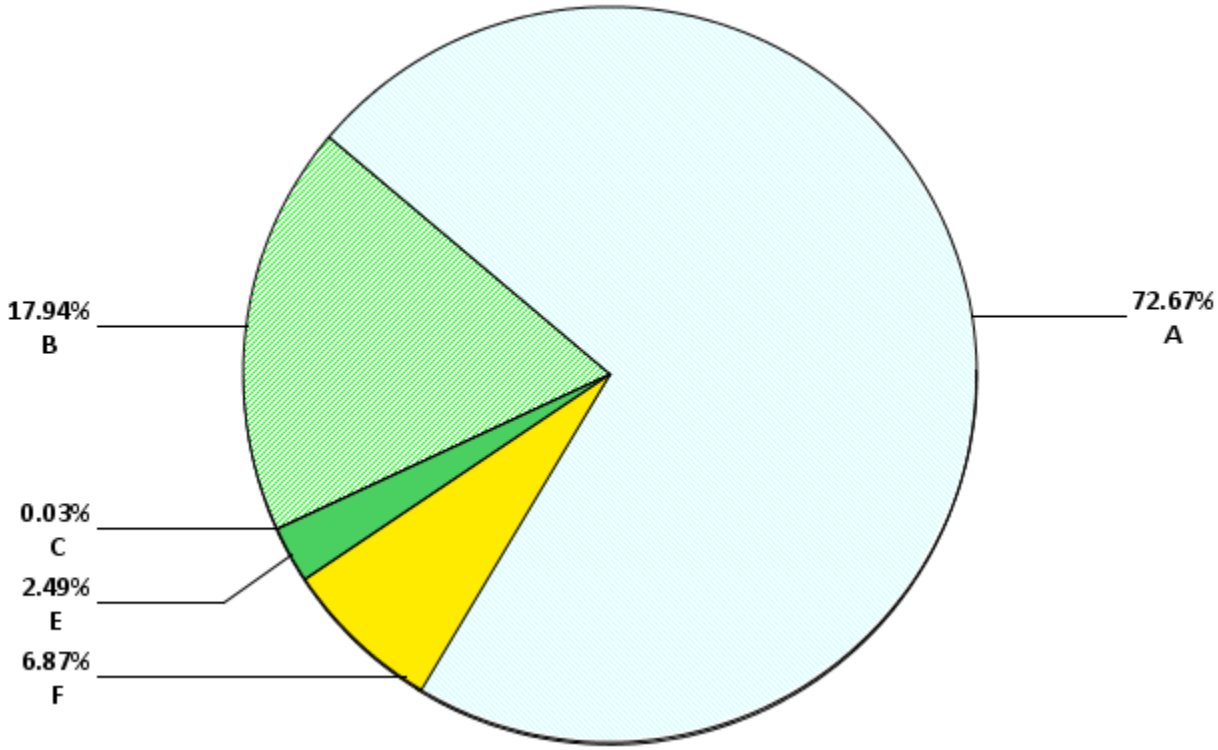
Schedule: Expenditures (Outflows) by Functional Category and Department
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Services Administration	26,313,714	26,441,015	27,438,158	28,949,000	32,638,000
Total Resilience and Public Works Department	24,646,462	28,834,154	29,402,439	29,987,000	30,595,000
Solid Waste	32,463,546	36,314,945	37,735,782	41,657,000	44,373,000
Public Works	87,214,418	95,924,871	98,883,560	104,889,000	111,531,000
Public Safety					
Fire-Rescue	162,948,459	161,120,893	166,598,718	178,956,000	194,681,000
Police	247,285,550	261,675,461	265,333,785	277,787,000	321,929,000
Public Safety	410,234,009	422,796,354	431,932,503	456,743,000	516,610,000
Other Departments					
Real Estate and Asset Management	13,109,703	13,241,006	13,771,558	16,064,000	17,480,000
Parks and Recreation	47,350,763	46,465,458	49,352,850	53,953,000	61,646,000
Risk Management	3,046,423	3,283,268	3,444,328	3,830,000	4,135,000
Total Other	63,506,889	62,989,732	66,568,736	73,847,000	83,261,000
Pension					
Pensions	0	0	0	0	0
Non-Departmental					
Non-Departmental	47,969,541	31,756,346	29,891,579	44,379,000	45,663,000
Non Departmental Units	47,969,541	31,756,346	29,891,579	44,379,000	45,663,000
Transfers -OUT	64,871,000	70,719,379	105,113,475	68,229,000	66,268,000
Total Expenditures (Outflows)	777,782,605	796,823,640	843,555,574	877,301,000	965,281,000

Expenditures (Outflows) by Account Category
General Fund

FY 2022-23

$965,281,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: Personnel	632,326,000	72.08%	701,422,000	72.67%
B: Operating Expense	151,499,000	17.27%	173,191,000	17.94%
C: Capital Outlay	1,090,000	0.12%	335,000	0.03%
D: Debt Service	0	0.00%	0	0.00%
E: Non-Operating Expenses	24,157,000	2.75%	24,065,000	2.49%
F: Transfers - OUT	68,229,000	7.78%	66,268,000	6.87%
Total	877,301,000	100.00%	965,281,000	100.00%

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel					
Executive Salaries	427,181	425,455	425,196	395,000	410,000
Regular Salaries and Wages	287,329,300	301,292,437	311,169,562	345,023,000	370,792,000
Attrition Savings - Salaries	0	0	0	(3,889,000)	(4,270,000)
Other Salaries and Wages	625,884	595,193	682,541	1,017,000	1,386,000
Other Salaries and Wages -Part Time Year Year Round	2,219,920	2,941,211	3,040,669	6,468,000	8,083,000
Other Salaries and Wages - Part Time Seasonal	3,134,768	2,215,439	2,045,392	1,993,000	3,971,000
Other Salaries and Wages-PT Temp	594,228	653,691	344,574	0	0
Overtime	14,346,306	15,440,143	9,790,167	9,942,000	10,051,000
OT-Reimbursable	0	0	1,357,222	710,000	852,000
OT Staffing	3,359,749	2,576,134	3,513,689	3,693,000	4,485,000
OT EMS Backfill for Training	651,289	473,932	380,667	684,000	489,000
OT Off Duty Events	3,368,504	1,722,695	1,971,242	3,609,000	3,623,000
OT Court	0	0	181,160	571,000	685,000
Special Pay	33,771,508	30,628,691	31,657,957	30,743,000	33,143,000
Fringe Benefits	1,447,924	1,443,082	1,382,082	1,381,000	1,323,000
Fringe Benefits - Tuition Reimbursement	572,446	574,206	469,884	211,000	376,000
Fica Taxes	13,490,768	13,714,544	13,888,143	15,476,000	16,489,000
Retirement Contributions	47,112,326	50,894,190	54,297,015	57,537,000	58,299,000
Police and Fire - FIPO	61,890,851	66,986,029	69,404,667	73,387,000	107,025,000
Secondary Pension Contributions	9,030,933	9,617,032	9,762,342	10,300,000	10,300,000
Life and Health Insurance	47,841,464	39,050,121	31,203,744	33,864,000	36,459,000
Health Trust - FOP	18,410,508	16,847,382	18,554,899	18,385,000	16,258,000
IAFF Health Insurance Trust Fund	0	18,770,915	20,116,007	20,826,000	21,193,000
Total Personnel:	**549,625,856**	**576,862,522**	**585,638,818**	**632,326,000**	**701,422,000**
Operating Expense					
Workers' Compensation	18,790,687	19,898,793	17,002,326	17,796,000	19,766,000
Reimbursemenr per FS 112-1816	0	25,000	8,066	0	0
Unemployment Compensation	16,048	64,299	104,587	70,000	70,000
Professional Services	4,747,220	5,827,001	5,963,897	6,750,000	8,145,000
Professional Services-Legal Services	11,755,560	6,859,574	4,816,659	3,560,000	3,359,000
Professional Services-Medical	691,347	1,027,558	946,774	1,066,000	1,069,000
Accounting and Auditing	482,579	544,263	407,249	525,000	500,000
Court Services	73,461	59,416	118,418	76,000	97,000

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Other Contractual Services	19,143,612	21,359,114	25,063,409	22,395,000	27,088,000
Investigations	1,622	0	12	0	0
Travel and Per Diem	347,249	223,386	103,972	294,500	358,500
Training	393,194	355,335	323,527	619,000	693,000
Communications & Related Services	1,209,200	1,168,403	1,168,152	1,296,000	1,350,000
Postage	500,195	468,357	491,342	525,000	534,000
Utility Services	12,754,110	10,895,009	(526,356)	45,000	45,000
Utilities Water	0	48,464	2,265,780	2,279,000	2,264,000
Utilities Electricity	0	184,489	10,192,440	9,572,000	11,223,000
Rentals and Leases	2,338,809	2,363,435	2,407,416	2,691,000	2,704,000
Insurance	344	315	2,971	0	0
Insurance - Police Torts	810,000	791,000	753,000	791,000	1,061,000
Insurance - Vehicle Liability	1,502,000	1,007,000	2,793,000	2,528,000	2,755,000
Insurance - Property & Casualty	7,475,000	8,223,000	9,443,000	10,591,000	13,151,000
Insurance - General Liability	1,634,000	1,134,000	1,216,000	839,000	655,000
Repair and Maintenance Services	12,223,458	9,403,420	11,435,591	10,864,000	11,279,000
IT-Repair and Maintenance Services	6,482,123	9,032,647	11,016,703	12,069,000	14,808,000
Vending - Repair and Maintenance Services	0	0	0	3,000	3,000
Printing and Binding	18,760	4,658	23,084	43,000	43,000
Printing and Binding-Outsourcing	39,951	28,697	38,477	22,000	28,000
Printing and Binding-Paper Stock	72,455	63,069	51,899	78,000	81,000
Printing and Binding-Supplies	5,974	2,841	8,896	6,000	6,000
Promotional Activities	190,056	144,857	102,934	117,000	215,000
Advertising and Related Costs	513,880	431,949	441,178	553,000	469,500
Other Current Charges and Obligations	34,969,783	15,114,541	20,101,339	22,489,000	22,897,500
Office Supplies	580,187	416,748	533,213	622,000	658,000
Operating Supplies	5,273,549	4,658,280	6,675,665	5,310,500	5,887,500
Motor Fuel	6,054,556	4,839,218	6,143,361	6,295,000	11,120,000
Saleable Fuel	74,675	75,280	81,912	100,000	125,000
Public Safety Supplies	1,152,631	1,239,752	1,364,389	1,987,000	2,340,000
Weapons/Ammunition	217,428	929,709	577,340	0	0
Clothing/Uniform Supplies	1,464,320	1,201,112	1,294,836	1,959,000	2,031,000
Landscaping Related Supplies, LandscapingRelated Supplies	293,260	105,133	206,177	275,000	277,000
Road Materials and Supplies	29,772	3,151	721	0	0

Schedule: Expenditures (Outflows) by Account Category and Object
General Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Subscriptions, Memberships, Licenses, Permits & Others	2,837,686	3,183,297	2,503,596	3,706,000	3,435,000
Weapons And Ammunitions	32,211	11,288	0	692,000	600,000
Total Operating Expense:	**157,192,951**	**133,416,859**	**147,666,951**	**151,499,000**	**173,191,000**
Capital Outlay					
Land	0	(12,679)	12,679	0	0
Improvements Other Than Buildings	125,420	126,430	1,178	0	0
Machinery and Equipment	2,491,545	2,518,850	1,234,537	1,090,000	335,000
Construction In Progress	248	358,345	0	0	0
Total Capital Outlay:	**2,617,213**	**2,990,945**	**1,248,394**	**1,090,000**	**335,000**
Non-Operating Expense					
Aids to Government Agencies	1,561,982	1,451,364	1,247,000	1,673,000	2,088,000
Aids to Private Organizations	1,867,521	1,164,099	1,711,127	4,273,000	3,184,000
Advances - State Share	0	0	898,284	900,000	1,508,000
Other Nonoperating Uses	0	10,179,288	0	0	0
Budget Reserve	0	0	0	12,111,000	10,299,000
Contingency Reserve	0	0	0	5,000,000	5,000,000
Other Uses	46,082	39,184	31,525	200,000	1,986,000
Total Non-Operating Expense:	**3,475,585**	**12,833,936**	**3,887,935**	**24,157,000**	**24,065,000**
Transfers-OUT					
Interfund Transfers	61,164,000	69,070,379	104,383,475	65,240,000	64,175,000
Transfer Out-Cost Allocation	1,897,000	1,649,000	730,000	889,000	1,793,000
Intrafund Transfers	1,810,000	0	0	2,100,000	300,000
Total Transfers-OUT:	**64,871,000**	**70,719,379**	**105,113,475**	**68,229,000**	**66,268,000**
Total Expenditure (Outflows):	**777,782,605**	**796,823,640**	**843,555,574**	**877,301,000**	**965,281,000**



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

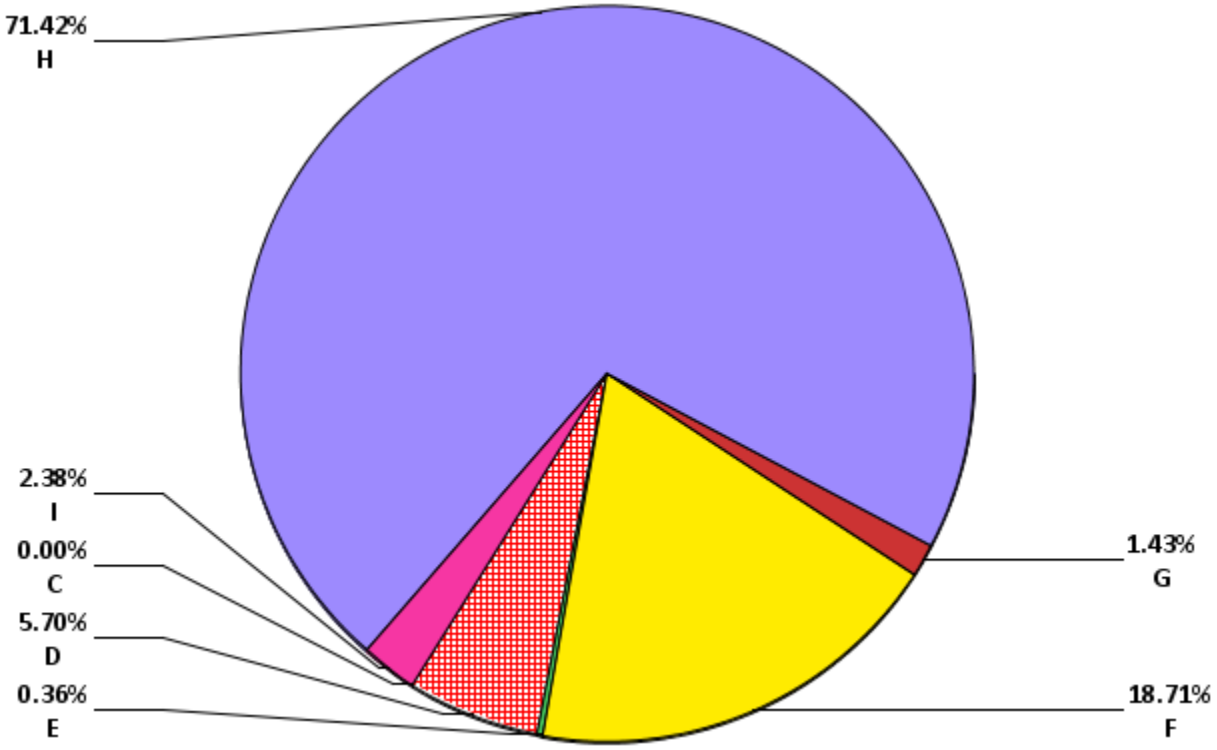
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Schedule: Summary Revenues and Expenditures by Functional Category
Hyperion - Total Special Revenue Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Revenues					
Interest	369,067	167,079	70,197	13,000	13,000
Transfers-IN	15,487,000	15,914,000	8,066,508	5,316,000	21,449,000
Fines and Forfeitures	1,584,307	1,533,946	1,842,962	1,090,000	1,350,000
Intergovernmental Revenues	69,119,474	91,965,383	143,101,922	159,029,000	70,415,000
Licenses and Permits	4,577,341	7,405,705	6,202,960	6,562,000	5,370,000
Other Revenues (Inflows)	5,773,282	4,089,784	713,920	154,394,000	268,784,000
Charges for Services	10,968,063	3,800,204	6,423,728	8,209,000	8,956,000
Total Revenues	**107,878,533**	**124,876,101**	**166,422,196**	**334,613,000**	**376,337,000**
Expenditures					
General Government	7,072,965	6,310,478	11,550,388	146,587,000	121,377,000
Planning and Development	2,441,823	1,317,526	652,988	33,540,000	31,311,000
Public Works	18,593,240	16,013,630	17,388,978	21,573,000	24,585,000
Public Safety	23,737,347	38,312,791	40,722,846	47,022,000	64,859,000
Real Estate and Asset Management	4,946,909	9,274,436	9,403,163	10,637,000	12,623,000
Parks and Recreation	1,164,602	477,681	1,064,738	1,079,000	761,000
Risk Management	0	88,156	145,327	0	0
Non-Departmental	768,075	537,720	22,900	775,000	2,775,000
Downtown Dev Authority	0	79,368	25,753	141,000	136,000
Housing and Community Development	30,559,952	27,713,403	45,573,794	64,347,000	97,841,000
Transfers - OUT	19,630,500	13,608,000	12,901,167	8,912,000	20,069,000
Total Expenditures	**108,915,227**	**113,733,375**	**139,452,042**	**334,613,000**	**376,337,000**

Revenues (Inflows) By Functional Category
Special Revenue Funds

FY 2022-23
$376,337,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 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	0.00%	13,000	0.00%
D: Transfers-IN	5,316,000	1.59%	21,449,000	5.70%
E: Fines and Forfeitures	1,090,000	0.33%	1,350,000	0.36%
F: Intergovernmental Revenues	159,029,000	47.53%	70,415,000	18.71%
G: Licenses and Permits	6,562,000	1.96%	5,370,000	1.43%
H: Other Revenues (Inflows)	154,394,000	46.14%	268,784,000	71.42%
I: Charges for Services	8,209,000	2.45%	8,956,000	2.38%
Total	334,613,000	100.00%	376,337,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Interest					
Misc-Int & Pen-Lot Clear & Demoli	91,610	83,192	64,521	0	0
Misc-Int & Pen-Investment	254,273	92,038	8,070	13,000	13,000
Misc-Net Increase Decrease In Fair ValueOf	23,184	(8,151)	(2,394)	0	0
Total Interest:	**369,067**	**167,079**	**70,197**	**13,000**	**13,000**
Transfers-IN					
Other-Interfund Transfer	13,590,000	13,794,000	6,336,508	4,095,000	19,337,000
Other-Transfer In-Cost Allocation	1,897,000	1,649,000	730,000	889,000	1,793,000
Other-Intrafund Transfer	0	471,000	1,000,000	332,000	319,000
Total Transfers-IN:	**15,487,000**	**15,914,000**	**8,066,508**	**5,316,000**	**21,449,000**
Fines and Forfeitures					
Fines-Other Fines And/Or Forfeits	1,584,307	1,533,946	1,842,962	1,090,000	1,350,000
Total Fines and Forfeitures:	**1,584,307**	**1,533,946**	**1,842,962**	**1,090,000**	**1,350,000**
Intergovernmental Revenues					
Federal Grants	42,114,758	63,545,341	114,987,804	130,168,000	62,686,000
State Grants	1,593,936	2,845,336	1,315,764	3,391,000	787,000
Grants From Other Local Units	23,302,371	23,215,303	24,330,900	22,928,000	3,963,000
Shared Revenues - E911 Wireles	1,539,136	1,742,880	1,526,531	1,508,000	1,895,000
Shared Revenues - E911 Phone C	490,924	465,024	527,264	481,000	492,000
Shared Revenues - E911 Land Li	78,349	151,499	413,660	553,000	592,000
Total Licenses and Permits:	**69,119,474**	**91,965,383**	**143,101,922**	**159,029,000**	**70,415,000**
Licenses and Permits					
Business Tax Receipt-Business-Penalty	(9,957)	(877)	88	0	0
Other Licenses, Fees and Permits	3,807,378	6,059,775	5,190,027	6,262,000	5,070,000
Other Licenses, Fees - CU(SW)	450,401	1,129,634	760,218	0	0
Other Licenses, Fees - Murals	329,519	217,173	252,627	300,000	300,000
Total Licenses and Permits:	**4,577,341**	**7,405,705**	**6,202,960**	**6,562,000**	**5,370,000**
Other Revenues (Inflows)					

