City of Miami Beach

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Distinguished Budget Presentation Award

PRESENTED TO

City of Miami Beach

Florida

For the Fiscal Year Beginning

October 1, 2004

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Miami Beach, Florida** for its annual budget for fiscal year beginning **October 1, 2004.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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CITY MANAGER'S MESSAGE

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

Jorge M. Gonzalez, City Manager
Tel: 305-673-7010 , Fax: 305-673-7782

September 21, 2005

Honorable Mayor David Dermer and Members of the City Commission:

I am pleased to submit the Adopted Operating Budget for the Fiscal Year (FY) 2005/06 commencing on October 1, 2005 and ending on September 30, 2006. I would like to thank the Mayor and Commission for their guidance and direction throughout the budget process and the City staff who worked so hard to ensure that the Adopted FY 2005/06 Budget is fiscally responsible, provides enhancements that address the priorities of the community, provides a return on investment and tax relief for our community, and incorporates structural changes to ensure the long-term financial sustainability of the City.

The Adopted FY 2005/06 General Fund Operating Budget, net of the Redevelopment Agency (RDA), totals $207.9 million. The projected General Fund balance as of September 30, 2005 is $31.6 million with an emergency reserve of $18.6 million.

The Adopted Operating Budget incorporates the impacts of the expiration of the South Pointe redevelopment district as of September 30, 2005. With the expiration of the district, and pursuant to the 2001 and 2003 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, one half of the City ad valorem revenues previously restricted to the South Pointe district became available for use Citywide. Further, the Amended CDT Interlocal Agreement provides for additional intergovernmental revenues for a limited number of years that can be used to offset CDT or municipal resort tax type eligible expenditures. The South Pointe redevelopment district has been the most successful redevelopment district in the State of Florida to date. Assessed values have increased from $59 million when the district was established in 1976 to almost $2.5 billion as of January 1, 2005. The Adopted Operating Budget continues to provide funding for operating costs previously funded through the redevelopment district.

The Adopted FY 2005/06 Operating Budget reduces the overall combined millage rate from 8.173 to 8.073, a reduction of 0.1 mills. The millage for general operations is maintained at the current rate of 7.299 mills. The funding for the General Fund Capital Renewal and Replacement Reserve is 0.182 mills, an increase of .056 mills, and the Debt Service Millage is 0.592, a reduction of .156 mills. The combined millage rate overall is 0.6 mills lower than it was in Fiscal Year 2000. This combined millage rate is less than the FY 2004/05 millage rate.

The Adopted Operating Budget for FY 2005/06 was prepared based on four themes: (1) maintain current services; (2) address priorities identified by the community; (3) incorporate structural changes for the future that ensure the fiscal management and sustainability for the city in the long term; and (4) increase taxpayer value for services.

MAINTAIN CURRENT SERVICES AND ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

The Adopted FY 2005/06 Operating Budget continues to build on the strategic priorities identified in our five-year vision and strategic plan adopted shortly after I became your City Manager in 2000. However, this year we have been able to refine our strategic priorities with information obtained from our first-ever set of community surveys. By surveying our residents, businesses and community organizations, we now have a better understanding of the needs and desires of our community and are better able to allocate our resources to fund enhancements that address these priorities. Those contacted for the survey indicated a willingness to participate and the survey results reflect that, overall, the community has a very favorable view of the City Miami Beach as a place to live, work, visit and play.

- Quality of life in the City was rated very high, with 77% responding that the quality of life is either excellent or good;
- Overall, the City is seen as an excellent or good place to live by 84% of those responding;
- Over half of the respondents, 55%, say that Miami Beach is a better place to live today than just a few years ago;
- 66% of the residents responded that the City is open and interested in their concerns/issues, and 66% responded that the City is doing a favorable job meeting their needs

Further, in comparison with other cities, Miami Beach often rated above the norm. The most favorable community satisfaction results center around public safety, recently completed capital projects, maintenance services, recreation programs and facilities, garbage/trash collection, quality of beaches, and courteousness/professionalism of City employees.

While continuing to provide the services that help contribute to these high satisfaction levels, over $7 million in enhancements are funded in this budget to increase satisfaction even further, primarily funding initiatives identified by the community as areas of concern (traffic and development, storm drainage, cleanliness of canals/waterways, and condition of roads) or key drivers of overall satisfaction (cleanliness and maintenance of streets, buildings, beaches, etc.; safety; and communications, especially with businesses). These enhancements

include making our streets, waterways, and public areas cleaner; infrastructure improvements; expanded recreation programming; expanded code compliance and remediation programs; enhanced public safety, particularly in our neighborhoods and in emergency management; increased project management to expedite completion of capital projects; and increased outreach and communication with the community.

INCORPORATE STRUCTURAL CHANGES FOR THE FUTURE THAT ENSURE THE FISCAL MANAGEMENT AND SUSTAINABILITY FOR THE CITY IN THE LONG TERM

To ensure long-term financial sustainability and ensure that our capital assets are appropriately funded in the long term, the adopted budget includes the following structural changes:

- Increase the annual funding for the Capital Renewal and Replacement Fund by $1.2 million;
- An annual transfer of $2.5 million to the City's Capital Reserve to fund project shortfalls throughout the year;
- $5 million transfer to new capital fund to create a pay-as-you-go component of the capital budget;
- An annual $1.5 million transfer to a Capital Investment Upkeep Fund for non-facility related upkeep;
- An annual $1 million transfer for an Information and Communications Technology Fund;
- An annual $1 million transfer to the Risk Management Fund as part of a multi-year plan to address funding shortfalls in the reserve for claims against the City; and
- $3.9 million in increased funding for the City's 11% emergency reserve, previously funding from surplus revenues at year-end. The projected General Fund balance as of September 30, 2006 is $35.5 million due to this budgeted contribution to the emergency reserve allowing us to fulfill our legislative requirements and further strengthen our credit worthiness with Bond rating agencies.

INCREASE TAXPAYER VALUE FOR SERVICES

Miami Beach Homeowners Dividend Fund

At the same time, the FY 2005/06 adopted budget reflects an emphasis on the desire to enhance the value of services received for tax dollars paid by our residents. To that end, the budget, incorporates the Miami Beach Homeowners Dividend Fund proposed by Mayor David Dermer during his 2005 State of the City address. The Miami Beach Homeowners Dividend Fund is intended to provide a mechanism for a return-on-investment to homesteaded property owners that reside in the City of Miami Beach. This Fund allows for a return of funds back to eligible residents in FY 2005/06, after all their outstanding taxes and fees have been paid. The amount of the return is similar to the City portion of an additional $25,000 Homestead Exemption. This will result in each Miami Beach homeowner currently receiving a homestead exemption being eligible for a return of $200 in FY 2005/06. The estimated impact of this program is $3.3 million, to be funded from non ad valorem revenues such as franchise fees, utility taxes, occupational licenses, interest earnings, fines, etc.

Increase in Free Offerings for Residents

The FY 2005/06 adopted budget also includes several other benefits specifically for City of Miami Beach residents, including:

- Free access to City pools on weekends and during non-programmed hours;
- Free general admission to our Youth Centers on weekends and during non-programmed hours, including opening of both Youth Centers seven days per week;
- Free Family Saturday Nights at one of our park facilities four times per year, where families are welcomed, free of charge, to experience special activities;
- Free Learn-to-Swim programs for 3 to 4 year old residents; and
- Expanded scholarship programs for specialty camps in the summer.

These benefits are in addition to some our residents currently enjoy, including:

- Free admission to the Wolfsonian Museum;
- Scholarship programs for children to participate in day camps;
- Free "Fundays" and the first Sunday of each month (October – May); residents are welcomed, free of charge, to experience special activities, games, and food at some of our Parks facilities including North Shore Park and Youth Center, the Scott Rakow Youth Center / Ice Rink, and Flamingo Park pool. Special activities, games and foods are generally included;

- Free bi-annual Sports Expo for our residents – This event is hosted two times per year (fall / spring) to provide our residents an opportunity to register for all sports programs offered throughout the year. In addition to the early registration, there are games and activities (bounce house, climbing wall, music, inflatable slide, etc.);
- Free access to the majority of our senior citizen programs and special populations programs, including several free dances that take place throughout the year;
- Free of charge play at the Par 3 golf course for all residents;
- Free Movies in the Park ("family friendly" movies).
- Free crime analysis of residents' homes by our Police Department
- Free child safety seat checks by our Fire Department

Offset of Household Garbage and Trash Collection Fee Increase

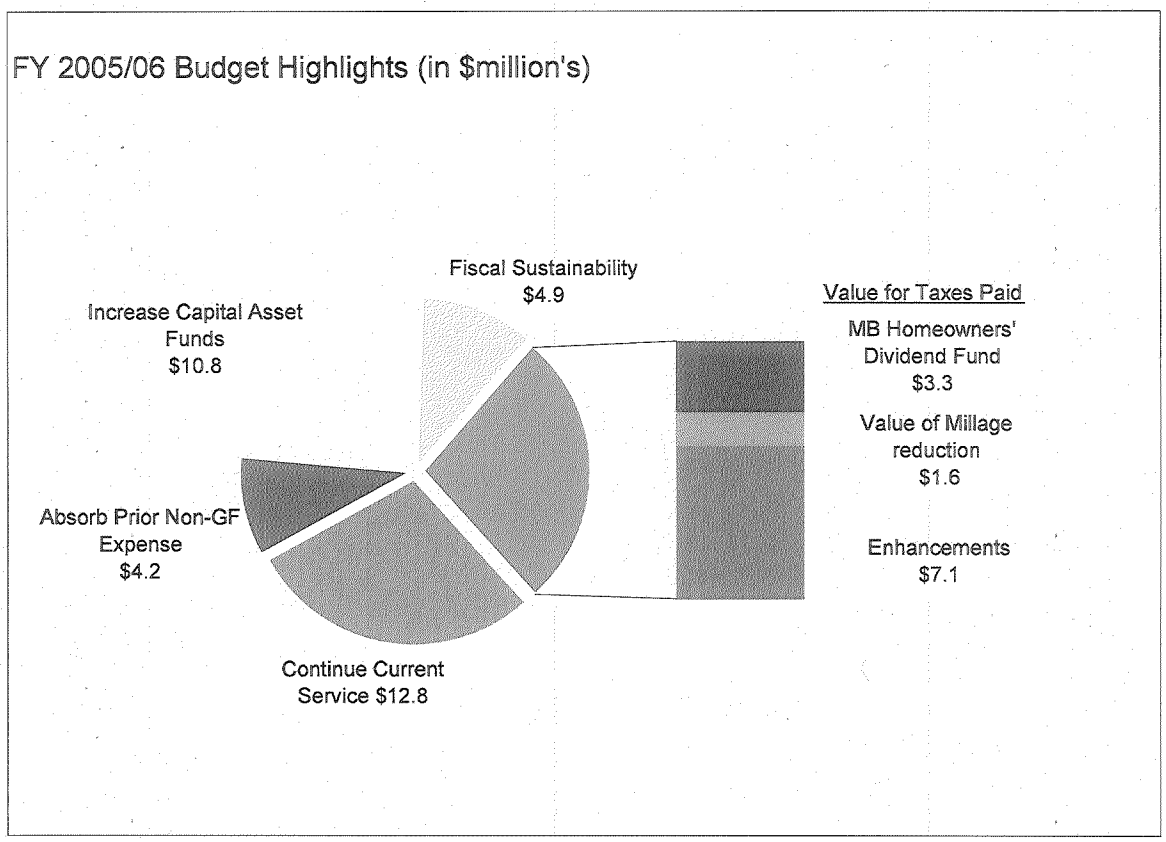
Finally, the Adopted Budget absorbs the impact of contractual CPI increases in payments to the contractor responsible for the collection and disposal of waste from single and multi-family households in the City and Miami-Dade County disposal fee increases. In effect, the Adopted Budget absorbs a $13.92 per household fee increase that otherwise would have been passed on to these households.

Overall Increase in Tax Payer Value for Services

Overall, the Adopted Operating Budget enhances the value of services for taxes paid by the community in several ways:

- Providing a $200 dividend return for full-time, homesteaded property owners;
- Providing expanded free access to many Miami Beach programs and facilities for all residents;
- Providing enhanced service levels addressing the priorities of the community;
- Absorbing the household garbage and trash collection fee increase incurred due to contractual CPI increases and Miami-Dade County disposal fee increases;
- Reducing the overall combined millage rate for all property owners in the community.

The following chart summarizes the funding components:



MISSION, VISION AND STRATEGIC PRIORITIES

The City of Miami Beach continues to make great strides in accomplishing our mission of providing excellent public service and safety to all who live, work, visit and play in our vibrant, tropical historic community and achieving our vision of becoming a community that is cleaner and safer; more beautiful and vibrant; mature and stable with a well-improved infrastructure; a unique historic, urban environment; a cultural, entertainment and tourism capital; and an international center for innovation in culture, recreation and business.

By staying focused on our mission, vision and strategic priorities, the City has achieved a great deal. The results of these efforts were clearly demonstrated in the findings from the community survey that are summarized in the following sections.

Cleaner and Safer

- Maintenance/appearance of public buildings, parks, playgrounds and landscaping in rights of way ranked high:
  - 80% responding that the maintenance/appearance of public buildings was either excellent or good.
  - 81% responding that the maintenance of parks was either excellent or good.
  - 82% responding that the appearance of playgrounds was either excellent or good.
  - 77% responding that landscaping in the rights-of-way was either excellent or good.
- Garbage/trash collection was rated by 80% of the residents as either excellent or good.
- The cleanliness of streets in neighborhoods was rated by 63% of the respondents as either excellent or good.
- Safety and City services provided by Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness ranked very high:
  - 78% responded that police services were excellent or good.
  - 96% responded that fire services were excellent or good.
  - 90% responded that emergency medical response services were excellent or good.
  - 95% responded that Ocean Rescue services were excellent or good.
  - 91% responded that the City's Emergency/Hurricane Preparedness efforts were excellent or good.
  - 89% responded that they feel very safe or reasonably safe in their neighborhood during the day.
  - 71% responded that they feel very safe or reasonably safe in their neighborhood during the evening/night.
  - 66% responded that they feel very safe or reasonably safe in business / commercial areas during the evening/night.

More Beautiful and Vibrant; Mature and Stable; A Unique Historic, Urban Environment

- The quality of beaches ranked high with 80% responding that they are either excellent or good.

Cultural, Entertainment and Tourism Capital

- 82% of the residents surveyed either strongly agreed or agreed that the tourism industry in Miami Beach contributed to the overall quality of life in the City. This area also ranked high with Businesses and Community Organizations. Further, the contribution of tourism to quality of life was a key driver for residents' perceptions of the City of Miami Beach as a place to live; and an important driver for resident perceptions of whether the City is better, the same, or worse versus a few years ago.
- The availability of restaurants was rated as the right amount by 78% of the respondents.

International Center for Innovation in Culture, Recreation and Business

- Recreation programs/facilities were rated as either excellent or good by 78% of the respondents.

Well-Improved Infrastructure

- Of those surveyed, 83% of respondents stated that recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.) were either excellent or good.

FY 2005/06 PRIORITIES

While we have accomplished much in the last five years, our community surveys provided insight into areas that the city can focus on and improve even further. We have used this information to develop measurable results for the City to achieve Key Intended Outcomes (KIO'S) over the next few years. In FY 2005/06 we have further prioritized these to reflect the most important drivers of community satisfaction identified through the surveys.

The following section highlights our priorities for next fiscal year, the key findings from the surveys supporting these priorities, describes how each of these

priorities have been addressed in the Adopted Operating Budget for FY 2005/06, and shows how each of these align with the City's vision for the future.

Cleaner and Safer

Increase resident ratings of Public Safety services: Our residents rated the Public Safety services provided by the City (Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness) very high across all areas of the City. At the same time, our residents identified safety as one of the top three factors that affect their quality of life and one of the top two or three changes to make Miami Beach a better place to live, work, visit or play. In particular, increasing visibility of police in neighborhoods was one of the top three items identified that the City could address to further improve public safety. Safety during the day was an important driver of perceptions of overall quality of life and their overall perceptions of the City of Miami Beach as a place to live.

This budget includes over $1 million in enhancements for Fire and Police to further improve public safety throughout the City. In Police, the enhancements include the implementation of a "neighborhood contacts" program by police in the Mid and North Beach areas, using six public safety specialists patrolling primarily on bicycles. By making five contacts per day, these six officers can reach over 7,000 households per year. In addition, patrol officers will each be encouraged to make at least one household or business contact per day, resulting in over 70% of households and businesses contacted throughout the year.

In the Fire Department, enhancements include a new Emergency Manager position to address homeland security concerns, hurricane activity and other emergencies that may occur in the city; a technical support position in Fire Prevention; and expanded fire rescue training. The enhancements also expand ocean rescue response capability by adding ATVs at five lifeguard stations, and replacing nine lifeguard towers. In addition, funding is provided for two additional thermal imaging cameras and for retrofitting Fire Stations number 1 and number 3 with exhaust recovery systems.

The Fire Department will pursue additional funding for Lifepak upgrades for Emergency Rescue, including an electronic reporting system, through the Housing Finance Authority.

Maintain crime rates at or below national trends: Preventing crime was one of the top three items identified in the survey that the City could address to further improve public safety. Approximately $240,000 in new funding is added to replace two contract data entry clerks with permanent staff and to hire a second technician for support of Police mobiles, both to enhance real-time reporting capabilities; to hire a fulltime property evidence technician to provide increased

coverage at night and reduce overtime; and to hire two additional police officers to enforce the recently adopted boat mooring ordinance.

In addition, $100,000 is added to provide for an assessment of enhanced lighting in business districts to address security concerns.

Improve cleanliness of Miami Beach rights-of-way, especially in business areas: Cleanliness of streets was identified as a key driver of satisfaction with our City government's ability to meet the needs of residents, the most important driver of resident perceptions of overall quality of life and a key driver for their perceptions of the value of City services for tax dollars paid. Further, many residents identified cleanliness as one of two or three changes to make Miami Beach a better place to live, work, visit or play. Sixty-three percent of residents rated cleanliness of streets as excellent or good.

Cleanliness was also identified as a key driver for business satisfaction with Miami Beach as a place to run a business, and overall business ratings of cleanliness in business areas was lower than in resident ratings of cleanliness in neighborhoods. Forty-seven percent of businesses rated cleanliness of streets in business/commercial areas as excellent or good versus 26% rating it poor.

The adopted budget incorporates approximately $1.3 million in enhancements to ensure the cleanliness of our rights-of-way. This will fund enhanced litter control levels of service along Washington Avenue from 5th Street to Lincoln Road, the Flamingo Park area, Lincoln Road between Washington and Collins Avenue (seven days and five nights per week), Harding Avenue from 79th Street to Indian Creek, including Abbott, Byron and Carlyle (five days per week). Litter control and pressure cleaning will also be enhanced in the Beach and Boardwalk zones, including the surrounding dune areas. This also includes funding for expanded litter control on 41st Street and 71st Street from $150,000 per year previously funded from Quality of Life to $389,000 providing for service five days per week in each area. Illegal dumping surveillance will also be increased, particularly in the North Beach area; smoker stations will be installed along Lincoln Road funded through the City Center redevelopment district; and a mobile leaf vacuum will be purchased to enhance the frequency of cleaning parks. The adopted budget reflects an additional 34 positions in the Sanitation fund. However, I have directed staff to develop a managed competition program allowing for some portion of these activities to be contracted out. Contracted operation would be compared to in-house operations on the basis of cost and performance.

In addition, the City will be implementing a monitoring system to ensure that these enhancements produce measurable improvements in cleanliness along our rights-of-way and public areas.

Improve cleanliness of Miami Beach waterways: Cleanliness of canals/waterways was rated more poorly than cleanliness of city streets, with 49% or residents and 49% of businesses rating waterway/canal cleanliness as excellent or good and 22% and 23% respectively rating it as poor. The adopted budget funds expanding the waterway cleaning efforts from $30,000 per year previously funded by Quality of Life funds to $97,500 through a contract for a comprehensive program for cleaning trash and debris from inland canals and waterways throughout the City.

More Beautiful and Vibrant; Mature and Stable; Unique Historic and Urban Environment

Increase resident satisfaction with the level of code enforcement: While 71% of residents responded that the level of code enforcement in the City was acceptable and about the right amount, 21% of residents rated the level as too little. The FY 2005/06 Adopted Operating Budget incorporates over $200,000 in new funding for the addition of three code officers to provide for expanded hours of operation across all areas of the City and an additional inspector is added to enforce the recently enacted newsrack ordinance, the cost of which is anticipated to be offset by increased revenues from fines.

Ensure compliance with code enforcement within a reasonable timeframe: Additional funding is provided for expansion of the graffiti remediation program citywide, a wildlife eradication program throughout the City, and enhanced funding for remediation of overgrown vacant lots, a total of $73,000. An additional $100,000 will be funded from the adopted Information and Communications Technology Fund for software to enhance tracking of employee productivity, caseload by zone, and caseload turnaround time, etc.

Maintain Miami Beach public areas and rights-of-way, especially in business areas: Landscape maintenance in the rights-of-way/public areas was identified as a key driver of quality of life for our residents and for the perception of the value of City services for tax dollars paid by our businesses. While generally positive, as with cleanliness, businesses satisfaction was lower than resident satisfaction. Seventy-seven percent of residents and 67% of businesses rated landscape maintenance in rights-of-way and public areas as excellent or good, and 23% and 33% respectively rated it as poor.

Additional funding is incorporated for an enhanced hedge around the Miami Beach golf course ($55,000). While providing an alternative to a fence, the hedge will also enhance beautification around the golf course. In addition, $62,000 in new funding will be provided from the Parking Department for a full-time contracted two-person maintenance crew for pressure cleaning, sign

installations and repair, meter installations, and general routine maintenance of parking facilities.

Finally, replacement of landscape stock in needed areas will be funded from the adopted Capital Investment Upkeep Fund.

Ensure all historically significant structures and districts are considered for local designation by the Commission; Protect historic building stock: While 66 % of our residents felt that the city's historic preservation efforts were about the right amount, 24% responded that the City's efforts were too little or much too little. The historic building stock is integral to the City's unique tropical historic character. We have accomplished much, with over 1,525 properties designated. In FY 2005/06 existing resources will be used to bring additional structures and districts to the Commission for consideration. In addition, a list of buildings that need to be protected (categorized by level of risk) will be developed, as well as developing criteria for frequency of inspection, etc.

Increase satisfaction with neighborhood character and increase satisfaction with development and growth management across the City: In their neighborhoods, 54% of residents rated the pace of development as about the right amount and 31% too much or much too much. However, regarding development across Miami Beach, 41% of residents rated it as about the right amount and 55% as too much or much too much. Most residents identified the area of development and growth as one of two or three changes to make Miami Beach a better place to live, work, play or visit.

The Adopted Budget maintains the increase funding levels in the Planning Department implemented last year, particularly focusing on conservation of neighborhood character and review of the City's concurrency management system. Over the next year, the Planning Department will continue its efforts to develop and implement new Growth Management initiatives to address these concerns.

Funding levels in Parks and Recreation implemented in FY 2004/05 for enhanced green space management and in Public Works for enhanced traffic management are also maintained. In addition, Public Works is working with neighboring municipalities to develop a coastal communities master plan to evaluate how best to address traffic concerns.

Increase satisfaction with recreational programs: Residents rated the City recreation programs and facilities high across all areas of the City. Additionally, many residents identified recreational programs among the most important factors in their quality of life.

The Adopted Budget incorporates $460,000 in recreational program enhancements including seven full-time and two part-time positions and operating expenses for Normandy Park and Pool scheduled to re-open in summer 2006, six part-time recreational leader positions for new programming at Fairway Park, four part-time recreational leader positions to reduce staffing ratios for after schools programs, one full-time recreation leader to develop and implement a senior scenes club program of activities, classes and trips, one part-time recreational leader and operating expenses for enhancement of the Teen Club at North Shore Youth Center, and new computers and peripherals for Flamingo Pool and the Police Athletic League facility. This also includes funding for the increased costs of opening North Shore Youth Center on Sundays and Scott Rakow Youth Center on Saturdays, making our Youth Centers open to the public seven days per week.

An additional $150,000 in funding is included to provide for a free-of-charge "Learn to Swim" program for 3 to 4-year old residents and to provide for expansion of scholarships available for specialty camps. The Adopted Budget also incorporates the elimination of fees for resident use of city pools on weekends and during non-programmed hours and for accessing general use of the Youth Centers on weekends and during non-programmed hours.

In addition to these enhancements, the Parks and Recreation Department will be evaluating the feasibility of operating a watersports facility out of the Police Department's North District Office on the Indian Creek waterfront.

Reduce the number of homeless: Thirty-one percent of residents and 25% of businesses rated the City's efforts to address homelessness as excellent or good versus 36% and 50% respectively rating it as poor. Residents identified homelessness as one of the top three items identified that the City could address to further improve public safety. Much has been accomplished in the last several years, with the census count for the number of homeless in the City declining from 314 in November 2000 to 239 in January 2005. The City will continue our enhanced funding for homeless services from prior years, including partnering with Citrus Health to provide a coordinated approach to addressing mental health issues often associated with the chronically homeless. Further, the adopted budget includes approximately $80,000 for an additional position in Homeless services to assist in emergency housing transitioning and to increase placement opportunities, as well as provide outreach and education including, a guide for residents and businesses on services available and how they can help.

Increase access to workforce or affordable housing: Thirty-eight percent of residents rated availability of affordable housing as acceptable / about the right amount and 50% as too little. Most residents identified this as one of two or three changes to make Miami Beach a better place to live, work, play or visit. Lack of affordable housing also was cited by many businesses as one of the most

important challenges facing them in the next several years. Property values continue to rise dramatically throughout the entire region, creating a regional challenge, as well as across the country in desirable areas.

The Adopted Budget includes the maintenance of existing resources for upgrading multi-family rental housing, purchasing and rehabilitating first time homebuyer units, down payment assistance to low-income homebuyers, and rehabilitation of low income and owner-occupied units.

Cultural, Entertainment and Tourism Capital

Increase community rating of cultural activities: Sixty-two percent of residents and 57% of businesses rated the availability of cultural activities as about the right amount, while 34% and 41% respectively rated the availability as too few. The City has significantly expanded support of the arts in recent years, providing $587,000 in grants in FY 2004/05. Community information and outreach regarding the arts will be an integral component of an expanded communications program by the City. Approximately $18,000 in new funding is included four Free Family Saturday Nights program events at our parks in partnership with cultural groups. In addition, the City, along with the Cultural Arts Council and the Miami Beach Visitors Convention Authority, will conduct focus groups to obtain more specific information regarding types of cultural activities desired, accessibility to cultural activities, availability of information regarding cultural activities, etc.

Improve availability and accessibility of major events: Overall, 51% of residents and 50% of businesses rated the availability of cultural activities as about the right amount while 38% and 41% respectively felt they should occur more often. The job the City is doing in handling major events was one of the most important drivers for resident perceptions of City of Miami Beach as an excellent place to live, their perceptions of whether City government is meeting their needs and an important driver of their perceptions of overall quality of life, and for their perception of the value of City services for tax dollars paid. Further, frequency of major events was a key driver for businesses as to whether our City government is meeting their needs.

The adopted budget includes $58,000 in new funding for special events support, including a special events inspector to provide a full-time presence at events on nights and on weekends, a contract position for initial contacts with event producers, and a Plans and Policy Manager in the Police Department for special events. In addition, the City will conduct focus groups to obtain more specific information regarding types of major events desired.

International Center for Innovation in Culture, Recreation and Business

Make City more business friendly: Building code enforcement/compliance, contacting the City to pull a permit/plan review, and the City being open/interested in business concerns/issues were unique issues identified by businesses.

Businesses' perceptions of the City government as open and interested in hearing business concerns/issues was the most important driver for businesses' perceptions of the City of Miami Beach as a place to do business and whether the City is better, the same, or worse versus a few years ago – their rating of our City's user friendliness, ease of understanding processes, and training/knowledge of City employees were also important to businesses' perceptions of the City of Miami Beach as a place to do business.

The adopted budget includes over $400,000 for a full year of funding for eight positions added in mid-year 2004/05 to reduce turn around times for plan reviews, and decrease overdue elevator inspections and tests. In addition, one position is added in the Finance Department to create a one stop lien shop consolidating building, code and fire lien functions.

Well-Improved Infrastructure

Maintain or improve traffic flow: Twenty-eight percent of residents use mass transit as their primary mode of transportation and 15% use walking, bicycling, motorcycles or mopeds as their primary mode. Almost half of the City's residents do not use a car as their primary mode of transportation.

Thirty-six percent of residents and 25% of businesses rated traffic flow as excellent or good while 31% and 40% respectively rated it as poor. Many residents identified traffic as one of two or three changes to make Miami Beach a better place to live, work, visit or play and was identified as one of the areas to change to make Miami Beach a better place to do business. At the same time our residents identified traffic and congestion among the top three factors affecting their quality of life. Traffic ratings were a key driver for businesses as to whether our City government is meeting their needs.

We also need to provide enhanced infrastructure and capacity for the many residents who do not use a car. The adopted budget includes approximately $75,000 for a bicycle/pedestrian network coordinator to expedite implementation of bikeways and pedestrian walkways throughout the City and for the implementation of additional bicycle racks.

Ensure well designed quality capital projects: Eighty-three percent of residents and 79% of business rated the City's recently completed capital projects as excellent or good and 4% and 7% respectively rated it as poor. Resident perceptions of recently completed capital improvement projects was the most important driver for resident perceptions of whether the City is better, the same, or worse versus a few years ago. Similarly business perceptions of recently completed capital improvement projects was a key driver of whether the City is better, the same, or worse versus a few years ago. While our community is very pleased with the capital projects that have been completed, many projects have experienced significant delays. To help expedite plan review and manage projects in construction, the adopted budget includes $400,000 in new funding for two positions in Public Works and three in CIP.

In addition, the annual funding of the Capital Reserve Fund will help ensure that projects are not delayed due to funding shortfalls.

Ensure well-maintained facilities: Eighty percent of residents and 73% of businesses rated landscape maintenance in rights-of-way and public areas as excellent or good, and 3% and 8% respectively rated it as poor. Appearance/maintenance of public buildings is an important driver of resident perceptions of overall quality of life for their perception of the value of City services for tax dollars paid. In FY 2004/05 the city began two important initiatives: (1) funding of the Capital Renewal and Replacement Reserve for general fund facilities; and (2) initiation of assessments of our facilities to identify and plan for both renewal and replacement needs, as well as the more routine maintenance. Assessments for City Hall and Old City Hall have been completed. The Police Building, the 21st Street Community Center, and the 777 Building are planned to be completed before year-end.

An additional $150,000 is funded for FY 2005/06 to complete assessments on 9 additional buildings in FY 2005/06. Further, five positions are added in Property Management to address increasing maintenance requirements as new facilities are brought on line and to ensure completion of renewal and replacement projects at a cost of $325,000.

Further, the annual funding for the Capital Renewal and Replacement Fund is increased by $1.2 million, for a total funding of $2.53 million, for project that extend the useful life of General Fund facilities.

Ensure well-maintained infrastructure: Infrastructure (storm drainage and condition of roads) are important drivers for resident perceptions of whether the City is better, the same, or worse versus a few years ago and for their perception of the value of City services for tax dollars paid. Condition of sidewalks was a key driver for businesses as to whether our City government is meeting their needs.

- 45% of residents and 38% of businesses rated storm drainage as excellent/good while 28% and 38% respectively rated it as poor
- 53% of residents and 48% of businesses rated condition of sidewalks as excellent or good while 18% and 23% respectively rated it as poor
- 47% residents and 38% of businesses rated condition of roads as excellent or good and 23% and 8% respectively rated it as fair or poor

The adopted budget includes approximately $900,000 in enhancements for a citywide pavement assessment and repair program, broken sidewalk replacement, as well as a regular maintenance program for outfall and catch basin cleaning and repairs. In addition, $120,000 is included to increase the number of positions supporting the automated mapping of the City's infrastructure and work order system from one to three. Of these total combined enhancements, approximately $900,000 is funded from the Stormwater and Sewer Enterprise funds.

Communications, Customer Service and Internal Support Functions

We have also prioritized Key Intended Outcomes to ensure the long-term sustainability of our City government including improved communications with our residents, ensuring financial sustainability and ensuring that we have the best possible employees to deliver services to our community.

Enhance external and internal communications from and within the City: While 60% of our residents and 50% of our businesses rated the amount of information received from the City as about the right amount, 38% of residents and 46% of businesses rated it as too little. Perceptions by residents and businesses of whether City government was open and interested in hearing their concerns and issues was a key driver of their perceptions of whether City government is meeting their needs.

The FY 2005/06 Adopted Operating Budget incorporates centralization and enhancement of all Communications functions within the City. Although preliminary in concept, it is anticipated that the new Communications Department will include two existing communications positions within the Office of Communication, two media positions and the part-time Proclamation Clerk position (to provide part-time publications graphics support) from the City Clerk's Office, as well as the sponsorship position from the Parks and Recreation Department.

Similarly, we are consolidating our outreach functions in the Neighborhood Services Department. To this end, an existing business outreach position in

Economic Development will be transferred to the Community Outreach Section of Neighborhood Services.

Fifty-seven percent of our residents receive information about the City most often from daily or community newspapers, and 20% from the city's government access cable channel (formerly Channel 20, now Channel 77). Approximately $240,000 is funded for a regular advertising page in local newspapers, a bi-monthly newsletter, and expanded cable programming, including a contracted program manager. In addition to existing positions, $180,000 in funding is provided for an additional public information specialist, an additional media specialist, and a graphics position.

An additional $95,000 is included for capital improvement program (CIP) project newsletters to be distributed bi-annually to each of the 14 neighborhoods throughout the City, and replacing an existing Community Information Manager position with two Community Information Coordinators to enhance outreach with the neighborhoods.

Further, $86,500 in communications equipment will be funded from the Information and Communications Technology Fund.

Increase resident satisfaction with employee contact: The rating by businesses on the training/knowledge of employees contacted was a key driver of their perception of the value of City services for tax dollars paid. The City began an enhanced customer service initiative in FY 2004/05 including refinement of customer service standards, citywide customer service training, and initiation of a service secret shopper program across all City departments. This effort will be continued in FY 2005/06.

Expand hours and service through e-government: In addition to a new code system, the adopted budget includes $82,000 for an internet parking application. An existing contracted temporary clerical position will be converted to a full-time position to assist with implementation and support of the software.

Ensure expenditure trends are sustainable over the long term and improve the City's overall financial health and maintain overall bond rating: the adopted budget includes $30,000 for software and technology anticipated to result in increased revenues, an on-line grants locator system and a Parking VIN vehicle to electronically identify parking ticket scofflaws. A new Financial Analyst II is added to ensure more timely reconciliation of bank accounts. Finally, approximately $137,000 is anticipated in efficiencies, including overtime reductions through hiring 3 positions in Fire and 1 position in Parking.

Improve processes through information technology: Approximately $240,000 will be funded by Information Technology for new IT positions, including a

Storage Area Network (SAN) Architect to develop and implement a strategic solution to address multi-department storage needs, an additional resource to support the City's more than 1,500 desktop users, and 1 position providing full-time support for Citywide deployment of Voice Over Internet Protocol that allows the City to achieve savings by bringing data and voice traffic together on the same network.

In addition, the Information and Communications Technology Fund will provide funding for the new SAN, implementation of an Enterprise Uninterrupted Power Supply for the City's data center, a "Self-Defending Network" solution to improve system security and mitigate potential virus infiltrations to the City's network, and an e-mail archiving solution to enhance our retrieval capabilities for public records requests etc. and to further optimize storage requirements. In addition, this fund will provide an advance funding stream for the implementation of a citywide wireless broadband network (WiFi) to enhance the City's public safety network and provide "Hotspot" areas for public access. The fund will be re-paid over time from the considerable savings that will be incurred for our current wireless applications.

To enhance tracking performance and ensure we achieve results, the City will pursue performance management software, funded by the Information and Communications Technology fund.

Attract and maintain a quality workforce:

The Citywide account will continue to fund organizational development workshops and retreats focusing on leadership development, a results-oriented organizational culture, process improvement and performance management, and technology skills. In addition, we will be enhancing training and facilitation skills for liaisons across all departments to enhance our ability to roll-out various training programs in all City departments. The Parking Department will also help fund a portion of these costs.

Increase overall community satisfaction with City Service:

While our community satisfaction levels were overall very favorable, "Value of City Services for Tax Dollars Paid" was a key driver for residents' perceptions by residents and businesses of the City of Miami Beach as a place to live, and their perceptions of whether City government is meeting their needs.

Most businesses identified high property taxes as one of two or three changes to make Miami Beach a better place to live, work, play or visit as well as one of the areas to change to make Miami Beach a better place to do business.

The FY 2005/06 Adopted Operating Budget focuses on increasing the value of services for taxes paid by the community in several ways:

- Providing a $200 dividend return for Miami Beach homeowners;
- Providing expanded free access to many Miami Beach programs and facilities for all residents;
- Providing enhanced service levels addressing the priorities of the community;
- Absorbing the household garbage and trash collection fee increase incurred due to contractual CPI increases and Miami-Dade County disposal fee increases;
- Reducing the overall combined millage rate for all property owners in the community.

GENERAL FUND FINANCIAL SUMMARY

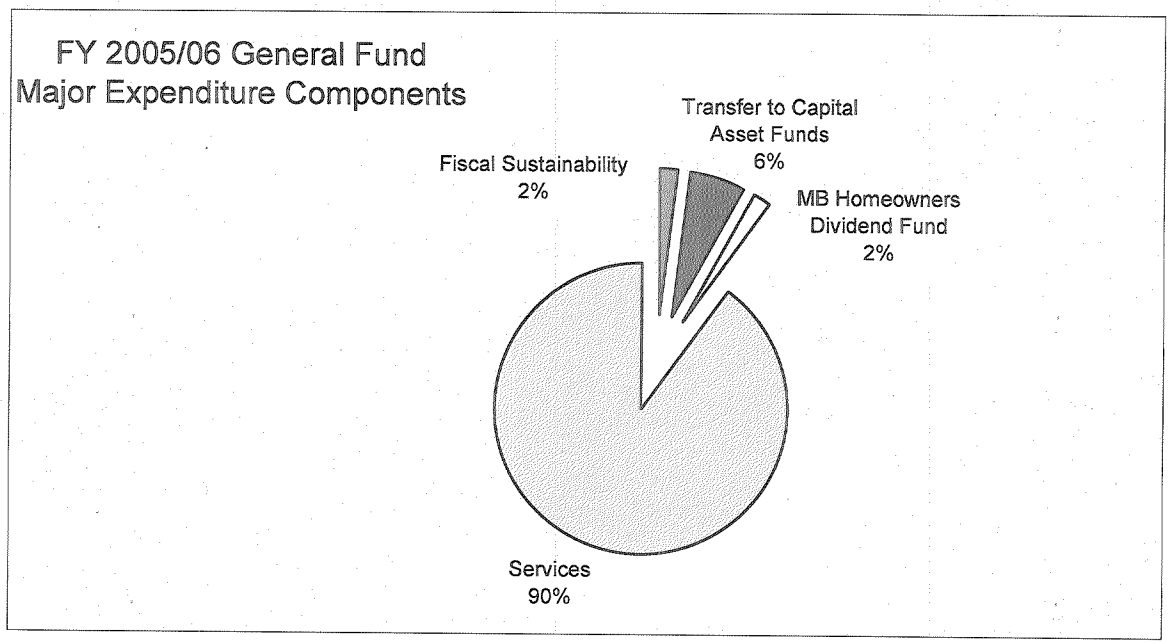
The General Fund is the primary source of funding for all City services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fees for services, fines, rents and concession fees and interest income. Additionally, Resort Taxes contribute funding for tourist related activities provided by General Fund departments. Maintaining the basic service level into FY 2005/06 translates into a Adopted General Fund Budget of $180,230,189; $12,060,311 or 7.2% greater than the FY 2004/05 adopted budget of $168,169,878. This is similar to the 7.5% increase in current service levels in the FY 2004/05 adopted budget. In addition, $4.1 million in operating costs previously funded from the South Pointe redevelopment district, from Resort Tax Quality of Life funds, and from the Special Revenue funds, are also absorbed into the General Fund budget this year, an additional increase of 2.5%.

Additionally, the General Fund budget adds $3,945,077 for enhanced service levels, an increase of 2.3%. An additional $482,122 is included in the General Fund for the impact of enhancements in internal service funds, an increase of 0.2%.

Further, the Adopted General Fund Budget adds $3,269,000 for a Miami Beach Homeowners Dividend Fund to provide a return on investment to homesteaded property owners which increases the prior year budget by 1.9%.

Finally, the FY 2005/06 Adopted Operating Budget incorporates structural changes that will help ensure the long term financial sustainability of the City and ensure that our capital assets are fully funded. These initiatives represent an increase of $15,837,949 million in increases the prior year budget by 9.4%.

Therefore, the total Adopted General Fund Operating Budget is $207,925,117 which is $39,755,239 or 23.6% greater than the FY 2004/05 adopted budget of $168,169,878. Going forward, the General Fund Operating Budget is comprised of 90% for services, 6% capital related, 2% financial sustainability, and 2% return on investment.

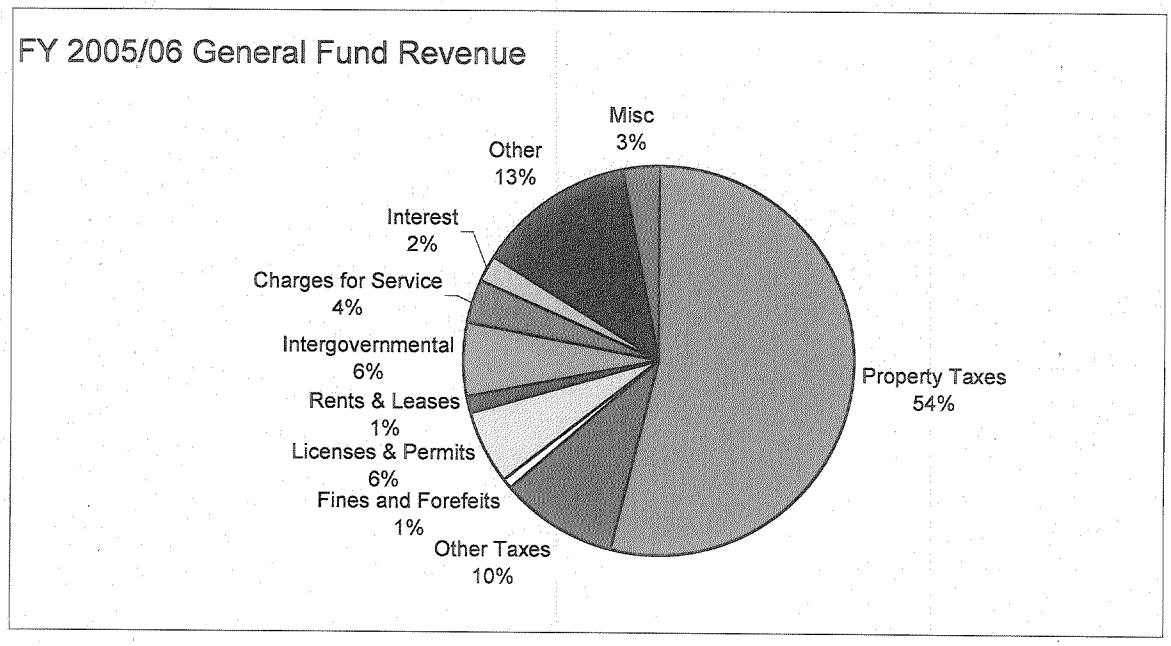


General Fund Revenues

The net General Fund ad valorem budgeted revenue available for use Citywide increased from $78.03 million in FY 2004/05 to $101.45 million for FY 2005/06, an increase of $23.42 million, or 30% in General Fund ad valorem revenues. Of the $101.45 million, $6.95 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place.

In addition, $7.72 million previously part of the South Pointe redevelopment district tax increment revenues, are incorporated in the General Fund. Pursuant to the Amended CDT Interlocal Agreement, the use of these funds is restricted to the geographic area of the former South Pointe redevelopment district.

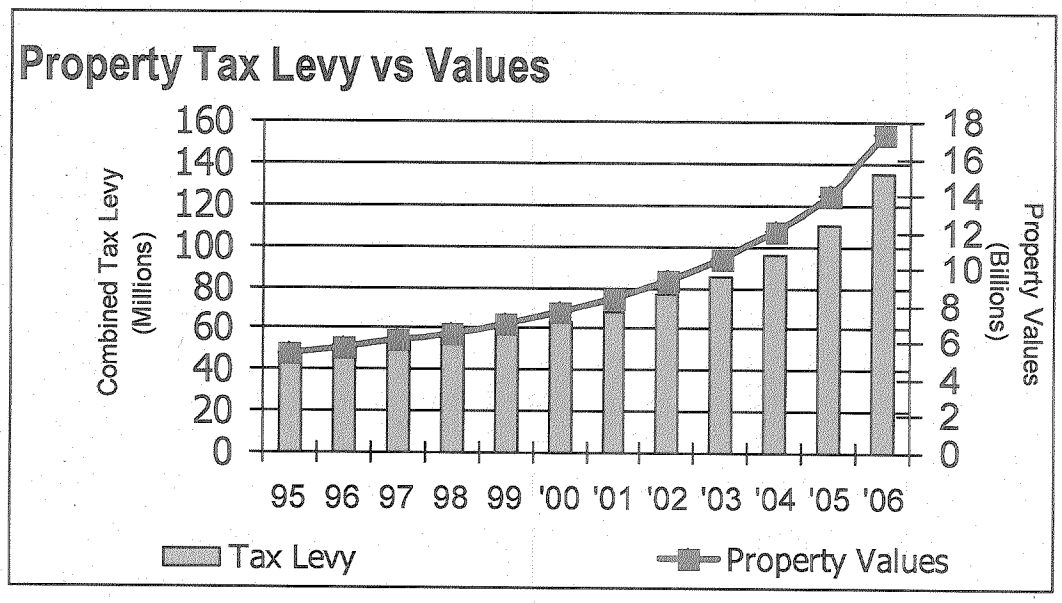
Finally, ad valorem revenues restricted to the City's Capital Renewal and Replacement Reserve will increase from $1.347 million to $2.529 million, an increase of $1.182 million or 87.8%. Of this amount, $0.284 million is due to increased property assessments, and $0.898 million is due to enhanced funding levels.



As in past years, the largest increase in budgeted revenues for FY 2005/06 comes from ad valorem property tax, which includes a levy for the general operations of the City, a levy for a Capital Renewal and Replacement reserve as well as a levy for the debt service on outstanding general obligation bonds. This budget reduces the overall combined millage for the City by 0.1 mills from 8.173 to 8.073. The City's FY 2004/05 operating millage rate of 7.299 for general operations remains the same for FY 2005/06. An additional millage of 0.056 has been added to the FY 2004/05 for Capital Renewal and Replacement millage for a total of 0.182 mils. This additional millage is offset by a decrease of 0.156 in the current debt service millage rate from 0.748 to 0.592. As a result, the overall combined millage for the City will decrease by 0.1 mills to 8.073.

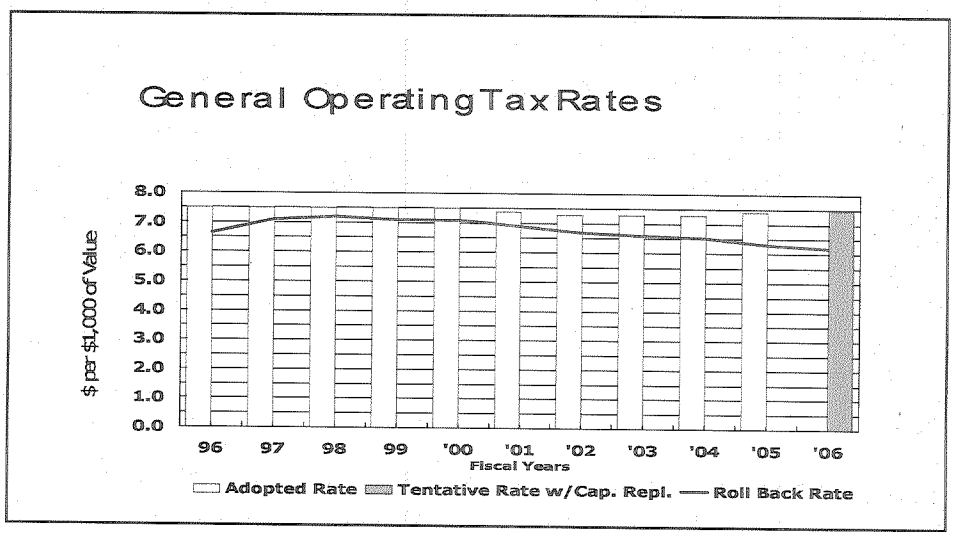
Property Values and Ad Valorem Taxes

According to the 2005 Certification of Taxable Value received from the Miami-Dade County Property Appraisers Office, the taxable value for the City of Miami Beach increased from $14.04 billion as of January 1, 2004 to $17.45 billion as of January 1, 2005. This included over $825 million in new construction. This preliminary value represents an increase of $3.4 billion or 24% over 2004's final value and represents another record setting year.



The comparative assessed values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from $1.6 billion to $2.27 billion, an increase of $637 million, a 39% increase in values over 2004 values. In addition, assessed valued within the geographic area formerly known as the South Pointe redevelopment district increased from $1.7 billion to $2.17 billion, an increase of $447 million, or a 26% increase in values over 2004 values.

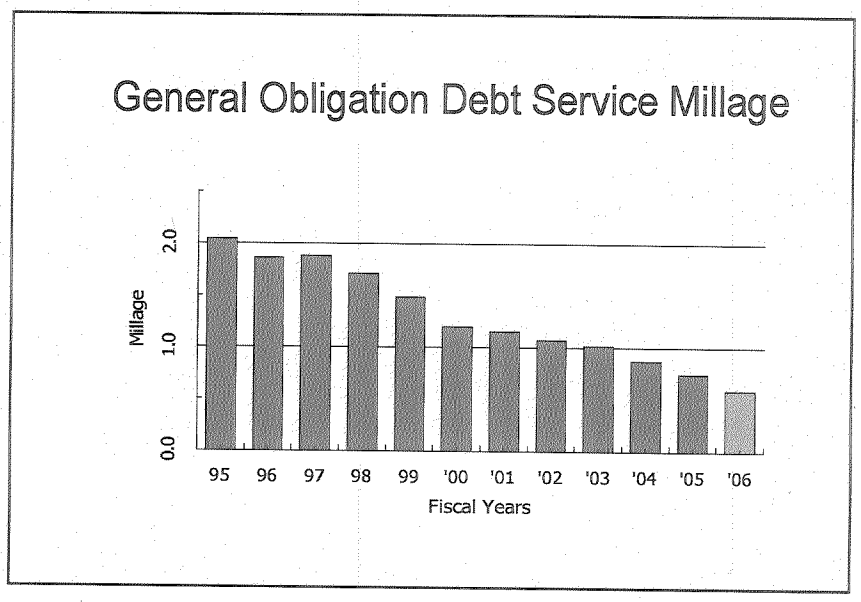
The adopted millage rate of 7.299 mills for general City operations will generate ad valorem tax revenues of $122.9 million, $24 million more than the prior year levy of $98.9 million, reflecting a 24% increase.



Of the total citywide ad valorem tax revenues of $122.9 million, $13.7 million will be transferred to the Redevelopment Agency for the City Center Redevelopment district for a net of $109.2 million. $7.7 million of the $109.2 million is restricted for expenditures within the geographic area formerly known as South Pointe redevelopment district for net ad valorem revenue total of $101.5 million in the General Fund available for use Citywide.

General Obligation Debt Service Fund

The general obligation debt service payment for FY 2005/06 is approximately $9.96 million, reflecting a decrease of $173,000 or 1.7%, which reflect a cumulative decrease of 0.892 mills since the $92.465 million General Obligation Bond Referendum in FY 1999. This decrease is due to the increase in assessed values, the reduction in outstanding principal and lower rates on more recent debt issue. These bonds require the levy of a debt service millage of 0.592 mills, which is the result of the significant and continued increases in assessed values. This reduction is 0.156 mills (20.9%) less than the FY 2004/05 rate of 0.748 mills.



Millage for Capital Renewal and Replacement

In FY 2004/05 the City established a restricted account for the renewal and replacement of the City's General Fund facilities to extend the useful life or replace equipment whose useful life has expired. Project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process, and are used exclusively for those capital expenditures that help to extend or replace the useful life of our facilities.

The funding of this restricted account is accomplished by adding a percentage of the amount of the Debt Service Millage reduction to the General Operating Millage. In FY 2004/05, the dedicated millage for Renewal and Replacement was 0.126. In FY 2005/06, the reduction in debt service millage is 0.156, of which 0.056 was added for a cumulative Renewal and Replacement millage in FY 2005/06 of 0.182, and with a net decrease to the total operating millage of 0.1 mills.

The chart below illustrates the concept.

	" Dedicated Millage For Capital Renewal and Replacement" Tax Levy			
	FY 2003/04	FY 2004/05	**FY 2005/06**	Inc/(Dec)
General Operating	7.299	7.299	**7.299**	0.000
Renewal & Replacement	0.000	0.126	**0.182**	0.056
Total Operating Millage	7.299	7.425	**7.481**	0.056
Debt Service	0.874	0.748	**0.592**	(0.156)
TOTAL	8.173	8.173	**8.073**	(0.100)

As assessed values in the City continue to rise over the upcoming years, the cost of debt service on outstanding general obligation bonds will be spread over a larger value, resulting in a decrease in debt service millage each year. If the City continues this process, thereby adding the decrease in debt service millage each year to the general operating millage until the amount of the millage associated with maintenance reaches 0.5 mills, it will generate (based on today's value of a mill) approximately $7.5 million for additional capital renewal and replacement each year. Once this level is reached, the total millage is expected to continue to decrease providing room for future GO bond issuances should the Commission and the community wish to pursue future issues.

Impact on the Homeowner

Amendment 10 to the State Constitution took effect on January 1, 1995 and limited the increase in assessed value of homesteaded property to the percentage increase in the consumer price index (CPI) or three percent (3%), whichever is less. For 2006, the CPI has been determined to be 3.3 percent and therefore, the increase is capped at 3% for increased values as of January 1, 2005. The $25,000 homestead exemption is applied after the increase in value

as follows: the average assessed value of residential property as of January 1, 2004 in Miami Beach was $233,000, that value is increased by the 3% to a new value of $239,990. The homestead exemption of $25,000 is then deducted, yielding a taxable value of $214,990. This is an increase of $6,990 in taxable value over the prior year (2004).

Using the Adopted tax rates, the increased value is then taxed as follows:

Taxing Jurisdiction	Adopted	
	@ 7.299	Operating
	0.182	Capital Renewal & Replacement
	0.592	Debt Service
	8.073	
Miami Beach		
	$51.02	Operating
	12.92	Capital Renewal & Replacement
	(28.31)	Debt Service
	$35.63	
Miami-Dade County	$32.96	
School Board	7.19	
Other	5.14	
Totals	$80.92	

At the combined adopted millage rate of 8.073, the total dollars for Operating, Capital Renewal and Replacement, and Debt Service paid to the City when compared to the prior year's taxable value of $233,000 and 8.173 millage rate, will increase by $35.63. The overall taxes, including taxes paid to other entities will increase by $80.92.

For homesteaded property owners, both the City portion and County portion increases are more than offset by the $200 Miami Beach Homeowners Dividend Fund payment.

Other General Fund Revenues

Resort Tax revenues transferred to the General Fund for tourism-related expenditures are anticipated to increase from $18.9 million in FY 2004/05 to $19.6 million in FY2005/06, reducing the gap between tourism-related expenditures provided by General Fund departments and Resort Tax revenues transferred to the General Fund.

The General Fund Budget includes approximately $2.9 million intergovernmental revenues, pursuant to the Amended CDT Interlocal Agreement, that are used to

offset CDT or municipal resort tax type eligible expenditures. In FY 2005/06, these revenues are used to fund the Miami Beach Botanical Garden, the Bass Museum of Art, operating subsidies for the Colony and Byron Carlyle theatres, debt service on the Normandy Shore Golf Course, installation of new hedges along the Miami Beach Golf Course, Homeless outreach and placement services, 4th of July Fireworks, and the Miami Beach Chamber of Commerce Visitors Center.

Interest revenues are projected at $4.2 million, approximately an increase of $1.4 million over the FY 2004/05 budget, primarily due to increased interest rates, and franchise fees and taxes are projected to increase by $1.2 million based on current revenue trends. Licenses and permits are increased by $1 million based on FY 2004/05 trends and partially used to fund additional positions in the Building Department to support the increased activity beginning in mid FY 2004/05.

The General Fund Adopted Budget includes fee increases at the Miami Beach Golf Course to a level consistent with fees charged at similar facilities in the region, generating an additional $150,000 per year. However, fees for City of Miami Beach residents at the Miami Beach Golf Course will remain unchanged. No other General Fund fee increases are adopted beyond those increases approved by the City Commission in 2003 for implementation in FY 2005/06. In addition, $1.3 million in Special Revenues from Recreation fees will be brought into the General Fund, offset by the same in expenditures. Going forward, the use of the revenues will be tracked separately through the project accounting component of our new financial system.

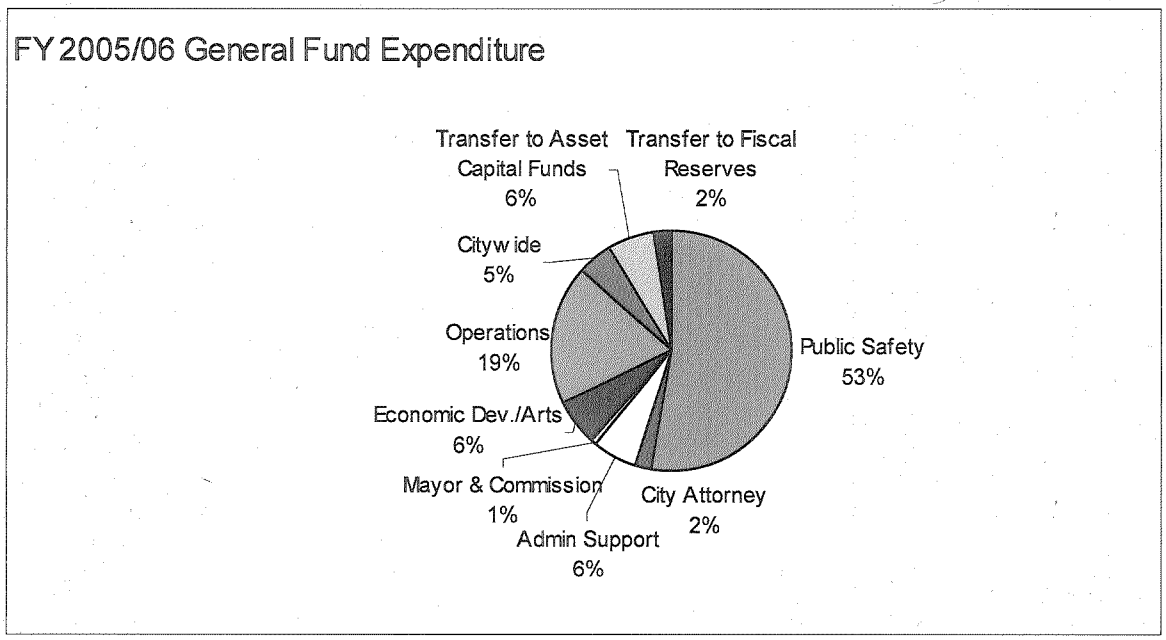
General Fund Expenditures

Maintaining the basic service level into FY 2005/06 translates into a Adopted General Fund Budget of $180,230,189; $12,060,311 or 7.2% greater than the FY 2004/05 adopted budget of $168,169,878 in addition to absorbing $4.1 million in operating costs previously funded outside of the General Fund, an additional 2.5% increase. The General Fund budget adds $3,945,077 for enhanced service levels, an increase of 2.3%, and includes $482,122 for the impact of enhancements in internal service funds, an increase of 0.2%.

Further, the Adopted General Fund Budget adds $3,269,000 for a Miami Beach Homeowners Dividend Fund to provide a return on investment to homesteaded property owners, increasing the prior year General Fund budget by 1.9%.

Finally, the FY 2005/06 Adopted Operating Budget incorporates $15,837,949 million in structural changes that will help ensure the long term financial sustainability of the City and ensure that our capital assets are fully funded,

increasing the prior year General Fund budget 9.4%.



Enhancement details are described in the previous section entitled **FY 2005/06 PRIORITIES**.

Public Safety

Public Safety is comprised of the Police and Fire Departments. The FY 2005/06 adopted budget for this area is $107.8 million and includes $1.9 million in Community Policing costs previously funded by the South Pointe redevelopment district and $1.2 million in enhancements. This amounts to 51% of the total General Fund budget and represents an increase of $10.2 million from the FY 2004/05 budget. This budget is supplemented by $2.5 million of RDA funds for community policing initiatives in the City Center redevelopment

Operations

General Fund Operations is comprised of the Public Works, Neighborhood Services, Parks and Recreation, and the Capital Improvement Program Office. The adopted FY 2005/06 General Fund budget is $38.6 million and includes $107,000 for code officers previously funded from Resort Tax Quality of Life and $1.268 million previously funded from the Special Revenue Fund, the latter of which is offset by equivalent revenues. Approximately $2 million in enhancements are also included, primarily in Parks and Recreation, the Capital Improvement Office, Code Compliance, and the Streets and Streetlighting Division of Public Works. This amounts to 36% of the total General Fund budget,

net of RDA, and represents an increase of $4.4 million from the FY 2004/05 budget.

Economic Development and the Arts

Economic Development and the Arts is comprised of the Building and Planning Departments and Economic Development, Tourism and Cultural Development (including the Byron Carlyle and Colony Theatres), and the Bass Museum. The adopted FY 2005/06 General Fund budget is $12.9 million including approximately $400,000 in enhancements from the General Fund. This amounts to 6% of the total adopted General Fund operating budget and represents an increase of $1.6 million from the FY 2004/05 budget.

Administrative Support Services

Administrative Support Services is comprised of the Finance, Human Resources Departments, the Grants Management, Internal Audit and Procurement Divisions, and the Offices of Management and Budget, City Clerk and City Manager. The FY 2005/06 adopted budget for this area is $12.8 million including approximately $750,000 in enhancements, primarily in Communications. This amounts to 6% of the adopted General Fund operating budget and represents an increase of $1.9 million from the FY 2004/05 budget.

City Attorney

The adopted FY 2005/06 budget for the City Attorney is $4 million, represents 2% of the total General Fund budget and reflects an increase of $797,000 over the FY 2004/05 budget.

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, and Parking Departments. The adopted FY 2005/06 budget for this area is $107.7 million including enhancements. This represents an increase of $8.8 million from the FY 2004/05 budget. Increases in current service level costs are primarily the result of increases in Miami-Dade County wholesale water and sewer rates, salaries and benefits, water and sewer debt payments due to the delay in refunding water and sewer bonds, in addition to absorbing sanitation costs previously funded in the General Fund. An additional 6.25% increase in Miami-Dade County wholesale water and sewer rates has been proposed by the County to be reviewed in August. Approximately $2.4 million in enhancements are adopted, with over $1.3 million for Sanitation improvements and approximately $800,000 in the Stormwater fund for enhanced storm drainage maintenance. These are offset by approximately $2.7 million in new intergovernmental revenues received through the CDT Interlocal

Agreement for sanitation services along major thoroughfares and walkways throughout the City.

INTERNAL SUPPORT SERVICES

Internal Support Services is comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The adopted FY 2005/06 budget for this area is $46.1 million. This represents an increase of $5.6 million from the FY 2004/05 budget. The current service level increases are primarily the result of increases in salaries and benefits, fuel and additional property insurance. This includes approximately $700,000 in enhancements, primarily for facility assessments and increased maintenance for new facilities coming on line, as well as for 3 new Information technology positions, as well as the $1 million transfer to the Risk Management Fund to reduce liability shortfalls. These costs are completely allocated to the General Fund and Enterprise Fund departments.

RESORT TAX BUDGET

The adopted FY 2005/06 budget for this area is $35.2 million including $400,000 for a Miami Beach marketing campaign and $500,000 in contingency. This budget also includes a decrease of $4.8 million from the repayment of the RDA loan, as the repayment was completed in FY 2004/05. The Resort Tax marketing funds will be added to by contributions from the Greater Miami Convention and Visitors Bureau, The Miami Beach Visitors Convention Authority, and the Cultural Arts Council to market Miami Beach as a local destination.

CONCLUSION

Although the development of a balanced budget this year has again been challenging, through fiscal prudence and good leadership, the adopted FY 2005/06 budget is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors, while reducing the overall tax rate, providing a return for homesteaded property owners, and incorporating structural changes to ensure the long-term sustainability of the City.

ACKNOWLEDGEMENTS

The development of this year's adopted budget has taken a great deal of time, energy, and hard work. I would like to thank you, Mayor Dermer, and the Members of the Miami Beach City Commission, for your continued guidance, support and leadership with the budget process and in helping to accomplish so much on behalf of our residents and for the entire Miami Beach community. Together, we continue to make Miami Beach a world-class city and a better place for everyone to live, work, visit and play.

I would also like to thank all our employees for their continued commitment to the City's mission of providing excellent public services and working so hard to help accomplish so many positive results that benefit the entire community.

This year's budget preparations were again challenging and I would like to thank all staff from throughout the City who worked so hard to ensure that this year's process resulted in a fiscally prudent and balanced budget. I would particularly like to thank my Assistant City Managers, Chief Financial Officer, all Department and Division Directors. I appreciate all of us working together to accomplish our goals.

In particular, I would like to recognize and thank Kathie Brooks, Director of the Office of Budget and Performance Improvement (OBPI), Jose Cruz, Budget Officer, Carmen Carlson, William Gonzalez and Joseph Reilly, Senior Management and Budget Analysts, as well as Paula Calderon and Sailyn Arce-Christiansen, Office Associates, who all worked so hard in continuing to enhance the budget process to ensure and encourage greater input and direction from all City departments as well as the City Commission in developing the Operating Budget, by increasing the focus on measurable performance results, and by developing an enhanced budget book that is more comprehensive and informative to the public.

Respectfully submitted,

Jorge M. Gonzalez
City Manager

OVERVIEW

City of Miami Beach

Mission Statement

We are committed to providing excellent public service and safety to all who
live, work, and play in our vibrant, tropical, historic community.

Value Statements

We maintain the City of Miami Beach as a **world-class city.**

We work as a cooperative team of well-trained **professionals.**

We serve the public with **dignity and respect.**

We conduct the business of the city with **honesty, integrity, and dedication.**

We are **ambassadors of good will** to our residents, visitors, and the business community.

City of Miami Beach

5-Year Vision:
In five years, the City of Miami Beach will be:

- Cleaner and Safer;
- More Beautiful and Vibrant;
- A mature and stable residential community with well improved infrastructure;
- A unique urban and historic environment
- A cultural, entertainment, tourism capital; and
- An international center for innovation in culture, recreation and business.

With…

- An entrepreneurial spirit;
- Continued "trendiness";
- And more sophisticated:
  - Travelers
  - Businesses
  - Entertainment
  - Conventions
  - Diverse Residential Community

We will have:

- Significant completion of our Capital Improvement Program.
- Continued economic growth and development, especially in previously less-attended areas, and Master Plan for all areas.
- Thriving Cultural Arts scene.
- Improved transportation system with citywide access.
- Enhanced use of technology with e-government solutions.
- Empowered, committed, stable, high caliber employees and managers with competitive pay and benefits.
- More flexible, streamlined services.
- Continued fiscal management and strengthened financial position.
- Higher quality services and enhanced quality of life for citizens.
- A Management Team that is professional and can respond to unforeseen events quickly.
- A workforce which is customer service oriented.

GUIDE FOR READERS

The Fiscal Year 2005-2006 Annual Operating Budget for the City of Miami Beach, Florida is intended to serve four purposes.

The Budget as a Policy Guide

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will provide during the twelve-month period from October 1, 2005 through September 30, 2006. The Departmental budget sections provide accomplishments, goal and objectives, and performance measures for each Department.

The Budget as a Financial Plan

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is a discussion of the City's accounting structure and budgetary policies.

The Budget as an Operations Guide

As an operations guide, the budget details how Departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each Department. In addition, the budget provides the performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each Departmental budget section includes a description of the Department's scope work, mission, major accomplishments, goals and objectives, performance measurements, financial summary, budget highlights, and budget history.

The Budget as a Communication Device

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables and text are included in every section to consolidate the information as much as possible. The budget document also includes a detailed table of contents and a glossary of terms to make it easy to locate the City Manager's Budget Message, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming fiscal year.

HISTORY OF MIAMI BEACH

Miami Beach is a city with an exciting past and equally enticing future. Beginning in 1879, Henry B. Lum arrived with his son Charles at the shores of what would later be known as the City of Miami Beach. The two were quite impressed by the fact that coconut palms were growing at water's edge. The Lums had visions of a great coconut plantation on the shores.

When Lum returned to South Florida in 1881, he and a group of investors, including John S. Collins, purchased large tracts of land from the federal government from between $0.75 and $1.25 an acre. Unfortunately, the Beach did not prove to be an ideal locale for growing the palms commercially and their plans were dashed.

Collins visited Miami in 1896 to check on his plantation investment. After a partnership disintegrated in 1907, Collins became the sole owner of a five-mile strip of land between the Atlantic Ocean and Biscayne Bay (from approximately fourteenth to sixty-seventh streets). He decided to try his hand at growing avocados, bananas and mangoes as well as a host of vegetables.

Collins' family members, including son-in-law Thomas Pancoast, traveled to Miami Beach in 1911 to see what the patriarch was up to. At the time they arrived The Biscayne Navigation Company was in full operation, running ferry boats from the mainland so that people could take advantage of the sun and surf. Bathing "casinos" were beginning to appear at the ocean's side.

The Collins family set up the Miami Beach Improvement Company, which was charged with making two major capital improvements: the first, a canal to be dredged through the mangroves from the Collins' farm to Biscayne Bay; the second, and loftier goal, a bridge to the mainland. Both projects were underway by 1912.

Coincidentally, Carl Graham Fisher was vacationing with his wife, Jane, across the Bay at about the same time. Collins acquired $50,000 in much-needed capital from Fisher to finish the bridge, predecessor of today's Venetian Causeway, which was built in 1926. Collins had sweetened the deal by deeding 200 acres of land to Fisher. He was also granted loans from the Lummus brothers (J.N and J.E.).

With this vital transportation link in place, Fisher began clearing the swampland and promoting Miami Beach as a tropical resort. With his financial backing and foresight, a great land sale began in Miami Beach.

Fisher wasn't content with the existing land, however. In 1913, he put John Levi in charge of dredging up Biscayne Bay and creating new islands to develop with his newest company, Alton Beach Realty.

Fisher and friend Jim Allison had made their first fortune with Prest-O-Lite, one of the first successful automobile headlights manufactured. The flamboyant Fisher is credited with bringing Miami Beach its first bathing beauties, an idea he capitalized on to focus attention on the oceanside village. He built golf courses and polo fields, tennis courts and grandstands to watch speedboat racing.

Fisher teamed up with public relations man Steve Hannegan to stage a host of daring publicity stunts over the years. Through their joint efforts, Miami Beach was on its way to becoming a household name.

The Lummus brothers had acquired most of the land in what is now the South Pointe area of the city, calling it Ocean Beach. They built the first sidewalks, paved streets and a roadway named Atlantic Boulevard, which later became one of the most famous streets in the world - Collins Avenue.

On March 26, 1915, Alton Beach Realty, Ocean Beach Realty and the Miami Beach Improvement Company incorporated their respective territories into a new town called Miami Beach. J.N. Lummus was elected as the community's first mayor.

The great land boom of the early 20s was still in progress in 1926 when South Florida was rocked by one of its worst hurricanes. More than 100 lives were lost in South Florida during that storm, along with millions of dollars in property damage. But the pioneers persevered and began to rebuild their city and their lives. Though it only took a few months to construct new homes and hotels, it took years for Miami Beach to recover economically.

The city ultimately evolved as a major convention destination and, when daily trans-Atlantic airline service was inaugurated, became an international resort as well. The advent of air conditioning changed the city's status from that of a winter-only retreat, shuttered during the summer months, to a year-round tropical resort.

Population figures tell Miami Beach's history as dramatically as any other. When incorporated in 1915 there were just over 100 people residing in Miami Beach. The first census in 1920, listed 644 residents. By 1940, the population expanded to 28,012. As of the 2000 census there were 87,933 people residing year-round in this oceanfront community.

INTRODUCTION

This section provides an overview of the City of Miami Beach's process for developing strategic priorities; the budget process for matching these available priorities with available resources; and the financial policies that guide budget decisions and spending in the City.

BACKGROUND

City Government Overview:

The City of Miami Beach was incorporated on March 26, 1915. Miami Beach operates on a "Commission/City Manager" form of government. The Commission consists of the Mayor and six Commissioners who serve as the policy-making body of the City. Authority is vested in the Commission to enact ordinances, hold public hearings, approve contracts, establish the City's budget and tax assessments, and authorize construction of all public improvements. The Mayor and Commission are elected on a citywide, nonpartisan basis. Elections are held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commissioners are elected to serve four-year terms with a limit of two consecutive terms. Commission terms are staggered so that not all Commissioners are up for re-election at the same time. On a rotating basis, the Commission selects one of its members to serve as Vice Mayor for a three-month term. The Mayor, who is the presiding officer at Commission meetings, may vote on all matters that come before the City Commission, but has no power of veto. The Commission appoints the City Manager and City Attorney. All other department heads are appointed by the City Manager with the consent of the City Commission.

The City Manager is vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the Manager is responsible for providing executive level leadership, vision and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach.

Facts about the City of Miami Beach:

Area:	7.1 square miles of land plus ten miles of water
Total Water Frontage:	63.26 miles
Weather:	Average annual temperature of 75.3° Fahrenheit
Surf Temperature:	The average average temperature of the Atlantic Ocean off Miami Beach's coast is approximately 74° Fahrenheit.
City Limits:	Government Cut at the southern tip to 87th Terrace at the northernmost boundary and Biscayne Bay to the Atlantic Ocean
City Hall:	1700 Convention Center Drive Miami Beach, Florida 33139 305-604-CITY (2489) or 305-673-7000 www.miamibeachfl.gov
Bond Rating:	Moody's :A1 Standard & Poor's: AA-

Year	Population	Hotel Guests	Tourists Not Staying	Beach Non Tourists	Non Resident Workers	Average Total Daily Population
2000	87,933	25,926	7,765	8,203	33,056	162,884
2001	87,933	23,272	7,544	11,662	33,114	163,525
2002	87,933	21,562	9,587	15,388	33,122	167,592
2003	90,486	22,014	7,236	20,636	34,930	175,302
2004	91,540	22,480	7,735	17,866	34,379	174,000

Employment:				
	2000	**2002**	**2004**	**% Change Since 2000**
Unemployment Rate	6.5%	8.63%	7.3%	12.3%
Labor Force	45,033	46,889	47,549	5.6 %
# of employed	42,126	42,844	44,074	4.6 %

Voter Registration						
	1999	**2000**	**2001**	**2002**	**2003**	**2004**
Registered Voters	31,789	36,631	37,402	38,916	35,916	42,615
% Who Voted	31%	72%	35%	49%	49%	76.1%

Demographic Breakdown	1980	1990	2000
Population	96,298	92,639	87,933
Population under 18	n/a	13,081	11,815
Population over 65	48,727(51%)	27,884(30%)	16,927(19%)
Median Age	65	44.5	39
School Age			3,452 under 5 years 3,181 (5-10 years) 3,216 (10-14 years) 1,921 (15-17 years)
Race			White 86.7% Black 4.8% Asian 1.4% Other 7.1% (Hispanic Origin 53.4%)
Households	55,673	49,243	46,242
Median Household income	$8,503	$15,312	$27,322
% earnings from workforce	37.4%	57.1%	72.2%
Mean earnings (workforce)	$16,234	$31,320	$56,767
Average household size	n/a	1.85	1.87
Family Households	24,895	21,326	18,342
Median Family Income	$14,061	$22,020	$33,440
Family Size	n/a	n/a	2.76 (Miami-Dade 3.35)
Housing Units Total	94,129	62,413	59,723
Owner-occupied	14,447	14,067	16,895
Renter-occupied	41,238	35,238	29,299
Vacant available	n/a	13,108	13,529
Vacant Seasonal use only	n/a	4,207	7,668

Economic Overview			
	2000	**2004**	**% Change Since 2000**
Single Family Home (Average Sale Price)	$653,877	$1,291,335	97%
Condominium (Average Sale Price)	$182,258	$292,417	60%
Commercial Leases (Value)	$168 Million	$231 Million (2003)	38%

Year	Total Commercial Sales	# or Sales	Avg Price Per SqFt
2000	$ 164,753,200	51	$241.72
2001	$ 71,678,933	31	$199.23
2002	$ 65,532,666	31	$194.86
2003	$ 91,702,900	58	$171.63
2004	$ 191,670,550	50	$232.83

Office Space	2002	2004
Total Office Space	1,943,118	2,132,429
Occupied Office Space	1,472,871	1,679,097
Vacant Office Space	470,247	453,332
Vacancy Rate	24.20%	21.20%

	Condominium		Multifamily		Single Family	
	Total Sales	# of Sales	Total Sales	# of Sales	Total Sales	# of Sales
2000	$ 459,793,310	2,506	$ 104,555,100	200	$ 286,754,275	432
2001	423,574,462	2,265	84,968,066	151	265,828,613	383
2002	583,803,170	2,582	190,664,900	137	288,106,332	365
2003	762,518,188	2,851	198,251,233	132	315,229,299	339
2004	1,164,539,825	3,577	284,922,325	158	529,179,966	414

2004 Average Property Values – Miami Beach Homesteads

Type	Total Properties	Market	Assessed	Taxable
All Homesteads	15,875	$358,468	$232,502	$206,825
Single Family Homesteads	3,999	$828,991	$478,960	$452,816

City of Miami Beach Ten Largest Employers		
Employer	**Type**	**# of Employees**
Mt. Sinai/Miami Heart	Hospital	3,236
City of Miami Beach	Municipality	2,150
Fontainebleau	Hotel	1,200
Loews Miami Beach	Hotel	800
Publix Supermarkets	Food Retailer	760
Eden Roc	Hotel	470
Delano Hotel	Hotel	400
LNR Property Corporation	Real Estate	280
Joe's Stone Crab	Restaurant	220
Sony Music International	Entertainment	170

CITY OF MIAMI BEACH TEN LARGEST TAXPAYERS 2005			
Owner	**Type of Property**	**2005 Assessed Value**	**Percentage of Total Assessed Valuation**
Lowes Miami Beach Hotel	Hotel	$143,400,000	1.02%
Morton Towers	Apartment	110,675,000	0.79%
Michael S. Angell Tr.	Hotel	104,449,118	0.74%
Sandy Lane Residential LLC	Apartment	72,230,700	0.51%
DiLido Beach Hotel	Hotel	61,900,000	0.44%
Eden Roc Hotel	Hotel	49,500,000	0.35%
Shore Club Hotel	Hotel	48,500,000	0.35%
Morton Towers Expansion	Apartments	48,325,000	0.34%
South Gate Apartments	Apartments	48,000,000	0.34%
2201 Collins Fee LLC	Hotel	44,583,667	0.32%
		$731,563,485	5.21%

Police Personnel:							
	2000	**2001**	**2002**	**2003**	**2004**	**2005**	**% Change Since 2000**
Total Staffing	540	544	546	521	527	538	0%
General Fund Sworn	381	381	381	366	365	366	-3.94%
General Fund Civilian	159	163	165	155	146	149	-6.29%
RDA Sworn (City Center)					9.5	10.5	N/A
RDA Civilian (City Center)					0	2.75	N/A
RDA Sworn (South Point)					6	7.5	N/A
RDA Civilian (South Point)					0	3.75	N/A

CRIME AND ENFORCEMENT ACTIVITY
*(2004 crime statistics are UCR verified)

Types of Crimes and Enforcement Activity	2000	2001	2002	2003	*2004	% Change Since 2000
Part 1 Crimes Total	12,393	11,217	10,390	10,610	10,413	-7%
Violent Crimes	1,323	1,241	1,077	1,172	1,247	-0.4%
Property Crimes	11,070	9,976	9,313	9,438	9,166	-8%
Traffic Violations	37,704	31,435	25,316	25,742	44,174	+41%
Parking Violations	17,017	11,320	8,467	7,773	26,763	+136%
Total number of arrests	8,316	8,445	8,697	9,684	11,957	+42%

Response time for Emergency Calls: 2.5 to 3 minutes, an average of 3 minutes. Response time for Routine Calls: 9 to 12 minutes, an average of 10.5 minutes. A combined average of 6.5 minutes.

Fire Personnel

	2000	2001	2002	2003	2004	2005	% Change Since 2000
Total Staffing	213	218	218	223	223	223	4%
Sworn	196	201	201	205	205	205	4%
Civilian	17	17	17	18	18	18	5%

Calls for Service

	2000	2001	2002	2003	2004	2005 Budget	% Chge to 2004
Total # of Calls	18,637	18,048	17,188	17,683	18,694	19,705	0.3%
Rescue Only	14,796	14,865	14,730	13,406	14,768	16,000	0.1%
All Other	3,841	3,183	2,458	4,277	3,926	3,705	2%
Total Transport	8,745	8,558	8,404	7,994	7,747	8,475	-11%
City Transport	8,123	7,974	7,775	7,021	6,751	7,615	-17%
Private Transport	515	456	444	625	996	860	93%
Existing bldg. inspections	1,828	2,415	1,982	1,793	1,455	1,895	4%
Citations issued for violations	621	604	755	1,009	1,116	821	80%
Night Club Inspections	3,375	3,370	3,011	2,976	2,973	3,141	-12%
Citations issued for overcrowding violations	41	18	22	19	37	27	-10%
Plan review during permitting phase	3,517	4,643	4,616	4,003	4,353	4,226	24%
Site inspections	1,688	2,867	2,716	2,662	2,925	2,572	73%
On-duty Inspections	1,695	1,748	1,778	1,453	1,742	1,683	-.7%
# of buildings referred to Fire Prevention due to violations	393	538	751	554	607	569	54%

On average it takes approximately 6.5 minutes from the time a call is received to the time the dispatched unit arrives on the scene

Ocean Rescue Personnel							
	2000	2001	2002	2003	2004	2005	% Chge Since 2000
Full-time	66	66	68	66	68	68	3.0%
Part-time	50	50	50	50	48	48	-4.0%

Calls for Service- Ocean Rescue							
	2000	2001	2002	2003	2004	Estimated 2005	% Chge. 2000 to 2004
Estimated Beach Patrons/ Provided Protection to Beach Patrons	8,995,000	9,813,000	11,318,000	11,142,000	11,300,000	11,500,000	26%
Victims rescued	421	788	518	895	900	900	114%
Out-of Ocean Assists	489	1,087	1,383	987	1,300	1,550	166%
Preventive actions	88,847	119,616	147,409	159,280	160,000	160,000	80%
Major medical actions	98	95	138	116	140	150	43%
Minor first-aid victims	11,035	11,065	13,946	12,665	14,000	15,000	27%
Lost persons reunited	512	488	436	361	450	500	-12%
Beach rules & laws enforced	34,944	366,687	44,897	46,647	43,000	46,000	23%
Boat intrusion advisements	3,199	3,042	5,162	2,968	5,300	5,500	66%
Jet ski intrusion advisements	6,296	5,083	7,114	5,542	6,500	7,500	3%

Cultural, Entertainment & Tourism Capital

Capital Investment in City's Cultural Arts Facilities:	
Facility	City's Capital Investment
Cultural Campus (Excluding Bass)	$21,400,000
Bass Museum	8,600,000
Colony Theater	7,300,000
Botanical Garden	1,500,000
Byron Carlyle	3,500,000
Cultural Park to support Soundspace	10,000,000
Jackie Gleason Theater	2,500,000
10th Street Auditorium*	5,000,000
Wolfsonian- City Contribution	176,000
Total for all Cultural Arts Facilities	$61,976,000

* To be done in conjunction with the Serpentine Walkway for a total budget of $7,000,000.

Bass Museum attendance:			
	2002	2003	2004*
Number of visitors	19,000	22,000	29,721

* closed for two months - October and November 2003.

Gleason & Convention Center attendance:					
	2000	**2001**	**2002**	**2003**	**2004**
Gleason	292,702	245,310	362,369	283,297	228,868
Convention Center	567,129	609,921	521,495	513,652	489,869
Total visitors	859,831	855,231	883,864	796,949	718,737

Tourism Indicators/Local Trends:						
YEAR	**2000**	**2001**	**2002**	**2003**	**2004**	**% Chge from 2000 to 2004**
Total # of Rooms	16,882	17,879	17,974	18,153	17,013	0.7%
Occupan-cy	66.7%	64.1%	60.3%	65.0%	66.6%	0%
Avg.Rm. Rate	$122	$122	$117	$132	$141	16%
Revenue/ Available Room (REV PAR)	$25,400	$23,974	$22,165	$24,726	$33,640	32%
Resort Tax/avail-able room	$1,312	$1,325	$1,190	$1,360	$1,662	27%
Resort Tax Collec-tions	$22,159,364	$23,697,304	$21,382,389	$24,699,870	$28,279,802	28%

International Center for Business and Innovation

Building Department Measurements							
	2000	**2001**	**2002**	**2003**	**2004**	**2005 Estimated**	**% Change Since 2000**
Bldg. & Trade Permits	16,033	16,193	15,989	20,128	20,000	20,000	24.7%
Bldg. & Trade Plans review	19,720	19,917	32,006	33,072	30,000	30,000	52.1%
Inspections for Trade / Bldg.permits	41,976	60,289	81,964	85,617	80,000	80,000	90.6%
Inspections for Business License Applications	2,446	1,879	1,611	1,641	1,700	1,700	-30.5%
Notices of Violations	943	596	875	998	900	900	-4.8%
Issue Cert. of Occupancy & Cert. of Completion	583	604	727	788	750	750	28.6%

All Construction Master Permits 1994-2004				
	JOB VALUATIONS >= 1,000,000		ALL JOB VALUATIONS	
FISCAL YEAR	# PERMITS	JOB VALUATION	# PERMITS	JOB VALUATION
FY 03/04	51	$306,586,677	5,011	$454,884,107
FY 02/03	40	532,415,480	4,656	668,645,875
FY 01/02	53	442,623,102	4,736	550,162,830
FY 00/01	46	383,922,451	4,443	491,849,816
FY 99/00	47	464,913,575	4,447	553,999,023
FY 98/99	35	256,914,789	4,414	351,403,152
FY 97/98	37	221,457,172	3,546	290,823,214
FY 96/97	21	226,595,735	3,489	287,975,588
FY 95/96	16	166,140,000	3,284	223,128,429
FY 94/95	16	164,691,000	2,813	212,497,413
TOTALS	362	$3,166,259,981	40,839	$4,085,369,447

Recreation Staffing:							
	2000	2001	2002	2003	2004	2005	% Change Since 2000
Full Time	75	75	78	101	115	115	53%
*Part Time	86	86	96	104	143	143	66%

City of Miami Beach Recreational Facilities Citywide	
Municipal Regulation Golf Courses	2
Par Three	1
Staffed Parks	21
Passive Parks	14
Youth/Community Centers	3
Pools	3
Ice Rink	1
Tennis Sites	6
Bark Parks	2
Playground Tot-Lots	14
Football Stadium and Track	1
Baseball Stadium	1
Sports Fields	7
Rental Sites	20
Recreational & Open Space (in acres)	726.83

Program Participation:							
	2000	2001	2002	2003	2004	2005	% Change 2000 to 2005
After School	3,168	2,976	2,558	3,371	2,650***	2,700	-15%
Summer Camps	1,269	1,053	2,340	2,819*	2,114**	2,400	89%
Athletics	718	1,140	1,051	1,018	940	1,000	39%
Pools	25,838	27,416	28,000	65,437	66,000	80,000	210%

* Increase due to athletic camp and tennis camp registration

** Teen camp participation dropped by 39 participants and Junior camp participation dropped by 188 participants

*** Decrease in program participants for afterschool due to participants moving into the 'teen' age group and did not attend programs during the closing of North Shore park.

City of Miami Beach Public Works Department	
Scope of Maintenance Needs:	
Miles of Paved Streets	140 miles
Miles of Sidewalks	242 miles
Miles of Curb and Gutter	200 miles
Miles of Landscapes Medians / Swales	91 miles
Miles of Alleys	33 miles
# of Landscape Up-Lights	1,000 lights
# of Street Lights	5,800 lights
Storm Water Collection System:	
Miles of Pipes	59 miles
# of Stormwater Outfalls	353 outfalls
# of Stormwater Catch Basins	5,000 basins
Water Distribution System:	
Miles of pipes	180 miles
# of Meters	12,600 meters
# of Fire Lines	700 lines
# of Pump Stations	5
Canal miles	3.26 miles
# of Valves	23,000
# of Fire Hydrants	1,000
# of Water Crossings	86

Parking Space Available Inventory:		Parking Garages & Available Spaces:	
• On-Street Meters	4,488	• 7th Street/Collins Avenue*	646
• Off-Street Lots	3,607	• 12th Street/Drexel Avenue	134
• Attended Parking Facilities	5,255	• 13th Street/Collins Avenue	286
• Total:	13,350	• 16th Street/Collins Avenue**	803
		• 17th Street Garage	1,460
		• 42nd Street Garage	620
		• Total:	3,949

TOTAL VEHICLE ENTRIES – PER YEAR			
Garage Location	FY 04 Actual	FY 05 Estimate	Percentage Change
17th Street Garage - 2G	892,994	951,617	6.56%
7th Street Garage - 1G	431,573	442,510	2.53%
17th Street Lots - 5A	515,006	561,142	8.96%
12th Street Garage - 2A	59,346	64,341	8.42%
13th Street Garage - 17A	139,004	147,665	6.23%
42nd Street Garage - 8A	163,269	202,075	23.77%
16th Street Garage - Anchor	273,104	286,074	4.75%
TOTAL Vehicle Entries per Year	2,474,296	2,655,425	7.32%

OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT (OBPI) WORK PLAN
FY 2005/06 BUDGET DEVELOPMENT PROCESS

DATE	ACTIVITY
August '04 - January '05	Develop preliminary Key Intended Outcomes (KIO) and Key Performance Indicators (KPI) with the Management Team
January 24th–January 25th	Executive Staff and Department Directors Retreat to refine KIOs and KPIs
February – March	Resident/Business Community Surveys
February 2nd – 4th	Eden Budget Preparation User Training
Mid February	Departmental Work Plan Workshop
February 25th	Current Service Level Budget Documents due
Early March	Management Team Workshop to recommend prioritization of KIOs & KPIs based on gaps between baseline and benchmarks as well as significance.
Mid March	Proposed Departmental Work plans to be reviewed with the City Manager.
Early April	City Commission Retreat to endorse KIOs and KPIs.
April 4th	Last day to submit Budget Packages (enhancements, reductions, - alignment, efficiencies) for FY 2005/06 to the OBPI with Assistant City Manager's approval except for the departments' listed below.
April 11th	Last day to submit Budget Packages (enhancements, reductions, - alignment, efficiencies) for FY 2005/06 to OBPI with Assistant City Manager's approval for PARKS & RECREATION, NEIGHBORHOOD SERVICES, POLICE, FIRE, AND PUBLIC WORKS.
Mid April – May	City Manager schedules reviews with Department Directors, ACMs, and OBPI to review departmental proposed budgets.
June	City Commission Briefings; obtain input on preliminary General Fund Budget.
July 1st	City receives "2005 Certification of Taxable Value," FORM DR-420 from the County Property Appraiser. City Manager sets final adjustments to Proposed Budget document.
Week of July 11th	City Commission Workshop; obtain input on preliminary funding levels.
Week of July 18th	Proposed Budget forwarded to the Mayor and Members of the City Commission.
July 27th	City Commission meets to endorse Proposed Work Plans and set tentative property millage rates.
August 1st	Proposed property millage, FORM DR-420, sent to County Property Appraiser and Tax collector by 5:00 p.m.
BY OR BEFORE August 24th	County Property Appraiser's Office mails notice of proposed property tax rates to property owners.
Month of September	First and second public hearings; tentative and final millage r ates and operating budgets adopted.
WITHIN 15 DAYS OF FIRST PUBLIC HEARING	Advertise tentative budget and millage, and date for second public hearing in Neighbors/Herald.
WITHIN 3 DAYS FOLLOWING ADVERTISEMENT	Second public hearing held to adopt final millage and budget.
WITHIN 3 DAYS FOLLOWING SECOND PUBLIC HEARING	Final adopted millage delivered to County Property Appraiser and Tax Collector by 5:00 p.m.
WITHIN 30 DAYS FOLLOWING SECOND PUBLIC HEARING	City submits "Certificate of Compliance," FORM DR-487 to Florida Department of Revenue in Tallahassee.

BUDGET DEVELOPMENT AND ADOPTION

POLICY: The Office of Management & Budget Performance Improvement (OBPI) is responsible for ensuring the financial stability and integrity of the organization by maintaining a balanced budget. This is accomplished by the development, presentation, and adoption of the organization's annual operating budget in accordance with the requirements of Florida State Statutes 200.065, commonly referred to as TRIM, (TRUTH IN MILLAGE). Additionally, Florida State Statute 166.241 (2) requires that the amount available from taxation and other sources, including amounts carried over from prior fiscal years, must equal the total appropriations for expenditures and reserves.

Procedures:

Budget Development

In December, OBPI prepares the annual budget calendar which covers the period January-September and outlines the steps to be followed throughout the budget development and adoption processes. It lists milestones and critical due dates for all processes and conforms to prescribed deadlines set forth in the State of Florida TRIM Legislation (F. S. S. 200).

Concurrent to preparation of the annual budget calendar, OBPI begins to formulate tentative revenue and expenditure limits which translate into preliminary budget limits for each department. These limits are based on sound revenue assumptions and funding necessary to continue the current service level

OBPI schedules the citywide budget workshop, held in January/February, and notifies the department director of the date, time, and location of the workshop. Each department director is responsible for advising OBPI of the number of attendees at the session, such that ample manuals and supporting material will be available. During the workshop, each department director is given a budget instruction manual that includes instruction for work plan development, current service level projections and Budget Packages. The instruction manual also contains preliminary OBPI Expenditure projections for salaries, benefits, and internal services for the upcoming fiscal year.

Each department director after attending the budget workshop, returns to his department and prepares their proposed department work plan for the ensuing fiscal year. Department work plans are required to support the City's strategic planning priorities and are the basis upon which recommendations for enhancements, reductions realignments, and efficiencies are made. The City Manager has a preliminary meeting with each department to review the department's proposed work plan performance priorities and ensure that they support the strategic priorities. Factors critical to the success of the department's work plan, while not necessarily financial, are also discussed at this time. Prior to submittal of the department's work plan to OBPI, the department director must meet with his respective Assistant City Manager to obtain their approval in advance of completion. Departments also submit their Current Service Level

Budget Request in late February, i.e. the level of resources required to maintain current services without any enhancements, new services, etc.

Upon receipt of proposed work plans and Current Service Levels, the analyst assigned to the respective department will review the budget submission for accuracy and completeness, in accordance with the tenets of the budget instruction manual. The analyst then begins to evaluate the request. Each expenditure category (salary/fringe benefits, operations, and capital items) is reviewed for accuracy and justification. The supporting narrative, organizational chart, and position authorizations are also reviewed for grammar and content. OBPI summarizes the department's current service level request in a spreadsheet which is attached to the department's line-item request, and binds all materials in a notebook for subsequent review with the Director of OBPI, the appropriate Assistant City Manager and the City Manager.

The second phase entails submitting Budget Packages for enhancements, reductions, realignments, and efficiencies. All departments, except Parks & Recreation, Neighborhood Services, Police, Fire and Public Works were instructed to submit these by April 4th. The remaining large departments submitted their Budget Packages on April 11th. After OBPI completes the informal review of all departmental Budget Packages, a formal review of the submission is conducted before the City Manager, the OBPI Director and department directors during the months of April and May. The purpose of this presentation is to provide the City Manager with the specifics of the department's Budget Packages, so that when funding priorities are determined, the City Manager will have direct knowledge of the request and the cost impacts of varying levels of performance improvement and to ensure minimum performance impact of any proposed reduction or realignment.

After each department director has presented its budget to the City Manager, OBPI makes a funding recommendation in late June, based upon directives received by the City Manager resulting from the departmental meetings.

Concurrent with this internal process, is an external process. City boards/committees composed of citizens and City staff, usually meet at least once monthly. Citywide Key Intended Outcomes (KIOs) are refined through this process, and input is obtained for initiatives to support the KIOs. In addition, City Commission briefings are held throughout the process to advise them of the status of the budget process and preliminary funding levels.

On July 1st, OBPI receives the annual Certification of Taxable Value from the Miami-Dade County Property Appraiser which states the assessed value of real and personal property within Miami Beach. Since property taxes are the largest revenue stream to the City, this information provides the basis for final adjustments to the operating budget.

A workshop of the full City Commission is held in July to obtain reaction to preliminary funding levels recommended by the Administration for the upcoming fiscal year. This

public meeting is advertised in the newspaper, held in Commission chambers, televised on the local community access channel by the Office of the City Clerk, and hosted by the Administration. Based on directives received at the workshop, the Administration then makes funding adjustments to preliminary funding levels announced during the workshop.

Based on this certification, Commission policies, Administration directives, public input, departmental requests, OBPI finalizes a fiscally sound financial plan to support current or enhanced service levels. This plan is then translated into a proposed annual operating budget document which is released to the Commission, Administration, department directors, and the general public in late July.

At the second Commission meeting in July, OBPI prepares an agenda item for submission to the Commission which provides an overview of the Proposed Budget document, seeks to set tentative operating and debt service millage rates for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time, and location of the first of two public hearings during September to consider operating and debt service millages and budgets.

Based upon Commission action taken at the second meeting in July, the OBPI transmits within three days, on a Department of Revenue Form, Number DR-420, the tentative operating and debt service millage rates, to both the Miami-Dade County Property Appraiser and Tax Collector, pursuant to TRIM legislation.

Budget Adoption

During the month of September, OBPI prepares agenda items for Commission action for the first and second public budget hearings. At the first hearing, the Commission adopts tentative operating and debt service millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores), and sets the date, time, and location for its second public budget hearing.

Advertisement for the second public budget hearing is prepared by OBPI in accordance with the TRIM Legislation. The notice contains the tentatively adopted millage rates and budgets from the first public hearing, a notice of tax increase, if applicable, and the date, time, and location for the second public budget hearing. The ad must be placed in a newspaper of general circulation within 15 days of adopting the tentative millage and budget, and 2 to 5 days prior to the public budget hearing. The hearing must be scheduled after 5:00 P.M. on any weekday.

The agenda item for the second public budget hearing is prepared by OBPI and serves as the final public hearing required to adopt final millage rates and budgets for both the principal taxing authority and its dependent taxing district (Normandy Shores). The CFO prepares the Proposed Capital Budget.

Based on Commission action taken at the second meeting in September, OBPI transmits within three days, certified Resolutions on the final millages and budgets, to both the Miami-Dade County Property Appraiser and Tax Collector. Within 30 days, OBPI submits "Certificate of Compliance", on Department of Revenue Form Number DR-487, to the Florida Department of Revenue in Tallahassee, pursuant to TRIM Legislation.

OBPI ensures that an Adopted Citywide Budget is printed and released to the Commission, Administration, department directors, and the general public by the end of December.

Budget Amendment and Authorization

The budget is adopted at the fund and department level. Once the budget has been approved, any transfers between fund or department must be approved by the City Commission. During the course of the fiscal year, the budget may have to be amended to cover unexpected deviations in estimated revenues or expenses. Since State of Florida statutes mandate that the budgets be balanced, the City Manager must present to the Commission the necessity for the amendment as well as the source for the needed funds.

In accordance with Item 12 in the Citizen Bill of Rights contained in the City Charter, Resolution No. 94-21258, and Letter to the Commission (LTC) 162-1994, quarterly reports on the fiscal condition of the City are presented to the City Commission. This analysis compares budget to actual variances and projects year-end revenues and expenditures for General, Enterprise, and Internal Service Funds. Recommendations for remedial actions to correct weaknesses and amendments to the budget, if necessary are provided by the Administration.

FINANCIAL POLICIES

General Fund Reserve for Contingencies (11% Emergency Reserve)

On June 5, 1996, the City Commission adopted Resolution No. 96-22014 which appropriated $10 million into a reserve for contingencies in the General Fund. This resolution called for this reserve to remain at 11% of the General Fund Operating Budget of the ensuing year. On February 18, 1998, the City Commission adopted Resolution No. 98-22661 which defined a public emergency for which funds could be used as well as stipulating that expenditure specifically requires a 5/7 vote rather than a majority of the Commission.

The current reserve for contingencies is $18,607,574. In Fiscal Year 2005/06, the General Fund is providing the City's 11% Emergency Reserve Fund with $3,939,708 that in previous years was funded from surplus revenues at year-end.

Cash Management Policy

Excess cash during the year is invested in cash deposits, money market funds, U.S. Treasury obligations, U.S, government agencies, commercial paper, corporate bonds, and repurchase agreements. The investment policy of the City is to minimize credit and market risks while maintaining a competitive yield on its portfolio. Accordingly, deposits were either covered by federal depository insurance or a collateral pool held by the State Treasurer for the benefit of all public deposits in Florida, or by collateral held by third parties in trust in the name of the City. All cash and investments of the City currently meet the criteria for Risk Category #1 as defined by the Governmental Accounting Standards Board.

Capital Budget

The Capital Budget is included in a separate book. It presents budgets for both current and new capital projects necessary to improve, enhance and maintain public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach. Capital reserves, debt service payments, and capital purchases found in the operating budget are not included in this budget. As capital projects are completed, their costs, such as maintenance and upkeep are funded in the operating budget by the appropriate departments.

Debt Policy

Article V of the City Charter and Article III of the City Code empower the City Commission with the authority, by resolution, to issue bonds for the purpose of paying all or part of the cost of projects. The principal of and interest on each series of bonds shall be payable from pledged revenues. At the option of the commission, the city may covenant to budget and appropriate from non-ad valorem revenue sources identified by the city by resolution or from general non-ad valorem revenues of the city an amount necessary to make up any deficiency in the payment of the bonds.

Capital Renewal and Replacement

The City of Miami Beach adopted Resolution No. 2004-25697 on September 28, 2004 to establish a restricted renewal and replacement account funded by dedicating a portion of the millage to projects in the City's General Fund facilities that extend the useful life or replace equipment whose life has expired. The dedicated millage and project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process. Unused funds stay in the account until projects are completed or can be used for other projects subject to Commission approval. On February 23, 2005, the City Commission adopted Resolution No. 2005-25832 to establish more stringent criteria for the use of these funds by summarizing the criteria into three critical areas; include a preamble/whereas clause pertaining to emergency use of funds; and provide a provision for emergency use of the funds.

Capital Reserve Fund

The Capital Reserve Fund has been established to provide funding related to previously approved capital projects for expenditures due to bids that are overbudget, change orders, or other unforeseen items.

Pay-As-You-Go Capital Fund

The City Commission has approved the establishment of a Pay-As-You-Go Capital Fund that provides funding for unfunded scope for previously approved capital projects.

Accounting Basis

The accounts of the governmental fund types (General, Special Revenue, and Debt Service Funds) have been prepared on the modified accrual basis of accounting. Modifications of the accrual basis of accounting are as follows:

(1) Revenues susceptible to accrual and material revenues that are not received at their normal time are recorded on the accrual basis, while other revenues are recorded when received in cash.

(2) Expenditures are recorded on an accrual basis with these exceptions: prepaid expense items are recognized as expenditures at the time of purchase and interest on long-term debt is recognized as expenditures at maturity date.

(3) Encumbrances are recorded as reservations of fund balance until they are actually expended or accrued as a liability in the fund.

The accounts of the Proprietary Funds (Enterprise and Internal Service) have been prepared on the full accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned; expenses are recognized in the period in which they are incurred. Water, Sewer, Sanitation and Stormwater utility service revenues are recognized as billed.

Budgetary Basis

Annual budgets are adopted for the General Fund, General Obligation Debt Service Fund, Enterprise Fund and Internal Service Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) (i.e., the governmental funds use the modified accrual basis of accounting while the proprietary funds use the full accrual basis). Exceptions to GAAP are as follows: (a) Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis; and (b) Capital outlay within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis.

The appropriated budget is prepared by fund and department. Pursuant to State of Florida Statutes, the budget must be balanced. The government's department directors may make transfers of appropriations within a department line item subject to OMB approval. Transfers of appropriations between departments require the approval of the City Commission. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is the department level. Appropriations lapse at year-end except appropriations for Grant funds and Capital Improvement Project Funds which are carried forward until such time as the project is completed.

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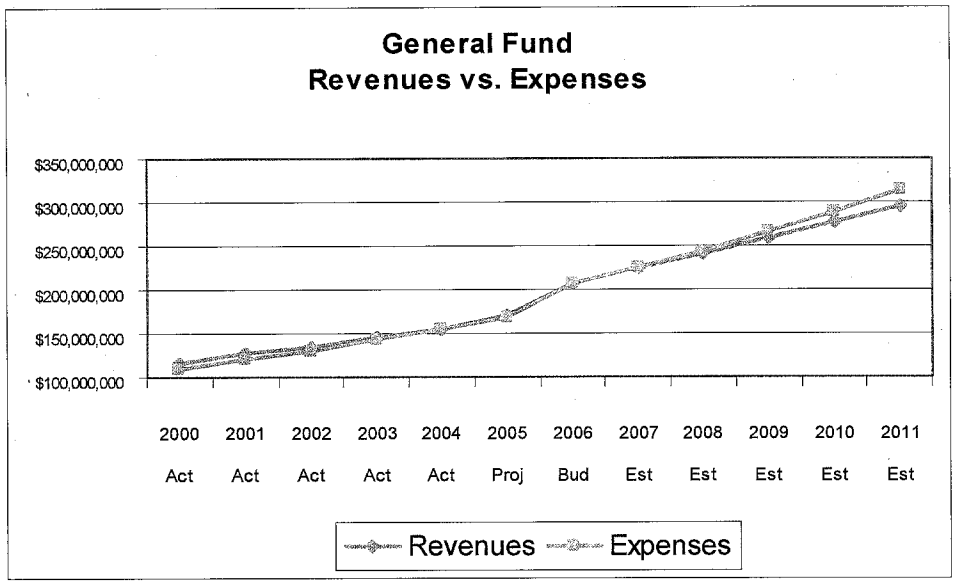
Financial Trends

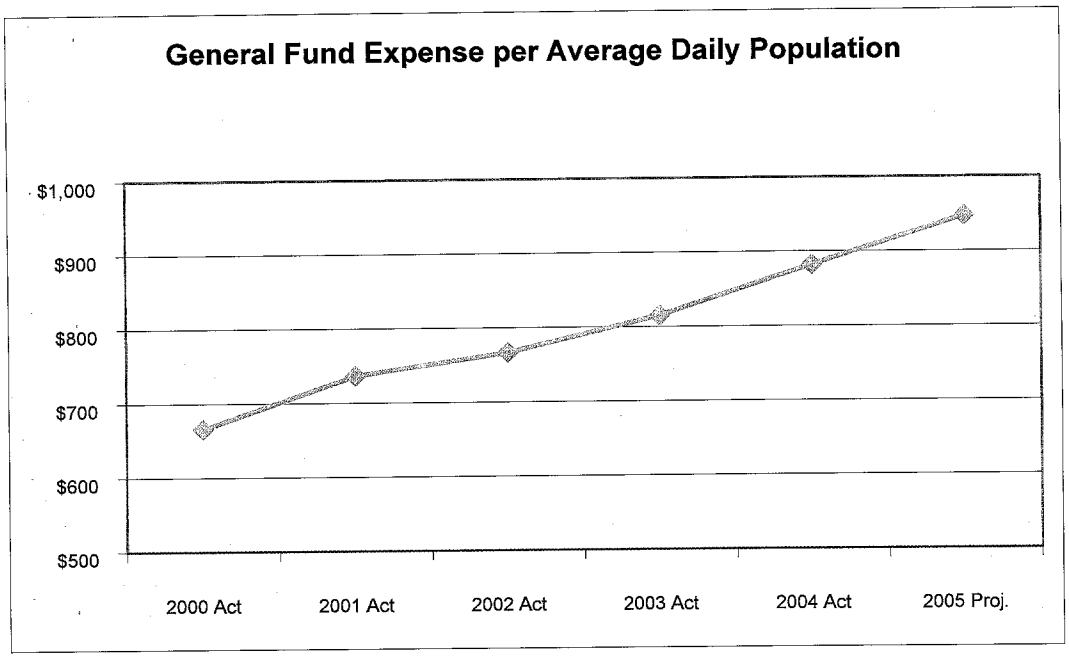
Annually, the Office of Budget and Performance Improvement prepares an analysis of major expenditure and revenue trends. A five year forecast is made on a combination of past trends, general assumptions and specific anticipated changes known by the City. Once the forecast is complete, it provides insight into sustainable trend levels, potential areas of shortfall or surplus, and areas of concern for the future. Below is a summary of the trend analysis and five year forecast:

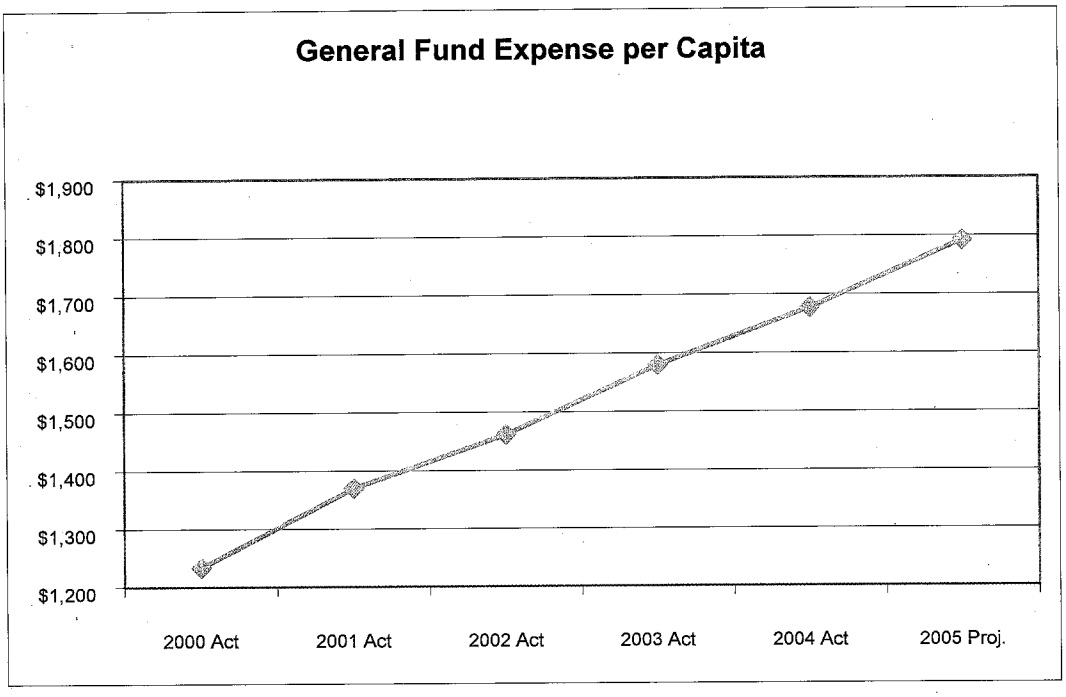


Major trends and assumptions included in the forecast are summarized below.

- Increases in homesteaded ad-valorem property values are limited to 3% per year.
- Total property tax growth is projected at approximately 13%, a conservative reflection of the significant increases in property values and new construction even prior to FY 2004/2005.
- Intergovernmental revenues are projected to increase annually based in accordance with revenues received for reimbursable expenses pursuant to the Convention Development Tax Interlocal Agreement with Miami Dade County.
- Building permits are projected to decline over time to levels prior to FY 2004/2005.
- All other revenues are projected based on historical trends.
- Expenditures are projected to increase at between 9% and 10% per year based on historical trends, primarily due to impacts of collective bargaining agreements, as well as significant annual increases projected in health insurance, pension actuarial costs, and other benefits.

This analysis and forecast provides the City with a basis to make financial decisions to ensure that expenditures do not exceed sustainable trend levels, and to implement long-term strategies to reduce projected shortfalls over the forecast period. In the past year, for example, the City incorporated this trend analysis in collective bargaining negotiations.


General Fund Expense per Average Daily Population
$1,000
$900
$800
$700
$600
$500
2000 Act
2001 Act
2002 Act
2003 Act
2004 Act
2005 Proj.

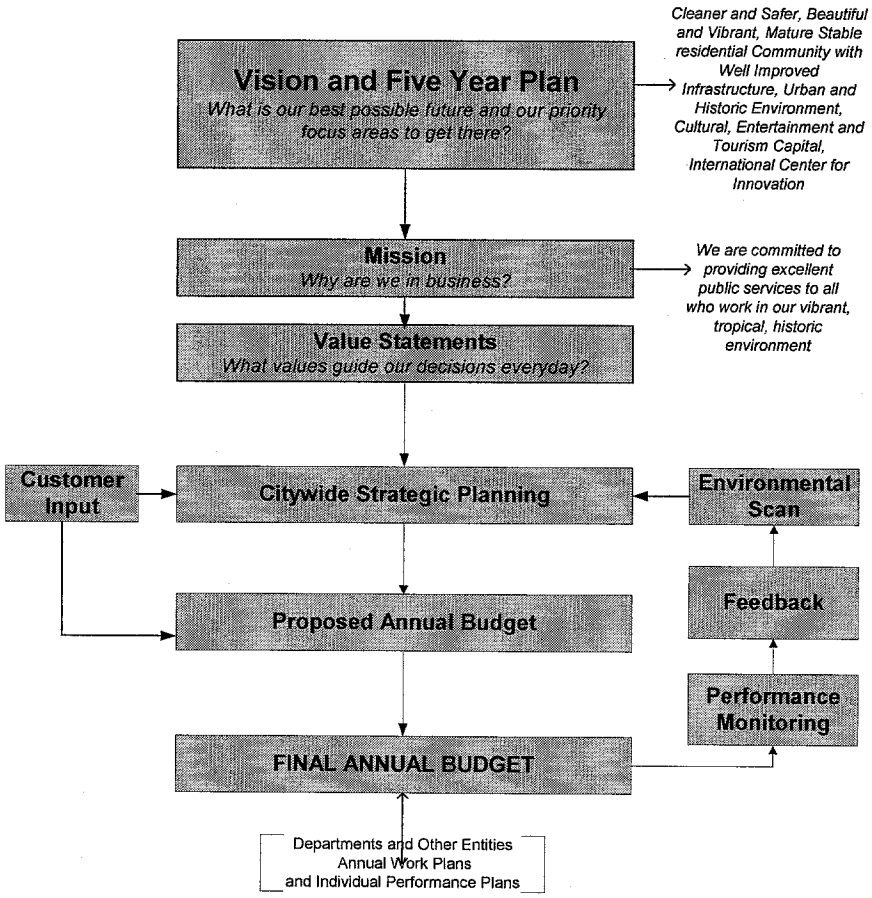

General Fund Expense per Capita
$1,900
$1,800
$1,700
$1,600
$1,500
$1,400
$1,300
$1,200
2000 Act
2001 Act
2002 Act
2003 Act
2004 Act
2005 Proj.

STRATEGIC PLANNING

Strategic Planning and Management

Miami Beach Excellence Model

Effective for the FY 2005/06 budget, the City implemented a new performance-based approach for allocating resources based on the City's Strategic Planning priorities and supporting department work plans in support of the City's Excellence model. The City's excellence model is a strategic measurement-based model for continuous improvement in the City. It is driven by the City's Vision, with priorities established at the strategic level based on customer input and environmental scan information. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance monitoring is used to track progress and make adjustments for further improvement.



The City began the process for developing FY 2005/06 strategic priorities in early fiscal year 2005. .Through a series of meetings with Departments and City Management staff, a comprehensive inventory of key performance indicators were developed in

alignment with the City's vision. Baseline data and benchmarks were compiled for these measures resulting in the identification of areas for performance improvement.

A significant driver in the FY 2005/06 process was community input received through the City's first ever set of community satisfaction surveys, including focus groups and surveys with residents, businesses and community organizations. These surveys provided an understanding of current satisfaction levels among community groups with the City of Miami Beach government and the services it provides; benchmarked to similar jurisdictions as an additional method to identify areas for improvement, and provided recommendations for improving satisfaction and quality of life, i.e. "key drivers for improving satisfaction". The responses obtained have given a better understanding of the needs and desires of our community and thus enabled us to allocate resources to fund enhancements that address these priorities

These results were reviewed with the City's Management Team along with an environmental scan of demographics, socio-economic data and department workload and performance measures; financial trends; and comparatives with other cities. Based on this review and the areas for improvement identified through the earlier benchmarking process, a preliminary set of Key Intended Outcomes (KIOs) were identified as essential to the City's achievement of its vision. This preliminary set of KIOs was refined through a retreat with the Mayor and County Commissioners.

Twenty-five (25) Key Intended Outcomes (KIOs) were identified through the strategic planning process in support of 5 key elements of the City's vision.

- Cleaner and Safer
- Beautiful and Vibrant; Mature Stable Residential Community and Urban and Historic Environment
- Cultural, Entertainment and Tourism Capital
- Well Improved Infrastructure
- International Center for Innovation

In addition 8 KIOs were identified as essential to the sustainability of City government, and therefore supportive of the City's vision.

In addition to the identification of KIOs, the strategic planning process identified measure to determine whether or not the City is successful in achieving the KIOs – "Key Performance Indicators" – as well as Citywide initiatives to achieve each KIO. The following table shows the linkage between the City's vision and the City's strategic priorities (Key Intended Outcomes), key performance indicators and supporting Citywide initiatives for Fiscal Year 2005/06.

City of Miami Beach
Strategic Planning Priorities

VISION
Cleaner and Safer; Beautiful and Vibrant; Mature Stable residential Community with Well Improved Infrastructure; Urban and Historic Environment; Cultural, Entertainment and Tourism Capital; International Center for Innovation

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Vision Linkage	Key Intended Outcome:	FY 2005/06 Citywide Initiatives
Cleaner / Safer	Increase resident ratings of Public Safety services	• Continue FY 05 enhanced community policing in the RDA districts and expand to the areas between • Develop police neighborhoods contact program • Enhance emergency preparedness and management • Increase Police Officer safety, productivity and accountability through the use of GPS, etc. • Evaluate additional lighting in business/commercial areas • Conduct focus groups to identify reasons for perceptions in commercial / business areas
	Maintain crime rates at or below national trends	• Develop system to provide timely information on types of crime by geographic segments of the community to allow more timely tactical deployment in response to "hot spots"
	Improve cleanliness of Miami Beach rights of way especially in business areas	• Continue FY 05 initiatives related to City Center, RDA, South Pointe RDA, Mid Beach and North Beach commercial districts • Continue and enhance FY 05 initiative to provide enhanced level of service on major thoroughfares, especially in business areas • Use contractors supplement City forces to meet peak sanitation service requirements during major events • Conduct annual inventory of the City's appearance • Expand enforcement related to handbills residents including requiring multi-family building owners to provide service • Research issues to improve timeliness of bulk waste pick-ups • Improve enforcement of not placing bulky waste out more than 24 hours prior to pickup • Expand community outreach and education to include available options for disposal of bulky waste • Expand the 1st Weekend of the Month Neighborhood Pride Program to additional sites • Research options for bulk pick-ups for multi-family buildings • Continue FY 05 initiative to provide 'Class A' level of service on major thoroughfares • Develop citywide criteria for Public Area Cleanliness rating scale and methodology for periodic sampling of public areas and implement the methodology • Analyze centralization of cleanliness function in City
	Improve cleanliness of Miami Beach waterways	• Identify waterway hot-spots for additional clean-up activities and contract for debris removal from inland waterways to enhance service (Collins Canal, Indian Creek dead end, etc.) • Provide community outreach and education of illegal dumping/littering impact on our waterways • Conduct focus groups, targeting the condo corridor, to capture resident expectations

Beautiful and Vibrant, Mature Stable Residential Community, Urban and Historic Environment	Increase resident satisfaction with level of code enforcement	• Re-analyze deployment of personnel to ensure that all areas of the City have coverage on a random basis at all times (rather than 6 days per week and at night – FY 05) • Examine mechanisms to ensure that FY05 initiative is implemented to provide effective coverage enforcement complaints received through the Answer Center
	Ensure compliance with code within reasonable time frame	• Enhance methods/systems available for tracking response times and follow-up • Revise Special Master process to expedite code cases
	Maintain Miami Beach public areas & rights of way especially in business districts	• Conduct focus groups to determine areas for improvement in the appearance of neighborhoods • Develop criteria for Public Area appearance rating scale and methodology for periodic sampling • Continue FY 05 initiative to develop an inventory and replacement requirement for all City-owned trees and landscaping, as well as to provide plan reviews focused on green space • Enhance landscape maintenance, particularly in business areas
	Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	• Maintain a list of sites to be considered for protection
	Protect historic building stock	• Develop a list of buildings within the City that need to be protected which is categorized by level of risk, and develop criteria for frequency of inspection etc.
	Increase satisfaction with neighborhood character	• Conduct focus groups to identify reasons for dissatisfaction with construction in neighborhoods
	Increase satisfaction with development and growth management across the City	• Complete FY 05 Initiatives – Impact Fee Consultant Study, and use of 2 additional planners focus on growth management, concurrency, neighborhood open space, and landscape planning
	Increase satisfaction with recreational programs	• Expand programming hours for recreation programs • Expand programming for adults and seniors • Evaluate free access to youth centers for Miami Beach residents • Evaluate making scholarships available for specialty camps
	Reduce the number of homeless	• Education and outreach to inform the public of recent accomplishments • Citywide campaign for churches and businesses on how to direct homeless (Operation Home Shore). Target low end hotels with at-risk occupants • Coordinate with Homeless Outreach, Police department, and Judicial systems to enable full enforcement of Quality of Life issues (i.e. Habitual offenders, trespassing, etc.)
	Increase access to workforce or affordable housing	• Explore incentives to provide workforce housing. (i.e. set-asides), development and redevelopment incentives • Conduct a series of focus groups to identify types of affordable housing desired
	Increase resident satisfaction with availability of commercial service options	• Research alternative strategies for incentives

Cultural, Entertainment and Tourism Capital	Increase community rating of cultural activities	• Continue FY 05 initiative to fund the Arts through Quality of Life allocation • Continue FY 05 initiative to fund operations of local performing arts centers • Develop improved communication & marketing plan to target residents & targeted groups) • Conduct a series of focus groups to identify types of major events / cultural activities desired in areas especially in Condo Corridor and North Beach
	Improve availability and accessibility of major events	• Continue FY 05 initiative to fund the Arts through Quality of Life allocation • Continue FY 05 initiative to fund operations of local performing arts centers • Develop improved communication & marketing plan to target residents & targeted groups (also supports KIO: Improve availability and accessibility of major events) • Conduct a series of focus groups to identify major events / cultural activities desired in areas especially in Condo Corridor and North Beach
International Center for Innovation in Culture Recreation and Business	Make City more business friendly	• Complete FY 05 study to identify industry benchmarks, best practices, and recommendations for improvements and FY 05 initiatives to identify technology improvements and Implement recommendations • Enhance distribution and access to information on business process to community • Inventory other City processes for potential preliminary improvement and identify bottlenecks • Research entertainment industry issues with code enforcement
	Enhance Access to labor pool	• Develop working group to deal with various entities (i.e. UNIDAD, Commuter Services of S. FL)
Well Improved Infrastructure	Maintain or improve traffic flow	• Continue FY 05 initiative to work with the Planning Department to ensure funds are adequately captured to fund the Mobility Plan (MMP) • Work with County to expedite implementation of technology to improve timing of lights • Develop a mobility strategy (parking vs. streets, etc.) • Initiate coastal communities transportation master plan study • Complete FY 05 Impact Fee study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system. • Expedite development and implementation of comprehensive bike paths/recreation corridors/ and walkway plan for Miami Beach • Update existing baseline of level of service study • Partner with Miami-Dade Transit to educate public on available transit options
	Improve Parking Availability	• Marketing plan for parking and traffic • Pursue implementation of Walker Parking Study recommendations for development sites in the North Beach, Cultural Campus areas, and other opportunities • Acquire land where possible for additional parking
	Ensure well-designed quality capital projects	• Continue implementation of FY 05 initiatives to expedite: review of construction docs. , legal issues, invoice processing, and field inspections • Streamline program management • Enhance coordination with public and private development projects • Expand public outreach and information regarding capital projects status, etc. • Create a capital revenue fund – based on an annual contribution to address funding shortfalls etc.

		• Create a Pay-as-you-go capital fund – with an annual funding contribution
	Ensure well-maintained facilities	• Creation of a Capital Investment Upkeep Fund with a recurring source of funding to address routine recurring expenses based on a pre-defined plan needed to sustain capital improvement projects, including landscaping • Continue FY 05 initiative to fund a capital replacement renewal and reserve for general fund facilities and to identify and implement required projects as scheduled • Evaluate funding capital renewal and replacement funds in all enterprise and internal service funds
	Ensure well-maintained infrastructure	• Continue outsourcing initiatives to augment in-house capacity Expedite drainage improvement projects, particularly in South Beach • Update Stormwater Master Plan • Complete FY 05 initiative to implement a new infrastructure Management Software for the Water, Sewer, & Stormwater & Geographic Information Systems (GIS). • Complete a full assessment of roads, sidewalks and curbing • Develop criteria for assessment of and methodology for periodic sampling and implement • Expedite CIP projects and process for roads, sidewalks and curbing citywide • Work with Miami-Dade County/ Commissioners to expedite implementation of sidewalk improvements on County roads programmed as part of the PTP
	Preserve our beaches	• Develop initial assessment to determine which beach areas are candidates for sand re-nourishment • Develop a Beach Master Plan for Beach preservation
Supporting Outcomes to Sustainability of Vision	Enhance external and internal communications from and within the City	• Centralize and enhance Communications functions within the City of Miami Beach
	Increase resident satisfaction with employee contact	• Provide on-going training similar to the Leadership Academy to Answer Center subsequently to other front line employees including key contacts for each function in department • Research software to provide knowledge-based information and train Answer Center and other frontline employees regarding same • Continue implementation of FY 05 service shopper initiative • Provide feedback reports and training to departments with an average service shopper score of less than 4.
	Expand hours and service through e-government	• Increase promotion of CMB website on all materials, channel 20, vehicles, etc. • Implement ERP web modules to provide online information to citizens, employees and vendors • Redesign website for ease of use
	Ensure expenditure trends are sustainable over the long term	• Define recurring operating expenses and revenues
	Improve the City's overall financial health and maintain overall bond rating	• Define levels of reserves required to sustain the financial position of the City in light of economic, environmental or other unanticipated challenges • Strengthen financial process to improve internal controls and address audit concerns • Address funding shortfalls in the reserve for claims against the risk management fund
	Improve process through information technology	• Implement Enhancements to security and network infrastructure to ensure availability of critical systems and provide innovative cost effective solutions • Complete ERP implementation

		• Define and initiate development of performance management processes and software • Begin defining IT governance process for prioritizing projects • Develop an IT Master Plan
	Attract and maintain a quality workforce	• Obtain information on strengths and weaknesses of workplace (survey, focus groups, etc)
	Increase community satisfaction with City services	• Create Urban Impact Compensation fund for homesteaded residents • Continue development and implementation of a results-oriented framework for the City of Miami Beach • Conduct focus groups to gain insight an approaches to increase community satisfaction with value of City services for tax dollars paid • Continue implementation of FY 05 initiative to publish and mail a community newsletter on a quarterly basis to all Miami Beach

The set of Citywide KIOs were used to guide departments as they analyzed existing services, and prepared their proposed budgets and new initiatives for fiscal year 2005/06. Allocation of resources was based on enhancements developed to support each of the Citywide initiatives and key intended outcomes.

