CITY OF MIAMI BEACH

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Mayor

Commissioners

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Saul Gross

Simon Cruz

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Luis R. Garcia, Jr.

Richard L. Steinberg

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City Manager

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Chief Financial Officer

Jose Cruz
Budget Officer

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William Gonzalez
Joseph P. Reilly
Senior Management & Budget Analysts

Sailyn Arce
Office Associate

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Miami Beach

Florida

For the Fiscal Year Beginning

October 1, 2002

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 the fiscal year beginning October 1, 2002. 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 a financial plan, and as a communications 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.

All-America City Award

2003

City of Miami Beach, FL

in recognition of achievement through citizen action

Christopher T. Gates
President, National Civic League

Dorothy S. Ridings
Chairman, National Civic League
Foreman, AAC Jury

NATIONAL CIVIC LEAGUE

A Program of the
NATIONAL CIVIC LEAGUE

Guide for Readers

The Fiscal Year 2003-2004 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, 2003 through September 30, 2004. 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.

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CITY MANAGER'S MESSAGE

CITY OF MIAMI BEACH

CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.miamibeachfl.gov

Office of the City Manager
Jorge M. Gonzalez

Telephone 305 673-7010
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September 22, 2003

Honorable Mayor David Dermer and Members of the City Commission:

During the first public budget hearing on September 4, 2003, I announced that the Administration had revised the original proposal to eliminate two lifeguard stands in the North area and instead was eliminating one and shifting the other one to 42nd Street. However, during the public hearing, there was discussion regarding the Administration's proposal to remove the lifeguard stand and reduce the operating hours. You asked that the stand and proposed reduction to funding of $349,029 be reinstated, and referred the matter to the Finance and Citywide Projects Committee for further review.

The Administration found savings of $300,000 due to delays in the projected openings of the North Shore Youth Center and the Normandy Pool. The remaining $49,029 needed to restore Beach Patrol funding was achieved by reducing that amount from the proposed operating contingency for FY 2003/04.

In further discussion, you directed the Administration to reinstate $28,403 for an Office Associate V position for proclamations, an additional $3,750 for the Miami Beach Chamber of Commerce, and an additional $1,000 for the Sister Cities Program. These directives totaling $33,153 were also funded by reducing the proposed operating contingency.

As a result of these adjustments ($82,182), the proposed operating contingency was reduced from $1,000,000 to $917,818. Additionally, the Administration was instructed to provide additional funds for homeless assistance; $150,000 is being provided in the Resort Tax Fund Budget. These adjustments were proposed pending final recommendations resulting from the Finance & Citywide Projects Committee (F&CWPC) meeting held on Monday, September 15th. The F&CWPC approved the recommendations and at the final public budget hearing held on September 18th, you approved the adjustments and adopted the budgets for FY 2003/04.

Conclusion

This has been an extremely challenging year to match or balance revenues and expenses. We have made an effort to balance the needs of the community with those operational costs of decisions made in previous years. I believe that this is a fiscally responsible budget that maintains the current operating millage rate of 7.299 and that achieves our priorities and goals and funds decisions that have been previously made that will come to fruition this fiscal year.

Funding is limited for everyone, and while communities around the county, state and country are raising their millage rates and other fees in order to provide their services, the recommendations and enhancements that we have made in this budget are included without having to raise the millage rate, something I am sure that you and all our residents can appreciate.

I would like to thank you, Mayor Dermer and the Members of the City Commission, for your continued positive leadership and direction in helping to accomplish so many wonderful results that have benefited the residents and the City of Miami Beach. Together, we really are making Miami Beach a better place.

Respectfully submitted,

Jorge M. Gonzalez
City Manager

JMG:PDW

Miami Beach
All-America City
2003

CITY OF MIAMI BEACH

Office of the City Manager

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

July 30, 2003

Honorable Mayor David Dermer and Members of the City Commission:

I am pleased to submit my recommended Operating Budget for the fiscal year commencing on October 1, 2003 and ending on September 30, 2004. The proposed FY 2003/04 General Fund Operating Budget, net of the Redevelopment Agency (RDA), is $152.4 million. The projected General Fund balance as of September 30, 2003 is $29.5 million with an emergency contingency reserve of $17.3 million. The proposed budget recommends maintaining the current rate of 7.299 mills.

During the past year, the City of Miami Beach continued to make great progress in 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. Our efforts were recognized nationally this year when we were presented the 2003 All-America City Award, a prestigious national award which recognizes civic excellence and communities that best exemplify the spirit of citizen involvement and cross-sector collaborative problem solving. Miami Beach was the only community in the State of Florida and one of only ten throughout the country to be presented with this award.

Miami Beach
All-America City
2003

Our successes were accomplished despite a particularly challenging fiscal year caused by the effects of the continuing slowdown of the national economy and its ripple effects in our region. In these uncertain economic times, when communities throughout Miami-Dade County, the State of Florida and the country continue to have to raise their millage rates to provide their basic services, the City of Miami Beach has not, and again, will not. In fact, the City of Miami Beach has managed to maintain our strong financial position throughout these challenging times. Standard and Poor's, one of the nation's bond-rating services, has upgraded their rating on the City's bonds to an AA- from an A+, which is the second upgrade for the City from this firm in a six month period. In addition, Moody's has affirmed their A1 rating and has upgraded their outlook for the City from stable to positive. This is a very significant accomplishment for the City of Miami Beach and reflects on the City's positive financial condition and leadership.

Throughout the past three years, I have focused the Administration on the following priorities that were identified through our five-year visioning effort:

- Implementation of the Capital Improvement Program (CIP);
- Implementation of our strategic plan and economic development program;
- Investment in organizational and leadership development of internal staff;

- The delivery and quality of services offered to our residents; and
- Implementation of our electronic government solutions.

By staying focused on these priorities, we have been able to accomplish a great deal. I would like to take this opportunity to highlight some of these accomplishments for you.

The Capital Improvements Project (CIP) Office completed the staffing and relocation of the department and developed a five-year implementation schedule for all construction-funded programs. Internally, the department established an information management system to keep all appropriate City departments connected and updated regarding all CIP projects; created accountability mechanisms to ensure high quality, timely work by the City's architects, engineers, and contractors; and drafted a community information operating charter aimed at managing and mitigating all CIP-related community and business issues.

The planning process was completed and improvements were initiated in eight of the City's 13 neighborhoods. Several major projects were completed including phase I of the South Pointe Streetscape; the Miami Beach Golf Club golf course; the Chase Avenue streetscape; phase II of the North Shore Open Space Park; the expansion of the Bass Museum; the Espanola Way streetscape; and improvements in many parks throughout the City. Several projects are currently in construction with many nearing completion, including the Miami Beach Regional Library which is scheduled to open its doors this fall, as well as the North Shore Youth Center and the Normandy Park and Pool.

Our economic development efforts included initiatives that have continued to expand and diversify the City's economic base in order to ensure that appropriate and sustainable economic growth occurs in Miami Beach. We continued to focus our efforts on attracting significant private investment to our community and secured the relocation of several corporations to Miami Beach including LNR Property Corporation a Fortune 500 Company, SR Teleperformance USA and the William Morris Agency, one of the leading talent agencies in the world. The updated master plan for the City Center Redevelopment Agency that anticipates the expansion of the New World Symphony and the Frank Gehry designed Soundspace facility has been approved. The Department of Tourism and Cultural Development was created and staffed to leverage and coordinate all issues that contribute to these important areas of our economy.

This past year, we were able to capitalize and expand on the extraordinary events that occurred in Miami Beach, including the first-ever MTV Latin Music Video Awards which drew a world-wide viewing audience of over 400 million; the first-ever Miami Beach Thanksgiving parade which was broadcast by the CBS Television Network on Thanksgiving Day and watched by several million viewers; and the first-ever Art Basel / Miami Beach event which made our community the epicenter of the art world bringing thousands of visitors to Miami Beach and generating many positive stories in the media world-wide. Other accomplishments include the completion of the Citywide Parking Demand Analysis; several public-private partnerships which yielded approximately 1,200 new parking spaces; the completion of the temporary Baywalk in South Pointe; and the successful sale of the Altos del Mar lots in North Beach for future development.

The organizational and leadership development of our staff remains a priority and there were several accomplishments in this area. Several key hires were made including the Director of Tourism and Cultural Development, our Fire Marshall and an Organizational Development Specialist. Leadership development opportunities were created for all City departments which focused on team-building, mission alignment, goal setting, performance measures and internal leadership development. The Citywide employee "intranet" was developed as a way to improve and enhance internal communications among all City staff. Several internal key processes were streamlined in order to more efficiently address the needs of all City departments. We continued our partnerships with Barry University, Florida International University and Miami-Dade Community College to offer an expanded array of college and graduate level courses in Miami Beach for our employees and residents alike. We continuously enhance and implement new customer service initiatives to improve the delivery of services and meet the needs of our residents and businesses.

Our neighborhood service initiatives enable us to continually reach out to and involve our residents in order to empower and deliver better services to them. This past year, there were a total of 12 neighborhood meetings throughout the South, Middle, and North Beach areas. These meetings bring City Hall to the neighborhoods and afford residents an opportunity to further connect with their government. We continued and improved the Neighborhood Leadership Academy, the Volunteer Network and the Community Emergency Response Teams (CERT). The City's Answer Center has been staffed with a customer service manager and four full-time call center customer service representatives who are providing information to residents on the telephone and over the internet. We implemented a very successful neighborhood blitz program that consisted of a beautification effort in the North Beach area. Through our Office of Community Services, we served 30 youth through our Truancy Intervention Program and expanded programming in the Log Cabin Training Center to include counseling, art, and cooking. We continued and expanded our active deployment of our Homeless Outreach Team and hired two formerly homeless individuals to be part of our peer counseling staff. Through these efforts, we have continued to address the issues affecting the homeless population on Miami Beach.

We continue to make progress with our implementation of electronic government solutions that provide electronic access to City services and information. The City's website was redesigned and enhanced to better serve our residents and businesses in both English and Spanish. We have implemented several "on-line" capabilities including the ability to pay utility bills, business license bills and parking citations; register and pay for parks programs, register a neighborhood association, submit a passport application, apply for a film permit, apply for a special event permit, register a burglar alarm, receive an updated traffic advisory, and download a web cast of all City Commission meetings. We continue to provide live web casting of City Commission and various other City meetings.

This year, in an effort to provide even better communication with our Spanish-speaking residents, the City of Miami Beach became the first municipality in South Florida to offer Secondary Audio Program (SAP) in Spanish on our government-access cable channel 20 that provides a live translation of City Commission and various other City meetings

from English into Spanish. We also implemented a "listserve" function which facilitates the electronic mailing of Citywide correspondence and newsletters via the world wide web. Our goal through the implementation of electronic government solutions is to create a virtual City Hall that can be accessed by anyone, anytime, anywhere.

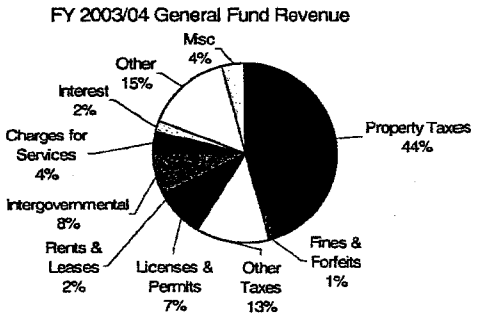
By staying focused on these priorities, the City of Miami Beach will continue to evolve into a world-class, vibrant, tropical, historic community that provides outstanding services to our residents, businesses and for the more than ten million visitors from around the world who come to our City every year.

It is my intention to again provide a fiscally responsible budget that will help us achieve our goals and priorities. The proposed budget continues and builds on the comprehensive efforts that we have been working on for the past three years.

The proposed budget recommends maintaining the current millage rate of 7.299. In order to maintain this rate and provide a balanced budget, certain difficult choices were made. The proposed budget recommends implementing over $6.2 million of newly identified efficiencies within the organization generated through reallocation and reduction of current operating expense. Further, 68 positions have been eliminated, 15 of which were filled. Additionally, this budget incorporates increases in fees, some of which had not been increased in over 11 years, totaling approximately $1.6 million. Finally, it includes realignments in several City departments, which will result in the increased ability to provide services through the reallocation of funding from staffing to contract services. With these adjustments, we are able to not only continue to provide service at generally the same levels, but to recommend several service level enhancements primarily in the areas of Parks, Community Policing, and Public Works-Sanitation. All of the recommended changes are discussed in greater detail in the financial summary below.

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 fess for services, fines, rents and concession fees and interest income. Additionally, Resort Taxes provide funding for tourist related functions that are classified within the General Fund. The proposed FY 2003/04 General Fund budget, net of RDA, is $152.4 million. This represents an increase of $8.31million or 5.8% over the FY 2002/03 adopted General Fund budget, net of RDA, of $144.0 million. The average annual increase in the FY 2000/01, FY2001/02 and FY2002/03 General Fund budgets, net of RDA, was $9.93 million and represented an average increase over the prior year's budget of 8% each year. This

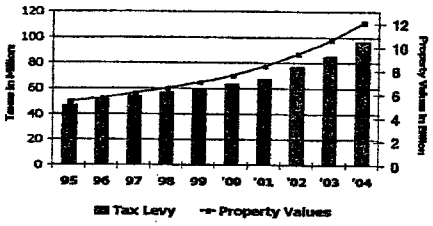


was an extremely challenging budget process and by the time we had completed this proposed budget we had achieved approximately $6.2 million of resource efficiencies and eliminated 68 positions, 15 of which were filled. These efficiencies combined with those from last year's efforts produce a two-year total of $13.2 million in efficiencies gained and 102 positions eliminated.

General Fund Revenues

As in the past several years, the largest increase in budgeted revenues for FY 2003/04 come from ad valorem property tax, which includes a levy for the general operations of the City as well as a levy for the debt service on outstanding general obligation bonds. I am recommending that the City's FY 2002/03 operating millage rate of 7.299 remain the same for FY 2003/04 and am recommending a decrease of 0.149 in the current debt service millage rate from 1.023 to 0.874. Although the overall millage will decrease (0.149), due to increases in assessed value there will be a net increase in the amount of taxes that the average residential homeowner will pay to the City in the coming fiscal year.

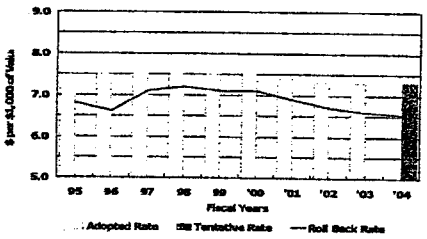
Property Tax Levy vs.Values



Property Values and Ad Valorem Taxes

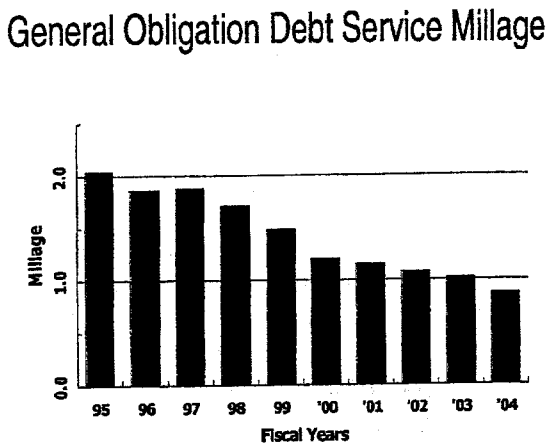
According to the 2003 Certification of Taxable Value received from the Miami-Dade County Property Appraisers Office, the taxable value for the City of Miami Beach increased from $10.56 billion to $12.09 billion and included over $438.10 million in new construction. This preliminary value represents an increase of $1.53 billion or 16.5% over 2002's final value and represents the largest increase that the City has experienced in its recent history.

General Operating Tax Rates



The comparative assessed values for the Miami Beach Redevelopment Agency South Pointe redevelopment district increased from $920.7 million to $1.3 billion, an increase of $387 million, or a 42% increase in values over 2002 values. The City Center redevelopment district assessed values increased from $1.36 billion to $1.5 billion, an increase of $139 million, or a 10.2% increase in values over 2002 values.

The proposed millage rate of 7.299 mills for general City operations will generate ad valorem tax revenues of $85.18 million (of which $17.02 million will be transferred to the Redevelopment Agency) for a net revenue total of $68.16 million in the General Fund. The total amount is $10.8 million more than the prior year levy of $74.4 million, reflecting a 14.5% increase. The net General Fund ad valorem budgeted revenue increased from $61.00 million to $68.16 million, an increase of $7.16 million, or an 11.7% increase from FY 2002/03.



The general obligation bond debt service payment for FY 2003/04 is $10.2 million, a decrease of $0.2 million or 2.2% from reduced outstanding principal on the debt. This decrease is due to the payment of bonds. These bonds require the levy of a debt service millage of 0.874 mills, which is the result of the significant and continued increases in assessed values. This reduction is 0.149 mills (14.6%) less than the FY 2002/03 rate of 1.023 mills.

Opportunity To Establish A Millage For Maintenance

For the upcoming FY 2003/04 the City has an opportunity to establish a restricted account for the maintenance of City parks, streets, sidewalks, buildings and other facilities. This concept is in response to concerns expressed by our citizens throughout the development and implementation of our Capital Improvement Program and the Administration's desire to maintain the City in a "world class" manner. This opportunity would result in a restricted amount for FY 2003/04 of approximately $1.4 million to be used exclusively to provide for additional infrastructure maintenance over and above the $13.5 million already included in the City's Proposed FY 2003/04 Budget.

The funding of this restricted account could be accomplished by adding the amount of the FY 2003/04 Debt Service Millage reduction (1.023 - 0.874 = 0.149 mills) to the FY 2003/04 General Operating Millage (7.299 + 0.149 = 7.448). Therefore, the Total City millage would not increase but would remain at 8.322 as it was in FY 2002/03. City property owners would pay the same total tax millage for FY2003/04 as they did in FY 2002/03.

The chart below illustrates the "Millage for Maintenance" concept.

	"Millage for Maintenance" Tax Levy		
	FY 2002/03	FY 2003/04	Inc/(Dec)
General Operating	7.299	7.448	0.149
Debt Service	1.023	0.874	(0.149)
TOTAL	8.322	8.322	(0.000)

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) a minimum of $4.6 million for additional infrastructure maintenance each year.

Impact of "Millage for Maintenance" 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 3%, whichever is less. For 2003, the CPI has been determined to be 2.4 % and therefore, the increase is capped at 2.4% for increased values as of January 1, 2003. The $25,000 homestead exemption is applied after the increase in value as follows: assuming a $200,000 residential property in Miami Beach, that value is increased by the 2.4% to a new value of $204,800. The homestead exemption of $25,000 is then deducted, yielding a taxable value of $179,800.

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

	FY 2003/04 Proposed Millage	FY 2003/04 Millage for Maintenance	Difference
General Operating	@ 7.299	@ 7.448	0.149
Debt Service	0.874	0.874	0.000
Total	8.173	8.322	0.149

	Increase Over FY2002/03	Increase Over FY2002/03	Increase from Millage for Maintenance
Miami Beach	$13.15	$39.94	$26.79
Miami-Dade County	32.46	32.46	0
School Board	17.08	17.08	0
Other	3.52	3.52	0
Totals	$ 66.21	$ 93.00	$26.79

At the combined proposed millage rate of 8.173, the total dollars for both operating and debt service paid to the City, when compared to the prior year's taxable value of $200,000 and 8.322 millage rate, would increase by $13.15. The overall taxes from all taxing jurisdictions combined would increase by $66.21. This, of course, assumes that the other taxing jurisdictions adopt these millages.

For illustrative purposes, under the previously discussed "Millage for Maintenance" concept at the combined millage rate of 8.322, the total dollars for both operating and debt service paid to the City when compared to the prior year's taxable value of $200,000 and the FY 2002/03 8.322 millage rate, would increase by an additional $26.79.

Other General Fund Revenues

The General Fund will reduce its Waste Collection Franchise fee by the remaining 2% which will be moved to the Sanitation Fund, leaving no Waste Collection Franchise fees in the General Fund.

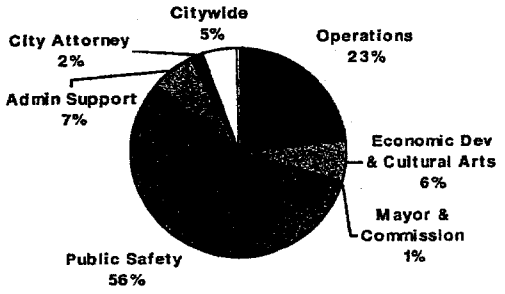
It was our desire not to raise our millage and so we looked at our current user fees and evaluated them in comparison to the cost or value of the services being provided and with rates charged in surrounding communities. As a result, we have proposed a series of responsible fee increases that are comparable to fees for similar services provided by other municipalities and that will begin to adjust for inflation and bring our user fees more in line with the cost or value of the services provided. These fee increases include occupational licenses, certificates of use, fire inspection, building permits; fire plans analysis and sidewalk café fees. Parks user fees reflect adjustments in all areas and begin to bring fees closer to the cost of services provided, particularly at our pools, and after school and summer programs. These fee increases are estimated to produce additional revenues of $1.63 million which is included in the proposed FY 2003/04 budget.

Interest revenues are projected at $2.8 million which is a $1.9 million decrease from the FY 2002/03 budget. This decrease is primarily due to declining interest rates and a shorter average life of our investment portfolio. In the area of rents and leases the City has budgeted increases from the 777 Building, Penrod's and other rents and leases totaling approximately $0.5 million. Other revenue areas, which include Intergovernmental revenues, fines and forfeits, other taxes and miscellaneous revenues, have a cumulative projected increase of approximately $56 thousand.

General Fund Expenditures

The increased cost to maintain current service levels, with some improvements in the FY 2003/04 General Fund Budget total approximately $7.1 million. Enhancements total approximately $1.2 plus a $3.6 million increase from the Redevelopment Agency for community policing in redevelopment districts. Major current service level increases as well as enhancements to the service level are described below by functional area.

FY 2003/04 General Fund Expenditures



Public Safety

Public Safety is comprised of the Police and Fire Departments. The FY 2003/04 proposed budget for this area is $84.8 million in current service levels. An additional $3.6 million will be provided to initiate community policing initiatives in the

redevelopment districts. This amounts to 56% of the total General Fund budget and represents an increase of $4.0 million from the FY 2002/03 budget.

In the Police Department, several enhancements are being proposed. To increase police visibility on the streets and promote stronger community partnerships, several officers will be reassigned to proactive uniform patrol positions throughout the City. One sergeant and four officers have been reassigned from the Criminal Investigations 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 Criminal Investigations Division, 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 the Support Services Division will be reassigned to uniform patrol. In addition, fifteen new sworn officers will be funded by RDA for the redevelopment districts within Miami Beach as part of our continued community policing initiatives. The combined efforts will result in a total of twenty three additional sworn uniform officers for the Patrol Division.

Operations

Operations is comprised of the Public Works, Neighborhood Services, Parks and Recreation, and Parking Departments and the Capital Improvement Program Office. The proposed FY 2003/04 budget is $35.8 million in current service levels from the General Fund portion. This amounts to 23% of the total General Fund budget, net of RDA, and represents an increase of $3.4 million from the FY 2002/03 budget.

The Parks and Recreation Department will undergo a reorganization that will enable the department to be much more responsive and accountable for quality recreation services. A key component of this reorganization is the creation of designated facility managers who will have the responsibility for the management and the offering of services in their respective facilities. The larger City facilities, including the new North Shore Park and Youth Center, the expanded Scott Rakow Youth Center and Flamingo Park will each have their own manager. Each of the facilities will also have additional resources to deliver the services desired and requested by our citizens. The North Shore Park and Youth Center, Normandy Isle Park and Pool and the expanded Scott Rakow Youth Center, will receive approximately $1.1 million in staff and resources to open and operate under our new structure and service levels. Programming at Fairway, Tatum and Normandy Shores Parks will be redirected to the newer expanded facilities, and these parks will be used for athletic programs, open field play, and as satellite facilities when needed to accommodate program volume from the newer facilities in North Beach. These changes reflect a conscious effort by the department to effectively manage their resources and provide quality programming throughout the City.

The City's Beach Patrol will be supplemented by a new Park Ranger program which will provide additional security and monitoring of our parks and beaches, improved customer service and enhanced public safety. This program will deploy 11 full-time Park Rangers throughout our parks and beaches and two part-time Park Rangers to provide support and relief. These enhancements are being funded through our

community policing program from the Redevelopment Agency and with reallocated security funds from Parks and Recreation. As a result of this program, it is recommended that the City close two lifeguard towers located on 81st and 83rd Streets and shift remaining area lifeguard towers located on 77th, 79th, and 85th Streets to provide coverage in the North Shore Open Space Park. It is also recommended that the Beach Patrol shifts be reduced from ten hours to eight hours during nine months of the year and that temporary lifeguard positions be reduced.

The Public Works Department will also undergo a reorganization that will streamline the department and the services it provides. As a result, several enhancements are proposed. The Sanitation Division has consolidated litter routes allowing savings to fund two crews that will be dedicated to the operation of the new MadVac XL 600's that will replace hand-sweeping crews in residential areas. Mechanization of this function will increase the frequency in these residential areas and allow the Division to reassign hand-sweeping crews to areas currently being cleaned on an as needed basis. This service enhancement continues to make the Division more proactive to litter control around the City. Additional savings will be used to fund the South Beach Service Team Superintendent position who will act as a link between the business owners and the City of Miami Beach. This enhancement is a vital part of the City's vision to consolidate the customer service core, to restructure the organization to include a middle management layer and ensure the success of the Sanitation, South Beach Service Team.

Additional enhancements in this department include the creation of an additional streetlight maintenance crew to maintain the newly constructed capital projects and provide adequate maintenance and repair of citywide lighting; the establishment of a waterway maintenance program that will address erosion, debris, seawalls and docks; increasing the stormwater drainage system cleaning capability through the use of additional contractual services; continuing the development of an Infrastructure Management System which will integrate all the maintenance efforts within the various divisions of the Public Works Department into a centralized maintenance management system; and continuing the development of a City Geographic Information System (GIS) which would provide a detailed layered presentation of all maintenance, construction and infrastructure.

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, the Convention Center and the Bass Museum. The proposed FY 2003/04 budget is $9.5 million in current service levels from the General Fund. This amounts to 6% of the total General Fund budget and represents an increase of $244,000 from the FY 2002/03 budget.

Enhancements in this area include the addition of one Senior Building Inspector to enhance our Building Code Compliance program; and the funding of one Planner and an Office Associate III to provide the concurrency function that is being transferred from the Public Works Department.

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 2003/04 proposed budget for this area is $10.1 million, which includes $32,000 in enhancements and represents 7% of the General Fund budget.

City Attorney

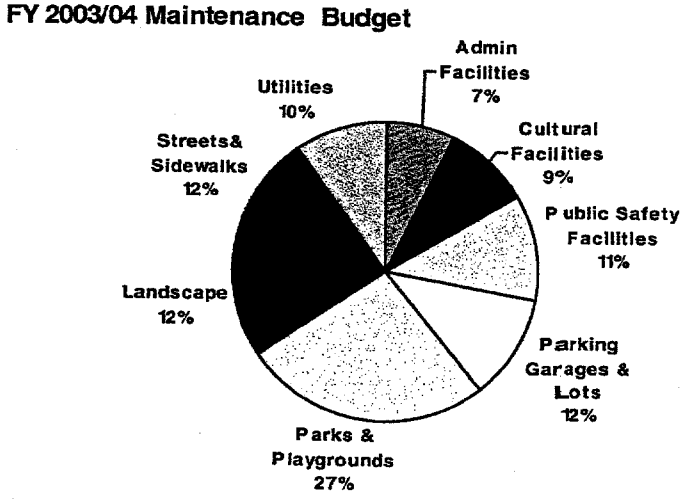
The proposed FY 2003/04 budget for the City Attorney is $3.1 million, represents 2% of the total General Fund budget and reflects an increase of $126,000 over the FY 2002/03 budget.

Internal Support Services

Internal Support Services is comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The proposed FY 2003/04 budget for this area is $37.9 million in current service levels. This represents an increase of $465,700 from the FY 2002/03 budget, primarily as the result of increases in salaries and contract maintenance. These costs are completely allocated to the General Fund and Enterprise Fund departments.

Citywide Maintenance and Repairs Budget

The Administration, in an effort to maintain the City of Miami Beach as a world-class city, has positioned a cooperative team of skilled professionals responsible for the upkeep and routine maintenance of citywide assets and facilities. The City has and continues to make a significant investment in the preservation and enhancement of its assets, earmarking approximately $13.5 million in FY 2003/04 for this effort.



The departments and divisions providing maintenance and repair services strive to provide efficient, accountable, and courteous services that enhance the quality of life for all who live, work, and play in our vibrant, tropical, and historic community.

The maintenance and repairs budget, which totals over $13.5 million, includes line item budgets for both current and new city-wide maintenance programs necessary to maintain, improve, and enhance public facilities and infrastructure to meet the service

demands of residents and visitors to the City of Miami Beach. The City is also investigating and seeking funds for other significant areas where conditions warrant funding for routine maintenance and/or renovations, i.e. citywide canal clean up and old city hall structural repairs and is actively seeking grants in order to begin maintenance work for these two key areas.

Budget Recommendation

The Administration recommends that the Mayor and City Commission adopt the following:

1) Proposed Millage Rates for FY 2003/04:

General Operating	7.299 mills	(7.299 last year)
Debt Service	0.874 mills	(1.023 last year)
	8.173 mills	(8.322 last year)

2) Rolled-Back Rate (Truth in Millage) 6.527 mills

3) The first public hearing to consider the proposed millage rates and tentative budgets for FY 2003/04 shall be at 5:01 p.m., Thursday, September 4, 2003 in the City Commission Chambers, City Hall, 1700 Convention Center Drive, Miami Beach, Florida.

Conclusion

Although the past fiscal year was an extremely challenging one due to the ongoing economic situation affecting the world, the City of Miami Beach was able to continue to deliver outstanding services to our residents, businesses and visitors. In order to continue to provide these outstanding services and provide certain important enhancements and present a balanced budget, we have had to make some difficult choices, which include identifying over $13.2 million in efficiencies and eliminating over 100 positions during the last two budgets. I believe that these are all necessary in order to achieve 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.

Acknowledgements

I would like to thank all our employees for their commitment to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community. Without our committed staff, we would not be able to accomplish so many wonderful results that benefit our community. I appreciate everything they do every day to make Miami Beach a better place for all of us.

This year's budget preparations have been incredibly challenging and I would like to thank all the staff from throughout the City who worked so hard to ensure that they

submitted department budgets that are fiscally prudent and balanced. In particular, I would like to thank the Assistant City Managers and the Department Directors for their hard work and many long hours devoted to submitting budgets that identified significant efficiencies from their current year's budget without dramatically affecting the current levels of service. I know that this has not been an easy process but I appreciate all of us working together to accomplish our goals.

The development of this year's proposed budget has taken a great deal of time, energy, commitment and skill. I would like to thank our Chief Financial Officer, Patricia Walker, for her dedication and leadership in this area. I would also like to thank Jose Cruz, Carmen Carlson, William Gonzalez, Joseph Reilly, and Sailyn Arce from the Office of Management and Budget, as well as Georgina Echert, Ramon Duenas, Manuel Marquez and the rest of the Finance staff for their time, effort, and professionalism in preparing this budget.

Finally, I would like to thank you, Mayor Dermer and the Members of the City Commission, for your guidance and direction in helping to accomplish so much on behalf of our residents and for the entire City of Miami Beach. Together, we really are making Miami Beach a better place.

Respectfully submitted,

Jorge M. Gonzalez
City Manager

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CITY OF MIAMI BEACH
Office of the City Manager
Letter to Commission No. 287-2003

To: Mayor David Dermer and Members of the City Commission

Date: December 10, 2003

From: Jorge M. Gonzalez
City Manager

Subject: **STATE OF THE CITY ADDRESS**

While many of you were present at last week's Miami Beach Community Forum sponsored by the Miami Beach Chamber of Commerce, I would like to share with you a copy of this year's State of the City Address. A copy of the speech is attached, as well as a copy of our Vision and Priorities. They are also available online at:

http://www.miamibeachfl.gov/newcity/cityhall/stateofcity03_cmgr.asp.

I hope you find our accomplishments noteworthy as we continue to build on our successes for the continued positive growth of our community.

JMG\NR:ptw

Attachment

c: Executive Staff
Department Directors

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City of Miami Beach
City Manager Jorge M. Gonzalez
State of the City Address
December 3, 2003

Miami Beach – Together, we are making it a better place!

Thank you for that kind introduction and the warm reception. It is truly a pleasure to be here today to present to you my fourth State of the City Address. You know, it seems like only yesterday that I stood at a podium like this one and challenged a group much like you to "Envision the Possibilities." I came back a year later and we began to "Set Solutions for the Future." Later, I reported that "All Eyes Were on Miami Beach." Well today, I am pleased to say that "Together, we are Making Miami Beach a Better Place!"

Our community and our local government have faced many challenges over the past three years. While we were riding a wave of optimism and an expanding economy, we worked hard to provide services and meet the needs of our community. The future, our future was extremely bright – the possibilities seemed endless. Then, in the span of a few hours on September 11 our world and our lives were changed in a way no one could ever have imagined.

But what we all know is that our community is fortunate to have strong and resilient fundamentals that uniquely position us to survive and recover. And, while we must remain vigilant in the continuous stewardship of our community and we must remain guarded in our optimism, we can see that we have and continue to recover. The combination of beautiful natural resources and alluring attractions has once again placed us on a course toward growth and prosperity. Our City and our community has once again, proven, to be as attractive and desirable as ever.

Today is a very special day. Today, we gather as a community. We join as partners to review our progress in our never-ending journey towards achieving our vision.

I would like to thank each of the community partners who came together to make today's event an event.

It is the first time in a long time that so many different organizations have joined forces to sponsor a community forum such as this one today. And, they should all be commended.

I would also like to recognize and thank Mayor David Dermer and the City Commissioners for their leadership, guidance and direction in helping to accomplish so much on behalf of our residents.

Finally, I would like to take this opportunity to recognize the members of our City staff who work extremely hard every day to make Miami Beach a better place.

I am very pleased to see all of you here today representing the various stakeholders and partners that make up our Miami Beach. We must always remember that together, we are our greatest asset! That we make up the rich fabric that is our City, a fabric woven from a community that cares; a community that is blessed with unequalled natural beauty; and a community that continually adapts by re-inventing itself and re-investing in itself.

It is what distinguishes Miami Beach from any other place in the world. And it is what makes what we have so special. It is also, in large part why we were recognized this year by the National Civic League as an All-America City, the only community in Florida and one of only ten communities across the country to receive such a designation. They saw what we all know, that

Miami Beach truly is a world-class, cosmopolitan, vibrant, tropical, historic community – in other words, a wonderful place to live, work, visit and play.

I hope that you'll enjoy some of the visual highlights of our beautiful City playing in the background and how they paint a picture of our quality of life.

A little over two years ago I presented a City Commission approved Vision and Five-Year Plan: an agenda for our community, a way to make us better! It created a focus and a direction for our organization. And along with our Identified Priorities, it has become the basis and framework for everything we do and for how we make decisions.

Ladies and gentlemen, every day, the City of Miami Beach is working:

- To be cleaner and safer;
- To be more beautiful and vibrant;
- To be a mature and stable community with a well-improved infrastructure;
- To create a unique historic, urban environment;
- To foster a cultural, entertainment and tourism capital; and
- To become an international center for innovation in culture, recreation and business.

This plan was crafted after careful observation and evaluation and after much dialogue with the various segments of our community that included many of you who are here today. It was developed by listening to the many perspectives in our community and by working to address the needs of every segment of our community.

Today, I stand before you not just with a list of accomplishments -- but with a mid-term progress report of where we are with our Vision. I hope to try to demonstrate how our efforts translate to real and meaningful improvements to our quality of life, because after all, that is what we should all be striving for – making Miami Beach a better place to live, work, visit and play!

The main function of any local government is very basic and very simple. It is to provide public safety and public works. Everyone here is touched by our local government in a variety of ways and to varying degrees, but what is most basic and most common is knowing that we are safe in our homes; that in the event of a medical emergency or accident we will be attended to; that we have clean, running water; that our garbage will be picked up; and that the streets and sidewalks we use are clean and safe. Those are the basic services and I think we do a very good job of providing.

It is what we do in addition to these basic services that distinguishes the quality of life here versus anywhere else. It is why in fact we choose to live here.

Public Safety

In evaluating our quality of life, we should begin with public safety, which remains our number one priority. Our Police and Fire departments continue to take innovative approaches to ensure that our streets, homes and businesses are safe.

During the past three years, overall serious major crimes in the City of Miami Beach have dropped 28 percent.

Through a series of reassignments and the development of our community policing initiatives, we have placed more officers on patrol throughout our community.

We have made investments in the latest state-of-the-art fire apparatus and equipment. And we are investing six million dollars in a new public safety radio system.

When tragic nightclub fires occurred in Rhode Island and other parts of the world earlier this year, our Fire Department's Nightclub Inspection Program was looked upon as a model for the rest of the country and was featured nationally on "60 Minutes."

Our beaches are one of the most visited in the world and our Beach Patrol staff does an outstanding job of ensuring that they are the safest as well.

Given the security concerns we all live with, the City has continued to enhance our Emergency Preparedness Plan. Part of this plan includes the establishment of a Reverse 911 notification system that enables us to contact any and all citizens to provide up-to-date information at a moments notice. The plan also includes Weapons of Mass Destruction training for our fire and police personnel who continue to train to be prepared to serve and protect our residents.

We continue to engage the community with crime-watch programs and training to help respond to emergencies through our Community Emergency Response Teams. So far, over 140 residents have been trained and they are now an extension of our public safety efforts.

Capital Improvement Program

We have also made significant advancements with our "Planned Progress" efforts.

As many of you know, we did not even have a plan for how we were going to implement our Capital Improvements, let alone true consensus on what we would build. After years of unfunded or unfinished projects and little credibility, we were challenged to invest more than $400 million through 117 distinct construction projects.

While an effort of this magnitude had been unprecedented in our City's history, we moved aggressively to organize ourselves; develop a plan; build credibility and more importantly, achieve consensus.

We created the CIP Office to manage our efforts and have already begun nearly $100 million worth of our CIP program. The planning and design process has been completed in most of our neighborhoods. And next year we expect to see the beginning of significant construction in many of our neighborhoods and right-of-way projects.

We have already completed several streetscape improvements that have added to our natural beauty.

We have renovated or improved nearly 200 acres in our parks system, including the new Miami Beach Golf Club. We have newer and improved playgrounds and parks throughout our city. We expect that our much needed North Shore Park and Youth Center and the new, expanded ice rink at the Scott Rakow Youth Center will open early next year. As will our new Miami Beach Regional Library. All have been developed to provide us with a variety of alternatives for our leisure activities.

A Cultural, Entertainment, and Tourism Capital

If anyone doubts whether Miami Beach is at the epicenter of the cultural and entertainment world - this week alone should prove them wrong. Art Basel / Miami Beach is here for its second year in what the New York Times calls "the hottest contemporary art fair in America" and it stands to be the cultural and social highlight of the Americas again this year and for years to come.

Our annual contribution to the arts has increased by more than 30 percent in the past few years and we have or are about to invest approximately $50 million in capital improvements to our cultural facilities including the soon to be opened Byron Carlyle Theater and the renovation of the historic Colony Theater.

During the past several years we have been able to capitalize on the extraordinary events that have been occurring in Miami Beach. The City's Major Events Plan which was created over two years ago following the events of Memorial Day 2001 has been implemented with great success many times and has helped to ensure that all events taking place on Miami Beach are coordinated and planned properly.

Miami Beach has once again become a favored location for film and television producers. This past year alone, there were more than 500 film permits issued generating millions of dollars for the region.

The updated master plan for the City Center Redevelopment Agency and the anticipated expansion of the New World Symphony with the Frank Gehry designed Soundspace facility has been approved. In a few years, we will have a state-of-the-art performance and broadcast facility that will transform our cultural scene and be the envy of the world. This signature building will attract visitors from all over the world, and through its advanced technology it will showcase Miami Beach every day.

Economic Development and Financial Performance

Our efforts to expand and diversify our economy continue to bear fruit and our overall financial performance is quite impressive. Most of the leading economic indicators in our community are once again showing positive trends.

Through creative public-private partnerships, we have created a Class A office market where none existed and we added more than 1,600 parking spaces. Finally, a total of more than 1,000 new jobs have been added in our community in the last three years and more are on the way.

In fact, Terranova Corporation recently announced its purchase of an office building on 41st Street and plans to relocate their headquarters to Miami Beach bringing 100 more jobs. Terranova is Florida's largest commercial real estate advising firm and is the agent for more than five billion dollars worth of commercial projects.

Over the past three years, close to $3 billion has been invested in private development and in the renovation of retail, office, residential and hotel properties in our community. And included in this investment are almost 140,000 square feet of new retail space; 412,000 square feet of new office space; and approximately 4,200 new residential units. 800 new hotel rooms have been added to our inventory since 2000 – and we are all eagerly awaiting the grand opening of the Ritz Carlton and its 385 rooms later this month.

The return on these investments and the performance of our community's portfolio is equally impressive.

Average occupancy rates in our hotels have rebounded to pre-9/11 levels of 65 percent. Average room rates are also now higher than they were prior to 9/11. And, our best tourist industry performance indicator, Resort Tax collections, has closed the fiscal year with a record $24,670,000. That's a $3.3 million increase over last year and even more impressive, nearly $1 million, or four percent more, than the previous record set in 2001.

Financially, the City's credit rating is stronger than it has ever been; our economic performance and our financial management efforts have led to two bond ratings upgrades within the first six months of this year -- an achievement unprecedented in our history.

We have worked to do more with less and become more efficient by implementing recurring efficiencies of more than $13 million and eliminating 102 positions from our budget over the past two years, all while minimizing any service level reductions.

I am proud to say that in these uncertain economic times, when communities throughout the country have had to raise taxes to provide basic services, we have not. We were again able to maintain our operating millage and reduce our overall millage rate, marking the fourth year in a row with an overall millage reduction. In fact, our current overall millage rate is more than ½ of a mill lower than it was just three years ago. And our general-fund fund balance has grown by more than $8 million, or 39 percent over the last four years.

The total assessed value of property in Miami Beach is more than $12 billion which is an increase of 50 percent in just three years. Residential property values have continued to enjoy growth and the average price of a home sold on Miami Beach is now more than $826,000, an increase of nearly 27 percent since 2000. Similarly, average condo prices have grown to $242,000, or a 22 percent increase.

Neighborhood Services

Now let me share why together we have made Miami Beach a great place to live! Our City is made up of many diverse residents with different needs and perhaps with different definitions of what quality of life means to them.

To address the residents' needs, we began by coordinating and improving our neighborhood services. We have made a concerted and continuous effort to improve our customer service and make City government more accessible to everyone. We have developed leadership capacity in our community through our Neighborhood Leadership Academy, with more than 100 graduates already.

Through a variety of innovative measures including real-time translation services at all Commission meetings and by providing Spanish-language subtitles on our replays, we have made government more accessible to our Spanish-speaking residents who now represent 53 percent of our population. Our website continues to evolve and a greater number of e-government solutions are now available.

And our Answer Center is fully functional and bilingual giving our residents the ability to dial one easy number and access any part of City government.

Our efforts have also focused on facilitating programs in the community that:

- provide affordable housing for our elderly;
- Child care for working parents;
- Employment opportunities for our developmentally disabled residents;
- Programs that support and provide a positive and healthy environment for children, teens and their families; and,
- Assisting with the homeless population.

In fact, through our federal entitlement status we have brought to our community and allocated approximately $11 million to 24 agencies over the past three years. These efforts have resulted in direct aid to 2,600 children and nearly 59,000 adults and senior citizens.

Through our summer food program, we have provided more than 30,000 lunches to children just this summer alone. And speaking of children, the programs we offer through our Office of Community Services continue to flourish providing truancy intervention and youth empowerment. We also continue to support our local school's efforts to provide the best quality education to our young residents, through partnerships, scholarships, and participation.

I would like to welcome and recognize the students who are here today experiencing first hand a local civics lesson.

This year, we were challenged to lead several important community processes to reach decision points. They included:

- The Noise Ordinance enforcement discussions;
- The Bay Link debate;
- The planning and visioning exercise regarding the Alaska parcel;
- The negotiations with the New World Symphony and their Soundspace proposal; and,
- The negotiations with the Royal Palm Crown Plaza Hotel.

I am proud to report that each of these issues has been handled in an extremely professional manner with the utmost integrity and with a primary focus on providing the best professional recommendations to our elected leaders.

Challenges

And while I am very proud to have played a key role in this progress, there is still more work to be done and more challenges to overcome.

I believe, that in the coming year, we have two immediate challenges to address.

First, we must continue our efforts to develop aggressive, integrated and holistic solutions to the increasing problem of vagrancy, criminals and homeless who choose to congregate in our City, the undesirable activities they engage in, and the real effect they have on our overall quality of life.

Second, we must work to develop a mechanism to ensure that the quality of our capital investment is maintained. We must make sure that our improvements look as beautiful -- 10, 15, or even 20 into the future as on the day that they were first completed.

These are real challenges, but ones that can and must be solved if we are to achieve our vision.

But in spite of these challenges it should be very clear to all of us that we are well on our way. And in evaluating our mid-term progress, I can safely say that we now have, a community with:

- More police officers on our streets and less crime;
- More and better trained firefighters with state-of-the-art equipment;
- Newer playgrounds, parks, and recreational facilities;
- Improved streetscapes;
- A vibrant and thriving cultural arts scene;
- More businesses and jobs;
- More retail, hotel and restaurant options;
- More parking;
- Real property value appreciation;
- Continued growth in the overall wealth of our community;
- Lower costs to borrow money to invest in our capital projects;
- A lower overall tax millage rate;
- More opportunities to access our government; and,
- Better communication with our residents.

Conclusion

So, when you ask me to give you the state of the City, I must tell you that the state of our City is a healthy one.

And a healthy community is:

- A community that is safe and prepared;
- A community that is growing, thriving, maturing and developing;
- A community that is investing in itself, receiving private investment, and enjoying economic growth;
- A community that is caring, open, tolerant and responsive; and
- A community that is engaged, communicating and whose citizenry is involved.

I am pleased to report that we are all of these and much more.

So, no matter how you define quality of life, I think it's safe to say that it has improved over the last three years. And that together, we are making it a better place!

Thank you.

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...

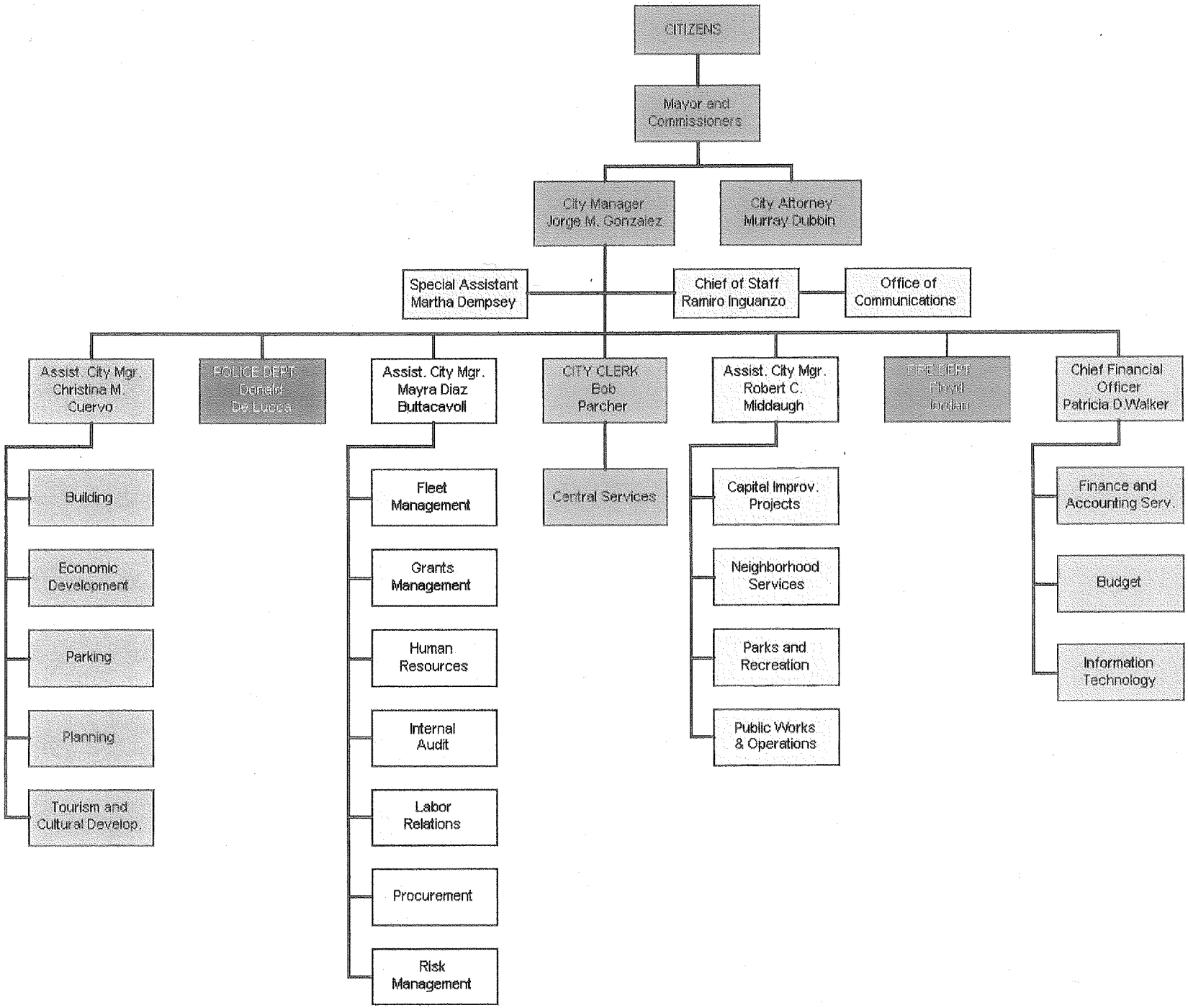
- An entrepreneurial spirit;
- Continued "trendiness";
- And more sophisticated:
  - Travelers
  - Businesses
  - Entertainment
  - Conventions
  - Diverse Residential Community

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.

ORGANIZATIONAL CHART

CITY OF MIAMI BEACH ORGANIZATIONAL CHART



SUMMARIES

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2003-2004

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	$1,164,053				**$1,164,053**
ADMINISTRATIVE SUPPORT SERVICES					**36,032,168**
CITY MANAGER	1,837,838				
Media Relations	234,928				
CITY CLERK	1,364,398				
Central Services				738,003	
FINANCE	3,249,728				
Information Technology				11,003,795	
Management & Budget	666,514				
HUMAN RESOURCES	1,502,603				
Labor Relations	161,247				
Risk Management				14,101,455	
INTERNAL AUDIT	319,328				
PROCUREMENT	676,106				
Grants Management	176,225				
CITY ATTORNEY	3,095,528				**3,095,528**
ECONOMIC DEV. & CULTURAL ARTS					**23,666,641**
Economic Development					
ECONOMIC DEVELOPMENT	836,400				
BUILDING	4,568,255				
PLANNING	2,287,154				
Cultural Arts					
Tourism & Cultural Development	674,329				
BASS MUSEUM	1,140,450				
Tourism & Cultural Development					
CONVENTION CENTER/TOPA			14,160,053		
OPERATIONS					**131,388,215**
NEIGHBORHOOD SERVICES	3,053,844				
PARKS & RECREATION	24,969,837				
PUBLIC WORKS	5,510,893				
Property Management				6,685,950	
Sanitation			7,055,545		
Sewer			28,694,036		
Stormwater			7,905,000		
Water			19,155,070		
CAPITAL IMPROVEMENT PROGRAM	2,276,274				
PARKING			20,715,501		
FLEET MANAGEMENT				5,366,265	
PUBLIC SAFETY					**84,844,102**
FIRE	28,339,156				
POLICE	56,504,946				
CITYWIDE ACCOUNTS					**7,752,402**
CITYWIDE ACCTS-Normandy Shores	125,800				
CITYWIDE ACCTS-Operating Contingency	916,568				
CITYWIDE ACCTS-Other	6,710,034				
G.O. DEBT SERVICE		10,200,337			**10,200,337**
TOTAL - ALL FUNDS	**$152,362,436**	**$10,200,337**	**$97,685,205**	**$37,895,468**	**$298,143,446**

FISCAL YEAR 2003-2004 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	G.O. Debt Service	Totals	Percent of Total
General Fund	$1,164,053	$10,188,915	$3,095,528	$9,506,588	$35,810,848	$84,844,102	$7,752,402		$152,362,436	51.1%
G.O. Debt Service Fund								10,200,337	10,200,337	3.4%
Enterprise Funds				14,160,053	83,525,152				97,685,205	32.8%
Internal Service Funds		25,843,253			12,052,215				37,895,468	12.7%
Total	$1,164,053	$36,032,168	$3,095,528	$23,666,641	$131,388,215	$84,844,102	$7,752,402	$10,200,337	$298,143,446	100.0%
PERCENT OF TOTAL	0.4%	12.1%	1.0%	7.9%	44.1%	28.5%	2.6%	3.4%	100.0%	

FISCAL YEAR 2002-2003 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	G.O. Debt Service	Totals	Percent of Total
General Fund	$1,084,947	$10,016,941	$2,969,646	$9,262,364	$32,378,768	$80,837,725	$7,440,723		$143,991,114	50.3%
G.O. Debt Service Fund								10,424,846	10,424,846	3.6%
Enterprise Funds				13,422,716	81,047,617				94,470,333	33.0%
Internal Service Funds		25,246,524			12,183,244				37,429,768	13.1%
Total	$1,084,947	$35,263,465	$2,969,646	$22,685,080	$125,609,629	$80,837,725	$7,440,723	$10,424,846	$286,316,061	100.0%
PERCENT OF TOTAL	0.4%	12.3%	1.0%	7.9%	43.9%	28.2%	2.6%	3.6%	100.0%	

ALL FUNDS

Summary of Revenues, Expenditures and Changes in Balance

(For Budgetary Purposes Only)

ALL FUNDS	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
General Fund	$121,754,724	$129,481,537	$143,991,114	$140,750,825	$152,362,436
G.O. Debt Service Fund	9,822,573	9,747,094	10,424,846	10,253,398	10,200,337
Enterprise Funds	87,784,991	86,920,250	89,439,554	90,167,040	92,772,099
Internal Service Funds	29,267,492	31,387,788	33,623,819	31,874,669	34,295,968
Total	**$248,629,780**	**$257,536,669**	**$277,479,333**	**$273,045,932**	**$289,630,840**
Expenditures					
Salaries & Benefits	$101,227,997	$113,176,390	$127,870,378	$129,049,866	$136,633,146
Operating Expenses	78,776,120	79,880,463	84,556,478	79,567,282	85,955,346
Renewal & Replacement	10,629,551	11,109,538	10,361,028	9,899,653	10,601,756
Internal Services	26,118,683	29,028,394	32,019,151	30,332,743	32,575,660
Capital	7,650,445	8,062,243	5,758,973	4,483,189	5,768,370
Debt Service	17,640,256	21,389,921	25,750,053	23,180,041	26,609,168
Total	**$242,043,052**	**$262,646,949**	**$286,316,061**	**$276,512,774**	**$298,143,446**
Add back Capital and Principal shown above for budget purposes only	9,786,496	10,362,982	5,451,379	8,483,989	5,523,070
Net Increase/(Decrease) in Balance	**$16,373,224**	**$5,252,702**	**($3,385,349)**	**$5,017,147**	**($2,989,536)**
Add: Depreciation on contributed capital	**15,542,908**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**984,816**	**0**	**0**	**0**
Beginning Balance	**$144,680,564**	**$176,596,696**	**$182,834,214**	**$182,834,214**	**$187,851,361**
Ending Balance	**$176,596,696**	**$182,834,214**	**$179,448,865**	**$187,851,361**	**$184,861,825**

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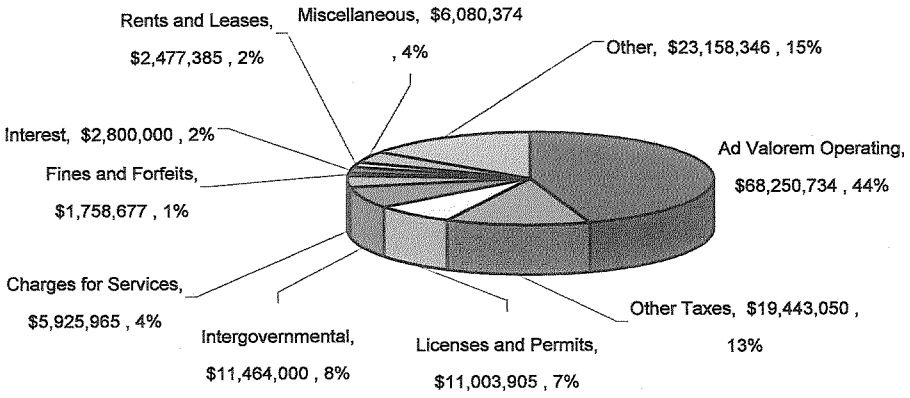
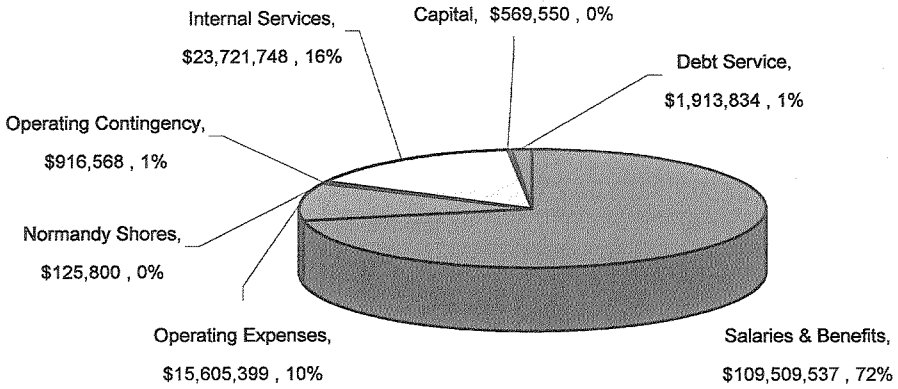
FY 2004 Adopted
General Fund Revenues
$152,362,436



FY 2004 Adopted
General Fund Expenditures
$152,362,436



GENERAL FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Property Taxes	$49,503,825	$53,877,791	$61,050,914	$59,844,659	$68,168,976
Property Taxes - Normandy Shores	52,766	54,494	78,000	78,000	81,758
Other Taxes	19,717,141	20,385,551	19,464,517	19,951,090	19,443,050
Licenses and Permits	9,792,286	9,733,493	9,636,980	10,362,880	11,003,905
Intergovernmental Revenues	9,816,078	9,548,395	11,424,000	11,120,140	11,464,000
Charges for Services	1,691,794	1,760,346	4,749,650	4,635,523	5,925,965
Fines and Forfeits	1,742,578	1,704,958	1,573,000	1,789,932	1,758,677
Interest Earnings	5,833,735	2,790,260	4,662,500	1,848,273	2,800,000
Rents and Leases	1,395,174	1,446,707	1,964,582	2,275,854	2,477,385
Miscellaneous	3,739,793	6,303,196	6,228,625	5,681,128	6,080,374
Other-Resort Tax Contribution	11,624,658	15,031,450	16,318,450	16,318,450	23,158,346
Other Non-Operating Revenues	6,844,896	6,844,896	6,839,896	6,844,896	0
Total	**$121,754,724**	**$129,481,537**	**$143,991,114**	**$140,750,825**	**$152,362,436**
Expenditures					
Salaries & Benefits	$82,417,364	$91,116,504	$103,513,990	$104,564,840	$109,509,537
Operating Expenses	14,540,888	12,851,521	15,311,378	13,609,969	15,605,399
Normandy Shores	94,650	94,650	120,000	120,000	125,800
Operating Contingency	0	81,685	983,777	44,274	916,568
Internal Services	19,756,241	21,625,208	22,871,151	21,441,583	23,721,748
Capital	3,203,536	2,217,478	490,818	307,166	569,550
Debt Service	497,715	497,715	700,000	497,714	1,913,834
Total	**$120,510,394**	**$128,484,761**	**$143,991,114**	**$140,585,546**	**$152,362,436**
Net Increase/(Decrease) in Fund Balance	**$1,244,330**	**$996,776**	**$0**	**$165,279**	**$0**
Beginning Fund Balance	**26,685,677**	**27,930,007**	**28,926,783**	**28,926,783**	**29,092,062**
Ending Fund Balance	**$27,930,007**	**$28,926,783**	**$28,926,783**	**$29,092,062**	**$29,092,062**

NOTE: Pursuant to City policy, Resolution #96-22014 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 01 - $14,188,887; FY 02 - $15,662,687; FY 03 - $17,414,131; and FY 04 - $17,414,131. The balance net of this reserve is available for appropriation.

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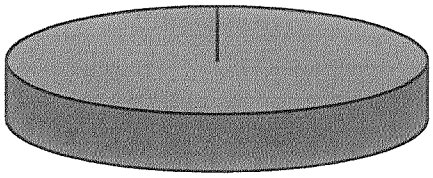
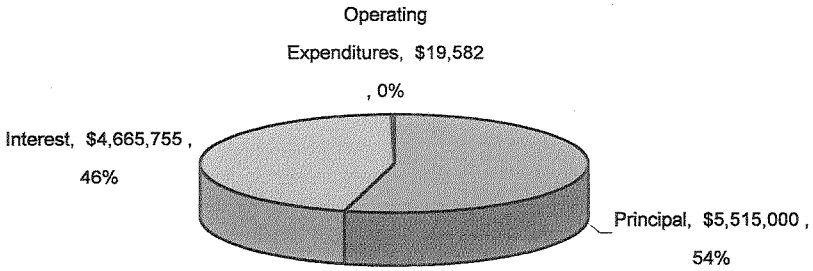
FY 2004 Adopted Debt Service Revenue $10,200,337



FY 2004 Adopted Debt Service Expenditures $10,200,337



GENERAL OBLIGATION DEBT SERVICE FUND

Summary of Revenues, Expenditures and Changes in Fund Balance

(For Budgetary Purposes Only)

G.O. DEBT SERVICE	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Ad Valorem Taxes (0.874)	$9,261,524	$9,644,645	$10,424,846	$10,237,793	$10,200,337
Other	561,049	102,449	0	15,605	0
Total	**$9,822,573**	**$9,747,094**	**$10,424,846**	**$10,253,398**	**$10,200,337**
Expenditures					
Principal	$6,550,000	$7,175,000	$7,285,000	$7,285,000	$5,515,000
Interest	2,761,392	2,567,435	3,108,801	2,621,752	4,665,755
Operating Expenditures	6,022	5,716	31,045	20,335	19,582
Total	**$9,317,414**	**$9,748,151**	**$10,424,846**	**$9,927,087**	**$10,200,337**
Net Increase/(Decrease) in Fund Balance	**$505,159**	**($1,057)**	**$0**	**$326,311**	**$0**
Beginning Fund Balance	**$700,272**	**$1,205,431**	**$1,204,374**	**$1,204,374**	**$1,530,685**
Ending Fund Balance	**$1,205,431**	**$1,204,374**	**$1,204,374**	**$1,530,685**	**$1,530,685**

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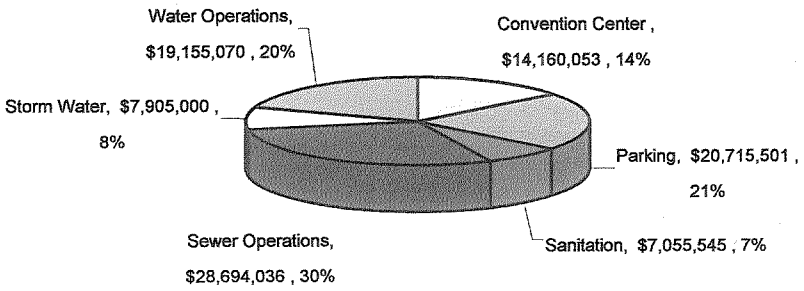
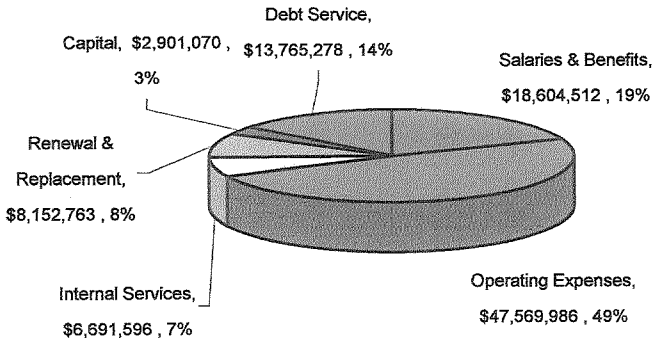
FY 2004 Adopted
Enterprise Fund Revenues
$97,685,205



FY 2004 Adopted
Enterprise Fund Expenses
$97,685,205



ALL ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL ENTERPRISE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$82,211,962	$82,303,917	$84,415,251	$86,307,343	$87,781,717
Interest Earnings/Other	5,573,029	4,616,333	5,024,303	3,859,697	4,990,382
Total	**$87,784,991**	**$86,920,250**	**$89,439,554**	**$90,167,040**	**$92,772,099**
Expenses					
Salaries & Benefits	$13,810,713	$15,150,629	$17,134,329	$16,493,966	$18,604,512
Operating Expenses	44,543,062	46,494,359	46,610,216	45,522,349	47,569,986
Renewal & Replacement	6,190,403	5,998,760	7,552,532	6,672,239	8,152,763
Internal Services	4,897,702	5,620,570	6,890,250	6,697,952	6,691,596
Capital (for budget purposes only)	2,316,163	1,729,394	2,500,706	1,514,807	2,901,070
Debt Service (incl Principal-budget purposes)	7,794,992	10,978,461	13,782,300	12,541,685	13,765,278
Total	**$79,553,035**	**$85,972,173**	**$94,470,333**	**$89,442,998**	**$97,685,205**
Add back Capital and Principal shown above for budget purposes only	7,655,750	6,110,572	2,683,930	5,666,952	2,901,070
Net Income (Loss)	**$15,887,706**	**$7,058,649**	**($2,346,849)**	**$6,390,994**	**($2,012,036)**
Add: Depreciation on contributed capital	**4,435,140**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**35,559**	**0**	**0**	**0**
Beginning Retained Earnings	**$102,079,348**	**$122,402,194**	**$129,496,402**	**$129,496,402**	**$135,887,396**
Ending Retained Earnings	**$122,402,194**	**$129,496,402**	**$127,149,553**	**$135,887,396**	**$133,875,360**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

CONVENTION CENTER	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$10,321,974	$8,270,740	$7,439,635	$7,916,977	$8,376,203
Interest Earnings/Other	1,695,322	2,568,305	2,826,942	2,687,238	2,708,850
Total	**$12,017,296**	**$10,839,045**	**$10,266,577**	**$10,604,215**	**$11,085,053**
Expenses					
Salaries & Benefits	$4,228,033	$4,185,572	$4,148,210	$4,219,952	$3,994,808
Operating Expenses	6,207,969	4,579,995	4,756,675	4,921,138	5,522,971
Renewal & Replacement	2,767,229	2,716,978	3,075,000	3,164,850	3,507,113
Internal Services	461,145	783,694	1,442,831	1,454,414	1,135,161
Capital (for budget purposes only)	0	0	0	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$13,664,376**	**$12,266,239**	**$13,422,716**	**$13,760,354**	**$14,160,053**
Add back Capital and Principal shown above for budget purposes only	0	0	0	0	0
Net Income (Loss)	**($1,647,080)**	**($1,427,194)**	**($3,156,139)**	**($3,156,139)**	**($3,075,000)**
Add: Depreciation on contributed capital	**1,628,789**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$32,734,569**	**$32,716,278**	**$31,289,084**	**$31,289,084**	**$28,132,945**
Ending Retained Earnings	**$32,716,278**	**$31,289,084**	**$28,132,945**	**$28,132,945**	**$25,057,945**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PARKING	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$20,332,134	$20,124,242	$19,026,009	$20,411,341	$20,177,511
Interest Earnings/Other	1,148,826	579,965	560,819	313,762	537,990
Total	**$21,480,960**	**$20,704,207**	**$19,586,828**	**$20,725,103**	**$20,715,501**
Expenses					
Salaries & Benefits	$3,405,918	$4,028,474	$4,760,245	$4,692,135	$5,480,651
Operating Expenses	6,483,704	9,479,227	9,414,841	8,427,356	9,435,967
Renewal & Replacement	1,633,410	1,378,576	1,633,409	1,753,112	1,633,409
Internal Services	1,334,256	1,467,573	1,518,937	1,490,810	1,765,368
Capital (for budget purposes only)	228,856	239,303	73,290	99,789	214,000
Debt Service (incl Principal-budget purposes)	2,186,106	2,186,106	2,186,106	2,130,443	2,186,106
Total	**$15,272,250**	**$18,779,259**	**$19,586,828**	**$18,593,645**	**$20,715,501**
Add back Capital and Principal shown above for budget purposes only	1,173,844	1,399,023	73,290	901,934	214,000
Net Income (Loss)	**$7,382,554**	**$3,323,971**	**$73,290**	**$3,033,392**	**$214,000**
Add: Depreciation on contributed capital	**410,099**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$33,039,170**	**$40,831,823**	**$44,155,794**	**$44,155,794**	**$47,189,186**
Ending Retained Earnings	**$40,831,823**	**$44,155,794**	**$44,229,084**	**$47,189,186**	**$47,403,186**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SANITATION	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$5,370,654	$5,494,260	$5,954,607	$6,097,324	$6,608,003
Interest Earnings/Other	442,183	387,429	411,542	395,449	411,542
Total	**$5,812,837**	**$5,881,689**	**$6,366,149**	**$6,492,773**	**$7,019,545**
Expenses					
Salaries & Benefits	$1,996,972	$2,201,417	$2,984,738	$2,583,038	$3,509,493
Operating Expenses	1,958,087	2,377,681	2,294,818	2,674,207	2,409,979
Renewal & Replacement	145,248	221,152	195,378	242,043	195,378
Internal Services	584,303	719,284	835,714	740,280	700,523
Capital (for budget purposes only)	855,266	367,757	89,676	199,467	36,000
Debt Service (incl Principal-budget purposes)	31,570	22,571	238,725	54,619	204,172
Total	**$5,571,446**	**$5,909,862**	**$6,639,049**	**$6,493,654**	**$7,055,545**
Add back Capital and Principal shown above for budget purposes only	855,266	367,757	272,900	199,467	36,000
Net Income (Loss)	**$1,096,657**	**$339,584**	**$0**	**$198,586**	**$0**
Add: Depreciation on contributed capital	**1,260,567**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**35,559**	**0**	**0**	**0**
Beginning Retained Earnings	**$649,640**	**$3,006,864**	**$3,382,007**	**$3,382,007**	**$3,580,593**
Ending Retained Earnings	**$3,006,864**	**$3,382,007**	**$3,382,007**	**$3,580,593**	**$3,580,593**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

SEWER	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$25,801,271	$25,594,663	$27,185,000	$26,877,026	$26,970,000
Interest Earnings/Other	1,049,898	432,924	575,000	215,617	625,000
Total	**$26,851,169**	**$26,027,587**	**$27,760,000**	**$27,092,643**	**$27,595,000**
Expenses					
Salaries & Benefits	$1,499,633	$1,680,299	$1,633,665	$1,610,040	$1,666,193
Operating Expenses	18,931,291	19,590,346	19,129,277	18,853,594	19,415,686
Renewal & Replacement	994,000	1,020,850	1,050,000	972,148	1,080,000
Internal Services	1,047,123	1,264,700	1,464,772	1,454,542	1,451,517
Capital (for budget purposes only)	281,332	423,615	511,930	191,531	591,000
Debt Service (incl Principal-budget purposes)	3,609,718	3,985,241	4,482,286	4,121,160	4,489,640
Total	**$26,363,097**	**$27,965,051**	**$28,271,930**	**$27,203,015**	**$28,694,036**
Add back Capital and Principal shown above for budget purposes only	3,269,659	2,420,919	511,930	1,629,931	591,000
Net Income (Loss)	**$3,757,731**	**$483,455**	**$0**	**$1,519,559**	**($508,036)**
Add: Depreciation on contributed capital	**673,653**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$17,460,115**	**$21,891,499**	**$22,374,954**	**$22,374,954**	**$23,894,513**
Ending Retained Earnings	**$21,891,499**	**$22,374,954**	**$22,374,954**	**$23,894,513**	**$23,386,477**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

STORMWATER	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$3,433,171	$5,230,566	$7,020,000	$7,622,002	$7,730,000
Interest Earnings/Other	307,047	193,777	200,000	80,572	175,000
Total	**$3,740,218**	**$5,424,343**	**$7,220,000**	**$7,702,574**	**$7,905,000**
Expenses					
Salaries & Benefits	$598,681	$671,651	$905,203	$793,048	$1,003,205
Operating Expenses	1,252,038	969,180	972,270	783,440	1,080,221
Renewal & Replacement	92,308	70,072	632,980	57,113	1,076,863
Internal Services	300,096	326,769	403,201	370,625	347,711
Capital (for budget purposes only)	37,205	88,927	736,000	112,505	822,000
Debt Service (incl Principal-budget purposes)	252,000	2,352,959	3,570,346	3,201,831	3,575,000
Total	**$2,532,328**	**$4,479,558**	**$7,220,000**	**$5,318,562**	**$7,905,000**
Add back Capital and Principal shown above for budget purposes only	37,205	88,927	736,000	982,505	822,000
Net Income (Loss)	**$1,245,095**	**$1,033,712**	**$736,000**	**$3,366,517**	**$822,000**
Add: Depreciation on contributed capital	**12,930**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$6,235,896**	**$7,493,921**	**$8,527,633**	**$8,527,633**	**$11,894,150**
Ending Retained Earnings	**$7,493,921**	**$8,527,633**	**$9,263,633**	**$11,894,150**	**$12,716,150**

ENTERPRISE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

WATER	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Charges for Services	$16,952,758	$17,589,446	$17,790,000	$17,382,673	$17,920,000
Interest Earnings/Other	929,753	453,933	450,000	167,059	532,000
Total	**$17,882,511**	**$18,043,379**	**$18,240,000**	**$17,549,732**	**$18,452,000**
Expenses					
Salaries & Benefits	$2,081,476	$2,383,216	$2,702,268	$2,595,753	$2,950,162
Operating Expenses	9,709,973	9,497,930	10,042,335	9,862,614	9,705,162
Renewal & Replacement	558,208	591,132	965,765	482,973	660,000
Internal Services	1,170,779	1,058,550	1,224,795	1,187,281	1,291,316
Capital (for budget purposes only)	913,504	609,792	1,089,810	911,515	1,238,070
Debt Service (incl Principal-budget purposes)	1,715,598	2,431,584	3,304,837	3,033,632	3,310,360
Total	**$16,149,538**	**$16,572,204**	**$19,329,810**	**$18,073,768**	**$19,155,070**
Add back Capital and Principal shown above for budget purposes only	2,319,776	1,833,946	1,089,810	1,953,115	1,238,070
Net Income (Loss)	**$4,052,749**	**$3,305,121**	**$0**	**$1,429,079**	**$535,000**
Add: Depreciation on contributed capital	**449,102**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$11,959,958**	**$16,461,809**	**$19,766,930**	**$19,766,930**	**$21,196,009**
Ending Retained Earnings	**$16,461,809**	**$19,766,930**	**$19,766,930**	**$21,196,009**	**$21,731,009**

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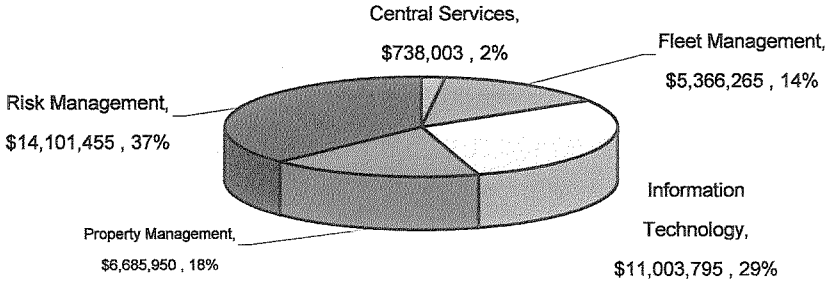
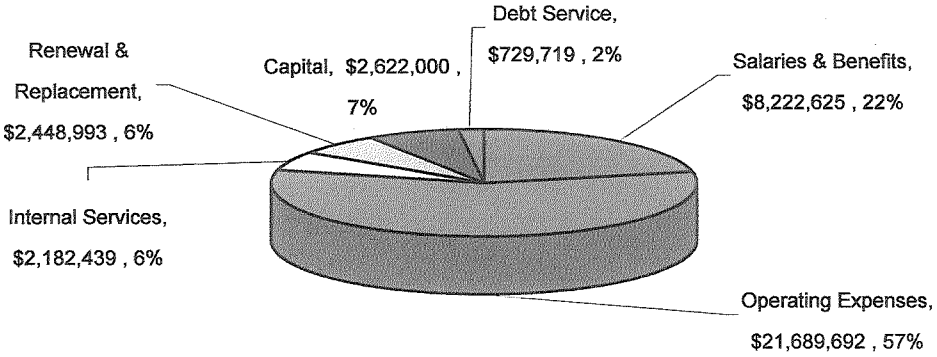
FY 2004 Adopted
Internal Service Fund Revenues
$37,895,468



FY 2004 Adopted
Internal Service Fund Expenses
$37,895,468



ALL INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

ALL INTERNAL SERVICE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$26,580,188	$30,112,883	$32,688,892	$31,073,211	$33,649,147
Interest Earnings/Other	2,687,304	1,274,905	934,927	801,458	646,821
Total	**$29,267,492**	**$31,387,788**	**$33,623,819**	**$31,874,669**	**$34,295,968**
Expenses					
Salaries & Benefits	$4,999,920	$6,909,257	$7,222,059	$7,756,846	$8,222,625
Operating Expenses	19,597,520	20,358,248	21,531,107	20,536,034	21,689,692
Renewal & Replacement	4,439,148	5,110,778	2,808,496	3,227,414	2,448,993
Internal Services	1,464,740	1,782,616	2,257,750	2,193,208	2,182,439
Capital (for budget purposes only)	2,130,746	4,115,371	2,767,449	2,630,086	2,622,000
Debt Service (incl Principal-budget purposes)	30,135	165,594	842,907	213,555	729,719
Total	**$32,662,209**	**$38,441,864**	**$37,429,768**	**$36,557,143**	**$37,895,468**
Add back Capital and Principal shown above for budget purposes only	2,130,746	4,252,410	2,767,449	2,817,037	2,622,000
Net Income (Loss)	**($1,263,971)**	**($2,801,666)**	**($1,038,500)**	**($1,865,437)**	**($977,500)**
Add: Depreciation on contributed capital	**11,107,768**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**949,257**	**0**	**0**	**0**
Beginning Retained Earnings	**$15,215,267**	**$25,059,064**	**$23,206,655**	**$23,206,655**	**$21,341,218**
Ending Retained Earnings	**$25,059,064**	**$23,206,655**	**$22,168,155**	**$21,341,218**	**$20,363,718**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

CENTRAL SERVICES	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$585,248	$684,536	$725,834	$666,584	$735,503
Interest Earnings/Other	14,822	18,176	3,000	2,929	2,500
Total	**$600,070**	**$702,712**	**$728,834**	**$669,513**	**$738,003**
Expenses					
Salaries & Benefits	$210,613	$242,996	$245,391	$247,888	$266,724
Operating Expenses	377,945	339,666	411,636	378,996	384,436
Renewal & Replacement	7,505	5,940	11,434	3,461	5,774
Internal Services	53,515	56,885	62,373	60,153	81,069
Capital (for budget purposes only)	0	0	3,000	0	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$649,578**	**$645,487**	**$733,834**	**$690,498**	**$738,003**
Add back Capital and Principal shown above for budget purposes only	0	0	3,000	0	0
Net Income (Loss)	**($49,508)**	**$57,225**	**($2,000)**	**($20,985)**	**$0**
Add: Depreciation on contributed capital	**3,620**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$165,006**	**$119,118**	**$176,343**	**$176,343**	**$155,358**
Ending Retained Earnings	**$119,118**	**$176,343**	**$174,343**	**$155,358**	**$155,358**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

FLEET MANAGEMENT	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$5,512,420	$5,676,689	$4,851,104	$4,899,837	$4,840,444
Interest Earnings/Other	978,828	300,727	541,927	404,849	453,321
Total	**$6,491,248**	**$5,977,416**	**$5,393,031**	**$5,304,686**	**$5,293,765**
Expenses					
Salaries & Benefits	$765,576	$1,020,776	$1,139,776	$1,046,123	$1,225,769
Operating Expenses	2,906,018	2,273,543	2,291,621	2,265,665	2,203,599
Renewal & Replacement	2,698,779	2,676,092	721,436	2,202,975	721,436
Internal Services	488,032	555,153	650,248	632,654	603,242
Capital (for budget purposes only)	1,395,134	2,075,725	55,000	116,148	72,500
Debt Service (incl Principal-budget purposes)	30,135	137,600	589,950	178,133	539,719
Total	**$8,283,674**	**$8,738,889**	**$5,448,031**	**$6,441,698**	**$5,366,265**
Add back Capital and Principal shown above for budget purposes only	1,395,134	2,192,375	55,000	275,260	72,500
Net Income (Loss)	**($397,292)**	**($569,098)**	**$0**	**($861,752)**	**$0**
Add: Depreciation on contributed capital	**9,902,994**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**938,529**	**0**	**0**	**0**
Beginning Retained Earnings	**$10,058,316**	**$19,564,018**	**$19,933,449**	**$19,933,449**	**$19,071,697**
Ending Retained Earnings	**$19,564,018**	**$19,933,449**	**$19,933,449**	**$19,071,697**	**$19,071,697**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

INFORMATION TECHNOLOGY	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$6,408,798	$7,436,191	$8,086,542	$7,086,543	$8,390,795
Interest Earnings/Other	972,647	86,007	175,000	78,759	80,000
Total	**$7,381,445**	**$7,522,198**	**$8,261,542**	**$7,165,302**	**$8,470,795**
Expenses					
Salaries & Benefits	$1,755,110	$2,434,933	$2,641,731	$2,833,516	$3,174,348
Operating Expenses	3,122,625	2,700,168	2,536,722	2,545,509	2,794,938
Renewal & Replacement	1,561,043	2,259,872	1,874,626	842,613	1,527,150
Internal Services	422,319	631,226	813,006	801,008	784,359
Capital (for budget purposes only)	523,375	1,680,540	2,383,500	1,999,174	2,533,000
Debt Service (incl Principal-budget purposes)	0	27,994	252,957	35,422	190,000
Total	**$7,384,472**	**$9,734,733**	**$10,502,542**	**$9,057,242**	**$11,003,795**
Add back Capital and Principal shown above for budget purposes only	523,375	1,700,929	2,383,500	2,027,013	2,533,000
Net Income (Loss)	**$520,348**	**($511,606)**	**$142,500**	**$135,073**	**$0**
Add: Depreciation on contributed capital	**1,058,621**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**0**	**0**	**0**	**0**
Beginning Retained Earnings	**$7,026,884**	**$8,605,853**	**$8,094,247**	**$8,094,247**	**$8,229,320**
Ending Retained Earnings	**$8,605,853**	**$8,094,247**	**$8,236,747**	**$8,229,320**	**$8,229,320**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

PROPERTY MANAGEMENT	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$4,829,688	$6,178,342	$6,394,264	$6,705,556	$6,659,950
Interest Earnings/Other	8,982	40,042	15,000	22,598	11,000
Total	**$4,838,670**	**$6,218,384**	**$6,409,264**	**$6,728,154**	**$6,670,950**
Expenses					
Salaries & Benefits	$1,959,740	$2,799,017	$2,757,227	$3,180,254	$3,154,682
Operating Expenses	2,260,533	2,494,029	2,764,314	2,765,884	2,675,391
Renewal & Replacement	167,483	166,313	185,000	176,379	185,000
Internal Services	482,484	514,674	702,723	683,859	654,377
Capital (for budget purposes only)	212,237	359,106	325,949	504,974	16,500
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$5,082,477**	**$6,333,139**	**$6,735,213**	**$7,311,350**	**$6,685,950**
Add back Capital and Principal shown above for budget purposes only	212,237	359,106	325,949	504,974	16,500
Net Income (Loss)	**($31,570)**	**$244,351**	**$0**	**($78,222)**	**$1,500**
Add: Depreciation on contributed capital	**138,903**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**9,832**			
Beginning Retained Earnings	**$961,434**	**$1,068,767**	**$1,322,950**	**$1,322,950**	**$1,244,728**
Ending Retained Earnings	**$1,068,767**	**$1,322,950**	**$1,322,950**	**$1,244,728**	**$1,246,228**

INTERNAL SERVICE FUNDS

Summary of Revenues, Expenses and Changes in Retained Earnings

(For Budgetary Purposes Only)

RISK MANAGEMENT	Actual FY 2000/01	Actual FY 2001/02	Budget FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04
Revenues					
Inter-Departmental Charges	$9,244,034	$10,137,125	$12,631,148	$11,714,691	$13,022,455
Interest Earnings/Other	712,025	829,953	200,000	292,323	100,000
Total	**$9,956,059**	**$10,967,078**	**$12,831,148**	**$12,007,014**	**$13,122,455**
Expenses					
Salaries & Benefits	$308,881	$411,535	$437,934	$449,065	$401,102
Operating Expenses	10,930,399	12,550,842	13,526,814	12,579,980	13,631,328
Renewal & Replacement	4,338	2,561	16,000	1,986	9,633
Internal Services	18,390	24,678	29,400	15,534	59,392
Capital (for budget purposes only)	0	0	0	9,790	0
Debt Service (incl Principal-budget purposes)	0	0	0	0	0
Total	**$11,262,008**	**$12,989,616**	**$14,010,148**	**$13,056,355**	**$14,101,455**
Add back Capital and Principal shown above for budget purposes only	0	0	0	9,790	0
Net Income (Loss)	**($1,305,949)**	**($2,022,538)**	**($1,179,000)**	**($1,039,551)**	**($979,000)**
Add: Depreciation on contributed capital	**3,630**	**0**	**0**	**0**	**0**
Capital Contributions	**0**	**896**	**0**	**0**	**0**
Beginning Retained Earnings	**($2,996,373)**	**($4,298,692)**	**($6,320,334)**	**($6,320,334)**	**($7,359,885)**
Ending Retained Earnings	**($4,298,692)**	**($6,320,334)**	**($7,499,334)**	**($7,359,885)**	**($8,338,885)**

CITY OF MIAMI BEACH
Adopted Fiscal Year 2003/04
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04-Adp 03 Variance	% Diff.
GENERAL FUND					
MAYOR AND COMMISSION	$ 1,084,947	$ 1,065,963	$ 1,164,053	$ 79,106	7.29%
ADMINISTRATIVE SUPPORT					
City Manager	1,714,296	1,707,499	1,837,838	123,542	7.21%
Communications	254,770	208,714	234,928	(19,842)	-7.79%
Finance	3,247,214	2,935,963	3,249,728	2,514	0.08%
Management & Budget	579,521	506,897	666,514	86,993	15.01%
Internal Audit	379,368	307,307	319,328	(60,040)	-15.83%
Human Resources	1,532,480	1,436,766	1,502,603	(29,877)	-1.95%
Labor Relations	175,641	157,039	161,247	(14,394)	-8.20%
City Clerk	1,249,064	1,154,012	1,364,398	115,334	9.23%
Procurement	733,902	714,665	676,106	(57,796)	-7.88%
Grants Management	150,685	146,732	176,225	25,540	16.95%
CITY ATTORNEY	2,969,646	2,917,965	3,095,528	125,882	4.24%
ECON DEV & CULTURAL ARTS					
Economic Development	1,118,268	1,106,214	836,400	(281,868)	-25.21%
Building	4,255,249	4,179,757	4,568,255	313,006	7.36%
Planning	2,255,752	2,065,589	2,287,154	31,402	1.39%
Tourism & Cultural Development	519,046	502,410	674,329	155,283	29.92%
Bass Museum of Art	1,114,049	1,095,279	1,140,450	26,401	2.37%
OPERATIONS					
Neighborhood Services	3,008,413	2,980,298	3,053,844	45,431	1.51%
Parks & Recreation	21,752,477	20,551,291	24,969,837	3,217,360	14.79%
Public Works	5,457,520	5,034,547	5,510,893	53,373	0.98%
Capital Improvement Program	2,160,358	1,690,285	2,276,274	115,916	5.37%
PUBLIC SAFETY					
Police	53,789,261	53,353,049	56,504,946	2,715,685	5.05%
Fire	27,048,464	27,029,828	28,339,156	1,290,692	4.77%
CITYWIDE					
Citywide Accounts-Other	6,336,946	7,617,477	6,710,034	373,088	5.89%
Citywide Accounts-Normandy Shores	120,000	120,000	125,800	5,800	4.83%
Operating Contingency	983,777	0	916,568	(67,209)	-6.83%
TOTAL GENERAL FUND	**$ 143,991,114**	**$ 140,585,546**	**$ 152,362,436**	**$ 8,371,322**	**5.81%**
G.O. DEBT SERVICE	**$ 10,424,846**	**$ 9,927,087**	**$ 10,200,337**	**$ (224,509)**	**-2.15%**
RDA FUNDS					
CITYWIDE ACCOUNTS-RDA So Pointe	$ 5,948,507	$ 5,832,273	$ 8,653,826	$ 2,705,319	45.48%
CITYWIDE ACCOUNTS-RDA City Center	7,380,783	7,274,555	8,362,848	982,065	13.31%
TOTAL RDA FUNDS	**$ 13,329,290**	**$ 13,106,828**	**$ 17,016,674**	**$ 3,687,384**	**27.66%**
ENTERPRISE FUNDS					
CONVENTION CENTER/TOPA	$ 13,422,716	$ 13,760,354	$ 14,160,053	$ 737,337	5.49%
WATER OPERATIONS	19,329,810	18,073,768	19,155,070	(174,740)	-0.90%
SEWER OPERATIONS	28,271,930	27,203,015	28,694,036	422,106	1.49%
STORMWATER	7,220,000	5,318,562	7,905,000	685,000	9.49%
SANITATION	6,639,049	6,493,654	7,055,545	416,496	6.27%
PARKING	19,586,828	18,593,645	20,715,501	1,128,673	5.76%
TOTAL ENTERPRISE FUNDS	**$ 94,470,333**	**$ 89,442,998**	**$ 97,685,205**	**$ 3,214,872**	**3.40%**
TOTAL GF,DEBT,RDA,ENTERPRISE	**$ 262,215,583**	**$ 253,062,459**	**$ 277,264,652**	**$ 15,049,069**	**5.74%**
INTERNAL SERVICE FUNDS*					
INFORMATION TECHNOLOGY	$ 10,502,542	$ 9,057,242	$ 11,003,795	$ 501,253	4.77%
RISK MANAGEMENT	14,010,148	13,056,355	14,101,455	91,307	0.65%
CENTRAL SERVICES	733,834	690,498	738,003	4,169	0.57%
PROPERTY MANAGEMENT	6,735,213	7,311,350	6,685,950	(49,263)	-0.73%
FLEET MANAGEMENT	5,448,031	6,441,698	5,366,265	(81,766)	-1.50%
TOTAL INTERNAL SERVICE FUNDS	**$ 37,429,768**	**$ 36,557,143**	**$ 37,895,468**	**$ 465,700**	**1.24%**

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

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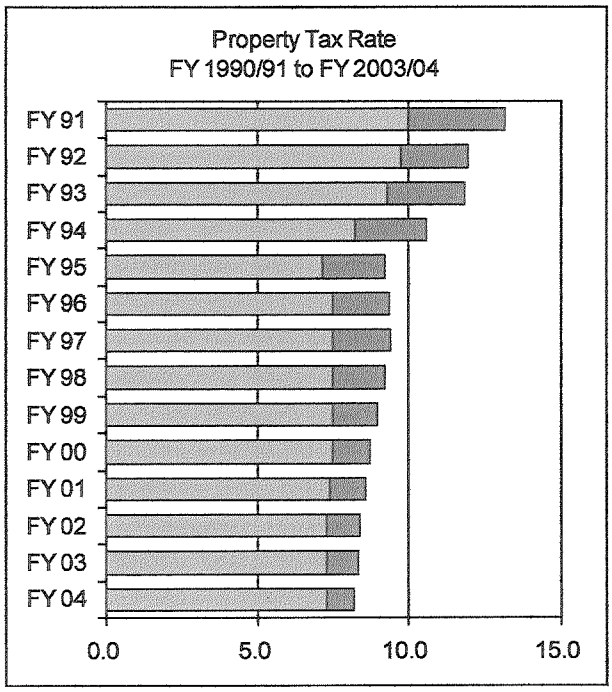
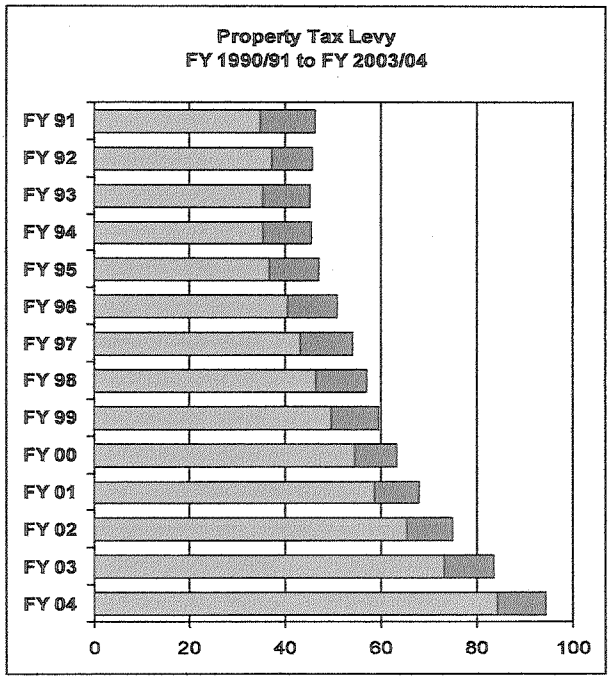
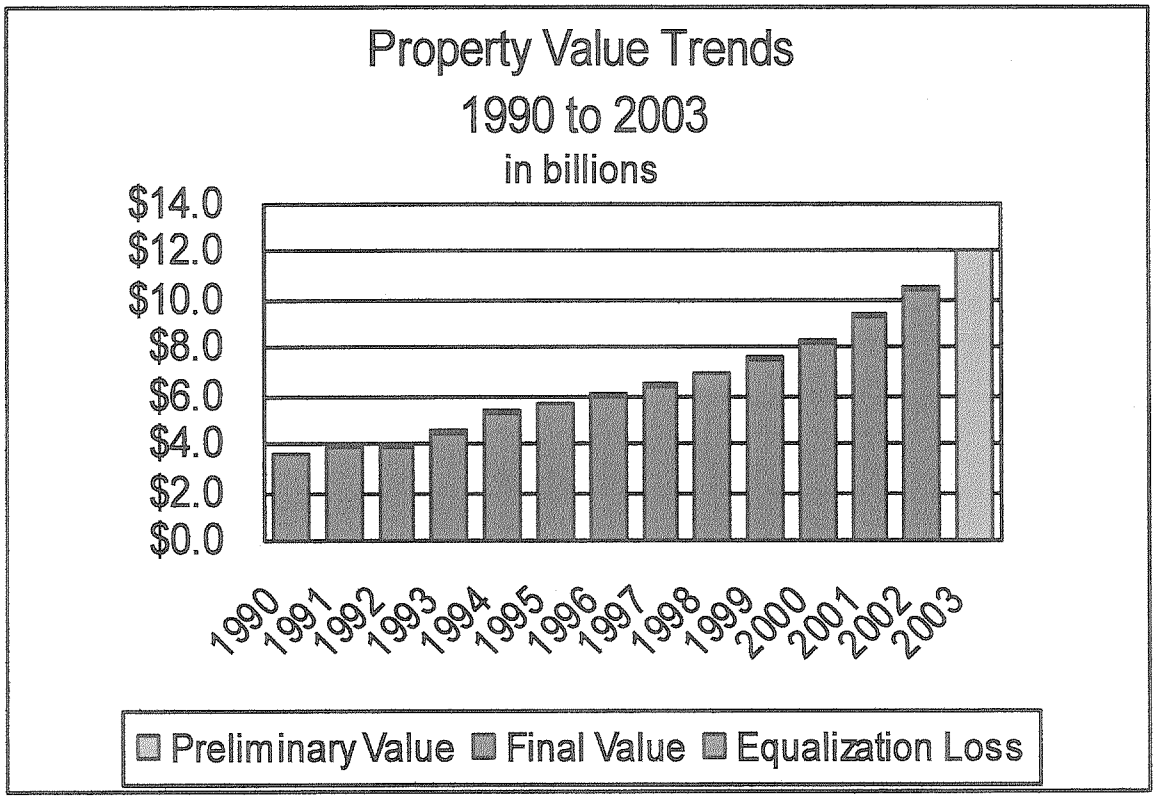

Property Tax Rate
FY 1990/91 to FY 2003/04
FY 91
FY 92
FY 93
FY 94
FY 95
FY 96
FY 97
FY 98
FY 99
FY 00
FY 01
FY 02
FY 03
FY 04
0.0
5.0
10.0
15.0


Property Tax Levy
FY 1990/91 to FY 2003/04
FY 91
FY 92
FY 93
FY 94
FY 95
FY 96
FY 97
FY 98
FY 99
FY 00
FY 01
FY 02
FY 03
FY 04
0
20
40
60
80
100


Property Value Trends
1990 to 2003
in billions
$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
Preliminary Value
Final Value
Equalization Loss

MILLAGE AND TAXABLE VALUE

The Miami-Dade County Property Appraiser determined that as of January 1, 2003, the certified taxable value for real and personal property within the City of Miami Beach is **$12,094,161,830.** This amount includes net new additions to the tax roll of $483,118,130 which is the largest increase this City has seen in its recent history. The 2003 Certification represents a 16.2% increase over the prior year's final value of $10,408,818,305 as certified by the Property Appraiser.

