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Distinguished Budget Presentation Award

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Florida

For the Fiscal Year Beginning

October 1, 2005

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Miami Beach, Florida** for its annual budget for fiscal year beginning **October 1, 2005.** In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as financial plan, and as a communication device.

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

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CITY MANAGER'S MESSAGE

MIAMIBEACH

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

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

July 12, 2006

Honorable Mayor David Dermer and Members of the City Commission:

I am pleased to submit for your consideration the Proposed Operating Budget and Work Plan for the Fiscal Year (FY) 2006/07, commencing on October 1, 2006 and ending on September 30, 2007 (Proposed Operating Budget). Balancing the priorities of the community with the need to ensure long term sustainability is increasingly important. While the City has experienced unprecedented growth in assessed values in recent years, it would not be prudent to envision that the recent rate of growth can be sustained long into the future. Further, the effects of the current and expected economic environment are reflected in the Proposed Operating Budget. These include the rising cost of property insurance, fuel and electricity, inflation, and resulting pressures on employee salaries. In addition, the dramatic change in the City since 1980 and the unique nature of our vibrant, urban City continues to result in greater demand for services. Our average daily population of over 163,000 is almost double the resident population and has grown steadily since first measured in 2000, resulting in greater demand for sanitation and public safety services. Similarly, costs associated with special events continue to increase. In FY 2006/07 we are already planning for several major events, including the Super Bowl, Memorial Day 2007, Bike Week, Spring Break, etc. Therefore, this Proposed Operating Budget continues to promote fiscally prudent practices, and supports our Strategic Plan Key Intended Outcomes of *"ensuring expenditure trends are sustainable in the long term"* and *"improving overall financial health and maintain bond rating"*.

The Proposed FY 2006/07 General Fund Operating Budget (Proposed General Fund Budget), net of the Redevelopment Agency (RDA), totals $237.7 million and reduces the overall combined millage rate from 8.073 to 7.673, an unprecedented reduction of 0.400 mills. For the average homeowner, this results in a <u>reduction</u> in taxes paid to the City of Miami Beach by $30.75. Further, the combined millage rate overall is an entire 1.0 mills lower than it was in FY 1999/00, and lower than most municipalities in Miami-Dade County.

The proposed millage reduction represents the largest reduction in more than 15 years

In addition, the Proposed Operating Budget continues our focus on enhancing "value of services for tax dollars paid" by increasing the homeowners dividend from $200 to $300; providing fee relief in water, sewer, sanitation, and life safety inspections; enhancing free services to the community; providing over $3.7 million in enhancements in the Proposed General Fund Operating Budget (and $6 million across all departments) primarily in public safety, sanitation, landscaping and beautification, parks and cultural arts programming, and in the Building Department; and continues structural changes that enhance capital funding and reserves. I would like to thank the Mayor and Commission for your guidance and direction throughout the budget process and the City staff who contributed greatly to this effort.

CONTINUE TO ADDRESS PRIORITIES IDENTIFIED BY THE COMMUNITY

The recommendations made in the Proposed Operating Budget for FY 2006/07 are aligned with and support the City's Strategic Plan adopted by the Commission in 2005 to address priorities identified through surveys of our residents, businesses and community organizations and those from the more recent focus groups in 2006. The recommendations also address priorities identified through an environmental scan of the City's demographics, socioeconomics, and service workloads and performance data. A summary of our Citywide Work Plan aligning Citywide initiatives for FY 2006/07 and resulting budget impacts is attached for your review along with the highlights presented below.

Cleaner and Safer

Key Intended Outcomes:

- *Increase resident ratings of Public Safety services*
- *Maintain crime rates at or below national trends*

Addition of 22 new police officers over the next two years

The resident surveys revealed that safety is one of the top quality of life factors for our residents. I am proposing the addition of 22 new officers over the next 2 years, 17 of which are incorporated in this year's Proposed Operating Budget. Following the recommendations of the recently completed staffing study for our Police Department, the Proposed Operating Budget includes 13 new officers for recently implemented 4th shift with duty hours from 8pm to 6am with an additional 5 to be added in FY 2007/08; 2 new ATV units on the beaches at night, and 2 new motor units to assist the Parking Department with traffic enforcement. Together with the midnight shift deployments that occurred in FY 2005/06, planned refinements to shift hours, and redeployment of 2 community policing officers from the redevelopment district officers, 27 officers will be available on the 4th shift between the hours of 8pm and 6am as compared to 7 currently.

These officers will supplement those already assigned in the afternoon and evening and, together with community policing officers, will provide a staffing level of 71 officers available between the hours of 10pm and 2am. Further, 47 of these officers will be deployed in the South Beach area,

providing for more proactive assignments and reducing the need for officers to respond to calls for service from the mid-beach and north beach districts.

In addition, the City will expand the Neighborhoods contact program initiated in FY 2005/06, expand lifeguard coverage by adding 3 new lifeguard stands at 5th Street, Lincoln Road, and 18th Street and fund a new quality assurance position for fire inspections. With the addition of the 3 lifeguard stands 100% of our publicly accessible beaches will be covered by lifeguard towers.

Key Intended Outcomes:

- *Improve cleanliness of Miami Beach rights-of-way, especially in business areas*
- *Improve cleanliness of Miami Beach waterways*

Cleanliness of streets remains a top priority for our residents and businesses. We have significantly expanded services in recent years, enhancing service along Washington Avenue from 5th Street to Lincoln Road, the Flamingo Park area, Lincoln Road between Washington and Collins Avenue Harding Avenue from 79th Street to Indian Creek, including Abbott, Byron and Carlyle (five days per week), the Beach and Boardwalk zones, and 41st Street and 71st Street. Through our recently implemented cleanliness assessment program we are beginning to see results from these initiatives, but further improvement is still needed. This is further supported by benchmark data from comparable cities that indicate that our resources dedicated to sanitation are low. The Proposed Operating Budget incorporates the following enhancements to ensure the cleanliness of our rights-of-way and public areas:

Expanded sanitation services for commercial and entertainment areas, alleys, parking lots and the beaches

New roving litter squads in mid-beach and north beach

- Expanded sanitation services on Washington Avenue, Lincoln Road, and Ocean Drive, including a new entertainment shift;
- Enhanced service levels in alleys citywide and City parking lots;
- Roving litter squads in each of mid-beach and north beach;
- Enhanced beach cleanliness through the addition of new sandsifting equipment, and enhanced sanitation services from 14th street to S. Pointe; and
- Additional funds for waterway cleaning.

These enhancements will bring us more in line with our comparable benchmark cities.

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

Key Intended Outcomes:

- *Increase resident satisfaction with the level of code enforcement; Ensure compliance with code enforcement within a reasonable timeframe*

The Proposed Operating Budget absorbs funding for code enforcement positions previously funded by Community Development Block Grant (CDBG) funds and adds a code ombudsman position to assist in problem resolution, expedite special master cases, and provide quality assurance oversight.

Key Intended Outcome:

- *Maintain Miami Beach public areas and rights-of-way, especially in business areas*
- *Ensure all historically significant structures and districts are considered for local designation by the Commission; Protect historic building stock:*

A half million in new funding for replacing trees

Funding for landscaping and beautification continues to be a priority. Landscape stock has been replaced in needed areas, including: Julia Tuttle interchange, Collins Avenue, MacArthur Causeway, Sunset Harbour Streetscape, Pinetree/Flamingo Bark Parks, Marseille Drive, and Lincoln Road Tree/Palm replanting. The Proposed Operating Budget continues funding replacement of landscaping, pavers, up-lighting, etc. through the Capital Investment Upkeep Account and provides additional funding for replacing landscaping and trees damaged or destroyed by hurricanes. Additional funding is also proposed for an inspector position to allow follow-up inspections to monitor compliance with plan requirements after a project is complete.

Key Intended Outcomes:

- *Increase satisfaction with recreational programs*
- *Increase satisfaction with neighborhood character and increase satisfaction with development and growth management* across the City

New programs offer children enrolled in our parks after-school and summer programs weekly classes in visual or performing arts

In addition to maintaining the free programs and access to facilities implemented in FY 2005/06, the Proposed Operating Budget expands the scholarship program to traveling athletic leagues, provides a reduced fee for intramural athletic leagues for residents, increases funding for the teen club, and expands hours of operation at Flamingo Park Pool as a result of the lighting improvements that will be in place by the end of FY 2005/06. Further, enhancements to after school and summer camp programs ensure that our camps provide a program consistent with recommendations from the Children's Trust, provide a uniform level of service between programs funded by the Children's Trust and programs funded by the City, and cover literacy and the cultural arts, in addition to other athletic and recreation programs. The

City of Miami Beach has received over $600,000 in funding from the Children's Trust to fund these enhancements and offset other program related costs for after school and summer camps at the North Shore Youth Center over the past 2 years, in addition to almost $200,000 in funding received for truancy intervention programs. Over $700,000 in additional funding is approved for the next year.

Key Intended Outcome:

- *Reduce the number of homeless*

Much has been accomplished in the last several years, with the census count for the number of homeless in the City declining from 314 in November 2000 to 218 in January 2006. Despite these decreases, homelessness remains a major concern throughout the City. In FY 2006/07, the City will continue our enhanced funding of approximately $500,000 per year for homeless services from prior years, including partnering with Citrus Health to provide a coordinated approach to addressing mental health issues often associated with the chronically homeless. Further, the Proposed Operating Budget includes funding for the purchase of 2 treatment beds for placement of homeless persons with mental health or drug addiction issues.

Cultural, Entertainment and Tourism Capital

Key Intended Outcomes:

- *Increase community rating of cultural activities*
- *Improve availability and accessibility of major events*

The City continues to expand support of the arts in recent years, providing $643,000 for grants in FY 2006/07 and focusing on arts for our children as well as family-oriented cultural activities. Anticipated new programs include a partnership with Arts for Learning to offer each of the selected park sites a resident artist who will teach up to 4 classes per week ,divided up according to age and/or grade levels and offering children enrolled in our parks after-school and summer program weekly classes in visual or performing arts. The type of program (for example visual, dance, theater, music) to be offered will depend largely upon the site's ability to facilitate the class. In addition, a new, free "Music in the Parks" series will provide monthly concerts.

International Center for Innovation in Culture, Recreation and Business

Key Intended Outcome:

- *Make City more business friendly*

New positions added in Building Department to improve customer service and reduce wait times

Under the direction of a new Building Department Director, the Proposed Operating Budget includes positions to reduce the number of open Temporary Certificates of Occupancy and number of overdue re-certifications, reduce the backlog of building plan reviews, and reduce response time to Answer Center requests. In addition, positions will be added to improve customer service, particularly the ability to help expedite wait times. Technology

upgrades, including a more customer-friendly inquiry system, and upgrades to the wireless devices for inspections to allow greater flexibility in adapting the software to a changing environment, allow the department to track reasons for rejections, and provide the ability to view on-line the daily inspections assigned to each Building inspector. These technology upgrades will be funded from the Building Department Training and Technology Fund.

Well-Improved Infrastructure

Key Intended Outcomes:

- *Maintain or improve traffic flow*
- *Ensure well designed quality capital projects*
- *Ensure well-maintained facilities and well-maintained infrastructure*

Along with, and related to, growth management, traffic flow is one of our community's major concerns. In FY 2006/07 we will continue to focus on traffic flow enforcement related to vehicles blocking traffic lanes for deliveries, vehicles blocking intersections, etc.; developing our coastal communities master plan to evaluate how best to address traffic concerns; and implementing pedestrian and bike path enhancements and bicycle rack needs to include in our capital program, providing alternatives to the large portion of our community who do not use a car as their primary mode of travel.

Our priority is to continue to expedite the City's capital improvement program. In the last year alone, we have completed the Colony Theatre, Fairway Park Lighting, Lummus Park Restroom, Maurice Gibb Memorial Park, North Shore Open Space Park Improvements, 18th Street Streetend and Beach Connector, Espanola Way Reconstruction, Sunset Harbour Stormwater Pump Stations, and Washington Avenue Streetscape. In addition to funding new positions, the Proposed Operating Budget continues the annual funding of the Capital Reserve Fund to help ensure that projects are not delayed due to funding shortfalls, and provides funding for the capital pay-as-you-go fund. Together with other sources of funds, such as Quality of Life, South Pointe and City Center capital funds, People's Transportation funds, etc., this will allow funding of several important projects in FY 2006/07, including full funding for the Normandy Shores Golf Course clubhouse, cart barn, maintenance facilities and course restrooms, and development of transportation improvements such as enhanced cross walks, speed monitors and countdown signals.

In FY 2004/05 the city began two important initiatives: (1) funding of the Capital Renewal and Replacement Reserve for general fund facilities; and (2) initiation of assessments of our facilities to identify and plan for both renewal and replacement needs, as well as the more routine maintenance, both of which are continued in FY 2006/07. In addition, the Proposed Operating Budget continues to fund a citywide pavement assessment and repair program, broken sidewalk replacement, a regular maintenance program for outfall and catch basin cleaning as well as adding funding for street light maintenance and assessments.

Communications, Customer Service and Internal Support Functions

Key Intended Outcomes:

- *Enhance external and internal communications from and within the City*
- *Increase resident satisfaction with employee contact*
- *Expand hours and service through e-government*
- *Improve processes through information technology*
- *Ensure expenditure trends are sustainable over the long term and improve the City's overall financial health and maintain overall bond rating*
- *Attract and maintain a quality workforce*
- *Increase overall community satisfaction with City Service*

We have also prioritized Key Intended Outcomes to ensure the long-term sustainability of our City government, including improved communications with our residents, ensuring financial sustainability and ensuring that we have the best possible employees to deliver services to our community. The Proposed Operating Budget includes funding to enhance the availability of city services and processes that can be accessed and transacted via the internet, and enhances our technology infrastructure through continued funding of the Information and Communications Technology Fund. Further, the Proposed Operating Budget funds organizational development focusing on leadership development, a results-oriented organizational culture, technology skills, process improvement and performance management.

INCREASE TAXPAYER VALUE FOR SERVICES

While our community satisfaction levels were overall very favorable, "Value of City Services for Tax Dollars Paid" was a key driver for residents' perceptions by residents and businesses of the City of Miami Beach as a place to live, and their perceptions of whether City government is meeting their needs. The FY 2006/07 Proposed Operating Budget continues to focus on increasing the value of services for taxes paid by the community as outlined below. In addition, the Proposed Operating Budget also includes funding for a set of follow-up community surveys in 2007.

Increasing the "value of services for taxes paid" continues to be our focus

Millage Reduction

'07 millage is almost half the level of '87 millage

The Proposed Operating Budget also significant tax relief to both residents and business owners in Miami Beach by reducing the overall combined millage rate by 0.400 mills. This represents a reduction of $30.75 of taxes paid to Miami Beach by the average residential property owner. The Proposed Budget represents the largest millage

reduction in more than 10 years while at the same time enhancing services.

Miami Beach Homeowners Dividend

The Adopted Operating budget for FY 2005/06 incorporated the Miami Beach Homeowners Dividend Fund proposed by Mayor David Dermer during his 2005 State of the City address to provide a mechanism for a return-on-investment to homesteaded property owners that reside in the City of Miami Beach. In April 2006, each Miami Beach year-round homeowner received a return of $200. The Proposed Operating Budget incorporates continued funding for this program and increases the amount of the return to $300. The estimated impact of this program is $4.9 million, to be funded from non ad valorem revenues such as franchise fees, utility taxes, occupational licenses, interest earnings, fines, etc.

$300 Dividend for Homeowners

Fee Relief for Businesses and Residents

As the City of Miami Beach continues to prosper, the Proposed Operating Budget also focuses on businesses by providing a one-time relief in the fees paid for life safety inspections. This is an annual fee that is paid by businesses that hold an occupational license. It is proposed that this fee be suspended next year as the General fund has sufficient revenues to offset the related expenses.

The Proposed Operating Budget absorbs the impact of increases in water and sewer wholesale rates charges to cities for FY 2005/06 which the County has allowed to be deferred until FY 2006/07. In effect, the Proposed Operating Budget absorbs a charge of $0.29 per thousand gallon for households and businesses – equivalent to $38 per household for the average residential customer - an increase that otherwise would have been passed on to households, as well as to our businesses.

Further, for the second year in a row, the Proposed Operating Budget also absorbs the impact of contractual CPI increases in payments to the contractor responsible for the collection and disposal of waste from single and multi-family households in the City, as well as Miami-Dade County's disposal fee increases. In effect, the Proposed Operating Budget absorbs a $8.40 per household fee increase that otherwise would have been passed on to these households, for a total of $17 per household over the past 2 years.

Average household saves $77 due to reduced tax rate and absorbing fee increases in water, sewer and sanitation

Free or Reduced Fee Offerings for Residents

The Proposed Operating Budget continues to add benefits specifically for City of Miami Beach residents, including:

- A new, free "Music in the Parks" series;
- Expanded access to free cultural arts programs (theater, dance, music and visual arts) for children involved in after school and summer camps;
- Elimination of the residential alarm permit fee; and
- Expansion of scholarship programs for traveling athletic leagues.

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

- Free access to City pools on weekends and during non-programmed hours;
- Free general admission to our Youth Centers on weekends and during non-programmed hours, including both Youth Centers seven days per week;
- Free Family Saturday Nights at one of our park facilities four times per year - families are welcomed, free of charge, to experience special activities;
- Free Learn-to-Swim programs for 3 to 4 year old residents;
- Expanded scholarship programs for specialty camps in the summer, in addition children to participating in day camps;
- Free "family friendly" Movies in the Park;
- Special programming by the Miami City Ballet for the Miami Beach community, including a new contemporary dance series;
- Free admission to museums on Miami Beach, including the Bass and Wolfsonian Museums every day and the Jewish Museum on Wednesdays, Fridays and Saturdays;
- Free "Fundays" - residents are welcomed to experience special activities, games, and food at some of our Parks facilities including North Shore Park and Youth Center, the Scott Rakow Youth Center/Ice Rink, and Flamingo Park pool;
- Free bi-annual Sports Expo for our residents –hosted in fall and spring, residents have an opportunity to register for sports programs offered throughout the year - games and activities (bounce house, climbing wall, music, inflatable slide, etc.) are provided;
- Free access to the majority of our senior citizen programs and special populations programs, including several free dances that take place throughout the year;
- Free of charge play at the Par 3 golf course for all residents;
- Free crime analysis of residents' homes by our Police Department; and
- Free child safety seat checks by our Fire Department.

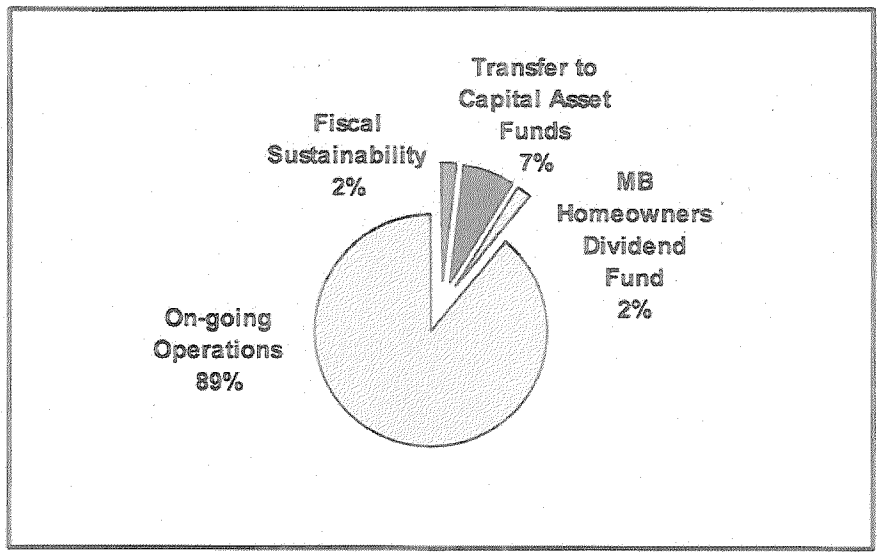
MAINTAIN STRUCTURAL CHANGES FOR THE FUTURE THAT ENSURE THE FISCAL MANAGEMENT & SUSTAINABILITY FOR THE CITY IN THE LONG TERM

The Proposed budget continues to strengthen funding for structural changes incorporated in the FY 2005/06 budget as follows:

- Continues the annual transfer of $2.5 million to the City's Capital Reserve to fund unforeseen capital project costs throughout the year;
- Provides for a $7.5 million transfer to maintain the pay-as-you-go component of the capital budget, an increase of $2.5 million from the prior year;
- Continues the annual $1.5 million transfer to the Capital Investment Upkeep Fund for non-facility related upkeep (landscape renewal and restoration, replacement of up-lighting and pavers, etc.), and funds an additional $0.5 million to begin a comprehensive reforestation program to replace trees lost through hurricanes in the last 2 years;
- Provides a $1.4 million transfer for the Information and Communications Technology Fund;
- Maintains the $1 million transfer to the Risk Management Fund as part of the multi-year plan to continue to address funding shortfalls in the reserve for claims against the City;
- Continues to provide $3.3 million in funding for the City's 11% emergency reserve; and
- Provides for the first time $200,000 towards hazard mitigation funding to be used to supplement grants received for shutters, generators, etc.

These structural improvements continue to ensure that the General Fund Budget is comprised of almost 89% for on-going operations, and a little more than 11% for structural components that help ensure long term sustainability of the City and value for our residents. While ensuring greater value for our resident, and a continuous reinvestment in our City's assets, this continues to provide flexibility in the future, and the ability to more easily adapt to changing economic conditions.

FY 2006/07 General Fund Major Expenditure Components



GENERAL FUND FINANCIAL SUMMARY

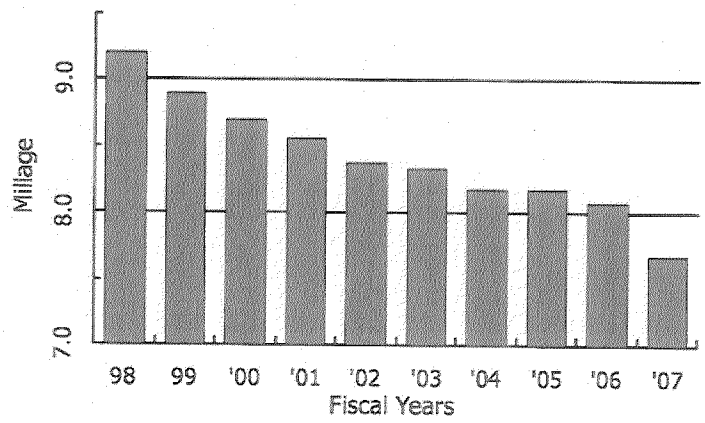
The General Fund is the primary source of funding for the majority of City services. Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fess for services, fines, rents and concession fees and interest income. Additionally, intergovernmental revenues from Miami-Dade County and Resort Taxes contribute funding for tourist-related activities provided by General Fund departments.

General Fund Revenues

As in past years, the largest increase in budgeted revenues for FY 2006/07 comes from ad valorem property tax, which includes a levy for the general operations of the City, a levy for a Capital Renewal and Replacement reserve, as well as a levy for the debt service on outstanding general obligation bonds. This budget reduces the overall combined millage for the City by 0.400 mills from 8.073 to 7.673, the largest reduction in the past 10 years.

The City's FY 2006/07 operating millage for general operations is reduced to the rate of 7.192 mills, a decrease of 0.107 mills. The funding for the General Fund Capital Renewal and Replacement Reserve is maintained at 0.182 mills, and the Debt Service Millage is 0.299, a reduction of 0.293 mills. The combined millage rate overall is an entire 1.0 mills lower than it was in Fiscal Year 1999/00.

Overall Combined Tax Rates



Property Values and Ad Valorem Taxes

According to the 2006 Certification of Taxable Value received from the Miami-Dade County Property Appraisers Office, the taxable value for the City of Miami Beach increased from $17.45 billion (preliminary taxable value as of January 1, 2005) to $22.74 billion as of January 1, 2006. This included over $786 million in new construction. This preliminary taxable value represents an increase of $5.3 billion or 30.3% over 2005's preliminary taxable value and $5.5 billion and

32% over 2005's final taxable values of $17.23 billion, and represents another record setting year.

The comparative taxable values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from $2.27 billion to $3 billion, an increase of $733 million, a 32.3% increase in values over 2005 values.

The Proposed Operating Budget continues to include the impacts of the expiration of the South Pointe redevelopment district as of September 30, 2005. With the expiration of the district, and pursuant to the 2001 and 2003 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, one half of the City ad valorem revenues previously restricted to the South Pointe redevelopment district became available for use Citywide. Further, the Amended CDT Interlocal Agreement provides for additional intergovernmental revenues for a limited number of years that can be used to offset CDT or municipal resort tax type eligible expenditures. The South Pointe redevelopment district was the most successful redevelopment district in the State of Florida to date. Assessed values increased from $59 million when the district was established in 1976 to almost $2.2 billion when the district expired, and $2.9 billion as of January 1, 2006 – an increase of $731 million and 34% over 2005 values. The Proposed Operating Budget continues to provide funding for operating costs previously funded through this redevelopment district.

The South Pointe redevelopment district was the most successful redevelopment district in the State of Florida to date

The Proposed reduced millage rate of 7.192 mills for general City operations will generate ad valorem tax revenues of $157.82 million, $35 million more than the prior year levy of $122.88 million, reflecting a 28% increase. The impact of reducing the millage by 0.107 mills is net of $2.35 million.

Of the total citywide ad valorem general operating tax revenues of $157.82 million:

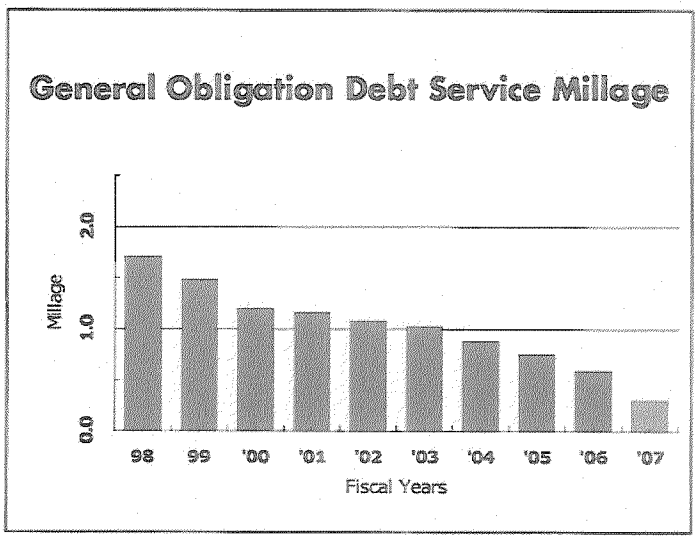
- $18.52 million will be transferred to the Redevelopment Agency for the City Center Redevelopment district;
- $7.72 million is restricted for operating expenditures within the geographic area formerly known as the South Pointe redevelopment district; and
- $2.52 is transferred for capital projects within that geographic area.

The net result is an increase in the General Fund ad valorem operating revenue available for use Citywide from $101.45 million in FY 2005/06 to $129.06 million for FY 2006/07, an increase of $27.61 million, or 27% increase in General Fund ad valorem revenues.

Of the $129.06 million, $9.21 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place.

General Obligation Debt Service Fund

The general obligation debt service payment for FY 2006/07 is approximately $6.56 million, reflecting a decrease of $3.4 million. These bonds require the levy of a reduced debt service millage of 0.299 mills, a reduction is 0.293 mills from the prior year. This is 50% less than the FY 2005/06 rate of 0.592 mills and a cumulative decrease of 1.185 mills since the $92.465 million General Obligation Bond Referendum in FY 1999. This decrease is due to the increase in assessed property values, the reduction in outstanding principal and lower interest rates on more recent debt issues. Further, the reduced rate provides capacity to address important capital needs that could arise in the future should it be needed.



Millage for Capital Renewal and Replacement

In FY 2004/05, the City established a restricted account for the renewal and replacement of the City's General Fund facilities to extend the useful life or replace equipment whose useful life has expired. Project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process, and are used exclusively for those capital expenditures that help to extend or replace the useful life of our facilities. The Proposed Operating Budget for FY 2006/07 maintains the level of Renewal and Replacement millage at 0.182 mills.

Ad valorem revenues restricted to the City's Capital Renewal and Replacement Reserve will increase from $2.529 million to $3.266 million, an increase of $0.74 million or 29% due to increased property values. An additional $0.26 million in renewal and replacement revenues is restricted to the South Pointe area, and $0.5 million is included for renewal and replacement in the City Center budget.

Impact on the Homesteaded Properties

The chart below illustrates the changes in overall combined millage:

	Overall Combined City of Miami Beach Tax Millage		
	FY 2005/06	**FY 2006/07**	Inc/(Dec)
General Operating	7.299	**7.192**	(0.107)
Renewal & Replacement	0.182	**0.182**	0.000
Total Operating Millage	7.481	**7.374**	(0.107)
Debt Service	0.592	**0.299**	(0.293)
TOTAL	8.073	**7.673**	(0.400)

Amendment 10 to the State Constitution took effect on January 1, 1995 and limited the increase in assessed value of homesteaded property to the percentage increase in the consumer price index (CPI) or three percent (3%), whichever is less. For 2006, the CPI has been determined to be 3.4 percent and, therefore, the increase is capped at 3 percent for increased values as of January 1, 2006. The $25,000 homestead exemption is applied after the increase in value as follows: the average assessed value of residential property as of January 1, 2006 in Miami Beach was estimated at $239,990, that value is increased by the 3 percent to a new value of $247,190. The homestead exemption of $25,000 is then deducted, yielding a taxable value of $222,190 and an increase of $7,200 in taxable value over the prior year. Despite these increases in assessed values, there is net decrease of $30.75 in the estimated taxes that "the average homeowner" will pay to the City of Miami Beach next year.

The County has proposed a decrease in their property tax rate, but changes in tax rates for other jurisdictions are unknown at this time. None-the-less the $30.75 decrease in taxes paid to the City of Miami Beach by the "average homeowner", will offset increases in taxes paid to other jurisdictions. Using tax rates known at this time, the changes in taxes paid is estimated as follows:

Changes in Tax Millage & Assessment to "Average Homeowner"		
Taxing Jurisdiction	**FY 2006/07 Changes**	
	Millage	**Taxes**
City of Miami Beach		
Operating	**(0.107)**	**$28.78**
Capital Renewal & Replacement	**0.000**	**1.31**
Debt Service	**0.293**	**(60.84)**
Total Savings	**(0.400)**	**$(30.75)**
Other Jurisdictions:		
Miami-Dade County (Countywide, Library, Debt & Children's Trust)	(0.060)	$37.31
School Board	0.000	60.75
Other	0.000	5.31
Total increase to County, School Board and Others	(0.060)	$103.37
Total Combined Change	(0.460)	$72.62

For homesteaded property owners, in addition to decreases in the City portion, the increases in taxes levied by other jurisdictions are more than offset by the $300 Miami Beach Homeowners Dividend Fund payment to year-round homeowners.

Other General Fund Revenues

Resort tax revenues transferred to the General Fund for tourism-related expenditures are anticipated to remain at $19.6 million, the same as in the FY 2005/06 budget, to help offset tourism-related services provided by General Fund departments. Although occupancy rates and annual revenue per available room continue to be at record levels, the Proposed Operating Budget takes into account anticipated reduced resort taxes from 2 major hotels due to the Fountainebleau hotel closure and the Eden Roc hotel renovation, as well as any unknown effects of hurricanes.

Interest revenues are projected at $5.3 million, approximately an increase of $1 million over the FY 2005/06 budget, primarily due to increased interest rates. Franchise fees and utility taxes are projected to increase by $1.4 million based on current revenue trends, primarily due to increased electrical rates. Licenses/permits and sales tax revenues are increased by $1 million each, based on FY 2005/06 trends. The FY 2005/06 General Fund Budget included approximately $2.9 million intergovernmental revenues, pursuant to the Amended CDT Interlocal Agreement, that were used to offset CDT or municipal resort tax type eligible expenditures. In FY 2006/07 these revenues are used to fund capital projects within the South Pointe area.

General Fund Expenditures

Increases in the cost of current service levels and the cost of enhancements increase the budget by percentages similar to prior years, despite the impacts of current economic conditions such as the rising cost of property insurance, fuel and electricity, the impact of inflation on employee salaries, increases in special event costs, etc. Current service levels increase the budget by 8.1%, as compared to 7.2% and 7.5% in each of the last 2 years; enhancements increase the budget by 1.8% as compared to 2.3% and 1.9% in each of the last 2 years. Details of proposed enhancements are contained in the attached City of Miami Beach Work Plan for FY 2006/07.

In addition, the Proposed General Fund Budget absorbs the impact of the General Fund component of the pension restructure approved in 2006. The total restructure was estimated to cost the City $4.5 million, and the General Fund component is $2.7 million.

Further, the Proposed General Fund Budget includes $4.9 million for a Miami Beach Homeowners Dividend Fund to provide a return on investment to homesteaded property owners, an increase of $1.6 million and absorbs $ 1million in cost of the impact of the County's fee increases to wholesale water and sewer rates. Finally, the Proposed General Fund Budget continues to enhance structural changes that will help ensure the long term financial sustainability of the City and ensure that our capital assets are fully funded. These initiatives represent an increase of $3.6 million and increase the prior year General Fund budget by 1.7%.

FY 2006/07 Operating Budget Highlights

	Budget	% Increase over prior year Adopted Budget
FY 2005/06 Adopted Budget	$ 207,925,117	
FY 2006/07 Proposed Budget - Major Changes		
Maintaining Current services	$ 16,940,264	8.1%
Pension Restructure	2,715,000	1.3%
Service Enhancements	3,652,111	1.8%
Impact of Internal Service Fund Enhancements	209,724	0.1%
Increase in Homeowners Dividend	1,630,880	0.8%
Absorbing Partial FY 2005/06 WASD fee impact	1,000,000	0.5%
Structural Enhancements	3,600,000	1.7%
Total FY 2006/07 Proposed Operating Budget	$ 237,673,096	14.3%

Therefore, the total Proposed General Fund Operating Budget is $237,673,096 which is $29.7 million or 14.3% greater than the FY 2005/06 adopted budget of $207,925,117.

ENTERPRISE FUNDS

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, Parking, and Convention Center Departments. The Proposed FY 2006/07 Enterprise Fund Budget is $120.3 million including enhancements. This represents an increase of $12.6 million from the FY 2005/06 Enterprise Fund Budget. Increases in current service level costs are primarily as the result of increases in Miami-Dade County wholesale water and sewer rates, salaries and benefits including one-time pension benefits, offset by deferred water and sewer debt payments due to refunding water and sewer bonds. Approximately $2.9 million in enhancements are proposed, with over $1.9 million for Sanitation improvements offset by $0.4 million in equipment loan financing. In addition, approximately $1.0 million in the Parking Fund primarily for the cost of the police department motor units and the payment to Sanitation for enhanced cleaning of parking lots. These are offset by approximately $1.1 million in increased intergovernmental revenues received through the Amended CDT Interlocal Agreement for sanitation services along major thoroughfares, walkways, alleys, parking lots and beaches throughout the City.

INTERNAL SUPPORT SERVICES

Internal Support Services are comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The Proposed FY 2006/07 Internal Service Fund budget is $51.2 million. This represents an increase of $5.1 million from the FY 2005/06 budget. The current service level increases are primarily the result of increases in salaries and benefits, fuel, increased software maintenance, and additional property insurance.

This includes approximately $300,000 in enhancements, primarily in information technology. These costs are completely allocated to the General Fund and Enterprise Fund departments.

RESORT TAX BUDGET

The Proposed FY 2006/07 Resort Tax budget is $35.9 including a $19.6 million transfer to the General Fund for tourism-related services provided by General Fund departments, $5.8 million for operating expenditures and debt service and $3 million is transferred for quality of life capital projects and the arts. In addition, $5.3 million and $1.4 million are transferred to the Greater Miami Convention and Visitors Bureau and Miami Beach Visitors Convention Authority, respectively; $400,000 is funded for a Miami Beach marketing campaign; and $400,000 is funded in contingency. The Resort Tax marketing funds will be added to by contributions from the Greater Miami Convention and Visitors Bureau, The Miami Beach Visitors Convention Authority, and the Cultural Arts Council to market Miami Beach as a local destination.

CONCLUSION

Although the development of our budget this year has been rigorous, through fiscal prudence and good leadership, the Proposed Operating Budget and Work Plan for FY 2006/07 is balanced and enables the City of Miami Beach to continue delivering outstanding, enhanced services to our residents, businesses and visitors, while reducing the overall tax rate, providing a return for homesteaded property owners, providing fee relief, and continuing structural enhancements to ensure the long-term sustainability of the City.

ACKNOWLEDGEMENTS

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

I would also like to thank all our employees for their continued commitment to the City's mission of providing excellent public services and working so hard to help accomplish so many positive results that benefit the entire community. Finally, I would like to thank all staff from throughout the City who worked so hard to ensure that this year's process resulted in a fiscally prudent and balanced budget. I would particularly like to thank my Assistant City Managers, Chief Financial Officer, and all Department and Division Directors. I appreciate all of us working together to accomplish our goals.

I would also like to thank our Central Services Division. They have provided tremendous support, not only in the preparation of this budget document but throughout the entire budget development process.

More specifically, I would like to recognize and thank Kathie Brooks, Director of the Office of Budget and Performance Improvement (OBPI), Jose Cruz, Budget Officer, Carmen Carlson, William Gonzalez and Joseph Reilly, Senior Management and Budget Analysts, Management Consultants Jorge Fraga and Isabel Stillone, as well as Paula Calderon and Sailyn Arce-Christiansen, Office Associates. OBPI has worked particularly hard to facilitate greater input and direction from the City Commission and all City departments in developing the Proposed Operating Budget, as well as ensuring that we continue to focus on our community's priorities and measurable results.

Respectfully submitted,

Jorge M. Gonzalez
City Manager

CITY OF MIAMI BEACH
FY 2006/07

PROPOSED WORK PLAN

MISSION, VISION, STRATEGIC PRIORITIES, AND FY 2006/07 INITIATIVES

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

In FY 2005/06 we introduced several major initiatives to address the priorities of the community:

- In the second quarter of FY 2005/06 over 3,000 contacts were made with residents and with businesses through the new police "neighborhoods contacts" program
- Ocean rescue response capability was expanded by adding ATVs at five lifeguard stations and replacing lifeguard towers
- Improved cleanliness throughout the City.
- Landscape restoration projects have been completed at several sites, with other in various stages of progress including but not limited to: Julia Tuttle; Collins Avenue; MacArthur Causeway; Sunset Harbour Streetscape; Pinetree/Flamingo Bark Parks; Marseille Drive; Lincoln Road Tree/Palm replanting; Star Island , Palm/ Hibiscus Islands, 5th Street, Washington Avenue South of 5th Street; 41st Street, North Shore Streetscape; Allison Island; and Espanola Way.
- New and expanded recreational programming has
    - Increased participation in our senior scenes club from 75 to 200, in our Teen Club at North Shore Youth Center to 100 teens;
    - Provided 6 movies per year as part of our free movies in the parks series;
    - Provided 291 scholarships for intramural athletics, gymnastics, and summer specialty camps as of June 1, 2006;
    - Provided free-of-charge "Learn to Swim" programs to 89 3 to 4-year old residents in the first 4 months of operation; and
    - Expanded cultural offerings free-of-charge to participants in our after school programs and summer camps, including free band participation, animation of their drawings through the "Little Director program, field trips to plays, violin lessons through the Youth Symphony, etc.
- Expanded support of the arts, providing $587,000 in grants in FY 2005/06.

- Created a one stop lien shop consolidating building, code, finance and fire lien functions, in addition to 8 positions added to the Building Department in mid FY 2004/05.
- Expedited implementation of bikeways and pedestrian walkways throughout the City with a new bike pedestrian network coordinator.
- Expedited plan review and project management for our capital improvement program with several construction projects completed to date this year (Colony Theatre, Fairway Park Lighting, Lummus Park Restroom, Maurice Gibb Memorial Park, North Shore Open Space Park Improvements, 18th Street Streetend and Beach Connector, Espanola Way Reconstruction, Sunset Harbour Stormwater Pump Stations, and Washington Avenue Streetscape) and more in construction (Water/Wastewater Pump Station Upgrades, additional Convention Center Restroom and ADA Improvements, Fire Station Nos. 2 and 4, , Oceanfront Restroom at 46th Street and 64th Street, and Normandy Isle Park and Pool).
- Increased maintenance levels at City facilities including identification of multi-year assessments of 17 buildings as of June 2006 (City Hall, Old City Hall, the Police Building, 21st Street Community Center, 777 Building, Bass Museum, Convention Center, Theatre of the Performing Arts, Miami City Ballet building, Little Acorn Bandshell and Theatre, Fire Stations 1 and 3, North Shore Youth Center, South Shore Community Center, and Miami Beach Golf Course Clubhouse) – completed capital renewal and replacement projects totaling approximately $1.2 million and began renovations of historic City Hall.
- Replaced over 1,000 linear feet of sidewalk, paved 3,000 linear feet of streets and alleyways, and rebuilt 15 sidewalks to be ADA compliant.
- Implemented a regular maintenance program for outfalls and catch basins cleaning over 240,000 linear feet of stormwater lines.

While we have accomplished much in the last five years, our community surveys, focus groups, environmental scan and benchmark data continue to provide insight into areas that the city can focus on and improve even further. We have used this information to develop measurable performance goals to achieve over the next few years (Key Intended Outcomes – KIO's).

The following section highlights our initiatives and enhanced funding levels for next fiscal year to address these priorities.

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Cleaner / Safer	Increase resident ratings of Public Safety services	• Continue FY 05 enhanced community policing in the RDA districts and expand to the non-RDA areas • Develop police neighborhoods contact program • Enhance emergency preparedness and management • Increase Police Officer safety, productivity and accountability. • Evaluate additional lighting in business/commercial areas • Expand lifeguard coverage area	*($775,000 Service Enhancement)* • Expands the Neighborhoods contact program initiated in FY 2005/06, increasing the number of annual contacts from 11,000 to 14,400 • Continues to expand lifeguard coverage by adding 3 new lifeguard stands at 5th St., Lincoln Road and 18th St. • Adds a quality assurance position for fire inspections • Enhances Fire Department training by funding overtime for backfill
	Maintain crime rates at or below national trends	• Develop system to provide timely information on types of crime by geographic segments of the community to allow more timely tactical deployment in response to "hot spots" • Pursue implementation of major recommendations from the 2006 Police Staffing Study • Continue education outreach with nightclubs, bars, etc. on crime prevention strategies to reduce crimes against their patrons	*($172,000 Service Enhancement):* • Completes implementation of an overlay midnight shift from Thursday through Sunday, particularly in the entertainment district and RDA by adding 13 officers next year 5 additional the following for a total of 18 new officers over the next 2 years • Adds 2 ATV police officers for the Beach to cover Thursday through Sunday evenings and nights from 3pm to 1 am
	Improve cleanliness of Miami Beach rights of way especially in business areas	• Continue FY 05 initiatives related to the City Center RDA, South Pointe project area, Mid Beach and North Beach commercial districts • Continue and enhance FY 05 initiative to provide enhanced level of service on major thoroughfares, especially in business areas – focus on alleys with coordination by Code Compliance and Sanitation • Use contractors to supplement City staff to meet peak sanitation service requirements during major events • Expand enforcement related to commercial handbills and flyers • Research methods to improve timeliness of bulk waste pick ups • Improve enforcement of instances when bulky waste is placed outside more than 24 hours prior to pickup • Expand community outreach and education, including available options for disposal of bulky waste • Expand the 1st Weekend of the Month Neighborhood Pride Program • Research options for bulk pick-ups for multi-family buildings • Continue FY 05 initiative to provide 'Class A' level of service on major thoroughfares • Continue public area cleanliness assessments • Complete centralization of cleanliness functions within the Sanitation Department	*($1.8 million Service Enhancement - $400,000 financed through Equipment Loan Program):* • Expands sanitation services on Washington Avenues, Lincoln Road, and Ocean Drive from 5 to 7 days/nights per week and including an entertainment shift from 3am to 11am • Expands litter control services in alleys citywide • Enhances service levels for City parking lots • Adds roving litter squads in each of mid-beach and north beach • Enhances beach cleanliness through the addition of new sandsifting equipment, and enhanced sanitation services from 14th Street to S. Pointe

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Cleaner / Safer	Improve cleanliness of Miami Beach waterways	• Identify waterway hot-spots for additional clean-up activities and contract for debris removal from inland waterways to enhance service (Collins Canal, Indian Creek dead end, etc.) • Provide community outreach and education on the impact of illegal dumping/littering on our waterways	*($100,000 Service Enhancement)*: • Further expands funding for waterway cleaning based on new contract for services
Beautiful and Vibrant, Mature Stable Residential Community, Urban and Historic Environment	Increase resident satisfaction with level of code enforcement	• Re-analyze deployment of personnel to ensure Code Compliance staff coverage (7 days/24 hours per day) • Examine mechanisms to provide effective coverage and enforcement for complaints received through the Answer Center and PSCU	*($225,000 Service Enhancement)* • Adds a Code Ombudsman to assist in problem resolution, expedite special master cases, provide quality assurance oversight, etc. • Absorbs funding for 2 code enforcement officers and administrative overhead previously funded by Community Development Block Grant (CDBG) funds • Continues to fund the graffiti remediation program citywide, remediation of overgrown vacant lots
	Ensure compliance with code within reasonable time frame	• Enhance methods/systems available for tracking response times and follow-up • Revise Special Master process to expedite code cases	
	Maintain Miami Beach public areas & rights of way especially in business districts	• Enhance landscape maintenance, particularly in business areas • Maintain a Capital Investment Upkeep Account with a recurring source of funding to address routine recurring expenses based on a pre-defined plan needed to sustain non-facility capital improvement projects, including landscaping, up-lighting, pavers, etc. • Develop a Citywide reforestation plan • Continue to develop an inventory and replacement schedule for all City-owned trees and landscaping, as well as provide plan reviews focused on green space • Develop criteria for public area appearance rating scale and methodology for periodic sampling	*($600,000 Service Enhancement)* • Adds funding for continuing the enhanced hedge around the Miami Beach golf course • Adds a landscaper supervisor partially funded by the Parking Department, • Adds funding for enhanced landscape maintenance as new capital projects such as S. Pointe Park, anticipated to come on line in FY 2006/07 *($0.5 million Structural Change)* • Increases funding for the Capital Investment Upkeep Account to continue to restore landscape stock and replace landscaping and trees damaged or destroyed by hurricanes
	Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission Protect historic building stock	• Maintain a list of sites to be considered for protection • Develop a list of buildings within the City that need to be protected categorized by level of risk, and develop criteria for frequency of inspection, etc. to minimize demolition by neglect	*(In current service level)* • Additional structures and districts will continue to be presented to the Commission for designation consideration • Continue monitoring of buildings that need to be protected (categorized by level of risk)
	Increase satisfaction with neighborhood character	• Enhance enforcement around construction sites regarding litter, impacts on public property, and traffic impacts	*($85,000 Service Enhancement)* • Add a position for follow-up inspections to monitor compliance with plan requirements

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Beautiful and Vibrant, Mature Stable Residential Community, Urban and Historic Environment (continued)	Increase satisfaction with development and growth management across the City	• Complete FY 05 Initiatives (e.g. Impact Fee Consultant Study and use of 2 additional planners to focus on growth management, concurrency, neighborhood open space, and landscape planning)	
	Increase satisfaction with recreational programs	• Expand programming hours for recreation programs • Expand programming for teens, adults and seniors • Expand free access to youth centers for Miami Beach residents • Expand scholarships for specialty camps and traveling athletic leagues • Expand arts and culture programming in the Parks	*($240,000 Service Enhancement)* • Expands the scholarship program to traveling athletic leagues • Provides a reduced fee for intramural athletic Leagues for residents • Increases funding for the teen club • Add a position to help staff nighttime coverage 7 days a week at Flamingo Park Pool as a result of the lighting of the facility that will be in place by the end of FY 2005/06 • Provides for enhancements to after school and summer camp programs at Scott Rakow Youth Center, Flamingo Park, North Shore Park and Youth Center, and Muss Park that include providing snacks, books for literacy, and social skills (consistent with recommendations from the Children's Trust and providing a uniform level of service between programs funded by the Children's Trust and programs funded by the City)
	Reduce the number of homeless	• Education and outreach to inform the public of recent accomplishments • Citywide campaign for churches and businesses on how to assist homeless (Operation Home Shore). Target low end hotels with at-risk occupants • Coordinate with Homeless Outreach, Police department, and judicial systems to enable full enforcement of Quality of Life issues (i.e. habitual offenders, trespassing, etc.) • Pursue methods to address mental health issues among the homeless	*($36,500 Service Enhancement)* • Continues enhanced funding for homeless services from prior years, including partnering with Citrus Health to provide a coordinated approach to addressing mental health issues often associated with the chronically homeless. • Adds funding for the purchase of 2 treatment beds for placement of homeless persons with mental health or drug addiction issues
	Increase access to workforce or affordable housing	• Maximize retention of existing housing stock, especially among the elderly	*(In current service level)* • Maintains existing resources for upgrading multi-family rental housing, purchasing and rehabilitating first time homebuyer units, down payment assistance to low-income homebuyers, and rehabilitation of low income and owner-occupied units
	Increase resident satisfaction with availability of commercial service options	• Research alternative strategies for incentives	*(In current service level)*

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Cultural, Entertainment and Tourism Capital	Increase community rating of cultural activities	• Ensure growth in funding for the arts • Continue to fund operations and capital for local performing arts centers • Continue and expand communication & marketing to residents & targeted groups, including development of a co-promotion fund • Promote availability of family-friendly cultural activities and events • Maximize potential use of Byron Carlyle, Colony, Jackie Gleason Theatre, Little Acorn Theatres, and other potential venues in the City	*($300,000 Service Enhancement)* • Add funding for a monthly music in the parks series • Expands arts and culture programming in our schools and in our parks after school and summer camps anticipated through a partnership with Arts for Learning that will offer each of the selected park sites a resident artist who will teach up to 4 classes per week in the divided up according to age and/or grade levels. Such that each child enrolled in the arts portion of the parks program will receive one visual or performing arts class per week. The type of program (e.g. visual, dance, theater, music) to be offered will depend largely upon the site's ability to facilitate the class. • Provides funding to offset the increased cost of security guard service at the Bass Museum
	Improve availability and accessibility of major events	• Improve communication & marketing to targeted residents/groups for upcoming events • Target key events for slow periods • Continue to improve logistics management of events to minimize disruption, traffic, debris, noise • Maximize utilization and upkeep of Miami Beach Convention Center • Ensure resident benefits from permitted special events	*(In current service level)* • Provides funding for special events including Super Bowl 2007 • Continues permitting requirement for special events in Miami Beach with focus on public benefit for Miami Beach residents
International Center for Innovation in Culture Recreation and Business	Make City more business friendly	• Identify industry benchmarks, best practices, and recommendations for improvements and technology improvements and implement recommendations • Enhance distribution and access to information on business process to community • Inventory other City processes for potential preliminary improvement and identify bottlenecks	*($757,000 Service Enhancement)* • Adds 4 positions to reduce the number of open or expired Temporary Certificates of Occupancy and number of overdue re-certifications, reduce the backlog of building plan reviews, and reduce response time to Answer Center requests. • Adds 3 positions to improve customer service, particularly the ability to help expedite wait times • Technology upgrades including a more customer-friendly inquiry system, and upgrades to the wireless devices for inspections to allow greater flexibility in adapting to a changing environment, allow the department to track reasons for rejections, and provide the ability to view on-line the daily inspections assigned to each inspector
	Enhance Access to labor pool	• Work with major employers and various entities (i.e. UNIDAD, South Florida Commuter Services) to evaluate potential strategies	*(In current service level)*

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Well Improved Infrastructure	Maintain or improve traffic flow	• Continue FY 05 initiative to work with the Planning Department to ensure funds are adequately captured to fund the existing Mobility Plan (MMP) • Work with County to expedite implementation of technology to improve timing of lights • Expand existing mobility strategy (parking vs. streets, etc.) through the Coastal Communities Transportation Master Plan, including identification of new MMP projects • Complete FY 05 Impact Fee study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system • Expedite development and implementation of comprehensive bike paths/recreation corridors/ and walkway plan for Miami Beach • Update existing traffic baseline level of service study • Partner with Miami-Dade Transit to educate public on available transit options • Increase traffic enforcement in business districts to improve traffic flow (loading zone, double parking, blocking the intersection, etc.)	*($459,000 Service Enhancement)* • Adds 2 motor police officers to be assigned full-time to the Parking Department along with the addition of 5 Parking Operations supervisors to deploy a cooperative effort for traffic flow enforcement related to vehicles blocking traffic lanes for deliveries, vehicles blocking intersections, etc. This is partially offset by anticipated revenues • Prioritizes several pedestrian and bike path enhancements and bicycle rack needs to be included in our capital program
	Improve Parking Availability	• Develop and implement marketing plan for parking and traffic • Pursue implementation of Walker Parking Study recommendations for development sites in the North Beach, Cultural Campus areas, South Pointe Park, City Hall Garage, New World Symphony Garage, and other opportunities • Acquire land where possible for additional parking	
	Ensure well-designed quality capital projects	• Continue implementation of FY 05 initiatives to expedite: review of construction documents, legal issues, invoice processing, and field inspections • Streamline program management • Implement best-value procurement concepts for selection of design professionals and constructions services • Enhance coordination with public and private development projects • Expand public outreach and information regarding capital projects status, etc. • Maintain a capital reserve fund to address unforeseen needs in approved capital projects • Maintain a Pay-as-you-go capital fund with an annual funding contribution as a continuous re-investment in City infrastructure • Maintain a capital improvement steering committee process for prioritization of proposed new capital projects	*($77,000 Service Enhancement)* • Adds a Capital Projects Coordinator in to manage Public Works projects including the North Beach Recreational Corridor *($2.5 million Structural Change)* • Continues the annual funding transfer to the capital reserve to ensure that projects are not delayed due to funding shortfalls • Increases the annual funding transfer to the capital pay-as-you-go fund to be used for projects such as the Normandy Shores Golf Course club house, restrooms, maintenance building, and cart barn; Flamingo Park sports lighting, Julia Tuttle Baywalk, etc.

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Well Improved Infrastructure (continued)	Ensure well-maintained facilities	• Complete facility condition assessments on all City facilities • Maintain a capital replacement renewal and reserve with a dedicated source of funding for general fund facilities and to identify and implement required projects as scheduled • Evaluate funding capital renewal and replacement funds in all enterprise and internal service funds	*(In current service level)* • Increases the annual funding for the General Fund Capital Renewal and Replacement Fund for a total funding of $3.3 million for projects that extend the useful life of General Fund facilities • Continues funding for FY 2006/07 to complete assessments on 13 additional buildings
	Ensure well-maintained infrastructure	• Continue outsourcing initiatives to augment in-house capacity • Expedite drainage improvement projects, particularly in South Beach • Update Stormwater Master Plan • Complete implementation of a new infrastructure management software application for Water, Sewer & Stormwater; implement Geographic Information Systems (GIS) application. • Complete a full assessment of roads, sidewalks, curbing, and lighting • Develop and implement criteria for assessment and methodology for periodic sampling • Expedite CIP projects and process for roads, sidewalks and curbing citywide • Work with Miami-Dade County to expedite implementation of sidewalk improvements on County roads programmed as part of the PTP program	*($125,00 Service Enhancement)* • Adds funding for street light maintenance and assessments • Continues to provide for a citywide pavement assessment and repair program, broken sidewalk replacement, as well as a regular maintenance program for outfall and catch basin cleaning
	Preserve our beaches	• Develop initial assessment to determine which beach areas are candidates for sand re-nourishment • Work with Miami-Dade County to develop a Beach Master Plan for beach preservation, including development of a Miami-Dade County Master Plan for Sand/Beach re-nourishment • Increase federal lobbying to secure funding • Enhance beach cleanliness through coordination with the County	*(In current service level)*

Vision Linkage	Key Intended Outcome:	• FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Supporting Outcomes to Sustainability of Vision	Enhance external and internal communications from and within the City	• Centralize and enhance Communications functions within the City of Miami Beach • Evaluate published materials for consistency with brand and messages • Provide Citywide training on effective communications (e-mails, presentations, media, etc.) • Continue to publish and mail a community newsletter to all Miami Beach residents and maximize other means of communication including Citypage, MBTV-77, neighborhood newsletters, etc.	*($20,000)* • Provides funding for annual notification of expired permits to property owners • Continues enhancement of all communications functions within the City through newly centralized Communication Department, including a regular advertising page in local newspapers (CitiPage), a bi-monthly newsletter (MB Magazine), and expanded cable programming *($46,000)* • Replacement communications equipment for the Commission chambers will be funded from the Information and Communications Technology Fund
	Increase resident satisfaction with employee contact	• Provide on-going training similar to the Leadership Academy to Answer Center and subsequently to other front line employees including key contacts for each function in department • Research software to provide knowledge-based information and train Answer Center and other frontline employees regarding same • Continue service shopper initiative • Provide feedback reports and training to departments with an average service shopper score of less than 4	*(In current service level)*
	Expand hours and service through e-government	• Increase promotion of CMB website on all materials, MBTV 77, vehicles, etc. • Implement Enterprise Resource Planning web modules to provide online information to citizens, employees and vendors • Redesign website for ease of use and expansion of services offered • Expand City services on-line through E-government technologies	*($146,000 Service Enhancement)* • Adds a new E-Government position to work with existing Information Technology Department resources to maximize the availability of city services and processes that can be accessed and transacted via the internet through best practice research, working with departments, etc.; and for a WiFi technical support position *($30,000)* • Provides funding for amplified reception of WiFi at City facilities (e.g. City Hall), an Internet Content Management System, through the IT technology Fund

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Supporting Outcomes to Sustainability of Vision (continued)	Ensure expenditure trends are sustainable over the long term	• Continue to work with Budget Advisory Committee to establish financial policies to help ensure long term sustainable expenditure trends	*($146,000 Service Enhancement)* • Adds a position to ensure more timely reconciliation of bank accounts in the Parking Department, • Converts sanitation auditor to full time • Upgrades City printing equipment, etc. • Efficiencies achieved through elimination of an Assistant Director position in the Parks and Recreation Department, and a vacant security supervisor in Parking *(In current service level)* • Maintains the $ 1 million general fund transfer to the risk management fund
	Improve the City's overall financial health and maintain overall bond rating	• Define levels of reserves required to sustain the financial position of the City in light of economic, environmental or other unanticipated challenges • Strengthen financial process to improve internal controls and address audit concerns • Continue to address funding shortfalls in the reserve for claims against the risk management fund	
	Improve process through information technology	• Implement Enhancements to security and network infrastructure to ensure availability of critical systems and provide innovative cost effective solutions • Complete ERP implementation • Enhance utilization of performance management processes and software • Continue implementing IT governance process for prioritizing projects • Develop an IT Master Plan • Maximize IT/digital connectivity citywide through WiFi, etc. • Continue to pursue GIS deployment citywide	*($82,000 Service Enhancement)* • Adds contracted position to oversee CAD/RMS project *($324,000 Structural Change)* • Increases funding for the Information and Communications Technology Fund offset by $200,000 in WiFi savings that will be incurred for wireless applications and through prior VOIP implementations. The fund will support: o Second year equipment financing for the Storage Area Network, the Enterprise Uninterrupted Power Supply for the City's data center, the citywide WiFi, Voice Over Internet Protocol (VOIP) o The second year of a "Self-Defending Network" solution to improve system security and mitigate potential virus infiltrations to the City's network; o Disaster Recovery at Network Access Point o Telephone Switch and Interactive Voice Response (IVR) at Network Access Point o Police Department Staffing Software o Deployment of the City's Infrastructure Management System in the Parks and Recreation Department o A Capital Project Management System
	Attract and maintain a quality workforce	• Obtain information on strengths and weaknesses of workplace (survey, focus groups, etc) • Develop a strategy to address recruitment and retention issues • Conduct job analysis/market studies for classifications with critical shortfalls (construction trades, construction engineers, etc.)	*($94,000)* • Adds a position in Human Resources to assist with maintaining personnel files • Adds a position in Labor Relations • Continues to fund organizational development workshops and retreats focusing on leadership development, a results-oriented organizational culture, process improvement and performance management, and technology

Vision Linkage	Key Intended Outcome:	FY 2006/07 Citywide Initiatives	Proposed FY 2006/07 Budget Resource Allocation *(new funding $'s)*
Supporting Outcomes to Sustainability of Vision (continued)	Increase community satisfaction with City services	• Continue development and implementation of a results-oriented framework for the City of Miami Beach • Continue to pursue initiatives to provide return on investment to our community • Conduct second set of community satisfaction surveys in 2007	*($90,000)* • Funds a set of follow-up community surveys in 2007 *($1,630,000)* • Provides a $300 dividend return for full-time, homesteaded property owners *(In current service level)* • Reduces the overall millage by 0.400 mills • Provides fee waivers and fee discounts to businesses • Continues to expand free access to many Miami Beach programs and facilities for all residents • Provides relief from life safety inspection fees • Offsets Miami-Dade County FY 2005/06 water and sewer fee increases • Absorbs the household garbage and trash collection fee increase incurred due to contractual CPI increases and Miami-Dade County disposal fee increases

OVERVIEW

City of Miami Beach

Mission Statement

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

Value Statements

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

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

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

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

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

City of Miami Beach

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

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

With…

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

We will have:

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

GUIDE FOR READERS

The Fiscal Year 2006-2007 Annual Operating Budget for the City of Miami Beach, Florida is intended to serve four purposes.

The Budget as a Policy Guide

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will provide during the twelve-month period from October 1, 2006 through September 30, 2007. The Departmental budget sections provide accomplishments, goal and objectives, and performance measures for each Department.

The Budget as a Financial Plan

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

The Budget as an Operations Guide

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

The Budget as a Communication Device

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

HISTORY OF MIAMI BEACH

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

INTRODUCTION

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

BACKGROUND

City Government Overview:

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

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

Facts about the City of Miami Beach:

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

Demographic and Economic Information

Calendar year	1980	1990	2000	2005
Population	96,298	92,639	87,933	93,535
Population under 18	n/a	13,081	11,815	
Population over 65	48,727(51%)	27,884(30%)	16,927(19%)	
Median Age	65	44.5	39	
School Age			3,452 under 5 years 3,181 (5-9 years) 3,216 (10-14 years) 1,921 (15-17 years)	
Race			White 86.7% Black 4.8% Asian 1.4% Other 7.1% (Hispanic Origin 53.4%)	
Households	55,673	49,243	46,242	49,218
Median Household income	$8,503	$15,312	$27,322	
% earnings from workforce	37.4%	57.1%	72.2%	
Mean earnings (workforce)	$16,234	$31,320	$56,767	
Average household size	n/a	1.85	1.87	
Family Households	24,895	21,326	18,342	

Median Family Income	14,061	22,020	$33,440	
Family Size	n/a	n/a	2.76 (Miami-Dade 3.35)	
Housing Units Total	64,129	62,413	59,723	65,411
Housing breakdown: Single Family vs. Condo vs. Rental			SF 5,580 Condo 30,117 Rental 24,105	SF 5,484 **Condo 36,046 Rental 22,461
Owner-occupied	14,447	14,067	16,895	
Renter-occupied	41,238	35,238	29,299	
Vacant available	n/a	13,108	13,529	
Vacant Seasonal use only	n/a	4,207	7,668	

All data based on Census for 1980, 1990, and 2000. 2005 data based on Tax Roll, University of Florida Bureau of Economic and Business Research. ** As of January 1, 2005 per Tax Roll data.

Calendar Year	2000	2001	2002	2003	2004	2005	% change since 2000
Residents	87,933	87,933	87,933	90,486	91,540	93,535	6%
Seasonal Residents	14,339	14,339	14,339	14,339	14,339	14,339	
Residents leaving for work	n/a	n/a	(26,053)	(26,247)	(26,802)	(28,551)	
Non-Resident Workers		n/a	18,286	24,259	26,979	26,236	
Hotel Guests	25,926	23,272	21,562	22,014	22,480	26,986	4%
Other Tourists	7,765	7,544	9,587	7,236	7,735	8,675	11.7%
Non-Tourist Beach Visitors	8,203	11,662	15,388	20,636	17,866	22,202	171%
Other Day Trippers							
Daily Population	144,166	144,750	141,042	152,723	154,137	163,422	13.3%

*Population - University of Florida Bureau of Economic Research on behalf of the State of Florida
**Hotel Guests, Tourists not staying, - Synovate on behalf of the GMCVB
***Beach Non Tourists - CMB Economic Development Division using Synovate & Ocean Rescue Data
****Non Resident Workers - CMB Economic Development Division using Census and Labor Market Data

Voter Registration City of Miami Beach							
Calendar Year	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**
Registered Voters	31,789	36,631	37,402	38,916	35,916	42,615	42,522
% Who Voted	31.0%	72.0%	35.0%	49.0%	49.0%	76.1%	11.3%

Calendar Year	2000	2001	2002	2003	2004	2005	% Change Since 2000
Population	87,933	87,933	87,933	90,486	91,540	93,535	6.37%
Pop Density	12,562	12,562	12,562	12,927	13,077	13,362	6.37%
Seasonal	14,339	14,339	14,339	14,339			
Households	46,194	46,194	46,194	46,194	48,179	49,218	6.55%
Household Density	6,599	6,599	6,599	6,599	6,883	7,031	6.55%
Labor Force	45,033	46,277	46,889	47,100	47,549	48,804	8.37%
Employed	42,126	42,857	42,844	43,163	44,074	46,950	11.45%
Unemployed	2,906	3,421	4,045	3,937	3,475	1,854	-36.20%
Unemployment Rate	6.45%	7.39%	8.63%	8.36%	7.31%	3.80%	-41.09%
Total Jobs			35,076	41,174	44,252	45,576	27.26%*
Average Wage			27,212	28,719	28,624	31,025	14.01%*

Housing Type January 1, 2005 Tax Roll							
	Total Units	Avg Bed	Avg Bath	Avg Sq Ft	Average Assessed Value	Exemptions HEX	Exemptions Senior
Single Family Homes	5,484	3.5	2.9	3,123	$1,062,902	3,988	185
Duplexes	453	2.0	1.5	2,483	$533,603	139	16
Condominiums	36,046	1.1	1.2	954	$237,683	11,450	1,473
Cooperatives	810	0.6	1.0	453	$78,387	293	31
Townhomes	157	3.5	2.6	1,162	$216,803	78	10
Apartment units	22,461	1.0	1.0	782	$80,159	114	17
Total	65,411	1.27	1.29	1,082	$614,111	16,062	1,733
						25%	2.6%

Residential Real Estate Sales

Economic Overview							
Calendar Year	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**% Change Since 2000**
Mean Single Family Home Sale Price	$669,763	$694,069	$789,332	$929,880	$1,273,626	$1,636,828	147.0%
Median Single Family Home Sale Price	$403,750	$433,100	$500,000	$600,000	$760,000	$925,000	129.0%
Mean Condominium Sale Price	$182,965	$187,082	$224,375	$265,489	$327,755	$438,835	139.8%
Median Condominium Sale Price	$130,000	$145,000	$170,000	$190,000	$241,050	$310,000	138.0%
Commercial Leases (Value)	$168 Million	$221 Million	$235 Million	$231 Million	N/A	N/A	42.0%

Residential Real Estate Sales

Calendar Year	Condominium # of Sales	Sales Volume	Multifamily # of Sales	Sales Volume	Single Family # of Sales	Sales Volume
2000	2,508	458,876,710	199	104,380,100	434	290,677,275
2001	2,280	426,547,695	150	84,693,066	383	265,828,613
2002	2,577	578,215,170	137	191,227,900	365	288,106,332
2003	2,882	765,140,388	129	195,611,233	339	315,229,299
2004	3,664	1,200,893,875	148	285,027,175	418	532,375,466
2005	3,957	1,729,844,256	282	372,671,800	461	754,577,516
2006 thru 4/14	257	126,861,000	57	131,779,775	33	73,131,900

Commercial Real Estate Sales

Calendar Year	Sales Volume	# of Sales	Price per Sq Ft
2000	$157,513,500	46	$237.29
2001	$98,849,000	29	$247.23
2002	$79,761,666	23	$102.78
2003	$89,085,200	33	$170.85
2004	$194,993,050	44	$155.20
2005	$538,993,900	87	$171.35
2006 thru 4/14	$45,827,200	12	$157.44

Office Market (square feet)

Office Space	2002	2004	2005
Total Office Space	1,943,118	2,132,429	1,951,629
Occupied Office Space	1,472,871	1,679,097	1,705,724
Vacant Office Space	470,247	453,332	245,905
Vacancy Rate	24.20%	21.20%	12.6%

TWENTY LARGEST TAXPAYERS						
2005 Rank	2004 Rank	Property	2005 Taxable Value	2005 Taxes	Units	Property Type
1	NR	Continuum	$370,250,990	$2,989,036	311	Condominium
2	3	Roney Palace	$218,567,644	$1,764,497	578	Condominium
3	NR	Setai	$207,371,145	$1,674,107	253	Condominium
4	5	Blue Diamond	$188,907,259	$1,525,048	343	Condominium
5	6	Green Diamond	$187,397,625	$1,512,861	343	Condominium
6	1	Portofino Tower	$181,328,853	$1,463,868	222	Condominium
7	NR	Murano Grande	$179,867,940	$1,452,074	268	Condominium
8	NR	Murano	$170,871,145	$1,379,443	189	Condominium
9	4	Grand Flamingo	$159,000,000	$1,283,607	1,688	Apartment
10	NR	The Mirador	$158,788,970	$1,281,903	1,220	Condo & Apartment
11	NR	Akoya	$154,512,500	$1,247,379	420	Condominium
12	2	Il Villaggio	$152,802,100	$1,233,571	127	Condominium
13	8	Loews Miami Beach Hotel	$143,350,000	$1,157,265	800	Hotel
14	10	Decoplage	$133,287,261	$1,076,028	663	Condominium
15	NR	Oceanside @ Fisher Island	$128,667,747	$1,038,735	38	Condominium
16	15	The Waverly	$124,165,085	$1,002,385	408	Condominium
17	9	Yacht Club	$113,598,000	$917,077	360	Condominium
18	NR	Seacoast Towers 5151	$110,026,388	$888,243	446	Condominium
19	12	Fontainebleau Resort	$104,449,118	$843,218	1,200	Hotel & Condominium
20	13	Maison Grande	$90,846,433	$733,403	501	Condominium

Source: Miami-Dade County, Florida; Department of Property Appraisal:City of Miami Beach Valuation Roll, 2005

Safer

POLICE DEPARTMENT

Police Personnel								
Fiscal Year	2000	2001	2002	2003	2004	2005	2006	% Change since 2000
Total Staffing	540	544	546	520	528	537	550	1.9%
General Fund Sworn	381	381	381	366	366	366	375.5	-1.4%
General Fund Civilian	159	163	165	154	146	147.5	161.25	1.4%
RDA Sworn (City Center)					9.5	10.5	10.5	N/A
RDA Civilian (City Center)					0	2.75	2.75	N/A
RDA Sworn (South Point)					6.5	7.5	0	N/A
RDA Civilian (South Point)					0	2.75	0	N/A

CRIME AND ENFORCEMENT ACTIVITY Crime statistics are UCR verified Actual # of Part I Crimes							
Types of Crimes and Enforcement Activity Calendar Year	2000	2001	2002	2003	2004	2005	% Chge since 2000
Part 1 Violent Crimes (murder, rape, robbery & aggravated assault excluding forcible sex offenses)	1,323	1,143	997	1,070	1,178	1,173	-11.3%
# Forcible Sex Offenses		98	80	102	88	88	
Part 1 Property Crimes (burglary, larceny-theft, motor vehicle theft & arson)	11,070	9,976	9,313	9,438	9,164	8,121	-26.6%
Total Part 1 Crimes	12,393	11,217	10,390	10,610	10,430	9,294	-25.0%
Total number of arrests	8,316	8,445	8,697	9,684	10,290	10,185	22.5%
Traffic Violations	37,704	31,435	25,316	25,742	44,174	45,524	20.7%
Parking Violations	17,017	11,320	8,467	7,773	26,763	33,497	96.8%

FIRE DEPARTMENT

Fire Personnel								
Fiscal Year	2000	2001	2002	2003	2004	2005	2006	% Chge since 2000
Total Staffing	213	218	218	223	223	225	231*	8.4%
Sworn	196	201	201	205	205	205	208	6.1%
Civilian	12	12	12	13	13	14	16	33.3%
FPP Analysts	5	5	5	5	5	6	7	.4%

Calls for Service							
Calendar Year	2000	2001	2002	2003	2004	2005	% Change since 2000
Total # of Calls	18,637	18,048	17,188	17,683	18,694	19,393	0.04%
Rescue Only	14,796	14,865	14,730	13,406	14,768	14,700	0.6%
All Other	3,841	3,183	2,458	4,277	3,926	4,153	8.0%
Total Transport	8,745	8,558	8,404	7,994	7,747	8,728	0%
City Transport	8,123	7,974	7,775	7,021	6,751	7,218	-11.0%
Private Transport	515	456	444	625	996	1,510	193.0%
FIRE INSPECTIONS							
Existing building inspections	1,828	2,415	1,982	1,793	1,455	997	-45.0%
# of cases taken to Special Master	621	604	755	1,009	1,116	869	40.0%
Night Club Inspections	3,375	3,370	3,011	2,976	2,973	2978	-12.0%
Citations issued for overcrowding violations	41	18	22	19	37	35	-15.0%
Plan review during permitting phase	3,517	4,643	4,616	4,003	4,353	4955	41.0%
Site inspections	1,688	2,867	2,716	2,662	2,925	3710	120.0%
On-duty Inspections	1,695	1,748	1,778	1,453	1,742	1663	-2.0%
# of buildings referred to Fire Prevention due to violations	393	538	751	554	607	684	74.0%

Ocean Rescue Personnel								
Fiscal Year	2000	2001	2002	2003	2004	2005	2006	% Change Since 2000
Full-time	66	66	68	68	68	68	68	3.0%
Part-time	50	50	50	50	50	48	48	-4.0%

Calls for Service- Ocean Rescue							
Calendar Year	2000	2001	2002	2003	2004	2005	% Change Since 2000
Estimated Beach Patrons/ Provided Protection to Beach Patrons	8,995,000	9,813,000	11,318,000	11,142,000	11,300,000	14,042,753	57.0%
Victims rescued	421	788	518	895	900	281	-33.0%
Out-of Ocean Assists	489	1,087	1,383	987	1,300	2,965	506.0%
Preventive actions	88,847	119,616	147,409	159,280	160,000	280,104	215.0%
Major medical actions	98	95	138	116	140	94	-2.0%
Minor first-aid victims	11,035	11,065	13,946	12,665	14,000	17,877	62.0%
Lost persons reunited	512	488	436	361	450	329	-36.0%
Beach rules & laws enforced	34,944	366,687	44,897	46,647	43,000	98,358	181.0%
Boat intrusion advisements	3,199	3,042	5,162	2,968	5,300	3,499	9.0%
Jet ski intrusion advisements	6,296	5,083	7,114	5,542	6,500	9,486	51.0%
# of Drownings*				7	10	7	
Guarded area on duty hours				0	2	1	
Guarded area off duty hours				0	0	1	
Unguarded area on duty hours				5	5	3	
Unguarded area off duty hours				2	3	2	

Cultural, Entertainment & Tourism Capital

Capital Investment in City's Arts and Cultural Facilities	
Facility	**City's Capital Investment**
Cultural Campus (Excluding Bass)	$21,400,000
Bass Museum	$8,600,000
Colony Theater	$7,300,000
Botanical Garden	$1,500,000
Byron Carlyle	$3,500,000
Cultural Park to support Soundspace	$10,000,000
Jackie Gleason Theater	$2,500,000
10th Street Auditorium*	$5,000,000
Wolfsonian- City Contribution	$176,000
Jewish Museum	$500,000
Little Acorn Theater	$1,100,000
Regional Library	$7,300,000
Library at South Pointe	$317,000
Total for all Cultural Arts Facilities	$62,476,000

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

Bass Museum attendance					
	2002	**2003**	**2004***	**2005**	**% Change since 2002**
Number of visitors	19,000	22,000	29,721	40,346	112.3%

*closed for two months - October and November 2003.

Gleason & Convention Center attendance						
	2000	**2001**	**2002**	**2003**	**2004**	**2005**
Gleason	292,702	245,310	362,369	283,297	228,868	212,200
Convention Center	567,129	609,921	521,495	513,652	489,869	560,277
Total visitors	859,831	855,231	883,864	796,949	718,737	772,477

Tourism Indicators/Local Trends							
Calendar Year	2000	2001	2002	2003	2004	2005	% Change since 2000
Total # of Rooms	16,882	17,879	17,974	18,153	17,013	18,443	9.2%
Occupancy	66.7%	62.6%	59.7%	67.4%	70.0%	72.4%	8.5%
Average Daily Room Rate	$122.95	$119.70	$124.68	$153.77	$171.70	$194.75	58.3%
Revenue Per Available Room (REV PAR) Per Year	$69.58 $25,400	$65.68 $23,974	$60.72 $22,165	$68.30 $24,726	$90.22 $32,933	$141.09 $51,498	102.8%
Resort Tax per available room Per Year	$3.59 $1,312	$3.63 $1,325	$3.26 $1,190	$3.72 $1,360	$4.55 $1,662	$5.59 $2,041	55.7%
Resort Tax Collections	22,159,364	23,697,304	21,382,389	24,699,870	28,279,802	32,045,079	44.6%

International Center for Innovation in Culture, Recreation, and Business

Building Department Measurements							
Fiscal Year	2000	2001	2002	2003	2004	2005	% Change Since 2000
Building and Trade Permits	16,033	16,193	15,989	20,128	19,093	17,940	11.9%
Building and Trade Plans review	19,720	19,917	32,006	33,072	33,586	25,220	27.9%
Inspections for Trade / Building permits	41,976	60,289	81,964	85,617	77,423	62,567	49.0%
Inspections for Business License Applications	2,446	1,879	1,611	1,641	1,722	1,820	-25.6%
Notices of Violations	943	596	875	998	1,558	1,300	37.9%
Issue Certificate of Occupancy & Certificates of Completion	583	604	727	788	726	780	33.8%

All Construction Master Permits 1994-2005				
	JOB VALUATIONS >= 1,000,000		ALL JOB VALUATIONS	
FISCAL YEAR	# PERMITS	JOB VALUATION	# PERMITS	JOB VALUATION
FY 94/95	16	$164,691,000	2,813	$212,497,413
FY 95/96	16	$166,140,000	3,284	$223,128,429
FY 96/97	21	$226,595,735	3,489	$287,975,588
FY 97/98	37	$221,457,172	3,546	$290,823,214
FY 98/99	35	$256,914,789	4,414	$351,403,152
FY 99/00	47	$464,913,575	4,447	$553,999,023
FY 00/01	46	$383,922,451	4,443	$491,849,816
FY 01/02	53	$442,623,102	4,736	$550,162,830
FY 02/03	40	$532,415,480	4,656	$668,645,875
FY 03/04	51	$306,586,677	5,011	$454,884,107
FY 04/05	44	$286,343,376	5,503	$463,254,992
TOTALS	406	$3,452,603,357	46,342	$4,548,624,439

More Beautiful and Vibrant

Recreation Staffing								
Fiscal Year	2000	2001	2002	2003	2004	2005	2006	% Change since 2000
Full Time	75	75	78	101	115	115	120	60.0%
Part Time*	86	86	96	104	143	143	159	85.0%

City of Miami Beach Recreational Facilities Citywide	
Municipal Regulation Golf Courses	2
Par Three	1
Staffed Parks	11
Passive Parks	14
Youth/Community Centers	3
Pools	3
Ice Rink	1
Tennis Sites	6
Tennis Courts	44
Bark Parks	2
Playground Tot-Lots	14
Football Stadium and Track	1
Baseball Stadium	1
Sports Fields	7
Rental Sites	20
Recreational & Open Space (in acres)	726.83
Shuffle Board Courts	2
Basketball Courts	15
Bowling Lanes	6
Dance Floors	2
Computers for Public Use	12

Program Participation							
Fiscal Year	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**% Change Since 2000**
After School	3,168	2,976	2,558	3,371	2,650	2,410	-24.0%
Summer Camps	1,269	1,053	2,340	2,819	2,114	2,241	77.0%
Athletics	718	1,140	1,051	1,018	940	1,020	42.0%
Pools	25,838	27,416	28,000	65,437	66,000	79,135	206.0%

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

OFFICE OF BUDGET & PERFORMANCE IMPROVEMENT (OBPI) WORK PLAN
FY 2006/07 BUDGET DEVELOPMENT PROCESS

DATE	ACTIVITY
December 2005 – January 2006	Review with all City Departments 2005 Survey Results, City Strategic Plan, FY 2005/06 Department Work Plan, and concepts of Individual Performance Objectives
January 24th	OBPI to complete salary projections and budget documents for all departments
January 27th	Management Team Retreat: develop Individual Performance Plans for FY 2006/07, overview of new Performance Management Software roll-out of FY 2006/07 Work Plan and Budget Process - importance of department participation, recommend refinements to FY 2006/07 Strategic Planning Initiatives
Early February	Training: Performance Management Software, Work Plan and Budget Instructions, Refresher Eden Budget Preparation
February	Conduct focus groups on priority issues Department Retreats/Meetings to prepare Department Work Plans
February 22nd	FY 2006/07 Work Plan and Current Service Level (CSL) Budget Documents due
Late February/early March	Review Department FY 2005/06 First Quarter Performance, and FY 2006/07 Proposed Work Plans and CSL with City Manager
Early March	Retreat with Department Directors and Executive Staff: leadership development activities, further refine FY 2006/07 Strategic Plan Initiatives
April 3rd	Last day to submit Budget Packages (enhancements, reductions, - alignment, efficiencies) for FY 2006/07 to the OBPI with Assistant City Manager's approval for all departments
April	City Manager reviews departmental proposed budgets and second quarter performance reports with Department Directors, ACMs, and OBPI
April 28th & 29th	City Commission/Mayor Retreat: Improving Commission Dynamics, Review of FY 2005/06 Performance Status, Focus Group Results, and Proposed Initiatives for FY 2006/07 e.g., Police, Sanitation, Building, etc., Next Steps-FY 2006/07 Community Surveys
May - June	City Commission Briefings; obtain input on Proposed Department Work Plans and Budgets BAC meeting(s) on Preliminary General Fund Budget
June 1st	City receives 2006 Preliminary Taxable Value from the County Property Appraiser. City Manager develops Preliminary Proposed Budget document
June 7th	City Commission Workshop to review Preliminary General Fund Budget. Department's sign-off on Department section of proposed budget book
July 1st	City receives "2006 Certification of Taxable Value," FORM DR-420 from the County Property Appraiser. City Manager sets final adjustments to Proposed Budget document
Week of July 5th	Proposed Budget forwarded to the Mayor and Members of the City Commission
July 12th	City Commission meets to endorse Proposed Work Plans and set tentative property millage rates
July 27th	Alt. Commission mtg. date to endorse Proposed Work Plans and set tentative property millage rates
August 1st	Proposed property millage, FORM DR-420, sent to County Property Appraiser and Tax Collector by 5:00 p.m.
BY OR BEFORE August 24th	County Property Appraiser's Office mails notice of proposed property tax rates to property owners
Month of September	First and second public hearings; tentative and final millage rates and operating budgets adopted
WITHIN 15 DAYS OF FIRST PUBLIC HEARING	Advertise tentative budget and millage, and date for second public hearing in Neighbors/Herald
WITHIN 3 DAYS FOLLOWING ADVERTISEMENT	Second public hearing held to adopt final millage and budget.
WITHIN 3 DAYS FOLLOWING SECOND PUBLIC HEARING	Final adopted millage delivered to County Property Appraiser and Tax Collector by 5:00 p.m.
WITHIN 30 DAYS FOLLOWING SECOND PUBLIC HEARING	City submits "Certificate of Compliance," FORM DR-487 to Florida Department of Revenue in Tallahassee

BUDGET DEVELOPMENT AND ADOPTION

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

Procedures:

Budget Development

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

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

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

Each department director after attending the budget workshop, returns to his department and prepares their proposed department work plan for the ensuing fiscal year. Department work plans are required to support the City's strategic planning priorities and are the basis upon which recommendations for enhancements, reductions realignments, and efficiencies are made. The City Manager has a preliminary meeting with each department to review the department's proposed work plan performance priorities and ensure that they support the strategic priorities. Factors critical to the success of the department's work plan, while not necessarily financial, are also discussed at this time. Prior to submittal of the department's work plan to OBPI, the department director must meet with his respective Assistant City Manager to obtain their approval in advance of completion. Departments also submit their Current Service Level Budget Request in late February, i.e. the level of resources required to maintain current services without any enhancements, new services, etc.

Upon receipt of proposed work plans and Current Service Levels, the analyst assigned to the respective department will review the budget submission for accuracy and completeness, in accordance with the tenets of the budget instruction manual. The analyst then begins to

evaluate the request. Each expenditure category (salary/fringe benefits, operations, and capital items) is reviewed for accuracy and justification. The supporting narrative, organizational chart, and position authorizations are also reviewed for grammar and content. OBPI summarizes the department's current service level request in a spreadsheet which is attached to the department's line-item request, and binds all materials in a notebook for subsequent review with the Director of OBPI, the appropriate Assistant City Manager and the City Manager.

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

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

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

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

A workshop of the full City Commission is held in July to obtain reaction to preliminary funding levels recommended by the Administration for the upcoming fiscal year. This public meeting is advertised in the newspaper, held in Commission chambers, televised on the local community access channel by the Office of the City Clerk, and hosted by the Administration. Based on directives received at the workshop, the Administration then makes funding adjustments to preliminary funding levels announced during the workshop.

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

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

two public hearings during September to consider operating and debt service millages and budgets.

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

Budget Adoption

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

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

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

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

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

Budget Amendment and Authorization

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

In accordance with Item 12 in the Citizen Bill of Rights contained in the City Charter, Resolution No. 94-21258, and Letter to the Commission (LTC) 162-1994, quarterly reports on the fiscal condition of the City are presented to the City Commission. This analysis compares budget to actual variances and projects year-end revenues and expenditures for General, Enterprise, and

Internal Service Funds. Recommendations for remedial actions to correct weaknesses and amendments to the budget, if necessary are provided by the Administration.

FINANCIAL POLICIES

General Fund Reserve for Contingencies (11% Emergency Reserve)

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

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

Cash Management Policy

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

Capital Budget

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

Debt Policy

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

Capital Renewal and Replacement

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

Capital Reserve Fund

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

Pay-As-You-Go Capital Fund

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

Accounting Basis

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

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

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

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

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

Budgetary Basis

Annual budgets are adopted for the General Fund, General Obligation Debt Service Fund, Enterprise Fund and Internal Service Funds. All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) (i.e., the governmental funds use the

modified accrual basis of accounting while the proprietary funds use the full accrual basis). Exceptions to GAAP are as follows: (a) Principal payments on long-term debt within the Proprietary Funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a Budget basis; and (b) Capital outlay within the Proprietary Funds are recorded as assets on a GAAP basis and expended on a Budget basis.

