

COMMITTEE MEMORANDUM

TO: Members of the Finance & Economic Resiliency Committee

FROM: Jimmy L. Morales, City Manager

DATE: April 17, 2020

SUBJECT: FINANCIAL IMPACT OF COVID-19

Background

On March 1, 2020 the Governor issued an Executive Order directing the Surgeon General of the State of Florida to issue a public health emergency and in response to the pandemic outbreak of COVID-19, the Governor declared a State of Emergency on March 9, 2020. In direct response to the first confirmed case of COVID-19 in Miami-Dade County on March 11, 2020 the Miami-Dade County Mayor declared a State of Emergency for Miami-Dade County. The City Manager declared a State of Emergency in the City of Miami Beach on March 12, 2020. Subsequently, both the County and the City issued various Emergency Orders temporarily closing public and private facilities, including the temporary closure of all non-essential retail and commercial establishments and identifying essential retail and commercial businesses which may remain open. These actions have greatly limited the amount of economic activity taking place in the City of Miami Beach and continue to result in significant impacts to the City's finances.

Analysis

The City of Miami Beach is highly dependent on the tourism and hospitality industry. Due to COVID-19, we are experiencing dramatic impacts to our Resort Tax, Parking, Water & Sewer, and General Fund revenues. Cumulative revenue losses in these funds total approximately \$3.6 million per week. We expect these losses to continue over the upcoming weeks and months until the COVID-19 emergency is behind us.

- The City has only 93,000 permanent residents but hosts almost 7 million overnight visitors a year. This high level of tourism generated \$88 million of resort tax revenue last year. Due to COVID-19, the City is experiencing revenue losses of \$1.6 million per week.
- The City's Parking Department is the single largest provider of parking in the city and visitors account for 80% of parking demand. Due to COVID-19, parking revenue losses are estimated at \$756,000 per week.
- The City has its own Water and Sewer System and hotels and commercial accounts comprise approximately 32% of water and sewer consumption. Due to COVID-19, water and sewer revenue losses are estimated at \$670,000 per week.
- Since a large portion of the City is a tourist zone or entertainment district, several key programs and services in the General Fund such as Police and Fire are funded from a transfer from the Resort Tax Fund which makes up 10% of General Fund revenue. In addition, there is much less economic activity which is impacting sales tax, beach concessions, parks programs, and other revenue. Due to COVID-19, General Fund revenue losses are estimated at \$546,000 per week.

In order to determine the potential impact to the City's finances between now and the end of the fiscal year on September 30, 2020 we have projected these revenues with Optimistic, Likely, and Conservative scenarios. The Likely scenario is projected with the expectation of three months of very low economic activity and three months of slow growth. This is a generalization as each funding source has different individual assumptions. The value of these projections is that they provide a range of potential impacts that we can use to create plans to balance the remainder of the FY 2020 budget and inform the development of the FY 2021 budget process. As information improves over time, these projections will continue to be updated.

- In the General Fund, the Likely scenario projects a revenue loss of \$10 million with a range of \$7 million to \$13 million based on Optimistic and Conservative scenarios.
- In the Resort Tax Fund, the Likely scenario projects a revenue loss of \$32 million with a range of \$25 million to \$35 million based on Optimistic and Conservative scenarios.
- In the Parking Fund, the Likely scenario projects a revenue loss of \$26 million with a range of \$22 million to \$30 million based on Optimistic and Conservative scenarios.
- In the Water & Sewer Fund, the Likely scenario projects a revenue loss of \$19 million with a range of \$11 million to \$27 million based on Optimistic and Conservative scenarios.

The sum of the Likely scenarios above results in a total of \$87 million or a range of \$65 million to \$105 million based on Optimistic and Conservative scenarios. Although this is certainly a significant projected impact to the City's finances, due to prudent financial planning we have strong reserves in place that will help us navigate this crisis. Our reserves, or rainy-day funds, are in place specifically for emergencies like this. In our General Fund we have \$80.6 million in reserves and the Resort Tax Fund has \$15.2 million in reserves, a higher reserve level than in most communities. We are absolutely committed to paying the City's debt and other vendor obligations. Like many cities across the country, we will be requesting an infusion of funding from the State and Federal Government to help offset revenue losses that are critical to providing continued service during this time.

The key to creating plans to balance the remainder of the FY 2020 budget is to (1) aggressively reduce costs as much as possible to mitigate the projected revenue loss and (2) judiciously use our reserves to make up the difference.

In a Letter to Commission on March 26, 2020 (LTC#143-2020) the City Manager outlined actions taken to date to reduce costs including:

- Issued a hiring freeze (including reclassifications) and a budget freeze for all non-essential, non-capital (construction) expenditures
- Placed a hold on all non-COVID-related expenditures over \$5,000, requiring an additional layer of review by a four-person oversight committee reporting to the City Manager
- Cancelled all city-related travel
- Reviewed and suspended all contractual services so that we are only maintaining what is necessary
- Suspended the labor contracts with AFSCME, CWA, and GSA to provide greater flexibility in scheduling and assignments during this emergency
- Ceased overtime for all departments except Police and Fire. If an emergency arises such that overtime is necessary, it will require the City Manager's approval. Police and Fire have been asked to provide plans to dramatically reduce or eliminate overtime.

- As the emergency has continued and unfolded, the City has significantly reduced services and has closed all beaches, parks and recreation facilities and programs, public bathrooms, garages and parking lots, and the Building Department's North Beach office. Furthermore, the nearly complete closure of our hospitality and entertainment sector has significantly reduced demand for many services (ex. parking enforcement and trolley services). Our staffing needs have changed with these reductions in services. Administration has furloughed 32 full-time, 208 part-time, and 64 temporary employees. In most cases, the work being performed by these individuals was no longer needed as a result of the closures (ex. Ocean Rescue, Parks, and Parking). First responders from the Police and Fire Departments are not impacted. These employees are from the following departments:
 - Building
 - Finance
 - Human Resources
 - Ocean Rescue
 - Parking
 - Parks and Recreation
 - Planning
 - Police (civilian only)
 - Property Management
 - Sanitation

Since then, the City Manager, the City Attorney, and the City Clerk announced that they each will take 10 unpaid furlough days. Additionally, between now and the end of this fiscal year, all members of the Management Team, as well as the Mayor's Chief of Staff and unclassified employees of the City Attorney and City Clerk's Office will take 5 unpaid furlough days and there will be no merit pay. Also, there will be no COLAs this year for unclassified employees. While the language in current labor agreements do not allow these same measures on classified employees, meetings with all unions will take place in the very near future to discuss possible concessions.

In addition, each City department has been tasked with reducing their costs as much as possible. Most of these miscellaneous expenditure reductions will be captured in the second quarter expenditure projections that are being submitted as part of that process. These projections will also identify any out of pocket expenses incurred as a result of the COVID-19 preparation and response, which to date have been approximately \$380,000. A portion of these COVID-19 expenses are potentially reimbursable from FEMA.

Many employees have also been repurposed to provide important services like assisting displaced workers applying for unemployment, delivering meals to seniors, and helping businesses with federal recovery programs.

In the following sections, FY 2020 budget balancing plans are presented for the General Fund, Parking Fund, and Resort Tax Fund along with strategies for other funds like Water & Sewer and Sanitation. Our approach has been to do whatever it takes to balance our budget and not rely on the possibility of federal or state relief programs. That said, we will certainly be requesting an infusion of funding from the Federal and State governments to help offset the revenue losses from COVID-19. However, even if we receive these types of funds, it is likely that the process could take a long time. We also want to be clear that we prioritized meeting all of our debt service and vendor obligations in the creation of the budget balancing plans.

