

Performance Measurements

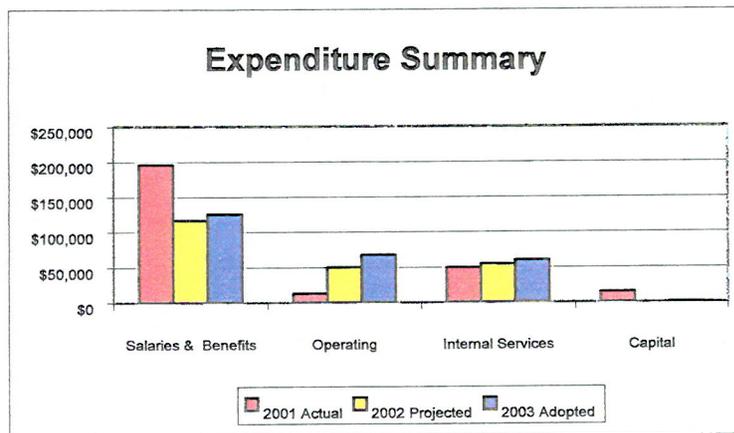
	<u>Actual 2000</u>	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Estimated 2003</u>
Generate media coverage				
Print (column inches)	N/A	50,235	50,000	50,000
Broadcast (hits) *	N/A	94	100	97
Scan and log print media clips into the Media Management System	2,158	2,206	2,182	2,182
Write and distribute press releases and media alerts (including posting to the website)	127	121	124	122
Respond to media and public inquiries	N/A	1,680	1,500	1,500
Produce external newsletters (Beach Briefs)	12	12	8	6**
Produce internal newsletters (Beach Breeze)	6	6	6	6
Produced external newsletters (Neighborhood News)	N/A	4	24	24
Write "Since You Asked..." columns for The Miami Herald	11	11	12	12
Compile and distribute E-News Briefs	N/A	24	52	52
Compile and distribute meeting notices	52	52	52	52
Release traffic advisories	52	52	52	52
Produce Annual Report	0	0	1	1
Produce and distribute hurricane guides	15,000	25,000	25,000	25,000

*Figures only obtained for major initiatives, events and/or projects/Local TV only

*** Decrease due to newsletter enhancement with larger circulation and expansion to four (bilingual) pages every other month

Financial Summary

Expenditure Area	Actual	Actual	Budget	Projected	Adopted
Salaries & Benefits	\$87,557	\$208,730	\$ 113,302	\$ 116,831	\$ 125,545
Operating	19,900	12,416	201,095	49,904	68,200
Internal Services	53,391	49,767	54,362	54,362	60,425
Capital	7,132	14,957	0	0	600
Total General Fund	\$167,980	\$285,870	\$ 368,759	\$ 221,097	\$254,770
Budgeted Positions	2	5	2		2



Budget Highlights

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

FINANCE

Mission

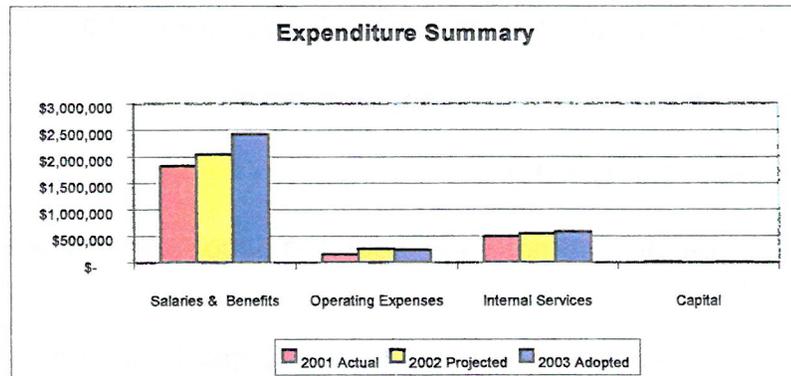
The Finance Department provides financial management and policy support, analytical services, and financial information to the City Manager, departments, the public and others; seeks the most efficient and effective use of City funds; develops, analyzes and presents information about City finances to 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	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Proposed
Bond Issuance Fee	\$ 5,000	\$ 0	\$ 90,000	\$ 90,000	\$ 90,000
Lien Letter	36,837	43,264	35,000	40,000	56,000
Total	\$ 41,837	\$ 43,264	\$ 125,000	\$ 130,000	\$ 146,000

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 1,617,024	\$ 1,825,910	\$ 2,163,829	\$ 2,037,829	\$ 2,418,924
Operating Expenses	122,741	151,615	254,154	255,154	240,551
Internal Services	490,338	489,229	542,810	542,810	582,739
Capital	7,140	13,759	2,150	2,150	5,000
Total	\$ 2,237,243	\$ 2,480,513	\$ 2,962,943	\$ 2,837,943	\$ 3,247,214

Budgeted Positions	2000	2001	2002	2003
	37	39	40.0	40.2



ADMINISTRATION

Major Accomplishments

- Enhanced procedures, controls and financial reporting of grants.
- Implemented new procedures and controls for financial monitoring of Capital project expenditures.
- Used our new equipment loan to finance \$8,500,000 of Fleet Equipment.
- Completed acquisition of Equity One Building.
- Coordinated financing for Health Facilities Authority.
- Reviewed all existing debt for refinancing opportunities.
- Implemented the new Government Reporting Model, GASB 34.
- Hired an appraisal firm to provide historical values of all City assets not currently recorded on the City's Balance Sheet to comply with GASB 34.

Goals and Objectives

- Provide financial information and analysis
 1. Enhance financial reporting to management by more timely distribution of interim financial reports.
 2. To submit audited financials to the GFOA Certificate of Achievement Program by March 1, 2003.
 3. To submit the State Report to the Auditor General by February March 1, 2003.
 4. Show Annual Financial Statements online.
- G. O. Bond / CIP Initiative
 1. Plan, prepare promote and issue the second issues of \$30m General Obligation Bond.
 2. Enhance procedures and controls for a grant monitoring system.

- Organizational Development
 1. Continue to implement an electronic storage and retrieval systems for financial information.
 2. Create a collections area within the department to focus on increasing revenues.

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 383,020	\$ 447,162	\$ 537,428	\$ 537,428	\$ 663,101
Operating Expenses	19,297	38,526	87,925	87,925	88,550
Internal Services	134,961	106,958	120,142	120,142	133,113
Capital	1,129	1,129	0	0	0
Total	\$ 538,407	\$ 593,775	\$ 745,495	\$ 745,495	\$ 884,764
Budgeted Positions	5	6	8		8

Budget Highlights

- 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 8 positions.
- 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 \$28,700,000.

REVENUE DIVISION

Major Accomplishments

- Payments received via phone or interactive voice response (IVR)
- Integrated website so that payments can be made over the Internet.
- Upgraded to a new version of Aquilium
- Enhanced reporting functions to other departments which includes what has been paid and what invoices are outstanding.
- Now accept credit cards at most of our public locations exp.: Parks and Recreation
- Bimonthly statements for all customers with outstanding balances.

Goals and Objectives

- Enhance customer service provided by becoming more responsive to citizen's needs as follows
 1. Fine tune customer service features in the Utility Billing and Permits Plus system to allow smooth automated customer inquiries through the use of a call attendant system and the internet
 2. Enable customers to make inquiries by phone 24 hours a day and through the internet
 3. Reduced time clerks spend on the phone handling inquiries in order to devote more time to Billing Duties
 4. Implement point of sale system to integrate information into Financial Management System.
- Maintain current levels of revenue to the City by collecting interest and late penalties on city bills as follows:

1. Include interest and penalties in the past due balance for statements that are currently sent to customers
2. Increase timely payment of city bills by the customer wishing to avoid additional late fees and penalties
3. Prevent customers from mailing the billed amount to avoid interest charges to be assessed
4. Continue current collection efforts

Performance Measurements

	2000 Actual	2001 Actual	2002 Projected	2003 Estimated
<u>UTILITY BILLING</u>				
• BILLS MAILED	118,750	119,250	120,00	120,000
• UTILITY CUSTOMER ACCTS MAINT.	9,540	9,750	10,000	10,000
• ACCOUNTS CLOSED	2,050	2,080	2,400	2,000
• NEW ACCOUNT CREATED	1,150	1,200	1,320	1,000
• DEPOSITS REFUNDED	997	1,040	1,040	1,000
<u>REVENUE</u>				
• CHECKS PROCESSED THRU LOCKBOX	130,250	131,000	132,000	132,000
• CHECKS PROCESSED THRU CASHIER	119,500	120,000	120,000	120,000
• CUSTOMER ACCOUNTS MAINTAINED	8,000	8,000	9,000	9,000
• CERTIFICATE OF USE ISSUED	6,750	5,220	5,500	5,500
• LICENSE ISSUED	6,750	6,200	6,400	6,500
• LIEN STATEMENTS PROCESSED	2,670	2,900	3,200	3,300
• CITY BILLS PREPARED	2,250	2,400	2,500	2,500
• RENTAL AGREEMENT INVOICED	1,775	1,800	1,000	1,000
• NEW LICENCES ISSUED	575	912	1,025	1,000
• SIDEWALK CAFES LICENSED	122	110	106	100

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 753,465	\$ 800,951	\$ 899,726	\$ 786,726	\$ 994,977
Operating Expenses	68,000	82,670	121,214	122,214	121,855
Internal Services	223,766	240,193	266,373	266,373	278,061
Capital	2,356	12,630	0	0	2,500
Total	\$ 1,047,587	\$ 1,136,444	\$ 1,287,313	\$ 1,175,313	\$ 1,397,393
Budgeted Positions	20	21	20		20

Budget Highlights

- This budget provides for projected merit, COLA, and insurance increases for 20 positions.