The table below illustrates the tax values for the previous three years and the Certification for 2003

	ACTUAL FY 2000/01	ACTUAL FY 2001/02	ACTUAL FY 2002/03	PRELIMINARY FY 2003/04
Existing Values	$8,148,287,051	$9,060,482,478	$10,254,350,584	$11,611,043,700
New Construction	219,161,487	338,232,674	305,716,104	483,118,130
Certified Taxable Value	$8,367,448,538	$9,398,715,152	$10,560,066,688	$12,094,161,830
% Change from PY Final Value	11.0%	14.4%	14.5%	16.2%
Less: Equalization Adjustments	$148,568,200	$175,300,851	$151,248,383	
Final Value	$8,218,880,338	$9,223,414,301	$10,408,818,305	*(See Note 1)*
% Change from PY Final Value	9.0%	12.2%	12.9%	
Value of 1 mill	$8,218,880	$9,223,414	$10,408,818	$12,094,162
96.5% Value (*See Note 2*)	$7,931,219	$8,900,595	$10,044,510	$11,670,866
Millage Levied by the City				
General Operating	7.399	7. 299	7.299	7.299
Debt Service	1.156	1. 077	1.023	0.874
Total Millage	8.555	8.376	8.322	8.173

Illustrated below is a comparison of the total millage rates and tax levy for FY 2002/03 (Final) and FY 2003/04 (Preliminary) including RDA.

(*See Note 3*)	Tax Rate			Tax Levy		
	FY 02/03	FY 03/04	Inc/(Dec)	FY 02/03	FY 03/04	Inc/(Dec)
General Operating	7.299	7.299	0.000	$73,314,878	$85,185,650	$11,870,772
Debt Service	1.023	0.874	(0.149)	10,275,534	10,200,337	(75,197)
TOTAL	8.322	8.173	(0.149)	$83,590,412	$95,385,987	$11,795,575

Notes:

1) *The final value for 2003 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 2003/04 tax rate is **1.123** mills, with a levy of $81,758.*

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REVENUE SUMMARY
& DETAILS

REVENUE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
GENERAL FUND						
OPERATING						
Ad Valorem Taxes (7.299)	$ 49,503,825	$ 53,877,791	$ 61,050,914	$ 59,858,497	$ 68,168,976	$ 7,118,062
Ad Valorem Taxes-Normandy Sh (1.123)	52,766	54,494	78,000	64,162	81,758	3,758
Other Taxes	19,717,141	20,385,551	19,464,517	19,951,090	19,443,050	(21,467)
Licenses and Permits	9,792,286	9,733,493	9,636,980	10,362,880	11,003,905	1,366,925
Intergovernmental	9,816,078	9,548,395	11,424,000	11,120,140	11,464,000	40,000
Charges for Services	1,691,794	1,760,346	4,749,650	4,635,523	5,925,965	1,176,315
Fines and Forfeits	1,742,578	1,704,958	1,573,000	1,789,932	1,758,677	185,677
Interest	5,833,735	2,790,260	4,662,500	1,848,273	2,800,000	(1,862,500)
Rents and Leases	1,395,174	1,446,707	1,964,582	2,275,854	2,477,385	512,803
Miscellaneous	3,739,793	6,303,196	6,228,625	5,681,128	6,080,374	(148,251)
Other - Resort Tax Contribution	11,624,658	15,031,450	16,318,450	16,318,450	16,318,450	0
Other Non-Operating Revenues	6,844,896	6,844,896	6,839,896	6,844,896	6,839,896	0
Fund Balance - Budget purposes	4,830,287	4,243,939	0	1,932,362	0	0
TOTAL	**$ 126,585,011**	**$ 133,725,476**	**$ 143,991,114**	**$ 142,683,187**	**$ 152,362,436**	**$ 8,371,322**
G.O. DEBT SERVICE FUND						
Ad Valorem Taxes (0.874)	$ 9,261,524	$ 9,644,645	$ 10,424,846	$ 10,237,793	$ 10,200,337	$ (224,509)
Other	561,049	102,449	0	15,605	0	0
TOTAL	**$ 9,822,573**	**$ 9,747,094**	**$ 10,424,846**	**$ 10,253,398**	**$ 10,200,337**	**$ (224,509)**
RDA FUNDS						
Property Taxes-RDA So. Pointe	$ 4,645,791	$ 5,330,776	$ 5,948,507	$ 5,832,404	$ 8,653,826	$ 2,705,319
Property Taxes-RDA City Center	5,139,973	6,297,471	7,380,783	7,241,232	8,362,848	982,065
TOTAL	**$ 9,785,764**	**$ 11,628,247**	**$ 13,329,290**	**$ 13,073,636**	**$ 17,016,674**	**$ 3,687,384**

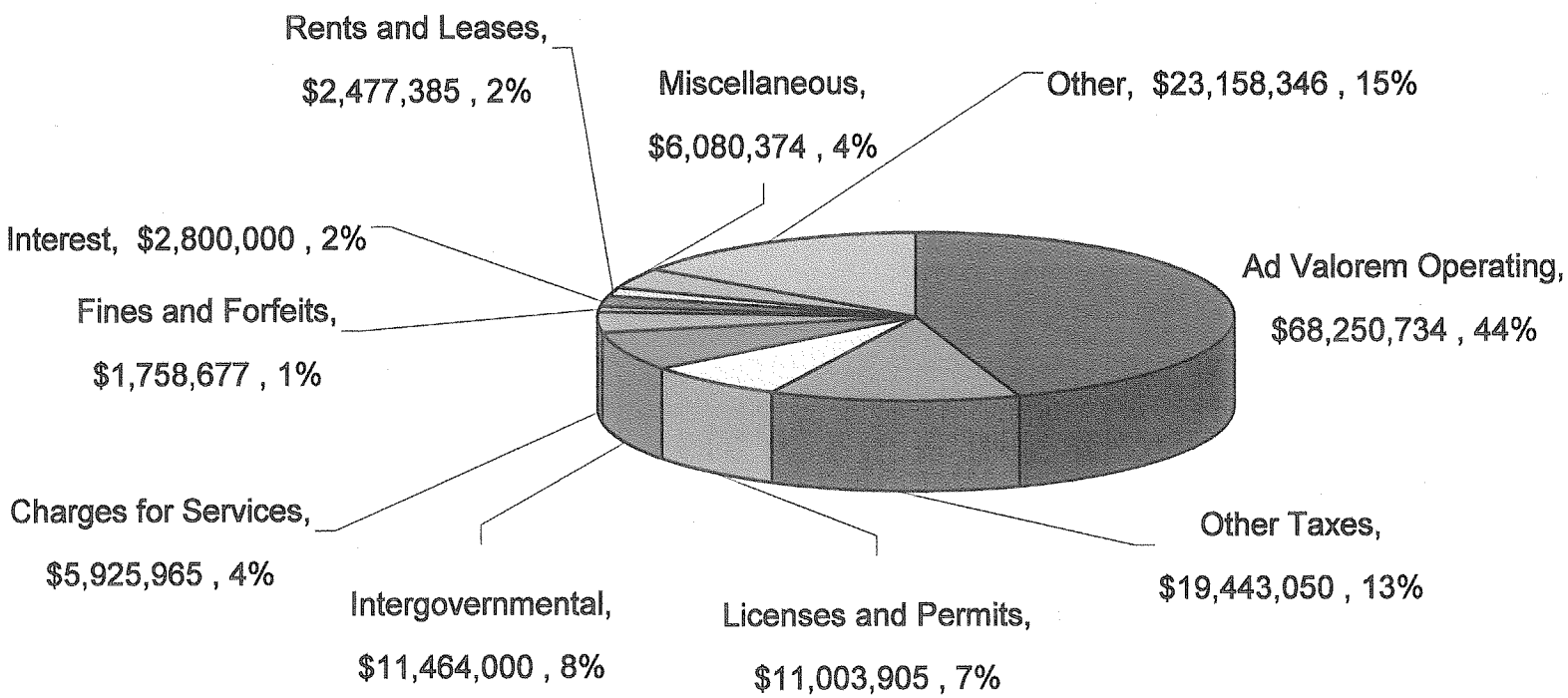
* See Notes to Revenues

REVENUE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
ENTERPRISE FUNDS						
Convention Center	$ 13,664,376	$ 12,266,239	$ 13,422,716	$ 13,760,354	$ 14,160,053	$ 737,337
Parking	21,480,960	20,704,207	19,586,828	20,725,103	20,715,501	1,128,673
Sanitation	5,812,837	5,917,248	6,639,049	6,692,240	7,055,545	416,496
Sewer Operations	26,851,169	26,027,587	28,271,930	27,284,174	28,694,036	422,106
Storm Water	3,740,218	5,424,343	7,220,000	7,702,574	7,905,000	685,000
Water Operations	17,882,511	18,043,379	19,329,810	18,461,247	19,155,070	(174,740)
TOTAL	**$ 89,432,071**	**$ 88,383,003**	**$ 94,470,333**	**$ 94,625,692**	**$ 97,685,205**	**$ 3,214,872**
INTERNAL SERVICE FUNDS						
Central Services	$ 649,578	$ 645,487	$ 733,834	$ 690,498	$ 738,003	$ 4,169
Fleet Management	8,283,674	8,738,888	5,448,031	6,441,698	5,366,265	(81,766)
Information Technology	7,384,472	9,734,733	10,502,542	9,057,242	11,003,795	501,253
Property Management	5,082,477	6,333,139	6,735,213	7,311,350	6,685,950	(49,263)
Risk Management	11,263,961	12,984,131	14,010,148	13,056,355	14,101,455	91,307
TOTAL	**$ 32,664,162**	**$ 38,436,378**	**$ 37,429,768**	**$ 36,557,143**	**$ 37,895,468**	**$ 465,700**
TOTAL ALL FUNDS	**$ 268,289,581**	**$ 281,920,198**	**$ 299,645,351**	**$ 297,193,056**	**$ 315,160,120**	**$ 15,514,769**

* See Notes to Revenues

FY 2004 Adopted
General Fund Revenues
$152,362,436



General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
AD VALOREM TAXES *						
Property Taxes (7.299)	$ 49,503,825	$ 53,877,791	$ 61,050,914	$ 59,858,497	$ 68,168,976	$ 7,118,062
Property Taxes-Norm Sh (1.123)	52,766	54,494	78,000	64,162	81,758	3,758
TOTAL	$ 49,556,591	$ 53,932,285	$ 61,128,914	$ 59,922,659	$ 68,250,734	$ 7,121,820
OTHER TAXES						
FRANCHISE TAXES						
Electricity	$ 4,956,804	$ 5,266,237	$ 5,100,000	$ 5,856,312	$ 5,100,000	$ 0
Telephone	272,320	23,015	245,000	0	20,000	(225,000)
Gas	767,812	449,035	540,750	533,019	540,750	0
Cable T.V.	680,493	884,184	841,000	847,678	871,000	30,000
Cable T.V.-Settlement	722,905	0	0	0	0	0
Waste Contractors *						
Lazaro's Waste	24,732	17,833	7,667	9,395	0	(7,667)
Davis Sanitation	34,372	21,827	11,200	17,520	0	(11,200)
Waste Management	401,959	260,630	134,500	152,899	0	(134,500)
Browning Ferris	152,557	114,503	52,500	52,546	0	(52,500)
Subtotal	$ 8,013,954	$ 7,037,264	$ 6,932,617	$ 7,469,369	$ 6,531,750	$ (400,867)
UTILITY TAXES						
Electricity	$ 6,615,574	$ 6,898,742	$ 7,004,000	$ 7,111,342	$ 7,004,000	$ 0
Telephone *						
A.T. & T.	96,187	528,469	220,000	342,306	530,000	310,000
A.T. & T. Wireless	395,963	417,049	420,000	317,416	420,000	0
BellSouth	1,802,335	2,071,934	1,912,000	1,560,426	1,712,000	(200,000)
Other-Telephone Co.'s	1,333,299	2,381,725	1,700,000	2,057,333	2,100,000	400,000
Other-Hotels	199,385	11,979	270,000	78,763	15,000	(255,000)
E-911 Telephone	465,827	422,250	480,000	494,014	480,000	0
E-911 wireless telephone	157,734	124,123	0	0	124,000	124,000
Gas						
Peoples	623,827	482,687	515,000	509,058	515,000	0
Other-Companies	10,996	6,233	8,300	7,931	8,300	0
Fuel Oil	2,060	3,096	2,600	3,132	3,000	400
Subtotal	$ 11,703,187	$ 13,348,287	$ 12,531,900	$ 12,481,721	$ 12,911,300	$ 379,400
TOTAL	$ 19,717,141	$ 20,385,551	$ 19,464,517	$ 19,951,090	$ 19,443,050	$ (21,467)

* See Notes to Revenues

General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
LICENSES AND PERMITS						
BUSINESS LICENSES						
City Occupational Licenses *	$ 2,896,085	$ 3,036,650	$ 2,911,780	$ 3,045,627	$ 3,204,555	$ 292,775
County Occupational Licenses	148,868	179,471	145,000	213,856	145,000	0
Subtotal	$ 3,044,953	$ 3,216,121	$ 3,056,780	$ 3,259,483	$ 3,349,555	$ 292,775
PERMITS *						
Building	$ 2,568,373	$ 2,314,961	$ 2,500,000	$ 2,521,065	$ 2,875,000	$ 375,000
Building Recertification	9,100	20,500	11,000	12,500	17,250	6,250
Certificate of Completion	66,875	84,996	60,000	74,386	84,000	24,000
Certificate of Occupancy	139,210	379,264	150,000	313,271	172,500	22,500
Certificate of Use	390,708	367,695	370,500	164,613	407,500	37,000
Demolition	10,270	66,310	10,000	62,440	11,500	1,500
Electrical	705,948	537,619	800,000	893,957	820,000	20,000
Elevator Inspection	335,626	413,017	350,000	191,644	410,000	60,000
False Alarm Permit/Fee	3,000	11,420	5,000	650	5,000	0
Fire Inspection	345,792	333,605	340,000	138,906	439,800	99,800
Fire Plan Review	155,695	144,321	140,000	203,020	166,000	26,000
Garage Sale	4,912	4,075	4,200	4,518	4,200	0
Marine	4,692	6,853	6,000	9,807	6,500	500
Mechanical	433,496	322,400	400,000	553,283	475,000	75,000
Plans Review/Planning	84,613	83,956	80,000	91,960	80,000	0
Plumbing	652,985	523,349	600,000	856,047	705,000	105,000
Police Towing	90,830	90,540	112,500	117,995	112,500	0
Sidewalk *	446,253	449,856	425,000	477,848	551,600	126,600
Special Events	136,486	149,332	75,000	179,819	100,000	25,000
Work in right-of-way	142,827	190,964	125,000	147,761	195,000	70,000
Other	19,642	22,339	16,000	87,907	16,000	0
Subtotal	$ 6,747,333	$ 6,517,372	$ 6,580,200	$ 7,103,397	$ 7,654,350	$ 1,074,150
TOTAL	$ 9,792,286	$ 9,733,493	$ 9,636,980	$ 10,362,880	$ 11,003,905	$ 1,366,925

* See Notes to Revenues

General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
INTERGOVERNMENTAL REVENUES						
STATE REVENUE SHARING						
Sales Tax Proceeds	$ 1,256,355	$ 1,291,602	$ 1,232,000	$ 1,279,144	$ 1,317,000	$ 85,000
Local Option Gas Tax (6 cents)	1,344,508	1,261,070	1,242,000	1,291,119	1,280,000	38,000
Local Option Gas Tax (3 cents)	567,018	528,610	525,000	538,170	525,000	0
LOGT/School Guards	62,159	46,378	60,000	34,466	50,000	(10,000)
Convention Development Tax *	0	340,000	1,840,000	1,840,000	1,840,000	0
Motor Fuel Tax	703,602	710,968	675,000	718,114	732,000	57,000
Liquor Licenses	194,399	192,831	175,000	176,172	195,000	20,000
Local Gov't 1/2 Cent Sales Tax *	5,617,346	5,123,551	5,600,000	5,150,881	5,450,000	(150,000)
Firefighters Supplemental	70,691	53,385	75,000	92,074	75,000	0
TOTAL	$ 9,816,078	$ 9,548,395	$ 11,424,000	$ 11,120,140	$ 11,464,000	$ 40,000
CHARGES FOR SERVICE						
GENERAL GOVERNMENT						
Photocopies	$ 64,774	$ 49,485	$ 69,000	$ 47,639	$ 69,000	$ 0
Passport Application Fees *	0	0	200,000	54,695	50,000	(150,000)
Concurrency Statement Fees	6,305	94,695	50,000	110,800	50,000	0
Microfilm - Building	19,290	14,885	15,000	15,155	15,000	0
Subtotal	$ 90,369	$ 159,065	$ 334,000	$ 228,289	$ 184,000	$ (150,000)
PUBLIC SAFETY						
Fire-Rescue	$ 1,104,507	$ 1,063,020	$ 1,278,000	$ 1,110,576	$ 1,200,000	$ (78,000)
Off Duty Admin - Police	285,830	274,365	462,000	393,604	395,000	(67,000)
Off Duty Admin - Fire	27,075	22,710	23,000	20,123	23,000	0
Hazardous Materials *	0	0	0	0	40,000	40,000
Subtotal	$ 1,417,412	$ 1,360,095	$ 1,763,000	$ 1,524,303	$ 1,658,000	$ (105,000)
CULTURE AND RECREATION						
Pools *	$ 4,824	$ 20,260	$ 5,000	$ 63,023	$ 228,500	$ 223,500
Tennis Centers	130,516	116,657	80,000	47,928	48,000	(32,000)
Youth Center *	32,266	32,505	26,400	31,610	30,000	3,600
After School Programs *	0	0	0	0	197,500	197,500
Summer Camps	0	0	0	0	171,000	171,000
Park sponsorships	0	0	250,000	0	250,000	0
Miami Beach Golf Club *	0	0	2,283,750	2,699,311	3,132,465	848,715
Community Centers	5,160	2,866	5,000	1,740	1,500	(3,500)
Rentals/Classes	1,227	67,798	2,500	38,419	25,000	22,500
N. Shore Open Space - Admissions	10,020	1,100	0	900	0	0
Subtotal	$ 184,013	$ 241,186	$ 2,652,650	$ 2,882,931	$ 4,083,965	$ 1,431,315
TOTAL	$ 1,691,794	$ 1,760,346	$ 4,749,650	$ 4,635,523	$ 5,925,965	$ 1,176,315

* See Notes to Revenues

General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
FINES AND FORFEITS						
County Court Fines - Traffic	$ 728,886	$ 628,005	$ 716,000	$ 540,711	$ 650,000	$ (66,000)
Parking/School Guards	51,824	44,171	55,000	54,311	55,000	0
Traffic Ticket Surcharge *	0	0	0	0	45,000	45,000
Cost Recovery-Police *	0	0	0	0	38,000	38,000
False Alarm Fines	37,505	25,000	30,000	41,225	40,000	10,000
Code Enforcement Violations *	628,970	817,683	520,000	752,332	600,000	80,000
Building Code Violations *	147,648	117,442	140,000	74,791	224,677	84,677
Fire Code Violations	121,293	65,621	95,000	302,483	95,000	0
Fire Overcrowding Fines	4,000	6,100	5,000	10,720	5,000	0
Requests for Appeals	850	0	2,000	0	1,000	(1,000)
Other	21,602	936	10,000	13,359	5,000	(5,000)
TOTAL	$ 1,742,578	$ 1,704,958	$ 1,573,000	$ 1,789,932	$ 1,758,677	$ 185,677
INTEREST EARNINGS *						
Interest Earnings	$ 5,356,599	$ 2,654,301	$ 4,423,390	$ 1,743,814	$ 2,560,890	$ (1,862,500)
Interest other	387,156	110,839	159,406	83,467	159,406	0
Administrative Fees	89,980	25,120	79,704	20,992	79,704	0
TOTAL	$ 5,833,735	$ 2,790,260	$ 4,662,500	$ 1,848,273	$ 2,800,000	$ (1,862,500)
RENTS AND LEASES						
Air Rights Lease	$ 40,625	$ 40,625	$ 40,625	$ 44,010	$ 40,625	$ 0
Concert Association	9,362	5,215	0	0	0	0
Bus Shelters	255,292	204,486	214,000	274,834	250,000	36,000
South Pointe Park Restaurant	242,206	252,322	260,000	354,810	350,000	90,000
Golf - Management Agreement	203,801	41,000	0	48,000	72,000	72,000
Park One Development Agreement	0	0	56,000	65,958	56,000	0
Lincoln Place Development Agreement	0	0	115,000	81,250	115,000	0
The Lincoln Development Agreement	0	0	142,000	31,250	142,000	0
Historic City Hall Building	49,410	55,137	125,000	326,429	170,760	45,760
777 Building *	0	235,882	208,332	468,408	332,000	123,668
Penrod's Pier Park Restaurant *	372,408	387,046	580,625	429,737	720,000	139,375
Seawall and Outlots	30,000	33,000	33,000	37,835	39,000	6,000
Rental City Prop-Other Funds	192,070	191,994	190,000	113,333	190,000	0
TOTAL	$ 1,395,174	$ 1,446,707	$ 1,964,582	$ 2,275,854	$ 2,477,385	$ 512,803

* See Notes to Revenues

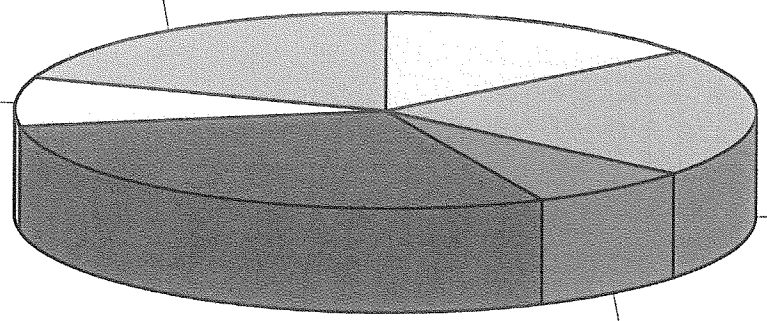
General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
MISCELLANEOUS						
Bond Issuance Fee	$ 0	$ 0	$ 90,000	$ 100,000	$ 0	$ (90,000)
Cost Allocation - CIP & Environm *	485,145	2,474,955	2,540,089	1,721,231	2,597,710	57,621
So Point RDA - Management Fee	414,000	414,000	414,000	414,000	414,000	0
City Ctr RDA - Management Fee	414,000	414,000	414,000	414,000	414,000	0
Concessions						
Other	0	0	10,000	0	0	(10,000)
Miami-Metro Vending	22,052	27,230	31,000	20,382	31,000	0
Boucher Brothers - Beachfront	218,664	344,510	382,000	377,360	400,000	18,000
Beachfront - Other	69,445	6,390	65,000	967	10,000	(55,000)
Road Impact Fee Reimbursement	23,827	27,654	20,000	37,922	30,000	10,000
Sale of City Property	318,549	448,005	10,000	0	10,000	0
Cable settlement (portion of $125K)	0	198,268	52,300	0	19,000	(33,300)
Telephone-Coin Operated commission	8,295	880	7,000	625	0	(7,000)
Planning Application Fees	213,233	146,872	170,000	181,273	180,000	10,000
Beach Access	39,150	18,500	60,000	27,725	37,000	(23,000)
Design Review Fee	96,608	84,198	85,000	73,447	85,000	0
Lien Letter	43,264	45,413	56,000	93,477	56,000	0
FL Dept of Trans - Reimb	300,000	375,000	300,000	225,000	300,000	0
Self-Insurance Reimbursement	471,094	471,094	471,094	471,094	537,506	66,412
Parking Reimb - Transportation/Conc	0	0	550,000	550,000	550,000	0
Interlocal Legal Dept Reimb	57,015	0	0	70	0	0
FOP car user fee	153,281	156,578	160,000	160,761	170,000	10,000
All Other	392,171	649,649	341,142	811,794	239,158	(101,984)
TOTAL	$ 3,739,793	$ 6,303,196	$ 6,228,625	$ 5,681,128	$ 6,080,374	$ (148,251)

* See Notes to Revenues

General Fund Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
OTHER						
INTERFUND TRANSFERS						
Convention Center - Mgmt Fee	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 700,000	$ 0
Water and Sewer - Mgmt Fee	2,894,896	2,894,896	2,894,896	2,894,896	2,894,896	0
Parking - Management Fee	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	0
Sanitation - Management Fee	250,000	250,000	250,000	250,000	250,000	0
Storm Sewer - Management Fee	250,000	250,000	250,000	250,000	250,000	0
Internal Service Funds - Mgmt Fee	375,000	375,000	375,000	375,000	375,000	0
Resort Tax - Mgmt Fee	75,000	75,000	70,000	75,000	70,000	0
Resort Tax *	11,624,658	15,031,450	16,318,450	16,318,450	16,318,450	0
FUND BALANCE						
General Fund Balance-Budget purposes	4,830,287	4,243,939	0	1,932,362	0	0
TOTAL	$ 23,299,841	$ 26,120,285	$ 23,158,346	$ 25,095,708	$ 23,158,346	$ 0
TOTAL - GENERAL FUND	**$ 126,585,011**	**$ 133,725,476**	**$ 143,991,114**	**$ 142,683,187**	**$ 152,362,436**	**$ 8,371,322**
G.O. DEBT SERVICE FUND						
Ad Valorem Property Taxes (0.874)	$ 9,261,524	$ 9,644,645	$ 10,424,846	$ 10,237,793	$ 10,200,337	$ (224,509)
Other	561,049	102,449	0	15,605	0	0
TOTAL - G.O. DEBT SERVICE FUND	**$ 9,822,573**	**$ 9,747,094**	**$ 10,424,846**	**$ 10,253,398**	**$ 10,200,337**	**$ (224,509)**
RDA FUNDS						
AD VALOREM TAXES *						
Property Taxes-RDA So. Pointe	$ 4,645,791	$ 5,330,776	$ 5,948,507	$ 5,832,404	$ 8,653,826	$ 2,705,319
Property Taxes-RDA City Center	5,139,973	6,297,471	7,380,783	7,241,232	8,362,848	982,065
TOTAL - RDA FUNDS	**$ 9,785,764**	**$ 11,628,247**	**$ 13,329,290**	**$ 13,073,636**	**$ 17,016,674**	**$ 3,687,384**

* See Notes to Revenues

FY 2004 Adopted
Enterprise Fund Revenues
$97,685,205



Enterprise Funds Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
CONVENTION CENTER/TOPA						
CHARGES FOR SERVICES						
Rents and Leases	$ 5,302,744	$ 4,654,252	$ 4,160,012	$ 4,220,286	$ 4,896,517	$ 736,505
Concessions	1,683,341	1,029,701	873,646	1,313,578	1,080,611	206,965
Telephones	662,279	379,444	539,535	318,876	382,050	(157,485)
Electrical Income	1,328,669	864,496	946,891	860,905	1,049,692	102,801
Services	798,965	655,859	447,888	709,663	514,602	66,714
Miscellaneous & Other	545,976	686,988	471,663	493,669	452,731	(18,932)
Subtotal	$ 10,321,974	$ 8,270,740	$ 7,439,635	$ 7,916,977	$ 8,376,203	$ 936,568
OTHER						
Convention Development Tax	$ 1,500,000	$ 2,500,000	$ 2,660,000	$ 2,660,000	$ 2,660,000	$ 0
Interest Earnings	195,322	68,305	166,942	27,238	48,850	(118,092)
Retained Earnings	1,647,080	1,427,194	3,156,139	3,156,139	3,075,000	(81,139)
Subtotal	$ 3,342,402	$ 3,995,499	$ 5,983,081	$ 5,843,377	$ 5,783,850	$ (199,231)
TOTAL	$ 13,664,376	$ 12,266,239	$ 13,422,716	$ 13,760,354	$ 14,160,053	$ 737,337
PARKING						
CHARGES FOR SERVICES						
Meters	$ 9,669,024	$ 9,839,687	$ 8,947,691	$ 10,258,064	$ 9,875,046	$ 927,355
Parking Citations	3,462,145	2,932,229	3,050,000	2,839,967	3,000,000	(50,000)
Attended Parking	1,683,230	1,634,882	1,529,910	1,646,259	1,635,896	105,986
Permits	634,031	763,150	608,800	481,881	625,000	16,200
Preferred Lot	496,674	503,498	487,720	579,129	519,932	32,212
Garages	3,681,154	3,646,358	3,766,888	3,642,451	3,725,053	(41,835)
Space Rental	224,015	266,584	225,000	379,650	266,584	41,584
Valet	327,489	414,026	310,000	377,434	410,000	100,000
Towing Fees	154,372	123,828	100,000	206,506	120,000	20,000
Subtotal	$ 20,332,134	$ 20,124,242	$ 19,026,009	$ 20,411,341	$ 20,177,511	$ 1,151,502
OTHER						
Interest Earnings	$ 1,034,377	$ 441,743	$ 500,000	$ 308,939	$ 340,000	$ (160,000)
Miscellaneous	114,449	138,222	60,819	4,823	197,990	137,171
Subtotal	$ 1,148,826	$ 579,965	$ 560,819	$ 313,762	$ 537,990	$ (22,829)
TOTAL	$ 21,480,960	$ 20,704,207	$ 19,586,828	$ 20,725,103	$ 20,715,501	$ 1,128,673

* See Notes to Revenues

Enterprise Funds Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
SANITATION						
CHARGES FOR SERVICES						
Sanitation Fees	$ 2,704,107	$ 2,711,275	$ 2,774,865	$ 2,715,835	$ 2,821,444	$ 46,579
Franchise Tax-Waste Contractors *	613,619	799,754	1,235,202	1,358,669	1,799,038	563,836
Franchise Tax-Right of Way	218,263	253,839	234,040	237,377	253,833	19,793
Trash Removal	22,002	18,252	21,500	7,436	21,500	0
Roll Off	518,508	408,189	420,000	367,988	318,000	(102,000)
Impact Fee Construction	569,097	513,526	594,000	706,012	600,000	6,000
Impact Fee Commercial	665,935	727,013	600,000	624,179	719,188	119,188
Violations/Fines	59,123	62,412	75,000	79,828	75,000	0
Subtotal	$ 5,370,654	$ 5,494,260	$ 5,954,607	$ 6,097,324	$ 6,608,003	$ 653,396
OTHER						
Retained Earnings	$ 0	$ 0	$ 272,900	$ 199,467	$ 36,000	$ (236,900)
Interest Earnings/Miscellaneous	60,641	41,446	30,000	13,907	30,000	0
Stormwater Fund Contribution	381,542	381,542	381,542	381,542	381,542	0
Subtotal	$ 442,183	$ 422,988	$ 684,442	$ 594,916	$ 447,542	$ (236,900)
TOTAL	$ 5,812,837	$ 5,917,248	$ 6,639,049	$ 6,692,240	$ 7,055,545	$ 416,496
SEWER OPERATIONS						
CHARGES FOR SERVICES						
Sewer User Fees *	$ 23,519,639	$ 22,725,080	$ 24,735,000	$ 24,169,961	$ 23,825,000	$ (910,000)
Sewer Connection Fees	49,144	36,781	50,000	52,800	65,000	15,000
Sewer Fees - Cities	2,232,488	2,832,802	2,400,000	2,654,265	3,080,000	680,000
Subtotal	$ 25,801,271	$ 25,594,663	$ 27,185,000	$ 26,877,026	$ 26,970,000	$ (215,000)
OTHER						
Interest Earnings	$ 489,467	$ 135,260	$ 350,000	$ 64,282	$ 95,000	$ (255,000)
Miscellaneous	560,431	297,664	225,000	151,335	530,000	305,000
Retained Earnings	0	0	511,930	191,531	1,099,036	587,106
Subtotal	$ 1,049,898	$ 432,924	$ 1,086,930	$ 407,148	$ 1,724,036	$ 637,106
TOTAL	$ 26,851,169	$ 26,027,587	$ 28,271,930	$ 27,284,174	$ 28,694,036	$ 422,106

* See Notes to Revenues

Enterprise Funds Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Adp 04 - Adp 03 Variance
STORMWATER						
Stormwater Fees *	$ 3,433,171	$ 5,230,566	$ 7,020,000	$ 7,622,002	$ 7,730,000	$ 710,000
Interest Earnings	188,669	79,462	85,000	49,363	60,000	(25,000)
Other	118,378	114,315	115,000	31,209	115,000	0
TOTAL	$ 3,740,218	$ 5,424,343	$ 7,220,000	$ 7,702,574	$ 7,905,000	$ 685,000
WATER OPERATIONS						
CHARGES FOR SERVICES						
Water Sales *	$ 16,673,798	$ 17,222,187	$ 17,485,000	$ 17,032,308	$ 17,590,000	$ 105,000
Firelines	118,300	155,200	125,000	68,557	125,000	0
Water Connection Fees	2,700	1,376	5,000	62,817	5,000	0
Water Tapping	157,960	210,683	175,000	218,991	200,000	25,000
Subtotal	$ 16,952,758	$ 17,589,446	$ 17,790,000	$ 17,382,673	$ 17,920,000	$ 130,000
OTHER						
Interest Earnings	$ 263,559	$ 72,832	$ 200,000	$ 36,742	$ 32,000	$ (168,000)
Miscellaneous	666,194	381,101	250,000	130,317	500,000	250,000
Retained Earnings	0	0	1,089,810	911,515	703,070	(386,740)
Subtotal	$ 929,753	$ 453,933	$ 1,539,810	$ 1,078,574	$ 1,235,070	$ (304,740)
TOTAL	$ 17,882,511	$ 18,043,379	$ 19,329,810	$ 18,461,247	$ 19,155,070	$ (174,740)
TOTAL - ENTERPRISE FUNDS	**$ 89,432,071**	**$ 88,383,003**	**$ 94,470,333**	**$ 94,625,692**	**$ 97,685,205**	**$ 3,214,872**

* See Notes to Revenues

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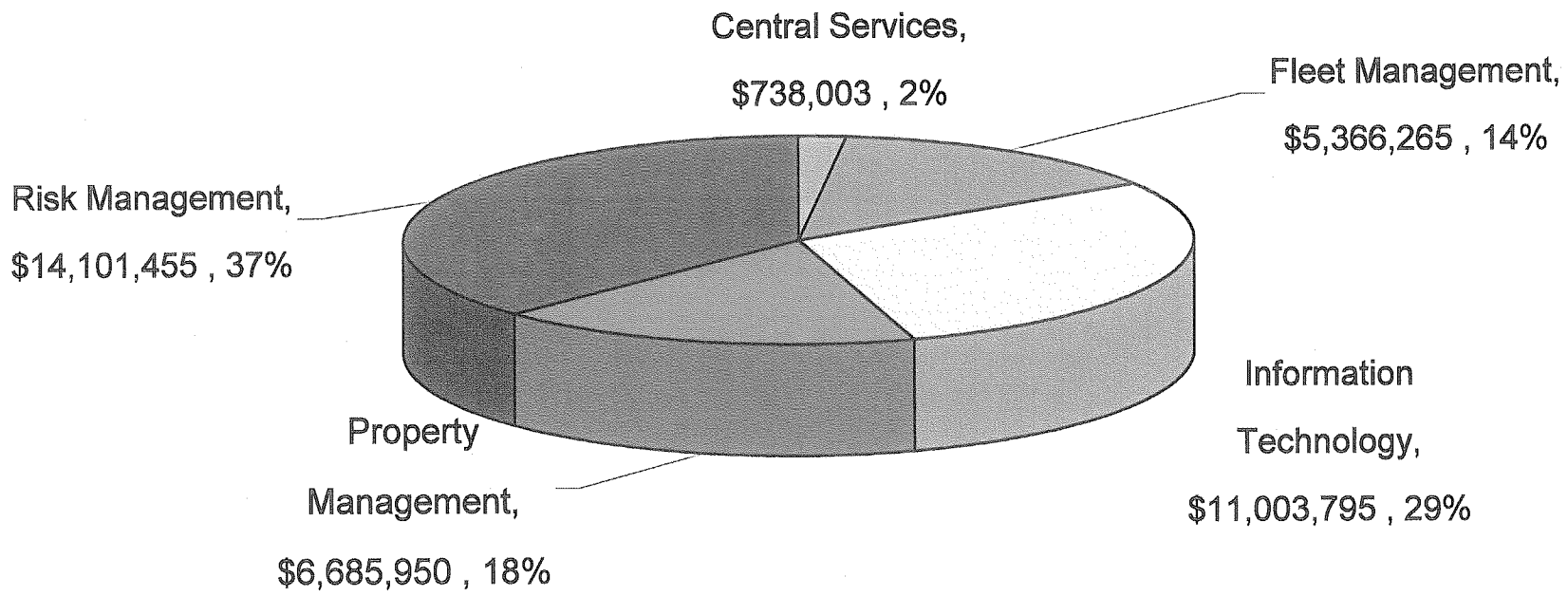
FY 2004 Adopted
Internal Service Fund Revenues
$37,895,468



Internal Service Funds Detail Comparison by Category	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Prop 04 - Adp 03 Variance
CENTRAL SERVICES						
Inter-Departmental Charges	$ 585,248	$ 684,536	$ 725,834	$ 666,584	$ 735,503	$ 9,669
Interest Earning/Other	14,822	18,176	5,000	2,929	2,500	(2,500)
Retained Earnings	49,508	(57,225)	3,000	20,985	0	(3,000)
TOTAL	$ 649,578	$ 645,487	$ 733,834	$ 690,498	$ 738,003	$ 4,169
FLEET MANAGEMENT						
Inter-Departmental Charges	$ 5,512,420	$ 5,676,689	$ 4,851,104	$ 4,899,837	$ 4,840,444	$ (10,660)
Sale of City Property	76,538	129,279	210,000	199,087	220,000	10,000
Motor Fuel Refund	79,645	83,604	85,000	78,030	85,000	0
Interest Earnings/Other	822,645	1,929,804	246,927	127,732	148,321	(98,606)
Retained Earnings	1,792,426	919,512	55,000	1,137,012	72,500	17,500
TOTAL	$ 8,283,674	$ 8,738,888	$ 5,448,031	$ 6,441,698	$ 5,366,265	$ (81,766)
INFORMATION TECHNOLOGY						
Inter-Departmental Charges *	$ 6,408,798	$ 7,436,191	$ 8,086,542	$ 7,086,543	$ 8,390,795	$ 304,253
Interest Earnings/Other	972,647	397,741	175,000	78,759	80,000	(95,000)
Retained Earnings	3,027	1,900,801	2,241,000	1,891,940	2,533,000	292,000
TOTAL	$ 7,384,472	$ 9,734,733	$ 10,502,542	$ 9,057,242	$ 11,003,795	$ 501,253
PROPERTY MANAGEMENT						
Inter-Departmental Charges *	$ 4,796,780	$ 5,658,223	$ 5,784,186	$ 6,362,844	$ 6,025,213	$ 241,027
Interest Earning/Other	221,060	569,996	625,078	365,310	645,737	20,659
Retained Earnings	64,637	104,920	325,949	583,196	15,000	(310,949)
TOTAL	$ 5,082,477	$ 6,333,139	$ 6,735,213	$ 7,311,350	$ 6,685,950	$ (49,263)
RISK MANAGEMENT						
Inter-Departmental Charges *	$ 9,244,034	$ 10,137,125	$ 12,631,148	$ 11,714,691	$ 13,022,455	$ 391,307
Interest Earning/Other	712,025	829,745	200,000	292,323	100,000	(100,000)
Retained Earnings	1,307,902	2,017,261	1,179,000	1,049,341	979,000	(200,000)
TOTAL	$ 11,263,961	$ 12,984,131	$ 14,010,148	$ 13,056,355	$ 14,101,455	$ 91,307
TOTAL-INTERNAL SERVICE FUNDS	**$ 32,664,162**	**$ 38,436,378**	**$ 37,429,768**	**$ 36,557,143**	**$ 37,895,468**	**$ 465,700**

* See Notes to Revenues

NOTES TO REVENUES*

GENERAL FUND CATEGORIES

TAXES

Ad Valorem	Estimated property tax proceeds of $85,185,650 is based on an operating millage rate of 7.299 mills which is the same as the prior year, and 11.8% greater than the roll-back rate of 6.527. As provided by State Statute, the value of the mill is discounted to 96.5% to account for early payment discounts, delinquencies, etc. The South Pointe Redevelopment Agency (RDA) and the City Center RDA receive $8,653,826 and $8,362,848, respectively, from the total tax proceeds of $85,185,650. **This leaves a net to the General Fund of $68,168,976 (See RDA Funds).** An operating millage of 1.123 mills is levied for the Normandy Shores Dependent Taxing District to provide homeowners with guard services and an electronic gate system. This millage is expected to generate $81,758 towards this service.
Waste Contractors	The General Fund will no longer receive this Franchise Tax – See Sanitation Fund.
Utility Taxes	Projected increase of $379,400 expected due to re-categorizing of telephone franchise tax and moderately improved business environment.

LICENSES AND PERMITS

City Occupational Licenses	Increase of approximately $293,000 over FY 03 budget is anticipated primarily due to proposed increase in fees
Building & Trade	Revenues are expected to increase 15% due to proposed increases to the fee schedule.
Sidewalk	Reflects proposed increase of $2.50 per square foot (from $10.00 to $12.50) of sidewalk use.

INTERGOVERNMENTAL REVENUES

Convention Development Tax	Due to the recent interlocal agreement with Miami-Dade County, the City will receive $4,500,000 of which $1,840,000 will be deposited in the General Fund, and used primarily to fund the eligible costs at the Garden Center and the Bass Museum of Art.
Local Gov't ½ Cent Sales Tax	Reflects recent economic activity.

NOTES TO REVENUES*

CHARGES FOR SERVICES

Passport Application Fees	FY 03/04 estimates based on moderately lower activity levels.
Hazardous Materials	Related to special fees established to monitor and control the quantities of hazardous materials contained on business premises.
Recreation Fees	Increases in anticipated revenues due to proposed adjustments in fee schedule.
Miami Beach Golf Club	Revenues estimated for a full year of operation.

FINES & FORFEITS

Traffic Ticket Surcharge Cost Recovery – Police	Due to execution of Inter-local agreement Miami-Dade County.
Building Code Violations	Anticipated revenue increase reflects more proactive enforcement, with the addition of a Sr. Building Inspector.

INTEREST EARNINGS

Interest Earnings	Estimated revenue ($2,800,000) reflects the declining interest rate environment and the shorter life of our investment portfolio.

RENTS AND LEASES

777 Building	These revenues offset the costs of Common Area Maintenance, Taxes, Insurance, and debt service.
Penrod's Pier Park Rest.	Revenues reflect recent improvement in business activity.

MISCELLANEOUS

Cost Allocations: CIP & Environm	This revenue is derived from charges to capital projects to reimburse the General Fund for the CIP Department, and the Environmental Resource Management Division.

OTHER

Resort Tax	Resort Tax revenues of $16,318,450 to the General Fund support Beach Patrol and other tourism related citywide expenditures, such as: Cultural Arts Council, Police, Fire, and the South Beach area enhancements.

NOTES TO REVENUES*

DEBT SERVICE

Property Taxes	Required principal and interest payments of $10,200,337 requires a debt service millage rate of 0.874. As provided by State Statute, the value of the mill is discounted at 96.5% to account for early payment discounts, delinquencies, etc.

ENTERPRISE FUNDS

Sanitation	In FY 03/04 the Franchise Tax charged to Waste Contractors will increase to 16%. The Sanitation Fund will receive 14% plus receives the additional 2% currently allocated to the General Fund.
Sewer and Water	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.
Stormwater	A rate increase of $0.30 per equivalent residential unit (ERU) is budgeted to pay for the debt service of the Stormwater Revenue Bonds.

INTERNAL SERVICE FUNDS

Information Technology	Interdepartmental charges augmented due to salary & benefit increases and additional systems' maintenance contracts.

EXPENSE SUMMARY
Comparison by Fund and Major Category

ALL FUNDS	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
General Fund	$120,510,394	$128,484,761	$143,991,114	$140,585,546	$152,362,436	$8,371,322
G.O. Debt Service Fund	9,317,414	9,748,150	10,424,846	9,927,087	10,200,337	(224,509)
Enterprise Funds	79,553,035	85,972,173	94,470,333	89,442,998	97,685,205	3,214,872
Internal Service Funds	32,662,209	38,441,864	37,429,768	36,557,143	37,895,468	465,700
TOTAL ALL FUNDS	**$242,043,052**	**$262,646,948**	**$286,316,061**	**$276,512,774**	**$298,143,446**	**$11,827,385**

Salaries & Benefits	$101,227,997	$113,176,390	$127,870,378	$128,815,652	$136,336,674	$8,466,296
Operating Expenses	78,681,470	79,704,128	84,152,701	79,668,352	84,865,077	712,376
Normandy Shores	94,650	94,650	120,000	120,000	125,800	5,800
Renewal & Replacement	10,629,551	11,109,538	10,361,028	9,899,653	10,601,756	240,728
Operating Contingency	0	81,685	983,777	44,274	916,568	(67,209)
Internal Services	26,118,683	29,028,394	32,019,151	30,332,743	32,595,783	576,632
Capital	7,650,445	8,062,243	5,758,973	4,452,059	6,092,620	333,647
G.O. Bond Debt Service	9,317,414	9,748,150	10,424,846	9,927,087	10,200,337	(224,509)
Debt Service	8,322,842	11,641,770	14,625,207	13,252,954	16,408,831	1,783,624
TOTAL ALL FUNDS	**$242,043,052**	**$262,646,948**	**$286,316,061**	**$276,512,774**	**$298,143,446**	**$11,827,385**

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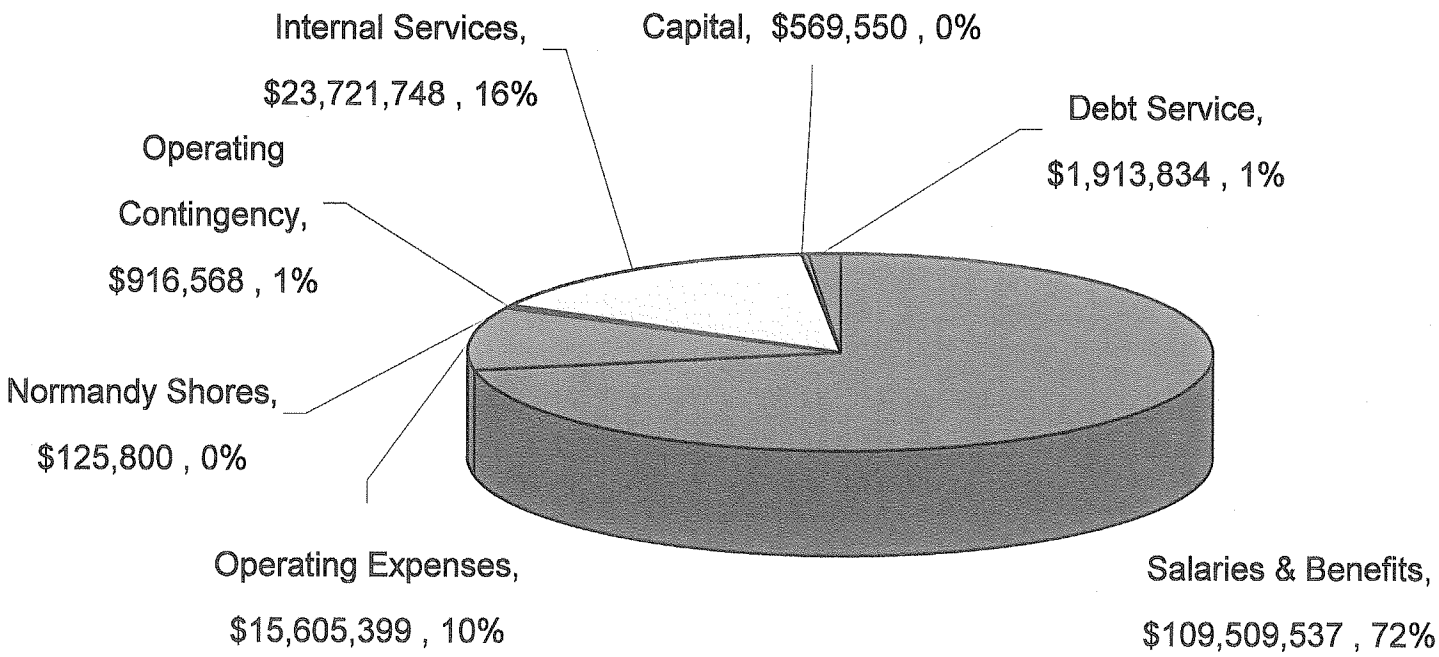
FY 2004 Adopted General Fund Expenditures

$152,362,436



EXPENSE SUMMARY
Comparison by Fund and Major Category

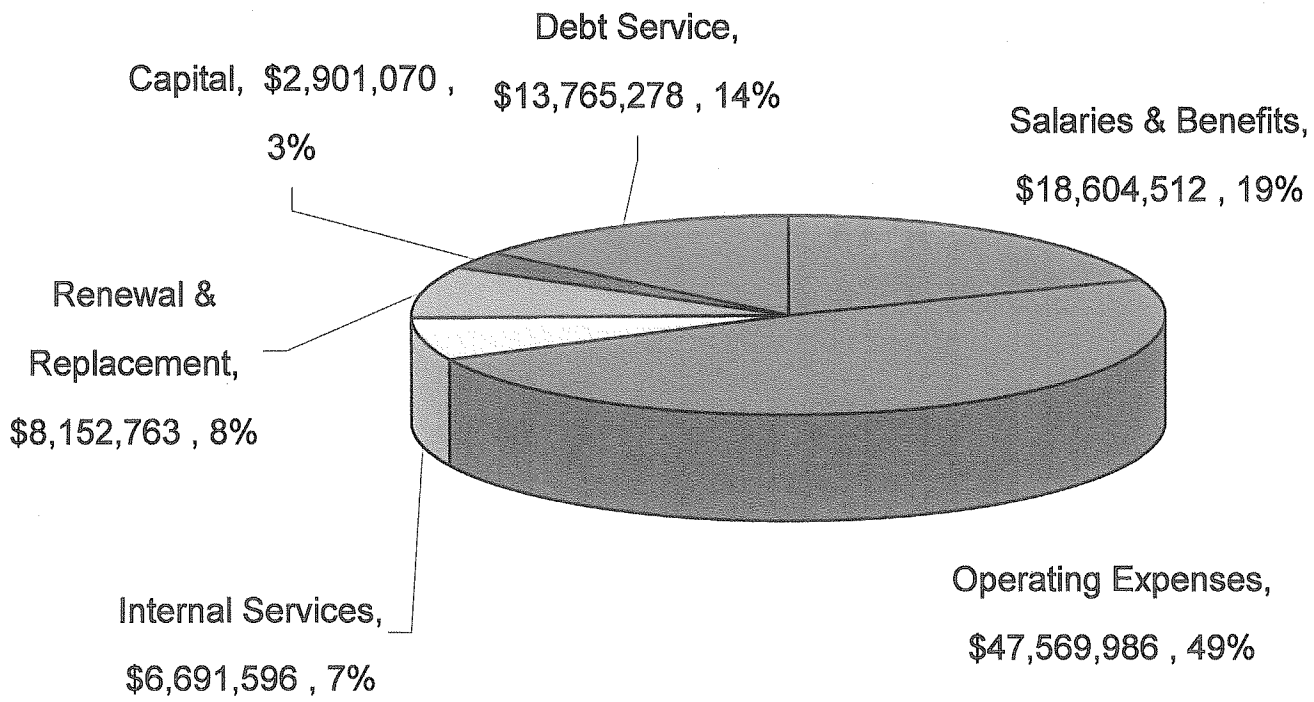
GENERAL FUND	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Mayor & City Commission						
Salaries & Benefits	$716,483	$801,489	$833,866	$827,473	$891,745	$57,879
Operating Expenses	87,189	88,041	85,263	63,726	93,734	8,471
Internal Services	175,854	192,948	165,818	174,764	178,574	12,756
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$979,526**	**$1,082,478**	**$1,084,947**	**$1,065,963**	**$1,164,053**	**$79,106**
Admin Support						
Salaries & Benefits	$5,555,764	$6,142,423	$7,093,504	$6,786,369	$7,576,930	$483,426
Operating Expenses	799,210	784,419	934,619	688,492	948,786	14,167
Internal Services	1,635,668	1,763,928	1,868,918	1,726,424	1,638,199	(230,719)
Capital	106,368	190,511	119,900	74,309	25,000	(94,900)
Debt Service	0	0	0	0	0	0
Subtotal	**$8,097,010**	**$8,881,281**	**$10,016,941**	**$9,275,594**	**$10,188,915**	**$171,974**
City Attorney						
Salaries & Benefits	$1,900,926	$2,037,052	$2,144,397	$2,095,728	$2,350,743	$206,346
Operating Expenses	843,556	607,574	429,687	448,959	347,274	(82,413)
Internal Services	383,212	399,465	393,562	371,186	396,511	2,949
Capital	11,021	5,633	2,000	2,092	1,000	(1,000)
Debt Service	0	0	0	0	0	0
Subtotal	**$3,138,715**	**$3,049,724**	**$2,969,646**	**$2,917,965**	**$3,095,528**	**$125,882**
Econ Dev & Cultural Arts						
Salaries & Benefits	$4,525,398	$5,569,437	$6,248,919	$6,211,393	$6,843,765	$594,846
Operating Expenses	1,432,793	987,660	965,896	801,677	845,270	(120,626)
Internal Services	1,621,121	1,969,177	2,038,549	1,891,941	1,797,403	(241,146)
Capital	121,706	16,003	9,000	44,238	20,150	11,150
Debt Service	0	0	0	0	0	0
Subtotal	**$7,701,018**	**$8,542,277**	**$9,262,364**	**$8,949,249**	**$9,506,588**	**$244,224**
Operations						
Salaries & Benefits	$13,227,094	$15,424,851	$18,073,890	$17,312,950	$20,004,145	$1,930,255
Operating Expenses	4,678,544	4,748,086	7,903,166	6,656,330	7,840,248	(62,918)
Internal Services	5,050,313	5,702,606	6,167,976	6,174,548	6,427,371	259,395
Capital	402,433	1,172,689	233,736	112,593	325,250	91,514
Debt Service	0	0	0	0	1,213,834	1,213,834
Subtotal	**$23,358,384**	**$27,048,232**	**$32,378,768**	**$30,256,421**	**$35,810,848**	**$3,432,080**

EXPENSE SUMMARY
Comparison by Fund and Major Category

GENERAL FUND	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Public Safety						
Salaries & Benefits	$54,338,979	$59,156,336	$66,964,677	$68,326,738	$70,210,253	$3,245,576
Operating Expenses	1,882,273	1,912,224	2,218,559	1,671,120	1,910,404	(308,155)
Internal Services	10,447,184	11,105,296	11,575,407	10,337,750	12,616,795	1,041,388
Capital	129,017	184,169	79,082	47,269	106,650	27,568
Debt Service	0	0	0	0	0	0
Subtotal	**$66,797,453**	**$72,358,025**	**$80,837,725**	**$80,382,877**	**$84,844,102**	**$4,006,377**
Citywide						
Salaries & Benefits	$2,152,720	$1,984,916	$2,154,737	$3,004,189	$1,631,956	($522,781)
Operating Expenses	4,817,323	3,723,517	3,474,188	3,279,665	3,619,683	145,495
Normandy Shores	94,650	94,650	120,000	120,000	125,800	5,800
Operating Contingency	0	81,685	983,777	44,274	916,568	(67,209)
Internal Services	442,889	491,788	660,921	764,970	666,895	5,974
Capital	2,432,991	648,473	47,100	26,665	91,500	44,400
Debt Service	497,715	497,715	0	497,714	700,000	700,000
Subtotal	**$10,438,288**	**$7,522,744**	**$7,440,723**	**$7,737,477**	**$7,752,402**	**$311,679**
TOTAL GENERAL FUND	**$120,510,394**	**$128,484,761**	**$143,991,114**	**$140,585,546**	**$152,362,436**	**$8,371,322**
TOTAL GENERAL FUND						
Salaries & Benefits	$82,417,364	$91,116,504	$103,513,990	$104,564,840	$109,509,537	$5,995,547
Operating Expenses	14,540,888	12,851,521	16,011,378	13,609,969	15,605,399	(405,979)
Normandy Shores	94,650	94,650	120,000	120,000	125,800	5,800
Operating Contingency	0	81,685	983,777	44,274	916,568	(67,209)
Internal Services	19,756,241	21,625,208	22,871,151	21,441,583	23,721,748	850,597
Capital	3,203,536	2,217,478	490,818	307,166	569,550	78,732
Debt Service	497,715	497,715	0	497,714	1,913,834	1,913,834
TOTAL GENERAL FUND	**$120,510,394**	**$128,484,761**	**$143,991,114**	**$140,585,546**	**$152,362,436**	**$8,371,322**
G.O. Debt Service Fund	**$9,317,414**	**$9,748,150**	**$10,424,846**	**$9,927,087**	**$10,200,337**	**($224,509)**
RDA Funds						
South Pointe	$4,645,791	$5,330,776	$5,948,507	$5,832,273	$8,653,826	$2,705,319
City Center	5,139,973	6,297,471	7,380,783	7,274,555	8,362,848	982,065
TOTAL RDA FUNDS	**$9,785,764**	**$11,628,247**	**$13,329,290**	**$13,106,828**	**$17,016,674**	**$3,687,384**

FY 2004 Adopted Enterprise Fund Expenses

$97,685,205



EXPENSE SUMMARY
Comparison by Fund and Major Category

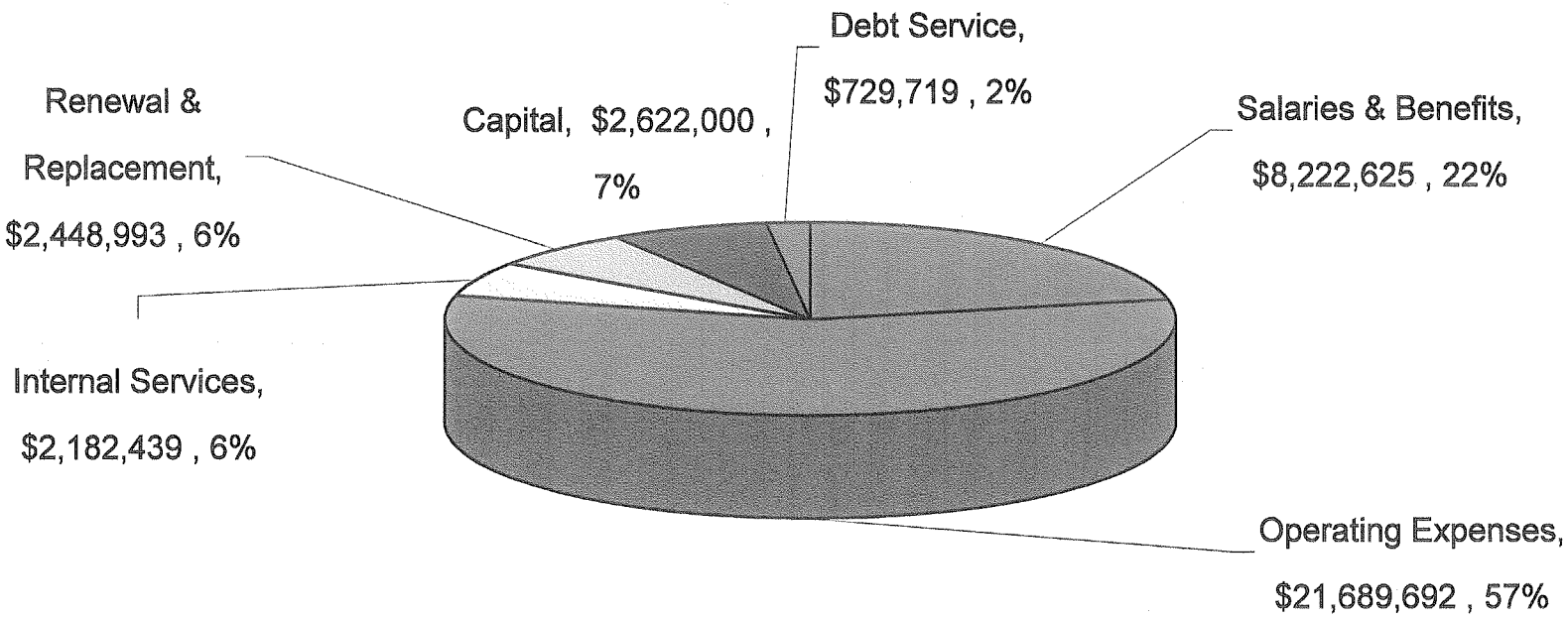
ENTERPRISE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Convention Ctr/TOPA						
Salaries & Benefits	$4,228,033	$4,185,572	$4,148,210	$4,219,952	$3,994,808	($153,402)
Operating Expenses	6,207,969	4,579,995	4,756,675	4,921,138	5,522,971	766,296
Renewal & Replacement	2,767,229	2,716,978	3,075,000	3,164,850	3,507,113	432,113
Internal Services	461,145	783,694	1,442,831	1,454,414	1,135,161	(307,670)
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$13,664,376**	**$12,266,239**	**$13,422,716**	**$13,760,354**	**$14,160,053**	**$737,337**
Parking						
Salaries & Benefits	$3,405,918	$4,028,474	$4,760,245	$4,692,135	$5,480,651	$720,406
Operating Expenses	6,483,704	9,479,227	9,414,841	8,427,356	9,435,967	21,126
Renewal & Replacement	1,633,410	1,378,576	1,633,409	1,753,112	1,633,409	0
Internal Services	1,334,256	1,467,573	1,518,937	1,490,810	1,765,368	246,431
Capital	228,856	239,303	73,290	99,789	214,000	140,710
Debt Service	2,186,106	2,186,106	2,186,106	2,130,443	2,186,106	0
Subtotal	**$15,272,250**	**$18,779,259**	**$19,586,828**	**$18,593,645**	**$20,715,501**	**$1,128,673**
Sanitation						
Salaries & Benefits	$1,996,972	$2,201,417	$2,984,738	$2,583,038	$3,509,493	$524,755
Operating Expenses	1,958,087	2,377,681	2,294,818	2,674,207	2,409,979	115,161
Renewal & Replacement	145,248	221,152	195,378	242,043	195,378	0
Internal Services	584,303	719,284	835,714	740,280	700,523	(135,191)
Capital	855,266	367,757	89,676	199,467	36,000	(53,676)
Debt Service	31,570	22,571	238,725	54,619	204,172	(34,553)
Subtotal	**$5,571,446**	**$5,909,862**	**$6,639,049**	**$6,493,654**	**$7,055,545**	**$416,496**
Sewer						
Salaries & Benefits	$1,499,633	$1,680,299	$1,633,665	$1,610,040	$1,666,193	$32,528
Operating Expenses	18,931,291	19,590,346	19,129,277	18,853,594	19,415,686	286,409
Renewal & Replacement	994,000	1,020,850	1,050,000	972,148	1,080,000	30,000
Internal Services	1,047,123	1,264,700	1,464,772	1,454,542	1,451,517	(13,255)
Capital	281,332	423,615	511,930	191,531	591,000	79,070
Debt Service	3,609,718	3,985,241	4,482,286	4,121,160	4,489,640	7,354
Subtotal	**$26,363,097**	**$27,965,051**	**$28,271,930**	**$27,203,015**	**$28,694,036**	**$422,106**

EXPENSE SUMMARY
Comparison by Fund and Major Category

ENTERPRISE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Stormwater						
Salaries & Benefits	$598,681	$671,651	$905,203	$793,048	$1,003,205	$98,002
Operating Expenses	1,252,038	969,180	972,270	783,440	1,080,221	107,951
Renewal & Replacement	92,308	70,072	632,980	57,113	1,076,863	443,883
Internal Services	300,096	326,769	403,201	370,625	347,711	(55,490)
Capital	37,205	88,927	736,000	112,505	822,000	86,000
Debt Service	252,000	2,352,959	3,570,346	3,201,831	3,575,000	4,654
Subtotal	**$2,532,328**	**$4,479,558**	**$7,220,000**	**$5,318,562**	**$7,905,000**	**$685,000**
Water						
Salaries & Benefits	$2,081,476	$2,383,216	$2,702,268	$2,595,753	$2,950,162	$247,894
Operating Expenses	9,709,973	9,497,930	10,042,335	9,862,614	9,705,162	(337,173)
Renewal & Replacement	558,208	591,132	965,765	482,973	660,000	(305,765)
Internal Services	1,170,779	1,058,550	1,224,795	1,187,281	1,291,316	66,521
Capital	913,504	609,792	1,089,810	911,515	1,238,070	148,260
Debt Service	1,715,598	2,431,584	3,304,837	3,033,632	3,310,360	5,523
Subtotal	**$16,149,538**	**$16,572,204**	**$19,329,810**	**$18,073,768**	**$19,155,070**	**($174,740)**
TOTAL ENTEPRISE FUNDS	**$79,553,035**	**$85,972,173**	**$94,470,333**	**$89,442,998**	**$97,685,205**	**$3,214,872**

TOTAL ENTERPRISE FUNDS						
Salaries & Benefits	$13,810,713	$15,150,629	$17,134,329	$16,493,966	$18,604,512	$1,470,183
Operating Expenses	44,543,062	46,494,359	46,610,216	45,522,349	47,569,986	959,770
Renewal & Replacement	6,190,403	5,998,760	7,552,532	6,672,239	8,152,763	600,231
Internal Services	4,897,702	5,620,570	6,890,250	6,697,952	6,691,596	(198,654)
Capital	2,316,163	1,729,394	2,500,706	1,514,807	2,901,070	400,364
Debt Service	7,794,992	10,978,461	13,782,300	12,541,685	13,765,278	(17,022)
TOTAL ENTERPRISE FUNDS	**$79,553,035**	**$85,972,173**	**$94,470,333**	**$89,442,998**	**$97,685,205**	**$3,214,872**

FY 2004 Adopted
Internal Service Fund Expenses
$37,895,468



EXPENSE SUMMARY
Comparison by Fund and Major Category

INTERNAL SERVICE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Central Services						
Salaries & Benefits	$210,613	$242,996	$245,391	$247,888	$266,724	$21,333
Operating Expenses	377,945	339,666	411,636	378,996	384,436	(27,200)
Renewal & Replacement	7,505	5,940	11,434	3,461	5,774	(5,660)
Internal Services	53,515	56,885	62,373	60,153	81,069	18,696
Capital	0	0	3,000	0	0	(3,000)
Debt Service	0	0	0	0	0	0
Subtotal	**$649,578**	**$645,487**	**$733,834**	**$690,498**	**$738,003**	**$4,169**
Fleet Management						
Salaries & Benefits	$765,576	$1,020,776	$1,139,776	$1,046,123	$1,225,769	$85,993
Operating Expenses	2,906,018	2,273,543	2,291,621	2,265,665	2,203,599	(88,022)
Renewal & Replacement	2,698,779	2,676,092	721,436	2,202,975	721,436	0
Internal Services	488,032	555,153	650,248	632,654	603,242	(47,006)
Capital	1,395,134	2,075,725	55,000	116,148	72,500	17,500
Debt Service	30,135	137,600	589,950	178,133	539,719	(50,231)
Subtotal	**$8,283,674**	**$8,738,889**	**$5,448,031**	**$6,441,698**	**$5,366,265**	**($81,766)**
Information Technology						
Salaries & Benefits	$1,755,110	$2,434,933	$2,641,731	$2,833,516	$3,174,348	$532,617
Operating Expenses	3,122,625	2,700,168	2,536,722	2,545,509	2,794,938	258,216
Renewal & Replacement	1,561,043	2,259,872	1,874,626	842,613	1,527,150	(347,476)
Internal Services	422,319	631,226	813,006	801,008	784,359	(28,647)
Capital	523,375	1,680,540	2,383,500	1,999,174	2,533,000	149,500
Debt Service	0	27,994	252,957	35,422	190,000	(62,957)
Subtotal	**$7,384,472**	**$9,734,733**	**$10,502,542**	**$9,057,242**	**$11,003,795**	**$501,253**
Property Management						
Salaries & Benefits	$1,959,740	$2,799,017	$2,757,227	$3,180,254	$3,154,682	$397,455
Operating Expenses	2,260,533	2,494,029	2,764,314	2,765,884	2,675,391	(88,923)
Renewal & Replacement	167,483	166,313	185,000	176,379	185,000	0
Internal Services	482,484	514,674	702,723	683,859	654,377	(48,346)
Capital	212,237	359,106	325,949	504,974	16,500	(309,449)
Debt Service	0	0	0	0	0	0
Subtotal	**$5,082,477**	**$6,333,139**	**$6,735,213**	**$7,311,350**	**$6,685,950**	**($49,263)**

EXPENSE SUMMARY
Comparison by Fund and Major Category

INTERNAL SERVICE FUNDS	Actual FY 2000/01	Actual FY 2001/02	Adopted FY 2002/03	Projected FY 2002/03	Adopted FY 2003/04	Variance Adpt 04-Adpt 03
Risk Management						
Salaries & Benefits	$308,881	$411,535	$437,934	$449,065	$401,102	($36,832)
Operating Expenses	10,930,399	12,550,842	13,526,814	12,579,980	13,631,328	104,514
Renewal & Replacement	4,338	2,561	16,000	1,986	9,633	(6,367)
Internal Services	18,390	24,678	29,400	15,534	59,392	29,992
Capital	0	0	0	9,790	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$11,262,008**	**$12,989,616**	**$14,010,148**	**$13,056,355**	**$14,101,455**	**$91,307**
TOTAL INTERNAL SERVICE FUNDS	**$32,662,209**	**$38,441,864**	**$37,429,768**	**$36,557,143**	**$37,895,468**	**$465,700**

TOTAL INTERNAL SERVICE FUNDS						
Salaries & Benefits	$4,999,920	$6,909,257	$7,222,059	$7,756,846	$8,222,625	$1,000,566
Operating Expenses	19,597,520	20,358,248	21,531,107	20,536,034	21,689,692	158,585
Renewal & Replacement	4,439,148	5,110,778	2,808,496	3,227,414	2,448,993	(359,503)
Internal Services	1,464,740	1,782,616	2,257,750	2,193,208	2,182,439	(75,311)
Capital	2,130,746	4,115,371	2,767,449	2,630,086	2,622,000	(145,449)
Debt Service	30,135	165,594	842,907	213,555	729,719	(113,188)
TOTAL INTERNAL SERVICE FUNDS	**$32,662,209**	**$38,441,864**	**$37,429,768**	**$36,557,143**	**$37,895,468**	**$465,700**

MAYOR &
CITY COMMISSION

OFFICE OF THE MAYOR AND CITY COMMISSION

Mission

The Miami Beach City Commission consists of a mayor and six commissioners and is the governing body of city. Authority is vested in the Commission, which, establish policy, enact ordinances, hold public hearings, approve contracts, fix assessments, and authorize and control construction and repair of all public improvements. The Mayor and Commissioners approve and present official public recognition honoring individuals, as well as events and worthy causes.

In an official capacity, the Mayor and the Commissioners promote the resources of the City to further its developments and growth.

It is the goal of this office to work together with the administration to continually better Miami Beach for its residents and our guests. As the governing body and as elected officials, the Mayor and the Commissioners respond to citizens, who seek their assistance in matters involving the governance and operation of the City of Miami Beach.

Major Accomplishments

Working to complement the efforts of the City Commission, office personnel has certainly served as a positive reinforcement for the Department. Bridging elected officials to their constituency, as well as working directly with the administration, a high level of "customer service" and satisfaction has been achieved among the large number of constituents, who reach out to the Mayor and Commissioners.

The establishment of good communication between elected officials and the constituency, in turn allows the Mayor and Commissioners, to gage sound decision-making by directly addressing the needs of the Community. Through the passing of Ordinances, Resolutions, bids, contracts and Presentations, the City Commission works to establish a sound of quality of life, economic stability and success, and good community/public relations.

Goals and Objectives

- The Mayor and Commissioners establish policy for the governance of the City of Miami Beach. The Mayor, Commissioners and their staff are responsible for administrative matters and official duties such as responding to citizen inquiries,

meeting with citizens, dignitaries and tourists, promoting goodwill and enhancing a positive public image, to create a cordial atmosphere and open door policy, which encourages the citizenry to interact with their elected officials. In addition, the Mayor and Commissioners serve to promote the economic development of our Community.

1. Constituent Services – Although we have a city manager form of government, many citizens view the Mayor and Commissioners as being in charge of the administrative handling of city services. Therefore, a major endeavor of our department is receiving citizens' concerns and channeling those concerns to the City Manager or appropriate administrative agencies. This office must also respond to a large number of telephone, fax and letter communications. These responses are handled by both our elected officials and their office staff, acting on behalf of individual Commissioners or the Mayor and Commission Office as a whole.

- As it pertains to handling constituents concerns, it is the goal of the Mayor and Commission staff to work with the Administration in order to improve response-related issues, such as response turnover time for incoming letters, telephone complaints, fax and email.

1. Current telephone response time – 1-2 days
   Projected telephone response time – same day

2. Current letter, fax, email response time – Maximum 15 – 20 days
   Projected letter, fax, email response time – Maximum 10-15 days

- Staff meetings - In addition to improving constituent relations via better response time and customer service, it is the goal of the Office of Mayor and Commission to improve communication between staff members. It is for this reason, that regular staff meetings will be scheduled to discuss concerns, ideas, suggestions and for everyone to become informed as to the happenings in the office. Monthly meetings have been scheduled for FY 2003/04.

- Ordinances, Resolutions and Contracts:

1. As the governing body of the City, a key function of the City Commission is to regulate and establish the norms that improve the quality of life of the constituency, as well as those who work and play in the City, Additionally, it is the responsibility of the Commission to assist the economic health of the City by carefully reviewing City expenditures. Through the passing of City Ordinances, Resolutions, bids and contracts, the Mayor and Commission ensures the overall well being and improved functioning of the Miami Beach Community.

- During the current fiscal year, the City Commission has carefully reviewed and passed Ordinances, geared to foster the quality, strength, and health of the City. In addition to this important element, the City Commission has approved Resolutions,

and formal bids. Continuing a careful review process, with the best interest of the Miami Beach Community in mind, the Mayor and Commissioners will continue to regulate and pursue the fine-tuning of an already exemplary City.

- Presentations:

  1. The Mayor and Commission office participates in office participates in official presentations through proclamations, keys, medallions and certificates. This is an important part of promoting the City and offering recognition to individuals, institutions, and organizations, which contribute to the overall well being of our Community. It is through official presentations that the City Commission addresses and validates the friends of our City.

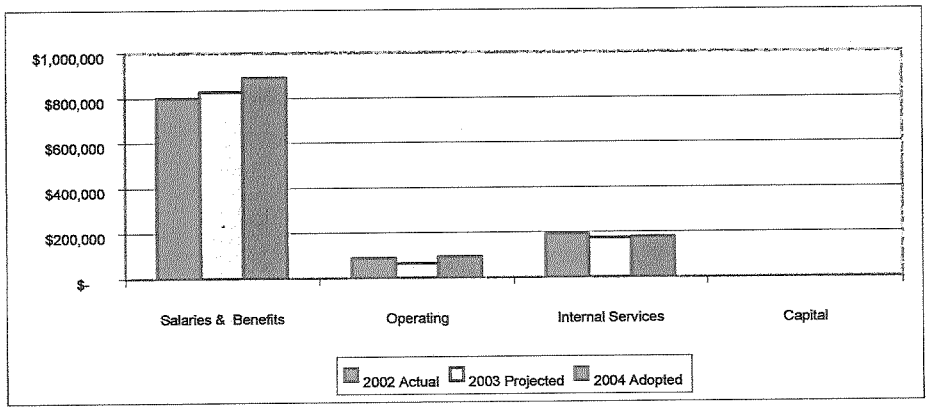
- The Mayor & Commission have offered numerous presentations (i.e. proclamations, keys, medallions and certificates) to a wide range of individuals and valuable organizations. It is important that Mayor & Commission continue to foster this tradition of recognizing the individuals and entities that contribute to our society in an array of ways.

Performance Measurements

	2002 Actual	2003 Projected	2004 Estimated
Commission Meetings held	17	16	16
Commission Workshops held	5	5	5
Proclamations & Certificates presented	237	250	250
Ordinances approved	52	52	50
Resolutions approved	660	660	600

Departmental Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 716,483	$ 801,489	$ 833,866	$ 827,473	$ 891,745
Operating	87,189	88,041	85,263	63,726	93,734
Internal Services	175,854	192,948	165,818	174,764	178,574
Capital	0	0	0	0	0
Total	$ 979,526	$ 1,082,478	$ 1,084,947	$ 1,065,963	$ 1,164,053
Budgeted Positions	21	21	20		20



Budget Highlights

- Funding ($139,200) provided for reimbursement to elected officials for automobile and miscellaneous expenses that are incurred while performing official business.
- This budget provides funding for merit, COLA, pension, and increases for 20 positions.

Budget History

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

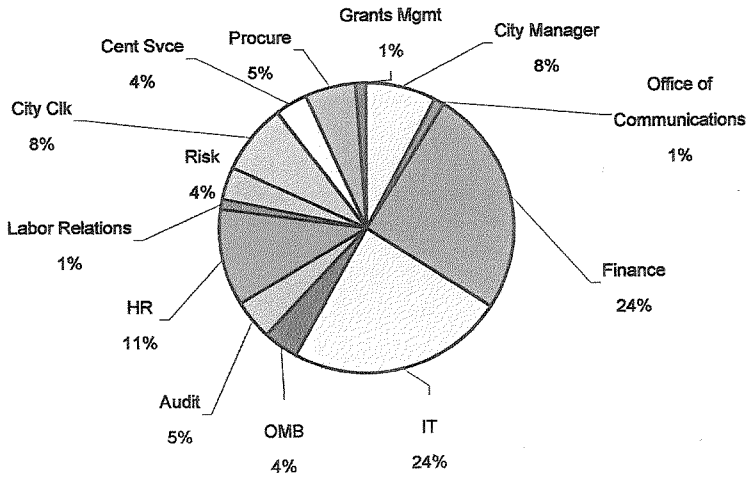
ADMINISTRATIVE SUPPORT SERVICES

Scope

This function is comprised of the following Departments and Divisions:

Administrative Support	Adopted FY '03/04	Adopted FY '02/03	% of Function to Adpted. GF Budget 03/04	Over/ (Under)
City Manager	$1,837,838	$1,714,296	1.2%	$123,542
Office of Communications	234,928	254,770	0.2%	(19,842)
Finance	3,249,728	3,247,214	2.1%	2,514
Management & Budget	666,514	579,521	0.4%	86,993
Audit	319,328	379,368	0.2%	(60,040)
Human Resources	1,502,603	1,532,480	1.0%	(29,877)
Labor Relations	161,247	175,461	0.1%	(14,214)
City Clerk	1,364,398	1,249,064	0.9%	115,334
Procurement	676,106	733,902	0.4%	(57,796)
Grants Management	176,225	150,685	0.1%	25,540
Total General Fund (GF)	$10,188,915	$10,016,761	6.7%	$172,154
Information Technology	11,003,795	10,502,542		501,253
Risk Management	14,101,455	14,010,148		91,307
Central Services	738,003	733,834		4,169
Total Administrative Support	$36,032,168	$35,263,285		$768,883

Administrative Support Positions



CITY MANAGER'S OFFICE

Mission

The City Manager is appointed by the Mayor and 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 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.

Major Accomplishments

- Moved into year three of our five-year Vision for the City of Miami Beach that focuses on the following priority areas: Capital Improvement Program, Strategic Planning and Economic Development, Organizational Development, Neighborhood Services, and the Implementation of e-government solutions.

- Enhanced the budget process by 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.

- Our enhanced budget process resulted in two rating upgrades within a six month period and being presented with the 2002 Government Finance Officers Association's Distinguished Budget Presentation Award for our Budget Book.

- Continued to empower residents through the implementation of various initiatives including the Neighborhood Leadership Academy, the Resident Guide in English and Spanish, and the Volunteer Network.

- Implemented a strategy for extensive Neighborhood outreach and on-going communication with residents that included two meetings with each of the 13 neighborhoods in Miami Beach.

- 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 four, including two formerly homeless.

- 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).

- Acquired and moved into adjacent office building and continue to identify and plan expanding City office space needs.

- Created, hired a director and staffed the Tourism and Cultural Development Department to develop, promote, and facilitate increased expansion and support of the tourism, film, entertainment, and cultural components of the City.

- Negotiated terms for lease and development of the 17th Street surface lots for the New World Symphony, open space park and Intermodal facility

- Successfully negotiated and worked with LNR Property Corporation, a NYSE publicly traded company, to relocate its 240 employee corporate headquarters to Miami Beach and secured incentives for the relocation of SR Teleperformance USA and the William Morris Agency to Miami Beach.

- Worked with the City's lobbyists to successfully defeat legislation that would have had a negative impact on the City, such as the Bert J. Harris Act and retained exceptions to the City's living wage ordinance.

- Implemented the use of vending machines for the sale and recharging of Transportation and Parking cards. Payment can now be made by the customer using credit cards or cash.

- Developed over 2,000 new parking spaces on Miami Beach through public-private initiatives.

- Continued to update and enhance the City's Emergency Preparedness Plan to better meet the needs of the community in the event of a disaster.

- Enhanced our Major Events Plan to coordinate, prepare, and allocate resources for all major events held in Miami Beach.

- Held successful, safe, family-oriented special events on Miami Beach, including the first ever Miami Beach Thanksgiving Day Parade, the MTV Latin Music Video Awards, Art Basel / Miami Beach, Art Deco Weekend, Miami Beach Festival of the Arts, the Boat Show, Memorial Day Holiday Weekend, our Fourth of July Celebration, and various community-wide All-America City Award celebrations.

- Continued to update and improve the City's website to make access to information easier and to conduct business on-line, including paying for utility bills, business licenses and certificates of use and implemented live streaming telecast of Commission Meetings.

- Launched and continue to develop the City's intranet, internal website to communicate more effectively with employees.

- Instituted a recycling program in City buildings in order to recycle paper products throughout all City buildings.

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

- Expanded employee recognition programs including creating the Employee of the Month Award, the City Manager's "Caught you doing something great" campaign, and various other customer service initiatives. Also supported the development of employee led celebrations, such as the Hispanic Heritage luncheon and celebration, the Black History Month luncheon and celebration and the Holiday / end-of-the-year celebration.

- Applied for and received several national awards including, among others, the President's Award from Participate America, 3CMA's Savvy Award, the Government Finance Officers Association's Distinguished Budget Presentation Award, and the 2003 All-America City Award.

- Applied for a record $10,921,177 in private, county, state and federal grants to fund various programs throughout the City and have received a total of $1,194,336 to date.

Goals and Objectives

- To provide leadership and sound management principles in implementing the policy objectives of the City Commission.

- To develop professional and efficient recommendations for City Commission consideration.

- To share and communicate important and valuable information with the Mayor and City Commission.

- To prepare a realistic, conservative budget and to operate within this budget.
- To coordinate the process to develop the City Commission agenda packets.
- To provide support to the City Commission Committees and Advisory Boards and Committees.
- To recruit and fill senior level positions to add to our senior management team.
- To empower a high caliber workforce who are customer service-oriented and committed to the City of Miami Beach and our mission of providing excellent public service to all who live, work and play in Miami Beach.
- To continue to expand our e-Government initiatives, develop a more informative and interactive website, and enhance the automation and use of technology.
- To provide a higher quality of flexible, streamlined services and enhanced quality of life for our citizens that exceed customer service expectations.
- To continue to provide resources for the economic growth and development of South Beach, Middle Beach, and North Beach.
- To continue to work toward the completion of the G.O. Bond / Capital Improvement program in the areas of infrastructure, parking, public facilities, and green spaces.
- Develop plans and economic development strategies to ensure that appropriate, coherent and sustainable growth occurs in the city without adversely impacting on the unique character of our community and residential neighborhoods.
- To make the City of Miami Beach a cleaner, safer, more beautiful and vibrant community that is a unique urban environment, a cultural, entertainment and tourism capital and an international center for innovation in culture, recreation and business.

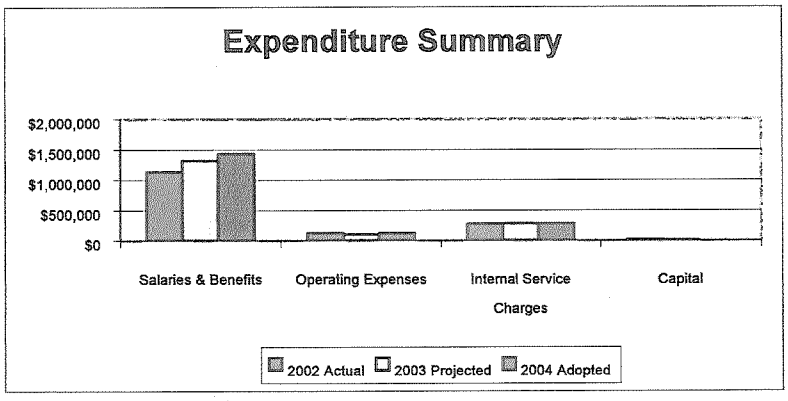
Performance Measurements

	2001 Actual	2002 Actual	2003 Projected
Letters to Commission Developed/Sent	316	343	345

	2001 Actual	2002 Actual	2003 Projected
Commission Memorandums Developed/Sent	850	861	872
Responses to Resident Inquiries/Complaints	622	654	680
Commission Meetings Staffed/Coordinated	20	19	19
Commission Workshops Staffed/Coordinated	5	10	6
Commission Items Handled/Processed	1,197	1,129	1,150

DEPARTMENTAL FINANCIAL SUMMARY

EXPENDITURE AREA	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,152,710	$ 1,134,015	$ 1,304,039	$ 1,322,095	**$ 1,434,867**
Operating Expenses	135,959	126,483	123,590	102,760	**124,590**
Internal Service Charges	262,268	274,531	280,667	279,968	**278,381**
Capital	10,747	10,417	6,000	2,676	**0**
TOTAL	**$ 1,561,684**	**$ 1,545,446**	**$ 1,714,296**	**$ 1,707,499**	**$ 1,837,838**
Personnel Positions	**15**	**14**	**14**		**13**



Budget Highlights

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

Budget History

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 and an Executive Office Associate I position 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
(formerly Media Relations)

Mission

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

The Office of Communications (a.k.a. Media Relations Office) 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. 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, community meetings, and one-on-one interactions. The Office markets the City's services and programs to its customers in creative ways that appeal to 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, and telecommunications/new media.

Major Accomplishments

- Launched and continue to develop the City's intranet, internal web site to communicate more effectively with employees;
- Enhanced the citywide newsletter as a bilingual publication;
- Further developed and enhanced the e-newsletter and data list development;
- Developed a design standard for City stationary & business cards.
- Increased the distribution of public information messages, including the newsletter, through email list serves, TV20, and expanded mailings;
- Planned and conducted several successful publicity campaigns for City events and initiatives (ie, All-American Thanksgiving Day Parade, Memorial Day Weekend, Fourth of July, Miami Beach Golf Club, Neighborhood Leadership Academy, etc.);
- Assisted in the enhancement of the City's web site;

- Assisted in the coordination of Customer Service Week;
- Coordinated the annual "Take Our Children to Work Day" for employees' children;
- Continue to develop ways to promote internal teambuilding, unity and overall staff cohesion;
- Continue to improve the media data collection & archival system;
- Continue to build relationships and contacts with the media.

Goals and Objectives

- To Enhance Communication between the City of Miami Beach and its Customers by:

  1. Implementing a comprehensive communications strategic plan. While the City encourages all of its departments to communicate with their customers/public, a unified and coordinated effort will keep the City's various messages in a clear, targeted, cohesive way, with a focus on being proactive when possible.

  2. Expand the reach to a wider, diverse audience through a myriad of communication tools including TV, print, radio, internet, intranet, direct mail, telecommunications, meetings, and one-on-one interactions.

  3. Marketing the City's services and programs to its customers (both internal and external) in creative ways that appeal to the needs of the customer.

  4. Making it easy to be informed, involved and up-to-date on the work of the City government by using new technology.

  5. Archiving the City's media coverage through a Comprehensive Media Management System and clipping service. This information serves as a vital source of information in creating a media plan and gauges the success of media coverage of an event or issue, and maintains the records for archival purposes.

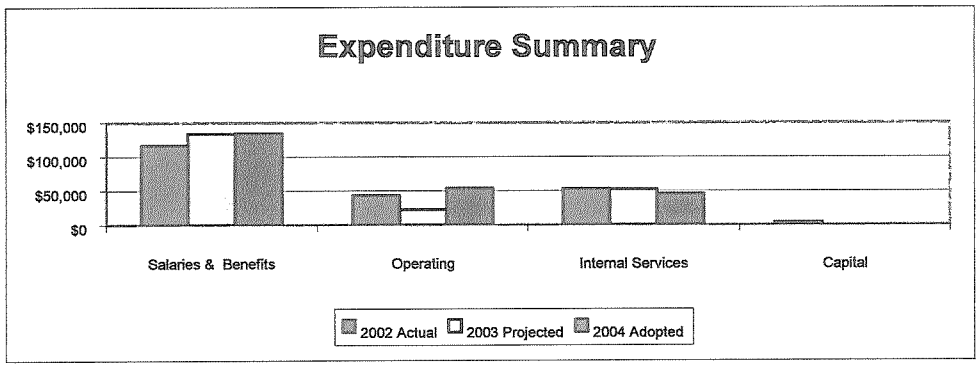
  6. Using communications tactics such as communication counseling and assistance to City departments, such as media relations, internal and external communications, direct marketing, communicating on the internet, intranet government-access television, City newsletter, and telecommunications/new media.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Generate media coverage				
Print (column inches)	n/a	50,312	50,000	50,000
Broadcast (hits) *	94	130	100	100
Scan and log print media clips into the Media Management System	2,206	2,094	2,100	2,100
Write and distribute press releases and media alerts (including posting to the web site)	121	126	200	200
Respond to media and public inquiries (Answer Center fully operating in 2003)	1,680	1,200	1,000	1,000
Produce external newsletters (Beach Briefs)	12	11	12	12
Produce and distribute E-Newsletter (Miami Beach E-Briefs)	24	52	52	52
New E-Newsletter Subscribers	n/a	54	300	300
Produce internal newsletters (Beach Breeze)	6	2	2	2
City's Web Site Unique Visitors (aver)	n/a	20,000	35,500	40,000
Compile and distribute meeting notices	52	52	52	52
Release traffic advisories	52	52	52	52
Produce Annual State of the City Video Report	1	1	1	1
Produce and distribute public information materials (brochures, cards, guides, ads)	2	6	3	3
Write "Since You Asked..." columns for The Miami Herald	11	5	1	0
Produced "Beach Vision" news magazine television show	n/a	n/a	1	4

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$208,730	$116,830	$ 125,545	$ 133,761	$ 134,554
Operating	12,416	43,717	68,200	22,662	54,509
Internal Services	49,767	53,423	60,425	52,291	45,865
Capital	14,957	3,629	600	0	0
Total General Fund	$285,870	$217,599	$ 254,770	$ 208,714	$234,928
Budgeted Positions	5	2	2		2



Budget Highlights

- Savings of $13,691 were achieved by reducing operating costs.
- This budget provides funding for merit, COLA, pension, and increases for 2 positions.

Budget History

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

Mission

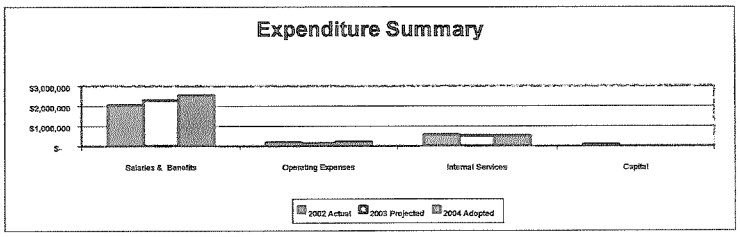
The Finance Department provides financial management and policy support, analytical services, and financial information to the City Manager, departments, the public and others; seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to 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.

