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OFFICE OF THE CITY MANAGER

NO. LTC # 250-2011

LETTER TO COMMISSION

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TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: September 30, 2011

SUBJECT: ANALYSIS OF BUDGET TO ACTUAL REVENUES AND EXPENSES FOR THE NINE MONTHS ENDED JUNE 30, 2011, WITH OPERATING BUDGET PROJECTIONS THROUGH SEPTEMBER 30, 2011 FOR THE GENERAL FUND, ENTERPRISE FUNDS, INTERNAL SERVICE FUNDS, AND RESORT TAX FUND

GENERAL FUND

The purpose of this LTC is to provide the Mayor and Commission with the status of the FY 2010/11 budget to actual revenue and expenses at the end of the third quarter with projections through September 30, 2011. Based on the review, it is projected that, overall, there will be an operating budget surplus in the General Fund if the City does not expend its operating contingency. While the operating contingency is typically only minimally spent by the end of the fiscal year, at this stage of budget projections with one quarter of the fiscal year remaining, we assume that the contingency will be one quarter expended. If the operating contingency is spent at this level, there will be an operating budget surplus of $1.2 million in the General Fund (0.5percent of the amended budget). It is important to note that this is despite a projected revenue shortfall of $2.6 million and pension contributions in excess of budget by approximately $665,000 as explained further below, once again reflecting the pro-active initiatives taken by the City to reduce expenses below the adopted budget.

As explained in the first quarter report, the expenditure for pension contributions is expected to be approximately $665,000 above budget for the following reasons:

- The 2 percent pension contribution from FY 2009/10 for AFSCME, GSA, Unclassified and "Other" employees, previously anticipated to reduce the ARC payment for FY 2010/11, is now anticipated to accrue to FY 2011/12.
- Further, other than the pension plan savings resulting from no cost-of living adjustments to the FOP and IAFF bargaining units, other Fire and Police pension plan savings anticipated for FY 2010/11 are pending the outcome of the litigation between the City and the Fire and Police Pension Board.

As we are now close to the end of the fiscal year, our projections become more firm, however, the one area that remains unclear are property tax revenues. The revised certification of property values received July 1, 2011 for FY 2010/11 are approximately 6 percent below the July 1, 2010 certification of taxable values. This normally should be expected to result in approximately $6.7 million in reduced property tax revenues. As of August, 2011, the City had received $107.5 million of the $112.2 million budgeted property tax revenues for FY 2010/11 ($4.7 million below budget) and, historically, the City has received between $1 million and $4 million between September and the year-end close-out.

The last two years have been closer to $4 million, possibly due in part to revenues from prior year appeals. Property tax revenues were significantly reduced in FY 2008/09 and FY 2009/10 (2.3 percent and 1.6 percent below budget at year-end, respectively) as these fiscal years were impacted by appeals that continued into subsequent fiscal years. Prior to that, the revenues received through September and year-end closeout has been closer to $2 million; the level assumed in this projection. Should this level of revenues not be achieved through year-end, as last occurred in FY 2007/08, the deviation from budgeted property tax revenues could be greater. Conversely, should the amount received be closer to recent years, the year-end surplus could, in fact, be higher.

Further, although not reflected in this projection, given the increase in tourism activity and related resort tax revenues and consistent with the FY 2011/12 adopted budget, we are recommending charging the expenditures related to Memorial Day, spring break and other special event activities directly to the resort tax fund. It is anticipated that this will result in over $2.5 million in related expenditures which are currently charged to the General Fund.

General Fund Overview

An analysis of the actual nine month operating revenues and expenditures for the period October 1, 2010 through June 30, 2011, reveals an operating budget surplus of $16,981,781. While the surplus as of June 30th seems larger than the surplus projected for the year ending on September 30th, it should be noted that the City receives a greater percentage of its ad valorem taxes early in the fiscal year. Ad valorem tax revenues representing approximately 47 percent of budgeted revenues have been approximately 93 percent received as of the first nine months of the fiscal year, a level slightly higher than the same period last year. The remaining 53 percent of revenues are approximately at the 65 percent level received as of June 30st, as compared to 67 percent as of the first nine months of last fiscal year.