ACCOUNTING DIVISION

Major Accomplishments

- Implemented on-line requisitioning.
- Provided extensive training for the Finance department as well as other departments on the new Financial Management System
- Created system reports to facilitate departments with financial analysis
- Revised payroll policy and procedures to incorporate the Cyborg Payroll System
- Completed the Proposed Capital Budget and Five Year Capital Plan for the City of Miami Beach and the Miami Beach Redevelopment Agency
- Developed and revised policy and procedure for capital expenditures and Redevelopment Agency financial transactions
- Completed citywide training for the grants monitoring process

Goals and Objectives

- Enhance the accounting division's services by becoming more responsive to the needs of city departments by:
 1. Continue to provide training and support for other City departments on FMS II
 2. Develop and implement a P-Card Program (Purchasing Card) for all city departments that will facilitate and expedite the payment process. 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
 3. Develop and implement a new citywide workflow for the payment process to efficiently and effectively reduce the time needed to process payments.
 4. Take more advantage of prompt payment discounts in order to exceed the \$12,000 of projected discounts for FY 2002
- Enhance the Payroll process and provide better service to city employees by:

1. Continuing to monitor and revise payroll procedures and workflow to comply with City policy.
 2. Providing on-going training for all payroll staff regarding changes in technology and tax law
 3. Implementing additional payroll processes to comply with tax policy
 4. Automating payroll journal entries by interfacing the Cyborg system to the FMS II System
- Provide a more comprehensive analysis of the city's construction in process by:
 1. Monitoring and reporting the City's capital expenditures
 2. Reconciling fixed assets to the general ledger on a quarterly basis
 3. Providing departmental training and ensure that grant applications procedures are being adhered to

Performance Measurements

	2000 Actual	2001 Actual	2002 Projected	2003 Estimated
Accounts Payable				
• Request for payments	35,279	37,200	40,988	41,500
• Checks issued	16,264	17,024	19,215	14,000
• Check runs	208	198	218	200
• Prompt pay discounts	\$15,280	\$3,600	\$ 12,000	\$15,000
Payroll				
• Direct Deposit issued	30,576	31,512	33,020	33,250
• Payroll checks	13,023	11,921	11,984	11,334
• Payroll journal entries	145	146	150	0

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 480,539	\$ 577,797	\$ 726,675	\$ 713,675	\$ 760,846
Operating Expenses	35,444	30,419	45,015	45,015	30,146
Internal Services	131,611	142,078	156,295	156,295	171,565
Capital	3,655	0	2,150	2,150	2,500
Total	\$ 651,249	\$ 750,294	\$ 930,135	\$ 917,135	\$ 965,057
Budgeted Positions	12	12	12.0		12.2

Budget Highlights

- This budget provides for merit, COLA, 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

	2000 Actual	2001 Actual	2002 Projected	2003 Estimated
• Documents processed	9,444	10,080	11,000	13,000
• Letters to non-filers (monthly)	1,504	2,465	2,000	2,000
• Annual accounts	1,338	1,415	1,400	1,400
• Delinq. pymt 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

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 143,941	\$ 151,021	\$ 153,440	\$ 153,440	\$ 173,263
Operating Expenses	33,393	30,772	104,740	89,740	105,740
Internal Services	81,288	7,705	72,604	72,604	71,481
Capital	731	0	3,000	3,000	0
Total	\$ 259,353	\$ 189,497	\$ 333,784	\$ 318,784	\$ 350,484
Budgeted Positions	3	3	3		3

Budget Highlights

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

Departmental Budget History

FY 01/02

- This budget includes the addition of one professional position (\$ 54,672) for the payroll function. This position will sever 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.

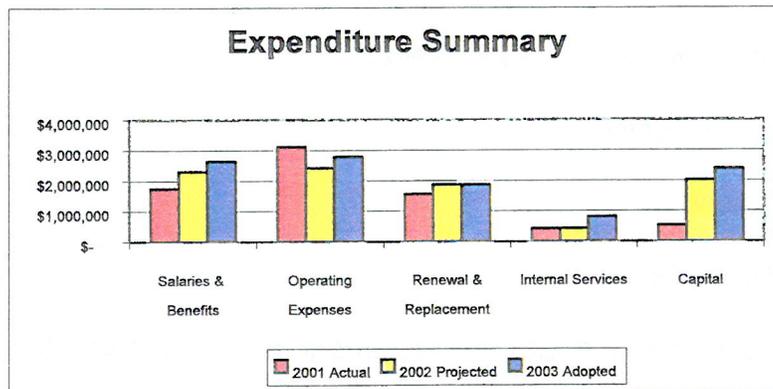
Departmental Goals

- 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

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Revenue Area					
Inter-Departmental Charges	\$ 5,945,588	\$ 6,408,798	\$ 7,425,685	\$ 7,425,685	\$ 8,086,542
Retained Earnings	451,169	3,027	1,440,000	1,488,621	2,241,000
Interest/Other	809,298	972,647	300,000	117,000	175,000
Total	\$ 7,206,055	\$ 7,384,472	\$ 9,165,685	\$ 9,031,306	\$ 10,502,542

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 1,460,820	\$ 1,755,110	\$ 2,218,165	\$ 2,302,976	\$ 2,641,731
Operating Expenses	2,157,207	3,122,625	2,416,185	2,418,362	2,789,679
Renewal & Replacement	1,810,107	1,561,043	1,874,626	1,874,626	1,874,626
Internal Services	432,968	422,319	641,951	424,708	813,006
Capital	1,344,953	523,375	2,014,758	2,010,634	2,383,500
Total	\$ 7,206,055	\$ 7,384,472	\$ 9,165,685	\$ 9,031,306	\$ 10,502,542
Budgeted Positions	27	30	37		37



APPLICATION SERVICES

Mission

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

Major Accomplishments

- Hosting the City of Miami Beach Website has been brought in-house. This eliminated the need for 3rd party hosting service from BellSouth. This enables the development of web applications by allowing access to internal database applications.
- The City of Miami Beach website has been redesigned to improve the overall look and feel of the site. The navigation of the site has been improved to make access to information easier. This is an ongoing process.
- The content of the website has been expanded to include additional information on Neighborhood Services, Parks and Recreation, Special Master, Arts and Culture, Festival of the Arts, Employee Information, Online Services, Election 2001, Economic Development, etc.
- Online payment of Utility Bills, Certificate of Use and Licenses has been implemented on the City's website.
- Streaming media broadcasts of Commission Meetings, and other City meetings, as well as a continuous live feed of Government channel 20, are now available on the City's website.
- Online application forms have been added to the website for Film Permits, Neighborhood Association and Contract registration, Special Master Request for Continuance, etc.
- Web Statistics reporting software has been installed to provide monthly status reports of website traffic.
- Word Templates have been developed for Commission Memorandums, Interoffice Memorandums, Letterhead, Letter to Commission, Commission Item Summary.
- Redesign current Q&A-based City of Miami Beach Police Department Personnel System into a scaleable, upgradeable MS SQL relational database using access as an interface. The database contains a total of 44 tables, 15

views or queries and 15 stored procedures. The application consists of 45 forms and 43 reports.

- Special Events Software for Arts and Public Places keep track of all the permits issued by the Special Events Department. The system has an invoice module as well as 15 customized/parameterized financial reports.
- Grants Management System keeps track of grants, departments applied, and department granted grants throughout the City.
- Financial Management system has had over 25 customized reports written in a very difficult to use proprietary language called Report Writer.
- Cyborg System has had over 125 customized reports for various departments City-wide.
- Cyborg has been upgrade to version 4.5.
- The following systems have been written in access:
 1. Human Resources/Risk Management archived all HP 3000 data
 2. Neighborhood Services Tracking System.
 3. City Commissioners Office Request Tracking System
 4. City Clerks Office Request Log System
 5. CID Unit Distraction Crimes with suspect's photo.
 6. Permits Plus implementation of new version of Permits Plus 4.6.30.
 7. Permits Plus Implementation of Concurrency Management Inspections on Building Permits.
 8. Code Compliance redesign of all scripts for Permits Plus.

Goals and Objectives

- Update internal IT processes/tools to enhance IT's ability to deliver quality applications.
- Implement lower-cost "off-the-shelf" industry standard solutions.

