

PUBLIC WORKS

DEPARTMENT MISSION STATEMENT

We are a multi-disciplined department comprised of Operations, Engineering, Sanitation, and Greenspace Management divisions. Together, these divisions ensure the technologically advanced design, maintenance, functionality, delivery, and cleanliness of the City's water services and resources, roadways, and greenways.

We place the utmost importance in valuing our employees and ensuring all are trained to be the most reliable, knowledgeable, environmentally-conscientious and solutions-oriented professionals who provide for the City's stakeholder needs and concerns in an efficient and socially-responsible manner to foster a better, safer, and healthier community for all to live, work, and play.

Public Works Department Vision:

To be the most proactive, innovative, and dependable network of highly knowledgeable professionals who are skilled in providing stakeholders optimal service and solutions to our community's most pressing infrastructure and environmental needs.

We are committed to providing effective and efficient public works services and managing the City's infrastructure to ensure the safety, health and well-being of all who live, work, and play in our vibrant, tropical, historic community.

DEPARTMENT DESCRIPTION

The Public Works Department is a large, full-service organization consisting of four divisions: Operations, Sanitation, Engineering, and Greenspace Management. Our department provides project management, planning, design, construction, maintenance, repairs, and operation services for City infrastructure, including utility systems, roadways, and greenways. The department is also responsible for City cleanliness and manages the Solid Waste/Recycling Collection and Disposal Program. The department is represented by professional, semi-professional, and licensed disciplines working in Administration, Engineering, Streets and Streetlights, Water Distribution, Sewer Collection, Storm Water Management, Sanitation, and Greenspace Management.

The City's infrastructure managed by the Public Works Department is comprised of 23 City-owned bridges; 140 miles of streets; 242 miles of sidewalks; 200 miles of curbs and gutters; 33 miles of alleyways; 7,200 street lights; 1,200 landscape up-lights; 263 miles of underground wiring; 180 miles of water distribution piping mains; 4 water storage tanks with total storage capacity of 14 million gallons; 6 water pumping stations; 13,550 water meters; 152 miles of sewer mains; 122 miles of sanitary gravity sewer pipes; 3,160 sanitary sewer manholes; 23 sewer pump stations; 110 miles of storm water pipes; 367 storm water outfalls; more than 7,800 storm water structures (storm water manholes, storm drains, and catch basins); and 49 storm water pump stations.



DEPARTMENT DESCRIPTION CONT'D

The Engineering Division is comprised of five (5) sections (Engineering, Geographic Information Systems [GIS], ROW Management, Surveying and Elevator Safety). The Engineering section is responsible for plan review of the public and private projects within the City's right-of-way (ROW) and the Engineering design of ROW projects. The GIS section is the keeper of the maps of the City's entire infrastructure, which includes water mains, sanitary sewer, and storm water systems. Our Right-of-way Management section oversees and issues permits for all activities within the public's right-of-way to include utility connections, café dining, lane/sidewalk closures, and coordination of special events. The Surveying section is the first resource for all construction projects to coordinate the data acquisition of field information. The Elevator Safety section is responsible for the certification of all public and private elevators, escalators, moving walks, and lifts within the City.

The Greenspace Management Division provides the design, installation, and maintenance service at all city designated properties including: the gateways to the City, all municipal buildings, parking facilities, dunes, medians, swales, and landscape areas.

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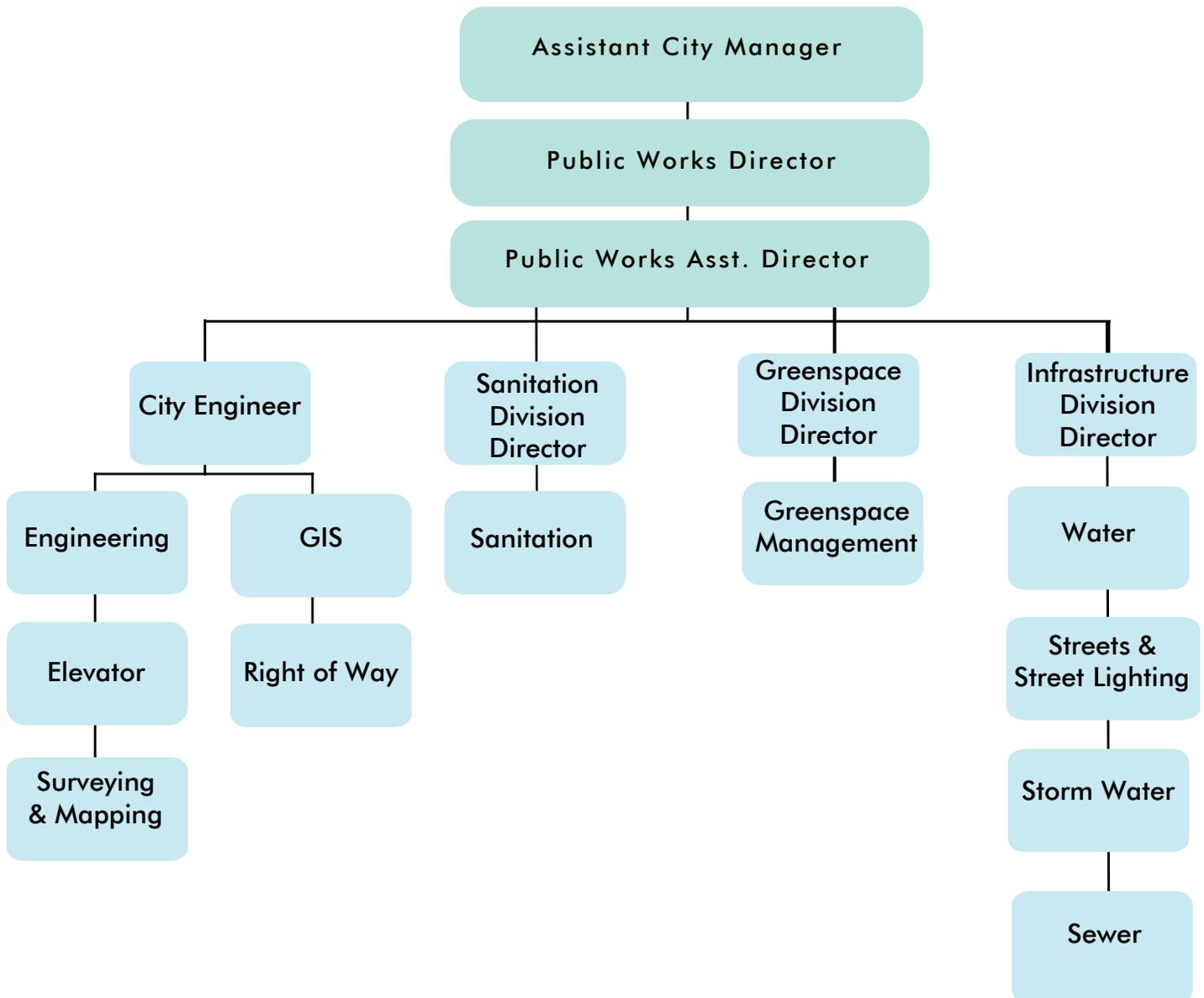
DEPARTMENT DESCRIPTION

The Operations Division oversees the operation and maintenance of the City's water distribution, wastewater collection, storm water, street and street lighting systems. Each year they ensure the safe transmission of billions of gallons of fresh water to the City and the transport of wastewater to the treatment plant. In addition, they ensure that all the streets, streetlights, sidewalks, and storm drains are operational and maintained.