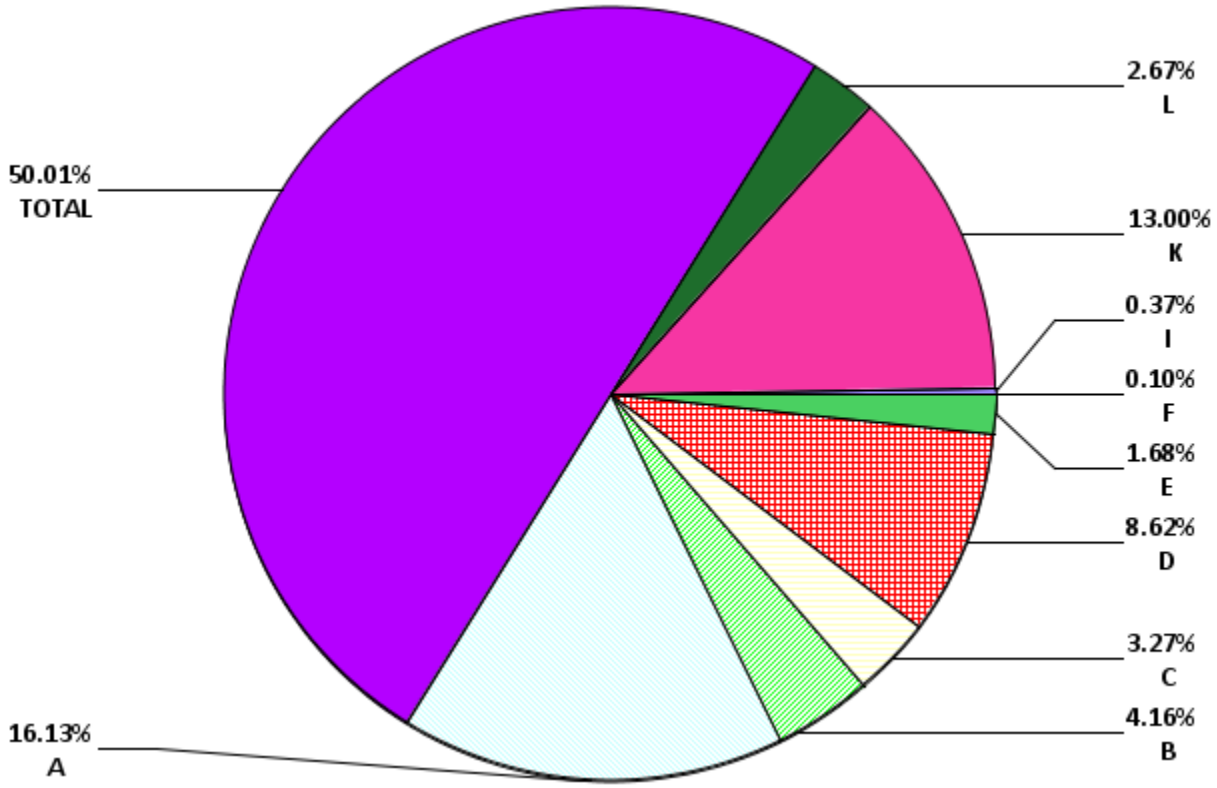
Schedule: Revenues (Inflows) by Functional Category and Account Object
Special Revenue Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Misc-Contributions And Donations From Private Sources	13,583	3,959	80,298	0	5,271,000
Misc-Contra Revenue For Bad Debt Allowance	(2,995,718)	(694,693)	(1,856,076)	0	0
Other-Nonoperating Sources	0	(40,405)	33,000	0	0
Other- Carryover Budget	(1,183,930)	597	0	0	0
Other-Oth N-optg Sour/Carryover	78,473	110,321	(862,176)	152,816,000	261,200,000
Misc-Other Miscellaneous Revenues	9,860,874	4,710,005	3,318,873	1,578,000	2,313,000
Total Other Revenues (Inflows):	**5,773,282**	**4,089,784**	**713,920**	**154,394,000**	**268,784,000**
Charges for Services					
CFS-GG-Other General Government Charges And Fees	158,856	155,085	173,147	60,000	160,000
CFS-PS-Police Services	205,527	255,353	297,232	185,000	300,000
CFS-PS-Other Public Safety Charges And Fees	1,418,375	997,849	1,619,668	0	1,180,000
CFS-Trans-Parking Facilities	4,404,650	0	0	4,407,000	4,443,000
CFS-Mass Transit	10,793	(700)	0	0	0
CFS-C&R-Special Recreation Facilities	0	0	83	0	0
CFS-C&R-Other Culture/Recreation	(378)	(4,203)	0	0	0
CFS-C&R-Other Culture/Recreation (PF)	0	0	300,791	129,000	133,000
CFS-Rents And Royalties	0	0	370,343	972,000	582,000
CFS-Other Charges for Services	3,531,661	741,099	450,626	30,000	15,000
CFS-DRI Administration	0	190,638	515,366	416,000	365,000
CFS-DRI Master Planning	0	385,097	1,322,522	852,000	835,000
CFS-DRI Air Quality	0	7,738	9,791	0	7,000
CFS-DRI Transportation	0	232,127	907,325	718,000	485,000
CFS-Trans Dev Density Fee-Hist Preserv Trust Fund	0	39,504	56,538	40,000	60,000
CFS-Trans Dev Density Fee-Sr Rental Assist	0	39,504	56,538	0	0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	0	39,504	56,538	0	0
CFS-Parking Surcharges Lockbox	1,238,578	721,609	287,220	400,000	391,000
Total Charges for Services:	**10,968,063**	**3,800,204**	**6,423,728**	**8,209,000**	**8,956,000**
Total Revenue (Inflows):	**107,878,533**	**124,876,101**	**166,422,196**	**334,613,000**	**376,337,000**

Expenditures (Outflows) By Functional Category
Special Revenue Funds

FY 2022-23

$376,337,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: General Government	146,587,000	43.81%	121,377,000	32.25%
B: Planning and Development	33,540,000	10.02%	31,311,000	8.32%
C: Public Works	21,573,000	6.45%	24,585,000	6.53%
D: Public Safety	47,022,000	14.05%	64,859,000	17.23%
E: Real Estate and Asset Management	10,637,000	3.18%	12,623,000	3.35%
F: Parks and Recreation	1,079,000	0.32%	761,000	0.20%
G: Risk Management	0	0.00%	0	0.00%
H: Non-Departmental	775,000	0.23%	2,775,000	0.74%
I: Housing and Community Development	64,347,000	19.23%	97,841,000	26.00%
J: Transfers - OUT	8,912,000	2.66%	20,069,000	5.33%
Total	334,613,000	100.00%	376,337,000	100.00%

Schedule: Expenditures (Outflows) by Functional Category
Special Revenue Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
American Rescue Plan Act SRF	0	0	0	137,640,000	116,721,000
Bayfront/Riverfront Land Acquisition Rouse Trust	0	0	0	1,860,000	1,961,000
City Clerk Services	93,193	140,559	146,870	1,708,000	1,894,000
Community Development	30,561,734	27,654,612	30,907,561	64,347,000	87,310,000
Departmental Improvement Initiative	5,636,517	4,649,628	4,386,794	11,345,000	14,885,000
Economic Development (SR)	0	79,368	25,753	141,000	136,000
Emergency Funds	8,045,873	29,783,659	54,891,672	100,000	10,950,000
Fire Rescue Services	2,498,680	2,925,445	1,733,209	4,955,000	7,179,000
General Special Revenue	700,221	685,430	771,839	604,000	4,330,000
Grants-Other Programs	860,984	397,169	291,278	373,000	358,000
Grants-Work Force Program	(81,249)	0	1,000,000	332,000	0
Hist Preservation Trust Fund	0	0	0	40,000	278,000
Homeless Program	2,260,860	1,903,555	1,339,903	2,407,000	2,407,000
Human Services Fund	352,459	68,557	154,702	497,000	475,000
Law Enforcement Trust Fund	499,908	166,503	118,219	923,000	1,377,000
Miami Ballpark Parking Facilities	2,703,453	7,049,188	1,513,915	8,764,000	12,649,000
Net Offices & Code Enforcement (SR)	1,556,000	232,000	0	0	0
Parks & Recreation Services	496,712	271,720	192,052	879,000	761,000
Planning and Zoning Tree Trust Fund	940,728	151,627	510,833	4,554,000	6,070,000
Planning Services	2,802,596	228,042	168,442	5,297,000	7,904,000
Planning Services-DRI DT	0	686,898	5,407,455	10,430,000	6,540,000
Planning Services-DRI SEOPW	0	37,361	87,042	4,642,000	5,864,000
Police Services	6,216,393	5,212,296	5,267,959	4,377,000	11,161,000
Public Art Fund	28,421	166,952	40,039	3,138,000	2,487,000
Public Works Services	12,953,841	6,615,979	5,401,961	6,622,000	7,922,000
Solid Waste Recycling Trust	18,750	25,496	29,400	163,000	163,000
Sports Facilities and Activities	73,049	471,000	0	13,000	13,000
Total E911	5,305,851	4,293,438	4,491,732	5,037,000	4,898,000
Transportation and Transit	19,514,978	15,068,548	15,645,859	21,795,000	19,500,000
Transportation Cross Bay	177,790	0	0	0	0
UASI-Fire Rescue	4,697,484	4,768,345	4,927,552	31,630,000	40,144,000
Special Revenue Funds	**108,915,227**	**113,733,375**	**139,452,042**	**334,613,000**	**376,337,000**

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
			American Rescue Plan Act. - Fund 97100				
16-000949	2773	162000	American Rescue Plan Act.	$51,103,000	$108,938,000	Fund Balance Allocation	General Government
16-000949	2773	162000	American Rescue Plan Act.	$17,717,000	$7,783,000	Fund Balance Allocation	Transfer-Out to General Fund
16-000949	2773	162000	American Rescue Plan Act.	$68,820,000	$0	Intergovernmental Revenue	General Government
			Total - American Rescue Plan Act.	**$137,640,000**	**$116,721,000**		
			Bayfront/Riverfront Land Acquisition Rouse Trust - Fund 15100				
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$83,000	$101,000	Contribution from General Fund	Public Facilities
22-220007	2062	221110	Bayfront and Riverfront Lands Acquisition Trust	$1,777,000	$1,860,000	Fund Balance Allocation	Public Facilities
			Total - Bayfront/Riverfront Land Acquisition Rouse Trust	**$1,860,000**	**$1,961,000**		
			City Clerk Services - Fund 13500				
12-110097	2563	121000	Lobbyists' Registration Fee	$1,093,000	$1,202,000	Fund Balance Allocation	General Government
12-110097	2563	121000	Lobbyists' Registration Fee	$60,000	$160,000	Program Revenue	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	$477,000	$469,000	Fund Balance Allocation	General Government
12-110094	2566	121000	U.S. Passport Acceptance Fee	$30,000	$15,000	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	**$1,708,000**	**$1,894,000**		
			Community Development - Funds 14001 to 14018				
N/A	N/A	910101	Community Development - Fund Prior to FY 2005-06 (Discontinue)	$0	$319,000	Fund Balance Allocation	Transfer-Out To Special Revenue
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$0	$319,000	Contribution from Special Revenue (Fund Balance from Fund 14000	Community Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$5,607,000	$5,451,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$250,000	$100,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Community Development Block Grant (CDBG)	$7,725,000	$17,655,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$3,510,000	$3,939,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$500,000	$400,000	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Home Investment Partnership	$8,590,000	$9,432,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	State Housing Initiative Partnership (SHIP)	$2,088,000	$3,044,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$476,000	$479,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Emergency Solutions Grant (ESG)	$400,000	$3,300,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$11,925,000	$12,708,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Housing Opportunities for Persons with Aids (HOPWA)	$5,705,000	$6,200,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Voucher	$2,595,000	$2,386,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Affordable Housing Trust Fund (AHTF)	$3,300,000	$3,845,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$3,635,000	$7,441,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$0	$5,251,000	Donation	Community Development
Multiple projects	Multiple Awards	910101	Social Services Gap Fund	$878,000	$100,000	Contribution from General Fund	Community Development
Multiple projects	Multiple Awards	910101	Other Sources	$900,000	$0	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Housing Loan Recovery	$0	$10,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Housing Loan Recovery	$50,000	$0	Program Revenue	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 1	$2,718,000	$2,144,000	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Section 8 Mod Rehab 2	$741,000	$0	Intergovernmental Revenue	Community Development
Multiple projects	Multiple Awards	910101	Neighborhood Stabilization Program (NSP)	$2,180,000	$2,180,000	Fund Balance Allocation	Community Development
Multiple projects	Multiple Awards	910101	Mainstream Voucher Program	$574,000	$607,000	Intergovernmental Revenue	Community Development

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Community Development	**$64,347,000**	**$87,310,000**		
			Department Improvement Initiative - Funds 15500 to 15502				
101-MDisc.	2548	101000	Mayor -Elected Official Discretionary Account-101000, Award 2548	$0	$200,000	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
114-D1Disc.	2555	114000	District 1 - Elected Official Discretionary Account-114000, Award 2555	$100,000	$500,000	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 2543	$495,000	$539,000	Contribution from General Fund - Poverty Initiative	General Government
114-D1API	2543	114000	District 1 Citywide Anti- Poverty Initiative Program, Award 2543	$0	$1,500,000	Fund Balance Allocation	General Government
113-D2Disc.	2556	113000	District 2 - Elected Official Discretionary Account-113000, Award 2556	$100,000	$150,000	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	$248,000	$161,000	Contribution from General Fund - Poverty Initiative	General Government
113-D2API	2544	113000	District 2 Citywide Anti- Poverty Initiative Program, Award 2544	$200,000	$500,000	Fund Balance Allocation	General Government
111-D3Disc.	2557	111000	District 3 - Elected Official Discretionary Account-110000, Award 2050 - Rollover	$200,000	$500,000	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	$450,000	$499,000	Contribution from General Fund - Poverty Initiative	General Government
112-D4Disc.	2558	112000	District 4 - Elected Official Discretionary Account-112000, Award 2558	$10,000	$200,000	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	$338,000	$472,000	Contribution from General Fund - Poverty Initiative	General Government
112-D4API	2553	112000	District 4 Citywide Anti- Poverty Initiative Program, Award	$150,000	$150,000	Fund Balance Allocation	General Government
115-D5Disc.	2559	115000	District 5 - Elected Official Discretionary Account-115000, Award 2050 - Rollover	$20,000	$50,000	Fund Balance Allocation	General Government
115-D5Events	2552	115000	District 5 Festivals and Events-115000, Award 2552	$50,000	$50,000	Contribution from General Fund - Festivals and Events	General Government

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Special Revenue Funds - Schedule of Grants and Programs

Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
115-D5API	2554	115000	District 5 Citywide Anti- Poverty Initiative Program, Award 2554	$720,000	$580,000	Contribution from General Fund - Poverty Initiative	General Government
15-921092B	2032	153000	Community Relations Board	$4,000	$4,000	Fund Balance Allocation	General Government
25-119005	2100	231000	Professional Analysis Service	$52,000	$52,000	Fund Balance Allocation	General Government
25-119004	2146	251000	IT Strategic	$18,000	$17,000	Fund Balance Allocation	General Government
25-119004	2709	251000	Knight Foundation Digital Community Engagement	$50,000	$50,000	Fund Balance Allocation	General Government
25-116007	2649	251000	IT Surplus Rollover	$12,000	$134,000	Fund Balance Allocation	General Government
28-0000001	2063	282000	Unsafe Structure Program	$5,124,000	$5,650,000	Fund Balance Allocation	Planning and Development
28-0000001	2063	282000	Unsafe Structure Program	$1,000,000	$1,000,000	Program Revenue	Planning and Development
29-119002	1281	291001	Parks Surplus " Rollover"	$200,000	$0	Fund Balance Allocation	Parks and Recreation
44-441000	2633	441000	Resilient Multi-Family Housing Initiative	$99,000	$62,000	Fund Balance Allocation	General Government
44-441001	2645	441000	Storm Drain Painting Project	$5,000	$5,000	Fund Balance Allocation	General Government
44-441002	2727	441000	Storm Drain Painting Project	$225,000	$185,000	Fund Balance Allocation	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$0	$75,000	Fund Balance Allocation	General Government
98-0001	2430	980000	Citywide Parades - Three Kings	$75,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0002	2430	980000	Citywide Parades - Dr. Martin Luther King Parade	$50,000	$75,000	Fund Balance Allocation	General Government
98-0003	2430	980000	Citywide Parades - Dr. Martin Luther King Candlelight Vigil	$100,000	$100,000	Fund Balance Allocation	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$128,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0004	2430	980000	Citywide New Year's Eve Festival	$122,000	$350,000	Fund Balance Allocation	General Government
98-0011	2430	980000	Veteran's Day	$30,000	$30,000	Fund Balance Allocation	General Government
98-0012	2430	980000	July 4th City Hall	$40,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0012	2430	980000	July 4th City Hall	$0	$40,000	Fund Balance Allocation	General Government
98-0013	2430	980000	Blacktop	$0	$15,000	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 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
98-0014	2430	980000	Little Havana Celebrations	$0	$100,000	Fund Balance Allocation	General Government
98-0015	2430	980000	July 4th Hadley Park	$10,000	$10,000	Fund Balance Allocation	General Government
98-0016	2430	980000	Latin Jazz in the Park	$24,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0016	2430	980000	Latin Jazz in the Park	$16,000	$40,000	Fund Balance Allocation	General Government
98-0017	2430	980000	Gay8 Festival	$25,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501 (Discontinued))	General Government
98-0017	2430	980000	Gay8 Festival	$0	$25,000	Fund Balance Allocation	General Government
98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	$40,000	$0	Contribution from Special Revenue (Fund Balance from Fund 15501	General Government
98-0018	2430	980000	Goombay Festival - Coconut Grove Neighborhood	$0	$40,000	Fund Balance Allocation	General Government
98-0019	2430	980000	Holidays lighting and decorating initiative (D4)	$75,000	$0	Contribution from General Fund	General Government
98-0019	2430	980000	Holidays lighting and decorating initiative (D4)	$0	$75,000	Fund Balance Allocation	General Government
			Grants-Work Force Program (Discontinued) - Fund 15501				
N/A	N/A	980000	Grants-Work Force Program (Discontinued)	$332,000	$0	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	$200,000	$185,000	Intergovernmental Revenue	General Government
			Total - Department Improvement Initiative	**$12,010,000**	**$15,243,000**		
			Emergency Services - Fund 80000				
TBD	TBD	181000	Deployment	$100,000	$100,000	Fund Balance Allocation	Public Safety
			Total - Emergency Services	**$100,000**	**$100,000**		
			Emergency Rental Assistance - Fund 82001				

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
Multiple projects	2769		US Treasury ERA-2 FY21-25	$0	$10,850,000	Fund Balance Allocation	Community Development
			Total - Emergency Rental Assistance	**$0**	**$10,850,000**		
			Fire-Rescue Services - Fund 11000				
18-180012	2077	181000	Fire-Rescue Explorers Program	$22,000	$22,000	Fund Balance Allocation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$0	$20,000	Donation	Public Safety
18-180081	2241	181000	Michael S. Gordon Scholarship	$25,000	$40,000	Fund Balance Allocation	Public Safety
18-110137	2078	182000	Public Access Defibrillator - Automated External Defibrillators FY2015	$39,000	$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	$50,000	$66,000	Intergovernmental Revenue	Public Safety
18-104014	1766	184010	EMS County Grant #C0013	$85,000	$0	Fund Balance Allocation	Public Safety
TBD	TBD	184010	Ultra Equipment Settlement	$0	$80,000	Fund Balance Allocation	Public Safety
18-1801014	2581	184050	FEMA/USAR FY2019	$100,000	$25,000	Fund Balance Allocation	Public Safety
Multiple projects	2695	184050	FEMA/USAR FY2020	$800,000	$133,000	Fund Balance Allocation	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2021	$1,200,000	$0	Intergovernmental Revenue	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2021	$0	$1,016,000	Fund Balance Allocation	Public Safety
Multiple projects	TBD	184050	FEMA/USAR FY2024-26	$0	$1,200,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2020 State Homeland Security Grant Program (SHSGP)	$50,000	$0	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2021 State Homeland Security Grant Program (SHSGP)	$100,000	$100,000	Intergovernmental Revenue	Public Safety
TBD	TBD	184050	2022-26 State Homeland Security Grant Program (SHSGP)	$0	$100,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	FY2016 CCTA, Award 2370	$176,000	$0	Fund Balance Allocation	Public Safety
TBD	2658	189000	2019 Securing the Cities Program	$1,978,000	$0	Intergovernmental Revenue	Public Safety
TBD	2658	189000	2019 Securing the Cities Program	$0	$1,000,000	Fund Balance Allocation	Public Safety