The following table summarizes the linkage between the strategic planning priorities and department performance plans containing measurable department performance indicators and activities. Detailed information on each department performance plans is contained within each department's budget in addition to the department's mission statement, significant prior accomplishments, organization chart, financial summary, and budget highlights.

LINKAGE TO DEPARTMENT WORK PLAN

Strategic Plan Key Intended Outcome Supported by Department Work Plans	Econ Dev & Cultural				Operations						Safety		Administrative Support Services						
	Building	Econ Dev/Asset/RDA	Planning	TCD	CIP	Fleet	Neighborhood Svcs.	Parking	Parks & Recreation	Public Works	Fire	Police	Communications	Finance	HR & Risk Mgmt.	Information Tech.	Labor Relations	OBPI	Procurement
Increase resident ratings of Public Safety services		x									x	x							
Maintain crime rates at or below national trends										x		x							
Improve cleanliness of Miami Beach rights of way especially in business areas							x	x	x	x									
Improve cleanliness of Miami Beach waterways							x			x									
Increase resident satisfaction with level of code enforcement							x			x									
Ensure compliance with code within reasonable time frame							x												
Maintain Miami Beach public areas & rights of way especially in business districts									x										
Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission			x																
Protect historic building stock	x		x																
Increase satisfaction with neighborhood character			x																
Increase satisfaction with development and growth management across the City			x																
Increase satisfaction with recreational programs									x										
Reduce the number of homeless							x												
Increase access to workforce or affordable housing		x					x												
Increase resident satisfaction with availability of commercial service options		x																	
Increase community rating of cultural activities				x					x										
Improve availability and accessibility of major events												x							
Make City more business friendly	x										x			x					x
Enhance Access to labor pool		x																	
Maintain or improve traffic flow		x						x	x	x		x							
Improve Parking Availability		x						x											
Ensure well-designed quality capital projects					x					x									
Ensure well-maintained facilities										x									
Ensure well-maintained infrastructure					x					x									
Preserve our beaches		x								x									
Enhance external & internal communications from/within the City					x		x						x						
Increase resident satisfaction with employee contact	x				x		x		x									x	
Expand hours and service through e-government				x				x								x			
Ensure expenditure trends are sustainable over the long term																	x	x	
Improve the City's overall financial health and maintain overall bond rating		x						x	x		x	x		x				x	
Improve process through information technology																x		x	
Attract and maintain a quality workforce										x					x		x	x	
Increase community satisfaction with City services																		x	

Performance Measurement and Management

Effective FY 2005/06 the City has implemented a performance measurement and management system to align department services and programs with they the City's strategic priorities. The system is designed drive performance improvement by enabling departments to systematically measure results and make timely adjustments when results fall short of desired performance levels. The performance results for FY 2005/06 the initiatives will be continue to be evaluated along with updated environmental scan information and customer input to further refine initiatives in the following year.

KEY INTENDED OUTCOMES	Citywide Key Performance Indicators	2005 Baseline Measure
Increase resident ratings of Public Safety services	% rating overall quality of fire, EMR, ocean rescue (OR), police (PD) and emergency/hurricane preparedness as excellent or good	Fire / EMR / OR / PD / Emergency Prepared **Residents** 96% / 90% / 95% / 78% / 91% **Businesses** 85% / 81% / 73% / 90% / 89% **Community Orgs** 96% / 96% / 89% / 80% / 92%
	% rating how safe they feel in business / commercial areas during the evening / night as very safe or reasonably safe	**Residents** 66% **Businesses** 69%
Maintain crime rates at or below national trends	Unified Crime Report (UCR) Part 1 Crimes (Property/ Violent Crimes) reported -per 1,000 population -per 1,000 average daily population	**2004 Total Crimes** 10,413
Improve cleanliness of Miami Beach rights of way especially in business areas	% rating cleanliness of streets in business/ commercial areas as excellent or good	**Residents** 62% **Businesses** 47%
	% rating cleanliness of streets in neighborhoods as excellent or good	**Residents** 63% **Community Orgs** 62%
	Public Area Cleanliness Rating Index	
Improve cleanliness of Miami Beach waterways	% rating cleanliness of city's waterways as excellent or good	**Residents** 49% **Businesses** 49% **Community Orgs** 55%
Increase resident satisfaction with level of code enforcement	% rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount	**Residents** 71%
Ensure compliance with code within reasonable time frame	Average response time for # of elapsed days from 1st inspection to voluntary compliance for nuisance complaints	**# of days** 79
	% rates of voluntary compliance as a % of cases initiated	**Percent rate** 88%
Maintain Miami Beach public areas & rights of way especially in business districts	% rating landscape maintenance in rights of way and public areas as excellent or good	**Residents** 77% **Businesses** 67% **Community Orgs** 88%
	Public Area Appearance Rating Index	Under Development

Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	# of site structures and districts considered for designation by the Commission	**# considered** 1,525 (2005)
Protect historic building stock	% of buildings 40 years or older complying with re-certification	To be determined
Increase satisfaction with neighborhood character	% rating the pace of new construction in neighborhoods as about the right amount	**Residents** 54%
Increase satisfaction with development and growth management across the City	% rating the pace of new construction on MB as about the right amount	**Residents** 41% **Businesses** 45% **Community Orgs** 15%
Increase satisfaction with recreational programs	% rating recreation programs & facilities as excellent or good	**Residents** 78%
Reduce the number of homeless	% rating City's ability to address homelessness as excellent or good	**Residents** 31% **Businesses** 25% **Community Orgs** 24%
	# of homeless in the city of MB	239
Increase access to workforce or affordable housing	% rating availability of workforce housing as acceptable / the right amount	**Residents** 38% **Community Orgs** 27%
Increase resident satisfaction with availability of commercial service options	% rating availability of stores that service basic daily needs (i.e. grocery stores, cleaners, retail, hardware, etc.) in neighborhoods as about the right amount	**Residents** 61%
	# of new stores that serve basic needs (i.e. grocery stores, cleaners, retail, hardware, etc.) opened in fiscal year	To be determined
Increase community rating of cultural activities	% rating the availability of cultural activities as about the right amount	**Residents** 62% **Businesses** 57% **Community Orgs** 65%
Improve availability and accessibility of major events	% rating the frequency of major events as the right amount/should occur more often	Right Amount / Should Occur More **Residents** 51% / 38% **Businesses** 50% / 41% **Community Orgs** 69% / 19%
Make City more business friendly	% of Building department customers that agree or strongly agree that overall they were satisfied with their experience with the Building department	**Percent Rate** 71%
	Rejection rates for inspections and plans	Not Available
	% of businesses that rate the City of Miami Beach as one of the best, above average, or average places to run a business	**Best, Above Avg, Average** 75%

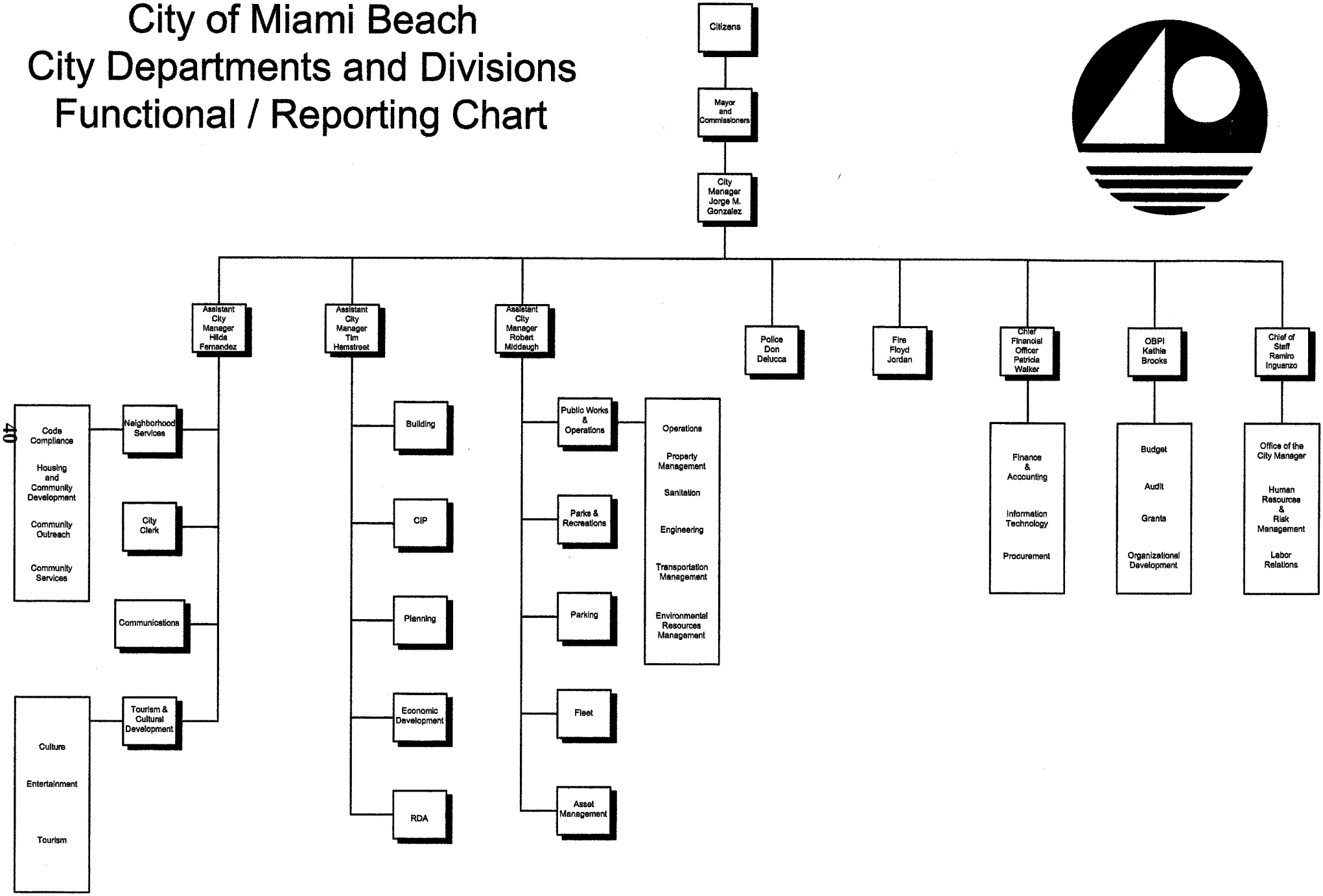
Enhance Access to labor pool	% of businesses in Miami Beach rating "Difficulty in recruiting a skilled labor forces" as the most important challenge over the next several years	**Percent Rate** 11%
Maintain or improve traffic flow	% rating traffic flow on MB as excellent or good	**Residents** 36% **Businesses** 25% **Community Orgs** 0%
	# of CMB major intersections not meeting adopted Minimum Level of Service D	**# of Intersections:** 17
Improve Parking Availability	% rating the availability of parking across MB as about the right amount	**Residents** 21% **Community Orgs** 15%
Ensure well designed quality capital projects	% rating of recently completed capital improvement projects on MB as excellent or good	**Residents** 83% **Businesses** 79% **Community Orgs** 96%
	% of projects completed on time from Notice to Proceed for constructions	**Streetscapes** 86% **Parks & Facilities** 77%
	% of projects in excess of $500,000 completed within budget at time of award as amended only for City requested changes	To be determined
Ensure well-maintained facilities	% rating the appearance and maintenance of the City's public buildings as Excellent or Good	**Residents** 80% **Businesses** 73% **Community Orgs** 84%
	Facility Condition Index for City of Miami Beach Facilities (cost of deferred maintenance as a percent of the value of the facility)	**(City Hall & Historic City Hall)** 26%
Ensure well-maintained infrastructure	% rating as excellent or good: Storm drainage	**Residents** 44%
	% rating as excellent or good: Condition of roads (smoothness, street repair, etc.)	**Residents** 47% **Businesses** 36% **Community Orgs** 54%
	% of roadway lane miles assessed in good condition	To be determined
	% rating the conditions of sidewalks (few or no cracks) as excellent or good	**Residents** 53% **Businesses** 48% **Community Orgs** 62%
	% of sidewalk miles assessed in good condition	To be determined
Preserve our beaches	% of beach below minimum width	To be determined
Enhance external and internal communications from and within the City	% that feel the amount of information they get is the right amount	**Residents** 60% **Businesses** 50% **Community Orgs.** 58%
	% that strongly agree or agree that the City of Miami Beach government is open and interested in hearing their concerns	**Residents** 66% **Businesses** 49% **Community Orgs** 96%
Increase resident satisfaction with employee contact	% that agree or strongly agree that it was easy to get to someone who could help them during their most recent contact with the city (by source of info and reason for contact)	**Residents** 56% **Businesses** 57% **Community Orgs** 80%

	% that agree or strongly agree that employees that assisted during their most recent contact with the city had the proper training and knowledge (by source of info and reason for contact)	**Residents** 65% **Businesses** 67% **Community Orgs** 100%
	Average overall rating for city service shopper program	Not Available
Expanding hours and service through e-government	% of transactions available on-line	Not Available
Ensure expenditure trends are sustainable over the long term	Ratio of % of recurring operating expenditures increase to % of recurring revenue increase for last 5 years (GF & Enterprise)	To be determined
Improve the City's overall financial health and maintain overall bond rating	Overall city bond rating	**Moodys:** A ; **S&P:** AA
	$'s in City (GF & Enterprise) reserve accounts	**(11% Emergency Revenue):** $18,607,574
Improve process through information technology	$'s saved or additional $'s generated through information technology investments	Not Available
Attract and maintain a quality workforce	% of employees satisfied with their job	Not Available
Increase community satisfaction with City services	% rating Miami Beach city government as Good or Excellent in meeting their needs	**Residents** 66% **Businesses** 42% **Community Orgs** 66%
	% rating the Overall Value of City services for tax dollars paid as Good or Excellent	**Residents** 50% **Businesses** 41% **Community Orgs** 59%
	% rating the City of Miami Beach as a place to live as excellent or good	**Residents** 77% **Community Orgs** 84%
	% of Key Performance Indicator targets met in the fiscal year	New Measure Effective FY 2005/06

Each department work plan contains supporting activities indicators that were developed to drive performance improvement for the Citywide KIO as well as department performance measures that will be used throughout the year to determine if the department is on track in its support activities.

ORGANIZATIONAL CHART

City of Miami Beach
City Departments and Divisions
Functional / Reporting Chart



SUMMARIES

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2005-2006

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	$1,343,332					**$1,343,332**
ADMINISTRATIVE SUPPORT SERVICES						**43,944,127**
CITY MANAGER	2,177,714					
Communications	1,067,074					
BUDGET & PERFORMANCE IMPROV	1,736,275					
FINANCE	3,976,543					
Procurement	765,613					
Information Technology					12,069,723	
HUMAN RESOURCES	1,406,214					
Risk Management					18,230,032	
LABOR RELATIONS	223,132					
CITY CLERK	1,499,264					
Central Services					792,543	
CITY ATTORNEY	3,955,117					**3,955,117**
ECONOMIC DEV. & CULTURAL ARTS						**28,447,718**
Economic Development						
ECONOMIC DEVELOPMENT	863,936					
BUILDING	6,565,945					
PLANNING	2,910,361					
Cultural Arts						
TOURISM & CULTURAL DEV	2,623,647					
Tourism & Cultural Development						
CONVENTION CENTER/TOPA				15,483,829		
OPERATIONS						**145,837,573**
NEIGHBORHOOD SERVICES	4,486,086					
PARKS & RECREATION	24,842,148					
PUBLIC WORKS	6,092,697					
Property Management					8,250,873	
Sanitation				11,429,965		
Sewer				29,266,508		
Stormwater				8,250,000		
Water				21,178,028		
CAPITAL IMPROVEMENT PROJECTS	3,179,602					
PARKING				22,060,072		
FLEET MANAGEMENT					6,801,594	
PUBLIC SAFETY						**107,811,921**
POLICE	67,738,027					
FIRE	40,073,894					
CITYWIDE ACCOUNTS						**9,660,105**
CITYWIDE ACCTS-Normandy Shores	128,833					
CITYWIDE ACCTS-Operating Contingency	1,000,000					
CITYWIDE ACCTS-Other	8,531,272					
Transfers						**18,208,828**
MB Homewoner's Dividend Fund	3,269,120					
Capital Reserve Fund	2,500,000					
Pay-As-You-Go Capital Fund	5,000,000					
Capital Investment Upkeep Fund	1,500,000					
Info & Comm Technology Fund	1,000,000					
Risk Management Fund	1,000,000					
11% Emergency Reserve Contribution	3,939,708					
CAPITAL RENEWAL & REPLACEMENT	2,529,563					**2,529,563**
G.O. DEBT SERVICE		9,966,418				**9,966,418**
RDA						**14,057,028**
South Pointe			0			
City Center			14,057,028			
TOTAL - ALL FUNDS	**$207,925,117**	**$9,966,418**	**$14,057,028**	**$107,668,402**	**$46,144,765**	**$385,761,730**

FISCAL YEAR 2005-2006 TOTAL BUDGET BY FUNCTION

Appropriation of Budget by Fund	Mayor and Commision	Admin Support Srvc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	Cap.Renewal & Replace.	G.O. Debt Service	Totals	Percent of Total
General Fund	$ 1,343,332	$ 12,851,829	$ 3,955,117	$ 12,963,889	$ 38,600,533	$ 107,811,921	$ 27,868,933	$ 2,529,563		$207,925,117	65.5%
G.O. Debt Service Fund									9,966,418	9,966,418	3.1%
Enterprise Funds				15,483,829	92,184,573					107,668,402	33.9%
Internal Service Funds		31,092,298			15,052,467					46,144,765	14.5%
Total	$1,343,332	$43,944,127	$3,955,117	$28,447,718	$145,837,573	$107,811,921	$27,868,933	$2,529,563	$9,966,418	$371,704,702	117.1%
PERCENT OF TOTAL	0.4%	11.8%	1.1%	7.7%	39.2%	29.0%	7.5%	0.7%	2.7%	100.0%	

FISCAL YEAR 2004-2005 TOTAL BUDGET BY FUNCTION

Appropriation of Budget by Fund	Mayor and Commision	Admin Support Srvc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	Cap.Renewal & Replace.	G.O. Debt Service	Totals	Percent of Total
General Fund	$1,260,879	$10,961,367	$3,198,595	$11,349,852	$34,086,863	$97,616,795	$8,211,577	1,347,070		$168,032,998	52.9%
G.O. Debt Service Fund									10,134,942	10,134,942	3.2%
Enterprise Funds				14,572,374	84,253,429					98,825,803	31.1%
Internal Service Funds		27,468,009			12,993,574					40,461,583	12.7%
Total	$1,260,879	$38,429,376	$3,198,595	$25,922,226	$131,333,866	$97,616,795	$8,211,577	$1,347,070	$10,134,942	$317,455,326	100.0%
PERCENT OF TOTAL	0.4%	12.1%	1.0%	8.2%	41.4%	30.7%	2.6%	0.4%	3.2%	100.0%	

ALL FUNDS

Summary of Revenues, Expenditures and Changes in Balance

(For Budgetary Purposes Only)

ALL FUNDS	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
General Fund	$143,135,987	$153,977,945	$168,169,878	$169,501,127	$207,925,117
G.O. Debt Service Fund	10,253,399	10,212,673	10,134,942	10,134,942	9,966,418
Enterprise Funds	90,803,836	97,112,337	94,507,803	96,230,764	103,044,032
Internal Service Funds	31,833,727	33,856,752	35,478,283	35,712,352	40,687,043
Total	**$276,026,949**	**$295,159,707**	**$308,290,906**	**$311,579,185**	**$361,622,610**
Expenditures					
Salaries & Benefits	$128,974,712	$136,427,922	$150,730,355	$148,587,905	$168,129,534
Operating Expenses	82,232,712	87,764,540	91,297,596	90,796,080	101,050,760
Renewal & Replacement	10,725,920	11,614,159	9,407,423	9,472,590	10,724,916
MB Homeowner's Dividend Fund	0	0	0	0	3,269,120
Transfers	0	0	0	0	14,939,708
Internal Services	30,292,259	32,827,233	33,553,973	33,791,267	37,658,657
Capital	4,868,443	6,436,062	7,089,297	7,397,895	8,141,735
Debt Service	23,935,026	25,146,953	25,513,562	25,907,177	27,790,272
Total	**$281,029,072**	**$300,216,869**	**$317,592,206**	**$315,952,914**	**$371,704,702**
Add back Capital and Principal shown above for budget purposes only	9,048,441	8,909,898	0	9,803,264	0
Net Increase/(Decrease) in Balance	**$4,046,318**	**$3,852,736**	**($9,301,300)**	**$5,429,535**	**($10,082,092)**
Add: Capital Contributions	**1,005,245**	**396,296**	**0**	**0**	**0**
Beginning Balance	**$184,582,645**	**$189,634,208**	**$193,883,240**	**$193,883,240**	**$199,312,775**
Ending Balance	**$189,634,208**	**$193,883,240**	**$184,581,940**	**$199,312,775**	**$189,230,683**

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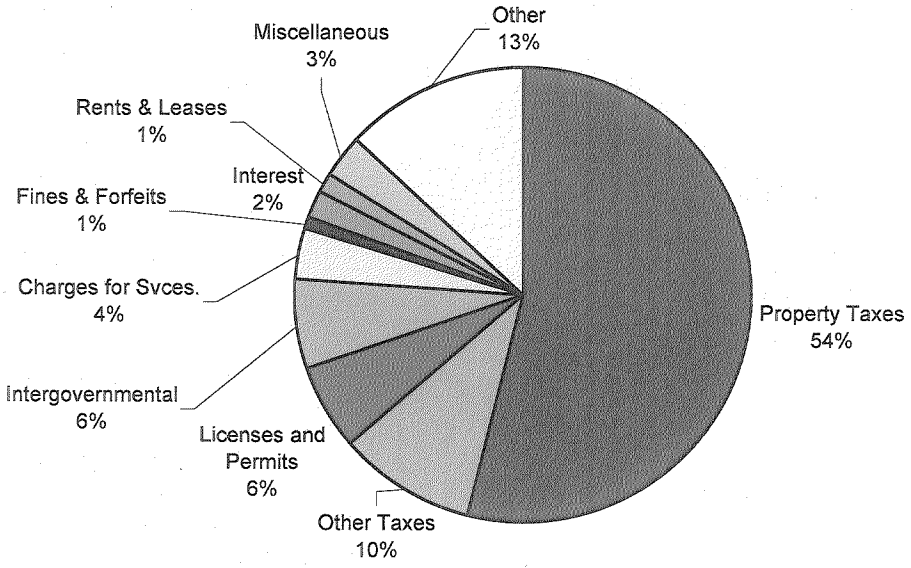
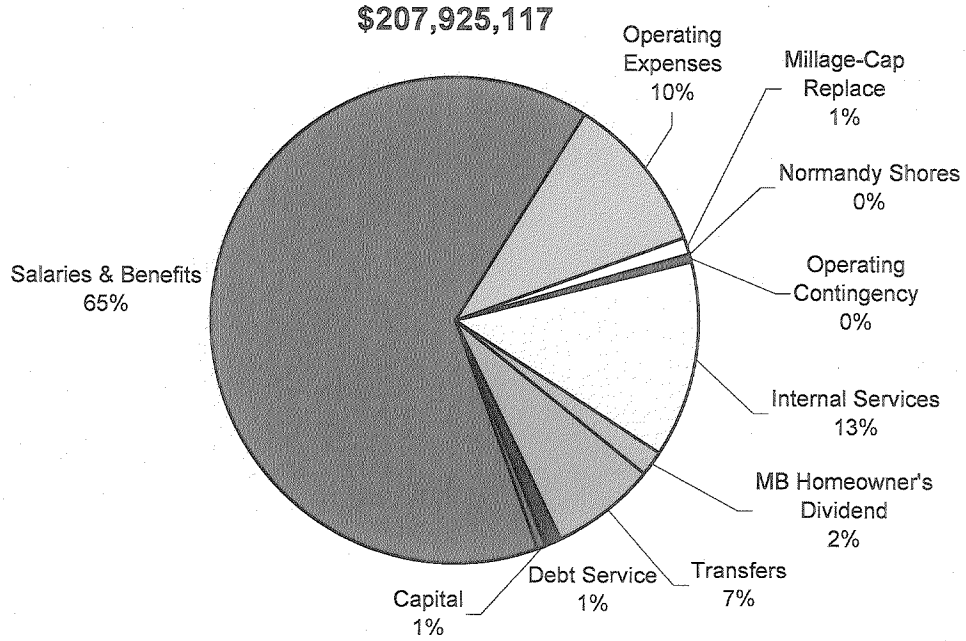
FY 2006 Adopted
General Fund Revenues
$207,925,117



FY 2006 Adopted
General Fund Expenditures
$207,925,117



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GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Property Taxes	$59,825,305	$68,772,002	$78,033,859	$77,733,859	$109,164,825
Capital Renewal & Replacement	0	0	1,347,070	1,347,070	2,529,563
Property Taxes - Normandy Shores	64,162	81,758	92,301	92,301	83,702
Other Taxes	19,418,343	20,064,895	19,568,600	20,094,300	20,763,300
Licenses and Permits	10,363,492	12,620,527	11,446,631	12,110,736	12,511,013
Intergovernmental Revenues	11,120,140	11,561,643	11,117,000	11,338,000	13,020,596
Charges for Services	4,636,398	5,396,914	6,141,136	6,291,166	7,642,800
Fines and Forfeits	1,789,933	1,601,777	1,404,000	1,546,200	1,741,000
Interest Earnings	1,842,362	2,141,216	2,836,880	2,884,000	4,240,000
Rents and Leases	2,675,854	2,502,202	2,679,145	2,748,969	2,605,184
Miscellaneous	8,236,652	5,674,661	6,409,227	6,220,497	6,272,901
Other-Resort Tax Contribution	16,318,450	16,318,450	18,928,608	18,928,608	19,571,309
Other Non-Operating Revenues	6,844,896	7,241,900	8,165,421	8,165,421	7,778,924
Total	**$143,135,987**	**$153,977,945**	**$168,169,878**	**$169,501,127**	**$207,925,117**
Expenditures					
Salaries & Benefits	$104,885,969	$109,635,024	$120,753,840	$120,051,209	$134,111,245
Operating Expenses	14,967,770	16,846,524	18,056,717	17,149,820	21,671,391
Normandy Shores	120,000	220,450	136,663	136,663	128,833
Operating Contingency	0	0	1,000,000	1,000,000	1,000,000
Capital Renewal & Replacement	0	0	1,347,070	1,347,070	2,529,563
MB Homeowner's Dividend Fund	0	0	0	0	3,269,120
Transfers	0	0	0	0	14,939,708
Internal Services	21,372,490	23,666,364	24,458,504	24,777,334	27,028,119
Capital	683,630	2,624,206	897,647	1,180,300	1,337,689
Debt Service	864,280	497,715	1,519,437	1,913,052	1,909,449
Total	**$142,894,139**	**$153,490,283**	**$168,169,878**	**$167,555,448**	**$207,925,117**
Net Increase/(Decrease) in Fund Balance	**$241,848**	**$487,662**	**$0**	**$1,945,679**	**$0**
Beginning Fund Balance	**28,926,783**	**29,168,631**	**29,656,293**	**29,656,293**	**31,601,972**
Ending Fund Balance	**$29,168,631**	**$29,656,293**	**$29,656,293**	**$31,601,972**	**$31,601,972**

NOTE: Pursuant to City policy, Resolution #96-22014 and amended by Resolution # 98-22661 mandates that the Fund Balance of the General Fund include a Reserve for Contingencies of 11% of the General Fund Operating Budget each fiscal year. The reserves per fiscal year are as follows: FY 03 - $17,414,131; FY 04 - $17,414,131; and FY 05 - $18,607,574; and FY 06 $22,547,282. The balance net of this Reserve is available for appropriation.

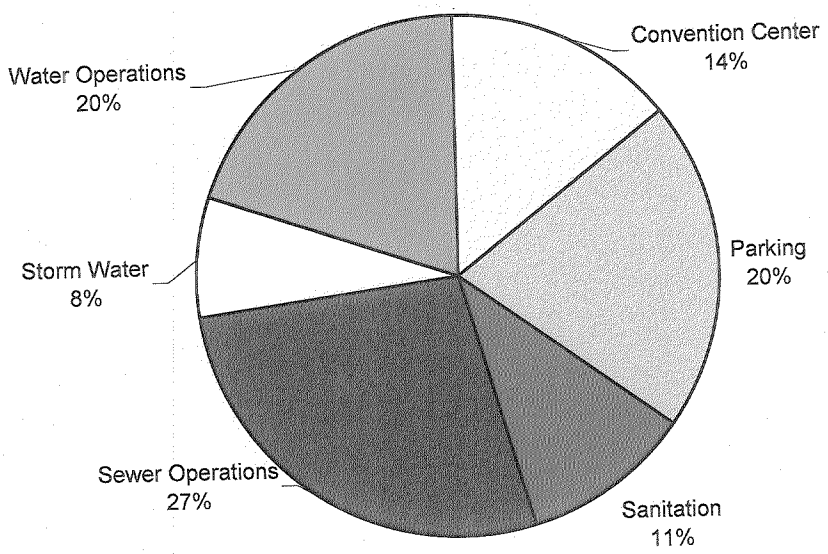
GENERAL OBLIGATION DEBT SERVICE FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

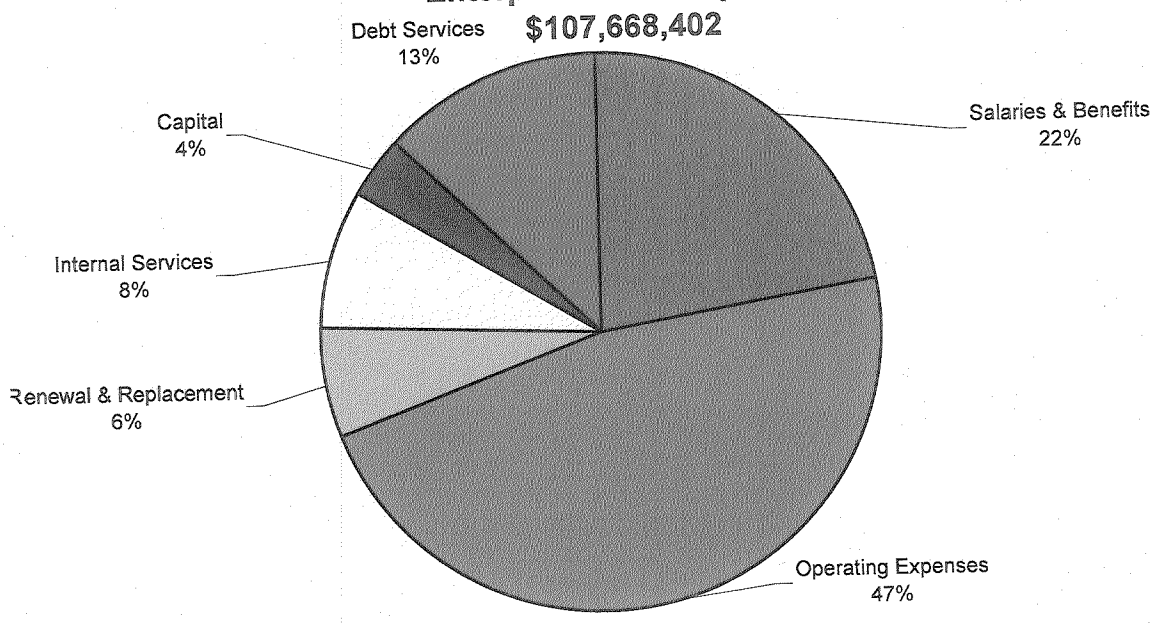
(For Budgetary Purposes Only)

G.O. DEBT SERVICE	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Ad Valorem Taxes (0.592)	$10,237,793	$10,211,129	$10,134,942	$10,134,942	$9,966,418
Other	15,606	1,544	0	0	0
Total	**$10,253,399**	**$10,212,673**	**$10,134,942**	**$10,134,942**	**$9,966,418**
Expenditures					
Principal	$7,285,000	$5,515,000	$5,975,000	$5,975,000	$6,060,000
Interest	2,233,801	4,665,754	4,147,153	4,147,153	3,889,278
Operating Expenditures	664,333	12,908	12,789	12,789	17,140
Total	**$10,183,134**	**$10,193,662**	**$10,134,942**	**$10,134,942**	**$9,966,418**
Net Increase/(Decrease) in Fund Balance	**$70,265**	**$19,011**	**$0**	**$0**	**$0**
Beginning Fund Balance	**$1,204,374**	**$1,274,639**	**$1,293,650**	**$1,293,650**	**$1,293,650**
Ending Fund Balance	**$1,274,639**	**$1,293,650**	**$1,293,650**	**$1,293,650**	**$1,293,650**

FY 2006 Adopted
Enterprise Fund Revenues
$107,668,402



FY 2006 Adopted
Enterprise Fund Expenses
$107,668,402



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ALL ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL ENTERPRISE FUNDS	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$85,822,357	$92,365,538	$89,423,281	$90,607,562	$95,905,782
Interest Earnings/Other	4,981,479	4,746,799	5,084,522	5,623,202	7,138,250
					$0
Total	**$90,803,836**	**$97,112,337**	**$94,507,803**	**$96,230,764**	**$103,044,032**
Expenses					
Salaries & Benefits	$16,331,898	$18,594,241	$21,004,014	$19,932,211	$23,983,492
Operating Expenses	45,684,229	45,998,405	48,246,008	48,243,412	50,597,874
Renewal & Replacement	6,570,582	6,607,861	6,773,787	6,806,688	6,908,787
Internal Services	6,726,562	7,072,070	6,941,283	6,896,334	8,489,532
Capital (for budget purposes only)	1,613,109	2,238,432	3,542,100	3,573,045	3,978,816
Debt Service (incl Principal-budget purposes)	12,694,866	13,721,623	12,318,611	12,318,611	13,709,901
Total	**$89,621,246**	**$94,232,632**	**$98,825,803**	**$97,770,301**	**$107,668,402**
Add back Capital and Principal shown above for budget purposes only	6,310,595	6,700,744	0	5,790,190	0
Net Income (Loss)	**$7,493,185**	**$9,580,449**	**($4,318,000)**	**$4,250,653**	**($4,624,370)**
Add: Capital Contributions	**95,320**	**50,842**	**0**	**0**	**0**
Beginning Retained Earnings	**$131,244,833**	**$138,833,338**	**$148,464,629**	**$148,464,629**	**$152,715,282**
Ending Retained Earnings	**$138,833,338**	**$148,464,629**	**$144,146,629**	**$152,715,282**	**$148,090,912**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

CONVENTION CENTER	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$8,040,411	$8,211,963	$8,398,524	$8,030,395	$7,797,579
Interest Earnings/Other	2,687,238	2,686,642	3,098,850	3,095,660	4,536,250
Total	**$10,727,649**	**$10,898,605**	**$11,497,374**	**$11,126,055**	**$12,333,829**
Expenses					
Salaries & Benefits	$4,067,719	$4,622,843	$4,652,371	$4,360,556	$4,392,248
Operating Expenses	5,024,115	5,314,451	5,773,759	5,858,612	5,920,351
Renewal & Replacement	2,851,077	3,092,371	3,075,000	3,075,000	3,150,000
Internal Services	1,454,414	1,152,246	1,071,244	954,578	1,485,314
Capital	0	0	0	0	535,916
Debt Service	0	0	0	0	0
Total	**$13,397,325**	**$14,181,911**	**$14,572,374**	**$14,248,746**	**$15,483,829**
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	**($2,669,676)**	**($3,283,306)**	**($3,075,000)**	**($3,122,691)**	**($3,150,000)**
Add: Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$31,077,076**	**$28,407,400**	**$25,124,094**	**$25,124,094**	**$22,001,403**
Ending Retained Earnings	**$28,407,400**	**$25,124,094**	**$22,049,094**	**$22,001,403**	**$18,851,403**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PARKING	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$20,813,224	$22,268,271	$21,161,760	$21,794,121	$21,657,272
Interest Earnings/Other	228,193	415,839	404,930	635,000	402,800
Total	**$21,041,417**	**$22,684,110**	**$21,566,690**	**$22,429,121**	**$22,060,072**
Expenses					
Salaries & Benefits	$4,692,131	$5,236,018	$6,000,816	$5,802,668	$6,311,101
Operating Expenses	8,398,750	8,447,466	9,463,426	9,393,316	9,529,381
Renewal & Replacement	1,753,112	1,486,380	1,633,409	1,633,409	1,633,409
Internal Services	1,519,421	1,857,812	1,869,833	1,869,833	2,217,180
Capital (for budget purposes only)	96,924	211,312	413,100	581,050	184,100
Debt Service (incl Principal-budget purposes)	2,186,106	2,186,106	2,186,106	2,186,106	2,184,901
Total	**$18,646,444**	**$19,425,094**	**$21,566,690**	**$21,466,382**	**$22,060,072**
Add back Capital and Principal shown above for budget purposes only	793,662	1,011,312	0	1,383,195	0
Net Income (Loss)	**$3,188,635**	**$4,270,328**	**$0**	**$2,345,934**	**$0**
Add: Capital Contributions	52,845	0	0	0	0
Beginning Retained Earnings	**$46,116,233**	**$49,357,713**	**$53,628,041**	**$53,628,041**	**$55,973,975**
Ending Retained Earnings	**$49,357,713**	**$53,628,041**	**$53,628,041**	**$55,973,975**	**$55,973,975**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SANITATION	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$6,097,324	$7,099,842	$7,254,997	$7,089,046	$10,790,765
Interest Earnings/Other	378,572	215,833	436,742	566,542	639,200
Total	**$6,475,896**	**$7,315,675**	**$7,691,739**	**$7,655,588**	**$11,429,965**
Expenses					
Salaries & Benefits	$2,583,037	$3,068,804	$3,911,779	$3,296,939	$6,037,484
Operating Expenses	2,674,208	2,577,371	2,571,091	2,832,760	3,467,246
Renewal & Replacement	242,043	245,278	195,378	228,279	255,378
Internal Services	740,280	1,016,392	813,491	880,108	1,082,557
Capital (for budget purposes only)	199,467	82,066	50,000	112,995	437,300
Debt Service (incl Principal-budget purposes)	152,137	170,496	150,000	150,000	150,000
Total	**$6,591,172**	**$7,160,407**	**$7,691,739**	**$7,501,081**	**$11,429,965**
Add back Capital and Principal shown above for budget purposes only	330,215	229,378	0	237,995	0
Net Income (Loss)	**$214,939**	**$384,646**	**$0**	**$392,502**	**$0**
Add: Capital Contributions	**16,877**	**50,842**	**0**	**0**	**0**
Beginning Retained Earnings	**$3,382,007**	**$3,613,823**	**$4,049,311**	**$4,049,311**	**$4,441,813**
Ending Retained Earnings	**$3,613,823**	**$4,049,311**	**$4,049,311**	**$4,441,813**	**$4,441,813**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SEWER	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$26,283,883	$26,201,915	$25,956,000	$26,261,000	$27,920,538
Interest Earnings/Other	864,671	687,570	554,000	625,000	755,000
Total	**$27,148,554**	**$26,889,485**	**$26,510,000**	**$26,886,000**	**$28,675,538**
Expenses					
Salaries & Benefits	$1,600,209	$1,791,801	$1,979,428	$2,073,428	$2,226,427
Operating Expenses	18,863,425	17,589,252	18,026,784	17,668,223	19,223,668
Renewal & Replacement	1,070,021	1,072,341	1,080,000	1,080,000	1,080,000
Internal Services	1,454,542	1,436,662	1,495,857	1,495,857	1,655,803
Capital (for budget purposes only)	191,531	292,851	757,000	757,000	590,970
Debt Service (incl Principal-budget purposes)	4,121,160	4,489,640	3,507,931	3,507,931	4,489,640
Total	**$27,300,888**	**$26,672,547**	**$26,847,000**	**$26,582,439**	**$29,266,508**
Add back Capital and Principal shown above for budget purposes only	2,191,531	1,793,331	0	942,980	0
Net Income (Loss)	**$2,039,197**	**$2,010,269**	**($337,000)**	**$1,246,541**	**($590,970)**
Add: Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$22,374,954**	**$24,414,151**	**$26,424,420**	**$26,424,420**	**$27,670,961**
Ending Retained Earnings	**$24,414,151**	**$26,424,420**	**$26,087,420**	**$27,670,961**	**$27,079,991**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

STORMWATER	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$7,622,002	$7,883,864	$7,970,000	$7,970,000	$8,085,000
Interest Earnings/Other	80,572	81,552	80,000	161,000	165,000
Total	**$7,702,574**	**$7,965,416**	**$8,050,000**	**$8,131,000**	**$8,250,000**
Expenses					
Salaries & Benefits	$793,049	$955,796	$1,208,532	$1,179,532	$1,386,822
Operating Expenses	783,440	1,203,282	1,792,913	1,667,913	1,231,121
Renewal & Replacement	57,113	83,049	130,000	130,000	130,000
Internal Services	370,624	334,693	401,555	401,555	579,927
Capital (for budget purposes only)	213,672	705,431	942,000	942,000	1,347,130
Debt Service (incl Principal-budget purposes)	3,201,831	3,565,021	3,575,000	3,575,000	3,575,000
Total	**$5,419,729**	**$6,847,272**	**$8,050,000**	**$7,896,000**	**$8,250,000**
Add back Capital and Principal shown above for budget purposes only'	1,083,672	1,615,431	0	1,892,000	0
Net Income (Loss)	**$3,366,517**	**$2,733,575**	**$0**	**$2,127,000**	**$0**
Add: Capital Contributions	**12,799**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$8,527,633**	**$11,906,949**	**$14,640,524**	**$14,640,524**	**$16,767,524**
Ending Retained Earnings	**$11,906,949**	**$14,640,524**	**$14,640,524**	**$16,767,524**	**$16,767,524**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

WATER	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Charges for Services	$16,965,513	$20,699,683	$18,682,000	$19,463,000	$19,654,628
Interest Earnings/Other	742,233	659,363	510,000	540,000	640,000
Total	**$17,707,746**	**$21,359,046**	**$19,192,000**	**$20,003,000**	**$20,294,628**
Expenses					
Salaries & Benefits	$2,595,753	$2,918,979	$3,251,088	$3,219,088	$3,629,410
Operating Expenses	9,940,291	10,866,583	10,618,035	10,822,588	11,226,107
Renewal & Replacement	597,216	628,442	660,000	660,000	660,000
Internal Services	1,187,281	1,274,265	1,289,303	1,294,403	1,468,751
Capital (for budget purposes only)	911,515	946,772	1,380,000	1,180,000	883,400
Debt Service (incl Principal-budget purposes)	3,033,632	3,310,360	2,899,574	2,899,574	3,310,360
Total	**$18,265,688**	**$19,945,401**	**$20,098,000**	**$20,075,653**	**$21,178,028**
Add back Capital and Principal shown above for budget purposes only	1,911,515	2,051,292	0	1,334,020	0
Net Income (Loss)	**$1,353,573**	**$3,464,937**	**($906,000)**	**$1,261,367**	**($883,400)**
Add: Capital Contributions	**12,799**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$19,766,930**	**$21,133,302**	**$24,598,239**	**$24,598,239**	**$25,859,606**
Ending Retained Earnings	**$21,133,302**	**$24,598,239**	**$23,692,239**	**$25,859,606**	**$24,976,206**

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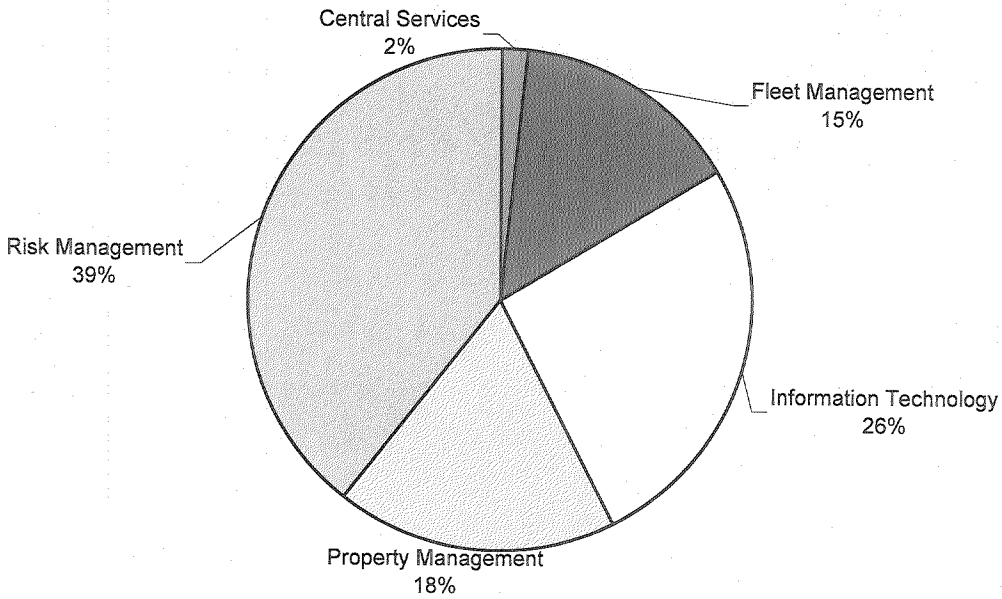
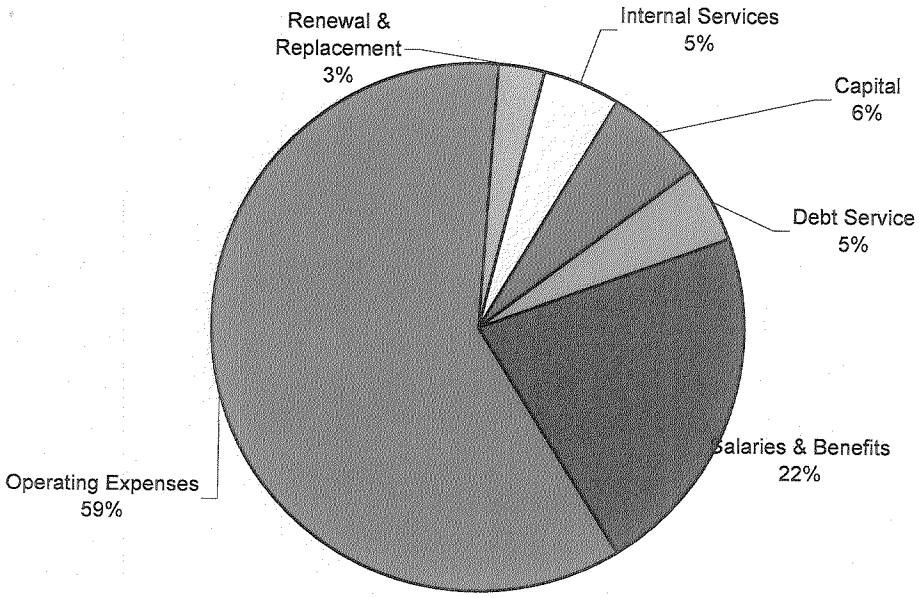
FY 2005 Adopted
Internal Service Fund Revenues
$46,144,765



FY 2006 Adopted
Internal Service Fund Expenses
$46,144,765



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ALL INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL INTERNAL SERVICE FUNDS	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$31,073,212	$33,321,242	$34,868,085	$35,187,031	$39,128,695
Interest Earnings/Other	760,515	535,510	610,198	525,321	1,558,348
Total	**$31,833,727**	**$33,856,752**	**$35,478,283**	**$35,712,352**	**$40,687,043**
Expenses					
Salaries & Benefits	$7,756,845	$8,198,657	$8,972,501	$8,604,485	$10,034,797
Operating Expenses	21,460,713	24,699,161	23,858,208	24,266,185	27,652,662
Renewal & Replacement	4,155,338	5,006,298	1,286,566	1,318,832	1,286,566
Internal Services	2,193,207	2,088,799	2,154,186	2,117,599	2,141,006
Capital (for budget purposes only)	2,571,704	1,573,424	2,649,550	2,644,550	2,825,230
Debt Service (incl Principal-budget purposes)	192,746	733,953	1,540,572	1,540,572	2,204,504
Total	**$38,330,553**	**$42,300,292**	**$40,461,583**	**$40,492,223**	**$46,144,765**
Add back Capital and Principal shown above for budget purposes only	2,737,846	2,209,154	0	4,013,074	0
Net Income (Loss)	**($3,758,980)**	**($6,234,386)**	**($4,983,300)**	**($766,797)**	**($5,457,722)**
Add: Capital Contributions	**909,925**	**345,454**	**0**	**0**	**0**
Beginning Retained Earnings	**$23,206,655**	**$20,357,600**	**$14,468,668**	**$14,468,668**	**$13,701,871**
Ending Retained Earnings	**$20,357,600**	**$14,468,668**	**$9,485,368**	**$13,701,871**	**$8,244,149**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

CENTRAL SERVICES	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$666,585	$822,925	$697,066	$727,066	$733,793
Interest Earnings/Other	2,929	1,434	1,500	4,000	4,000
Total	**$669,514**	**$824,359**	**$698,566**	**$731,066**	**$737,793**
Expenses					
Salaries & Benefits	$247,887	$298,342	$302,078	$302,078	$324,729
Operating Expenses	378,996	353,549	363,235	382,625	379,725
Renewal & Replacement	3,461	3,091	6,144	3,092	6,144
Internal Services	60,153	77,094	81,859	81,859	81,945
Capital (for budget purposes only)	0	0	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$690,497**	**$732,076**	**$753,316**	**$769,654**	**$792,543**
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	**($20,983)**	**$92,283**	**($54,750)**	**($38,588)**	**($54,750)**
Add: Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$176,343**	**$155,360**	**$247,643**	**$247,643**	**$209,055**
Ending Retained Earnings	**$155,360**	**$247,643**	**$192,893**	**$209,055**	**$154,305**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

FLEET MANAGEMENT	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$4,899,837	$5,229,724	$5,166,317	$5,590,000	$5,843,191
Interest Earnings/Other	383,487	292,335	428,321	358,321	418,001
Total	**$5,283,324**	**$5,522,059**	**$5,594,638**	**$5,948,321**	**$6,261,192**
Expenses					
Salaries & Benefits	$1,046,123	$1,115,082	$1,226,440	$1,134,224	$1,391,996
Operating Expenses	4,747,025	2,174,033	2,446,739	2,847,939	3,021,310
Renewal & Replacement	2,846,257	3,076,581	0	0	0
Internal Services	632,654	591,834	630,313	630,313	556,740
Capital (for budget purposes only)	116,148	9,300	77,500	72,500	145,000
Debt Service (incl Principal-budget purposes)	178,133	698,681	1,291,146	1,291,146	1,686,548
Total	**$9,566,340**	**$7,665,511**	**$5,672,138**	**$5,976,122**	**$6,801,594**
Add back Capital and Principal shown above for budget purposes only	275,260	614,795	0	1,280,002	0
Net Income (Loss)	**($4,007,756)**	**($1,528,657)**	**($77,500)**	**$1,252,201**	**($540,402)**
Add: Capital Contributions	**847,313**	**403,745**	**0**	**0**	**0**
Beginning Retained Earnings	**$19,933,449**	**$16,773,006**	**$15,648,094**	**$15,648,094**	**$16,900,295**
Ending Retained Earnings	**$16,773,006**	**$15,648,094**	**$15,570,594**	**$16,900,295**	**$16,359,893**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

INFORMATION TECHNOLOGY	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$7,086,543	$7,437,701	$8,516,394	$8,516,394	$9,629,576
Interest Earnings/Other	78,758	117,110	75,377	50,000	31,347
Total	**$7,165,301**	**$7,554,811**	**$8,591,771**	**$8,566,394**	**$9,660,923**
Expenses					
Salaries & Benefits	$2,833,516	$3,157,372	$3,497,803	$3,347,803	$3,909,122
Operating Expenses	2,828,246	2,714,909	3,021,617	3,058,204	3,310,894
Renewal & Replacement	1,090,232	1,676,932	1,085,789	1,085,789	1,085,789
Internal Services	801,008	729,319	737,136	700,549	790,502
Capital (for budget purposes only)	1,974,320	1,426,581	2,500,000	2,500,000	2,455,460
Debt Service (incl Principal-budget purposes)	14,613	35,272	249,426	249,426	517,956
Total	**$9,541,935**	**$9,740,385**	**$11,091,771**	**$10,941,771**	**$12,069,723**
Add back Capital and Principal shown above for budget purposes only	1,981,350	1,456,816	0	2,661,022	0
Net Income (Loss)	**($395,284)**	**($728,758)**	**($2,500,000)**	**$285,645**	**($2,408,800)**
Add: Capital Contributions	**25,902**	**(80,589)**	**0**	**0**	**0**
Beginning Retained Earnings	**$8,094,247**	**$7,724,865**	**$6,915,518**	**$6,915,518**	**$7,201,163**
Ending Retained Earnings	**$7,724,865**	**$6,915,518**	**$4,415,518**	**$7,201,163**	**$4,792,363**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PROPERTY MANAGEMENT	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$6,705,556	$6,722,354	$7,244,386	$7,109,649	$8,071,103
Interest Earnings/Other	22,598	46,635	5,000	3,000	5,000
Total	**$6,728,154**	**$6,768,989**	**$7,249,386**	**$7,112,649**	**$8,076,103**
Expenses					
Salaries & Benefits	$3,180,254	$3,178,882	$3,451,471	$3,325,671	$3,874,768
Operating Expenses	2,788,271	2,998,954	2,955,541	2,906,341	3,302,020
Renewal & Replacement	213,402	246,504	185,000	220,318	185,000
Internal Services	683,858	637,179	657,374	657,374	664,315
Capital (for budget purposes only)	481,236	137,543	72,050	72,050	224,770
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$7,347,021**	**$7,199,062**	**$7,321,436**	**$7,181,754**	**$8,250,873**
Add back Capital and Principal shown above for budget purposes only	481,236	137,543	0	72,050	0
Net Income (Loss)	**($137,631)**	**($292,530)**	**($72,050)**	**$2,945**	**($174,770)**
Add: Capital Contributions	**26,920**	**22,298**	**0**	**0**	**0**
Beginning Retained Earnings	**$1,322,950**	**$1,212,239**	**$942,007**	**$942,007**	**$944,952**
Ending Retained Earnings	**$1,212,239**	**$942,007**	**$869,957**	**$944,952**	**$770,182**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

RISK MANAGEMENT	Actual FY 2002/03	Actual FY 2003/04	Budget FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06
Revenues					
Inter-Departmental Charges	$11,714,691	$13,108,538	$13,243,922	$13,243,922	$14,851,032
Interest Earnings/Other	272,743	77,996	100,000	110,000	1,100,000
Total	**$11,987,434**	**$13,186,534**	**$13,343,922**	**$13,353,922**	**$15,951,032**
Expenses					
Salaries & Benefits	$449,065	$448,979	$494,709	$494,709	$534,182
Operating Expenses	10,718,175	16,457,716	15,071,076	15,071,076	17,638,713
Renewal & Replacement	1,986	3,190	9,633	9,633	9,633
Internal Services	15,534	53,373	47,504	47,504	47,504
Capital (for budget purposes only)	0	0	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$11,184,760**	**$16,963,258**	**$15,622,922**	**$15,622,922**	**$18,230,032**
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	**$802,674**	**($3,776,724)**	**($2,279,000)**	**($2,269,000)**	**($2,279,000)**
Add: Capital Contributions	**9,790**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**($6,320,334)**	**($5,507,870)**	**($9,284,594)**	**($9,284,594)**	**($11,553,594)**
Ending Retained Earnings	**($5,507,870)**	**($9,284,594)**	**($11,563,594)**	**($11,553,594)**	**($13,832,594)**

CITY OF MIAMI BEACH
Adopted Fiscal Year 2005/06
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Adop 06-Adp 05 Variance	% Diff.
GENERAL FUND					
MAYOR AND COMMISSION	$ 1,260,879	$ 1,235,879	$ 1,343,332	$ 82,453	6.5%
ADMINISTRATIVE SUPPORT					
City Manager	1,888,209	1,818,209	2,177,714	289,505	15.3%
Communications	272,588	222,588	1,067,074	794,486	291.5%
Budget & Performance Improvement	1,549,053	1,514,053	1,736,275	187,222	12.1%
Finance	3,460,126	3,397,126	3,976,543	516,417	14.9%
Procurement	706,999	706,999	765,613	58,614	8.3%
Human Resources	1,393,979	1,348,979	1,406,214	12,235	0.9%
Labor Relations	193,332	193,332	223,132	29,800	15.4%
City Clerk	1,527,654	1,507,974	1,499,264	(28,390)	-1.9%
CITY ATTORNEY	3,198,595	3,205,595	3,955,117	756,522	23.7%
ECON DEV & CULTURAL ARTS					
Economic Development	854,064	825,314	863,936	9,872	1.2%
Building	5,482,359	5,632,359	6,565,945	1,083,586	19.8%
Planning	2,615,594	2,535,594	2,910,361	294,767	11.3%
Tourism & Cultural Development	2,397,835	2,282,835	2,623,647	225,812	9.4%
OPERATIONS					
Neighborhood Services	3,730,078	3,640,078	4,486,086	756,008	20.3%
Parks & Recreation	21,515,815	21,415,815	24,842,148	3,326,333	15.5%
Public Works	6,073,888	5,943,888	6,092,697	18,809	0.3%
Capital Improvement Projects	2,767,082	2,567,082	3,179,602	412,520	14.9%
PUBLIC SAFETY					
Police	61,372,608	61,297,608	67,738,027	6,365,419	10.4%
Fire	36,350,494	36,725,494	40,073,894	3,723,400	10.2%
CITYWIDE					
Citywide Accounts-Other	7,074,914	7,054,914	8,531,272	1,456,358	20.6%
Citywide Accounts-Normandy Shores	136,663	136,663	128,833	(7,830)	-5.7%
Operating Contingency	1,000,000	1,000,000	1,000,000	0	0.0%
CAPITAL RENEWAL & REPLACEMENT	1,347,070	1,347,070	2,529,563	1,182,493	87.8%
Subtotal General Fund	**168,169,878**	**167,555,448**	**189,716,289**	**21,546,411**	**12.8%**
Transfers					
MB Homeowner's Dividend Fund	0	0	3,269,120	3,269,120	------
Capital Reserve Fund	0	0	2,500,000	2,500,000	------
Pay-As-You-Go Capital Fund	0	0	5,000,000	5,000,000	------
Capital Investment Upkeep Fund	0	0	1,500,000	1,500,000	------
Info & Comm Technology Fund	0	0	1,000,000	1,000,000	------
Risk Management Fund	0	0	1,000,000	1,000,000	------
11% Emergency Reserve Contribution	0	0	3,939,708	3,939,708	------
Subtotal	0	0	18,208,828	18,208,828	------
TOTAL GENERAL FUND	**$168,169,878**	**$167,555,448**	**$207,925,117**	**$ 39,755,239**	**23.6%**
G.O. DEBT SERVICE	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**	**$ (168,524)**	**-1.7%**
RDA FUNDS					
CITYWIDE ACCOUNTS-RDA So Pointe	$ 11,766,831	$ 11,766,831	$ 0	$ (11,766,831)	-100.0%
CITYWIDE ACCOUNTS-RDA City Center	9,456,446	9,456,446	14,057,028	4,600,582	48.7%
TOTAL RDA FUNDS	**$ 21,223,277**	**$ 21,223,277**	**$ 14,057,028**	**$ (7,166,249)**	**-33.8%**
ENTERPRISE FUNDS					
CONVENTION CENTER/TOPA	$ 14,572,374	$ 14,248,746	$ 15,483,829	$ 911,455	6.3%
WATER OPERATIONS	20,098,000	20,075,653	21,178,028	1,080,028	5.4%
SEWER OPERATIONS	26,847,000	26,582,439	29,266,508	2,419,508	9.0%
STORMWATER	8,050,000	7,896,000	8,250,000	200,000	2.5%
SANITATION	7,691,739	7,501,081	11,429,965	3,738,226	48.6%
PARKING	21,566,690	21,466,382	22,060,072	493,382	2.3%
TOTAL ENTERPRISE FUNDS	**$ 98,825,803**	**$ 97,770,301**	**$107,668,402**	**$ 8,842,599**	**8.9%**
TOTAL GF,DEBT,RDA,ENTERPRISE	**$298,353,900**	**$296,683,968**	**$339,616,965**	**$ 41,263,065**	**13.8%**
INTERNAL SERVICE FUNDS*					
INFORMATION TECHNOLOGY	$ 11,091,771	$ 10,941,771	$ 12,069,723	$ 977,952	8.8%
RISK MANAGEMENT	15,622,922	15,622,922	18,230,032	2,607,110	16.7%
CENTRAL SERVICES	753,316	769,654	792,543	39,227	5.2%
PROPERTY MANAGEMENT	7,321,436	7,181,754	8,250,873	929,437	12.7%
FLEET MANAGEMENT	5,672,138	5,976,122	6,801,594	1,129,456	19.9%
TOTAL INTERNAL SERVICE FUNDS	**$ 40,461,583**	**$ 40,492,223**	**$ 46,144,765**	**$ 5,683,182**	**14.0%**

* Presented for informational purposes only; costs have already been allocated within the GF and Enterprise Fund Depts.

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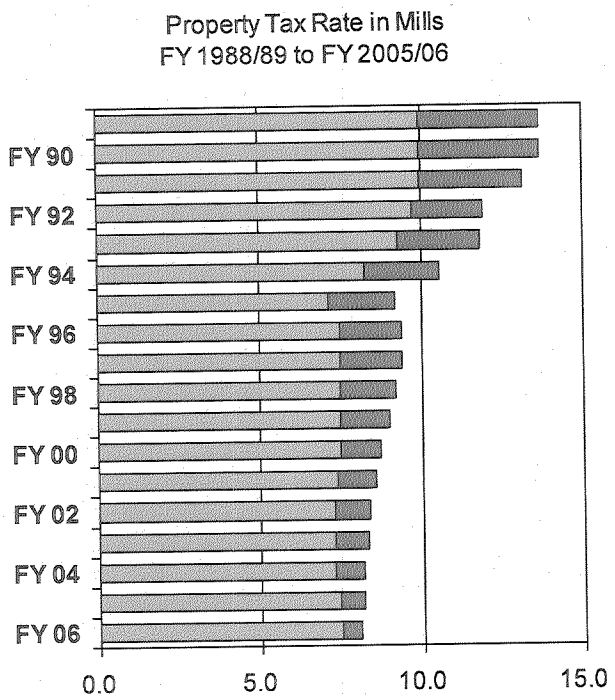
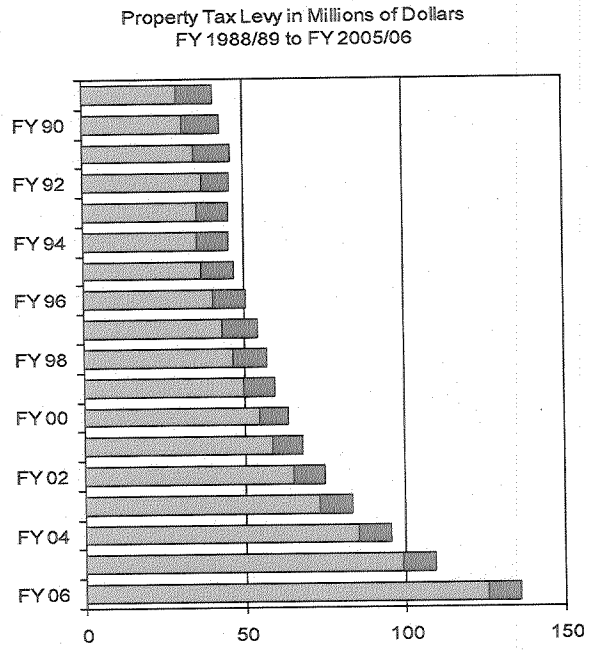
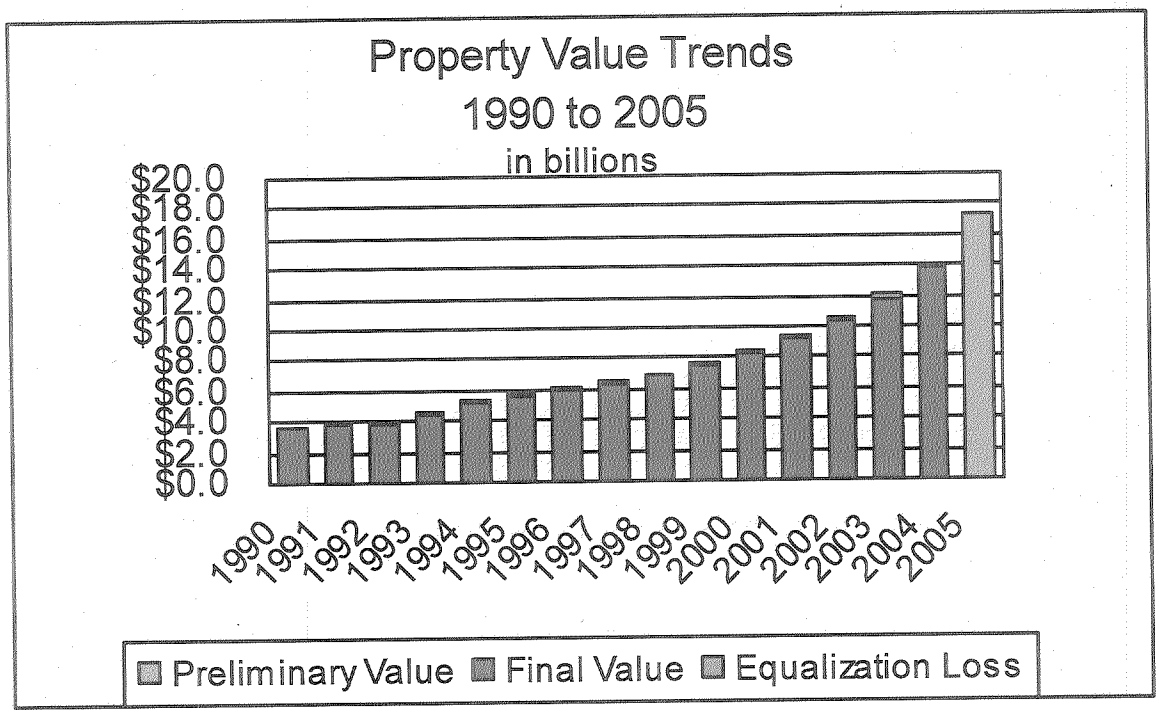

Property Tax Rate in Mills
FY 1988/89 to FY 2005/06
FY 90
FY 92
FY 94
FY 96
FY 98
FY 00
FY 02
FY 04
FY 06
0.0
5.0
10.0
15.0


Property Tax Levy in Millions of Dollars
FY 1988/89 to FY 2005/06
FY 90
FY 92
FY 94
FY 96
FY 98
FY 00
FY 02
FY 04
FY 06
0
50
100
150


Property Value Trends
1990 to 2005
in billions
$20.0
$18.0
$16.0
$14.0
$12.0
$10.0
$8.0
$6.0
$4.0
$2.0
$0.0
1990
1991
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
Preliminary Value
Final Value
Equalization Loss

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MILLAGE AND TAXABLE VALUE

The Miami-Dade County Property Appraiser determined that as of January 1, 2005, the certified taxable value for real and personal property within the City of Miami Beach is **$17,445,766,574.** This amount includes net new additions to the tax roll of $825,278,283 which is the largest increase this City has seen in its recent history. The 2005 Certification represents a 25.9% increase over the prior year's final value of $13,858,100,123 as certified by the Property Appraiser.

The table below illustrates the tax values for the previous three years and the Certification for 2005

	ACTUAL FY 2002/03	ACTUAL FY 2003/04	ACTUAL FY 2004/05	PRELIMINARY FY 2005/06
Existing Values	$10,254,350,584	$11,611,043,700	$13,691,875,990	$16,620,488,291
New Construction	305,716,104	483,118,130	348,941,191	825,278,283
Certified Taxable Value	$10,560,066,688	$12,094,161,830	$14,040,817,181	$17,445,766,574
% Change from PY Final Value	14.5%	16.2%	18.4%	25.9%
Less: Equalization Adjustments	$151,248,383	$240,099,318	$182,717,058	
Final Value	$10,408,818,305	$11,854,062,512	$13,858,100,123	*(See Note 1)*
% Change from PY Final Value	12.9%	13.9%	16.9%	
Value of 1 mill	$10,408,818	$11,854,063	$13,858,100	$17,445,767
96.5% Value (*See Note 2*)	$10,044,510	$11,439,170	$13,373,067	$16,835,165
Millage Levied by the City				
General Operating	7.299	7.299	7.425	7.481
Debt Service	1.023	0.874	0.748	0.592
Total Millage	8.322	8.173	8.173	8.073

Illustrated below is a comparison of the total millage rates and tax levy for FY 2004/05 (Final) and FY 2005/06 (Preliminary) including RDA.

(See Note 3)	Tax Rate			Tax Levy		
	FY 04/05	FY 05/06	Inc/(Dec)	FY 04/05	FY 05/06	Inc/(Dec)
General Operating	7.425	7.481	0.056	$ 99,295,022	$125,943,869	$26,648,847
Debt Service	0.748	0.592	(0.156)	10,003,054	9,966,418	(36,636)
TOTAL	8.173	8.073	(0.100)	$109,298,076	$135,910,287	$26,612,211

Notes:

1) *The final value for 2005 will be determined after equalization adjustments.*
2) *The millage values have been discounted at **96.5%** for early discounts, delinquencies, etc.*
3) *Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2005/06 tax rate is **0.814** mills, with a levy of $83,702.*

Adopted Millage Table for 2005 (FY 05/06) - by Total Millage

Municipalities	City Information		School	Other-Environment	Miami-Dade County				2005
	Operating	Debt Services	Total	So.Fla & FIND	Oper/Debt	Children Trust	Fire Services	Library	Total
Indian Creek	9.750	0.450	8.438	0.736	6.120	0.429	2.661	0.486	29.069
Opa-Locka	9.800		8.438	0.736	6.120	0.429	2.661		28.183
Florida City	8.900		8.438	0.736	6.120	0.429	2.661	0.486	27.769
El Portal	8.700		8.438	0.736	6.120	0.429	2.661	0.486	27.569
Miami Shores	8.250	0.930	8.438	0.736	6.120	0.429	2.661		27.563
Golden Beach	8.590		8.438	0.736	6.120	0.429	2.661	0.486	27.459
Biscayne Park	8.200		8.438	0.736	6.120	0.429	2.661	0.486	27.069
West Miami	8.495		8.438	0.736	6.120	0.429	2.661	0.486	27.364
North Miami	8.500	0.193	8.438	0.736	6.120	0.429	2.661		27.076
Miami Spring	7.900	0.442	8.438	0.736	6.120	0.429	2.661	0.486	27.211
North Miami Beach	7.500	1.108	8.438	0.736	6.120	0.429	2.661		26.992
Homestead	6.750		8.438	0.736	6.120	0.429	2.661	0.486	25.619
South Miami	6.681		8.438	0.736	6.120	0.429	2.661	0.486	25.550
Medley	7.150		8.438	0.736	6.120	0.429	2.661	0.486	26.019
Miami	8.500	0.765	8.438	0.736	6.120	0.429		0.486	25.473
Islandia	9.123		8.438	0.736	6.120	0.429		0.486	25.332
North Bay Village	5.978	0.234	8.438	0.736	6.120	0.429	2.661	0.486	25.082
Hialeah Gardens	6.120		8.438	0.736	6.120	0.429	2.661	0.486	24.989
Miami Beach	**7.481**	**0.592**	**8.438**	**0.736**	**6.120**	**0.429**		**0.486**	**24.281**
Surfside	5.603		8.438	0.736	6.120	0.429	2.661		23.986
Virginia Gardens	4.750		8.438	0.736	6.120	0.429	2.661	0.486	23.619
Bay Harbor Island	4.900		8.438	0.736	6.120	0.429	2.661		23.283
Sweetwater	3.949		8.438	0.736	6.120	0.429	2.661	0.486	22.818
Hialeah	6.800		8.438	0.736	6.120	0.429			22.522
Miami Gardens	3.638		8.438	0.736	6.120	0.429	2.661	0.486	22.508
Coral Gables	6.150		8.438	0.736	6.120	0.429		0.486	22.358
Sunny Isles	2.950		8.438	0.736	6.120	0.429	2.661	0.486	21.819
Miami Lakes	2.825		8.438	0.736	6.120	0.429	2.661	0.486	21.694
County-MSA	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Doral	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Palmetto Bay	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Bal Harbor	2.902		8.438	0.736	6.120	0.429	2.661		21.285
Pinecrest	2.400		8.438	0.736	6.120	0.429	2.661	0.486	21.269
Aventura	2.227		8.438	0.736	6.120	0.429	2.661	0.486	21.096
Key Biscayne	3.606		8.438	0.736	6.120	0.429		0.486	19.814

REVENUE/EXPENDITURE SUMMARY AND DETAIL

REVENUE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
GENERAL FUND						
OPERATING						
Property Tax (7.299)	$ 59,825,305	$ 68,772,002	$ 78,033,859	$ 77,733,859	$ 101,446,574	$ 23,412,715
Property Tax (7.299)-So Pt Costs	0	0	0	0	7,718,251	7,718,251
Property Tax (0.182)-Capital R & R	0	0	1,347,070	1,347,070	2,529,563	1,182,493
Property Tax - Norm Shores (0.814)	64,162	81,758	92,301	92,301	83,702	(8,599)
Other Taxes	19,418,343	20,064,895	19,568,600	20,094,300	20,763,300	1,194,700
Licenses and Permits	10,363,492	12,620,527	11,446,631	12,110,736	12,511,013	1,064,382
Intergovernmental	11,120,140	11,561,643	11,117,000	11,338,000	13,020,596	1,903,596
Charges for Services	4,636,398	5,396,914	6,141,136	6,291,166	7,642,800	1,501,664
Fines and Forfeits	1,789,933	1,601,777	1,404,000	1,546,200	1,741,000	337,000
Interest	1,842,362	2,141,216	2,836,880	2,884,000	4,240,000	1,403,120
Rents and Leases	2,675,854	2,502,202	2,679,145	2,748,969	2,605,184	(73,961)
Miscellaneous	8,236,652	5,674,661	6,409,227	6,220,497	6,272,901	(136,326)
Other	23,163,346	23,560,350	27,094,029	27,094,029	27,350,233	256,204
Fund Balance	2,108,073	0	0	0	0	0
TOTAL	**$ 145,244,060**	**$ 153,977,945**	**$ 168,169,878**	**$ 169,501,127**	**$ 207,925,117**	**$ 39,755,239**
G.O. DEBT SERVICE FUND						
Property Tax (0.592)	$ 10,237,793	$ 10,211,129	$ 10,134,942	$ 10,134,942	$ 9,966,418	$ (168,524)
Other	15,606	1,544	0	0	0	0
TOTAL	**$ 10,253,399**	**$ 10,212,673**	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**	**$ (168,524)**
RDA FUNDS						
AD VALOREM TAXES						
Property Taxes-RDA So Pointe	$ 5,832,404	$ 8,653,826	$ 11,766,831	$ 11,766,831	$ 0	$ (11,766,831)
Property Taxes-RDA City Center	7,241,232	8,362,848	9,456,446	9,456,446	14,057,028	4,600,582
TOTAL	**$ 13,073,636**	**$ 17,016,674**	**$ 21,223,277**	**$ 21,223,277**	**$ 14,057,028**	**$ (7,166,249)**
ENTERPRISE FUNDS						
Convention Center	$ 13,397,325	$ 14,181,911	$ 14,572,374	$ 14,248,746	$ 15,483,829	$ 911,455
Parking	21,041,417	22,684,110	21,566,690	22,429,121	22,060,072	493,382
Sanitation	6,475,896	7,315,675	7,691,739	7,655,588	11,429,965	3,738,226
Sewer Operations	27,340,085	27,182,336	26,847,000	27,223,000	29,266,508	2,419,508
Storm Water	7,702,574	7,965,416	8,050,000	8,131,000	8,250,000	200,000
Water Operations	18,619,261	22,305,818	20,098,000	20,709,000	21,178,028	1,080,028
TOTAL	**$ 94,576,558**	**$ 101,635,266**	**$ 98,825,803**	**$ 100,396,455**	**$ 107,668,402**	**$ 8,842,599**
INTERNAL SERVICE FUNDS						
Central Services	$ 690,497	$ 824,359	$ 753,316	$ 769,654	$ 792,543	$ 39,227
Fleet Management	9,291,080	7,050,716	5,672,138	5,976,122	6,801,594	1,129,456
Information Technology	7,560,585	8,283,569	11,091,771	8,566,394	12,069,723	977,952
Property Management	6,865,785	7,039,221	7,321,436	7,126,804	8,250,873	929,437
Risk Management	11,987,434	16,963,258	15,622,922	15,622,922	18,230,032	2,607,110
TOTAL	**$ 36,395,381**	**$ 40,161,123**	**$ 40,461,583**	**$ 38,061,896**	**$ 46,144,765**	**$ 5,683,182**
TOTAL ALL FUNDS	**$ 299,543,034**	**$ 323,003,681**	**$ 338,815,483**	**$ 339,317,697**	**$ 385,761,730**	**$ 46,946,247**

* See Notes to Revenues

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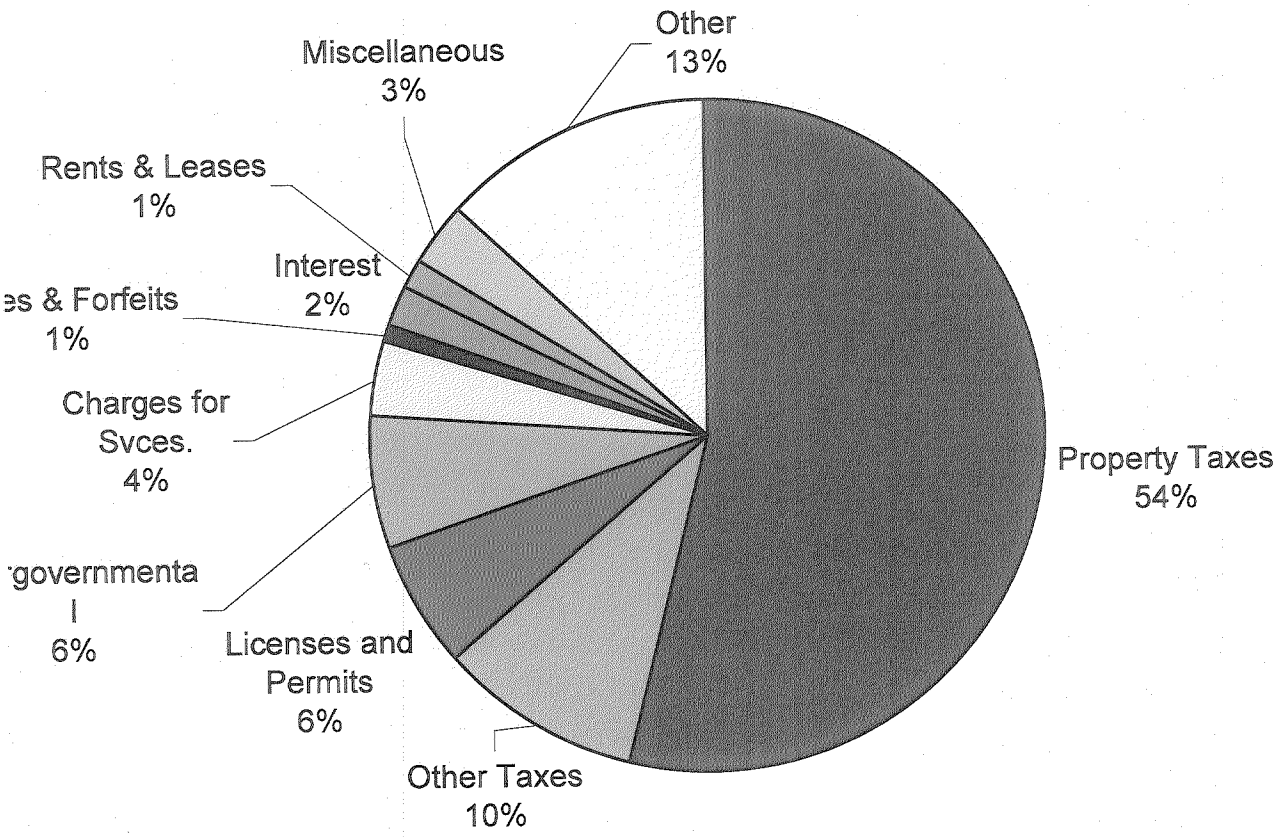
FY 2006 Adopted
General Fund Revenues
$207,925,117



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Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
GENERAL FUND						
AD VALOREM TAXES *						
Property Tax (7.299)	$ 59,825,305	$ 68,772,002	$ 78,033,859	$ 77,733,859	$ 101,446,574	$ 23,412,715
Property Tax (7.299)-So Pt Costs	0	0	0	0	7,718,251	7,718,251
Property Tax (0.182)-Capital R & R	0	0	1,347,070	1,347,070	2,529,563	1,182,493
Property Tax - Norm Shores (0.814)	64,162	81,758	92,301	92,301	83,702	(8,599)
TOTAL	**$ 59,889,467**	**$ 68,853,760**	**$ 79,473,230**	**$ 79,173,230**	**$ 111,778,090**	**$ 32,304,860**
OTHER TAXES						
FRANCHISE TAXES						
Electricity*	$ 5,323,565	$ 6,125,021	$ 5,650,000	$ 6,000,000	$ 6,375,000	$ 725,000
Gas	533,019	574,099	560,000	580,000	600,000	40,000
Cable T.V.	847,678	929,368	900,000	950,000	960,000	60,000
Waste Contractors						
Lazaro's Waste	9,395	0	0	0	0	0
Davis Sanitation	17,520	0	0	0	0	0
Waste Management	152,899	0	0	0	0	0
Browning Ferris	52,546	0	0	0	0	0
Subtotal	$ 6,936,622	$ 7,628,488	$ 7,110,000	$ 7,530,000	$ 7,935,000	$ 825,000
UTILITY TAXES						
Electricity*	$ 7,111,342	$ 7,202,481	$ 7,250,000	$ 7,250,000	$ 7,475,000	$ 225,000
Telephone						
A.T. & T.	342,306	150,366	185,000	135,000	125,000	(60,000)
A.T. & T. Wireless	317,416	322,014	270,000	340,000	355,000	85,000
BellSouth	1,560,426	1,443,773	1,460,000	1,390,000	1,390,000	(70,000)
Other-Telephone Co.'s	2,057,333	2,293,647	2,250,000	2,425,000	2,425,000	175,000
Other-Hotels	78,763	740	0	0	0	0
E-911 Telephone	352,016	356,474	365,000	340,000	365,000	0
E-911 wireless telephone	141,998	144,388	140,000	156,000	165,000	25,000
Gas						
Peoples	509,058	510,196	525,300	515,000	515,000	(10,300)
Other-Companies	7,931	9,769	10,300	10,300	10,300	0
Fuel Oil	3,132	2,559	3,000	3,000	3,000	0
Subtotal	$ 12,481,721	$ 12,436,407	$ 12,458,600	$ 12,564,300	$ 12,828,300	$ 369,700
TOTAL	**$ 19,418,343**	**$ 20,064,895**	**$ 19,568,600**	**$ 20,094,300**	**$ 20,763,300**	**$ 1,194,700**
LICENSES AND PERMITS						
BUSINESS LICENSES						
City Occupational Licenses *	$ 3,045,685	$ 3,460,841	$ 3,400,000	$ 3,450,000	$ 3,622,500	$ 222,500
County Occupational Licenses	213,856	202,534	170,000	195,000	200,000	30,000
Subtotal	$ 3,259,541	$ 3,663,375	$ 3,570,000	$ 3,645,000	$ 3,822,500	$ 252,500
PERMITS *						
Building	$ 2,521,065	$ 2,857,831	$ 2,875,000	$ 2,930,400	$ 3,000,000	$ 125,000
Building Recertification	12,500	43,725	28,000	55,950	30,000	2,000
Certificate of Completion	74,386	267,738	84,000	281,440	250,000	166,000
Certificate of Occupancy	313,271	709,262	335,000	655,000	650,000	315,000
Certificate of Use	164,729	360,444	396,000	380,000	390,000	(6,000)
Demolition	62,440	99,105	50,000	93,910	80,000	30,000
Electrical	893,957	731,239	665,000	697,170	700,000	35,000
Elevator Inspection	191,644	738,652	465,000	500,000	540,000	75,000
False Alarm Permit/Fee	650	1,405	500	1,000	1,000	500
Fire Inspection	139,044	359,728	400,000	368,055	400,000	0
Fire Plan Review	203,020	257,539	194,000	195,800	285,800	91,800
Garage Sale	4,518	3,700	4,200	4,200	4,200	0
Marine	9,807	4,752	6,500	6,500	6,500	0
Mechanical	553,283	413,409	400,000	421,000	400,000	0
Building Training Surcharge	0	303,709	51,931	51,931	83,013	31,082
Plans Review/Planning	91,960	92,586	93,000	87,950	93,000	0
Plumbing	856,047	440,341	600,000	435,430	450,000	(150,000)
Police Towing	117,995	115,350	121,000	115,000	118,000	(3,000)
Sidewalk	477,848	751,408	712,500	750,000	750,000	37,500
Special Events	179,819	145,046	160,000	160,000	160,000	0
News Rack Permit	0	0	0	0	52,000	52,000
Work in right-of-way	147,761	140,467	150,000	150,000	160,000	10,000
Other	88,207	119,716	85,000	125,000	85,000	0
Subtotal	$ 7,103,951	$ 8,957,152	$ 7,876,631	$ 8,465,736	$ 8,688,513	$ 811,882
TOTAL	**$ 10,363,492**	**$ 12,620,527**	**$ 11,446,631**	**$ 12,110,736**	**$ 12,511,013**	**$ 1,064,382**

* See Notes to Revenues

Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
INTERGOVERNMENTAL REVENUES						
STATE REVENUE SHARING						
Sales Tax Proceeds	$ 1,279,144	$ 1,478,690	$ 1,280,000	$ 1,500,000	$ 1,600,000	$ 320,000
Amended CDT Interlocal Agreement*	0	0	0	0	2,918,596	2,918,596
Local Option Gas Tax (6 cents)	1,291,119	1,246,719	1,280,000	1,280,000	1,280,000	0
Local Option Gas Tax (3 cents)	538,170	480,560	500,000	500,000	500,000	0
LOGT/School Guards	34,466	41,486	40,000	40,000	40,000	0
Convention Development Tax *	1,840,000	1,840,000	1,440,000	1,440,000	0	(1,440,000)
Motor Fuel Tax	718,114	811,644	725,000	730,000	730,000	5,000
Liquor Licenses	176,172	224,592	215,000	215,000	215,000	0
Local Gov't 1/2 Cent Sales Tax	5,150,881	5,367,482	5,562,000	5,562,000	5,662,000	100,000
Firefighters Supplemental	92,074	70,470	75,000	71,000	75,000	0
TOTAL	**$ 11,120,140**	**$ 11,561,643**	**$ 11,117,000**	**$ 11,338,000**	**$ 13,020,596**	**$ 1,903,596**
CHARGES FOR SERVICE						
GENERAL GOVERNMENT						
Photocopies	$ 47,639	$ 46,756	$ 55,000	$ 46,000	$ 55,000	$ 0
Passport Application Fees	54,695	81,304	60,000	70,000	50,000	(10,000)
Concurrency Statement Fees	110,800	46,200	50,000	64,000	50,000	0
Microfilm - Building	15,155	22,675	17,000	24,590	20,000	3,000
Subtotal	$ 228,289	$ 196,935	$ 182,000	$ 204,590	$ 175,000	$ (7,000)
PUBLIC SAFETY						
Fire-Rescue	$ 1,110,576	$ 1,024,238	$ 1,117,400	$ 1,209,000	$ 1,200,000	$ 82,600
Off Duty Admin - Police	393,604	445,889	400,000	455,000	455,000	55,000
Off Duty Admin - Fire	20,123	26,285	25,000	28,590	30,000	5,000
Hazardous Materials	0	0	27,750	0	27,500	(250)
Subtotal	$ 1,524,303	$ 1,496,412	$ 1,570,150	$ 1,692,590	$ 1,712,500	$ 142,350
CULTURE AND RECREATION						
Pools	$ 63,023	$ 105,011	$ 245,000	$ 195,025	$ 40,000	$ (205,000)
Tennis Centers	47,928	60,051	48,000	48,000	48,000	0
Youth Center	31,610	47,484	67,500	51,000	10,000	(57,500)
After School Programs	0	138,500	197,500	312,425	500,000	302,500
Summer Camps	0	45,000	45,000	45,000	30,000	(15,000)
Recreation/Special Revenue	0	0	0	0	1,267,900	1,267,900
Miami Beach Golf Club*	2,700,186	3,303,316	3,735,536	3,740,536	3,857,400	121,864
Community Centers	1,740	2,630	2,300	2,000	2,000	(300)
Rentals/Classes	38,419	1,425	48,150	0	0	(48,150)
N. Shore Open Space - Admissions	900	150	0	0	0	0
Subtotal	$ 2,883,806	$ 3,703,567	$ 4,388,986	$ 4,393,986	$ 5,755,300	$ 1,366,314
TOTAL	**$ 4,636,398**	**$ 5,396,914**	**$ 6,141,136**	**$ 6,291,166**	**$ 7,642,800**	**$ 1,501,664**
FINES AND FORFEITS						
County Court Fines - Traffic *	$ 540,711	$ 746,250	$ 710,000	$ 710,000	$ 950,000	$ 240,000
Parking/School Guards	54,311	43,551	55,000	55,000	55,000	0
Traffic Ticket Surcharge	0	0	45,000	45,000	45,000	0
Cost Recovery-Police	0	0	38,000	38,000	38,000	0
False Alarm Fines	41,225	20,267	20,000	20,000	20,000	0
Code Enforcement Violations	752,656	553,529	400,000	400,000	400,000	0
Building Code Violations	74,791	150,053	60,000	200,000	150,000	90,000
Fire Code Violations	302,160	76,216	60,000	60,000	60,000	0
Fire Overcrowding Fines	10,720	9,700	10,000	16,200	20,000	10,000
Requests for Appeals	0	0	1,000	1,000	1,000	0
Other	13,359	2,211	5,000	1,000	2,000	(3,000)
TOTAL	**$ 1,789,933**	**$ 1,601,777**	**$ 1,404,000**	**$ 1,546,200**	**$ 1,741,000**	**$ 337,000**
INTEREST EARNINGS *						
Interest Earnings	$ 1,737,903	$ 2,044,724	$ 2,597,770	$ 2,780,000	$ 4,136,000	$ 1,538,230
Interest other	83,467	89,117	159,406	94,000	94,000	(65,406)
Administrative Fees	20,992	7,375	79,704	10,000	10,000	(69,704)
TOTAL	**$ 1,842,362**	**$ 2,141,216**	**$ 2,836,880**	**$ 2,884,000**	**$ 4,240,000**	**$ 1,403,120**

* See Notes to Revenues

Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
RENTS AND LEASES						
Air Rights Lease	$ 44,010	$ 40,625	$ 40,625	$ 40,625	$ 40,625	$ 0
Concert Association	0	4,821	0	0	0	0
Byron Carlyle*	0	3,263	77,200	116,174	66,700	(10,500)
Colony Theater*	0	10,314	104,150	0	117,900	13,750
Bus Shelters	274,834	278,612	274,000	274,000	290,000	16,000
South Pointe Park Restaurant	354,810	391,247	445,000	445,000	460,000	15,000
Golf - Management Agreement	48,000	0	0	0	0	0
Park One Development Agreement	65,958	(3,300)	56,000	56,000	56,000	0
Lincoln Place Develop. Agreement	81,250	75,000	115,000	115,000	115,000	0
The Lincoln Develop. Agreement	31,250	75,000	142,000	142,000	142,000	0
Historic City Hall Building	326,429	176,826	175,000	175,000	136,224	(38,776)
777 Building*	468,408	452,116	480,000	480,000	161,200	(318,800)
Penrod's Pier Park Restaurant	829,737	608,639	600,000	640,000	720,000	120,000
Ballet Valet Ramp	0	0	0	0	20,160	20,160
Seawall and Outlots	37,835	40,875	40,170	40,170	41,375	1,205
Rental City Prop-Other Funds	113,333	348,164	130,000	225,000	238,000	108,000
TOTAL	**$ 2,675,854**	**$ 2,502,202**	**$ 2,679,145**	**$ 2,748,969**	**$ 2,605,184**	**$ (73,961)**
MISCELLANEOUS						
Bond Issuance Fee	$ 100,000	$ 0	$ 0	$ 0	$ 0	$ 0
Cost Allocation - CIP*	1,721,231	1,726,612	2,374,622	2,024,622	2,661,903	287,281
So Point RDA - Management Fee*	414,000	543,807	590,502	590,502	0	(590,502)
City Ctr RDA - Management Fee*	414,000	539,443	555,847	555,847	623,277	67,430
Concessions						
Miami-Metro Vending	20,382	18,000	25,000	20,000	25,000	0
Boucher Brothers - Beachfront	377,360	429,084	420,000	440,000	430,000	10,000
Beachfront - Other	967	0	1,000	0	1,000	0
Road Impact Fee Reimbursement	37,922	79,478	50,000	80,000	80,000	30,000
Sale of City Property	0	0	10,000	10,000	10,000	0
Cable settlement	35,589	19,223	62,000	62,000	0	(62,000)
Telephone-Coin Operated comm.	625	0	0	0	0	0
Planning Application Fees	181,273	245,695	200,000	250,000	232,000	32,000
Beach Access	27,725	22,000	48,000	50,000	50,000	2,000
Design Review Fee	73,447	85,735	85,000	97,270	85,000	0
Lien Letter	93,477	125,981	75,000	120,000	120,000	45,000
FL Dept of Trans - Reimb	225,000	262,500	300,000	300,000	300,000	0
Self-Insurance Reimbursement	471,094	537,506	553,631	553,631	553,631	0
Parking Reimb - Transp./Conc	550,000	550,000	550,000	550,000	550,000	0
Fleet Management - Reimb.	2,474,022	0	0	0	0	0
Interlocal Legal Dept Reimb	70	0	0	0	0	0
FOP car user fee	160,761	173,410	175,000	183,000	185,000	10,000
All Other	857,707	316,187	333,625	333,625	366,090	32,465
TOTAL	**$ 8,236,652**	**$ 5,674,661**	**$ 6,409,227**	**$ 6,220,497**	**$ 6,272,901**	**$ (136,326)**
OTHER						
INTERFUND TRANSFERS						
Convention Center - Mgmt Fee	$ 700,000	$ 740,600	$ 740,600	$ 740,600	$ 740,600	$ 0
Water and Sewer - Mgmt Fee	2,894,896	3,062,800	3,062,800	3,062,800	3,062,800	0
Parking - Management Fee	2,300,000	2,433,400	2,433,400	2,433,400	2,433,400	0
Sanitation - Management Fee	250,000	264,500	264,500	264,500	264,500	0
Storm Sewer - Management Fee	250,000	264,500	264,500	264,500	264,500	0
Internal Service Funds - Mgmt Fee	375,000	396,750	396,750	396,750	396,750	0
Resort Tax - Mgmt Fee	75,000	79,350	74,060	74,060	74,060	0
RDA City Center Reimbursement *	0	0	928,811	928,811	542,314	(386,497)
Resort Tax *	16,318,450	16,318,450	18,928,608	18,928,608	19,571,309	642,701
FUND BALANCE						
GF Balance-Budget purposes	2,108,073	0	0	0	0	0
TOTAL	**$ 25,271,419**	**$ 23,560,350**	**$ 27,094,029**	**$ 27,094,029**	**$ 27,350,233**	**$ 256,204**
TOTAL GENERAL FUND	**$ 145,244,060**	**$ 153,977,945**	**$ 168,169,878**	**$ 169,501,127**	**$ 207,925,117**	**$ 39,755,239**
G.O. DEBT SERVICE FUND*						
Property Tax (0.592)	$ 10,237,793	$ 10,211,129	$ 10,134,942	$ 10,134,942	$ 9,966,418	$ (168,524)
Other	15,606	1,544	0	0	0	0
TOTAL	**$ 10,253,399**	**$ 10,212,673**	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**	**$ (168,524)**
RDA FUNDS						
AD VALOREM TAXES*						
Property Taxes-RDA So Pointe	$ 5,832,404	$ 8,653,826	$ 11,766,831	$ 11,766,831	$ 0	$ (11,766,831)
Property Taxes-RDA City Center	7,241,232	8,362,848	9,456,446	9,456,446	14,057,028	4,600,582
TOTAL	**$ 13,073,636**	**$ 17,016,674**	**$ 21,223,277**	**$ 21,223,277**	**$ 14,057,028**	**$ (7,166,249)**

* See Notes to Revenues

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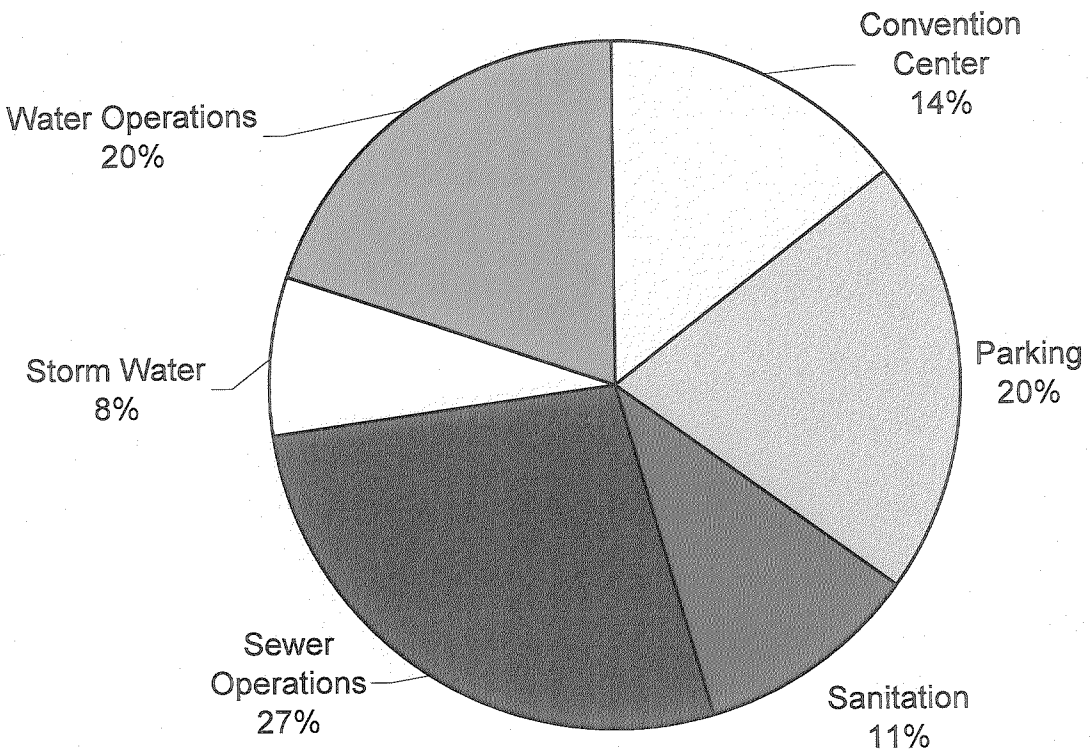
FY 2006 Adopted
Enterprise Fund Revenues
$107,668,402



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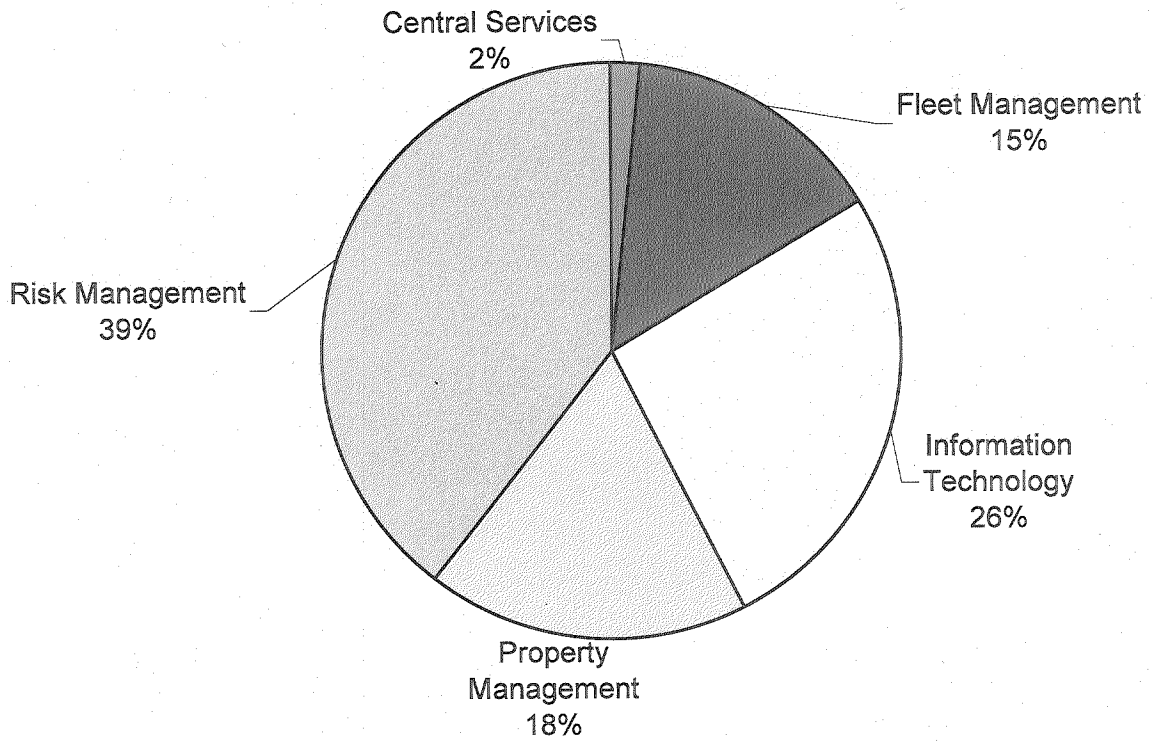
Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
ENTERPRISE FUNDS						
CONVENTION CENTER/TOPA						
CHARGES FOR SERVICES						
Rents and Leases	$ 4,220,252	$ 4,331,581	$ 4,632,970	$ 4,758,187	$ 4,583,569	$ (49,401)
Concessions	1,313,580	1,501,655	1,414,988	1,664,116	1,329,867	(85,121)
Telephones	332,581	292,277	332,887	47,493	290,039	(42,848)
Electrical Income	863,054	912,202	985,513	968,144	933,849	(51,664)
Services	709,663	565,397	454,736	327,671	211,082	(243,654)
Miscellaneous and Other	601,281	608,851	577,430	264,784	449,173	(128,257)
Subtotal	$ 8,040,411	$ 8,211,963	$ 8,398,524	$ 8,030,395	$ 7,797,579	$ (600,945)
OTHER						
Convention Development Tax*	$ 2,660,000	$ 2,660,000	$ 3,060,000	$ 3,060,000	$ 4,500,000	$ 1,440,000
Interest Earnings	27,238	26,642	38,850	35,660	36,250	(2,600)
Retained Earnings	2,669,676	3,283,306	3,075,000	3,122,691	3,150,000	75,000
Subtotal	$ 5,356,914	$ 5,969,948	$ 6,173,850	$ 6,218,351	$ 7,686,250	$ 1,512,400
TOTAL	**$ 13,397,325**	**$ 14,181,911**	**$ 14,572,374**	**$ 14,248,746**	**$ 15,483,829**	**$ 911,455**
PARKING						
CHARGES FOR SERVICES*						
Meters	$ 10,458,897	$ 10,679,365	$ 10,656,626	$ 10,656,626	$ 10,753,838	$ 97,212
Parking Citations	2,839,967	3,411,423	3,217,495	3,217,495	3,217,495	0
Attended Parking	1,646,259	1,879,610	1,676,500	1,850,000	1,849,500	173,000
Permits	719,958	910,905	623,039	700,000	623,039	0
Preferred Lot	579,129	555,934	580,000	590,000	580,000	0
Garages	3,605,424	3,977,996	3,488,500	3,800,000	3,713,800	225,300
Space Rental	379,650	257,297	379,600	425,000	379,600	0
Valet	377,434	434,147	390,000	390,000	390,000	0
Towing Fees	206,506	161,594	150,000	165,000	150,000	0
Subtotal	$ 20,813,224	$ 22,268,271	$ 21,161,760	$ 21,794,121	$ 21,657,272	$ 495,512
OTHER						
Interest Earnings	$ 247,414	$ 289,846	$ 300,000	$ 505,890	$ 300,000	$ 0
Miscellaneous	(19,221)	125,993	104,930	129,110	102,800	(2,130)
Subtotal	$ 228,193	$ 415,839	$ 404,930	$ 635,000	$ 402,800	$ (2,130)
TOTAL	**$ 21,041,417**	**$ 22,684,110**	**$ 21,566,690**	**$ 22,429,121**	**$ 22,060,072**	**$ 493,382**
SANITATION						
CHARGES FOR SERVICES						
Sanitation Fees	$ 2,715,835	$ 2,693,566	$ 2,946,236	$ 2,813,652	$ 3,194,249	$ 248,013
Franchise Tax-Waste Contractors	1,358,669	1,920,990	1,879,452	1,933,400	1,982,616	103,164
Franchise Tax-Right of Way	237,377	247,508	238,243	258,507	251,250	13,007
Trash Removal	7,436	32,361	20,400	36,000	35,000	14,600
Roll Off	367,988	447,338	357,875	400,000	360,000	2,125
Impact Fee-Construction	706,012	661,979	663,093	525,000	665,000	1,907
Impact Fee-Commercial	624,179	678,381	724,461	694,450	700,000	(24,461)
City Center RDA - Reimb*	0	0	225,237	225,237	862,648	637,411
Mid Beach Resort Tax QLF*	0	0	75,000	75,000	0	(75,000)
N Beach Resort Tax QLF*	0	0	75,000	75,000	0	(75,000)
Amded.CDT Interlocal Agreement*	0	0	0	0	2,665,002	2,665,002
Violations/Fines	79,828	36,177	50,000	52,800	75,000	25,000
Subtotal	$ 6,097,324	$ 6,718,300	$ 7,254,997	$ 7,089,046	$ 10,790,765	$ 3,535,768
OTHER						
Interest Earnings/Other	$ (2,970)	$ 215,833	$ 55,200	$ 185,000	$ 55,200	$ 0
Retained Earnings	0	0	0	0	0	0
Loan Proceeds	0	0	0	0	0	0
Stormwater Fund Contribution	381,542	381,542	381,542	381,542	584,000	202,458
Subtotal	$ 378,572	$ 597,375	$ 436,742	$ 566,542	$ 639,200	$ 202,458
TOTAL	**$ 6,475,896**	**$ 7,315,675**	**$ 7,691,739**	**$ 7,655,588**	**$ 11,429,965**	**$ 3,738,226**
WATER OPERATIONS						
CHARGES FOR SERVICES						
Water Sales*	$ 16,615,148	$ 20,386,165	$ 18,377,000	$ 19,100,000	$ 19,336,628	$ 959,628
Firelines	68,557	100,855	100,000	140,000	100,000	0
Water Connection Fees	62,817	977	5,000	3,000	3,000	(2,000)
Water Tapping	218,991	211,686	200,000	220,000	215,000	15,000
Subtotal	$ 16,965,513	$ 20,699,683	$ 18,682,000	$ 19,463,000	$ 19,654,628	$ 972,628
OTHER						
Interest Earnings	$ 25,448	$ 15,878	$ 10,000	$ 40,000	$ 40,000	$ 30,000
Miscellaneous	716,785	643,485	500,000	500,000	600,000	100,000
Retained Earnings	911,515	946,772	906,000	706,000	883,400	(22,600)
Subtotal	$ 1,653,748	$ 1,606,135	$ 1,416,000	$ 1,246,000	$ 1,523,400	$ 107,400
TOTAL	**$ 18,619,261**	**$ 22,305,818**	**$ 20,098,000**	**$ 20,709,000**	**$ 21,178,028**	**$ 1,080,028**

* See Notes to Revenues

Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
SEWER OPERATIONS						
CHARGES FOR SERVICES						
Sewer User Fees *	$ 23,576,818	$ 24,002,352	$ 23,691,000	$ 23,991,000	$ 25,595,538	$ 1,904,538
Sewer Connection Fees	52,800	114,194	65,000	70,000	65,000	0
Sewer Fees-Cities	2,654,265	2,085,369	2,200,000	2,200,000	2,260,000	60,000
Subtotal	$ 26,283,883	$ 26,201,915	$ 25,956,000	$ 26,261,000	$ 27,920,538	$ 1,964,538
OTHER						
Interest Earnings	$ 75,576	$ 38,874	$ 24,000	$ 95,000	$ 125,000	$ 101,000
Miscellaneous	789,095	648,696	530,000	530,000	630,000	100,000
Retained Earnings	191,531	292,851	337,000	337,000	590,970	253,970
Subtotal	$ 1,056,202	$ 980,421	$ 891,000	$ 962,000	$ 1,345,970	$ 454,970
TOTAL	**$ 27,340,085**	**$ 27,182,336**	**$ 26,847,000**	**$ 27,223,000**	**$ 29,266,508**	**$ 2,419,508**
STORMWATER						
Stormwater Fees	$ 7,622,002	$ 7,883,864	$ 7,970,000	$ 7,970,000	$ 8,085,000	$ 115,000
Interest Earnings	49,363	70,300	60,000	146,000	165,000	105,000
Other	31,209	11,252	20,000	15,000	0	(20,000)
Retained Earnings	0	0	0	0	0	0
TOTAL	**$ 7,702,574**	**$ 7,965,416**	**$ 8,050,000**	**$ 8,131,000**	**$ 8,250,000**	**$ 200,000**
TOTAL - ENTERPRISE FUNDS	**$ 94,576,558**	**$ 101,635,266**	**$ 98,825,803**	**$ 100,396,455**	**$ 107,668,402**	**$ 8,842,599**

* See Notes to Revenues

FY 2005 Adopted
Internal Service Fund Revenues
$46,144,765



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Detail Comparison by Fund and Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Variance Adp 06-Adp 05
INTERNAL SERVICE FUNDS						
CENTRAL SERVICES						
Inter-Departmental Charges	$666,585	$ 822,925	$ 697,066	$ 727,066	$ 733,793	$ 36,727
Interest Earning/Other	2,929	1,434	1,500	4,000	4,000	2,500
Retained Earnings*	20,983	0	54,750	38,588	54,750	0
TOTAL	**$ 690,497**	**$ 824,359**	**$ 753,316**	**$ 769,654**	**$ 792,543**	**$ 39,227**
FLEET MANAGEMENT						
Inter-Departmental Charges*	$4,899,837	$ 5,229,724	$ 5,166,317	$ 5,590,000	$ 5,843,191	$ 676,874
Sale of City Property	199,087	225,800	220,000	150,000	220,000	0
Motor Fuel Refund	78,030	72,399	85,000	85,000	72,000	(13,000)
Interest Earnings/Other	106,370	(5,864)	123,321	123,321	126,001	2,680
Retained Earnings	4,007,756	1,528,657	77,500	27,801	540,402	462,902
TOTAL	**$9,291,080**	**$ 7,050,716**	**$ 5,672,138**	**$ 5,976,122**	**$ 6,801,594**	**$ 1,129,456**
INFORMATION TECHNOLOGY						
Inter-Departmental Charges *	$7,086,542	$ 7,437,701	$ 8,516,394	$ 8,516,394	$ 9,629,576	$ 1,113,182
Interest Earnings/Other	78,759	117,110	75,377	50,000	31,347	(44,030)
Retained Earnings	395,284	728,758	2,500,000	0	2,408,800	(91,200)
TOTAL	**$7,560,585**	**$ 8,283,569**	**$ 11,091,771**	**$ 8,566,394**	**$ 12,069,723**	**$ 977,952**
PROPERTY MANAGEMENT						
Inter-Departmental Charges *	$6,705,556	$ 6,722,354	$ 7,244,386	$ 7,109,649	$ 8,071,103	$ 826,717
Interest Earning/Other	22,598	46,635	5,000	3,000	5,000	0
Retained Earnings	137,631	270,232	72,050	14,155	174,770	102,720
TOTAL	**$6,865,785**	**$ 7,039,221**	**$ 7,321,436**	**$ 7,126,804**	**$ 8,250,873**	**$ 929,437**
RISK MANAGEMENT						
Inter-Departmental Charges *	$11,714,691	$ 13,108,538	$ 13,243,922	$ 13,243,922	$ 14,851,032	$ 1,607,110
Interest Earning/Other	272,743	3,776,724	100,000	110,000	100,000	0
Transfer In - from General Fund *	0	0	0	0	1,000,000	1,000,000
Retained Earnings*	0	77,996	2,279,000	2,269,000	2,279,000	0
TOTAL	**$11,987,434**	**$ 16,963,258**	**$ 15,622,922**	**$ 15,622,922**	**$ 18,230,032**	**$ 2,607,110**
TOTAL-INTERNAL SERVICE FUNDS	**$36,395,381**	**$ 40,161,123**	**$ 40,461,583**	**$ 38,061,896**	**$ 46,144,765**	**$ 5,683,182**

* See Notes to Revenues

NOTES TO REVENUES*

GENERAL FUND CATEGORIES

TAXES

Ad Valorem

An operating millage rate of 7.299 mills has been adopted which is the same as the prior year, and 17.9% greater than the roll-back rate of 6.191. As provided by State Statute, the value of the mill is discounted to 96.5% to account for early payment discounts, delinquencies, etc. This millage is expected to generate tax proceeds of $101,446,574 for citywide use.

Of the $101,446,574 million, $6,946,425 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place.

In addition, $7.72 million previously part of the South Pointe redevelopment district tax increment revenues, are incorporated in the General Fund. Pursuant to the Amended CDT Interlocal Agreement, the use of these funds is restricted to the geographic area of the former South Pointe redevelopment district.

An operating millage of 0.182 mills has been adopted for the Capital Renewal & Replacement program. This millage is expected to generate $2,529,563 towards this program an increase of $1,182,493 million or 87.8%. Of this amount, $284,252 is due to increased property assessments, and $898,241 is due to enhanced funding levels.

The increase in this millage is offset by an equivalent decrease in the Debt Service millage of 0.156 for a 0.100 mill decrease in the combined millage. The overall millage for the City will be reduced 0.100 mills to a total of 8.073 mills.

An operating millage of 0.814 mills has been adopted for the Normandy Shores Dependent Taxing District to provide homeowners with guard services and an electronic gate system. This millage is expected to generate $83,702 towards this service.

OTHER TAXES

Franchise & Utility:
Electricity

Increases due to rate increase, continued building growth and generally good economic conditions.

LICENSES AND PERMITS

Occupational Licenses

This revenue includes a 5% increase that was approved in 2003 as part of the FY 2003/04 budget. It is estimated to generate $3,622,500 in total Occupational License revenues.

Building & Trade

Revenues are expected to increase by approximately 10% overall, mainly due to the projected increases in revenues from Certificate of Completion and Certificate of Occupancy.

NOTES TO REVENUES*

INTERGOVERNMENTAL REVENUES

Amended CDT Interlocal Agmt.	With the expiration of the South Pointe redevelopment district, and pursuant to the 2001 and 2003 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, the General Fund Budget includes approximately $2,918,596 intergovernmental revenues that are used to offset CDT or municipal resort tax type eligible expenditures. In FY 2005/06, these revenues are used to fund the Miami Beach Botanical Garden, the Bass Museum of Art (excluding the maintenance of the HVAC system reimbursed by the City Center RDA), operating subsidies for the Colony and Byron Carlyle theatres, debt service on the Normandy Shore Golf Course, installation of new hedges along the Miami Beach Golf Course, Homeless outreach and placement services, 4th of July Fireworks, and the Miami Beach Chamber of Commerce Visitors Center.
Convention Development Tax	Due to the Amended CDT Interlocal Agreement with Miami-Dade County, the City receives $4,500,000 in CDT revenues annually. In FY 05/06 $1,440,000 is transferred to the Convention Center Enterprise Fund for its operating deficit and capital improvements.

CHARGES FOR SERVICE

Miami Beach Golf Club	Increases in expected revenue due to proposed rate increases for non Miami Beach residents.

FINES & FORFEITS

County Court Fines – Traffic	Increases in expected revenues due to audit findings of police fines allocated to the Parking Fund in prior years.

INTEREST EARNINGS

Interest Earnings	Estimated revenue ($4,240,000) reflects the recent interest rate increases.

RENTS AND LEASES

Byron Carlyle	The Theater is expected to generate revenues ($66,700) from planned performances.
Colony Theater	The Theater is expected to generate revenues ($117,900) from planned performances.
777 Building	These revenues offset the costs of Common Area Maintenance, Taxes, Insurance, and debt service. A decrease in revenues is projected due to shift in building usage from private tenants to City staff.

NOTES TO REVENUES*

MISCELLANEOUS

Cost Allocations-CIP	This revenue is derived from charges to capital projects to partially reimburse the General Fund for the CIP Department expenditures.
South Pointe RDA – Mgt Fee	South Pointe RDA terminates as of 9/30/05.
City Center RDA – Mgt Fee	One and one-half percent (1.5%) Administrative Fee approved by Miami-Dade County. Increase in property values result in increased Administrative Fee.

OTHER

RDA City Center Reimb.	The RDA will reimburse the General Fund ($542,314) for maintenance capital projects at Lincoln Road, and Bass Museum of Art HVAC system.
Resort Tax	Resort Tax revenues of $19,571,309 to the General Fund support Beach Patrol and other tourism related citywide expenditures, such as: Cultural Arts Council, Police, Fire, Code Compliance, Tourism and Cultural Development, and Memorial Day special event costs. (For more information please refer to pages 439-442)

G.O. DEBT SERVICE FUND

Ad Valorem Taxes	A required principal and interest payment of $9,966,418 requires a debt service millage rate of 0.592. As provided by State Statute, the value of the mill is discounted at 96.5% to account for early payment discounts, delinquencies, etc. This equates to a decrease in millage of 0.156, 0.056 mills of which is dedicated to provide increased funds for the Capital Renewal & Replacement program and a 0.10 overall millage reduction.

RDA FUNDS

South Pointe	South Pointe RDA terminates as of 9/30/05.
City Center	Redevelopment Agencies receive property taxes based on the assessed property values within the district. The property values in the City Center RDA grew by 39%. The City Center RDA will receive $14,057,028 from the 7.299 mills and $341,984 from the 0.182 mills for Capital Renewal & Replacement.

NOTES TO REVENUES*

ENTERPRISE FUNDS

Convention Center/TOPA	Convention Development Tax (CDT) increased ($1,440,000) due to a transfer from the General Fund to help offset an operational deficit at the two facilities and fund capital projects.
Parking	Anticipated revenues based on the continued growth in demand for parking.
Sanitation	The City Center RDA will provide funds for dedicated litter crews, to maintain the Beachwalk and completed areas of the Cultural Campus. The Sanitation Budget includes approximately $2,665,002 in intergovernmental revenues pursuant to the Amended Interlocal Agreement that are used to offset municipal resort tax type eligible expenditures. In FY 2005/06, these revenues are used to fund enhanced services for South Beach Service Team, and enhanced sanitation services along major thoroughfares in the Middle and North beach areas.
Water and Sewer	A rate increase of $0.09 cents for Sewer and $0.05 cents for Water (per thousand gallons) is budgeted to pay for the debt service of the Phase II Water and Sewer Revenue Bonds and a 3.5% increase in Miami-Dade County wholesale Sewer rates. An equivalent 3.5% increase in Miami-Dade County wholesale Water rates is absorbed within the current fee level.

INTERNAL SERVICE FUNDS

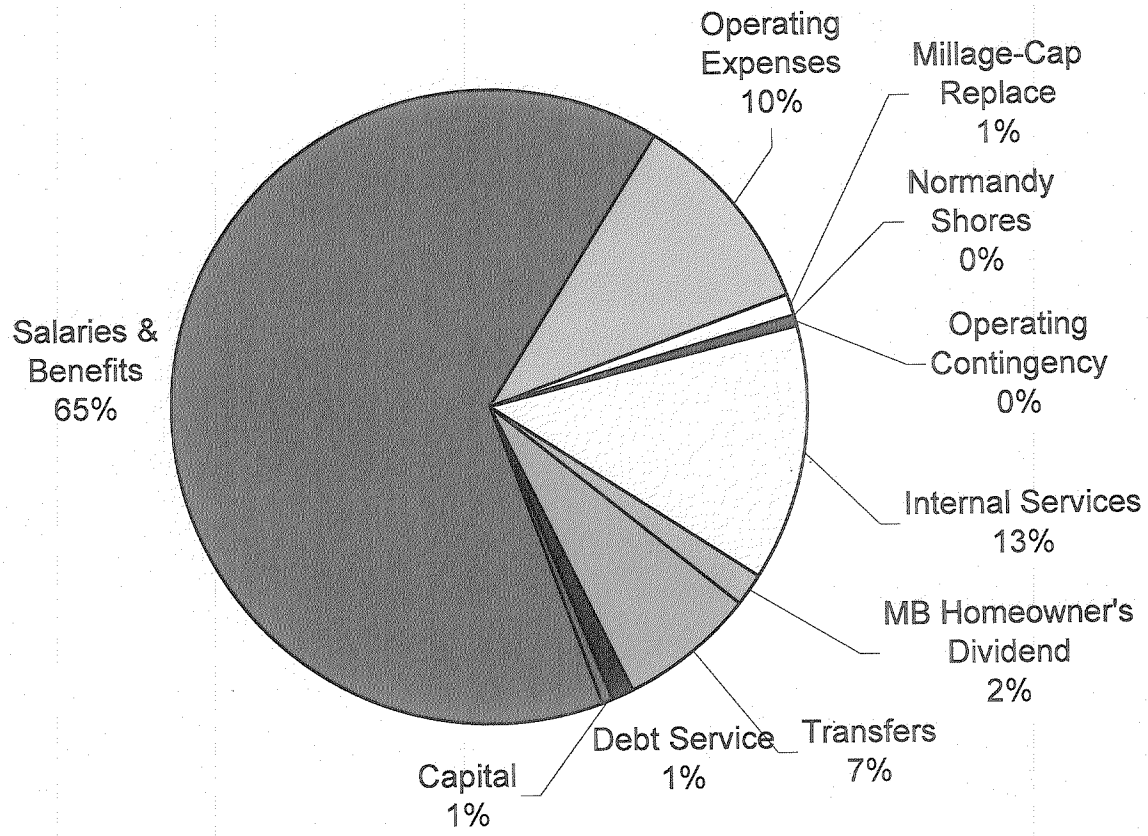
Central Services	Retained Earnings of $54,750 used to offset 50% of the cost of the large production copy machine. Interdepartmental charges reduced by a comparable amount.
Fleet Management	Interdepartmental charges augmented due primarily to the current cost of fuel.
Information Technology	Interdepartmental charges augmented due to salary & benefit increases, additional systems' maintenance contracts, and 3 additional staff to support budget enhancements.
Property Management	Interdepartmental charges augmented due to salary & benefit increases, additional systems' maintenance contracts, and 5 additional staff to support for additional maintenance needs for recently completed capital projects and Renewal and Replacement projects.
Risk Management	Interdepartmental charges augmented due primarily to an increased level of workers' compensation claims, and increased levels of property insurance. Retained Earnings will be used to reserve $1.3 M for a court ordered settlement. Additionally, a Transfer of $1M from the General Fund will be made to reduce the current deficit in the Self Insurance Fund.