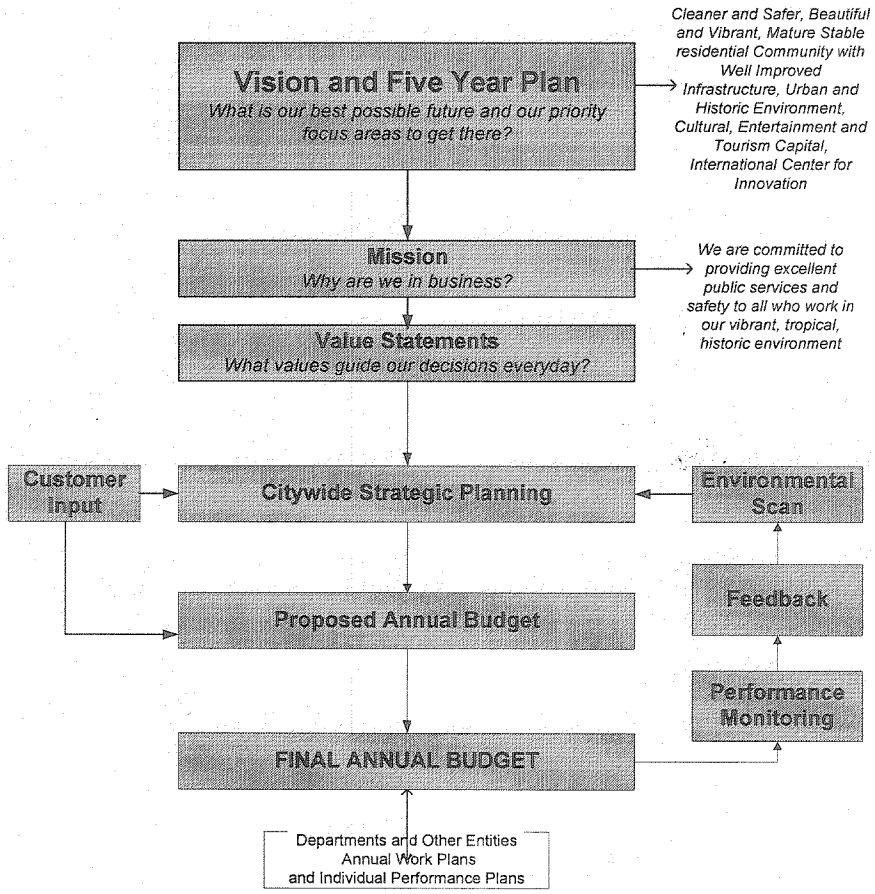
The appropriated budget is prepared by fund and department. Pursuant to State of Florida Statutes, the budget must be balanced. The government's department directors may make transfers of appropriations within a department line item subject to OMB approval. Transfers of appropriations between departments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

STRATEGIC PLANNING

STRATEGIC PLANNING AND MANAGEMENT

MIAMI BEACH EXCELLENCE MODEL

In 2005, the City formalized a performance-based approach for allocating resources based on the City's Strategic Planning priorities and supporting department work plans in support of the City's Excellence model. The City's excellence model is a strategic measurement-based model for continuous improvement in the City. It is driven by the City's Vision, with priorities established at the strategic level based on customer input and environmental scan information. Broader Key Intended Outcomes are established as multi-year priorities, while more specific Citywide Initiatives are updated annually. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance monitoring is used to track progress and make adjustments for further improvement.



A significant driver in developing Citywide priorities is the community input received through the community satisfaction surveys with residents, businesses and community organizations, focus groups, and outreach meetings with the community. The surveys provide an understanding of current satisfaction levels among community groups with the City of Miami Beach government and the services it provides; provide benchmarks to similar jurisdictions, and provide recommendations for improving satisfaction and quality of life, i.e. "key drivers for improving

satisfaction". Focus groups and community outreach meetings allow the City to gain more in-depth insight into specific topics. Surveys conducted in 2005, along with an environmental scan of demographics, socio-economic data and department workload and performance measures; financial trends; and comparatives with other cities resulted in set of multi-year goals called Key Intended Outcomes (KIOs) linked to the City's vision, and more specific annual Citywide Initiatives endorsed by the City Commission. Additional KIOs essential to the sustainability of City government are also identified supportive of the City's vision.

In addition to the identification of KIOs, the strategic planning process identifies measures to determine whether or not the City is successful in achieving the KIOs – "Key Performance Indicators" – as well as annual Citywide initiatives to help achieve each KIO.

The set of Citywide KIOs and Citywide Initiatives (updated annually) are used to guide departments as they analyze existing services, and prepared their proposed work plans and budgets. Allocation of resources is based on enhancements developed to support each of the Citywide Initiatives and Key Intended Outcomes.

COMMUNITY INPUT

2005 Community Satisfaction Surveys

In 2005, the City conducted its first set of comprehensive, statistically valid community satisfaction surveys. Overall, the survey results reflected that the community has a very favorable view of the City Miami Beach as a place to live, work, visit and play, with quality of life rated highly, the majority of respondents feeling that Miami Beach is a better place to live today than just a few years ago, that the City is open and interested in their concerns/issues, and the City is doing a favorable job meeting their needs. The most favorable community satisfaction results centered around public safety, recently completed capital projects, maintenance services, recreation programs and facilities, residential garbage/trash collection, quality of beaches, and courteousness/professionalism of City employees.

The results of these efforts were clearly demonstrated in the findings from the community survey are as follows:

Cleaner: Garbage/trash collection was rated by 80% of the residents as either excellent or good. The cleanliness of streets in neighborhoods was rated by 63% of the respondents as either excellent or good.

Safer: Safety and City services provided by Police, Fire, Emergency Medical Response, Ocean Rescue/Beach Patrol, and Emergency/Hurricane preparedness ranked very high:

- 78% responded that police services were excellent or good.
- 96% responded that fire services were excellent or good.
- 90% responded that emergency medical response services were excellent or good.
- 95% responded that Ocean Rescue services were excellent or good.
- 91% responded that the City's Emergency/Hurricane Preparedness efforts were excellent or good.

- 89% responded that they feel very safe or reasonably safe in their neighborhood during the day.
- 71% responded that they feel very safe or reasonably safe in their neighborhood during the evening/night.
- 66% responded that they feel very safe or reasonably safe in business / commercial areas during the evening/night.

More Beautiful and Vibrant; Mature and Stable; A Unique Historic, Urban Environment: Maintenance/appearance of public buildings, parks, playgrounds and landscaping in rights of way ranked high with between 77 to 82% or residents responding that these are either excellent or good and the quality of beaches ranked high with 80% responding that they are either excellent or good. Recreation programs/facilities were rated as either excellent or good by 78% of the respondents.

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

Well-Improved Infrastructure: Maintenance/appearance of public buildings also ranked high with 80% or residents responding that these are either excellent or good. In addition, 83% of respondents stated that recent capital improvement projects (Beachwalk, Youth Center, Golf Club, etc.) were either excellent or good.

Areas for Improvement: The surveys also identified areas where the City could improve. Foremost among these were cleanliness; neighborhood presence for police officers; safety in business areas particularly at night; addressing homelessness; transportation, parking availability and growth management; availability of cultural activities; value of services for tax dollars paid; amount of information available about the city and ease of finding the right person when contacting the city; and infrastructure improvements, including condition of our roadways and sidewalks, lighting, and, most importantly, storm drainage.

2006 Focus Groups

In 2006, we conducted focus groups and interviews with our residents and businesses to delve deeper into specific topics identified from the 2005 community satisfaction surveys:

- Safety (particularly at night and in business and commercial areas)
- Cultural activities and special events
- Construction in neighborhoods
- Affordable housing
- Value of services for tax dollars paid by residents
- Availability of labor pool for businesses

Overall, participants were appreciative of the City's efforts to obtain their input via the focus groups, indicating that this demonstrated a commitment by the City to listen and react to community opinions on how to improve services. The information received across groups was consistent and participants often mentioned that, despite some of the areas they felt needed to be addressed, they still feel that the City of Miami Beach is a great place to live, work, play and visit. Specific findings and recommendations from the focus groups included:

- **Safety:** Residents have a broad view of public safety that includes a desire for enhanced sanitation, traffic enforcement, infrastructure improvements, and enforcement of existing codes and laws. Recommendations included installing more street lighting in alleyways and the Boardwalk; and creating a more pedestrian-friendly community. Some residents also indicated that there is an increased police presence recently but would like to see more foot and bike patrols by police officers.

- **Construction in neighborhoods:** Residents felt that the biggest challenge is litter and sanitation. Other challenges include traffic delays, destruction of public property by construction vehicles, and the number of "unfinished" projects around the city. Residents also questioned if the City has the infrastructure to support the influx of residents that new construction brings.

- **Affordable housing:** There were mixed views as to the role of the City in affordable housing, as some did not see this as a role for the City, while others were concerned about losing the economic diversity of the City.

- **Cultural activities/Special events:** Residents viewed cultural activities more positively and as being geared more toward their interests, while they saw special events as more geared toward visitors and tourists. However, many did understand the importance of special events to the City's economy. Residents wanted to see more cultural activities or special events that are smaller in-scale, family-friendly, and celebrate the diversity of the city's residents.

- **Value of service for taxes (residents only):** Services such as the police, emergency management, and hurricane preparedness were given high marks. The services most often mentioned that need attention are improving cleanliness of streets/alleyways, street/sidewalk repair, increased enforcement of codes, further beautification of the city, and offering a reliable public transportation system.

- **Available labor pool (business owners only):** The challenges regarding development of labor for businesses in the city are seen as related to the availability of transportation and affordable housing, either in Miami Beach, or in nearby communities with adequate transportation to Miami Beach.

As a result, we continue to have a better understanding of the needs and desires of our community and continue to refine our allocation of resources to fund enhancements that address these priorities. (Additional details on surveys and focus groups is available in the Appendix.)

ENVIRONMENTAL SCAN

Our environmental scan, updated annually since 2004, contains an analysis of demographic, economic, and financial conditions within the City and provides performance data linking to the key elements of our vision statement. This analysis was used to prepare the City's 2005 Strategic Plan and is used annually to update our Citywide Initiatives.

Demographics

Our demographics reflect the dramatic change in the City since 1980 and the unique nature of our vibrant, urban City. Between 1980 and 2000, the average age in the City declined from 65 to 39, with resulting impacts on changing needs and priorities. While our resident population growth has been modest from 87,933 in 2000 to 93,535 in 2005, in comparison to comparable cities of Atlanta, Boca Raton, Charlotte, Clearwater, Fort Lauderdale, Key West, New Orleans, New York City, San Antonio, San Francisco, Santa Monica, Savannah, Scottsdale, St. Petersburg, and Virginia Beach, the City is second in housing unit density only to New York due to it's compact nature. Even more dramatic, is the impact of the City's "average daily population" services and resources. The average daily population includes tourists, day visitors, restaurant and nightclub patrons, workers, etc. (net of residents that leave the City to work elsewhere). Our average daily population of over 163,000 is almost double the resident population and has grown steadily since beginning to be measured in 2000.

In 2005, there were 65,411 housing units in the City of Miami Beach, a 9% increase from 59,723 in 2000, and over 90% of which were multi-family units reflecting the dense urban nature of the City. In 2005, there were 49,229 households living in Miami Beach, with an average household size of 1.9. Approximately 16,000 units were vacant or second homes, reflecting the desirability of Miami Beach as the world's playground.

Economy

In 2005, the resident labor force in Miami Beach was 48,804, an increase of 4% from 2000. At the same time the total jobs in Miami Beach was 47,678, an increase of 27% in the same timeframe. Sixty-six percent of these jobs were in small businesses, with the leading employers being accommodation & food services, and health care & social assistance. While there was an overall surplus of labor force to jobs of 1,126 workers, there are significant deficits of available workers in the main industries of accommodation & food services, and health care & social assistance, as well as in public administration, and in arts, entertainment & recreation industries.

The average wage paid on Miami Beach has increased from approximately $27,000 in 2002 to $31,000 in 2005, an increase of 14%. The highest wage industries on Miami Beach are in Health Care, Information, and Professional Services, while the lowest are in retail, and accommodation & food services. However, these lower wage industries have also experienced similar growth in wages in large part due to the vitality of our tourism industry.

The average daily room in Miami Beach in 2005 was $186.67, an increase of 79% since 2000. At the same time, occupancy levels are up to 74%, an increase of 11% over the same period, with 4.8 million overnight visitors in 2005. The annual revenue per available room in 2005 was $40,689 as compared to $26,308 in 2000, an increase of 55%.

The average annual construction valuation has been approximately $500,000,000 for the past five years, as compared to $600,000,000 for the entire Miami-Dade County unincorporated area of almost 1 million residents.

In 2005, the median sales prices for a condominium on Miami Beach was $310,000, an increase of 29% from the prior year, while the median sales price for a single family home was $950,000, an increase of 22%. Sales of condominiums and multi-family units have increased significantly, 58% and 42% respectively since 2000, in part due to the new units that have come on-line since that time, but also in part due to the changing demographics of the City. Increases in the number of single-family sales have been a more modest 6%.

At the same time, average rent in Miami Beach is approximately $1,370 per month with the majority of units being one-bedroom units. Unlike housing prices, the percent of rent that can be purchased with the average wage in Miami Beach has remained fairly steady since 1997, as the average wage has risen at approximately the same rate as apartment rents.

Financial Condition

The growth in the City's ad-valorem tax base has continued at record levels, in part due to the overall growth in real estate values nationwide and particularly in Florida, but also reflecting the desirability of the City of Miami Beach as a place to live or have a second home. Since 2000, the tax base has increased from $7.6 million to $22.7 billion as of January 1, 2006, an increase of over three times the value over the last 5 years, and an increase of over 27 percent in the last year alone. While it would not be prudent to expect similar increases in the next few years, especially given rising interest rates and recent slow downs in the real estate market, new construction projects currently underway are expected to result in continued, although significantly lower, increases in tax base valuations for the next few years.

In addition, in the event of a significant downturn, financial restructuring that the City began in FY 2005/06 will provide flexibility necessary to ensure long term financial sustainability.

Other Trends and Issues

Safety: Crime continues to decrease in the City, with over a 10% decrease between 2004 and 2005, and a 25% decrease overall from 2005. Violent Crime is similarly down 7% in the past year, and 11% since 2000. At the same time, however, calls for service and arrests have increased by 15% and 22.5% respectively, in part due to increases in average daily population.

Housing: A significant trend in Miami Beach, as elsewhere in South Florida, is the conversion of single-owner, multi-family apartment units from rentals to condominiums. While this has the potential to have a positive impact on assessed valuations, there is a greater concern regarding the loss of rental units. Given the increases in sales prices for housing units as compared to the relatively steady prices of rental units, the conversions have the potential to decrease the availability of affordable housing in Miami Beach. Of particular concern are the elderly who may be forced to move at a time of life that is more fragile, both physically and emotionally.

Homelessness: Much has been accomplished in the last several years, with the census count for the number of homeless in the City declining from 314 in November 2000 to 239 in January 2006, in large part due to sustained efforts by Miami Beach in outreach, shelter placements, and continuum of care. However, during this period there has been a shifting from chronically

homeless individuals to dually diagnosed homeless individuals, some with violent criminal backgrounds. This has required a change in the City's homeless outreach methodology, and increased police assistance.

STRATEGIC PRIORITIES – KEY INTENDED OUTCOMES AND CITYWIDE INITIATIVES

The City's Strategic Plan was adopted by the Commission in 2005 to address priorities and important drivers of community satisfaction identified through surveys of our residents, businesses and community organizations, as well as priorities identified through our environmental scan. Twenty-five (25) Key Intended Outcomes (KIOs) were identified through the strategic planning process in support of 5 key elements of the City's vision.

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

Supporting information for each of these priorities is provided below.

Cleaner and Safer

Increase resident ratings of Public Safety services; Maintain crime rates at or below national trends: While rating public safety services very highly, our residents identified safety as one of the top three factors that affect their quality of life and one of the top two or three changes to make Miami Beach a better place to live, work, visit or play. In particular, increasing visibility of police in neighborhoods and reducing crime were two most frequent responses given that the City could address to further improve public safety. Safety during the day was an important driver of perceptions of overall quality of life and their overall perceptions of the City of Miami Beach as a place to live.

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

Cleanliness was also identified as a key driver for business satisfaction with Miami Beach as a place to run a business, and overall business ratings of cleanliness in business areas was lower than in resident ratings of cleanliness in neighborhoods. Further, in the focus groups conducted in 2006, sanitation was identified as a key area of concern in perceptions regarding public safety, construction in neighborhoods, special events, and overall value of services for tax dollars paid.

The City has made some progress in this area, as quarterly cleanliness assessments conducted since 2005 show steady improvement. However, additional improvement is needed, particularly for litter and in alleys, commercial areas, and parking lots.

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

Increase resident satisfaction with the level of code enforcement; Ensure compliance with code enforcement within a reasonable timeframe: While 71% of residents responded that the level of code enforcement in the City was about the right amount, 21% of residents rated the level as too little. The desire for enhanced code enforcement was a key factor identified through focus groups in enhancing perception of value of services for tax dollars paid.

Maintain Miami Beach public areas and rights-of-way, especially in business areas: Landscape maintenance in the rights-of-way/public areas was identified as a key driver of quality of life for our residents and for the perception of the value of City services for tax dollars paid by our businesses. While generally positive, as with cleanliness, businesses satisfaction was lower than resident satisfaction.

Ensure all historically significant structures and districts are considered for local designation by the Commission; Protect historic building stock: While 66 % of our residents felt that the City's historic preservation efforts were about the right amount, 24% responded that the City's efforts were too little or much too little. The historic building stock is integral to the City's unique tropical historic character.

Increase satisfaction with neighborhood character and increase satisfaction with development and growth management across the City: Most residents identified the area of development and growth as one of two or three changes to make Miami Beach a better place to live, work, play or visit, although residents were more concerned about growth across Miami Beach rather than growth in their neighborhood.

Increase satisfaction with recreational programs: Residents rated the City recreation programs and facilities highly across all areas of the City. However, many residents identified recreational programs among the most important factors in their quality of life, and an area which must therefore continue to be a priority for the City.

Reduce the number of homeless: Thirty-one percent of residents and 25% of businesses rated the City's efforts to address homelessness as excellent or good versus 36% and 50% respectively rating it as poor. Residents identified homelessness as one of the top three items identified that the City could address to further improve public safety.

Increase access to workforce or affordable housing: Thirty-eight percent of residents rated availability of affordable housing as acceptable / about the right amount and 50% as too little. Most residents identified this as one of two or three changes to make Miami Beach a better place to live, work, play or visit. Lack of affordable housing also was cited by many businesses as one of the most important challenges facing them in the next several years, however, businesses consider the affordable housing issue and their labor pool as broader than just Miami Beach.

Cultural, Entertainment and Tourism Capital

Increase community rating of cultural activities: Sixty-two percent of residents and 57% of businesses rated the availability of cultural activities as about the right amount, while 34% and 41% respectively rated the availability as too few. The City has significantly expanded support of the arts in recent years, providing $643,000 in grants in FY 2005/06. However, the desire of the community is for more family-friendly cultural activities, particularly in our parks and public areas.

Improve availability and accessibility of major events: The job the City is doing in handling major events was one of the most important drivers for resident perceptions of City of Miami Beach as an excellent place to live, their perceptions of whether City government is meeting their needs and an important driver of their perceptions of overall quality of life, and for their perception of the value of City services for tax dollars paid. Further, frequency of major events was a key driver for businesses as to whether our City government is meeting their needs. However, while residents recognize the benefits of special events to the City's economy, they would like to see more special events in which they can participate.

International Center for Innovation in Culture, Recreation and Business

Make City more business friendly: Building code enforcement/compliance, contacting the City to pull a permit/plan review, and the City being open/interested in business concerns/issues were unique issues identified by businesses. Businesses' perceptions of the City government as open and interested in hearing business concerns/issues was the most important driver for businesses' perceptions of the City of Miami Beach as a place to do business and whether the City is better, the same, or worse versus a few years ago – their rating of our City's user friendliness, ease of understanding processes, and training/knowledge of City employees were also important to businesses' perceptions of the City of Miami Beach as a place to do business

Well-Improved Infrastructure

Maintain or improve traffic flow: Many residents identified traffic as one of two or three changes to make Miami Beach a better place to live, work, visit or play and was identified as one of the areas to change to make Miami Beach a better place to do business. At the same time our residents identified traffic and congestion among the top three factors affecting their quality of life. Traffic ratings were a key driver for businesses as to whether our City government is meeting their needs. However, almost half of the City's residents do not use a car as their primary mode of transportation (28% use mass transit and 15% use walking, bicycling, motorcycles or mopeds) providing alternative solutions for reducing traffic impacts.

Ensure well designed quality capital projects: Resident perceptions of recently completed capital improvement projects was the most important driver for resident perceptions of whether the City is better, the same, or worse versus a few years ago. Similarly, businesses' perceptions of recently completed capital improvement projects were a key driver of whether the City is better, the same, or worse versus a few years ago. While our community is very pleased with the capital projects that have been completed, many projects have experienced significant delays and expediting remaining projects is a priority.

Ensure well-maintained facilities: Appearance/maintenance of public buildings is an important driver of resident perceptions of overall quality of life for their perception of the value of City services for tax dollars paid.

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

Communications, Customer Service and Internal Support Functions

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

Enhance external and internal communications from and within the City: While 60% of our residents and 50% of our businesses rated the amount of information received from the City as about the right amount, 38% of residents and 46% of businesses rated it as too little. Perceptions by residents and businesses of whether City government was open and interested in hearing their concerns and issues were a key driver of their perceptions of whether City government is meeting their needs. Fifty-seven percent of our residents receive information about the City most often from daily or community newspapers, and 20% from the city's government access cable channel, thereby providing resources that the City can readily use to disseminate information.

Increase resident satisfaction with employee contact: The rating by businesses on the training/knowledge of employees contacted was a key driver of their perception of the value of City services for tax dollars paid.

Expand hours and service through e-government; Improve processes through information technology: Technology provides a unique opportunity through which we can increase ease of access to our services for our community in addition to improving efficiency of processes.

Ensure expenditure trends are sustainable over the long term and improve the City's overall financial health and maintain overall bond rating: The City has experienced unprecedented growth in property tax revenues in recent years allowing us to address significant community needs and desires, enhance free access to services, and generally enhance service levels. However, it would not be prudent to plan for continued growth at this rate. The City must strive to ensure that increases in recurring revenues are in-line with more historical growth in values, and at the same time use the short-term opportunities to enhance reserves and address needed structural changes.

Attract and maintain a quality workforce: Without a quality, motivated workforce it would be difficult, if not impossible to achieve the priorities of the City. We must continually strive to maximize this valuable resource.

Increase overall community satisfaction with City Service: While our community satisfaction levels were overall very favorable, "Value of City Services for Tax Dollars Paid" was a key driver for perceptions by residents and businesses of the City of Miami Beach as a place to live, and their perceptions of whether City government is meeting their needs. In addition, most businesses identified high property taxes as one of two or three changes to make Miami Beach

a better place to live, work, play or visit as well as one of the areas to change to make Miami Beach a better place to do business.

FY 2006/07 Citywide Initiatives

City of Miami Beach
Strategic Planning Priorities

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

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Vision Linkage	Key Intended Outcome:	FY 2006/07 Preliminary Citywide Initiatives
Cleaner / Safer	Increase resident ratings of Public Safety services	• Continue FY 05 enhanced community policing in the RDA districts and expand to non-RDA areas • Develop police neighborhoods contact program • Enhance emergency preparedness and management • Increase Police Officer safety, productivity and accountability. • Evaluate additional lighting in business/commercial areas • Expand lifeguard coverage area
	Maintain crime rates at or below national trends	• Develop system to provide timely information on types of crime by geographic segments of the community to allow more timely tactical deployment in response to "hot spots" • Pursue implementation of major recommendations from the 2006 Police Staffing Study • Continue education and outreach with nightclubs, bars, etc. on crime prevention strategies to reduce crimes against their patrons
	Improve cleanliness of Miami Beach rights of way especially in business areas	• Continue FY 05 initiatives related to the City Center RDA, South Pointe project area, Mid Beach and North Beach commercial districts • Continue and enhance FY 05 initiative to provide enhanced level of service on major thoroughfares, especially in business areas – focus on alleys with coordination by Code Compliance and Sanitation • Use contractors to supplement City staff to meet peak sanitation service requirements during major events • Expand enforcement related to commercial handbills and flyers • Research methods to improve timeliness of bulk waste pick ups • Improve enforcement of instances when bulky waste is placed outside more than 24 hours prior to pickup • Expand community outreach and education, including available options for disposal of bulky waste • Expand the 1st Weekend of the Month Neighborhood Pride Program • Research options for bulk pick-ups for multi-family buildings • Continue FY 05 initiative to provide 'Class A' level of service on major thoroughfares • Continue public area cleanliness assessments • Complete centralization of cleanliness functions within the Sanitation department

Vision Linkage	Key Intended Outcome:	FY 2006/07 Preliminary Citywide Initiatives
Cleaner/ Safer	Improve cleanliness of Miami Beach waterways	• Identify waterway hot-spots for additional clean-up activities and contract for debris removal from inland waterways to enhance service (Collins Canal, Indian Creek dead end, etc.) • Provide community outreach and education on the impact of illegal dumping/littering on our waterways

Beautiful and Vibrant, Mature Stable Residential Community, Urban and Historic Environment	Increase resident satisfaction with level of code enforcement	• Re-analyze deployment of personnel to ensure Code Compliance staff coverage (7 days/24 hours per day) • Examine mechanisms to provide effective coverage and enforcement for complaints received through the Answer Center and PSCU
	Ensure compliance with code within reasonable time frame	• Enhance methods/systems available for tracking response times and follow-up • Revise Special Master process to expedite code cases
	Maintain Miami Beach public areas & rights of way especially in business districts	• Enhance landscape maintenance, particularly in business areas • Maintain a Capital Investment Upkeep Account with a recurring source of funding to address routine recurring expenses based on a pre-defined plan needed to sustain non-facility capital improvement projects, including landscaping, up-lighting, pavers, etc. • Develop a Citywide reforestation plan • Continue to develop an inventory and replacement schedule requirement for all City-owned trees and landscaping, as well as provide plan reviews focused on green space • Develop criteria for public area appearance rating scale and methodology for periodic sampling
	Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	• Maintain a list of sites to be considered for protection
	Protect historic building stock	• Develop a list of buildings within the City that need to be protected, categorized by level of risk, and develop criteria for frequency of inspection, etc. to minimize demolition by neglect
	Increase satisfaction with neighborhood character	• Enhance enforcement around construction sites regarding litter, impacts on public property, and traffic impacts
	Increase satisfaction with development and growth management across the City	• Complete FY 05 Initiatives – (e.g. Impact Fee Consultant Study; and use of 2 additional planners to focus on growth management, concurrency, neighborhood open space, and landscape planning)
	Increase satisfaction with recreational programs	• Expand programming hours for recreation programs • Expand programming for teens, adults and seniors • Expand free access to youth centers for Miami Beach residents • Expand scholarships for specialty camps and traveling athletic leagues • Expand arts and culture programming in the Parks

Vision Linkage	Key Intended Outcome:	FY 2006/07 Preliminary Citywide Initiatives
Beautiful and Vibrant, Mature Stable Residential Community, Urban and Historic Environment	Reduce the number of homeless	• Education and outreach to inform the public of recent accomplishments • Citywide campaign for churches and businesses on how to assist homeless (Operation Home Shore). • Target low end hotels with at-risk occupants • Coordinate with Homeless Outreach, Police department, and judicial systems to enable full enforcement of Quality of Life issues (i.e. habitual offenders, trespassing, etc.) • Pursue methods to address mental health issues among the homeless
	Increase access to workforce or affordable housing	• Maximize retention of existing housing stock, especially among the elderly
	Increase resident satisfaction with availability of commercial service options	• Research alternative strategies for incentives
Cultural, Entertainment and Tourism Capital	Increase community rating of cultural activities	• Ensure growth in funding for the arts • Continue to fund operations and capital for local performing arts centers • Continue and expand communication & marketing residents & targeted groups, including development of a co-promotion fund • Promote availability of family-friendly cultural activities and events • Maximize use of Byron Carlyle, Colony, Jackie Gleason, Little Acorn Theatres and other potential venues in the City
	Improve availability and accessibility of major events	• Improve communication & marketing to targeted residents/groups on upcoming events • Target key events for slow periods • Continue to improve logistics management of events to minimize disruption, traffic, debris, noise • Maximize utilization and upkeep of Miami Beach Convention Center • Ensure resident benefits from permitted special events
International Center for Innovation in Culture Recreation and Business	Make City more business friendly	• Identify industry benchmarks, best practices, and recommendations for improvements and technology improvements and implement recommendations • Enhance distribution and access to information on business process to community • Inventory other City processes for potential preliminary improvement and identify bottlenecks
	Enhance Access to labor pool	• Work with major employers and various entities (i.e. UNIDAD, South Florida Commuter Services) to evaluate potential strategies

Vision Linkage	Key Intended Outcome:	FY 2006/07 Preliminary Citywide Initiatives
Well Improved Infrastructure	Maintain or improve traffic flow	• Continue FY 05 initiative to work with the Planning Department to ensure funds are adequately captured to fund the existing Mobility Plan (MMP) • Work with County to expedite implementation of technology to improve timing of lights • Expand existing mobility strategy (parking vs. streets, etc.) through the Coastal Communities Transportation Master Plan, including identification of new MMP projects • Complete FY 05 Impact Fee study to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system • Expedite development and implementation of comprehensive bike paths/recreation corridors/ and walkway plan for Miami Beach • Update existing traffic baseline level of service study • Partner with Miami-Dade Transit to educate public on available transit options • Increase traffic enforcement in business districts to improve traffic flow (loading zone, double parking, blocking the intersection, etc.)
	Improve Parking Availability	• Develop and implement marketing plan for parking and traffic • Pursue implementation of Walker Parking Study recommendations for development sites in the North Beach, Cultural Campus areas, South Pointe Park, City Hall Garage, New World Symphony Garage, and other opportunities • Acquire land where possible for additional parking
	Ensure well-designed quality capital projects	• Continue implementation of FY 05 initiatives to expedite: review of construction documents, legal issues, invoice processing, and field inspections • Streamline program management • Implement best-value procurement concepts for selection of design professionals and constructions services • Enhance coordination with public and private development projects • Expand public outreach and information regarding capital projects status, etc. • Maintain a capital reserve fund to address unforeseen needs in approved capital projects • Maintain a Pay-as-you-go capital fund with an annual funding contribution as a continuous re-investment in City infrastructure • Maintain a capital improvement steering committee process for prioritization of proposed new capital projects
	Ensure well-maintained facilities	• Complete facility condition assessments on all City facilities • Maintain a capital replacement renewal and reserve with a dedicated source of funding for general fund facilities and to identify and implement required projects as scheduled • Evaluate funding capital renewal and replacement funds in all enterprise and internal service funds
	Ensure well-maintained infrastructure	• Continue outsourcing initiatives to augment in-house capacity • Expedite drainage improvement projects, particularly in South Beach • Update Stormwater Master Plan • Complete implementation of a new infrastructure management software application for Water, Sewer & Stormwater; implement Geographic Information Systems (GIS) application • Complete a full assessment of roads, sidewalks, curbing, and lighting • Develop and implement criteria for assessment and methodology for periodic sampling of infrastructure condition • Expedite CIP projects and process for roads, sidewalks and curbing citywide • Work with Miami-Dade County to expedite implementation of sidewalk improvements on County roads programmed as part of the PTP program
	Preserve our beaches	• Develop initial assessment to determine which beach areas are candidates for sand re-nourishment • Work with Miami-Dade County to develop a Beach Master Plan for beach preservation, including development of a Miami-Dade County Master Plan for Sand/Beach re-nourishment • Increase federal lobbying to secure funding • Enhance beach cleanliness through coordination with the County

Vision Linkage	Key Intended Outcome:	FY 2006/07 Preliminary Citywide Initiatives
Supporting Outcomes to Sustainability of Vision	Enhance external and internal communications from and within the City	• Centralize and enhance Communications functions within the City of Miami Beach • Evaluate published materials for consistency with brand and messages • Provide Citywide training on effective communications (e-mails, presentations, media, etc.) • Continue to publish and mail a community newsletter to all Miami Beach residents and maximize other means of communication, including Citypage, MBTV-77, neighborhood newsletters, etc.
	Increase resident satisfaction with employee contact	• Provide on-going training similar to the Leadership Academy to Answer Center and subsequently to other front line employees, including key contacts for each function in department • Research software to provide knowledge-based information and train Answer Center and other frontline employees regarding same • Continue service shopper initiative • Provide feedback reports and training to departments with an average service shopper score of less than 4.
	Expand hours and service through e-government	• Increase promotion of CMB website on all materials, MBTV 77, vehicles, etc. • Implement Enterprise Resource Planning web modules to provide online information to citizens, employees and vendors • Redesign website for ease of use and expansion of services offered • Expand City services on-line through E-government technologies
	Ensure expenditure trends are sustainable over the long term	• Continue to work with the Budget Advisory Committee to establish financial policies to help ensure long term sustainable expenditure trends
	Improve the City's overall financial health and maintain overall bond rating	• Define levels of reserves required to sustain the financial position of the City in light of economic, environmental or other unanticipated challenges • Strengthen financial process to improve internal controls and address audit concerns • Continue to address funding shortfalls in the reserve for claims against the risk management fund
	Improve process through information technology	• Implement Enhancements to security and network infrastructure to ensure availability of critical systems and provide innovative cost effective solutions • Complete ERP implementation • Enhance utilization of performance management processes and software • Continue implementing IT governance process for prioritizing projects • Develop an IT Master Plan • Maximize IT/digital connectivity citywide through WiFi, etc. • Continue to pursue GIS deployment citywide
	Attract and maintain a quality workforce	• Obtain information on strengths and weaknesses of workplace (survey, focus groups, etc) • Develop a strategy to address recruitment and retention issues • Conduct job analysis/market studies for classifications with critical shortfalls (construction trades, construction engineers, etc.)
	Increase community satisfaction with City services	• Continue development and implementation of a results-oriented framework for the City of Miami Beach • Continue to pursue initiatives to provide return on investment to our community • Conduct second set of community satisfaction surveys in 2007

The set of Citywide KIOs was used to guide departments as they analyzed existing services, and prepared their proposed budgets and new initiatives for fiscal year 2006/07. Allocation of resources was based on enhancements developed to support each of the Citywide initiatives and key intended outcomes.

PERFORMANCE MEASUREMENT AND MANAGEMENT

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

KEY INTENDED OUTCOMES	Citywide Key Performance Indicators	Actual
Increase resident ratings of Public Safety services	% rating overall quality of fire, EMR, ocean rescue (OR), police (PD) and emergency/hurricane preparedness as excellent or good	**2005 Survey** Fire EMR OR PD Emergency Prepared **Residents** 96% 90% 95% 78% 91% **Businesses** 85% 81% 73% 90% 89% **Community Orgs** 96% 96% 89% 80% 92%
	% rating how safe they feel in business / commercial areas during the evening / night as very safe or reasonably safe	**2005 Survey** **Residents** 66% **Businesses** 69%
Maintain crime rates at or below national trends	Unified Crime Report (UCR) Part 1 Crimes (Property/ Violent Crimes) reported -per 1,000 population -per 1,000 average daily population	2004 2005 Per 1,000 Population 114 99 Per 1,000 Avg Daily Population 67 62
Improve cleanliness of Miami Beach rights of way especially in business areas	% rating cleanliness of streets in business/ commercial areas as excellent or good	**2005 Survey** **Residents** 62% **Businesses** 47%
	% rating cleanliness of streets in neighborhoods as excellent or good	**2005 Survey** **Residents** 63% **Community Orgs** 62%
	Public Area Cleanliness Rating Index	Under Development
Improve cleanliness of Miami Beach waterways	% rating cleanliness of city's waterways as excellent or good	**2005 Survey** **Residents** 49% **Businesses** 49% **Community Orgs** 55%
Increase resident satisfaction with level of code enforcement	% rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount	**2005 Survey** **Residents** 71%
Ensure compliance with code within reasonable time frame	Average response time for # of elapsed days from 1st inspection to voluntary compliance for nuisance complaints	**2004** **2005** **# of days** 79 70
	% rates of voluntary compliance as a % of cases initiated	**2004** **2005** **Percent rate** 88% 90%
Maintain Miami Beach public areas & rights of way especially in business districts	% rating landscape maintenance in rights of way and public areas as excellent or good	**2005 Survey** **Residents** 77% **Businesses** 67% **Community Orgs** 88%
	Public Area Appearance Rating Index	Under Development
Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	# of site structures and districts considered for designation by the Commission	**# considered** 1,525 (2005)

KEY INTENDED OUTCOMES	Citywide Key Performance Indicators	Actual
Protect historic building stock	% of buildings 40 years or older complying with re-certification	To be determined
Increase satisfaction with neighborhood character	% rating the pace of new construction in neighborhoods as about the right amount	**2005 Survey** **Residents** 54%
Increase satisfaction with development and growth management across the City	% rating the pace of new construction on MB as about the right amount	**2005 Survey** **Residents** 41% **Businesses** 45% **Community Orgs** 15%
Increase satisfaction with recreational programs	% rating recreation programs & facilities as excellent or good	**2005 Survey** **Residents** 78%
Reduce the number of homeless	% rating City's ability to address homelessness as excellent or good	**2005 Survey** **Residents** 31% **Businesses** 25% **Community Orgs** 24%
	# of homeless in the city of MB	Dec 2003 304 Jan 2005 239
Increase access to workforce or affordable housing	% rating availability of workforce housing as acceptable / the right amount	**2005 Survey** **Residents** 38% **Community Orgs** 27%
Increase resident satisfaction with availability of commercial service options	% rating availability of stores that service basic daily needs (i.e. grocery stores, cleaners, retail, hardware, etc.) in neighborhoods as about the right amount	**2005 Survey** **Residents** 61%
	# of new stores that serve basic needs (i.e. grocery stores, cleaners, retail, hardware, etc.) opened in fiscal year	To be determined
Increase community rating of cultural activities	% rating the availability of cultural activities as about the right amount	**2005 Survey** **Residents** 62% **Businesses** 57% **Community Orgs** 65%
Improve availability and accessibility of major events	% rating the frequency of major events as the right amount/should occur more often	2005 Survey Right Amount Should Occur More **Residents** 51% 38% **Businesses** 50% 41% **Community Orgs** 69% 19%
Make City more business friendly	% of Building department customers that agree or strongly agree that overall they were satisfied with their experience with the Building department	**2005 Departmental Survey** **Percent Rate** 62%
Make City more business friendly (continued)	Rejection rates for inspections and plans	Not Available
	% of businesses that rate the City of Miami Beach as one of the best, above average, or average places to run a business	**2005 Survey** **Best, Above Avg, Average** 75%
Enhance Access to labor pool	% of businesses in Miami Beach rating "Difficulty in recruiting a skilled labor forces" as the most important challenge over the next several years	**2005 Survey** **Percent Rate** 11%

KEY INTENDED OUTCOMES	Citywide Key Performance Indicators	Actual
Maintain or improve traffic flow	% rating traffic flow on MB as excellent or good	**2005 Survey** **Residents** 36% **Businesses** 25% **Community Orgs** 0%
	# of CMB major intersections not meeting adopted Minimum Level of Service D	**2004** **2005** **# of Intersections:** 17 17
Improve Parking Availability	% rating the availability of parking across MB as about the right amount	**2005 Survey** **Residents** 21% **Community Orgs** 15%
Ensure well designed quality capital projects	% rating of recently completed capital improvement projects on MB as excellent or good	**2005 Survey** **Residents** 83% **Businesses** 79% **Community Orgs** 96%
	% of projects completed on time from Notice to Proceed for constructions	To be determined
	% of projects in excess of $500,000 completed within budget at time of award as amended only for City requested changes	To be determined
Ensure well-maintained facilities	% rating the appearance and maintenance of the City's public buildings as Excellent or Good	**2005 Survey** **Residents** 80% **Businesses** 73% **Community Orgs** 84%
	Facility Condition Index for City of Miami Beach Facilities (cost of deferred maintenance as a percent of the value of the facility)	**2005 (City Hall & Historic City Hall)** .26
Ensure well-maintained infrastructure	% rating as excellent or good: Storm drainage	**2005 Survey** **Residents** 44%
	% rating as excellent or good: Condition of roads (smoothness, street repair, etc.)	**2005 Survey** **Residents** 47% **Businesses** 36% **Community Orgs** 54%
	% of roadway lane miles assessed in good condition	Under development
	% rating the conditions of sidewalks (few or no cracks) as excellent or good	**2005 Survey** **Residents** 53% **Businesses** 48% **Community Orgs** 62%
	% of sidewalk miles assessed in good condition	Under development
Preserve our beaches	% of beach below minimum width	To be determined
Enhance external and internal communications from and within the City	% that feel the amount of information they get is the right amount	**2005 Survey** **Residents** 60% **Businesses** 50% **Community Orgs.** 58%
	% that strongly agree or agree that the City of Miami Beach government is open and interested in hearing their concerns	**2005 Survey** **Residents** 66% **Businesses** 49% **Community Orgs** 96%

KEY INTENDED OUTCOMES	Citywide Key Performance Indicators	Actual
Increase resident satisfaction with employee contact	% that agree or strongly agree that it was easy to get to someone who could help them during their most recent contact with the city (by source of info and reason for contact)	**2005 Survey** **Residents** 56% **Businesses** 57% **Community Orgs** 80%
	% that agree or strongly agree that employees that assisted during their most recent contact with the city had the proper training and knowledge (by source of info and reason for contact)	**2005 Survey** **Residents** 65% **Businesses** 67% **Community Orgs** 100%
	Average overall rating for city service shopper program (1-Not Satisfied to 5-Extremely Satisfied)	2006 Quarter 1 3.18
Expanding hours and service through e-government	% of transactions available on-line	Not Available
Ensure expenditure trends are sustainable over the long term	Ratio of % of recurring operating expenditures increase to % of recurring revenue increase for last 5 years (GF & Enterprise)	To be determined
Improve the City's overall financial health and maintain overall bond rating	Overall city bond rating	**2004** **2005** **Moodys:** A1 A1 **S&P:** AA- AA-
	$'s in City (GF & Enterprise) reserve accounts	**2004** **2005** **11% Emergency Revenue** $18.6m $22.5m
Improve process through information technology	$'s saved or additional $'s generated through information technology investments	Not Available
Attract and maintain a quality workforce	% of employees satisfied with their job	Not Available
Increase community satisfaction with City services	% rating Miami Beach city government as Good or Excellent in meeting their needs	**2005 Survey** **Residents** 66% **Businesses** 42% **Community Orgs** 66%
	% rating the Overall Value of City services for tax dollars paid as Good or Excellent	**2005 Survey** **Residents** 50% **Businesses** 41% **Community Orgs** 59%
	% rating the City of Miami Beach as a place to live as excellent or good	**2005 Survey** **Residents** 77% **Community Orgs** 84%
	% of Key Performance Indicator targets met in the fiscal year	New Measure Effective FY 2005/06

DEPARTMENT WORK PLANS

Each department work plan contains supporting department activities that were developed to drive performance improvement for the Citywide KIOs as well as department performance measures that will be used throughout the year to determine if the department is on track in its support activities. The following table summarizes the linkage between the strategic planning priorities and department performance plans containing measurable department performance

indicators and activities. Detailed information on each department's performance plan is contained within each department's budget in addition to the department's mission statement, significant prior accomplishments, organization chart, financial summary, and budget highlights.

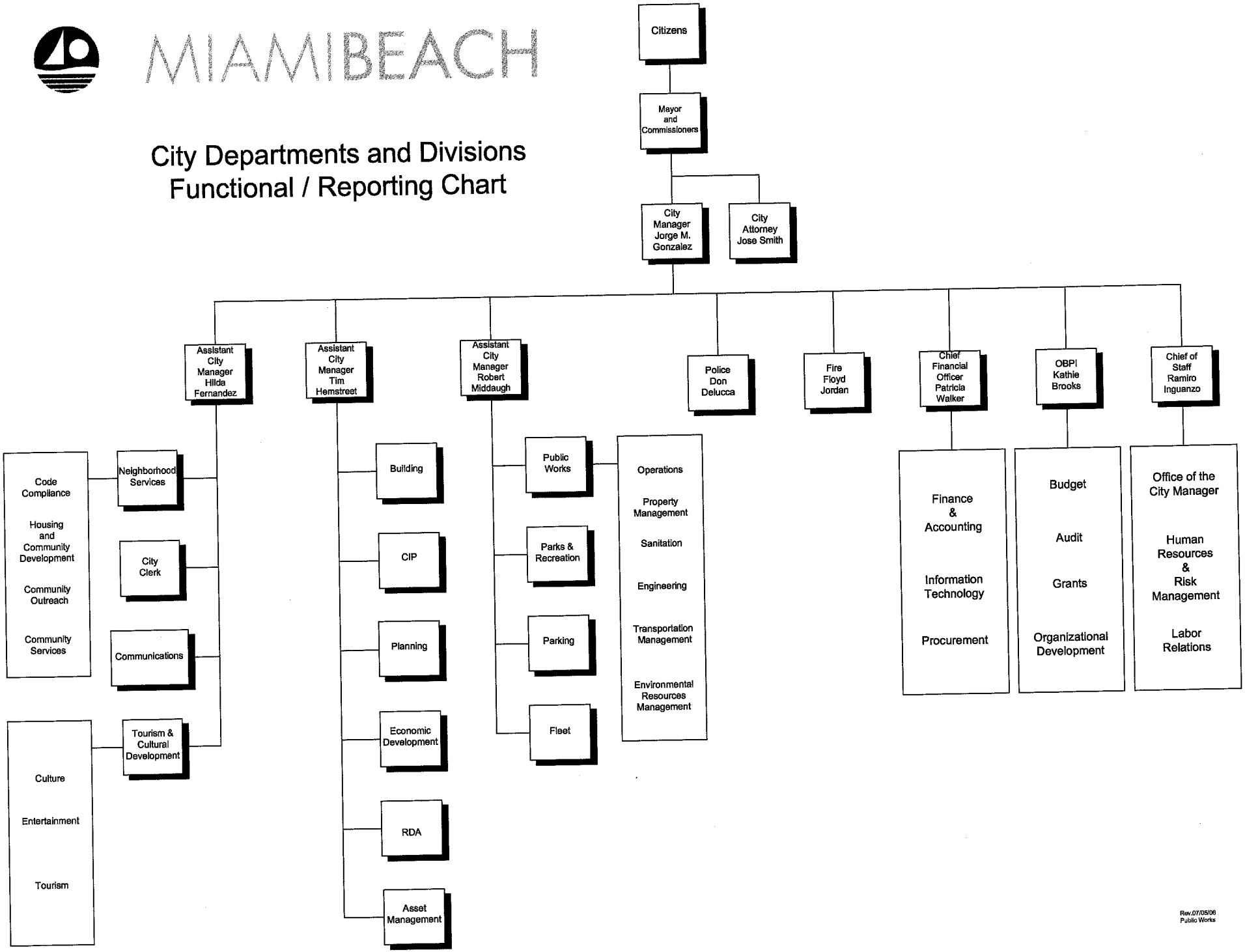
LINKAGE TO DEPARTMENT WORK PLAN

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

ORGANIZATIONAL CHART

MIAMIBEACH

City Departments and Divisions Functional / Reporting Chart



Rev.07/05/06
Public Works

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SUMMARIES

FINANCIAL SUMMARIES

The City of Miami Beach provides a wide range of municipal services including police; fire-rescue; parks and recreation; water, sewer, stormwater, and sanitation; public works, etc. Our annual operating budget allows us to address the needs of the community. The total budget for FY 2006/07 is $383,558,077 and is comprised of:

- The General Fund Budget;
- General Obligation Debt;
- Enterprise Fund Budget, and
- Redevelopment Agency Budget.

The City of Miami Beach Redevelopment Agency is a separate entity, whose Chairman and Board of Directors are also the City's Mayor and City Commission. An additional $ 35,848,200 is budgeted for the Resort Tax Fund, which includes a transfer of $19,571, 309 to the General Fund. Further, $51,235,472 is budgeted for the Internal Support Services Budget. The Internal Support Services budgeted expenditures are completely offset by revenues received from the General Fund and Enterprise Fund Departments.

GENERAL FUND FINANCIAL SUMMARY

The General Fund is the primary source of funding for the majority of City services.

General Fund Revenues

Revenues are derived from ad valorem property taxes, franchise and utility taxes, business license and permit fees, revenue sharing from various statewide taxes, user fess for services, fines, rents and concession fees and interest income. Additionally, intergovernmental revenues from Miami-Dade County and Resort Taxes contribute funding for tourist-related activities provided by General Fund departments.

Revenues	FY 2006/07	Inc/(Dec)	% of Change	Inc/(Dec) over FY 2005/06 Total Budget
Operating Millage				
Property Tax Citywide	$ 129,064,617	$ 27,618,043	93%	13.3%
Property Tax South Pointe	7,718,251	0	0%	0.0%
Subtotal	136,782,868	27,618,043	93%	13.3%
Capital Renewal and Replacemen	3,266,096	736,533	2%	0.4%
Interest Revenues	5,300,000	1,060,000	4%	0.5%
Franchise Fees and Taxes	22,153,300	1,390,000	5%	0.7%
Licenses and Permits	13,025,335	514,322	2%	0.2%
Intergovernmental Revenues	11,160,640	(1,859,956)	-6%	-0.9%
Resort Tax Contribution	19,571,309	0	0%	0.0%
All Other Sources	26,413,548	289,037	1%	0.1%
Total	237,673,096	29,747,979	100%	14.3%

As in past years, the largest increase in budgeted revenues for FY 2006/07 comes from ad valorem property tax, which includes a levy for the general operations of the City, a levy for a Capital Renewal and Replacement reserve, as well as a levy for the debt service on outstanding

general obligation bonds. This budget reduces the overall combined millage for the City by 0.400 mills from 8.073 to 7.673, the largest reduction in the past 10 years.

The City's FY 2006/07 operating millage for general operations is reduced to the rate of 7.192 mills, a decrease of 0.107 mills. The funding for the General Fund Capital Renewal and Replacement Reserve is maintained at 0.182 mills, and the Debt Service Millage is 0.299, a reduction of 0.293 mills. The combined millage rate overall is an entire 1.0 mills lower than it was in Fiscal Year 1999/00.

Property Values and Ad Valorem Taxes

According to the 2006 Certification of Taxable Value received from the Miami-Dade County Property Appraisers Office, the taxable value for the City of Miami Beach increased from $17.45 billion (preliminary taxable value as of January 1, 2005) to $22.74 billion as of January 1, 2006. This included over $786 million in new construction. This preliminary taxable value represents an increase of $5.3 billion or 30.3% over 2005's preliminary taxable value and $5.5 billion and 32% over 2005's final taxable values of $17.23 billion, and represents another record setting year.

The comparative taxable values for the Miami Beach Redevelopment Agency City Center redevelopment district increased from $2.27 billion to $3 billion, an increase of $733 million, a 32.3% increase in values over 2005 values.

The Proposed reduced millage rate of 7.192 mills for general City operations will generate ad valorem tax revenues of $157.82 million, $35 million more than the prior year levy of $122.88 million, reflecting a 28% increase. The impact of reducing the millage by 0.107 mills is net of $2.35 million.

Of the total citywide ad valorem general operating tax revenues of $157.82 million:

- $18.52 million will be transferred to the Redevelopment Agency for the City Center Redevelopment district;
- $7.72 million is restricted for operating expenditures within the geographic area formerly known as the South Pointe redevelopment district; and
- $2.52 million is transferred for capital projects within that geographic area.

The net result is an increase in the General Fund ad valorem operating revenue available for use Citywide from $101.45 million in FY 2005/06 to $129.06 million for FY 2006/07, an increase of $27.61 million, or 27% increase in General Fund ad valorem revenues. Of the $129.06 million, $9.21 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place.

Millage for Capital Renewal and Replacement

The Proposed FY 2006/07 General Fund Budget maintains the level of Renewal and Replacement millage at 0.182 mills. Ad valorem revenues restricted to the City's Capital Renewal and Replacement Reserve will increase from $2.529 million to $3.266 million, an increase of $0.74 million or 29% due to increased property values. An additional $0.26 million in renewal and replacement revenues is restricted to the South Pointe area, and $0.5 million is included for renewal and replacement in the City Center budget.

Other General Fund Revenues

Resort tax revenues transferred to the General Fund for tourism-related expenditures are anticipated to remain at $19.6 million, the same as in the FY 2005/06 Budget, to help offset tourism-related services provided by General Fund departments.

Interest revenues are projected at $5.3 million, approximately an increase of $1 million over the FY 2005/06 Budget, primarily due to increased interest rates. Franchise fees and utility taxes are projected to increase by $1.4 million based on current revenue trends, primarily due to increased electrical rates. Licenses/permits and sales tax revenues are increased by $1 million each, based on FY 2005/06 trends. The General Fund FY 2005/06 Budget included approximately $2.9 million intergovernmental revenues, pursuant to the Amended CDT Interlocal Agreement, that were used to offset CDT or municipal resort tax type eligible expenditures. In FY 2006/07 these revenues are used to fund capital projects within the South Pointe area.

General Fund Expenditures

Increases in the cost of current service levels and the cost of enhancements increase the budget by percentages similar to prior years, despite the impacts of current economic conditions such as the rising cost of property insurance, fuel and electricity, the impact of inflation on employee salaries, increases in special event costs, etc. Current service levels increase the budget by 8.1%, as compared to 7.2% and 7.5% in each of the last 2 years; enhancements increase the budget by 1.8% as compared to 2.3% and 1.9% in each of the last 2 years.

In addition, the Proposed General Fund FY 2006/07 Budget absorbs the impact of the General Fund component of the pension restructure approved in 2006. The total restructure was estimated to cost the City $4.5 million, and the General Fund component is $2.7 million.

Further, the Proposed General Fund FY 2006/07 Budget includes $4.9 million for a Miami Beach Homeowners Dividend Fund to provide a return on investment to homesteaded property owners, an increase of $1.6 million and absorbs $ 1million in cost of the impact of the County's fee increases to wholesale water and sewer rates. Finally, the Proposed General Fund Budget continues to enhance structural changes that will help ensure the long term financial sustainability of the City and ensure that our capital assets are fully funded. These initiatives represent an increase of $3.6 million and increase the prior year General Fund budget by 1.7%.

	Budget	% Increase over Prior Year Adopted Budget
FY 2005/06 Adopted Budget	$ 207,925,117	
FY 2006/07 Proposed Budget		
Maintaining Current services	$ 224,865,381	8.1%
Pension Restructure	2,715,000	1.3%
Service Enhancements	3,652,111	1.8%
Impact of Internal Service Fund Enhancements	209,724	0.1%
Increase in Homeowners Dividend	1,630,880	0.8%
Absorbing Partial FY 2005/06 WASD fee impact	1,000,000	0.5%
Structural Enhancements	3,600,000	1.7%
Total FY 2006/07	$ 237,673,096	14.3%

Enhancement details are described in the City's Annual Work Plan.

Public Safety

Public Safety is comprised of the Police and Fire Departments. The Proposed General Fund FY 2006/07 Budget for this area is $118.6 million and includes $2.3 million in Community Policing costs previously funded (FY 2004/05) by the South Pointe redevelopment district and $1.1 million in enhancements. This amounts to 49.9% of the total General Fund Proposed Budget and represents an increase of $10.5 million from the FY 2005/06 Budget. This budget is supplemented by $2.7 million of RDA funds for community policing initiatives in the City Center Redevelopment District.

Operations

General Fund Operations is comprised of the Public Works, Neighborhood Services, Parks and Recreation, and the Capital Improvement Projects Office. The Proposed General Fund FY 2006/07 Budget is $43.9 million and includes $105,000 for code of $1.0 million in enhancements are also included, primarily in Parks and Recreation, Code Compliance, and the Streets and Streetlighting Division of Public Works. This amounts to 18.5% of the total Proposed General Fund Budget and represents an increase of $5 million from the FY 2005/06 Budget. This budget is supplemented by $2.3 million of RDA funds for maintenance of RDA projects.

Economic Development and the Arts

Economic Development and the Arts is comprised of the Building and Planning Departments and Economic Development, Tourism and Cultural Development (including the Byron Carlyle and Colony Theatres), and the Bass Museum. The Proposed General Fund FY 2006/07 Budget is $15.6 million including approximately $1.2 million in enhancements from the General Fund. This amounts to 6.6% of the total Proposed General Fund Budget and represents an increase of $2.6 million from the FY 2005/06 Budget.

Administrative Support Services

Administrative Support Services is comprised of the Communications, Finance, Human Resources, and Labor Relations Departments, the Procurement Division, and the Offices of Budget and Performance Improvement, City Clerk and City Manager. The Proposed General Fund FY 2006/07 Budget for this area is $14.5 million. This amounts to 6.1% of the Proposed General Fund Budget and represents an increase of $1.7 million from the FY 2005/06 Budget.

City Attorney

The Proposed General Fund FY 2006/07 Budget for the City Attorney is $4.3 million, represents 1.8% of the total General Fund Budget and reflects an increase of $364,283 over the FY 2005/06 Budget.

GENERAL OBLIGATION DEBT

The general obligation debt service payment for FY 2006/07 is approximately $6.56 million, reflecting a decrease of $3.4 million. These bonds require the levy of a reduced debt service millage of 0.299 mills, a reduction is 0.293 mills from the prior year. This is 50% less than the FY 2005/06 rate of 0.592 mills and a cumulative decrease of 1.185 mills since the $92.465 million General Obligation Bond Referendum in FY 1999. This decrease is due to the increase

in assessed property values, the reduction in outstanding principal and lower interest rates on more recent debt issues. Further, the reduced rate provides capacity to address important capital needs that could arise in the future should it be needed.

Enterprise Funds

Enterprise Funds are comprised of Sanitation, Water, Sewer, Stormwater, Parking, and Convention Center Departments. The Proposed Enterprise Fund FY 2006/07 Budget is $120.3 million including enhancements. This represents an increase of $12.6 million from the Enterprise Fund FY 2005/06 Budget. Increases in current service level costs are primarily as the result of increases in Miami-Dade County wholesale water and sewer rates, salaries and benefits including one-time pension benefits, offset by deferred water and sewer debt payments due to refunding water and sewer bonds. Approximately $2.9 million in enhancements are proposed, with over $1.9 million for Sanitation improvements offset by $0.4 million in equipment loan financing. In addition, approximately $1.0 million in the Parking Fund primarily for the cost of the police department motor units and the payment to Sanitation for enhanced cleaning of parking lots. These are offset by approximately $1.1 million in increased intergovernmental revenues received through the Amended CDT Interlocal Agreement for sanitation services along major thoroughfares, walkways, alleys, parking lots and beaches throughout the City.

Resort Tax Budget

The Proposed Resort Tax FY 2006/07 Budget is $35.9 including a $19.6 million transfer to the General Fund for tourism-related services provided by General Fund departments, $5.8 million for operating expenditures and debt service and $3 million is transferred for quality of life capital projects and the arts. In addition, $5.3 million and $1.4 million are transferred to the Greater Miami Convention and Visitors Bureau and Miami Beach Visitors Convention Authority, respectively; $400,000 is funded for a Miami Beach marketing campaign; and $400,000 is funded in contingency. The Resort Tax marketing funds will be added to by contributions from the Greater Miami Convention and Visitors Bureau, The Miami Beach Visitors Convention Authority, and the Cultural Arts Council to market Miami Beach as a local destination.

Internal Support Services

Internal Support Services are comprised of the Central Services, Fleet Management, Information Technology, Risk Management and Property Management Divisions. The Proposed Internal Service FY 2006/07 Fund Budget is $51.2 million. This represents an increase of $5.1 million from the FY 2005/06 Budget. The current service level increases are primarily the result of increases in salaries and benefits, fuel, increased software maintenance, and additional property insurance. This includes approximately $300,000 in enhancements, primarily in information technology. These costs are completely allocated to the General Fund and Enterprise Fund departments.

TOTAL EXPENDITURES BY FUND AND DEPARTMENT
Fiscal Year 2006-2007

FUNCTION/DEPARTMENT	GENERAL	G.O. DEBT SERVICE	RDA	ENTERPRISE	INTERNAL SERVICE	TOTALS
MAYOR & COMMISSION	$1,418,860					**$1,418,860**
ADMINISTRATIVE SUPPORT SERVICES						**49,265,285**
CITY MANAGER	2,328,805					
Communications	1,188,552					
BUDGET & PERFORMANCE IMPROV	1,985,126					
FINANCE	4,559,048					
Procurement	902,160					
Information Technology					14,296,593	
HUMAN RESOURCES	1,579,690					
Risk Management					19,564,677	
LABOR RELATIONS	315,820					
CITY CLERK	1,683,647					
Central Services					861,167	
CITY ATTORNEY	4,319,400					**4,319,400**
ECONOMIC DEV. & CULTURAL ARTS						**32,200,327**
Economic Development						
ECONOMIC DEVELOPMENT	915,191					
BUILDING	8,268,849					
PLANNING	3,173,702					
Cultural Arts						
TOURISM & CULTURAL DEV	3,212,468					
Tourism & Cultural Development						
CONVENTION CENTER/TOPA				16,630,117		
OPERATIONS						**164,089,919**
NEIGHBORHOOD SERVICES	5,646,042					
PARKS & RECREATION	28,068,400					
PUBLIC WORKS	7,033,709					
Property Management					9,082,496	
Sanitation				14,793,905		
Sewer				30,586,841		
Stormwater				8,368,000		
Water				24,623,011		
CAPITAL IMPROVEMENT PROJECTS	3,126,464					
PARKING				25,330,512		
FLEET MANAGEMENT					7,430,539	
PUBLIC SAFETY						**118,555,792**
POLICE	75,252,774					
FIRE	43,303,018					
CITYWIDE ACCOUNTS						**12,027,866**
CITYWIDE ACCTS-Normandy Shores	135,254					
CITYWIDE ACCTS-Operating Contingency	1,300,000					
CITYWIDE ACCTS-Other	10,592,612					
Transfers						**23,838,419**
MB Homewoner's Dividend Fund	4,900,000					
Capital Reserve Fund	2,500,000					
Pay-As-You-Go Capital Fund	7,500,000					
Capital Investment Upkeep Fund	2,000,000					
Info & Comm Technology Fund	1,400,000					
Risk Management Fund	1,000,000					
Hazard Mitigation	200,000					
Water/Sewer Fee	1,000,000					
11% Emergency Reserve Contribution	3,338,419					
CAPITAL RENEWAL & REPLACEMENT	3,525,086					**3,525,086**
G.O. DEBT SERVICE		6,561,271				**6,561,271**
RDA						**18,991,324**
City Center			18,991,324			
TOTAL - ALL FUNDS	**$237,673,096**	**$6,561,271**	**$18,991,324**	**$120,332,386**	**$51,235,472**	**$434,793,549**

FISCAL YEAR 2006-2007 TOTAL BUDGET BY FUNCTION

Appropriation of Budget by Fund	Mayor and Commision	Admin Support Srvc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	Cap.Renewal & Replace.	G.O. Debt Service	Totals	Percent of Total
General Fund	$ 1,418,860	$ 14,542,848	$ 4,319,400	$ 15,570,210	$ 43,874,615	$ 118,555,792	$ 35,866,285	$ 3,525,086		$237,673,096	74.9%
G.O. Debt Service Fund									6,561,271	6,561,271	2.1%
Enterprise Funds				16,630,117	103,702,269					120,332,386	37.9%
Internal Service Funds		34,722,437			16,513,035					51,235,472	16.1%
Total	$1,418,860	$49,265,285	$4,319,400	$32,200,327	$164,089,919	$118,555,792	$35,866,285	$3,525,086	$6,561,271	$415,802,225	131.0%
PERCENT OF TOTAL	0.3%	11.8%	1.0%	7.7%	39.5%	28.5%	8.6%	0.8%	1.6%	100.0%	

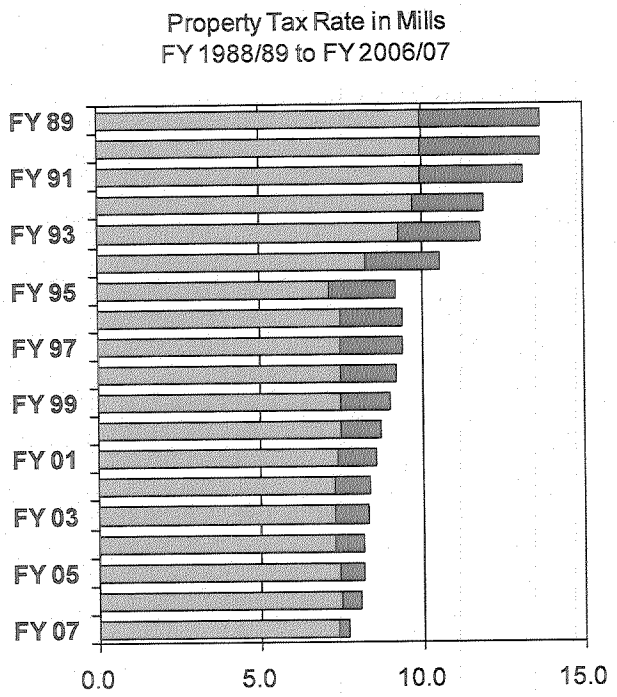
FISCAL YEAR 2005-2006 TOTAL BUDGET BY FUNCTION

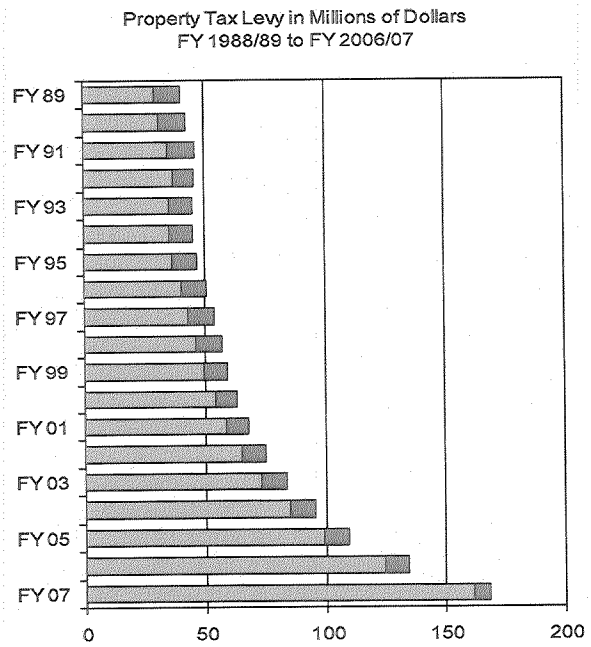
Appropriation of Budget by Fund	Mayor and Commision	Admin Support Srvc	City Attorney	Econ Dev & Cultr Arts	Operations	Public Safety	Citywide Accounts	Cap.Renewal & Replace.	G.O. Debt Service	Totals	Percent of Total
General Fund	$ 1,343,332	$ 12,851,829	$ 3,955,117	$ 12,963,889	$ 38,600,533	$ 107,811,921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

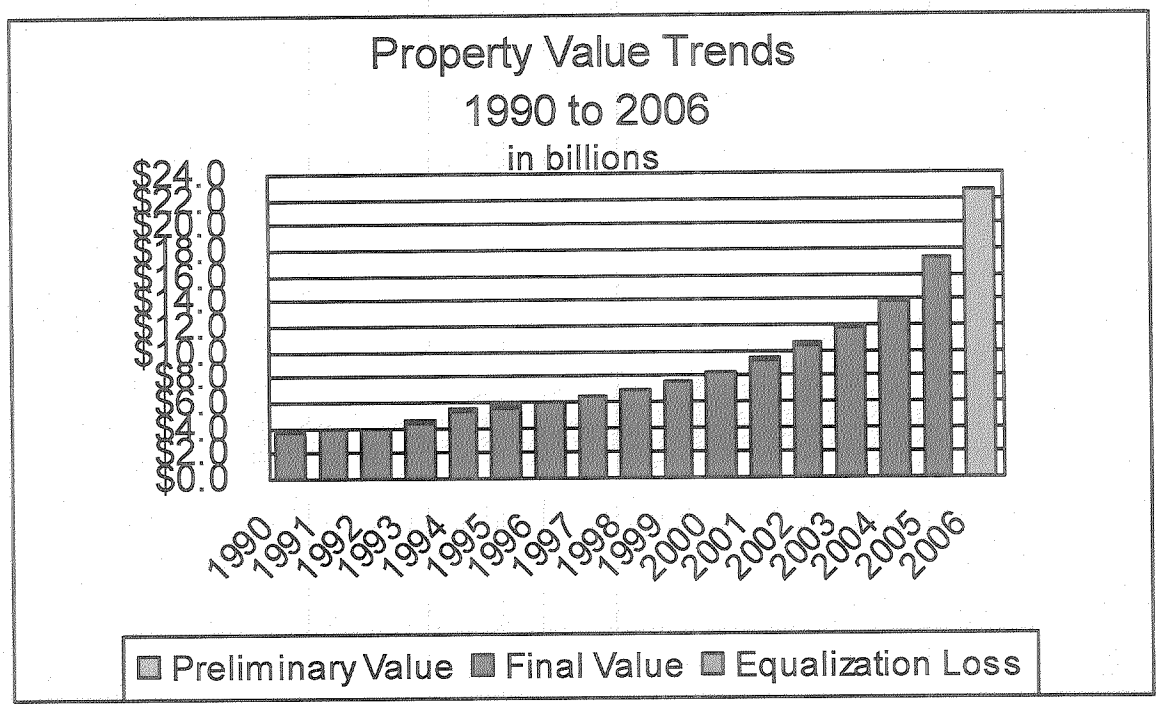
CITY OF MIAMI BEACH
Proposed Fiscal Year 2006/07
Appropriation Summary by Fund and Department

FUND/DEPARTMENT	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adp 06 Variance	% Diff.
GENERAL FUND					
MAYOR AND COMMISSION	$ 1,343,332	$ 1,308,332	$ 1,418,860	$ 75,528	5.6%
ADMINISTRATIVE SUPPORT					
City Manager	2,177,714	2,157,714	2,328,805	151,091	6.9%
Communications	1,067,074	1,002,074	1,188,552	121,478	11.4%
Budget & Performance Improvement	1,736,275	1,686,275	1,985,126	248,851	14.3%
Finance	3,976,543	3,846,543	4,559,048	582,505	14.6%
Procurement	765,613	801,613	902,160	136,547	17.8%
Human Resources	1,406,214	1,386,214	1,579,690	173,476	12.3%
Labor Relations	223,132	223,132	315,820	92,688	41.5%
City Clerk	1,499,264	1,449,264	1,683,647	184,383	12.3%
CITY ATTORNEY	3,955,117	3,962,117	4,319,400	364,283	9.2%
ECON DEV & CULTURAL ARTS					
Economic Development	863,936	823,936	915,191	51,255	5.9%
Building	6,565,945	6,650,945	8,268,849	1,702,904	25.9%
Planning	2,910,361	2,785,361	3,173,702	263,341	9.0%
Tourism & Cultural Development	2,623,647	2,533,647	3,212,468	588,821	22.4%
OPERATIONS					
Neighborhood Services	4,486,086	4,456,086	5,646,042	1,159,956	25.9%
Parks & Recreation	24,842,148	24,592,148	28,068,400	3,226,252	13.0%
Public Works	6,092,697	5,952,697	7,033,709	941,012	15.4%
Capital Improvement Projects	3,179,602	2,954,602	3,126,464	(53,138)	-1.7%
PUBLIC SAFETY					
Police	67,738,027	68,723,027	75,252,774	7,514,747	11.1%
Fire	40,073,894	39,573,894	43,303,018	3,229,124	8.1%
CITYWIDE					
Citywide Accounts-Other	8,531,272	10,501,272	11,792,612	3,261,340	38.2%
Citywide Accounts-Normandy Shores	128,833	128,833	135,254	6,421	5.0%
Operating Contingency	1,000,000	0	1,300,000	300,000	30.0%
CAPITAL RENEWAL & REPLACEMENT	2,529,563	2,529,563	3,525,086	995,523	39.4%
Subtotal General Fund	**189,716,289**	**190,029,289**	**215,034,677**	**25,318,388**	**13.3%**
Transfers					
MB Homeowner's Dividend Fund	3,269,120	3,269,120	4,900,000	1,630,880	49.9%
Capital Reserve Fund	2,500,000	2,500,000	2,500,000	0	0.0%
Pay-As-You-Go Capital Fund	5,000,000	5,000,000	7,500,000	2,500,000	50.0%
Capital Investment Upkeep Fund	1,500,000	1,500,000	2,000,000	500,000	33.3%
Info & Comm Technology Fund	1,000,000	1,000,000	1,400,000	400,000	40.0%
Risk Management Fund	1,000,000	1,000,000	1,000,000	0	0.0%
11% Emergency Reserve Contribution	3,939,708	3,939,708	3,338,419	(601,289)	-15.3%
Subtotal	18,208,828	18,208,828	22,638,419	4,429,591	24.3%
TOTAL GENERAL FUND	**$207,925,117**	**$208,238,117**	**$237,673,096**	**$ 29,747,979**	**14.3%**
G.O. DEBT SERVICE	**$ 9,966,418**	**$ 9,966,418**	**$ 6,561,271**	**$ (3,405,147)**	**-34.2%**
RDA FUNDS					
CITYWIDE ACCOUNTS-RDA So Pointe	$ 0	$ 0	$ 0	$ 0	1.0%
CITYWIDE ACCOUNTS-RDA City Center	14,057,028	13,566,213	18,991,324	4,934,296	35.1%
TOTAL RDA FUNDS	**$ 14,057,028**	**$ 13,566,213**	**$ 18,991,324**	**$ 4,934,296**	**35.1%**
ENTERPRISE FUNDS					
CONVENTION CENTER/TOPA	$ 15,483,829	$ 15,897,823	$ 16,630,117	$ 1,146,288	7.4%
WATER OPERATIONS	21,178,028	20,146,004	24,623,011	3,444,983	16.3%
SEWER OPERATIONS	29,266,508	29,392,160	30,586,841	1,320,333	4.5%
STORMWATER	8,250,000	7,917,870	8,368,000	118,000	1.4%
SANITATION	11,429,965	13,754,586	14,793,905	3,363,940	29.4%
PARKING	22,060,072	21,781,118	25,330,512	3,270,440	14.8%
TOTAL ENTERPRISE FUNDS	**$107,668,402**	**$108,889,561**	**$120,332,386**	**$ 12,663,984**	**11.8%**
TOTAL GF,DEBT,RDA,ENTERPRISE	**$339,616,965**	**$340,660,309**	**$383,558,077**	**$ 43,941,112**	**12.9%**
INTERNAL SERVICE FUNDS*					
INFORMATION TECHNOLOGY	$ 12,069,723	$ 11,813,921	$ 14,296,593	$ 2,226,870	18.5%
RISK MANAGEMENT	18,230,032	16,930,032	19,564,677	1,334,645	7.3%
CENTRAL SERVICES	792,543	784,543	861,167	68,624	8.7%
PROPERTY MANAGEMENT	8,250,873	7,975,486	9,082,496	831,623	10.1%
FLEET MANAGEMENT	6,801,594	6,801,594	7,430,539	628,945	9.2%
TOTAL INTERNAL SERVICE FUNDS	**$ 46,144,765**	**$ 44,305,576**	**$ 51,235,472**	**$ 5,090,707**	**11.0%**

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


Property Tax Rate in Mills
FY 1988/89 to FY 2006/07
FY 89
FY 91
FY 93
FY 95
FY 97
FY 99
FY 01
FY 03
FY 05
FY 07
0.0
5.0
10.0
15.0


Property Tax Levy in Millions of Dollars
FY 1988/89 to FY 2006/07
FY 89
FY 91
FY 93
FY 95
FY 97
FY 99
FY 01
FY 03
FY 05
FY 07
0
50
100
150
200


Property Value Trends
1990 to 2006
in billions
$24.0
$22.0
$20.0
$18.0
$16.0
$14.0
$12.0
$10.0
$8.0
$6.0
$4.0
$2.0
$0.0
1990
1991
1992
1993
1994
1995
1996
1997
1998
1999
2000
2001
2002
2003
2004
2005
2006
Preliminary Value
Final Value
Equalization Loss

MILLAGE AND TAXABLE VALUE

The Miami-Dade County Property Appraiser determined that as of January 1, 2006, the certified taxable value for real and personal property within the City of Miami Beach is **$22,739,947,828.** This amount includes net new additions to the tax roll of $785,995,928 which is one of the largest increase this City has seen in its recent history. The 2006 Certification represents a 32% increase over the prior year's final value of $17,231,010,766 as certified by the Property Appraiser.

The table below illustrates the tax values for the previous three years and the Certification for 2006

	ACTUAL FY 2003/04	ACTUAL FY 2004/05	ACTUAL FY 2005/06	PRELIMINARY FY 2006/07
Existing Values	$11,611,043,700	$13,691,875,990	$16,620,488,291	$21,953,951,900
New Construction	483,118,130	348,941,191	825,278,283	785,995,928
Certified Taxable Value	$12,094,161,830	$14,040,817,181	$17,445,766,574	$22,739,947,828
% Change from PY Final Value	16.2%	18.4%	25.9%	32.0%
Less: Equalization Adjustments	$240,099,318	$182,717,058	$214,755,808	
Final Value	$11,854,062,512	$13,858,100,123	$17,231,010,766	*(See Note 1)*
% Change from PY Final Value	13.9%	16.9%	24.3%	
Value of 1 mill	$11,854,063	$13,858,100	$17,231,011	$22,739,948
96.5% Value (*See Note 2*)	$11,439,170	$13,373,067	$16,627,926	$21,944,050
Millage Levied by the City				
General Operating	7.299	7.425	7.481	7.374
Debt Service	0.874	0.748	0.592	0.299
Total Millage	8.173	8.173	8.073	7.673

Illustrated below is a comparison of the total millage rates and tax levy for FY 2005/06 (Final) and FY 2006/07 (Preliminary) including RDA.