Parking Fund FY 2020 Budget Balancing Plan

The Parking Fund totals \$55.5 million which is 8.3% of the City's overall FY 2020 operating budget of \$669.3 million. The Likely scenario projects a revenue loss of \$26.8 million with a range of \$22 million to \$30 million based on Optimistic and Conservative scenarios.

The Parking Fund is an enterprise fund that generates revenue to support its operations and 80% of parking demand is driven by visitors. As a result, the Parking Department has to right-size the operation to mitigate the current revenue decrease and position itself for lower than average revenues into FY 2021 as well. To date, Parking has furloughed 32 full-time positions (all filled) and 34 part-time positions (10 vacant). Other cost saving measures include suspension of all 700 parking pay stations and reducing 90% of contracted services. The elimination of parking pay stations results in cost savings for support services, including collections, revenue processing, wireless connectivity, and extended warranty. Parkmobile (mobile app) continues to be the payment platform for metered parking in lots and curbside. The reduction of contracted services includes security, litter control, pressure washing, landscape maintenance, and janitorial service and employees have been repurposed to as needed to cover critical support needs. The cost-saving measures implemented to date save \$4.6 million.

The Parking Fund has various transfers to the General Fund that are proposed to be eliminated in FY 2020 which generate \$5.5 million of savings. Eliminating the transfers to Renewal & Replacement for capital projects, to Transportation to support the trolley system, and to Reserves creates \$9.7 million in savings. Finally, several capital projects have been identified that can be de-appropriated to provide additional savings of \$6.9 million. These recommended items generate \$26.8 million of savings that cover the entire amount of the projected revenue loss and balances the Parking Fund in FY 2020 as shown in the table below. Please note that this plan reflects that we have already set aside debt service payments through March 1, 2021 and there is no consideration of drawing on our debt service reserve fund or bond surety. We also have \$10.4 million of Parking funds currently budgeted in the 72nd Street Community Complex capital project that could be de-appropriated if necessary. Additional detail is available in [Exhibit A](#).

PARKING FUND FY 2020 BUDGET BALANCING PLAN	
Projected Revenue Loss	\$26.8 million
Cost Saving Measures	(\$4.6 million)
Reduced Transfers to General Fund	(\$5.5 million)
Reduced Transfers to Reserves and R&R Projects	(\$9.7 million)
De-appropriation of Capital Projects	(\$6.9 million)
Total	0

Resort Tax Fund FY 2020 Budget Balancing Plan

The Resort Tax Fund is a special revenue fund that totals \$93.6 million which is 14% of the City's overall FY 2020 operating budget of \$669.3 million. The Likely scenario projects a revenue loss of \$32 million with a range of \$25 million to \$35 million based on Optimistic and Conservative scenarios. The Resort Tax Fund currently has a three-month reserve of \$15.2 million.

The Resort Tax Fund consists of three main sections: (1) 2% Resort Tax, (2) 1% Bed Tax for Quality of Life, and (3) 1% dedicated to Resort Tax bond debt service for the Convention Center. Each will be addressed with a budget balancing plan as described below.

The 2% Resort Tax consists of the 2% Bed Tax and 2% Food & Beverage Tax. The Likely scenario projects a revenue loss of \$21.5 million. The 2% Resort Tax funds a myriad of programs related to tourism such as promotion of the city through the Greater Miami Convention & Visitors Bureau (GMCVB) and the Miami Beach Visitor & Convention Authority (VCA), public safety for high impact

events such as Spring Break and Memorial Day weekend, sponsorships for various events such as the Super Bowl, and holiday lighting throughout the city. Staff has reviewed each of the line items funded in the 2% Resort Tax and has made recommended reductions. The recommended reductions as shown in Exhibit B would save \$11.6 million. The remaining gap is proposed to be funded by lowering the transfer to the General Fund by \$7.7 million and the use of \$4.9 million or one-month of the Resort Tax Reserve, leaving two-months or approximately \$10 million in the reserve. As shown in the table below, these recommended items generate \$24.3 million of savings that cover the entire amount of the projected revenue loss and provides \$2.8 million extra that is proposed to be used to cover the gap in the 1% dedicated to Resort Tax bond debt service for the Convention Center.

2% RESORT TAX FUND FY 2020 BUDGET BALANCING PLAN	
Projected Revenue Loss	\$21.5 million
Cost Saving Measures	(\$11.6 million)
Reduced Transfers to General Fund	(\$7.7 million)
Use of 1 Month of Resort Tax Reserve	(\$5.0 million)
Total	\$2.8 million

The proceeds of the 1% Bed Tax for Quality of Life are allocated as follows: 60% for Transportation (trolleys), 10% for South Beach capital projects, 10% for Mid Beach capital projects, 10% for North Beach capital projects, and 10% for Arts (Cultural Arts Council). The Likely scenario projects a revenue loss of \$5.1 million, with \$3.1 million affecting Transportation and \$512,000 affecting the others.

The \$3.1 million revenue loss to Transportation is somewhat mitigated at this time because the trolley system is currently shut down. If the trolley system did not operate between now and the end of the fiscal year, there would be a \$3.6 million savings. Since it is more likely that there would be some demand for trolleys as the city begins to open up from the shutdown, additional funding could be realigned from the proposed savings in the Arts discussed below and/or from the General Fund.

The \$512,000 revenue loss to capital projects in South, Mid, and North Beach are proposed to be addressed by deferring certain projects as shown in Exhibit B to the new fiscal year starting on October 1, 2020. Proposed projects to be deferred total \$848,000 in South Beach, \$899,000 in Mid Beach, and \$973,000 in North Beach. These amounts are in excess of the \$512,000 to provide a conservative cushion in case revenues are affected more significantly than planned. Please note that these projects are simply being deferred to the next fiscal year and are not proposed to be canceled or unfunded at this time. Those type of decisions will be addressed as part of the FY 2021 budget development workshops in June and July.

The \$512,000 revenue loss to Arts is proposed to be addressed by eliminating the entire amount allocated to the Cultural Arts Council and instead funding their FY 2020 expenditures from the existing \$4 million fund balance. This item would require Commission action and would generate approximately \$960,000 that could be allocated to the trolley system or offset other resort tax revenue losses.

The proceeds of the 1% Bed Tax are dedicated to Resort Tax bond debt service for the Convention Center. Normally the revenue offsets the annual debt service payment of \$12.4 million and the difference of \$2.3 million is placed into a renewal and replacement fund for the Convention Center. The Likely scenario projects a revenue loss of \$5.1 million. To mitigate the revenue loss, the recommendation is to not make the transfer of \$2.3 million to the renewal and replacement fund and make up the remainder of \$2.8 million from the 2% Resort Tax as described in that section. This recommendation would ensure that funding is sufficient to fully fund the debt service payment.

General Fund FY 2020 Budget Balancing Plan

The General Fund is the City's largest fund at \$350.1 million which is 52.3% of the City's overall FY 2020 operating budget of \$669.3 million. The General Fund currently has a strong reserve of \$80.6 million.

The Likely scenario projects a revenue loss of \$10 million with a range of \$7 million to \$13 million based on Optimistic and Conservative scenarios.

Based on additional projected General Fund impacts from balancing the Resort Tax Fund of \$7.8 million, Parking Fund of \$5.5 million, and other funds such as Water & Sewer and Sanitation of \$6.1 million, the updated total revenue loss is \$29.5 million. This amount represents 8.4% of the overall General Fund budget of \$350.1 million.