DEPARTMENT DESCRIPTION CONT'D

The Sanitation Division with its fleet of street sweepers, pressure washers, and other collection equipment maintains the streets, parking lots, pedestrian paths, and sidewalks free and clear of debris and litter. The division also manages the trash and recycling contracts.

The Department of Public Works was recognized by the American Public Works Association as a nationally accredited Public Works agency in May 2007, and re-accredited in June 2011, 2015, and August of 2019.



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FISCAL ENVIRONMENT

The Public Works Department has a diverse funding composition. The Administration, Engineering, Streets and Streets Lighting, and Greenspace Management Divisions are partially funded from revenues generated through elevator fees, right of way permits, sidewalk café permits, electrical outlets, and plans review fees, as well as other revenues.

The Infrastructure Division, which includes water, wastewater, and storm water operations is fully funded by revenues generated through utility billing rates for services provided to users.

The Sanitation Division is funded primarily through fees generated for services provided.

The Public Works Department continuously analyzes its rate structures to ensure services to residents and tourists are being provided at a cost-effective rate that maintains and provides for a sustainable system.

BUSINESS ENVIRONMENT

The City is undergoing significant growth in commercial and residential development.

The department has evaluated the services that are being performed in the private sector and have competitively bid contracts to provide the core services of the departmental work plan where applicable, recognizing that not all services that the City provides can be outsourced and there are some services that are performed more efficiently in house.

STRATEGIC ALIGNMENT

Main Vision Area:

Environmental & Infrastructure

Management Objectives:

- **Neighborhoods**
 - Enhance the beautification, physical appearance and cleanliness of neighborhoods
 - Proactively monitor the city for mosquito breeding grounds
 - Evolve parks and green spaces to meet the changing needs of the community



STRATEGIC ALIGNMENT CONT'D

- **Environment & Infrastructure**
 - Work regionally and nationally to protect Biscayne Bay water quality and to maintain a healthy dune and beach system
 - Improve our aging drinking water and sewer infrastructure
 - Reduce risk from storms, high tides, groundwater, and sea level rise
- **Organization Innovation**
 - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement

Strategic Plan Actions:

- **DEVELOP** a plan to address aging water and sanitary sewer infrastructure.
- **CONTINUE** the Storm Water program and have projects fully underway South, Mid and North Beach. Start immediately upon completion of Jacob's analysis.
- **IMPLEMENT** controls to prevent issues of unpermitted work to work exceeding (permits) on city projects.
- **IMPLEMENT** creative two-way engagement plan for projects.

Budget Enhancement Actions:

- Temporary Pumps
- Storm Water System Maintenance Backlog
- Fire Hydrant Density Evaluation
- Water Fuel Tank
- Trap, Neuter, Vaccinate, and Release (TVNR) Program
- Sewer Pump Emergency Maintenance
- SSES Cycle III, Phase I, II, & III Consent Decree

Resilient305 Actions:

- **SUPPORT** Resilience Hubs
- **PRESERVE** and Restore Biscayne Bay
- **REDUCE** "Back-Bay Flooding"
- **NATURE-BASED** Infrastructure – More than Just Habitat!
- **IMPLEMENT** Sea Level Rise strategy
- **CREATE** Development Review Checklist
- **DEMONSTRATE** the Costs and Benefits of Resilience Imp

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SIGNIFICANT ACCOMPLISHMENTS

Operations Division

- Commenced the GO Bond Roadway Resurfacing and Sidewalk project on May 10, 2019, with several projects being completed under budget and/or ahead of schedule: replaced 95,426 ft² of sidewalks; resurfaced 72,328 yd² (or 12.1 lane miles) of roads; and replaced 3,574 LF of curbs and gutters
- Successfully completed the 2018-2019 Warehouse Physical Inventory Audit was on September 30, 2019, where the estimated value was \$1,963,869.67 and the Internal Audit's verified sample physical counts identified zero (0) deficiencies out of 176 items counted. Additionally, the Warehouse has made several improvements to the exterior yard, expanded an additional yard for concrete and asphalt and installed additional storage racks, among other improvements
- Completed rehabilitation of major Sewer Pump Station #31 and installed a by-pass sewer force main for emergency purposes
- Southern Underground completed four (4) 16" water main replacements on the Venetian Causeway from San Marino to San Marco and from Dilido and Rivo Alto, as well as a section of the 20" water main along the MacArthur Causeway
- Published and distributed the comprehensive 2019 Public Works Infrastructure Division Emergency Response Plan in coordination with Hazen and Sawyer P.A. to ensure that all Public Works Operations Division employees are prepared and knowledgeable about how to address various emergency events, including but not limited to hurricanes, and water, sewer, and storm water emergencies
- Completed Phase IA of the City's SMART Street Lighting Master Plan, including various stakeholder meetings and review of the 100% Design and Specifications for lighting standards. Received the final Citywide Standards Urban Analysis Report and Revenue Generation
- Additionally, Eaton Corporation replaced two (2) Switchgear Cubicle Breakers (electronics and control panel updates) at Sewer Pump Station #28 (300- 28th Street) in order to keep the station running during the event of an FPL power outage
- Completed a total of 6,396 service requests, in addition to the completion of 2,205 Right-of-Way (ROW) inspections
- Collaborated with the Engineering Division and developed a working/live Renewal and Replacement document detailing the needs of the replacement/maintenance of all major components within the storm water system
- Cleaned 85% of the of the Sewer Gravity Mains. Several areas were repeatedly cleaned on at least a weekly basis, including the following hot spots: Sunset Harbor, Alton Road and 5th and 6th Streets, Michigan Avenue, the Entertainment District and Espanola Way to name a few. The total amount cleaned amounted to 996,206.80 LF, which is about 55% more than the total 644,160 LF in the system

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Cleaned 100% of the City's storm water structures
- Completed a Large Meter Field Inspection, a Citywide Leak Detection Survey, and a Meter Standard Detail Review as part of the development of a Citywide Leak Detection Program
- Completed surface restoration and painting of all four (4) of the City's water storage tanks in February 2019
- Completed riprap restoration of two (2) major outfalls, located at 10th and 14th Streets, with partial funding from the USDA grant.