Expenditures are at approximately 71 percent of the FY 2010/11 amended budget, as compared to 72 percent at this time last fiscal year.

FY 2010/11 Budget				
General Fund	Amended Budget*	3/4 of Budget	Actual as of 06/30/11	Variance Over/ (Under)
Revenues	$ 239,468,664	$ 179,601,498	$ 186,753,403	$ 7,151,905
Expenditures	239,468,664	$ 179,601,498	169,771,622	(9,829,876)
Surplus/(Deficit)	$ -	$ -	$ 16,981,781	$ 16,981,781

Note*: The amended budget reflected above includes the budget amendment that was adopted in February, 2011. This amendment authorized the use of $1.95 million in reserves to be set aside for the FY 2011/12 budget, and has no impact on the net of revenues versus expenditures.

The projected year-end operating revenues and expenditures through September 30, 2011, is, therefore, a more realistic snapshot of anticipated surplus at this point in time. Further, while the actual revenues and expenditures presented are as of June 30, 2011, the projections have incorporated more recent information, as available.

A summary of preliminary projected General Fund Revenues and Expenditures as of September 30, 2011 is as follows:

FY 2010/11 Budget				
General Fund	Amended Budget	Projected	Budget/ Projected	% Over/ (Under)
Revenues	$ 239,468,664	$ 236,881,912	$ (2,586,752)	-1.1%
Expenditures*	239,468,664	235,415,719	(4,052,945)	-1.7%
Surplus/(Deficit)	**$ -**	**$ 1,466,193**	**$ 1,466,193**	
Operating Contingency		$ 275,000		
Net surplus (Deficit)		$ 1,191,193		
* Prior to Expenditure of Operating Contingency				

As noted in each of the reports for the first two quarters, the projections assume decreased telephone and electricity franchise taxes (Other Taxes), decreased interest earnings, and decreased revenues previously anticipated from the Commercial Pole Banner Program. In addition, fines and forfeit revenues are projected to be below budget primarily due to red light camera revenues not performing at the level previously anticipated as reported to you, and CIP office chargeback revenues to capital projects are decreased but offset by decreases in CIP office expenditures. These are partially offset by increased sales tax revenues (Intergovernmental Revenues), increased Business Tax Receipts and Building Permits (Licenses and Permits), slight increases in golf course revenues, and increased Rents and Leases based on year-to-date collections.

However, as in the last few years since the economic decline, the expenditure projection continues to reflect the impact of pro-active initiatives by the City to reduce expenses below the adopted budget. These initiatives included close scrutiny of major purchases, and continuous evaluation of opportunities to reduce costs in all departments.

For a detail of General Fund revenues by category and expenditures by department, see attached schedule "FY 2010/11 General Fund Operating Summary Projection". As a result of the initiatives implemented to reduce costs, all General Fund Departments are projected to be under budget except Building and Code Compliance, despite absorbing the impact of the increased pension plan contributions and the impact of not implementing "Plan B", for a total savings of over $4 million.

General Fund Operating Revenues

As of June 30, 2011, revenues collected were approximately 78 percent of the amended budget or $186,753,403. Year-end projections through September 30, 2011 which total $236,881,912 indicate that revenues will be below budget by $2.6 million or just under 1 percent. Significant variances to budget in excess of $300,000 by revenue category are explained below:

1. **Property Taxes** – As stated above, at this point we are projecting a $2.7 million decline in property tax revenues due to the revised values received from the Miami-Dade County property appraiser as of July 1, 2011, a 2 percent decline from budgeted revenues.

2. **Other Taxes** - This category includes franchise and utility taxes on services. Projections indicate that year-end collections will be below budget by over $1.2 million (5 percent), an improvement from the first quarter projection which was $2 million below budget, but similar to our second quarter projection. This is primarily due to a decrease of approximately $0.6 million in electrical franchise fee revenues, as well as more than $600,000 decrease in telephone utility taxes based on trends for the first nine months of the fiscal year.

3. **Licenses and Permits** - This category includes licenses and building and special use permits and is projected to be above budget by approximately $1.8 million, primarily due to continued increases in revenues from Business Tax Receipts (in part due to increased outreach and enforcement that was initiated in 2010), increases in revenues related to Certificate of Use, and increases in Building Development Process fee revenues.