Various cost-saving measures such as freezing all non-essential expenditures, freezing all vacant positions, eliminating overtime, furloughing virtually all part-time and temporary positions, decreasing contracted services, and decreasing transfers result in a savings of \$17.5 million. Please note that we expect this amount to increase somewhat when the second quarter projections are completed in the course of the next few weeks that would include additional miscellaneous savings across the organization that were not captured in this more high-level analysis.

A list of capital projects funded by Capital Renewal & Replacement (CRR) and Pay-As-You-Go (PAYGO) as shown in Exhibit C are proposed to be deferred to the new fiscal year starting on October 1, 2020. Proposed projects to be deferred total \$769,000 in CRR and \$2.7 million in PAYGO. Please note that these projects are simply being deferred to the next fiscal year and are not proposed to be canceled or unfunded at this time. Those type of decisions will be addressed as part of the FY 2021 budget development workshops in June and July.

The remaining \$8.6 million difference is proposed to be funded by the General Fund Reserve which currently totals \$80.6 million. This would leave approximately \$72 million or 90% of the Reserve in place for hurricane season and to provide flexibility in the FY 2021 budget process.

GENERAL FUND FY 2020 BUDGET BALANCING PLAN	
Projected Revenue Loss	\$29.5 million
Cost Saving Measures	(\$17.5 million)
Deferral of Capital Projects (CRR and PAYGO)	(\$3.4 million)
Use of General Fund Reserve (10.7% of \$80.6M)	(\$8.6 million)
Total	0

Other Funds – FY 2020 Budget Balancing Strategies

This analysis has focused on the Parking, Resort Tax, and General Fund as these are the funds most affected by the COVID-19 emergency and need to be addressed in a timely manner. Over the next few weeks, staff will analyze other funds, especially the Water & Sewer and Sanitation enterprise funds in a similar manner and elevate issues as needed.

In the Water & Sewer Fund, the Likely scenario projects a revenue loss of \$19 million with a range of \$11 million to \$27 million based on Optimistic and Conservative scenarios. Hotels and commercial accounts comprise approximately 32% of water and sewer consumption. Although, the Water & Sewer Fund will experience less demand due to the COVID-19 shutdown, it will also offset a meaningful portion of that cost by not having to purchase water or pay for sewer service from Miami-Dade County in a proportionate manner. In addition, the \$2.4 million transfer to the General Fund is proposed to be eliminated in FY 2020 which will provide savings as well as additional savings from the impact of general cost saving measures such as freezing vacancies, eliminating part-time positions, etc.

While the financial impact of COVID-19 to the Sanitation Fund is more indirect, the fund will be impacted by proposed cost savings strategies in Parking and in the City Center RDA. To provide some offsetting savings, the \$1.8 million transfer to the General Fund is proposed to be eliminated in FY 2020 which will provide savings as well as additional savings from the impact of general cost saving measures such as freezing vacancies, eliminating part-time positions, etc.

Use of Reserves

Due to prudent financial planning, we have strong reserves or rainy-day funds that we can use to successfully navigate the COVID-19 emergency. In the General Fund we have \$80.6 million in reserves and the Resort Tax Fund has \$15.2 million in reserves, which are higher reserve levels than in most communities. Most of the projected revenue losses are offset by proposed cost saving measures. The FY 2020 budget balancing plans does include the limited use of General Fund and Resort Tax reserves as shown below:

	General Fund Reserve Amount	Resort Tax Reserve Amount
Current Reserve	\$80.6M	\$15.2M
Proposed Use of Reserve	(\$8.6M)	(\$5.0M)
Remaining Reserve	\$72.0M	\$10.2M

The proposed use of \$8.6 million of the General Fund Reserve would preserve approximately 90% of the reserve for hurricane season, provide flexibility for the FY 2021 budget process, and help us maintain our bond ratings. The use of \$5.0 million (one month) of the Resort Tax Reserve would leave \$10.2 million or two months of reserves, which is minimum best practice. The current reserve levels have been built up over time so the use of reserves should be evaluated carefully as it could be very difficult to increase them in the near term. Finally, if the revenue losses are worse than projected, we may need to use more of the reserves than we anticipate at this time.

Conclusion

Although we do not know exactly when the COVID-19 crisis will be over, we are confident that between the proactive cost saving measures that we are implementing and our strong reserve levels, that we will successfully navigate the financial impacts of the COVID-19 emergency. Staff has prepared detailed FY 2020 budget balancing plans for the Parking Fund, Resort Tax Fund, and General Fund, which are the funds most directly impacted by the emergency shutdown. In these plans, cost saving measures address the majority of the financial impact from COVID-19 while prudently preserving healthy General Fund and Resort Tax reserves for hurricane season and to provide flexibility in the FY 2021 budget process.

Attachments

Exhibit A – Parking Fund FY 2020 Budget Balancing Plan
Exhibit B – Resort Tax Fund FY 2020 Budget Balancing Plan
Exhibit C – General Fund FY 2020 Budget Balancing Plan

JLM/JW

Program	FY 2020 Budgeted Revenues	FY 2020 Projected Reductions	Comments
Meters	29,940,000	(14,289,579)	Based on latest revenue projection for FY 2020
Garages	11,913,000	(5,731,865)	Based on latest revenue projection for FY 2020
Parking Citations	3,218,000	(1,403,848)	Based on latest revenue projection for FY 2020
Valet	1,748,000	(818,059)	Based on latest revenue projection for FY 2020
Meter Space Rental	1,719,000	(494,168)	Based on latest revenue projection for FY 2020
Residential Permits	1,063,000	(188,161)	Based on latest revenue projection for FY 2020
Parkmobile	886,000	(378,660)	Based on latest revenue projection for FY 2020
Towing Fees	588,000	(289,736)	Based on latest revenue projection for FY 2020
Deco Bike	535,000	(213,532)	Based on latest revenue projection for FY 2020
Sub-Total	\$ 51,610,000	\$ (23,807,608)	