Sanitation Division

- Implemented an alternate side parking program to increase the cleanliness of neighborhood streets
- Successfully negotiated the renewal of the Franchise Agreement between Waste Management & Waste Connection which provided additional funding for the Environment Sustainability Department as well as for Organizational Development Performance Improvement
- Implemented an alternate side parking program to increase the cleanliness of neighborhood streets
- Installed new recycling & litter cans around City Hall & the Convention Center area increase d the Franchise Fee & Right of Way fee from 18% to 20%
- Installed new recycling & litter cans around City Hall & the Convention Center area
- During the Spring of FY 2019, fourteen (14) additional employees successfully completed the Public Works Certification Course at Barry University's PACE Institute
- (29) Employees completed the Tymco Sweeper Training



Engineering Division

- Continued the coordination of the design and construction of West Ave Neighborhood Phase II
- Initiated the design and construction of 6th ST Drainage Gravity Well Design

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Initiated the efforts for utility undergrounding for different neighborhoods (North Bay Road, Sunset Islands, Alton Road and Lakeview)
- Finalized the design and started the procurement of a contractor to perform the work for the 77th Street Bridge over Biscayne Point Canal Repairs
- Continued the coordination of the EPA Consent Decree Compliance
- Substantially completed the Flamingo Neighborhood Improvement Project along 11th Street
- Completed the Water and Sewer Master plans
- Substantially completed the master plan for the Blue and Green Storm Water Infrastructure; road raising strategies and neighborhood prioritization matrix as part of the storm water master plan
- Initiated the Pavement asset management project for North, Middle & South GO Bond
- Initiated the Sidewalk asset management project for North, Middle & South GO Bond
- Procured the contractor to perform the final phase of the Indian Creek Drainage Improvement Project
- Substantially completed the construction of the Lincoln Court pedestrian bridge
- Completed the construction of Convention Center Pump Station
- Completed the repair of the 54" force main located at 5th street and Michigan Ave

Geographic Information Systems Section

- Configured 4 new servers to support GIS operations
- Upgraded core ESRI servers to 10.6.1
- Upgraded Geocortex GIS viewers to 4.12
- Upgraded City works to 15.4.1
- Re-pathed 600+ layers to connect to the new AGLSQLGIS1 database instance
- Migrated 200+ web services to the new MIAMIBEACH1651 server
- Completed City works Sanitation Storeroom implementation
- Completed City works Green Space implementation
- Completed City works Sidewalk and IMS Inspection integration
- Completed City works Pump Station Inspections implementation
- Completed City works Sanitary Sewer Cleaning Dashboards Implementation
- Completed City works Engineering Time Sheet Implementation
- Updated CAD/911 Public Safety boundaries
- Expanded GIS sites to 49 based on demand
- Completed 324,908 Water as-built edits in GIS
- Completed 76,030 Sanitary as-built edits in GIS
- Completed 200,494 Storm as-built edits in GIS
- Completed the annual Consent Decree requirements by delivering Water & Sanitary GIS as-builts to DERM

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed the annual Department of Revenue address verification process
- Completed configuration of the Crisis Track Damage Assessment system to track flooding events
- Created and deployed Miami Beach Projects GIS site
- Created and deployed Budget & Finance GIS site
- Created and deployed Elevations GIS site
- Created and deployed Flood Events GIS site
- Created and deployed Homeless Tracking GIS site
- Created and deployed Seawall Record Surveys GIS site
- Completed 275 new address assignments
- Completed scanning of 21,330 hardcopy as-built documents into pdfs
- Prepared schema and delivered to Laserfiche for bulk as-built upload
- Implemented LiDAR Drone seawall mapping program. Mapped 25+ mile
- During the Spring of FY 2019, fourteen (14) additional employees successfully completed the Public Works Certification Course at Barry University's PACE Institute.
- Installed new recycling & litter cans around City Hall & the Convention Center area
- (29) Employees completed the Tymco Sweeper Training

Right-of-Way Management Section

- Issued 1,329 ROW Permits, including all permitting related to public rights-of-way. i.e. infrastructure upgrades, public utility installations, capital improvements projects, etc.
- Processed 69 water meter services establishing metered service connections for water use for domestic consumption or irrigation.
- Processed approximately 167 Water and Sewer verification applications for approval by Miami-Dade Water and Sewer Department and Department of Environmental Resources Management (DERM).
- Processed 280 street/lane closure permits for work on public right-of-way, which involved routing and coordinating with the Transportation Department, Police Chief and City Manager's office.
- Reviewed and approved approximately 202 applications for Sidewalk Café renewal/permits.
- Conducted 6,928 Building permit plan reviews on all improvements potentially impacting public rights-of-way.

Surveying Section

- Reviewed and accepted approximately 50 As-Built Surveys for Neighborhood and other private improvement projects. Provide accepted As-Built Survey data to GIS department for input

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Reviewed and/or negotiated approximately 30 Topographic, Boundary and Right of Way Surveys for Design of Improvements and DCP (Design Criteria Package) documents
- Performed and responded to approximately 5,500 dig ticket request for location/marketing of City owned underground utilities through Sunshine One Call 811
- Coordinated, performed, and prepared approximately 15 Grade Determination Surveys with Grade Determination Letter per City Code and/or by Planning Department Permit Requirements
- Coordinated and performed approximately 35 various types of Surveys for the Engineering Department as well as others
- City Departments which included the City Owned Seawall Assessment Project
- Coordinated, reviewed, prepared and/or recorded approximately 15 Legal Descriptions for Easements etc. as needed for Commission Resolutions etc. (Legal Department)
- Maintained Citywide Survey (NAVD1988) Benchmark Network (available to the public online and with real time updates)
- Reviewed and performed approximately 100 Private Dock and Sewall Surveys for compliance/permit and final permit approval requiring As-Built Surveys upon completion. Including the building of GIS data set of the existing Seawall Elevation
- Performed and reported 25 record searches of Resolutions, Official Record Books, Agreements, Easements, Conveyances, Deeds, and Right of Ways etc.
- Set 40 Ground Control Points for Drone Surveying and Mapping Projects
- Performed approximately 5 Sidewalk Permit Surveys for the North Beach Incentive Program

Elevator Safety Section

- Oversaw 2,928 conveyances throughout the City of Miami Beach
- Oversaw 23 Inspection companies
- Monitored more than 75 + inspectors
- Oversaw more than 75+ elevator companies

Greenspace Management Division

- Dade Boulevard Landscape Installation: Completed a of 2-year project, added vegetation along Dade Boulevard from Convention Center Drive to Belle Island including West Avenue/17th Street greenspaces and northwest corner of Dade Boulevard and Alton Road
- 5th Street Canopy Restoration: Restored previously lost green buttonwood trees in all applicable swale areas from Meridian Avenue to Lenox Avenue
- Parking Lot Landscape Renovations: Completed P10 (15th Street and Michigan Avenue), P18 (Lincoln Lane South at Meridian Avenue), P22 (Lincoln Lane South at Lenox Avenue),

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- P25 (Lincoln Lane North at Lenox Avenue- West Side), P26 (Lincoln Lane North at Lenox Avenue- East Side), P58 (40th Street and Royal Palm Avenue), P61 (41st Street and Alton Road), P108 (80th Street and Collins Avenue), G4 (16th Street and Collins Avenue)
- Ocean Drive/Collins Avenue Corridor: Completed a 3-year project to add vegetation in all empty bump-outs from Ocean Drive to Washington Avenue between 5th Street and 15th Street- project including restoration of all bonded aggregate along Collins Avenue and adjacent side streets
- Blue Star Memorial Restoration: Restored and enhanced the landscaping around the Blue Star Memorial to coincide with the installation of a new monument and the rededication ceremony
- Miami Beach High School Natural Area: Restored vegetation along MBHS west fence with native vegetation
- 67th Street and Abbot Avenue: Added new trees and streamlined perimeter vegetation

CRITICAL SUCCESS FACTORS

The City has recognized the challenges of having underground infrastructure that is 100 years old and has implemented plans to aggressively replace the aging components.