(See Note 3)	Tax Rate			Tax Levy		
	FY 05/06	FY 06/07	Inc/(Dec)	FY 05/06	FY 06/07	Inc/(Dec)
General Operating	7.481	7.374	0.107	$ 124,393,514	$161,815,425	$37,421,911
Debt Service	0.592	0.299	(0.293)	9,843,732	6,561,271	(3,282,461)
TOTAL	8.073	7.673	(0.400)	$134,237,246	$168,376,696	$34,139,450

Notes:

1) *The final value for 2006 will be determined after equalization adjustments.*
2) *The millage values have been discounted at **96.5%** for early discounts, delinquencies, etc.*
3) *Comparative Tax Rates and Levies are for general operating and debt service purposes only and do not reflect the Normandy Shores Dependent Taxing District. Its FY 2006/07 tax rate is **0.338** mills, with a levy of $87,949.*

Adopted Millage Table for 2005 (FY 05/06) - by Total Millage (Miami Beach reflects FY 06/07 Proposed Rate)

Municipalities	City Information		School	Other-Environment	Miami-Dade County				2005
	Operating	Debt Services	Total	So.Fla & FIND	Oper/Debt	Children Trust	Fire Services	Library	Total
Indian Creek	9.750	0.450	8.438	0.736	6.120	0.429	2.661	0.486	29.069
Opa-Locka	9.800		8.438	0.736	6.120	0.429	2.661		28.183
Florida City	8.900		8.438	0.736	6.120	0.429	2.661	0.486	27.769
El Portal	8.700		8.438	0.736	6.120	0.429	2.661	0.486	27.569
Miami Shores	8.250	0.930	8.438	0.736	6.120	0.429	2.661		27.563
Golden Beach	8.590		8.438	0.736	6.120	0.429	2.661	0.486	27.459
Biscayne Park	8.200		8.438	0.736	6.120	0.429	2.661	0.486	27.069
West Miami	8.495		8.438	0.736	6.120	0.429	2.661	0.486	27.364
North Miami	8.500	0.193	8.438	0.736	6.120	0.429	2.661		27.076
Miami Spring	7.900	0.442	8.438	0.736	6.120	0.429	2.661	0.486	27.211
North Miami Beach	7.500	1.108	8.438	0.736	6.120	0.429	2.661		26.992
Homestead	6.750		8.438	0.736	6.120	0.429	2.661	0.486	25.619
South Miami	6.681		8.438	0.736	6.120	0.429	2.661	0.486	25.550
Medley	7.150		8.438	0.736	6.120	0.429	2.661	0.486	26.019
Miami	8.500	0.765	8.438	0.736	6.120	0.429		0.486	25.473
Islandia	9.123		8.438	0.736	6.120	0.429		0.486	25.332
North Bay Village	5.978	0.234	8.438	0.736	6.120	0.429	2.661	0.486	25.082
Hialeah Gardens	6.120		8.438	0.736	6.120	0.429	2.661	0.486	24.989
Miami Beach	**7.374**	**0.299**	**8.438**	**0.736**	**6.120**	**0.429**		**0.486**	**23.882**
Surfside	5.603		8.438	0.736	6.120	0.429	2.661		23.986
Virginia Gardens	4.750		8.438	0.736	6.120	0.429	2.661	0.486	23.619
Bay Harbor Island	4.900		8.438	0.736	6.120	0.429	2.661		23.283
Sweetwater	3.949		8.438	0.736	6.120	0.429	2.661	0.486	22.818
Hialeah	6.800		8.438	0.736	6.120	0.429			22.522
Miami Gardens	3.638		8.438	0.736	6.120	0.429	2.661	0.486	22.508
Coral Gables	6.150		8.438	0.736	6.120	0.429		0.486	22.358
Sunny Isles	2.950		8.438	0.736	6.120	0.429	2.661	0.486	21.819
Miami Lakes	2.825		8.438	0.736	6.120	0.429	2.661	0.486	21.694
County-MSA	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Doral	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Palmetto Bay	2.447		8.438	0.736	6.120	0.429	2.661	0.486	21.316
Bal Harbor	2.902		8.438	0.736	6.120	0.429	2.661		21.285
Pinecrest	2.400		8.438	0.736	6.120	0.429	2.661	0.486	21.269
Aventura	2.227		8.438	0.736	6.120	0.429	2.661	0.486	21.096
Key Biscayne	3.606		8.438	0.736	6.120	0.429		0.486	19.814

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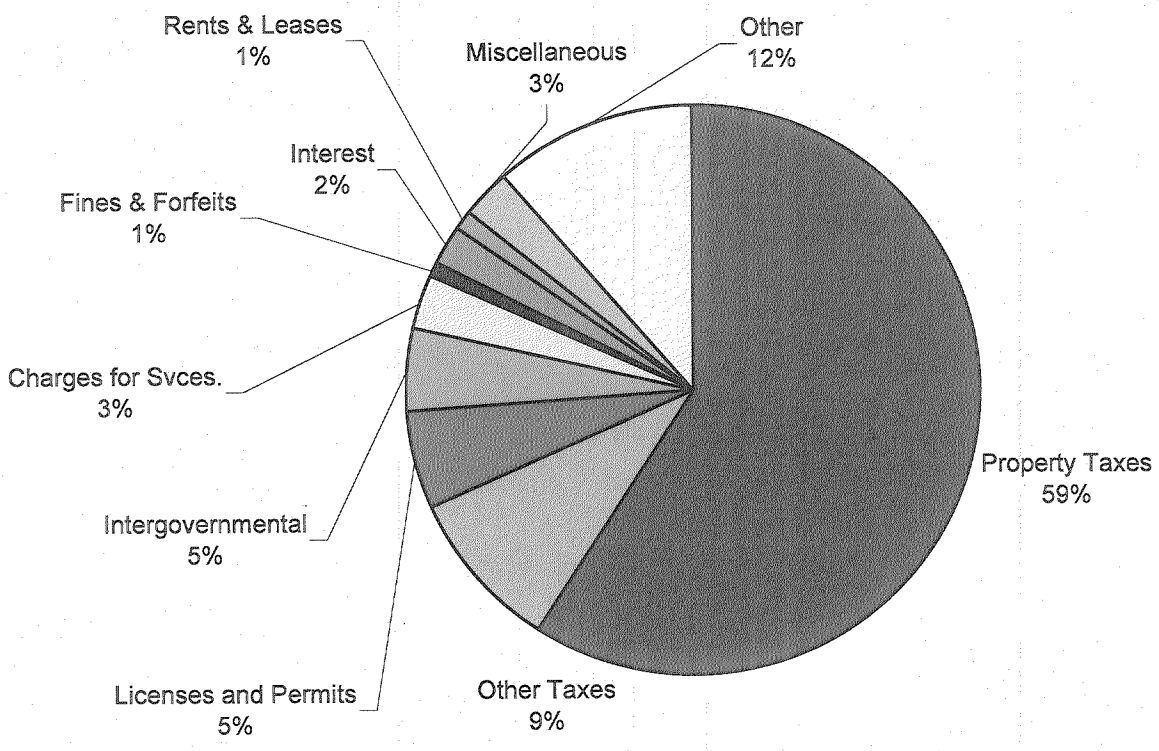
REVENUE/EXPENDITURE SUMMARY AND DETAIL

REVENUE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
GENERAL FUND						
OPERATING						
Property Tax (7.192)	$ 68,772,002	$ 78,174,265	$ 101,446,574	$ 101,054,120	$ 129,064,617	$ 27,618,043
Property Tax (7.192)-So Pt Costs	0	0	7,718,251	7,718,251	7,718,251	0
Property Tax (0.182)-Capital R & R	0	1,347,070	2,529,563	2,529,563	3,266,096	736,533
Property Tax (0.182)-So Pt Cap R&R	0	0	0	192,454	258,990	258,990
Property Tax - Norm Shores (0.338)	81,758	92,301	83,702	83,702	87,949	4,247
Other Taxes	20,064,895	20,815,659	20,763,300	21,673,300	22,153,300	1,390,000
Licenses and Permits	12,620,527	13,666,198	12,511,013	13,457,000	13,025,335	514,322
Intergovernmental	11,561,643	10,429,490	13,020,596	13,847,596	11,160,640	(1,859,956)
Charges for Services	5,523,414	6,565,070	7,642,800	7,655,800	7,490,350	(152,450)
Fines and Forfeits	1,601,777	2,563,991	1,741,000	1,926,000	1,826,000	85,000
Interest	2,141,216	3,121,623	4,240,000	4,800,000	5,300,000	1,060,000
Rents and Leases	2,502,202	2,764,940	2,605,184	2,774,174	2,934,251	329,067
Miscellaneous	5,548,161	6,958,218	6,272,901	5,815,998	6,013,515	(259,386)
Other	23,560,350	26,998,921	27,350,233	27,350,233	27,373,802	23,569
Fund Balance	0	0	0	0	0	0
TOTAL	**$ 153,977,945**	**$ 173,497,746**	**$ 207,925,117**	**$ 210,878,191**	**$ 237,673,096**	**$ 29,747,979**
G.O. DEBT SERVICE FUND						
Property Tax (0.299)	$ 10,211,129	$ 10,069,170	$ 9,966,418	$ 9,966,418	$ 6,561,271	$ (3,405,147)
Other	1,544	12,013	0	0	0	0
TOTAL	**$ 10,212,673**	**$ 10,081,183**	**$ 9,966,418**	**$ 9,966,418**	**$ 6,561,271**	**$ (3,405,147)**
RDA FUNDS						
AD VALOREM TAXES						
Property Taxes-RDA So Pointe	$ 8,653,826	$ 11,766,831	$ 0	$ 0	$ 0	$ 0
Property Taxes-RDA City Center	8,362,848	9,456,446	14,057,028	14,057,028	18,991,324	4,934,296
TOTAL	**$ 17,016,674**	**$ 21,223,277**	**$ 14,057,028**	**$ 14,057,028**	**$ 18,991,324**	**$ 4,934,296**
ENTERPRISE FUNDS						
Convention Center	$ 14,181,911	$ 17,873,073	$ 15,483,829	$ 16,429,897	$ 16,630,117	$ 1,146,288
Parking	22,684,110	29,546,073	22,060,072	23,348,470	25,330,512	3,270,440
Sanitation	7,366,517	10,290,265	11,429,965	14,753,681	14,793,905	3,363,940
Sewer Operations	27,182,336	28,877,745	29,266,508	28,966,856	30,586,841	1,320,333
Storm Water	7,965,416	8,466,717	8,250,000	8,198,000	8,368,000	118,000
Water Operations	22,305,818	20,807,511	21,178,028	20,982,414	24,623,011	3,444,983
TOTAL	**$ 101,686,108**	**$ 115,861,384**	**$ 107,668,402**	**$ 112,679,318**	**$ 120,332,386**	**$ 12,663,984**
INTERNAL SERVICE FUNDS						
Central Services	$ 824,359	$ 788,387	$ 792,543	$ 784,543	$ 861,167	$ 68,624
Fleet Management	7,050,716	8,668,671	6,801,594	6,818,594	7,430,539	628,945
Information Technology	8,283,569	9,610,468	12,069,723	12,037,383	14,296,593	2,226,870
Property Management	7,039,221	7,397,796	8,250,873	7,975,486	9,082,496	831,623
Risk Management	16,963,258	16,797,384	18,230,032	16,960,032	19,564,677	1,334,645
TOTAL	**$ 40,161,123**	**$ 43,262,706**	**$ 46,144,765**	**$ 44,576,038**	**$ 51,235,472**	**$ 5,090,707**
TOTAL ALL FUNDS	**$ 323,054,523**	**$ 363,926,296**	**$ 385,761,730**	**$ 392,156,993**	**$ 434,793,549**	**$ 49,031,819**

FY 2006/07 Proposed General Fund Revenues $237,673,096



Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
GENERAL FUND						
AD VALOREM TAXES *						
Property Tax (7.192)	$ 68,772,002	$ 78,174,265	$ 101,446,574	$ 101,054,120	$ 129,064,617	$ 27,618,043
Property Tax (7.192)-So Pt Costs	0	0	7,718,251	7,718,251	7,718,251	0
Property Tax (0.182)-Capital R&R	0	1,347,070	2,529,563	2,529,563	3,266,096	736,533
Property Tax (0.182)-So Pt Cap R&R	0	0	0	192,454	258,990	258,990
Property Tax - Norm Shores (0.338)	81,758	92,301	83,702	83,702	87,949	4,247
TOTAL	**$ 68,853,760**	**$ 79,613,636**	**$ 111,778,090**	**$ 111,578,090**	**$ 140,395,903**	**$ 28,617,813**
OTHER TAXES						
FRANCHISE TAXES						
Electricity*	$ 6,125,021	$ 6,384,499	$ 6,375,000	$ 6,750,000	$ 6,950,000	$ 575,000
Gas	574,099	647,534	600,000	700,000	700,000	100,000
Cable T.V.	929,368	997,948	960,000	1,025,000	1,025,000	65,000
Subtotal	$ 7,628,488	$ 8,029,981	$ 7,935,000	$ 8,475,000	$ 8,675,000	$ 740,000
UTILITY TAXES						
Electricity*	$ 7,202,481	$ 7,582,795	$ 7,475,000	$ 7,800,000	$ 8,035,000	$ 560,000
Telephone *						
A.T. & T.	150,366	122,212	125,000	100,000	100,000	(25,000)
A.T. & T. Wireless	322,014	417,353	355,000	620,000	635,000	280,000
BellSouth	1,443,773	1,368,108	1,390,000	1,325,000	1,325,000	(65,000)
Other-Telephone Co.'s	2,293,647	2,280,482	2,425,000	2,300,000	2,300,000	(125,000)
Other-Hotels	740	0	0	0	0	0
E-911 Telephone	356,474	335,585	365,000	365,000	330,000	(35,000)
E-911 wireless telephone	144,388	166,605	165,000	165,000	240,000	75,000
Gas						
Peoples	510,196	501,553	515,000	510,000	500,000	(15,000)
Other-Companies	9,769	8,081	10,300	10,300	10,300	0
Fuel Oil	2,559	2,904	3,000	3,000	3,000	0
Subtotal	$ 12,436,407	$ 12,785,678	$ 12,828,300	$ 13,198,300	$ 13,478,300	$ 650,000
TOTAL	**$ 20,064,895**	**$ 20,815,659**	**$ 20,763,300**	**$ 21,673,300**	**$ 22,153,300**	**$ 1,390,000**
LICENSES AND PERMITS						
BUSINESS LICENSES						
City Occupational Licenses	$ 3,460,841	$ 3,361,188	$ 3,622,500	$ 3,500,000	$ 3,500,000	$ (122,500)
County Occupational Licenses	202,534	237,615	200,000	215,000	220,000	20,000
Subtotal	$ 3,663,375	$ 3,598,803	$ 3,822,500	$ 3,715,000	$ 3,720,000	$ (102,500)
PERMITS *						
Building	$ 2,857,831	$ 3,601,797	$ 3,000,000	$ 3,450,000	$ 3,500,000	$ 500,000
Building Recertification	43,725	42,810	30,000	50,000	50,000	20,000
Certificate of Completion	267,738	229,827	250,000	125,000	100,000	(150,000)
Certificate of Occupancy	709,262	1,002,320	650,000	900,000	750,000	100,000
Certificate of Use	360,444	388,017	390,000	400,000	400,000	10,000
Demolition	99,105	91,804	80,000	80,000	80,000	0
Electrical	731,239	1,049,805	700,000	900,000	800,000	100,000
Elevator Inspection	738,652	461,818	540,000	350,000	350,000	(190,000)
False Alarm Permit/Fee	1,405	1,260	1,000	2,000	0	(1,000)
Life Safety Inspection *	359,728	342,408	400,000	350,000	0	(400,000)
Fire Plan Review	257,539	340,577	285,800	285,800	285,800	0
Garage Sale	3,700	6,920	4,200	4,200	4,200	0
Marine	4,752	6,220	6,500	6,500	6,500	0
Mechanical	413,409	434,373	400,000	400,000	400,000	0
Building Training Surcharge	303,709	104,542	83,013	200,000	259,335	176,322
Plans Review/Planning	92,586	99,535	93,000	98,000	96,000	3,000
Plumbing	440,341	640,857	450,000	500,000	500,000	50,000
Police Towing	115,350	106,125	118,000	118,000	121,000	3,000
Sidewalk	751,408	475,661	750,000	950,000	950,000	200,000
Special Events	145,046	210,405	160,000	217,500	225,500	65,500
News Rack Permit	0	7,000	52,000	25,000	52,000	0
Work in right-of-way	140,467	196,316	160,000	200,000	210,000	50,000
Other	119,716	226,998	85,000	130,000	165,000	80,000
Subtotal	$ 8,957,152	$ 10,067,395	$ 8,688,513	$ 9,742,000	$ 9,305,335	$ 616,822
TOTAL	**$ 12,620,527**	**$ 13,666,198**	**$ 12,511,013**	**$ 13,457,000**	**$ 13,025,335**	**$ 514,322**

* See Notes to Revenues

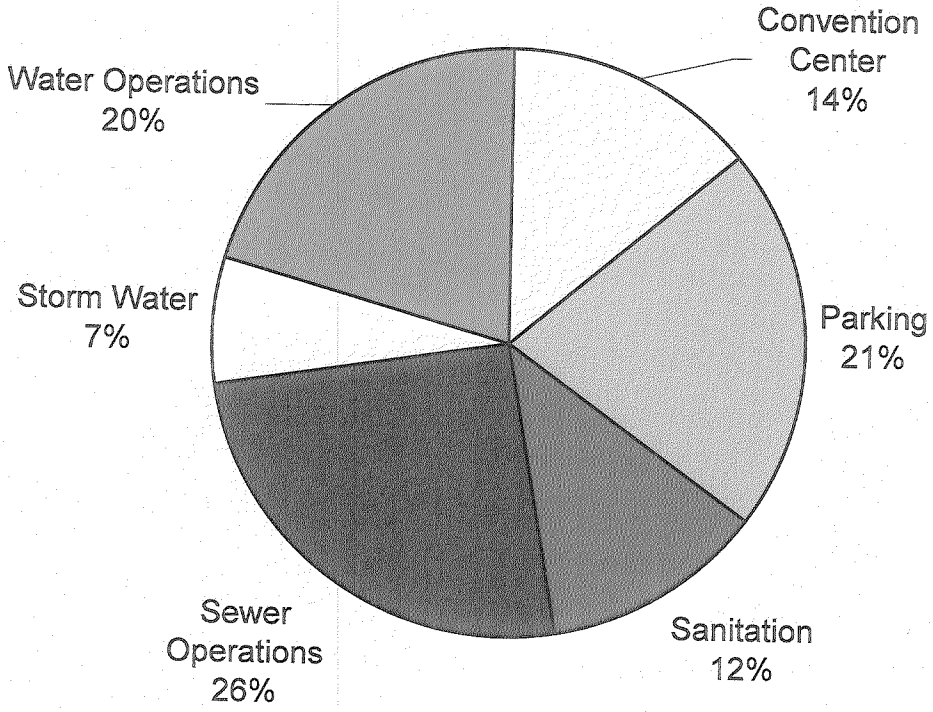
Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
INTERGOVERNMENTAL REVENUES						
STATE REVENUE SHARING						
Sales Tax Proceeds *	$ 1,478,690	$ 1,888,566	$ 1,600,000	$ 2,000,000	$ 2,100,000	$ 500,000
Amended CDT Interlocal Agreement*	0	0	2,918,596	2,918,596	0	(2,918,596)
Local Option Gas Tax (6 cents)	1,246,719	1,272,946	1,280,000	1,280,000	1,280,000	0
Local Option Gas Tax (3 cents)	480,560	483,178	500,000	475,000	475,000	(25,000)
LOGT/School Guards	41,486	31,645	40,000	34,000	34,000	(6,000)
Convention Development Tax	1,840,000	0	0	0	0	0
Motor Fuel Tax	811,644	806,083	730,000	830,000	830,000	100,000
Liquor Licenses	224,592	267,418	215,000	235,000	235,000	20,000
Local Gov't 1/2 Cent Sales Tax *	5,367,482	5,608,374	5,662,000	6,000,000	6,120,000	458,000
Firefighters Supplemental	70,470	71,280	75,000	75,000	86,640	11,640
TOTAL	**$ 11,561,643**	**$ 10,429,490**	**$ 13,020,596**	**$ 13,847,596**	**$ 11,160,640**	**$ (1,859,956)**
CHARGES FOR SERVICE						
GENERAL GOVERNMENT						
Photocopies	$ 46,756	$ 46,680	$ 55,000	$ 40,000	$ 45,000	$ (10,000)
Passport Application Fees	81,304	44,748	50,000	60,000	60,000	10,000
Concurrency Statement Fees	46,200	70,129	50,000	60,000	60,000	10,000
Microfilm - Building	22,675	16,650	20,000	15,000	15,000	(5,000)
Subtotal	$ 196,935	$ 178,207	$ 175,000	$ 175,000	$ 180,000	$ 5,000
PUBLIC SAFETY						
Fire-Rescue	$ 1,024,238	$ 1,332,595	$ 1,200,000	$ 1,235,000	$ 1,200,000	$ -
Off Duty Admin - Police	445,889	475,254	455,000	440,000	440,000	(15,000)
Off Duty Admin - Fire	26,285	34,831	30,000	33,000	40,000	10,000
Hazardous Materials	0	0	27,500	27,500	27,500	0
Subtotal	$ 1,496,412	$ 1,842,680	$ 1,712,500	$ 1,735,500	$ 1,707,500	$ (5,000)
CULTURE AND RECREATION						
Pools	$ 105,011	$ 89,579	$ 40,000	$ 30,000	$ 5,000	$ (35,000)
Tennis Centers	60,051	59,806	48,000	48,000	48,000	0
Athletics	0	0	100,000	100,000	25,000	(75,000)
Children's Trust	126,500	230,294	500,000	500,000	525,000	25,000
After School Programs	228,491	46,379	123,340	146,670	225,000	101,660
Summer Programs	0	0	146,660	138,430	220,000	73,340
Entrance Fee	2,493	0	10,000	20,000	20,000	10,000
Food & Beverage	0	0	10,000	4,000	10,000	0
Special Revenue Fund Balance *	0	0	507,900	507,900	0	(507,900)
Miami Beach Golf Club*	3,303,316	4,117,265	3,857,400	3,857,400	4,047,350	189,950
Gymnastics	0	0	12,000	17,500	17,500	5,500
Classes	0	0	400,000	300,000	375,000	(25,000)
Rentals	4,055	810	0	55,000	65,000	65,000
Recreation Advertising	0	0	0	20,000	20,000	20,000
Recreation Miscellaneous	150	50	0	400	0	0
Subtotal	$ 3,830,067	$ 4,544,183	$ 5,755,300	$ 5,745,300	$ 5,602,850	$ (152,450)
TOTAL	**$ 5,523,414**	**$ 6,565,070**	**$ 7,642,800**	**$ 7,655,800**	**$ 7,490,350**	**$ (152,450)**
FINES AND FORFEITS						
County Court Fines - Traffic	$ 746,250	$ 1,071,785	$ 950,000	$ 950,000	$ 950,000	$ -
Parking/School Guards	43,551	43,589	55,000	45,000	45,000	(10,000)
Traffic Ticket Surcharge	0	0	45,000	45,000	45,000	0
Cost Recovery-Police	0	0	38,000	38,000	38,000	0
False Alarm Fines	20,267	20,380	20,000	25,000	25,000	5,000
Code Enforcement Violations	553,529	1,018,068	400,000	600,000	500,000	100,000
Building Code Violations	150,053	276,915	150,000	150,000	150,000	0
Fire Code Violations	76,216	100,124	60,000	50,000	50,000	(10,000)
Fire Overcrowding Fines	9,700	24,350	20,000	20,000	20,000	0
Requests for Appeals	0	1,024	1,000	1,000	1,000	0
Other	2,211	7,756	2,000	2,000	2,000	0
TOTAL	**$ 1,601,777**	**$ 2,563,991**	**$ 1,741,000**	**$ 1,926,000**	**$ 1,826,000**	**$ 85,000**
INTEREST EARNINGS *						
Interest Earnings	$ 2,044,724	$ 3,004,383	$ 4,136,000	$ 4,696,000	$ 5,196,000	$ 1,060,000
Interest other	89,117	117,240	94,000	94,000	94,000	0
Administrative Fees	7,375	0	10,000	10,000	10,000	0
TOTAL	**$ 2,141,216**	**$ 3,121,623**	**$ 4,240,000**	**$ 4,800,000**	**$ 5,300,000**	**$ 1,060,000**

* See Notes to Revenues

Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
RENTS AND LEASES						
Air Rights Lease	$ 40,625	$ 37,240	$ 40,625	$ 40,625	$ 40,625	$ 0
Concert Association	4,821	0	0	0	0	0
Byron Carlyle	0	106,261	66,700	112,150	78,750	12,050
Colony Theater	0	300	117,900	115,500	138,300	20,400
Bus Shelters *	278,612	341,672	290,000	350,000	450,000	160,000
South Pointe Park Restaurant *	391,247	469,559	460,000	460,000	322,000	(138,000)
Park One Development Agreement	(3,300)	35,329	56,000	56,000	87,040	31,040
Lincoln Place Develop. Agreement	75,000	75,000	115,000	75,000	187,500	72,500
The Lincoln Develop. Agreement	75,000	105,603	142,000	142,000	154,000	12,000
Historic City Hall Building *	176,826	177,363	136,224	102,168	0	(136,224)
777 Building*	452,116	306,037	161,200	231,000	231,000	69,800
Penrod's Pier Park Restaurant	608,639	680,890	720,000	660,000	660,000	(60,000)
Ballet Valet Ramp	0	75,395	20,160	68,356	19,420	(740)
Marina Rent-prev So Pt RDA *	0	0	0	120,000	285,000	285,000
Seawall and Outlots	40,875	0	41,375	41,375	42,616	1,241
Rental City Prop-Other Funds	361,741	354,291	238,000	200,000	238,000	0
TOTAL	**$ 2,502,202**	**$ 2,764,940**	**$ 2,605,184**	**$ 2,774,174**	**$ 2,934,251**	**$ 329,067**
MISCELLANEOUS						
Bond Issuance Fee	$ 0	$ 100,000	$ 0	$ 0	$ 0	$ 0
Cost Allocation - CIP*	1,726,612	1,619,641	2,661,903	2,200,000	2,126,464	(535,439)
So Point RDA - Management Fee	543,807	591,458	0	0	0	0
City Ctr RDA - Management Fee*	539,443	549,839	623,277	623,277	698,870	75,593
Concessions						
Miami-Metro Vending	18,000	14,333	25,000	25,000	39,000	14,000
Boucher Brothers - Beachfront	429,084	403,395	430,000	375,000	375,000	(55,000)
Beachfront - Other	0	0	1,000	1,000	1,000	0
Road Impact Fee Reimbursement	79,478	106,451	80,000	100,000	100,000	20,000
Hurricane Reimbursement	0	772,522	0	0	0	0
Sale of City Property	0	13,012	10,000	10,000	10,000	0
Cable settlement	19,223	27,970	0	0	0	0
Planning Application Fees	245,695	281,349	232,000	265,000	243,000	11,000
Beach Access	22,000	57,075	50,000	40,000	40,000	(10,000)
Communications Advertising	0	0	0	0	50,000	50,000
Design Review Fee	85,735	103,278	85,000	102,000	92,000	7,000
Lien Letter	125,981	135,742	120,000	120,000	90,000	(30,000)
FL Dept of Trans - Reimb	262,500	300,000	300,000	300,000	300,000	0
Self-Insurance Reimbursement	537,506	568,681	553,631	553,631	553,631	0
Parking Reimb - Transp./Engin.	550,000	550,000	550,000	550,000	550,000	0
Parking Reimb - Police *	0	0	0	0	167,774	167,774
FOP car user fee	173,410	189,285	185,000	185,000	203,190	18,190
All Other	189,687	574,187	366,090	366,090	373,586	7,496
TOTAL	**$ 5,548,161**	**$ 6,958,218**	**$ 6,272,901**	**$ 5,815,998**	**$ 6,013,515**	**$ (259,386)**
OTHER						
INTERFUND TRANSFERS						
Convention Center - Mgmt Fee	$ 740,600	$ 740,600	$ 740,600	$ 740,600	$ 740,600	$ 0
Water and Sewer - Mgmt Fee	3,062,800	3,062,800	3,062,800	3,062,800	3,062,800	0
Parking - Management Fee	2,433,400	2,433,400	2,433,400	2,433,400	2,433,400	0
Sanitation - Management Fee	264,500	264,500	264,500	264,500	264,500	0
Storm Sewer - Management Fee	264,500	264,500	264,500	264,500	264,500	0
Internal Service Funds - Mgmt Fee	396,750	396,750	396,750	396,750	396,750	0
Resort Tax - Mgmt Fee	79,350	79,350	74,060	74,060	74,060	0
RDA City Center Reimbursement *	0	828,412	542,314	542,314	565,883	23,569
Resort Tax *	16,318,450	18,928,609	19,571,309	19,571,309	19,571,309	0
FUND BALANCE						
GF Balance-Budget purposes	0	0	0	0	0	0
TOTAL	**$ 23,560,350**	**$ 26,998,921**	**$ 27,350,233**	**$ 27,350,233**	**$ 27,373,802**	**$ 23,569**
TOTAL GENERAL FUND	**$ 153,977,945**	**$ 173,497,746**	**$ 207,925,117**	**$ 210,878,191**	**$ 237,673,096**	**$ 29,747,979**
G.O. DEBT SERVICE FUND*						
Property Tax (0.299)	$ 10,211,129	$ 10,069,170	$ 9,966,418	$ 9,966,418	$ 6,561,271	$ (3,405,147)
Other	1,544	12,013	0	0	0	0
TOTAL	**$ 10,212,673**	**$ 10,081,183**	**$ 9,966,418**	**$ 9,966,418**	**$ 6,561,271**	**$ (3,405,147)**
RDA FUNDS						
AD VALOREM TAXES*						
Property Taxes-RDA So Pointe	$ 8,653,826	$ 11,766,831	$ 0	$ 0	$ 0	$ 0
Property Taxes-RDA City Center	8,362,848	9,456,446	14,057,028	14,057,028	18,991,324	4,934,296
TOTAL	**$ 17,016,674**	**$ 21,223,277**	**$ 14,057,028**	**$ 14,057,028**	**$ 18,991,324**	**$ 4,934,296**

* See Notes to Revenues

FY 2006/07 Proposed Enterprise Fund Revenues $120,332,386



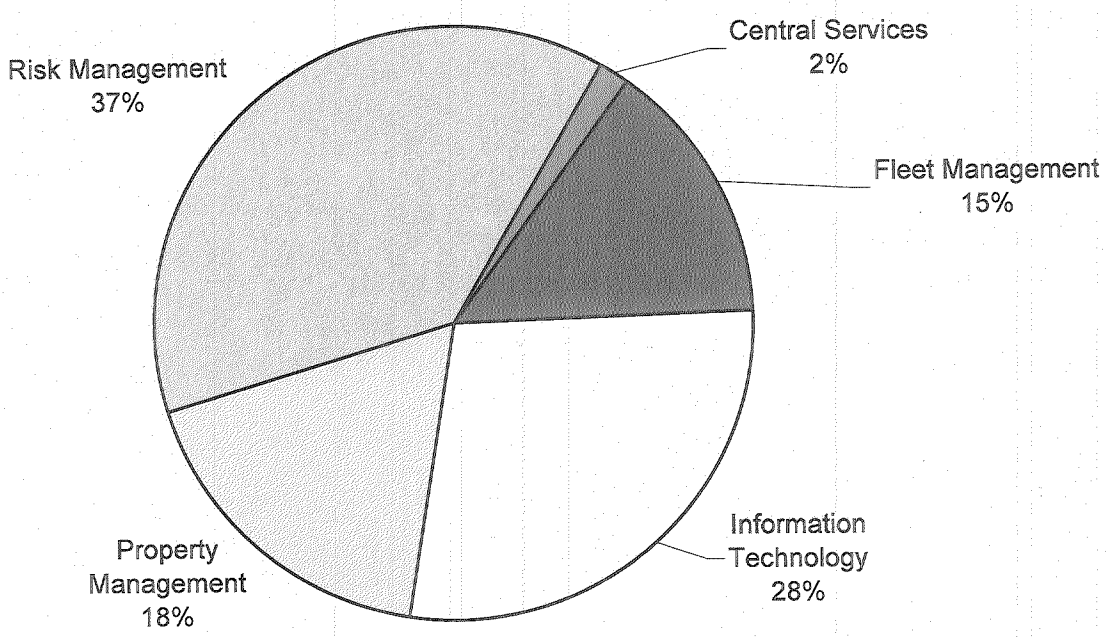
Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
ENTERPRISE FUNDS						
CONVENTION CENTER/TOPA						
CHARGES FOR SERVICES						
Rents and Leases *	$ 4,331,581	$ 4,759,235	$ 4,583,569	$ 4,959,428	$ 5,145,460	$ 561,891
Concessions	1,501,655	1,772,208	1,329,867	1,341,834	1,481,384	151,517
Telephones	292,277	315,356	290,039	267,171	248,875	(41,164)
Electrical Income	912,202	1,045,646	933,849	1,005,676	1,052,500	118,651
Services	565,397	573,530	211,082	277,861	216,558	5,476
Miscellaneous and Other	608,851	693,075	449,173	564,177	427,590	(21,583)
Subtotal	$ 8,211,963	$ 9,159,050	$ 7,797,579	$ 8,416,147	$ 8,572,367	$ 774,788
OTHER						
Convention Development Tax *	$ 2,660,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ 4,500,000	$ -
Interest Earnings	26,642	49,915	36,250	113,750	132,750	96,500
Retained Earnings	3,283,306	4,164,108	3,150,000	3,400,000	3,425,000	275,000
Subtotal	$ 5,969,948	$ 8,714,023	$ 7,686,250	$ 8,013,750	$ 8,057,750	$ 371,500
TOTAL	**$ 14,181,911**	**$ 17,873,073**	**$ 15,483,829**	**$ 16,429,897**	**$ 16,630,117**	**$ 1,146,288**
PARKING						
CHARGES FOR SERVICES*						
Meters	$ 10,679,365	$ 14,924,879	$ 10,753,838	$ 11,061,319	$ 11,319,412	$ 565,574
Parking Citations	3,411,423	3,035,965	3,217,495	3,217,495	3,262,000	44,505
Attended Parking	1,879,610	2,003,942	1,849,500	1,894,300	2,544,300	694,800
Permits	910,905	765,537	623,039	569,170	762,600	139,561
Preferred Lot	555,934	586,790	580,000	600,000	1,000,000	420,000
Garages	3,977,996	4,205,507	3,713,800	3,925,800	4,654,400	940,600
Space Rental	257,297	449,885	379,600	450,000	400,000	20,400
Valet	434,147	417,017	390,000	430,000	360,000	(30,000)
Towing Fees	161,594	174,416	150,000	150,000	150,000	0
Subtotal	$ 22,268,271	$ 26,563,938	$ 21,657,272	$ 22,298,084	$ 24,452,712	$ 2,795,440
OTHER						
Interest Earnings	$ 289,846	$ 743,930	$ 300,000	$ 700,000	$ 775,000	$ 475,000
Miscellaneous	125,993	2,238,205	102,800	350,386	102,800	0
Subtotal	$ 415,839	$ 2,982,135	$ 402,800	$ 1,050,386	$ 877,800	$ 475,000
TOTAL	**$ 22,684,110**	**$ 29,546,073**	**$ 22,060,072**	**$ 23,348,470**	**$ 25,330,512**	**$ 3,270,440**
SANITATION						
CHARGES FOR SERVICES						
Sanitation Fees	$ 2,693,566	$ 3,336,858	$ 3,194,249	$ 3,327,000	$ 3,222,602	$ 28,353
Franchise Tax-Waste Contractors *	1,920,990	2,075,358	1,982,616	2,058,000	2,546,421	563,805
Franchise Tax-Right of Way	247,508	266,140	251,250	281,000	320,375	69,125
Trash Removal	32,361	51,249	35,000	66,000	50,000	15,000
Roll Off *	447,338	779,918	360,000	800,000	831,771	471,771
Impact Fee-Construction	661,979	716,426	665,000	770,000	750,000	85,000
Impact Fee-Commercial	678,381	768,911	700,000	700,000	800,250	100,250
City Center RDA - Reimb*	0	357,486	862,648	720,311	1,018,015	155,367
Mid Beach Resort Tax QLF	0	75,000	0	0	0	0
N Beach Resort Tax QLF	0	75,000	0	0	0	0
Amded.CDT Interlocal Agreement*	0	0	2,665,002	2,225,277	3,750,475	1,085,473
Violations/Fines	36,177	57,837	75,000	70,000	75,000	0
Subtotal	$ 6,718,300	$ 8,560,183	$ 10,790,765	$ 11,017,588	$ 13,364,909	$ 2,574,144
OTHER						
Interest Earnings/Other	$ 215,833	$ 41,297	$ 55,200	$ 71,000	$ 55,200	$ 0
Hurricane Reimbursement	0	1,296,594	0	3,081,093	0	0
Retained Earnings	50,842	10,649	0	0	0	0
Loan Proceeds *	0	0	0	0	322,624	322,624
Parking Fund Contribution *	0	0	0	0	467,172	467,172
Stormwater Fund Contribution	381,542	381,542	584,000	584,000	584,000	0
Subtotal	$ 648,217	$ 1,730,082	$ 639,200	$ 3,736,093	$ 1,428,996	$ 789,796
TOTAL	**$ 7,366,517**	**$ 10,290,265**	**$ 11,429,965**	**$ 14,753,681**	**$ 14,793,905**	**$ 3,363,940**
WATER OPERATIONS						
CHARGES FOR SERVICES						
Water Sales*	$ 20,386,165	$ 19,087,501	$ 19,336,628	$ 19,126,628	$ 21,005,200	$ 1,668,572
Firelines	100,855	136,384	100,000	110,000	100,000	0
Water Connection Fees	977	1,963	3,000	4,000	3,000	0
Water Tapping	211,686	228,963	215,000	220,000	220,000	5,000
Subtotal	$ 20,699,683	$ 19,454,811	$ 19,654,628	$ 19,460,628	$ 21,328,200	$ 1,673,572
OTHER						
Interest Earnings	$ 15,878	$ 36,406	$ 40,000	$ 37,500	$ 40,000	$ -
Miscellaneous	643,485	622,343	600,000	600,886	600,000	0
Retained Earnings *	946,772	693,951	883,400	883,400	2,654,811	1,771,411
Subtotal	$ 1,606,135	$ 1,352,700	$ 1,523,400	$ 1,521,786	$ 3,294,811	$ 1,771,411
TOTAL	**$ 22,305,818**	**$ 20,807,511**	**$ 21,178,028**	**$ 20,982,414**	**$ 24,623,011**	**$ 3,444,983**

* See Notes to Revenues

Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
SEWER OPERATIONS						
CHARGES FOR SERVICES						
Sewer User Fees *	$ 24,002,352	$ 25,735,571	$ 25,595,538	$ 25,150,000	$ 25,393,300	$ (202,238)
Sewer Connection Fees	114,194	58,696	65,000	55,000	65,000	0
Sewer Fees-Cities	2,085,369	2,203,726	2,260,000	2,450,000	2,589,680	329,680
Subtotal	$ 26,201,915	$ 27,997,993	$ 27,920,538	$ 27,655,000	$ 28,047,980	$ 127,442
OTHER						
Interest Earnings	$ 38,874	$ 89,133	$ 125,000	$ 115,000	$ 125,000	$ -
Miscellaneous	648,696	608,674	630,000	605,886	630,000	0
Retained Earnings *	292,851	181,945	590,970	590,970	1,783,861	1,192,891
Subtotal	$ 980,421	$ 879,752	$ 1,345,970	$ 1,311,856	$ 2,538,861	$ 1,192,891
TOTAL	**$ 27,182,336**	**$ 28,877,745**	**$ 29,266,508**	**$ 28,966,856**	**$ 30,586,841**	**$ 1,320,333**
STORMWATER						
Stormwater Fees	$ 7,883,864	$ 8,256,473	$ 8,085,000	$ 7,970,000	$ 8,150,000	$ 65,000
Interest Earnings	70,300	150,936	165,000	225,000	218,000	53,000
Other	11,252	59,308	0	3,000	0	0
Retained Earnings	0	0	0	0	0	0
TOTAL	**$ 7,965,416**	**$ 8,466,717**	**$ 8,250,000**	**$ 8,198,000**	**$ 8,368,000**	**$ 118,000**
TOTAL - ENTERPRISE FUNDS	**$ 101,686,108**	**$ 115,861,384**	**$ 107,668,402**	**$ 112,679,318**	**$ 119,565,690**	**$ 11,897,288**

* See Notes to Revenues

FY 2006/07 Proposed
Internal Service Fund Revenues
$51,235,472



Detail Comparison by Fund and Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Variance Prop 07-Adp 06
INTERNAL SERVICE FUNDS						
CENTRAL SERVICES						
Inter-Departmental Charges *	$ 822,925	$ 707,847	$ 733,793	$ 704,491	$ 806,485	$ 72,692
Interest Earning/Other	1,434	3,119	4,000	25,302	4,000	0
Retained Earnings*	0	77,421	54,750	54,750	50,682	(4,068)
TOTAL	**$ 824,359**	**$ 788,387**	**$ 792,543**	**$ 784,543**	**$ 861,167**	**$ 68,624**
FLEET MANAGEMENT						
Inter-Departmental Charges*	$ 5,229,724	$ 5,796,005	$ 5,843,191	$ 5,842,191	$ 6,962,186	$ 1,118,995
Sale of City Property	225,800	90,878	220,000	220,000	220,000	0
Motor Fuel Refund	72,399	70,204	72,000	72,000	72,000	0
Interest Earnings/Other	(5,864)	282,972	126,001	144,001	126,353	352
Retained Earnings	1,528,657	2,428,612	540,402	540,402	50,000	(490,402)
TOTAL	**$ 7,050,716**	**$ 8,668,671**	**$ 6,801,594**	**$ 6,818,594**	**$ 7,430,539**	**$ 628,945**
INFORMATION TECHNOLOGY						
Inter-Departmental Charges *	$ 7,437,701	$ 9,035,607	$ 9,629,576	$ 9,591,245	$ 11,806,118	$ 2,176,542
Interest Earnings/Other	117,110	95,213	31,347	90,678	117,975	86,628
Retained Earnings	728,758	479,648	2,408,800	2,355,460	2,372,500	(36,300)
TOTAL	**$ 8,283,569**	**$ 9,610,468**	**$ 12,069,723**	**$ 12,037,383**	**$ 14,296,593**	**$ 2,226,870**
PROPERTY MANAGEMENT						
Inter-Departmental Charges *	$ 6,722,354	$ 7,362,233	$ 8,071,103	$ 7,792,959	$ 8,862,996	$ 791,893
Interest Earning/Other	46,635	25,488	5,000	7,757	5,000	0
Retained Earnings	270,232	10,075	174,770	174,770	214,500	39,730
TOTAL	**$ 7,039,221**	**$ 7,397,796**	**$ 8,250,873**	**$ 7,975,486**	**$ 9,082,496**	**$ 831,623**
RISK MANAGEMENT						
Inter-Departmental Charges *	$ 13,108,538	$ 14,968,959	$ 14,851,032	$ 14,851,032	$ 16,185,677	$ 1,334,645
Interest Earning/Other	77,996	13,889	100,000	130,000	100,000	0
Transfer In - from General Fund *	0	0	1,000,000	1,000,000	1,000,000	0
Retained Earnings*	3,776,724	1,814,536	2,279,000	979,000	2,279,000	0
TOTAL	**$ 16,963,258**	**$ 16,797,384**	**$ 18,230,032**	**$ 16,960,032**	**$ 19,564,677**	**$ 1,334,645**
TOTAL-INTERNAL SERVICE FUNDS	**$ 40,161,123**	**$ 43,262,706**	**$ 46,144,765**	**$ 44,576,038**	**$ 51,235,472**	**$ 5,090,707**

* See Notes to Revenues

NOTES TO REVENUES*

GENERAL FUND CATEGORIES

TAXES

Ad Valorem	An operating millage rate of 7.192 mills has been proposed which is a 0.107 mill reduction from the prior year, and 22.5% greater than the roll-back rate of 5.872. As provided by State Statute, the value of the mill is discounted to 96.5% to account for early payment discounts, delinquencies, etc. This millage is expected to generate tax proceeds of $129,064,617 for citywide use. Of the $129,064,617 million, $9,210,959 million are equivalent to the tax increment revenues that would have been transferred to the South Pointe redevelopment district tax had it still been in place. In addition, $7.72 million (same as FY 2005/06) previously part of the South Pointe redevelopment district tax increment revenues, are incorporated in the General Fund. Pursuant to the Amended CDT Interlocal Agreement, the use of these funds is restricted to the geographic area of the former South Pointe redevelopment district. An operating millage of 0.182 mills (same as FY 2005/06) has been proposed for the Capital Renewal & Replacement program. This millage is expected to generate $3,266,096 towards this program, which is an increase of $736,533, or 29.1%, due to increased property values. An additional $258,990 in renewal & replacement revenue is restricted to the South Pointe area. An operating millage of 0.338 mills has been proposed for the Normandy Shores Dependent Taxing District to provide homeowners with guard services and an electronic gate system. This millage is expected to generate $87,949 towards this service.

OTHER TAXES

Franchise & Utility: Electricity	Increases due to rate increase, continued building growth and generally good economic conditions.
Telephone	Revenues reflect trends in telecommunications industry (i.e., growth in demand for wireless services).

PERMITS

Building & Trade	Revenues are expected to increase by approximately 11% overall, primarily due to the recent trends in revenues from Building, Trade, and Sidewalk Permits.
Life Safety Inspection Fee	Life Safety Inspection Fees in the amount of $350,000 will not be billed in FY 2006/07, in keeping with the City's continuing efforts to enhance the value of services received by both business owners and residents.

NOTES TO REVENUES*

INTERGOVERNMENTAL REVENUES

Sales Tax Proceeds	Revenues reflect continued growth and generally good economic conditions.
Amended CDT Interlocal Agmt.	The FY 2005/06 General Fund Budget included approximately $2.9 million in intergovernmental revenues, pursuant to the Amended CDT Interlocal Agreement, that were used to offset CDT or municipal resort tax eligible expenditures. In FY 2006/07 these revenues are used to fund capital projects within the South Pointe area.
Local Govt. ½ Cent	Projected revenue ($6,120,000) due to generally good economic conditions.

CHARGES FOR SERVICE

Special Rev./Fund Balance	The decrease in revenues in FY 2006/07 reflects the one-time transfer from the Recreation Program Special Revenue Fund Balance to the General Fund in FY 2005/06.
Miami Beach Golf Club	Increase in revenue is due to the continued success of the Miami Beach Golf Club.

INTEREST EARNINGS

Interest Earnings	Estimated revenue ($5,300,000) reflects the recent interest rate increases.

RENTS AND LEASES

Bus Shelters	Increases in revenue reflects the trend over the last 2 years and expected increase in the number of bus shelters.
S. Pt. Park Restaurant	Decline in revenues related to construction activity in South Pointe Park.
Historic City Hall	Building will be renovated during FY 2006/07.
777 Building	These revenues offset the costs of CAM, taxes, insurance, and debt service.
Marina Rent – Prev S.Pt RDA	Lease agreement based on payment of percentage rent, which commenced during FY 2005/06.

MISCELLANEOUS

Cost Allocations-CIP	This revenue is derived from charges to capital projects to partially reimburse the General Fund for the CIP Department expenditures.
City Center RDA – Mgt Fee	One and one-half percent (1.5%) Administrative Fee approved by Miami-Dade County. The increased Administrative Fee is the result of rising property values.
Parking Reimb. – Police	Reimbursement from the Parking Fund to offset the cost of a Police/Parking initiative (which adds 2 Police Officer positions) to improve traffic flow by enforcing illegal commercial loading zones and blocking of intersections.

NOTES TO REVENUES*

OTHER

RDA City Center Reimb.	The RDA will reimburse the General Fund ($565,883) for maintenance of capital projects at Lincoln Road, and Bass Museum of Art HVAC system.
Resort Tax	Resort Tax revenues of $19,571,309 to the General Fund support Ocean Rescue and other tourism related citywide expenditures, such as: Cultural Arts Council, Police, Fire, Code Compliance, Tourism and Cultural Development, and Memorial Day special event costs. (For more information please refer to pages 399-403)

G.O. DEBT SERVICE FUND

Ad Valorem Taxes	A required principal and interest payment of $6,561,271 requires a debt service millage rate of 0.299, which is a decrease of 0.293 from FY 2005/06 millage of 0.592. As provided by State Statute, the value of the mill is discounted at 96.5% to account for early payment discounts, delinquencies, etc.

RDA FUNDS

South Pointe	The South Pointe RDA terminated on 9/30/05.
City Center	The Redevelopment Agency receives property taxes based on the assessed property values within the district. The property values in the City Center RDA grew by 32.3% to $3,003,565,939 from the previous year total of $2,270,499,203. The City Center RDA will receive $18,522,593 from the 7.192 mills and $468,731 from the 0.182 mills for Capital Renewal & Replacement.

ENTERPRISE FUNDS

Convention Center/TOPA	Convention Development Tax (CDT) revenues of $4,500,000 help offset the operational deficit at the two facilities and funds capital projects. In addition, increases from the new catering business and facility rental income are projected.
Parking	Parking revenues are expected to increase due to higher anticipated usage as well as a full year impact of an increase in the Flat Rate Special Event Parking Fee from $5 to $10 per day implemented in Fiscal Year 2005/06. Interest revenues are expected to increase by $475,000 due to recent interest rate increases.
Sanitation	The City Center RDA will continue to provide funds for dedicated litter crews, to maintain the Beachwalk and completed areas of the Cultural Campus. The Sanitation Budget includes approximately $3,750,475 in intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement that are used to offset municipal resort tax eligible expenditures. These revenues are used to fund enhanced sanitation services for South, Middle and North Beach areas. Loan Proceeds are anticipated from an equipment loan for the purpose of purchasing new capital equipment.

NOTES TO REVENUES*

A Parking Fund contribution of $467,172 will be used to pay for a crew of 9 in the Sanitation Department who will assume the duties of litter control in surface parking lots throughout the City at a cost of $467,172 (including $150,000 of initial capital costs).

Water and Sewer

The Water Division budget includes a pass-thru rate increase of $0.25 cents per 1,000 gallons in FY 2006/07 for the purchase of water from Miami-Dade County WASA that became effective January 1, 2006.

This budget includes Retained Earnings carried forward ($1,880,136) from the projected FY 2005/06 water surplus primarily as a result of reduced debt service payments which will help pay for the FY 2006/07 annual debt service payment.

The Sewer Division budget includes a pass-thru rate increase of $0.04 cents per 1,000 gallons in FY 2006/07 for the sewer treatment costs paid to Miami-Dade County WASA that became effective January 1, 2006.

This budget includes Retained Earnings carried forward ($1,293,771) from the projected FY 2005/06 sewer surplus primarily as a result of reduced debt service payments which will help pay for the FY 2006/07 annual debt service payment.

INTERNAL SERVICE FUNDS

Central Services

Retained Earnings of $50,682 used to fund the replacement of the printing press and platemaker. Interdepartmental charges augmented due to increases in postage rates, and salary & benefits.

Fleet Management

Interdepartmental charges augmented due primarily to the increases in the cost of fuel, other operating expenses, and salary & benefits.

Information Technology

Interdepartmental charges augmented due to salary & benefit increases, additional systems' maintenance contracts, and 2 additional positions to support budget enhancements for the WiFi project and E-government initiatives.

Property Management

Interdepartmental charges augmented due to increases in salary & benefits, electricity, and maintenance contracts.

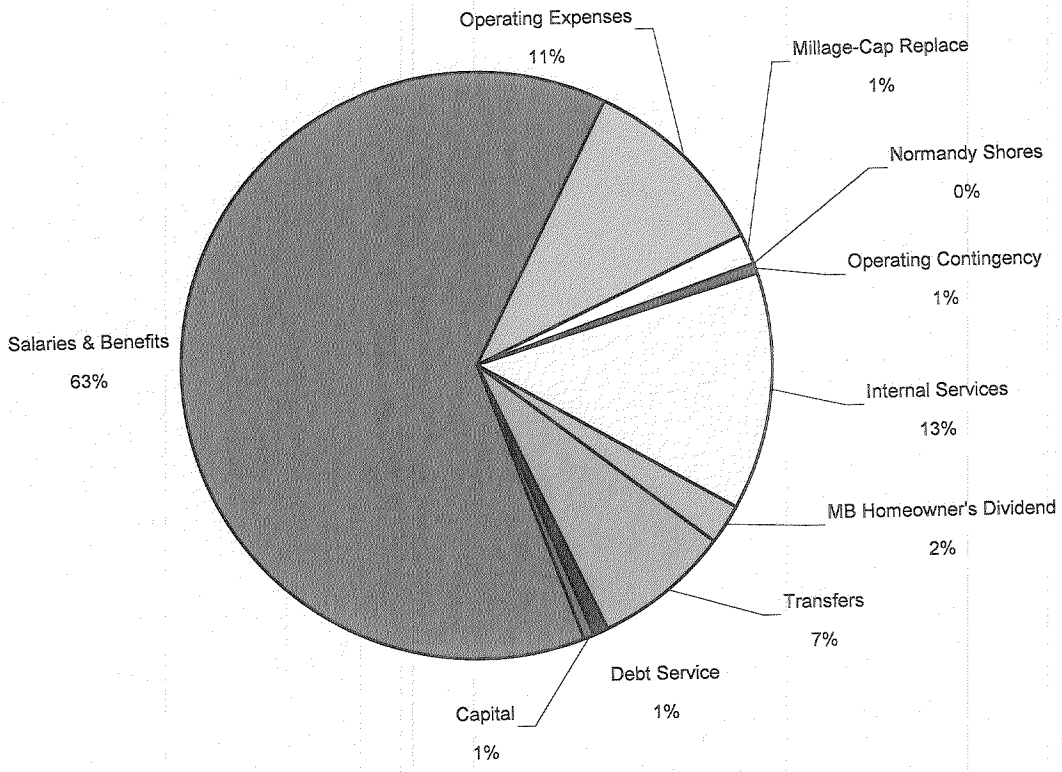
Risk Management

Interdepartmental charges augmented due primarily to an increased level of workers' compensation claims, retiree health insurance, and increased property insurance premiums. For the second year, a transfer of $1M from the General Fund will be made to reduce the current deficit in the Risk Management Fund.

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adopt 06 Variance
ALL FUNDS						
General Fund	$ 153,490,283	$ 167,896,034	$ 207,925,117	$ 208,238,117	$ 237,673,096	$ 29,747,979
G.O. Debt Service Fund	10,193,662	10,134,456	9,966,418	9,966,418	6,561,271	(3,405,147)
RDA Funds	16,597,769	20,886,419	14,057,028	13,566,213	18,991,324	4,934,296
Enterprise Funds	93,930,733	100,086,672	107,668,402	105,657,523	120,332,386	12,663,984
Internal Service Funds	42,300,292	46,446,555	46,144,765	44,305,576	51,235,472	5,090,707
TOTAL ALL FUNDS	**$ 316,512,739**	**$ 345,450,136**	**$ 385,761,730**	**$ 381,733,847**	**$ 434,793,549**	**$ 49,031,819**
ALL FUNDS						
Salaries & Benefits	$ 136,201,924	$ 147,620,457	$ 167,020,292	$ 161,245,513	$ 189,559,714	$ 22,539,422
Operating Expenses	87,664,249	95,998,256	101,515,154	107,130,194	114,027,918	12,512,764
Renewal & Replacement	11,614,159	12,491,035	8,195,353	8,443,577	9,515,273	1,319,920
Capital Renewal & Replacement	0	1,347,070	2,529,563	2,529,563	3,525,086	995,523
MB Homeowner's Dividend Fund	0	0	3,269,120	3,269,120	4,900,000	1,630,880
Transfers	0	0	14,939,708	14,939,708	17,738,419	2,798,711
Internal Services	32,796,644	36,605,040	37,557,405	37,409,654	43,131,111	5,573,706
Capital	6,491,042	5,342,255	8,783,735	8,896,431	7,662,994	(1,120,741)
RDA Funds	16,597,769	20,886,419	14,057,028	13,566,213	18,991,324	4,934,296
Debt Service	25,146,952	25,159,604	27,894,372	24,303,874	25,741,710	(2,152,662)
TOTAL ALL FUNDS	**$ 316,512,739**	**$ 345,450,136**	**$ 385,761,730**	**$ 381,733,847**	**$ 434,793,549**	**$ 49,031,819**

FY 2006/07 Proposed
General Fund Expenditures
$237,673,096



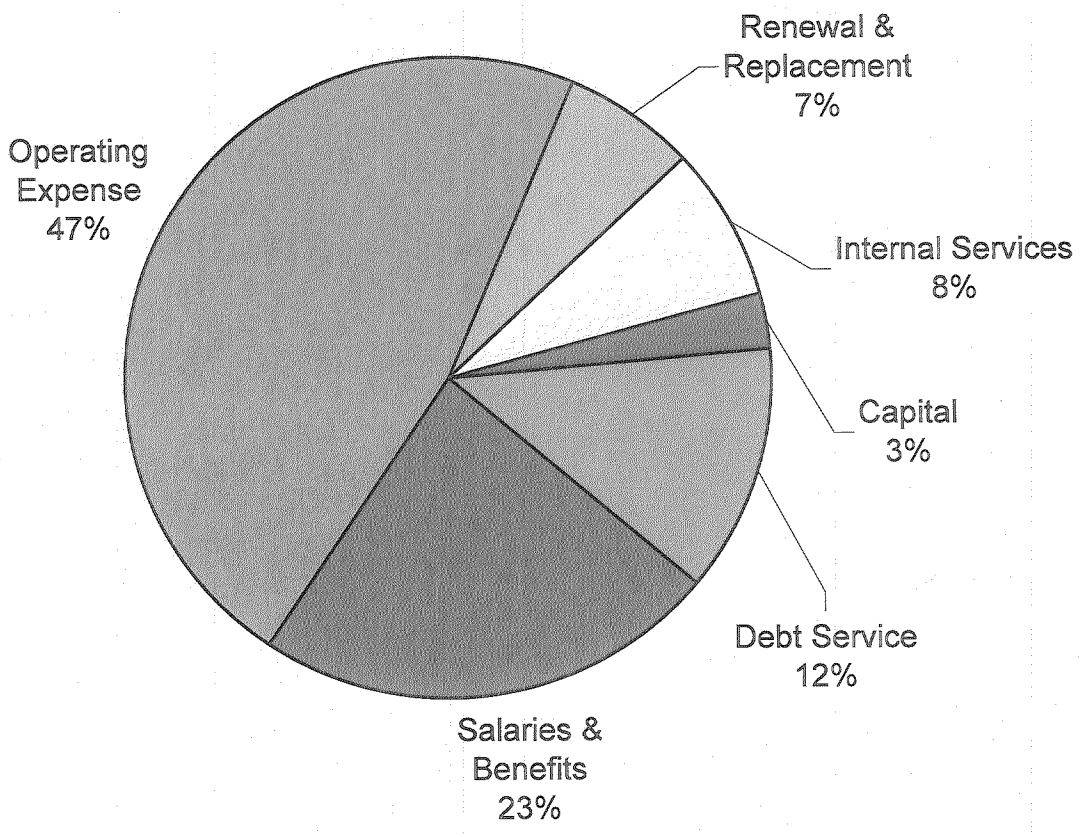
EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adopt 06 Variance
GENERAL FUND						
Mayor & City Commission						
Salaries & Benefits	$ 890,328	$ 878,012	$ 1,035,108	$ 1,000,108	$ 1,042,618	$ 7,510
Operating Expenses	75,645	76,189	92,629	92,629	92,629	0
Internal Services	196,397	226,053	215,595	215,595	283,613	68,018
Capital	0	0	0		0	0
Debt Service	0	0	0		0	0
Subtotal	**$ 1,162,370**	**$ 1,180,254**	**$ 1,343,332**	**$ 1,308,332**	**$ 1,418,860**	**$ 75,528**
Admin Support						
Salaries & Benefits	$ 7,535,332	$ 7,833,311	$ 9,409,443	$ 9,091,192	$ 10,470,017	$ 1,060,574
Operating Expenses	871,720	670,272	1,444,261	1,452,265	1,518,277	74,016
Internal Services	1,683,500	1,849,938	1,955,601	1,955,601	2,522,626	567,025
Capital	68,251	55,356	42,524	53,771	31,928	(10,596)
Debt Service	0	0	0	0	0	0
Subtotal	**$ 10,158,803**	**$ 10,408,877**	**$ 12,851,829**	**$ 12,552,829**	**$ 14,542,848**	**$ 1,691,019**
City Attorney						
Salaries & Benefits	$ 2,340,210	$ 2,339,924	$ 2,748,799	$ 2,606,689	$ 3,025,760	$ 276,961
Operating Expenses	422,106	646,789	760,079	883,281	794,445	34,366
Internal Services	401,969	443,347	445,039	443,697	498,395	53,356
Capital	0	2,828	1,200	28,450	800	(400)
Debt Service	0	0	0		0	0
Subtotal	**$ 3,164,285**	**$ 3,432,888**	**$ 3,955,117**	**$ 3,962,117**	**$ 4,319,400**	**$ 364,283**
Econ Dev & Cultural Arts						
Salaries & Benefits	$ 6,611,477	$ 7,481,189	$ 9,249,097	$ 8,727,480	$ 10,805,886	$ 1,556,789
Operating Expenses	842,977	1,122,337	1,098,872	1,434,501	1,484,452	385,580
Internal Services	1,845,964	2,178,452	2,480,996	2,485,164	3,033,077	552,081
Capital	328,422	75,849	134,924	146,744	246,795	111,871
Debt Service	0	0	0	0	0	0
Subtotal	**$ 9,628,840**	**$ 10,857,827**	**$ 12,963,889**	**$ 12,793,889**	**$ 15,570,210**	**$ 2,606,321**
Operations						
Salaries & Benefits	$ 14,324,904	$ 16,007,465	$ 20,010,013	$ 18,237,401	$ 22,986,047	$ 2,976,034
Operating Expenses	7,603,243	8,016,200	10,303,875	11,333,121	11,846,629	1,542,754
Internal Services	5,645,593	6,735,634	6,522,534	6,441,822	7,734,212	1,211,678
Capital	1,304,598	710,187	554,662	733,740	94,105	(460,557)
Debt Service	0	1,220,937	1,209,449	1,209,449	1,213,622	4,173
Subtotal	**$ 28,878,338**	**$ 32,690,423**	**$ 38,600,533**	**$ 37,955,533**	**$ 43,874,615**	**$ 5,274,082**
Public Safety						
Salaries & Benefits	$ 75,451,519	$ 81,605,509	$ 88,519,493	$ 89,021,722	$ 97,367,865	$ 8,848,372
Operating Expenses	1,695,337	2,418,321	4,157,131	4,170,649	4,640,497	483,366
Internal Services	13,068,666	14,568,583	14,660,918	14,665,740	16,324,211	1,663,293
Capital	169,806	53,485	474,379	438,810	223,219	(251,160)
Debt Service	0	0	0	0	0	0
Subtotal	**$ 90,385,328**	**$ 98,645,898**	**$ 107,811,921**	**$ 108,296,921**	**$ 118,555,792**	**$ 10,743,871**
Citywide Accounts						
Salaries & Benefits	$ 2,481,254	$ 2,729,555	$ 2,030,050	$ 2,054,882	$ 4,405,274	2,375,224
Operating Expenses	5,335,497	5,049,444	4,278,938	6,226,391	4,789,708	510,770
Normandy Shores	220,450	136,663	128,833	128,833	135,254	6,421
Operating Contingency	0	0	1,000,000	0	1,300,000	300,000
Internal Services	824,274	706,247	646,184	646,184	818,530	172,346
Capital	753,129	188,256	772,000	772,000	975,000	203,000
Debt Service	497,715	522,632	804,100	801,815	804,100	0
Subtotal	**$ 10,112,319**	**$ 9,332,797**	**$ 9,660,105**	**$ 10,630,105**	**$ 13,227,866**	**$ 3,567,761**

EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adopt 06 Variance
Capital Renewal & Replacement	$ 0	$ 1,347,070	$ 2,529,563	$ 2,529,563	$ 3,525,086	$ 995,523
MB Homeowner's Dividend Fnd	$ 0	$ 0	$ 3,269,120	$ 3,269,120	$ 4,900,000	$ 1,630,880
Transfers						
Capital Reserve Fund	$ 0	$ 0	$ 2,500,000	$ 2,500,000	$ 2,500,000	$ 0
Pay-As-You-Go Fund	0	0	5,000,000	5,000,000	7,500,000	2,500,000
Capital Investment Upkeep	0	0	1,500,000	1,500,000	2,000,000	500,000
Info & Comm Tech Fund	0	0	1,000,000	1,000,000	1,400,000	400,000
Risk Management Fund	0	0	1,000,000	1,000,000	1,000,000	0
11% Emergency Reserve	0	0	3,939,708	3,939,708	3,338,419	(601,289)
Subtotal	$ 0	$ 0	$ 14,939,708	$ 14,939,708	$ 17,738,419	$ 2,798,711
TOTAL GENERAL FUND	$ 153,490,283	$ 167,896,034	$ 207,925,117	$ 208,238,117	$ 237,673,096	$ 29,747,979
GENERAL FUND						
Salaries & Benefits	$ 109,635,024	$ 118,874,965	$ 133,002,003	$ 130,739,474	$ 150,103,467	$ 17,101,464
Operating Expenses	16,846,525	17,999,552	22,135,785	25,592,837	25,166,637	3,030,852
Normandy Shores	220,450	136,663	128,833	128,833	135,254	6,421
Operating Contingency	0	0	1,000,000	0	1,300,000	300,000
Capital Renewal & Replacement	0	1,347,070	2,529,563	2,529,563	3,525,086	995,523
MB Homeowner's Divident Fund	0	0	3,269,120	0	4,900,000	1,630,880
Transfers	0	0	14,939,708	18,208,828	17,738,419	2,798,711
Internal Services	23,666,363	26,708,254	26,926,867	26,853,803	31,214,664	4,287,797
Capital	2,624,206	1,085,961	1,979,689	2,173,515	1,571,847	(407,842)
Debt Service	497,715	1,743,569	2,013,549	2,011,264	2,017,722	4,173
TOTAL GENERAL FUND	$ 153,490,283	$ 167,896,034	$ 207,925,117	$ 208,238,117	$ 237,673,096	$ 29,747,979
G.O. Debt Service Fund	$ 10,193,662	$ 10,134,456	$ 9,966,418	$ 9,966,418	$ 6,561,271	$ (3,405,147)
RDA FUNDS						
South Pointe RDA	$ 8,572,214	$ 11,830,510	$ 0	$ 0	$ 0	$ 0
City Center RDA	8,025,555	9,055,909	14,057,028	13,566,213	18,991,324	4,934,296
TOTAL RDA FUNDS	$ 16,597,769	$ 20,886,419	$ 14,057,028	$ 13,566,213	$ 18,991,324	$ 4,934,296

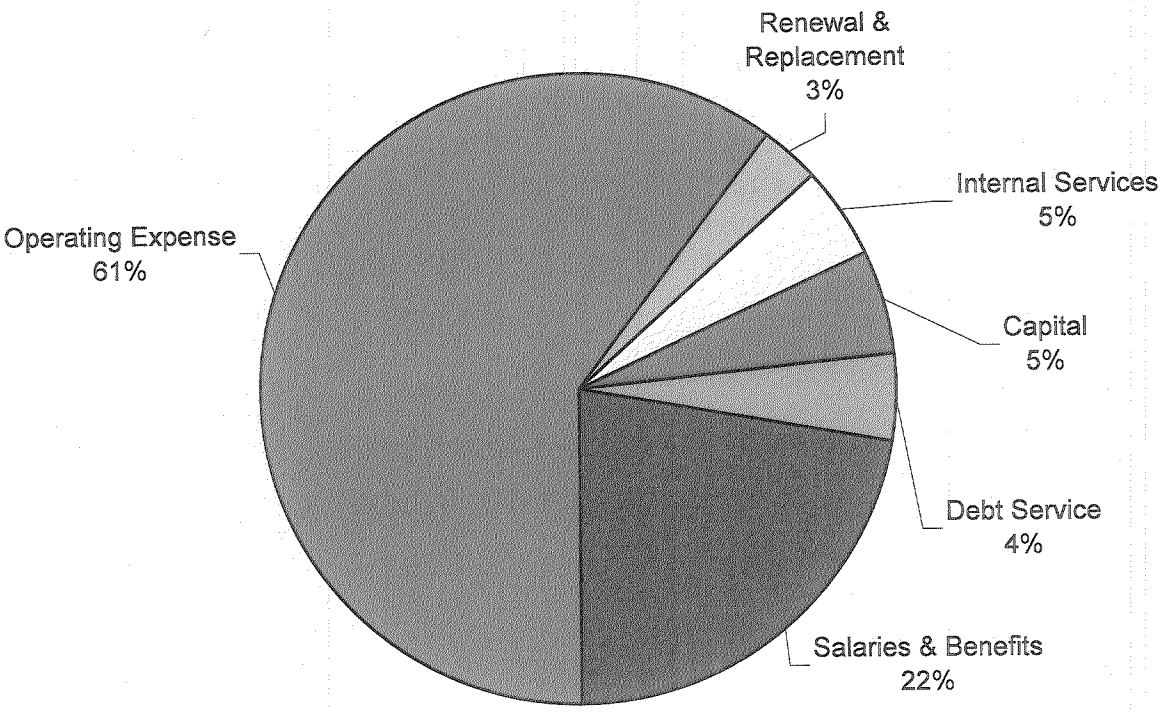
FY 2006/07 Proposed Enterprise Expenses $120,332,386



EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adopt 06 Variance
ENTERPRISE FUNDS						
Convention Center/TOPA						
Salaries & Benefits	$ 4,622,843	$ 4,942,980	$ 4,392,248	$ 4,459,708	$ 4,241,917	$ (150,331)
Operating Expenses	5,314,451	6,192,547	5,920,351	6,497,307	6,617,683	697,332
Renewal & Replacement	3,092,371	4,164,108	3,150,000	3,400,000	3,425,000	275,000
Internal Services	1,152,246	1,154,330	1,485,314	1,414,377	1,779,291	293,977
Capital	0	0	535,916	535,916	566,226	30,310
Debt Service	0	0	0	0	0	0
Subtotal	**$ 14,181,911**	**$ 16,453,965**	**$ 15,483,829**	**$ 16,307,308**	**$ 16,630,117**	**$ 1,146,288**
Parking						
Salaries & Benefits	$ 5,236,018	$ 5,774,086	$ 6,311,101	$ 6,044,287	$ 7,594,182	$ 1,283,081
Operating Expenses	8,447,466	8,018,023	9,529,381	9,517,241	11,003,664	1,474,283
Renewal & Replacement	1,486,380	1,195,177	1,633,409	1,633,409	1,633,409	0
Internal Services	1,857,812	2,011,001	2,217,180	2,217,180	2,464,826	247,646
Capital	211,312	1,382,370	184,100	184,100	449,530	265,430
Debt Service	2,186,106	2,186,106	2,184,901	2,184,901	2,184,901	0
Subtotal	**$ 19,425,094**	**$ 20,566,763**	**$ 22,060,072**	**$ 21,781,118**	**$ 25,330,512**	**$ 3,270,440**
Sanitation						
Salaries & Benefits	$ 2,780,651	$ 3,052,133	$ 6,037,484	$ 4,210,107	$ 7,940,152	$ 1,902,668
Operating Expenses	2,539,233	4,530,529	3,467,246	7,629,504	3,785,445	318,199
Renewal & Replacement	245,278	254,732	255,378	255,378	1,022,074	766,696
Internal Services	985,804	992,908	1,082,557	1,106,297	1,221,566	139,009
Capital	137,046	40,852	437,300	403,300	588,244	150,944
Debt Service	170,496	153,467	150,000	150,000	236,424	86,424
Subtotal	**$ 6,858,508**	**$ 9,024,621**	**$ 11,429,965**	**$ 13,754,586**	**$ 14,793,905**	**$ 3,363,940**
Sewer Operations						
Salaries & Benefits	$ 1,791,801	$ 2,067,253	$ 2,226,427	$ 2,024,427	$ 2,688,961	$ 462,534
Operating Expenses	17,589,252	19,224,363	19,223,668	19,551,320	20,057,581	833,913
Renewal & Replacement	1,072,341	1,044,825	1,080,000	1,080,000	1,080,000	0
Internal Services	1,436,662	1,683,864	1,655,803	1,655,803	1,858,964	203,161
Capital	292,851	181,945	590,970	590,970	490,090	(100,880)
Debt Service	4,489,640	3,507,931	4,489,640	1,891,843	4,411,245	(78,395)
Subtotal	**$ 26,672,547**	**$ 27,710,181**	**$ 29,266,508**	**$ 26,794,363**	**$ 30,586,841**	**$ 1,320,333**
Stormwater						
Salaries & Benefits	$ 955,796	$ 1,206,930	$ 1,386,822	$ 1,176,822	$ 1,485,897	$ 99,075
Operating Expenses	1,203,282	1,266,811	1,231,121	1,226,756	2,057,837	826,716
Renewal & Replacement	83,049	115,786	130,000	130,000	130,000	0
Internal Services	334,693	476,188	579,927	559,292	584,566	4,639
Capital	705,431	240,143	1,347,130	1,250,000	534,700	(812,430)
Debt Service	3,565,021	2,897,127	3,575,000	3,575,000	3,575,000	0
Subtotal	**$ 6,847,272**	**$ 6,202,985**	**$ 8,250,000**	**$ 7,917,870**	**$ 8,368,000**	**$ 118,000**
Water Operations						
Salaries & Benefits	$ 2,918,979	$ 3,093,910	$ 3,629,410	$ 3,069,410	$ 4,058,084	$ 428,674
Operating Expenses	10,866,583	11,407,116	11,226,107	10,754,083	13,019,437	1,793,330
Renewal & Replacement	628,442	697,855	660,000	660,000	680,000	20,000
Internal Services	1,274,265	1,335,751	1,468,751	1,468,751	1,620,559	151,808
Capital	946,772	693,951	883,400	883,400	774,675	(108,725)
Debt Service	3,310,360	2,899,574	3,310,360	2,266,634	4,470,256	1,159,896
Subtotal	**$ 19,945,401**	**$ 20,128,157**	**$ 21,178,028**	**$ 19,102,278**	**$ 24,623,011**	**$ 3,444,983**
TOTAL ENTEPRISE FUNDS	**$ 93,930,733**	**$ 100,086,672**	**$ 107,668,402**	**$ 105,657,523**	**$ 120,332,386**	**$ 12,663,984**
ENTERPRISE FUNDS						
Salaries & Benefits	$ 18,306,088	$ 20,137,292	$ 23,983,492	$ 20,984,761	$ 28,009,193	$ 4,025,701
Operating Expenses	45,960,267	50,639,389	50,597,874	55,176,211	56,541,647	5,943,773
Renewal & Replacement	6,607,861	7,472,483	6,908,787	7,158,787	7,970,483	1,061,696
Internal Services	7,041,482	7,654,042	8,489,532	8,421,700	9,529,772	1,040,240
Capital	2,293,412	2,539,261	3,978,816	3,847,686	3,403,465	(575,351)
Debt Service	13,721,623	11,644,205	13,709,901	10,068,378	14,877,826	1,167,925
TOTAL ENTERPRISE FUNDS	**$ 93,930,733**	**$ 100,086,672**	**$ 107,668,402**	**$ 105,657,523**	**$ 120,332,386**	**$ 12,663,984**

FY 2006/07 Proposed
Internal Service Fund Expenses
$51,235,472



EXPENSE SUMMARY
Comparison by Fund and Major Category

Fund and Major Category	Actual FY 2003/04	Actual FY 2004/05	Adopted FY 2005/06	Projected FY 2005/06	Proposed FY 2006/07	Prop 07-Adopt 06 Variance
INTERNAL SERVICE FUNDS						
Central Services						
Salaries & Benefits	$ 298,342	$ 316,161	$ 324,729	$ 318,544	$ 358,711	$ 33,982
Operating Expenses	353,549	383,605	379,725	379,686	372,531	(7,194)
Renewal & Replacement	3,091	3,206	6,144	4,368	4,368	(1,776)
Internal Services	77,094	85,415	81,945	81,945	74,875	(7,070)
Capital	0	0	0	0	50,682	50,682
Debt Service	0	0	0	0	0	0
Subtotal	**$ 732,076**	**$ 788,387**	**$ 792,543**	**$ 784,543**	**$ 861,167**	**$ 68,624**
Fleet Management						
Salaries & Benefits	$ 1,115,082	$ 855,927	$ 1,391,996	$ 1,313,780	$ 1,524,390	$ 132,394
Operating Expenses	2,174,033	3,971,638	3,021,310	3,146,216	3,460,410	439,100
Renewal & Replacement	3,076,581	3,018,511	0	0	0	0
Internal Services	591,834	656,753	556,740	556,740	709,191	152,451
Capital	9,300	43,276	145,000	145,000	50,000	(95,000)
Debt Service	698,681	1,414,568	1,686,548	1,639,858	1,686,548	0
Subtotal	**$ 7,665,511**	**$ 9,960,673**	**$ 6,801,594**	**$ 6,801,594**	**$ 7,430,539**	**$ 628,945**
Information Technology						
Salaries & Benefits	$ 3,219,527	$ 3,381,391	$ 3,909,122	$ 3,659,014	$ 4,448,851	$ 539,729
Operating Expenses	2,652,755	3,655,809	3,310,894	3,305,200	4,798,303	1,487,409
Renewal & Replacement	1,676,932	1,749,810	1,085,789	1,085,789	1,285,789	200,000
Internal Services	729,319	761,674	790,502	790,502	792,807	2,305
Capital	1,426,581	1,663,682	2,455,460	2,355,460	2,372,500	(82,960)
Debt Service	35,271	222,806	517,956	617,956	598,343	80,387
Subtotal	**$ 9,740,385**	**$ 11,435,172**	**$ 12,069,723**	**$ 11,813,921**	**$ 14,296,593**	**$ 2,226,870**
Property Management						
Salaries & Benefits	$ 3,178,882	$ 3,529,503	$ 3,874,768	$ 3,695,758	$ 4,530,047	$ 655,279
Operating Expenses	2,998,954	2,992,780	3,302,020	3,056,897	3,321,542	19,522
Renewal & Replacement	246,504	242,457	185,000	185,000	245,000	60,000
Internal Services	637,179	690,124	664,315	663,061	771,407	107,092
Capital	137,543	10,075	224,770	374,770	214,500	(10,270)
Debt Service	0	0	0	0	0	0
Subtotal	**$ 7,199,062**	**$ 7,464,939**	**$ 8,250,873**	**$ 7,975,486**	**$ 9,082,496**	**$ 831,623**
Risk Management						
Salaries & Benefits	$ 448,979	$ 525,218	$ 534,182	$ 534,182	$ 585,055	$ 50,873
Operating Expenses	16,457,716	16,218,820	17,638,713	16,344,314	18,931,594	1,292,881
Renewal & Replacement	3,190	4,568	9,633	9,633	9,633	0
Internal Services	53,373	48,778	47,504	41,903	38,395	(9,109)
Capital	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0
Subtotal	**$ 16,963,258**	**$ 16,797,384**	**$ 18,230,032**	**$ 16,930,032**	**$ 19,564,677**	**$ 1,334,645**
TOTAL INTERNAL SRVC FUNDS	**$ 42,300,292**	**$ 46,446,555**	**$ 46,144,765**	**$ 44,305,576**	**$ 51,235,472**	**$ 5,090,707**
INTERNAL SERVICE FUNDS						
Salaries & Benefits	$ 8,260,812	$ 8,608,200	$ 10,034,797	$ 9,521,278	$ 11,447,054	$ 1,412,257
Operating Expenses	24,637,007	27,222,652	27,652,662	26,232,313	30,884,380	3,231,718
Renewal & Replacement	5,006,298	5,018,552	1,286,566	1,284,790	1,544,790	258,224
Internal Services	2,088,799	2,242,744	2,141,006	2,134,151	2,386,675	245,669
Capital	1,573,424	1,717,033	2,825,230	2,875,230	2,687,682	(137,548)
Debt Service	733,952	1,637,374	2,204,504	2,257,814	2,284,891	80,387
TOTAL INTERNAL SRVC FUNDS	**$ 42,300,292**	**$ 46,446,555**	**$ 46,144,765**	**$ 44,305,576**	**$ 51,235,472**	**$ 5,090,707**

MAYOR AND
CITY COMMISSION

OFFICE OF THE MAYOR AND CITY COMMISSION

Department Mission/Purpose Statement

"We are dedicated to developing policy and providing direction to meet the needs of constituents by providing leadership that enhances and improves the quality of life for those who live, work and play in the City of Miami Beach."

Department Description

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

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

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

Significant Prior Accomplishments:

- Resort tax collections increased 46.8 percent between FY 1999/00 and FY 2004/05.
- Reconstruction Ordinance to better protect contributing buildings in the Historic District.
- Demolition Ordinance to outline the procedures for non-designated structures.
- Groundbreaking legislation which separates convicted sexual predators from where children gather to learn and play.
- Removal of fees from our numerous recreational facilities.

- Fiscal success resulting in returning surplus tax dollars to more than sixteen thousand residents ($200).
- Charity fund raising by means of "Rescuers in the Ring", the Mayor's Boxing Event.
- Moving forward with a competitive pilot program to offer free wireless internet service within some high density and tourism corridors.
- Expansion of the New World Symphony.
- Improvements to the Byron Carlyle and Colony Theaters.
- Growth in Film and Television Industry due to internet-based one-stop permitting process (170 millions dollars into the economy).
- New Condo Reform Task Force.
- Lummus Park Improvement Project.
- Vote Miami Beach Project.

Mayor and Commissioners

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

Administrative & Personnel Services

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

Commission Aides

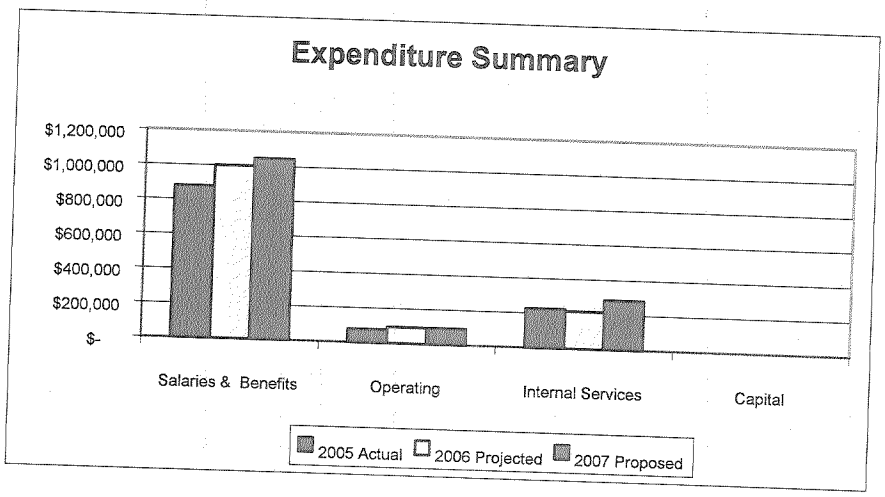
Analyzes speeches, written documents; researches constituent complaints. Composes constituent responses; develops grant/research papers, letters to the City Manager; Proofreads Mayor/ Commissioner speeches, letters, requests to the City Manager, internal/external mail; trains and oversees internship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

Clerical & Support Services

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

Financial Summary

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 890,328	$ 878,012	$ 1,035,108	$ 1,000,108	$ 1,042,618
Operating	75,645	76,189	92,629	92,629	92,629
Internal Services	196,397	226,053	215,595	215,595	283,613
Capital	0	0	0	0	0
Total	$ 1,162,370	$ 1,180,254	$ 1,343,332	$ 1,308,332	$ 1,418,860
Budgeted Positions	20	20	20		20



Budget Highlights

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

Budget History

FY 2005/06

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

FY 2004/05

- Savings ($20,547) were achieved by funding a full-time position at a part-time level pursuant to the Commission's direction at the Committee of the Whole Meeting.

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

FY 2003/04

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

FY 2002/03

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

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

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

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ADMINISTRATIVE SUPPORT

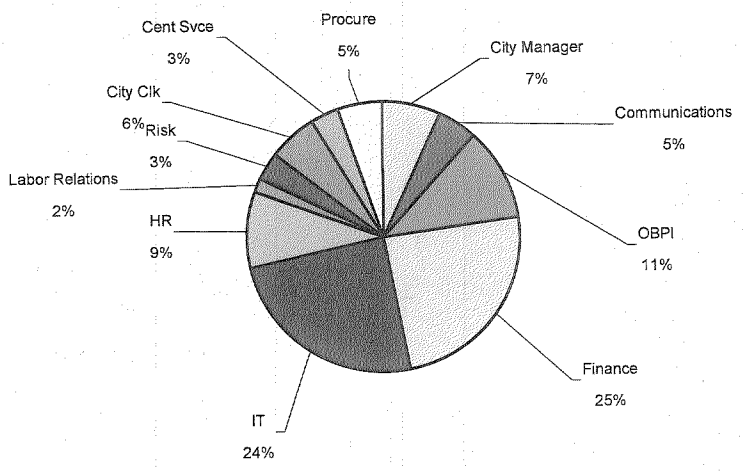
ADMINISTRATIVE SUPPORT SERVICES

Scope

This function is comprised of the following Departments and Divisions:

Administrative Support	Adopted FY '05/06	Proposed FY '06/07	% of Function to Prop. GF Budget 06/07	Over/ (Under)	Proposed Postions
City Manager	$ 2,177,714	$ 2,328,805	1.0%	$ 151,091	13.0 + 0 PT
Communications	1,067,074	1,188,552	0.5%	121,478	9.0 + 0 PT
Finance	3,976,543	4,559,048	1.9%	582,505	45.5 + 0 PT
Procurement	765,613	902,160	0.4%	136,547	10.0 + 0 PT
Budget & Perf Imp	1,736,275	1,985,126	0.8%	248,851	21.0 + 0 PT
Human Resources	1,406,214	1,579,690	0.7%	173,476	17.6 + 0 PT
Labor Relations	223,132	315,820	0.1%	92,688	3.0 + 0 PT
City Clerk	1,499,264	1,683,647	0.7%	184,383	11.0 + 0 PT
Total General Fund (GF)	$ 12,851,829	$ 14,542,848	6.1%	$ 1,691,019	130.1 + 0 PT
Information Technology	$ 12,069,723	$ 14,296,593		$ 2,226,870	45.5 + 0 PT
Risk Management	18,230,032	19,564,677		1,334,645	6.4 + 0 PT
Central Services	792,543	861,167		68,624	6.0 + 0 PT
Total Other Funds	$ 31,092,298	$ 34,722,437		$ 3,630,139	57.9 + 0 PT
Total Administrative Support	$ 43,944,127	$ 49,265,285		$ 5,321,158	188.0 + 0 PT

Administrative Support Positions



CITY MANAGER'S OFFICE

Department Mission/Purpose Statement

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

Department Description

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

Significant Prior Accomplishments

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

- Modifications and enhancements to the organizational structure, including the hiring of two Assistant City Managers and organizing work and structure around the identified Key Intended Outcomes (KIOs), as well as the hiring of the Building Department Director, the Director and Assistant Director of the Capital Improvement Project (CIP) Office, the Director of the Department of Tourism and Cultural Development, the Emergency Management Coordinator and the City's Asset Manager.

- Completion and opening of several capital projects, totaling $19 million worth of construction, including, but not limited to, the Beachwalk, the new Regional Library, the South Shore Library, the Miami Beach Golf Course Clubhouse, the 6th Street Community Center, and the renovations to the Jackie Gleason Theater of Performing Arts.

- Finalizing the Greater Miami Convention and Visitors Bureau's (GMCVB) strategic plan and five-year contract with the City resulting in a larger portion of the City's Resort Tax available to the City.

- Collective bargaining agreement with the Communications Workers of America (CWA) was

ratified on February 1, 2006.

- Creation of the Miami Beach Employee Retirement Plan (Pension Reform), which merged the retirement system for general employees with the retirement system for unclassified employees.

- Increased value for taxpayers through several free services including: free access to City pools and youth centers on weekends and during non-programmed hours; free activities for families and senior citizens at various park facilities; free admission to the Wolfsonian Museum; free crime analysis of homes; and free child safety seat checks.

Following are some citywide highlights for each of the City's Vision Linkages:

Safer

- The City's Emergency Preparedness Plan was implemented with each threat of a hurricane last year resulting in successful preparation, response and recovery for each event.

- The creation of the Special Event Voluntary Response Team (SEVRT) has proven to be an integral part of staffing for major events in the City and ensuring that public safety remains a top priority during these busy event periods.

Cleaner

- Developed the Public Area Cleanliness Index, a set of standards used to measure and report the cleanliness of the City's public areas.

- Created a special events plan that is used on busy event periods, as part of our Major Events Plan (MEP), to ensure the City is maintained as clean as possible.

Beautiful and Vibrant, Mature, Stable Residential Community, Urban and Historic Environment

- Code Compliance coverage throughout the City was increased to 6 days per week with extended hours and they concentrated their enforcement efforts on quality of life issues such as developing a special detail and enhanced staffing and extended hours to address sanitation/illegal dumping, distribution of flyers and posters, and noise violations.

- Partnered with the Miami Beach Community Development Corporation to acquire and/or rehabilitate 16 units of affordable housing, acquired 15 first time homebuyer units, rented all nine units of 530 Michigan Avenue and all 18 units of 532 Michigan Avenue to income eligible senior citizens.

Cultural, Entertainment and Tourism Capital

- Successfully finalized a strategic plan and negotiated a five-year contract with the Greater Miami Convention and Visitors Bureau (GMCVB) resulting in a larger portion of the City's Resort Tax available to the City.

- Implemented our Major Events Plan (MEP) six times last year for several special events and

holiday weekends including Art Basel Miami Beach, Art Miami, South Beach Wine and Food Festival, Winter Music Conference, M3Summit, MTV Video Music Awards, Memorial Day weekend, and several other holiday weekends.

International Center for Innovation in Culture, Recreation and Business

- Continued our ongoing negotiations with the New World Symphony to finalize their Soundspace design concepts.

- Developed the Beachfront Management Plan which coordinates the process for beach concessions permitting, beachfront Public Works projects, beachfront special event and film and print permitting.

Well Improved Infrastructure

- Several construction projects have been completed or substantially completed totaling approximately $62 million worth of construction ($19 million last year).

- Implemented a Best Value Procurement System which will improve the selection and evaluation of contractors and consultants.

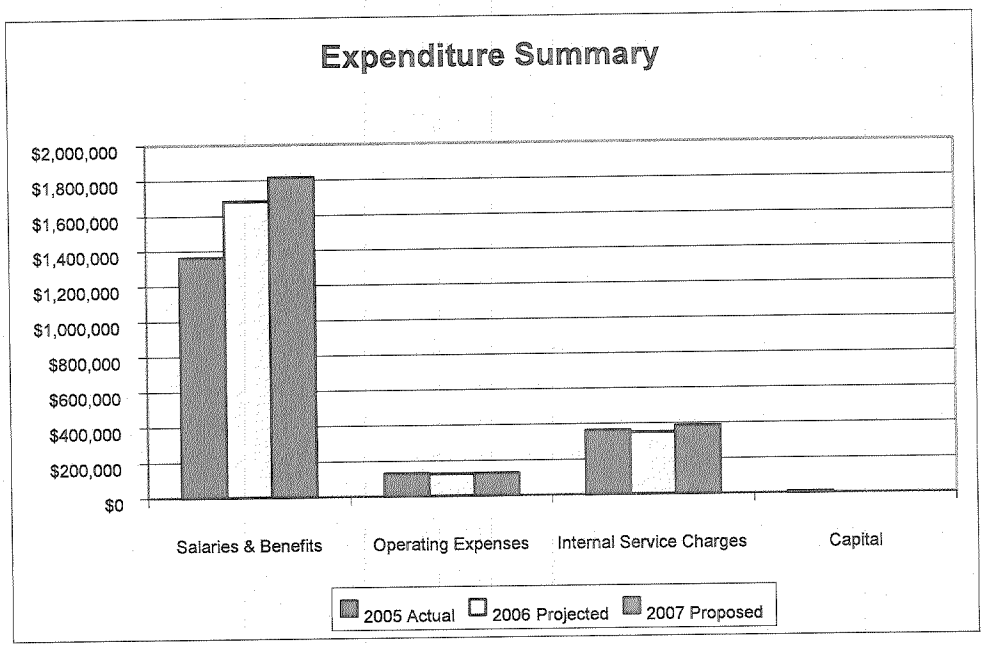
Miami Beach City Commission

Office of the City Manager

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

Departmental Financial Summary

EXPENDITURE AREA	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,324,935	$ 1,362,214	$ 1,702,762	$ 1,682,762	**$ 1,815,829**
Operating Expenses	122,951	128,808	125,154	125,154	**127,454**
Internal Service Charges	336,323	362,948	349,798	349,798	**385,522**
Capital	649	7,161	0	0	**0**
TOTAL	**$ 1,784,858**	**$ 1,861,131**	**$ 2,177,714**	**$ 2,157,714**	**$ 2,328,805**
Personnel Positions	**13**	**13**	**13**		**13**



Budget Highlights

- This budget provides funding for merit, COLA, pension and health insurance increases for 13 positions.
- Savings were achieved by filling the vacant Special Assistant to the City Manager position with a Special Projects Administrator.

Budget History

FY 2005/06

- A previously deferred vacant Assistant City Manager position is funded in FY 2005/06.

- A vacant Management Analyst position has been eliminated to fund an Executive Office Associate I position that will assist the filled Assistant City Manager position.

FY 2004/05

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

FY 2003/04

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

- Savings were achieved by eliminating a vacant Assistant City Manager position.

FY 2002/03

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

OFFICE OF COMMUNICATIONS

Department Mission/Purpose Statement

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

Department Description

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

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

The Office uses various communication tactics to achieve its goals: communication counseling and assistance to departments and committees, media relations, internal and external communications, direct marketing, communicating through the internet, intranet, government-access television, newsletters, media, and telecommunications/new media (i.e. List Serve). The Department supports and leverages external marketing efforts. In addition, the Department assesses sponsorship opportunities for the City.

Significant Prior Accomplishments

- Increased the distribution of public information messages, through MB magazine, MB Line, ListServe campaigns, MBTV programming, internal and external Web sites; media; advertising; and other materials;

- Produced six MB resident magazines and distributed to approximately 60,000 residential households;

- Produced five MB Line employee newsletters;

- Successfully launched the City's new logo and brand, and continue to develop additional support materials and provide support to other departments' transition;

- Produced and placed 40 CityPage ads in community newspapers;

- Increased ListServe E-Briefs subscribers by 67% (as of June 2006: 1,821 subscribers);

- Launched over 40 ListServe campaigns;

- Provided public relations and marketing support for several successful City events and initiatives, including but not limited to, the City's strategic plan, Vote Miami Beach, Earth Day

Miami Beach, homeless program, Code Compliance, WMC, MEPs, Hispanic Heritage Month, and more;

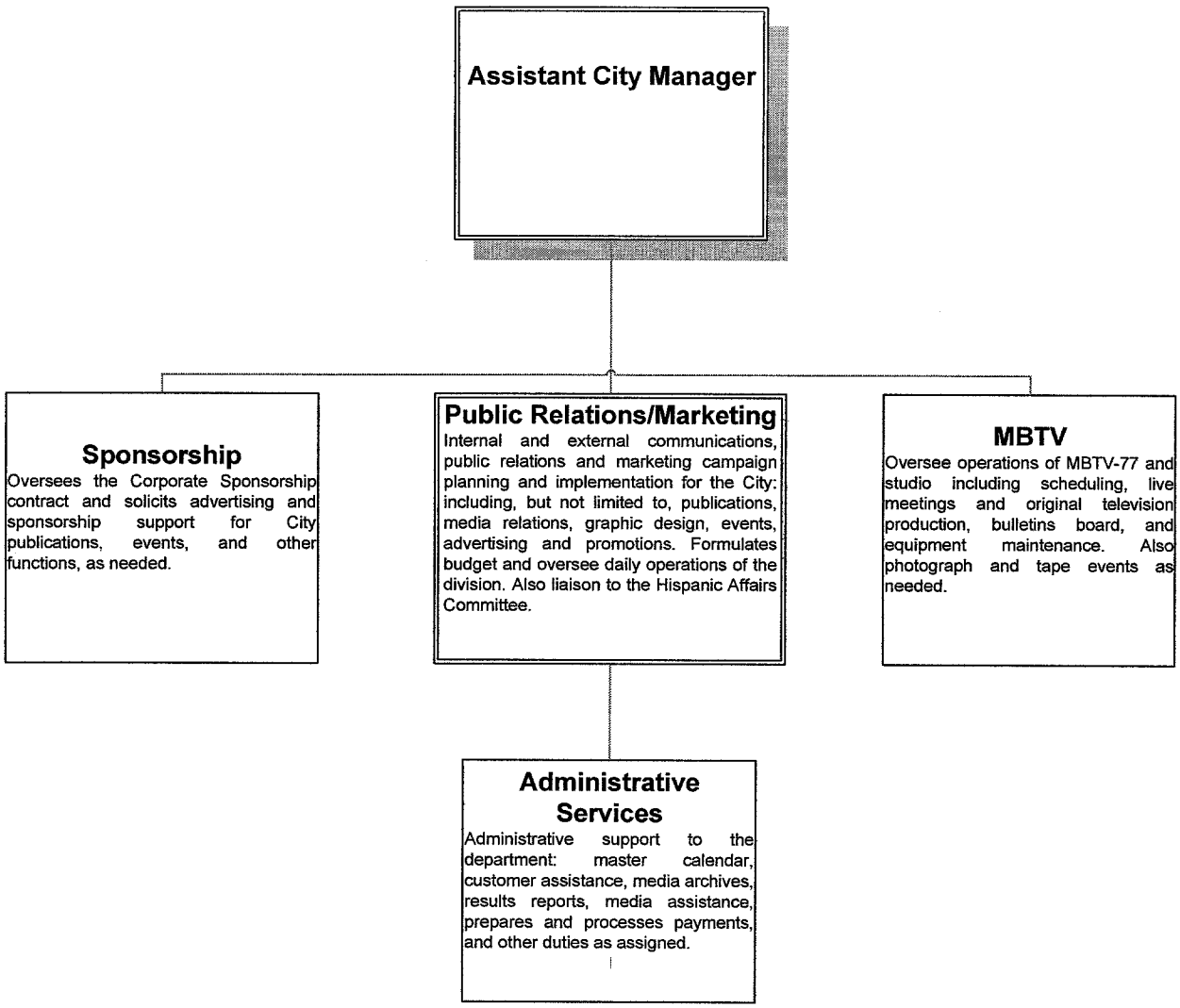
- Provided crisis communications support;
- Continued to develop and enhance the City's intranet (Fish Tank) to communicate more effectively with employees;
- Continued to support the enhancement of the City's Web site and promotion of its features;
- Continued to develop ways to promote internal teambuilding, customer service initiatives, unity and overall staff cohesion through communication and events (One Team, One City campaign);
- Continued to improve the media data collection & archival system; and propose moving towards a qualitative analysis vs. quantitative analysis through research methods (i.e. surveys);
- Continued to build relationships and contacts with the media;
- Re-organized MBTV-77 schedule to ensure regular programming;
- Produced seven CityVision shows for MBTV;
- Produced five television informational PSAs for MBTV;
- Implemented closed captioning in English and Spanish for all Commission Meetings;
- Installed a digital asset management system that stores and plays back digital video files;
- Sold 55 ads for MB magazine and 12 ads for Recreation Review;
- Sold two sponsor banners for North Shore Youth Center;
- Sold 20 athletic league sponsorships;

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Enhance external and internal communications from and within the City	# of Ads placed in print media	1	36	40	• Continue to place public service City news (advertisements) in local daily newspaper and other community newspapers.
	# of locally produced television programs	1*	10	14	• Develop television programming plan. • Outfit studio for television programming. • Produce and air locally produced Miami Beach television programming.
	# of newsletters published and distributed	1	48	36	• Continue to publish newsletter bi-monthly to all Miami Beach addresses. • Produce and distribute employee newsletters. • Produce and send bi-weekly electronic newsletter. • Promote ListServ service in all collateral materials. • Miami Beach Briefs will be discontinued when the new utility billing is changed at the end of FY05/06, resulting in a decrease in the FY06/07 target.
	% of external communication materials consistent with brand and messages	N/A	10%	25%	• Conduct analysis of collateral materials produced by all departments. • Determine annual goals and begin redesigning brand, message, and content for selected departments.
	# of employees trained in effective communications	0*	N/A	50	• Conduct small group training sessions on messaging and media.