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
TBD	2658	189000	2020 Securing the Cities Program	$0	$2,950,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	184050	Contribution from GF for Allocations (USAR)	$299,000	$357,000	Contribution from General Fund (Cost Allocation)	Public Safety
			UASI-Fire Rescue - Fund 11100				
18-180118	2621	189000	UASI 2019	$3,000,000	$0	Fund Balance Allocation	Public Safety
TBD	2743	189000	UASI 2020	$14,013,000	$0	Intergovernmental Revenue	Public Safety
TBD	2743	189000	UASI 2020		$11,474,000	Fund Balance Allocation	Public Safety
TBD	TBD	189000	UASI 2021	$14,100,000	$14,013,000	Intergovernmental Revenue	Public Safety
TBD	TBD	189000	UASI 2022	$0	$14,100,000	Intergovernmental Revenue	Public Safety
Multiple projects	1933	189000	Contribution from GF for Allocations (UASI)	$517,000	$557,000	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Fire Rescue Services	**$36,585,000**	**$47,323,000**		
			General Special Revenues - Fund 10090				
40 FDOT Liberty City Trolley	2765	402000	FDOT Liberty City Trolley Route	$0	$260,000	Intergovernmental Revenue	Public Works
40 CW Trolley 10090	2562	402000	Advertising Revenue - Trolley	$0	$1,400,000	Fund Balance Allocation	Public Works
40 CW Trolley 10090	2562	402000	Advertising Revenue - Trolley	$534,000	$800,000	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	$45,000	$45,000	Fund Balance Allocation	General Government
N/A	N/A	980000	Pension Stabilization Fund	$0	$1,800,000	Fund Balance Allocation	General Government
			Total - General Special Revenues	**$604,000**	**$4,330,000**		
			Historic Preservation Trust Fund - Fund 10430				
35-380000	2673	356000	Historic Preservation Trust Fund	$40,000	$60,000	Program Revenue	Planning and Development
35-380000	2673	356000	Historic Preservation Trust Fund	$0	$218,000	Fund Balance	Planning and Development

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Historic Preservation Trust Fund	**$40,000**	**$278,000**		
			Homeless Programs - Fund 14800				
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Balance from previous allocation	$224,000	$224,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Miami Homeless Assistance Program (MHAP) CE Consolidation - Award renewal	$673,000	$673,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Primary Care Program: HMIS Staffing Program / Identification Assistance Program	$35,000	$37,000	Intergovernmental Revenue	General Government
TBD	TBD	450001	Primary Care Program: Hotel-Motel Placement Program (Hotel-Motel)	$1,000,000	$998,000	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	**$2,407,000**	**$2,407,000**		
			Human Services - Fund 14801				
29-110155	2097	450004	Child Day Care Food Program	$75,000	$53,000	Intergovernmental Revenue	General Government
45-450004-ELC19	2463	450004	Early Learning Coalition of Miami-Dade/Monroe County	$80,000	$80,000	Intergovernmental Revenue	General Government
TBD	TBD	450004	Early Learning Coalition of Miami-Dade/Monroe County	$0	$35,000	Fund Balance Allocation	General Government
TBD	TBD	450004	Early Learning Coalition of Miami-Dade/Monroe County	$35,000	$0	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**	**$475,000**		
			Law Enforcement Trust Fund - Fund 12500				
19-690001	1169	191602	LETF State	$434,000	$573,000	Fund Balance Allocation	Public Safety
19-690001	1169	191602	LETF State	$30,000	$150,000	Program Revenue	Public Safety

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
19-690003	1171	191602	LETF Treasury	$77,000	$122,000	Fund Balance Allocation	Public Safety
19-690003	1171	191602	LETF Treasury	$30,000	$50,000	Program Revenue	Public Safety
19-690002	1019	191602	LETF Justice	$322,000	$332,000	Fund Balance Allocation	Public Safety
19-690002	1019	191602	LETF Justice	$30,000	$150,000	Program Revenue	Public Safety
			Total - Law Enforcement Trust Fund	**$923,000**	**$1,377,000**		
			Miami Ballpark Parking Facilities - Fund 15400				
22-500000	2159	221130	Miami Ballpark Parking Facilities (Fund 15400)	$6,008,000	$5,649,000	Program Revenue	Public Facilities
22-500000	2159	221130	Miami Ballpark Parking Facilities	$0	$2,000,000	Program Revenue	Transfer-Out to Capital
22-500000	2159	221130	Miami Ballpark Parking Facilities	$2,756,000	$5,000,000	Fund Balance Allocation	Public Facilities
			Total - Miami Ballpark Parking Facilities	**$8,764,000**	**$12,649,000**		
			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	$125,000	$180,000	Intergovernmental Revenue	Parks and Recreation
29-115013	1933	293001	Disabilities State Program	$73,000	$0	Contribution from General Fund (Cost Allocation)	Parks and Recreation
29-110112	2082	293001	Disabilities ADA Parking Fines	$50,000	$50,000	Intergovernmental Revenue	Parks and Recreation
29-118200	2069	295999	Billboard at Grapeland	$83,000	$83,000	Program Revenue	Parks and Recreation
29-110155	2094	295999	Out-of-School Time Snack Program	$100,000	$0	Intergovernmental Revenue	Parks and Recreation
			Total - Parks and Recreation Services	**$879,000**	**$761,000**		
			Planning Services - Fund 10400				
32-110096	1228	356000	Blue Ribbon Task Force	$3,000	$3,000	Fund Balance Allocation	Planning and Development

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$3,000	$36,000	Fund Balance Allocation	Planning and Development
32-110145	1224	356000	Florida East Cost Corridor Imp. Trust	$0	$33,000	Program Revenue	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
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	$4,744,000	$6,197,000	Fund Balance Allocation	Planning and Development
35-127005	1698	356200	Public Benefits Program for Floor Lot Ratio / Height bonus	$0	$800,000	Program Revenue	Planning and Development
35-110007	2578	356000	Traffic Study Review Fee for (M.U.S.P) Project	$114,000	$180,000	Program Revenue	Planning and Development
35-110007	2578	356000	Traffic Study Review Fee for (M.U.S.P) Project	$364,000	$586,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI DT - Fund 10401				
35-127010	2588	356001	Downtown Development Regional Impact Administration	$3,667,000	$1,277,000	Fund Balance Allocation	Planning and Development
35-127010	2588	356001	Downtown Development Regional Impact Administration	$247,000	$205,000	Program Revenue	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$3,201,000	$4,254,000	Fund Balance Allocation	Planning and Development
35-127010	2524	356001	Downtown Development Regional Impact Master Plan Recovery Fee	$513,000	$425,000	Program Revenue	Planning and Development
35-127010	2525	356001	Downtown Development Regional Impact Air Quality Fee	$54,000	$54,000	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$2,161,000	$0	Fund Balance Allocation	Planning and Development
35-127010	2526	356001	Downtown Development Regional Impact Transportation	$518,000	$255,000	Program Revenue	Planning and Development
35-127010	TBD	356001	Downtown Development Regional Impact Interest	$69,000	$70,000	Fund Balance Allocation	Planning and Development
			Planning Services-DRI SEOPW - Fund 10402				
35-127110	2589	356002	Southeast Overtown Park West Administration	$214,000	$851,000	Fund Balance Allocation	Planning and Development
35-127110	2589	356002	Southeast Overtown Park West Administration	$169,000	$160,000	Program Revenue	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$602,000	$2,402,000	Fund Balance Allocation	Planning and Development
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$85,000	$0	Fund Balance Allocation	Transfer-Out to Capital

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
35-127110	2527	356002	Southeast Overtown Park West - DRI Master Recovery	$339,000	$410,000	Program Revenue	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$8,000	$233,000	Fund Balance Allocation	Planning and Development
35-127110	2528	356002	Southeast Overtown Park West - DRI Air Quality	$0	$7,000	Program Revenue	Planning and Development
35-127110	2529	356002	Southeast Overtown Park West - DRI Transportation	$200,000	$230,000	Program Revenue	Planning and Development
35-127110	TBD	356002	Southeast Overtown Park West - DRI Interest	$0	$36,000	Fund Balance Allocation	Planning and Development
35-127110	TBD	356002	Unallocated Fund Balance Per Finance Reconciliation	$2,798,000	$0	Fund Balance Allocation	Planning and Development
			Economic Development - Fund 10450				
35-127002	2085	981000	Downtown Development Authority - Street Vendor Program	$141,000	$136,000	Fund Balance Allocation	Planning and Development
			Total - Planning Services	**$20,510,000**	**$20,444,000**		
			Police Services - Fund 12000				
19-190013	2482	190001	City of Miami Collaborative Early Pre-Arrest Diversion Program	$291,000	$0	Intergovernmental Revenue	Public Safety
19-190014	2484	190001	FY18 Justice & Mental Health Collaboration Program	$435,000	$476,000	Intergovernmental Revenue	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$0	$78,000	Contribution from General Fund	Public Safety
19-190014	2485	190001	FY18 Justice & Mental Health Collaboration Program - City Match	$185,000	$0	Fund Balance Allocation	Public Safety
TBD	TBD	190001	Anti-Litter Reward program	$10,000	$0	Contribution from General Fund	Public Safety
TBD	TBD	190001	Anti-Litter Reward program	$0	$10,000	Fund Balance Allocation	Public Safety
19-900007	2804	190001	FY2021 JAG Edward Byrne Memorial Justice Assistance Grant (JAG)	$0	$98,000	Intergovernmental Revenue	Public Safety
19-900008	2762	190101	2020 COPS Hiring Program	$0	$600,000	Intergovernmental Revenue	Public Safety
19-900008	2767	190101	2020 COPS Hiring Program - City Match	$0	$2,950,000	Fund Balance Allocation	Public Safety
19-900010	2825	190101	2021 COPS Hiring Program	$0	$600,000	Intergovernmental Revenue	Public Safety
19-900010	2828	190101	2021 COPS Hiring Program - City Match	$0	$983,000	Fund Balance Allocation	Public Safety
19-199924	2730	190101	City of Miami Body-Worn Camera (BWC) Expansion Project FY2020	$253,000	$0	Intergovernmental Revenue	Public Safety

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
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	$109,000	$0	Intergovernmental Revenue	Public Safety
19-190017	2701	191001	2020 Edward Byrne Memorial Justice Assistance Grant	$235,000	$175,000	Intergovernmental Revenue	Public Safety
19-199603	2714	191001	CGIC - Crime Gun Intell. Centers	$188,000	$502,000	Intergovernmental Revenue	Public Safety
TBD	TBD	191002	Victims of Crime Act (VOCA)	$562,000	$922,000	Intergovernmental Revenue	Public Safety
19-190016	2599	191006	2019 Edward Byrne Memorial Justice Assistance Grant	$34,000	$0	Intergovernmental Revenue	Public Safety
19-126001	2564	191507	Training Entrepreneurial Fund	$185,000	$300,000	Program Revenue	Public Safety
19-190020	2817	191507	2021 JAG C-Miami Police Officers Health and Wellness-Miami FY2022	$0	$103,000	Intergovernmental Revenue	Public Safety
19-900009	2822	191507	FY 2021 COPS Law Enforcement Mental health and Wellness Program	$0	$28,000	Intergovernmental Revenue	Public Safety
19-136002	2570	191602	LETF Second Dollar Training-Consolidated	$78,000	$53,000	Intergovernmental Revenue	Public Safety
19-111101	2569	191602	Bayheights Spec.Tax Dist. 2007	$472,000	$986,000	Program Revenue	Public Safety
19-111102	2569	191602	Sp Tax Dist Pol Roving Patrol	$264,000	$559,000	Program Revenue	Public Safety
19-111103	2569	191602	Fairhaven Spec Tax District	$119,000	$108,000	Program Revenue	Public Safety
19-111104	2569	191602	Morningsd. Sec Grd Spc Tx Dis	$107,000	$224,000	Program Revenue	Public Safety
19-111105	2569	191602	Natoma Man Sec Grd Sp Tx Dist	$60,000	$115,000	Program Revenue	Public Safety
19-199991	2816	191602	2021 BCJI Byrne Criminal Justice Innovation Program	$0	$833,000	Intergovernmental Revenue	Public Safety
19-199602	2655	191602	FY 20 Coronavirus Emergency Supplemental Funding Program	$775,000	$66,000	Intergovernmental Revenue	Public Safety
19-1999242	2730	191602	City of Miami Body-Worn Camera (BWC) Expansion Project FY2020	$0	$387,000	Intergovernmental Revenue	Public Safety
			E-911 Wireline - Fund 12200				
19-196002	1213	190351	E-911 Wireline	$1,953,000	$0	Fund Balance Allocation	Public Safety
19-196002	1213	190351	E-911 Wireline	$553,000	$592,000	Intergovernmental Revenue	Public Safety
19-196002	TBD	190351	E-911 Wireline	$0	$728,000	Contribution from General Fund	Public Safety
			E-911 Wireless - Fund 12210				

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
19-196003	1214	190351	E-911 Wireless	$209,000	$0	Fund Balance Allocation	Public Safety
19-196003	1214	190351	E-911 Wireless	$1,508,000	$1,895,000	Intergovernmental Revenue	Public Safety
19-196003	1933	190351	E-911 Wireless	$0	$424,000	Contribution from General Fund (Cost Allocation)	Public Safety
			E-911 Prepaid Wireless - Fund 12220				
19-196004	2560	190351	E-911 Prepaid Wireless	$333,000	$0	Fund Balance Allocation	Public Safety
19-196004	2560	190351	E-911 Prepaid Wireless	$481,000	$492,000	Intergovernmental Revenue	Public Safety
19-196004	TBD	190351	E-911 Prepaid Wireless	$0	$312,000	Contribution from General Fund	Public Safety
19-196004	1933	190351	E-911 Prepaid Wireless	$0	$455,000	Contribution from General Fund (Cost Allocation)	Public Safety
			Total - Police Services	**$9,404,000**	**$16,059,000**		
			Public Art Fund - Fund 10420				
35-377000	2514	356000	Art In Public Places	$2,446,000	$1,987,000	Program Revenue	Planning and Development
35-377000	2514	356000	Art In Public Places	$692,000	$500,000	Fund Balance Allocation	Planning and Development
			Total - Public Art Fund	**$3,138,000**	**$2,487,000**		
			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	$0	$1,000,000	Fund Balance Allocation	Public Works
20-650003	2577	201000	Lane Closure Fund	$4,487,000	$4,487,000	Program Revenue	Public Works
20-650004	2486	201000	Scooter Pilot Program	$700,000	$1,000,000	Fund Balance Allocation	Public Works

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20-650004	2565	201100	FDOT Mural Program	$700,000	$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	**$6,622,000**	**$7,922,000**		
			Solid Waste Recycling Trust - Fund 13100				
20-650001	1242	212000	Educ. Trust Fund - Recycling	$13,000	$10,000	Program Revenue	Public Works
20-650001	1242	212000	Educ. Trust Fund - Recycling	$150,000	$153,000	Fund Balance Allocation	Public Works
			Total - Solid Waste Recycling Trust	**$163,000**	**$163,000**		
			Sport Facilities and Activities - Fund 10110				
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	$0	$4,515,000	Contribution from the Transportation Trust Fund	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	$0	$5,485,000	Contribution from the Transportation Trust Fund	Transfer-Out to Debt
Multiple projects	2167	402000	Transportation and Transit Fund	$0	$4,969,000	Contribution from the Mass Transit Capital Fund	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	$5,706,000	$0	Intergovernmental Revenue	Transfer-Out to Debt
Multiple projects	2167	402000	Transportation and Transit Fund (5% Admin)	$994,000	$0	Intergovernmental Revenue	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	$12,906,000	$0	Intergovernmental Revenue	Public Works
Multiple projects	2167	402000	Transportation and Transit Fund	$292,000	$0	Intergovernmental Revenue	Transfer-Out to Capital
Multiple projects	2167	402000	Transportation and Transit Fund	$1,897,000	$0	Fund Balance Allocation	Transfer-Out to Capital
Multiple projects	2167	402000	Transportation and Transit Fund	$0	$4,531,000	Fund Balance Allocation	Public Works

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Project	Award	ORG	Fund Name and Number	FY 2021-22 Budget	FY 2022-23 Budget	Funding Source	Expenditure (Outflow) by Function
			Total - Transportation and Transit	**$21,795,000**	**$19,500,000**		
			Tree Trust Fund - Fund 10410				
15-110136A	2561	282000	Tree Trust Fund	$2,954,000	$588,000	Fund Balance Allocation	Planning and Development
15-110136A	2561	282000	Tree Trust Fund	$1,000,000	$1,000,000	Program Revenue	Planning and Development
15-110136A	2061/2561	282000	Tree Trust Fund	$600,000	$4,482,000	Fund Balance Allocation	Transfer-Out to Capital
			Total - Tree Trust Fund	**$4,554,000**	**$6,070,000**		
			Total - All Grants and Programs	**$334,563,000**	**$376,337,000**		

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APPENDIX F:
PRESENTATION OF SCHEDULES AND GRAPHS, DEBT SERVICE FUNDS

Legal Debt Margin Information - 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

	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012
Debt Limit	$ 9,642,536,477	$ 9,219,517,382	$ 8,539,422,902	$ 7,700,217,064	$ 7,144,383,601	$ 6,391,518,217	$ 5,688,668,194	$ 4,990,151,631	$ 4,599,936,687	$ 4,533,761,406
Total Net Debt Applicable to Limit	87,767,109	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
Legal Debt Margin	$ 9,554,769,368	$ 9,114,735,952	$ 8,413,757,492	$ 7,555,257,901	$ 6,975,324,417	$ 6,205,232,759	$ 5,485,440,500	$ 4,775,850,640	$ 4,374,554,780	$ 4,295,724,991
Total Net Debt Applicable to the Limit as a Percentage of Debt Limit	0.91%	1.14%	1.47%	1.88%	2.37%	2.91%	3.57%	4.29%	4.90%	5.25%

Assessed Value	$ 65,835,239,651
Less Homestead Exempt Valuation	(1,551,663,141)
Total Assessed Value	64,283,576,510
Debt Limit for Bonds (15% of Total Assessed Value)	9,642,536,477
Present Debt Application to Debt Limitation	
General Obligation Debt	94,345,000
Less Amount Available in Debt Service Fund	(6,577,891)
Total Net Debt Applicable to Limit	87,767,109
Legal Debt Margin	$ 9,554,769,368

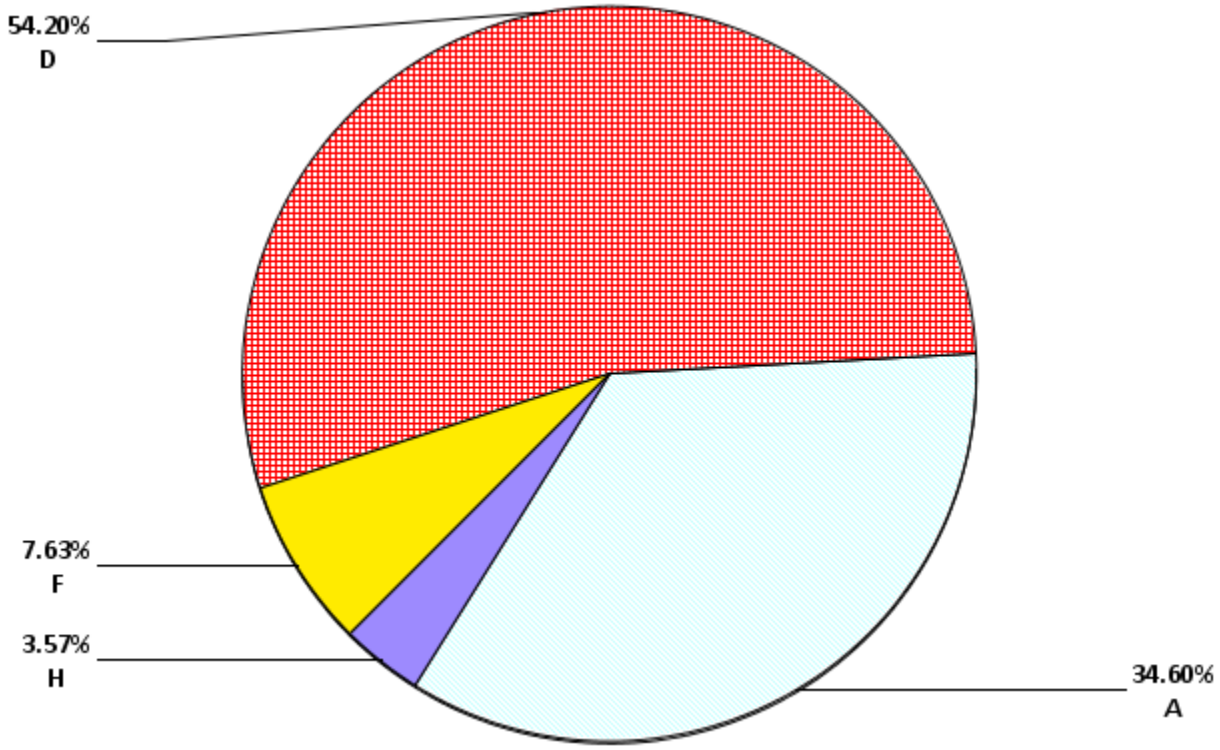
Source: Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021.