- Maintain close collaboration with the Capital Improvement Projects Department as new project plans are being developed to ensure a full comprehensive review and comment process is conducted by all departments that will have responsibility when the projects are constructed
- Receive support from the Information Technology Department to ensure technology integration. The computerization of the Department's data collection and expansion of staff's computer literacy is critical to increase efficiency in the delivery of service
- Engage closely with the Human Resources Department to recruit and process the best qualified personnel necessary for the department workforce as well as specially planned programming

FUTURE OUTLOOK

Under the leadership of the City Mayor and Commission, the department has accepted the challenge of rising above which includes enhancing Storm water systems, raising road elevations, fortifying the City's shorelines to minimize the impact of sea level rise and the increased frequency of storm events. The department is looking at taking advantage of advances in technology and automation in providing manual services to maintain our City's infrastructure.

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PERFORMANCE PLAN HIGHLIGHTS

Performance Indicators	2017 Actuals	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Main Vision Area: Environment & Infrastructure					
% of customer satisfaction on ROW permit procedures	97%	87%	98%	100%	100%
% of time system functions without overflows	100%	94%	95%	95%	100%
% of Right of Way permit application processed within two business days of receiving information from customers	83%	87%	95%	95%	100%
Percentage of time that low lying areas are not flooded and stormwater pump stations have continuous power	*	*	85%	100%	100%
% of time maintenance is scheduled to ensure pump stations are operational	95%	97%	100%	100%	100%
Percentage of pollutants in the outfall if not maintained properly on a annual basis	*	*	100%	100%	100%
% of cleanliness of the sidewalks and walkways	*	*	95%	100%	95%
% of cleanliness of waterways	*	*	95%	95%	100%
Cleanliness rating index in the ROW	*	*	1.75	1.5	1.5
% of cleanliness of the streets	*	75%	95%	100%	100%
Cleanliness rating index for mobile street sweeping in the RDA district	*	*	1.5	1.5	1.5
Cleanliness rating index on landscape maintenance service in the ROW	90%	92%	95%	85%	95%
Cleanliness rating index for pressure washing and mobile street sweeping of parking lots and garage facilities	*	*	1.5	1.5	1.5
Cleanliness rating index for doggie bags dispensers	*	*	1.50	1.5	1.5
% of litter control between 5th and 11th Street from Lenox Avenue to Meridian Avenue	*	*	100%	100%	100%
% Litter Control is provided citywide seven days per week.	75%	81%	95%	100%	100%
% of timely remittance of permits and plans for Elevator	68%	71%	100%	100%	100%

*Indicates measure was not tracked and/or conducted during reporting period

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DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

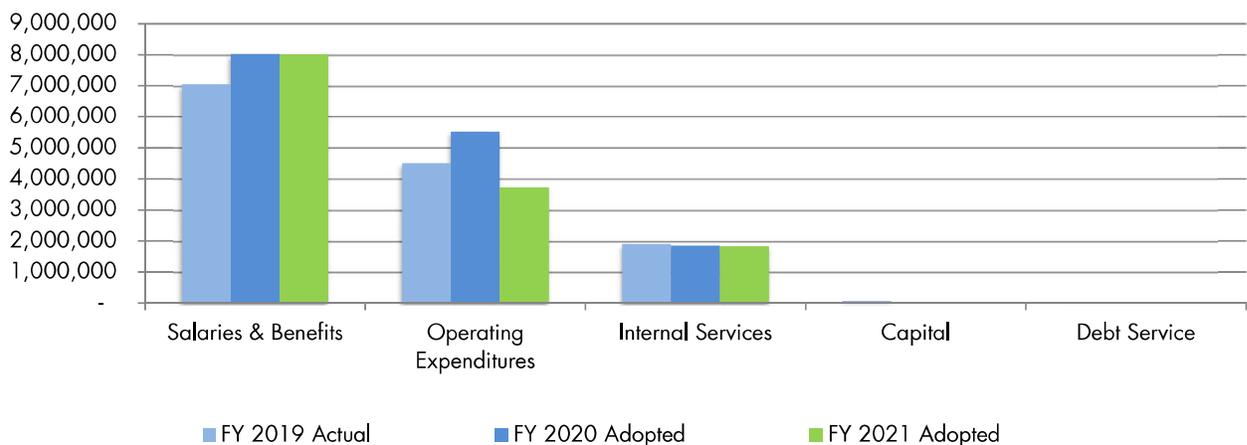
Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Permits Sidewalk Café- All	1,495,948	1,722,294	1,810,000	727,000
Elevator Certification/ Late fees	5,400	582,159	6,000	6,000
Elevator Annual Main./Repair	0	25,752	0	0
Permits- Elevator	915,898	542,505	1,131,000	905,000
Right of way permits	1,012,860	995,767	921,000	737,000
Electrical Outlets	35,162	23,415	37,000	28,000
Permits-Revocable Permit Fees	21,345	4,234	0	0
Permits-Public Works	717,766	974,027	536,000	429,000
Elevator Lockboxes	21,515	22,360	22,000	18,000
Bldg. Dev. Process Fees - Public Works	8,409	1,247	0	5,000
PW - Right-of-Way Review Fees	142,263	118,581	118,000	94,000
Fines- Violation-Elevators	213,800	178,950	160,000	172,000
Rent - Lincoln Rd. Directories	97,391	77,603	120,000	94,000
PW in house design	0	20,762	100,000	100,000
PW Training Surcharge	0	0	36,000	29,000
FDOT Reimbursement (Greenspace)	347,776	282,776	260,000	282,000
FDOT Reimbursement Transportation (Streets)	0	172,028	176,000	182,000
Total	\$ 5,035,533	\$ 5,744,460	\$ 5,433,000	\$ 3,808,000

Expenditure Area

Salaries & Benefits	6,935,314	7,048,262	8,022,000	8,013,700
Operating Expenditures	5,849,901	4,510,812	5,518,000	3,718,300
Internal Services	1,703,540	1,902,615	1,849,000	1,833,000
Capital	133,757	60,745	0	0
Debt Service	4,000	2,000	2,000	2,000
Total	\$ 14,626,512	\$ 13,524,434	\$ 15,391,000	\$ 13,567,000