Improve the City's overall financial health and maintain overall bond rating	Revenue generated through sponsorships and advertising revenue	N/A	$89,000	$93,500	• Secure corporate sponsorship consulting assistance. • Complete sponsorship asset inventory. • Establish advertising program goals and objectives to increase general market awareness of City of Miami Beach and promote specific departments.

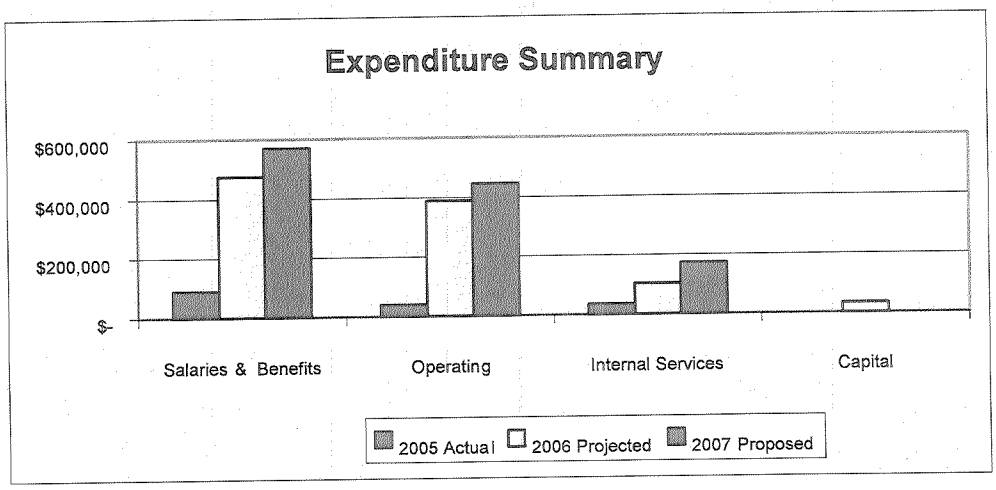
*FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Applicable


Assistant City Manager
Sponsorship
Oversees the Corporate Sponsorship contract and solicits advertising and sponsorship support for City publications, events, and other functions, as needed.
Public Relations/Marketing
Internal and external communications, public relations and marketing campaign planning and implementation for the City: including, but not limited to, publications, media relations, graphic design, events, advertising and promotions. Formulates budget and oversee daily operations of the division. Also liaison to the Hispanic Affairs Committee.
MBTV
Oversee operations of MBTV-77 and studio including scheduling, live meetings and original television production, bulletins board, and equipment maintenance. Also photograph and tape events as needed.
Administrative Services
Administrative support to the department: master calendar, customer assistance, media archives, results reports, media assistance, prepares and processes payments, and other duties as assigned.

Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Comm Advertising & Sponsorships	$ 0	$ 0	$ 0	$ 0	$ 50,000
Total	$ 0	$ 0	$ 0	$ 0	$ 50,000

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 88,690	$ 90,355	$ 565,678	$ 475,228	$ 570,592
Operating	19,776	40,591	375,104	389,307	445,391
Internal Services	45,029	35,781	103,902	103,902	172,569
Capital	0	0	22,390	33,637	0
Total General Fund	$ 153,495	$ 166,727	$ 1,067,074	$ 1,002,074	$ 1,188,552
Budgeted Positions	2	2	9		9



Budget Highlights

- Replacement communications equipment ($46,000) is being funded from the Information and Communications Technology Fund.
- Funding continues to be provided for advertising every Sunday in the Miami Herald's Neighbors Section and other community newspapers established in FY 2005/06 ($60,000).

- This budget includes funding ($144,630), an increase of $56,130 over prior year, to continue publishing a bi-monthly, bi-lingual newsletter informing the public on the City's services and accomplishments

Budget History

FY 2005/06

- This budget includes funding for the centralization and enhancement of the Office of Communications to include a total of eight full-time positions and one part-time position.

- Two full-time and one part-time position are being transferred from the City Clerk's Office: Media Specialist, Media Assistant, and a part-time Office Associate V (Proclamations).

- A full-time Development Specialist position is being transferred from the Parks & Recreation Department's Administration Division.

- A Communications Assistant position ($51,193) is being added to provide graphics support.

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

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

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

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

FY 2004/05

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

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

FY 2003/04

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

FY 2002/03

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

FINANCE

Department Mission/Purpose Statement

"We are dedicated to provide financial management and policy support, analytical services, and financial information to the City Manager, City Departments, the general public and others."

Department Description

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

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

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

Listed below are the Finance Department's current service levels:

Current FY'06	Reorganization FY'07
Capital Management	**Expenditure and Capital Management**
• Capital Improvement Program	• Capital Improvement Program
• Grants Management	• Grants Management
• Redevelopment Agency	• Redevelopment Agency
	• Accounts Payable
	• Purchasing Card (P-Card)
Expenditure & Treasury Mgmt	**Treasury Mgmt**
• Accounts Payable	• Cash / Cashiering
• Lien Statement	• Lien Statement
• Payroll	• Payroll
• Purchasing-Card (P-Card)	• Investments
• Investments	• Banking
• Banking	

Revenue Management
- Accounts Receivable
- Licensing
- Resort Tax
- Credit Cards
- Utility Billing

General Ledger
- Bank Reconciliations
- Financial Reporting
- General Ledger
- Cash / Cashiering

Revenue Management
- Accounts Receivable
- Licensing
- Resort Tax
- Credit Cards
- Utility Billing

General Accounting and Reporting
- Bank Reconciliations
- Financial Reporting
- General Ledger

Significant Prior Accomplishments

- Awarded for the eighteenth consecutive year the Government Finance Officers Association of the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's 2003/04 Annual Financial Report.

- Completed the Comprehensive Annual Financial Report for FY 2004/05.

- Expanded usage of the City's Purchasing Card Program, spending approximately $5.99 million increasing transactions from 4,187 to 7,678 nearly doubling the amount of transactions.

- Completed implementation and are still providing ongoing training for the following modules in our Enterprise System.

  1. Account Payable
  2. Accounts Receivable
  3. Cashier
  4. Fixed Assets
  5. General Ledger
  6. Payroll
  7. Project Accounting

- Enhanced procedures, controls and financial reporting of grants.

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

- Initiated and received financing for equipment purchased in FY 2004/05.

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

- Reviewed all existing debt for refinancing opportunities. In the process of refinancing Series 1995 Water and Sewer Bonds and adding an additional 23 million dollars of new money for CIP projects.

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

- Completed online Utility Bill payments.

- Completed the City's Proposed Capital Improvement Plan for 2006-2010.

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

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

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

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

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Make City more business friendly	# of days for a full lien search across all city departments	20*	15	10	• Create an online lien request process. • Develop process to track non-Finance turnaround time for liens. • Continue the creation of a one stop lien shop incorporating building, code compliance and fire into the Finance process.
	Average # of days to issue an occupational license	TBD	TBD	TBD	• Begin development on on-line occupational license process. • Work with Communications and Neighborhood Services to finalize, print and distribute occupational license brochure. • Analyze and streamline the occupational license process with all involved departments. • Coordinate with Planning Department, Building Department, and Fire Department to determine a baseline and targets.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Improve the City's overall financial health and maintain overall bond rating	# of audit comments	5	2	2	• Strengthen financial processes to improve internal controls and address audit concerns.
	# of days after end of month for completion of bank reconciliation	60*	45	30-45	• Add Financial Analyst to complete parking reconciliations. • Continue to improve the timeliness of bank reconciliations by completing them within 30 days after the bank statement is received.
	Average # of days after end of quarter for General Fund financials	N/A	N/A	45	• Work with departments to automate financial reporting processes.
	# of days from invoice received with funding and approvals in finance to check issuance	6*	5	4	• Train departments to input invoices, compute with receivers, check account, commodity code, procurement documentation, and budget availability.
	Average # of payrolls to process a payroll adjustment following receipt of all authorizing documentation	3*	2	1	• Complete the implementation of the Enterprise Reporting Product (ERP) by providing for the processing of payroll adjustments on a timely basis.

*FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available
TBD: To Be Determined

Chief Financial Officer

Revenue Management

The Revenue Division is comprised of the following sections:

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

Finance Administration

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

General Accounting and Reporting Management

The General Accounting and Reporting Management Division is responsible for the following sections:

- The Financial Reporting section is responsible for the production of the Comprehensive Annual Financial Report and the coordination of the annual external audit.
- The Bank Reconciliation section is responsible for the reconciliation of all cash and investment accounts.
- The General Accounting section is responsible for the recording and posting of all accounting transactions.

Expenditure and Capital Management

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

- The Capital Improvement Section provides financial management and analytical services to support the City's Capital Improvement Program.
- The Redevelopment Agency section is responsible for the financial transactions and reporting of the Redevelopment District.
- The Grants Management Section reviews and monitors citywide grants for compliance and reporting issues.
- The Accounts Payable Section is responsible for the timely and accurate processing of the City's Payments.
- The Fixed Assets Section monitors and records depreciation for purchases and capital assets.
- The Purchasing-Card (P-Card) Section is responsible for ensuring that all P-Card purchases are properly processed and recorded.

Treasury Management

The Treasury Management Division is comprised of the following sections:

- The Payroll Section is responsible for the processing of direct deposits and payroll checks for the employees of the City.
- The Treasury Section is responsible for the management of citywide investments and maintaining banking relations.
- The Liens Section is responsible for providing information to the general public as to monies owed to the City.
- The Cashiering Section is responsible for the collection and application of monies received throughout various city departments
- The Debt Service Section is responsible for ensuring that the City's long-term debt payments are made timely and accurately.

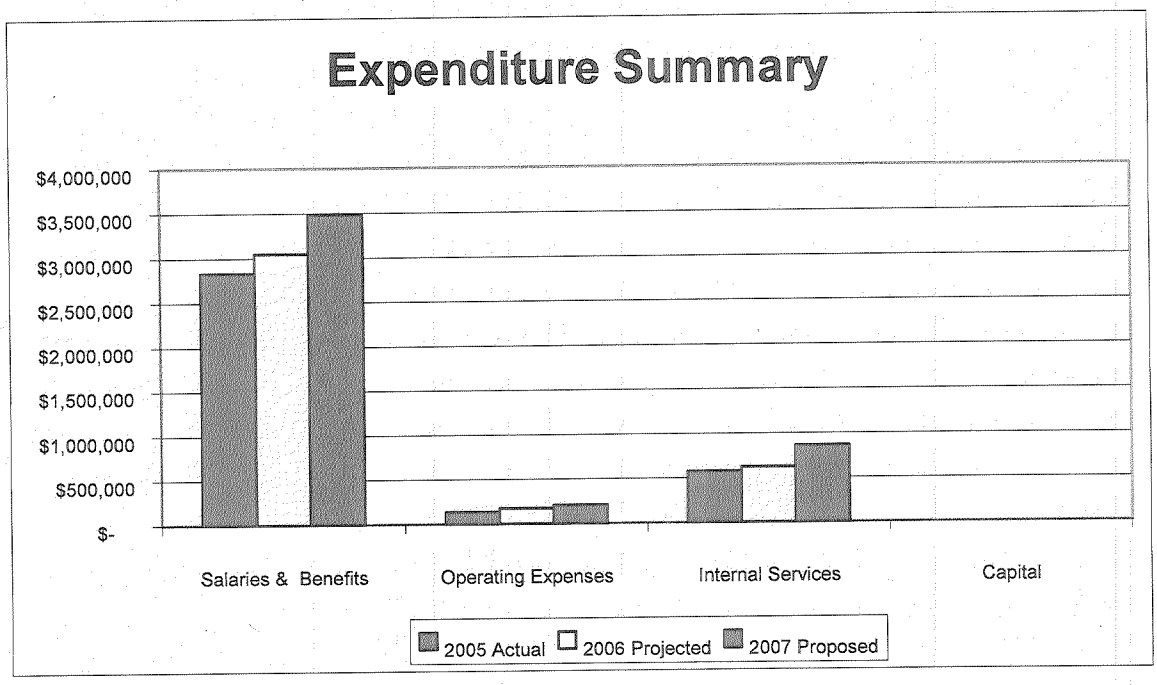
Departmental Financial Summary

GENERAL FUND

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Bond Issuance Fee	$ 0	$ 100,000	$ 0	$ 0	$ 0
Lien Letter	125,981	135,742	120,000	120,000	90,000
Total	**$ 125,981**	**$ 235,742**	**$ 120,000**	**$ 120,000**	**$ 90,000**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 2,587,068	$ 2,829,974	$ 3,177,724	$ 3,047,724	$ 3,484,585
Operating Expenses	210,534	132,200	175,195	175,195	208,165
Internal Services	496,218	576,275	623,624	623,624	866,298
Capital	13,403	0	0	0	0
Total	**$ 3,307,223**	**$ 3,538,449**	**$ 3,976,543**	**$ 3,846,543**	**$ 4,559,048**

Budgeted Positions					
General Fund	40.0	39.5	41.5		41.5
Resort Tax Fund	3.0	3.0	3.0		3.0
Parking Fund	0.0	0.0	0.0		1.0
Total Budgeted Positions	43.0	42.5	44.5		45.5



Budget Highlights

- The Parking Fund will provide $69,167 for a Financial Analyst II position to serve as the financial link between the Finance and Parking Departments. This position will report to the Finance Department and perform cash reconciliations, record journal entries as needed, and interface with the external auditors.

- The General Fund Budget provides funding for merit, COLA, pension and health insurance for 41.5 positions.

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

- Management of the City's investment portfolio is administered by this department and is expected to net $5,300,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $37.9 million at the end of September 30, 2006.

Departmental Budget History

FY 2005/06

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

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

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

FY 2004/05

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

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

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

- The Revenue Division provides for projected merit, COLA, pension and insurance increases for 13 positions.

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

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

FY 2003/04

- The Administration Division provides for projected merit, COLA, pension 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 $ 2,800,000 to the General Fund due to recent adjustments in market rates and a projected fund balance of approximately $29.5 million.

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

- Savings were achieved by eliminating a vacant Financial Specialist I position in the Revenue Division.

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

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

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

FY 2002/03

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

PROCUREMENT

Department Mission/Purpose Statement

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

Department Description

The major duties and responsibilities of the Procurement Division are as follows:

- Formulates and recommends policies and procedures;
- Oversees the City's procurement processes and sale of surplus stock;
- Advises departments and vendors on all procurement-related issues and methods of acquiring the needed goods, services, and equipment;
- Facilitates all evaluation committee meetings;
- Authors, reviews, prepares all commission memorandums and resolutions relative to procurement-related items;
- Represents the City at its key witness in all procurement-related lawsuits;
- Enforces all ordinances relative to procurement-related issues;
- Acts to procure for the city the highest quality in supplies and contractual services at least expense to the city;
- Encourages competition;
- Enforces all rules and regulations authorized by the City Code;
- Keeps informed of current developments in the field of purchasing, prices, market conditions and new products, and secure for the city the benefits of research conducted in the field of purchasing by other governmental jurisdictions, national technical societies, trade associations having national recognition, and by private businesses and organizations;
- Prescribes and maintains a manual of purchasing procedures and provide same for all using agencies;
- Prescribes and maintains such forms as he shall find reasonably necessary to the operation of the requirements of the City Code;

- Examines each requisition or estimate and shall have the authority to revise it as to quantity or quality, but revision as to quality shall be in accordance with any standards or specifications established pursuant to the City Code; and

- Requires from the requesting department any justification as may be needed to ascertain that the contemplated purchase falls within acceptable city requirements.

To have a good purchasing program, all personnel involved must work as a team, and cooperation with one another is all-important. Those individuals who have been empowered with purchasing authority must become aware that with empowerment comes responsibility and accountability.

Under the current combined centralized and decentralized purchasing operation, Procurement serves as both support and strategic functions and has the expressed authority to purchase materials, supplies, equipment and services for the City. Within this authority, responsibility for small purchases is delegated to the user departments/divisions. This combined buying arrangement provides greater flexibility for departments/divisions and allows Procurement staff to focus on the larger and more complex requirements.

A partnership of centralized and decentralized authorities results in the greatest realization of value. Combining the technical expertise of the user with the experience of a professional procurement staff assures quality at the lowest possible cost. The two levels operate as a team to seek better methods to improve internal and external operations and provide quality service to the residents of Miami Beach.

Significant Prior Accomplishments

- Awarded by the National Institute of Governmental Purchasing (NIGP), at its 60th Annual Forum and Products Exposition, the Best Practice in Public Procurement for the Implementation and Development of a Job Order Contracting (JOC) program.

- Implemented and developed a Job Order Contracting (JOC) program that has resulted in 131 job orders issued in a period of 24 months totaling $22,922,248.25. The number of construction projects initiated and awarded via JOC in the aforementioned two-year period (131 projects), is almost double the total number of construction projects awarded via traditional bidding (78) in the past five years!

- Implemented the JOC program which has resulted in zero (0) contractor-initiated change orders and zero (0) disputes or litigation on 131 projects initiated via JOC.

- Four (4) Procurement staff members earned the Certified Professional Public Buyer (CPPB) designation by the National Institute of Governmental Purchasing (NIGP).

- 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 Eden Financial Management System.

- Processed more than 3,000 Purchase Orders and/or Blanket Purchase Orders for goods and services, processed over 3,000 Change Orders, and closed out over 2,000 Purchase Orders and/or Standing Orders.

- Prepared, issued, evaluated, tabulated, and recommended the award of contracts on more than 300 solicitations (Invitations to Bid, Request for Proposals, and Request for Qualifications).

- Prepared more than 500 Commission Memorandums and Resolutions relative to the award of contracts, sole source requests, and requests to "piggyback" on Federal GSA, state of Florida, Miami-Dade County, School Board of Miami-County, and U.S. Communities Purchasing Alliance contracts.

- Conducted Auctions that have resulted in more than $1,000,000 in gross receipts.

- Prepared numerous Administrative Policies and Procedures relative to Procurement-related processes. Consistently improved the lead time relative to the issuance, evaluation, and tabulation of RFPs, RFQs, ITBs, and contract awards.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Make City more business friendly	# of seminars and/or workshops conducted.	0	2	4	• Continue to conduct on a semi-annual basis "How To Do Business" seminars for Miami Beach-based business owners.
	% Reduction in vendor's cost of doing business with the City.	0	30%	50%	• Implement best value procurement concepts for selection of high-performing contractors. The best value procurement process will 1) minimize risk in the selection of contractors, 2) increase contractor performance resulting in an increase in the number of projects completed on time and within budget; 3) reduce the number of change orders issued; and 4) minimize the inefficiencies and problems of the low-bid contract awards.
	# of hits on-line to view advertised bids	513*	2,100	2,700	
	# of calendar days from requisition to purchase orders	30*	30	21	
	# calendar days from approval of Request to Issue to Award of RFP/RFQ.	120*	90	70	
	Average number of responses to procurement solicitations	4*	6	10	

	# of protests filed and sustained	1*	1	1	• Evaluate success of deploying Bidnet and Reverse Auction Procurement. • Evaluate and make recommendations on purchasing authority limits. • Continue to maximize e-procurement transactions.
	% of uncontested bids or bids unsustained	99%*	99%	99%	
	Internal customer satisfaction rate	TBD	N/A	TBD	• Work with OBPI to contribute in the development of Citywide internal customer satisfaction survey.
Ensure well-designed quality capital projects	% of CIP projects awarded using Best Value Procurement	N/A	80%	90%	• Implement best value procurement concepts for selection of design professionals and construction projects. The best value procurement process will 1) minimize risk in the selection of contractors, 2) increase contractor performance resulting in an increase in the number of projects completed on time and within budget; 3) reduce the number of change orders issued; and 4) minimize the inefficiencies and problems of the low-bid contract awards.
Attract and Maintain a quality workforce	% of employees certified as a professional public buyer or professional public officer	50%*	80%	100%	• Implement training and education program for procurement certification.

* FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available
TBD: To Be Determined

Office of Director

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

Professional Services

Issues solicitations for professional services; reviews proposals for responsiveness; facilitates evaluation committee meetings; provides guidance and direction to evaluation committee members; issues purchase orders, blanket purchase orders and change orders for goods and services; provides guidance and assistance to all citywide departments, residents and vendors; and ensures compliance with Living Wage and Equal Benefits Requirements Ordinance.

Capital Improvements Projects

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

Goods, Equipment & General Services

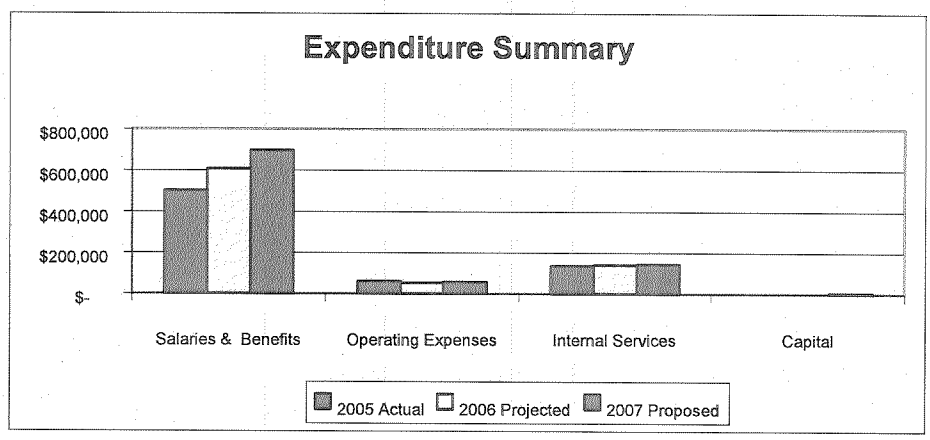
Issues solicitations for goods, equipment and general services; reviews bids and proposals for responsiveness; facilitates evaluation committee meetings; analyzes bids received; provides guidance and direction to evaluation committee members; issues purchase orders, blanket purchase orders and change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

Administration & Clerical

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

Financial Summary

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 481,670	$ 501,705	$ 572,946	$ 608,946	$ 696,624
Operating Expenses	54,376	59,689	52,773	52,773	56,773
Internal Services	129,302	135,188	139,894	139,894	143,763
Capital	0	0	0	0	5,000
Total	**$ 665,348**	**$ 696,582**	**$ 765,613**	**$ 801,613**	**$ 902,160**
Budgeted Positions	**9**	**9**	**10**		**10**



Budget Highlights

- This budget provides funding in salary & benefits of $696,624, for a staff of ten (10), including the newly created Contracts Compliance Specialist position, approved by the City Commission in FY 2005/06, to help ensure compliance with the legal requirements of the "Equal Benefits" and "Living Wage" Ordinances. It also includes projected merit, COLA, pension, and health insurance increases.

Budget History

FY 2005/06

- This budget provides funding in salary & benefits of $572,946, which includes projected merit, COLA, pension, and health insurance increases for a staff of nine (9) procurement professionals.

FY 2004/05

- This budget provides funding in salary & benefits of $532,318 for a staff of nine (9) procurement professionals. This maintains the current staffing level, which had been reduced by one (1) position in the current fiscal year. It is worth noting, though, that the processing of Purchase Orders is expected to increase in FY 2003/04 and FY 2004/05, as noted above in the Performance Measurements section, indicating productivity improvements.

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

FY 2003/04

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

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

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

FY 2002/03

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

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

INFORMATION TECHNOLOGY

Department Mission/Purpose Statement

"We are dedicated to provide the tools that enhance the City of Miami Beach's ability to deliver world-class service to the City's residents and visitors by helping the City satisfy its customers' needs for creative solutions."

Department Description

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

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

The Information Technology Department (IT) is an Internal Service/Support Department supporting all City of Miami Beach Departments. The City's Strategic Plan stresses the need to utilize technology which improves the efficiency and effectiveness of each departmental business process. The Department has instituted new IT Business Use and Software Installation Policy in an effort to positively impact the organization as well as adhere to the City's Strategic Plan and Vision.

Awareness

The IT Department is improving procedures to keep the workforce and public informed, creating an environment of trust, and providing improved customer service;

Best Practice Policy & Procedures

The IT Department is implementing policies and procedures, and applying upgrades based on business best practice;

Improving Security

The IT Department is implementing policies and procedures, and applying best practice standards for security;

Privatization

The IT Department is actively encouraging partnerships with the private sector where appropriate and cost effective. Commercially proven solutions should be considered whenever equivalent services can be acquired more economically and that meet the City's requirements. The City must be willing to make changes in our business procedures to gain the benefits of standard commercial solutions, rather than always developing custom software to fit City of Miami Beach-specific ways of doing business;

Accessibility of Government Services

The IT Department will continue to use web-enabled technology to reduce the time and cost required for members of the workforce and community to access selected City of Miami Beach Government information and services;

Systems Integration

The IT Department must examine possibilities for data integration whenever possible. As requirements for business information expand beyond the single user department that is the custodian of the data, it is critical that applications support data integration. Values and definitions of data that span organizations or systems must be maintained consistently in order to ensure accuracy for reporting and decision making, even though the data may not all be stored in a single location;

Governance

The IT Department will empower each department by allowing them to take an active part and "governance" in understanding the services to be provided by the IT Department. This "Governance" is the process of securing user input on such issues as direction, establishing priorities, reviewing technology decisions, and providing effective user communication in systems development and daily operations. Partnerships between the exploring department and IT is necessary to assure that results of successful explorations can be exploited;

Business Continuity

The IT Department will be preparing a Business Continuity Plan to ensure that the City's primary business functions are maintained in the event of a disaster or other disruption;

Feedback

The IT Department will solicit feedback from department users in an effort to gauge effectiveness and efficiency of technology solutions. The collected comments will be part of the overall performance measurement process;

Maximize ROI

The IT Department funds information technology projects with the highest return on investment (ROI);

Resources

The Information Technology Department consists of forty-one (47) fulltime employees (see Org Chart). The I.T Staff has responsibility for the information technology standards and policies; infrastructure (e.g., telephone, desktop computers, servers, networks, radio, etc); enterprise application selection, development, implementation and support; consultation to departments; systems integration of applications for the enterprise; and end-user support as needed.

The Department is divided into the following three divisions:

1. Application Support & Development
2. Systems Support Services
3. Telecommunications

The Department is headquartered in the Miami Beach Police Department (4th Floor) and Historic City Hall (5th Floor). In addition to the in-house staff, the City of Miami Beach Government uses information technology contractors, when appropriate. The City is currently using contractors to obtain skills not possessed by City employees, to handle temporary peaks in workload, and to perform work in which outside expertise or objectivity is required. In addition, the City has purchased commercial off the shelf (cots) packages which are maintained by the third party vendors (i.e. EDEN Inforum Gold).

Architecture

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

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

Significant Prior Accomplishments

Accomplishments for Applications Support & Development Division

- Provided implementation services for City's new Enterprise Resource Planning (ERP) System including data extraction, data mapping, data conversion, module setup, security and training. The following modules we successfully implemented to date:
    - Asset Inventory;
    - Bid and Quote Contract Management;
    - Special Assessments;
- Designed and implemented Mr. Miami Beach Application;

- Designed and implemented Parking Violation Application:
- Designed and implemented Special Events Application;
- Implementation of the Telestaff Fire Scheduling System;
- Implementation of LaserFische Weblink with City Clerks Office ;
- Implementation of Active Strategy Performance Management with Budget Management
- Implementation of City Works Infrastruture Management System/Geographic Information System (IMS/GIS) with Public Works;
- Implementation of TRIM 2K and Horticopia Software with Parks and Recreation;
- Migration of Crystal Reporting to Web base reporting for Human Resources, Finance, Labor Relations and Resort Tax.
- Converted Police Department Access Applications to .Net Applications: Tow System, Message Center Web Search, Computer Aided Dispatch Reporting Web Interface, Police Staffing, Background Investigations, Property Evidence Program, Cost Recovery System, Critical Police Department Forms on Web (8), and creation of Computer Aided Dispatch Parking Agency for new call routing.

Accomplishments for Systems Support Services Division

- Completed the Web Server migration to new servers;
- Completed the migration to of Exchange 2000 to 2003 and new servers Completed the implementation of System Management Server (SMS) to push out Microsoft updates to all City pc's;
- Completed the implementation of Enterprise Security Manager (ESM);
- Migration of Novell services to Microsoft during this fiscal year;
- Successfully managed the restructuring of the Zero Effort Networking (ZEN) environment;
- Successfully managed and completed the TV20 Streaming Server upgrades;
- Successfully completed the planning and implementation of the Phase 1 Data Center Rack Reconfiguration to accommodate the new Uninterruped Power Supply (UPS) with little impact to the City's business.

Accomplishments for Telecommunications Division

- Completed the installation of a second Interactive Voice Response to distribute the load between the two Interactive Voice Response systems.

- Assist the Public Safety Communication Unit with Mobilization module of Reverse 911(R911), the Mobilization module is used to contact predetermined lists of Public Safety employees based on events scenarios.

- Managed the installation of a Nextel Cell On Wheels (COW) units throughout the city (Preferred-lot, Convention Center loading dock, Ocean and 13), for different events (Memorial Day, Labor Day, MTV Music Awards, International Associations or Chiefs of Police (IACP) Conference). The COW's were active for hurricanes Katrina and Rita;

- Voice Over Internet Protocol (VOIP) site migration: City Hall, Golf Course, Park Maintenance Yard, North Shore Youth Center, Recreation Cultural Parks Administration Internet Protocol phone conversion, and Parking;

- Implementation of the City of Miami Beach new Motorola 800 MHz Simulcast Public Safety Radio System;

- Implement the new statewide Public Safety Answering Point communication link;

- Set up the communications (Mobile Repeater) for the Organization of American States (OAS) at the Broward County Convention Center for the City of Miami Beach Police Department;

- Implementation of CIP's Highway Advisory Board;

- Interactive Voice Response (IVR) Modifications for: Finance Revision, Fire Permit, IT Helpdesk, Parking Citation, Parks & Recreation, Police Department Non Emergency.

- Worked with Public Works in the Supervisory Control and Data Acquisition System Pump Station Project to install communication devices with the pump stations.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Expand hours and service through e-government	# of hits on website (in millions)	30.6	29.4	33.2	• Redesign website for ease of use and expansion of services offered and for consistency with Citywide branding. • Deploy EDEN web extensions for the employee services, business services,
	# of online services available	47	52	58	

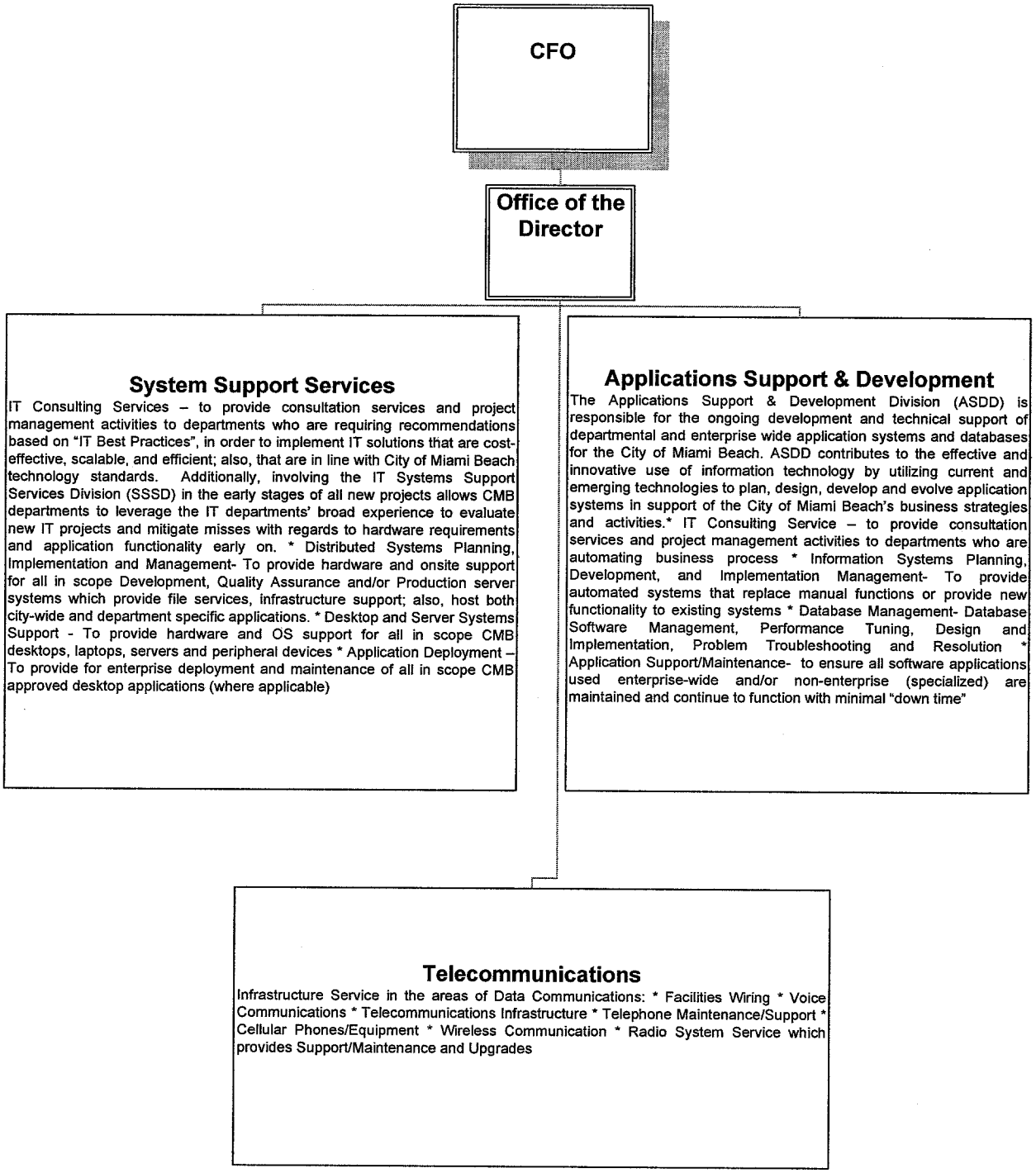
Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of transactions completed online	9,752	15,000	19,000	accounts payable, accounts receivable, and utility service modules, in order to implement Enterprise Resource Planning web modules to provide online information to citizens, employees, and vendors. • Implement a Content Management System, which is a technology that will enable departments to update their own web site content. • Add e-Government position to work with existing Information Technology Department resources to maximize availability of City services and processes that can be accessed and transacted via the Internet through use of best practices research, working with departments, etc. • Coordinate with Building Department to implement BuildFax, which will provide customers online access to building permit and property information in an easy to understand format and will encourage customers to get a better understanding of the permitting process.
Improve process through information technology	# of Fax Machines	100	50	30	• Continue to reduce the number of Fax machines Citywide due to the enablement of users to send, receive, and manage documents directly from their desktop, email, and other business applications using Enterprise Fax.
	% of IT project requests implemented on schedule	50%	70%	75%	• Continue to design and implement with Public Works and the GIS User Group a Geographic Information System (GIS) solution, including the implementation of ARCIMS citywide to replace Google

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					Earth, which combines satellite imagery, maps, and internet search functions into a geographic information (GIS) application and can be used as an application for addressed based mapping, aerial photos and planning presentations. • Support implementation of a records imaging technology to store images of plans, building cards, permit applications, and photographic images from inspectors and have these images accessible through the Building system. The technology will result in improvements in the turnaround time to access microfilm copies and reduce the cost of overtime that is directly tied to the maintenance of keeping physical copies of these documents. • Allow Fire personnel to access the Telestaff system to view hours worked, request time off, and report sick days. • Implement Telestaff, an automated staffing software program, for Police Department. • Support implementation of the Building Wireless Inspection technology to improve the inspection processing from the field. • Support implementation of the Infrastructure Management System (IMS) for the Parks' Greenspace Management Division to assist in the management of maintenance services. • Support implementation of a project management and decision system for CIP that integrates project planning,

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					design, procurement, construction, budget management, and close-out milestone tracking and management tools, with a wide range of project-specific and summary level reports essential to the very complex capital project delivery process. • Issue RFP and award contract for a new technology solution to replace the current CAD/RMS system (Record Management System).
	Minimum % usable / available reserve storage	2%	25%	25%	No new activities for FY06/07.
	% of critical systems available in the event of a disaster	0	0	10%	• Install a redundant SAN fabric switch, NAP Hardware and Floor Space for Disaster Recovery, and a voice response system to ensure business continuity for those systems that are deemed critical to essential functions. • Ensure availability of critical systems during power outages with new Data Center/PSCU generator.
	% of critical systems available during power outages of 45 minutes or less	33%	100%	100%	
	% of critical systems available during power outages longer than 45 minutes	0	0	100%	
	% of Production Disk used for e-mail	32%*	12%	15%	No new activities for FY06/07.
	Total # of labor hours executed to rectify systems issues resulting from Virus/Worm infections	3,200	200	200	• Continue to implement the Solution for Virus and Worm Mitigation in an effort to improve security and mitigate potential virus infiltrations to the City's network. .

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of wireless applications that can be accessible through WiFi mesh	0	0	3	• Continue to implement WiFi public access capability in City Hall and Bass Museum. • Continue to maximize IT/digital connectivity through the implementation of Citywide WiFi initiative. • Increase Internet bandwidth due to wireless access and expanded web based applications. • Add Information Technician I to provide Tier 1 WiFi Support.
	% of CMB Buildings that have been converted to VOIP	67%	75%	94%	• Continue to deploy Public Safety Voice Over IP (VOIP), a telephony solution that brings voice and data traffic together on the same network to the new Emergency Operations Center (EOC), Police and Fire facilities. As a result the City has gained cost efficiencies and enhanced features in converting most City facilitates to this platform.
	Ratio of units to Information Technicians needed to support PD Mobiles	150	75	75	• Continue to provide support to 155 mobile laptops in the Police Department and 1,500 users Citywide.
	Ratio of users to Information Technicians needed to support City Systems	375	315	267	
Attract and maintain a quality workforce	Total IT training hours Citywide	0	1,980	1,920	• Continue to offer Citywide training in various technologies Citywide such as EDEN, Crystal Report, etc.

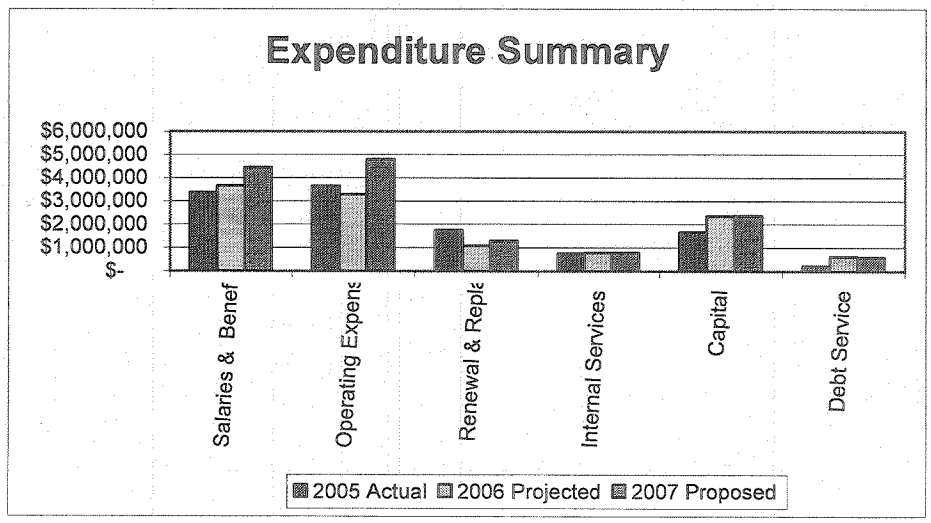
*Actual FY03/04 not available. FY04/05 actual provided.


CFO
Office of the Director
System Support Services
IT Consulting Services – to provide consultation services and project management activities to departments who are requiring recommendations based on "IT Best Practices", in order to implement IT solutions that are cost-effective, scalable, and efficient; also, that are in line with City of Miami Beach technology standards. Additionally, involving the IT Systems Support Services Division (SSSD) in the early stages of all new projects allows CMB departments to leverage the IT departments' broad experience to evaluate new IT projects and mitigate misses with regards to hardware requirements and application functionality early on. * Distributed Systems Planning, Implementation and Management- To provide hardware and onsite support for all in scope Development, Quality Assurance and/or Production server systems which provide file services, infrastructure support; also, host both city-wide and department specific applications. * Desktop and Server Systems Support - To provide hardware and OS support for all in scope CMB desktops, laptops, servers and peripheral devices * Application Deployment – To provide for enterprise deployment and maintenance of all in scope CMB approved desktop applications (where applicable)
Applications Support & Development
The Applications Support & Development Division (ASDD) is responsible for the ongoing development and technical support of departmental and enterprise wide application systems and databases for the City of Miami Beach. ASDD contributes to the effective and innovative use of information technology by utilizing current and emerging technologies to plan, design, develop and evolve application systems in support of the City of Miami Beach's business strategies and activities.* IT Consulting Service – to provide consultation services and project management activities to departments who are automating business process * Information Systems Planning, Development, and Implementation Management- To provide automated systems that replace manual functions or provide new functionality to existing systems * Database Management- Database Software Management, Performance Tuning, Design and Implementation, Problem Troubleshooting and Resolution * Application Support/Maintenance- to ensure all software applications used enterprise-wide and/or non-enterprise (specialized) are maintained and continue to function with minimal "down time"
Telecommunications
Infrastructure Service in the areas of Data Communications: * Facilities Wiring * Voice Communications * Telecommunications Infrastructure * Telephone Maintenance/Support * Cellular Phones/Equipment * Wireless Communication * Radio System Service which provides Support/Maintenance and Upgrades

Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Inter-Departmental Charges	$ 7,437,701	$ 9,035,607	$ 9,591,245	$ 9,591,245	$ 11,806,118
Retained Earnings	728,758	479,648	2,408,800	2,355,460	2,372,500
Interest/Other	117,110	95,213	69,678	90,678	117,975
Total	**$ 8,283,569**	**$ 9,610,468**	**$ 12,069,723**	**$ 12,037,383**	**$ 14,296,593**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 3,219,527	$ 3,381,391	$ 3,914,816	$ 3,659,014	$ 4,448,851
Operating Expenses	2,652,755	3,655,809	3,305,200	3,305,200	4,798,303
Renewal & Replacement	1,676,932	1,749,810	1,085,789	1,085,789	1,285,789
Internal Services	729,319	761,674	790,502	790,502	792,807
Capital	1,426,581	1,663,682	2,455,460	2,355,460	2,372,500
Debt Service	35,271	222,806	517,956	617,956	598,343
Total	**$ 9,740,385**	**$ 11,435,172**	**$ 12,069,723**	**$ 11,813,921**	**$ 14,296,593**
Budgeted Positions	**40**	**40.5**	**43.5**		**45.5**



Application Services

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,518,416	$ 1,480,271	$ 1,486,632	$ 1,336,632	$ 1,759,701
Operating Expenses	433,668	553,890	683,044	683,044	858,388
Internal Services	127,055	157,848	152,382	152,382	140,872
Capital	680,933	1,132,697	250,000	250,000	54,000
Total	**$ 2,760,072**	**$ 3,324,706**	**$ 2,572,058**	**$ 2,422,058**	**$ 2,812,961**
Budgeted Positions	**18**	**18**	**16**		**17**

Support Services

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,085,435	$ 1,217,393	$ 1,669,308	$ 1,563,506	$ 1,879,221
Operating Expenses	729,099	1,299,350	933,510	933,510	1,583,359
Internal Services	110,916	181,484	132,144	132,144	282,577
Capital	587,446	504,491	1,968,800	1,968,800	2,208,500
Total	**$ 2,512,896**	**$ 3,202,718**	**$ 4,703,762**	**$ 4,597,960**	**$ 5,953,657**
Budgeted Positions	**15**	**15.5**	**19.5**		**20.5**

Communication Services

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 615,676	$ 683,727	$ 758,876	$ 758,876	$ 809,929
Operating Expenses	1,489,988	1,802,569	1,688,646	1,688,646	2,356,556
Renewal & Replacement	1,676,932	1,749,810	1,085,789	1,085,789	1,285,789
Internal Services	491,348	422,342	505,976	505,976	369,358
Capital	158,202	26,494	236,660	136,660	110,000
Debt Service	35,271	222,806	517,956	617,956	598,343
Total	**$ 4,467,417**	**$ 4,907,748**	**$ 4,793,903**	**$ 4,793,903**	**$ 5,529,975**
Budgeted Positions	**7**	**7**	**8**		**8**

Budget Highlights

Applications Systems

- This budget adds an E-Government position to expand the number of transactions processed via the internet, by using best practices research and working with the respective departments, to develop a vibrant and dynamic internet site.

- In FY 2005/06 a Special Projects Coordinator was hired mid-year on a contractual basis to oversee the implementation of a new Public Safety, Computer Aided Dispatch (CAD) and Records Management System (RMS). This budget includes $82,000 for this contract.

- An increase of approximately $58,000 is included in contract maintenance expenses due to an increase in the number of licenses in the Permits Plus system.

- It is anticipated that funding of $40,868 will be provided in the Information Technology & Communication Fund for a Content Management software package, to enable the online coordination of departmental web page updating.

- Additionally, it is anticipated that funding will be available to increase the number of licenses on the "Telestaffing" system which was installed during FY 2005/06 to provide automated scheduling for the Fire Department. In FY 2006/07, the increased licenses will allow for the utilization of the system by the Police Department.

Support Services

- This budget adds one Information Technology Specialist I position to provide help desk support for the City's newly implemented WiFi network.

- The budget includes $31,800 to provide increased internet bandwidth to support the expanding use of web based applications and wireless access.

- It is anticipated that funding of $586,592 will be provided in the Information Technology & Communication Fund for the continuation of projects initiated in FY 2005/06. These include: the Wifi network, the Storage Area Network (SAN), the Uninteruptible Power Supply (UPS) and Generator, and Voice Over Internet Protocol (VOIP) installations.

- A total of $2,208,500 is included for the replacement of computer hardware.

- A budget increase for contract maintenance expense of approximately $350,000 has been included for increased software licenses to cover all computers in the City's Local Area Networks (LAN's)

Telecommunications

- A budgetary savings of $60,000 in telephone systems expenses has been achieved due to the implementation of the WiFi network. In addition, there is approximately $116,000 in budget savings in the Police Department's Budget, also due to the WiFi implementation. These savings will be accomplished by eliminating the need for wireless communication cards in mobile devices, and will help to offset the long-term cost of this system.

- Other savings are being achieved through the continued implementation of Voice Over Internet Protocol (VOIP) technology. The FY2006/07 budget contains a net reduction of over $37,000, while including new phone service in the Byron Carlyle and Colony Theaters, the South Beach Police Substation, and the Miami Beach Golf Club. This follows a reduction of approximately $60,000 in FY 2005/06.

- A budget increase of approximately $528,000 is included for the addition of a maintenance contract for the WiFi network.

- A budgetary increase of approximately $187,000 is included for a full-year of maintenance on the new Radio System. The contract included the first year of maintenance at no charge, and only five (5) months of maintenance are included in the FY 2005/06 budget.

Budget History

FY 2005/06

Applications Systems

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

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

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

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

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

- In FY 2004/05 the position of Permitting and Inspections Systems Analyst was added in the Building Department to work closely with IT to enhance the Building Department's systems and processes. This will allow IT to utilize an Information Technology Specialist III position (previously dedicated to the Building Department) to help support the City's investment in new technologies.

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

- The budget includes capital funds of $250,000 which will complete the payment of the new financial enterprise system that was implemented during FY 2004/05.

Support Services

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

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

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

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

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

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

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

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

Telecommunications

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

- This budget provides for the continuation of the Voice Over Internet Protocol (VOIP) project, started in FY 2003/04, which brings voice and data together on the same network, resulting in cost savings due to the consequent reduction in phone lines. This budget adds one VOIP Engineer to provide ongoing support and maintenance of the system, with a total estimated cost of $80,443, including salary, benefits and operating expenses. It is anticipated that funding for the VOIP equipment and software will be provided in the City's FY 2005/06 Capital Budget.

- A Communications Officer position has been added in the Fire Department's budget (part-time in FY 2004/05 and full-time in FY 2005/06) to work closely with IT in providing technical support for the radio, telephone, and computer networks.

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

FY 2004/05

Applications Systems

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

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

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

- The Application Systems Division will pay a management fee to the General Fund of $26,450 in FY 2004/05. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

Support Services

- The budget of $808,000 in Capital includes: $638,000 for the replacement of network and storage equipment, and $170,000 for refurbishing the computer center. The replacement

schedule of desktop computers will be extended for one year, resulting in a reduction of depreciation expense of $441,361 (as noted in Telecommunications section).

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

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

- The Systems Support Division will pay a management fee to the General Fund of $26,450 in FY 2004/05. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

Telecommunications

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

- Renewal & Replacement funds of $1,085,789 is being provided to support the IT Fund's equipment and system replacement program. This represents a budget reduction of $441,361 from FY 2003/04 due to the postponement of desktop computer replacements for one year. Effectively, the life-cycle will be extended for one year in order to accommodate this expenditure reduction.

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

- The Telecommunications Division will pay a management fee to the General Fund of $26,450 in FY 2004/05. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

FY 2003/04

Application Systems

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

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

  - Human Resources/Payroll: $ 110,000
  - Permits Plus $ 60,000
  - Utility Billing $ 25,000
  - Financial $ 100,000
  - Permits/Handheld $ 250,000

- Another $6,000 is also included in capital to purchase 5 new computers, for a total of $551,000.

- An increase of $146,800 in Contract Maintenance expense is included to provide a full year of software maintenance and support for the Computer Aided Dispatch and Records Management System (CAD/RMS), where only a partial payment was made for FY 2002/03 because the contract was initiated July 1, 2003.

Support Services

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

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

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

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

Telecommunications

- The City initiated the purchase of a new radio system in FY 2002/03 at a contracted cost $4,850,000. It is estimated that the implementation will take place over two fiscal periods. As such, it is anticipated that the City's FY 2003/04 Capital Budget will include 50% ($2,425,000) of the total for this project.

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

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

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

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

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

FY 2002/03

Application Systems

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

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

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

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

Support Services

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

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

Telecommunications

- In the City's FY 2002/03 Capital Budget, funding of $3,275,000 will be provided for a new radio system.

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

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

OFFICE OF BUDGET AND PERFORMANCE IMPROVEMENT

Department Mission/Purpose Statement

"We are dedicated to providing maximization and allocation of resources to achieve measurable results responsive to community needs."

Department Description

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

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

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

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

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

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

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

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

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

Significant Prior Accomplishments

FY 2004/05

- City's Performance Excellence model formalized with the first-ever community satisfaction surveys conducted (resident, business, and community organizations) and budget and annual work plans aligned to address resulting Citywide priorities.

- Continued to increase number of training participants from 200 in FY 2002-03 to 2,000 in FY 2004/05.

- FY 2002/03, FY 2003/04 and FY 2004/05 Adopted Budgets have attained the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).

- FY 2005/06 adopted budget included structural changes to ensure the long term financial stability of the City, including a Pay-As-You-Go Capital component, funding of the Capital Reserve to address unforeseen changes in capital project costs, funding for non-facility capital investment upkeep, funding to address shortfalls in the Risk Management Fund, and funding the City's 11 percent emergency reserve at the appropriate levels from the beginning of the fiscal year.

- Completed 2 parking audits, 1 expenditure audit, 6 revenue audits, 3 inventory audits, 1 program performance audit and 2 non-profit agency audits resulting in an additional $46,783 in savings and additional revenues to the City in FY 2004/05 and improvements to financial and operational internal control for parking, inventories, concessionaires, and waste haulers. Completed 240 resort tax audits for FY 2004/05 resulting in net assessments of $280,016. Collections for outstanding resort tax audit assessments during the same period amounted to $341,693

- Successfully received awarded grants in the amount of $2,272,825 as of September 30, 2005.

- Developed and implemented the Public Area Cleanliness Index and Assessment Program with the Public Works, Parks, and Parking departments.

- Completed the IT Building and Related Process System Analysis

- Completed a Building Workload Analysis on 11 position requests of which 7 were confirmed and approved for hire.

- Trained all full-time/part-time employees on Service Excellence Customer Service Standards and developed and pilot-tested a new citywide Service Shopper program with 100% of departments

Status of FY 2005/06 Initiatives

- Developed and implemented methodology for quarterly cleanliness assessments citywide; to be incorporated as part of broader measure regarding overall public appearance index to include landscaping, garages, facilities. Training conducted with

City Departments on cleanliness standards and incorporated into City contracts as appropriate.

- Management Consultant hired 2/27/06 to work to support performance improvement initiatives and grants.

- New E-Civis on-line grant subscription implemented – evaluation underway

- Performance Management Software implemented and department scorecards implemented for 100% of departments – however, department measures continue to be refined

- Training underway for all City employees regarding the City's Strategic Plan and each employee's "essential piece"; and incorporated into all future new hire orientation.

- Citywide training team established; content development underway for leadership curriculum; employee version of Neighborhood Leadership Academy; and process improvement.

- Focus groups completed in April 2006 to gain additional insight related to safety perceptions in business areas, waterway cleanliness, special events and cultural activities, construction in neighborhoods, affordable housing, and value for taxes paid.

- During FY 2005/06, prepared claims in conjunction with Risk Management for $1,858,061 for Hurricane Katrina, $31,355 for Hurricane Rita and an estimated $18,100,000 for Hurricane Wilma resulting in recoveries of city funds spent.

- Assisting Code Compliance in the defining and documenting of their Code system requirements and completion of their RFP.

- Information Technology Industry review to identify best practices and systems used in Building, Code, etc. underway.

- Provided project management support for Maximus Police Staffing Study completed in early 2006

- Implemented Service Shopper Program underway, including successful training and recruitment of Service Shopper volunteers for Q1 FY'06.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
Increase resident satisfaction with employee contact	%of employees trained improving knowledge of the City	0	95%	95%	• Continue to identify most frequently requested information, questions, etc. to develop training plan on knowledge of the City. • Enhance Citywide training plan to add components related to knowledge of the City including work with Neighborhood Services incorporating an abbreviated component of the Neighborhood Leadership Academy.
	% departments with Service Shopper scores below 3	N/A	0%	0%	• Ensure all contract employees are trained in City's customer service standards, as well as City's Strategic Plan and their "essential piece." • Continue Service Shopper initiative and provide feedback and reports and training to departments with an average service shopper score of less than 4.
	% of departments service shopped	0	100%	100%	
Increase community satisfaction with City services	% of Citywide Key Performance Indicators (KPI) with improvements contributed by OBPI	0	18%	21%	• Develop community survey update and refine Citywide initiatives. • Develop process improvement intranet site, include results of past experiences, standard procedures and forms for process improvement. • Facilitate 2 process improvement teams supporting Citywide Key Intended Outcomes. • Conduct internal services survey.
	% of departments with citywide KPI's and supporting measures established	0	50%	100%	• Deploy standard format to ensure that all departments involve all employees at some level in annual work plan development.
	# of departments with measures supported by documented methodologies and verified by audit	N/A	N/A	6	• Identify key measures and audit methodology integrity.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
Ensure expenditure trends are sustainable over the long term	% increase in General Fund Current Service Levels (CSL) & enhancements in expenditure budget (w/o Capital or reserve transfers)	9.5%	9%	8%	• Update financial trends through FY06. • Continue to work with Budget Advisory Committee (BAC) to establish financial policies to help ensure long term sustainable expenditure trends.
	% increase in General Fund Current Service Levels (CSL) expenditure budget (w/o capital or reserve transfers)	7.6%	7%	7%	
	% increase of General Fund total revenue budget	TBD	TBD	TBD	
Improve the City's overall financial health and maintain overall bond rating	Real revenue in $millions brought to the City through audits and grants	2.2	2.5	2.5	• Work with Departments to maximize use on online grants subscription database and grant applications through use of department grants liaisons.
	% of grants awarded	73%	73%	73%	
	Grant $'s applied for (in $ millions)	6.97	7.1	7.2	
	Government Finance Officers Association (GFOA) scores for Adopted Budget	2.80	3.0	3.0	No new activities for FY06/07
	# of days after quarter close for quarterly report of projected annual expenditures and revenues	TBD	45	45	No new activities for FY06/07
	% of Annual Audit Plan completed	52.3%	50%	80%	No new activities for FY06/07
Improve process through information technology	% of Citywide KPI's and supporting measures incorporated in	0	95%	100%	• Continue to implement performance management software to monitor Citywide Key Intended Outcomes (KIO)'s and Key Performance Indicators

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline FY 03/04	FY 05/06 Target	FY06/07 Target	FY06/07 Proposed Department Activities
	performance software				(KPI)'s and supporting department measures.
Attract and maintain a quality workforce	% of management and employees satisfied with results oriented processes implemented City wide by OBPI	N/A	80%	85%	• Continue to enhance understanding of results-oriented government throughout management team and senior department staff and employees through workshops and retreats. • Conduct 360 review for senior OBPI staff and update Individual Performance Plans for related personnel development initiatives.
	# of employees annually with skills improved in:				• Continue to implement structured program to enhance training and facilitation skills, for personnel, through a train-the-trainer format, used to roll-out various training programs in all City departments.
	Technology	50	50	50	
	Process measurement and improvement	17	78	200	
	Facilitation skills	0	40	50	
	% of employees trained in results-oriented culture	0	95%	97%	
	OBPI employee satisfaction rate	TBD	TBD	TBD	• Develop employee satisfaction survey.

*FY03/04 actual not available. FY04/05 actual provided.
N/A: Not Applicable
TBD: To Be Determined

Director's Office

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

Performance Improvement

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

Management & Budget

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

Internal Audit

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

Grants Management

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

Organizational Development

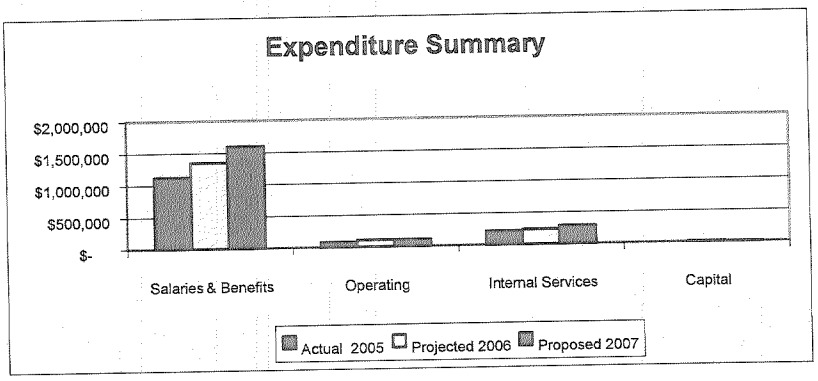
Development and coordination of comprehensive training program which supports the performance excellence framework; administers the City's service shopper program

Departmental Financial Summary

General Fund	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
OBPI-Admin/Org Dev	$ 193,056	$ 327,995	$ 522,876	$ 513,810	$ 600,645
Internal Audit (GF)	316,757	319,379	385,333	309,677	423,993
Mgmt & Budget	573,395	620,194	660,502	693,004	777,736
Grants Mgmt	182,550	141,853	167,564	169,784	182,752
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**

	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 1,040,898	$ 1,124,532	$ 1,391,143	$ 1,347,342	$ 1,593,980
Operating	34,976	72,616	107,343	101,144	104,480
Internal Services	182,677	210,866	229,789	229,789	282,016
Capital	7,207	1,407	8,000	8,000	4,650
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**

Budgeted Positions				
General Fund	13	15 + 0 PT	15 + 0 PT	15
Resort Tax	4	4 + 0 PT	4 + 0 PT	4
Parking Fund	1	1 + 0 PT	1 + 0 PT	1
Sanitation Fund	0	0 + 1 PT	0 + 1 PT	1
Total Budg Positions	**18**	**20 + 1 PT**	**20 + 1 PT**	**21**



Resort Tax	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 295,267	$ 309,388	$ 330,501	$ 329,820	$ 398,058
Operating	143,804	134,728	160,230	139,572	156,349
Internal Services	63,450	62,744	67,011	67,011	82,126
Capital	0	0	0	0	0
	$ 502,521	**$ 506,860**	**$ 557,742**	**$ 536,403**	**$ 636,533**
Budgeted Positions	**4**	**4**	**4**		**4**

OBPI-Admin/Org Expenditure Area	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 177,650	$ 293,040	$ 437,045	$ 427,229	$ 483,123
Operating	7,128	24,775	44,898	45,648	42,006
Internal Services	4,055	8,773	32,933	32,933	70,866
Capital	4,223	1,407	8,000	8,000	4,650
	$ 193,056	**$ 327,995**	**$ 522,876**	**$ 513,810**	**$ 600,645**
Budgeted Positions	**2**	**5.8**	**5.3**		**5.3**

Internal Audit-GF Expenditure Area	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 251,962	$ 242,036	$ 299,512	$ 225,296	$ 321,405
Operating	5,285	10,529	20,245	18,805	18,936
Internal Services	59,510	66,814	65,576	65,576	83,652
Capital	0	0	0	0	0
	$ 316,757	**$ 319,379**	**$ 385,333**	**$ 309,677**	**$ 423,993**
Budgeted Positions	**2.75**	**2.75**	**2.75**		**2.75**

Mgmt & Budget Expenditure Area	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 459,677	$ 495,241	$ 538,839	$ 575,125	$ 651,205
Operating	14,779	12,971	17,200	13,416	16,688
Internal Services	98,939	111,982	104,463	104,463	109,843
Capital	0	0	0	0	0
	$ 573,395	**$ 620,194**	**$ 660,502**	**$ 693,004**	**$ 777,736**
Budgeted Positions	**6.25**	**5.25**	**5.25**		**5.25**

Grants Mgmt Expenditure Area	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 151,609	$ 94,215	$ 115,747	$ 119,692	$ 138,247
Operating	7,784	24,341	25,000	23,275	26,850
Internal Services	20,173	23,297	26,817	26,817	17,655
Capital	2,984	0	0	0	0
	$ 182,550	**$ 141,853**	**$ 167,564**	**$ 169,784**	**$ 182,752**
Budgeted Positions	**2**	**1.2**	**1.7**		**1.7**

OBPI-All

	Actual 2004	Actual 2005	Budget 2006	Projected 2006	Proposed 2007
Salaries & Benefits	$ 1,040,898	$ 1,124,532	$ 1,391,143	$ 1,347,342	$ 1,593,980
Operating	34,976	72,616	107,343	101,144	104,480
Internal Services	182,677	210,866	229,789	229,789	282,016
Capital	7,207	1,407	8,000	8,000	4,650
	$ 1,265,758	**$ 1,409,421**	**$ 1,736,275**	**$ 1,686,275**	**$ 1,985,126**
Budgeted Positions	**13**	**15**	**15**		**15**

Budget Highlights

OBPI Administration & Organizational Development

- The OBPI will coordinate a second community survey to measure the success of the initiatives put in place pursuant to the first survey and identify any new areas of concern. Funding of $90,000 will be in the Citywide Accounts area.

Grants Management

- This budget provides funding for merit, COLA, pension, and health insurance increases for 1 Grants Manager, 50% of a Management Consultant, and 20% of an Organization Development Coordinator.

Internal Audit

- Funding of $31,771 will convert a Field Agent position from part-time to full-time. This position, funded by the Sanitation Department and reporting to the Internal Audit Division, monitors franchise, roll-off, right-of-way and other Sanitation Department fees. The additional cost of this position is anticipated to be completely offset by an equal increase in revenues generated by the Sanitation Department

Management & Budget

- This budget provides merit, COLA, pension, and health insurance for 5 positions and a receptionist whose time is charged 25% to this division and the remaining 75% is shared between Internal Audit General Fund and Resort Tax Divisions

Departmental Budget History

FY 2005/06

OBPI Administration & Organizational Development

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

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

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

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

- The Information & Communications Technology Fund will provide funding of $80,000 to purchase Key Intended Outcome (KIO) software that will improve the budget

process by enabling linkage of performance measures to operational processes and thereby allowing the City to better allocate resources to processes.

Grants Management

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

FY 2004/05

OBPI Administration & Organizational Development

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

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

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

Internal Audit

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

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

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

FY 2003/04

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

Internal Audit

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

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

Internal Audit/Resort Tax

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

Management & Budget

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

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

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

Grants

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

FY 2002/03

Internal Audit

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

Office of Management & Budget

- This budget includes funding to fill Director of Management & Budget position in the beginning of the second quarter.
- This budget includes $1,000 for outside storage of records.

Grants

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

HUMAN RESOURCES
(Risk Management)

Department Mission/Purpose Statement

"We are dedicated to demonstrating pride and encourage professionalism and excellence in recruiting and retaining the City's workforce."

Department Description

The Human Resources and Risk Management Department is charged with all recruitment, benefits, employee relations, risk management and compensation responsibilities for the City. The Human Resources and Risk Management Department is comprised of the following five divisions.

- **Benefits** – This area is responsible for coordinating all benefit programs provided to and made available to City employees and retirees.

- **Compensation** – This area is tasked with processing all leave and pay adjustments for the City's bi-weekly payroll, such as Cost of Living Adjustments (COLA), Longevity pay, Merit Increases, Pay Incentives, Pay Corrections, Section 5 Allowances and Out of Class Pay adjustments.

- **Employee Relations** – This area coordinates all formal disciplinary actions, including guidance to departments, preparing Disciplinary Action Reports to ensure uniform application of discipline Citywide, and assisting with appeals of such.

- **Recruitment, Testing and Audits** – This area assists all departments with recruitment efforts in filling vacant positions, including advertisements, screening resumes and applications, reviewing and approving interview questions, processing selected candidates through the background process, and coordinating New Hire paperwork.

- **Risk Management** - All Liability, Property and Workers Compensation insurance issues, insurance coverage and claims are overseen by this area.

Significant Prior Accomplishments

- Implemented a Health and Wellness program, partnering with Mt. Sinai Medical Center and Humana for monthly Health and Wellness Day, providing City employees with ways to live a healthier lifestyle. The intended result is a healthier workforce, with fewer Workers Compensation claims, reduced sick leave usage, and a reduction in health claims.

- Completed a Request for Proposals (RFP) for a facility to handle all pre-employment physicals, drug testing and Return to Work screenings. Negotiated a contract with Mt. Sinai Medical Center at a reduction of $25,000 in fees.

- Completed a RFP for Long Term Disability plan, negotiating a lower rate, resulting in over $18,000 in annual premium savings, while increasing the monthly benefit maximum by $3,000.

- Completed a RFP for a Group Health Consultant, retaining Gallagher Benefits Services for $10,000 less than their previous contract

- Improved the New Employee Orientation sessions by reducing the sessions to a half day and increasing frequency to monthly.

- Certified 26 payrolls by verifying new hires, terminations and compensation salary changes for up to 1,931 employees.

- Improved the monthly citywide performance evaluation status report for Personnel Board usage. Enhanced the evaluation tracking to include Classified employees and provided payroll coordinators the ability to generate the departmental Reviews Due reports. This reduced the percentage of evaluations past due over 30 days from 22% to 0.05%.

- Streamlined and improved the payroll certification process to make department directors and payroll coordinators accountable for validating their payroll; and providing additional training to the payroll coordinators.

- Processed a total of 3,306 adjustments, as follows:
  1,904 COLA increases
  34 Attendance bonuses
  61 Planning Day payouts
  820 Merit Increases
  487 Police and Fire Premiums

- Processed
  107 Public Records Requests
  41 Executive Benefit Statements
  124 New Hires, 45 Promotions and 9 Reclassifications
  177 Employee Separations; Exit Interviews; Leave Settlements
  49 Tuition Assistance applications

- Resolved 1 of 20 disciplinary cases via settlement instruments resulting in savings to the City, a new process implemented in August 2005.

- Revised the disciplinary process to ensure Citywide uniformity and ease of administration for City departments.

- Appealed eight (8) Unemployment Compensation cases, and won nine (9), resulting in approximately $55,000 savings to the City

- Responded to nine (9) Equal Employment Opportunity cases and won all nine (9)

- Processed information for 7,796 applicants, including entering data into Applicant Tracking, screening resumes, and providing information to departments. This includes 867 Police Department applicants

- Coordinated recruitment for 123 vacant positions

- Processed 246 new full-time employees and 26 part-time employees

- Attended 7 Job Fairs, resulting in over 1700 people requesting further information about employment with the City and 497 Resumes or Applications being submitted.

- Administered 17 Written Test and 11 Performance Test sessions for over 1,500 applicants

- Conducted 53 Job Audits, of which only four (4) were denied

- Negotiated the City's contract to provide Testing Services/Programs for the Police and Fire Entry Level and Classified Promotional Classifications, resulting in a cost savings of over $70,000 compared to the previous contract.

- Negotiated a 9.3% lower premium rate for total Property Insurance during FY 04/05; however, the premium increased from $1,410,441 to $1,512,243 as a direct result of an 18% increase in property values (new construction, improvements, and purchases).

- Successfully increased the Windstorm limits from $25,000,000 to $45,000.000.

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

- Purchased new Boiler/Machinery policy with identical coverage for a comparable premium to an expiring policy. The expiring policy (which was replaced) was offered a renewal with a 20% increase in premium.

- Maintained a closed/received ratio for liability claims of more than 100%

- Reduced overall liability claim payments by 12% compared to Fiscal Year 2003/2004

- Workers Compensation benefit payments increased by less than statewide average (Statewide average is 10-18%. City average was 9%)

- Requested and collected $914,036 from FEMA for Hurricane Frances and Hurricane Charley with the assistance of the Office of Budget and Performance Improvement

- Collected $34,943 for auto damage

- Offered 15 different safety training opportunities, with 312 attendees overall

- Inspected 83 different City facilities

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Ensure Expend. Trends are Sustainable over the Long Term	% change for group employee dental premium	2%*	3%	3%	• Award RFP for new dental coverage effective Jan 07
	% change for group employee medical premium	8.94%*	9%	9%	• Award RFP for new medical coverage effective Jan 07
	% of Equal Employment Opportunity and Unemployment Compensation claims ruled in City's favor	77%*	77%	85%	• Add an HR technician II for Employee Relations to assist the Employee Relations Manager in investigating EEO claims, Unemployment Compensation claims, and administer drug tests, Last Chance Agreements and required follow-up testing, and Fitness for Duty tests.
	Average Response Time to Records Requests	14 days	14 days	14 days	• Add an Office Associate II/File Clerk to handle all filing for Human Resources Benefits, Compensation, Employee Relations and Recruitment divisions and assist in preparing responses to Record Requests (both internal and external) to improve average response time for Record Requests to be no more than 2 weeks (14 days).
Attract and Maintain a Quality Workforce	# of employees participating in a Post Retirement Health Plan	0	960	500	• Provide Post Retirement Health Plan that will reduce tax liability incurred by the employee and reduce the # of leave days used during employment
	% of employee performance reviews completed by due date	75%*	85%	90	• Contact and follow-up with Departments that have significant Past Due Evaluations.
	Employee Benefits as a % of Total Salary and Wages	N/A	N/A	TBD	• Issue Total Compensation Statements to all employees for Calendar Year 2006
	% of Employees indicating Satisfaction with Employment based on Annual Employee survey	N/A	N/A	76%	• Assist OBPI as they conduct an annual employee survey to measure an employee's satisfaction with employment in the City of Miami Beach.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of Formal Disciplinary Actions not Grieved/Appealed	N/A	N/A	77	• Add an HR technician II for Employee Relations to assist the Employee Relations Manager in investigating EEO claims, Unemployment Compensation claims, and administer drug tests, Last Chance Agreements and required follow-up testing, and Fitness for Duty tests.
	# of Sick Leave and Emergency Vacation Hours Used per 1,000 Hours Worked	N/A	N/A	28	• Review City's unanticipated leave policies (emergency vacation, sick leave, etc.)
	Average number of days to complete a recruitment (from RTF to New Hire)	N/A	N/A	90	No new activities for FY 06/07.
	% of Employees Eligible for Random Drug Testing, Tested and Passed	N/A	N/A	95%	• Add an HR technician II for Employee Relations to assist the Employee Relations Manager in investigating EEO claims, Unemployment Compensation claims, and administer drug tests, Last Chance Agreements and required follow-up testing, and Fitness for Duty tests.
	Turnover Rate	11.2	10	10	• Track the number of favorable and unfavorable separations from the City as part of the Exit Interview

*FY 03/04 actual not available. FY 04/05 actual provided
N/A: Not Available

Office of the Director

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

Employee Relations

Assists departments and employees in all employee related matters, including discipline, EAP, Last Chance Agreements, Fitness for Duty concerns; Oversees Random and Post Accident Drug testing; Represents City at Unemployment Compensation hearings; Ensures uniformity in application of discipline city-wide; drafts all classified employee suspension and termination actions city-wide.

Compensation

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

Risk Management

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

Benefits

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

Recruitment, Testing & Audits

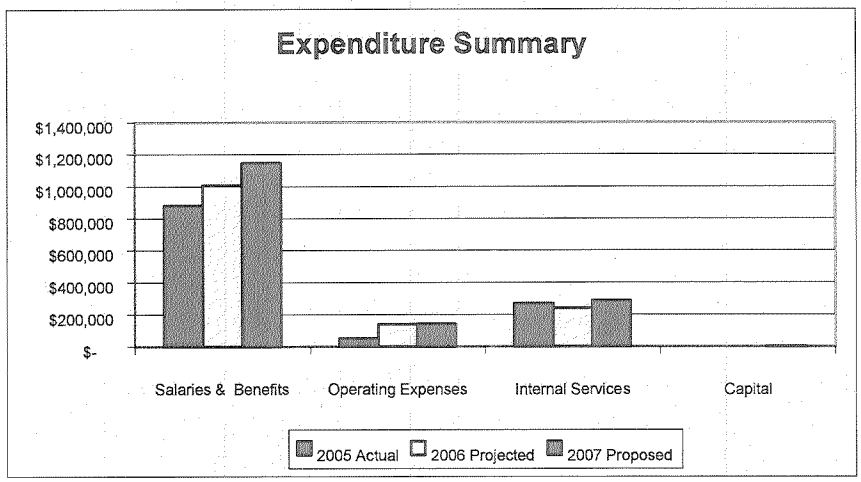
Assists departments in recruitment and selection of qualified job applicants, including the development, administration and validation of competitive recruitment methods; including background investigations and testing.

Financial Summary

Human Resources

GENERAL FUND

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,042,678	$ 880,099	$ 1,026,286	$ 1,006,286	$ 1,147,010
Operating Expenses	95,282	50,779	139,818	139,818	143,130
Internal Services	267,501	270,037	240,110	240,110	287,550
Capital	3,373	0	0	0	2,000
Total	**$ 1,408,834**	**$ 1,200,915**	**$ 1,406,214**	**$ 1,386,214**	**$ 1,579,690**
Budgeted Positions	**15.6**	**16.6**	**16.6**		**17.6**

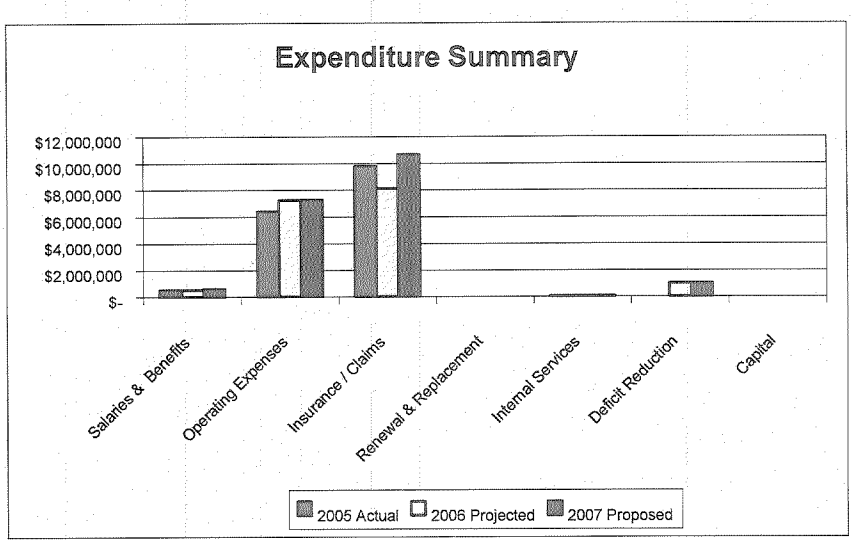


Risk Management

INTERNAL SERVICE FUND

Revenue Area		2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Internal Service Charges	$	13,108,538	$ 14,968,959	$ 14,851,032	$ 14,851,032	$ 16,185,677
Retained Earnings		3,776,724	1,814,536	2,279,000	979,000	2,279,000
Transfer In - General Fund		0	0	1,000,000	1,000,000	1,000,000
Interest/Other		77,996	13,889	100,000	130,000	100,000
Total	**$**	**16,963,258**	**$ 16,797,384**	**$ 18,230,032**	**$ 16,960,032**	**$ 19,564,677**

Expenditure Area		2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$	448,979	$ 525,218	$ 534,182	$ 534,182	$ 585,055
Operating Expenses		6,244,746	6,402,087	7,239,027	7,239,027	7,265,594
Insurance / Claims		10,212,970	9,816,733	9,405,287	8,105,287	10,666,000
Renewal & Replacement		3,190	4,568	9,633	9,633	9,633
Internal Services		53,373	48,778	41,903	41,903	38,395
Deficit Reduction		0	0	1,000,000	1,000,000	1,000,000
Capital		0	0	0	0	0
Total	**$**	**16,963,258**	**$ 16,797,384**	**$ 18,230,032**	**$ 16,930,032**	**$ 19,564,677**
Budgeted Positions		**6.4**	**6.4**	**6.4**		**6.4**



Budget Highlights

Human Resources

- This budget adds one (1) Office Associate II position, at a budgeted cost of $29,885, to assist with the filing needs of the Department.
- This budget provides funding for merit, COLA, pension and health insurance increases, which is part of the total for Salaries & Benefits of $1,147,010, shown above.

Risk Management

- As in FY 2005/06, the budget includes a transfer of $1,000,000 from the General Fund to help reduce the current deficit in the City's Risk Management Fund.
- The budget includes an increase of approximately 8% (or approximately $449m) in the City's contribution to retiree health insurance.
- A budget of $3M for Property Insurance is included which represents an increase of approximately $445m, or 18%, over the adopted budget for FY 05/06. This increase, combined with the 37% increase in FY 2005/06, represents a 55% increase between FY 2004/05 and FY 2006/07.
- A reduction of $200,000 in the budget for legal fees is being proposed. Legal fees for general liability cases have declined dramatically, while we have seen an increase in workers compensation fees. The overall decrease is nearly 29%, however.
- The budget for Workers Compensation Claims is increased by $500,000, primarily due to ongoing medical expenses.
- This budget provides funding for merit, COLA, pension and health insurance increases, which is part of the total for Salaries & Benefits of $585,055, shown above.

Budget History

FY 2005/06

Human Resources

- The Human Resource/Risk Management Director position is being funded 60% to the General Fund and 40% to the Risk Management Fund, which aligns the costs with the functions being overseen.
- This budget provides for Salaries & Benefits of $1,019,478 to support a staff of 17 HR professionals (16.6 FTE's) who provide essential services of processing applicants, employee: hires, transfers, promotions, terminations and/or retirements.

Risk Management

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

- A budget of $2,555,287 for Property Insurance is included which represents an increase of $690,687 over the adopted budget for FY 2004/05. During FY 2004/05 the City Commission approved the increased coverage, which includes a windstorm sub-limit of $50,000,000 versus a sub-limit of $25,000,000 under the previous policy, and also coverage for facilities added since the previous policy.

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

- A budget of $3,300,000 in general liability claims is included, which is in part due to a settlement of $1,300,000 which was scheduled and budgeted to be paid during FY 2004/05, however, the payment is not anticipated to be made in FY 2004/05 and consequently is being budgeted again in FY 2005/06.

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

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

FY 2004/05

- This budget reflects the transfer of the City's Organizational Development function, with two (2) training positions and a budget for FY 2003/04 of $130,197, to a separate division. The new division is called Administration & Organizational Development, and is part of the new Office of Budget and Performance Improvement.

- This budget provides for Salaries & Benefits of $986,820 to support a staff of 17 HR professionals (16.6 FTE's) who provide essential services of processing applicants, employee: hires, transfers, promotions, terminations and/or retirements.

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

- The budget for FY 2004/05 reflects an increase of $1,300,000 in general liability claims, going from $2,000,000 to $3,300,000, due to a settlement which is scheduled to be paid during FY 2004/05.

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

- This budget includes an increase of $60,000 in Workers Compensation Premiums, going from $280,000 in FY 2003/04 to $340,000 in FY 2004/05, and an increase in Workers Compensation Claim Payments of $600,000, going from $2,000,000 in FY 2003/04 to $2,600,000 in FY 2004/05. The Risk Management division performs safety-related building inspections as well as safety training for City employees, however, costs have been rising due primarily to medical expenses.

- A budget of $1,864,600 for Property Insurance is included which represents a budget decrease of $197,400 from FY 2003/04.

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

- The Self-Insurance Fund pays a management fee of $176,064 to the General Fund for administrative support and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($424,258), who handle general liability and workers' compensation cases. Two positions and associated expenses within the Department of Public Works ($74,159) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

FY 2003/04

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

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

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

- The Risk Management Fund pays a management fee of $166,412 to the General Fund and also reimburses the General Fund for expenses it incurs for support personnel within the Office of the City Attorney ($401,000), who handle general liability and workers'

compensation cases. Two positions and associated expenses within the Department of Public Works ($70,094) are also reimbursed for repair work performed to limit "slip and fall" lawsuits against the City.

FY 2002/03

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

- A 16% reduction in Operating Expenses ($33,326) from FY 2001/02 is included as part of this budget. Conversely, Salaries & Benefits is increased by 6%, or $62,495.

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

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

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

LABOR RELATIONS

Department Mission/Purpose Statement

"We are dedicated to providing the highest standard of excellence and cooperation between Employees and Management."

Department Description

In order to enhance the productivity and teamwork of all City Departments and Divisions that serve the citizens of Miami Beach, the Office of Labor Relations (OLR) is devoted to the acquisition and exchange of perspectives, information, and skills in the fields of public-sector collective bargaining, labor-management, and employee relations.

The OLR is committed to improving communications between representatives of labor and management, assisting employees and management with conflict resolution and providing employees and management with the opportunities to learn, explore and implement innovative and cooperative joint approaches to organizational effectiveness.

The OLR is a true internal service Department which supports the City's mission and vision. Strengthening working relationships throughout the City, successfully negotiating contracts, and identifying improvement opportunities are essential functions provided by the OLR. The employee support structure empowers the City to achieve the goals of customer service, teamwork and focus on the City's mission Key Intended Outcomes (KIO's) and vision.

Significant Prior Accomplishments

- Successfully negotiated collective bargaining agreements in record time with the Fraternal Order of Police (FOP), International Association of Firefighters (IAFF) and Government Supervisor's Association of Florida (GSAF). CWA contract was ratified in early 2006.

- Successfully negotiated a financial savings for the City through the FOP and IAFF agreements for Health Insurance, ($1.3 million).

- Successfully negotiated the elimination of the use of the Personnel Board for disciplinary matters in the IAFF, FOP, GSA and AFSCME contracts.

- Created a Hearing Examiner process as an alternate election of remedies for the collective bargaining agreements listed above.

- The focus of collective bargaining changed to reflect proposals that would benefit the citizens, unions and City.

- Created City-wide training programs in coordination with the U.S. Federal Mediation and Conciliation Service (FMCS) for Unions and Management, such as, "How to conduct a Labor-Management Meeting", "The Roles and Responsibilities of Union Stewards", and "The Seven Tests of Just Cause", as well as several others.

- Started the implementation, (through training and new language in the collective bargaining agreements), of labor management committees, for most departments throughout the City.

- Purchased and developed a software tracking system for grievances and arbitrations. The software automated all critical labor-relations information needs. The program provides critical documentation and dates. The document management software provides for automated document creation, scan and store capability, document history/storage and document queries and look-up including Union, attorney and arbitration decisions and correspondence.

- In order to provide consistency and to eliminate duplication of effort and time, the OLR centralized the response to all Union/Attorney generated public records requests and created a policy in line with the Florida Statutes to reimburse the City for labor costs associated with those requests. The policy also ensured that the City responses complied with the Statute.

- In order to maintain consistency, equity and compliance with our collective bargaining agreements and proactively react to the needs of Management, the OLR centralized all "Settlement" practices and agreements.

- OLR attended the majority of Budget Advisory Committee meetings and has developed a strong partnership with its members as a method in assisting the City with collective bargaining efforts.

- Numerous salary and benefit surveys were created and conducted as a support of the negotiation process.

- Created and presented numerous presentations at the City Commission executive sessions in support of the negotiation process for the respective contracts.

- The Communications Workers of America (CWA) agreed to participate in Labor Management meetings for the first time.

- Created, through the AFSCME agreement, a memorandum of understanding supporting the use of mediation to resolve workplace discrimination and harassment issues. This is a new role for the office.

- Flexible Health Insurance options were initiated in the AFSCME contract, which allows the City to have discretion in health plan development. In addition, provisions were added for a one time health insurance election for retirees in the AFSCME contract and changed the vesting time for 401A members for health insurance in both the AFSCME and GSA contracts.

- Labor Relations staff successfully completed the Florida Public Employer Labor Relations Association (FPELRA) Public Sector Labor Relations Professional Certification program.

Status of FY 2005/06 Initiatives

- CWA negotiations were completed after 12 bargaining sessions, a declaration of impasse, 3 Finance and Citywide Projects Committees, numerous Budget Advisory Committee

Meetings, several Executive Sessions, and 3 Commission Meetings. The contract was ratified by an 89% vote in favor of the contract.