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Prop 06-Adopt 05 Variance
ALL FUNDS						
General Fund	$ 142,894,139	$ 153,490,283	$ 168,169,878	$ 167,555,448	$ 207,925,117	$ 39,755,239
G.O. Debt Service Fund	10,183,134	10,193,662	10,134,942	10,134,942	9,966,418	(168,524)
RDA Funds	13,106,828	17,016,674	21,223,277	21,223,277	14,057,028	(7,166,249)
Enterprise Funds	89,621,246	94,232,632	98,825,803	97,770,301	107,668,402	8,842,599
Internal Service Funds	38,330,553	42,300,292	40,461,583	40,492,223	46,144,765	5,683,182
TOTAL ALL FUNDS	**$ 294,135,900**	**$ 317,233,543**	**$ 338,815,483**	**$ 337,176,191**	**$ 385,761,730**	**$ 46,946,247**

ALL FUNDS						
Salaries & Benefits	$ 128,974,711	$ 136,490,077	$ 150,730,355	$ 148,414,450	$ 168,129,534	$ 17,399,179
Operating Expenses	72,996,171	87,702,387	91,297,596	90,532,814	101,050,760	9,753,164
Renewal & Replacement	19,947,504	11,614,159	8,060,353	8,566,881	8,195,353	135,000
Capital Renewal & Replacement	0	0	1,347,070	1,347,070	2,529,563	1,182,493
MB Homeowner's Dividend Fund	0	0	0	0	3,269,120	3,269,120
Transfers	0	0	0	0	14,939,708	14,939,708
Internal Services	30,281,892	32,827,232	33,553,973	33,875,077	37,658,657	4,104,684
Capital	4,883,978	6,436,062	7,089,297	7,430,895	8,141,735	1,052,438
RDA Funds	13,106,828	17,016,674	21,223,277	21,223,277	14,057,028	(7,166,249)
Debt Service	23,944,816	25,146,952	25,513,562	25,785,727	27,790,272	2,276,710
TOTAL ALL FUNDS	**$ 294,135,900**	**$ 317,233,543**	**$ 338,815,483**	**$ 337,176,191**	**$ 385,761,730**	**$ 46,946,247**

FY 2006 Adopted
General Fund Expenditures
$207,925,117



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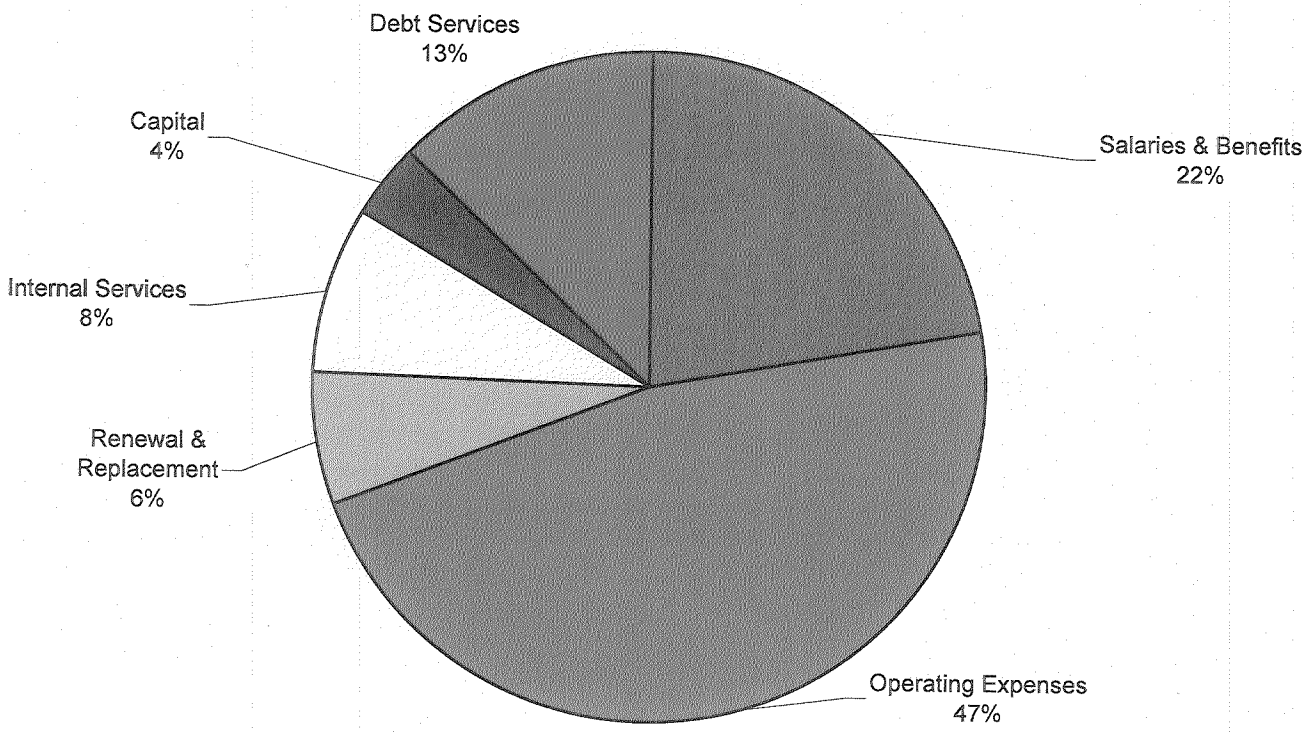
EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Adopt 06-Adopt 05 Variance
GENERAL FUND						
Mayor & City Commission						
Salaries & Benefits	$ 827,474	$ 890,328	$ 968,481	$ 944,681	$ 1,035,108	$ 66,627
Operating Expenses	68,123	75,645	93,829	92,629	92,629	(1,200)
Internal Services	174,764	196,397	198,569	198,569	215,595	17,026
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$ 1,070,361**	**$ 1,162,370**	**$ 1,260,879**	**$ 1,235,879**	**$ 1,343,332**	**$ 82,453**
Admin Support						
Salaries & Benefits	$ 6,875,414	$ 7,535,332	$ 8,250,440	$ 8,004,482	$ 9,402,635	$ 1,152,195
Operating Expenses	844,943	871,720	939,605	902,625	1,451,069	511,464
Internal Services	1,726,424	1,683,500	1,715,040	1,715,040	1,955,601	240,561
Capital	89,805	68,251	86,855	87,113	42,524	(44,331)
Debt Service	0	0	0	0	0	0
Subtotal	**$ 9,536,586**	**$ 10,158,803**	**$ 10,991,940**	**$ 10,709,260**	**$ 12,851,829**	**$ 1,859,889**
City Attorney						
Salaries & Benefits	$ 2,095,729	$ 2,340,210	$ 2,459,338	$ 2,374,613	$ 2,748,799	$ 289,461
Operating Expenses	460,222	422,106	344,502	436,227	760,079	415,577
Internal Services	371,185	401,969	393,755	393,755	445,039	51,284
Capital	2,092	0	1,000	1,000	1,200	200
Debt Service	0	0	0	0	0	0
Subtotal	**$ 2,929,228**	**$ 3,164,285**	**$ 3,198,595**	**$ 3,205,595**	**$ 3,955,117**	**$ 756,522**
Econ Dev & Cultural Arts						
Salaries & Benefits	$ 6,213,893	$ 6,611,477	$ 8,210,372	$ 7,903,014	$ 9,249,097	$ 1,038,725
Operating Expenses	900,347	842,977	1,224,129	1,150,499	1,098,872	(125,257)
Internal Services	1,891,941	1,845,964	1,902,551	1,965,850	2,480,996	578,445
Capital	49,194	328,422	12,800	256,739	134,924	122,124
Debt Service	0	0	0	0	0	0
Subtotal	**$ 9,055,375**	**$ 9,628,840**	**$ 11,349,852**	**$ 11,276,102**	**$ 12,963,889**	**$ 1,614,037**
Operations						
Salaries & Benefits	$ 17,327,404	$ 14,324,904	$ 18,060,055	$ 17,237,812	$ 20,010,013	$ 1,949,958
Operating Expenses	7,423,111	7,603,243	8,692,406	8,702,427	10,303,875	1,611,469
Internal Services	6,174,549	5,645,593	5,938,563	5,966,570	6,522,534	583,971
Capital	399,686	1,304,598	180,492	444,717	554,662	374,170
Debt Service	0	0	1,215,337	1,215,337	1,209,449	(5,888)
Subtotal	**$ 31,324,750**	**$ 28,878,338**	**$ 34,086,853**	**$ 33,566,863**	**$ 38,600,533**	**$ 4,513,680**
Public Safety						
Salaries & Benefits	$ 68,326,773	$ 75,451,519	$ 81,039,185	$ 81,197,111	$ 88,519,493	$ 7,480,308
Operating Expenses	1,783,491	1,695,337	2,954,659	2,972,683	4,157,131	1,202,472
Internal Services	10,337,752	13,068,666	13,684,758	13,799,046	14,660,918	976,160
Capital	79,380	169,806	44,500	54,262	474,379	429,879
Debt Service	0	0	0	0	0	0
Subtotal	**$ 80,527,396**	**$ 90,385,328**	**$ 97,723,102**	**$ 98,023,102**	**$ 107,811,921**	**$ 10,088,819**
Citywide Accounts						
Salaries & Benefits	$ 3,219,281	$ 2,481,254	$ 1,765,969	$ 2,389,496	$ 3,146,100	1,380,131
Operating Expenses	3,487,533	5,335,497	3,807,587	2,892,730	3,807,736	149
Normandy Shores	120,000	220,450	136,663	136,663	128,833	(7,830)
Operating Contingency	0	0	1,000,000	1,000,000	1,000,000	0
Internal Services	695,875	824,274	625,268	738,504	747,436	122,168
Capital	63,474	753,129	572,000	336,469	130,000	(442,000)
Debt Service	864,280	497,715	304,100	697,715	700,000	395,900
Subtotal	**$ 8,450,443**	**$ 10,112,319**	**$ 8,211,587**	**$ 8,191,577**	**$ 9,660,105**	**$ 1,448,518**

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Adopt 06-Adopt 05 Variance
Capital Renewal & Replacement	**$ 0**	**$ 0**	**$ 1,347,070**	**$ 1,347,070**	**$ 2,529,563**	**$ 1,182,493**
MB Homeowner's Dividend Fnd	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 3,269,120**	**$ 3,269,120**
Transfers						
Capital Reserve Fund	$ 0	$ 0	$ 0	$ 0	$ 2,500,000	$ 2,500,000
Pay-As-You-Go Fund	0	0	0	0	5,000,000	5,000,000
Capital Investment Upkeep	0	0	0	0	1,500,000	1,500,000
Info & Comm Tech Fund	0	0	0	0	1,000,000	1,000,000
Risk Management Fund	0	0	0	0	1,000,000	1,000,000
11% Emergency Reserve	0	0	0	0	3,939,708	3,939,708
Subtotal	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 14,939,708**	**$ 14,939,708**
TOTAL GENERAL FUND	**$ 142,894,139**	**$ 153,490,283**	**$ 168,169,878**	**$ 167,555,448**	**$ 207,925,117**	**$ 39,755,239**
GENERAL FUND						
Salaries & Benefits	$ 104,885,968	$ 109,635,024	$ 120,753,840	$ 120,051,209	$ 134,111,245	$ 13,357,405
Operating Expenses	14,967,770	16,846,525	18,056,717	17,149,820	21,671,391	3,614,674
Normandy Shores	120,000	220,450	136,663	136,663	128,833	(7,830)
Operating Contingency	0	0	1,000,000	1,000,000	1,000,000	0
Capital Renewal & Replacement	0	0	1,347,070	1,347,070	2,529,563	1,182,493
MB Homeowner's Divident Fund	0	0	0	0	3,269,120	3,269,120
Transfers	0	0	0	0	14,939,708	14,939,708
Internal Services	21,372,490	23,666,363	24,458,504	24,777,334	27,028,119	2,569,615
Capital	683,631	2,624,206	897,647	1,180,300	1,337,689	440,042
Debt Service	864,280	497,715	1,519,437	1,913,052	1,909,449	390,012
TOTAL GENERAL FUND	**$ 142,894,139**	**$ 153,490,283**	**$ 168,169,878**	**$ 167,555,448**	**$ 207,925,117**	**$ 39,755,239**
G.O. Debt Service Fund	**$ 10,183,134**	**$ 10,193,662**	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**	**$ (168,524)**
RDA FUNDS						
South Pointe RDA	$ 5,832,273	$ 8,653,826	$ 11,766,831	$ 11,766,831	$ 0	$ (11,766,831)
City Center RDA	7,274,555	8,362,848	9,456,446	9,456,446	14,057,028	4,600,582
TOTAL RDA FUNDS	**$ 13,106,828**	**$ 17,016,674**	**$ 21,223,277**	**$ 21,223,277**	**$ 14,057,028**	**$ (7,166,249)**

FY 2006 Adopted
Enterprise Fund Expenses
$107,668,402



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EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Prop 06-Adopt 05 Variance
ENTERPRISE FUNDS						
Convention Center/TOPA						
Salaries & Benefits	$ 4,067,719	$ 4,622,843	$ 4,652,371	$ 4,360,556	$ 4,392,248	$ (260,123)
Operating Expenses	5,024,115	5,314,451	5,773,759	5,858,612	5,920,351	146,592
Renewal & Replacement	2,851,077	3,092,371	3,075,000	3,075,000	3,150,000	75,000
Internal Services	1,454,414	1,152,246	1,071,244	954,578	1,485,314	414,070
Capital	0	0	0	0	535,916	535,916
Debt Service	0	0	0	0	0	0
Subtotal	**$ 13,397,325**	**$ 14,181,911**	**$ 14,572,374**	**$ 14,248,746**	**$ 15,483,829**	**$ 911,455**
Parking						
Salaries & Benefits	$ 4,692,131	$ 5,236,018	$ 6,000,816	$ 5,802,668	$ 6,311,101	$ 310,285
Operating Expenses	8,398,750	8,447,466	9,463,426	9,393,316	9,529,381	65,955
Renewal & Replacement	1,753,112	1,486,380	1,633,409	1,633,409	1,633,409	0
Internal Services	1,519,421	1,857,812	1,869,833	1,869,833	2,217,180	347,347
Capital	96,924	211,312	413,100	581,050	184,100	(229,000)
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	2,184,901	(1,205)
Subtotal	**$ 18,646,444**	**$ 19,425,094**	**$ 21,566,690**	**$ 21,466,382**	**$ 22,060,072**	**$ 493,382**
Sanitation						
Salaries & Benefits	$ 2,583,037	$ 3,068,804	$ 3,911,779	$ 3,296,939	$ 6,037,484	$ 2,125,705
Operating Expenses	2,671,027	2,577,371	2,571,091	2,832,760	3,467,246	896,155
Renewal & Replacement	242,043	245,278	195,378	228,279	255,378	60,000
Internal Services	743,461	1,016,392	813,491	880,108	1,082,557	269,066
Capital	199,467	82,066	50,000	112,995	437,300	387,300
Debt Service	152,137	170,496	150,000	150,000	150,000	0
Subtotal	**$ 6,591,172**	**$ 7,160,407**	**$ 7,691,739**	**$ 7,501,081**	**$ 11,429,965**	**$ 3,738,226**
Sewer Operations						
Salaries & Benefits	$ 1,600,209	$ 1,791,801	$ 1,979,428	$ 2,073,428	$ 2,226,427	$ 246,999
Operating Expenses	18,863,425	17,589,252	18,026,784	17,668,223	19,223,668	1,196,884
Renewal & Replacement	1,070,021	1,072,341	1,080,000	1,080,000	1,080,000	0
Internal Services	1,454,542	1,436,662	1,495,857	1,495,857	1,655,803	159,946
Capital	191,531	292,851	757,000	757,000	590,970	(166,030)
Debt Service	4,121,160	4,489,640	3,507,931	3,507,931	4,489,640	981,709
Subtotal	**$ 27,300,888**	**$ 26,672,547**	**$ 26,847,000**	**$ 26,582,439**	**$ 29,266,508**	**$ 2,419,508**
Stormwater						
Salaries & Benefits	$ 793,049	$ 955,796	$ 1,208,532	$ 1,179,532	$ 1,386,822	$ 178,290
Operating Expenses	783,440	1,203,282	1,792,913	1,667,913	1,231,121	(561,792)
Renewal & Replacement	57,113	83,049	130,000	130,000	130,000	0
Internal Services	370,624	334,693	401,555	401,555	579,927	178,372
Capital	213,672	705,431	942,000	942,000	1,347,130	405,130
Debt Service	3,201,831	3,565,021	3,575,000	3,575,000	3,575,000	0
Subtotal	**$ 5,419,729**	**$ 6,847,272**	**$ 8,050,000**	**$ 7,896,000**	**$ 8,250,000**	**$ 200,000**
Water Operations						
Salaries & Benefits	$ 2,595,753	$ 2,918,979	$ 3,251,088	$ 3,219,088	$ 3,629,410	$ 378,322
Operating Expenses	9,940,291	10,866,583	10,618,035	10,822,588	11,226,107	608,072
Renewal & Replacement	597,216	628,442	660,000	660,000	660,000	0
Internal Services	1,187,281	1,274,265	1,289,303	1,294,403	1,468,751	179,448
Capital	911,515	946,772	1,380,000	1,180,000	883,400	(496,600)
Debt Service	3,033,632	3,310,360	2,899,574	2,899,574	3,310,360	410,786
Subtotal	**$ 18,265,688**	**$ 19,945,401**	**$ 20,098,000**	**$ 20,075,653**	**$ 21,178,028**	**$ 1,080,028**
TOTAL ENTEPRISE FUNDS	**$ 89,621,246**	**$ 94,232,632**	**$ 98,825,803**	**$ 97,770,301**	**$ 107,668,402**	**$ 8,842,599**
ENTERPRISE FUNDS						
Salaries & Benefits	$ 16,331,898	$ 18,594,241	$ 21,004,014	$ 19,932,211	$ 23,983,492	$ 2,979,478
Operating Expenses	45,681,048	45,998,405	48,246,008	48,243,412	50,597,874	2,351,866
Renewal & Replacement	6,570,582	6,607,861	6,773,787	6,806,688	6,908,787	135,000
Internal Services	6,729,743	7,072,070	6,941,283	6,896,334	8,489,532	1,548,249
Capital	1,613,109	2,238,432	3,542,100	3,573,045	3,978,816	436,716
Debt Service	12,694,866	13,721,623	12,318,611	12,318,611	13,709,901	1,391,290
TOTAL ENTERPRISE FUNDS	**$ 89,621,246**	**$ 94,232,632**	**$ 98,825,803**	**$ 97,770,301**	**$ 107,668,402**	**$ 8,842,599**

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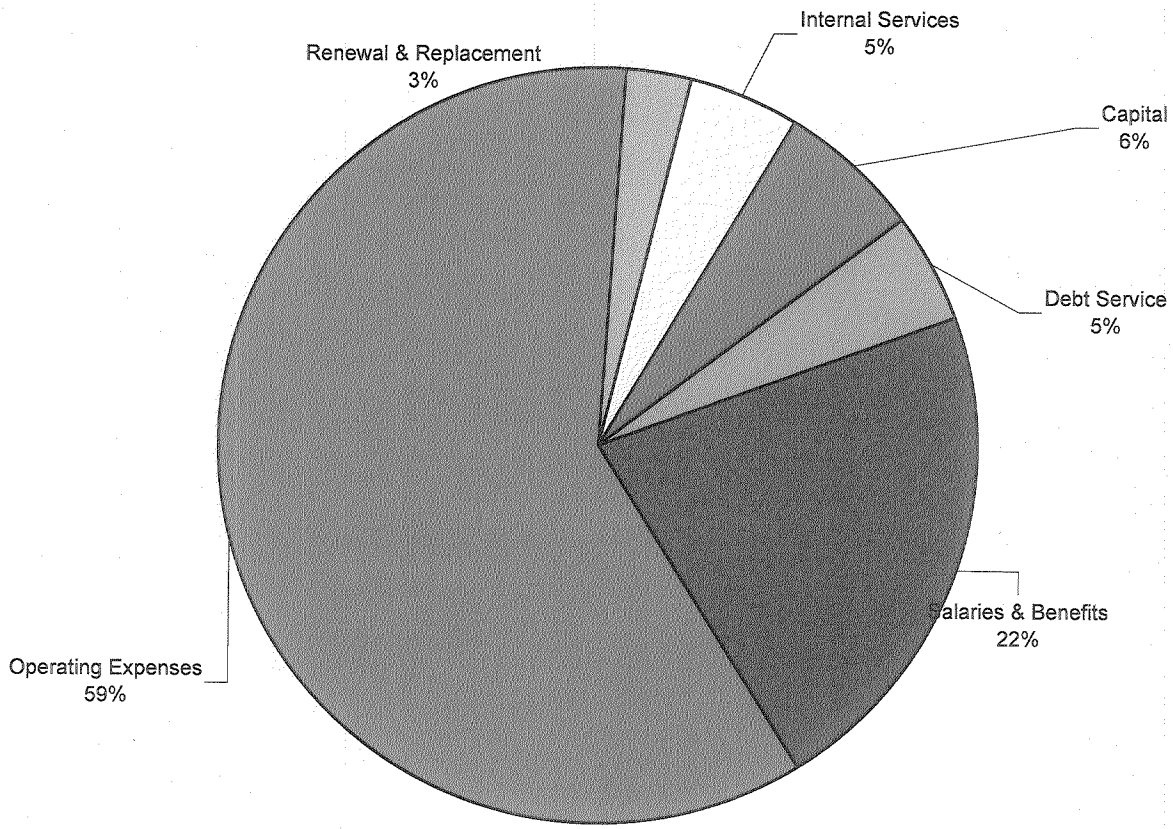
FY 2006 Adopted
Internal Service Fund Expenses
$46,144,765



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EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2002/03	Actual FY 2003/04	Adopted FY 2004/05	Projected FY 2004/05	Adopted FY 2005/06	Prop 06-Adopt 05 Variance
INTERNAL SERVICE FUNDS						
Central Services						
Salaries & Benefits	$ 247,887	$ 298,342	$ 302,078	$ 302,078	$ 324,729	$ 22,651
Operating Expenses	378,996	353,549	363,235	382,625	379,725	16,490
Renewal & Replacement	3,461	3,091	6,144	3,092	6,144	0
Internal Services	60,153	77,094	81,859	81,859	81,945	86
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$ 690,497**	**$ 732,076**	**$ 753,316**	**$ 769,654**	**$ 792,543**	**$ 39,227**
Fleet Management						
Salaries & Benefits	$ 1,046,123	$ 1,115,082	$ 1,226,440	$ 1,134,224	$ 1,391,996	$ 165,556
Operating Expenses	4,747,025	2,174,033	2,446,739	2,847,939	3,021,310	574,571
Renewal & Replacement	2,846,257	3,076,581	0	0	0	0
Internal Services	632,654	591,834	630,313	630,313	556,740	(73,573)
Capital	116,148	9,300	77,500	72,500	145,000	67,500
Debt Service	178,133	698,681	1,291,146	1,291,146	1,686,548	395,402
Subtotal	**$ 9,566,340**	**$ 7,665,511**	**$ 5,672,138**	**$ 5,976,122**	**$ 6,801,594**	**$ 1,129,456**
Information Technology						
Salaries & Benefits	$ 2,833,516	$ 3,219,527	$ 3,497,803	$ 3,174,348	$ 3,909,122	$ 411,319
Operating Expenses	2,828,246	2,652,755	3,021,617	2,794,938	3,310,894	289,277
Renewal & Replacement	1,090,232	1,676,932	1,085,789	1,527,150	1,085,789	0
Internal Services	801,008	729,319	737,136	784,359	790,502	53,366
Capital	1,974,320	1,426,581	2,500,000	2,533,000	2,455,460	(44,540)
Debt Service	14,613	35,271	249,426	127,976	517,956	268,530
Subtotal	**$ 9,541,935**	**$ 9,740,385**	**$ 11,091,771**	**$ 10,941,771**	**$ 12,069,723**	**$ 977,952**
Property Management						
Salaries & Benefits	$ 3,180,254	$ 3,178,882	$ 3,451,471	$ 3,325,671	$ 3,874,768	$ 423,297
Operating Expenses	2,788,271	2,998,954	2,955,541	2,906,341	3,302,020	346,479
Renewal & Replacement	213,402	246,504	185,000	220,318	185,000	0
Internal Services	683,858	637,179	657,374	657,374	664,315	6,941
Capital	481,236	137,543	72,050	72,050	224,770	152,720
Debt Service	0	0	0	0	0	0
Subtotal	**$ 7,347,021**	**$ 7,199,062**	**$ 7,321,436**	**$ 7,181,754**	**$ 8,250,873**	**$ 929,437**
Risk Management						
Salaries & Benefits	$ 449,065	$ 448,979	$ 494,709	$ 494,709	$ 534,182	$ 39,473
Operating Expenses	1,484,815	16,457,716	15,071,076	15,071,076	17,638,713	2,567,637
Renewal & Replacement	9,223,570	3,190	9,633	9,633	9,633	0
Internal Services	1,986	53,373	47,504	47,504	47,504	0
Capital	15,534	0	0	0	0	0
Debt Service	9,790	0	0	0	0	0
Subtotal	**$ 11,184,760**	**$ 16,963,258**	**$ 15,622,922**	**$ 15,622,922**	**$ 18,230,032**	**$ 2,607,110**
TOTAL INTERNAL SRVC FUNDS	**$ 38,330,553**	**$ 42,300,292**	**$ 40,461,583**	**$ 40,492,223**	**$ 46,144,765**	**$ 5,683,182**
INTERNAL SERVICE FUNDS						
Salaries & Benefits	$ 7,756,845	$ 8,260,812	$ 8,972,501	$ 8,431,030	$ 10,034,797	$ 1,062,296
Operating Expenses	12,227,353	24,637,007	23,858,208	24,002,919	27,652,662	3,794,454
Renewal & Replacement	13,376,922	5,006,298	1,286,566	1,760,193	1,286,566	0
Internal Services	2,179,659	2,088,799	2,154,186	2,201,409	2,141,006	(13,180)
Capital	2,587,238	1,573,424	2,649,550	2,677,550	2,825,230	175,680
Debt Service	202,536	733,952	1,540,572	1,419,122	2,204,504	663,932
TOTAL INTERNAL SRVC FUNDS	**$ 38,330,553**	**$ 42,300,292**	**$ 40,461,583**	**$ 40,492,223**	**$ 46,144,765**	**$ 5,683,182**

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MAYOR AND
CITY COMMISSION

OFFICE OF THE MAYOR AND CITY COMMISSION

Department Mission/Purpose Statement

The Office of the Mayor and City Commission is committed to developing policy and providing direction to meet the needs of constituents by providing leadership that enhances and improves the quality of life for those who live, work and play in the City of Miami Beach

Department Description

Miami Beach operates as a "Council/City Manager" form of government. The Miami Beach City Commission consists of a Mayor and six Commissioners who serve as the Legislative branch of the City of Miami Beach government. On a rotating basis, the Commission selects one its members to serve as Vice Mayor for a three month term. Voters elect the Mayor and Commissioners as city-wide representatives through non-partisan elections held in odd-numbered years with the Mayor elected to serve two-year terms with a limit of three consecutive terms. Commission terms are staggered so that not all Commissioners are up for reelection at the same time.

As elected officials, the Mayor and Commissioners respond to citizens who seek their assistance in matters involving the governance and operation of the City of Miami Beach. Through the enactment of ordinances and resolutions, the review and approval of bids and contracts, and the awarding of certificates and proclamations, the City Commission works to improve quality of life, economic development, and enhanced communication between city government and the community.

Working to complement the efforts of the City Commission, office personnel serves to bridge elected officials to their constituency as well as working directly with the City Administration to address the problems and issues brought forth by the community. Customer service and timely responsiveness are the key responsibility of all staff members.

Significant Prior Accomplishments:

- Created the Mayor's Blue Ribbon Panel on the Structural Integrity of Historic Buildings

- Adopted a dedicated millage for Capital Replacement and Renewal of City's facilities and infrastructure
- Enacted Campaign Finance Reform legislation
- Strengthened the City's Human Rights Ordinance
- Worked with Florida Department of Transportation on mitigation of traffic for projects (Harding Project & 63rd St Flyover removal)
- Launched the "Vote Miami Beach" Voter Initiative Program, an ongoing campaign to create and stimulate awareness among Miami Beach residents about voting
- Adopted a resolution opposing the reduction of Community Development Block Grant funding to the City of Miami Beach
- Created the North Beach Resort Historic District
- Awarded contract to provide SAP (Secondary Audio Program) in Spanish on its government-access cable channel 20 for live City Commission meetings, workshops and budget hearings, making the City of Miami Beach became the first municipality in South Florida

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase resident satisfaction with employee contact	% Training front-line employees regarding Customer Service	0	100	Professional Development Training

Mayor and Commissioners

Formulate policy; enact ordinances, hold public hearings, approve contracts; serve as the Legislative branch of the City of Miami Beach government; meet with constituents, business community members, dignitaries, and visitors.

Commission Aides

Analyzes speeches, written documents; researches constituent complaints. Composes constituent responses; develops grant/research papers, letters to the City Manager; Proofreads Mayor/ Commissioner speeches, letters, requests to the City Manager, internal/ external mail; trains and oversees internship program; coordinates special projects for respective Commissioners.

Administrative & Personnel Services

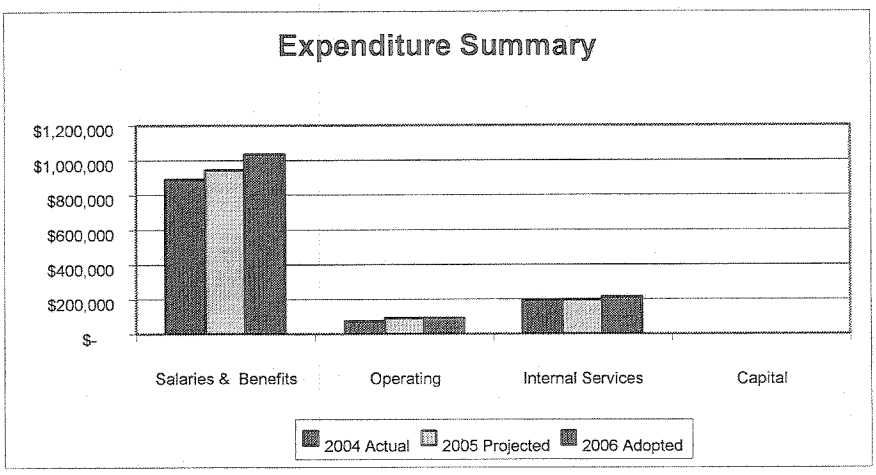
Processes the payroll and leave/ attendance; processes billing and travel expenditures; Oversees all record management functions - filing for office - creating files; serves as secretary for 2 Commissioners; Prepares all financial paperwork (travel, direct payments, petty cash, releases and receivers); keeps all accounts balanced throughout the year.

Clerical & Support Services

Performs a variety of responsible general secretarial duties including: typing, filing, copying, scheduling appointments and meetings, screening telephone calls, handling incoming/ outgoing mail, assisting in major typing projects as assigned; Operates standard office, word processing, and data entry equipment; Sets up filing systems; Reviews quarterly gift disclosure form and tracking of complimentary tickets; Screens visitors and telephone calls directed to the executive; order office supplies.

Financial Summary

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 827,474	$ 890,328	$ 968,481	$ 944,681	$ 1,035,108
Operating	68,123	75,645	93,829	92,629	92,629
Internal Services	174,764	196,397	198,569	198,569	215,595
Capital	0	0	0	0	0
Total	$ 1,070,361	$ 1,162,370	$ 1,260,879	$ 1,235,879	$ 1,343,332
Budgeted Positions	20	20	20		20



Budget Highlights

- Funding ($174,000) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

Budget History

FY 04/05

- Savings ($20,547) were achieved by funding a full-time position at a part-time level pursuant to the Commission's direction at the Committee of the Whole Meeting.
- Funding ($174,000) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 03/04

- Funding ($139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 02/03

- Funding ($139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

- This budget includes funding for twenty-one full-time positions. One of these positions is being funded at a part-time level pursuant to the Commission's direction at the Committee of the Whole Meeting.

- An Aide position was deferred for a full year resulting in savings of $36,709, as well as savings of $28,176 achieved as a result of reducing operating expenses and internal service costs.

FY 01/02

- Funding ($139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 00/01

- Funding ($112,800) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 99/00

- Funding ($77,161) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

FY 98/99

- Funding for one Office Associate V ($29,513) was included to provide additional staff support to this office.

- Funding ($33,600) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.

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ADMINISTRATIVE SUPPORT

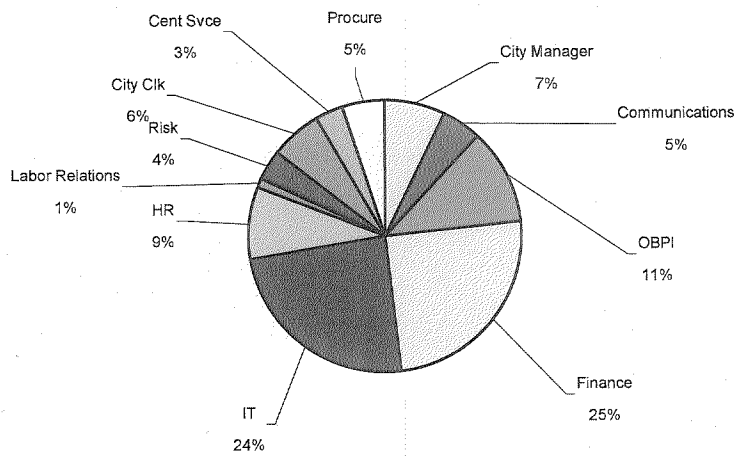
ADMINISTRATIVE SUPPORT SERVICES

Scope

This function is comprised of the following Departments and Divisions:

Administrative Support	Adopted FY '04/05	Adopted FY '05/06	% of Function to Prop. GF Budget 05/06	Over/ (Under)	Adopted Postions
City Manager	$ 1,888,209	$ 2,177,714	1.0%	$ 289,505	13.0 + 0 PT
Communications	272,588	1,067,074	0.5%	794,486	8.0 + 1 PT
Finance	3,460,126	3,976,543	1.9%	516,417	44.5 + 0 PT
Procurement	706,999	765,613	0.4%	58,614	9.0 + 0 PT
Budget & Perf Imp	1,549,053	1,736,275	0.8%	187,222	20.0 + 1 PT
Human Resources	1,393,979	1,406,214	0.7%	12,235	16.0 + 0 PT
Labor Relations	193,332	223,132	0.1%	29,800	2.0 + 0 PT
City Clerk	1,527,654	1,499,264	0.7%	(28,390)	11.0 + 0 PT
Total General Fund (GF)	$ 10,991,940	$ 12,851,829	6.2%	$ 1,859,889	123.5 + 2 PT
Information Technology	11,091,771	12,069,723		977,952	43.5 + 0 PT
Risk Management	15,622,922	18,230,032		2,607,110	6.4 + 0 PT
Central Services	753,316	792,543		39,227	6.0 + 0 PT
Total Administrative Support	$ 38,459,949	$ 43,944,127		$ 5,484,178	179.4 + 2 PT

Administrative Support Positions



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CITY MANAGER'S OFFICE

Department Mission/Purpose Statement

To provide executive level leadership to the organization in order to achieve the City's mission of providing excellent public service to all who live, work and play in our vibrant, tropical historic community; ensure that the City prospers at all levels; and contribute to the health, safety and well-being of all residents, members of the business community and visitors to the City of Miami Beach.

Department Description

The City Manager is appointed by the Mayor and City Commission and vested with the responsibility to ensure that policies, directives, resolutions, and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the City Manager is responsible for providing executive level leadership, vision, and guidance to the organization, providing recommendations to the City Commission and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups and businesses, and is otherwise responsible for the health, safety, and welfare of the residents, members of the business community and the visitors to the City of Miami Beach.

Significant Prior Accomplishments:

- Continued to work toward achieving the City's five-year vision by focusing on the following priority areas: Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development; Neighborhood Services; and the implementation of e-Government solutions.

- Continued to enhance the budget process by creating the Office of Budget and Performance Improvement (OBPI), updating the five-year Operating Budget projections, holding Commission workshops and briefings to encourage greater input in developing the Operating Budget, and developed an enhanced Operating Budget Book to be more comprehensive and informative for the public.

- Created, hired a director and staffed the Office of Budget and Performance Improvement (OBPI). The OBPI focuses on strategic planning, performance, accountability, and results and is specifically tasked with the review, analysis, and development of internal systems, processes, management techniques, and approaches to help the entire organization stay continually focused on how internal and external improvements. In conjunction, we selected a nationally-

recognized professional firm to conduct the City's first ever series of community satisfaction surveys, including surveys of our residents, businesses, and civic organizations. This survey will not only provide insight regarding where the City is doing well and where there is room for improvement, but as importantly, will provide actionable recommendations regarding how we can improve our services to the community.

- Continued to oversee and coordinate all construction and improvements to the City's infrastructure, public facilities, parks, beaches, golf courses, and public safety equipment through the Capital Improvement Program (CIP).

- Continued to focus on our quality of life initiatives and established a Quality of Life Task Force, a multi-departmental approach to address residential and commercial quality of life issues.

- Continued to empower residents through the implementation of various initiatives including the Neighborhood Leadership Academy, the Volunteer Network, and the Community Emergency Response Teams (CERT).

- Further enhanced the Answer Center in order to continue providing information to the public and answer questions. The Answer Center responds to over 5,000 calls per month. Also implemented a web-based tracking system "Better Place" where residents have 24 hour access to service requests.

- Continued our Neighborhood Outreach efforts and held meetings in the 13 neighborhoods throughout the City to identify and resolve service delivery issues.

- Implemented a comprehensive homeless strategy to reduce the incidence of homelessness and the conflicts between residents, visitors, and the homeless, including expanding the City's Homeless Outreach Team to two teams working staggered hours / shifts to better respond to resident and commercial concerns. In addition, additional funding was secured from the U.S. Department of Housing and Urban Development for outreach services.

- Continued to enhance and update the City's Emergency Preparedness Plan to better meet the needs of the community in the event of a disaster. Implemented the hurricane preparedness portion of our Emergency Preparedness Plan during the four major hurricanes that threatened South Florida during the past hurricane season.

- Continued the implementation of the new 800 MHz Public Safety Radio System for the Police and Fire Departments.

- Continued to enhance our Major Events Plan (MEP) to coordinate, prepare, and allocate resources for all major events held in Miami Beach, including: Art Basel / Miami Beach, Art Deco Weekend, Miami Beach Festival of the Arts, the Boat

Show, South Beach Food and Wine Festival, Memorial Day weekend, Fourth of July celebration and various other major events.

- Opened the Byron Carlyle Theater in North Beach, making this venue available to arts groups throughout the City in an effort to increase the performing arts in this area of the City.

- Opened the North Shore Youth Center, providing children of all ages with even greater recreational opportunities in North Beach.

- Continued to update and improve the City's website to make access to information easier and to conduct business on-line. The City's website was chosen as a Savvy Award winner for best website in the category of U.S. cities with a population between 60,000 and 100,000.

- Continue to improve the City's employee intranet, the internal website developed to communicate more effectively with employees.

- Continued to expand our partnerships with local institutions of higher education, (Barry University, Florida International University, and Miami Dade College) to offer an expanded array of courses held on Miami Beach for residents and employees.

- Continued to expand and provide employee recognition programs and support employee led celebrations, such as the Hispanic Heritage luncheon and celebration, the Black History Month luncheon and celebration, the holiday/end-of-year celebration, etc.

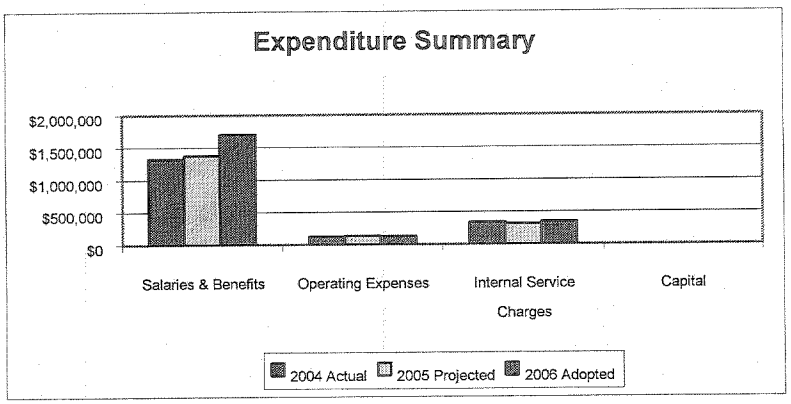
Miami Beach City Commission

Office of the City Manager

City Manager is appointed by the Mayor and City Commission and is vested with the responsibility to ensure that policies, directives, resolutions and ordinances adopted by the City Commission are enforced and implemented. As the Chief Executive Officer, the City Manager is responsible for providing executive level leadership, vision, and guidance to the organization, providing recommendations to the City Commission, and implementing policy directives in an efficient and effective manner. In addition, the City Manager is responsible for the daily operations of the City, preparing and administering the budget, planning the development of the City, supervising City employees, interacting with citizen groups, and other units of government, and is otherwise responsible for the health, safety, and welfare of the residents of and visitors to the City of Miami Beach. Staff to support these efforts include three Assistant City Managers, Chief of Staff, Executive Office Associate II, three Executive Office Associate I, Agenda Coordinator, and two Office Associate IV.

Departmental Financial Summary

EXPENDITURE AREA	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,322,096	$ 1,324,935	$ 1,449,408	$ 1,375,441	**$ 1,702,762**
Operating Expenses	114,064	122,951	127,600	131,567	**125,154**
Internal Service Charges	279,967	336,323	311,201	311,201	**349,798**
Capital	2,676	649	0	0	**0**
TOTAL	**$ 1,718,803**	**$ 1,784,858**	**$ 1,888,209**	**$ 1,818,209**	**$ 2,177,714**
Personnel Positions	**13**	**13**	**13**		**13**



Budget Highlights

- A previously deferred vacant Assistant City Manager position is being funded in FY 2005/06.
- A vacant Management Analyst position has been eliminated to fund an Executive Office Associate I position that will assist the filled Assistant City Manager position.

Budget History

FY 04/05

- Savings of $136,474 were achieved by deferring a vacant Assistant City Manager position as well as other operating efficiencies.

FY 03/04

- This budget provides funding for merit, COLA, and increases for 13 positions.
- Savings were achieved by eliminating a vacant Assistant City Manager position.

FY 02/03

- Savings of $131,168 were achieved by deferring a vacant Assistant City Manager position for one year and $21,047 through reductions in operating costs.

FY 01/02

- This budget reflects the decrease of one position transferred to the Grants Management Office.

FY 00/01

- This budget includes funding for an Assistant City Manager position as well as an Executive Office Associate I position that was previously funded in the Community/Economic Development Department.

FY 98/99

- Capital funds for a computer ($2,500) are included in this budget.

OFFICE OF COMMUNICATIONS

Department Mission/Purpose Statement

"We are to conduct ourselves professionally, with truth, accuracy, fairness, and responsibility to the public."

The Office of Communications is primarily a link between the City of Miami Beach government, the public and the media. The Office is the communications arm of the City Administration and its various departments.

Department Description

The Office of Communications deals specifically with immediate and/or current City matters proactively with the community and the media. The Office reaches a wide, diverse audience through a myriad of communication tools, including TV, print, radio, internet, direct mail, telecommunications, and personal interactions. The Office markets the City's services and programs to its customers in creative ways to meet the goals of the City and the needs of the customer.

The Office uses various communication tactics to achieve its goals: communication counseling and assistance to departments and committees, media relations, internal and external communications, direct marketing, communicating through the internet, intranet, government-access television, newsletters, media, and telecommunications/new media (ie. List Serve).

Significant Prior Accomplishments

- Increased the distribution of public information messages, including the newsletter, through e-mail list serves, CH77 MBTV, and expanded mailings (quarterly newsletter/annual report in last quarter);

- Further developed and enhanced the E-newsletter and data list development (currently 877 subscribers);

- Co-produced several television informational briefs for MBTV;

- Planned and conducted several successful campaigns for numerous City events and initiatives;

- Re-introduced the Since You Asked... column to The Miami Herald Beach Neighbors section;

- Continue to develop the City's intranet (Fish Tank) to communicate more effectively with employees;

- Continue to assist in the enhancement of the City's Web site and promoting its features;

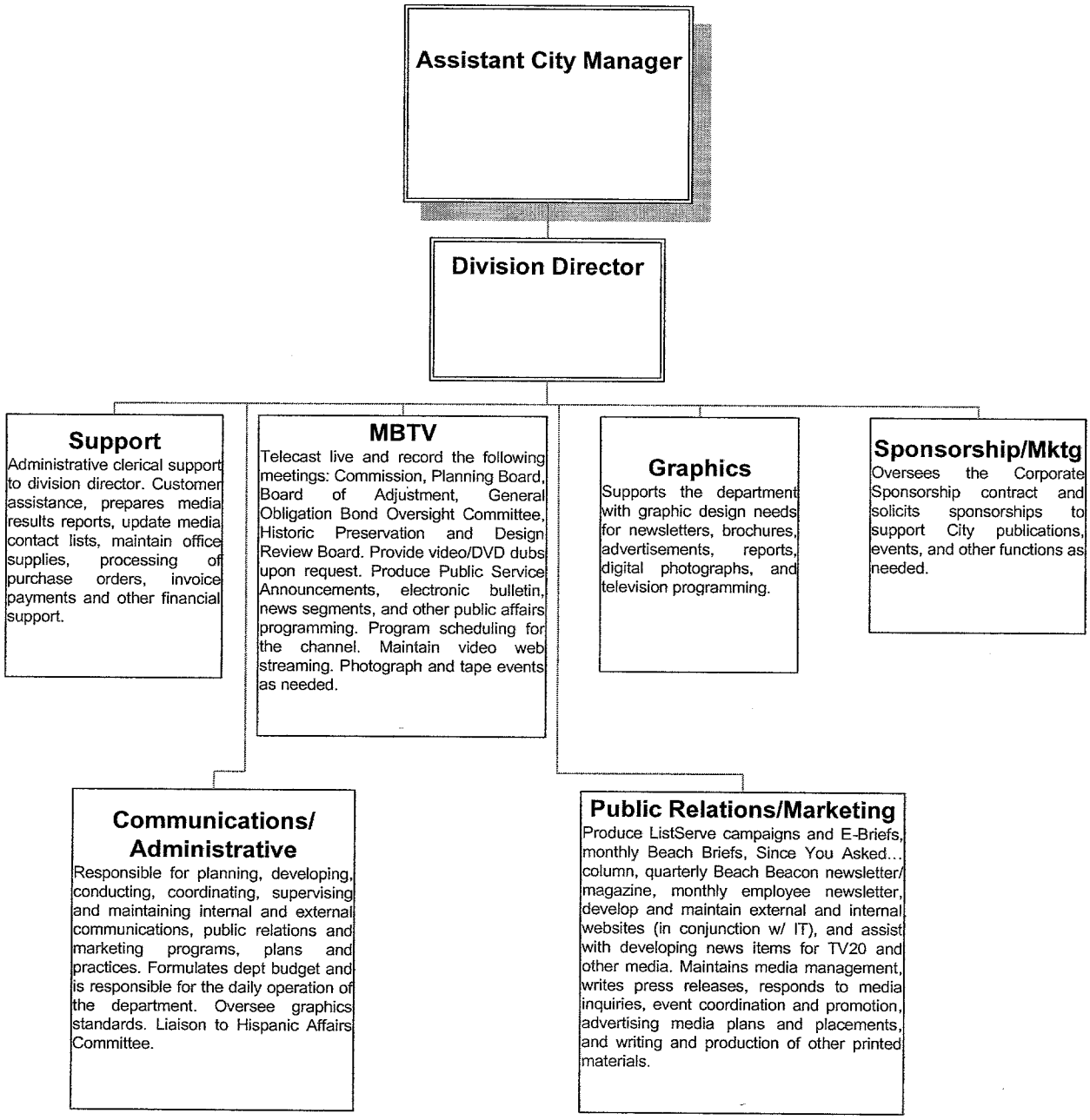
- Continue to develop ways to promote internal teambuilding, unity and overall staff cohesion through communication and events;

- Continue to improve the media data collection & archival system and proposing to move towards a qualitative analysis vs quantitative analysis through research methods (ie surveys);

- Continue to build relationships and contacts with the media.

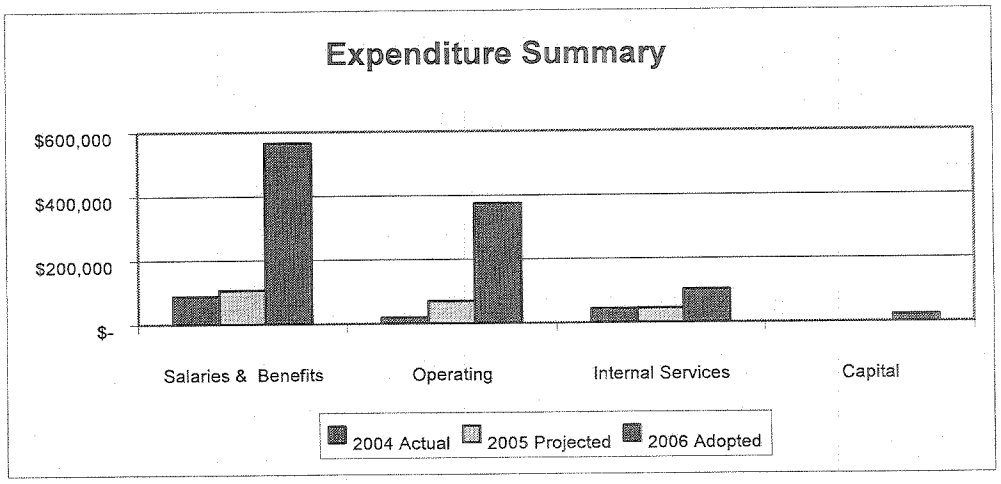
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Enhance external and internal communications from and within the City	# of Ads placed in print media	1	40	Place public service City news (advertisements) in local daily newspaper and other community newspapers
	# of television programs	1	10	Produce a monthly news magazine program for MBTV
	# of newsletters published and distributed	1	6	Publish newsletter quarterly to all Miami Beach addresses
	% of communications support related to citywide work plans	N/A	10	Provide citywide support to identify target groups and develop communications and marketing plans and produce strategies and tactics that could include but are not limited to newsletters, brochures, television news spots, PSAs, website, other collateral material, PR, etc.


Assistant City Manager
Division Director
Support
Administrative clerical support to division director. Customer assistance, prepares media results reports, update media contact lists, maintain office supplies, processing of purchase orders, invoice payments and other financial support.
MBTV
Telecast live and record the following meetings: Commission, Planning Board, Board of Adjustment, General Obligation Bond Oversight Committee, Historic Preservation and Design Review Board. Provide video/DVD dubs upon request. Produce Public Service Announcements, electronic bulletin, news segments, and other public affairs programming. Program scheduling for the channel. Maintain video web streaming. Photograph and tape events as needed.
Graphics
Supports the department with graphic design needs for newsletters, brochures, advertisements, reports, digital photographs, and television programming.
Sponsorship/Mktg
Oversees the Corporate Sponsorship contract and solicits sponsorships to support City publications, events, and other functions as needed.
Communications/ Administrative
Responsible for planning, developing, conducting, coordinating, supervising and maintaining internal and external communications, public relations and marketing programs, plans and practices. Formulates dept budget and is responsible for the daily operation of the department. Oversee graphics standards. Liaison to Hispanic Affairs Committee.
Public Relations/Marketing
Produce ListServe campaigns and E-Briefs, monthly Beach Briefs, Since You Asked... column, quarterly Beach Beacon newsletter/ magazine, monthly employee newsletter, develop and maintain external and internal websites (in conjunction w/ IT), and assist with developing news items for TV20 and other media. Maintains media management, writes press releases, responds to media inquiries, event coordination and promotion, advertising media plans and placements, and writing and production of other printed materials.

Financial Summary

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 133,761	$ 88,690	$ 138,026	$ 107,278	$ 565,678
Operating	37,380	19,776	89,400	70,148	375,104
Internal Services	52,290	45,029	45,162	45,162	103,902
Capital	0	0	0	0	22,390
Total General Fund	$ 223,431	$ 153,495	$ 272,588	$ 222,588	$ 1,067,074
Budgeted Positions	2	2	2		8 + 1 pt



Budget Highlights

- This budget includes funding for the centralization and enhancement of the Office of Communications to include a total of eight full-time positions and one part-time position.
- Two full-time and one part-time position are being transferred from the City Clerk's Office: Media Specialist, Media Assistant, and a part-time Office Associate V (Proclamations).
- A full-time Development Specialist position is being transferred from the Parks & Recreation Department's Administration Division.
- A Communications Assistant position ($51,193) is being added to provide graphics support.

- An additional Public Information Specialist position ($58,946) and a Media Assistant ($63,320) is being added, as well as funding ($19,400) for computers and related software.

- Funding is provided for advertising ($60,000) every Sunday in the Miami Herald's Neighbors Section and other community newspapers.

- A contracted program manager ($50,000) will assist in expanding cable programming.

- Replacement communications equipment ($86,500) is being funded from the Information and Communications Technology Fund.

- Enhanced funding ($128,500) is provided for a bi-monthly, bi-lingual newsletter to inform the public on the City's services and accomplishments.

Budget History

FY 04/05

- Savings of $11,886 were achieved by reducing operating costs.

- This budget includes funding ($46,000) to produce an eight-page, quarterly City newsletter, to educate the public on the City's services and accomplishments in keeping with the City's strategic five-year vision and annual goals. The newsletter will be mailed to all residents along with the Recreation Review.

FY 03/04

- Savings of $13,691 were achieved by reducing operating costs.

FY 02/03

- Printing and mailing costs were reduced by $55,854 by producing and distributing the bulk of the City's Newsletter electronically.

FY 01/02

- Funding was provided ($166,180) to increase the citywide newsletter from two to four pages (two in English and two in Spanish) in full color to be mailed to all Miami Beach residents every other month with the last issue being the Annual Report.

- Funding for the CiviCall Program previously included in this budget, is now included in the budget of the CiviCall Division of the Neighborhood Services department.

FY 00/01

- The funding for the Office of Media Relations was previously included in the budget City Clerk's Office.

- This budget includes funding for the CiviCall Program previously funded in the City Clerk's Office.

FY 99/00

- Funding was provided for a computer generated electronic newsletter to be produced weekly and broadcast over Channel 20 multiple times daily on a regular schedule ($35,000). Additionally, funding was provided for the creation of a bilingual residential information guide of City department functions and services, and available social services ($5,000).

FINANCE

Department Mission/Purpose Statement

To provide financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public and others.

Department Description

The Finance Department seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to city departments, the public, the press, bond rating agencies, and other interested parties.

The Finance Department coordinates financial activities within the City government and in areas outside City government where the City has an interest; serves as a key participant in areas of City-wide priorities such as economic development; collects and reports Resort Tax; invoices and collects all City utility bills; plans, prepares and implements all utility rates; invoices and collects all special assessments; plans, develops, administers and monitors the City's Capital Improvement Program (CIP).

The Finance Department works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies.

Significant Prior Accomplishments

- Awarded for the seventeenth consecutive year the Government Finance Officers Association of the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's 2003 Annual Financial Report.

- Completed the Comprehensive Annual Financial Report for fiscal year 2004.

- Refunded the Series 1994 City of Miami Beach, Taxable Pension Special Obligation and the series 1996 Miami Beach Redevelopment Tax Increment Revenue Bonds.

- Expanded usage of the City's Purchasing Card Program, spending approximately $4.8 million.

- Acquired and implemented and provided training for the following modules in new Enterprise System.

    1. Account Payable
    2. Accounts Receivable

3. Cashier
4. Fixed Assets
5. General Ledger
6. Payroll
7. Project Accounting

- Enhanced procedures, controls and financial reporting of grants.

- Enhanced procedures and controls for financial monitoring of Capital project expenditures.

- Initiated and received financing for equipment purchased in FY 2004.

- Continued to provide support to the Finance and Citywide Projects Commission Committee and the Health Facilities Authority.

- Reviewed all existing debt for refinancing opportunities.

- Improved customer service delivery for Occupational Licenses and Certificate of Use Permits.

- Implemented receipt of online Utility Bill payments.

- Completed the City's Proposed Capital Improvement Plan for 2005-2009.

- Streamlined various manual procedures by providing access to computer/ internet reporting.

- Continued enhancement of collections efforts through work with the Legal and Internal Audit Departments.

- Enhanced the check signing for Accounts Payable and Payroll checks including folding and sealing of checks.

- Implemented banking applications to provide internal controls related to cash management.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Make City more business friendly	# of days for a full lien search.	N/A	10	Create a one stop lien shop incorporating, building, code compliance and fire into the finance process being supervised by a new Financial Analyst II.
Improve the City's overall financial health and maintain overall bond rating	# of audit comments	5	2	Hire a new Financial Analyst III to create a dedicated team for bank reconciliations for city pooled cash accounts to improve the timeliness of bank reconciliations. Create a new Financial Analyst III position to monitor and record fixed asset transactions on a monthly basis.

N/A: Not Available

Chief Financial Officer

Expenditure & Treasury Management

The Expenditure and Treasury Management Division is comprised of the following sections:

- The Accounts Payable Section is responsible for the timely and accurate processing of the City's Payments.
- The Payroll Section is responsible for the processing of direct deposits and payroll checks for the employees of the City.
- The Treasury Section is responsible for the management of citywide cash, investments, city debt and maintaining banking relations.
- The Liens Section is responsible for providing information to the general public as to monies owed to the City.
- The Purchasing-Card (P-Card) Section is responsible for ensuring that all P-Card purchases are properly processed and recorded.

Finance Administration

The Finance Department provides financial management and policy support, analytical services, and financial information to the City Manager, departments, the public and others; seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to the public, the press, bond rating agencies, and other interested parties; coordinates financial activities within the City government and in areas outside City government where the City has an interest; serves as a key participant in areas of City-wide priorities such as economic development; collects and reports Resort Tax; invoices and collects all City utility bills; plans, prepares and implements all utility rates; invoices and collects all special assessments; plans, develops, administers and monitors the City's Capital Improvement Program (CIP)and works with the City's financial advisors, underwriters and bond counsel to prepare and implement the City's financing strategies.

Capital Management

The Finance Management Division is comprised of the following sections:

- The Capital Improvement Section provides financial management and analytical services to support the City's Capital Improvement Program.
- The Redevelopment Agency section is responsible for the financial transactions and reporting of the City's Redevelopment District's.
- The Grants Management Section reviews and monitors citywide grants for compliance and reporting issues.
- The Debt Service Section is responsible for ensuring that the City's long-term debt payments are made timely and accurately.

Revenue Management

The Revenue Division is comprised of the following sections:

- The Utility Billing Section is responsible for the billing and collection of water, sewer, storm water and waste for the City.
- The Accounts Receivable Section is responsible for the invoicing and collection of City services, rents and code violations.
- The Licensing Section is responsible for the issuance and billing of occupational licenses, certificate of use, annual fire inspections and special permits.
- The Resort Tax Section is responsible for the collection of citywide taxes on hotel rooms, prepared foods, and beverages.

General Ledger Management

The General Ledger Division is responsible for the following sections:

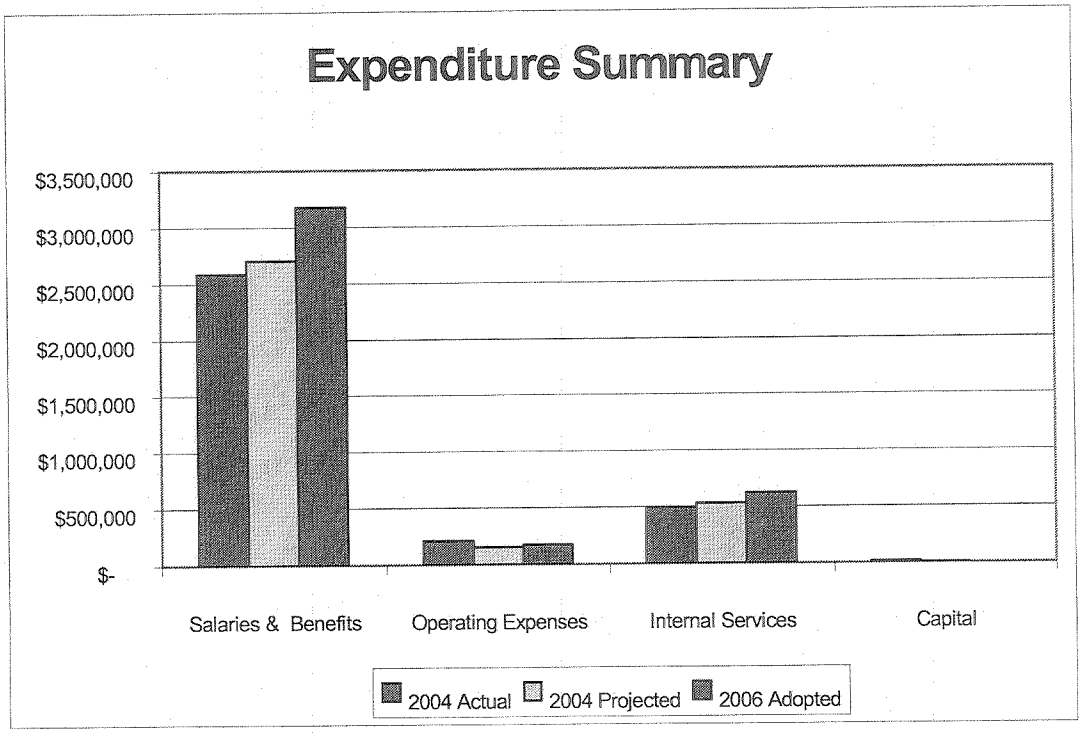
- The Financial Reporting section is responsible for the production of the Comprehensive Annual Financial Report and the coordination of the annual external audit.
- The Bank Reconciliation section is responsible for the reconciliation of all cash and investment accounts.
- The General Ledger section is responsible for the recording and posting of all accounting transactions.
- The Fixed Assets Section monitors and records depreciation for purchases and capital assets.
- The Cashiering Section is responsible for the collection and application of monies received throughout various city departments

Departmental Financial Summary

(General Fund)

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Bond Issuance Fee	$ 100,000	$ 0	$ 0	$ 0	$ 0
Lien Letter	93,477	125,981	75,000	120,000	120,000
Total	**$ 193,477**	**$ 125,981**	**$ 75,000**	**$ 120,000**	**$ 120,000**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2004 Projected	2006 Adopted
Salaries & Benefits	$ 2,373,475	$ 2,587,068	$ 2,773,384	$ 2,705,184	$ 3,177,724
Operating Expenses	136,027	210,534	153,754	155,954	175,195
Internal Services	515,838	496,218	532,988	532,988	623,624
Capital	12,678	13,403	0	3,000	0
Total	**$ 3,038,018**	**$ 3,307,223**	**$ 3,460,126**	**$ 3,397,126**	**$ 3,976,543**
Budgeted Positions	**40.2**	**40**	**39.5**		**41.5**



GENERAL FUND ADMINISTRATION Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 622,867	$ 684,822	$ 706,207	$ 702,307	**$ 1,057,015**
Operating Expenses	37,568	89,249	47,050	47,550	**57,450**
Internal Services	114,476	115,986	134,391	134,391	**170,430**
Capital	0	20,738	0	3,000	**0**
Total	**$ 774,911**	**$ 910,795**	**$ 887,648**	**$ 887,248**	**$ 1,284,895**
Budgeted Positions	**8**	**12**	**11.5**		**12.5**
REVENUE Expenditure Area					
Salaries & Benefits	$ 972,868	$ 984,464	$ 1,096,462	$ 1,064,962	**$ 906,359**
Operating Expenses	73,126	87,619	82,200	83,550	**84,675**
Internal Services	252,446	226,892	233,182	233,182	**302,117**
Capital	900	1,200	0	0	**0**
Total	**$ 1,299,340**	**$ 1,300,175**	**$ 1,411,844**	**$ 1,381,694**	**$ 1,293,151**
Budgeted Positions	**20**	**13**	**13**		**13**
ACCOUNTING Expenditure Area					
Salaries & Benefits	$ 777,740	$ 917,782	$ 970,715	$ 937,915	**$ 1,214,350**
Operating Expenses	25,333	33,666	24,504	24,854	**33,070**
Internal Services	148,916	153,340	165,415	165,415	**151,077**
Capital	11,778	(8,535)	0	0	**0**
Total	**$ 963,767**	**$ 1,096,253**	**$ 1,160,634**	**$ 1,128,184**	**$ 1,398,497**
Budgeted Positions	**12.2**	**15**	**15**		**16**
Total General Fund	**$ 3,038,018**	**$ 3,307,223**	**$ 3,460,126**	**$ 3,397,126**	**$ 3,976,543**
RESORT TAX FUND Expenditure Area					
Salaries & Benefits	$ 182,452	$ 199,789	$ 212,991	$ 213,991	**$ 217,507**
Operating Expenses	30,496	28,397	89,135	45,935	**45,935**
Internal Services	69,721	54,012	50,318	50,318	**52,912**
Capital	0	0	0	0	**0**
Total	**$ 282,669**	**$ 282,198**	**$ 352,444**	**$ 310,244**	**$ 316,354**
Budgeted Positions	**3**	**3**	**3**		**3**

Budget Highlights

Administration

- The Finance Administration Division will be funding $69,455 for a new Financial Analyst III position to create a dedicated team of bank reconciliations for City pooled cash accounts, improve the timeliness of reconciliations, improve internal controls, and address audit concerns.

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $4,240,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $31.6 million at the end of September 30, 2005.

Accounting

- The Finance Accounting Division will create a one stop lien shop incorporating building, code compliance and fire into the finance process being supervised by a new Financial Analyst II position at a cost of $64,485.

Departmental Budget History

FY 04/05

- This budget allocates 50% of the City's Chief Financial Officer position for oversight of the Information Technology Department. It also provides for projected merit, COLA, pension and insurance increases for 11.5 positions.

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $2,830,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $29.7 million.

- Savings of approximately $44,000 were achieved by deferring a vacant Revenue Manager position for eight months.

- This budget provides for projected merit, COLA, pension and insurance increases for 13 positions.

- This budget provides for merit, COLA, pension and insurance increases for 15 positions. The General Fund will be reimbursed by Community Development Block Grant (CDBG) funds for a position that provides accounting services for HUD programs.

- The Resort Tax Budget provides funding for merit, COLA, pension and insurance increases for 3 positions.

FY 03/04

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $ 2,800,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $29.5 million.

- This budget provides for projected merit, COLA, pension and insurance increases for 8 positions.

- This budget provides for projected merit, COLA, pension and insurance increases for 19 positions.

- Savings were achieved by eliminating a vacant Financial Specialist I position.

- Funding has been provided for a new Financial Analyst I position which will fill a great need in the area of financial monitoring and reporting of capital projects. This position replaces the position of Capital Improvement Administrator-Finance at a lower cost and is completely funded by construction management fees. Also, savings were achieved by eliminating a vacant Financial Specialist I clerical position.

- This budget provides for merit, COLA, pension and insurance increases for 12.2 positions. A clerical position that provides accounting services for HUD programs is paid 20% by the General Fund and 80% from Community Development Block Grant (CDBG) funds.

- This budget provides funding for merit, COLA, pension and insurance increases for 3 positions.

FY 02/03

- This budget includes funding for a consultant to assist in the implementation of GASB 34. It also provides for projected merit, COLA and insurance increases for 40.2 positions.

FY 01/02

- This budget includes the addition of one professional position ($ 54,672) for the payroll function. This position will serve as back-up for the Payroll Supervisor and be responsible for the review and entry of Payroll adjustments into the system.

- This budget includes $3,000 for file cabinets and miscellaneous equipment in the Resort Tax Division.

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $ 4,660,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $27,600,000.

FY 00/01

- Funding is included for one position ($54,172) to enhance collections of special assessments.

- Funding is included for an assistant to the Utility Billing Supervisor ($50,303) to enhance customer service and maximize performance in the department.

- This budget includes $50,000 for professional services to assist the City with the implementation of GASB 34.

- Revenue is received from lien letters prepared for title companies ($32,500) and from fees assessed for administering bond issues ($90,000).

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $4,740,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $25,000,000.

FY 99/00

- This budget reflects the addition of one position to support the Capital Improvement Program (CIP).

- Revenue is received from lien letters prepared for title companies ($29,500) and from fees assessed for administering bond issues ($120,000).

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $3,700,000 to the General Fund due to the receipt of $46.5 million from the Interlocal Agreement and a fund balance of over $12,000,000.

FY 98/99

- Funding is included in this budget for an additional Cashier position ($35,000) to process payments for building permits, provide a separation of responsibilities and enhance customer service.

- Revenue is received from lien letters prepared for title companies ($32,500) and from fees assessed for administering bond issues ($120,000).

- Management of the City's investment portfolio is administered by this department and is expected to net in excess of $4,172,000 to the General Fund due to recent adjustments in market rates and a fund balance of over $19,000,000.

PROCUREMENT

Department Mission/Purpose Statement

We are dedicated to providing responsive, professional and outstanding support services to all our customers, and achieving maximum value for money spent by purchasing materials, equipment and services at the right quality, from the right source, at the right price.

Department Description

Due to an internal re-organization, effective on January 1, 2004, the Procurement Division began reporting to the Finance Department and has the centralized authority and responsibility for the purchase of all commodities and services pursuant to the Miami Beach City Code. The Procurement Division's major duties and responsibilities includes but is not limited to:

- Formulates and recommends policies and procedures;
- Oversees the City's procurement processes and sale of surplus stock;
- Advises departments and vendors on all procurement-related issues and methods of acquiring the needed goods, services, and equipment;
- Facilitates all evaluation committee meetings;
- Authors, reviews, prepares all commission memorandums and resolutions relative to procurement-related items;
- Represents the City as its key witness in all procurement-related lawsuits; and
- Enforces all ordinances relative to procurement-related issues.

Consistent with the City Manager's philosophy and effort to encourage greater empowerment in the work force and to give Department Directors more opportunities to make important decisions, the City's purchasing function has developed to a centralized-decentralized purchasing function where the centralized unit delegates authority to its users to purchase smaller monetary value commodities and services.

All Department and Division Heads' purchasing authority to acquire goods, services, and materials was increased from $1,000 to $5,000. This was a proactive initiative that moved the decision-making function and authority to the closest level within the organization, and allowed for the acquisition of small dollar valued goods and services to be obtained in a more expedient manner, and allow Procurement Division staff to focus and devote resources to the formal processes.

The Job Order Contracting (JOC) program has delivered a fast, cost-effective procurement of construction services that supports the City's Capital Improvements Program. The City's JOC program has issued 131 projects in a period of 24 months totaling $22,922,248.25. The number of construction projects initiated and awarded via JOC in the aforementioned two-year period (131 projects), is greater than the total number of construction projects awarded via traditional bidding (78) in the past five years.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 04/05	FY 05/06 Target	Department Activities
Make City more business friendly	# of seminars and/or workshops conducted.	0	2	On a semi-annual basis, conduct "How To Do Business" seminars for Miami Beach-based business owners.
	% Reduction in vendor's cost of doing business with the City.	0	30	Conversion from BidNet (whose subscription service cost to vendors is $29.95/annually) to RFP Depot whereby the City manages and sets the rate for the subscription service.

Office of Director

Formulates and recommends policies and procedures; oversees the City's procurement processes; advises departments and vendors on all procurement-related issues and methods of acquiring the needed goods, services, and equipment; facilitates all evaluation committee meetings; authors, reviews, prepares all commission memorandums and resolutions relative to procurement-related items; represents the City as its key witness in all procurement-related lawsuits; and enforces all ordinances relative to procurement-related issues.

Administration & Clerical

Provides administrative and clerical support to all vendors and departments; assists in special projects; provides guidance and assistance to all citywide departments and vendors.

Goods, Equipment & General Services

Issues solicitations for goods, equipment and general services; reviews bids and proposals for responsiveness; facilitates evaluation committee meetings; analyzes bids received; provides guidance and direction to evaluation committee members; issues purchase orders, blanket purchase orders and change orders for goods and services; provides guidance and assistance to all citywide departments, residents and vendors.

Professional Services

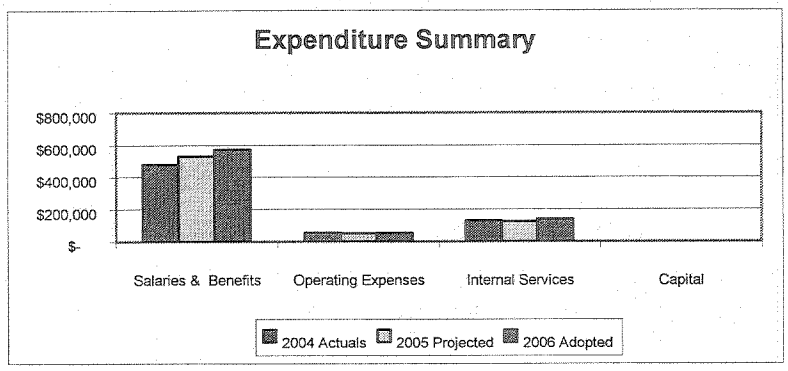
Issues solicitations for professional services; reviews proposals for responsiveness; facilitates evaluation committee meetings; provides guidance and direction to evaluation committee members; issues purchase orders, blanket purchase orders and change orders for goods and services; provides guidance and assistance to all citywide departments, residents and vendors.

Capital Improvements Projects

Issues solicitations for the selection of architectural and engineering firms and construction projects; reviews bids and qualifications packages for responsiveness; facilitates evaluation committee meetings; analyzes bids received; provides guidance and direction to evaluation committee members; issues purchase orders, blanket purchase orders and change orders for capital improvement projects; provides guidance and assistance to all citywide departments, residents and vendors.

Financial Summary

Expenditure Area	2003 Actuals	2004 Actuals	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 496,413	$ 481,670	$ 532,318	$ 532,318	$ 572,946
Operating Expenses	60,240	54,376	50,992	50,992	52,773
Internal Services	160,696	129,302	123,689	123,689	139,894
Capital	926	0	0	0	0
Total	**$ 718,275**	**$ 665,348**	**$ 706,999**	**$ 706,999**	**$ 765,613**
Budgeted Positions	**10**	**9**	**9**		**9**



Budget Highlights

- This budget provides funding in salary & benefits of $572,942, which includes projected COLA, Merit, Pension, and Health/Life Insurance increases for a staff of nine (9) procurement professionals.

Budget History

FY 04/05

- This budget provides funding in salary & benefits of $532,318 for a staff of nine (9) procurement professionals. This maintains the current staffing level, which had been reduced by one (1) position in the current fiscal year. It is worth noting, though, that the processing of Purchase Orders is expected to increase in FY 03/04 and FY 04/05, as noted above in the Performance Measurements section, indicating productivity improvements.

- The budget also includes Operating Expenses of $50,992 and Internal Service Expenses of $123,689.

FY 03/04

- The position of Account Clerk I is eliminated which represents a salary saving of $37,792.

- A Procurement Coordinator position has been added and One (1) Sr. Procurement Specialist position is eliminated.

- This budget provides funding in salary & benefits of $488,898 and $187,208 in operating costs to support a staff of 9 procurement professionals.

FY 02/03

- This budget provides funding in salary & benefits of $496,634 and $235,268 in operating costs to support a staff of 10 procurement professionals.

- This budget includes $2,000 for the purchase of office furniture for a conference room.

FY 01/02

- The budget reflects an increased staffing level, which was approved during the current fiscal year. The positions of Senior Procurement Specialist and Office Associate V were added in FY 00/01. These positions represent approximately $90,700 of the total increase of $126,381 for Salaries & Benefits. Also included in the increase in Salaries & Benefits is a reclassification of the position of a Clerk to a Clerk Typist, with an associated cost of $2,365.

- The budget also reflects increases in Operating Expenditures of $26,078 related to the anticipated need for Advertising and Professional Services in support of the City's Capital Improvement Program.

FY 98/99

- The position of Asset Manager has been transferred from Procurement to the Community/Economic Development Department, resulting in a budget transfer of $65,802. The revenues associated with this function are now reported in that department.

INFORMATION TECHNOLOGY

Department Mission/Purpose Statement

The mission of the Information Technology Department is to provide tools that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for creative solutions.

Department Description

In line with the City's Strategic Plan and Goals relating to the use of Technology as well as the current philosophy of Performance Based Management, the following are examples of Key Performance Outcomes:

- Improve the effectiveness and efficiency of City processes/procedures and enhance employee performance
- Deliver hardware and software systems that meet/anticipate the City's needs, are cost-effective, are timely, and are supportable
- Maximize the City's return on investment in technical assets
- Lower the barriers between City agencies and City residents

Resources

The I.T Staff has responsibility for the information technology standards and policies; infrastructure (e.g., telephone, desktop computers, servers, networks, radio, etc); enterprise application selection, development, implementation and support; consultation to departments; systems integration of applications for the enterprise; and end-user support as needed.

The Department is divided into the following three divisions:

- Application Support & Development
- Systems Support Services
- Telecommunications

The Department is headquartered in the Miami Beach Police Department (4th Floor) and Old City Hall (5th Floor). In addition to the in-house staff, the City of Miami Beach

Government uses information technology contractors, when appropriate. The City is currently using contractors to obtain skills not possessed by City employees, to handle temporary peaks in workload, and to perform work in which outside expertise or objectivity is required. In addition, the City has purchased commercial off the shelf (cots) packages which are maintained by the third party vendors (i.e. EDEN Inforum Gold).

Architecture

The information technology architecture includes hardware and communications. The I.T. Department currently provides service to over 1500 active users on the City's network, supports approximately 100 Servers and over 150 network printers as well as supporting network connectivity to over 30 remote locations.

The Telecommunications Division provides infrastructure service in the areas of Data Wide Area Network Connectivity, Voice Communications, Telecommunications Infrastructure, Facilities Wiring, Voice Response System, Automated Call Distribution, Call Accounting, Telephone Maintenance/Support, Voice Over IP (VOIP) Infrastructure, Wireless Services, Payphones and Cellular/Nextel Service. Telecommunications provides support to over 500 cell phones, 17 Voice Over IP (VOIP) locations, over 900 radios (800mhz), over 800 desk phones, 50 Blackberries devices and over 300 pagers.

Significant Prior Accomplishments

Applications Support & Development Division

- Provided implementation services for City's new Enterprise Resource Planning (ERP) System including data extraction, data mapping, data conversion, module setup, security and training. EDEN Inforum Gold was successfully implemented this FY. The following modules we successfully implemented to date:

    1. General Ledger (GL)
    2. Accounts Payable (AP)
    3. Purchasing (PG)
    4. Requisition (RQ)
    5. Position Budgeting
    6. Cashiering
    7. Human Resources (HR)
    8. Payroll (PY)
    9. Benefits (HR)
    10. Employee Training (ET)
    11. Accounts Receivable (AR)
    12. Project Accounting (PA)
    13. Fixed Assets (FA)

- Implemented the Wireless Handheld Inspection System utilized by Building, Code, Panning and Fire Departments;

- Designed and implemented Hotel Contacts Application;

- Re-engineered Police Property & Evidence System from mainframe to SQL;

- Assisted Public Works with Infrastructure Management System (IMS) RFP;

- Strategic planning stages for Enterprise Geographical Information System (GIS);

- Provided technical assistance with the installation and setup of Recware System. This Parks and Recreation Signup System is a web based system that allows citizens to sign up and pay over the internet for classes that are offered by the Parks and Recreation Department.

Systems Support Services Division

- Provided implementation services for City's new Enterprise Resource Planning (ERP) System including hardware configuration, server configuration, terminal services and network support.

- Successfully implemented City-wide VLAN project;

- Successfully completed enhancing physical security for all city networking closets.

- Successfully implemented Microsoft Exchange 2003 Migration;

- Successfully implemented Microsoft Systems Management Server (SMS);

- Implemented the Wireless Handheld Inspection System utilized by Building, Code, Panning and Fire Departments;

- Successfully implemented Recware and Trims 2K, Park & Recreation Systems;

- Updated TV20 Streaming Media Server Components;

- Developed a common desktop and laptop image with enhanced security;

- Successfully imaged and deployed 155 Public Safety Laptops for mobile communications;

Telecommunications Division

- Successfully implemented (3) IVR applications for the Fire, Parking and Parks and Recreation departments;
- Successfully implemented a load balanced hardware configuration for the City-wide IVR system. This involved configuring a second IVR system for hardware and application availability.
- Successfully implemented VOIP at (17) remote City facilities.
- Implemented new network infrastructure at the Miami Beach Golf Course, Byron and Carlyle Theatre, PD Crime Suppression, PD SIU and various RDA locations.
- Successfully implemented a new city-wide 800 MHz Simulcast Public Safety radio system.
- Successfully implemented a new City-wide Fire alerting system.

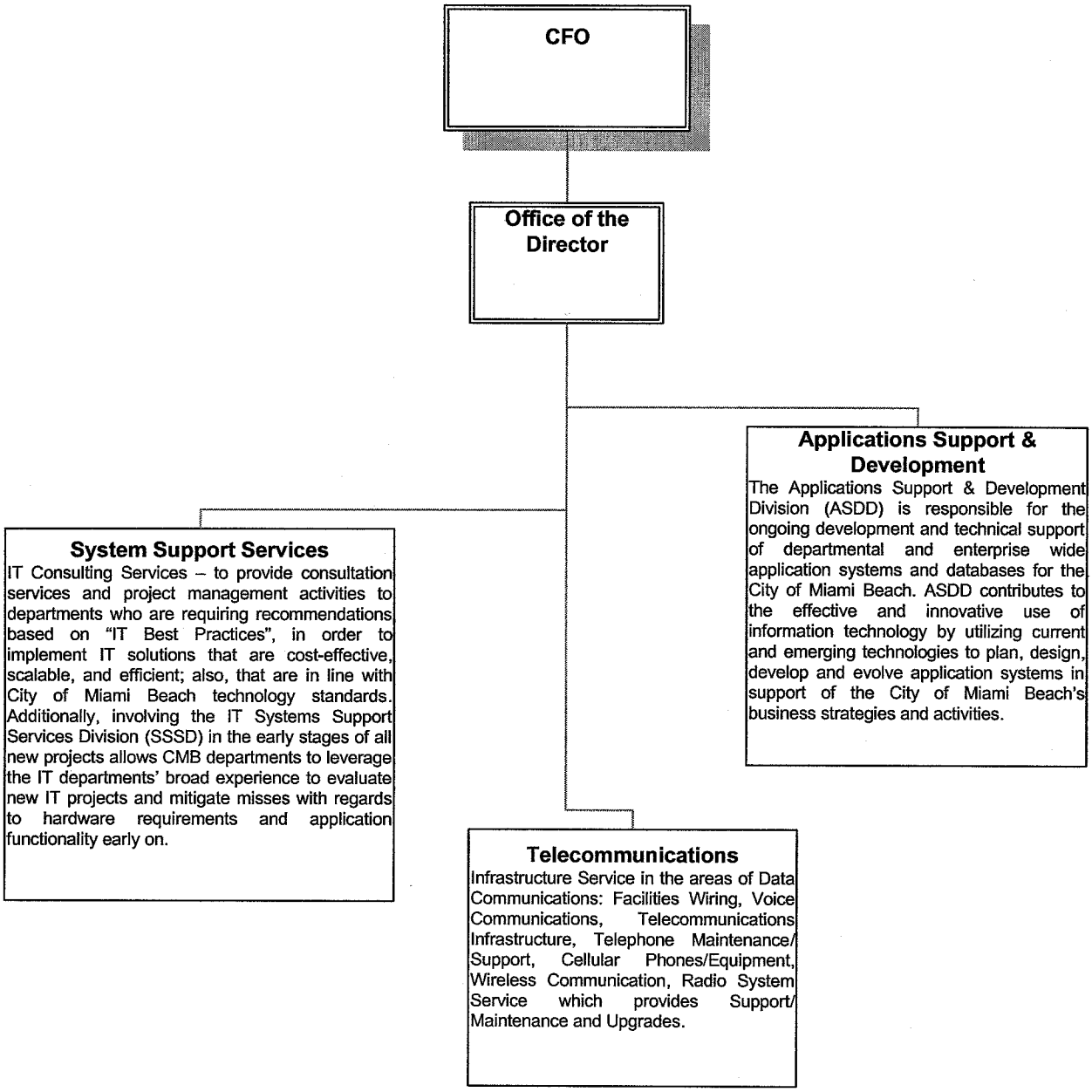
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Expand hours and service through e-gov.	Increased hits on web site; Enhanced business user productivity; Increased customer and partner satisfaction; Reduction in calls to Customer Service and walk-in inquiries;	N/A	TBD	Evaluate Content Management Application for financial systems- Enhanced to empower departments to create, publish, and manage their own Web content by means of an Internet browser or even Microsoft Word. This results in reduced support costs for web sites and enables us to redeploy those resources to work on new projects that address the most critical business needs.
Process improved through information technology	# of Fax Machines Reduced	100	50	Complete Enterprise Fax initiated in FY05- to reduce cost, save time and improve productivity by enabling users to send, receive and manage documents directly from desktop, email and other business applications (e.g. Eden Inforum Gold, etc.)
	Minimum % usable/available reserve storage	2	25	Enhance Enterprise Storage Area Network (SAN) including hiring a SAN architect- Current storage is limited and has a direct impact on our files and applications such as Police File server pool, Building Fire server pool, Finance file service pool, TC20, etc. Future requirements for many departments mandate a strategic solution that is scalable and will provide the necessary

				space to accomplish each departments needs. A new SAN with at least ten (10) terabytes of physical space is recommended.
	% of critical systems available in the event of a disaster	0	0	Research Disaster Recovery Solution at NAP - The City must institute a Disaster Recovery (DR) solution to ensure business continually encompasses those systems that are deemed critical City systems. A potential candidate for the off-site location could be the Network Access Point (NAP) located in downtown Miami currently providing DR service to other municipalities (e.g. Miami-Dade, City of Coral Gables) and businesses.
	% of critical systems available during power outages	33	100	Deploy Enterprise Uninterrupted Power Supply (UPS)- To enhance business continuity the City must institute a UPS solution. To completely protect the City's Data Center by an enterprise UPS solution. The recommended solution provides an enterprise level of protection for the City's computing assets increased manageability of the Data Centers power network and increased assurance of system availability during a power outage.
	% of Production Disk used for e-mail	N/A	TBD	The I.T. Department will research an e-mail archiving solution to enhance our retrieval capabilities (Sunshine Laws/legal requests) and to further optimize the current Exchange e-mail environment, based on best practice solutions currently being deployed by most government agencies in the State of Florida.
Process improved through information technology	Total # of labor hours executed to rectify systems issues resulting from Virus/Worm infections	3200	200	Deploy CISCO CSA/NAC "Self Defending Network" Solution for Virus and Worm Mitigation- In an effort to improve security and mitigate potential virus infiltrations to the City's network we are recommending a solution based on the CISCO CSA/NAC architecture.
	% of wireless applications that can be deployed through WiFi mesh	0	0	The City is researching the feasibility of deployment of a wireless broadband network (WiFi) to enhance the City's Public Safety network and provide "Hotspot" areas for public access to the Internet resulting in considerable savings with our current wireless applications overtime.
	% of CMB Buildings that have been converted to VOIP	67	100	Deploy Public Safety Voice Over IP (VOIP) including hiring a support - VOIP is a telephony solution that brings voice and data traffic together on the same network. As a result the City has gained cost efficiencies and enhanced features in converting most City facilitates to this platform. The Public Safety building (Police/Fire) are scheduled for implementation in FY 05-06. this will provide the complete solution to our VOIP network and therefore increase the cost saving to the system.
	Ratio of units to Information Technicians needed to support PD	150/1	75/1	Additional Resources for PD Mobile Project: one (1) Info Tech II to support the 155 mobile laptops in PD Mobile Project. (Budgeted in Police)

	Mobiles			
	Ratio of users to Information Technicians needed to support City Systems	315/1	375/1	Additional Resources for Desktop Support: one (1) Info Tech II to support City's tiered level support process for more than 1500 users.

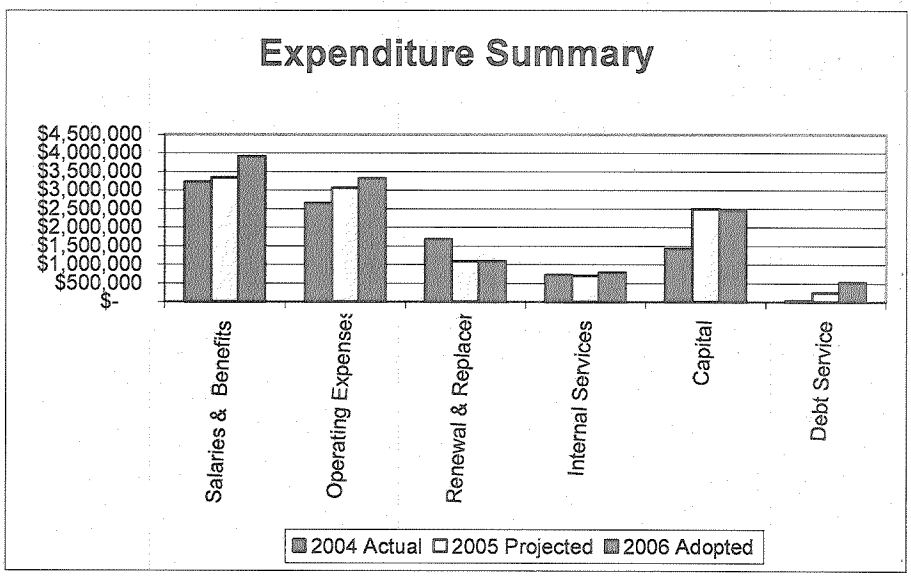
N/A: Not Available
TBD: To Be Determined


CFO
Office of the Director
Applications Support & Development
The Applications Support & Development Division (ASDD) is responsible for the ongoing development and technical support of departmental and enterprise wide application systems and databases for the City of Miami Beach. ASDD contributes to the effective and innovative use of information technology by utilizing current and emerging technologies to plan, design, develop and evolve application systems in support of the City of Miami Beach's business strategies and activities.
System Support Services
IT Consulting Services – to provide consultation services and project management activities to departments who are requiring recommendations based on "IT Best Practices", in order to implement IT solutions that are cost-effective, scalable, and efficient; also, that are in line with City of Miami Beach technology standards. Additionally, involving the IT Systems Support Services Division (SSSD) in the early stages of all new projects allows CMB departments to leverage the IT departments' broad experience to evaluate new IT projects and mitigate misses with regards to hardware requirements and application functionality early on.
Telecommunications
Infrastructure Service in the areas of Data Communications: Facilities Wiring, Voice Communications, Telecommunications Infrastructure, Telephone Maintenance/ Support, Cellular Phones/Equipment, Wireless Communication, Radio System Service which provides Support/ Maintenance and Upgrades.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Inter-Departmental Charges	$7,086,543	$7,437,701	$8,516,394	$8,516,394	$9,629,576
Retained Earnings	395,284	728,758	2,500,000	0	2,408,800
Interest/Other	78,758	117,110	75,377	50,000	31,347
Total	**$ 7,560,585**	**$ 8,283,569**	**$ 11,091,771**	**$ 8,566,394**	**$ 12,069,723**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 2,833,516	$ 3,219,527	$ 3,479,803	$ 3,347,803	$ 3,909,122
Operating Expenses	2,828,246	2,652,755	3,021,617	3,058,204	3,310,894
Renewal & Replacement	1,090,232	1,676,932	1,085,789	1,085,789	1,085,789
Internal Services	801,008	729,319	737,136	700,549	790,502
Capital	1,974,320	1,426,581	2,500,000	2,500,000	2,455,460
Debt Service	14,613	35,271	267,426	249,426	517,956
Total	**$ 9,541,935**	**$ 9,740,385**	**$ 11,091,771**	**$ 10,941,771**	**$ 12,069,723**
Budgeted Positions	**37**	**40**	**40.5**		**43.5**



Application Services

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,246,055	$ 1,518,416	$ 1,668,468	$ 1,523,708	**$ 1,481,915**
Operating Expenses	432,386	433,668	522,143	521,598	**687,761**
Internal Services	189,053	127,055	138,182	125,645	**152,382**
Capital	319,040	680,933	1,165,000	551,000	**250,000**
Total	**$ 2,186,534**	**$ 2,760,072**	**$ 3,493,793**	**$ 2,721,951**	**$ 2,572,058**
Budgeted Positions	**15**	**18**	**18**		**15**

Support Services

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 680,582	$ 1,085,435	**$ 1,140,183**	**$ 1,036,255**	**$ 1,678,629**
Operating Expenses	543,728	729,099	**654,819**	**582,187**	**934,487**
Internal Services	119,708	110,916	**156,731**	**96,934**	**132,144**
Capital	821,074	587,446	**808,000**	**1,510,000**	**2,015,460**
Total	**$ 2,165,092**	**$ 2,512,896**	**$ 2,759,733**	**$ 3,225,376**	**$ 4,760,720**
Budgeted Positions	**11**	**15**	**15.5**		**20.5**

Communication Services

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 906,879	$ 615,676	**$ 671,152**	**$ 614,385**	**$ 748,578**
Operating Expenses	1,852,132	1,489,988	**1,844,655**	**1,691,153**	**1,688,646**
Renewal & Replacement	1,090,232	1,676,932	**1,085,789**	**1,527,150**	**1,085,789**
Internal Services	492,243	491,348	**442,223**	**561,780**	**505,976**
Capital	834,206	158,202	**527,000**	**472,000**	**190,000**
Debt Service	14,613	35,271	**267,426**	**127,976**	**517,956**
Total	**$ 5,190,305**	**$ 4,467,417**	**$ 4,838,245**	**$ 4,994,444**	**$ 4,736,945**
Budgeted Positions	**11**	**7**	**7**		**8**

Budget Highlights

Applications Systems

- Implementation of a performance management software package, funded via the Information & Communications Technology Fund, will enhance the tracking of departmental performance to help ensure that the City achieves the desired results, as set forth in its mission statement.

- Additionally, the implementation of a software package for tracking Inspector caseload, and case turnaround times, etc. is being Adopted by Code Compliance, to be funded via the Information & Communications Technology Fund.

- An online Grants Locator system is included in the Grants Division budget.

- In order to support the City's investment in Geographic Information System (GIS), being implemented in conjunction with an Infrastructure Management System (IMS), the Water & Sewer Fund budget includes the addition of a GIS Technology Manager position, and the Storm Water Fund budget includes the addition of a Data Entry Clerk position. These positions will manage and support the various programs being implemented to improve the geography-based information available.

- A Business Analyst position is being added in the Parking Department (funded via the Parking Fund) to work on research and planning for technological improvements in parking systems.

- In FY 04/05 the position of Permitting and Inspections Systems Analyst was added in the Building Department to work closely with IT to enhance the Building Department's systems and processes. This will allow IT to utilize an Information Technology Specialist III position (previously dedicated to the Building Department) to help support the City's investment in new technologies.

- In addition, the Information & Communications Technology Fund will provide for specialized software to automate scheduling in the Fire Department.

- The budget includes capital funds of $250,000 which will complete the payment of the new financial enterprise system that was implemented during FY 04/05.

Support Services

- The deployment of an e-mail archiving solution is Adopted with funds from the Information & Communications Technology Fund. The e-mail archiving solution will enhance mail retrieval capabilities and help improve data storage management.

- A Disaster Recovery Solution at the Network Access Point (NAP), in downtown Miami, will be researched with funding provided by the Information & Communications Technology Fund, as appropriate.

- Funding for the implementation of a Storage Area Network (SAN) is anticipated in the City's Capital Budget, with installation costs to be paid out of the Information & Communications Technology Fund. This budget includes funding of $71,580 for salaries and benefits (½ year) of a SAN Architect, along with a vehicle and operating expenses.

- This budget adds one Information Technology Specialist II position to help support the City's network of over 1,500 desktop users, with a total of $89,508, including Salary & Benefits, one vehicle and operating expenses. The current environment involves "imaging" the desktops for system consistency, as well as system-wide software upgrades on a continual basis.

- An additional Information Technology Specialist II is being added to the Police Department's budget, to assist in the support of mobile laptops used in the police cars.

- Funding for an Enterprise Uninteruptible Power Supply (UPS) for the City's data center is anticipated in the City's Capital Budget, with installation costs to be paid out of the Information & Communications Technology Fund.

- A "Self Defending Network" solution is being Adopted to improve system security and mitigate potential virus infiltrations on the City's network, with funding from the Information & Communications Technology Fund.

- The budget includes capital funds of $1,958,800 to replace Network Servers, desktop computers, laptops, printers, routers, switches, and other system hardware.

Telecommunications

- Funding for the implementation of a city-wide wireless broadband network (WiFi) is anticipated in the City's Capital Budget, with installation costs to be paid out of the Information & Communications Technology Fund. Preliminary estimates indicate that the future cost of the WiFi network will be offset by the savings generated by eliminating the need for wireless communication cards in mobile devices.

- This budget provides for the continuation of the Voice Over Internet Protocol (VOIP) project, started in FY 03/04, which brings voice and data together on the same network, resulting in cost savings due to the consequent reduction in phone lines. This budget adds one VOIP Engineer to provide ongoing support and maintenance of the system, with a total estimated cost of $80,443, including salary, benefits and

operating expenses. It is anticipated that funding for the VOIP equipment and software will be provided in the City's FY 05/06 Capital Budget.

- A Communications Officer position has been added in the Fire Department's budget (part-time in FY 04/05 and full-time in FY 05/06) to work closely with IT in providing technical support for the radio, telephone, and computer networks.

- This budget includes capital funds of $190,000 for Telephone and Interactive Voice Response (IVR) equipment.

Budget History

FY 04/05

Applications Systems

- The budget includes capital funds of $1,165,000, which includes $925,000 for a new financial enterprise system that is anticipated to be implemented during FY 04/05. This system will replace all of the City's core financial systems, including General Ledger, Accounts Payable and Receivable, Purchasing, Fixed Assets, Inventory Control, as well as Human Resources, Payroll, and Utility Billing. The additional $240,000 in capital is for the Permits/Handheld application and other specialized software.

- This budget includes Salaries & Benefits of $1,622,467 for a staff of 18 IT professionals, who maintain, enhance and develop software which runs on the City's internal network as well as the internet.

- Software maintenance contracts of $408,243 are included as part of the $522,143 budgeted for Operating Expenses, noted above.

- The Application Systems Division will pay a management fee to the General Fund of $26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Support Services

- The budget of $808,000 in Capital includes: $638,000 for the replacement of network and storage equipment, and $170,000 for refurbishing the computer center. The replacement schedule of desktop computers will be extended for one year, resulting in a reduction of depreciation expense of $441,361 (as noted in Telecommunications section).

- This budget includes $524,780 for contract maintenance agreements which provide software upgrades for the computer network of over 800 computers. This represents 80% of the $654,819 in operating expense budget, noted above.

- Salaries & Benefits of $1,152,182 is being Adopted for a staff of 15 IT professionals to support the City's network of computer systems, and 50% of the City's Chief Financial Officer, who is overseeing the Information Technology Department.

- The Systems Support Division will pay a management fee to the General Fund of $26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Telecommunications

- This budget provides $527,000 in Capital for phone system upgrades, including the Voice Over-IP project which will provide long term savings by reducing traditional telephone lines.

- Renewal & Replacement funds of $1,085,789 is being provided to support the IT Fund's equipment and system replacement program. This represents a budget reduction of $441,361 from FY 03/04 due to the postponement of desktop computer replacements for one year. Effectively, the life-cycle will be extended for one year in order to accommodate this expenditure reduction.

- Salaries & Benefits of $683,154 is included for a staff of seven (7) IT professionals to support the City's radio, phone, and computer communications systems.

- The Telecommunications Division will pay a management fee to the General Fund of $26,450 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

FY 03/04

Application Systems

- This budget reflects the transfer of one (1) Information Technology Specialist III and two (2) Information Technology Specialist II positions (with salaries of $163,436) from the Police Technical Services Division. The salary transfer will be incorporated into the Internal Service charge to Police Technical Services, with the exception of four (4) months pay of one (1) Information Technology Specialist II which will be paid via the Law Enforcement Trust Fund.

- The budget includes capital funds of $545,000 for upgrades to the following systems:

  - Human Resources/Payroll: $ 110,000

- Permits Plus $ 60,000
- Utility Billing $ 25,000
- Financial $ 100,000
- Permits/Handheld $ 250,000
- Another $6,000 is also included in capital to purchase 5 new computers, for a total of $551,000.

- An increase of $146,800 in Contract Maintenance expense is included to provide a full year of software maintenance and support for the Computer Aided Dispatch and Records Management System (CAD/RMS), where only a partial payment was made for FY 02/03 because the contract was initiated July 1, 2003.

Support Services

- Salaries & Benefits of $1,036,255 provides for a staff of fifteen (15) IT professionals to support the City's network of computer systems.

- This budget reflects the transfer of four (4) Network Administrators to the IT Support Services Section from Communications. The increase of $449,532 in salary and benefits reflects this transfer as well as projected increases for health/ life insurance, COLA's and Merits.

- The budget of $1,510,000 in Capital includes: $1,260,000 for the replacement of servers, computers, printers, and other equipment, $200,000 for refurbishing the computer room, and $50,000 for furniture for the training room.

- This budget includes $448,948 for contract maintenance agreements which provide software upgrades for the computer network of over 800 computers.

Telecommunications

- The City initiated the purchase of a new radio system in FY 02/03 at a contracted cost $4,850,000. It is estimated that the implementation will take place over two fiscal periods. As such, it is anticipated that the City's FY 03/04 Capital Budget will include 50% ($2,425,000) of the total for this project.

- This budget provides $472,000 in Capital for phone system upgrades.

- Renewal & Replacement funds of $1,527,150 is being provided to support the IT Fund's equipment and system replacement program.

- Salaries & Benefits of $614,385 provides for a staff of seven (7) IT professionals to support the City's radio, phone, and computer communications systems.

- This budget reflects the transfer of four (4) Network Administrators to the IT Support Services Section. The decrease of $252,114 in salary and benefits reflects this transfer as well as projected increases for health/ life insurance, COLA's and Merits.

- This budget reflects the transfer of $192,000 for Nextel radio/phone devices to the telephone budgets for the operating departments throughout the City.

FY 02/03

Application Systems

- The budget includes capital funds of $745,000 for enhancements/upgrades to the following systems:

  - Human Resources/Payroll: $200,000
  - Permits (Land Management) $100,000
  - Permits (Net) $ 50,000
  - Utility Billing $ 25,000
  - Financial $200,000
  - Public Works $ 20,000
  - Resort Tax $ 50,000
  - Inspections/Handheld $100,000

- Another $6,000 is also included in capital to purchase 5 new computers, for a total of $751,000.

- An increase of $72,480 in Contract Maintenance expense is included for the recently implemented Computer Aided Dispatch and Records Management System (CAD/RMS). Additionally, an Information Technology Specialist position is included in the Police Department's budget with funding ($55,854) from the Law Enforcement Trust Fund (LETF).

Support Services

- The budget for Support Services includes $860,000 in Capital which is made up of $700,000 for the replacement of computers and printers, $110,000 for a computer training room, and $50,000 for furniture for the training room.

- This budget includes a request for $238,560 in contract maintenance expense to accommodate software support and upgrades for the computer network of approximately 800 computers.

Telecommunications

- In the City's FY 02/03 Capital Budget, funding of $3,275,000 will be provided for a new radio system.

- Renewal & Replacement funds of $1,874,626 are being provided to support the IT Fund's equipment and system replacement program.

- Salaries & Benefits of $883,303 provides for a staff of eleven (11) IT professionals to support the City's radio, phone, and computer communications systems, including one Information Technology Specialist III position transferred from the Support division. The total increase of $206,747 includes the salary and benefits for the Information Technology Specialist III as well as projected increases for health & life insurance, COLA's and Merits.

FY 01/02

Application Systems

- This budget provides funding for 5 new Information Technology Specialists who will support and enhance the City's software applications. The funding increase in Salaries & Benefits associated with this increased service level is $228,562, which is 80% of the total increase is Salaries & Benefits of $289,646 for this division. The balance of the increase in Salaries & Benefits is due primarily to anticipated Health Insurance, Merit and COLA adjustments.

- This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology.

- The budget also includes capital funds of $755,000 which includes $10,000 for PC's for the new IT Specialists and ehancements/upgrades to the following systems:

  - Human Resources/Payroll: $200,000
  - Permits (Land Management) $200,000
  - Utility Billing $ 25,000
  - Financial $ 50,000
  - Public Works $ 20,000
  - Resort Tax $ 50,000
  - Desktop/Handheld $200,000

Support Services

- This budget provides funding for replacement of Uninterruptible Power Suppliers ($100,000), Desktop and Laptop Computers ($470,000), and Database Servers ($100,000); also, upgrades for Internet & Remote Access Hardware ($50,000), a

Mass Array Storage System ($125,000), one new PC ($2,000) and office renovations ($110,000) are provided for a total of $957,000.

- An additional $320,000 is being provided in the City's Capital Budget Request for FY 01/02. These funds are for replacement of large computer systems ($300,000) and one (1) Cargo Van ($20,000) for transporting equipment.

- This budget also provides for the addition of an Office Associate III to assist with record-keeping and provide clerical support. Salaries & Benefits for this position are $27,025. A new PC with software ($2,000) for this new position, is being provided in the capital budget mentioned above.

- This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology, in addition to the transfer of three (3) Network Administrators to Telecommunications & Technical Services. The total of $557,765 in Salaries & Benefits noted above, provides for a staff of nine (9) IT professionals, including a Support Services Manager, two (2) Computer Operators, six (6) IT Specialists, in addition to the new Office Associate, Director and Secretary as mentioned above, who provide computer systems support services.

Telecommunications

- In the City's FY 01/02 Capital Budget request, $3,532,500 is being provided for large capital equipment, including a new radio system ($3,287,500), and phone/computer system upgrades ($245,000). Of this total, an equipment loan will be used to fund $3,287,500 and the remainder, or $245,000, will be funded from Retained Earnings.

- In addition, this budget includes $165,000 in capital funds for Network Server Equipment, and $133,634 for phone system upgrades to provide enhanced customer service (Interactive Voice Response) for Building and Civicall. In order to provide long term software support for the new and upgraded phone system, an Information Technology Specialist III position is being provided for in this budget, at an associated cost of $46,368 in Salaries & Benefits.

- The total of $686,454 in Salaries & Benefits noted above, provides for a staff of ten (10) IT professionals to support the City's radio, phone, and computer communications systems., The budget increase of $336,459 reflects, in addition to the new position already noted, a transfer of three (3) Network Administrator positions from Support Services within IT, where the positions have been reduced. This budget also reflects split funding of the IT Director and an Administrative Secretary within all three (3) divisions of Information Technology.

- Renewal & Replacement funds of $1,874,626 is being provided to support the IT Fund's equipment and system replacement program.

- Of the total $1,989,252 in Operating Expenses being provided, $803,700 is to support the City's telephone services; $379,360 is for radio and phone system maintenance contracts; $62,115 is for leases of two (2) radio antenna sites and City pagers used by many of the City's departments; $46,900 for repairs/maintenance; $54,000 for travel and training; $87,500 is for system maintenance contracts; $25,000 is for technical consulting services; $97,000 is provided for travel and training of IT and other City staff to improve their knowledge base in City applications; and other operating expenses totaling $433,677.

FY 00/01

Telecommunications

- The Information Technology Division provides all data base management, programming, system development/design, and computer operations support, as well as radio and phone system administration for the City. The budget provides for the addition of two Information Technology Specialists and a Network Administrator ($205,924) to assist with the migration of new hardware, software, radio, and telecommunications systems. Financing of $4,040,741 is being obtained through the Florida Municipal Loan Program for the following: provide for the procurement of a new radio system ($3,262,500 for first of two years), upgrade to an automated phone system ($424,000), and the acquisition of web-application software to enable the City to implement an on-line permit system ($384,241). Principal and interest payments totaling $296,200 have been budgeted for the first year of the program. In addition, IT will provide for upgrades of computer applications, devices and networks ($1,820,000).

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Department Mission/Purpose Statement

The Office of Budget and Performance Improvement (OBPI) facilitates maximization and allocation of resources to achieve measurable results responsive to community needs.

Department Description

OBPI was created in 2004 by merging several existing entities within the City focusing on performance excellence by blending strategic management, resource allocation, performance management and revenue maximization.

A vital effort of the office is to effectuate implementation of results-oriented government, efficiency and service-orientation through the following anticipated accomplishments in FY 05 and FY 06:

- Transform the City's budget process into a results-oriented process, re-focusing the proposed and adopted budget documents to emphasize strategic intended outcomes, and their related performance measures and targets.

- Monitor customer service in City departments through service shopper surveys and provide timely results to departments

- Conduct customer satisfaction surveys for services delivered to the community as well as for internal support functions

- Support the City's change to a performance excellence culture by refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process, and promoting management and organization familiarity and understanding of these

- Implement a performance management database to monitor status of performance measurement objectives

- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews, etc.

- Increase and maintain the dollars received by the City as part of revenue maximization activities, including providing timely information, technical assistance and training programs to City Departments

Significant Prior Accomplishments:

- City's Performance Excellence model formalized with the first-ever community satisfaction surveys conducted (resident, business, and community organizations) as input to the model and Performance Measurement and Management training conducted across all City Departments to enhance deployment of the model

- City's customer service component of Service Excellence developed and implemented including refinement of Citywide customer service standards, deployment of Service Excellence training Citywide, development and implementation of an ongoing service shopper program

- Due to the implementation of various training related initiatives (web site enhancements, additional training content, etc.), increased number of training participants from 200 in FY 2002-03 to 2,000 in FY 2003-04.

- FY 02/03 and FY 03/04 Adopted Budgets have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).

- FY 2004/05 adopted budget included for the first time ever a dedicated source of funding in the amount of $1.347 million for a recurring renewal and replacement reserve

- Completed 2 parking audits, 3 financial audits, 6 revenue audits, 4 inventory audits, 5 special project reviews and 2 performance audits resulting in an additional $233,000 in savings and additional revenues to the City and improvements to financial and operational internal control for Parking and Boat Show revenues. Completed 250 resort tax audits for FY 03/04 resulting in net assessments of $293,000.

- Prepared claims for $134,000 hurricane related mutual aid / and claims of $600,000 actual hurricane expenses resulting in recoveries of city funds spent.

- Applied for State, County, Federal and Private grant funding in the amount of $7,137,043. Successfully received awarded grants in the amount of $2,272,825 as of September 30, 2004.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	Department Activities
Increase resident satisfaction with employee contact	% of employees trained improving knowledge of the City	0	95	Identify most frequently requested information, questions, etc. to develop training plan on knowledge of the City. Enhance Citywide training plan to add components related to knowledge of the City including work with Neighborhood Services incorporating an abbreviated component of the Neighborhood Leadership Academy. Add Citywide training for customer service to employee orientation
	% Increase in service shopper scores improved from prior year	N/A	5	Roll-out process improvement training for Customer Service Team. Work with Customer Service Team to lead department teams in development and implementation of corrective actions plans.
	% of departments service shopped	0	100	Recruit and train volunteers, and implement program.
Increase community satisfaction with City services	% of Citywide Key Performance Indicators (KPI) with improvements contributed by OBPI	0	18	Continue priority setting retreats and workshops with Commission and staff. Conduct focus group training sessions with the departments and support facilitation of Citywide initiatives (perceptions of safety in the evening/night in business/commercial areas; waterway cleanliness, development in neighborhoods, cultural activities, construction in neighborhoods). Lead process improvement teams related to: multi-family bulk waste pick-ups; organization of cleanliness function: and evaluation potential areas for study to reduce bottlenecks for entities doing business with the City.
	% of departments with citywide KPI's and supporting measures established	0	50	Facilitate departments to improve measurement methodologies (code response times, public area cleanliness rating, public area appearance rating, condition of roads).
Ensure expenditure trends are sustainable over the long term	% increase in Current Service Levels (CSL) & enhancements in proposed budget	10.3	10.5	Work with Finance to define recurring costs.

Improve the City's overall financial health and maintain overall bond rating	Real revenue in $millions brought to the City through audits and grants	2.2	2.5	Enhance grants research to support the City's priorities. Replace monthly subscriptions with on-line database. Implement audit plan to enhance revenues in alignment with core functions and priorities.
Process improved through information technology	% of Citywide KPI's and supporting measures incorporated in performance software	0	95	Enhance existing database and software to monitor Citywide Key Intended Outcomes (KIO)'s and Key Performance Indicators (KPI)'s and supporting department measures. Define and procure performance management software.
Attract and maintain a quality workforce	% of Management and employees satisfied with results oriented processes implemented City wide by OBPI	N/A	TBD	Conduct focus groups with employees and management to obtain strengths and weaknesses of the City's workforce, define "quality", evaluate training and skills needs, etc.
	# of employees with skills improved in:			Enhance Citywide training Plan to add components related to leadership, results-oriented culture, technology skills (including Eden), process improvement and performance measurement Develop structured program to enhance training and facilitation skills, for personnel, through a train-the-trainer format, used to roll-out various training programs in all City departments.
	technology	50	50	
	results-oriented culture	78	1800	
	process improvement	17	78	
	performance measurement	17	100	

N/A: Not Available
TBD: To Be Determined

Director's Office

Administration of the offices of Budget, Internal Audit, Organization and Training, and Grants; overall coordination of the effort to achieve performance Citywide in support of the priorities of the community; coordinates implementation of a Citywide performance management process focusing on aligning performance priorities and reporting results Citywide.

Performance Improvement

Facilitation of performance improvement initiatives to help achieve the City's key intended outcomes, and to improve efficiencies, including comparing the City's performance data with other jurisdictions.

Management & Budget

Budget Preparation and Monitoring, coordinating with departments to ensure allocation of resources in support of the City's strategic priorities; compliance with State Laws regarding the publication of the annual budget; analysis and reporting to ensure adherence to budget; update 5 Year Revenue/Expense forecast.

Internal Audit

Administration of the City's Internal Audit function; ensuring compliance with City Policies and Procedures; ensuring financial integrity and sufficiency of internal controls; ensuring integrity of performance measures reported Citywide; ensuring compliance with Resort Tax Ordinances by businesses audited.

Grants Management

Grants Administration; contributes to City's revenue maximization efforts through continual research and pursuit of grants; monitoring Grant funded programs.

Organizational Development

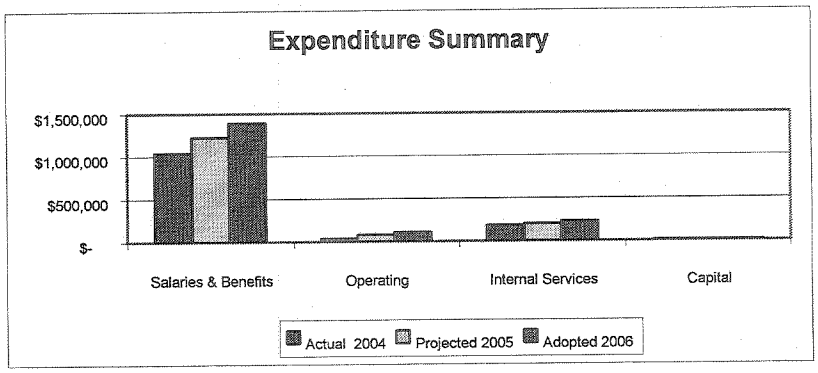
Development and coordination of comprehensive training program which supports the performance excellence framework; administers the City's service shopper program.

Departmental Financial Summary

General Fund	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
OBPI-Admin/Org Dev	$ 0	$ 193,056	$ 408,700	$ 395,599	$ 522,876
Internal Audit (GF)	307,892	316,757	327,474	351,035	385,333
Mgmt & Budget	517,482	573,395	623,795	633,296	660,502
Grants Mgmt	147,134	182,550	189,084	134,123	167,564
	$ 972,508	**$ 1,265,758**	**$ 1,549,053**	**$ 1,514,053**	**$ 1,736,275**

	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 773,175	$ 1,040,898	$ 1,280,105	$ 1,225,282	$ 1,391,143
Operating	36,394	34,976	59,540	79,363	107,343
Internal Services	162,939	182,677	201,208	201,208	229,789
Capital	0	7,207	8,200	8,200	8,000
	$ 972,508	**$ 1,265,758**	**$ 1,549,053**	**$ 1,514,053**	**$ 1,736,275**

Budgeted Positions				
General Fund	12	13	15	15
Resort Tax	5	4	4	4
Parking Fund	1	1	1	1
Sanitation Fund	0	0	0.5	0.5



Resort Tax

	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 294,912	$ 295,267	$ 310,775	$ 312,187	$ 330,501
Operating	167,643	143,804	158,425	158,975	160,230
Internal Services	66,552	63,450	63,210	63,210	67,011
Capital	0	0	0	0	0
	$ 529,107	**$ 502,521**	**$ 532,410**	**$ 534,372**	**$ 557,742**
Budgeted Positions	5		4		4

OBPI-Admin/Org Expenditure Area	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 0	$ 177,650	$ 376,537	$ 350,177	$ 437,045
Operating	0	7,128	16,605	29,864	44,898
Internal Services	0	4,055	7,358	7,358	32,933
Capital	0	4,223	8,200	8,200	8,000
	$ 0	**$ 193,056**	**$ 408,700**	**$ 395,599**	**$ 522,876**
Budgeted Positions	**0**	**2**	**5.8**		**5.8**

Internal Audit-GF Expenditure Area	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 244,615	$ 251,962	$ 254,052	$ 268,846	$ 299,512
Operating	4,903	5,285	10,705	19,472	20,245
Internal Services	58,374	59,510	62,717	62,717	65,576
Capital	0		0	0	0
	$ 307,892	**$ 316,757**	**$ 327,474**	**$ 351,035**	**$ 385,333**
Budgeted Positions	**3.75**	**2.75**	**2.75**		**2.75**

Mgmt & Budget Expenditure Area	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 394,067	$ 459,677	$ 495,592	$ 505,596	$ 538,839
Operating	27,102	14,779	19,330	18,827	17,200
Internal Services	96,313	98,939	108,873	108,873	104,463
Capital	0		0	0	0
	$ 517,482	**$ 573,395**	**$ 623,795**	**$ 633,296**	**$ 660,502**
Budgeted Positions	**6.25**	**6.25**	**5.25**		**5.25**

Grants Mgmt Expenditure Area	Actual 2003	Actual 2004	Budget 2005	Projected 2005	Adopted 2006
Salaries & Benefits	$ 134,493	$ 151,609	$ 153,924	$ 100,663	$ 115,747
Operating	4,389	7,784	12,900	11,200	25,000
Internal Services	8,252	20,173	22,260	22,260	26,817
Capital	0	2,984	0	0	0
	$ 147,134	**$ 182,550**	**$ 189,084**	**$ 134,123**	**$ 167,564**
Budgeted Positions	**2**	**2**	**1.2**		**1.2**

Budget Highlights

OBPI Administration & Organizational Development

- A vacant Organization & Training Coordinator in OBPI Administration position has been reclassified to a Management Consultant position at a savings of $17,713.

- Funding of $8,360 is provided for a Leadership Development Program for all senior-level to first-line supervisors to strengthen leadership effectiveness.

- This budget provides $6,885 to enhance training by instituting a program to develop in-house facilitation skills.

- Funding for various retreats and workshops for organizational development will be provided in the Citywide accounts in the amount of $63,161.

- The Information & Communications Technology Fund will provide funding of $80,000 to purchase Key Intended Outcome (KIO) software that will improve the budget process by enabling linkage of performance measures to operational processes and thereby allowing the City to better allocate resources to processes.

Grants Management

- The Grants Management Division of OBPI will receive funding of $12,412 to subscribe to an on-line grants locator system. This system will be available to various departments and increase the possibilities for obtaining additional funding sources.

Departmental Budget History

FY 04/05

- An Office Associate V position was created at a cost of $60,253 to provide clerical support to the OBPI Director.

- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division was created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The $24,888 cost of this position is completely offset by an equal increase in revenues generated by the Sanitation Department.

- This budget provides funding of $86,815 for an Information Systems Analyst for Performance Improvement. This position will work first with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk throughs.

- A vacant Organization & Training Coordinator in OBPI Administration position was deferred at a savings of $62,540.

- The Internal Audit Division (GF) will defer a Sr. Internal Auditor position for 24 weeks once it becomes vacant for a savings of $19,766.

- The Internal Audit Division (RTX) has decreased professional services of outside auditors by $20,325.

FY 03/04

- The Office of Budget and Performance Improvement was created in January of 2004. It consists of the former Grants Management Department, Internal Audit Department, Office of Management & Budget and 2 training positions formerly from the Human Resources Department. Each of these divisions has divisional and departmental responsibilities tied to citywide goals and objectives.

Internal Audit

- This budget provides funding for 2.75 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 1 Auditor position fully charged to the General Fund). In addition, the Parking Department provides funding for one auditor position to perform year-long audits of the parking system. Savings of $71,478 were achieved by eliminating General Fund funding of 1 Auditor position and using Parking Funds instead.

- This budget includes funding ($120,000) for two outside auditing firms.

Internal Audit/Resort Tax

- This budget provides funding for 4 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management and Budget; and 3 Auditor positions fully charged to the Resort Tax Fund.) Savings of $66,196 were achieved by eliminating 1 Auditor position. Additional savings of $30,240 were achieved by reducing operating costs.

Management & Budget

- This budget includes funding to fill the Director of Management & Budget.

- Merit, COLA, and insurance increases for 6.25 positions are included in this budget. Also, additional funding in the amount of $1,000 is provided for outside storage of records.

- This budget provides funding for 6 positions and a receptionist whose time is charged 25% to this department and the remaining 75% is shared between Internal Audit General Fund and Resort Tax Divisions.

Grants

- This budget provides funding for merit, COLA, pension, and increases for 2 positions.

FY 02/03

Internal Audit

- This budget included funding of $150,000 for two outside auditing firms

Office of Management & Budget

- This budget includes funding to fill Director of Management & Budget position in the beginning of the second quarter.

- This budget includes $1,000 for outside storage of records.

Grants

- A vacant position was deferred resulting in a savings of $51,000.

FY 01/02

Internal Audit

- This budget includes funding ($175,000) for two outside auditing firms.

- This budget provides funding for 5 positions. (The Internal Auditor and Assistant Internal Auditor whose time is charged at 75% to the General Fund and 25% to the Resort Tax Fund; a receptionist whose time is charged 25% to the Internal Audit General Fund, 50% to the Internal Audit Resort Tax Division, and 25% to the Office of Management & Budget; and 4 Auditor positions fully charged to the Resort Tax Fund.)

Management & Budget

- This budget included net funding of $45,000 for new Director of Management & Budget position and elimination of vacant Management & Budget Analyst position. Hiring was deferred due to economic conditions pursuant to the events of September 11, 2001.

- Additional funding in the amount of $5,343 was provided for travel and training with the goal of staff attaining certification under the Certified Government Finance Officers (CGFO) program. Three staff members obtained certificates.

Grants

- The Office of Grants Management was established in order to coordinate resources and efforts of three (3) different City departments/offices already performing Grant research and writing. Grant compliance and all financial grant aspects are managed by the Grants Compliance Officer in the Finance Department.

- The budget provided funding for 3 positions, as follows: 1 Special Projects Coordinator and 2 Grants Writer/Researcher positions. All three (3) of these positions were transferred from other City departments, where they were previously funded (Community Development, City Manager's Office and Children's Affairs).

FY 00/01

Internal Audit

- Reclassification of one Senior Auditor to Assistant Internal Auditor with a net decrease to the General Fund to be funded by the Resort Tax Fund.

- This budget includes funding for four Resort Tax Auditors and two outside auditing firms.

FY 99/00

Internal Audit

- Funding for a newly created auditor position to perform year-long audits of the Parking Department will administratively report to Internal Audit and be funded by the Parking Department ($39,000).

HUMAN RESOURCES

Department Mission/Purpose Statement

We demonstrate pride and encourage professionalism and excellence in our City's workforce.

Department Description

Compensation and Audit Division

- Provide guidance and prepare disciplinary action reports. Assist in appeals of such.
- Perform random and last chance drug testing
- Coordinate Fitness for Duty evaluations
- Process all leave and pay adjustments such as COLA, longevity pay, merit increases, leave adjustments, pay incentives, pay corrections, Section 5 Allowance, and Out of Class Pay adjustments
- Process and monitor Family Medical Leave (FML)
- Conduct Exit Conference
- Respond to and maintain file of Public Records Requests
- Process Tuition Reimbursement
- Process Military Leave and Report
- Issue City-Wide monthly evaluation report
- Process DROP plan applicants
- Process termination and resignation of employees
- Respond to employment verification
- Set-up in the EDEN system new employees and promotions
- Process pension buy back for police officers and firefighters

- Issue monthly reports to departments on Overtime, Union leave and Family Medical Leave
- Liaison to department payroll coordinators and provide assistance on policies, laws and collective bargaining agreement requirements
- Conduct classification audits
- Respond to EEOC complaints
- Verify unemployment compensation claims, process for payment, and assist with appeals on claims
- Conduct City-Wide trainings in Disciplinary Process
- Conduct City-Wide trainings in Performance Management Process

Hiring and Promotions

- Advertise vacant positions
- Attend job fairs throughout the county
- Coordinate the Student Internship Program (SIP)
- Compile the Affirmative Action Annual Report
- Screen applications and resumes to assure it compiles with minimum requirements.
- Issue monthly Vacancy Status Report to departments
- Enter all applicants into the Citywide Applicant Tracking system
- Coordinate the Senior Aide Program
- Administer the Reduction in Workforce process
- Conduct pre-employment backgrounds on all selected applicants Conduct job analysis
- Conduct Selection and Interview Training City-Wide
- Review and approve interview questions for departments

Benefits

- Provide assistance and guidance to retired and active employees on all benefits available.
- Issue Request for Proposal (RFP) and contract for employee benefits; such as health, dental, flexible spending account, life insurance, long term disability, voluntary benefits, deferred compensation, defined contribution plans
- Consult with the Benefit Service broker to develop new employee benefits; such as the Wellness Program and Post Employment Retirement Benefits
- Process active, retirees and new enrollees, changes, and terminations to benefit plans and initial processing of COBRA related changes.
- Research and update policies and procedures relating to benefits, military leave, and leave ordinances
- Conduct quarterly new employee orientation training
- Monitor pension law changes and recommend amendments and information on City's pension plans
- Monitor of industry changes in employee benefits
- Conduct yearly open enrollment for all benefits
- Process payments to all providers

Risk Management

- Issue RFP and contract for insurance policies such as ; property, fine arts, boiler machinery, flood, crime and storage tank liability
- Monitor above policies and process claims
- Contract Workers' Compensation Administrator and oversee the program
- Oversee all auto, general liability, police liability, and miscellaneous liability claims
- Assist the City Attorneys on litigated claims
- Conduct safety inspection throughout the City
- Provide safety training to City employees on 22 topics

- Set insurance requirements and approve insurance for vendors doing work with the City
- Approve insurance on all permits, licenses, such as special events, sidewalk café, valet parking, right of way, waste disposal, scooter, charter boats, etc.

- Compile claim package and project work sheet of FEMA claims

Significant Prior Accomplishments

Recruitment Division

- Ensured that 100% of 6,241applicants are processed into the system within 3 working days.
- Ensured a minimum of 10 qualified applicants for each position is maintained.

- Conducted an in-house test development process for the Ocean Rescue Promotional exams (an estimated savings of $66,000 by doing this in-house).

- Ensured 100% of written tests are graded within 2 working days.

- Administered the Student Internship Program (SIP) which produced 24 student interns that have or are participating totaling 3,578 hours within the City. Recognized in an article published by The Miami Herald in July 2004.

- Implemented a new police recruitment process that resulted in a higher amount of applicants reaching the eligibility list compared to the previous tow recruitments (2004: 45.0%; 2003: 16.6%; 2001: 20.9%).

- Reduced advertisement costs by $54,008 (vs. the previous fiscal year).

- Conducted 8 Selection Interview Training Classes (86 participants).

Compensation and Audits Division

- Improved the job audit justification process by supplying more information about the current position.

- Conducted 30 sessions to educate supervisors and managers regarding the job audit process and their roles.

- Developed process by which Human Resources and Departments collaborate during audit process and in development of audit results to improve audit and enhance customer service.

- Conducted an Overtime Study to determine applicability and effect of the new Federal Regulations to city positions.

- Streamlined the discipline process to allow Department Directors to contact Human Resources via telephone before action is taken and to send information via diskette for preparation of the Disciplinary Action Report.

- Revised and conducted 2 Performance Management Training Sessions.

- Improve monthly Citywide performance evaluation status report and enhanced the evaluation tracking. This reduced the percentage of evaluations past due over 30 days 22% to 0.05%.

- Conducted a compensation survey (including ICMA and Florida League of Cities).

- Streamlined tuition assistance process and forms. This reduced the questions and numbers of times employees come to HR.

- Implemented and calculated COLA and retro-COLA increases for 1924 Unclassified, Others, FOP, IAFF, and GSA employees without incurring overtime of over $13,000 as in previous years.

- Served on core team for the development, conversion, and implementation of EDEN HR/Financial system.

Benefits Division

- Negotiated an average plan (5 plans) increase of 1.78% for medical insurance for fiscal year 2004-05.

- Negotiated a zero increase for all dental plans for fiscal year 2004-05.

- Negotiated a competitive, reduced rate for life insurance for fiscal year 10/04 as a result of RFP issued in March 2004 and provided a one-time open enrollment period for employees to enroll in the supplemental life insurance plan without needing to provide medical evidence of insurability.

- Offered the flexible spending program to Police Officers and Firefighters as a result of successful contract negotiations. As a result, increased participation in the flexible spending program by 100% (from 30 to 60 participating employees).

- Offered an additional voluntary benefit plan – legal insurance- to employee groups Unclassified, Others, GSA, FOP and IAFF. 215 employees joined the plan.

- Renewed the Long Term disability insurance contract, with no increase in premium, through May 30, 2004. Issued RPF for the next plan year.

- Conducted a medical benefits survey of local municipalities for both active and retired employees.

- Conducted 4 New Employee Orientations (75 participants).

- Worked with Humana to develop a new service agreement (none had been in place since 1996).

- Researched the union affiliation of 843 retired employees.

Risk Management Division

- The total renewal premium for All Risk Property Insurance (including windstorm) reduced from $1,585,117 to $1,410,445 resulting in a savings to the City of $174,464.

- The City's Fine Arts Insurance (policy for the Bass Museum) renewed with no rate increase.

- Risk Management maintained a closed/received ratio for liability claims of more than 100% (the ratio as of 09/30/04 was 101%).

- Overall liability claim payments (not including shock losses) reduced by 15% compared to Fiscal Year 03.

- Workers Compensation benefit payments increased by 9% which is lower than state-wide averages (10%-18%).

- Revised and issued the Safety Manual to all employees and departments and placed on the City's intranet. Last revision was done on August 2003.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Attract and maintain a quality workforce	% of employee performance reviews completed by due date	75	85	Increase the percentage of performance reviews completed on a timely basis
	% of increase for group employee medical.	4	9	Provide more comprehensive explanation of benefits and coverage available, and maintain premium increases at a minimum

	% of increase for group employee dental	0	3	Provide more comprehensive explanation of benefits and coverage available, and maintain premium increases at a minimum
	# of employees participating in the Wellness Program	0	30	Establish a Wellness Program that will provide health information to employees
	# of employees participating in a Post Retirement Health Plan	0	960	Provide a Post Retirement Health plan for employees that will reduce tax liability incurred by the employee and reduce the number of leave days used during employment
	% of turnover rate	11.20	10	Provide attractive and comparable benefits, training, timely evaluations, employee appreciation events, and pay equitable to other governmental entities

Office of the Director

Formulates policy; administers the City's employee relations system; advises departments on personnel issues and appropriate methods of problem resolution; coordinates all recruitment, personnel issues and actions for hiring/promotion, compensation, benefits and Risk Mgmt.; and provides general administration

Recruitment

Assists departments in recruitment and selection of qualified job applicants, including the development, administration and validation of competitive recruitment methods; including background investigations and testing.