Interest Earnings	954,000	(250,000)	Based on latest revenue projection for FY 2020
7th Street Garage Management Fee	83,000	(38,229)	Based on latest revenue projection for FY 2020
Pennsylvania Avenue Garage Management Fee	78,000	0	Based on latest revenue projection for FY 2020
Misc./Other Revenues	348,000	(110,000)	Based on latest revenue projection for FY 2020
Use of Prior Year Fund Balance	2,588,000	(2,588,000)	Based on projected expenditures for FY 2020
Total	\$ 55,661,000	\$ (26,793,837)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Recommended Reductions	Comments
Maintenance and Operation of Municipal Parking Garages	8,276,571	(1,999,722)	Eliminate further spending on pressure cleaning services provided by contractor due to repurposing of City staff; stairwell pressure cleaning services provided by Sanitation due to reassignment of existing City personnel; citywide lot refurbishment services; citywide lot repairs; Police Off-Duty services during special events. Also includes reduction in contracted security guard hours due to repurposing of existing City staff and reduced level of service for grounds maintenance, as well as the elimination of 6 Excellence Program Assessors partially funded by Parking and corresponding vehicle rental; and 3 Parking Operations Supervisor positions furloughed.
Metered Parking Services	14,919,951	(825,153)	Eliminate further spending on pay station warranty maintenance and connection fees; meter collection services; miscellaneous coin room expenditures; and meter maintenance repair supplies. Also includes reduction in armored vehicle cash pick-up services, as well as furloughs for 2 Parking Operations Supervisor positions and 2 Revenue Processor positions.
Permits	2,551,700	(27,423)	Eliminate further spending on Parking Administrative Specialist position with implementation of furloughs
Enforcement	6,682,425	(1,585,829)	Downsizing of Parking Enforcement Unit comprised of the following: Parking Operations Supervisors (from 5 to 4); Part-Time Parking Enforcement Specialists (from 27 to 0); Full-Time Parking Enforcement Specialists from (28 to 9); Part-Time Parking Dispatchers (from 4 to 0); and Full-Time Parking Dispatchers (from 5 to 2). Also includes reduction in Police Freight Loading Zone (FLZ) enforcement.
Administration	1,645,853	(164,879)	Eliminate further spending on 2 Financial Analyst positions in the Finance Customer Service Center; 2 Office Associate III positions; and 3 Inspector General positions transferred to other departments.
Sub-Total (Operating)	\$ 34,076,500	\$ (4,603,007)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Recommended Reductions	Comments
General Fund Contribution	1,166,000	(1,166,000)	Eliminate FY 2020 General Fund contribution
Transportation Fund Contribution	981,000	(981,000)	Eliminate FY 2020 Transportation Fund contribution for Transportation-related expenditures and suspension of trolley and ITS operations
General Fund Administration Fees	2,018,000	(2,018,000)	Eliminate FY 2020 Parking Administration fees payable to the General Fund for indirect services provided
General Fund Right-of-Way Fees	2,289,000	(2,289,000)	Eliminate FY 2020 Parking Right-of-Way fees payable to the General Fund for services provided
Set-Aside for Renewal and Replacement of Parking Assets	6,056,500	(6,056,500)	Eliminate FY 2020 set-aside for future renewal and replacement of Parking capital assets
Debt Service	6,377,000	0	Required FY 2020 annual debt service obligation for outstanding Parking bonds
Transfers to Reserves	2,697,000	(2,697,000)	Eliminate FY 2020 transfer to reserves based on projected year-end revenues and expenditures
Sub-Total (Other)	\$ 21,584,500	\$ (15,207,500)	
Capital Project - Parking Garage at 1262 Collins Avenue	14,267,000	(4,528,306)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - 1755 Meridian Garage Roof and Deck	1,900,000	(1,400,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - 12th St. Garage Roof and Deck	589,806	(299,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - Citywide Parking Lots Improvements	150,000	(150,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - Citywide Parking Lots-Seal Coating	100,000	(100,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - 6th St. & Collins Parking Lot	150,000	(112,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - Lot at 6976 Indian Creek	659,000	(191,000)	Deappropriate portion of project funded by Parking Enterprise Funds (480 & 490)
Capital Project - Penrod's at 1 Ocean Dr. Parking Lot	3,000,650	(47,000)	Release available balance of completed project
Capital Project - 17th St. Garage 40 Year Recertification	755,427	(156,024)	Transfer portion of funding from Parking Enterprise Funds (480 & 490) to available Parking Bond Fund (486)
Sub-Total (Capital)	\$ 21,571,883	\$ (6,983,330)	
Total	\$ 77,232,883	\$ (26,793,837)	

Projected Year-End Surplus/(Shortfall) \$ 0

Capital Project - 72nd Street Community Complex (10,471,704) If needed, potential release of portion of project funded by Parking Enterprise Funds (480 & 490)

City of Miami Beach
2% Resort Tax Budget Balancing Plan - COVID19
Resort Tax Fund

EXHIBIT B

Program	FY 2020 Budgeted Revenues	FY 2020 Projected Reductions	Comments
2% Bed and Food & Beverage Tax Collections	65,124,000	(21,488,585)	Based on latest revenue projection for FY 2020
Total	\$ 65,124,000	\$ (21,488,585)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Recommended Reductions	Comments
GMCVB Contribution	7,127,000	(1,966,871)	Defer/eliminate remaining FY 2020 payments based on projected 2% Resort Tax funding availability and superseding annual debt service obligations; the City will attempt to negotiate the return of a portion of funding already paid in FY 2020
Police Operations (incl. \$1.5 million one-time for Super Bowl)	6,676,000	(1,723,573)	Eliminate further spending on enhanced Police services provided during high impact periods (assumes no expenditure on remaining Police high impact periods for FY 2020, including Memorial Day and July 4th)
VCA Contribution	2,961,000	(1,033,952)	Reduction in contribution based on legislated contribution formula and projected decrease in FY 2020 2% Resort Tax collections; the City will attempt to negotiate the return of a portion of funding already paid in FY 2020
Sanitation Fund Transfer	2,539,000	(1,269,500)	Reduce enhanced sanitation services provided for remainder of fiscal year in tourism areas
General Fund Administration Fees	1,635,000	(1,635,000)	Eliminate FY 2020 Resort Tax Administration fees payable to the General Fund for indirect services provided
Mount Sinai Grant Agreement (Pmt. 6 of 15)	1,000,000	(1,000,000)	Defer FY 2020 payment to subsequent fiscal year per contractual language
Holiday Lighting	675,000	(40,523)	Eliminate further spending in FY 2020
Code Compliance Operations	645,000	(321,129)	Transfer three filled Resort Tax positions to vacant positions budgeted in the General Fund and eliminate further spending on enhanced Code Compliance services provided during high impact periods
Office of Inspector General Operations	608,000	(94,941)	Freeze hiring of vacant Resort Tax Auditor position for the remainder of the fiscal year
Beachfront Restroom Services (High Impact Periods)	542,000	(299,749)	Eliminate further spending in FY 2020 for enhanced beachfront restroom services during high impact periods
Spring Break 2020 Programming (One-Time)	500,000	(124,427)	Savings based on projected FY 2020 expenses
Finance Department Operations	450,000	(10,000)	Eliminate further spending in FY 2020 on operating expenditures such as temporary labor
Miami Beach Air & Sea Show	350,000	(350,000)	Eliminate further sponsorships in FY 2020
Marketing & Promotions	264,000	(226,217)	Eliminate further spending in FY 2020
Super Bowl (One-Time)	250,000	(183,292)	Savings based on FY 2020 expenses
Fire Operations	210,000	(39,492)	Eliminate further spending on enhanced Fire services provided during high impact periods
Operating Contingency	207,000	(50,100)	Eliminate further funding of ad-hoc requests/contributions funded from Resort Tax contingency
Miami City Ballet Contribution (One-Time)	200,000	(120,185)	Explore eliminating further sponsorship for FY 2020
Miami Beach Pride Sponsorship	163,000	(93,000)	Event canceled but incurred \$70K of expenses
Goodwill Ambassadors	160,000	(122,349)	Forego usage of leave accrued for Goodwill Ambassadors for the remainder of fiscal year
International Tennis Federation	150,000	(100,000)	Eliminate sponsorship for current year agreement budgeted at \$100,000
Orange Bowl Contribution (One-Time)	150,000	(150,000)	Defer FY 2020 payment to subsequent fiscal year
Other Professional Services/Debt Service Fees	149,000	(81,000)	Eliminate further spending in FY 2020 for professional services
Memorial Day Weekend Cultural Activation	135,000	(135,000)	Eliminate further spending in FY 2020
4th of July Event	100,000	(100,000)	Eliminate further sponsorships in FY 2020
Art Deco Weekend	100,000	(6,230)	Eliminate further spending in FY 2020
Cultural Arts Programming	100,000	(77,545)	Eliminate further spending in FY 2020
Lummus Park Programming	100,000	(96,850)	Eliminate further spending in FY 2020
Special Event Sponsorships	50,000	(31,750)	Eliminate further sponsorships in FY 2020