- Highlights of the CWA contract included:
  - The establishment of a 1500 hour time bank, which limits members from conducting unlimited union functions on city time.
  - Establishment of several management rights improvements including, contracting out, lifeguard scheduling, elimination of the Personnel Board for disciplinary matters, pay for performance system, etc.
  - Pension lawsuit was withdrawn as part of the contract
- Held FMCS/Management Training
- Conducted a City Manager/Labor Management meeting for union leadership to express concerns and have open discussion with the City Manager.
- Grievances continued to be processed in a timely fashion and are settled whenever possible between Labor and Management.
- Commenced negotiations with AFSCME, FOP, GSA and IAFF on re-openers and pension issues.
- Implementation of pension reforms for the Unclassified, Others and CWA groups. The remaining collective bargaining units (AFSCME and GSA) will be negotiated and implemented as ratified.
- Implementation of Citywide retiree health reforms.
- Conducted CWA contract implementation training for management team and payroll coordinators.
- In conjunction with Union, for the first time, conducted two (2) citywide training sessions for bargaining unit employees (over 200 attendees which is approximately half of the bargaining unit). Additional training is scheduled.
- Labor Relations Director obtained Mediation Certification from the Florida Supreme Court.
- Labor Relations Director was awarded the Pacesetter Award from the National Public Employer Labor Relations Association (NPELRA). The award is given to individuals who have demonstrated particularly innovative leadership in public sector labor relations.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Ensure Expend. Trends are Sustainable over the Long Term	% of benchmarking surveys for negotiations completed	90%*	90%	90%	• Conduct surveys with surrounding municipalities to ascertain employee benefits whose classification is covered by collective bargaining agreement.
	# of hours for International Association of Firefighters (IAFF) time bank used	37*	125	125	No new activities for FY 06/07.
	# of hours for Communication Workers of America (CWA) time bank used	84*	125	125	No new activities for FY 06/07.
Attract and Maintain a Quality Workforce	% of grievances settled prior to arbitration Citywide	25%*	N/A	N/A	• Evaluate grievances and offer settlements when appropriate.
	% of Management Team attending quarterly Management Team training	95%*	100%	100%	• Provide quarterly update on status of all Labor/contractual issues • Provide quarterly update on status of labor, contractual issues, negotiation updates, and address questions or concern brought up by Management team members. • Train supervisors within 50 days of contract ratifications, reviewing revisions and additions to contracts. • Add New Labor Relations Specialist to assist with labor relation function including various trainings for supervisors, collective bargaining sessions, public records requests, assist in conducting statistical analysis, assist in contract interpretation, responding to various written benefits surveys, etc.
	% of supervisors trained within 50 calendar days of each contract ratification	80%*	100%	100%	

*FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available

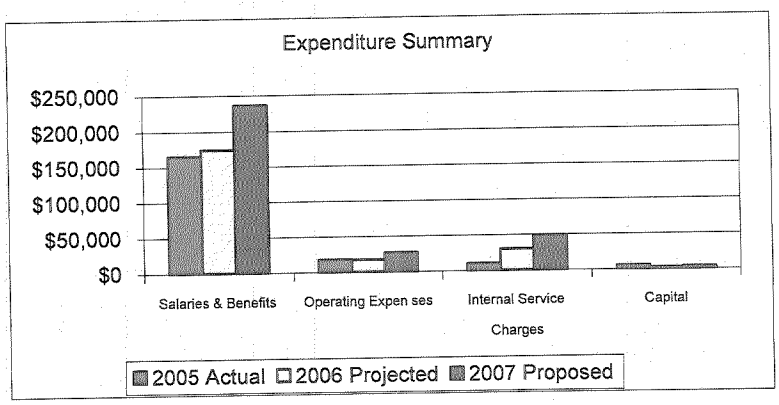
City Manager's Office

Labor Relations

Administers the City's collective bargaining agreements, advises Labor and Management on the interpretation of all union contracts, advises on problem resolution, coordinates all aspects of collective bargaining, administers the grievance/arbitration process while focusing on improving the labor- management relations..

Financial Summary

Expenditures	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 150,441	$ 165,013	$ 173,768	$ 173,768	$ 236,482
Operating Expenses	11,082	17,602	17,273	17,273	26,846
Internal Service Charges	7,845	10,328	30,091	30,091	48,764
Capital	0	5,200	2,000	2,000	3,728
Total	**$ 169,368**	**$ 198,143**	**$ 223,132**	**$ 223,132**	**$ 315,820**
Budgeted Position	2	2	2		3



Budget Highlights

- One new Labor Relations Specialist position is added for FY 2006/07 at a budgeted cost of $63,950. This budget also provides salaries & benefits ($172,532) including projected COLA, merit, pension and insurance increases for the existing two (2) professional positions to administer the labor relations function for the City of Miami Beach.

Budget History

FY 2005/06

- This budget provides salaries & benefits ($173,768) including projected COLA, Merit, Pension and Health/Life Insurance increases for two (2) professional positions to administer the labor relations function for the City of Miami Beach.

FY 2004/05

- This budget provides salaries & benefits ($161,352) and other operating expenses ($14,856) for two (2) professional positions to administer the labor relations function for the City of Miami Beach.

FY 2003/04

- This office, which was established during FY 2002/03, was previously budgeted in the Human Resources Department, with 60% funding from the General Fund and 40% funding from the Self Insurance Fund.

OFFICE OF THE CITY CLERK
(Central Services)

Department Mission/Purpose Statement

"We are dedicated to performing as the secretary and custodian of the City Seal, compiling official City Commission and Redevelopment Agency agendas and minutes, providing quality print, copy and mail services and serving as facilitator in providing public records and information expeditiously to the City Commission, the public, City staff and other governmental agencies."

Department Description

The Office of the City Clerk is dedicated to providing a high level of customer service in a professional and courteous manner, making public information easily accessible using the latest technology, and making the experience a satisfying one. The Office of the City Clerk's responsibilities are:

- Secretary to the City Commission and Redevelopment Agency (RDA)
- Prepare City Commission & Redevelopment Agency Agendas
- Advertise Public Hearings and public meetings
- Prepare of the City Commission and RDA AFTERACTION Report
- Audio record meetings (Human Resources, Planning, and Special Master also utilize the hardware/software)
- Process Resolutions, Ordinances, & Agreements
- Maintain the Folio text base search database
- Maintain the Laserfiche Image Database
- Process Research Requests
- Coordinate public records requests
- Process Board & Committee Applications & Appointments
- Process Lobbyist Affidavits
- Process Domestic Partnership Registrations
- Assemble and Advertise Weekly Meeting Notices

- Coordinate the updating of the City Code (Code of Ordinances)
- Process Financial Disclosures
- Process LTC's - Letters to Commission
- Prepare City Commission & RDA Yearly Meeting Schedule
- Schedule the Commission Chamber and 1st Floor Conference Room
- Responsible Official for General & Special elections
- Liaison to Atlantic Broadband (City's cable franchisee)
- Process initiative petitions
- Process updates to the City Clerk's portion of the website
- Coordinates record destruction
- Coordinate vice-mayor appointment
- File elected officials' Office Accounts
- Maintain transcripts of Client-Attorney session
- Process Gift Disclosure forms
- Present to the Neighborhood Leadership Academy

The Clerk of the Special Master serves as the Official Secretary for the Special Masters who hear cases brought before them by the Building, Code Compliance, and Fire Departments. Responsibilities include, but are not limited to:

- Prepare case files/assign case numbers
- Prepare Notices to Appear for mailing to the alleged violators
- Prepare Orders, Liens, Satisfactions/Releases, agendas, synopsis/case histories, financial data and statistics
- Collect and deposit revenue collected.
- Assist Special Master and Assistant City Attorney at hearings
- Record liens in the Public Records
- Close cases upon full compliance and payment in full of all money owed

- Records Custodian for the Special Master

Central Services

- Responsible for receiving and distributing U.S. mail
- Responsible for the distribution of Interoffice mail
- Provides high volume copying services
- Provides high volume printing press services
- Provides binding services
- Provides courier services when needed
- Coordinates the vehicle usage pool

Current innovative programs and initiatives

1. Cataloging of Historical information:

   In a community where preservation of history and architectural manifestation of that history has been so critical to the revitalization of the city, physically, culturally and economically, the importance of developing a methodology to retrieve and preserve historical documents is extremely critical. Historical information is being protected, scanned in electronic form to reduce handling the originals and retrieval attributes are being assigned. Because the retrieval attributes are being entered into a searchable database, items can be found quickly by search retrieval attributes such as year, individual's names, identified buildings, streets, and any other identifiable attributes. The entire search process has been reduced from hours to seconds. The documents become readily accessible, not only to researchers, but to building owners, architects and all others interested in the history of Miami Beach.

2. Implement WebLink software which allows access, as authorized, to the City's imaging system via the internet.

3. Updated presentation and presented to the Neighborhood Leadership Academy.

Significant Prior Accomplishments

- **Domestic Partnership -** Developed procedures and application forms for Termination and Amendment of domestic partnerships. Processed & mailed Applications/Certificates & Wallet Cards - **60 Certificates.**

- **Commission Meetings-** Produced FTR Log notes during Commission meetings, and burned CD's for archival purposes. - **14 Meetings.**

- **Folio Updates -** Processed Commission Meeting Final Draft of Afteractions (AA) and hyperlinked final AA document on the m:\drive (AFTERMEN); for citywide access. - **14 Afteractions.**

- **Historical Archives -** Maintained a searchable Folio database, where historical archives are entered by category, by date, description and points of reference, and identify each document/photo with a number for easier identification with the aid of volunteer historians. Participated in the 90th Anniversary of the City's Historical Exhibit. In the year 2005, staff has asked for donations of historical photos from residents and insofar, donations have been made to increase the City's archives in hard copy and digital form. More than **400** documents and photographs have been scanned and archives and preserved. **750 Photos/Documents.**

- **City's Website Update -** In collaboration with the City's webmaster, the City Clerk's Office updates the webpage with the Commission Agendas, Afteractions, Election Information, LTC's, Lobbyist Application and related information, as well as a Searchable website for Board and Committees. A historical webpage was created and is updated on a monthly basis. **As needed.**

- **Laser Fiche/Scanning -** Scanned documents, including LTC's, Lobbyists Affidavits, Board and Committees Applications, Historical photographs, Ordinances and Resolutions; Cone of Silence Correspondence, etc. **Approximately 45,885 Images.**

- **Letters to Commission (LTC) -** In FY 2004/05 LTC's continue to be processed, numbered, scanned and emailed to the City Commission within half an hour from the time they are received. LTC's are also updated on the Internet by number and subject matter. **Approximately 260 LTC's**

- **Meeting Notices -** Met with Board and Committee liaisons for a two-hour training session and questions & answers forum related to meeting notice procedures, deadlines and the Sunshine law. The draft of meetings is available via the Intranet for all employees and on the final version on the Internet. The Clerk's Office has processed & e-mailed for publishing in The Miami Herald Neighbors Section forty-eight meeting notices – **48.**

- **Municipal Code** - Transmitted Ordinances to Municipal Code for codification and updated the City's Code Book in electronic form up to Supp. 25 **75** Ordinances.

- **Historical Search Database-** Created a searchable database of historical archives by number, identification category, points of reference, and other criteria. This minimizes the time to search for requests made by residents, historians or staff. **Update as needed.**

- **Transmittal Letters-** Transmitted letters to municipalities and the Election Department, hard copy and electronic format. - **28** letters.

- **Weekly Updates LTC's** -Processed & e-mailed Weekly LTC's; created a Folio search engine database to update with current LTC's for research.**23.**

- **Research Requests -** Public's Record Requests **800.**

- **New Lobbyists Registration -**Lobbyist Registrations (one per issue). Maintain the Lobbyists database available on line.

- **Board & Committees Applications -** Maintain 38 Board & Committees with Approximately 383 members. Maintain Database available on line.

- **Special Master: Hearings Held 30 Total Cases Heard 2,000, Total Cases Closed 900.**

- **Financial Disclosures -** Responsible for receiving and transmitting Financial Disclosure Forms for City Employees, City Officials and Board Members, also Gift Disclosures and Outside Employment forms.

- **City Commission Agenda Preparation** – Proofread City Commission agenda materials, oversee the agenda preparation process, and provide IT with the PDF files for processing on the City's webpage.

- Coordinate all aspects of the General and Special Elections process.

Central Services

- Implemented print jobs from the City's local area network.

- Improved the ability to produce color copies in addition to black and white

- Installed new copy equipment to provide better service.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase resident satisfaction with employee contact	Customer satisfaction rate for City Clerk's/ Central Services office	75%*	80%	85%	• Identify areas for improvement through customer survey cards. • Work with Office of Budget and Performance Improvement to develop survey for internal customers and identify areas for improvement within the department.
	Overall response time for Public Records request	5 days*	5 days	3 days	• Work with IT to modify current Research Request Log to show date and time entered, date and time requestor was contacted, and date and time completed.
Expand hours and service through e-government	# of hits on City Clerk's web pages per month	1,100*	1,200	1,700	• Continue with implementation of Weblink on City website to allow access to scanned documents

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of hits on City Clerk's Imaging System Weblink page per month	1,200*	1,400	1,800	i.e. Resolutions, Ordinances, LTC, agreements, etc. • Continue research on forms that have the potential to be transacted online. • Educate customers on availability of online transactions. • Research potential processing of Board Applications online
	% of transactions in City Clerk's office available online	TBD	TBD	TBD	
Ensure compliance with code within reasonable time frame	% of cases scheduled for Special Master hearing within 30 days from receipt of request	N/A	N/A	TBD	• Work with IT to develop reports from Permit Plus System to track the number of days from receipt of case to Special Master hearing scheduled. • Establish criteria and work with IT to generate reports to track days from initiation of Admin/ Judicial process to date of compliance or lien placed.
	Average # of days from initiation of Administrative/ Judicial process to date of compliance or lien placed	N/A	N/A	TBD	
Ensure expenditure trends are sustainable over the long term	Cost per page for black and white documents (does not include labor cost)	$0.01*	$0.01	$0.009	• Purchase new 2-color head professional printing press and platemaker. • Develop and implement standards for turnaround times for major printing jobs citywide. • Replace one black & white copier and one color copier with two black & white copiers and one color copier at no additional cost. • Continue to bring printing jobs in-house where appropriate.
	Cost per page for color documents (does not include labor cost)	$.51*	$.51	$.37	
	% of print jobs completed within 3 day turnaround time	89%*	95%	95%	

* FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available
TBD: To Be Determined

City Clerk - Admin

Secretary to the City Commission and Redevelopment Agency. Plans, organizes, staffs, directs, and budgets for the City Clerk's Office. The office formulates departmental policies and is responsible for the day-to-day operation of the department. The City Clerk also participates in the Commission and RDA Agenda preparation.

City Clerk's Staff

Functions performed by the City Clerk's staff are: Customer assistance, advertise Public Hearings (newspaper, & mailings), prepare City Commission and RDA Afteraction reports, maintain and update the text-based Folio Search Database, maintain and update Laserfiche (City's document imaging system), audio record meetings using FTRGold software, process resolutions, ordinances and agreements; process research requests, process City Board and Committee applications and appointments, lobbyists processing, Domestic Partnership Registration, compile, advertise & post Weekly Meeting Notices, coordinate the updating of the Code of Ordinances, Financial Disclosure processing, process Letters to Commission, prepare City Commission & RDA Yearly Meeting Schedule, schedule the Commission Chamber and First Floor Conference Room, General and Special Election processing, Liaison to Atlantic Broadband, and processes initiative petitions.

Special Master

The Clerk of the Special Master serves as the Official Secretary for the Special Masters. The Special Master hears cases brought before them by the Building, Code Compliance, and Fire Departments. Responsibilities include preparing case files; assigning case numbers; preparing notices to appear for mailing to the alleged violators; preparing orders, liens, satisfactions, releases, agendas, synopsis, case histories, financial data and statistics and collecting and depositing revenue collected. Assists the Special Master, Assistant City Attorney and department inspectors at hearings. Records liens into the Public Records. Close cases upon full compliance and full payment of money owed. Records Custodian for the Special Master.

Central Services

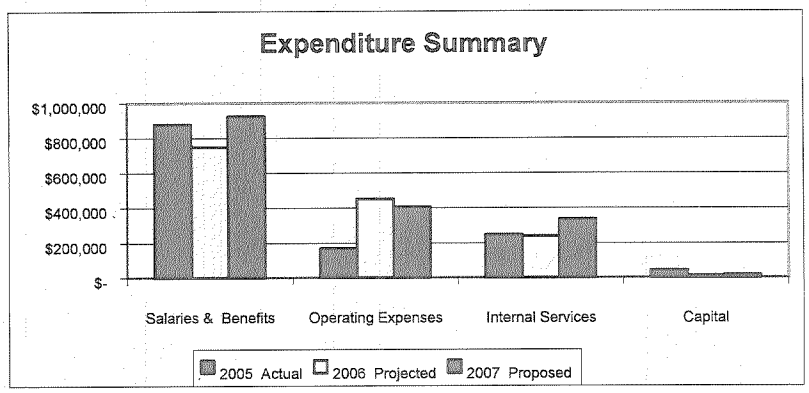
Responsible for receiving and distributing U.S. mail, and interoffice mail; Provide high volume copying services, high volume printing press services, and binding services; Provide courier services when needed; Coordinate the vehicle usage pool

Financial Summary

City Clerk
GENERAL FUND

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Fire Code Violations	$ 76,216	$ 100,124	$ 60,000	$ 50,000	$ 50,000
Election Qualifying Fees	2,261	7,756	1,000	2,000	20,000
HP/DRB Appeals	0	1,023	1,000	1,000	1,000
Lobbyist Applications	16,458	25,423	0	12,000	12,000
Domestic Partner Fee	5,178	3,955	0	1,500	1,000
Cable Settlement ($125m)	19,223	27,970	0	0	0
Total	**$ 119,336**	**$ 166,251**	**$ 62,000**	**$ 66,500**	**$ 84,000**

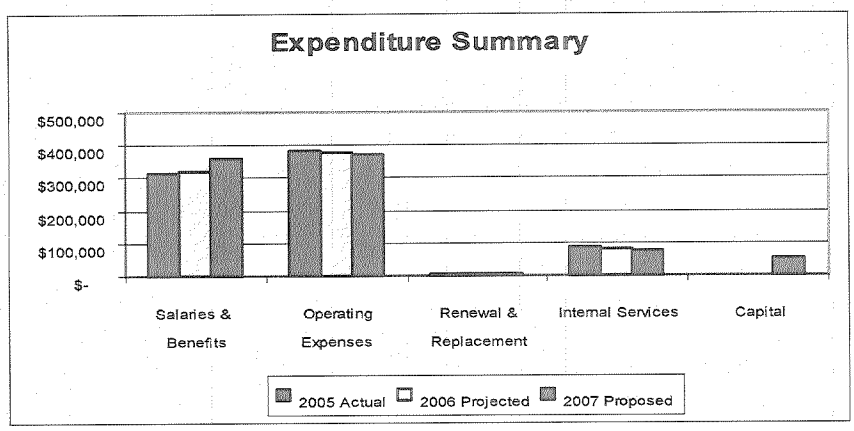
Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 818,952	$ 879,419	$ 799,136	$ 749,136	$ 924,915
Operating Expenses	322,743	167,987	451,601	451,601	406,038
Internal Services	218,605	248,516	238,393	238,393	336,144
Capital	43,619	41,588	10,134	10,134	16,550
Total	**$ 1,403,919**	**$ 1,337,510**	**$ 1,499,264**	**$ 1,449,264**	**$ 1,683,647**
Budgeted Positions	**13 + 1 pt**	**13 + 1 pt**	**11**		**11**



Central Services
INTERNAL SERVICE FUND

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Internal Service Charges	$ 822,925	$ 707,847	$ 733,793	$ 704,491	$ 806,485
Retained Earnings	0	77,421	54,750	54,750	50,682
Interest/Other	1,434	3,119	4,000	25,302	4,000
Total	**$ 824,359**	**$ 788,387**	**$ 792,543**	**$ 784,543**	**$ 861,167**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 298,342	$ 316,161	$ 326,544	$ 318,544	$ 358,711
Operating Expenses	353,549	383,605	379,686	379,686	372,531
Renewal & Replacement	3,091	3,206	4,368	4,368	4,368
Internal Services	77,094	85,415	81,945	81,945	74,875
Capital	0	0	0	0	50,682
Total	**$ 732,076**	**$ 788,387**	**$ 792,543**	**$ 784,543**	**$ 861,167**
Budgeted Positions	**6**	**6**	**6**		**6**



Budget Highlights

City Clerk

- This budget provides $150,000 to cover the cost of the 2007 election, which includes $75,000 for the possibility of a run-off.
- The budget also includes $80,000 for a service which provides Spanish translation and captioning of the Commission Meetings.
- This budget provides funding for merit, COLA, pension and health insurance increases, which are included in the total for Salaries and Benefits of $924,915, for a staff of 11 professionals who perform the functions of the Office of the City Clerk.

Central Services

- This budget provides for the replacement of an outmoded printing press and platemaker which, along with $9,000 in remodeling costs, totals $50,682 in capital investment for FY 2006/07.

- A new lease agreement for the large copy machines (black & white, and color) represents a budgetary savings of approximately $25,000. The existing black & white copy machine will be retained in order to produce more jobs during normal hours, thereby reducing overtime costs. The budget includes $13,600 for a maintenance contract on the existing machine. The overtime budget, which is reduced by $10,000 from FY 2005/06, is also lowered because the City's water bills will be printed on mailer forms, which will eliminate the need for Central Services to process these monthly bills (primarily after normal business hours).

Budget History

FY 2005/06

City Clerk

- This budget includes the transfer of a Media Specialist, an Office Associate IV (Media Assistant), and a Part-time Office Associate V to the Office of Communications. This is part of a re-organization of the Office of Communications, and involves the transfer of salaries and benefits totaling $170,669 operating expenses of $20,625 and capital of $86,500 (as included in the Information & Communications Technology Fund).

- This budget includes $150,000 for the November, 2005 elections.

Central Services

- This budget includes $324,729 for Salaries & Benefits for 6 professionals and provides for COLA, Merit, Pension and Health/Life Insurance increases.

- The $379,725 for Operating Expenses, noted above, includes $135,453 for equipment leases, $74,272 for maintenance contracts, operating supplies, etc. and $170,000 for Postage to support the mailing, copying and print production requirements of all city departments and agencies. The $170,000 for Postage is an increase of $14,390 over FY 2004/05 which anticipates a 3 cent increase in the postal rate for the approximate 1.5 million pieces of mail handled annually.

- Central Services will pay a management fee to the General Fund of $26,450 in FY 2005/06, which is also part of the $379,725 in Operating Expenses noted above.

- The budget also includes $81,945 for internal services provided by the City's other Internal Service departments (Risk Management, Fleet Management, Information Technology and Property Management).

- In FY 2005/06, revenues of $733,793 in Internal Service Charges are being budgeted to support the operations of Central Services, which includes $30,000 for outside agencies

such as the City's two Pension Offices, along with $4,000 in interest earnings and $54,750 in retained earnings.

FY 2004/05

City Clerk

- $132,000 is being added to Professional Services for translating and subtitling of the taped Commission Meetings in Spanish, which is partially offset by the reduction of $39,113 for the live Spanish translation of Commission Meetings.

- The budget also includes $10,085 for a scanner and Laser Fiche licenses and support.

- This budget provides salaries and benefits, totaling $929,027 for 13 full-time and one part-time professional positions to support the Office of the City Clerk.

Central Services

- A total budget of $753,316 is provided, which includes $302,078 for Salaries & Benefits, $154,160 for Postage, and $297,078 for other operating expenses, to support the mailing, copying and print production requirements of all city departments.

- In FY 2004/05, revenues of $697,066 in Internal Service Charges are being budgeted to support the operations of Central Services, along with $1,500 in interest earnings and $54,750 in retained earnings.

- Central Services is provided with services from the City's other Internal Service Funds, these are: Risk Management, Fleet Management, Information Technology and Property Management. The budget for these internal services is $81,859, as noted in the Financial Summary above, and is also part of the $297,078 in operating expenses noted previously.

- Additionally, Central Services will pay a management fee to the General Fund of $26,450 in FY 2004/05, which is also part of the $297,078 in operating expenses noted. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

FY 2003/04

City Clerk

- This budget provides salaries and benefits, totaling $819,573 for 13 full-time and one part-time professional position to support the Office of the City Clerk.

- This budget adds one (1) professional/technical position to assist the Media Specialist's efforts, which includes television (with live Spanish translation) as well as internet-based broadcasting of the City's Commission meetings.

- An Administrative Aide I position is being eliminated, for a budgeted salary savings of $27,563.

- This budget includes $39,110 as part of professional services for the Spanish translations of the Commission meetings.

- This budget includes $80,000 as an annual allotment to pay for the City's Mayoral & Commission Election (estimated to cost approximately $160,000).

Central Services

- As part of $384,436 in operating expenses, this budget includes $162,160 for postage, which is a $2,840 reduction from FY 2002/03, and $135,453 in annual leases for high volume copy, mail and sort machines, representing a $19,000 budget reduction in this category due to lower prices in the current copier contract.

- This budget provides funding in Salaries & Benefits of $266,394 for 6 professional positions, to support the City's central copy production center and mail processing facility. The Central Services Division is an Internal Service Fund and, as such, it receives operating revenues from its customers, other City departments and agencies. In FY 2003/04, a total of $735,503 in Internal Service Charges is being budgeted to support the operations of Central Services, along with $2,500 in interest earnings.

- A total of $81,069 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Central Services with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Risk Management Program; Fleet and Property Management services.

FY 2002/03

City Clerk

- This budget provides salaries and benefits, totaling $726,887, for one part-time and 13 full-time positions to support the Office of the City Clerk.

- This budget includes $33,000 for professional media services to assist the Media Specialist's efforts, which includes television as well as internet-based broadcasting of the City's Commission meetings.

- The funding for the position of Records Manager ($55,000) is being deferred to the following fiscal year.

Central Services

- 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 Risk Management Program; Fleet and Property Management services.

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CITY ATTORNEY

OFFICE OF THE CITY ATTORNEY

Department Mission/Purpose Statement

"We are dedicated to provide a broad scope of high quality, cost effective legal services, consistent with the law and with proper ethical considerations, that are responsive to the City's goals and objectives and to provide advice to the Mayor, City Commissioners, City Manager, City Departments as well as all City Boards, Agencies and Committees."

Department Description

The City Attorney, pursuant to Article III of the Miami Beach City Charter, acts as the legal advisor for the municipality and all of its officers in all matters relating to their official powers and duties.

Under the Charter, the City Attorney prepares or reviews all ordinances, resolutions, contracts, bonds, and other documents which concern the city and approves them as to form, language, and for execution.

On behalf of the City, the City Attorney also prosecutes and/or defends, complaints, suits, and controversies in which the City is a party before all state and federal courts and administrative agencies such as special masters, arbitrators, mediators, and/or other legally constituted tribunals, boards, commissions or authorities where Attorney services are required.

The Office is presently composed of 12 full time Attorneys and one part time Attorney. The support staff consists of an Office Administrator, eight Legal Assistants, and a Receptionist. The table of Organization is attached.

This Office provides service to its clients, namely, the Mayor, the Commission as a whole, the individual Commissioners, the City Manager, the various City Agencies, Boards and Committees and the Administrative Staff. The office does not establish policy. In fact, there is a clear separation of powers between the Commission (Legislative), the Manager (Executive) and the City Attorney. There are, of course, occasions requiring the City Attorney to initiate change. For example, the office always strives to develop new and more efficient methods of delivering legal services (research facility, computer update, document production, continuing education). These are internal to the department. It also anticipates possible legal problems arising from proposed City action and takes steps to prevent them (when possible). The City Attorney also keeps track of and advises the Commission and Administration of changes in the law.

Significant Prior Accomplishments

Land Use Matters

- Final Settlement of Portofino/Alaska Parcel litigation; acquisition of title to Alaska parcel.
- Royal Palm Hotel – transfer of title; City receipt of $12,000,000.
- Potamkin/Berkowitz transaction 5th Street and Alton Road; negotiate and completion of Redevelopment and Lease Agreement.

- 900 Collins Avenue; successful efforts to preserve 1918 structure. Successful appeal of adverse Unsafe Structures Board ruling (demolition) pending settlement.

- Continuing legal services to Planning Department in the constant and numerous land use issues in the City such as land use regulation, interpretation; enforcement, ordinance review and drafting; creation of Neighborhood Conservation District. Handling appeals from Board order and conflict of interest issues.

- Ordinance review and drafting; Creation of Neighborhood Conservation Districts handling appeals from Board order & Conflict of Interest issues.

- Continuing monitoring of La Gorce v. Neighbors encroachment and easement issues.

Legislation

- Draft and monitoring enforcement of anchoring ordinance.

- Draft of urban impact reimbursement resolution returning $200.00 to each homestead/property owner in the City.

- Development and draft of sexual predator 2,500 foot residential restriction ordinance. Advise and work with numerous municipalities and counties throughout Florida and the U.S. in their drafting efforts.

- Noise ordinance culmination of a 2 plus year effort to address and solve impact of noise upon residents. Drafted and facilitated adoption of new noise ordinance through collaboration of community and business input.

Civil Litigation

- *Miami Beach v. American Golf.* Final settlement of long running environmental litigation involving Bayshore and Normandy Golf Courses. Settled upon receipt by City of $375,000.

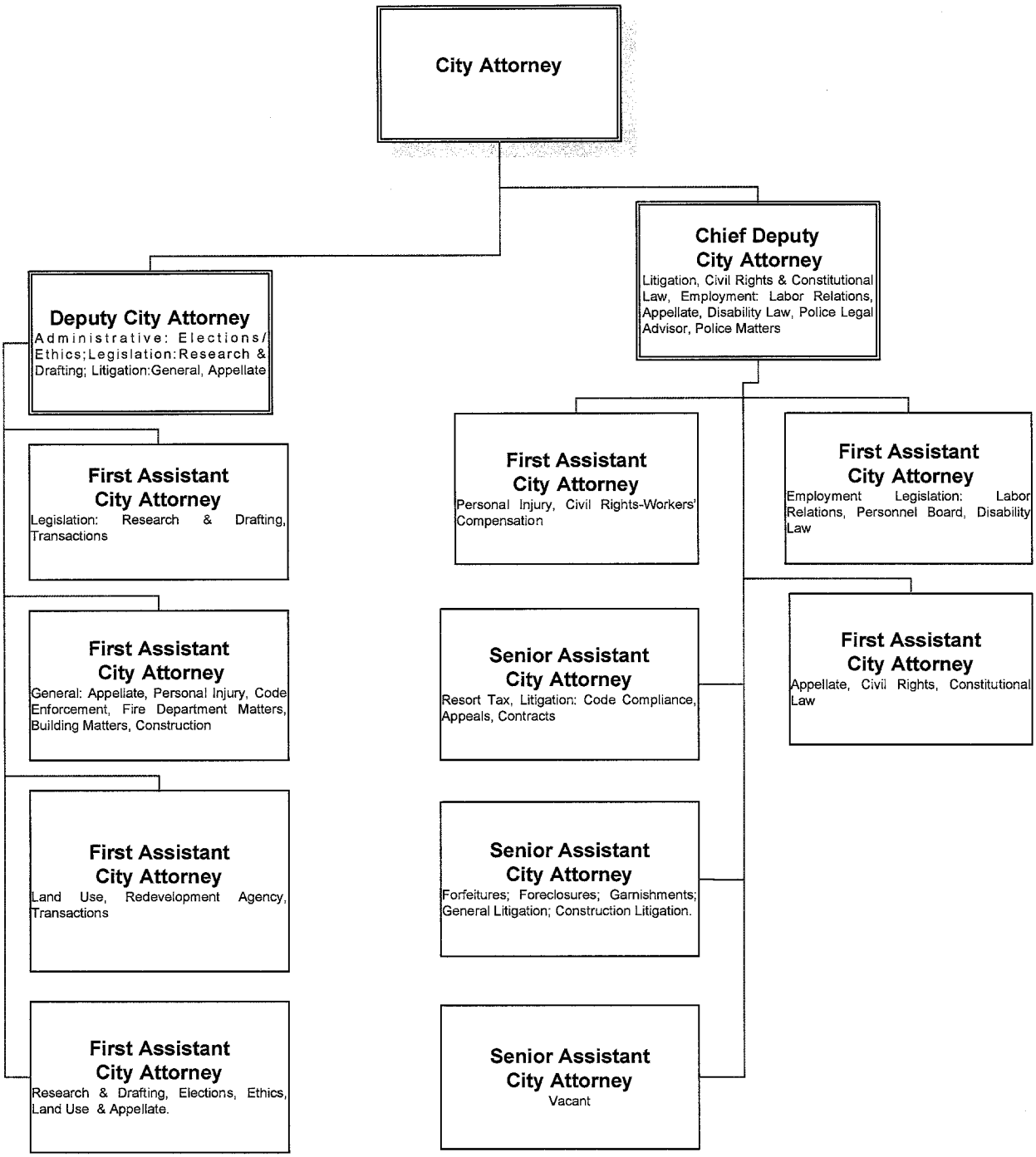
- Foreclosure bankruptcy and garnishment. In house handling of above resulting in City collection of over $150,000.

State Legislation

- Worked with the Florida League of Cities to successfully contest the efforts of the power companies of Florida to remove local restrictions upon installing power sub-stations in residential areas. This was a sessions long effort which resulted in acceptable legislation as to sub-stations siting and vegetation maintenance.

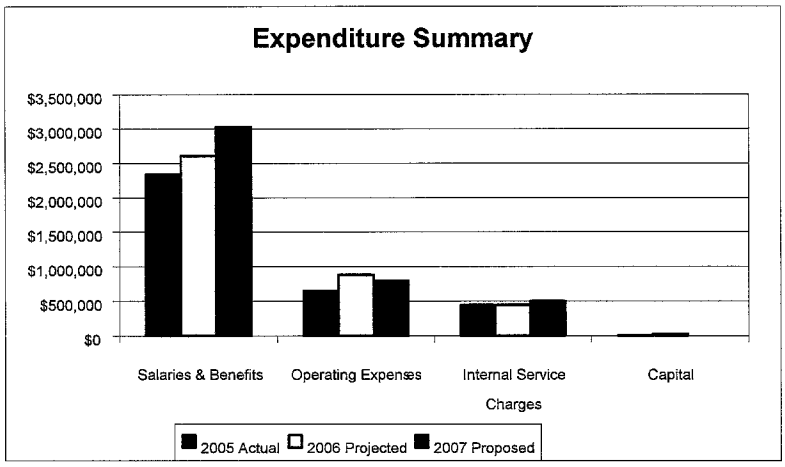
- Pension Ordinance – research into issues of municipal home rule powers; Florida Constitution; Miami-Dade County Charter; State Home Rule Statutes. Worked with outside special pension and retirement counsel to draft pension system to include non-classified employees and numerous other reforms.

Campaign finance legislation – amendment to clarify the 12 month period of disqualification of campaign contributors violating the City code.


City Attorney
Deputy City Attorney
Administrative: Elections/ Ethics;Legislation:Research & Drafting; Litigation:General, Appellate
Chief Deputy City Attorney
Litigation, Civil Rights & Constitutional Law, Employment: Labor Relations, Appellate, Disability Law, Police Legal Advisor, Police Matters
First Assistant City Attorney
Legislation: Research & Drafting, Transactions
First Assistant City Attorney
General: Appellate, Personal Injury, Code Enforcement, Fire Department Matters, Building Matters, Construction
First Assistant City Attorney
Land Use, Redevelopment Agency, Transactions
First Assistant City Attorney
Research & Drafting, Elections, Ethics, Land Use & Appellate.
First Assistant City Attorney
Personal Injury, Civil Rights-Workers' Compensation
First Assistant City Attorney
Employment Legislation: Labor Relations, Personnel Board, Disability Law
Senior Assistant City Attorney
Resort Tax, Litigation: Code Compliance, Appeals, Contracts
First Assistant City Attorney
Appellate, Civil Rights, Constitutional Law
Senior Assistant City Attorney
Forfeitures; Foreclosures; Garnishments; General Litigation; Construction Litigation.
Senior Assistant City Attorney
Vacant

Departmental Financial Summary

Expenditures	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 2,340,210	$ 2,339,924	$ 2,748,799	$ 2,606,689	$ 3,025,760
Operating Expenses	422,105	646,789	760,079	883,281	794,445
Internal Service Charges	401,970	443,347	445,039	443,697	498,395
Capital	0	2,828	1,200	28,450	800
TOTAL	**$ 3,164,285**	**$ 3,432,888**	**$ 3,955,117**	**$ 3,962,117**	**$ 4,319,400**
Personnel Positions	**22 + 1 PT**	**22 + 1 PT**	**22 + 1 PT**		**22 + 1 PT**



Budget Highlights

- Savings of $73,732 were achieved by deferring a vacant Sr. Assistant City Attorney position.
- This budget includes $680,000 in General Fund costs for outside legal expenses in the areas of litigation and labor relations.
- This budget is supported by approximately $425,000 from the Risk Management Fund for workers' compensation and police civil liability casework.

Budget History

FY 2005/06

- This budget is supported by $424,258 from the Risk Management Fund for workers' compensation and police civil liability casework.

FY 2004/05

- Savings of $140,607 were achieved by deferring a vacant Sr. Assistant City Attorney and a vacant Receptionist position.

- This budget is supported by $401,000 from the Risk Management Fund for workers' compensation and police civil liability casework.

FY 2003/04

- Salary savings from a vacant position has been used to fund one attorney ($80,000) who was previously funded in the Police Department to oversee the tenets of the Florida Contraband Forfeiture Act and ($137,000) for outside counsel.

- This budget is supported by $401,000 from the Risk Management Fund for workers' compensation and police civil liability casework.

- Savings were achieved by reductions in operating costs as well as elimination of a vacant First Assistant City Attorney position.

FY 2002/03

- Savings were achieved by reductions in operating costs totaling $143,209

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ECON DEV/TOURISM
CULTURAL AFFAIRS

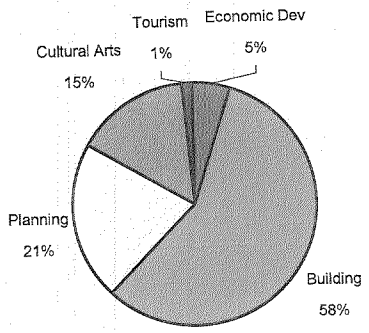
ECONOMIC DEVELOPMENT AND CULTURAL ARTS

Scope

This function is comprised of the following Departments and Divisions:

Economic Development & Cultural Arts	Adopted FY '05/06	Proposed FY '06/07	% of Function to Prop. GF Budget 06/07	Over/ (Under)	Proposed Postions
Economic Development					
Economic Development	$ 863,936	$ 915,191	0.4%	$ 51,255	7.0 + 0 PT
Building	6,565,945	8,268,849	3.5%	1,702,904	79.0 + 0 PT
Planning	2,910,361	3,173,702	1.3%	263,341	29.0 + 0 PT
Total	$ 10,340,242	$ 12,357,742	5.2%	$ 2,017,500	115.0 + 0 PT
Cultural Arts					
Tourism & Cultural Affairs	$ 2,623,647	$ 3,212,468	1.4%	$ 588,821	21.0 + 0 PT
Total	$ 2,623,647	$ 3,212,468	1.4%	$ 588,821	21.0 + 0 PT
Total General Fund (GF)	$ 12,963,889	$ 15,570,210	6.6%	$ 2,606,321	136.0 + 0 PT
Tourism & Conventions					
Convention Center/TOPA	$ 15,483,829	$ 16,630,117		$ 1,146,288	2 + 0 PT
Total Function	$ 28,447,718	$ 32,200,327		$ 3,752,609	138.0 + 0 PT

Economic Development & Cultural Arts Positions



ECONOMIC DEVELOPMENT
(Redevelopment Agency and Asset Management)

Department Mission/Purpose Statement

"We are dedicated to enhancing the City's economy and business environment by attracting business and investment to the community, balancing private sector needs with neighborhood quality of live issues, maximizing the efficient use of City properties, implementing the objectives of the Redevelopment Plan, and pursuing the City's state and federal legislative objectives."

Department Description

The Economic Development Department is responsible for carrying out our mission statement through the efforts of the Economic Development Division, the Redevelopment Agency, and the Asset Management Division.

The Department monitors the local economy and conducts market research, which insures that both the business/investment community and the City have the most up-to-date, broadest range of market and economic information. The Department meets with potential investors and entrepreneurs to promote the benefits of investing in operations in Miami Beach. The Department supports the City Manager's Office and other Departments by coordinating the efforts of the City's lobbying teams to secure funding from other governmental entities and to change legislation in the best interest of the City. The Department is charged with the administration of municipal policies and regulations pertaining to the acquisition, development, management, disposition, and leasing of City-owned property, including concessions on City-owned property, beaches, and public rights-of-way. The Department also addresses the objectives of the Redevelopment Plan and the continued redevelopment and revitalization of the area, within the context of the New world Symphony's expansion plans and the enhancement of the Convention Center and businesses in the area.

In order for Miami Beach's business community, and especially the hospitality industry, to remain competitive within South Florida and the State, it must continue to have the ability to create jobs and, more importantly, attract employees to those jobs. There are many challenges that will impact the local job market during the next 2-5 years, the three most apparent being: housing, transportation and parking.

During FY 2006/07, the Department will continue to work to identify, develop, and implement innovative, creative programs that achieve the following accomplishments:

- Enhancement of neighborhood quality of life by targeting new businesses that provide 'neighborhood goods and services';
- Legislative "protection" of the citywide Wi-Fi initiative;
- Identify additional joint venture opportunities with the private sector to provide parking and other amenities for the community;
- Provide greater access to labor and housing information for the City's employers;

- Increase the retention of affordable housing units in the City;
- Improve the Department's capacity for contract management and field monitoring.
- Enhance the Redevelopment Area's infrastructure, streets and parks, and encourage the production and presentation of arts and cultural activities;
- Continue certification efforts from the International Economic Development Council and the Council for Community and Economic Research

Since both the economy and political climate are always changing, the Department must also have the ability to react and adapt quickly. Some Significant Historical Events that are currently impacting the Department's priorities and projects are:

Housing and real estate prices and their impact on business retention, workforce recruitment and new business investment;

- High labor costs in some of the City's key industries, such as hospitality, health care and construction;
- Investment interest by new entities with non-traditional types of organizational structure;
- Increased visitation to the City's beaches and other public areas and the impact on the continued presentation of quality concession activities;
- Potential weakening of the housing market and the impact on tax increment funds;
- The threat of terrorism and natural disaster and the need to continue efforts to secure funding assistance from other governmental entities.

Significant Prior Accomplishments

ECONOMIC DEVELOPMENT DIVISION

- Secured $12.7 million in Federal and State Funding for Transportation, Infrastructure, Beach Renourishment, Cultural Facilities, and Parks Programming in 2005/06.
- Successfully amended Florida Statute to include golf courses as an eligible use for Convention Development Tax monies;
- Met with elected officials and legislative staff in Washington D.C. to secure support of the citywide Wi-Fi initiative;
- Completed negotiation and approval of the Development Agreement for Fifth and Alton;
- Developed a consolidated, interactive economic and market research database.

ASSET MANAGEMENT

- Monitored Penrod (Nikki's) Capital Improvement requirements at Pier Park beach concessions permitting;

- Monitoring of Street Market concessions on Lincoln Road, Espanola Way, Normandy Isle and Beachfront Concessions ;

- Facilitated compliance and/or clarification with regulatory issues on City-owned property;

- Engaged in several conflict resolution processes to facilitate mediation in Market contracts;

- Created and filled Field Monitor position and implemented monitoring activities.

REDEVELOPMENT AGENCY

- Continued implementation and funding of Community Policing program in City Center, including complimentary program enhancements involving sanitation, code enforcement, graffiti eradication and private security patrols;

- Coordinating with CIP, Planning, Public Works and other Departments in achieving Basis-of-Design stage in connection with City Center Right-of Way Improvements, the City Hall Expansion Parking Garage and Collins Park Improvements, including the Rotunda;

- Provided on-going assistance and coordination in connection with submission of preliminary plans and specifications by New World Symphony, in accordance with timeline set forth in the Development and Lease Agreement;

- Successfully negotiated two early retail lease termination agreements and two new replacement lease agreements for the same spaces in the Anchor Shops, minimizing loss of revenue to the RDA;

- Worked with Miami-Dade Public Libraries in the opening of the new Regional Library and South Shore Reading Room; and, amended the Library Interlocal to address payment of certain operating expenses by the County;

- Successful in bringing public-private garage projects into compliance with respect to financial reporting requirements and payment of percentage rent.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase resident ratings of Public Safety Services	# of reports measuring program effectiveness of RDA Community Policing Program.	0	2	2	• Work with Code and Sanitation to develop performance measures.
Increase resident satisfaction with availability of commercial service options	# of neighborhoods studied.	0	2	2	• Continue to identify business types to be considered as "basic needs" and conduct a Neighborhood inventory of said businesses. Also, identify challenges and threats to those businesses. • Continue to develop recommendations for business retention incentives.
Enhance access to labor pool	# of state employment and related agencies contacted	3	1	4	• Work with other affected agencies to identify, make recommendations, and implement new strategies
Increase access to workforce or affordable housing	# of new workforce housing strategies identified	0	6	2	• Pursue RDA funding to support affordable housing purchases. • Pursue legislation for income based property appraisals. • Determine criteria and definition for "workforce housing."
	Number of Business Contacts	0	2	4	• Work with impacted businesses to research and identify market based opportunities.
	Number of contacts with HUD and other agencies	0	3	4	• Work with the City's lobbyists, HUD, and other agencies to identify creative solutions, make recommendations, and implement new strategies.
	Number of Legislative and Staff contacts	13	13	25	• Pursue Federal and State funding earmarks.
Maintain or improve traffic flow	Federal Transportation Funding (in $millions)	3.2	1	1	• Pursue FDOT Approval of WayFinding System. • Pursue Federal and State funding earmarks.
	# of requests for Federal Transportation Appropriations Bill	2	2	2	• Prepare Legislative Testimony and Funding Requests.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Improve Parking Availability	# of public/private opportunities	1	4	4	• Continue to work with the City Manager's Office, Parking Department, and Planning Department to identify and negotiate potential public/private development opportunities to increase public parking.
	# of parcels identified for purchase	N/A	3	3	• Identify land and/or property for acquisition for various City initiatives
Improve the City's overall financial health and maintain overall bond rating	Millions of $s in Federal and State funding rewarded for infrastructure improvements.	.75	1.0	.5	• Continue to work with the City's State and Federal lobbyists and representatives to secure stormwater & other infrastructure funding through State and Tribal Assistance Grants earmarks and other sources.
	Funding received other than transportation, affordable housing, infrastructure, and beaches (in $ millions)	.5*	.5	.75	• Pursue funding for other City initiatives.
Preserve our beaches	$ millions of Federal and State Beach Renourishment Funding	1.0	2.3	2.3	• Pursue Federal and State funding earmarks.

* Actual FY 03/04 not available. FY 04/05 actual provided.
N/A: Not Applicable

Assistant City Manager

Redevelopment Agency

Responsible for day-to-day administration of the RDA, including coordination with various City Departments in planning, implementing and funding capital projects and other programs directly related to the objectives set forth in the Redevelopment Plan; overseeing development and lease agreements for projects located in the area as well as management agreements for RDA and/or City-owned facilities also located in the area; approve all RDA pay requests at a Department level and insuring compliance of expenditures; and serve as liaison to the Collins Park O.S, Committee.

Economic Development

Directs economic development activities including targeted business development, small business assistance, and market research. Serves as liaison between the City and individual businesses and merchants associations. Works with other departments on issues such as growth management, parking, and transportation. Works with the City's lobbyists and County, State and Federal governments to secure appropriations, pass legislation and accomplish administrative goals that are in the best interest of the City.

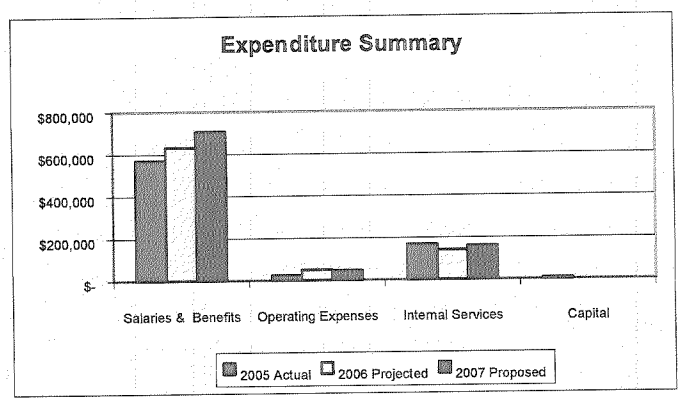
Asset Management

Responsible for the acquisition, development, management, disposition and leasing of City-owned property, including the administration and management of concessions on the City's beaches and public rights-of-way; seeks to maximize the revenue potential and/or community use of municipally owned assets in order to optimize non-tax revenues and cost avoidance through professional management.

Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Air Rights Lease	$ 40,625	$ 37,240	$ 40,625	$ 40,625	$ 40,625
South Pointe Restaurant	391,247	469,559	460,000	460,000	322,000
Penrods Pier Park Rest.	608,639	680,890	720,000	660,000	660,000
Boucher Bros. - Beachfront	429,084	403,395	430,000	375,000	375,000
Historic City Hall	176,826	177,363	136,224	102,168	0
777 Building	452,116	306,037	161,200	231,000	231,000
Park One Develop. Agrmt	(3,300)	35,329	56,000	56,000	87,040
Lincoln Pl. Develop. Agrmt	75,000	75,000	115,000	75,000	187,500
The Lincoln Develop. Agrmt	75,000	105,603	142,000	142,000	154,000
Miami-Metro Vending	18,000	14,333	25,000	25,000	39,000
Ballet Valet Ramp	0	75,395	20,160	68,356	19,420
Marina Rent -prev So Pt RDA	0	0	0	120,000	285,000
Misc Concession Agrmt	27,672	82,776	47,373	56,355	72,773
Total	**$ 2,290,909**	**$ 2,462,920**	**$ 2,353,582**	**$ 2,411,504**	**$ 2,473,358**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 670,677	$ 571,009	$ 672,663	$ 632,663	$ 707,119
Operating Expenses	42,167	23,807	50,375	50,375	47,650
Internal Services	161,989	167,981	140,898	140,898	160,422
Capital	0	7,669	0	0	0
Total	**$ 874,833**	**$ 770,466**	**$ 863,936**	**$ 823,936**	**$ 915,191**
Budgeted Positions	**8**	**8**	**7**		**7**



Budget Highlights

- It is anticipated that the renovation of Historic City Hall will be completed during FY 2006/07. Therefore, no budgeted revenue is included.

- This budget provides funding for merit, COLA, pension and health insurance increases for a staff of seven (7) professionals, included in the $707,119 for Salaries & Benefits, shown above. This division's initiatives help to promote the economic vitality of Miami Beach, as well as the optimal utilization of City properties.

Budget History

FY 2005/06

- This budget includes the transfer of an Office Associate V position to Neighborhood Services.

FY 2004/05

- This budget includes the transfer of the Entertainment Industry Liaison to a vacant position in Tourism & Cultural Development, reducing one (1) position in Economic Development and resulting in salary savings of $58,692 in the General Fund.

- This budget includes the addition of one (1) Office Associate IV position (serving as a Field Monitor) for the Asset Management section, with salary & benefits of $40,830. This position will be used to monitor beach and market concession, special events, and film permits. This position is expected to generate revenues sufficient to cover its costs.

- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

FY 2003/04

- This budget reflects transfer $100,000 in professional services to the Department of Tourism & Cultural Development for the City "Publicist".

- Additionally, this budget reflects the transfer of one (1) Redevelopment Coordinator funded by the South Pointe RDA (salary & benefits = $100,840) to the CIP Department.

- This budget reflects an increase of over $300,000 from the management of City concession agreements and property leases.

- Direct costs for the administrative oversight of the Redevelopment Agencies are funded through a management fee remitted to the General Fund from the Redevelopment Agencies.

FY 2002/03

- This budget includes funding of almost $100,000 to procure the services of a professional publicist for the City of Miami Beach.

BUILDING

Department Mission/Purpose Statement

"We are dedicated to efficient and effective supervision of construction activities within the City limits to assure compliance with the Florida Building Code."

Department Description

The purpose of this Code is to provide certain minimum standards, provisions and requirements for safe and stable design, method of construction and uses of materials in buildings and/or structures hereafter erected, constructed, enlarged, altered, repaired, moved, converted to other uses or demolished, to provide for the safety of workers and others during these operations and to regulate the equipment, materials, use and occupancy of all buildings and/or structures. The provisions of this Code shall be deemed to supplement any and all laws of the State of Florida relating to building.

The Miami Beach Building Department represents the City's desire to provide quality services. The Department's dedication of providing the finest service in the State requires constant implementation of innovative policies, procedures and advanced computer technology.

The Department was established in 1925 and in the past decade it has grown steadily. The rank of the Department has swelled to 71 employees in Fiscal Year 2005/06. The Department provides building code enforcement services for buildings within the City of Miami Beach's jurisdiction with a fair market value of $22.7 billion. The average annual construction performed within the jurisdiction of the City of Miami Beach is approximately $600 million. The Department continuously formulates innovative policies and methods to serve the public in the most efficient manner. From the simple manual methods in the early 1990s, the Department has grown to launch the state-of-the-art computer software and hardware to facilitate building code implementation and customer service.

The building code implementation constitutes plan reviews and site inspections for building, structural, electrical, mechanical, plumbing, fuel gas, accessibility, engineering and elevators. Each discipline has qualified staff led by a Chief of the Section. During the initial period, back in 1925, the City had its own building code. In the 1950s, the South Florida Building Code was adopted and used until February 28, 2002, with several revisions and editions. The Florida Building Code was mandated by the State under chapter 2000-141 of the Laws of Florida. On October 1, 2005, the International Building Code adopted by the State of Florida became effective.

Significant Prior Accomplishments

- The Department maintained a Class 2 (on a scale of 1 to 10, 1 being the highest) grade in the Building Code Effectiveness Grading System (BCEGS) of the insurance industry for having an effective code enforcement program. This has resulted in considerable discounts in the homeowners' insurance premiums for the residents of Miami Beach.

- The Department maintained a class 7 in the National Flood Insurance Program's (NFIP) Community Rating System (CRS) for sound Flood Plain Management policies and effective enforcement of the NFIP regulations. This has resulted in $7.5 million discounts on flood insurance premiums paid by property owners in the city of Miami Beach.

- The Department successfully launched Internet-based permitting program providing a 24/7 on-line access to public for all property information including permits, and the ability for subcontractors to obtain permits and request inspections on line.

- The Department successfully launched a computerized queuing management program (Q-Matics) providing an enhanced, coordinated and monitored customers' flow through the department's permitting and walk-through plans review process; the first building department to deploy such program in the country.

- The Department successfully launched hand-held, wireless computers for all field inspectors providing for instant/real-time upload of inspection data; resulting in significantly-enhanced and coordinated inspection program.

- The Department successfully launched an Interactive Voice Response System (IVR) to provide a 24/7, direct communication access for customers to schedule, cancel and research inspections.

- The Department implements building code for an average annual construction valuation worth approximately $600 million.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Protect historic building stock	% of buildings notified for 40-year building recertification requirements	6%	75%	80%	• Add 2 new Engineering Inspectors to decrease the number of overdue building recertification cases.
	% of buildings notified that did not comply and were given notice of violation	2%	75%	80%	
Make City more business friendly	# days turnaround for Building plans review	20	5	5	• Add Building Plans Examiner position to roll back the completion of walk-through plans review from 2:00pm to 12:00pm, allowing sufficient time to complete drop-off building plans review and decreasing the current backlog of building plans review from 20 days to 5 days.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of days of turn around time for trade (MEP) drop off permits	7-10	2	2	• Monitor the performance of permit processors and plans examiners through queuing management software for walkthrough processes and workflow for drop-off processes, and enforce quantitative and qualitative standards • Add one Electrical Inspector position. In response to increased workload in the electrical section, such as consistent and continuous electrical inspection services for numerous high-rise construction projects and special events and to enhance the department's response to license inspections and complaints received through the Answer Center. • Develop information guides for permits to educate the customer on the steps and items needed to pull a permit.
	# of expired permits	55,000	35,000	TBD	• Evaluate and determine appropriate timeframes and methodologies to notify property owners of expired permits, including notification by postcard, etc.
	% of repeat inspections	TBD	N/A	N/A	• Develop and implement computer enhancements to track rejection items. • Develop checklists to standardize and streamline the inspection and plans review process. • Implement the Building Wireless Inspection technology to improve the inspection processing from the field.
	% of repeat plans review	TBD	N/A	N/A	
	# of past due: elevator inspections	229	100	0	• Continue to address the past due elevator inspections and witnessing of tests with assistance from the additional Senior Elevator Inspector hired in FY05/06.
	# of past due: 1yr witnessing of tests	412	350	175	
	# of past due: 5yr witnessing of tests	113	100	50	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of outstanding Better Place complaints responded within 48 hours	TBD	N/A	TBD	• Coordinate with Answer Center to close appropriate Better Place requests in a more efficient manner. • Add a non-Building certified inspector (Code Compliance Officer) to investigate and reduce the number of complaints of a non-technical nature.
	Number of TCC/TCOs	168	N/A	34	• Two new Engineering Inspectors to decrease the number of overdue building recertification cases, will also be used to decrease the number of Temporary Certificate of Occupancy (TCO) and Temporary Certificate of Completion (TCC), and follow-up for prosecution before the City Special Master for all violations related to expired TCO's/TCC's and recertification cases. • Maintain a Class 2 (on a scale of 1 to 10, 1 being the highest) grade in the Building Code Effectiveness Grading System resulting in considerable discounts in the homeowners' insurance premiums for the residents of Miami Beach.
	Building Code Effectiveness Grading System (BCEGS) of the insurance system for having an effective code enforcement program	2	2	2	
Increase resident satisfaction with employee contact	% of customers that agree or strongly agree that it was easy to get someone who could help them during their most recent contact with the Building Department	62%	85%	85%	• Add a new Assistant Building Official position to create an enhanced depth in the department's management skills, specifically in the regulatory function, supporting the Building Official/Director in carrying out his/her regulatory responsibilities in more efficient and less time-consuming manner. • Add a Development Service Coordinator/Customer Service Agent position to manage the entire plans review process; coordinating, monitoring and maintaining an effective and efficient walk-through and drop-off plans processing center in addition to managing the department's response to occupational license requests.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					The new position is responsive to customer's demands and is intended to problem-solve any dispute made by customers over plans review process on-the-spot. This position will also interview customers while waiting in line to be served, guiding the customers through the process, especially homeowners who are unfamiliar with the process, reducing the customers waiting time and avoiding any unnecessary steps, enhancing the customers' total experience with the entire permitting process. • Add a Permit Clerk I position to reduce the overall waiting time for the permitting process. • Develop Industry Advisory Group to identify and implement opportunities for improvement. • Implement BuildFax, which will provide customers online access to building permit and property information in an easy to understand format and will encourage customers to get a better understanding of the permitting process. • Implement a records imaging technology to store images of plans, building cards, permit applications, and photographic images from inspectors and have these images accessible through the Building system. The technology will result in improvements in the turnaround time to access microfilm copies and reduce the cost of overtime that is directly tied to the maintenance of keeping physical copies of these documents • Develop and implement a cross-training plan for the clerical staff • Evaluate timeframe for follow-up survey to monitor customer satisfaction with the Building Department.

N/A: Not Applicable
TBD: To Be Determined

Office of Director

Responsible for all management-related functions such as preparation of new regulatory ordinances, budget proposal preparations, procurement, payroll, account payables and property liens. Research, analyze and formulate new operational policies. Interpret code and regulations and disseminate advise to developers, architects, engineers, contractors and property owners. Prepare the department's official correspondence to citizen and elected official . Direct the department's accounting procedures and coordinate with the City financial management system. Monitor expenditures to ensure expending within the approved budget.

Information Technology

Responsible for maintenance, troubleshooting and upgrade to user side of all applications system software used in the building department including permitting software, hand-held computer inspection software, internet permitting software, queuing management software and any other future technology initiatives taken by the department.

Engineering

Responsible for reviewing building and structures plans in compliance with the provision of the Florida Building Code, the City of Miami Beach Flood Plain Management Ordinance, DEP, DERM and the National Flood Insurance program regulations. Responsible for implementing the provisions of the Miami Dade County 40-year building recertification ordinance. Responsible for issuance of all demolition and partial demolition permits within the City of Miami Beach. Responsible for issuance of all Certificates of Occupancy, Certificates of Completion and Occupant Content Certificates.

Building & Roofing Inspection

Responsible for performing inspections of buildings and structures in compliance with the building and roofing provisions of the Florida Building Code.

Front permits counter

Responsible for receiving, reviewing, processing and issuance of all building permit applications including analyzing, computing and collecting of all building permit fees. Responsible for receiving, reviewing and updating of all information related to contractors licenses, liability insurances and workman compensation insurance.

Building Records & Plans Routing

Responsible for receiving, reviewing, processing and routing of all plans and records through the Walk-through plans processing and drop-off plans processing programs. Responsible for storing maintenance and retrieval of all building department records including blueprints, microfilms and permit application records and documents. Responsible for scheduling, coordinating and shipment of all building records required for conversion to microfilm by approved vendors, and follow-up quality control of converted records.

Plumbing inspection & Plans review / permitting

Responsible for review and processing of plans and applications received for issuance of plumbing permits in compliance with the plumbing provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the plumbing provisions of the Florida Building Code.

Elevator inspection & Plans review/permitting

Responsible for review and processing of plans and applications received for issuance of elevator permits in compliance with the elevator provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the elevator provisions of the Florida Building Code.

Structural/Building plans review

Responsible for reviewing building and structures plans in compliance with the provision of the Florida Building Code, ACI Code, AISC Code and any other applicable engineering standards and regulations.

General phone reception & Better Place

Responsible for receiving all incoming calls made to the department and processing of all complaints received through the Better Place System.

Electrical inspection & Plans review/permitting

Responsible for review and processing of plans and applications received for issuance of electrical permits in compliance with the electrical provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the electrical provisions of the Florida Building Code.

Accessibility (ADA) Plans review/inspection section.

Responsible for review and processing of plans received for issuance of building permits in compliance with the Accessibility provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the accessibility provisions of the Florida Building Code.

Inspection Services Coordinator

Responsible for effectivly coordinating, scheduling, assigning and a monitoring all the inspection requests received by the department. Responsible for providing on-site dispute resolutions for all inspection related issues.

Mechanical inspection & Plans review/permitting

Responsible for review and processing of plans and applications received for issuance of mechanical permits in compliance with the mechanical provisions of the Florida Building Code. Responsible for performing inspections of building and structures in compliance with the mechanical provisions of the Florida Building Code.

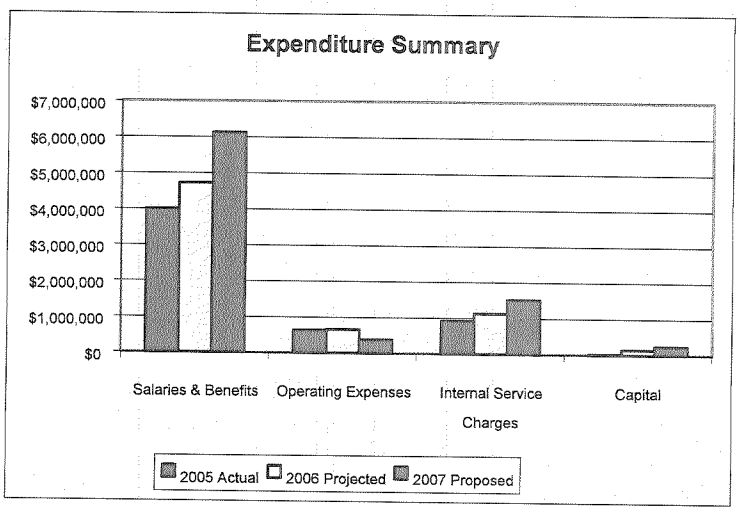
Building Code Compliance

Responsible for investigation of all complaints received by the department. Responsible for management, coordination, preparation and issuance of all notices of violations and citations issued by the City of Miami Beach Building Department. Responsible for prosecution all violation cases before the City Special Master, Construction Trades Qualifying Board, Miami-Dade County Board of Rules and Appeals and the State Attorney's Office.

Departmental Financial Summary

REVENUES	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Permits-Building	$ 2,857,831	$ 3,601,797	$ 3,000,000	$ 3,450,000	$ 3,500,000
Permits-Electrical	731,239	1,049,805	700,000	900,000	800,000
Permits-Elevator Inspection	738,652	461,818	540,000	350,000	350,000
Permits-Plumbing	440,341	640,857	450,000	500,000	500,000
Permits-Mechanical	413,409	434,373	400,000	400,000	400,000
Certificate of Occupancy	709,262	1,002,320	650,000	900,000	750,000
Certificate of Completion	267,738	229,827	250,000	125,000	100,000
Permits-Bldg Recertification	43,725	42,810	30,000	50,000	50,000
Permits-Demolition	99,105	91,804	80,000	80,000	80,000
Microfilm-Bldg Department	22,675	16,650	20,000	15,000	15,000
Reimbursement-Radon	79,478	106,451	80,000	100,000	100,000
Bldg.Code Violations	150,053	276,915	150,000	150,000	150,000
Bldg.Training Surcharge	303,709	104,542	83,013	200,000	259,335
Bldg.Other	56,025	187,849	1,987	130,000	65,000
TOTAL	**$ 6,913,242**	**$ 8,247,818**	**$ 6,435,000**	**$ 7,350,000**	**$ 7,119,335**

Expenditures	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 3,333,765	$ 4,002,688	$ 5,002,022	$ 4,725,354	$ 6,127,924
Operating Expenses	425,813	636,484	313,250	658,930	382,133
Internal Service Charges	798,127	929,315	1,124,849	1,129,017	1,517,697
Capital	320,489	17,271	125,824	137,644	241,095
TOTAL	**$ 4,878,194**	**$ 5,585,758**	**$ 6,565,945**	**$ 6,650,945**	**$ 8,268,849**
Personnel Positions	**63 + 1 PT**	**71 + 0 PT**	**71 + 0 PT**		**79 + 0 PT**



Budget Highlights

- Seven new positions approved during Fiscal Year 2005/06 to be more responsive to customer needs, will be fully funded in Fiscal Year 2006/07. The 7 positions being funded are: 1 Assistant Building Director, 2 Engineering Inspectors, 1 Sr. Building Inspector, 1 Electrical Inspector, 1 Development Services Coordinator, and 1 Permit Clerk. These positions and related equipment costs are being funded in the amount of $543,075. The equipment costs will be offset by an increase in Building Training Surcharge revenues in the General Fund amounting to $23,330. The net amount of $519,745 will be provided by the General Fund.

- Funding of $151,995 for upgrading of software systems that provide better customer service and record storage capabilities will be offset completely by a corresponding increase in Building Training Surcharge revenues in the General Fund.

- A total of $20,000 is provided for postage costs associated with notifying owners of expired permits.

- This budget provides full funding in the amount of $61,794 for a non-construction certified position to improve response time to building complaints. This position was approved during Fiscal Year 2005/06. The related equipment cost will be partially offset by an increase in Building Training Surcharge revenues to the General Fund of $3,770.

Budget History

FY 2005/06

- Seven new positions approved during Fiscal Year 2004/05 to address the increased volume of permit requests and provide better customer service, will be fully funded in Fiscal Year 2005/06. The 7 positions being funded are: 2 Building Inspectors, 1 Sr. Elevator Inspector, 3 Permits Clerks to assist the Plumbing, Electrical, and Mechanical Sections, and 1 Clerk to be offset by a reduction in contractual employees, These positions are being funded in the amount of $372,554. This amount will be offset by $31,283 from the conversion of a contractual employee and $33,240 being funded by an increase in revenues. The net amount of $320,031 will be provided by the General Fund.

- Additionally, in Fiscal Year 2004/05, a Permitting and Inspections Business Analyst position was added to work closely with the Information Technology Department in enhancing Building Department systems processes.

FY 2004/05

- Funding is provided for 63 full time positions and 1 part time position. Nine of these positions were approved during FY 2003/04 to address the increased volume of permit requests and provide better customer service. Funding for projected merit, COLA and insurance increases is also included.

- Funding is provided in the OBPI Budget for an Information Systems Analyst to work with the Building Department on maximizing the performance of software applications including the permitting system, handheld computers, interactive voice response system, and the new queuing system for walk-throughs.

FY 2003/04

- Funding is provided for 54 full time positions and 1 part-time position. It also includes funding for projected merit, COLA and insurance increases.

- Savings of $84,059 were achieved by eliminating a Data Entry and a Clerk position as well as a vacant Inspection Services Coordinator position, reducing outside contractual personnel, and reducing various operating costs.

- Additional revenues were generated from the sale of elevator key lock boxes ($14,300), additional mailing of notices for expired permits ($78,000), and contributions ($17,261) from the Building Training Trust Fund.

- Building permit fees were raised by 15% for the first time in over 10 years and are projected to generate additional revenues of $679,650.

- A Sr. Building Inspector has been added at a cost of $84,677 that will generate at least an equal amount in revenues for fines collected for building violations prosecuted before the Special Master.

FY 2002/03

- Filling of a vacant Inspections Services Coordinator position was deferred for one year at a savings of $51,173 and reductions in operating costs resulted in additional savings of $18,280.

PLANNING

Department Mission/Purpose Statement

"We are dedicated to developing, refining, and effectuating a comprehensive urban planning vision for Miami Beach with the goal 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."

Department Description

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.

The Department is responsible for providing professional analysis and recommendations to the Manager and Commission on all land development issues. We serve as staff to the City's Planning Board, Board of Adjustment, Design Review Board and Historic Preservation Board. The Department processes the applications, reviews and prepares recommendation to all of the above Boards. The Department is also responsible for proposing legislation to address issues related to urban city planning such as the recently adopted Neighborhood Conservation enabling ordinance. The Department reviews all building permits for compliance with the land development regulations and consistency with architectural review guidelines and preservation appropriateness criteria.

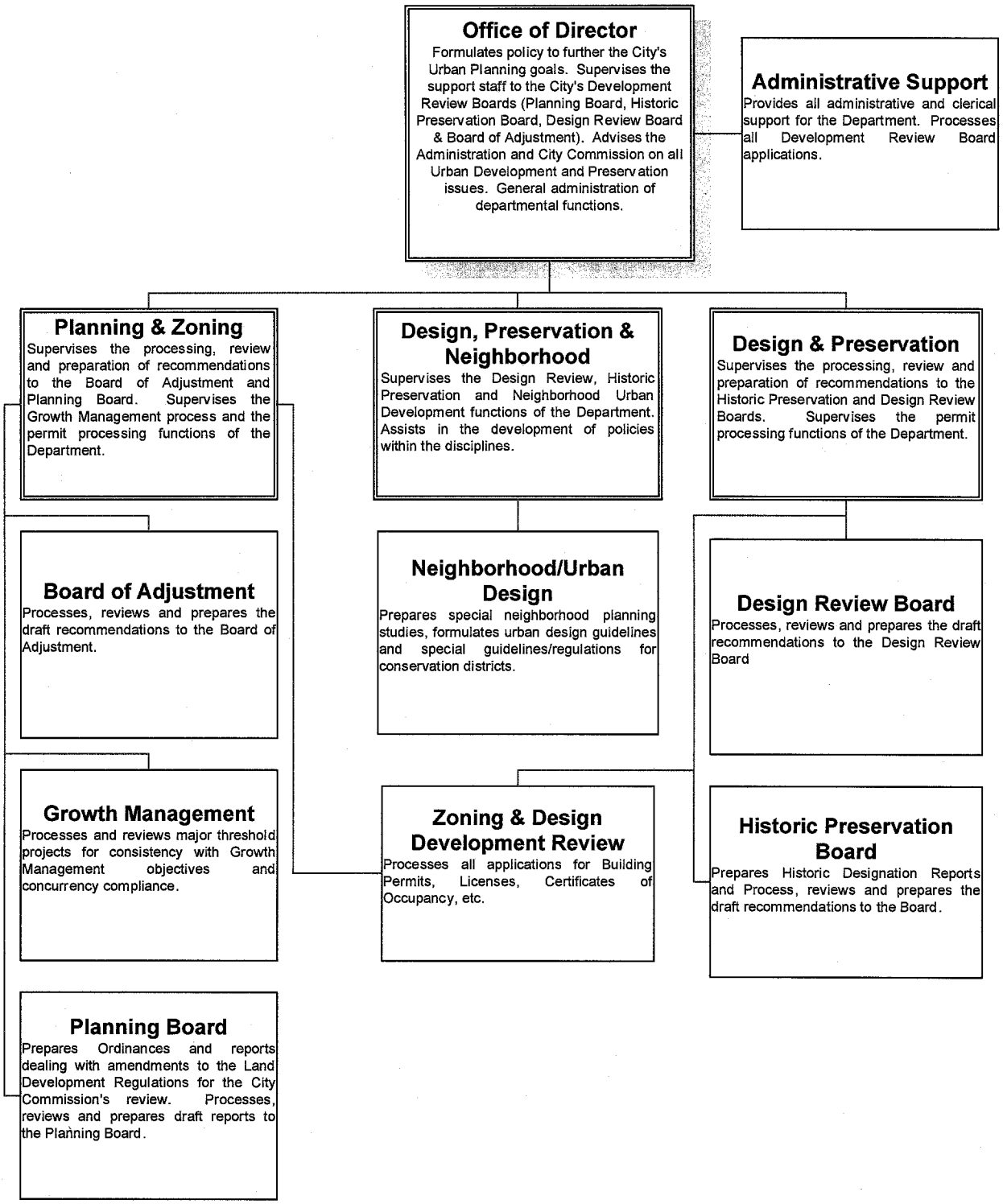
Significant Prior Accomplishments

- Continued expansion of development review by planning staff.
- Continued accommodation of large development review board applications.
- Continued and professional processing of development review applications.
- Comprehensive revisions to the Single Family section of the City Code dealing with demolition of pre-1942 homes.
- Designation of the Collins Waterfront Historic District.
- Designation of Pine Tree Drive Historic Site.
- Designation of North Beach Resort District.
- Conducted a successful design charette for the North Beach area.
- Continued efforts in streamlining the development review processes.
- Creation/Designation of the Gilbert Fein District, which is the City's first Neighborhood Conservation District.

Performance Plan Highlights

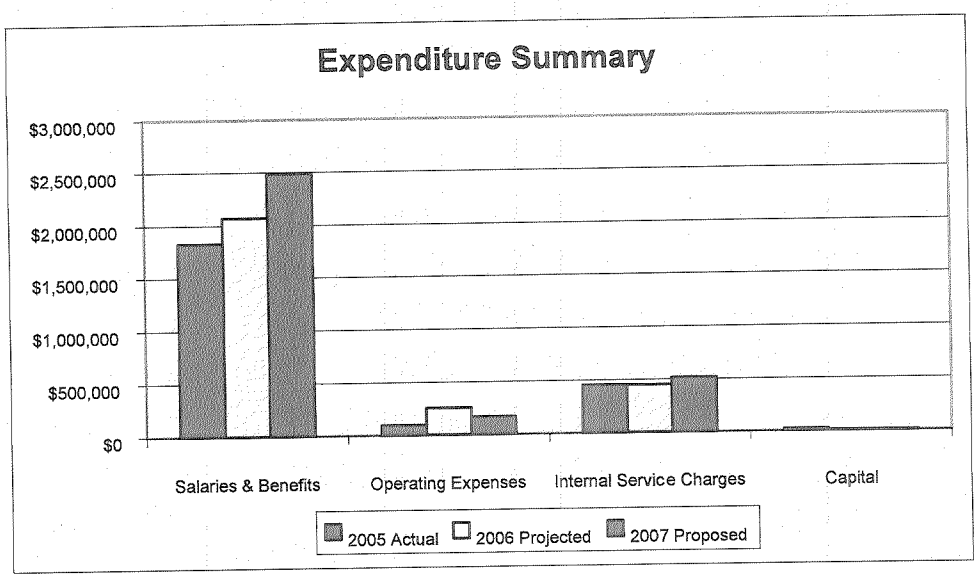
Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission	# of sites or areas/districts considered by the Historic Preservation Board (11 sites /10 districts inception to 2004)	1 district	1 district	1 district	• Target one site per year for local historical designation.
Protect historic building stock	% of contributing buildings within the City reviewed for recertification compliance by Building Dept.	0	100%	100%	• Continue to work with the Building Department (who handles recertification) by helping to develop a list of contributing buildings within the City that need to be reviewed which is categorized by level of risk, and develop criteria for frequency of inspection, etc.
Increase satisfaction with Neighborhood character	# of ordinances adopted by Commission to improve neighborhood character (57 ordinances adopted 2000-2004)	8	5	4	• Work with the Information Technology Department to begin using ARCIMS, which combines satellite imagery, maps, and internet search functions into a geographic information application and can be used as an application for addressed based mapping, aerial photos and planning presentations. • Work with CIP and other entities to implement recommendation of North Beach Master Plan where feasible.
	Inspection turnaround time	5 days	4 days	3 days	• Hire field inspector to ensure compliance with Development Review Board conditions and to identify and resolve problems at the beginning of projects, instead of at the end of

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					the projects.
Increase satisfaction with development and growth management across the City	# of growth management ordinances implemented	0	4	3	• Develop routine reporting mechanism to Commission through reports on the agenda or LTC on the status of various initiatives (consultant study, issues identified at growth management workshop, various ordinances, etc.) in order to keep topic of growth management current. • Complete consultant review of growth management initiatives identified by the Commission.


Office of Director
Formulates policy to further the City's Urban Planning goals. Supervises the support staff to the City's Development Review Boards (Planning Board, Historic Preservation Board, Design Review Board & Board of Adjustment). Advises the Administration and City Commission on all Urban Development and Preservation issues. General administration of departmental functions.
Administrative Support
Provides all administrative and clerical support for the Department. Processes all Development Review Board applications.
Planning & Zoning
Supervises the processing, review and preparation of recommendations to the Board of Adjustment and Planning Board. Supervises the Growth Management process and the permit processing functions of the Department.
Design, Preservation & Neighborhood
Supervises the Design Review, Historic Preservation and Neighborhood Urban Development functions of the Department. Assists in the development of policies within the disciplines.
Design & Preservation
Supervises the processing, review and preparation of recommendations to the Historic Preservation and Design Review Boards. Supervises the permit processing functions of the Department.
Board of Adjustment
Processes, reviews and prepares the draft recommendations to the Board of Adjustment.
Neighborhood/Urban Design
Prepares special neighborhood planning studies, formulates urban design guidelines and special guidelines/regulations for conservation districts.
Design Review Board
Processes, reviews and prepares the draft recommendations to the Design Review Board
Growth Management
Processes and reviews major threshold projects for consistency with Growth Management objectives and concurrency compliance.
Zoning & Design Development Review
Processes all applications for Building Permits, Licenses, Certificates of Occupancy, etc.
Historic Preservation Board
Prepares Historic Designation Reports and Process, reviews and prepares the draft recommendations to the Board.
Planning Board
Prepares Ordinances and reports dealing with amendments to the Land Development Regulations for the City Commission's review. Processes, reviews and prepares draft reports to the Planning Board.

Financial Summary

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,704,826	$ 1,828,784	$ 2,240,655	$ 2,070,716	$ 2,485,937
Operating Expenses	116,119	97,112	213,067	258,006	169,041
Internal Service Charges	388,108	454,385	451,039	451,039	513,024
Capital	6,604	22,150	5,600	5,600	5,700
TOTAL	**$ 2,215,657**	**$ 2,402,431**	**$ 2,910,361**	**$ 2,785,361**	**$ 3,173,702**
Budgeted Positions	**26**	**28**	**28**		**29**



Budget Highlights

- In Fiscal Year 2005/06, salary savings were used to fund an additional Field Inspector position at mid-year. In Fiscal Year 2006/07, this position will be fully funded at a cost of $84,940. The new Field Inspector ensures compliance with Development Review Board Conditions as well as identify problems at projects' early stages.

- This budget includes merit, COLA, pension and health insurance increases for 29 positions.

Budget History

FY 2005/06

- This budget includes merit, COLA, pension and health insurance increases for 28 positions.

FY 2004/05

- This budget provides $50,000 to fund an Impact Fee Consultant to develop a Major Use Special Permit review process to supplement or replace the existing concurrency management system.

- An additional $68,743 has been provided for a Senior Planner to support the consultant. This program will potentially generate $200,000 to $250,000 per year in the future.

- Funding of $68,743 is provided for an additional Senior Planner dedicated to neighborhood open space/landscape planning

FY 2003/04

- This budget includes merit, COLA, pension and health insurance increases for 26 positions.

- Savings of $83,633 were achieved by eliminating a vacant Sr. Planner position that had been deferred in FY 2002/03 as well as reductions in operating costs.

- An Office Associate III has been added ($34,835) to assist the newly added Concurrency review function in order to streamline the development review process.

- A Sr. Planner position has been funded 50% in the Planning Department and 50% in the CIP Department.

TOURISM & CULTURAL DEVELOPMENT

Department Mission/Purpose Statement

"We are dedicated to supporting and attracting innovative tourism and cultural partnerships, raising the City's profile as an international destination and providing a superior lifestyle."

Department Description

The Department supports, maintains and develops quality programs, which generate, satisfy and enhance the City's cultural institutions and infrastructure, as well as the City's cultural and tourist industries, while striving to provide year-round tourism activity that enhances both the visitor's experience and the quality of life of our residents.

The Department was established to centralize the City's tourism and cultural initiatives and programs through the unification of the Special Events Office, Film and Print Office, Entertainment Industry Office, Art in Public Places, Cultural Arts Council, Bass Museum of Art, Miami Beach Convention Center (MBCC), Jackie Gleason, Byron Carlyle and Colony Theaters, and the Office of Tourism and Conventions. The Department also partners with the Miami Beach Visitor and Convention Authority (VCA) and the Greater Miami Convention and Visitors Bureau (GMCVB) to market and promote the City of Miami Beach as a destination. The aforementioned areas have been reorganized into functional areas (Entertainment, Culture and Tourism) based upon their core business to gain efficiencies and take advantage of potential synergies. Please refer to the organizational chart for a detailed illustration of the Department.

Significant Prior Accomplishments

MBCC

- Maintained occupancy percentage for MBCC at 57% in FY 2005/06, as compared to 58% in FY 2004/05 and 52% in FY 2003/04.
- Extended SMG Management Agreement through September 2007
- Reviewed Convention Center Expansion options
- Completed first full year of online survey results, obtaining over 50% return rate as compared to approximately 35% with previous hard copy surveys.
- Continued strong trade show and consumer show booking pace
- Reviewed future planning opportunities and developed initiatives for Gleason Theater programming following opening of Miami Performing Arts Center in 2006.
- SMG implemented use of Ungerboeck Event Business Management System as complete business management application for Convention Center operations, from Sales through Financials

- Implemented review and strategy formulation for future Miami Beach Convention Center bookings to address challenges due to changing hotel block opportunities for convention business.

- Welcomed new bookings relocating from other area venues to include:

  - Miami Gift Shows (January and August annually) from Sheraton Merchandise Mart

  - Orchid Show (March) from Coconut Grove Exhibition Center

  - Home Design and Remolding Show (March 2007) form Coconut Grove Exhibition Center.

  - ArteAmericas (April 2007) from Coconut Grove Exhibition Center

  - Congress on Aesthetics (May) from Fountainebleau Resort

Bass Museum

- Presented twelve successful exhibitions at the Bass Museum of Art:

  - *Treasures from the Collection of the Bass Museum of Art (*ongoing)

  - *The Salon: 18th and 19th Century Portraits from the Collection (ongoing)*

  - *Retratos: 2000 Years of Portraiture in Latin America* (July 23 – October 2, 2005)

  - Retratos de Carlos Luna (July 7 – October 23, 2005)

  - Victoria Gitman: On Display (July 12, 2005 – January 22, 2006)

  - Shortcuts: Contemporary Art from the Collection of Le Fonds National D'Art Contemporain (November 4, 2005 – January 29, 2006)

  - Julio Gonzalez Sculpture and Drawings from the IInstituto Valenciano do Art Moderno Collection (January 27- April 16, 2006)

  - I Wanna Be Loved By You: Photos of Marilyn Monroe (February 17 – April 30, 2006)

  - Arturo Rodriguez: The Human Comedy (May 2 – August 13, 2006)

  - Allegories of Haitian life from the Collection of Jonathan Demme (May 19 – July 23, 2006)

  - Edouard Duval-Carrie: Installation (May 19 – August 6, 2006)

  - Tapestries: Picasso, Matisse, Calder and other Great Twentieth Century Modernists (August 11 – October 8, 2006)

- Working towards the completion of strategic planning process for future of the Museum

Cultural Affairs

- Completed Arts Economic Impact Study in collaboration with Miami Dade County and Americans for the Arts.
- Recommended approximately $650,000 in cultural grants through the Cultural Arts Council.
- Launched arts education programs for Miami Beach youth with Arts For Learning/Miami, serving 250 summer campers and 65 pre-schoolers and their parents.
- Opened Colony Theater in January for South Beach Comedy Festival, adding to City's cultural venue options
- Managed, promoted and tracked the bookings and programming of the Byron Carlyle and Colony Theaters for a combined total of 235 rental periods (a 60% increase over FY 2004/05's 149 rentals) and 159 public shows (a 100% increase over FY 2004/05).
- Partnered with CIP to develop a program and renovation plan for the Carl Fisher Clubhouse and Little Stage Theater, and to engage an architectural firm to begin work.
- Partnered with the National Arts Program Foundation for the first annual city employee art exhibition, awarding $2,400 in cash prizes and $2,520 in art scholarships.
- Reviewed existing cultural grants programs and instituted significant changes to increase effectiveness and impact.
- Maintained an ongoing strategic marketing plan to brand Miami Beach as a cultural destination, promote cultural events and to inform the community of the Cultural Arts Council's programs.
- Took a lead role in assisting the Miami World Theater Festival in their first year Citywide event.

Tourism & Conventions

- Implemented Concierge Program (Ambassador Program) with Miami-Dade College students focusing on Boutique hotels.
- Partnered with Norwegian Cruise Line ("The Dawn") to bring 1500 cruise ship visitors to Miami Beach every Wednesday. Miami is now a port of call.
- Developed Destination Weddings: Destination promotion program for September 2006
- Successfully produced the ABC Fun in the Sun bumpers for the second consecutive year.
- Coordinated Winter Party Media Trip for 6 journalists, March, 2006.
- Assisted Florida International University with a student project on marketing (Miami Beach Tourism Website and Miami Beach).

- Partnered with the Miami Herald to produce and distribute the Hurricane Times to all Miami Beach Hotels during hurricane events.

- Visitor Hurricane Preparedness Plan adopted by Miami-Dade County and Greater Miami Convention & Visitors Bureau.

Film and Event Production Management

- The Film and Event Production Management Office continues to assist in the coordination and communication of a large variety of activity in FY 2005/06, including the following highlights:

  - Longstanding Special Events: Art Deco Weekend, Miami Tropical Marathon, South Beach Food & Wine, Art Basel Miami Beach, Festival of the Arts, and Miami International Boat Show.

  - Major City-wide activity: Winter Music Conference, Spring Fest, Memorial Day, National Association of Black Bikers, Miami Bike Fest and New Year's Eve.

  - Significant Film and Television projects: South Beach, Miami Vice, Reno 911: Miami, Miami Ink, 8th & Ocean, My Sexiest Year, Hogan Knows Best, NFL 2006 Season Kickoff.

  - Negotiated an agreement with Court TV to produce six (6) episodes of Beach Patrol: Miami Beach, which follows the City's Ocean Rescue. The series is scheduled to air July 2006.

- FY 2004/05 demonstrated this office's ability to coordinate these additional activities:

  - Special Events: National Foundation for Advancement in Arts, World Cup Polo, IMG Fashion Week Miami, MTV's Hotel Video Music Award and International Association of Chiefs of Police.

  - Film: Retirement, Christmas in Miami, Dexter, Premios Fox Sports.

- FY 2005/06 activity to date:

  - Special Events:

    - Estimated to exceed 200 permit applications processed.

  - Film:

    - 1,004 permits issued through April 2006. Annual average is projected to exceed 1,300 permits.

    - $29.5 million reportedly spent in the City. Annual average is projected to exceed $50 million.

    - 15,333 room nights reported. Annual average is projected to exceed 20,000.

    - 6,250 production days reported. Annual average is projected to exceed 8,000.

- Film & Events Marketing activity in FY 2005/06:
    - Trade Shows: SHOOT Commercial Forum/ NY, Association of Hispanic Advertising Agencies/ NY, National Association of Television Producers & Executives/ Las Vegas, National Association of Latino Independent Producers/ LA, Locations Expo/ LA, Independent Feature Film Market/ NY, Tribeca Film Festival, Los Angeles Advertising Industry Reception.
    - Participation in local industry events with Filmiami partners (Miami-Dade, City of Miami): Miami International Film Festival, Clio Awards, American Black Film Festival, Caribbean Media Summit, Film Florida annual meeting.
    - Advertising: Miami Production Guide, Florida Production Guide, South Florida Production Directory, KEMPS (international guide).
    - Member of Executive Board of Film Florida - industry leadership and lobbying.
- Entertainment Industry Liaison provided assistance and services to the following new events:
    - Miami World Theater Festival, Nov. 3 - 12, 2005
    - Trafik Trade/Fashion Shows, February 9 - 12, 2006

Art in Public Places

- Selected original public art project entitled "Drift" by artist Inigo Manglano-Ovalle for South Pointe Park.
- Selection of artist for Collins Park Project was completed.
- Selection of artist for Citywide Manhole Covers was completed.
- Anticipate completion/installation of Kevin Arrow's "Beatles Mandala" in North Beach in Fall, 2006.
- Finalize plan for Altos del Mar Sculpture Park - (Fall 2006).
- Manage the City's 4th floor public art gallery in partnership with the Art Center/South Florida.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase community rating of cultural activities	# of rental periods for all facilities combined (excluding Jackie Gleason, Byron, Colony, and Little Acorn stage)	163*	172	230	• Maximize potential use of Jackie Gleason Theater, Little Acorn Theater, and other potential venues in the City. • Continue to fund operations and capital for local performing arts centers. • Continue to attract quality events throughout the year through successful partnerships with the Visitor's Convention Bureau (VCA) and the Greater Miami Convention and Visitor's Bureau (GMCV), to include the further development of a family friendly Miami Beach.
	# of rental periods at Jackie Gleason	194*	195	111	
	# of rental periods at Byron	161*	65	90	
	# of rental periods at Colony	0*	124	124	
	Total # of special events permits processed	184*	175	175	• Ensure resident benefits from permitted special events.
	Total # of films and prints permits processed	1,397*	1,270	1,350	No new activities for FY 06/07.
	% complete for study of impact of event related spending by organizations and audiences in Miami Beach	0	100%	N/A	No new activities for FY 06/07.
	# of residents attending of City of Miami Beach sponsored cultural events at City facilities	2,346*	3,600	1,150	• Continue and expand communication and marketing to target residents and targeted groups, including development of a co-promotion fund. • Expand Arts and Culture Program in parks, as well as increase music program in parks through a series of free monthly concerts and theatrical productions. .