Schedule: Summary of Revenues and Expenditures by Functional Category
Debt Service Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Revenues					
Property Taxes	22,725,248	23,849,212	19,365,454	20,236,000	22,669,000
Interest (R)	160,170	25,838	53	0	0
Transfers-IN	49,073,212	56,878,676	48,438,071	36,237,000	35,505,000
Intergovernmental Revenues	4,000,000	4,083,333	5,000,000	5,000,000	5,000,000
Other Revenues (Inflows)	105,640,166	103,650,646	158,811	6,296,000	2,337,000
Total Revenues	**181,598,796**	**188,487,706**	**72,962,389**	**67,769,000**	**65,511,000**
Expenditures					
General Obligation Bonds	22,501,494	23,040,232	23,404,253	25,118,000	22,669,000
Special Obligation Bonds	170,716,486	174,614,076	54,027,673	42,651,000	42,842,000
Total Expenditures	**193,217,981**	**197,654,308**	**77,431,926**	**67,769,000**	**65,511,000**

Revenues (Inflows) By Functional Category
Debt Service Funds

FY 2022-23
$65,511,000



	FY 2021-22 Adopted ($)	FY 2021-22 Adopted (%)	FY 2022-23 Proposed ($)	FY 2022-23 Proposed (%)
A: Property Taxes	20,236,000	29.86%	22,669,000	34.60%
B: Franchise Fees and Other Taxes	0	0.00%	0	0.00%
C: Interest	0	0.00%	0	0.00%
D: Transfers-IN	36,237,000	53.47%	35,505,000	54.20%
E: Fines and Forfeitures	0	0.00%	0	0.00%
F: Intergovernmental Revenues	5,000,000	7.38%	5,000,000	7.63%
G: Licenses and Permits	0	0.00%	0	0.00%
H: Other Revenues (Inflows)	6,296,000	9.29%	2,337,000	3.57%
I: Charges for Services	0	0.00%	0	0.00%
Total	67,769,000	100.00%	65,511,000	100.00%

Schedule: Revenues (Inflows) by Functional Category and Account Object
Debt Service Funds

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Property Taxes					
Ad Valorem Taxes-Real	20,714,286	21,560,299	17,820,630	20,236,000	22,669,000
Ad Valorem Taxes-Real-Delinquent	1,011,920	1,325,651	747,332	0	0
Ad Valorem Taxes-Personal	944,605	930,062	747,428	0	0
Ad Valorem Taxes-Personal-Delinquent	54,437	33,200	50,064	0	0
Total Property Taxes:	**22,725,248**	**23,849,212**	**19,365,454**	**20,236,000**	**22,669,000**
Interest					
Misc-Int & Pen-Lot Clear & Demoli	53,025	17,067	53	0	0
Misc-Int & Pen-Investment	107,145	0	0	0	0
Misc-Int & Pen-Miscelleneous	0	8,771	0	0	0
Total Interest:	**160,170**	**25,838**	**53**	**0**	**0**
Transfers-IN					
Other-Interfund Transfer	45,860,783	51,977,659	48,416,515	36,237,000	35,505,000
Other-Intrafund Transfer	3,212,429	4,901,017	21,557	0	0
Total Transfers-IN:	**49,073,212**	**56,878,676**	**48,438,071**	**36,237,000**	**35,505,000**
Intergovernmental Revenues					
Grants From Other Local Units	4,000,000	4,083,333	5,000,000	5,000,000	5,000,000
Total Licenses and Permits:	**4,000,000**	**4,083,333**	**5,000,000**	**5,000,000**	**5,000,000**
Other Revenues (Inflows)					
Other-Debt Proceeds	100,164,098	103,640,250	0	0	0
Other-Premium From Issuance of Debt	5,476,069	0	0	0	0
Other-Nonoperating Sources	0	0	0	1,414,000	2,337,000
Other-Oth N-optg Sour/Carryover	0	0	689	4,882,000	0
Misc-Other Miscellaneous Revenues	0	10,396	158,122	0	0
Total Other Revenues (Inflows):	**105,640,166**	**103,650,646**	**158,811**	**6,296,000**	**2,337,000**
Total Revenue (Inflows):	**181,598,796**	**188,487,706**	**72,962,389**	**67,769,000**	**65,511,000**

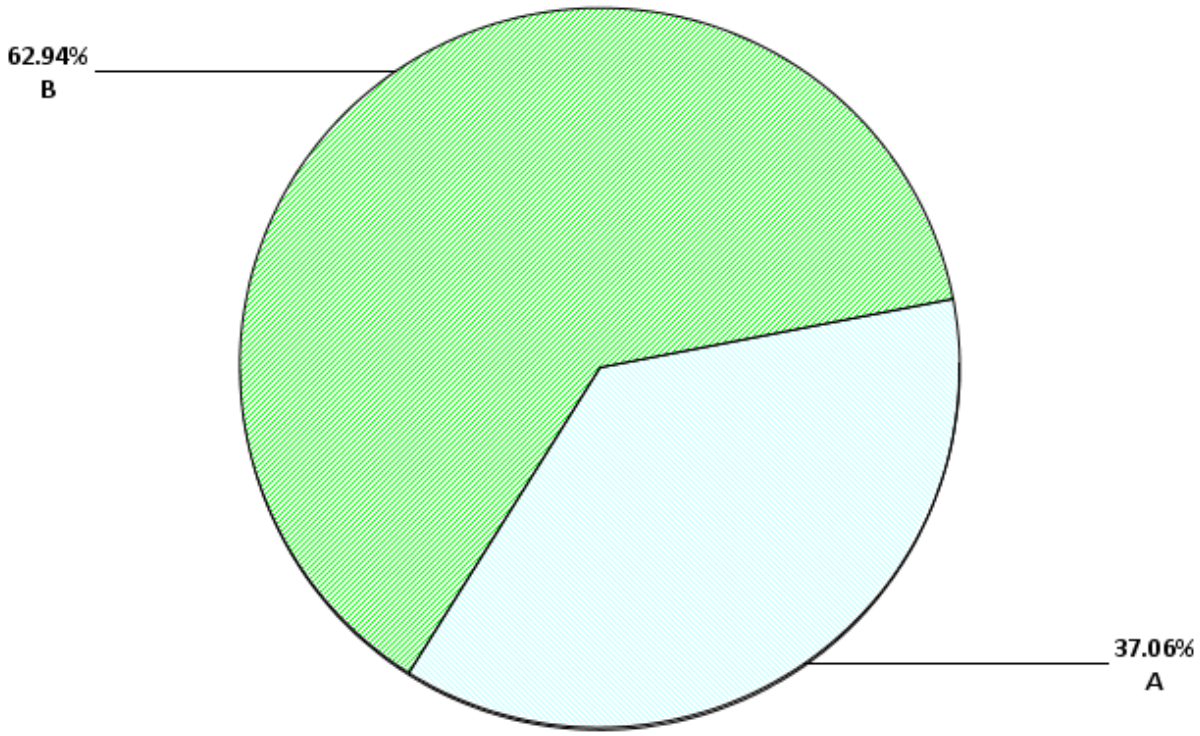
Debt Service
Schedule of Revenue (Inflows)

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Obligation Bonds					
Ad Valorem Taxes-Personal	944,605	930,062	747,428	0	0
Ad Valorem Taxes-Personal-Delinquent	54,437	33,200	50,064	0	0
Ad Valorem Taxes-Real	20,714,286	21,560,299	17,820,630	20,236,000	22,669,000
Ad Valorem Taxes-Real-Delinquent	1,011,920	1,325,651	747,332	0	0
Misc-Other Miscellaneous Revenues	0	0	158,121	0	0
Other-Oth N-optg Sour/Carryover	0	0	0	4,882,000	0
Total -General Obligation Bonds	22,725,248	23,849,212	19,523,575	25,118,000	22,669,000
Special Obligation Bonds					
Grants From Other Local Units	4,000,000	4,083,333	5,000,000	5,000,000	5,000,000
Misc-Int & Pen-Investment	107,145	0	0	0	0
Misc-Int & Pen-Lot Clear & Demoli	53,025	17,067	53	0	0
Misc-Int & Pen-Miscelleneous	0	8,771	0	0	0
Misc-Other Miscellaneous Revenues	0	10,396	1	0	0
Other-Debt Proceeds	100,164,098	103,640,250	0	0	0
Other-Interfund Transfer	45,860,783	51,977,659	48,416,515	36,237,000	35,505,000
Other-Intrafund Transfer	3,212,429	4,901,017	21,557	0	0
Other-Nonoperating Sources	0	0	0	1,414,000	2,337,000
Other-Oth N-optg Sour/Carryover	0	0	689	0	0
Other-Premium From Issuance of Debt	5,476,069	0	0	0	0
Total -Special Obligation Bonds	158,873,548	164,638,494	53,438,814	42,651,000	42,842,000
Total Revenues (Inflows)	181,598,796	188,487,706	72,962,389	67,769,000	65,511,000

Expenditures (Outflows)
Debt Service Funds

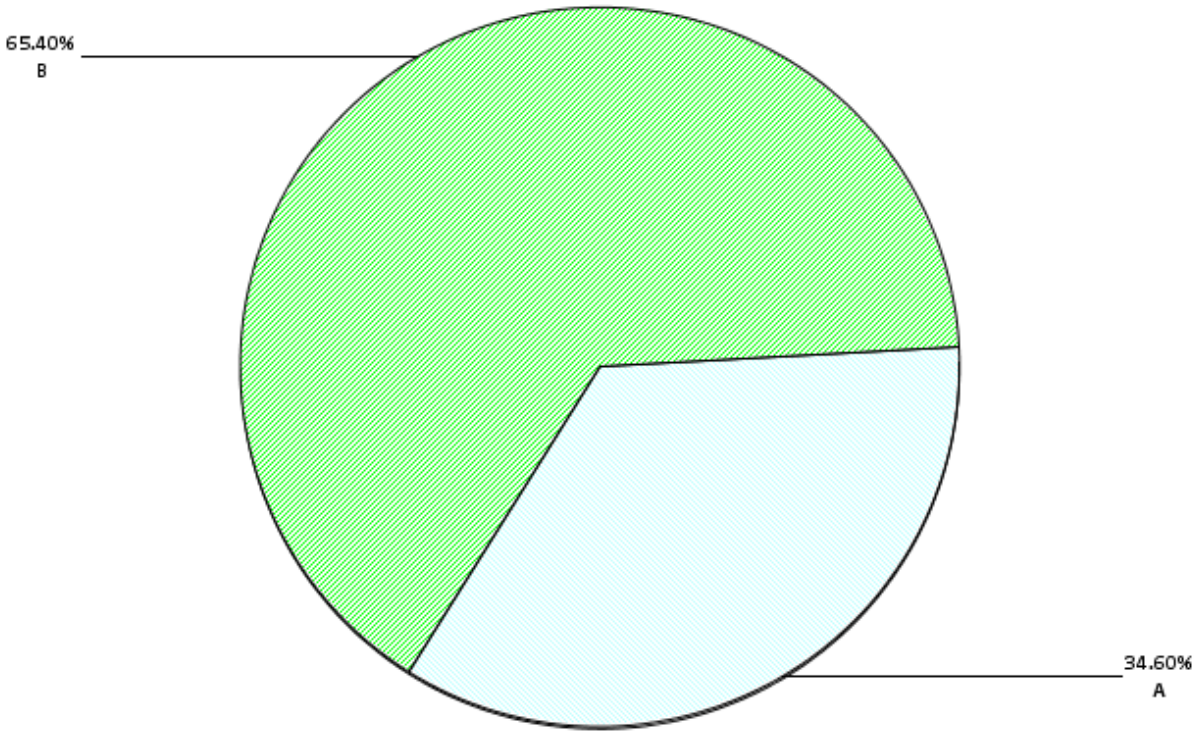
FY 2021-22

$67,769,000



FY 2022-23

$65,511,000



	FY 2021-22 Adopted	FY 2022-23 Proposed
A: General Obligation Bonds	25,118,000	22,669,000
B: Special Obligation Bonds	42,651,000	42,842,000
Total	67,769,000	65,511,000

Debt Service
Schedule of Expenditures (Outflows)

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
General Obligation Bonds					
Budget Reserve	0	0	0	0	12,719,000
Interest	3,423,817	2,957,634	2,506,753	2,028,000	1,670,000
Other Contractual Services	7,677	7,598	2,500	25,000	25,000
Principal	19,070,000	20,075,000	20,895,000	23,065,000	8,255,000
Total -General Obligation Bonds	22,501,494	23,040,232	23,404,253	25,118,000	22,669,000
Special Obligation Bonds					
Interest	21,143,446	23,019,686	15,467,060	12,864,800	11,991,000
Interfund Transfers	0	52,500	0	0	0
Intrafund Transfers	3,212,429	4,901,017	21,557	0	0
Other Contractual Services	0	25,000	0	0	0
Other Current Charges and Obligations	1,367,924	351,599	13,322	0	0
Other Debt Service Costs	0	0	61,839	0	0
Principal	144,992,687	146,264,273	38,463,896	29,779,200	30,844,000
Professional Services	0	0	0	7,000	7,000
Total -Special Obligation Bonds	170,716,486	174,614,076	54,027,673	42,651,000	42,842,000
Total Expenditures (Outflows)	193,217,981	197,654,308	77,431,926	67,769,000	65,511,000

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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 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Licenses and Permits					
Business Tax Receipt-Business-Penalty	32	4	20	0	0
Total Licenses and Permits:	**32**	**4**	**20**	**0**	**0**
Other Revenues (Inflows)					
Misc. -Other Revnues EE Health	4,720,304	4,294,434	4,336,045	4,423,000	4,423,000
Misc. -Other Revenues Retirees Health	4,200,502	3,210,374	2,501,740	3,371,000	3,371,000
Misc-Settlements	1,191,412	1,380,563	1,050,882	500,000	500,000
Other-Nonoperating Sources	85,978,769	80,042,000	74,656,661	79,835,000	96,286,000
Other- Carryover Budget	696,543	0	0	0	0
Other-Oth N-optg Sour/Carryover	0	0	20,384	0	0
Misc-Other Miscellaneous Revenues	1,795,778	860,622	1,251,427	250,000	250,000
Total Other Revenues (Inflows):	**98,583,308**	**89,787,993**	**83,817,139**	**88,379,000**	**104,830,000**
Charges for Services					
CFS-PS-Police Services	125,841	75,900	75,144	0	60,000
CFS-Other Charges for Services	47,095	245,872	261,733	0	0
Total Charges for Services:	**172,936**	**321,772**	**336,877**	**0**	**60,000**
Total Revenue (Inflows):	**98,756,275**	**90,109,769**	**84,154,036**	**88,379,000**	**104,890,000**

Schedule: Expenditures (Outflows) by Account Category and Object
Internal Service Fund

	FY 2018-19 Actual	FY 2019-20 Actual	FY 2020-21 Actual	FY 2021-22 Adopted	FY 2022-23 Proposed
Personnel					
Regular Salaries and Wages	0	(29,539)	0	0	0
Fringe Benefits	73,004	77,630	79,529	0	0
Life and Health Insurance	46,875,245	40,031,552	40,037,943	43,194,000	52,387,000
IAFF Health Insurance Trust Fund	14,831,473	0	0	0	0
Total Personnel:	**61,779,723**	**40,079,643**	**40,117,472**	**43,194,000**	**52,387,000**
Operating Expense					
Workers' Compensation	19,100,927	19,078,345	24,527,763	18,369,000	20,073,000
Reimbursemenr per FS 112-1816	0	25,000	0	0	0
Other Contractual Services	0	0	1,800	0	0
Travel and Per Diem	(2,504)	0	0	0	0
Postage	10	0	0	0	0
Insurance	1,536	0	0	0	0
Insurance - Police Torts	641,757	703,415	728,435	791,000	1,061,000
Insurance - Vehicle Liability	2,110,109	1,464,718	847,555	2,528,000	2,755,000
Insurance - Property & Casualty	7,612,123	7,759,602	7,865,928	10,591,000	13,151,000
Insurance - General Liability	465,894	460,607	305,204	839,000	655,000
Insurance - Public Official	394,886	446,244	341,941	0	0
IT-Repair and Maintenance Services	6,298,679	8,097,072	10,071,412	12,067,000	14,808,000
Other Current Charges and Obligations	0	11,764,983	0	0	0
Office Supplies	0	0	118	0	0
Operating Supplies	0	0	4,351	0	0
Subscriptions, Memberships, Licenses, Permits & Others	(4,536)	0	0	0	0
Total Operating Expense:	**36,618,881**	**49,799,986**	**44,694,508**	**45,185,000**	**52,503,000**
Capital Outlay					
Machinery and Equipment	18,865	230,140	40,626	0	0
Total Capital Outlay:	**18,865**	**230,140**	**40,626**	**0**	**0**
Total Expenditure (Outflows):	**98,417,469**	**90,109,769**	**84,852,606**	**88,379,000**	**104,890,000**



APPENDIX H:
STATISTICAL INFORMATION

- **City Profile**

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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)
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	463,354	$31,642	40.1	3.7%
2018	470,911	$33,999	40.0	4.0%
2019	467,968	$36,638	40.5	4.3%
2020	461,080	$39,049	40.1	5.9%
2021	439,890	$44,268	40.1	2.3%

*Source (a): United States Census: 2017-2019 American Community Survey; 1 Year estimate, *5 Year estimate, **Quick Facts as of July 1, 2021*

** Source: U.S. Census Bureau: American Community Survey; 2016-2019: ACS 5-Year Estimates Data Profiles; and Quick Facts as of July 1, 2021*

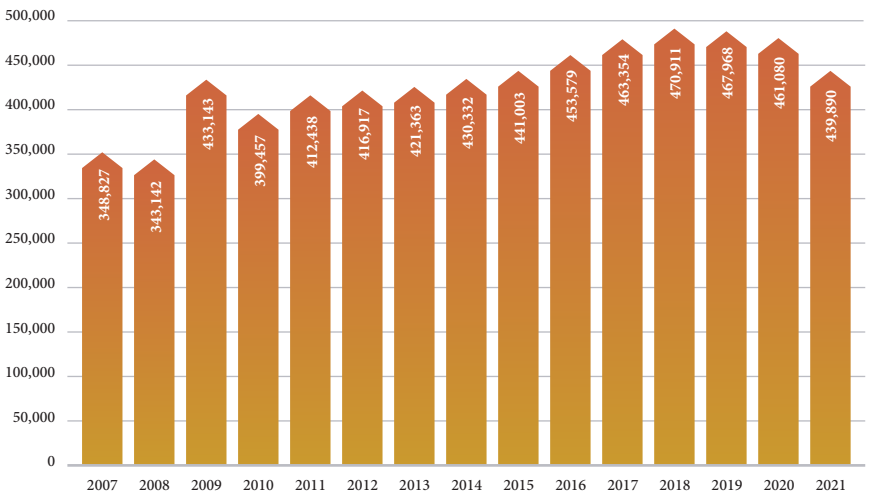
Source: (b): Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Source: (c): 2020 American Community Survey 1-Year Estimates

Source: (d): Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

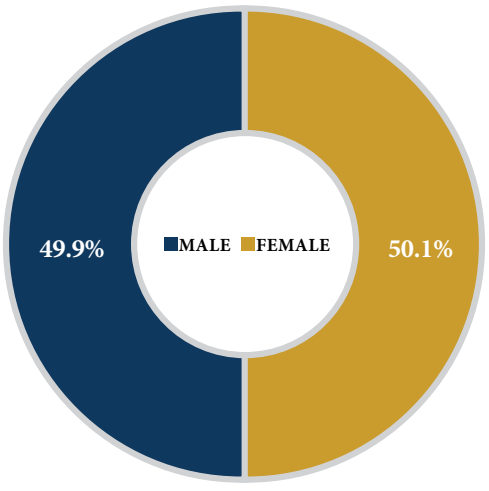
Source: US BLS, Local Area Unemployment, 2022
(P) Preliminary