City of Miami Beach
2% Resort Tax Budget Balancing Plan - COVID19
Resort Tax Fund

EXHIBIT B

Program	FY 2020 Budgeted Expenditures	FY 2020 Recommended Reductions	Comments
Phase I & II - Enhanced Secret Shopper Program (One-Time)	46,000	(37,859)	Eliminate further spending in FY 2020
Life Guard Tower Painting	36,000	(36,000)	Eliminate further spending in FY 2020
Miami Beach Pride Ferris Wheel	25,000	(25,000)	Eliminate further sponsorships in FY 2020
South Beach Seafood Festival	25,000	0	Event already took place
Film, Television, and Photography Strategic Plan (One-Time)	21,000	0	Plan is half-way complete
Parks Operations	12,000	0	Funds already spent
TCD High Impact Period Expenditures	6,000	(6,000)	Eliminate further spending in FY 2020
Sub-Total	\$ 28,367,000	\$ (11,587,533)	
Resort Tax Reserves	0	(4,997,583)	Use of one month of Resort Tax reserves (leaving remaining balance of approximately 2 months or \$10 million in reserves)
General Fund Transfer	36,757,000	(7,748,352)	Reduce FY 2020 General Fund transfer to offset remaining shortfall projected due to decrease in 2% Resort Tax collections (\$11.5 million) and projected balance necessary to fund required debt service obligations for Resort Tax Convention Center bonds (\$2.8 million)
Total	\$ 65,124,000	\$ (24,333,467)	
Projected Year-End Surplus/(Shortfall)		2,844,883	Balance this fund by reduction in transfer to the General Fund in FY 2020 and using \$2.8 Million to pay the remainder of the debt service payment in the 1% Resort Tax.

City of Miami Beach
1% Resort Tax Quality of Life (QOL) Budget Balancing Plan - COVID19
Resort Tax Fund

EXHIBIT B

Program	FY 2020 Budgeted Revenues	FY 2020 Projected Revenues	FY 2020 Projected Reductions	Comments
1% Bed Tax Collections for QOL - Transportation (60%)	8,833,000	5,765,470	(3,067,530)	Based on latest revenue projection for FY 2020
1% Bed Tax Collections for QOL - South Beach Capital (10%)	1,473,000	960,912	(512,088)	Based on latest revenue projection for FY 2020
1% Bed Tax Collections for QOL - Middle Beach Capital (10%)	1,473,000	960,912	(512,088)	Based on latest revenue projection for FY 2020
1% Bed Tax Collections for QOL - North Beach Capital (10%)	1,473,000	960,912	(512,088)	Based on latest revenue projection for FY 2020
1% Bed Tax Collections for QOL - Arts (10%)	1,473,000	960,912	(512,088)	Based on latest revenue projection for FY 2020
Total	\$ 14,725,000	\$ 9,609,118	\$ (5,115,883)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Projected Expenditures	FY 2020 Recommended Reductions	Comments
1% QOL Transfer - Transportation (60%)	8,833,000	5,765,470	(3,067,530)	Suspend trolley operations and ITS operations for the remainder of fiscal year resulting in projected savings in the Transportation Fund of approximately \$3.6 million (\$136,000 weekly). If re-activate trolley operations before September 30th, additional funding will likely be needed. Funding could be available from the proposed savings in the 1% QOL Transfer - Arts or the General Fund.
1% QOL Transfer - South Beach Capital (10%)	1,473,000	960,912	(512,088)	Defer \$848,168 of South Beach QOL capital projects appropriated in current fiscal year until next fiscal year
1% QOL Transfer - Middle Beach Capital (10%)	1,473,000	960,912	(512,088)	Defer \$899,090 of Middle Beach QOL capital projects appropriated in current fiscal year until next fiscal year
1% QOL Transfer - North Beach Capital (10%)	1,473,000	960,912	(512,088)	Defer \$973,204 of North Beach QOL capital projects appropriated in current fiscal year until next fiscal year
1% QOL Transfer - Arts (10%)	1,473,000	960,912	(512,088)	Forego total projected FY 2020 Cultural Arts Council contribution of \$960,912 and potentially FY 2021. Estimated \$4 million in CAC fund balance that can be utilized in lieu of 1% QOL contribution.
Total	\$ 14,725,000	\$ 9,609,118	\$ (5,115,883)	

Projected Year-End Surplus/(Shortfall)	\$ 0	
--	------	--

City of Miami Beach
1% Resort Tax Convention Center Debt Service Budget Balancing Plan - COVID19
Resort Tax Fund

Program	FY 2020 Budgeted Revenues	FY 2020 Projected Revenues	FY 2020 Projected Reductions	Comments
1% Bed Tax Collections for Convention Center Debt	14,725,000	9,609,118	(5,115,883)	Based on latest revenue projection for FY 2020
	\$ 14,725,000	\$ 9,609,118	\$ (5,115,883)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Projected Expenditures	FY 2020 Recommended Reductions	Comments
Convention Center Debt Service	12,454,000	12,454,000	0	Required FY 2020 debt service payment for Resort Tax Convention Center bonds
Convention Center Renewal and Replacement	2,271,000	0	(2,271,000)	Eliminate FY 2020 transfer for Convention Center Renewal and Replacement
	\$ 14,725,000	\$ 12,454,000	\$ (2,271,000)	

Projected Year-End Surplus/(Shortfall)	\$ (2,844,883)	
--	----------------	--

		2,844,883	Required contribution from 2% Resort Tax Fund based on reduction in FY 2020 transfer to General Fund to cover FY 2020 debt service obligation
--	--	-----------	---

Projected Year-End Surplus/(Shortfall)	\$ 0	
--	------	--

City of Miami Beach
 1% Resort Tax Quality of Life (QOL) Budget Balancing Plan - COVID19
 Resort Tax Fund

EXHIBIT B

Capital Projects Proposed to be Deferred until FY 2021

FUND 305		ORIGINAL	TRANFRS	REVISED			AVAILABLE	PCT	
QUALITY OF LIFE - SOUTH BEACH (QOL-SB)		APPROP	ADJSTMTS	BUDGET	ACTUALS	ENCUMBRANCES	BUDGET	USED	DEPT
20497	BASS MUSEUM PARK CAFÉ FURNITURE AN	100,000	-	100,000	-	-	100,000	0.0%	TCD
60177	SOUTH BEACH PEDESTRIAN ZONES	300,000	-	300,000	-	-	300,000	0.0%	TRANSP
63080	BEACH RESTROOMS PAINT AND CONCRETE	-	15,275	15,275	-	-	15,275	0.0%	PARKS
65220	MIAMI CITY BALLET STUDIO FLOORING	140,000	-	140,000	-	-	140,000	0.0%	PROP MGMT
68820	BEACH RESTROOMS EXHAUST SYSTEMS	19,000	-	19,000	-	-	19,000	0.0%	PROP MGMT
66520	SOUTH BEACH ROW LANDSCAPE	280,000	-	280,000	-	6,107	273,893	2.2%	PW GREEN
Total							848,168		