Compensation

Processes the payroll and leave/ attendance for all City employees; maintains personnel files; maintains the employee EDEN System; provides employee verifications and employee related public records requests

Risk Management

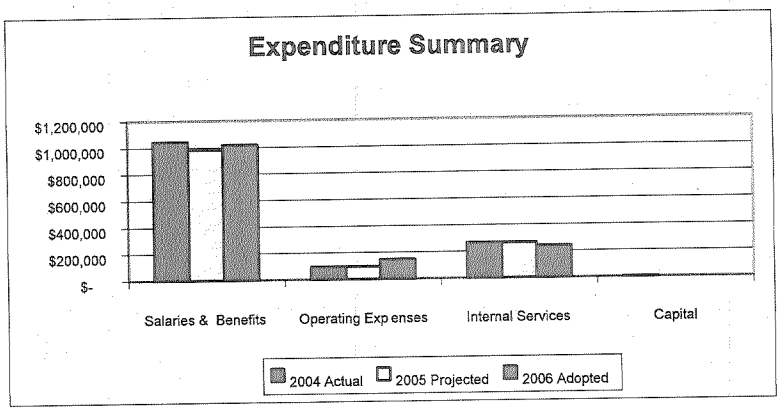
Oversees and processes as needed property claims; monitors and develops related policies for property, fine art, crime, etc.; oversees the self-insured Workers' Compensation program; conducts safety inspections and safety trainings to employees.

Benefits

Assists in the formulation of the employee benefits program; administers the programs including payment of bills, benefit level changes; provides assistance to active and retired employees on all benefit issues; develops benefit related contracts

Financial Summary

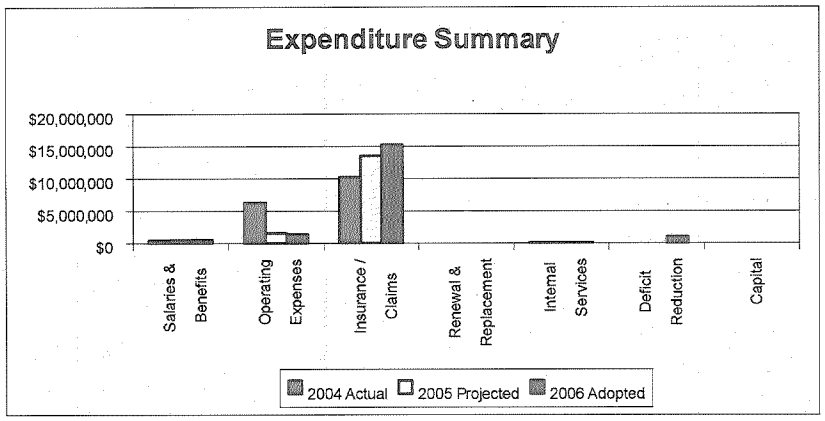
Human Resources Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,086,248	$ 1,042,678	$ 986,820	$ 985,640	$ 1,019,478
Operating Expenses	209,913	95,282	139,338	95,518	146,626
Internal Services	299,137	267,501	267,821	267,821	240,110
Capital	3,904	3,373	0	0	0
Total	**$ 1,599,202**	**$ 1,408,834**	**$ 1,393,979**	**$ 1,348,979**	**$ 1,406,214**
Budgeted Positions	**18**	**15.6**	**16.6**		**16.6**



Risk Management

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Internal Service Charges	11,714,691	13,108,538	13,243,922	13,243,922	14,851,032
Retained Earnings	0	3,776,724	2,279,000	2,269,000	2,279,000
Transfer In - General Fund	0	0	0	0	1,000,000
Interest/Other	272,743	77,996	100,000	110,000	100,000
Total	**$ 11,987,434**	**$ 16,963,258**	**$ 15,622,922**	**$ 15,622,922**	**$ 18,230,032**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 449,065	$448,979	$ 494,709	$ 494,709	**$ 534,182**
Operating Expenses	1,494,605	6,244,746	1,551,476	1,551,476	**1,401,476**
Insurance / Claims	9,223,570	10,212,970	13,519,600	13,519,600	**15,237,237**
Renewal & Replacement	1,986	3,190	9,633	9,633	**9,633**
Internal Services	15,534	53,373	47,504	47,504	**47,504**
Deficit Reduction	0	0	0	0	**1,000,000**
Capital	0	0	0	0	**0**
Total	**$ 11,184,760**	**$ 16,963,258**	**$ 15,622,922**	**$ 15,622,922**	**$ 18,230,032**
Budgeted Positions	**6**	**6.4**	**6.4**		**6.4**



Budget Highlights

Human Resources

- The Human Resource/Risk Management Director position is being funded 60% to the General Fund and 40% to the Risk Management Fund, which aligns the costs with the functions being overseen.

- This budget provides for Salaries & Benefits of $1,019,478 to support a staff of 17 HR professionals (16.6 FTE's) who provide essential services of processing applicants, employee: hires, transfers, promotions, terminations and/or retirements.

Risk Management

- The budget includes a transfer of $1,000,000 from the General Fund to help reduce the current deficit in the City's Self Insurance Fund.

- A budget of $2,555,287 for Property Insurance is included which represents an increase of $690,687 over the adopted budget for FY 04/05. During FY 04/05 the City Commission approved the increased coverage, which includes a windstorm sub-limit of $50,000,000 versus a sub-limit of $25,000,000 under the previous policy, and also coverage for facilities added since the previous policy.

- The budget includes an increase of approximately 9% (or approximately $455m) in the City's contribution to retiree health insurance. The budget for the applicant health screening/ drug testing program is estimated to increase by $100,000, based on the RFP results which includes a broadened level of medical services beginning in October, 2005.

- A budget of $3,300,000 in general liability claims is included, which is in part due to a settlement of $1,300,000 which was scheduled and budgeted to be paid during FY 04/05, however, the payment is not anticipated to be made in FY 04/05 and consequently is being budgeted again in FY 05/06.

- In addition, an increase in Workers' Compensation Claims of $400,000 is being budgeted for a total of $3,000,000 in this category.

- The Self-Insurance Fund pays a management fee of $176,064 to the General Fund for administrative support and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($424,258), who handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works ($74,159) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City.

Budget History

FY 04/05

- This budget reflects the transfer of the City's Organizational Development function, with two (2) training positions and a budget for FY 03/04 of $130,197, to a separate division. The new division is called Administration & Organizational Development, and is part of the new Office of Budget and Performance Improvement.

- This budget provides for Salaries & Benefits of $986,820 to support a staff of 16 HR professionals (15.6 FTE's) who provide essential services of processing applicants, employee: hires, transfers, promotions, terminations and/or retirements.

- This budget also includes a realignment of administrative functions with the elimination of the Human Resource Director position and the creation of the Human Resource/Risk Management Director position. The Human Resource/Risk Management Director position is being charged 40% to the Risk Management Fund and 60% to the General Fund, to align costs to the functions being overseen.

- The budget for FY 04/05 reflects an increase of $1,300,000 in general liability claims, going from $2,000,000 to $3,300,000, due to a settlement which is scheduled to be paid during FY 04/05.

- This budget provides for an estimated increase of approximately 4% in the City's contribution to the retiree health insurance. Functions supported by the Self-Insurance Fund include: Retiree health/life insurance ($4,815,000), applicant health screening/ drug testing program ($170,000), and Unemployment Compensation Insurance ($70,000).

- This budget includes an increase of $60,000 in Workers Compensation Premiums, going from $280,000 in FY 03/04 to $340,000 in FY 04/05, and an increase in Workers Compensation Claim Payments of $600,000, going from $2,000,000 in FY 03/04 to $2,600,000 in FY 04/05. The Risk Management division performs safety-related building inspections as well as safety training for City employees, however, costs have been rising due primarily to medical expenses.

- A budget of $1,764,600 for Property Insurance is included which represents a budget decrease of $197,400 from FY 03/04.

- This budget includes $494,709 in Salaries & Benefits for a staff of 6 professionals and 40% of the salary of the Human Resources/Risk Management Director, being charged to the Risk Management Fund.

- The Self-Insurance Fund pays a management fee of $176,064 to the General Fund for administrative support and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($424,258), who

handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works ($74,159) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

FY 03/04

- This budget reflects the transfer of the Labor Relations function, with two (2) positions (1.2 FTE's), to a separate division.

- The budget reflects a reduction in Operating Expenses totaling $56,141 which includes $9,680 budgeted in Labor Relations, and $26,000 in tuition reimbursement funds which has been reallocated to a citywide account in the General Fund. The remaining $20,461 is the result of budget reductions in organizational memberships, training, travel and other operating expenses.

- A total of $273,435 is budgeted for Internal Service Charges, which provide Human Resources with: Information Technology resources, such as computers, printers, and phones; property/liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

- The Self-Insurance Fund pays a management fee of $166,412 to the General Fund and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($401,000), who handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works ($70,094) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City.

FY 02/03

- This budget reflects the transfer of one Human Resource Administrator to Risk Management to oversee health benefits for city employees and retirees.

- A 16% reduction in Operating Expenses ($33,326) from FY 01/02 is included as part of this budget. Conversely, Salaries & Benefits is increased by 6%, or $62,495.

- In addition, $24,000 is included for furniture and equipment to coincide with a planned relocation of the department.

- This budget provides for an estimated increase of over 25% in the City's contribution to the retiree health insurance (or $900,000). Functions supported by the Self-Insurance Fund include: Retiree health/life insurance ($4,325,000), which includes the increase of $600,000, occupational health program ($125,000), and Unemployment Compensation Insurance ($50,000).

- This budget includes an increase of $700,000 (47%) in Property Insurance.

FY 01/02

- This budget provides funding for the addition of 4 Human Resource professional positions, at a proposed cost of $189,118. One of these positions (Personnel Technician, salary & benefits = $31,043) was previously funded with $30,000 in a Temporary Labor account in the Fire Department budget.

- This budget provides funding in Salaries & Benefits of $1,073,941 to support a staff of 18.5 HR professionals including the four (4) new positions noted, who provide essential services of employee training, processing applicants and employee transfers, promotions, terminations and/or retirements.

- Of the total $260,587 in Operating Expenses noted as part of this budget, $73,832 is being provided for Training & Awards to support training of City of Miami Beach employees to improve their skills and knowledge base; and $91,400 is provided for Professional Services, including Background Investigations, and Consultants.

- This budget provides for an estimated increase in the City's contribution to the retiree health insurance of over 20% (or $600,000). Functions supported by the Self-Insurance Fund include: Retiree health/life insurance ($3,431,300), which includes the increase of $600,000, occupational health program ($98,700), and Unemployment Compensation Insurance ($70,000).

- This budget reflects an increase of $700,000 in Property Insurance, a decrease of $130,000 in general liability claims, an increase of $40,000 in Worker's Compensation Claims, and a decrease of $400,000 in Police Liability Claims.

- The operation of the Self Insurance Fund is supported by the General Fund ($5,545,324), Enterprise Funds ($3,387,582), Internal Service Funds ($1,158,419), and Other Funds ($42,514) for a total of $10,133,839 in interdepartmental charges for service, $2,172,000 from reserves, and $740,000 from interest income.

- A budget total of $8,565,500 is for payment of fees and claims-related expense for general liability, occupational health, police professional, and public officials liability, and worker's compensation; premiums for fine arts, property, and flood/windstorm policies.

- A management fee of $100,000 is contributed to the General Fund.

- The Self-Insurance Fund also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($401,000), responsible for general, health, police, and public officials liability and workers' compensation casework. Two positions and associated expenses within the Department of Public

Works ($70,094) to limit "slip and fall" lawsuits against the City are also reimbursed by the Self-Insurance Fund.

- A review of the plan is performed annually by external actuaries to establish the amount of reserves required to maintain a sound risk-management program. Annual allocations for the Self-Insurance Fund are determined by utilizing the actuary's assumption for anticipated losses, less the credit for investment income and risk margin.

FY 00/01

- The budget provides for the addition of a Training Specialist ($50,758) to help develop and administer a customer service training program.

- FY 00/01 budget reflects a decrease of $300,000 in general liability claims, an increase of $400,000 in Worker's Compensation Claims, and an increase of $260,000 in property insurance.

- Functions supported by the Self-Insurance Fund include: Retiree health/life insurance ($2,831,300) which includes an increase of $600,000, occupational health program ($98,700), and Unemployment Compensation Insurance ($70,000).

- The budget provides funding of $6,550,000 for settlement expenses and legal fees related to liability and worker's compensation claims as well as funding of $1,440,500 for property insurance policies, including those of windstorm and fine art.

- The Self-Insurance Fund also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($401,000), responsible for general, health, police, and public officials liability and workers' compensation casework. Two positions and associated expenses within the Department of Public Works ($70,094) to limit "slip and fall" lawsuits against the City are also reimbursed by the Self-Insurance Fund.

FY 99/00

- FY 99/00 budget reflects an increase of $433,000 in general liability claims, and a decrease of $749,000 in Police Professional and Public Official liability claims.

- A total of $7,770,694 is for payment of fees and claims-related expense for general liability, occupational health, police professional, and public officials liability, and worker's compensation; premiums for fine arts, property, and flood/windstorm policies.

- FY 99/00 budget reflects an increase of $433,000 in general liability claims, and a decrease of $749,000 in Police Professional and Public Official liability claims.

- A total of $7,770,694 is for payment of fees and claims-related expense for general liability, occupational health, police professional, and public officials liability, and worker's compensation; premiums for fine arts, property, and flood/windstorm policies.

LABOR RELATIONS

Department Mission/Purpose Statement

The Office of Labor Relations is committed to improving communications between representatives of labor and management, assisting employees and management with conflict resolution and providing employees and management with the opportunities to learn and explore implement innovative and cooperative joint approaches to organizational effectiveness.

Department Description

The Office of Labor Relations (OLR) is dedicated to providing the highest standard of excellence and cooperation between Employees and Management. In order to enhance the productivity and teamwork of each Department that serves the citizens of Miami Beach, the Office of Employee and Labor Relations is devoted to the acquisition and exchange of perspectives, information, and skills in the fields of public sector collective bargaining, and labor-management relations.

The Office of Labor Relations is a true internal service Department which supports the City's mission and vision. Strengthening working relationships throughout the City, successfully negotiating contracts, and identifying improvement opportunities are essential functions provided by the Office of Labor Relations. The employee support structure empowers the City to achieve the goals of customer service, teamwork and focus on the City's mission and objectives.

Significant Prior Accomplishments

- The Office of Labor Relations was created on September 16, 2002.

- Created City-wide Training programs in coordination with the Federal Mediation and Conciliation Service (FMCS) for both Union and Management, such as, How to conduct a Labor-Management Meeting, The Roles and Responsibilities of Union Stewards, The Seven Tests of Just Cause, etc.

- Started the implementation, (through training and new language in the collective bargaining agreements), of labor management committees throughout the City.

- Purchased and developed a software tracking system for grievances and arbitrations. The software automated all critical labor-relations information needs. The program provides critical documentation and dates. The document management software provides for automated document creation, scan and store

capability, document history/storage and document queries and look-up including Union, attorney and arbitration decisions and correspondence

- In order to provide consistency and to eliminate duplication of effort and time, the Office of Labor Relations centralized the response to all Union/Attorney generated public records requests and created a policy in line with the Florida Statutes to reimburse the City for labor costs associated with those requests. The policy also ensured that the City responses complied with the Statute.

- Successfully negotiated collective bargaining agreements with the Fraternal Order of Police (FOP), International Association of Firefighters (IAFF) and Government Supervisor's Association of Florida (GSAF).

- Successfully negotiated a financial savings for the City through the FOP and IAFF agreements for Health Insurance, ($1.3 million).

- Successfully negotiated the elimination of the use of the Personnel Board for disciplinary matters in the IAFF, FOP, GSA and AFSCME contracts.

- Created a Hearing Examiner process as an alternate election of remedies for the collective bargaining agreements listed above.

- The focus of collective bargaining changed to reflect proposals that would benefit the citizens, unions and City.

- In order to maintain consistency, equity and compliance with our collective bargaining agreements and proactively react to the needs of Management, the Office of Labor Relations centralized all "Settlement" practices and agreements.

- Labor Relations attended the majority of Budget Advisory Committee meetings and has developed a strong partnership with its members as a method in assisting the City with collective bargaining efforts.

- Numerous salary and benefit surveys were created and conducted as a support of the negotiation process.

- Created and presented numerous presentations at the executive sessions in support of the negotiation process.

- Negotiations were completed in record time for four of the five collective bargaining agreements.

Status of FY 2004/05 Initiatives

- Successfully negotiated with the American Federation of State, County and Municipal Employees (AFSCME)

- Grievances continued to be processed in a timely fashion and are settled whenever possible between Labor and Management.

- The Communications Workers of America (CWA) have agreed to participate in Labor Management Meetings for the first time.

- Thirteen collective bargaining sessions have been held with CWA and the negotiations are currently at impasse. A three day hearing was held and has been continued until mid April 2005.

- The Office of Labor Relations has met initially with Departments to facilitate an RFP in preparation for the re-openers in January 2006 for cleaning services and the possible elimination of the cleaning allowance.

- The Police and Fire salary and benefits survey was created and distributed in March 2005 in preparation for the upcoming negotiations.

- Labor Relations staff successfully completed the Florida Public Employer Labor Relations Association (FPELRA) Public Sector Labor Relations Professional Certification program.

- Created, through the AFSCME agreement, a memorandum of understanding supporting the use of mediation to resolve workplace discrimination and harassment issues. This is a new role for the office.

- Flexible Health Insurance options were initiated in the AFSCME contract, which allows the City to have discretion in health plan development. In addition, provisions were added for a one time health insurance election for retirees in the AFSCME contract and changed the vesting time for 401A members for health insurance in both the AFSCME and GSA contracts.

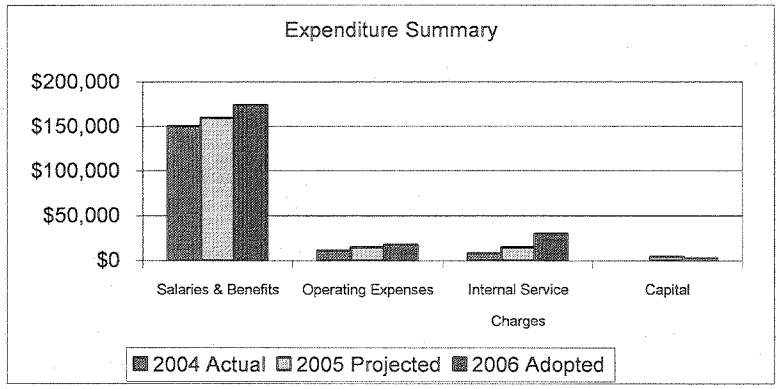
City Manager's Office

Labor Relations

Administers the City's collective bargaining agreements, advises Labor and Management on the interpretation of the contracts, advises on problem resolution, coordinates all aspects of collective bargaining, administers the grievance/arbitration process while focusing on improving the Labor Management relationship.

Financial Summary

Expenditures	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 0	$ 150,441	$ 161,352	$ 159,672	**$ 173,768**
Operating Expenses	0	11,082	14,855	14,957	**17,273**
Internal Service Charges	0	7,845	14,875	14,875	**30,091**
Capital	0	0	2,250	3,828	**2,000**
Total	**N/A**	**$ 169,368**	**$ 193,332**	**$ 193,332**	**$ 223,132**
Budgeted Position	**N/A**	**2**	**2**		**2**



Budget Highlights

- This budget provides salaries & benefits ($173,768) including projected COLA, Merit, Pension and Health/Life Insurance increases for two (2) professional positions to administer the labor relations function for the City of Miami Beach.

Budget History

FY 04/05

- This budget provides salaries & benefits ($161,352) and other operating expenses ($14,856) for two (2) professional positions to administer the labor relations function for the City of Miami Beach.

- This budget also provides funding of $2,250 for a new printer and $14,875 in Internal Service charges (with $7,000 for Central Services and $7,875 for contributions to the City's Self Insurance Fund).

FY 03/04

- This office, which was established during FY 02/03, was previously budgeted in the Human Resources Department, with 60% funding from the General Fund and 40% funding from the Self Insurance Fund.

OFFICE OF THE CITY CLERK

Department Mission/Purpose Statement

The mission of the City Clerk's Office is to perform as the secretary and custodian of the City Seal and compile official City Commission and Redevelopment Agency agendas and minutes, and to perform the tasks assigned by the City Manager.The City Clerk's Office is committed to serve as facilitator in providing public records and information expeditiously to the City Commission, the public, City staff and other governmental agencies.

Department Description

The City Clerk's office is dedicated to providing the high level of customer service in a professional and courteous manner, make public information easily accessible using the latest technology, and making the experience a satisfying one. Our goal is to render high quality public service to those who live and visit the City of Miami Beach. The City Clerk's Office responsibilities are:

- Secretary to the City Commission and Redevelopment Agency
- Preparation of City Commission & Redevelopment Agency Agendas
- Advertise Public Hearings
- Preparation of the City Commission and RDA Afteraction Reports
- Audio record meetings (HR, Planning, and Special Master also utilize the Hardware/software)
- Process Resolutions, Ordinances, & Agreements
- Maintain the FOLIO text base search database
- Maintain the Laserfiche Image Database
- Process Research Requests

- Coordinate public records requests
- Process Board & Committee Applications & Appointments
- Process Lobbyists Affidavits
- Process Domestic Partnership Registration
- Assemble and Advertise Weekly Meeting Notices
- Coordinate the updating of the City Code (Code of Ordinances)
- Process Financial Disclosures
- Process LTC's - Letters to Commission
- Prepare City Commission & RDA Yearly Meeting Schedule
- Schedule the Commission Chamber and 1st Floor Conference Room
- Responsible Official for General & Special elections
- Process initiative petitions
- Process updates to the City's website
- Coordinates record destruction
- The Clerk of the Special Master serves as the Official Secretary for the Special Masters hearing cases brought before them by the Building, Code Compliance, and Fire Departments. Responsibilities include, but are not limited to:
- Preparing case files/assigning case numbers
- Preparing Notices to Appear for mailing to the alleged violators
- Preparing Orders, Liens, Satisfactions/Releases, agendas, synopsis/case histories, financial data and statistics
- Collecting and depositing revenue collected.
- Assisting Special Master and Assistant City Attorney at hearings and department inspectors
- Recording liens in the Public Records

- Closing cases upon full compliance and payment in full of all money owed
- Records Custodian for the Special Master

Current innovative programs and initiatives

1. Cataloging of Historical information:
   - In a community where preservation of history and architectural manifestation of that history has been so critical to the revitalization of the city, physically, culturally and economically, the importance of developing a methodology to retrieve and preserve historical documents is extremely critical. Historical information is being protected, scanned in electronic form to reduce handling the originals and retrieval attributes are being assigned. Because the retrieval attributes are being entered into a searchable database, items can be found quickly by search retrieval attributes such as year, individual's names, identified buildings, streets, and any other identifiable attributes. The entire search process has been reduced from hours to seconds. The documents become readily accessible, not only to the researchers, but to building owners, architects and all others interested in the history of Miami Beach.
2. Imaging System:
   - Image System (Web Link and Web Mail)
3. Developed presentation and presented to the Neighborhood Leadership Academy

Significant Prior Accomplishments

- **Domestic Partnership** - Developed procedures and application forms for Termination and Amendment of partnership. Processed & mailed Applications/Certificates & Wallet Cards - **60 Certificates**
- **Commission Meetings**- Produced FTR Log notes during Commission meetings, and burned CD's for archival purposes. - **14 Meetings**
- **Folio Updates** - Processed Commission Meeting Final Draft of Afteractions and hyperlinked final AA document on the m:\drive (AFTERMEN); for citywide access.- **14 Afteractions**
- **Historical Archives** - Maintained a searchable Folio database, where historical archives are entered by category, by date, description and points of reference, and identify each document/photo with a number for easier identification with the aid of volunteer historians. Participated in the 90th Anniversary of the City's Historical

Exhibit. In the year 2005, staff has asked for donations of historical photos from residents and insofar, donations have been made to increase the City's archives in hard copy and digital form. More than **400** documents and photographs have been scanned and archives and preserved. - **750 Photos/Documents**

- **City's Website Update** -In collaboration with the City's webmaster, the City Clerk's Office updates the webpage with the Commission Agendas, Afteractions, Election Information, LTC's, Lobbyist Application and related information, as well as a Searchable website for Board and Committees. A historical webpage was created and is updated on a monthly basis. - **As needed**

- **Laser Fiche/Scanning** -Scanned documents, including LTC's, Lobbyists Affidavits, Board and Committees Applications, Historical photographs, Ordinances and Resolutions; Cone of Silence Correspondence, etc. - **Approximately 45,885 Images**

- **Letters to Commission** -In FY 04/05 LTC's continue to be processed, numbered, scanned and emailed to the City Commission within half an hour from the time they are received. LTC's are also updated on the Internet by number and subject matter. **Approximately 260 LTC's**

- **Meeting Notices** - Met with Board and Committee liaisons for a two-hour training session and answer & questions forum related to meeting notices procedures, deadlines and to explain about the Sunshine law. The draft of meetings is available via the Intranet for all employees and on the final version on the Internet. The Clerk's Office has processed & e-mailed for publishing in The Miami Herald Neighbors Section forty-eight notices. - **48**

- **Municipal Code** - Transmitted Ordinances to Municipal Code for codification and updated the City's Code Book in electronic form up to Supp. 25 **75** Ordinances

- **Historical Search Database-** Created a searchable database of historical archives by number, identification category, points of reference, and other criteria. This minimizes the time to search for requests made by residents, historians or staff. **Update as needed**

- **Transmittal Letters-** Transmitted letters to municipalities and the Election Department, hard copy and electronic Format. - **28** letters

- **Weekly Updates LTC's** -Processed & e-mailed Weekly LTC's; and created a Folio search engine database to update with current LTC's for research. - **23**

- **Research Requests** - Public's Record Requests **800**

- **New Lobbyists Registration** -Lobbyists Registrations (one per issue). Maintain the Lobbyists database available on line.

- **B & C Applications** - Maintain 38 Board & Committees with Approximately 383 members. Maintain Database available on line

- **Special Master: Hearings Held 30 Total Cases Heard 2,000, Total Cases Closed 900**

- **Financial Disclosures** - Responsible for receiving and transmitting Financial Disclosure Forms for City Employees, City Officials and Board Members, also Gift Disclosures and Outside Employment forms.

City Clerk

Secretary to the City Commission and Redevelopment Agency. Plans, organizes, staffs, directs, and budgets for the City Clerk's Office. The office formulates departmental policies and is responsible for the day-to-day operation of the department. The City Clerk also participates in the Commission and RDA Agenda preparation.

Support Staff

Functions performed by the City Clerk's staff are: Customer assistance, advertise Public Hearings (newspaper, & mailings), prepares City Commission and RDA Afteraction reports, maintains and updates the text-based Folio Search Database, maintains and updates Laserfiche (City's document imaging system), audio record meetings using FTRGold software, process resolutions, ordinances and agreements; process research requests, process City Board and Committee applications and appointments, lobbyists processing, Domestic Partnership Registration, compile, advertise & post Weekly Meeting Notices, coordinate the updating of the Code of Ordinances, Financial Disclosure processing, process Letters to Commission, prepare City Commission & RDA Yearly Meeting Schedule, schedule the Commission Chamber and First Floor Conference Room, General and Special Election processing, Liaison to Atlantic Broadband, and processes initiative petitions.

Special Master

The Clerk of the Special Master serves as the Official Secretary for the Special Masters. The Special Master hears cases brought before them by the Building, Code Compliance, and Fire Departments. Responsibilities include preparing case files; assigning case numbers, preparing notices to appear for mailing to the alleged violators, preparing orders, liens, satisfactions, releases, agendas, synopsis, case histories, financial data and statistics. Collecting and depositing revenue collected. Assists the Special Master, Assistant City Attorney and department inspectors at hearings . Records liens into the Public Records. Closing cases upon full compliance and full payment of money owed. Records Custodian for the Special Master.

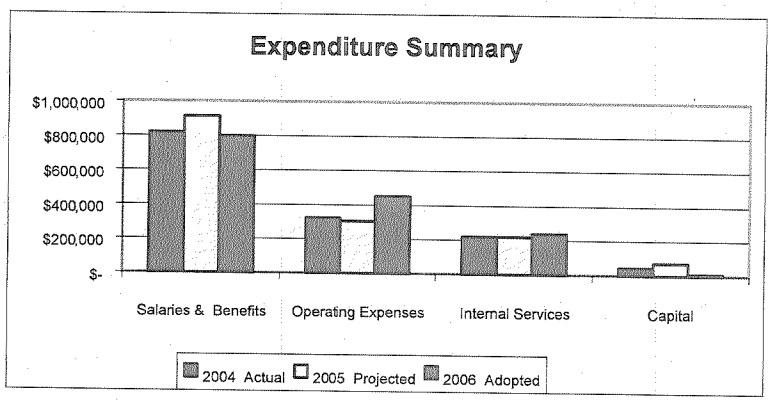
Channel 20

Broadcast and record Commission Meetings, Planning Board meetings, Board of Adjustment meetings, General Obligation Bond Oversight Committee meeting, Historic Preservation Board meetings, and Design Review Board meetings; provide copies in CD or DVD format upon request, displays Public Service Announcements, displays weekly meeting notices, responsible for TV 20 programming schedule for the electronic bulletin board, produced newsreel and segments; produced "Miami Beach, It's Yours, It's Ours" segments, and maintain video streaming. Photograph and/or film events as needed.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Fire Code Violations	$ 302,160	$ 76,216	$ 60,000	$ 60,000	$ 60,000
Election Qualifying Fees	0	0	3,650	11,000	1,000
HP/DRB Appeals	0	0	1,000	1,000	1,000
Lobbyist Applications	7,186	16,458	0	16,000	15,000
Domestic Partner Fee	0	5,178	0	3,000	1,000
Cable Settlement ($125m)	35,589	19,223	62,000	62,000	0
Total	**344,935**	**117,075**	**126,650**	**153,000**	**78,000**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 690,088	$ 818,952	$ 929,027	$ 913,667	$ 799,136
Operating Expenses	259,449	322,743	304,126	304,126	451,601
Internal Services	254,924	218,605	218,096	218,096	238,393
Capital	69,314	43,619	76,405	72,085	10,134
Total	**$ 1,273,775**	**$ 1,403,919**	**$ 1,527,654**	**$ 1,507,974**	**$ 1,499,264**
Budgeted Positions	**14 + 1 pt**	**13 + 1 pt**	**13 + 1 pt**		**11**



Budget Highlights

- This budget includes the transfer of a Media Specialist, an Office Associate IV (Media Assistant), and a Part-time Office Associate V to the Office of Communications. This is part of a re-organization of the Office of Communications, and involves the transfer of salaries and benefits totaling $170,669 operating expenses of $20,625 and capital of $86,500 (as included in the Information & Communications Technology Fund).

- This budget includes $150,000 for the November, 2005 elections.

Budget History

FY 04/05

- $132,000 is being added to Professional Services for translating and subtitling of the taped Commission Meetings in Spanish, which is partially offset by the reduction of $39,113 for the live Spanish translation of Commission Meetings.

- The budget also includes $10,085 for a scanner and Laser Fiche licenses and support.

- This budget provides salaries and benefits, totaling $929,027 for 13 full-time and one part-time professional positions to support the Office of the City Clerk.

FY 03/04

- This budget provides salaries and benefits, totaling $819,573 for 13 full-time and one part-time professional position to support the Office of the City Clerk.

- This budget adds one (1) professional/technical position to assist the Media Specialist's efforts, which includes television (with live Spanish translation) as well as internet-based broadcasting of the City's Commission meetings.

- An Administrative Aide I position is being eliminated, for a budgeted salary savings of $27,563.

- This budget includes $39,110 as part of professional services for the Spanish translations of the Commission meetings.

- This budget includes $80,000 as an annual allotment to pay for the City's Mayoral & Commission Election (estimated to cost approximately $160,000).

FY 02/03

- This budget provides salaries and benefits, totaling $726,887, for one part-time and 13 full-time positions to support the Office of the City Clerk.

- This budget includes $33,000 for professional media services to assist the Media Specialist's efforts, which includes television as well as internet-based broadcasting of the City's Commission meetings.

- The funding for the position of Records Manager ($55,000) is being deferred to the following fiscal year.

FY 01/02

- This budget includes funding ($110,000) for elections.
- This budget includes funding ($50,000) to improve information storage and retrieval systems.

FY 00/01

- Funding provided for a Records Manager position ($47,827).
- This budget includes funding ($50,000) to improve information storage and retrieval systems.
- Funding for the Office of Media Relations as well as three Civicall employees previously included in this budget, were transferred to the Office of Media Relations.

FY 99/00

- This budget includes funding for two vacant positions reduced in the FY 98/99 budget, $110,000 for elections.
- Funding provided for a computer generated electronic newsletter to be produced weekly and broadcast on Channel 20 multiple times daily on a regular schedule ($35,000). Additionally, funding was also provided for the creation of a bilingual residential information guide of City department functions and services, and available social services ($5,000).

CENTRAL SERVICES

Department Mission/Purpose Statement

Central Services is committed to excellent customer service to all City departments and agencies, by providing quality services.

Department Description

Central Services processes all interoffice and U.S. mail, which includes Certified Mail, FedEx, UPS, DHL or any other courier service. Schedules pick-ups and deliveries of mail, newspapers and other packages. Maintains a work order system for all job requests and processes work orders for payment. The four main services provided are: 1) high-speed printing, 2) Printing Press Duplication, 3) color printing, and 4) product finishing.

Significant Prior Accomplishments

- Implemented print jobs from the City's local area network.
- Improved the ability to produce color copies in addition to black and white
- Installed new copy equipment to provide better service.
- Increased service with series numbering, and scoring and perforation services

Central Services

Plans, organizes, directs and budgets for the functions performed by Central Services.

Mailroom Services

Processes incoming U.S. mail and interoffice mail. Processes outgoing mail (folds, stuffs, weighs, meters, and delivers to Post Office). Provides courier service. Provides vehicle pool service.

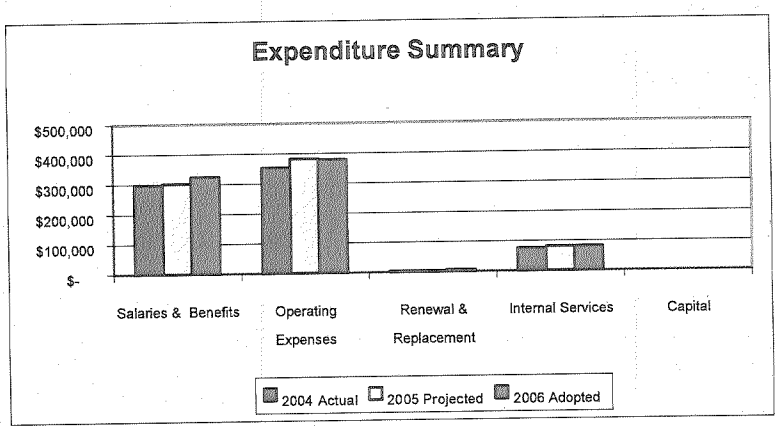
Printing & Reproduction Services

High-speed copying services. Color copying services. Printing press services. Binding services. Series numbering. Scoring or perforation services.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Internal Service Charges	$ 666,585	$ 822,925	$ 697,066	$ 727,066	$ 733,793
Retained Earnings	20,983	0	54,750	38,588	54,750
Interest/Other	2,929	1,434	1,500	4,000	4,000
Total	**$ 690,497**	**$ 824,359**	**$ 753,316**	**$ 769,654**	**$ 792,543**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 247,887	$ 298,342	$ 302,078	$ 302,078	$ 324,729
Operating Expenses	378,996	353,549	363,235	382,625	379,725
Renewal & Replacement	3,461	3,091	6,144	3,092	6,144
Internal Services	60,153	77,094	81,859	81,859	81,945
Capital	0	0	0	0	0
Total	**$ 690,497**	**$ 732,076**	**$ 753,316**	**$ 769,654**	**$ 792,543**
Budgeted Positions	6	6	6		6



Budget Highlights

- This budget includes $324,729 for Salaries & Benefits for 6 professionals and provides for COLA, Merit, Pension and Health/Life Insurance increases.

- The $379,725 for Operating Expenses, noted above, includes $135,453 for equipment leases, $74,272 for maintenance contracts, operating supplies, etc. and $170,000 for Postage to support the mailing, copying and print production requirements of all city departments and agencies. The $170,000 for Postage is an increase of $14,390 over FY 04/05 which anticipates a 3 cent increase in the postal rate for the approximate 1.5 million pieces of mail handled annually.

increase of $14,390 over FY 04/05 which anticipates a 3 cent increase in the postal rate for the approximate 1.5 million pieces of mail handled annually.

- Central Services will pay a management fee to the General Fund of $26,450 in FY 05/06, which is also part of the $379,725 in Operating Expenses noted above.

- The budget also includes $81,945 for internal services provided by the City's other Internal Service departments (Risk Management, Fleet Management, Information Technology and Property Management).

- In FY 05/06, revenues of $733,793 in Internal Service Charges are being budgeted to support the operations of Central Services, which includes $30,000 for outside agencies such as the City's two Pension Offices, along with $4,000 in interest earnings and $54,750 in retained earnings.

Budget History

FY 04/05

- A total budget of $753,316 is provided, which includes $302,078 for Salaries & Benefits, $154,160 for Postage, and $297,078 for other operating expenses, to support the mailing, copying and print production requirements of all city departments.

- In FY 04/05, revenues of $697,066 in Internal Service Charges are being budgeted to support the operations of Central Services, along with $1,500 in interest earnings and $54,750 in retained earnings.

- Central Services is provided with services from the City's other Internal Service Funds, these are: Risk Management, Fleet Management, Information Technology and Property Management. The budget for these internal services is $81,859, as noted in the Financial Summary above, and is also part of the $297,078 in operating expenses noted previously.

- Additionally, Central Services will pay a management fee to the General Fund of $26,450 in FY 04/05, which is also part of the $297,078 in operating expenses noted. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

FY 03/04

- As part of $384,436 in operating expenses, this budget includes $162,160 for postage, which is a $2,840 reduction from FY 02/03, and $135,453 in annual leases for high volume copy, mail and sort machines, representing a $19,000 budget reduction in this category due to lower prices in the current copier contract.

- This budget provides funding in Salaries & Benefits of $266,394 for 6 professional positions, to support the City's central copy production center and mail processing facility. The Central Services Division is an Internal Service Fund and, as such, it receives operating revenues from its customers, other City departments and agencies. In FY 03/04, a total of $735,503 in Internal Service Charges is being budgeted to support the operations of Central Services, along with $2,500 in interest earnings.

- A total of $81,069 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Central Services with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Fleet and Property Management services.

FY 01/02

- The FY 01/02 budget of $690,003 includes Renewal & Replacement funds of $11,434 and Capital funds of $11,290 to replace aging equipment.

- Of the total $396,586 Operating Expenses budgeted, $150,000 is for Postage and Shipping, $140,165 is for Contract Maintenance of the printing and copying equipment, and other operating expenses totaling $106,421.

FY 00/01

- The Central Services Division includes funding for the provision of mail, courier, and photocopying services provided by five positions ($165,924), document/photocopying equipment ($90,000), postage and shipping ($143,164), operating expenses ($114,846), tabbing/labeling machine ($6,000), and $11,434 in depreciation. A $25,000 management fee will be paid to the General Fund. This fund will generate $556,368 in internal service charges to support its operation.

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CITY ATTORNEY

OFFICE OF THE CITY ATTORNEY

Department Mission/Purpose Statement

The mission of the City Attorney's Office is to provide a broad scope of high quality, cost effective legal services, consistent with the law and with proper ethical considerations, that are responsive to the City's goals and objectives and to provide advice to the Mayor, City Commissioners, City Manager, City Departments as well as all City Boards, Agencies and Committees.

Department Description

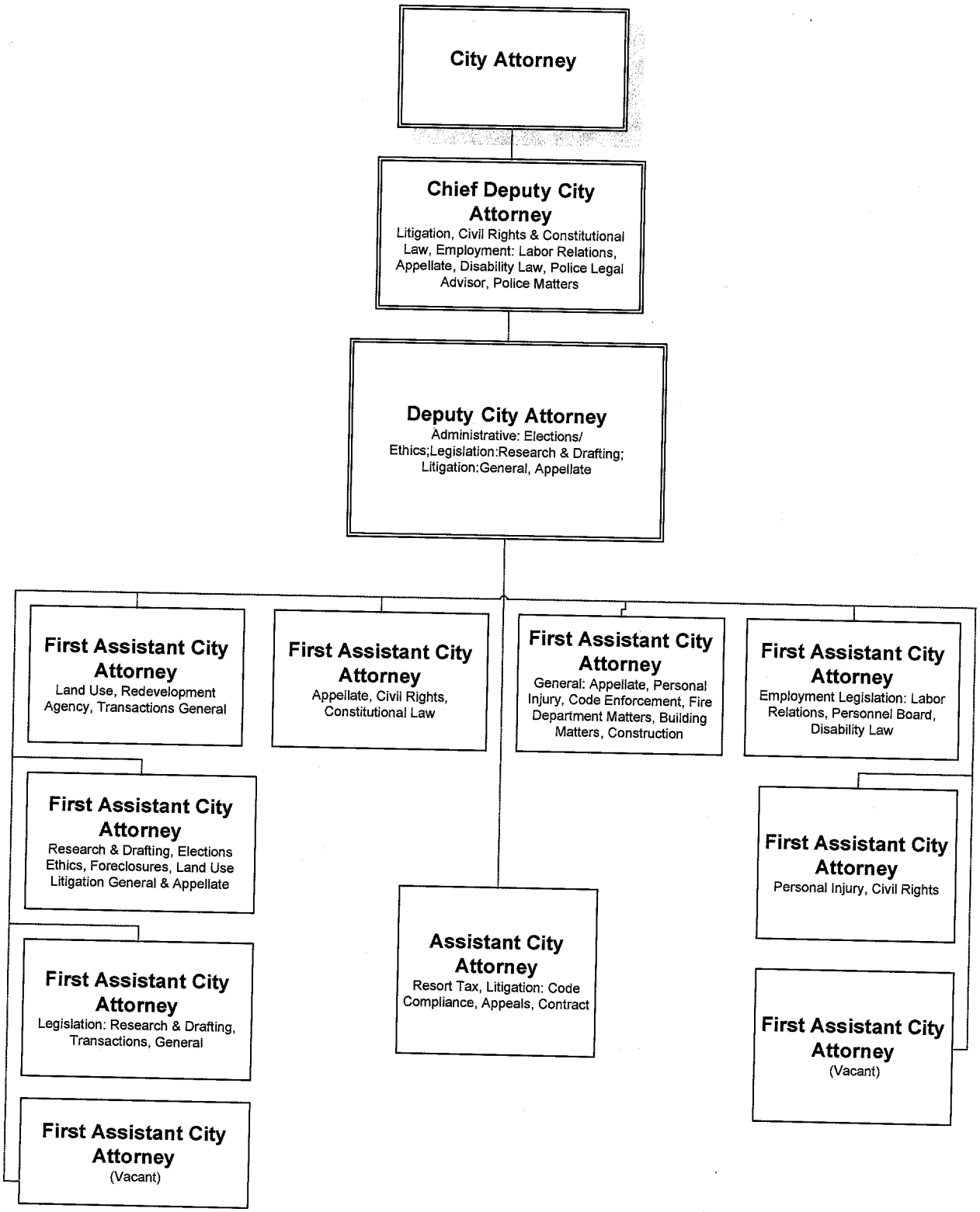
The City Attorney, pursuant to Article III of the Miami Beach City Charter, acts as the legal advisor for the municipality and all of its officers in all matters relating to their official powers and duties.

Under the Charter, the City Attorney prepares or reviews all ordinances, resolutions, contracts, bonds, and other written instruments which concern the municipality and endorses each with his approval as to form, language, and for execution.

On behalf of the City, the City Attorney also prosecutes and/or defends, complaints, suits, and controversies in which the City is a party before all state and federal courts and administrative agencies such as special masters, arbitrators, mediators, and/or other legally constituted tribunals, boards, commissions or authorities where Attorney services are required.

The Office is presently budgeted for 12 full time Attorneys and one part time Attorney. The support staff consists of an Office Administrator, a Paralegal and eight Legal Assistants. The table of Organization is attached.

The City Attorney, as in the case of all Attorneys, has the sole purpose of providing service to clients. This Office provides service to its clients, namely, the Mayor, the Commission as a whole, the individual Commissioners, the City Manager, the various City Agencies, Boards and Commissions as collegial bodies and the Administrative Staff, thereby representing the City as a whole. As such the work of this office is responsive to the desires and needs of the above mentioned. There is virtually no call for or opportunity for new programs or creative ideas related to policy or administration of Government to be initiated by the City Attorney's Office. In fact there is a clear separation of powers between the Commission (Legislative), the Manager (Executive) and the City Attorney. There are, of course, occasions requiring the City Attorney to initiate change. One is the development of new and more efficient methods of delivering service (research facility, computer update, document production, continuing education). These, of course, are internal to the department and barely recognized outside. Another exception is anticipating legal problems arising from proposed City action and taking steps to prevent it (when possible). Similarly, the City Attorney keeps track of and advises the Commission and Administration of changes in the law.

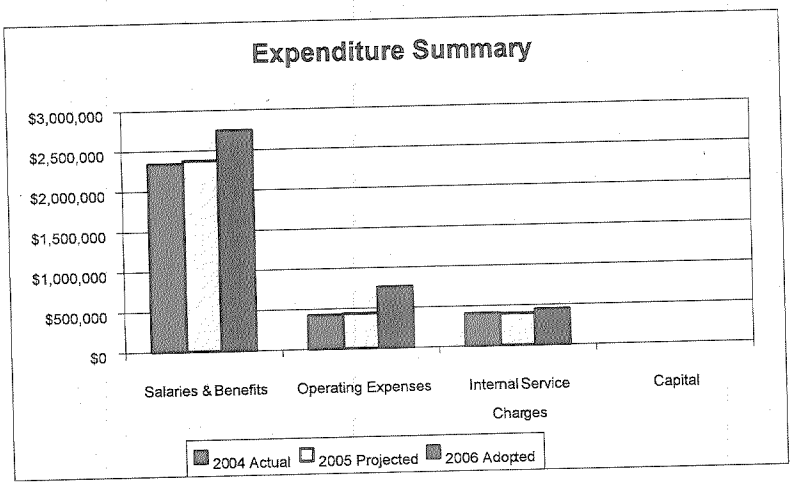

City Attorney
Chief Deputy City Attorney
Litigation, Civil Rights & Constitutional Law, Employment: Labor Relations, Appellate, Disability Law, Police Legal Advisor, Police Matters
Deputy City Attorney
Administrative: Elections/ Ethics;Legislation:Research & Drafting; Litigation:General, Appellate
First Assistant City Attorney
Land Use, Redevelopment Agency, Transactions General
First Assistant City Attorney
Appellate, Civil Rights, Constitutional Law
First Assistant City Attorney
General: Appellate, Personal Injury, Code Enforcement, Fire Department Matters, Building Matters, Construction
First Assistant City Attorney
Employment Legislation: Labor Relations, Personnel Board, Disability Law
First Assistant City Attorney
Research & Drafting, Elections Ethics, Foreclosures, Land Use Litigation General & Appellate
First Assistant City Attorney
Legislation: Research & Drafting, Transactions, General
First Assistant City Attorney
(Vacant)
Assistant City Attorney
Resort Tax, Litigation: Code Compliance, Appeals, Contract
First Assistant City Attorney
Personal Injury, Civil Rights
First Assistant City Attorney
(Vacant)

Significant Prior Accomplishments:

The City Attorney prepares and submits to the Mayor and Commissioners and the public an "Annual Report". This report sets forth prior year accomplishments an on-going litigation in substantial detail.

Departmental Financial Summary

	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditures					
Salaries & Benefits	$ 2,095,729	$ 2,340,210	$ 2,459,338	$ 2,374,613	$ 2,748,799
Operating Expenses	460,222	422,105	344,502	436,227	760,079
Internal Service Charges	371,185	401,970	393,755	393,755	445,039
Capital	2,092	0	1,000	1,000	1,200
TOTAL	**$ 2,929,228**	**$ 3,164,285**	**$ 3,198,595**	**$ 3,205,595**	**$ 3,955,117**
Personnel Positions					
City Attorney Budget	23 + 1 PT	22 + 1 PT	22 + 1 PT		22 + 1 PT
Police Budget	1 + 0 PT	0 + 0 PT	0 + 0 PT		0 + 0 PT
Total Positions	24 + 1 PT	22 + 1 PT	22 + 1 PT		22 + 1 PT



Budget Highlights

- This budget is supported by $424,258 from the Self-Insurance Fund for workers' compensation and police civil liability casework.

Budget History

FY 04/05

- Savings of $140,607 were achieved by deferring a vacant Sr. Assistant City Attorney and a vacant Receptionist position.
- This budget is supported by $401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework.

FY 03/04

- Salary savings from a vacant position has been used to fund one attorney ($80,000) who was previously funded in the Police Department to oversee the tenets of the Florida Contraband Forfeiture Act and ($137,000) for outside counsel.
- This budget is supported by $401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework.
- Savings were achieved by reductions in operating costs as well as elimination of a vacant First Assistant City Attorney position.

FY 02/03

- Savings were achieved by reductions in operating costs totaling $143,209

FY 01/02

- Funding of $200,000 was provided for outside counsel as needed.

FY 00/01

- Funding of ($70,000) in the Police Department for one attorney to oversee the tenets of the Florida Contraband Forfeiture Act and ($200,000) for outside counsel. This budget was partially supported by $401,000 from the Self-Insurance Fund for workers' compensation and police civil liability casework, and $55,000 from North Bay Village for the provision of legal services to that municipality.

FY 99/00

- Funding was included in this budget for a Paralegal ($34,000).

FY 98/99

- This budget reflected a decrease of one professional and two support staff positions ($100,000).

ECON DEV/TOURISM
CULTURAL AFFAIRS

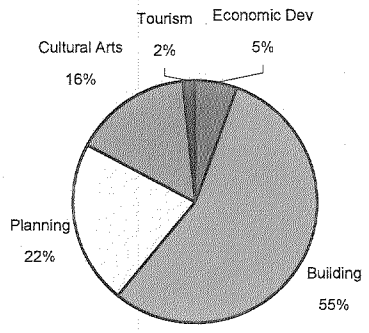
ECONOMIC DEVELOPMENT AND CULTURAL ARTS

Scope

This function is comprised of the following Departments and Divisions:

Economic Development & Cultural Arts	Adopted FY '04/05	Adopted FY '05/06	% of Function to Adptd. GF Budget 04/05	Over/ (Under)	Adopted Postions
Economic Development					
Economic Development	$ 854,064	$ 863,936	0.4%	$ 9,872	7.0 + 0 PT
Building	5,482,359	6,565,945	3.2%	1,083,586	71.0 + 0 PT
Planning	2,615,594	2,910,361	1.4%	294,767	28.0 + 0 PT
Total	$ 8,952,017	$ 10,340,242	5.0%	$ 1,388,225	106.0 + 0 PT
Cultural Arts					
Tourism & Cultural Affairs	$ 2,397,835	$ 2,623,647	1.3%	$ 225,812	20.0 + 0 PT
Total	$ 2,397,835	$ 2,623,647	1.3%	$ 225,812	20.0 + 0 PT
Total General Fund (GF)	$ 11,349,852	$ 12,963,889	6.2%	$ 1,614,037	126.0 + 0 PT
Tourism & Conventions					
Convention Center/TOPA	$ 14,572,374	$ 15,483,829		$ 911,455	2.0 + 0 PT
Total Function	$ 25,922,226	$ 28,447,718		$ 2,525,492	128.0 + 0 PT

Economic Development & Cultural Arts Positions



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ECONOMIC DEVELOPMENT
(Redevelopment Agency and Asset Management)

Department Mission/Purpose Statement

The Economic Development Department's mission is to work with businesses and organizations in order to enhance the City's business environment and to promote the overall image of the City's commercial districts; to identify and implement strategies and programs to expand, develop, recruit and retain businesses in the City; conduct research in order to provide as much economic information as possible to existing and potential investors; adopt and apply private sector standards for responsiveness and customer satisfaction in order to encourage investment; balance private sector needs with neighborhood quality of life issues; maximize the use of City properties and facilities in order to address the City's workforce space needs; and then addressing the needs of community based organizations involved in cultural arts, education, workforce development, and senior and child programming in conjunction with a well developed City-property inventory system; and to enhance the City's beachfront through the use of professional administration of beachfront concession programs and to ensure that positive limited amenities are provided for the enjoyment of the citizens, tourists and the community at large; and secure appropriations from other levels of government; develop strategies to address proposed State and Federal legislation according to the best interest of the City.

Department Description

The Economic Development Department currently consists of three (3) key areas; 1) Economic Development/Legislative Affairs, 2) Redevelopment Agency, and 3) Asset Management, whose collective mission is to enhance economic growth, maintain property values, and facilitate the City's continued and balanced development.

The establishment of the City Center/Historic Convention Village Redevelopment and Revitalization Area (City Center), was the result of a commitment by the City of Miami Beach to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkages between the City's many core area civic, cultural and entertainment uses in order to create the fabric of a true urban downtown. Since its success in attracting two convention-quality hotels, the Redevelopment Agency has been focusing its efforts on a number of initiatives aimed at upgrading the area's infrastructure, streets and parks, alleviating traffic and parking congestion and encouraging the production and presentation of arts and cultural activities in the area. In 2002, the Redevelopment Agency amended its Redevelopment Plan for City Center to specifically address these objectives in the context of the New World Symphony's

expansion plans involving the 17th Street surface lots and the resulting impact to the Convention Center and businesses in the area. To this end, the Redevelopment Agency's mission is to coordinate, implement and fund the Plan's objectives and to compliment the City's established priority areas.

The Economic Development Division serves as the City's primary liaison between the business community of Miami Beach, as well as entrepreneurs and investors that are considering operations in Miami Beach. Pursuant to this role, the Division's key roles are Liaison, Supporting Private Investment, and Market Research. The Division also supports the City Manager's Office and other Departments as the City's Legislative Affairs Liaison on issues and citywide initiatives such as parking, transportation, and growth management.

The Office of Asset Management (OAM) is charged with advanced, professional and highly responsible administrative and managerial work which includes the administration of municipal policies and regulations pertaining to the acquisition, development, management, disposition, and leasing of City-owned property, including the administration and management of concessions on the City's beaches and public rights-of-way. The City's continued growth has resulted in significant increases to the number of individuals visiting the City's beaches, restaurants and shopping areas, many of which have directly or indirectly increased the oversight required associated with the division's responsibilities with beach concessions, leased restaurant properties and street markets. Recently additional staffing levels have been approved to assist with contract management and field monitoring responsibilities.

The Miami Beach Redevelopment Agency was created in 1973, in accordance with the Community Redevelopment Act of 1969, (Chapter 163.330 of the Florida State Statutes). The Agency prepared the "South Shore Redevelopment Plan" for the area generally south of Sixth Street. Due to the Metropolitan form of government and the Dade County Home Rule Charter, the creation of the Redevelopment Agency and the plan were endorsed by the County Commission.

From approximately 1973 through 1983, the agency operated as an independent authority with a Board of Commissioners. In 1983, the Agency was reorganized and incorporated in the City of Miami Beach administrative structure and the City Commission was designated to serve as the Redevelopment Agency Board.

The 332-acre City Center Redevelopment Area was established in 1993. Although relatively new by comparison to the South Pointe Redevelopment Area, which expired at the end of FY 04/05, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment initiatives. Exciting projects which have transformed the area include the Loews Miami Beach Hotel, an 800-room convention headquarter hotel on an Agency-owned site located at Collins Avenue and 16th Street; the recently completed Royal Palm Crowne Plaza Resort, the first African-American owned hotel in the United States, which was built on an Agency-owned parcel; the development of an 800-

space public parking garage to accommodate the parking needs for the Loews Miami Beach Hotel, the African-American Hotel and other service and retail businesses in the area; a $20 million overhaul of Lincoln Road, partially funded with the participation of businesses on Lincoln Road; the extension of the Beachwalk from 21st Street to Lummus Park, with an at-grade, landscaped pedestrian walkway, targeted for completion in mid-summer 2004; and implementation of a Cultural Arts Campus Master Plan for the area east of the Miami Beach Convention Center, which includes the recently completed new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, to include the demolition of the old library, the restoration of the Rotunda and extensive streetscape improvements throughout the area. Other important projects underway include the restoration and renovation of the Colony Theater and a recently completed master planning initiative which served as a basis for updating the existing City Center Redevelopment Plan. One of the primary objectives of the Plan, is to address the development of the 17th Street surface parking lots, taking into consideration the expansion needs of the New World Symphony, with whom the City has executed a Development and Lease Agreement to build Soundspace, a state-of-the art facility to house educational activities, musical and related cultural events, rehearsals, internet transmissions, television and radio broadcasts. The City and Redevelopment Agency's commitment to upgrading and improving the area's infra-structure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than $530 Million in new building permit activity since the area's inception.

Significant Prior Accomplishments

- Facilitated coordination of So. Shore Community Center tenant relocation during center's rehab
- Facilitated coordination of Byron Carlyle tenant relocation during theater's rehab
- Coordination of tenant and sub-tenant issues during Colony Theater's construction
- Facilitated the leasing of new 800 Mhz lease property for IT
- Recommended purchase of 1833 Bay Road and sale of 2620 Biarritz Drive
- Assisted with coordination of tenant and sub-tenant issues during Colony Theater's construction
- Assisted in facilitation of leasing of new 800 Mhz lease property for IT
- Assisted with the purchase of 1833 Bay Road and Auction documents for sale of 2620 Biarritz Drive

- Assisted with renewal of Arts Group Leases during Byron Carlyle renovation
- Assisted in negotiation of Penrod (Nikki's) resulting in additional capital improvements at Pier Park
- Support Parking Department's efforts during Walker Parking Study process
- Coordinated development of, and presented Beachfront Management Plan for Public Works. Approval of which is required for:
  - beach concessions permitting
  - beachfront PW projects (e.g beachwalk, dune restoration, boardwalk, etc)
  - beachfront event permitting for Special Events office
  - beachfront Film & Print for Special Events Office
- Assisted with Parking Department's efforts during Shane Center Parking Lot Improvements.
- Assisted with development of Street market programs on Lincoln Road, Espanola Way, and Normandy
- Support staff to obtain real estate licensure
- Implemented improved system for tracking receipt of contract related revenues & insurance
- Customer service has been enhanced with more responsive and streamlined processes
- Participated in all applicable retreats and management team meetings
- Empowered staff to eliminate delays with daily operational issues
- Support all other Departments with immediate turn-around on critical issues
- Facilitated compliance and/or clarification with regulatory issues on City-owned property
- Pursued and obtained Real Estate licensure
- Assisted in Implementation of improved system to track receipt of contract revenues & insurance.

- Supported enhanced customer service via a more responsive and streamlined process.
- Took on a proactive role which minimized delays with daily operational issues
- Supported all other Departments with immediate turn-around on critical issues
- Facilitated compliance and/or clarification with regulatory issues on City-owned property
- Coordination with City's tenants and homeless program staff
- Incorporated conflict resolution language in contracts to facilitate mediation
- Participated in neighborhood/resident committees, Beach Preservation and Marine Authority
- Coordination with City's tenants and homeless program staff
- Participated in development of "conflict resolution" language in contracts to facilitate mediation
- Participated in neighborhood/resident meetings, committees, (Beach Preservation, Marine Authority)
- Facilitated the leasing of property for the new 800 mhz communication system
- Maximized use of technology to obtain property information (ISCNET, etc.)
- Increased the use of e-mail to communicate with internal and external sources
- Provide feed back to IT whenever a problem occurs and recommend solutions
- Assisted with development of staff use of IT programs for financial analysis and record keeping
- Increased the use of LaserFiche, and other programs to improve efficiency
- Took advantage of Channel 20 to promote leasing of City property
- Assisted with facilitation of leasing property for the new 800 mhz communication system
- Maximized use of technology to obtain property information (ISCNET, etc.)
- Increased the use of e-mail to communicate with internal and external sources

- Provide feed back to IT whenever a problem occurs and recommend solutions
- Further developed use of IT programs for financial analysis and record keeping
- Increased the use of LaserFiche, and other programs to improve efficiency
- Took advantage of Channel 20 to promote leasing and sale of City property
- Purchase of 1833 Bay Road for Parking Department operations.
- Sale of 2620 at Auction for 180% of its appraised value, proceeds to go towards Normandy Shores Golf Course renovation.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase resident ratings of Public Safety Services	# of reports measuring program effectiveness of RDA Community Policing Program.	0	4	Work with Police and OBPI to establish performance measures and quarterly reporting format for City Center RDA district.
Increase access to workforce or affordable housing	# of new strategies identified	N/A	TBD	Work with other City departments on new strategies to increase the availability of workforce housing. Work with other affected agencies (e.g. Downtown Development Authority (DDA) and other municipalities) to identify, make recommendations, and implement new strategies.
Increase resident satisfaction with availability of commercial service options	# of neighborhoods studied.	0	2	Identify business types to be considered as "basic needs"; Conduct a Neighborhood inventory of said businesses; Identify challenges and threats to those businesses; Create recommendations for business retention incentives.
Enhance access to labor pool	# of meetings of the Labor Pool Working Group	0	3	Develop a working group of interested/affected organizations to identify challenges and recommend strategies to deal with possible work force issues. Work with other affected agencies to identify regional strategies and recommendations related to workforce issues (e.g. (DDA) and other municipalities.)
Maintain or improve traffic flow	Federal Transportation Funding (in $millions)	1.4	3	Work with the City's state and federal lobbyists to secure annual transportation appropriations. Work to increase the City's authorization amounts in the TEA-21 reauthorization legislation.

Improve Parking Availability	# of public/private opportunities	1	TBD	Work with the City Manager's Office, Parking Department, and Planning Department to identify and negotiate potential public/private development opportunities to increase public parking.
Improve the City's overall financial health and maintain overall bond rating	$ millions of Federal and State funding for infrastructure improvements.	.75	1.0	Work with the City's State and Federal lobbyists and representatives to secure stormwater & other infrastructure funding through State and Tribal Assistance Grants earmarks and other sources
Preserve our beaches	$ millions of Federal and State Beach Renourishment Funding	1.0	2.3	Work with the City's Federal and State lobbyists and representatives to secure appropriations for beach renourishment

N/A: Not Available
TBD: To Be Determined

Assistant City Manager

Redevelopment Agency

Responsible for day-to-day administration of the RDA, including coordination with various City Departments in planning, implementing and funding capital projects and other programs directly related to the objectives set forth in the Redevelopment Plan; overseeing development and lease agreements for projects located in the area as well as management agreements for RDA and/or City-owned facilities also located in the area; approve all RDA pay requests at a Department level and insuring compliance of expenditures; and serve as liaison to the Collins Park O.S, Committee.

Economic Development

Directs economic development activities including targeted business development, small business assistance, and market research. Serves as liaison between the City and individual businesses and merchants associations. Works with other departments on issues such as growth management, parking, and transportation. Works with the City's lobbyists and County, State and Federal governments to secure appropriations, pass legislation and accomplish administrative goals that are in the best interest of the City.

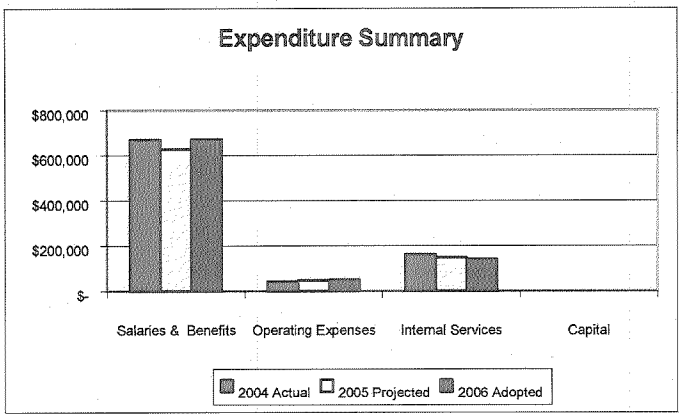
Asset Management

Responsible for the acquisition, development, management, disposition and leasing of City-owned property, including the administration and management of concessions on the City's beaches and public rights-of-way; seeks to maximize the revenue potential and/or community use of municipally owned assets in order to optimize non-tax revenues and cost avoidance through professional management.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Air Rights Lease	$ 44,010	$ 40,625	$ 40,625	$ 40,625	$ 40,625
South Pointe Restaurant	354,810	391,247	445,000	445,000	445,000
Penrods Pier Park Rest.	829,737	608,639	600,000	640,000	720,000
Boucher Bros. - Beachfront	377,360	429,084	420,000	440,000	430,000
Beachfront - Other	967	0	1,000	0	1,000
Seawall & Outlots	37,835	40,875	40,170	40,170	41,375
Historic City Hall	326,429	176,826	175,000	175,000	136,224
777 Building	468,408	452,116	480,000	480,000	161,200
Byron Carlyle	0	3,263	77,200	116,174	66,700
Colony Theater	0	10,314	104,150	0	117,900
Park One Develop. Agreemn	65,958	-3,300	56,000	56,000	56,000
Lincoln Pl. Develop. Agreemr	81,250	75,000	115,000	115,000	115,000
The Lincoln Develop. Agreen	31,250	75,000	142,000	142,000	142,000
Total	$ 2,618,014	$ 2,299,689	$ 2,696,145	$ 2,689,969	$ 2,473,024

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 699,982	$ 670,677	$ 664,474	$ 628,572	$ 672,663
Operating Expenses	152,327	42,167	41,012	48,164	50,375
Internal Services	255,775	161,989	148,578	148,578	140,898
Capital	0	0	0	0	0
Total	**$ 1,108,084**	**$ 874,833**	**$ 854,064**	**$ 825,314**	**$ 863,936**
Budgeted Positions	**9**	**8**	**8**		**7**



Budget Highlights

- This budget includes the transfer of an Office Associate V position to Neighborhood Services.

Budget History

FY 04/05

- This budget includes the transfer of the Entertainment Industry Liaison to a vacant position in Tourism & Cultural Development, reducing one (1) position in Economic Development and resulting in salary savings of $58,692 in the General Fund.

- This budget includes the addition of one (1) Office Associate IV position (serving as a Field Monitor) for the Asset Management section, with salary & benefits of $40,830. This position will be used to monitor beach and market concession, special events, and film permits. This position is expected to generate revenues sufficient to cover its costs.

- This budget provides Salaries & Benefits of $664,474 for a staff of eight (8) professionals, whose research and analysis helps ensure the continued economic viability of the City of Miami Beach, as well as the optimal utilization of the City's assets.

- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

FY 03/04

- This budget reflects transfer $100,000 in professional services to the Department of Tourism & Cultural Development for the City "Publicist".

- Additionally, this budget reflects the transfer of one (1) Redevelopment Coordinator funded by the South Pointe RDA (salary & benefits = $100,840) to the CIP Department.

- This budget reflects an increase of over $300,000 from the management of City concession agreements and property leases.

- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

FY 02/03

- This budget included funding of almost $100,000 to procure the services of a professional publicist for the City of Miami Beach.

FY 01/02

- The split funded Department Director position was transferred to the Neighborhood Services Department (General fund portion). The split funded Community Development Coordinator position was transferred to the Community Development Division of the Neighborhood Services Department.

FY 00/01

- This budget includes funding for a Community/Economic Development Department Director position.

BUILDING

Department Mission/Purpose Statement

The Building Department is responsible for the efficient and effective supervision of construction activities within the City limits to assure compliance with the Florida Building Code. The purpose of this Code is to provide certain minimum standards, provisions and requirements for safe and stable design, method of construction and uses of materials in buildings and/or structures hereafter erected, constructed, enlarged, altered, repaired, moved, converted to other uses or demolished, to provide for the safety of workers and others during these operations and to regulate the equipment, materials, use and occupancy of all buildings and/or structures. The provisions of this Code shall be deemed to supplement any and all laws of the State of Florida relating to building.

The Miami Beach Building Department represents the City's desire to provide quality services. The Department's dedication of providing the finest service in the State requires constant implementation of innovative policies, procedures and advanced computer technology.

The Building Department strives to provide excellent public service and life safety to all who live, work and play in our vibrant, tropical, historic community.

Department Description

The Department was established in 1925 and in the past decade it has grown steadily. The rank of the Department has swelled to 75 employees. The Department provides building code enforcement services for buildings within the City of Miami Beach's jurisdiction totaling a fair market value of $15 billion. The average annual construction performed within the jurisdiction of the City of Miami Beach is approximately $600 million. The Department continuously formulates innovative policies and methods to serve the public in the most efficient manner. From the simple manual methods in the early 1990s, the Department has grown to launch the state-of-the-art computer software and hardware to facilitate building code implementation and customer service.

The building code implementation constitutes plan reviews and site inspections for building, structural, electrical, mechanical, plumbing, fuel gas, accessibility, engineering and elevators. Each discipline has qualified staff led by a Chief of the Section. During the initial period, back in 1925, the City had its own building code. In the 1950s, the South Florida Building was adopted and used till February 28, 2002, with several revisions and editions. The Florida Building Code was mandated by the State under chapter 2000-141 of the Laws of Florida. On July 1, 2005, the International Building Code adopted by the State of Florida will become effective.

Significant Prior Accomplishments:

- The Department maintained a Class 2 (on a scale of 1 to 10, 1 being the highest) grade in the Building Code Effectiveness Grading System (BCEGS) of the insurance industry for having an effective code enforcement program. This has resulted in considerable discounts in the homeowners' insurance premiums for the residents of Miami Beach.

- The Department maintained a class 7 in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) for sound Flood Plain Management policies and effective enforcement of the NFIP regulations. This has resulted in $7.5 million discounts on flood insurance premiums paid by property owners in the city of Miami Beach.

- The Department successfully launched Internet-based permitting program providing a 24/7 on-line access to public for all property information including permits, and the ability for subcontractors to obtain permits and request inspections on line.

- The Department successfully launched a computerized queuing management program (Q-Matics) providing an enhanced, coordinated and monitored customers' flow through the department's permitting and walk-through plans review process; the first building department to deploy such program in the country.

- The Department successfully launched hand-held, wireless computers for all field inspectors providing for instant/real-time upload of inspection data; resulting in significantly-enhanced and coordinated inspection program.

- The Department successfully launched an Interactive Voice Response System (IVR) to provide a 24/7, direct communication access for customers to schedule, cancel and research inspections.

- The Department implements building code for an average annual construction valuation worth approximately $600 million.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Protect historic building stock	% of all historic buildings that are currently in compliance with the 40-year building recertification requirements	N/A	TBD	Implement procedures, policies and guidelines to enforce the provisions of the newly-adopted ordinance of Evaluation of older buildings.

Make City more business friendly	# of days of turn around time for drop off reviews	7-10	1-2	Provide a full year of FY 05 enhanced staffing levels in plans review, permitting and inspections and information technology: • Reassign the MEP (Mechanical, Electrical and Plumbing) permitting responsibilities to 3 new Permit Clerks specialized and assigned specifically for each Section providing a better turn-around time for MEP drop-off permit applications, allowing for completion of the walk-throughs plans review process at 12:00 p.m., and providing for a dedicated time slot for completing drop-off plans, and resulting in reduced turn around time for drop-off plans. • Added a business analyst position to better-maintain and fully utilize current application systems utilized by the department; • Formulate an incentive policy to encourage and reward the employees for better efficiency. Monitor the performance of permit processors and plans examiners through queuing management software for walk-through processes and work-flow for drop-off processes, and enforce quantitative and qualitative standards.
	# of backlog expired permits	36,000	TBD	Added 2 Building Inspectors to reduce the number of backlog expired permits
	# of past due: elevator inspections	229	TBD	Additional Senior Elevator inspector
	1yr testing witnessing	412	TBD	
	5yr testing witnessing	113	TBD	
Increase resident satisfaction with employee contact	% of customers that agree or strongly agree that it was easy to get someone who could help them during their most recent contact with the Building Department	62%	85%	Provide on-going training to front-line employees on customer service; Enhance the department's informational brochures and publications; enhance the department's on-line forms, publications and bulletins; Provide a full year of funding for a phone reception position hired in FY 05 to replace temporary staff allowing for a better-trained and more knowledgeable personnel to respond to public contact through the general phone line.

N/A: Not Available
TBD: To Be Determined

Office of Director

Responsible for all management-related functions such as preparation of new regulatory ordinances, budget proposal preparations, procurement, payroll, account payables and property liens. Research, analyze and formulate new operational policies. Interpret code and regulations and disseminate advise to developers, architects, engineers, contractors and property owners. Prepare the department's official correspondence to citizen and elected official . Direct the department's accounting procedures and coordinate with the City financial management system. Monitor expenditures to ensure expending within the approved budget.

Information Technology

Responsible for maintenance, troubleshooting and upgrade to user side of all applications system software used in the building department including permitting software, hand-held computer inspection software, internet permitting software, queuing management software and any other future technology initiatives taken by the department.

Front Permits Counter

Responsible for receiving, reviewing, processing and issuance of all building permit applications including analyzing, computing and collecting of all building permit fees. Responsible for receiving, reviewing and updating of all information related to contractors licenses, liability insurances and workman compensation insurance.

Structural/Building Plans Review

Responsible for reviewing building and structures plans in compliance with the provision of the Florida Building Code, ACI Code, AISC Code and any other applicable engineering standards and regulations.

Building Code Compliance

Responsible for investigation of all complaints received by the department. Responsible for management, coordination, preparation and issuance of all notices of violations and citations issued by the City of Miami Beach Building Department. Responsible for prosecution all violation cases before the City Special Master, Construction Trades Qualifying Board, Miami-Dade County Board of Rules and Appeals and the State Attorney's Office.

Engineering

Responsible for reviewing building and structures plans in compliance with the provision of the Florida Building Code, the City of Miami Beach Flood Plain Management Ordinance, DEP, DERM and the National Flood Insurance program regulations. Responsible for implementing the provisions of the Miami Dade County 40-year building recertification ordinance. Responsible for issuance of all demolition and partial demolition permits within the City of Miami Beach. Responsible for issuance of all Certificates of Occupancy, Certificates of Completion and Occupant Content Certificates.

Building Records & Plans Routing

Responsible for receiving, reviewing, processing and routing of all plans and records through the Walk-through plans processing and drop-off plans processing programs. Responsible for storing maintenance and retrieval of all building department records including blueprints, microfilms and permit application records and documents. Responsible for scheduling, coordinating and shipment of all building records required for conversion to microfilm by approved vendors, and follow-up quality control of converted records.

General Phone Reception & Better Place

Responsible for receiving all incoming calls made to the department and processing of all complaints received through the Better Place System.

Inspection Services Coordinator

Responsible for effectivly coordinating, scheduling, assigning and monitoring all the inspection requests received by the department. Responsible for providing on-site dispute resolutions for all inspection related issues.

Building & Roofing Inspection

Responsible For Performing Inspections Of Buildings And Structures In Compliance With The Building And Roofing Provisions Of The Florida Building Code.

Plumbing Inspection & Plans Review/Permitting

Responsible for review and processing of plans and applications received for issuance of plumbing permits in compliance with the plumbing provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the plumbing provisions of the Florida Building Code.

Electrical Inspection & Plans Review/Permitting

Responsible for review and processing of plans and applications received for issuance of electrical permits in compliance with the electrical provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the electrical provisions of the Florida Building Code.

Mechanical Inspection & Plans Review/Permitting

Responsible for review and processing of plans and applications received for issuance of mechanical permits in compliance with the mechanical provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the mechanical provisions of the Florida Building Code.

Elevator Inspection & Plans Review/Permitting

Responsible for review and processing of plans and applications received for issuance of elevator permits in compliance with the elevator provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the elevator provisions of the Florida Building Code.

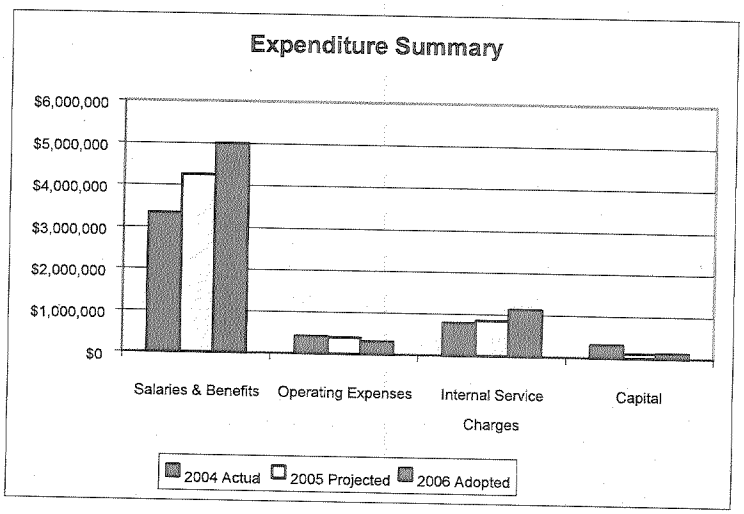
Accessibility (ADA) Plans Review/Inspection

Responsible for review and processing of plans received for issuance of building permits in compliance with the Accessibility provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the accessibility provisions of the Florida Building Code.

Departmental Financial Summary

REVENUES	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Permits-Building	$ 2,521,065	$ 2,857,831	$ 2,875,000	$ 2,930,400	$ 3,000,000
Permits-Electrical	893,957	731,239	665,000	697,170	700,000
Permits-Elevator Inspection	156,244	464,702	295,000	325,000	320,000
Permits-Elevator Witness	35,400	273,950	170,000	175,000	220,000
Permits-Plumbing	856,047	440,341	600,000	435,430	450,000
Permits-Mechanical	553,283	413,409	400,000	421,000	400,000
Certificate of Occupancy	313,271	709,262	335,000	655,000	650,000
Certificate of Completion	74,386	267,738	84,000	281,440	250,000
Permits-Bldg Recertification	12,500	43,725	28,000	55,950	30,000
Permits-Demolition	62,440	99,105	50,000	93,910	80,000
Microfilm-Bldg Department	15,155	22,675	17,000	24,590	20,000
Reimbursement-Radon	37,922	79,478	50,000	80,000	80,000
Bldg.Code Violations	74,791	150,053	60,000	200,000	150,000
Bldg.Other	0	0	51,931	51,931	85,000
TOTAL	**$ 5,606,461**	**$ 6,553,508**	**$ 5,680,931**	**$ 6,426,821**	**$ 6,435,000**

Expenditures	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 3,151,502	$ 3,333,765	$ 4,359,212	$ 4,259,096	$ 5,002,022
Operating Expenses	238,350	425,813	322,300	400,024	313,250
Internal Service Charges	758,472	798,127	794,697	857,529	1,124,849
Capital	43,887	320,489	6,150	115,710	125,824
TOTAL	**$ 4,192,211**	**$ 4,878,194**	**$ 5,482,359**	**$ 5,632,359**	**$ 6,565,945**
Personnel Positions	**56 + 1 PT**	**63 + 1 PT**	**71 + 0 PT**		**71 + 0 PT**



Budget Highlights

- Seven new positions approved during Fiscal Year 2005 to address the increased volume of permit requests and provide better customer service, will be fully funded in Fiscal Year 2006. The 7 positions being funded are: 2 Building Inspectors, 1 Sr. Elevator Inspector, 3 Permits Clerks to assist the Plumbing, Electrical, and Mechanical Sections, and 1 Clerk to be offset by a reduction in contractual employees, These positions are being funded in the amount of $372,554. This amount will be offset by $31,283 from the conversion of a contractual employee and $33,240 being funded by an increase in revenues. The net amount of $320,031 will be provided by the General Fund.

- Additionally, in Fiscal Year 2005, a Permitting and Inspections Business Analyst position was added to work closely with the Information Technology Department in enhancing Building Department systems processes.

Budget History

FY 04/05

- Funding is provided for 63 full time positions and 1 part time position. Nine of these positions were approved during FY 04 to address the increased volume of permit requests and provide better customer service. Funding for projected merit, COLA and insurance increases is also included.

- Funding is provided in the OBPI Budget for an Information Systems Analyst to work with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk-throughs.

FY 03/04

- Funding is provided for 54 full time positions and 1 part-time position. It also includes funding for projected merit, COLA and insurance increases.

- Savings of $84,059 were achieved by eliminating a Data Entry and a Clerk position as well as a vacant Inspection Services Coordinator position, reducing outside contractual personnel, and reducing various operating costs.

- Additional revenues were generated from the sale of elevator key lock boxes ($14,300), additional mailing of notices for expired permits ($78,000), and contributions ($17,261) from the Building Training Trust Fund.

- Building permit fees were raised by 15% for the first time in over 10 years and are projected to generate additional revenues of $679,650.

- A Sr. Building Inspector has been added at a cost of $84,677 that will generate at least an equal amount in revenues for fines collected for building violations prosecuted before the Special Master.

FY 02/03

- Filling of a vacant Inspections Services Coordinator position was deferred for one year at a savings of $51,173 and reductions in operating costs resulted in additional savings of $18,280

FY 01/02

- Funding of $84,500 was included for an additional Chief Structural Plans Examiner to address the work volume and reduce the need for outside consultants.

- Weekend inspection program was initiated on a trial basis for the convenience of citizens requesting inspections.

FY 00/01

- Pursuant to the Business Resolution Task Force recommendation, this budget includes funding ($206,838) for one Senior Building Inspector, two Building Inspectors, two Data Entry Clerks, and an Information Officer (shared with Planning), to better serve the public. An additional Information Services Coordinator and two Senior Building Inspector positions were created at mid-year.

FY 99/00

- The budget included the addition of one position ($22,400) to reduce the waiting period for processing applications at the Building counter. It also provided $13,000 for the reclassification of an existing vacant position to manage the department's records and archives.

FY 98/99

- The budget included the addition of two positions ($75,000) to enhance the plans review and inspection operations.

PLANNING

Department Mission/Purpose Statement

The Planning Department is responsible for developing, refining, and effectuating a comprehensive urban planning vision for Miami Beach. The goal of this vision is to preserve the integrity of the City's unique design heritage, enhance the quality and diversity of the urban experience, inclusive of its residential neighborhoods, business districts, and resort, recreation and entertainment areas. Further, the Department generates and applies regulatory standards and policies with a view toward ensuring that the city perpetuates its tradition of progressive urban design and planning leadership, which continues to gain national and international recognition.

Department Description

The Department is responsible for providing professional analysis and recommendations to the Manager and Commission on all land development issues. We serve as staff to the City's Planning Board, Board of Adjustment, Design Review Board and Historic Preservation Board. The Department processes the applications, reviews and prepares recommendation to all of the above Boards. The Department is also responsible for proposing legislation to address issues related to urban city planning such as the recently adopted Neighborhood Conservation enabling ordinance. The Department reviews all building permits for compliance with the land development regulations and consistency with architectural review guidelines and preservation appropriateness criteria.

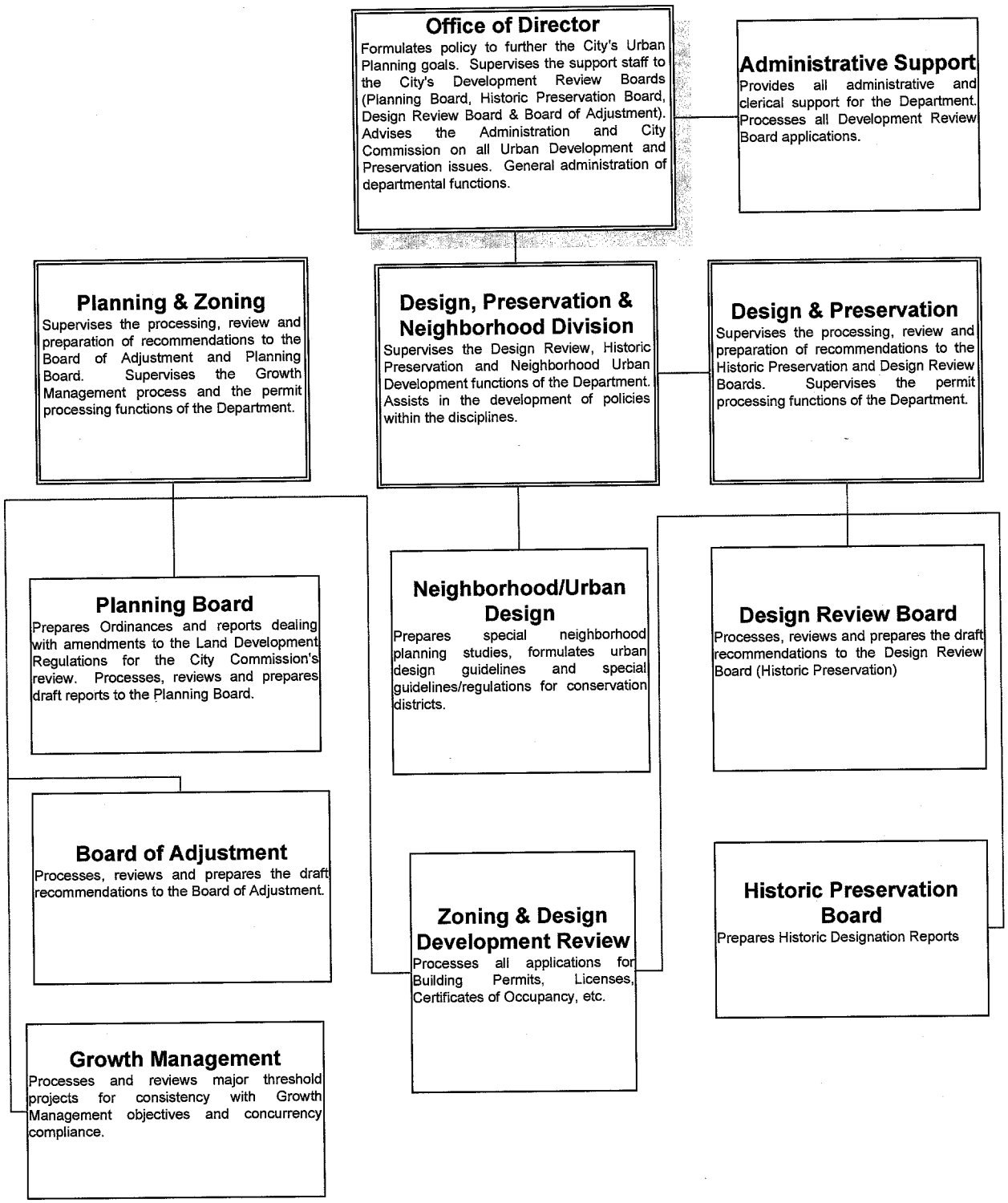
Significant Prior Accomplishments:

- Continued expansion of development review by planning staff.
- Continued accommodation of large development review board applications.
- Continued and professional processing of development review applications.
- Comprehensive revisions to the Single Family section of the City Code dealing with demolition of pre-1942 homes.
- Designation of the Collins Waterfront Historic District.
- Designation of Pine Tree Drive Historic Site.
- Designation of North Beach Resort District.

- Conducted a successful design charette for the North Beach area.
- Continued efforts in streamlining the development review processes.

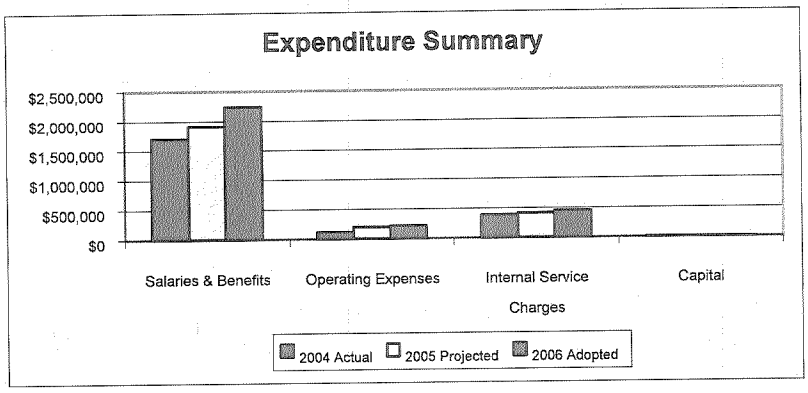
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	# of sites or areas considered by the Historic Preservation Board	11 sites / 10 districts	1 district per year	Develop a list of areas or sites that should be considered for protection through local designation
Protect historic building stock	Monitor list of contributing buildings within the City that need to be reviewed, which are categorized by level of risk, and criteria for frequency of inspection	0	100%	Work with the Building Department (who handles recertification) by helping to develop a list of contributing buildings within the City that need to be reviewed which is categorized by level of risk, and develop criteria for frequency of inspection, etc.
Increase satisfaction with Neighborhood character	Growth Management initiative considered by Planning Board & City Commission by end of 2005	0	100%	Develop growth management initiative for consideration by the Planning Board and the City Commission including assisting in the City Commission/Planning Board workshop to discuss initiative, conducting focus groups and formulating activities/programs from the results of the focus groups


Office of Director
Formulates policy to further the City's Urban Planning goals. Supervises the support staff to the City's Development Review Boards (Planning Board, Historic Preservation Board, Design Review Board & Board of Adjustment). Advises the Administration and City Commission on all Urban Development and Preservation issues. General administration of departmental functions.
Administrative Support
Provides all administrative and clerical support for the Department. Processes all Development Review Board applications.
Planning & Zoning
Supervises the processing, review and preparation of recommendations to the Board of Adjustment and Planning Board. Supervises the Growth Management process and the permit processing functions of the Department.
Design, Preservation & Neighborhood Division
Supervises the Design Review, Historic Preservation and Neighborhood Urban Development functions of the Department. Assists in the development of policies within the disciplines.
Design & Preservation
Supervises the processing, review and preparation of recommendations to the Historic Preservation and Design Review Boards. Supervises the permit processing functions of the Department.
Planning Board
Prepares Ordinances and reports dealing with amendments to the Land Development Regulations for the City Commission's review. Processes, reviews and prepares draft reports to the Planning Board.
Neighborhood/Urban Design
Prepares special neighborhood planning studies, formulates urban design guidelines and special guidelines/regulations for conservation districts.
Design Review Board
Processes, reviews and prepares the draft recommendations to the Design Review Board (Historic Preservation)
Board of Adjustment
Processes, reviews and prepares the draft recommendations to the Board of Adjustment.
Zoning & Design Development Review
Processes all applications for Building Permits, Licenses, Certificates of Occupancy, etc.
Historic Preservation Board
Prepares Historic Designation Reports
Growth Management
Processes and reviews major threshold projects for consistency with Growth Management objectives and concurrency compliance.

Financial Summary

Expenditure Summary	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,536,799	$ 1,704,826	$ 1,991,138	$ 1,916,701	$ 2,240,655
Operating Expenses	139,610	116,119	203,360	197,330	213,067
Internal Service Charges	434,500	388,108	414,446	414,913	451,039
Capital	5,307	6,604	6,650	6,650	5,600
TOTAL	$ 2,116,216	$ 2,215,657	$ 2,615,594	$ 2,535,594	$ 2,910,361
Budgeted Positions	26	26	28		28



Budget Highlights

- This budget includes merit, COLA, and insurance increases for 28 positions.

Budget History

FY 04/05

- This budget provides $50,000 to fund an Impact Fee Consultant to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system.

- An additional $68,743 has been provided for a Senior Planner to support the consultant. This program will potentially generate $200,000 to $250,000 per year in the future.

- Funding of $68,743 is provided for an additional Senior Planner dedicated to neighborhood open space/landscape planning

FY 03/04

- This budget includes merit, COLA, and insurance increases for 26 positions.
- Savings of $83,633 were achieved by eliminating a vacant Sr. Planner position that had been deferred in FY 03 as well as reductions in operating costs.
- An Office Associate III has been added ($34,835) to assist the newly added Concurrency review function in order to streamline the development review process.
- A Sr. Planner position has been funded 50% in the Planning Department and 50% in the CIP Department.

FY 01/02

- Funding provided ($9,454) for the reclassification of an existing Planner position to a Senior Planner position for the Neighborhood Planning Section.

FY 00/01

- Funding provided for positions recommended by the Business Resolution Task Force: one Field Inspector, two Planners, one Senior Planner, and one Information Officer funded equally by the Planning and the Building Department, ($194,631).

FY 99/00

- This budget includes the funding of a Senior Planner and two Planner positions ($146,000) for the new Neighborhood Planning Team.

FY 98/99

- This budget includes funding ($89,000) for a new Assistant Director position.

TOURISM & CULTURAL DEVELOPMENT

Department Mission/Purpose Statement

The mission of the **Tourism & Cultural Development (TCD) Department** is to support and attract innovative tourism & cultural partnerships raising the City's profile as an international destination and provide a superior lifestyle.

Entertainment Division
To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, special events, award shows and the relocation of entertainment companies throughout the community building upon Miami Beach's position as an international center for entertainment.

Cultural Affairs
The Miami Beach Cultural Affairs Program has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City.

Bass Museum of Art
The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region.

Miami Beach Convention Center
To position the Miami Beach Convention Center as an internationally premiere public assembly facility to support the convention, tourism, and entertainment industries so vital to the Miami Beach economy, to serve as an economic engine to draw visitors to support the local hospitality industry partners, and to provide exemplary customer service experiences for users while operating the facility in the most economically and operationally efficient manner for the City of Miami Beach.

Jackie Gleason Theater of Performing Arts (TOPA)
To position the Jackie Gleason Theater as an internationally premiere entertainment and meetings venue to support the convention, tourism, and entertainment industries so vital to the Miami Beach economy, and to provide exemplary customer service experiences for users while operating the facility in the most economically and operationally efficient manner for the City of Miami Beach.

Tourism Office
The Mission of the Office of Tourism/Protocol is to attract and encourage individuals and organizations to visit Miami Beach for conventions, business or leisure activity, while representing the City of Miami Beach in a positive and professional manner.

Department Description

The Department supports, maintains and develops quality programs, which generate, satisfy and enhance the City's cultural institutions and infrastructure, as well as the City's cultural and tourist industries, while striving to provide year-round tourist attractiveness of Miami Beach that enhances the visitors experience and the quality of life of our residents.

The Department was established to centralize the City's tourism and cultural initiatives and programs through the unification of the Special Events Office, Film and Print Office, Entertainment Industry Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Convention Center, Jackie Gleason Theater, and the Office of Tourism and Conventions. TCD also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitor Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been reorganized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies. Please refer to the organizational chart for a detailed illustration of the Department

Significant Prior Accomplishments:

- Increased occupancy percentage for MBCC from 45% in FY 2002-03,to 52% in FY 2003-04 despite loss of majority of September 2004 business due to hurricane threats, and further to a projected 58% in FY 2004-05.,

- Review and implement five (5) year strategic plan and integrated marketing approach.

- Develop Customer Client Critiques & Dissemination – Completed online survey in partnership with GMCVB

- Execute and manage additional facilities contract and Mgmt Agreement – Will review system upon completion of one full year of mgmt.

- Review future planning opportunities and develop initiatives for Gleason Theater programming following pending opening of Miami Performing Arts Center in 2006.

- Art Basel Miami Beach, Art Miami, Winter Music Conference, M3Summit Clio Awards, and MTV Latin America Video Music Awards have truly begun to solidify the cultural brand of Miami Beach. With these six events Miami Beach is on the map of the art and entertainment world. These events required careful interdepartmental planning and coordination of City services by the Special Events Division.
- Developed maintenance plan for the public art collection. Currently in process of implementation.
- Work with Collins Park Oversight Committee and CIP to create a Collins Park Project Public Art Piece.
- Presented eight successful exhibitions at the Bass Museum of Arts:
  - *Treasures from the Collection of the Bass Museum of Art* (ongoing)
  - *The Salon: 18th and 19th Century Portraits from the Collection (ongoing)*
  - *Paris Moderne: Art Deco Works from the Musee d'Art Moderne de la Ville de Paris (October 1, 2004 – January 26, 2005)*
  - *Christo and Jeanne-Claude: The Würth Collection* (February 3 – June 26, 2005)
  - *Carolina Sardi: Forest (February 11 – July 31, 2005)*
  - *The Artist's Studio Series: Paintings, Drawings and Sculpture by Joe Fig* (February 18 – July 11, 2005)
  - *Victoria Gittman: New Work* (April 15 – June 26, 2005)
  - *Retratos: 2000 Years of Portraiture in Latin America* (July 23 – October 2, 2005)
- The Bass Museum was reaccredited by the American Association of Museums
- Working towards the completion of strategic planning process for future of the Museum
- Reviewed the existing Cultural Arts Council's grants program, researched similar, national programs, and instituted a number of changes to the process that resulted in a highly-professional and highly-equitable program.
- Successfully initiated a series of Task Forces within the Cultural Arts Council to address planning and needs in Marketing, Finance, Facilities, and Nominations that resulted in a substantial number of strategic recommendations to City leadership.
- Manage, promote and track Byron, Colony & Acorn bookings and programming
- Successfully crafted an ongoing, strategic marketing plan to disseminate information to the community-at-large regarding the Cultural Arts Council's programs.
- Implemented and launched MBCULTURE.ORG, the new website for the City's Cultural Affairs Program and theaters.
- Completed Production Black Book with b-roll in conjunction with GMCVB and Miami-Dade Film Office
- Successfully negotiated a five year contract with the Greater Miami Convention and Visitors Bureau.

- Develop visitor information education and training program for business community. Ambassador Program – Business Corridors. This program has been implemented at all hotels and the major business corridors.

- Continue to develop Camp Miami Beach in partnership with GMCVB for the 2nd year of the program

- Redesign Event Management System – pending IT assistance

- Online Application System – pending IT assistance

- Complete revisions to the Special Events guidelines, which include clauses designed to elevate the quality of productions occurring in the city, having the least impact to its residents and businesses.

- Address entertainment establishment issues of Ocean Drive and Entertainment District and review impact of limiting entertainment uses in more residential areas (e.g. south 5th Street along Ocean Drive). – Ongoing: Being addressed through Special Event and Film regulations.

- Worked hand in hand with the producers of "Transporter 2" to assist them in becoming the first project to secure incentive funding from the **State of Florida's Entertainment Incentive**. This funding allowed the project to film entirely in Miami and Miami Beach, employing hundreds of local crew, cast and vendors, and accounting for over $14 Million directly into the local economy.

- Adopted a resolution opposing the reduction of Community Development Block Grant funding to the City of Miami Beach

- Created the North Beach Resort Historic District

- Awarded contract to provide SAP (Secondary Audio Program) in Spanish on its government-access cable MBTV Channel 77 for live City Commission meetings, workshops and budget hearings, making the City of Miami Beach became the first municipality in South Florida.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase community rating of cultural activities	# of rental periods for all facilities combined (excluding Jackie Gleason, Byron, Colony, and Little Acorn stage)	163	172	Marketing and PR campaign geared toward increasing users of the City's cultural venues including new administrative and marketing expenses for Little Acorn, partially offset by revenues from revised rental schedule to be approved by Commission.
	% complete for study of impact of event related spending by organizations and audiences in Miami Beach	0	100	Arts Economic Impact Study in partnership with Americans for the Arts and Miami Dade County Cultural Affairs along with surveys conducted at Miami Beach venues and performances to determine economic impact of arts on the community
	# of residents attending of City of Miami Beach sponsored cultural events (CAC grants funded, CMB events)	N/A	1500	Partnership with Miami-Dade County public schools and City of Miami Beach Parks Department creating a culture and arts education program
	# of student participation in City of Miami Beach sponsored cultural organization	0	20	Partnership with Miami-Dade County public schools and City of Miami Beach Parks Department creating a culture and arts education program.
	Increase Bass Museum attendance per year	50,000	75,000	Survey visitors to determine what type of exhibitions and programs they enjoy and to determine what form of advertising attracts them
Expanding hours and service through e-gov.	% of special event applications completed online	0	10	Work with IT to create an online and easily accessible permit platform that will have the following functions: • Enable a user-friendly environment for producers • Allow clients and their expeditors to be kept up to date on the process of their application • Allow affected City services to be kept up to date on the process • Alleviate some of the burdensome process of special event permitting • Allow for immediate and accurate processing of reports • Provide adequate oversight of special event productions

N/A: Not Available

Office of Director

Administers day to day operations for the department, including oversight of Film and Event Production, Cultural Affairs Program, Tourism and Conventions, and serves as primary contact for the City with the GMCVB and VCA.

Entertainment

To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, and special events, throughout the community building upon Miami Beach's position as an international center for entertainment.

Bass Museum

The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region.

Cultural Affairs

The Miami Beach Cultural Arts Council has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City.

Art in Public Places

Art in Public Places enhances the character of Miami Beach through recommendations for public art commission, acquisition, maintenance, and display.

SMG/Miami Beach Convention Center

Administration
Formulates operating polices; responsible for overall administration of all management operations; liaison with City and community and industry partners.

Event Services
Responsible for lessee requirement coordination for all events in the Convention Center; liaison between lessees and facility operations staff; coordinates all event contractor operations with the Center

Finance
Responsible for overall business and financial operations of the facilities, including A/P, A/R, billing, payroll, financial statements

Marketing
Responsible for booking and marketing of the Gleason Theater, and marketing and public relations for both venues.

Operations
Responsible for all venues operations, including housekeeping, setups, security, repairs and maintenance and oversight of capital projects.

Sales
Responsible for booking and marketing of the Convention Center for users within 24 month window.

Theater Operations
Responsible for all venues operations, including housekeeping, setuos and event operations for the Gleason Theater

Telecommunications
Responsible for customer services and installation and maintenance of all telecommunications with in the venues; oversees third-party provider for event networking requirements.

Departmental Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
General Fund	$ 248,351	$ 225,625	$ 399,350	$ 345,174	**$ 419,100**
State Major Cult Inst	114,082	50,860	77,013	77,013	**102,684**
Cultural Arts Council	847,696	805,243	1,406,294	1,179,382	**1,263,157**
Convention Center/TOPA	13,397,325	14,181,911	14,572,374	14,248,746	**15,483,829**
Total	**$ 14,607,454**	**$ 15,263,639**	**$ 16,455,031**	**$ 15,850,315**	**$ 17,268,770**
Expenditure Area					
General Fund	$ 1,631,248	$ 1,660,156	$ 2,397,835	$ 2,282,835	**$ 2,623,647**
State Major Cult Inst	114,082	50,860	77,013	77,013	**102,684**
Cultural Arts Council	829,403	630,351	1,406,294	1,165,344	**1,263,157**
Convention Center/TOPA	13,397,325	14,181,911	14,572,374	14,248,746	**15,483,829**
Total	**$ 15,972,058**	**$ 16,523,278**	**$ 18,453,516**	**$ 17,773,938**	**$ 19,473,317**
Expenditure Area					
Salaries & Benefits	$ 5,009,988	$ 5,669,827	$ 5,981,649	$ 5,592,931	**5,864,429**
Operating	6,204,671	6,092,862	7,762,658	7,454,085	**7,653,012**
Renewal & Replacement	2,851,077	3,092,371	3,075,000	3,075,000	**3,150,000**
Internal Services	1,906,322	1,666,889	1,634,209	1,517,543	**2,266,460**
Capital	0	1,329	0	134,379	**539,416**
Total General Fund	**$ 15,972,058**	**$ 16,523,278**	**$ 18,453,516**	**$ 17,773,938**	**$ 19,473,317**
Budgeted Positions					
General Fund	15.50 + 5 pt	15.50	16.53		17.53
Art in Public Plaaces	0.50	0.50	0.47		0.47
State Major Cult Inst	1.00	0.00	0.00		0.00
Cultural Arts Council	2.00	2.00	2.00		2.00
Tourism/Protocol	2.00	2.00	2.00		2.00
Convention Center/TOPA	*	*	*		*
Total Budgeted Positions	**20.00 + 5 pt**	**20.00**	**21.00**		**22.00**

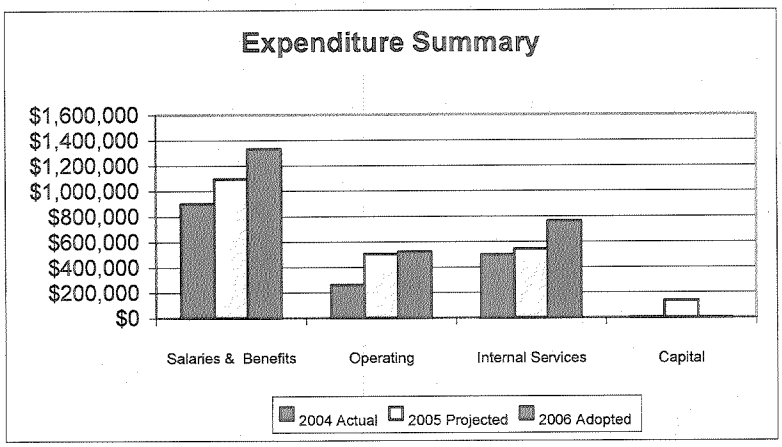
* Convention Center and Theater staff are employees of SMG.

Tourism & Cultural Development
General Fund

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Application Fees	$ 62,305	$ 73,487	$ 60,000	$ 60,000	$ 60,000
Lummus Park User Fee	7,786	12,208	5,000	8,000	8,000
Concessions					
Non-Beach & Markets	34,570	(462)	60,000	50,000	55,000
Beach	12,952	16,393	5,000	10,000	10,000
Lincoln Road Markets	33,021	44,372	2,000	1,000	1,500
Square Footge	48,392	47,777	20,000	40,000	40,000
Beach Vehicle Access	21,600	9,850	18,000	10,000	10,000
Film/Print Beach Access	27,725	22,000	48,000	40,000	40,000
Total	$ 248,351	$ 225,625	$ 218,000	$ 219,000	$ 224,500

Expenditure Area					
Salaries & Benefits	$ 825,609	$ 902,209	$ 1,195,548	$ 1,098,645	$ 1,333,757
Operating	368,530	258,878	657,457	504,981	522,180
Internal Services	437,109	497,740	544,830	544,830	764,210
Capital	0	1,329	0	134,379	3,500
Total General Fund	$ 1,631,248	$ 1,660,156	$ 2,397,835	$ 2,282,835	$ 2,623,647

Budgeted Positions				
TCD	6.50	7.50	7.53	8.53
Byron/Carlyle	0.00	0.50	0.50	0.50
Colony	0.00	0.50	0.50	0.50
Bass Museum	8.00 + 5 pt	8.00	8.00	8.00
Total Budgeted Positions	14.50 + 5 pt	16.50	16.53	17.53



Tourism & Cultural Dev

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Application Fees	$ 62,305	$ 73,487	$ 60,000	$ 60,000	**$ 60,000**
Lummus Park User Fee	7,786	12,208	5,000	8,000	**8,000**
Concessions					
Non-Beach & Markets	34,570	(462)	60,000	50,000	**55,000**
Beach	12,952	16,393	5,000	10,000	**10,000**
Lincoln Road Markets	33,021	44,372	2,000	1,000	**1,500**
Square Footge	48,392	47,777	20,000	40,000	**40,000**
Beach Vehicle Access	21,600	9,850	18,000	10,000	**10,000**
Film/Print Beach Access	27,725	22,000	48,000	50,000	**50,000**
Total	**$ 248,351**	**$ 225,625**	**$ 218,000**	**$ 229,000**	**$ 234,500**
Expenditure Area					
Salaries & Benefits	$ 322,820	$ 397,285	$ 395,620	$ 381,685	**$ 467,989**
Operating	85,994	44,194	61,678	70,371	**63,657**
Internal Services	88,249	96,495	109,806	109,806	**108,921**
Capital	0	1,329	0	2,587	**3,500**
Total General Fund	**$ 497,063**	**$ 539,303**	**$ 567,104**	**$ 564,449**	**$ 644,067**
Budgeted Positions					
General Fund	6.50	7.50	7.53		**8.53**
Special Revenue	0.50	0.50	0.47		**0.47**
Total Budgeted Positions	7.00	8.00	8.00		**9.00**

BYRON/CARLYLE

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Facility Rental	$ 0	$ 0	$ 65,950	$ 115,024	**$ 62,450**
Equipment Rental	0	0	2,750	900	**2,750**
Concessions	0	0	4,000	250	**1,500**
Box Office	0	0	4,500	0	**0**
Total	**$ 0**	**$ 0**	**$ 77,200**	**$ 116,174**	**$ 66,700**
Expenditure Area					
Salaries & Benefits	$ 0	$ 0	$ 150,450	$ 136,755	**$ 164,183**
Operating	0	0	160,924	148,493	**84,473**
Internal Services	0	0	0	0	**53,287**
Capital	0	0	0	0	**0**
Total General Fund	**$ 0**	**$ 0**	**$ 311,374**	**$ 285,248**	**$ 301,943**
SURPLUS/(DEFICIT)	**$ 0**	**$ 0**	**$ (234,174)**	**$ (169,074)**	**$ (235,243)**
Budgeted Positions	**0**	**0**	**0.50**		**0.50**

COLONY

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Facility Rental	$ 0	$ 0	$ 76,600	$ 0	$ 112,900
Equipment Rental	0	0	8,050	0	5,000
Concessions	0	0	8,000	0	0
Box Office	0	0	11,500	0	0
Total	$ 0	$ 0	$ 104,150	$ 0	$ 117,900
Expenditure Area					
Salaries & Benefits	$ 0	$ 0	$ 110,442	$ 36,881	$ 119,088
Operating	0	0	149,483	5,033	97,795
Internal Services	0	0	0	0	88,319
Capital	0	0	0	131,792	0
Total General Fund	$ 0	$ 0	$ 259,925	$ 173,706	$ 305,202
SURPLUS/(DEFICIT)	$ 0	$ 0	$ (155,775)	$ (173,706)	$ (187,302)
Budgeted Positions	0	0	0.50		0.50

Bass Museum

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 502,789	$ 504,924	$ 539,036	$ 543,324	$ 582,497
Operating	282,536	214,684	285,372	281,084	276,255
Internal Services	348,860	401,245	435,024	435,024	513,683
Capital	0	0	0	0	0
Total General Fund	$ 1,134,185	$ 1,120,853	$ 1,259,432	$ 1,259,432	$ 1,372,435
Budgeted Positions	8 + 5 pt	8	8		8
Bass Museum Special Revenue					
State Major Cult Inst	$ 114,082	$ 50,860	$ 77,013	$ 77,013	$ 102,684
Expenditure Area					
Salaries & Benefits	$ 60,895	$ 18,860	$ 0	$ 0	$ 0
Operating	53,187	32,000	77,013	77,013	102,684
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Special Revenue	$ 114,082	$ 50,860	$ 77,013	$ 77,013	$ 102,684
Special Rev Positions	1	0	0		0
Total Departmental Budgeted Positions	9 + 5 pt	8	8		8

Cultural Arts Council

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
CAC Interest ($10M)	$ 387,696	$ 252,111	$ 250,000	$ 250,000	**$ 250,000**
6% Share GMCVB Incentiv	300,000	401,132	324,000	200,000	**100,000**
CMB Resort Tax	160,000	152,000	152,000	152,000	**202,000**
Quality of Life	0	0	577,382	577,382	**629,875**
Fund Balance-Colony	0	0	102,912	0	**81,282**
Total	**$ 847,696**	**$ 805,243**	**$ 1,406,294**	**$ 1,179,382**	**$ 1,263,157**
Expenditure Area					
Salaries & Benefits	$ 55,765	$ 125,915	$ 133,730	$ 133,730	**$ 138,424**
Operating	758,839	487,533	1,254,429	1,013,479	**1,107,797**
Internal Services	14,799	16,903	18,135	18,135	**16,936**
Capital	0	0	0	0	**0**
Total	**$ 829,403**	**$ 630,351**	**$ 1,406,294**	**$ 1,165,344**	**$ 1,263,157**
Budgeted Positions	**2**	**2**	**2**		**2**

Miami Beach Convention Center/TOPA

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Rent and Leases	$ 4,220,252	$ 4,331,581	$ 4,632,970	$ 4,758,187	**$ 4,583,569**
Concessions	1,313,580	1,501,655	1,414,988	1,664,116	**1,329,867**
Telephone	332,581	292,277	332,887	47,493	**290,039**
Electrical Income	863,054	912,202	985,513	968,144	**933,849**
Services	709,663	565,397	454,736	327,671	**211,082**
Miscellaneous & Other	601,281	608,851	577,430	264,784	**449,173**
Convention Development Tax	2,660,000	2,660,000	3,060,000	3,060,000	**4,500,000**
Interest Earnings	27,238	26,642	38,850	35,660	**36,250**
Retained Earnings	2,669,676	3,283,306	3,075,000	3,122,691	**3,150,000**
Total	**$ 13,397,325**	**$ 14,181,911**	**$ 14,572,374**	**$ 14,248,746**	**$ 15,483,829**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 4,067,719	$ 4,622,843	$ 4,652,371	$ 4,360,556	**$ 4,392,248**
Operating Expenses	5,024,115	5,314,451	5,773,759	5,858,612	**5,920,351**
Renewal & Replacement	2,851,077	3,092,371	3,075,000	3,075,000	**3,150,000**
Internal Services	1,454,414	1,152,246	1,071,244	954,578	**1,485,314**
Capital	0	0	0	0	**535,916**
Total	**$ 13,397,325**	**$ 14,181,911**	**$ 14,572,374**	**$ 14,248,746**	**$ 15,483,829**
Budgeted Positions	**81 + 5 PT**	**78 +4 PT**	**80 + 4 PT**		**80 + 4 PT**

Note: Convention Center and Theater staff are employees of SMG.

Budget Highlights

Tourism & Cultural Development

- Funding ($44,070) is provided for a Special Events Inspector to provide a full-time presence at events at night and on weekends, and to monitor film photography and special events regulations to ensure compliance with permit conditions.

- Additional funds ($10,850) is provided for a contract position to assist event producers, provide general information about guidelines and permits, and assist in scheduling off-duty resources for film/event productions, etc.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $1,278,592 for FY 05/06 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $527,666 due to less revenues from conventions and an increase in operating expenses for additional property insurance. Convention Development Tax (CDT) revenues, interest earnings and retained earnings totaling $5,627,108 will pay for the operating shortfall and management fees. In addition, CDT revenues will fund $535,916 for capital improvements.

- TOPA projects an operating loss of $309,501 for FY 05/06, exclusive of management fees and renewal/replacement. This represents an increase over the current year's projected operating loss of $254,356 due to a decrease in operating revenues and higher costs for additional property insurance. Convention Development tax (CDT) and retained earnings totaling $1,506,976 will pay for management fees and renewal/replacement.

- The budget includes funding ($206,157) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($46,500) for professional services.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

Departmental Budget History

FY 04/05

Tourism & Cultural Development

- Savings in operating ($100,000) were achieved by deferring the hiring of a publicist for a full year.

- The vacant director position was deferred for a full year ($118,451).

- Funding ($571,299) is provided for the operation of the Colony Theater and the Byron Carlyle. Projected expenses for eight months of operations for the Colony are $259,925 with $104,150 in projected revenues. Projected expenses for a full year of operations for the Byron Carlyle are $311,374 with $77,200 in projected revenues.

Bass Museum

- Savings ($15,194) were achieved by reducing operating expenses.

- This budget includes funding ($68,000) for the annual A/C maintenance agreement to be managed by the Property management Division.

Cultural Arts Council

- This budget includes funding for administration ($182,408); marketing ($146,200); Cultural Grants Program ($500,750) plus additional grant funding ($446,517), contribution to the Endowment ($50,000); facilities renovation ($102,912), and Colony Theater opening events ($30,000).

Protocol

- This function includes COLA and merits for two full-time positions funded in the Convention Center Enterprise Fund budget.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $659,199 for FY 04/05 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $497,315 due to an increase in operating expenses. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,641,439 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $100,131 for FY 04/05, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of $236,179 due to an anticipated increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,513,561 will pay for management fees and renewal/replacement.

- The budget includes funding ($186,211) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($54,000) for professional services.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 03/04

Tourism & Cultural Development

- Funding ($100,000) was transferred from the budget of the Economic Development Department to this budget for the services of a publicist.

- Savings of $13,648 were achieved as a result of reducing operating expenses.

Bass Museum

- Savings of $23,459 were achieved by eliminating a Clerk Typist position and reducing operating costs.

- Four part-time guard positions were eliminated and the funding was transferred to Professional Services to fund contractual guards. The hiring of contractual guards gives the Museum more flexibility in the number of guards needed depending on events being held. This funding was reduced by $14,688 for the period of time the Museum's air conditioning system is being repaired and the Museum is closed in the Fall.

- The State Major Institution Grant was reduced from $114,082 to $50,860. The Curator of Education position was eliminated and the grant funds will now be used to offset operating costs of the Museum.

Cultural Arts Council

- Marketing and operating expenses were reduced, and $500,750 was budgeted for grants.

- There will be no contribution to the Endowment in FY 03/04. As of September 30, 2003, the estimated Endowment contribution will total $920,000.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $202,337 for FY 03/04 exclusive of renewal/replacement and management fees. This represents a decrease over the current year's projected operating loss of $888,092 due to an increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,186,838 will pay for the operating shortfall and management fees.

- TOPA projects a small operating surplus of $45,733 for FY 03/04, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of $364,953 due to anticipated increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,578,162 will pay for management fees and renewal/replacement.

- The budget includes funding ($172,215) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($70,000) for professional services.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 02/03

Arts, Culture and Entertainment

- This budget includes funding for six positions funded 100% by the General Fund and one position funded 50% General Fund 50% Art in Public Places.

- The vacant Tourism and Cultural Affairs Director position which is included in this budget, was deferred for three months resulting in a savings of $18,000. Also, savings of $9,134 were achieved through reductions in operating expenses.

Bass Museum

- The Bass Museum of Art's city funding in the amount of $l,114,049 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $114,082 in state and federal funding. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $1,400,000 which includes $250,000 in private donations and $169,000 in grants secured by their development staff.

- A Clerk Typist position was eliminated and the hiring of a Museum Guard was delayed for six months resulting in a savings of $33,869. Also, savings of $34,894 were achieved as a result of reducing operating expenses.

Office of Tourism & Conventions

- This function includes two full-time positions funded in the Convention Center Enterprise Fund budget $170,879.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $1,244,594 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $356,226 due to a decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,287,977 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $276,120 for FY 02/03, exclusive of management fees and renewal/replacement. This represents an increase over the current year's operating loss of $71,915 due to anticipated decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,578,162 will pay for the operating shortfall and management fees.

- The budget includes funding ($170,879) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 01/02

Arts, Culture and Entertainment

- Funding ($82,805) for a Cultural Affairs and Tourism Development Director were provided. Capital funds were also provided for office furnishings and computer equipment ($6,300).

- The budget of the Arts, Culture and Entertainment Division includes funding for seven full-time positions, 6 funded 100% by the General Fund and one funded 50/50 General Fund/Art In Public Places.

Bass Museum

- City funding in the amount of $1,100,869 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $74,596 in state and federal funding and $10,000 in admissions. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $1,200,000 from private donations and grants ($139,000) secured by their development staff.

- Funding provided for additional art storage ($26,500) due to the donation of Morris Lapidus apartment furnishing. Also an additional ($19,000), was added for janitorial services due to the expanded size of the museum.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $435,227 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $312,052. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,337,658 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $105,872 for FY 01/02, exclusive of management fees and renewal/replacement. This represents an improvement over the current year's operating loss of $246,707 due to anticipated increase in operating revenues. Convention Development tax (CDT) and retained earnings totaling $1,413,842 will pay for the operating shortfall and management fees.

- The budget includes funding ($136,889) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

FY 00/01

Arts, Culture and Entertainment

- The budget of the Arts, Culture and Entertainment Division includes funding for an Office Associate III position to be funded 50/50 General Fund/Art In Public Places ($12,488)

- Funding to increase the Marketing and Outreach Program ($17,141) in order to keep pace with the growth of the film, photography, and television industry in Miami Beach has been provided.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of $900,636 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $77,000 in state and federal funding and $10,000 in admissions. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $1,000,000 from private donations and grants ($131,000) secured by their development staff.

- Funding for two additional part-time guards ($31,000), one-year security monitoring for alarm system ($12,200), and security guards ($20,000) is included in this budget.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $227,050 exclusive of depreciation and management fees. This represents an increase over the current year's operating loss of $96,583. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $3,454,550 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $159,698 for FY 00/01, exclusive of management fees and depreciation. This represents an increase over current year's operating loss of $108,178 due to anticipated increase in operating expenses. Convention Development tax (CDT) and retained earnings totaling $1,173,698 will pay for the operating shortfall and management fees.

FY 99/00

Arts, Culture and Entertainment

- This budget includes funding for five full-time positions.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of $900,636 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $77,000 in state and federal funding and $7,000 in admissions. Friends of the Bass Museum, Inc. support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $818,000 from private donations and grants ($78,000) secured by their development staff.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $665,243 exclusive of depreciation and management fees. This represents a decrease over the current year's preliminary operating surplus of $55,002 due to the budget being based on contracted events while the current year reflects contracted and "walk-in" business. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $3,919,327 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $26,058 for FY 99/00, exclusive of management fees and depreciation. This represents an improvement over current year's preliminary operating loss of $51,894 due to anticipated increase in revenues. Convention Development tax (CDT) and retained earnings totaling $1,028,558 will pay for the operating shortfall and management fees.

FY 98/99

Arts, Culture and Entertainment

- The Arts, Culture and Entertainment budget includes funding for five full-time positions.

Bass Museum of Art

- The Bass Museum of Art's city funding in the amount of $832,668 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $53,433 in state and federal funding and $7,000 in admissions. Friends of the Bass Museum, Inc. support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $470,000 from private donations and grants ($66,580) secured by their development staff.

- The Bass Museum of Art's budget including funding for a permanent Collections Registrar ($24,570) to maintain registration procedures and aid in the re-accreditation process has been provided in this budget,

- Capital replacement funds of $19,250 through Fleet Replacement Funds for a pick-up van for the Bass Museum.

- Funding for three new positions has been added to the Bass Museum of Art's budget to staff the expanded facility at its projected May 1999 opening.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $863,085 exclusive of depreciation and management fees. This represents a 6.2 percent improvement over the current year's projected operating loss of $920,188 due to an increase in revenues as a result of additional events. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $3,798,818 will pay for the operating shortfall and management fees.

- TOPA projects an operating gain of $20,314 for FY 98/99, exclusive of management fees and depreciation. This represents a major improvement over current year's projected loss of $73,386 due to an increase in performances. Convention Development tax (CDT) and retained earnings totaling $963,686 will pay for the operating shortfall and management fees.

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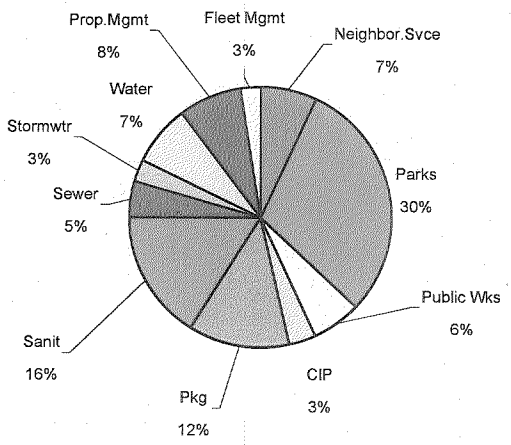
OPERATIONS

OPERATIONS

Scope

This function is comprised of the following Departments and Divisions:

Operations	Adopted FY '04/05	Adopted FY '05/06	% of Function to Prop. GF Budget 05/06	Over/ (Under)	Adopted Postions
Operations					
Neighborhood Services	$ 3,730,078	$ 4,486,086	2.2%	$ 756,008	65.0 + 0 PT
Parks & Recreation	21,515,815	24,842,148	11.9%	3,326,333	195.0 + 160 PT
Public Works	6,073,888	6,392,697	3.1%	318,809	57.0 + 0 PT
Capital Improve. Projects	2,767,082	3,179,602	1.5%	412,520	31.0 + 0 PT
Total General Fund (GF)	$ 34,086,863	$ 38,900,533	18.7%	$ 4,813,670	348.0 + 160 PT
Parking	$ 21,566,690	$ 22,060,072		$ 493,382	111.0 + 6 PT
Sanitation	7,691,739	11,429,965		3,738,226	148.0 + 0 PT
Sewer	26,847,000	29,266,508		2,419,508	41.7 + 0 PT
Stormwater	8,050,000	8,250,000		200,000	24.6 + 0 PT
Water	20,098,000	21,178,028		1,080,028	68.7 + 0 PT
Property Management	7,321,436	8,250,873		929,437	71.0 + 0 PT
Fleet Management	5,672,138	6,801,594		1,129,456	24.0 + 0 PT
Total Other Funds	$ 97,247,003	$ 107,237,040		$ 9,990,037	489.0 + 6 PT
Total Operations	$ 131,333,866	$ 146,137,573		$ 14,803,707	837.0 + 166 PT
Total Operations Positions					



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NEIGHBORHOOD SERVICES

Department Mission/Purpose Statement

We will be responsive to the needs of the neighborhoods by providing the highest quality of service and ensuring customer satisfaction.

Department Description

The Neighborhood Services Department is divided into five divisions, Administration, Code Compliance, Community Resource and Outreach and Answer Center, Office of Community Services, and Housing and Community Development Division.

Administration: The Administration Division's function is to coordinate, direct, support and evaluate each operational area to ensure the department's goals and objectives are implemented and met to the highest level of quality possible and are in adherence with all governing rules, regulations, policy and administrative directives.

Code Compliance: The Code Compliance Division is responsible for seeking compliance with certain provisions contained in the City of Miami Beach Code. The goal is to ensure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Code Compliance became a division of the Neighborhood Services Department approximately four years ago. Though the goals of the Division have remained the same there has been a cultural shift to a more responsive and customer/business friendly approach to compliance.

Community Resource and Outreach and Answer Center: The Division's mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and City departments. The Division provides residents and neighborhood groups with a convenient communications link to reach their local government.

A complaint tracking system directs requests to the department/division able to handle the issue and tracks the request electronically until resolved.

- 24-hour access through CRM system handles citizens inquiries and services requests by providing accurate logging of information, on-line 24 hours a day 7 days a week.
- Technical assistance to Neighborhood Associations
- Facilitate interdepartmental initiatives and resources by working collaboratively

- Effective outreach and education to neighborhoods

- Resolve neighborhood issues or concerns

- Promote public/private partnership for quality of life issues

- Promote civic participation through Neighborhood Leadership Academy

Office of Community Services: The Office of Community Services provides direct services and advocacy for children, families, elder residents and homeless individuals in our community. The OCS was created with the merging of the Office of Children's/Elder Affairs, Office of Homeless Coordination and the Log Cabin Training Center. Our primary target populations include:

- Homeless (individuals, families and youth transitioning from foster care)
- Youth
- Elders
- Families

Through partnership, coalitions and special initiatives, the OCS serves and advocates for these populations with the primary focus on accessing services offered by community-based providers. Examples of these strategies and direct services include:

- Identifying, assessing and placing homeless individuals and families in shelter and providing case management services to guide placements through the *Continuum of Collaboration* as a means of ending homelessness

- Providing emergency rent assistance for families and individuals facing eviction and homelessness (as funded through the State's Emergency Food & Shelter Program)

- Coordinating monthly community service projects and public workshops targeting our service populations

- Implementing the Truancy Intervention Program

- Conducting home visits and assessments for youth and families facing educational, familial and service problems

- Providing advocacy for those youth facing educational problems including the need for testing and placement in special education programming

- Supervising court-adjudicated youth required to complete community service hours

- Identifying grants and resources for the City's youth service providers in order to bring additional resources for our City's youth, families and others
- Providing referral services for residents needing to access a variety of services including legal and medical care, employment, public entitlement programs, child care, affordable housing and more

- Providing advocacy before the Special Master on behalf of elder residents facing code violations

Housing and Community Development Division: The Housing and Community Development Division's primary mission is to administer and monitor the activities funded through the federal grants that the City receives from the U.S. Department of Housing and Urban Development (HUD).

- Annual review process for CDBG, HOME and SHIP RFP proposals.

- Prepare all applicable contracts for the program year by October 1, and conduct a comprehensive annual performance evaluation prior to December deadline.

- Update the Citizen Participation Plan, as necessary.

- Submit adopted One-Year Plan for CDBG and HOME funds to HUD by required August 16th deadline.

- To provide affordable housing and homeownership opportunities and rehabilitate the existing housing stock.

- To fund programs that will continue to benefit low to moderate income Miami Beach families.

- Continue to track and be proactive regarding the federal government's policy decisions that may affect CDBG funding.