Departmental Financial Summary

(General Fund)

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Bond Issuance Fee	$ 0	$ 0	$ 90,000	$ 100,000	$ 0
Lien Letter	43,264	45,413	56,000	70,000	56,000
Total	**$ 43,264**	**$ 45,413**	**$ 146,000**	**$ 170,000**	**$ 56,000**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,825,910	$ 2,048,536	$ 2,418,924	$ 2,284,431	$ 2,541,357
Operating Expenses	151,615	171,575	240,551	130,015	198,891
Internal Services	489,229	565,475	582,739	515,839	509,480
Capital	13,759	56,036	5,000	5,678	0
Total	**$ 2,480,513**	**$ 2,841,622**	**$ 3,247,214**	**$ 2,935,963**	**$ 3,249,728**
Budgeted Positions	**39**	**40**	**40.2**		**39.2**



ADMINISTRATION

Major Accomplishments

- Issued the remainder of 1999 authorization General Obligation Bonds.
- Achieved two increases in credit rating of the City from Standard and Poors taking the City from an A to an A+ and then to an AA-.
- Implemented the new Government Reporting Model, GASB 34
- Enhanced procedures, controls and financial reporting of grants.
- Implemented new procedures and controls for financial monitoring of Capital project expenditures.
- Renewed equipment financing for acquisition of equipment.
- Participated in negotiation of contract for 17th Street parcel development and Improvements.
- Completed acquisition of Equity One Building.
- Coordinated financings for Health Facilities Authority.
- Reviewed all existing debt for refinancing opportunities.
- Hired an appraisal firm to provide historical values of all City assets not currently recorded on the City Balance Sheet to comply with GASB 34.

Goals and Objectives

- Enhance financial reporting to management by more timely distribution of interim financial reports.

    1. Submit audited financial reports to the GFOA Certificate of Achievement Program by March 1, 2004.

    2. Submit the State Report to the Auditor General by March 1, 2004.

3. Implement new financial system if decision has been made to purchase new system. If not, then complete the implementation of the project ledger (project accounting system) by integrating it with Payroll, Permits Plus and Aquilium systems to provide accurate financial information for all capital projects. Also complete the development and programming of all special reports.

4. Continue to update procedures and controls for financial monitoring of Capital project expenditures for new integrated project management system.

5. Complete development of a cost allocating formula for permit and license fees.

6. Implement receiving bills online.

7. Implement online application for first time occupational license applicants and renewals.

8. Implement fees for City services provided to commercial areas.

9. Prepare and issue Special Assessment financing for neighborhood special districts that qualify for underground utilities projects, as needed.

10. Renew equipment financing and borrow as needed for acquisition of equipment.

11. Implement Purchasing Card program and related works software.

12. Enhance collection efforts by centralizing all City collections and through the combining of duties for other positions, staff it with one position.

13. Continue improving customer service delivery for occupational licenses and certificates of use by streamlining the licensing process and providing online information on issued license files.

14. Coordinate financings for Health Facilities Authority.

15. Review all existing debt for refinancing opportunities.

16. Continue to implement an electronic storage and retrieval systems for financial information. We will continue to focus on completion of the lien files, water deposit cards, and issued license applications and related documents.

17. Assist CIP in developing a plan for future projects.

18. Recruit and hire Director for the Office of Management and Budget.

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 447,162	$ 542,816	$ 663,101	$ 593,187	**$ 698,279**
Operating Expenses	38,526	51,566	88,550	37,566	**60,850**
Internal Services	106,958	122,156	133,113	114,476	**123,569**
Capital	1,129	51,113	0	0	**0**
Total	**$ 593,775**	**$ 767,651**	**$ 884,764**	**$ 745,229**	**$ 882,698**
Budgeted Positions	**6**	**8**	**8**		**8**

Budget Highlights

- 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.

REVENUE DIVISION

Mission

The Revenue Division is committed to providing timely and accurate billing and collection of revenue from all departments, so that the revenue and information gathered can be used to fund the Cities objectives. The Revenue Division of the City of Miami Beach consists of licensing, utility billing, lien services and cashiers' office. The licensing department handles certificate of use, sidewalk cafés and occupational license. This section collects revenues of approximately $3.5 million a year and issues 6,600 licenses. Utility billing section bills approximately $48.6 million a year and has 10,000 customers.

Major Accomplishments

- Combine the Certificate of Use and Occupational License renewal, so as to simplify the billing process for the city as well as the customers.

- Utility billing assisted in the Life Support Initiative Assistance program which was implemented by Miami Dade County to help those individuals who have problems paying their water bills.

- Enhanced the Utility Billing System to include the capability of paying over the telephone with credit cards and electronic checks.

- Installed credit card machines at Parks and Recreation Department so as to simplify and expedite the receipt of money at each individual location.

Goals and Objectives

- Enhance customer service by becoming more responsive to citizens' needs as follows:

    1. Incorporate customer service features in Permits Plus that will allow us to create a workflow for the approval process for Occupational License and Certificate of Use.

    2. Enable customers to make inquiries by phone 24 hours a day and the Internet.

    3. Allow for online registration at the parks and recreation division for summer classes.

- Continue increased collection of delinquent accounts as follows:

  1. Holding occupational licenses and certificates of use until other outstanding debts are paid to the City.

  2. Sending letters notifying customers what other debts they need to pay to be in compliance.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Utility Billing				
• Bills Mailed	119,250	120,000	120,000	120,000
• Utility Customer Accounts	9,750	10,750	10,000	10,000
• Accounts Closed	2,080	2,400	2,000	2,000
• New Accounts Created	1,200	1,320	1,000	1,000
• Deposits Refunded	1,040	1,040	1,000	1,000
Revenue				
• Checks Proc thru L/B	131,000	132,000	132,000	132,000
• Checks proc thru Cashier	120,000	120,000	120,000	120,000
• Customer Accounts Maintained	8,000	9,000	9,000	9,000
• Certificate of Use Issued	5,220	5,500	5,255	5,300
• License Issued	6,200	6,400	6,500	6,600
• Lien Statements	3,149	3,454	3,300	3,500
• City Bills Prepared	2,400	2,500	2,500	2,500
• Rental Agreements Invoiced	1,800	30	30	30
• New Licenses Issued	912	2,478	2,200	2,200
• Sidewalk Cafés Licensed	110	117	120	120

Financial Summary

Expenditure Area	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Salaries & Benefits	$ 800,951	$ 827,615	$ 994,977	$ 943,186	**$ 1,024,674**
Operating Expenses	82,670	92,301	121,855	70,421	**109,737**
Internal Services	240,193	279,503	278,061	252,446	**223,646**
Capital	12,630	3,942	2,500	900	**0**
Total	**$ 1,136,444**	**$ 1,203,361**	**$ 1,397,393**	**$ 1,266,953**	**$ 1,358,057**
Budgeted Positions	**21**	**20**	**20**		**19**

Budget Highlights

- 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.

ACCOUNTING DIVISION

Mission Statement

The Accounting Division is committed to providing financial management, analytical services, and financial information to the City Manager, other City departments, and the general public. It is the Policy of the City of Miami Beach Accounting Division to ensure that financial transactions are processed and recorded on a timely and accurate basis. The Accounting Division consists of Accounts Payable, Payroll, Capital Improvement Program (CIP), Miami Beach Redevelopment Agency and Grants Compliance sections. The Accounts Payable section is responsible for the timely and accurate processing of the City's payments, approximately 20,000 checks yearly. The Payroll section processes approximately 35,000 direct deposit and 12,000 payroll checks. The CIP section provides financial management, administrative support, analytical services and financial data on the City's $500 million Capital Improvement Plan. The Miami Beach Redevelopment Agency section is responsible for the financial transactions of the City's two redevelopment districts. The Grants Compliance section reviews and monitors Citywide grants for compliance.

Major Accomplishments

- Implemented a pilot program for a City of Miami Beach Purchasing Card that included department/divisions: Fleet Management, Property Management, Information Technology, City Manager and Finance departments.

- Completed the 2002 Comprehensive Annual Financial Report, implementing GASB#34.

- Received the Certificate of Achievement for the 2001 Comprehensive Annual Financial Report. This is the fifteen consecutive year the City has received this award for excellence in financial reporting from the Government Finance Officers Association of the United States and Canada.

- Issued the final series of the $92 million voter approved 1999 General Obligation Bond in the amount of $62,435,000.

- Continued providing training for the Finance department as well as other departments on the Financial Management System (FMS II).

- Created system reports to facilitate departments with financial analysis.

- Established Grants Posts-Award Review Committee (internal staff) responsible for reviewing all City grants in an effort to delineate each department's responsibility and ensure that all compliance issues are addressed proactively.

- Prepared the Fiscal Year 2004-2008 Five Year Capital Plan for the City of Miami Beach and the Miami Beach Redevelopment Agency.

- Prepared on a quarterly basis the expanded "Report of the Itemized Revenues and Expenditures of the Miami Beach Redevelopment Agency."

- Reconciled the CIP projects to the General Ledger and Capital Budget/Plan.
- Established the Capital Improvement Review Committee (internal staff) responsible for reviewing all city projects for cost and funding impacts.

Goals and Objectives

- Enhance the accounting division's services by becoming more responsive to the needs of city departments by:

  1. Convert to a new financial management system that will include accounts payable, payroll, accounts receivable, utility billing, purchasing, and fixed assets ledgers.

  2. To provide training in the Finance department and support for other City departments on the new financial management system.

  3. Continue to expand the City's P-Card Program (Purchasing Card) to include all city departments. This would efficiently and effectively improve the purchasing and payment processes by reducing the time needed to process payments. This program will also allow the City to benefit from rebates on its purchases.

  4. Take advantage of more discounts (prompt payment) in order to exceed the $ 18,000 of projected discounts for FY 2004.

- Enhance the Payroll process and provide better service to city employees by:

  1. Develop and implement new payroll procedures and workflow that will support the new payroll system.

  2. Provide on-going training for all payroll staff regarding changes in technology and tax law.

  3. Implement additional payroll processes to comply with tax policy.

- Provide a more comprehensive analysis of the city's construction in process by:

1. Monitor and report the City's capital expenditures.

2. Reconcile fixed assets to the general ledger on a quarterly basis

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Accounts Payable				
• Request for payments	37,200	42,400	45,000	46,000
• Checks issued	17,024	20,300	22,300	21,000
• Prompt pay discounts	$ 3,500	$12,240	$ 15,000	$ 18,000
Payroll				
• Direct Deposit issued	31,512	34,693	35,100	36,400
• Payroll checks	11,921	11,645	11,700	12,000
• Payroll journal entries	146	228	250	0

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 577,797	$ 678,105	$ 760,846	$ 748,058	**$ 818,404**
Operating Expenses	30,419	27,708	30,146	22,028	**28,304**
Internal Services	142,078	163,816	171,565	148,917	**162,265**
Capital	0	981	2,500	4,778	**0**
Total	**$ 750,294**	**$ 870,610**	**$ 965,057**	**$ 923,781**	**$ 1,008,973**
Budgeted Positions	**12**	**12**	**12.2**		**12.2**

Budget Highlights

- 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.

RESORT TAX DIVISION

Major Accomplishments

- Educated and informed the general population and other city departments about resort tax responsibilities and requirements by creating and circulating an informational pamphlet (or including resort tax information in existing city pamphlets).

- 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.

Goals And Objectives

- Continue enforcing compliance with article iv, section 102 of city code by:

  1. Providing more efficient service to our customers by:

     a) Utilizing laser fiche for record keeping of customer documents.

  2. Continued enhancement of collection efforts by:

     a) Continuing work with Legal Department for more effective collections.

     b) Continuing work with Internal Audit Department to improve audit assessment efficiency.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
• Documents processed	9,444	10,080	11,000	13,000
• Letters sent to non-filers (monthly/annual)	1,504	2,465	2,000	2,000
• Annual accounts	1,338	1,415	1,400	1,400
• Delinquent payment memos mailed	872	1,423	1,250	1,250
• Monthly accounts	653	655	675	680
• New accounts processed	332	285	250	300
• Data batches processed	140	136	165	150
• Liens filed	22	26	20	25

Financial Summary

(Resort Tax Fund)

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 151,020	$ 156,153	$ 173,263	$ 182,452	**$ 189,266**
Operating Expenses	30,772	30,997	105,740	30,497	**87,685**
Internal Services	7,705	86,021	71,481	69,720	**54,558**
Capital	0	0	0	0	**0**
Total	**$ 189,497**	**$ 273,171**	**$ 350,484**	**$ 282,669**	**$ 331,509**
Budgeted Positions	**3**	**3**	**3**		**3**

Budget Highlights

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

Departmental Budget History

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.

INFORMATION TECHNOLOGY

Mission

Information Technology's (IT) mission 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.

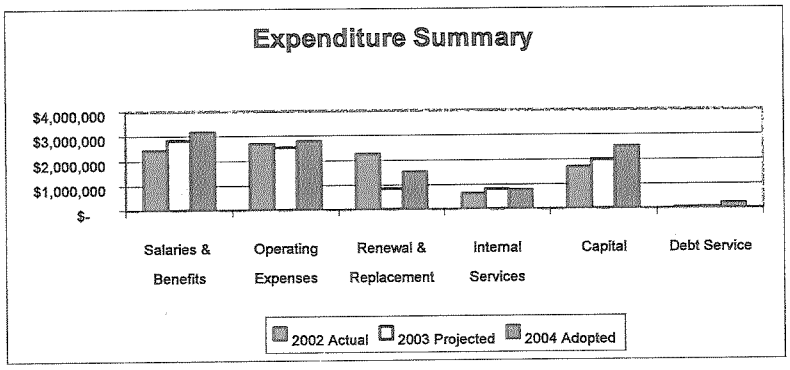
Departmental Goals

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

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Inter-Departmental Charges	$6,408,798	$7,436,191	$8,086,542	$7,086,543	**$8,390,795**
Retained Earnings	3,027	1,900,801	2,241,000	1,891,940	**2,533,000**
Loan Proceeds	0	311,734	0	0	**0**
Interest/Other	972,647	86,007	175,000	78,759	**80,000**
Total	**$ 7,384,472**	**$ 9,734,733**	**$ 10,502,542**	**$ 9,057,242**	**$ 11,003,795**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,755,109	$ 2,434,932	$ 2,641,731	$ 2,833,516	$ 3,174,348
Operating Expenses	3,112,578	2,700,169	2,536,722	2,545,509	2,794,938
Renewal & Replacement	1,561,043	2,259,872	1,874,626	842,613	1,527,150
Internal Services	422,322	631,226	813,006	801,008	784,359
Capital	523,375	1,680,540	2,383,500	1,999,174	2,533,000
Debt Service	10,045	27,994	252,957	35,422	190,000
Total	**$ 7,384,472**	**$ 9,734,733**	**$ 10,502,542**	**$ 9,057,242**	**$ 11,003,795**
Budgeted Positions	**30**	**37**	**37**		**40**



APPLICATION SERVICES

Mission

Maintain existing City-wide computer applications and develop/install new applications as requested.

Major Accomplishments

- The City of Miami Beach Website has been totally redesigned to improve the look and feel of the site. The content of the website has also been expanded to include additional information on Neighborhood Services, Parks & Recreation, Special Master, Arts & Culture, etc.

- A Film and Print Web Application for vendors to apply over the internet was completed. This is a web based interactive system that will also e-mail Police and Fire for additional personnel that are needed for events.

- 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 at the Parks and Recreation Department.

- The City now has a state of the art Intranet that is being used by employees city-wide.

- Purchased and installed a new help desk system to be used by Information Technology department to track service requests, incidents and inventory of all hardware and software in the City of Miami Beach.

- A new Police/Fire Computer Aided Dispatch system called Printrac was implemented and is now in operation.

- Completed installation of a Listserve system that does City mailings.

- Fully Integrated Police Message Center system.

- Completed RFP's for the following applications.

    1. Parking web application for sale of parking cards and decal renewals.

    2. Public Works complete infrastructure system.

3. City-wide fully integrated Financial Application.

- Developed new applications for the following:

  1. Human Resource web applicant scores tracking system.

  2. Resort Tax web application for calculating and printing resort tax forms.

  3. Police Towing system was analyzed, developed and implemented to replace older system written for HP 3000.

  4. Parking Department Request for Dismissal system that gives the department the ability to dismiss citizens parking tickets.

  5. Police Crime Scene Tracker.

  6. Police Jewelry Thieves Tracking system.

- Other completed projects include:

  1. Conversion of Fire Programs written in Access to SQL.

  2. Develop department standards.

  3. Complete Project Definition Profiles for all Application Systems.

  4. Archive old HP 3000 Payroll files from 1990 to 2000.

  5. Archive old HP 3000 CAD, CDA records.

  6. Provide Permits Plus, CAD, Records, and Intranet training to City employees.

  7. Develop Word Templates to be used City-wide.

Goals and Objectives

- Update internal IT processes/tools to enhance IT's ability to deliver quality applications.

  1. Implement lower-cost "off-the-shelf" industry standard solutions.

  2. Select solutions corresponding to the City's IT Strategic Plan goals and objectives which work within standard databases and eliminate islands of information.

  3. Continue the requirement's definition, evaluation, software/hardware selection, and implementation of funded IT projects

- Investigate strategies for use of Intranets and the Internet to provide enhanced e-government IT services for the City.

  1. Acquire new integrated Financial System and begin implementation of core financials.

  2. Complete the Real-time Wireless Inspection Handheld Project.

  3. Provide ability to renew Building Permits, Licenses, Certificate of Use, etc. and enable users to obtain information ranging from Permits status to Property ownership.

  4. Develop a Request for Proposal to purchase and begin implementation of an Imaging system to be used to store and retrieve documents city-wide.

  5. Set up Training Classes for employees on City-wide applications.

  6. Begin installation of Public Works infrastructure system.

  7. Provide a minimum of five additional e-government applications.

  8. Install Parking Permits system that will allow for purchase and renewal of residential parking permits over web.

  9. Plan and begin implementation of a Geographic Information System.

Performance Measurements

	2002 Actual	2003 Actual	2004 Estimated
Incidents	456	570	600
Request for Service	215	240	250

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$644,440	$1,042,095	$ 1,171,705	$ 1,246,056	**$ 1,523,708**
Operating Expenses	358,815	398,894	405,676	285,793	**521,598**
Internal Services	92,014	138,892	176,838	189,054	**125,645**
Capital	406,865	365,424	751,000	319,040	**551,000**
Total	**$ 1,502,134**	**$ 1,945,305**	**$ 2,505,219**	**$ 2,039,943**	**$ 2,721,951**
Budgeted Positions	**10**	**15**	**15**		**18**

Budget Highlights

- 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.

Budget History

FY 02/03

- The budget includes capital funds of $745,000 for ehancements/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

Mission

Provide total customer support for computer hardware & software through purchasing, installing, training, resolving user problems, repairing defective components, and upgrading when necessary.

Major Accomplishments

- Upgraded several software packages including: MS-XP, MS Office Suite, Outlook, Utility Billing, etc.
- Completed city wide Desk top standardization project putting all networked devises on a standardized platform.
- Upgraded federal links to be compatible with standardized police force windows platform.
- Implemented complete asset tracking for city wide media and networked equipment.
- Documented IT department Project Management methodology to ensure projects are professionally managed from initial conception to final documentation and support.
- Replace end of life SAN with expandable state of the art intelligent managed EMC/DELL SAN.
- Documented city wide network, upgrades communications links, and segmented LANs to better stabilize cities infrastructure and increase performance.
- Refurbished Data Center flooring
- Brought Parks Maintenance on to the cities network
- Upgraded Log Cabin's network and infrastructure
- Brought NSYC on to the cities infrastructure.
- Upgraded backbone throughout Old City Hall providing 100% performance increase.

Goals and Objectives

- Enhance IT's "Customer Service" commitment by implementing new services.
- Implement Network Management Services for city wide infrastructure.
- Continue the requirements' definition, evaluation, software/hardware selection, and implementation of funded IT projects.
- Redesign and Rebuild cities Data Center on new power and uninterruptible power supplies to better stabilize the environment.
- Redesign and rebuild PSCU power provisions and uninterruptible power supplies to better stabilize the environment.
- Finalize strategy with City Management including CIP to enhance infrastructure performance by implementing city owned fiber optic outside plant and delete BellSouth lease payments for same.
- Build an IT specialist team in response of enhance homeland security guidelines for access and support of federal and state crime systems.

Performance Measurements

	2002 Actual	2003 Actual	2004 Estimated
Incidents	2031	2200	2350
Request for Service	1770	1900	1950

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 694,940	$ 632,310	$ 586,723	$ 680,582	**$ 1,036,255**
Operating Expenses	225,958	483,248	475,778	457,061	**582,187**
Internal Services	-	88,502	105,724	119,708	**96,934**
Capital	-	970,272	860,000	845,928	**1,510,000**
Total	**$ 920,898**	**$ 2,174,332**	**$ 2,028,225**	**$ 2,103,279**	**$ 3,225,376**
Budgeted Positions	**14**	**12**	**11**		**15**

Budget Highlights

- Salaries & Benefits of $1,036,255 provides for a staff of eleven (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.

Budget History

FY 02/03

- 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

Mission

The Telecommunications & Technical Services Division exists to train, consult, and provide integrated communications solutions to City Departments. To achieve these objectives we bring together the most effective information resources and technologies to enable delivering the highest quality systems at a reasonable cost. We strive to please our customers and exceed their expectations by providing a comprehensive array of innovative communication services in an effective, efficient, courteous, customer-friendly manner.

Major Accomplishments

- Installed 32 hours of additional disk space and expand the voicemail box capacity for any City Phone Mail user.
- Installed Phone Mail Plus software which will give us the ability to perform periodic "housekeeping" or deletion of saved voice mail messages (such as all messages over 60 days old).
- Installed a new 256 K Frame Relay circuit at Parks Maintenance facility to connect to the City's Wide Area Network.
- Installed a new 256K Frame Relay circuit at Log Cabin facility to connect to the City's Wide Are Network.
- Installed NMLI circuits at City Hall and Police Facilities to ensure backup to the City's Gigabit Wide Area Network.
- Secure Payphone Contract for Payphone Service. In progress.
- Commence the replacement of the City's analog 800 MHz Public Safety Radio System with a Digital Smartzone System.
    - *Commission approved a Resolution, authorizing the Mayor and City Clerk to Execute a Communications Service Agreement with Motorola, Inc., in the amount of $4,850,000.00, for the purchase and installation of a new 800 MHz Trunked Digital SmartZone Simulcast Public Safety Radio System, a perpetual Software License Agreement, at no cost, and a ten (10) year Maintenance Agreement comprised of a one (1) year initial warranty, at no cost, and nine (9) consecutive years of*

maintenance, in the amount of $3,024,418.00, for a total cost of $7,874,418.00. The City's telecommunications consultant is presently is reviewing available sites to place system infrastructure. This will need to be completed before the implementation of project.

Goals and Objectives

- Complete the Building Department Phase II IVR system as well as innovative IVR programming for Neighborhood Services and Parking Departments.
- Implement the TCPIP interface to connect the IVR to the City's databases to provide our citizens with information stored in our databases via the telephone system.
- Implement the Web interface to connect the IVR to the City's E-Government Web applications.
- Begin implementation process for the new 800 MHz Digital Public Safety Radio System.
- Complete the telecommunications wiring for the Bayshore Golf Course Club House and North Shore Park Youth Center.
- Replace the telephone system for the following departments; Property Management, NESS, and Log Cabin with a Siemens Remote Shelf.
- Install new Siemens Remote Shelf telephone system for the North Shore Youth Center.

Performance Measurements

	2002 Actual	2003 Projected	2004 Estimated
Incidents	3256	3448	3600
Request for Service	1200	880	1000

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 415,729	$ 760,527	$ 883,303	$ 906,878	**$ 614,385**
Operating Expenses	2,527,805	1,818,027	1,655,268	1,802,655	**1,691,153**
Renewal & Replacement	1,561,043	2,259,872	1,874,626	842,613	**1,527,150**
Internal Services	330,304	403,832	530,444	492,246	**561,780**
Capital	116,510	344,844	772,500	834,206	**472,000**
Debt Service	10,045	27,994	252,957	35,422	**190,000**
Total	**$ 4,961,436**	**$ 5,615,096**	**$ 5,969,098**	**$ 4,914,020**	**$ 5,056,468**
Budgeted Positions	**6**	**10**	**11**		**7**

Budget Highlights

- 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 eleven (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.

Budget History

FY 02/03

- 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

- 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.

- 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

- 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.

- A total of $641,951 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Information Technology with: property and liability insurance coverage as part of the City's Self Insurance Program, Fleet, Central Services and Property Management services.

FY 00/01

- 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 MANAGEMENT & BUDGET

Mission

The Office of Management & Budget is responsible for ensuring the financial stability and integrity of the City by preparing and maintaining the City's Annual Operating Budget following the tenets of F.S.S. 200.065, commonly referred to as the Truth in Millage (TRIM) Act. This Office provides financial and policy analysis to the City Manager, departments, agencies and the public; analyzes departmental budget requests; prepares the Proposed and Adopted Budget books; provides tax policy analysis; serves as the Administration's liaison with the Budget Advisory Committee (BAC); forecasts five-year revenues and expenditures as well as monitoring revenues and expenditures on a year-round basis.

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 are provided by the Administration.

Major Accomplishments

- The FY 02/03 Adopted Budget was submitted for review to the Government Finance Officers Association (GFOA) and attained the Distinguished Budget Presentation award. We expect to receive the award again this year.

- Three members of the Budget staff have achieved status as Certified Government Finance Officers.

Goals And Objectives

- To comply with F.S.S. 200.065 (commonly referred to as TRIM) for Annual Budget Preparations.

  1. To begin the annual budget development cycle for Fiscal Year (FY) 2004/2005 in March 2004.

  2. To conduct citywide budget workshops for department directors during March 2004.

  3. To host citizen budget forums in May 2004 to obtain input/reaction for consideration into the proposed budget.

4. To prepare and present a proposed operating budget for FY 2004/2005 by July 15, 2004.

5. To adopt a final operating budget for FY 2004/2005 by September 30, 2004.

- To continue to revise the Adopted Budget Book to provide a more enhanced presentation

  1. To publish a FY 2003/2004 Adopted Budget Book by December 31, 2003 in a format that is as comprehensive and informative for the public as possible.

  2. To submit the FY 2004/2005 Adopted Budget Book to the Governmental Finance Officers Association (GFOA) as an entrant in its Distinguished Budget Presentation Award.

- To adhere to City Charter, Resolution No. 94-21258, and LTC 162-1994 which stipulate reporting requirements to be followed with regards to maintaining a balanced budget.

  1. To perform quarterly revenue and expense reviews within 45 working days from the close of each fiscal quarter and report findings to the City Commission; recommend budget amendments as necessary.

  2. To summarize year-end performance within 45 days from year-end closing in a report comparing actual revenues and expenses to appropriations by fund; recommend budget amendments as necessary.

- To enhance the Budget process by encouraging greater communication with the Commission.

  1. To enhance the Budget process through initiation of Commission workshops/briefings on functional areas to encourage greater input in the development of the proposed operating budget at an earlier stage.

  2. To update and keep the Commission abreast of the 5-year operating budget revenue and expense projections.

- To assist the Finance Department in developing and implementing the 5-year Capital Improvement Program.
-

  1. To assist the Finance Department with the 5-year Capital Improvement Program by including the requests for capital improvements as a part of each department's budget request.

  2. To assist the Finance Department in identifying sources of funding for the capital improvement projects being proposed.

- To assist the Finance Department in the implementation of the new GASB 34 to ensure that budgets are in compliance with GASB Statement 34.

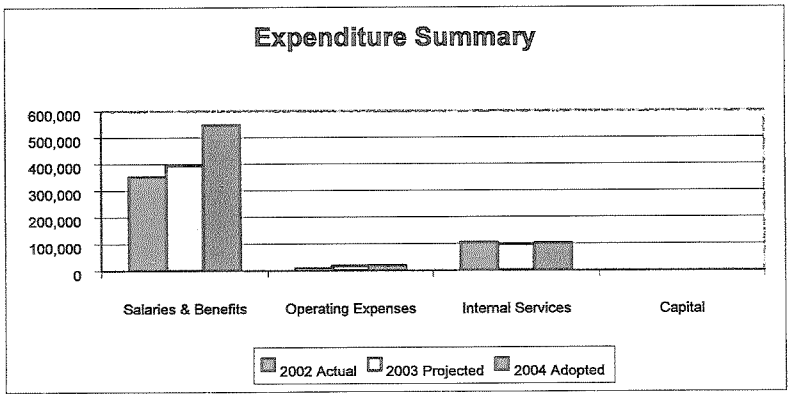
  1. To participate in the implementation of the new GASB 34 to ensure that budgets are in compliance with GASB Statement 34.

Performance Measurments

	Actual 2001	Actual 2002	Projected 2003	Proposed 2004
TRIM Compliance	100%	100%	100%	100%
Review of Departmental Budgets	30	44	44	44
Review Agenda items for account and funding availability	N/A	200	200	200
Budget Advisory Committee Meetings	20	20	20	20

DepartmentalFinancialSummary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 327,368	$ 352,183	$ 451,271	$ 394,066	$ 548,113
Operating Expenses	10,666	7,319	16,887	16,518	17,380
Internal Services	93,953	103,958	105,063	96,313	101,021
Capital	560	0	6,300	-	0
Total	**$ 432,547**	**$ 463,460**	**$ 579,521**	**$ 506,897**	**$ 666,514**
Budgeted Positions	**6.5**	**6.25**	**6.25**		**6.25**



Budget Highlights

- 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.

Departmental Budget History

FY 02/03

- 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.

FY 01/02

- 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.

Internal Audit
(General Fund)

Mission

Internal Audit is responsible for conducting independent reviews to determine whether events, transactions, adjustments, and processing procedures are established, authorized, and maintained in accordance with laws, regulations, contracts and management's policy, whether events and transactions are accounted for, economically and efficiently processed, accurately and promptly recorded, reported, followed up, whether recorded balances are periodically substantiated and evaluated, and whether city assets and key forms, records, and files are properly safeguarded and controlled, and access thereto is restricted in accordance with management's criteria.

Major Accomplishments

- Test inventory counts for five areas of the City for external auditors.
- Perform audits on two parking areas which include Boat Show Parking Revenues and Parking Impact Fees.
- Complete annual audits of State Beachfront Management Agreement, Federal Forfeited Funds, and Cultural Arts Council.
- Complete special project reviews and/or audits for Colony Theatre Expense, Miami-Dade County Elections Expenses, Florida Lawn Contract, and Police Property Evidence Unit.
- Complete internal audits on Central Cashier function, Citywide Petty Cash, Beach Concession Agreement, and Tennis Center Contract.
- Update policies and procedures and place on City's intranet.
- Send out RFP for auditing services for resort taxes and select contractors for audits.
- Obtain RISE Level I agreement with the State of Florida to share registration information.

Goals and Objectives

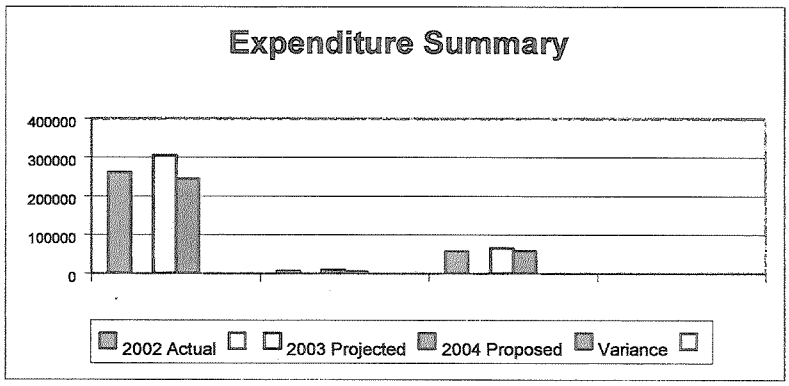
To conduct operational, compliance, performance and financial audits of City operations and of external companies, contractors and grantees. Objectives are to assess the adequacy of internal controls, advise management of availability and use of its resources, and report on the extent of compliance with procedures, contract terms, laws and regulations. Perform special reviews as requested by the City Manager or Assistant City Manager. It is anticipated to complete 18 internal audits, 6 parking audits and 6 follow up audits.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Proposed 2004
Internal Audits	19	18	20	18
Parking Audits	4	2	2	6
Parking Monitoring	6	2	4	6
Follow up Audits	NA	5	5	6

Departmental Financial Summary

Expenditure Area	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Salaries & Benefits	$ 260,974	$ 269,391	$ 305,489	$ 244,615	**$ 246,133**
Other Operating Expenses	5,569	3,620	8,405	4,318	**10,941**
Internal Service Charges	57,449	64,170	65,474	58,374	**62,254**
Capital	0	0	0	0	0
TOTAL	**$ 323,992**	**$ 337,181**	**$ 379,368**	**$ 307,307**	**$ 319,328**
General Fund Positions	3.50	3.75	3.75		2.75
Parking Funded Positions	1.00	1.00	1.00		1.00
Total Budgeted Positions	**4.50**	**4.75**	**4.75**		**3.75**



Budget Highlights

- 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.

Internal Audit
(Resort Tax Fund)

Mission

Internal Audit is responsible for conducting field audits of businesses responsible for remitting resort taxes to the City. Audits are accomplished to determine compliance to the City Ordinance and may result in assessment of additional taxes, penalties, and interest when necessary.

Major Accomplishments

- It is projected to complete 300 resort tax audits of Miami Beach Businesses consisting of about 55% monthly filers and 45% annual filers. Total assessments collected year to date (as of 7/23/2003) for all previous audits amounted to $227,783.

- It is projected to complete 22 audits of Miami Beach hotel/motels for telecommunication taxes. Total assessments collected year to date (as of 7/23/2003) for all previous audits amounted to $72,994.

- We have assessed taxpayers $83,677 (as of 7/23/2003) for audit assessments relating to the City's telecommunication taxes. This is significant since these monies go directly back into the general fund. Telecommunication tax audit assessments for two previous fiscal years averaged only $12,000 per year.

Goals and Objectives

- To conduct audits of resort tax businesses by completing a minimum number of 280 audits (15%) of resort tax accounts by September 30, 2004.

- Apply for the RISE Level II Program with the State of Florida. This will allow the City to share results of audits, thereby increasing our coverage of audits based upon sharing information with the State.

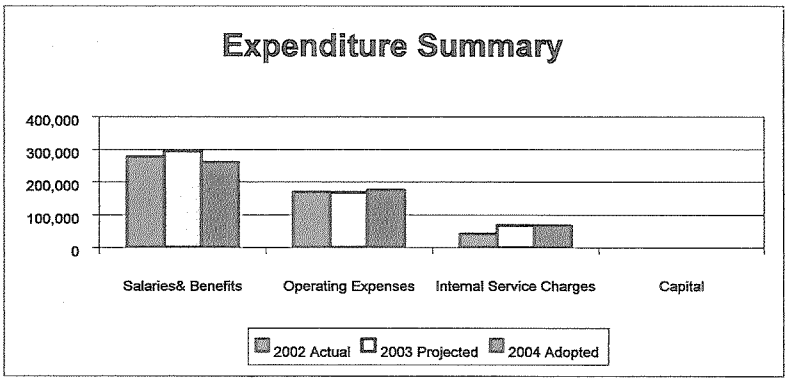
Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Proposed 2004
Resort Tax Audits	354	340	300	280
Telecom Tax Audits	39	28	22	N/A*

Note * - Audits of telecommunication tax will not be performed by the City since the responsibility of collecting and auditing the tax was transferred over to the State effective 10/1/2001.

Departmental Financial Summary

RESORT TAX FUND	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries& Benefits	$ 251,755	$ 278,077	$ 297,135	$ 294,912	$ 261,208
Operating Expenses	189,141	169,474	206,190	167,642	175,850
Internal Service Charges	2,700	40,171	71,719	66,552	66,794
Capital	1,666	0	0	0	0
TOTAL	$ 445,262	$ 487,722	$ 575,044	$ 529,106	$ 503,852
Budgeted Positions-RTX	5	5	5		4
Total Expenditures	$ 769,254	$ 824,903	$ 954,412	$ 873,474	$ 794,690
Total Positions	9.5	9.75	9.75		7.75



Budget Highlights

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

Departmental Budget History

FY 02/03

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

FY 01/02

- 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.)

FY 00/01

- 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

- 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

MISSION

The Human Resources Department's mission is to locate, hire, and retain the most qualified applicants, while serving the total needs of all employees.

MAJOR ACCOMPLISHMENTS

- Developed program to process, deliver, and monitor supplemental military pay for employees called to active duty
- Developed and coordinated Senior Aide Program, placing a total of 13 Senior Aides in 3 departments
- Maintained a 30 day EEOC processing time
- Developed and implemented a Citywide Performance evaluation status report
- Processed the system conversion of the pay calculation schedule from 26.1 to 26 pay periods
- Implemented the annual salary survey information into an online format producing the capability of generating various analytical measures
- Offered Cancer and Critical Illness employee voluntary benefits
- Implemented two additional medical plans - a low option PPO and a low option HMO with higher percentage paid by the City
- Created an Administration response to the recommendations made by the Group Health Insurance Task Force
- Introduced the Leadership and Family Coaching Forums - January through July 2003 – for the purpose of personal and leadership development to increase performance both personally and professionally
- Expanded advertising venues to include specialized websites, publications, professional associations, and organizations that are appropriate for recruitment of more qualified applicants

- Instituted resume acceptance via email which has significantly increased the volume of resumes from qualified applicants for Unclassified positions

- Established a web applicant score system which enables applicants to obtain their test scores via the internet

- Continued consistent communications and ongoing training with pay roll coordinators, increase processing knowledge, and provided written guidelines for common processing issues to reduce pay roll processing errors and payroll related questions

- Continued to streamline the answering of employee questions by reinforcing the process of going through their payroll coordinators

- Union Contract – Payroll System Implementation: Successfully implemented the Union Contract specifications into the payroll system for CWA, FOP, IAFF, GSA and AFSCME

- Reviewed and updated 33% of the 300 job descriptions

- Placed 100% of light duty referrals within 1 working day

- Implemented the Administrative Simplification Regulations of the new HIPPA law

- Issued an RFP for all group employee benefits

- Conducted two Mid-management Retreats

- Continued to improve Customer Service training for staff and managers

- Conducted staffing session with departments to plan their recruitment(s)

GOALS AND OBJECTIVES

- To prepare, process and maintain all salary and leave changes according to City Ordinances, Union Contracts, and Human Resources Department policies and procedures for all employees. To disseminate information relative to such data upon demand.

  1. Complete and analyze the annual compensation and pay survey by 4/30/04

  2. Improve consistent communication process with payroll coordinators to reduce processing errors and pay roll related questions by 80% by 12/5/03 in support of the Organizational Priority

- To provide management, supervisors, employees, and Personnel Board Members with counseling and recommendations regarding City policies, Civil Service rules and regulations, and to oversee the implementation of recommendations.

    1. Complete the relocation of the Human Resources Department creating a more customer friendly environment (by 6/1/04)

    2. Deliver three information sessions to management regarding Employee Assistance Program to provide support for employees, improve attendance and work performance by 9/30/04 in support of the Strategic Planning Priority

    3. To provide opportunities for organizational, management and employee development via management development programs, seminars, supervisory workshops, consultation, skill building workshops, college programs, and continuing education programs.

    4. Continue to promote college level courses being offered on Miami Beach through monthly e-Briefs and quarterly press releases on Channel 20, prior to the beginning of each semester in support of the Strategies Planning Priority

- To identify training needs. To design and implement training programs.

    1. Conduct biannual Presentation Workshops for staff who will be making presentations to residents or others by 9/30/04 in support of the CIP Priority

    2. Conduct three (3) disciplinary action update workshops by 9/30/04

- To recruit and evaluate applicants to fill vacancies with the most qualified individuals in an expeditious and lawful manner. To improve employment related processes in order to ensure a diverse workforce. To update and maintain the classification and compensation system.

    1. Ensure a minimum of 40 unsolicited job audits are complete by 9/30/04 in support of the Organizational Priority

    2. Ensure that requests for job audits are completed within 30 days in support of the Organizational Priority

- To provide excellent service to (both internal and external) our customers.

    1. Continue to utilize the Customer Service Task Force to develop service improvement recommendations through quarterly meetings

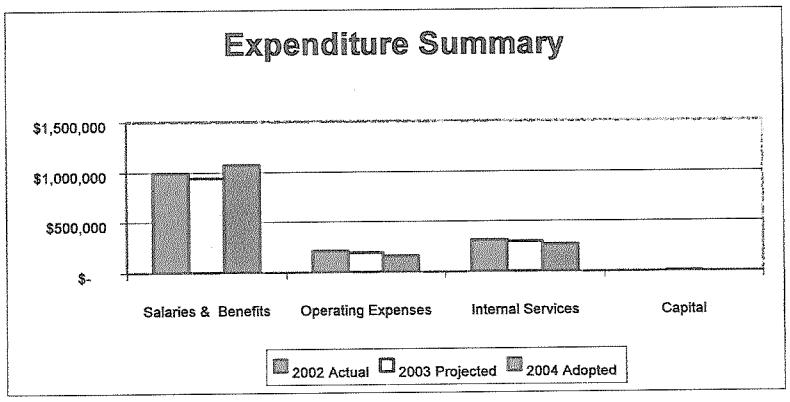
Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Applicants	8,126	7,421	8,905	10,686
Applicants Tested	2,260	2,098	2,900	2,990
Hires	288	260	364	328
Promotions	86	79	108	80
Training Attendance	1,430	1,600	1,924	1990
Training Courses	197	120	188	200
Employees	1,745	1,837	1,845	1,900
Backgrounds	859	392	392	392

* This information is based on Calendar year.

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 825,239	$ 991,537	$ 970,960	$ 943,090	$ 1,070,599
Operating Expenses	191,539	211,224	214,710	189,999	158,569
Internal Services	287,739	315,856	322,810	299,466	273,435
Capital	10,983	920	24,000	4,211	0
Total	$ 1,315,500	$ 1,519,537	$ 1,532,480	$ 1,436,766	$ 1,502,603
Budgeted Positions	14.7	19.2	18		18



Budget Highlights

- This budget reflects the transfer of the Labor Relations function, with two (2) positions, to a separate division within the current fiscal year.

- 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.

Budget History

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.

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.

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 99/00

- The budget provides for the addition of a part-time Personnel Technician and an increase in temporary labor for total of $29,402 to assist with processing background investigations and record filing.

LABOR RELATIONS

Mission

The Office of Labor Relations (OLR) is dedicated to providing the highest standard of excellence and cooperation between the Labor and Management. In order to enhance the productivity and teamwork of each Department that serves the citizens of Miami Beach, the Office of Labor Relations is devoted to providing a unique opportunity for the exchange of perspectives, information, and skills in the field of public sector collective bargaining.

The Office of Labor Relations is committed to improving communication between representatives of labor and management, assisting labor and management with conflict resolution and providing labor and management with the opportunity to explore innovative joint approaches to organizational effectiveness.

Major Accomplishments

1. All five negotiations have been completed and training with supervisors for AFSMCE and CWA completed.

2. Grievances have been processed in a timely fashion.

3. Labor-Management meetings have been held with CWA, AFSCME and GSA.

4. FMCS has trained Management/Union on the conduct of Labor/Management meetings, Roles & Responsibilities of Stewards/Management and continual training is scheduled.

5. Training by FMCS was provided to AFSCME and Management leaders.

Goals & Objectives

- Implement more involvement in grievances at the Step I and Step II level

- Action plan: 11/02 procedure issued City wide, meetings already taking place at the Step I and II level which involve the OLR.

- Streamline grievance procedure (internal process)

- Action plan 11/02: guidelines for each Union distributed to City, new contract negotiations to address consistency in timelines among Unions

- Track grievance/arbitration and Labor issues (internal process)

- Action plan started 9/02: weekly logs maintained to update ACM and Legal as to recommendations or actions to be taken by Division

- Utilize Labor Management meeting for key areas and Department situation resolution by one meeting quarterly per selected Department

- Action plan: Since October 2002, Labor Management meetings have been held with Fleet Management, South Beach Service Team (SBST), Public Works, Property Management and Sanitation and City-wide. FMCS has attended and instructed on how to conduct Labor Management Meetings, a 2-part training on Roles & Responsibilities of Union Stewards/Management, and 2 Public Works/AFSCME Labor Management meetings. FMCS meetings have been held on 10/24/02, 12/12/02, 1/31/03, 2/3/03, 3/1/03, 5/14/03, 6/10/03, 6/24/03 and 6/27/03. Additional meetings are scheduled for 8/14/03 and 10/03.

- Ensure grievances are processed in a timely fashion

- Action plan: As of 9/02 all grievances have been processed within Union guidelines

- Apply for Labor/Management Grants

- Action plan: contacted Grants office on 12/02, identified the available grant and submitted application on 6/28/03. (Pending grant approval)

- Conduct negotiations with the City's bargaining units.

- Action plan: 11/02 initial letters sent to request the start of negotiations with FOP & IAFF and surveys were distributed to local municipalities on 11/02 (FOP) and 12/02 (IAFF). Expedite the negotiation process as much as possible through proper pre-planning. Letters were sent to CWA and GSA on 04/03. GSA & CWA have commenced negotiations on 6/03.

Performance Measurements

Grievance Heard	FY 00/01	FY 01/02	FY 02/03
Unions	Heard	Heard	Heard
AFSCME	23	15	14
CWA	16	21	42
GSA	2	0	0
FOP	2	2	0
IAFF	11	11	3
Total	54	49	59
Arbitrations	**FY 00/01**	**FY 01/02**	**FY 02/03**
Union	Heard	Heard	Heard*
AFSCME	1	0	1
CWA	4	2	5
FOP	1	1	2
GSA	0	0	0
IAFF	0	2	2
Total	6	5	10

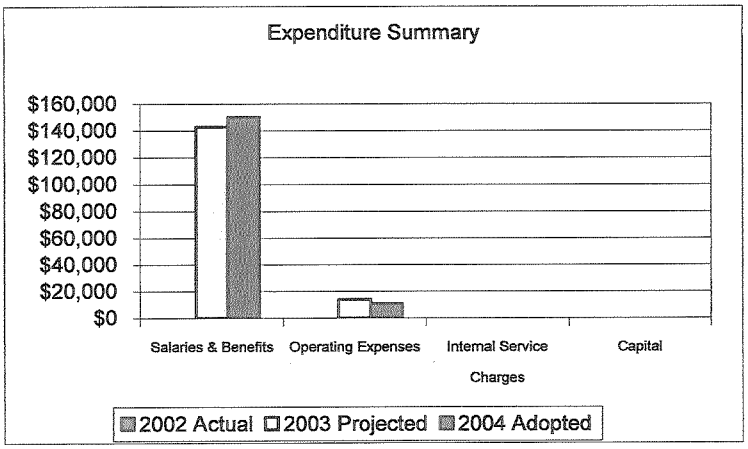
Projected Arbitrations – FY03/04	
Union	Heard
AFSCME	3
CWA	20
FOP	0
GSA	0
IAFF	1
Total	24

*** Project to be heard by end of Sept.**

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Labor Management Meetings held by the Office of Labor Relations (OLR)	0	2	4	10
FMCS Training	0	0	6	5
Total	0	2	10	15

Financial Summary

Expenditures	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 0	$ 0	$ 165,476	$ 143,158	$ 150,367
Operating Expenses	0	0	10,165	13,881	10,880
Internal Service Charges	0	0	0	0	0
Capital	0	0	0	0	0
Total	$ 0	$ 0	$ 175,641	$ 157,039	$ 161,247
Budgeted Position	N/A	N/A	2.00		2.00



Budget Highlights

- This budget provides salaries & benefits and other operating expenses of $161,247 for two (2) professional positions to administer the labor relations function for the City of Miami Beach.

Budget History

- 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.

RISK MANAGEMENT

Mission

Risk Management is committed to managing a comprehensive insurance/self-insurance program to protect the assets of the City and to provide benefit to its employees/retirees, residents, and the general public with primary emphasis on quality, cost, and safety.

Major Accomplishments

- Purchased ALL Risk Property Insurance (06/01/03)
- Maintained a ninety percent (90%) open/close ration for all claims subject to the City's Self-Insurance (this related directly to the stability of the Self-Insurance Fund)
- Claim costs have remained stable for the past five years

Goals and Objectives

- To contain costs of Workers Compensation and Liability claims.
- To maintain open/closed ratio for Liability Claims of 100%.
- To commence liability claims investigation within 24 hours of initial notice – standard 100%.
- To maintain an open inventory for Worker's Compensation claims not to exceed standard of 350.
- To maintain Worker's Compensation average total cost per claim not to exceed $3,000.
- To contact employees involved in potential lost-time accidents within 24 hours of notice; standard 90%.
- To conduct safety training as required by the State of Florida; approximately 500 employees.
- To conduct building/City property inspections – standard 36 annually.

BENEFITS (Reports to Human Resources)

- To contain costs of Health / Life and Property / Casualty Insurance

- To provide a comprehensive package of group life and health care benefits for approximately 2,800 City employees and retirees, along with their families, and to promote more effective utilization of these benefits by the covered individuals.

- To prepare 84 reports and pay 84 monthly premiums (within 30 days from the beginning of each month) for the City's group life insurance and health care plans. Annual premiums estimated to be $7 million.

- To pay City's portion of 12 monthly premiums (within 30 days from the beginning of each month) for employees covered by the Fire Fighters Health Insurance Trust: and to pay both the retirees' and City portions of 12 monthly premiums for retirees covered by the Fire Fighters Health Insurance Trust. City's portion of annual premiums for both employees and retirees estimated to be $700,000.

- To pay City's portion of 12 monthly premiums (within 30 days from the beginning of each month) for employees covered by the F.O.P. Health Trust; and to pay both the retirees' and City's portions of 12 monthly premiums for retirees covered by the F.O.P. Health Trust. City's portion of annual for both employees and retirees estimated to be $900,000.

- To provide assistance as required by the 2,800 employees, retirees, and dependents covered by one of the City's health care plans, acting as liaison to the insurance carrier. Expect to provide assistance by responding to 8,000 telephone inquiries, 100 pieces of written correspondence (excluding claims), and 1,200 individuals coming into the office.

- To assist the City Administration, the Group Insurance Board, and Health Advisory Committee in evaluating the annual rates for the life insurance and health care plans. Rates are to be received and evaluated. To conduct approximately 3 meetings the City Administration, 12 meetings with the Group Insurance Board and Health Advisory Committee, 4 meetings with each participating bargaining unit, and 4 meetings with Unclassified/Others.

- To conduct annual health care Open Enrollment for approximately 2,800 employees and retirees, and the annual Cafeteria Plan Open Enrollment for approximately 1,600 employees.

- To prepare death claims for employees and retirees for processing by the insurance claims office.

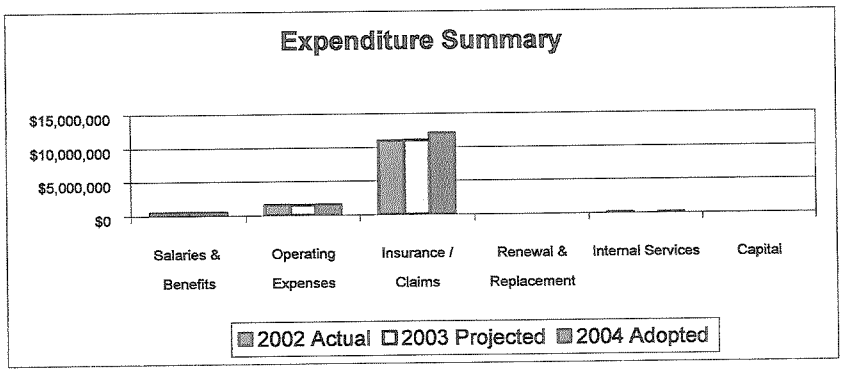
- To monitor terminated employees' participation (for up to 18 months), and eligible dependents' and eligible participation (for up to 36 months) in the City's health care plans, according to federal law (COBRA).
- Purchase and maintain All-Risk property insurance for City structures.
- Approve all insurance for work completed by City Contractors.

Performance Measurements

	2001 Actual	2002 Actual	2003 Estimated
Closed/Received Ratio	93%	145%	100%
Liability Investigation Commences Within 24 Hours	100%	100%	100%
W.C. Open Claims not to exceed 350	298	333	330
W.C. cost per claim not to exceed $3,000	$2, 970	$2,925	$3,000
W.C. Lost Time contact 24hours	100%	100%	100%
Safety Training – Employees	725	500	500
BLDG Inspections Annually	66	37	36

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Revenue Area					
Internal Service Charges	9,244,034	10,137,125	12,631,148	11,714,691	13,022,455
Retained Earnings	1,307,902	2,017,261	1,179,000	1,049,341	979,000
Interest/Other	712,025	829,745	200,000	292,323	100,000
Total	**$ 11,263,961**	**$ 12,984,131**	**$ 14,010,148**	**$ 13,056,355**	**$ 14,101,455**
Expenditure Area					
Salaries & Benefits	$307,542	$411,538	$ 371,522	$ 449,065	$ 401,102
Operating Expenses	1,398,468	1,563,860	1,523,226	1,494,810	1,531,328
Insurance / Claims	9,535,223	10,981,494	12,070,000	11,085,170	12,100,000
Renewal & Replacement	4,338	2,561	16,000	1,986	9,633
Internal Services	18,390	24,678	29,400	15,534	59,392
Capital	0	0	0	9,790	0
Total	**$ 11,263,961**	**$ 12,984,131**	**$ 14,010,148**	**$ 13,056,355**	**$ 14,101,455**
Budgeted Positions	**5.8**	**6.8**	**6**		**6**



Budget Highlights

- This budget provides for an estimated increase of over 8% in the City's contribution to the retiree health insurance. Functions supported by the Self-Insurance Fund include: Retiree health/life insurance ($4,620,000), applicant health screening/ drug testing program ($170,000), and Unemployment Compensation Insurance ($70,000).

- This budget includes an increase of $80,000 in Workers Compensation Premiums.

- A budget of $1,900,000 for Property Insurance is included which represents a budget decrease of $300,000 from FY 02/03.

- 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.

- The 40% funding of 2 positions (0.8 FTE) was transferred to the General Fund during FY 02/03 for the newly established Office of Labor Relations.

Budget History

FY 02/03

- 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 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 a 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

- 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.

OFFICE OF THE CITY CLERK

Mission

The City Clerk serves as the Official Secretary of the City Commission, the Miami Beach Redevelopment Agency, and the Board of Directors of the Safe Neighborhood Improvement Districts and has the responsibility to:

- Transcribe upon special request, distribute, and maintain records of all Commission and Agency meetings;
- Publish timely notices and mail notices, if required, of all Commission public hearings;
- Process all approved ordinances, resolutions, contracts and agreements;
- Central Depository for all Closed Executive Session transcripts;
- Maintain deed files of all City-owned property, which includes custody of all warranty deeds, easements, abandonments, rights-of-way, revocable permits and miscellaneous instruments;
- Maintain and process board members for the 38 City boards and committees, and process the County financial disclosure forms;
- Maintain the scheduling calendars for the 1st floor Conference Room, the Commission Chamber, and the Master Calendar;
- Coordinate updating the City Code Book on a quarterly basis;
- Serve as Supervisor of Elections for the City of Miami Beach jointly with Miami-Dade County Supervisor;
- Provide administrative support to conduct Administrative Hearings and hearings of the Code Enforcement Board, Nuisance Abatement Board, and Special Masters.
- Post notices on the bulletin boards throughout City Hall;
- Serve as the official liaison for the City's charter Review Committee;

- Post notices on the bulletin boards throughout City Hall;
- Serve as the official liaison for the City's charter Review Committee;
- Process and distribute lobbyist information;
- Provide video and photo services for the Mayor, and Commission and the Administration;
- Process public notification of Burt Harris Act claims;
- Process all proclamations, certificates, awards and presentations
- Scanning of all documents, resolutions, ordinances, maps, etc..
- Research requests
- The City Clerk reviews all documents and assists on the organization of the agenda book

Florida law* mandates that public agencies maintain an active Records Management program. To meet the ongoing needs of the City in its operation of government, and to promote the protection of the rights of our citizens, the City Clerk is responsible for administering the City Archives and Records Management program for the efficient use, preservation, and/or disposal of public records in compliance with Federal and State laws. The City Clerk is responsible for overseeing the implementation of improved files maintenance and The Vital Records Disaster Preparedness Plan. The City Clerk also provides citizen and departmental access to public records and archival material, and supervises placement and/or removal of records in three storage facilities.

Miami Beach Television (MBTV) currently features regularly scheduled broadcasts of commission meetings as well as community affairs, informational and civic programs. The cable station also serves as a vehicle for the community calendar and special emergency announcements.

*Chapter 119, Florida Public Records Law; Chapter 267, Florida Archives, History and Records Management Act; and Chapters 1A-24, Florida Administrative Code.

Major Accomplishments

TV20

- Added equipment and software to do LIVE web casting of all Channel 20 broadcasts. Expanded channel 20 broadcast to 24 hours a day seven days a week. Modified software to put agenda titles on the live broadcasts. Installed two additional cameras and wireless microphones in Chamber. Installed a new computer controlled "state of the art" sound system for the Commission Chamber. Designed and installed an expanded capacity video playback system, which allows unattended re-broadcast of up to video ten tapes (3/02).

Photography

- Transitioned most of the photography to high quality digital imaging, this saves substantial film and lab costs. The images are filed on the network almost immediately allowing citywide access without assistance. Produced multiple cover photographs and most internal pictures for City publications and power point presentations. Clients include most city departments, local and international media and the City website.

Goals and Objectives

- To provide the public and staff more efficient and timely record management services through the application of automation

    1. Update the City's Code book on a quarterly basis.

    2. Continue the Document Management and Imaging project.

    3. Lobbyist Database Program

    4. Board and Committee Database Program

- To provide the documentation necessary for continuity of governmental programs and operations.

    1. To serve as Secretary to the City Commission and Miami Beach Redevelopment Agency

    2. To create and distribute Action Summaries for each commission meeting reflecting actions of the City Commission.

    3. To prepare the Commission Agenda and After-Action Summary for the Internet

    4. To provide auto tape duplication services as requested.

5. To maintain accurate records of the city's boards and committees.

6. To review and maintain submission of over 850 applications for board and committees.

7. To review and process lobbyists registrations.

8. To create and distribute a monthly log of all registered lobbyist.

- To serve as a Supervisor of Elections for the City of Miami Beach.

  1. To oversee an Elections(s) or Special Elections(s) which may be called by the City Commission

- To function as the city liaison to the charter review and revision board.

  1. To insure that action items directed to this board are communicated quickly and accurately.

- To enforce the provisions of the fire/life safety codes

  1. To prepare over 300 new cases for prosecution before the Special Masters.

  2. To report and collect approximately $95,000 in fines imposed by the Special Master.

- To enforce the provisions of the city code by providing for administrative Hearings (appeals).

  1. To prepare over 50 new appeal cases Noise, License.C.U. penalties, Sidewalk Café, Parking, False Alarm, Sanitation violations, overcrowding, Revocations of Occupational License/Certificate of Use, overcrowding, locked exits, pay phone application denials, news racks.

  2. To hear appeals of the Historic Preservation Board decisions.

  3. To collect $800 in administrative fees.

- To enforce the provisions of the Building Code.

  1. To prepare 200 new cases for prosecution before the Special Masters.

  2. To collect $12,000 in fines imposed by the Special Masters.

- To enforce the provisions of the City Code.

  1. To prepare 1200 cases for prosecution before the Special Masters.

- To improve programming capabilities with a Government Channel (MBTV).

  1. To upgrade. replace cameras in Commission Chambers to improve the quality of current commission broadcast. Since the cameras were purchased six years ago, they are outdated. The life of most electronic equipment is three to five years.

  2. To monitor: Video Test Equipment - consistent monitoring of levels and quality control; Wave form monitor – enables the director to monitor and communicate specific details on picture quality to the cable company, Vector scope-monitors the signal.

  3. Add live Broadcast of Planning Board, Zoning Board of Adjustment, Design Review Board and other important meetings.

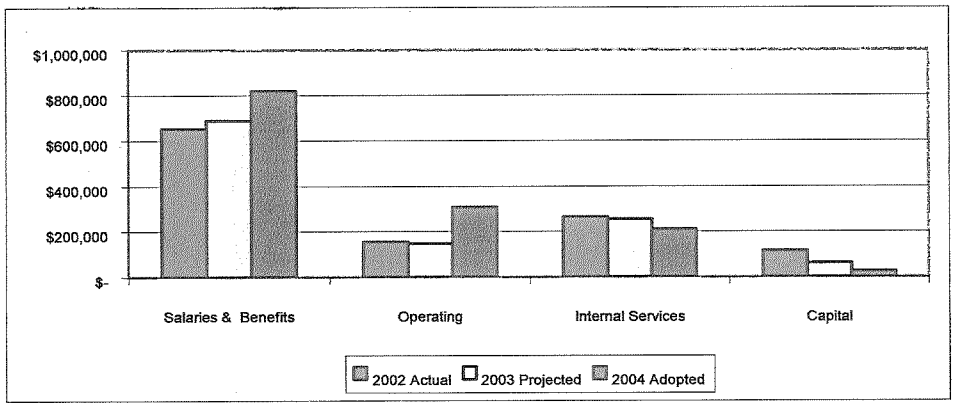
Performance Measurement

	2000 Actual	2002 Projected	2003 Estimated
Commission Meetings	22	15	20
Commission Workshops	7	8	7
After Action	29	23	29
Ordinances	69	50	55
Resolutions	800	600	600
Contracts & Agreements	200	175	180
Board & Committee Applications	467	350	400
Advertised Public Hearings	77	75	70
Lobbyist Applications	90	90	80
LaserFiche Imaging (pages)	350,000	500,000	550,000
Videos Reproduced	75	75	75
Research Requests	550	600	600
City Code Supplements	4	4	4
Special Master-Code Enforcement	880	1,200	1,200
Special Master-Building/Sanitation	836	900	900
Special Master-Fire	442	300	300
Special Master-Appeals	55	80	80

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Fire Code Violations	$ 121,293	$ 65,621	$ 95,000	$ 302,483	$ 95,000
Election Qualifying Fees	21,177	861	7,300	5,000	5,000
HP/DRB Appeals	850	0	2,000	0	1,000
Building Code Violations	147,648	117,442	140,000	84,677	224,677
Lobbyist Applications	6,113	11,088	0	8,000	6,000
Cable Settlement ($125m	0	47,500	52,300	0	19,233
Total	$ 297,081	$ 242,512	$ 296,600	$ 400,160	$ 350,910

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 611,083	$ 653,976	$ 726,887	$ 690,248	$ 819,573
Operating	172,916	155,920	191,219	147,721	308,664
Internal Services	286,622	264,599	254,958	255,225	211,161
Capital	49,950	115,672	76,000	60,818	25,000
Total General Fund	$ 1,120,571	$ 1,190,167	$ 1,249,064	$ 1,154,012	$ 1,364,398
Budgeted Positions	14 + 1 pt	14 + 1 pt	14 + 1 pt		13 + 1 pt



Budget Highlights

- 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).

Budget History

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.

- 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

MISSION

Central Services is committed to excellent customer service to all City departments and agencies, by providing quality print, copy and mail services.

MAJOR ACCOMPLISHMENTS

Produced over 2 million forms, 4 million copies (Color and Black/White) and handled over 1 million pieces of U.S. and interoffice mail.

GOALS AND OBJECTIVES

- To reduce mail and paper costs

  1. To help promote uses of the City's Website for publications and/or report

- To maintain cost competitive services

  1. Conduct quarterly price comparisons with the private sector and other municipalities.

  2. Develop a system for tracking fluctuating supply cost.

- To analyze services rendered

  1. Maintain database to collect and analyze service information.

  2. Review data and generate reports on number of orders placed, number of emergency requests, production time, costs of services, by department.

- Cross-train staff:

  1. Central Service Technicians will know how to process newspapers, sort bulk mail, prepare the requisite forms, schedule pick-up and delivery of parcel shipments, file office supply requisitions, operate the production copier, and the postage metering equipment.

2. All Central Service employees will be familiar with the U.S. Mail pickup and delivery procedures.

3. Central Service Technicians and Duplicating Equipment Operator will be experienced in operating all bindery equipment: (baumfolder, cutter, collator, drill, GBC punch, padding wagon, shrink tunnel wrap, etc.).

- Process internal service charges on a timely basis

  1. By the fifth (5) of the each month distribute previous months usage charges to all departments.

- Process all interoffice and U.S. Mail (incoming and outgoing) for the City of Miami Beach

  1. Daily pickup of incoming mail from the U.S. Post Office by 9:00 a.m.

  2. Process and deliver certified mail to the U.S. Post Office by 5:00 p.m.

  3. Coordinate with departments who require special mail handling

  4. Process out-going U.S. Mail by 4:00 p.m.

  5. All mail received before 3:00 p.m. will be processed and sent to the U.S. Post Office. All mail received after 3:00 will go out the next business day.

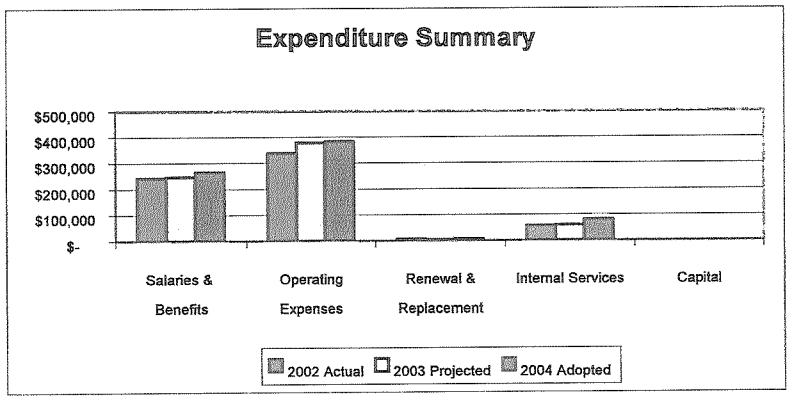
  6. All interoffice received before 4:30 will be process before the end of that business day.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Revenues	648,287	635,130	710,000	720,000
Mail Processing	1,200,000	1,350,000	1,400,000	1,400,000
Photocopies	5,000,000	5,150,000	5,000,000	5,000,000
Offset Prints	2,600,00	2,900,00	3,000,000	3,000,000

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Revenue Area					
Internal Service Charges	$ 585,248	$ 684,536	$ 725,834	$ 666,584	$ 735,503
Retained Earnings	49,508	(57,225)	3,000	20,985	0
Interest/Other	14,822	18,176	5,000	2,929	2,500
Total	**$ 649,578**	**$ 645,487**	**$ 733,834**	**$ 690,498**	**$ 738,003**
Expenditure Area					
Salaries & Benefits	$ 210,613	$ 242,996	$ 245,391	$ 247,888	$ 266,724
Operating Expenses	377,945	339,666	411,636	378,996	384,436
Renewal & Replacement	7,505	5,940	11,434	3,461	5,774
Internal Services	53,515	56,885	62,373	60,153	81,069
Capital	0	0	3,000	0	0
Total	**$ 649,578**	**$ 645,487**	**$ 733,834**	**$ 690,498**	**$ 738,003**
Budgeted Positions	6	6	6		6



Budget Highlights

- 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.

Budget History

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.

PROCUREMENT

Mission Statement

The Procurement Division is dedicated to providing professional and efficient purchasing services and supports the activities of the City of Miami Beach, which includes: financial responsibility and community service, through contracting for all commodities, contractual services, and construction projects; by maintaining procedures which foster open competition, inspiring public confidence that all contracts are awarded equitably and economically; and the greatest possible value and quality in the services and products purchased, with timely delivery.

Major Accomplishments

- Obtained the National Institute of Governmental Purchasing (NIGP) Outstanding Agency Accreditation Achievement Award.
- Provided training to more than 100 employees on the use of the Financial Management System (FMS) II.
- Processed more than 3,000 Purchase Orders and Standing Orders for goods and services.
- Processed more than 3,000 change orders.
- Closed out more than 500 Purchase Orders and Standing Orders.
- Prepared, issued, evaluated, tabulated, and recommended the award of contracts on more than 150 solicitations (Invitations to Bid, Request for Proposals, and Request for Qualifications).
- Prepared more than 200 Commission Memorandums and Resolutions relative to the award of contracts, sole source requests, and requests to "piggyback" on State, County, and local government contracts.
- Conducted Auctions and computer sales that resulted in more than $300,000 in gross receipts.
- Prepared numerous administrative policies and procedures relative to procurement processes.

- Implemented an Electronic Requisitioning and On-Line Approval via FMS II.

- Implemented a Vendor Outreach Program to significantly increase the number of responses to our solicitations (i.e. Request for Proposals (RFPs), Request for Qualifications (RFQs), and Invitation to Bids (ITBs).

- Consistently improved the lead-time relative to the issuance, evaluation, and tabulation of RFPs, RFQs, ITBs, and contract awards.

- Implemented a cost savings program which resulted in excess of $100,000 in savings for the taxpayers' dollar.

Goals and Objectives

- To efficiently process all Bids, RFP'S. and Purchasing documents for the City:

  1. Prepare and Issue Approximately 140 Formal Bids (Over $25,000) By September 30, 2003.

  2. Prepare and Issue Approximately 500 Informal Bids By September 30, 2003.

  3. Process Approximately 8,000 Purchase Orders, Standing Orders, Change Orders, and Release Orders by September 30, 2003.

  4. Maintain and Report on Approximately 225 Contracts, Including Maintenance, Management and Contractual Services Contracts.

- To Implement A Vendor Outreach Program:

  1. Conduct Small Business Workshops on "How To Do Business With The City".

  2. Implement "Best Practices" and "Benchmarking" Techniques.

- To Provide Citywide Training On Purchasing Procedures:

  1. Conduct Periodic Training Sessions For New Employees Involved In The Purchasing/Payment Process.

  2. FMS II Training.

  3. Formal Processes (Bids, RFPs, RFQs).

  4. City Code Changes Relative to Procurement.

- To Implement A Cost Savings Program

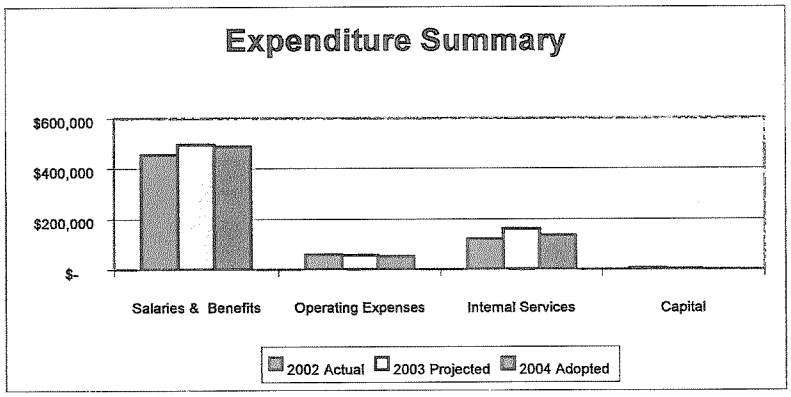
  1. Documented Qualitative and Quantitative Cost Savings.

Performance Measurements

	2000 Actual	2001 Actual	2002 Projected	2003 Estimated
FORMAL SOLICITATIONS	150	120	110	90
REQUEST FOR QUOTES	475	540	570	640
PURCHASE ORDERS	3,330	3,480	3,630	3,780
AUCTIONS	1	2	2	3

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 339,915	$ 456,988	$ 498,784	496,413	$ 488,898
Operating Expenses	118,532	58,322	47,592	56,630	51,462
Internal Services	108,641	120,795	185,526	160,696	135,746
Capital	5,412	3,837	2,000	926	-
Total	**$ 572,500**	**$ 639,942**	**$ 733,902**	**$ 714,665**	**$ 676,106**
Budgeted Positions	**8**	**10**	**10**		**9**



Budget Highlights

- 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.

Budget History

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.

- A total of $121,688 is budgeted for Internal Service Charges which provides Procurement 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 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.

GRANTS MANAGEMENT

Mission

The City of Miami Beach Grants Management Office is responsible for overall grant writing, researching and grant management. In an effort to maximize City funds the Grants Management Office will apply for funding opportunities for which the City is eligible.

The creation of a centralized grant process will ensure that grant deadlines, requirements and program functions are adhered to. The Grants Management Office has created a comprehensive software system to assist in the management of the City's grants. In addition, the Grants Management Office provides additional support to City departments as they prepare grant proposals for funding.

Major Accomplishments

- Applied for State, County, Federal and Private grant funding in the amount of $11,421,177.

- Successfully awarded grants in the amount of $1,194,336. This is particularly noteworthy, since many previously funded State and Federal grant programs, such as the UPARR Program, the Recreational Trails Program, the Highway Beautification Program, and the Flood Mitigation Program did not receive any funding this fiscal year. Similarly, programs such as Land and Water Conservation Fund and Cultural Facilities have had their funding cut significantly (30-50% reductions) this fiscal year.

- Monitored 201 active grants – this represents a 60% increase over the number of grants that were monitored by this office last year.

- Represented the City of Miami Beach at the Miami-Dade County Days Legislative Delegation in Tallahassee Florida regarding funding at the State level.

- Applied for 7 Awards for the City.

- Established the Grants Management website on the City's Intranet.

- In the process of compiling a Hurricane Management Plan for the City to address the City's preparation/response in the event of an emergency.

- Established grants legislative priorities during meetings held with the City's Federal Lobbyists and prepared funding packages for funding for the City's Art Deco District Restoration.

- Conducted 9 formal presentations to funding sources on behalf of the City.

- Staffed one Committee (Commission on the Status of Women), including six meetings and two public events.

- Continued to put the City's priority issues first.

- Improved internal administrative processes, including coordination with the City's lobbyists on funding issues.

- Conducted assessment of the City's needs and priorities for this fiscal year.

- Tracked Federal funding as related to Homeland Security and Cultural Tourism.

- Participated in various Citywide Projects including the All American City Award, and various City Manager's Office initiatives.

Goals and Objectives

- Leverage City funds with private, county, state and federal opportunities to fulfill the community's expectations with regard to City programming and projects.

- Continue to provide a centralized grant writing process to ensure effective coordination of the grant funding process, while providing professional and technical resources to City departments as needed when preparing a grant proposal.

- Provide grants writing and/or technical assistance to departments, as needed; identify and garner federal, state, regional, city sources and private foundation sources of support to augment General Fund operating expenditures.

- Maintain a central database, where City departments and community organizations can research grant-funding opportunities and update database.

- Research available funding opportunities.

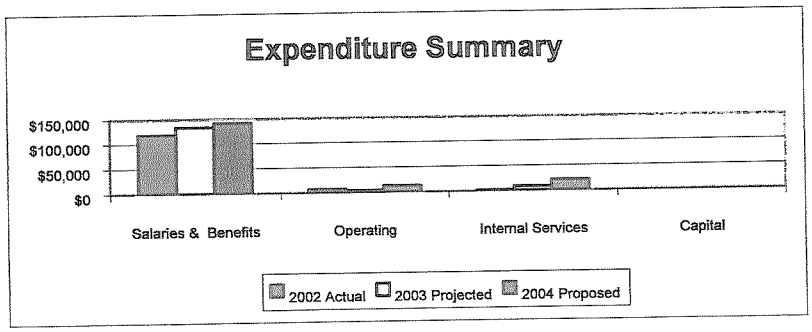
- Maintain a grants tracking system to ensure the proper handling of grants to maximize the City's resources.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Applied for Grants	$6,018,596	$18,267,556	$14,000,000	$16,000,000
Awarded Grants	2,582,309	6,109,633	3,000,000	5,000,000
New grants applied for (#)	20	56	60	60
Number of New Grant Funding Sources	n/a	19	7	7
Monitored grants (#)	n/a	125	201	210
Conducted training for City Employees (#)	n/a	53	70	70
Grant opportunities listed on Database (#)	0	301	350	386
Conducted formal presentations to funding agencies.	n/a	15	17	20

Departmental Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Proposed
Salaries & Benefits	$ 0	$119,184	$ 126,129	$ 134,492	$ 142,469
Operating	0	6,021	13,300	3,988	12,900
Internal Services	0	1,122	11,256	8,252	20,856
Capital	0	0	0	0	0
Total General Fund	**$ 0**	**$126,327**	**$ 150,685**	**$ 146,732**	**$176,225**
Budgeted Positions	**0**	**3**	**2**		**2**



Budget Highlights

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

Budget History

FY 02/03

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

FY 01/02

- 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).

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CITY ATTORNEY

OFFICE OF THE CITY ATTORNEY

Mission

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.

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. 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, all 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.

Projected Demands on Service

Although much of the work of the City Attorney's Office is routine and recurring, a substantial portion is subject to many demands which, at the start of a fiscal year are not predictable. Accordingly, projections are subject to many variables. However, based upon history and pending matters, the City Attorney's Office anticipates providing at least the following legal service during the fiscal year 2003-2004:

1. Defend between 30 and 40 new personal injury lawsuits.

2. Defense of a number of claims of discrimination and retaliation by employees under state and federal discrimination laws and other employment claims.

3. Environmental litigation arising out of contamination of portions of Bayshore and Normandy golf courses whereby the City will seek cost recovery associated with remediation efforts for environmental contamination.

4. The drafting and review of all legislation (ordinances and resolutions) submitted by various City departments and City Commissioners.

5. Defense of remaining active Bert J. Harris Claims, seven of which are in litigation, out of thirty claims asserted. The office anticipates that this litigation will continue through this fiscal period with the possibility of additional claims being asserted. Proposed legislation could significantly affect Bert J. Harris claims.

6. Defense of a number of land use litigation cases.

7. Transactions – The RDA and City are parties to numerous business transactions in which the office will be actively involved in negotiations and drafting pertinent agreements.

8. Lien Foreclosures – There are at any point in time, several dozen lien foreclosures. The office anticipates it will receive transmittal of at least fifty additional lien foreclosures in the coming fiscal period.

9. Collection of delinquent resort taxes through injunctive relief to prohibit delinquent businesses from operating until tax has been paid.

10. Mortgage Foreclosure Defense – The City is routinely named as a defendant in mortgage foreclosure cases wherein the plaintiff claims its lien is superior to the various liens which the City may hold against subject property. The office defends these liens and seeks to establish priority of City liens in those cases where permitted by law.

11. Defense of unemployment claims. These claims are routine and will occur sporadically during the year.

12. Representation in bankruptcy matters which involve City liens. During the years 2001-2002 there were 58 new cases of which 17 were closed. It is anticipated the office will handle a similar number of cases 2003-2004.

13. Garnishment Actions – This past fiscal period, there were numerous garnishment cases. There are 37 child support related cases; 21 student loan related cases; and 11 bankruptcy cases remaining evolved from continuing writs of garnishments in civil actions. The office anticipates a similar case load in the new fiscal period.

14. Ad Valorem Matters – The office represents the City in challenges of ad valorem taxes imposed on City property.

15. Finance – The office participates in all transactions involving the issuance of City bonds and in restructuring outstanding debt. Present bond issues require ongoing legal monitoring and the office prepares annual continuing disclosure reports.

16. City Attorney Opinions – This office historically issues over two dozen formal opinions each year together with numerous informal opinions and advice.

17. Police Legal Advisor – As legal advisor to the police department, this office instructs officers and other police personnel on such matters as forfeiture

training, drafting and distribution of legal notes and bulletin and formation of administrative procedure i.e. court appearance procedures, search and arrest procedures and foreign consular notification procedures. This office also defends the police department in forfeiture matters responding to Rules to Show Cause issued against police officers or police personnel seeking the return of seized property which has been seized.

18. Prosecution of code violations brought by the Code Compliance, Fire Department, Building Department and other disciplines.

19. Defense of Building and Fire Department Decisions – The office provides counsel to the fire department and assists in the formation of various administrative policies, assist and reviewing resolutions and contracts and coordinates responses to public records requests. Additionally, the office handles special master cases, mitigation hearings and other appeals for the fire marshal to the Miami-Dade Fire Prevention and Safety Appeals Board.

20. Building Department Legal Advisor – The office provides counsel to the Building Official relative to the official business of that department, prosecutes cases before the Unsafe Structure Board and handles all contractor cases before the Board of Rules and Appeals and the Construction Trades Qualifying Board.

21. Construction – Because of the 60 bond funded projects undertaken by the City, the office anticipates the need of substantial monitoring and assistance to the administration in dealing with contractors, architects and engineers and general legal advice to public works and administration at various stages of City construction projects.

22. RDA – Landlord/tenant matters for the RDA.

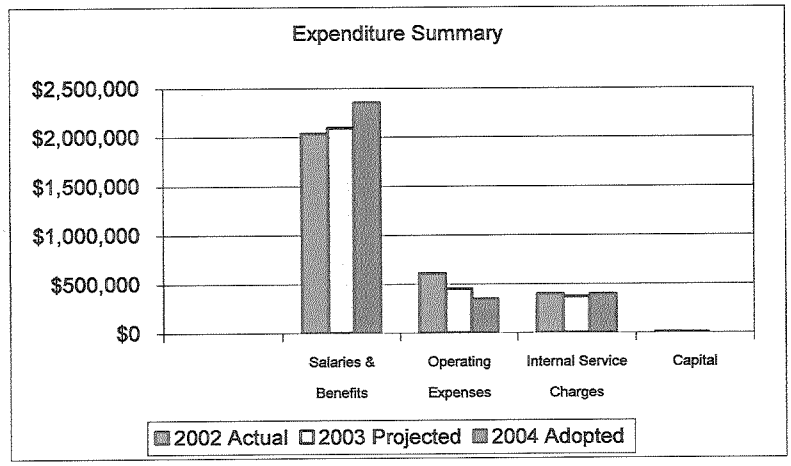
23. Commercial and General Litigation – We anticipate the normal number and intensity of litigation to be increased by the multiple contracts pending for infrastructure improvements.

24. Defend numerous civil rights cases and claims of police misconduct.

25. Defend litigation under the Americans with Disabilities Act.

Departmental Financial Summary

Expenditures	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,900,926	$ 2,037,052	$ 2,144,397	$ 2,095,728	$ 2,350,743
Operating Expenses	843,556	607,574	429,687	448,959	347,274
Internal Service Charges	383,212	399,465	393,562	371,186	396,511
Capital	11,021	5,633	2,000	2,092	1,000
TOTAL	**$ 3,138,715**	**$ 3,049,724**	**$ 2,969,646**	**$ 2,917,965**	**$ 3,095,528**
Personnel Positions					
City Attorney Budget	23 + 1 PT	23 + 1 PT	23 + 1 PT	23 + 1 PT	23 + 1 PT
Police Budget	1 + 0 PT	1 + 0 PT	1 + 0 PT	1 + 0 PT	0 + 0 PT
Total Positions	24 + 1 PT	24 + 1 PT	24 + 1 PT	24 + 1 PT	23 + 1 PT



Budget Highlights

- 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.

Budget History

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).

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ECON DEV/TOURISM
& CULTURAL AFFAIRS

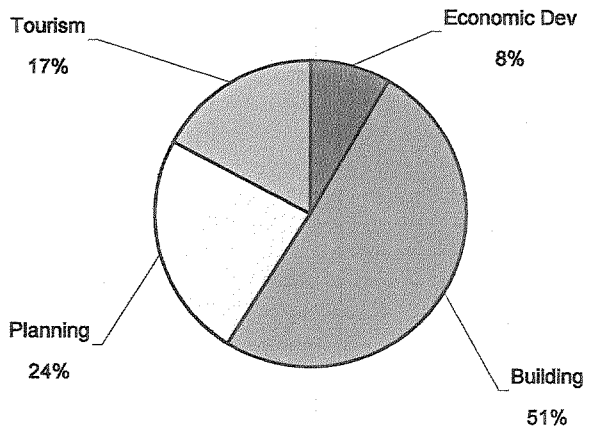
ECONOMIC DEVELOPMENT AND CULTURAL ARTS

Scope

This function is comprised of the following Departments and Divisions:

Economic Development & Cultural Arts	Adopted FY '03/04	Adopted FY '02/03	% of Function to Adpted. GF Budget 03/04	Over/ (Under)
Economic Development				
Economic Development	$836,400	$1,118,268	0.5%	($281,868)
Building	4,568,255	4,255,249	3.0%	313,006
Planning	2,287,154	2,255,752	1.5%	31,402
Total	$ 7,691,809	$ 7,629,269	5.0%	$ 62,540
Cultural Arts				
Tourism & Cultural Develop.	$ 674,329	$ 519,046	0.4%	$ 155,283
Bass Museum	1,140,450	1,114,049	0.7%	26,401
Total	$ 1,814,779	$ 1,633,095	1.2%	$ 181,684
Total General Fund (GF)	$ 9,506,588	$ 9,262,364	6.2%	$ 244,224
Tourism & Conventions				
Convention Center/TOPA	$ 14,160,053	$ 13,422,716		$ 737,337
Total Function	$ 23,666,641	$ 22,685,080		$ 981,561

Economic Development & Cultural Arts Positions



ECONOMIC DEVELOPMENT

Mission

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 on Miami Beach; conduct research in order to provide as much economic information as possible to existing and potential investors; provide entertainment industry services regarding relocations, industry events and grievances; 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 the community based organizations involved in cultural arts, education, workforce development, and senior and children 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, community at large.

Major Accomplishments

- Responded to over 450 business assistance inquiries.
- Updated the Miami Beach Market Study and Data Supplement.
- Revised the Miami Beach Business Guide.
- Worked with the Beacon Council to secure state and county incentives for the relocation of SR Teleperformance USA and the William Morris Agency to Miami Beach.
- Attended the International Council of Shopping Centers conference in Las Vegas and participated in tenant meetings with the developer of the Potamkin site.
- Worked to assist the relocation of the headquarters of LNR Property Corp to Miami Beach.
- Worked with 14 entertainment industry related trade shows and conferences, including the first MTV Video Music Awards Latin America.
- Continued negotiations related to the siting of a supermarket in North Beach and South Pointe.

- Assisted in the implementation of the City's Major Events Plan for Memorial Day Weekend, Art Basel, New Year's Eve and other events.

- Conducted the annual inventory and needs assessment of the entertainment industry and all office space citywide.

- Worked with the City's federal lobbyists to secure appropriations for City projects.

- Worked with sidewalk café's to bring their permits into compliance.

- Worked with Herald Publishing to begin the creation of a Miami Beach Economic Profile and Executive Relocation Guide.

- Worked with the City's state lobbyists to successfully defeat legislation that would have had a negative impact on the City, such as the Bert Harris Act, and retained exemptions for the City's living wage ordinance.

- Worked with the City's state lobbyists to successfully amend statutory language that governs the Dept. of Revenue's RISE II program to allow for City participation.

- Worked with the Dept. of Revenue to access sales tax information by category to monitor the retail industry.

- Implemented a Real Estate Sales database to track the real estate market.

- Developed growth projections for the Parking Demand Analysis

- Liaison to Production Industry Council, Nightlife Task Force, Lincoln Road Marketing, Chambers of Commerce.

- Negotiate and administer Yacht Broker's Show

- Revise Application Process for Beachfront Concessions

- Maintained database for Beachfront Concession Operators

- Request for Qualifications for Street Market operations

- Coordinate the implementation of the amended Beach Rules & Regulations

Goals and Objectives

- Market Research

  1. Continuous updating and tracking of: Consumer Demographics and Spending Patterns, Key Miami Beach Industry Statistics, Miami Beach Real Estate Market Information.

  2. Begin tracking industry statistics for Finance & Insurance.

  3. Begin tracking industry statistics for Cultural and Special Events.

  4. Develop retail-specific economic and statistical information

- Private Capital Investment

  1. Work with investors and developers on attracting investment in commercial and residential projects.

  2. Implement a partnership for the production of high-quality collateral materials.

  3. Continue efforts to attract supermarkets to South Pointe and North Beach.

- Small Business Development

  1. Serve as the main point of contact between the City and local businesses, potential investors and entrepreneurs.

  2. Identify challenges and opportunities related to the pricing out of traditional neighborhood serving businesses.

  3. Implement a partnership for a retail-specific campaign for South Beach shopping.

  4. Provide retail development support to the North Beach efforts as identified in the North Beach Strategic Plan.

  5. Identify issues that have potential negative consequences on the City's business community and advocate for businesses internally.

  6. Work with the business community to facilitate City processes where possible and appropriate.

- Entertainment industry services
  1. Conduct an annual inventory and needs assessment of the existing entertainment and new media firms in Miami Beach.

2. Serve as liaison with prospective firms and encourage their relocation/expansion in Miami Beach.

3. Work to recruit and retain industry trade shows and conventions.

- Legislative priorities

1. Develop and advocate for the City's annual State and Federal legislative agenda and monitor its progress through the legislative process. Serve as liaison and provide support to the City's State and Federal Lobbyists.

- Perform other ongoing projects as needed

1. Miami Beach Business Media Clipping

2. Hotel Business Traveler's Guide

3. Parking Demand Study

4. Maintain the Economic Development Web Page

5. City Property RFP/RFQ's

6. Sidewalk Café Compliance

- Asset Management

1. Revise Application Process for Beachfront Concessions

2. Create database for Beachfront Concession Operators

3. Coordinate the implementation of the amended Beach Rules & Regulations

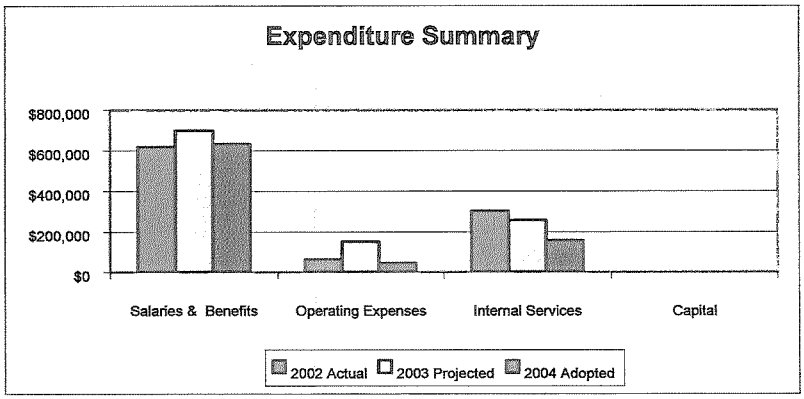
Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Respond to potential businesses/investors	278	500	450	700
Assist with SBA loans	N/A	84	N/A	N/A
Annual update of Market Study	.5	1	2	2
Inventory Entertainment Ind.	1	1	1	1
Track Office Space	7	12	4	4
Update Real Estate Database	0	0	25	52
Update Private Investment Database	N/A	N/A	3	12
Welcome letters to new businesses	N/A	N/A	75	300

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Air Rights Lease	$40,625	$40,625	$40,625	$44,010	**$40,625**
Concert Assoc - VCA	9,362	5,215	0	0	**0**
N.Y. Restaurant-So. Pointe	242,206	252,322	260,000	354,810	**350,000**
Penrods Pier Park	372,408	387,046	580,625	429,737	**720,000**
Boucher Bros. - Beachfront	218,664	344,510	382,000	377,360	**400,000**
Beachfront - Other	69,445	6,390	65,000	967	**10,000**
Sprint Spectrum	18,000	18,000	18,000	18,000	**5,667**
Yachting Promotions	25,953	25,953	33,000	37,835	**39,000**
Old City Hall	49,410	55,137	125,000	326,429	**170,760**
777 Building	0	235,882	208,332	468,408	**332,000**
Total	**$1,046,073**	**$1,371,080**	**$1,708,130**	**$1,831,250**	**$2,065,352**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 606,250	$ 618,849	$ 659,303	$ 699,983	**$ 634,271**
Operating Expenses	47,395	62,293	181,609	150,456	**45,952**
Internal Services	266,944	302,245	277,356	255,775	**156,177**
Capital	0	0	0	0	**0**
Total	**$ 920,589**	**$ 983,387**	**$ 1,118,268**	**$1,106,214**	**$836,400**
Budgeted Positions	**9**	**9**	**9**		**8**



Budget Highlights

- 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 for the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

Budget History

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 Service Department.

FY 00/01

- This budget includes funding for a Community/Economic Development Department Director position.

BUILDING

MISSION

The Building Department is responsible for the efficient and effective supervision of construction activities within the City limits to assure compliance with the South Florida Building Code. The purpose of this Code is to provide certain minimum standards, provisions and requirements for safe and stable design, methods 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 county requires constant implementation of innovative policies, procedures and advanced computer technology.

MAJOR ACCOMPLISHMENTS

- The Building 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 building code enforcement program. The achieved BCEGS grade is among the highest in the South Florida region. The insurance industry utilizes the BCEGS grading to provide premium discounts on homeowners' insurance policies.

- The Building 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. The achieved CRS grading is among the highest in the South Florida region. The new CRS grade will result in over $7.5 million reduction of Flood Insurance premiums that are paid by the Miami Beach property owners over the course of next five years.

- The Building Department has effectively enforced the Florida Building Code and other applicable codes and regulations for an annual average of $400 million in construction activities within its jurisdiction, with a minimal number of staffing as compared to other jurisdictions

GOALS AND OBJECTIVES

The main goal of this department is the safeguarding of the safety and welfare of the citizens of Miami Beach in matters pertaining to building construction and related fields, through the firm application of the South Florida Building Code, the Florida Building Code, the City Code, and other applicable codes, in a helpful and courteous manner.

- To ensure that all buildings in the City meet the minimum standards required by the Florida Building Code and the City Code.

  1. Inspect a minimum of 50 buildings to ensure compliance with minimum standards and for retention of units.

  2. Monitor approximately 100 closed or abandoned buildings for compliance with appropriate codes.

  3. Maintain services of a private contractor to secure abandoned buildings.

  4. Perform 2,000 business license application inspections.

  5. Investigate all complaints received. Approximately 2,500 complaints are received annually.

  6. Process 2,000 violations and Unsafe Structure activities.

  7. Increase enforcement on projects requiring special inspectors by monitoring projects, maintaining and reviewing all related reports.

- To provide a professional and expedient system for the application and issuance of building permits and provide proficient inspections for new construction, repair, and renovation work.

  1. Microfilms of Plans and records to be converted into digitized format. All digitized records to be accessible over the local area Network.

  2. Process a minimum of 16,000 building, elevator and trade permit applications.

  3. Prepare plans on Implementing Imaging Technology for department's record management.

  4. Implement the interface for hand-held computers to be used by all field inspectors for Live/Dynamic Data Exchange with the department's permitting & inspection system.

  5. Prepare plans on implementing the Internet Module of the Permitting system.

- Provide timely mandatory building inspections during construction. To provide rapid and efficient response to complaints about dangerous building conditions, as filed by other City agencies and citizens. Finally, to cooperate with the license department through a fast processing of their request for inspections in reference to license requests.

  1. Perform 80,000 inspections of all types.

- To review plans and conduct field inspections to ensure that proper engineering standards are being maintained regarding finished floor elevation, garbage collection facilities in buildings, sanitary sewer, water system, and drainage collection hookups, all conditions necessary for the issuance of building permits and certificates of occupancy.

  1. To make 2,500 field inspections during fiscal year 2003-2004 pertaining to the issuance of temporary and/or final Certificates of Occupancy and demolition work.

- To provide high professional quality services to property owners, developers and construction firms involved in the rehabilitation of existing buildings, the rehabilitation of buildings of historical significance, and the development of new projects.

- To fully apprise property owners of their rights with respect to construction on their homestead and instruct them how to apply and the risks involved in that type of permit at time of application and preplanning projects.

- To implement new Federal, State and County ordinances with respect to asbestos contamination for the proper safeguarding of the health of our citizens.

  1. Inspect a minimum of 60 commercial, multifamily buildings for asbestos contamination, including roof permits on commercial, multifamily building over 5 units.