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					• Promote availability of family-friendly cultural activities and events.
	# of student participants in City of Miami Beach sponsored cultural programs	0	20	315	• Continue to partner with Miami-Dade County public schools and City of Miami Beach Parks Department creating a culture and arts education program. • Expand Arts Programs in schools administered by Arts for Learning, by offering Get SmART, Teacher Resource, and Live Arts programs in six more schools, adding two after-school arts instruction programs, and expanding "Start with the Arts" to include six additional pre-schools.
	# of cultural grants issued	53*	47	50	• No new activities for FY 06/07.
	% occupancy at the Miami Beach Convention Center	57%*	55%	60%	• Maximize future investment in Miami Beach Convention Center.
	SMG vs. GMCVB initiated/new booking at Miami Beach Convention Center	N/A	N/A	N/A	No new activities for FY 06/07.
	Bass Museum attendance per year	50,000	75,000	75,000	• Add Security Guard Services at the Bass Museum.
Expanding hours and service through e-government	% of special event applications completed online	0	10%	100%	• Continue to work with IT to implement an online and easily accessible permit platform.

* FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available

Office of Director

Administers day to day operations for the department, including oversight of Film and Event Production, Cultural Affairs Program, Tourism and Conventions, and serves as primary contact for the City with the GMCVB and VCA.

Art in Public Places

Art in Public Places enhances the character of Miami Beach through recommendations for public art commission, acquisition, maintenance, and display.

Cultural Affairs

The Miami Beach Cultural Arts Council has the purpose of developing, coordinating, and promoting the performing and visual arts in the City of Miami Beach, for the enjoyment, education, cultural enrichment, and benefit of the residents of and visitors to the City. Responsible for booking and marketing of the Gleason Theater, and marketing and public relations for both venues.

Entertainment

To contribute to the stability, growth and well being of the City of Miami Beach economy by serving as the recognized leader in encouraging, coordinating, promoting and enhancing the expansion of quality entertainment, including film, print, and special events, throughout the community building upon Miami Beach's position as an international center for entertainment.

SMG/Miami Beach Convention Center

SMG Administration

Administration:Formulates operating policies; responsible for overall administration of all management operations; liaison with City and community and industry partners.

Bass Museum

The Museum serves as the major fine arts museum of the City of Miami Beach and its purpose, according to its Mission Statement, is to collect, preserve, exhibit and interpret the visual arts for residents and visitors of Miami Beach, and the region.

Operations, Sales, Marketing, Event Services, Theater Operations, Telecommunications

Operations: Responsible for all venue operations, including housekeeping, setups, security, repairs & maintenance, and oversight of capital projects.
Sales: Responsible for booking and marketing of the Convention Center for users within 24 month window.
Marketing: Responsible for booking and marketing of the Gleason Theater, and marketing and public relations for both venues.
Event Services: Responsible for lessee requirement coordination for all events in the Convention Center; liason between lessees and facility operations staff; coordinates all event contractor operations within the Center.
Theater Operations: Responsible for all venue operations, including housekeeping, setups, and event operations for the Gleason Theater.
Telecommunications: Responsible for customer services and installation and maintenance of all telecommunications within the venues; oversees third-party provider for event networking requirements.

SMG Finance

Responsible for overall business and financial operations of the facilities, including A/P, A/R, billing, payroll, financial statements

Box Office

Responsible for all ticketing operations for public events at the venues; operates TicketMaster outlet.

Departmental Financial Summary

ALL FUNDS

Revenue by Division	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
General Fund	$ 223,626	$ 385,371	$ 404,100	$ 488,650	**$ 491,050**
State Major Cult Inst	50,860	74,446	102,684	102,684	**64,448**
Cultural Arts Council	805,243	1,157,571	1,263,157	1,247,506	**1,281,917**
Convention Center/TOPA	14,181,911	17,873,073	15,483,829	16,429,897	**16,630,117**
Total All Revenue	**$ 15,261,640**	**$ 19,490,461**	**$ 17,253,770**	**$ 18,268,737**	**$ 18,467,532**

Expenditure by Division					
General Fund	$ 1,660,156	$ 2,099,172	$ 2,623,647	$ 2,533,647	**$ 3,212,468**
State Major Cult Inst	50,860	74,446	102,684	102,684	**64,448**
Cultural Arts Council	630,351	1,054,440	1,263,157	1,230,506	**1,281,917**
Convention Center/TOPA	14,181,911	16,453,965	15,483,829	16,307,308	**16,630,117**
Total All Expenditures	**$ 16,523,278**	**$ 19,682,023**	**$ 19,473,317**	**$ 20,174,145**	**$ 21,188,950**

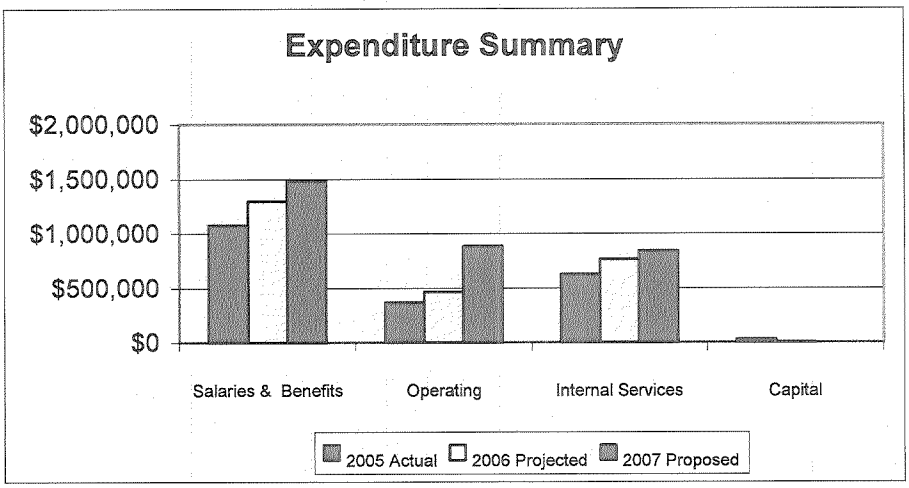
Expenditure Area					
Salaries & Benefits	$ 5,669,827	$ 6,139,802	$ 5,871,241	$ 5,903,691	**5,874,535**
Operating	6,092,862	7,550,960	7,646,348	8,135,663	**8,672,324**
Renewal & Replacement	3,092,371	4,164,108	3,150,000	3,400,000	**3,425,000**
Internal Services	1,666,889	1,797,994	2,266,312	2,195,375	**2,650,865**
Capital	1,329	29,159	539,416	539,416	**566,226**
Total All Expenditures	**$ 16,523,278**	**$ 19,682,023**	**$ 19,473,317**	**$ 20,174,145**	**$ 21,188,950**

Budgeted Positions				
General Fund	15.50	16.53	16.53	16.53
Art in Public Plaaces	0.50	0.47	0.47	0.47
State Major Cult Inst	0.00	0.00	0.00	0.00
Cultural Arts Council	2.00	2.00	2.00	2.00
Tourism/Protocol	2.00	2.00	2.00	2.00
Convention Center/TOPA	*	*	*	*
Total Budgeted Positions	**20.00**	**21.00**	**21.00**	**21.00**

* Convention Center and Theater staff are employees of SMG.

Tourism & Cultural Development

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
TCD	$ 223,626	$ 278,810	$ 219,500	$ 261,000	$ 274,000
Byron/Carlyle	0	106,261	66,700	112,150	78,750
Colony Theater	0	300	117,900	115,500	138,300
Total GF Revenue	$ 223,626	$ 385,371	$ 404,100	$ 488,650	$ 491,050
Expenditure by Division					
TCD	$ 539,303	$ 558,099	$ 644,067	$ 628,711	$ 929,427
Byron/Carlyle	0	230,276	301,943	269,225	328,487
Colony Theater	0	33,237	305,202	264,762	394,467
Bass Museum	1,120,853	1,277,560	1,372,435	1,370,949	1,560,087
Total GF Expenditures	$ 1,660,156	$ 2,099,172	$ 2,623,647	$ 2,533,647	$ 3,212,468
Expenditure Area					
Salaries & Benefits	$ 902,209	$ 1,078,708	$ 1,333,757	$ 1,298,747	$ 1,484,906
Operating	258,878	364,934	522,180	467,190	885,628
Internal Services	497,740	626,771	764,210	764,210	841,934
Capital	1,329	28,759	3,500	3,500	0
Total General Fund	$ 1,660,156	$ 2,099,172	$ 2,623,647	$ 2,533,647	$ 3,212,468
Budgeted Positions					
TCD	7.50	7.53	7.53		7.53
Byron/Carlyle	0.00	0.50	0.50		0.50
Colony Theater	0.00	0.50	0.50		0.50
Bass Museum	8.00	8.00	8.00		8.00
Total GF Budg Positions	15.50	16.53	16.53		16.53



Tourism & Cultural Dev

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Special Events					
Application Fees	$ 73,488	$ 61,898	$ 60,000	$ 60,000	**$ 62,000**
Lummus Park User Fee	12,208	10,442	8,000	2,500	**7,500**
Square Footage	45,777	78,622	40,000	90,000	**90,000**
Beach Vehicle Access	9,850	14,400	5,000	14,500	**14,500**
Film & Print					
Beach Access	22,000	57,075	50,000	40,000	**40,000**
Concessions					
Non-Beach & Markets	(462)	45,751	50,000	50,000	**52,000**
Beach	16,393	9,734	5,000	3,000	**7,000**
Lincoln Road Markets	44,372	888	1,500	1,000	**1,000**
Total	**$ 223,626**	**$ 278,810**	**$ 219,500**	**$ 261,000**	**$ 274,000**
Expenditure Area					
Salaries & Benefits	$ 397,285	$ 383,108	$ 467,989	$ 452,704	**$ 475,878**
Operating	44,194	53,755	63,657	63,586	**350,190**
Internal Services	96,495	118,649	108,921	108,921	**103,359**
Capital	1,329	2,587	3,500	3,500	**0**
Total General Fund	**$ 539,303**	**$ 558,099**	**$ 644,067**	**$ 628,711**	**$ 929,427**
Budgeted Positions					
General Fund	7.50	7.53	7.53		**7.53**
Special Revenue	0.50	0.47	0.47		**0.47**
Total Budgeted Positions	8.00	8.00	8.00		**8.00**

BYRON/CARLYLE

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Facility Rental	$ 0	$ 101,371	$ 62,450	$ 106,650	**$ 74,500**
Equipment Rental	0	4,800	2,750	5,000	**2,750**
Concessions	0	90	1,500	500	**1,500**
Total	**$ 0**	**$ 106,261**	**$ 66,700**	**$ 112,150**	**$ 78,750**
Expenditure Area					
Salaries & Benefits	$ 0	$ 116,332	$ 164,183	$ 145,110	**$ 171,952**
Operating	0	65,423	84,473	70,828	**91,431**
Internal Services	0	22,349	53,287	53,287	**65,104**
Capital	0	26,172	0	0	**0**
Total General Fund	**$ 0**	**$ 230,276**	**$ 301,943**	**$ 269,225**	**$ 328,487**
SURPLUS/(DEFICIT)	**$ 0**	**$ 0**	**$ (235,243)**	**$ (157,075)**	**$ (249,737)**
Budgeted Positions	**0**	**0.50**	**0.50**		**0.50**

COLONY THEATER

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Facility Rental	$ 0	$ 0	$ 117,900	$ 110,500	$ 133,300
Equipment Rental	0	300	0	5,000	5,000
Total	$ 0	$ 300	$ 117,900	$ 115,500	$ 138,300
Expenditure Area					
Salaries & Benefits	$ 0	$ 27,699	$ 119,088	$ 112,032	$ 168,232
Operating	0	4,518	97,795	64,411	118,300
Internal Services	0	1,020	88,319	88,319	107,935
Capital	0	0	0	0	0
Total General Fund	$ 0	$ 33,237	$ 305,202	$ 264,762	$ 394,467
SURPLUS/(DEFICIT)	$ 0	$ 0	$ (187,302)	$ (149,262)	$ (256,167)
Budgeted Positions	0	0.50	0.50		0.50

Bass Museum

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 504,924	$ 551,569	$ 582,497	$ 588,901	$ 668,844
Operating	214,684	241,238	276,255	268,365	325,707
Internal Services	401,245	484,753	513,683	513,683	565,536
Capital	0	0	0	0	0
Total General Fund	$ 1,120,853	$ 1,277,560	$ 1,372,435	$ 1,370,949	$ 1,560,087
Budgeted Positions	8	8	8		8
OTHER FUNDS Revenue Area					
State Major Cult Inst	$ 50,860	$ 74,446	$ 102,684	$ 102,684	$ 64,448
Total Other Funds	$ 50,860	$ 74,446	$ 102,684	$ 102,684	$ 64,448
Expenditure Area					
Salaries & Benefits	$ 18,860	$ 0	$ 0	$ 0	$ 0
Operating	32,000	74,446	102,684	102,684	64,448
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Other Funds Exp	$ 50,860	$ 74,446	$ 102,684	$ 102,684	$ 64,448
Other Funds Positions	0	0	0		0
Total Departmental Budgeted Positions	8	8	8		8

Cultural Arts Council

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
CAC Interest ($10M)	$ 252,111	$ 228,189	$ 250,000	$ 242,000	**$ 225,260**
6% Share GMCVB Incentiv	401,132	200,000	100,000	100,000	**50,000**
CMB Resort Tax	152,000	152,000	202,000	202,000	**202,000**
Quality of Life	0	577,382	629,875	629,875	**771,026**
Fund Balance-Colony	0	0	81,282	73,631	**33,631**
Total	**$ 805,243**	**$ 1,157,571**	**$ 1,263,157**	**$ 1,247,506**	**$ 1,281,917**
Expenditure Area					
Salaries & Benefits	$ 125,915	$ 118,114	$ 145,236	$ 145,236	**$ 147,712**
Operating	487,533	919,033	1,101,133	1,068,482	**1,104,565**
Internal Services	16,903	16,893	16,788	16,788	**29,640**
Capital	0	400	0	0	**0**
Total	**$ 630,351**	**$ 1,054,440**	**$ 1,263,157**	**$ 1,230,506**	**$ 1,281,917**
Budgeted Positions	**2**	**2**	**2**		**2**

Miami Beach Convention Center/TOPA

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Rent and Leases	$ 4,331,581	$ 4,759,235	$ 4,583,569	$ 4,959,428	**$ 5,145,460**
Concessions	1,501,655	1,772,208	1,329,867	1,341,834	**1,481,384**
Telephone	292,277	315,356	290,039	267,171	**248,875**
Electrical Income	912,202	1,045,646	933,849	1,005,676	**1,052,500**
Services	565,397	573,530	211,082	277,861	**216,558**
Miscellaneous & Other	608,851	693,075	449,173	564,177	**427,590**
Convention Development Ta	2,660,000	4,500,000	4,500,000	4,500,000	**4,500,000**
Interest Earnings	26,642	49,915	36,250	113,750	**132,750**
Retained Earnings	3,283,306	4,164,108	3,150,000	3,400,000	**3,425,000**
Total	**$ 14,181,911**	**$ 17,873,073**	**$ 15,483,829**	**$ 16,429,897**	**$ 16,630,117**
Expenditure Area					
Salaries & Benefits	$ 4,622,843	$ 4,942,980	$ 4,392,248	$ 4,459,708	**$ 4,241,917**
Operating Expenses	5,314,451	6,192,547	5,920,351	6,497,307	**6,617,683**
Renewal & Replacement	3,092,371	4,164,108	3,150,000	3,400,000	**3,425,000**
Internal Services	1,152,246	1,154,330	1,485,314	1,414,377	**1,779,291**
Capital	0	0	535,916	535,916	**566,226**
Total	**$ 14,181,911**	**$ 16,453,965**	**$ 15,483,829**	**$ 16,307,308**	**$ 16,630,117**
Budgeted Positions	**78 +4 PT**	**80 +4 PT**	**80 + 4 PT**		**77 + 4 PT**

Note: Convention Center and Theater staff are employees of SMG.

Budget Highlights

Tourism & Cultural Development

- Funding ($120,000) is provided for a series of free monthly concerts and theatrical productions in city parks on weekend afternoons, showcasing a variety of musical styles and theatrical productions celebrating the diversity of our city's residents. The funding provided covers professional fees, equipment and services, marketing and promotion.

- This budget also includes funding ($65,000) to expand current pre-school, in-school and summer camp arts instruction administered by Arts For Learning. The current programs include: "Get SmART" a curriculum-based arts education at Fienberg-Fisher, North Beach, South Pointe and Treasure Island Elementary Schools, funded in part by a cultural grant awarded through the CAC and "Start with the Arts" pre-school programs at Fienberg-Fisher and Jefferson Happy Kids, and Flamingo Park Summer Camp, funded by a contract with the City. The new expanded program will offer "Get SmART", "Teacher Resource" and "Live Arts" programs at six schools (adding Nautilus Middle and Miami Beach Senior High to the four listed above), adding two after-school arts instruction programs (Biscayne and Treasure Island), and expanding "Start with the Arts" to include six additional pre-schools. Total cost of this expanded programming is $158,584; the Cultural Affairs Program proposed budget includes a $75,000 line item in support of it, and the CAC has recommended a grant of $18,950, leaving a balance of $65,000.

- Funding ($100,000) for after-school arts programs at Flamingo Park and North Shore Youth Center: Flamingo Park - four one-hour dance and percussion classes per week, taught by professional teaching artists, serving four groups of students across two afternoons (up to 80 children total) with a culminating performance event at the end of the year at Flamingo Park; North Shore Park - eight one-hour classes per week (four in visual arts and four in theater), taught by professional teaching artists, serving up to 160 children, culminating in a theater performance and an on-site art exhibit at the end of the year.

Bass Museum

- Additional funds ($15,452) is provided for security guard services for the Bass Museum. In the past, the total yearly cost of the security guards of $110,000 was funded by the General Fund ($30,000) and the State of Florida Major Cultural Facilities Grant ($80,000). The grant allocation for FY 2006/07 has been reduced from $80,000 to $64,448. The unfunded balance of $15,452 will be funded from the General Fund.

Cultural Arts Council

- This budget includes funding for administration ($295,429); marketing ($209,969); Cultural Grants Program ($642,888), contribution to the Endowment ($100,000); and facilities renovation ($33,631).

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $811,795 for FY 2006/07 exclusive of management fees and renewal/replacement related to depreciation expenses. This represents a decrease over the current year's projected operating loss of $1,154,449 due to an increase in revenues from the new catering business and an increase in rental income. Convention Development Tax (CDT) revenues and interest earnings totaling $3,586,200 will pay for the operating shortfall and management fees. A contribution from retained earnings will offset the renewal/replacement amount of $2,475,000 and CDT revenues will fund $566,226 for capital improvements.

- The TOPA budget reflects a full year of operations and projects an operating loss of $684,428 for FY 2006/07 exclusive of management fees and renewal/replacement related to depreciation expenses. This represents an increase over the current year's projected operating loss of $299,694 due to a decrease in operating revenues from the impact of the Miami-Dade County Performing Arts Center coming on-line and higher costs for property insurance. Convention Development tax (CDT) totaling $933,800 will pay for the operating shortfall and a contribution from retained earnings will offset the renewal/replacement amount of $950,000.

- The budget includes funding ($214,322) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($46,500) for professional services.

- Ad Valorem taxes do not support either the Miami Beach Convention Center or TOPA entities.

Departmental Budget History

FY 2005/06

Tourism & Cultural Development

- Funding ($44,070) is provided for a Special Events Inspector to provide a full-time presence at events at night and on weekends, and to monitor film photography and special events regulations to ensure compliance with permit conditions.

- Additional funds ($10,850) is provided for a contract position to assist event producers, provide general information about guidelines and permits, and assist in scheduling off-duty resources for film/event productions, etc.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $1,278,592 for FY 2005/06 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $527,666 due to less revenues from conventions and an increase in operating expenses for additional property insurance. Convention Development Tax (CDT) revenues, interest earnings and retained earnings totaling $5,627,108 will pay for the operating shortfall and management fees. In addition, CDT revenues will fund $535,916 for capital improvements.

- TOPA projects an operating loss of $309,501 for FY 2005/06, exclusive of management fees and renewal/replacement. This represents an increase over the current year's projected operating loss of $254,356 due to a decrease in operating revenues and higher costs for additional property insurance. Convention Development tax (CDT) and retained earnings totaling $1,506,976 will pay for management fees and renewal/replacement.

- The budget includes funding ($206,157) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($46,500) for professional services.

FY 2004/05

Tourism & Cultural Development

- Savings in operating ($100,000) were achieved by deferring the hiring of a publicist for a full year.

- The vacant director position was deferred for a full year ($118,451).

- Funding ($571,299) is provided for the operation of the Colony Theater and the Byron Carlyle. Projected expenses for eight months of operations for the Colony are $259,925 with $104,150 in projected revenues. Projected expenses for a full year of operations for the Byron Carlyle are $311,374 with $77,200 in projected revenues.

Bass Museum

- Savings ($15,194) were achieved by reducing operating expenses.

- This budget includes funding ($68,000) for the annual A/C maintenance agreement to be managed by the Property Management Division.

Cultural Arts Council

- This budget includes funding for administration ($182,408); marketing ($146,200); Cultural Grants Program ($500,750) plus additional grant funding ($446,517), contribution to the Endowment ($50,000); facilities renovation ($102,912), and Colony Theater opening events ($30,000).

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $659,199 for FY 2004/05 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $497,315 due to an increase in operating expenses. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,641,439 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $100,131 for FY 2004/05, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of $236,179 due to an anticipated increase in operating revenues

and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,513,561 will pay for management fees and renewal/replacement.

- The budget includes funding ($186,211) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($54,000) for professional services.

FY 2003/04

Tourism & Cultural Development

- Funding ($100,000) was transferred from the budget of the Economic Development Department to this budget for the services of a publicist.

- Savings of $13,648 were achieved as a result of reducing operating expenses.

Bass Museum

- Savings of $23,459 were achieved by eliminating a Clerk Typist position and reducing operating costs.

- Four part-time guard positions were eliminated and the funding was transferred to Professional Services to fund contractual guards. The hiring of contractual guards gives the Museum more flexibility in the number of guards needed depending on events being held. This funding was reduced by $14,688 for the period of time the Museum's air conditioning system is being repaired and the Museum is closed in the Fall.

- The State Major Institution Grant was reduced from $114,082 to $50,860. The Curator of Education position was eliminated and the grant funds will now be used to offset operating costs of the Museum.

Cultural Arts Council

- Marketing and operating expenses were reduced, and $500,750 was budgeted for grants.

- There will be no contribution to the Endowment in FY 2003/04. As of September 30, 2003, the estimated Endowment contribution will total $920,000.

Miami Beach Convention Center

- The Miami Beach Convention Center is projecting an operating loss of $202,337 for FY 2003/04 exclusive of renewal/replacement and management fees. This represents a decrease over the current year's projected operating loss of $888,092 due to an increase in operating revenues and lower costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,186,838 will pay for the operating shortfall and management fees.

- TOPA projects a small operating surplus of $45,733 for FY 2003/04, exclusive of management fees and renewal/replacement. This represents a decrease over the current year's projected operating loss of $364,953 due to anticipated increase in operating

revenues and lower costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,578,162 will pay for management fees and renewal/replacement.

- The budget includes funding ($172,215) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department and ($70,000) for professional services.

FY 2002/03

Arts, Culture and Entertainment

- This budget includes funding for six positions funded 100% by the General Fund and one position funded 50% General Fund 50% Art in Public Places.

- The vacant Tourism and Cultural Affairs Director position which is included in this budget, was deferred for three months resulting in a savings of $18,000. Also, savings of $9,134 were achieved through reductions in operating expenses.

Bass Museum

- The Bass Museum of Art's city funding in the amount of $l, 114,049 from resort taxes supports some staffing, facility maintenance, and operations. That sum is then supplemented by $114,082 in state and federal funding. Friends of the Bass Museum, Inc., support exhibitions, programs, all museum publicity, and the Bass Museum School of Art, at an annual cost of $1,400,000 which includes $250,000 in private donations and $169,000 in grants secured by their development staff.

- A Clerk Typist position was eliminated and the hiring of a Museum Guard was delayed for six months resulting in a savings of $33,869. Also, savings of $34,894 were achieved as a result of reducing operating expenses.

Miami Beach Convention Center/TOPA

- The Miami Beach Convention Center is projecting an operating loss of $1,244,594 exclusive of renewal/replacement and management fees. This represents an increase over the current year's projected operating loss of $356,226 due to a decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) revenues, interest earnings and retained earnings totaling $4,287,977 will pay for the operating shortfall and management fees.

- TOPA projects an operating loss of $276,120 for FY 2002/03, exclusive of management fees and renewal/replacement. This represents an increase over the current year's operating loss of $71,915 due to anticipated decrease in operating revenues and higher costs for property insurance. Convention Development tax (CDT) and retained earnings totaling $1,578,162 will pay for the operating shortfall and management fees.

- The budget includes funding ($170,879) for two positions and the operating costs of the Office of Tourism and Conventions in the Cultural Affairs & Tourism Development Department.

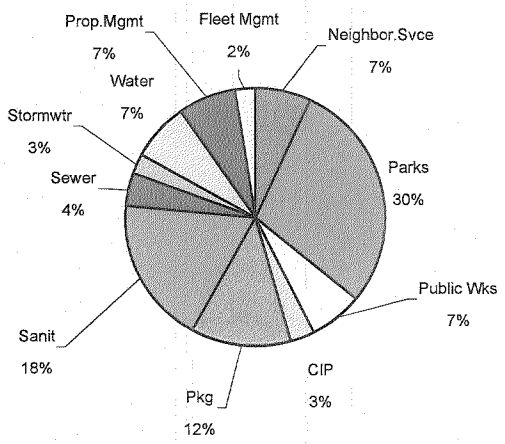
OPERATIONS

OPERATIONS

Scope

This function is comprised of the following Departments and Divisions:

Operations	Adopted FY '05/06	Proposed FY '06/07	% of Function to Prop. GF Budget 06/07	Over/ (Under)	Proposed Postions
Operations					
Neighborhood Services	$ 4,486,086	$ 5,646,042	2.4%	$ 1,159,956	67.0 + 1 PT
Parks & Recreation	24,842,148	28,068,400	11.8%	3,226,252	204.5 + 151 PT
Public Works	6,392,697	7,033,709	3.0%	641,012	65.0 + 0 PT
Capital Improve. Projects	3,179,602	3,126,464	1.3%	(53,138)	31.0 + 0 PT
Total General Fund (GF)	$ 38,900,533	$ 43,874,615	18.5%	$ 4,974,082	367.5 + 152 PT
Parking	$ 22,060,072	$ 25,330,512		$ 3,270,440	176.5 + 6PT
Sanitation	11,429,965	14,793,905		3,363,940	179.0 + 0PT
Sewer	29,266,508	30,586,841		1,320,333	41.7 + 0 PT
Stormwater	8,250,000	8,368,000		118,000	24.6 + 0 PT
Water	21,178,028	24,623,011		3,444,983	68.7 + 0 PT
Property Management	8,250,873	9,082,496		831,623	71.0 + 0 PT
Fleet Management	6,801,594	7,430,539		628,945	24.0 + 0 PT
Total Other Funds	$ 107,237,040	$ 120,215,304		$ 12,978,264	530.5 + 6 PT
Total Operations	$ 146,137,573	$ 164,089,919		$ 17,952,346	898.0 + 158 PT
Total Operations Positions					



NEIGHBORHOOD SERVICES

Department Mission/Purpose Statement

"We are dedicated to being responsive to the needs of the neighborhoods by providing the highest quality of service and ensuring customer satisfaction."

Department Description

The Neighborhood Services Department is divided into five divisions, Administration, Code Compliance, Community Resource and Outreach and Answer Center, Office of Community Services, and Housing and Community Development.

Administration

The Administration Division's function is to coordinate, direct, support and evaluate each operational area to ensure the department's goals and objectives are implemented and met to the highest level of quality possible and are in adherence with all governing rules, regulations, policy and administrative directives.

Code Compliance

The Code Compliance Division is responsible for seeking compliance with certain provisions contained in the City of Miami Beach Code. The goal is to ensure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Code Compliance became a division of the Neighborhood Services Department approximately four years ago. Though the goals of the Division have remained the same, there has been a cultural shift to a more responsive and customer-/business-friendly approach to compliance. Various initiatives have been implemented to foster this shift:

Community Resource and Outreach and Answer Center

The Division's mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and City departments. The Division provides residents and neighborhood groups with a convenient communications link to reach their local government.

- A complaint tracking system directs requests to the department/division able to handle the issue and tracks the request electronically until resolved
- 24-hour access through a Customer Relationship Management system handles citizens inquiries and services requests by providing accurate logging of information, on-line 24 hours a day 7 days a week
- Technical assistance to Neighborhood Associations
- Facilitate interdepartmental initiatives and resources by working collaboratively

- Effective outreach and education to neighborhoods
- Resolve neighborhood issues or concerns
- Promote public/private partnerships for quality of life issues
- Promote civic participation through Neighborhood Leadership Academy (NLA)
- Promote environmental awareness through clean-ups
- Facilitate civic awareness through MB voter registration drives

Office of Community Services

The Office of Community Services provides direct services and advocacy for children, families, elder residents and homeless individuals in our community. The OCS was created with the merging of the Office of Children's/Elder Affairs, Office of Homeless Coordination and the Log Cabin Training Center. Our primary target populations include:

- Homeless (individuals, families and youth transitioning from foster care)
- Youth
- Elders
- Families

Through partnerships, coalitions and special initiatives, the OCS serves and advocates for these populations with the primary focus on accessing services offered by community-based providers. Examples of these strategies and direct services include:

- Identifying, assessing and placing homeless individuals and families in shelter and providing case management services to guide placements through the *Continuum of Collaboration* as a means of ending homelessness
- Providing emergency rent assistance for families and individuals facing eviction and homelessness (as funded through the State's Emergency Food & Shelter Program)
- Coordinating monthly community service projects and public workshops targeting our service populations
- Implementing the Truancy Intervention Program
- Conducting home visits and assessments for youth and families facing educational, familial and service problems
- Providing advocacy for those youth facing educational problems including the need for testing and placement in special education programming

- Identifying grants and resources for the City's youth and homeless service providers in order to bring additional resources for our City's youth, families, homeless and others

- Providing referral services for residents needing to access a variety of services including legal and medical care, employment, public entitlement programs, child care, affordable housing and more

- Providing advocacy before the Special Master on behalf of elder residents facing code violations.

- Providing training and visioning assistance for faith-based providers.

Housing and Community Development Division

The Housing and Community Development Division's primary mission is to administer and monitor the activities funded through the federal grants that the City receives from the U.S. Department of Housing and Urban Development (HUD).

Significant Prior Accomplishments

Department-wide:

- Provided outreach, assessment and information or referral to over 573 displaced residents.

- Extended service hours for Code Compliance to address cleanliness concerns in the South Beach area.

- Continued customer service initiative within the Code Compliance Division and implemented internal Process Improvement Team to streamline existing processes, policies and procedures. Implemented "Mission: Excellence" initiatives to incorporate department initiatives and further drill down service delivery goals and expectations.

- Revised and reprinted The Resident Guide.

- Facilitated neighborhood meetings and responded to neighborhood issues in a timely manner.

- Initiated preliminary meetings and workshop to discuss funding opportunities with The Children's Trust.

- Fostered and instilled a commitment to continuous process improvement and excellent customer service throughout the department.

Code Compliance Division

- Informational door hangers revised and utilized in residential areas to inform residents of the city code.

- Flyers and letters delivered to businesses as an educational tool, informing them of existing regulations or upcoming changes.
- Increased contact with homeowners' associations and residents through meetings and the use of email.
- Initiated review of current code database needs.
- Initiated review of Chapter 30 which governs code compliance functions, including the Special Master process, for possible amendment to expedite appeal process.
- Restructured Code staffing plan to reach 24/7 coverage in South Beach.
- Courtesy warnings issued for non-life safety violations
- Implemented Process Improvement Team and implemented efficiency strategies.
- Increased service hours to strengthen flyer enforcement efforts.
- Initiated ongoing review of Sanitation ordinances.
- Restructured division to provide more accountability at the level of Code Administrator.
- Developed internal training program for code officers and police department.
- Instituted sidewalk café outreach effort.
- Enhanced outreach efforts to minimize and eliminate short-term rentals and/or party houses; developed draft legislation to address issue.
- Conducted approximately 30,000 inspections.
- Researched possible legislation regarding street performers and art vendors.

Community Resource and Outreach and Answer Center

- Coordinated Neighborhood Leadership Academy curriculum classes for 2 sessions – Spring and Fall.
- Maintained graduate database (over 200 graduates) and coordinated alumni program
- Answer Center staff received an average of about 5,000 calls per month with a service level of 87%.
- Increased community programs
    - Condo Workshops, including State of Florida Condo Ombudsman
    - Hurricane Fair and Emergency Preparedness Fair – 3 during last fiscal year.
    - 10 clean up events for the Adopt-A-Park program in 2005; 12/3/05 event brought over 40 volunteers – 12 volunteer projects.

- Partnered with the business and residential community on environmental issues through clean-ups.

- Generated over $60K from Passport processing service
- Coordinated Homeowner Associations/Condo Associations Meetings - The Outreach Team has conducted 7 association meetings and captured 219 service requests from those meetings during FY 05/06.
- Transferred CERT – Citizen Emergency Response Team turned over to Fire Department
- Coordinated over 10 Voter's Registration Drives (Vote Miami Beach)

Office of Community Services

- 1,715 homeless clients served
- 5,521 homeless contacts completed
- 529 shelter placements made
- 495 people provided with comprehensive case management (at least 7 days in shelter)
- 37 people transitioned from homelessness to permanent housing
- 954 new homeless assessments completed
- 225 relocations of homeless persons completed
- 685 meals provided for homeless persons being relocated
- 1,287 agency referrals made
- 3,650 Miami-Dade Transit Agency tokens distributed
- Expanded the Truancy Intervention Program to serve 50 youth with home-based services, daily after school tutoring, and Saturday enrichment programming
- Supervised 1,211 court-ordered community service hours

Housing and Community Development Division

- Coordinated annual review process for CDBG, HOME and SHIP RFP proposals.
- Prepared all applicable contracts for the program year by October 1, and conducted a comprehensive annual performance evaluation prior to December deadline.
- Updated the Citizen Participation Plan, as necessary.

- Submitted adopted One-Year Plan for CDBG and HOME funds to HUD by required August 16th deadline.
- Worked with local CDC to provide affordable housing and homeownership opportunities and rehabilitate the existing housing stock through funding.
- Funded programs that will continue to benefit low to moderate income Miami Beach families.
- Continued to track and be proactive regarding the federal government's policy decisions that may affect CDBG funding.
- Reviewed, evaluated and proposed funding for CDBG and HOME proposals/providers.
- Issued CDBG RFP and HOME NOFA.
- Reserved and committed HOME funds within a 24 month period.
- Renewed annual application for the Community Development Block Grant and administered entitlement amount.
- Monitored agencies and construction projects as well as CHDO performance to ensure compliance with program.
- Developed an additional 22 affordable housing units.
- Counseling provided to 60 first-time homebuyers participating in the Homebuyers Assistance Program.
- Funded the rehabilitation of 6 owner occupied units.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase resident satisfaction with level of code enforcement	% of courtesy notices issued for non-life safety violations	N/A	10%	10%	• Continue to provide informational literature to homeowners associations with the top ten (10) code violations and other related information. • Continue to provide informational door hangers to residences informing them of regulations and the procedures for extension requests, appeals, and payment of fines.
	# of handbill and sign violations issued	N/A	60	60	• Continue to institute regular sweeps in the south end areas for handbills. • Continue to provide internet

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					training for staff to increase the information found for the handbill violators. • Amend and/or create ordinance to regulate flyers.
	# of inspections relating to sidewalk sweeping	N/A	144	144	• Continue providing businesses outreach/information on the sidewalk sweeping/ maintenance regulations.
	# of inspections in the RDA area	N/A	300	300	• Continue to proactively address resident quality of life issues in the RDA area.
	# of inspections for illegal dumping	N/A	120	120	• Continue to determine illegal dumping hotspots and focus enforcement patrols in the hotspot areas and coordinate with Police Department and Sanitation. • Amend Sanitation Ordinance to include stiffer penalties for illegal dumping.
	# of notices issued for placing waste out too early	N/A	75	75	• Continue biannual informational door hanger program explaining the City's code and biannual mailing to all known homeowners associations containing information regarding the City's code.
Ensure compliance with Code within reasonable time frame	# of days required to have a case appear at the Special Master for non-compliance	120	60	60	• Hire Code Ombudsman. • Work with Finance Department on a coordinated approach for lien processing. • Continue to amend Chapter 30 to streamline the appeal process and create hearing officers instead of Special Masters. • Continue to work with IT to implement a code software program that will facilitate the entry and tracking of complaints in lieu of manually tracking this information in the meantime. • Continue outreach effort to residents and businesses regarding most common code violations. • Continue to require personal contact by inspectors when
	# of days from initial receipt of complaint to first inspection	N/A	1	1	
	# of elapsed days from 1st inspection to voluntary compliance for nuisance complaints	N/A	30	30	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of days from case initiation to voluntary compliance	TBD	40	35	violation observed whenever possible. • Continue to develop realistic policies and procedures to create consistency in enforcement process. • Continue to increase the number of courtesy notices issued for non-life safety violations.
	% of graffiti remediated on private property	0	100	100	• Continue Citywide Graffiti remediation program.
	# of inspections conducted daily by code compliance officers	8	12	12	• Continue increased supervision by Field Supervisor positions. Review of zone by peers and/or administrators.
	# of vacant and improved lots remediated	0	25	25	• Continue to prioritize the processing of vacant building and vacant lot cases. • Continue utilizing sanitation violations as an alternative method to remove debris.
Improve cleanliness of Miami Beach rights of way especially in business areas	# of Environmental Outreach recruitment and clean-up events	12	12	12	• Outreach Team will continue to coordinate with internal departments in efforts to continue dissemination of information (flyers, door hangers) regarding 1st Weekend of the Month/Neighborhood Pride program. Also, enhance coordination with Home Owner's Associations (HOAs), volunteer organizations such as Hands on Miami Beach Day, and annual canal clean-up, etc.
	Public Area Cleanliness Index: Alleys	2.19*	2.0	1.5	• Increase # of inspections to address issue of inspections in alleys • Work with Sanitation to review minimum sanitation service level requirements for businesses. • Initiate quarterly sweeps to address sanitation issues in business/alley area.
	% of Public Area Cleanliness assessments for alleys scoring 2.0 or better	47.6%*	90%	90%	
Improve cleanliness of Miami Beach waterways	# of volunteers in neighborhood/ environmental clean-ups	350	450	240	• Continue to coordinates with volunteer organizations for canal clean ups - Baynanza, Teen Job Corp, and Environmental Coalition of Miami Beach (ECOMB) enhancing outreach

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					and volunteer recruitment to the local business community such as Macy's.
Reduce the number of homeless	# of businesses and resident groups receiving presentations on homeless services and related legal issues	0	12	18	• Continue with Project Home Shore campaign targeting members of the faith community with information and resources to empower them as outreach resources to the homeless and secure non-governmental resources for homeless services.
	# of homeless contacts made	4,000	4,100	4,080	• Continue working with Police Department as available beds will increase service capacity (many shelter beds will be vacated as a result of housing projects coming online). • Continue with coordinated outreach with Citrus Health targeting chronic homeless with mental health issues to enable more contacts using only one staff member. • Continue with independent, proactive outreach. • Continue collaborative task force with Police and Sanitation.
	# of shelter placements made	360	400	396	• Pursue supportive housing/scattered home • Work with Douglas Garden and Camillus House. • Purchase 2 treatment beds from Citrus Health. The cost per bed is $50.00 per day and includes case management. We will try to structure in a voucher program that will require us to only pay for the beds when in use and may allow us to use more than 2 beds at a time if needed. This is a 6-month pilot program, which will be evaluated during and after the 6 months.
	# of relocations completed	207	215	192	No new activities for FY 06/07
Increase access to workforce or affordable housing	# of rehabilitation of owner-occupied units	6	7	8	No new activities for FY 06/07
	# of Rental Units	22	34	30	No new activities for FY 06/07

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of SHIP/NOFA programs	1	1	1	No new activities for FY 06/07
	# of screened applicants and reports to HUD field office for HOME/NOFA program	2	2	2	• Continue to conduct two (2) Fair Housing workshops to screen applicants. In addition must monitor agencies and construction projects as well as Community Housing Development Organization (CHDO) performance to report to the US Department Of Housing And Urban Development (HUD).
	# of counseled first-time homebuyers participating in the Homebuyers Assistance Program	60	75	72	• Continue housing counseling to first-time homebuyers participating in the scattered sites homebuyer's assistance program with HOME & CDBG funding. • Continue counseling for American Dream program. New initiative by federal government to increase first-time homeownership. • MBCDC will continue to increase first-time homeownership counseling and will continue counseling after the property is purchased.
	# of first-time buyers	20	20	20	• Continue to provide down payment assistance to low-income homebuyers and rehabilitation of units.
Increase resident satisfaction with employee contact	# of Calls received through 604-CITY	50,000	60,000	60,000	• Add all code compliance calls to the Answer Center /604-CITY. All initial calls will be routed to this number. • Research moving from Better Place to customer tracking system that reduces duplicate entries and double entry by city staff.
	# of Better Place entries -Total	8,200	9,000	10,800	
	# of days for departmental response Better Place service request	160	120	120	
	# of Better Place requests open	9,407*	11,238	11,900	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of Better Place requests closed within department standards	60%*	70%	80%	
	# of Neighborhood Leadership Academy (NLA)	1	2	2	No new activities for FY 06/07
	% abandoned call rate	27%	20%	20%	• Continue to ensure all Answer Center staff members adhere to our Customer Service Standards by conducting monitoring and coaching sessions. As a result of this activity, abandoned call rate has continuously decreased by 7%.
Enhance external & internal communication from & within the City	# of business guides distributed	0	100	100	No new activities for FY 06/07
	# of economic overview presentations conducted	4	8	8	• Continue to increase the number of presentations given to the potential investors, business and civic organizations.
Attract and maintain a quality workforce	Average # of training hours per employee	0*	12	24	• Add Position for Administrative Support/Org. Dev. to expand the organizational development program and create modules to address the needs of each division. There is also a training needs assessment that will be provided to staff so we tailor future modules to address specific training needs. In addition, this position provides support to the administration as follows: Prepare forms and training for the new noise ordinance, Code database/MIS, Contract monitoring for Graffiti contract, Develop policies and procedures for division and/department, Draft informational brochures such as "Know your Codes" and "Let's Talk Trash", Assist in budget preparation and review.

FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available
TBD: To Be Determined

Neighborhood Service Director

The Administration Division's function is to coordinate, direct, support and evaluate each operational area to ensure the department's goals and objectives are implemented and met to the highest level of quality possible and are in adherence with all governing rules, regulations, policy and administrative directives.

Division of Housing and Community Development

The Housing and Community Development Division's primary mission is to administer and monitor the activities funded through the federal grants that the City receives from the U.S. Department of Housing and Urban Development (HUD).

Division of Community Resource and Information

The Division's mission is to provide a high level of customer service and accurate information in an expedited fashion to the public and City departments. The Division provides residents, businesses and neighborhood groups with a convenient communications link to reach their local government.

Division of Community Services

The Office of Community Services provides direct services and advocacy for children, families, elder residents and homeless individuals in our community.

Division of Code Compliance

The Code Compliance Division is responsible for seeking compliance with certain provisions contained in the City of Miami Beach Code. The goal is to ensure full compliance with those ordinances, regulations, and codes within the Division's jurisdiction. Code Compliance became a division of the Neighborhood Services Department approximately four years ago. Though the goals of the Division have remained the same there has been a cultural shift to a more responsive and customer/business friendly approach to compliance.

CODE COMPLIANCE SERVICE LEVELS

SOUTH - CURRENT*

TOTAL 20 OFFICERS	MONDAY – SUNDAY 24 HR COVERAGE	STAFF
7:00 A.M. – 6:30 P.M.	MONDAY – THURSDAY	1
10:30 A.M. – 9:00 P.M.	MONDAY – THURSDAY	3
6:30 P.M. – 7:00 A.M.	MONDAY – THURSDAY	3
7:00 A.M. – 6:30 P.M.	TUESDAY – FRIDAY	2
7:00 A.M. – 6:30 P.M.	THURSDAY – SUNDAY	3
10:30 A.M. – 9:00 P.M.	THURSDAY – SUNDAY	4
6:30 P.M. – 7:00 A.M.	THURSDAY – SUNDAY	4

SOUTH - 04/05

TOTAL 18 OFFICERS	MONDAY – WEDNESDAY 12 HR COVERAGE THURSDAY – FRIDAY 23.5 HR COVERAGE SATURDAY – SUNDAY 18 HR COVERAGE	STAFF
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY	8
10:30 A.M. – 7:00 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY	1
8:00 P.M. – 6:30 A.M.	THURSDAY – SUNDAY	5

SOUTH OVERTIME - 04/05

TOTAL 6 OFFICERS	MONDAY – WEDNESDAY 5 HR COVERAGE FRIDAY – SATURDAY 5 HR COVERAGE	STAFF
10:00 P.M. – 3:00 A.M.	MONDAY – WEDNESDAY	4
8:00 P.M. – 1:00 A.M.	FRIDAY – SATURDAY	2

MIDDLE - CURRENT*

TOTAL 7 OFFICERS	MONDAY – TUESDAY 9 HR COVERAGE WEDNESDAY – FRIDAY 12 HR COVERAGE SATURDAY – SUNDAY 12 HR COVERAGE	STAFF
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY	1
7:00 A.M. – 3:30 P.M.	WEDNESDAY – SUNDAY	2
10:30 A.M. – 7:00 P.M.	WEDNESDAY – SUNDAY	2

MIDDLE - 04/05

TOTAL 7 OFFICERS	MONDAY – FRIDAY 9 HR COVERAGE SATURDAY – SUNDAY 8 HR COVERAGE	STAFF
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY	3

NORTH - CURRENT*

TOTAL 7 OFFICERS	MONDAY – FRIDAY 9 HR COVERAGE WEDNESDAY – FRIDAY 12 HR COVERAGE SATURDAY – SUNDAY 12 HR COVERAGE	STAFF
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY	1
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY	2
7:00 A.M. – 3:30 P.M.	WEDNESDAY – SUNDAY	2
10:30 A.M. – 7:00 P.M.	WEDNESDAY – SUNDAY	2

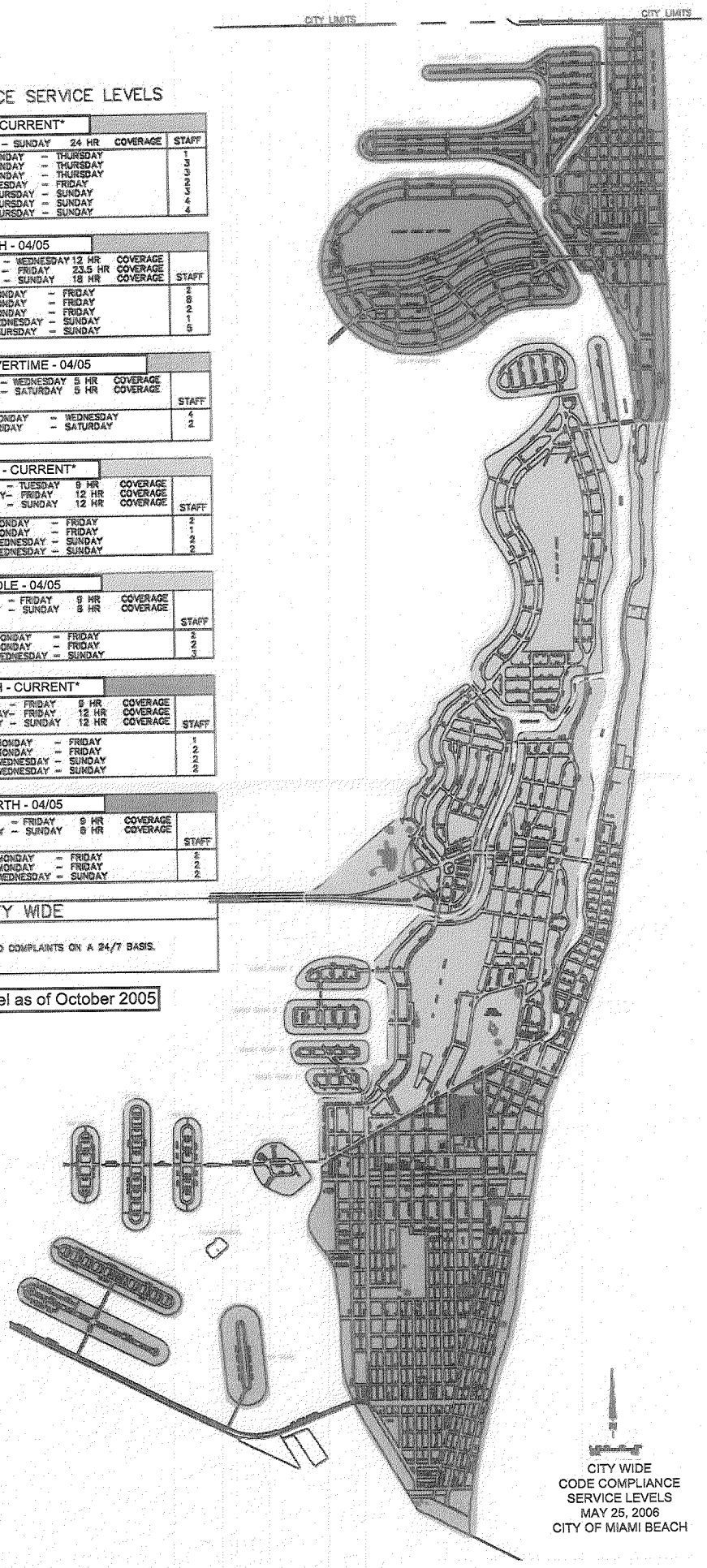
NORTH - 04/05

TOTAL 6 OFFICERS	MONDAY – FRIDAY 9 HR COVERAGE SATURDAY – SUNDAY 8 HR COVERAGE	STAFF
7:00 A.M. – 3:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	MONDAY – FRIDAY	2
8:00 A.M. – 4:30 P.M.	WEDNESDAY – SUNDAY	2

CITY WIDE

4 SUPERVISORS
THE DIVISION WILL RESPOND TO COMPLAINTS ON A 24/7 BASIS.

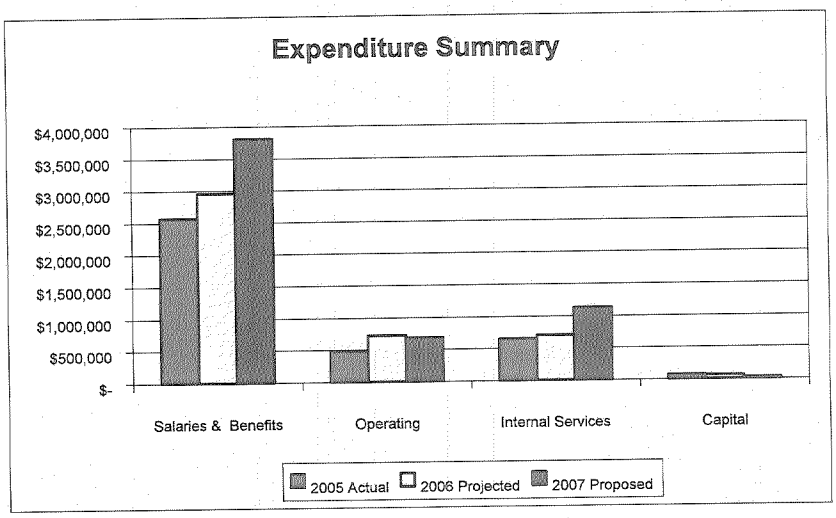
*Current Service Level as of October 2005



CITY WIDE
CODE COMPLIANCE
SERVICE LEVELS
MAY 25, 2006
CITY OF MIAMI BEACH

Departmental Financial Summary

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Code Enf Violations	$ 553,529	$ 1,018,068	$ 400,000	$ 600,000	$ 500,000
Passport App Fees	81,304	44,748	50,000	60,000	60,000
Resort Tax	0	376,238	429,341	429,341	503,361
Total GF Revenue	$ 634,833	$ 1,439,054	$ 879,341	$ 1,089,341	$ 1,063,361
Expenditure by Division					
Administration	$ 89,674	$ 220,266	$ 291,195	$ 293,981	$ 340,697
Community Services	312,979	728,080	893,287	887,674	1,074,587
Log Cabin	73,642	28,768	0	0	0
Answer Ctr/Com Outreach	498,769	524,391	606,030	601,877	702,106
Code Compliance	1,925,030	2,267,145	2,695,574	2,672,554	3,528,652
Total GF Expenditures	$ 2,900,094	$ 3,768,650	$ 4,486,086	$ 4,456,086	$ 5,646,042
Expenditure Area					
Salaries & Benefits	$ 2,197,118	$ 2,568,226	$ 3,018,963	$ 2,959,156	$ 3,806,734
Operating	108,069	483,105	719,142	728,318	686,781
Internal Services	577,571	649,470	691,431	708,703	1,129,972
Capital	17,336	67,849	56,550	59,909	22,555
Total GF Expenditures	$ 2,900,094	$ 3,768,650	$ 4,486,086	$ 4,456,086	$ 5,646,042
GF Budgeted Positions	44.19	44.75 + 1 PT	52.75 + 1 PT		56.00 + 1 PT



OTHER FUNDS Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
CDBG	$ 2,163,000	$ 2,118,000	$ 2,002,924	$ 2,002,924	**$ 1,798,807**
ESG	95,000	0	0	0	**0**
HOME	1,292,021	1,290,580	1,238,368	1,238,368	**1,167,624**
ADDI	56,744	66,960	0	0	**0**
SHIP	429,255	426,420	520,868	520,868	**549,417**
Sanitation Fund	215,471	198,210	204,156	204,156	**229,446**
Quality of Life-N Beach	47,752	104,136	0	0	**0**
MDC Homeless Trust	71,192	63,993	63,993	63,993	**63,993**
Resort Tax	309,491	0	0	0	**0**
Day Training/Supp Emp	0	14,744	0	0	**0**
Supported Ind Living	0	18,811	0	0	**0**
Med DTP & Supp Emp	12,140	334,392	0	0	**0**
Private Contracts	335	223	0	0	**0**
Total Other Funds	**$ 4,692,401**	**$ 4,636,469**	**$ 4,030,309**	**$ 4,030,309**	**$ 3,809,287**
Expenditure Area					
Salaries & Benefits	$ 263,223	$ 352,916	$ 204,156	$ 204,156	**$ 229,446**
Operating	718,647	299,955	63,993	63,993	**63,993**
Administration	815,154	695,300	692,935	692,935	**668,547**
Programming	3,220,866	3,206,660	3,069,225	3,069,225	**2,847,301**
Total Other Funds Exp	**$ 5,017,890**	**$ 4,554,831**	**$ 4,030,309**	**$ 4,030,309**	**$ 3,809,287**
Budgeted Positions	**19.81**	**16.25**	**13.25**		**11.00**
Budgeted Positions					
General Fund	**44.19**	**44.75 + 1 pt**	**52.75 + 1 pt**		**56.00 + 1 pt**
Other Funds	**19.81**	**16.25**	**13.25**		**11.00**
Total Budgeted Positions	**64.00**	**61.00 + 1 pt**	**66.00 + 1 pt**		**67.00 + 1 pt**

NS Administration

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 58,326	$ 187,647	$ 225,342	$ 229,528	**$ 261,290**
Operating	18,389	16,856	34,916	33,516	**37,416**
Internal Services	11,589	10,817	30,937	30,937	**41,991**
Capital	1,370	4,946	0	0	**0**
Total General Fund	**$ 89,674**	**$ 220,266**	**$ 291,195**	**$ 293,981**	**$ 340,697**
Budgeted Positions	**2.19**	**2.75**	**2.75**		**3.00**

Community Services

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Resort Tax	$ 0	$ 376,238	$ 429,341	$ 429,341	$ 503,361
Total General Fund	$ 0	$ 376,238	$ 429,341	$ 429,341	$ 503,361
OTHER FUNDS **Revenue Area**					
MDC Homeless Trust	$ 71,192	$ 63,993	$ 63,993	$ 63,993	$ 63,993
Resort Tax	309,491	0	0	0	0
CDBG	45,658	0	0	0	0
ESG	0	0	0	0	0
Total Other Funds	$ 426,341	$ 63,993	$ 63,993	$ 63,993	$ 63,993
Total All Revenue	$ 426,341	$ 440,231	$ 493,334	$ 493,334	$ 567,354
GENERAL FUND **Expenditure Area**					
Salaries & Benefits	$ 259,266	$ 247,291	$ 351,361	$ 322,976	$ 523,788
Operating	10,719	399,401	485,494	495,994	432,165
Internal Services	42,994	51,125	56,432	68,704	118,634
Capital	0	30,263	0	0	0
Total General Fund	$ 312,979	$ 728,080	$ 893,287	$ 887,674	$ 1,074,587
OTHER FUNDS **Expenditure Area**					
Salaries & Benefits	$ 0	$ 0	$ 0	$ 0	$ 0
Operating	426,341	63,993	63,993	63,993	63,993
Internal Services	0	0	0	0	0
Capital	0	0	0	0	0
Total Other Funds Exp	$ 426,341	$ 63,993	$ 63,993	$ 63,993	$ 63,993
Total All Expenditures	$ 739,320	$ 792,073	$ 957,280	$ 951,667	$ 1,138,580
GF Budgeted Positions	5	5	6		6

Log Cabin Training Center

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 20,046	$ 0	$ 0	$ 0	$ 0
Operating	10,870	0	0	0	0
Internal Services	42,726	28,768	0	0	0
Capital	0	0	0	0	0
Total General Fund	**$ 73,642**	**$ 28,768**	**$ 0**	**$ 0**	**$ 0**
OTHER FUNDS					
Revenue Area					
Day Training/Supp Emp	$0	$14,744	$0	$ 0	$ 0
Supported Ind Living	0	18,811	0	0	0
Med DTP & Supp Emp	12,140	334,392	0	0	0
Private Contracts	335	223	0	0	0
Total Other Funds	**$ 12,475**	**$ 368,170**	**$ 0**	**$ 0**	**$ 0**
Expenditure Area					
Salaries & Benefits	$ 106,084	$ 50,570	$ 0	$ 0	$ 0
Operating	231,880	235,535	0	0	0
Internal Services	0	427	0	0	0
Capital	0	0	0	0	0
Total Other Funds Exp	**$ 337,964**	**$ 286,532**	**$ 0**	**$ 0**	**$ 0**
Other Funds Budgeted Positions	**1**	**1**	**0**		**0**

Answer Center & Community Outreach

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Passport App Fees	$ 81,304	$ 44,748	$ 50,000	$ 60,000	$ 60,000
Total General Fund	**$ 81,304**	**$ 44,748**	**$ 50,000**	**$ 60,000**	**$ 60,000**
Expenditure Area					
Salaries & Benefits	$ 399,367	$ 424,664	$ 506,650	$ 494,090	$ 562,216
Operating	25,589	14,770	29,850	33,257	33,800
Internal Services	73,813	84,957	69,530	74,530	106,090
Capital	0	0	0	0	0
Total General Fund	**$ 498,769**	**$ 524,391**	**$ 606,030**	**$ 601,877**	**$ 702,106**
Budgeted Positions	**8**	**6 + 1 PT**	**7 + 1 PT**		**7 + 1 PT**

Code Compliance

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Code Enf Violations	$ 553,529	$ 1,018,068	$ 400,000	$ 600,000	**$ 500,000**
Total General Fund	**$ 553,529**	**$ 1,018,068**	**$ 400,000**	**$ 600,000**	**$ 500,000**
OTHER FUNDS					
Revenue Area					
CDBG	$ 45,000	$ 72,581	$ 80,000	$ 80,000	**$ 0**
Quality of Life-N Beach	47,752	104,136	0	0	**0**
Sanitation Fund	215,471	198,210	204,156	204,156	**229,446**
Total Other Funds	**$ 308,223**	**$ 374,927**	**$ 284,156**	**$ 284,156**	**$ 229,446**
Total All Revenue	**$ 861,752**	**$ 1,392,995**	**$ 684,156**	**$ 884,156**	**$ 729,446**
GENERAL FUND Expenditure Area					
Salaries & Benefits	$ 1,460,113	$ 1,708,624	$ 1,935,610	$ 1,912,562	**$ 2,459,440**
Operating	42,502	52,078	168,882	165,551	**183,400**
Internal Services	406,449	473,803	534,532	534,532	**863,257**
Capital	15,966	32,640	56,550	59,909	**22,555**
Total General Fund	**$ 1,925,030**	**$ 2,267,145**	**$ 2,695,574**	**$ 2,672,554**	**$ 3,528,652**
OTHER FUNDS					
CDBG	$ 45,000	$ 72,581	$ 80,000	$ 80,000	**$ 0**
Quality of Life-N Beach	47,752	104,136	0	0	**0**
Sanitation Fund	215,471	198,210	204,156	204,156	**229,446**
Total Other Funds Exp	**$ 308,223**	**$ 374,927**	**$ 284,156**	**$ 284,156**	**$ 229,446**
Total All Expenditures	**$ 2,233,253**	**$ 2,642,072**	**$ 2,979,730**	**$ 2,956,710**	**$ 3,758,098**
Budgeted Positions					
General Fund	29	31	37		**40**
CDBG	1	2	2		**0**
Quality of Life	2	2	0		**0**
Sanitation Fund	4	4	4		**4**
Total Budg Positions	36	39	43		**44**

Housing & Community Development

OTHER FUNDS Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
CDBG Allocation	$ 2,163,000	$ 2,118,000	$ 2,002,924	$ 2,002,924	**$ 1,798,807**
ESG Allocation	95,000	0	0	0	**0**
HOME Allocation	1,292,021	1,290,580	1,238,368	1,238,368	**1,167,624**
ADDI Allocation	56,744	66,960	0	0	**0**
SHIP Allocation	429,255	426,420	520,868	520,868	**549,417**
Total Other Funds	**$ 4,036,020**	**$ 3,901,960**	**$ 3,762,160**	**$ 3,762,160**	**$ 3,515,848**

OTHER FUNDS Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Administration					
CDBG	$ 632,600	$ 523,600	$ 525,550	$ 525,550	**$ 496,843**
ESG	4,750	0	0	0	**0**
HOME	129,203	129,058	123,837	123,837	**116,762**
ADDI	5,675	0	0	0	**0**
SHIP	42,926	42,642	43,548	43,548	**54,942**
Total Administration	**$ 815,154**	**$ 695,300**	**$ 692,935**	**$ 692,935**	**$ 668,547**
Programming					
CDBG	$ 1,530,400	$ 1,594,400	$ 1,477,374	$ 1,477,374	**$ 1,301,964**
ESG	90,250	0	0	0	**0**
HOME	1,162,818	1,161,522	1,114,531	1,114,531	**1,050,862**
ADDI	51,069	66,960	0	0	**0**
SHIP	386,329	383,778	477,320	477,320	**494,475**
Total Programming	**$ 3,220,866**	**$ 3,206,660**	**$ 3,069,225**	**$ 3,069,225**	**$ 2,847,301**
Total Other Funds Exp	**$ 4,036,020**	**$ 3,901,960**	**$ 3,762,160**	**$ 3,762,160**	**$ 3,515,848**
Budgeted Positions					
CDBG	8.11	5.15	5.15		**5.00**
ESG	0.00	0.00	0.00		**0.00**
HOME	2.91	1.50	1.50		**1.40**
SHIP	0.79	0.60	0.60		**0.60**
Total Positions	**11.81**	**7.25**	**7.25**		**7.00**

Budget Highlights

Administration

- In the past, a portion of the Neighborhood Services director's salary and benefits were funded by HUD's Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME). As a result of cuts to the FY 2006/07 HUD allocations, the portion of salary and benefits charged to those programs will now be funded by the General Fund ($35,345).

Community Services

- Funding of $36,500 is included in this budget for two treatment beds from Citrus Health. The daily rate of $50 per bed for 365 days includes intensive case management. This will be accomplished through a voucher program that will require payment only when beds are actually occupied, and may allow us to use more than two beds at time if the need should arise.

- The enhanced Resort Tax contribution for homeless prevention was increased to $503,361 from 429,341.

- The Miami-Dade County Homeless Trust allocation of $63,993 funds one homeless outreach team.

Answer Center & Community Outreach

- Revenues of $60,000 will be achieved through the sale of passports.

Code Compliance

- A Code Ombudsman ($83,969) administrative position was added to assist the division director in preparing cases for the Special Master, ensuring that Special Master cases are processed in timely manner, and liens and fines are processed and collected. The Ombudsman will also provide quality assurance on case files, inspections and overall enforcement activities, as well as assist in the day-to-day management and operation of the division

- As a result of cuts to the FY 2006/07 HUD CDBG allocation, the salary of two Code Compliance Offices previously funded by CDBG will now be transferred to the General Fund ($105,347).

Housing & Community Development

- Federal – U.S. Department of Housing and Urban Development (HUD) - Community Development Block Grant (CDBG) entitlement allocation of $1,798,807, a decrease of $204,117 from prior year, directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- Federal - U.S. Department of Housing and Urban Development (HUD) - HOME Investment Partnerships (HOME) entitlement allocation of $1,167,624, a decrease of $70,744 from prior year, to provide affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $549,417, and increase of $28,549 from prior year, to provide rehabilitation of housing units for homeownership opportunities.

Departmental Budget History

FY 2005/06

Community Services

- An Employment Specialist position ($54,453) was transferred from the Log Cabin Training Center to work with the City's homeless coordination efforts. The Employment Specialist will help expedite the time in which clients find employment thereby ensuring a quicker transition through the Continuum of Care and ultimately to permanent housing.

- Funding ($25,000) has been provided for an outreach and education program in order to provide outreach and education on the city's homeless plan to our residents and businesses. A resource guide and practical, pragmatic strategies will be provided.

- The enhanced Resort Tax contribution for homeless prevention/rental was increased to $429,341 from $376,238.

- The Miami-Dade County Homeless Trust allocation of $63,993 funds one homeless outreach team.

Log Cabin Training Center

- No funding is included in the budget for the Log Cabin Training Center, as the City has dissolved its role as a Medwaiver services provider. The Sunrise Group has assumed the management and operations for all existing programs: Adult Day Training, Supported Employment and Supported Independent Living.

Answer Center & Community Outreach

- An existing business outreach position was transferred from the Economic Development Department to Community Outreach in order to consolidate our outreach functions.

Code Compliance

- An Administrative Manager position was created mid-year funded from salary savings. The Administrative Manager will be responsible for the development, instruction, research, planning, implementation, monitoring of varied training programs. This position will also be responsible for budget review, assistance and preparation and the accountability of expenses.

- Three additional Code Compliance Officers ($175,656) have been added to the budget in order to provide expanded hours of service.

- Funding has been provided ($20,000) to clean-up vacant lots and structures, if not done by property owners after proper notice. Liens will be placed on the properties to offset the cost of the clean-up.

- Additional funding ($50,000) is provided for expansion of the graffiti remediation program citywide, in addition to the funding provided through Community Policing.

- Funding ($3,000) has been provided for the removal of wildlife/animals that are a nuisance and a safety hazard. In addition, funding previously provided in the citywide accounts ($5,000) for spay and neutering of cats and dogs, has been transferred to Code Compliance.

- An additional $100,000 will be funded from the Information Technology Fund for software to enhance tracking of employee productivity, caseload by zone, and caseload turn-around time.

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,002,924 from the U.S. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,238,368 from the U.S. Department of Housing and Urban Development (HUD), to provide affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $520,868 from the State of Florida to provide rehabilitation of housing units for homeownership opportunities.

FY 2004/05

Administration

- The vacant Assistant to the Director position has been reclassified to a lower pay grade.

- The percentage of funding from the General Fund for the Director's position was increased and the percentage from Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) was decreased due to lower allocations from the U.S. Department of HUD in FY 2004/05.

Community Services

- The Resort Tax contribution for homeless prevention/rental assistance of $376,238 has been added to this budget.

- The Miami-Dade County Homeless Trust allocation of $63,993 funds one homeless outreach team.

- There will be no Community Development Block Grant (CDBG) or Emergency Shelter Grant (ESG) contributions in FY 2004/05.

Log Cabin Training Center

- The General Fund will provide funding for Internal Services only.

- The Log Cabin Training Center is funded by Medicaid's Medwaiver program, fees from private clients, and independent revenue generating activities which covers the salary of one City employee.

- By the end of FY 2004/05, the City will transition/outsource the Training Center through an RFP process to a private entity to continue providing a day-training program for developmentally disabled adults.

Answer Center & Community Outreach

- A net savings of $14,810 was achieved by eliminating a vacant Administrative Aide I position in the Answer Center and adding $15,000 to operating for temporary services.

- The vacant Community Resource Coordinator position deferred in FY 2003/04 was eliminated, and the Community Resource Manager position was reclassified to a Community Resource Coordinator.

Code Compliance

- The Director position is being reclassified to a lower pay grade.

- Funding is included in this budget for the purchase of additional printers ($6,400) and for nuisance animal removal ($5,000).

- Three additional Code Officers have been added to continue to address quality of life issues such as illegal dumping, sanitation and noise. Two officers will be funded by the General Fund and one by Community Development Block Grant (CDBG) funds for the north end.

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,118,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients provides services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- There will be is no federal - Emergency Shelter Grant (ESG) allocation in FY 2004/05.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,290,580 from the U.S. Department of Housing and Urban Development (HUD), to provide affordable rental

and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- Federal – American Dream Downpayment Initiative (ADDI) entitlement allocation of $66,960 through the HOME program from the U.S. Department of Housing and Urban Development (HUD), provides low income families with homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $426,420 from the State of Florida to provide rehabilitation of housing units for homeownership opportunities.

- The Housing and Community Development division is being restructured to address reduction in entitlement funds. Three positions are being eliminated, three are being reclassified, and all staff will be cross-trained.

FY 2003/04

Administration

- This budget includes funding for three positions (two funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).

- An Office Associate IV position was transferred from the Community Resource and Outreach Division.

- Savings of $4,855 were achieved as a result of reducing operating expenses.

Children/Elder Affairs/Homeless Coordination

- The Office of Children/Elder Affairs and the Office of Homeless Coordination have been combined into one.

- The director of this Office also oversees the Log Cabin Training Center.

Log Cabin Training Center

- An Employment Specialist/Instructor position was eliminated and the funds transferred to Professional Services to fund contractual instructors. This does not reduce dollars but increases the number and flexibility of the contractual instructors hired.

- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- The director of this division also oversees the Community Resource and Outreach Division.

Community Resource Management

- Savings of $84,360 were achieved by not funding a vacant Community Resource Coordinator position and reducing operating costs..

- The Office Associate IV position was transferred to the Administration Division.

Code Compliance

- Savings of $114,274 were achieved by reducing operating costs and eliminating the Assistant Director position as part of restructuring the division.

- Funding ($53,555) for a Code Compliance Officer I position dedicated to monitoring all businesses in the City regarding conformity with all licensing requirements. This Code Officer will make sure that new businesses opening within City limits are properly licensed, have been registered with Resort Tax, and have complied with all payment requirements to the City. This position will be funded from the additional revenue generated from licensing businesses which are now operating without licenses.

- Funding is included for 30 positions, 28 funded by the General Fund, one funded by Community Development Block Grant, and one by Resort Tax - Quality of Life funds (QLF).

Housing & Community Development

- Federal - Community Development Block Grant (CDBG) entitlement allocation of $2,163,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- Federal - Emergency Shelter Block Grant (ESG) entitlement allocation of $95,000 from the U.s. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- Federal - HOME Investment Partnerships (HOME) entitlement allocation of $1,292,021 from the U.S. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- State - State Housing Initiatives Partnership (SHIP) Program funding allocation of $709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

FY 2002/03

Administration

- This budget includes funding for two positions (one funded 100% General Fund and the other split funded between the General Fund, Community Development Block Grant Funds and HOME Investment Partnership Program funds).

- Savings of $17,500 were achieved as a result of reducing operating expenses

Children & Elder Affairs

- The Office of Children's Affairs and the Office of Elder Affairs have been combined to form the Office of Children's and Elder Affairs.

- The director of the Office of Children's and Elder Affairs now oversees the Log Cabin Training Center.

Log Cabin Training Center

- The Log Cabin Training Center is funded by the State of Florida Department of Children and Family Services, the City's General Fund, and private contracts.

Answer Center

- This budget includes funding for two additional positions ($51,500) and capital ($8,500) to expand the Answer Center by increasing the hours of service with staggered schedules, and instituting a Passport Program. This program will allow the Answer Center to accept passport applications for the U.S. Department of State and take passport pictures. Staff will be stationed at the Miami Beach Convention Center during INS naturalization ceremonies to assist the new citizens in obtaining a passport.

- Funding for one current vacant position will be augmented by savings from a vacant position being eliminated from Community Resource Management. This position will oversee the Answer Center and Community Resource Management.

Homeless Coordination

- This budget includes funding for one position as well as some operating expenses. Additional operating expenses are provided by Community Development Block Grant funds and Emergency Shelter Grant funds.

Community Resource Management

- One vacant position will be eliminated and funds will be reallocated to augment a current vacant position in the Answer Center. This position will oversee the Answer Center and Community Resource Management.

Code Compliance

- Funding is provided for an additional Code Compliance Officer II ($36,580) to ensure that every business in Miami Beach is operating with a current Occupational License and Certificate Use. Revenues are projected to offset the cost of this position as well as provide additional revenues to the General Fund

Housing & Community Development

- The division administers the federal Community Development Block Grant (CDBG) entitlement allocation of $2,770,000 from the U.s. Department of Housing and Urban Development (HUD), directly and indirectly through its subrecipients by providing services such as: child care, meals for the elderly, youth services, special needs programs, historic preservation and rehabilitation, street improvements, and other capital improvements.

- This division also administers the federal Emergency Shelter Block Grant (ESG) entitlement allocation of $98,000 from the U.s. Department of Housing and Urban Development (HUD), by funding established shelter facilities to provide emergency homeless assistance, shelter, and other essential services to the homeless population.

- The division administers the federal HOME Investment Partnerships (HOME) entitlement allocation of $1,728,000 from the U.s. Department of Housing and Urban Development (HUD), by providing affordable rental and homeownership opportunities. HOME Program initiatives include acquisition and rehabilitation of rental and/or homeownership opportunities.

- This division also administers the State Housing Initiatives Partnership (SHIP) Program funding allocation of $709,151 from the State of Florida by providing the rehabilitation of housing units for homeownership opportunities.

PARKS AND RECREATION DEPARTMENT

Department Mission/Purpose Statement

"We are dedicated to fulfilling the recreational, cultural and leisure interests of all that live, work and play in our vibrant, tropical, historic community."

Department Description

In fiscal year 2004/05, the Parks and Recreation Department completed a major reorganization that served as the foundation of its planning and advancement in 2005/06. The Parks and Recreation Department is now with the City's mission, vision and values. The Department is working to accomplish its measurable objectives linked to the City's Key Intended Outcomes and Departmental Performance Indicators with the goal of furthering the City's strategic plan and ultimately increasing the service levels for our residents, tourists and day visitors.

The Department is now structured to clearly focus on desired organizational characteristics and outcomes including but not limited to:

- Fulfilling its role in the City's strategic plan
- Responding to customer needs
- Anticipating change
- Striving for continuous Improvement
- Adopting the "Disney" management philosophy and approach to customer service:
    - Every person visiting our parks is our guest and should be treated as one
    - Positive attitude
    - Pride in work
    - Ownership of responsibilities, facilities and programs
- Accepting responsibility and is accountable for actions
- Incorporating of the best practices concept for landscape maintenance
- Personnel, programs and facilities that are flexible, adaptable and responsive to changing customer needs
- High quality well trained professionals
- Aggressive marketing, promotions and communications with the patrons

With the completion of the Greenspace Management Division's reorganization in 2005, the four sections now include Landscape Operations, Parks Operations, Urban Forestry and the Landscape Planning/Design section. Each section is headed by managers to provide daily oversight. The four sections have specific areas of responsibility in keeping with individual disciplines within the industry, but retain their commonality within the division. In addition to daily oversight of the individual sections, each manager participates in the budget preparation process, including the development of divisional performance measurements, the work plan and the development of the Department's strategic plan.

Significant Prior Accomplishments

In fiscal year 04/05, the Greenspace Management Division performed the following services on the grounds of the over 513 acres within its inventory of sites; 14,400 acres of turf mowed, trimmed and edged; planted 15,282 annual flowers, 22,420 hedge/groundcover plants, 292 trees; pruned 4,029,768 square feet of hedges; pruned 24,417 palms & 3,476 trees; performed 3,500 tot-lot cleanings; placed 200,000 dog waste bags within parks; applied 2,491 cubic yards of mulch; reviewed 75 sets of plans for private and public landscape projects; responded to 415 requests for service;

Anticipated Completed in FY 2005/06:

- Reduced overtime costs by hiring one Municipal Service Worker II to provide daily litter control at South Pointe Park. Now seven day coverage for this park is in effect.
- Installed 40 smoker stations at various locations within Lincoln Road.
- Coordinated multi-department response operations for Hurricane Katrina and Wilma
- Prepared and implemented three Request for Proposals at an estimated value of $1,629,530 for the maintenance of the North Shore Streetscape, Beachwalk/Boardwalk, Mowing services and all Parking lots, garages with a landscape component.
- Continued to explore staffing currently contractor provided landscape maintenance service locations to maximize economy of scale savings while increasing overall management effectiveness.
- Trained line staff and adopted the Cleaning and Appearance Indexes into front line Supervisors inspection and reporting activities.
- Increased lower level manager and subordinate awareness of citywide goals and objectives.
- Made the new software package RECWARE a daily utilized tool for supervisors for purposes of creating best practices, increased customer service and more accurate internal reporting.
- Increased partnerships with the Children's Trust, Ayuda, Unidad, and various traveling sports associations and leagues (baseball, soccer, swimming), and the North Shore Optimist Football in order to diversify the offerings to the community.

- Through monthly labor management meetings, the department's relationship with AFSCME has steadily improved.
- Other accomplishments that focus directly on customer satisfaction and recreational offerings are:
  - Increased adult recreational offerings
  - Offered fee free pools and youth centers for residents during non-programmed hours
  - Increased cultural programming and education
  - Substantially increased in teen participation
  - Increased Senior Scene Club programming
  - Conducted training for all staff in customer relations, safety and diversity
  - Increased staff coverage for several parks during peak usage times
  - Offered scholarships for eligible resident to participate in specialty programs and Activities.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Improve cleanliness of Miami Beach rights of way especially in business areas	Public Area Cleanliness Rating Index: Parks	1.95*	2.0	1.5	• In keeping with the current realignment of business practices within the Operations divisions of several Departments, the GM division will assume the daily contractual oversight for the landscape maintenance at the Parking facilities citywide. In order to ensure contractual compliance for these new sites and improve the oversight of the divisions' contracted sites, additional staff is required. The new position, Operations Supervisor/Contract Inspector, would be dedicated to provide the mandated contract service inspection program and conduct appearance/cleaning index internal assessments with remedial solutions for all
	% of Public Area Cleanliness assessments for parks scoring 2.0 or better	61.8%*	90%	90%	
Maintain rights of way and public areas especially in business districts	Public Appearance Index: Landscaping	TBD	TBD	TBD	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					the contracted areas with a landscape component. • Implement a Citywide reforestation program and continue with landscape restoration activities funded by the Capital Investment Upkeep Account.
	# of trespassing incidents on the Miami Beach Golf Club locations	9,000*	8,700	4,750	• Install additional hedges along the perimeter of the Miami Beach Golf Club.
	# of City Parks maintained at level of service A	27*	27	27	• Add a Park Facility Manager and 6 additional Green Space Maintenance staff for South Pointe Park upon completion of the pending renovation Project. South Pointe Park will require dedicated staff daily during the hours of operation. The plans in process for this site support the inclusion of a Park Facility Manager with overall management and supervision responsibilities similar to those positioned in other major parks. The Facility Manager will also coordinate the landscape maintenance service provided at Marjory Stoneman Douglas and Lummus Park in order to bolster the current service delivery at these sites. Additionally, staff will perform landscape maintenance, continuous litter removal operations, staff the park office for pavilion rentals, service the restroom, oversee the usage of the planned tot-lot and also control the planned dog off leash location. • Maintain new Landscape for Capital Improvement Projects coming on line in FY 06/07: Fire Station No. 2, Fire Station No. 4, Normandy Park, Collins Park, surface parking lot improvement citywide, oceanfront neighborhood improvements, Normandy Isle

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					neighborhood improvements, South Pointe RDA improvements – Phase I, Venetian Neighborhood – Belle Isle, Venetian Neighborhood – Venetian Islands, and Washington Avenue Streetscape.
Increase community rating of cultural activities	# of program participants in cultural recreational activities available to families	500*	600	800	• Coordinate with TCD staff to increase cultural arts programming in parks, including music in parks, arts in City's summer camps, and after school programs.
Increase satisfaction with recreational programs	# of participants in new "Senior Scenes" club	0	50	75	• Continue including Senior Scenes members in youth programming events.
	# of free recreation activities and events in Parks	12	10	10	• Reduced Fee for Athletic Leagues for Residents. For a fee of $ 25, (instead of $ 100), resident would enjoy participating in the intramural athletic leagues offered by the city. The $ 25 fee would cover administrative registration costs plus insurance coverage for the participant. • Expand scholarships to traveling leagues. • Add one Pool Guard I to help staff nighttime coverage 7 days a week at Flamingo Park Pool. This position is essential to the new extended pool hours as a result of the lighting of the facility that will be taken place by the end of FY 05/06.
	# of participants in free recreation activities and events in Parks	4,000*	5,500	5,800	
	Total recreation program participants	4,000*	4,200	4,300	
	# of 3 and 4 year olds participating in Aqua Babies Learn to Swim Program	100*	125	190	
	% of scores 9 or more for users surveyed on a scale from 1 to 10, with 10 reflecting highest customer approval	67%*	75%	80%	• Due to a need for increased adult oriented programs that has been expressed by customer satisfaction surveys, resident calls, correspondence and the

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of repeat program users	65%*	70%	75%	number of adults presently participating in the current program offerings, the demand and available resources will be researched in cooperation with the Parks Advisory Board. • Prepare for the reopening of the Normandy Shores Golf Club. • Work in conjunction with Police Department to evaluate security needs for the Parks system.
	# of teen participants in cultural recreational activities	0	100	100	• Increase Plays and introduce Culture in the Park Series in order to introduce the teen club and its successes.
Ensure expenditure trends are sustainable over the long term	$'s OT expense	561,953	207,475	226,475	No new activities for FY 06/07

* FY 03/04 actual not available. FY 04/05 actual provided.
TBD: To Be Determined

ADMINISTRATION DIVISION

The Office of the Director is responsible for the development, implementation and evaluation of the long and short term work plans for the Department ensuring they support and align the City's mission and strategic planning process; interface with the City Manager's Office, Mayor and City Commission as directed by the Administration, and the general public to accomplish goals and objectives for the Department as established; Overall direction of the Parks & Recreation Department. its Divisions, budget, operations, public relations and media outreach, and legislative functions. Additionally, the management of the computer software programs within the Department is housed in this office. The Office of the Director refines adn implements the Greenspace Management Plan at assigned locations; coordinates the development adn administration of customer service delivery; employee payroll adn leave/attendance; employee recruitment/promotions; reports development, staff career development. Plan, direct, develope and coordinate all recreational activiites in coordinationwith the Facility Managers for all facilities. Oversees all personnel, union , contractor and facility issues. Additionally, provide administrative support to athletic programs. Departmental budget and overall statistical analysis.

GREENSPACE MANAGEMENT DIVISION

Landscape Planning/Design Section

Conducts general plan review and permitting of landscape/irrigation details for public right of ways, greenspace and Parks; customer service delivery; Capital Project plan review and input; In-house landscape design/plan production; liaison for Departmental utility issues & CIP projects; maintenance practices development, landscape inventory development.

Urban Forestry Section

Manages the ongoing street tree inventory; provides regulatory oversight of the tree ordinance; customer service delivery for tree related issues; provides expert assessment of hazardous trees; performs tree hazard mitigation actions; conducts staff level arboriculture training; liaison to the Tree Board; Tree City USA program development.

Park Operations Section

Completes landscape maintenance and customer service delivery at: # 18 programmed Parks; # 2 Bark Parks within the Parks; # 12 Passive use Parks; # 14 park tot-lots cleaning services.

Landscape Operations Section

Provides landscape maintenance services and customer delivery at: # 13 Municipal Building grounds, the Julia Tuttle, Mac Arthur Causeways, Lincoln Road; the Boardwalk/ Beach Walk; # 98 medians, chops, right of ways, street ends and bridge approaches; Small landscape site development projects; Departmental project inspections;Community outreach; liaison to the Beautification committee; invasive plant removal initiatives.

MB GOLF CLUB

Golf Club Administration

Basic formulation of operations, policies and procedures and insure the execution on a timely manner including personnel, budgets, financial and audit functions. Recommends budgets and rates for the facility. Insures that all applicable municipal, state and federal laws statutes ordinance and regulations are complied with.

Golf Operations

Responsible for the selections and purchase of the proshop merchandise. Proshop sales, reservations, and customer service. Manages all golf and golf related activities includes: sales, tee time reservations, tournament booking, administration, clubs handy-cap system, operation of the driving range, the maintenance of the cart fleet and clubs policies and procedures.

Golf Course Maintenance

Responsible for daily maintenance operation of 18 hole golf course (6,813 yards) of 11-lakes and related golf equipment.

Food & Beverage

Responsible for procurement of all food and beverage, including production and service for the club. Directly supervises the Executive Chef, Catering Manager, Beverage Manager, Banquet Manager, Restaurant Manager and Managers of all other outlets such as snack bars and halfway houses.

RECREATION DIVISION

North Shore Park & Youth Center & Stillwater Park

Plan, direct, develop and coordinate all recreational activites at this facility. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of park, youth center and tennis facility. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, volleyball and basketball. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

Scott Rakow Youth Center & Muss Park

Plan, direct, develop and coordinate all recreational activites at this facility. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of youth center, swimming pool and ice rink. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: basketball and volleyball. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

Flamingo Park

Plan, direct, develop and coordinate all recreational activites at this facility. Additionally, responsible for facility maintenance operations, preparation and maintenance of park, swimming pool and tennis facility. Also, responsible for conducting citywide athletic leagues and programs including, but not limited to: flag football, soccer, baseball, softball, cheerleading and basketball. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

Athletics

Plan, direct, coordinate and lead varied activities in the City-wide athletic programming and leagues, including sporting events, intramural and traveling leagues, adult programming, training of referees, coaches and volunteers and events sponsored by civic organizations and schools. In addition, participates in public relations and budget reviews relating to recreational functions, monitors fee collections for athletic programs and services.