General Fund	73.20 + 0.00 PT	72.45 + 0.00 PT	69.45 + 0.00 PT	69.25 + 0.00 PT
RDA	6.00 + 0.00 PT	6.00 + 0.00 PT	6.00 + 0.00 PT	6.00 + 0.00 PT
Total Budgeted Positions	79.20 + 0.00 PT	78.45 + 0.00 PT	75.45 + 0.00 PT	75.25 + 0.00 PT

Expenditure Summary



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ADMINISTRATION - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	425,853	393,655	226,000	181,500
Operating Expenditures	61,677	42,921	53,000	60,000
Internal Services	159,080	212,000	104,000	119,000
Capital	209	0	0	0
Total	\$ 646,819	\$ 648,575	\$ 383,000	\$ 360,500

Total Budgeted Positions **2.00 + 0.00 PT** **1.25 + 0.00 PT** **1.25 + 0.00 PT** **1.25 + 0.00 PT**

ENGINEERING - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	2,769,526	2,583,065	3,226,000	3,234,000
Operating Expenditures	256,360	222,125	266,000	220,500
Internal Services	360,570	515,510	460,000	522,000
Capital	15,343	0	0	0
Total	\$ 3,401,799	\$ 3,320,700	\$ 3,952,000	\$ 3,976,500

Total Budgeted Positions **25.55 + 0.00 PT** **26.55 + 0.00 PT** **25.55 + 0.00 PT** **25.55 + 0.00 PT**

STREETS & STREET LIGHTING - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	2,202,006	2,568,002	2,937,500	2,985,000
Operating Expenditures	2,252,808	2,400,500	2,400,500	2,223,000
Internal Services	680,000	722,000	776,000	730,000
Total	\$ 5,134,814	\$ 5,690,502	\$ 6,114,000	\$ 5,938,000

Total Budgeted Positions **28.15 + 0.00 PT** **28.15 + 0.00 PT** **27.15 + 0.00 PT** **26.95 + 0.00 PT**

GREENSPACE MANAGEMENT - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	1,537,929	1,503,541	1,632,500	1,613,200
Operating Expenditures	3,279,056	2,674,889	2,798,500	1,214,800
Internal Services	503,890	453,105	522,000	462,000
Capital	118,204	60,745	0	0
Debt Service	4,000	2,000	2,000	2,000
Total	\$ 5,443,079	\$ 4,694,280	\$ 4,955,000	\$ 3,292,000

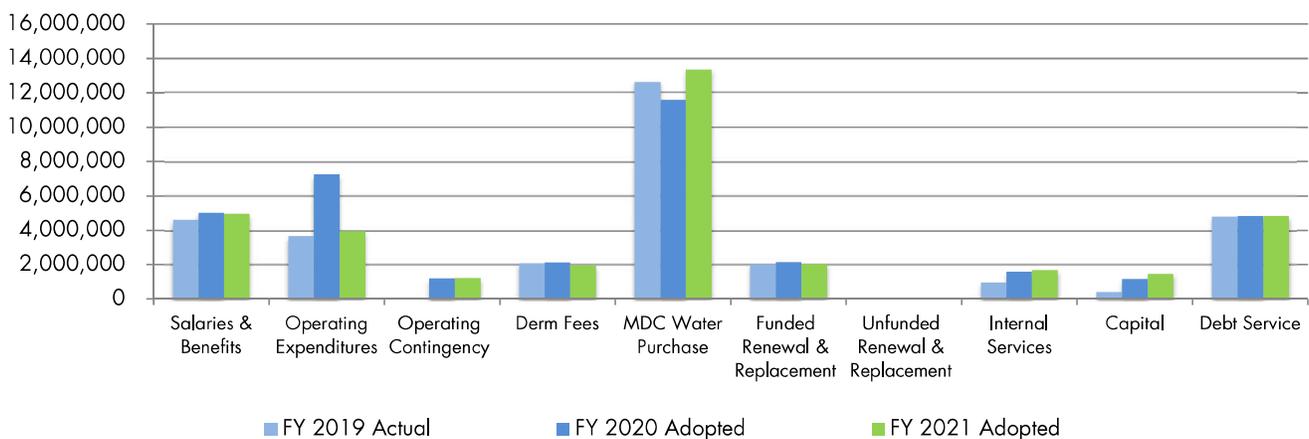
Total Budgeted Positions **17.50 + 0.00 PT** **16.50 + 0.00 PT** **15.50 + 0.00 PT** **15.50 + 0.00 PT**

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DEPARTMENT FINANCIAL SUMMARY - WATER

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Water Revenue	34,633,377	35,641,654	34,418,000	33,589,000
Fire lines	10,504	424,207	391,000	447,000
Utility Service Fees	20,626	18,130	18,000	16,000
Water Tapping	112,823	67,433	100,000	50,000
Sub-Meter Services Inspection	1,250	1,800	1,000	2,000
Interest	582,116	943,305	810,000	993,000
Utility Penalties	479,480	563,836	400,000	371,000
Miscellaneous Water Revenue	(142,532)	(372,550)	27,000	29,000
Fund Balance/ Retained Earnings	0	0	750,000	0
Total	\$ 35,697,644	\$ 37,287,815	\$ 36,915,000	\$ 35,497,000
Expenditure Area				
Salaries & Benefits	3,608,934	4,617,036	5,019,000	4,977,000
Operating Expenditures	3,195,061	3,658,548	7,252,000	3,949,500
Operating Contingency	0	0	1,203,000	1,231,000
Derm Fees	2,803,547	2,077,958	2,112,000	1,963,000
MDC Water Purchase	14,073,944	12,634,985	11,605,000	13,357,000
Funded Renewal & Replacement	0	2,013,049	2,149,000	2,038,000
Unfunded Renewal & Replacement	1,953,487	0	0	0
Internal Services	1,318,235	962,257	1,578,000	1,683,000
Capital	235,935	392,219	1,171,000	1,472,000
Debt Service	10,683,150	4,783,532	4,826,000	4,826,500
Total	\$ 37,872,292	\$ 31,139,585	\$ 36,915,000	\$ 35,497,000
Revenue Less Expenditures	\$ (2,174,647)	\$ 6,148,230	\$ 0	\$ 0
Total Budgeted Positions	49.17 + 0.00 PT	49.42 + 0.00 PT	48.42 + 0.00 PT	48.42 + 0.00 PT