4. **Intergovernmental Revenues** – This category includes sales tax revenues, including local option sales taxes and is projected to be in excess of budget by over $445,000 and in excess of prior year intergovernmental revenues by over $700,000, reflecting continuing improvement in the economy.

5. **Fines and Forfeits** - Projections indicate that year-end collections will be below budget by approximately $500,000. This is mainly due to lower than expected revenues from red light cameras as reported to you at the March, 2011 Commission meeting and prior quarterly projection reports.

6. **Interest** – Interest earnings are projected to be $357,000 below budget due to lower interest rates.

7. **Rents and Leases** - Projections indicate that year-end collections will be above budget by $726,000. This is mainly due to increased revenues from various leases.

8. **Miscellaneous** – This category includes concessions, planning fees, and other reimbursements. Projections indicate that year-end revenues will be below budget by $862,000, consistent with our projection as of the second quarter. This is due primarily to lower than anticipated revenues from the Commercial Pole Banner Program and corporate sponsorships which are still being pursued and negotiated as well as decreased reimbursement from capital projects for the Capital Improvement Office due to vacancies. This decrease in revenues is offset by a decrease in expenditures in the Capital Improvements Office.

General Fund Operating Expenditures

As of June 30, 2011, actual expenditures were approximately 71 percent of the amended budget or $169,771,622. Year-end projections through September 30, 2011 indicate that expenditures will be $235.4 million, approximately $4.1 million, or 1.7 percent under budget without additional expenditures from contingency, or $3.8 million under budget assuming $275,000 in operating contingency is expended through year-end.

It is important to note that at the time of adoption of the FY 2010/11 budget, the City was at impasse with the Communication Workers of America (CWA) bargaining unit, and the budget included the impact of several initiatives that would have significantly reduced expenditures related to CWA employees through contracting, conversion to part-time schedules for more efficient scheduling, etc. (Plan B). The first-year savings from these initiatives amounted to over $200,000 in the General Fund across various departments. Not being able to anticipate the outcome of these negotiations at the time of adopting the budget, an increased operating contingency was budgeted under the Citywide Accounts. Subsequent to the adoption, an agreement was reached with CWA that included several employee give-backs that fully met our budgeted savings in exchange for a no-layoff provision. Therefore the proposed plan B initiatives were not implemented and some departments will see variations in their expenditures from budget.

Expenditures for all General Fund Departments are shown in the attached schedule. At this time, no department has a significant expenditure variance to budget in excess of $300,000, despite all departments absorbing the pension expenditure impacts and the impacts from no lay-offs of CWA employees as described above.

ENTERPRISE FUNDS

The City accounts for proprietary operations in Enterprise Funds. Convention Center, Parking, Sanitation, Sewer, Stormwater, and Water are included in this grouping.

An analysis of the actual nine month operating expenditures for the period October 1, 2010 through June 30, 2011, reveals that all funds have expenditures less than three-quarters of their budget. However, this is not representative as there is often a lag in expenditures, particularly related to those billed by outside entities. Convention Center is not yet available in our financial system as of the June 30, 2011.

ENTERPRISE FUNDS	Sanitation	Sewer	Stormwater	Water	Parking	Convention Center
Adopted Budget	$ 16,562,258	$ 40,024,931	$ 16,893,083	$ 31,030,070	$ 38,446,850	12,832,911
3/4of Budget	12,421,694	30,018,698	12,669,812	23,272,553	28,835,138	9,624,683
Expenditures as of 6/30/11	10,750,193	23,598,322	2,625,078	22,023,089	18,048,021	Not Available
Variance	$ (1,671,501)	$ (6,420,376)	$ (10,044,734)	$ (1,249,464)	$ (10,787,117)	Not Available

As shown in the following chart, all Enterprise Funds expenditures, except for Water and Stormwater, are anticipated to be under budget, despite absorbing the increases of the pension impacts described above. Water is projected to be $2.6 million over budget primarily due to increased wholesale water expenditures to Miami-Dade County which are offset by projected increases in associated revenues. Stormwater is projected to be in slightly excess of budget due to an increased intensity of efforts related to Stormwater system outfall and catch basin cleaning and maintenance, but these amounts are projected to be offset by increased revenue.