City Population Trend



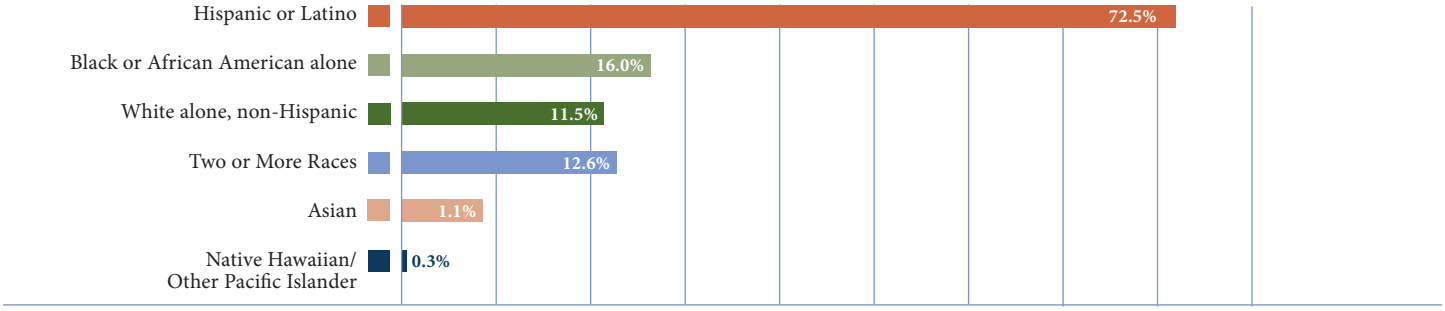
Source (a): Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Sex



Source: American Community Survey; 2020 : ACS 5-Year Estimates Data Profiles; data.census.gov

Population by Race/Ethnicity



Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Poverty and Per Capita Income

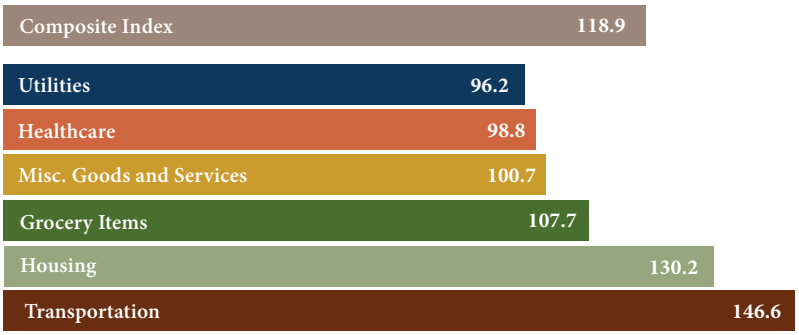
Per Capita Money Income (2020)
$31,437

Percentage of persons below poverty level
21.5%

Gini Coefficient, Miami City
0.5617

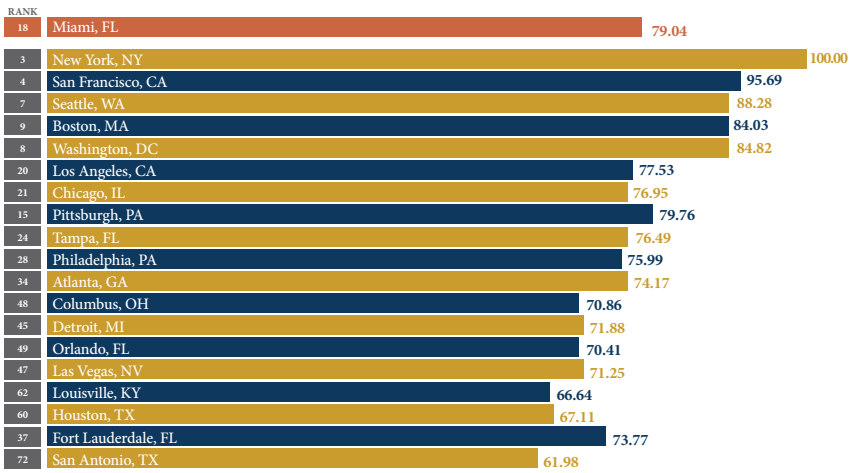
Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Cost of Living in Miami-Dade County (U.S. Average =100)



Source: Sperling's Best Places, 2020

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	35,080
Less than high school graduate	21.7%
High school graduate (incl. equivalency)	27.0%
Some college or Associate's degree	19.8%
Bachelor's degree or higher	12.6%
Population 25 years and over	**346,471**
Less than 9th grade	12.2%
9th to 12th grade, no diploma	9.5%
High school graduate (incl. equivalency)	27.0%
Some college, no degree	12.1%
Associate's degree	7.6%
Bachelor's degree	18.9%
Graduate or professional degree	12.6%
Percent High School Graduate or higher	**78.3%**
Percent Bachelor's Degree or higher	**31.5%**

Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Housing Occupancy
City of Miami

Source: American Community Survey; 2020: ACS 5-Year Estimates Data Profiles; data.census.gov

Total housing units	**212,146**	
Occupied housing units	176,777	85.0%
Vacant housing units	31,269	15.0%
Homeowner vacancy rate	2.75	
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	**2,777.0**
Mining and logging	0.9
Construction	142.8
Manufacturing	95.5
Trade, transportation, and utilities	633.8
Information	52.7
Financial activities	201.4
Professional and business services	485.1
Education and health services	416.8
Leisure and hospitality	324.6
Other services	116.7
Total Government	**306.7**

Source: U.S. BLS, Current Employment Statistics 2022

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	4,576
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)



HEADQUARTERS

400 NW 2nd Avenue

Miami, Florida 33128

(305) 603-6640

COLLEGE

350 NW 2nd Avenue

Miami, FL 33128

(305) 603-6616

NORTH STATION

1000 NW 62nd Street

Miami, FL 33150

(305) 603-6920

SOUTH STATION

2200 West Flagler Street

Miami, FL 33135

(305) 603-6960

MARINE PATROL SUBSTATION

1001 MacArthur Causeway

Miami, FL 33132

(305) 603-6390



HEADQUARTERS
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

TRAINING CENTER
3425 Jefferson Street
Miami, FL 33133
(305) 569-3600

GARAGE
1151 NW 7th Street
Miami, FL 33136
(305) 416-5400

FIRE PREVENTION BUREAU
444 SW 2nd Ave, 10th Floor
Miami, FL 33130
(305) 416-1600

STATION 1
144 NE 5th Street
Miami, FL 33132
(305) 569-3901

STATION 2
1901 North Miami Avenue
Miami, FL 33136
(305) 569-3902

STATION 3
1103 NW 7th Street
Miami, FL 33136
(305) 569-3903

STATION 4
1105 SW 2nd Avenue
Miami, FL 33130
(305) 569-3904

STATION 5
1200 NW 20th Street
Miami, FL 33142
(305) 569-3905

STATION 6
701 NW 36th Street
Miami, FL 33127
(305) 569-3906

STATION 7
314 Beacon Boulevard
Miami, FL 33135
(305) 569-3907

STATION 8
2975 Oak Avenue
Miami, FL 33133
(305) 569-3908

STATION 9
69 NE 62nd Street
Miami, FL 33138
(305) 569-3909

STATION 10
4101 NW 7th Street
Miami, FL 33126
(305) 569-3910

STATION 11
5920 W Flagler Street
Miami, FL 33144
(305) 569-3911

STATION 12
1455 NW 46th Street
Miami, FL 33142
(305) 569-3912

STATION 13
990 NE 79th Street
Miami, FL 33138
(305) 569-3913

STATION 14
3171 SW 22nd Terrace
Miami, FL 33145
(305) 569-3914

STATION 15
401 Biscayne Boulevard,
Boat Slips 35 & 36,
Miami, FL 33132
(786) 256-6380

STATION 16
SE 6th Street,
Miami, FL 33131

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



APPENDIX I:
COST ALLOCATION PLAN

- **Cost Allocation Methodology**
- **Indirect Cost Rates**
- **Solid Waste Full Cost**

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City of Miami, Florida

Cost Allocation Methodology

OVERVIEW

The City of Miami's (the City) Cost Allocation Plan identifies the costs of indirect services provided by central service departments of the City based on actual expenditures for fiscal year ending September 30, 2020.

The Cost Allocation Plan is used by the City to claim indirect costs as charges against awards (grants) and City funds. The list of federal/state grants and awards that are charged indirect costs based on the results of this plan are in Schedule F - Indirect Cost Rate Proposal.

The Cost Allocation Plan is a document that distributes, or allocates, City indirect costs. Indirect costs are those costs incurred by City divisions and departments that benefit other City divisions and departments. Examples of City indirect costs are personnel, purchasing, human resources and the Finance Department.

The primary purpose for preparing the Cost Allocation Plan is to (1) identify the appropriate division and department indirect costs and (2) calculate corresponding indirect cost rates if needed.

The significant steps involved in preparing the Cost Allocation Plan include the following:

- Identify the City divisions and departments that provide support to other City divisions and departments. These divisions and departments are referred to as central service or allocating departments.

- Identify the City divisions and departments that receive support from other City divisions and departments. These departments are referred to as grantee or receiving departments.

- Accumulate the allowable actual expenditures of the City divisions and departments that provide support to other City divisions and departments.

- Distribute, or allocate, the allowable expenditures of the City divisions and departments that provide support to other City divisions and departments based on available, meaningful, measurable, and auditable allocation statistics that match the service provided to the service received.

PROCESS

A double step-down allocation methodology is used to allocate the allowable costs of the central service divisions and departments. This methodology recognizes the cross support provided between central service divisions and departments. For example, accounting supports the information systems department by providing payroll, paying vouchers, and preparing a budget. However, the information systems department also supports accounting by providing software and hardware support and by maintaining and administering various applications and systems.

The double-step down methodology requires an initial sequencing of allocating divisions and departments. In the first step of the double- step methodology, allowable costs from central service divisions and departments are allocated in the sequence selected to all City divisions, departments, and funds; including to other central service divisions and departments. The second step in the double-step down methodology is made to fully account for the cross support provided between central service divisions and departments. Central service divisions and departments are closed after the second step in the double-step down allocation methodology.

FORMAT OF THE REPORT

The City's Cost Allocation Plan is organized as follows:

1. Nature and Extent of Services for the Central Service Department
2. Summary schedules
3. Detail schedules

The Nature and Extent of Services is a narrative description of the central service and each function that was identified. Also described are the allocation bases used for each function and other relevant information on expenditures.

The Summary Schedules provide a recap of the results of the cost allocation process as described below:

A table of contents is included at the beginning of the Plan. The allocation of costs has been accomplished in the same order as shown in the Table of Contents. The Table of Contents also permits the ready identification of the following summary data and sections of the Plan:

1. Schedule A - Allocated Costs by Department demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question:

   Which Central Service Department actually allocated the costs to each Receiving Department?

2. Schedule C - Summary of Allocated Costs is the simplest report to use when balancing to the financials. This schedule demonstrates the full sequence of all departments. The Central Service Departments are listed first and in the order of their allocating sequence. This schedule demonstrates the costs to be allocated, the adjustments made to these costs, and the results of the allocations. The Receiving Departments follow the Central Service Departments with the total allocations received from all Central Service Departments.

3. Schedule D - Detail of Allocated Costs provides a view of the allocation flow of costs for each Central Service Department. This schedule allows the reader to see how the process sequentially zeroes out all the Central Service Department costs and allocates them to Receiving Departments.

4. Schedule E - Summary of Allocated Costs demonstrates for each Central Service Department the services or functions of the Central Service Department and the basis for the allocation of each function. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes

5. Schedule F - Indirect Cost Rate Proposal calculates indirect cost rates for selected Receiving Departments. The indirect rate is computed as the total indirect costs allocated to the Receiving Department divided by the total Salary cost of the Receiving Department.

The detail schedules follow the summary schedules in the cost allocation plan. These schedules demonstrate the original costs being allocated by each Central Service Department. The adjustments are applied; the functions are defined; the incoming costs from other Central Service Departments are detailed; the allocation calculations for both step-downs are documented; and the results for each Central Service Department are summarized.

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CITY OF MIAMI, FLORIDA
COST ALLOCATION PLAN
FY2022 BASED ON ACTUALS AS OF SEPTEMBER 30, 2020
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	305,681	0	0	305,681	726,653	42.0670 %
111-5 COMMISSIONERS	2,048,610	0	0	2,048,610	2,272,581	90.1446 %
151 NET -	752,172	0	0	752,172	4,606,055	16.3301 %
152 CODE COMPLIANCE	2,195,724	0	0	2,195,724	4,721,760	46.5022 %
181-9 FIRE-RESCUE	12,425,755	0	0	12,425,755	92,774,328	13.3935 %
190-1 POLICE	24,261,161	0	0	24,261,161	141,566,166	17.1377 %
201-9 PUBLIC WORKS	4,004,792	0	0	4,004,792	9,177,784	43.6357 %
211-3 SOLID WASTE	5,401,168	0	0	5,401,168	9,755,922	55.3630 %
221 DEPT OF REAL	1,617,886	0	0	1,617,886	3,086,947	52.4106 %
242 GSA PROPERTY	2,048,287	0	0	2,048,287	2,536,566	80.7504 %
245 GSA	403,909	0	0	403,909	620,478	65.0964 %
281-4 BUILDING	3,723,910	0	0	3,723,910	7,830,752	47.5549 %
291-8 PARKS &	7,917,190	0	0	7,917,190	20,228,763	39.1383 %
342 ZONING	972,224	0	0	972,224	2,066,442	47.0482 %
351-5 PLANNING	1,720,322	0	0	1,720,322	3,316,194	51.8764 %
381 COMMUNICATIONS	309,212	0	0	309,212	1,712,956	18.0514 %
441 OFFICE OF	127,303	0	0	127,303	375,958	33.8610 %
450 HUMAN SERVICES	806,344	0	0	806,344	2,555,150	31.5576 %
910 CD-COMMUNITY &	1,620,273	0	0	1,620,273	3,096,530	52.3254 %
920 CRA - COMMUNITY	1,339,033	0	0	1,339,033	1,911,617	70.0471 %
930 LIBERTY CITY	46,237	0	0	46,237	327,929	14.0997 %
940 VIRGINIA KEY	405,157	0	0	405,157	547,209	74.0406 %
980 ND - NON	513,478	0	0	513,478	11,639,942	4.4113 %
Composite Rate	74,965,828	0	0	74,965,828	327,454,682	22.8934 %

City of Miami Solid Waste Department
Residential Full Cost Disclosure for
Provision of Solid Waste Management Services
October 1, 2020 to September 30, 2021

Type of Service	Full Cost	Households Served	Full Cost Per Household
Collection	$28,652,423	66,557	$430
Disposal	$12,986,702	66,557	$195
Recycling	$961,447	66,557	$14
TOTAL	**$42,600,572**	**66,557**	**$640**

Notes:
The average waste disposed on a per household basis was determined to be 2.78 tons.

The financial exhibit reflects full costs associated with illegal dumping collection, weekly bulk trash pick-up services, daily street litter container collection, daily street sweeping operations, dead animal collection/disposition, Solid Waste code enforcement, landfill disposal tipping fees, recycling collection, and Citywide source reduction and recycling efforts.

The financial exhibit excludes the full cost of the Community Enhancement Team (CET). CET performs Graffiti removal, sign installation, Community Events, and Special Events.

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APPENDIX J:
RESOLUTIONS

- **Millage Ordinance**
- **Budget Resolution**
- **Revenue Estimating Conference Letter**

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(Section will be included in the Adopted Budget Book)

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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

June 7, 2022

The Honorable Mayor, Members of the City Commission
and the City Manager
3500 Pan American Drive
Miami, Florida 33133

RE: Fiscal Year 2022-23 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 16, 2022 to review the assumptions used in developing the Fiscal Year 2022-23 Proposed Operating Budget.

The results of the Conference concluded with an increase of $323,000 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
- Jose Fernandez, Controller, Office of Business and Financial Services, City of Orlando
- Erica Paschal, Director, Finance Department, City of Miami
- Marie M. Gouin, Director, Office of Management and Budget, City of Miami

Additional support members included:

- 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
- Richard Appleton, Assistant City Attorney, Office of the City Attorney, City of Miami
- Leon Michel, Assistant Director, Office of Management and Budget, City of Miami

- Luis Hernandez Torres, Budget Coordinator, Office of Management and Budget, City of Miami
- 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, Assistant to the Director, Office of Management and Budget, City of Miami

Attached is a summary of the adjustments recommended by the Committee. It is expected that the comments and recommendations will help the City of Miami achieve and maintain its financial and strategic goals.

Sincerely,

Marie M. Gouin
Director – City of Miami Office of Management and Budget
Budget Estimating Committee

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CITY OF MIAMI - Revenue Estimating Conference Report

FY 2022-23 General Fund

May 16, 2022

Increase(+) Reduction(-)	323,000
Percentage	0.0%

Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
411100 - Ad Valorem Taxes-Real	Finance	325,773,469	349,095,894	375,145,626	350,004,996	345,070,018	367,718,537	367,718,537	410,363,000	398,052,000	441,140,000	-		441,140,000
411150 - Ad Valorem Taxes-Real-Delinquent	Finance	16,399,793	23,050,677	16,429,429	18,626,633	(266,970)	873,851	873,851	23,000,000	16,429,000	14,786,000	1,714,000	11.6%	16,500,000
411200 - Ad Valorem Taxes-Penalty & Interest	Finance	428,504	319,663	51,181	266,449	26,396	18,503	18,503	320,000	51,000	51,000	-		51,000
411300 - Ad Valorem Taxes-Personal	Finance	16,143,667	16,581,462	17,676,668	16,800,599	16,988,548	17,600,515	17,600,515	19,489,000	18,709,000	20,951,000	-		20,951,000
411350 - Ad Valorem Taxes-Personal-Delinquent	Finance	772,719	559,215	988,363	773,433	296,124	197,820	197,820	630,000	988,000	988,000	-		988,000
Property Taxes	**Total**	**359,518,153**	**389,606,911**	**410,291,267**	**386,472,111**	**362,114,116**	**386,409,225**	**386,409,226**	**453,802,000**	**434,229,000**	**477,916,000**	**1,714,000**	**0.4%**	**479,630,000**
							0							
412400 - S,U&F Taxes-Local Option Fuel Tax	Finance	7,683,508	6,776,591	7,040,971	7,167,024	2,767,770	3,130,563	3,130,563	6,774,000	7,532,000	7,723,000	-		7,723,000
413100 - Franc Fee-Electricity	Finance	29,347,623	27,749,848	28,843,974	28,647,148	8,797,792	9,937,444	9,937,444	30,228,000	30,385,000	30,833,000	-		30,833,000
413400 - Franc Fee-Gas	Finance	332,455	379,892	461,373	391,240	195,990	300,335	300,335	372,000	814,000	838,000	-		838,000
414100 - Utility Ser Fee-Electricity	Finance	37,578,043	37,343,138	38,520,862	37,814,014	15,519,805	15,763,585	15,763,585	38,705,000	39,685,000	40,521,000	-		40,521,000
414300 - Utility Ser Fee-Water	Finance	5,841,572	6,580,013	7,402,697	6,608,094	2,342,057	2,482,393	2,482,393	6,600,000	7,799,000	8,433,000	-		8,433,000
414400 - Utility Ser Fee-Gas	Finance	643,310	675,469	827,751	715,510	358,724	356,593	356,593	700,000	840,000	870,000	-		870,000
414700 - Utility Ser Fee-Fuel Oil	Finance	15,604	14,784	14,693	15,027	7,658	5,679	5,679	16,000	15,000	15,000	-		15,000
415000 - Public Service Taxes	Finance	20,082,432	20,032,982	19,121,885	19,745,766	5,399,316	6,742,253	6,742,253	20,000,000	20,413,000	20,534,000	-		20,534,000
419000 - Other Taxes-Storm Water	Civil Service Board	0	0	154	51	0	0	0	0	0	0	-		0
419000 - Other Taxes-Storm Water	Finance	1,309	(6)	(4,428)	(1,042)	(3)	(3)	(3)	0	0	0	-		0
419000 - Other Taxes-Storm Water	Resilience and Public Works	14,034,184	14,176,714	13,997,406	14,069,435	4,655,316	4,780,785	4,780,785	14,400,000	14,342,000	14,400,000	-		14,400,000
Franchise Fees and Other Taxes	**Total**	**115,560,039**	**113,729,425**	**116,227,339**	**115,172,268**	**40,044,425**	**43,499,627**	**43,499,627**	**117,795,000**	**121,825,000**	**124,167,000**	**-**		**124,167,000**
							0							
461100 - Misc-Int & Pen-Lot Clear & Demoli	Code Compliance	1,665	11,071	6,700	6,479	3,928	3,280	3,280	11,000	7,000	7,000	-		7,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Finance	627,263	335,976	85,354	349,531	5,545	32,952	32,952	312,000	33,000	29,000	-		29,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Resilience and Public Works	0	465	0	155	0	0	0	0	0	0	-		0
461100 - Misc-Int & Pen-Lot Clear & Demoli	Solid Waste	2,609	13,503	1,129	5,747	708	401	401	2,000	1,000	1,000	-		1,000
461100 - Misc-Int & Pen-Lot Clear & Demoli	Real Estate and Asset	(62)	0	0	(21)	0	0	0	0	0	0	-		0
461110 - Misc-Int & Pen-Investment	Finance	10,429,599	8,870,415	2,451,265	7,250,426	1,439,401	841,382	841,382	2,736,000	2,288,000	2,500,000	-		2,500,000
461300 - Misc-Net Increase Decrease In Fair Value Of	Finance	1,296,551	1,452,888	(1,735,594)	337,948	(1,055,892)	(4,527,101)	(4,527,101)	0	(2,027,000)	0	-		0