- Select solutions corresponding to the City's IT Strategic Plan goals and objectives which work within standard databases and eliminate islands of information.
- 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.
- Provide ability to register for permits on-line for Building, Parking, Parks and Recreation, etc.
- Design a Bulletin Board for posting news across our website main page to inform residents on events/classes, cancellations, times, etc.
- Once Hand Held project for City inspectors is completed develop web to provide ability for citizens to inquire and track inspections.
- Provide ability for citizens requesting off-duty service to make payment via the web instead of having to visit the City cashiers office.
- Replace the CiviCall system with a more robust web based system that will offer to citizens the ability to log and then track their complaints.

Performance Measurements

	2001 Actual	2002 Projected	2003 Estimated
Incidents	456	570	630
Requests for service	215	240	260

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 506,122	\$625,505	\$ 984,544	\$ 992,759	\$ 1,171,705
Operating Expenses	125,517	377,761	383,989	268,412	405,676
Internal Services	119,649	92,014	105,207	119,912	176,838
Capital	799,595	406,865	355,000	695,000	751,000
Total	\$ 1,550,883	\$ 1,502,145	\$ 1,828,740	\$ 2,076,083	\$ 2,505,219
Budgeted Positions	9	10	15		15

Budget Highlights

- The budget includes capital funds of \$745,000 for enhancements/upgrades to the following systems:
 - Human Resources/Payroll: \$200,000
 - Permits (Land Management) \$100,000
 - Permits (Net) \$ 50,000
 - Utility Billing \$ 25,000
 - Financial \$200,000
 - Public Works \$ 20,000
 - Resort Tax \$ 50,000
 - Inspections/Handheld \$100,000
- Another \$6,000 is also included in capital to purchase 5 new computers, for a total of \$751,000.
- An increase of \$72,480 in Contract Maintenance expense is included for the recently implemented Computer Aided Dispatch and Records Management System (CAD/RMS). Additionally, an Information Technology Specialist position is included in the Police Department's budget with funding (\$55,854) from the Law Enforcement Trust Fund (LETF).

SUPPORT SERVICES

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

- Implemented the mechanism for orderly replacing and upgrading of user hardware and software that have become outdated.
- Trained the two Computer Operators to perform tasks outside of their job description relieving the work load from the Info Techs.
- Advised several work groups on their hardware needs by doing exhaustive research on the internet and finding the newly available hardware and software.

Goals and Objectives

- Enhance IT's "Customer Service" commitment by implementing new services.
- Implement lower-cost "off-the-shelf" industry standard solutions.
- Continue the requirements' definition, evaluation, software/hardware selection, and implementation of funded IT projects.
- Upgrade the Help Desk software to track incidents and asset management.
- Standardize desktop environment to the latest Windows and Office versions.

Performance Measurements

	2001 Actual	2002 Projected	2003 Estimated
Incidents	2031	2200	2400
Requests for service	1770	1900	2100

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 0	\$ 713,222	\$ 557,065	\$ 605,290	\$ 586,723
Operating Expenses	0	237,537	292,231	234,108	475,778
Internal Services	0	0	88,502	88,502	105,724
Capital	0	0	1,277,000	1,063,120	860,000
Total	\$ 0	\$ 950,759	\$ 2,214,798	\$ 1,991,020	\$ 2,028,225
Budgeted Positions	n/a	14	12		11

Budget Highlights

- 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 & TECHNICAL SERVICES

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

- Completed the purchase, installation and implementation of the Siemens Prompt Response system. This is a voice automation offering that provides call processing solutions through a combination of interactive voice response (IVR), audiotex, call processing, call routing, fax response, speech recognition, and messaging. Prompt Response provides access to host computer information through the telephone, without human operator intervention.
- Completed the IVR application development for the following:

Utility Billing

Citizens will call into the IVR to obtain information on their account for Water and Sewer. Entering an Account number will access the following information:

Location, Account Balance, Payment Information and Due Date.

The Payment option is executed via Credit card transactions. An authorization number will be returned to the caller. The IVR Database is updated daily with the payment information and the authorization code.

- Completed the establishment of Automated Call Distribution Groups (ACD) Building, Utility Billing and CiviCall departments. The ACD provides a sophisticated method of call handling, reporting, and administration. This ACD system is a state-of-the-art MS Windows 95-based graphical user interface (GUI) that provides a simple and intuitive way for performing ACD system administration and historical reporting.

- The Police Department's Telecommunication closets existing structure cabling system was updated. This included the replacement of types of mismatches that were found which include patch cords to patch panels; patch panels to horizontal cable, as well as impedance mismatch characteristics of the cable conductors inside the cable.
- A new Siemens remote shelf was installed for the Arts Culture and Entertainment Department. The remote shelf is connected to the City Hall switch and will enable seamless integration with the City's voice network.
- The Arts Culture and Entertainment Department moved into the 555 Building. Coordinated the wiring for voice and data transmission and network connectivity for the facility.
- The I.T. Department has addressed the following tower site/ radio license issues that are related to the new 800 Mhz Radio System:
 1. The FAA approval of the tower has been extended to 8/26/2003
 2. The FCC license application is about to be returned for minor corrections and clarifications. The single major issue is with the approval of one frequency 851.6375 MHz at the ERP requested. It may be necessary to reduce ERP for this one channel or request an FCC waiver.
 3. Nextel and Miami Beach are licensed on same frequency (851.6375 MHz as above). This issue has not resurfaced in the coordination activity. It was raised by RCC as a potential conflict to the issuance of the license, however it was decided to move forward with the license modification. Coordination has been performed by both APCO and PCIA (The coordinator NEXTEL uses) and both of these coordinators approved the application. No problem is foreseen with this issue.
- Network Milestones Reached
 1. All Novell servers updated from Netware 4.0 to Netware 5.1.
 2. All Novell servers have SP3 applied.
 3. All Novell servers have secondary network interface cards installed for fault tolerance.
 4. All printer hardware updated.
 5. Web project – Web architecture in place to allow secure online utility billing.

6. Exchange project – servers configured, clustered, & implemented.
7. Exchange Servers configured and setup to connect to cc: Mail.
8. Installed Exchange 2000 Service Pack 2 so mail migration can now be implemented before desktop rollout.
9. Training initiatives in place – IT Pilot training completed.
10. cc:Mail to Exchange migration - all users in the Information Technology department have been converted to Outlook.

Goals and Objectives

Provide high-speed Wide Area Network (WAN) connectivity to all City locations.

- Investigate strategies for use of Intranets and the Internet to provide enhanced e-government IT services for the City.
- Implement network management software tools to enhance management capabilities.
- Integrate technology with voice communications to provide efficient customer service.
- Continue ongoing voice communication upgrades underway at City Hall, Police Recreation etc.
- Comply with current wiring standards by bringing voice/data wiring into compliance in remodeled City facilities.
- Implementation of new Interactive Voice Response (IVR) System applications.
- Upgrade the City's outdated Radio System to state of the art standards.

Performance Measurements

	2001 Actual	2002 Projected	2003 Estimated
Incidents	3256	3448	3864
Requests for service	1200	800	970

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 954,698	\$ 416,383	\$ 676,556	\$ 704,927	\$ 883,303
Operating Expenses	2,031,690	2,507,327	1,739,965	1,388,650	1,908,225
Renewal & Replacement	1,810,107	1,561,043	1,874,626	1,874,626	1,874,626
Internal Services	313,319	330,305	448,242	448,242	530,444
Capital	545,358	116,510	382,758	547,758	772,500
Total	\$ 5,655,172	\$ 4,931,568	\$ 5,122,147	\$ 4,964,203	\$ 5,969,098
Budgeted Positions	18	6	10		11

Budget Highlights

- 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 is 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.

Budget History

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 in 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 enhancements/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).

FY 99/00

- 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 and maintenance for the City. The budget provides for the addition of three Information Technology Specialists with an associated increase of \$135,150, to assist with the migration of new hardware, software, and telecommunications systems.
- The Information Technology Division will provide for the procurement of new computer applications to replace outmoded systems to continue preparations for the Year 2000 (\$495,000), replace and/or upgrade phones, radios, computers and networks (\$756,000).

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 current Budget presentation is a more comprehensive and informative format than in prior years. It has been submitted for review to the Government Finance Officers Association with the goal of attaining the Distinguished Budget Presentation award. We are awaiting input.
- Three members of the Budget staff have successfully taken the examination to attain status as Certified Government Finance Officers. This is a state-wide examination administered by the Florida Government Finance Officers Association.

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) 2003/2004 in October 2002.
 2. To conduct citywide budget workshops for department directors during October 2002.

3. To host citizen budget forums in May 2003 to obtain input/reaction for consideration into the proposed budget.
 4. To prepare and present a proposed operating budget for FY 2003/2004 by July 15, 2003.
 5. To adopt a final operating budget for FY 2003/2004 by September 30, 2003.
- To continue to revise the Adopted Budget Book to provide a more enhanced presentation
 1. To publish a FY 2002/2003 Adopted Budget Book by December 31, 2002 in a format that is as comprehensive and informative for the public as possible.
 2. To submit the FY 2002/2003 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.