Normandy Isle Park & Pool & Community Centers

Plan, direct, develop and coordinate all recreational activites at various facilities. In charge of all personnel, union, contractor and facility issues. Additionally, responsible for facility operations, preparation and maintenance of park, swimming pool and community center. Carry out all planned recreational activities on a daily basis. Transport adult and child participants on bus.

SERVICE LEVELS FOR NAMED PARKS

SERVICE LEVEL 1

36 full service visits yearly

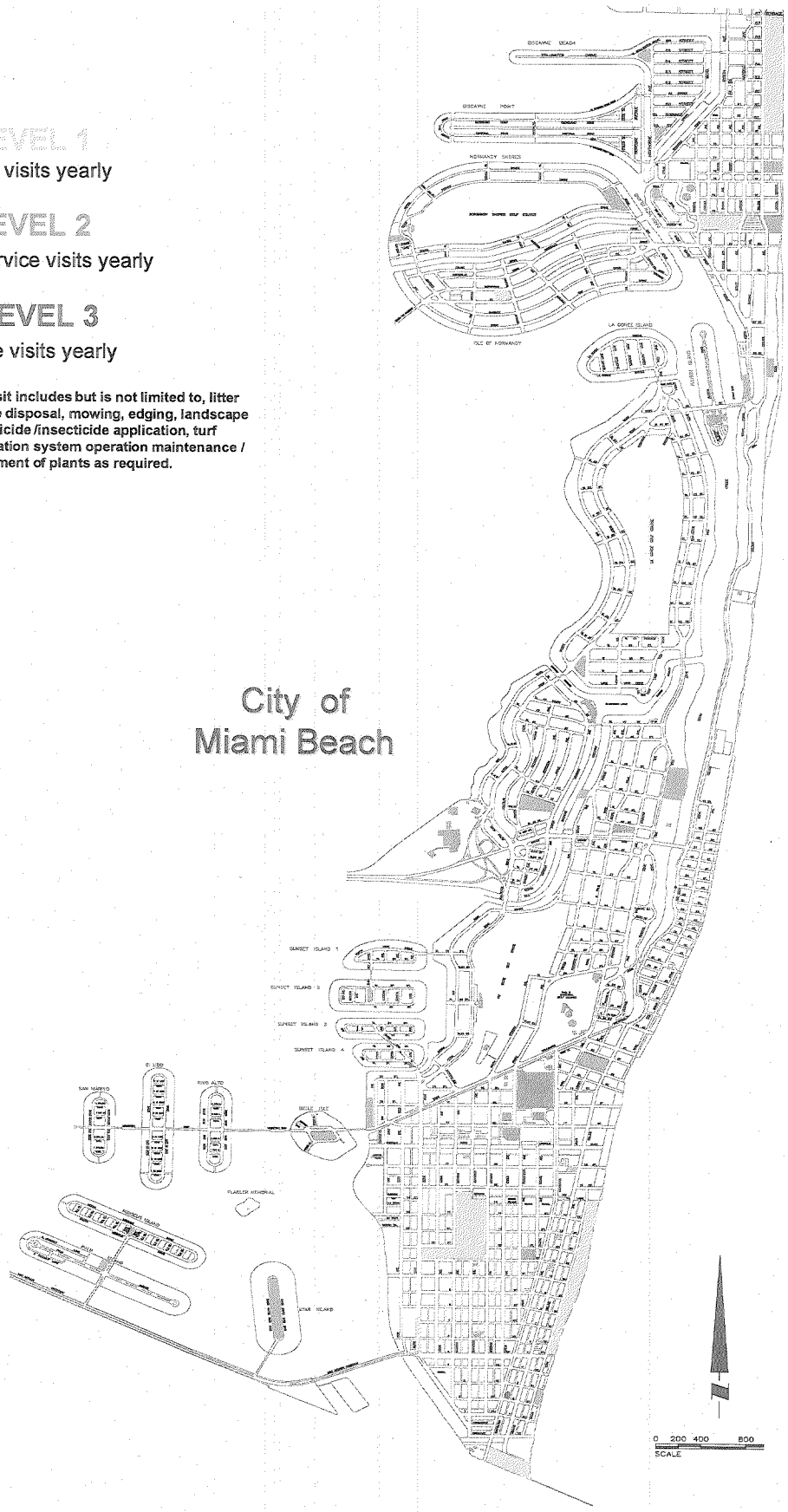
SERVICE LEVEL 2

34-36 full service visits yearly

SERVICE LEVEL 3

24 full service visits yearly

NOTE each full service visit includes but is not limited to, litter retrieval and waste disposal, mowing, edging, landscape maintenance, herbicide /insecticide application, turf management, irrigation system operation maintenance / repair and replacement of plants as required.



SERVICE LEVELS FOR STREETS AND OTHER LANDSCAPE AREAS

SERVICE LEVEL 1

36 full service visits yearly

SERVICE LEVEL 2

34-36 full service visits yearly

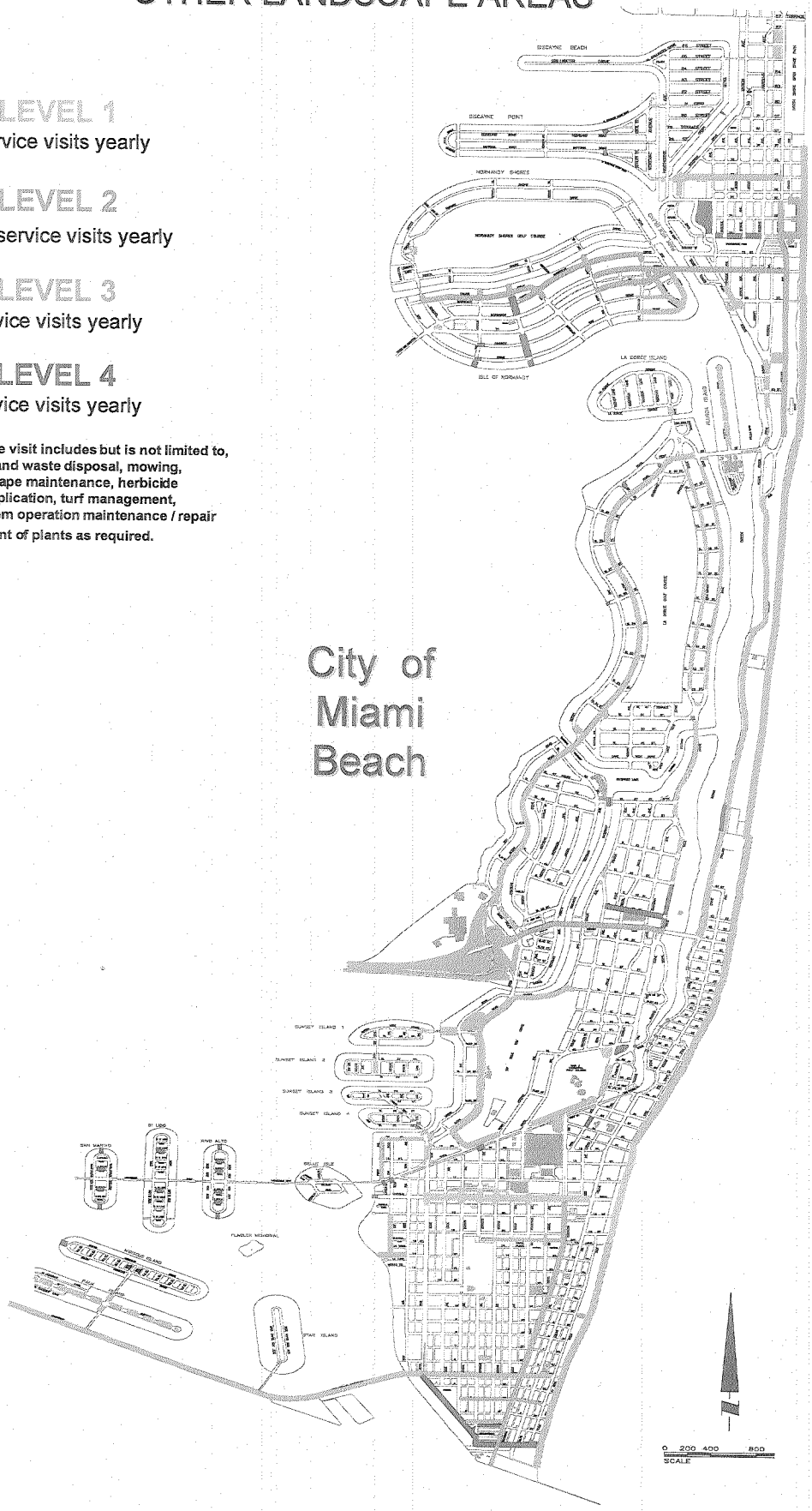
SERVICE LEVEL 3

34 full service visits yearly

SERVICE LEVEL 4

24 full service visits yearly

NOTE each full service visit includes but is not limited to, litter retrieval and waste disposal, mowing, edging, landscape maintenance, herbicide /insecticide application, turf management, irrigation system operation maintenance / repair and replacement of plants as required.



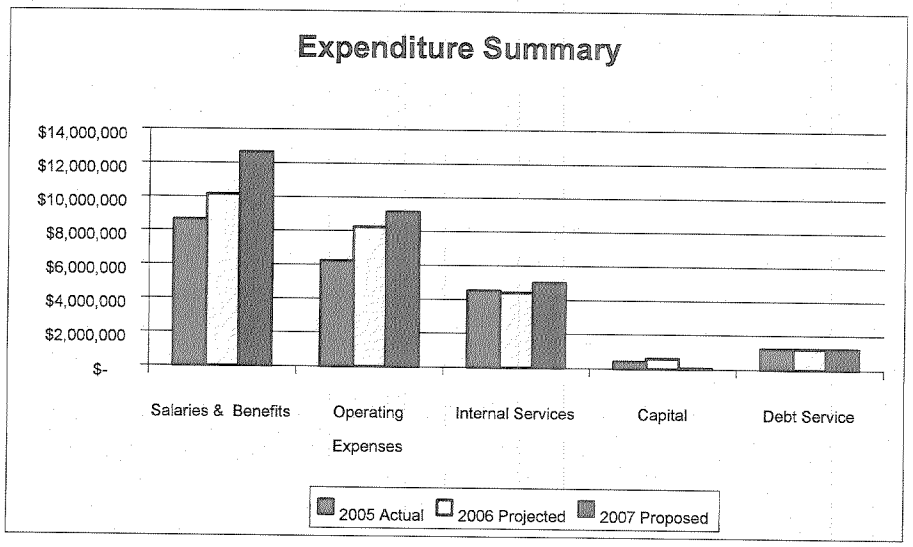
Departmental Financial Summary

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
FDOT Causeways	$ 262,500	$ 300,000	$ 300,000	$ 300,000	$ 300,000
Pools	105,011	89,579	40,000	30,000	5,000
Tennis Centers	60,051	59,806	48,000	48,000	48,000
SR Fund Balance	0	0	507,900	507,900	0
Afterschool Programs	228,491	46,379	123,340	146,670	225,000
Summer Programs	0	0	146,660	138,430	220,000
Rentals	4,055	810	0	55,000	65,000
Classes	0	0	400,000	300,000	375,000
Food & Beverage	0	0	10,000	4,000	10,000
Entrance Fees	2,493	0	10,000	20,000	20,000
Gymnastics	0	0	12,000	17,500	17,500
Athletics	0	0	100,000	100,000	25,000
Children's Trust	126,500	230,294	500,000	500,000	525,000
Recreation Miscellaneous	150	50	0	400	0
Recreation Advertising	0	0	0	20,000	20,000
Golf Memberships	247,375	577,730	414,000	414,000	487,000
Cart Fees	794,180	860,729	795,000	795,000	802,000
Green Fees	2,068,276	2,462,371	2,433,000	2,433,000	2,555,550
Range Fees	81,801	93,296	100,000	100,000	90,000
Vouchers/Rounds Golf	(6,240)	3,916	0	0	0
Restaurant	20,876	27,243	30,400	30,400	30,200
Pro Shop	44,184	36,441	40,000	40,000	34,750
Golf Lessons	50,575	55,344	45,000	45,000	47,850
Golf Course Miscellaneous	2,289	195	0	0	0
Amd CDT Interlocal Agmt	0	0	54,567	54,567	0
Total General Fund	**$ 4,092,567**	**$ 4,844,183**	**$ 6,109,867**	**$ 6,099,867**	**$ 5,902,850**
Total Special Revenue	**874,193**	**1,194,776**	**0**	**0**	**0**
Total All Revenue	**$ 4,966,760**	**$ 6,038,959**	**$ 6,109,867**	**$ 6,099,867**	**$ 5,902,850**

Expenditure by Division	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Administration	$ 463,052	$ 518,724	$ 626,274	$ 622,443	**$ 705,585**
Greenspace Mgmt	6,649,863	6,965,789	7,547,893	7,447,511	**8,612,996**
Recreation	8,531,571	9,419,013	12,352,781	12,229,424	**14,118,754**
MB Golf Club	3,225,308	3,700,606	3,911,967	3,889,537	**4,226,441**
Normandy Shores	0	404,589	403,233	403,233	**404,624**
Total General Fund	**$ 18,869,794**	**$ 21,008,721**	**$ 24,842,148**	**$ 24,592,148**	**$ 28,068,400**
Total Special Revenue	**987,711**	**1,007,437**	**0**	**0**	**0**
Total All Expenditures	**$ 19,857,505**	**$ 22,016,158**	**$ 24,842,148**	**$ 24,592,148**	**$ 28,068,400**

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 7,528,522	$ 8,640,858	$ 10,925,714	$ 10,144,232	$ 12,629,597
Operating Expenses	6,321,812	6,218,128	7,872,549	8,228,312	9,147,036
Internal Services	3,782,222	4,524,926	4,408,724	4,408,724	5,014,595
Capital	1,237,238	403,872	425,712	601,431	63,550
Debt Service	0	1,220,937	1,209,449	1,209,449	1,213,622
Total General Fund	**$ 18,869,794**	**$ 21,008,721**	**$ 24,842,148**	**$ 24,592,148**	**$ 28,068,400**
Special Revenue Fund	**987,711**	**1,007,437**	**0**	**0**	**0**
Total All Expenditures	**$ 19,857,505**	**$ 22,016,158**	**$ 24,842,148**	**$ 24,592,148**	**$ 28,068,400**

Budgeted Positions				
General Fund	186 + 114 pt	187 + 114 pt	197 + 151 pt	204.5+151 pt
Special Revenue	30 pt	30 pt	0 pt	0 pt
Total Budg Positions	186 + 144 pt	187 + 144 pt	197 + 151 pt	204.5+151 pt



P & R Administration

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 376,987	$ 423,922	$ 502,837	$ 499,306	**$ 513,174**
Operating Expenses	6,356	9,101	11,338	11,038	**11,238**
Internal Services	79,709	85,701	112,099	112,099	**181,173**
Capital	0	0	0	0	**0**
Total	**$ 463,052**	**$ 518,724**	**$ 626,274**	**$ 622,443**	**$ 705,585**
Budgeted Positions	**4**	**4**	**6**		**6**

Greenspace Management

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
FDOT Causeways	$ 262,500	$ 300,000	$ 300,000	$ 300,000	**$ 300,000**
Total	**$ 262,500**	**$ 300,000**	**$ 300,000**	**$ 300,000**	**$ 300,000**

Expenditure Area

Salaries & Benefits	$ 2,475,799	$ 2,915,200	$ 3,342,729	$ 3,110,387	**$ 3,885,298**
Operating Expenses	2,868,311	2,645,871	2,822,403	2,954,363	**3,182,388**
Internal Services	1,165,995	1,356,740	1,360,161	1,360,161	**1,481,760**
Capital	139,758	47,978	22,600	22,600	**63,550**
Total	**$ 6,649,863**	**$ 6,965,789**	**$ 7,547,893**	**$ 7,447,511**	**$ 8,612,996**
Budgeted Positions	**67 + 1 pt**	**68 + 1 pt**	**69 + 1 pt**		**76.5 + 1 pt**

Recreation

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Pools	$ 105,011	$ 89,579	$ 40,000	$ 30,000	**$ 5,000**
Tennis Centers	60,051	59,806	48,000	48,000	**48,000**
SR Fund Balance	0	0	507,900	507,900	**0**
Afterschool Programs	228,491	46,379	123,340	146,670	**225,000**
Summer Programs	0	0	146,660	138,430	**220,000**
Rentals	4,055	810	0	55,000	**65,000**
Classes	0	0	400,000	300,000	**375,000**
Food & Beverage	0	0	10,000	4,000	**10,000**
Entrance Fees	2,493	0	10,000	20,000	**20,000**
Gymnastics	0	0	12,000	17,500	**17,500**
Athletics	0	0	100,000	100,000	**25,000**
Children's Trust	126,500	230,294	500,000	500,000	**525,000**
Recreation Miscellaneous	150	50	0	400	**0**
Recreation Advertising	0	0	0	20,000	**20,000**
Total GF Revenue	**$ 526,751**	**$ 426,918**	**$ 1,897,900**	**$ 1,887,900**	**$ 1,555,500**
Special Revenue Fund	**874,193**	**1,194,776**	**0**	**0**	**0**
Total All Revenue	**$ 1,400,944**	**$ 1,621,694**	**$ 1,897,900**	**$ 1,887,900**	**$ 1,555,500**

Expenditure Area					
Salaries & Benefits	$ 4,667,869	$ 5,297,540	$ 7,065,244	$ 6,519,635	**$ 8,214,421**
Operating Expenses	753,536	922,489	2,181,751	2,428,284	**2,726,333**
Internal Services	2,535,041	2,945,297	2,789,286	2,789,286	**3,178,000**
Capital	575,125	253,687	316,500	492,219	**0**
Total GF Expenditures	**$ 8,531,571**	**$ 9,419,013**	**$ 12,352,781**	**$ 12,229,424**	**$ 14,118,754**
Special Revenue Exp	**987,711**	**1,007,437**	**0**	**0**	**0**
Total All Expenditures	**$ 9,519,282**	**$ 10,426,450**	**$ 12,352,781**	**$ 12,229,424**	**$ 14,118,754**

Budgeted Positions					
General Fund Positions	115 + 113 pt	115 + 113 pt	122 + 150 pt		122 + 150 pt
Special Revenue Positions	30 pt	30 pt	0 pt		0 pt
Total Budg Positions	**115 + 143 pt**	**115 + 143 pt**	**122 + 150 pt**		**122 + 150 pt**

Miami Beach Golf Club

GENERAL FUND Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Golf Memberships	$ 247,375	$ 577,730	$ 414,000	$ 414,000	**$ 487,000**
Cart Fees	794,180	860,729	795,000	795,000	**802,000**
Green Fees	2,068,276	2,462,371	2,433,000	2,433,000	**2,555,550**
Range Fees	81,801	93,296	100,000	100,000	**90,000**
Vouchers/Rounds Golf	(6,240)	3,916	0	0	**0**
Restaurant	20,876	27,243	30,400	30,400	**30,200**
Pro Shop	44,184	36,441	40,000	40,000	**34,750**
Golf Lessons	50,575	55,344	45,000	45,000	**47,850**
Golf Course Miscellaneous	2,289	195	0	0	**0**
Amd CDT Interlocal Agmt	0	0	54,567	54,567	**0**
Total	**$ 3,303,316**	**$ 4,117,265**	**$ 3,911,967**	**$ 3,911,967**	**$ 4,047,350**

Expenditure Area					
Salaries & Benefits	$ 7,867	$ 4,196	$ 14,904	$ 14,904	**$ 16,704**
Operating Expenses	2,693,609	2,640,667	2,857,057	2,834,627	**3,227,077**
Internal Services	1,477	137,188	147,178	147,178	**173,662**
Capital	522,355	102,207	86,612	86,612	**0**
Debt Service	0	816,348	806,216	806,216	**808,998**
Total	**$ 3,225,308**	**$ 3,700,606**	**$ 3,911,967**	**$ 3,889,537**	**$ 4,226,441**
Budgeted Positions	**0**	**0**	**0**		**0**

Normandy Shores Golf Club

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 0	$ 0	$ 0	$ 0	**$ 0**
Operating Expenses	0	0	0	0	**0**
Internal Services	0	0	0	0	**0**
Capital	0	0	0	0	**0**
Debt Service	0	404,589	403,233	403,233	**404,624**
Total	**$ 0**	**$ 404,589**	**$ 403,233**	**$ 403,233**	**$ 404,624**
Budgeted Positions	**0**	**0**	**0**		**0**

Budget Highlights

- This budget includes increases for merit and COLA ($753,876), pension ($682,202), and health insurance ($82,607) for the entire department.

Greenspace Management

- This budget includes funding ($219,333) for six months for a dedicated crew for South Pointe Park. The renovations to South Pointe Park are scheduled to be completed in FY 2006/07. The crew consists of seven employees: a Park Superintendent, one Municipal Service Worker (MSW) III, two MSW II, and two MSW I), and supplies. The Park Superintendent will be in charge of the overall management and supervision of the crew and will also coordinate the landscape maintenance service provided at Marjory Stoneman Douglas and Lummus Parks. Additionally, staff will perform landscape maintenance, continuous litter removal operations, staff the park office for pavilion rentals, provide interim service to the restroom, oversee the usage of the planned tot-lot and also control the planned dog off-leash location.

- The Fiscal Year 2006/07 Budget provides funding ($33,765) for a Park Operations Supervisor/Contract Inspector to assume daily contractual oversight and appearance/ cleaning index internal assessments for landscape maintenance at citywide Parking facilities. This position will report to the Greenspace Management Division, and is being funded 50% by the General Fund and 50% by the Parking Fund.

- Additional funds ($105,000) is provided for new capital projects scheduled for completion in FY 2006/07, in order to maintain these sites according to horticultural standards and the assessment indexes in place: Fire Station No. 2 - $4,000, Fire Station No. 4 - $5,000, Normandy Park - $15,000, Collins Park - $7,000, Surface Parking Lot Improvement Citywide - $40,000, Oceanfront Neighborhood Improvements - $5,500, Normandy Isle Neighborhood Improvements - $5,500, South Pointe RDA Improvements Phase I - $5,000, Venetian Neighborhood - Belle Isle - $4,000, Venetian Neighborhood - Venetian Islands - $4,000, Washington Avenue Streetscape - $10,000.

Recreation

- Funding ($37,531) is provided for an additional Pool Guard I to help staff nighttime coverage seven days a week at the Flamingo Park Pool, as a result of the lighting of the Flamingo Park Pool that will take place by the end of FY 2005/06.

- Additional funds ($26,000) have been provided for specialty clubs: Nature - $2,000, Tennis - $l,000, Drama - $15,000, Band - $2,000, Teen Club - $5,000, and the DJ Club - $1,000. As a result, the Drama and Teen Club will be able to travel to various sites to perform. Other specialty clubs will purchase program supplies as needed.

- Funding ($175,572) is provided in order to provide reading, social skills and snacks at sites that are not currently funded by the Children's Trust. This funding will enhance our existing program and match our Children's Trust components at other sites: Scott Rakow Youth Center, Flamingo Park, North Shore Park, Muss Park, Stillwater & Normandy Isle Park. The total cost for the Literacy component for all sites: $47,279, Social Skills component for all sites: $38,570, and Snack component for all sites: $89,723.

- As a result of the continuing re-organization of the Recreation Division and the creation of the Park Facility Managers, the Assistant Director for Recreation position currently vacant has been eliminated ($79,421).

- The Recreation Division will expand the scholarship program to traveling athletic leagues and work with the Office of Tourism and Cultural Development to expand free access to cultural arts programs for children involved in after-school and summer camps. In addition, they will continue to provide free of charge access to Recreation facilities and programs for residents:

  - Free access to City pools on weekends and during non-programmed hours.
  - Free general admission to our youth centers on weekends and during non-programmed hours, including the opening of both youth centers seven days per week;
  - Free reading club at North Shore Park in partnership with the Hispanic Community Center.
  - Free "Learn to Swim" program for three and four year olds.
  - Free Family Saturday Nights in order to sponsor programs with existing theater groups, Miami Performing Arts Trust, and other local art groups and organizations.

Miami Beach Golf Club

- This budget includes funding ($45,000) to install an additional 2,000 linear feet of hedge along the perimeter of the Miami Beach Golf Club. In FY 2005/06, three of the proposed five sections of the perimeter hedge were approved and 2,607 linear feet was installed in February 2006.

- Funding for new equipment lease ($120,000) to replace worn out equipment as necessary in order to maintain the current level of maintenance is included in this budget..

- Additional funding ($12,060) has been provided for golf course landscape improvements and upgrades within the clubhouse (sound equipment, electrical), and ($30,000) for the removal of Bermuda turf contamination throughout the golf course.

Departmental Budget History

FY 2005/06

Administration

- As part of the re-organization of the Parks & Recreation Department, an Administrative Secretary position was transferred to the Recreation Division, and the following positions were transferred from the Recreation Division to Administration: an Office Associate V, an Office Associate III, an Admin Aide I, and a Recreation Supervisor I position.

- A Development Specialist position was transferred to the Office of Communications.

Greenspace Management

- An additional Municipal Service Worker II position was added for South Pointe Park to perform litter control during weekends and other peak usage times. The addition of this position ($29,990) will result in reduction in overtime of $28,725 resulting in a net increase to the budget of $1,265.

- Funding is provide for the purchase of one mobile litter vacuum to enhance the frequency of cleaning parks by reducing man hours needed to manually rake leaves.

- Smoker Stations ($12,000) will be installed along Lincoln Road funded through the City Center redevelopment district to reduce cigarette butts that litter pedestrian surfaces.

- Additional Bike Racks (13,000) will be installed in various parks and Lincoln Road to reduce bikes chained to meters and trees and also to encourage bike usage as an alternative mode of transportation.

Recreation

- The Recreation Division will provide free of charge access to Recreation facilities for residents:

  - Free access to City pools on weekends and during non-programmed hours.
  - Free general admission to our youth centers on weekends and during non-programmed hours, including the opening of both youth centers seven days per week.
  - Free reading club at North Shore Park in partnership with the Hispanic Community Center.

- The Recreation will division will provide the residents with a free-of-charge "Learn to Swim" program for three and four year olds ($50,000).

- Funding has been provided ($100,000) to expand the scholarship program for specialty camps.

- Funding is provided ($8,000) for four Free Family Saturday Nights in order to sponsor programs with existing theater groups, Miami Performing Arts Trust, and other local art groups and organizations.

- Partial year funding is provided for the re-opening of the Normandy Park and Pool ($277,476) for 7 full-time and 2 part-time employees, the installation of surveillance cameras (indoor and outdoor), computers, and an ADA accessible bus to facilitate the daily pick-up needs of Normandy and the north end parks.

- An additional 6 part-time Recreation Leader I positions were added for athletic program enhancements primarily at Fairway Park. The addition of these positions ($68,294) will result in reduction in overtime of $22,500 resulting in a net increase to the budget of $45,794.

- Seven part-time Recreation Leader I positions were added ($79,676) to the North Shore Park and Youth Center staff (2-Afterschool Program for primers, 2-Afterschool Program for juniors, 3-Saturday Primer Express).

- One full-time Recreation Leader I position ($37,950) was added for the Senior Scenes Club program to help develop activities, classes, and trips.

- One part-time Recreation Leader I position ($11,382) and operating expenses ($7,000) was added to enhance the Teen Club to help expose teens to cultural and recreation activities.

- Funding is provided ($12,000) to purchase four computers and printers for Flamingo Park, (two computers will be installed at the PAL building, one at the field house, and one at the Flamingo Pool).

- The Recreation Division's Special Revenue Fund budget (expenses and revenue) is being absorbed into the General Fund. Thirty part-time Recreation Leader I positions, operating and capital will be transferred to the General Fund ($1,267,900).

- As part of the re-organization of the Parks & Recreation Department, the following positions were transferred from the Recreation Division to Administration: an Office Associate V, an Office Associate III, an Admin Aide I, and a Recreation Supervisor I position, and an Administrative Secretary position was transferred from the Administration Division to the Recreation Division

Miami Beach Golf Club

- Intergovernmental revenues from the Amended CDT Interlocal Agreement is provided ($54,567) to plant a hedge around the perimeter of the golf course.

- An additional $150,000 in revenue is included in this budget as a result of rate increase for green fees.

- Revenues offset operations and debt service for the Miami Beach Golf Club.

Normandy Shores Golf Club

- Funding from the Amended CDT Inter-local Agreement will offset the debt service for the Normandy Shores Golf Club.

FY 2004/05

Greenspace Management

- The landscape maintenance contract for seventeen parks, the Miami Beach Golf Club swale and Sunset Islands I & II was not renewed creating a net savings of ($356,312). Based on a cost analysis, the funds will be re-allocated to provide six additional city employees, all necessary equipment and the material/supplies required to provide this service in-house. The mowing service of the 17 parks will be added to the existing citywide mowing contract due to economy of scale considerations and the overall net cost savings.

- This budget includes additional funding ($289,487) for professional services and other support costs for additional landscaping related to completed capital improvement

projects anticipated to be completed in FY 2004/05: Washington Avenue Phase II, Orchard Park Streetscape, Regional Library, re-bid increases for the Causeway contract and the Boardwalk maintenance contract, La Gorce Pinetree, and Marseille Drive. and contractual increases with re-bidding the causeways and boardwalk maintenance contracts.

- Funding is provided for an Urban Forester ($73,570) to assist in the management of the city's urban forest, including inventory of all city owned trees, assessment of hazardous tree situations, plan review focusing on green space, and education of the general public concerning tree issues.

- Professional services and other support costs ($95,000) for additional landscaping related to the Beach Walk (21st Street through 14th Street) are funded by City Center RDA.

Recreation

- Savings of $76,578 were achieved by deferring one full-time and three part-time Concession Attendants and eight part-time Pool Guard positions for five months, and three part-time Recreation Leader positions for eight months due to the delayed opening of the Normandy Pool.

- Deferring the vacant Assistant Director for Recreation position for twelve months resulted in a savings of $67,957.

- Fund is provided ($45,000) for a ten-year extended warranty for new exterior sport lighting at the North Shore Park and Tennis Center.

Miami Beach Golf Club

- A Capital Reserve Fund of $43,612 was set up to fund capital improvements, future equipment needs and replacement of equipment.

- Funding is provided ($99,000) to provide new sod installation on the driving range tee to maintain optimum conditions during the winter; the re-design of the hill at the 10th hole; the redesign the east side of the Clubhouse to restore the area north of the 18th green to the cart staging area once the Clubhouse construction is completed; removal of Bermuda Turf to prevent intrusion onto the paspalum grass; and purchase of a covered boom sprayer and a Dethatcher and Verticutter to enhance ability to spray herbicides and fertilizers and to prevent thatch build up.

- Funding is included ($32.988) for the maintenance and litter control of the streetscape and grounds around the Miami Beach Golf Club and Par 3 facilities.

FY 2003/04

Administration

- Savings of $76,665 were achieved by eliminating a Special Projects Coordinator position and reducing operating costs.

- The Construction Manager/Landscape Architect was transferred from Administration to the Parks & Landscape Division.

Beach Patrol

- The Ocean Rescue Division (formerly Beach Patrol) was transferred to the Fire Department.

Parks & Landscape Maintenance

- The Parks Maintenance and Landscape Maintenance divisions were merged as the Parks & Landscape Maintenance division.

- Savings of $242,687 were achieved through: the elimination of security services at the Sixth Street Community Center; the elimination of one Mechanic II position; the reduction of the replacement plant material citywide by one third; the installation of annual flowers along 4100-6300 Collins Avenue will be discontinued; littler control for the boardwalk and spoil areas will be reduced from five to four days per week, reduced from four to three days per week for the Julia Tuttle Causeway and McArthur Causeway, and eliminated for 41st Street, Washington Avenue, and the North Shore project.

- The Construction Manager/Landscape Architect was transferred to the Parks & Landscape Division from Administration.

- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).

- Six full-time employees were added to existing crews to assume the maintenance off 17 parks, the entrance to Sunset Islands I & II and the swale area of the Miami Beach Golf Club which were previously contracted out (one Park Supervisor, two Municipal Service Worker III, and 3 Municipal Service Worker II).

Recreation

- The Recreation Division was re-organized in order to provide park facility managers for the largest Parks and assigned oversight for the other parks.

- Additional funding is included ($345,450) for staffing and operational needs required for the newly renovated North Shore Park Youth Center. Operating hours: Monday – Friday 9:00am-7:00 PM (Summer: 8:30am – 10:00 PM); Saturday/Sunday 11:00am – 7:00pm. The Center will after-school programming and summer programming. Saturday and Sunday programming to include birthday parties, ceramics, arts & crafts and athletic leagues.

- Funding is also included ($662,940) for staffing, equipment and supplies for the renovated Normandy Isle Pool. Staffing levels project a 7 day operation with early morning lap swimming and includes water safety/swim instruction time for all summer campers.

- Additional funds are provided ($116,998) for the new expanded pool operations at Flamingo Park which include 2 "fee entry" pools plus a food concession operation. Recommended staffing is per American Red Cross guidelines. Learn to swim programs

will continue to be provided as part of the regular summer camp program, as well as water safety and other aquatic programming for the community. Facility usage by other camps, private groups and youth service agencies will continue to be coordinated subject to availability.

- Funding is provided ($117,959) for staffing and operational needs for the Scott Rakow Youth Center. Operating hours: Monday – Friday 9 a.m. to 9 p.m. (summer: 8:30 a.m. – 10 p.m.); Saturday 8:30 a.m. – 7 p.m. and Sunday 9 a.m. – 7 p.m.. The Center offers after-school care and summer camp activities. Saturday and Sunday programming will be available to include birthday parties, ceramics, arts & crafts and athletic programming of leagues. The programming will include, but not be limited to: structured after-school and summer camp programs, adult classes, therapeutic programs, specialized sports, games, arts and crafts, ceramics, bowling, swim classes, leagues, open gym and Little Rascals. Athletic, intramurals and competition programming will continue at the current level being offered. Funding is included for the new ice rink which now includes full time staffing. Staffing will be designated to manage participants on ice, contractual staff, rentals, and private/group figure and hockey lessons, open ice time and special events/programming, as well as, the ticket booth, registration, rotation of music selections, handling of skate rentals and repairs, sales, re-surfacing of ice and facility maintenance.

- Programming at Fairway, Tatum and Normandy Shores Parks will be eliminated and will be used for the newer expanded facilities. These parks will be used for athletic programs, open field play, and as satellite facilities when needed to accommodate program volume needs from the newer facilities in North Beach.

- This budget reflects increased revenues in the following categories: pools - $228,500, Tennis Centers - $48,000, Scott Rakow Youth Center - $30,000, classes - $25,000, Community Centers - $1,500, After School Programs - $197,500, and Summer Camps - $171,000, for a total increase in revenue of $701,000.

- The Tot-lot Maintenance Crew was transferred from Recreation (two municipal Service Worker III and one Municipal Service Worker II).

Miami Beach Golf Club

- This budget includes funding for a full year of operations, capital, and debt service.

FY 2002/03

Administration

- Funding is included in this division for the newly reconstructed Miami Beach Golf Club ($2,283,750) for operations and management.

- Positions in the Parks and Landscape divisions were re-allocated to provide funding for a full-time Development Specialist to actively seek out and administer sponsorship and fund raising activities within the department.

- The Administration Division is staffed by five positions, four of which are funded by the General Fund and one by the Safe Neighborhoods County Bonds.

Parks Maintenance

- Seven positions were eliminated as a result of outsourcing a portion of the mowing function.

Landscape Maintenance

- This budget includes additional funding ($310,000) for the maintenance of Capital Improvement Projects completed in FY 2001/02 or anticipated to be completed on FY 2002/03 (Belle Isle Park, Fairway Park, North Shore Park, Muss Park, Washington Park, Espanola Way, Washington Avenue Phase II, South Pointe Streetscape Phase I, Beach Front Boardwalk and Marseilles Drive Streetscape).

- Two positions were re-allocated in order to create a Development Specialist in the Administration Division to actively seek out and administer sponsorship and fund raising activities within the department.

Recreation

- This budget includes funding for additional staffing (9 full-time and 4 part-time positions) and start-up equipment needed for the operation of the newly renovated pool at Flamingo Park ($427,196). This amount will be off-set by $400,000 in revenue.

- Funding is also provided for the newly renovated North Shore Park Youth Center ($300,000) for three months of operation (12 full-time and 6 part-time positions, and $137,500 in equipment and supplies). The Center is expected to be opened in July of 2003.

- Funding is provided for three additional part-time employees to drive he three new buses the Recreation Division acquired in FY 2001/02 in order to provide transportation for after-school and summer camp programs.

- A savings of $31,000 was realized by reallocating pool guards while the Normandy Pool is closed for construction.

Beach Patrol

- Two additional lifeguards budgeted in FY 2001/02 for 5th Street were deferred in FY 2001/02 and eliminated in FY 2002/03.

PUBLIC WORKS DEPARTMENT

Department Mission/Purpose Statement

"We are dedicated to provide effective and efficient public works services and maintain the City infrastructure to ensure the safety, health and well being of all who live, work, and play in our vibrant, tropical, historic community."

Department Description

The Public Works Department is a large, full service organization providing planning, design, construction, maintenance and repair, and operation of City infrastructure including utility systems and City buildings and facilities. The Department is also responsible for City cleanliness and manages the solid waste collection and disposal program. The Department is represented by a multitude of professional, semi-professional and licensed disciplines working in Administration, Engineering, Transportation Management, Streets and Streetlights, Environmental Resources Management, Property Management, and the Water, Sewer, Stormwater and Sanitation Divisions in the Enterprise Funds.

- The Engineering Division is responsible for providing civil engineering, transportation planning and environmental regulatory services to Public Works and other City Departments. The Engineering Division has five functional work sections:

  - The Engineering Section is responsible for providing civil engineering design services including the development of design criteria and specifications. The Engineering Section maintains engineering and utility records and provides inspection services of City bridges, seawalls, stormwater sanitary sewer, water, street and street lighting systems. It reviews and provides opinions on Planning and Zoning Board issues and also conducts building plans reviews for private development and City capital improvement projects.

  - The Right-of-Way (ROW) Management Section is responsible for managing the utilization of the City's ROW. The ROW Section reviews all residential and commercial construction plans, reviews planning and Planning Board and Zoning Board items, issues ROW permits and manages the daily utilization of the ROW.

  - The Survey Section is responsible for providing land surveying services and legal descriptions to Public Works and other City Departments.

  - The Environmental Resources Management Section is responsible for protecting and preserving the City's natural resources through the development and implementation of a strategic environmental management plan. This is achieved through the preservation, protection, restoration, and enhancement of the natural environment through management of regulatory compliance programs, environmental investigations, education programs, implementation of natural resources and sustainable development programs.

  - The Transportation Management Section is responsible for strengthening the linkages between the City's Land Use Transportation paradigms involving mobility, livability, and

accessibility and sustainability issues and is responsible for the implementation of the Municipal Mobility Plan projects.

- The Property Management Division is responsible for the operation, maintenance, and repair of over 240 municipal buildings and properties, 39 bridges, 3 monuments, 12 water fountains, 3 swimming pools, over 2 miles of Boardwalk, playground equipment, parking garages and street furniture. The Division provides oversight for project development of construction and renovation projects of all City facilities and develops programming, bid specifications, architectural plans and provides construction management for renovation of City facilities. The Property Management Division is responsible for space planning for relocation and renovation of City departments and provides roof surveys, asbestos surveys, and the development of specifications, cost estimates, and contracts necessary for the repair/replacement of all operational equipment, roofs, and building systems. The Division is responsible for graffiti control throughout the City.

- The Sanitation Division is responsible for managing the residential waste collection and disposal contract and keeping the City clean through litter control, collection of trash in litter containers, collection and disposal of illegal dumping and sidewalk pressure washing. The Division is also responsible for the oversight of the commercial solid waste franchises, beach front restroom maintenance, canal cleaning, and pressure cleaning of side walks and street furniture, cleaning the Boardwalk, Beachwalk which includes the spoil area of Lummus Park.

- The Water Division provides reliable and high quality water that protects public health and safety and complies with al federal, state and local regulations. The Division installs, maintains and repairs the City's water distribution system and its appurtenances. This includes 180 miles of piping, 23,000 valves, 700 fire lines, 1,000 fire hydrants, 86 water crossings, 4 water storage tanks, with total storage capacity of 12 million gallons, 5 water pumping stations and 12,400 water meters. The Division is responsible for safe and efficient distribution of 7.6 billion gallons of water annually and to minimize the distribution system water loss.

- The Sewer Division operates and maintains a reliable sanitary sewer system that protects public health and safety and complies with all federal, state and local regulations. The Division installs, maintains and repairs the City's sewer collection and conveyance system and its appurtenances. This includes 152 miles of piping, 2,750 sewer manholes, and 23 sewer pump stations. It is responsible for the efficient collection and conveyance of approximately 26 million gallons of sewer per day, including the waste water from the Town of Surfside, City of North Bay Village, Town of Bal Harbour Village and the Town of Bay Harbor Islands.

- The Stormwater Division operates and maintains a reliable stormwater collection and conveyance system that protects public health and safety and complies with all federal, state and local regulations. This system includes 59 miles of pipes and valves, 353 stormwater outfalls, 172 drainage basins, 6,000 catch basins and 3,000 manholes.

- The Streets and Streetlighting Division plans, installs, maintains and repairs the 140 miles of City streets, 242 miles of sidewalks, 200 miles of curb and gutter, 91 miles of landscaped medians, 29 City-owned bridges, 33 miles of alleyways, and 7,300 feet of seawalls The Division is responsible for the operation, maintenance and repair of 5,800 street lights, 250 miles of underground wiring and 1,000 landscape up-lights.

Significant Prior Accomplishments

Administration

- Led the Divisions to accomplish their established Key Intended Outcomes (KIOs)
- Revised and implemented the Newsrack Ordinance
- Awarded and supervised the contract for installation, training and implementation of a Computerized Maintenance Management System
- Awarded and supervised the contract for installation, training and implementation of the first elements of a City-wide Geographic Information System
- Coordinated multi-department response operations for Hurricane Katrina and Wilma

Engineering Division

- Completed the design modifications to the Palm Hibiscus Islands gateway
- Completed the design of the Signal Modification of Alton Road Signals at 8th, 11th, 15th and 16th street.
- Completed the design and permits of 16" and 8" water main on Indian Creek between 40th and 41st Street
- Completed design review of 5th Street Milling & resurfacing between West Avenue and Ocean Drive
- Coordinated the rehabilitation of 63rd street Fixed Bridge
- Completed water Modeling H2Onet for City wide water mains up to 6" diameter water main
- Completed permitting and design of the North Beach Recreational Corridor, a multi-purpose public access corridor, within a public easement, which traverses along the western edge of the sand dunes
- Completed permitting and redesign of the City's Community Trash and Recycling Center
- Completed permitting of 5 seawall repair projects along Biscayne Bay
- Continued implementation of the Atlantic Greenway Network, comprised of two main trail systems (a) Beach Corridor and (b) Neighborhood Trails which will incorporate a series of bicycle/pedestrian/greenway projects allowing for alternative transportation and community enhancement.
- Completed implementation of an American with Disabilities Act (ADA) Beach Access R&D project, an experimental program to provide people with disabilities with easier access to the beach over the dune system

- Initiated a research pilot program to purchase hybrid cars for the Code Compliance Division
- Completed regulation and registration of all City storage tanks, above and below ground.
- Improved process for managing construction on the City's waterways
- Developed five environmental standard operating procedures: seagrape trimming, fueling on the beach, stormwater management, washing vehicles on beach, and vehicles on the beach
- Planned, organized and produced the City's first Earth Expo in celebration of Earth Day
- Developed a digital Green Map to promote Eco-Tourism within the City
- Discontinued the Electrowave Shuttle Service on September 25, 2005
- Negotiated agreement with Miami Dade Transit and began The South Beach Local operations on September 25, 2005
- Developed The Miami Beach Traffic and Neighborhood Impact Study Methodology, Levels I, II, III, and IV. The methodology provides the parameters to perform the traffic study according to the trips generated by the respective development levels (I,II,III,IV), this methodology is a significant element of the Concurrency Program
- Completed a City Traffic Calming Manual
- Coordinated Alton Road Improvements, 63rd to 43rd Streets
- Coordinated Completed Alton Road Improvements, 41st Street to Michigan
- Coordinated 63rd Street Flyover Demolition/Indian Creek Improvement/63rd Street Bascule Bridge Rehabilitation

Operations

Water

- Provided uninterrupted services to Miami Beach customers
- Installed streetscaping and new water main extensions to side streets on Bay Road, 16th Street to Lincoln Road
- Replaced three sections of 16" water main on the Venetian Causeway damaged during Hurricane Wilma
- Completed 196 new metered service taps
- Completed 25 fire line taps
- Collected 2,450 water samples for bacteriological analysis

- Replaced 800 water meters

Sewer

- Continued to provide uninterrupted wastewater services to Miami Beach customers during major upgrades to sewer pump stations.
- Replaced 1,124 Linear feet of sewer main line
- Replaced 103 laterals (1,922 Linear Feet)
- Cleaned and inspected 1,217,202 linear feet of Sewer Main

Stormwater

- Converted gravity wells at Purdy and Dade Blvd. to injection wells
- Converted gravity wells on West Avenue and 20th Street to injection wells
- Streetscape on 18th Street and east of Collins Avenue
- Cleaned 3,307 stormwater catchbasins
- Cleaned 1,284 manholes
- Cleaned 233,760 linear feet of stormwater lines
- Serviced 46 outfalls

Streets and Streetlighting

- Provided streetlight service to the roads and right-of ways within Miami Beach
- Repaired damaged fixtures: 174
- Replaced damaged fixtures: 283
- Replaced Streetlight Lamp Bulbs: 763
- Damaged poles replaced: 39
- Install conduit (linear feet):3,637
- New fixtures installed: 125
- New wire installed linear feet: 8,639
- Completed milling and resurfacing and new crosswalks of Harding Avenue from 67th Street to 72nd Street

- Completed milling and resurfacing and new crosswalks of Ocean Drive from 5th Street to 15th Street

- Completed reconstruction of Espanola Way between Pennsylvania Avenue and Euclid Avenue. Project included new landscaped sidewalks, new 8" waterline, improved stormwater drainage system, reconfigured parking areas, new pavement and street markings.

Sanitation

- Hurricane Katrina Recovery
  - Removed, processed and disposed of approximately 48,000 cubic yards of debris
  - 60% of the City streets were accessible within 12 hours of the all clear
  - All City streets were accessible within 24 hours
  - Business districts returned to normal operations with 12 hours of the all clear
- Hurricane Wilma Recovery
  - Removed, processed, and disposed of approximately 150,000 cubic years of debris
  - 40% of all City streets accessible within the first 12 hours
  - All City streets were accessible within 24 hours
  - Business districts were operating within 24 hours if electrical power was available.
- Increased level of service from 'E' to 'A' to provide additional hours of continuous litter control for the Boardwalk, including dunes and spoil areas

- Increased level of service from 'C' to 'A' to provide additional hours of continuous litter control to the Beachwalk, in addition to pressure cleaning

- Increased level of service from 'E' to 'C' to provide additional hours of continuous litter control to Harding Avenue Corridor, Abbott & Byron, 79th St. to Indian Creek, 72nd St. to Indian Creek Drive, as well as side streets

- Increased level of service from 'B' to 'A-1' to provide additional hours of continuous litter control to the 41st Avenue Corridor, as well as side streets

- Increased level of service from 'B' to 'A-1' to provide additional hours of continuous litter control to 71st Avenue areas, from 63rd St. to 77th St. (including side streets), and from Collins Avenue to Rue Notre Dame

- Increased level of service from 'F' to 'D' to provide additional hours of continuous litter control to the Flamingo Park area

- Supported successfully all major special events during the year
- Increased level of service from 'B' to 'A' to provide additional hours of continuous litter control to Washington Avenue, from 5th St. to Lincoln Road (including side streets)
- Implemented enhanced Level 'A' service on Lincoln Road Mall from Washington Ave to Collins Ave
- Increased the number of dumpsters used for Neighborhood Pride Weekend from 2 to 6

Property Management

- Continued the development and implementation of computer upgrades including
  - Computer Maintenance Management Solution (CMMS)
  - Management system and Capital Planning
  - Management Solution (CPMS)
- Awarded the 2005, "TOBY" Award, in the Government Building Category from the Building Owners and Managers' Association (BOMA) for excellence in Property Management
- Completed over 17,650 data entries of routine and preventive maintenance
- Completed major renovations to the South Shore Community Center
- Completed construction of the Offices of the Neighborhood Services Department.
- Completed construction of the Offices of Communication
- Completed construction of the Offices of Capital Improvement Program
- Completed the Richmond Hotel Section of the Beachwalk Project
- Completed the replacement of domestic water lines and restroom renovations to Fire Station #1
- Completed construction for the Heating, Ventilation, and Air Condition System (HVAC) replacements at the Public Works Yard offices
- Completed construction of the structural floor replacement at Fire Station #3
- Completed of the Waterproofing and painting of the City Hall Building
- Completed of the Waterproofing and painting of the Police Department Building
- Developed specifications and completed construction for replacement of two air handling units at Fire Station #1

- Completed major electrical upgrades to the Information Technology and Public Safety Communications Unit (911) at the Police Building including the replacements of the Uninterrupted Power Supply systems

- Developed specifications and completed construction for the replacement of

  - The emergency Chiller at the Police Department Building.

  - The air handling units at the Police Department gun range.

  - The Fire Alarm system at the Public Works Yard.

- Completed the design, management, permitting and construction of the 2nd Floor of the Police Department Building

- Completed construction documents for the Log Cabin facilities to address operational needs of the facilities and to bring the facilities into ADA compliance

- Completed the project development, construction documents, regulatory reviews, permitting, procurement process, and contract award of the Historic City Hall renovation project

- Completed of programming, space-planning, project development, construction documents and permitting for the renovations of 11,000 square feet of space on the third floor of City Hall for the OBPI and Economic Development Departments

- Completed of the installation of backflow prevention systems at various City facilities to comply with new Building Code requirements

- Worked in conjunction with Unidad in the development of a highly successful "Hands on Miami" project at the South Shore Community Center

- Completed the project development, construction documents, regulatory reviews, permitting, procurement process, and contract award for the structural floor replacement at Fire Station #1

- Completed major upgrades to the Citywide security access controls systems

- Completed hurricane protection of City facilities and provided damage assessments for more than $1.5 million dollars of damage to City properties for Hurricane Wilma

- Completed Year 7 of the Performance Based Energy Conservation Contract, that provided more than $492,197.72 in energy saving to the City 2005 and has brought the total energy saving to the City over the period of the contract to over $3,148,332

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Improve cleanliness of Miami Beach rights of way especially in business are as	Public Area Cleanliness Index: Streets**	2.02*	2.0	1.5	• Augment the existing night crew enabling the division to increase dedicated litter control services from five days to seven days a week on Ocean Drive, Washington Ave., and Lincoln Road. The hours of operation are from 3:00 p.m. to 11:30 p.m. • Add a new entertainment crew to provide service to Washington Ave and the entertainment area south of 5th Street from the hours of 3:00am until 11:00am five nights a week. Evaluate the need for 7 night service once implementation complete. • Expand FY 2006 Smoker Station Pilot Program along Lincoln Rd. by adding stations for the entrances to Scott Rakow Youth Center, 21st Street Community Center, North Shore Park & Youth Center, City Hall, Flamingo, Normandy Pools, the entrances to the controlled Sport Fields such as the Flamingo Park Football, Baseball Stadiums, access points to Parks with a Recreation presence such as Crespi, Stillwater, Tatum, Muss, Fairway, and the entrances to the Bark Parks at Flamingo and Pinetree Parks. • Add crew to provide on call litter control services five days a week on the day shift to Mid Beach and North Beach. Currently the Sanitation Division has one roving squad that operates citywide. • Add two crews and purchase new equipment dedicated to cleaning alleys citywide. • Coordinate with code and businesses to ensure the proper level of service.
	% of Public Area Cleanliness assessments for streets scoring 2.0 or better	67.4%*	90%	90%	
	Public Area Cleanliness Index: Streets (Litter)**	2.32*	2.0	1.5	
	Public Area Cleanliness Index: Sidewalks**	2.05*	2.0	1.5	
	% of Public Area Cleanliness assessments for sidewalks scoring 2.0 or better	56.3%*	90%	90%	
	Public Area Cleanliness Index: Sidewalks (Litter)**	2.29*	2.0	1.5	
	Public Area Cleanliness Index for Fecal Matter: Sidewalks**	1.54*	2.0	1.5	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	Public Area Cleanliness Index: CMB Beach Areas**	2.41*	2.0	1.5	• Provide dedicated litter control services in the beach spoil areas from South Pointe Drive. to 14th Terrace, previously maintained by Parks, where the frequency of service will increase to five (5) days a week. • Clean dune areas from 14th Terrace to 47th Street • Add crew to provide sand sifting of spoil areas.
	% of Public Area Cleanliness assessments for CMB beach areas scoring 2.0 or better	8.3%*	90%	90%	
	Public Area Cleanliness Index: CMB Beach Areas (Litter)**	2.75*	2.0	1.5	
	Public Area Cleanliness Index: Parking Lots**	2.26*	2.0	1.5	• Sanitation will provide litter control service to surface parking lots previously maintained by Parking. • Two additional crews will service all City parking lots providing the same level of service of adjacent streets.
	% of Public Area Cleanliness assessments for parking lots scoring 2.0 or better	47.1%*	90%	90%	
	Public Area Cleanliness Index: Parking Lots (Litter)**	2.68*	2.0	1.5	
	# of tons of illegal dumping in public right of way	2,500	1,000	1,000	• Coordinate with Neighborhood Services Department in the enforcement of City Code Violations associated with illegal dumping. • Coordinate with Neighborhood Services to improve compliance of bulky waste not being placed out more than 24 hours prior to pickup. • Expand community outreach and education to include available options for disposal of bulky waste.
Improve cleanliness of waterways	# of weeks between waterway cleanup	13	8	8	• Fund full year of implementation of new contracted service for enhanced waterway cleaning and frequency. • Award waterway cleaning contract
	Public Area Cleanliness Index: Waterways**	2.92*	2.0	1.5	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of Public Area Cleanliness assessments for waterways scoring 2.0 or better	45.6%*	90%	90%	• Implement and manage water cleanup program
Increase resident satisfaction with level of code enforcement	% of newsracks in compliance with City Code	40%	97%	97%	• Continue to inspect newsracks for Code Compliance and remove non-compliant newsracks.
	% City in Compliance with bicycle racks master plan	N/A	N/A	40%	• Develop standards for bicycle parking • Purchase and install bicycle parking racks.
Maintain or improve traffic flow	# of pedestrian and bikeway miles in the City	1.2	2.0	3.0	• Expedite development and implementation of comprehensive bike paths/recreation corridors/ and walkway plan for Miami Beach. • Continue to oversee management of the Atlantic Greenway. • Continue to hold quarterly meetings, provide support for established committee, and coordinate efforts with city appointed traffic consultant. • Complete traffic studies for three (3) bike/pedestrian projects. • Award construction contract and start North Beach Recreational Corridor project (from 64th St. to 79th St.). • Negotiate and award A&E contract for design of Beach Walk II. • Implement Wayfinding program.
	Local Ridership (formerly Electrowave)	729,888	1,000,000	1,200,000	• Continue to partner with Miami-Dade Transit to educate public on available transit options. • Complete Coastal Communities Transit Study.
	% Municipal Mobility Plan (MMP) projects completed.	45%	45%	50%	• Continue update of Mobility Strategy. • Expand existing Mobility Strategy (parking vs. streets, etc.) through the Coastal Communities Transportation Master Plan including identification of new Municipal

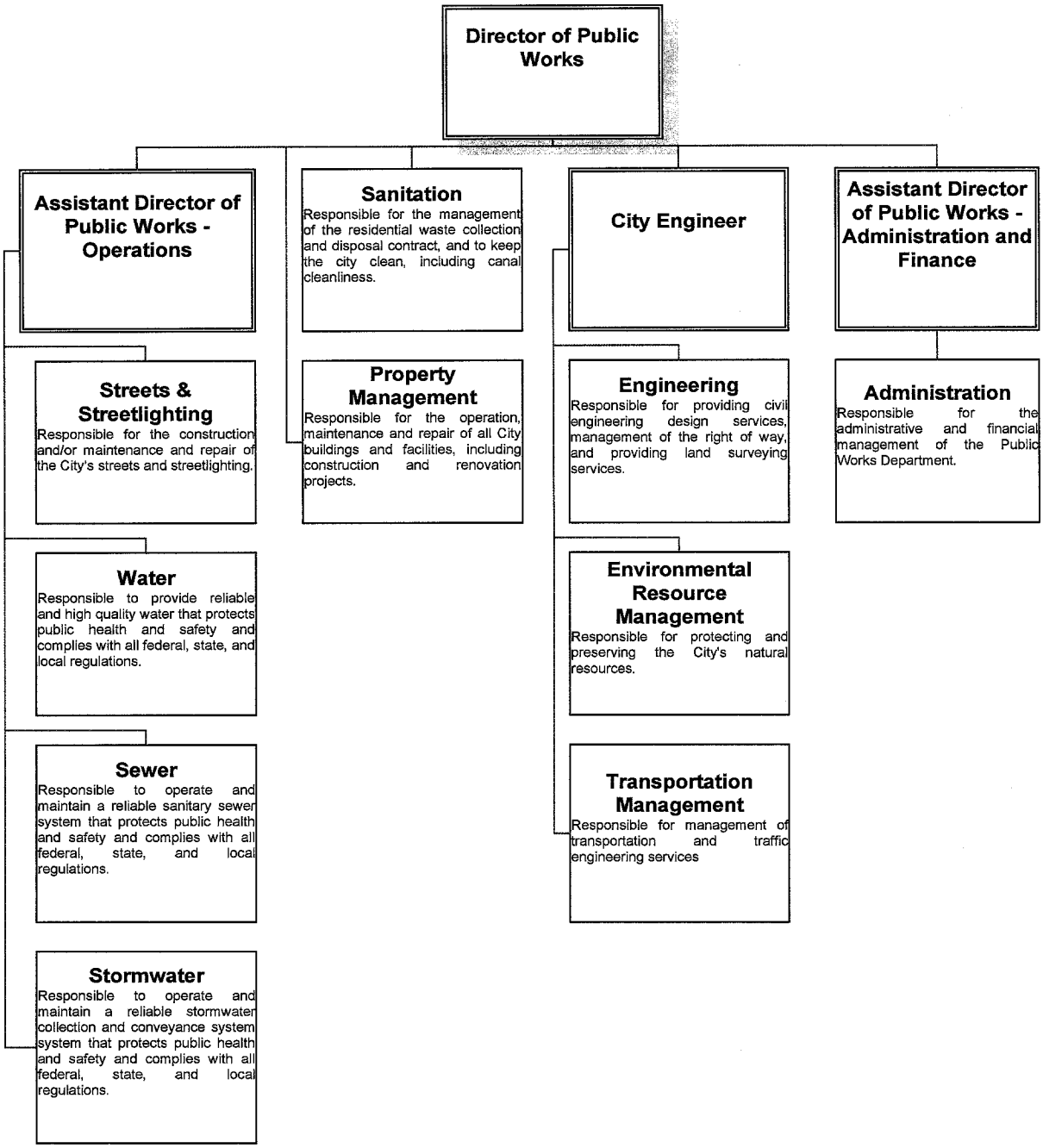
Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					Mobility Plan (MMP) projects. • Continue FY 2005/06 initiative to work with the Planning Department to ensure funds are adequately captured to fund the existing Municipal Mobility Plan. • Continue to conduct traffic counts and coordinate efforts with consultant • Complete updated Level of Service (LOS) at main intersections and roadway links.
Increase satisfaction with neighborhood character	%of traffic calming requests with recommendations implemented within 6 months	N/A	N/A	90	• Implement traffic calming program.
Ensure well-maintained infrastructure	% of pavement deficiencies addressed that are not in a CIP project	N/A	75%	100%	• Complete a full assessment of roads, sidewalks, curbing, and lighting.
	% of sidewalk deficiencies addressed that are not in a CIP project	N/A	75%	100%	
	# days turnaround time for permanent asphalt repairs and concrete restoration	N/A	60	45	• Award Contracted services for alley restoration in the South Beach area • Continue to repair sidewalks and respond to asphalt restoration requests for streets scheduled to be replaced due to rights of way neighborhood improvement projects. • Work with Miami-Dade County/ Commissioners to expedite implementation of sidewalk improvements on County roads programmed as part of the PTP.
	% of lane miles paved or restored in the last 5 years	N/A	TBD	TBD	
	# of ADA curb ramps installed annually	75	75	75	• Continue installing curb ramps and connectors throughout the City.
	# of outfalls cleaned	0	158	240	• Replace four underground fuel tanks. • Complete Stormwater Master Plan.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of catch basins cleaned annually	0	90%	98%	• Continue to clean street stormwater manhole to outfall discharge pipe citywide to reduce flooding from clogged outfalls. • Manage contractual services to supplement City Forces and ensure that all outfalls and associated piping infrastructure is cleaned a minimum of once annually. • Continue to repair and replace storm drainage catch basin structures identified in the National Pollutant Discharge Elimination System (NPDES) Basin Inspection/Cleaning Program.
	# of catch basins repaired annually	0	130	80	
	Turnaround time for streetlight repairs	60 Days	50Days	30 days	• Contract services to provide routine maintenance of 2,000 city street light poles with fixtures as well as 1,000 landscape up-lights. • Complete assessments of streetlight poles/fixtures, establish a citywide database, and recommend replacement program. • Locate underground utilities systems for streetlighting, sewer, water and stormwater.
	% of Backflow device in compliance with City Code	N/A	N/A	70%	• Establish a Backflow Cross Connection Control Program as required by Florida Statutes, which requires public water systems to establish a program to detect and prevent backflow hazardous materials into the potable water system through cross connections. • Complete implementation of a new Infrastructure Management Software for the Water, Sewer & Stormwater & Geographic Information Systems (GIS).
Ensure well designed quality capital projects	Average # of weeks required for plan review.	6	6	6	• Enhance coordination with public and private development projects.
	% of Public Works managed projects on schedule in	90%	90%	100%	• Add Capital Projects Coordinator to implement a Public Works/Coastal Management Capital Program

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	planning phase				to oversee the following projects: Seawall Maintenance, Beachwalk Projects, Waterway permitting for construction, replacement of Water and Sewer lines, rehabilitation of sewer force mains, inflow and infiltration reduction program, rehabilitation and replacement of the subacqueous sewer crossings, transportation projects, and Public Works neighborhood projects.
	% of Public Works managed projects on schedule in design phase	90%	90%	90%	
	% of Public Works managed projects on schedule in construction phase	90%	90%	90%	
	% water systems modeling completed	0	50%	65%	• Continue to model water and sewer system to determine capacity to sustain future development.
Preserve our beaches	% of Dune system maintained at 4' height and with adequate protective vegetation	0	20%	20%	• Develop initial assessment to determine which beach areas are candidates for sand re-nourishment. • Locate available and compatible sand sources. • Continue to fill sand and remove non-natives and re-plant dunes with native species. • Continue to conduct a review of all regulations and summarize regulations explaining how they relate to beach management, establish baseline, and provide City. Departments with workshops to review regulations. • Work with Miami-Dade County to develop a Beach Master Plan for beach preservation, including development of a Miami-Dade County Master Plan for Sand/Beach renourishment.
	% of beach below minimum width	TBD	TBD	TBD	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Ensure well-maintained facilities	Facility Condition Index for facilities with completed assessment (total value of current deficiencies divided by the current replacement value of the building Excellent 0.00 – Poor >0.15)	.26	.10	.10	• Continue to develop execution plan to address identified facility deficiencies. • Develop strategy for funding of Renewal/Replacement Projects Under $25,000.
	% of City facilities assessed within last 5 years	7%	33%	65%	• Continue to determine Facility Cost Index (FCI) and capital renewal and replacement needs over the life of the assets. • Perform assessment of the following facilities: Fire Station #2, Fire Station #4, Normandy Pool, Flamingo Pool, Normandy Golf course buildings, Beach restrooms, various park facilities, and various parking facilities including the Bay Road Building, 16th Street (Lowes), 17th Street, 42nd Street, 12th Street, and 7th Street parking garages.
	% of assessments of major City office buildings	0	85%	100%	
	% of Capital Renewal and Replacement Projects completed in annual plan.	0	100%	100%	• Execute planning, design, awarding contract, permitting and construction for FY 2006/07 projects over $25,000.
	Public Area Appearance Index – Beach Restrooms	N/A	N/A	TBD	• Establish additional crew for beach restroom maintenance due to the additional 7 restrooms.
Maintain crime rates at or below national trends	% lighting improvements & modifications completed	N/A	40%	80%	In cooperation with the Police Department continue to assess and implement security lighting in areas of the City identified as high or potential crime areas.

* Actual FY 03/04 not available. FY 04/05 actual provided.
**See attached Sanitation Service Level Map
N/A: Not Available
TBD: To Be Determined


Director of Public Works
Assistant Director of Public Works - Operations
Sanitation
Responsible for the management of the residential waste collection and disposal contract, and to keep the city clean, including canal cleanliness.
City Engineer
Assistant Director of Public Works - Administration and Finance
Streets & Streetlighting
Responsible for the construction and/or maintenance and repair of the City's streets and streetlighting.
Property Management
Responsible for the operation, maintenance and repair of all City buildings and facilities, including construction and renovation projects.
Engineering
Responsible for providing civil engineering design services, management of the right of way, and providing land surveying services.
Administration
Responsible for the administrative and financial management of the Public Works Department.
Water
Responsible to provide reliable and high quality water that protects public health and safety and complies with all federal, state, and local regulations.
Environmental Resource Management
Responsible for protecting and preserving the City's natural resources.
Sewer
Responsible to operate and maintain a reliable sanitary sewer system that protects public health and safety and complies with all federal, state, and local regulations.
Transportation Management
Responsible for management of transportation and traffic engineering services
Stormwater
Responsible to operate and maintain a reliable stormwater collection and conveyance system system that protects public health and safety and complies with all federal, state, and local regulations.

2007 SANITATION SERVICE LEVELS LEGEND

LEVEL A

DEDICATED DAY CREW TO PROVIDE LITTER CONTROL 7 DAYS A WEEK
DEDICATED NIGHT CREW TO PROVIDE LITTER CONTROL 5 NIGHTS PER WEEK
PRESSURE CLEANING 5 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED DAY AND NIGHT

LEVEL A-1

DEDICATED DAY CREW TO PROVIDE LITTER CONTROL 5 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED DURING THE DAY

LEVEL B

HAND CREWS (DAY SHIFT) TWICE A DAY 7 DAYS A WEEK
DEDICATED NIGHT CREW TO PROVIDE LITTER CONTROL 5 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
LITTER CANS SERVICED DAY AND NIGHT

LEVEL B-1

HAND CREWS 7 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
PRESSURE CLEANING 5 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL C

HAND CREWS 6 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL D

HAND CREWS 3 DAYS A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL E

HAND CREWS 2 DAY A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL F

HAND CREWS ONCE A WEEK
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED DAILY

LEVEL G

HAND CREWS ON CALL (AS NEEDED)
MECHANICAL SWEEPER 7 DAYS A WEEK
LITTER CANS SERVICED 7 DAYS A WEEK

LEVEL H

HAND CREWS ON CALL (AS NEEDED)

1

CLEAN SPOIL AREAS FROM SOUTH POINTE DRIVE TO 14TH LANE

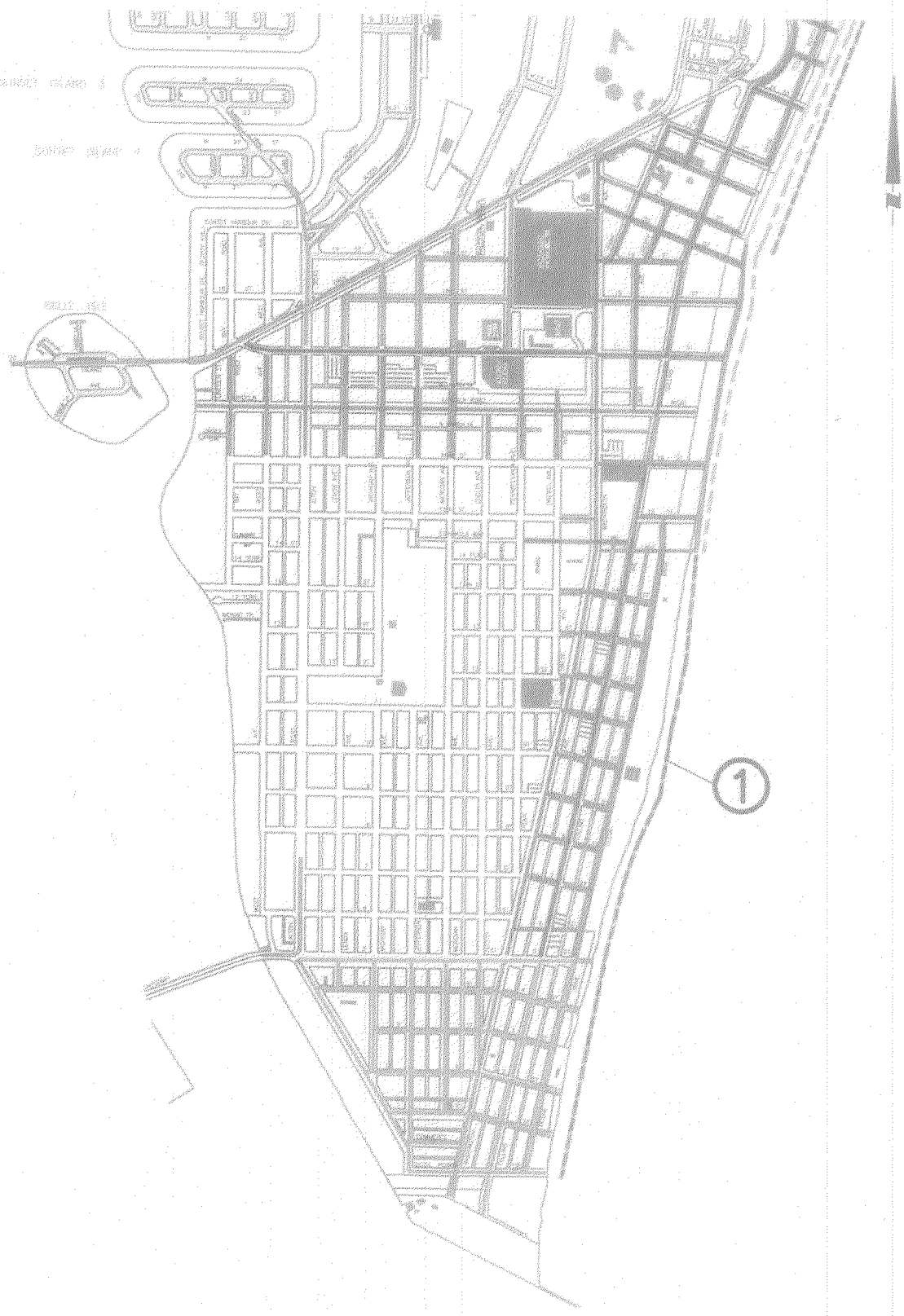
2

CLEAN DUNE AREAS FROM 14TH LANE TO 47TH STREET

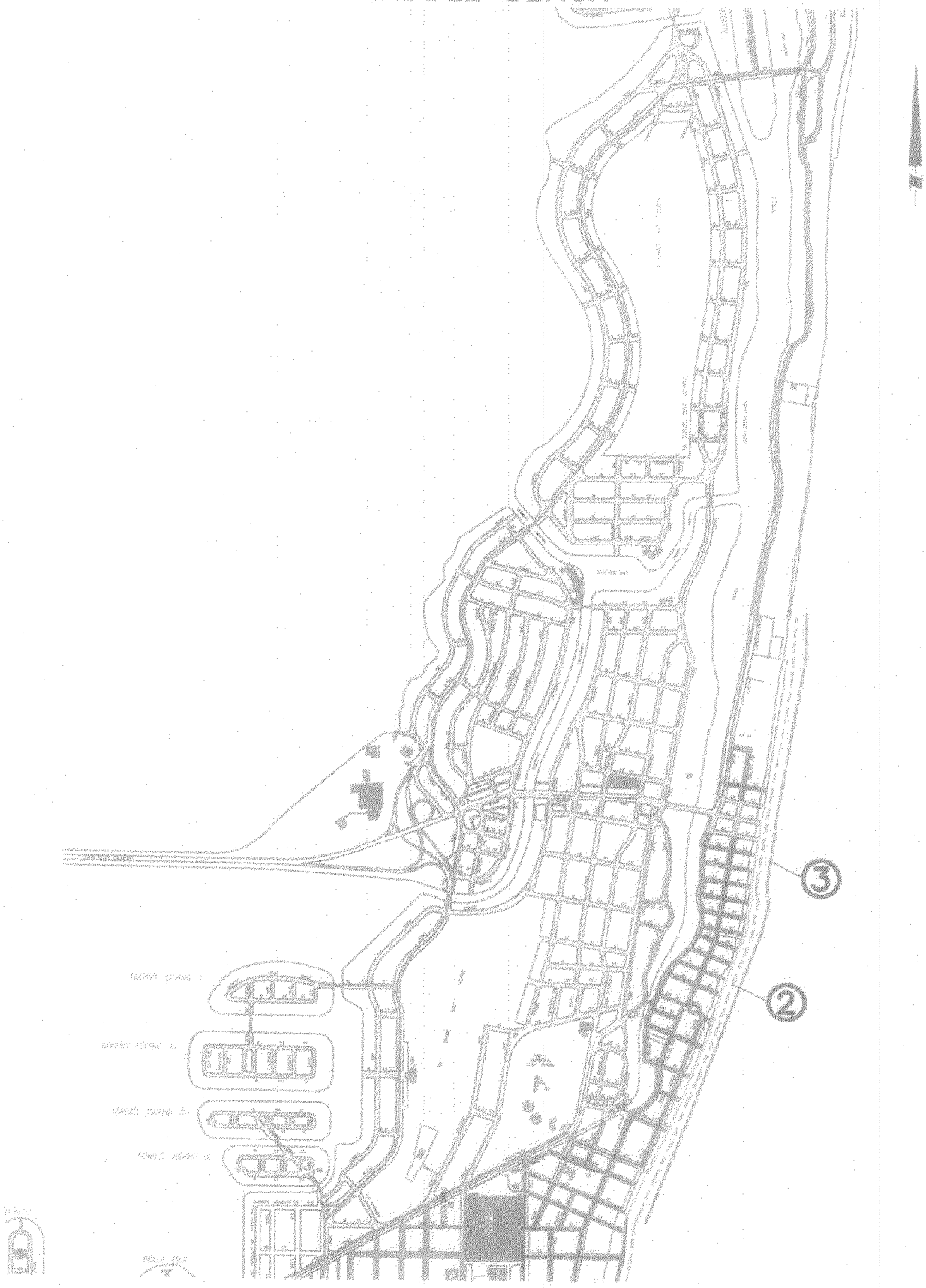
3

CLEAN BOARDWALK 5 DAYS A WEEK

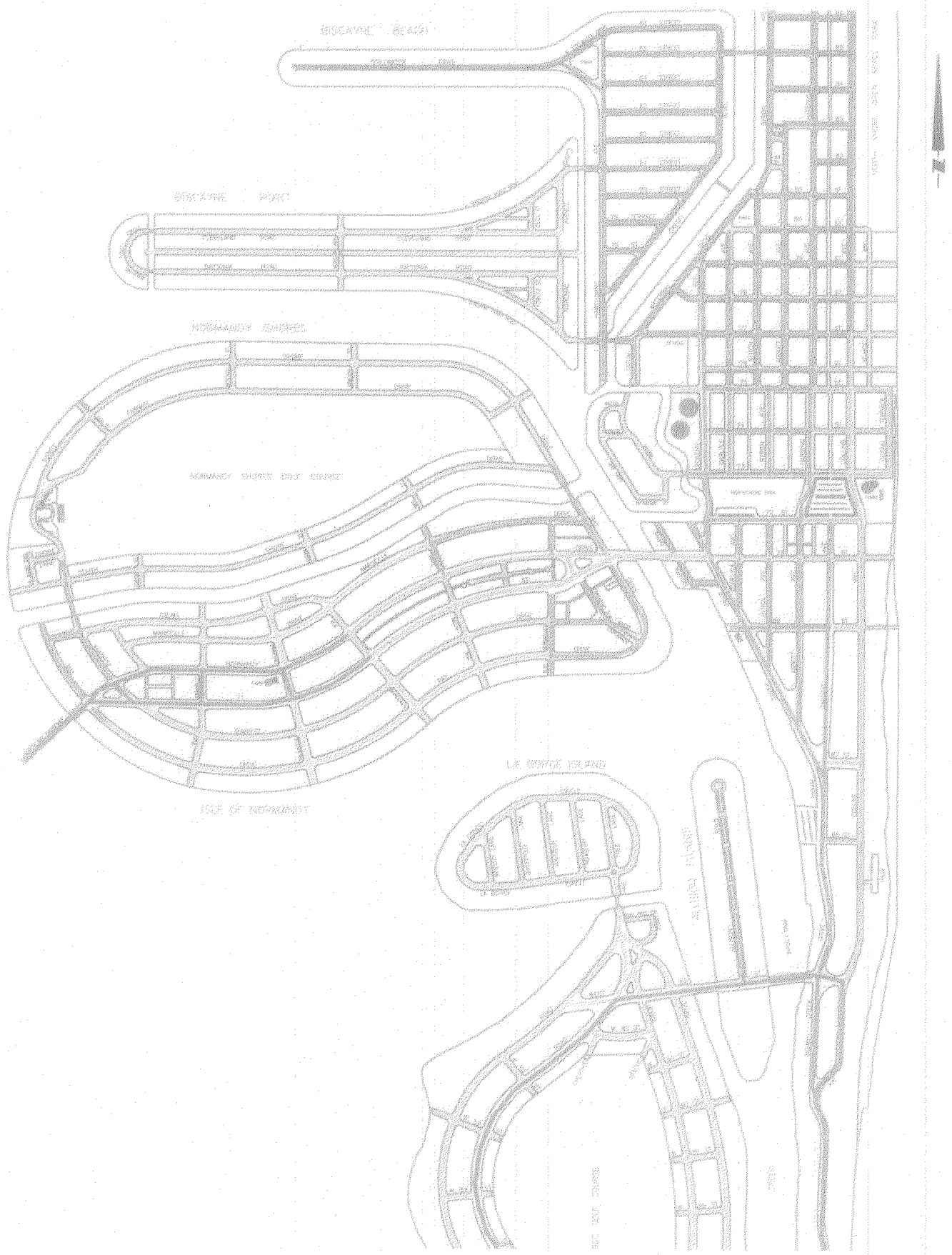
MIAMI BEACH 2007 SANITATION LEVELS
SOUTH BEACH



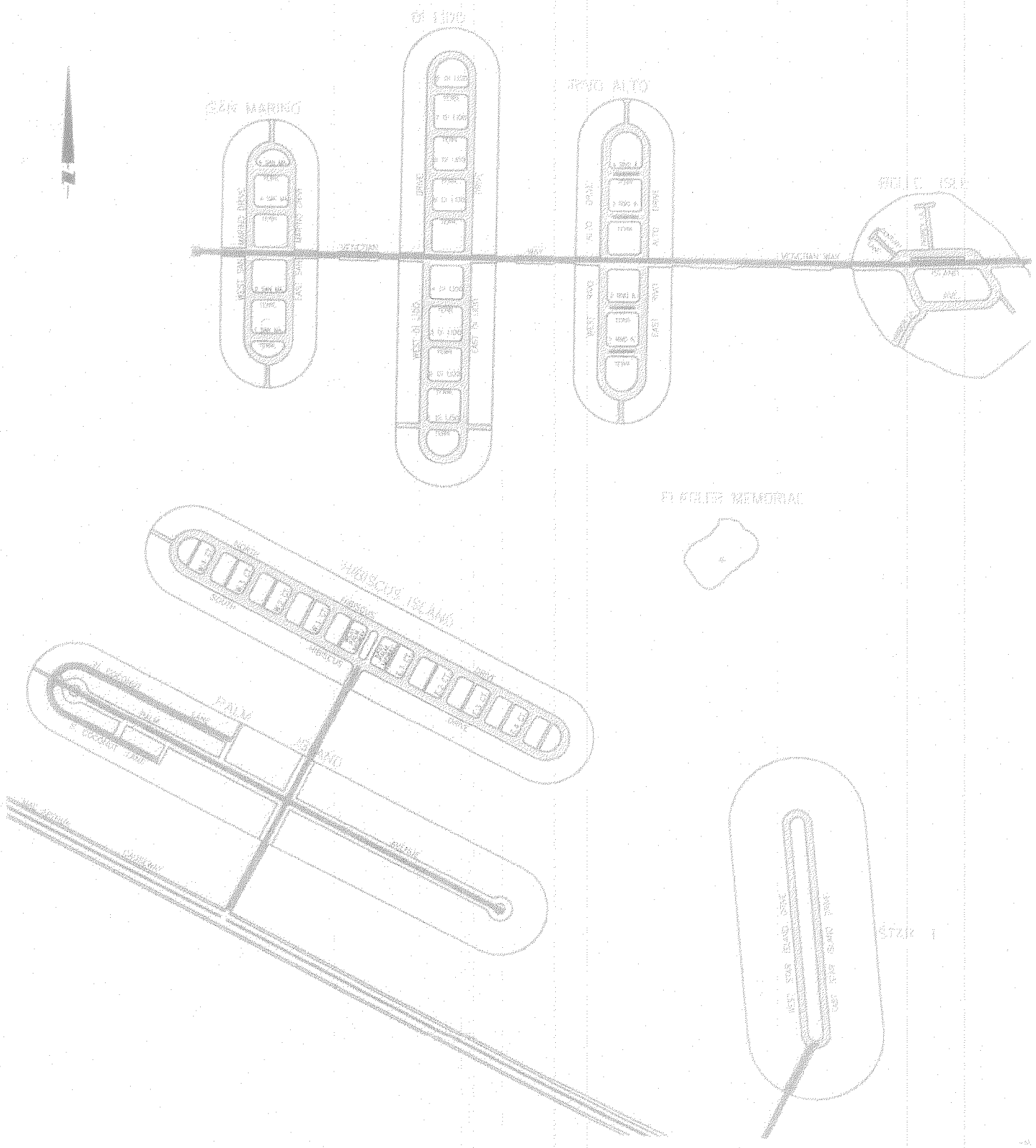
MIAMI BEACH 2007 SANITATION LEVELS
MIDDLE BEACH

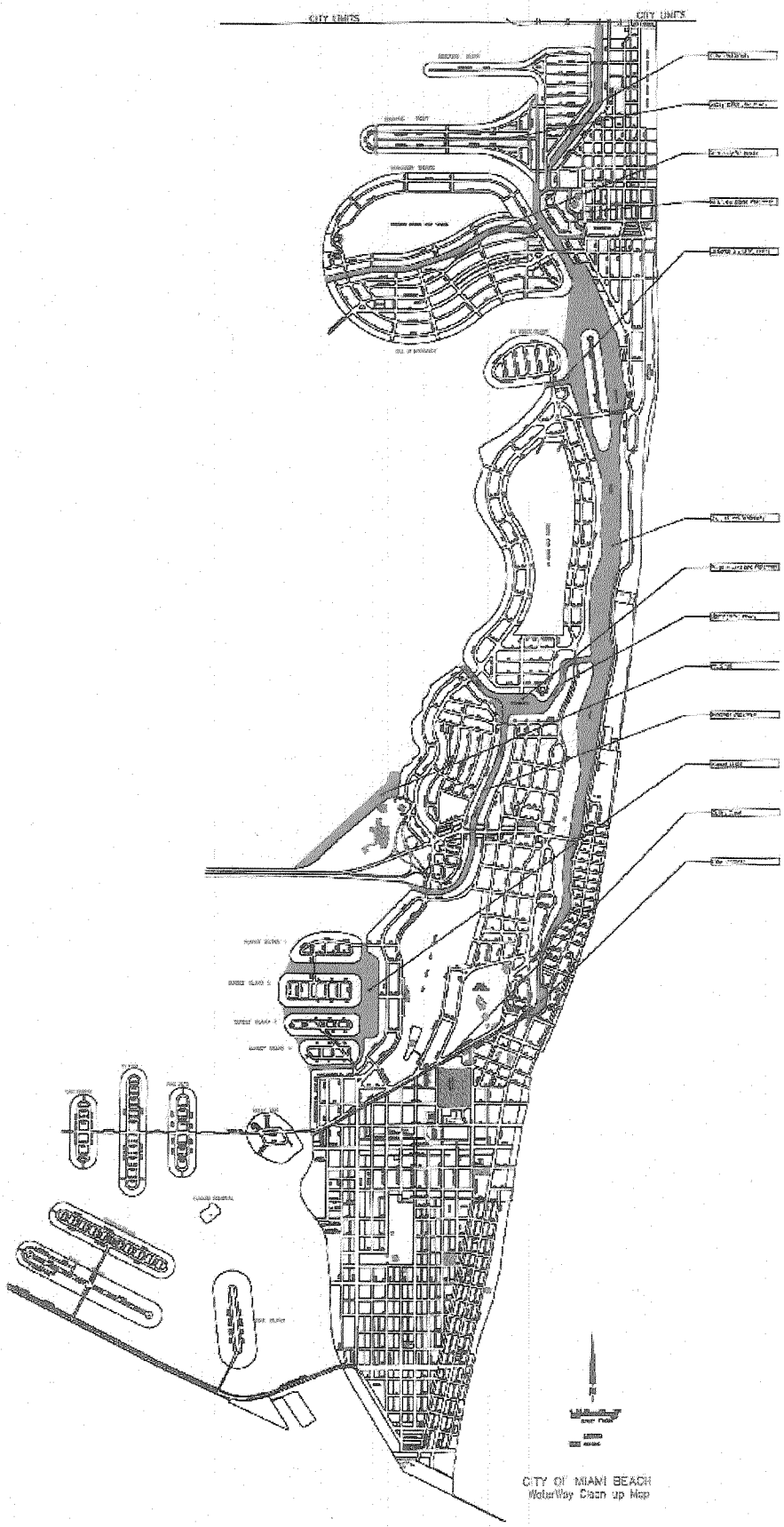


MIAMI BEACH 2007 SANITATION LEVELS
NORTH BEACH



MIAMI BEACH 2007 SANITATION LEVELS
VENETIAN STAR HIBISCUS AND PALM ISLAND

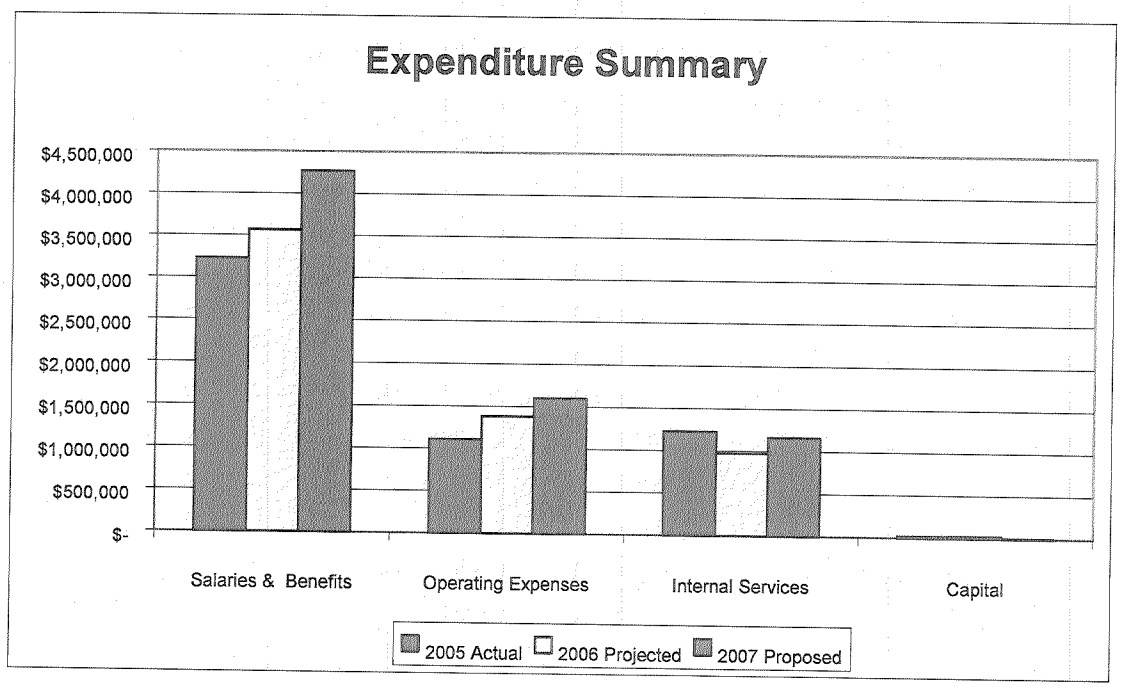



CITY LIMITS
CITY LIMITS
CITY OF MIAMI BEACH
WaterWay Clean up Map

Division Financial Summary

General Fund

	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Revenue Area					
Local Gas Tax-6 cents	$ 1,246,719	$ 1,272,946	$ 1,280,000	$ 1,280,000	$ **1,280,000**
Work in right-of-way	140,467	196,316	160,000	200,000	**210,000**
Bus Shelters	278,612	341,672	290,000	350,000	**450,000**
Concurrency Statemt Fee	46,200	70,129	50,000	60,000	**60,000**
Total	**$ 1,711,998**	**$ 1,881,063**	**$ 1,780,000**	**$ 1,890,000**	**$ 2,000,000**
Expenditure Area					
Salaries & Benefits	$ 3,113,941	$ 3,220,274	$ 3,804,659	$ 3,564,659	$ 4,268,185
Operating Expenses	995,792	1,105,605	1,281,704	1,381,704	1,599,512
Internal Services	1,006,699	1,231,153	978,934	978,934	1,163,012
Capital	27,039	19,116	27,400	27,400	3,000
Total	**$ 5,143,472**	**$ 5,576,148**	**$ 6,092,697**	**$ 5,952,697**	**$ 7,033,709**
Budgeted Positions	**74**	**72**	**57**		**58**