Expenditure Summary

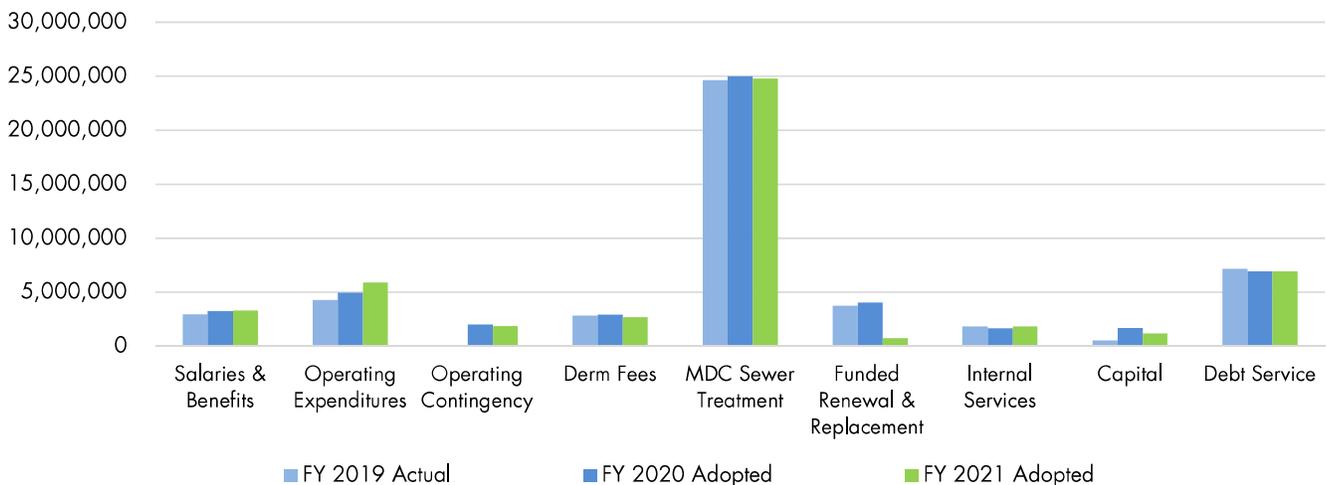


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DEPARTMENT FINANCIAL SUMMARY - SEWER

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Sewer User Fees	47,442,555	49,753,057	47,553,000	44,705,000
Sewer Connection Fees	28,500	0	43,000	10,000
Sewer Fees - Outsiders	3,119,847	3,124,308	2,794,000	3,068,000
Utility Penalties	479,480	563,836	400,000	371,500
Miscellaneous Sewer Revenue	(76,117)	(318,711)	65,000	78,000
Interest	582,116	943,305	810,000	993,500
Fund Balance/Retained Earnings	0	0	750,000	0
Total	\$ 51,576,381	\$ 54,065,795	\$ 52,415,000	\$ 49,226,000
Expenditure Area				
Salaries & Benefits	2,421,692	2,940,854	3,234,000	3,304,000
Operating Expenditures	4,850,698	4,281,217	4,979,000	5,868,000
Operating Contingency	0	0	2,009,000	1,860,000
Derm Fees	3,863,069	2,847,919	2,893,000	2,693,000
MDC Sewer Treatment	23,656,233	24,627,210	25,000,000	24,795,000
Funded Renewal & Replacement	3,661,676	3,740,835	4,028,000	737,500
Internal Services	1,630,000	1,826,354	1,644,000	1,825,000
Capital	727,580	530,252	1,681,000	1,197,000
Debt Service	5,752,466	7,175,298	6,947,000	6,946,500
Total	\$ 46,563,414	\$ 47,969,939	\$ 52,415,000	\$ 49,226,000
Revenue Less Expenditures	\$ 5,012,966	\$ 6,095,856	\$ 0	\$ 0
Total Budgeted Positions	29.67 + 0.00 PT	29.92 + 0.00 PT	29.92 + 0.00 PT	29.90 + 0.00 PT

Expenditure Summary



PUBLIC WORKS

DEPARTMENT FINANCIAL SUMMARY - SANITATION

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Franchise Fees	3,943,068	3,903,577	4,226,000	3,941,000
Franchise Fee Right of Way	383,533	438,036	404,000	399,000
Trash Removal	32,748	19,975	26,000	12,000
Sanitation Fees	3,656,236	3,534,363	3,796,000	3,601,000
Sanitation Impact Fee-Commercial	667,866	653,611	682,000	620,000
Roll Off	966,094	1,022,848	1,083,000	1,114,000
Estimated Uncollectible	0	(11,986)	0	0
Sanitation Fines	185,863	112,088	111,000	80,000
Impact Fee-Construction	632,896	871,341	660,000	766,000
Contributions from Disposal	400,000	400,000	400,000	400,000
City Center RDA - Reimbursement	3,913,812	4,217,883	4,241,000	3,994,000
Parking	1,406,246	1,607,340	1,182,000	64,000
Interdepartmental Fees	208,001	290,035	300,000	300,000
Storm Water Contribution	844,000	916,000	916,000	858,000
Resort Tax Contribution	871,000	1,812,000	2,539,000	5,780,000
Interest Earned/ Miscellaneous Revenues	312,554	216,233	244,000	195,000
Fund Balance/Retained Earnings	0	0	1,610,000	0
Total	\$ 18,423,917	\$ 20,003,344	\$ 22,420,000	\$ 22,124,000

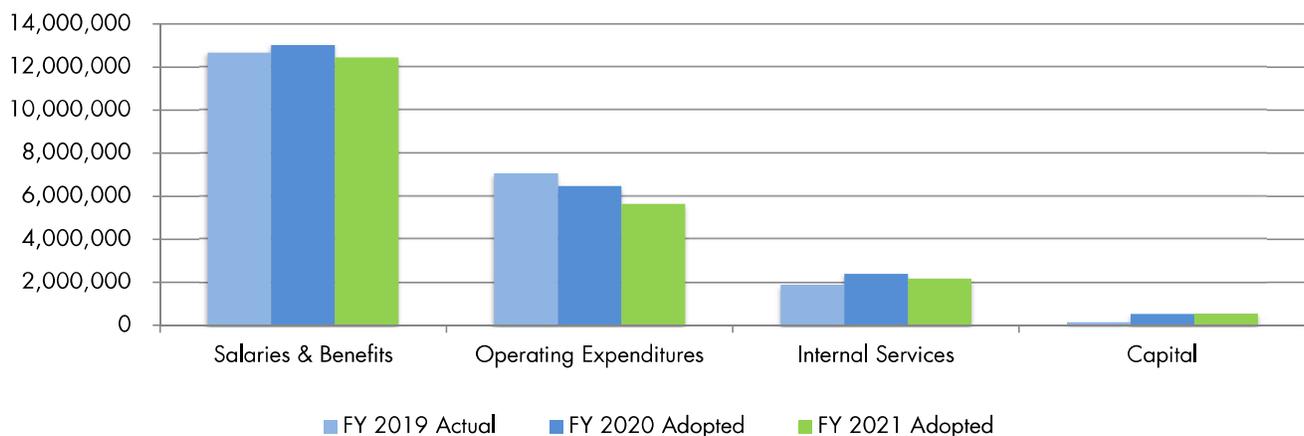
Expenditure Area

Salaries & Benefits	11,132,341	12,673,765	13,012,000	12,437,000
Operating Expenditures	8,893,925	7,059,474	6,462,000	5,639,000
Internal Services	1,832,000	1,884,000	2,397,000	2,176,000
Capital	356,531	145,668	547,000	559,000
Debt Service	4,863	1,999	2,000	2,000
Transfer to Reserve	0	0	0	1,311,000
Total	\$ 22,219,660	\$ 21,764,906	\$ 22,420,000	\$ 22,124,000