FUND 306		ORIGINAL	TRANFRS	REVISED			AVAILABLE	PCT	
QUALITY OF LIFE - MID BEACH (QOL-MB)		APPROP	ADJSTMTS	BUDGET	ACTUALS	ENCUMBRANCES	BUDGET	USED	DEPT
20123	INDIAN BCH PK PLAYGROUND EXPANSION	168,090	-	168,090	-	-	168,090	0.0%	PARKS
21420	MB GOLF COURSE IRRIGATION PUMP	100,000	-	100,000	-	-	100,000	0.0%	PARKS
29810	ALLEYWAY RESTORATION PH III	60,000	-	60,000	-	-	60,000	0.0%	PW ENG
61719	41ST STREET BRIDGES REPAIR	480,000	-	480,000	-	-	480,000	0.0%	PROP MGMT
62019	MIDDLE BEACH ROW LANDSCAPE	32,000	50,000	82,000	-	-	82,000	0.0%	PW GREEN
68820	BEACH RESTROOMS EXHAUST SYSTEMS	9,000	-	9,000	-	-	9,000	0.0%	PROP MGMT
Total							899,090		

FUND 307		ORIGINAL	TRANFRS	REVISED			AVAILABLE	PCT	
QUALITY OF LIFE - NORTH BEACH (QOL-NB)		APPROP	ADJSTMTS	BUDGET	ACTUALS	ENCUMBRANCES	BUDGET	USED	DEPT
29810	ALLEYWAY RESTORATION PH III	60,000	-	60,000	-	-	60,000	0.0%	PW
61319	N. SHORE BANDSHELL PLUMBING REPAIRS	30,000	-	30,000	-	-	30,000	0.0%	PARKS
61619	NORTH BEACH ROW LANDSCAPING	57,000	100,000	157,000	-	-	157,000	0.0%	PW GREEN
65620	NORTH BEACH OCEANSIDE PK SECURITY	-	225,000	225,000	-	-	225,000	0.0%	PARKS
68820	BEACH RESTROOMS EXHAUST SYSTEMS	7,000	-	7,000	-	-	7,000	0.0%	PROP MGMT
22218	NORTH BEACH YARD	553,467	-	553,467	39,631	19,633	494,204	10.7%	TCD
Total							973,204		

City of Miami Beach
General Fund Budget Balancing Plan - COVID19
General Fund

EXHIBIT C

Program	FY 2020 Budgeted Revenues	FY 2020 Projected Reductions	Comments
Ad Valorem Taxes	184,324,000	0	Based on latest revenue projection for FY 2020
Ad Valorem- Capital Renewal & Repl.	769,000	0	Based on latest revenue projection for FY 2020
Ad Valorem- Pay-As-You-Capital	2,470,000	0	Based on latest revenue projection for FY 2020
Other Taxes	23,995,000	0	Based on latest revenue projection for FY 2020
Licenses and Permits	30,525,000	(3,884,503)	Based on latest revenue projection for FY 2020
Intergovernmental Revenues	12,081,000	(1,543,000)	Based on latest revenue projection for FY 2020
Charges for Service	13,227,000	(2,297,376)	Based on latest revenue projection for FY 2020
Fines and Forfeits	1,756,000	(149,000)	Based on latest revenue projection for FY 2020
Interest Earnings	3,461,000	(1,111,000)	Based on latest revenue projection for FY 2020
Rents and Leases	5,657,000	(389,568)	Based on latest revenue projection for FY 2020
Miscellaneous	13,033,000	(664,937)	Based on latest revenue projection for FY 2020
Other	0	0	Based on latest revenue projection for FY 2020
Sub-Total (Operations)	\$ 291,298,000	\$ (10,039,384)	
Resort Tax Contribution	36,757,000	(7,791,352)	Based on recommended Resort Tax reductions for FY 2020
City Center Redevelopment Agency (RDA) Contribution	4,414,000	0	Based on FY 2020 Transfer from the City Center Redevelopment Agency to the General Fund in accordance with the 4th Amendment to the RDA Interlocal Agreement
Parking Contribution	1,166,000	(1,166,000)	Based on recommended Parking reductions for FY 2020
Enhanced Beachfront Restroom Svcs. Reimbursed by Resort Tax	542,000	(299,749)	Based on recommended Resort Tax reductions for FY 2020
Administration Fees from Enterprise and Special Revenue Funds	12,092,000	(7,892,366)	Based on recommended reductions for Resort Tax and Parking Funds and preliminary reductions for Water & Sewer and Sanitation Funds for FY 2020
Parking Right-of-Way (ROW) Fees	2,289,000	(2,289,000)	Based on recommended Parking reductions for FY 2020
Use of Prior Year Fund Balance	23,316,000	0	Based on FY 2020 budgeted use of fund balance
Sub-Total (Other)	\$ 80,576,000	\$ (19,438,467)	
Total	\$ 371,874,000	\$ (29,477,851)	

Program	FY 2020 Budgeted Expenditures	FY 2020 Projected Reductions	Comments
Part-Time Positions	6,608,657	(2,898,940)	Furlough and Freeze Hiring of 275 Part-Time and approximately 11 Temporary Contracted positions funded by the General Fund for the remainder of FY 2020
Full-Time Positions	238,762,475	(2,962,303)	Freeze Hiring of 87 Vacant Full-Time positions funded by the General Fund for the remainder of FY 2020
Management Team and Other Unclassified Personnel Furloughs		(352,399)	City Manager, City Attorney, and City Clerk to take 10 Furlough Days before the end of FY 2020, as well as City Manager's Management Team (118), Unclassified Personnel in the City Attorney and City Clerk's Office (28), and the Mayor's Chief of Staff (1) to take 5 Furlough Days before end of FY 2020. The grand total of Unclassified positions that will be taking furloughs before the end of FY 2020 is 150.
1% Cost of Living Adjustment (COLA) for Unclassified Personnel		(89,041)	Unclassified positions to forego 1% COLA budgeted to be given April 2020

City of Miami Beach
General Fund Budget Balancing Plan - COVID19
General Fund

EXHIBIT C

Program	FY 2020 Budgeted Expenditures	FY 2020 Projected Reductions	Comments
Freeze Citywide Travel and Training	913,400	(774,523)	Eliminate further spending on General Fund travel and training for the remainder of FY 2020
Citywide Account Expenditures (see additional detail page)	12,652,000	(2,561,258)	Reduce spending on grants and contributions awarded to outside vendors for remainder of FY 2020, General Fund City services, special projects, employee-related expenditures, and other miscellaneous General Fund Citywide expenditures
Police Overtime	7,452,000	(1,714,924)	Eliminate further spending on Police General Fund overtime for the remainder of FY 2020
Fire Overtime	3,642,500	(1,534,880)	Eliminate further spending on Fire General Fund overtime for the remainder of FY 2020
Non-Public Safety Overtime	981,000	(365,605)	Eliminate further spending on Non-Public Safety overtime for the remainder of FY 2020
Public Works Operations	7,733,212	(621,417)	Reduce spending on Public Works General Fund operating expenditures to include greenspace right-of-way maintenance services, street maintenance services, debris pick-up services, and other miscellaneous operating expenditures based on temporary reduction in level of services provided
Parks and Recreation Operations	20,997,429	(2,438,538)	Reduce spending for Parks and Recreation Maintenance, Recreational Programming, and Other Miscellaneous Operating expenditures based on <u>three month</u> savings plan and closure of Parks and Recreation facilities, as well as the repurposing of existing Parks and Recreation personnel for other City functions. Also includes reduction in spending for Miami Beach and Normandy Shores Golf Clubs based on <u>three month</u> closures. If extended to six months, the estimated spending would be approximately \$4.8 million
Other Department Operations	54,260,327	(989,524)	Transfer Education Initiatives budgeted in FY 2020 from the General Fund (approximately \$195,000) to the Education Compact Fund to be funded through the use of prior year fund balance in the Education Compact Fund for FY 2020. Also, reduce spending on contracted security, one-time operating expenditures, and other miscellaneous expenditures budgeted in FY 2020 for General Fund Departments including Police, Economic Development, Tourism and Culture, Human Resources, etc. for the remainder of FY 2020 (approximately \$794,000).
Transfers of Positions from Other Funds to General Fund	0	147,335	Transfer of OIG, Finance, and Capital Improvement Projects positions from Parking Enterprise Fund to General Fund based on recommended Parking reductions for FY 2020
Sub-Total (Operations)	\$ 354,003,000	\$ (17,156,016)	