- To assure that commercial buildings are safe for continued use and occupancy

  1. To inspect a minimum of 150 commercial/multifamily buildings for compliance with recertification regulations during fiscal year 2003-2004.

- To inspect a minimum of 250 commercial buildings with gas-fired boilers for compliance with the minimum acceptable level of carbon monoxide (CO)

- To ensure the installation of back-flow preventers required on water service connection on air-condition towers.

  1. To inspect a total of 100 buildings during fiscal year 2003-2004 for the installation of back-flow preventers.

- To ensure compliance with the Florida Accessibility Code.

  1. To ensure compliance through inspection and plan review process for the removal of architectural barriers.

- To enforce the provisions of the Building Codes.

  1. To prepare 1,000 new cases for prosecution before the Special Masters.

  2. To schedule 100 old cases (previously heard at least one time) for continued prosecution before the Special Masters.

- Assign a new Sr. Building Inspector to initiate a comprehensive Code Compliance Program. The goal is to promote prevention of violations escalating to the stage that require building evacuation.

  1. Enhance services provided at the neighborhood level, where random sweeps of inspections through neighborhoods bring compliance actions, and ultimately increase the quality of life, in line with City's neighborhood services priority.

  2. Generate revenues by fines collected for building violations prosecuted before the Special Master to cover the cost of the position.

Performance Measurements

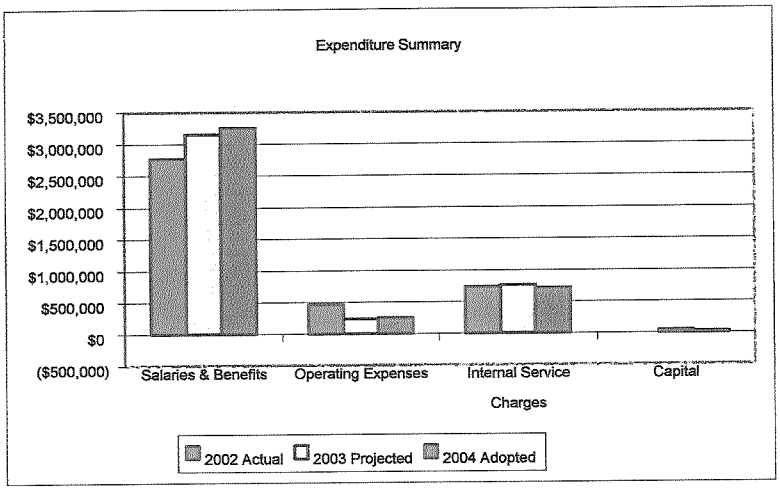
	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Process/issue building and trade permits.	16,193	15,989	16,000	16,000
Perform building and trade Plans reviews	19,917	32,006	30,000	30,000
Perform inspections for trade/ Building permits	60,289	81,964	80,000	80,000
Perform inspection for business License applications	1,879	1,611	1,800	1,800
Process complaints received	1,231	678	700	700
Issue notices of violations	596	875	800	800
Prepare/prosecute violations Before the Special Master.	377	377	600	600
Process/issue Certificates of Occupancy and Certificates of Completion.	604	727	700	700

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Process/issue occupant content Certificate for Assembly Establishments.	22	30	30	30
Process/issue (40-yr) Building Recertification Certificates.	99	212	100	100
Letters.	578	589	600	600
Process/issue property research				
Respond to emergency closing at Buildings & initial remedial actions.	25	25	25	25

Departmental Financial Summary

	Actual	Actual	Budget	Projected	Adopted
REVENUES					
Permits-Building	$ 2,568,373	$ 2,314,961	$ 2,500,000	$ 2,521,065	$ 2,875,000
Permits-Electrical	705,948	537,619	800,000	893,957	820,000
Permits-Elevator Inspection	335,626	247,233	240,000	156,244	261,500
Permits-Elevator Witness	0	165,784	110,000	35,400	148,500
Permits-Plumbing	652,985	523,349	600,000	856,047	705,000
Permits-Mechanical	433,496	322,400	400,000	553,283	475,000
Certificate of Occupancy	139,210	379,264	150,000	313,271	172,500
Certificate of Completion	66,875	84,996	60,000	74,386	84,000
Permits-Bldg Recertification	9,100	20,500	11,000	12,500	17,250
Permits-Demolition	10,270	66,310	10,000	62,440	11,500
Microfilm-Bldg Department	19,290	14,885	15,000	15,000	15,000
Reimbursement-Radon	23,827	27,654	20,000	37,922	30,000
Bldg.Code Violations	147,648	117,442	140,000	74,791	224,677
TOTAL	**$ 5,112,649**	**$ 4,822,397**	**$ 5,056,000**	**$ 5,606,306**	**$ 5,839,927**

Expenditures	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Salaries & Benefits	$ 2,178,372	$ 2,774,086	$ 3,133,871	$ 3,151,502	$ 3,564,792
Operating Expenses	808,174	466,434	352,571	230,851	270,339
Internal Service Charges	605,809	734,131	764,807	758,473	714,974
Capital	19,245	(4,956)	4,000	38,931	18,150
TOTAL	**$ 3,611,600**	**$ 3,969,695**	**$ 4,255,249**	**$ 4,179,757**	**$ 4,568,255**
Personnel Positions	**52 + 1 PT**	**56 + 1 PT**	**56 + 1 PT**		**54 + 1 PT**



BUDGET HIGHLIGHTS

- Funding is provided for 53 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.

DEPARTMENTAL BUDGET HISTORY

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

Mission

The 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.

Major 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 Design Review section of the City Code.
- Designation of the Collins Waterfront Historic District.
- Designation of Pine Tree Drive Historic Site.
- Conducted a successful design charette for the North Beach area.
- Successful review and subsequent approval by the City Commission of zoning map changes resulting in the Future Land Use Map and the Official Zoning Map being in harmony.
- Continued efforts in streamlining the development review processes.

Goals and Objectives

PLANNING GOALS

- Meet State and County mandated planning requirements.

1. Coordinate Comprehensive Plan amendment process no more than two times per year by establishing amendment hearings, preparing City Comprehensive Plan changes with the assistance of a consultant, and reviewing/preparing recommendations on privately requested amendments on an as-needed basis, including small scale amendments.

2. Coordinate with local and state planning agencies on all comprehensive planning matters as required by State statutes.

- Coordinate and create neighborhood, and urban design plans.

  1. Create and assess the City as a whole to identify neighborhood areas in need of comprehensive planning attention to assure appropriate development.

  2. Develop plans, prepare special studies and create urban design plans as identified by the staff, or as requested by the City Administration, City Commission and Planning Board.

  3. Guide city contracted consultants in the preparation of master plans, project designs, urban development guideline and special studies.

  4. Guide and review all plans and design specifications for capital improvement projects proposed by city departments citywide (e.g. parks development, streetscape improvements, waterways and waterfront enhancements, public utilities, structures, etc.).

- Provide planning guidance to the City's parking and transportation system.

  1. Recommend appropriate sites for parking lots and garages which are compatible with their respective urban environment.

  2. Review citywide parking policies and regulations for possible refinements to be responsive to the evolving urban context and changing public need.

- Provide professional guidance as well as technical and administrative support, to the Planning Board.

  1. Review, analyze and make recommendations for Zoning Ordinance amendments, conditional uses and lot split approval.

  2. Provide guidance and counseling assistance to all applicants in the preparation of their applications to the Board.

  3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for conditional uses; provide other support services for regular monthly public meetings and special workshops.

- Provide professional assistance and information to the public and other agencies.

    1. Respond to all inquiries and requests for assistance made by telephone, written correspondence or personal visits regarding planning issues.

    2. Develop and provide specialized information for public dissemination (e.g. design guidelines, paint brochure, zoning information, etc.).

    3. Monitor and update the Department pages on the City's Website on the Internet.

- Propose amendments to the zoning ordinance which addresses the City's Planning Objectives.

    1. Analyze existing regulations and the built environment to recommend appropriate amendments to the zoning ordinance to ensure an appropriate and compatible development.

ZONING GOALS

- Review all development plans to assess compliance with the regulations of the zoning ordinance.

    1. Review all new construction and rehabilitation building permit plans.

    2. Provide preliminary review of all PB/DRB/HP applications for zoning compliance and the potential need for zoning variances.

    3. Expedite the zoning approval of minor projects through daily "walk-thru" process.

    4. Provide guidance and counseling assistance relative to major development projects that require variances and assess and redirects those requests which are found inconsistent with the City's planning objectives.

- Assess and evaluate zoning compliance of the built environment.

    1. Verify by way of site inspections, compliance of the Board of Adjustment conditions of approval.

    2. Advise the Code Compliance Department of any violations observed during the course of regular field inspections.

    3. Conduct field inspections to ascertain compliance of the built structure with respect to Development Orders and building permit plans.

- Provide professional guidance as well as technical administrative support to the Board of Adjustment.

    1. Identify provisions of the Zoning Ordinance which need amendments.

    2. Prepare detail administrative grounds for denial, identifying zoning variances required for the development of projects.

    3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for variance requests; provide other support services for regular monthly public meetings.

    4. Provide staff support to the Board in its capacity as Property Maintenance Standards Appeals Board and Flood Plain Management Board.

- Evaluate and verify regulatory compliance with regard to licensing of businesses and uses.

    1. Verify compliance of all appropriate regulation of all State alcoholic license applications and provide zoning approval when appropriate.

    2. Verify compliance of all regulations for all occupational licenses and certificates of use and provide zoning approval when appropriate.

    3. Verify compliance with the approved plans for completed structures requesting a Certificate of Occupancy or a Certificate of Compliance and provide zoning approval when appropriate.

    4. Verify compliance with the off-street parking requirement for all businesses or uses through the actual provision of the spaces, the parking credit system or the payment of a parking impact fee.

- In an effort to streamline the development review process, the Concurrency Review function has been transferred to the Planning Department. The Concurrency Management System will reside with the section of the Department that reviews plans for Zoning and Design compliance, approves licenses and Certificates of Use.

    1. Develop and implement new policies and procedures for the Concurrency Management System.

    2. Manage the Citywide Automated Concurrency Management System (on-going).

HISTORIC PRESERVATION GOALS

- Identify and evaluate the City's Historic and Architectural Design assets for the purpose of affording preservation protection as appropriate.

    1. Survey, evaluate and recommend relative to individual structures, neighborhood areas, historic roadways and waterways, public spaces and landscaping.

    2. Apprise local property owners of distinct advantages and benefits that preservation of historic and architectural asset affords and promotes. Meetings and dissemination of materials at public hearings, workshops, and the Internet.

    3. Research and prepare all documentation necessary to substantiate the professional rationale for the designation of historic sites, structures, places, throughout the city inclusive of research and analysis of all the structures within the respective site(s) or districts.

    4. Research and analyze the historical development of these sites or districts as well as current conditions, uses, development and trends.

- Provide Professional guidance, as well as technical and administrative support, to the Historic Preservation Board (HPB) and Design Review Board (DRB).

    1. Review, analyze and make recommendations relative to proposed amendments to DRB/HP sections of the Zoning Ordinance as appropriate, design review approvals of projects in historic districts, Certificates of Appropriateness for Demolition, and historic designations.

    2. Provide proactive and comprehensive guidance and counseling assistance to all applicants in the preparation of their applications to the Board in order to enhance the quality of their proposals to the Board.

    3. Prepare agenda packages, minutes, public notices, property owner notifications, and Final Orders for Certificates of appropriateness for Demolition and Rehabilitation, and provide other support services for regular monthly public meetings and special workshops.

    4. Identify Historic Preservation priorities and develop a detailed annual work program.

    5. Monitor the efficiency of current guidelines and propose revisions and addition as appropriate, to address deficiencies as well as changing needs and conditions in the city.

- Ensure present and future viability of the historic integrity of the city as a whole in order to ensure that future generations may continue to experience and appreciate

the dynamic development and design engine that created this internationally recognized resort community.

1. Work with property owners, developers and architects to ensure that the architectural integrity is preserved while retrofitting buildings, in consideration of current technological usage needs in order to assure the continued economic viability of said buildings.

URBAN DESIGN AND HISTORIC PRESERVATION

- Promote, guide and enhance the process for appropriate urban design which affects all new construction and redevelopment throughout the entire City.

  1. Monitor and evaluate the pertinent urban design appropriateness and planning review criteria, standards and neighborhood plans in order to modify, augment, and enhance and update, as deemed necessary to address deficiencies and changing needs.

  2. Provide a professional and competent level of service to Architects, Designers, Realtors, Engineers, Attorneys, property owners, tenants, and the citizens in general, relative to comprehensive and interpreting City-wide urban design appropriateness and planning standards.

  3. Maintain a level of design and urban planning proficiency and professional staff through Professional Certifications, involvement with local urban design and planning organizations and professional publications.

  4. Maintain and expand a Department library in order to have the resources for making informed and credible recommendations and decisions relative to all urban design, historic preservation and planning matters.

- Provide professional, guidance as well as technical and administrative support to the Design Review Board (DRB) and the Historic Preservation Board (HPB).

  1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their applications in order to enhance the quality of their proposals before they are formally submitted to the Board.

  2. Review, analyze and make recommendations for all applications before the DRB, and HPB. This includes field work, internal meetings and the evaluation of all projects relative to their existing locations, as well as the legal basis for any action taken by the Board.

  3. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for all applications which come before the DRB.

4. Conduct field inspections during and immediately prior to the completion of construction for all projects requiring a building permit to determine compliance with all conditions of approval imposed by staff, or the HPB.

5. Facilitate special public meetings and special workshops for the DRB Joint HPB.

- Provide professional, competent guidance as well as technical and administrative support, to staff level Design Review process.

  1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their application in order to enhance the quality of their proposals.

  2. Review, analyze and take action on all applications for minor improvements to the exterior and public interior areas of all new construction and renovations. This includes field work, internal meetings and the evaluation of all projects relative to their existing locations.

  3. Prepare and process any appeal of staff level actions to the DRB and HPB.

  4. Maintain a comprehensive database and filing system for all design review applications acted upon by the Department staff, the DRB and the HPB.

- Provide professional, competent guidance as well as technical support, for all urban design matters to the Planning Board, Board of Adjustment, the illegal Units process and all affected City Departments.

  1. Provide proactive, professional guidance and counseling to the staff of the Planning Board, including specific recommendations, relative to any urban design issues affecting requests for Conditional Uses, Zoning Ordinance Amendments, and extensions of time.

  2. Provide professional guidance and counseling to the staff of the Board of Adjustment, including specific recommendations, relative to any urban design issues affecting requests for variances.

  3. Provide professional guidance and counseling to the Parking Department, including specific recommendations, relative to all urban design issues affecting proposed existing parking lots and garages.

  4. Provide professional guidance and counseling to the staff of the Illegal Units process, including specific recommendations, relative to all urban design issues affecting any request for the legalization of residential units.

5. Provide guidance and counseling to staff of the Economic Development Department, including specific recommendations, relative to all urban design issues affecting CDBG funding, affordable housing and community development projects.

- Review all development plans to assess compliance with the requirements of the Design Review Board or Historic Preservation Board.

  1. Review all new construction and rehabilitation building permit plans.

  2. Expedite the Design Review approval of minor projects through daily "walk-thru" process.

  3. Provide guidance and counseling assistance relative to major development projects.

  4. Conduct field inspections during and immediately prior to the completion of construction for all projects requiring a building permit to determine compliance with all conditions of approval imposed by staff, or the DRB.

  5. Facilitate special public meetings and special workshops for the DRB and HPB.

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  1. Provide proactive, comprehensive and professional guidance and counseling to all applicants in the preparation of their application in order to enhance the quality of their proposals.

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design issues affecting requests for Conditional Uses, Zoning Ordinance Amendments, and extensions of time.

2. Provide professional guidance and counseling to the staff of the Board of Adjustment, including specific recommendations, relative to any urban design issues affecting requests for variances.

3. Provide professional guidance and counseling to the Parking Department, including specific recommendations, relative to all urban design issues affecting proposed existing parking lots and garages.

4. Provide professional guidance and counseling to the staff of the Illegal Units process, including specific recommendations, relative to all urban design issues affecting any request for the legalization of residential units.

5. Provide guidance and counseling to staff of the Economic and Community Development Department, including specific recommendations, relative to all urban design issues affecting CDBG funding, affordable housing and community development projects.

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  1. Review all new construction and rehabilitation building permit plans.

  2. Expedite the Design Review approval of minor projects through daily "walk-thru" process.

  3. Provide guidance and counseling assistance relative to major development projects.

  4. Review, analyze and make recommendations for Zoning Ordinance amendments, conditional uses and lot split approval.

  5. Provide guidance and counseling assistance to all applicants in the preparation of their applications to the Board.

  6. Prepare agenda packages, minutes, public notices, property owner notifications and Final Orders for conditional uses; provide other support services for regular monthly public meetings and special workshops.

- Provide professional assistance and information to the public and other agencies.

  1. Respond to all inquiries and requests for assistance made by telephone, written correspondence or personal visits regarding planning issues.

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3. Monitor and update the Department pages on the City's Website on the Internet.

- Propose amendments to the zoning ordinance which addresses the City's planning objectives.

  1. Analyze existing regulations and the built environment to recommend appropriate amendments to the zoning ordinance to ensure an appropriate and compatible development.

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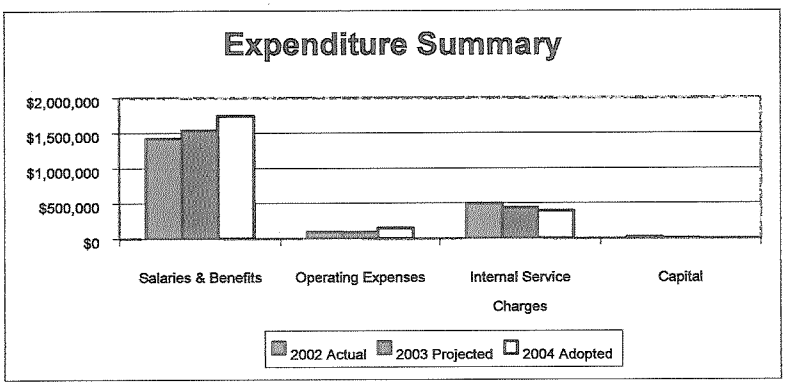
Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Respond to on-site building inspection requests within three business days after notification, 95% of the time.	522	576	600	600
Review all regular plans for compliance with applicable zoning regulations and design requirements with an average turnaround time of ten business days or less, 100% of the time.	3438	3649	3400	3450
Respond to requests for zoning verification letters and condo conversion letters within five business days of receipt, 95% of the time.	139	156	150	150

Financial Summary

Expenditure Summary	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,116,147	$ 1,420,832	$ 1,582,741	$ 1,534,298	$ 1,740,172
Operating Expenses	159,221	92,800	174,653	91,483	152,985
Internal Service Charges	420,267	496,620	493,358	434,501	391,997
Capital	7,135	19,300	5,000	5,307	2,000
TOTAL	**$ 1,702,770**	**$ 2,029,552**	**$ 2,255,752**	**$ 2,065,589**	**$ 2,287,154**
Budgeted Positions	**26.5**	**26**	**26**		**26**



Budget Highlights

- 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.

Budget History

FY02/03

- A vacant Sr. Planner position was deferred for the whole year for a savings of $47,475. Additional savings of $9,630 were achieved by reducing operating costs

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

Mission

The mission of the Tourism & Cultural Development (TCD) Department is to provide focused leadership amongst the various City and community based organizations that promote culture and tourism in our region. This Office 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, 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 reorganization.

Departmental Goals

Encourage, develop and promote the image of Miami Beach locally, nationally and internationally as a cultural anchor and international tourist destination.

- Cooperate and communicate productively with partners, including the VCA and GMCVB.
- Identify and develop the Miami Beach brand.
- Identify the economic impact of the arts, culture and entertainment industries on our community.
- Commit to developing a long-term plan for allocation of resources to build the uniqueness of Miami Beach as a great community and tourism destination.
- Promote cultural arts programs that positively impact tourism in Miami Beach.
- Promote summer season marketing campaign and coordinate effective and enhanced programs for the summer festival season.

- Formulate comprehensive and strategic approaches to building effective cultural and tourism programs.

- Develop a strategic plan for all encompassing divisions and entities under TCD.

- Develop and pursue cultural initiatives that enhance the quality of life for our residents and visitors.

- Foster potential partnerships and collaborations with organizations throughout the county and region.

- To help create and sustain a nurturing cultural environment for artists, cultural organizations and audiences.

- Enhance the character of Miami Beach through public art acquisition and display.

- Continue and further develop one centralized cultural arts grants program for the City of Miami Beach.

- Create and promote activities, events and projects that develop and promote the cultural environment and image of Miami Beach.

- Conduct a facilities assessment and plan for effective and efficient management of the City's cultural facilities.

Major Accomplishments

- Recruited and selected new Tourism and Cultural Development Director and address organizational structure to best leverage and coordinate efforts.

- Issued RFP, reviewed bids, and selected and contract consultant to perform analysis of Greater Miami Convention and Visitor Bureau to best assess structure to serve City of Miami Beach.

- Monitored Greater Miami Convention and Visitor Bureau contract and performance.

- Issued RFP and contracted with publicist to further enhance the City's position as a world-class destination.

- Developed plan for strong Summer Festival Season programming for 2003 utilizing culture as the anchor for the season.

- Capitalized and expanded extraordinary events occurring in Miami Beach such as Art Basel/Miami Beach, Thanksgiving Day Parade, MTV Latin Music Video Awards, and Latin Billboard.

- Revamped Cultural Arts grants processes
- Promoted self sustaining arts operations
- Developed Strategic Public Art Master Plan
- Adopt the 5-year Public Art Master Plan.
- Amend the Art in Public Places ordinance to clarify eligible projects.
- Enhanced marketing and promotion campaign and work with publicist to increase Film and Print effort.
- Launch "My Miami Beach" civic pride campaign.

Departmental Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
General Fund	$ 169,498	$ 178,714	$ 213,840	$ 286,186	**$ 203,500**
State Major Cult Inst	74,596	74,596	114,082	114,082	**50,860**
Cultural Arts Council	1,096,207	974,963	1,080,000	833,000	**893,388**
Convention Center/TOPA	13,664,376	12,266,239	13,422,716	13,760,354	**14,160,053**
Total	**$ 15,004,677**	**$ 13,494,512**	**$ 14,830,638**	**$ 14,993,622**	**$ 15,307,801**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
General Fund	$ 1,466,058	$ 1,559,643	$ 1,633,095	$ 1,597,689	**$ 1,814,779**
State Major Cult Inst	74,596	74,596	114,082	114,082	**50,860**
Cultural Arts Council	1,399,812	994,336	1,080,000	829,403	**893,388**
Convention Center/TOPA	13,664,376	12,266,239	13,422,716	13,760,354	**14,160,053**
Total	**$ 16,604,842**	**$ 14,894,814**	**$ 16,249,893**	**$ 16,301,528**	**$ 16,919,080**

Budgeted Positions				
General Fund	15.50 + 5 pt	15.50 + 5 pt	14.50 + 5 pt	13.5 + 1 pt
Art in Public Places	.50	.50	.50	.50
State Major Cult Inst	1.00	1.00	1.00	0
Cultural Arts Council	2.00	2.00	2.00	2.00
Convention Center/TOPA	*	*	*	*
Total Budgeted Positions	19.00 + 5 pt	19.00 + 5 pt	18.00 + 5 pt	16.00 + 1 pt

ENTERTAINMENT DIVISION

Mission

To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in developing, promoting and facilitating increased expansion and support of the tourism, film, entertainment and cultural components of the city both large and small to position Miami Beach as a world class city of tourism and culture.

Film and Print

- The Film and Print Division determines the viability and legitimacy of each proposed film, TV and photography projects based upon data provided by each applicant.

- Assists productions by coordinating City services and acting as a liaison with the needs of the City's residential and business communities, as per Film and Print Guidelines.

- Promotes and encourages the use of the City of Miami Beach locations through direct location requests and marketing campaigns which include print advertising, collateral material, fam tours and targeted outreach through industry events and trade associations.

- Promotes and encourages future production through development of incentives and, with industry and community input, continual reviews of the Film and Print Guidelines to create an easier and more satisfying production experience in the City of Miami Beach.

- Works with Miami Beach Economic Development towards the furthering of the entertainment industry infrastructure on Miami Beach, through assistance with business, trade and award show relocation.

- Attends and participates in industry meetings as the City's representative for the production industry, and coordinates industry activities with representatives of national, state, county, and other municipal agencies.

- Provides information and support to the media and distribute statistical reports on a daily, weekly and monthly basis. Maintain database on the film/print industry.

Special Events

- The Special Events Division acts as a central clearinghouse between the City of Miami Beach and applicants who wish to produce a special event in Miami Beach.

- Fields inquiries to determine feasibility and assesses potential impact issues.

- Coordinates with representatives of various neighborhood associations, state, county agencies and city services, including Police and Fire Rescue. Obtains all permits and licensing required for each event.

- Calculates, collects and manages accounts for all applicable fees and deposits, including concession agreements and user fees, and collects indemnification, insurance certificates, schematics, building permits, parking permits, and other requirements per Special Event Guidelines.

- Maintains on line event database.

- Coordinates City produced special events, including managing the budget and production schedule.

- Assists administration efforts to formulate citywide major event policies and procedures.

- Targets desirable events to support "Festival Season" collaboration with Miami Beach VCA.

Art in Public Places

- The Art in Public Places Division enhances the character of Miami Beach through public art commission, acquisition, conservation, dedication, education, and display.

- Provides for public art considerations to compliment the visual landscape and to enhance the citywide public experience through the implementation of a master plan.

- Provides for funding of new artworks by Ordinance.

- Monitors allocations, appropriations, and transfers of eligible project funding.

- Reviews construction projects for public art suitability and makes recommendations to the City Commission following a selection process.

- Manages public art projects, maintains program information on the city website, and facilitates collaboration with other city agencies.

- Works with Tourism and Cultural Development to enrich the cultural fabric of Miami Beach by fostering public art as part of cultural arts programming.

- Coordinates temporary outdoor sculpture exhibit for the annual summer "Festival Season" incentive of the Miami Beach VCA.

Fine Arts Board

- The Fine Arts Board promotes the work of contemporary visual and cultural artists with an annual showcase display of national touring artists outdoors, and a year round exhibit of local artwork indoors.

- The board encourages civic, private, and corporate support of the arts citywide through the signature Festival of the Arts event, the Arts in North Beach programming, and the Cultural Arts Council 2nd Thursday receptions.

- The board conducts a year-round recruitment of artists, patrons, and sponsors to enhance the artistic fabric and to support the economy citywide and to target under-served neighborhoods.

Major Accomplishments

- The Film & Print Division issue 1325 permits in 2002, represented a record reported $72,560,829 in production dollars spent in the City of Miami Beach. New incentives were created to help Miami Beach compete with other popular areas as a production location. The City of Miami Beach's Film and Print's relationship with the Miami-Dade and City of Miami's film offices were enhanced, leading to community-wide cooperative marketing opportunities.

- The Special Events Division issued 133 special events permits and collected a total of $145,535.96 in revenues. Recognizing the value of television as a marketing tool, in 2002, the City made a concerted effort to attract quality events that would reach millions of viewers through the television medium. Such events include the Worrell 1000, Ford Supermodels of the World, the CBS All American Thanksgiving Day Parade, MTV Video Music Awards Latin America, and the Dance Star Awards. In line with the City Manager's priority of "e-government," the Special Events Division made significant changes to its web page, making it user friendly to its visitors, including event producers.

- The Art in Public Places Division has two major works in progress: the South Pointe Streetscape public plaza aluminum sculpture entitled "Corona del Mar," and the North Shore Park & Youth Center ceramic wall mural entitled "Circle," to be completed in 2003. CIP completed the AiPP reconciliation report and transferred $229,555 to the AiPP Fund and will include AiPP in CIP annual budget process. The fundraising effort to restore the Flagler Memorial on Monument Island has been expanded to include an educational component with a public viewing site at the 14th Street end. A five-year public art master plan has been developed and will be implemented. The Ordinance is undergoing amendment to clarify the definition of eligible projects to increase funding. A temporary outdoor sculpture project for the VCA summer Festival Season was adopted for the second year entitled "Miami Beach Balls." Works in progress include the Miami Beach Golf course water feature project, the North Shore Bandshell Park mosaic tile project, and the Flamingo Park and Collins Park acquisition projects.

- The Fine Arts Board transitioned the production of the 2003 Festival of the Arts signature event to the North Beach Development Corporation. The board will focus on year-round recruitment efforts to grow the artist, patron, and sponsor base for public relations and marketing of the arts citywide and target North Beach. New components such as the featured artist program, the local artist initiative, and the youth gallery, have elevated the community awareness, the signature arts event appeal, and the enhancement of the arts in North Beach incentive. The Fine Arts program has expanded to include the development of a plan to curate city facility indoor exhibit spaces featuring, the public art gallery on the 4th floor of City Hall with a year round rotation of key exhibits.

Goals and Objectives

Film and Print

- Expand the potential for the Film & Print Industry by facilitating and stimulating production, business relocation and industry markets/festivals on Miami Beach.

    1. Provide client services for productions in Miami Beach to ensure a positive experience for producers, residents and area businesses.

    2. Increase efficiency of permit process and customer service support.

    3. Develop programs that encourage and support productions during low season and in less utilized areas.

4. Continue to develop Internet based permit process and online information services.

5. Reinforce city position as production industry leader through marketing programs.

Special Events

- Revise Special Events policies to conserve and allocate the City's resources, both in terms of personnel and of the natural areas and infrastructure and to adequately protect public safety and the safety, health and welfare of neighboring property owners, residents and businesses

  1. Create and implement a threshold system where the City could determine if it has the available resources to adequately prepare for a special event.

  2. Revisions made 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.

  3. Implement the economic tracking models to study the city-wide economic impact of Special Events.

  4. Further strengthen communication and consensus building with neighborhood associations and residents city-wide by reevaluating and/or creating a new neighborhood process.

  5. Create criteria for the granting and the approval of Special Events Permits.

  6. Collaborate with VCA and CAC to support and encourage desirable events of international repute, which have positive impact on the local tourism industry.

Art In Public Places

- Enhance the built environment with inclusion of public art incentives.

  1. Administer a planning, review, and selection process for citywide public art projects. Coordinate with Capital Improvements Program projects.

  2. Conduct a bi-annual donation review.

  3. Partner with other agencies on community public art projects.

4. Create database of collection inventory and policy for public art in city buildings.

5. Seek additional funding sources for public art commissions, conservation, and education.

6. Adopt a public art master plan tied to C.I.P. program citywide.

7. Partner with tourism and cultural entities to broaden citywide arts related events and programming.

Fine Arts Board

- Enhance and promote contemporary visual arts and provide economic stimulation to the North Beach sector.

  1. Maintain active year round participation from board members and community partners.

  2. Expand patron program, local artist initiative, and children's exhibition components.

  3. Increase community partnership with North Beach Development Corp.

  4. Survey facilities and develop program to curate citywide interior exhibit spaces.

  5. Build program and media partners to position unique event.

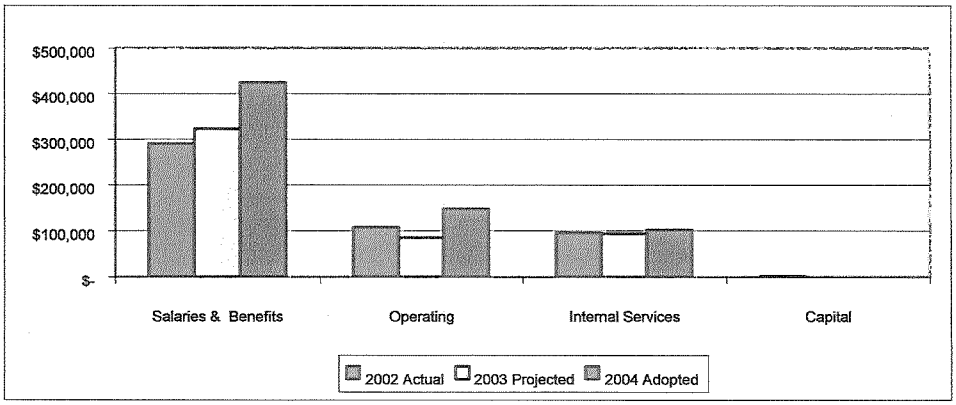
Performance Measurements

	Actual FY 00/01	Actual FY 01/02	Projected FY 02/03	Estimated FY 03/04
Film & Print Permits	1,666	1,500	1,600	1,700
Special Events Permits	147	140	165	150
AiPP Artist Calls/Submissions	130	842	950	1,200
Fine Arts Board Applications	168	158	200	300

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Special Events					
Application Fees	$ 55,000	$ 54,750	$ 55,000	$ 62,305	$ 55,000
Beach Vehicle Access	16,500	15,300	12,000	21,600	18,000
Spc Events Concessions	25,470	25,092	35,000	34,570	12,200
Lummus Park User Fee	0	5,526	8,000	7,786	8,000
Lincoln Road	0	26,957	20,750	33,021	500
Beach Concession	3,090	604	3,090	12,952	5,000
Square Footge	30,288	31,985	20,000	48,392	30,000
Yacht & Brokerage Show	0	0	0	37,835	37,800
Film & Print					
Beach Access	39,150	18,500	60,000	27,725	37,000
Total	$ 169,498	$ 178,714	$ 213,840	$ 286,186	$ 203,500

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 235,841	$ 290,656	$ 366,730	$ 322,820	$ 424,219
Operating	60,683	107,051	62,076	85,258	148,428
Internal Services	76,408	95,911	90,240	94,332	101,682
Capital	3,686	1,659	0	0	0
Total General Fund	$ 376,618	$ 495,277	$ 519,046	$ 502,410	$ 674,329
Budgeted Positions					
General Fund	6.5	6.5	6.5		6.5
Special Revenue	0.5	0.5	0.5		0.5
Total Budgeted Positions	7	7	7		7



Budget Highlights

- 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.
- This budget provides funding for merit, COLA, pension, and increases for 6.5 positions.

BASS MUSEUM

Mission

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. Essential to this function is the creation of educational programs related to the exhibitions. Central to its mission are the needs of the region's ethnic constituencies, students, artistic community and an international community of scholars. The Bass Museum achieves its purpose by developing and mounting exhibitions from its permanent collections and presenting loan exhibitions from national and international collections, stimulating tourism and providing an important cultural destination for the City.

The Museum's permanent collection is expanded through acquisition by purchase and donation and there is careful coordination of museum activities to enhance the collection, an asset of the City. The Museum cooperatively interacts with other arts and educational institutions at local, state, national and international levels.

The Bass Museum School of Art, located at the 21st Street Community Center offers specialized art classes and is operated by Friends of the Bass Museum, Inc.

The Bass Museum of Art, governed by a Board of Trustees, is a municipally-owned museum, founded in 1964. A contractual agreement executed in 1963 between the City and John and Johanna Bass established in perpetuity its governance. Friends of the Bass Museum, Inc. are the Museum's advisory and fund-raising arm.

Major Accomplishments

In addition to opening the renovated and expanded Bass Museum (postponed from the previous fiscal year due to construction delays), the Museum accomplished the following:

The Bass Museum of Art received objects worth a total of $432,750, which will be reviewed by the Board of Trustees for accessioning to the permanent collection. The following temporary exhibitions were presented:

In the Spirit of Martin: The Living Legacy of Dr. Martin Luther King, Jr.
September 6 – November 10, 2002
Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building
Organized by SITES

In the Spirit of Martin is the first major exhibition to use the visual arts to explore the inspiring life and enduring legacy of Dr. Martin Luther King, Jr. It presents a diverse group of artists celebrating Dr. King's life and responding to his vision of universal

democracy and equality. Approximately one hundred and twenty works – paintings, works on paper, mixed media and sculpture – are included by artists such as Jacob Lawrence, Ben Shahn, Hale Woodruff, Robert Colescott, Elizabeth Catlett, Charles White, Romare Bearden, Robert Gwathmey, Horace Pippin, Faith Ringgold, Gordon Parks, Norman Rockwell, Andy Warhol, Robert Rauschenberg, Thornton Dial, Kerry James Marshall and Lois Mailou Jones. The exhibition pairs works of art with literary excerpts or historical commentary which inspired each artist. The juxtaposition of actual events with artistic renderings of those events speaks to the ability of art to shape collective national memory and makes for a powerful exhibition which celebrates Dr. King's life and work without denying the complexity of either. A full-color catalogue accompanies the exhibition.

Purvis Young: The Life I See
September 6, 2003 – January 26, 2003
Taplin Gallery, First Floor, Pancoast Building
Organized by the Bass Museum of Art

As part of a countywide initiative to celebrate the 60th birthday of one of Miami's most important artists, the Bass Museum has organized Purvis Young: The Life I See. Young has been painting his inner-city neighborhood of Overtown since the mid 1960s and this exhibition of 33 works from local collectors and institutions contains rare early works as well as more recent paintings by the artist. Although Young is not an activist and rarely gets involved in the situations he sees in his neighborhood, he records them for posterity in his paintings. It is a mistake, however, to think that his paintings are impartial. Inspired by many of the great painters from the past such as Rubens, Rembrandt, Cezanne and Van Gogh, Young places the most value on feeling and pathos. Figures with halos behind their heads to later angel figures, crowd scenes and funeral processions, Young's work reflects the life of the city around him as seen through the eyes of someone who has seen good times and bad.

Treasures from the Collection of the Bass Museum of Art
December 5, 2002 – ongoing
Ramp and Second Floor Galleries, Isozaki Building
Organized by the Bass Museum of Art

The Bass Museum of Art is one of the very few in the southeastern United States to provide an overview of European painting, sculpture and textiles from the Renaissance to the present, and holds the only such collection in southeast Florida. The dramatic spaces designed for the Museum by Arata Isozaki permit a new installation of historic works from the Museum's permanent collection. A ramp, leading from the Museum lobby to the Second Floor Galleries, has been designed especially to offer a promenade view of three signature works from the collection: *The Tournament*, a rare and important 16th century Flemish tapestry, and *The Start for the Hunt* and *The Return from the Hunt*, a pair of 40-foot-long 19th century French tapestries. Two galleries on the Second Floor will feature an installation of the Museum's most significant Renaissance

and Baroque paintings, by masters including Botticelli, Ghirlandaio, Rubens, Bol, and Jordaens.

Yayoi Kusama
December 5, 2002 – May 11, 2003
Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building
Organized by the Bass Museum of Art

Legendary contemporary artist Yayoi Kusama will create several large new works for this exhibition which also will include major works of sculpture, painting and mixed-media installations from the past two decades.

Born in 1929 in Matsumoto City, Japan, Kusama began making art at the age of ten. Abandoned by her father, and rebuked by her mother for her artistic inclinations, Kusama began to create works and then obliterate them beneath an inundation of dotted marks. This obsessive, repetitive activity became a trademark of her work.

Kusama first gained recognition, and notoriety, as a sculptor, painter and filmmaker in New York City in the 1960s. Following her return to Japan in 1975, she voluntarily committed herself to a mental institution, stating that hospitalization elevated her state of mind. In the past decade, she has gained increasing recognition as a vital influence on contemporary art. Speaking of the recent evolution of her work, she has declared, "I am standing at the zenith of my brilliance." A full-color catalogue accompanies the exhibition.

The Making of Miami Beach, 1933-1942: The Architecture of Lawrence Murray Dixon
February 1, 2003 – April 6, 2003
Taplin Gallery, First Floor, Pancoast Building
Organized by the Bass Museum of Art

During the 1930s, architect Lawrence Murray Dixon (1901-49) was a crucial figure in the development of the Tropical Art Deco style on Miami Beach. Working for clients who hoped to appeal to a public from New York, he reinterpreted urban Art Deco to suit a southern, seaside resort. Within only a few years, he designed the buildings and interior decor of 42 hotels in what is now the Historic Art Deco District (including the Raleigh, Ritz Plaza, Victor, Tides, Marlin, Tiffany and Betsy Ross), as well as two signature hotels—the Atlantis and the Senator—that were destroyed before the Historic District was established.

The Making of Miami Beach, 1933-1942: The Architecture of Lawrence Murray Dixon puts on view a group of beautiful and rare architectural renderings and vintage sepia-toned photographs from the collection of the Bass Museum of Art. Among the distinguished architectural photographers whose works are included are Gottscho and Schleisner, Ezra Stoller and Hedrich Blessing. The exhibition celebrates the restoration of the Museum's own 1930s jewel: the Maya-inspired, oolitic limestone building by Russell Pancoast, which has been its home for nearly four decades. The exhibition also

marks the publication of a 250-page book on Lawrence Murray Dixon, a joint project of the Museum and Rizzoli, funded by the Florida Department of State, National Endowment for the Arts, Graham Foundation and Luce Foundation. The Lawrence Murray Dixon archives are among the significant architectural holdings of the Museum.

Hannalore Baron: Works from 1969-1987
April 11, 2003 – June 15, 2003
Taplin Gallery, Pancoast Building
Organized by SITES

Hannalore Baron was twelve when her family's home and fabric shop were ransacked by Nazis during Kristallnacht in 1938. Three years later the Barons immigrated to the United States from Germany and settled in the Bronx. The psychological upheaval associated with persecution and the relocation of her family remained with Baron until her death in 1987. She combined these experiences with intense feelings about the Vietnam War, nuclear proliferation and environmental degradation to fuel her creative expression. A self-taught yet refined artist, Baron constructed intricate collages and box assemblages. Her two-dimensional works combine prints, drawings and fabrics to form abstract compositions. This exhibition – the first national tour of Baron's work -- contains approximately forty collages and five box assemblages from Baron's most active and innovative period. A full color catalogue accompanies the exhibition.

Recent sculptures by Johan Creten
June 7, 2003 – July 20, 2003
Gertrude Silverstone Muss Gallery, Second Floor, Isozaki Building
Organized by the Bass Museum of Art

The Bass Museum of Art presents the first solo exhibition in an American museum of Flemish sculptor Johan Creten. Twenty-seven new works in clay, bronze, and plaster created in Creten's Miami studio will fill the grand Gertrude Silverstone Muss Gallery on the second floor of the new Isozaki wing, demonstrating the artist's consistent technical brilliance and a deep spiritual dimension. From rose-petal covered torsos to more recent large-scale pieces glazed in glossy, multi-colored shimmer, Creten's work embodies dichotomies, at once inviting and forbidding, delicate and robust. Born in Belgium on July 25, 1963, Creten was educated in Gent, in Paris at the Académie des Beaux Arts, and in Amsterdam. He has traveled extensively, creating and showing his work in Paris, Amsterdam, Berlin, and New York, among other cities. In 1996 he received the Rome Prize and spent two years at the famous Villa Médici. His work has also been exhibited at the Fifth International Istanbul Biennial and was the subject of a major solo exhibition at the Musée d'Art Moderne et Contemporain (MAMCO) in Geneva, Switzerland. Creten has been the Bass Museum of Art's artist-in-residence since 2001, during that time producing work in a studio in Miami's Design District. A particularly striking body of work for which he is known, *Odore di Femmina*, consists of female torsos covered in ceramic rose petals. These sculptures emphasize clay not so much as a material but as a vehicle for metaphorical and political associations as well as for its conceptual complexity.

Recent Acquisitions to the Permanent Collection
June 27, 2003 – November 16, 2003
Taplin Gallery, First Floor, Pancoast Building
Organized by the Bass Museum of Art

This exhibition celebrates the many new additions to the Bass Museum's collections which have been generously donated over the course of the last eight years. Works by artists such as Alexander Calder, Ad Reinhardt, Red Grooms, Niki de St. Phalle, Annie Liebovitz, Richard Tuttle, Beverly Pepper and Nancy Wolf will be on view in the museum's intimate Taplin gallery on the first floor. Later in mid-September, they will be joined by larger recent acquisitions which will be installed in the museum's Gertrude Silverstone Muss Gallery on the second floor of the Isozaki building. This portion of the exhibition will include artists such as James Rosenquist, Roy Lichtenstein, Pat Steir, Donato Mancini, Robert Goodnough, Mimmo Paladino, Carlos Alfonzo, Purvis Young, Edouard Duval-Carrié, and Thornton Dial. They will be joined by major sculpture and installation pieces by talented local artist such as Cooper and Paul Stoppi who were featured in the museum's landmark *globe<miami>island* exhibition of 2001.

Further strengthening the Museum's collections and exhibitions, the Museum has an excellent Advisory Program and Collections Committee consisting of prominent community members who meet regularly to provide input, and make recommendations on development of programs and collections.

In its goal to provide quality educational opportunities for residents and visitors the following programs are available at the Museum:

- Media Center - Links and descriptive summaries of 25 museum/arts web sites in English and Spanish, online art publications and community technology resources have been compiled for future public use. A subscription to the Grove Online Dictionary of Art has been set up. The Media Center will be in full operation when the final connection to the Internet is made by the CMB IT Department.

- New Information Workshop (NIW ART LAB - A community-access multimedia center was set up in the Museum School with 12 computers; video, web design, and digital imaging software; DSL Internet access; a scanner, two printers, and digital cameras. Improvements were made to the building at 2100 Washington and Lab equipment and furniture installed. The Lab operates 67 hours/week. Open hours consist of approximately 50% Open Studio; 40% community classes; 10% workshops.

- Lab Programs - The Bass Museum of Art offers its first set of programs that addressed the community's need for both arts and technology resources. The program is the only such museum program in Dade County. Next quarter, we expect at least a 25% increase in the amount of people served as marketing efforts are expanded, the new Museum is fully open and more people learn about the program.

- Open Studio: The Museum offers drop-in time at the Lab, free for Miami Beach residents upon registration with an I.D. card. This is currently offered 34 hours a week. There are 35 registered users - approx. 50% Hispanic/Latino, 50% Anglo and other. It is staffed by 1 part-time staff member and 5 volunteers. Nearly all staff, paid and volunteer, are fluent in English and Spanish.

- Community classes: Classes teach students to make art while learning new skills in web design, digital video and sound editing, digital imaging, and basic computer and Internet skills. Classes are priced affordably and need-based fee waivers and discounts are available. 44 students currently enrolled. 4 of the 6 instructors are bilingual to accommodate students who speak only Spanish.

- Hands-On (line) - A free workshop, open to all community members, in English and Spanish is offered every Saturday afternoon at the Lab. It provides an introduction to the Internet, basic computer skills, and simple digital art projects. Average weekly attendance: 5-10. Attendance is expected to increase with further marketing efforts after this initial trial period and the grand opening of the Museum in the Fall.

- The Documentary Project - A outreach program has been established that features collaboration between high school students in North Beach, Overtown, and Homestead with artists to learn new media skills and do their own documentary projects about their communities and themselves.

- Bass Museum Web Site - We are continuing to develop the Bass Museum web site that integrates our new logo and visual identity with basic information about exhibitions, collections, museum history, programs, and membership. Site visitors may submit a volunteer application online and submit a form to request more information about the Art-to-Work program. Instructional materials have been created and workshops conducted to orient staff in the use of the web and preparation of site content. The current modest web-site is receiving an average of 2,000 hits per month.

- Tours for Adults and Children) - A total of 6,500 individuals were served including 5,000 students from under served Miami-Dade schools (conducted by high school teachers trained by Bass staff). Docents were available on late evenings (Thursdays) for tours of the exhibitions.

- Art Classes - The Bass Museum School also conducted sculpture classes all year at the Museum School. Fifteen Art to Work students met 2 days per week for instruction in sculpture, drawing, painting photography and digital art.

- Interns - Year-to-date the Museum had a total of 22 interns: 4 interns in the niw lab; 1 in the curatorial department; 2 interns in the Development Department and 15 under the supervision of the Curator of Education.

- Special Constituencies - Throughout the year the Museum conducted its Art-to-Work program for gifted high school artists. In this program, 15 interns worked on their portfolios with artists and teachers at the Museum School in preparation for admission and scholarships to art schools. These interns also gave tours to public school students.

Goals and Objectives

- To expand and strengthen the Museum's collections and exhibitions.

  1. Expand exhibitions and collections in the new expanded and renovated Bass Museum, supporting the initiative to improve customer service.

  2. Acquire works of art through donation or purchase, valued at a minimum of $100,000.

  3. Present six temporary exhibitions from the collection and works on loan or in traveling exhibitions.

- To provide quality educational opportunities for residents and visitors.

  1. Operate Media Center with six stations, Internet capability and special programs.

  2. New Information Workshop (NIW) is a set of programs that provide the community increased access to arts and technology resources. These include the NIW art lab (a 12-computer public-access multimedia center), afterschool programs, workshops, and community classes. Areas targeted for participation include North Beach, Overtown and Homestead.

  3. Arrange tours for adults and students.

  4. Provide six-week training for new docents plus training for each exhibition.

  5. Provide applied art training for adults and students at the Museum School throughout the year.

  6. Continue college/university internships in conjunction with local and national institutions of higher learning.

  7. Provide lectures, concerts, and films to complement the collection and special exhibitions.

  8. Conduct programs designed for minorities, elderly, people with disabilities, the intellectually gifted and those for whom English is a second language

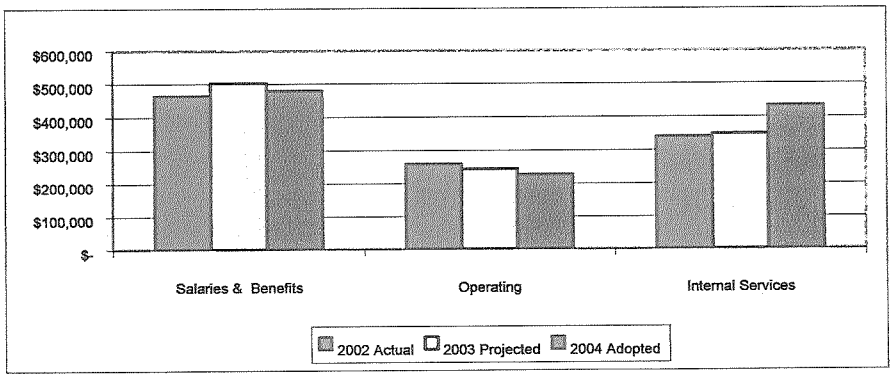
Performance Measurements

All programs and exhibitions are evaluated through surveys, docent observation, staff observation and Advisory Programs and Collections Committee review. Incentives to complete surveys are offered, e.g. a free trial membership, a free item from the gift shop, etc. Surveys contain demographic questions and pertaining to exhibitions, installations and overall quality of the Museum experience.

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Visitors	10,000	19,000	26,920	40,000

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 388,811	$ 465,014	$ 506,274	$ 502,790	$ 480,311
Operating	357,295	259,082	194,987	243,629	227,566
Internal Services	251,694	340,270	412,788	348,860	432,573
Capital	91,640	0	0	0	0
Total General Fund	**$ 1,089,440**	**$ 1,064,366**	**$ 1,114,049**	**$ 1,095,279**	**$ 1,140,450**
Budgeted Positions					
General Fund	9 + 5 pt	9 + 5 pt	8 + 5 pt		7 + 1 pt
Special Revenue	1	1	1		0
Total Budgeted Positions	**10 + 5 pt**	**10 + 5 pt**	**9 + 5 pt**		**7 + 1 pt**



Special Revenue	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Proposed
State Major Cult Inst	$ 74,596	$ 74,596	$ 114,082	$ 114,082	**$ 50,860**
Expenditure Area					
Salaries & Benefits	$ 55,596	$ 52,619	$ 60,895	$ 60,895	**$ 0**
Operating	19,000	21,977	53,187	53,187	**50,860**
Internal Services	0	0	0	0	**0**
Capital	0	0	0	0	**0**
Total Special Revenue	$ 74,596	$ 74,596	$ 114,082	$ 114,082	**$ 50,860**

Budget Highlights

- 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

Mission

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.

Major Accomplishments

- Cultural arts grants - The Council recommended grants to 53 not-for-profit organizations for cultural events in Miami Beach between October 1, 2002 and September 30, 2003. The grants ranged from $2,400 to $24,800. Twenty-four citizen volunteers were selected in April 2002 to review grant applications and make funding recommendations at public meetings in June 2002. The panelists collectively volunteered hundreds of hours of their time reviewing the proposals and materials, working with the Council's staff, and where possible, attending events. All panels were co-chaired by members of the Cultural Arts Council.

- In FY 02/03, $493,600 - 46% of the Council's annual budget is for grants. This includes a $55,000 matching grant to the Miami Beach Visitor and Convention Authority (VCA) for cultural tourism grants that support cultural events with documented tourism benefits. A total of $1,224,923 was requested by grant applicants this past year, under the guidelines of capped requests. Available funding for these grants was 40% of that requested and 100% of the amount awarded in 2001/2002.

- Marketing - $91,500 - 8% of its annual budget, the Council promotes the City worldwide as the region's preeminent cultural destination and helps market the programs of its 53 constituent arts groups. It has two websites, artsbeach.com and 2ndThursdays.com, that have global reach and response. With more than 81,000 hits this season, they are valuable tools for the Council's mission of promoting the local arts industry and our City as a cultural center of the Americas.

- The City's free monthly arts night series, 2ndThursdays, was launched by the Council October 2000 as a way to market collectively the arts organizations supported by the City's cultural arts grants. It has had tremendous success, expanding to include all sectors of the City and all grantees. The series has

generated positive media exposure for the City every month since its inception. In its effort to seek additional marketing funding, this past year the Council received two community grants from the Miami-Dade Department of Cultural Affairs totaling approximately $5,600.

Goals and Objectives

1. Provide support for the arts through the cultural arts grants program.

2. Continue marketing efforts including 2ndThursdays arts night, summer Artist in Residency Program, increasing global awareness of Miami Beach as a cultural destination and building audiences for Miami Beach arts groups.

3. Continue arts advocacy.

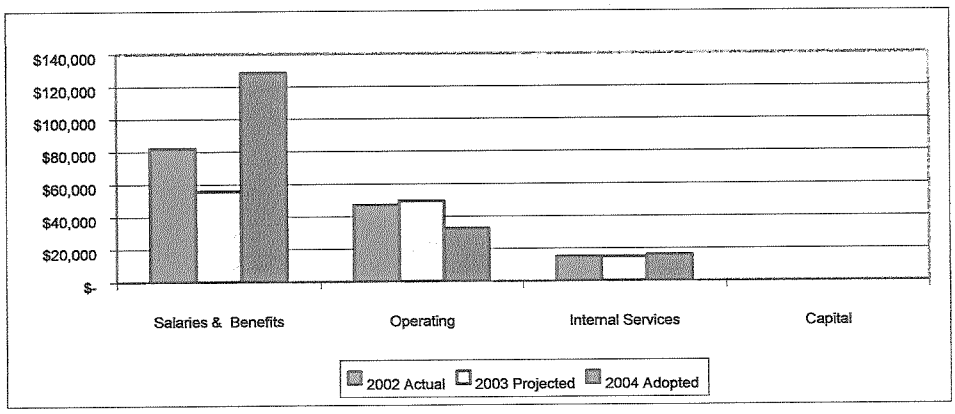
Performance Measurements

	Actual FY 01/02	Projected FY 02/03	Estimated FY 03/04
Total No. Grants Awarded:	71	53	53
Total Amount Awarded:	$493,600	$492,650	$493,000

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
CAC Interest ($10M)	$ 588,107	$ 514,963	$ 425,000	$ 373,000	$ 250,000
6% Share GMCVB Incent	308,100	300,000	300,000	300,000	360,000
CMB Resort Tax	200,000	160,000	160,000	160,000	152,000
Fund Balance	0	0	30,000	0	7,750
Fund Balance-Colony	0	0	165,000	0	123,638
Total	**$ 1,096,207**	**$ 974,963**	**$ 1,080,000**	**$ 833,000**	**$ 893,388**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 102,226	$ 81,956	$ 124,060	$ 55,765	$ 128,532
Operating	39,068	47,199	30,715	49,459	32,603
Internal Services	3,093	14,918	16,075	14,799	16,075
Capital	2,445	0	0	0	0
Marketing	225,240	164,772	91,500	90,130	91,790
Endowment	200,000	160,000	160,000	160,000	0
Grants	827,740	525,491	492,650	459,250	500,750
Colony Theatre	0	0	165,000	0	123,638
Total General Fund	**$ 1,399,812**	**$ 994,336**	**$ 1,080,000**	**$ 829,403**	**$ 893,388**
Budgeted Positions	2	2	2		2



Budget Highlights

- 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
Jackie Gleason Theater of the Performing Arts

Mission

To position the Miami Beach Convention Center and Jackie Gleason Theater as internationally premier public assembly facilities 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 facilities in the most economically and operationally efficient manner for the City of Miami Beach.

Major Accomplishments

- Able to return a projected operating deficit of $900,000, as compared to a budget deficit of $1,300,000

- Generated an economic impact to the area in excess of $60 million

- Hosted major events to include:
    - South Florida International Auto Show
    - Art Basel
    - Art Miami
    - NAACP National Convention
    - Club Managers Association
    - Graphics of the Americas
    - Miami International Boat Show
    - Miami Beach Shoe Market
    - Inter Airport 2003
    - Seatrade Cruise Shipping

- Continued progress in implementation of the $35 million long-term Capital Projects program, which during the current year included:
    - Airwall Reconditioning
    - Interior Signage
    - Extension of Gleason Theater Porte-cochere
    - Replacement of Cooling Towers

- Continue to oversee Center Plate (Volume Services America) improvements to concession outlets and portable cart programs

- Jackie Gleason Theater hosted major television broadcast events:
    - Azucar – Tribute to Celia Cruz
    - MTV Video Music Awards Latin America

Goals and Objectives

- Continue to provide exemplary customer services experiences to our users
- Maximize facility revenues and usage and minimize expenses
- Further promotion of the facilities to the trade and convention industry and the cultural community to increase overall awareness and economic impact for the City
- Develop incentives for business attraction in light of heightened competitiveness in the industry
- Refocus of staff toward sales efforts to attract short term business
- Work with the City to further implement and complete the facilities related capital projects
- Develop a continuation of the long-range facility capital needs assessment plan. And developed a new comprehensive plan for the years through 2008
- Maintain the facilities in manner consistent with and exceeding industry standards and continue to be recognized as industry leaders
- Continue to comply with all policies, procedures, and guidelines established by the City

Performance Measurements

Miami Beach Convention Center

Workload Measures	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Trade shows, conventions & other	68	56	65	40
Consumer shows	13	13	12	11
Total Events	81	69	77	51

Jackie Gleason Theater

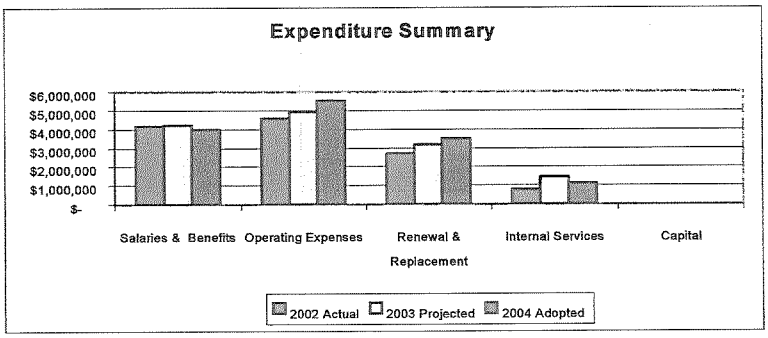
Workload Measures	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Broadway shows	32	40	32	40
Ballets and Dance	50	55	40	31
Concerts and other	108	84	137	159
Total Events	190	179	209	230

Department Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Rent and Leases	$ 5,302,744	$ 4,654,252	$ 4,160,012	$ 4,220,286	$ 4,896,517
Concessions	1,683,341	1,029,701	873,646	1,313,578	1,080,611
Telephone	662,279	379,444	539,535	318,876	382,050
Electrical Income	1,328,669	864,496	946,891	860,905	1,049,692
Services	798,965	655,859	447,888	709,663	514,602
Miscellaneous & Other	545,976	686,988	471,663	493,669	452,731
Convention Development Tax	1,500,000	2,500,000	2,660,000	2,660,000	2,660,000
Interest Earnings	195,322	68,305	166,942	27,238	48,850
Retained Earnings	1,647,080	1,427,194	3,156,139	3,156,139	3,075,000
Total	**$ 13,664,376**	**$ 12,266,239**	**$ 13,422,716**	**$ 13,760,354**	**$ 14,160,053**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 4,228,033	$ 4,185,572	$ 4,148,210	$ 4,219,952	$ 3,994,808
Operating Expenses	6,207,969	4,579,995	4,756,675	4,921,138	5,522,971
Renewal & Replacement	2,767,229	2,716,978	3,075,000	3,164,850	3,507,113
Internal Services	461,145	783,694	1,442,831	1,454,414	1,135,161
Capital	0	0	0	0	0
Total	**$ 13,664,376**	**$ 12,266,239**	**$ 13,422,716**	**$ 13,760,354**	**$ 14,160,053**
Budgeted Positions	**80 + 5 PT**	**85 + 6 PT**	**81 + 5 PT**		**78 + 4 PT**

Note: Convention Center and Theater staff are employees of SMG.



- 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.

OFFICE OF TOURISM AND CONVENTIONS/CHIEF OF PROTOCOL

Mission

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. This Office also facilitates requests made by the Mayor and City Commission in recognizing those individuals and groups that have been singled out for Certificates of Appreciation, Proclamations, Keys to the City and other recognitions.

Major Accomplishments

Office of Tourism and Conventions

- Redesign of the Visitors/Tourism section of the City of Miami Beach website complete with a concierge desk and event listings.
    - This new site averages approximately 14,200 unique visitors per month vs. an average of 5,400 unique visitors per month prior to the redesign.
- Enhanced Highlights and Happenings (A Weekly Update of Events on Miami Beach) to an html online/e-mail newsletter. The newsletter is distributed weekly to the visitor subscriber list and is available on the City's website.
    - This newsletter's reach has been increased through the use of the internet to approximately 2,500 individuals per month
- Negotiated and secured agreement with CBS for the All-American Thanksgiving Day Parade. The City of Miami Beach is proud to be the only designated parade partner of the traditional three-hour New York Parade.
- Update and maintain the tourism emergency contact list and plan.
    - This reaches approximately 600 hotel properties
- Promotional/Media Requests - Brochures, information, media kits are sent to prospective visitors, companies and conventions of the City.
    - Media Kits 7,500
    - Visitors Guides 50,000

- Letters are sent o all potential Conventions who are looking at Miami Beach for a future event. Package introduces the City and offers services. Approximately 100 were sent in the fiscal year.

- Respond to over 1,000 letters from visitors of Miami Beach. Letters address issues that may have occurred during a visitor's vacation and / or respond to request for information.

Office of Protocol

- Facilitate presentations, distribution and assignment of Keys to the City, Proclamations, and special awards. Represent the City and act as Master of Ceremonies and/or Public Relations. Approximately 250 presentations.

- Organize quarterly City department Bar-B-Qs.

- Prepare special awards given by the City Manager to employees in recognition to their customer service.

Goals and Objectives

- To continue to represent the City of Miami Beach in a positive and professional manner.

Performance Measures

Presentations	250
Media Kits	7,500
Visitors Guides	50,000
Highlights and Happenings	2,500 people monthly

Departmental Budget History

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

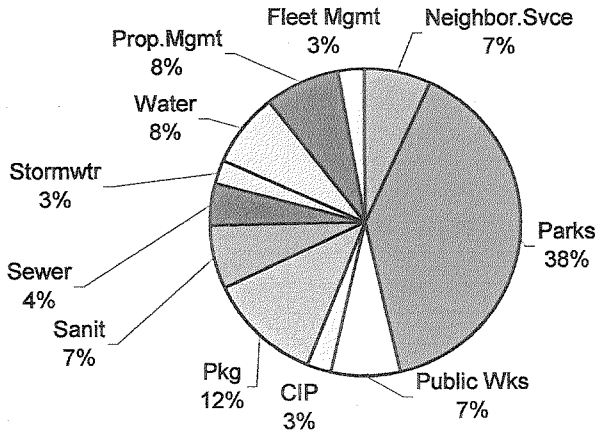
OPERATIONS

Scope

This function is comprised of the following Departments and Divisions:

Operations	Adopted FY '03/04	Adopted FY '02/03	% of Function to Adpted. GF Budget 03/04	Over/ (Under)
Operations				
Neighborhood Services	$3,053,844	$3,008,413	2.0%	45,431
Parks & Recreation	24,969,837	21,752,477	16.4%	3,217,360
Public Works	5,510,893	5,457,520	3.6%	53,373
Capital Improve. Projects	2,276,274	2,160,358	1.5%	115,916
Total General Fund (GF)	$35,810,848	$32,378,768	23.5%	$3,432,080
Parking	$20,715,501	$19,586,828		$1,128,673
Sanitation	7,055,545	6,639,049		416,496
Sewer	28,694,036	28,271,930		422,106
Stormwater	7,905,000	7,220,000		685,000
Water	19,155,070	19,329,810		(174,740)
Property Management	6,685,950	6,735,213		(49,263)
Fleet Management	5,366,265	5,448,031		(81,766)
Total Other Funds	$95,577,367	$93,230,861		$2,346,506
Total Operations	$131,388,215	$125,609,629		$5,778,586

Total Operations Positions



NEIGHBORHOOD SERVICES

Mission

The Neighborhood Services Department has been established to improve public access to the City of Miami Beach government, enhance service delivery from all departments, align services with citizen needs, and increase involvement and participation by providing direct assistance and outreach to citizens. The Department is responsible for ensuring that residents receive prompt, responsive and courteous service that meets or exceeds their needs and addresses neighborhood concerns. The Department's structure consists of the Administrative Division, the Office of Children/Elder Affairs and Homeless Coordination, the Log Cabin Training Center, the Answer Center, Community Resource and Outreach, Code Compliance, and Housing and Community Development.

Departmental Goals

The goals and objectives of the Neighborhood Services Department are to build neighborhood capacity, align public services with community needs, and create a sense of community.

- Building Neighborhood Capacity - When people organize and become more knowledgeable about how government works, they can help meet their community's needs. Their energy and creativity combined with other public and private resources will create a diverse group working together in each neighborhood to mobilize new assets and generate positive change.

- Alignment of Public Services - The people who live and work in a neighborhood are excellent judges of their neighborhood's priorities, opportunities and needs. The Neighborhood Services Department gives residents a forum where unique neighborhood needs can be voiced to public officials and government staff. This dialog will lead to the reexamination of budget priorities and new methods of public service delivery.

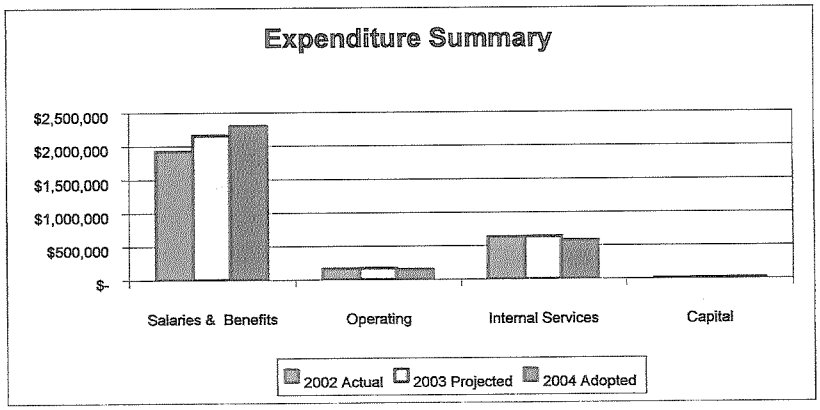
- Create a Sense of Community - Neighborhood revitalization ultimately depends on a sense of neighborhood identity and a commitment by all residents to make their neighborhood a better place to live, work, learn and play. The Neighborhood Services Department will conduct regular neighborhood meetings to open the line of communication between the City and it's residents and begin developing neighborhood actions plans based upon the priorities identified by each neighborhood.

Departmental Financial Summary

GENERAL FUND Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Code Enf Violations	$ 628,970	$ 817,683	$ 520,000	$ 450,172	$ 600,000
Marine Fines	4,692	6,853	6,000	9,807	6,500
Passport App Fees	0	0	200,000	54,695	50,000
Total	**$ 633,662**	**$ 824,536**	**$ 726,000**	**$ 514,674**	**$ 656,500**

Expenditure Area by Division	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Administration	$ 0	$ 116,150	$ 141,332	$ 124,766	$ 172,026
Children/Elder/Homeless	204,728	251,733	293,569	302,318	316,320
Log Cabin	140,485	135,494	91,609	84,820	87,481
Answer Center	0	173,635	271,286	276,871	269,321
Comm Resource Mgmt	0	249,454	357,555	283,672	278,547
Code Compliance	1,643,580	1,803,884	1,853,062	1,907,851	1,930,149
Total General Fund	**$ 1,988,793**	**$ 2,730,350**	**$ 3,008,413**	**$ 2,980,298**	**$ 3,053,844**

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 1,503,644	$ 1,928,489	$ 2,186,086	$ 2,163,822	$ 2,304,035
Operating	60,356	162,937	172,513	169,384	150,956
Internal Services	423,389	632,299	639,714	639,878	582,853
Capital	1,404	6,625	10,100	7,214	16,000
Total General Fund	**$ 1,988,793**	**$ 2,730,350**	**$ 3,008,413**	**$ 2,980,298**	**$ 3,053,844**
GF Budgeted Positions	**34 + 2 pt**	**43.19**	**43.19**		**43.19**



SPECIAL REVENUE

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
CFS-ADT & Transp	$ 234,745	$ 225,721	$ 255,217	$ 232,961	**$ 283,179**
CFS-Supported Emp	64,418	72,567	76,234	69,819	**24,104**
CFS-Supp Indp Living	21,448	23,700	24,457	30,572	**47,304**
Private Clients	43,289	48,429	29,864	16,611	**13,324**
Total CFS Funding	$ 363,900	$ 370,417	$ 385,772	$ 349,963	**$ 367,911**
CDBG	$ 2,770,000	$ 2,867,000	$ 2,777,000	$ 2,777,000	**$ 2,163,000**
ESG	98,000	98,000	98,000	98,000	**95,000**
HOME	1,472,000	1,626,000	1,728,000	1,728,000	**1,292,021**
SHIP	540,276	471,875	709,151	709,151	**573,229**
Total	$ 4,880,276	$ 5,062,875	$ 5,312,151	$ 5,312,151	**$ 4,123,250**
Total Spec Rev Revenue	$ 5,244,176	$ 5,433,292	$ 5,697,923	$ 5,662,114	**$ 4,491,161**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 299,886	$ 318,988	$ 250,190	$ 197,494	**$ 184,733**
Operating	63,297	55,410	135,582	152,469	**183,178**
Administration	833,168	864,631	881,245	881,245	**822,572**
Programming	4,047,108	4,198,244	4,430,906	4,430,906	**3,300,678**
Total Spec Rev Exp	$ 5,243,459	$ 5,437,273	$ 5,697,923	$ 5,662,114	**$ 4,491,161**
Budgeted Positions	25.25	22.81	21.61		**18.61 + 1 pt**

TOTAL DEPARTMENT - ALL FUNDS

Revenues	$ 5,877,838	$ 6,074,518	$ 6,423,923	$ 6,317,114	**$ 5,146,161**
Expenditures	$ 7,232,252	$ 8,167,624	$ 8,706,336	$ 8,670,527	**$ 7,545,005**
Budgeted Positions	59.25 + 2 pt	66.00	64.80		**61 + 1 pt**

ADMINISTRATION

Mission

The Administrative 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 in adherence with all governing rules, regulations, policy and administrative directives. The Division is responsible for ensuring that service delivery is coordinated and enhanced to meet the needs of the City's neighborhoods. It provides an avenue for neighborhoods to communicate their needs to the City to better coordinate services and enhance quality of life. The Division is intended to foster positive relationships between the City and it's residents by expanding programs that support the City's focus on neighborhood responsive service delivery.

Major Accomplishments

- Facilitate neighborhood meetings and respond to neighborhood issues in a timely manner. Utilize meetings as an avenue to discuss Neighborhood Services Department or citywide initiatives and assess delivery of city services.

- Implemented department reorganization, which merged Community Development and Housing into one division, merged the Answer Center and Community Resource and Outreach into one division called Community Information and Resource, and merged Children Affairs, Elder Affairs and Log Cabin into one office.

- Implemented a series of organizational, operational, personnel, and building changes to the Log Cabin Training Center.

- The Log Cabin Training Center has expanded course offerings and vocational tracks through collaborative and mutually beneficial partnerships with several schools of Barry University including: School of Social Work, School of Education, School of Psychology, and Physicians Assistance Program of the School of Arts & Sciences.

- Hired Call Center Manager and two (2) new Call Center Representatives.

- Opened the City's Answer Center with Better Place, a centralized citywide Citizen Management System (CMS) that replaced CiviCall.

- Certified as a passport acceptance center by the U.S. Department of State. Provided passport acceptance services to the public Monday – Friday and during INS Ceremonies.

- Fully implemented Community Emergency Response Teams (CERT) training for the community in cooperation with the City's Fire Department.

- Expanded the City's homeless outreach team to four (4) including two formerly homeless.

- Secured additional funding from U.S. HUD through Miami-Dade Homeless Trust NOFA for outreach services.

- Redesigned the City's website with the assistance of IT and Cultural Affairs and Tourism Development Departments.

- Developed Participate America program, Participate Miami Beach, and received President's Award for the numerous volunteer efforts.

- Implemented the Volunteer Network, which is a collaborative partnership between several local agencies to provide volunteer opportunities to the community.

- Assisted in the development of 8 homeowners' and/or neighborhood associations located in South and Middle Beach.

- Developed The Green Map which is a partnership with residents, The Green Map, Inc. and the Chamber of Commerce to develop and interactive and pocket-sized map of the environmental sites in Miami Beach.

- Partnered with the City of Miami Beach Police Department, State Attorney's Office, community based organizations to develop The Flamingo Park Task Force which resulted in a commitment from the courts for a diversion program.

- Conducted Neighborhood Leadership Academy for the second year.

Goals and Objectives

- To provide a single point of contact for residents to voice their concerns, enabling the City to adequately respond to service and information requests, resolve complaints and improve the overall delivery of services.

    1. Maintain an open line of communication with City government to meet the needs and expectations of the community.

    2. Expand the use of the Answer Center among departments and the community.

- To develop departmental procedures, policies and practices to ensure effectiveness among the operational divisions of the Neighborhood Services Department in order to improve the overall delivery of services to our constituency.

    1. The Division will review and analyze the existing operational areas to determine areas in need of improvement or redesign.

    2. Enhance community cleanliness.

    3. Use Neighborhood Action Team to coordinate enhanced delivery of city services.

    4. Initiate a Code Compliance Program at the Neighborhood level that provides a customer service approach. Identify areas to streamline existing processes, review notices to residents and businesses and develop a policies and procedures manual.

    5. Partner with police department to explore feasibility of (fully) implementing a Neighborhood Watch (Crime Watch) program for neighborhoods.

- Provide the highest quality customer service to any member of the community that comes into contact with the Department whether it be in person, by telephone, at City Hall or on the street.

    1. Quality customer service is vital to the City's relationship with the community. The Division will review current practices and establish service standards that emphasize the Department's role in the City and focuses on a positive, friendly and helpful attitude.

    2. Build partnerships with our citizens that develop citizen capacity and provide opportunities for involvement.

    3. Develop proposal for City of Miami Beach Mediation Program to address neighbor disputes.

- Provide quality services and programs that benefit all socio-economic groups within the City of Miami Beach.

    1. Pursue a coordinated effort to reduce the incidence of Homeless in Miami Beach.

    2. Prepare Consolidated Plan which includes a housing assessment and strategic plan.

    3. Enhance partnerships between the Log Cabin and other local agencies to improve and expand the program and its offerings.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Neighborhood Leadership Academy				
Sessions	0	1	2	2
Participants	0	20	65	65
Community Emergency Response Teams (CERT)				
Sessions	0	1	3	3
Participants	0	6	50	90

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 0	$ 93,093	$ 99,113	$ 84,233	**$ 134,031**
Operating	0	17,808	31,645	31,471	**25,941**
Internal Services	0	4,795	10,574	9,062	**12,054**
Capital	0	454	0	0	**0**
Total General Fund	**$ 0**	**$ 116,150**	**$ 141,332**	**$ 124,766**	**$ 172,026**
Budgeted Positions	0	1.19	1.19		**2.19**

Budget Highlights

- 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.

OFFICE OF CHILDREN/ELDER AFFAIRS & HOMELESS COORDINATION

Mission

The Office of Children/Elder Affairs & Homeless Coordination was created by merging four divisions: Office of Children's Affairs, Office of Elder Affairs, Office of Homeless Coordination and Log Cabin Training Center. The Division's primary task is to serve as an advocate and coordinator between residents in need of community-based services and our community's providers. The Office accomplishes this via a variety of strategies including the dissemination of information and support to children, parents, elder residents, homeless people and direct service providers, such that their needs will be met through an expanded array of community resources. Through partnership, coalitions and special initiatives, the Office will plan, coordinate and advocate for children, the elderly, families, homeless people and the developmentally disabled in the City of Miami Beach. Examples of these strategies include:

- Supervising the Truancy Intervention Program
- Coordinating monthly community service projects and public workshops (i.e., Sexual Predators, Home Ownership, Preventing Gang Membership, etc.)
- Coordinating the Youth Empowerment Network (representing students and faculty from the City's public and private schools)
- Supervising court-adjudicated youth required to complete community service hours
- Identifying grants and other resources on behalf of the City's youth service providers in order to bring additional resources for our City's youth
- Maintaining a dynamic website that facilitates access to information and services including the *Community Resource Directory*
- Producing and disseminating the *Resource***Wire**, a weekly publication providing grant and resource opportunities for providers and individuals
- Providing referral services including emergency assistance for residents
- Expanded homeless outreach, assessment and encampment closure
- Homeless prevention via use of Emergency Shelter Grant funds for individuals and families

- Enhanced participation in the Continuum of Care spearheaded by the Miami-Dade Homeless Trust

- Maintenance and participation in the Homeless Management Information System required by the Miami-Dade County Homeless Trust for all providers

- Coordination of homeless services and providers within the City

- Outreach missions days, evenings and weekends to areas identified by staff, residents and other providers as congregation points by homeless people

- In addition, the Office is spearheading and collaborating with others to address a variety of community issues in the North Beach area including the creation of youth employment opportunities and the implementation of a Memorandum of Understanding among community-based service providers to improve interagency referral and collaboration.

Major Accomplishments

The Office has been recognized for several programs:

- Truancy Intervention Program – Funded by a grant from the Florida Department of Juvenile Justice, this dual program has provided programming to at-risk youth resulting in a dramatic reduction in school absences (a risk factor for juvenile delinquency). The Neighborhoods First/ Truancy Intervention Program has been highlighted by DJJ in its annual report to the United States Congress.

- A homeless outreach team has been hired to be responsive to community and business complaints as well as assist in identifying and eliminating the number of encampments of Miami Beach.

- Homeless census shows the first significant reduction in the number of homeless individuals in Miami Beach.

- Establishment of the City of Miami Beach Homeless Providers Network.

- Expanded and enhanced homeless outreach in collaboration with Miami Beach Police Department is in place, including days, nights and weekends.

- New Homeless Outreach vehicle to transport clients to various supportive services.

- Over 800 homeless individuals and families have received assistance (i.e. referral, food voucher, rent assistance, or placement in emergency, transitional or permanent supportive services).

- Secured additional funding, CDBG, $70,000 for expanded outreach program which will include the hiring of two formerly homeless individuals.

- Implemented the Miami Beach Homeless Provider's Network which meets quarterly to discuss gaps and needs in services for the homeless.

Goals and Objectives

- To serve the community as a resource in addressing the needs of families in crisis.

    1. Via its outreach efforts and use of Emergency Shelter Grant funds, the Office provides emergency housing assistance as well as referrals for job placement, legal assistance, and medical and social services in a compassionate, efficient, and professional manner.

    2. Via the City's website, the Office will provide resources and web links that enable residents to independently access needed services and information

- To serve as an accessible conduit of information and support for youth, family, homeless people and elder service providers by collecting pertinent data, identifying sources of shared responsibility, negotiating the sharing of resources, and identifying grants on behalf of service providers in the City.

    1. The Office will continue to identify opportunities for resource development and capacity-building among our community's service providers, thereby increasing accessibility, provider quality and services. The Office will also assist with resource development by providing peer review and grantswriting assistance to area providers.

- To implement cross-training practices among all department personnel enabling greater customer service and efficiency of resources.

    1. The cross-training of personnel will enable the Office to serve residents more efficiently while maintaining a high professional standard.

    2. Incorporate an educational component addressing homeless issues such as sensitivity awareness training involving City of Miami Beach employees and outside providers.
    3. Coordinate intradepartmental administrative efforts with the Miami Beach Police Department regarding issues of homelessness and homeless prevention activities.

- To target additional funds to expand the availability of services and the capacity to serve those identified as in need by:

  1. Supplementing City CDBG and ESG funding to assist more homeless individuals and families.

- Increasing resources with INS, the Housing Authority and the Department of Corrections to address gaps in services by appropriately coordinating referrals to the appropriate service providers.

- To target federal (HUD, EDI, HHS) and state (DCF) funds in order to:

  1. Implement an effective and efficient Continuum of Care system that would lessen the amount of time a homeless individual spends in emergency shelter and transitional housing and supports the performance measures of the Miami-Dade County Homeless Trust.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
TIP clients served	80	79	30	50
TIP Program: Attendance Rate Before vs. After Intervention	90 vs. 98.1	90 vs. 97.5	90 vs. 97.5	90 vs. 97.5
Referral/rent assistance clients served	22	84	110	75
Collaborating Agencies	38	55	58	60
Monthly Public Workshops	10	18	12	12
Perform outreach missions Contacts*	0 0	48 888	250 1900	300 4000
Number of homeless placed in Emergency Shelter	0	250	300	360
Number of homeless placed in Transitional/Permanent Housing	0	15	30	35
Number of homeless who received rental assistance	0	15	25	30

*A contact is defined by a conversation with a homeless person, in which you are trying to engage into services.

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 154,632	$ 174,633	$ 223,270	$ 236,973	**$ 246,131**
Operating	25,673	40,348	35,517	37,005	**27,143**
Internal Services	24,423	31,095	34,782	28,340	**43,046**
Capital	0	5,657	0	0	**0**
Total General Fund	**$ 204,728**	**$ 251,733**	**$ 293,569**	**$ 302,318**	**$ 316,320**
Budgeted Positions					
General Fund	5 + 2 pt	5	5		**5**
Special Revenue	2	0	0		**0**
Total Budgeted Position:	**7 + 2 pt**	5	5		**5**

Budget Highlights

- 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.
- This budget provides funding for merit, COLA, pension, and increases for 5 positions.

LOG CABIN TRAINING CENTER

Mission

The primary goal of the City of Miami Beach's Log Cabin Training Center is to provide vocational and life skills training to developmentally disabled adults with the ultimate goal of enabling these clients to lead independent, productive and integrated lives within our community.

The Training Center operates three programs: Adult Day Training (for clients residing in institutional or familial residences but unable to live independently), Supported Employment (for clients working in the community-based jobs) and Supported Independent Living (for clients transitioning to living independently).

Major Accomplishments

The City of Miami Beach's Log Cabin Training Center provides a variety of educational, vocational, and independent living services to developmentally disabled adults. We are certified to service the following: Adult Day Training (35 clients), Supported Employment (15 clients), and Supported Independent Living (5 clients).

The Training Center has significantly augmented its academic programming this past year to include multiple cooking classes, therapeutic and vocational art, career and job counseling, and personal empowerment classes (money management, critical thinking skills and communication).

The Training Center has partnered with the Academy for Better Communities and Barry University's School of Social Work to provide individual and group counseling to clients. In partnership with the Physicians Assistant Program at Barry University, the Training Center is providing one-on-one health and personal wellness counseling to clients with medical problems.

The Training Center has streamlined its internal forms and processes while increasing accountability, establishing outcome measures and formalizing service delivery (including the establishment of long-range lesson planning to support Independent Program Plans for clients) so as to improve training efficacy. Client files have been redesigned to improve accuracy, reduce duplication and facilitate client management. The Training Center converted to online billing which reduces the wait time for billed funds from up to 60 days to about one week while also enabling an accurate accounting of revenues and earlier detection of delinquent accounts (major problems in the past).

The Training Center's management structure has been realigned to more accurately reflect client needs and service demands including establishing a client-focused

program design, reducing non-direct service personnel and utilizing program structure to improve client behavior and outcomes.

Goals and Objectives

- Provide educational and vocational training opportunities to developmentally disabled adults through various programs and activities enabling clients to obtain marketable skills and assist program participants in obtaining permanent employment.

    1. To provide Supported Independent Living services for up to 10 developmentally disabled adults at the Log Cabin Training Center. With the new management structure, the Training Center will be able to double its capacity from the current level of five (5) clients served.

    2. To develop annual Individual Program Plans (IPP) and perform assessments for each client so as to ensure programming efficacy.

    3. To provide Adult Day Training services to up to 35 clients.

    4. To provide Supported Employment Services to up to 15 clients including worksite monitoring and supports.

    5. To train up to fifteen (15) clients in specified pre-vocational programs, and place clients into competitive community jobs through CFS's Supported Employment Program (SE) by September 30, 2002.

- Build capacity within the Training Center to enable greater revenue generation.

    1. To restructure resources enabling five (5) more clients to be served with Supported Independent Living services.

    2. To promote the Adult Day Training program to secondary schools within Miami-Dade County Public Schools so as to fill the program's service capacity and create a waiting list for services so that vacancies can be more readily filled.

    3. To strengthen the Supported Employment Program to enable its capacity to 20 clients in FY 04/05.

    4. To pursue rate adjustments for all clients under ADT I so that the maximum rate allowed under the Department of Children and Families is provided for each client.

5. To pursue rate adjustments for wheelchair-bound clients so as to permanently fund a Personal Care Assistant to provide necessary hygiene services. Currently, this service is non-funded and costs almost $5,000 per year.

- Search for additional and maintain current sources of funding (public and private).

  1. Apply to at least two (2) private foundation and/or governmental agency for operating support by September 30, 2002.

  2. Provide technical assistance to Log Cabin Enterprises, Inc., the not-for-profit private organization that shares the LCTC site by September 30, 2002.

  3. Submit annual operating grant requests to the State of Florida Children & Family Services for continued funding of LCTC programs by May 30, 2002.

- Expand community collaboration to increase client accessibility to services.

  1. To establish a formal partnership with Barry University's School of Education to create an educational lab utilizing senior education students to provide academic and vocational services to clients.

  2. To increase participation by Barry University's Physicians Assistant Program.

  3. To u tilize Barry University's School of Social Work, Field Placement Office, to increase capacity within the Supported Independent Living Program while reducing the program from its current deficit operation.

Performance Measurements

Maintain number of clients projected for each program and ensure that all projected revenue figures are met

	Actual 2001	Actual 2002*	Projected 2003	Estimated 2004
Adult Day Training Program	32	32	30	32
Supported Employment	13	13	13	14
Supported Independent Living	4	4	5	6

Financial Summary

GENERAL FUND Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 59,888	$ 32,015	$ 19,794	$ 18,417	**$ 21,368**
Operating	290	37,722	7,170	7,272	**19,088**
Internal Services	80,307	65,243	64,645	56,924	**47,025**
Capital	0	514	0	2,207	**0**
Total General Fund	**$ 140,485**	**$ 135,494**	**$ 91,609**	**$ 84,820**	**$ 87,481**

SPECIAL REVENUE Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
CFS-ADT & Transp	$ 234,745	$ 225,721	$ 255,217	$ 245,737	**$ 314,559**
CFS-Supported Emp	64,418	72,567	76,234	59,973	**28,200**
CFS-Supp Indp Living	21,448	23,700	24,457	59,440	**35,270**
Private Contracts	43,289	48,429	29,864	10,717	**48,126**
Total Revenue	**$ 363,900**	**$ 370,417**	**$ 385,772**	**$ 375,867**	**$ 426,155**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 299,886	$ 318,988	$ 250,190	$ 210,796	**$ 222,828**
Operating	63,297	49,988	135,582	136,328	**203,327**
Internal Services	0	0	0	0	**0**
Capital	0	5,422	0	0	**0**
Total General Fund	**$ 363,183**	**$ 374,398**	**$ 385,772**	**$ 347,124**	**$ 426,155**
Budgeted Positions					
General Fund	0	0	0		**0**
Special Revenue	7	7	6		**4 + 1 pt**
Total Budgeted Position:	7	7	6		**4 + 1 pt**

Budget Highlights

- 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

Mission

Our mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and our City departments. In-doing so, produce superior performance and foster growth and achievement for our employees.

- Ethical conduct in dealing with our colleagues, customers, and the public, providing the basis for earned trust.
- Mission Success as we carry out our responsibility to achieve superior performance and to provide our residents the quality products and services they deserve.
- A Broad Range of services that are designed to meet the needs of our residents and community.
- Active, Responsible Citizenship to the community in which we live and work.

Major Accomplishments

- Unveiling of the Answer Center where 4 staff members respond to over 12,000 calls per month.
- Implementation of web base tracking system "Better Place" where our residents have 24 hour access to service requests in addition to speaking directly with our Answer Center, we now can track any request until resolved.
- Answer Center staff opens over 500 cases on Better Place database.
- Implementation of the new Passport Agency with projected revenues of $50,000 per year and staffed 5 INS ceremonies at the Convention Center.
- Customer Service training and development of the call center staff in dealing with conflict resolution.
- Implementation of the Resource Center/Lending Library. Employees can check-out books, CD's and business articles (career development).

Goals and Objectives

- Increase internal and external awareness of our Answer Center.
- Cross training of Answer Center with various internal departments to better understand their position
- Properly track all service request for Better Place until resolved
- Recurrent internal training for staff with cutting edge Customer Service developments
- Further develop Answer Center as a centralized area for entire City Hall within the next 2-5 years
- Work with Florida League of Cities to expand our current CSR system (Better Place)
- Increase the level of service when calls are answered while minimizing our abandonment rate to less than 29%
- Monitor Customer Service interactions to ensure our Customers receive the highest level of service while contacting City Hall
- External – Pubic Awareness/Public Relations
- Continue promoting the Answer Center as the centralized information area by meeting with our community, Police and Fire Department to ensure awareness
- Distribute our Residence Guide, Passport information and Answer Center brochures at every community meeting facilitated by our Outreach Team and city event
- Promote awareness at various city and public functions and articles in the Miami Herald Neighbors, local papers and other resources
- Continue to develop staff in order to deliver consistent, exceptional customer service when dealing with internal and external customers
- Re-current training of conflict resolution

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Calls	9,400	18,000	17,000	27,000 *
Service Requests	6,959	5,436	5,800	7,500 *
Completed Service Requests	6,887	5,327	5,224	6,750 *
Abandonment rate			49%	29%

*Figures based on new Better Place system and new Phone System ACD/Composer
Each representative will be measured by their performance and productivity

Financial Summary

GENERAL FUND Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Passport App Fees	$ 0	$ 0	$ 200,000	$ 54,695	**$ 50,000**
Total	**$ 0**	**$ 0**	**$ 200,000**	**$ 54,695**	**$ 50,000**

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 0	$ 96,936	$ 175,181	$ 167,921	**$ 221,118**
Operating	0	3,171	5,000	9,440	**10,000**
Internal Services	0	73,528	82,605	95,433	**38,203**
Capital	0	0	8,500	4,077	**0**
Total General Fund	**$ 0**	**$ 173,635**	**$ 271,286**	**$ 276,871**	**$ 269,321**
Budgeted Positions	0	3	5		**5**

Budget Highlights

- This budget provides funding for merit, COLA, pension, and increases for 5 positions.
- The director of this division also oversees the Community Resource and Outreach Division.

COMMUNITY RESOURCE AND OUTREACH DIVISION

Mission

The Neighborhood Services Department, Community Resource and Outreach Division provides residents and neighborhood groups with a convenient communications link to reach their local government. The Division serves as an advocate for neighborhoods and encourages community involvement and partnerships. The Division's Community Resource Coordinators provide information about City Services to the neighborhoods, hear residents concerns and suggestions and work with the City's service delivery departments to achieve solutions and resolutions.

Major Accomplishments

- Community Resource Coordinators have facilitated community meetings in 13 neighborhoods in the three districts to identify and resolve service delivery concerns and how to access information.

- Produced neighborhood newsletters to respond to issues raised at community meetings.

- Established Interdepartmental Teams in the South, Mid and North Beach area which consist of representatives from each service delivery department within the City to develop long-term comprehensive solutions to neighborhood concerns. The Interdepartmental Team has met on a monthly basis since November and have addressed over 500 Service Delivery issues since that time. At the monthly meetings the representatives review items that have been causing concern or that are "clogging" the system. The Community Resource Team facilitates the meetings to promote recognition of patterns or ineffective systems. The Interdepartmental Program has developed in the past year into a group of enthusiastic, committed, and very focused individuals from a diverse backgrounds and levels of City departments, engaged and keen to make a change in the delivery of services for the City.

- The division coordinators research service requests, recommend solutions and forwarded to the appropriate departments and track for completion by staff.

- Launched Volunteer Network; a comprehensive volunteer service program that will encourage public participation, further enhance a sense of community and utilize volunteers in their skilled or interest areas. Such as neighborhood clean-ups or serving internships at City Hall.

- Community Resource & Outreach team continued to work in the neighborhoods to develop and implement environmental outreach and awareness programs.

Additional waterway cleanups were organized, as well as beach and park cleanups held throughout the year.

- Outreach and Education for Health and Life Safety Programs: Miami Beach Residential Hurricane Fair was held in June.

- Community Emergency Response Team (CERT) training for Miami Beach residents to help citizens prepare to help themselves, their families, and their neighbors in the event of a catastrophic event.

- HOA Workshops; educating the community on how to build a strong Homeowners Association.

Goals and Objectives

- Improve the delivery of City of Miami Beach services.

- The Indian Creek Greenway pilot project will be in the area along Indian Creek between 24th and 26th street. Staff will provide outreach and coordination to land owners in an effort for the City to take over rights for the land on which the project will be constructed.

- Facilitate outreach efforts to the South, Middle, and North Beach neighborhoods of Miami Beach to increase citizen satisfaction of the delivery of City Services.

- Work with departmental liaisons and City employees to improve reporting and resolution of service requests.

- Develop and implement education and outreach programs that will improve the quality of life of Miami Beach residents.

- Serve as a conduit for the neighborhoods to emergency training programs, such as Community Emergency Response Teams (CERT).

- Continue to foster and assist with the Leadership Academy designed for residents of Miami Beach as an interactive civic and public information program.

- A Community Resource staff member has received partial training to create, promote, recruit and initiate neighborhood crime watch programs. Upon completion of the training, the State of Florida will certify the staff member as a Crime Watch Specialists. This staff member will develop residential and business safety surveys, recommend crime prevention methods and organized crime watch networks. The

training should be completed by the second quarter of 2004 and staff will work closely with the City of Miami Beach Police Department throughout the process.