Revenue less Expenditures \$ (3,795,743) \$ (1,761,562) \$ 0 \$ 0

Total Budgeted Positions 176.50 + 1.50 PT 173.50 + 1.50 PT 165.50 + 1.50 PT 154.50 + 1.50 PT

Expenditure Summary



PUBLIC WORKS

DEPARTMENT FINANCIAL SUMMARY - WASTE HAULERS

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Contributions - Hazardous Waste	30,000	30,000	30,000	60,000
Contributions - Recycling	30,000	30,000	30,000	37,000
Contributions - Security Guards	8,000	8,000	8,000	8,000
Fund Balance/Retained Earnings	0	0	2,000	1,000
Total	\$ 68,000	\$ 68,000	\$ 70,000	\$ 106,000

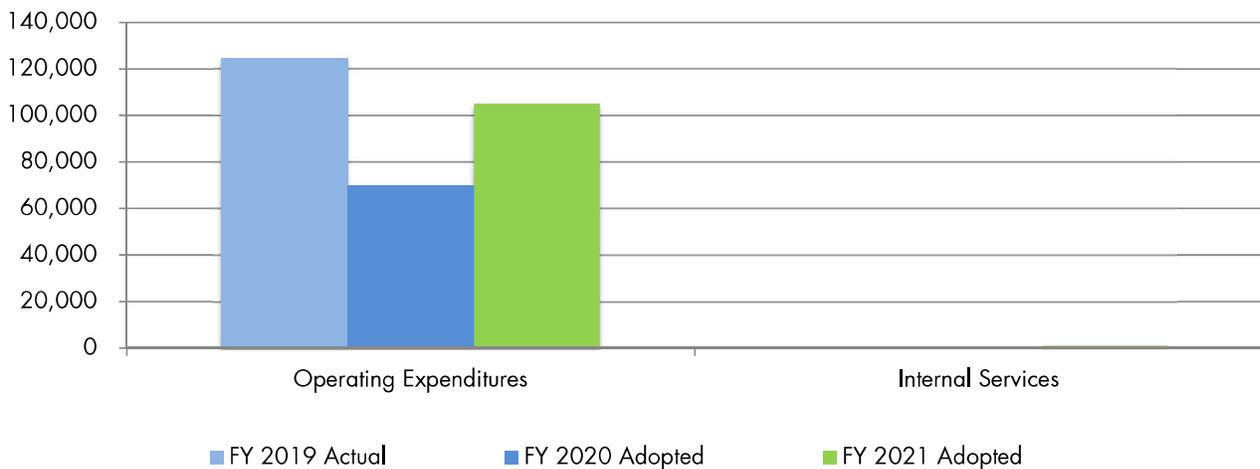
Expenditure Area

Operating Expenditures	35,790	124,535	70,000	105,000
Internal Services	0	0	0	1,000
Total	\$ 35,790	\$ 124,535	\$ 70,000	\$ 106,000

Revenue Less Expenditures **\$ 32,210** **\$ (56,535)** **\$ 0** **\$ 0**

Total Budgeted Positions **0.00 + 0.00 PT** **0.00 + 0.00 PT** **0.00 + 0.00 PT** **0.00 + 0.00 PT**

Expenditure Summary



PUBLIC WORKS

BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments are increases in employee-related costs including a one percent cost of living adjustment effective April 1, 2021 for all groups, except AFSCME (1.0% COLA effective July 1, 2021), GSA (1.0% COLA effective October 1, 2020), and CWA (2.0% COLA effective October 1, 2020), as well as a maximum of three percent merit increase for employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. A five percent increase in the City's premiums for health insurance for all employees is also included, except for members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which includes an eight percent increase in the City's premium. These increases were, however, largely offset by the COVID-19 balancing plan reductions allocated across all departments that include furloughs for all bargaining units based on a tiered approach, a citywide freeze on all non-essential expenditures and training and travel, and a citywide hiring freeze.

General Fund

- Personnel services expenditures decreased by \$8,300, or 0.1%. This is primarily due to decreases in projected costs for health and life insurance, overtime, and pension totaling \$70,300, which are partially offset by an increase in salaries and wages of \$62,000 for applicable cost of living adjustments and merit increases budgeted in FY 2021.
- Operating expenditures decreased by \$1,799,700, or 32.6%. This is primarily due to the one-time decreases from the COVID-19 balancing plan reductions further detailed below totaling \$972,000, projected savings from the renegotiated contract for citywide grounds maintenance of \$795,000 further detailed below as well, and decreases in other miscellaneous operating expenditures of \$32,700.
- Debt service expenditures remained unchanged at \$2,000 based on the projected FY 2021 Ameresco debt service obligation.
- Internal services expenditures decreased by \$16,000, or 0.9%. This is primarily due to decreases totaling \$85,000 for Fleet Management and Information Technology services, which is largely offset by increases in Central Services, Property Management, Risk Management, and OIG Funding services of \$69,000 combined.

BUDGET HIGHLIGHTS CONT'D

Public Works – Water

- Personnel services expenditures decreased by \$42,000, or 0.8%. This is primarily due to decreases in salaries and wages resulting from positions that were previously filled at higher salaries that were filled in FY 2020 at the minimum of their salary ranges.
- Operating expenditures decreased by \$1,782,500, or 7.3%, primarily due to a one-time expenditure enhancement budgeted in FY 2020 of \$750,000 for development of a Neighborhood Improvement Design Criteria Package, as well as a decrease in the budgeted transfer to reserves of \$921,500 and set-aside for renewal and replacement of capital assets of \$111,000 which are based on projected revenues in excess of expenditures.
- Debt service expenditures decreased by \$500 based on the current debt repayment schedule of outstanding debt issued for ongoing water infrastructure improvement projects.
- Internal services expenditures increased by \$105,000, or 6.7%. This is primarily due to an increase of \$86,000 in Risk Management, as well as other increases in Property Management and OIG Funding services totaling \$20,000. These increases were, however, slightly offset by a decrease in Information Technology services of \$1,000.
- Capital expenditures increased by \$301,000, or 25.7%, based on vehicles, machinery, and equipment scheduled for replacement in FY 2021.

Public Works – Sewer

- Personnel services expenditures increased by \$70,000, or 2.2%. This is primarily due to applicable cost of living adjustments and merit increases budgeted in FY 2021.
- Operating expenditures decreased by \$2,955,500, or 7.6%, primarily due to a one-time expenditure enhancement budgeted in FY 2020 of \$750,000 for development of a Neighborhood Improvement Design Criteria Package, as well as a decrease in the set-aside for renewal and replacement of capital assets of \$2,205,500 which is based on projected revenues in excess of expenditures.
- Debt service expenditures decreased by \$500 based on the current debt repayment schedule of outstanding debt issued for ongoing sewer infrastructure improvement projects.