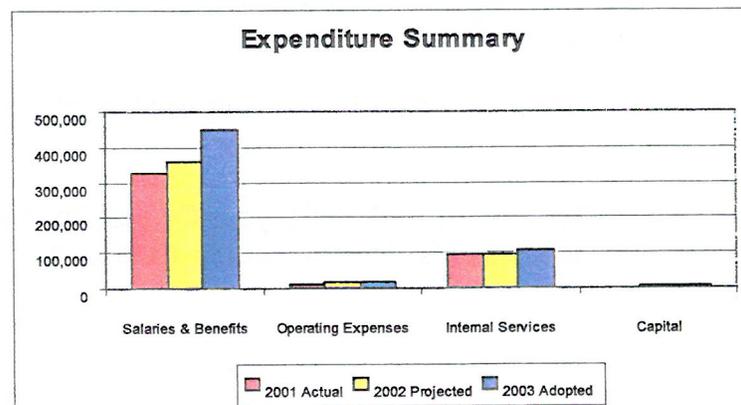
2. To assist the Finance Department in identifying sources of funding for the capital improvement projects being proposed.
- To assist the Finance Department in the implementation of the new GASB 34 to ensure that budgets are in compliance with GASB Statement 34.
1. To participate in the implementation of the new GASB 34 to ensure that budgets are in compliance with GASB Statement 34.

Performance Measurements

	<u>Actual 2000</u>	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Estimated 2003</u>
TRIM Compliance	100%	100%	100%	100%
Review of Departmental Budgets	29	30	44	44
Review Agenda items for account and funding availability	200	200	200	200
Budget Advisory Committee Meetings	20	20	20	20

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 305,410	\$ 327,368	\$ 436,415	\$ 361,991	\$ 451,271
Operating Expenses	9,493	10,665	17,808	17,232	16,887
Internal Services	108,371	93,953	98,239	98,239	105,063
Capital	2,818	560	6,300	6,300	6,300
Total	\$ 426,092	\$ 432,546	\$ 558,762	\$ 483,762	\$ 579,521
Budgeted Positions	6.5	6.25	6.25		6.25



Budget Highlights

- This budget includes funding to fill Director of Management & Budget position in the beginning of the second quarter.
- 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 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 all areas of City for external auditors.
- Complete parking audits on Municipal Non-Revenue Parking Permits, Valet Parking On and Off Street, and Parking Impact Fees.
- Complete audits of State Beachfront Management Agreement, Federal Forfeited Funds, Miami Beach Marina, Leave without Pay, Procurement Operations, Procurement Public Auction, City Leases, Cultural Arts Council, Transportation Concurrency, and Payroll Overtime.
- Complete special Project audits of Log Cabin Enterprises, Log Cabin Training Center, Miami Beach Markets, North Beach Development Corp., and a review of Friends of the Bass Museum.
- Complete follow up audits on Parking Debit Card Operations, Parking Towing Revenues, Garage Operations, and Boat Show Parking.

Goals and Objectives

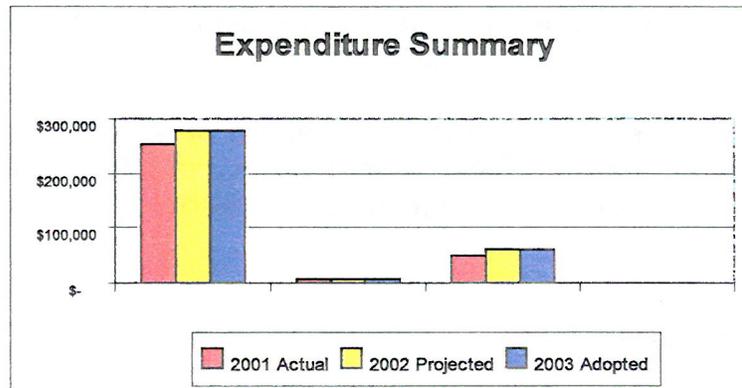
To conduct operational, compliance, performance and financial audits of City operations and external companies, contractors and grantees. Objectives are to assess the adequacy of internal controls, advise management of availability and use of its resources, and report on the extent of compliance with procedures, contract terms, laws and regulations. Perform special reviews as requested by the City Manager or Assistant City Manager. It is anticipated to complete 30 Internal Audits, 4 Parking Audits and 12 follow up audits.

Performance Measurements

	Actual <u>2000</u>	Actual <u>2001</u>	Projected <u>2002</u>	Estimated <u>2003</u>
Internal Audits	19	27	25	30
Parking Audits	NA	4	3	4
Parking Monitoring	NA			
Follow up Audits	NA	NA	5	10

Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 253,750	\$ 260,975	\$ 278,918	\$ 278,918	\$ 305,489
Other Operating Expenses	6,375	5,569	8,075	8,075	8,405
Internal Service Charges	49,612	57,449	62,594	62,594	65,474
Capital	0	0	0	0	0
TOTAL	\$ 309,737	\$ 323,993	\$ 349,587	\$ 349,587	\$ 379,368
General Fund Positions	3.50	3.75	3.75		3.75
Parking Funded Positions	1.00	1.00	1.00		1.00
Total Budgeted Positions	4.50	4.75	4.75		4.75



Budget Highlights

- This budget provides funding for 3.75 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 2 Auditor positions fully charged to the General Fund). In addition, the Parking Department funds one auditor position that performs year-long audits of the parking system.

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. Additional function includes auditing businesses for compliance of the City's previous telecommunication tax, which has been repealed and is now collected by the State of Florida effective October 31, 2001.

Major Accomplishments

- The department is projected to complete 340 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 6/30/2002) for all previous audits amounted to \$150,740.
- Internal Audit is projected to complete 28 audits of Miami Beach hotel/motels for telecommunication taxes. Total assessments collected year to date (as of 06/30/2002) for all previous audits amounted to \$8,160.

Goals and Objectives

- To conduct audits of resort tax businesses by completing a minimum number of 350 audits (18%) of resort tax accounts by September 30, 2003.
- To conduct audits of telecommunication tax by completing a minimum number of 20 audits (16%) of telecommunication tax accounts by September 30, 2003.

Performance Measurements

	<u>Actual 2000</u>	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Estimated 2003</u>
Resort Tax Audits	340	354	340	350
Telecom Tax Audits	39	39	28	20

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$225,570	\$251,756	\$270,911	\$270,911	\$297,135
Other Operating Expenses	184,537	189,141	230,940	180,940	206,190
Internal Service Charges	53,352	2,700	67,253	67,253	71,719
Capital	731	1,666	0	0	0
TOTAL	\$464,190	\$445,263	\$569,104	\$519,104	\$575,044
Budgeted Positions-RTX	4.50	5.00	5.00		5.00

Budget Highlights

- This budget includes funding (\$150,000) 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 and Budget; and 4 Auditor positions fully charged to the Resort Tax Fund.)

Departmental Budget History

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 and hire the most qualified applicants, while serving the total needs of all employees.

Major Accomplishments

- Reduce processing errors and payroll related questions:
 1. Through establishing consistent communications and ongoing training, increased processing knowledge and provided written guidelines for common processing issues.
 2. Streamlined the answering employee questions by establishing process through their payroll coordinators.
- Union Contract – Payroll System Implementation: Successfully implemented the Union Contract specifications into the payroll system for FOP, IAFF, GSA and AFSCME.
- Evaluations – Merits and Promotions: Created (with the assistance of the I.T. Department) a program to identify all past due evaluations
- Created and implemented a more timely and accurate Fire Fighter payroll method.
- 93% of hiring, referral, transfer and promotional lists were generated within 24 hours or less.
- Reviewed and updated 33% of the 300 job descriptions.
- Maintained the average time of less than 30 days between selection and hire.
- Placed 100% of light duty referrals within 1 working day
- Revised Ordinances to allow an employee's domestic partner to receive coverage under the City's Health Insurance Plans.
- Revised Ordinances to allow domestic partners of police officers and firefighters to receive survivor benefits from their pension system.

- City Commission has been authorized to change the contribution amount paid by the City for employee health benefits.
- Began the process of implementing a flexible-spending plan for employees.
- Increased, by Resolution, the number of voluntary benefits that may be provided to City employees.
- Implemented the Service Evaluation Program, which provides for feedback and coaching to department heads.
- Conducted two Mid-management Retreats.
- Improved the Performance Management Process (PMP) by using the information received from the Assistant Director Team Meetings.
- Improved the Employee Awards & Recognition function by staging at Jackie Gleason's TOPA.
- Coordinated seven Brown Bag lunches with the City Manager, Jorge Gonzalez.
- Created and implemented Customer Service training for staff and managers.
- Initiated the Customer Service Task Force increasing staff and managers involvement in the customer service processes.
- Improved Employee Orientation via consolidation into a weeklong program.
- Increased the Tuition Assistance refund amount to two courses per semester for undergraduate.
- 50% of the department participated in the Goodwill Ambassador program.
- Streamlined the Police and Fire entry level hiring process.
- Increased exposure to potential applicants by utilizing web advertising and online advertisement placement.
- Reduced the time required for retrieving background information by developing online, direct communication with the State and additional agencies.
- Conducted staffing session with departments to plan their recruitment(s).
- Re-organized HR to streamline functions and maximize customer service.