Further, in all funds except Sanitation, revenues are projected to be equal to or in excess of expenditures. While Sanitation expenditures are expected to be under budget, a shortfall of approximately $0.8 million is projected as of the third quarter. This is primarily due to decreased revenues from construction roll-offs and sanitation impact fees, despite a projected reduction in expenditures by approximately $1 million in the fund.

ENTERPRISE FUNDS	Sanitation	Sewer	Stormwater	Water	Parking	Convention Center
Adopted Budget	$ 16,562,258	$ 40,024,931	$ 16,893,083	$ 31,030,070	$ 38,446,850	12,832,911
Projected Revenues	**$ 14,897,297**	**$ 40,376,728**	**$ 17,107,060**	**$ 34,175,475**	**$ 39,959,227**	**$ 12,176,341**
Projected Expenditures	**$ 15,748,649**	**$ 36,739,783**	**$ 17,010,889**	**$ 33,657,843**	**$ 36,484,252**	**$ 12,176,341**
Surplus/(Deficit)	**$ (851,352)**	**$ 3,636,945**	**$ 96,171**	**$ 517,632**	**$ 3,474,975**	**$ -**
Variance from Budget	**$ (813,609)**	**$ (3,285,148)**	**$ 117,806**	**$ 2,627,773**	**$ (1,962,598)**	**$ (656,570)**

INTERNAL SERVICE FUNDS

The City accounts for those goods and services provided by one department to other departments citywide on a cost reimbursement basis. Central Services, Fleet Management, Information Technology, Property Management, and Risk Management (Self Insurance) are included in this grouping.

An analysis of the actual nine month operating expenditures for the period October 1, 2010 through June 30, 2011, reveals that all funds have expenditures less than three-quarters of their budget. However, this is not representative as there is often a lag in expenditures, particularly related to those billed by outside entities.

INTERNAL SERVICE FUNDS	CENTRAL SERVICES	FLEET MGT	INFORMATION TECHNOLOGY	PROPERTY MGT	RISK MGT
Adopted Budget	$ 856,355	$ 8,375,372	$ 14,427,730	$ 8,233,171	$ 20,542,249
3/4 of Budget	642,266	6,281,529	10,820,798	6,174,878	15,406,687
Expenditures as of 6/30/11	620,406	4,728,271	8,301,812	5,097,979	13,746,459
Variance	$ (21,860)	$ (1,553,258)	$ (2,518,986)	$ (1,076,899)	$ (1,660,228)

Despite absorbing the pension contribution increases as described above, Fleet Management and Property Management Internal Service Funds are anticipated to be under budget. Central Services is anticipated to have expenditures in excess of budget by $17,198 of which $1,625 is due to additional pension contributions. The balance is due to health and life insurance increases to more accurately reflect current costs, and increases in contributions for the actuarial liability projected for "Other Post Employment Benefits" (OPEB), primarily retiree health, based on prior expenses. These increased expenditures are offset by increases in departmental charge-back revenues. The Information Technology Department is anticipated to be over budget due to higher than anticipated charges for leave payouts, and for OPEB expenses. However, these increased expenditures are projected to be offset by increases in non-departmental charge-back revenues.

Risk Management is anticipated to have expenditures in excess of budget by $998,570 primarily due to payments for Police claims projected to be higher than budget and General Liability legal fees projected to be higher than budget. However, we are evaluating reducing the $1.7 million budgeted for previously anticipated transfers to reduce actuarial deficits in the fund related to "Claims Incurred But Not Reported" (IBNR claims) in order for the department to remain within budget and not increase charge-backs to other departments.