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
Interest	**Total**	**12,357,624**	**10,684,318**	**808,854**	**7,950,265**	**393,690**	**(3,649,086)**	**(3,649,086)**	**3,061,000**	**302,000**	**2,537,000**	-		**2,537,000**
						0	0							
481000 - Other-Interfund Transfer	Finance	3,830,006	5,291,193	5,605,700	4,908,966	5,983,231	19,773,000	19,773,000	24,541,000	25,202,000	14,598,000	-		14,598,000
481100 - Other-Intrafund Transfer	Resilience and Public Works	1,810,000	0	0	603,333	0	0	0	0	0	0	-		0
481100 - Other-Intrafund Transfer	Non-Departmental	1,810,000	0	0	603,333	0	2,100,000	2,100,000	0	0	0	-		0
Transfers-IN	**Total**	**5,640,006**	**5,291,193**	**5,605,700**	**5,512,300**	**5,983,231**	**21,873,000**	**21,873,000**	**24,541,000**	**25,202,000**	**14,598,000**	-		**14,598,000**
						0	0							
451000 - Fines-Judgments And Fines	Police	6,502,097	6,740,903	6,695,909	6,646,303	2,742,373	2,030,376	2,030,376	6,416,000	4,950,000	5,067,000	-		5,067,000
451000 - Fines-Judgments And Fines	Real Estate and Asset	67,279	69,779	63,966	67,008	23,707	21,248	21,248	55,000	48,000	55,000	-		55,000
454000 - Fines-Violations Of Local Ordinances	Finance	(68,768)	(45,363)	(30,746)	(48,292)	(23,893)	21,651	21,651	0	22,000	22,000	-		22,000
459000 - Fines-Other Fines And/Or Forfeits	City Clerk	34,920	1,050	200	12,057	200	3,846	3,846	0	4,000	0	-		0
459000 - Fines-Other Fines And/Or Forfeits	Code Compliance	597,032	441,444	836,897	625,124	372,968	168,128	168,128	532,000	360,000	360,000	-		360,000
459000 - Fines-Other Fines And/Or Forfeits	Finance	(61,448)	(4,927)	(8,291)	(24,889)	(3,080)	(780)	(780)	0	(1,000)	0	-		0
459000 - Fines-Other Fines And/Or Forfeits	Innovation and Technology	4	0	0	1	0	0	0	0	0	0	-		0
459000 - Fines-Other Fines And/Or Forfeits	Neighborhood Enhancement	0	1,950	2,150	1,367	950	1,100	1,100	0	0	0	-		0
459000 - Fines-Other Fines And/Or Forfeits	Building Department	60,759	18,710	38,498	39,322	7,642	8,805	8,805	5,000	40,000	35,000	-		35,000
459000 - Fines-Other Fines And/Or Forfeits	Planning	2,428	26,277	384	9,696	400	2,419	2,419	3,000	2,000	3,000	-		3,000
459000 - Fines-Other Fines And/Or Forfeits	Solid Waste	141,017	86,391	295,693	174,367	103,712	473,929	473,929	175,000	663,000	663,000	-		663,000
459000 - Fines-Other Fines And/Or Forfeits	Police	2,481	1,692	2,096	2,090	1,288	1,568	1,568	0	2,000	0	-		0
459000 - Fines-Other Fines And/Or Forfeits	Real Estate and Asset	4,696	2,347	302	2,448	0	205	205	3,000	2,000	3,000	-		3,000
462000 - Misc-Red Light Camera Fines	Finance	416,640	147,740	85,175	216,518	30,454	28,646	28,646	0	29,000	0	-		0
Fines and Forfeitures	**Total**	**7,699,138**	**7,487,992**	**7,982,233**	**7,723,121**	**3,256,721**	**2,761,141**	**2,761,141**	**7,189,000**	**6,121,000**	**6,208,000**	-		**6,208,000**
						0	0							
431000 - Federal Grants	Police	3,677	0	0	1,226	0	0	0	0	0	0	-		0
431000 - Federal Grants	Parks and Recreation	(138,048)	(849)	2,353	(45,515)	2,353	8,500	8,500	0	9,000	0	-		0
435000 - State Shared Revenues	Finance	690,552	779,047	822,593	764,064	194,925	237,742	237,742	710,000	878,000	864,000	-		864,000
435000 - State Shared Revenues	Police	0	9,154	23,393	10,849	0	0	0	0	0	0	-		0
435001 - Municipal Rev Sharing	Finance	16,563,480	15,522,488	17,870,627	16,652,198	7,387,728	8,290,009	8,290,009	16,200,000	19,721,000	20,115,000	-		20,115,000
435002 - Half Cent Sales Tax	Finance	37,022,921	32,664,564	40,024,004	36,570,496	14,861,579	19,891,042	19,891,042	36,000,000	46,238,000	47,772,000	-		47,772,000
436900 - State Pension Payment	Fire-Rescue	3,557,063	4,030,719	4,040,001	3,875,928	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000	-		4,300,000

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
436900 - State Pension Payment	Police	5,473,870	5,586,313	5,722,341	5,594,175	6,143,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	-		6,000,000
438000 - Shared Revenues From Other Local Units	Finance	3,000,000	0	0	1,000,000	0	0	0	0	0	0	-		0
438000 - Shared Revenues From Other Local Units	Fire-Rescue	537,270	537,271	447,724	507,422	223,863	376,116	376,116	545,000	573,000	576,000	-		576,000
438010 - Shared Revenues - MPA	Finance	13,893,326	2,473,331	3,000,000	6,455,552	1,000,000	8,000,000	8,000,000	10,000,000	13,000,000	13,000,000	-		13,000,000
438011 - Shared Revenues From Other Loc-Federal	Fire-Rescue	0	2,264,719	221,935	828,884	(931,313)	84,495	84,495	2,000,000	2,608,000	2,600,000	-		2,600,000
439000 - Pmts Other Local U In Lieu Of Taxes	Real Estate and Asset	31,868	0	325	10,731	0	0	0	2,000	0	2,000	-		2,000
434000 - State Grants	Parks and Recreation	0	158	0	53	0	264	264	0	0	0	-		0
Intergovernmental Revenues	**Total**	**80,635,979**	**63,866,914**	**72,175,293**	**72,226,062**	**33,182,134**	**47,188,168**	**47,188,168**	**75,757,000**	**93,327,000**	**95,229,000**	**-**		**95,229,000**
						0	0							
429050 - Other Licenses, Fees - Code Foreclosure Registration	Code Compliance	468,182	386,026	393,178	415,795	158,732	107,323	107,323	322,000	315,000	315,000	-		315,000
421000 - Business Tax Receipt	Finance	1,044	503	616	721	116	109	109	0	0	0	-		0
421100 - Business Tax Receipt-Business	Finance	7,628,294	6,993,086	7,245,096	7,288,825	6,866,784	6,726,634	6,726,634	7,250,000	7,390,000	7,538,000	-		7,538,000
421200 - Business Tax Receipt-Business-Penalty	Commissioners	0	0	(12)	(4)	(12)	0	0	0	0	0	-		0
421200 - Business Tax Receipt-Business-Penalty	Finance	525,923	435,192	676,766	545,960	437,901	418,638	418,638	449,000	690,000	690,000	-		690,000
421400 - Business Tax Receipt-Metro	Finance	660,005	585,405	674,277	639,896	174,811	151,635	151,635	680,000	688,000	702,000	-		702,000
422000 - Building Permits	Building Department	30,769,097	26,739,546	26,730,006	28,079,549	12,359,143	18,754,851	18,754,851	22,000,000	33,126,000	30,000,000	-		30,000,000
422000 - Building Permits	Resilience and Public Works	2,506	4,543	1,534	2,861	886	13,680	13,680	0	14,000	0	-		0
429000 - Other Licenses, Fees and Permits	Code Compliance	14,035	4,463	2,888	7,128	1,313	1,313	1,313	10,000	3,000	3,000	-		3,000
429000 - Other Licenses, Fees and Permits	Finance	3,439	(502)	821	1,253	261	427	427	4,000	1,000	0	-		0
429000 - Other Licenses, Fees and Permits	Building Department	31,669	76,583	79,589	62,614	61,218	56,757	56,757	61,000	75,000	61,000	-		61,000
429000 - Other Licenses, Fees and Permits	Planning	233,179	555,099	680,911	489,730	259,283	409,917	409,917	598,000	832,000	700,000	-		700,000
429000 - Other Licenses, Fees and Permits	Zoning	1,429,899	1,743,215	1,788,177	1,653,763	820,299	1,409,786	1,409,786	1,600,000	2,378,000	2,000,000	-		2,000,000
429000 - Other Licenses, Fees and Permits	Resilience and Public Works	330,757	999,549	1,338,981	889,762	569,013	941,587	941,587	1,000,000	1,884,000	1,400,000	-		1,400,000
429000 - Other Licenses, Fees and Permits	Solid Waste	0	(11,027)	0	(3,676)	0	0	0	0	0	0	-		0
429000 - Other Licenses, Fees and Permits	Fire-Rescue	4,144	(2,011)	1,210	1,114	348	994	994	0	1,000	0	-		0
429000 - Other Licenses, Fees and Permits	Police	300,294	346,750	297,714	314,919	134,998	172,354	172,354	300,000	324,000	295,000	-		295,000
429000 - Other Licenses, Fees and Permits	Real Estate and Asset	195,895	208,083	148,672	184,217	72,589	10,750	10,750	158,000	184,000	158,000	-		158,000
429000 - Other Licenses, Fees and Permits	Parks and Recreation	0	1,657	0	552	0	0	0	0	0	0	-		0
429010 - Other Licenses, Fees - CU(SW)	Finance	0	0	201	67	201	0	0	0	0	0	-		0

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
429010 - Other Licenses, Fees - CU(SW)	Management and Budget	0	(373)	0	(124)	0	0	0	0	0	0	-		0
429010 - Other Licenses, Fees - CU(SW)	Solid Waste	8,436,327	8,249,471	7,773,612	8,153,137	4,696,755	5,951,218	5,951,218	8,000,000	9,028,000	9,028,000	(528,000)	-5.8%	8,500,000
429010 - Other Licenses, Fees - CU(SW)	Fire-Rescue	0	(7)	0	(2)	0	0	0	0	0	0	-		0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Finance	0	0	(116)	(39)	0	0	0	0	0	0	-		0
429020 - Other Licenses, Fees - SW Franchise and Comm Haulers	Solid Waste	16,419,368	16,845,658	16,964,762	16,743,263	7,188,901	8,317,199	8,317,199	16,000,000	18,093,000	18,027,000	-		18,027,000
429030 - Other Licenses, Fees - Murals	Zoning	3,017,109	3,244,601	3,087,157	3,116,289	1,442,065	1,703,592	1,703,592	3,200,000	2,973,000	3,200,000	-		3,200,000
429035 - Other Licenses, Fees - Fire Safety Permits	Finance	116	603	0	240	0	85	85	0	0	0	-		0
429035 - Other Licenses, Fees - Fire Safety Permits	Fire-Rescue	2,412,082	2,396,533	2,209,692	2,339,436	1,976,015	2,029,231	2,029,231	2,438,000	2,339,000	2,438,000	-		2,438,000
429040 - Other Licenses, Fees - CU	Finance	1,285,485	1,269,850	1,272,432	1,275,922	1,204,877	1,203,333	1,203,333	1,230,000	1,298,000	1,324,000	-		1,324,000
429040 - Other Licenses, Fees - CU	Planning	(9,461)	0	0	(3,154)	0	0	0	0	0	0	-		0
429040 - Other Licenses, Fees - CU	Zoning	1,262,417	821,388	882,149	988,651	400,456	550,033	550,033	1,200,000	1,035,000	1,200,000	(100,000)	-8.3%	1,100,000
Licenses and Permits	**Total**	**75,421,803**	**71,893,882**	**72,250,311**	**73,188,665**	**38,826,952**	**48,931,444**	**48,931,446**	**66,500,000**	**82,671,000**	**79,079,000**	**(628,000)**	**-0.8%**	**78,451,000**
						0	0							
464000 - Misc-Disposition Of Fixed Assets	City Manager	155	135	76	122	49	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	City Clerk	101	0	0	34	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Management and Budget	0	0	9	3	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Building Department	51	0	0	17	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	General Services Administration	152,015	885,795	220,575	419,462	111,500	139,835	139,835	152,000	249,000	152,000	-		152,000
464000 - Misc-Disposition Of Fixed Assets	Resilience and Public Works	11,977	1,220	0	4,399	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Fire-Rescue	1,284	959	0	748	0	133,350	133,350	0	133,000	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Police	22,974	0	6,500	9,825	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Real Estate and Asset	6,576	8,850	0	5,142	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Parks and Recreation	0	0	4	1	0	4,050	4,050	0	4,000	0	-		0
464000 - Misc-Disposition Of Fixed Assets	Risk Management	0	88	0	29	0	0	0	0	0	0	-		0
464000 - Misc-Disposition Of Fixed Assets	CRA OMNI	0	208	0	69	0	0	0	0	0	0	-		0
465000 - Misc-Sales Of Surplus Materials And Scrap	Solid Waste	1,667	0	0	556	0	0	0	0	0	0	-		0
469010 - Misc.-Other Service Charges/Late Fees	Finance	230,939	243,557	253,965	242,821	179,750	206,092	206,092	238,000	259,000	264,000	-		264,000
469010 - Misc.-Other Service Charges/Late Fees	Building Department	0	0	4	1	0	0	0	0	0	0	-		0
469010 - Misc.-Other Service Charges/Late Fees	Planning	(4)	0	0	(1)	0	0	0	0	0	0	-		0

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment		FY 2022-23 Proposed Final
												($)	(%)	
469010 - Misc.-Other Service Charges/Late Fees	Zoning	10,341	6,691	7,794	8,275	3,476	4,247	4,247	9,000	9,000	9,000	-		9,000
469010 - Misc.-Other Service Charges/Late Fees	Fire-Rescue	9,966	6,383	7,413	7,921	3,305	4,047	4,047	10,000	8,000	10,000	-		10,000
469010 - Misc.-Other Service Charges/Late Fees	Real Estate and Asset	321,665	634	17,692	113,331	7,301	0	0	0	18,000	0	-		0
469011 - Misc. -Other Revenues EE Health	Real Estate and Asset	986	0	0	329	0	0	0	0	0	0	-		0
469013 - Misc - Fuel	Finance	0	200	17,939	6,046	17,939	2,496	2,496	0	2,000	0	-		0
469013 - Misc - Fuel	Real Estate and Asset	125,886	128,524	133,136	129,182	54,827	41,196	41,196	125,000	129,000	150,000	-		150,000
469014 - Misc - Vending	Real Estate and Asset	37,306	26,734	12,463	25,501	5,676	13,537	13,537	43,000	25,000	41,000	(11,000)	-26.8%	30,000
469300 - Misc-Settlements	Finance	702,012	443,686	646,913	597,537	329,674	123,959	123,959	443,000	443,000	452,000	(9,000)	-2.0%	443,000
469300 - Misc-Settlements	Real Estate and Asset	796,010	603,694	137,557	512,421	137,557	0	0	0	370,000	0	-		0
469300 - Misc-Settlements	Non-Departmental	1,401,373	0	1,614,778	1,005,384	1,587,000	33,333	33,333	73,000	67,000	73,000	(6,000)	-8.2%	67,000
469900 - Misc-Contra Revenue For Bad Debt Allowance	Police	0	0	0	0	0	0	0	0	0	0	-		0
469900 - Misc-Contra Revenue For Bad Debt Allowance	Real Estate and Asset	11	0	0	4	0	0	0	0	0	0	-		0
489000 - Other-Nonoperating Sources	City Attorney	0	0	126,243	42,081	63,882	65,403	65,403	128,000	129,000	128,000	-		128,000
489000 - Other-Nonoperating Sources	City Clerk	1,164	(6,984)	1,164	(1,552)	0	0	0	0	0	0	-		0
489000 - Other-Nonoperating Sources	Fire-Rescue	4,123,440	2,090,071	2,064,151	2,759,221	694,265	1,938,363	1,938,363	3,600,000	3,300,000	3,600,000	(300,000)	-8.3%	3,300,000
489000 - Other-Nonoperating Sources	Police	37,563	24,341	9,505	23,803	(1,884)	11,427	11,427	15,000	15,000	15,000	-		15,000
489000 - Other-Nonoperating Sources	Parks and Recreation	0	0	1,680	560	0	0	0	0	0	0	-		0
489000 - Other-Nonoperating Sources	Non-Departmental	0	21,944,271	0	7,314,757	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Human Services	0	198,090	0	66,030	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	General Services Administration	66,911	0	0	22,304	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Resilience and Public Works	91,860	0	0	30,620	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Fire-Rescue	(143,944)	(597)	0	(48,180)	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Police	996,773	0	0	332,258	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Real Estate and Asset	3,074	(279,826)	0	(92,251)	0	0	0	0	0	0	-		0
489910 - Other- Carryover Budget	Parks and Recreation	37,060	0	0	12,353	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	City Attorney	127,764	127,764	0	85,176	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	City Clerk	5,820	0	(1,164)	1,552	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Code Compliance	0	0	130	43	0	0	0	0	0	0	-		0

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
489900 - Other-Oth N-optg Sour/Carryover	Finance	(36)	(33)	18,530	6,154	(16)	(14)	(14)	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Grants Administration	0	34,773	0	11,591	0	1,409	1,409	0	1,000	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Human Resources	0	0	961	320	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Innovation and Technology	0	0	1,089	363	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Neighborhood Enhancement	0	0	18,896	6,299	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Procurement	3,368	(1,529)	0	613	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Veteran Affairs and Homeless	285,795	0	0	95,265	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Human Services	0	(20,387)	65,592	15,069	13,152	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Building Department	0	99	128,723	42,941	0	0	0	5,919,000	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Planning	0	0	4,249	1,416	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	General Services Administration	13,202	15,390	60,259	29,617	0	5,340	5,340	0	5,000	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Resilience and Public Works	0	0	31,583	10,528	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Solid Waste	0	0	27,136	9,045	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Capital Improvements	0	0	2,000	667	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Fire-Rescue	353,046	6,216	(13,085)	115,392	17,034	(4,002)	(4,002)	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Police	0	(30,890)	17,479	(4,470)	(14,596)	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Real Estate and Asset	0	0	12,202	4,067	0	0	0	0	0	0	-		0
489900 - Other-Oth N-optg Sour/Carryover	Parks and Recreation	0	80	105,414	35,165	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	City Manager	3,350	50	0	1,133	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Independent Auditor General	5	0	0	2	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	City Attorney	25	5,298	14,726	6,683	17,471	9,595	9,595	0	10,000	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Code Compliance	10,126	167	856	3,716	329	84	84	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Office of Communications	18,749	13,633	1,000	11,127	900	200	200	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Finance	468,537	523,426	652,104	548,022	557,801	437,827	437,827	600,000	600,000	612,000	-		612,000
469000 - Misc-Other Miscellaneous Revenues	Innovation and Technology	244,092	241,709	162,574	216,125	142,755	27,466	27,466	250,000	60,000	60,000	-		60,000
469000 - Misc-Other Miscellaneous Revenues	Neighborhood Enhancement	(1,192)	(934)	(690)	(939)	(315)	(450)	(450)	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Procurement	5,867	100	0	1,989	0	100	100	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Office of Resilience and	84,117	0	0	28,039	0	0	0	0	0	0	-		0