Significant Prior Accomplishments:

Code Compliance Division:

- Completed reorganization of Code Compliance by enhancing functions including the creation of the Field Supervisor position and appropriate supervision of support/clerical staff.

- Continued customer service initiative within the Code Compliance Division and implemented internal Process Improvement Team to streamline existing processes, policies and procedures.
- Implemented Process Improvement Team and suggested efficiency strategies.
- Increased bicycle patrol in the RDA district.
- Ongoing review of code and ordinances, including Chapter 30 and Sanitation ordinances.
- Restructured division to provide more accountability at the level of Code Administrator.
- Developed internal training program for code officers and police department.
- Instituted sidewalk café outreach effort.
- Enhanced outreach efforts to minimize and eliminate short-term rentals and/or party houses.
- Conducted approximately 36,000 inspections.

Community Resource and Outreach and Answer Center:

- Revised and reprinted The Resident Guide
- Facilitated neighborhood meetings and responded to neighborhood issues in a timely manner.
- Answer Center staff receives an average of about 5,000 calls per month with a service level of 80%.
- Coordination of NLA classes and graduates data base
- Secured two CERT grants 2003/2005 $17,000 with over 100 graduates
- Increase community programs (Hurricane Fair, Adopt a Park, Clean ups)
- Generated over $60K from Passport processing service
- Homeowner Association/Condo Association Meetings
- NLA –Neighborhood Leadership Academy

- CERT – Citizen Emergency Response Team
- Volunteer Projects Planning and Execution
- Voters Registration Drives
- Annual Hurricane and Emergency Fair

Office of Community Services:

- Initiated preliminary meetings and workshop to discuss funding opportunity with The Children's Trust.
- Secured additional funding, Resort Tax, to expand homeless outreach services.
- Fifteen percent reduction (*204 vs. 259*) in City's homeless population in one year as documented in Miami-Dade Homeless Census – Further reduction of 8% (239) as of 03/31/05
- 2,207 homeless clients served – 1,008 in FY 2004/05 as of 03/31/05
- 4,473 homeless contacts (*12% increase from proposed levels*) – 3,546 in FY 2004/05 as of 03/31/05
- 648 shelter placements (*80% increase from proposed levels*) – 332 in FY 2004/05 as of 03/31/05
- 906 new homeless assessments – 546 in FY 2004/05 as of 03/31/05
- 207 relocations – 172 in FY 2004/05 as of 03/31/05
- Expanded collaboration with Barry University Physicians Assistants' program volunteers from 2 to 4 providing a total of 288 volunteer hours
- Established field supervision collaboration with Florida State University School of Social Work (providing two part-time Master's-level School of Social Work interns to assist with outreach, assessment and case management of homeless clients)
- Sponsored 6 public workshops – 7 in FY 2004/05 as of 03/31/05
- Supervised 1,211 court-ordered community service hours – 1,680 in FY 2004/05 as of 03/31/05

- Provided case management and referral services to 88 elder residents – 22 (not including homeless) in FY 2004/05 as of 03/31/05.

Housing and Community Development Division:

- Reviewed, evaluated and proposed funding recommendations for CDBG and HOME proposals/providers.
- Reserved and committed HOME funds within a 24 month period.
- Issued CDBG RFP and HOME NOFA.
- Renewed annual application for the Community Development Block Grant and administered entitlement amount.
- Submitted One-Year Action Plan for CDBG and HOME funds.
- Updated Citizen Participation Plan.
- Provided funding for rehabilitation initiatives to upgrade multi-family housing stock.
- Monitored agencies and construction projects as well as CHDO performance to ensure compliance with program.
- Developed an additional 22 affordable housing units.
- Counseling provided to 60 first-time homebuyers participating in the Homebuyers Assistance Program.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase resident satisfaction with level of code enforcement	% of courtesy notices issued for non-life safety violations	N/A	10	Provide informational literature to homeowners associations with the top ten (10) code violations and other related information. Provide door hangers to residences informing them of regulations and the procedures for extension requests, appeals, and payment of fines. The percentage increase is based on anecdotal information that the division is not currently issuing many courtesy notices.
	# of inspections related to the top 20 quality of life complaints in residential areas	N/A	240	Educate staff as to top twenty (20) complaints. Outreach initiative to residents regarding code requirements through flyers, door hangers, and homeowner associations. Removal of wildlife/ animals such as raccoons, beehives and roosters that are a nuisance and a safety hazard to our residents
	# of handbill and sign violations issued	N/A	60	Institute regular sweeps in the south end areas for handbills. Provide internet training for staff to increase the information found for the handbill violators. Amend and/or create ordinance to regulate flyers.
	# of inspections relating to sidewalk sweeping	N/A	144	Provide to businesses outreach/information on the sidewalk sweeping/ maintenance regulations. Institute nightly sweeps of the commercial areas for this type of violation especially Washington Ave, Collins Ave and Ocean Dr.
	# of inspections in the RDA area	N/A	300	Proactively address resident quality of life issues in the RDA area
	# of inspections for illegal dumping	N/A	120	Determine illegal dumping hotspots. Focus enforcement patrols in the hotspot areas and coordinate with Police Department. Coordinate with Sanitation Division to install illegal dumping signs at the hotspot locations. Amend Sanitation Ordinance to include stiffer penalties for illegal dumping.
	# of notices issued for placing waste out too early	N/A	75	Use three (3) additional code offices to spend more hours in residential areas. Initiate a biannual informational door hanger program explaining the City's code. Institute a biannual mailing to all known homeowners associations containing information regarding the City's code.
Improve cleanliness of Miami Beach rights of way especially in business areas	# of Environ-mental Outreach recruitment and clean-up events	12	12	Outreach Team will coordinate with internal departments in efforts to continue dissemination of information (flyers, door hangers) regarding 1st Weekend of the Month/Neighborhood Pride program. Also, enhance coordination with Home Owner's Associations (HOAs), volunteer organizations such as Hands on Miami Beach Day, and annual canal clean-up, etc.

Improve cleanliness of Miami Beach waterways	# of volunteers in neighbor-hood/environ-mental clean-ups	350	450	Currently, department coordinates with volunteer organizations for canal clean ups - Baynanza, Teen Job Corp, and Environmental Coalition of Miami Beach (ECOMB) enhancing outreach and volunteer recruitment to the local business community such as Macy's
Ensure compliance with Code within reasonable time frame	# of days from initial receipt of receipt of complaint to receipt by inspector	N/A	1	Require clerical staff to enter complaints from Better Place to Permits Plus at least twice a day. Code Administrators will assign complaints to inspectors at the beginning and at the end of their shifts. Continue to work with IT to purchase or develop a code software program that will facilitate the entry and tracking of complaints in lieu of manually tracking this information in the meantime.
	% of graffiti remediated on private property	0	100	Expand RDA program with funding of $50,000 including employing a specialized contractor.
	# of elapsed days from 1st inspection to voluntary compliance for nuisance complaints	N/A	30	Increase outreach to residents and businesses regarding most common code violations. Require personal contact by inspectors when violation observed whenever possible. Develop realistic policies and procedures to create consistency in enforcement process.
	% rate of voluntary compliance as a % of cases initiated	N/A	50	Increase the number of courtesy notices issued for non-life safety violations.
	# of days required to have a case appear at the Spc Master for noncompliance	120	60	Amend Chapter 30 to streamline the appeal process and create hearing officers instead of Special Masters.
	# of inspections conducted daily by code comp officers	8	12	Increased supervision by Field Supervisor positions. Review of zone by peers and/or administrators.
	# of vacant and improved lots	0	25	Institute three (3) month pilot remediation prgrm with sufficient funding, $20,000, incl contracts to handle different categories of cleaning. Prioritize the processing of vacant building and vacant lot cases. Utilize sanitation violations as an alternative method to remove debris.
Reduce the number of homeless	# of business/ d resident groups receiving presentations on homeless services & related legal issues	0	12	Project Home Shore campaign targeting members of the faith community with information and resources to empower them as outreach resources to the homeless and secure non-governmental resources for homeless services.

Reduce the number of homeless Cont'd.	# of homeless contacts made	4,000	4,100	Increased coordinated outreach with Police Department made possible by the increase in available beds will increase service capacity (many shelter beds will be vacated as a result of housing projects coming online). Coordinated outreach with Citrus Health targeting chronic homeless with mental health issues to enable more contacts using only one staff member. Independent, proactive outreach by staff will increase within the additional staff. Continue collaborative task force with Police and Sanitation.
	# of shelter placements made	360	400	Utilizing 41 purchased beds located at Miami Rescue Mission (10 beds @ $15 per day per bed) and Salvation Army (31 beds @ $15.90 per day per bed) and emergency placements for families and transgender clients in local hotels as a result of Miami-Dade Homeless Trust grant. Alternative placements, when possible, at Homeless Assistance Centers I and II(a new resource). Access to emergency shelter beds provided by Citrus Health accessible via the coordinated outreach targeting homeless with mental health issues.
	# of relocations completed	207	215	Greyhound relocations provided once support system is identified in targeted destination will increase as additional position transferred from Log Cabin will spend more time in joint outreach with Police as well as targeting low-cost hotels in the City .
Increase access to workforce or affordable housing	# of rehabilitation of owner-occupied units	6	7	Rehabilitation of Rental Units with Community Development Block Grant Program (CDBG) funding. Increase is due to last year's funding not being expended. Additional funding as well as advertising will secure the additional unit. However, it is possible that a total of 10 owner-occupied units will be available.
	# of Rental Units	22	34	Provide funding for rehabilitation initiatives to upgrade the multi-family housing stock by partnering with HOME Investment Program (HOME). Villa Maria will come on-line increasing the affordable housing stock by 34 units.
	# of SHIP/NOFA programs	1	1	Provide funding for the purchase and rehabilitation of first time homebuyers units by partnering with HOME/ State Housing Initiatives Partnership (SHIP) one grant per FY.
	# of screened applicants and reports to HUD field office for HOME/NOFA program	2	2	Conduct two (2) Fair Housing workshops to screen applicants. In addition must monitor agencies and construction projects as well as Community Housing Development Organization (CHDO) performance to report to the US Department Of Housing And Urban Development (HUD).

	# of counseled first-time homebuyers participating in the Homebuyers Assistance Program	60	75	Provide housing counseling to first-time homebuyers participating in the scattered sites homebuyers assistance program with HOME & CDBG funding. Miami Beach Community Development Corporation (MBCDC) will provide the counseling for American Dream program will be implemented. New initiative by federal government to increase first-time homeownership. MBCDC will increase first-time homeownership counseling and will continue counseling after the property is purchased.
	# of first-time buyers	20	20	Provide down payment assistance to low-income homebuyers and rehabilitation of units.
Increase resident satisfaction with employee contact	# of Calls received through 604-CITY	50,000	60,000	Promote 604-CITY as our main information and resource contact for the City by dissemination of Answer Center informational material during most City events.
	# of Neighborhood Leadership Academy (NLA)	1	2	Increase NLA from 1 to 2 per year due to interest from the community.
	# of Better Place entries captured by source (calls, walk-ins, meetings, web service requests, department referrals)	8200	9000	Determine preferred method of communication regarding city services for residents, visitors and business community. Ensure that all service requests are properly captured in Better Place, advertise Answer Center in newspaper, additional training for city staff and disseminate promotional information on Answer Center. Research moving from Better Place to customer tracking system that reduces duplicate entries and double entry by city staff.
	# of days for departmental response Better Place service request	160	120	Continue outreach of departmental awareness of Better Place notification and process in partnership with departments that have timeliness issues.
	% decrease of abandoned call rate	27	20	Ensure all Answer Center staff members adhere to our Customer Service Standards by conducting monitoring and coaching sessions. As a result of this activity, abandoned call rate has continuously decreased by 7%.
Enhance external & internal communication from & within the City	# of business guides distributed	0	100	Transfer position from Economic Development to Neighborhood Services for business outreach. Implement new licensing forms and produce new business guides.
	# of economic overview presentations conducted	4	8	Increase the number of presentations given to the potential investors, business and civic organizations.

N/A: Not Available
TBD: To Be Determined

Neighborhood Services

The Administration Division's function is to coordinate, direct, support and evaluate each operational area to ensure the department's goals and objectives are implemented and met to the highest level of quality possible and are in adherence with all governing rules, regulations, policy and administrative directives.

Housing & Community Development

The Housing and Community Development Division's primary mission is to administer and monitor the activities funded through the federal grants that the City receives from the U.S. Department of Housing and Urban Development (HUD).

Community Services

The Office of Community Services provides direct services and advocacy for children, families, elder residents and homeless individuals in our community.

Community Resource Information

The Division's mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and City departments. The Division provides residents and neighborhood groups with a convenient communications link to reach their local government.

Code Compliance

The Code Compliance Division is responsible for seeking compliance with certain provisions contained in the City of Miami Beach Code. The goal is to ensure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Code Compliance became a division of the Neighborhood Services Department approximately four years ago. Though the goals of the Division have remained the same there has been a cultural shift to a more responsive and customer/business friendly approach to compliance.

CODE COMPLIANCE SERVICE LEVELS

SOUTH PROPOSED

TOTAL 20 OFFICERS	MONDAY – SUNDAY	24 HR	COVERAGE	STAFF
7:00 A.M. – 8:30 P.M.	MONDAY – THURSDAY			1
10:30 A.M. – 9:00 P.M.	MONDAY – THURSDAY			3
8:30 P.M. – 7:00 A.M.	MONDAY – THURSDAY			3
7:00 A.M. – 8:30 P.M.	TUESDAY – FRIDAY			2
7:00 A.M. – 8:30 P.M.	THURSDAY – SUNDAY			3
10:30 A.M. – 9:00 P.M.	THURSDAY – SUNDAY			4
8:30 P.M. – 7:00 A.M.	THURSDAY – SUNDAY			4

SOUTH CURRENT

TOTAL 18 OFFICERS	MONDAY – WEDNESDAY	12 HR	COVERAGE	STAFF
	THURSDAY – FRIDAY	23.5 HR	COVERAGE	
	SATURDAY – SUNDAY	18 HR	COVERAGE	
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY			8
10:30 A.M. – 7:00 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY			1
8:00 P.M. – 8:30 A.M.	THURSDAY – SUNDAY			5

SOUTH CURRENT OVERTIME

TOTAL 6 OFFICERS	MONDAY – WEDNESDAY	5 HR	COVERAGE	STAFF
	FRIDAY – SATURDAY	5 HR	COVERAGE	
10:00 P.M. – 3:00 A.M.	MONDAY – WEDNESDAY			4
8:00 P.M. – 1:00 A.M.	FRIDAY – SATURDAY			2

MIDDLE PROPOSED

TOTAL 7 OFFICERS	MONDAY – TUESDAY	9 HR	COVERAGE	STAFF
	WEDNESDAY– FRIDAY	12 HR	COVERAGE	
	SATURDAY – SUNDAY	12 HR	COVERAGE	
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY			1
7:00 A.M. – 3:30 P.M.	WEDNESDAY – SUNDAY			2
10:30 A.M. – 7:00 P.M.	WEDNESDAY – SUNDAY			2

MIDDLE CURRENT

TOTAL 7 OFFICERS	MONDAY – FRIDAY	9 HR	COVERAGE	STAFF
	SATURDAY – SUNDAY	8 HR	COVERAGE	
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY			3

NORTH PROPOSED

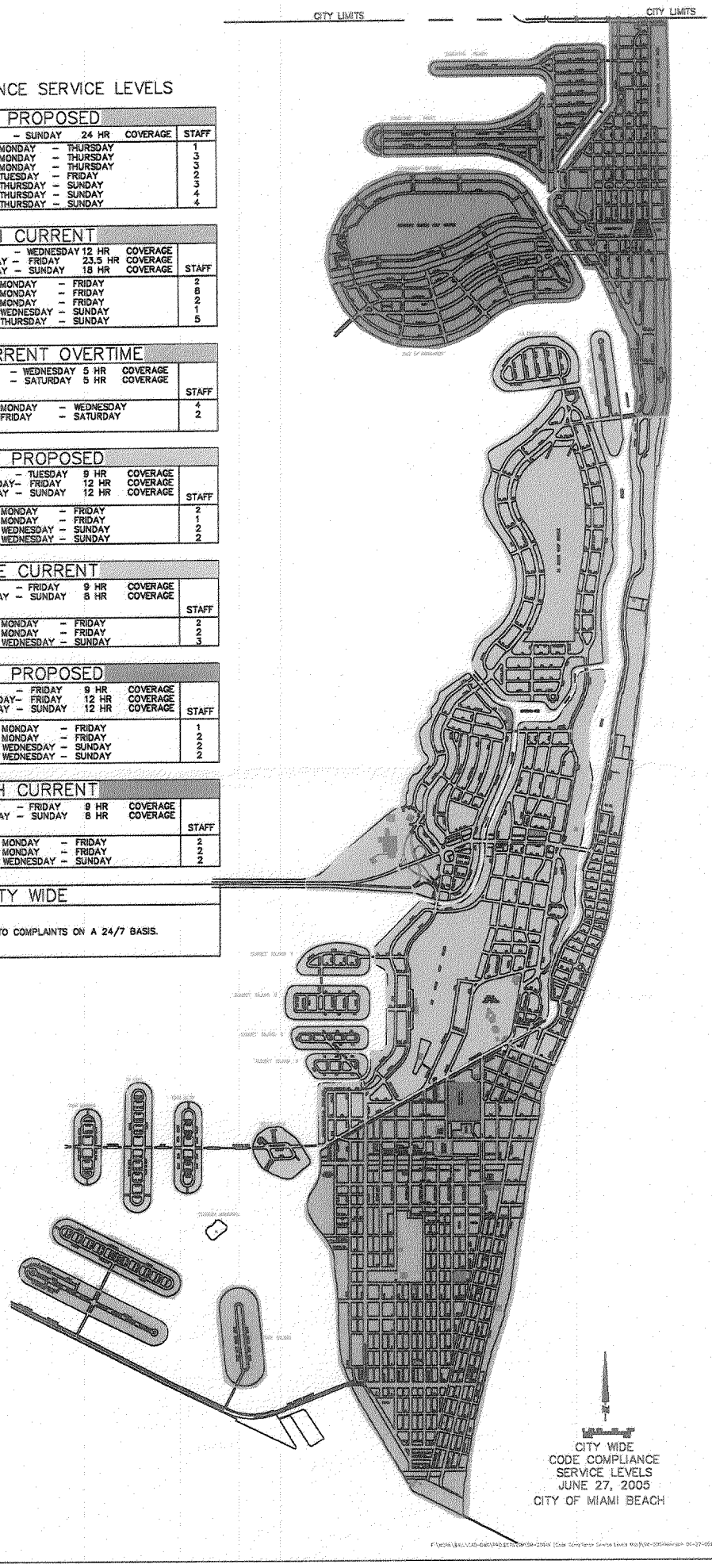
TOTAL 7 OFFICERS	MONDAY – FRIDAY	9 HR	COVERAGE	STAFF
	WEDNESDAY– FRIDAY	12 HR	COVERAGE	
	SATURDAY – SUNDAY	12 HR	COVERAGE	
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY			1
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY			2
7:00 A.M. – 3:30 P.M.	WEDNESDAY – SUNDAY			2
10:30 A.M. – 7:00 P.M.	WEDNESDAY – SUNDAY			2

NORTH CURRENT

TOTAL 6 OFFICERS	MONDAY – FRIDAY	9 HR	COVERAGE	STAFF
	SATURDAY – SUNDAY	8 HR	COVERAGE	
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY			2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY			2

CITY WIDE

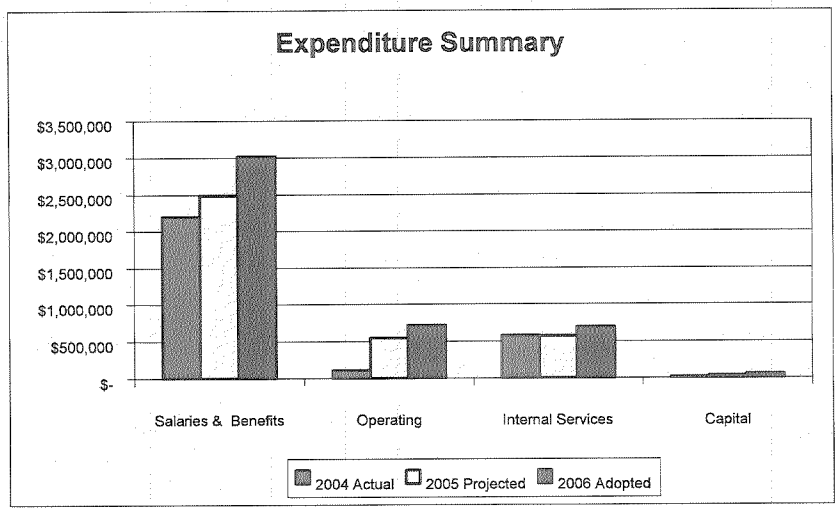
4 SUPERVISORS
THE DIVISION WILL RESPOND TO COMPLAINTS ON A 24/7 BASIS.



CITY WIDE
CODE COMPLIANCE
SERVICE LEVELS
JUNE 27, 2005
CITY OF MIAMI BEACH

Departmental Financial Summary

GENERAL FUND Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Code Enf Violations	$ 752,656	$ 553,529	$ 400,000	$ 400,000	$ 400,000
Passport App Fees	54,695	81,304	60,000	70,000	50,000
Resort Tax	0	0	376,238	376,238	429,341
Total	$ 807,351	$ 634,833	$ 836,238	$ 846,238	$ 879,341
Expenditure Area					
Administration	$ 125,066	$ 89,674	$ 250,377	$ 240,337	$ 291,195
Community Services	302,319	313,125	722,618	718,784	893,287
Log Cabin	80,632	73,642	46,919	46,919	0
Answer Ctr/Com Outreach	545,851	498,769	527,618	526,642	606,030
Code Compliance	1,910,504	1,925,030	2,182,546	2,107,396	2,695,574
Total	$ 2,964,372	$ 2,900,240	$ 3,730,078	$ 3,640,078	$ 4,486,086
Expenditure Area					
Salaries & Benefits	$ 2,165,150	$ 2,197,118	$ 2,579,440	$ 2,490,773	$ 3,018,963
Operating	171,010	108,215	548,029	545,696	719,142
Internal Services	623,205	577,571	570,209	571,209	691,431
Capital	5,007	17,336	32,400	32,400	56,550
Total General Fund	$ 2,964,372	$ 2,900,240	$ 3,730,078	$ 3,640,078	$ 4,486,086
GF Budgeted Positions	43.19	44.19	44.75		46.75



OTHER FUNDING Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
CDBG	$ 2,777,000	$ 2,163,000	$ 2,118,000	$ 2,118,000	**$ 2,002,924**
ESG	98,000	95,000	0	0	**0**
HOME	1,728,000	1,292,021	1,290,580	1,290,580	**1,238,368**
ADDI	0	56,744	66,960	66,960	**0**
SHIP	575,474	429,255	426,420	426,420	**520,868**
Sanitation	203,275	215,471	211,946	198,210	**204,156**
Quality of Life-N Beach	42,863	47,752	104,136	104,136	**0**
MDC Homeless Trust	0	71,192	63,993	63,993	**63,993**
Resort Tax	50,000	309,491	0	0	**0**
Day Training/Supp Emp	59,973	0	42,076	42,076	**0**
Supported Ind Living	59,440	0	20,994	20,994	**0**
Mede DTP & Supp Emp	245,737	12,140	276,014	276,014	**0**
Private Contracts	10,717	335	0	22,026	**0**
Total Other Funding	**$ 5,850,479**	**$ 4,692,401**	**$ 4,621,119**	**$ 4,629,409**	**$ 4,030,309**
Expenditure Area					
Salaries & Benefits	$ 195,008	$ 106,084	$ 94,284	$ 48,455	**$ 0**
Operating	147,623	231,880	318,405	265,741	**63,993**
Administration	870,647	815,154	695,300	695,300	**692,935**
Programming	4,307,827	3,220,866	3,206,660	3,206,660	**3,069,225**
Total Other Funding	**$5,521,105**	**$4,373,984**	**$4,314,649**	**$4,216,156**	**$3,826,153**
Budgeted Positions	**24.61**	**19.81**	**16.25**		**13.25**
Budgeted Positions	**67.80**	**64.00**	**61.00**		**60.00**

NS Administration

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 84,233	$ 58,326	$ 204,361	$ 196,371	**$ 225,342**
Operating	31,771	18,389	32,316	30,266	**34,916**
Internal Services	9,062	11,589	13,700	13,700	**30,937**
Capital	0	1,370	0	0	**0**
Total General Fund	**$ 125,066**	**$ 89,674**	**$ 250,377**	**$ 240,337**	**$ 291,195**
Budgeted Positions	**1.19**	**2.19**	**2.75**		**2.75**

Community Services

GENERAL FUND Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Resort Tax	$ 0	$ 0	$ 376,238	$ 376,238	$ 429,341
Total General Fund	$ 0	$ 0	$ 376,238	$ 376,238	$ 429,341
OTHER FUNDING **Revenue Area**					
MDC Homeless Trust	$ 0	$ 71,192	$ 63,993	$ 63,993	$ 63,993
Resort Tax	50,000	309,491	0	0	0
CDBG	0	45,676	0	0	0
ESG	33,418	0	0	0	0
Total Other Funding	$ 83,418	$ 355,167	$ 63,993	$ 63,993	$ 63,993
Total Revenue	$ 83,418	$ 355,167	$ 440,231	$ 440,231	$ 493,334
GENERAL FUND **Expenditure Area**					
Salaries & Benefits	$ 236,973	$ 259,266	$ 272,827	$ 268,931	$ 351,361
Operating	37,005	10,865	405,327	405,389	485,494
Internal Services	28,341	42,994	44,464	44,464	56,432
Capital	0	0	0	0	0
Total General Fund	$ 302,319	$ 313,125	$ 722,618	$ 718,784	$ 893,287
OTHER FUNDING **Expenditure Area**					
Salaries & Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Operating	83,418	0	0	607,998	63,993
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Other Funding	$ 83,418	$ 0	$ 0	$ 607,998	$ 63,993
Total Expenditures	$ 385,737	$ 313,125	$ 722,618	$ 1,326,782	$ 957,280
Budgeted Positions	5	5	5		6

Log Cabin Training Center

GENERAL FUND Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 18,417	$ 20,046	$ 0	$ 0	$ 0
Operating	7,271	10,870	0	0	0
Internal Services	54,944	42,726	46,919	46,919	0
Capital	0	0	0	0	0
Total General Fund	**$ 80,632**	**$ 73,642**	**$ 46,919**	**$ 46,919**	**$ 0**
SPECIAL REVENUE **Revenue Area**					
Day Training/Supp Emp	$59,973	$0	$42,076	$ 42,076	$ 0
Supported Ind Living	59,440	0	20,994	20,994	0
Mede DTP & Supp Emp	245,737	12,140	276,014	276,014	0
Private Contracts	10,717	335	0	22,026	0
Total Revenue	**$ 375,867**	**$ 12,475**	**$ 339,084**	**$ 361,110**	**$ 0**
Expenditure Area					
Salaries & Benefits	$ 195,008	$ 106,084	$ 94,284	$ 48,455	$ 0
Operating	147,623	231,880	244,800	265,741	0
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total General Fund	**$ 342,631**	**$ 337,964**	**$ 339,084**	**$ 314,196**	**$ 0**
Special Revenue Budgeted Positions	**6**	**1**	**1**		**0**

Answer Center & Community Outreach

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Passport App Fees	$ 54,695	$ 81,304	$ 60,000	$ 70,000	$ 50,000
Total	**$ 54,695**	**$ 81,304**	**$ 60,000**	**$ 70,000**	**$ 50,000**
Expenditure Area					
Salaries & Benefits	$ 405,043	$ 399,367	$ 413,329	$ 415,353	$ 506,650
Operating	34,847	25,589	39,930	35,930	29,850
Internal Services	101,884	73,813	74,359	75,359	69,530
Capital	4,077	0	0	0	0
Total General Fund	**$ 545,851**	**$ 498,769**	**$ 527,618**	**$ 526,642**	**$ 606,030**
Budgeted Positions	**9**	**8**	**6**		**7**

Code Compliance

GENERAL FUND Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Code Enf Violations	$ 752,656	$ 553,529	$ 400,000	$ 400,000	**$ 400,000**
Total	**$ 752,656**	**$ 553,529**	**$ 400,000**	**$ 400,000**	**$ 400,000**
Expenditure Area					
Salaries & Benefits	$ 1,420,484	$ 1,460,113	$ 1,688,923	$ 1,610,118	**$ 1,935,610**
Operating	60,116	42,502	70,456	74,111	**168,882**
Internal Services	428,974	406,449	390,767	390,767	**534,532**
Capital	930	15,966	32,400	32,400	**56,550**
Total General Fund	**$ 1,910,504**	**$ 1,925,030**	**$ 2,182,546**	**$ 2,107,396**	**$ 2,695,574**
Other Funds					
CDBG	$ 41,084	$ 45,000	$ 72,581	$ 72,581	**$ 80,000**
Quality of Life-N Beach	42,863	47,752	104,136	104,136	**0**
Sanitation	203,275	215,471	211,946	198,210	**204,156**
Total Other Funds	**$ 287,222**	**$ 308,223**	**$ 388,663**	**$ 374,927**	**$ 284,156**
Budgeted Positions					
General Fund	28	29	31		**36**
CDBG	1	1	2		**2**
Quality of Life	1	1	2		**0**
Sanitation	4	4	4		**4**
Total Budg Positions	34	35	39		**42**

Housing & Community Development

OTHER FUNDING Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
CDBG Allocation	$ 2,777,000	$ 2,163,000	$ 2,118,000	$ 2,118,000	**$ 2,002,924**
ESG Allocation	98,000	95,000	0	0	**0**
HOME Allocation	1,728,000	1,292,021	1,290,580	1,290,580	**1,238,368**
ADDI Allocation	0	56,744	66,960	66,960	**0**
SHIP Allocation	575,474	429,255	426,420	426,420	**520,868**
Total	**$ 5,178,474**	**$ 4,036,020**	**$ 3,901,960**	**$ 3,901,960**	**$ 3,762,160**

OTHER FUNDING Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Proposed
Administration					
CDBG	$ 635,400	$ 632,600	$ 523,600	$ 523,600	**$ 525,550**
ESG	4,900	4,750	0	0	**0**
HOME	172,800	129,203	129,058	129,058	**123,837**
ADDI	0	5,675	0	0	**0**
SHIP	57,547	42,926	42,642	42,642	**43,548**
Total Administration	**$ 870,647**	**$ 815,154**	**$ 695,300**	**$ 695,300**	**$ 692,935**
Programming					
CDBG	$ 2,141,600	$ 1,530,400	$ 1,594,400	$ 1,594,400	**$ 1,477,374**
ESG	93,100	90,250	0	0	**0**
HOME	1,555,200	1,162,818	1,161,522	1,161,522	**1,114,531**
ADDI	0	51,069	66,960	66,960	**0**
SHIP	517,927	386,329	383,778	383,778	**477,320**
Total Programming	**$ 4,307,827**	**$ 3,220,866**	**$ 3,206,660**	**$ 3,206,660**	**$ 3,069,225**
Total Expenditures	**$ 5,178,474**	**$ 4,036,020**	**$ 3,901,960**	**$ 3,901,960**	**$ 3,762,160**
Budgeted Positions					
CDBG	9.06	8.11	5.15		**5.15**
ESG	0.00	0.00	0.00		**0.00**
HOME	2.67	2.91	1.50		**1.50**
SHIP	0.88	0.79	0.60		**0.60**
Total Positions	**12.61**	**11.81**	**7.25**		**7.25**

Budget Highlights

Community Services

- An Employment Specialist position ($54,453) was transferred from the Log Cabin Training Center to work with the City's homeless coordination efforts. The Employment Specialist will help expedite the time in which clients find employment thereby ensuring a quicker transition through the Continuum of Care and ultimately to permanent housing.

- Funding ($25,000) has been provided for an outreach and education program in order to provide outreach and education on the city's homeless plan to our residents and businesses. A resource guide and practical, pragmatic strategies will be provided.

- The enhanced Resort Tax contribution for homeless prevention/rental was increased to $429,341.

Log Cabin Training Center

- No funding is included in the budget for the Log Cabin Training Center, as the City has dissolved its role as a Medwaiver services provider. The Sunrise Group has assumed the management and operations for all existing programs: Adult Day Training, Supported Employment and Supported Independent Living.

Answer Center & Community Outreach

- An existing business outreach position was transferred from the Economic Development Department to Community Outreach in order to consolidate our outreach functions.

Code Compliance

- Three additional Code Compliance Officers ($175,656) have been added to the budget in order to provide expanded hours of service.

- Funding has been provided ($20,000) to clean-up vacant lots and structures, if not done by property owners after proper notice. Liens will be placed on the properties to offset the cost of the clean-up.

- Additional funding ($50,000) is provided for expansion of the graffiti remediation program citywide, in addition to the funding provided through Community Policing.

- Funding ($3,000) has been provided for the removal of wildlife/animals that are a nuisance and a safety hazard. In addition, funding previously provided in the citywide accounts ($5,000) for spay and neutering of cats and dogs, has been transferred to Code Compliance.

- An additional $100,000 will be funded from the Information Technology Fund for software to enhance tracking of employee productivity, caseload by zone, and caseload turn-around time.

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,002,924 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,238,368 from the U.S. Department of Housing and Urban Development (HUD), to provide affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $520,868 from the State of Florida to provide rehabilitation of housing units for homeownership opportunities.

Departmental Budget History

FY 04/05

Administration

- The vacant Assistant to the Director position has been reclassified to a lower pay grade.

- The percentage of funding from the General Fund for the Director's position was increased and the percentage from Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) was decreased due to lower allocations from the U.S. Department of HUD in FY 04/05.

Community Services

- The Resort Tax contribution for homeless prevention/rental assistance of $376,238 has been added to this budget.

- The Miami-Dade County Homeless Trust allocation of $63,993 funds one homeless outreach team.

- There will be no Community Development Block Grant (CDBG) or Emergency Shelter Grant (ESG) contributions in FY 04/05.

Log Cabin Training Center

- The General Fund will provide funding for Internal Services only.

- The Log Cabin Training Center is funded by Medicaid's Medwaiver program, fees from private clients, and independent revenue generating activities which covers the salary of one City employee.

- By the end of FY 04/05, the City will transition/outsource the Training Center through an RFP process to a private entity to continue providing a day-training program for developmentally disabled adults.

Answer Center & Community Outreach

- A net savings of $14,810 was achieved by eliminating a vacant Administrative Aide I position in the Answer Center and adding $15,000 to operating for temporary services.

- The vacant Community Resource Coordinator position deferred in FY 03/04 was eliminated, and the Community Resource Manager position was reclassified to a Community Resource Coordinator.

Code Compliance

- The Director position is being reclassified to a lower pay grade.

- Funding is included in this budget for the purchase of additional printers ($6,400) and for nuisance animal removal ($5,000).

- Three additional Code Officers have been added to continue to address quality of life issues such as illegal dumping, sanitation and noise. Two officers will be funded by the General Fund and one by Community Development Block Grant (CDBG) funds for the north end.

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,118,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- There will be is no federal - Emergency Shelter Grant (ESG) allocation in FY 04/05.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,290,580 from the U.S. Department of Housing and Urban Development (HUD), to provide affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- Federal – American Dream Downpayment Initiative (ADDI) entitlement allocation of $66,960 through the HOME program from the U.S. Department of Housing and Urban Development (HUD), provides low income families with homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $426,420 from the State of Florida to provide rehabilitation of housing units for homeownership opportunities.

- The Housing and Community Development division is being restructured to address reduction in entitlement funds. Three positions are being eliminated, three are being reclassified, and all staff will be cross-trained.

FY 03/04

Administration

- This budget includes funding for three positions (two funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).

- An Office Associate IV position was transferred from the Community Resource and Outreach Division.

- Savings of $4,855 were achieved as a result of reducing operating expenses.

Children/Elder Affairs/Homeless Coordination

- The Office of Children/Elder Affairs and the Office of Homeless Coordination have been combined into one.

- The director of this Office also oversees the Log Cabin Training Center.

Log Cabin Training Center

- An Employment Specialist/Instructor position was eliminated and the funds transferred to Professional Services to fund contractual instructors. This does not reduce dollars but increases the number and flexibility of the contractual instructors hired.

- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- The director of this division also oversees the Community Resource and Outreach Division.

Community Resource Management

- Savings of $84,360 were achieved by not funding a vacant Community Resource Coordinator position and reducing operating costs..

- The Office Associate IV position was transferred to the Administration Division.

Code Compliance

- Savings of $114,274 were achieved by reducing operating costs and eliminating the Assistant Director position as part of restructuring the division.

- Funding ($53,555) for a Code Compliance Officer I position dedicated to monitoring all businesses in the City regarding conformity with all licensing requirements. This Code Officer will make sure that new businesses opening within City limits are properly licensed, have been registered with Resort Tax, and have complied with all payment requirements to the City. This position will be funded from the additional revenue generated from licensing businesses which are now operating without licenses.

- Funding is included for 30 positions, 28 funded by the General Fund, one funded by Community Development Block Grant, and one by Resort Tax - Quality of Life funds (QLF).

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,163,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- Federal - Emergency Shelter Block Grant (ESG) entitlement allocation of $95,000 from the U.s. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,292,021 from the U.S. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 02/03

Administration

- This budget includes funding for two positions (one funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).

- Savings of $17,500 were achieved as a result of reducing operating expenses

Children & Elder Affairs

- The Office of Children's Affairs and the Office of Elder Affairs have been combined to form the Office of Children's and Elder Affairs.

- The director of the Office of Children's and Elder Affairs now oversees the Log Cabin Training Center.

Log Cabin Training Center

- The Director of the Office of Children's and Elder Affairs has assumed management of the Training Center resulting in the elimination of one position and a savings to the General Fund.

- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- This budget includes funding for two additional positions ($51,500) and capital ($8,500) to expand the Answer Center by increasing the hours of service with staggered schedules, and instituting a Passport Program. This program will allow the Answer Center to accept passport applications for the U.S. Department of State and take passport pictures. Staff will be stationed at the Miami Beach Convention

Center during INS naturalization ceremonies to assist the new citizens in obtaining a passport.

- Funding for one current vacant position will be augmented by savings from a vacant position being eliminated from Community Resource Management. This position will oversee the Answer Center and Community Resource Management.

Homeless Coordination

- This budget includes funding for one position as well as some operating expenses. Additional operating expenses are provided by Community Development Block Grant funds and Emergency Shelter Grant funds.

Community Resource Management

- One vacant position will be eliminated and funds will be reallocated to augment a current vacant position in the Answer Center. This position will oversee the Answer Center and Community Resource Management.

Code Compliance

- Funding is provided for an additional Code Compliance Officer II ($36,580) to ensure that every business in Miami Beach is operating with a current Occupational License and Certificate Use. Revenues are projected to offset the cost of this position as well as provide additional revenues to the General Fund

Housing & Community Development

- The division administers the federal Community Development Block Grant (CDBG) entitlement allocation of $2,770,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- This division also administers the federal Emergency Shelter Block Grant (ESG) entitlement allocation of $98,000 from the U.s. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- The division administers the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,728,000 from the U.s. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- This division also administers the State Housing Initiatives Partnership (SHIP) Program funding allocation of $709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

01/02

Administration

- The Neighborhood Services Department Director position was transferred from the Economic Development Department. The position is split funded by the General Fund, Community Development Block Grant (CDBG) funds and Home Investment Partnerships (HOME) funds.

- Funding was also provided for an Assistant to the Director, operating expenses ($9,000) and capital funds ($11,400) for office furnishing and computer equipment.

Children's & Elder Affairs

- Funding ($54,006) was included for (2) previously grant-funded positions to continue the Truancy Intervention Program and the North Beach Youth Corps Program.

- The Grants Writer position ($49,335) has been transferred to the Grants Management function.

- The Office of Children's Affairs and the Office of Elder Affairs were merged into the Office of Children's & Elder Affairs.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of Children & Family Services' Day Training Program & Supported Employment ($350,000), Supported Independent Living Program ($24,457), Private Clients ($37,000), and the General Fund ($139,833).

Homeless Coordination

- The Homeless Coordinator position funded by CDBG funds in FY 00/01 was transferred to the Homeless Coordination Division of Neighborhood Services funded by the General Fund.

Community Resource Management

- This budget included funding for an additional Community Resource Coordinator ($44,151). The position was transferred from the Public Works Community Service Teams and reclassified.

- In FY 00/01 this Division was part of the Public Works Department.

Code Compliance

- Two (2) additional Code Compliance Officers were funded from CDBG and "Quality of Life" funds to serve the North Beach area.

- A total of $372,336 was budgeted for Internal Service Charges, for Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; support from Fleet, Central Services and Property Management.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of $2,756,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.

- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of $98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,472,000 from the U.S. Dept. of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of $482,339 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 00/01

Children's Affairs

- Addition of Grants Writer/Researcher to seek additional funds to expand programs.

Elder Affairs

- The City Commission on 1/12/00 via Resolution #2000-23459 created the Office of Elder Affairs.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of Children & Family Services' Day Training Program & Supported Employment ($330,000), Supported Independent Living Program ($23,348), Private Clients ($27,500), and the General Fund ($129,846).

Code Compliance

- Revenues from Code Enforcement Violations, including Marine and Other fines ($406,000) help support the operation and contribute to the General Fund.

- The budget provides for the addition of an Administrative Aide I ($28,942) to assist the department in responding to the increased number of complaints of violations during evening hours in Code Compliance.

- Approximately $48,000 for the lease of 17 vehicles (replacement) is being provided in the Fleet Management Fund. This upgrading the fleet of the Code Compliance staff took place during FY 99/00.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of $2,770,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.

- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of $98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,472,000 from the U.S. Dept. of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of $482,339 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 99/00

Children's Affairs

- The Children's Affairs budget includes funding to reduce truancy with the aid of grant funded positions.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of HRS's Day Training Program & Supported Employment ($265,000), Supported Independent Living Program ($17,460), Private Clients ($25,000), and the General Fund ($143,433).

Code Compliance

- Revenues from Code Enforcement Violations, including Marine and Other fines ($300,000) help support the operation and contribute to the General Fund.

- The budget provides funding of $32,699 for the addition of an Office Associate IV to assist the Department Director and Assistant Director of Code Compliance in responding to the needs of the City Manager's Office, Mayor and Commissioners, and citizens.

- The Fleet Management Fund provides for replacement of two trucks ($30,298) for Code Compliance.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of $2,773,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital

improvements. Rehabilitated rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.

- Administered the federal Emergency Shelter Block Grant (ESG) entitlement allocation of $98,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,471,000 from the U.S. Dept. of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include acquisition and rehabilitation of rental units and/or homeownership opportunities.

- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of $353,051 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 98/99

Children's Affairs

- The Children's Affairs budget reflects an increase in part-time office assistance from five to twenty hours per week.

- A staff of 27 professionals, including 8 administrative staff, 15 Code Compliance Officers, and 4 Code Compliance Supervisors, supports Code Compliance. The FY 98/99 budget reflects a consolidation of supervisory positions, by adding two Code Compliance Supervisors and one Assistant Director, and reducing six Code Compliance Field Supervisors. This consolidation represents an estimated savings of approximately $115,000.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of HRS's Day Training Program & Supported Employment ($265,000), Supported Independent Living Program ($17,460), Private Clients ($25,000), and the General Fund ($127,414).

Code Compliance

- Revenues from Code Enforcement Violations ($524,000), including Marine and Other fines ($23,000) help support the operation and contribute to the General Fund.

- The Code Compliance budget includes funding of $145,426 for the replacement of 10 vehicles is being provided in the Fleet Management Division.

Housing & Community Development

- Administered the federal Community Development Block Grant (CDBG) entitlement allocation of $2,756,000 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its sub-recipients by providing services such as child care, meals for the elderly, youth services and special needs programs, historic preservation and rehabilitation, street and other capital improvements. Rehabilitate rental units through the multi-family Housing Rehabilitation Program within designated target areas to enhance the quality of life for Miami Beach residents.

- Administered the federal Emergency Shelter Grant (ESG) entitlement allocation of $108,000 from the U.S. Department of Housing and Urban Development (HUD) by funding established emergency shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Administered the federal HOME Investment Partnership (HOME) entitlement allocation of $1,361,000 from the U.S. Dept. of Housing and Urban Development (HUD) by providing affordable rental and homeownership opportunities. Planned HOME Program initiatives include construction, rehabilitation and ownership of condominium and rental.

- Administered the State Housing Initiatives Partnership (SHIP) Program funding allocation of $336,366 from the State of Florida by providing the rehabilitation of

PARKS AND RECREATION DEPARTMENT

Department Mission/Purpose Statement

The Parks and Recreation Department is committed to fulfilling the recreational, cultural and leisure interests of all that live, work and play in our vibrant, tropical, historic community.

Department Description

For the several years the City's Parks and Recreation Department has been undergoing a major metamorphosis. The catalyst for this change has been the Parks and Recreation Department's goal to better align itself to City's mission and strategic plan. The foundation upon which this transformation has been built are the Parks & Recreation Programs Blue Ribbon Citizens Committee recommendations issued in May of 2002; the on-going customer services initiatives established as a top priority by the City Administration; the reorganizaitional visioning sessions conducted in late 2002; the Department's attainment and maintenance of the CAPRA (Commission for Accreditation of Parks and Recreation Agencies) national accreditation and the desire to continuously improve the quality of life for the residents of Miami Beach. To date, the result is a refined delivery of service which determines and meets the expectations of our customers.

To manage this change the City Commission and Administration has arduously supported the Parks and Recreation Department and worked very closely with the Department to fine-tune the system to ensure it will meet the needs and challenges of our world-class community. A key factor in the Department's success was initiated with the Recreation Division's 2003 reorganization that incorporated Parks Facility Managers into the four major parks/ service areas, clearly focusing on desired organizational characteristics including but not limited to:

- Responsiveness to customer needs
- Anticipates change
- Strives for continuous Improvement
- Adopts the "Disney" management philosophy and approach to customer service:
  - Every person visiting our parks is our guest and should be treated as one
  - Positive attitude
  - Pride in work
  - Ownership of responsibilities, facilities and programs

- Accepts responsibility and is accountable for actions
- Personnel, programs and facilities that are flexible, adaptable and responsive to changing customer needs
- High quality well trained professionals
- Aggressive marketing, promotions and communications with the patrons

This improvement has proven to be a very effective and efficient management plan. Other improvements that have transpired include the expanded media efforts with an energized– Rec. Review and the sponsorship program have been revamped with new sponsorship efforts – teams, ads, etc.

Another major reformation implemented in 2005 that has strengthened the Department's ability to better serve our residents was the systematic retooling of the Parks Division to compliment the new Recreation organization.

In keeping with this refinement within the Parks and Recreation Department, the name of the division was amended to reflect these changes and better describe the divisional activities. Since Greenspace can be defined as land that is preserved as a habitat for vegetation and wildlife, the Parks/Landscape Maintenance division was changed to the Greenspace Management division comprised of four main sections including Parks Operations, Landscape Operations, Urban Forestry and Landscape Design/Planning.

Mirroring the Recreation Division's format, a Manager to oversee daily functions heads each of the sections. Superintendents will manage the Landscape Operations Section and Park Operations section. Additionally, the Urban Forester is responsible for overseeing the new Urban Forestry Section and the Landscape Projects Coordinator manages the Landscape Planning/Design Section. The four sections have specific areas of responsibility in keeping with individual disciplines within the industry, but retain their commonality within the division. The Greenspace Management reorganization reflects this change, continue the Departmental organizational shifts and further incorporate the empowerment, ownership and team building concepts. As with the Recreation reorganization, in addition to daily oversight of the individual sections, each manager participates in the budget preparation process, including the development of divisional performance measurements, the work plan and the development of the Department's strategic plan.

Administration Division

- Finalized and implemented the reorganization of the Parks and Recreation Department. Implemented positive modifications that resulted in substantial improvements in customer service delivery, fostered facility staff ownership and the implementation of best practices.

- Continue yearly renewals of the department's National Recreation and Parks Association Departmental Accreditation received in October 2003.

Greenspace Management

- Initialized and nearing completion with a divisional re-organization to provide section managers for specific areas of the organization and enhance the ownership concepts.

- Completed the in-house renovation of the irrigation and plant material along the 600-1500 block of Washington Avenue medians.

- Developed in-house and nearing completion of the Maurice Gibb Memorial Park and Plaza.

- Developed in-house designs, implemented and nearing completion of the restoration of the irrigation and landscaping on the 4300-6200 Collins Avenue center medians.

- As budgeted, successfully, returned 17 previously contracted parks to staff control with a savings of $250,000 that was reallocated to address future funding needs due to capitol project completions and GM assumption of maintenance.

- Currently out to bid for complete landscape services for the Boardwalk/spoil areas and new Beachwalk.

- Completed the renovation of the Flamingo Bark Park using in-house staff.

- Currently implementing the Trims 2k grounds management software, this will also include the purchase, training, and usage of computers for all supervisory personnel.

- Currently in the hiring process for the position of Urban Forester with interviews conducted and a candidate selected.

- Completed the in-house purchase and installation of 280 canopy trees installed at various non-GO bond addressed locations Citywide.

- Completed the review and comments to date for 25 right a way and 23 Capitol Improvement& GO Bond Projects.

- Currently in the process of renovating the irrigation and landscaping along Lincoln Road with the intention of creating a walking arboretum with plant identification signage and the use of uncommon tropical plant material.

- Currently in the process of implementing the NFL $100,000 grant which restores the field at Memorial Stadium and install a new irrigation system, with completion scheduled for September 1, 2005.

- Currently in the process of implementing, a FDOT highway beatification grant for $137,000 and the city match of up to $250,000. The project addresses 11 medians along Alton Road from 23rd Street to 60th street, with construction scheduled for completion in December 05.

- Currently developing landscape/irrigation plans for a buffer along the north boundary of Lummus Park and the IL Villagio condominium.

- Currently coordinating J.O.C. Projects to install fiber optic conduits for the Flamingo Park Pool, PAL building, field house and Property Management Office.

- Currently coordinating the J.O.C. Project to renovate the Flamingo Baseball Stadium dugouts.

- Completed staff training for diversity, customer service, selection interviews, supervisory skills and safety for 58 of the 68 divisional employees in one or more of the above areas. Also, the entire staff recently attended the Tropical Plant Industry trade show in Ft. Lauderdale and 9 employees attended a local hazardous tree seminar.

Recreation Division

- Successfully reclassified the Park Facility Manager position and the Media Specialist position to better reflect current job functions.

- Ensured the Parks Facility Manager's ownership of their park including all aspects of operations, management and budget, maintenance, program delivery and customer service.

- Finalized and implemented the reorganization of the Parks and Recreation Department with positive modifications that resulted in substantial improvements in customer service delivery, fostered facility staff ownership and the implementation of best practices.

- Created new Play Time program at Normandy Shores Park with maximum registration.

- Held the 61st Annual Playground Revue at the Jackie Gleason Theatre of Performing Arts.

- Collaborated with I.T. Department in the development, implementation and installation of the new RECWARE software

- Assisted in the production of PSA/Videos for Recreation Division programs and services for local cable Channel 20.

- The Recreation Division placed three teams in the PAL. Invitational Basketball Tournament. The girls team (12 and under) won the regional tournament.

- Recreation Division expanded Traveling Basketball Teams to include various age categories.

- The Recreation Division organized the first Duathlon at Flamingo Park featuring a one mile run, a half mile swim and a one mile run.

- Increased community awareness of our leagues and programs by conducting outreach and special meetings with both youth and adults.

- Created new traveling soccer program for boys and girls

- Started new Volleyball clinics at North Shore Park Youth Center

- Created a new Spring Break Basketball Camp and new relationship with certified organization for basketball instruction to staff and youth participants.

- Miami Beach Lightning Cheerleaders placed 1st in two competitions this year.

- Brought back the Halloween Haunted House at Scott Rakow Youth Center.

- The division added various new classes throughout the city, and mainly at the new North Shore Park and Youth Center. To include: Jazzercise, Fencing, Karate, Chess Club, Break Dancing, Hip Hop and Flamenco Dancing.

- Ended a successful full year of operation at North Shore Park and Youth Center.

- Produced two traveling baseball little league championship teams at the 12 and under and 14 and under age groups.

- Created adult softball league with our first successful season of 8 teams competing at Flamingo Park.

- Increased girls' sports participation by introducing all-girl traveling soccer and softball teams.

- Held our first ever "Movie in the Park", and purchased equipment to make it a regular event.

Golf Division

- Completed a second successful year at the new Miami Beach Golf Club which opened December17, 2002. The Miami Beach Golf Club has been exceptionally well received by residents, day guests and tourists as an outstanding example of a high quality destination golf course. Additionally, the golf course was nominated to be included in the Golf Digest magazine's Top 10 New Golf Courses in the United States for 2002.

- Recipient of the Merchandiser of The Year Award for Best Resort Golf Course by South Florida PGA (Professional Golf Association).

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Improve cleanliness of Miami Beach rights of way especially in business areas	Percentage of City areas maintained at service level A	N/A	TBD	Purchase one mobile litter vacuum to clean leaf drop in the parks and reduce by 30-40% the staff hours needed to manually rake leaves and reallocated staff hour savings to provide supplemental litter control within selected locations that are currently receiving level C litter service (3-4 x weekly) with the goal of attaining level B litter service (5 x weekly) at most locations. Additional machines will be requested as the efficiency ratio data is collected and analyzed
	# of smoker stations installed City wide	0	40	Install Smoker Stations along Lincoln Road as a pilot program to reduce the cigarette butts that litter pedestrian surfaces to reduce litter removal costs encourage private facilities to use this system and improve the overall cleanliness for the city
	TBD	TBD	TBD	Work with Parking to evaluate the assumption of the landscape maintenance at all municipal parking lots/garages and place the activity within Greenspace Management
Maintain rights of way & public areas esp. in business districts	# of trespassing incidents on the Miami Beach Golf Club locations	N/A	TBD	Plant new hedges along perimeter of golf course and install proper trespassing signage
Maintain or improve traffic flow	% of residents who use bikes as primary mode of transportation satisfied with availability of bike racks	N/A	TBD	Work with Public Works to install ten (10) additional eight (8)-unit bike racks in various parks and Lincoln Road to reduce bikes chained to meters and trees and also encourage bike usage as an alternative mode of transportation

Increase community rating of cultural activities	Increase # of cultural recreational activities available to families	0	4	Introduce new Free Family Saturday Nights: Recreation will cosponsor program with an existing Theater group for production & performances, Run PSA on MBTV (Channel 77), place ads in the newspapers, distribute flyers, and post on website, Coordinate with Miami Performing Arts Trust, Cultural Arts Council, Tourism & Cultural Development Department , and local arts groups and organizations -establish partnerships
Increase satisfaction with recreational programs	# of participants in new "Senior Scenes" club	0	15	Add a full time Recreation Leader to oversee program and a number of volunteers to help develop activities, classes and trips for seniors only (65+), Devote the North Shore Activity Center (next to the Bandshell) to the Senior Scenes club hub, Renovate North Shore activity Center to meet future use needs and in compliance with ADA. Promote club on MBTV (Channel 77), newspapers Neighbors section of the Herald, and citywide flyers. This provides a good opportunity to partner with civic organizations such as UNIDAD
	Continue free recreation activities and events in Parks	12	14	Continue events such as free Fundays, free Movie in the Park, Youth Sport Expo, etc
Increase satisfaction with recreational programs Cont'd.	% of users surveyed reflecting a high level of satisfaction with facilities and programs	N/A	TBD	Add new staff, office equipment/furniture, surveillance system and two new vehicles for the opening of Normandy Isle Park & Pool. Expected hours of Park operations: Monday-Friday, 8:30am to 6:00pm. Add staff and 2 vehicles for increased number of athletic offerings to residents for intramural sports, traveling leagues, and adult leagues. Due to this, the division was forced in FY 04/05 to dramatically increase the number of outside coaches it hired with professional service contracts. North Shore Park Youth Center has greatly enhanced its afterschool program to include Primers, and higher numbers of junior and teen participants. In order to reduce the ratio of staff participants, additional Recreation Leaders are needed. Flamingo Park offices, PAL building and pool will need four computers and peripherals to meet customer service standards and reporting requirements.
	# of teen participants in cultural recreational activities.	0	100	Develop program that exposes teens (+ at risk) to a variety of evening and weekend activities-theater, canoeing, video production, etc. Add monthly "world exposure" night (foods, customs, practices of different cultures), Work with MB High to encourage participation. Run PSA on MBTV (Channel 77) and distribute flyers.

Improve the City's overall financial health and maintain overall bond rating	$'s OT expense reduced	80,000	57,500	Provide an additional MSW II to South Pointe Park to perform litter control during weekend and other peak usage times. Currently this staffing level is achieved using overtime funds; the additional staff person will also be utilized to provide three day per week mechanical sand shifting along the coral rock wall at Lummus Park. After the renovation is complete the plan seeks to station a crew to perform full operations of the park seven days a week during the open hours of the park.

N/A: Not Available
TBD: To Be Determined

Office of the Director

The Office of the Director is responsible for the development, implementation and evaluation of the long and short term work plans for the Department, ensuring they support and align with the City's mission and strategic planning process; interface with the City Manager's Office, Mayor and City Commission as directed by the Administration, and the general public to accomplish goals and objectives for the Department as established; Overall direction of the Parks and Recreation Department, its Divisions, budget, operations, public relations and media outreach, corporate marketing and sponsorships and legislative functions. The marketing sponsorship section is within the Office of the Director and is responsible for the outreach and marketing programs, leads the City-wide initiative to develop and manage a corporate sponsorship program, including: selling advertising in the Recreation Review; facility display advertising; selling special event sponsorships; creating & producing video for Ch 20; creating & managing annual sponsor stewardship event.

Greenspace Management Administrative Services

The Administrative Services Section develops and implements the Greenspace Management Plan at assigned locations; coordinates the development and administration of the divisional functions to include: customer service delivery; budget activities; employee payroll and leave/ attendance; employee recruitment/ promotions;report development, staff career development.

Landscape Planning/Design

The Landscape Planning/Design Section conducts general plan review and permitting of landscape/irrigation details for public right of ways, Greenspace and Parks; customer service delivery; Capital Project plan review and input; in-house landscape design/plan production; liaison for Departmental utility issues & CIP projects; maintenance practices development; landscape inventory development; grant management; graphic web design and input; data base/web page management; liaison to the Beautification Committee; Earth Day hosting; & Community outreach

Urban Forestry

The Urban Forestry Section manages the ongoing street tree inventory; provides regulatory oversight of the tree ordinance; customer service delivery for tree related issues; provides expert assessment of hazardous trees; performs tree hazard mitigation actions; conducts staff level arboriculture training; liaison to the Tree Board; Tree City USA program oversight; Citywide Tree selection & installation plan review; tree grant management; Department web page input; Community outreach; Community workshops; exotic tree removal Projects; Arbor Day hosting; Tree giveaways programs.

Park Operations

The Park Operations Section completes landscape maintenance and customer service delivery at: # 18 programmed Parks; # 2 Bark Parks within the Parks; # 12 Passive use Parks; # 14 park tot-lots cleaning services; In-house landscape installation and restoration services; small Park development project installation; staff training activities; Department web page input; Community outreach; invasive plant removal initiatives; Earth Day /Arbor Day observance.

Landscape Operations

The Landscape Operations Section provides landscape maintenance services and customer delivery at: # 13 Municipal Building grounds the Julia Tuttle, Mac Arthur Causeways, Lincoln Road; the Boardwalk/Beach Walk; # 98 medians, chops, right of ways, street ends and bridge approaches; Citywide irrigation system management; Citywide tree/palm Maintenance; Citywide preventative pest control; Citywide public right a way herbicide treatment; In-house landscape installation & restoration; Small landscape site development projects ; Departmental project inspection; Department web page input; Community outreach; liaison to the Beautification committee; invasive plant removal initiatives; Earth Day/Arbor Day observance.

Recreation Division Administrative Services

Plan, direct, develop and coordinate all recreational activities in coordination with the Facility Managers. Oversees all personnel, union, contractor and facility issues. Additionally, provide administrative support to all facilities and customers. All athletic programming and media relations are conducted within Administrative Services. In charge of overall division budget, grants, and all computer related issues.

Normandy/ Neighborhood & Community Centers

Plan, direct, develop and coordinate all recreational activities at various facilities. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of park, swimming pool and community center. Carry out all planned recreational activities on a daily basis. Deal directly with parents and children. Front line employees behind the front desk. perform all customer service duties such as greeting, answering questions, re-directing to appropriate personnel or department. Collection of fees for programming and assisting in participant registration forms. Perform cleaning and maintenance duties to include raking of leaves, cleaning interior and exterior recreational facilities. Transport adult and child participants on bus.

North Shore Park

Plan, direct, develop and coordinate all recreational activities at this facility. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of park, youth center and tennis facility. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, volleyball and basketball. Carry out all planned recreational activities on a daily basis. Deal directly with parents and children. Front line employees behind the front desk. perform all customer service duties such as greeting, answering questions, re-directing to appropriate personnel or department. Collection of fees for programming and assisting in participant registration forms. Perform cleaning and maintenance duties to include raking of leaves, cleaning interior and exterior recreational facilities. Transport adult and child participants on bus.

Scott Rakow Youth Center

Plan, direct, develop and coordinate all recreational activities at this facility. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of youth center, swimming pool and ice rink. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: basketball and volleyball. Carry out all planned recreational activities on a daily basis. Deal directly with parents and children. Front line employees behind the front desk. perform all customer service duties such as greeting, answering questions, re-directing to appropriate personnel or department. Collection of fees for programming and assisting in participant registration forms. Perform cleaning and maintenance duties to include raking of leaves, cleaning interior and exterior recreational facilities. Transport adult and child participants on bus.

Golf Club Administration

Basic formulation of operations, policies and procedures and insure the execution on a timely manner. Provides administrative support to all of the facility departments. Formulates and recommends budgets and rates for the facility; Insures that all applicable municipal, state and federal laws statutes ordnance and regulations comply with. Provides training and professional developments for department heads and supervises the daily administration of the facility. Develops policies to control all accounts and auditing functions. Administers procedures and systems related to all financial matters. Prepares financial statement, forecasts and budget for the facilities. Maintains all accounting and personal records, process patrol, daily audits and reports.

Golf Operations

Responsible for the selections and purchase of the Pro shop merchandise. Prepares seasonal merchandise plan for the golf shop to provide the best possible selection, supervises the merchandise of the Pro shop, maintaining an attractive and orderly appearance of the Pro shop. Maintains records related to inventory. Pro shop sales, reservations, and customer service. Manages all golf and golf related activities includes: sales, tee time reservations, tournament booking, and administration. Maintains clubs handy-cap system. Administrate and enforces the clubs policies and procedures. Plans promote and directs all member related activities, intermits and enforces all golf rules and regulations. Provides the operation of the driving range, oversees the maintenance of the cart fleet.

Golf Course Maintenance

Responsible for daily maintenance operation of 18 hole golf course (6,813 yards) to include greens, fairways, tee box, sand traps and aquatic treatment weed control of 11-lakes and related golf equipment. Responsible for planting fertilizing and general care of turf, plants shrubs trees, lakes, House keeping maintenance of the club house and related facilities. Repairs and maintains golf cart fleet, performs light maintenance of furniture and pluming.

Food & Beverage

Responsible for procurement, preparing and serving food and beverages

Flamingo Park

Plan, direct, develop and coordinate all recreational activities at this facility. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of park, swimming pool and tennis facility. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, cheerleading and basketball. Carry out all planned recreational activities on a daily basis. Deal directly with parents and children. Front line employees behind the front desk. perform all customer service duties such as greeting, answering questions, re-directing to appropriate personnel or department. Collection of fees for programming and assisting in participant registration forms. Perform cleaning and maintenance duties to include raking of leaves, cleaning interior and exterior recreational facilities. Transport adult and child participants on bus.

SERVICE LEVELS FOR NAMED PARKS

SERVICE LEVEL 1

36 full service visits yearly

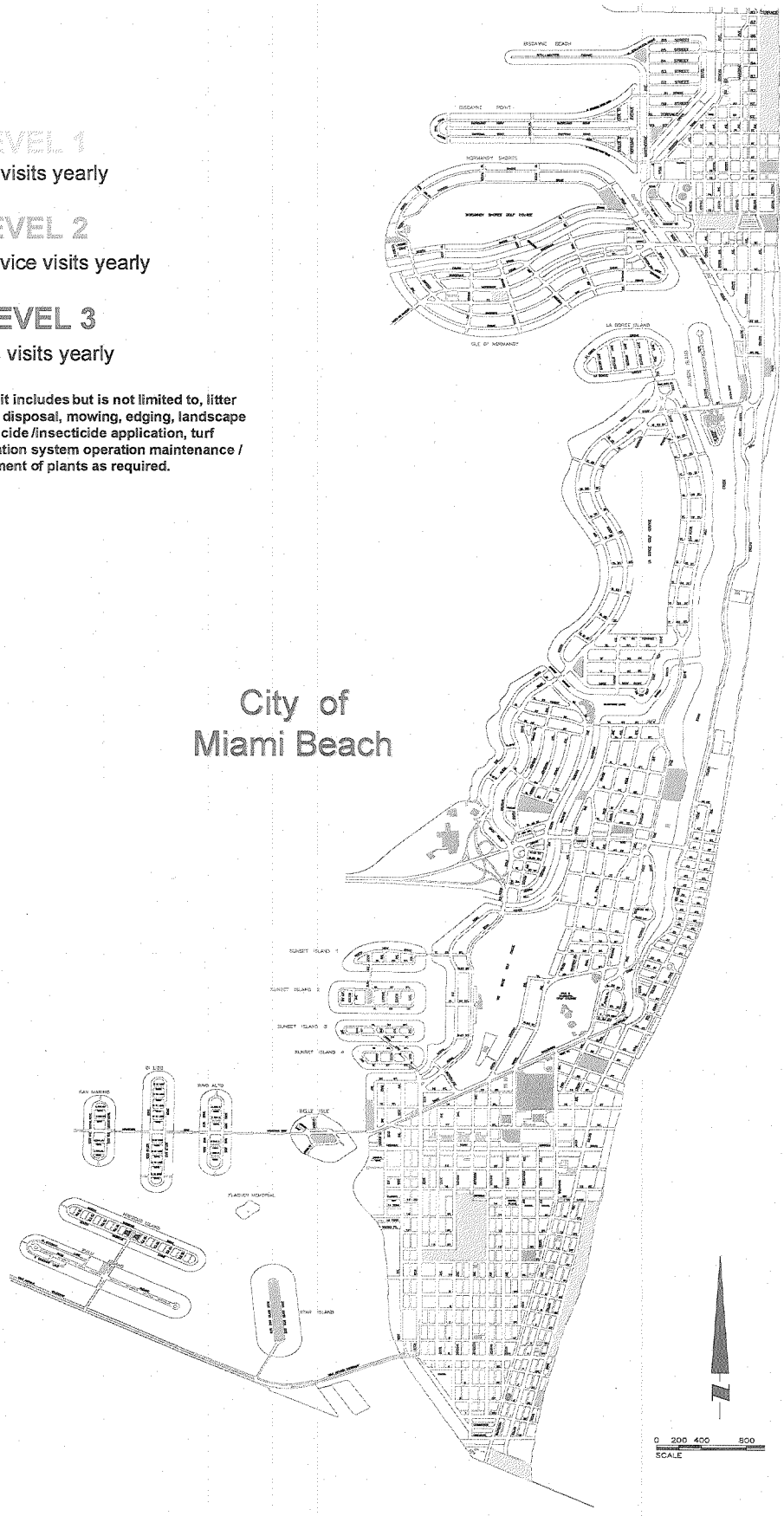
SERVICE LEVEL 2

34-36 full service visits yearly

SERVICE LEVEL 3

24 full service visits yearly

NOTE each full service visit includes but is not limited to, litter retrieval and waste disposal, mowing, edging, landscape maintenance, herbicide /insecticide application, turf management, irrigation system operation maintenance / repair and replacement of plants as required.



SERVICE LEVELS FOR STREETS AND OTHER LANDSCAPE AREAS

SERVICE LEVEL 1

36 full service visits yearly

SERVICE LEVEL 2

34-36 full service visits yearly

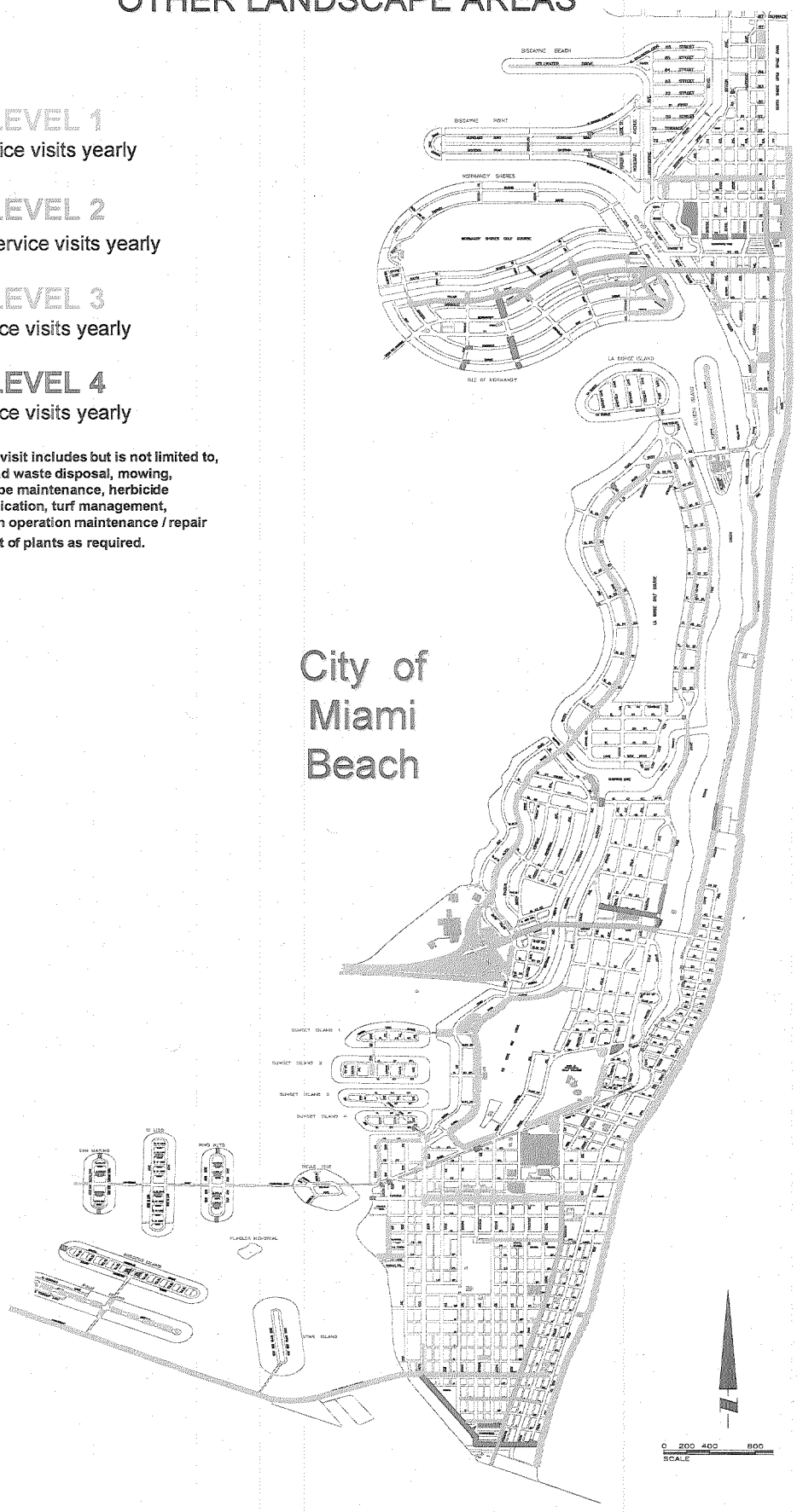
SERVICE LEVEL 3

34 full service visits yearly

SERVICE LEVEL 4

24 full service visits yearly

NOTE each full service visit includes but is not limited to, litter retrieval and waste disposal, mowing, edging, landscape maintenance, herbicide /insecticide application, turf management, irrigation system operation maintenance / repair and replacement of plants as required.



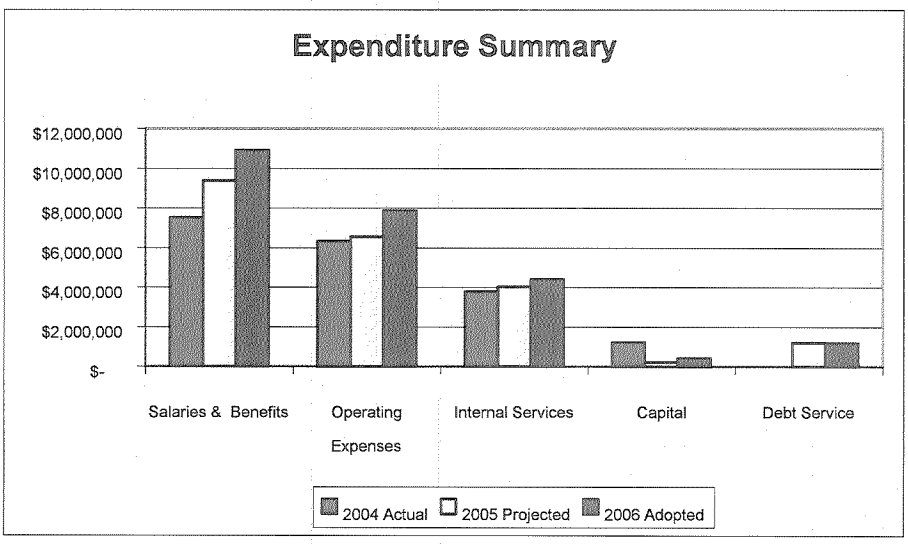
Departmental Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
FDOT Causeways	$225,000	$262,500	$300,000	$300,000	$300,000
Pools	63,023	105,011	245,000	195,025	40,000
Tennis Centers	47,928	60,051	48,000	48,000	48,000
Youth Center	31,610	47,484	67,500	51,000	10,000
Afterschool Programs	0	138,500	197,500	312,425	500,000
Summer Camp Programs	0	45,000	45,000	45,000	30,000
Recreation/Spc Revenue	0	0	0	0	1,267,900
Community Centers	1,740	2,630	2,300	2,000	2,000
Rental/Classes	38,419	1,425	48,150	0	0
NS Open Sp-Admissions	900	150	0	0	0
Golf Memberships	440,489	247,375	510,000	410,000	414,000
Cart Fees	630,044	794,180	836,000	804,000	795,000
Green Fees	1,466,575	2,070,565	2,153,636	2,317,536	2,433,000
Range Fees	87,543	81,801	133,900	104,000	100,000
Vouchers/Rounds Golf	8,089	(6,240)	0	0	0
Restaurant	12,946	20,876	20,000	25,000	30,400
Pro Shop	17,298	44,184	30,000	35,000	40,000
Golf Lessons	37,202	50,575	52,000	45,000	45,000
Amd CDT Interlocal Agmt	0	0	0	0	54,567
Total	**$ 3,108,806**	**$ 3,966,067**	**$ 4,688,986**	**$ 4,693,986**	**$ 6,109,867**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Administration	$ 505,771	$ 463,052	$ 496,153	$ 507,297	**$ 626,274**
Greenspace Mgmt	6,495,446	6,649,863	7,041,860	6,992,975	**7,547,893**
Recreation	7,025,630	8,531,571	9,840,477	9,778,222	**12,352,781**
Ocean Rescue	4,681,399	0	0	0	**0**
MB Golf Club	2,749,272	3,225,308	3,735,536	3,735,532	**3,911,967**
Normandy Shores	0	0	401,789	401,789	**403,233**
Total	**$ 21,457,518**	**$ 18,869,794**	**$ 21,515,815**	**$ 21,415,815**	**$ 24,842,148**

*** The Ocean Rescue division was transferred to the Fire Department in FY 2004.**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 10,547,178	$ 7,528,522	$ 9,502,755	$ 9,383,481	**$ 10,925,714**
Operating Expenses	6,179,790	6,321,812	6,637,260	6,551,806	**7,872,549**
Internal Services	4,400,115	3,782,222	4,044,971	4,044,671	**4,408,724**
Capital	330,435	1,237,238	115,492	220,520	**425,712**
Debt Service	0	0	1,215,337	1,215,337	**1,209,449**
Total	**$ 21,457,518**	**$ 18,869,794**	**$ 21,515,815**	**$ 21,415,815**	**$ 24,842,148**
Budgeted Positions	**165 + 105 pt**	**186 + 144 pt**	**187 + 144 pt**		**195 + 160 pt**



P & R Administration

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 397,591	$ 376,987	$ 409,767	$ 420,138	**$ 502,837**
Operating Expenses	16,855	6,356	9,890	10,663	**11,338**
Internal Services	68,179	79,709	76,496	76,496	**112,099**
Capital	23,146	0	0	0	**0**
Total	**$ 505,771**	**$ 463,052**	**$ 496,153**	**$ 507,297**	**$ 626,274**
Budgeted Positions	**6**	**4**	**4**		**6**

Greenspace Management

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
FDOT Causeways	$225,000	$262,500	$300,000	$300,000	**$300,000**
Total	**$225,000**	**$262,500**	**$300,000**	**$300,000**	**$300,000**

Expenditure Area					
Salaries & Benefits	$ 2,224,076	$ 2,475,799	$ 3,092,757	$ 3,048,235	**$ 3,342,729**
Operating Expenses	3,048,409	2,868,311	2,700,785	2,692,802	**2,822,403**
Internal Services	1,222,961	1,165,995	1,219,438	1,219,438	**1,360,161**
Capital	0	139,758	28,880	32,500	**22,600**
Total	**$ 6,495,446**	**$ 6,649,863**	**$ 7,041,860**	**$ 6,992,975**	**$ 7,547,893**
Budgeted Positions	**58 + 1 pt**	**67 + 1 pt**	**68 + 1 pt**		**69 + 1 pt**

Recreation

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Pools	$ 63,023	$ 105,011	$ 245,000	$ 195,025	**$ 40,000**
Tennis Centers	47,928	60,051	48,000	48,000	**48,000**
Youth Center	31,610	47,484	67,500	51,000	**10,000**
Afterschool Programs	0	138,500	197,500	312,425	**500,000**
Summer Camp Programs	0	45,000	45,000	45,000	**30,000**
Recreation/Spc Revenue	0	0	0	0	**1,267,900**
Community Centers	1,740	2,630	2,300	2,000	**2,000**
Rentals/Classes	38,419	1,425	48,150	0	**0**
NS Open Sp-Admissions	900	150	0	0	**0**
Total	**$183,620**	**$400,251**	**$653,450**	**$653,450**	**$1,897,900**

Expenditure Area					
Salaries & Benefits	$ 4,112,308	$ 4,667,869	$ 5,985,327	$ 5,902,961	**$ 7,065,244**
Operating Expenses	768,221	753,536	1,229,631	1,148,634	**2,181,751**
Internal Services	2,139,588	2,535,041	2,625,519	2,625,219	**2,789,286**
Capital	5,513	575,125	0	101,408	**316,500**
Total	**$ 7,025,630**	**$ 8,531,571**	**$ 9,840,477**	**$ 9,778,222**	**$ 12,352,781**
Budgeted Positions					
General Fund Positions	101 + 74 pt	115 + 113 pt	115 + 113 pt		120 + 159 pt
Other Funded Positions	30 pt	30 pt	30 pt		0 pt
Total Budg Positions	**101 + 104 pt**	**115 + 143 pt**	**115 + 143 pt**		**120 + 159 pt**

Ocean Rescue

Expenditure Area

Salaries & Benefits	$ 3,810,286	*	*	*	*
Operating Expenses	37,786	*	*	*	*
Internal Services	833,327	*	*	*	*
Capital	0	*	*	*	*
Total	**$ 4,681,399**	*	*	*	*
Budgeted Positions					
General Fund	68 + 50 PT	*	*	*	*
RDA	**0 + 0 PT**	*	*	*	*
Total Budg Positions	68 + 50 PT	*	*	*	*

* See Fire Department

Miami Beach Golf Club

Revenue Area	**2003 Actual**	**2004 Actual**	**2005 Budget**	**2005 Projected**	**2006 Adopted**
Golf Memberships	$ 440,489	$ 247,375	$ 510,000	$ 410,000	**$ 414,000**
Cart Fees	630,044	794,180	836,000	804,000	**795,000**
Green Fees	1,466,575	2,070,565	2,153,636	2,317,536	**2,433,000**
Range Fees	87,543	81,801	133,900	104,000	**100,000**
Vouchers/Rounds Golf	8,089	(6,240)	0	0	**0**
Restaurant	12,946	20,876	20,000	25,000	**30,400**
Pro Shop	17,298	44,184	30,000	35,000	**40,000**
Golf Lessons	37,202	50,575	52,000	45,000	**45,000**
Amd CDT Interlocal Agmt	0	0	0	0	**54,567**
Total	**$ 2,700,186**	**$ 3,303,316**	**$ 3,735,536**	**$ 3,740,536**	**$ 3,911,967**

Expenditure Area

Salaries & Benefits	$ 2,917	$ 7,867	$ 14,904	$ 12,147	**$ 14,904**
Operating Expenses	2,308,519	2,693,609	2,696,954	2,699,707	**2,857,057**
Internal Services	136,060	1,477	123,518	123,518	**147,178**
Capital	301,776	522,355	86,612	86,612	**86,612**
Debt Service	0	0	813,548	813,548	**806,216**
Total	**$ 2,749,272**	**$ 3,225,308**	**$ 3,735,536**	**$ 3,735,532**	**$ 3,911,967**
Budgeted Positions	**0**	**0**	**0**		**0**

Normandy Shores Golf Club

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 0	$ 0	$ 0	$ 0	**$ 0**
Operating Expenses	0	0	0	0	**0**
Internal Services	0	0	0	0	**0**
Capital	0	0	0	0	**0**
Debt Service	0	0	401,789	401,789	**403,233**
Total	**$ 0**	**$ 0**	**$ 401,789**	**$ 401,789**	**$ 403,233**
Budgeted Positions	**0**	**0**	**0**		**0**

Budget Highlights

Administration

- As part of the re-organization of the Parks & Recreation Department, an Administrative Secretary position was transferred to the Recreation Division, and the following positions were transferred from the Recreation Division to Administration: an Office Associate V, an Office Associate III, an Admin Aide I, and a Recreation Supervisor I position.

- A Development Specialist position was transferred to the Office of Communications.

Greenspace Management

- An additional Municipal Service Worker II position was added for South Pointe Park to perform litter control during weekends and other peak usage times. The addition of this position ($29,990) will result in reduction in overtime of $28,725 resulting in a net increase to the budget of $1,265.

- Funding is provide for the purchase of one mobile litter vacuum to enhance the frequency of cleaning parks by reducing man hours needed to manually rake leaves.

- Smoker Stations ($12,000) will be installed along Lincoln Road funded through the City Center redevelopment district to reduce cigarette butts that litter pedestrian surfaces.

- Additional Bike Racks (13,000) will be installed in various parks and Lincoln Road to reduce bikes chained to meters and trees and also to encourage bike usage as an alternative mode of transportation.

Recreation

- The Recreation Division will provide free of charge access to Recreation facilities for residents:
  - Free access to City pools on weekends and during non-programmed hours.
  - Free general admission to our youth centers on weekends and during non-programmed hours, including the opening of both youth centers seven days per week.
  - Free reading club at North Shore Park in partnership with the Hispanic Community Center.
- The Recreation will division will provide the residents with a free-of-charge "Learn to Swim" program for three and four year olds ($50,000).
- Funding has been provided ($100,000) to expand the scholarship program for specialty camps.
- Funding is provided ($8,000) for four Free Family Saturday Nights in order to sponsor programs with existing theater groups, Miami Performing Arts Trust, and other local art groups and organizations.
- Partial year funding is provided for the re-opening of the Normandy Park and Pool ($277,476) for 7 full-time and 2 part-time employees, the installation of surveillance cameras (indoor and outdoor), computers, and an ADA accessible bus to facilitate the daily pick-up needs of Normandy and the north end parks.
- An additional 6 part-time Recreation Leader I positions were added for athletic program enhancements primarily at Fairway Park. The addition of these positions ($68,294) will result in reduction in overtime of $22,500 resulting in a net increase to the budget of $45,794.
- Seven part-time Recreation Leader I positions were added ($79,676) to the North Shore Park and Youth Center staff (2-Afterschool Program for primers, 2-Afterschool Program for juniors, 3-Saturday Primer Express).
- One full-time Recreation Leader I position ($37,950) was added for the Senior Scenes Club program to help develop activities, classes, and trips.
- One part-time Recreation Leader I position ($11,382) and operating expenses ($7,000) was added to enhance the Teen Club to help expose teens to cultural and recreation activities.

- Funding is provided ($12,000) to purchase four computers and printers for Flamingo Park, (two computers will be installed at the PAL building, one at the field house, and one at the Flamingo Pool).

- The Recreation Division's Special Revenue Fund budget (expenses and revenue) is being absorbed into the General Fund. Thirty part-time Recreation Leader I positions, operating and capital will be transferred to the General Fund ($1,267,900).

- As part of the re-organization of the Parks & Recreation Department, the following positions were transferred from the Recreation Division to Administration: an Office Associate V, an Office Associate III, an Admin Aide I, and a Recreation Supervisor I position, and an Administrative Secretary position was transferred from the Administration Division to the Recreation Division

Miami Beach Golf Club

- Intergovernmental revenues from the Amended CDT Interlocal Agreement is provided ($54,567) to plant a hedge around the perimeter of the golf course.

- An additional $150,000 in revenue is included in this budget as a result of rate increase for green fees.

- Revenues offset operations and debt service for the Miami Beach Golf Club.

Normandy Shores Golf Club

- Funding from the Amended CDT Inter-local Agreement will offset the debt service for the Normandy Shores Golf Club.

Departmental Budget History

FY 04/05

Administration

- This budget provides funding for merit, COLA, and increases for four positions.

Greenspace Management

- The landscape maintenance contract for seventeen parks, the Miami Beach Golf Club swale and Sunset Islands I & II was not renewed creating a net savings of

($356,312). Based on a cost analysis, the funds will be re-allocated to provide six additional city employees, all necessary equipment and the material/supplies required to provide this service in-house. The mowing service of the 17 parks will be added to the existing citywide mowing contract due to economy of scale considerations and the overall net cost savings.

- This budget includes additional funding ($289,487) for professional services and other support costs for additional landscaping related to completed capital improvement projects anticipated to be completed in FY 04/05: Washington Avenue Phase II, Orchard Park Streetscape, Regional Library, re-bid increases for the Causeway contract and the Boardwalk maintenance contract, La Gorce Pinetree, and Marseille Drive. and contractual increases with re-bidding the causeways and boardwalk maintenance contracts.

- Funding is provided for an Urban Forester ($73,570) to assist in the management of the city's urban forest, including inventory of all city owned trees, assessment of hazardous tree situations, plan review focusing on green space, and education of the general public concerning tree issues.

- Professional services and other support costs ($95,000) for additional landscaping related to the Beach Walk (21st Street through 14th Street) are funded by City Center RDA.

Recreation

- Savings of $76,578 were achieved by deferring one full-time and three part-time Concession Attendants and eight part-time Pool Guard positions for five months, and three part-time Recreation Leader positions for eight months due to the delayed opening of the Normandy Pool.

- Deferring the vacant Assistant Director for Recreation position for twelve months resulted in a savings of $67,957.

- Fund is provided ($45,000) for a ten-year extended warranty for new exterior sport lighting at the North Shore Park and Tennis Center.

Miami Beach Golf Club

- A Capital Reserve Fund of $43,612 was set up to fund capital improvements, future equipment needs and replacement of equipment.

- Funding is provided ($99,000) to provide new sod installation on the driving range tee to maintain optimum conditions during the winter; the re-design of the hill at the 10th hole; the redesign the east side of the Clubhouse to restore the area north of the 18th green to the cart staging area once the Clubhouse construction is completed; removal of Bermuda Turf to prevent intrusion onto the paspalum grass; and

purchase of a covered boom sprayer and a Dethatcher and Verticutter to enhance ability to spray herbicides and fertilizers and to prevent thatch build up.

- Funding is included ($32.988) for the maintenance and litter control of the streetscape and grounds around the Miami Beach Golf Club and Par 3 facilities.

FY 03/04

Administration

- Savings of $76,665 were achieved by eliminating a Special Projects Coordinator position and reducing operating costs.

- The Construction Manager/Landscape Architect was transferred from Administration to the Parks & Landscape Division.

Beach Patrol

- The Ocean Rescue Division (formerly Beach Patrol) was transferred to the Fire Department.

Parks & Landscape Maintenance

- The Parks Maintenance and Landscape Maintenance divisions were merged as the Parks & Landscape Maintenance division.

- Savings of $242,687 were achieved through: the elimination of security services at the Sixth Street Community Center; the elimination of one Mechanic II position; the reduction of the replacement plant material citywide by one third; the installation of annual flowers along 4100-6300 Collins Avenue will be discontinued; littler control for the boardwalk and spoil areas will be reduced from five to four days per week, reduced from four to three days per week for the Julia Tuttle Causeway and McArthur Causeway, and eliminated for 41st Street, Washington Avenue, and the North Shore project.

- The Construction Manager/Landscape Architect was transferred to the Parks & Landscape Division from Administration.

- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).

- Six full-time employees were added to existing crews to assume the maintenance off 17 parks, the entrance to Sunset Islands I & II and the swale area of the Miami Beach Golf Club which were previously contracted out (one Park Supervisor, two Municipal Service Worker III, and 3 Municipal Service Worker II).

Recreation

- The Recreation Division was re-organized in order to provide park facility managers for the largest Parks and assigned oversight for the other parks.

- Additional funding is included ($345,450) for staffing and operational needs required for the newly renovated North Shore Park Youth Center. Operating hours: Monday – Friday 9:00am-7:00 PM (Summer: 8:30am – 10:00 PM); Saturday/Sunday 11:00am – 7:00pm. The Center will after-school programming and summer programming. Saturday and Sunday programming to include birthday parties, ceramics, arts & crafts and athletic leagues.

- Funding is also included ($662,940) for staffing, equipment and supplies for the renovated Normandy Isle Pool. Staffing levels project a 7 day operation with early morning lap swimming and includes water safety/swim instruction time for all summer campers.

- Additional funds are provided ($116,998) for the new expanded pool operations at Flamingo Park which include 2 "fee entry" pools plus a food concession operation. Recommended staffing is per American Red Cross guidelines. Learn to swim programs will continue to be provided as part of the regular summer camp program, as well as water safety and other aquatic programming for the community. Facility usage by other camps, private groups and youth service agencies will continue to be coordinated subject to availability.

- Funding is provided ($117,959) for staffing and operational needs for the Scott Rakow Youth Center. Operating hours: Monday – Friday 9 a.m. to 9 p.m. (summer: 8:30 a.m. – 10 p.m.); Saturday 8:30 a.m. – 7 p.m. and Sunday 9 a.m. – 7 p.m. The Center offers after-school care and summer camp activities. Saturday and Sunday programming will be available to include birthday parties, ceramics, arts & crafts and athletic programming of leagues. The programming will include, but not be limited to: structured after-school and summer camp programs, adult classes, therapeutic programs, specialized sports, games, arts and crafts, ceramics, bowling, swim classes, leagues, open gym and Little Rascals. Athletic, intramurals and competition programming will continue at the current level being offered. Funding is included for the new ice rink which now includes full time staffing. Staffing will be designated to manage participants on ice, contractual staff, rentals, and private/group figure and hockey lessons, open ice time and special events/programming, as well as, the ticket booth, registration, rotation of music selections, handling of skate rentals and repairs, sales, re-surfacing of ice and facility maintenance.

- Programming at Fairway, Tatum and Normandy Shores Parks will be eliminated and will be used for the newer expanded facilities. These parks will be used for athletic programs, open field play, and as satellite facilities when needed to accommodate program volume needs from the newer facilities in North Beach.

- This budget reflects increased revenues in the following categories: pools - $228,500, Tennis Centers - $48,000, Scott Rakow Youth Center - $30,000, classes - $25,000, Community Centers - $1,500, After School Programs - $197,500, and Summer Camps - $171,000, for a total increase in revenue of $701,000.

- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).

Miami Beach Golf Club

- This budget includes funding for a full year of operations, capital, and debt service.

FY 02/03

Administration

- Funding is included in this division for the newly reconstructed Miami Beach Golf Club ($2,283,750) for operations and management.

- Positions in the Parks and Landscape divisions were re-allocated to provide funding for a full-time Development Specialist to actively seek out and administer sponsorship and fund raising activities within the department.

- The Administration Division is staffed by five positions, four of which are funded by the General Fund and one by the Safe Neighborhoods County Bonds.

Parks Maintenance

- Seven positions were eliminated as a result of outsourcing a portion of the mowing function.

Landscape Maintenance

- This budget includes additional funding ($310,000) for the maintenance of Capital Improvement Projects completed in FY '01/02 or anticipated to be completed on FY '02/03 (Belle Isle Park, Fairway Park, North Shore Park, Muss Park, Washington Park, Espanola Way, Washington Avenue Phase II, South Pointe Streetscape Phase I, Beach Front Boardwalk and Marseilles Drive Streetscape).

- Two positions were re-allocated in order to create a Development Specialist in the Administration Division to actively seek out and administer sponsorship and fund raising activities within the department.

Recreation

- This budget includes funding for additional staffing (9 full-time and 4 part-time positions) and start-up equipment needed for the operation of the newly renovated pool at Flamingo Park ($427,196). This amount will be off-set by $400,000 in revenue.

- Funding is also provided for the newly renovated North Shore Park Youth Center ($300,000) for three months of operation (12 full-time and 6 part-time positions, and $137,500 in equipment and supplies). The Center is expected to be opened in July of 2003.

- Funding is provided for three additional part-time employees to drive he three new buses the Recreation Division acquired in FY '01/02 in order to provide transportation for after-school and summer camp programs.

- A savings of $31,000 was realized by reallocating pool guards while the Normandy Pool is closed for construction.

Beach Patrol

- Two additional lifeguards budgeted in FY '01/02 for 5th Street were deferred in FY '01/02 and eliminated in FY 02/03.

FY 01/02

Landscape Maintenance

- Additional funding ($290,500) provided for the maintenance of the following capital improvement projects projected to be completed in FY 01/02: Washington Avenue Extension 5th Street to South Pointe Park, Star Island Improvements, Sunset Islands I–II–III-IV entrances and park, 77th Streetscape, the 5100 to 6300 medians on LaGorce/Pinetree Drive, and Chase/Alton Road.

- A reduction of twelve positions (five-Municipal Service Workers II, six – Municipal Service Workers I, and one-Tree Trimmer) were transferred from this division to the new South Beach Service Team.

Recreation

- Funding for additional positions to staff the new ice rink at the Scott Rakow Youth Center ($76,593 - three full-time positions and 10 part-time positions) were included in this budget.

- A Replacement Fund for furnishings and fixtures for newly renovated parks ($50,000) was added to this budget.

Beach Patrol

- Funding ($89,818) for an additional lifeguard tower at 5th Street and two additional lifeguards were included in this budget but the positions were deferred.

FY 00/01

Parks Maintenance

- Funding was provided for the maintenance of improved parks ($200,000), maintenance of completed streetscape projects ($50,000), and the creation of a Recreation Equipment Replacement account ($150,000).

- Funding for the replacement of six trucks, two vans, and special equipment $326,067) is provided within the Fleet Management Fund.

FY 99/00

Administration

- Provide funding for a Landscape Architect position within the Administration Division to plan, organize and supervise the numerous capital, landscape restoration and streetscape projects currently ongoing or being planned within the City ($67,919).

Parks and Landscape Maintenance

- Funds for a new utility truck with 35' aerial lift ($68,000) are included in the budget of the Landscape Maintenance Division. Additionally, funding for the replacement of one van, ($22,156), heavy equipment ($167,549), and four utility vehicles ($118,812) is provided within the Fleet Management Fund.

- Contract for landscape maintenance for newly landscaped areas including Washington Avenue, Beachwalk from 15th Street to 21st Street, and Indian Creek medians from 64th to 69th Street ($196,000).

- Contract for the citywide trimming of street trees to supplement the existing Parks Tree Trimming Crew ($70,696).

Recreation

- Continue to provide Recreation Program staff while authorizing fee waivers for participants demonstrating financial need ($50,000).

- Provide funding in the second half of the fiscal year for one dedicated employee to increase the maintenance and upkeep of the turf and athletic fields at Flamingo Park ($11,600).

Beach Patrol

- Provide lifeguard protection at two presently unguarded sites at the 16th Street and 85th street beaches ($158,856).

FY 98/99

Parks & Landscape Maintenance

- Capital replacement totaling $139,428 have been allocated through Fleet Replacement Funds for pick-ups, sedans, and trucks.

- This budget reflects a net reduction of $365,000 in operating costs, which includes the elimination of 18 vacant positions.

- Contract for landscape maintenance for newly landscaped areas including: North Beach/Normandy Isles, Ocean Terrace Streetscapes and the Allison Island, Calais and Marseille Drive Landscape Improvements at a cost of $185,700, and provide Medjool Palm Disease control ($20,000).

Recreation

- Funds for a new passenger van ($22,723) and computer equipment ($10,750) are included in the budget of the Recreation Division.

- Equip all Recreation Division vans and buses with an emergency communications system at a cost of $22,500.

Beach Patrol

- Provide lifeguard protection at two presently unguarded sites at 76th Street and between 1st Street and the Jetty for a total cost of $146,010.

PUBLIC WORKS DEPARTMENT

Department Mission/Purpose Statement

To provide effective and efficient public works services that ensure the safety, health and well being of all who live, work, and play in our vibrant, tropical, historic community. We exist to effectively and efficiently maintain the City infrastructure, and to manage and deliver services in the following areas:

Administration
- Policy
- Financial Management
- Project Management
- Human Resources
- Procurement

Operations
- Water System
- Sanitary Sewer System
- Storm Water System
- Streets Maintenance and Repair
- Street Light Maintenance and Repair

Sanitation
- Solid Waste Management
- Business District Service Teams

Property Management
- Property Maintenance and Repair
- Facility Service Contract Administration
- Construction Services

Engineering
- Engineering Services
- Land Surveying
- Right-of-Way Management
- Environmental Programs Management
- Environmental Regulatory and Compliance Programs
- City Transportation and Mobility
- Traffic Engineering

Department Description

The Public Works Department is a large, full service organization providing planning, design, construction, maintenance and repair, and operation of City infrastructure including utility systems and City buildings and facilities. The Department is also responsible for City cleanliness and manages the solid waste collection and disposal program. The Department is represented by a multitude of professional, semi-professional and licensed disciplines working in Administration, Engineering, Transportation Management, Streets and Streetlights, Environmental Resources Management, Property Management, and the Water, Sewer, Stormwater and Sanitation Divisions in the Enterprise Funds.

- The Engineering Division is responsible to provide full civil engineering services to the Public Works Department and to support other City Departments. The Engineering Division has three sections:

  - The Design Section is responsible to provide civil engineering design services including the development of design criteria and specifications. The Design Section maintains engineering and utility records and provides inspection services of City bridges, seawalls, stormwater sanitary sewer, water, street and street lighting systems. It reviews and provides opinions on Planning and Zoning Board issues and also conducts building plans reviews for private development and City capital improvement projects.

  - The Right-of-Way (ROW) Management Section is responsible to manage the utilization of the City's ROW. As such, the ROW Section reviews all residential and commercial construction plans, reviews planning and Planning Board and Zoning Board items, issues ROW permits and manages the daily utilization of the ROW.

  - The Survey Section is responsible to provide full land surveying services to Public Works and other City Departments.

  - Environmental Resources Management is assigned to the Engineering Division and is responsible for protecting and preserving the City's natural resources through the development and implementation of a strategic environmental management plan. The Division will strive to make Miami Beach a leader for future environmental and economic progress.

  - Transportation Management, assigned to the Engineering Division, is responsible for strengthening the linkages between the City's Land Use Transportation paradigms involving mobility, livability, and accessibility and sustainability issues and is responsible for the implementation of the Municipal Mobility Plan projects.

- Property Management is responsible for the operation, maintenance, and repairs to over 240 municipal buildings and properties, 39 bridges, 3 monuments, 12 fountains, 3 swimming pools, over 2 miles of Boardwalk, playground equipment, parking garages and street furniture. Provides oversight for project development of construction and renovation projects of all city facilities. The Division develops programming, bid specifications, architectural plans and provides construction management for renovation of city facilities. Responsible for space plans for relocation and renovation of city departments. Provides roof surveys, asbestos surveys and development of contracts for replacement of roofs and HVAC equipment.

- The Sanitation Division is responsible for managing the residential waste collection and disposal contract and keeping the City clean through litter control, collection of trash in litter containers, collection and disposal of illegal dumping and sidewalk pressure washing. Other functions that have been added include beach front restroom maintenance, canal cleaning, and pressure cleaning of side walks and street furniture.

- The Water Division is responsible to provide reliable and high quality water that protects public health and safety and complies with al federal, state and local regulations. The Division installs, maintains and repairs the City's water distribution system and its appurtenances. This includes 180 miles of piping, 23,000 valves, 700 fire lines, 1,000 fire hydrants, 86 water crossings, 4 water storage tanks, with total storage capacity of 12 million gallons, 5 water pumping stations and 12,400 water meters. The Division is responsible for distribution of 7.6 billion gallons of water annually and to minimize the distribution system water loss.

- The Sewer Division is responsible to operate and maintain a reliable sanitary sewer system that protects public health and safety and complies with all federal, state and local regulations. The Division installs, maintains and repairs the City's sewer collection and conveyance system and its appurtenances. This includes 152 miles of piping, 2,750 sewer manholes, and 23 sewer pump stations. It is responsible for the efficient collection and conveyance of approximately 26 million gallons of sewer per day, including the waste water from the cities of Surfside, North Bay Village, Bal Harbour and Bay Harbor Islands.

- The Stormwater Division is responsible to operate and maintain a reliable stormwater collection and conveyance system that protects public health and safety and complies with all federal, state and local regulations. The Division installs, maintains and repairs the City's stormwater collection system and its appurtenances. This includes 59 miles of pipes and valves, 353 stormwater outfalls, 172 drainage basins, 6,000 catch basins and 3,000 manholes.

- The Streets and Streetlighting Division is responsible to plan, install, maintain and repair the City's streets and streetlighting. This includes 140 miles of paved streets, 242 miles of sidewalks, 200 miles of curb and gutter, 91 miles of landscaped medians, 29 City-owned bridges, 33 miles of alleyways, 7,300 feet of seawalls (City-

owned), 5,800 street lights, 250 miles of underground wiring and 1,000 landscape up-lights.

Significant Prior Accomplishments

Engineering

- Completed the Public Works permit check list for City of Miami Beach web site publications.
- Completed the Utility relocation drawings and Utility Relocation schedule in conjunction with Florida Department of Transportation (FDOT) milling and Resurfacing Project on Alton Road from Michigan Avenue to 63rd street.
- Completed the Utility Relocation Schedule for relocation of fire hydrants on Collins Avenue from 41st street to 63rd street in Conjunction with FDOT milling and resurfacing project. Received FDOT Approval.
- Coordinated and inspected the rehabilitation of 27,320 linear feet of sanitary sewer pipe by cured-in-place lining method and 13,400 linear of sanitary sewer pipes by joint grouting.
- Completed the digitizing of Sanitary Sewer Atlas.
- Completed 30% of Citywide Dune Restoration, Revitalization and Enhancement
- Initiation of a new Citywide Stormwater maintenance program in compliance with the National Pollutant Discharge Elimination System permit
- Achieved substantial completion of 1.5 mile Beachwalk
- Coordination of Beach re-nourishment project at 29th, 45t hand 55th streets
- Implemented and collected Concurrency Mitigation funds (which fund transportation projects) and Concurrency Administration fees.
- Successfully procured over $20 million in federal, state, and MPO funds for transportation and transit priority projects, as established by the MMP.

Operations Division

- Replaced over 1,300 water meters and tested over 2,800 water meters for accuracy
- Installed 462 bell clamps on 20" water line - Alton Road from 51st Street to 63rd St.

- Repaired over 800 water leaks and replaced 40 inoperable water valves
- Repaired or replaced over 200 fire hydrants
- Completed over 10,000 high meter reading audits to notify customers of high bills and alert them to potential plumbing failures before receipt of bill
- Cleared over 300 sewer stoppages
- Replace over 5,000 linear feet of 6" sanitary sewer laterals
- Cleaned and inspected over 1,000,000 linear feet of sewer line
- Installed 20 inch water main on Collins Avenue from Lincoln Road to 25th street and installed 5 new fire hydrants to enhance the Fire Department's ability to support the Yacht Brokerage Show and Collins Avenue hotels.

Property Management

- Developed and implemented major computer upgrades in Property Management including Computer Maintenance Management Solution (CMMS) to upgrade operations work order management system and Capital Planning Management Solution (CPMS)
- Won the 2005, "TOBY" Award in government building category from the Building Owners and Manager's Association (BOMA) for excellence in Property Management.
- Completed over 17,650 routine and preventive maintenance work requests for all City properties.
- Completed the design, management, permitting, and construction of the $1.78 million Byron Carlyle Theater project. This project converted the building into a Performing Arts Theater including Offices and ADA compliances.
- Completed the $1.3 million Lincoln Road Lighting and Fountain Enhancement Project.
- Completion of major Electrical upgrades to the IT and PSCU (911)
- Completed renovations to the City Clerk, Finance/licensing, Building Department, Labor Relations, Sanitation, and Police Department offices.
- Completion of ADA renovation for Code compliance at the 42nd Street Parking Garage, Flamingo Pool, and other Citywide locations.

- Completion of programming, space-planning, project development, construction documents and permitting for the renovations of the 555-17th Street Building, and completed programming and space-planning of 11,000 square feet of space on the third floor of City Hall for relocation needs.

- Pressure cleaned, sealed, and painted the 72nd Street Band shell buildings, the entire length of the Boardwalk, all black and white strips (66,000 sq. ft.) on Lincoln Road Mall, Sanitation Offices, the interior of the Scott Rakow Youth Center, Star Island fountain, various Departmental offices Citywide, and over ten bridges in the City over the past year.

- Corrected over 196 Fire Code discrepancies related issues in City Buildings.

- Completed Year 6 of the Performance Based Energy Conservation Contract developed by Property Management, that provided more than $511,084 in energy saving to the City in the last Fiscal Year and has brought the total energy saving to the City over the period of the contract to over $2,656,135.

Sanitation

- Negotiated a residential contract with current hauler

- Enhanced levels of service to Collins Park/beach walk

- Initiated enhanced levels of service to 41st Street corridor

- Initiated enhanced levels of service to 71st Street corridor

- Initiated enhanced levels of service to South Point area

- Partnered with franchise haulers to start the Neighborhood Pride Weekend Program

- Instrumental part played in the recovery efforts during two hurricanes

- Initiated a program to maintain litter cans City Wide

- Created a major special events plan that is used for all special events on the beach

Performance Plan Highlights

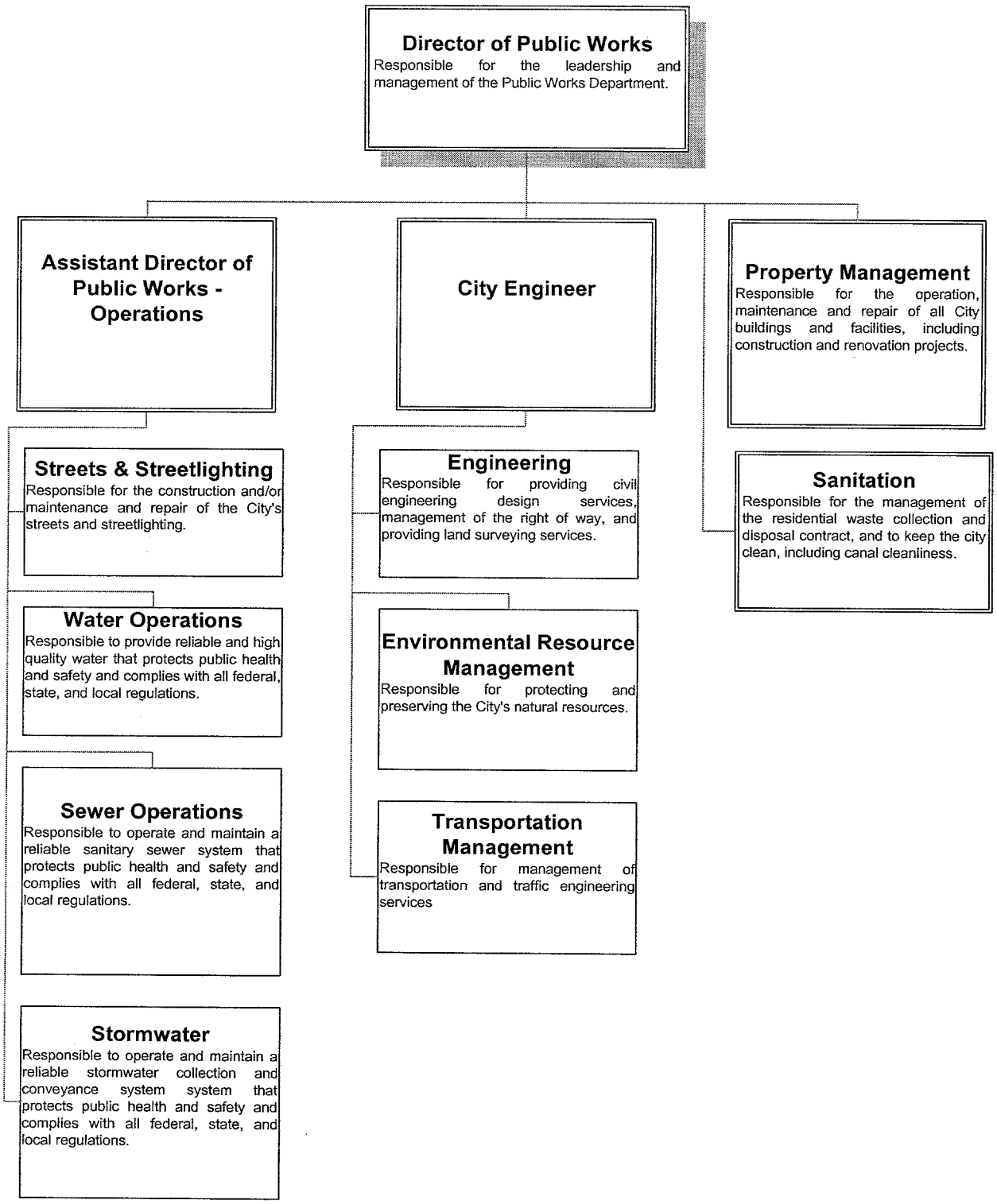
Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Improve cleanliness of Miami Beach rights of way especially in business areas	Level of Service for Flamingo areas	Level F	Level D	Hire additional crew to provide Level D service i.e. litter control (6:30am to 3:00pm) in the Flamingo area. Sanitation will redeploy existing services to provide increased level of services to the following areas a) Sunset Harbor (from Level E to Level D) and b) Alton Rd. & West Ave from 5th St. to Lincoln Rd. (from Level F to Level D) including side streets.
	Level of Service for Washington Ave areas	Level B	Level A	Hire additional crew to provide Level A service (i.e. continuous litter control on Washington Ave from 5th St. to Lincoln Rd., including side streets).
	Level of Service for 71 St. areas	Level B	Level A-1	Expand part-time crew to full time to provide Level A-1 service (i.e. litter control services five (5) days a week from 6:30 a.m. to 3 p.m. on Collins Ave from 63rd St. to 77 St. (including side streets), and from Collins to Rue Notre Dame).
	Level of Service for Lincoln Road areas between Collins and Washington Ave	Level A-1	Level A	Hire additional staff to enhance level A service (i.e. litter control svces. on Lincoln Rd. Mall from Washington Ave to Collins Ave to seven (7) days/week from 6:30 a.m. to 3 p.m. and five nights/week from 3 p.m. to 11:30 p.m.).
	Level of Service for 41 St. areas.	Level B	Level A-1	Expand part-time crew to full time to provide Level A-1 service i.e. litter control services seven (7) days/week from 6:30 a.m. to 3 p.m. on 41 St. exclusively, including side streets.
	Level of Service Harding Ave areas	Level E	Level C	Hire one additional crew to provide Level C service (i.e. litter control (M-F) to: Harding Ave b) from 79th St. to Indian Creek; Abbott & Byron; 72nd to Indian Creek, as well as side streets).
	Level of Service for Beachwalk	Level C	Level A	Hire an additional crew for the Beachwalk to provide continuous litter control seven days/week (6:30 a.m. to 3:00 p.m.) and five days/week (M-F) 3 p.m. to 11:30 p.m., in addition to a pressure cleaning service).
	Level of Service for Boardwalk	Level E	Level A	Hire additional crew to provide continuous litter control five days a week for the Boardwalk, and surrounding dune area.
	# of tons of illegal dumping in public right of way	2,500	1,000	In conjunction with MBPD, identify illegal dumping 'hot' spots for illegal dumping and establish surveillance program. Measure after implementation.
Improve cleanliness of waterways	Frequency of Service in weeks	13	8	Identify contractor that specializes in waterway cleanup. Develop scope of services, bid, and award contract. Monitor service provision.

Increase resident satisfaction with level of code enforcement	% of newsracks in compliance with City Code	40	100	Recruit and hire an Engineering Assist.I utilizing add'l fee revenue generated by newsrack Ordinance revisions. Train employee to inspect newsracks for code compliance, as well as process code violations.
Maintain or improve traffic flow	% completion of Comprehensive Bikepath/Walkway Plan.	5	15	Hire one (1) additional staff person to oversee to oversee mgmt. of the Atlantic Greenway. Network including permitting and design of Beachwalk II, Collins Canal bike path along Dade Blvd., and the Middle and North Beach neighborhood trails and the Collins Canal seawall.
	% of implementation of Public Transit Use Initiatives	0	100	Partner with MDT to educate public on transit use: • Investigate/review current efforts • Introduce new ideas • Develop marketing plan • Develop ridership baseline for each transit line • Obtain plan approval • Establish heavily traveled pilot areas for plan implementation and testing • Initiate education process under CMB supervision
	Completed traffic calming manual	5	15	Conduct and summarize the speed and volume studies within the four (4) study areas: • North Bay Rd. (between N. Michigan Ave. & W.29 St, North Shore Drive (between Shore Lane & Fairway Drive), W.62 St. (between Alton & La Gorce), Prairie Ave. (between 28 St. & 41 St.) • Purchase portable traffic analyzers • Develop traffic calming manual and prepare preliminary traffic-calming plans for each of the roadway segments
	% completion of traffic studies for three (3) bike/pedestrian projects	5	80	Develop Scope of Services for traffic studies (Dade Blvd., Mid- Beach, North Beach), issue RFQ, select consultant, monitor development of traffic studies for respective projects, and finalize conceptual plan for each bike/pedestrian project.
	% completion of Comprehensive Bikepath/Walkway Plan	5	100	Hold quarterly meetings, provide support for established committee, and coordinate efforts with city appointed traffic consultant.
	% North Beach Recreational Corridor completed	20	75	Finalize construction documents North Beach. Recreational Corridor (from 64th St. to 79th St.) and award construction contract.
	% of completion of design for Beach Walk II	2	25	Create Scope Of Services (from 5th St. to South Pointe Drive, issue RFQ, select consultant and initiate design work for Beach Walk II.

	% completion of Mobility Strategy	0	20	Coordinate development process with Parking, Planning, and Economic Development Departments lead by Transportation. Submit for Land Use Committee and City Commission for consideration and action.
	% completion of Updated Level of Service (LOS) at main intersections and roadway links	0	100	Amend current contract, conduct traffic counts and coordinate efforts with consultant.
	% completion of Coastal Community Master Plan study	0	70	Refine Scope of Services, select consultant and initiate study, enter into JPA with MPO, collect other cities share of funds, establish and hold study steering committee meetings.
	# MMP projects completed.	TBD	TBD	Prepare Scope of Services, issue RFQ, select consultant, finalize contract negotiations and award contract, and monitor development of Master Plan.
Ensure well-maintained infrastructure	% completion of Citywide Road, Sidewalk and curbing condition assessment	0	50	Develop and implement an inspection program Hire temporary engineers to complete assessment of pavement, curbing, and sidewalks and monitor progress quarterly.
	Assessment of compliance of stormwater system with current NPDES requirements	0	100	Provide scope of service to CH2M Hill and monitor the Master Plan Service Program quarterly until completion.
	Increase level of service for sidewalk repairs by linear feet	TBD	+2,900	Repair sidewalks scheduled to be replaced by delayed rights of way neighborhood improvement projects. This condition has generated an increase in service requests and costs. It is estimated that the current level of service for service for sidewalk repairs will increase by 14,500 square feet or 2,900 linear feet.
	Additional square feet of asphalt restoration	TBD	+115,000	Respond to asphalt restoration requests for streets which were scheduled for replacement by delayed right-of-way/neighborhood improvement projects.
	# of outfalls cleaned	0	158	Clean seawall (outfall) from street stormwater manhole to outfall discharge pipe (a distance of approximately 125 linear feet per outfall) citywide to reduce flooding from clogged outfalls. There are 353 outfalls citywide which were last cleaned in 1995.
	# of times catch basins are cleaned per year	0	1	Clean stormwater pipes larger than eighteen (18) inches, catch basins, and manholes. City staff conducts quality control (visual inspection) before and after the lateral cleaning. Expand contracted pilot program for a year-round annual cleaning service.

	# of catch basins repaired	0	130	Of the 6,000 Catchbasins citywide there are approximately 107 storm drainage catch basins structures identified in the National Pollutant Discharge Elimination System (NPDES) Basin Inspection/Cleaning Prog. that must be replaced. The task consists of replacing metal castings, broken sidewalk squares & damaged curbs and gutters. In addition to the 107 identified, it is anticipated that an additional 23 catch basins will require a similar replacement, as the NPDES inspection/cleaning program is an on-going task. The area of greatest need is South of 71st Street to S. Point Park, between Collins Ave. to the Bay (on major streets/roadways). The annual average replacement is nineteen/year, but City crews are not able to address the backlog, as well as keep up with the necessary replacements as they arise. Give the significant backlog this task will be contracted out.
	% implementation of infrastructure management system	0	100	Complete acquisition; Installation of software, training of employees; Identification of survey points for pilot program area of the southern portion of the City. Upon successful completion of pilot program area, expand GIS program citywide Integrate Maintenance Mgmt. System (MMS) & Geographic Information System (GIS) into Infrastructure Mgmt .System.
Ensure well designed quality capital projects	Average # of weeks required for plan review.	12	6	Recruit & hire a Civil Engineer III & a contractual Civil Engineer II & monitor Engineering Div. work process.
	% Water systems modeling completed	0	50	Model water & sewer system to determine capacity to sustain future development (Target is depended on the timely acquisition of the modeling consultant).
Preserve our beaches	% maintenance of Dune system at 4' height and width of dune system	0	20	Develop baseline survey & plan of action. Maintain a ratio within dune system of one exotic & non-native plant to 100 native plants. Locate available & compatible sand sources. Hire landscaping contractor to fill sand & remove non-natives & re-plant dunes with native species.
	% completion of Beach Master Plan	0	50	Meet City Depts. that deal with the beach and with hotels and concessions to review beach activities. Assess current mgmt. needs for the beach; review all activities on the beach and determine impacts (negative/positive); Secure funding for a sustainable Beach Program. Conduct a review of all regulations and summarize regulations explaining how they relate to beach mgmt., establish baseline, & provide City Depts. with workshops to review

				regulations Educate general public, measure after implementation of handbook & educational program.
Ensure well-maintained facilities	Facility Cost Index for facilities with completed assessment	26	10	Develop execution plan to address identified deficiencies. Provide increased staffing levels for projects and better maintained facilities (Storekeeper II, AC Mechanic, & Plumber).
	% of Capital Renewal and Replacement Projects completed in annual plan.	0	100	Develop execution plan Provide increased staffing levels for projects and better maintained facilities (Capital Projects Coordinator and Construction Manager).
	% of Assessment of all City Facilities	7	33	Continue the assessment of facilities to determine Facility Condition Index (FCI) and capital renewal replacement needs over the life of the assets (Facilities addressed in FY 05: City Hall, Historic City Hall, Police Department, 777 17 Street, and 21st Street Community Center; FY 06: Fire Stations 1, and 3, Bass Museum, North Shore Community Center, North Shore Tennis Court, Miami Beach Golf Club House, 6th Street Community Center, and 555 17 Street).
Maintain crime rates at or below national trends	% lighting improvements & modifications completed	N/A	TBD	Security lighting assessment and implementation funded from Quality of life.


Director of Public Works
Responsible for the leadership and management of the Public Works Department.
Assistant Director of Public Works - Operations
City Engineer
Property Management
Responsible for the operation, maintenance and repair of all City buildings and facilities, including construction and renovation projects.
Streets & Streetlighting
Responsible for the construction and/or maintenance and repair of the City's streets and streetlighting.
Engineering
Responsible for providing civil engineering design services, management of the right of way, and providing land surveying services.
Sanitation
Responsible for the management of the residential waste collection and disposal contract, and to keep the city clean, including canal cleanliness.
Water Operations
Responsible to provide reliable and high quality water that protects public health and safety and complies with all federal, state, and local regulations.
Environmental Resource Management
Responsible for protecting and preserving the City's natural resources.
Sewer Operations
Responsible to operate and maintain a reliable sanitary sewer system that protects public health and safety and complies with all federal, state, and local regulations.
Transportation Management
Responsible for management of transportation and traffic engineering services
Stormwater
Responsible to operate and maintain a reliable stormwater collection and conveyance system system that protects public health and safety and complies with all federal, state, and local regulations.