- Expand on the street review of neighborhoods to better target City response on a regular and coordinated fashion to improve community cleanliness.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Organize Neighborhood Meetings	0	7	12	12
Neighborhood Newsletters	0	7	12	12
Number of service requests	0	250	1,000	2,000
Develop Neighborhood Programs	0	0	2	2 *
Outreach and Education	0	0	3	4 **

* Develop Landlord Tenant Relations Program
* Neighborhood Crime Watch programs
** Indian Creek Greenway pilot project
** Develop Home Owners Association Workshop
** Hurricane Fair
** CERT

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 0	$ 223,837	$ 276,890	$ 237,120	**$ 197,690**
Operating	0	10,939	39,700	25,407	**23,403**
Internal Services	0	14,678	40,965	21,145	**57,454**
Capital	0	0	0	0	**0**
Total General Fund	**$ 0**	**$ 249,454**	**$ 357,555**	**$ 283,672**	**$ 278,547**
Budgeted Positions	0	5	4		**3**

Budget Highlights

- 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

Mission

The Code Compliance Division is responsible for the enforcement of certain provisions contained in the Miami Beach City Code. The goal is to insure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Compliance is achieved not only through scheduled inspections but also by investigation of citizen complaints associated with all parcels of land and improvements thereon in the City of Miami Beach.

Major Accomplishments

- A Bike Patrol has been initiated in which Code Compliance Officers participated in a three (3) day training period sponsored by the Miami Beach Police Department. The bikes for the program were donated by the Miami Beach Police Department. It is estimated that the program will have a cost savings of $5,000.00 of fuel and vehicle expenses for the year.

- Code Compliance initiated enforcement action to compel compliance of a nightclub that was having an impact on an entire neighborhood. Not only were charges filed at the Special Master level but also eleven (11) criminal charges for violating Dade-County's noise ordinance were directly files with the State Attorney's Office.

- Improved notices of violation were developed in the form of a door hanger that notifies the residential property owner of a visit to the residence and the need for a minor violation to be corrected such as cut grass, boat parked in the front yard, cars parked on grass, peeling paint, signs without a permit, etc.

- FY 2002/03 projected revenue collection through prosecution before the Special Master - $750,000.00.

- Increased enforcement of Occupational License violation leading to $175,000 in license revenue for fiscal year 2002 - 2003 (This amount does not include Special Master fines).

- Sanitation Code Officers now report to the Code Compliance Division. All Code Officers are being cross-trained in order to address Sanitation issues.

- The Code Compliance Division responds to hundreds of noise complaints annually, spending hundreds of hours investigating, enforcing and prosecuting the complaints. This duty previously handled by the Police Department now allows the police to spend more time addressing public safety matters.

Goals and Objectives

- In order to develop a truly customer service/customer driven program and implement business process improvements, the Code Compliance Division is being restructured by eliminating the Assistant Director position and reviewing existing Code Administrator positions to determine new levels of supervision and accountability.

- To ensure that all properties in the city meet minimum standards required for human habitation, public health and welfare.

  1. To perform 650 neighborhood surveys encompassing 3,500 units.

  2. To perform 450 scheduled property maintenance inspections.

  3. To perform 200 inspections of vacant and unsecured buildings.

- To insure the standards established in the comprehensive zoning ordinance 2665 of the City of Miami Beach are enforced.

  1. To investigate citizen complaints.

  2. To perform 200 Certificates of Occupancy inspections.

  3. To prosecute zoning violation cases before the Special Master.

- To ensure that all businesses operating within the City are licensed and comply with Chapter 20 of the City code.

  1. To perform 1,500 to 1,700 inspections.

  2. To prosecute violation cases before the Special Master.

- To ensure that all buildings within the city obtain a certificate of use and comply with section 8- 3 (3) of the city code.

  1. To prosecute violation cases before the Special Master.

- To ensure compliance with city code regulations regarding garage sales; 25-67.4, sidewalk cafes; 39-28, and beach concessions.

- To ensure compliance with chapter 21-8 of the Dade code noise regulations.

- To ensure that all properties within the City of Miami Beach comply with city code sect. 25-81; unauthorized signs, and sect. 39-23; maintenance of sidewalks and swales.

- Increase revenue collection for delinquent occupational licenses.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Workload Measures:				
Inspections	32,139	30,699	35,000	35,500
Violations	13,217	8,122	7,500	7,000
Effectiveness Measures:				
Percent Ratio of Field-to-Office hours (Compliance Officers)	72%/28%	74%/26%	70%/30%	70%/30%
Compliance Prior to Special Master Hearings	69%	85%	90%	90%
Special Master Cases	1,464	1,105	1,000	1,000
Efficiency Measures:				
Maintain an average number Of new cases per office at 75 per quarter	81	76	75	75
Monthly average of "Letter of Intent" Inspections per Officer	16	14	15	15

Financial Summary

GENERAL FUND Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Code Enf Violations	$ 628,970	$ 817,683	$ 520,000	$ 450,172	**$ 600,000**
Marine Fines	4,692	6,853	6,000	9,807	**6,500**
Total	**$ 633,662**	**$ 824,536**	**$ 526,000**	**$ 459,979**	**$ 606,500**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,289,124	$ 1,307,975	$ 1,391,838	$ 1,419,158	**$ 1,483,697**
Operating	34,393	52,949	53,481	58,789	**45,381**
Internal Services	318,659	442,960	406,143	428,974	**385,071**
Capital	1,404	0	1,600	930	**16,000**
Total General Fund	**$ 1,643,580**	**$ 1,803,884**	**$ 1,853,062**	**$ 1,907,851**	**$ 1,930,149**
Budgeted Positions					
General Fund	29	29	28		**28**
CDBG	1	1	1		**1**
Quality of Life	1	1	1		**1**
Total Budg Positions	31	31	30		**30**

Budget Highlights

- 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 AND COMMUNITY DEVELOPMENT

Mission

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). Secondly, the division works with other city departments and community based partners to develop and maintain viable urban neighborhoods. This is done by leveraging said federal funds to carry out housing and community development activities which may include creating economic development opportunities, activities and jobs; providing broad-based social services which includes childcare, programs for the elderly, youth programs and activities, and other general public services aimed at benefiting low and moderate income residents; preserving and collaborating with the creation of affordable homeownership opportunities; and improving the city's infrastructure through construction, reconstruction and/or funding neighborhood facilities and other capital improvements. Lastly, the division administers and monitors the housing activities supported by the State Housing Initiatives Partnership Program (SHIP).

Major Accomplishments

- Achieved a 100% drawdown of the annual CDBG entitlement amount to stay within the federally mandated timeliness ratio of 1.5 grant years. The division achieved an expenditure ration of 1.43.

- Received, reviewed and analyzed funding recommendations for 52 proposals in response to the annual CDBG and ESG Request for Proposals.

- Provided funds for 41 programs and activities for housing rehabilitation, homeless prevention, community development and capital improvement needs. needs and programs for homeless and homeless prevention.

- Provided $577,271 in CDBG funds for Public Services in the areas of child care, meals and programs for the elderly, meals for people living with AIDS, youth services and programming for afterschool and school recesses, emergency vouchers for rental assistance or utilities, AIDS counseling and therapy, job training and services for the disabled, and health services.

- Allocated $614,682 in CDBG funds and $800,000 for housing programs including direct homeownership opportunities, housing counseling and residential rehabilitation programs.

- Awarded $330,000 towards economic development and neighborhood revitalization.

- Used the city's various media (internet and cable access channel) to promote and highlight the activities and programs funded through the Housing and Community Development division.

Goals and Objectives

- To renew the annual application for the Community Development Block Grant (CDBG) program and administer the entitlement amount of $2,163, 000.

- To renew the annual application for the HOME Investment Partnerships Program (HOME) and administer the entitlement amount of $1,292,021 for housing construction, rehabilitation, and assistance to new homebuyers; and to expand the supply of affordable homeownership and rental housing for income-eligible persons.

- To provide affordable homeownership opportunities and rehabilitate the existing housing stock, through the administration of approximately $560,000 funds from the State Housing Initiatives Partnership (SHIP) Program.

- To renew the annual application for the Emergency Shelter Grants (ESG) program and administer the amount of $95,000 for the prevention of homelessness and for homeless emergency beds and support services.

- To prepare and submit a new Five Year Consolidated Plan for Federal Funds for FY 2003 – 2007 inclusive of the One Year Action Plan for FY 2003-04.

    1. Prepare and advertise the Request For Proposals (RFP) for federal funds to allow a competitive process for the distribution of FY 2003/04 CDBG. Issue RFP on or around February 1, 2003. Issue a Notice of Funding Availability of HOME Program funds by March 30, 2003.

    2. Conduct a minimum of two public hearings/meetings as mandated by federal law, to receive public input prior to developing the FY 2003/04 One-Year Action Plan/Five Year Consolidated Plan by May 30, 2003.

    3. Develop, prepare, and advertise a draft of One-Year Action Plan component of the Consolidated Plan for FY 2003/04 by June 13, 2003.

    4. Submit to U.S. HUD the Adopted One-Year Action Plan for the CDBG, HOME and ESG for FY 2002/03 by August 15, 2003.

    5. Update the Citizen Participation Plan, as necessary.

6. Prepare all applicable contracts for the Program Year by October 1, 2003; submit all amendments and conduct a comprehensive annual performance evaluation prior to December 29, 2003.

7. Participate in National Community Development Week (April 2004) which is a sanctioned U.S. HUD event, and which is intended to educate Congress and the general citizenry on the program's benefits to income-eligible individuals; produce 30 – 60 minute video highlighting CDBG funded activities to be aired during CD Week and for the intra-departmental Open House.

8. Serve as liaison to the Miami Beach Housing Authority Board of Commissioners; negotiate joint program for housing assistance and related community development enhancement.

9. Assess the housing needs for persons of low and moderate incomes, and the special needs populations including the homeless for inclusion in the Five Year Consolidated Plan for FY 2003-07.

Grant	Source	Type	FY 02/03	FY 03/04	Inc/(Dec)
CDBG	Federal	Entitlement	$ 2,777,000	**$2,163,000**	$ (614,000)
HOME	Federal	Entitlement	1,628,000	**1,292,021**	(335,979)
ESG	Federal	Entitlement	98,000	**95,000**	(3,000)
SHIP	State	Entitlement	709,151	**573,229**	(135,922)
Total			$ 5,156,758	**$4,123,250**	$ (1,088,901)

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Review, evaluate and propose funding for proposals received under RFP for CDBG & ESG.	57	52	52	33
Maintain CDBG timeliness expenditure ratio of 1.5	1.44	1.43	1.5	1.5
Reserve and commit HOME Funds within 24 months of allocation.	24	24	24	24

Financial Summary

SPECIAL REVENUE Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
CDBG Allocation	$ 2,770,000	$ 2,867,000	$ 2,777,000	$ 2,777,000	**$ 2,163,000**
ESG Allocation	$ 98,000	$ 98,000	$ 98,000	$ 98,000	**$ 95,000**
HOME Allocation	$ 1,472,000	$ 1,626,000	$ 1,728,000	$ 1,728,000	**$ 1,292,021**
SHIP Allocation	651,827	493,676	709,151	709,151	**573,229**
Total	**$ 4,991,827**	**$ 5,084,676**	**$ 5,312,151**	**$ 5,312,151**	**$ 4,123,250**

Special Revenue Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
CDBG Administration	$ 629,000	$ 653,400	$ 635,400	$ 635,400	**$ 632,600**
CDBG Programming	2,141,000	2,213,600	2,134,600	2,134,600	**1,530,400**
	$ 2,770,000	$ 2,867,000	$ 2,770,000	$ 2,770,000	**$ 2,163,000**
ESG Administration	$ 4,900	$ 4,900	$ 4,900	$ 4,900	**$ 4,750**
ESG Programming	93,100	93,100	93,100	93,100	**90,250**
	$ 98,000	$ 98,000	$ 98,000	$ 98,000	**$ 95,000**
HOME Administration	$ 147,200	$ 162,600	$ 172,800	$ 172,800	**$ 129,202**
HOME Programming	1,324,800	1,463,400	1,555,200	1,555,200	**1,162,819**
	$ 1,472,000	$ 1,626,000	$ 1,728,000	$ 1,728,000	**$ 1,292,021**
SHIP Administration	$ 52,068	$ 43,731	$ 68,145	$ 68,145	**$ 56,020**
SGIP Programming	488,208	428,144	641,006	641,006	**517,209**
	$ 540,276	$ 471,875	$ 709,151	$ 709,151	**$ 573,229**
Budgeted Positions					
CDBG	11.50	10.77	10.06		**8.11**
ESG	0.00	0.00	0.00		**0.00**
HOME	2.00	2.37	2.67		**2.91**
SHIP	0.75	0.67	0.88		**0.79**
Total Positions	14.25	13.81	13.61		**11.81**

Budget Highlights

- The division administers the following federal and state programs:

  1. Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,163,000 from the U.s. Department of Housing and Urban Development (HUID), 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.

2. 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.

3. Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,292,021 from the U.S. Department of Housing and Urban Development (HUID), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

4. 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.

Departmental Budget History

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.

- This budget includes funding for four full-time positions.

- 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 (HUID), 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 (HUID), 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

- 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).

Media Relations

- Funding 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 mail to all Miami Beach residents every other month with the last issue being the Annual Report.

- Funding for CiviCall was previously included in this budget, was transferred to the CiviCall Division of the Neighborhood Services Department.

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.

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.

Housing

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,472,000 from the U.S. Department 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

- 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).

Media Relations

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

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

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.

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.

Housing

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,472,000 from the U.S. Department 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

- 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).

Media Relations

- The Media Relations budget is part of the City Clerk's budget, and includes funding for two positions

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.

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.

Housing

- Administered the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,471,000 from the U.S. Department 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

- 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).

Media Relations

- The Media Relations budget is part of the City Clerk's budget, and includes funding for two positions.

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.

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.

Housing

- Administered the federal HOME Investment Partnership (HOME) entitlement allocation of $1,361,000 from the U.S. Department 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

Mission

The Parks and Recreation Department is committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community. This will be accomplished by a professional staff dedicated to addressing the highly diversified recreational, cultural and environmental interests of all children, youth, adults and senior citizens residing in or visiting the City of Miami Beach.

Major Accomplishments

Please refer to individual Division Budgets for a comprehensive listing of major accomplishments.

Departmental Goals and Objectives

- Work with the Capital Improvements Office to continue the implementation of the construction and close-out phases of the $15 million Parks Improvements General Obligation Bond, $7.2 million Miami Dade County Safe Neighborhoods Parks Bond, and $24.8 million dedicated to parks from the 99 General Obligation Bond for projects pursuant to the Master Plan developed for the parks improvements program, as detailed in the Parks Master Plan. It is also anticipated that the following steps for the Parks Improvements/CIP Program will be implemented as noted:

Projects anticipated to be completed by September 30, 2003	**Projects anticipated to be under construction/ near completion by December 2003**	**Projects anticipated to be under design and/ or out to bid prior to September 30, 2004**
⇒ Scott Rakow Youth Ctr. – Phase I ⇒ North Shore Park and Youth Center	⇒ Normandy Isle Park/ Pool ⇒ Miami Beach Golf Club Clubhouse And Related Facilities ⇒ North Shore Open Space Park – Phase – III ⇒ Fairway Park ⇒ Muss Park ⇒ Washington Avenue Park (Phase I)	⇒ South Pointe Park ⇒ North Shore Open Space Park (Phase IV depending on funding available) ⇒ Flamingo Park (Phase II) ⇒ Belle Isle Park ⇒ Normandy Shore Golf Course, Clubhouse and Related Facilities ⇒ Lummus Park (Phase II) ⇒ Parks Maintenance Yard

- Finalize and implement the reorganization of the Parks and Recreation Department; implement positive modifications that will result in substantial improvements in customer service delivery, foster facility staff ownership and the implementation of best practices.

A. Analyze the existing organizational structure to identify key elements that require revisions.

B. Develop various strategies including available resources that will address the needed revisions.

C. Implement the identified and accepted modifications to the organizational structure.

- Leverage the city's position as a national and international tourist destination to create corporate sponsorships that will yield long-term agreements to deliver cash and "in-kind" products/materials to help offset costs of achieving customer service level standards.

A. Revise distribution processes and format to create a ***Recreation Review*** magazine that is more user- friendly and achieves the customer service standard of providing the information to every Miami Beach household.

1. Reformat magazine to achieve broader appeal to all age levels, present information more clearly and increase patronage at recreation facilities.

2. Develop advertising program; including ad sizes, rates, solicitation letters and personal calls on prospective advertisers to offset the greatest possible portion of printing/distribution costs.

3. Inaugurate direct mail program to meet customer service standard of notifying every household of Parks & Recreation programs.

4. Introduce "value-added" information to help develop customer pride and participation in Parks & Recreation facilities/programs.

B. Develop Sponsorships to leverage resources.
Example: Soft drinks - Negotiate/implement Citywide soft drink vending agreement.

C. Implement action steps necessary to a consultant to assist with the identification of future sponsorship concepts and options that will further benefit the City.

1. Research status of municipal use of sponsorships consultants.

2. Prepare RFP to acquire consultant services

3. Manage consultant to develop enlarged sponsorship program to include audit and valuation of potential sponsorship "properties,"

marketing of properties to appropriately matched sponsors, negotiation of sponsorship agreements.

- Continue the implementation of the marketing plan for the Miami Beach Golf Club that is designed to attract the international, national traveler as well as the day guest and resident through an aggressive promotions program including local media, internet programming, travel and golf magazines, the development of golf packages with the hotels etc.

  A. Establish the Miami Beach Golf Club as a highly desired golf destination for the international and national traveler.

  B. Develop working relationships with the Greater Miami Visitors and Convention Bureau and the Miami Beach area hotels to establish attractive golf programs and packages that will encourage the hotel guest to play at the Miami Beach Golf Club and extend the visitor's stay in the City.

  C. Develop a marketing campaign that will strengthen the winter 2004 seasonal play by 5-10% over the previous year.

  D. Establish an internet website for the Miami Beach Golf Club that will comprehensively inform a potential golfer of the facilities, rates, access and methods to make reservations, ultimately with the ability for golfers to make and pay for tee-times on line.

- Complete the multi-year process for the Parks and Recreation Department to attain National Recreation and Parks Association Departmental Accreditation.

  A. Work with staff assigned to this effort with d edicated resources and the necessary time to compile the required Data.

  B. Complete the Departmental Self–evaluation to determine which areas require policy actions.

  C. Complete an update of the Policies and Procedure Manual for each Division to be incorporated into the Departmental MOP.

  D. Complete the data collection/ documentation process necessary for the accreditation review.

  E. Host the Accreditation Review Committee and present the documentation necessary for accreditation.

- Complete the comprehensive analysis of all fee and charges currently established for the Recreation Division programs, services and facility rentals based on a comparative study of services and fees charged by compatible

municipalities and not-for-profit organizations in the area; present and discuss the analysis with the Administration with the ultimate goal of presenting a new recommended fee schedule to the City Commission for approval and implementation in a phased process to coincide with the completion of the renovations of the parks and golf courses facilities.

A. Complete the baseline research for a comparative analysis of existing fees and charges currently in place in other municipalities representative of the Miami Beach demographics.

B. Develop a standing agenda item on the Recreational Facilities and Parks Advisory Board monthly meeting agenda to present the various components of the fees and charges revisions for discussion and to gain input and direction.

C. Depending on the direction of the Administration prepare and present revised fees schedule to the Finance and Citywide Projects Committee prior to presenting them to the City Commission for review and approval.

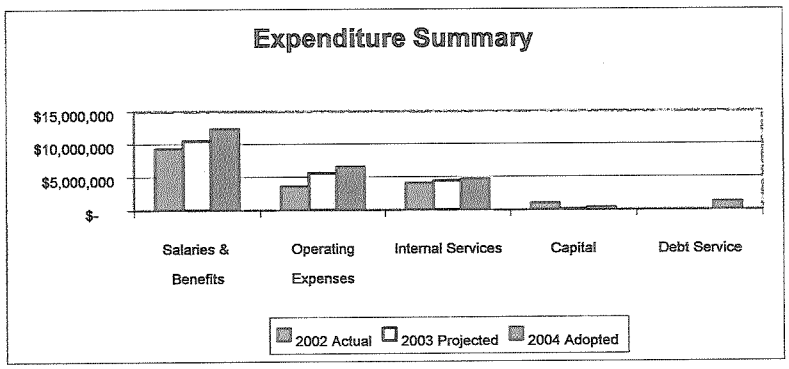
D. Implement new fees as deemed appropriate based on Commission authorization.

Departmental Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
FDOT Causeways	$ 300,000	$ 375,000	$ 300,000	$ 225,000	**$ 300,000**
Pools	4,824	20,260	5,000	60,023	**228,500**
Tennis Centers	130,516	116,657	80,000	47,928	**48,000**
Scott Rakow Youth Ctr	32,266	32,505	26,400	31,610	**30,000**
After School Program	0	0	0	0	**197,500**
Summer Camps	0	0	0	0	**171,000**
Park Sponsorships	0	0	250,000	0	**250,000**
Rental/Classes	1,227	67,798	2,500	38,419	**25,000**
Community Centers	5,160	2,866	5,000	1,740	**1,500**
NS Open Sp-Admission	10,020	1,100	0	900	**0**
Golf Memberships	0	0	367,600	440,489	**495,000**
Cart Fees	0	0	427,700	630,444	**769,000**
Green Fees	0	0	1,272,100	1,466,472	**1,666,700**
Range Fees	0	0	68,200	87,543	**122,000**
Vouchers/Rounds Golf	0	0	98,250	8,089	**0**
Restaurant	0	0	10,200	12,946	**18,000**
Pro Shop	0	0	15,200	17,298	**21,100**
Golf Lessons	0	0	24,500	37,203	**40,665**
Total	**$ 484,013**	**$ 616,186**	**$ 2,952,650**	**$ 3,106,104**	**$ 4,383,965**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Administration	$ 282,432	$ 311,181	$ 384,604	$ 484,279	$ 502,292
Parks/Landscape Mnt	6,322,225	6,414,211	6,908,210	6,321,688	6,569,724
Recreation	5,610,516	6,189,056	7,368,550	6,927,640	8,745,362
Beach Patrol	4,130,476	4,553,285	4,807,363	4,671,750	5,407,842
Miami Beach Golf Club	0	469,693	2,283,750	2,145,934	3,744,617
Total	**$ 16,345,649**	**$ 17,937,426**	**$ 21,752,477**	**$ 20,551,291**	**$ 24,969,837**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 8,572,455	$ 9,349,163	$ 10,679,810	$ 10,537,370	$ 12,342,451
Operating Expenses	3,734,844	3,577,115	6,501,769	5,548,774	6,506,880
Internal Services	3,792,995	4,057,784	4,438,560	4,400,114	4,642,322
Capital	245,355	953,364	132,338	65,033	264,350
Debt Service	0	0	0	0	1,213,834
Total	**$ 16,345,649**	**$ 17,937,426**	**$ 21,752,477**	**$ 20,551,291**	**$ 24,969,837**
Budgeted Positions	**228 + 137 pt**	**220 + 147 pt**	**231 + 155 pt**		**257 + 196 pt**



ADMINISTRATION

Mission

The primary function of the **ADMINISTRATION DIVISION** is to effectively coordinate, direct, evaluate and support the department's four operating Divisions and insure that established goals and objectives are implemented to the highest productivity and quality levels possible cost effectively, and in adherence to of all city rules, regulations and administrative directives. This Division is also responsible for the coordination necessary with the Capital Improvements Projects Department to ensure the development and implementation of the design and construction phases of $46,000,000 in General Obligation Bonds in compliance with the recommendations of the City's adopted Parks Master Plan and $15,000,000 in Golf Courses renovations / restorations. During the current fiscal year, a major focus on the professional delivery of high levels of customer service in all areas of the Department was achieved. The continued improvement in the delivery of this service will be a major focus of the Administration Division.

Major Accomplishments

- Completed the grown-in and subsequently opened the new Miami Beach Golf Club on December 17, 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. In the first quarter the Miami Beach Golf Club was opened the revenue projections were 96% realized; a total of 11,105 golfers played the course and 130 annual memberships were sold. 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. The final decision will be announced in Golf Digest's December 2003 issue.

- Developed a reorganization of the Parks and Recreation Department designed to implement positive change that will result in substantial improvements in customer service delivery, foster facility staff ownership, more effectively manage our resources, create a sole point of contact for our residents in each park and further implement best practices in the field of parks and recreation.

- Implemented various recommendations included in the Report by the Parks and Recreation Programs Blue Ribbon Citizens Committee; including but not limited to:

A. Developed an organizational plan that establishes an individual manager for each park and recreational facility to create a first direct point of contact in the chain of command.

B. Created a detailed operational chart that better establishes the Recreation Division's operation with a focus on the physical plant, services and programming provided to its users.

C. Updated the Parks and Recreation Department's Policies and Procedures manual.

D. Expanded and enhanced the training programs to be more progressive and promote and encourage career development.

E. Established a full-time development position in the Parks and Recreation Department to secure private sponsorships and partnerships.

F. Encouraged and assisted staff to join professional associations such as the National Recreation and Parks Association and the Florida Recreation and Parks Association to foster enhanced professionalism.

G. The City must create a skate park. In response the Department has extensively analyzed possible scenarios for a skate park and will be discussing them with the Administration in the future.

H. Allocated sufficient resources to complete the accreditation process.

I. Provide customer comment cards at park and recreation locations and have an established formal process for the review and consideration of comments and suggestions.

- Administered professional functions of a $21 million operation with four (4) operating Divisions, including Recreation, Parks, Landscape Maintenance and Beach Patrol, and the management and supervision of the new Miami Beach Golf Club. This includes the maintenance of 750 acres of Parks, golf courses, landscape and urban forested areas; twenty five (25) guarded swim areas on the Beach (serving over 10.5 million patrons per year) and twenty five (25) parks with facilities addressing the recreational interests of a highly diverse population on youth, adults, senior citizens and disabled individuals through a myriad of recreation programs and services.

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 211,250	$ 234,107	$ 304,162	$ 397,592	**$ 421,503**
Operating Expenses	19,264	10,843	8,867	17,212	**10,442**
Internal Services	51,918	64,475	71,575	68,178	**70,347**
Capital	0	1,756	0	1,297	**0**
Total	**$ 282,432**	**$ 311,181**	**$ 384,604**	**$ 484,279**	**$ 502,292**
Budgeted Positions	**4**	**4**	**6**		**5**

Budget Highlights

- Savings of $76,665 were achieved by eliminating a Special Projects Coordinator position and reducing operating costs.
- This budget provides funding for merit, COLA, and increases for 5 positions.

PARKS & LANDSCAPE MAINTENANCE

Mission

"To provide the citizens of and visitors to, the City of Miami Beach with Parks and Landscape Areas that are diverse and pleasing to the senses".

The Parks & Landscape Maintenance Division administration monitors and supervises the daily implementation of the maintenance at (218) staff maintained and (295) contractor maintained acres citywide. This includes but is not limited to: (30) Parks, the City's gateways and major thoroughfares such as Collins Avenue/Indian Creek medians, 5th Street, the MacArthur Causeway, Julia Tuttle Causeway; Star, Palm and Hibiscus Islands medians, twenty-seven (27) blocks of boardwalk and spoil areas, Arthur Godfrey Road and the North Shore Project. The division has assumed the landscape maintenance of several new sites including: The newly renovated Espanola Way, South Pointe Streetscape Phase I, and the Miami Beach Golf Club, Alton Road Swale. Additionally, it is anticipated that several new projects due for completion in the next twelve months will be added to the Division's area of responsibility. Examples of these projects include; Marseilles Drive Streetscape Project, North Shore Park, Normandy Park and Pool, Fairway and Muss Park.

Major Accomplishments

- Completed the grounds renovation/beautification at the Collins Park site as part of the preparations for Art Basel 2002.
- Completed the restoration and assumed maintenance of the perimeter of the Miami Beach Golf Club swale along Dade Blvd, Alton Road and Chase Ave.
- Assumed the maintenance for South Pointe Streetscape Phase I, Espanola Way Streetscape, 14th Street and Bay Rd mini Park.
- Completed the transition and staff reassignment from Staff performed mowing operations citywide to Contractor provided service.
- Completed the installation of the in-house designed renovation for the 81st mini Park as part of the City's celebration of Arbor Day.
- Completed the transition of pest control services citywide from staff provided to Contractor service.

Goals and Objectives

- Increase customer service efficiency.

  1. Respond to citizen phone calls/messages, within the same workday as receipt. Administration will ensure that all questions and requests for information are answered in a professional manner.

  2. Provide citizens with accurate estimates for completion of requests for service and comply with the schedules provided.

  3. Conduct phone follow-through surveys of citizen requests for service, to solicit comments and determine the level of satisfaction regarding service. This will provide a benchmark to determine future improvements in this area.

  4. Continue with the Customer Service in-service training for the staff to insure all divisional employees receive this instruction.

- Comprehensively maintain (13) of the City's (30) Parks.

  1. Manage the contract to mow approximately 185.7 acres of St. Augustine turf, to ensure that no more than 1/3 of the leaf blade is removed per mowing cycle. Turfgrass will be mowed approximately once every 7-10 days. No cycle will exceed 10 days.

  2. Mow approximately 6.2 acres of Bermuda turf on the athletic fields, to a height of 1" to ensure that no more than 1/3" of the leaf blade to be removed per mowing cycle. This will provide approximately two to three services per week, depending on the temperature.

  3. Remove litter from the City's Parks at intervals necessary to avoid an unsightly accumulation of that litter. Collection of litter to be accomplished no less than five (5) daily cycles per week per Park.

- Maintain the City's landscape areas.

  1. Prune, trim, fertilize, plant and water, all city controlled landscape sites in accordance with all industry accepted maintenance practices in order to adhere to our Divisional mission statement.

  2. Provide professional landscape maintenance at the final closeout stages of capital improvement projects.

  3. Ensure the plant materials used in capital projects are of the highest quality available.

- Provide tree-trimming services for City owned trees.

    1. Inspect all complaint locations within two (2) working days of notification.

    2. Respond to hazardous tree situations within twenty-four (24) hours of notification.

    3. Schedule one (1) complete tree crew to respond to hazard/complaint calls and requests for service.

- Protect, manage and expand the City's urban forest.

    1. Provide training for Division personnel on proper Arboriculture techniques.

    2. Systematically inventory the City's urban forest and planting spaces.

    3. Promote the use of canopy trees where appropriate.

    4. Apply for grant funds, to support these activities, as they become available.

- Increase productivity of the Division.

    1. Hold bi-weekly supervisory meetings for the purpose of disseminating general information, continuing the training of supervisory staff and increasing the compliance of Division rules and regulations.

    2. Conduct no less than (6) six internal educational sessions to instruct staff in new techniques, products and equipment related to the landscape maintenance field.

- Decrease on the job accidents by 5%.

    1. Conduct extensive on the job training for all employees in the proper use of tools and continue to provide every employee with the latest safety products and training in their use.

    2. Conduct on-site training in accident prevention to increase awareness and reduce employee injury.

    3. Conduct investigations to determine the cause of all employee injuries and help reduce conditions that cause accidents.

    4. Insure compliance with all City adopted safety practices through training and progressive disciplinary actions.

- Maintain an absentee rate of 3%.

1. Continue to enforce attendance regulations to maintain an absentee rate of no more than 3%.

2. Institute an incentive program to provide quarterly lunches for all divisional employees with perfect attendance.

- Provide input during the planning, design, construction and closeout of all city projects which contain a landscape component in order to decrease costs, improve site appearance and promote quality landscape installation.

  1. Develop and hold a training seminar for the Capital Improvements Office in order to provide plant installation and plant standards information.

  2. Provide input during plans review to provide awareness of drought tolerant and site appropriate plant material.

  3. Provide detailed internal project reviews regarding Landscape materials to the Capital Improvements Office.

- Seek methods and products which streamline the flow of information, improves data collection/reporting and reduces costs overall.

  1. Utilize new technology with current software to reduce manual data collection and information management.

  2. Decrease the time required to obtain pricing information for plant material.

  3. Develop landscape maintenance budgets to include all costs that not currently clearly identified in order to facilitate pro-active planning.

Performance Measurements

Task	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
36 X turf mowing Citywide	33	36	36	36
Park Litter removal 211 yearly	211	210	211	211
Reduce Workman's Comp Claims by 5% from previous Yr.	38	29	28	25
2 x yearly Tree/Palm Fertilization	2	2	2	2

3 x yearly plant/turf Fertilization	3	3	3	3
Resolve hazardous Tree instances within (24)hrs	100%	97%	100%	100%

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
FDOT Causeways	$300,000	$375,000	$300,000	$225,000	**$300,000**
Total	**$300,000**	**$375,000**	**$300,000**	**$225,000**	**$300,000**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 2,161,144	$ 2,233,522	$ 2,437,240	$ 2,222,568	**$ 2,502,471**
Operating Expenses	2,836,834	2,589,025	3,107,622	2,876,159	**2,808,488**
Internal Services	1,158,515	1,213,257	1,363,348	1,222,961	**1,258,765**
Capital	165,732	378,407	0	0	**0**
Total	**$ 6,322,225**	**$ 6,414,211**	**$ 6,908,210**	**$ 6,321,688**	**$ 6,569,724**
Budgeted Positions	**83 +1 pt**	**70 + 1 pt**	**58 + 1 pt**		**57 + 1 pt**

Budget Highlights

- 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.

RECREATION

Mission

The Recreation Division is committed to providing quality recreational activities and facilities for people of all cultures, ages and abilities. The Division is comprised of two sections: Programming for Neighborhood/Community Recreation Centers and General Operations/Major Parks/Athletics.

The Programming Section works cooperatively with governmental and community organizations such as Miami-Dade County Schools, Police Athletic League, the Boys and Girls Club, area homeowner's associations and other civic groups, to meet the recreational and educational needs of our citizens. A qualified staff of leisure service professionals conduct pre-school, after-school and summer programs, as well as a variety of cultural and performing art programs and activities. Community Centers also provide a variety of programs for adults and senior citizens. Activities such as bridge classes, concerts, dances and intergenerational workshops are offered.

Division staff provide a diverse and constantly changing course of instruction and guidance in recreational activities, ranging from arts and crafts to yoga and almost everything in between. The Division's North Shore - Margaret M. Swett Social Club continues to provide quality recreational and social activities for developmentally disabled adults, as it has for more than thirty-seven years. Therapeutic Recreational programs are provided for persons of all ages with varying disabilities, including Adapted Aquatics, training for families with autistic children, Guild for the Blind, and Special Olympics.

The General Operations Section oversees facility preparation and maintenance of neighborhood parks, assists with contract management and other areas of the administration support team. The General Operations Section is responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, and basketball.

Major parks serve as the backdrop for varied sporting and theme events. The Recreation Division offers a wide variety of programs and activities at the following facilities: four (4) major parks, seven (7) neighborhood playgrounds, two (2) tennis centers, two (2) pools, two (2) Community centers, one (1) handball/racquetball center, and nine (9) neighborhood tennis courts. The Division's facilities and programs are further enhanced by the unique Scott Rakow Youth Center which houses an ice skating rink, bowling lanes, pool, gymnasium, game room, and party facilities. The Recreation Division further coordinates on-site programming in Flamingo Park, with the Police Athletic League in their new multi-purpose facility.

Major Accomplishments

- Reconstruction of the 3rd Street Ocean Beach Park with enlarged tot lot and safety surfacing.
- Participated in Inner City Games Programs and Tournaments three times during the year with approximately 75 Recreation Division participants.
- 60th Annual Playground Revue held at the Theatre of Performing Arts, July 2003 – estimated attendance over 2,500.
- Collaborated with I.T. Department in the development and implementation of online registration, accepting credit card payment for City of Miami Beach Recreation Division programs.
- Re-designed Recreation Review (Department's Seasonal brochure) to a user friendly format and added stories of Department's recent successes.
- Assisted in the production of PSA/Videos for Recreation Division programs and services for local cable Channel 20.
- CMB Therapeutic Recreation Section participated in the following community fairs and training: 12th Annual FDLRS Community Agency Fair (November 2), CMB TDD Training (December 2), FRPA Mini-Conference (January 3) and CMB Customer Service for People with Disabilities (March 3).
- CMB Therapeutic Recreation Section certified staff in Basketball for Florida Special Olympics. (October 2002).
- CMB Therapeutic Recreation Section was represented at the Miami-Dade County Special Olympics area games for bowling with 6 ranked athletes (October 2002).
- CMB Therapeutic Recreation Section was represented at the Miami-Dade County Special Olympics area games for soccer and tennis with 6 ranked athletes. (March 2003).
- ADA Coordinator served as a guest speaker for WLRN Radio Reading Services Don McShane Show to promote Therapeutic Recreation programs (February 2003).
- CMB Therapeutic Recreation Section's North Shore Margaret M. Swett Social Club (for developmentally disabled adults) participated in a two night stay at Walt Disney World in Orlando, Florida (February – March 2003).

- CMB Therapeutic Recreation Section coordinated White Cane Day – community event to remind the public about the safety concerns of the visually impaired (December 2002).

- Increased awareness of recreational programs within the Hispanic community through Hispanic Media by sending weekly Press Releases and publishing ads for Recreation programs first six months 2002/2003 (9-Ads and 8-Articles/Stories).

- Coordination & preparation: (first six months 2002/2003)

  1. Ads (for seasonal programs and events).

  2. Flyers for all Recreation Division programs and events.

  3. Weekly Press Releases that earned our department front page and other spread articles in different sections of the paper.

     - Cover page (23).
     - Articles/Stories (345).
     - Story with picture (68).
     - Adds (100).

- Recreation Division Traveling baseball team (9-10 years old) won the Flagami League. The League is comprised of teams from throughout Miami-Dade County.

- The Recreation Division placed three teams in the PAL. Invitational Basketball Tournament. The girls team (12 and under) won the tournament.

- Recreation Division expanded Traveling Basketball Teams to include various age categories.

- The Recreation Division organized the "Bash on the Beach" Flag Football Tournament, comprised of teams from other Recreation Departments and Youth Service agencies throughout Miami-Dade County. This event was held at Memorial Field in Flamingo Park.

- Recreation Division co-sponsored Tackle Football Clinic with North Shore/North Isle Optimist Club. Approximately 90 Beach residents participated (3/03).

- Relocated the soccer program for North Beach by using Fairway Park while North Shore Park is under construction, with no reduction of service to the community.

- Increased the quality of the Flag Football program by providing full uniforms and referees for the program.

- Increased Community sponsorships to approximately $17,000 for Youth Athletics.

- Developed and implemented a collaborative basketball program for Miami Beach residents with school areas and gymnasiums (St Patrick's, Beach High) and Recreation Division Supervision.

- Increased the overall quality of service at South Pointe Park by establishing daily maintenance and trash removal. Also, minimized the homeless with enforcement of the no camping ordinance. Received compliments from residents and visitors.

- SeaHawks swim team competed in eight swim meets first six months FY 02/03. For the first time, Recreation Division has a Swimmer that qualified for the Jr. Olympics level of competition.

- Miami Beach Lightning Cheerleaders placed 4th in the US Open Cheerleading and Dance Competition that was held on March 1 and 2, 2002 in Orlando, Florida.

- Miami Beach Lightning Recreation Division Cheerleaders placed 1st at the First Annual State of Florida Police Athletic League cheerleading competition held on December 6, 2003 in St. Petersburg, Florida.

- Developed and implemented a Play-school Halloween Ghost and Goblin Day Event held on October 31, 2003. Thirty-two children participated.

- Scott Rakow Youth Center hosted a Turkey Day Luncheon (Thanksgiving) for Youth Center participants. Over a hundred children participated.

- Implemented an intra-park and Youth Center after-school football league from October to December 2002. Over 70 children participated.

- Five children from the Recreation Division after-school program held at PAL participated in a State of Florida Police Athletic League Hot Shot Competition held in Daytona Beach, Florida (10/02).

- Enhanced Little Rascal Program's by providing cultural field trips to places such as the public library, Miami City Ballet, etc. This has resulted in an increase of regular weekly attendance to 25 participants (ages 5-8).

- In keeping with current new trends in recreation, the Division added "Pilates" programming at the 21st Street Recreation Center, which is a controlled new exercise technique.

- Recreation Division coordinated special events at the North Shore Community Center/Activity Center and 21st Street Recreation Center to include: CMB Hispanic Heritage Festival (over 300 participants - October 2002), Halloween Safe Night of Fright (over 1,000 participants - October 2002), 2nd Thursday Event Mambo Mania (over 400 participants - November and December 2002); 3rd Annual Holiday

Extravaganza (over 100 participants - December 2002), CMB Black History Month (over 250 participants - January 2003), and Great Eskate (over 500 participants - February 2003).

- First successful year of operation of the Flamingo Park Tennis Center under management agreement with Greensquare, Inc.

- Increased "Specialty" Summer Camp offerings for community.

- Produced "Holiday Extravaganza" show at 21st Street Recreation Center featuring live entertainment performed by Parks and Recreation Staff and program participants.

Goals and Objectives

- Continued implementation of programming in response to analysis of Blue Ribbon Committee that comprehensively examined the City's parks programming and facilities to properly address the needs of the City's diverse community. This examination included an analysis of high quality programs offered in similar communities, user assessments, facilitated community meetings with system users, defined standards for programming and service, and produced a blueprint for further action.

  1. Continue to develop a series of improvements to enhance the overall quality and accessibility of the City's programs, facilities and uses.

  2. Enhance program offerings to further meet the needs and expectations of the City's residents as the Parks General Obligation Bond improvements are completed.

- Phase after-school and summer youth programs/classes into alternate facilities due to on-going Park improvements.

  1. Contact neighborhood public schools and area hotels and businesses for usage of their facilities.

  2. Relocate some programs to other facilities within the City of Miami Beach's Recreation Division.

  3. Partner with the Police Athletic League in collaborative effort to provide uninterrupted programs to the youth of our community.

- Enhance by 50% the distribution of the Department's Recreation Review Seasonal brochure to Miami Beach residents.

1. Get quotes from different printers and mail houses.

2. Sell advertisements to interested parties to offset cost for printing and distribution.

- Develop and implement a brochure geared specifically to advertise Miami Beach Recreation Therapeutic Program by the Fall Quarter of 2003.

  1. Gather and compare brochures from other Recreation Departments and private agencies.

  2. Obtain necessary Therapeutic Information by the Summer of 2003.

  3. Take all necessary photographs by Summer of 2003.

- Produce slides and videos of programs, activities and events of the Recreation Division to increase community awareness via local cable Channel 20.

  1. Purchase appropriate equipment.

  2. Gather information for Recreation Review and section Supervisors.

  3. Take necessary photographs.

  4. Coordinate shooting for video production and video editing.

- Continue the implementation of the design and construction phases of the $15 million Parks Improvements General Obligation Bond, $7.2 million Miami-Dade County Safe Neighborhoods Parks Bond, and the $24.8 million dedicated to parks from the 99 General Obligation Bond for projects pursuant to the Master Plan developed for the parks improvements programs, as detailed in the Parks Master Plan and input from the community.

  1. Attend construction meetings, pre-bid conferences and construction development meetings.

  2. Meet with residents and other concerned groups (homeowners, civic organizations) in an effort to keep the community informed of the status of all projects and to gain input when appropriate.

- Conduct a comprehensive analysis of all fees and charges currently established for the Recreation Division programs, services and facility rentals based on a comparative study of services and fees charged by comparable municipalities and not-for-profit organizations in the area. The analysis will be presented and discussed with the Administration and members of the Recreational Facilities and

Parks Advisory with the ultimate goal of presenting a revised fee schedule to the City Commission for approval and implementation in a phased process to coincide with the completion of the renovations of the parks facilities.

1. Complete the baseline research for a comparative analysis of existing fees and charges currently in place in other municipalities representative of the Miami Beach demographics.

2. Develop a standing agenda item on the Recreational Facilities and Parks Advisory Board's monthly meeting agenda to present the various components of the fees and charges revisions for discussion and to gain input and direction.

3. Depending on the direction of the Administration, prepare and present a revised fees schedule to the Finance and Citywide Projects Committee, and then the City Commission for review and approval.

4. Implement new fees as deemed appropriate as new facilities and programs come on line.

- Increase participation in Therapeutic Recreation Programs by 10%

1. Contact and send information to Metro Dade Leisure Access Services.

2. Contact and send information to Dade County Public Schools – Exceptional Education Department.

3. Contact and send information to United Cerebral Palsy.

4. Meet with the Director of Log Cabin to get support and assistance.

5. Offer additional programs to include exercise and fitness.

- Increase scope of programming for all ages at Community Centers by 10%

1. Develop and implement adult Kickboxing classes for adults.

2. Implement Belly dance classes for adults, beginning Fall 2003

3. Implement Arts and Crafts for Toddlers, beginning Fall 2003

4. Implement Salsa Classes, beginning of Fall 2003.

- Continue to ensure that the Youth Center and Playgrounds after school programs meet the needs and desire of the resident users.

1. Provide residents with customer service evaluation forms.

2. Create and ad hoc committee for each facility consisting of participants users.

3. Conduct Customer Satisfaction Surveys and adjust programming as appropriate.

- Increase ice skating programs and classes for children and adults of all ages by 20% at the new Scott Rakow Youth Center ice skating rink.

  1. Hire and ice skating manager that has an extensive background in ice skating programs and classes

  2. Get informational brochures from other ice skating rinks.

  3. Conduct quarterly meetings with ice skating teachers and staff

- Promote the professional growth and education of playground and youth centers employees.

  1. Encourage employees to attend seminars provided by the Florida Recreation and Parks Association.

  2. Encourage employees to attend job-related training provided by the City of Miami Beach.

  3. Conduct monthly service training seminars at various recreation locations.

- Enhance the quality of customer service at the Playgrounds and Youth Center sections.

  1. Have staff attend Customer Service training provided by the City of Miami Beach.

  2. Develop an information highway to provide quick access to programmatic information.

Performance Measurements

Scott Rakow Youth Center

The Youth Center houses an Ice rink, bowling lanes, pool, gymnasium, game room and party facilities. Youth Center programs for children 4-12 grades include after-school and summer camp programs as well as "drop-in" memberships for facility usage after established supervised program hours and on weekends. Specialized classes are offered in ice skating, swimming, an array of arts and/or crafts, and continuous new classes based on need or suggestions. A Saturday "Little Rascals" program for children in K-3rd grades is provided seasonally. The Scott Rakow Youth Center has been under partial construction for the entire 2002-2003 fiscal year.

	Actual 2002	Projected 2003	Estimated 2004
SRYC Juniors – After-school	566	600	800
SRYC Teens – After-school	138	125	180
Class Registration	607	700	1,000
SRYC Summer Camp	246	200	250
Revenue (also includes other programming)	$208,934	$200,000	$250,000

Playgrounds

Playground programs include pre-school, after-school and summer camp programs for children in K-12th grades at the following neighborhood parks: Muss, Stillwater, Tatum, Fairway, Normandy Shores, Normandy Isle, North Shore and in partnership with PAL at Flamingo Park. Lighted facilities are opened for extended hours to accommodate childcare needs of working parents.

	Actual 2002	Projected 2003	Estimated 2004
Playground Registration			
After School	1,854	2,000	2,250
Revenue	55,753	6,000	70,000
Summer Camp	1,655	1,900	2,400
Revenue	130,445	145,445	185,000

Athletics

Seasonal athletic programs include, intramural and/or traveling soccer. Baseball, flag football and basketball. Athletic programs are also included in each after-school and summer camp program, including softball, volleyball, frisbee and more, complete with competition between parks and/or other municipalities.

	Actual 2002	Projected 2003	Estimated 2004
Registration	1,051	1,000	1,300
Revenue	62,636	70,000	80,000

North Shore Margaret M. Swett Social Club

This weekly Social Club, for developmentally disabled adults, is celebrating 37 years of successful programming for this special population.

	Actual 2002	Projected 2003	Estimated 2004
Social Club Members	82	85	90

Neighborhood Pools

The New Flamingo Park Pool has reopened with an interactive water playground for small children and an eight-lane swimming pool. Normandy Isle Park Pool will be rebuilt with similar facilities. Rates are under review. Learn to swim programs, aquatic activities and open swim are provided to the community. The Scott Rakow Youth Center has a swimming pool only, and offers many specialized programs.

	Actual 2002	Projected 2003	Estimated 2004
Flamingo Pool			
Attendance	28,000	40,000	50,000
Revenue	$20,260	$25,000	$28,000

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Pools	$ 4,824	$ 20,260	$ 5,000	$ 60,023	**$ 228,500**
Tennis Centers	130,516	116,657	80,000	47,928	**48,000**
Scott Rakow Youth Ctr	32,266	32,505	26,400	31,610	**30,000**
After School Programs	0	0	0	0	**197,500**
Summer Camps	0	0	0	0	**171,000**
Park Sponsorships	0	0	250,000	0	**250,000**
Rental/Classes	1,227	67,798	2,500	38,419	**25,000**
Community Centers	5,160	2,866	5,000	1,740	**1,500**
NS Open Sp-Admissions	10,020	1,100	0	900	**0**
Total	**$184,013**	**$241,186**	**$368,900**	**$180,620**	**$951,500**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 2,942,150	$ 3,357,915	$ 4,105,913	$ 4,112,308	**$ 5,073,885**
Operating Expenses	809,199	816,877	1,045,243	670,231	**1,151,731**
Internal Services	1,802,772	1,882,877	2,085,056	2,139,588	**2,287,396**
Capital	56,395	131,387	132,338	5,513	**232,350**
Total	**$ 5,610,516**	**$ 6,189,056**	**$ 7,368,550**	**$ 6,927,640**	**$ 8,745,362**
Budgeted Positions					
General Fund Positions	75 + 56 pt	78 + 66 pt	101 + 74 pt		118 + 113 pt
Grant Funded Positions	30 pt	30 pt	30 pt		30 pt
Total Budg Positions	**75 + 86 pt**	**78 + 96 pt**	**101 + 104 pt**		**118 + 143 pt**

Budget Highlights

- This budget includes funding to reorganize the Recreation Division 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 .

BEACH PATROL

Mission

The Beach Patrol staff serve as the ambassadors of good will, and guardians of the estimated 9.8 million people who annually visit the City's number one asset, the Beach. The Beach is, without question, the driving force of our tourism based economy and the number one recreational activity for our residents, tourists and day guests. We are committed to excellence in Public Service and dedicated to ensuring every patron visiting our beach has a safe, enjoyable and customer friendly experience. To accomplish this the Beach Patrol Division recruits and trains highly qualified lifeguards, and implements quality ocean rescue/lifeguarding procedures and techniques by utilizing a combination of a rescue boat, personal watercraft (jet skis), all-terrain vehicles, and rescue boards in responding to emergencies.

The following are the guarded public beach areas along Miami Beach. Each location is staffed with professional personnel trained in Life Saving and Emergency Medical Care, with emergency supplies readily available.

Jetty	10th Street	21st Street	64th Street	83rd Street
South Pointe	12th Street	29th Street	72nd Street	85th Street
1st Street	13th Street	35th Street	74th Street	
3rd Street	14th Street	41st Street	77th Street	
6th Street	15th Street	46th Street	79th Street	
8th Street	17th Street	53rd Street	81st Street	

Major Accomplishments

- Trained and certified all 65 full-time lifeguards, in Automated External Defibrillation (AED)
- Trained and recertified all 65 full-time lifeguards in Jet Ski operation and rescue
- Trained and recertified all 65 full-time lifeguards in All-Terrain Vehicle operation
- 14 lifeguards became State certified Emergency Medical Technologists, increasing our total to 24
- Guarded over 11 million beach visitors

- Rescued 518 victims from drowning
- Assisted 1,383 people who were having difficulty getting out of the ocean
- 147,409 preventive actions, including:
    1. moving people out of rip currents
    2. guiding bathers away from the rock jetty
    3. keeping bathers inside the swimming area
    4. advising bathers to exit the water and beach during lightning storms
- Provided major medical care to 139 victims of:
    1. drowning
    2. heart attack
    3. heat exhaustion
    4. diabetic problems
    5. stroke
    6. epileptic seizures
    7. severe bleeding
- Handled 13,946 cases requiring minor first aid (cuts, bruises, and abrasions)
- Cared for 8,227 cases of Man-0-War, Jelly Fish, and Sea Lice stings
- Reunited 436 lost persons
- Enforcement of 44,879 beach rules, laws and ordinances
- Advised and moved 5,162 boat intruders in the swimming area
- Advised and moved 7,114 jet ski intruders in the swimming area
- Conducted our second successful summer Jr. Lifeguard program, whose enrollment increased from 15 to 30 children

- Participated in the first annual Mayor's Charity Boxing Tournament, raising $30,000 for the Police Athletic League and Victims In Distress

- Transported 22 injured sea birds to Pelican Harbor Bird Sanctuary

Goals and Objectives

- To provide and maintain public safety on the City's twenty-four public beach areas.

  1. To offer lifeguard protection to approximately 11 million beach patrons annually.

  2. To provide public safety, seven days a week on 24 public beach areas.

  3. To utilize the Beach Patrol's Rescue Boat in response to emergencies and provide safe swimming areas by preventing boat intrusions.

  4. To maintain or replace safety rope lines at 12 public beach locations.

  5. Maintain and/or replace approximately seventy-five (75) vessel exclusion / swim area buoys.

  6. To warn and advise the public of dangerous conditions in order to prevent injury or loss of life.

  7. To provide beach access to disabled citizens.

  8. To provide quality customer service.

  9. To reduce response time by increasing lifeguard mobility through the use of additional All Terrain Vehicles and Jet Skis.

- To provide ocean water safety education programs for staff and public.

  1. Maintain certification in CPR, First Aid, ATV, Jet Ski, and Lifeguarding for all lifeguard personnel.

  2. Complete annual performance evaluations for all Beach Patrol employees.

  3. Offer ocean water safety seminars to interested residents, school students and organizations.

  4. Work in conjunction with the American Red Cross, American Heart Association, and the E. M. S. Advisory Council to promote aquatic safety.

5. Provide additional training to personnel in order to expand their knowledge and enhance performance in the area of ocean water safety, emergency care and rescue.

6. Provide a junior lifeguard program enhancing water safety awareness, and preparing future lifeguards.

7. Provide quality customer service training to all our personnel.

8. Provide training to the staff in the proper use of specialized equipment to include the automatic external defibrillators.

- To input observations to the National Weather Atmospheric and Oceanic Administration.

  1. To provide a minimum of 365 weather reports annually.

  2. To report "water spouts" which develop offshore (average 30 per year).

- To provide information and recommendations on beach related services and concessions.

  1. To give input to the Marine Authority on beach concessions, specifically water safety related.

  2. To monitor concessionaire's activities in order to advise Code Enforcement, or other authorities of their performance and compliance to City codes, and rules.

  3. To log and compile beach related information.

  4. To report unusual beach erosion activity to the Army Corps of Engineers, and City officials.

  5. To provide assistance to the advertising, and movie industry.

  6. To assist in providing safety at special events on the beach.

Performance Measurements

	Actual FY 00/01	Actual FY 01/2	Projected FY 02/03	Estimated FY 03/04
Provided protection to Beach patrons	9,812,727	11,318,209	10,900,000	11,500,000

Victims rescued	788	518	400	500
Out-of-ocean assists	1,087	1,383	1,300	1,550
Preventive actions	119,616	147,409	130,000	150,000
Major medical victims	95	138	140	150
Minor first-aid victims	11,065	13,946	14,000	15,000
Man-O-War, Jelly Fish, and Sea Lice cases	10,793	8,227	7,000	10,000
Lost persons reunited	488	436	450	500
Beach rules, laws and ordinances enforced	36,687	44,879	43,000	46,000
Boat intrusion advisements (into swimming areas)	3,042	5,162	5,300	5,500
Jet Ski intrusion advisements (into swimming areas)	5,083	7,114	6,500	7,500

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 3,257,911	$ 3,523,619	$ 3,832,495	$ 3,800,637	**$ 4,331,792**
Operating Expenses	69,547	48,548	56,287	37,786	**50,236**
Internal Services	779,790	897,175	918,581	833,327	**1,025,814**
Capital	23,228	83,943	0	0	**0**
Total	**$ 4,130,476**	**$ 4,553,285**	**$ 4,807,363**	**$ 4,671,750**	**$ 5,407,842**
Budgeted Positions					
General Fund	66 + 50 pt	68 + 50 pt	66 + 50 pt		68 + 50 pt
RDA Fund	0	0	0		9 + 2 pt
Total Budg Positions	66 + 50 pt	68 + 50 pt	66 + 50 pt		**77 + 52 pt**

Budget Highlights

- Public safety will be enhanced by the addition of a lifeguard tower at 41st Street beach. Beach Patrol staff will guard 26 lifeguard towers.

- Implement the Park Ranger Program which will provide additional security and monitoring of our parks and beaches, improved customer service, and enhanced public safety. Eleven full-time and two part-time Park Rangers will be deployed throughout our parks and beaches. Some existing Beach Patrol personnel will be reclassified as appropriate to provide supervision. Rangers are expected to be cross trained to deal with various code issues, particularly in the evening hours. This program will be funded through Community Policing enhancements from the RDA and with reallocated security funds from the Parks Division ($159,341).

MIAMI BEACH GOLF CLUB

Mission

The primary function of the **GOLF DIVISION** is to effectively operate, coordinate, direct, and evaluate the 2 18 hole regulation golf courses and the 6 hole Par 3 golf course within the City of Miami Beach. The Golf Division's goals and objectives are implemented to assure the highest productivity and quality levels possible. The management of this division, with the assistance of our management company will assure cost effective management in adherence to all city rules, regulations and administrative directives. This Division is also responsible for the coordination and assistance of future capital improvements projects, mainly Normandy Golf Course and any future Par 3 improvements, including input on design and construction. During the current fiscal year, a major focus on the professional delivery of high levels of customer service was implemented at the Miami Beach Golf Club assuring a fiscally successful operation.

Major Accomplishments

- Completed the grown-in and subsequently opened the new Miami Beach Golf Club on December 17, 2002.

- In February the Administration was informed by the Golf Course Architect, Arthur Hills that the Miami Beach Golf Club has been nominated to be included in the Golf Digest magazine's Top 10 New Golf Courses in the United States for 2002. This rigorous analysis is a year long evaluation that will conclude in November with the selection being published in the last annual issue of Golf Digest. To be nominated in itself is a major honor and accomplishment because rarely will Golf Digest consider a reconstructed golf course in this category. In general they will only evaluate new developments in this competition. The announcement of the winning golf course will be made in December of 2003.

- As of July, 2003 the Statement of Operations - FY 2003 for the Miami Beach Golf Club projected the golf course to exceed the annual budgeted revenue by $154,087 and operating expenses were forecasted to be $232,823 below budget; as a result, the anticipated net income for the year is $386,910. The Miami Beach Golf Club budget, as approved, projected a deficit of approximately $800,969, which represents the debt service for the year. If the forecast is accurate the debt service would be reduced to $414,059 which is commendable for the first year of operation.

Goals & Objectives

- To continue to effectively manage the Miami Beach Golf Club to offer a high quality golf experience for our residents, tourists and day guests while

maintaining a fiscally responsible operation. It is the Administration's objective to offer a golf product to our guests that will generate sufficient income to cover both the annual operations expenses and cover the projected debt service for the Miami Beach Golf Club.

Performance Measurements

	Projected 2002/03	Estimated 2003/04
Membership	$ 435,000	$ 495,000
Cart Fees	505,000	769,000
Green Fees	1,500,000	1,670,000
Range	80,000	122,000
Restaurant	12,000	18,000
Pro Shop	18,000	21,000
Lessons	30,000	40,000
Total Revenues	$ 2,580,000	$ 3,135,000
Net Income	$ (415,000)	$ 800,000

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Golf Memberships	$ 0	$ 0	$ 367,600	$ 440,489	**$ 495,000**
Cart Fees	0	0	427,700	630,444	**769,000**
Green Fees	0	0	1,272,100	1,466,472	**1,666,700**
Range Fees	0	0	68,200	87,543	**122,000**
Vouchers/Rounds Golf	0	0	98,250	8,089	**0**
Restaurant	0	0	10,200	12,496	**18,000**
Pro Shop	0	0	15,200	17,298	**21,100**
Golf Lessons	0	0	24,500	37,203	**40,665**
Total	**$ 0**	**$ 0**	**$ 2,283,750**	**$ 2,700,034**	**$ 3,132,465**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 0	$ 0	$ 0	$ 4,265	**$ 12,800**
Operating Expenses	0	111,822	2,283,750	1,947,386	**2,485,983**
Internal Services	0	0	0	136,060	**0**
Capital	0	357,871	0	58,223	**32,000**
Debt Service	0	0	0	0	**1,213,834**
Total	**$ 0**	**$ 469,693**	**$ 2,283,750**	**$ 2,145,934**	**$ 3,744,617**
Budgeted Positions	**0**	**0**	**0**		**0**

Budget Highlights

- This budget includes funding for a full year of operations, capital, and debt service.

Departmental Budget History

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.

- This budget includes funding for projected merit, COLA, and health insurance increases.

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

Mission

To provide excellent public works service and safety to all who live, work, and play in our vibrant, tropical, historic community. We exist to effectively and efficiently manage and deliver services in the following areas:

Operations: Management of

- Water System
- Sanitary Sewer System
- Stormwater System
- Streets Maintenance and Repair
- Street Light Maintenance and Repair

Sanitation

- Solid Waste Management
- Business Districts Service Teams

Property Management

- Property Maintenance and Repair
- Facility Service Contract Administration
- Construction Services

Environmental Resources Management

- Environmental Programs Management
- Environmental Projects

Transportation Management

- City Transportation and Mobility
- Traffic Management System

Engineering

- Engineering Services
- Land Surveying Services
- Right-of-Way Management

Major Accomplishments

- Reduced annual operating costs for water, sewer, stormwater, and sanitation from FY-02 baseline and reinvested earnings into the enterprise funds.
- Awarded Job Order Contracting (JOC)
- Developed RFP for Infrastructure Management System
- Designed and awarded the Beachwalk project from 14th to 21st Street
- Completed several Traffic Signalization improvements
- Designed the Community Transfer and Recycling Center Renovations
- Designed the 23rd Street Bridge project
- Completed the Citywide Dune Restoration and Enhancement project
- Completed Bay Shore Golf Course Hazardous Waste Remediation project
- Completed the Credit Union build out in 777 Building
- Completed Sunset Harbor Drainage Improvements
- Continued mechanization of litter control
- Completed design and started construction of the Byron-Carlyle Theater
- Completed review and extension of Solid Waste contract and franchise agreements
- Coordinated the Bay Link study

Goals & Objectives

During Fiscal Year 2004 the Public Works Department will continue to refine and streamline operations, administration and financial management. In addition to the specific goals and objectives developed for all Department's Divisions; the Public Works Department will pursue achievement of the following goal and objectives which are aligned with the City's major initiatives:

- Strategic Planning and Economic Development

  1. Review and streamline Public Works and Operations Department permitting processes.

  2. Develop a plan of action and begin implementation of American Public Works Association accreditation process.

  3. Proactive financial management of enterprise and internal service funds.

  4. Continue to pursue long-term maintenance and funding strategies for water, sewer and stormwater systems

- Organizational Development

  1. Develop and implement a Departmental Award Program.

  2. Continue supervisory training

  3. Implement a departmental training plan

- Neighborhood Services

  1. Enhance community cleanliness through community education and participation in a city wide anti-litter campaign and accomplishment of the annual Sanitation performance goals.

- Investment in Technology

  1. Award and implement an infrastructure Management System (IMS)

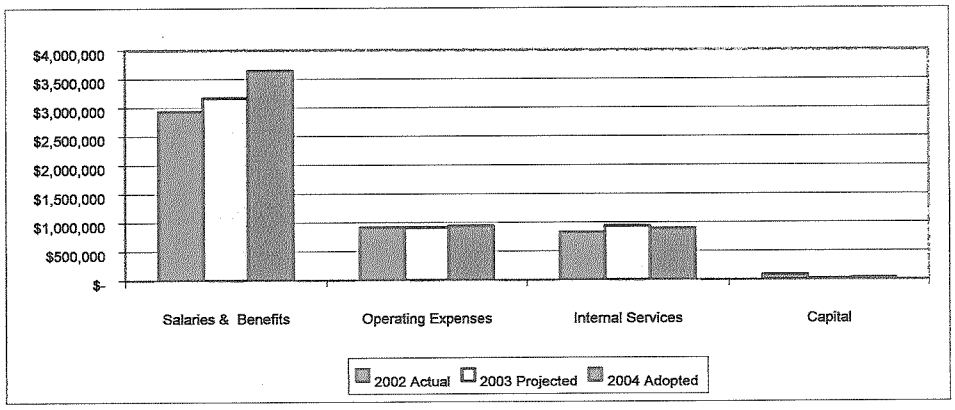
  2. Continue development of a Geographic Information System (GIS)

Division Financial Summary

General Fund

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Local Gas Tax-6 cents	$ 1,344,508	$ 1,261,070	$ 1,242,000	$ 1,291,119	$ 1,280,000
Work in right-of-way	142,827	190,964	125,000	147,761	195,000
Bus Shelters	255,292	204,486	214,000	274,834	250,000
Total	$ 1,742,627	$ 1,656,520	$ 1,581,000	$ 1,713,714	$ 1,725,000

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 2,191,333	$ 2,928,204	$ 3,610,907	$ 3,165,111	$ 3,641,783
Operating Expenses	803,283	915,595	992,314	917,668	945,950
Internal Services	673,138	830,874	841,199	937,756	893,160
Capital	150,640	84,235	13,100	14,003	30,000
Total General Fund	$ 3,818,394	$ 4,758,908	$ 5,457,520	$ 5,034,538	$ 5,510,893
Budgeted Positions	66	87	80		71



ENGINEERING DIVISION

Mission

To design upgrades and prepare construction specifications for water, sanitary sewer, stormwater, streets and streetlights projects and coordinate inspections and other construction activities for City projects with federal, state, county, and private contractors/developers. To issue construction permits and inspect the work of private contractors, utility, and cable companies performing work within City streets and rights-of-way. To provide general engineering support to all City departments.

Major Accomplishments

- Completed the design and replacement of the 20" inch water main hangers at the MacArthur Causeway east bridge.
- Completed the plan of action to implement a utility G.I.S specific to the Public Works department.
- Completed installation, training and activation of the Permits Plus system for Right-of-Way permits.
- Completed the design review and permitting of the Sunset Harbor stormwater system improvements.
- Completed the design for the repairs of bridge #876727 at 17th Street over Collins Canal.
- Completed the design of a water main and fire hydrants on Indian Creek Drive from 41st Street to 46th Street.
- Completed the installation of data loggers at key sanitary sewer pump stations for the analysis of Peak Flow data.

Goals and Objectives

- Prepare and provide permitting and service request procedures' handouts for the public at the Public Works counter and review desk. Digitize these permit and

service request applications and procedures and post them on E-Government on line services.

- Improve record keeping, storage and retrieval of infrastructure drawings by maintaining up to date records, scanning and indexing vital record plans and information and making them available to key personnel/divisions on the City network.

- Acquire software modules for digital profiling of survey data to be used in the analysis and design of stormwater systems.

- Provide training to survey staff for the efficient use of the electronic/digital technology to increase efficiency and productivity.

- Standardizing City specifications and details for water, sanitary sewer, stormwater systems and streets.

- Standardizing CAD drafting and symbology for consistency on all City projects designed by consultants as well as staff.

- Provide engineering design and project coordination for water, sewer and stormwater, street and streetlight projects.

- Provide engineering plan review and project coordination for Citywide Capital Improvement Projects.
- Develop a plan of action for implementing a Geographic Information System (GIS)

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Water Main design/construction drawings in house.	1260	3795	3000	3100
Design of lead service replacement	0	230	600	400
Water Main As-built drawings	3295	1395	2100	2200
As built of lead service replacement	0	230	600	300
As-built of fire lines installed.	10	23	25	27
Water Main design review consultants	4900	7800	8500	8600
Design review of fire lines.	10	23	25	27
Sanitary Sewer Main design	105	1310	1000	1100
Sanitary Sewer Main As-built	29	1310	1000	900
Sanitary Sewer Main design review	400	600	650	640

Sanitary Sewer lining inspection	0	0	22000	23000
Sanitary Sewer Pump Station review	0	0	0	1
Sanitary Sewer Pump Station as-built	0	0	10	8
Storm Sewer french drain design	160	290	310	335
Storm Sewer french drain As-built	160	290	310	335
Storm Sewer deep wells Design Review	4	4	4	5
Right-of-way surveys	32	38	38	40
As-built surveys	30	33	35	37
Property surveys	6	13	16	17
Survey line and grade given	78	85	90	95
Elevation certificates	10	12	15	15
Survey and legal description reviews	15	18	20	21
Right-of-Way permits issued	506	794	890	1100
Utility permits issued	170	184	370	410
Reproduction of utility drawings	1100	1250	1500	1600

Financial Summary

ADMINISTRATION	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Expenditure Area					
Salaries & Benefits	$ 151,590	$ 343,584	$ 456,503	$ 430,500	**$ 490,108**
Operating Expenses	36,524	30,884	23,521	38,750	**29,046**
Internal Services	132,215	105,042	110,626	120,619	**101,719**
Capital	2,956	477	0	7,760	**1,300**
Total	**$ 323,285**	**$ 479,987**	**$ 590,650**	**$ 597,629**	**$ 622,173**
Budgeted Positions	**5**	**5**	**5**		**5**

ENGINEERING	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Expenditure Area					
Salaries & Benefits	$ 738,520	$ 801,289	$ 1,083,342	$ 863,405	**$ 1,157,840**
Operating Expenses	23,918	29,538	28,032	27,901	**40,696**
Internal Services	163,642	145,495	231,711	206,073	**256,355**
Capital	33,706	17,732	0	4,372	**8,700**
Total	**$ 959,786**	**$ 994,054**	**$ 1,343,085**	**$ 1,101,751**	**$ 1,463,591**
Budgeted Positions	**20**	**21**	**22**		**21**

Budget Highlights

- The Engineering Division includes the reduction of a vacant Capital Projects Coordinator position and provides for projected merit, COLA, pension and insurance increase for 21 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.

Environmental Resources Management Division

Mission

To preserve, protect, restore and enhance the environment of the City of Miami Beach through the management of regulatory compliance programs for the City's drinking water and stormwater systems, pollutant storage tanks, maintenance of facilities and operational Divisions; performing environmental investigations and remedial actions in support of the City's capital improvement & infrastructure revitalization programs; implementation of natural resource protection and coastal resource management programs; completion of waterway and shoreline enhancement & restoration projects; through the development of new urban green space and public access enhancement projects and through environmental education.

Major Accomplishment

- Design and awarded Beachwalk project from 14th to 21st Street
- Design community transfer and recycling center renovation project
- Completed Citywide dune restoration and enhancement project
- Complete Bay Shore Golf Course Hazardous Waste Remediation
- Designed North Beach Recreational Corridor project
- Completed Beachfront Management Plan

Goals & Objectives

During Fiscal Year 2004 the Environmental Resources Management Division will continue to refine and streamline operations and administration. Listed below are some of the areas of emphasis for the coming year.

- Commence Construction or Design on the following projects:
  - Normandy Shore Golf Course Hazardous Waste Remediation
  - Beachwalk Project Construction.
  - Community Transfer and Recycling Center Renovations.

- ADA Beach Access Facility R&D Project.
- Collins Canal Shoreline Restoration Project.
- North Beach Recreational Corridor Project
- North Beach Police Sub-Station Boat Docks and seawall Repair/Replacement.
- Stormwater Outfall Rehabilitation Project
- Bayfront Seawall Repair.
- Pine Tree Shoreline Improvements.
- Indian Creek Greenway (Phase I).
- Develop and implement City Environmental Protection Plan Program
- Seek local management authority for Beach Erosion Control Program

Performance Measurements

Project	2001-02 Budget	2002-03 Actual	2003-04 Projected	Total
ADA Beach access Facility R&D Project	$ 225,000	20%	80%	100%
Beachwalk Bicycle/Pedestrian Trial	$ 3,269,000	25%	75%	100%
Beachfront Restr0om/Concession	$ 648,000	20%	80%	100%
Collins Canal Waterway Revitalization	$ 1,600,000	5%	75%	80%
Community Trash and Recycling Center	$ 1,200,000	20%	80%	100%
Dune Restoration and Enhancement	$ 3,010,000	15%	75%	90%
Bayfront Streetend Shoreline Enhancements	$ 420,000	10%	80%	90%
Indian Creek Greenway (Phase I)	$ 1,250,000	20%	75%	95%
North Beach Recreational Corridor	$ 5,700,000	20%	75%	95%
Normandy Shores Golf Course Haz Waste Remediation	$ 825,000	25%	75%	100%
North Beach Police Sub-Station Boat Docks	$ 425,000	15%	85%	100%
City Wide Seawall & Stormwater Outfall Rehabilitation	$ 7,400,000	10%	50%	60%
Pine Tree Park & Nornamdy Shores Bayfront Shoreline	$ 650,000	10%	75%	85%
Park View Island Shoreline Restoration	$ 525,000	10%	75%	85%

Financial Summary

Expenditure Area	**2001 Actual**	**2002 Actual**	**2003 Budget**	**2003 Projected**	**2004 Adopted**
Salaries & Benefits	$ 136,005	$ 158,044	$ 197,161	$ 165,413	**$ 204,592**
Operating Expenses	24,973	22,728	39,775	27,696	**28,550**
Internal Services	26,674	49,498	30,577	36,738	**38,141**
Capital	50,956	0	0	1,871	**0**
Total	**$ 238,608**	**$ 230,270**	**$ 267,513**	**$ 231,718**	**$ 271,283**
Budgeted Positions	**6**	**3**	**3**		**3**

Budget Highlights

- The budget provides for projected merit, COLA, pension and insurance increases for one clerical and two professional positions.

- The General Fund is reimbursed for division costs by fees for services provided to capital projects on a yearly basis.

SOUTH BEACH SERVICE TEAM

Mission

To provide enhanced sanitation services which supplement existing City basic service levels to main commercial areas, including: Ocean Drive / Lummus Park from 5th -15th Street, Collins Avenue 5th – 17th Street, Washington Avenue from 5th -17th Street and Lincoln Road from Bay Road East to the beach entrance.

The service provided in these areas includes, but is not limited to the following: scheduled pedestrian walking surface pressure cleaning, continuous litter removal and trash receptacle service, graffiti removal, street furniture cleaning and maintenance, hazardous conditions inspections and resolution, deficiency inspections and resolution, and open dialogue with the business community within the SBBA.

Major Accomplishments

GENERAL

- Implemented deficiencies list for each area with ongoing inspections and the suggested correction of the problems, forwarded them to the different departments, and followed up until they are completed.

- Continued search for innovative ways to maintain the area through experimenting with new cleaning procedures, products and new equipment on various and diverse applications i.e., Green Machines.

LUMMUS PARK / OCEAN DRIVE

- Implemented the pressure washing of Lummus Park showers and weekly cleaning of the Serpentine Sidewalk.

- Implemented continuous smart basket maintenance including fixing dents, pressure cleaning and sanitizing.

- Implemented litter control outside of the assigned areas of Ocean Drive from 5th Street to South Pointe Drive including side streets toward Collins Avenue on Monday and Friday.

LINCOLN ROAD

- Put into service the use of a scrubbing machine to supplement the pressure cleaning throughout the Lincoln Road corridor.

- Changed the starting time to complete the initial cleaning of Lincoln Road at an earlier time to accommodate the breakfast groups.

WASHINGTON AVE & COLLINS AVE

- Accommodated the needs and requests of the hotel and businesses on Collins to delay the pressure washing starting time.

- Conducted litter control outside of the assigned areas of Washington Avenue to include the litter generated on the weekend at Espanola Way.

- Customized pressure cleaning and litter control efforts to accommodate the unique needs of the bars, nightclubs and the restaurants.

PRESSURE WASHERS

- Increased safety and efficiency of the pressure washing operation by installing the Hydrotek units on a flatbed, thus eliminating the need of trailers.

- Increased productivity by replacing single hose pressure washing units with new double (2) hose Hydrotek units.

BEACH RESTROOMS

- Took over the janitorial duties City Wide for the eight (8) Beach Restrooms from South Pointe to 73rd Street.

- Increased the frequency of restroom cleaning through careful monitoring of the system and other cleaning procedures.

Goals and Objectives

- Continue to increase the effectiveness and efficiency of the South Beach Service Team.

- Continue to improve customer service.

Performance Measurements

	2002 Actual	2003 Projected	2004 Adopted
Pressure cleaning:			
258 trash receptacles in SBSA.	18 x yr	24 x yr	26 x yr
Restrooms in Lummus Park	100 x yr	100 x yr	100 x yr
Showers at Lummus Park	2 x wk	2 x wk	2 x wk
Ocean Drive sidewalks (east & west sides) 5th to 15th St.	1 x 15 days	1 x 10 days	1 x 10 days
Collins Ave. sidewalks. (east & west sides) 5th to 17th St	1 x 15 days	1 x 15 days	1 x 15 days
Washington Ave. sidewalks (east & west sides) 5th to 17th St.	1 x 30 days	1 x 15 days	1 x 15 days
Lincoln Road w/ supplemental Scrubber application.	1 x 15 days	1 x 10 days	1 x 10 days
Lummus Serpentine walk swept & cleaned	2 x wk	2 x wk	2 x wk
Litter control:			
Lincoln Rd - Bay Rd. to Collins Av.	3,000 cu.yds. Ongoing / daily	4,500 cu.yds. Ongoing /daily	6,000 cu. yds. Ongoing / daily
Lummus Park / Ocean Drive & side streets Up to Collins Ave	Ongoing / daily	Ongoing / daily	Ongoing / daily
Special Events litter control Average # of attendees	As needed 200K-250K	As needed 250K-350K	As needed 350K +

Restrooms:

North End Restrooms (4)	N/A	3 x day	3 x day
South End Restrooms (4)	N/A	5 x day	5 x day
Deficiency Reports	N/A	Ongoing / Daily	Ongoing/Daily

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenses-South Beach GF*					
Salaries & Benefits	$ 147,940	$ 498,994	$ 572,018	$ 546,523	**$ 406,872**
Operating Expenses	34,990	202,380	175,905	165,602	**162,965**
Internal Svce Charges	2,977	88,201	104,794	116,289	**117,946**
Capital	36,662	30,833	13,100	0	**0**
Total	**$ 222,569**	**$ 820,408**	**$ 865,817**	**$ 828,414**	**$ 687,783**
Budgeted Positions-General	**9**	**31**	**23**		**15**
Budgeted Positions-Sanitation	**18**	**20**	**32**		**26**

*For informational purposes only: The FY 04 Sanitation Enterprise Fund budget provides $1,184,990 which funds 26 positions (including 7 that were transferred from GF funding this year) dedicated to SBST. Amounts presented are from General Fund only.

Budget Highlights

- This budget includes the transfer of 7 positions to be funded by the Sanitation Enterprise Fund in SBST at a net savings to the General Fund of $109,411.
- A Municipal Service Worker I position has been eliminated and the funding transferred to outside contractual services in order to maintain full staffing at all times.

Transportation Management Division

Mission

Oversee, maintain, and direct the City's land use/ transportation planning and traffic management efforts and projects.

Major Accomplishments

- Received "Award of Merit" from the American Planning Association (APA), Florida Chapter, in October 2002, for The Transportation Concurrency Management Areas (TCMA) Plan.
- Successfully coordinated with FDOT the reconstruction of Collins Avenue, from Lincoln Road to 26th Street, which was completed in December 2002.
- Resolved funding issues with FDOT regarding the Collins Avenue, 5th to 15th Streets project, which will be done by the City; engaged EAC Consulting, Inc. to conduct the project's final design phase.
- Resolved long-term issues regarding the 23rd Street Bridge replacement, presently under final design by the County.
- Successfully procured $3.515 million in FTA funds for the Electrowave Facility/Intermodal Center Project.
- Successfully procured a $45,000 MPO grant to conduct a planning study for the 16th Street Operational Improvements/Roadway Enhancements Project; engaged consultant.
- Successfully procured a $100,000 State grant for the Preliminary Design & Environmental (PD&E) phase of the above-mentioned 16th Street project.

Goals and Objectives

- Organize and conduct the first City of Miami Beach Coastal Communities Transportation Summit.
- Develop strategic transportation plan and prioritize use of City's share of Miami-Dade County Transit tax.

- Complete 90% design of the Collins Avenue corridor (5th to 15th Streets)

- Maintain and update the City's traffic count database, inclusive of all development/redevelopment activity that will impact Miami Beach. Develop/implement a citywide average annual daily (AADT) traffic count system.

- Ensure proper and timely implementation of management, technology, and operational improvements to the Electrowave Shuttle Project.

- Coordinate the planning review, evolution, and direction of the Miami-Miami Beach Transportation Corridor Study, known as Bay Link, being conducted by MPO.

Performance Measurements

	2001-02 Actual	2002-03 Projected	2003-04 Estimated
MMP/Mitigation Projects	2	3	2
MMP Projects Planned	3	2	2
Grants Awarded	$3,338,800	$3,660,000	$3,000,000

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$188,300	$258,651	$ 279,737	$ 235,781	**$ 240,728**
Operating Expenses	16,974	17,912	67,381	27,899	**56,517**
Internal Services	25,748	53,555	55,352	51,436	**78,219**
Capital	4,164	17,813	0	0	**0**
Total	**$235,186**	**$347,931**	**$ 402,470**	**$ 315,116**	**$ 375,464**
Budgeted Positions	**4**	**5**	**4**		**3**

Budget Highlights

- 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.

- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of this division.

OPERATIONS DIVISIONS
(Streets and Streetlights-General Fund)
(Water, Sewer,Stormwater-Enterprise Funds)

Mission Statement

To enhance the community by providing the highest possible level of service in the delivery of safe and pleasant drinking water and the efficient collection and disposal of both sewer and stormwater.

Our purpose is to maintain our streets and streetlights in the best operating condition to ensure a safe environment for pedestrian and vehicular travel.

Major Accomplishments (Previous Fiscal Years)

- Installed and/or made repairs of various water main pipe sizes throughout the City (2,700 linear feet).
- Successfully coordinated with FDOT the reconstruction of Collins Avenue, from Lincoln Road to 26th Street, which was completed in December 2002
- Continued implementation of a four-cycle meter reading schedule that provides consistent 28-day billing periods for all accounts. Allows customers to know when their meter will be read every month (11,770 readings per month).
- Conducted water quality parameter and lead/copper sampling (5,854) in compliance with all federal and state guidelines. The June 2001 sample results will allow us to go on "decreased monitoring" – instead of yearly, samples will be collected every three years.
- Maintained approximately $2M in inventory for the repair and maintenance and construction related to Streets, Streetlights, Water, Sewer, Drainage, Pump stations.
- Conducted programs for Engineering and Operations training
- Replaced approximately: 30,000 sq.ft. of sidewalk or 6,000 linear feet and 1,000 linear feet of curb / gutter.
- Replaced approx: 1,000 linear ft. of curb/gutter.

- Re-paved approx: 3,500 linear ft. of roadway and patched approximately 3,000 pot holes
- Replaced approx: 1,200 water meters.
- Maintained 4,260 streetlights and 675 landscape up-lights.
- Cleared approx: 500 sewer stoppages.
- Cleaned approx: 132 miles of sewer main.
- Cleaned approx: 100 miles of storm sewer main.
- Cleaned approx: 5,000 catch basins
- Constructed 20 handicap ramps.

Goals and Objectives

ALL DIVISIONS

- Implement an infrastructure Management System.
- Implement a Pavement Management System.
- Continue implementation of the employee development program.
- Reduce operating costs by 5% from FY2002 baseline and implement a capital recovery program in the enterprise fund.
- Develop and implement a quality control program for in-house and contract work.
- Develop and implement prioritization and response time standards for operations division.
- Develop a production control system.
- Continue implementation of the GIS (Geographic Information System) for Water, sanitary sewer, stormwater, pumps, pavement, sidewalks, street signs, street lighting.
- Fund and Implement pilot program for an Automatic Meter Reader System.

- Implement a water valve maintenance program, to exercise valves (open & close positions) as part of a routine maintenance program.

- Reduce illegal connections into the sanitary sewer system by 25%. Implement the Requirements of the NPDES Permit.

- Complete testing of 20% of all outfalls, annually.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Adopted
WATER				
Repair leaks throughout the system	750	673	1300	1300
Perform field repairs to fire hydrants	40	232	300	260
Replace fire hydrants city-wide	36	118	340	360
Replace lead services using city forces	40	472	900	800
Exercise valves (6" through 36")	50	542	700	1,300
Construct ductile iron water main	8	11	18	
Complete new fire line taps and installations	25	62	58	50
Complete new-metered service taps and installations	150	650	700	600
Collect water samples for bacteriological	2,104	2,200	2,300	2,100
Perform water chlorine residual tests	3,750	4,125	4,400	3,960
Investigate requests for service (high bills)	1,140	549	750	600
Perform final readings for customer requests	897	875	620	1,200
Respond to miscellaneous metered service citizen requests	335	287	330	200
Implement flushing program				
Flush Fire Hydrant at system dead ends weekly	260	272	220	250
Complete Water Meter readings for billing purposes	141,244	142,000	158,000	143,000
Complete turn-offs and turn-on	600	681	700	750
Complete Special readings (including read audits)	6,800	8,986	14,000	13,000
Conduct lead/copper sampling	64	44	N/A	N/A
(Will be in reduced Lead \ Copper monitoring once / 3 years as long as we maintain WQP levels).				
Conduct Water Quality Parameter Tests	144	150	160	150
Replace various sizes of water meters by City forces	1,141	1,331	1,200	1,500
Replace covers / blocks meter pits in high exposure areas	2,123	1,984	500	700
Test water meters for accuracy	2,431	2,480	2,100	3,000
Deliver Final Notices of Payment Due	1,800	671	350	600
Repack all water station pumps as needed.	152	131	160	160
Verify proper alignment of all pumps and motors	456	438	460	460
Exercise suction and discharge valves on a scheduled basis	456	452	460	460
Calibrate and maintain multi-gas detectors	144	161	150	150
Attend multi-gas detector maintenance & operational instruction classes	(1 yearly)	(1 yearly)	(1 yearly)	(1 yearly)

	2001 Actual	2002 Actual	2003 Projected	2004 Adopted
SEWER				
Replace deteriorated sewer lines	2,000	1,443	1,800	1,600
Replace 6" sewer laterals	3,000	3,773	4,600	4,000
Replace sanitary sewer manholes	10	8	5	5
Rehabilitate sanitary sewers	700	788	800	2,000
Televising of gravity sewer system	1,000	632	2,000	2,500
Clean and inspect sewer line	630,000	733,300	710,000	1,000,000
PUMPING STATIONS				
Perform tests for readiness on the stand-by power systems	1,560	1,632	1,700	1,700
Conduct major electrical tests	900	912	925	925
Conduct electronic tests	800	788	800	800
Exercise all suction and discharge valves	150	142	150	150
Visually inspect internal parts of check valves	42	35	42	42
Rake bar screens	4,000	4,000	4,000	4,000
STORMWATER				
Install drainage structures to address localized flooding	4	7	6	6
Replace deteriorated storm sewers	108	266	275	275
Clean basins	4,777	5,888	4,300	7,000
Clean manholes	500	534	600	600
Clean storm sewers	126,000	137,000	140,000	140,000
Construct new drainage structures	3	8	10	10
Complete testing of outfalls	5	7	7	10
Construct french drains (storm drains)	6	8	7	10
STREETS & STREETLIGHTING				
Replace sidewalk (Sq. Ft.)	35,000	37,000	30,000	40,000
Replace curb and gutter (L.F.)	2,300	432	1,000	3,000
Maintain Streetlights	4,249	5,970	5,982	6,000
Maintain Decorative Up-lighting	375	1,000	1,000	1,000
Re-bulb Streetlights city-owned	1,700	1,250	1,700	1,700
Paint Repair of Traffic Light Mast Arms	0	0	5	20
Pavement Markings – newly resurfaced streets (L.F.)	200	182	2700	50
Minor Bridge Repairs	0	0	1	6
Seawall Repairs (minor)	0	0	1	3
Asphalt Restoration (pot holes)	3,000	3,403	3,000	3,000
Rehabilitation of existing 5,000 Volt Series Circuits	0	1,100	2,000	8,000
Coordinate and repave roads and alleys (L.F.)	3,000	3,232	16,000	8,000
Inspection for faded street signs	0	33	75	300
Install new poles/fixtures	10/85	10/110	10/100	10/100
Install P.V.C. conduit	3,000	2,033	3,000	5,000

Operations Divisions

Financial Summary

Streets/Streetlights
(General Fund)

STREETS/STREETLIGHTS	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 828,978	$ 867,642	$ 1,022,146	$ 923,489	**$ 1,120,528**
Operating Expenses	665,904	612,153	657,700	629,820	**649,391**
Internal Services	321,882	389,083	308,139	406,601	**300,780**
Capital	22,196	17,380	0	0	**19.900**
Total	**$ 1,838,960**	**$ 1,886,258**	**$ 1,987,985**	**$ 1,959,910**	**$ 2,090,599**
Budgeted Positions	**22**	**22**	**23**		**24**

Budget Highlights

- 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 budget provides for projected merit, COLA, pension and insurance increases for 25 positions.
- 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.

Water
(Enterprise Fund)

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Water Sales	$ 16,673,798	$ 17,222,187	$ 17,485,000	$ 17,032,308	**$ 17,590,000**
Firelines	118,300	155,200	125,000	68,557	**125,000**
Water Connection Fees	2,700	1,376	5,000	62,817	**5,000**
Water Tapping	157,960	210,683	175,000	218,991	**200,000**
Interest Earnings	263,559	72,832	200,000	36,742	**32,000**
Other	666,194	381,101	250,000	130,317	**500,000**
Retained Earnings	0	0	1,089,810	911,515	**703,070**
Total	**$ 17,882,511**	**$ 18,043,379**	**$ 19,329,810**	**$ 18,461,247**	**$ 19,155,070**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 2,081,476	$ 2,383,216	$ 2,702,268	$ 2,595,753	**$ 2,950,162**
Operating Expenses	2,534,914	2,413,727	2,603,835	2,564,516	**2,655,162**
DERM Fee	1,133,781	1,348,265	1,282,500	1,296,289	**1,290,000**
Water Purchase	6,041,278	5,735,938	6,156,000	6,001,809	**5,760,000**
Renewal & Replacement	558,208	591,132	965,765	482,973	**660,000**
Internal Services	1,170,779	1,058,550	1,224,795	1,187,281	**1,291,316**
Capital	913,504	609,792	1,089,810	911,515	**1,238,070**
Debt Service	1,715,598	2,431,584	3,304,837	3,033,632	**3,310,360**
Total	**$ 16,149,538**	**$ 16,572,204**	**$ 19,329,810**	**$ 18,073,768**	**$ 19,155,070**
Budgeted Positions	**72**	**72**	**72**		**71**

Budget Highlights

- 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 Capital Budget includes $80,000 for replacement of 4 heavy equipment vehicles.

Sewer
(Enterprise Fund)

Financial Summary

SEWER Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Sewer User Fees	$ 23,519,639	$ 22,725,080	$ 24,735,000	$ 24,169,961	**$ 23,825,000**
Sewer Connection Fees	49,144	36,781	50,000	52,800	**65,000**
Sewer Fees - Cities	2,232,488	2,832,802	2,400,000	2,654,265	**3,080,000**
Interest Earnings	489,467	135,260	350,000	64,282	**95,000**
Other	560,431	297,664	225,000	151,335	**530,000**
Retained Earnings	0	0	511,930	191,531	**1,099,036**
Total	**$ 26,851,169**	**$ 26,027,587**	**$ 28,271,930**	**$ 27,284,174**	**$ 28,694,036**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,499,633	$ 1,680,299	$ 1,633,665	$ 1,610,040	**$ 1,666,193**
Operating Expenses	2,409,471	2,350,135	2,322,714	2,311,823	**2,368,186**
DERM Fee	1,578,343	1,666,243	1,806,563	1,707,411	**1,747,500**
Sewer Treatment	14,943,477	15,573,968	15,000,000	14,834,360	**15,300,000**
Renewal & Replacement	994,000	1,020,850	1,050,000	972,148	**1,080,000**
Internal Services	1,047,123	1,264,700	1,464,772	1,454,542	**1,451,517**
Capital	281,332	423,615	511,930	191,531	**591,000**
Debt Service	3,609,718	3,985,241	4,482,286	4,121,160	**4,489,640**
Total	**$ 26,363,097**	**$ 27,965,051**	**$ 28,271,930**	**$ 27,203,015**	**$ 28,694,036**
Budgeted Positions	**43**	**43**	**43**		**40**

Budget Highlights

- 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 Capital Budget provides $200,000 for replacement of 1 heavy equipment vehicle (Vactor).

Stormwater
(Enterprise Fund)

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Stormwater Fees	$ 3,433,171	$ 5,230,566	$ 7,020,000	$ 7,622,002	**$ 7,730,000**
Interest Earnings	188,669	79,462	85,000	49,363	**60,000**
Other	118,378	114,315	115,000	31,209	**115,000**
Total	**$ 3,740,218**	**$ 5,424,343**	**$ 7,220,000**	**$ 7,702,574**	**$ 7,905,000**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 598,681	$ 671,651	$ 905,203	$ 793,048	**$ 1,003,205**
Operating Expenses	870,496	587,638	590,728	401,898	**698,679**
Sanitation Contribution	381,542	381,542	381,542	381,542	**381,542**
Renewal & Replacement	92,308	70,072	130,000	57,113	**130,000**
Internal Services	300,096	326,769	403,201	370,625	**347,711**
Capital	37,205	88,927	736,000	112,505	**822,000**
Contingency/Reserve	0	0	502,980	0	**946,863**
Debt Service	252,000	2,352,959	3,570,346	3,201,831	**3,575,000**
Total	**$ 2,532,328**	**$ 4,479,558**	**$ 7,220,000**	**$ 5,318,562**	**$ 7,905,000**
Budgeted Positions	**19**	**19**	**22**		**23**

Budget Highlights

- 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.

Departmental Budget History

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.

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.

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.

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.

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.

PROPERTY MANAGEMENT DIVISION

Mission

To provide a clean, safe, and productive work environment to all City employees and to provide clean, safe, and well-maintained public facilities for all residents and visitors to the City of Miami Beach. To provide professional contracting services and labor to reduce costs of design and construction work for the City of Miami Beach and to provide for planning, design services, construction administration and management, and the construction of renovation projects to all departments Citywide. This division is responsible for the implementation and construction of new projects and/or office space planning for renovations, ADA requirements, capital maintenance projects and some General Obligation Bond projects.

Major Accomplishments

- Completed more than 19,000 routine maintenance and new work items

- Completed year four of a performance based contract with Johnson Controls that has produced to date over $1,672,789 in energy savings to the City including $498,000 in the past year and a total savings of $309,803 above the guarantee of the contract.

- Developed a $516,000 performance based contract for the replacement of the Centrifugal chillers at the Police Department building that is guaranteed to be paid through energy savings.

- Developed specifications, architectural/engineered plans, permitted, and constructed the new Offices for Code Compliance in the 555-17th Street Building, the Capital Improvements Offices (CIP) at the 777 Building, the design /build of the new "Answer Center" at City Hall, Parking Department expansion on the third floor of Old City Hall, the design/build of the Planning Department and Building Department to meet the requests of the Business Resolution Task Force on the 2nd Floor of City Hall, the Credit union design/build relocation to the 777 Building. Property Management also served as the General Contractor for the completion of the Porte-cochere project at the TOPA, for ADA compliance renovations Citywide, and for the design/build of the temporary clubhouse and golf cart charging facility at the New Miami Beach Golf Club.

- Developed plans and specifications and is the General Contractor on the newly acquired Byron Carlyle Theater renovation project and has completed the Phase 1 project. Phase 2, which includes the construction of a 350-seat performing arts theater in the Byron Carlyle Theater, is currently under construction. Property Management is also the General Contractor, Electrical Contractor and Plumbing Contractor and has developed and permitted plans for the Lincoln Road Fountain and Lighting Enhancement Project which began construction in June, 2003.