- Implemented supplemental salary benefit for military personnel called up as a result of September 11, 2001, events.
- Minimized down time at the Fire Department by arranging field testing by Sunshine Medical Center to conduct their testing at the Fire Department

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.
- 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.
- 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.
- To identify training needs. To design and implement training programs.
- 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.
- To provide employee appreciation events.
- To provide excellent service to (both internal and external) our customers.
- To provide a comprehensive, cost effective benefit program to City employees.

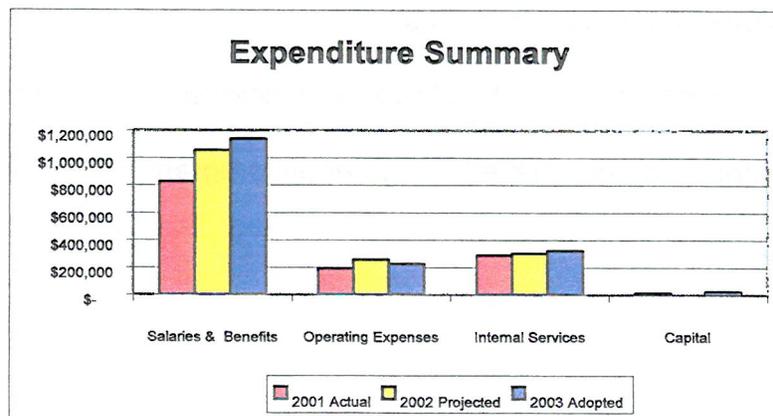
Performance Measurements

	Actual 2000	Actual 2001	Projected 2002	Estimated 2003
Applicants	5,890	8,126	9,210	9,940
Applicants Tested	1,167	2,260	2,700	2,900
Hires	254	288	326	364
Promotions	98	86	90	108
Job Audits	71	68	150	150
Training Attendance	1,291	1,430	1,600	1,750
Training Courses	89	107	120	135
Employees	1,675	1,745	1,919	1,950

* This information is based on Calendar year.

Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Expenditure Area					
Salaries & Benefits	\$ 769,240	\$ 825,239	\$ 1,073,941	\$ 1,052,735	\$ 1,136,436
Operating Expenses	113,088	191,539	260,587	255,793	224,875
Internal Services	272,653	287,739	302,892	302,892	322,810
Capital	6,279	10,983	24,000	0	24,000
Total	\$ 1,161,260	\$ 1,315,500	\$ 1,661,420	\$ 1,611,420	\$ 1,708,121
Budgeted Positions	12.7	14.7	19.2	19.2	19.2



Budget Highlights

- 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.
- A total of \$322,810 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 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.

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
- Complete Open Enrollment/Renewal process for Group Health.

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
- 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).

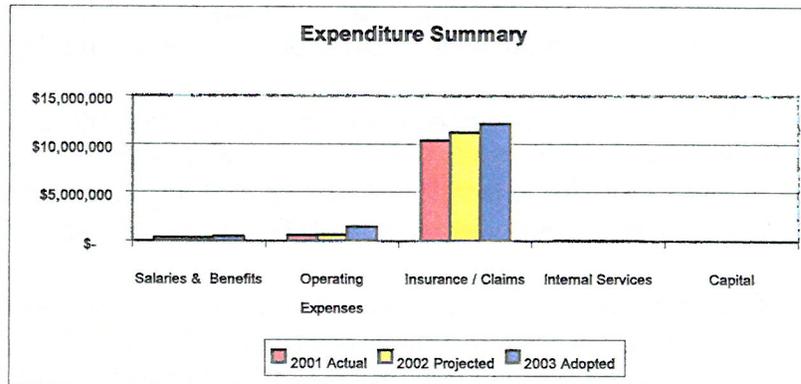
- Purchase and maintain All-Risk property insurance for City structures.
- Approve all insurance for work completed by City Contractors.

Performance Measurements

	00/01 Actual	01/02 Projected	02/03 Estimated
Open/Close ration 100%	93%	100%	100%
Liability Investigation	24hrs	24hrs	24hrs
W.C. Open Investigation not to exceed 350	298	330	330
W.C. cost per claim not to exceed \$3,000	\$2, 970	\$2,980	\$3,000
W.C. Lost Time contact 24hours	24	24	24
Safety Training 500 employees	725	500	500
BLDG Inspections 36 Annuals	66	36	36

Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Revenue Area					
Inter-Departmental Charges	\$ 8,557,295	\$ 9,244,034	\$ 10,133,839	\$ 10,133,839	\$ 12,631,148
Retained Earnings	0	1,305,949	2,172,000	1,284,122	1,179,000
Interest/Other	851,538	712,025	740,000	690,760	200,000
Total	\$ 9,408,833	\$ 11,262,008	\$ 13,045,839	\$ 12,108,721	\$ 14,010,148
Expenditure Area					
Salaries & Benefits	\$ 271,861	\$ 308,881	\$ 326,770	\$ 326,770	\$ 437,934
Operating Expenses	665,840	583,045	1,561,169	618,174	1,459,814
Insurance / Claims	4,420,948	10,351,692	11,135,000	11,140,877	12,083,000
Internal Services	20,837	18,390	22,900	22,900	29,400
Capital	4,769	0	0	0	0
Total	\$ 5,384,255	\$ 11,262,008	\$ 13,045,839	\$ 12,108,721	\$ 14,010,148
Budgeted Positions	5.8	5.8	6.8		6.8



Budget Highlights

- 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.

Budget History

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.

FY 98/99

- FY 98/99 budget reflects reduction in general liability claims (\$813,000), Police Professional and Public Official liability claims (\$51,000) and Workers' Compensation claims (\$207,000).

- A total of \$7,232,800 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 the 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 Cafe, 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 provision 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 provision of the City Code.
 1. To prepare 1200 cases for prosecution before the Special Masters.

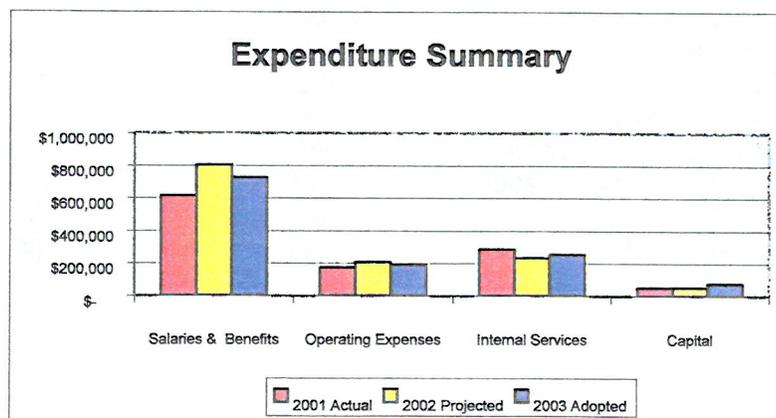
- To improve programming capabilities with a Government Channel (MBTV).
 1. To upgrade/replace cameras in Commission Chamber to improve the quality of current commission broadcasts. Since the cameras were purchased six years ago, they are outdated. The life of most electronic equipment is three to five 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 Measurements

	2000 Actual	2002 Estimated	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

Departmental Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Revenues Area					
Requests for Appeals	\$12,470	10516	\$0	\$3,000	\$5,000
Fire Code Violations	94,122	121293	95,000	95,000	95,000
Election Qualifying Fees	1,223	21177	7,300	10,000	7,300
HP/DRB Appeals	500	850	3,000	500	800
Building code Violations	164,994	147648	200,000	120,000	120,000
Lobbyist Applications	0	6113	0	625	6,000
Total	\$273,309	\$307,597	\$305,300	\$229,125	\$234,100
	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Expenditure Area					
Salaries & Benefits	\$ 683,463	\$ 614,917	\$ 752,528	\$ 803,053	\$ 726,887
Operating Expenses	273,293	172,915	417,924	206,399	191,219
Internal Services	234,056	286,622	233,485	233,485	254,958
Capital	75,702	49,950	51,783	51,783	76,000
Total	\$ 1,266,514	\$ 1,124,404	\$ 1,455,720	\$ 1,294,720	\$ 1,249,064
Budgeted Positions	16 + 1pt	14 + 1 pt	14 + 1 pt		13 + 1 pt



Budget Highlights

- 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 \$23,448 for professional services to provide spanish translation of the City Commission meetings.
- The funding for the position of Records Manager (\$55,000) is being deferred to the following fiscal year.

Budget History

FY 01/02

- This budget includes funding (\$110,000) for elections.
- This budget includes funding (\$50,000) to improve information storage and retrieval systems.

FY 00/01

- Funding provided for a Records Manager position (\$47,827).
- This budget includes funding (\$50,000) to improve information storage and retrieval systems.
- Funding for the Office of Media Relations as well as three Civicall employees previously included in this budget, were transferred to the Office of Media Relations.