SANITATION SERVICE LEVELS
LEGEND

LEVEL A

DEDICATED DAY CREW TO PROVDE CONTINUOUS LITTER CONTROL 7 DAYS A WEEK
DEDICATED NIGHT CREW TO PROVIDE CONTINUOUS LITTER CONTROL 5 NIGHTS PER WEEK
PRESSURE CLEANING 5 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED CONTINUOSLY

LEVEL A-1

DEDICATED DAY CREW TO PROVDE CONTINUOUS LITTER CONTROL 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED CONTINUOUSLY

LEVEL B

HAND CREWS (DAY SHIFT) TWICE A DAY 7 DAYS A WEEK
HAND CREWS (NIGHT SHIFT) 5 DAYS A WEEK CONTINUOUS LITTER CONTROL
MECHANICAL SWEEPER 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL B-1

HAND CREWS 7 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL C

HAND CREWS 6 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL D

HAND CREWS 3 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL E

HAND SWEEPING 2 DAY A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL F

HAND CREW ONCE A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED DAILY

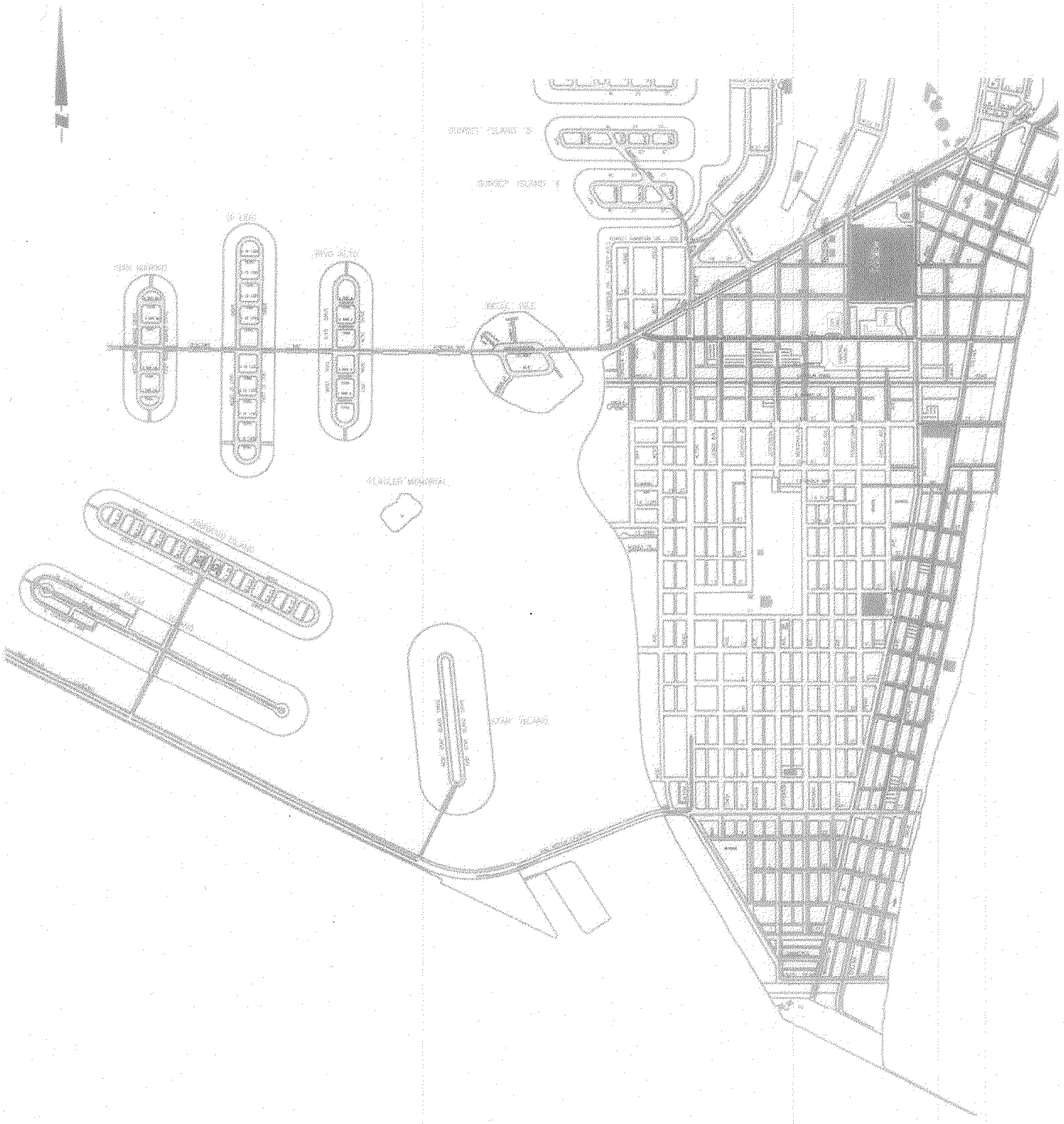
LEVEL G

HAND CREWS ON CALL (AS NEEDED)
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

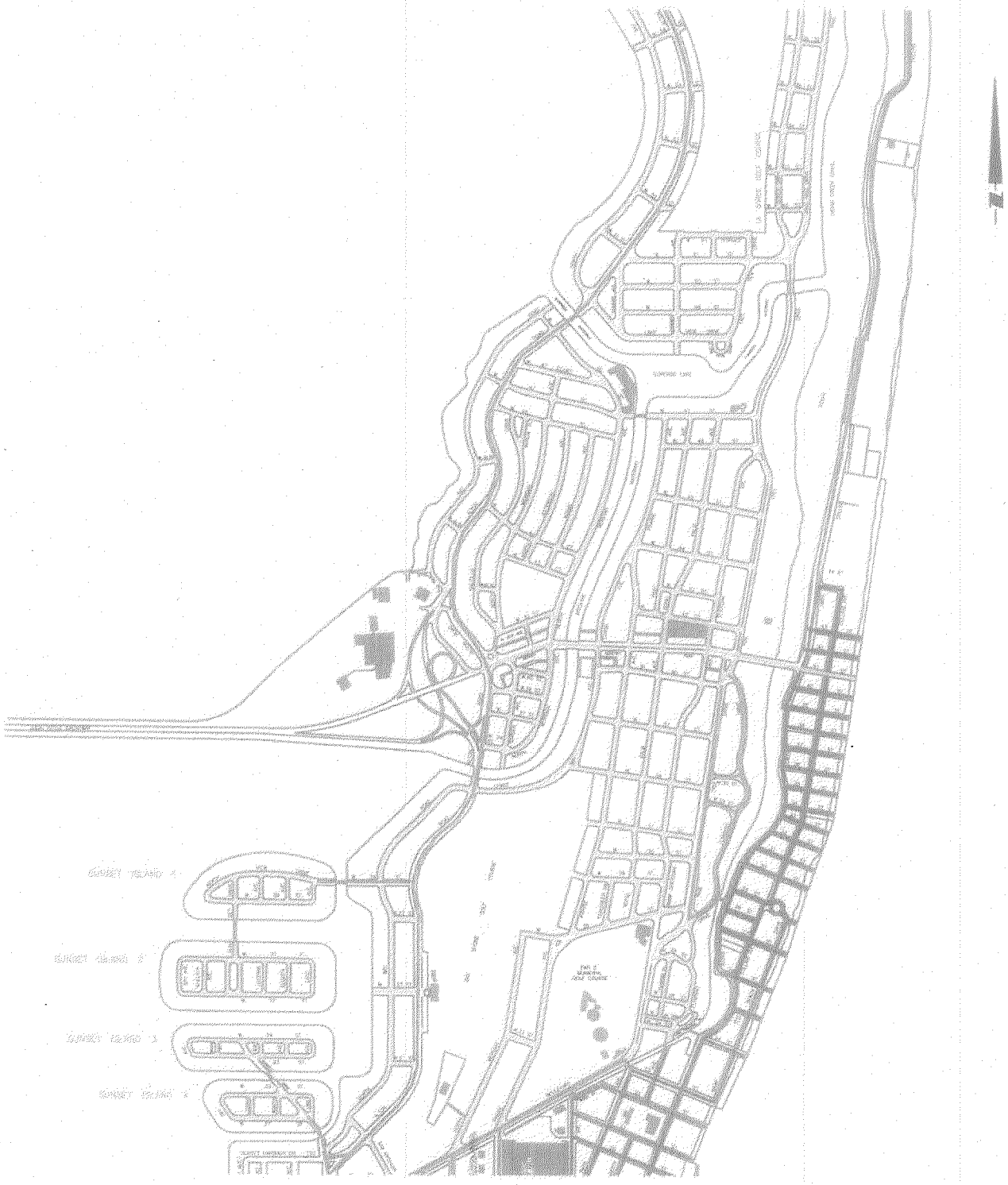
LEVEL H

HAND CREWS ON CALL (AS NEEDED)

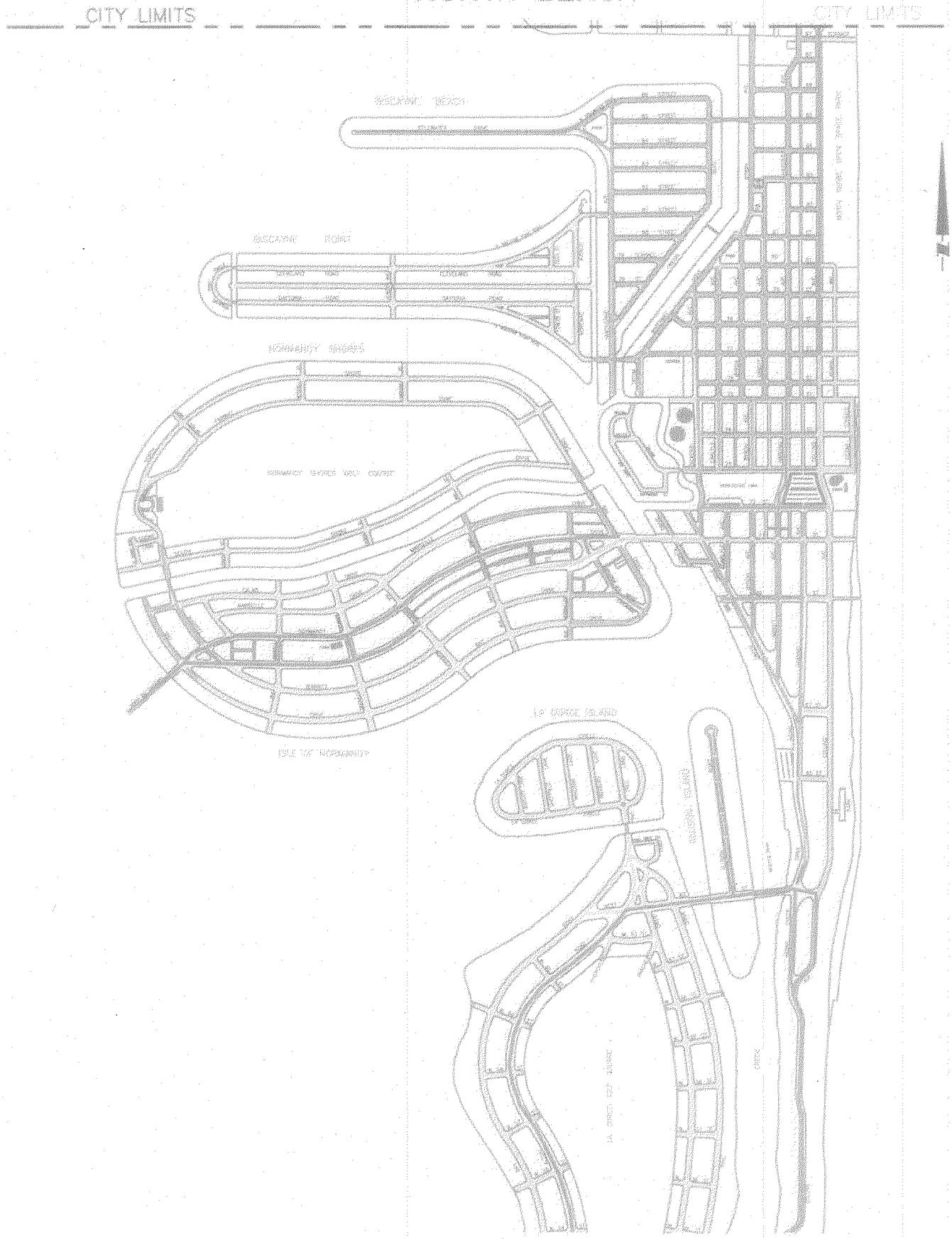
MIAMI BEACH 2006 SANITATION LEVELS
SOUTH BEACH

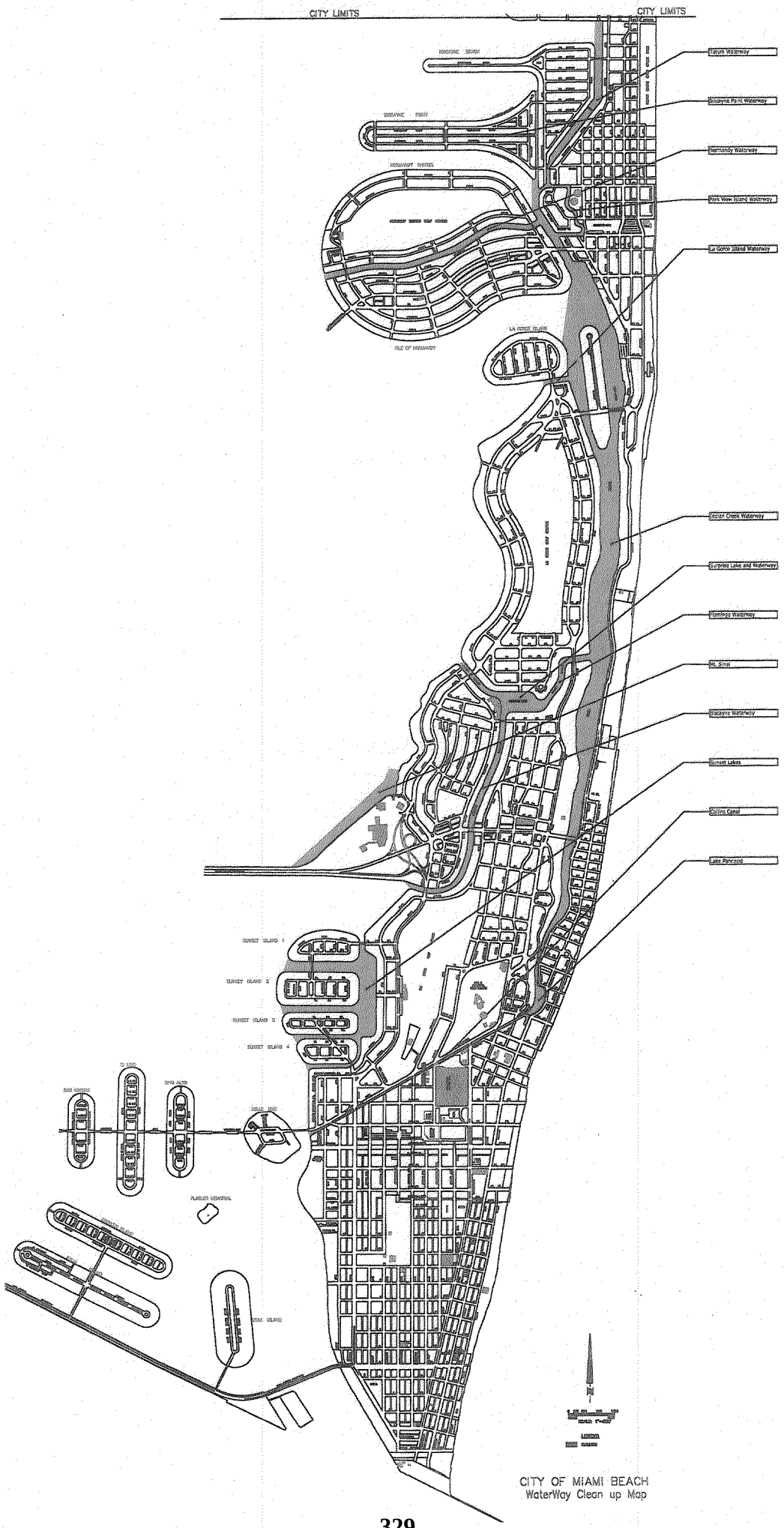


MIAMI BEACH 2006 SANITATION LEVELS
MIDDLE BEACH



MIAMI BEACH 2006 SANITATION LEVELS
NORTH BEACH

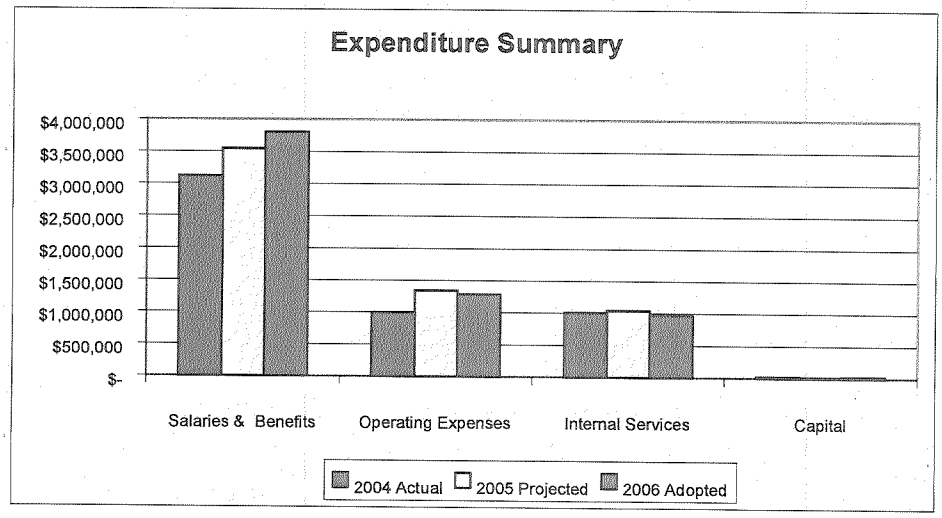



CITY LIMITS
CITY LIMITS
Falum Waterway
Biscayne Point Waterway
Normandy Waterway
Park View Island Waterway
La Gorce Island Waterway
Indian Creek Waterway
Surprise Lake and Waterway
Flamingo Waterway
No. Sinai
Biscayne Waterway
Sunset Lakes
Collins Canal
Lake Pancoast
SUNSET ISLAND 1
SUNSET ISLAND 2
SUNSET ISLAND 3
SUNSET ISLAND 4
FLAGLER MEMORIAL
CITY OF MIAMI BEACH
WaterWay Clean up Map

Division Financial Summary

General Fund

	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Revenue Area					
Local Gas Tax-6 cents	$ 1,291,119	$ 1,246,719	$ 1,280,000	$ 1,280,000	$ **1,280,000**
Work in right-of-way	147,761	140,467	150,000	150,000	**160,000**
Bus Shelters	274,834	278,612	274,000	274,000	**290,000**
Concurrency Statemt Fee	110,800	46,200	50,000	64,000	**50,000**
Total	**$ 1,824,514**	**$ 1,711,998**	**$ 1,754,000**	**$ 1,768,000**	**$ 1,780,000**
Expenditure Area					
Salaries & Benefits	$ 3,375,837	$ 3,113,940	$ 3,963,664	$ 3,543,688	$ 3,804,659
Operating Expenses	963,691	995,794	1,081,190	1,341,609	1,281,704
Internal Services	951,422	1,006,699	1,016,434	1,043,741	978,934
Capital	14,003	27,039	12,600	14,850	27,400
Total	**$ 5,304,953**	**$ 5,143,472**	**$ 6,073,888**	**$ 5,943,888**	**$ 6,092,697**
Budgeted Positions	**80**	**70**	**72**		**57**



	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
ADMINISTRATION					
Expenditure Area					
Salaries & Benefits	$ 430,500	$ 520,455	$ 453,344	$ 441,259	**$ 484,181**
Operating Expenses	40,551	23,840	22,746	25,477	**28,589**
Internal Services	120,619	117,514	113,874	128,491	**149,902**
Capital	7,760	0	1,300	1,300	**0**
Total	**$ 599,430**	**$ 661,809**	**$ 591,264**	**$ 596,527**	**$ 662,672**
Budgeted Positions	**5**	**5**	**4**		**4**
ENGINEERING					
Expenditure Area					
Salaries & Benefits	$ 863,406	$ 936,183	$ 1,291,147	$ 1,237,514	**$ 1,556,522**
Operating Expenses	27,901	67,096	48,000	52,456	**72,484**
Internal Services	206,072	247,186	275,640	280,214	**286,895**
Capital	4,372	3,257	8,700	10,950	**15,000**
Total	**$ 1,101,751**	**$ 1,253,722**	**$ 1,623,487**	**$ 1,581,134**	**$ 1,930,901**
Budgeted Positions	**22**	**20**	**21**		**24**
ENVIRONMENTAL					
Expenditure Area					
Salaries & Benefits	$ 187,050	$ 149,364	$ 215,335	$ 154,821	**$ 200,662**
Operating Expenses	37,696	49,756	38,447	48,695	**40,376**
Internal Services	36,738	35,860	37,604	39,946	**38,087**
Capital	1,871	0	0	0	**0**
Total	**$ 263,355**	**$ 234,980**	**$ 291,386**	**$ 243,462**	**$ 279,125**
Budgeted Positions	**3**	**3**	**3**		**3**
STREETS					
Expenditure Area					
Salaries & Benefits	$ 925,289	$ 875,687	$ 1,137,322	$ 1,037,407	**$ 1,260,150**
Operating Expenses	672,679	699,687	774,500	955,820	**1,117,600**
Internal Services	406,602	379,378	382,703	386,565	**440,502**
Capital	0	15,809	0	0	**6,800**
Total	**$ 2,004,570**	**$ 1,970,561**	**$ 2,294,525**	**$ 2,379,792**	**$ 2,825,052**
Budgeted Positions	**23**	**24**	**22**		**22**
TRANSPORTATION MGMT					
Expenditure Area					
Salaries & Benefits	$276,862	$146,204	$ 252,453	$ 190,866	**$ 303,144**
Operating Expenses	29,871	35,558	15,717	42,630	**22,655**
Internal Services	51,435	70,761	77,320	78,607	**63,548**
Capital	0	0	2,600	2,600	**5,600**
Total	**$358,168**	**$252,523**	**$ 348,090**	**$ 314,703**	**$ 394,947**
Budgeted Positions	**4**	**3**	**3**		**4**

	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
South Beach Service Team					
Expenditure Area					
Salaries & Benefits	$ 546,522	$ 357,510	$ 465,892	$ 351,160	$ 0
Operating Expenses	146,031	114,070	156,990	204,971	0
Internal Services	116,289	141,705	110,154	110,779	0
Capital	0	7,973	0	0	0
Total	**$808,842**	**$621,258**	**$ 733,036**	**$ 666,910**	**$ 0**
Budgeted Positions-General	**23**	**15**	**15**		**0**
Budgeted Positions-Sanitation	**32**	**26**	**26**		**50**

This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

Mid Beach Sevices					
Expenditure Area					
Salaries & Benefits	$82,839	$79,439	$81,863	$96,007	$ 0
Operating Expenses	3,269	2,010	10,987	3,000	0
Internal Services	6,985	7,241	9,851	9,851	0
Capital	0	0	0	0	0
Total	**$ 93,093**	**$ 88,690**	**$ 102,701**	**$ 108,858**	**$ 0**
Budgeted Positions	**2**	**2**	**2**		**0**

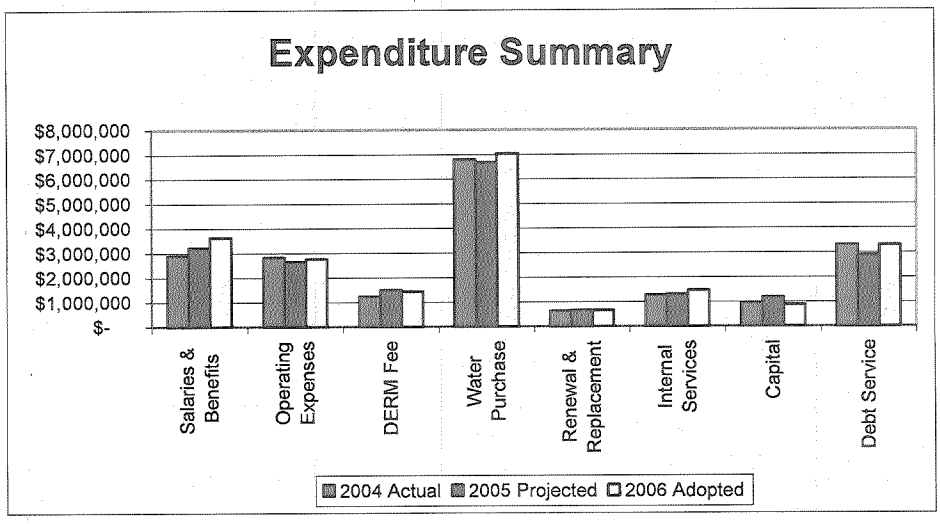
This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

North Beach Services					
Expenditure Area					
Salaries & Benefits	$ 63,369	$ 49,098	$ 66,308	$ 34,654	$ 0
Operating Expenses	5,693	3,777	13,803	8,560	0
Internal Services	6,682	7,054	9,288	9,288	0
Capital	0	0	0	0	0
Total	**$ 75,744**	**$ 59,929**	**$ 89,399**	**$ 52,502**	**$ 0**
Budgeted Positions	**2**	**2**	**2**		**0**

This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

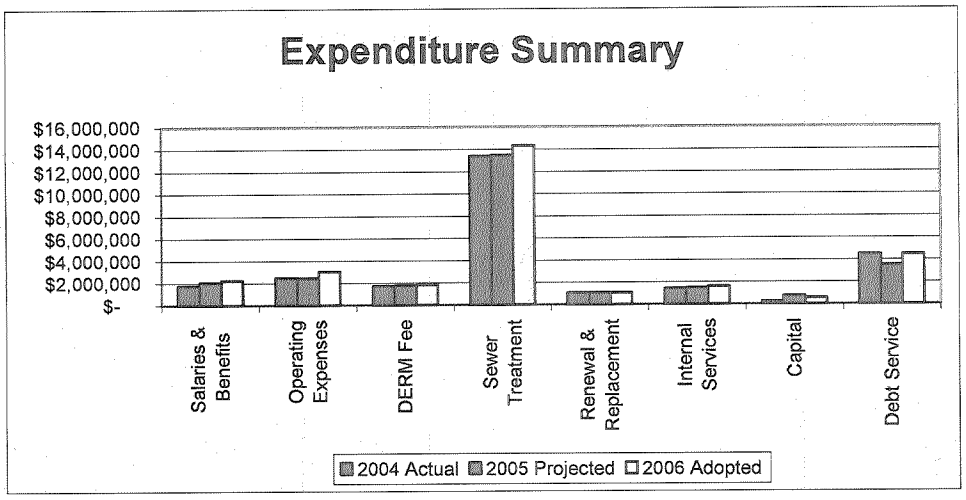
Enterprise Funds

WATER	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Revenue Area					
Water Sales	$ 16,615,148	$ 20,386,165	$ 18,377,000	$ 19,100,000	$ 19,336,628
Firelines	68,557	100,855	100,000	140,000	100,000
Water Connection Fees	62,817	977	5,000	3,000	3,000
Water Tapping	218,991	211,686	200,000	220,000	215,000
Interest Earnings	25,448	15,878	10,000	40,000	40,000
Other	716,785	643,485	500,000	500,000	600,000
Retained Earnings	911,515	946,772	906,000	706,000	883,400
Total	**$ 18,619,261**	**$ 22,305,818**	**$ 20,098,000**	**$ 20,709,000**	**$ 21,178,028**
Expenditure Area					
Salaries & Benefits	$ 2,595,753	$ 2,918,979	$ 3,251,088	$ 3,219,088	$ 3,629,410
Operating Expenses	2,642,193	2,830,390	2,683,743	2,643,643	2,766,408
DERM Fee	1,296,289	1,241,693	1,350,000	1,494,653	1,421,699
Water Purchase	6,001,809	6,794,500	6,584,292	6,684,292	7,038,000
Renewal & Replacement	597,216	628,442	660,000	660,000	660,000
Internal Services	1,187,281	1,274,265	1,289,303	1,294,403	1,468,751
Capital	911,515	946,772	1,380,000	1,180,000	883,400
Debt Service	3,033,632	3,310,360	2,899,574	2,899,574	3,310,360
Total	**$ 18,265,688**	**$ 19,945,401**	**$ 20,098,000**	**$ 20,075,653**	**$ 21,178,028**
Budgeted Positions	**72**	**71**	**68.7**		**68.7**



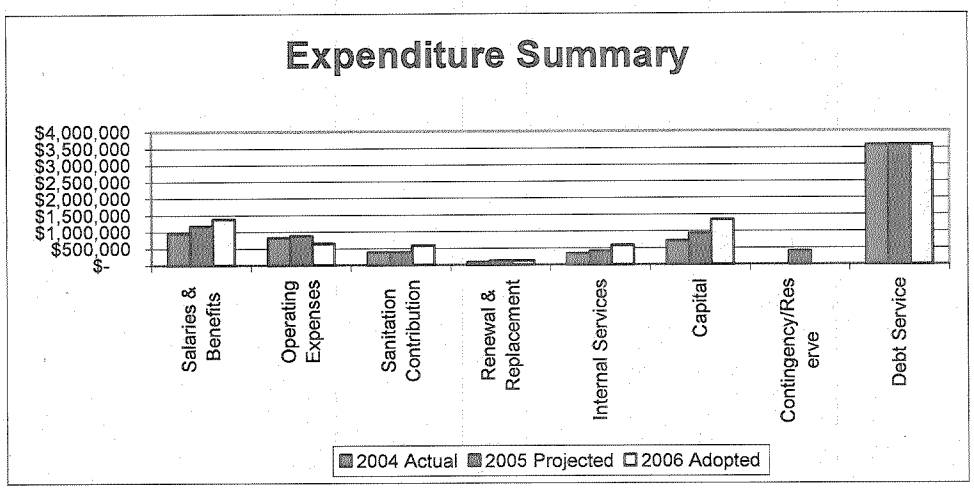
Enterprise Funds

SEWER	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Revenue Area					
Sewer User Fees	$ 23,576,818	$ 24,002,352	$ 23,691,000	$ 23,991,000	$ 25,595,538
Sewer Connection Fees	52,800	114,194	65,000	70,000	65,000
Sewer Fees - Cities	2,654,265	2,085,369	2,200,000	2,200,000	2,260,000
Interest Earnings	75,576	38,874	24,000	95,000	125,000
Other	789,095	648,696	530,000	530,000	630,000
Retained Earnings	191,531	292,851	337,000	337,000	590,970
Total	$ 27,340,085	$ 27,182,336	$ 26,847,000	$ 27,223,000	$ 29,266,508
Expenditure Area					
Salaries & Benefits	$ 1,600,209	$ 1,791,801	$ 1,979,428	$ 2,073,428	$ 2,226,427
Operating Expenses	2,321,654	2,476,064	2,445,534	2,435,534	3,052,580
DERM Fee	1,707,411	1,749,122	1,737,750	1,789,189	1,843,065
Sewer Treatment	14,834,360	13,364,066	13,843,500	13,443,500	14,328,023
Renewal & Replacement	1,070,021	1,072,341	1,080,000	1,080,000	1,080,000
Internal Services	1,454,542	1,436,662	1,495,857	1,495,857	1,655,803
Capital	191,531	292,851	757,000	757,000	590,970
Debt Service	4,121,160	4,489,640	3,507,931	3,507,931	4,489,640
Total	$ 27,300,888	$ 26,672,547	$ 26,847,000	$ 26,582,439	$ 29,266,508
Budgeted Positions	43	40	40.7		41.7



Enterprise Funds

STORMWATER	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Revenue Area					
Stormwater Fees	$ 7,622,002	$ 7,883,864	$ 7,970,000	$ 7,970,000	$ 8,085,000
Interest Earnings	49,363	70,300	60,000	146,000	165,000
Other	31,209	11,252	20,000	15,000	0
Total	**$ 7,702,574**	**$ 7,965,416**	**$ 8,050,000**	**$ 8,131,000**	**$ 8,250,000**
Expenditure Area					
Salaries & Benefits	$ 793,049	$ 955,796	$ 1,208,532	$ 1,179,532	$ 1,386,822
Operating Expenses	401,898	821,740	655,300	883,471	647,121
Sanitation Contribution	381,542	381,542	381,542	381,542	584,000
Renewal & Replacement	57,113	83,049	130,000	130,000	130,000
Internal Services	370,624	334,693	401,555	401,555	579,927
Capital	213,672	705,431	942,000	942,000	1,347,130
Contingency/Reserve	0	0	756,071	402,900	0
Debt Service	3,201,831	3,565,021	3,575,000	3,575,000	3,575,000
Total	**$ 5,419,729**	**$ 6,847,272**	**$ 8,050,000**	**$ 7,896,000**	**$ 8,250,000**
Budgeted Positions	**22**	**23**	**23.6**		**24.6**

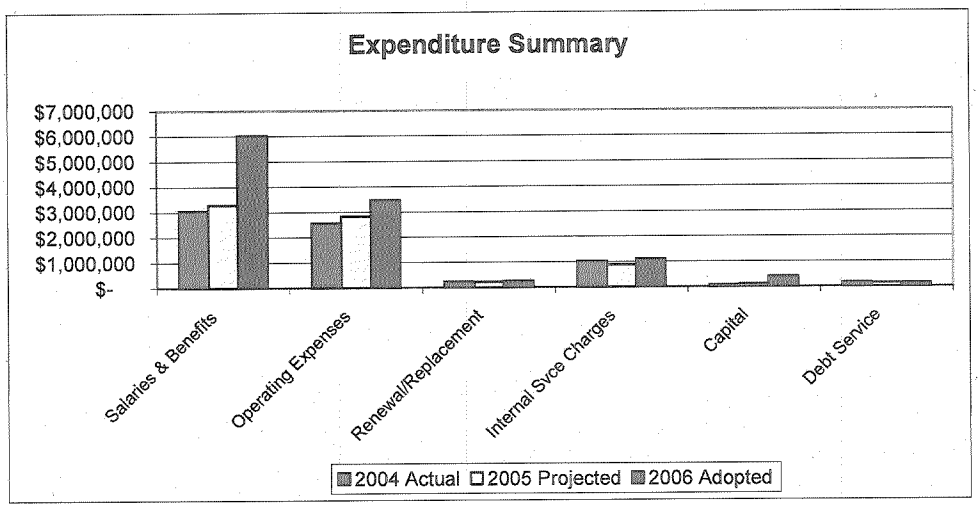


Enterprise Funds

SANITATION ENTERPRISE FUND

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Sanitation Fees	$ 2,715,835	$ 2,693,566	$ 2,946,236	$ 2,813,652	$ 3,194,249
Trash Removal	7,436	32,361	20,400	36,000	35,000
Franchise Fees	1,358,667	1,920,990	1,879,452	1,933,400	1,982,616
Franchise-Right of Way	237,379	247,508	238,243	258,507	251,250
Roll Off	367,988	447,338	357,875	400,000	360,000
Violations/Fines	79,828	36,177	50,000	52,800	75,000
Impact Fee-Construction	624,179	661,979	663,093	525,000	665,000
Impact Fee-Commercial	706,012	678,381	724,461	694,450	700,000
Interest Earnings/Other	(2,970)	215,833	55,200	185,000	55,200
City Center RDA-Reimb	0	0	225,237	225,237	862,648
Mid Beach Res Tx QLF	0	0	75,000	75,000	0
N Beach Res Tx QLF	0	0	75,000	75,000	0
Amded. CDT Intrlcl Agree.	0	0	0	0	2,665,002
Ret. Earn./Loan Proceeds	0	0	0	0	0
Storm Water Fd Contrib.	381,542	381,542	381,542	381,542	584,000
Total	**$ 6,475,896**	**$ 7,315,675**	**$ 7,691,739**	**$ 7,655,588**	**$ 11,429,965**
Expenditure Area					
Salaries & Benefits	$ 2,583,037	$ 3,068,804	$ 3,923,475	$ 3,296,939	$ 6,037,484
Operating Expenses	2,671,027	2,577,372	2,559,395	2,832,760	3,477,506
Renewal/Replacement	242,043	245,278	195,378	228,279	255,378
Internal Svce Charges	743,461	1,016,392	813,491	880,108	1,106,297
Capital	199,467	82,066	50,000	112,995	403,300
Debt Service	152,137	170,496	150,000	150,000	150,000
Total	**$ 6,591,172**	**$ 7,160,408**	**$ 7,691,739**	**$ 7,501,081**	**$ 11,429,965**
Revenue less Expense	**$ (115,276)**	**$ 155,267**	**$ 0**	**$ 154,507**	**$ 0**
Budgeted Positions	**96**	**84**	**95 + 1 PT**		**148 + 1 PT**

Note: 2006 Proposed includes the South Beach General Fund, Mid Beach, and North Beach Divisions which were previously funded by the General Fund.



ENTERPRISE FUND EXPENSES-Citywide	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 2,038,500	$ 2,236,114	$ 2,917,339	$ 2,441,104	$ 3,336,819
Operating Expenses	2,459,389	2,327,595	2,360,395	2,569,842	3,043,556
Renewal/Replacement	242,043	245,278	195,378	228,279	255,378
Internal Svce Charges	717,010	959,353	752,217	818,834	885,285
Capital	130,846	68,425	50,000	72,000	304,500
Debt Service	152,137	170,496	150,000	150,000	150,000
Total	**$ 5,739,925**	**$ 6,007,261**	**$ 6,425,329**	**$ 6,280,059**	**$ 7,975,538**
Budgeted Positions	64	58	69 + 1 PT		74 + 1 PT

ENTERPRISE FUND Expenses-South Beach					
Salaries & Benefits	$ 544,537	$ 832,690	$ 1,006,136	$ 855,835	$ 1,592,383
Operating Expenses	211,638	249,777	199,000	262,918	177,215
Capital	68,621	13,641	0	40,995	56,100
Internal Svce Charges	26,451	57,039	61,274	61,274	89,405
Total	**$ 851,247**	**$ 1,153,147**	**$ 1,266,410**	**$ 1,221,022**	**$ 1,915,103**
Budgeted Positions	32	26	26		42

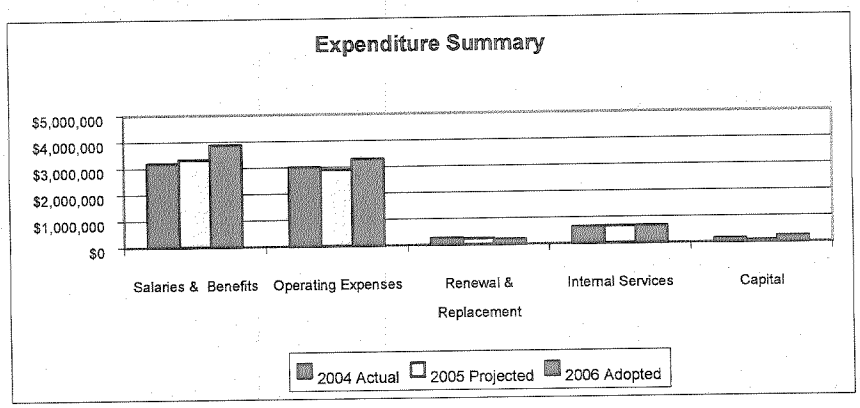
The following Divisions were funded in the General Fund through FY 2004/05 and in Sanitation Enterprise Beginning in FY 2005/06

	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenses-South Beach					
Salaries & Benefits	$ 546,522	$ 357,510	$ 465,892	$ 351,160	$ 556,754
Operating Expenses	165,825	114,070	156,990	204,971	155,240
Internal Svce Charges	116,289	141,705	110,154	110,779	111,720
Capital	0	7,973	0	0	1,000
Total	**$ 828,636**	**$ 621,258**	**$ 733,036**	**$ 666,910**	**$ 824,714**
Budgeted Positions	23	15	15		15
Expenses-Mid Beach					
Salaries & Benefits	$ 83,419	$ 79,440	$ 81,863	$ 96,007	$ 245,072
Operating Expenses	3,270	2,009	10,987	3,000	18,152
Internal Services	6,985	7,241	9,851	9,851	9,672
Capital	0	0	0	0	7,700
Total	**$ 93,674**	**$ 88,690**	**$ 102,701**	**$ 108,858**	**$ 280,596**
Budgeted Positions	2	2	2		7
Expenses-North Beach					
Salaries & Benefits	$ 63,368	$ 49,098	$ 66,308	$ 34,654	$ 306,456
Operating Expenses	4,869	3,777	13,803	8,560	83,343
Internal Services	6,682	7,054	9,288	9,288	10,215
Capital	0	0	0	0	34,000
Total	**$ 74,919**	**$ 59,929**	**$ 89,399**	**$ 52,502**	**$ 434,014**
Budgeted Positions	2	2	2		10
Summary					
Sanitation Fund	**$ 6,591,172**	**$ 7,160,408**	**$ 7,691,739**	**$ 7,501,081**	**$ 11,429,965**
General Fund	**997,229**	**769,877**	**925,136**	**828,270**	**0**
Total -All Funds	**$ 7,588,401**	**$ 7,930,285**	**$ 8,616,875**	**$ 8,329,351**	**$ 11,429,965**

Internal Service Fund

Property Management Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Inter-Departmental Charges	$6,343,901	$6,399,438	$6,609,649	$6,609,649	$7,276,820
Capital Projects	361,655	322,916	634,737	500,000	794,283
Interest/Other	22,598	46,635	5,000	3,000	5,000
Retained Earnings	137,631	270,232	72,050	14,155	174,770
Total	**$ 6,865,785**	**$ 7,039,221**	**$ 7,321,436**	**$ 7,126,804**	**$ 8,250,873**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 3,180,254	$ 3,178,882	$ 3,451,471	$ 3,325,671	$ 3,874,768
Operating Expenses	2,788,271	2,998,954	2,955,541	2,906,341	3,302,020
Renewal & Replacement	213,402	246,504	185,000	220,318	185,000
Internal Services	683,858	637,179	657,374	657,374	664,315
Capital	481,236	137,543	72,050	72,050	224,770
Total	**$ 7,347,021**	**$ 7,199,062**	**$ 7,321,436**	**$ 7,181,754**	**$ 8,250,873**
Budgeted Positions	**59**	**58**	**59**		**64**



South Beach Services (General Fund)

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 390,872	$ 374,932	$ 380,169	$ 380,969	$ 393,050
Operating Expenses	50,831	28,903	43,369	43,369	43,369
Internal Services	26,169	26,737	37,895	35,550	38,749
Capital	8,322	22,786	0	0	0
Total	**$ 476,194**	**$ 453,358**	**$ 461,433**	**$ 459,888**	**$ 475,168**
Budgeted Positions	**7**	**7**	**7**		**7**

Budget Highlights

GENERAL FUND

Engineering

- The Engineering Division includes $169,850 for 2 positions to reduce plan review time for construction projects from 12 weeks to 6 weeks. It also includes $42,210 for an additional inspector position to enforce the newsrack ordinance, the cost of which is anticipated to be offset by increased revenues from fines.

Transportation Management

- The Transportation Management Division includes approximately $75,000 for a bike pedestrian network coordinator to expedite implementation of bikeways and pedestrian walkways throughout the City and for the implementation of additional bikeracks.

- The Parking Enterprise Fund will continue to reimburse the General Fund for the services provided by 2 Engineering Division professional services positions who assist the Transportation Management Division operation and it also funds the entire cost of the Transportation Management Division.

Streets/Streetlights

- The Streets/Streetlights Division includes $100,000 for an assessment of enhanced lighting in business districts to address security concerns. It also provides an additional $100,000 for replacement of broken sidewalks and $72,000 for a citywide pavement assessments and repair program.

- The Streets/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds.

ENTERPRISE FUNDS

Water

- The Water Division includes $743,400 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,310,360 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,673,843 for administrative fees that are paid to the General Fund. It also includes DERM fees of $1,421,699, renewal and replacement funds of $660,000 and $7,038,000 for the purchase of water from Miami-Dade County WASA (includes a 3.5% wholesale rate increase). A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water

and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Sewer and Stormwater Divisions will each provide an additional $140,000.

Sewer

- The Sewer Division includes $450,970 in capital outlay for replacement of sanitary sewers. It also provides funding of $4,489,640 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,388,957 for administrative fees that are paid to the General Fund. It also includes DERM fees of $1,843,065, renewal and replacement funds of $1,080,000 and $14,328,023 for sewer treatment costs paid to Miami-Dade County WASA (includes a 3.5% wholesale rate increase). A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.99 cents to the average (11,000 gallons) residential customer.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Water and Stormwater Divisions will each provide an additional $140,000. It also includes $37,000 for a Data Entry Clerk positions to support the system.

Stormwater

- The Stormwater Division provides $753,130 for a regular maintenance program for outfall and catch basin cleaning and repairs. $454,000 in capital outlay to construct drainage structures and additional system improvements to address localized flooding conditions. It also provides a $584,000 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of $8,085,000 from the monthly $5.80 equivalent residential unit (ERU) charge and $165,000 from interest earnings to fund its operations.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Water and Sewer Divisions will each provide an additional $140,000. It also provides a Technology Manager position to support the systems.

Sanitation

- The Sanitation Enterprise Fund will receive an additional $2,665,002 from the Amended Convention Development Tax (CDT) Interlocal Agreeement that will enable the fund to absorb three Sanitation divisions that were previously funded in the General Fund. These divisions are the South Beach Service Team General Fund Division ($827,714), Mid Beach ($280,596), and North Beach ($676,462).

- The Sanitation Enterprise Fund will absorb instead of passing on to the residents the household garbage and trash collection fee increase incurred due to contractual CPI. This is a savings to the residents of $13.92 annually and $88,712 to the Division.

- The proposed budget funds expanding the waterway cleaning efforts from $30,000 per year previously funded by Quality of Life funds to $97,500 through a contract for a comprehensive program for cleaning trash and debris from inland canals and waterways throughout the City. Funding of $30,000 will be provided through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- Funding of $36,000 is provided to increase Illegal dumping surveillance, particularly in the North Beach area.

- The Sanitation Citywide Division will enhance litter control in the Flamingo Park area with a dedicated crew of 5 positions at a cost of $181,025.

- The South Beach Service Team will hire an additional employee and one temporary contractual employee to enhance litter control and pressure cleaning in the Lincoln Road Mall area between Washington Avenue and Collins Avenue 7 days and 5 nights per week. The cost of $39,085 will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The South Beach Service Team will add 8 positions to enhance litter control on Washington Avenue (including side streets) from 5th Street to Lincoln Road by providing continuous litter control and pressure cleaning 7 days and 5 nights per week at a cost of $265,771. This will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The South Beach Service Team will add 7 positions to enhance litter control and pressure cleaning in the Beachwalk area at a cost of $242,448. Funding will be through the City Center RDA

- The Middle Beach Division will add 3 positions to enhance litter control in the 41st Street area at a cost of $177,341. The Middle Beach Quality of Life Fund previously funded $75,000 of this but the full amount will now be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The Middle Beach Division will add 2 positions to enhance litter control and pressure cleaning in the Boardwalk area at a cost of $68,090 which will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement .

- The North Beach Division will add 3 positions to enhance litter control in the 71st Street area encompassing Collins Avenue from 63rd to 77th Streets. The North Beach Quality of Life Fund previously funded $75,000 of this but the full amount of $211,341 will now be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The North Beach Division will add 5 positions to enhance litter control on Harding Avenue from 79th Street to Indian Creek, Abbot, Byron, and Carlyle Avenues, from 72nd Street to Indian Creek. The cost of $206,025 will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

Property Management

- This budget includes Salaries & Benefits of $3,874,768, which provides for COLA, Merit, Pension, and Health/Life Insurance increases, for a staff of 64 positions including ten (13) administrative staff, and 51 technical/trade positions. This includes the addition of the following positions:
  Capital Projects Coordinator
  Construction Manager
  Air Conditioning Mechanic
  Plumber
  Storekeeper II

- The total salaries and fringe benefits for these positions is $260,773 and $65,000 is budgeted for vehicles for the A/C Mechanic and Plumber, with one additional vehicle to be shared by the Capital Projects Coordinator and the Construction Manager.

- The Capital Projects Coordinator and Construction Manager will provide construction management for the Capital Renewal and Replacement projects. These positions will be funded via the special millage for Capital Renewal & Replacement.

- The Air Conditioning Mechanic and Plumber will provide maintenance and repair service to the Heating, Ventilation, and Air Conditioning equipment, as well as bathroom fixtures, piping, sanitary sewer, showers, pumps, water lines, and specialized swimming pool related equipment at the new facilities and renovated

facilities that have been recently completed and for those projects that will be coming on-line in FY 05/06. The Storekeeper II will supplement the safekeeping and distribution of materials and City assets in the Property Management warehouses and help ensure proper inventory controls. Property Management currently has one Storekeeper to handle the issuance of all equipment, tools, parts, materials, and supplies to all personnel in the Department. These positions will be funded via internal service charges to other City departments.

- The budget also includes $150,000 for the Citywide Capital Planning Program to continue the assessments of City facilities to provide Facility Cost Indexing (FCI), lifecycle renewal/replacement costs, and maintenance requirements of all building systems over the life of the assets. During FY04/05, assessments will be completed for City Hall, Historic City Hall, the Police Building, the 21st Street Community Center, and the 777 Building. An additional nine (9) facilities will be completed in FY 05/06. This is included in the $3,302,220 in total Operating Expenses, noted above.

- The budget of $224,700 for Capital includes the $65,000 for the new vehicles mentioned previously, and funds to replace six trucks and other electronic or specialty equipment.

- Property Management will pay a management fee to the General Fund of $79,350 in FY 05/06.

Property Management-South Beach

- Funding for this Division ($475,168) will be reimbursed by the City Center RDA, in order to maintain this RDA funded capital project.

Departmental Budget History

FY 04/05

- The Engineering Division includes the transfer of a clerical position from the Transportation Management Division and provides for projected merit, COLA, pension and insurance increases for 21 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional services positions who assist the Transportation Management Division operation.

- Savings of $185,648 were achieved by allocating the costs of the Assistant Director and Secretary positions to the Water & Sewer, and Stormwater funds.

- The budget provides for projected merit, COLA, pension and insurance increases for one clerical and two professional positions. Reductions in operating expenses have

been used to partially offset an increase of $10,000 in professional services for studies related to seawalls and air quality requests.

- A Transportation Engineer ($78,637) has been added to coordinate local transportation and traffic management programs, including providing support to the Director in managing, updating, and implementing the City's Municipal Mobility Plan (MMP). This position will work closely with the Planning Department to ensure funds are adequately captured to fund the MMP.

- The budget includes a transfer of a clerical position to the Engineering and provides for projected merit, COLA, pension and insurance increase for 3 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division

- Savings of $25,981 were achieved by deleting a vacant Masonry Helper position. In addition, the division has made reductions in overtime costs through more efficient scheduling.

- The budget provides for projected merit, COLA, pension and insurance increases for 22 positions.

- The Streets/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds.

- Funding is provided for a Heavy Duty Trencher ($54,000) to avoid delays in installation of water services and small water mains.

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Sewer and Stormwater Divisions will each provide an additional $420,000.

- The budget eliminates 4 vacant field positions and funds 35% of the Assistant Director and secretary position allocated from the General Fund.

- The budget includes $906,000 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $2,899,574 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,673,843 for administrative fees that are paid to the General Fund. It also includes $6,584,292 for the purchase of water from WASA, DERM fees of $1,350,000 and renewal and replacement funds of $660,000. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Stormwater Divisions will each provide an additional $420,000.

- The budget funds 35% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 40 positions.

- The budget provides funding of $337,000 in capital outlay for replacement of sanitary sewers; $3,507,931 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,388,957 for administrative fees that are paid to the General Fund. It also includes $13,843,500 for sewer treatment costs, DERM fees of $1,737,750 and renewal and replacement funds of $1,080,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Sewer Divisions will each provide an additional $420,000.

- The budget funds 30% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 23 positions.

- The budget includes funding of $522,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of $7,970,000 from the monthly $5.80 equivalent residential unit (ERU) charge, $80,000 from interest earnings and other revenues to fund its operations.

Sanitation

- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division has been created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The $24,888 cost of this position will be completely offset by an equal increase in revenues generated by the Sanitation Department.\

- Mid-Beach and North Beach Quality of Life Funds will provide $150,000 to enhance Sanitation services for the 41st Street and 71st Street commercial districts.

- North Beach Quality of Life Funds will provide $30,000 for waterway clean-up in North Beach.

- City Center RDA funds will provide $225,237 for a 6 day per week litter crew for completed CIP projects such as Beach Walk and completed areas of the Cultural Campus.

Sanitation - South Beach Service Team

- The City Center RDA will reimburse the General Fund ($399,378) for maintenance of the Lincoln Road RDA project.

- Funding is provided for projected merit, COLA, pension and insurance increases for 15 positions.

- This budget provides merit, COLA, pension and insurance increases for 2 employees

Property Management

- This budget includes Salaries & Benefits of $3,451,471 for a staff of 59 positions including ten (10) administrative staff, and 49 technical/trade positions. This includes the addition of one (1) Building Services Technician position to support the North Shore Youth Center.

- Revenues from charges to user departments are budgeted at $6,609,649, which are for repair and maintenance services, contractual services – such as Janitorial, Elevator, Air Conditioning, and other building systems, as well as electricity and other operating expenses. The increase in Interdepartmental Charges of $584,436 reflects the following budget increases and decreases:

    - A decrease of $109,585 in contract expense due to a transfer of Security Guard Contracts to the Police Department budget
    - $166,550 increase in the Janitorial Service Contract due to the impact of the "Living Wage Ordinance"
    - $151,777 increase in electricity costs due to increased usage of city facilities
    - $43,000 increase for service contracts for A/C systems support at the North Shore Youth Center, the 777 Building and the South Shore Community Center, as well as an Ammonia Plant for the Ice Rink at the Scott Rakow Youth Center (Budget Enhancement)

- $35,876 increase for the addition of a Building Services Technician at the newly remodeled North Shore Youth Center (Budget Enhancement)
- $296,789 increase in salary and benefits
- $6,029 increase in other operating costs and a $6,000 decrease in Interest Revenue

- Property Management Division is also budgeted for revenues of $5,000 in interest earnings on the fund's reserves, $72,050 in Retained Earnings to be used to replace two vehicles and purchase specialty tools, and $634,737 in charges for renovation projects at City facilities.

- Property Management will pay a management fee to the General Fund of $79,350 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Property Management-South Beach

- The budget of $461,433 includes operating expenses of $81,264 and salaries & benefits of $380,169 for a team of seven (7) technical/trade professionals who maintain the public property on the Lincoln Road Mall, located in South Beach. This includes maintaining the area lighting, fountains, and the concrete floor and structures.

- Funding for this Division will be reimbursed by the City Center RDA, in order to maintain this RDA funded project.

FY 03/04

- The Engineering Division includes the reduction of a vacant Capital Projects Coordinator position and provides for projected merit, COLA, pension and insurance increase for 20 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions who assist the Transportation Management Division operation.

- The General Fund is reimbursed for the Environmental Resources Management Division costs by fees for services provided to capital projects on a yearly basis.

- As a result of the Concurrency Management function being transferred to the Planning Department, a Senior Planner position has been eliminated and an Office Associate V has been downgraded to an Office Associate III in the Transportation Management Division.

- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division.

- This budget provides funding ($90,726) for 2 positions and capital equipment for an additional streetlighting maintenance crew to maintain the newly constructed capital projects and provide adequate maintenance and repair of citywide lighting.

- The Streets/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds.

- The FY 03/04 Fleet Management Capital Replacement Fund will provide $218,625 for the replacement of various heavy equipment vehicles.

- The Water Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional $420,000. The budget also provides for a GIS analyst position.

- The budget provides for additional crew of 3 positions and capital for the maintenance and/or repairs of asphalt cuts resulting from the repairs or construction of water and sewer system improvements. Also, funding for 5 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget includes $818,070 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,310,360 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $5,760,000 for the purchase of water from WASA, DERM fees of $1,290,000 and renewal and replacement funds of $660,000. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Water Capital Budget includes $80,000 for replacement of 4 heavy equipment vehicles.

- The Sewer Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional $420,000.

- Funding for 3 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget provides funding of $171,000 in capital outlay for replacement of sanitary sewers; $4,489,640 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the

General Fund. It also includes $15,300,000 for sewer treatment costs, DERM fees of $1,747,500 and renewal and replacement funds of $1,080,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

- The Sewer Capital Budget provides $200,000 for replacement of 1 heavy equipment vehicle (Vactor).

- The Stormwater Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional $420,000.

- The budget provides $170,000 in contractual services for a 3rd stormwater cleaning crew. It also includes a Management Analyst and a clerical position to enhance the administrative function of the Department. A Municipal Service I position has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget includes funding of $400,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of $7,730,000 from the monthly $5.80 equivalent residential unit (ERU) charge, $175,000 from interest earnings and other revenues to fund its operations.

Sanitation

- The Sanitation fund will receive an additional 4% from the franchise tax-waste contractors currently included in the General Fund. This increase to the Sanitation fund is composed of an additional 2% that formerly went to the General and an increase of 2% to the amount charged to the waste contractors. This raises the total fee to 16% and is at a par with other municipalities.

- This budget includes funding for an SBST Superintendent position that will be funded by the enterprise fund rather than the General Fund.

- Savings from the elimination of 5 waste collector positions have been used to fund a mechanized sweeping crew composed of 3 Municipal Service Worker (MSW) III positions and 1 MSW II position.

- Six litter control positions formerly funded by the General Fund in the SBST will now be funded by the Sanitation Enterprise-SBST fund. The total amount being funded in the Enterprise Fund will be $179,411.

- Funding for 5 Municipal Service Worker I's in the Enterprise and an additional 5 in the SBST has been transferred to outside contractual labor in order to maintain full staffing at all times.

Sanitation - South Beach Service Team

- This Division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 04.

- Funding of $74,412 in Salaries & Benefits and $24,925 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

SBST- North Beach

- Funding of $60,199 in Salaries & Benefits and $27,615 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

- This division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 04.

Property Management

- This budget merges the Construction Section, previously reported as a separate division, into the Property Management Division. The services of the Construction Section will be charged to funded capital projects where it is proven that these services can provide a cost savings to the City of Miami Beach. This division was created during FY 00/01 to function as a construction team to upgrade City facilities.

- One Plumber position (Construction Section) has been eliminated with the equivalent funds budgeted in temporary labor.

- This budget includes Salaries & Benefits of $3,154,682 for a staff of 58 positions including ten (10) administrative staff positions. Of the 48 technical/trade positions, ten (10) are in the Construction Section.

- This budget provides funding of $604,240 for repair and maintenance supplies for all city facilities. This is a decrease of $170,731 from FY 02/03.

- This budget includes a reduction of contractual services for janitorial services, totaling $154,246. As a result of the "Living Wage Ordinance", the contract for these

services is expected to increase significantly. Even with an anticipated service reduction of approximately 25%, the proposed budget for contractual services is $71,844 greater than FY 02/03.

- This budget provides for the funding of $16,500 for capital equipment necessary to maintain city facilities. In addition, it is anticipated that $252,500 will be included in the City's Capital Budget for FY 03/04.

Property Management – South Beach

- This budget includes a decrease of $36,985 in operating expenses.

- The budget contains Salaries & Benefits of $349,981 for a team of seven (7) technical/trade professionals who maintain public property in the south beach district areas of Washington Avenue, Collins Avenue, Lummus Park, and the Lincoln Road Mall.

FY 02/03

- The Engineering Division includes the addition of a City Engineer position that has been funded by eliminating a vacant position in the Transportation and Concurrency Management.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions who assist the Transportation and Concurrency Management Division operation.
- The General Fund is reimbursed for the Environmental Resource Management division cost by fees for services provided to capital projects on a yearly basis.

- This budget includes the reduction of 10 vacant positions as a result of eliminating two functions within this Division. These functions will be performed with existing city staff on an as needed basis.

- The budget includes the addition of 2 positions responsible for the South Beach area restroom cleaning. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of $28,245. Start-up capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.

- The Streets/Streetlights Division is supported by $1,242,000 in Local Option Gas Tax proceeds.

- The FY 02/03 Fleet Management Capital Replacement Fund will provide $90,000 for the replacement of 7 heavy equipment vehicles.

- The Water Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional $150,000.

- The budget includes $939,810 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,304,837 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $6,156,000 for the purchase of water from WASA, DERM fees of $1,282,500 and renewal and replacement funds of $965,765. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Capital Budget includes $205,390 for replacement of 6 heavy equipment vehicles.

- The Sewer Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional $150,000.

- The budget provides funding of $361,930 in capital outlay for replacement of sanitary sewers, and equipment; $4,482,286 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,000,000 for sewer treatment costs, DERM fees of $1,806,563 and renewal and replacement funds of $1,050,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

- The Capital Budget provides $187,070 for replacement of 6 heavy equipment vehicles.

- The Stormwater Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional $150,000.

- The budget provides an additional crew of 3 positions for the maintenance and/or repairs of asphalt cuts and manhole restorations resulting from repairs or construction of stormwater system improvements.

- The budget includes funding of $555,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,570,346 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $250,000 will be paid to the General Fund. The Stormwater

Fund will generate revenues of $7,020,000 from the monthly $5.50 equivalent residential unit (ERU) charge, $200,000 from interest earnings and other revenues to fund its operations.

Sanitation

- This budget includes $182,077 for six additional positions and capital equipment for a sweeping crew to be assigned primarily to the North District.

- The Budget provides $205,867 for 12 positions and capital equipment to extend the coverage area of the South Beach Service Team (SBST) beginning in the second quarter of the fiscal year.

- A total of 2 positions will be added to be responsible for cleaning the beach restrooms. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of $58,227. Start up capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.

- The Sanitation fund will receive an additional 2% from the franchise tax-waste contractors currently included in the General Fund. This will increase the Sanitation fund to 10% and reduce the General fund to 2% of the 12% collected for Franchise taxes charged to the waste contractors. In addition, the department will be requesting Commission approval to raise the total fee to 14% at a par with other municipalities and provide an additional $206,000 to the Sanitation fund.

- This budget request for FY 02/03 includes $128,300 for equipment for the enhanced cleaning services.

Sanitation – South Beach Service Team

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

SBST – North Beach

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

Property Management

- This budget provides funding of $774,971 for repair and maintenance of all city facilities, which includes an increase of $222,000 for the expanded facilities of the Scott Rakow Youth Center and the Bass Museum, as well as the new facilities of the Byron Carlyle Theater Building and the 777 Building, adjacent to City Hall.

- This budget includes a reduction of contractual services for citywide restroom cleaning, totaling $127,317. These services will be performed by the City at a cost of $69,090 producing a savings of $58,227. Additionally, contracted services for fire pump testing is being reduced. This service will be performed by existing city staff thus generating further savings of $76,440. Startup capital costs will be incurred in FY 01/02 in order to help provide these savings in FY 02/03.

Property Management – South Beach

- This budget includes a decrease of $97,335 for contracted cleaning services in the South Beach area restrooms. The cleaning service will be performed by the South Beach Service Team for a cost of $69,090, producing a savings of $28,245 in the General Fund. Startup capital costs were incurred in FY 01/02 in order to help ensure these savings in FY 02/03.

- This budget reflects the reduction of one (1) Municipal Service Worker and the elimination of the tram service on Lincoln Road Mall.

FY 01/02

- The Streets/Streetlights Division is supported by $1,222,000 in Local Option Gas Tax Proceeds.

- The Fleet Management Fund includes $440,953 for replacement of 10 heavy equipment vehicles for the General Fund division of Streets and Streetlights.

- The Engineering Division Budget includes an additional position ($42,622) to address the need to enforce City regulations for newsrack, public telephones and bus shelters.

- The Environmental Resources Management Division budget reflects the transfer of three positions ($79,567) to the newly created Community Service Teams Division within this Department for the new waterway management and maintenance function.

- The 2001/02 Community Service Team Budget includes $425,904 and 18 positions from the Sanitation Enterprise Fund South Beach area. It also includes the transfer of $226,632 and 4 positions to the Neighborhood Services-Community Resource Management Division. The net effect is an increase of $192,224 and 14 positions to this budget.

- The Transportation & Concurrency Management Division budget includes the addition of one administrative secretarial position.

- The Water Division budget includes $830,000 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire

hydrants. It also provides funding of $2,431,584 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $6,700,000 for the purchase of water from WASA, DERM fees of $1,324,500 and renewal and replacement funds of $965,765. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Capital Budget includes $302,000 for replacement of 7 heavy equipment vehicles.

- The Sewer Division budget provides funding of $336,000 in capital outlay for replacement of sanitary sewers, and equipment; $3,985,241 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,000,000 for sewer treatment costs, DERM fees of $1,785,000 and renewal and replacement funds of $1,359,863. A sewer rate increase of $0.08 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.88 cents to the average (11,000 gallons) residential customer.

- The Capital Budget provides $209,500 for replacement of 6 heavy equipment vehicles.

- The Stormwater Division includes funding of $564,300 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $2,265,245 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of $5,106,150 from the monthly $4.00 equivalent residential unit (ERU) charge, $340,000 from interest earnings and other revenues to fund its operations.

- The capital Budget provides $66,000 for replacement of 2 heavy equipment vehicles.

Sanitation

- This budget included an additional position Code Compliance officer ($30,658) to work citywide on the weekends.

- The budget also provided for four additional positions ($187,299) for enhanced residential area mechanized sweeping.

- The South Beach Service Team (SBST-18 position) administratively reports to the Community Service Team Division in the General Fund but is paid by this Enterprise Fund.

- The Sanitation fund will received additional 2% from the franchise tax-waste contractors currently included in the General Fund. This increased the Sanitation fund to 8% and reduced the General fund to 4% of the 12% collected for Franchise taxes charged to the waste contractors.

- The City's Capital Budget request for FY 01/02 includes $315,500 for replacement of seven heavy equipment vehicles.

Sanitation - South Beach Service Team

- This budget provides funding of $77,565 in Salaries & Benefits, and $37,430 in operating expenses to support a team of three (3) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

SBST – North Beach

- This budget provides funding of $70,345 in Salaries & Benefits, and $37,094 in operating expenses to support a team of three (3) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the North Beach business area.

- The operating budget is made up of $28,000 for repairs and other equipment-related expenses, and $9,430 for Internal Service charges.

Property Management

- This budget provides for the funding of $417,403 for capital equipment necessary to improve City facilities. In addition, the City's Capital Budget request for FY 01/ 02 includes $352,532, which is designated to fund the replacement of some of Property Management's vehicles.

- The total budgeted for Salaries & Benefits ($2,067,811) supports a staff of 46 Professionals, including 37 technical/trade and nine (9) administrative staff positions.

- This budget provides funding for a staff of 12 professionals ($429,147) who will perform construction / renovation services for the City of Miami Beach. Specifically, this staff will provide planning, design, construction administration, and the technical labor to perform renovation projects citywide. An additional $61,000 is being proposed for equipment rental, repairs, and supplies.

- Within Operating Expenditures, there is a budget decrease of $48,000 for electricity, which reflects the expectation of continued savings in electricity consumption due to the installation of energy-efficient equipment in City facilities. Of the total $2,543,374

in Operating Expenses noted as part of this budget, $500,100 is being provided for Electricity (City Hall, Old City Hall, the Police Building and the Youth Center),$572,971 is for repairs/maintenance, and $1,181,130 is for Citywide contractual services, such as Janitorial Services ($494,875), and an Energy Management Lease Agreement ($236,176), Energy Management Service Agreement ($82,640), Security Guards ($121,721) and other varied services totaling $ 245,718. The remaining budget for Operating Expenses of $369,669 is being provided for Temporary Labor, administrative fees to the General Fund, travel, training and all other operating expenses.

- A total of $501,572 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Property Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Fleet and Central Services support.

Property Management – South Beach

- This budget reflects a total decrease of $219,708, which is associated with the transfer of eight (8) Municipal Service Worker positions to the Community Service Team Division of Public Works.

- Provided in this budget are funds to support the City with a team 8 professionals, including two (2) painters, two (2) Electricians, three (3) Municipal Service Workers, and a Service Supervisor, who will perform property maintenance and/or upgrades in the South Beach area. Salaries & Benefits of $330,025 are budgeted, which is a reduction from FY 00/01 of $168,529 due to the transfer.

FY 00/01

- The budget of the Engineering Division provides for four additional positions to enhance permitting and utility coordination activities ($152,471). The Division transferred three positions to the newly created division of Transportation/Concurrency Management.

- The newly created division of Transportation/Concurrency Management provides for an additional position ($45,044) to ensure concurrency compliance and improve livability within our City. It also includes the transfer of three positions from the Engineering Division. The Division is supported with revenues from a Concurrency Statement Fee ($250,000).

- The Environmental Resources Management Division provides for four additional positions to provide for the monitoring and maintenance of the City's waterways, shorelines and seawalls ($118,779).

- The newly established Community Resource Management Division provides for twelve additional positions for administration and Neighborhoods First Clean Teams to focus City resources to areas throughout our community ($498,196).

- The Street/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds; $1,596,232 in cost allocation for Environmental, Engineering, and Construction/Financial Management Division; other revenues to the General Fund are $433,000.

- The Fleet Management Fund includes $48,808 for replacement of trucks for the General Fund division of Streets and Streetlights.

- The Sewer Division budget provides funding of $896,300 in capital outlay for replacement of sanitary sewers, and motor vehicles; $3,411,718 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,000,000 for sewer treatment costs, DERM fees of $1,735,000 and renewal and replacement funds of $1,069,530. A sewer rate increase of $0.08 cents is budgeted for debt service costs for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.88 cents to the average (11,000 gallons) residential customer.

- The Water Division budget includes $1,737,400 in capital outlay for miscellaneous water main upgrades, replacement of 1,200 lead water lines, motor vehicles, water meters, and fire hydrants. It also provides funding of $1,427,598 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $6,450,000 for the purchase of water from WASA, DERM fees of $1,300,000 and renewal and replacement funds of $928,987. A water rate increase of $0.05 cents is budgeted for debt service costs for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Stormwater Division includes funding of $723,127 for personnel (19 positions), a $381,542 contribution to the Sanitation Fund to support the street sweeping function, $550,134 for payment of debt service on the future Stormwater Revenue bonds, $252,000 to pay debt service for capital improvements to the system within the Lincoln Road district, $130,000 for renewal and replacement funds, and $1,148,197 for capital outlay and operating for new construction and maintenance of the system. A management fee of $250,000 will be paid to the General Fund. The stormwater fund will generate revenues of $3,120,000 from the monthly $2.50 equivalent residential unit (ERU) charge, $315,000 from interest earnings and other revenues to fund its operations.

Sanitation

- The Sanitation fund will receive or an additional 2% from the franchise tax-waste contractors currently included in the General Fund. This will increase the Sanitation fund to 8% and reduce the General fund to 4% of the 12% collected for Franchise taxes charged to the waste contractors.

- The budget includes full year funding for an Assistant Director position ($52,153).

- Financing of $1,500,000 is being obtained through the Florida Municipal Loan Program to replace worn-out equipment. Principal and interest payments totaling $169,000 have been budgeted for the first year of the program.

Sanitation – South Beach Service Team

- The Middle Beach and North Beach Area-Property Management budgets include $138,653 to support a staff of six full-time employees, who will operate as three teams of two employees each. One team will be dedicated full-time to the Middle Beach area and one to the North Beach area, to provide pressure cleaning of sidewalks and graffiti removal. The other team will be shared between the two areas. Additional operating expenses of $66,048 provide for operating supplies and equipment necessary to maintain the pressure cleaning service

Property Management

- The Property Management Division will generate $5,041,142 in revenues from user departments, $5,000 in interest, and $37,000 in maintenance fees from the Old City Hall building to fund its operations.

- The budget provides for the addition of a Data Entry Clerk and an Administrative Aide II ($60,193 combined) to assist with a recent and anticipated increase in financial record keeping, reporting, etc., and to reduce current overtime needs.

Property Management – South Beach

- The South Beach Area-Property Management budget includes $498,554 to support a staff of 16 full-time employees who will provide general maintenance in the South Beach business area including pressure cleaning of sidewalks and walkways, graffiti removal, paint/electrical work, and tram services on Lincoln Road Mall.

- Contractual services for enhanced bathroom cleaning ($90,000), and exterminating ($2,340) are also included. Additional operating expenditures of $196,040 are for operating supplies and equipment. Funding for security services (approximately $280,000) have been moved from the South Beach Property Management Division to the Police Department.

FY 99/00

- The budget of the Engineering Division provides for a transfer of two positions and an increase of one position for the newly created function of Concurrency Management. In addition, two positions are provided for bond project management to support the water, sewer and proposed storm water bond program. These bond fund projects will reimburse the General Fund the total cost of these two additional positions.

- The Street/Streetlights Division is supported by $1,200,000 in Local Option Gas Tax proceeds; $1,329,967 in cost allocation for Environmental and Construction Management Division; other revenues to the General Fund are $423,000.

- The Fleet Management Fund includes $220,595 for replacement of trucks and heavy equipment for the General Fund division of Streets and Streetlights.

- The Sewer Division budget provides funding of $380,000 in capital outlay for rehabilitation and replacement of sanitary sewers citywide (to be reimbursed from future bonds), and motor vehicles; $3,742,326 for payment of debt service on the Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,300,000 for sewer treatment costs, DERM fees of $1,735,000 and renewal and replacement funds of $955,000. The sewer rate will remain the same as the current year.

- The Water Division budget includes $863,000 in capital outlay for miscellaneous water main upgrades throughout the City (to be reimbursed from future bonds), replacement of 400 lead water lines, motor vehicles, water meters, and fire hydrants. It also provides funding of $2,095,563 for payment of debt service on the Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $6,375,000 for the purchase of water from WASA, DERM fees of $1,232,000 and renewal and replacement of funds of $692,000. The water rate will remain the same as the current year.

- The Stormwater Division includes funding of $582,067 for personnel (17 positions), a $381,542 contribution to the Sanitation Fund to support the street sweeping function, $520,000 for payment of debt service on the future Stormwater Revenue bonds, $252,000 to pay debt service for capital improvements to the system within the Lincoln Road district, $130,000 for renewal and replacement funds, and $1,229,391 for capital outlay and operating for new construction and maintenance of the system. A management fee of $250,000 will be paid to the General Fund. The Storm water Fund will generate revenues of $3,100,000 from the monthly $2.50 equivalent residential unit (ERU) charge, $245,000 from interest earnings and other revenues to fund its operations.

Sanitation

- The Sanitation fund will receive additional 2% from the franchise tax-waste contractors currently include in the General Fund. This will increase the Sanitation fund to 4% and reduce the General fund to 8% of the 12% collected for Franchise taxes charged to the waste contractors

Property Management – South Beach

- The South Beach Area-Property Management budget provides for the addition of a Municipal Service Worker to perform continued maintenance to the Lincoln Road fountains. Associated costs of $40,000 include $15,595 in operating supplies and $24,505 for salary and benefits. Additionally, an increase in security service on Lincoln Road totaling 5,840 hours is provided with funds of $54,838.

FY 98/99

- The Street/Streetlights Division is supported by $1,200,000 in Local Option Gas Tax proceeds; $958,675 in cost allocation for Environmental and Construction Management Division; other revenues to the General Fund are $143,000.

- The Sewer Division budget provides funding of $317,672 in capital outlay for rehabilitation and replacement of sanitary sewers citywide (to be reimbursed from future bonds), and motor vehicles; $3,661,087 for payment of debt service on the Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. A rate increase for operating and debt service costs will increase a typical customer's monthly sewer bill from $25.73 to $27.38.

- The Water Division budget includes $994,000 in capital outlay for miscellaneous water main upgrades throughout the City (to be reimbursed from future bonds), replacement of 400 lead water lines, water meters, and fire hydrants. It also provides funding of $1,945,563 for payment of debt service on the Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. A rate increase for operating and debt service costs will increase a typical customer's water bill from $13.50 to $16.20.

Sanitation

- A proposed Sanitation Impact fee was established for all commercial waste accounts effective October 1, 1998. The fee will cover the costs associated with the garbage/trash removal from the streets and alleyways in the commercial areas of the City. This fee is estimated to generate $940,000.

CAPITAL IMPROVEMENT PROJECTS

Department Mission/Purpose Statement

The Capital Improvement Projects (CIP) Office is designed to consolidate the City's capital construction efforts into a single entity and to provide the platform to comprehensively address the ambitious goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment.

Department Description

The City established the CIP Office in the summer of 2001 to "serve as a focal point for the planning and construction management activities associated with the extensive capital projects work being funded by the recently authorized G.O., Water and Sewer Bond, and Stormwater funding". The CIP Office manages almost 100 projects from inception through ribbon cutting.

Staff was reassigned from the Public Works Department and additional positions added to provide the original staffing complement of 24 positions. The staffing and the resources allocated to the CIP Office have grown to 28 positions with 4 positions added in FY 2005. The annual budget for the office is just over $3.2 million per year.

The Office has the administrative tools in place to address this ambitious program in a professional and organized fashion deserving of our residents and neighborhoods. The Office utilizes a collaborative process in designating public improvements which is designed to incorporate substantive input by the residents of Miami Beach. The Office is tasked with constructing the City's funded Capital Improvements in a timely manner.

This office was originally anticipated to be funded by chargebacks to the particular projects managed by the office, but is slowly being supplemented by the General Fund, since many of the projects were never funded to contribute to the budget of this office.

Significant Prior Accomplishments

- Completed the staffing of the department.
- Developed a 5-year implementation schedule for funded programs.
- Created an information management program that keeps client departments informed.

- Drafted an operating charter for the Community Information function of the department that is aimed at managing and mitigating community and business issues.

- Defined, finalized and documented CIP expectations from 9 of the 13 neighborhoods.

- Addressed a general policy for the under-grounding of utilities in neighborhoods.

- Created accountability mechanisms to ensure high quality, timely work by the City's Architect/Engineers and Contractors.

- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.

- Developed sufficient project schedules to assist the Finance Department in making funding decisions.

- Integrated City Center RDA into overall sequencing plan.

- Integrated Parking Department Capital projects into overall sequencing plan.

- Integrated the two Program Manager firms into the planning, community outreach and construction processes.

- Utilized the Job-Order-Contracting (JOC) System.

- Implemented a departmental electronic Centralized Filing System.

- In FY 2004/2005, the CIP Office recruited to fill three of four newly approved positions, as follows.

  - Field Inspector I

  - Field Inspector II

  - Financial Analyst I

  - The CIP Office is also going to recruit for the Paralegal position approved in the FY 2004/2005 budget. A job description is being developed, and then the position will be advertised.

- Substantially Completed the following projects:

  - South Pointe Streetscape Phase I
  - Flamingo Pool
  - Groups "A" and "B" Parks
  - Espanola Way Streetscape
  - Pine Street Park
  - Chase Avenue Streetscape
  - Miami Beach Golf Course
  - North Shore Open Space Park Phases I and II
  - Epicure Parking Lot Improvements
  - LaGorce Island Enhancements
  - North Shore Park and Youth Center
  - Regional Library
  - Marseille Drive Streetscape
  - Booster Pump Station at 25th Street (Fire Station No. 2 Phase I)
  - Bass Museum Humidifiers Installation
  - South Shore Community Center Phases I and II
  - LaGorce/Pine Tree Drive Landscaping Medians
  - Bay Road Streetscape (14th to 16th Streets)
  - Victory Garden
  - Palm Island Guardhouse
  - Normandy Shores Golf Course Clubhouse Roof
  - TOPA Lobby Interiors
  - 42nd Street Streetscape
  - 7200 Collins Avenue Parking Lot
  - 4601 Collins Avenue Parking Lot
  - Byron Avenue and 71st Street Parking Lot
  - 4th Street and Alton Road Parking Lot

- Have the following projects under construction:

  - Scott Rakow Youth Center
  - Normandy Isle Park and Pool
  - Colony Theater
  - Convention Center Restrooms and ADA Improvements
  - Miami Beach Golf Course Clubhouse, Maintenance Facility and Restrooms
  - Lummus Park
  - Fire Station No. 4
  - Fire Station No. 2
  - 12th Street Garage Renovation
  - North Shore Open Space Park Phase III
  - Pump Station on Terminal Island/ MacArthur Causeway 20 inch Waterline

- Citywide Water/Wastewater Pump Station Upgrades
- Washington Avenue Streetscape
- 13th Street Parking Garage
- 17th Street Parking Garage Structural Repairs
- 17th Street Parking Garage Maintenance
- Lenox West and 17th Street Parking Lot
- Maurice Gibb Memorial Park
- Beachfront Restrooms

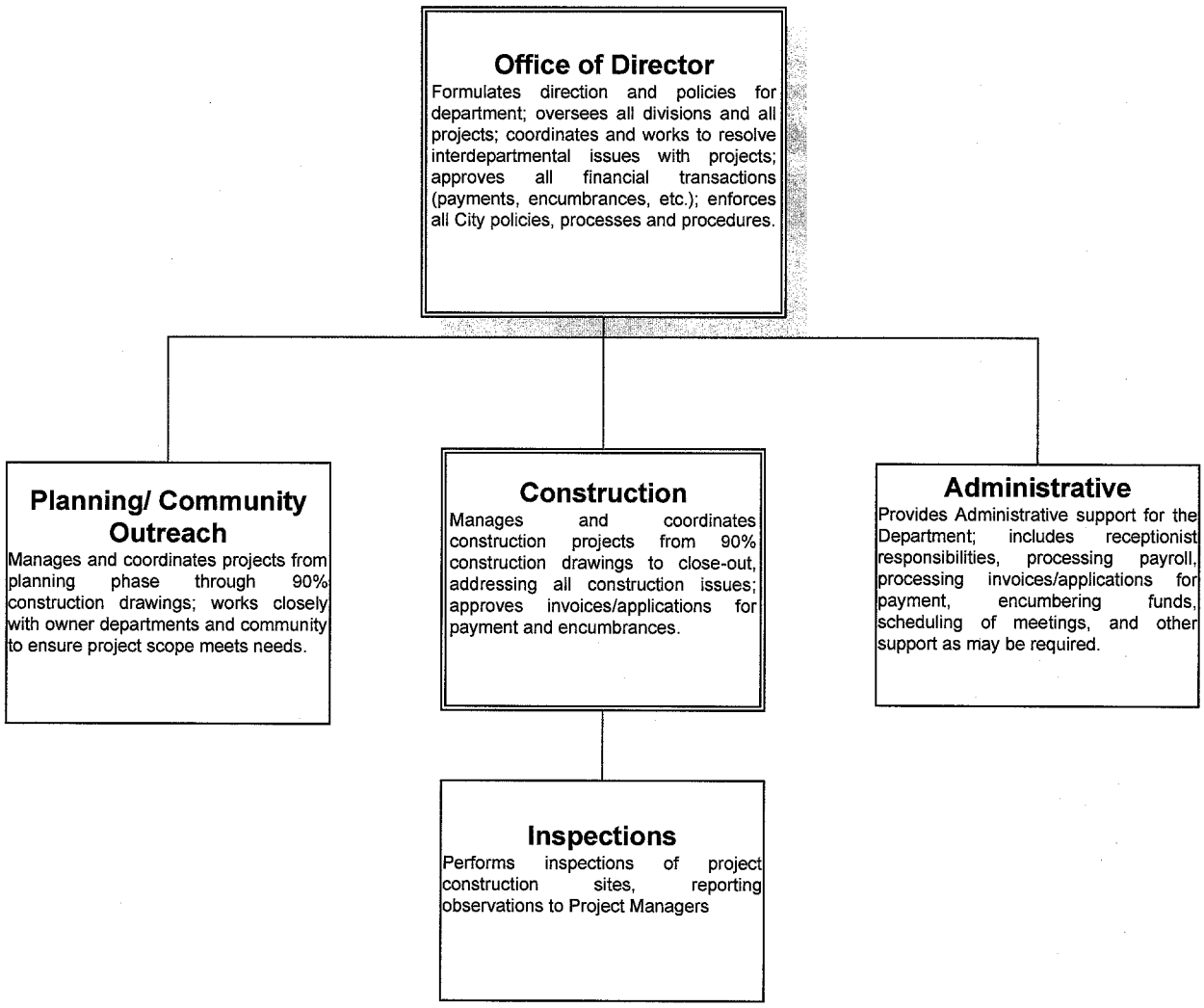
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Ensure well designed quality capital projects	Average # of days taken to review 30% and 90% construction documents and return comments to A/E firm from date of receipt	N/A	28	Create tracking mechanism to track receipt date, return date and calculate review times. Continually review and revise current process for reviews to expedite review times. Work with City departments (Public Works, Planning, Parks, etc.) to ensure expedited and timely reviews and return of comments. Delete three (3) Senior Capital Projects Planner positions and add two (2) Capital Projects Coordinator positions to enhance construction management function.
	% of projects anticipated to begin construction that actually began construction	N/A	100	Work with City departments to streamline processes to expedite projects into construction. Add two (2) Construction Managers and one (1) Senior Capital Projects positions to manage projects efficiently. Procure one (1) additional city vehicle to serve as pool car for project managers.
	Average # of days to process invoices from Contractors & Consultants	35	25	Continue tracking invoices, from receipt date to payment date. Add one (1) administrative position to assist with department supporting activities.
	% of projects in excess of $500,000 completed within budget at time of award as amended only for City requested changes	N/A	TBD	Create tracking mechanism. Identify funding challenges. Identify additional funding sources to address funding challenges.

	% of neighborhood streetscape projects on schedule *	66	75	Create tracking mechanism. Track project original completion date and actual completion date.
	% of parks and facilities projects on schedule *	50	75	Create tracking mechanism. Track project original completion date and actual completion date.
Enhance external and internal communications from and within the City	# of newsletters published	0	28	Delete Community Information Manager Position and add two (2) Community Information Coordinator positions to enhance community information function. Publish bi-annual newsletters for each of 14 City neighborhoods.
Ensure well-maintained infrastructure	% of neighborhood streetscape projects with a stormwater drainage improvement component on schedule*	N/A	75	Create tracking mechanism. Track project original completion date and actual completion date.
Increase resident satisfaction with employee contact	% of departmental staff "service shopped" with a minimum of score of 4 out of 5	N/A	100%	Coordinate customer service training for department to ensure all department employees are knowledgeable of and using good customer service skills. Provide information and fund training opportunities to all staff and assist in registering. Provide time and flexibility with workload to allow staff to attend training opportunities.

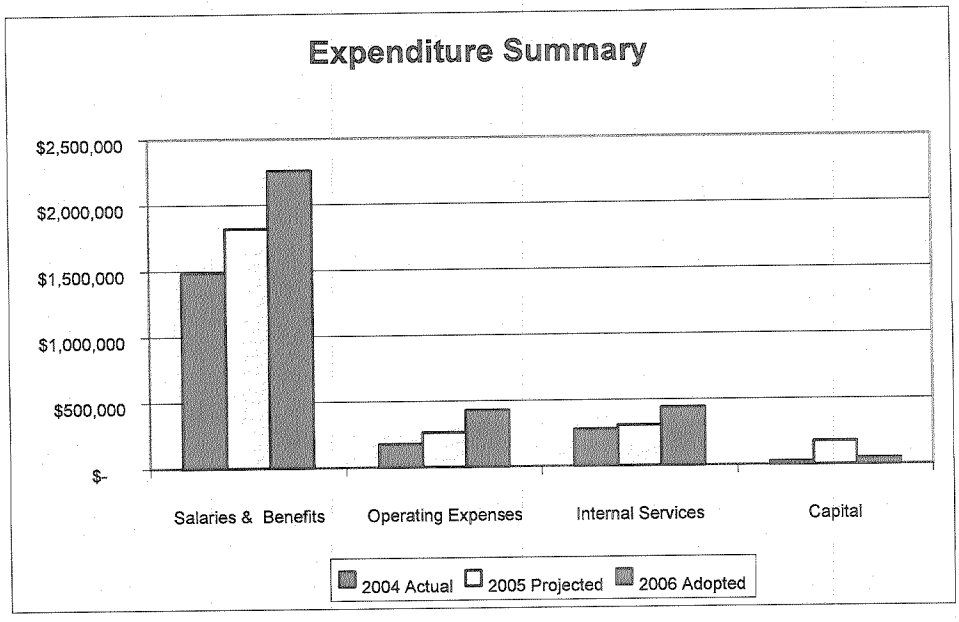
* from issuance of Notice to Proceed for Construction

N/A: Not Available
TBD: To Be Determined


Office of Director
Formulates direction and policies for department; oversees all divisions and all projects; coordinates and works to resolve interdepartmental issues with projects; approves all financial transactions (payments, encumbrances, etc.); enforces all City policies, processes and procedures.
Planning/ Community Outreach
Manages and coordinates projects from planning phase through 90% construction drawings; works closely with owner departments and community to ensure project scope meets needs.
Construction
Manages and coordinates construction projects from 90% construction drawings to close-out, addressing all construction issues; approves invoices/applications for payment and encumbrances.
Administrative
Provides Administrative support for the Department; includes receptionist responsibilities, processing payroll, processing invoices/applications for payment, encumbering funds, scheduling of meetings, and other support as may be required.
Inspections
Performs inspections of project construction sites, reporting observations to Project Managers

Financial Summary

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,383,929	$ 1,485,324	$ 2,014,206	$ 1,819,870	**$ 2,260,677**
Operating Expenses	97,306	177,422	425,927	263,316	**430,480**
Internal Services	196,800	279,101	306,949	306,949	**443,445**
Capital	48,034	22,985	20,000	176,947	**45,000**
Total	**$ 1,726,069**	**$ 1,964,832**	**$ 2,767,082**	**$ 2,567,082**	**$ 3,179,602**
General Fund	24	24	27		31
Parking Fund	1	1	1		1
Total Budgeted Positions	**25**	**25**	**28**		**32**



Budget Highlights

- A savings of $43,589 will be achieved by eliminating 3 vacant Sr. Capital Project Planner positions and replacing them with 2 Capital Project Coordinators. This efficiency should decrease the number of days needed to perform construction document reviews from several months to a target of 28 days.

- The Proposed Budget funds $228,412 for 2 Construction Manager positions, 2 Community Information Coordinator positions, and eliminates 1 vacant Community Information Manager position to both improve staff capacity to manage projects and address the community information function in a more efficient manner. Additionally,

$95,000 is included for capital improvement (CIP) project newsletters to be distributed bi-annually to each of the 14 neighborhoods throughout the City.

- Funding of $45,416 is provided for an administrative Office Associate IV position to assist the department in processing financial transactions and supporting the community information function.

- Funding in the amount of $42,280 will provide a contingency reserve for increased project management.

- The General Fund will contribute ($517,699) while capital projects will pay for the remainder of the departmental budget.

Budget History

FY 04/05

- This budget includes funding ($160,000) for professional services to expedite review of construction documents.

- Funding is provided for a Financial Analyst I ($59,269) who will process invoices, charge backs, and requisitions and provide more timely payment and thereby allowing project managers to dedicate additional time to projects.

- A Paralegal position and supporting costs totaling $80,000 have been added to assist in responding to contractual and legal issues related to capital projects, provide more timely completion of projects and allow project managers to dedicate additional time to projects.

- One additional Field Inspector will ensure there is an inspector in each of the three CIP Districts (North, Middle, and South) as well as for Citywide and Parking projects.

- Funding in the amount of $42,280 will provide a contingency reserve for increased project management.

- The General Fund will contribute the total cost of enhancements ($392,460) while capital projects will pay for the remainder of the departmental budget.

FY 03/04

- A vacant Capital Improvement Administrator-Finance position was reduced and one Economic Development Department position was transferred to work as a Senior Capital Projects Coordinator. Also, 50% of a Senior Planner position in the Planning Department will be funded from this budget to serve the North Beach Community.

- The affected capital projects reimburse the General Fund for this departmental budget in its totality.

FY 02/03

- The budget provides for projected merit, COLA and insurance increases for 24 positions. It also provides $78,198 in capital for vehicles and construction management software.

FY 01/02

- The Capital Improvement Program Office will be fully operational in FY 2002. The budget provides for 16 positions that are currently in the Construction Management Division of Public Works, and an additional eight positions ($567,718) for coordination and direction of the City's capital construction efforts.

FY 99/00

- The Construction Management Division of Public Works budget provides for an increase of three positions for management of construction projects including city-wide water, sewer, stormwater, roadway improvements and streetscape projects. In addition, the Streets and Streetlights Division is provided a position for seawall and bridge management. The General Fund will be reimbursed for these costs from the affected capital project.

PARKING

Department Mission/Purpose Statement

The mission of the Parking Department is to professionally and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer service orientation in order to better serve the City's diverse residential, business and tourist communities. Our major goals are to provide safe, clean and affordable parking, provide specialized park and ride services for events, develop new parking programs to meet the challenges of a rapidly growing urban environment, to be responsive to our constituents and quality of life issues, and to provide service via the internet.

Department Description

The City of Miami Beach Parking Department is an enterprise fund. As such, it subsists solely on revenues generated by its operations. The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs. Simply put, the department's responsibility is to consistently provide safe, clean, and affordable parking in a courteous manner. From a financial perspective our bonding covenants require the department to maintain a debt service ratio of 1:1.35 or better. In addition, the department has a public safety duty to ensure parking regulations are adhered through its parking enforcement unit.

The department is comprised of three divisions (Administration, On-Street, and Off-Street) containing a total of 108 full-time positions. Various services, predominantly in the off-street division are contracted (hourly rate) labor, including cashiers/attendants and supervisors, security, janitorial, landscaping. Other contract services in the department (on-street division) include parking meter collections and towing services.

The department manages and operates 64 surface parking lots and four garages. In addition, the department also manages two garages, one for the City Center Redevelopment Agency (Anchor Garage); one for the City's General Fund (7th Street and Collins Avenue); and one surface lot for the FIU -Wolfsonian Women's Club. There are a total of 8,300 metered spaces both on and off-street and 12 residential parking permit zones citywide. Other units within the department include: sign/post installation; meter maintenance; customer service; and finance/coin room.

The department is forging ahead by investing in technology enhancements and in its most important resource, its' employees, through its organizational development program. Technology enhancements include multi-space pay stations for on-street and surface parking lots and pay-on-foot stations at garages. A web-enabled parking permit system is also on the horizon in order to enhance customer convenience by providing parking services on the internet. Organizational development efforts include a combination of in-house training programs, employee morale stimulators, and the

Franklin Covey training programs. This unique approach has provided our employees with a sense of professional and personal growth that is reflected in their work daily.

Significant Prior Accomplishments

We have enabled sustained superior performance in our people through providing continued outstanding training and development opportunities. We have implemented a department-wide organizational development program, to develop a world class Parking Department through continued growth and development of our people both professionally and personally. We have created a fair, consistent, respectful and empowering environment which rewards excellence, and promotes accountability.

- Implemented a program to consolidate all of the daily revenue reports developed in the Parking Department into one daily master report. This report includes the date the bank verified receipt of each deposit.

- Successfully established a method to receive, sort, deposit, record and report revenues received from our new multi-space parking meters. Improved the processing of multi-space meter credit cards transactions from modem based to the Internet.

- Developed and implemented a process to replace the Miscellaneous Cash Receipt form with an Excel receipt form that resulted in making deposits faster and improved the timeliness and accuracy of our record keeping and reporting.

- Installed and operated a time keeping system that uses a hand scan in place of a time card. The system is linked from a central location to five remote locations. Data can be retrieved at each remote location and the central location as needed.

- Implemented the use of vending machines for the sale and recharging of Transportation and Parking cards. Payment can be made by the customer using credit cards or cash

- Administered a marketing program to increase the sale of Transportation and Parking cards. The use of these cards has made parking at meters and use of the Electrowave more convenient to patrons who now do not have to carry change for these uses.

- Successfully administered the mail-in permit-renewal program affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.

- Successfully administered a marketing program to increase the sale of the Miami Beach Parking Card. These cards can be used at parking meters, garages, and on the Electrowave.

- Completed the rehabilitation of the 72nd Street and Collins Ave Surface lot to include installation of Master Meters

- Completed the rehabilitation of the 17th Street and Lenox lot to include installation of Master meters

- Rehabilitation of the 13th Street garage to include installation of Central Cashiering and Pay on Foot Station.

- Conversion to Master Meter operations from single space meters in the Lincoln Road Corridor lots, Ocean Drive, 46th street and Collins Ave and 34th/35th street and Collins Ave Lots.

- Structural repairs/repainting and restriping of the 17th street garage.

- Implementation of Access Control via CMB Id's to allow ingress/egress in the 17th street garage as well as the lots east of the garage.

- Implementation of a living data base to track all work order requests for maintenance tracking the requests from the initial requests to completion with the ability to keep the request in a reoccurring pending status until it is closed out.

- Completed Phase I of the Master Meter Conversion Plan. This included the removal of 2500 single-space meters and the installation of 250 master meters throughout the Lincoln Road and Art Deco zones.

- Implemented a comprehensive preventative maintenance program for all meters throughout the City.

- S.O.P. for the Meter Tech and Meter Tech Supervisor were completely revised to include new responsibilities derived from the master meter conversion.

- Added eight (8) GO-4 Parking Enforcement vehicles to complete our Parking Enforcement fleet. The GO-4 is highly visible and recognizable as a Parking Enforcement vehicle. This will enhance our overall coverage.

- Revised all patrol zones for Meter Technicians as a result of the new master meter conversions.

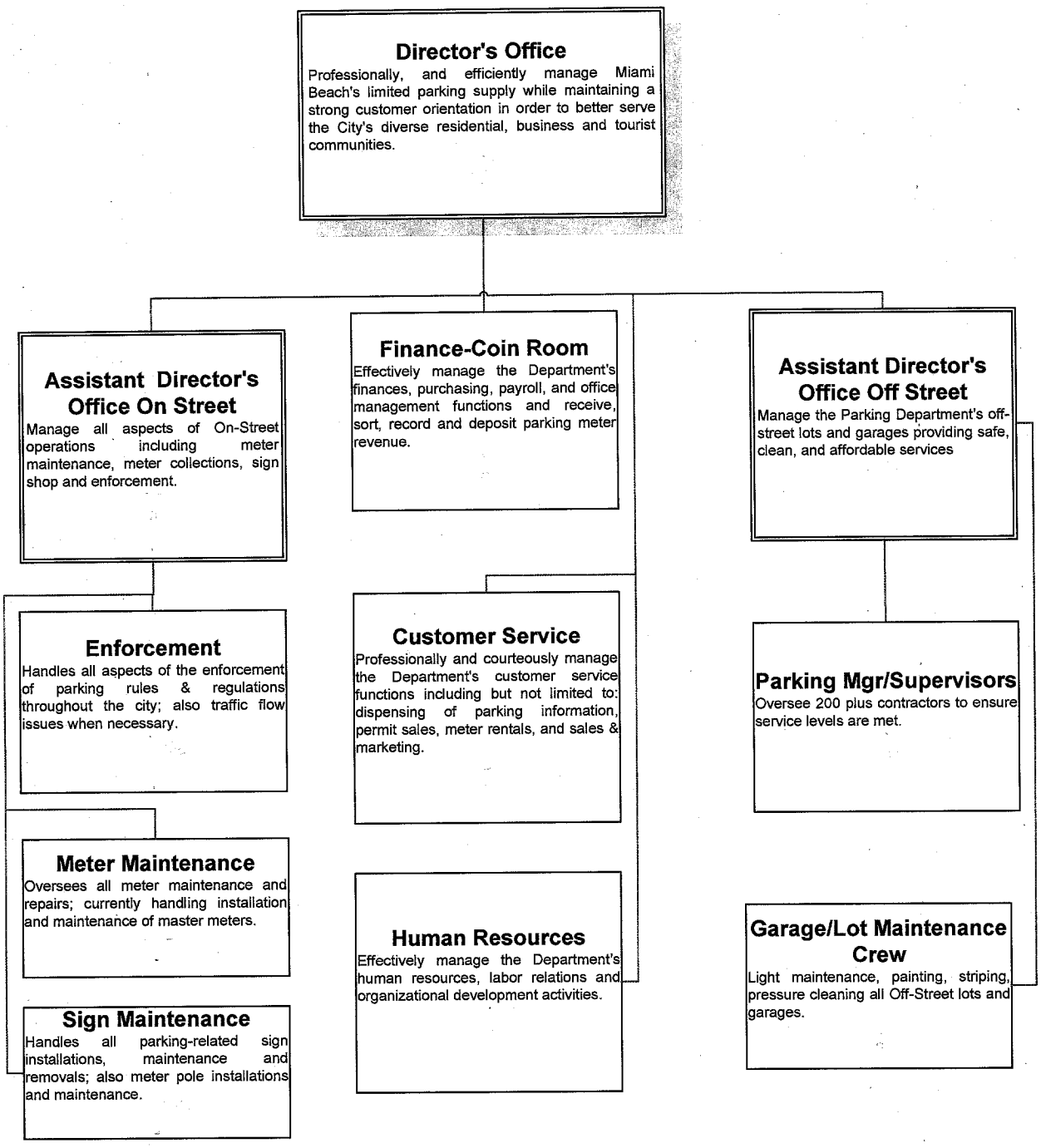
- Due to the increase in customer service levels, the areas converted to master meters have shown 10%-15% increase in revenues.

- Worked closely with the CIP Department to install new master meters on Ocean Drive and the 100 block of 17th Street. We installed the master meters off the sidewalk to maximize the street improvements.
- Walker Parking Demand Analysis
- Parking System Capital Plan/Budget
- Multi-space Pay Stations
- Lake Pan Coast Residential Parking Zone 11
- Upper West Avenue Residential Parking Zone 12
- Belle Isle Residential Parking Zone 14 (in progress)
- Management/Operation of FIU-Wolfsonian Women's Club Parking Lot
- Web-enabled Parking Permit Software
- Acquisition of 1837 Bay Road
- Implementation Washington Avenue/First Street Surface Parking Lot
- Implementation of Collins Avenue and 87th Terrace Surface Parking Lot

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Maintain or improve traffic flow	% of illegal loading activities on major thoroughfares	TBD	-5	Conduct a Survey to determine baseline of illegal loading activities on major thoroughfares citywide in FY 04-05 and develop an approach related to relocating delivery trucks from major arteries.
Improve Parking Availability	# of projected joint ventures pursued	0	5	Pursue various joint venture opportunities in North Beach and pursue development opportunities in the Cultural Campus area.
	# of sites identified	0	3-4	Survey parcels available for sale with Asset Management and identify key sites for asset acquisition or land development.
Expand hours & service through e-gov.	% of business transactions performed over the internet	0	5	Provide customer service using the internet with new software and by fully replacing an existing temporary with an Account Clerk I

Improve the City's overall financial health and maintain overall bond rating	% of scofflaws detected	N/A	TBD	Perform 26,000 scans; acquire Minivan, implement Vin software system
Improve cleanliness of Miami Beach rights of way especially in business areas	% of garages/ lots rated as good	N/A	TBD	Provide full time contracted two (2) person maintenance crew for pressure cleaning, sign installation and repairs, meter installations and general routine maintenance citywide. Establish criteria and coordinate with Public Works. Establish an appearance rating scale for all parking facilities as part of overall citywide appearance rating scale.

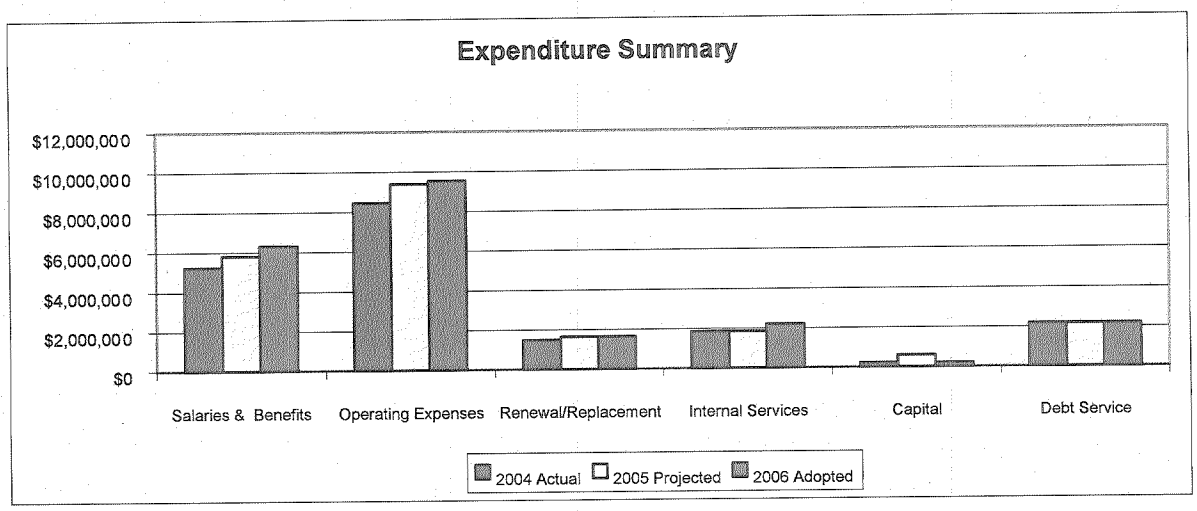
N/A: Not Available
TBD: To Be Determined


Director's Office
Professionally, and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer orientation in order to better serve the City's diverse residential, business and tourist communities.
Assistant Director's Office On Street
Manage all aspects of On-Street operations including meter maintenance, meter collections, sign shop and enforcement.
Finance-Coin Room
Effectively manage the Department's finances, purchasing, payroll, and office management functions and receive, sort, record and deposit parking meter revenue.
Assistant Director's Office Off Street
Manage the Parking Department's off-street lots and garages providing safe, clean, and affordable services
Enforcement
Handles all aspects of the enforcement of parking rules & regulations throughout the city; also traffic flow issues when necessary.
Customer Service
Professionally and courteously manage the Department's customer service functions including but not limited to: dispensing of parking information, permit sales, meter rentals, and sales & marketing.
Parking Mgr/Supervisors
Oversee 200 plus contractors to ensure service levels are met.
Meter Maintenance
Oversees all meter maintenance and repairs; currently handling installation and maintenance of master meters.
Human Resources
Effectively manage the Department's human resources, labor relations and organizational development activities.
Garage/Lot Maintenance Crew
Light maintenance, painting, striping, pressure cleaning all Off-Street lots and garages.
Sign Maintenance
Handles all parking-related sign installations, maintenance and removals; also meter pole installations and maintenance.

Departmental Financial Summary

PARKING REVENUES	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Meters	$ 10,458,897	$ 10,679,365	$ 10,656,626	$ 10,656,626	$ 10,753,838
Parking Citations	2,839,967	3,411,423	3,217,495	3,217,495	3,217,495
Attended Parking	1,646,259	1,879,610	1,676,500	1,850,000	1,849,500
Residential Permits	719,958	910,905	623,039	700,000	623,039
Preferred Lot	579,129	555,934	580,000	590,000	580,000
Garages	3,605,424	3,977,996	3,488,500	3,800,000	3,713,800
Meter-Space Rental	379,650	257,297	379,600	425,000	379,600
Valet	377,434	434,147	390,000	390,000	390,000
Towing Fees	206,506	161,594	150,000	165,000	150,000
Interest Earnings	247,414	289,846	300,000	505,890	300,000
7th St. Garage Mgmt. Fee	60,819	60,102	60,820	85,000	58,690
Other	(80,040)	65,891	44,110	44,110	44,110
Total	**$ 21,041,417**	**$ 22,684,110**	**$ 21,566,690**	**$ 22,429,121**	**$ 22,060,072**

Parking Department-All Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 4,692,131	$ 5,236,018	$ 6,000,816	$ 5,802,668	**$ 6,311,101**
Operating Expenses	8,398,750	8,447,466	9,463,426	9,393,316	**9,529,381**
Renewal/Replacement	1,753,112	1,486,380	1,633,409	1,633,409	**1,633,409**
Internal Services	1,519,421	1,857,812	1,869,833	1,869,833	**2,217,180**
Capital	96,924	211,312	413,100	581,050	**184,100**
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	**2,184,901**
Total	**$ 18,646,444**	**$ 19,425,094**	**$ 21,566,690**	**$ 21,466,382**	**$ 22,060,072**
Budgeted Positions	**108**	**106**	**109 + 6 PT**		**111 + 6 PT**



Parking Administration Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 893,185	$ 1,030,679	$ 1,159,230	$ 1,090,289	**$ 1,239,049**
Operating Expenses	3,010,328	2,770,194	3,107,864	3,158,658	**3,074,710**
Renewal/Replacement	0	0	0	0	**0**
Internal Services	439,664	576,388	472,910	472,910	**674,018**
Capital	4,466	2,293	72,000	107,649	**72,000**
Debt Service	2,186,106	2,186,106	2,186,106	2,186,106	**2,184,901**
Total	**$ 6,533,749**	**$ 6,565,660**	**$ 6,998,110**	**$ 7,015,612**	**$ 7,244,678**
Budgeted Positions	**19**	**20**	**21**		**22**

Parking On-Street Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 3,166,549	$ 3,406,748	$ 3,990,251	$ 3,852,045	**$ 4,151,410**
Operating Expenses	1,570,274	1,574,674	1,796,639	1,707,522	**1,796,289**
Renewal/Replacement	876,556	743,190	814,496	814,496	**814,496**
Internal Services	497,880	600,738	674,256	674,256	**685,417**
Capital	60,708	151,899	319,100	323,784	**75,100**
Debt Service	0	0	0	0	**0**
Total	**$ 6,171,967**	**$ 6,477,249**	**$ 7,594,742**	**$ 7,372,103**	**$ 7,522,712**
Budgeted Positions	**74.5**	**71.5**	**73.5 + 6 PT**		**73.5 + 6 PT**

Parking Off-Street Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 632,397	$ 798,591	$ 851,335	$ 860,334	**$ 920,642**
Operating Expenses	3,818,148	4,102,598	4,558,923	4,527,136	**4,658,382**
Renewal/Replacement	876,556	743,190	818,913	818,913	**818,913**
Internal Services	581,877	680,686	722,667	722,667	**857,745**
Capital	31,750	57,120	22,000	149,617	**37,000**
Debt Service	0	0	0	0	**0**
Total	**$ 5,940,728**	**$ 6,382,185**	**$ 6,973,838**	**$ 7,078,667**	**$ 7,292,682**
Budgeted Positions	**14.5**	**14.5**	**14.5**		**15.5**

Departmental Budget Highlights

- This budget provides $40,000 in the Administration Division to enhance training for Parking Department as well as other City employees.

- Funding of $82,015 is provided for a Business Analyst position who will work closely with the Information Technology Department to provide system applications support.

- The budget provides for a $550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- An Account Clerk I position which was approved and partially funded during Fiscal Year 2005 will be funded in Fiscal Year 2006 at a cost of $30,161. This increase to personnel costs will be offset by a corresponding decrease in costs for contractual employees. The new Account Clerk I position will enhance customer service in the area of sales of permits and parking access cards.

- A Parking Facilities Supervisor has been added to the Off-Street Division at a cost of $56,636. This position will improve services and reduce overtime incurred due to special events by $78,000. There will be a net reduction in overall expenses of $21,364.

- Funding of $62,482 will enable the Off-Street Division to award a contract for pressure cleaning, sign and meter installation, and general routine maintenance of parking lots and facilities.

- The On-Street Division will receive funding of $18,000 to purchase a mini van to house the vehicle identification network system. This system allows for tracking of space utilization, vehicles with unpaid fines, and stolen vehicles. Current vehicle tag scanning ability will increase from 500 per week to 1,000 per week.

Departmental Budget History

FY 04/05

- This budget provides 6 part-time Parking Enforcement Specialists whose cost of $115,813 will be offset by a decrease in overtime expenses of $75,000 and an increase in citation revenues of $117,495. There will be a net increase to revenues of $76,682.

- Funding of $77,121 is provided for 2 additional Tow Dispatchers who will also provide service to the Answer Center/Civicall area as well as the Utility Billing After Hours Hotline to report water main breaks.

- The budget provides for a $550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation. An additional $1,050,000 is provided for Electrowave transportation.

FY 03/04

- This budget provides funding for projected merit, COLA and insurance increase for 106 positions throughout 3 divisions. In addition, the department funds an auditor position to perform year-long audits of the system. This position administratively reports to the Internal Audit Department.

- The budget provides for a reimbursement to the General Fund to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- This budget reflects a reduction of 2 vacant positions in the On-Street Division and the funding of a new Office Associate IV in the Administration Division who will supervise the customer service window. This will enable the Administrative Manager to devote time to the creation and implementation of a sales and marketing program for the department.

FY 02/03

- The budget provides for a reimbursement to the General Fund to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- This budget provides $15,000 for renovation/new construction for second floor room and air conditioning unit on the firs floor level at the 17th Street Garage.

FY 01/02

- Department set aside $12,000 from FY 00/01 cost savings to explore enhancements to customer service that enable internet capacity for such things as permit renewal and payment of citations.

- Purchase Parking Card Replenishing Machines (3) from FY 00/01 cost savings to enable citizens to recycle cards and replenish their balances at various locations.

- Vacant Transportation Engineer position was reclassified to Construction Manager in FY 00/01 at a cost of $15,016 to oversee on-going garage construction projects. This position administratively reports to the newly established Capital Improvement Program Office (CIP).

- Two vehicles to assign to the Operations Supervisors ($29,028) were purchased with available FY 00/01 funds from savings.

- Department completed a reorganization which added 5 new positions.

FY 00/01

- This budget included funding for 15 new positions ($761,834) projected to generate a net increase in revenues ($62,125). These positions expedited meter repairs as well as increased patrols of residential parking areas.

- Increased attendant hours of operation at the 12th and 42nd Street garages at a cost of $160,161 generating a net increase in revenues ($2,556). Maintaining longer hours of operation improved customer service.

- Addition of Security Supervisor ($50,522) to fortify internal controls and safeguard revenues collected.

FY 99/00

- Created auditor position to perform year-long audits of the Parking Department administratively reporting to Internal Audit and funded by the Parking Department.

FLEET MANAGEMENT

Department Mission/Purpose Statement

"The Mission of the Fleet Management Division is to be a well managed, responsive and *preferred* provider of fleet services and to meet all fuel, mechanical repairs, towing and vehicle replacement needs, for the City of Miami Beach, in a functional and timely manner." To maintain a high level of Customer Service, Quality of Workmanship and Vehicle availability while containing repair cost.

Department Description

Fleet Management maintains and repairs the City's fleet of approximately 900 vehicles and 250 various pieces of heavy equipment, ATV's, watercraft, trailers, pressure washers, etc.

Fleet Management is located at Terminal Island 140 Mac Arthur Causeway, Miami Beach, Florida 33139. We are between the Coast Guard station and Florida Power & Light Substation.

Fleet Management's motto is "If you make the time for us, We will make the time for you".

- Identify, develop and implement specific criteria for standard and special-use vehicle specifications for the City.

- Provide training in the operation of vehicles and special equipment to the end user. Fleet Management partners with Risk Management to ensure drivers are properly licensed to operate specific equipment and are in compliance with Federal, State and Local laws.

- Responsible for maintaining City Vehicles during its life cycle and schedules for replacement after meeting the criteria as designated by Fleet Management and City policy. Age, mileage repair history/cost and general condition are key factors when scheduling replacement of vehicles.

- Provide fuel for City vehicles and equipment (both gas and diesel) as required.

- Respond to emergencies including call outs for towing and wrecker services for City vehicles on a 365/24/7 basis. The Fleet facility operates 5 days per week from 7am - 5pm.

- Verify, track, approve and process Fleet Management invoices for payment.

- Order, track and maintain appropriate automotive parts stocking level.

What Impacts Fleet Management?

- Our customers:
  - Driving*/Operator habits, errors and abuse as well as the overall utilization of the vehicle/equipment.
  - Preventative Maintenance* of their vehicle.
  - Safe Driving (accidents and other "found" damage).

*Driving habits and maintenance effect fuel consumption, overall repair cost and could extend or diminish the life expectancy of the vehicle. Too often departments delay preventative maintenance being performed because of department workloads and priorities.
The result is higher repair cost because there is less preventative maintenance.

Fuel Cost and end user consumption. Fuel cost increases have a direct impact on our customers, our suppliers of petroleum products (lubrication, tires, etc.) and other hard goods because transportation cost have also increased.

Availability of qualified mechanics.

Significant Prior Accomplishment

Manpower

- Fleet Management reduced its staffing level by one employee through the redistribution and reclassification of employee's, matching task to the knowledge base, improved scheduling of work and mechanics working more efficiently to meet the departments goals and objectives. A cross training program has also been implemented to provide more depth within the department.

Downtime

- Fleet purchased and installed a four wheel alignment system and trained four (4) employees to perform the task. Results expected are increased efficiency and performing more alignments which should reduce premature tire wear. Two (2) new scissor lifts were installed in Shop I and the two existing drive on type were relocated to Shop II to expedite maintenance work. Fleet purchased a Hydraulic Hose Crimping machine, which saved the mechanics from waiting on hoses to be made up by an outside vendor and the travel time to pick up the hose. Availability time for heavy equipment has increased substantially.

Lease Vehicles

- Fleet Management leases 18 motorcycles (16 plus 2 spares) for the Police Department. Fleet Management administrates the lease car program (approximately 30 units) for the Special Investigations Unit and Criminal Investigations unit of the police department.

Out Sourcing

- Fleet Management negotiated with a local vendor as a result of a bid to provide fuel to the city's vehicles while utilizing the existing fuel management system which will track consumption. Body shop, transmission work and many other services continue to be outsourced

New Resource

- Ford Motor Company provided an on-line reference system, (Oasis) which provides Recall Notices, Repair History, Warranty Information and Technical Bulletins. Automotive parts suppliers provided an online system allowing us to access their inventory and generate orders online. General Motors is also providing similar services.

- Negotiated with a local Ford dealership to provide a limited amount of warranty and recall service to be completed on-site, eliminating the need to transport hundreds of vehicles to the dealer.

Fleet Services

- Purchased new Service Truck that services vehicles at the work location. Vehicle has the ability to dispense/recover lubrication and tire repair. Purchased Hydraulic Hose and Connector Crimping machine to reduce downtime and costs.

Fuel/Lubricants

- Automated the Physical Fuel & Lubricant Inventory Process through a program written in Microsoft Excel, which provides an accurate reading, to ensure Fleet maintains proper fuel & lubricant levels.

City Vehicle Policy

- Implemented a Citywide policy regarding the use of City Vehicles & Equipment by City employees. Human Resources held meetings with all employees and distributed the new policy.

Warehouse Inventory

- Continue to maintain the warehouse automotive parts inventory level and passing the annual inventory audit by Internal Audit department.

FasterCS

- Continue to upgrade and enhance the FasterCS Fleet Management system, which uses the SQL database and compatible with the Eden system.

Office of Director

Directs the City's vision and goals within Fleet Management, while ensuring Fleet's Key Intended Outcomes are established and Key Performance Indicators are met. Directs the day to day Fleet Management activity. Establishes goals and objectives and set standards for the Division. Responds to the administration and users in providing a quality level of service.

Fleet Administration

Fleet Administration is responsible to acquire and provide vehicles and equipment that are suitable for use by the individual departments. Manages the life cycle of the vehicle/equipment. Provides fuel and lubrication to operate vehicles and equipment. Provides training and policies and procedures to maintain vehicle/equipment. Develops Vehicle/Equipment bid specification packages. Develops reports to track and measure Fleet's performance. Maintains a database for the purpose of department monthly billing, vehicle/equipment tracking and automotive parts inventory. Processes employee payroll and vendor invoices. Handle all Fleet department Human Resources functions.

Fleet Operations

Fleet Operations oversees the day to day fleet operations. Ensure preventative maintenance is performed on vehicles/equipment. Schedules and expedites the mechanics work load to maintain vehicles/equipment in a safe and operable manner. Ensure vendors provide warranty work as required. Prepare estimates and identify collision repair vendor for accident repairs. Provide road call and towing service. Provide specialized fabrication as required.

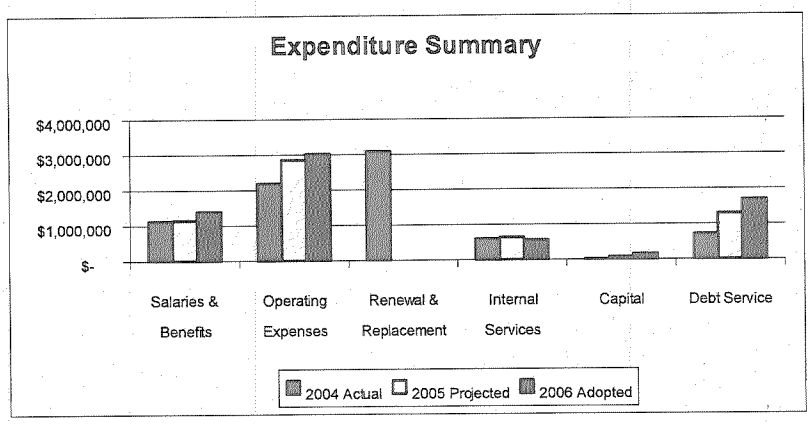
Warehouse Operation

Warehouse Operations orders, stocks and issues automotive parts required for the operation and maintenance of vehicles/equipment. Maintain a perpetual inventory stocking level to meet customers expectation. Maintain the fleet building facility maintenance program.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Inter-Departmental Charges	$4,899,837	$5,229,724	$ 5,166,317	$5,590,000	$5,843,191
Retained Earnings	4,007,756	1,528,657	77,500	27,801	540,402
Interest/Other	383,487	292,335	428,321	358,321	418,001
Total	**$ 9,291,080**	**$ 7,050,716**	**$ 5,672,138**	**$ 5,976,122**	**$ 6,801,594**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,046,123	$ 1,115,082	$ 1,226,440	$ 1,134,224	$ 1,391,996
Operating Expenses	4,747,025	2,174,033	2,446,739	2,847,939	3,021,310
Renewal & Replacement	2,846,257	3,076,581	0	0	0
Internal Services	632,654	591,834	630,313	630,313	556,740
Capital	116,148	9,300	77,500	72,500	145,000
Debt Service	178,133	698,681	1,291,146	1,291,146	1,686,548
Total	**$ 9,566,340**	**$ 7,665,511**	**$ 5,672,138**	**$ 5,976,122**	**$ 6,801,594**
Budgeted Positions	**28**	**25**	**24**		**24**



Budget Highlights

- A budget of $1,686,548 is being provided for Debt Service of an equipment loan which is available to the City and provides a funding source for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 05/06 Capital Budget for the replacement of city vehicles.

- A budget of $1,820,000 for fuel is included as part of the total $3,021,310 in Operating Expenses, noted above, which is an increase of $541,200 (or 42%) over FY 04/05 in order to accommodate the current and forecasted price level.

- Fleet Management will pay a management fee to the General Fund of $105,800 in FY 05/06.

- This budget provides funding in salaries & benefits of $1,391,996 which includes COLA, Merit, Pension and Health/Life Insurance increases for 24 positions.

Budget History

FY 04/05

- This budget provides funding in salaries & benefits of $1,226,440 which includes COLA, Merit, Pension and Health/Life Insurance increases for 24 positions. Two (2) positions, Account Clerk I and Account Clerk II, have been eliminated and replaced by one Office Associate V position which will provide improved service relative to the City's vehicle replacement program. This operational realignment represents budgeted salary savings of $29,576.

- Of the total $2,446,739 in Operating Expenses, noted above, $1,278,800 is for fuel which is an increase of $225,000 (or 21%) over FY 03/04 in order to accommodate the recently increased price level.

- Renewal & Replacement funds are not included as part of this budget. However, $1,291,146 is being provided for Debt Service of an equipment loan which is available to the City and provides a funding source for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 04/05 Capital Budget for the replacement of city vehicles.

- Fleet Management will pay a management fee to the General Fund of $105,800 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

FY 03/04

- This budget includes $72,500 in capital funds for diagnostic equipment, a hydraulic hose crimping machine, shop computers and an upgrade of the fuel monitoring system. In addition, it is anticipated that funding of $4,030,515 will be provided in the City's Capital Budget for FY 03/04. These funds are designated for scheduled replacements of City vehicles.

- This budget provides funding in salaries & benefits of $1,225,769 which includes COLA, Merit, and Health/Life Insurance increases for 25 positions. Two Mechanic II positions

as well as a Municipal Service Worker II position have been eliminated representing reduced salaries and benefits of approximately $120,000.

- Renewal & Replacement funds of $721,436 are included for the future replacement of equipment acquired in prior periods. Additionally, $539,719 is being provided for Debt Service of an equipment loan.

- Of the total $2,203,599 in Operating Expenses noted as part of this budget includes a budget for fuel of $1,053,800, repairs/ maintenance of $687,000, police motorcycle leases of $73,010, new tires of $105,000, and other items such as electricity, water, administrative fees to the General Fund, travel, training and all other operating expenses totaling $284,789.

- A total of $603,242 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Fleet Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

FY 02/03

- Funding of $3,529,661 will be provided in the City's Capital Budget for FY 02/03. These funds are designated for scheduled replacements of City vehicles.

- This budget provides funding in salaries & benefits of $1,139,776 which includes COLA, Merit, and Health/Life Insurance increases for 28 positions. However, it also includes the deferment of 4 currently vacant positions for an average of 6 months representing $71,000 in reduced budgeted salaries.

FY 01/02

- Funding of $3,695,997 is being provided in the City's Capital Budget request for FY 01/02, which is designated for scheduled replacements of City vehicles, site and fuel system upgrades. Of this total, an equipment loan will be used to fund $3,080,997, and the remainder, or $615,000, will be funded from Retained Earnings.

- Provided in this budget is capital of $20,000 for office modifications and furniture, which is being funded from Retained Earnings. The remaining amount of $116,112 noted above in Retained Earnings is being provided to fund a pilot lease program of 41 City vehicles, begun in 1999.

- Also provided in this budget, as noted above, is $721,436 for Renewal & Replacement of equipment acquired in prior periods.

- Of the total $3,126,680 in Operating Expenses noted as part of this budget, $801,225 is being provided for Debt Service of the equipment loan noted above. Also part of this

total in Operating Expenses, to accommodate an increased level of fuel consumption, related primarily to the Police "Take-Home" program, along with recent gas price increases, is a fuel budget of $1,070,000, which is an increase of $335,000 over FY 00/01. The remaining budget for Operating Expenses of $1,255,455, is being provided for repairs/ maintenance ($623,700), police motorcycle and other City vehicle leases ($243,583), new tires ($95,000) and other items such as electricity, water, administrative fees to the General Fund, travel, training and all other operating expenses totaling $293,172.

- A total of $546,550 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Fleet Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

- This budget provides funding in salaries & benefits of $1,101,765 to support a staff, which includes a Director, a Fleet Analyst, an Office Associate V, two Account Clerks, two Municipal Service Workers, sixteen (16) Mechanics, a Fleet Supervisor, and four Fleet Service Representatives.

FY 00/01

- The Fleet Management fund has a balance of $911,273 earmarked for facilities improvements and miscellaneous equipment. Financing of $2,154,175 is being obtained through the Florida Municipal Loan Program for the replacement of city vehicles. Principal and interest payment of $217,693 has been budgeted for the first year of the program. A $100,000 management fee is to be paid to the General Fund. The fund will generate $4,991,990 from user departments, $280,000 in interest, and earn $151,000 from other revenue sources to fund its operation.

FY 99/00

- The Fleet Management fund has a balance of $1,946,225 earmarked for fleet replacement of vehicles and miscellaneous equipment. It also includes $2,150,904 in renewal and replacement funds for major replacement items, and $100,000 management fee paid to the General Fund. The fund will generate $5,038,070 from user departments, $160,000 in interest, and earn $50,000 from other revenue sources to fund its operation.

- The Fleet Management budget includes an increase in the classification of two mechanic positions. These will act as Shop Foremen and report to the Operations Supervisor.

PUBLIC SAFETY

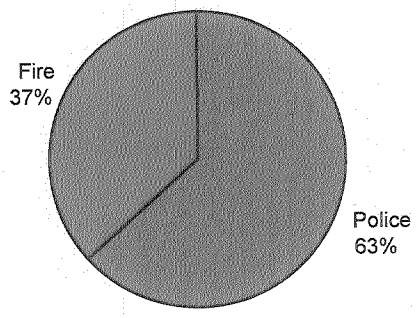
PUBLIC SAFETY

Scope

This function is comprised of the following Departments and Divisions:

Public Safety	Adopted FY '04/05	Adopted FY '05/06	% of Function to Prop. GF Budget 05/06	Over/ (Under)	Adopted Postions
Police	$ 61,372,608	$ 67,988,027	32.7%	$ 6,615,419	550 + 14 PT
Fire	36,350,494	40,073,894	19.3%	3,723,400	299 + 48 PT
Total Public Safety	$ 97,723,102	$ 108,061,921	52.0%	$ 10,338,819	849 + 62 PT

Public Safety Positions



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POLICE DEPARTMENT

Department Mission/Purpose Statement

The Police Department is a team of law enforcement professionals committed to setting the **benchmark** for quality police service by promoting strong community partnerships and upholding the highest ethical standards.

Department Description

The **Office of the Chief of Police** is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations. The following units are under the auspices of the Chief's Office:

- The Public Information Office coordinates the Department's media activities.
- The Financial Management Unit develops implements and administers the Department's annual budget and is responsible for all accounting, budgeting and procurement activities.
- The Police Athletic League (P.A.L.) manages a wide range of youth programs for the Department and the City of Miami Beach.
- The Fraternal Order of Police (F.O.P.) president coordinates union business and negotiations.
- The Internal Affairs Unit investigates serious allegations of misconduct and maintains records of all discipline throughout the Department.
- The Planning and Research Unit is responsible for annual reports, strategic plans, staff inspections and statistical information for effective agency management.

The Department is divided into two **Bureaus, Operations and Administrative**. The Operations Bureaus is composed of two divisions, the Criminal Investigations Division and the Patrol Division.

The **Patrol Division** is the largest and most visible component of the MBPD. The Division consists of three Districts that provide the City with uniform police service on a 24 / 7 basis. The district plan is an essential element of the community policing philosophy and is based on the premise that the community and the police must work together to identify, prioritize, and solve problems such as crime, fear of crime, social

and physical disorder, and overall quality of life issues. The Patrol Division also provides enhanced patrol service through District, Field Support Assignments (ATV, Bicycle, Marine Patrol, Motors, Crime Suppression Team, Accident Investigation Unit, and RDA), and the Crime Prevention/Crime Watch offices. In addition, the Patrol Division also provides specialized services such as the Special Weapons and Tactics team, the Crisis Response Team, Field Force, and Hostage Negotiators.

The **Criminal Investigations Division** is divided into three Sections and each Section is responsible for specific types of investigations.

- The first Section in C.I.D. is the Violent Crimes Section, Day Shift. This group of investigators is responsible for violent crime investigations including homicides, sexual batteries, arsons, kidnapping, aggravated batteries, child abuse and neglect. This Section also supervises the V.I.S.A. (Visual Identification Systems Analysis) and Crime Analysis Unit.

- The second Section is the Violent Crimes Section, Afternoon Shift. This group of investigators is responsible for violent crime investigations including robberies, sexual batteries, aggravated batteries, arsons, and domestic violence.

- The third Section is the Property Crimes Section and is responsible for the investigation of burglaries, economic crimes, cyber crimes, thefts, auto crimes, and tracking area pawn-shop transactions. The Crime Scene Squad is also attached to this Section, and is responsible for the processing of crime scenes and collection of evidence.

The **Strategic Investigations Unit** is responsible for the review and investigation of all narcotics, money laundering, prostitution, vice, and organized crime activity. It also conducts sensitive investigations at the direction of the Chief of Police, Assistant Chief of Police or the Criminal Investigations Division Commander. Additionally, the unit conducts intelligence gathering activities and works closely with other agencies regarding cases of mutual interest. The Unit actively networks, monitors or participates in local, state and federal terrorism task forces. The unit also has detectives detached to various multi-agency task forces in South Florida. The unit conducts pre-licensing screening of nightclub establishments in conjunction with the City's licensing department. The Strategic Investigations Unit investigates violations by local establishments of the Nuisance Abatement Ordinance. The Unit coordinates confiscations of properties and cash assets derived from the illegal sale of narcotics.

The **Administration Bureau** is composed of the Services Division and the Technical Services Division.

Services Division:

The Personnel Management Unit manages the human resource function of the Police Department. It is comprised of the Personnel Office, the Background Investigations Unit and Court Liaison Office

- **The Backgrounds Section** is responsible for background investigations on Police Department applicants as well as selecting other applicants for other departments, post-hiring tests, performance appraisals, hiring of all sworn and non-sworn employees and all aspects of the department's promotional processes.

- **The Court Liaison Section** assures attendance by Police Department personnel at all judicial proceedings arising from the law enforcement efforts of the Department. This office represents the Police Department to the State Attorney's Office, Public Defender's Office, Judges, Clerk's Office and any other organization involved in the Criminal Justice System, as related to Court appearances and employee conduct. The Court Liaison Section is responsible for tracking all subpoenas using an automated system. This section provides notification of all assignments and schedule changes to the Metro-Dade computer system enabling appearances to be coordinated with each officer's on-duty schedule wherever possible. For appearances that are off-duty, this office approves the overtime and ensures that departmental guidelines are being adhered to. The Court Liaison section provides reports pertaining to failures to appear and sick "call-offs" for court.

- **The Resource Management Unit** manages the Off-Duty Office, the Training Unit, the Firearms Office, Payroll and newly created Security Guard Contract Coordinator Office.

- **The Training Section** is responsible for the firearms qualification of all sworn personnel and the maintenance of the range and related specialized equipment. All departmental training is coordinated through this section. Training includes in-service instruction, Miami Beach Police Department hosted schools, schools conducted by other Agencies and the Police Academy.

- **The Payroll Section** is responsible for the monitoring; critiquing, processing and auditing all data related to the monetary and leave earnings of each employee assigned to the Police Department. This section assures the Department's compliance in the areas of contractual obligations, city regulations and departmental guidelines. It also serves as a liaison between the personnel of the Police Department and other departments (i.e. Human Resources, Finance, Insurance and Risk Management).

- **The Off-Duty Section** coordinates, directs, plans, audits and supervises all off-duty police services. This Section is responsible for receiving, evaluating and screening all off duty jobs. This section also assures compliance with all procedures regarding off duty employment. Off-Duty is a member of NITE (Nightlife Industry Task Force)

and has a close working relationship with the City's Tourism and Cultural Affairs Office.