- Provided roof surveys, asbestos surveys, and specifications for the development of contracts for the replacement of roofs and HVAC equipment for the 10th Street Auditorium, which is currently under construction, Fire Station # 3, Normandy School Building, and other City properties. Property Management also develops Common Area Maintenance (CAM) projections for budgeting and charge-backs for the buildings tenants in lease situations.

- In 2002 Property Management won the Building Owners and Managers Association (BOMA) TOBY awards, including Local and the Southeastern United States Regional Awards for excellence in Property Management in Governmental Building categories. The TOBY is the highest award given in commercial real estate management. This regional award placed CMB Property Management in the top six governmental property management organizations in the entire United States and Canada.

Goals and Objectives

- Develop an inspection program for facilities and structures with the objective of producing long range maintenance plans and to develop budgets with lists of prioritized projects with defined maintenance objectives.

- Complete the construction of the Lincoln Road fountain and lighting project.

- Replace the glass block in the Police Department Building.

- Design and complete the construction of the Offices of Economic Development and Asset Management in the 555 17th Street Building.

- Implement ADA Improvements Citywide.

- Complete development of the Historic City Hall and South Pointe Pier structural repair projects.

- To continue to encourage and provide continued education training in each trade, to remain current with applicable building codes and to provide computer training to promote personal development for all employees.

- To continue to research and implement energy efficient retrofits to reduce energy cost to the City.

- To provide professional licensed contracting services for the construction of new projects and to provide renovations of existing buildings and/or facilities in an efficient and effective manner.

- To continue to save the City in architectural and construction costs by providing programming, space planning, architectural drawings, permitting, and construction management utilizing in-house staff.

- To continue to ensure that all special and construction projects are completed on time and within the allocated budgetary amounts and in accordance with all existing code requirements.

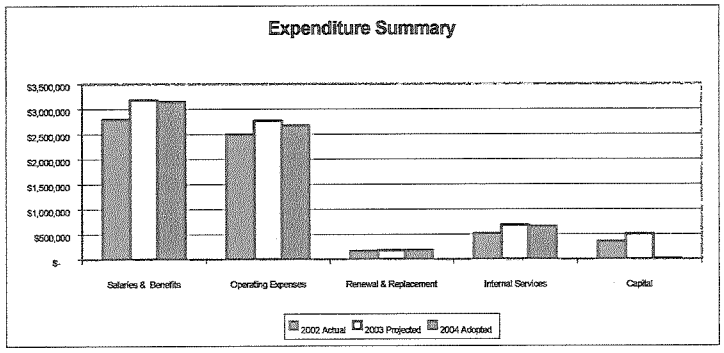
Performance Measurements

Workload Measures Work Order Input	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Air Conditioning	2,306	1,602	1,640	1,640
Electrical	3,118	3,404	3,540	3,540
Painting	2,706	3,550	3,540	3,540
Plumbing	4,000	2,788	3,070	3,070
Maintenance	8,989	7,930	7,940	7,930
	21,119	19,274	19,730	19,730

Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Inter-Departmental Charges	$4,796,780	$5,658,223	$5,784,186	$6,362,844	$6,025,213
Capital Projects	179,671	364,979	610,078	342,712	634,737
Interest/Other	41,389	205,017	15,000	22,598	11,000
Retained Earnings	64,637	104,920	325,949	583,196	15,000
Total	**$ 5,082,477**	**$ 6,333,139**	**$ 6,735,213**	**$ 7,311,350**	**$ 6,685,950**

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 1,959,740	$ 2,799,017	$ 2,757,227	$ 3,180,254	$ 3,154,682
Operating Expenses	2,260,533	2,494,029	2,764,314	2,765,884	2,675,391
Renewal & Replacement	167,483	166,313	185,000	176,379	185,000
Internal Services	482,484	514,674	702,723	683,859	654,377
Capital	212,237	359,106	325,949	504,974	16,500
Total	**$ 5,082,477**	**$ 6,333,139**	**$ 6,735,213**	**$ 7,311,350**	**$ 6,685,950**
Budgeted Positions	**58**	**59**	**59**		**58**



Budget Highlights

- 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.

Budget History

FY 02/03

- 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.

FY 01/02

- 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.

- 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.

- 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.

FY 00/01

- 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

Mission

To provide electrical, painting, plumbing, masonry, carpentry and fountain cleaning services to the south beach district areas of Washington Avenue, Collins Avenue, Lummus Park, and the Lincoln Road Mall. The services provided enhance the area's appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Major Accomplishments

Over the past year, Property Management has developed a project for the enhancement of the general lighting on the Mall, fountain improvements, and tree base treatments for Lincoln Road. This project is complete in construction documentation stage and permitting with work beginning in June, 2003. The project will provide enhancements to the existing features while providing for a safer environment for the patrons and property owners on Lincoln Road.

Goals & Objectives

- To provide contracting services for the new Lincoln Road Mall project to reduce construction costs for the City.
- To continue to provide a clean, safe, environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting fountains, structures, and related equipment installed as part of the Lincoln Road Improvement Project.

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 491,740	$ 409,870	**$ 315,883**	$ 390,872	**$ 356,740**
Operating Expenses	130,828	130,191	**92,939**	50,724	**49,322**
Internal Services	48,332	32,769	**42,277**	26,169	**36,768**
Capital	0	9,832	**10,000**	8,322	**31,500**
				-	
Total	**$ 670,900**	**$ 582,662**	**$ 461,099**	**$ 476,087**	**$ 474,330**
Budgeted Positions	**16**	**8**	**7**		**7**

Budget Highlights

- 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.

Budget History

FY 02/03

- 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

- 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 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 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.

PROPERTY MANAGEMENT – MID BEACH

Mission

To provide pressure cleaning services tot he City of Miami Beach middle beach districts areas of 41st Street - Collins Avenue to Alton Road, Collins Avenue - 41st Street to 49th Street, and Indian Creek 41st to 43rd Streets. These services enhance the appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Goals & Objectives

- To continue to provide pressure cleaning services to the Mid Beach areas of 41st Street, Collins Avenue to Alton Road, Collins Avenue - 41st Street to 49th Street, and Indian Creek Drive - 41st to 43rd Streets.
- To continue to provide a clean and safe environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting, fountains, structures and related equipment in the Mid Beach areas.

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 52,034	$ 78,183	$ 71,679	$ 83,419	**$ 76,360**
Operating Expenses	9,892	9,292	19,000	3,270	**13,142**
Internal Services	6,086	4,430	10,489	6,985	**9,835**
Capital	0	0	0	0	**0**
Total	**$ 68,012**	**$ 91,905**	**$ 101,168**	**$ 93,674**	**$ 99,337**
Budgeted Positions	**3**	**3**	**2**		**2**

Budget Highlights

- 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.

Budget History

FY 02/03

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

FY 01/02

- 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.

FY 00/01

- 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- NORTH BEACH

Mission

To provide pressure cleaning services to the north beach districts areas of Ocean Terrace, 71st Street - Collins Avenue to Rue Notre Dame, Normandy Drive - Bay Drive to Rue Notre Dame, and Collins Avenue - 63rd Street to 74th Street. These services enhance appearance and maintain a clean and safe environment for the residents and visitors of Miami Beach.

Goals & Objectives

- To continue to provide pressure cleaning services to the North Beach areas of 71st Street, Collins Avenue to Rue to Notre Dame, Normandy Drive, Bay drive to Rue Notre Dame, and Collins Avenue - 63rd Street to 74th Streets.
- To continue to provide a clean and safe environment and well maintained public facilities for all residents and visitors of the City of Miami Beach.
- To continue to maintain new lighting, fountains, structures and related equipment in the North Beach areas.

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 59,249	$ 104,250	$ 60,683	$ 63,368	**$ 64,356**
Operating Expenses	6,053	5,968	19,000	5,694	**14,166**
Internal Services	4,109	4,094	10,129	6,682	**9,292**
Capital	0	0	0	0	**0**
Total	**$ 69,411**	**$ 114,312**	**$ 89,812**	**$ 75,744**	**$ 87,814**
Budgeted Positions	**3**	**3**	**2**		**2**

Budget Highlights

- 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.

Budget History

FY 02/03

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

FY 01/02

- 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.

SANITATION DIVISION

Mission

To keep the City of Miami Beach a clean and safe environment for all residents, businesses, visitors and employees.

To accomplish this mission we provide the following services:

Litter receptacle collection and disposal.

Litter receptacle maintenance.

Mobile street sweeping.

Manual street/sidewalk sweeping.

Collection and disposal of illegally dumped trash and debris.

Emergency trash and debris recovery after accidents and storms.

Sanitation code compliance.

Professional services in an efficient manner through cross training and emphasis on Customer Service.

Major Accomplishments

- Increased the level of cleanliness in Miami Beach by mechanizing a greater portion of the street-cleaning program.
- Increased the amount of pickups in various coverage areas throughout the litter can collection Program.
- Created a network of grids in the South District effectively improving the coverage.
- Reduced repair cost and downtime by establishing an equipment and vehicle preventive maintenance program.
- Simplified the permitting process by assigning an individual to oversee the administrative component resulting in a more efficient resolution.

Goals & Objectives

Customer Service

- Fully implement Centralized Customer Service initiative in coordination with the Public Works Department.

- Determine priorities expected to be met in responding to complaints and residential needs by continued customer service training.

Litter Can Collection

- Provide seven (7) days per week litter can collection, averaging over one thousand five hundred and fifty (1,550) cans and two-hundred (200) wire baskets daily.

Mobile Street Sweeping

- Supply seven (7) days per week mobile street sweeping, averaging one hundred fifty-six (156) miles daily. Sweeping all curbed streets city-wide once weekly.

Manual/Mobile Street Sweeping

- Implement innovative methods to automate manual sweeping to provide street cleaning in areas too congested for mobile street sweepers. (I.e. green machines, litter hawks, and MadVac)

Provide Trash Collection for Illegal Dumping

- Removal of trash from swale areas and alleyways because of illegal dumping and emergency trash removal.

Provide Emergency Clean up After Vehicle Accidents

- Citywide assistance as it relates to the clean up of auto accident debris and debris from commercial vehicles.

Sanitation Code Compliance

- Automate Violation process by implementing software to manage violations and complaints increasing the efficiency of office staff and Code Compliance officers.

Education and Communications with Residents

- Establish a program to better educate residents and business owners on waste disposal procedures.

Residential Garbage Collections

- Provide monitoring of the residential garbage collection contracts and the daily handling of complaints, concerns and requests received from residents. All complaints are addressed within a twenty-four (24) hour period excluding weekends, and are solved as soon as possible.

Homeless Assistance

- Manage and supervise the homeless work crews that complement and enhance the basic services provided by Sanitation. They are utilized for additional manual sweeping, raking, and cleaning of City streets, parks, and alleys. Their primary areas are: Fifth (5th) street to Fifteenth (15th) street on Meridian, Jefferson, Michigan and Lenox Avenues. This program is funded through the Jewish Vocational Services (JVS), and the City makes an annual donation of $50,000.00 (see budget code 199.6521.000353). Crew size is limited to a maximum of ten people.

Hurricane Preparedness

- Maintain an emergency plan in place to facilitate the safety of residents, businesses, visitors and employees during times of need.

Roving Crew

- Direct To increase the effectiveness of our street cleaning efforts and ensuring the availability of staff for citywide litter control.

Maintain Equipment Pressure Cleaning Program

- To increase the cleanliness/effectiveness of our equipment and the aesthetic appearance to the public.

Divisional Employees

- Continue to provide a safe and productive environment for the staff.

- Keep on encouraging career growth and build advancement possibilities to the employees through Cross training.

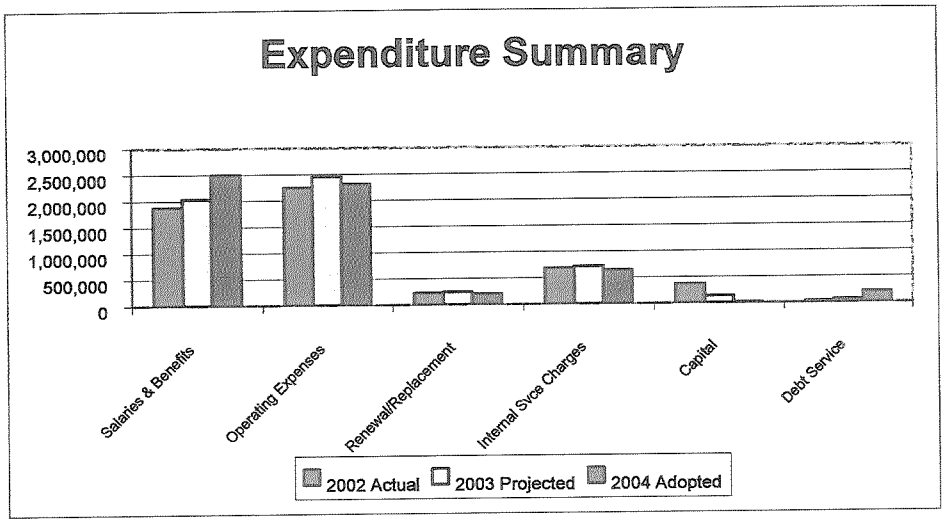
Performance Measurements

	Actual 2002	Projected 2003	Estimated 2004
Litter Receptacles Emptied (Annual)	534,000	534,000	600,000
Mobile Street Sweeping (Annual Mileage)	58,400	58,400	58,400
Mechanized Sweeping / Hand Sweeping (Annual Mileage)	2,964	2,964	3,989
Assist Parks Landscaping Div. in removal & disposal of foliage from City owned Properties and Illegal Dumping (Cu. Yds. Annually)	20,000	20,000	20,000
Process Commercial Waste Services (No. of Applications)	3,000	3,000	3,000
Process Roll-Off Permit (Annual Applications)	1,500	1,500	1,500

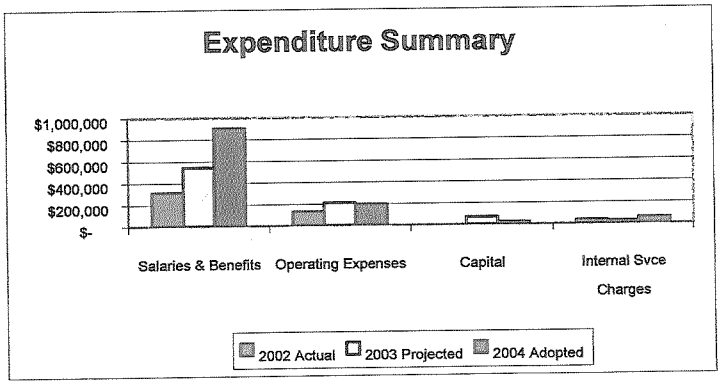
Division Financial Summary

REVENUE AREA	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Sanitation Fees	$ 2,704,107	$ 2,711,275	$ 2,774,865	$ 2,715,835	$ **2,821,444**
Trash Removal	22,002	18,252	21,500	7,436	**21,500**
Franchise Fees	613,620	799,754	1,235,202	1,358,669	**1,799,038**
Franchise-Right of Way	218,263	253,839	234,040	237,377	**253,833**
Roll Off	518,508	408,189	420,000	367,988	**318,000**
Violations/Fines	59,123	62,412	75,000	79,828	**75,000**
Impact Fee-Construction	569,097	513,526	594,000	624,179	**600,000**
Impact Fee-Commercial	665,935	727,013	600,000	706,012	**719,188**
Interest Earnings/Other	60,640	41,446	30,000	13,907	**30,000**
Ret. Earn./Loan Proceeds	0	0	272,900	199,467	**36,000**
Storm Water Fd Contrib.	381,542	381,542	381,542	381,542	**381,542**
Total	**$ 5,812,837**	**$ 5,917,248**	**$ 6,639,049**	**$ 6,692,240**	**$ 7,055,545**

EXPENSES-Citywide					
Salaries & Benefits	$ 1,653,594	$ 1,884,780	$ 2,247,081	$ 2,038,501	$ 2,497,253
Operating Expenses	1,893,596	2,243,455	2,188,907	2,462,569	2,318,148
Renewal/Replacement	145,248	221,152	195,378	242,043	195,378
Internal Svce Charges	584,303	683,863	576,814	713,829	643,604
Capital	855,266	367,757	63,225	130,846	12,000
Debt Service	31,570	22,571	238,725	54,619	204,172
Total	**$ 5,163,577**	**$ 5,423,578**	**$ 5,510,130**	**$ 5,642,407**	**$ 5,870,555**
Budgeted Positions	**53**	**58**	**66**		**60**



Expenses-South Beach					
Salaries & Benefits	$ 326,510	$ 316,637	$ 737,657	$ 544,537	$ 906,165
Operating Expenses	81,359	134,226	105,911	211,638	197,906
Capital	0	0	258,900	68,621	24,000
Internal Svce Charges	0	35,421	26,451	26,451	56,919
Total	**$ 407,869**	**$ 486,284**	**$ 1,128,919**	**$ 851,247**	**$ 1,184,990**
Budgeted Positions	**18**	**20**	**32**		**26**
Total Expenses	**$ 5,571,446**	**$ 5,909,862**	**$ 6,639,049**	**$ 6,493,654**	**$ 7,055,545**
SURPLUS/(DEFICIT)	**$ 241,391**	**$ 7,386**	**$0**	**$ 198,586**	**$0**
Total Budgeted Positions	**71**	**78**	**98**		**86**



* For information purposes only. The General Fund provides funding in the amount of $687,783 for an additional 15 positions dedicated to SBST.

Budget Highlights

- 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.

Budget History

FY 02/03

- 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.

FY 01/02

- 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.

FY 00/01

- 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.

FY 99/00

- 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

FY 98/99

- 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 PROGRAM

Mission

The Capital Improvement Program 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, and the Stormwater Bond program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment. 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.

Major 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.
- Substantially completed the following projects by September 2002:
  1. South Pointe Phase I
  2. Flamingo Pool
  3. Scott Rakow
  4. Groups "A" and "B" parks
  5. Espanola Way
  6. Bass Museum
  7. Purchase of Fire Apparatus
  8. Pine Tree Park
- Following projects were under construction by September 2002:
  1. Miami Beach Golf Club
  2. North Shore Park and Youth Center
  3. Recreational Corridor
  4. Regional Library
- Following projects were under design by September 2002:
  1. At least 4 Neighborhoods
  2. Fire Station 4
  3. Normandy Golf Course
- Defined, finalized and documented CIP expectations from 7 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, such as Bond draw-downs

Goals and Objectives

- Develop a CIP plan for future components.

- Create an effective structure for the management and coordination of the Capital Construction Program.

- Develop City organizational capacity to implement and manage CIP projects.

- Use existing funds to obtain additional funding.

- Deliver capital projects in accordance with implementation plan.

- At 100% Design, CIP to provide life cycle maintenance cost estimate to owner department for annual budget purposes.

- Integrate City Center RDA into overall sequencing plan.

- Integrate master plan for Arts in Public Places in the Capital Improvement Program Master Plan.

- Integrate Parking Department Capital projects into overall sequencing plan.

- Continue to hold a series of Community Workshops on the City's Capital Improvement Project Construction Process, as projects move into construction.

- Support the Planning Department's efforts to create a CIP Plan that can be used as the basis for revised CIE (Capital Improvement Element) of the Comprehensive Plan which needs to be updated by 2004 as per State Statutes.

- Schedule Commission Workshops as projects enter into construction phase to prepare the Commission for construction issues they may face/hear about.

- Promote successful completion of CIP projects to the public. Citizens should be also informed of those delayed projects and anticipated completion dates.

- Utilize the Job-Order-Contracting (JOC) Contractor.

- Create a series of departmental manuals outlining departmental policies, procedures, practices and expectations for the Construction Management, Administrative, Inspection and Community Information Divisions, as well as for the department as a whole.

- Transfer the General Obligation Bond Master Inventory of documents to digital format.

- Substantially complete following projects by September 2003:
  1. Regional Library
  2. Miami Beach Golf Club Golf Course
  3. North Shore Park and Youth Center
  4. North Shore Open Space Park Phases II and III
  5. Normandy Isle Pool
  6. Chase Avenue Streetscape
  7. Scott Rakow Youth Center
  8. Española Way Streetscape
- Have following projects under construction by September 2003:
  1. Lummus Park
  2. Colony Theater
  3. Fire Station No. 4
  4. Fire Station No. 2/ Public Works Yard Phase I
  5. South Shore Community Center
  6. Marseille Drive Streetscape
  7. La Gorce ROW Improvements
  8. Oceanfront ROW Improvements
  9. Miami Beach Golf Club Cart Storage Barn
  10. Miami Beach Golf Club Clubhouse & & Maintenance Facility
  11. Miami Beach Golf Club Fence
  12. Convention Center ADA
  13. TOPA Lobby Interiors
  14. 12th St. Garage Renovation
  15. Washington Avenue Streetscape
  16. Water/Wastewater Pump Station Upgrades
  17. La Gorce/ Pine Tee Drive Landscaping Medians
  18. 41st St. Streetscape Phase 2- Bridge Enhancement
  19. 42nd St. Streetscape Enhancement
  20. Parks Maintenance Facility
  21. Bay Road Streetscape (14th to 16th St)
  22. Community Garden
  23. Palm & Hibiscus Guardhouse
  24. Pump Station on Terminal Island / Macarthur Causeway 20-inch Water Line
  25. Group "C" Parks - (Fairway, Muss and Washington Parks)
- Have following projects under design by September 2003:
  1. Altos Del Mar Park
  2. Collins Park / Cultural Campus Streetscape
  3. Botanical Garden
  4. South Pointe Streetscape Phase II
  5. Normandy Shores Golf Course
  6. Nautilus / Orchard Park ROW Improvements
  7. Public Works Facility Phase II
  8. Venetian Islands Neighborhood
  9. Sunset Island Utility Undergrounding
  10. Flamingo Park /Property Management Facility
  11. South Pointe Park
  12. Star/Palm/Hibiscus ROW Improvements/ Palm & Hibiscus Utility Undergrounding

Performance Measurements

- Percentage of Neighborhood Streetscape Projects on Schedule from Issuance of Notice to Proceed for Construction
- Percentage of Parks and Facilities Projects on Schedule from Issuance of Notice to Proceed for Construction
- Total Number and Percentage of Projects in Construction within Original Budget Appropriation
- Percentage of Total Project Change Orders that Exceed 50% of Appropriated Contingency, Excluding Owner Requested Changes
- Total Percentage of Consultant Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office
- Total Percentage of Contractor Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office

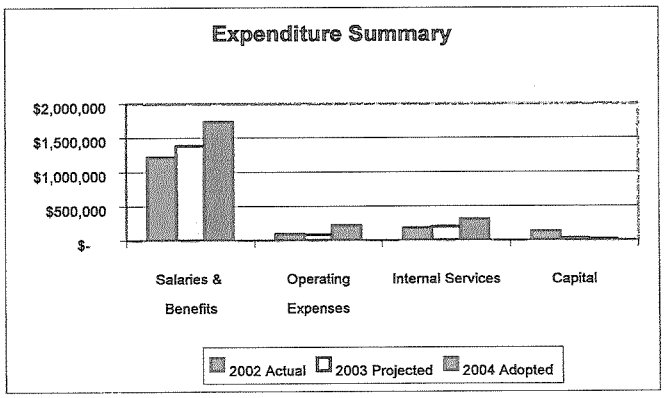
Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Percentage of Neighborhood Streetscape Projects on Schedule from Issuance of Notice to Proceed for Construction	N/A	75%	67% (2 of 3)	75%
Percentage of Parks and Facilities Projects on Schedule from Issuance of Notice to Proceed for Construction	N/A	60%	78% (7 of 9)	90%
Total Number and Percentage of Projects in Construction within Original Budget Appropriation	N/A	79% (15 of 19)	75% (9 of 12)	75%
Percentage of Total Project Change Orders that Exceed 50% of Appropriated Contingency, Excluding Owner Requested Changes	N/A	N/A	14%	10%

Total Percentage of Consultant Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office	N/A	N/A	46%	67%
Total Percentage of Contractor Payments Processed through the CIP Office within 14 Days of Receipt of Proper Invoice and Paid within 25 Days of Receipt by CIP Office	N/A	N/A	65%	75%

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 959,669	$ 1,218,995	$ 1,597,087	$ 1,383,929	$ 1,736,991
Operating Expenses	80,056	92,439	236,570	83,213	215,247
Internal Services	160,786	181,649	248,503	196,800	309,036
Capital	5,034	128,465	78,198	26,343	15,000
Total	**$ 1,205,545**	**$ 1,621,548**	**$ 2,160,358**	**$ 1,690,285**	**$ 2,276,274**
Budgeted Positions	18	24	24		24



Budget Highlights

- 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.

Budget History

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 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

Mission

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.

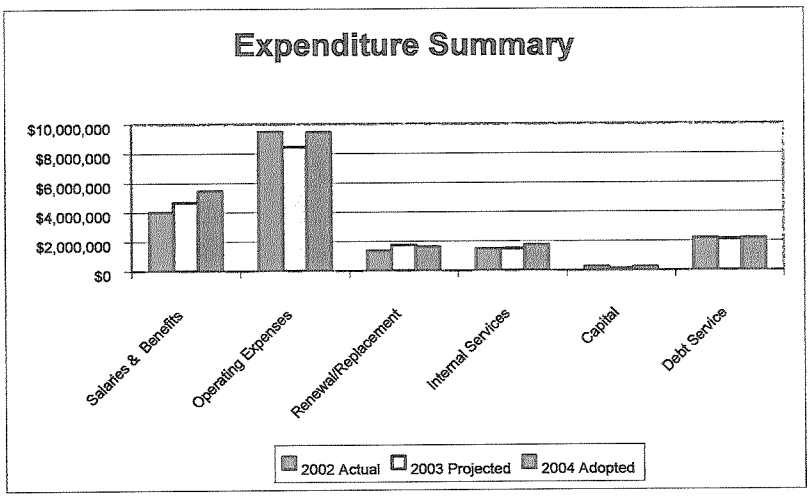
Departmental Goals

- To provide safe, clean and affordable parking.
- To provide specialized park-and-ride services for events.
- To develop new parking programs in this rapidly growing urban environment.
- To be responsive to its constituents and quality of life issues, all while maintaining a delicate balance and a proactive approach to the challenges of parking in the City

Departmental Financial Summary

PARKING REVENUES	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Meters	$ 9,669,024	$ 9,839,687	$ 8,947,691	$ 10,258,064	$ 9,875,046
Parking Citations	3,462,145	2,932,229	3,050,000	2,839,967	3,000,000
Attended Parking	1,683,230	1,634,882	1,529,910	1,646,259	1,635,896
Residential Permits	634,031	763,150	608,800	481,881	625,000
Preferred Lot	496,674	503,498	487,720	579,129	519,932
Garages	3,681,154	3,646,358	3,766,888	3,642,451	3,725,053
Meter-Space Rental	224,015	266,584	225,000	379,650	266,584
Valet	327,489	414,026	310,000	377,434	410,000
Towing Fees	154,372	123,828	100,000	206,506	120,000
Interest Earnings	1,034,377	441,743	500,000	308,939	340,000
7th St. Garage Mgmt. Fee	62,790	63,510	60,819	60,819	60,102
Other	51,659	74,712	0	(55,996)	137,888
Total	**$ 21,480,960**	**$ 20,704,207**	**$ 19,586,828**	**$ 20,725,103**	**$ 20,715,501**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 3,405,918	$ 4,028,474	$ 4,760,245	$ 4,692,135	$ 5,480,651
Operating Expenses	6,483,704	9,479,227	9,414,841	8,427,356	9,435,967
Renewal/Replacement	1,633,410	1,378,576	1,633,409	1,753,112	1,633,409
Internal Services	1,334,256	1,467,573	1,518,937	1,490,810	1,765,368
Capital	228,856	239,303	73,290	99,789	214,000
Debt Service	2,186,106	2,186,106	2,186,106	2,130,443	2,186,106
Total	**$ 15,272,250**	**$ 18,779,259**	**$ 19,586,828**	**$ 18,593,645**	**$ 20,715,501**
Budgeted Positions	**103**	**108**	**108**		**106**



Departmental Budget Highlights

- 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.

Administration

Mission

The Administrative Division's mission is to effectively manage the Department's finances, purchasing, payroll, human resources and office management. The Administrative Division oversees customer service activities including the Residential and Business/Individual Parking Programs, meter rentals, and a customer service information window. This division sorts and deposits parking meter revenue and Electrowave revenue.

Major Accomplishments

- 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 with all mailings sent out six weeks prior to the expiration of the permit thereby affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.

- Implemented a department-wide professional development program. We have improved communication amongst all persons in the department, recognized and rewarded superior performance, improved morale, and provided enhanced training opportunities.

Goals and Objectives

- Sell 27,000 parking permits to residents per annum, 28,000 debit cards, and 36,200 monthly permits to businesses and individuals

- Sort and deposit parking meter revenue and retrieve data at the rate of 520,000 meters per annum.

Performance Measurements

	Actual 2001	Actual 2002	Projected 2003	Estimated 2004
Sale of Residential Permits	24,037	27,011	27,000	27,000
Sale of Debit Cards	28,474	28,161	28,000	28,000
Sale of Monthly Permits to Individuals and Businesses	35,388	36,199	36,200	36,200
Meter Revenue Sorted and Deposited	$9,669,024	$9,849,002	$9,811,463	$9,811,463

Division Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 598,497	$ 767,892	$ 881,867	$ 893,185	$ 1,153,228
Operating Expenses	2,009,562	4,318,805	3,057,211	3,010,326	2,975,278
Renewal/Replacement	0	0	0	0	0
Internal Services	417,155	494,614	450,053	439,662	555,219
Capital	38,896	87,133	1,000	4,466	17,000
Debt Service	2,186,106	2,186,106	2,186,106	2,130,443	2,186,106
Total	$ 5,250,216	$ 7,854,550	$ 6,576,237	$ 6,478,082	$ 6,886,831
Budgeted Positions	19	20	20		20

On-Street Parking

Mission

Continue encouraging long term parkers to relocate from on-street facilities to off-street facilities. This is being achieved by utilizing incentives such as: rate structure, time limits, trailblazing signs, and consistent enforcement.

Major Accomplishments

- To aid in the relocation of parking from on-street to off-street locations. A rate ordinance was established to provide for a $1.00 parking rate south of 23rd St and enforced hours of parking from 9:00 a.m. to midnight. This was established to encourage the use of off-street facilities.

- An automated work order system was established to improve the processing of work orders related to on-street parking regulation markings and signage including loading zones, spaces for disabled parkers, as well as other on-going maintenance efforts.

- Performance based budgeting for Enforcement guided by the Budget Advisory Committee established a goal of five hours of patrol time by Enforcement personnel. This goal has consistently been exceeded within the past year.

- Enforcement has established a headquarters location at the 42nd Street Garage

- The sign and post installation unit has established a shop and office location at 1837 Bay Road.

- The unified Lincoln Road valet program has been implemented.

- Coordinated with the Parking Violations Bureau for passage of an inter-local agreement for acquisition of hardware and software for the Autocite System (computer system used by Enforcement to issue citations, retrieve data, issue reports, and upload and download data).

- Obtained authorization to increase our Enforcement staff by six positions.

- Worked in concert with the Parking Violations Bureau to obtain the services of a collection bureau to increase the successful collection of citation revenue.

- Provided information services to persons in vehicles via our electronic Variable Message Signs which were placed on various roadways as needed.

Goals and Objectives

- Maximize on-street parking inventory by efficiently regulating commercial/passenger loading zones (HNTB recommendations).

- Continue citywide regulatory sign program for the promulgation and enforcement of state, county, and municipal parking regulations.

    1. Conduct citywide surveys to update existing inventory and forecast future needs.

    2. Review adjacent land uses to determine hours of enforcement, time limits, deployment of commercial/passenger loading zones rate structure, and ADA compliance.

    3. Update and maintain existing trailblazing sign program.

- Continue on-street parking management plan facilitating short term parking and encouraging long-term parking at off-street surface lots and garages.

- Enforce all state, county, and municipal codes and ordinances related to on and off-street parking including overtime parking, disabled, restricted, prohibited or hazardous parking, residential parking permit zones, and regulation and enforcement of valet parking on the public right-of way.

    1. Routine and consistent enforcement patrols of all on-street and of-street metered spaces.

    2. Routine and consistent enforcement patrols of residential parking permit zones.

    3. Implementation of "time limit" enforcement to encourage long term parking at off-street facilities.

    4. Routine and consistent enforcement of valet parking on the public right-of-way.

    5. Deployment of scofflaw task force for vehicles with five (5) or more outstanding parking citations.

    6. Implementation of the "Tow Team Task Force". A Parking Enforcement Specialist will be assigned to a wrecker from each towing service provided to cite and tow double-parked vehicles.

Division Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 2,034,516	$ 2,349,417	$ 3,227,835	$ 3,166,550	**$ 3,580,080**
Operating Expenses	969,801	1,089,974	2,010,963	1,584,577	**2,018,956**
Renewal/Replacement	818,400	689,288	814,496	876,556	**814,496**
Internal Services	460,927	500,496	561,057	483,575	**641,755**
Capital	93,894	60,271	72,290	60,708	**172,000**
Debt Service	0	0	0	0	**0**
Total	**$ 4,377,538**	**$ 4,689,446**	**$ 6,686,641**	**$ 6,171,966**	**$ 7,227,287**
Budgeted Positions	**61**	**73.5**	**73.5**		**71.5**

Off-Street Parking

Mission

The Off-Street Division is to continue to take a proactive role in the daily operations of all off-street facilities under its supervision, the continued automation of all parking garages, and providing the public with safe, clean and well maintained facilities.

Major Accomplishments

Refurbished and landscaped Lot 20X at Collins Avenue and 27th Street.

Goals and Objectives

- Continued training of personnel to ensure high standards of customer service.
- The full implementation of a monthly access card system for all off-street facilities.
- Continue the surface parking lot refurbishment program.
- Continue to provide data extracted from revenue control to show trends such as average length of stay, daily revenue reports, monthly access card activity and project rate changes as dictated by usage shown. This same information will also allow the off-street division to determine scheduling of labor to coincide with usage.

Division Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 772,905	$ 911,165	$ 650,543	$ 632,400	**$ 747,343**
Operating Expenses	3,504,341	4,070,448	4,346,667	3,832,453	**4,441,733**
Renewal/Replacement	815,010	689,288	818,913	876,556	**818,913**
Internal Services	456,174	472,463	507,827	567,573	**568,394**
Capital	96,066	91,899	0	34,615	**25,000**
Debt Service	0	0	0	0	**0**
Total	**$ 5,644,496**	**$ 6,235,263**	**$ 6,323,950**	**$ 5,943,597**	**$ 6,601,383**
Budgeted Positions	**23**	**14.5**	**14.5**		**14.5**

Departmental Budget History

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

Mission 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."

Mission

Fleet Management maintains and repairs the City's fleet of approximately 1,160 pieces of rolling stock, including vehicles for public safety (police and fire), motorcycles, sedans and light trucks, heavy equipment, watercraft and other rolling stock.

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.

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 towing and wrecker services for all City vehicles on a twenty-four (24) hour 365 days a year basis.

Respond to emergencies, call outs, 365/24/7 and operate facility 5 days per week from 7am - 5pm for General Fleet.

Verify, track, approve and process Fleet Management invoices for payment.

Order, track and maintain appropriate automotive parts stocking level.

Vision

Satisfied Customers, cost effective and the right equipment for the job.

Core Values

- Customer focused
- Work together
- Keep it simple
- Keep your word
- Accountability

Major Accomplishments

Manpower

Fleet Management has reduced staffing levels by three employees through the redistribution 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. The result is fleet is more efficient and performing more alignments which should result in reducing premature wearing of tires. 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 Tracking

Upgraded our Fleet Management (Faster) system to windows and expanded access to Police and Fire.

Lease Vehicles

Fleet Management **successfully leased** 18 motorcycles (16 plus 2 spares) for the Police Department. The new lease is expected to save the City approximately $63K over the next three (3) years.

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. **100% implementation was achieved in March 2003.**

New Resource

Ford Motor Company has provided an on-line reference system, (Oasis) which provides Recall Notices, Repair History, Warranty Information and Technical Bulletins. Tropical International and auto parts supplier has provided an online system allowing us to access their inventory and generate orders online.

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.

Fuel/Lubricants The **Physical Lubricants Inventory Process has been automated** through a program written in Microsoft Excel, which provides an accurate reading, to ensure Fleet maintains proper fuel/lubricant levels.

Fleet Invoice **Productivity increased 5%** by continuing efforts of streamlining invoice processing. Tracking individual invoices and ensuring credits are received for core deposits when parts are returned. Real time processing of daily expenditure reports are provided to track expenses to ensure the budget is maintained.

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.

Vehicles to Mechanic Ratio Ratio of Operations/Management is 6.25 to 1.

Fiscal Year	Vehicles/Equipment to One Mechanic			
	Budget	Actual[1]	Adjusted[2]	Units
FY 97-98	44:1	44:1	62:1	834
FY 98-99	50:1	44:1	62:1	850
FY 99-00	54:1	46:1	64:1	913
FY 00-01	58:1	83:1	90:1	996
FY 01-02	68:1	85:1	96:1	1,069
FY 02-03	74.1	88.1	99:1	1,142
FY 03-04	89.2	__._	__._	1,160

1. Reflects the average filled positions during the fiscal year.
2. Adjusted by leave time.

Goals & Objectives

- Promote Customer Service and Safety as our top priority job.
- **Expand** the number of alternate sources of fueling City vehicles. Continue to partner with the private sector, which will expand the number of locations within the City.

  1. Eliminate excessive travel time to obtain fuel.

- Continue implementation of our citywide program that monitors vehicles and equipment repairs, including scheduling preventive maintenance (PM) on a consistent basis.

    1. Reduce the need for premature replacement or repair. The fleet consists of approximately 1,160 pieces of rolling stock. It is anticipated that all equipment will receive preventive maintenance a minimum of three (3) times a year.

- Promote outside training opportunities for employees.

    1. Encourage employees to improve current skill levels and achieve advanced certifications.

- Provide more general training classes for employees.

    1. To enhance skills in the area of computer diagnostics, troubleshooting, problem resolution, Safety (OSHA), environmental standards and customer service.

- Reduce repair and operations cost while maintaining downtime hours to the end user.

    1. Increase productivity; improve scheduling and performing preventive maintenance on a consistent basis. Demonstrate a 2% reduction in the cost of "Repairs" while maintaining "Downtime Hours" over previous year's objectives.

- Review and update all divisional job specifications for new hires.

    1. The skills necessary to perform job task should be properly identified in the job descriptions, matched to the task and be in the appropriate job classification.

- Continue to implement a 'Quality Improvement Program' and increase employee participation in benchmarking with other municipalities having a fleet of the same size and portions of the private sector.

    1. Increase productivity through process improvement.

- Improve administrative reporting of operation and maintenance cost, and other fiscal requirements to operate our facility.

    1. To have accurate information available in a timely manner in order for the administration to make a sound business decisions.

- Develop and implement a plan to bring the City's fleet into compliance with vehicle standards per the City policy and Department of Transportation.

1. Meet or exceed all standards to ensure all vehicles/equipment is safe to operate and is in compliance with OSHA and DOT standards.

- Increase Employee Safety awareness.

  1. Reduce the number of on the job injuries through education and meetings.

- Focus on special and heavy equipment preventative maintenance and operation.

  1. To ensure equipment is routinely maintained and being operated in a safe manner.

- Empower employees to make decisions, take responsibility and be held accountable.

  1. To have employees take ownership of their work product.

- Continue the process of eliminating obsolete material from the warehouse.

  1. Make the inventory purposeful as it relates to today's fleet.

- Streamline Invoice Processing, tracking and reporting within the Fleet Department.

  1. Continue streamlining process to facilitate expenditure tracking and forecasting.

- Update Fleet Management Policies and Procedures.

- Continue to seek new opportunities by streamlining processes, reducing costs of operating and maintaining the City Fleet Management Department through evaluating comparisons between Outsourcing and In-House Services".

  1. Below is a partial listing of job tasks, which are **Outsourced:**

     Brake Drum - Turning for Large Trucks
     Emission Testing
     Engine Rebuilding
     Glass Replacement
     Graphics Design & Installation
     Key Making (Partial)
     Marine Repairs (Boats and Motors)
     Motorcycles/Jetski/ATV Repairs
     Paint and Body Repair
     Radiator Repair
     Rebuilding A/C Compressors or Alternators
     Seat Cover and Headliner Repair
     Specialty Coating Treatment (bed liners/undercoating)
     Speedometer Calibration
     Tire Installation/Repairs (Partial)

Towing – Heavy Equipment (5-ton+) and after hours
Transmission Rebuilding
Warranty Items from factory/vendors
Welding (Heavy)
Window Tinting

Performance Measurements

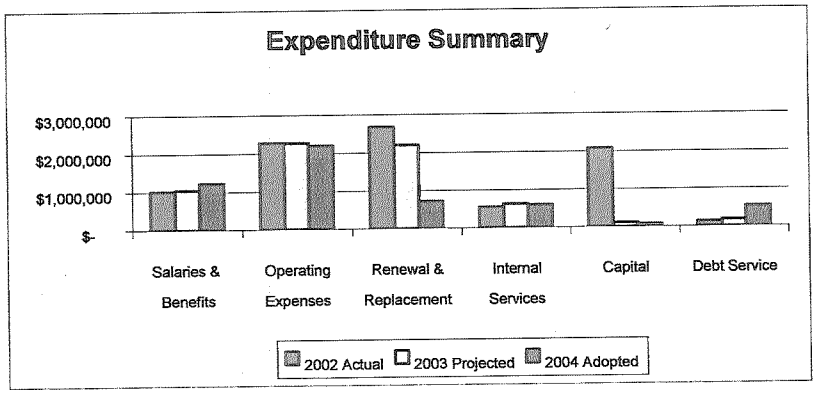
- Three key Fleet Management Performance Measurements and Objectives:

  1. Total number of Preventative Maintenance jobs performed, compared to previous Fiscal Ye
  2. Total Maintenance Repair Costs, compared to previous Fiscal Year.
  3. Total Vehicle/Equipment Downtime Hours, compared to previous Fiscal Year.

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Average Rolling Stock (Vehicle/Equip)	1,069	1,142	1,160	1,160
Preventive Maintenance Jobs	**2,223**	**2,637**	**2,800**	**2,800**
Maintenance Repair Costs	**$1,138,408**	**$1,378,795**	**$1,400,000**	**$1,400,000**
Vehicle/Equipment Downtime Hrs.	**87,558**	**86,146**	**88,000**	**88,000**
Total Work Orders Generated	8,961	10,505	11,000	11,000
Total Number of Repair Tasks	17,984	19,345	19,500	19,500
Diagnostic Jobs	2,523	2,666	2,750	2,750
General Repair Jobs	2,412	3,654	3,700	3,700
Tire Repair Jobs	1,645	2,081	2,100	2,100
Brake Repair Jobs	868	1,172	1,200	1,200
Lighting System Repair Jobs	772	1,072	1,100	1,100
Battery Repair Jobs	759	953	1,000	1,000
Unleaded Fuel Consumed (Gal.)	613,337	642,000	696,000	696,000
Diesel Fuel Consumed (Gal.)	119,784	109,000	114,000	114,000

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Revenue Area					
Inter-Departmental Charges	$5,512,420	$5,676,689	$4,851,104	$4,899,837	**$4,840,444**
Retained Earnings	1,792,426	919,512	55,000	1,137,012	**72,500**
Loan Proceeds	0	903,432	0	0	**0**
Interest/Other	978,828	1,239,256	541,927	404,849	**453,321**
Total	**$ 8,283,674**	**$ 8,738,889**	**$ 5,448,031**	**$ 6,441,698**	**$ 5,366,265**
Expenditure Area					
Salaries & Benefits	$ 765,576	$ 1,020,776	$ 1,139,776	$ 1,046,123	**$ 1,225,769**
Operating Expenses	2,906,018	2,273,543	2,291,621	2,265,665	**2,203,599**
Renewal & Replacement	2,698,779	2,676,092	721,436	2,202,975	**721,436**
Internal Services	488,032	555,153	650,248	632,654	**603,242**
Capital	1,395,134	2,075,725	55,000	116,148	**72,500**
Debt Service	30,135	137,600	589,950	178,133	**539,719**
Total	**$ 8,283,674**	**$ 8,738,889**	**$ 5,448,031**	**$ 6,441,698**	**$ 5,366,265**
Budgeted Positions	**28**	**28**	**28**		**25**



Budget Highlights

- 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.

Budget History

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

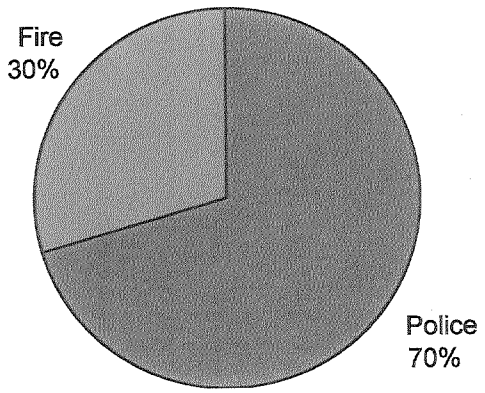
PUBLIC SAFETY

Scope

This function is comprised of the following Departments and Divisions:

Public Safety	Adopted FY '03/04	Adopted FY '02/03	% of Function to Adpted. GF Budget 03/04	Over/ (Under)
Operations				
Police	$ 56,504,946	$ 53,789,261	37.1%	$ 2,715,685
Fire	28,339,156	27,048,464	18.6%	1,290,692
Total Public Safety	$ 84,844,102	$ 80,837,725	55.7%	$ 4,006,377

Public Safety Positions



POLICE DEPARTMENT

Mission

We are 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.

The Miami Beach Police Department, **an internationally accredited law enforcement agency**, is responsible for public safety, order maintenance and the protection of lives and property within the geographic limits of the City. The Department provides this protection for City residents, merchants, and visitors through the application and enforcement of Federal, State, County and Municipal laws.

The department is a full service law enforcement agency receiving direction from the Chief's Office and functions with five major divisions; Patrol, Criminal Investigations, Support Services, Technical Services (911 Center), and Special Services.

Patrol is the most visible component of the Department. The Patrol Division operates from a community policing philosophy and district deployment. Several units within the Patrol Division provide specialized services to the community. Those units include Accident Investigation/S.T.E.P. Unit, Bicycle Squad, Marine Patrol, Special Response Team (SRT), School Resource Officer, Neighborhood Resource Officer and Canine Officer.

The Police Department conducts operations from five facilities within the City; Main Headquarters, Marine Patrol, the North End Sub-station (NESS), Strategic Investigations Unit, and also the Historic Old City Hall.

Departmental Goals

- To create a safe environment within the city of Miami Beach for residents, merchants and visitors.
- To enforce all laws and ordinances accordingly, prevent crimes and apprehend offenders.
- To instill the concept of ethics and values within the Police Department and to continue to improve the image of the Police department within the community.

- To maintain the Department's State accreditation status with the State Commission of Accreditation for Law Enforcement. The Department has maintained its accreditation since October 12, 2001.

- To successfully complete the CALEA re-accreditation inspection process in August 2003.

- To maintain our developed partnerships with the community and better serve their needs through feedback and evaluation.

- To assist employees in their professional growth by providing necessary training and career development opportunities for both sworn and non-sworn personnel.

- To continue working with all City Departments to enhance services for our citizens.

- To enhance a City-wide homeless strategy which will benefit the recipients and serve as a model for other communities.

- To continue implementation of the mobile computer laptop program. There are one hundred, twenty-five (125) mobile laptop computers operating to date.

- To address the Quality of Life issues impacting our residents.

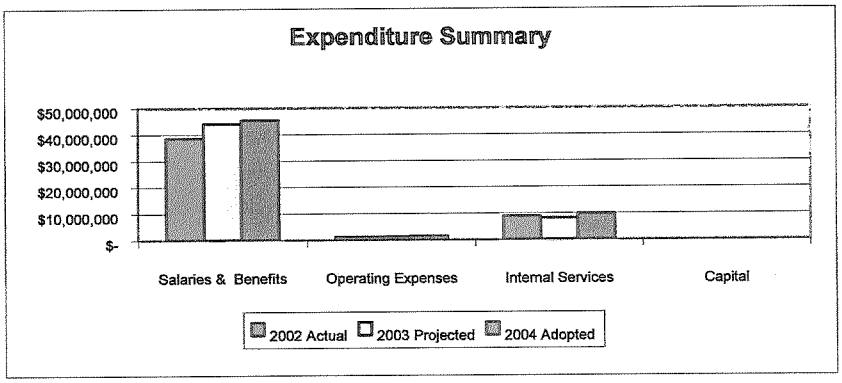
- To develop a comprehensive Terrorism Response Plan, facilitate a Department wide training in this area, and purchase Personal Protection Equipment for all essential personnel.

Departmental Financial Summary

(General Fund)

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Traffic Fines	$ 728,886	$ 628,005	$ 716,000	$ 540,711	$ 650,000
Off Duty Admin Fee	285,830	274,365	462,000	393,604	395,000
Towing	90,830	90,540	112,500	117,995	112,500
False Alarm Fines	37,505	25,000	30,000	41,225	40,000
False Alarm Permit	3,000	11,420	5,000	650	5,000
Traffic-tickets-surcharge	0	0	0	0	45,000
Cost Recovery	0	0	0	0	38,000
LOGT-School Guards	62,159	46,378	60,000	34,466	50,000
Parking-School Guards	51,824	44,171	55,000	54,311	55,000
Total	**$ 1,260,034**	**$ 1,119,879**	**$ 1,440,500**	**$ 1,182,962**	**$ 1,390,500**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 36,041,829	$ 38,683,259	$ 43,403,712	$ 44,123,489	**$45,450,109**
Operating Expenses	1,088,056	1,092,461	1,373,849	1,027,921	**1,250,580**
Internal Services	8,378,305	8,954,026	9,011,700	8,198,700	**9,798,957**
Capital	0	3,449	0	2,939	**5,300**
Total	**$ 45,508,190**	**$ 48,733,195**	**$ 53,789,261**	**$ 53,353,049**	**$56,504,946**
Budgeted Positions					
Sworn	381 + 14 PT	381 + 0 PT	366 + 0 PT		366 + 0 PT
Civilian	149 + 14 PT	153 + 14 PT	153 + 14 PT		145 + 14 PT
Total General Fund	530 + 14 PT	534 + 14 PT	519 + 14 PT		511 + 14 PT
RDA Funds					
Sworn	0	0	0		15 + 0 PT
Total All Funds	**530 + 14 PT**	**534 + 14 PT**	**519 + 14 PT**		**526 + 14 PT**



OFFICE OF THE CHIEF

Mission

"We are 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."

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. Additionally:

- The Chief's Office administers, supports and coordinates the activities of the Chief of Police and the Assistant Chiefs of Police.
- 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 Special Services Division is comprised of two (2) units (Planning and Research/ Internal Affairs Unit). 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 and statistical information for effective agency management.

Major Accomplishments

- Administration

    1. Attendance at both the IACP Legislative Committee meeting in St. Louis and the IACP National Convention in Minneapolis. Appointment to the IACP Legislative Committee the IACP Administrative Policies Committee

2. Provide funding for local organizations to further their community improvement projects. Those organizations include: the Miami Beach Education Foundation, Police Athletic League, South Point Read-a-loud Crowd, South Beach Chamber of Commerce, Victim Services Center. The department also sponsored fund raising events such as the Annual Police and Fire Fishing Festival to benefit the Project to Cure Paralysis.

3. Reclassification of support staff to appropriate administrative levels.

4. 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.

5. Hosted several Motivational, Strategic Planning and Team Building training sessions for Command Staff members.

6. Established a Grooming/Uniform Committee

7. Established a Building Security Committee.

8. Two Officers received Dade County Chiefs of Police Association Officer of the Month Award.

9. The Chief's Office personnel volunteered in the Volvo Ocean Race 5k, The Torch Run, American Heart Walk, Domestic Violence Walk, Kiwanis Walk for NYPD & FDNY, Veteran's Day Walk, PAL Charity Golf Tournament, PAL Turkey Give-Away, PAL Bike Give-Away, and the MBPD Christmas Toy Give-Away.

10. Chiefs Office Personnel participated in the Art Deco Parade, Dedication of the Retirees Wall of Honor, the EsSkate Event, FCAT Pep Rally, Read to Kids Program at North Beach Elementary, Orange Ribbon Day-Elderly Watch, and the Citizens Stand Against Crime.

- Internal Affairs

  1. Maintained, updated and revised the current Internal Affairs Management tracking system to obtain additional statistical data for management review.

- Police Athletic League

  1. The PAL awarded, hosted and or participated in the following activities and awards ceremonies:

     - Awarded two scholarships to Miami Beach Senior High School students
     - Awarded three savings bonds 8th grade Nautilus Jr. High graduates
     - Awarded four college scholarships, totaling $16,000

- The "8th Grade Happening"
- Two Community Clean-Up programs
- Boat Show Fund-Raiser
- Baseball Card Giveaway – 5,000 cards to several hundred children
- On-going Book Giveaway
- Bicycle, Skate and mini-bike Giveaway for Perfect Attendance
- Paint-Out in Miami – community service/painting of six houses
- Back to School Giveaway and Barbecue
- U.S. News and World Report College Guide – 4000 distributed
- Explorer Summer Program – 10 students working 20 hours weekly and volunteering 50 hours per week

In addition to the awards and events listed above, the Police Athletic League also:

- Created an endowment to provide perpetual source of revenue.
- Hired a Grant Writer
- Established a PAL sponsored Basketball, Baseball, and Track and Field Team.

- Public Information Office

1. Implemented policies to centralize information releases to the media

2. Focused more attention on Miami Beach, circulated media outlets, i.e. Sunpost and Miami Herald Neighbors.

3. Continued focus on Public Relations and 'selling' the Department to local citizens and other Law Enforcement Agencies.

4. Continued maintaining a professional, working relationship with the news media.

5. Evaluated and updated the department's web site.

6. Used the web site to open lines of communication with our citizens, the Media and other Law Enforcement Agencies.

- Financial Management Unit

1. Implemented policies to centralize information releases to the media

2. Redesigned and maintain the Account Information Management and Document Tracking System.

3. Created departmental policies for streamlining and paper reduction.

4. Implemented an automated, periodical financial reporting system to keep management informed of spending trends and over-expenditures in an effort to maximize public, grant and other special funding sources.

5. Initiated an audit of the Unit in an effort to improve the department's financial and inventory accountability, overall efficiency, customer service, career development and team accomplishments.

6. Evaluated existing overtime reporting and tracking system and initiated an all new and improved overtime accountability system.

7. Implemented the final stages of the new filing system.

- Police Legal Advisor

1. Represented the Department in Forfeiture Proceedings

2. Provided Roll Call training on pertinent new laws and ordinances.

3. Conducted research for the Pit-Bull Initiative & Leash and the Boom Box Ordinance

4. Evaluated and reorganized the policy on General Counsel Consulate

5. Represented the Department in Civil Forfeiture proceedings

Goals and Objectives

Coordinate the functions of the five Divisions and the Chief's Office.

- Chief's Office

1. Coordinate and direct the activities of all employees, emphasizing quality customer service, ethical conduct and public safety.

2. Review all departmental policies and procedures, adjusting and improving as necessary.

3. Emphasize the enforcement of "Quality of Life" issues with a strong focus on Community Policing by promoting creative, innovative problem-solving solutions.

4. Work within the Community to foster greater understanding, eliminate fear, promote harmony and reduce crime.

5. Coordinate law enforcement activities with Federal, State and local law enforcement agencies.

6. Continue initiatives to increase the department's financial accountability and the conservation of public funds.

- Patrol Division

1. Continue to promote and foster the Community Policing Philosophy and its Police and Community partnership and problem solving concept.

2. Coordinate the operation of the three Districts; South, Middle and North.

3. Continue the promotion of superior customer service, quality of service, and improvement of quality of life within Miami Beach.

- Support Services Division

1. Continue our emphasis on hiring, both sworn and non-sworn personnel.

2. Improve both the quantity while maintaining a high-quality of internal services.

3. Review current processes within the Training Unit for effectiveness and fairness and implement new policies as needed.

4. Continue to prioritize accountability for all Off-Duty assignments and functions.

5. Implement recommendations for improvements and repairs to the Police Station building.

- Criminal Investigations Division

1. Enhance services to crime victims through follow-up investigations and services.

2. Continue pro-active policing to deter crime against persons and property.

3. Enhance and prioritize our efforts regarding youth crimes, domestic violence, liquor laws, and street narcotics.

4. Provide follow-up investigations to a wide range of criminal offenses.

- Technical Services

1. Utilization of the newly installed CAD/RMS to its fullest potential.

2. Continue prioritizing procurement of technology through all available funding sources.

3. Monitor accreditation policies and the enforcement of its standards throughout the Department.

- Special Services Division

1. Review and implement the ideas of the International Chiefs of Police Audit for the Internal Affairs Unit.

2. Maintain all discipline throughout the Department, including any discipline generated from the Take Home Car Committee and Accident Review Board.

3. Provide additional information to management to refine the Stress Warning System and identify potential problems earlier.

4. Complete the Customer Service Program for the year, providing information on input from our client base.

Performance Measurements

OFFICE OF THE CHIEF	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
INTERNAL AFFAIRS				
Internal Affair's Cases (IA and GI)	61	55	60	60
Shift Level Investigations	35	32	33	33
MEDIA RELATIONS OFFICE				
Press releases issued	55	34	40	45
POLICE ATHLETIC LEAGUE				
PAL Summer Sports Camp Participants	320	525	425	425
FINANCIAL MANAGEMENT UNIT				
Direct Payment	511	608	730	710
Purchase Orders	220	43	151	180
Standing Order	221	281	295	280
Small Purchase Orders	231	258	361	410
Travel packages, Second Dollar Funds	267	228	219	205
Travel packages, LETF	147	431	586	530
Travel packages, Other	15	17	13	11
Invoices paid/processed	2008	2309	2540	2540
Accounts receivables, including internal charges	0	9	32	58

Internal orders	23	63	50	45
Printing orders, not including business cards	160	98	95	90
Miscellaneous Cash Receipts	0	180	72	128
Budget transfers	0	30	18	10
Revenue accounts, managed/monitored	0	14	14	14
Trust accounts, managed/monitored	0	3	2	2
General fund accounts, managed	0	5	5	5
Grant accounts, managed/monitored	0	12	15	16
Special accounts, managed/monitored	0	7	7	7

Financial Summary

	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Expenditure Area					
Salaries & Benefits	$ 1,516,761	$ 2,299,626	$ 2,194,629	$ 2,219,139	**$ 2,274,853**
Operating Expenses	39,531	36,957	38,848	26,459	**34,210**
Internal Services	575,374	431,708	609,331	390,987	**595,108**
Capital	0	0	0	0	**0**
Total	**$ 2,131,666**	**$ 2,768,291**	**$ 2,842,808**	**$ 2,636,585**	**$ 2,904,171**
Budgeted Positions					
Sworn	10	14	14		12
Civilian	7	7	7		7
Total General Fund	17	21	21		19

Budget Highlights

- 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.

PATROL

Mission

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 comprehensive, uniform police response philosophy. The following steps are being used to achieve the Division's philosophy:

- Maintaining public order by:

  1. Responding to calls for service in a timely and professional manner

  2. Providing patrol in areas of responsibility aimed at crime prevention, increased visibility, traffic enforcement, and Quality of Life issues.

  3. Developing partnerships with the community to identify and solve both short term and long term public safety issues.

  4. Providing enhanced patrol service through ATV Beats, Marine Patrol, Bicycle Patrol, K-9 Unit, S.T.E.P. (Strategic Traffic Enforcement Plan), Neighborhood Resource Officers, the Crime Prevention/Crime Watch Offices and the Accident Investigations Unit.

  5. Providing specialized service such as the Special Weapons and Tactics team, the Crisis Response Team and Hostage Negotiators

  6. Addressing 'Quality of Life' related issues through assignments such as the Homeless Outreach Team, Neighborhood Resource Officers, Crime Prevention Unit, and proactive details

- Developing action plans and establishing guidelines to address special events, major planned events, critical incidents, hurricane threats/landfall, holiday details and threats of terrorism.

- Providing ongoing proficiency through specialized training sessions.

- Providing ongoing quality control by conducting:

  1. Staff inspections

  2. Semi-annual and annual evaluation conferences with employees

  3. Shift level investigations

4. Roll call inspections

5. Commendations and disciplinary actions of employees, as necessary

6. Accreditation reviews, evaluation, and training

7. Customer service/Crime Prevention surveys

Major Accomplishments

- Developed and implemented successful response plans for various major/special events including the Memorial Day Weekend, New Year's Eve, MTV/Spring Break, and a variety of demonstrations

- Developed and implemented a First Platoon Bike Squad for the Entertainment District.

- Initiated the process to merge the Neighborhood Resource Officer's responsibilities with the Crime Prevention Unit as part of a proactive strategy for both functions.

- Created a Field Support Unit to police the entertainment district.

- Developed and implemented a comprehensive anti-terrorism plan, which included training and deployment of personal protection equipment.

Goals and Objectives

The primary goal of the Patrol Division is to provide a safe and pleasant environment for the residents, businesses and visitors of our community by:

1. Improving the quality of community services provided.

2. Address the City's complex traffic related issues through comprehensive, enforcement efforts.

3. Address quality of life issues by partnering the Department's internal resources.

4. Improve officers' knowledge, skills and abilities by providing in-house and specialized training.

5. Continue providing an efficient response to crime activities and emergency situations.

6. Develop a progressive, innovative response to the City's high profile and endemic crime problems through comprehensive community policing.

7. Identify, plan, and respond to any, and all, special events which impact on the City's public safety services.

8. Identify and reduce youth crimes in the City through a combination of proactive enforcement and community outreach measures.

9. Continue providing training and direction to reinforce the City's customer service initiatives and ensure compliance for the Department's CALEA and State accreditation requirements.

10. Establish defined roles for the Department with regards to terrorism related threats throughout the City.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
CALLS FOR SERVICE				
Dispatched	115,531	99,070	100,000	110,000
Self Initiated	64,855	61,537	63,000	69,300
ARREST				
Felony	1,771	1,600	1,600	1,760
Misdemeanor	4,237	3,800	3,800	4,180
Traffic	1,055	800	800	880
DUI	489	560	560	616
CITATIONS				
Moving	22,692	14,670	17,000	187,000
Parking	10,839	8,439	9,000	9,900
Civil	199	143	150	165
Curfew	1,761	13	10	11
REPORTS & ADVISORIES				
Community Enhancement	191	251	300	330
FCIC	4,983	3,712	3,900	4,290
Tows	3,146	2,930	3,000	3,300
Traffic Crash	4,659	5,045	5,000	5,500

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 20,039,216	$ 20,843,396	$ 23,266,706	$ 23,983,236	**$ 25,228,795**
Operating Expenses	96,769	73,415	230,109	193,441	**84,550**
Internal Services	4,618,406	4,991,430	4,667,975	4,351,110	**5,433,649**
Capital	0	0	0	0	**0**
Total	**$ 24,754,391**	**$ 25,908,241**	**$ 28,164,790**	**$ 28,527,787**	**$ 30,746,994**
Budgeted Positions					
Sworn	264	260 + 0 PT	253 + 0 PT		263 + 0 PT
Civilian	16	20 + 14 PT	21 + 14 PT		14 + 14 PT
Total General Fund	280	280 + 14 PT	274 + 14 PT		277 + 14 PT
RDA Funds					
Sworn	0	0	0		15
Total All Funds	**280**	**280 + 14 PT**	**274 + 14 PT**		**292 + 14 PT**

Budget Highlights

- 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.

- The budget provides for projected merit, COLA, pension and insurance increases for 263 sworn, 14 full time and 14 part time civilian positions in the General Fund.

SUPPORT SERVICES

Mission

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 three units: Personnel, Property & Evidence and Training/Off-Duty.

The Personnel Unit manages the human resource function of the Police Department. It is comprised of the Background Section, Payroll and the Court Liaison Section.

The Background Section is responsible for background investigations on Police Department applicants as well as selected 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 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 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 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, motorcycles, boats, 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 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 Business Resource Unit is responsible for all functions of the Training and Off-Duty Sections.

- **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 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 Arts, Cultural and Entertainment Office.

Major Accomplishments

- The Training Unit organized the Franklin Covey management training for the command staff, lieutenants, sergeants and field training officers. In addition, Caliber Press officer survival training was conducted with 80 officers attending.

- Initiated training programs to include active gunman, tactical patrol, verbal judo and driver enhancement training.

- The percentage of minority status officers increased to fifty-four percent (54.18%).

- Training was conducted to prepare for domestic terrorism. The curriculum included weapons of mass destruction awareness, incident command system and personal protective equipment familiarity.

Goals and Objectives

- Personnel Unit

  1. Continue to maintain active lists of police officer and civilian applicants to fill vacancies.

  2. Track the department overtime to identify potential methods to decrease spending, and continue to audit the data for reporting accuracy.

- Training/Off-Duty Unit

  1. Coordinate special event planning with the Arts, Culture and Entertainment Office to ensure proper coverage.

  2. Work with the NITE board to enhance communications between police and the industry.

  3. Coordinate training with Patrol and Criminal Investigation Divisions to minimize the effect on staffing and overtime.

- Property and Evidence Unit

  1. Improve Building Maintenance through coordinated efforts with the Property Maintenance Department.

  2. Improve the process of supplying uniforms to personnel.

Performance Measurements

SUPPORT SERVICES	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
TRAINING UNIT				
Outside Schools	113	116	120	120
In-house Training	174	224	240	240
Executive Staff Training, hosted	1	2	3	3
OFF DUTY SECTION				
Special Off-Duty	55	89	133	133
Major City events	3	10	10	10
Movie and/or TV Series	5	18	28	30
Temporary Off-Duty jobs	969	1089	1239	
BACKGROUNDS UNITS				
Number of Background Investigations	320	171	250	250
Number of Police Officers pending hiring	220	112	250	250
PERSONNEL UNITS				
Public Records Request	48	73	80	80
PROPERTY & EVIDENCE UNIT				
Impounded items	18,821	19,296	19,377	20,000
Impounded items released	14,739	20,697	16,988	17,000
Impounded items pending	18,063	22,946	19,191	20,200
Narcotics impounded, per case	3,207	3,161	3,307	3,500
Narcotics destroyed, per items	470	5,988	2,900	3,000
Narcotics pending disposition, per case	4,303	6,322	4,131	4,200
Towed vehicles received	4,646	4,528	4,526	4,200
Towed vehicles released	4,470	4,395	4,285	4,400
Towed vehicles pending release	318	373	418	420
Monies received	358,900	286,544	*	*
Monies released	276,438	318,141	*	*
Unclaimed evidence dollars	62,612	143,543	85,263	50,000
Unclaimed safekeeping & found dollars	3,012	779	1,859	2,000
Fleet size	406	410	410	400
Fleet maintenance	1,624	1,920	2,000	2,000

** Information not available*

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 3,003,290	$ 3,000,378	$ 3,171,079	$ 3,217,873	**$ 3,001,851**
Operating Expenses	482,865	466,418	599,564	351,296	**499,328**
Internal Services	1,550,002	1,655,189	1,641,160	1,589,064	**1,609,164**
Capital	0	2,450	0	5,670	**5,300**
Total	**$ 5,036,157**	**$ 5,124,435**	**$ 5,411,803**	**$ 5,163,903**	**$ 5,115,643**
Budgeted Positions					
Sworn	16	16	13		14
Civilian	26	27	26		25
Total General Fund	42	43	39		39

Budget Highlights

- This budget eliminates an Administrative Aide I position in the training unit and reassigns a sergeant position to the Patrol Division.
- This budget provides for projected merit, COLA pension and insurance increases for 14 sworn and 25 civilian positions.
- The FY 03/04 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 60 police vehicles.

CRIMINAL INVESTIGATIONS

Mission

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.

The Criminal Investigations Unit is divided into three Sections and each Section is responsible for specific types of investigations.

The first Section in C.I.U. is the Violent Crimes Section. This group of investigators is responsible for all violent crime investigations including homicides, robberies, sexual batteries, arsons, kidnapping, aggravated batteries and domestic violence.

The second 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, processes crime scenes and collects evidence and reports to this Section.

The third Section of the C.I.U. is the Juvenile Crimes Section and is comprised of the Juvenile Squad, Special Investigations Squad, and School Resource Officers. This Section also supervises the V.I.S.A. (Visual Identification Systems Analysis) and Crime Analysis Units.

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.

Major Accomplishments

- Violent Crimes Section

  1. Investigated a high profile case involving the abduction of two 17 year-old high school students which began in the South Beach area and culminated with the murder of one of the victims in Boca Raton, Florida. CIU Detectives arrested all five suspects in this case within twenty-four hours of the initial offense. This case received nationwide media attention, and the detectives involved have been recognized by various organizations for their outstanding work on this investigation.

  2. The Domestic Violence Unit continued a variety of awareness programs in the following manner: conducting ongoing roll call training; speaking on television and radio programs; sponsoring the Domestic Violence Walkathon; organizing the City of Miami Beach Commission Domestic Violence Awareness Event; implementing the Humane Society Safe Families/Safe Pets Project; and awarding domestic violence grants through the Alliance for Human Services in Miami-Dade County. The two Victim Advocates were assigned a total of 690 cases in which they provided a wide range of assistance and information to victims of crime in Miami Beach.

  3. The Robbery Squad conducted an investigation into a series of four armed carjackings of taxicabs in the North District of the City. An action-plan was initiated and investigation led to the apprehension of all five suspects involved.

  4. Violent Crimes Section detectives conducted an investigation into a gang of violent robbers that targeted members of the jewelry profession. This group committed two robberies on Miami Beach and several others in neighboring communities. The investigation culminated with the arrest of fourteen suspects, four of which were deported by the INS for violation of the United States Immigration laws.

  5. The Violent Crimes Section continued to update the tracking matrixes for robberies, sexual batteries, arsons, and bomb threats.

- Property Crimes Section

  1. The Property Crimes Squad took a leadership role in establishing an inter-agency task force directed toward investigating organized criminal groups that target the jewelry trade by conducting distraction thefts and robberies.

  2. The Economic Crimes Squad continued hosting a monthly Pawn-Shop investigators' meeting for the Tri-County area. This ground-breaking concept was the first meeting of its kind in South Florida.

3. The Property Crimes Squad conducted an investigation which led to the arrest of a subject that was responsible for several burglaries to places of worship and the Cuban Synagogue.

4. The Economic Crimes Squad arrested a subject for committing an organized scheme to defraud a member of the music industry in excess of $100,000.00. This perpetrator was also wanted in three other cities around the country for similar schemes which had resulted in an excess of one million dollars being stolen from a variety of victims.

5. The Property Crimes Squad coordinated an investigation with the Broward Sheriff's Office into the burglary of a nightclub on Washington Avenue. This investigation resulted in three arrests and the recovery of $250,000.00 in stolen equipment.

- Juvenile Squad

1. Reduced the amount of registered sexual predators residing within the City of Miami Beach by 25% compared to the previous year. Continued the monitoring and registration process for new predators and offenders per State of Florida mandates.

2. Coordinated a truancy intervention program with Miami-Dade School Board personnel in an attempt to reduce truancy at elementary schools in Miami Beach. A total of six hundred, twenty-seven (627) meetings were attended by the Department's School Resource Officers.

3. The Special Investigations Squad cooperated with the Federal Bureau of Investigation on a case which led to the arrest of a violent suspect wanted for a bank robbery in Miami-Dade County.

4. Conducted a joint investigation with the LEACH Task Force and the US Postal Inspection Service which led to the arrest of a subject for possessing and distributing child pornography on the internet. This offender resided in the City of Miami Beach and was using his computer to transmit child pornography throughout the US.

- SIU

1. Arrested three hundred, twenty-one persons for narcotic law violations.

2. Seizures and confiscations: 90 lbs. of GHB; 1 Kilo of Heroin; 3904 tablets of MDMA (ECSTACY); 204 grams of methamphetamine; 421 crack cocaine rocks; 1930 grams of marijuana; $90,344 in U.S. currency

3. Rave Grave HIDTA Grant: This multi-agency task force, aimed at club drugs, continued from September 2001 to May 2002. During this period it yielded eleven criminal investigations resulting in sixty-seven arrests and targeted outdoor Raves.

4. Underage Drinking Grant: This grant was renewed for 2002 and has existed since September 2001. From its inception, the initiatives have yielded one hundred and fifty-one arrests of nightclub employees and other businesses for the sale of alcohol to persons under the age of twenty-one.

5. Prostitution Mapping Program: This initiative has been effective since August of 2000. During stage two of the program, the Patrol Division offered assistance in enforcement and yielded the following: 240 arrests for prostitution; ten (10) prostitutes arrested are currently on Mapping Probation; numerous other Law Enforcement Agencies (including Miami-Dade and Miami) have initiated prostitution mapping and utilized the Miami Beach format to start their initiatives; SIU conducted prostitution reverse sting operations and targeted escort agencies operating on Miami Beach

Goals and Objectives

- Violent Crimes Section

  1. Increase proactive details to combat robberies throughout the City of Miami Beach in an effort to decrease the amount of robberies occurring while simultaneously increasing the arrest clearance rate.

  2. Monitor all new techniques being utilized in the field of technology as they relate to crime solving and violent crimes cases.

  3. Continue tracking data in robberies, sexual batteries and arsons.

  4. Obtain the needed equipment and training to successfully assist detectives in the investigations of arsons.

  5. Continue to investigate cold cases as they relate to unsolved homicides.

- Property Crimes Section

  1. Institute a paperless report review process.

  2. Expand data and information listed on the Department's web site for the purpose of communicating with the general public on community issues.

3. Setup a system to computerize the crime scene log.

4. Conduct an analysis of the current digital camera trend and provide recommendations for implementation.

5. Provide roll call training to the line officer on a regular basis to reaffirm and educate procedures and law practices as it applies to the criminal investigations.

- Juvenile Section

1. Aggressively pursue LEACH investigations and continue program with this task force.

2. Implement and receive approval for equipment which allows On- Line connection with the National Center for Missing and Exploited Children. (LOCATER)

3. Initiate a proactive program to deter Senior Skip Day working in conjunction with Metro Dade Police Department.

4. Monitor recently released prisoners who were in Gangs or had Gang affiliations.

5. Creation of an educational program to introduce juveniles to police work as a career. (Junior Police Academy)

- SIU

1. Address on-going narcotic problems identified through intelligence and citizen complaints. Concentrate in areas of high crime rates involving burglary and theft.

2. Assist DEA with operation X-OUT. A Federal initiative targeting demand reduction by focusing on drug users.

3. Perform prostitution enforcement actions at street level and target escort services.

4. Coordinate and manage the Underage Drinking Grant.

5. Strategic Targeting of Nuisance Locations Initiative. Follow-up on enforcement action at "hot" locations by utilizing all possible government and community policing resources including code enforcement, seizures, nuisance abatement, owner/management liaisons and HUD.

6. Participate in the Patrol Task Forces to target identified high crime areas to reduce crime and disorder.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
CIU				
MURDER	7	7	5	4
ROBBERY	518	507	484	402
SEXUAL BATTERY	70	51	41	29
AUTO BURGLARY	802	1210	1140	1036
BURGLARY- RESIDENCE	746	812	766	698
THEFT	7450	6639	5440	4887
AGGRAVATED ASSAULT	690	482	395	302

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
SIU				
PROSTITUTE ARRESTS	100	240	200	230
NARCOTICS ARRESTS	362	331	350	385
UNDERAGE DRINKING GRANT ARRESTS	125	151	135	150

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 7,167,152	$ 7,917,136	$ 9,489,263	$ 9,582,664	**$ 9,731,556**
Operating Expenses	399,066	401,542	338,890	297,733	**401,642**
Internal Services	994,455	1,116,864	1,196,594	1,110,617	**1,334,981**
Capital	0	999	0	0	**0**
Total	**$ 8,560,673**	**$ 9,436,541**	**$ 11,024,747**	**$ 10,991,014**	**$ 11,468,179**
Budgeted Positions					
Sworn	85 + 0 PT	**85**	**80**		**73**
Civilian	19 + 14 PT	19	19		20
Total General Fund	104 + 14 PT	104	99		93

Budget Highlights

- This budget reassigns one sergeant and four officers from the Special Investigations Squad (SIS) to the Patrol division. 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.

- This budget provides for projected merit, COLA, pension and insurance increases for 73 sworn and 20 civilian positions.

TECHNICAL SERVICES

Mission

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 and Staff Inspections.

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.

Information Systems Management 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.

Major Accomplishments

- Continued with the deployment of the Mobile Computing Project.
- Fifty (50) additional laptops were issued to Patrol personnel.
- Designed and implemented the 911 back-up site at the PAL building which will be fully operational during fiscal year 2003/04.
- Coordinated with Information Technology the installation of the Pro-Q&A medical software in the Printrak/CAD System.
- Reconfigured PSCU with sound reducing wall dividers for a more efficiency and a professional unit.

Goals and Objectives

- Public Safety Communications Unit
  1. Complete the 911 back-up site to become fully operational.
  2. Enhance training provided to the dispatchers and call takers.
  3. Improve the staffing levels of the unit.
- Professional Standards Unit
  1. Accreditation
     a) Maintain compliance for CALEA (Commission on Accreditation of Law Enforcement Agencies) to ensure re-accreditation in 2003.
     b) Maintain compliance for CFLEA (Commission for Florida Law Enforcement Accreditation) to ensure re-accreditation in 2003

c) Revise and distribute a new version the Department's Manual and SOP's.

2. Staff/Spot Inspections

a) Conduct seven (7) informal spot inspections and five (5) staff inspections on Divisions/Units within the Department

- Information Resources Unit

1. Records Section

a) Implement the Printak RMS Records Management System).

b) Enhance the Department's ability to provide useful crime analysis information.

- Technical Support Section

a) Complete implementation of the mobile computing project (250 laptops to Patrol).

b) Move forward with the implementation of the field-based reporting module for the Mobile Computing Project.

c) Implement the new Motorola 800Mhtz radio system.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Public Safety Communications Unit				
Computer Aided Dispatch	128,455	145,084	160,000	170,000
Information Resource Unit				
Mobile Laptop Computer Purchases	85	40	125	50
Records Unit				
Alarms: Permits	15,000	4,161	4,300	4,400
Fines: Fines	30,000	34,260	3,900	40,000
Professional Standards Unit				
Informal Spot Inspections	6	13	18	7
Staff Inspections	10	6	3	5

Financial Summary

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 4,315,412	$ 4,622,720	$ 5,282,035	$ 5,120,577	**$ 5,213,054**
Operating Expenses	69,825	114,131	166,438	158,992	**230,850**
Internal Services	640,067	758,836	896,640	756,922	**826,055**
Capital	0	0	0	(2,731)	**0**
Total	**$ 5,025,304**	**$ 5,495,687**	**$ 6,345,113**	**$ 6,033,760**	**$ 6,269,959**
Budgeted Positions					
Sworn	6	6	6		4
Civilian	81	80	80		79
Total General Fund	87	86	86		83

Budget Highlights

- 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.

Departmental Budget History

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

Mission

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, and fire and life safety education programs.

This department, by City Charter, and Florida Statutes, is charged with the responsibility for Fire Suppression, Fire Prevention, Emergency Medical Services, and for Life Safety of the Citizens of Miami Beach. To achieve success, the department is divided into the following five Divisions to enhance responsibility and accountability for departmental programs;

- The Fire Administration is the highest level within the Department responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. A Team Management and Labor Management approach is used to gain cooperation and maximize contributions from the Management Team, the Labor Union, and employees. The Administration function is a necessary component to assure the mission and goals of the department are achieved efficiently and effectively to the satisfaction of our customers. Failure to provide leadership, management, supervision and oversight will result in waste, ineffectiveness, and a lack of credibility with our Citizens.

- The Fire Suppression Division has the primary responsibility of mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Fire Suppression personnel also conduct building inspections, and respond to emergency medical incidents. Fire Suppression units assigned to this division operate from four fire stations strategically located to achieve an average response time of four minutes.

- The Rescue Division has primary responsibility of responding to all emergency medical incidents and providing pre-hospital emergency medical care to the sick and injured on Miami Beach. Emergency medical units assigned to this division also operate from the same fire stations strategically located to achieve an average response time of four minutes.

- The Fire Prevention Division is responsible for enforcing all Fire and Life Safety Codes. This responsibility is achieved through conducting building inspections, plan reviews for new construction and major renovations, inspection of nightclubs and places of assembly, investigation of fires for cause and origin, and responding to citizen complaints. This Division enforces the City of Miami Beach Code, Chapter 14, Fire Prevention; The South Florida Building Code; the State of Florida Fire Prevention Code; State Fire Marshal's Rules and Regulations; Florida State Statute

Section 633; and the National Fire Protection Association Standards as adopted by Code.

- The Support Services Division is a multi-function division responsible for Training, Mechanical Maintenance and Communications.

  1. The Training Section coordinates with the Human Resources Department in the hiring of new personnel and promotional examinations. It also conducts the physical ability test in the hiring process, trains new recruits, provides in-service training for all fire personnel, maintains complete training records, updates the Rules and Regulations, and Standard Operating Manuals, conducts research and development, and coordinates and administers the safety program.

  2. The Mechanical Maintenance Section performs preventive maintenance, repairs on all firefighting apparatus and equipment, establishes and maintains inventories of all firefighting equipment, conducts tests of apparatus and equipment, and maintains adequate records of all functions.

  3. The Communications Section monitors Fire Department operations at the Public Safety Communications Unit, and includes a quality assurance program. This includes ensuring that dispatch times are kept to a minimum. Call takers and dispatchers are trained in Fire Department Procedures to guarantee adequate information is relayed to responding units. Additionally, it provides for the repair and maintenance of all radio equipment, sirens, and inventories of all communication equipment.

Major Accomplishments

- Completed the selection process and hired a new Fire Marshal.

- Completed development of the Fire Department 2002/2003 Budget.

- Will complete preparations for Accreditation evaluation by a Peer Review Team.

- Will conduct at least one Disaster Drill simulating hurricanes, structural collapse, etc. to evaluate the City's preparedness and performance.

- Trained more than 40 Firefighters to handle incidents involving Weapons of Mass Destruction.

- Managed the City's 2002 United Way Fundraising Campaign. The campaign exceeded its goal by raising more than $81,000 dollars.

- Developed for the first time a Fire Department Five Year Strategic Plan.

- Completed the hiring and training process for additional personnel needed to implement the Minimum Staffing Ordinance.

- Participated and provided significant Fire Department expertise and input in the process to upgrade the City's 800 MHz Digital Public Safety Radio System.

- Developed and implemented the Pilot Enhanced Inspection Program.

- Maintained a very effective night inspection program to insure a safe environment in the nightlife/entertainment industry. Following the Rhode Island nightclub fire, our inspection program was featured as a model on CBS 60 minutes II and the local media.

- Will review and update the Citywide Emergency Preparedness Plan.

- To reduce costs to the City, assumed responsibility for operating Fire Pumps in city facilities on a weekly basis.

- Developed and implemented a new Health Insurance Portability Accountability Act (HIPAA) policy citywide, as required by the new Federal Law.

- Re-implemented the SWAT Paramedic Program in conjunction with the Miami Beach Police Department.

- Purchased and placed in service 12 Radiological Detectors for response to Weapons of Mass Destruction incidents.

Goals and Objectives

- Achieve Accreditation through the Commission on Fire Accreditation International.

  1. Complete preparation of required documents for the accreditation process.

  2. Receive the Accreditation Peer Review Team by September 2003.

  3. Complete the review and evaluation process by the Commission on Fire Accreditation International.

- Conduct appropriate inspection activities to prevent fire and increase life safety in the event of a fire.

    1. Inspect 2500 - 2600 commercial and multi-residential occupancies by September 30, 2004.

    2. Process approximately 750 cases through Special Masters.

    3. Supervise the inspection of 1800 multi-residential occupancies by the Fire Suppression Division.

    4. Conduct 3000 night inspections for overcrowding and locked exits of public assembly occupancies.

    5. Review approximately 4000 construction permits applications to insure compliance with all applicable fire and life safety code regulations.

    6. Perform approximately 2850 Certificate of Occupancy and Certificate of Completion inspections.

    7. Continue to monitor success of the Enhanced Inspection program. Projection 160 enhanced inspections and plans reviews.

- Conduct bi-weekly Management Team meetings.

- Conduct monthly Labor Management meetings.

- Conduct Quarterly Fire Station visits.

- Prepare the FY 04/05 Budget.

- Continue updating the Department's Standard Operating Guidelines and Rules and Regulations.

- Assist C.I.P. office with initiating/completing construction of Fire Stations #2 and #4.

- Acquire Miami Beach City Commission and Miami-Dade County Commission approvals to increase Emergency Medical Transportation fees.

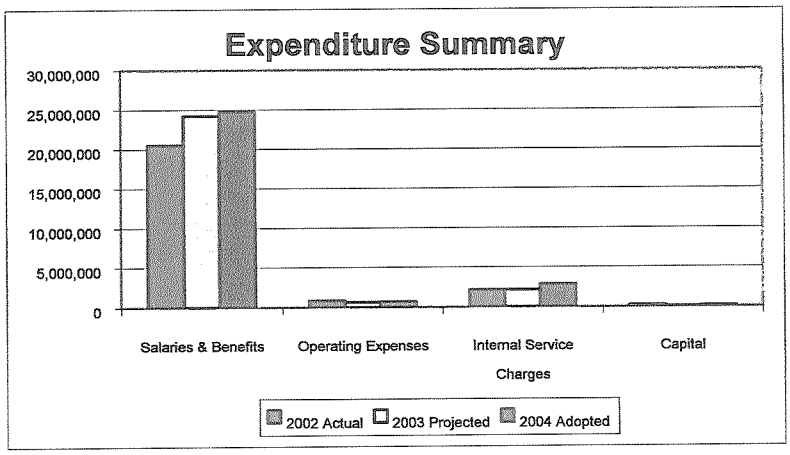
Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
• Achieve Accreditation through FAI	n/a	40%	80%	100%
• Conduct monthly Labor Management meetings	6	7	9	12
• Conduct Quarterly Station visits (all stations & Shifts)	45	44	47	48
• Conduct bi-weekly Management Team meetings	20	21	21	26
• Inspect approximately 2,500 Commercial and multi-residential properties.	2,415	2,564	2,500	2,500
• Supervise the inspection of 1,800 multi-residential and office occupancies.	44	n/a	1,100	1,700
• Review approximately 5,000 construction permit applications to insure compliance with all applicable fire and life safety code regulations.	4,643	5,160	3,950	4,000
• Perform approximately 3,000 Certificate of Occupancy and Certificate of Completion inspections.	2,867	4,572	2,832	3,000
• Conduct night inspections for overcrowding and locked exits of public assembly occupancies.	3,370	1,684	2,232	3,000
• Conduct 160 Enhanced Inspection and plan reviews after normal working hours (pilot program).	n/a	n/a	164	164

Departmental Financial Summary

Revenue Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Fire Rescue Transports	$ 1,104,507	$ 1,063,020	$ 1,278,000	$ 1,110,576	$ 1,200,000
Fire Plan Review	155,695	126,846	140,000	136,795	166,000
Enhanced Fire Inspection	0	17,475	0	66,225	49,800
FF Education Supplement	70,691	53,385	75,000	92,074	75,000
Hydrant Flow Tests	7,945	14,192	16,000	9,668	10,000
Off-Duty Administration	27,075	22,710	23,000	20,123	23,000
Annual Fire Inspections	345,792	333,605	340,000	138,906	439,800
Overcrowding Fines	4,000	6,100	5,000	10,720	5,000
Hazardous Materials	0	0	0	0	40,000
TOTAL	**$ 1,715,705**	**$ 1,637,333**	**$ 1,877,000**	**$ 1,585,087**	**$ 2,008,600**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	18,298,457	20,473,077	23,560,965	24,203,249	24,760,144
Operating Expenses	752,839	819,763	844,710	643,199	659,824
Internal Service Charges	2,068,880	2,151,270	2,563,707	2,139,050	2,817,838
Capital	129,016	180,720	79,082	44,330	101,350
TOTAL	**$ 21,249,192**	**$ 23,624,830**	**$ 27,048,464**	**$ 27,029,828**	**$ 28,339,156**
Budgeted Positions	**213**	**218**	**223 + 1 PT**		**223 + 1 PT**



ADMINISTRATION

Mission

The mission of the Fire Administration is to provide effective management, leadership, and oversight, by assuming responsibility for organizational and personnel performance, to assure that the mission and goals of the Fire Department are achieved efficiently and effectively to the satisfaction of our customers.

Major Accomplishments

- Completed the selection process and hired a new Fire Marshal.
- Completed development of the Fire Department 2002/2003 Budget.
- Managed the City's 2002 United Way Fundraising Campaign. The campaign exceeded its goal by raising more than $81,000.00 dollars.
- Developed for the first time a Fire Department Five Year Strategic Plan.

Goals and Objectives

- Conduct bi-weekly Management Team meetings.
- Conduct monthly Labor Management meetings.
- Conduct Quarterly Fire Station visits.
- Prepare the FY 04/05 Budget.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Conduct monthly Labor Management meetings	6	7	9	12
Conduct Quarterly Station visits (all stations & Shifts)	45	44	47	48
Conduct bi-weekly Management Team meetings	20	21	21	26

SUPPRESSION

Mission

Protect the lives and property of the visitors and residents of Miami Beach from the dangers caused by fire, explosions or other hazardous conditions. The Suppression Division shall conduct inspections, public education and firefighter training to mitigate potential losses in the future.

Major Accomplishments

- Responded to 2,977 calls for service that include structural and car fires, construction accidents, gas and fuel leaks, rescue incidents, water rescue, and public assistance calls.
- Identify and correct potential fire hazards by conducting 4,600 company level inspections.
- Complete 1 written Pre-fire Incident Plan per fire company on a monthly basis for a total of 216 plans for the year.
- Conduct inspections, lubricate and flush 997 fire hydrants.
- Operation of City Fire Pump systems on a weekly basis.
- Network the four Fire Stations into the City's network.
- Install the hardware and software program in the Suppression Chief's vehicle for rapid retrieval on emergency scenes.
- Conduct in-service testing for 40,000 feet of fire hose to NFPA specifications.
- Develop and implement the pre-fire plan for the Collins Avenue Boat Show.
- Review and update the Citywide Emergency Preparedness Plan.

Goals and Objectives

- Reduce loss of life, injuries, and property damage caused by fire and other hazardous incidents.

    1. Respond to all emergencies and public service calls in a rapid and effective manner so as to bring each incident to an appropriate resolution.

    2. Correct potential fire hazards through in-service fire company inspections. Fire Suppression personnel will perform 4,600 building inspections by September 30, 2003. Re-inspection of violations cited during the inspection process will also be completed by September 30, 2003.

- Increase the capability, reliability and efficiency of the Fire Suppression Division. Provide a minimum of eight (8) hours of training to each firefighter on a monthly basis.

    1. Require each fire company to pre-fire plan all newly constructed or refurbished multi-story commercial and residential buildings when they receive their Certificate of Occupancy. In addition, one (1) written pre-fire plan will be produced by each fire company on a monthly basis for a total of 216 pre-fire plans for the year.

    2. Conduct at least 997 hydrant inspections, testing them for serviceability. Coordination with the Water Department will be initiated for required repairs.

    3. Conduct twelve (12) performance drills throughout the year to measure and document the performance of each suppression crew.

    4. Conduct in-service testing for 40,000 feet of fire hose. Hose will be tested to NFPA specifications, cleaned, dried and placed back into Service.

- Increase capability, reliability, and efficiency of the information system within the Fire Department.

    1. Develop software for a database to include interface capabilities for maintaining daily scheduling of all 174 employees in the 1210 and 1220 Divisions. With one entry, this software will automatically write employee's names to several required forms to maintain records for vacation and sick time use, overtime compensation and above grade/out of classification compensation to name a few. The system has been expanded to include training records to track the hours and drills that each member participated in. The system will be expanded to include automatically maintaining and producing employee evaluation documents.

2. Complete the hardware infrastructure at the four- (4) fire stations to bring them online into the City's network system.

- Maintain a Quality Assurance (QA) Program for Advanced Life Support (ALS) Fire Companies.

  1. Participate in the QA project selected by the State EMS Office on a monthly basis.

  2. Review the parameters defined for each project and apply them against the performance of the twelve (12) ALS engine companies and the six (6) ALS ladder companies in the field (A, B and C shift each have four engine companies and two ladder companies). This is accomplished during the peer review sessions conducted by the Rescue Division.

  3. Use the monthly QA/QC project designated by the State EMS Office to evaluate the performance of all firefighters assigned to Suppression.

  4. Coordinate with the Medical Director and EMS Coordinator to provide classes and medical protocol review to improve the performance of all firefighters assigned to the Suppression Division.

  5. Provide Pediatric Advanced Life Support (PALS) training and certification to all paramedics assigned to Suppression.

- Perform public service and increase public awareness by continuing to present education programs.

  6. Provide Pediatric Advanced Life Support (PALS) training and certification to all paramedics assigned to Suppression.

- Provide refresher training for eighteen (18) fire companies on how to present public education programs.

  1. Coordinate with the Fire Department's Public Education Officer to schedule presentations with the appropriate groups.

  2. Perform eighteen (18) public education presentations each month.

- Assure that proper maintenance is being performed on all fire apparatus and fire stations.

    1. Conduct an inventory and inspection of each front line and reserve fire apparatus, detailing the results on a daily basis so as to be reviewed by the Fire Shop Coordinator.

    2. Conduct an inspection of each fire station on a weekly basis. This will be performed by the shift Division Chief who will detail the results so as to be reviewed by the Assistant Fire Chief.

- Implement a comprehensive performance recognition program.

    1. Implement the performance recognition developed during FY 2001/02. This program has been designed to provide recognition for superior service or performance by fire department personnel.

- Develop and implement a comprehensive customer service program.

    1. Develop and print customer service packets for distribution to visitors and residents of the City, to assist in accessing City services and to provide feedback to the Fire Department on our service levels.

    2. Assign a Customer Service Officer (CSO) to respond to emergency scenes to assist visitors and residents in need of temporary housing, transportation or other Human Services.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Company level bldg.Insp.	1,477	4,600	4,600	4,600
Company level training (per FF)	8hrs	8hrs	8hrs	8hrs
Pre-incident plans	0	216	216	216
Perform 18 PubEd presentations	18	18	18	18
Complete Monthly Performance Drills	12	12	12	12

Division Financial Summary

Suppression Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 9,380,025	$ 10,528,924	$ 12,072,762	$ 12,397,422	**$ 12,677,723**
Operating Expenses	255,575	320,431	208,409	202,999	**141,011**
Internal Service Charges	1,061,522	1,095,890	1,326,133	1,116,496	**1,433,790**
Capital	64,545	161,305	25,800	2,685	**15,000**
TOTAL	**$ 10,761,667**	**$ 12,106,550**	**$ 13,633,104**	**$ 13,719,602**	**$ 14,267,524**
Budgeted Positions	**105**	**110**	**115**		**115**

Budget Highlights

- 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 division has funding for 113 sworn personnel and 2 civilian personnel.

RESCUE

Mission

The Mission of the Rescue Division is to meet or exceed the expectations of our customers through rapid response, courteous, professional treatment and quality emergency medical services.