INTERNAL SERVICE FUNDS	CENTRAL SERVICES	FLEET MGT	INFORMATION TECHNOLOGY	PROPERTY MGT	RISK MGT
Adopted Budget	$ 856,355	$ 8,375,372	$ 14,427,730	$ 8,233,171	$ 20,542,249
Projected Revenues	**$ 1,018,899**	**$ 8,519,572**	**$ 14,508,787**	**$ 7,756,862**	**$ 21,370,725**
Projected Expenditures	**$ 873,553**	**$ 8,337,863**	**$ 14,508,787**	**$ 7,753,397**	**$ 21,540,819**
Surplus/(Deficit)	**$ 145,346**	**$ 181,709**	**$ -**	**$ 3,465**	**$ (170,094)**
Expediture Variance from Budget	**$ 17,198**	**$ (37,509)**	**$ 81,057**	**$ (479,774)**	**$ 998,570**

RESORT TAX FUND

The City's Resort Tax Fund is primarily supported by resort taxes collected pursuant to Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 5.03 of the City of Miami Beach Charter, as amended. This legislation authorizes the use of resort taxes for the promotion of the tourist industry, which includes, but is not restricted to the following: Publicity, advertising, news bureau, promotional events, convention bureau activities, capital improvements and the maintenance of all physical assets in connection therewith; and for the payment of the reasonable and necessary expenses of collecting, handling and processing of said tax.

Typically, the City has considered the following services as "Services related to the promotion of tourism":

- Police officers serving entertainment areas
- A portion of Fire rescue services from Fire Stations 1&2
- Ocean Rescue services
- Sidewalk pressure cleaning in south, middle and north beach visitor areas
- South Beach sanitation
- Enhanced code compliance provided to respond to evening entertainment area violations and staffing of special events
- Other code compliance activities in tourism and visitor related facilities/areas
- Tourism and Culture Department and the Cultural Arts Council
- Museums and Theatres (Garden Center, Bass Museum, Colony and Byron Carlyle Theatres)
- Golf courses (net of revenues)
- Memorial Day and other special event costs
- Homeless services
- July 4th, Visitor Center funding, Holiday Lights, Festival of the Arts, Jewish Museum, MDPL, Orange Bowl, Monuments, etc.

These allowable uses have led to increased tourist activities, such as special events, Art Basel, and various concerts.

The 2 percent Resort Tax Fund operating revenues are projected to be in excess of budget by approximately $5.6 million and, as a result, certain expenditures which are based on a percent of revenues are projected to exceed budget.

In addition to the uses listed above, the proceeds of the additional one percent (1 percent) tax are used as follows. Fifty percent of the amount earned is committed to the payment of a portion of the debt service on the Miami Beach Redevelopment Agency City Center/ Bonds. The remaining fifty percent is allocated equally among North Beach, Middle Beach, and South Beach for capital projects that enhance Miami Beach's tourist related areas and various arts and cultural programs. The 1 percent Resort Tax Fund operating revenues are projected to be in excess of budget by approximately $1.7 million and, as a result, the debt service and transfers to North Beach, Middle Beach, and South Beach for capital projects and the transfers to the arts and cultural programs are projected to exceed budget as shown below.

In total, the projection results in a net operating surplus of approximately $5.6 million for the 1 percent and 2 percent Resort Tax revenues and expenditures, combined.

RESORT TAX FUND				
Revenues	Budget FY 2010/11	Actual as of 6/30/11	Projected 9/30/11	Variance
2% Resort Tax	$ 33,323,146	$ 27,794,824	$ 38,964,562	$ 5,641,416
1% Resort Tax	7,156,134	7,021,147	8,851,078	1,694,944
Other Revenues	799,701	808,022	857,416	57,715
Total Revenue	**$ 41,278,981**	**$ 35,623,993**	**$ 48,673,056**	**$ 7,394,075**
Expenditures				
General Fund Contribution	$ 24,465,440	$ 18,349,080	$ 24,465,440	$ -
Other Operating/Other Uses	1,100,766	799,243	1,186,896	86,130
Contributions to VCA and GMCVB	6,734,511	5,765,230	7,005,299	270,788
Marketing	200,000	1,137	200,000	-
Contingency	400,730	-	100,183	(300,548)
2% Debt Service	1,221,400	-	1,221,400	-
1% Debt Service	3,578,067	3,510,574	4,425,539	847,472
Transfer to Capital and the Arts (1%)	3,578,067	3,510,574	4,425,539	847,472
Total Expenditure	**$ 41,278,981**	**$ 31,935,838**	**$ 43,030,296**	**$ 1,751,315**
Surplus/(Deficit)	**$ -**	**$ 3,688,155**	**$ 5,642,761**	**$ 5,642,761**

As stated above, we are recommending charging the expenditures related to Memorial Day, spring break and other special event activities directly to the resort tax fund, which we will bring as part of the year-end amendment. It is anticipated that this will result in over $2.5 million in related expenditures which are currently charged to the General Fund, which would reduce this Resort Tax year-end surplus to approximately $3 million.