FY 99/00

- This budget includes funding for two vacant positions reduced in the FY 98/99 budget, \$110,000 for elections.
- Funding provided for a computer generated electronic newsletter to be produced weekly and broadcast on Channel 20 multiple times daily on a regular schedule (\$35,000). Additionally, funding was also provided for the creation of a bilingual residential information guide of City department functions and services, and available social services (\$5,000).

CENTRAL SERVICES

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 reports.
- 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.

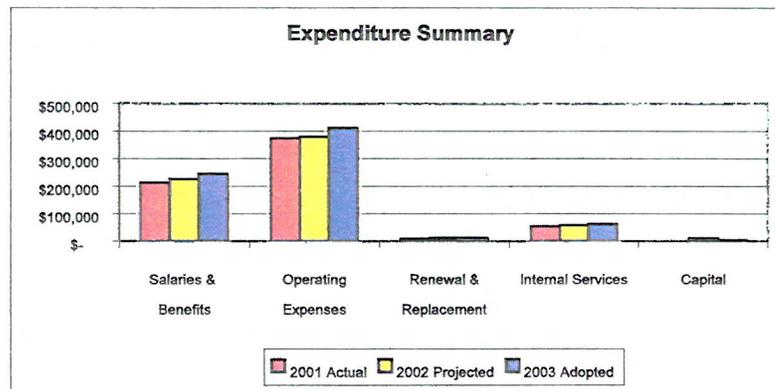
3. Central Service Technicians and Duplicating Equipment Operator will be experienced in operating all bindery equipment: (baumfolder, cutter, collator, drill, GBC punch, padding wagon, shrink tunnel wrap, etc.).
- Process internal service charges on a timely basis
 1. By the fifth (5) of the each month 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

	Actual 2000	Actual 2001	Projected 2002	Estimated 2003
Mail Processing	1,200,000	1,200,000	1,400,000	1,400,000
Photocopies	4,200,000	5,000,000	5,000,000	5,000,000
Offset Prints	2,400,00	2,600,00	2,600,000	2,600,000

Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Revenue Area					
Internal Service Charges	\$ 653,319	\$ 585,248	\$ 668,910	\$ 668,910	\$ 725,834
Retained Earnings	0	49,508	11,290	11,290	3,000
Interest/Other	3,847	14,822	9,803	4,000	5,000
Total	\$ 657,166	\$ 649,578	\$ 690,003	\$ 684,200	\$ 733,834
Expenditure Area					
Salaries & Benefits	\$ 185,237	\$ 213,353	\$ 225,223	\$ 225,723	\$ 245,391
Operating Expenses	292,288	375,205	385,152	379,798	411,636
Renewal & Replacement	9,057	7,505	11,434	11,434	11,434
Internal Services	56,575	53,516	56,904	56,904	62,373
Capital	0	0	11,290	10,341	3,000
Total	\$ 543,157	\$ 649,579	\$ 690,003	\$ 684,200	\$ 733,834
Budgeted Positions	5.5	6	6		6



Budget Highlights

- This budget provides funding in Salaries & Benefits of \$245,391 for 6 professional positions, which 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.

- A total of \$62,373 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 Auction that resulted in \$101,000 in gross receipts.
- Prepared an Administrative Policy relative to Approval thresholds.
- Prepared an Administrative Policy relative to the Evaluation Committee process.
- 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)).
- Filled vacant positions with the most qualified, competent, and efficient professionals in order to provide timely and quality customer support.
- 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

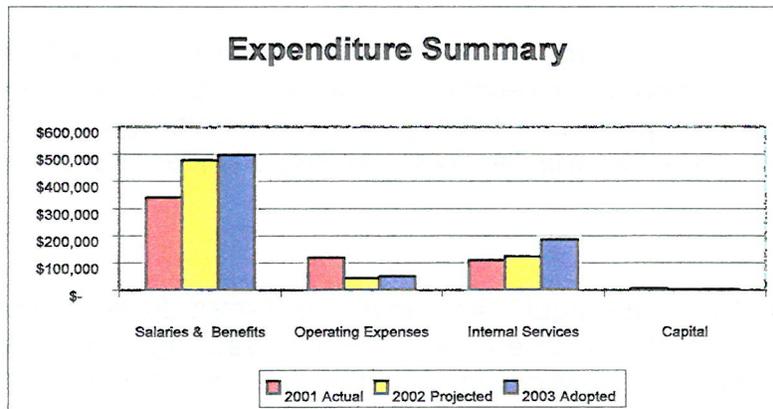
1. Documented Qualitative and Quantitative Cost Savings.

Performance Measurements

	2000 Actual	2001 Actual	2002 Projected	2003 Estimated
FORMAL SOLICITATIONS	150	120	110	120
REQUEST FOR QUOTES	475	540	570	590
PURCHASE ORDERS	3,330	3,480	3,630	3,780
AUCTIONS	1	2	2	2

Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 330,370	\$ 339,915	\$ 456,365	477,270	\$ 496,634
Operating Expenses	43,916	118,532	85,014	42,509	49,742
Internal Services	120,614	108,641	121,688	121,688	185,526
Capital	0	5,412	0	1,600	2,000
Total	\$ 494,900	\$ 572,500	\$ 663,067	\$ 643,067	\$ 733,902
Budgeted Positions	8	10	10	10	10



Budget Highlights

- 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.

Budget History

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 will create a comprehensive software system to assist in the management of the City's grants. In addition, the Grants Management Office will provide additional support to City departments as they prepare grant proposals for funding.

Major Accomplishments

- Created Policies and Procedures for the Grants Management Office, including implementing procedures for selecting appropriate projects to fund, identifying funding sources, contacting funding agency, preparation of funding proposals, pre and post award procedures and compliance procedures.
- Conducted workshops to train City Staff from different departments on the Organizational Procedures for Grants, including citywide responsibilities, key decision-making, overview of procedures and general grant requirements.
- Created a comprehensive Grants Management Database System. The database provides information and reports on types of grants available, past and future funding sources, status of current grants and deadlines etc.
- Applied for State, Federal, County and Private grants in the amount of \$15,000,000.
- Successfully awarded State, Federal, County and Private grants in the amount of \$7,000,000 for the City's capital, construction, operating and other projects.
- Monitored 125 active grants.
- Conducted 15 formal presentations to potential funding sources for grant funding.

Goals and Objectives

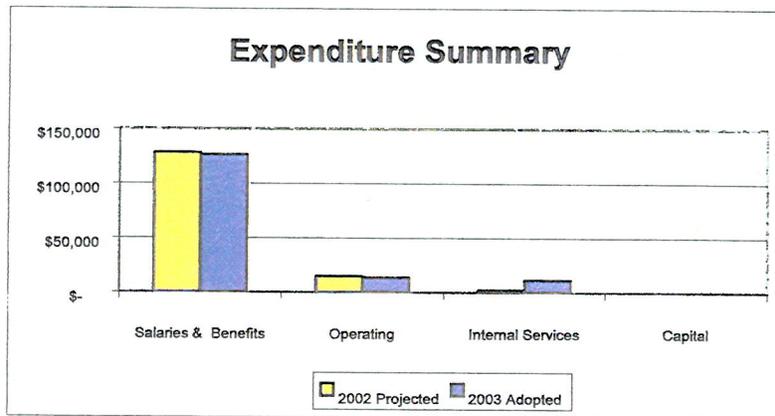
- Leverage City funds with private, county, state and federal opportunities to fulfill the community's expectations with regard to City programming and projects.
- Provide a centralized grant writing process to ensure effective coordination of the grant funding process, while providing professional and 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

	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Estimated 2003</u>
Applied For Grants	n/a	\$12,000,000	\$14,000,000
Awarded Grants	n/a	7,000,000	7,500,000
New Grants Applied For (#)	n/a	56	60
Monitored Grants	n/a	125	175
Conducted Training For City Employees (#)	n/a	53	70
Grant Opportunities Listed on Database (#)	n/a	301	500
Conducted Formal Presentations to Funding Agencies	n/a	15	17

Departmental Financial Summary

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ -	\$ -	\$ 166,631	\$ 127,931	\$ 126,129
Operating	-	-	16,800	14,500	13,300
Internal Services	-	-	0	2,000	11,256
Capital	-	-	0	0	0
Total	\$ -	\$ -	\$ 183,431	\$ 144,431	\$ 150,685
Budgeted Positions	0	0	3		3



Budget Highlights

- This budget includes funding for two full-time positions. A vacant position has been deferred resulting in a savings of \$51,000.

Budget History

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).

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.

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 2002/03:

- Defend between 30 and 40 new personal injury lawsuits.
- Defense of a number of claims of discrimination and retaliation by employees under state and federal discrimination and anti-retaliation laws.
- 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.
- The drafting and review of all legislation (ordinances and resolutions) submitted by various City departments and City Commissioners.
- Defense of remaining active Bert J. Harris Claims, eight of which are in litigation, out of thirty-two claims asserted. The office anticipates that this litigation will continue through this fiscal period with the possibility of additional claims being asserted.
- Defense of a number of land use litigation cases.