PUBLIC WORKS

BUDGET HIGHLIGHTS CONT'D

- Internal services expenditures increased by \$181,000, or 11.0%. This is primarily due to an increase of \$87,000 in Risk Management, as well as other increases in Central Services, Information Technology, Property Management, Fleet Management and OIG Funding services totaling \$94,000.
- Capital expenditures decreased by \$484,000, or 28.8%, based on vehicles, machinery, and equipment scheduled for replacement in FY 2021.

Public Works – Storm Water

- Personnel services expenditures increased by \$268,000 or 7.5%. This is primarily due to applicable cost of living adjustments and merit increases budgeted in FY 2021 of \$64,000, \$100,000 in additional overtime based on anticipated department needs, and \$104,000 in additional personnel-related costs for health and life insurance, pension, etc.
- Operating expenditures decreased by \$1,181,000, or 10.9%, primarily due to a one-time expenditure enhancement budgeted in FY 2020 of \$1,500,000 for development of a Neighborhood Improvement Design Criteria Package, a \$379,000 reduction in funding projected to be set-aside for renewal and replacement of capital assets, and \$127,000 of additional decreases in operating expenditures. These decrease are, however, partially offset by a combined increase of \$825,000 for the enhancements further detailed below.
- Debt service expenditures decreased by \$4,000 based on the current debt repayment schedule of outstanding debt issued for ongoing storm water infrastructure improvement projects.
- Internal services expenditures increased by \$118,000, or 22.8%. This is primarily due to an increase of \$49,000 in Information Technology services, as well as increases in Risk Management, Property Management, Fleet Management, and OIG Funding services totaling \$70,000. These increases were, however, partially offset by a decrease in Central Services of \$1,000.
- Capital expenditures decreased by \$40,000, or 7.2%, based on vehicles, machinery, and equipment scheduled for replacement in FY 2021.

BUDGET HIGHLIGHTS CONT'D

Sanitation

- Personnel services expenditures decreased by \$575,000, or 4.4%. This is primarily due to the elimination of 11 full-time positions further detailed below, which is partially offset by applicable cost of living adjustments and merit increases budgeted in FY 2021.
- Operating expenditures decreased by \$823,000, or 12.7%. This is primarily due to a decrease in temporary labor of \$506,000, one-time decreases from the COVID-19 balancing plan reductions of \$44,000, and additional reductions in operating expenditures and administrative fees paid to the General Fund totaling \$273,000 combined.
- Internal services expenditures decreased by \$221,000, or 9.2%. This is primarily due to decreases of \$308,000 in Fleet Management and Information Technology services, partially offset by increases in Central Services, Property Management, Risk Management, and OIG Funding services totaling \$87,000.
- Capital expenditures increased by \$12,000 based on vehicles, machinery, and equipment scheduled for replacement in FY 2021.
- The FY 2021 budget includes a one-time transfer to reserve of \$1,311,000 based on prior year services provided by Sanitation to the Resort Tax Fund that are being reimbursed in FY 2021.

Sanitation – Waste Haulers

- The FY 2021 budget increased by \$36,000, or 51.4%, based on projected operational needs. Contributions from the City's current waste hauler contract, which was amended during FY 2020, are earmarked for the purchase of recycling containers, providing security guards during waste collections events, and hazardous waste collections.

FY 2021 Reductions/Efficiencies

General Fund

- The FY 2021 reductions includes a one-time reduction of \$972,000, which is comprised of \$72,000 for furloughs for all bargaining units based on a tiered approach, \$405,000 for non-essential expenditures, \$17,000 for non-essential training and travel, and \$478,000 related to the citywide hiring freeze.

PUBLIC WORKS

BUDGET HIGHLIGHTS CONT'D

- The FY 2021 budget includes a \$795,000 reduction for projected savings from the renegotiated citywide grounds maintenance agreement.

Public Works – Water

- The FY 2021 reductions also include a one-time reduction of \$27,000 for furloughs for all bargaining units based on a tiered approach.

Public Works – Sewer

- The FY 2021 reductions also include a one-time reduction of \$21,000 for furloughs for all bargaining units based on a tiered approach.

Public Works – Storm

- The FY 2021 reductions also include a one-time reduction of \$25,000 for furloughs for all bargaining units based on a tiered approach.

Sanitation

- As part of the COVID-19 balancing plan, the FY 2021 reductions also include a one-time reduction of \$44,000 for furloughs for all bargaining units based on a tiered approach.
- The FY 2021 budget includes a \$559,000 reduction for the elimination of 11 Sanitation positions, which is being recommended as a result of the projected decrease in revenues for services provided to the Parking Fund.
- The FY 2021 budget includes a \$506,000 reduction in temporary labor.
- The FY 2021 budget also includes a \$145,000 reduction in Sanitation operating expenditures, which includes elimination of the Big Belly agreement, as well as other miscellaneous expenditures.

FY 2021 Enhancements

General Fund

- The FY 2021 budget includes a \$7,000 enhancement for Living Wage to increase the proposed rate by 1% effective January 1, 2021.

BUDGET HIGHLIGHTS CONT'D

- The FY 2021 budget also includes a \$10,000 enhancement for the Trap, Neuter, Vaccine release program.

Public Works – Water

- The FY 2021 budget includes a \$1,000 enhancement for Living Wage to increase the proposed rate by 1% effective January 1, 2021.
- The FY 2021 budget includes a \$150,000 one-time enhancement for a Fire Hydrant Density evaluation, which is an evaluation of fire hydrants throughout the City's water system and serves as an essential part of the firefighter process.
- The FY 2021 budget also includes a \$51,000 one-time enhancement for the fuel tank to upgrade the City's Infrastructure by replacing old diesel tanks that are corroding and inefficient.

Public Works – Sewer

- The FY 2021 budget includes a \$200,000 enhancement for emergency sewer pump maintenance and repairs to address unplanned issues for sewer pumping stations such as sewer main breaks.
- The FY 2021 budget includes a \$400,000 enhancement for a SSES Cycle III, Phase I, II, & III Consent Decree program due to requirements outlined in Miami Dade Code Chapter 24 for all private and publicly operated Volume Sewer Customers to aim to eliminate or reduce I & II.

Public Works – Storm

- The FY 2021 budget includes a \$7,000 enhancement for Living Wage to increase the proposed rate by 1% effective January 1, 2021.
- The FY 2021 budget includes a one-time \$418,000 enhancement for temporary pumps to fulfill the City Commission's request to increase deployment of portable temporary pumps during King Tides, Hurricane Season, and rain events.
- The FY 2021 budget includes a one-time \$400,000 enhancement to address the Storm Water system backlog of maintenance for 48 existing injection wells to improve drainage and decrease flooding throughout the City.

Sanitation

- The FY 2021 budget includes a \$15,000 enhancement for Living Wage to increase the proposed rate by 1% effective January 1, 2021.