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Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
469000 - Misc-Other Miscellaneous Revenues	Human Services	9,801	31,361	(1)	13,720	(1)	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Building Department	(1,083,850)	(1,178,404)	(1,274,694)	(1,178,983)	(606,240)	(925,253)	(925,253)	0	(1,594,000)	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Planning	21,123	53,967	194,564	89,885	174,664	24,159	24,159	32,000	44,000	32,000	-		32,000
469000 - Misc-Other Miscellaneous Revenues	Zoning	0	0	5,623	1,874	1,691	3,171	3,171	0	7,000	7,000	-		7,000
469000 - Misc-Other Miscellaneous Revenues	General Services Administration	4,462	0	0	1,487	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Resilience and Public Works	0	0	900	300	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Solid Waste	21,437	147	0	7,195	0	650	650	0	1,000	7,000	-		7,000
469000 - Misc-Other Miscellaneous Revenues	Capital Improvements	2,338	0	0	779	0	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Fire-Rescue	339,395	305,284	475,804	373,494	204,535	285,448	285,448	334,000	475,000	480,000	-		480,000
469000 - Misc-Other Miscellaneous Revenues	Police	63,413	256,887	415,415	245,238	467,703	1,718,685	1,718,685	81,000	319,000	27,000	-		27,000
469000 - Misc-Other Miscellaneous Revenues	Real Estate and Asset	446,727	147,156	177,468	257,117	5,819	14,502	14,502	623,000	162,000	474,000	(312,000)	-65.8%	162,000
469000 - Misc-Other Miscellaneous Revenues	Parks and Recreation	454,918	202,151	122,975	260,015	20,496	171,315	171,315	160,000	375,000	300,000	-		300,000
469000 - Misc-Other Miscellaneous Revenues	Risk Management	320	941	214	491	(14)	0	0	0	0	0	-		0
469000 - Misc-Other Miscellaneous Revenues	Non-Departmental	0	0	19,134	6,378	7,011	29,395	29,395	35,000	49,000	35,000	-		35,000
469200 - Misc - POS Over/Under	Finance	(31,233)	(33,941)	(22,005)	(29,059)	(17,254)	(8,856)	(8,856)	0	(9,000)	0	-		0
469200 - Misc - POS Over/Under	Parks and Recreation	0	0	0	0	(1)	0	0	0	0	0	-		0
Other Revenues (Inflows)	**Total**	**10,918,679**	**27,027,207**	**6,705,520**	**14,883,802**	**4,187,240**	**4,512,106**	**4,512,106**	**12,870,000**	**5,665,000**	**6,928,000**	**(638,000)**	**-9.2%**	**6,290,000**
						0	0							
441200 - CFS-GG-Internal Service Fund Fees And Charges	Finance	1,316,700	1,193,100	1,879,501	1,463,100	806,501	1,124,800	1,124,800	1,356,000	1,917,000	1,955,000	-		1,955,000
441200 - CFS-GG-Internal Service Fund Fees And Charges	Resilience and Public Works	171,024	94,717	238,334	168,025	101,292	121,070	121,070	160,000	247,000	240,000	-		240,000
441900 - CFS-GG-Other General Government Charges And Fees	Independent Auditor General	0	0	67,427	22,476	67,427	0	0	0	0	0	-		0
441900 - CFS-GG-Other General Government Charges And Fees	City Clerk	1,200	0	15,501	5,567	56	(105)	(105)	0	0	0	-		0
441900 - CFS-GG-Other General Government Charges And Fees	Civil Service Board	95	0	0	32	0	0	0	0	0	0	-		0
441900 - CFS-GG-Other General Government Charges And Fees	Real Estate and Asset	1,951	92	1,220	1,087	1,214	0	0	2,000	1,000	2,000	-		2,000
441900 - CFS-GG-Other General Government Charges And Fees	Parks and Recreation	763,975	809,093	944,798	839,288	541,712	515,548	515,548	889,000	1,032,000	1,015,000	-		1,015,000
442100 - CFS-PS-Police Services	Finance	25	27	0	17	0	14	14	0	0	0	-		0
442100 - CFS-PS-Police Services	Police	5,193,816	3,741,386	3,322,187	4,085,796	1,242,847	2,034,019	2,034,019	2,088,000	3,336,000	3,194,000	206,000	6.4%	3,400,000
442100 - CFS-PS-Police Services	Risk Management	(30)	(10)	0	(13)	0	0	0	0	0	0	-		0
442200 - CFS-PS-Fire Protection Services	Fire-Rescue	50	524	17	197	17	462	462	0	0	0	-		0

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442400 - CFS-PS-Emergency Service Fees	Fire-Rescue	11,464,770	10,403,280	9,544,681	10,470,910	4,532,053	5,332,714	5,332,714	10,335,000	10,000,000	10,000,000	-		10,000,000
442410 - CFS-Public Emerg Med Transp (PEMT) Payment	Fire-Rescue	2,343,288	3,399,810	2,312,025	2,685,041	0	548,403	548,403	2,312,000	1,663,000	1,663,000	-		1,663,000
442500 - CFS-PS-Protective Inspection Fees	Finance	460	789	90	446	21	855	855	0	1,000	0	-		0
442500 - CFS-PS-Protective Inspection Fees	Fire-Rescue	483,065	464,670	439,100	462,278	227,633	246,025	246,025	469,000	415,000	469,000	(54,000)	-11.5%	415,000
442510 - CFS-Fire Investigation Fees	Fire-Rescue	35	525	780	447	400	310	310	0	0	0	-		0
442600 - CFS-PS-Ambulance/False Alarm Fees	Fire-Rescue	715,654	697,681	792,326	735,220	357,307	528,057	528,057	715,000	800,000	715,000	-		715,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Code Compliance	0	250,568	412,073	220,880	189,176	129,253	129,253	307,000	352,000	352,000	-		352,000
442900 - CFS-PS-Other Public Safety Charges And Fees	Fire-Rescue	0	165,409	0	55,136	0	0	0	0	0	0	-		0
442900 - CFS-PS-Other Public Safety Charges And Fees	Police	634,526	531,653	485,422	550,534	140,193	232,381	232,381	520,000	552,000	567,000	(15,000)	-2.6%	552,000
443300 - CFS-PE-Water Utility Revenue	Solid Waste	0	0	1,906	635	1,906	0	0	0	0	0	-		0
443300 - CFS-PE-Water Utility Revenue	Real Estate and Asset	10,094	7,078	7,562	8,245	3,481	1,444	1,444	7,000	8,000	7,000	-		7,000
443400 - CFS-PE-Garbage/Solid Waste Revenue	Finance	0	122	0	41	0	0	0	0	0	0	-		0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Building Department	2,397	808	1,085	1,430	605	435	435	0	0	0	-		0
443400 - CFS-PE-Garbage/Solid Waste Revenue	Solid Waste	24,303,294	24,683,264	24,378,398	24,454,985	20,873,078	21,113,421	21,113,421	24,609,000	24,619,000	24,619,000	-		24,619,000
443500 - CFS-PE-Sewer/Wastewater Utility Revenue	Resilience and Public Works	(53)	0	0	(18)	0	0	0	0	0	0	-		0
443800 - CFS-PE-Cemetery Fees	Parks and Recreation	85	564	1,024	558	667	808	808	1,000	1,000	1,000	-		1,000
443900 - CFS-PE-Other Physical Environment Revenue	Finance	0	0	0	0	0	0	0	0	0	0	-		0
443900 - CFS-PE-Other Physical Environment Revenue	Solid Waste	211,665	87,500	0	99,722	0	66,923	66,923	75,000	75,000	101,000	-		101,000
444500 - CFS-Trans-Parking Facilities	Real Estate and Asset	2,884,110	2,357,527	1,841,289	2,360,975	753,590	1,194,010	1,194,010	1,914,000	2,000,000	1,972,000	228,000	11.6%	2,200,000
444300 - CFS-Mass Transit	Resilience and Public Works	70	0	0	23	0	0	0	0	0	0	-		0
444600 - CFS-Trans-Tolls	Parks and Recreation	320,918	297,077	567,957	395,317	268,527	234,948	234,948	400,000	491,000	500,000	-		500,000
444900 - CFS-Trans-Other Transportation Revenue	Human Services	85	0	1,765	617	0	4,152	4,152	0	4,000	0	-		0
444900 - CFS-Trans-Other Transportation Revenue	Real Estate and Asset	2,610	653	980	1,414	0	0	0	4,000	1,000	4,000	-		4,000
446000 - CFS-Trans-Tools	Real Estate and Asset	1,094,893	137,147	0	410,680	0	0	0	0	0	0	-		0
446000 - CFS-Trans-Tools	Parks and Recreation	0	11,507	26,050	12,519	10,162	0	0	0	0	0	-		0
447500 - CFS-C&R-Special Recreation Facilities	Civil Service Board	0	106	0	35	0	0	0	0	0	0	-		0
447500 - CFS-C&R-Special Recreation Facilities	Real Estate and Asset	1,291,253	691,607	692,147	891,669	(25,953)	165,724	165,724	1,200,000	692,000	1,630,000	(938,000)	-57.5%	692,000
447500 - CFS-C&R-Special Recreation Facilities	Parks and Recreation	948,555	479,784	635,634	687,991	287,735	482,653	482,653	775,000	963,000	841,000	-		841,000

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447900 - CFS-C&R-Other Culture/Recreation	Finance	199,016	0	1,340	66,785	0	0	0	0	0	0	-		0
447900 - CFS-C&R-Other Culture/Recreation	Real Estate and Asset	24,945	103,327	8,633	45,635	6,078	2,380	2,380	0	9,000	0	-		0
447900 - CFS-C&R-Other Culture/Recreation	Parks and Recreation	3,545,966	3,034,609	3,822,037	3,467,537	1,998,992	1,987,527	1,987,527	3,500,000	3,974,000	4,098,000	-		4,098,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Grants Administration	0	2,690	0	897	0	0	0	0	0	0	-		0
447910 - CFS-C&R-Other Culture/Recreation (PF)	Real Estate and Asset	9,689,486	7,366,486	8,618,201	8,558,058	3,813,165	5,388,058	5,388,058	11,115,000	10,700,000	10,700,000	-		10,700,000
447910 - CFS-C&R-Other Culture/Recreation (PF)	Parks and Recreation	884	491	2,553	1,309	2,553	0	0	0	0	0	-		0
447911 - CFS-Commercial Dockage	Real Estate and Asset	6,211	0	0	2,070	0	0	0	0	0	0	-		0
448000 - CFS-Rents And Royalties	Real Estate and Asset	15,635,043	11,057,808	17,744,955	14,812,602	9,251,858	9,533,063	9,533,063	16,122,000	17,000,000	17,500,000	-		17,500,000
448000 - CFS-Rents And Royalties	Parks and Recreation	42,610	11,988	14,844	23,147	6,300	5,925	5,925	12,000	23,000	26,000	-		26,000
449000 - CFS-Other Charges for Services	City Attorney	142,761	104,627	228,252	158,547	101,632	118,615	118,615	100,000	239,000	239,000	-		239,000
449000 - CFS-Other Charges for Services	City Clerk	796	1,661	55	837	9	19	19	0	0	0	-		0
449000 - CFS-Other Charges for Services	Civil Service Board	0	0	51	17	0	69	69	0	0	0	-		0
449000 - CFS-Other Charges for Services	Finance	12,010	11,041	10,803	11,285	5,817	4,805	4,805	12,000	11,000	11,000	-		11,000
449000 - CFS-Other Charges for Services	Innovation and Technology	7,982	1,313	1,878	3,724	903	1,509	1,509	6,000	2,000	6,000	-		6,000
449000 - CFS-Other Charges for Services	Procurement	1,207	70	15	431	0	0	0	0	0	0	-		0
449000 - CFS-Other Charges for Services	Human Services	30,110	66,977	19,228	38,772	8,095	18,812	18,812	60,000	37,000	37,000	-		37,000
449000 - CFS-Other Charges for Services	Building Department	889,127	903,245	964,665	919,012	1,003,583	1,012,916	1,012,916	900,000	974,000	900,000	100,000	11.1%	1,000,000
449000 - CFS-Other Charges for Services	Planning	2,267,680	1,779,448	2,954,511	2,333,880	1,120,617	2,039,405	2,039,405	3,088,000	3,899,000	3,537,000	362,000	10.2%	3,899,000
449000 - CFS-Other Charges for Services	Zoning	291,433	242,059	398,509	310,667	110,406	339,428	339,428	505,000	628,000	505,000	123,000	24.4%	628,000
449000 - CFS-Other Charges for Services	Resilience and Public Works	1,751,056	1,920,685	2,641,366	2,104,369	1,164,143	1,331,248	1,331,248	2,000,000	2,413,000	2,300,000	-		2,300,000
449000 - CFS-Other Charges for Services	Solid Waste	4,440	2,975	751	2,722	20	1,416	1,416	1,000	1,000	1,000	-		1,000
449000 - CFS-Other Charges for Services	Fire-Rescue	819,655	739,961	784,599	781,405	380,154	507,990	507,990	820,000	900,000	785,000	165,000	21.0%	950,000
449000 - CFS-Other Charges for Services	Police	944,346	1,218,315	817,550	993,404	449,143	454,693	454,693	820,000	812,000	1,002,000	-		1,002,000
449000 - CFS-Other Charges for Services	Real Estate and Asset	119,403	78,401	169,747	122,517	31,412	22,856	22,856	86,000	169,000	262,000	(93,000)	-35.5%	169,000
449000 - CFS-Other Charges for Services	Parks and Recreation	117,691	19,612	5,429	47,577	2,915	7,584	7,584	2,000	8,000	4,000	4,000	100.0%	8,000
449001 CFS-DRI Administration	Human Services	0	8,866	0	2,955	0	0	0	0	0	0	-		0
449009 - CFS-Trans Dev Density Fee-Homebuyer Assist	Human Services	0	0	12,608	4,203	0	0	0	0	0	0	-		0
449010 - CFS-Parking Surcharges Lockbox	Finance	23,990,978	18,045,942	18,700,718	20,245,879	7,289,945	12,597,850	12,597,850	21,000,000	25,000,000	25,000,000	-		25,000,000

e of Contents

Revenue Object Code/Description	Office / Department	FY 2018-19 Actual YearTotal	FY 2019-20 Actual YearTotal	FY 2020-21 Actual YearTotal	3 Year Average YearTotal	FY 2020-21 End of Q2	FY 2021-22 End of Q2	FY 2021-22 Actual 31-Mar-22	FY 2021-22 Amended YearTotal	FY 2021-22 Projections YearTotal	FY 2022-23 Proposed Budget	Estimated Conference Adjustment ($)	Estimated Conference Adjustment (%)	FY 2022-23 Proposed Final
449015 - CFS - Pari-Mutuel Revenues	Finance	*2,520,061*	*1,509,304*	*2,898,117*	*2,309,160*	*968,452*	*1,353,975*	*1,353,975*	*2,249,000*	*3,250,000*	*4,213,000*	*(213,000)*	*-5.1%*	*4,000,000*
449020 - CFS-Building Inspections	Finance	*641,574*	*904,169*	*646,853*	*730,865*	*181,797*	*503,174*	*503,174*	*700,000*	*700,000*	*714,000*	-		*714,000*
449020 - CFS-Building Inspections	Building Department	*4,317,150*	*4,212,754*	*5,691,309*	*4,740,404*	*2,855,026*	*3,308,325*	*3,308,325*	*4,550,000*	*6,145,000*	*5,100,000*	-		*5,100,000*
449020 - CFS-Building Inspections	Fire-Rescue	*0*	*0*	*(590)*	*(197)*	*(590)*	*0*	*0*	*0*	*0*	*0*	-		*0*
Charges for Services	**Total**	**122,174,202**	**103,856,881**	**115,770,263**	**113,933,782**	**61,134,071**	**74,619,966**	**74,619,966**	**115,786,000**	**126,064,000**	**126,787,000**	**(125,000)**	**-0.1%**	**126,662,000**
Total Revenue	**Total**	**789,925,623**	**793,444,724**	**807,816,780**	**797,062,376**	**549,122,581**	**626,145,591**	**626,145,594**	**877,301,000**	**895,406,000**	**933,449,000**	**323,000**	**0.0%**	**933,772,000**

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APPENDIX K:
EQUAL PAY

- **Resolution Summary**

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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

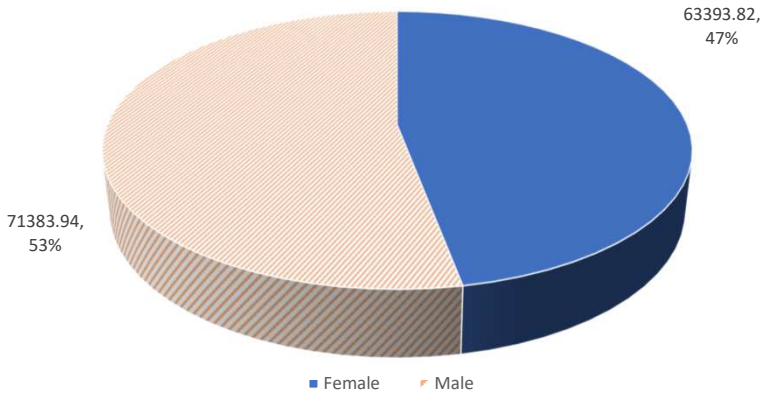
Pursuant to Resolution R-17-0420, directed the City Manager to document evidence of gender pay equality and equality in opportunities for hiring, promotions, and acquiring management positions within the City of Miami in the yearly budget summary, the updated EODP Equal Pay Summary for the City of Miami is attached in this appendix.

City of Miami
Equal Pay Summary

Employee Distribution

Gender	Total	Percent
Female	1594	33.53%
Male	3160	66.47%
Overall	**4754**	**100.00%**

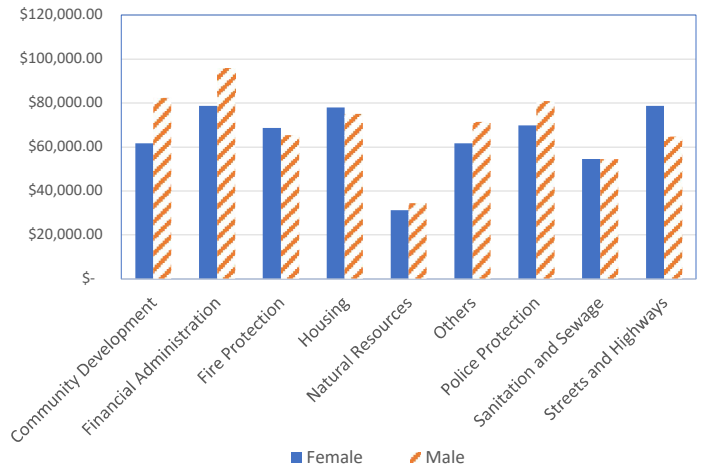
Median Salary by Gender



Median Salary by EEO Function and Gender

EEO Function	Female	Male
Community Development	$ 61,664.51	$ 82,333.92
Financial Administration	$ 78,700.75	$ 95,661.49
Fire Protection	$ 68,680.77	$ 65,371.49
Housing	$ 77,957.04	$ 74,953.22
Natural Resources	$ 31,200.00	$ 34,337.06
Others	$ 61,664.51	$ 71,383.94
Police Protection	$ 69,892.16	$ 80,908.67
Sanitation and Sewage	$ 54,477.70	$ 54,354.14
Streets and Highways	$ 78,669.62	$ 64,747.70
Overall	**$ 63,393.82**	**$ 71,383.94**

Median Salary by EEO Function and Gender



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APPENDIX L:
FINANCIAL HEALTH

- **Municipal Financial Health**

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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.

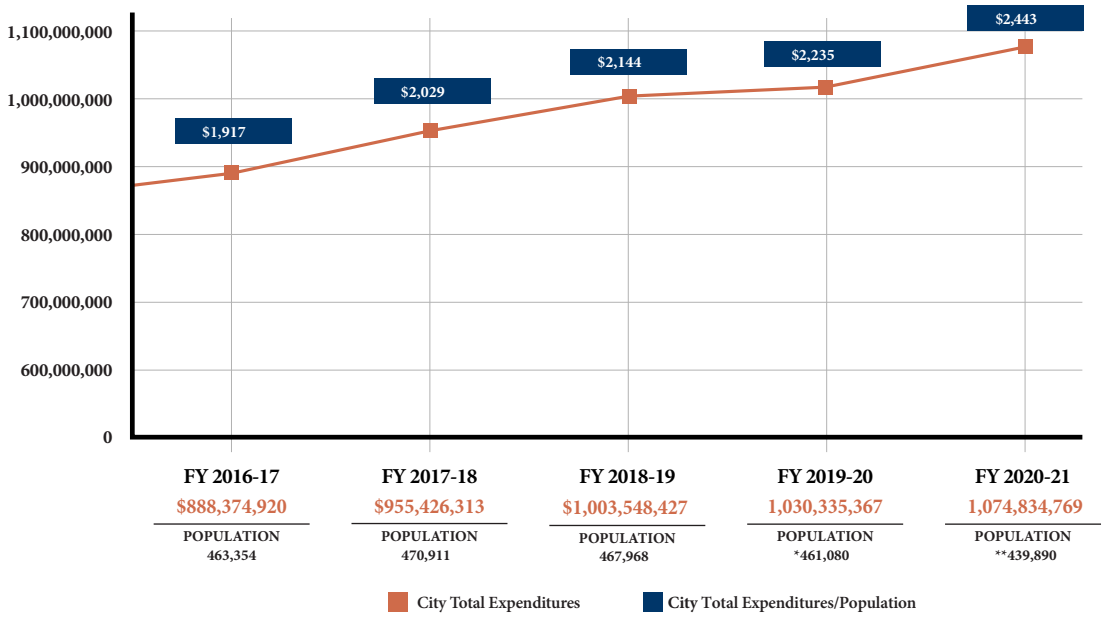
A. Government spending per resident for the previous five years.
B. Government debt per resident for the previous five years.
C. Average municipal employee salary
D. Median income within the municipality.
E. Number of special taxing districts, wholly or partially, within the municipality.
F. Percent of budget spent on salaries and benefits for municipal employees.