- 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, i.e. 72nd Street.
- 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.
- Collection of delinquent resort taxes through injunctive relief to prohibit delinquent businesses from operating until tax has been paid.
- 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.
- Defense of unemployment claims. There are presently two cases pending. These claims are routine and will occur sporadically during the year.
- Representation in bankruptcy matters which involve City liens. During the years 2000-2001 there were 51 new cases of which 24 were closed. It is anticipated the office will handle a similar number of cases 2001-2002.
- Garnishment Actions – This past fiscal period, there were 51 garnishment cases. There are 30 child support related cases; 8 student loan related cases; and 5 bankruptcy cases remaining evolved from continuing writs of garnishments in civil actions. The office anticipates a similar case-load in the new fiscal period.
- Ad Valorem Matters – The office represents the City in challenges of ad valorem taxes imposed on City property. During this fiscal period the office will be challenging the assessment evaluation on the 16th Street Garage for the years 2000-2001.
- 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.
- City Attorney Opinions – This office historically issues over two dozen formal opinions each year together with numerous informal opinions and advice.
- 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.

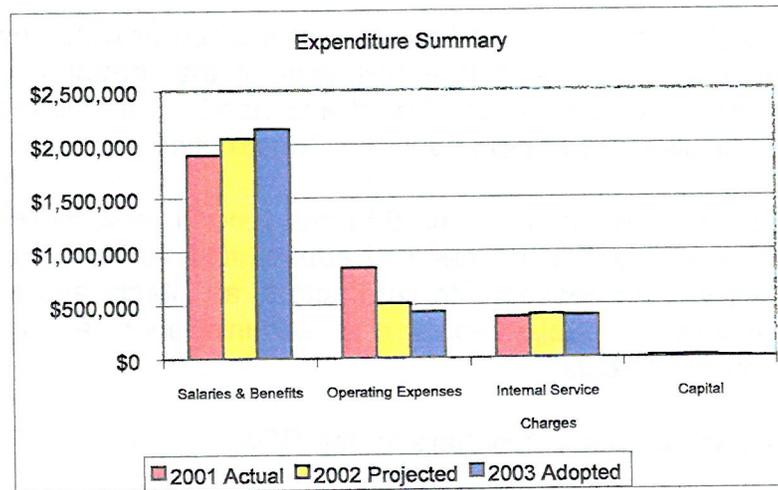
- Prosecution of code violations brought by the Code Compliance, Fire Department, Building Department and other disciplines.
- Defense of Building and Fire Department Decisions – The office provides counsel to the fire department and assists in the formation of various administrative policies, assist 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.
- 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.
- 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 advise to public works and administration at various stages of City construction projects.
- RDA – Landlord/tenant matters for the RDA.
- Commercial and General Litigation – We anticipate the normal number and intensity of litigation to be increased by the multiple contracts pending for infrastructure improvements.
- Defend numerous civil rights cases and claims of police misconduct.

Departmental Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Expenditures					
Salaries & Benefits	\$ 1,753,702	\$ 1,900,926	\$ 2,104,039	\$ 2,052,350	\$ 2,144,397
Operating Expenses	747,013	843,556	638,271	509,310	429,687
Internal Service Charges	360,328	383,212	383,588	402,238	393,562
Capital	0	11,021	14,450	14,450	2,000
TOTAL	\$ 2,861,043	\$ 3,138,715	\$ 3,140,348	\$ 2,978,348	\$ 2,969,646

Personnel Positions

City Attorney Budget	23 + 1 PT				
Police Budget	1 + 0 PT				
Total Positions	24 + 1 PT				



Budget Highlights

- This budget includes funding of (\$80,000) 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 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 totaling \$143,209.

Budget History

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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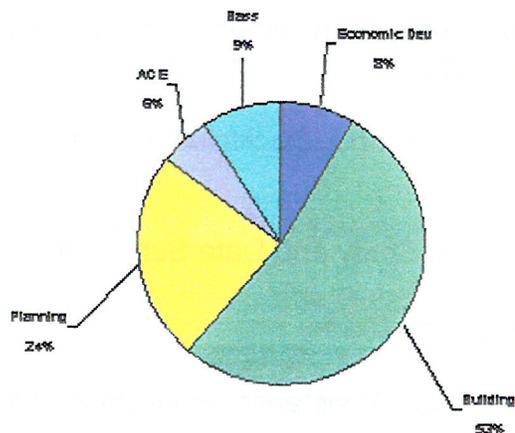
ECONOMIC DEVELOPMENT AND CULTURAL ARTS

Scope

This function is comprised of the following Departments and Divisions:

Economic Development & Cultural Arts	Adopted FY 02/03	Adopted FY 01/02	% of Function to Adptd. GF Budget 02/03	Over/ (Under)
Economic Development				
Economic Development	\$ 1,118,268	\$ 993,171	0.7%	\$ 125,097
Building	4,255,249	3,753,214	2.7%	502,035
Planning	2,255,752	2,203,866	1.4%	51,886
Total	\$ 7,629,269	\$ 6,950,251	4.8%	\$ 679,018
Cultural Arts				
Arts, Culture & Entertainment	\$ 519,046	\$ 534,420	0.3%	\$ (15,374)
Bass Museum	1,114,049	1,100,869	0.7%	13,180
Total	\$ 1,633,095	\$ 1,635,289	1.0%	\$ (2,194)
Total General Fund (GF)	\$ 9,262,364	\$ 8,585,540	5.9%	\$ 676,824
Tourism & Conventions				
Convention Center/TOPA	\$ 13,422,716	\$ 13,840,495		\$ (417,779)
Total Function	\$ 22,685,080	\$ 22,426,035		\$ 259,045

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

- Worked with more than 80 business interested in applying for the SBA's Economic Injury Disaster Loan. As of April, 69 Miami Beach businesses had applied, and 32 received loans for a total of \$2.5 million.
- Responded to over 375 inquiries from potential new businesses interested in beginning operations in Miami Beach.
- Conducted vacancy assessments and block/cluster analysis for the 41st Street commercial district.
- Updated the Miami Beach Market Study and Data Supplement.
- Revised the Miami Beach Business Guide.
- Created the Miami Beach Business Assistance Program which was approved by the City Commission.
- Identified sources of private capital and worked with numerous multi-national institutional investors interested in developing projects in Miami Beach.
- Worked with 14 entertainment industry related trade shows and conferences, including the first MTV Video Music Awards Latin America.

- Continued discussions related to the siting of a supermarket in North Beach and South Pointe.
- Assisted in the development and implementation of the City's Major Events Plan.
- 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 \$3 million for the Electrowave and \$4 million for Erosion Control in the House appropriations bills.
- Worked with the City's state lobbyists to successfully pass desired legislation and protect the City's projects from veto in the State Budget, including \$500,000 for the Colony Theater, \$460,000 for the Byron Carlyle, \$100,000 for 16th Street, and \$100,000 for Flamingo Park.
- Held several community meetings and developed the final report for the 5th Street Corridor.
- Negotiate and administer 2000 Yacht Show
- Revise Application Process for Beachfront Concessions
- Create database for Beachfront Concession Operators
- Request for Proposals: Colony Theatre
- Negotiate extension of 1833 Bay Road
- Request for Qualifications for Beachfront Concession RFP
- Coordinate the implementation of the amended Beach Rules & Regulations
- Request for Proposals for Management of Colony Theatre
- Negotiate and coordinate leases at South Shore Community Center
- Coordinate the Relocation of Uses to Historic City Hall

Goals and Objectives

- Market analysis
 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/Real Estate.
 3. Develop “block by block” strategies for business development in the City.
 4. Acquire street-level sales tax data from the Florida Department of Revenue.
- Citywide retail development
 1. Take advantage of the City’s existing “retail gap”, conduct a goods and services needs assessment, contact targeted retailers to determine their needs, and develop retail-specific economic and statistical information.
 2. Identify challenges and opportunities related to the pricing out of traditional neighborhood serving businesses.
 3. Continue the development of the 41st Street market analysis and cluster plan.
 4. Provide retail development support to the North Beach efforts as identified in the North Beach Strategic Plan.
- Business development
 1. Serve as the main point of contact between the City and potential investors and entrepreneurs.
 2. Create business development collateral materials that are worthy of a City such as Miami Beach.
 3. Identify issues that have potential negative consequences on the City’s business community.
- Entertainment industry/office development
 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. Facilitate the development of additional office space in Miami Beach by acting as a resource to potential developers.
 4. Work to recruit and retain industry trade shows and conventions.
- Business Resolution Task Force
 1. Coordinate with the City Manager's Office and City Departments regarding the continued implementation of the recommendations of the Business Resolution Task Force.
 2. Participate in the continued development of programs through the Customer Service Task Force.
 3. Work with the business community to facilitate City processes where possible and appropriate.
 - Legislative priorities
 1. Develop 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. 5th Street Corridor Urban Infill and Redevelopment Planning Project
 2. Implementation of the Mayor's Economic Task Force recommendations
 3. Miami Beach Business Clipping Service
 4. Hotel Business Traveler's Guide
 5. Hotel Corridor Parking Demand Study
 6. Maintain the Economic Development Web Page
 7. City Property RFP/RFQ's
 - Negotiate and administer 2000 Yacht Show
 - Revise Application Process for Beachfront Concessions