- **The Security Guard Contract Coordinator Office** is responsible for managing and overseeing the security guard contract the City of Miami Beach has with an outside private vendor. The duties include acting as a liaison with the vendor, auditing invoices and approving payments.

- **The Property and Evidence Unit (P.E.U.)** manages four (4) general areas of responsibility.

- PEU's primary responsibility is the reception, processing, storage and final disposition of police evidence such as drugs, guns, cash and jewelry. Additional items include property kept for safekeeping. The PEU is also responsible for securing bio-hazardous material pending analysis or destruction.

- PEU manages the Department's fleet which includes; pool vehicles, take home vehicles and motorcycles. All Terrain Vehicles (ATV's), trucks, bicycles, electric cars and trailers. They are the liaison between the Police Department and Fleet Management.

- PEU is responsible for the headquarters building, furniture, equipment and many various systems such as alarms, intercom, air conditioning, water, etc. A major component of this responsibility is the upkeep of a public building which is opened and functioning twenty-four hours daily, throughout the year. PEU is responsible for hurricane preparation for the station and storage of hurricane supplies. PEU is also responsible for inventorying all Police property and is a liaison with the City of Miami Beach Property and Maintenance Department.

- PEU is in charge of the Department's quartermaster function. This includes inventory and issuing uniforms and uniform accessories, shoes, boots, leather, riot helmets, guns, ASP's and badges.

The **Technical Services Division** is comprised of three Units. They are the Public Safety Communications Unit (PSCU), the Professional Standards Unit and the Information Resources Unit.

- The Public Safety Communications Unit provides uninterrupted, around the clock public safety services to the citizens and visitors of Miami Beach to include receiving, classifying and dispatching requests for police, fire and fire rescue services; ensures command and control communications capabilities for the Miami Beach Police Department and the City of Miami Beach government to include disaster emergency operations; responds to the requests for administrative information and support outside the normal business hours of the City government; interfaces with national and state level computerized crime information systems (FCIC/NCIC) to ensure immediate access to system information to law enforcement

agents in the field; upon request, provides audio tape recordings of all City communications to the public, law enforcement agencies, the media, as well as private and governmental legal representatives; and maintains ongoing electronic monitoring of the environmental status and security of City properties.

- The Professional Standards Unit is responsible for the management of the Department's Accreditation function.

- The Information Resources Unit (IRU) is responsible for managing the information resources of the Department including collection, storage, retrieval, dissemination and reporting. It undertakes these functions through both manual and automated systems and processes. The unit is also responsible for researching, procuring, developing and managing computerized systems, equipment and applications. The IRU works closely with the City's Information Technology (IT) Department. This unit is divided into two sections: the Records Section and the Technical Support Section.

- Records Section: Receives, stores, maintains, and retrieves all Police Department records and files; ensures compliance with all state reporting requirements under the Uniform Crime Reporting system; responds to all public records requests, both from citizens and other City departments; oversees the Alarms Office and Validations Office.

- Technical Support Section: Responsible for the continued computerization of the Department. This entails implementing and managing major systems such as Computer Aided Dispatch, Records management and the Mobile Computing system. Researches, acquires, implements and manages computers and related equipment and applications within the Police Department. Develops software applications and solutions; acts as the liaison between the Police Department and the City's Information Technology Department; develops plans for the continued infusion of technological solutions within the Department; assists and trains employees in utilizing existing and new computer equipment and applications.

Significant Prior Accomplishments

- Launched various programs to encourage continued education, bringing FIU and Lynn University to the station and offering educational opportunities for undergraduate as well as graduate classes.

- Hosted Leadership in Policing and Government Seminar.

- Two Officers received LEO Foundation Awards

- Hosted the IACP Chaplains Conference

- Established a Hate Crimes Hotline.

- Successfully completed the reaccredidation process and helped to maintain the Department's CALEA status.

- Developed and implemented successful response plans for various major/special events including the Memorial Day Weekend, New Year's Eve, FTAA, Spring Break and a variety of other demonstrations.

- Created a First Platoon Crime Suppression Team to address a criminal activity through a proactive approach.

- Selected two Sergeants to develop two RDA Squads for the City Center and South Pointe areas.

- Modified the organizational structure to create District commanders by assigning this specific responsibility to the Lieutenants on all three shifts.

- The Domestic Violence Unit revamped the MBPD Domestic Violence Pamphlet to include a section on victim's rights. They also initiated a domestic violence support group which meets on Saturday mornings. During Victims Rights Week in April, the Domestic Violence Unit passed out over one thousand "911 cell phones" to the elderly. During a rash of sexual batteries during Spring Break, the Unit went to nightclubs late at night and handed out pamphlets giving crime prevention tips on how to avoid sexual batteries.

- The Property Crimes Squad conducted an investigation that initially started with an arrest of a subject for possessing a stolen lap top computer. After the investigation was completed, the same subject confessed to six burglaries.

- The Auto Crimes Squad arrested two subjects who had strong armed a victim of his two mopeds. Pursuant to the investigation, it was determined that the subjects were part of a larger organized theft ring which shipped stolen items to Haiti via freighter.

- Organized and scheduled the "Take Your Children to Work Day" Program for all Police Department employees and initiated and coordinated resources within the city to acquire the DARE car and continue the DARE program, which was recognized by the City of Miami Beach's Chamber of Commerce.

- SIU - 929 arrests including, 365 narcotics, 382 prostitution/vice, 66 sale of alcoholic beverage to underage persons, including 21 night club personnel.

- Responded/investigated 253 narcotics/vice complaints from residents.

- Seizures and confiscations: 851 grams of crystal methamphetamine, 6 Gallons of GHB; 223 tablets of MDMA (ECSTACY); 517 crack cocaine rocks; 976 grams cocaine powder, 5171 grams of marijuana; $237,663 in U.S. currency.

- Underage Drinking Grant: This grant active in F/Y 2004/2005 and has existed since September 2001. From its inception, the initiatives have yielded two hundred and seventeen arrests of nightclub employees and other businesses for the sale of alcohol to persons under the age of twenty-one, of which 66 were in 2003.

- Prostitution Mapping Program: This initiative has been effective since August of 2000. Department wide there were 480 prostitution related arrests, of which 458 were in the prostitution mapping zone. Since the programs inception, 89 prostitutes have been placed on the mapping program, including 17 prostitutes in 2003. Numerous other Law Enforcement Agencies (including Miami-Dade and Miami) have initiated prostitution mapping programs and utilized the Miami Beach format to start their initiatives.

Status of FY 2004/05 Initiatives:

Chief's Office – Effective utilization of manpower resources to provide better service to the public.

Actions:

- Reallocation of internal personnel for improved efficiency.

- Development of RFP for a Department-wide staffing study.

Expected Results/Milestones:

- Administrative Aide II transferred to Technical Services due to workload needs.

- RFP completed. Vendors (2) submitted proposals. Selection committee sent to City Manager for approval.

Patrol Division – Utilize crime statistical reports and surveys to develop crime fighting strategies.

Actions:

- Implement watch orders.

- Conduct Customer Service Survey.

- Develop Burglary and Robbery Task forces.

- Reorganize Areas of Responsibility.

Expected Results/Milestones:

- Implement the Watch Order Plan which involves notifying the public via the media.
- Develop the survey to be implemented in February 2005 one per squad per week.
- Lieutenants and sergeants have been attending Home Owner Associations and Crime Prevention Meetings.
- Implemented temporary Burglary Task Force in the Middle District; had decrease in burglars. Robbery Task Force in South District including decoy operations, statistics to be provided.
- District Captains designated areas of responsibility and assign police officers to these areas to enhance accountability.

SIU – Sale of illegal drugs and vice crimes negatively impacting the City of Miami Beach.

Actions:

- Increase work with other agencies on drug interdiction.
- Target prior narcotic offenders for interdiction checks.
- Conduct monthly tactical narcotics operations.
- Ensure quality service provided.

Expected Results/Milestones:

- Completion of SEANET MOU (still pending legal review by City Attorney).
- List of trafficking offenders (first quarter list completed and being investigated).
- Operations have been conducted (two reverses, one warrant).
- Improved service and public cooperation (meeting held with detectives and supervisors where emphasis was placed on being courteous to the public).

CID – Target violent and property crimes impacting the City of Miami Beach.

Actions:

- Reassign detectives to squads with increased crime.

- Implement a Crime Scene Latent Print Tracking System.
- Ensure quality customer service.

Expected Results/Milestones:

- Detectives reassigned from squads to combat violent crime problems (one from Auto Theft and one from Robbery).
- Latent Print Tracking System created.
- Improve service and public cooperation (conduct business hotel/nightlife Crime Prevention Seminar).

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase resident ratings of Public Safety Services	# of residents and businesses contacted within a year	0	60,000	Enhance staffing levels with six (6)additional Public Safety Specialists (PSS) to enhance community policing in the Middle and North areas to provide public service information; with each PSS initiating contact with at least five (5) residents per day. In addition patrol officers will incorporate at least one contact per day with residents or businesses in their daily activities for a total of approximately 60,000 households and businesses contacted annually.
Improve availability and accessibility of major events	% of residents that rate the job the City is doing with respect to handling events that attract large crowds as very good or good	65	65	Hire a Police Plans Policy Manager offset by eliminating a position to enhance the Department's control in the area of providing police services for major events and departmental processes. Currently, the Patrol Division takes on the bulk of the planning and preparing for events authorized by the City. The position will coordinate and assess the Department's role in these activities, facility, property, equipment and personnel outside the normal supervisory inspections.
	% of businesses that rate the job the City is doing with respect to handling events that attract large crowds as very good or good	60	60	

Maintain crime rates at or below national trends	# of days for turnaround time for police reports	N/A	TBD	Add two (2) data entry clerks to decrease the wait-time for reports and increase the "real-time" reporting from week to day. Fund one (1) Information Technician II, to report to the Information Technology Department in addition to an existing Information Technician II previously funded by confiscation funds. These positions support 170 laptops issued in the Patrol Division (RDA included).
	# of boats within Miami Beach city limits exceeding 7 days mooring	N/A	0	Enhance Marine Patrol by two (2) officers. Target waterway hotspots for addt'l activities including abandoned boats, environmental waste, & enforce new Mooring Ordinance.
Improve the City's overall financial health and maintain overall bond rating	$ in OT expense reduction in Property Evidence Unit.	N/A	$32,173	Hire an additional Property Evidence Technician II to improve efficiency in the Property Evidence Unit and assist Patrol in their law enforcement functions by properly issuing equip-ment and supplying officers with needed supplies. This would reduce the amount of overtime annually by 30%.
Maintain or improve traffic flow	# of moving citations	13,117	14,500	Selective enforcement during shift overlaps and use of Motor Squad high accident locations within the city. Selective enforcement of moving violators in these areas will reduce accidents and increase traffic flow.

N/A: Not Available
TBD: To Be Determined

Office of the Chief

Office of the Chief of Police Is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations.

Assistant Chief of Police/Operations Bureau

Patrol Division

The Patrol Division is the largest and most visible component of the Police Department. The function of the Patrol Division is to provide a safe environment for City residents, businesses, and visitors through a philosophy that incorporates traditional and proactive police initiatives.

Criminal Investigation

The Criminal Investigations Division (C.I.D.) functions as the investigative arm of the Police Department at the direction of the Chief of Police and Assistant Chief of Police. The Division is comprised of two Units, the Criminal Investigations Unit (C.I.U.) and the Strategic Investigations Unit (S.I.U.). Each Unit is responsible for specific investigative functions.

Assistant Chief of Police/Admin

Support Services

The Support Services Division provides varied administrative services to the other divisions within the Police Department and the City Government. The Division is comprised of two units; Personnel and Property & Evidence.

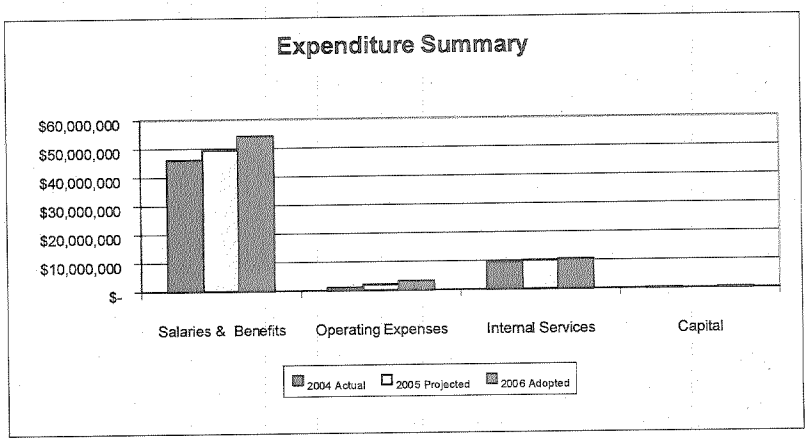
Technical Services

The Technical Services Division provides a variety of supporting services to the Department and the public. It is responsible for providing technical support, information and research services, planning and communications for the Police Department. It's most visible service is processing emergency and routine telephone requests for police services through the Public Safety Communications Unit.

Departmental Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Traffic Fines	$ 540,711	$ 746,250	$ 710,000	$ 710,000	$ 950,000
Off Duty Admin Fee	393,604	445,889	400,000	455,000	455,000
Towing	117,995	115,350	121,000	115,000	118,000
False Alarm Fines	41,225	20,267	20,000	20,000	20,000
False Alarm Permit	650	1,405	500	1,000	1,000
Traffic-tickets-surcharge	0	0	45,000	45,000	45,000
Cost Recovery	0	0	38,000	38,000	38,000
Restitution	0	0	0	2,985	2,985
Witness Fees	0	0	0	3,900	3,900
FOP Car User Fee	160,761	173,410	175,000	183,000	185,000
LOGT-School Guards	46,378	34,466	50,000	39,000	40,000
Parking-School Guards	54,311	43,551	55,000	55,000	55,000
Total	**$ 1,355,635**	**$ 1,580,588**	**$ 1,614,500**	**$ 1,667,885**	**$ 1,913,885**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 44,123,490	$ 45,976,555	$ 49,627,721	$ 49,392,680	$ 54,255,720
Operating Expenses	1,086,578	959,468	1,932,351	1,991,282	3,064,974
Internal Services	8,195,970	9,443,615	9,805,536	9,913,646	10,272,454
Capital	5,670	94,603	7,000	0	144,879
Total	**$ 53,411,708**	**$ 56,474,241**	**$ 61,372,608**	**$ 61,297,608**	**$ 67,738,027**
Budgeted Positions					
Sworn	366 + 0 PT	366 + 0 PT	366 + 0 PT		375.50 + 0 PT
Civilian	153 + 14 PT	145 + 14PT	146 + 14 PT		159.75 + 14 PT
Total General Fund	519 + 14 PT	511 + 14PT	512 + 14 PT		535.25 + 14 PT
RDA funds - Sworn	0 + 0 PT	16 + 0 PT	18.0 + 0 PT		10.50 + 0 PT
RDA funds - Civilians	0 + 0 PT	0 + 0 PT	5.5 + 0 PT		2.75 + 0 PT
LETF (Confiscation) - Civilian	0 + 0 PT	0 + 0 PT	0.5 + 0 PT		0.50 + 0 PT
Grant Funds - Civilian	1 + 0 PT	1 + 0 PT	1 .0 + 0 PT		1.00 + 0 PT
Total All Funds	**520 + 14 PT**	**528 + 14PT**	**537 + 14 PT**		**550 + 14 PT**



OFFICE OF THE CHIEF	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 2,219,139	$ 2,260,070	$ 2,368,664	$ 2,292,350	**$ 2,506,151**
Operating Expenses	28,773	27,470	94,367	91,200	**105,821**
Internal Services	390,987	410,651	563,942	595,108	**599,808**
Capital	0	0	7,000	0	**0**
Total	**$ 2,638,899**	**$ 2,698,191**	**$ 3,033,973**	**$ 2,978,658**	**$ 3,211,780**
Budgeted Positions					
Sworn	14	12	12		12
Civilian	7	7	7		7
Total General Fund	21	19	19		19

PATROL	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 23,983,236	$ 25,857,930	$ 27,952,050	$ 27,881,399	**$ 30,480,478**
Operating Expenses	205,783	59,983	574,648	658,172	**866,269**
Internal Services	4,351,110	5,240,155	5,339,118	5,433,649	**5,388,719**
Capital	0	0	0	0	**87,122**
Total	**$ 28,540,129**	**$ 31,158,068**	**$ 33,865,816**	**$ 33,973,220**	**$ 36,822,588**
Budgeted Positions					
Sworn	253 + 0 PT	264 + 0 PT	266 + 0 PT		268.0 + 0 PT
Civilian	21 + 14 PT	14 + 14 PT	13 + 14 PT		19.0 + 14 PT
Total General Fund	274 + 14 PT	278 + 14PT	279 + 14 PT		287.0 + 14 PT
RDA funds - Sworn	0 + 0 PT	16 + 0 PT	18 + 0 PT		10.5 + 0 PT
Total All Funds	**274 + 14 PT**	**294 + 14 PT**	**297 + 14 PT**		**297.5 + 14 PT**

SUPPORT SERVICES	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 3,217,874	$ 3,521,766	$ 3,377,784	4,019,064	**$ 3,765,121**
Operating Expenses	355,671	332,920	574,468	573,213	**664,179**
Internal Services	1,589,064	1,660,865	1,645,344	1,612,269	**1,780,544**
Capital	5,670	1,352	0	0	**57,757**
Total	**$ 5,168,279**	**$ 5,516,903**	**$ 5,597,596**	**$ 6,204,546**	**$ 6,267,601**
Budgeted Positions					
Sworn	13	14	14		14
Civilian	26	25	28		29
Total General Fund	39	39	42		43

CRIMINAL INVESTIGATIONS	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 9,582,664	$ 9,383,550	$ 10,281,042	$ 9,640,864	$ **10,687,185**
Operating Expenses	313,888	385,166	434,777	431,524	**454,832**
Internal Services	1,110,618	1,342,764	1,433,132	1,433,132	**1,485,436**
Capital	0	28,736	0	0	**0**
Total	**$ 11,007,170**	**$ 11,140,216**	**$ 12,148,951**	**$ 11,505,520**	**$ 12,627,453**
Budgeted Positions					
Sworn	80	73	71		71.00
Civilian	19	20	20		20.00
Total General Fund	99	93	91		91.00
RDA funds - Civilians	0	0	5.5		2.75
LETF (Confiscation) - Civilian	0	0	0.5		0.50
Grant Funds - Civilian	1	1	1.0		1.00
Total All Funds	**100**	**94**	**98.0**		**95.25**

TECHNICAL SERVICES	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 5,120,577	$ 4,953,239	$ 5,648,181	$ 5,559,003	$ **5,714,539**
Operating Expenses	182,463	153,929	254,091	237,173	**252,813**
Internal Services	754,191	789,180	824,000	839,488	**911,320**
Capital	0	64,515	0	0	**0**
Total	**$ 6,057,231**	**$ 5,960,863**	**$ 6,726,272**	**$ 6,635,664**	**$ 6,878,672**
Budgeted Positions					
Sworn	6	3	3		3
Civilian	80	79	78		82
Total General Fund	86	82	81		85

COMMUNITY POLICING	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Expenditure Area					
Salaries & Benefits	$ 0	$ 0	$ 0	$ 0	$ **1,102,246**
Operating Expenses	0	0	0	0	**721,060**
Internal Services	0	0	0	0	**106,627**
Capital	0	0	0	0	**0**
Total	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 1,929,933**
Budgeted Positions					
Sworn	0	0	0		7.50
Civilian	0	0	0		2.75
Total General Fund	**0**	**0**	**0**		**10.25**

Budget Highlights

Patrol

- This Proposed Budget funds $143,876 to enhance the Marine Patrol Unit by adding 2 Police Officers to enforce the recently adopted boat mooring ordinance.

- Funding of $316,595 is provided for 6 additional Public Safety Specialists positions to implement a "neighborhood contacts" program in the Middle and North Beach areas. By making five contacts per day, these six officers can reach over 7,000 households per year. In addition, patrol officers will each be encouraged to make at least one household or business contact per day, resulting in over 70% of households and businesses contacted throughout the year.

- The General Fund will provide $1,929,933 for the previously funded South Pointe redevelopment district Community Policy function.

Support Services

- Funding is provided for a Property & Evidence Technician at $40,925 which will be offset by overtime savings of $32,173 for a net increase of $8,752 to provide increased coverage at night.

Technical Services

- This Proposed Budget funds a new Policy Plans and Policy Manager position and eliminates a vacant Police Records Manager for a net increase of $3,004. This position will be responsible for coordinating and assessing the Department's role in providing police services to Special Events.

- A total of 2 Data Entry Clerk positions will be added and 2 contractual employees will be eliminated for a net funding of $23,732 to enhance real-time reporting capabilities.

- Funding of $62,865 is provided for an additional Information Tech Specialist II position to support the mobile laptops in the Police Department. The General Fund will also provide funds for the current position that was paid from the LETF (Confiscation) Fund in FY 2004/05.

- The FY 2005/06 Fleet Management Capital Replacement Fund will provide for the replacement of more than 50 police vehicles.

Departmental Budget History

FY 04/05

- This budget will fund a consultant study ($50,000) to examine required staffing levels, scheduling, policies and guidelines in the Police Department.

- Two additional Police Officer (including equipment) positions will be funded from the RDAs for our Detention facility. Also, an additional Lieutenant will be funded by the RDA to supervise the Community Policing element of the RDA.

- This budget includes a transfer of two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers.

- Costs for one additional Police Officer (including equipment) for the Terrorism Task Force will be funded completely by the LETF (Confiscation) Fund.

- Funding of $125,000 will provide additional security personnel for completed CIP projects such as North Shore Park & Youth Center, Flamingo Park & Pool and at Normandy Park & Pool. Effective FY 05, all security functions previously housed in the Parking, Public Works, and the Parks & Recreation Departments have been consolidated in the Police Department. An additional civilian position is included in this budget to perform the administrative duties of this section.

- This budget provides for projected merit, COLA pension and insurance increases for 14 sworn and 25 civilian positions.

- The FY 04/05 Fleet Management Capital Replacement Fund will provide for the replacement of more than 50 police vehicles.

- This budget reassigns two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers. It also provides an additional Crime Analyst position funded from the RDA's.

- This budget provides for projected merit, COLA, pension and insurance increases for 3 sworn and 79 civilians positions.

FY 03/04

- This budget transfers 2 sworn positions to Patrol, eliminates funding for a Senior Assistant City Attorney positions and provides for projected merit, COLA, pension and insurance increases for 12 sworn and 7 civilian positions.

- This budget includes the reassignment of several officers to proactive uniform patrol positions throughout the City. One sergeant and four officers have been reassigned from the Criminal Investigation Division, Special Investigations Squad. This transfer will not eliminate the services currently provided, but will enhance specialized field

operations. Two officers have also been reassigned from the School Resource Office to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be contracted to provide a continued presence in the schools. One sergeant from Support Services Division will be reassigned to uniform patrol. In addition, fifteen new sworn officers will be hired for the two Redevelopment Areas within Miami Beach as part of our continued community policing initiatives.

- The budget includes the elimination of 4 Public Safety Specialist positions that will reduce the operating hours of the NESS and decrease the response time for traffic accidents, calls, report writing and citation issuance. It also includes saving of $122,000 by eliminating the 24 hour security contract for the police building lobby.

- This budget eliminates an Administrative Aide I position in the training unit and reassigns a sergeant position to the Patrol Division.

- The FY 03/04 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 60 police vehicles.

- This budget reflects the transfer of 2 Information Technology Specialist positions to the IT Department for CAD/RMS management. It also provides for projected merit, COLA, pension and insurance increases for 4 sworn and 79 civilians positions.

FY 02/03

- This budget reflects an increase of $2,974,687 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.

- The Law Enforcement Trust Fund (LETF) will be funding 6 months of an Assistant Chief position thereby generating a savings in the General Fund in the second half of the year.

- This budget includes an increase of 3 police officer positions reallocated from administrative functions in the Support Services Division to the Patrol Division and a reduction of a civilian position in the second half of the fiscal year.

- The budget includes a reduction of 6 vacant police officer positions. The 5 police officer positions deployed in the police building lobby for security will be replaced with 24 hour contract services and the police officer will be moved to vacant positions in the Patrol unit. In addition, 1 police officer position from the AUI/DUI unit will be moved to the patrol unit and replaced with a civilian position.

- The FY 02/03 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 100 police vehicles.

- This budget includes funding ($55,854) for an Information Technology (IT) position for CAD/RMS management. This position was previously paid by a federal grant. It also includes a reduction of one civilian vacant position ($69,602).

- This division will add an IT position to assist with CAD/RMS and Mobile Computing System maintenance with first year funding provided by the Law Enforcement Trust Fund (LETF). The LETF will also pay $32,000 for the first year cost of Police Mobile laptop air time.

FY 01/02

- This budget includes an additional Assistant Chief of Police to oversee the Support Services and Technical Services Divisions. This position is partially offset with the reduction of a police officer position that is assigned to a Federal Task Force.

- This budget also provides for a reclassification of two civilian positions ($2,071).

- This budget reflects an increase of $1,856,687 over last year in the City contribution to the Police and Fire Pension Plan and provides for projected merit, COLA and insurance increases.

- This budget includes an increase of four Public Safety Specialist positions ($115,067) to assist in the Traffic control required by the City's capital improvement program. These positions will generate substantial savings to the program and will be funded by an allocation to the capital project budgets.

- The budget provides $2,629 for a reclassification of a police officer position from the K-9 unit to a Sergeant to supervise the afternoon motorcycle squad.

- This budget includes funding ($30,870) for a civilian position that assists the department with grants compliance and monitoring. This position was previously paid by a federal grant.

FY 00/01

- The General Fund budget includes full year funding for twenty nine sworn positions and six months funding for six sworn positions previously funded from a federal grant and two civilian positions funded for six months that were also funded from various grants ($934,333). It also provides eight months of rent for an off-site location for the Strategic Investigations Unit that was previously funded from a grant ($50,400).

- Funding provided for two additional clerk typists ($50,408) to provide support in the Police Budget and Technical Services Units. It also provided for the reclassification of two sworn and two civilian positions ($76,417).

- Funding ($175,000) for fifteen fund fifteen police officers in the last quarter of FY 2000/01 in anticipation of vacancies as a result of the retirement Drop Plan.

- Funds are provided for seven weeks of standardized training of fifteen employees at the Telecommunications Academy ($15,000) in order to better prepare them to respond more efficiently in the 911 center, increase employee retention and thereby decrease overtime costs.

- The total funded positions: 381 sworn and 178 civilian personnel. Funding in the General Fund provided for 381 sworn and 163 civilian personnel. In addition, four State and Federal grants ($873,283) provided funding for 15 civilian positions, operating and capital items.

FY 99/00

- The General Fund budget included nine sworn positions previously funded from a federal grant and three civilian positions funded for six months that were also funded from various grants. It also provided for the reclassification of four positions.

- The total funded positions are 381 sworn and 173 civilian personnel. Funding in the General Fund provided for 352 sworn and 160 civilian personnel. In addition, six State and Federal grants ($1,340,510) provided funding for 29 sworn and 13 civilian positions.

- Funding ($709,057) for the replacement of twenty-one (21) motor vehicles and one boat, provided in the Fleet Management Fund.

FY 98/99

- The total authorized positions are 381 sworn and 174 civilian personnel. Funding in the General Fund provided for 340 sworn and 157 civilian personnel. In addition, nine State and Federal grants ($1,663,778) provided funding for 38 sworn and 17 civilian positions.

- Funding ($1,037,848) for the replacement of forty-three (43) vehicles provided in the Fleet Management Fund.

- Funding provided for 20 of 51 sworn and 3 of 9 civilian positions which are currently vacant.

FIRE

Department Mission/Purpose Statement

It is our mission to provide our community with a high level of safety and security through prevention of fire, delivery of quality emergency and disaster services, ocean life guarding and fire and life safety educational programs.

Department Description

The Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration Section, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division and the Ocean Rescue Division.

A major concern of the Fire Department will be to implement a results-oriented agency, oriented towards efficiency and service through the following anticipated accomplishments in FY 05/06.

- Transform the Department into a results-oriented process, refocusing our efforts on the proposed and adopted budget documents to emphasize strategic intended outcomes, and their related performance measures and targets.

- Monitor feedback results from city surveys and service shoppers to help improve customer service.

- Support the City's change to a performance excellence culture by refining performance measures, aligning Citywide strategic plans and departmental work plans, using the plans to guide allocation of resources in the budget process and promoting management and organization familiarity and understanding of these.

- Pursue additional efficiencies, cost savings and revenue enhancements through performance reviews etc.

Significant Prior Accomplishments:

Fire Administration:

- Awarded Accreditation by the Commission on Fire Accreditation International in August of 2004

- Beach Patrol moved from Parks to Fire in May of 2004. Now Ocean Rescue Division

Suppression Division:

- Responded to 3,627 calls for service including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues, and public assistance calls.

- Reviewed and updated the Citywide Emergency Preparedness Plan

Rescue Division:

- Responded to over 13,000 EMS calls, transported over 7,000 patients, generated over 1 million dollars in Rescue Transport revenue.

- Implemented and trained entire department on new Rescue Protocols, which enhanced patient treatment.

- Reviewed 100% of Patient Care Records for Quality Assurance Program.

- Upgraded one part-time clerk to full time.

Fire Prevention Division:

- Ongoing night inspection program of public assemblies / nightclubs

- Implemented new procedures and standards manual for all Fire Inspectors

- Ongoing review of all plans submitted for permit to ensure compliance with applicable fire and life safety codes.

- Implementation of new database of all buildings in the City, using Sunpro

- Adopted new Fire Fee Ordinance

- Implemented online permitting to provide easier access to citizens and contractors.

Support Services Division:

- Trained 8 recruits

- Provided Weapons of Mass Destruction Training for 40 personnel (Improved Explosive Devices)

- Provided Weapons of Mass Destruction Training for 120 personnel (Chemical Protective Clothing Course)

- Provided Incident Command training to all Fire Personnel and made available city wide
- Upgraded radio system from analog to digital

Ocean Rescue Division:

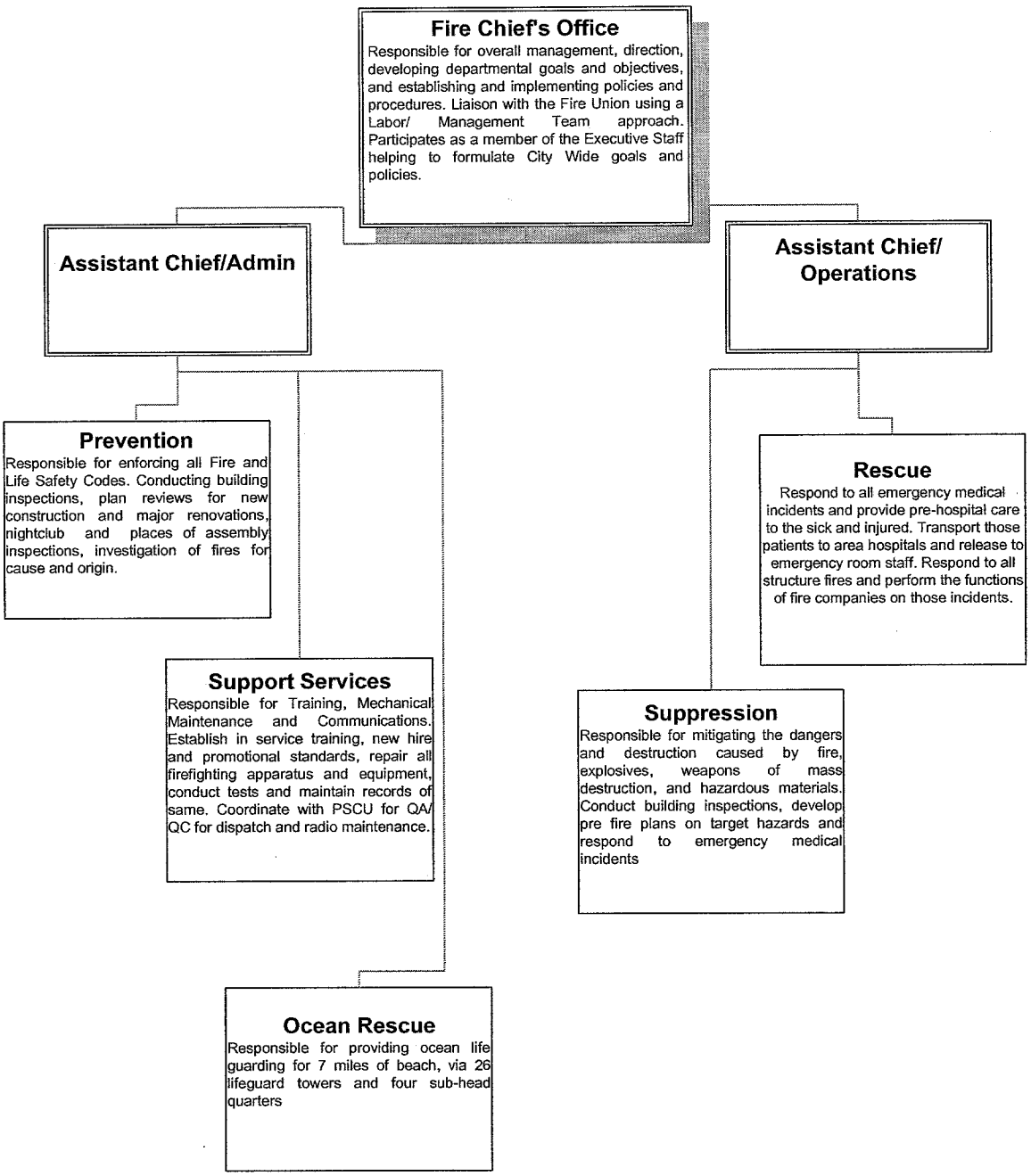
- Guarded over 11 million beach visitors
- Added 41st Street Lifeguard Tower
- Added two (2) new Lifeguard positions to staff 41st Street Tower
- Rescued 895 victims from drowning
- Conducted summer junior Lifeguard program for 45 children
- Merged with Fire Dept. May 2004

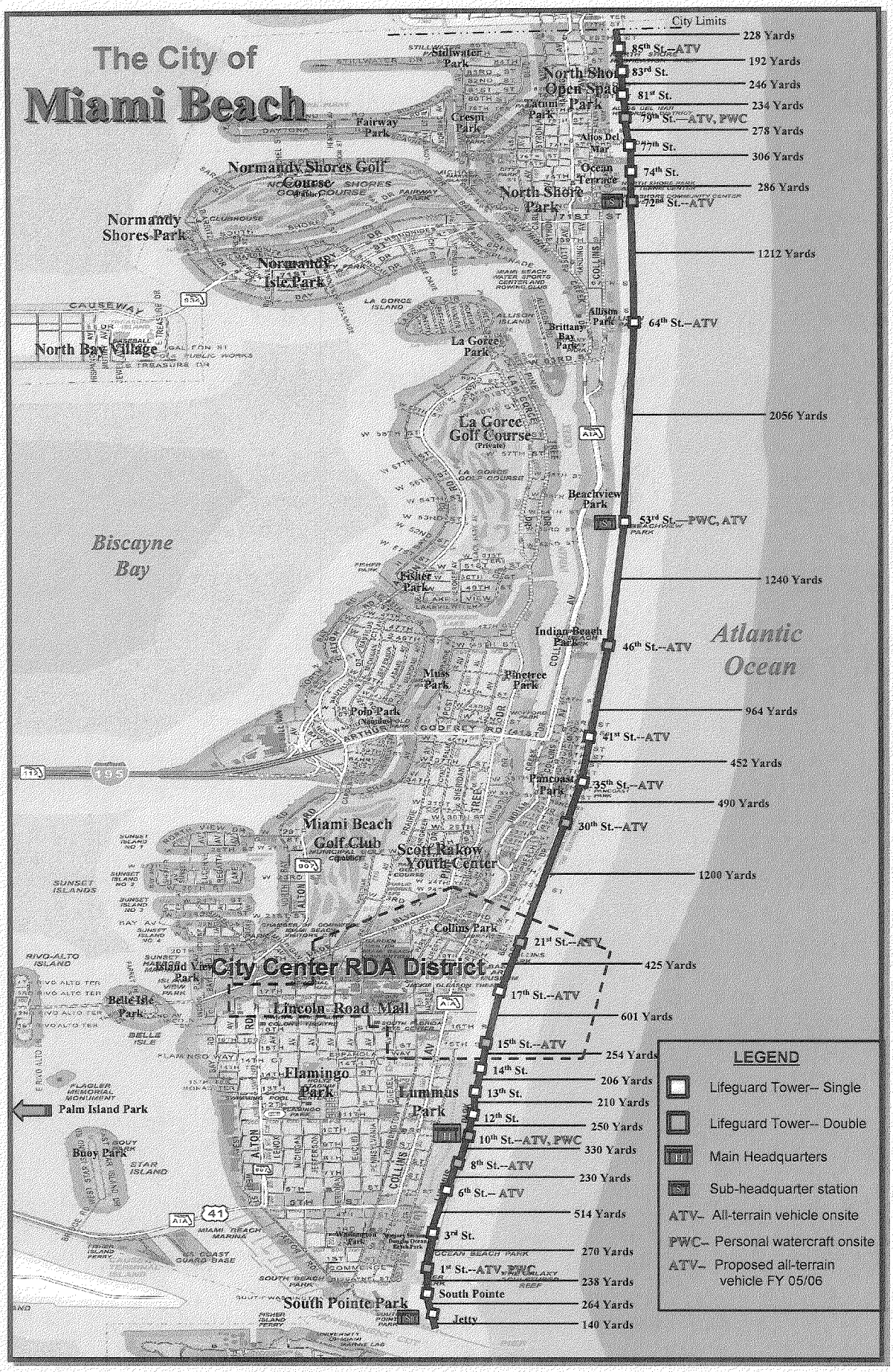
Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	Department Activities
Increase resident ratings of Public Safety Services	% of emergency fires scenes reached within 8 minutes	90	90	Purchase 2 additional thermal cameras so that each station has at least one camera. The Department maintains 4 strategically located fire stations which house a minimum of 4 fire pumpers, 2 ladder trucks, 6 EMS Rescue units, an EMS Supervisor and a Shift Commander.
	% of emergency EMS calls within 5 minutes	90	90	The Department maintains four (4) strategically located fire stations which house a minimum of four (4) fire pumpers, ladder trucks and six (6) EMS Rescue units. All Fire Units are Advance Life Support Certified and staffed with Paramedic personnel.
	% of rating overall quality emergency preparedness as excellent or good:			Hire a full-time Emergency Management Coordinator assigned to the Fire Department that mirrors the County system and provides for coordinated emergency management within the City, County, State and with Federal organizations. The City's new Emergency Operations Center will be located in the new Fire Station 2.
	residents	91	91	
	businesses	89	89	
	community organizations	92	92	
	% high-rise building inspected yearly	25	100	Hire technical support position for Fire Prevention

	% of beach covered by existing lifeguards towers adjacent to public areas	48	100	Purchase five (5) additional ATV's to extend the area of coverage beyond the existing 100 yards on either side of the lifeguard tower to allow a lifeguard to cover a greater area in less time. In a double tower situation, one guard remains in the tower while the second guard roves, covers hot spots or responds to back up a rescue in another area; especially critical during peak times, special events and on packed holiday periods. Beaches adjacent to hotels and condos account for most of uncovered areas where swim at own risk signs are posted.
	% of time EMS is within protocol compliance	N/A	90	Purchase new electronic report writing system for EMS and 9 Life Pack 12 defibrillators/EKG monitor devices, to reduce patient errors, increase billing success rate, improve clinical protocol compliance, improve QA/QC and improve revenue collected from Medicare, Medicaid and third party insurers. Initial cost to set up is $318,000, anticipated grants may cover 75% of the costs, and the City will pursue HFA funding for the remaining 25%. Revenues are anticipated to increase from $1.4 to $1.9 million on a recurring basis. Anticipated timeframe for implementation is six (6) months. These systems are endorsed and recommended by the City's Medical Director.
	% of customers satisfied with EMS/ Rescue service utilized	N/A	90	Conduct Survey to be implemented by Press Ganey Satisfaction Management. A 30% sample of all responses or transports will be completed in the FY 05/06.
	# of officers trained per quarter	2	4	Expand total training hours provided to firefighters
	# of Hazmat sites placarded	0	185	Implement Hazardous Materials fee plan; projected to earn $27,750. The Hazardous Materials Ordinance requires placarding of all reportable quantities of hazardous material which will enhance the safety of emergency responders and citizens.
Increase resident ratings of Public Safety Services Cont'd.	% of all buildings, excluding low-rise multi-residential, in the City inspected for fire and life safety code violations per year	48	100	Fire Prevention Inspectors are responsible for enforcing the Life Safety code, the Florida Fire Prevention code and the City Fire code through regular inspections. Over the past 3 years, we have inspected approximately half of the buildings each year. Our goal is to inspect 100% of the buildings each year. Total FPD buildings 3,025, average number of inspections completed over past 3 years 1,459.
	% of all low-rise multi-residential buildings inspected by in-service fire companies for fire and life safety violations per year	66	100	In-service fire companies inspect low-rise multi-residential buildings in their primary response zone. A FPD inspector is assigned to coordinate these inspections and process violations. Over the past 3 years, approximately two thirds of these units have been inspected. Our goal is 100%. Total units 2,048, average number inspected over last 3 years 1,353.

	# of nightclubs and restaurants inspected to not exceed assigned occupant limit and to ensure that exit ways are not locked or blocked	2,978	3,000	Inspectors conduct inspections between 0000 hours and 0400 hours on weekends and during special events. Number pf clubs – 82, average number of inspections over past 3 years 2,978.
	# of presentations on fire and life safety issues to public and private schools, apts., condos, nightclubs and civic groups	400	500	The Public Education Coordinator provides presentations to a cross-cultural and diverse age group of people including programs such as Community Emergency Response Team (CERT), child safety seat installations, and fire and life safety programs.
	# of special events plans reviewed	178	300	Every special event is reviewed to ensure that it meets the requirements of the Life Safety code. Off-duty personnel are then assigned to work these events. Least number of off-duty events reviewed over past 3 years was 178; goal is to achieve 300 special events reviewed.
	% of rejections on the first attempt for approval	50	40	Ensure that construction (new and renovations) conform to Fire code and National Fire Protection Association (NFPA) requirements in the plan review and permitting phase. The rate of rejection reflects the level of technicality and detail. Through online checklists and educational efforts, we plan to reduce the % of rejections.
	% of rejections on the first inspection and take steps to improve first inspection success	50	40	Ensure that constructions (new and renovations) conform to Fire code and NFPA requirements during site inspections. The rate of rejection reflects this level of technicality and detail. Educational efforts are anticipated to reduce rate of failure on the first inspection.
Improve the City's overall financial health and maintain overall bond rating	Annual Overtime $millions	1.30	.89	Hire three (3) additional positions to reduce overtime


Fire Chief's Office
Responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. Liaison with the Fire Union using a Labor/ Management Team approach. Participates as a member of the Executive Staff helping to formulate City Wide goals and policies.
Assistant Chief/Admin
Assistant Chief/ Operations
Prevention
Responsible for enforcing all Fire and Life Safety Codes. Conducting building inspections, plan reviews for new construction and major renovations, nightclub and places of assembly inspections, investigation of fires for cause and origin.
Support Services
Responsible for Training, Mechanical Maintenance and Communications. Establish in service training, new hire and promotional standards, repair all firefighting apparatus and equipment, conduct tests and maintain records of same. Coordinate with PSCU for QA/ QC for dispatch and radio maintenance.
Ocean Rescue
Responsible for providing ocean life guarding for 7 miles of beach, via 26 lifeguard towers and four sub-head quarters
Rescue
Respond to all emergency medical incidents and provide pre-hospital care to the sick and injured. Transport those patients to area hospitals and release to emergency room staff. Respond to all structure fires and perform the functions of fire companies on those incidents.
Suppression
Responsible for mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Conduct building inspections, develop pre fire plans on target hazards and respond to emergency medical incidents


The City of
Miami Beach
City Limits
228 Yards
85th St.--ATV
192 Yards
83rd St.
246 Yards
81st St.
234 Yards
79th St.--ATV, PWC
278 Yards
77th St.
306 Yards
74th St.
286 Yards
72nd St.--ATV
1212 Yards
64th St.--ATV
2056 Yards
53rd St.--PWC, ATV
1240 Yards
46th St.--ATV
964 Yards
41st St.--ATV
452 Yards
35th St.--ATV
490 Yards
30th St.--ATV
1200 Yards
21st St.--ATV
425 Yards
17th St.--ATV
601 Yards
15th St.--ATV
254 Yards
14th St.
206 Yards
13th St.
210 Yards
12th St.
250 Yards
10th St.--ATV, PWC
330 Yards
8th St.--ATV
230 Yards
6th St.-- ATV
514 Yards
3rd St.
270 Yards
1st St.--ATV, PWC
238 Yards
South Pointe
264 Yards
Jetty
140 Yards
Stillwater Park
North Shore Open Space Park
Tatum Park
Crespi Park
Fairway Park
Allos Del Mar
Ocean Terrace
North Shore Park
Normandy Shores Golf Course
Normandy Shores Park
Normandy Isle Park
North Bay Village
Allison Park
Brittany Bay Park
La Gorce Park
La Gorce Golf Course
Beachview Park
Biscayne Bay
Fisher Park
Indian Beach Park
Atlantic Ocean
Muss Park
Pinetree Park
Pow Park
Nautilus
Pancoast Park
Miami Beach Golf Club
Scott Rakow Youth Center
Collins Park
City Center RDA District
Island View Park
Belle Isle Park
Lincoln Road Mall
Flamingo Park
Lummus Park
Palm Island Park
Buoy Park
Washington Park
South Pointe Park
LEGEND
Lifeguard Tower-- Single
Lifeguard Tower-- Double
Main Headquarters
Sub-headquarter station
ATV-- All-terrain vehicle onsite
PWC-- Personal watercraft onsite
ATV-- Proposed all-terrain vehicle FY 05/06

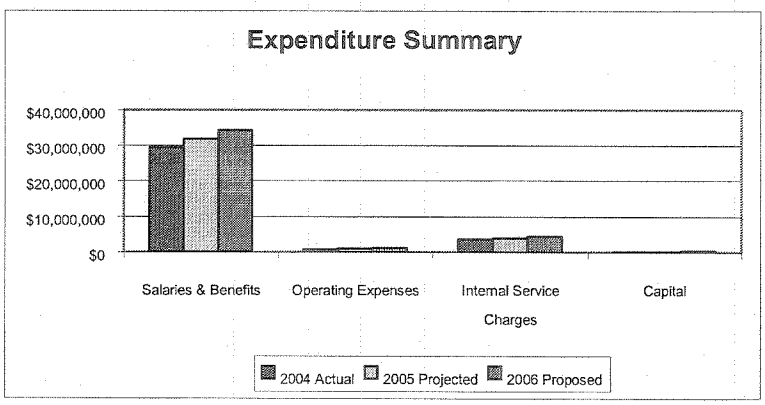
Departmental Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Proposed
Fire Rescue Transports	$ 1,110,576	$ 1,024,238	$ 1,117,400	$ 1,209,000	$ 1,200,000
Fire Plan Review	136,795	218,325	166,000	167,800	200,000
Enhanced Fire Inspection	66,225	39,213	28,000	28,000	85,800
FF Education Supplement	92,074	70,470	75,000	71,000	75,000
Hydrant Flow Tests	9,668	19,832	85,000	29,000	44,750
Off-Duty Administration	20,123	26,285	25,000	28,590	30,000
Annual Fire Inspections	139,044	359,728	400,000	368,055	400,000
Overcrowding Fines	10,720	9,700	10,000	16,200	20,000
Hazardous Materials	0	0	27,750	0	27,500
TOTAL	$ 1,585,225	$ 1,767,791	$ 1,934,150	$ 1,917,645	$ 2,083,050

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Proposed
Salaries & Benefits	24,203,283	29,474,964	31,411,464	31,804,431	34,263,773
Operating Expenses	695,570	735,869	1,022,308	981,401	1,092,157
Internal Service Charges	2,138,717	3,625,051	3,879,222	3,885,400	4,388,464
Capital	76,441	75,203	37,500	54,262	329,500
TOTAL	$ 27,114,011	$ 33,911,087	$ 36,350,494	$ 36,725,494	$ 40,073,894

Budgeted Positions					
Fire	223 + 1 PT	223 + 1 PT	225 + 1 PT		231 + 0 PT
Ocean Rescue-GF		68 + 50 PT	68+ 48 PT		68+ 48 PT
Ocean Rescue-RDA		9 + 2 PT	0 0 PT		0 0 PT
		300 + 53 PT	293+49 PT		299 + 48 PT

* Ocean Rescue reporting to Fire as of FY 2004. Prior to that, it reported to Parks & Recreation.



Suppression Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 12,397,340	$ 12,800,902	$ 13,685,749	$ 13,925,929	**$ 15,035,304**
Operating Expenses	202,998	184,086	365,454	359,347	**370,428**
Internal Service Charges	1,116,496	1,355,090	1,518,986	1,520,355	**1,650,103**
Capital	2,685	5,470	15,000	15,000	**40,500**
TOTAL	**$ 13,719,519**	**$ 14,345,548**	**$ 15,585,189**	**$ 15,820,631**	**$ 17,096,335**
Budgeted Positions	**115**	**115**	**115**		**119**

Rescue Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 8,550,024	$ 9,162,442	$ 9,693,004	$ 9,789,929	**$ 10,385,408**
Operating Expenses	296,833	263,369	291,924	291,131	**280,991**
Internal Service Charges	623,492	853,681	940,479	940,479	**1,152,608**
Capital	61,896	0	0	14,112	**0**
TOTAL	**$ 9,532,245**	**$ 10,279,492**	**$ 10,925,407**	**$ 11,035,651**	**$ 11,819,007**
Budgeted Positions	**75 + 1 PT**	**75 + 1 PT**	**76**		**76**

Prevention Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 2,056,836	$ 1,982,792	$ 2,237,674	$ 2,119,427	**$ 2,526,820**
Operating Expenses	28,090	26,526	34,075	37,465	**42,283**
Internal Service Charges	207,513	242,549	279,493	280,688	**321,145**
Capital	0	1,608	0	0	**4,000**
TOTAL	**$ 2,292,439**	**$ 2,253,475**	**$ 2,551,242**	**$ 2,437,580**	**$ 2,894,248**
Budgeted Positions	**21**	**21**	**22**		**24**

Support Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	$ 1,199,083	$ 1,280,950	$ 1,335,107	$ 1,456,668	**$ 1,460,296**
Operating Expenses	167,649	182,488	213,619	210,785	**336,000**
Internal Service Charges	191,216	180,001	180,113	180,113	**197,212**
Capital	11,860	58,125	22,500	22,500	**47,500**
TOTAL	**$ 1,569,808**	**$ 1,701,564**	**$ 1,751,339**	**$ 1,870,066**	**$ 2,041,008**
Budgeted Positions	**12**	**12**	**11 + 1 PT**		**12 + 0 PT**

Ocean Rescue Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Salaries & Benefits	*	$ 4,247,878	$ 4,459,930	$ 4,512,478	**$ 4,855,945**
Operating Expenses	*	79,400	117,236	82,673	**62,455**
Internal Service Charges	*	993,730	960,151	963,765	**1,067,396**
Capital	*	10,000	0	2,650	**237,500**
TOTAL	*	**$ 5,331,008**	**$ 5,537,317**	**$ 5,561,566**	**$ 6,223,296**
Budgeted Positions					
General Fund	*	**68 + 50 PT**	**68 + 48 PT**		**68 + 48 PT**
RDA	*	**9 + 2 PT**	**0 + 0 PT**		**0 + 0 PT**
	*	**77 + 52 PT**	**68 + 48 PT**		**68 + 48 PT**

* See Parks and Recreation

Budget Highlights

Suppression

- Funding is provided for 3 additional Firefighters in the Suppression Division ($140,664) who will be offset with a corresponding reduction in necessary overtime ($240,000) for a net savings of $99,336.

- This budget funds $101,956 for an Emergency Manager in the Suppression Division who will coordinate emergency management within the City and with County, State and Federal organizations. Stationed in the City's new Emergency Operations Center in Station #2, this position will also be responsible for developing and coordinating city-wide preparation, response and recovery procedures for natural and man-made disasters; as well as developing and administering grants that support city preparation, remediation and recovery efforts.

Rescue

- The City will be pursuing funding in the amount of $167,012 from the Health Facilities Authority towards the purchase of an Emergency Medical Service (EMS) electronic report writing system and 9 Life Pak 12 defibrillators and EKG monitor devices.

- A Customer Satisfaction Survey funded ($4,995) at the end of Fiscal Year 2005 will be completed during Fiscal Year 2006. The desired sample will include 30% of all fire responses or transports.

Prevention

- This budget funds the position of Sr. Management Analyst ($74,053) in the Prevention Division to provide technical assistance to the Fire Marshall.

- Enforcement of the Hazardous Materials Ordinance requiring documentation and placement of placards on businesses and locations which store reportable quantities of hazardous materials will generate revenues of $27,500 in the Prevention Division.

Support

- An additional $40,000 in the Support Division will enhance firefighter training and service provided to citizens and visitors.

- Funding of $44,400 is provided in the Support Division to install exhaust recovery systems in 2 Fire Stations to comply with National Fire Protection Association (NFPA) Standard 1500.

- The purchase of 2 thermal imaging cameras ($24,000) in the Support Division will enhance water and fire rescue operations.

- A part-time Sr. Systems Analyst that was added during Fiscal Year 05 will be upgraded to full-time in Fiscal Year 06 at a net cost of $27,164. This position will work closely with the Information Technology Department to provide technical support for the radio, telephone, and computer networks.

Ocean Rescue

- Funding is provided ($37,500) for 5 additional All Terrain Vehicles (ATV's) to increase Ocean Rescue Division capacity to reduce rescue response time, expand protection to presently unguarded areas and carry equipment to emergencies. These will be in addition to the 11 ATV's already in use.

- Replacement of 9 lifeguard towers in the Ocean Rescue Division will be funded at a cost of $180,000

Departmental Budget History

FY 04/05

- Funding of $19,586 is provided to upgrade an existing Data Entry Clerk from part time to full time to assume secretarial duties for the two Assistant Fire Chiefs.

- Funding of $68,216 provides upgrading of 2 lifeguard positions from part time to full time to staff a lifeguard stand at 41st Street.

FY 03/04

- Beginning in FY 04, the Ocean Rescue Division was moved from the Parks & Recreation Department to the Fire Department.

- This budget reflects an increase of $75,468 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.

- This budget reflects an increase of $62,143 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit COLA and insurance increases.

- This budget reflects an increase of $15,516 over last year in City contributions to the Police and Fire Pension Plan and provides for projected merit, COLA and insurance increases.

- This budget reflects an increase of $51,951 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.

FY 02/03

- This budget reflects an increase of $2,092,311 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and merit increases.

FY 01/02

- Reclassification of existing Suppression Division Chief to Assistant Fire Chief ($5,286).

- This budget includes $65,000 for temporary housing while Fire Station #4 is under construction.

- This budget reflects an increase of $1,286,609 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.

- This budget contains funding of $15,000 for strategic planning.

- Funding of $137,280 is provided to place in service a Peak Period Response Advanced Life Support Rescue Unit for the North beach area. However, to the economic conditions pursuant to the events of September 11, 2001, this program was deferred.

- This budget provides funding of $6,680 for (4) additional computers to increase division efficiency.

- This budget provided $65,575 for enhanced class "A" uniforms that meet industry standards and provide a consistent uniform appearance for the whole department. However, to the economic conditions pursuant to the events of September 11, 2001, this enhancement was deferred.

- ASHP Smoke Fog Generator for safe training in a non-toxic smoke atmosphere is funded for $890.

FY 00/01

- Funding for five additional firefighters and the reclassification of two lieutenant positions to create one captain position in Support Services and one captain position in Prevention ($82,478).

- Funding ($300,550) to purchase capital items. Of this amount $71,000 is to cover temporary facilities during the reconstruction of fire station #4. Additional components including Thermal Imaging Cameras ($40,000), Onan Power Generator ($65,000) and a Twin Post above-ground vehicle lift ($28,000) funded from general obligation bond funds.

- This operation is supported by $1,313,000 from rescue transport fees, $15,000 from off-duty administration fees, $110,000 from fire plan review, $78,000 in firefighter state education supplement revenues, $350,000 from annual fire inspection fees, $3,700 from over-crowding fines, and $10,000 from hydrant flow tests.

- Funding in the net amount of $85,874 is provided for an Emergency Preparedness Coordinator position which was created mid-year in FY 99/00.

- Includes $19,000 to fund two firefighters in the last quarter of FY 2000/01 in anticipation of vacancies as a result of the retirement Drop Plan.

- Funding for the replacement of two rescue vehicles and eight sedans ($434,586) is provided within the Fleet Management Fund.

FY 99/00

- Funding is included in this budget for four new positions: two Fire Code Protection Analysts, ($140,848), a Clerk Typist ($22,616), and an Administrative Assistant I ($30,481) for the Fire Prevention Division; as well as the reclassification of one Lieutenant to the position of Captain ($4,130) in the Fire Rescue Division.

- This budget includes capital funds for the purchase of hurricane panels for Fire Station #2 ($26,000), medical equipment ($106,900), computer equipment ($9,000), and eighty-five self-contained breathing apparatus to comply with OSHA standards ($150,000).

- Funds for the replacement of six vehicles ($97,627) are provided within the Fleet Management Fund.

- This operation is supported by $1,158,580 from rescue transport fees, $11,000 from off-duty administration fees, $96,000 from fire plan reviews, and $70,000 in firefighter state education supplement revenues, $340,000 from annual fire inspection fees, $10,000 from over-crowding fines, and $6,000 from hydrant flow tests.

FY 98/99

- This operation is supported by $1,228,500 from rescue transport fees, $9,000 from off-duty administration fees, $81,000 from fire plan reviews, and $80,000 in firefighter

state education supplement revenues, $350,000 from annual fire inspection fees, and $10,000 from over-crowding fines.

- Funding for the replacement of seven vehicles ($152,043) provided within the Fleet Management Fund.

- This budget includes funds for the purchase of three defibrillators ($10,000) to provide life saving defibrillation at special events and for required training.

- $142,000 of repairs and renovations at Fire Stations 1, 2, and 3 will be financed in FY 98/99. In addition, $61,050 has been provided for furniture.

- This budget reflects the funding of 12 of 22 currently unfunded vacant positions.

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CITYWIDE

CITYWIDE ACCOUNTS

The Citywide Accounts are a category of budget allocations for expenditures related to the City's operating fund that are not readily identifiable to any specific department.

EMPLOYEE COSTS

- Funds in the amount of $1,375,000 are provided for payment of final accumulated employee leave balance settlements upon separation from the City. This account has risen due to a series of long-term employees retiring.

- 401(A) Disability provides $95,000 for disability insurance for employees selecting the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other employees.

- Funding has been allocated to provide $30,000 for Employee Tuition Reimbursement and $25,000 for Citywide Computer Training.

COMMUNITY SERVICES

- This budget provides $150,000 for holiday decorations.

- E-911 Emergency provides separate accounting for the use of E-911 telecommunications surcharge. Estimate of $530,000 is based on a monthly charge of 50 cents per telephone line on all telephone lines in the City of Miami Beach.

SOCIAL SERVICES

- Social Services category totals $106,856, which is allocated to the Greater Miami Jewish Federation ($46,930), Douglas Gardens Community Mental Health Center ($21,660), Miami Beach Community Health Center ($21,660), and the Boys and Girls Club ($16,606).

CONTRIBUTIONS

- $202,000 contribution to the Cultural Arts Council for special events is reimbursed to the General Fund by a contribution from Resort Taxes.

- The budget provides $152,475 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden.

CITY SERVICES

- Special Projects funding of $812,344 is provided for studies and projects that may be needed during the year. A breakdown of these costs follows on the next page.

- Allocation of $73,354 for maintenance and repair of bus benches throughout the City.

- Funds have been allocated for utilities, maintenance and security in the amount of $190,854 at Old City Hall and $485,854 at the 777 17th Street Building.

- Special services are provided in the South Beach area by Property Management ($475,168).

- Principal and interest expense for Capital Projects Loan $200,000.

- Allocation of $500,000 is provided for principal and interest expense for the FPL Undergrounding Utilities project.

- Memorial Day Weekend costs of $700,000 previously funded from Quality of Life Funds will now be funded by the General Fund.

CONTINGENCY

- Provides for an operating contingency of $1,000,000 for unforeseen expenses.

Provides for an undesignated contingency of $300,000 for projects to be funded throughout the year at the City Manager's discretion.

TRANSFERS

- The Miami Beach Homeowners Dividend Fund has been established to provide a mechanism for a return-on-investment to year-round property owners that reside in the City of Miami Beach. The amount of the return is similar to an additional $25,000 Homestead Exemption on real property, returning only the City portion to those who are eligible and opt into the program. This fund allows for a return of $200 back to eligible year-round property owners currently receiving a homestead exemption in Fiscal Year 2005/06 after all their outstanding taxes and fees have been paid.

- The General Fund will transfer $2,500,000 to the Capital Reserve Fund to fund project shortfalls throughout the year.

- The General Fund will transfer $5,000,000 to create a Pay-As-You-Go Capital Fund as a component of the Capital Budget.

- The Information & Communications Technology Fund has been established with a $1,000,000 transfer from the General Fund. This fund will be used for the purchase of assets that will enhance and maintain the City's technology resources.

- The General Fund will transfer $1,500,000 to fund a Capital Investment Upkeep Fund for non-facility related upkeep expenses.

- The General Fund will transfer $1,000,000 to the Risk Management Fund as part of a multi-year plan to address funding shortfalls in the reserve for claims against the City.

- The General Fund is providing the City's 11% Emergency Reserve Fund with $3,939,708 that was previously funded from surplus revenues at year-end.
-

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL 2002-03	ACTUAL 2003-04	ADOPTED 2004-05	PROJECTED 2004-05	ADOPTED 2005-06	PROP-ADPT INC/(DEC)
EMPLOYEE COSTS						
Accumulated Leave	2,116,553	1,344,202	1,185,900	1,650,000	1,375,000	189,100
Police/Fire Pensn Admin/Relief Fd	1,665	2,962	4,000	4,000	4,200	200
401A Disability	79,147	81,610	87,900	87,900	95,000	7,100
415 Excess Pension Plan	41,947	89,930	90,000	148,000	190,000	100,000
Tuition Assistance Reimb.	0	33,856	30,000	30,000	30,000	0
Citywide Computer Training	0	0	25,000	25,000	25,000	0
Subtotal	2,239,312	1,552,560	1,422,800	1,944,900	1,719,200	296,400
COMMUNITY SERVICES						
Holiday Decorations	123,322	151,462	150,000	150,000	150,000	0
E-911 Emergency-Wireless	0	119,029	140,000	140,000	165,000	25,000
E-911 Emergency	713,780	572,192	365,000	365,000	365,000	0
Subtotal	837,102	842,683	655,000	655,000	680,000	25,000
SOCIAL SERVICES						
Hot Meals-JVS	52,000	49,400	46,930	46,930	46,930	0
Douglas Gardens	24,000	22,800	21,660	21,660	21,660	0
Stanley C. Myers	24,000	22,800	21,660	21,660	21,660	0
Boys and Girls Club	18,400	17,480	16,606	16,606	16,606	0
Subtotal	118,400	112,480	106,856	106,856	106,856	0
CONTRIBUTIONS						
Colony Theater	28,519	1,907	0	2,534	0	0
Cultural Arts Council	160,000	152,000	152,000	152,000	202,000	50,000
Garden Center	160,500	165,007	152,475	152,475	152,475	0
Miami Beach Library	0	2,000,000	0	0	0	0
Subtotal	349,019	2,318,914	304,475	307,009	354,475	50,000
CITY SERVICES						
External Auditor	110,175	109,100	115,000	115,000	115,000	0
Special Projects*	449,485	1,621,582	536,013	1,196,340	812,344	276,331
Bus Benches	71,933	55,271	60,000	69,076	73,354	13,354
Byron Carlyle Theatre	69,095	214,451	0	0	0	0
Old City Hall	189,565	218,228	190,000	190,000	190,854	854
777 17th Street	681,890	556,752	480,000	425,000	485,854	5,854
South Beach Area	476,087	453,358	461,433	459,888	475,168	13,735
Middle Beach Area	93,674	0	0	0	0	0
North Beach Area	75,744	0	0	0	0	0
State Court Costs Article V	0	0	100,000	55,000	100,000	0
Capital Projects Loan (P & I)	0	0	200,000	200,000	200,000	0
Memorial Day Weekend	0	0	0	0	700,000	700,000
FPL Undergrounding Utilities	497,715	497,715	500,000	497,715	500,000	0
Water/Sewer City Usage	1,410,012	1,052,900	1,100,000	1,102,130	1,152,000	52,000
Street/Street lights	385,326	325,222	500,000	500,000	500,000	0
Lobbyist- State & Federal	176,000	180,000	180,000	180,000	195,000	15,000
Subtotal	4,686,701	5,284,579	4,422,446	4,990,149	5,499,574	1,077,128
CONTINGENCY						
Undesignated Contingency	44,274	1,103	300,000	0	300,000	0
Operating Contingency	0	0	1,000,000	51,000	1,000,000	0
Subtotal	44,274	1,103	1,300,000	51,000	1,300,000	0
TOTAL	8,274,808	10,112,319	8,211,577	8,054,914	9,660,105	1,448,528
TRANSFERS						
Miami Beach Homeowners Divid. Fd	0	0	0	0	3,269,120	3,269,120
Capital Reserve Fund	0	0	0	0	2,500,000	2,500,000
Pay-As-You-Go Capital Fund	0	0	0	0	5,000,000	5,000,000
Capital Investment Upkeep Fund	0	0	0	0	1,500,000	1,500,000
Info.& Comm. Technology Fund	0	0	0	0	1,000,000	1,000,000
Risk Management Fund	0	0	0	0	1,000,000	1,000,000
11% Emergency Reserve	0	0	0	0	3,939,708	3,939,708
Subtotal	0	0	0	0	18,208,828	18,208,828
GRAND TOTAL	8,274,808	10,112,319	8,211,577	8,054,914	27,868,933	19,657,356

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY SPECIAL PROJECTS DETAIL*	ACTUAL 2002-03	ACTUAL 2003-04	ADOPTED 2004-05	PROJECTED 2004-05	ADOPTED 2005-06	PROP-ADPT INC/(DEC)
AAA Flag & Banner	0	10,319	0	0	0	0
Bridge House-Lincoln Rd Map	16,431	0	0	0	0	0
Capital Planning Mgmt Software**	0	0	0	105,000	0	0
Charter Media Advertising	9,050	0	0	0	0	0
City Property Renovations**	0	0	0	350,000	0	0
Citywide Survey**	0	0	0	100,000	0	0
Comcast Advertising	5,100	0	0	0	0	0
Corzo Castella Carballo-Settlement	0	25,000	0	0	0	0
DadeCounty Days	5,000	5,000	5,000	5,000	5,000	0
Design Security	0	1,400	0	0	0	0
Economics Research	54,483	66,061	0	15,053	0	0
F&L Construction	0	24,000	0	0	0	0
Festival of the Arts	0	0	30,400	30,400	30,400	0
Hazen & Sawyer	0	45,597	0	0	0	0
HDR Engineering	0	13,700	0	0	0	0
Herald Publishing	4,200	5,150	0	0	0	0
Homeless Job Program	0	0	45,000	45,000	45,000	0
Hurricane-FEMA expenses	0	237,587	0	0	0	0
Hurricane Charley	0	197,424	0	0	0	0
ISTEA Venetian Cswy Match	0	0	65,000	0	65,000	0
Jewish Museum	0	0	55,000	55,000	55,000	0
July 4th Celebration	0	0	20,000	20,000	45,000	25,000
Latin Chamber of Commerce	0	0	20,000	20,000	20,000	0
Laumar Roofing South	0	49,746	0	0	0	0
Lincoln Rd Marketing	0	19,071	0	0	0	0
Log Cabin Training Center	0	227,098	0	0	0	0
Marina Submerged Land Lease	0	0	0	0	156,000	156,000
Miami Beach Chamber/Construct.	0	0	0	0	30,000	30,000
Miami Beach Chamber/Visitor Ctr	25,000	25,000	25,000	25,000	40,000	15,000
Miami Design Preservation League	0	0	25,000	25,000	25,000	0
Monuments	0	0	30,000	30,000	30,000	0
North Beach Development Corp.	25,000	20,000	20,000	20,000	20,000	0
North Beach Elementary	0	5,000	0	0	0	0
Nutech Engineering	0	9,348	0	0	0	0
Orange Bowl	0	0	18,750	18,750	18,750	0
PAN Building-Electricity, etc.	32,527	33,657	0	35,000	0	0
Prestige Laboratories Settlement	38,500	0	0	0	0	0
Retreat/Organizational Dev.	27,911	40,495	0	73,750	63,161	63,161
Sigma Communications	0	53,986	0	0	0	0
Sister Cities	21,686	10,406	15,200	15,200	15,200	0
SOBE Spay & Neuter	5,000	5,000	5,000	5,000	0	(5,000)
S Beach/Grtr Miami Hisp. Chamber	0	0	20,000	20,000	20,000	0
Sunryse Construction	0	181,790	0	0	0	0
Universal Weather	5,250	3,300	0	0	0	0
U.S. Postmaster	0	19,462	0	0	0	0
Works- P Card Implementation	7,000	5,000	0	0	0	0
Other**	47,347	156,185	0	46,524	0	0
Normandy Shores District	120,000	125,800	136,663	136,663	128,833	(7,830)
Subtotal	449,485	1,621,582	536,013	1,196,340	812,344	276,331

** Funded by Contingencies in fiscal year 2005.

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REINVESTMENT-FACILITIES AND INFRASTRUCTURE

Capital Renewal and Replacement

Miami Beach has continued to expand its facilities and infrastructure in response to the desire of so many who wish to live, work, and play in our vibrant, tropical, and historic community. The City currently maintains a vast number and variety of buildings, structures and facilities, hundreds of acres of recreational and open space, significant public art pieces, and hundreds of miles of streets, sidewalks and alleys. However, existing funding levels do not provide for major capital renewal and replacement projects and these projects often are deferred many years beyond their useful life. Further, as a result of the current $400 million capital improvement program, in addition to approximately $100 million from Miami-Dade County's recently approved General Obligation Bond Program, there will be a significant increase in additional maintenance needs. Over the next couple of years, we will be bringing on line approximately 15 additional miles of sidewalks and 22 miles of curbing; 1,924 additional streetlights and 1,043 additional uplights (a 30% increase combined); new parks still to be designed (Flamingo, South Pointe, Collins, Altos Del Mar, the Garden Center, Fairway, Muss and Washington parks) – all of which will be competing with general fund services as well as with rising costs due to such factors as union contracts, personnel costs and the cost for contractual services.

To ensure that renewal and replacement of general fund assets are funded and addressed when needed, the City has established a separate reserve with a dedicated source of funding. The FY 2004/05 adopted budget established this reserve to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above the routine maintenance already included in the budget. Project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process, and are used exclusively for those capital expenditures that help to extend or replace the useful life of our facilities.

The funding of this restricted account is accomplished by adding all or a portion of the amount of the Debt Service Millage reduction to the General Operating Millage. In FY 2004/05 the dedicated millage for Renewal and Replacement was 0.126. In FY 2005/06 the reduction in debt service millage is 0.156 of which 0.056 was added for a cumulative Renewal and Replacement millage in FY 2005/06 of 0.182 and with a net decrease to the total operating millage of 0.100 mills.

As assessed values in the City continue to rise over the upcoming years, the cost of debt service on outstanding general obligation bonds will be spread over a larger value resulting in a decrease in debt service millage each year. If the City were to continue this process, thereby, adding the decrease in debt service millage each year to the general operating millage until the amount of the millage associated with maintenance reached 0.5 mills, it would generate (based on today's value of a mill) approximately $7.5 million for additional infrastructure maintenance each year. Once this level is reached, the total millage will continue to decrease providing room for future GO bond issuances should the Commission and the community wish to pursue future issues.

The following chart illustrates the impact of the Renewal and Replacement millage in FY 2005/06.

	" Dedicated Millage For Capital Renewal and Replacement " Tax Levy			
	FY 2003/04	FY 2004/05	FY 2005/06	Inc/(Dec)
General Operating	7.299	7.299	7.299	0.000
Renewal & Replacement	0.000	0.126	0.182	0.056
Total Operating Millage	7.299	7.425	7.481	0.056
Debt Service	0.874	0.748	0.592	(0.156)
TOTAL	8.173	8.173	8.073	(0.100)

The FY 2004/05 adopted budget established this reserve with first year funding in the amount of $1.347 million. In FY 2005/06, the funding for the reserve is $2.53 million, an increase of approximately $1.2 million.

The millage usage and project specific appropriations for the Capital Renewal and Replacement Fund are reviewed and approved each year by the City Commission as part of the budget process. The recommended project specific appropriations for FY 2005/06 are shown in the following table.

CITY OF MIAMI BEACH
PROPERTY MANAGEMENT
FY 05-06 RENEWAL AND REPLACEMENT FUND

CAPITAL RENEWAL AND REPLACEMENT PROJECT NAME / DESCRIPTION	CRITERIA TYPE	TOTAL REQUEST BY BLDG.	FY 2005/06 ADOPTED R & R FUNDING
POLICE STATION BUILDING			
Replace 6 Air Handlers 20 years old. Replacement due to end of useful life.	1.A	$108,900	$108,900
Generator Motor Control Center Replacement 17 yrs old. Beyond useful life out of sequence.	1.A	71,500	71,500
Police Station Community Room and South Stairwell Glass Block Replacement Deterioration of the Police Station Glass Block, installed with construction in 1987, is causing water intrusion into the building's Community Room and stairwells and deterioration of the reinforcing steel. The replacement will improve weather-tight integrity of the building and conform to new impact resistant glass code requirements	1.A	467,500	467,500
Replace Equipment at Police Gun Range Beyond Useful Life	1.A	100,000	100,000
Retrofit Ladies Locker Room Showers Showers are 18 years old and need to meet ADA standards.	1.A	33,000	0
TOTAL POLICE STATION BUILDING		780,900	747,900
HISTORIC CITY HALL BUILDING			
Six (6) Air Handler Replacement Replace six (6) 20 year old air handlers due to end of useful life.	1.A	$108,900	$108,900
Historic City Hall Elevator (2) Renovation and Electrical Upgrade Elevators and most of their mechanical operating equipment were built in 1927.	1.A	165,000	165,000
TOTAL HISTORIC CITY HALL BUILDING		273,900	273,900
CITY HALL BUILDING			
Air Duct System Replacement and Installation of Filtration & Pre-cooling System 27 year old outside air duct system replacement and installation of filtration and pre-cooling system. Duct system is internally corroded	1.A	$84,700	$84,700
Electrical Upgrades Replace 27 year old of Transformers - Main Breakers Replacement per Fire Dept & NFPA 110 Generator need to be tested under load month. Replace Fire Pump Controller & Two Transformers - Fire Safety	1.A	73,150	73,150
Hurricane Shutter Replacement Shutters cannot be repaired, are worn and are unsecurable. Dade County approved shutters should be installed to replace 27 year old shutters. Grant application pending	1.A	495,000	0
City Hall Main Elevator Renovation & Electrical Upgrade The mechanical contact controller is no longer manufactured and replacement parts are hard to obtain The elevator is frequently out of service. The digital controller utilizes less electricity	1.A	88,000	88,000
TOTAL CITY HALL BUILDING		740,850	245,850

CITY OF MIAMI BEACH
PROPERTY MANAGEMENT
FY 05-06 RENEWAL AND REPLACEMENT FUND

CAPITAL RENEWAL AND REPLACEMENT PROJECT NAME / DESCRIPTION	CRITERIA TYPE	TOTAL REQUEST BY BLDG.	FY 2005/06 ADOPTED R & R FUNDING
777 17TH STREET BLDG			
Replacement of Air Handler, Controls and Duct System Replacement of air handler, controls and duct system. Air handlers are past their useful life. Duct system and outside air equipment are inadequate.	1.A	$508,200	$0
Water & Sewer Pipe Replacement & Domestic Water Pump Upgrade The domestic water system at the 777 Building is rusted, aged and deteriorating. The pumps must be replaced due to age and relocated where they will operate more efficiently.	1.A	110,000	110,000
TOTAL 777 17TH STREET BUILDING		618,200	110,000
SCOTT RAKOW YOUTH CENTER (Part of the total Phase II CIP project)			
Elevator Replacement Beyond Useful Like	1.A	$93,000	$93,000
Water Sealing/Weatherproofing Need to prevent water damage to the building	1.A	49,500	49,500
Air Handler & Cooling Tower 30 year old air handler # 2 replacement due to excessive corrosion Cooling Tower #2 is a Protec fiberglass tower with moderate ultraviolet degradation on outer shell. The tower support is dangerously corroded and one of the support legs is in danger of collapsing	1.A	102,850	102,850
Air Handler #1 Replacement 30 year old air handler # 1 replacement due to excessive corrosion	1.A	77,000	77,000
Fire Alarm System Replacement Beyond Useful Life	1.A	25,000	25,000
Swimming Pool Filtration System Beyond Useful Life	1.A	150,000	150,000
TOTAL SCOTT RAKOW YOUTH CENTER		497,350	497,350
VARIOUS BUILDINGS			
Garden Center Replacement of A/C at the Garden Center. Due to excessive corrosion and age	1.A	$49,500	$0
Boardwalk Light Replacement Replace lights and lightshields due to age, new state requirements and environmental impacts.	1.A	965,200	321,733
27th, 46th & 53rd Street Showers Upgrade to ADA Standards Showers due to poor condition and proper ADA path-of travel	1.A	55,000	55,000
Commission Chambers Upgrades Replace 10 year old electric door - weatherproof walls, incl. re-installation of carpeting on walls	1.A	29,150	29,150
21st St. Recreation Center Backflow Preventor & Fire Sprinkler (New Fire Code Requirement)	1.A	28,000	28,000
TOTAL MISC. REQUESTS - VARIOUS BUILDINGS		1,126,850	433,883
CONTINGENCY			220,680
GRAND TOTAL		$4,038,050	$2,529,563

Criteria: 1.A-Extend Useful Life, 1.B-Reduce Maintenance, 2-Unanticipated Events

G.O. DEBT SERVICE

GENERAL OBLIGATION BONDS
DEBT SERVICE

The purpose of issuing General Obligation Bonds is to obtain funds for various capital projects, economic and environmental improvements, and public works or public safety improvements. The City has established a 5-year Capital Improvement Plan which details planned capital improvement projects and their respective funding sources. Among the areas for improvements are: parks and recreational facilities, streets, streetlighting and bridges, fire equipment, and municipal facilities. General Obligation Bonds are issued and mandated by the public through a formal referendum vote. In the past year, the City achieved two increases in credit rating from Standard and Poors taking the City from an A to an A+ and then to a AA-.

Financial Summary

Revenue Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Property Taxes	$ 10,237,793	$ 10,211,129	$ 10,134,942	$ 10,134,942	$ 9,966,418
Other	15,606	1,544	0	0	0
Total	**$ 10,253,399**	**$ 10,212,673**	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**

Expenditure Area	2003 Actual	2004 Actual	2005 Budget	2005 Projected	2006 Adopted
Debt Service	$ 9,518,801	$ 10,180,754	$ 10,122,153	$ 10,122,153	$ 9,949,278
Operating Expenses	664,333	12,908	12,789	12,789	17,140
Total	**$ 10,183,134**	**$ 10,193,662**	**$ 10,134,942**	**$ 10,134,942**	**$ 9,966,418**

Budget Highlights

- The Debt Service millage rate of 0.592 is estimated to provide $9,949,278 for debt service and $17,140 for fees totaling $9,966,418.

Principal and interest payments for FY 2005/06 are as follows:

Principal	$6,060,000
Interest	3,889,278
Debt Service	$9,949,278

- $17,140 is required for paying agent's fees.

GENERAL OBLIGATION BONDS SUMMARY
as of September 30, 2005

NAME OF ISSUE	Date of Issue	Date of Maturity	Amount of Issue	Amount Outstanding
1996 G.O. Parks	01-Oct-97	2007	$ 15,000,000	$ 1,000,000
2000 Gulf Breeze	03-Jul-00	2020	14,090,000	12,030,000
2000 Gulf Breeze	03-Jul-00	2013	15,910,000	14,090,000
2003 G.O. Bonds	03-Jul-22	2033	62,465,000	60,380,000
TOTALS			$107,465,000	$ 87,500,000

Annual debt service requirements to maturity for general obligation bonds are as follows:

Fiscal Year Ending September 30	General Obligation Bonds Governmental Activities		
	Principal	Interest	Total
2006	$ 6,060,000	$ 3,889,277	$ 9,949,277
2007	2,820,000	3,722,834	6,542,834
2008	2,535,000	3,615,557	6,150,557
2009	2,505,000	3,520,367	6,025,367
2010	2,595,000	3,420,528	6,015,528
2011-2015	14,785,000	15,248,625	30,033,625
2016-2020	18,780,000	11,149,294	29,929,294
2021-2025	14,035,000	6,782,834	20,817,834
2026-2030	13,650,000	4,066,131	17,716,131
2031-2033	9,735,000	888,750	10,623,750
	$ 87,500,000	$ 56,304,197	$143,804,197

The City's $15,000,000 General Obligation Bonds, Series 1996, will be repaid solely from ad-valorem taxes assessed, levied and collected. They are registered transcripts, and insured. The bonds were issued to construct, renovate and rebuild parks and recreation facilities within the City's park system.

The Gulf Breeze VDRS Series 1985B, in the amount of $15,910,000, principal is to be repaid in thirteen annual installments commencing December 1, 2001 with interest paid semi-annually. The Gulf Breeze VDRS Series 1985E, in the amount of $14,090,000, principal is to be repaid in seven annual installments commencing December 1, 2014 with interest paid semi-annually. The funds are being used to expand, renovate and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and, improve neighborhood infrastructure and related facilities.

On July 22, 2003, the City issued General Obligation Bonds, Series 2003, in the amount of $62,465,000. These bonds were issued to provide funds to pay the cost of improving neighborhood infrastructure in the City, consisting of streetscape and traffic calming measures, shoreline stabilization and related maintenance facilities, and Fire Safety Projects and the Parks and Beaches projects. The Bonds will be repaid solely from ad-valorem taxes assessed, levied and collected.

RESORT TAX

RESORT TAX

Background

In 1967, the Legislature of Florida passed House Bill No. 2394 of Chapter 67-930 of the Laws of Florida. This legislation empowered cities and towns in all counties within the state of a specific population to impose, levy and collect a municipal resort tax.

In 1968, the City of Miami Beach commenced with the levy of a two percent (2%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This 2% tax was also levied upon the total sales price of all food beverages, alcoholic beverages (including beer and wine) sold at retail in any restaurant.

On November 3, 1992 an additional one percent (1%) tax on room rent was approved by referendum. This additional tax became effective on October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

All registered businesses file, on or before the twentieth day of the month following the close of each calendar month, a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Nonprofit organizations;
- Rents paid by a permanent resident on his permanent place of abode;
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken; and
- School lunches served to students and teachers; all hospital meals and rooms.

Allowable Uses

Allowable uses of the municipal resort tax are spelled out in 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, as follows: 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.

These allowable uses have led to increased tourist activities, such as the annual Memorial Day Weekend Hip-Hop festivities, Art Basel, and various concerts.
In addition to the uses listed above, the proceeds of the additional one percent (1%) 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/Historic Convention Village Bonds. These bonds were used for the development, improvement and construction of certain public areas including a portion of the Cultural Center facilities located within the City Center District.

The remaining fifty percent is allocated equally among North Beach, Middle Beach and South Beach for the maintenance and enhancement of Miami Beach's tourist related areas. In prior years, these funds were used for the following: beautification and landscaping within these areas, various art and cultural programs (Festival of the Arts, Miami Mimo Exhibits, 2nd Thursdays, etc.), and public safety.

Effective October 1, 2005, the remaining fifty percent will be used to fund Quality of Life Capital projects North Beach, Middle Beach and South Beach as well as various art and cultural programs or the maintenance and enhancement of Miami Beach's tourist related areas.

Budget Highlights

Each year for the past 11 years, except during the year following September 11th tragedy, the collections have increased steadily due to growth of new restaurants, hotels, and tourists within the City.

In 1996, during the first year of the additional 1% tax, the City's collected over $2 million of the 1% tax or 16% of the total taxes collected that year. The collection of the 2% tax alone has increased 265% since 1992 and the collection of the 1% tax alone has increased over 126% since it was imposed in 1996.

The events surrounding September 11, 2001 greatly impacted tourism in Miami Beach and consequently, the collection of the related taxes suffered in fiscal year 2002. Despite the drop in collections, in fiscal year 2002, a reserve of approximately $1 million from fund balance was provided in the Resort Tax Fund for the potential cost of City services associated with special events and holiday weekends.

Even though the economy has been sluggish, resort tax collections increased 21.6% in fiscal year 2004 and are projected to increase an additional 10.9% for fiscal year 2005.

- $400,000 is provided for a local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council.

- An additional $500,000 is funded in contingency.

CITY OF MIAMI BEACH, FLORIDA
RESORT TAX FUND BUDGET - FISCAL YEAR 2005/06

	2%	1%	Total
Revenues:			
Resort Tax	$ 28,206,000	$ 5,945,000	$ 34,151,000
Special Assessment-North Shore	263,000		263,000
Interest Income	125,000		125,000
Registration Fees	7,000		7,000
Retained Earnings	700,000		700,000
Total Revenue	$ 29,301,000	$ 5,945,000	$ 35,246,000
Expenditures:			
Personnel Costs:			
Salaries & Wages	$ 179,172	$ 0	$ 179,172
Health, Life & Dental Insurance	7,619		7,619
Pension Contributions & Other Benefits	30,716		30,716
Total Personnel Costs	$ 217,507	$ 0	$ 217,507
Operating Costs:			
Professional Services	$ 10,000	$ 0	$ 10,000
Internal Audit/Resort Tax Auditors' Expenditures	557,742		557,742
Telephone	1,500		1,500
Postage	500		500
Administrative Fees	26,450		26,450
Rent-Building & Equipment	3,585		3,585
Printing	100		100
Office Supplies	750		750
Other Operating Expenditures	1,000		1,000
Local Mileage	50		50
Training	2,000		2,000
Internal Service - Central Service	3,570		3,570
Internal Service - Property Management	3,496		3,496
Internal Service - Communications	6,110		6,110
Internal Service - Self Insurance	16,902		16,902
Internal Service - Computers	20,095		20,095
Internal Service - Prop. Management/Electrical	2,739		2,739
Total Operating Costs	$ 656,589	$ 0	$ 656,589
Total Operating Expenditures	$ 874,096	$ 0	$ 874,096
Other Uses:			
Contribution to VCA	$ 1,353,888		$ 1,353,888
Contribution to Bureau	5,000,000		5,000,000
Marketing	400,000		400,000
Excise Tax Bonds	298,706		298,706
Other Designated Expenditures		2,972,500	2,972,500
Debt Service:			
North Shore	935,000		935,000
Gulf Breeze	368,000		368,000
TIF Bonds		2,972,500	2,972,500
Contingency	500,000		500,000
General Fund Contribution	19,571,310		19,571,310
Total Other Uses	$ 28,426,904	$ 5,945,000	$ 34,371,904
Net	$ 0	$ (0)	$ (0)

Explanation of Other Designated Expenditures:

South Beach - Quality of Life Capital	$ 0	$ 743,125	$ 743,125
Middle Beach - Quality of Life Capital		743,125	743,125
North Beach - Quality of Life Capital		743,125	743,125
Arts		743,125	743,125
	$ 0	$ 2,972,500	$ 2,972,500

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City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (2%)
Projection for 2006

	Actual 2001/02	Actual/ 2002/03	%change	Actual/ 2003/04	%change	Budget Projected 2004/05	Actual/ Projected 2004/05	Actual 05 vs 04 %change	Budget Projected 2005/06	% increase
October	928,797	1,014,224	9.2%	1,282,225	26.4%	1,372,000	967,936	-24.5%	1,036,000	7.0%
November	1,047,867	1,257,182	20.0%	1,548,542	23.2%	1,657,000	1,746,172	12.8%	1,868,000	7.0%
December	1,146,987	1,473,837	28.5%	1,709,242	16.0%	1,829,000	1,824,699	6.8%	1,952,000	7.0%
January	1,546,137	1,753,801	13.4%	2,012,199	14.7%	2,153,000	2,221,156	10.4%	2,377,000	7.0%
February	1,795,999	1,805,939	0.6%	2,898,647	60.5%	2,560,000	2,709,194	-6.5%	2,899,000	7.0%
March	1,983,849	2,162,270	9.0%	2,489,667	15.1%	2,664,000	2,896,958	16.4%	3,100,000	7.0%
April	2,349,999	2,415,968	2.8%	2,779,753	15.1%	2,974,000	3,282,619	18.1%	3,512,000	7.0%
May	1,635,055	1,970,249	20.5%	2,173,788	10.3%	2,326,000	2,981,061	37.1%	3,190,000	7.0%
June	1,333,118	1,716,812	28.8%	2,177,574	26.8%	2,330,000	2,395,331	10.0%	2,563,000	7.0%
July	1,267,368	1,291,035	1.9%	1,446,992	12.1%	1,594,000	1,591,691	10.0%	1,703,000	7.0%
August	1,181,716	1,466,001	24.1%	1,774,841	21.1%	1,956,000	1,952,325	10.0%	2,089,000	7.0%
September	1,261,613	1,379,216	9.3%	1,629,109	18.1%	1,778,000	1,792,019	10.0%	1,917,000	7.0%
	17,478,505	19,706,534	12.7%	23,922,579	21.4%	25,193,000	26,361,161	10.2%	28,206,000	7.0%

Assumptions:

Projected Coll 05	26,361,161	4.6% (% up over budgeted)
Budget for FY06	28,206,000	7.0% (% over proj 04 collections)

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (1%)
Projection for 2006

	Actual 2001/02	Actual/ 2002/03	%change	Actual/ 2003/04	%change	Budget Projected 2004/05	Actual/ Projected 2004/05	%change	Budget Projected 2005/06	% increase
October	164,199	166,553	1.4%	224,466	34.8%	240,000	176,510	-21.4%	189,000	7.0%
November	201,764	237,896	17.9%	309,429	30.1%	331,000	325,713	5.3%	349,000	7.0%
December	210,045	298,744	42.2%	335,447	12.3%	359,000	346,933	3.4%	371,000	7.0%
January	265,530	326,171	22.8%	399,271	22.4%	427,000	458,399	14.8%	490,000	7.0%
February	374,581	386,171	3.1%	506,441	31.1%	542,000	626,247	23.7%	670,000	7.0%
March	441,685	490,033	10.9%	597,174	21.9%	639,000	678,385	13.6%	726,000	7.0%
April	508,729	519,343	2.1%	598,778	15.3%	641,000	785,203	31.1%	840,000	7.0%
May	320,112	412,195	28.8%	484,529	17.5%	518,000	609,612	25.8%	652,000	7.0%
June	256,314	347,302	35.5%	445,888	28.4%	477,000	490,476	10.0%	525,000	7.0%
July	255,157	241,010	-5.5%	266,708	10.7%	294,000	293,378	10.0%	314,000	7.0%
August	219,120	286,853	30.9%	378,588	32.0%	417,000	416,447	10.0%	446,000	7.0%
September	247,056	260,045	5.3%	316,945	21.9%	346,000	348,640	10.0%	373,000	7.0%
	3,464,292	3,972,316	14.7%	4,863,664	22.4%	5,231,000	5,555,945	14.2%	5,945,000	7.0%

Assumptions:

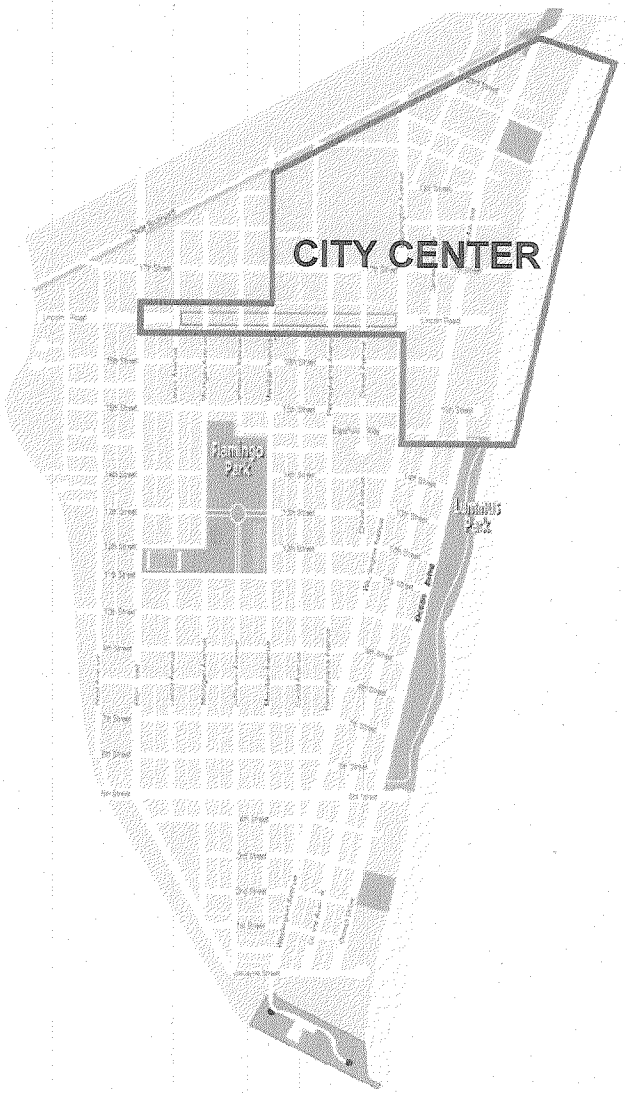
Projected Coll 05	5,555,945	6.2% (% up over budgeted)
Budget for FY06	5,945,000	7.0% (% over proj 04 collections)

RDA

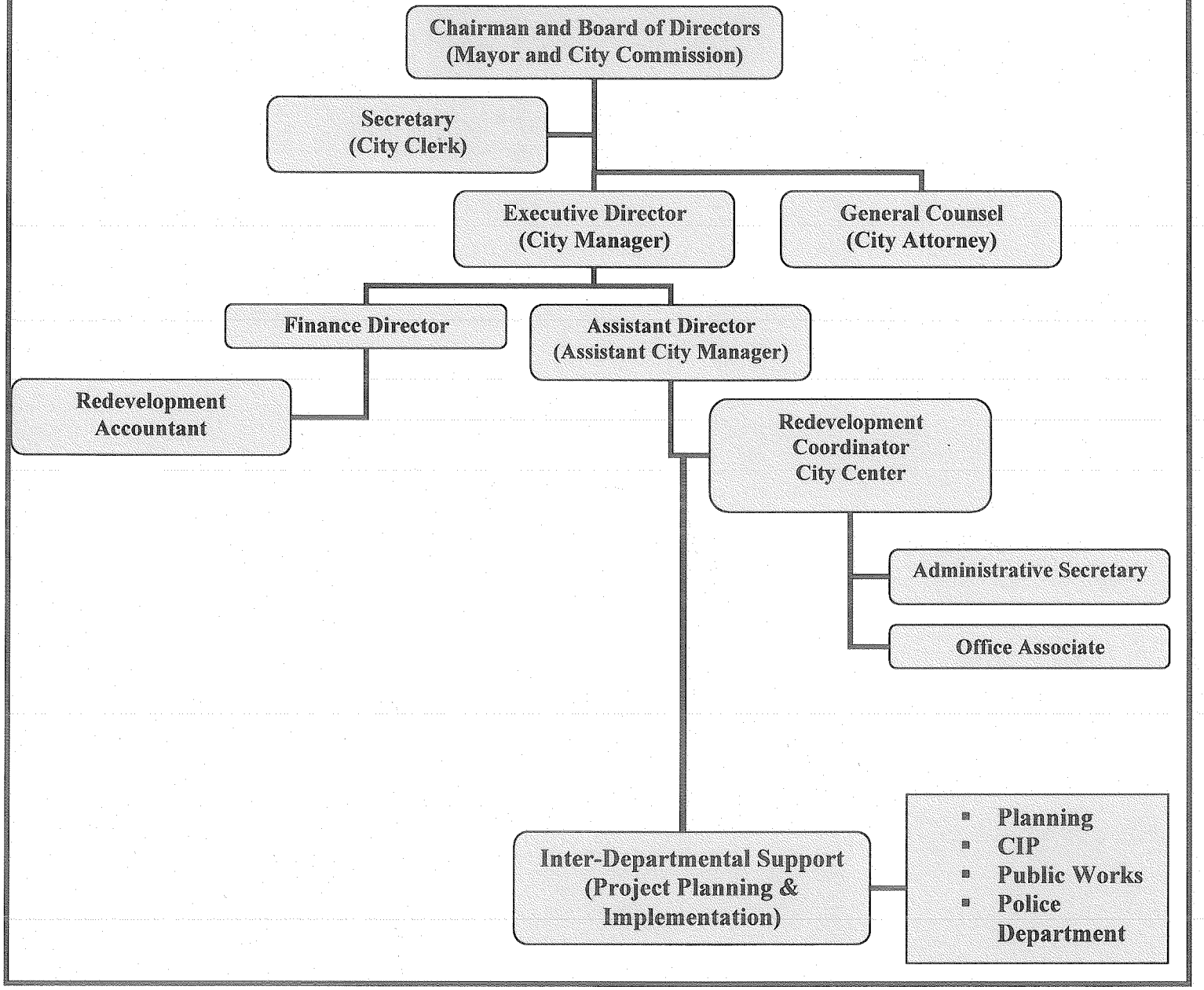
MIAMI BEACH REDEVELOPMENT AGENCY

ADOPTED BUDGET

FY 2005/06



MIAMI BEACH REDEVELOPMENT AGENCY ORGANIZATIONAL CHART



MIAMI BEACH REVELOPMENT AGENCY
Expiration of South Pointe RDA

The South Pointe redevelopment district has been the most successful redevelopment district in the State of Florida to date. Assessed values have increased from $59 million when the district was established in 1976 to almost $2.5 billion as of January 1, 2005. The Proposed Operating Budget continues to provide funding for operating costs previously funded through the redevelopment district.

With the expiration of the district, and pursuant to the 2001 and 2003 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, one half of the City ad valorem revenues previously restricted to the South Pointe district become available for use Citywide.

Further, the Amended CDT Interlocal Agreement provides for additional intergovernmental revenues for a limited number of years that can be used to offset CDT or municipal resort tax type eligible expenditures.

FY 2005/06 Projected Funding Availability from the Amended CDT Interlocal Agreement

Source of Funds	Eligible Expenditures	FY 2005/06 Projected Available Funding
Miami-Dade County revenues equivalent to 50% of the County tax increment revenues	South Pointe capital projects - ongoing	$6,203,997 million
Miami-Dade County revenues equivalent to 25% of Countywide tax increment revenue	CDT/municipal resort tax eligible or general Citywide expenses, depending on the source of County revenues	$3,101,999 million
Miami-Dade County revenues equivalent to 20% of Countywide tax increment revenues up to a cumulative maximum of $45 million	CDT/municipal resort tax eligible expenditures	$2,481,599 million
50% of CMB tax increment revenues	South Pointe expenditures *	$7,718,251 million
50% of CMB tax increment revenues (net of 5% previously received by general fund)	General Citywide expenses	$6,946,425 million
	Total	$26,452,271 million

MIAMI BEACH REVELOPMENT AGENCY
City Center

Mission

- To assure continued economic viability of the area and the City as a whole.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the Convention Center, area hotels, cultural amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.
- To recognize the historic structures and designations within the historic districts and facilitate development accordingly.

Major Accomplishments

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVRRA) was established in 1993, in order to provide the funding mechanism to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkages between the City's many core area civic, cultural and entertainment uses in order to create the fabric of a true urban downtown.

Since its inception, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment initiatives.

Exciting projects which have transformed the area include two new convention-quality hotels, both of which were the result of public/private partnerships between the Redevelopment Agency (RDA) and the respective Developers - the 800-room Loews Miami Beach Hotel and the 425-room Royal Palm Crowne Plaza Hotel, the latter of which has the distinction of being the first African-American owned hotel in the United States; the development of an 800-space public parking garage to accommodate the parking needs for the Loews Miami

Beach Hotel, the African-American Hotel and other service and retail businesses in the area; a $20 million overhaul of Lincoln Road, partially funded with the participation of businesses on Lincoln Road; the recently completed Beachwalk project from 21st Street to Lummus Park, with an at-grade, landscaped pedestrian walkway; and implementation of a Cultural Arts Campus Master Plan for the area east of the Miami Beach Convention Center, which includes the recently completed new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, to include the demolition of the old library, the restoration of the Rotunda and extensive streetscape improvements throughout the area. Other important projects underway include the restoration and renovation of the Colony Theater and the recently completed master planning initiative by Zyscovich, Inc., which served as a basis for updating the existing City Center Redevelopment Plan. One of the primary objectives of the Plan, was to address the development of the 17th Street surface parking lots, taking into consideration the expansion needs of the New World Symphony, with whom the City has executed a Development and Lease Agreement to build Soundspace, a state-of-the art facility to house educational activities, musical and related cultural events, rehearsals, internet transmissions, television and radio broadcasts.

The City and Redevelopment Agency's commitment to upgrading and improving the area's infra-structure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than $530 Million in new building permit activity since the area's inception.

Work Plan

Since its success in attracting two convention-quality hotels, the Redevelopment Agency has been focusing its efforts on a number of initiatives aimed at upgrading the area's infrastructure, streets and parks, alleviating traffic and parking congestion and encouraging the production and presentation of arts and cultural activities in the area. In 1992, the Redevelopment Agency amended its Redevelopment Plan for City Center to specifically address these objectives in the context of the New World Symphony's expansion plans involving the 17th Street surface lots and the resulting impact to the Convention Center and businesses in the area.

To this end, the Redevelopment Agency's mission is to coordinate, implement and fund the Plan's objectives and to compliment the City's established priority areas which include:

- Strategic Planning and Economic Development
- Capital Improvement Program
- Organizational Development
- Neighborhood Services

- Investment in Technology.

Strategic Planning and Economic Development

- Promote redevelopment initiatives and eliminate causes of physical and economic blight;

- Support and enhance the values of private properties and improvements

- Work with Finance, Budget and Miami-Dade County to coordinate issues pertaining to the termination of South Pointe Redevelopment Area;

- Work with MBCDC to ensure lease-out of any vacant space at the Anchor Shops;

- Address residual issues pertaining to the buy-out of the respective Lease Agreements by Loews and RDP Royal Palm;

- Coordinate with NWS to ensure adherence to timeline milestones in Development and Lease Agreement;

- Coordinate with Miami-Dade County Libraries in addressing transitional issues involving the new Regional Library and the South Shore Library;

- Address the needs of the Convention Center and the New World Symphony;

- Evaluate parking and transportation requirements;

- Identify opportunities for gateway entrance features,

- Evaluate the need and location of an Intermodal Center;

- Continue to foster planning and development of the Collins Park Cultural Campus Master Plan, including completion of the Regional Library, park and streetscape improvements and disposition of the Rotunda;

- Continue administering contract with Botanical Garden and participate in planning of facility improvements;

Capital Improvement Program

- Continue working with CIP, Planning and other Departments to develop scope for improvements in City Center as contemplated in the17th Street Master Plan, including streetscape, garage facilities and Botanical Garden renovations;

- Continue to foster planning and development of the Collins Park Cultural Campus Master Plan, including completion of the Regional Library, park and streetscape improvements and disposition of the Rotunda;

- Continue coordinating with NWS to ensure adherence to timeline milestones in the Development and Lease Agreement, including the amendment thereto addressing development of the park and surrounding streetscape improvements;

Neighborhood Services

- Continue working with the Police Department, Finance and Budget to implement and fund Community Policing programs in South Pointe and City Center RDAs, as well as program enhancements including sanitation, code enforcement, graffiti eradication and private security patrols;

- Continue liaising with Collins Park Oversight Committee to identify and address community issues and concerns pertaining to public and private development activity in the area.

Other

- Continue overseeing contractual, operational and property management issues pertaining to the Anchor Shops and Parking Garage, including Management Contract with MBCDC, Retail Leasing, Easement Agreement with Loews, and parking operations by the Parking Department.

- Continue administering public/private lease and settlement agreements including the Lincoln and Lincoln Place.

- Continue liaising with the County's TIF Committee and coordinating issues between the City and the County pertaining to the RDA, including budgetary issues, policy matters and payment obligations, including Admin fee and Children's Trust.

- Continue developing a functional tickler system for all contracts and agreements to ensure ease of continuity in their administration.

Budget Highlights

The taxable value of property in City Center experienced a 9 percent increase in FY 04/05, reflecting a continuing trend of steady growth. In FY 05/06, the tax increment is expected to increase by approximately 39%, as a result of new commercial and residential developments coming on line as well revaluations of existing properties throughout the area.

Tax Increment Financing (TIF) through the sale of bonds has been a major tool for financing redevelopment activities. To date, three bond issues have occurred in City Center: one in 1994 for $25 million , to acquire land for the hotel development initiative; one in 1996, in the amount of $43.2 million to fund contractual obligations and capital improvements related to the Loews Hotel and African-American Hotel projects; and, one in 1998, in the amount of $38.2 million to finance capital expenditures related to the convention hotel projects, the Cultural Campus project and to repay the $21.5 million debt obligation to the City. It should be noted that when the bond issues were done initially, Resort Tax was used as a secondary pledge to pay the debt service. Due to steady increase in tax increment coupled with the income stream from the Loews Hotel ground lease and operation of the Anchor Shops and Parking, the RDA has been able to repay Resort Tax funds used to pay existing debt service obligations from the 1993 and 1996 bond issues, for a total of $2.4 Million. Current debt service on the 96B and 98B bonds accounts for approximately $9.9 million annually. It should be noted that in FY 05/06, it is anticipated that the RDA will refund outstanding City Center Bonds, which will result in significant Net Present Value savings as well as free up Miami Beach resort Tax Revenues as a secondary pledge.

In FY 2005/06, City Center will continue assuming debt service payments on the portion of the Gulf Breeze Loan used to pay for the Bass Museum expansion and renovation and the portion of the Sunshine State Loan Program used for Lincoln Road improvements. These payments were previously made from water, sewer, storm water, gas and resort tax proceeds. Additionally, TIF will continue to be utilized to address much needed infrastructure improvements in the area, including but not limited to streetscape, landscaping and parking.

On July 19, 2002, in accordance with the provisions set forth in Section 163.361, Florida Statutes, the City Commission adopted Resolution No. 2002-24899, adopting an amendment to the City Center Redevelopment Plan, allowing for the implementation of community policing. On June 11, 2003, the City Commission adopted Resolution 2003-25237, which provided for community policing in both the City Center and South Pointe Redevelopment Areas. The Board of County Commissioners voted to approve the RDA's respective community policing plans at its meeting on September 9, 2003. A total of $2.5 Million is being allocated towards community policing initiatives in City Center in FY 2005/06, to provide enhanced levels of staffing and services throughout the area. Further detail of the community policing plan is included as a separate section in this budget package.

On-going and planned capital projects in City Center for are projected to account for approximately $10.6 Million in the FY 05/06 Budget and generally include the following:

Implementation and construction coordination of the street-end improvements to

18th and 20th Streets, to be undertaken as part of the Beachwalk project; design and construction of streetscapes throughout City Center; Collins Park area improvements; implementation of development and ground lease agreements with the New World Symphony in connection with the development of the 17th Street surface lots for New World Symphony; planning and design of the City Hall expansion parking garage; renovation of the Library Rotunda as public programmed space; completion of renovations to the historic Colony Theater; and renovation of the Botanical Garden. Additionally, the RDA continues to coordinate with CIP on planning, budgeting for and implementing infrastructure improvements throughout City Center.

Miami Beach Redevelopment Agency
Adopted Budget FY 2005/06
City Center Redevelopment Area

Rev 07/06/05

Revenues and Other Sources of Income	Operating Fund	Debt Service	Construction Fund
Opening Balances:			
Tax Increment - City	$14,057,028	$ 0	$ 0
Tax Increment - County	10,622,892	10,622,892	0
50% Contribution from Resort Tax (1%)	2,569,890	0	0
1/2 Mill Children's Trust Contribution (1)	939,515	0	0
Interest Income	197,000	0	0
Anchor Garage Operations Revenue	1,516,085	0	0
Anchor Garage Use Fee (Loews) (3)	580,000	0	0
Anchor Shops Lease Revenue	633,085	0	0
Other Operating Transfers In	0	858,267	10,556,075
Fund Balance Re-allocation	0	0	0
Total Revenue	**$31,115,495**	**$ 11,481,160**	**$ 10,556,076**

Admin/Operating Expenses	Operating Fund	Debt Service	Construction Fund
Management fee	$ 414,000	$ 0	$ 0
Advertising & promotion	1,000	0	0
Postage & mailing	3,000	0	0
Printing	3,000	0	0
Office supplies & equipment	5,000	0	0
Meetings & conferences	4,000	0	0
Dues & subscriptions	1,000	0	0
Audit fees	8,500	0	0
Professional & related fees	45,500	0	0
Miscellaneous expenses	15,000	0	0
Total Admin/Operating Expenses	**$ 500,000**	**$ 0**	**$ 0**

Projects	Operating Fund	Debt Service	Construction Fund
Anchor Garage Operations (2)	$ 869,611	$ 0	$ 0
Anchor Garage Facility Use/Usage Fee (3)	614,934	0	0
Anchor Garage Property Maintenance	42,000	0	0
Anchor Shops mgt fee & related exp (4)	76,000	0	0
Anchor Shops & Parking Garage Property and Sales Tax	439,316	0	0
Anchor Shops & Parking Garage Depreciation	402,000	0	0
Community Policing	2,512,197	0	0
Capital Projects Maintenance	1,970,505	0	0
Transfer to Capital - CIP (5)	0	0	10,006,075
Transfer to Capital - Public Works (5)	0	0	550,000
Other/Miscellaneous	0	0	0
Total Project Costs:	**$ 6,926,563**	**$ 0**	**$ 10,556,075**

Transfers, Reserves and Debt Service Payments	Operating Fund	Debt Service	Construction Fund
Debt Service Cost - 96B & 98B Bonds	$ 0	$ 9,911,663	$ 0
Current Debt Service - Lincoln Rd Project (6)	0	1,077,587	0
Current Debt Service - Bass Museum (7)	0	491,909	0
Reserve for County Admin Fee (8)	159,343	0	0
Reserve for CMB Admin Fee (9)	210,855	0	0
Reserve for Children's Trust Contribution (10)	939,515	0	0
Reserve for Capital Renewal & Replacement(11)	341,984	0	0
Transfer County TIF to - Debt Svc Fund	10,622,892	0	0
Transfer to - Debt Svc Fund	858,267	0	0
Transfer to - Construction Funds	10,556,075	0	0
Total Transfers Reserves & Debt Service Payments	**$23,688,932**	**$ 11,481,160**	**$ 0**
Total Expenditures & Transfers	**$31,115,495**	**$ 11,481,160**	**$10,556,075**
Excess (Deficiency):	**$ 0**	**$ 0**	**$ 0**

Note #1 1/2 Mill Children's Trust pmt to RDA per Interlocal
Note #2 Includes direct operating expenses including external maintenance contracts
Note #3 MBRI (Loews) remits an annual use fee of $580,000 to the RDA - RDA remits a Usage Fee to MBRI equal to 41.7% of first $1,390,000 in Revenues and 28% of Revenues in excess of $1,390,000
Note #4 Inclues direct retail management expenses plus estimated brokerage fees
Note #5 Separate detail by project attached - from CIP and PW
Note #6 Payment of Lincoln Road current debt service on Sunshine State Loan
Note #7 Payment of Bass Museum current debt service on Gulf Breeze Loan
Note #8 County admin fee @ 1.5% of County's increment revenue
Note #9 CMB Admin Fee @ 1.5% of City's increment revenue
Note #10 1/2 mill Children's Trust Contribution
Note #11 Reserve for Capital Renewal & Replacement Program

POSITIONS SUMMARY
AND DETAILS

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04				AMENDED FY 04/05				ADOPTED FY 05/06				Adopt 06 - Amend 05 Variance			
MAYOR & COMMISSION	20.00				20.00				20.00				0.00			
ADMINISTRATIVE SUPPORT																
City Manager	13.00				13.00				13.00				0.00			
Communications	2.00				2.00				8.00	+	1.00	PT	6.00	+	1.00	PT
Budget & Performance Improv	18.00				20.00	+	1.00	PT	20.00	+	1.00	PT	0.00	+	0.00	PT
Finance	43.00				42.50				44.50				2.00			
Information Technology	40.00				40.50				43.50				3.00			
Human Resources	15.60				16.60				16.60				0.00			
Risk Management	6.40				6.40				6.40				0.00			
Labor Relations	2.00				2.00				2.00				0.00			
City Clerk	13.00	+	1.00	PT	13.00	+	1.00	PT	11.00	+	0.00	PT	(2.00)	+	(1.00)	PT
Central Services	6.00				6.00				6.00				0.00			
Procurement	9.00				9.00				9.00				0.00			
CITY ATTORNEY	22.00	+	1.00	PT	22.00	+	1.00	PT	22.00	+	1.00	PT	0.00	+	0.00	PT
ECON DEV & CULTURAL ARTS																
Economic Development	8.00				8.00				7.00				(1.00)			
Building	63.00	+	1.00	PT	71.00	+	0.00	PT	71.00	+	0.00	PT	0.00	+	0.00	PT
Planning	26.00				28.00				28.00				0.00			
Tourism & Cultural Affairs	20.00				21.00				22.00				1.00			
OPERATIONS																
Neighborhood Services	63.00				61.00				65.00				4.00			
Parks & Recreation	186.00	+	144.00	PT	187.00	+	144.00	PT	195.00	+	160.00	PT	8.00	+	16.00	PT
Public Works	189.00				186.00				192.00				6.00			
Sanitation	103.00				114.00				148.00				34.00			
Property Management	65.00				66.00				71.00				5.00			
Capital Improvement Projects	24.00				27.00				31.00				4.00			
Parking	106.00				109.00	+	6.00	PT	111.00	+	6.00	PT	2.00	+	0.00	PT
Fleet Management	25.00				24.00				24.00				0.00			
PUBLIC SAFETY																
Police	528.00	+	14.00	PT	537.00	+	14.00	PT	550.00	+	14.00	PT	13.00	+	0.00	PT
Fire	300.00	+	53.00	PT	293.50	+	48.00	PT	299.00	+	48.00	PT	5.50	+	0.00	PT
TOTALS	**1,916.00**	**+**	**214.00**	**PT**	**1,945.50**	**+**	**215.00**	**PT**	**2,036.00**	**+**	**231.00**	**PT**	**90.50**	**+**	**16.00**	**PT**

TOTALS BY FUND

GENERAL FUND	1,399.29	+	182.00	PT	1,418.88	+	178.00	PT	1,457.63	+	224.00	PT	38.75	+	46.00	PT
ENTERPRISE FUNDS	331.00				344.00	+	7.00	PT	401.00	+	7.00	PT	57.00	+	7.00	PT
INTERNAL SERVICE FUNDS	135.40				135.90				143.90				8.00			
RDA	25.00	+	2.00	PT	23.50	+	0.00	PT	13.25	+	0.00	PT	(10.25)	+	0.00	PT
GRANTS/OTHER FUNDS	25.31	+	30.00	PT	23.22	+	30.00	PT	20.22	+	0.00	PT	(3.00)	+	(30.00)	PT
TOTALS	**1,916.00**	**+**	**214.00**	**PT**	**1,945.50**	**+**	**215.00**	**PT**	**2,036.00**	**+**	**231.00**	**PT**	**90.50**	**+**	**16.00**	**PT**

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
MAYOR & COMMISSION, OFFICE OF				
General Fund				
Mayor	1.00	1.00	1.00	0.00
Vice Mayor	1.00	1.00	1.00	0.00
Commissioner	5.00	5.00	5.00	0.00
Executive Office Associate I	3.00	3.00	3.00	0.00
Office Associate V	8.00	8.00	8.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Manager	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	20.00	20.00	20.00	0.00
CITY MANAGER, OFFICE OF				
General Fund				
City Manager	1.00	1.00	1.00	0.00
Assistant City Manager	3.00	3.00	3.00	0.00
Chief of Staff	1.00	1.00	1.00	0.00
Special Assist to the City Mgr	1.00	1.00	1.00	0.00
Agenda Coordinator	1.00	1.00	1.00	0.00
Executive Office Associate II	1.00	1.00	1.00	0.00
Executive Office Associate I	2.00	3.00	3.00	0.00
Management Analyst	1.00	0.00	0.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	13.00	13.00	13.00	0.00
COMMUNICATIONS, OFFICE OF				
General Fund				
Public Information Officer	1.00	1.00	1.00	0.00
Communications Assistant	0.00	0.00	1.00	1.00
Development Coordinator	0.00	0.00	1.00	1.00
Media Assistant	0.00	0.00	2.00	2.00
Media Specialist	0.00	0.00	1.00	1.00
Office Associate V	0.00	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT
Public Information Specialist	1.00	1.00	2.00	1.00
DIVISION TOTAL	2.00	2.00	8.00 + 1.00 PT	6.00 + 1.00 PT
BUDGET & PERFORMANCE IMPROVEMENT				
ADMIN & ORG DEVELOPMENT				
General Fund				
OBPI Director	0.00	1.00	1.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Org Dev & Training Specialist	1.00	0.80	0.80	0.00
Sr Management Consultant	0.00	2.00	2.00	0.00
Management Consultant	0.00	1.00	1.00	0.00
Training Dev Coordinator	1.00	0.00	0.00	0.00
Subtotal - Division	2.00	5.80	5.80	0.00
MANAGEMENT & BUDGET				
General Fund				
Budget Director	1.00	0.00	0.00	0.00
Budget Officer	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Office Associate II	0.25	0.25	0.25	0.00
Sr Mgmt & Budget Analyst	3.00	3.00	3.00	0.00
Subtotal - Division	6.25	5.25	5.25	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
INTERNAL AUDIT				
General Fund				
Internal Auditor	0.75	0.75	0.75	0.00
Assistant Internal Auditor	0.75	0.75	0.75	0.00
Auditor	0.00	0.00	0.00	0.00
Office Associate II	0.25	0.25	0.25	0.00
Senior Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	2.75	2.75	2.75	0.00
Resort Tax Fund				
Internal Auditor	0.25	0.25	0.25	0.00
Assistant Internal Auditor	0.25	0.25	0.25	0.00
Office Associate II	0.50	0.50	0.50	0.00
Field Agent	3.00	3.00	3.00	0.00
Subtotal - Fund	4.00	4.00	4.00	0.00
Parking Fund				
Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Sanitation Fund				
Field Agent	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Subtotal - Fund	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Subtotal - Division	7.75	7.75 + 1.00 PT	7.75 + 1.00 PT	0.00 + 0.00 PT
GRANTS MANAGEMENT				
General Fund				
Grants Manager	1.00	1.00	1.00	0.00
Org Dev & Training Specialist	0.00	0.20	0.20	0.00
Grantswriter/Researcher	1.00	0.00	0.00	0.00
Subtotal - Division	2.00	1.20	1.20	0.00
DEPARTMENT TOTAL	18.00 + 0.00 PT	20.00 + 1.00 PT	20.00 + 1.00 PT	0.00 + 0.00 PT

FINANCE

ADMINISTRATION				
General Fund				
Chief Financial Officer	1.00	0.50	0.50	0.00
Assistant Finance Director	1.00	1.00	1.00	0.00
Chief Accountant	1.00	1.00	1.00	0.00
Financial Analyst III	2.00	2.00	3.00	1.00
Financial Analyst I	1.00	1.00	1.00	0.00
Finance Specialist III	1.00	1.00	1.00	0.00
Finance Specialist II	1.00	1.00	1.00	0.00
Finance Specialist I	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Subtotal - Division	12.00	11.50	12.50	1.00
REVENUE				
General Fund				
Finance Specialist III	3.00	3.00	3.00	0.00
Finance Specialist II	2.00	2.00	2.00	0.00
Finance Specialist I	3.00	3.00	3.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Financial Analyst II	1.00	1.00	1.00	0.00
Financial Analyst I	2.00	2.00	2.00	0.00
Revenue Supervisor	1.00	1.00	1.00	0.00
Subtotal - Division	13.00	13.00	13.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
ACCOUNTING				
General Fund				
Finance Manager	1.00	1.00	1.00	0.00
Finance Specialist III	3.00	3.00	3.00	0.00
Finance Specialist II	2.00	2.00	2.00	0.00
Finance Specialist I	1.00	1.00	1.00	0.00
Financial Analyst III	3.00	3.00	3.00	0.00
Financial Analyst II	1.00	2.00	3.00	1.00
Financial Analyst I	3.00	2.00	2.00	0.00
Expenditure/Treasury Manager	1.00	1.00	1.00	0.00
Subtotal - Division	15.00	15.00	16.00	1.00
Subtotal - Fund	40.00	39.50	41.50	2.00
Resort Tax Fund				
Finance Specialist III	1.00	1.00	1.00	0.00
Finance Specialist II	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Subtotal - Fund	3.00	3.00	3.00	0.00
DEPARTMENT TOTAL	43.00	42.50	44.50	2.00

INFORMATION TECHNOLOGY

APPLICATION SERVICES				
Internal Service Fund				
Application System Manager	1.00	1.00	1.00	0.00
Database Administrator	1.00	2.00	2.00	0.00
Information Tech Specialist III	8.00	7.00	0.00	(7.00)
Information Tech Specialist II	8.00	8.00	0.00	(8.00)
Sr. Systems Analys	0.00	0.00	6.00	6.00
Systems Analyst	0.00	0.00	6.00	6.00
Subtotal - Division	18.00	18.00	15.00	(3.00)
SUPPORT SERVICES				
Internal Service Fund				
Chief Financial Officer	0.00	0.50	0.50	0.00
Director	1.00	1.00	1.00	0.00
Systems Support Manager	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Computer Operator	2.00	2.00	0.00	(2.00)
Information Tech I	0.00	0.00	3.00	3.00
Information Tech Specialist II	6.00	6.00	6.00	0.00
Network Administrator	4.00	4.00	0.00	(4.00)
SAN Architect	0.00	0.00	1.00	1.00
Systems Administrator	0.00	0.00	2.00	2.00
Sr. Network Administrator	0.00	0.00	2.00	2.00
Sr. Systems Administrator	0.00	0.00	3.00	3.00
Subtotal - Division	15.00	15.50	20.50	5.00
TELECOMMUNICATIONS SVCS				
Internal Service Fund				
Technical Services Manager	1.00	1.00	1.00	0.00
Account Clerk III	1.00	1.00	1.00	0.00
Information Tech Specialist III	3.00	3.00	0.00	(3.00)
Information Tech Specialist II	2.00	2.00	0.00	(2.00)
Radio Administrator	0.00	0.00	1.00	1.00
Sr. Telecom Specialist	0.00	0.00	3.00	3.00
Telecom Specialist	0.00	0.00	1.00	1.00
VOIP Engineer	0.00	0.00	1.00	1.00
Subtotal - Division	7.00	7.00	8.00	1.00
DEPARTMENT TOTAL	40.00	40.50	43.50	3.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
HUMAN RESOURCES				
General Fund				
Human Resources/Risk Mgmt Dir	0.60	0.60	0.60	0.00
Human Resources Admin II	2.00	1.00	1.00	0.00
Human Resources Admin I	1.00	2.00	2.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate II	0.00	1.00	1.00	0.00
Human Resources Specialist	3.00	5.00	5.00	0.00
Human Resources Technician II	4.00	3.00	3.00	0.00
Human Resources Technician I	4.00	3.00	3.00	0.00
DEPARTMENT TOTAL	15.60	16.60	16.60	0.00
RISK MANAGEMENT				
Self Insurance Internal Fund				
Human Resources/Risk Mgmt Dir	0.40	0.40	0.40	0.00
Risk Manager	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	1.00	1.00	0.00
Employee Benefits Specialist	1.00	1.00	1.00	0.00
Human Resources Admin I	1.00	1.00	1.00	0.00
Human Resources Technician II	0.00	1.00	1.00	0.00
Safety Officer	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	6.40	6.40	6.40	0.00
LABOR RELATIONS				
General Fund				
Labor Relations Division Director	1.00	1.00	1.00	0.00
Labor Relations Technician	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	2.00	2.00	2.00	0.00
CITY CLERK, OFFICE OF				
General Fund				
City Clerk	1.00	1.00	1.00	0.00
Assistant City Clerk	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Violations Clerk	2.00	2.00	2.00	0.00
Media Specialist	1.00	1.00	0.00	(1.00)
Office Associate V	2.00 + 1.00 PT	2.00 + 1.00 PT	2.00 + 0.00 PT	0.00 + (1.00) PT
Office Associate IV	2.00	2.00	1.00	(1.00)
Office Associate II	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	13.00 + 1.00 PT	13.00 + 1.00 PT	11.00 + 0.00 PT	(2.00) + (1.00) PT
CENTRAL SERVICES				
Internal Service Fund				
Central Services Supervisor	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Duplicating Equip Operator	1.00	1.00	1.00	0.00
Central Services Technician	3.00	3.00	3.00	0.00
DIVISION TOTAL	6.00	6.00	6.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
PROCUREMENT				
General Fund				
Procurement Division Director	1.00	1.00	1.00	0.00
Assist Procurement Div Dir	1.00	1.00	1.00	0.00
Buyer	2.00	2.00	2.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Procurement Coordinator	2.00	2.00	2.00	0.00
Sr Procurement Specialist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	9.00	9.00	9.00	0.00
CITY ATTORNEY, OFFICE OF				
General Fund				
City Attorney	1.00	1.00	1.00	0.00
Chief Deputy City Attorney	1.00	1.00	1.00	0.00
Deputy City Attorney	1.00	1.00	1.00	0.00
First Assistant City Attorney	4.00 + 1.00 PT	6.00 + 1.00 PT	6.00 + 1.00 PT	0.00 + 0.00 PT
Senior Assistant City Attorney	5.00	3.00	3.00	0.00
Legal Secretary	7.00	7.00	7.00	0.00
Office Manager	1.00	1.00	1.00	0.00
Paralegal	1.00	1.00	1.00	0.00
Receptionist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	22.00 + 1.00 PT	22.00 + 1.00 PT	22.00 + 1.00 PT	0.00 + 0.00 PT
ECONOMIC DEVELOPMENT				
General Fund				
Econ Dev Division Dir	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Asset Manager	1.00	1.00	1.00	0.00
Entertainment Industry Liaison	1.00	0.00	0.00	0.00
Office Associate V	1.00	2.00	1.00	(1.00)
Field Monitor	0.00	1.00	1.00	0.00
Redevelopment Coordinator	2.00	1.00	1.00	0.00
Redevelopment Specialist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	8.00	8.00	7.00	(1.00)
BUILDING				
General Fund				
Building Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Building Inspector	7.00	7.00	7.00	0.00
Building Records Supervisor	1.00	1.00	1.00	0.00
Chief Accessibility Inspector	1.00	1.00	1.00	0.00
Chief Bldg Code Comp Officer	0.00	1.00	1.00	0.00
Chief Building Inspector	1.00	1.00	1.00	0.00
Chief Electrical Inspector	1.00	1.00	1.00	0.00
Chief Elevator Inspector	1.00	1.00	1.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
BUILDING (Continued)				
General Fund				
Chief Engineering Inspector	1.00	1.00	1.00	0.00
Chief Mechanical Inspector	1.00	1.00	1.00	0.00
Chief Plumbing Inspector	1.00	1.00	1.00	0.00
Chief Struct Plans Examiner	3.00	3.00	3.00	0.00
Clerk	4.00	3.00	3.00	0.00
Clerk Typist	3.00	1.00	1.00	0.00
Electrical Inspector	3.00	3.00	3.00	0.00
Engineering Inspector	4.00	4.00	4.00	0.00
Information Officer	1.00	0.00	0.00	0.00
Inspection Services Coord	0.00	1.00	1.00	0.00
Office Associate IV	3.00	3.00	3.00	0.00
Office Associate V	1.00	2.00	2.00	0.00
Permit Clerk II	1.00	1.00	1.00	0.00
Permit Clerk I	3.00 + 1.00 PT	11.00 + 0.00 PT	11.00 + 0.00 PT	0.00 + 0.00 PT
Permit & Inspection Analyst	0.00	1.00	1.00	0.00
Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Mechanical Inspector	3.00	3.00	3.00	0.00
Senior Electrical Inspector	2.00	2.00	2.00	0.00
Senior Elevator Inspector	2.00	3.00	3.00	0.00
Senior Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Building Inspector	7.00	6.00	6.00	0.00
Senior Engineering Inspector	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	63.00 + 1.00 PT	71.00 + 0.00 PT	71.00 + 0.00 PT	0.00 + 0.00 PT