Major Accomplishments

- Responded to over 14,000 EMS calls.
- Miami Beach Fire Rescue Units transported 7,678 patients to area hospitals.
- Miami Beach Fire Rescue Units generated over $ 1,000,000 in revenue through transports.
- Developed & implemented a new HIPAA policy City wide as required by a new Federal Law.
- Initiated and continually enhanced a new training program utilizing the new sim-man mannequin simulator.
- Continued to enhance "Heart Safe Community" project.
- Created a new Miami Beach Rescue Protocol initiating the most up-to-date technology and medical advances.
- Continued our in house Pediatric Advanced Life Support program, certifying an additional 70 paramedics as PALS providers.
- Continued to update our database program to more accurately capture run statistics for quality assurance and for State mandated quarterly data reports.
- Re-designed Rescue Incident Report form in-house, to capture data required by the state and to conform to new HIPAA regulations.
- Reviewed 100% of Rescue Incident Reports for QA.
- Provided 7,800 hours of training in-house, and 11,000 hours off-site.

- Certified 6 new Paramedics and 2 new Emergency Medical Technicians (EMTs).
- Provided mandated training to re-certify 170 paramedics and 25 EMT's.
- Placed two Gator all-terrain vehicles into service to access patients on the City's Beaches.
- Placed into service new water rescue equipment in conjunction with the new Gators to improve water rescue capabilities.
- Initiated a one-year field study of secondary airway management adjuncts.
- Placed into service Pediatric Specific Airway Adjunct Kits on all units.
- Reinstated SWAT paramedic program in conjunction with the Miami Beach Police Department.
- Hired a part time computer/data entry employee to facilitate the computerized collection of data for the various programs of this division.

Goals and Objectives

- To improve the training of personnel responding to emergency medical calls.

  1. Certify 6 additional personnel as Paramedics during the budget year.
  2. Certify entry level and existing personnel to EMT. Estimate 3.
  3. Provide Advanced Cardiac Life Support Training for 85 Paramedic personnel annually.
  4. Review and update the departmental Infection Control Policies annually in conformance with OSHA and Florida EMS legislation.
  5. Educate all Fire Department personnel whose job description and duties expose them to blood, body fluids, Tuberculosis and other bio-hazardous materials in Infection Control Policies and procedures. New hires shall receive this training prior to placement on response apparatus.
  6. Provide advanced Airway Training to all Paramedics through the Medical Examiners Office using cadavers to practice these advanced techniques. Estimate 30 personnel.

7. Provide training in the use of the new Miami Beach Protocol Manual to all Department personnel.

8. Continue to develop training programs utilizing the Sim Man and Air Man training mannequins purchased with EMS Grant funds.

9. Train 174 Paramedics and 23 EMTs in procedures and concepts outlined in the Rescue Division Protocol.

10. Provide protocol-based hands on training scenarios to all Rescue Crews on a monthly basis.

11. Provide update training for all personnel on the American Heart Association 2000 guidelines.

- To contain the cost of rescue training by re-certifying paramedics in-house

1. Provide EMT re-certification training for an estimated 23 employees in 4 hour modules.

2. Provide Paramedic re-certification training for an estimated 174 employees in 4 hour modules.

3. Provide 16 hours of modular training for 174 department Paramedics. Training will be based on updated standards and guidelines of the Emergency Cardiac Care Committee of the American Heart Association.

4. Provide 25 hours of modular training to 23 EMT personnel, based on the EMT Basic Curriculum.

5. Provide 10 hours of modular training for EMT and Paramedics to critique actual incidents selected by the Quality Assurance Committee and the Medical Director.

6. Continue to align with Mt. Sinai Hospital to provide CPR training classes to Fire Department personnel and other groups.

7. Provide 12-lead EKG and arrhythmia recognition training updates for 174 Paramedics.

8. Continue to provide PALS training and certification for 40 Paramedics.

9. Continue program to enhance Paramedic skills in established workstations in the EMS classroom where tasks can be practiced and evaluated on a regular basis.

10. Continue program to regularly refresh and evaluate driving skills for the drivers of our ALS response vehicles.

- Maintain and improve state mandated Quality Assurance (QA) Program

  1. Participate in a QA program developed by the Rescue Division. Data will be compiled by the Rescue QA officer, entered into the official record by the Officer-In-Charge, then evaluated by the Medical Director and his QA committee.

  2. Utilize the monthly QA program to evaluate the performance of 174 Paramedics and 23 EMTs.

  3. The Medical Director shall use these findings to initiate programs to improve the quality of EMS care provided by 174 Paramedics and 23 EMTs.

  4. Continue reviewing all Rescue Division reports on a daily basis.

  5. Provide report data to the State as required by Florida Administrative Code 64E-2.013, form 1304.

- Update the Fire Rescue Procedure Manuals

  1. Adopt the new Miami Beach Rescue Protocol Manual, provide manuals to each employee, and provide in-service training and testing on the protocol.

  2. Continue process of updating response to Nuclear, Biological and Chemical Weapons and Weapons of Mass Destruction / poison antidote kits and Mass Casualty kits.

  3. Continue process of updating Stroke protocol in conjunction with the Stroke Coalition and Chest Pain protocol based on state guidelines.

  4. Continue process of updating protocols related to the State Trauma Transport Protocol.

  5. Train 174 Paramedics and 23 EMTs in procedures and concepts outlined in the Rescue Division Protocol.

  6. Provide protocol-based hands on training scenarios to all Rescue Crews on a monthly basis.

  7. Provide update training for all personnel on the American Heart Association 2000 guidelines.

- Computerize Rescue Division Training Section

1. Provide computer training for Rescue Division staff to best utilize existing equipment to full advantage and to educate staff on the most recent electronic data reporting requirements.

2. Provide computer based Emergency Medical Services training programs and software to augment classroom training by allowing individual paramedics and crews to learn on an individual basis.

3. Maintain a video, text and computer library where EMS personnel can research, study and utilize interactive programs to enhance their knowledge and skills.

- Computerize Rescue Division records, Inventory Control, Quality Assurance Program, and Budget

  1. Continue to develop programs to manage Rescue Division Records.

  2. Continue to update Rescue Report Forms in compliance with new guidelines and required data and train all personnel in the proper use of same.

  3. Develop program to manage Rescue Division Inventory and Supplies.

  4. Continue program managing Rescue Division Quality Assurance program.

  5. Use existing computer equipment to electronically send ambulance logs to the County Office of Emergency Management.

  6. Develop program to gather aggregate run data to electronically send to state as required.

- Improve electronic communication capability in the Rescue Division

  1. Upgrade computer software and peripherals as necessary to keep up with technology.

- Research and develop alternate methods of delivering fire/rescue service and equipment

  1. Continue to explore ways of delivering Paramedic service with previously acquired bicycles.

  2. Continue participation in South Florida committees aimed at innovation and advances in the Fire Rescue field.

  3. Seek donations to acquire a water access unit such as a Personal watercraft for water rescues.

4. Research and Development lab to assess new equipment and supplies.

- Enhance services provided to the citizens of Miami Beach

1. Establish "Distinguished Service" Customer Service program.

2. Augment existing staffing for major special events including extra personnel, vehicles and equipment during peak times.

3. Establish CPR training program for Miami Beach public sector.

4. Continue efforts to establish Miami Beach as a "Heart Safe Community".

- Enhance cooperation with other agencies

1. Work with the Coast Guard to develop effective working relationship and participate in interagency drills on an annual basis

2. Maintain relationships with receiving hospitals to determine outcome status for patients transported by Miami Beach Rescue units.

3. Work with the Miami Dade EOC and The Miami Beach Emergency Operations Coordinator in developing and updating programs related to Hazmat, Terrorism, and Natural disasters.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Certify 6 paramedics	5	6	6	6
Certify 2 EMT's	0	2	2	2
Provide CEU's for all Paramedics & EMTs	100%	100%	100%	100%
Introduce and test all personnel on the New Miami Beach Rescue Protocol	N/A	N/A	N/A	100%
PALS Certification for all paramedics	37	50	60	70
PALS Recertification	N/A	N/A	50	60
ACLS Certification 1/2 paramedics annually	100%	100%	100%	100%
Review all Rescue Incident Reports for QA	100%	100%	100%	100%
QA Peer Review Program monthly meetings	100%	100%	100%	100%
Peak staff ALS Rescue Unit in Zone 4	N/A	N/A	N/A	N/A
Response to EMS Calls	14,865	14,730	15,500	16,000

Rescue Transports	8,398	7,675	7,725	7,615
Rescue Transport Revenue	$953,000	$1,277.20	$1,285,520	$1,069,416
Emergency response within 4 minutes, 90%	N/A	N/A	N/A	N/A
Turn-out time within 1 minute, 90%	N/A	N/A	N/A	N/A
Heart Safe Community Task Force	N/A	15%	25%	50%
Manage Department records through Iron Mountain	100%	100%	100%	100%
Process records requests within 5 business days, 90%	N/A	100%	100%	100%
Eliminate blood and airborne exposures	17	12	16 est	12 est

Division Financial Summary

Rescue Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 6,464,311	$ 7,030,992	$ 8,304,591	$ 8,550,023	**$ 8,677,477**
Operating Expenses	276,410	255,210	353,706	296,850	**282,833**
Internal Service Charges	654,610	653,803	760,529	623,492	**927,992**
Capital	22,023	0	31,100	61,897	**25,100**
TOTAL	**$ 7,417,354**	**$ 7,940,005**	**$ 9,449,926**	**$ 9,532,262**	**$ 9,913,402**
Budgeted Positions	**75**	**75**	**75 + 1 PT**		**75 + 1 PT**

Budget Highlights

- 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 division has funding for 73 sworn personnel and 2 full time and 1 part-time civilian personnel.

PREVENTION

Mission

To create and maintain a fire safe environment for the citizens and visitors of the City of Miami Beach through programs of Review, Inspection, Enforcement, Investigation, and Education.

Major Accomplishments

- Review of all plans submitted for permit to insure compliance with applicable fire and life safety codes.
- Inspection of all commercial and multi-residential properties in the City on an annual basis.
- Ongoing night inspection program to insure a safe environment in the night life/ entertainment industry. Following the Rhode Island fire, our program was featured as a model on CBS 60 Minutes II and by the local media. A checklist for nightclubs was developed for club owners and inspectors.
- Review of plans and off-duty staffing for all Special Events at the Convention Center and other venues.
- Fire and Life Safety Education programs available to all schools, condos, places of public assembly, and civic groups.
- Established pilot Enhanced Inspection program to review plans and perform inspections after normal hours.
- Developed draft Fire Inspectors handbook.
- Hosted three-day NFPA code up-date seminar and a one-day Historical Preservation seminar.
- Three inspectors achieved State Certification as Fire Investigators.

Goals and Objectives

- Prevent fire and increase life safety in the event of fire

    1. Inspect 2,500 - 2600 commercial and multi-residential occupancies by September 30, 2004.

2. Process approximately 750 cases through Special Masters.

3. Supervise the inspection of 1800 multi-residential occupancies by the Fire Suppression Division.

4. Investigate approximately 300 citizen complaints promptly.

5. Conduct 3,000 night inspections for overcrowding and locked exits of public assembly occupancies.

6. Review exhibition plans, schedule off-duty fire personnel and supervise fire safety for 120 functions in the Convention Center and other outside events.

7. Review approximately 4,000 construction permit applications to insure compliance with all applicable fire and life safety code regulations.

8. Perform approximately 2,850 Certificate of Occupancy and Certificate of Completion inspections.

9. Perform approximately 600 Certificate of Use inspections.

10. Investigate approximately 25 fires within the City to determine cause and origin.

11. Continue to monitor success of the Enhanced Inspection program. Projecting 160 enhanced inspections / plan reviews.

- Heighten public awareness of fire prevention and life safety

1. Conduct 750 fire and life safety presentations.

2. Conduct 20 fire evacuation drills for business and residential high-rise occupancies.

3. Maintain the Juvenile Fire-setter Prevention and Intervention program.

4. Provide two (2) Public Fire and Life Safety slide presentations of 30 minutes in length to be used in life safety presentations.

5. Continue the NFPA, Risk Watch Program.

6. Conduct approximately 135 child safety-seat inspections.

7. Continue to provide training for Community Emergency Response Team (C.E.R.T.)

- Increase the efficiency of the Fire Prevention Division

  1. Send 4 Fire Inspectors to the National Fire Academy.

  2. Send 2 Fire Inspectors to Arson Investigation School.

  3. Send 3 Fire Inspectors and 5 Plans Analysts to Life Safety Code and other workshops presented by the National Fire Protection Association.

  4. Send all Fire Inspectors to local fire prevention seminars and training classes in order to obtain the necessary continuing education units for Fire Safety Inspector re-certification as mandated by FS 633.081.

  5. Continue to track the performance-based budget.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Inspect approximately 2,500 Commercial and multi-Residential properties.	2,415	2,415	2,500	2,500
Process approximately 600 cases through Special Masters.	604	604	1,032	1,000
Supervise the inspection of 1800 multi-residential and office occupancies.	44	44	1,100	1,700
Review approximately 5,000 construction permit applications to insure compliance with all applicable fire and life safety code regulations.	4643	4,643	3,950	4,000
Perform approximately 3,000 Certificate of Occupancy and Certificate of Completion inspections.	2867	2,867	2,832	3,000
Conduct 3,375 night inspections for overcrowding				

and locked exits of public assembly occupancies.	3370	3,370	2,232	3,000
Conduct 160 Enhanced Inspections and plan reviews After normal working hours.	NA	NA	164	164
Conduct approximately. 400 fire and life safety presentations.	393	426	812	800
Review exhibition plans, schedule off-duty fire personnel and supervise fire safety for 300 functions in the Convention Center and other outside events.	237	200	120	150

Division Financial Summary

Prevention Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 1,533,514	$ 1,829,998	$ 2,034,487	$ 2,056,836	**$ 2,156,440**
Operating Expenses	29,173	22,900	28,495	28,089	**25,195**
Internal Service Charges	224,046	219,422	271,366	207,514	**271,498**
Capital	0	5,944	6,290	0	**1,250**
TOTAL	**$ 1,786,733**	**$ 2,078,264**	**$ 2,340,638**	**$ 2,292,439**	**$ 2,454,383**
Budgeted Positions	**21**	**21**	**21**		**21**

Budget Highlights

- 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 division has funding for 12 sworn personnel and 9 civilian personnel.

SUPPORT

Mission

The mission of the Support Services Division to is provide quality training, keep all apparatus in a constant state of readiness, and provide and maintain state of the art communications equipment. Further, we will strive to acquire equipment and protective clothing that will ensure the safety of our firefighters, allowing them to provide quality services to the citizens of and visitors to the City of Miami Beach.

Major Accomplishments

- Recruit training (14)
- Completed departmental self-assessment document and submitted for peer review by the Commission for Fire Accreditation International
- Confined Space Operations Training (24)
- Trench Rescue Operations Training (11).
- Weapons of Mass Destruction Operations (18)
- Weapons of Mass Destruction hands-on-training (Anniston, Alabama) (46)
- Purchased and placed in service twelve (12) radiological detectors
- Specification and Purchase of (2) Gas Monitors.

Goals and Objectives

- Maintain all fire apparatus in a high state of readiness

  1. Continue a comprehensive preventative maintenance program with regularly scheduled service for twenty-four (24) Emergency Response Vehicles.
  2. Perform annual pump service test of eleven (11) fire apparatus to verify maximum performance.

3. Conduct certification testing of five (5) aerial ladders and 910 feet of ground ladders.

4. Train and maintain all three (3) Fire Equipment Mechanics as Emergency Vehicle Technicians.

5. Maintain reserve fire apparatus for ready availability by placing full complement of equipment on each reserve vehicle (5).

6. Procure equipment needed to continue a comprehensive maintenance program.

7. Continue a comprehensive preventative maintenance program with regularly scheduled service for nine (9) EMS rescue vans, one (1) Air Support Vehicle, one (1) Air Support Trailer and three (3) EMS Special Events ATV's.

- Reduce on the job injuries by maintaining department-wide safety program

  1. Continue employee/management safety committee meetings on a quarterly basis during FY 03/04.

  2. Maintain accountability system program as per NFPA, OSHA.

- Maintain a quality training program to increase professionalism, enhance service delivery and comply with OSHA mandates, ISO and NFPA Standards.

  1. Provide eight (8) hours of Hazardous Materials Awareness training to 205 employees.

  2. Provide eight (8) hours of Confined Space Rescue Awareness training to 205 employees.

  3. Train 24 personnel in Confined Space Rescue operations per OSHA Standard 29 CFR 1910.146.

  4. Train 24 personnel in Trench Rescue Operations per OSHA Standard 29 CFR 1926.650.

  5. Train 12 personnel in Rope Rescue I & II & III.

  6. 204 employees will also receive the following training:

- Rapid Intervention Team 1 half day per firefighter per year.
- Half Day (3 hours) Drills 8 per year.
- Half Day (3 hours) Multi-Company Drills 4 per year.
- Night Drills (3 hours) 2 per year.
- Company Training (@ Stations) 20 hours per firefighter per month.
- Classes for Officers 2 days/year per officer.
- Driver and Operator Training 4 half day classes per year.
- Training on Radio Activity 1 half day per firefighter per year.
- Recruit Training 240 hours per recruit.
- Maintain adequate amounts of quality fire hose to meet ISO and NFPA Standards.

    1. Conduct an annual inventory for 40,000 feet of fire hose.
    2. Conduct annual fire hose pressure testing on each section to ensure serviceability
    3. Purchase and place into service a quantity of new fire hose to bring the inventory up to standards and to replace unserviceable hose as per NFPA standards #1961 and #1962.

- Maintain a quality compressed breathing air program.

    1. Conduct quarterly compressed breathing air quality analysis.
    2. Purchase SCUBA gear to replace units that have to be replaced or retrofitted due to serviceable lifetime expectancy (18 Units in service).
    3. Perform visual examinations and required tests on 80 compressed breathing air cylinders on a daily basis by user personnel and semi-annually by certified breathing air technicians.
    4. Continue to increase the level of safety of personnel performing confined space/trench rescue and other special operations by purchasing equipment per OSHA and NFPA recommendations and standards.

- Continue work on the new cad/fire records system.

1. Oversee implementation of the new system.

2. Train personnel in the proper use of the new system.

3. Continue a basic quality assurance program as per the Clawson Protocol.

4. Update Standard Operating Procedures for PSCU (Public Safety Communication Unit).

- Continue to direct the department participation in the South Florida Urban Search and Rescue Task Force.

  1. Continue to train personnel in urban search and rescue operations in coordination with other participating Departments.

  2. Send one-(1) USAR personnel to an advanced FEMA USAR course in an appropriate discipline.

  3. Assist in inventory, packaging and maintaining the Task Force equipment cache.

  4. Hold semi-annual disaster drills simulating hurricanes, structural collapse etc., to evaluate team preparedness and performance.

- Increase the Fire Department's service delivery by establishing a technical rescue capability.

  1. Continue to train personnel in Technical Rescue Operations and drill 12 times per FY 03/04.

  2. Procure the proper types and amounts of rescue equipment for safe and efficient operations.

  3. Continue training personnel on specialized rescue techniques.

  4. Attain operational status on 2 additional disciplines by the end of FY 03/04 (Trench Rescue/Collapse Rescue).

  5. Maintain training site for in-service training of Technical Rescue Operations in cooperation with Public works.

Performance Measurements

	2001 Actual	2002 Actual	2003 Projected	2004 Estimated
Fire hose section replacement purchased and placed in service.	68	0	50	0
New bunker gear purchased and Issued to personnel.	30	30	30	10
Firefighter recruits trained.	6	15	9	0
Rescue SCUBA Divers trained and certified.	18	20	20	18
Preventive Maintenance performed on apparatus.	62	66	66	44

Division Financial Summary

Support Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Salaries & Benefits	$ 920,607	$ 1,083,163	$ 1,149,125	$ 1,199,002	**$ 1,248,504**
Operating Expenses	191,681	221,222	254,100	168,974	**210,785**
Internal Service Charges	128,702	182,155	205,679	191,548	**184,558**
Capital	42,448	13,471	15,892	11,860	**60,000**
TOTAL	**$ 1,283,438**	**$ 1,500,011**	**$ 1,624,796**	**$ 1,571,384**	**$ 1,703,847**
Budgeted Positions	**12**	**12**	**12**		**12**

Budget Highlights

- 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.
- This division has funding for 8 sworn personnel and 4 civilian personnel

Departmental Budget History

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.

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 $1,000,000 are provided for payment of final accumulated employee leave balance settlements upon separation from the City.

- 401(A) Disability provides $87,900 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 $26,000 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 $480,000 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 $112,480, which is allocated to the Greater Miami Jewish Federation ($49,400), Douglas Gardens Community Mental Health Center ($22,800), Miami Beach Community Health Center ($22,800), and the Boys and Girls Club ($17,480). This reflects a 5% decrease from the prior year due to economic conditions.

CONTRIBUTIONS

- $152,000 contribution to the Cultural Arts Council for special events is reimbursed to the General Fund by a contribution from Resort Taxes. This reflects a 5% decrease from the prior year due to economic conditions.

- The budget provides $152,475 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden. This reflects a 5% decrease from the prior year due to economic conditions.

CITY SERVICES

- Special Projects funding of $280,800 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 $40,000 for maintenance and repair of bus benches throughout the City.

- Funds have been allocated for utilities, maintenance and security in the amount of $150,000 at Old City Hall and $358,500 at the 777 17th Street Building.

- Special services are provided in the South Beach area by Property Management ($474,330).

- Special services are provided in the Middle and North Beach area by Property Management ($187,151).

- 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.

CONTINGENCY

- Provides for an operating contingency of $ 1,000,000. This includes a $ 50,000 increase 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.

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL 2000-01	ACTUAL 2001-02	ADOPTED 2002-03	PROJECTED 2002-03	Adopted 2003-04	PROP-ADPT INC/(DEC)
EMPLOYEE COSTS						
Accumulated Leave	1,090,825	942,899	1,000,000	2,158,500	1,000,000	0
Police/Fire Pensn Admin/Relief Fd	1,321	3,123	4,000	1,665	4,000	0
401A Disability	53,300	70,871	78,500	79,147	87,900	9,400
Tuition Assistance Reimb.	0	0	0	0	26,000	26,000
Citywide Computer Training	0	0	0	0	25,000	25,000
Subtotal	1,145,447	1,016,893	1,082,500	2,239,312	1,142,900	60,400
COMMUNITY SERVICES						
Holiday Decorations	158,759	151,755	150,000	123,322	150,000	0
E-911 Emergency-Wireless	0	0	0	0	124,000	124,000
E-911 Emergency	977,736	693,551	480,000	539,696	480,000	0
Subtotal	1,136,495	845,306	630,000	663,018	754,000	124,000
SOCIAL SERVICES						
Hot Meals-JVS	65,000	52,000	52,000	52,000	49,400	(2,600)
Douglas Gardens	30,000	24,000	24,000	24,000	22,800	(1,200)
Stanley C. Myers	30,000	24,000	24,000	24,000	22,800	(1,200)
Boys and Girls Club	23,000	18,400	18,400	18,400	17,480	(920)
Subtotal	148,000	118,400	118,400	118,400	112,480	(5,920)
CONTRIBUTIONS						
Colony Theater	45,154	54,052	0	28,519	0	0
Cultural Arts Council	200,000	148,750	160,000	160,000	152,000	(8,000)
Garden Center	80,675	160,400	160,500	160,500	152,475	(8,025)
Subtotal	325,829	363,202	320,500	349,019	304,475	(16,025)
CITY SERVICES						
External Auditor	99,675	71,600	113,000	110,175	113,000	0
Special Projects*	1,509,137	1,465,739	316,900	320,097	286,800	(30,100)
Bus Benches	36,743	50,746	40,000	71,933	40,000	0
Byron Carlyle Theatre	2,192,779	14,001	35,000	69,095	35,000	0
Old City Hall	185,291	241,774	150,000	339,565	150,000	0
555 17th St. Office Renovation	515,890	0	0	0	0	0
777 17th Street	0	118,436	208,332	310,788	358,500	150,168
City Hall Renovations	0	301,106	0	0	0	0
South Beach Area	670,893	582,662	461,099	476,087	474,330	13,231
Middle Beach Area	68,011	91,905	101,168	93,357	99,337	(1,831)
North Beach Area	69,411	114,312	89,812	74,587	87,814	(1,998)
Capital Projects Loan (P & I)	0	0	200,000	-	200,000	0
FPL Undergrounding Utilities	497,715	497,715	500,000	497,714	500,000	0
Water/Sewer City Usage	1,040,732	897,226	1,085,235	1,410,012	1,172,198	86,963
Street/Street lights	585,852	461,758	525,000	374,500	525,000	0
Lobbyist- State & Federal	173,622	183,955	180,000	175,999	180,000	0
Subtotal	7,645,752	5,092,934	4,005,546	4,323,909	4,221,979	216,433
CONTINGENCY						
Undesignated Contingency*	36,766	86,010	300,000	43,819	300,000	0
Operating Contingency	0	0	983,777	-	916,568	(67,209)
Subtotal	36,766	86,010	1,283,777	43,819	1,216,568	(67,209)
TOTAL	10,438,288	7,522,744	7,440,723	7,737,477	7,752,402	311,679

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY	Actual 2000-01	Actual 2001-02	ADOPTED 2002-03	PROJECTED 2002-03	Adopted 2003-04	PROP-ADPT INC/(DEC)
SPECIAL PROJECTS DETAIL*						
415 Excess Pension Plan	16,758	5,905	0	0	0	0
Actuarial Concepts	0	11,460	0	0	0	0
Alliance Video Production	2,500	0	0	0	0	0
All Sound Equipment	0	254,000	0	0	0	0
ATC Assoc. Inc.-asbestos study	3,650	0	0	0	0	0
Bass Museum A & E	66,708	0	0	0	0	0
Bermello	1,659	0	0	0	0	0
CHM Consulting-Ballet Study	9,980	0	0	0	0	0
City Manager Selection Committee	31,555	0	0	0	0	0
City Web Site	0	0	30,900	30,900	0	(30,900)
CMB Retreat	10,958	14,978	0	0	0	0
Corporate Run	1,956	1,306	0	1,359	0	0
DadeCounty Days	5,000	4,450	5,000	5,000	5,000	0
Daniel Davis-debar reg architect	0	15,018	0	0	0	0
Dowling Merle Gordon	10,000	0	0	0	0	0
Economics Research	15,097	0	0	0	0	0
ESP Events-Source Awards	7,660	0	0	0	0	0
Fire Station #4 Renovations	0	0	0	25,711	0	0
FL Redevelopment	5,000	0	0	0	0	0
Flagler Memorial Fence	14,000	0	0	0	0	0
Graffiti control	4,279	7,355	0	0	0	0
Hotel Training Program (City Match)	0	0	25,000	0	25,000	0
I.F. Multicultural Interactive	0	63,454	0	0	0	0
ISTEA Venetian Cswy Match	0	0	65,000	0	65,000	0
Johnson Controls-chillers Police	516,611	0	0	0	0	0
July 4th Celebration	0	9,888	0	0	0	0
KPMG	35,000	0	0	0	0	0
Metcalf & Eddy Engineering Study	36,225	0	0	0	0	0
Miami Beach Chamber/Visitor Ctr	25,000	20,000	25,000	25,000	25,000	0
Miami Beach Watersports Mktg.	5,000	5,000	0	0	0	0
Music Fest Miami	5,000	0	0	0	0	0
North Beach Development Corp.	0	0	25000	25,000	20,000	(5,000)
PAN Building-Electricity, etc.	44,439	34,424	0	0	0	0
Pierce Manufacturing	0	172,700	0	0	0	0
PNM Settltement	0	450,000	0	0	0	0
Prestige Laboratories Settlement	0	0	0	38,500	0	0
RachlinCohen	2,800	3,600	0	0	0	0
Replacement of cabling system	185,616	23,600	0	0	0	0
Salvation Army/Homeless Shelter	15,999	0	0	0	0	0
Sister Cities	19,183	28,000	16,000	16,000	16,000	0
SOBE Spray & Neuter	5,000	5,000	5,000	5,000	5,000	0
Southern Coast Enterp.-roof repair	0	160,062	0	0	0	0
TREMCO	3,100	0	0	0	0	0
URS Construction	0	23,600	0	0	0	0
U.S. Security	0	33,063	0	0	0	0
Washington Avenue Police Svces	265,000	0	0	0	0	0
Works (P-Card)	0	0	0	7,000		
Other	43,754	24,225	0	20,627	0	0
Normandy Shores District	94,650	94,650	120,000	120,000	125,800	5,800
Subtotal	1,509,137	1,465,739	316,900	320,097	286,800	(30,100)

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. The City has recently 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	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Property Taxes	$ 9,261,524	$ 9,644,645	$ 10,424,846	$ 10,237,793	$ 10,200,337
Other	561,049	102,449	0	15,605	0
Total	**$ 9,822,573**	**$ 9,747,094**	**$ 10,424,846**	**$ 10,253,398**	**$ 10,200,337**

Expenditure Area	2001 Actual	2002 Actual	2003 Budget	2003 Projected	2004 Adopted
Debt Service	$ 9,311,392	$ 9,742,435	$ 10,393,801	$ 9,906,752	$ 10,180,755
Operating Expenses	6,022	5,715	31,045	20,335	19,582
Total	**$ 9,317,414**	**$ 9,748,150**	**$ 10,424,846**	**$ 9,927,087**	**$ 10,200,337**

Budget Highlights

- The Debt Service millage rate of 0.874 is estimated to provide $10,180,755 for debt service and $19,582 for fees totaling $10,200,337

Principal and interest payments for FY 2003/04 are as follows:

Principal	$5,515,000
Interest	4,665,755
Debt Service	$10,180,755

- $19,582 is required for paying agent's fees.

GENERAL OBLIGATION BONDS SUMMARY
as of September 30, 2003

NAME OF ISSUE	Date of Issue	Date of Maturity	Amount of Issue	Amount Outstanding
1992 G.O. Bonds	01-Mar-93	2003	$ 54,360,000	$6,340,000
1996 G.O. Parks	01-Oct-97	2007	15,000,000	8,375,000
2000 G.O. Bonds	03-Jul-00	2020	30,000,000	28,150,000
2003 G.O. Bonds	03-Jul-22	2033	62,465,000	62,465,000
TOTALS			$164,825,000	$105,330,000

The debt limit of the city is specified in the City's charter as 15% of the assessed taxable valuation (excluding Tax Increment Revenue Bonds):

Taxable assessed valuation	$12,094,161,830
Percentage applicable	15%
Debt Limit	$ 1,814,124,275
General Obligation Bonds outstanding at September 30, 2003	(105,330,000)
Legal debt margin	$ 1,708,794,275

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 are required to 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 43 ½ 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 funds support the increased tourist activities, such as Art Basal, the 'NSync concert, and the annual Boat Show.

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. 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.

Budget Highlights

Each year for the past 10 years, except during the year of the September 11th tragedy, the collections have increased steadily due to growth of new restaurants, hotels, and tourists within the City.

In 1996, the first year of the additional 1% tax, the City's total collections were almost $14 million. The additional 1% tax represented over $2 million or 16% of the total taxes collected that year. The collection of the 2% tax alone has increased over 160% since 1992 and the collection of the 1% tax alone has increased over 56% 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 have began to rebound with a 13.1% increase projected for fiscal year 2003.

CITY OF MIAMI BEACH, FLORIDA
RESORT TAX FUND BUDGET - FISCAL 2004

	2%	1%	Total
Revenues:			
Resort Tax	$21,356,000	$4,312,000	$25,668,000
Special Assessment-Linc Rd/N Shore Projects	679,839		679,839
Repayment of RDA loan	4,070,787		4,070,787
Interest Income	50,000		50,000
Registration Fees	7,000		7,000
Fund Balance	150,000		150,000
Total Revenue	26,313,626	4,312,000	30,625,626
Expenditures:			
Personnel Costs:			
Salaries & Wages	166,892		166,892
Health, Life & Dental Insurance	6,721		6,721
Pension Contribtuitions & Other Benefits	15,653		15,653
Total Personnel Costs	189,266	0	189,266
Operating Costs:			
Professional Services	55,000		55,000
Internal Audit/Resort Tax Auditors' Expenditures	503,852		503,852
Telephone	50		50
Postage	500		500
Administrative Fees	25,000		25,000
Rent-Building & Equipment	3,235		3,235
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	6,000		6,000
Internal Service - Property Maintenance	3,496		3,496
Internal Service - Communications	4,428		4,428
Internal Service - Self Insurance	16,751		16,751
Internal Service - Computers	21,144		21,144
Internal Service - Prop. Maintenance/Electrical	2,739		2,739
Total Operating Costs	646,095	0	646,095
Total Operating Expenditures	835,361	0	835,361
Other Uses:			
Contribution to VCA	1,025,088		1,025,088
Contribution to Bureau	5,810,225		5,810,225
Excise Tax Bonds	297,501		297,501
Other Designated Expenditures	543,300	2,156,000	2,699,300
Debt Service:			
North Shore	929,832		929,832
Gulf Breeze	553,869		553,869
TIF Bonds		2,156,000	2,156,000
General Fund Contributions	16,318,450		16,318,450
Total Other Uses	25,478,265	4,312,000	29,790,265
Net	0	0	0

Explanation of Other Designated Expenditures:

Special Districts		718,667	718,667
North Beach Services		718,667	718,667
Middle Beach Services		718,667	718,667
Monuments	22,800		22,800
Orange Bowl	18,750		18,750
July 4th Celebration	19,000		19,000
Festival of the Arts	30,400		30,400
Ziff Museum	57,000		57,000
South Beach & Greater Miami Hispanic Chamber	23,750		23,750
Latin Chamber of Commerce	23,750		23,750
Miami Design Preservation League	25,000		25,000
Homeless Programs	245,000		245,000
Other	77,850		77,850
	543,300	2,156,000	2,699,300

CITY OF MIAMI BEACH
FISCAL 2004 BUDGET PROJECTIONS

VCA CONTRIBUTION

Resort Tax - 2%	$ 21,356,000
Less: 4% Collection Allowance	854,240
	20,501,760
Projected budget for "due to the VCA" - 5%	$ 1,025,088

NOTE: Projection as of 7/20/03

BUREAU CONTRIBUTION

Resort Tax - 2%	$ 21,356,000
Less: 4% Collection Allowance	854,240
	$ 20,501,760
Net Resort Tax - 2%	$ 20,501,760
Est. for base year FY 00	17,260,860
Difference	3,240,900
Add'l contribution - 25%	810,225
Plus: Base contribution	5,000,000
Projected budget for "Due to the Bureau"	$ 5,810,225

NOTE: Projection as of 7/20/03

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (2%)
Projection for 2004

	Actual 2000/01	Actual 2001/02	2001/02 % of total	Budget Projected 2002/03	Actual/ Projected 2002/03	Budget Projected 2003/04
October	1,262,030	928,797	0.05	1,021,677	1,255,512	1,343,398
November	1,347,250	1,047,867	0.06	1,152,654	1,490,489	1,594,823
December	1,553,662	1,146,987	0.07	1,259,736	1,756,296	1,879,237
January	1,551,363	1,546,137	0.09	1,698,122	1,875,292	2,006,562
February	1,989,338	1,795,999	0.10	1,972,545	2,246,577	2,403,838
March	2,044,648	1,983,849	0.11	2,178,861	2,465,367	2,637,942
April	2,385,673	2,349,999	0.13	2,581,004	1,926,407	2,061,255
May	1,827,087	1,635,055	0.09	1,795,781	1,753,930	1,876,705
June	1,775,147	1,333,118	0.08	1,464,163	1,327,253	1,420,161
July	1,322,050	1,267,368	0.07	1,391,950	1,347,212	1,441,517
August	1,390,672	1,181,716	0.07	1,297,879	1,387,130	1,484,229
September	1,353,555	1,261,613	0.07	1,385,629	1,127,535	1,206,332
	19,802,476	17,478,505	1.00	19,200,000	19,959,000	21,356,000

Assumptions:

Projected Coll 03	19,959,000	0.04	(% up over budgeted)
Budget for FY04	21,356,000	0.07	(% over proj 03 collections)

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (1%)
Projection for 2004

	Actual 2000/01	Actual 2001/02	2001/02 % of total	Budget Projected 2002/03	Actual/ Projected 2002/03	Budget Projected 2003/04
October	258,460	164,199	0.05	180,619	237,979	254,638
November	291,484	201,764	0.06	221,940	300,488	321,522
December	307,694	210,045	0.06	230,323	330,112	353,220
January	333,962	265,530	0.08	291,164	411,389	440,186
February	477,508	374,581	0.11	410,743	501,314	536,406
March	510,817	441,685	0.13	484,325	520,199	556,613
April	556,636	508,729	0.15	557,841	409,982	438,681
May	418,177	320,112	0.09	351,015	351,112	375,690
June	351,024	256,314	0.07	281,059	268,040	286,803
July	270,178	255,157	0.07	279,790	243,860	260,930
August	270,005	219,120	0.06	240,274	268,040	286,803
September	271,725	247,056	0.07	270,907	187,485	200,509
	4,317,669	3,464,292	1.00	3,800,000	4,030,000	4,312,000

Assumptions:

Projected Coll 03	4,030,000	0.06	(% up over budgeted)
Budget for FY04	4,312,000	0.07	(% over proj 03 collections)

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MAINTENANCE

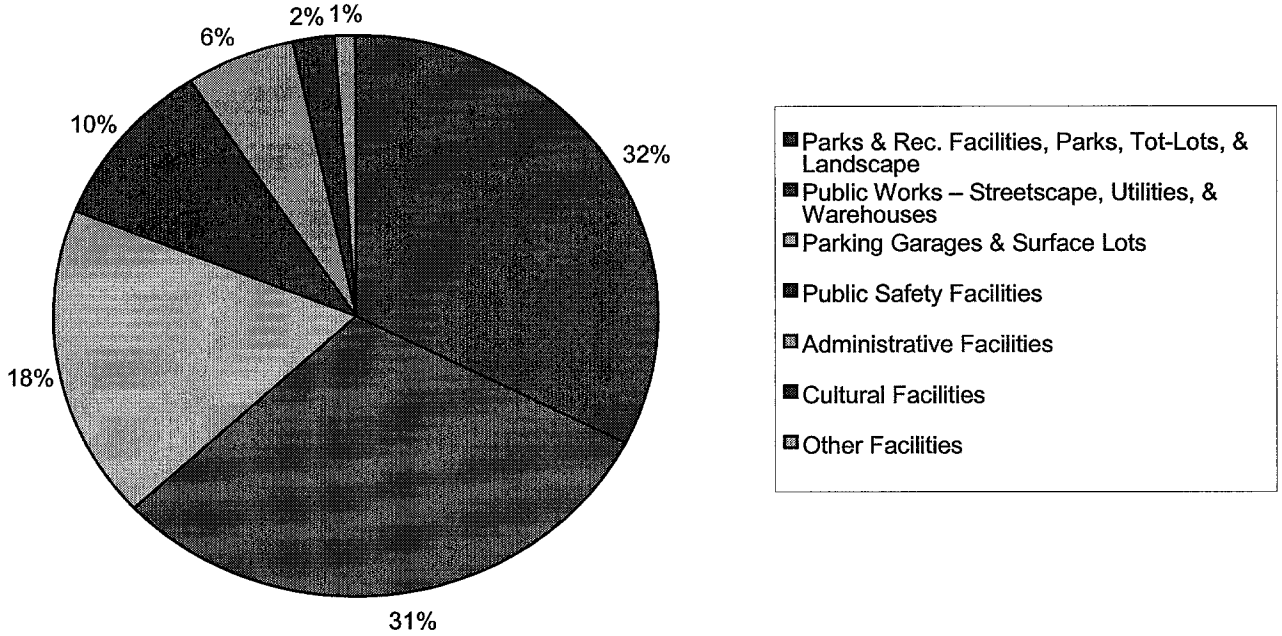
CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE AND REPAIRS BUDGET
FY 2003-2004

The Administration, in an effort to maintain the City of Miami Beach as a world-class city, has positioned a cooperative team of well-trained professionals responsible for the upkeep and routine maintenance of City-wide assets and facilities. The City has and continues to make a significant investment in the preservation and enhancement of its assets. The City has earmarked approximately $14,600,000 in FY 2003-2004 for this effort.

The City's Proposed FY 2003-2004 Maintenance and Repairs Budget is comprised of funds earmarked for the following types of facilities and or functions:

FACILITY/FUNCTION	FY 2003-2004 Projection
Parks & Rec. Facilities, Parks, Tot-Lots, & Landscape	$4,728,439
Public Works – Streetscape, Utilities, & Warehouses	4,478,161
Parking Garages & Surface Lots	2,635,235
Public Safety Facilities	1,401,017
Administrative Facilities	844,190
Cultural Facilities	323,131
Other Facilities	180,354
TOTAL	$14,590,527

Maintenance Budget by Function



The City's Proposed FY 2003-2004 Maintenance and Repairs Budget is comprised of efforts from the following Departments and Divisions:

Department / Division	FY 2003-2004 Projection
Facilities Management (Internal Services)	$5,021,030
Public Works (Streetscape & Utilities)	4,152,000
Parks & Recreation (Parks, Tot Lots, & Landscape)	2,885,260
Parking (On Street & Off Street)	2,532,237
TOTAL	$14,590,527

The Departments and Divisions providing maintenance and repair services strive to provide efficient, accountable, and courteous services that enhance the quality of life for all who live, work, and play in our vibrant, tropical, and historic community.

The City through its urban planning efforts strives to provide timely and reliable public infrastructure services including road and streetscape maintenance; storm water, solid waste and wastewater repairs; facilities maintenance, landscape maintenance, and parks maintenance. The City, through its various Departments and Divisions, ensure that City-wide Assets are preserved and maintained. The City strives to enact programs which will beautify and improve urban and residential areas, public facilities, and city-wide infrastructure.

Maintenance and Repairs Budget

Preparation of the Maintenance and Repairs Budget occurred simultaneously with the development of the FY 2003-2004 Proposed Operating Budget. City Departments along with the Office of Management and Budget and the Finance Department corresponded in order to compile the data necessary for this document, which will be submitted to the City Commission in September 2003.

The Maintenance and Repairs Budget lists line item budgets for both current and new city-wide maintenance programs necessary to maintain, improve, and enhance public facilities and infrastructure to meet the service demands of residents and visitors to the City of Miami Beach.

The proposed budget totals $14,590,527 and includes 93 identified category areas.

"Millage For Maintenance"

The City is examining the opportunity of establishing a restricted account for the maintenance of City parks, streets, sidewalks, buildings and other facilities. This concept is in response to concerns expressed by our citizens throughout the development and implementation of our Capital Improvement Program and the Administration's desire to maintain the City in a "world class" manner.

The funding of this restricted account could be accomplished by adding future Debt Service Millage reductions to the General Operating Millage; therefore, the total City millage would not increase but would remain. City property owners would pay the same total tax millage as they did the previous year.

The chart below illustrates a hypothetical "Millage for Maintenance" concept.

	"Millage for Maintenance" Tax Levy		
	FY 02/03	**FY 03/04**	**Inc/(Dec)**
General Operating	7.299	7.448	0.149
Debt Service	1.023	0.874	(0.149)
TOTAL	8.322	8.322	(0.000)

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) a minimum of $4.6 million for additional infrastructure maintenance each year.

Category Areas

The following areas have been identified by the City as key concerns where available maintenance and repair funds will be expended:

- Facilities Management (Property Management)
    1. Parks & Recreation Facilities (i.e. Youth Centers & Tot Lots)
    2. Cultural Facilities
    3. Administrative Facilities
    4. Public Safety Facilities
    5. Public Work Facilities
    6. Parking Garages
- Parks and Recreation Maintenance
    7. Parks Maintenance
    8. Landscape Maintenance
    9. Playground Replacement
- Public Works (Streetscape & Utilities)
    1. Resurfacing/Milling
    2. Sidewalk, Curb & Gutter Replacement
    3. Water & Fire Mains
- Parking (Off Street & On Street)
    1. Garage Maintenance
    2. Sign & Pavement Markings
    3. Parking Meters

4. Lot Maintenance

The City is also investigating and seeking funds for other significant areas where conditions warrant funding for routine maintenance and/or renovations, i.e. City-Wide Canal Clean Up and Old City Hall Structural Repairs. The City is actively seeking Grants in order to begin maintenance work for these two key areas.

CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS BUDGET
FY 2003-2004

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
PARKS & RECREATION - PARKS, TOT LOTS, & LANDSCAPE			
Parks Maintenance Division			
Parks Maintenance Contract (16 Parks)	$329,676		
Pressure Washing (15 Parks)	176,960		
Park Security Services	159,341		
Boardwalk Maintenance Contract	85,016		
Contract Pest Control Services	80,000		
Contract Tree Pruning Services	80,000		
Allison Island Maintenance Contract	71,000		
Other Miscellaneous Maintenance	70,000		
Replacement Plant Material Contracts	60,000		
Marseille Drive Maintenance Contract	40,000		
Collins Avenue 4000-5900 Medians & Flower Installations	34,280		
Polo Park Maintenance Contract	12,500		
North Beach Elementary	8,790		
Pressure Cleaning & Washing - Tot Lots (15 Tot Lots)	4,818		
		$1,212,381	
Landscape Maintenance Division			
Mowing Service Contract	395,000		
Causeway Maintenance Contract	346,046		
North Shore Project	164,630		
Washington Avenue Phase I & II, Espanola Way	112,000		
South Pointe Streetscape	99,500		
Miami Beach Golf Club Perimeter / Sunset Islands I & II	92,400		
41st Street Maintenance Contract	80,610		
Marseille Drive	46,000		
Beachfront Boardwalk	40,000		
La Gorce / Pinetree Drive (5100-6300)	32,797		
Sunset Islands III-V Entrances	29,000		
77th Street Maintenance Contract	24,996		
Indian Creek (6300 block) Maintenance Contract	6,000		
Fleet Maintenance Entrance	3,600		
La Gorce Island Entrance	1,800		
Soil Sampling Service	500		
		$1,474,879	
Replacement Fund			
Playground Equipment Replacement Fund	150,000		
Indoor & Outdoor Recreational Sport Court Resurfacing	48,000		
		$198,000	
		Total Parks & Recreation	$2,885,260
FACILITIES MANAGEMENT (PROPERTY MANAGEMENT INTERNAL SERVICES)			
Parks & Recreation Facilities			
Recreation	987,271		
Parks Maintenance	477,577		
Youth Centers	365,155		
Parks & Recreation Administrative Facility	13,176		
		$1,843,179	
Cultural Facilities			
Bass Museum	161,481		
Convention Center	120,921		
Byron Carlyle Theater	29,563		
Jackie Gleason Theater of Performing Arts	6,461		
Film & Print Administrative Facility	4,300		
Cultural Arts Administrative Facility	405		
		$323,131	

CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS BUDGET
FY 2003-2004

PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
Administrative Facilities			
City Hall	537,486		
777 17th Street Building	118,446		
Old City Hall	106,425		
Fleet Management Facility	52,405		
Code Compliance Office	29,428		
		$844,190	
Public Safety Facilities			
Police Headquarters	611,497		
Beach Patrol Headquarters & Lifeguard Stands	417,742		
Fire - Support Services	250,715		
Police Headquarters - Information Technology/Communications	87,615		
Fire - Suppression	33,448		
		$1,401,017	
Public Works Operations Facilities			
Water Operations	146,043		
Sewer Operations	82,142		
Storm Water	43,919		
Sanitation	40,543		
South Beach - Property Management	5,068		
Middle Beach - Property Management	4,223		
North Beach - Property Management	4,223		
		$326,161	
Parking Operations Facilities			
Parking - Off Street	100,132		
Parking - On Street	1,917		
Parking - Administrative Offices	949		
		$102,998	
Other Facilities			
Normandy Isle Guard House	100,428		
City-Wide Bus Benches	33,786		
Log Cabin	23,340		
Monuments	22,800		
		$180,354	
		Total Facilities Management	$5,021,030
PUBLIC WORKS - STREETSCAPE & UTILITIES			
Resurface/Milling			
South Beach Area (five streets)	42,000		
Harding Avenue, 67th - 72nd Street	40,000		
South Beach Alleyways(six alleyways)	40,000		
North Beach Area (three streets)	25,000		
Alton Road, 17th - Michigan	14,000		
		$161,000	
Street Lighting			
Street Lighting	415,000		
		$415,000	
Sidewalk Maintenance			
Sidewalk Maintenance	295,000		
		295,000	
Storm Water Maintenance			
Storm Water Maintenance	1,134,000		
		1,134,000	
Sidewalk, Curb and Gutter Replacement			
North Beach Replacement	40,000		
Middle Beach Replacement	40,000		
South Beach Replacement	40,000		
Alton Road, 48th - 63rd Street (15 Blocks)	800,000		
		$920,000	

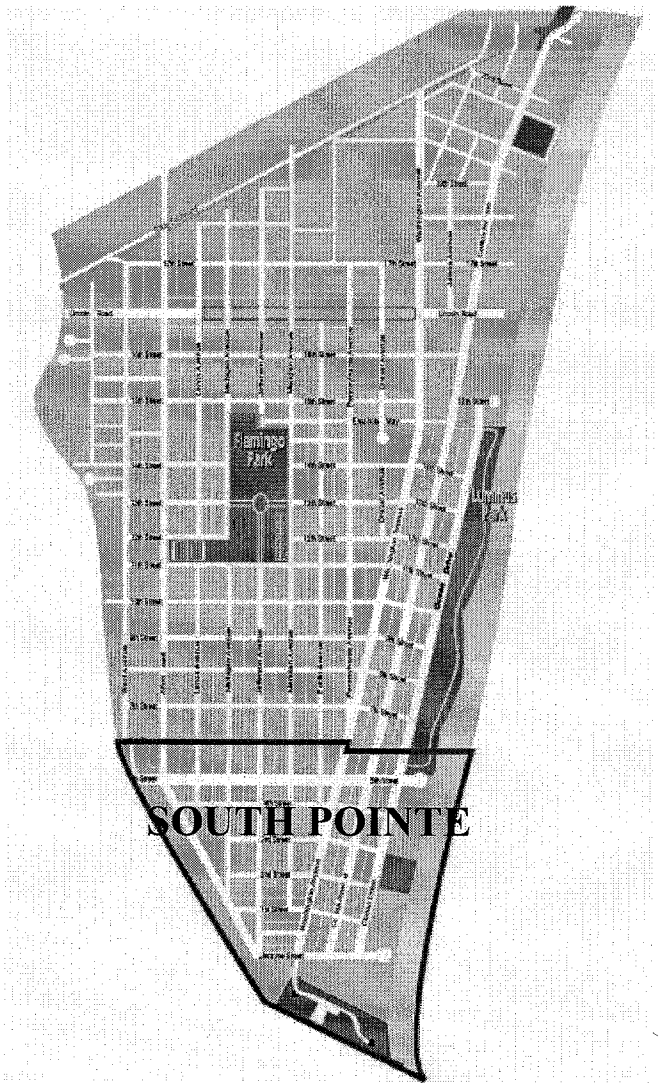
CITY OF MIAMI BEACH
CITYWIDE MAINTENANCE & REPAIRS BUDGET
FY 2003-2004

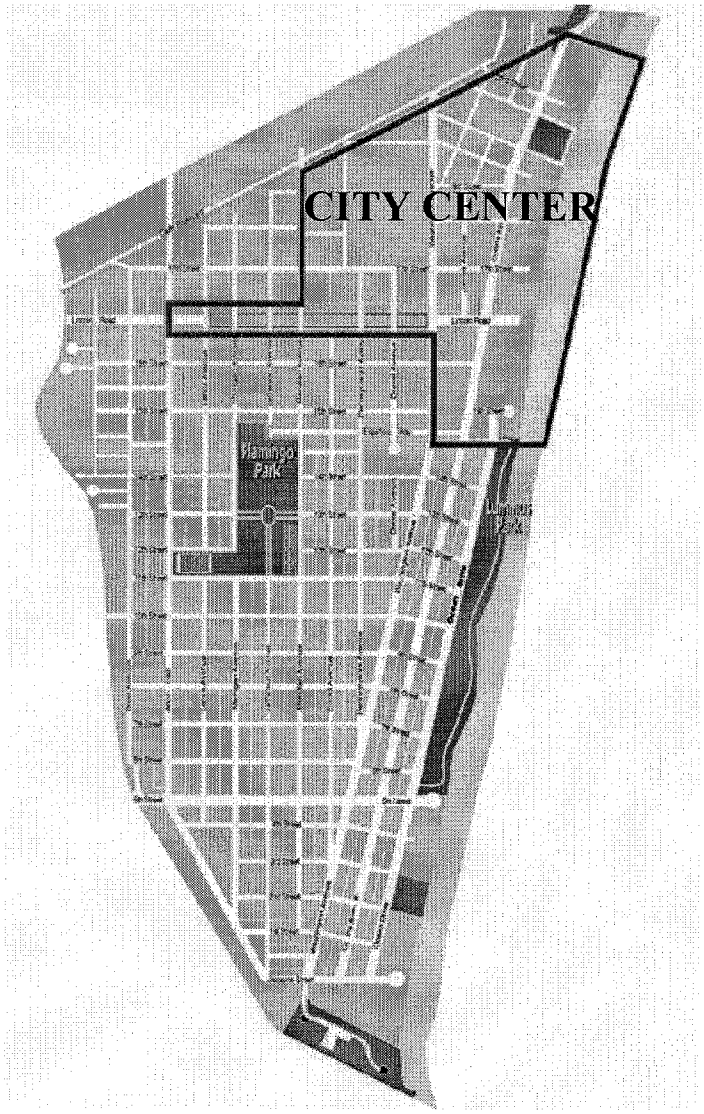
PROGRAM	MAINT. COSTS	CATEGORY TOTAL	PROGRAM TOTAL
Water/Fire Main Repairs			
Collins Avenue, 48th - 63rd Street (Water/Fire Main)	300,000		
Water Line Replacements City Wide	200,000		
Pump Station Electrical Upgrades	125,000		
Middle Beach Catch Basin Cleaning (1,877 Basins)	122,000		
City Wide Sewer Lateral Replacement	100,000		
Valve Maintenance Program	80,000		
City Wide Drainage Well Maintenance (100 Wells)	50,000		
		$977,000	
Sanitation Services			
Pressure Cleaning 5-17th Street on Wasington, Collins, & Ocean	210,000		
		$210,000	
Environmental			
City Wide Canal Clean-Up	40,000		
		40,000	
		Total Public Works	$4,152,000
PARKING - ON STREET & OFF STREET			
Garage Maintenance			
Materials, Services, & Labor	757,871		
		$757,871	
Sign and Pavement Markings			
Materials, Services, & Labor	545,349		
		$545,349	
Parking Meters			
Materials and Services	522,419		
		$522,419	
Repair and Maintenance Supplies			
Materials and Services	364,720		
		$364,720	
Landscaping and Lot Maintenance			
Materials and Services	322,710		
		$322,710	
Coin Room Equipment Maintenance			
Materials and Services	19,168		
		$19,168	
		Total Parking	$2,532,237
TOTAL 2003-2004 MAINTENANCE & REPAIRS BUDGET	$14,590,527	$14,590,527	$14,590,527

Note: The above Parking figures do not include Internal Service Charges from other departments, such as Property Management or Fleet Management, or the salaries of Executive Management and support staff.

RDA

MIAMI BEACH REDEVELOPMENT AGENCY
ADOPTED BUDGET
FY 2003/04

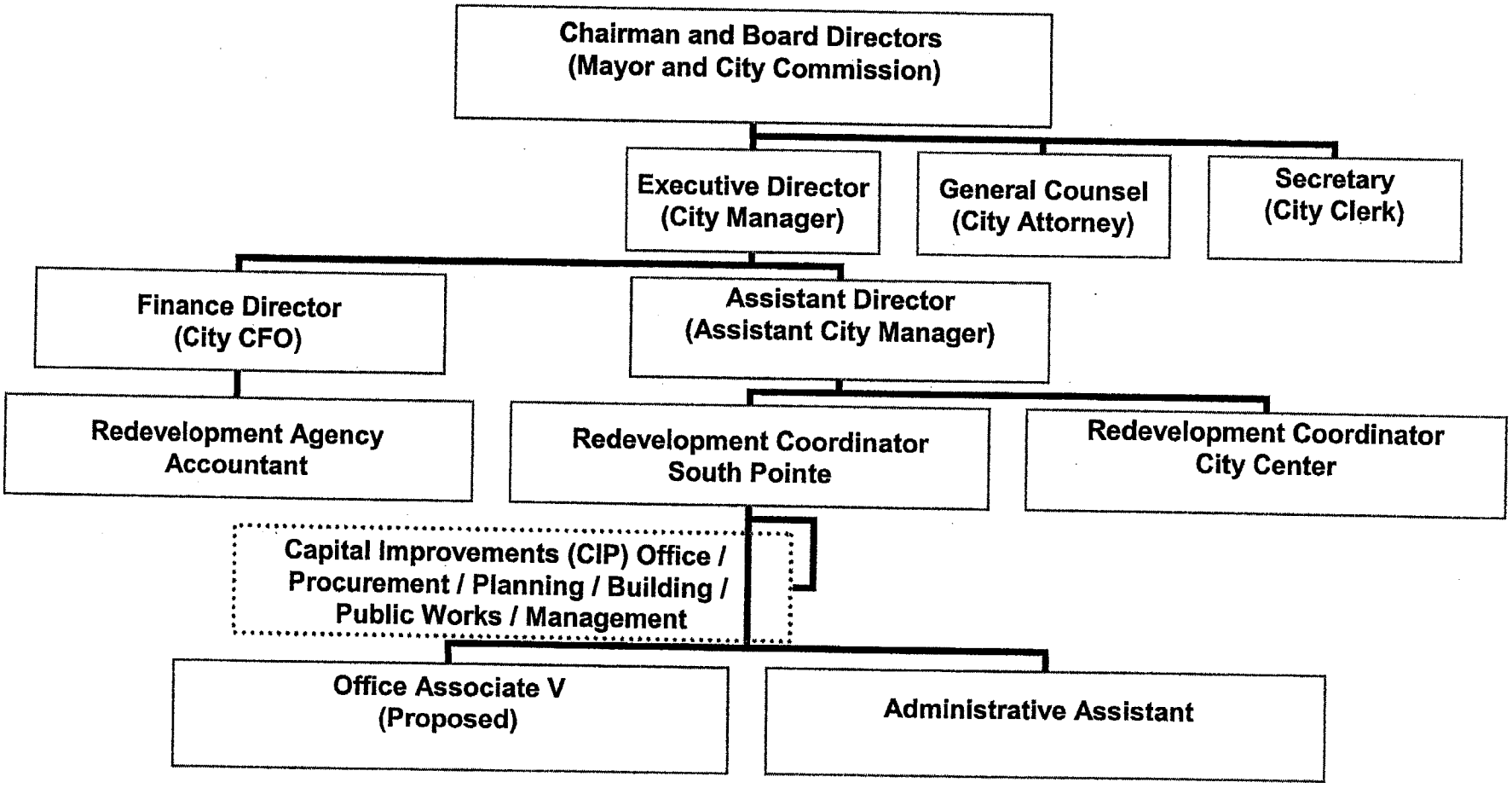




Submitted By: The Miami Beach Redevelopment Agency
September 2003 – Final

CITY OF MIAMI BEACH
REDEVELOPMENT AGENCY
FUNCTIONAL ORGANIZATIONAL CHART
Fiscal Year 2003/04

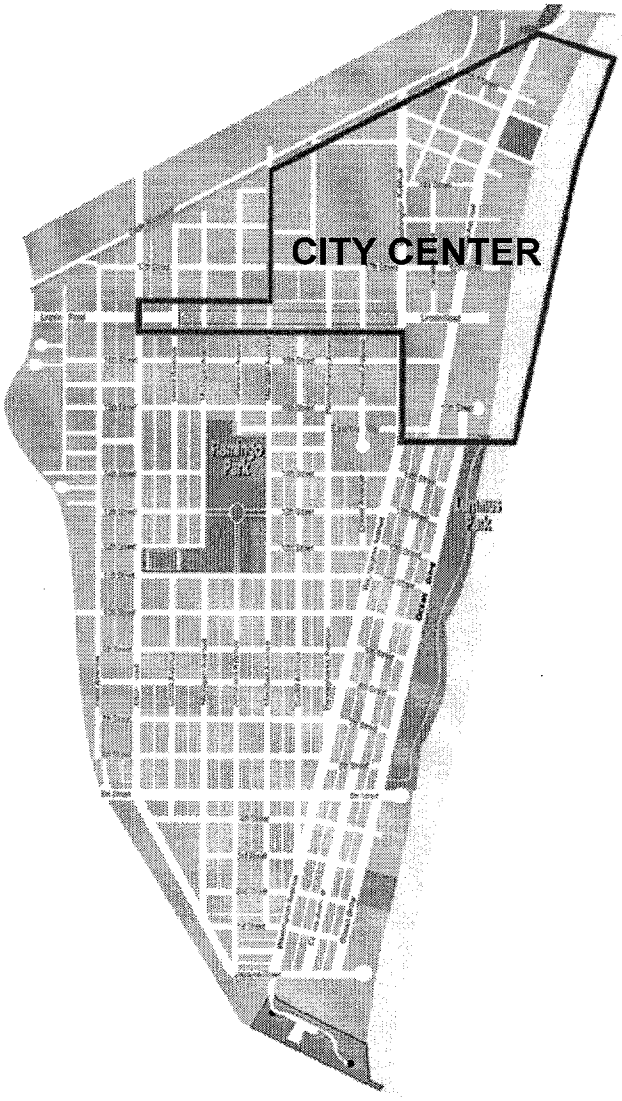
FUND: RDA DEPARTMENT: REDEVELOPMENT AGENCY DIVISION: ECONOMIC DEVELOPMENT



MIAMI BEACH REDEVELOPMENT AGENCY

ADOPTED BUDGET

FY 2003/04



Miami Beach Redevelopment Agency
Adopted Budget FY 2003/04
City Center Redevelopment Area

Revenues and Other Sources of Income	**Operating Fund**	**Debt Service**	**Construction Fund**
Opening Balance	$0	$0	$0
96 B Series Bond Funds	$0	$0	$726,432
98B Bond Funds	$0	$0	$4,690,233
Tax Increment - City	$8,362,848	$0	$0
Tax Increment - County	$6,603,639	$6,603,639	$0
50% Contribution from Resort Tax (1%)	$1,938,000	$0	$0
1/2 Mill Children's Trust Contribution	$572,876	$0	$0
Interest Income	$0	$0	$187,256
Loews Hotel Rent Revenue	$500,000	$0	$0
Loews Incentive Rent	$650,000	$0	$0
Royal Palm Ground Lease	$270,000	$0	$0
Anchor Garage Operations (1)	$1,694,101	$0	$0
Anchor Shops Lease Revenue (2)	$656,000	$0	$0
Other Operating Transfers In	$0	$7,958,949	$ 1,489,445
Fund Balance Carryover	$0	$0	$0
Total Revenue	**$21,247,464**	**$14,562,588**	**$7,093,366**

Admin/Operating Expenses	**Operating Fund**	**Debt Service**	**Construction Fund**
Management fee	414,000	-	-
Advertising & promotion	1,000	-	-
Postage & mailing	3,000	-	-
Printing	3,000	-	-
Office supplies & equipment	5,000	-	-
Meetings & conferences	4,000	-	-
Dues & subscriptions	1,000	-	-
Audit fees	4,000	-	-
Professional & related fees	50,000	-	-
Miscellaneous expenses	15,000	-	-
Total Admin/Operating Expenses	**$500,000**	**$0**	**$0**

Projects	**Operating Fund**	**Debt Service**	**Construction Fund**
Anchor Garage ops incl sales & prop taxes	1,045,300	-	-
Anchor Garage Facility Use/Usage Fee (3)	114,800	-	-
Anchor Shops mgt fee & related exp	53,000	-	-
Community Policing	2,160,000	-	-
Repayment of Lincoln Road Capital Costs (4)	-	2,909,931	-
Repayment of Bass Museum Capital Costs (5)	-	1,085,523	-
Beachwalk project	-	-	550,000
Street-ends (17th, 18th & 20th Streets)	-	-	200,000
Rotunda	-	-	300,000
Lincon Rd (Washington-Collins Ave)	-	-	100,000
Cultural Campus/Library Streetscape			337,000
Collins Park			357,000
Colony Theater	-	-	2,750,000
New World Symphony	-	-	150,000
West Ave Improvements	-	-	100,000
Washington Ave ROW Improvements	-	-	172,000
16th Street Drainage	-	-	200,000
City Center Streetscapes	-	-	1,000,000
Garden Center/Botanical Garden			400,000
Flamingo park "A" Utilities Imp	-	-	400,000
Allocation for Other Projects	-	-	77,366
Total Project Costs:	**$3,373,100**	**$3,995,454**	**$7,093,366**

Transfers, Reserves and Debt Service Payments	**Operating Fund**	**Debt Service**	**Construction Fund**
Debt Service Cost - 96B & 98B Bonds	-	9,077,689	-
Current Debt Service - Lincoln Rd Project (6)	1,631,738	-	-
Current Debt Service - Bass Museum (7)	508,107	-	-
Reserve for County Admin Fee (8)	99,055	-	-
Reserve for Children's Trust Contribution (9)	572,876	-	-
Transfer County TIF to - Debt Svc Fund	6,603,639	-	-
Transfer to - Debt Svc Fund	7,958,949	-	-
Transfer to - Construction Funds	-	1,489,445	-
Total Transfers Reserves & Debt Service Payments	**$17,374,364**	**$10,567,134**	**$0**
Total Expenditures & Transfers	**$21,247,464**	**$14,562,588**	**$7,093,366**
Excess (Deficiency):	**$0**	**$0**	**$0**

Note #1 Prior to deductions fro sales tax and Easement Agreement Profit Sharing
Note #2 Retail lease revenue, net of Management Fee & related expenses
Note #3 Difference due between Facility Use and Facility Usage Fee
Note #4 Repayment of Lincoln Road capital costs - accumulated principal & interest
Note #5 Repayment of Bass Museum capital costs - accumulated principal & interest
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 Proposed County admin fee @ 1.5% of County's increment revenue - subject to RDA Board approval
Note #9 Proposed 1/2 mill Children's Trust Contribution - subject to RDA Board approval

RDA City Center - CAPITAL BUDGET PROJECTIONS Period: 2002-2014

RDA City Center Budget	Year End	2002 - Actual	2003-Current	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Fiscal Year	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
BOND FUNDS														
1996B Nontax - Beginning Balance		4,055,255	4,092,609	726,432	61,489	85,461	87,490	90,310	93,197	96,178	99,253	102,427	105,702	109,082
Revenues - Interest Income	3.30%	137,254	133,823	135,056	23,972	2,029	2,820	2,887	2,980	3,076	3,174	3,275	3,380	3,488
Obligations														
Beachwalk Project		(99,900)	(3,000,000)	(600,000)	-	-	-	-	-	-	-	-	-	-
City Center Streetscape-20th Street		-	(100,000)	(50,000)	-	-	-	-	-	-	-	-	-	-
Street Ends-17th/18th Streets		-	(400,000)	(150,000)	-	-	-	-	-	-	-	-	-	-
Total Obligations		(99,900)	(3,500,000)	(800,000)	-	-	-	-	-	-	-	-	-	-
1996B Nontax - Ending Balance		4,092,609	726,432	61,489	85,461	87,490	90,310	93,197	96,178	99,253	102,427	105,702	109,082	112,570
1998B Nontax - Beginning Balance		5,286,319	5,198,065	4,690,305	4,167,841	2,473,038	784,082	198,167	393,491	595,262	803,690	1,018,997	1,241,409	1,471,161
Revenues - Interest Income	3.30%	189,542	174,449	171,536	177,197	183,044	189,085	195,325	201,770	208,429	215,307	222,412	229,752	237,333
Obligations														
Cultural Campus Legal Fees		(174,122)	-	-	-	-	-	-	-	-	-	-	-	-
Cultural Campus Acquisition		-	-	-	-	-	-	-	-	-	-	-	-	-
Collins Park		-	-	(357,000)	(775,000)	(775,000)	(775,000)	-	-	-	-	-	-	-
Cultural Campus Streetscapes		(103,674)	(476,209)	(337,000)	(1,097,000)	(1,097,000)	-	-	-	-	-	-	-	-
Cultural Campus Other (AIPP - Bass/Library)		-	(206,000)	-	-	-	-	-	-	-	-	-	-	-
Total Obligations		(277,796)	(682,209)	(694,000)	(1,872,000)	(1,872,000)	(775,000)	-	-	-	-	-	-	-
1998B Nontax - Ending Balance		5,198,065	4,690,305	4,167,841	2,473,038	784,082	198,167	393,491	595,262	803,690	1,018,997	1,241,409	1,471,161	1,708,494
TAX INCREMENT & RESORT TAX FUNDS														
Revenues														
Interest Income	5.00%	46,022	48,323	50,739	53,276	55,940	58,737	61,673	64,757	67,995	71,395	74,965	78,713	82,648
Resort Tax (50% of the 1% Room Tax)	2.00%	1,744,482	1,900,000	1,938,000	1,976,760	2,016,295	2,056,621	2,097,754	2,139,709	2,182,503	2,226,153	2,270,676	2,316,089	2,362,411
'1/2 Mill Children's Trust Contribution				572,876	633,493	700,838	726,032	751,982	778,711	806,241	834,598	863,805	893,888	924,874
CMB TIF		6,418,507	7,400,204	8,362,848	9,076,456	10,045,598	10,407,827	10,780,923	11,165,212	11,561,030	11,968,722	12,388,645	12,821,166	13,266,662
County TIF		5,023,829	5,891,835	6,603,639	7,335,528	8,118,781	8,411,532	8,713,066	9,023,646	9,343,543	9,673,037	10,012,415	10,361,975	10,722,022
Total Revenues		13,232,840	15,240,362	17,528,102	19,075,513	20,937,452	21,660,749	22,405,398	23,172,035	23,961,312	24,773,905	25,610,505	26,471,831	27,358,618
Obligations														
CMB Management Fee (Deducted from CMB TIF)		(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)
Administrative Fees		60,979	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
County Admin Fee @ 1.5% of County TIF Pmt		-	-	(99,055)	(110,033)	(121,782)	(126,173)	(130,696)	(135,355)	(140,153)	(145,096)	(150,186)	(155,430)	(160,830)
'1/2 Mill Children's Trust Contribution		-	-	(572,876)	(633,493)	(700,838)	(726,032)	(751,982)	(778,711)	(806,241)	(834,598)	(863,805)	(893,888)	(924,874)
Debt Service		(9,351,724)	(9,077,689)	(9,076,490)	(9,075,163)	(9,072,567)	(9,076,825)	(9,072,899)	(9,075,204)	(9,076,196)	(9,073,609)	(9,075,970)	(9,072,823)	(9,072,823)
Bass Museum Current Debt Service (5%; $4.8M)		-	(508,107)	(507,241)	(506,885)	(505,864)	(506,230)	(506,443)	(506,108)	(506,531)	(505,859)	(502,746)	(503,355)	(503,355)
Bass Museum Capital Cost Repay		(262,425)	(1,150,000)	(1,046,667)	(1,099,000)	(1,153,950)								
Lincoln Road Current Debt Service (5%; $11.0M)		-	(1,631,738)	(1,658,076)	(1,681,167)	(1,398,701)	(872,168)	(872,239)	(871,423)	(872,116)	(868,511)	(866,881)	(864,619)	(864,619)
LincolnRoadCapital Cost Repay		(3,507,060)	(3,450,000)	(2,948,787)	(3,096,226)	(3,251,038)	-	-	-	-	-	-	-	-
Total Obligations		(13,474,230)	(16,317,534)	(16,409,191)	(16,701,967)	(16,704,739)	(11,807,428)	(11,834,259)	(11,866,801)	(11,901,237)	(11,927,673)	(11,959,588)	(11,990,115)	(12,026,501)
Total Tax Increment & Resort Tax Funds		(241,391)	(1,077,172)	1,118,911	2,373,546	4,232,712	9,853,321	10,571,139	11,305,234	12,060,075	12,846,232	13,650,917	14,481,717	15,332,116
TOTAL ANNUAL		9,049,283	4,339,565	5,348,240	4,932,044	5,104,284	10,141,798	11,057,828	11,996,673	12,963,018	13,967,656	14,998,029	16,061,960	17,153,181

RDA City Center - CAPITAL BUDGET PROJECTIONS Period: 2002-2014

RDA City Center Budget	Year End	2002 - Actual	2003-Current	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Fiscal Year	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14
OPERATIONS														
1. Anchor Shops														
Revenues														
Rental Income		557,816	646,000	656,000	673,866	673,969	716,076	720,197	759,018	759,134	759,254	759,377	759,504	759,635
Obligations														
Sales tax		(41,697)	(45,220)	(45,920)	(47,171)	(47,178)	(50,125)	(50,414)	(53,131)	(53,139)	(53,148)	(53,156)	(53,165)	(53,174)
Management Fee & related Expenses		(125,000)	(95,000)	(53,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
Total Anchor Shops		**391,119**	**505,780**	**557,080**	**531,695**	**531,791**	**570,951**	**574,783**	**610,887**	**610,995**	**611,106**	**611,221**	**611,339**	**611,461**
2. Anchor Garage														
Revenues														
Total Receipts		1,780,725	1,734,300	1,800,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000
Obligations														
Sales tax		(116,886)	(121,401)	(126,000)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)	(136,500)
Property Tax		(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)	(325,511)
Management Fee & Rel Exp		(627,056)	(645,868)	(665,244)	(685,201)	(705,757)	(726,930)	(748,738)	(771,200)	(794,336)	(818,166)	(842,711)	(867,992)	(894,032)
Facility Fee		(109,403)	(96,404)	(114,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)	(156,800)
Total Anchor Garage		**601,869**	**545,116**	**568,445**	**645,988**	**625,432**	**604,259**	**582,451**	**559,989**	**536,853**	**513,023**	**488,478**	**463,197**	**437,157**
3. Loews														
Revenues														
Loews Ground Lease		541,668	541,668	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Loews Percentage Rent		-	647,041	650,000	-	-	-	-	-	-	-	-	-	-
Obligations		-	-	-	-	-	-	-	-	-	-	-	-	-
Total Loews		**541,668**	**1,188,709**	**1,150,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**
4. Royal Palm														
Revenues														
RDP Royal Palm Hotel		9,167	-	270,000	270,000	270,000	490,000	490,000	490,000	490,000	490,000	490,000	490,000	-
RDP Royal Palm (Incentive Rent)		-	-	-	-	-	-	-	-	-	-	-	-	-
Obligations														
Royal Palm Hotel Project		(43,616)	(39,805)	-	-	-	-	-	-	-	-	-	-	-
Enviromental Remediation		-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Fees		(33,434)	-	-	-	-	-	-	-	-	-	-	-	-
Total Royal Palm		**(67,883)**	**(39,805)**	**270,000**	**270,000**	**270,000**	**490,000**	**490,000**	**490,000**	**490,000**	**490,000**	**490,000**	**490,000**	**-**
Other Projects - Obligations														
5. Seventeenth Street Master Plan		(95,443)	(30,000)	-	-	-	-	-	-	-	-	-	-	-
6. AIPP Reimbursement to GO Bond		-	(100,000)	-	-	-	-	-	-	-	-	-	-	-
7. NWS Garage		-	-	-	(350,000)	(1,125,000)	(1,125,000)	-	-	-	-	-	-	-
8. Community Policing	(*) Propose	-	-	(2,160,000)	(1,821,409)	(1,876,051)	(1,932,333)	(1,990,303)	(2,050,012)	(2,111,512)	(2,174,858)	(2,240,103)	(2,307,306)	(2,376,526)
9. Rotunda at Cultural Campus		-	(50,000)	(300,000)	(250,000)	-	-	-	-	-	-	-	-	-
10. Lincoln Rd (Washington - Collins Ave)		-	-	(100,000)	(400,000)	-	-	-	-	-	-	-	-	-
11. 16th Street Drainage		-	-	(200,000)	(400,000)	-	-	-	-	-	-	-	-	-
12. Washington Ave ROW Infrastructure		-	-	(172,000)	(500,500)	(500,500)	-	-	-	-	-	-	-	-
13. West Ave		-	-	(100,000)	(521,000)	-	-	-	-	-	-	-	-	-
14. Botanical Garden		(30,302)	-	(400,000)	(1,300,000)	(1,300,000)	-	-	-	-	-	-	-	-
15. City Center Streetscapes		-	-	(1,000,000)	(2,500,000)	(3,500,000)	(3,481,000)	-	-	-	-	-	-	-
16. Colony Theater (incl. AIPP)		(552,722)	(1,289,000)	(2,750,000)	-	-	-	-	-	-	-	-	-	-
17. Flamingo Park."A" Utilities Imp		-	-	(400,000)	(400,000)	(408,945)	-	-	-	-	-	-	-	-
18. Convention Center Stormwater Imp		-	-	-	-	-	(3,800,000)	-	-	-	-	-	-	-
19. Projects- Other		(576,229)	-	(408,674)	-	-	-	-	-	-	-	-	-	-
TOTAL OPERATIONS ANNUAL		212,077	730,800	(5,445,149)	(6,495,226)	(6,783,273)	(8,173,123)	156,932	110,864	26,336	(60,728)	(150,404)	(242,771)	(827,908)
ANNUAL OVER/(UNDER)		9,261,360	5,070,365	(96,909)	(1,563,182)	(1,678,989)	1,968,675	11,214,759	12,107,537	12,989,354	13,906,928	14,847,624	15,819,189	16,325,273
Beginning Account Balance		9,024,885	18,286,245	23,356,610	23,259,702	21,696,520	20,017,531	21,986,206	33,200,965	45,308,503	58,297,856	72,204,784	87,052,408	102,871,597
ANNUAL OVER/(UNDER)		9,261,360	5,070,365	(96,909)	(1,563,182)	(1,678,989)	1,968,675	11,214,759	12,107,537	12,989,354	13,906,928	14,847,624	15,819,189	16,325,273
Ending Balance		18,286,245	23,356,610	23,259,702	21,696,520	20,017,531	21,986,206	33,200,965	45,308,503	58,297,856	72,204,784	87,052,408	102,871,597	119,196,870

TAX INCREMENT FUND TAX PROJECTIONS - Updated April, 2003

City Center TIF Projections

CMB FY	Yr End		FINAL Assessed Value	Projected Assessed Value	FINAL ♦	Projected ♦	FINAL % ♦	Prjctd % ♦	CMB Millage	M-DC Millage	@ 95% Payment	FINAL CMB Payment	Projected CMB Payment	FINAL M-DC Payment	Projected M-DC Payment	Projected subtotal Payment	Projected Total Payment	FINAL SUBTOTAL	FINAL RDA TOTAL
	1992		292,572,271																
												6,297,471							
93-94	1994		373,316,447		80,744,176		27.6%		8.238	7.289	95.0%	631,912		559,117				1,191,029	**777,029**
94-95	1995		470,779,626		97,463,179		26.1%		7.143	7.289	95.0%	1,209,288		1,234,006				2,443,294	**2,029,294**
95-96	1996		491,677,581		20,897,955		4.4%		7.499	6.828	95.0%	1,418,436		1,291,517				2,709,953	**2,295,953**
96-97	1997		497,342,509		5,664,928		1.2%		7.499	6.469	95.0%	1,458,793		1,258,426				2,717,219	**2,303,219**
97-98	1998		531,364,583		34,022,074		6.8%		7.499	6.023	95.0%	1,701,168		1,366,334				3,067,502	**2,653,502**
98-99	1999		609,832,451		78,467,868		14.8%		7.499	6.023	95.0%	2,260,177		1,815,315				4,075,493	**3,661,493**
99-00	2000	(a)	894,145,474		284,313,023		46.6%		7.499	5.809	95.0%	4,285,638		3,319,812				7,605,449	**7,191,449**
00-01	2001		1,021,968,290		127,822,816		14.3%		7.399	5.751	95.0%	5,126,961		3,973,395				9,100,356	**8,686,356**
01-02	2002		1,218,222,763	1,218,222,763	196,254,473	196,254,473	19.2%	19.2%	7.299	5.713	95.0%	6,418,507	6,418,507	5,023,829	5,023,829	**11,442,336**	**11,028,336**	12,310,341	**11,896,341**
02-03	2003	(b)	1,359,799,118	1,359,799,118	141,576,355	141,576,355	11.6%	11.6%	7.299	5.899	95.0%	7,400,204	7,400,204	5,891,835	5,980,793	**13,380,997**	**12,966,997**		
03-04	2004	(c)		1,474,646,842		114,847,724		8.4%	7.299	5.899	95.0%		8,196,564	Includes	6,624,405	**14,820,969**	**14,406,969**		
04-05	2005	(d)		1,601,541,247		126,894,405		8.6%	7.299	5.899	95.0%		9,076,456	reduction of	7,335,528	**16,411,984**	**15,997,984**		
05-06	2006	(e)		1,741,306,858		139,765,612		8.7%	7.299	5.899	95.0%		10,045,598	$88,958	8,118,781	**18,164,379**	**17,750,379**		
06-07	2007	(f)		1,793,546,064		52,239,206		3.0%	7.299	5.899	95.0%		10,407,827		8,411,532	**18,819,360**	**18,405,360**		
07-08	2008			1,847,352,446		53,806,382		3.0%	7.299	5.899	95.0%		10,780,923		8,713,066	**19,493,989**	**19,079,989**		
08-09	2009			1,902,773,019		55,420,573		3.0%	7.299	5.899	95.0%		11,165,212		9,023,646	**20,188,858**	**19,774,858**		
09-10	2010			1,959,856,210		57,083,191		3.0%	7.299	5.899	95.0%		11,561,030		9,343,543	**20,904,573**	**20,490,573**		
10-11	2011			2,018,651,896		58,795,686		3.0%	7.299	5.899	95.0%		11,968,722		9,673,037	**21,641,759**	**21,227,759**		
11-12	2012			2,079,211,453		60,559,557		3.0%	7.299	5.899	95.0%		12,388,645		10,012,415	**22,401,061**	**21,987,061**		
12-13	2013			2,141,587,797		62,376,344		3.0%	7.299	5.899	95.0%		12,821,166		10,361,975	**23,183,142**	**22,769,142**		
12-14	2014			2,205,835,431		64,247,634		3.0%	8.299	6.899	95.0%		15,084,262		12,539,622	**27,623,885**	**27,209,885**		

NOTES: *02-03 thru 12-13 Projected by RDA, assuming 5% growth and estimated ad valorem increase for renovation and/or new construction.*

(a) Loews $125 mil & Lincoln Rd rebirth
(b) Town House 510,000
Shore Club 34,375,000
Sagamore 21,000,000
Roney Palace 32,000,000
Royal Palm 56,000,000

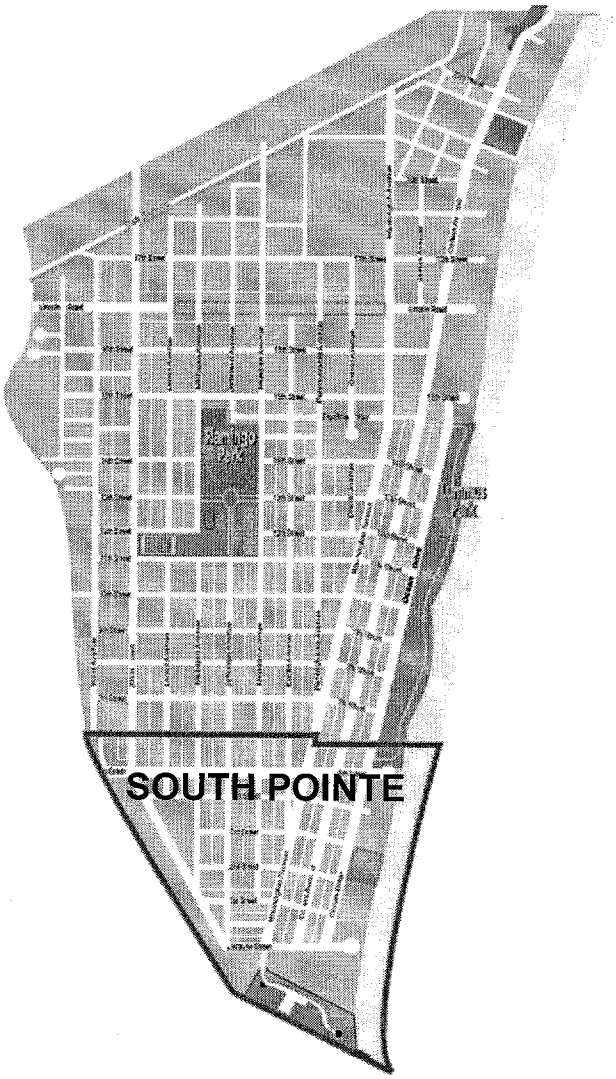
(c) Lincoln Place 15,437,500
Millenium 2,616,250
Royal Palm 56,000,000
(d) Setai 82,655,000
Lincoln Plaza 16,000,000
(e) Ritz Carlton 9,240,000

(f) Adjusted for millage increases & inflation

MIAMI BEACH REDEVELOPMENT AGENCY

ADOPTED BUDGET

FY 2003/04



MIAMI BEACH REDEVELOPMENT AGENCY
Adopted Budget 03/04
South Pointe Redevelopment Area

Revenues and Other Sources of Income	Operating Fund	Debt Service	Construction Fund
Opening Balance	-		
Tax increment - City	8,653,826	-	-
Tax increment - County	7,042,718	7,042,718	-
1/2 Mill Children's Trust Contribution	592,809	-	-
Marina Rental	159,323	-	-
Portofino Local Impacts	99,000	-	-
Interest Income	41,462	23,018	-
Operating Transfers In	-	6,904,665	13,027,367
Capital Project Funds	-	-	-
Fund Balance Carryover	-	-	-
Total Revenue	**16,589,138**	**13,970,401**	**13,027,367**

Operating Expenses	Operating Fund	Debt Service	Construction Fund
Management Fee	414,000	-	-
Advertising & Promotion	2,500	-	-
Postage & Mailing	-	-	-
Printing	6,000	-	-
Office Supplies & Equipment	2,500	-	-
Meetings & Conferences	5,000	-	-
Dues & Subscriptions	2,000	-	-
Audit Fee	1,000	-	-
Professional & Related Fees	63,000	-	-
Miscellaneous Expenses	4,000	-	-
Total Operating Expenses	**$500,000**	**$0**	**$0**
Projects/Obligations			
DEP Submerged Land Lease	-	-	147,460
Community Policing Program	1,443,305	-	-
South Pointe Pier	-	-	450,000
Baywalk	-	-	500,000
Beach Master Plan	-	-	-
South Pointe Streetscape	-	-	2,600,000
South Pointe Park (P&R)	-	-	2,100,000
Washington Park (P&R)	-	-	370,000
Community Garden (P&R)	-	-	-
6th Street (Washington Ave)	-	-	1,000,000
The Courts/Cobb:			
1st -2nd Streetscape	-	-	300,000
Library	-	-	52,500
Flamingo Park "A" Improvements	-	-	200,000
Portofino Settlement:			
Portofino Local Impacts to CMB	-	-	99,000
Pump Station Removal	-	-	1,000,000
SSDI-S Yacht Club:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	84,000
SSDI-S Murano:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	-
SSDI-N Murano Grande:			
Real Estate Taxes (City Unit)	-	-	27,563
CAM	-	-	-
SSDI-N ICON:			
Lease/Capital Improvements	-	-	1,292,687
Real Estate Taxes (City Unit)	-	-	-
CAM	-	-	-
Legal Fees	-	-	100,000
Program Manager (H&Z)	-	-	250,000
Other Projects (Including CIP Utilities Improvements)			2,399,031
Total Project Costs	**$1,443,305**	**$0**	**13,027,367**
Transfers and Debt Service Payments			
Debt Service Cost	-	943,034	-
Reserve for County Admin Fee (1)	105,641	-	-
Reserve for Children's Trust Contribution (2)	592,809	-	-
Transfer County TIF to - Debt Svc Fund	7,042,718	-	-
Transfer to - Debt Svc Fund	6,904,665	-	-
Transfer to Construction Fund	-	13,027,367	-
Total Transfers	**$14,645,833**	**$13,970,401**	**$0**
Total Expenditures & Transfers	**$16,589,138**	**$13,970,401**	**$13,027,367**
Excess (Deficiency)	**$0**	**($0)**	**$0**

RDA South Pointe - CAPITAL BUDGET PROJECTIONS Period: 2002 - 2014

RDA South Pointe Budget	YEAR END	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
	Fiscal Year	01-02-Actual	02-03-Current	FY 03-04	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 12-13
DEBT & OPERATING FUNDS					Termination of RDA									
Revenues														
CMB TIF at 95%		5,416,030	5,970,947	8,653,826	9,558,391									
CMB TIF at 50%						6,323,861	6,650,936	6,994,365	7,537,441	7,925,195	8,332,337	8,759,837	9,208,711	9,680,028
County TIFat 95%		4,239,180	4,817,496	7,042,718	7,725,024									
County TIF at 50%						5,110,900	5,375,240	6,652,797	6,091,706	6,405,087	6,734,136	7,079,638	7,442,415	7,823,330
1/2 Mill Children's Tax Contribution				592,809	682,331	852,016	896,033	942,251	1,014,530	1,066,673	1,121,423	1,178,910	1,239,272	1,302,652
Debt Service Interest	2.0%	22,416	22,864	23,322	23,788	24,264	24,749	25,244	25,749	26,264	26,789	27,325	27,871	28,429
General Fund Interest	2.0%	39,852	40,649	41,462	42,291	43,137	44,000	44,880	45,777	46,693	47,627	48,579	49,551	50,542
Total Revenues		**9,717,478**	**10,851,956**	**16,354,137**	**18,031,825**	**12,354,178**	**12,990,958**	**14,659,537**	**14,715,203**	**15,469,912**	**16,262,312**	**17,094,289**	**17,967,820**	**18,884,981**
Obligations														
CMB Management Fee		(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)	(414,000)
Administrative Fees		(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)	(86,000)
County Admin Fee @ 1.5% of TIF Pmt		-	-	(105,641)	(115,875)	-	-	-	-	-	-	-	-	-
1/2 Mill Children's Tax Contribution		-	-	(592,809)	(682,331)	(852,016)	(896,033)	(942,251)	(1,014,530)	(1,066,673)	(1,121,423)	(1,178,910)	(1,239,272)	(1,302,652)
Debt Service		(872,781)	(904,722)	(943,034)	-	-	-	-	-	-	-	-	-	-
Total Obligations		**(1,372,781)**	**(1,404,722)**	**(2,141,484)**	**(1,298,206)**	**(1,352,016)**	**(1,396,033)**	**(1,442,251)**	**(1,514,530)**	**(1,566,673)**	**(1,621,423)**	**(1,678,910)**	**(1,739,272)**	**(1,802,652)**
TOTAL ANNUAL		**8,344,697**	**9,447,234**	**14,212,653**	**16,733,619**	**11,002,162**	**11,594,925**	**13,217,286**	**13,200,673**	**13,903,239**	**14,640,889**	**15,415,379**	**16,228,548**	**17,082,329**
PROJECTS														
1. Baywalk-Obligations														
Construction		-	(250,000)	(500,000)	(750,000)	-	-	-	-	-	-	-	-	-
Total Baywalk		**-**	**(250,000)**	**(500,000)**	**(750,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
2. Beach Master Plan-Obligations														
Construction (PW)		-	-	-	-	(4,000,000)								
Dune and Beach Plantings		-	-	-	-	(1,000,000)								
Total Beach Master Plan		**-**	**-**	**-**	**-**	**(5,000,000)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
3. The Courts/Cosmopolitan-Obligations														
First - Second Streets - Streetscape		-	(100,000)	(300,000)	(300,000)	-	-	-	-	-	-	-		
Library Acquisition (1)		-	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	(27,500)	-	-
Library Improvements (2)		-	(25,000)	(75,000)	-	-	-	-	-	-	-	-		
Total The Courts		**-**	**(152,500)**	**(402,500)**	**(327,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**(27,500)**	**-**	**-**
4. Marina														
Revenues														
Rent		26,022	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Percentage Rent	2.0%	107,000	109,140	111,323	113,549	115,820	118,137	120,499	122,909	125,368	127,875	130,432	133,041	135,702
Obligations														
Construction Rent Credit		-	(72,000)	(72,000)	(72,000)	-	-	-	-	-	-	-	-	-
DEP Submerged Land Lease		(140,355)	(143,864)	(147,460)	(151,147)	(154,926)	(158,799)	(162,769)	(166,838)	(171,009)	(175,284)	(179,666)	(184,158)	(188,762)
Total Marina		**(7,333)**	**13,276**	**11,862**	**10,402**	**80,895**	**79,338**	**77,731**	**76,071**	**74,359**	**72,591**	**70,766**	**68,883**	**66,940**