City of Miami Beach
General Fund Budget Balancing Plan - COVID19
General Fund

EXHIBIT C

Program	FY 2020 Budgeted Expenditures	FY 2020 Projected Reductions	Comments
Transfer to IT Technology Fund	300,000	(300,000)	Defer budgeted FY 2020 transfer to IT Technology Fund
Transfer to Building Enterprise Fund	13,596,000	0	No recommended reduction
Transfer to Normandy Shores	267,000	0	No recommended reduction
Sub-Total (Transfers)	\$ 14,163,000	\$ (300,000)	
Transfer to Capital Renewal and Replacement Fund	769,000	(769,000)	Defer \$797,730 of Capital Renewal and Replacement projects appropriated in current fiscal year until next fiscal year; see attached list of projects proposed to be deferred
Transfer to Pay-As-You-Go Capital	2,939,000	(2,677,572)	Defer \$2,677,572 of Capital Pay-As-You-Go projects appropriated in current fiscal year until next fiscal year; see attached list of projects proposed to be deferred
Sub-Total (Capital)	\$ 3,708,000	\$ (3,446,572)	
General Fund Reserves	0	(8,575,263)	Proposed use of approximately \$8.6 million (10.7%) of the \$80.6 million in General Fund reserves leaving the General Fund reserves at approximately \$72.0 million.
Sub-Total (Other)	\$ 0	\$ (8,575,263)	
Total	\$ 371,874,000	\$ (29,477,851)	

Projected Year-End Surplus/(Shortfall) \$ 0

Program	Description	Expense Category	FY 2020 Adopted	Potential Reduction	OMB Recommendation
Grants & Contributions	Provides sponsorships for various organizations and events linked to the City including: • University of Miami - PrEP Mobile Wellness Clinic - \$250,000 • Miami Beach Garden Conservancy, Inc. - \$152,000 • Food Trucks - \$55,000 • FIU - Jewish Museum - \$50,000 • Fourth of July - \$50,000 • Jewish Community Services of South Florida - \$47,000 • Miami Beach Chamber/Visitor Center - \$36,000 • Ayuda, Inc. - \$35,000 • Veteran's Day - \$30,000 • Sister Cities - \$25,000 • Miami Beach Gay & Lesbian Chamber of Commerce - \$25,000 • FIU Wolfsonian-Micky Wolfson Celebration - \$25,000 • Miami Design Preservation League - \$23,000 • Douglas Gardens Community Mental Health Center - \$22,000 • Miami Beach Community Health Center - \$22,000 • Latin Chamber of Commerce - \$18,000 • South Florida Hispanic Chamber of Commerce - \$18,000 • Orange Bowl - \$17,000 • Boys and Girls Club - \$17,000 • Hispanic Affairs - \$3,000	Douglas Gardens Community Mental Health Center	22,000		Agreement in place
		Miami Beach Community Health Center	22,000		Agreement in place
		Jewish Community Services of South Florida (Hot Meals)	47,000		Agreement in place
		Sister Cities	25,000	(5,000)	FY 2020 payment already made
		Boys and Girls Club	17,000		Agreement in place; explore negotiating reduction
		Fourth of July	50,000	(50,000)	Event likely to be canceled
		Veteran's Day	30,000		Event already took place
		Food Trucks/First Fridays	55,000	(10,500)	Eliminate further events
		Garden Center (aka Botanical Garden)	152,000		Agreement in place; explore negotiating reduction
		Hispanic Affairs / Hispanic Heritage	3,000		Event already took place
		Jewish Museum - FIU	50,000		Agreement in place; explore negotiating reduction
		Miami Beach Latin Chamber of Commerce	18,000	(18,000)	Grant declined
		Miami Beach Chamber/Visitor Center	36,000		Agreement in place; explore negotiating reduction
		Miami Beach Gay & Lesbian Chamber of Commerce	25,000		Agreement in place; explore negotiating reduction
		Miami Design Preservation League	23,000		Agreement in place; explore negotiating reduction
		Orange Bowl	17,000		Event already took place
		South Florida Hispanic Chamber of Commerce	18,000		Agreement in place; explore negotiating reduction
		University of Miami - HIV Wellness/Prep Clinic	250,000	(250,000)	No signed contract to date
		Ayuda Inc.	35,000		Agreement in place; explore negotiating reduction
		FIU Wolfsonian	25,000		Agreement in place; explore negotiating reduction
City Services	Provides funding for services received which benefit the City and are not readily identifiable to any specific department including: • Water, Sewer, Storm water usage in General Fund City-owned facilities - \$3,158,000 • 777 17th Street Building utilities, maintenance, and security - \$414,000 • Historic City Hall utilities, maintenance, and security - \$201,000 • Annual External Audit - \$177,000 • State Court Costs Article V - \$20,000 • Property Mgmt. City-Owned Facilities Chargeback - \$3,000	External Audit	177,000	(2,500)	Projected savings
		777 17th Street - Operating	98,000	(9,000)	Projected savings
		777 17th Street - Internal Services	211,000		No savings anticipated
		777 17th Street - Debt Service	105,000		No savings anticipated
		Old City Hall - Operating	0		No savings anticipated
		Old City Hall - Internal Services	201,000		No savings anticipated
		State Court Costs	20,000	(8,850)	Proposed reduction based on prior year actuals.