Further, revenues collected from the North Shore special assessment are deposited into the 2 percent Resort Tax Fund. Per a reconciliation performed by the Finance Department, the Resort Tax Fund has collected approximately $3.6 million in special assessments from the North Shore district between 2003 and 2011 and $4.4 million in special assessments from the Lincoln Road district between 2003 and 2011, of which $616,315 should be transferred to the North Shore Community Area Improvements Project and $550,671 should be transferred to the Lincoln Road Improvements Fund to address prior year deficits in those

districts in the late 1990s. If these transfers are made, this would further reduce the Resort Tax surplus to approximately $1.8 million.

CONCLUSION

This analysis provides the status of budget to actual operating revenues and expenses as of the first nine months of the Fiscal Year with projections through September 30, 2011, for the General Fund, Enterprise Funds, Internal Service Funds, and Resort Tax Fund budgets. The Administration will continue to monitor revenues and expenses to ensure that we close the fiscal year in a positive position with overall revenues exceeding overall expenses.

JMG/KGB/JC

FY 2010/11 General Fund Operating Summary Projection

	Adopted FY 2010/11	Amended FY 2010/11	1Q Projected FY 2010/11	2Q Projected FY 2010/11	Actual as of June. 30, 2011	Q3 Projected FY 2010/11	3Q Proj-Amnd Over/(Under)
REVENUES							
Ad Valorem Taxes	$ 100,222,022	$ 100,222,022	$ 100,222,022	$ 100,222,022	$ 93,367,397	$ 97,522,022	$ (2,700,000)
Ad Valorem Taxes-S Pte Costs	10,145,339	10,145,339	10,145,339	10,145,339	9,409,928	10,145,339	0
Ad Valorem Cap.Renewal & Replace.	1,777,254	1,777,254	1,777,254	1,777,254	1,672,876	1,777,254	0
Ad Valorem Taxes-Norm Shores	100,517	100,517	100,517	100,517	104,555	100,517	0
Other Taxes	25,417,600	25,417,600	23,368,256	23,904,329	15,186,115	24,169,751	(1,247,849)
Licenses and Permits	15,506,204	15,506,204	16,679,129	16,400,924	14,507,458	17,284,723	1,778,519
Intergovernmental	9,618,140	9,618,140	10,166,424	9,960,695	6,698,941	10,064,136	445,996
Charges for Services	4,843,895	4,843,895	4,851,439	4,767,187	3,437,021	4,863,816	19,921
Golf Courses	5,504,155	5,504,155	5,533,155	5,586,504	4,622,286	5,617,268	113,113
Fines and Forfeits	3,211,263	3,211,263	2,364,126	2,486,747	1,816,901	2,708,287	(502,976)
Interest	3,552,000	3,552,000	3,459,000	3,278,000	2,488,292	3,195,000	(357,000)
Rents and Leases	4,892,352	4,892,352	5,084,188	5,272,309	4,267,817	5,618,470	726,118
Miscellaneous	11,392,781	11,392,781	10,815,329	10,538,071	4,886,014	10,530,187	(862,594)
Other - Resort Tax contribution	24,465,440	24,465,440	24,465,440	24,465,440	18,349,080	24,465,440	0
Other - Non Operating revenues	8,065,443	8,065,443	8,065,443	8,065,443	5,938,722	8,065,443	0
Reserve-Building Department Ops.	1,546,709	1,546,709	1,546,709	1,546,709	0	1,546,709	0
FY 09 Year-End Surplus Set Aside	3,657,000	3,657,000	3,657,000	3,657,000	0	3,657,000	0
Prior Yr Surplus from Parking Oper Fd	3,600,000	3,600,000	3,600,000	3,600,000	0	3,600,000	0