RDA South Pointe - CAPITAL BUDGET PROJECTIONS Period: 2002 - 2014

RDA South Pointe Budget	YEAR END	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
5. Portofino Settlement														
Revenues														
Local Impacts		96,276	98,987	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000	99,000
Obligations														
Reimbursement of Local Impacts to CMB		(96,276)	(98,987)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)	(99,000)
SSDI-N - Water/StormW Relocation		(846,026)	(439,250)	-	-	-	-	-	-	-	-	-	-	-
Pump Station Removal		-	-	(1,000,000)	-	-	-	-	-	-	-	-	-	-
SSDI-N - New Seawall & Restoration		(2,835,111)	(718,700)	-	-	-	-	-	-	-	-	-	-	-
SSDI-S - Murano Garage Lease Agr		(1,149,437)	-	-	-	-	-	-	-	-	-	-	-	-
Yacht Club CAM		(168,000)	(84,000)	(84,000)	(84,000)	-	-	-	-	-	-	-	-	-
SSDI-S - Yacht Club @ Portofino:														
Real Estate Taxes (City Unit)		(25,000)	(26,250)	(27,563)	(28,941)	(30,388)	(31,907)	(33,502)	(35,178)	(36,936)	(38,783)	(40,722)	(42,758)	(44,896)
CAM		-	-	-	-	-	-	-	-					
SSDI-S - Murano:														
Real Estate Taxes (City Unit)		(25,000)	(26,250)	(27,563)	(28,941)	(30,388)	(31,907)	(33,502)	(35,178)	(36,936)	(38,783)	(40,722)	(42,758)	(44,896)
CAM		-	-	-	-	-	-	-	-					
SSDI-N - Murano Grande:														
Lease/Capital Improvements		-	(1,877,124)	-	-	-	-	-	-	-	-	-	-	-
Real Estate Taxes (City Unit)		-	-	-	30,000	31,500	33,075	34,729	36,465	38,288	40,203	42,213	44,324	46,540
CAM		-	(5,000)	(30,000)	(30,450)	(30,907)	(31,370)	(31,841)	(32,319)	(32,803)	(33,295)	(33,795)	(34,302)	(34,816)
SSDI-N - ICON:														
Lease/Capital Improvements		-	(646,344)	(1,292,687)	(646,344)	-	-	-	-	-	-	-	-	-
Real Estate Taxes		-	-	-	-	-	(50,000)	(52,500)	(55,125)	(57,881)	(60,775)	(63,814)	(67,005)	(70,355)
CAM		-	-	-	-	(50,000)	(50,750,000)	(51,511,250)	(52,283,919)	(53,068,178)	(53,864,200)	(54,672,163)	(55,492,246)	(56,324,629)
Total Portofino Settlement		**(5,048,574)**	**(3,176,574)**	**(1,169,125)**	**(142,331)**	**(60,182)**	**(62,109)**	**(64,117)**	**(66,208)**	**(68,388)**	**(70,659)**	**(73,026)**	**(75,495)**	**(78,069)**
6. Streetscape-Obligations														
Phase I		(2,725,111)	-	-	-	-	-	-	-	-	-	-	-	-
Phase I claims		-	(1,988,544)	-	-	-	-	-	-	-	-	-	-	-
Phase II		-	(2,000,000)	(2,600,000)	(3,000,000)	-	-	-	-	-	-	-	-	-
Phase III		-	-	-	-	(633,585)	(4,223,900)	-	-	-	-	-	-	-
Phase IV		-	-	-	-	(670,320)	(4,468,800)	-	-	-	-	-	-	-
Phase V		-	-	-	-	-	(802,290)	(5,348,600)	-	-	-	-	-	-
6th Street (Washington Ave Project)		-	(500,000)	(1,000,000)	(1,000,000)	-	-	-	-	-	-	-	-	-
Program Manager (H&S)		(250,000)	(250,000)	(250,000)	(250,000)	(200,000)	(200,000)	-	-	-	-	-	-	-
Legal Fees		(110,000)	(100,000)	(100,000)	(50,000)	(50,000)	(50,000)	-	-	-	-	-	-	-
Total Streetscape		**(3,085,111)**	**(4,838,544)**	**(3,950,000)**	**(4,300,000)**	**(1,553,905)**	**(9,744,990)**	**(5,348,600)**	**-**	**-**	**-**	**-**	**-**	**-**
Other - Obligations														
7. Communtiy Policing Program		-	-	(1,480,305)	(1,239,870)	(1,277,066)	(1,315,378)	(1,354,839)	(1,395,485)	(1,437,349)	(1,480,470)	(1,524,884)	(1,570,630)	(1,617,749)
8. South Pointe Park (CIP)		-	-	(2,100,000)	(2,400,000)	-	-	-	-	-	-	-	-	-
9. Washington Park (CIP)		-	(250,000)	(370,000)	-	-	-	-	-	-	-	-	-	-
10. Community Garden (CIP)		(3,552)	(130,000)	-	-	-	-	-	-	-	-	-	-	-
11. Pier at South Pointe Park (PW)		-	(250,000)	(450,000)	-	-	-	-	-	-	-	-	-	-
12. Lummus Park		-	-	(185,000)	-	-	-	-	-	-	-	-	-	-
13. Flamingo Park, "A" Improvements by CIP Office		-	-	(200,000)	(1,000,000)	(1,000,000)	(1,547,039)	-	-	-	-	-	-	-
Total Others		**(3,552)**	**(630,000)**	**(3,305,000)**	**(3,400,000)**	**(1,000,000)**	**(1,547,039)**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

RDA South Pointe - CAPITAL BUDGET PROJECTIONS Period: 2002 - 2014

RDA South Pointe Budget	YEAR END	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
TOTAL PROJECT ANNUAL		(8,144,570)	(9,034,342)	(9,314,763)	(8,909,429)	(7,560,692)	(11,302,301)	(5,362,486)	(17,637)	(21,529)	(25,568)	(29,760)	(6,612)	(11,129)
ANNUAL OVER/(UNDER)		200,127	412,892	4,897,890	7,824,190	3,441,469	292,624	7,854,800	13,183,036	13,881,710	14,615,321	15,385,619	16,221,937	17,071,200
Beginning Balance		9,522,641	9,722,768	10,135,660	15,033,550	22,857,740	26,299,210	26,591,834	34,446,634	47,629,670	61,511,380	76,126,701	91,512,320	107,734,256
ANNUAL OVER/(UNDER)		200,127	412,892	4,897,890	7,824,190	3,441,469	292,624	7,854,800	13,183,036	13,881,710	14,615,321	15,385,619	16,221,937	17,071,200
Ending Balance		9,722,768	10,135,660	15,033,550	22,857,740	26,299,210	26,591,834	34,446,634	47,629,670	61,511,380	76,126,701	91,512,320	107,734,256	124,805,456

TAX INCREMENT FUND TAX PROJECTIONS - Updated April, 2003

South Pointe TIF Projections

CMB FY	Yr End		FINAL Assessed Value	Projected Assessed Value	FINAL ♦	Projected ♦	FINAL % ♦	Prjctd % ♦	CMB Millage	M-DC Millage	@ 95% Payment	FINAL CMB Payment	Projected CMB Payment	FINAL M-DC Payment	Projected M-DC Payment	Projected Subtotal Payment	Projected Total Payment	FINAL SUBTOTAL	FINAL RDA TOTAL
	1976		*59,637,130*																*Includes $414,000 deduction*
82-83	1983		84,627,427		84,627,427		41.9%		7.41	5.726	95.0%	175,919		$135,940				311,859	**(102,141)**
83-84	1984		80,950,251		(3,677,176)		-4.3%		7.48	6.297	95.0%	151,451		$127,498				278,949	**(135,051)**
84-85	1985		79,290,258		(1,659,993)		-2.1%		8.554	7.059	95.0%	159,707		$131,795				291,502	**(122,498)**
85-86	1986		77,569,320		(1,720,938)		-2.2%		8.554	7.474	95.0%	145,722		$127,324				273,046	**(140,954)**
86-87	1987		85,806,721		8,237,401		10.6%		8.554	7.295	95.0%	212,662		$181,362				394,024	**(19,976)**
87-88	1988		87,986,195		2,179,474		2.5%		9.666	7.289	95.0%	260,321		$196,305				456,625	**42,625**
88-89	1989		105,208,875		17,222,680		19.6%		9.966	7.289	95.0%	431,460		$315,564				747,023	**333,023**
89-90	1990		122,397,063		17,188,188		16.3%		9.966	7.289	95.0%	594,192		$434,584				1,028,777	**614,777**
90-91	1991		161,798,635		39,401,572		32.2%		9.966	7.289	95.0%	967,234		$707,422				1,674,657	**1,260,657**
91-92	1992		175,223,618		13,424,983		8.3%		9.743	7.289	95.0%	1,069,851		$800,384				1,870,236	**1,456,236**
92-93	1993		171,397,718		(3,825,900)		-2.2%		9.302	7.289	95.0%	987,617		$773,892				1,761,509	**1,347,509**
93-94	1994		212,394,507		40,996,789		23.9%		8.238	7.289	95.0%	1,195,495		$1,057,776				2,253,271	**1,839,271**
94-95	1995		290,495,574		78,101,067		36.8%		7.143	7.289	95.0%	1,566,571		$1,598,591				3,165,162	**2,751,162**
95-96	1996		320,238,105		29,742,531		10.2%		7.499	6.828	95.0%	1,856,534		$1,690,414				3,546,949	**3,132,949**
96-97	1997		368,619,293		48,381,188		15.1%		7.499	5.809	95.0%	2,201,204		$1,705,134				3,906,338	**3,492,338**
97-98	1998		464,050,979		95,431,686		25.9%		7.499	6.469	95.0%	2,881,064		$2,485,346				5,366,410	**4,952,410**
98-99	1999		511,407,645		47,356,666		10.2%		7.499	6.023	95.0%	3,218,436		$2,584,963				5,803,399	**5,389,399**
99-00	2000		561,877,130		50,469,485		9.9%		7.499	5.809	95.0%	3,577,983		$2,771,637				6,349,619	**5,935,619**
00-01	2001	(1)	714,624,405		152,747,275		27.2%		7.399	5.751	95.0%	4,603,938		$3,569,001				8,172,939	**7,758,939**
01-02	*2002*		840,714,532	840,714,532	126,090,127	126,090,127	17.6%	17.6%	*7.299*	*5.899*	*95.0%*	5,416,030	5,416,030	$4,377,197	4,377,197	**$9,793,227**	**$9,379,227**	*9,793,227*	***9,379,227***
02-03	*2003*	*(2)*	*920,742,376*	*920,742,376*		80,027,844		9.5%	*7.299*	*5.899*	*95.0%*	5,970,947	*5,970,947*	*$4,817,496*	4,817,496	**$10,788,443**	**$10,374,443**		
03-04	*2004*	*(3)*		*1,252,404,495*		331,662,119		36.0%	*7.299*	*5.899*	*95.0%*		*8,270,709*	*Includes*	*6,684,328*	**$14,955,036**	**$14,541,036**		
04-05	*2005*	*(4)*		*1,438,108,720*		185,704,225		14.8%	*7.299*	*5.899*	*95.0%*		*9,558,391*	*reducton of*	*7,725,024*	**$17,283,415**	**$16,869,415**		
05-06	*2006*	*(5)*		*1,792,439,156*		354,330,436		24.6%	*7.299*	*5.899*	*50.0%*		*6,323,861*	*$100,806*	*5,110,900*	**$11,434,761**	**$11,020,761**		
06-07	*2007*			*1,882,061,113*		89,621,958		5.0%	*7.299*	*5.899*	*50.0%*		*6,650,936*		*5,375,240*	**$12,026,176**	**$11,612,176**		
07-08	*2008*			*1,976,164,169*		94,103,056		5.0%	*7.299*	*5.899*	*50.0%*		*6,994,365*		*5,652,797*	**$12,647,162**	**$12,233,162**		
08-09	*2009*	*(6)*		*2,124,972,377*		148,808,208		7.5%	*7.299*	*5.899*	*50.0%*		*7,537,441*		*6,091,706*	**$13,629,147**	**$13,215,147**		
09-10	*2010*	*(7)*		*2,231,220,996*		106,248,619		5.0%	*7.299*	*5.899*	*50.0%*		*7,925,195*		*6,405,087*	**$14,330,282**	**$13,916,282**		
10-11	*2011*			*2,342,782,046*		111,561,050		5.0%	*7.299*	*5.899*	*50.0%*		*8,332,337*		*6,734,136*	**$15,066,473**	**$14,652,473**		
11-12	*2012*			*2,459,921,148*		117,139,102		5.0%	*7.299*	*5.899*	*50.0%*		*8,759,837*		*7,079,638*	**$15,839,474**	**$15,425,474**		
12-13	*2013*			*2,582,917,206*		122,996,057		5.0%	*7.299*	*5.899*	*50.0%*		*9,208,711*		*7,442,415*	**$16,651,125**	**$16,237,125**		
13-14	*2014*			*2,712,063,066*		129,145,860		5.0%	*7.299*	*5.899*	*50.0%*		*9,680,028*		*7,823,330*	**$17,503,359**	**$17,089,359**		
14-15	*2015*			*2,847,666,219*		135,603,153		5.0%	*7.299*	*5.899*	*50.0%*		*10,174,912*		*8,223,292*	**$18,398,204**	**$17,984,204**		
15-16	*2016*			*2,990,049,530*		142,383,311		5.0%	*7.299*	*5.899*	*50.0%*		*10,694,540*		*8,643,251*	**$19,337,791**	**$18,923,791**		
16-17	*2017*			*3,139,552,007*		149,502,477		5.0%	*7.299*	*5.899*	*50.0%*		*11,240,149*		*9,084,209*	**$20,324,358**	**$19,910,358**		
17-18	*2018*			*3,296,529,607*		156,977,600		5.0%	*7.299*	*5.899*	*50.0%*		*11,813,039*		*9,547,214*	**$21,360,253**	**$20,946,253**		
18-19	*2019*			*3,461,356,088*		164,826,480		5.0%	*7.299*	*5.899*	*50.0%*		*12,414,573*		*10,033,370*	**$22,447,943**	**$22,033,943**		
19-20	*2020*			*3,634,423,892*		173,067,804		5.0%	*7.299*	*5.899*	*50.0%*		*13,046,184*		*10,543,834*	**$23,590,018**	**$23,176,018**		

NOTES: *02-03 thru 12-13 Projected by RDA, assuming 5% growth and estimated ad valorem increase for below new construction.*

(1) Yacht Club	105,592,500	(4) Murano Grande	123,084,000
(2) Murano	79,852,500		
Marriott Hotel	26,312,000	(5) Bently Bay	46,800,000
(3) Bentley Beach	35,750,000	ICON	121,550,000
Ocean Place E	9,100,000	Continuum II	114,075,000
Ocean Place W	7,800,000	(6) Potamkin Site	50,000,000
Continuum 1	133,510,000	(7) Adjusted for millage increases & inflation	
Atlantic Center	12,000,000		

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POSITIONS SUMMARY
& DETAILS

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
MAYOR & COMMISSION	21.00	20.00	20.00	0.00
ADMINISTRATIVE SUPPORT				
City Manager	14.00	14.00	13.00	(1.00)
Communications	2.00	2.00	2.00	0.00
Finance	43.00	43.20	42.20	(1.00)
Information Technology	37.00	37.00	40.00	3.00
Management & Budget	6.25	6.25	6.25	0.00
Internal Audit	9.75	9.75	7.75	(2.00)
Human Resources	19.20	18.00	18.00	0.00
Labor Relations	0.00	2.00	2.00	0.00
Risk Management	6.80	6.00	6.00	0.00
City Clerk	14.00 + 1.00 PT	14.00 + 1.00 PT	13.00 + 1.00 PT	(1.00) + 0.00 PT
Central Services	6.00	6.00	6.00	0.00
Procurement	10.00	10.00	9.00	(1.00)
Grants Management	3.00	2.00	2.00	0.00
CITY ATTORNEY	24.00 + 1.00 PT	24.00 + 1.00 PT	23.00 + 1.00 PT	(1.00) + 0.00 PT
ECON DEVL & CULTURAL ARTS				
Economic Development	9.00	9.00	8.00	(1.00)
Building	56.00 + 1.00 PT	56.00 + 1.00 PT	54.00 + 1.00 PT	(2.00) + 0.00 PT
Planning	26.00	26.00	26.00	0.00
Tourism & Cultural Affairs	21.00 + 5.00 PT	20.00 + 5.00 PT	18.00 + 1.00 PT	(2.00) + (4.00) PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02			AMENDED FY 02/03			ADOPTED FY 03/04			Adopt 04 - Amend 03 Variance		
OPERATIONS												
Neighborhood Services	65.00			63.80			61.00	+	1.00 PT	(2.80)	+	1.00 PT
Parks & Recreation	220.00	+	147.00 PT	231.00	+	155.00 PT	257.00	+	196.00 PT	26.00	+	41.00 PT
Public Works	241.00			249.00			231.00			(18.00)		
Sanitation	58.00			64.00			58.00			(6.00)		
Property Management	73.00			70.00			69.00			(1.00)		
Capital Improvement Program	24.00			24.00			24.00			0.00		
Parking	107.00			109.00			106.00			(3.00)		
Fleet Management	28.00			28.00			25.00			(3.00)		
PUBLIC SAFETY												
Police	546.00	+	14.00 PT	521.00	+	14.00 PT	527.00	+	14.00 PT	6.00	+	0.00 PT
Fire	218.00			223.00	+	1.00 PT	223.00	+	1.00 PT	0.00	+	0.00 PT
TOTALS	**1,908.00**	**+**	**169.00 PT**	**1,908.00**	**+**	**178.00 PT**	**1,897.20**	**+**	**216.00 PT**	**(10.80)**	**+**	**38.00 PT**

TOTALS BY FUND

GENERAL FUND	1,403.89	+	139.00 PT	1,392.89	+	148.00 PT	1,382.89	+	183.00 PT	(10.00)	+	(15.00) PT
ENTERPRISE FUNDS	322.00			345.00			327.00			(18.00)		
INTERNAL SERVICE FUNDS	136.80			136.00			135.00			(1.00)		
RDA	0.00			0.00			24.00	+	2.00 PT	24.00	+	2.00 PT
GRANTS/OTHER FUNDS	45.31	+	30.00 PT	34.11	+	30.00 PT	28.31	+	31.00 PT	(5.80)	+	1.00 PT
TOTALS	**1,908.00**	**+**	**169.00 PT**	**1,908.00**	**+**	**178.00 PT**	**1,897.20**	**+**	**216.00 PT**	**(10.80)**	**+**	**38.00 PT**

DEPARTMENTAL POSITION DETAILS

MAYOR & COMMISSION, OFFICE OF

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	9.00	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	21.00	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	4.00	4.00	3.00	(1.00)
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	3.00	3.00	3.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
Office Associate III	0.00	0.00	0.00	0.00
DEPARTMENT TOTAL	14.00	14.00	13.00	(1.00)

COMMUNICATIONS, OFFICE OF

General Fund				
Public Information Officer	1.00	1.00	1.00	0.00
Public Information Specialist	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
FINANCE				
ADMINISTRATION				
General Fund				
Chief Financial Officer	1.00	1.00	1.00	0.00
Assistant Finance Director	1.00	1.00	1.00	0.00
Chief Accountant	1.00	1.00	1.00	0.00
Clerk Typist	1.00	0.00	0.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Finance Specialist III	1.00	1.00	1.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Office Associate IV	1.00	0.00	0.00	0.00
Office Associate III	0.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Subtotal - Division	8.00	8.00	8.00	0.00
REVENUE				
General Fund				
Finance Specialist III	6.00	5.00	5.00	0.00
Finance Specialist II	3.00	4.00	4.00	0.00
Finance Specialist I	7.00	6.00	5.00	(1.00)
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	0.00	1.00	1.00	0.00
Revenue Supervisor	1.00	1.00	1.00	0.00
Utility Billing Supervisor	1.00	1.00	1.00	0.00
Subtotal - Division	20.00	20.00	19.00	(1.00)
ACCOUNTING				
General Fund				
Finance Manager	1.00	1.00	1.00	0.00
Finance Specialist III	2.00	1.00	1.00	0.00
Finance Specialist II	1.00	1.00	1.00	0.00
Finance Specialist I	1.00	1.00	0.00	(1.00)
Financial Analyst III	3.00	3.00	3.00	0.00
Financial Analyst II	2.00	2.00	2.00	0.00
Financial Analyst I	1.00	2.20	3.20	1.00
Expenditure/Treasury Manager	1.00	1.00	1.00	0.00
Subtotal - Division	12.00	12.20	12.20	0.00
Subtotal - Fund	40.00	40.20	39.20	(1.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	43.20	42.20	(1.00)

INFORMATION TECHNOLOGY

APPLICATION SERVICES				
Internal Service Fund				
Application System Manager	1.00	1.00	1.00	0.00
Database Administrator	1.00	1.00	1.00	0.00
Information Tech Specialist III	7.00	7.00	8.00	1.00
Information Tech Specialist II	6.00	6.00	8.00	2.00
Subtotal - Division	15.00	15.00	18.00	3.00
SUPPORT SERVICES				
Internal Service Fund				
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	2.00	0.00
Information Tech Specialist III	1.00	0.00	0.00	0.00
Information Tech Specialist II	6.00	6.00	6.00	0.00
Network Administrator	0.00	0.00	4.00	4.00
Subtotal - Division	12.00	11.00	15.00	4.00
TELECOMMUNICATIONS SERVICES				
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	4.00	3.00	(1.00)
Information Tech Specialist II	2.00	2.00	2.00	0.00
Network Administrator	3.00	3.00	0.00	(3.00)
Subtotal - Division	10.00	11.00	7.00	(4.00)
DEPARTMENT TOTAL	37.00	37.00	40.00	3.00

DEPARTMENTAL POSITION DETAILS

MANAGEMENT & BUDGET, OFFICE OF

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
General Fund				
Budget Director	1.00	1.00	1.00	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
DEPARTMENT TOTAL	6.25	6.25	6.25	0.00

INTERNAL AUDIT, OFFICE OF

General Fund				
Internal Auditor	0.75	0.75	0.75	0.00
Assistant Internal Auditor	0.75	0.75	0.75	0.00
Auditor	1.00	1.00	0.00	(1.00)
Office Associate II	0.25	0.25	0.25	0.00
Senior Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	3.75	3.75	2.75	(1.00)
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	4.00	4.00	3.00	(1.00)
Subtotal - Fund	5.00	5.00	4.00	(1.00)
Parking Fund				
Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	9.75	9.75	7.75	(2.00)

DEPARTMENTAL POSITION DETAILS

HUMAN RESOURCES

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
General Fund				
Executive Assist to City Mgr	0.60	0.00	0.00	0.00
Human Resources Director	1.00	1.00	1.00	0.00
Human Resources Admin II	2.00	2.00	2.00	0.00
Human Resources Admin I	1.00	1.00	1.00	0.00
Labor Relations Technician	0.60	0.00	0.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Human Resources Specialist	3.00	3.00	3.00	0.00
Human Resources Technician II	4.00	4.00	4.00	0.00
Human Resources Technician I	4.00	4.00	4.00	0.00
Training Develop Coordinator	1.00	1.00	1.00	0.00
Training Specialist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	19.20	18.00	18.00	0.00

LABOR RELATIONS

General Fund				
Labor Relations Division Director	0.00	1.00	1.00	0.00
Labor Relations Technician	0.00	1.00	1.00	0.00
DEPARTMENT TOTAL	0.00	2.00	2.00	0.00

RISK MANAGEMENT

Self Insurance Internal Fund				
Executive Assist to City Mgr	0.40	0.00	0.00	0.00
Labor Relations Technician	0.40	0.00	0.00	0.00
Risk Manager	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	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
Safety Officer	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	6.80	6.00	6.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	3.00	3.00	2.00	(1.00)
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	1.00	0.00
Office Associate V	2.00 + 1.00 PT	2.00 + 1.00 PT	2.00 + 1.00 PT	0.00 + 0.00 PT
Office Associate IV	1.00	1.00	2.00	1.00
Office Associate II	1.00	1.00	1.00	0.00
Records Manager	1.00	1.00	0.00	(1.00)
DEPARTMENT TOTAL	14.00 + 1.00 PT	14.00 + 1.00 PT	13.00 + 1.00 PT	(1.00) + 0.00 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 Equipmt 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
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	3.00	3.00	3.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	0.00	(1.00)
Clerk Typist	1.00	1.00	1.00	0.00
Procurement Coordinator	0.00	0.00	1.00	1.00
Sr Procurement Specialist	2.00	2.00	1.00	(1.00)
DEPARTMENT TOTAL	10.00	10.00	9.00	(1.00)

DEPARTMENTAL POSITION DETAILS

GRANTS MANAGEMENT

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
General Fund				
Grants Manager	1.00	1.00	1.00	0.00
Grantswriter/Researcher	2.00	1.00	1.00	0.00
DEPARTMENT TOTAL	3.00	2.00	2.00	0.00

CITY ATTORNEY, OFFICE OF

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	2.00	2.00	1.00	(1.00)
First Assistant City Attorney	5.00 + 1.00 PT	5.00 + 1.00 PT	5.00 + 1.00 PT	0.00 + 0.00 PT
Senior Assistant City Attorney	4.00	4.00	5.00	1.00
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
Subtotal - Fund	23.00 + 1.00 PT	23.00 + 1.00 PT	23.00 + 1.00 PT	0.00 + 0.00 PT
Police General Fund				
Senior Assistant City Attorney	1.00	1.00	0.00	(1.00)
Subtotal - Fund	1.00	1.00	0.00	(1.00)
DEPARTMENT TOTAL	24.00 + 1.00 PT	24.00 + 1.00 PT	23.00 + 1.00 PT	(1.00) + 0.00 PT

ECONOMIC DEVELOPMENT

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
General Fund				
Comm/Econ Dev Director	0.00	0.00	0.00	0.00
Econ Devel 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	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Redevelopment Coordinator	2.00	2.00	1.00	(1.00)
Redevelopment Specialist	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	9.00	9.00	8.00	(1.00)

DEPARTMENTAL POSITION DETAILS

BUILDING	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	5.00	4.00	4.00	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 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
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	5.00	5.00	4.00	(1.00)
Clerk Typist	3.00	3.00	3.00	0.00
Data Entry Clerk	1.00	1.00	0.00	(1.00)
Electrical Inspector	2.00	2.00	2.00	0.00
Engineering Inspector	2.00	2.00	2.00	0.00
Information Officer	1.00	1.00	1.00	0.00
Inspection Services Coord	1.00	1.00	0.00	(1.00)
Office Associate IV	3.00	3.00	3.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Permit Clerk II	1.00	1.00	1.00	0.00
Permit Clerk I	3.00 + 1.00 PT	3.00 + 1.00 PT	3.00 + 1.00 PT	0.00 + 0.00 PT
Plumbing Inspector	1.00	1.00	1.00	0.00
Senior Mechanical Inspector	2.00	2.00	2.00	0.00
Senior Electrical Inspector	2.00	2.00	2.00	0.00
Senior Elevator Inspector	2.00	2.00	2.00	0.00
Senior Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Building Inspector	4.00	5.00	6.00	1.00
Senior Engineering Inspector	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	56.00 + 1.00 PT	56.00 + 1.00 PT	54.00 + 1.00 PT	(2.00) + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	0.00	0.00	1.00	1.00
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	6.00	6.00	5.00	(1.00)
DEPARTMENT TOTAL	26.00	26.00	26.00	0.00

TOURISM & CULTURAL AFFAIRS				
ARTS, CULTURE AND ENTERTAINMENT				
General Fund				
Tourism & Cultural Affairs Dir	1.00	1.00	1.00	0.00
Arts, Culture & Ent Director	1.00	0.00	0.00	0.00
Tourism & Cultural Affairs Asst Dir	0.00	1.00	1.00	0.00
Film & Print Coordinator	1.00	1.00	1.00	0.00
Public Art Coordinator	0.00	0.50	0.50	0.00
Special Events Coordinator	1.00	1.00	1.00	0.00
Office Associate V	0.50	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
Subtotal - Fund	6.50	6.50	6.50	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
Special Revenue-				
Art in Public Places				
Office Associate IV	0.50	0.50	0.50	0.00
Subtotal - Fund	0.50	0.50	0.50	0.00
DIVISION TOTAL	7.00	7.00	7.00	0.00
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	3.00	2.00	1.00	(1.00)
Curator	1.00	1.00	1.00	0.00
Registrar	1.00	1.00	1.00	0.00
Museum Guard	0.00 + 5.00 PT	0.00 + 5.00 PT	0.00 + 1.00 PT	0.00 + (4.00) PT
Subtotal - Fund	9.00 + 5.00 PT	8.00 + 5.00 PT	7.00 + 1.00 PT	(1.00) + (4.00) PT
Grants & Other Funds				
Curator of Education	1.00	1.00	0.00	(1.00)
Subtotal - Fund	1.00	1.00	0.00	(1.00)
DIVISION TOTAL	10.00 + 5.00 PT	9.00 + 5.00 PT	7.00 + 1.00 PT	(2.00) + 0.00 PT
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	21.00 + 5.00 PT	20.00 + 5.00 PT	18.00 + 1.00 PT	(2.00) + (4.00) PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
NEIGHBORHOOD SERVICES				
ADMINISTRATION				
General Fund				
Neighborhood Services Dir	0.19	0.19	0.19	0.00
Assistant to the Director	1.00	1.00	1.00	0.00
Office Associate IV	0.00	0.00	1.00	1.00
Subtotal - Division	1.19	1.19	2.19	1.00
CHILDREN/ELDER/HOMELESS				
General Fund				
Office of Child Develop Dir	1.00	1.00	1.00	0.00
Case Worker	1.00	1.00	1.00	0.00
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	1.00	0.00
Subtotal - Division	5.00	5.00	5.00	0.00
LOG CABIN TRAINING CENTER				
Special Revenue Fund (CFS)				
Log Cabin Program Admin	1.00	0.00	1.00	1.00
Administrative Aide II	1.00	1.00	0.00	(1.00)
Log Cabin Education Coord	1.00	1.00	0.00	(1.00)
Log Cabin Employment Spec	1.00	1.00	0.00	(1.00)
Log Cabin Instructor	2.00	2.00	2.00	0.00
Log Cabin Social Worker	1.00	1.00	1.00	0.00
Office Associate II	0.00	0.00	0.00 + 1.00 PT	0.00 + 1.00 PT
Subtotal - Division	7.00	6.00	4.00 + 1.00 PT	(2.00) + 1.00 PT
ANSWER CENTER				
General Fund				
Office Associate V	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	4.00	4.00	0.00
Subtotal - Division	3.00	5.00	5.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
COMMUNITY RESOURCE MGMT				
General Fund				
Community Resource Manager	1.00	1.00	1.00	0.00
Community Resource Coord	3.00	2.00	2.00	0.00
Office Associate IV	1.00	1.00	0.00	(1.00)
Subtotal - Division	5.00	4.00	3.00	(1.00)
CODE COMPLIANCE				
General Fund				
Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	0.00	(1.00)
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Clerk	1.00	1.00	1.00	0.00
Clerk Typist	1.00	0.00	0.00	0.00
Code Compliance Officer II	16.00	16.00	17.00	1.00
Code Compliance Admin	4.00	4.00	4.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Fund	29.00	28.00	28.00	0.00
Special Revenue Fund (CDBG)				
CDBG-Code Compliance Off I	1.00	1.00	1.00	0.00
RT/QLF-Code Compliance Off I	1.00	1.00	1.00	0.00
Subtotal - Fund	2.00	2.00	2.00	0.00
Subtotal - Division	31.00	30.00	30.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
COMMUNITY DEVELOPMENT BLOCK GRANT				
Special Revenue Fund				
Neighborhood Services Director	0.65	0.65	0.65	0.00
H&CD Division Director	0.00	1.00	1.00	0.00
Housing Com/Econ Dev Div Dir	1.52	0.00	0.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Clerk Typist	0.80	0.80	0.80	0.00
CDBG Projects Coordinator	1.90	1.90	0.95	(0.95)
Community Development Spec	1.25	1.00	1.00	0.00
Community Development Tech	1.00	1.00	1.00	0.00
Financial Specialist I	1.00	0.80	0.80	0.00
Housing Manager	0.00	0.10	0.10	0.00
Housing Specialist	0.65	0.81	0.81	0.00
Subtotal - Division	9.77	9.06	8.11	(0.95)
HOUSING HOME GRANT				
Special Revenue Fund				
Neighborhood Services Dir	0.16	0.16	0.16	0.00
Housing Manager	0.36	0.66	0.75	0.09
Account Clerk II	0.00	0.00	0.15	0.15
Clerk Typist	0.20	0.20	0.20	0.00
Community Development Spec	0.75	0.00	0.00	0.00
Housing Specialist	0.90	1.65	1.65	0.00
Subtotal - Division	2.37	2.67	2.91	0.24
SHIP GRANT				
Special Revenue Fund				
Housing Manager	0.12	0.24	0.15	(0.09)
Account Clerk II	0.00	0.00	0.05	0.05
CDBG Projects Coordinator	0.10	0.10	0.05	(0.05)
Housing Specialist	0.45	0.54	0.54	0.00
Subtotal - Division	0.67	0.88	0.79	(0.09)
Subtotal - Fund	12.81	12.61	11.81	(0.80)
DEPARTMENT TOTAL	65.00	63.80	61.00 + 1.00 PT	(2.80) + 1.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
PARKS & RECREATION				
ADMINISTRATION				
General Fund				
Parks & Recreation Director	1.00	1.00	1.00	0.00
Assistant Director	0.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Development Specialist	0.00	1.00	1.00	0.00
Landscape Architect	1.00	1.00	1.00	0.00
Special Projects Coordinator	1.00	1.00	0.00	(1.00)
DIVISION TOTAL	4.00	6.00	5.00	(1.00)
BEACH PATROL				
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	42.00	40.00	40.00	0.00
LG I (Seasonal/Summer -DST)	0.00 + 49.00 PT	0.00 + 49.00 PT	0.00 + 49.00 PT	0.00 + 0.00 PT
Park Rangers	0.00 + 0.00 PT	0.00 + 0.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT
Subtotal Division	68.00 + 50.00 PT	66.00 + 50.00 PT	68.00 + 50.00 PT	2.00 + 0.00 PT
RDA Fund				
Park Rangers	0.00	0.00	9.00 + 2.00 PT	9.00 + 2.00 PT
Subtotal Division	0.00	0.00	9.00 + 2.00 PT	9.00 + 2.00 PT
DIVISION TOTAL	68.00 + 50.00 PT	66.00 + 50.00 PT	77.00 + 52.00 PT	11.00 + 2.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
PARKS & LANDSCAPE MAINTENANCE				
General Fund				
Assistant Director - Parks	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Contract Administrator	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
Mechanic II	1.00	1.00	0.00	(1.00)
Municipal Service Worker III	3.00	3.00	3.00	0.00
Municipal Service Worker II	15.00	11.00	11.00	0.00
Municipal Service Worker I	22.00	18.00	18.00	0.00
Municipal Service Worker Trainee	7.00	6.00	6.00	0.00
Park Operations Supervisor	2.00	2.00	2.00	0.00
Park Supervisor	5.00 + 1.00 PT	5.00 + 1.00 PT	5.00 + 1.00 PT	0.00 + 0.00 PT
Parks Superintendent	1.00	1.00	1.00	0.00
Pest Control Supervisor	1.00	0.00	0.00	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	4.00	2.00	2.00	0.00
DIVISION TOTAL	70.00 + 1.00 PT	58.00 + 1.00 PT	57.00 + 1.00 PT	(1.00) + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
RECREATION				
General Fund				
Assistant Director - Recreation	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
Concession Attendant II	0.00	1.00	3.00	2.00
Conc Attendant (pt-seasonal)	4.00 + 8.00 PT	8.00 + 10.00 PT	10.00 + 17.00 PT	2.00 + 7.00 PT
Ice Rink Manager	1.00	1.00	1.00	0.00
Assistant Ice Rink Manager	0.00	0.00	1.00	1.00
Ice Rink Technician	1.00	1.00	2.00	1.00
Municipal Service Worker III	5.00 + 1.00 PT	7.00 + 4.00 PT	9.00 + 4.00 PT	2.00 + 0.00 PT
Municipal Service Worker II	11.00	12.00	13.00	1.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate III	0.00	2.00	3.00	1.00
Pool Guard II	3.00	3.00	3.00	0.00
Pool Guard I	0.00	6.00	10.00	4.00
Pool Guard I (pt-seasonal)	0.00 + 9.00 PT	0.00 + 11.00 PT	0.00 + 20.00 PT	0.00 + 9.00 PT
Recreation Leader II	11.00	13.00	13.00	0.00
Recreation Leader I	19.00 + 0.00 PT	21.00 + 3.00 PT	22.00 + 3.00 PT	1.00 + 0.00 PT
Rec Leader I (pt-seasonal)	0.00 + 46.00 PT	0.00 + 46.00 PT	0.00 + 69.00 PT	0.00 + 23.00 PT
Recreation Program Superv	11.00	13.00	15.00	2.00
Recreation Supervisor II	2.00	2.00	5.00	3.00
Recreation Supervisor I	5.00	6.00	3.00	(3.00)
Tennis Center Manager	0.00 + 2.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal - Fund	78.00 + 66.00 PT	101.00 + 74.00 PT	118.00 + 113.00 PT	17.00 + 39.00 PT
Special Revenue Fund				
Recreation Leader I	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT
Subtotal - Fund	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 30.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	78.00 + 96.00 PT	101.00 + 104.00 PT	118.00 + 143.00 PT	17.00 + 39.00 PT
DEPARTMENT TOTAL	220.00 + 147.00 PT	231.00 + 155.00 PT	257.00 + 196.00 PT	26.00 + 41.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
PUBLIC WORKS				
ADMINISTRATION				
General Fund				
Public Works Director	1.00	1.00	1.00	0.00
Assist Public Works Director	2.00	2.00	2.00	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	5.00	5.00	0.00
ENGINEERING				
General Fund				
Capital Projects Coordinator	1.00	1.00	0.00	(1.00)
Administrative Aide II	1.00	1.00	1.00	0.00
City Engineer	0.00	1.00	1.00	0.00
City Surveyor	1.00	1.00	1.00	0.00
Civil Engineer III	2.00	2.00	2.00	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 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	8.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Permit Supervisor	1.00	1.00	1.00	0.00
Right-of-Way Supervisor	1.00	1.00	1.00	0.00
DIVISION TOTAL	21.00	22.00	21.00	(1.00)
ENVIRONMENTAL RESOURCES MANAGEMENT				
General Fund				
Environmental Specialist	1.00	1.00	1.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
DIVISION TOTAL	3.00	3.00	3.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
COMMUNITY SERVICE TEAMS				
General Fund				
Neighborhoods 1st Clean Team				
Municipal Service Worker II	2.00	0.00	0.00	0.00
Municipal Service Worker I	3.00	0.00	0.00	0.00
Painter	1.00	0.00	0.00	0.00
Supervisor	1.00	0.00	0.00	0.00
Tree Trimmer	1.00	0.00	0.00	0.00
Subtotal Function	8.00	0.00	0.00	0.00
Waterways Clean Team				
Heavy Equipment Operator I	1.00	0.00	0.00	0.00
Municipal Service Worker II	2.00	0.00	0.00	0.00
Subtotal Function	3.00	0.00	0.00	0.00
General Fund				
South Beach Service Team				
MSW II (Parks)	2.00	2.00	2.00	0.00
MSW I (Parks)	3.00	3.00	3.00	0.00
Tree Trimmer (Parks)	1.00	1.00	1.00	0.00
Superintendent (Sanitation)	0.00	1.00	0.00	(1.00)
MSW III (Sanitation)	4.00	5.00	3.00	(2.00)
MSW II (Sanitation)	7.00	8.00	5.00	(3.00)
MSW I (Sanitation)	3.00	3.00	1.00	(2.00)
Subtotal Function	20.00	23.00	15.00	(8.00)
Subtotal - Fund	31.00	23.00	15.00	(8.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
Sanitation Fund				
South Beach Service Team				
Operations Supervisor	2.00	2.00	2.00	0.00
Superintendent (Sanitation)	0.00	0.00	1.00	1.00
Municipal Service Worker III	0.00	4.00	3.00	(1.00)
Municipal Service Worker II	1.00	9.00	7.00	(2.00)
Municipal Service Worker I	17.00	17.00	13.00	(4.00)
Subtotal Function	20.00	32.00	26.00	(6.00)
Subtotal - Fund	20.00	32.00	26.00	(6.00)
DIVISION TOTAL	51.00	55.00	41.00	(14.00)
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	10.00	6.00	6.00	0.00
Municipal Service Worker III	0.00	1.00	4.00	3.00
Municipal Service Worker II	4.00	6.00	7.00	1.00
Municipal Service Worker I	11.00	16.00	11.00	(5.00)
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Operations Supervisor	0.00	2.00	2.00	0.00
Waste Collector	14.00	14.00	9.00	(5.00)
Waste Driver Supervisor	7.00	7.00	7.00	0.00
DIVISION TOTAL	58.00	64.00	58.00	(6.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
TRANSPORTATION MGMT				
General Fund				
Transp & Concurrency Manager	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	0.00
Transportation Engineer	1.00	0.00	0.00	0.00
Office Associate V	1.00	1.00	0.00	(1.00)
Office Associate III	0.00	0.00	1.00	1.00
Senior Planner	1.00	1.00	0.00	(1.00)
DIVISION TOTAL	5.00	4.00	3.00	(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	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
Mason	3.00	3.00	3.00	0.00
Masonry Helper	2.00	2.00	2.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Municipal Service Worker I	2.00	2.00	1.00	(1.00)
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	0.00	1.00	2.00	1.00
Street Lighting Technician II	3.00	3.00	3.00	0.00
Street Lighting Technician I	3.00	3.00	4.00	1.00
DIVISION TOTAL	22.00	23.00	24.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
WATER				
Enterprise Fund				
Utilities Superintendant	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	4.00	4.00	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	0.00	0.00	1.00	1.00
GIS Analyst	0.00	0.00	1.00	1.00
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	9.00	9.00	10.00	1.00
Municipal Service Worker I	10.00	10.00	6.00	(4.00)
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	11.00	11.00	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	72.00	72.00	71.00	(1.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
SEWER				
Enterprise Fund				
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
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	7.00	7.00	4.00	(3.00)
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	43.00	43.00	40.00	(3.00)
STORMWATER				
Enterprise Fund				
Administrative Aide 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 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
Management Analyst	0.00	0.00	1.00	1.00
Municipal Service Worker III	0.00	1.00	1.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
STORMWATER (Continued)				
Municipal Service Worker II	2.00	3.00	3.00	0.00
Municipal Service Worker I	2.00	3.00	2.00	(1.00)
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	19.00	22.00	23.00	1.00
DEPARTMENT TOTAL	241.00	249.00	231.00	(18.00)
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 I	1.00	1.00	1.00	0.00
Subtotal - Division	9.00	9.00	9.00	0.00
OPERATIONS				
Internal Service Fund				
Air Conditioning Supervisor	1.00	1.00	1.00	0.00
Air Conditioning Mechanic	3.00	3.00	3.00	0.00
Building Services Technician	3.00	3.00	3.00	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	3.00	0.00
Subtotal - Division	38.00	38.00	38.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
CONSTRUCTION				
Internal Service Fund				
Air Conditioning Mechanic	1.00	1.00	1.00	0.00
Carpenter	2.00	2.00	2.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
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
Plumber	1.00	1.00	0.00	(1.00)
Subtotal - Division	12.00	12.00	11.00	(1.00)
Subtotal - Fund	59.00	59.00	58.00	(1.00)
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	2.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	0.00
Subtotal	8.00	7.00	7.00	0.00
MID BEACH AREA				
General Fund				
Municipal Service Worker II	3.00	2.00	2.00	0.00
Subtotal	3.00	2.00	2.00	0.00
NORTH BEACH AREA				
General Fund				
Municipal Service Worker II	3.00	2.00	2.00	0.00
Subtotal - Division	3.00	2.00	2.00	0.00
Subtotal - Fund	14.00	11.00	11.00	0.00
DIVISION TOTAL	73.00	70.00	69.00	(1.00)
DEPARTMENT TOTAL	372.00	383.00	358.00	(25.00)

DEPARTMENTAL POSITION DETAILS

CAPITAL IMPROVEMENT PROGRAM

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	3.00	0.00
Sr Capital Projects Coord	2.00	2.00	3.00	1.00
Capital Projects Administrator	1.00	1.00	1.00	0.00
Construction Manager	3.00	3.00	3.00	0.00
Community Information Mgr	1.00	1.00	1.00	0.00
Engineering Assistant III	1.00	1.00	1.00	0.00
Engineering Assistant I	2.00	2.00	2.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
Project Planner Designer	0.00	0.00	0.00	0.00
Capital Improv Admin-Finance	1.00	1.00	0.00	(1.00)
Senior Capital Project Planner	3.00	3.00	3.00	0.00
DEPARTMENT TOTAL	24.00	24.00	24.00	0.00

DEPARTMENTAL POSITION DETAILS

PARKING	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
ADMINISTRATION				
Enterprise Fund				
Parking Director	1.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	1.00	0.00
Account Clerk I	4.00	4.00	4.00	0.00
Administrative Aide I	1.00	0.00	0.00	0.00
Administrative Secretary	0.00	0.00	0.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Coin Room Money Handler	3.00	0.00	0.00	0.00
Customer Service Liaison	0.00	1.00	1.00	0.00
Revenue Processor I	0.00	1.00	1.00	0.00
Revenue Processor II	0.00	1.00	1.00	0.00
Meter Analyst	0.00	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	0.00	1.00	1.00	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	19.00	20.00	20.00	0.00
ON-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Municipal Service Worker III	8.00	8.00	6.00	(2.00)
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 Enforcement Spec II	6.00	6.00	6.00	0.00
Parking Enforcement Spec I	36.00	36.00	36.00	0.00
Parking Meter Technician II	2.00	2.00	2.00	0.00
Parking Meter Technician I	10.00	10.00	9.00	(1.00)
Parking Operations Manager	3.00	3.00	3.00	0.00
Sign Maker	0.00	1.00	1.00	0.00
Subtotal - Division	73.50	74.50	71.50	(3.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
OFF-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator	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	5.00	0.00
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	14.50	0.00
DEPARTMENT TOTAL	107.00	109.00	106.00	(3.00)

FLEET MANAGEMENT

Internal Service Fund				
Fleet Mgmt Division Director	1.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	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	2.00	1.00	1.00	0.00
Mechanic III	7.00	7.00	7.00	0.00
Mechanic II	8.00	8.00	6.00	(2.00)
Municipal Service Worker III	1.00	2.00	1.00	(1.00)
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	28.00	28.00	25.00	(3.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 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
Captain	2.00	2.00	1.00	(1.00)
Lieutenant	1.00	1.00	0.00	(1.00)
Sergeant	4.00	4.00	4.00	0.00
Police Officer	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	14.00	14.00	12.00	(2.00)
Office Associate V	1.00	0.00	0.00	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	0.00	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	21.00	21.00	19.00	(2.00)
PATROL				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	3.00	3.00	4.00	1.00
Lieutenant	11.00	11.00	12.00	1.00
Sergeant	33.00	33.00	34.00	1.00
Police Officer	212.00	205.00	212.00	7.00
Subtotal - Fund	260.00	253.00	263.00	10.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
South Pointe RDA Fund				
Sergeant	0.00	0.00	1.00	1.00
Police Officer	0.00	0.00	5.00	5.00
Subtotal - Fund	0.00	0.00	6.00	6.00
City Center RDA Fund				
Sergeant	0.00	0.00	1.00	1.00
Police Officer	0.00	0.00	8.00	8.00
Subtotal - Fund	0.00	0.00	9.00	9.00
Total - RDA Fund	0.00	0.00	15.00	15.00
Subtotal Division - Sworn	260.00	253.00	278.00	25.00
Clerk Typist	2.00	2.00	2.00	0.00
Administrative Aide I	1.00	2.00	2.00	0.00
Detention Officer	3.00	3.00	3.00	0.00
Office Associate III	1.00	1.00	0.00	(1.00)
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	13.00	13.00	7.00	(6.00)
Subtotal - Fund	20.00 + 14.00 PT	21.00 + 14.00 PT	14.00 + 14.00 PT	(7.00) + 0.00 PT
Other Grant Funds				
Public Sf Spec-COPS More 98	10.00	0.00	0.00	0.00
Subtotal - Fund	10.00	0.00	0.00	0.00
Subtotal Division - Civilian	30.00 + 14.00 PT	21.00 + 14.00 PT	14.00 + 14.00 PT	(7.00) + 0.00 PT
DIVISION TOTAL	290.00 + 14.00 PT	274.00 + 14.00 PT	292.00 + 14.00 PT	18.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	5.00	5.00	4.00	(1.00)
Police Officer	7.00	4.00	6.00	2.00
Subtotal Division - Sworn	16.00	13.00	14.00	1.00
Account Clerk I	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	2.00	1.00	(1.00)
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	2.00	2.00	2.00	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	1.00	1.00	2.00	1.00
Office Associate III	1.00	1.00	0.00	(1.00)
Police Commander	1.00	0.00	0.00	0.00
Police Fleet Specialist	1.00	1.00	1.00	0.00
Property & Evidence Tech II	1.00	2.00	2.00	0.00
Property & Evidence Tech I	11.00	10.00	10.00	0.00
Subtotal Division - Civilian	27.00	26.00	25.00	(1.00)
DIVISION TOTAL	43.00	39.00	39.00	0.00
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	14.00	14.00	13.00	(1.00)
Police Officer	64.00	59.00	53.00	(6.00)
Subtotal Division - Sworn	85.00	80.00	73.00	(7.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	1.00	0.00
Police Photographer	1.00	1.00	1.00	0.00
Public Safety Specialist	1.00	1.00	2.00	1.00
Subtotal - Fund	19.00	19.00	20.00	1.00
Other 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	20.00	20.00	21.00	1.00
DIVISION TOTAL	105.00	100.00	94.00	(6.00)
TECHNICAL SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Sergeant	1.00	1.00	1.00	0.00
Police Officer	2.00	2.00	0.00	(2.00)
Subtotal Division - Sworn	6.00	6.00	4.00	(2.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	3.00	2.00	2.00	0.00
Complaint Operator II	11.00	11.00	11.00	0.00
Data Entry Clerk	6.00	6.00	6.00	0.00
Dispatcher	24.00	24.00	24.00	0.00
911 Records Custodian	1.00	1.00	1.00	0.00
Information Tech Specialist III	1.00	1.00	0.00	(1.00)
Information Tech Specialist II	0.00	1.00	0.00	(1.00)
Office Associate V	1.00	1.00	0.00	(1.00)
Office Associate III	0.00	0.00	1.00	1.00
Police Commander	1.00	1.00	1.00	0.00
Police Safety Specialist	0.00	0.00	1.00	1.00
Police Records Manager	1.00	1.00	1.00	0.00
Police Records Supervisor	1.00	1.00	1.00	0.00
Records Technician	4.00	4.00	4.00	0.00
Subtotal - Fund	80.00	80.00	79.00	(1.00)
Other Grant Funds				
Info Tech Specialist II-LEBG 00	1.00	0.00	0.00	0.00
Info Tech Specialist II - LETF	0.00	1.00	0.00	(1.00)
Subtotal - Fund	1.00	1.00	0.00	(1.00)
Subtotal Division - Civilian	81.00	81.00	79.00	(2.00)
DIVISION TOTAL	87.00	87.00	83.00	(4.00)
DEPARTMENT TOTAL	546.00 + 14.00 PT	521.00 + 14.00 PT	527.00 + 14.00 PT	6.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
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	57.00	62.00	62.00	0.00
Subtotal Division - Sworn	108.00	113.00	113.00	0.00
Administrative Aide II	0.00	1.00	1.00	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00	2.00	2.00	0.00
DIVISION TOTAL	110.00	115.00	115.00	0.00
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	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
EMS Training Coordinator	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00	2.00 + 1.00 PT	2.00 + 1.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	75.00	75.00 + 1.00 PT	75.00 + 1.00 PT	0.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 01/02	AMENDED FY 02/03	ADOPTED FY 03/04	Adopt 04 - Amend 03 Variance
PREVENTION				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Firefighter II	1.00	1.00	1.00	0.00
Firefighter I	9.00	9.00	9.00	0.00
Subtotal Division - Sworn	12.00	12.00	12.00	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	2.00	1.00	1.00	0.00
Data Entry Clerk	0.00	1.00	1.00	0.00
Fire Protection Analyst	5.00	5.00	5.00	0.00
Subtotal Division - Civilian	9.00	9.00	9.00	0.00
DIVISION TOTAL	21.00	21.00	21.00	0.00
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
Firefighter II	1.00	1.00	1.00	0.00
Firefighter I	5.00	4.00	4.00	0.00
Subtotal Division - Sworn	8.00	7.00	7.00	0.00
Administrative Aide I	0.00	1.00	1.00	0.00
Clerk Typist	1.00	0.00	0.00	0.00
Fire Equipment Mechanic	3.00	3.00	3.00	0.00
Shop Mechanic	0.00	1.00	1.00	0.00
Subtotal Division - Civilian	4.00	5.00	5.00	0.00
DIVISION TOTAL	12.00	12.00	12.00	0.00
DEPARTMENT TOTAL	218.00	223.00 + 1.00 PT	223.00 + 1.00 PT	0.00 + 0.00 PT

CITYWIDE TOTAL	**1,908.00 + 169.00 PT**	**1,908.00 + 178.00 PT**	**1,897.20 + 216.00 PT**	**(10.80) + 38.00 PT**

APPENDIX

CITY OF MIAMI BEACH

Facts about the City of Miami Beach:

Population:	87,933 (Census 2000)
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 degrees Fahrenheit
Surf Temperature:	The average temperature of the Atlantic Ocean off Miami Beach's coast is approximately 74 degrees 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.ci.miami-beach.fl.us

City Government Overview:

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.

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.

OFFICE OF MANAGEMENT AND BUDGET (OMB) WORK PLAN
FY 2003/04 BUDGET DEVELOPMENT PROCESS

DATE	ACTIVITY
March 20th	Budget planning workshop and distribution of budget development packets to departments.
Week of March 24th	Department Directors confer with Assistant City Managers during budget development for approvals; ensure input received from Boards/Committees is addressed in their budget submission.
April 11th	Last day to submit budget proposals for FY 2003/04 to the Office of Management and Budget (OMB) with Assistant City Manager's approval except for the departments' listed below.
April 18th	Last day to submit budget proposals for FY 2003/04 to the Office of Management and Budget (OMB) with Assistant City Manager's approval for PARKS & RECREATION, NEIGHBORHOOD SERVICES, POLICE, FIRE, AND PUBLIC WORKS.
April 14th – May 16th	Departmental reviews with OMB and Chief Financial Officer (CFO); recommends funding level.
April 23rd – May 30th	City Manager schedules reviews with Department Directors, OMB, and CFO to review budget submissions.
Week of June 2nd	City Commission Briefings; obtain input on preliminary General Fund Budget.
June	Budget Advisory Committee (BAC) hosts Public Forum; invite boards/committees, community groups; review preliminary funding levels.
June	City Commission Workshop; obtain input on preliminary funding levels.
July 1st	City receives "2003 Certification of Taxable Value," FORM DR-420 from the County Property Appraiser. City Manager sets final adjustments to Proposed Budget document.
Week of July 21st	Proposed Budget to Print Shop.
Week of July 25th	Proposed Budget forwarded to the Mayor and Members of the City Commission.
July 30th	City Commission meets to set tentative property millage rates.
August 2nd	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 rates 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 (OMB) 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).*

PROCEDURES:

BUDGET DEVELOPMENT

1. In October, OMB prepares the annual budget calendar which covers the period October-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).

2. Concurrent to preparation of the annual budget calendar, OMB 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

3. The OMB schedules the citywide budget workshop, held in March, and notifies the department director of the date, time, and location of the workshop via an inter-office E-MAIL. Each department director is responsible for advising the OMB 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 development packet which includes a budget instruction manual, a computer disk upon which to prepare its departmental budget request, and preliminary OMB Expenditure Limits for salaries, benefits, and internal services for the upcoming fiscal year.

4. Concurrent with this internal process, is an external process. City boards/committees composed of citizens and City staff usually meet at least once monthly. Their input is solicited to obtain perceived needs and priorities for service levels within the committees' purview such that these areas of concern and interest may subsequently be included in the proposed citywide budget if deemed appropriate by the Administration and funding can be identified.

5. Each department director after attending the budget workshop, returns to his department and prepares their budget request for the ensuing fiscal year during the period between March 20th and April 11th (or 18th for selected departments). Prior to submittal of the department's budget request to OMB, the department director must meet with his respective Assistant City Manager to obtain their approval in advance of completion. Upon completion, the request is then submitted to the OMB on or before April 11th (or April 18th for the Parks & Recreation, Neighborhood Services, Police, Fire, and Public Works Departments).

6. Upon receipt, 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. OMB, summarizes the department's 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 Chief Financial Officer (CFO) and the City Manager.

7. After OMB completes the informal review of all departmental budget requests, a formal review of the submission is conducted before the City Manager, the CFO, the appropriate Assistant City Manager 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 request, so that when funding priorities are determined, the City Manager will have direct knowledge of the request to either maintain or increase the current service level.

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

9. During mid July, the Administration holds City Commission briefings to advise them of the status of the budget process and preliminary funding levels.

10. A workshop of the full City Commission is held in mid 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.

11. On July 1st, OMB 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.

12. Based on this certification, Commission policies, Administration directives, public input, departmental requests, the CFO and OMB finalize 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.

13. At the second Commission meeting in July, the CFO and OMB prepare 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.

14. Based upon Commission action taken at the second meeting in July, the OMB 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

15. During the month of September, the CFO and OMB prepare 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.

16. Advertisement for the second public budget hearing is prepared by the OMB 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.

17. The agenda item for the second public budget hearing is prepared by the CFO and OMB 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).

18. Based on Commission action taken at the second meeting in September, the OMB 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, OMB submits "Certificate of Compliance", on Department of Revenue Form Number DR-487, to the Florida Department of Revenue in Tallahassee, pursuant to TRIM Legislation.

19. The OMB 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 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. Recommendation for remedial actions to correct weaknesses, and amendments to the budget, if necessary are provided by the Administration.

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. The current reserve for contingencies is $17,414,131.

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 meets the criteria for Risk Category #1 as defined by the Governmental Accounting Standards Board.

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.

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.

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.

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.

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 2002/03 at 96.5%, as permitted by State law.

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.

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

RESOLUTION NO. 2003-25345

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING: 1) THE FINAL AD VALOREM MILLAGE OF 7.299 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS ELEVEN AND EIGHT TENTHS PERCENT (11.8%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.527 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.874 MILLS.

WHEREAS, on September 4, 2003 the Mayor and City Commission tentatively adopted the operating millage rate of 7.299 mills and the debt service millage rate of 0.874 mills for Fiscal Year (FY) 2003/04; and

WHEREAS, the ad valorem millage rate of 7.299 mills for general operating purposes exceeds the "Rolled-back" rate of 6.527 mills by eleven and eight tenths percent (11.8%); 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 2003/04, 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 2003/04, on all taxable and non-exempt real and personal property located within the corporate limits 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 7.299 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 7.299 mills exceeds the "Rolled-back" rate of 6.527 mills by eleven and eight tenths percent (11.8%).

(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 0.874 mills.

PASSED and ADOPTED this 18th day of September, 2003.

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

ATTEST:

CITY CLERK City Attorney Date **MAYOR**

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 18, 2003

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 7.299 MILLS FOR GENERAL OPERATING PURPOSES, WHICH IS ELEVEN AND EIGHT TENTHS PERCENT (11.8%) GREATER THAN THE "ROLLED-BACK" RATE OF 6.527 MILLS; AND 2) THE DEBT SERVICE MILLAGE RATE OF 0.874 MILLS.

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) 2003/04

General Operating	7.299 mills	(7.299 last year)
Debt Service	0.874 mills	(1.023 last year)
Total	8.173 mills	(8.322 last year)

2) The final adopted combined millage rate of 8.173 mills is 0.149 mills or 1.79% less than the 8.322 combined millage rate for FY 2002/03. While the tentatively adopted operating millage rate of 7.299 mills for FY 2003/04 is equal to the rate for FY 2002/03, state statute requires that we advertise that this rate is 11.8 % greater than the "Rolled-back" rate of 6.527 mills.

The first public hearing on the tentative millage rates and budgets for FY 2003/04 was held on September 4, 2003. 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 2003/04 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 2003/04. Also included, are budgets for the Enterprise and Internal Service Funds. This is accomplished by adopting a companion Resolution.

CONCLUSION

The Administration recommends adoption of the attached Resolution which sets final operating and debt service millage rates for FY 2003/04.

JMG:PDW:JC

RESOLUTION NO. 2003-25346

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 FUNDS-AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2003/04.

WHEREAS, on September 4, 2003, the Mayor and City Commission tentatively adopted the operating and debt service budgets for FY 2003/04; 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 Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2003/04 as summarized and listed below.

REVENUES

	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	CATEGORY TOTALS
GENERAL OPERATING REVENUES					
Ad Valorem Taxes	$ 68,168,976				$ 68,168,976
Ad Valorem Taxes-Normandy Shores	81,758				81,758
Other Taxes	19,443,050				19,443,050
Licenses and Permits	11,003,905				11,003,905
Intergovernmental	11,464,000				11,464,000
Charges for Services	5,925,965				5,925,965
Fines and Forfeits	1,758,677				1,758,677
Interest	2,800,000				2,800,000
Rents and Leases	2,477,385				2,477,385
Miscellaneous	6,080,374				6,080,374
Other-Resort Tax contribution	16,318,450				16,318,450
Other-Non Operating revenues	6,839,896				6,839,896
Subtotal	$ 152,362,436				$ 152,362,436
G.O. DEBT SERVICE					
Ad Valorem Taxes	$ 10,200,337				$ 10,200,337
Subtotal	$ 10,200,337				$ 10,200,337
FUND TOTAL	$ 162,562,773				$ 162,562,773
RDA FUNDS					
Ad Valorem Taxes-RDA So.Pointe		$ 8,653,826			$ 8,653,826
Ad Valorem Taxes-RDA City Center		8,362,848			8,362,848
FUND TOTAL		$ 17,016,674			$ 17,016,674

REVENUES-continued

	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	CATEGORY TOTALS
ENTERPRISE FUNDS					
Convention Center/TOPA			$ 14,160,053		$ 14,160,053
Parking			20,715,501		20,715,501
Sanitation			7,055,545		7,055,545
Sewer Operations			28,694,036		28,694,036
Stormwater Operations			7,905,000		7,905,000
Water Operations			19,155,070		19,155,070
FUND TOTAL			$ 97,685,205		$ 97,685,205
INTERNAL SERVICE FUNDS					
Central Services				$ 738,003	$ 738,003
Fleet Management				5,366,265	5,366,265
Information Technology				11,003,795	11,003,795
Property Management				6,685,950	6,685,950
Risk Management				14,101,455	14,101,455
FUND TOTAL				$ 37,895,468	$ 37,895,468
TOTAL - ALL FUNDS	$ 162,562,773	$ 17,016,674	$ 97,685,205	$ 37,895,468	$ 315,160,120

APPROPRIATIONS

DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	CATEGORY TOTALS
MAYOR & COMMISSION	$ 1,164,053				$ 1,164,053
ADMINISTRATIVE SUPPORT SERVICES					
CITY MANAGER	1,837,838				1,837,838
Media Relations	234,928				234,928
CITY CLERK	1,364,398				1,364,398
Central Services				$ 738,003	738,003
FINANCE	3,249,728				3,249,728
Information Technology				11,003,795	11,003,795
Management & Budget	666,514				666,514
HUMAN RESOURCES	1,502,603				1,502,603
Risk Management				14,101,455	14,101,455
Labor Relations	161,247				161,247
INTERNAL AUDIT	319,328				319,328
PROCUREMENT	676,106				676,106
Grants Management	176,225				176,225
CITY ATTORNEY	3,095,528				3,095,528
ECONOMIC DEV. & CULTURAL ARTS					
Economic Development					
ECONOMIC DEVELOPMENT	836,400				836,400
BUILDING	4,568,255				4,568,255
PLANNING	2,287,154				2,287,154
Cultural Arts					
TOURISM & CULTURAL DEVELOP.	674,329				674,329
BASS MUSEUM	1,140,450				1,140,450
Tourism & Conventions					
CONVENTION CENTER/TOPA			$ 14,160,053		14,160,053

APPROPRIATIONS-continued

DEPARTMENT/FUNCTION	GENERAL	RDA	ENTERPRISE	INTERNAL SERVICE	CATEGORY TOTALS
OPERATIONS					
NEIGHBORHOOD SERVICES	3,053,844				3,053,844
PARKING			20,715,501		20,715,501
PARKS & RECREATION	24,969,837				24,969,837
PUBLIC WORKS	5,510,893				5,510,893
Property Management				6,685,950	6,685,950
Sanitation			7,055,545		7,055,545
Sewer Operations			28,694,036		28,694,036
Stormwater Operations			7,905,000		7,905,000
Water Operations			19,155,070		19,155,070
CAPITAL IMPROVEMENT PROGRAM	2,276,274				2,276,274
FLEET MANAGEMENT				5,366,265	5,366,265
PUBLIC SAFETY					
FIRE	28,339,156				28,339,156
POLICE	56,504,946				56,504,946
CITYWIDE ACCOUNTS	6,710,034				6,710,034
CITYWIDE ACCOUNTS-Normandy Sh.	125,800				125,800
OPERATING CONTINGENCY	916,568				916,568
Subtotal	$ 152,362,436	$ 0	$ 97,685,205	$ 37,895,468	$ 287,943,109
G.O.DEBT SERVICE					
Debt Service	10,200,337				10,200,337
Subtotal	$ 10,200,337				$ 10,200,337
RDA FUNDS					
RDA So. Pointe		$ 8,653,826			$ 8,653,826
RDA City Center		8,362,848			8,362,848
		$ 17,016,674			$ 17,016,674
TOTAL - ALL FUNDS	$ 162,562,773	$ 17,016,674	$ 97,685,205	$ 37,895,468	$ 315,160,120

PASSED and ADOPTED this 18th day of September 2003.

ATTEST:

CITY CLERK

MAYOR

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

9-18-03

City Attorney **Date**

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 18, 2003

From: **Jorge M. Gonzalez City Manager**

Subject: **A RESOLUTION OF THE MAYOR AND CITY COMMISION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING FINAL OPERATING BUDGETS FOR THE GENERAL FUND, G.O. DEBT SERVICE, RDA FUNDS-AD VALOREM TAXES, ENTERPRISE, AND INTERNAL SERVICE FUNDS FOR FISCAL YEAR 2003/04.**

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 Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year (FY) 2003/04.

PROCEDURE

As outlined in the companion Agenda Item R7A1, Section 200.265, 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 4, 2003. The City Manager announced that the Administration had revised the original proposal to eliminate two lifeguards stands in the North area and instead was eliminating one and shifting the other one to 42nd Street. However, during the public hearing, there was discussion regarding the Administration's proposal to remove the lifeguard stand and reduce the operating hours. The Mayor and City Commission asked that this stand and proposed reduction to funding of $349,029 be reinstated, and referred the matter to the Finance and Citywide Projects Committee for further review.

The Administration has found savings of $300,000 due to delays in the projected openings of the North Shore Youth Center and the Normandy Pool. The remaining $49,029 needed to restore Beach Patrol funding will be achieved by a reduction in that amount in the proposed operating contingency for FY 2003/04.

In further discussion, the Mayor and City Commission directed the Administration to reinstate an Office Associate V position for proclamations in the amount of $28,403, an additional $3,750 for the Miami Beach Chamber of Commerce, and an additional $1,000 for the Sister Cities Program. These directives totaling $33,153 are also to be funded by reducing the proposed operating contingency.

As a result of these adjustments ($82,182), the proposed operating contingency has been reduced from $1,000,000 to $917,818. Additionally, the Administration was instructed to provide additional funds for homeless assistance; $150,000 is being provided in the Resort Tax Fund Budget. These adjustments are proposed pending final recommendations resulting from the Finance & Citywide Projects Committee (F&CWPC) meeting to be held on Monday, September 15th. Adjustments, if any, made by the F&CWPC, will be provided as supplemental information for the agenda of the second public hearing on the FY 2003/04 budgets on September 18.

BACKGROUND

On July 30, 2003, the Administration released a Proposed Budget totaling $152,362,436 for the General Fund balanced with 7.299 mills, exclusive of debt service. This millage maintained current basic service levels, funded operational costs for projects expected to be completed during FY 2004, and funded enhanced service levels. The process to balance this budget was an extremely challenging one. A significant effort was made to balance the needs of the community with those operational costs for decisions made in previous years. The Proposed Budget recommends implementing over $6.2 million of newly identified efficiencies within the organization generated through reallocation and reduction of current operating expense. Further, 68 positions have been eliminated, 15 of which were filled. Additionally, this budget incorporates approximately $1.6 million in increases to fees, some of which had not been increased in over 11 years.

As part of the annual budget process, the Administration gave each department a "Core Budget" consisting of current year operating expenses at 95%. Department heads were instructed to look carefully for efficiencies and savings within the current and proposed operations of their Departments in order to meet the Core. Additionally, it was necessary to explore other areas where revenues could be increased and as a result, a number of fees that are paid to the City were reviewed. In doing so, the budget includes a series of increases which bring the fees charged for certain services closer to their actual costs as well as closer to the levels other municipalities in South Florida charge for those services.

The proposed budget included new or increased services in the net amount of $1.2 million. In the Police Department, several officers will be reassigned to proactive uniform patrol positions throughout the City. One sergeant and four officers have been reassigned from the Criminal Investigations 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 the Support Services Division will be reassigned to uniform patrol. In addition, fifteen new sworn officers will be funded by the two Redevelopment Areas within Miami Beach as part of our continued community policing initiatives. These efforts will result in a total of twenty three additional sworn uniform officers for the Patrol Division.

The Parks and Recreation Department will undergo a reorganization that will enable the department to be much more responsive and accountable for quality recreation services. A key component of this reorganization is the creation of designated facility managers who will have the responsibility for the management and the offering of services in their respective facilities. The larger City facilities, including the new North Shore Park and Youth Center, the expanded Scott Rakow Youth Center and Flamingo Park will each have their own manager. Each of the facilities will also have additional resources to deliver the services desired and requested by our citizens, The North Shore Park and Youth Center, Normandy Isle Park and Pool and the expanded Scott Rakow Youth Center, will receive approximately $1.1 million in staff and resources to open and operate under our new structure and service levels. Programming at Fairway, Tatum and Normandy Shores Parks will be eliminated and those resources 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. These closings are a conscious effort by the department to effectively manage their resources and provide quality programming throughout the City.

The City's Beach Patrol will be supplemented by a new Park Ranger program which will provide additional security and monitoring of our parks and beaches, improved customer service and enhances public safety. This program will deploy 11 full-time Park Rangers throughout our parks and beaches and two part-time Park Rangers to provide support and relief. These enhancements are being funded through our community policing program from the Redevelopment Agency and with reallocated security funds from Parks and Recreation. As a result of this program, it is recommended that the City close two lifeguard towers located on 81st and 83rd Streets and shift remaining area lifeguard towers located on 77th, 79th, and 85th Streets to provided coverage in the North Shore Open Space Park. It is also recommended that the Beach Patrol shifts be reduced from ten hours to eight hours during nine months of the year (resulting in a year-round schedule of 5 eight-hour days per week) and that temporary lifeguard positions be reduced.

The Public Works Department will also undergo a reorganization that will streamline the department and the services it provides. As a result, several enhancements are proposed.

The Sanitation Division has consolidated litter routes allowing savings to fund two crews that will be dedicated to the operation of the new MadVac XL 600's and replace hand-sweeping crews in residential areas. Mechanization of this function will increase the frequency in these residential areas and allow the Division to reassign hand-sweeping crews to areas currently being cleaned on an as needed basis. This service enhancement continues to make the Division more proactive to litter control around the City. Additional savings will be used to fund the South Beach Service Team Superintendent position; who will act as a link between the business owners and the City of Miami Beach Departments. This enhancement is a vital part of the City's vision to consolidate the customer service core, to restructure the organization to include a middle management layer and ensure the success o f the Sanitation, South Beach Service Team.

Additional enhancements in this department include the creation of an additional streetlight maintenance crew to maintain the newly constructed capital projects and provide adequate maintenance and repair of citywide lighting; the establishment of a waterway maintenance drainage system cleaning capability through the use of additional contractual services; continuing the development of an Infrastructure Management System which will integrate all the maintenance efforts within the various divisions of Public Works Department into a centralized maintenance management system; and continuing the development of a City Geographic Information System (GIS) which would provide a detailed layered presentation of all maintenance, construction and infrastructure.

In the Building Department, one Senior Building Inspector has been added to enhance our Building Code Compliance program on a proactive basis. In the Planning Department, one additional Planner and an Office Associate III have been funded to staff the concurrency function that is being transferred from the Public Works Department. An enhancement in the City Clerk's Office will provide full funding of the Secondary Audio Program (SAP) in Spanish which will provide better communication with our Spanish-speaking residents through the live translation of City Commission meetings and various other City meetings on the City's government-access cable channel 20. Additionally, a Code Compliance Officer is being added to provide expanded community interaction in the areas of occupational license, certificate of use and resort tax.

CONCLUSION

The Administration recommends adoption of the attached Resolution which incorporates the revisions discussed above and establishes the final budgets for General Fund, G.O. Debt Service, RDA Funds-Ad Valorem Taxes, Enterprise, and Internal Service Funds for Fiscal Year 2003/04.

JMG:PDW:JC

RESOLUTION NO. 2003-25347

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL AD VALOREM MILLAGE RATE OF 1.123 MILLS FOR FISCAL YEAR 2003/04 FOR THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, WHICH IS FOUR AND SIX TENTHS PERCENT (4.6%) GREATER THAN THE "ROLLED-BACK" RATE OF 1.074 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 1.123 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 exceeds the "Rolled-back" rate of 1.074 mills by four and six tenths percent (4.6%); and

WHEREAS, on September 18, 2003, 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) 2003/04.

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 1.123 mills for FY 2003/04 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 exceeds the "Rolled-back" rate of 1.074 mills by four and six tenths percent (4.6%).

PASSED and ADOPTED this 18th day of September, 2003.

CHAIRPERSON OF THE DISTRICT

ATTEST:

SECRETARY TO THE DISTRICT

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/18/03 Date

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 18, 2003

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 1.123 MILLS FOR FISCAL YEAR 2003/04 FOR THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT, WHICH IS FOUR AND SIX TENTHS PERCENT (4.6%) GREATER THAN THE "ROLLED-BACK" RATE OF 1.074 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 Neighborhood Improvement District for FY 2003/04:

   General Operating 1.123 mills (1.194 mills last year)

2) Final adopted millage rate of 1.123 mills is 4.6% greater than the "Rolled-back" Rate of 1.074 mills.

The first public hearing on the tentative Normandy Shores District millage rate and budget for FY 2003/04 was held on September 4, 2003. 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 2003/04 represents its tenth 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 4, 2003, the Mayor and City Commission adopted Resolution 2003-25313 which set the tentative ad valorem millage at 1.123 mills to provide the level of security required by this District. This tax levy will generate proceeds of $81,758. The total operating budget to provide security services to this District is $125,800. 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 total budgetary requirement of the District must be supplemented by a contribution from the General Fund in the amount of $44,042 or 35% of the total operating budget. The General Fund has funded this difference for each of the nine years since the District was established. The amount provided by the General Fund for this purpose in FY 2002/2003 was $42,000.

CONCLUSION

The City Commission, acting in its capacity as the Board of Directors of the District, should adopt the attached Resolution which establishes a final millage.

JMG:PDW:JC

RESOLUTION NO. 2003-25348

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORMANDY SHORES LOCAL GOVERNMENT NEIGHBORHOOD IMPROVEMENT DISTRICT ADOPTING THE FINAL OPERATING BUDGET FOR FISCAL YEAR 2003/04.

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) 2003/04 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 18, 2003, 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 2003/04.

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 2003/04 as summarized herein and listed below:

REVENUES	
Ad Valorem Tax	$ 81,758
City's General Fund	44,042
Total	**$ 125,800**
EXPENSES	
Security Service	$ 107,200
Maintenance	18,600
Total	**$ 125,800**

PASSED and ADOPTED this 18th day of September, 2003.

CHAIRPERSON OF THE DISTRICT

ATTEST:

SECRETARY TO THE DISTRICT

APPROVED AS TO FORM & LANGUAGE & FOR EXECUTION

City Attorney 9/10/03 Date

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 18, 2003

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 2003/04.

ADMINISTRATION RECOMMENDATION

Adopt the Resolution which establishes the final operating budget for the District for Fiscal Year (FY) 2003/04.

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 2003/04 represents its tenth 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.

At the July 30, 2003 Commission meeting, the Mayor and Commission adopted Resolution 2003-25301, which set the proposed operating millage rate for the District at 1.123 mills. The tax levy at 1.123 mills will generate proceeds of $81,758 of the $125,800 operating budget to provide security services for the district. The difference between the revenues generated from such ad valorem tax proceeds and the total budgetary requirement of the District will be funded by the General Fund in the amount of $44,042 or 35% of the total operating budget. The General Fund has funded this difference for each of the nine years since the District was established. The amount provided by the General Fund for this purpose in FY 2002/03 was $42,000.

At their meeting on September 4, 2003, the Mayor and Commission approved the tentative millage of 1.123 mills and budget of $125,800.

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 4, 2003, the City Commission tentatively adopted the operating budget for the District in the amount of $125,800. The final operating budget for the District is as follows:

REVENUES	
Ad Valorem Tax	$ 81,758
City's General Fund	44,042
Total	**$ 125,800**
EXPENSES	
Security Service	$ 107,200
Maintenance	18,600
Total	**$ 125,800**

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:PDW:JC

RESOLUTION NO. 2003-25351

A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2003-2004 AND THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2004-2008.

WHEREAS, the 2004-2008 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 authorized the issuance of $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 2004 through 2008; and

WHEREAS, the Proposed Capital Budget for FY 2003-2004 totals $77,338,235 and includes ninety four projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2003-2004 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 (A/E), construction, equipment, art in public places, and other related project costs; and

WHEREAS, the projected costs of program manager services provided by Hazen and Sawyer and URS for FY 2003-2004 are included; and

WHEREAS, on September 5, 2003 the FY 2003-2004 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 2003-2004 is included below.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, that they hereby adopt and appropriate, the City of Miami Beach/Miami Beach Redevelopment Agency Capital Budget for Fiscal Year 2003-

2004 and adopt the Capital Improvement Plan for Fiscal Year 2003-2008.

Proposed Sources of Funding	Funding
GO Bond - Neighborhoods 2003	$ 21,468,448
Stormwater Bond 2000	20,367,469
Water & Sewer Bond 2000	12,294,146
South Pointe RDA TIF	8,391,222
Equipment Master Lease	5,695,515
Parking Bond Fund 481	1,571,600
GO Bond - Parks & Beaches 2003	1,388,004
FDOT	1,041,600
CDT Interlocal Agreement	1,000,000
HUD Section 108 Loan	958,643
Capital Grants	656,000
City Center TIF 1996-B Bond	537,379
Local Gas Tax	515,000
City Center TIF	367,688
Water & Sewer Retained Earnings	280,000
Water & Sewer Bond Fund 426	231,503
GO Bond - Fire Safety 2003	214,315
Gulf Breeze Loan Pool	130,704
Quality of Life - Middle Beach	120,000
Property Management Retained Earnings	42,500
GO Bond - Fire Safety 2000	33,655
Parks Bond Fund 366	16,678
GO Bond - Parks & Beaches 2000	6,529
Parking Bond Fund 485	4,324
Capital Projects Fund 351	2,748
GO Bond - Neighborhoods 2000	2,565
Total	$ 77,338,235

This resolution shall take effect immediately upon its adoption.

ADOPTED this 18th day of September, 2003.

Matti H. Bower
Vice -Mayor

Attest:
Robert Parcher
City Clerk

APPROVED AS TO
FORM & LANGUAGE
& FOR EXECUTION

9-12-03
City Attorney Date

CITY OF MIAMI BEACH
CITY HALL 1700 CONVENTION CENTER DRIVE MIAMI BEACH, FLORIDA 33139
www.ci.miami-beach.fl.us

COMMISSION MEMORANDUM NO.

TO: **Mayor David Dermer**
Members of the City Commission

Date: September 18, 2003

FROM: **Jorge M. Gonzalez**
City Manager

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ADOPTING THE CITY OF MIAMI BEACH AND MIAMI BEACH REDEVELOPMENT AGENCY CAPITAL BUDGET FOR FISCAL YEAR 2003-2004 AND THE CAPITAL IMPROVEMENT PLAN FOR FISCAL YEARS 2004-2008.**

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. Additionally, to support this effort, the City has entered into agreements with Hazen and Sawyer, P.C. and URS Corp. to provide program management and assist in obtaining architectural, engineering and other relevant professional services.

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 second Capital Budget and the updated CIP for FY 2003-2007, following a comprehensive review of the CIP to insure that the Plan accurately reflects all project budgets, funding sources and commitments, was adopted concurrently with the FY 2002-2003 operating budget. This year, the Administration is presenting the proposed Capital Budget for FY 2003-2004 along with the updated CIP for FY 2004-2008 for adoption by the City Commission.

ANALYSIS

Capital Improvement Plan

The 2004-2008 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 2004 through 2008.

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 2003-2004 totals $77,338,235 and includes 94 projects and capital equipment acquisitions recommended for appropriation in conjunction with the FY 2003-2004 Operating Budget. It itemizes project funds to be committed during the upcoming fiscal year detailing expenses for project components which include: architect and engineer (A/E), construction, equipment, art in public places, and other related project costs. Additionally, the projected costs of program manager services provided by Hazen and Sawyer and URS for FY 2003-2004 are included. Capital reserves, debt service payments, and other capital purchases found in the Operating Budget are not included in this budget.

Major projects that are underway or scheduled to begin in FY 2003-2004 include the following:

Parks
Altos del Mar Park
Botanical Garden
South Pointe Park
Normandy Shores Golf Course Clubhouse
Collins Park
Miami Beach Golf Club Cart Barn
Normandy Shores Golf Course
North Shore Open Space Park Phase III
Fairway Park
Muss Park
Washington Park

Public Facilities
Flamingo Park/Property Management Yard
Public Works Yard
Convention Center ADA Restrooms

Public Safety
Fire Station No. 2
Fire Station No. 4

Public Works
Biscayne Pointe Neighborhood Streetscape
North Shore Neighborhood Streetscape
West Avenue / Bay Road Neighborhood Streetscape
South Pointe Streetscape Phase II
Venetian Islands Neighborhood Streetscape
Washington Avenue Improvements

On September 5, 2003 the FY 2003-2004 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 2003-2004. Copies of the Proposed Capital Budget for FY 2003-2004 and the updated Capital Improvement Plan were distributed to each member in advance. The Capital Improvement Project Office Director, Chief Financial Officer, department directors, representatives from URS and Hazen and Sawyer (program managers) and other City staff were available to discuss specific projects and respond to the Committee's questions.

The Proposed Capital Budget for FY 2003-2004 along with the updated Capital Improvement Plan for FY 2004 – 2008 has been provided under separate cover.

CONCLUSION:

The Administration recommends adoption of the attached Resolution, which establishes the Capital Budget for Fiscal Year 2003-2004 and the Capital Improvement Program for Fiscal Years 2004-2008.

JMG:PDW:mim

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FY 2003-2004 Capital Budget

Funding Summary

EXHIBIT A

Funding Source	Project Name	Revenue
Capital Project Grants		
	North Beach Recreational Corridor	656,000.00
	Sum	656,000.00
Capital Projects Fund 351		
	Booster Pump Station on Terminal Island	2,523.00
	41st Street Bridge Renovation	225.00
	Sum	2,748.00
CC RDA TIF (1996-B)		
	Beachwalk I (14th Terrace to 21st Street)	537,379.00
	Sum	537,379.00
CDT Interlocal Agreement		
	FY 04 Southeast Chiller Replacement	300,000.00
	FY 04 Enviro Waste Systems Trash Pulverizer	160,000.00
	FY 04 Security Camera System Upgrades	150,000.00
	FY 04 Miscellaneous Replacement	100,000.00
	FY 04 Switch Gear Testing	70,000.00
	FY 04 Cleaning Equipment	50,000.00
	FY 04 Escalator Chain Replacement	45,000.00
	FY 04 Security Camera Replacement	25,000.00
	FY 04 General Landscaping	25,000.00
	FY 04 Linen Replacement	25,000.00
	FY 04 Cardboard Baler	25,000.00
	FY 04 East Restaurant Removal of Grillwork	25,000.00

Funding Source	Project Name	Revenue
	Sum	1,000,000.00
City Center TIF		
	Colony Theater	162,324.00
	Convention Center East Streetscape	87,034.00
	Regional Library	87,000.00
	Washington Avenue Master Plan Streetscape	20,600.00
	Cultural Campus Streetscape	5,761.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	4,969.00
	Sum	367,688.00
Equipment Master Lease		
	FY 04 Fleet Management Replacement & Purchase of Cars & Light Trucks	4,030,515.00
	Public Safety Radio System	1,575,000.00
	FY 04 Replace Main AC Units at IT & PSCU	90,000.00
	Sum	5,695,515.00
FDOT		
	North Beach Recreational Corridor	1,041,600.00
	Sum	1,041,600.00
GO Bond - Fire Safety 2000		
	Fire Station 2 Renovation	20,378.00
	Fire Station 4 Renovation	13,277.00
	Sum	33,655.00
GO Bond - Fire Safety 2003		
	Property Management Facility	214,315.00
	Sum	214,315.00
GO Bond - Neighborhoods 2000		
	Parks Maintenance Facility Renovation	2,312.00

Funding Source	Project Name	Revenue
	42nd Street Streetscape	253.00
	Sum	2,565.00
GO Bond - Neighborhoods 2003		
	Nautilus Neighborhood Streetscape	4,312,156.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	3,667,866.00
	Normandy Shores Neighborhood Streetscape	3,025,359.00
	Venetian Islands - Phase I - Islands (Bid Package C)	3,011,119.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	2,207,084.00
	Property Management Facility	862,994.00
	Normandy Isle Channel	810,000.00
	Alton Road Enhancements	765,954.00
	Waterways Dredging	717,272.00
	Indian Creek Greenway	645,000.00
	Venetian Islands - Belle Isle (Bid Package B)	430,660.00
	Palm and Hibiscus Islands Streetscape	349,602.00
	Biscayne Point Neighborhood Streetscape	141,558.00
	Star Island	117,286.00
	Lincoln Road Improvements - Phase II	100,000.00
	North Shore Neighborhood Streetscape	93,738.00
	La Gorce Neighborhood Street Ends	45,000.00
	Ocean Front Neighborhood Streetscape	34,092.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	29,235.00
	Lummus Area Neighborhood Streetscape (Flamingo Bid Package B)	20,511.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	19,583.00
	Venetian Islands - Phase II - Causeway (Bid Package D)	15,316.00
	West Avenue / Bay Road Neighborhood Streetscape	14,870.00
	Public Works Facility & Yard Renovation	14,829.00

Funding Source	Project Name	Revenue
	Lake Pancoast Streetscape (Bayshore Phase IV, Bid Package C)	7,500.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	4,498.00
	South Pointe Streetscape - Phase III & Phase IV	3,572.00
	La Gorce Neighborhood Streetscape	1,669.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	125.00
	Sum	21,468,448.00
GO Bond - Parks & Beaches 2000		
	Belle Isle Park	5,197.00
	Parks Maintenance Facility Renovation	962.00
	Fairway Park	370.00
	Sum	6,529.00
GO Bond - Parks & Beaches 2003		
	Property Management Facility	660,532.00
	ADA City-Wide Renovations	250,000.00
	Roof Repairs - City Facilities	175,000.00
	Collins Park	159,236.00
	Altos del Mar Park Improvements	49,214.00
	South Pointe Park	29,519.00
	Flamingo Park - Park	20,058.00
	"The Garden Center" Botanical Garden Renovations: Phase II	12,251.00
	Beach Patrol & 10th Street Auditorium	11,040.00
	Lummus Park	8,574.00
	Public Works Facility & Yard Renovation	6,327.00
	Normandy Shores Golf Course and Clubhouse	4,813.00
	Shane Water Sports Center	1,440.00
	Sum	1,388,004.00
Gulf Breeze Loan Pool		

Funding Source	*Project Name*	*Revenue*
	Normandy Shores Golf Course and Clubhouse	85,952.00
	Miami Beach Course Renovation	44,576.00
	Cultural Campus Streetscape	176.00
	Sum	130,704.00
HUD Sec 108 Loan		
	Normandy Isle / Normandy Sud Neighborhood Streetscape	958,643.00
	Sum	958,643.00
Local Gas Tax		
	Pavements & Sidewalks	255,000.00
	Bridge Repairs	120,000.00
	Street Lighting	110,000.00
	ADA ROW Improvements	30,000.00
	Sum	515,000.00
Parking Bond Fund 481		
	Surface Lot Renovations - Phase II	1,271,600.00
	17th Street Parking Garage Structural Repairs	300,000.00
	Sum	1,571,600.00
Parking Bond Fund 485		
	Cultural Campus Streetscape	4,042.00
	42nd Street Streetscape	282.00
	Sum	4,324.00
Parks Bond Fund 366		
	41st Street Bridge Renovation	16,678.00
	Sum	16,678.00
Property Management Retained Earnings		
	FY 04 Property Management Trucks	42,500.00

Funding Source	Project Name	Revenue
	Sum	42,500.00
Quality of Life - Middle Beach		
	FY 04 Scott Rakow Youth Center Air Handler Unit	120,000.00
	Sum	120,000.00
SP RDA TIF		
	South Pointe Streetscape - Phase II	6,080,992.00
	South Pointe District Shoreline	1,050,600.00
	Washington Avenue Master Plan Streetscape	384,450.00
	South Pointe Streetscape - Phase III & Phase IV	304,286.00
	South Pointe Streetscape - Phase I	266,507.00
	South Pointe Streetscape - Phase V	138,561.00
	South Pointe Park	83,117.00
	Water & Sewer Pump Station Upgrades Program	50,087.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	29,676.00
	Community Garden	2,288.00
	Washington Park	658.00
	Sum	8,391,222.00
Stormwater Bond 2000		
	Nautilus Neighborhood Streetscape	7,498,889.00
	Venetian Islands - Belle Isle (Bid Package B)	3,975,166.00
	Normandy Shores Neighborhood Streetscape	3,854,447.00
	Palm and Hibiscus Islands Streetscape	2,364,370.00
	La Gorce Neighborhood Streetscape	716,965.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	514,103.00
	Normandy Isle / Normandy Sud Neighborhood Streetscape	507,451.00
	Biscayne Point Neighborhood Streetscape	188,322.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	180,764.00

Funding Source	Project Name	Revenue
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	157,761.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	155,715.00
	Washington Avenue Master Plan Streetscape	71,040.00
	West Avenue / Bay Road Neighborhood Streetscape	46,478.00
	Venetian Islands - Phase I - Islands (Bid Package C)	42,480.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	40,170.00
	Indian Creek Greenway	24,104.00
	South Pointe District Shoreline	17,768.00
	La Gorce Neighborhood Street Ends	5,923.00
	Lake Pancoast Streetscape (Bayshore Phase IV, Bid Package C)	5,553.00
	Sum	20,367,469.00
W&S Bond 2000		
	Normandy Isle / Normandy Sud Neighborhood Streetscape	3,065,454.00
	Sunset Islands (Bayshore Phase VI, Bid Package D)	1,985,227.00
	La Gorce Neighborhood Streetscape	1,013,022.00
	Ocean Front Neighborhood Streetscape	1,001,895.00
	Venetian Islands - Belle Isle (Bid Package B)	972,472.00
	Collins Ave Waste Water Force Main	918,044.00
	Venetian Islands - Phase I - Islands (Bid Package C)	890,124.00
	Nautilus Neighborhood Streetscape	841,336.00
	Palm and Hibiscus Islands Streetscape	501,571.00
	Sunset Islands Subaqueous Forcemain	195,388.00
	Star Island	159,931.00
	Flamingo North, East, and West Neighborhoods Streetscape (Bid Package C)	136,712.00
	Biscayne Point Neighborhood Streetscape	110,096.00
	Waste Water Master Booster Pump Station	77,800.00
	Washington Avenue Master Plan Streetscape	75,387.00

Funding Source	Project Name	Revenue
	Normandy Shores Neighborhood Streetscape	58,938.00
	Lummus Area Neighborhood Streetscape (Flamingo Bid Package B)	58,553.00
	North Shore Neighborhood Streetscape	46,153.00
	DERM Wastewater Contingency Plan	39,483.00
	Lower North Bay Road Streetscape (Bayshore Phase II, Bid Package B)	37,402.00
	Bayshore Neighborhood Bid Package A: Bayshore-Ph I, Flamingo Terr-Ph II, & 40th St. Streetsc	29,232.00
	Booster Pump Station on Terminal Island	26,123.00
	Booster Pump Station at 25th Street	25,192.00
	Flamingo South Neighborhood Streetscape (Flamingo Bid Package A)	11,608.00
	MacArthur Causeway 20" Water Main	8,202.00
	West Avenue / Bay Road Neighborhood Streetscape	5,261.00
	Pump Station 29 Upgrade	3,540.00
	Sum	12,294,146.00
Water & Sewer Bond Fund 426		
	Venetian Islands - Phase I - Islands (Bid Package C)	231,500.00
	Booster Pump Station on Terminal Island	3.00
	Sum	231,503.00
Water & Sewer Retained Earnings		
	Water & Sewer Replacement Vehicles	280,000.00
	Sum	280,000.00
	Grand Total	*77,338,235.00*

DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Dr., 4th Fl 673-7030

David Dermer, Mayor
Luis R. Garcia, Jr., Vice Mayor
Matti Bower, Commissioner
Simon Cruz, 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
Mayra Diaz-Buttacavoli, Assistant City Manager
Christina Cuervo, Assistant City Manager
Robert Middaugh, Assistant City Manager
Martha M. Dempsey, Special Assistant to the City Manager
Ramiro J. Inguanzo, Chief of Staff

COMMUNICATIONS, 1700 Convention Center Drive., 4th Fl..... 673-7575
Nannette Rodriguez, Public Information Officer

FINANCE, 1700 Convention Center Dr., 3rd Fl 673-7466
Patricia D. Walker, Chief Financial Officer

INFORMATION TECHNOLOGY, 1100 Washington Avenue..... 673-7040
Kay Randall, Director

MANAGEMENT AND BUDGET, 1700 Convention Center Drive., 3rd Fl..... 673-7510
Jose Cruz, Budget Officer

INTERNAL AUDIT, 1700 Convention Center Dr., 3rd Fl..... 673-7020
James J. Sutter, Internal Auditor

HUMAN RESOURCES, 1700 Convention Center Dr., 3rd Fl 673-7520
T.C. Adderly, Human Resources Director

LABOR RELATIONS, 1700 Convention Center Dr., 3rd 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

GRANTS MANAGEMENT,1700 Convention Center Drive, 4th Fl..... 673-7010
Judy Hoanshelt, Grants Manager

DIRECTORY (Continued)

CITY ATTORNEY, 1700 Convention Center Dr., 4th Fl 673-7470
Murray Dubbin, City Attorney
Donald M. Papy, Chief Deputy City Attorney

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
Phil Azan, Building Director

PLANNING DEPARTMENT, 1700 Convention Center Dr., 2nd Fl..... 673-7550
Jorge Gomez, Director

TOURISM & CULTURAL AFFAIRS

TOURISM & CULTURAL AFFAIRS, 555 17th St 673-7577
Donna Shaw, Director

BASS MUSEUM OF ART, 2121 Park Avenue 673-7530
Diane Camber, Director

CULTURAL ARTS COUNCIL, 555 17th St.....673-7577

OFFICE OF PROTOCOL/TOURISM AND CONVENTIONS,
1700 Convention Center Drive, 4th Fl.....673-7010
Michael Aller, Director

CONVENTION CENTER,1901 Convention Center Drive.....673-7311
Doug Tober, General Manager

OPERATIONS

NEIGHBORHOOD SERVICES

Administration, 1700 Convention Center Drive, 4th Fl..... 673-7077
Vivian Guzman, Director

Children/Elder Affairs & Homeless Coordination, 1700 Convention Ctr. Drive, 3rd Fl...673-6491
Maria Ruiz, Director

Answer Center, 1700 Convention Center Dr., 1st Fl 604-2489
Barbara Hawayek, Customer Service Manager

Community Resources-Outreach 1700 Convention Center Dr. 4th Fl 673-7580

Code Compliance, 555 17th Street..... 673-7555
Albert P. Childress, Code Compliance Director

Housing &Community Development 1700 Convention Center Dr. 3rdFl.....673-7260
Joanna Revelo, Division Director

DIRECTORY (Continued)

PARKS AND RECREATION, 2100 Washington Avenue

Administration 673-7730
Kevin Smith, Director

Beach Patrol,1001 Ocean Drive 673-7714
Vincent Andreano, Beach Patrol Captain

Recreation, 2100 Washington Avenue 673-7730

Parks & Landscape Maintenance, 2100 Meridian Avenue 673-7720
John Oldenburg, Assistant Director

PUBLIC WORKS

Administration, 1700 Convention Center Dr., 4th Fl. 673-7080
Fred Beckman, Director

Water, Sewer & Storm Water, 451 Dade Boulevard 673-7681
Nathan Pope, Utilities Superintendent

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Michael Alvarez, Assistant Director

Environmental Resources, 1700 Convention Center Dr., 4th Fl 673-7230
Bruce Henderson, Environmental Specialist

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
Tim Hemstreet, 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

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Donald De Lucca, Police Chief

FIRE, 2300 Pine Tree Drive 673-7120
Floyd Jordan, Fire Chief

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