Source: Florida Statutes, Chapter 2019-56

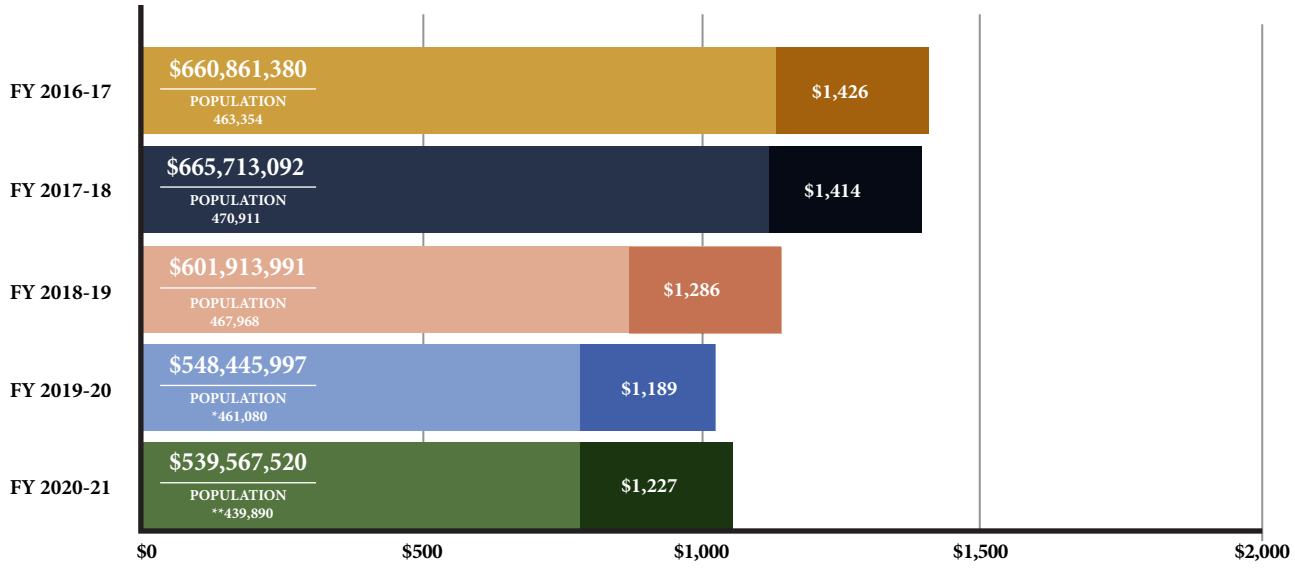
MUNICIPAL FINANCIAL HEALTH

Government Spending per Resident 166.241 (4)(A)



*Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021. United States Census: 2017-2019 American Community Survey 1year estimate, *5 year estimate, and **QuickFacts as of 7/1/2021.*

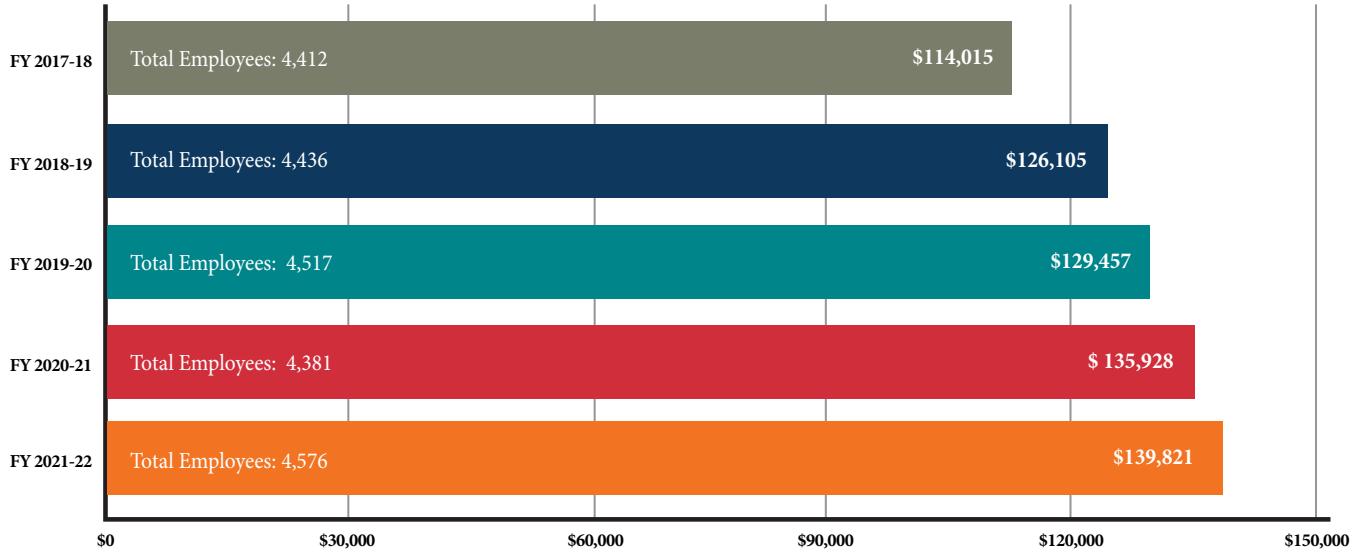
Long Term Debt Per Resident 166.241 (4)(B)



Source: City of Miami Annual Comprehensive Financial Report, Fiscal Year Ended September 30, 2021. United States Census: 2017-2019 American Community Survey 1year estimate, *5 year estimate, and **QuickFacts as of 7/1/2021.

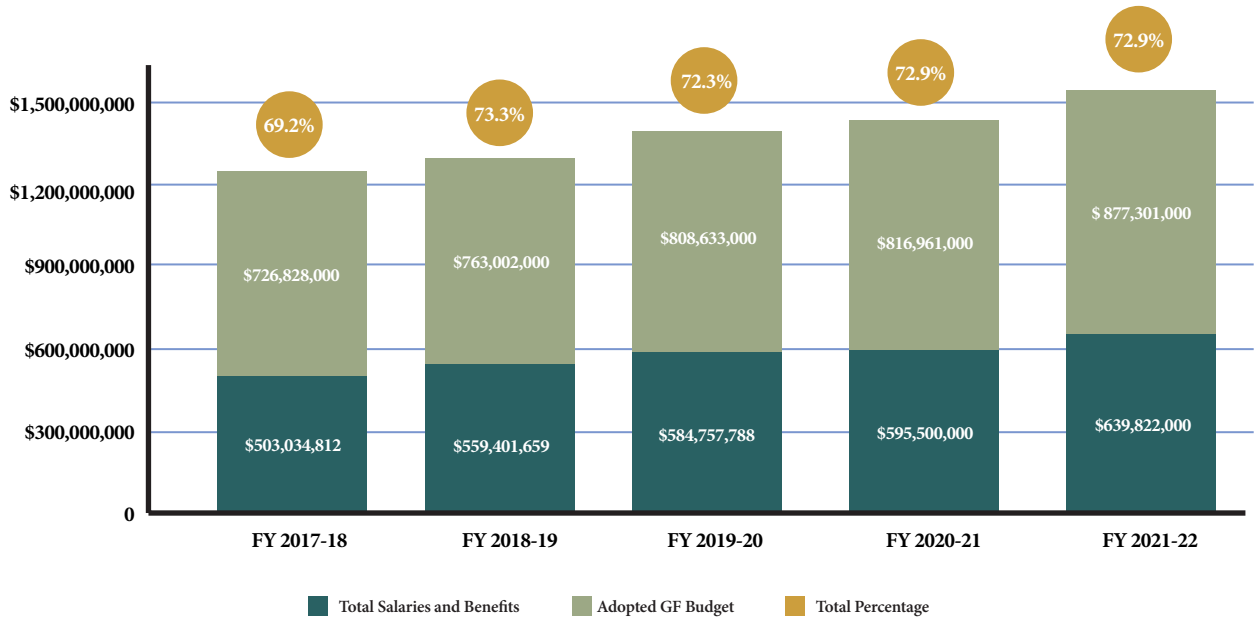


Average Municipal Employee Salary 166.241 (4)(C)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-22

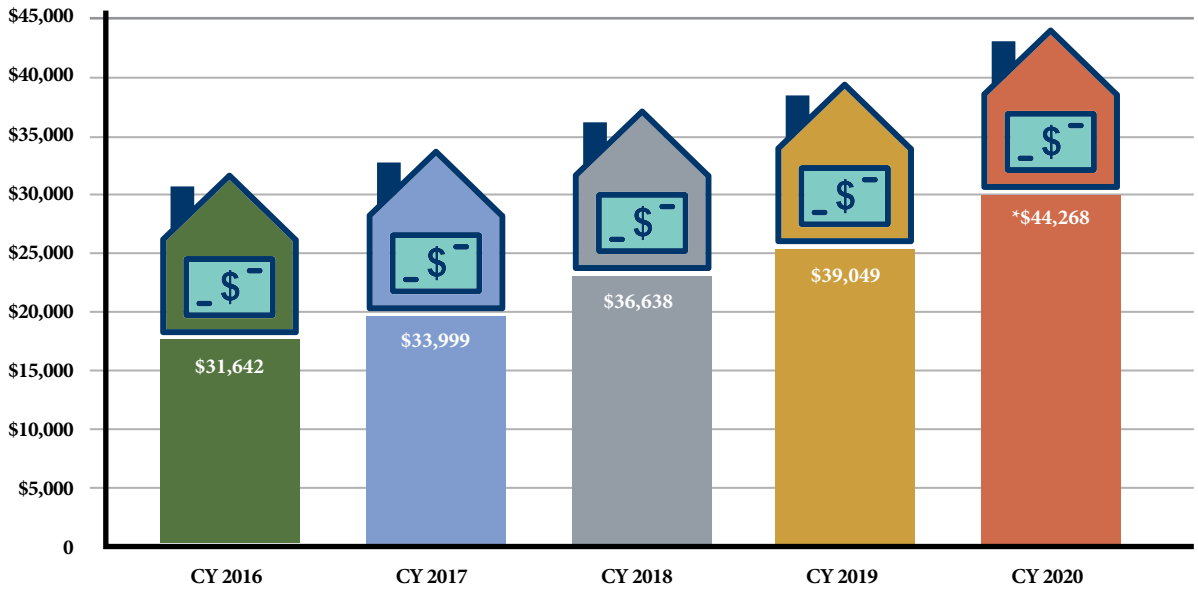
Percent of Budget Spent on Salaries and Benefits 166.241 (4)(F)



Source: City of Miami Adopted Operating Budgets, Fiscal Year 2015-22



Median Household Income in the City of Miami 166.241 (4)(D)



*Source: U.S. Census Bureau: 2016-2019 American Community Survey 5-Year Estimates and *QuickFacts as of 7/1/2021.*

Number of Special Taxing Districts, wholly or partially, within the municipality. 166.241 (4)(E)

The City of Miami has only one special taxing district that qualifies per this Statute.

MIAMIDDA
DOWNTOWN DEVELOPMENT AUTHORITY



APPENDIX M:
REFERENCE AND LOOK UP INFORMATION

- **Abbreviations and Acronyms**
- **Definitions of Terms**
- **Acknowledgements**

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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
ACFR	Annual Comprehensive Financial Report
ACM	Assistant City Manager
ADA	Americans with Disabilities Act
ADT	Adult Day Training
ADU	Accessory Dwelling Unit
AFL-CIO	American Federation of Labor and Congress of Industrial Organizations
AFSCME	American Federation of State, County and Municipal Employees
AHCA	Agency for Health Care Administration
ALS	Advanced Life Support
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
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAP	Career Advancement Program
CAPA	Climate Adaption Planning Analytics
CAPER	Consolidated Annual Performance and Evaluation Report
CAPRA	Commission for Accreditation of Park and Recreation Agencies
CARES	Coronavirus Aid, Relief, and Economic Security
CBA	Collective Bargaining Agreement
CBO	Community Based Organization
CDBG	Community Development Block Grant
CDBG-DR	CDBG Disaster Recovery Program
CDBG-MIT	CDBG Mitigation Program
CDFI	Community Development Financial Institutional
CDL	Commercial Driver License
CED	Community and Economic Development
CFED	Corporation for Enterprises Development
CFO	Chief Financial Officer
CHOICE	Cops Helping our Inner City Children Excel

Abbreviations and Acronyms

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
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
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity

Abbreviations and Acronyms

EEOC	Equal Employment Opportunity Commission
EGWP	Employer Group Waiver Program
EIDL	Economic Injury Disaster Loan
EKG	Electrocardiography
EMS	Emergency Medical Services
EMT	Emergency Medical Training
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Officers' Retirement Trust
EPA	Environmental Protection Agency
EPD	Emergency Police Dispatch
ERP	Enterprise Resource Planning
FACE	Florida Association of Code Enforcement
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
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

Abbreviations and Acronyms

GOB	General Obligation Bond
GPS	Global Positioning System
GSA	General Services Administration
HCD	Department of Housing and Community Development
HCM	Human Capital Management
HEAT	Homeless Empowerment Assistance Team
HIDTA	High Intensity Drug Traffic Area
HIPAA	Health Insurance Portability and Accountability Act
HOA	Homeowners' Association
HOME	Home Investment Partnership
HOPE	Housing Opportunities Projects for Excellence, Inc.
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HS	Homeland Security
HUD	United States Department of Housing and Urban Development
HVAC	Heating Ventilation and Air Conditioning
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
LCT	Liberty City Trust
LED	Light Emitting Diodes
LETF	Law Enforcement Trust Fund
LHLH	Live Healthy Little Havana
LISC	Local Initiatives Support Corporation
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
MMC	Medicaid Managed Care

Abbreviations and Acronyms

MPA	Miami Parking Authority
MPD	Miami Police Department
MRC	Miami Riverside Center
MS4	Municipal Separate Storm Sewer System
MSI	Miami Sustainable Initiatives
MUSP	Major Use Special Permit
MUVE	Museum Volunteers for the Environment
NET	Neighborhood Enhancement Team
NDA	Non-Departmental Accounts
NFIP	National Flood Insurance Program
NOAA	National Oceanic and Atmospheric Administration
NOV	Notice of Violation
NPDES	National Pollutant Discharge Elimination System
NRD	Neighborhood Revitalization District
NSP	Neighborhood Stabilization Program
OCI	Office of Capital Improvements
OCIP	Owner Controlled Insurance Program
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OIAG	Office of the Independent Auditor General
OIC	Opportnities Industrilization Center
OMB	Office of Management and Budget
OPEB	Other Post-Employment Benefits
ORS	Office of Resilience and Sustainability
OSHA	Occupational Safety and Health Administration
OYC	Overtown Youth Center
PARC	Park and Recreational Facility Construction
PADMA	Property Address Maintenance Application
PAF	Personnel Action Form
P-CARD	Purchasing Card
PEMT	Public Emergency Medical Transportation
PFM	Public Financial Management, Inc.
POMS	Personal and Office Management System
POS	Point of Sale
PPP	Paycheck Protection Program
PROW	Public Right of Way
PTSD	Post-Traumatic Stress Disorder
PZAB	Planning and Zoning Advisory Board
RDBMS	Relational Database Management System

Abbreviations and Acronyms

RDSMS	Relational Data Stream Management System
RFP	Request for Proposal
RFQ	Request for Qualification
RFI	Request for information
RHP	Recovery Housing Program
RID	Report Illegal Dumping
ROW	Right of way
RPW	Resilience and Public Works
RW	Responsible Wages and Davis-Bacon Act Wage
SAFER	Staffing for Adequate Fire and Emergency Response
SAP	Special Area Plans
SBA	Small Business Adminstration
SEOPW	Southeast Overtown Park West
SFOB	State Financial Oversight Board
SFTOD	South Florida Transit Oriented Development
SFWIB	South Florida Workforce Investment Board
SHSGP	State Homeland Security Grant Program
SLA	Service Level Agreement
SLR	Sea Level Rise
SLUC	Sensible Land Use Coalition
SNAP	Supplemental Nutritional Assistance Program
SNPB	Safe Neighborhood Parks Bond
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
S&P	Standard and Poor's
SPPA	Smart Policing Predictive Analytics
SQL	Structured Query Language
SR	Special Revenue Fund
STEM	Science Technology Engineering Arts and Math
SWAT	Special Weapons and Tactics
TACOLCY	The Advisory Committee of Liberty City Youth
TAME	Tunnel and Marine Exercise
TAV	Taxable Assessed Value
TCEA	Transportation Concurrency Exemption Area
TCO	Temporary Certificate of Occupancy
TCT	The Children's Trust
TEP	Temporary Event Permit
TRACS	Transportation Automated Control System
TRIM	Truth in Millage

Abbreviations and Acronyms

TRT	Technical Rescue Team
TUP	Temporary Use Permit
UASI	Urban Area Security Initiative
UCR	Uniform Crime Reporting
UIA	Urban Infill Area
UPK	User Productivity Kit
USAR	Urban Search and Rescue
USCIS	U.S. Citizenship and Immigration Services
USDA	United States Department of Agriculture
USDN	Urban Sustainability Directors Network
USDOJ	United States Department of Justice
VISTA	Volunteers in Service to America
VITA	Volunteer Income Tax Assistance
VKBPT	Virginia Key Beach Park Trust
VOCA	Victims of Crime Act
VOIP	Voice Over Internet Protocol
VPK	Voluntary Prekindergarten
YARP2	Young Adult Re-entry Partnership
ZVL	Zoning Verification Letters

Definition of Terms

Account Code: Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as "property taxes").

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

American Rescue Plan: The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is a $1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed.

Annual Comprehensive Financial Report: The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles (GAAP).

Anti-Deficiency Act: A 1998 amendment to the City of Miami Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation: A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation: It is the value of land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Assigned Fund Balance: An amount a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

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.

Definition of Terms

Budget: A financial plan of programs, services, and projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment: A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another, or the appropriation of new sources of revenue.

Budget Message: The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

Budget Monitoring: The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment: Equipment with a value in excess of $5,000 and an expected life of more than one year such as automobiles, typewriters, and office furniture.

Capital Expenditure: The funds used to acquire or upgrade a company's fixed assets, such as expenditures towards property, plant, or equipment.

Capital Improvement Budget: A plan of capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Plan (CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles, technology systems, or machinery, which becomes an addition to the City's fixed assets.

Civilian Position: Civilian are those positions which in the performance of their duties do not carry a firearm or have a badge and has not taken an oath of office as a solemn promise to defend the Constitution of the United States.

Civil Service: Shall comprise all positions of trust, skill or employment, including all employees whether permanent or temporary, on the service of the City, except as otherwise provided by the Charter of the City of Miami.

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

Definition of Terms

Director of the Human Resources Department determines that it is feasible to select such employees in accordance with the selection requirements of these rules.

Collective Bargaining Agreement: A written agreement between an employer and a labor union setting forth the terms and conditions of employment or containing provisions in regards to rates of pay, hours of work, or other working conditions of employees.

Committed Fund Balance: Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

Community Development Block Grant: A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Coronavirus Aid, Relief, and Economic Security: The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a $2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law by President Donald Trump on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States.

County Land Use Code (CLUC) 90 Properties: Properties acquired in connection with delinquent taxes.

COVID-19: COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.

Current Taxes: Taxes that are levied and due within one year.

DR-420: A form entitled “Certification of Taxable Value” that the City submits annually to the State of Florida and contains specific details about the City’s proposed millage rate and certifying compliance with provisions of the Florida statutes.

Debt Service Requirement: The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

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.

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

Definition of Terms

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.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Definition of Terms

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.

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.

Definition of Terms

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.

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.

Definition of Terms

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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PROPOSED

OPERATING BUDGET

FISCAL YEAR 2022-23

Serving, enhancing, and transforming our community