Program	Description	Expense Category	FY 2020 Adopted	Potential Reduction	OMB Recommendation
		City Usage (Utilities) - Operating	3,158,000	(150,000)	Assuming less usage of facilities during shutdown
		City -Owned Facilities - Internal Services (Property Management)	3,000		No savings anticipated
Special Projects	Provides funding for studies, association fees, performance improvement, workshops, community surveys, maintenance of various monuments and fountains citywide, and for miscellaneous use of Central Services.	Commission Retreat (Strategic Planning)	23,000	(16,107)	Eliminate further spending
		Community Satisfaction Survey	100,000	(80,000)	Projected savings
		Management & Budget Retreat	22,000	(22,000)	Eliminate further spending
		Miscellaneous Employee Training	15,000	(15,000)	Eliminate further spending
		Service Pins (City Awards)	5,000		Event already took place
		Contracted Repairs & Maintenance - Monuments	30,000	(15,161)	Projected savings from Property Management
		Superlative Group - Corp. Sponsorship (Coca-Cola Commsns.)	47,000		Managed by Marketing & Communications. Payment is based on Coca Cola sponsorship revenues, which have been received for FY 2020.
		Florida Public Pension Trustees Association and other Memberships*	1,000		No savings anticipated
		Central Services	6,000		No savings anticipated
		Cost Allocation Study	50,000	(40,000)	Projected savings from OMB
		Audit Services (Additional)	5,000		No savings anticipated
		Elections	Provides funding for bi-annual elections.	Elections	628,000
Capital Renewal and Replacement	Provides funding for Renewal & Replacement projects for General Fund departments under \$25K - \$341,000	Capital Renewal & Replacement Under \$25,000	341,000	(141,500)	Recommended deferment of projects based on Property Management's feedback
Citywide Contingency	Provides funding for unforeseen expenditures that may be incurred during the fiscal year.	Operating Contingency	1,000,000		Reserves remaining Contingency for COVID and/or Hurricane Season
Employee Costs	Provides funding for the following: • Payment of General Fund City employee's leave settlement - \$1,500,000 • Section 415 Excess Pension Plan contributions - \$999,000 • Employee tuition reimbursement - \$205,000 • Employee appreciation events - \$64,000 • New American Workforce - \$23,000 • 401(A) disability insurance - \$5,000	Tuition Assistance Reimbursement	205,000	(49,230)	Place new reimbursements on hold
		Accumulated Leave (Other Fringe)	1,500,000	(100,000)	Projected savings from OMB
		New American Workforce	23,000	(22,275)	Eliminate further spending
		Employee Appreciation Events	64,000	(26,005)	Eliminate further spending
		401A Disability (Other Fringe)	5,000		No savings anticipated
		415 Excess Pension Plan	999,000		No savings anticipated
Other	Provides funding for the following: • Marina submerged land lease - \$211,000 • Equipment loan debt service - \$40,000 • Ameresco debt service transfers - \$14,000	Contract Maintenance (Marina Submerged Land Lease)	211,000	(3,269)	Projected savings
		Equipment Loan Debt Service	40,000		No savings anticipated
		Ameresco Debt Service Transfer	14,000		No savings anticipated
	Total		\$ 10,227,000	\$ (1,034,397)	

Program	Description	Expense Category	FY 2020 Adopted	Potential Reduction	OMB Recommendation
	AMENDMENTS:				
	Miami Beach Legacy Project (SuperBowl)		250,000		Project completed
	Store Front Window Wraps		35,000	(5,000)	Eliminate further spending
	South Florida Hispanic Chamber of Commerce		6,000	(6,000)	Eliminate funds rolled forward from last year
	UNIDAD Senior Center		14,000		No savings anticipated
	University of Miami - HIV Wellness/Prep Clinic		131,000	(131,000)	Eliminate funds rolled forward from last year
	Structured Cabling Solution Inc - PO 20192526		5,000	(17)	Projected savings
	Colony Theatre Surveillance Camera Equipment Installation		1,000		No savings anticipated
	BTR Process Enhancements		200,000	(188,785)	Eliminate further spending; affects OpenCounter technology project
	CAD/ Field Reporting / Records Management Consultant		250,000	(250,000)	Cancels or defers consultant needs study for CAD technology project
	E-Sciences Incorporated : PO-20192620 - Mooring Field Study		39,000	(646)	Projected savings
	Friends of the Bass Museum: PO-20191342		54,000	(889)	Projected savings; event already took place
	G.O. Bond Program Outreach		30,000	(30,000)	Eliminate remaining funds
	ICF Incorporated LLC.: PO-20191053 - SW Resiliency		120,000		No savings anticipated
	Keith & Schnars, PA: PO-20170801		15,000	(15,000)	Projected savings
	KCI Technologies, Inc.: PO-20191984		8,000	(323)	Projected savings
	Kevin Crowder/ Business Flare: PO-20191414		2,000		No savings anticipated
	Lambert Advisory LC: PO-20192518		8,000	(667)	Projected savings
	Miami Dade Elections		169,000		Pending feedback from City Clerk's Office
	The Prism Music Group Inc: PO-20191748		7,000	(235)	Projected savings
	Mount Sinai EOC Fitting/Bulldout/Wiring/Appliances		13,000		No savings anticipated
	ETC Institute Inc.: PO-20190941		7,000	(300)	Projected savings
	415 Excess Pension Plan		200,000	(37,000)	Decrease based on revised FOP/IAFF projections
	Operating Contingency (Additional Studies)		861,000	(861,000)	Eliminate remaining contingency funds
	Sub-Total (Amendments)		\$ 2,425,000	\$ (1,526,862)	
	Grand Total		\$ 12,652,000	\$ (2,561,258)	

City of Miami Beach
General Fund Budget Balancing Plan - COVID19
General Fund

EXHIBIT C

Capital Projects Proposed to be Deferred until FY 2021

FUND 125		ORIGINAL	TRANFRS	REVISED			AVAILABLE	PCT	
CAPITAL RENEWAL & REPLACEMENT (CRR)		APPROP	ADJSTMTS	BUDGET	ACTUALS	ENCUMBRANCES	BUDGET	USED	DEPT
60919	SSCC BATHROOM AND KITCHEN UPGRADE	150,000	-	150,000	-	-	150,000	0.0%	PROP MGMT
61119	SSCC PLAYGROUND AREA MITIGATION	85,000	-	85,000	-	-	85,000	0.0%	PROP MGMT
20000	PAVEMENT & SIDEWALK PROGRAM	500,000	-	500,000	37,986	-	462,014	7.6%	PW
60038	SOUTH SHORE C.C. FIRE ALARM RENEWAL	112,086	-	112,086	8,686	2,684	100,716	10.1%	PROP MGMT
						Total	797,730		

FUND 302		ORIGINAL	TRANFRS	REVISED			AVAILABLE	PCT	
PAY-AS-YOU-GO (PAYGO)		APPROP	ADJSTMTS	BUDGET	ACTUALS	ENCUMBRANCES	BUDGET	USED	DEPT
20418	COLLINS PARK PERFORMING ARTS VENUE	175,000	-	175,000	-	-	175,000	0.0%	TCD
22420	POLO PARK LIGHTING & SOCCER FIELD	857,680	-	857,680	-	-	857,680	0.0%	PARKS
29810	ALLEYWAY RESTORATION PH III	100,000	-	100,000	-	-	100,000	0.0%	PW
61020	CITY HALL-GENERATOR REPLACEMENT	600,000	-	600,000	-	-	600,000	0.0%	PROP MGMT
62718	N. BEACH PARKS RESTROOM RESTORATION	-	91,000	91,000	-	-	91,000	0.0%	PARKS
62919	OUTDOOR TRAINING FACILITY (FIRE)	100,000	-	100,000	-	-	100,000	0.0%	FIRE
63080	BEACH RESTROOMS PAINT AND CONCRETE	-	86,000	86,000	-	-	86,000	0.0%	PARKS
63519	BUOY PARK REFORESTATION IMPROVEMENT	150,000	-	150,000	-	-	150,000	0.0%	PARKS
67920	SMART BUILDING AUTOMATION SYSTEM	100,000	-	100,000	-	-	100,000	0.0%	PROP MGMT
63819	SSCC ROOT MITIGATION & FLOORING REP	65,000	-	65,000	272	-	64,728	0.4%	PROP MGMT
62019	MIDDLE BEACH ROW LANDSCAPE	94,000	50,000	144,000	6,136	-	137,864	4.3%	PW-GREEN
20247	CITYWIDE PARKS IRRIGATION SYSTEM	170,000	-	170,000	12,630	1,645	155,725	8.4%	PARKS
63319	PARK VIEW ISLAND ANNEX - DOG PARK	67,000	-	67,000	7,425	-	59,575	11.1%	PARKS
						Total	2,677,572		