- Create database for Beachfront Concession Operators
- Request for Proposals: Colony Theatre
- Negotiate extension of 1833 Bay Road
- Request for Qualifications for Beachfront Concession RFP
- Coordinate the implementation of the amended Beach Rules & Regulations
- Request for Proposals for Management of Colony Theatre
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Performance Measurements

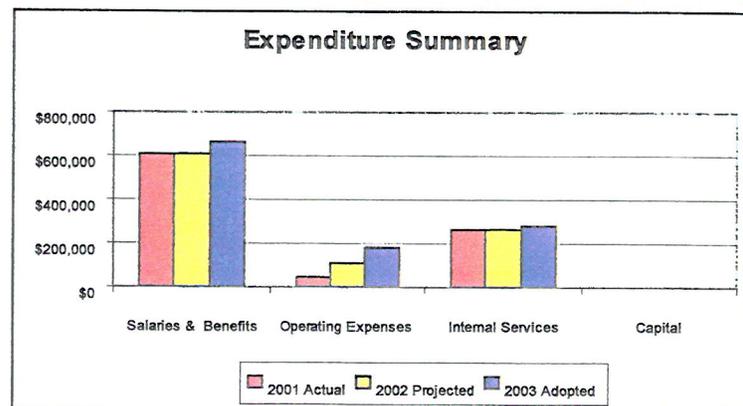
	Actual 2000	Actual 2001	Projected 2002	Estimated 2003
Respond to potential businesses and investors	475	278	500	650
Assist with SBA loans	N/A	N/A	84	0
Annual update of Market Study	1	.5	1	2
Inventory Entertainment Ind.	1	1	1	1
Track Office Space	12	7	12	constant
Lease/Purchase/Sale agreements processed	10			
Beachfront concession applications	15			
Beachfront concession renewals	40			
Monitor concession agreements	40			
Monitor lease agreements	25			

Financial Summary

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Air Rights Lease	\$40,265	\$40,625	\$40,625	\$40,625	\$40,625
Concert Assoc – VCA	13,636	9,362	0	0	0
N.Y. Restaurant-So. Pointe	262,993	242,206	260,000	230,000	260,000
Penrods Pier Park	168,621	372,408	310,000	345,000	580,625
Penrods Beachfront	193,355	218,664	345,000	0	0
Boucher Bros. – Beachfront	0	0	0	331,875	348,469
Beachfront – Other	55,656	69,445	65,000	65,000	65,000
Sprint Spectrum	18,000	18,000	18,000	18,000	18,000
Yachting Promotions	0	25,953	28,548	30,000	36,300
Old City Hall	50,454	49,410	91,500	91,500	125,000
Park One	0	0	20,000	20,000	56,000
Lincoln Place	0	0	75,000	75,000	115,000
The Lincoln	0	0	75,000	75,000	142,000
777 Building	0	0	0		208,332
Total	\$802,980	\$1,046,073	\$1,328,673	\$1,322,000	\$1,995,351

Expenditure Area	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Salaries & Benefits	\$ 630,848	\$606,250	\$ 607,741	\$ 607,741	\$ 659,303
Operating Expenses	53,360	47,395	124,615	104,615	181,609
Internal Services	206,109	266,944	260,815	260,815	277,356
Capital	564	0	0	0	0
Total	\$ 890,881	\$ 920,589	\$ 993,171	\$ 973,171	\$ 1,118,268

Budgeted Positions	2000	2001	2002	2003
	10.00	9.75	9.00	9.00



Budget Highlights

- This budget includes funding of \$100,000 to procure the services of a professional publicist for the City of Miami Beach.
- This budget reflects an increase of over \$600,000 from the management of City concession agreements and property leases.
- Direct costs for the administrative oversight for the Redevelopment Agency (\$301,562) are funded through a management fee remitted to the General Fund from the Redevelopment Agency.

Budget History

FY 01/02

- The split funded Department Director position was transferred to the Neighborhood Services Department (General fund portion). The split funded Community Development Coordinator position was transferred to the Community Development Division of the Neighborhood Services Department.

FY 00/01

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

FY 98/99

- This budget includes an increase of \$65,802 as a result of transferring the Asset Manager position from the Procurement Division.

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 achieved 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 achieved a Class 7 (2001) 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 South 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 South Florida Building Code, the Florida Building Code and the City Code.
 1. Inspect minimum of 50 buildings to insure 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 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 60,000 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 the fiscal year 2002-2003 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 2002-2003.
- 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 2002-2003 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.

Performance Measurements

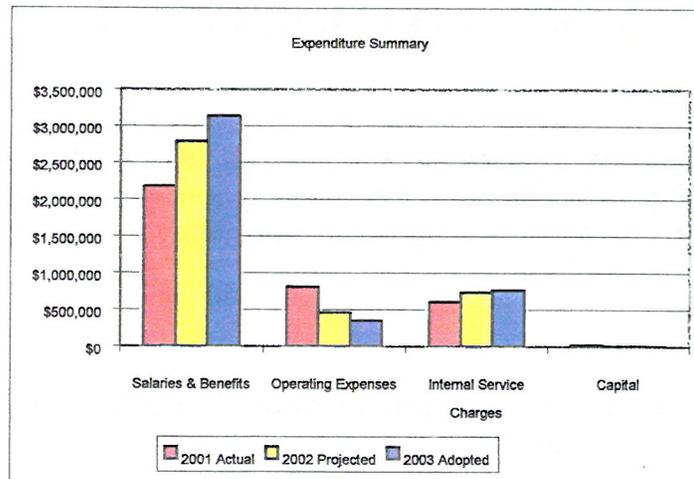
	<u>Actual 2000</u>	<u>Actual 2001</u>	<u>Projected 2002</u>	<u>Estimated 2003</u>
Process/issue building and Permits.	16,033	16,193	16,000	16,000
Perform building and trade Plans reviews	19,720	19,917	20,000	20,000
Perform inspections for trade/ Building permits	41,976	60,289	60,000	60,000
Perform inspection for business License applications	2,446	1,879	1,800	1,800
Process complaints received	991	1,231	1,200	1,200
Issue notices of violations	943	596	600	600
Prepare/prosecute violations Before the Special Master.	980	377	600	600
Process/issue certificates of Occupancy and certificate of Completion.	583	604	600	600
Process/issue occupant content Certificate for assembly Establishments.	39	22	30	30
Process/issue (40-yr) building Rectification certificate.	349	99	100	100
Letters.	283	578	600	600
Process/issue property research Respond to emergency closing at Buildings & initial remedial actions.	24	25	25	25

DEPARTMENTAL FINANCIAL SUMMARY

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
REVENUES					
Permits-Building	\$ 2,307,458	\$ 2,568,373	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Permits-Electrical	401,620	705,948	800,000	800,000	800,000
Permits-Elevator Inspection	234,860	335,626	240,000	240,000	240,000
Permits-Elevator Witness	0	0	240,000	240,000	148,500
Permits-Plumbing	460,727	652,985	600,000	600,000	600,000
Permits-Mechanical	369,662	433,496	400,000	400,000	400,000
Certificate of Occupancy	175,632	139,210	150,000	160,000	150,000
Certificate of Completion	42,857	66,875	50,000	60,000	60,000
Permits-Bldg Recertification	15,250	9,100	15,000	11,000	15,000
Permits-Demolition	18,770	10,270	10,000	33,000	10,000
Microfilm-Bldg Department	14,200	19,290	10,000	15,000	15,000
Reimbursement-Radon	12,044	23,827	15,000	23,000	15,000
Bldg.Code Violations	164,994	147,648	200,000	140,000	200,000
TOTAL	\$ 4,218,074	\$ 5,112,649	\$ 5,230,000	\$ 5,222,000	\$ 5,153,500

	2000 Actual	2001 Actual	2002 Budget	2002 Projected	2003 Adopted
Expenditures					
Salaries & Benefits	\$ 1,974,133	\$ 2,178,350	\$ 2,843,653	\$ 2,786,352	\$ 3,133,871
Operating Expenses	549,643	808,197	189,046	460,878	352,571
Internal Service Charges	514,310	605,809	716,515	732,984	764,807
Capital	13,068	19,245	4,000	4,000	4,000
TOTAL	\$ 3,051,154	\$ 3,611,601	\$ 3,753,214	\$ 3,984,214	\$ 4,255,249

Personnel Positions	44	52 + 1 pt	56 + 1 pt	56 + 1 pt
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BUDGET HIGHLIGHTS

- Funding is provided for 56 full time positions and 2 part-time positions. It also includes funding for projected merit, COLA and insurance increases.
- 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.

DEPARTMENTAL BUDGET HISTORY

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.

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.
 - 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.
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 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.