Fund Bal-Resrv Future Budget Shortfalls	0	1,950,550	0	1,950,550	0	1,950,550	0
TOTAL REVENUES	$ 237,518,114	$ 239,468,664	$ 235,900,770	$ 237,725,040	$ 186,753,403	$ 236,881,912	$ (2,586,752)
EXPENDITURES							
Mayor and Commission	$ 1,534,322	$ 1,534,322	$ 1,487,824	$1,515,380	$ 1,085,411	$1,533,215	($1,107)
City Manager	2,350,894	2,350,894	2,198,611	2,163,760	1,509,041	2,162,970	(187,924)
Communications	878,482	878,482	889,716	885,955	631,942	868,246	(10,236)
City Clerk	1,500,597	1,500,597	1,460,187	1,484,044	1,020,475	1,389,702	(110,895)
Finance	4,124,205	4,124,205	4,085,703	4,080,871	2,969,430	4,089,899	(34,306)
Office of Budget & Perf Improve.	1,820,829	1,820,829	1,750,219	1,788,372	1,305,649	1,783,716	(37,113)
Human Resources/Labor Relations	1,697,128	1,697,128	1,710,945	1,713,020	1,227,578	1,672,804	(24,324)
Procurement	969,238	969,238	979,794	975,244	707,190	948,017	(21,221)
City Attorney	4,002,642	4,002,642	4,038,783	3,902,638	3,026,677	3,987,022	(15,620)
Real Estate, Housing & Comm Dev	776,768	776,768	784,458	770,943	567,110	762,663	(14,105)
Community Services	430,093	430,093	430,093	433,039	315,495	420,937	(9,156)
Homeless Services	759,337	759,337	759,337	762,943	504,711	706,555	(52,782)
Building	9,316,891	9,316,891	9,355,014	9,764,746	6,616,214	9,600,293	283,402
Code Compliance	4,146,931	4,146,931	4,311,791	4,228,173	3,136,255	4,253,452	106,521
Planning	3,113,588	3,113,588	3,186,731	3,105,864	2,184,866	3,075,203	(38,385)
Tourism & Cultural Development	2,643,624	2,643,624	2,584,534	2,450,294	1,960,110	2,400,648	(242,976)
Parks and Recreation	21,648,891	21,648,891	21,479,374	21,245,543	14,238,276	21,131,095	(517,796)
Golf Courses	6,123,820	6,123,820	5,994,386	6,092,172	4,659,396	6,123,820	0
Public Works	6,372,884	6,372,884	6,268,714	6,331,860	4,179,948	5,961,629	(411,255)
Capital Improvement Program	4,520,748	4,520,748	4,325,000	4,131,666	2,799,491	3,801,508	(719,240)
Fire	56,115,331	56,115,331	56,013,814	55,723,445	42,212,415	55,682,196	(433,135)
Police	88,920,529	88,920,529	89,100,548	89,032,431	65,515,805	88,803,028	(117,501)
Citywide Accounts	9,578,508	9,578,508	9,914,561	10,169,873	6,666,653	9,453,621	(124,887)
Citywide Acc-Operating Contingency	1,321,902	1,321,902	0	0	0	0	(1,321,902)
Citywide Accounts-Normandy Shore	157,678	157,678	157,678	157,678	0	157,678	0
Citywide Accounts-Transfers	915,000	915,000	915,000	915,000	731,483	918,000	3,000
Reserve-Future Budget Shortfalls	0	1,950,550	0	1,950,550	0	1,950,550	0
Capital Renewal & Replacement	1,777,254	1,777,254	1,777,254	1,777,254	0	1,777,254	0
TOTAL EXPENDITURES	$ 237,518,114	$ 239,468,664	$ 235,960,069	$ 237,552,756	$ 169,771,622	$ 235,415,719	$ (4,052,945)
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES	$ 0	$ 0	$ (59,299)	$ 172,284	$ 16,981,781	$ 1,466,193	$ 1,466,193
Citywide Acc-Operating Contingency	0	0	1,100,000	550,000	0	275,000	275,000
EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES (NET OF OPERATING CONTINGENCY)	$ 0	$ 0	$ (1,159,299)	$ (377,716)	$ 16,981,781	$ 1,191,193	$ 1,191,193