PLANNING				
General Fund				
Planning Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Preservation & Design Mgr	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Planner	8.00	8.00	8.00	0.00
Planning & Zoning Manager	1.00	1.00	1.00	0.00
Planning Technician	1.00	1.00	1.00	0.00
Principal Planner	2.00	2.00	2.00	0.00
Senior Planner	5.00	7.00	7.00	0.00
DEPARTMENT TOTAL	26.00	28.00	28.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
TOURISM & CULTURAL AFFAIRS				
TOURISM & CULTURAL DEV				
General Fund				
Tourism & Cultural Affairs Dir	1.00	1.00	1.00	0.00
Tourism & Cultural Affairs Asst Di	1.00	1.00	1.00	0.00
Special Events Coordinator	1.00	0.00	0.00	0.00
Special Events Inspector	0.00	0.00	1.00	1.00
Film & Print Coord	1.00	1.00	1.00	0.00
Ent Ind Liaison/Public Art Coord	0.50	0.53	0.53	0.00
Cultural Facilities Manager	0.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Office Associate V	1.00	2.00	2.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Fund	7.50	8.53	9.53	1.00
Special Revenue-				
Art in Public Places				
Ent Ind Liaison/Public Art Coord	0.50	0.47	0.47	0.00
Subtotal - Fund	0.50	0.47	0.47	0.00
DIVISION TOTAL	8.00	9.00	10.00	1.00
BASS MUSEUM OF ART				
General Fund				
Bass Museum Director	1.00	1.00	1.00	0.00
Bass Museum Asst Director	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Building Supervisor	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Curator	1.00	1.00	1.00	0.00
Registrar	1.00	1.00	1.00	0.00
Museum Guard	1.00	1.00	1.00	0.00
DIVISION TOTAL	8.00	8.00	8.00	0.00
CULTURAL ARTS COUNCIL				
Special Revenue Fund				
Cultural Affairs Program Manager	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
TOURISM & CONVENTIONS				
Enterprise Fund				
Tourism & Convention Director	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	20.00	21.00	22.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
NEIGHBORHOOD SERVICES				
ADMINISTRATION				
General Fund				
Neighborhood Services Dir	0.19	0.75	0.75	0.00
Assistant to the Director	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Division	2.19	2.75	2.75	0.00
COMMUNITY SERVICES				
General Fund				
Office of Child Develop Dir	1.00	1.00	1.00	0.00
Case Worker II	0.00	0.00	1.00	1.00
Case Worker	1.00	1.00	1.00	0.00
Employment Specialist	0.00	0.00	1.00	1.00
Homeless Program Coordinator	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Associate I	1.00	1.00	0.00	(1.00)
Subtotal - Division	5.00	5.00	6.00	1.00
LOG CABIN TRAINING CTR				
Special Revenue Fund (CFS)				
Log Cabin Employment Spec	1.00	1.00	0.00	(1.00)
Subtotal - Division	1.00	1.00	0.00	(1.00)
ANSWER CENTER & COMMUNITY OUTREACH				
General Fund				
Customer Service Manager	1.00	1.00	1.00	0.00
Administrative Aide I	4.00	3.00	3.00	0.00
Community Resource Manager	1.00	0.00	0.00	0.00
Community Resource Coord	2.00	2.00	2.00	0.00
Community Resource Asst	0.00	0.00	1.00	1.00
Subtotal - Division	8.00	6.00	7.00	1.00
CODE COMPLIANCE				
General Fund				
Code Compliance Division Dir	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	5.00	5.00	5.00	0.00
Clerk	1.00	1.00	1.00	0.00
Code Compliance Officer	17.00	19.00	24.00	5.00
Code Compliance Admin	4.00	4.00	4.00	0.00
Subtotal - Fund	29.00	31.00	36.00	5.00
Other Funds				
CDBG-Code Compliance Off I	1.00	2.00	2.00	0.00
Quality of Life-Code Comp Off	1.00	2.00	0.00	(2.00)
Sanitation-Code Comp Off I	4.00	4.00	4.00	0.00
Subtotal - Fund	6.00	8.00	6.00	(2.00)
Subtotal - Division	35.00	39.00	42.00	3.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
COMMUNITY DEVELOPMENT BLOCK GRANT				
Special Revenue Fund				
Neighborhood Services Director	0.65	0.15	0.15	0.00
H&CD Division Director	1.00	0.60	0.60	0.00
Account Clerk II	0.80	0.00	0.00	0.00
Administrative Aide I	0.00	0.80	0.80	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Clerk Typist	0.80	0.00	0.00	0.00
CDBG Projects Coordinator	0.95	0.00	0.00	0.00
Community Development Spec	1.00	2.00	2.00	0.00
Community Development Tech	1.00	0.00	0.00	0.00
Financial Specialist II	0.00	0.80	0.80	0.00
Housing Manager	0.10	0.00	0.00	0.00
Housing Specialist	0.81	0.80	0.80	0.00
Subtotal - Division	8.11	5.15	5.15	0.00
HOUSING				
HOME GRANT				
Special Revenue Fund				
Neighborhood Services Dir	0.16	0.10	0.10	0.00
H&CD Division Director	0.00	0.35	0.35	0.00
Housing Manager	0.75	0.00	0.00	0.00
Financial Specialist II	0.00	0.15	0.15	0.00
Account Clerk II	0.15	0.00	0.00	0.00
Administrative Aide I	0.00	0.20	0.20	0.00
Clerk Typist	0.20	0.00	0.00	0.00
Housing Specialist	1.65	0.70	0.70	0.00
Subtotal - Division	2.91	1.50	1.50	0.00
SHIP GRANT				
Special Revenue Fund				
H&CD Division Director	0.00	0.05	0.05	0.00
Housing Manager	0.15	0.00	0.00	0.00
Account Clerk II	0.05	0.00	0.00	0.00
Financial Specialist II	0.00	0.05	0.05	0.00
CDBG Projects Coordinator	0.05	0.00	0.00	0.00
Housing Specialist	0.54	0.50	0.50	0.00
Subtotal - Division	0.79	0.60	0.60	0.00
Subtotal - Fund	11.81	7.25	7.25	0.00
DEPARTMENT TOTAL	63.00	61.00	65.00	4.00

PARKS & RECREATION

ADMINISTRATION				
General Fund				
Parks & Recreation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide I	0.00	0.00	1.00	1.00
Administrative Secretary	1.00	1.00	0.00	(1.00)
Development Specialist	1.00	1.00	0.00	(1.00)
Office Associate V	0.00	0.00	1.00	1.00
Office Associate III	0.00	0.00	1.00	1.00
Recreation Supervisor I	0.00	0.00	1.00	1.00
DIVISION TOTAL	4.00	4.00	6.00	2.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
PARKS & LANDSCAPE MAINTENANCE				
General Fund				
Assistant Director - Parks	1.00	1.00	1.00	0.00
SP Coord/Designer	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Irrigation Systems Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker III	7.00	7.00	7.00	0.00
Municipal Service Worker II	15.00	15.00	16.00	1.00
Municipal Service Worker I	18.00	18.00	18.00	0.00
Municipal Service Worker Trainee	6.00	6.00	6.00	0.00
Park Operations Supervisor	2.00	2.00	2.00	0.00
Park Supervisor	6.00 + 1.00 PT	6.00 + 1.00 PT	6.00 + 1.00 PT	0.00 + 0.00 PT
Parks Superintendent	2.00	2.00	2.00	0.00
Stores Clerk	1.00	1.00	1.00	0.00
Tree Maintenance Supervisor	1.00	1.00	1.00	0.00
Tree Trimmer	2.00	2.00	2.00	0.00
Urban Forester	0.00	1.00	1.00	0.00
DIVISION TOTAL	67.00 + 1.00 PT	68.00 + 1.00 PT	69.00 + 1.00 PT	1.00 + 0.00 PT
RECREATION				
General Fund				
Assistant Director - Recreation	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	3.00	2.00	(1.00)
Administrative Secretary	0.00	0.00	1.00	1.00
Clerk Typist	1.00	0.00	0.00	0.00
Concession Attendant II	3.00	3.00	3.00	0.00
Conc Attendant (pt-seasonal)	10.00 + 17.00 PT	10.00 + 17.00 PT	10.00 + 17.00 PT	0.00 + 0.00 PT
Ice Rink Manager	1.00	1.00	1.00	0.00
Assistant Ice Rink Manager	1.00	1.00	1.00	0.00
Ice Rink Technician	2.00	2.00	2.00	0.00
Municipal Service Worker III	7.00 + 4.00 PT	7.00 + 4.00 PT	7.00 + 4.00 PT	0.00 + 0.00 PT
Municipal Service Worker II	12.00	12.00	13.00	1.00
Office Associate V	1.00	1.00	0.00	(1.00)
Office Associate III	3.00	3.00	2.00	(1.00)
Park Facility Managers	0.00	5.00	5.00	0.00
Pool Guard II	3.00	3.00	3.00	0.00
Pool Guard I	10.00	10.00	16.00	6.00
Pool Guard I (pt-seasonal)	0.00 + 20.00 PT	0.00 + 20.00 PT	0.00 + 20.00 PT	0.00 + 0.00 PT
Recreation Leader II	13.00	13.00	13.00	0.00
Recreation Leader I	22.00	22.00	23.00	1.00
Rec Leader I (pt and seasonal)	0.00 + 72.00 PT	0.00 + 72.00 PT	0.00 + 118.00 PT	0.00 + 46.00 PT
Recreation Program Supervisor	15.00	15.00	13.00	(2.00)
Recreation Supervisor II	5.00	0.00	0.00	0.00
Recreation Supervisor I	3.00	3.00	4.00	1.00 PT
Subtotal - Fund	115.00 + 113.00 PT	115.00 + 113.00 PT	120.00 + 159.00 PT	5.00 + 46.00 PT
Special Revenue Fund				
Recreation Leader I	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT	0.00 + (30.00) PT
Subtotal - Fund	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT	0.00 + (30.00) PT
DIVISION TOTAL	115.00 + 143.00 PT	115.00 + 143.00 PT	120.00 + 159.00 PT	5.00 + 16.00 PT
DEPARTMENT TOTAL	186.00 + 144.00 PT	187.00 + 144.00 PT	195.00 + 160.00 PT	8.00 + 16.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
PUBLIC WORKS				
ADMINISTRATION				
General Fund				
Public Works Director	1.00	1.00	1.00	0.00
Assistant Public Works Director	2.00	1.00	1.00	0.00
ADA Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	5.00	4.00	4.00	0.00
ENGINEERING				
General Fund				
Administrative Aide II	1.00	1.00	1.00	0.00
City Engineer	1.00	1.00	1.00	0.00
City Surveyor	1.00	1.00	1.00	0.00
Civil Engineer III	2.00	2.00	3.00	1.00
Civil Engineer II	0.00	0.00	1.00	1.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Engineering Assistant III	2.00	2.00	2.00	0.00
Engineering Assistant II	1.00	1.00	1.00	0.00
Engineering Assistant I	8.00	8.00	9.00	1.00
Office Associate V	0.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Right of Way Manager	1.00	1.00	1.00	0.00
DIVISION TOTAL	20.00	21.00	24.00	3.00
ENVIRONMENTAL RESOURCES MANAGEMENT				
General Fund				
Environmental Specialist	1.00	2.00	2.00	0.00
Construction Manager	1.00	0.00	0.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
DIVISION TOTAL	3.00	3.00	3.00	0.00
MIDDLE BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	2.00	0.00	(2.00)
Subtotal Function	2.00	2.00	0.00	(2.00)
NORTH BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	2.00	0.00	(2.00)
Subtotal Function	2.00	2.00	0.00	(2.00)
General Fund				
South Beach Service Team				
MSW II (Parks)	2.00	2.00	0.00	(2.00)
MSW I (Parks)	3.00	3.00	0.00	(3.00)
Tree Trimmer (Parks)	1.00	1.00	0.00	(1.00)
MSW III (Sanitation)	3.00	3.00	0.00	(3.00)
MSW II (Sanitation)	5.00	5.00	0.00	(5.00)
MSW I (Sanitation)	1.00	1.00	0.00	(1.00)
Subtotal Function	15.00	15.00	0.00	(15.00)
Subtotal - Fund	19.00	19.00	0.00	(19.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
Sanitation Fund				
South Beach Service Team				
Operations Supervisor	2.00	2.00	2.00	0.00
Superintendent (Sanitation)	1.00	1.00	1.00	0.00
Municipal Service Worker III	3.00	3.00	9.00	6.00
Municipal Service Worker II	7.00	7.00	18.00	11.00
Municipal Service Worker I	13.00	13.00	21.00	8.00
Municipal Svce Worker II (Parks)	0.00	0.00	2.00	2.00
Municipal Svce Worker I (Parks)	0.00	0.00	3.00	3.00
Tree Trimmer (Parks)	0.00	0.00	1.00	1.00
Subtotal Function	26.00	26.00	57.00	31.00
MIDDLE BEACH AREA				
Enterprise Fund				
Municipal Service Worker III	0.00	0.00	1.00	1.00
Municipal Service Worker II	0.00	0.00	3.00	3.00
Municipal Service Worker I	0.00	0.00	3.00	3.00
Subtotal Function	0.00	0.00	7.00	7.00
NORTH BEACH AREA				
Enterprise Fund				
Municipal Service Worker III	0.00	0.00	2.00	2.00
Municipal Service Worker II	0.00	0.00	4.00	4.00
Municipal Service Worker I	0.00	0.00	4.00	4.00
Subtotal Function	0.00	0.00	10.00	10.00
Subtotal - Fund	26.00	26.00	74.00	48.00
SANITATION				
Enterprise Fund				
Sanitation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Sanitation Coordinator	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Compliance Officer II	4.00	4.00	4.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	6.00	6.00	6.00	0.00
Municipal Service Worker III	4.00	6.00	7.00	1.00
Municipal Service Worker II	7.00	9.00	10.00	1.00
Municipal Service Worker I	11.00	18.00	21.00	3.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Operations Supervisor	2.00	2.00	2.00	0.00
Waste Collector	9.00	9.00	9.00	0.00
Waste Driver Supervisor	7.00	7.00	7.00	0.00
Subtotal Function	58.00	69.00	74.00	5.00
DIVISION TOTAL	103.00	114.00	148.00	34.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
TRANSPORTATION MGMT				
General Fund				
Transportation Manager	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	0.00
Transportation Engineer	0.00	1.00	1.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
Bike Pedestrian Netwk. Coord.	0.00	0.00	1.00	1.00
DIVISION TOTAL	3.00	3.00	4.00	1.00
STREETS/STREETLIGHTS				
General Fund				
Streets & Lighting Superintendent	1.00	1.00	1.00	0.00
Capital Projects Coordinator	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Mason	3.00	3.00	3.00	0.00
Masonry Helper	2.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	0.00
Street Operations Supervisor	1.00	1.00	1.00	0.00
Street Supervisor	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Street Lighting Technician II	3.00	3.00	3.00	0.00
Street Lighting Technician I	4.00	4.00	4.00	0.00
DIVISION TOTAL	24.00	22.00	22.00	0.00
WATER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.00	0.35	0.35	0.00
Administrative Secretary	0.00	0.35	0.35	0.00
Utilities Superintendent	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Backflow Coordinator	1.00	1.00	1.00	0.00
Control Room Operator	4.00	5.00	5.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrical Helper	2.00	2.00	2.00	0.00
Electronics/Instrument Supv	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	0.00
GIS Analyst	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	3.00	3.00	3.00	0.00
Mechanic III	1.00	1.00	1.00	0.00
Meter Services Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker II	10.00	10.00	10.00	0.00
Municipal Service Worker I	6.00	6.00	6.00	0.00
Pumping Mechanic	2.00	2.00	2.00	0.00
Storekeeper II	2.00	2.00	2.00	0.00
Storekeeper I	1.00	1.00	1.00	0.00
Warehouse Supervisor	1.00	1.00	1.00	0.00
Water Field Operations Supv	1.00	1.00	1.00	0.00
Water Meter Technician II	6.00	6.00	6.00	0.00
Water Meter Technician I	5.00	5.00	5.00	0.00
Water Pipefitter	11.00	7.00	7.00	0.00
Water Service Representative	2.00	2.00	2.00	0.00
Water Supervisor	3.00	3.00	3.00	0.00
DIVISION TOTAL	71.00	68.70	68.70	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
SEWER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.00	0.35	0.35	0.00
Administrative Secretary	0.00	0.35	0.35	0.00
Assistant Pumping Mechanic	5.00	5.00	5.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	0.00
Control Room Operator	3.00	3.00	3.00	0.00
Data Entry Clerk	0.00	0.00	1.00	1.00
Diesel Generator Mechanic	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Municipal Service Worker II	6.00	6.00	6.00	0.00
Municipal Service Worker I	4.00	4.00	4.00	0.00
Pumping Mechanic	4.00	4.00	4.00	0.00
Pumping Operations Supv	1.00	1.00	1.00	0.00
Sewer Field Operations Supv	1.00	1.00	1.00	0.00
Sewer Pipefitter	6.00	6.00	6.00	0.00
Sewer Supervisor	4.00	4.00	4.00	0.00
DIVISION TOTAL	40.00	40.70	41.70	1.00
STORMWATER				
Enterprise Fund				
Assistant Public Works Director	0.00	0.30	0.30	0.00
Administrative Secretary	0.00	0.30	0.30	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Engineering Assistant I	4.00	4.00	4.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Field Operations Supervisor	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Senior Management Analyst	1.00	1.00	1.00	0.00
Technology Manager	0.00	0.00	1.00	1.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	2.00	2.00	2.00	0.00
Sewer Pipefitter	2.00	2.00	2.00	0.00
Sewer Supervisor	2.00	2.00	2.00	0.00
Special Projects Coordinator	1.00	1.00	1.00	0.00
DIVISION TOTAL	23.00	23.60	24.60	1.00
PROPERTY MANAGEMENT ADMINISTRATION				
Internal Service Fund				
Property Mgmt Div Director	1.00	1.00	1.00	0.00
Property Mgmt Asst Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Storekeeper II	0.00	0.00	1.00	1.00
Storekeeper I	1.00	1.00	1.00	0.00
Subtotal - Division	9.00	9.00	10.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
OPERATIONS				
Internal Service Fund				
Air Conditioning Supervisor	1.00	1.00	1.00	0.00
Air Conditioning Mechanic	3.00	3.00	4.00	1.00
Building Services Technician	3.00	4.00	4.00	0.00
Carpenter	10.00	10.00	10.00	0.00
Graffiti Removal Coordinator	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	4.00	4.00	4.00	0.00
Maintenance Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Mason	2.00	2.00	2.00	0.00
Paint Supervisor	1.00	1.00	1.00	0.00
Painter	5.00	5.00	5.00	0.00
Plumbing Supervisor	1.00	1.00	1.00	0.00
Plumber	3.00	3.00	4.00	1.00
Subtotal - Division	38.00	39.00	41.00	2.00
CONSTRUCTION				
Internal Service Fund				
Air Conditioning Mechanic	1.00	1.00	1.00	0.00
Capital Projects Coord (R&R)	0.00	0.00	1.00	1.00
Carpenter	2.00	2.00	2.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
Construction Manager (R&R)	0.00	0.00	1.00	1.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Painter	2.00	2.00	2.00	0.00
Planning Technician	1.00	1.00	1.00	0.00
Subtotal - Division	11.00	11.00	13.00	2.00
Subtotal - Fund	58.00	59.00	64.00	5.00
SOUTH BEACH AREA				
General Fund				
Service Supervisor	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	0.00
Subtotal	7.00	7.00	7.00	0.00
Subtotal - Fund	7.00	7.00	7.00	0.00
DIVISION TOTAL	65.00	66.00	71.00	5.00
DEPARTMENT TOTAL	357.00	366.00	411.00	45.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
CAPITAL IMPROVEMENT PROJECTS (CIP)				
General Fund				
Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator	3.00	3.00	5.00	2.00
Sr Capital Projects Coord	3.00	3.00	4.00	1.00
Capital Projects Administrator	1.00	1.00	1.00	0.00
Construction Manager	3.00	3.00	5.00	2.00
Community Information Mgr	1.00	1.00	0.00	(1.00)
Community Information Coord.	0.00	0.00	2.00	2.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	0.00
Field Inspector II	1.00	2.00	2.00	0.00
Field Inspector I	2.00	2.00	2.00	0.00
Financial Analyst I	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	2.00	2.00	3.00	1.00
Paralegal	0.00	1.00	1.00	0.00
Senior Capital Project Planner	3.00	3.00	0.00	(3.00)
DEPARTMENT TOTAL	24.00	27.00	31.00	4.00

PARKING				
ADMINISTRATION				
Enterprise Fund				
Parking Director	1.00	1.00	1.00	0.00
Administrative Aide I	0.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	1.00	0.00
Account Clerk I	4.00	5.00	5.00	0.00
Business Analyst	0.00	0.00	1.00	1.00
Clerk Typist	1.00	1.00	1.00	0.00
Customer Service Liaison	1.00	1.00	1.00	0.00
Revenue Processor I	1.00	1.00	1.00	0.00
Revenue Processor II	1.00	1.00	1.00	0.00
Meter Analyst	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	3.00	3.00	3.00	0.00
Parking Dispatcher	1.00	0.00	0.00	0.00
Parking Operations Manager	2.00	2.00	2.00	0.00
Security Supervisor	1.00	1.00	1.00	0.00
Subtotal - Division	20.00	21.00	22.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
ON-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	0.00	0.00	0.00
Municipal Service Worker III	6.00	6.00	6.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	0.00
Office Associate IV	0.50	0.50	0.50	0.00
Painter	1.00	1.00	1.00	0.00
Parking Dispatcher	0.00	4.00	4.00	0.00
Parking Enforcement Spec II	6.00	6.00	6.00	0.00
Parking Enforcement Spec I	36.00 + 0.00 PT	36.00 + 6.00 PT	36.00 + 6.00 PT	0.00 + 0.00 PT
Parking Meter Technician II	2.00	2.00	2.00	0.00
Parking Meter Technician I	9.00	9.00	9.00	0.00
Parking Operations Manager	3.00	3.00	3.00	0.00
Sign Maker	1.00	1.00	1.00	0.00
Subtotal - Division	71.50 + 0.00 PT	73.50 + 6.00 PT	73.50 + 6.00 PT	0.00 0.00 PT
OFF-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Sr.Capital Proj. Coordinator (CIP)	1.00	1.00	1.00	0.00
Office Associate IV	1.50	1.50	1.50	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	1.00	1.00	1.00	0.00
Parking Facilities Supervisor	5.00	5.00	6.00	1.00
Parking Operations Manager	1.00	1.00	1.00	0.00
Parking Operations Supv	1.00	1.00	1.00	0.00
Subtotal - Division	14.50	14.50	15.50	1.00
DEPARTMENT TOTAL	106.00 + 0.00 PT	109.00 + 6.00 PT	111.00 + 6.00 PT	2.00 + 0.00 PT

FLEET MANAGEMENT

Internal Service Fund				
Fleet Mgmt Division Director	1.00	1.00	1.00	0.00
Account Clerk II	1.00	0.00	0.00	0.00
Account Clerk I	1.00	0.00	0.00	0.00
Fleet Operations Supervisor	1.00	1.00	1.00	0.00
Fleet Analyst	1.00	1.00	1.00	0.00
Fleet Service Representative	4.00	4.00	4.00	0.00
Lead Mechanic	1.00	1.00	1.00	0.00
Mechanic III	7.00	8.00	8.00	0.00
Mechanic II	6.00	5.00	5.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Office Associate V	1.00	2.00	2.00	0.00
DIVISION TOTAL	25.00	24.00	24.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
POLICE				
OFFICE OF THE CHIEF				
General Fund				
Chief of Police	1.00	1.00	1.00	0.00
Assistant Chief of Police	2.00	2.00	2.00	0.00
Major	1.00	1.00	1.00	0.00
Executive Assistant to the Chief	1.00	1.00	1.00	0.00
Sergeant	4.00	4.00	4.00	0.00
Police Officer	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	12.00	12.00	12.00	0.00
Account Clerk III	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Police Financial Assistant	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	7.00	7.00	7.00	0.00
DIVISION TOTAL	19.00	19.00	19.00	0.00
PATROL				
General Fund				
Major	2.00	2.00	2.00	0.00
Captain	4.00	4.00	4.00	0.00
Lieutenant	12.00	12.00	12.50	0.50
Sergeant	34.00	34.00	35.00	1.00
Police Officer	212.00	214.00	222.00	8.00
Subtotal - Fund	264.00	266.00	275.50	9.50
South Pointe RDA Fund				
Lieutenant	0.50	0.50	0.00	(0.50)
Sergeant	1.00	1.00	0.00	(1.00)
Police Officer	5.00	6.00	0.00	(6.00)
Subtotal - Fund	6.50	7.50	0.00	(7.50)
City Center RDA Fund				
Lieutenant	0.50	0.50	0.50	0.00
Sergeant	1.00	1.00	1.00	0.00
Police Officer	8.00	9.00	9.00	0.00
Subtotal - Fund	9.50	10.50	10.50	0.00
Total - RDA Fund	16.00	18.00	10.50	(7.50)
Subtotal Division - Sworn	280.00	284.00	286.00	2.00
Clerk Typist	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	0.00	0.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Detention Officer	3.00	3.00	3.00	0.00
School Guard (PT)	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 0.00 PT
Public Safety Specialist	7.00	7.00	13.00	6.00
Subtotal - Fund	14.00 + 14.00 PT	13.00 + 14.00 PT	19.00 + 14.00 PT	6.00 + 0.00 PT
Subtotal Division - Civilian	14.00 + 14.00 PT	13.00 + 14.00 PT	19.00 + 14.00 PT	6.00 + 0.00 PT
DIVISION TOTAL	294.00 + 14.00 PT	297.00 + 14.00 PT	305.00 + 14.00 PT	8.00 + 0.00 PT
SUPPORT SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Lieutenant	1.00	1.00	1.00	0.00
Sergeant	4.00	4.00	4.00	0.00
Police Officer	6.00	6.00	6.00	0.00
Subtotal Division - Sworn	14.00	14.00	14.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
Account Clerk I	1.00	1.00	1.00	0.00
Administrative Aide II	3.00	3.00	3.00	0.00
Administrative Aide I	1.00	3.00	3.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Firearms Specialist	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Office Associate V	2.00	3.00	3.00	0.00
Police Fleet Specialist	1.00	1.00	1.00	0.00
Property & Evidence Tech II	2.00	2.00	2.00	0.00
Property & Evidence Tech I	10.00	10.00	11.00	1.00
Subtotal Division - Civilian	25.00	28.00	29.00	1.00
DIVISION TOTAL	39.00	42.00	43.00	1.00
CRIMINAL INVESTIGATIONS				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Lieutenant	4.00	4.00	4.00	0.00
Sergeant	13.00	13.00	13.00	0.00
Police Officer	53.00	51.00	51.00	0.00
Subtotal Division - Sworn	73.00	71.00	71.00	0.00
General Fund				
Administrative Aide II	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Crime Scene Supervisor	1.00	1.00	1.00	0.00
Crime Scene Tech II	2.00	2.00	2.00	0.00
Crime Scene Tech I	8.00	8.00	8.00	0.00
Victims' Advocate	1.00	1.00	1.00	0.00
Crime Analyst	1.00	1.00	1.50	0.50
Police Photographer	1.00	1.00	1.00	0.00
Public Safety Specialist	2.00	2.00	4.00	2.00
Quality of Life Coordinator	0.00	0.00	0.25	0.25
Subtotal - Fund	20.00	20.00	22.75	2.75
South Pointe RDA Fund				
Crime Analyst	0.00	0.50	0.00	(0.50)
Public Safety Specialist	0.00	2.00	0.00	(2.00)
Quality of Life Coordinator	0.00	0.25	0.00	(0.25)
Subtotal - Fund	0.00	2.75	0.00	(2.75)
City Center RDA Fund				
Crime Analyst	0.00	0.50	0.50	0.00
Public Safety Specialist	0.00	2.00	2.00	0.00
Quality of Life Coordinator	0.00	0.25	0.25	0.00
Subtotal - Fund	0.00	2.75	2.75	0.00
Total - RDA Fund	0.00	5.50	2.75	(2.75)
LETF (Confiscation) Fund				
Quality of Life Coordinator	0.00	0.50	0.50	0.00
Subtotal - Fund	0.00	0.50	0.50	0.00
Grant Funds				
Victims' Advocate - VOCA	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	21.00	27.00	27.00	0.00
DIVISION TOTAL	94.00	98.00	98.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
TECHNICAL SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	1.00	1.00	1.00	0.00
Sergeant	1.00	1.00	1.00	0.00
Subtotal Division - Sworn	3.00	3.00	3.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Clerk Typist	2.00	2.00	2.00	0.00
Communications Operator	16.00	16.00	16.00	0.00
Communications Supervisor	6.00	6.00	6.00	0.00
Communications Manager	2.00	2.00	2.00	0.00
Complaint Operator II	11.00	11.00	11.00	0.00
Data Entry Clerk	6.00	6.00	8.00	2.00
Dispatcher	24.00	24.00	24.00	0.00
911 Records Custodian	1.00	1.00	1.00	0.00
Information Tech Specialist II	0.00	0.00	2.00	2.00
Office Associate III	1.00	0.00	0.00	0.00
Police Commander	1.00	1.00	1.00	0.00
Police Plans & Policy Manager	0.00	0.00	1.00	1.00
Public Safety Specialist	1.00	1.00	1.00	0.00
Police Records Manager	1.00	1.00	0.00	(1.00)
Police Records Supervisor	1.00	1.00	1.00	0.00
Records Technician	4.00	4.00	4.00	0.00
Subtotal - Fund	79.00	78.00	82.00	4.00
LETF (Confiscation) Fund				
Info Tech Specialist II	0.00	0.00	0.00	0.00
Subtotal - Fund	0.00	0.00	0.00	0.00
Subtotal Division - Civilian	79.00	78.00	82.00	4.00
DIVISION TOTAL	82.00	81.00	85.00	4.00
DEPARTMENT TOTAL	528.00 + 14.00 PT	537.00 + 14.00 PT	550.00 + 14.00 PT	13.00 + 0.00 PT

FIRE

SUPPRESSION				
General Fund				
Fire Chief	1.00	1.00	1.00	0.00
Assistant Fire Chief	2.00	2.00	2.00	0.00
Fire Division Chief	3.00	3.00	3.00	0.00
Fire Captain	6.00	6.00	6.00	0.00
Fire Lieutenant	15.00	15.00	15.00	0.00
Firefighter II	24.00	24.00	24.00	0.00
Firefighter I	62.00	62.00	65.00	3.00
Subtotal Division - Sworn	113.00	113.00	116.00	3.00
Administrative Aide II	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Emergency Manager	0.00	0.00	1.00	1.00
Subtotal Division - Civilian	2.00	2.00	3.00	1.00
DIVISION TOTAL	115.00	115.00	119.00	4.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
RESCUE				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	3.00	3.00	3.00	0.00
Firefighter II	21.00	21.00	21.00	0.00
Firefighter I	47.00	47.00	47.00	0.00
Subtotal Division - Sworn	73.00	73.00	73.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	0.00 + 1.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	0.00 + 0.00 PT
EMS Training Coordinator	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00 + 1.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	75.00 + 1.00 PT	76.00 + 0.00 PT	76.00 + 0.00 PT	0.00 + 0.00 PT
PREVENTION				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	0.00	1.00	1.00	0.00
Firefighter II	1.00	2.00	2.00	0.00
Firefighter I	9.00	8.00	8.00	0.00
Subtotal Division - Sworn	12.00	13.00	13.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Chief Fire Protection Analyst	0.00	1.00	1.00	0.00
Fire Protection Analyst	5.00	5.00	5.00	0.00
Senior Management Analyst	0.00	0.00	1.00	1.00
Subtotal Division - Civilian	9.00	10.00	11.00	1.00
DIVISION TOTAL	21.00	23.00	24.00	1.00
SUPPORT SERVICES				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	0.00	1.00	1.00	0.00
Firefighter II	1.00	0.00	0.00	0.00
Firefighter I	4.00	3.00	3.00	0.00
Subtotal Division - Sworn	7.00	6.00	6.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Fire Equipment Mechanic	3.00	3.00	3.00	0.00
Communications Officer	0.00	0.50	1.00	0.50
Shop Mechanic	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	5.00	5.50	6.00	0.50
DIVISION TOTAL	12.00	11.50	12.00	0.50

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 03/04	AMENDED FY 04/05	ADOPTED FY 05/06	Adopt 06 - Amend 05 Variance
OCEAN RESCUE				
General Fund				
Beach Patrol Captain	1.00	1.00	1.00	0.00
Beach Patrol Operations Supv	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Clerk Typist	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Lifeguard Lieutenant	7.00	7.00	7.00	0.00
Lifeguard II	16.00	16.00	16.00	0.00
Lifeguard (LG) I	40.00	42.00	42.00	0.00
LG I (Seasonal/Summer -DST)	0.00 + 49.00 PT	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 0.00 PT
Park Rangers	2.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal Division	68.00 + 50.00 PT	68.00 + 48.00 PT	68.00 + 48.00 PT	0.00 + 0.00 PT
RDA Fund				
Park Rangers	9.00 + 2.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal Division	9.00 + 2.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	77.00 + 52.00 PT	68.00 + 48.00 PT	68.00 + 48.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	300.00 + 53.00 PT	293.50 + 48.00 PT	299.00 + 48.00 PT	5.50 + 0.00 PT

CITYWIDE TOTAL	**1,916.00 + 214.00 PT**	**1,945.50 + 215.00 PT**	**2,036.00 + 231.00 PT**	**90.50 + 16.00 PT**

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APPENDIX

GLOSSARY OF KEY TERMS

ACCRUAL BASIS OF ACCOUNTING

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAXES
(a/k/a/ Property Tax)

Taxes paid on the fair market value of land, buildings, and business inventory and equipment. Used to fund general operations and debt service. Also see "*Millage Rate*".

APPROPRIATION

Money allocated by the City Commission for a specific purpose.

ASSESSED VALUATION

The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.

BOND FUNDS

Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as "*Capital Projects Funds*"). May be General Obligation or Revenue Bonds.

BUDGET

A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

CAPITAL RENEWAL AND REPLACEMENT

Additional millage of 0.182 mills resulting in a restricted amount of approximately $2.5 million to be used exclusively to provide for replacement and renewal of capital items related to our facilities and infrastructure. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.

GLOSSARY OF KEY TERMS
(Continued)

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)	Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, neighborhood street improvements, childcare services, vocational tuition waivers, and other services.
DEBT SERVICE	Scheduled payment of principal and interest on outstanding bonds.
FISCAL YEAR	The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.
FUND	A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.
FUND BALANCE	The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.
GOAL	The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.
KEY INTENDED OUTCOME (KIO)	Desired result from a program or activity that forms a rational basis for funding a program or activity.
LOCAL GOVERNMENT 1/2 CENT SALES TAX	The value of 1/2 cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.
LOCAL OPTION GAS TAX	A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.
MILLAGE RATE	One mill equals $1.00 of tax for each $1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted for FY 2005/06 at 96.5%, as permitted by State law.

GLOSSARY OF KEY TERMS
(Continued)

MODIFIED ACCRUAL BASIS OF ACCOUNTING	Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.
OBJECTIVES	Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.
OPERATING BUDGET	A balanced fiscal plan for providing governmental programs and services for a single fiscal year.
OPERATING EXPENDITURES	All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.
PERSONNEL SERVICES	All costs associated with salaries, fringes, and other related employee benefits.
PRIOR YEAR ENCUMBRANCES	Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.
PRIVATIZATION	Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.
PROPERTY TAXES	Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

GLOSSARY OF KEY TERMS
(Continued)

REDEVELOPMENT AGENCY (RDA)

There are currently two RDA Special Districts; South Pointe and City Center. These were created in 1973 and 1993 respectively under the provisions of Chapter 163 of the Florida Statutes to spur development and revitalization in these areas. Increases in Ad Valorem tax revenues above base year levels are shared with the County and reinvested in the district. (See RDA Section for more details.)

RETAINED EARNINGS

The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUE

Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED-BACK MILLAGE RATE

That millage rate which will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING

Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used

FUND DEFINITIONS

GENERAL	To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes.
SPECIAL REVENUE	To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes.
CAPITAL PROJECTS	To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds.
DEBT SERVICE	To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service.
ENTERPRISE	To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer and Storm Water.
INTERNAL SERVICE	To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, and Self-Insurance.
TRUST AND AGENCY	To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds.

OTHER LONG TERM DEBT

Revenue bonds

Parking Fund

The Parking Revenue Fund had the following changes in its current and Long-Term debt outstanding for the year ended September 30, 2004:

Indebtedness	Balance 10/1/2003	Debt Repaid	Balance 9/30/2004
Special Obligation Bonds & Loan	$ 33,894,058	$ 1,325,314	$ 32,568,744
	$ 33,894,058	$ 1,325,314	$ 32,568,744

Parking Revenue Fund indebtedness at September 30, 2004, is comprised of the following issued indebtedness:

$10,795,000	1996 Special Obligation Refunding Bonds due in annual installments through 2009: interest at 3.2% and 5.0%	$ 4,645,000
$21,000,000	1997 Special Obligation Bonds due in annual installments through 2022: interest at 4.00% - 5.125%	$ 20,675,000
$ 8,143,046	2001 Gulf Breeze Loan Pool due in annual installments through 2015: interest at 3.875% - 4.75%	$ 7,248,744

The aggregate maturities of Long-Term Debt at September 30, 2004, are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2005	$ 1,380,268	$ 1,586,530	$ 2,966,798
2006	1,443,408	1,524,259	2,967,667
2007	1,510,176	1,458,821	2,968,997
2008	1,576,944	1,390,054	2,966,998
2009	1,648,712	1,318,222	2,966,934
2010-2014	9,509,500	5,317,340	14,826,840
2015-2019	9,584,736	2,871,106	12,455,842
2020-2022	5,915,000	616,282	6,531,282
	32,568,744	16,082,614	48,651,358
Less: Unamortized Bond Discount	689,749		689,749
	$ 31,878,995	$ 16,082,614	$ 47,961,609

Water and Sewer Fund

The Water & Sewer Fund issued $59,060,000 in Water and Sewer Revenue Bonds, Series1995, on June 8, 1995. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility. Indebtedness of the Water and Sewer Fund at September 30, 2004 is as follows:

$59,060,000	1995 Revenue Bonds Due in annual installments through 2015: Interest at 4.20% - 5.40%	$ 39,395,000

The Water & Sewer Fund issued $54,310,000 in Water and Sewer Revenue Bonds, Series 2000, on September 1, 2000. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility.

Indebtedness of the Water and Sewer Fund at September 30, 2004 is as follows:

$54,310,000	2000 Revenue Bonds Due in annual installments through 2030: Interest at 5.00% - 5.75%	$ 54,310,000

The aggregate maturities of Long-term debt as of September 30, 2004 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2005	$ 2,735,000	$ 5,052,972	$ 7,787,972
2006	2,875,000	4,913,488	7,788,488
2007	3,020,000	4,766,143	7,786,143
2008	3,180,000	4,607,594	7,787,594
2009	3,350,000	4,436,668	7,786,668
2010-2014	19,650,000	19,276,657	38,926,657
2015-2019	15,075,000	14,167,256	29,242,256
2020-2024	16,715,000	10,112,000	26,827,000
2025-2029	21,995,000	4,830,338	26,825,338
2030	5,110,000	255,500	5,365,500
	93,705,000	72,418,616	166,123,616
Less: Unamortized Bond Discount	1,174,259		1,174,259
	$ 92,530,741	$ 72,418,616	$ 164,949,357

Storm Water

The Storm Water Fund issued $52,170,000 in Storm Water Revenue Bonds, Series 2000, on November 7, 2000. The bonds will be repaid solely from pledged revenues of the Storm Water System. They are registered transcripts and insured. The bonds were issued to construct certain improvements to the Storm Water utility. Indebtedness of the Storm Water Fund at September 30, 2004 is as follows:

$52,170,000	2000 Storm Water Revenue Bonds Due in annual installments through 2030: Interest at 4.5%-5.75%	$49,555,000

The aggregate maturities of Long-term debt at September 30, 2004 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2005	$ 950,000	$ 2,618,746	$ 3,568,746
2006	995,000	2,575,997	3,570,997
2007	1,040,000	2,531,221	3,571,221
2008	1,085,000	2,484,421	3,569,421
2009	1,135,000	2,434,511	3,569,511
2010-2014	6,580,000	11,271,027	17,851,027
2015-2019	8,645,000	9,202,006	17,847,006
2020-2024	11,220,000	6,623,181	17,843,181
2025-2029	14,515,000	3,328,775	17,843,775
2030	3,390,000	182,213	3,572,213
	49,555,000	43,252,098	92,807,098
Less: Unamortized Bond Discount	578,700		578,700
	$ 48,976,300	$ 43,252,098	$ 92,228,398

Special Obligation Bonds – Governmental Activities

At September 30, 2004 the outstanding principal of special obligation bond issues and repayment sources were as follows:

	Issue Name	Repayment Source	Total Outstanding Principal
1996	Resort Tax Revenue Refunding Bonds	2% Resort Tax	$ 3,395,000
1985B	Gulf Breeze fixed rate	Non Ad-Valorem	1,970,000
1985C	Gulf Breeze fixed rate	Non Ad-Valorem	12,731,256
1985E	Gulf Breeze fixed rate	Non Ad-Valorem	20,615,000
1994	Sunshine State VRDS	Non Ad-Valorem	5,390,000
1994	Pension Obligation Bonds	Non Ad-Valorem	43,525,000
1989	Tax Increment Revenue Bonds	RDA Tax increment Revenue	800,000
1993	Tax Increment Revenue Bonds	RDA Tax increment Revenue	20,075,000
1996	Tax Increment Revenue Bonds	RDA Tax increment Revenue	39,800,000
1998	Tax Increment Revenue Bonds	RDA Tax increment Revenue	34,215,000
	Total Special Obligation Bonds		$ 182,516,256

On March 1995 the City issued $57,710,000 in taxable Series 1994 Special Obligation Bonds for the purpose of eliminating the unfunded pension liability of three of the City's pension systems. The Series 1994 bonds were issued with interest rates of 6.60% to 8.82% payable in annual installments through 2021. Indebtedness from this issue at September 30, 2004 is $43,525,000.

On July 1, 1998, the Miami Beach Redevelopment Agency issued $29,105,000 (Series 1998A) and $9,135,000 (Series 1998B) in tax increment bonds. These bonds are secured by a lien on and pledge of the Pledged Funds, which include: (a) the Net Trust Fund Revenues received by the Agency from the Redevelopment Area; (b) the portion of the proceeds of the City's municipal resort tax levied and collected by the City and received by the Trustee; and (c) moneys and investments in the funds and accounts created under the resolution. The Series 1998A bonds were issued with interest rates of 6.7% to 7.0% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The Series 1998B bonds were issued with interest rates of 3.6 percent to 5.2 percent payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The bonds are subject to a trust indenture which requires that annual debt service requirements be fully funded upon receipt of Trust Fund Revenue and Supplemental Revenue, and that any shortage shall be funded based on the Supplemental Revenue Resolution.

Loan Pool

On August 1, 2001, the City executed three loan agreements with the City of Gulf Breeze, Florida, Local Government Pool to borrow $47,145,000 on fixed rate notes. The Gulf Breeze Series B, in the amount of $2,200,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series C, in the amount of $22,445,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series E, in the amount of $22,500,000, principal is to be repaid in nineteen annual installments commencing December 1, 2002 with interest paid semi-annually. $17,115,000 was used to repay the outstanding balance of the City Gulf Breeze, Florida Local Government Loan Program Series 1985 C variable rate notes. $14,977,000 was used to repay a portion of the outstanding principal from the Sunshine State Loan. The remaining funds will be used for the renovation and improvement of two City owned golf courses and their related facilities. A portion of the Gulf breeze 1985 C outstanding debt relates to the construction of a Parking Garage. The Parking Enterprise Fund includes an outstanding amount of $7,248,744 that relates to this debt.

Annual debt service requirements to maturity for special obligation bonds are as follows:

Fiscal Year Ending September 30	Debt Service Requirements Special Obligation Bonds		
	Principal	Interest	Total
2005	$ 7,079,732	$ 12,524,646	$ 19,604,378
2006	6,646,592	12,063,456	18,710,048
2007	7,064,824	11,644,000	18,708,824
2008	7,498,056	11,195,925	18,693,981
2009	7,961,288	10,712,687	18,673,975
2010-2014	48,570,500	44,869,448	93,439,948
2015-2019	56,990,264	26,341,471	83,331,735
2020-2023	40,705,000	5,718,341	46,423,341
	$ 182,516,256	$ 135,069,974	$ 317,586,230

RESOLUTION NO. 2005-26003

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 7.481 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS TWENTY AND EIGHT TENTHS PERCENT (20.8%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.191 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.592 MILLS FOR FISCAL YEAR 2005/06.

WHEREAS, on September 8, 2005, the Mayor and City Commission tentatively adopted the operating millage rate of 7.481 mills and the debt service millage rate of 0.592 mills for Fiscal Year (FY) 2005/06; and

WHEREAS, the ad valorem millage rate of 7.481 mills for general operating purposes exceeds the "Rolled-back" rate of 6.191 mills by twenty and eight tenths percent (20.8%); and

WHEREAS, Section 200.065, Florida Statutes, requires that at the conclusion of the second public hearing on the proposed tax rate and budget for FY 2005/06, the City Commission adopt the ad valorem millage rates for operating purposes and debt service. This is accomplished by publicly announcing the name of the taxing authority, the "Rolled-back" rate, the percentage increase over the "Rolled-back" rate, and the millage rates before adoption of the millage levy resolution.

NOW THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that pursuant to Section 200.065, Florida Statutes, there is hereby levied a tax for the FY 2005/06, on all taxable and non-exempt real and personal property located within the corporate limits of the City of Miami Beach, Florida, as follows: of the City of Miami Beach, Florida, as follows:

(a) For the purpose of operating the government of the City, the rate assigned amounts to 7.481 mills. Also included are appropriate reserves and contingencies, which are not limited to reserves for tax discounts and abatements of uncollected taxes.

The millage rate of 7.481 mills exceeds the "Rolled-back" rate of 6.191 mills by twenty and eight tenths percent (20.8%).

(b) For the purpose of providing payment on the principal and interest portions of the General Obligation Bond Debt outstanding, the rate assigned amounts to 0.592 mills.

PASSED and ADOPTED this 21st day of September, 2005.

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

Mayor
David Dermer

ATTEST:

City Clerk
Robert Parcher

City Attorney 9/16/05 **Date**

CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY

Condensed Title:

A Resolution adopting: 1) the final ad valorem millage of 7.481 mills for general operating purposes which is twenty and eight tenths percent (20.8%) greater than the "Rolled-back" rate of 6.191 mills; and 2) the debt service millage rate of 0.592 mills for Fiscal Year 2005/06.

Issue:

Shall the Mayor and City Commission approve the final millage and the debt service millage for Fiscal Year 2005/06 ?

Item Summary/Recommendation:

The Administration recommends adopting the resolution which sets the FY 2005/06 operating millage for general operating purposes and debt service millage.

Advisory Board Recommendation:

Financial Information:

Source of Funds:

Finance Dept.

	Amount	Account	Approved
1			
2			
3			
4			
Total			

City Clerk's Office Legislative Tracking:

Sign-Offs:

Department Director	Assistant City Manager	City Manager

AGENDA ITEM R7A1

DATE 9-21-05

CITY OF MIAMI BEACH
CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
http:\\ci.miami-beach.fl.us

COMMISSION MEMORANDUM

TO: Mayor David Dermer and Members of the City Commission

DATE: September 21, 2005

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 7.481 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS TWENTY AND EIGHT TENTHS PERCENT (20.8%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.191 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.592 MILLS FOR FISCAL YEAR 2005/06.

ADMINISTRATION RECOMMENDATION

The Administration recommends that the City Commission adopt the attached Resolution which sets the following:

1) Final adopted millage rates for Fiscal Year (FY) 2005/06

General Operating	7.299 mills	(7.299 last year)
Capital Renewal & Replacement	0.182 mills	(1.126 last year)
Total Operating Millage	7.481 mills	(7.425 last year)
Debt Service	0.592 mills	(0.748 last year)
Total	8.073 mills	(8.173 last year)

2) The final adopted combined millage rate of 8.073 mills is one tenth of a mill less than the 8.173 combined millage rate for FY 2004/05. The tentatively adopted operating millage rate for FY 2005/06 is 7.481 mills. State statute requires that we advertise that this rate is 20.8 % greater than the "Rolled-back" rate of 6.191 mills.

The first public hearing on the tentative millage rates and budgets for FY 2005/06 was held on September 8, 2005. The millage rates presented herein are those which were tentatively adopted at the end of that first public hearing.

PROCEDURE

Florida Statutes 200.065 requires that at the conclusion of the second public hearing on the millage rate and budget, the City Commission proceed in the following specific manner:

1. Adopt an ad valorem millage rate for FY 2005/06 operating purposes and debt service. The statute requires the name of the taxing authority, the "Rolled-back" rate, and the millage rates be publicly announced before the adoption of the millage levy resolution. Therefore, only the resolution title should be announced before the adoption of the millage resolution.

2. Adopt a general operating budget for FY 2005/06. Also included, are budgets for the G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise and Internal Service Funds. This is accomplished by adopting a companion Resolution. (See accompanying Agenda Item R7A2).

CONCLUSION

The Administration recommends adoption of the attached Resolution which sets both final operating and debt service millage rates for FY 2005/06.

JMG:KGB:JC

RESOLUTION NO. 2005-26004

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL OPERATING BUDGETS FOR THE GENERAL FUND, G.O. DEBT SERVICE, RDA FUND-AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2005/06.

WHEREAS, on September 8, 2005, the Mayor and City Commission tentatively adopted the operating and debt service budgets for FY 2005/06; and

WHEREAS, Section 200.065 of the Florida Statute specifies the manner in which budgets are adopted. Following a second public hearing, the final millage rate for both general operating and debt service is adopted, and immediately thereafter, final budgets by fund are adopted.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE MAYOR AND THE CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the City of Miami Beach hereby adopts final budgets for the General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2005/06 as summarized and listed below.

REVENUES	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
GENERAL OPERATING REVENUES					
Ad Valorem Taxes	$ 109,164,825				$ 109,164,825
Ad Valorem Taxes-Capital Renew/Repl.	2,529,563				2,529,563
Ad Valorem Taxes-Normandy Shores	83,702				83,702
Other Taxes	20,763,300				20,763,300
Licenses and Permits	12,511,013				12,511,013
Intergovernmental	13,020,596				13,020,596
Charges for Services	7,642,800				7,642,800
Fines and Forfeits	1,741,000				1,741,000
Interest	4,240,000				4,240,000
Rents and Leases	2,605,184				2,605,184
Miscellaneous	6,272,901				6,272,901
Other-Resort Tax contribution	19,571,309				19,571,309
Other-Non Operating revenues	7,778,924				7,778,924
Subtotal	$ 207,925,117				$ 207,925,117
G.O. DEBT SERVICE					
Ad Valorem Taxes	$ 9,966,418				$ 9,966,418
Subtotal	$ 9,966,418				$ 9,966,418
FUND TOTAL	$ 217,891,535				$ 217,891,535
RDA FUND					
Ad Valorem Taxes-RDA City Center		$ 14,057,028			$ 14,057,028
FUND TOTAL		$ 14,057,028			$ 14,057,028

REVENUES continued

DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
ENTERPRISE FUNDS					
Convention Center/TOPA			$ 15,483,829		$ 15,483,829
Parking			22,060,072		22,060,072
Sanitation			11,429,965		11,429,965
Sewer Operations			29,266,508		29,266,508
Stormwater Operations			8,250,000		8,250,000
Water Operations			21,178,028		21,178,028
FUND TOTAL			$ 107,668,402		$ 107,668,402
INTERNAL SERVICE FUNDS					
Central Services				$ 792,543	$ 792,543
Fleet Management				6,801,594	6,801,594
Information Technology				12,069,723	12,069,723
Property Management				8,250,873	8,250,873
Risk Management				18,230,032	18,230,032
FUND TOTAL				$ 46,144,765	$ 46,144,765
TOTAL - ALL FUNDS	$ 217,891,535	$ 14,057,028	$ 107,668,402	$ 46,144,765	$ 385,761,730

APPROPRIATIONS

DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	$ 1,343,332				$ 1,343,332
ADMINISTRATIVE SUPPORT SERVICES					
CITY MANAGER	2,177,714				2,177,714
Communications	1,067,074				1,067,074
BUDGET & PERFORMANCE IMPROVE	1,736,275				1,736,275
FINANCE	3,976,543				3,976,543
Procurement	765,613				765,613
Information Technology				12,069,723	12,069,723
HUMAN RESOURCES	1,406,214				1,406,214
Risk Management				18,230,032	18,230,032
LABOR RELATIONS	223,132				223,132
CITY CLERK	1,499,264				1,499,264
Central Services				792,543	792,543
CITY ATTORNEY	3,955,117				3,955,117
ECONOMIC DEV. & CULTURAL ARTS					
Economic Development					
ECONOMIC DEVELOPMENT	863,936				863,936
BUILDING	6,565,945				6,565,945
PLANNING	2,910,361				2,910,361
Cultural Arts					
TOURISM & CULTURAL DEVELOP.	2,623,647				2,623,647
CONVENTION CENTER/TOPA			15,483,829		15,483,829
OPERATIONS					
NEIGHBORHOOD SERVICES	4,486,086				4,486,086
PARKS & RECREATION	24,842,148				24,842,148
PUBLIC WORKS	6,092,697				6,092,697
Property Management				8,250,873	8,250,873
Sanitation			11,429,965		11,429,965
Sewer Operations			29,266,508		29,266,508
Stormwater Operations			8,250,000		8,250,000
Water Operations			21,178,028		21,178,028

APPROPRIATIONS-continued DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
CAPITAL IMPROVEMENT PROJECTS	3,179,602				3,179,602
PARKING			22,060,072		22,060,072
FLEET MANAGEMENT				6,801,594	6,801,594
PUBLIC SAFETY					
POLICE	67,738,027				67,738,027
FIRE	40,073,894				40,073,894
CITYWIDE ACCOUNTS					
Capital Investment & Upkeep	1,500,000				1,500,000
Normandy Shores District	128,833				128,833
Operating Contingency	1,000,000				1,000,000
Other Accounts	8,531,272				8,531,272
Transfers					
MB Homeowner's Dividend Fund	3,269,120				3,269,120
Capital Reserve Fund	2,500,000				2,500,000
Pay-As-You-Go Capital Fund	5,000,000				5,000,000
Info & Comm Technology Fund	1,000,000				1,000,000
Risk Management Fund	1,000,000				1,000,000
11% Emergency Reserve Contribution	3,939,708				3,939,708
CAPITAL RENEWAL & REPLACEMENT	2,529,563				2,529,563
Subtotal	$ 207,925,117	$ 0	$ 107,668,402	$ 46,144,765	$ 361,738,284
G.O.DEBT SERVICE					
Debt Service	9,966,418				9,966,418
Subtotal	$ 9,966,418				$ 9,966,418
RDA FUND					
RDA City Center		$ 14,057,028			$ 14,057,028
		$ 14,057,028			$ 14,057,028
TOTAL - ALL FUNDS	$ 217,891,535	$ 14,057,028	$ 107,668,402	$ 46,144,765	$ 385,761,730

PASSED and ADOPTED this 21st day of September, 2005.

MAYOR
David Dermer

ATTEST:

CITY CLERK
Robert Parcher

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/16/05 Date

CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY

Condensed Title:

A Resolution adopting the final operating budgets for the General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2005/06.

Issue:

Shall the Mayor and City Commission approve the final operating budgets for the General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2005/06?

Item Summary/Recommendation:

The Administration recommends adopting the final operating budgets for the General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2005/06.

Advisory Board Recommendation:

Financial Information:

Source of Funds:		Amount	Account	Approved
	1	$207,925,117	General Fund Operating	
	2	9,966,418	G.O. Debt Service	
	3	14,057,028	RDA Fund-Ad Valorem Taxes	
	4	107,668,402	Enterprise Funds	
	5	46,144,765	Internal Service Funds	
Finance Dept.	Total	$385,761,730		

City Clerk's Office Legislative Tracking:

Sign-Offs:

Department Director	Assistant City Manager	City Manager

AGENDA ITEM R7A2

DATE 9-21-05

CITY OF MIAMI BEACH
CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
http:\\ ci.miami-beach.fl.us

COMMISSION MEMORANDUM

TO: Mayor David Dermer and Members of the City Commission

DATE: September 21, 2005

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL OPERATING BUDGETS FOR THE GENERAL FUND, G.O. DEBT SERVICE, RDA FUND AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2005/06.**

ADMINISTRATION RECOMMENDATION

The Administration recommends that the City Commission adopt the attached Resolution which establishes final budgets for the General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year (FY) 2005/06.

PROCEDURE

As outlined in the companion Agenda Item R7A1, Section 200.065, Florida Statutes specifies the manner in which budgets are adopted. Following a second public hearing, the final millage rate for both general operating and debt service is adopted, then immediately thereafter, final budgets by fund are adopted. The attached Resolution is therefore presented to you at this time for adoption.

ANALYSIS

The Mayor and City Commission adopted the tentative millage rate for general and debt service, and the tentative operating budgets, by fund at the first public hearing on September 8, 2005. During the public hearing, the Commission instructed the Administration to identify possible funding sources for a shortfall in the Teen Job Corp Program. The Manager assured the Commissioners that the Administration would review the program requirements and ensure that adequate funding for program continuation would be provided. As a result, City administration met with Deborah Ruggerio and determined that the $86,000 previously committed to Teen Job Corps would restore previous years funding and be available for match to the County's $50,000 grant, for a total of $136,000 in available funds. However, with increased operating expenses (minimum wage, insurance, etc.) and minimal program expansion, their total FY 2005/06 need is $180,000, a difference of $44,000. The City will continue to work closely with the Teen Job Corps to help identify additional sources of revenue and potential cost savings opportunities.

Additionally, the Proposed Budget already includes $1,820,000 (an increase of $541,200 from Fiscal Year 2004/05 budget) for fuel charges. The Administration will continue to monitor citywide fuel consumption to ensure that we remain within budget, however, the continuing volatility of fuel prices in today's markets may necessitate an amendment to the budget at a later date.

BACKGROUND

On July 27, 2005, the Administration released a Proposed Budget balanced with 7.299 mills, 0.182 mills for Capital Replacement and Renewal, and 0.592 mills for debt service. The overall millage of 8.073 mills will be one tenth of a mill lower than the FY 2004/05 level of 8.173 mills.

Maintaining the basic service level into FY 2005/06 will translate into an operating General Fund Budget of $180,230,189 which is $12,060,311 or 7.2% greater than the FY 2004/05 adopted budget of $168,169,878. In addition, the budget adds $3,945,077 for enhanced service levels, an increase of 2.3%. An additional $482,122 is included in the General Fund for the impact of enhancements in internal service funds, an increase of 0.2%. Further, the Proposed Budget adds $3,269,120 for a Miami Beach Homeowners Dividend Fund to provide a return-on-investment to property owners who are permanent residents, which increases the prior year budget by 1.9%. Finally, the FY Proposed Operating Budget incorporates structural changes that will help ensure the long term financial sustainability of the City and ensure that our capital assets are fully funded. These initiatives represent an increase of $15,837,949 million which increases the prior year budget by 9.4%. In addition, $4,160,660 in operating costs previously funded from the South Pointe redevelopment district, from Resort Tax Quality of Life funds, and from the Special Revenues funds, are also absorbed into the General Fund budget this year, an increase of 2.5%. Therefore, the total Proposed General Fund Operating Budget is $207,925,117 which is $39,755,239 or 23.6% greater than the FY 2004/05 Adopted Budget of $168,169,878. Going forward, the General Fund Operating Budget is comprised 90% for services, 6% capital-related, 2% financial sustainability, and 2% return on investment.

Maintain Current Services and Address Priorities Identified by the Community

While continuing to provide the services that help contribute to the high satisfaction levels reflected in our community survey, over $7 million in enhancements are funded in this budget to increase satisfaction even further, primarily funding initiatives identified by the community as areas of concern (traffic and development, storm drainage, cleanliness of canals/waterways, and condition of roads) or key drivers of overall satisfaction (cleanliness and maintenance of streets, buildings, beaches, etc.; safety; and communications, especially with businesses). These enhancements include making our streets, waterways, and public areas cleaner; infrastructure improvements; expanded recreation programming; expanded code compliance and remediation programs; enhanced public safety, particularly in our neighborhoods and in emergency management; increased project management to expedite completion of capital projects; and increased outreach and communication with the community.

Incorporate Structural Changes for the Future That Ensure the Fiscal Management and Sustainability for the City in the Long Term

To ensure long-term financial sustainability and ensure that our capital assets are appropriately funded in the long term, the proposed budget includes the following structural changes:

- Increasing the annual funding for the Capital Renewal and Replacement Fund by $1.2 million;
- An annual transfer of $2.5 million to the City's Capital Reserve to fund project shortfalls throughout the year;
- $5 million transfer to a new capital fund to create a pay-as-you-go component of the capital budget;
- An annual $1.5 million Capital Investment Upkeep Account for non-facility related upkeep;
- An annual $1 million transfer for an Information and Communications Technology Fund;
- An annual $1 million transfer to the Risk Management Fund as part of a multi-year plan to address funding shortfalls in the reserve for claims against the City; and
- $3.9 million in increased funding for the City's 11% emergency reserve, previously funding from surplus revenues at year-end. The projected General Fund balance as of September 30, 2006 is $35.5 million due to this budgeted contribution to the emergency reserve allowing us to fulfill our legislative requirements and further strengthen our credit worthiness with Bond rating agencies.

Increase Taxpayer Value for Services

Miami Beach Homeowners Dividend Fund

The Proposed Operating Budget for FY 2005/06 incorporates the Miami Beach Homeowners Dividend Fund proposed by Mayor David Dermer during his 2005 State of the City address. The Miami Beach Homeowners Dividend Fund is intended to provide a mechanism for a return-on-investment to property owners with permanent residents in the City of Miami Beach. In order to fund this return-on-investment, the FY 2005/06 General Fund Operating Budget thus incorporates funding for a $200 return for each homeowner who otherwise qualifies for homestead exemption (threshold for assessing whether an affected property qualifies for the return), after all their outstanding taxes and fees have been paid. The return would be funded from non ad-valorem revenues such as franchise fees, utility taxes, occupational licenses, interest earnings from non ad-valorem sources, etc. The estimated impact of this program is $3.3 million.

Increase in Free Offerings for Residents

The FY 2005/06 proposed budget also includes several other benefits specifically for City of Miami Beach residents, including:

- Free access to City pools on weekends and during non-programmed hours;
- Free general admission to our Youth Centers on weekends and during non-programmed hours, including opening of both Youth Centers seven days per week;
- Free Family Saturday Nights at one of our facilities four times per year, where families are welcomed, free of charge, to experience special activities;
- Free Learn-to-Swim programs for 3 to 4 year old residents; and
- Expanded scholarship programs for specialty camps in the summer.

Offset of Household Garbage and Trash Collection Fee Increase

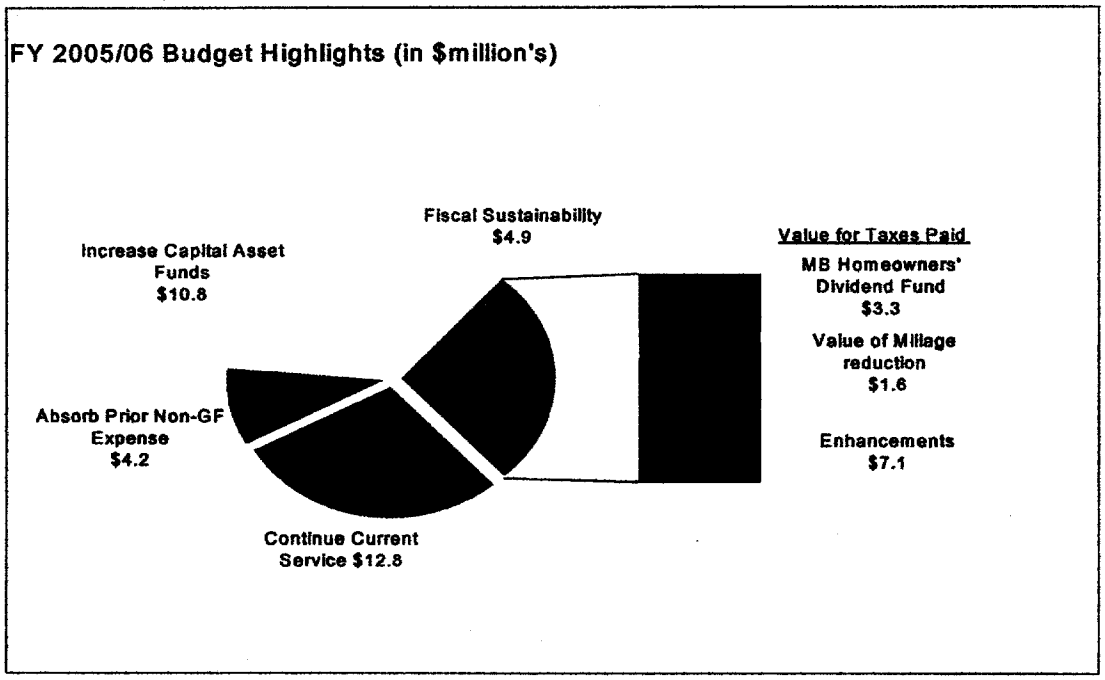
The Proposed Budget absorbs the impact of contractual CPI increases in payments to the contractor responsible for the collection and disposal of waste from single and multi-family households in the City. This, in effect, absorbs a $13.92 per household fee increase that otherwise would have been past on to the household.

Overall Increase in Tax Payer Value For Services

Overall, the Proposed Operating Budget enhances the value of services for taxes paid by the community in several ways:

- Providing a $200 dividend return for full-time, homesteaded property owners;
- Providing expanded free access to many Miami Beach programs and facilities for all residents;
- Providing enhanced service levels addressing the priorities of the community;
- Absorbing the household garbage and trash collection fee increase incurred due to contractual CPI increases; and
- Reducing the overall combined millage rate for all property owners in the community.

The following chart summarizes the funding components:



Summary of Enhancements

This budget includes over $1 million in enhancements for Fire and Police to improve public safety throughout the City. In Police, the enhancements include the implementation of a "neighborhood contacts" program by police in the Mid and North Beach areas, using six public safety specialists patrolling primarily on bicycles. By making five contacts per day, these six officers can reach over 7,000 households per year. In addition, patrol officers will each be encouraged to make at least one household or business contact per day, resulting in over 70% of households and businesses contacted throughout the year.

In the Fire Department, enhancements include a new Emergency Manager position to address homeland security concerns, hurricane activity and other emergencies that may occur in the city; a technical support position in Fire Prevention; and expanded fire rescue training. The enhancements also expand ocean rescue response capability by adding ATVs at five lifeguard towers, and replacing nine lifeguard stations. In addition, funding is provided for two additional thermal imaging cameras and for retrofitting Fire Stations number 1 and number 3 with exhaust recovery systems.

The Fire Department will pursue additional funding for Lifepak upgrades for Emergency Rescue, including an electronic reporting system, through the Housing Finance Authority. Preventing crime was one of the top three items identified in the community survey that the City could address to further improve public safety. Approximately $240,000 in new funding is added to replace two contract data entry clerks with permanent staff and to hire a

second technician for support of Police mobiles, both to enhance real-time reporting capabilities; to hire a fulltime property evidence technician to provide increased coverage at night and reduce overtime; and to hire two additional police officers to enforce the recently adopted boat mooring ordinance. In addition, $100,000 is added to provide for an assessment of enhanced lighting in business districts to address security concerns.

The proposed budget incorporates approximately $1.3 million in enhancements to ensure the cleanliness of our rights-of-way. This will fund enhanced litter control levels of service along Washington Avenue from 5th Street to Lincoln Road, the Flamingo Park area, Lincoln Road between Washington and Collins Avenue (seven days and five nights per week), Harding Avenue from 79th Street to Indian Creek, including Abbot, Byron and Carlyle (five days per week). Litter control and pressure cleaning will also be enhanced in the Beach and Boardwalk zones, including the surrounding dune areas. This also includes funding for expanded litter control on 41st Street and 71st Street from $150,000 per year previously funded from Quality of Life to $389,000 providing for service five days per week in each area. Illegal dumping surveillance will also be increased, particularly in the North Beach area; smoker stations will be installed along Lincoln Road funded through the City Center redevelopment district; and a mobile leaf vacumn will be purchased to enhance the frequency of cleaning parks. The proposed budget reflects an additional 34 positions in the Sanitation fund. However, I have directed staff to develop a managed competition program allowing for some portion of these activities to be contracted out. Contracted operation would be compared to in-house operations on the basis of cost and performance. In addition, the City will be implementing a monitoring system to ensure that these enhancements produce measurable improvements in cleanliness along our rights-of-way and public areas.

The proposed budget funds expanding the waterway cleaning efforts from $30,000 per year previously funded by Quality of Life funds, to $97,500 through a contract for a comprehensive program for cleaning trash and debris from inland canals and waterways throughout the City.

The FY 2005/06 Proposed Operating Budget incorporates over $200,000 in new funding for the addition of three code officers to provide for expanded hours of operation across all areas of the City and an additional inspector is added to enforce the recently enacted newsrack ordinance, the cost of which is anticipated to be offset by increased revenues from fines. Additional funding is provided for expansion of the graffiti remediation program citywide, a wildlife eradication program throughout the City, and enhanced funding for remediation of overgrown vacant lots, a total of $73,000. An additional $100,000 will be funded from the proposed Information and Communications Technology Fund for software to enhance tracking of employee productivity, caseload by zone, and caseload turnaround time, etc.

New funding is incorporated for an enhanced hedge around the Miami Beach golf course ($55,000). While providing an alternative to a fence, the hedge will also enhance beautification around the golf course. In addition, $62,000 in new funding will be provided from the Parking Department for a full-time contracted two-person maintenance crews for pressure cleaning, sign installations and repair, meter installations, and general routine

maintenance of parking facilities. Finally, replacement of landscape stock in needed areas will be funded from the proposed Capital Investment Upkeep Account.

The proposed budget incorporates $460,000 in recreational program enhancements including seven full-time and two part-time positions and operating expenses for Normandy Park and Pool scheduled to re-open in summer 2006, six part-time recreational leader positions for new programming at Fairway Park, four part-time recreational leader positions to reduce staffing ratios for after schools programs, one full-time recreation leader to develop and implement a senior scenes club program of activities, classes and trips, one part-time recreational leader and operating expenses for enhancement of the Teen Club at North Shore Youth Center, and new computers and peripherals for Flamingo Pool And the Police Athletic League facility. This also includes funding for the increased costs of opening North Shore Youth Center on Sundays and Scott Rakow Youth Center on Saturdays, making our Youth Centers open to the public seven days per week.

An additional $150,000 in funding is proposed to provide for a free-of-charge "Learn to Swim" program for 3 to 4-year old residents and to provide for expansion of scholarships available for specialty camps. The Proposed Budget also recommends elimination of fees for resident use of city pools on weekends and during non-programmed hours and for residents accessing general use of the Youth Centers on weekends and during non-programmed hours. Approximately $18,000 in new funding is proposed for four Free Family Saturday Nights program events at our parks in partnership with cultural groups. In addition, the City will conduct focus groups to obtain more specific information regarding types of cultural activities desired, accessibility to cultural activities, availability of information regarding cultural activities, etc.

The proposed budget includes $58,000 in new funding for special events support, including a special events inspector to provide a full-time presence at events on nights and on weekends, a contract position for initial contacts with event producers, and a Plans and Policy Manager in The Police Department for special events.

The proposed budget includes over $400,000 for a full year of funding for eight positions added in mid-year 2004/05 to reduce turn around times for plan reviews, and decrease overdue elevator inspections and tests. In addition, one position is added in the Finance Department to create a one stop lien shop consolidating building, code and fire lien functions.

The proposed budget includes approximately $75,000 for a bike pedestrian network coordinator to expedite implementation of bikeways and pedestrian walkways throughout the City and for the implementation of additional bikeracks.

To help expedite plan review and manage projects in construction, the proposed budget includes $400,000 in new funding for two positions in Public Works and three in CIP. In addition, the annual funding of the Capital Reserve Fund will help ensure that projects are not delayed due to funding shortfalls.

An additional $150,000 is funded for FY 2005/06 to complete assessments on 9 additional buildings in FY 2005/06, the second phase of a comprehensive facility assessment program. Further, five positions are added in property management to address increasing maintenance requirements as new facilities are brought on line and to ensure completion of renewal and replacement projects at a cost of $325,000.

The proposed budget includes approximately $900,000 in enhancements for citywide infrastructure improvements, including a pavement assessment and repair program, broken sidewalk replacement, as well as a regular maintenance program for outfall and catch basin cleaning and repairs. In addition, $120,000 is included to increase the number of positions supporting the automated mapping of the City's infrastructure and work order system from one to three. Of these total combined enhancements, $900,000 are funded from the Stormwater and Sewer Enterprise funds.

The FY 2005/06 Proposed Operating Budget incorporates centralization and enhancement of all Communications functions within the City. Although preliminary in concept, it is anticipated that the new communications department will include two existing communications positions within the Office of Communications, two media positions and a part-time Proclamation Clerk position (to provide publications graphics support) from the City Clerk's Office, and a sponsorship position from the Parks and Recreation Department. Similarly, we are consolidating our outreach functions in the Neighborhood Services Department. To this end, an existing business outreach position in Economic Development will be transferred to the Community Outreach Section of Neighborhood Services.

Approximately $240,000 is funded for a regular advertising page in local newspapers, a bi-monthly newsletter, and expanded cable programming, including a contracted program manager. In addition to existing positions, $180,000 in funding is provided for an additional public information specialist, an additional media specialist, and a graphics position. An additional $95,000 is included for capital improvement program (CIP) project newsletters to be distributed bi-annually to each of the 14 neighborhoods throughout the City, and replacing an existing Community Information Manager position with two Community Information Coordinators to enhance outreach with the neighborhoods. Further, $86,500 in communications equipment will be funded from the Information and Communications Technology Fund.

In addition to a new code system, the proposed budget includes $82,000 for an internet parking application. An existing contracted temporary clerical position in the Parking Department will be converted to a full-time position to assist with implementation and support of the software.

The proposed budget includes $30,000 for software and technology anticipated to result in increased revenues, an on-line grants locator system and a Parking VIN vehicle to electronically identify parking ticket scofflaws; and a new Financial Analyst II is added to ensure more timely reconciliation of bank accounts. Finally, approximately $137,000 is anticipated in efficiencies, including overtime reductions through hiring 3 positions in Fire and 1 position in Parking.

Approximately $240,000 will be funded by Information Technology for new IT positions, including a Storage Area Network (SAN) Architect to develop and implement a strategic solution to address multi-department storage needs, an additional resource to support the City's more than 1,500 desktop users, and 1 position providing full-time support for Citywide deployment of Voice Over Internet Protocol that allows the City to achieve savings by bringing data and voice traffic together on the same network.

In addition, the Information and Communications Technology Fund will provide funding for the new SAN, implementation of an Enterprise Uninterrupted Power Supply for the City's data center, a "Self-Defending Network" solution to improve system security and mitigate potential virus infiltrations to the City's network, and an e-mail archiving solution to enhance our retrieval capabilities for public records requests etc. and to further optimize storage requirements. This fund will also provide an advance funding stream for the implementation of a citywide wireless broadband network (WiFi) to enhance the City's public safety network and provide "Hotspot" areas for public access. The fund will be re-paid over time from the considerable savings that will be incurred for our current wireless applications. To enhance tracking performance and ensure we achieve results, the City will pursue performance management software, funded by the Information and Communications Technology Fund.

MILLAGE FOR CAPITAL RENEWAL AND REPLACEMENT

In FY 2004/05 the City established a restricted account for the renewal and replacement of the City's General Fund facilities to extend their useful life or replace equipment whose useful life has expired. Project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process, and are used exclusively for those capital expenditures that help to extend or replace the useful life of our facilities.

The funding of this restricted account is accomplished by adding a percentage of the amount of the Debt Service Millage reduction to the General Operating Millage. In FY 2004/05, the dedicated millage for Renewal and Replacement was 0.126. In FY 2005/06, the reduction in debt service millage is 0.156 of which 0.056 was added for a cumulative Renewal and Replacement millage in FY 2005/06 of 0.182, and with a net decrease to the total operating millage of 0.100 mills. The millage of 0.182 will fund $2.529 million for Capital Renewal and Replacement, which is an increase of $1.182 million over FY 2004/05.

GENERAL FUND AD VALOREM REVENUES

The net General Fund ad valorem budgeted revenue available for use Citywide increased from $ 78.03 million in FY 2004/05 to $101.45 million for FY 2005/06, an increase of $23.42 million, or a 30% in General Fund ad valorem revenues. Of the $101.45 million, $6.95 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place.

In addition, $7.72 million previously part of the South Pointe redevelopment district tax increment revenues, are incorporated in the General Fund. Pursuant to the Amended CDT Interlocal Agreement, the use of these funds is restricted to the geographic area of the former South Pointe redevelopment district.

Finally, ad valorem revenues restricted to the City's Capital Renewal and Replacement Reserve will increase from $1.347 million to $2.529 million, an increase of $1.182 million or 87.8%. Of this amount, $0.284 million is due to increased property assessments, and $0.898 million is due to enhanced funding levels.

OTHER GENERAL FUND REVENUES

Resort tax revenues transferred to the General Fund for tourism-related expenditures are anticipated to increase from $18.9 million in FY 2004/05 to $19.6 million in FY2005/06, reducing the gap between tourism-related expenditures provided by General Fund departments and Resort Tax revenues transferred to the General Fund.

The General Fund Budget includes approximately $2.9 million intergovernmental revenues, pursuant to the Amended CDT Interlocal agreement that are used to offset CDT or municipal resort tax type eligible expenditures. In FY 2005/06, these revenues are used to fund the Miami Beach Botanical Garden, the Bass Museum of Art, operating subsidies for the Colony and Byron Carlyle theatres, debt service on the Normandy Shore Golf Course, installation of new hedges along the Miami Beach Golf Course, homeless outreach and placement services, 4th of July Fireworks, and the Miami Beach Chamber of Commerce Visitors Center.

Interest revenues are projected at $4.2 million, approximately an increase of $1.4 million over the FY 2004/05 budget, primarily due to increased interest rates, and franchise fees and taxes are projected to increase by $1.2 million based on current revenue trends.

Licenses and permits are increased by $1 million based on FY 2004/05 trends and partially used to fund additional positions in the Building Department to support the increased activity beginning in mid FY 2004/05.

The General Fund Proposed Budget includes fee increases at the Miami Beach Golf Course to a level consistent with fees charged at similar facilities in the region, generating an additional $150,000 per year. However, fees for City of Miami Beach residents at the Miami Beach Golf Course will remain unchanged. No other General Fund fee increases are proposed beyond those increases approved by the City Commission in 2003 for implementation in FY 2005/06. In addition, $1.3 million in Special Revenues from Recreation fees will be brought into the General Fund, offset by the same in expenditures. On a go forward basis, use of the revenues will be tracked separately through the project accounting component of our new financial system.

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, and Parking Departments. The proposed FY 2005/06 budget for this area is $107.7 million including enhancements. This represents an increase of $8.8 million from the FY 2004/05 budget. Increases in current service level costs are primarily as the result of increases in Miami-Dade County wholesale water and sewer rates, salaries and benefits, water and sewer debt payments due to the delay in refunding water and sewer bonds, in addition to absorbing sanitation costs previously funded in the General Fund. In addition, Miami-Dade County has proposed a substantial increase in wholesale water and sewer rates that it is still reviewing and is not included as part of this budget. Approximately $2.4 million in enhancements are proposed, with over $1.3 million for Sanitation improvements and approximately $800,000 in the Stormwater fund for enhanced storm drainage maintenance. These are offset by approximately $2.7 million in new intergovernmental revenues received through the CDT Interlocal Agreement for sanitation services along major thoroughfares and walkways throughout the City.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The proposed FY 2005/06 budget for this area is $46.1 million. This represents an increase of $5.7 million from the FY 2004/05 budget. The current service level increases are primarily the result of increases in salaries and benefits, fuel and additional property insurance. This includes approximately $700,000 in enhancements, primarily for facility assessments and increased maintenance for new facilities coming on line, as well as for 3 new Information technology positions, as well as the $1 million transfer to the Risk Management Fund to reduce liability shortfalls. These costs are completely allocated to the General Fund and Enterprise Fund departments.

CONCLUSION

The Administration recommends adoption of the attached Resolution which establishes final budgets for General Fund, G.O. Debt Service, RDA Fund-Ad Valorem Taxes, Enterprise, and Internal Service Funds for FY 2005/06.

JMG:KGB:JC

RESOLUTION NO. 2005-26005

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE RATE OF 0.814 MILLS FOR FISCAL YEAR 2005/06 FOR THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, WHICH IS NINE AND FIVE TENTHS PERCENT (9.5%) LESS THAN THE "ROLLED-BACK" RATE OF 0.899 MILLS.

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS, the Ad Valorem millage rate assigned for the District amounts to 0.814 mills on all taxable and non-exempt real and personal property located within the boundaries of the District for the purpose of providing security services, which millage rate is less than the "Rolled-back" rate of 0.899 mills by nine and five tenths percent (9.5%); and

WHEREAS, on September 21, 2005, pursuant to Section 200.065 of the Florida Statutes, a public hearing was held before the Mayor and City Commission, acting as the Board, to discuss the operating millage rate and budget for the District for Fiscal Year (FY) 2005/06.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT that, pursuant to Section 200.065, Florida Statutes, there is hereby levied an Ad Valorem millage rate of 0.814 mills for FY 2005/06 on all taxable and non-exempt real and personal property located within the boundaries of the District for the purpose of providing security services, which millage rate is less than the "Rolled-back" rate of 0.899 mills by nine and five tenths percent (9.5%).

PASSED and ADOPTED this 21st day of September, 2005.

CHAIRPERSON OF THE DISTRICT
David Dermer

ATTEST:

SECRETARY TO THE DISTRICT
Robert Parcher

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/15/05 **Date**

CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY

Condensed Title:

Resolution Of The Board Of Directors Of The Normandy Shores Local Government Neighborhood Improvement District Adopting The Final Ad Valorem Millage Of 0.814 Mills For Fiscal Year 2005/06 For The Normandy Shores Local Government Neighborhood Improvement District, Which is Less Than The "Rolled-Back" Rate Of 0.899 Mills By Nine and Five Tenths Percent (9.5%).

Issue:

Shall the Mayor and City Commission, acting in its capacity as the Board of Directors for the Normandy Shores Local Government Neighborhood Improvement District, adopt the attached resolution which sets the final millage ?

Item Summary/Recommendation:

The Mayor and City Commission, acting in its capacity as the Board of Directors of the District, should adopt the attached resolution which sets the final millage.

Advisory Board Recommendation:

Financial Information:

Source of Funds:

Finance Dept.

	Amount	Account	Approved
1			
2			
3			
4			
Total			

City Clerk's Office Legislative Tracking:

Sign-Offs:

Department Director	Assistant City Manager	City Manager

AGENDA ITEM R7B1

DATE 9-21-05

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.ci.miami-beach.fl.us

COMMISSION MEMORANDUM

To: Mayor David Dermer and Members of the City Commission

Date: September 21, 2005

From: Jorge M. Gonzalez
City Manager

Subject: **A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE OF 0.814 MILLS FOR FISCAL YEAR 2005/06 FOR THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, WHICH IS NINE AND FIVE TENTHS PERCENT (9.5%) LESS THAN THE "ROLLED-BACK" RATE OF 0.899 MILLS.**

ADMINISTRATION RECOMMENDATION

The Administration recommends that the Mayor and City Commission, acting in its capacity as the Board of Directors for the Normandy Shores Local Government Neighborhood Improvement District, adopt the attached resolution which sets the following:

1) Final adopted millage rate for the Normandy Shores Local Government Neighborhood Improvement District for FY 2005/06:

   General Operating 0.814 mills (1.123 mills last year)

2) Final adopted millage rate of 0.814 mills is 9.5% less than the "Rolled-back" Rate of 0.899 mills.

The first public hearing on the tentative Normandy Shores District millage rate and budget for FY 2005/06 was held on September 8, 2005. The millage rates presented herein are those which were tentatively adopted at the end of the first public hearing held on that day.

BACKGROUND

The Normandy Shores Local Government Neighborhood Improvement District, a dependent taxing district of its principal, the City of Miami Beach, was established in 1994 to provide continual 24-hour security to this gated community; FY 2005/06 represents its twelfth year of operation.

It was established by Ordinance 93-2881, and has the authority "to levy an ad-valorem tax on real and personal property of up to two mills, provided that no parcel of property will be assessed more than $500 annually for such improvements". However, on August 29, 2002, the Administration met with the Normandy Shores Local Government Neighborhood Improvement

District representatives and agreed to eliminate the $500 cap on the highest valued home in the District. The enabling legislation was adopted by the Commission on September 25, 2002. This ensures that the City's contribution from the General Fund remains at 35% of the operating budget of the District.

During FY 1998/99, the amount of annual funding to be provided by the City and the dependent status of the District were issues discussed by the Finance and Citywide Projects Committee. A determination was reached that the City would fund 35% of the annual cost of the operation of the community guard gate. This cost will eventually be funded from the golf course operation of the Normandy Shores Golf Course. The City Attorney's Office is reviewing the issue regarding the dependent status of the District. It was further agreed that the City would continue to supplement the District at current levels until both issues were resolved.

PROCEDURE

The operating millage and budget for this dependent special taxing district must be adopted in accordance with Florida Statutes. This procedure requires that this Resolution be considered immediately after the millage and budget of the principal taxing authority, i.e., City of Miami Beach.

It also prescribes that a final millage be adopted first. This is accomplished by adopting a Resolution which states the percent increase or decrease over the "Rolled-back" rate. Following this, another Resolution which adopts the Normandy Shores District operating budget must be approved. The statute requires the name of the taxing authority, the rolled-back rate, the percentage increase, and the millage rate be publicly announced before adoption of the millage resolution.

ANALYSIS

On September 8, 2005, the Mayor and City Commission adopted Resolution 2005-25995 which set the tentative ad valorem millage at 0.814. This millage will provide the current level of security required by this district and will generate proceeds of $83,702. The operating budget to provide security services at the current service level to this district is $128,833. This is comparable to the current year end projections. The difference between the revenues which will be generated from ad-valorem tax proceeds and the current service level budgetary requirement of the district must be supplemented by a contribution from the General Fund in the amount of $45,131 or 35% of the operating budget ($128,833) for the current service levels. The General Fund has funded this difference for each of the eleven years since the District was established. The amount provided by the General Fund for this purpose in FY 2004/05 was $44,362.

CONCLUSION

The City Commission, acting in its capacity as the Board of Directors of the District, should adopt the attached Resolution which establishes the final millage.

JMG:KGB:JC

RESOLUTION NO. 2005-26006

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL OPERATING BUDGET FOR FISCAL YEAR 2005/06.

WHEREAS, for the purpose of providing security services within the Normandy Shores neighborhood area, the Mayor and City Commission adopted Ordinance No. 93-2881 on October 20, 1993, which authorized the creation of the Normandy Shores Local Government Neighborhood Improvement District (District); and

WHEREAS, for the purpose of providing security services within the District, a final budget has been developed to fund projected Fiscal Year (FY) 2005/06 operating expenses; and

WHEREAS, the final operating budget has been reviewed by the Board of Directors of the District (Board) to assure its content and scope; and

WHEREAS, on September 21, 2005, pursuant to Section 200.065 of the Florida Statutes, a public hearing was held before the Mayor and City Commission, acting as the Board, to discuss the operating millage rate and operating budget for the District for FY 2005/06.

NOW, THEREFORE, BE IT DULY RESOLVED BY THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, that the Board hereby adopts the final operating budget for the District for FY 2005/06 as summarized herein and listed below:

Revenues	
Ad Valorem Tax	$ 83,702
City's General Fund	45,131
Total	$ 128,833
Expenses	
Security Service	$ 107,191
Maintenance	21,642
Total	$ 128,833

PASSED and ADOPTED this 21st day of September, 2005.

CHAIRPERSON OF THE DISTRICT
David Dermer

ATTEST:

SECRETARY TO THE DISTRICT
Robert Parcher

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9-14-05 Date

CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY

Condensed Title:

A resolution adopting the final operating budget for the Normandy Shores Local Government Neighborhood Improvement District for Fiscal Year 2005/06.

Issue:

Shall the Mayor and City Commission, acting in its capacity as the Board of Directors for the Normandy Shores Local Government Neighborhood Improvement District, approve the final operating budget for the District for Fiscal Year 2005/06 in the amount of $128,833.

Item Summary/Recommendation:

The Administration recommends adopting the final operating budget for the Normandy Shores Local Government Neighborhood Improvement District for Fiscal Year 2005/06

Advisory Board Recommendation:

Financial Information:

Source of Funds:

Finance Dept.

	Amount	Account	Approved
1	$ 83,702	Normandy Shores District	
2	45,131	General Fund	
3			
4			
Total	$128,833		

City Clerk's Office Legislative Tracking:

Sign-Offs:

Department Director	Assistant City Manager	City Manager

AGENDA ITEM R7B2

DATE 9-21-05

CITY OF MIAMI BEACH
CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
http:\\ci.miami-beach.fl.us

COMMISSION MEMORANDUM

TO: Mayor David Dermer and Members of the City Commission

DATE: September 21, 2005

FROM: Jorge M. Gonzalez
City Manager

SUBJECT: A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL OPERATING BUDGET FOR FISCAL YEAR 2005/06.

ADMINISTRATION RECOMMENDATION

Adopt the Resolution which establishes the final operating budget for the District for Fiscal Year (FY) 2005/06.

BACKGROUND

The Normandy Shores Local Government Neighborhood Improvement District, a dependent taxing district of its principal, the City of Miami Beach, was established in 1994 to provide continual 24-hour security to this gated community; FY 2005/06 represents its twelfth year of operation.

It was established by Ordinance 93-2881, and has the authority "to levy an ad-valorem tax on real and personal property of up to two mills, provided that no parcel of property will be assessed more than $500 annually for such improvements". However, on August 29, 2002, the Administration met with the Normandy Shores Local Government Neighborhood Improvement District representatives and agreed to eliminate the $500 cap on the highest valued home in the District. The enabling legislation was adopted by the Commission on September 25, 2002. This ensures that the City's contribution from the General Fund remains at 35% of the operating budget of the District.

During FY 1998/99, the amount of annual funding to be provided by the City and the dependent status of the District were issues discussed by the Finance and Citywide Projects Committee. A determination was reached that the City would fund 35% of the annual cost of the operation of the community guard gate. This cost will eventually be funded from the golf course operation of the Normandy Shores Golf Course. The City Attorney's Office is reviewing the issue regarding the dependent status of the District. It was further agreed that the City would continue to supplement the District at current levels until both issues were resolved.

PROCEDURE

The operating millage and budget for this dependent special taxing district must be adopted in accordance with Florida Statutes. This procedure requires that this Resolution be considered immediately after the final millage for Normandy Shores District has been adopted (See accompanying Agenda Item R7B1 for details).

ANALYSIS

On September 8, 2005, the Mayor and City Commission tentatively adopted the operating budget for the District in the amount of $128,833 and an operating millage of 0.814 mills. This millage will provide the current service level of $128,833 for security required by this district. This is comparable to the current year end projections. Revenues of $83,702 which will be generated from ad-valorem tax proceeds will be supplemented by a contribution from the General Fund in the amount of $45,131 or 35% of the operating budget ($128,833) for the current service levels. The General Fund has funded this difference for each of the eleven years since the District was established. The amount provided by the General Fund for this purpose in FY 2004/05 was $44,362.

The final operating budget for the District is as follows:

Revenues	**FY 05/06**	**FY 04/05**
Ad Valorem Tax	$ 83,702	$ 92,301
City's General Fund	45,131	44,362
Total	$128,833	$136,663
Expenses		
Security Service	$107,191	$107,200
Add'l cameras & contingency	0	9,863
Maintenance	21,642	19,600
Total	$128,833	$136,663

CONCLUSION

The City Commission, acting in its capacity as the Board of Directors of the Normandy Shores Local Government Neighborhood Improvement District, should adopt the attached Resolution which establishes the final operating budget.

JMG:KGB:JC

RESOLUTION NO. 2005-26009

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, APROPRIATING THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2005-2006 AND ADOPTING THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2006-2010.

WHEREAS, the 2006-2010 Capital Improvement Plan (CIP) for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City; and

WHEREAS, this document is an official statement of public policy regarding long-range physical development n the City of Miami Beach; and

WHEREAS, on July 21, 1999 the Commission approved the FY 1999 - FY 2004 CIP for the City and the Redevelopment Agency; and

WHEREAS, since that time, the City has issued $92 million of General Obligation Bonds, pursuant to a referendum; issued $54 million of Water and Sewer Bonds; and $52 million of Stormwater Revenue Bonds; and

WHEREAS, the approved Capital Improvement Plan has been updated to include projects that will be active during the fiscal years 2006 through 2010; and

WHEREAS, the Proposed Capital Budget for FY 2005-2006 totals $126,516,269 and includes eighty seventy projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2005-2006 Operating Budget; and

WHEREAS, the Proposed Capital Budget itemizes project funds to be committed during the upcoming fiscal year detailing expenses for project components which include: architect and engineer, construction, equipment, art in public places, and other related project costs; and

WHEREAS, on September 12, 2005 the FY 2005-2006 Proposed Capital Budget and updated Capital Improvement Plan were discussed at a joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee; and

WHEREAS, a copy of the proposed Capital Budget for FY 2005-2006 is included below.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that the Mayor and City Commission hereby adopt and appropriate, the City of Miami Beach/Miami Beach Redevelopment Agency Capital Budget for Fiscal Year 2005-2006 and adopt the Capital Improvement Plan for Fiscal Year 2006-2010.

Proposed Sources of Funding	Funding
Water & Sewer Bond 2000	$ 21,499,402
Stormwater Bond 2000	21,133,056
Parking Impact Fees	14,711,169
South Pointe Capital Funds	12,002,243
GO Bond - Neighborhoods 2003	11,297,833
City Center TIF	10,419,732
Miami Dade County Bond	10,381,000
Equipment Loan/Lease	5,254,566
Pay-As-You-Go Fund	5,000,000
Capital Grants	3,615,000
Convention Development Taxes	3,193,237
Parking Bond Fund 481	3,400,000
Quality of Life (Resort Tax Funds)	1,950,000
Information & Communications Technology Fund	1,000,000
Sanitation Enterprise Fund	1,000,000
Parking Operations Fund	578,016
Concurrency Mitigation Funds	81,015
Total	$ 126,516,269

This resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED THIS 21st DAY OF September, 2005

ATTEST:

CITY CLERK
Robert Parcher

MAYOR
David Dermer

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

City Attorney 9/16/05
Date

CITY OF MIAMI BEACH
COMMISSION ITEM SUMMARY

Condensed Title:

A Resolution adopting the City of Miami Beach and Miami Beach Redevelopment Agency Capital Budget for Fiscal Year 2005-2006 and the Capital Improvement Plan for Fiscal Years 2006-2010.

Issue:

Shall the City Commission adopt the City of Miami Beach and Miami Beach Redevelopment Agency Capital Budget for Fiscal Year 2005-2006 and the Capital Improvement Plan for Fiscal Years 2006-2010?

Item Summary/Recommendation:

The Proposed Capital Budget for FY 2005-2006 totals $126,516,269 and includes 87 projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2005-2006 Operating Budget. It itemizes project funds to be committed during the upcoming fiscal year detailing expenses for project components which include: architect and engineer, construction, equipment, art in public places, and other related project costs.

The Administration recommends the City Commission approve the proposed Capital Budget and updated Capital Improvement Plan.

Advisory Board Recommendation:

On September 12, 2005 the FY 2005-2006 Proposed Capital Budget and updated Capital Improvement Plan was discussed at a joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee. A presentation was made outlining the neighborhood enhancements, park renovation and upgrades, construction of new facilities, and upgrades to utility systems that were planned for FY 2005-2006. Copies of the draft Proposed Capital Budget for FY 2005-2006 and updated Capital Improvement Plan were distributed to each member in advance. The City Manager, Capital Improvement Project Office Director, Chief Financial Officer, department directors, and other City staff were available to discuss specific projects and respond to the Committee's questions. The Finance and Citywide Projects Committee unanimously approved and moved the item to the full Commission.

Financial Information:

Source of Funds:		Amount	Account	Approved
	1	$126,516,269	Various Funding Sources	
	2			
	3			
	4			
Finance Dept.	Total	$126,516,269		

City Clerk's Office Legislative Tracking:

Patricia D. Walker

Sign-Offs:

Department Director	Assistant City Manager	City Manager

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AGENDA ITEM R7E

DATE 9-21-05

CITY OF MIAMI BEACH
CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.miamibeachfl.gov

COMMISSION MEMORANDUM

To: Mayor David Dermer and Members of the City Commission

Date: September 21, 2005

From: Jorge M. Gonzalez
City Manager

Subject: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, APPROPRIATING THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2005-2006 AND ADOPTING THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2006-2010.**

ADMINISTRATION RECOMMENDATION

Adopt the Resolution.

BACKGROUND

Planning for capital improvements is an ongoing process; as needs change within the City, capital programs and priorities must be adjusted. The Capital Improvement Plan ("CIP") serves as the primary planning tool for systematically identifying, prioritizing and assigning funds to critical City capital development, improvements and associated needs.

Each year, City departments submit their projected capital needs for the next five year period. All projects submitted for inclusion in the City's CIP are reviewed on the basis of relative need, cost and availability of funding. The Finance Department and the Capital Improvement Office provide assistance in preparing and reviewing the CIP for budgetary planning purposes. The proposed documents are presented to the Finance and Citywide Projects Committee and General Obligation Bond Oversight Committee for review, and to the City Commission/RDA for approval and adoption.

The CIP was created as a plan for projects that require significant capital investment and is intended to serve as an official statement of public policy regarding long-range physical development in the City of Miami Beach. The CIP specifies and describes the City's capital project plan and establishes priorities for the upcoming five year period.

Following the adoption of the CIP by the Mayor and City Commission in July of 1999, individual projects within neighborhood areas were combined to create "packages" of projects that address the neighborhood needs for infrastructure upgrades, traffic flow, enhancements, etc. This comprehensive approach minimizes disruptions and generates costs savings. The projects address many needs in different areas of the City including: neighborhood enhancements such as landscaping, sidewalk restoration, traffic calming, parking, drainage improvements and roadway resurfacing/reconstruction; park renovation and upgrades; and construction or renovation of public facilities.

The City's first Capital Budget was adopted concurrently with the Fiscal Year (FY) 2001- 2002 operating budget. It included the portion of the five year plan that would be committed during that

fiscal year. The Administration is presenting the proposed FY 2005-2006 Capital Budget and the updated CIP for FY 2006-2010, following a comprehensive review of the CIP to insure that the Plan accurately reflects all project budgets, funding sources and commitments, for adoption by the City Commission.

ANALYSIS

Capital Improvement Plan

The 2006-2010 CIP for the City of Miami Beach is a five year plan for public improvements and capital expenditures by the City. This document is an official statement of public policy regarding long-range physical development in the City of Miami Beach. The approved Capital Improvement Plan has been updated to include projects that will be active during the fiscal years 2006 through 2010.

The Plan has been updated to include additional funding sources that have become available, changes in project timing, and other adjustments to ongoing projects as they have become better defined. Certain adjustments have been made to reclassify previously appropriated funds from a cash flow basis to a commitment basis for budgeting purposes; other project appropriations have been adjusted to reflect projects that have been reconfigured, re-titled, combined with or separated from other projects and/or project groupings. Adjustments for appropriations that were made at the funding source level rather than at a project level have also been included. These adjustments have no fiscal or cash impact and are as a result of a comprehensive review of the program to insure that our plan accurately reflects all project budgets, funding sources and commitments.

Capital Budget

The Proposed Capital Budget for FY 2005-2006 totals $126,516,269 and includes 87 projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2005-2006 Operating Budget. It itemizes project funds to be committed during the upcoming fiscal year detailing expenses for project components which include: architect and engineer, construction, equipment, art in public places, and other related project costs. Additionally, the projected costs of program manager services are included. Capital reserves, debt service payments, and other capital purchases found in the Operating Budget are not included in this budget.

On September 12, 2005 the FY 2005-2006 Proposed Capital Budget and updated Capital Improvement Plan was discussed at a joint meeting of the Finance and Citywide Projects Committee and the General Obligation Bond Oversight Committee. A presentation was made outlining the neighborhood enhancements, park renovation and upgrades, construction of new facilities, and upgrades to utility systems that were planned for FY 2005-2006. Copies of the draft Proposed Capital Budget for FY 2005-2006 and the updated Capital Improvement Plan were distributed to each member in advance. The Capital Improvement Project Office Director, Chief Financial Officer, department directors, and other City staff were available to discuss specific projects and respond to the Committee's questions.

CONCLUSION:

The Administration recommends adoption of the attached Resolution, which establishes the Capital Budget for Fiscal Year 2005-2006 and the Capital Improvement Program for Fiscal Years 2006-2010.

JMG:PDW:mm

City of Miami Beach
Capital Projects: FY 2005/2006 Impact on Operating Budgets

Project	Program	2006	FY 2005/2006 Cost Impact	
			Annual life Cycle Cost	Op. Dept Cost
Bridges				
trm41brph2	41st St. Ph.II Bridge Repair/Restoration	750,000		
		750,000		
		750,000		
Convention Center				
pfsconvctr	Convention Center ADA	62,875		
		62,875		
pfsconctgo	Convention Center Improvements County GO	1,000,000		
pfsfy06mis	FY 06 Convention Center-Miscellaneous	200,000		
pfsfy6chil	FY 06 Chiller Replacement	850,000		
pfsfy6rest	FY 06 ADA/Restroom Renovation	1,936,729		
		3,986,729		
		4,049,604		
Environmental				
enmgreenwf	Green Waste Facility	1,000,000		
		1,000,000		
		1,000,000		
Equipment				
eqcfy06trk	FY 06 Fleet Mngt. Heavy Trucks & Equip.	2,084,800		
eqcfy06veh	FY 06 Fleet Mngt. Sedans & Light Trucks	1,658,000		
		3,742,800		
		3,742,800		
Garages				
pgsmpmpkgf	Multi-Purpose Municipal Parking Facility	16,411,169		
		16,411,169		
pgspotamki	5th Street & Alton Road Joint Venture	10,000,000		
		10,000,000		
		26,411,169		

City of Miami Beach
Capital Projects: FY 2005/2006 Impact on Operating Budgets

Project	Program	2006	FY 2005/2006 Cost Impact	
			Annual life Cycle Cost	Op. Dept Cost
General Public Buildings				
fsmfire2go	Fire Station No. 2 (County G.O. Bond)	2,000,000		40,000
fsnfire4go	Fire Station No. 4 (County G.O. Bond)	1,000,000		45,000
pfcbeachre	Beachfront Restrooms (County G.O. Bond)	250,000		
pfssshoreg	S. Shore Community Center (County G.O.)	500,000		15,000
pkmrakowgo	Scott Rakow Youth Center (County G.O.)	1,000,000		
		4,750,000		100,000
pfsoldchgo	Historic Old City Hall (County GO Bond)	2,000,000		
		2,000,000		0
	ADA City-Wide Renovations	250,000		
	Property Management Facility	13,581		15,000
	Public Works Facility & Yard Renovation	21,797		25,000
	Roof Repairs - City Facilities	175,000		
	Shane Watersports Center	4,320		
		464,698		40,000
		7,214,698		140,000
Golf Courses				
pkmcartbar	Miami Beach Golf Course Cart Barn	1,000,000		
pknnormgob	Normandy Shores Golf Course (County GO)	1,000,000		
		2,000,000		
		2,000,000		
Information Technology				
eqccodecom	Code Compliance Application (Info. Tech)	100,000		
eqcemailar	Email Archive Solution	126,000		
eqcentstor	Enhance Enterprise Storage Area Network	628,840		
eqcinfocom	Info. & Communications Tech. Contingency	751,500		
eqcperfmgt	Performance Management (Info. Tech. Ap.)	80,000		
eqcselfdef	Self Defending Network Solution (CISCO)	102,926		
eqctelestf	Telestaff-Scheduling Enterprise Software	68,500		
eqcupsgene	Enterprise Uninterrupted Power Supply	250,000		
eqcvoipdps	Public Safety Voice Over IP (VOIP)	404,000		
		2,511,766		
		2,511,766		
Jackie Gleason Theater				
pfstopaada	TOPA ADA and Interior Renovations	143,633		
		143,633		
		143,633		

City of Miami Beach
Capital Projects: FY 2005/2006 Impact on Operating Budgets

Project	Program	2006	FY 2005/2006 Cost Impact	
			Annual life Cycle Cost	Op. Dept Cost
Lots				
pgcsurfimp	Surface Parking Lot Improvement Citywide	1,000,000		
		1,000,000		
		1,000,000		
Meter Program/Revenue Control System				
pgcpaydisp	Master Meter Phase II	2,400,000		
		2,400,000		
		2,400,000		
Other Capital Proj. TBD				
aippinsopt	South Pointe Art in Public Places Proj.	135,000		
mbquallife	Middle Beach Quality of Life Projects	650,000		
nbquallife	North Beach Quality of Life Projects	650,000		
payasgocon	FY 2006 Pay-As-You-Go Capital Proj. Fund	3,950,000		
sbquallife	South Beach Quality of Life Projects	650,000		
spcontfy06	FY 2006 South Pointe Contingency Funds	2,241,042		
		8,276,042		
		8,276,042		
Parks				
pknbandshe	Band Shell Park (County G.O. Bond)	176,000		20,000
pknnormtec	Normandy Park & Pool Tech. Requirements	50,000		55,000
pksflamgob	Flamingo Park (County G.O. Bond)	620,000		75,000
pksmonuisl	Monument Island (County G.O. Bond)	85,000		
		931,000		150,000
		931,000		150,000

City of Miami Beach

Capital Projects: FY 2005/2006 Impact on Operating Budgets

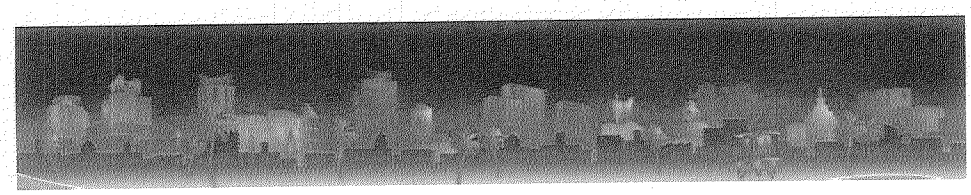
Project	Program	2006	FY 2005/2006 Cost Impact	
			Annual life Cycle Cost	Op. Dept Cost
Street/Sidewalk/Streetscape Improvements				
pkscollins	Collins Park/Streetscape/Rotunda	6,516,929		120,000
rwmbaysbpa	Bayshore Neighborhood - Bid Pack A	40,482		30,000
rwmbaysbpb	Bayshore Neighborhood - Bid Pack B	3,299,198		15,000
rwmbaysbpc	Bayshore Neighborhood - Bid Pack C	263,155		30,000
rwmbaysbpd	Bayshore Neighborhood - Bid Pack D	20,841		30,000
rwmlagorce	LaGorce Neighborhood Improvements	3,885,228		45,000
rwmnautils	Nautilus Neighborhood Improvements	8,819,961		45,000
rwmoceanft	Oceanfront Neighborhood Improvements	847,002		60,000
rwnbsptrow	Biscayne Point Neighborhood Imp	4,957,116		30,000
rwnnormisl	Normandy Isle Neighborhood Imp	1,412,739		45,000
rwnnormshr	Normandy Shores Neighborhood Imp	43,547		15,000
rwnnorthsh	North Shore Neighborhood Improvements	3,781,663		25,000
rwscchvb9b	City Center-Commercial Dist BP9B	1,315,903		45,000
rwscityctr	CCHV Neigh. Improv.-Historic Dist. BP9A	1,428,916		30,000
rwsflambpa	Flamingo Neighborhood - Bid Pack A	7,041,401		30,000
rwsflambpb	Flamingo Neighborhood - Bid Pack B	138,962		30,000
rwsflambpc	Flamingo Neighborhood - Bid Pack C	2,165,939		30,000
rwsislands	Star, Palm & Hibiscus Island Enhancement	69,555		45,000
rwssprdaii	South Pointe RDA Improvements - Ph. II	261,885		45,000
rwssprdaiv	South Pointe Improvements - Ph. III - V	395,852		60,000
rwssprdap1	South Pointe RDA Improvements - Phase I	727,715		40,000
rwsvencswy	Venetian Neighborhood- Causeway (Bid D)	1,754,270		30,000
rwsvenebpb	Venetian Neighborhood - Belle Isle	575,694		45,000
rwsvenebpc	Venetian Neighborhood - Venetian Islands	132,916		30,000
rwswashave	Washington Avenue Streetscape	706,526		35,000
rwswestrow	West Avenue/Bay Road Improvements	78,714		25,000
		50,682,109		1,010,000
		50,682,109		1,010,000
Transit				
trs16stops	16th St. Operational Improv./Enhancement	76,015		
trsaltonsg	Alton Road Traffic Signal Modification	120,000		
		196,015		
		196,015		

City of Miami Beach
Capital Projects: FY 2005/2006 Impact on Operating Budgets

Project	Program	2006	FY 2005/2006 Cost Impact	
			Annual life Cycle Cost	Op. Dept Cost
Utilities				
utsspwmbps	South Pointe Wastewater Pump Station	1,101,914		
		1,101,914		
utccollmai	Collins Ave Main: SP Drive-72nd Street	1,873,284		
utcencroac	Encroachment Removals	742,500		
utcpumplan	Citywide Wste Wtr Pump Station-Landscape	2,400,000		
utcsewereq	FY 06 Equipment Rental - Sewer	118,200		
utcswrcont	FY 06 Contract Maintenance-Sewer	302,500		
utcwatereq	FY 06 Equipment Rental-Water	40,200		
utcwtrinfr	FY 06 Infrastructure Maintaince-Water	213,500		
utmalton43	Alton Road at 43rd Street	62,000		
utmcentbay	No. 8A: Central Bayshore	3,129,872		
utmcol4447	Collins 44th to 47th	69,000		
utmcol4849	Collins 48th and 49th	68,000		
utmindcree	Indian Creek 28th to 41st	499,411		
utmpinetre	Pine Tree Drive 28th to 29th	138,000		
utnnorthsh	No.2: North Shore Neighborhood	2,789,862		
uts5stalmi	5th Street Alton to Michigan	124,200		
utssunseti	No. 8D: Sunset Islands	130,564		
utssunsubq	Sunset Islands Subaqueous	1,869,124		
		14,570,217		
		15,672,131		1,300,000

Hay Group
Harborside Financial Center
2300 Plaza Five, Suite 2310
Jersey City, NJ 07311-4013
Phone: 1.201.377.5842

The City of Miami Beach



2005 Community Satisfaction Surveys

Executive Summary of Results

May 2005

Executive Summary

This document serves as a high-level summary of the results from the City of Miami Beach Community Satisfaction Surveys.

Overall Assessment of Community Satisfaction Surveys

- There was a strong response from surveys conducted - Residents, Businesses and Community Organizations. Those contacted indicated a willingness to participate in the survey
- Favorable results overall in comparison to similar jurisdictions – the City of Miami Beach is often similar to or above norms
- Overall, many areas rated well – large majority are satisfied living in the City of Miami Beach and many feel it is getting better as a place to live, work, play or do business (moving in the right direction)
- Most favorable results center around Public Safety, Recent Capital Improvement Projects, Maintenance Services (parks, playgrounds, public buildings, etc.), Recreation Programs/Facilities, Garbage/ Trash Collection, Quality of Beaches, and Courteousness/ Professionalism of City employees
- Perhaps, as a consequence of the explosion of growth across the City over the past several years, concerns were expressed regarding Transportation, Homelessness, Affordable Housing, Pace of Development/Construction, and some Infrastructure areas (storm drainage, cleanliness of canals/waterways, and condition of roads)

Survey Objective and Background

The key objectives of the 2005 Community Satisfactions Surveys were:

- Understand current satisfaction levels among community groups (Residents, Businesses and Community Organizations) with the City of Miami Beach government and the services it provides
- Determine whether the priorities identified in the five-year vision/strategy plan are indeed the 'right' ones based on feedback from groups
- Benchmark the City to similar jurisdictions
- Provide recommendations for improving satisfaction and quality of life
- Create a baseline that can be used to track progress over time

Focus groups were conducted with selected participants from each community group to gain perspective on important issues and provide input into the development of the survey instruments.

The timeline below highlights key survey milestones for the major steps in the process:

Project Review – Key Steps and Milestones

Steps	Residents	Businesses	Community Orgs
Survey Planning (meeting, work plan)	October 2004	October 2004	October 2004
Focus Groups (recruiting, interviews, written summary)	November – Early December 2004	November – Mid December 2004	November – Mid December 2004
Questionnaire Development (design survey instruments)	November – December 2004	December 2004 – Late February 2005	December 2004 – Late February 2005
Administration Preparation (call set-up, translations, lists, etc.)	Late January	Late February – Early March	Late February – Early March
Survey Administration (outbound calls, mail)	Feb 1 – Apr 13 (no calls made during BOAT SHOW/MOVE OUT)	Mar 10 – Apr 29	Mar 10 – Apr 8
Data Processing and Analysis	Apr 13 – Apr 29	Apr 29 – May 14	Apr 11 – May 7
Report Preparation & Delivery	May 20	May 20 – June	May 20 – June

HayGroup

Survey Administration

Surveys were administered via telephone using trained bilingual interviewers. A stratified sample by region was employed for both Residents and Businesses to obtain reliability estimates of 95%, +/-5% overall for both surveys (+/-7% by region). A telephone census was performed for Community Organizations.

Results from Resident and Business surveys were weighted to reflect actual population demographics.

Resident Survey

- **1,053** completed survey responses (out of over 5,000 contacted) = 21% participation.
- Confidentiality estimate of 95%, +/-3%.

Business Survey

- **466** completed survey responses (out of 5,395 contacted) = 8% participation.
- Confidentiality estimate of 95%, +/-4%.

Community Organization Survey

- **26** completed survey responses (out of 46 contacted) = 61% participation.

Overview of Results

- Results from Community Satisfaction Surveys were very favorable
- Feedback from Community Organizations was the most positive of the three surveys performed
- Overall feedback from Residents was quite favorable across a number of dimensions
- Overall feedback from Businesses was favorable, although in some areas more critical than Residents or Community Organizations
- Some variation by region within Resident and Business groups
- In comparison to other cities/jurisdictions, Miami Beach is often above the norms or similar to the norms in most cases

Key Positives

- Quality of life in the City was rated very high with 77% responding that the quality of life is either excellent or good.
- Overall, the City is seen as an excellent or good place to live by 84% of those responding
- Over half of the respondents, 55%, say that Miami Beach is a better place to live today than just a few years ago
- 66% of the residents responded that the City is open and interested in their concerns/issues and 66% responding that the City is doing a favorable job meeting their needs
- Safety and City services provided by Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness ranked very high.
    - 78% responded that police services were excellent or good
    - 96% responded that fire services were excellent or good
    - 90% responded that emergency medical response services were excellent or good
    - 95% responded that Ocean Rescue services were excellent or good
    - 91% responded that the City's Emergency/Hurricane Preparedness efforts were excellent or good
    - 89% responded that they feel very safe or reasonably safe in their neighborhood during the day
    - 71% responded that they feel very safe or reasonably safe in their neighborhood during the evening/night
    - 66% responded that they feel very safe or reasonably safe in business / commercial areas during the evening/night
- Of those surveyed, 83% stated that recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.) were either excellent or good

- 82% of the residents surveyed either strongly agreed or agreed that the tourism industry in Miami Beach contributed to the overall quality of life in the City. This area also ranked high with Businesses and Community Organizations

- When contacting the City, 73% of those responding stated that they either strongly agreed or agreed that employees were courteous

- The quality of beaches ranked high with 80% responding that they are either excellent or good

- Maintenance/appearance of public buildings, parks, playgrounds and landscaping in rights of way ranked high:

    - 80% responding that the maintenance/appearance of public buildings was either excellent or good

    - 81% responding that the maintenance of parks was either excellent or good

    - 82% responding that the appearance of playgrounds was either excellent or good

    - 77% responding that landscaping in the rights-of-way was either excellent or good

- Recreation programs/facilities were rated as either excellent or good by 78% of the respondents

- Garbage/trash collection was rated by 80% of the respondents as either excellent or good (Businesses, however, rated this service lower)

- The availability of restaurants was rated as the right amount by 78% of the respondents

- The occurrence of major events was rated as the right amount by 51% of the respondents. 38% responded that they want more special events to occur. 65% responded that the City is doing a very good or good job in handling these special events

Key Areas for Improvement

- Transportation
    - Traffic flow – 36% rated it as excellent or good and 31% as poor
    - Condition of roads – 47% rated it as excellent or good and 23% as fair poor
    - Available parking across Miami Beach – 77% rated it as too little or much too little. 46% responded that the availability of parking in their neighborhood was either about the right amount, too much or much too much
- Addressing homelessness – 31% rated the City's efforts as excellent or good and 36% as poor
- Public Safety – When asked what the most important area the city could address to improve public safety, 26% responded reducing homelessness; 25% increasing visibility of police in neighborhoods; and 23% preventing crime
- Availability of affordable housing – 38% rated it as acceptable / about the right amount and 50% as too little
- Pace of new construction/development - across Miami Beach 41% rated it as about the right amount and 55% as too much or much too much. In their neighborhoods, 54% rated it as about the right amount and 31% too much or much too much
- Storm drainage – 45% rated it as excellent/good and 28% as poor
- Cleanliness of canals/waterways – 49% rated it as excellent or good and 22% as poor
- Condition of sidewalks – 53% rated it as excellent or good and 18% as poor
- Availability of cultural activities – 62% rated the availability as about the right amount and 34% rated the availability as too few
- Availability of stores that service daily needs – 61% rated the availability as about the right amount and 36% rated the availability as too few
- Amount of information received from the City – 60% rated it as about the right amount and 38% as too little

Other Key Findings

- Residents:
  - Amount of noise (some variation by region) – Overall, 76% responded that noise levels in their neighborhood were acceptable/not a problem on a typical day. Only 7% responded that noise levels in their neighborhood on a typical day were much too much.
    - Of those that rated noise as an issue, 29% stated that the main cause was from car horns /motorcycles
    - The least important causes of noise were nightclubs/restaurants with a combined 5% and special events/festivals with 0%
    - Interestingly, 65% of the respondents from the South Pointe area stated that the amount of noise levels in their neighborhood were acceptable on a typical day and only 5% responded that noise levels in their neighborhood on a typical day was much too much
  - Level of enforcement of codes/ordinances – 71% responded that the level was acceptable and about the right amount
  - Historic Preservation - 66% responded that the City's efforts were about the right amount. 24% responded that the City's efforts were too little or much too little
  - Education – 62% responded that they were either very satisfied or satisfied with local schools in the City.
    - 73% stated that they would support the City reallocating City tax dollars to increase public school funding to improve the quality of public schools.
    - Interestingly, 70% of the respondents do not have school age children
  - Hotel stay and use of hotel amenities – Both areas rated positively overall with 85% and 89% respectively rating their experience as either excellent or good

- Businesses:
    - View of fire inspections was positive
    - Cleanliness of streets in business/commercial areas, building code enforcement/compliance, contacting the City to pull a permit/plan review, and City being open/interested in business concerns/issues (a key driver of several key outcome measures) unique issues among businesses
- Community Organizations:
    - Relationship between Community Organizations and the City as well as the City's website are given high marks
    - Increasing awareness among residents/businesses of the various roles/functions of Community Organizations remains an important consideration

Resident Survey results compared to Other Cities/Jurisdictions:

- Overall, largely similar to norms of benchmark cities with a number of cases where Miami Beach is above the norm and only a few where Miami Beach is below the norm
- **Instances where Miami Beach is above norm:**
    - As a place to live
        - Miami Beach ranked 3 out of 16 jurisdictions for comparable cities
        - Miami Beach ranked 4 out of 21 jurisdictions for cities with a population between 70,000 and 100,000
        - Miami Beach ranked 53 out of 245 jurisdictions nationally
        - Miami Beach ranked 2 out of 15 jurisdictions in the state of Florida

- City government meeting needs of community
    - Miami Beach ranked 3 out of 9 jurisdictions for comparable cities
    - Miami Beach ranked 1 out of 7 jurisdictions for cities with a population between 70,000 and 100,000
    - Miami Beach ranked 16 out of 104 jurisdictions nationally
    - Miami Beach ranked 2 out of 7 jurisdictions in the state of Florida
- City government is open/interested in hearing from community
- City employees were courteous and professional
    - Miami Beach ranked 3 out of 9 jurisdictions for comparable cities
- Safety (Police Services, Fire Services, EMS Services, Safety after dark in commercial and residential areas, and safety in residential areas during the day)
    - Miami Beach ranked above the norm for comparable cities in each of the safety areas listed above
    - Miami Beach ranked above the norm for cities with a population between 70,000 and 100,000 in each of the areas listed above, except for Police Services which ranked 12 out of 29 jurisdictions (ranking similar to the norm)
    - Miami Beach ranked above the norm nationally for each of the areas listed above, except for Police Services which ranked 129 out of 348 jurisdictions (ranking similar to the norm)
    - Miami Beach ranked above the norm in the State of Florida for each of the areas listed above, except for Police Services which ranked 7 out of 23 jurisdictions (ranked similar to the norm)

- Recreation programs
    - Miami Beach ranked 1 out of 5 jurisdictions for comparable cities
- Appearance of playgrounds
    - Miami Beach ranked 6 out of 20 jurisdictions nationally
- Beaches
    - Miami Beach ranked 2 out of 8 jurisdictions nationally
- Traffic flow
    - Miami Beach ranked 2 out of 5 jurisdictions for comparable cities
    - Miami Beach ranked 2 out of 6 jurisdictions for cities with a population between 70,000 and 100,000
    - Miami Beach ranked 28 out of 51 for jurisdictions nationally
    - Miami Beach ranked 3 out of 5 for jurisdictions within the state of Florida

- **Instances where Miami Beach is below norm:**
    - Storm drainage
        - Miami Beach ranked 8 out of 13 jurisdictions for comparable cities
        - Miami Beach ranked 8 out of 11 for cities with a population between 70,000 and 100,000
        - Miami Beach ranked 102 out of 143 jurisdictions nationally
        - Miami Beach ranked 8 out 15 jurisdictions in the state of Florida
    - Value of City services for taxes paid

Recommendations/Next Steps

- Mayor, City Commissioners and City Manager review survey results in detail to gain deeper understanding of issues by survey group, region and other demographics (May 20, 2005)
- Mayor, City Commission and City Manager prioritize areas for improvement and develop plan of action (May 20-21, 2005)
- Communicate results to community groups using various tactics (internal and external)
- Create dedicated team(s) consisting of various City employees across departments to tackle various initiatives related to survey issues
- Track progress regularly and follow-up

DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Dr., 4th Fl 673-7030
David Dermer, Mayor
Matti Herrera Bower, Vice Mayor
Simon Cruz, Commissioner
Luis Garcia, Commissioner
Saul Gross, Commissioner
Jose Smith, Commissioner
Richard L. Steinberg, Commissioner

ADMINISTRATIVE SUPPORT

CITY MANAGER'S OFFICE, 1700 Convention Center Dr., 4th Fl..... 673-7010
Jorge M. Gonzalez, City Manager
Hilda M. Fernandez, Assistant City Manager
Tim Hemstreet, Assistant City Manager
Robert Middaugh, Assistant City Manager
Ramiro J. Inguanzo, Chief of Staff

COMMUNICATIONS, 1700 Convention Center Drive., 4th Fl..... ... 673-7575
Nannette Rodriguez, Public Information Officer

BUDGET & PERFORMANCE IMPROVEMENT, 1700 Convention Center Drive, 4th Fl.....673-7010
Kathie G. Brooks, Director

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Patricia D. Walker, Chief Financial Officer

INFORMATION TECHNOLOGY, 1100 Washington Avenue..... 673-7040

HUMAN RESOURCES, 1700 Convention Center Dr., 3rd Fl 673-7520
Mayra Diaz-Buttacavoli, Human Resources/Risk Management Director

LABOR RELATIONS, 1700 Convention Center Dr., 4th Fl 673-7520
Linda Gonzalez, Labor Relations Division Director

RISK MANAGEMENT, 1700 Convention Center Dr., 3rd Fl..... 673-7014
Clifton Leonard, Claims Coordinator

CITY CLERK, 1700 Convention Center Dr., 1st Fl..... 673-7411
Robert Parcher, City Clerk

CENTRAL SERVICES, 1700 Convention Center Drive, 1st Fl 673-7480
Donnovan Ireland, Central Service Supervisor

PROCUREMENT, 1700 Convention Center Drive, 3rd Fl 673-7490
Gus Lopez, Director

CITY ATTORNEY, 1700 Convention Center Dr., 4th Fl 673-7470
Murray Dubbin, City Attorney
Donald M. Papy, Chief Deputy City Attorney

DIRECTORY
(Continued)

ECONOMIC DEVELOPMENT/TOURISM & CULTURAL AFFAIRS

ECONOMIC DEVELOPMENT, 1700 Convention Center. 3rd Fl 673-7193
Kevin Crowder, Economic Division Director

BUILDING DEPARTMENT, 1700 Convention Center Dr., 2nd Fl..... 673-7610
Hamid Dolikhani, Acting Building Director

PLANNING DEPARTMENT, 1700 Convention Center Dr., 2nd Fl..... 673-7550
Jorge Gomez, Director

TOURISM & CULTURAL AFFAIRS..... 673-7577
Max Sklar, Director

OPERATIONS

NEIGHBORHOOD SERVICES. 1700 Convention Center Drive, 4th Fl..... 673-7077
Vivian Guzman, Director

PARKS AND RECREATION, 2100 Washington Avenue 673-7730
Kevin Smith, Director

PUBLIC WORKS, 1700 Convention Center Dr., 4th Fl..... 673-7080
Fred Beckman, Director

Property Management, 1245 Michigan Avenue..... 673-7630
Brad Judd, Division Director

Sanitation, 140 MacArthur Causeway..... 673-7616
Al Zamora, Division Director

CAPITAL IMPROVEMENT PROGRAMS, 777 – 17 Street, Ste 201..... 673-7010
Jorge Chartrand, Acting Director

PARKING , 1130 Washington Ave. Ste 100 673-7505
Saul Frances, Parking Director

FLEET MANAGEMENT,140 MacArthur Causeway..... 673-7637
Andrew Terpak, Director

PUBLIC SAFETY

POLICE, 1100 Washington Avenue 673-7925
Donald De Lucca, Police Chief

FIRE, 2300 Pine Tree Drive..... 673-7120
Floyd Jordan, Fire Chief

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