	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
ADMINISTRATION					
Expenditure Area					
Salaries & Benefits	$ 520,455	$ 424,887	$ 484,181	$ 454,181	$ 497,128
Operating Expenses	23,840	25,639	28,589	28,589	48,101
Internal Services	117,514	131,464	149,902	149,902	181,709
Capital	0	299	0	0	0
Total	$ 661,809	$ 582,289	$ 662,672	$ 632,672	$ 726,938
Budgeted Positions	5	4	4		4
ENGINEERING					
Expenditure Area					
Salaries & Benefits	$ 936,183	$ 1,133,170	$ 1,556,522	$ 1,471,522	$ 1,876,894
Operating Expenses	67,096	55,955	72,484	72,484	83,794
Internal Services	247,186	311,135	286,895	286,895	359,696
Capital	3,257	7,475	15,000	15,000	3,000
Total	$ 1,253,722	$ 1,507,735	$ 1,930,901	$ 1,845,901	$ 2,323,384
Budgeted Positions	20	21	24		25
ENVIRONMENTAL					
Expenditure Area					
Salaries & Benefits	$ 149,364	$ 133,940	$ 200,662	$ 181,662	$ 199,756
Operating Expenses	49,756	44,815	40,376	40,376	44,137
Internal Services	35,860	48,877	38,087	38,087	67,017
Capital	0	11,342	0	0	0
Total	$ 234,980	$ 238,974	$ 279,125	$ 260,125	$ 310,910
Budgeted Positions	3	3	3		3
STREETS					
Expenditure Area					
Salaries & Benefits	$ 875,687	$ 941,678	$ 1,260,150	$ 1,249,150	$ 1,431,862
Operating Expenses	699,687	791,768	1,117,600	1,217,600	1,395,100
Internal Services	379,378	511,835	440,502	440,502	455,896
Capital	15,809	0	6,800	6,800	0
Total	$ 1,970,561	$ 2,245,281	$ 2,825,052	$ 2,914,052	$ 3,282,858
Budgeted Positions	24	22	22		22
TRANSPORTATION MGMT					
Expenditure Area					
Salaries & Benefits	$146,204	$101,689	$ 303,144	$ 208,144	$ 262,545
Operating Expenses	35,558	61,055	22,655	22,655	28,380
Internal Services	70,761	80,119	63,548	63,548	98,694
Capital	0	0	5,600	5,600	0
Total	$252,523	$242,863	$ 394,947	$ 299,947	$ 389,619
Budgeted Positions	3	3	4		4

	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
South Beach Services					
Expenditure Area					
Salaries & Benefits	$ 357,510	$ 354,133	$ 0	$ 0	$ 0
Operating Expenses	114,070	116,571	0	0	0
Internal Services	141,705	131,909	0	0	0
Capital	7,973	0	0	0	0
Total	**$621,258**	**$602,613**	**$ 0**	**$ 0**	**$ 0**
Budgeted Positions-General	**15**	**15**	**0**		**0**
Budgeted Positions-Sanitation	**26**	**26**	**50**		**50**

This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

Middle Beach Services					
Expenditure Area					
Salaries & Benefits	$79,440	$98,157	$ 0	$ 0	$ 0
Operating Expenses	2,009	2,108	0	0	0
Internal Services	7,241	8,217	0	0	0
Capital	0	0	0	0	0
Total	**$ 88,690**	**$ 108,482**	**$ 0**	**$ 0**	**$ 0**
Budgeted Positions	**2**	**2**	**0**		**0**

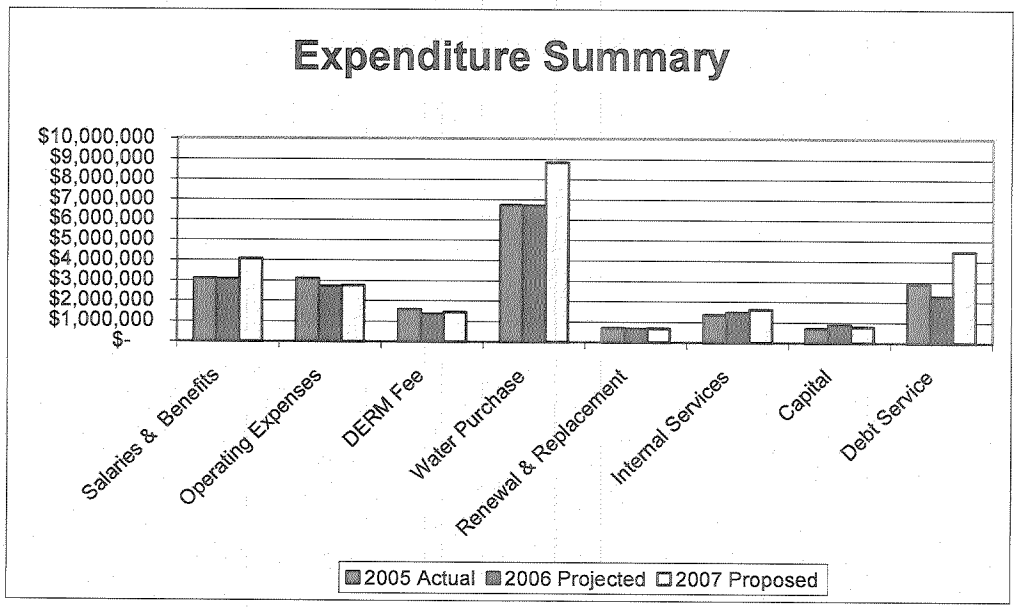
This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

North Beach Services					
Expenditure Area					
Salaries & Benefits	$ 49,098	$ 32,620	$ 0	$ 0	$ 0
Operating Expenses	3,777	7,694	0	0	0
Internal Services	7,054	7,597	0	0	0
Capital	0	0	0	0	0
Total	**$ 59,929**	**$ 47,911**	**$ 0**	**$ 0**	**$ 0**
Budgeted Positions	**2**	**2**	**0**		**0**

This Division was funded in the General Fund through FY2004/05 and in Sanitation Enterprise beginning in FY 2005/06

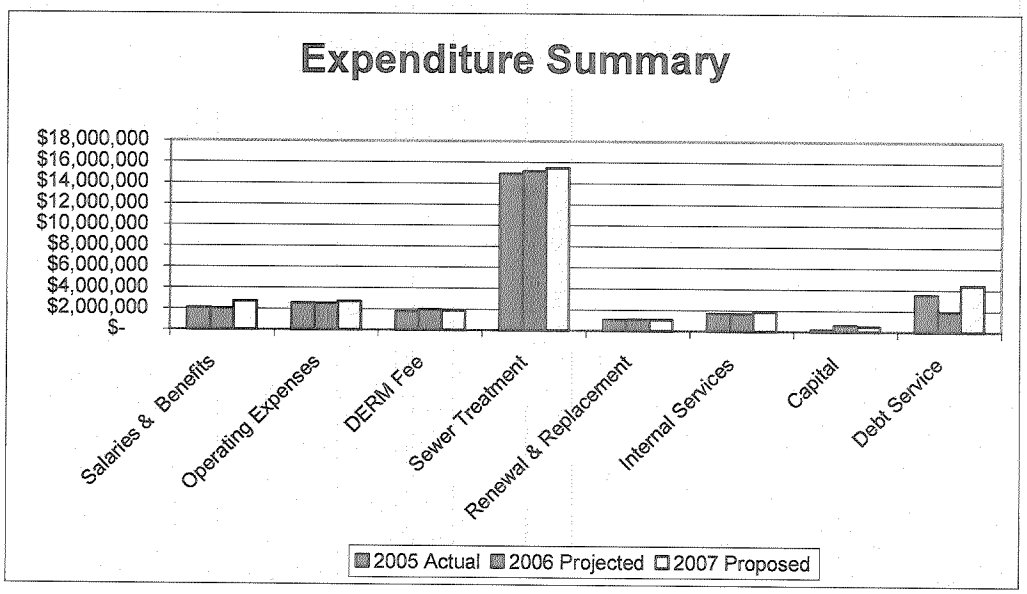
Enterprise Funds

WATER	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Revenue Area					
Water Sales	$ 20,386,165	$ 19,087,501	$ 19,336,628	$ 19,126,628	$ 21,005,200
Firelines	100,855	136,384	100,000	110,000	100,000
Water Connection Fees	977	1,963	3,000	4,000	3,000
Water Tapping	211,686	228,963	215,000	220,000	220,000
Interest Earnings	15,878	36,406	40,000	37,500	40,000
Other	643,485	622,343	600,000	600,886	600,000
Retained Earnings	946,772	693,951	883,400	883,400	2,654,811
Total	**$ 22,305,818**	**$ 20,807,511**	**$ 21,178,028**	**$ 20,982,414**	**$ 24,623,011**
Expenditure Area					
Salaries & Benefits	$ 2,918,979	$ 3,093,910	$ 3,629,410	$ 3,069,410	$ 4,058,084
Operating Expenses	2,830,390	3,091,193	2,766,408	2,700,408	2,751,840
DERM Fee	1,241,693	1,582,847	1,421,699	1,353,675	1,434,497
Water Purchase	6,794,500	6,733,076	7,038,000	6,700,000	8,833,100
Renewal & Replacement	628,442	697,855	660,000	660,000	680,000
Internal Services	1,274,265	1,335,751	1,468,751	1,468,751	1,620,559
Capital	946,772	693,951	883,400	883,400	774,675
Debt Service	3,310,360	2,899,574	3,310,360	2,266,634	4,470,256
Total	**$ 19,945,401**	**$ 20,128,157**	**$ 21,178,028**	**$ 19,102,278**	**$ 24,623,011**
Revenue less Expense	**$ 2,360,417**	**$ 679,354**	**$ 0**	**$ 1,880,136**	**$ 0**
Budgeted Positions	**71**	**68.7**	**68.7**		**68.7**



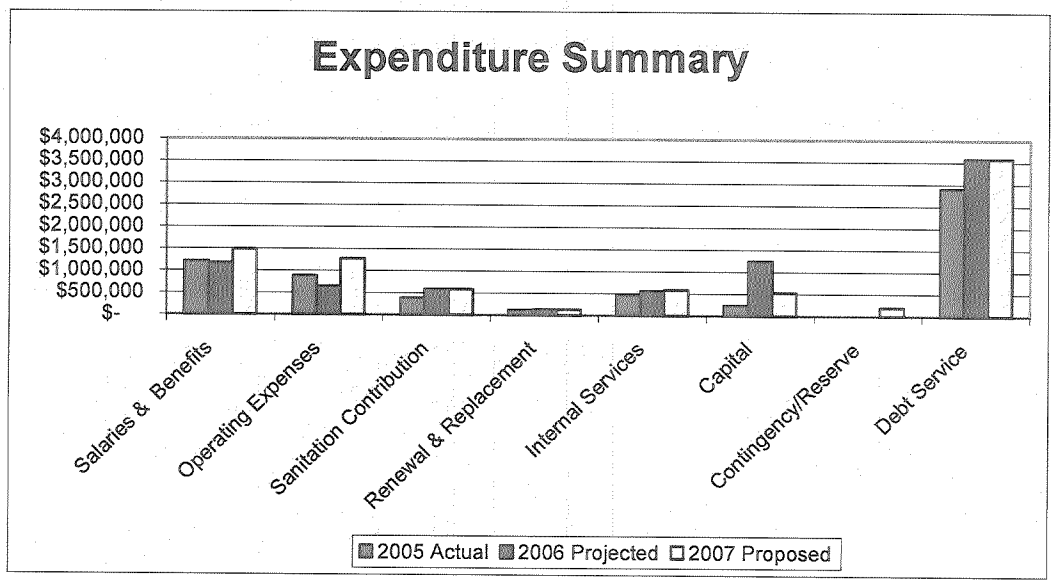
Enterprise Funds

SEWER	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Revenue Area					
Sewer User Fees	$ 24,002,352	$ 25,735,571	$ 25,595,538	$ 25,150,000	$ 25,393,300
Sewer Connection Fees	114,194	58,696	65,000	55,000	65,000
Sewer Fees - Cities	2,085,369	2,203,726	2,260,000	2,450,000	2,589,680
Interest Earnings	38,874	89,133	125,000	115,000	125,000
Other	648,696	608,674	630,000	605,886	630,000
Retained Earnings	292,851	181,945	590,970	590,970	1,783,861
Total	$ 27,182,336	$ 28,877,745	$ 29,266,508	$ 28,966,856	$ 30,586,841
Expenditure Area					
Salaries & Benefits	$ 1,791,801	$ 2,067,253	$ 2,226,427	$ 2,024,427	$ 2,688,961
Operating Expenses	2,476,064	2,529,043	2,617,872	2,467,872	2,695,631
DERM Fee	1,749,122	1,789,189	1,843,065	1,930,168	1,886,250
Sewer Treatment	13,364,066	14,906,131	14,762,731	15,153,280	15,475,700
Renewal & Replacement	1,072,341	1,044,825	1,080,000	1,080,000	1,080,000
Internal Services	1,436,662	1,683,864	1,655,803	1,655,803	1,858,964
Capital	292,851	181,945	590,970	590,970	490,090
Debt Service	4,489,640	3,507,931	4,489,640	1,891,843	4,411,245
Total	$ 26,672,547	$ 27,710,181	$ 29,266,508	$ 26,794,363	$ 30,586,841
Revenue less Expense	$ 509,789	$ 1,167,564	$ 0	$ 2,172,493	$ 0
Budgeted Positions	40	40.7	41.7		41.7



Enterprise Funds

STORMWATER	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Revenue Area					
Stormwater Fees	$ 7,883,864	$ 8,256,473	$ 8,085,000	$ 7,970,000	$ 8,150,000
Interest Earnings	70,300	150,936	165,000	225,000	218,000
Other	11,252	59,308	0	3,000	0
Total	**$ 7,965,416**	**$ 8,466,717**	**$ 8,250,000**	**$ 8,198,000**	**$ 8,368,000**
Expenditure Area					
Salaries & Benefits	$ 955,796	$ 1,206,930	$ 1,386,822	$ 1,176,822	$ 1,485,897
Operating Expenses	821,740	885,269	647,121	642,756	1,276,837
Sanitation Contribution	381,542	381,542	584,000	584,000	584,000
Renewal & Replacement	83,049	115,786	130,000	130,000	130,000
Internal Services	334,693	476,188	579,927	559,292	584,566
Capital	705,431	240,143	1,347,130	1,250,000	534,700
Contingency/Reserve	0	0	0	0	197,000
Debt Service	3,565,021	2,897,127	3,575,000	3,575,000	3,575,000
Total	**$ 6,847,272**	**$ 6,202,985**	**$ 8,250,000**	**$ 7,917,870**	**$ 8,368,000**
Revenue less Expense	**$ 1,118,144**	**$ 2,263,732**	**$ 0**	**$ 280,130**	**$ 0**
Budgeted Positions	**23**	**23.6**	**24.6**		**24.6**

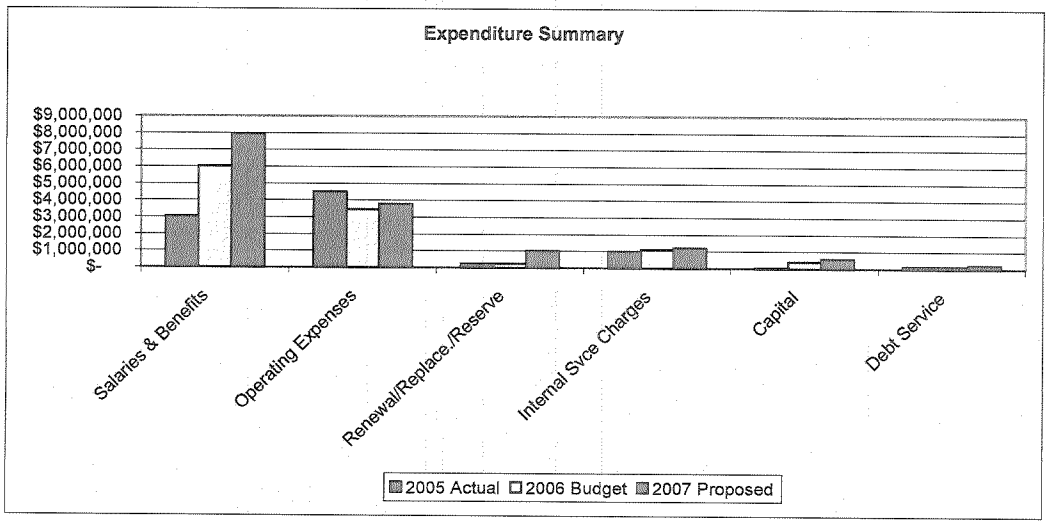


Enterprise Funds

SANITATION

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Sanitation Fees	$ 2,693,566	$ 3,336,858	$ 3,194,249	$ 3,327,000	$ 3,222,602
Trash Removal	32,361	51,249	35,000	66,000	50,000
Franchise Fees	1,920,990	2,075,358	1,982,616	2,058,000	2,546,421
Franchise-Right of Way	247,508	266,139	251,250	281,000	320,375
Roll Off	447,338	779,918	360,000	800,000	831,771
Violations/Fines	36,177	57,837	75,000	70,000	75,000
Impact Fee-Construction	661,979	716,426	665,000	770,000	750,000
Impact Fee-Commercial	678,381	768,911	700,000	700,000	800,250
Interest Earnings/Other	11,466	41,298	55,200	71,000	55,200
Hurricane Reimbursement	204,367	1,296,594	0	3,081,093	0
City Center RDA-Reimb	0	357,486	862,648	720,311	1,018,015
Mid Beach Res Tx QLF	0	75,000	0	0	0
N Beach Res Tx QLF	0	75,000	0	0	0
Amded. CDT Intrlcl Agree.	0	0	2,665,002	2,225,277	3,750,475
Ret. Earn./Loan Proceeds	50,842	10,649	0	0	322,624
Parking Fund Contribution	0	0	0	0	467,172
Storm Water Fd Contrib.	381,542	381,542	584,000	584,000	584,000
Total	**$ 7,366,517**	**$ 10,290,265**	**$ 11,429,965**	**$ 14,753,681**	**$ 14,793,905**
Expenditure Area					
Salaries & Benefits	$ 2,780,651	$ 3,052,133	$ 6,037,484	$ 4,210,107	$ 7,940,152
Operating Expenses	2,539,233	4,530,529	3,477,506	7,629,504	3,785,445
Renewal/Replace./Reserve	245,278	255,135	255,378	255,378	1,022,074
Internal Svce Charges	985,804	992,908	1,106,297	1,106,297	1,221,566
Capital	137,046	40,852	403,300	403,300	588,244
Debt Service	170,496	153,467	150,000	150,000	236,424
Total	**$ 6,858,508**	**$ 9,025,024**	**$ 11,429,965**	**$ 13,754,586**	**$ 14,793,905**
Revenue less Expense	**$ 508,009**	**$ 1,265,241**	**$ 0**	**$ 999,095**	**$ 0**
Budgeted Positions					
General Fund	19	19 + 0 PT	0 + 0 PT		0 + 0 PT
Sanitation Fund	84	95 + 1 PT	148 + 1 PT		184 + 0 PT
Total Budgeted Positions	**103**	**114 +1 PT**	**148 + 1 PT**		**184 + 0 PT**

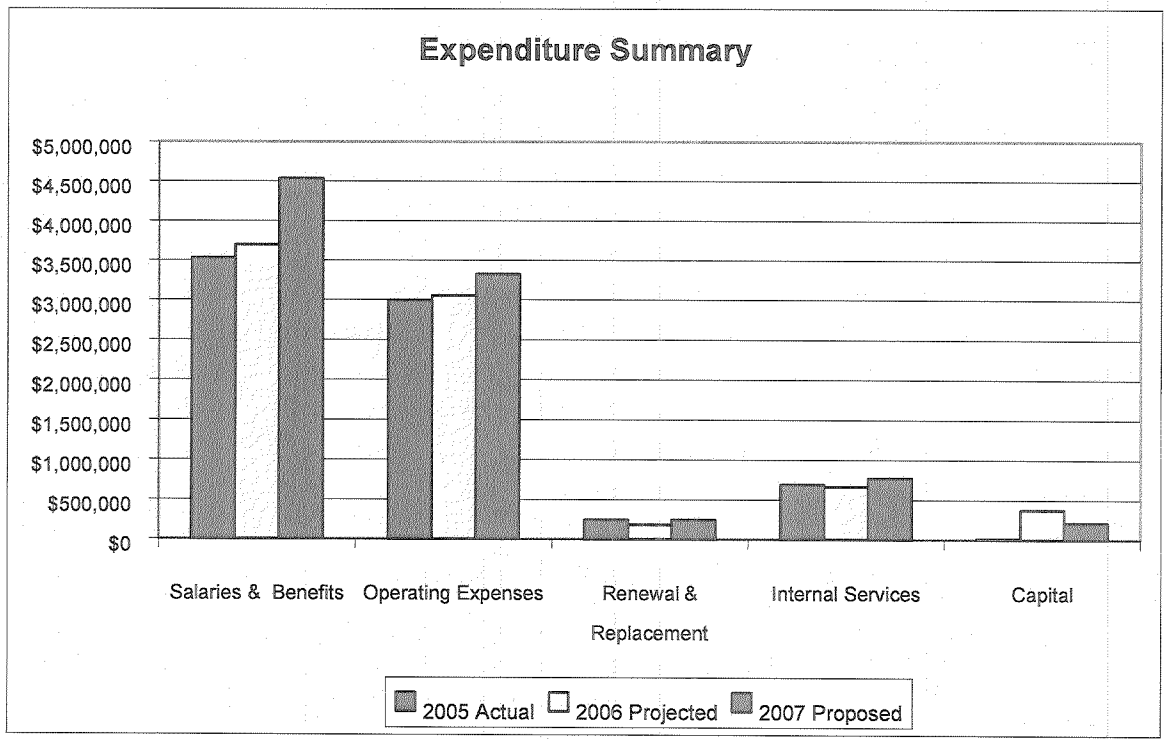
Note: (1) 2006 Adopted includes the South Beach General Fund, Mid Beach, and North Beach Divisions which were previously funded by the General Fund. (2) The position count includes 4 Code Compliance Officers in the Neighborhood Services Department and 1 Field Auditor position in the OBPI-Internal Audit Division.



Internal Service Fund

Property Management Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Inter-Departmental Charges	$6,399,438	$7,036,373	$7,276,821	$7,276,821	$8,462,996
Capital Projects	322,916	325,860	794,282	516,138	400,000
Interest/Other	46,635	25,488	5,000	7,757	5,000
Retained Earnings	270,232	10,075	174,770	174,770	214,500
Total	**$ 7,039,221**	**$ 7,397,796**	**$ 8,250,873**	**$ 7,975,486**	**$ 9,082,496**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 3,178,882	$ 3,529,503	$ 3,883,582	$ 3,695,758	$ 4,530,047
Operating Expenses	2,998,954	2,992,780	3,144,460	3,056,897	3,321,542
Renewal & Replacement	246,504	242,457	185,000	185,000	245,000
Internal Services	637,179	690,124	663,061	663,061	771,407
Capital	137,543	10,075	374,770	374,770	214,500
Total	**$ 7,199,062**	**$ 7,464,939**	**$ 8,250,873**	**$ 7,975,486**	**$ 9,082,496**
Budgeted Positions	**58**	**59**	**64**		**64**



City Center Services (General Fund)

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 374,932	$ 400,622	$ 393,050	$ 375,882	$ 416,274
Operating Expenses	28,903	42,680	43,369	37,369	43,516
Internal Services	26,737	33,060	38,749	31,749	35,093
Capital	22,786	0	0	0	3,000
Total	**$ 453,358**	**$ 476,362**	**$ 475,168**	**$ 445,000**	**$ 497,883**
Budgeted Positions	**7**	**7**	**7**		**7**

Budget Highlights

GENERAL FUND

Engineering

- This budget includes $77,134 to fund a Capital Projects Coordinator position that will be responsible for overseeing various projects as part of the Public Works/Coastal Management Capital Program.

Transportation Management

- The Parking Enterprise Fund will continue to reimburse the General Fund $550,000 for the services provided by 2 Engineering Division professional services positions who assist the Transportation Management Division operation and it also funds the entire cost of the Transportation Management Division.

Streets/Streetlights

- This budget includes $100,000 to fund a contract providing routine maintenance of approximately 2,000 city streetlight poles with fixtures as well as contributing to the reduction of the daily average backlog of 100 streetlight work orders. Maintenance of lights in parking facilities will be reimbursed by the Parking Fund.

- Funding of $25,000 is included for a consultant contract to study and assess the condition and make recommendations for the replacement of citywide-owned streetlight poles, bases and fixtures. The total cost of this consultant contract, estimated at $100,000, will be funded over 4 years.

- The Streets/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds.

ENTERPRISE FUNDS

Water

- The Water Division budget includes a rate increase of $0.25 cents in FY 2006/07 for the purchase of water from Miami-Dade County WASA (increase of $1,795,100) that became effective January 1, 2006. These rates and any proposed adjustments for FY 2006/07 are being reviewed by the County's independent consultant. In the interim, it is anticipated that the FY 2005/06 rate increase expense will be partially paid in the General Fund in FY 2005/06, with the balance included in the FY 2006/07 General Fund Budget in order to absorb the costs and not increase the rates to the users. The $0.25 cent increase for FY 2006/07 equates to a monthly increase of $2.75 cents to the average (11,000 gallons) residential customer. It also includes $774,675 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants; provides funding of $4,470,256 for payment of debt service on the existing Water and Sewer Revenue bonds; $1,673,843 for administrative fees that are paid to the General Fund; renewal and replacement funds of $680,000 and DERM fees of $1,434,497.

- This budget includes Retained Earnings carried forward ($1,880,136) from the projected FY 2005/06 water surplus primarily as a result of reduced debt service payments which will help pay for the FY 2006/07 annual debt service payment.

Sewer

- The Sewer Division budget includes a rate increase of $0.04 cents in FY 2006/07 for the sewer treatment costs paid to Miami-Dade County WASA (increase of $712,969) that became effective January 1, 2006. These rates and any proposed adjustments for FY 2006/07 are being reviewed by the County's independent consultant. In the interim, it is anticipated that the FY 2005/06 rate increase expense will be partially paid in the General Fund in FY 2005/06, with the balance included in the FY 2006/07 General Fund Budget in order to absorb the costs and not increase the rates to the users. The $0.04 cent increase for FY 2006/07 equates to a monthly increase of $0.44 cents to the average (11,000 gallons) residential customer. It also includes $490,090 in capital outlay for replacement of sanitary sewers; provides funding of $4,411,245 for payment of debt service on the existing Water and Sewer Revenue bonds; $1,388,957 for administrative fees that are paid to the General Fund; renewal and replacement funds of $1,080,000 and DERM fees of $1,886,250.

- This budget includes Retained Earnings carried forward ($1,293,771) from the projected FY 2005/06 sewer surplus primarily as a result of reduced debt service payments which will help pay for the FY 2006/07 annual debt service payment.

Stormwater

- The Stormwater Division maintains $713,600 for a regular maintenance program for outfall and catch basin cleaning and repairs, and $534,700 in capital outlay to construct drainage structures and additional system improvements to address localized flooding conditions. It also maintains a $584,000 contribution to the Sanitation Fund to support the streets

sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of $8,150,000 from the monthly $5.80 equivalent residential unit (ERU) charge and $218,000 from interest earnings to fund its operations.

Sanitation

- The Sanitation Fund will continue to receive funds in the amount of $3,750,475 pursuant to the Amended Convention Development Tax (CDT) Interlocal Agreement.

- Funding of $31,771 will convert a Field Agent position in OBPI from part-time to full-time. This position, funded by the Sanitation Department and reporting to the Internal Audit Division, monitors franchise, roll-off, right-of-way and other Sanitation Department fees. The additional cost of this position is anticipated to be completely offset by an equal increase in revenues generated by the Sanitation Department.

- Funds totaling $456,901 will provide a crew of 6 employees dedicated to cleanliness of alleyways throughout the City but concentrating on the business districts. Capital in the amount of $201,000 will be financed over the course of 4 years. The net amount funded by the Sanitation Fund in Fiscal Year 2007 will be $255,901.

- A crew of 9 additional employees will assume the duties of litter control in surface parking lots throughout the City at a cost of $467,172. This cost will be fully funded by the Parking Fund.

- The Fiscal Year 2007 Budget includes $148,891 for a crew of 3 employees dedicated to janitorial services in 7 additional restrooms that are coming on-line at various beachfront areas. The City Center RDA will provide $25,000 to offset capital costs. The balance of $123,891 will be provided by the Sanitation Fund.

- Funding of $213,766 will provide 1 employee and sand-sifting equipment to enhance cleanliness of the beach areas. Capital in the amount of $121,624 will be financed over the course of 4 years. The net amount funded by the Sanitation Fund in Fiscal Year 2007 will be $92,142.

- In addition to a contract in the amount of $130,000 for a private contractor to clean trash and debris from inland canals and waterways throughout the City, an additional $100,000 has been allocated to enhance this service with in-house resources.

- A total of $206,535 will provide a crew of 7 employees to expand litter control on Lincoln Road, Ocean Drive and Washington Avenue from five days a week to seven days a week. The additional hours of operation will be from 3:00 p.m. to 11:30 p.m. Reclassifying an existing vacant Waste Driver Supervisor position to Operations Supervisor will offset $32,363 of this cost.

- This budget includes $38,909 dedicated to cleaning of the spoil areas between South Biscayne Blvd. to Fourteenth Terrace. Currently this service is provided once a week by a contract that is administered by the Parks Dept. Due to the heavy use of the area, the

frequency of service needs to increase. An additional employee will enable the department to provide continuous litter control 5 days a week to the spoil area.

- Additional staffing of 7 employees and costing $231,537 to create a new late night entertainment crew and enable the Division to provide continuous litter control services 5 nights a week on Washington Ave, and the entertainment district south of 5th Street. The hours of operation will be from 3:00 a.m. to 11:00 a.m.

- Additional staffing of 2 employees will provide a second roving crew providing service to both the Middle and North Beach areas at a cost of $64,668. This enhancement will provide a pro-active cleanliness function and give the division the ability to respond to calls for service on the same day without the need to pull personnel from dedicated areas as well as enhancing service to the residential area.

- For the second consecutive year, the Sanitation Enterprise Fund will absorb instead of passing on to the residents the household garbage and trash collection fee increase incurred due to contractual CPI. This is a savings to the residents of $8.40 annually and $53,533 to the Division.

- The City Center RDA will provide $1,018,015 toward the costs borne by the Sanitation Fund to provide services to the City Center District.

Property Management

- This budget provides funding for merit, COLA, pension, and health insurance increases for a staff of 64 positions, which is included in the total Salaries & Benefits of $4,530,047.

- The budget of $214,500 for Capital includes: $50,000 for the replacement of one truck, one "Gator" vehicle, a pressure cleaner and cement mixer; $10,000 for an electric scissor lift, $4,500 for a 5 gallon paint shaker, and $150,000 to continue the assessments of city buildings to provide Facility Cost Indexing (FCI), and lifecycle renewal/replacement costs.

- There is a budget increase of $177,082 in the total Operating Expenses of $3,321,542. Of this increase, approximately $122,000 is for an increase in electricity, due to increased rates and consumption, especially at the expanded Scott Rakow Youth Center.

Property Management-City Center Services

- The budget provides merit, COLA, pension, health insurance increases, included in the total for Salaries & Benefits of $416,274, for a team of seven (7) technical/trade professionals who maintain public property in the City Center RDA, primarily the Lincoln Road Mall.

- Funding for this Division ($497,883) will be reimbursed by the City Center RDA, in order to maintain this RDA funded capital project.

Departmental Budget History

FY 2005/06

GENERAL FUND

Engineering

- The Engineering Division includes $169,850 for 2 positions to reduce plan review time for construction projects from 12 weeks to 6 weeks. It also includes $42,210 for an additional inspector position to enforce the newsrack ordinance, the cost of which is anticipated to be offset by increased revenues from fines.

Transportation Management

- The Transportation Management Division includes approximately $75,000 for a bike pedestrian network coordinator to expedite implementation of bikeways and pedestrian walkways throughout the City and for the implementation of additional bikeracks.

- The Parking Enterprise Fund will continue to reimburse the General Fund for the services provided by 2 Engineering Division professional services positions who assist the Transportation Management Division operation and it also funds the entire cost of the Transportation Management Division.

Streets/Streetlights

- The Streets/Streetlights Division includes $100,000 for an assessment of enhanced lighting in business districts to address security concerns. It also provides an additional $100,000 for replacement of broken sidewalks and $72,000 for a citywide pavement assessments and repair program.

ENTERPRISE FUNDS

Water

- The Water Division includes $743,400 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,310,360 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,673,843 for administrative fees that are paid to the General Fund. It also includes DERM fees of $1,421,699, renewal and replacement funds of $660,000 and $7,038,000 for the purchase of water from Miami-Dade County WASA (includes a 3.5% wholesale rate increase). A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Sewer and Stormwater Divisions will each provide an additional $140,000.

Sewer

- The Sewer Division includes $450,970 in capital outlay for replacement of sanitary sewers. It also provides funding of $4,489,640 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,388,957 for administrative fees that are paid to the General Fund. It also includes DERM fees of $1,843,065, renewal and replacement funds of $1,080,000 and $14,328,023 for sewer treatment costs paid to Miami-Dade County WASA (includes a 3.5% wholesale rate increase). A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.99 cents to the average (11,000 gallons) residential customer.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Water and Stormwater Divisions will each provide an additional $140,000. It also includes $37,000 for a Data Entry Clerk positions to support the system.

Stormwater

- The Stormwater Division provides $753,130 for a regular maintenance program for outfall and catch basin cleaning and repairs. $454,000 in capital outlay to construct drainage structures and additional system improvements to address localized flooding conditions. It also provides a $584,000 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of $8,085,000 from the monthly $5.80 equivalent residential unit (ERU) charge and $165,000 from interest earnings to fund its operations.

- The budget includes $140,000 to cover the cost of a new Infrastructure Management Software and the final phase to add a water and sewer GIS layer funded by current user fees. The Water and Sewer Divisions will each provide an additional $140,000. It also provides a Technology Manager position to support the systems.

Sanitation

- The Sanitation Enterprise Fund will receive an additional $2,625,917 from the Amended Convention Development Tax (CDT) Interlocal Agreement that will enable the fund to absorb three Sanitation divisions that were previously funded in the General Fund. These divisions are the South Beach Service Team General Fund Division ($827,714), Middle Beach ($280,596), and North Beach ($676,462).

- The South Beach Services will hire an additional employee and one temporary contractual employee to enhance litter control and pressure cleaning in the Lincoln Road Mall area between Washington Avenue and Collins Avenue 7 days and 5 nights per week. The cost of $39,085 will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement

- The Sanitation Enterprise Fund will absorb instead of passing on to the residents the household garbage and trash collection fee increase incurred due to contractual CPI. This is a savings to the residents of $13.92 annually and $88,712 to the Division.

- The proposed budget funds expanding the waterway cleaning efforts from $30,000 per year previously funded by Quality of Life funds to $97,500 through a contract for a comprehensive program for cleaning trash and debris from inland canals and waterways throughout the City. Funding of $30,000 will be provided through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- Funding of $36,000 is provided to increase Illegal dumping surveillance, particularly in the North Beach area.

- The Sanitation Citywide Division will enhance litter control in the Flamingo Park area with a dedicated crew of 5 positions at a cost of $181,025.

- The South Beach Services will add 8 positions to enhance litter control on Washington Avenue (including side streets) from 5th Street to Lincoln Road by providing continuous litter control and pressure cleaning 7 days and 5 nights per week at a cost of $265,771. This will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The South Beach Service Team will add 7 positions to enhance litter control and pressure cleaning in the Beachwalk area at a cost of $242,448. Funding will be through the City Center RDA

- The Middle Beach Division will add 3 positions to enhance litter control in the 41st Street area at a cost of $177,341. The Middle Beach Quality of Life Fund previously funded $75,000 of this but the full amount will now be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The Middle Beach Division will add 2 positions to enhance litter control and pressure cleaning in the Boardwalk area at a cost of $68,090 which will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The North Beach Division will add 3 positions to enhance litter control in the 71st Street area encompassing Collins Avenue from 63rd to 77th Streets. The North Beach Quality of Life Fund previously funded $75,000 of this but the full amount of $211,341 will now be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

- The North Beach Division will add 5 positions to enhance litter control on Harding Avenue from 79th Street to Indian Creek, Abbot, Byron, and Carlyle Avenues, from 72nd Street to Indian Creek. The cost of $206,025 will be funded through intergovernmental revenues pursuant to the Amended CDT Interlocal Agreement.

Property Management

- This budget includes Salaries & Benefits of $3,874,768, which provides for COLA, Merit, Pension, and Health/Life Insurance increases, for a staff of 64 positions including thirteen (13) administrative staff, and 51 technical/trade positions. This includes the addition of the following positions: Capital Projects Coordinator, Construction Manager, Air Conditioning Mechanic, Plumber, and Storekeeper II.

- The total salaries and fringe benefits for these positions is $260,773 and $65,000 is budgeted for vehicles for the A/C Mechanic and Plumber, with one additional vehicle to be shared by the Capital Projects Coordinator and the Construction Manager.

- The Capital Projects Coordinator and Construction Manager will provide construction management for the Capital Renewal and Replacement projects. These positions will be funded via the special millage for Capital Renewal & Replacement.

- The Air Conditioning Mechanic and Plumber will provide maintenance and repair service to the Heating, Ventilation, and Air Conditioning equipment, as well as bathroom fixtures, piping, sanitary sewer, showers, pumps, water lines, and specialized swimming pool related equipment at the new facilities and renovated facilities that have been recently completed and for those projects that will be coming on-line in FY 05/06. The Storekeeper II will supplement the safekeeping and distribution of materials and City assets in the Property Management warehouses and help ensure proper inventory controls. Property Management currently has one Storekeeper to handle the issuance of all equipment, tools, parts, materials, and supplies to all personnel in the Department. These positions will be funded via internal service charges to other City departments.

- The budget also includes $150,000 for the Citywide Capital Planning Program to continue the assessments of City facilities to provide Facility Cost Indexing (FCI), lifecycle renewal/replacement costs, and maintenance requirements of all building systems over the life of the assets. During FY 2004/05, assessments will be completed for City Hall, Historic City Hall, the Police Building, the 21st Street Community Center, and the 777 Building. An additional nine (9) facilities will be completed in FY 05/06. This is included in the $3,302,220 in total Operating Expenses, noted above.

- The budget of $224,700 for Capital includes the $65,000 for the new vehicles mentioned previously, and funds to replace six trucks and other electronic or specialty equipment.

- Property Management will pay a management fee to the General Fund of $79,350 in FY 2005/06.

Property Management-City Center Services

- Funding for this Division ($475,168) will be reimbursed by the City Center RDA, in order to maintain this RDA funded capital project.

FY 2004/05

<u>GENERAL FUND</u>

Engineering

- The Engineering Division includes the transfer of a clerical position from the Transportation Management Division and provides for projected merit, COLA, pension and insurance increases for 21 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional services positions who assist the Transportation Management Division operation.

- Savings of $185,648 in the Environmental Services Division were achieved by allocating the costs of the Assistant Director and Secretary positions to the Water & Sewer, and Stormwater funds.

Environmental Resource Management

- The budget provides for projected merit, COLA, pension and insurance increases for one clerical and two professional positions. Reductions in operating expenses have been used to partially offset an increase of $10,000 in professional services for studies related to seawalls and air quality requests.

Transportation Management

- A Transportation Engineer ($78,637) has been added to coordinate local transportation and traffic management programs, including providing support to the Director in managing, updating, and implementing the City's Municipal Mobility Plan (MMP). This position will work closely with the Planning Department to ensure funds are adequately captured to fund the MMP.

- The budget includes a transfer of a clerical position to the Engineering and provides for projected merit, COLA, pension and insurance increase for 3 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division

Streets/Streetlights

- Savings of $25,981 were achieved by deleting a vacant Masonry Helper position. In addition, the division has made reductions in overtime costs through more efficient scheduling.

- The budget provides for projected merit, COLA, pension and insurance increases for 22 positions.

- The Streets/Streetlights Division is supported by $1,280,000 in Local Option Gas Tax proceeds.

ENTERPRISE FUNDS

Water

- Funding is provided for a Heavy Duty Trencher ($54,000) to avoid delays in installation of water services and small water mains.

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Sewer and Stormwater Divisions will each provide an additional $420,000.

- The budget eliminates 4 vacant field positions and funds 35% of the Assistant Director and secretary position allocated from the General Fund.

- The budget includes $906,000 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $2,899,574 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,673,843 for administrative fees that are paid to the General Fund. It also includes $6,584,292 for the purchase of water from WASA, DERM fees of $1,350,000 and renewal and replacement funds of $660,000. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

Sewer

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Stormwater Divisions will each provide an additional $420,000.

- The budget funds 35% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 40 positions.

- The budget provides funding of $337,000 in capital outlay for replacement of sanitary sewers; $3,507,931 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,388,957 for administrative fees that are paid to the General Fund. It also includes $13,843,500 for sewer treatment costs, DERM fees of $1,737,750 and renewal and replacement funds of $1,080,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

Stormwater

- This budget provides $420,000 to cover the cost of a new Infrastructure Management Software and the first phase to add a water and sewer GIS layer funded by current user fees. The Water and Sewer Divisions will each provide an additional $420,000.

- The budget funds 30% of the Assistant Director and secretary position allocated from the General Fund. The budget also provides for projected merit, COLA, pension and insurance increases for 23 positions.

- The budget includes funding of $522,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $264,500 will be paid to the General Fund. The Stormwater Fund will generate revenues of $7,970,000 from the

monthly $5.80 equivalent residential unit (ERU) charge, $80,000 from interest earnings and other revenues to fund its operations.

Sanitation

- A part time Field Agent position funded by the Sanitation Department and reporting to the Internal Audit Division has been created to enhance monitoring of franchise fees, roll-off fees, right-of-way fees, etc. The $24,888 cost of this position will be completely offset by an equal increase in revenues generated by the Sanitation Department.
- Mid-Beach and North Beach Quality of Life Funds will provide $150,000 to enhance Sanitation services for the 41st Street and 71st Street commercial districts.
- North Beach Quality of Life Funds will provide $30,000 for waterway clean-up in North Beach.
- City Center RDA funds will provide $225,237 for a 6 day per week litter crew for completed CIP projects such as Beach Walk and completed areas of the Cultural Campus.

Sanitation - South Beach Service Team

- The City Center RDA will reimburse the General Fund ($399,378) for maintenance of the Lincoln Road RDA project.

Property Management

- This budget includes Salaries & Benefits of $3,451,471 for a staff of 59 positions including ten (10) administrative staff, and 49 technical/trade positions. This includes the addition of one (1) Building Services Technician position to support the North Shore Youth Center.
- Revenues from charges to user departments are budgeted at $6,609,649, which are for repair and maintenance services, contractual services – such as Janitorial, Elevator, Air Conditioning, and other building systems, as well as electricity and other operating expenses. The increase in Interdepartmental Charges of $584,436 reflects the following budget increases and decreases:
    - A decrease of $109,585 in contract expense due to a transfer of Security Guard Contracts to the Police Department budget
    - $166,550 increase in the Janitorial Service Contract due to the impact of the "Living Wage Ordinance"
    - $151,777 increase in electricity costs due to increased usage of city facilities
    - $43,000 increase for service contracts for A/C systems support at the North Shore Youth Center, the 777 Building and the South Shore Community Center, as well as an Ammonia Plant for the Ice Rink at the Scott Rakow Youth Center (Budget Enhancement)
    - $35,876 increase for the addition of a Building Services Technician at the newly remodeled North Shore Youth Center (Budget Enhancement)
    - $296,789 increase in salary and benefits

- $6,029 increase in other operating costs and a $6,000 decrease in Interest Revenue

- Property Management Division is also budgeted for revenues of $5,000 in interest earnings on the fund's reserves, $72,050 in Retained Earnings to be used to replace two vehicles and purchase specialty tools, and $634,737 in charges for renovation projects at City facilities.
- Property Management will pay a management fee to the General Fund of $79,350 in FY 04/05. The Management Fee is increased by 5.8%, based on the growth in the FY 03/04 General Fund Budget.

Property Management-City Center Services

- The budget of $461,433 includes operating expenses of $81,264 and salaries & benefits of $380,169 for a team of seven (7) technical/trade professionals who maintain the public property on the Lincoln Road Mall, located in South Beach. This includes maintaining the area lighting, fountains, and the concrete floor and structures.

- Funding for this Division will be reimbursed by the City Center RDA, in order to maintain this RDA funded project.

FY 2003/04

GENERAL FUND

Engineering

- The Engineering Division includes the reduction of a vacant Capital Projects Coordinator position and provides for projected merit, COLA, pension and insurance increase for 20 positions.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions who assist the Transportation Management Division operation.

- The General Fund is reimbursed for the Environmental Resources Management Division costs by fees for services provided to capital projects on a yearly basis.

Transportation Management

- As a result of the Concurrency Management function being transferred to the Planning Department, a Senior Planner position has been eliminated and an Office Associate V has been downgraded to an Office Associate III in the Transportation Management Division.

- The Parking Enterprise Fund will reimburse the General Fund for the entire cost of the Transportation Management Division.

Streets/Streetlights

- This budget provides funding ($90,726) for 2 positions and capital equipment for an additional streetlighting maintenance crew to maintain the newly constructed capital projects and provide adequate maintenance and repair of citywide lighting.

- The FY 2003/04 Fleet Management Capital Replacement Fund will provide $218,625 for the replacement of various heavy equipment vehicles.

ENTERPRISE FUNDS

Water

- The Water Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional $420,000. The budget also provides for a GIS analyst position.

- The budget provides for additional crew of 3 positions and capital for the maintenance and/or repairs of asphalt cuts resulting from the repairs or construction of water and sewer system improvements. Also, funding for 5 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget includes $818,070 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,310,360 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $5,760,000 for the purchase of water from WASA, DERM fees of $1,290,000 and renewal and replacement funds of $660,000. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Water Capital Budget includes $80,000 for replacement of 4 heavy equipment vehicles.

Sewer

- The Sewer Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional $420,000.

- Funding for 3 Municipal Service Worker I positions has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget provides funding of $171,000 in capital outlay for replacement of sanitary sewers; $4,489,640 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,300,000 for sewer treatment costs, DERM fees of $1,747,500 and renewal and replacement funds of $1,080,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

- The Sewer Capital Budget provides $200,000 for replacement of 1 heavy equipment vehicle (Vactor).

Stormwater

- The Stormwater Division budget includes $420,000 in capital to continue the development of a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional $420,000.

- The budget provides $170,000 in contractual services for a 3rd stormwater cleaning crew. It also includes a Management Analyst and a clerical position to enhance the administrative function of the Department. A Municipal Service I position has been transferred to outside contractual labor in order to maintain full staffing at all times.

- The budget includes funding of $400,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,575,000 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of $7,730,000 from the monthly $5.80 equivalent residential unit (ERU) charge, $175,000 from interest earnings and other revenues to fund its operations.

Sanitation

- The Sanitation fund will receive an additional 4% from the franchise tax-waste contractors currently included in the General Fund. This increase to the Sanitation fund is composed of an additional 2% that formerly went to the General and an increase of 2% to the amount charged to the waste contractors. This raises the total fee to 16% and is at a par with other municipalities.

- This budget includes funding for an South Beach Service Team Superintendent position that will be funded by the enterprise fund rather than the General Fund.

- Savings from the elimination of 5 waste collector positions have been used to fund a mechanized sweeping crew composed of 3 Municipal Service Worker (MSW) III positions and 1 MSW II position.
- Six litter control positions formerly funded by the General Fund in the SBST will now be funded by the Sanitation Enterprise-SBST fund. The total amount being funded in the Enterprise Fund will be $179,411.

- Funding for 5 Municipal Service Worker I's in the Enterprise and an additional 5 in the SBST has been transferred to outside contractual labor in order to maintain full staffing at all times.

Sanitation - South Beach Team

- This Division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 2004.

- Funding of $74,412 in Salaries & Benefits and $24,925 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

North Beach Services

- Funding of $60,199 in Salaries & Benefits and $27,615 in operating expenses provides a team of two (2) Municipal Service Workers dedicated to pressure cleaning the sidewalks of the Mid Beach business area.

- This division began reporting to the Sanitation Department rather than the Property Management Department in the middle of FY 2004.

Property Management

- This budget merges the Construction Section, previously reported as a separate division, into the Property Management Division. The services of the Construction Section will be charged to funded capital projects where it is proven that these services can provide a cost savings to the City of Miami Beach. This division was created during FY 2000/01 to function as a construction team to upgrade City facilities.

- One Plumber position (Construction Section) has been eliminated with the equivalent funds budgeted in temporary labor.

- This budget includes Salaries & Benefits of $3,154,682 for a staff of 58 positions including ten (10) administrative staff positions. Of the 48 technical/trade positions, ten (10) are in the Construction Section.

- This budget provides funding of $604,240 for repair and maintenance supplies for all city facilities. This is a decrease of $170,731 from FY 2002/03.

- This budget includes a reduction of contractual services for janitorial services, totaling $154,246. As a result of the "Living Wage Ordinance", the contract for these services is expected to increase significantly. Even with an anticipated service reduction of approximately 25%, the proposed budget for contractual services is $71,844 greater than FY 2002/03.

- This budget provides for the funding of $16,500 for capital equipment necessary to maintain city facilities. In addition, it is anticipated that $252,500 will be included in the City's Capital Budget for FY 2003/04.

Property Management – South Beach

- The budget contains Salaries & Benefits of $349,981 for a team of seven (7) technical/trade professionals who maintain public property in the south beach district areas of Washington Avenue, Collins Avenue, Lummus Park, and the Lincoln Road Mall.

FY 2002/03

GENERAL FUND

- The Engineering Division includes the addition of a City Engineer position that has been funded by eliminating a vacant position in the Transportation and Concurrency Management.

- The Parking Enterprise Fund will reimburse the General Fund for the services provided by two Engineering Division professional positions that assist the Transportation and Concurrency Management Division operation.

- The General Fund is reimbursed for the Environmental Resource Management division cost by fees for services provided to capital projects on a yearly basis.

South Beach Service Team (formerly Community Service Team)

- This budget includes the reduction of 10 vacant positions as a result of eliminating two functions within this Division. These functions will be performed with existing city staff on an as needed basis.

- The budget includes the addition of 2 positions responsible for the South Beach area restroom cleaning. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of $28,245. Start-up capital costs will be incurred in FY 2001/02 in order to help provide these savings in FY 2002/03.

Streets/Streetlights

- The FY 2002/03 Fleet Management Capital Replacement Fund will provide $90,000 for the replacement of 7 heavy equipment vehicles.

ENTERPRISE FUNDS

Water

- The Water Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Sewer and Stormwater Divisions will each provide an additional $150,000.

- The budget includes $939,810 in capital outlay for miscellaneous water main upgrades, replacement of lead water lines, water meters, and fire hydrants. It also provides funding of $3,304,837 for payment of debt service on the existing Water and Sewer Revenue bonds, and $1,582,082 for administrative fees that are paid to the General Fund. It also includes $6,156,000 for the purchase of water from WASA, DERM fees of $1,282,500 and renewal and replacement funds of $965,765. A rate increase of $0.05 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $0.55 cents to the average (11,000 gallons) residential customer.

- The Capital Budget includes $205,390 for replacement of 6 heavy equipment vehicles.

Sewer

- The Sewer Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Stormwater Divisions will each provide an additional $150,000.

- The budget provides funding of $361,930 in capital outlay for replacement of sanitary sewers, and equipment; $4,482,286 for payment of debt service on the existing Water and Sewer Revenue bonds and $1,312,814 for administrative fees that are paid to the General Fund. It also includes $15,000,000 for sewer treatment costs, DERM fees of $1,806,563 and renewal and replacement funds of $1,050,000. A sewer rate increase of $0.09 cents is budgeted for debt service cost for Phase II of the Water and Sewer Revenue Bonds. This equates to a monthly increase of $ 0.99 cents to the average (11,000 gallons) residential customer.

Stormwater

- The Capital Budget provides $187,070 for replacement of 6 heavy equipment vehicles.

- The Stormwater Division budget includes $150,000 in capital for a new geographic information system (GIS) and infrastructure management system. The Water and Sewer Divisions will each provide an additional $150,000.

- The budget provides an additional crew of 3 positions for the maintenance and/or repairs of asphalt cuts and manhole restorations resulting from repairs or construction of stormwater system improvements.

- The budget includes funding of $555,000 in capital outlay to construct drainage structures and system improvements to address localized flooding conditions. It also provides a $381,542 contribution to the Sanitation Fund to support the streets sweeping function, $3,570,346 for payment of debt service on the existing Stormwater Revenue bonds, and $130,000 for renewal and replacement funds. A management fee of $250,000 will be paid to the General Fund. The Stormwater Fund will generate revenues of $7,020,000 from the monthly $5.50 equivalent residential unit (ERU) charge, $200,000 from interest earnings and other revenues to fund its operations.

Sanitation

- This budget includes $182,077 for six additional positions and capital equipment for a sweeping crew to be assigned primarily to the North District.

- The Budget provides $205,867 for 12 positions and capital equipment to extend the coverage area of the South Beach Service Team (SBST) beginning in the second quarter of the fiscal year.

- A total of 2 positions will be added to be responsible for cleaning the beach restrooms. This is part of an in-house program that will increase efficiency and replaces a current contract with an outside provider with an overall savings to the City of $58,227. Start up capital costs will be incurred in FY 2001/02 in order to help provide these savings in FY 2002/03.

- The Sanitation fund will receive an additional 2% from the franchise tax-waste contractors currently included in the General Fund. This will increase the Sanitation fund to 10% and reduce the General fund to 2% of the 12% collected for Franchise taxes charged to the waste contractors. In addition, the department will be requesting Commission approval to raise the total fee to 14% at a par with other municipalities and provide an additional $206,000 to the Sanitation fund.

- This budget request for FY 2002/03 includes $128,300 for equipment for the enhanced cleaning services.

Sanitation – South Beach Service Team

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

North Beach Services

- This budget reflects the reduction of one (1) Municipal Service Worker from the pressure cleaning service.

Property Management

- This budget provides funding of $774,971 for repair and maintenance of all city facilities, which includes an increase of $222,000 for the expanded facilities of the Scott Rakow Youth Center and the Bass Museum, as well as the new facilities of the Byron Carlyle Theater Building and the 777 Building, adjacent to City Hall.

- This budget includes a reduction of contractual services for citywide restroom cleaning, totaling $127,317. These services will be performed by the City at a cost of $69,090 producing a savings of $58,227. Additionally, contracted services for fire pump testing is being reduced. This service will be performed by existing city staff thus generating further savings of $76,440. Startup capital costs will be incurred in FY 2001/02 in order to help provide these savings in FY 2002/03.

- The services of the Construction Division (12 positions) will be charged to funded capital projects where it is proven that these services can provide a cost savings to the City of Miami Beach. This division was created during FY 2000/01 to function as a construction team to upgrade City facilities.

Property Management – South Beach

- This budget includes a decrease of $97,335 for contracted cleaning services in the South Beach area restrooms. The cleaning service will be performed by the South Beach Service Team for a cost of $69,090, producing a savings of $28,245 in the General Fund. Startup capital costs were incurred in FY 2001/02 in order to help ensure these savings in FY 2002/03.

- This budget reflects the reduction of one (1) Municipal Service Worker and the elimination of the tram service on Lincoln Road Mall.

CAPITAL IMPROVEMENT PROJECTS

Department Mission/Purpose Statement

"We are dedicated to providing effective planning and construction management activities to ensure timely and cost-effective completion of well-designed, quality capital improvement projects."

Department Description

The Capital Improvement Projects (CIP) Office is designed to consolidate the City's capital construction efforts into a single entity and to provide the platform to comprehensively address the ambitious goals set forth in the General Obligation Bond program, the Water and Wastewater Bond program, the Stormwater Bond program, and the Redevelopment Area Infrastructure Program to improve the City's infrastructure, public facilities, parks, beaches, golf courses and public safety equipment. The Office has the administrative tools in place to address this ambitious program in a professional and organized fashion deserving of our residents and neighborhoods. The Office utilizes a collaborative process in designating public improvements which is designed to incorporate substantive input by the residents of Miami Beach. The Office is tasked with constructing the City's funded Capital Improvements in a timely manner.

The City established the CIP Office in the summer of 2001 to "serve as a focal point for the planning and construction management activities associated with the extensive capital projects work being funded by the recently authorized G.O., Water and Sewer Bond, and Stormwater funding". The Office is managing more than 100 projects from inception through ribbon cutting.

Originally, staff was reassigned from the Public Works Department and additional positions added to provide the initial staffing complement of 24 positions. The staffing and the resources allocated to the Office have grown to 32 positions. The annual budget for the office is currently just over $3 million per year.

The staff is composed of Senior Management, Project Managers in different categories of experience and responsibility, Financial Managers, Field Inspectors, Community Information Coordinators and Administrative personnel.

Significant Prior Accomplishments

- Developed a 5-year implementation schedule for funded programs.
- Currently developing a second 5-year project implementation schedule.
- Created an information management program that keeps client departments informed.
- Drafted an operating charter for the Community Information function of the department that aimed at managing and mitigating community and business issues.
- Defined, finalized and documented CIP expectations from 14 of the 14 neighborhoods.

- Addressed a general policy for the under-grounding of utilities in neighborhoods interested in the matter.

- Created accountability mechanisms to ensure high quality, timely work by the City's Architect/Engineers and Contractors.

- Improved internal administrative processes, such as payment processing, budgeting, and project scheduling.

- Developed sufficient project schedules to assist the Finance Department in making funding decisions.

- Integrated City Center RDA into overall sequencing plan.

- Integrated Parking Department Capital projects into overall sequencing plan.

- Integrated the two Program Manager firms into the planning, community outreach and construction processes.

- Utilized the Job-Order-Contracting (JOC) System.

- Implemented a departmental electronic Centralized Filing System.

- Successfully negotiated a Joint Project Agreement with Miami-Dade County for the Venetian Causeway Improvements.

Substantially Completed the following projects:

- South Pointe Streetscape Phase I
- Flamingo Pool
- Groups "A" and "B" Parks
- Espanola Way Streetscape
- Pine Street Park
- Chase Avenue Streetscape
- Miami Beach Golf Course
- North Shore Open Space Park Phases I, II and III
- Epicure Parking Lot Improvements
- La Gorce Island Enhancements
- North Shore Park and Youth Center
- Regional Library
- Marseille Drive Streetscape
- Booster Pump Station at 25th Street (Fire Station No. 2 Phase I)
- Bass Museum Humidifiers Installation
- South Shore Community Center Phase I
- La Gorce/Pine Tree Drive Landscaping Medians
- Bay Road Streetscape (14th to 16th Streets)
- Victory Garden
- Palm Island Guardhouse
- Normandy Shores Golf Course Clubhouse Roof

- TOPA Lobby Interiors
- 42nd Street Streetscape
- 7200 Collins Avenue Parking Lot
- 4601 Collins Avenue Parking Lot
- Byron Avenue and 71st Street Parking Lot
- 4th Street and Alton Road Parking Lot
- Scott Rakow Youth Center Phase I
- Colony Theater
- Convention Center Restrooms and ADA Improvements Phases A & B
- 17th Street Parking Garage Maintenance
- Maurice Gibb Memorial Park
- Lummus Park Phase I
- Lummus Park Phase II (Restrooms)
- Lennox & 17th Street Parking Lot
- Lennox & West Ave. Parking Lot
- 46th Street & Collins Parking Lot
- Fairway Park Sports Lighting
- Miami Beach Golf Course Clubhouse and Restrooms
- Miami Beach Golf Course Maintenance Facility

Have the following projects under construction:

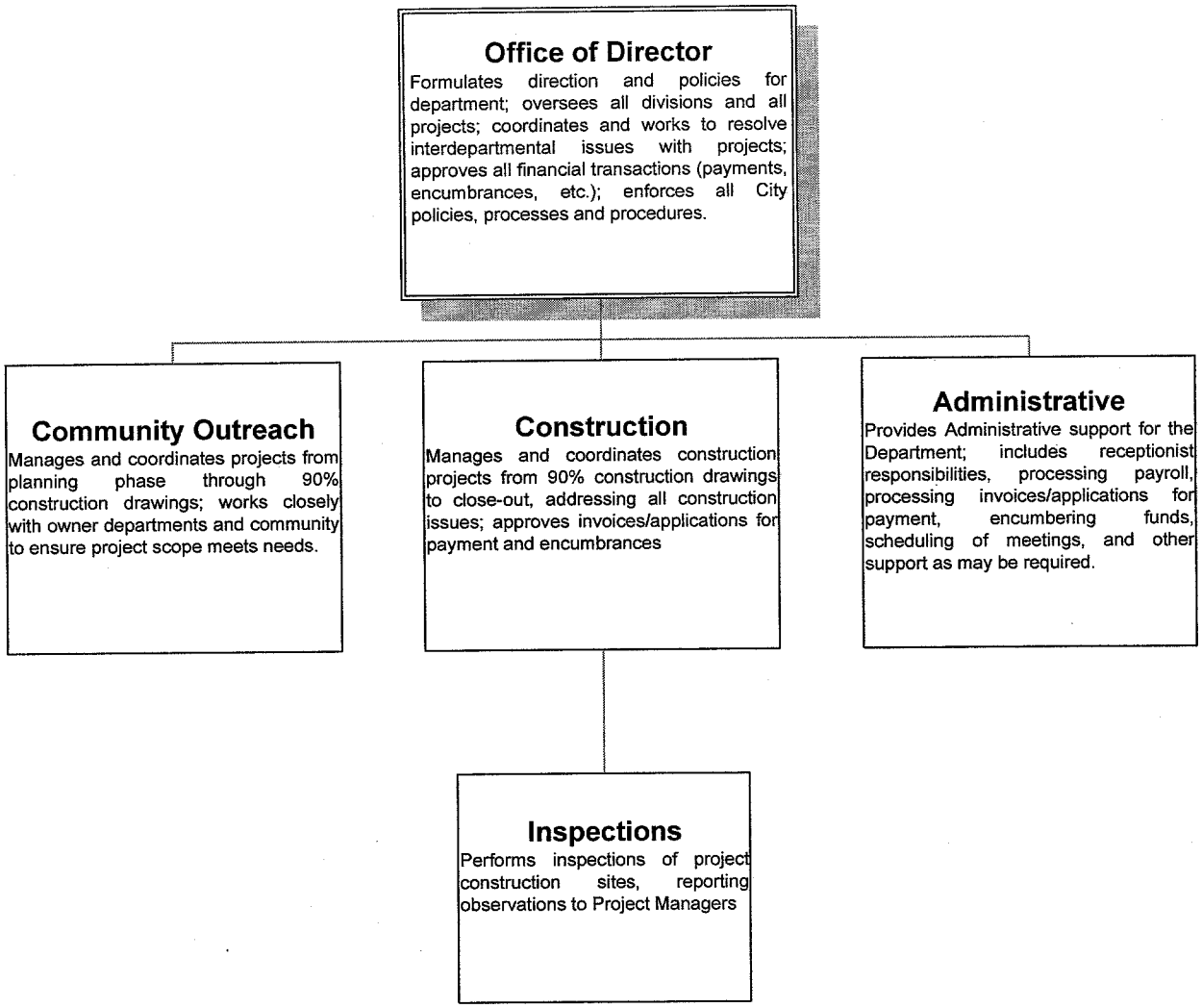
- Normandy Isle Park and Pool
- Convention Center Restrooms and ADA Improvements Phase C
- Fire Station No. 4
- Fire Station No. 2
- 12th Street Garage Renovation
- Pump Station on Terminal Island/ MacArthur Causeway 20 inch Waterline
- Citywide Water/Wastewater Pump Station Upgrades (31 Stations)
- Washington Avenue Streetscape
- 13th Street Parking Garage
- 17th Street Parking Garage Structural Repairs
- Beachfront Restrooms –46th & 64th Streets
- 41st Street Bridges
- Belle Isle Right-of-Way (ROW) Project

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Ensure well designed quality capital projects	Average # days to review 60% construction documents and return comments	45*	28	14	• Continue log to track plans review process - from receipt date to return date - and calculate review times. The current process is tracked on an Excel spreadsheet and FY 07 goal is to incorporate this task, as well as other project management tasks, into a single project management tool. • Work with City departments (Public Works, Planning, Parks, etc.) to ensure expedited and timely reviews and return of comments. • Implement Best-Value Procurement for planning, design, and construction phase, where contractors and consultants are selected for traditional, design-build, and construction-manager-at-risk projects utilizing Best Value criteria, that is based on past performance, project management personnel experience, QA/QC plans, and ability to develop risk assessment plans in advance of construction. • Continue to implement a project management and decision tool that integrates project planning, design, procurement, construction, budget management, and close-out milestone tracking and management tools, with a wide range of project-specific and summary level reports essential to the very complex capital project delivery process. • Continue to improve processes and develop working relationships with owner and reviewing departments (i.e. Public Works, Planning, Parks, etc.) to ensure timely and accurate cooperation in expediting project construction.
	% of projects with substantially completed construction and in beneficial use within 120 days of schedule	45%*	45%	60%	
	% of change orders generated by unforeseen conditions	N/A	N/A	5%	
	Average # of days to process invoices from Contractors & Consultants	35	25	25	• Convert existing paralegal position to a Financial Analyst I to assist with the increased work volume as well as with tracking and reporting activities of best value performance and performance management thus

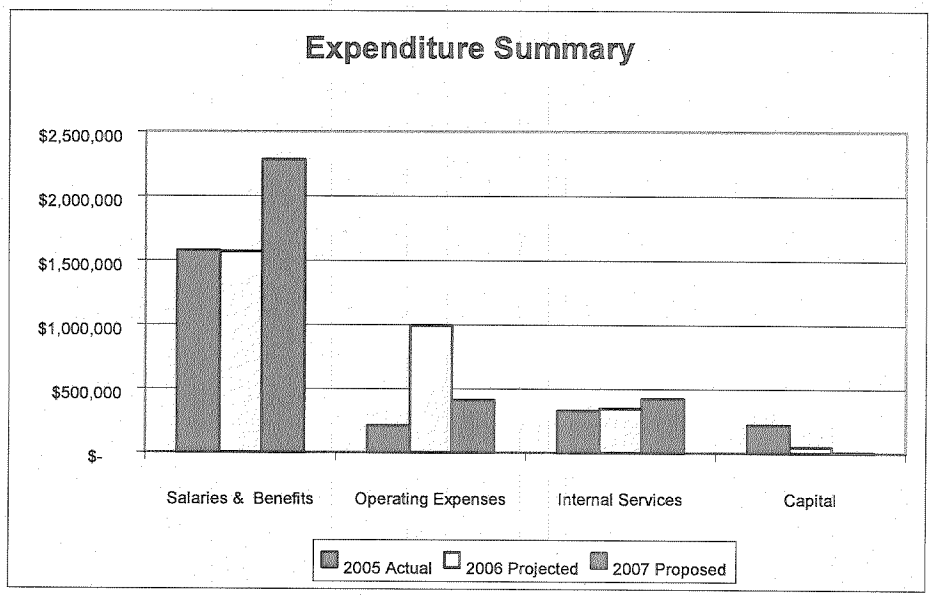
Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					freeing up project manager time for projects.
Enhance external and internal communications from and within the City	# of newsletters published	0	28	28	• Continue to implement a project management and decision tool that integrates project planning, design, procurement, construction, budget management, and close-out milestone tracking and management tools, with a wide range of project-specific and summary level reports essential to the very complex capital project delivery process.

* FY 03/04 actual not available. FY 04/05 actual provided
N/A: Not Available
TBD: To Be Determined


Office of Director
Formulates direction and policies for department; oversees all divisions and all projects; coordinates and works to resolve interdepartmental issues with projects; approves all financial transactions (payments, encumbrances, etc.); enforces all City policies, processes and procedures.
Community Outreach
Manages and coordinates projects from planning phase through 90% construction drawings; works closely with owner departments and community to ensure project scope meets needs.
Construction
Manages and coordinates construction projects from 90% construction drawings to close-out, addressing all construction issues; approves invoices/applications for payment and encumbrances
Administrative
Provides Administrative support for the Department; includes receptionist responsibilities, processing payroll, processing invoices/applications for payment, encumbering funds, scheduling of meetings, and other support as may be required.
Inspections
Performs inspections of project construction sites, reporting observations to Project Managers

Financial Summary

GENERAL FUND Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,485,324	$ 1,578,107	$ 2,260,677	$ 1,569,354	$ 2,281,531
Operating Expenses	177,422	209,362	528,464	994,787	413,300
Internal Services	279,102	330,085	345,461	345,461	426,633
Capital	22,985	219,350	45,000	45,000	5,000
Total	**$ 1,964,832**	**$ 2,336,904**	**$ 3,179,602**	**$ 2,954,602**	**$ 3,126,464**
General Fund	24	27	31		31
Parking Fund	1	1	1		1
Total Budgeted Positions	**25**	**28**	**32**		**32**



Budget Highlights

- Continue funding $98,000 for capital improvement project newsletters distributed bi-annually to each of the 14 neighborhoods throughout the City.
- The General Fund will contribute $1,000,000 while capital projects will pay for the remainder of the department budget.

Budget History

FY 2005/06

- A savings of $43,589 will be achieved by eliminating 3 vacant Sr. Capital Project Planner positions and replacing them with 2 Capital Project Coordinators. This efficiency should decrease the number of days needed to perform construction document reviews from several months to a target of 28 days.

- The Proposed Budget funds $228,412 for 2 Construction Manager positions, 2 Community Information Coordinator positions, and eliminates 1 vacant Community Information Manager position to both improve staff capacity to manage projects and address the community information function in a more efficient manner. Additionally, $95,000 is included for capital improvement project newsletters to be distributed bi-annually to each of the 14 neighborhoods throughout the City.

- Funding of $45,416 is provided for an administrative Office Associate IV position to assist the department in processing financial transactions and supporting the community information function.

- Funding in the amount of $42,280 will provide a contingency reserve for increased project management.

- The General Fund will contribute $517,699 while capital projects will pay for the remainder of the departmental budget.

FY 2004/05

- This budget includes funding ($160,000) for professional services to expedite review of construction documents.

- Funding is provided for a Financial Analyst I ($59,269) who will process invoices, charge backs, and requisitions and provide more timely payment and thereby allowing project managers to dedicate additional time to projects.

- A Paralegal position and supporting costs totaling $80,000 have been added to assist in responding to contractual and legal issues related to capital projects, provide more timely completion of projects and allow project managers to dedicate additional time to projects.

- One additional Field Inspector will ensure there is an inspector in each of the three CIP Districts (North, Middle, and South) as well as for Citywide and Parking projects.

- Funding in the amount of $42,280 will provide a contingency reserve for increased project management.

- The General Fund will contribute the total cost of enhancements ($392,460) while capital projects will pay for the remainder of the departmental budget.

FY 2003/04

- A vacant Capital Improvement Administrator-Finance position was reduced and one Economic Development Department position was transferred to work as a Senior Capital Projects Coordinator. Also, 50% of a Senior Planner position in the Planning Department will be funded from this budget to serve the North Beach Community.

- The affected capital projects reimburse the General Fund for this departmental budget in its totality.

FY 2002/03

- The budget provides for projected merit, COLA and insurance increases for 24 positions. It also provides $78,198 in capital for vehicles and construction management software.

PARKING

Department Mission/Purpose Statement

"We are dedicated to professionally and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer service orientation in order to better serve the City's diverse residential, business and tourist communities."

Department Description

The major goals of the Parking Department are to provide safe, clean and affordable parking. The department also provides specialized park and ride services for events, and develops new parking programs to meet the challenges of a rapidly growing urban environment, to be responsive to our constituents and quality of life issues. The department is the single largest provider of parking in the City, serving resident, commercial, and tourist/visitor parking needs.

The City of Miami Beach Parking Department is an enterprise fund operating solely on revenues generated by its operations. Financial sustainability is important and bonding covenants require the department to maintain a debt service ratio of 1:1.35 or better, which influences the required cash reserves.

The department, in addition to parking spaces, has a public safety duty to ensure parking regulations are adhered through its parking enforcement unit. The department is comprised of three divisions (administration, on-street, and off-street) containing a total of 113 full-time positions and 6 part-time. Various services, predominantly in the off-street division are contracted (hourly rate) labor, including cashiers/attendants and supervisors, security, janitorial, landscaping. Other contract services in the department (on-street division) include parking meter collections and towing services.

The department manages and operates 64 surface parking lots and four garages. In addition, the department also manages two garages (The Anchor Garage and 7th Street at Collins Avenue), and one surface lot for the FIU -Wolfsonian Women's Club. There are a total of 8,300 metered spaces both on and off-street and 14 residential parking permit zones citywide. Other units within the department include: sign/post installation; meter maintenance; customer service; and finance/coin room.

The department is forging ahead by investing in technology enhancements and in its most important resource, its' employees, through its organizational development program. Technology enhancements include multi-space pay stations for on-street and surface parking lots and pay-on-foot stations at garages. A web-enabled parking permit system is also on the horizon in order to enhance customer convenience by providing parking services on the internet. Organizational development efforts include a combination of in-house training programs, employee morale stimulators, and the Franklin Covey training programs. This unique approach has provided our employees with a sense of professional and personal growth that is reflected in their work daily.

Significant Prior Accomplishments

- We have enabled sustained superior performance in our people through providing continued outstanding training and development opportunities. We have implemented a department-wide organizational development program, to develop a world class Parking Department through continued growth and development of our people both professionally and personally. We have created a fair, consistent, respectful and empowering environment which rewards excellence, and promotes accountability.

- Implemented a program to consolidate all of the daily revenue reports developed in the Parking Department into one daily master report. This report includes the date the bank verified receipt of each deposit.

- Successfully established a method to receive, sort, deposit, record and report revenues received from our new multi-space parking meters. Improved the processing of multi-space meter credit cards transactions from modem based to the Internet.

- Developed and implemented a process to replace the Miscellaneous Cash Receipt form with an Excel receipt form that resulted in making deposits faster and improved the timeliness and accuracy of our record keeping and reporting.

- Installed and operated a time keeping system that uses a hand scan in place of a time card. The system is linked from a central location to five remote locations. Data can be retrieved at each remote location and the central location as needed.

- Successfully administered the mail-in permit-renewal program affording our clients sufficient time to respond and receive their new permit prior to the expiration date of the old permit.

- Completed the rehabilitation of the 17th Street and Lenox lot to include installation of Master meters.

- Rehabilitation of the 12th Street garage to include installation of Central Cashiering and Pay on Foot Station.

- Rehabilitation of the 13th Street garage to include installation of Central Cashiering and Pay on Foot Station.

- Conversion to Master Meter operations from single space meters in the Lincoln Road Corridor lots, Ocean Drive, Collins Ave, Washington Ave, 34th/35th/46th and Collins Ave.

- Structural repairs/repainting and re-striping of the 17th street garage.

- Implementation of Access Control via CMB Id's to allow ingress/egress in the 17th street garage as well as the lots east of the garage.

- Implementation of a living data base to track all work order requests for maintenance tracking the requests from the initial requests to completion with the ability to keep the request in a reoccurring pending status until it is closed out.

- Established Residential Zone 14/Belle Isle.

- Implemented a comprehensive preventative maintenance program for all meters throughout the City.

- S.O.P. for the Meter Tech and Meter Tech Supervisor were completely revised to include new responsibilities derived from the master meter conversion.

- Revised all patrol zones for Meter Technicians as a result of the new master meter conversions.

- Due to the increase in customer service levels, the areas converted to master meters have shown 10%-15% increase in revenues.

- Worked closely with the CIP Department to install new master meters on Ocean Drive and the 100 block of 17th Street. We installed the master meters off the sidewalk to maximize the street improvements.

- Walker Parking Demand Analysis

- Parking System Capital Plan/Budget

- Management/Operation of FIU-Wolfsonian Women's Club Parking Lot

- Acquisition of 1837 Bay Road

- Implementation Washington Avenue/First Street Surface Parking Lot

- Implementation of Collins Avenue and 87th Terrace Surface Parking Lot

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Maintain or improve traffic flow	# of citations issued for illegal loading activities on major thoroughfares	9,769*	9,768	10,032	• Establish CLEAR Task Force (Clearing of Lanes, Easements, Alleyways, & ROW), an internal systematic approach to improving traffic congestion caused by illegal loading and/or double parking in major thoroughfares throughout the City. • Develop strategies for loading activities, such as establishing more flexible hours for loading activities, evaluating non-moving violation of blocking the travel lane, and identifying potential alternative locations. • Collaborate with Police and fund 2 motor units dedicated for support of the parking enforcement unit particularly for habitual violators, including major commercial purveyors that perceive parking citations as, "a cost of doing business".
Improve Parking Availability	# of projected joint ventures pursued	0	5	5	• Work closely with Asset Management to identify acquisition of properties for development and/or joint venture projects. • Pursue implementation of Walker Parking study recommendations for development sites in the North Beach, Cultural Campus areas, S. Pointe Park, City Hall Garage, New World Symphony Garage, and other opportunities.
	# of sites identified	0	3-4	4	
	% of satisfaction determined by results of a user survey	N/A	N/A	TBD	• Work with the Office of Budget and Performance Improvement to develop and implement a user survey. • Continue to work with the Office of Communications to further develop marketing plan. • Research pay by cellular and in-car parking meters tied to debit card, purchase through web, etc. and potential for a WIFI interface. • Continue to add pay on foot stations at the City's Parking facilities in order to give the

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
					customer quick and easy access to these facilities.
	Total meters operable as a % of total meters installed	90.87%*	91.87%	92.87%	• Implement the Lead Tech Concept to conduct preventive maintenance and on-going repairs of single space and multi space meters. • Increase coin room operations by increasing the frequency of collections to areas with the most activities preventing single space and multi space meters to reach capacity and become in-operable.
Expand hours and service through e-government	% of business transactions performed over the internet	0	5%	5%	• Research, procure and deploy in-car parking meter. • Deploy Public Education Campaign for in-car meter.
Improve the City's overall financial health and maintain overall bond rating	# of scofflaws detected	0	808	808	• Complete rate study on parking fees. • Rate increase on Special Event Rate: from $5 to $8; Monthly Municipal Permit: from $60 to $70; Visitor Hang Tags (residential): from $10* to $50; Valet Parking Fee: from $10 to $13. • Evaluate the effectiveness of County collections of parking tickets. • Increase coin room operations to include currency counting that is currently done by Brinks in house.
	Parking revenues (in $millions)	22.64	22.06	25.09	
Improve cleanliness of Miami Beach rights of way especially in business areas	Public area cleanliness index: Parking lots	2.26*	2.0	1.5	• Add a Landscape Supervisor to help Parks monitor the Greenspace maintenance program and supervise the parking lots. • Fund payment for Sanitation cleaning of Parking surface lots. • Complete and implement criteria and methodology for Public Area Appearance Index for garages and parking lots. • Integrate garage/lot signage into
	% of Public Area Cleanliness assessments for parking lots scoring 2.0 or better	47.1%*	90%	90%	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	Public Area Cleanliness Index: Parking Lots (Litter)	2.68*	2.0	1.5	wayfinding branding. • Continue to develop criteria for the placement of signs. • Continue to pursue contract for sign maintenance and other related right-of-way maintenance issues
	Public area cleanliness index: Garages	N/A	TBD	TBD	
	Public area appearance index: Parking lots and Garages	N/A	TBD	TBD	

* Actual FY 03/04 not available. FY 04/05 actual provided.
N/A: Not Available
TBD: To Be Determined

Director's Office

Professionally, and efficiently manage Miami Beach's limited parking supply while maintaining a strong customer orientation in order to better serve the City's diverse residential, business and tourist communities.

Assistant Director's Office On Street

Manage all aspects of On-Street operations including meter maintenance, meter collections, sign shop and enforcement.

Meter Maintenance

Oversees all meter maintenance and repairs; currently handling installation and maintenance of master meters.

Enforcement

Handles all aspects of the enforcement of parking rules & regulations throughout the city; also traffic flow issues when necessary.

Sign Maintenance

Handles all parking-related sign installations, maintenance and removals; also meter pole installations and maintenance.

Human Resources

Effectively manage the Department's human resources, labor relations and organizational development activities.

Customer Service

Professionally and courteously manage the Department's customer service functions including but not limited to: dispensing of parking information, permit sales, meter rentals, and sales & marketing.

Finance-Coin Room

Effectively manage the Department's finances, purchasing, payroll, and office management functions and receive, sort, record and deposit parking meter revenue.

Assistant Director's Office Off Street

Manage the Parking Department's off-street lots and garages providing safe, clean, and affordable services

Parking Mgr/Supervisors

Oversee 200 plus contractors to ensure service levels are met.

Garage/Lot Maintenance Crew

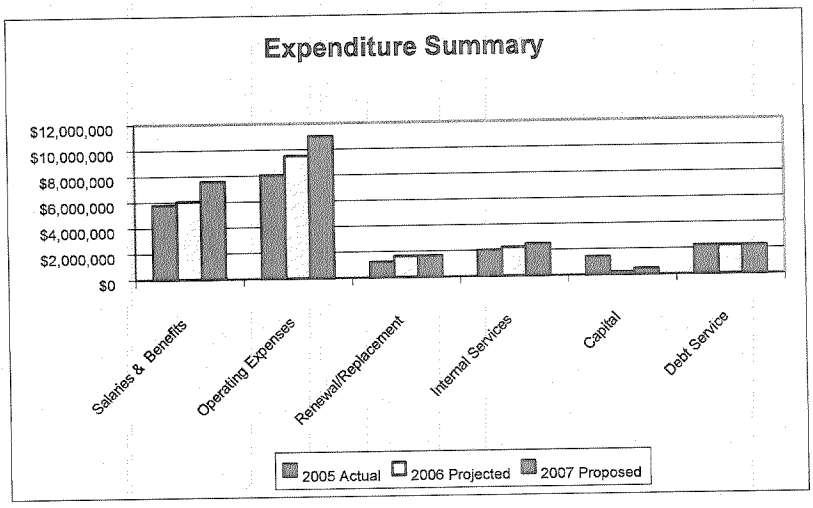
Light maintenance, painting, striping, pressure cleaning all Off-Street lots and garages.

Departmental Financial Summary

PARKING REVENUES	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Meters	$ 10,679,365	$ 14,924,879	$ 10,753,838	$ 11,061,319	$ 11,319,412
Parking Citations	3,411,423	3,035,965	3,217,495	3,217,495	3,262,000
Attended Parking	1,879,610	2,003,942	1,849,500	1,894,300	2,544,300
Residential Permits	910,905	765,537	623,039	569,170	762,600
Preferred Lot	555,934	586,790	580,000	600,000	1,000,000
Garages	3,977,996	4,205,507	3,713,800	3,925,800	4,654,400
Meter-Space Rental	257,297	449,885	379,600	450,000	400,000
Valet	434,147	417,017	390,000	430,000	360,000
Towing Fees	161,594	174,416	150,000	150,000	150,000
Interest Earnings	289,846	743,930	300,000	700,000	775,000
7th St. Garage Mgmt. Fee	60,102	60,820	58,690	58,690	58,690
Other	65,891	2,177,385	44,110	291,696	44,110
Total	**$ 22,684,110**	**$ 29,546,073**	**$ 22,060,072**	**$ 23,348,470**	**$ 25,330,512**

Parking Department-All Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 5,236,018	$ 5,774,086	$ 6,311,101	$ 6,044,287	**$ 7,594,182**
Operating Expenses	8,447,466	8,018,023	9,529,381	9,517,241	**11,003,664**
Renewal/Replacement	1,486,380	1,195,177	1,633,409	1,633,409	**1,633,409**
Internal Services	1,857,812	2,011,001	2,217,180	2,217,180	**2,464,826**
Capital	211,312	1,382,370	184,100	184,100	**449,530**
Debt Service	2,186,106	2,186,106	2,184,901	2,184,901	**2,184,901**
Total	**$ 19,425,094**	**$ 20,566,763**	**$ 22,060,072**	**$ 21,781,118**	**$ 25,330,512**
Budgeted Positions	**106**	**109 + 6 PT**	**111 + 6 PT**		**116.5 + 6 PT**

Note: The position count includes a Financial Analyst II position in the Finance Department.



Parking Administration Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,030,679	$ 1,079,330	$ 1,239,049	$ 1,136,630	**$ 1,421,189**
Operating Expenses	2,770,194	1,452,450	3,074,710	2,574,602	**3,174,697**
Renewal/Replacement	0	0	0	0	**0**
Internal Services	576,388	495,511	674,018	674,018	**789,567**
Capital	2,293	1,099,439	72,000	72,000	**3,700**
Debt Service	2,186,106	967,986	2,184,901	2,184,901	**2,184,901**
Total	**$ 6,565,660**	**$ 5,094,716**	**$ 7,244,678**	**$ 6,642,151**	**$ 7,574,054**
Budgeted Positions	**20**	**21**	**22**		**23**

Parking On-Street Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 3,406,748	$ 3,806,917	$ 4,151,410	$ 3,929,433	**$ 5,087,444**
Operating Expenses	1,574,674	1,683,396	1,796,289	1,768,000	**2,109,845**
Renewal/Replacement	743,190	172,489	814,496	814,496	**814,496**
Internal Services	600,738	729,512	685,417	685,417	**719,833**
Capital	151,899	282,931	75,100	75,100	**300,200**
Debt Service	0	0	0	0	**0**
Total	**$ 6,477,249**	**$ 6,675,245**	**$ 7,522,712**	**$ 7,272,446**	**$ 9,031,818**
Budgeted Positions	**71.5**	**73.5 + 6 PT**	**73.5 + 6 PT**		**78.5 + 6 PT**

Parking Off-Street Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 798,591	$ 887,839	$ 920,642	$ 978,224	**$ 1,085,549**
Operating Expenses	4,102,598	4,882,177	4,658,382	5,174,639	**5,719,122**
Renewal/Replacement	743,190	1,022,688	818,913	818,913	**818,913**
Internal Services	680,686	785,978	857,745	857,745	**955,426**
Capital	57,120	0	37,000	37,000	**145,630**
Debt Service	0	0	0	0	**0**
Total	**$ 6,382,185**	**$ 7,578,682**	**$ 7,292,682**	**$ 7,866,521**	**$ 8,724,640**
Budgeted Positions	**14.5**	**14.5**	**15.5**		**16**

Budget Highlights

- The Parking Department will add 5 Parking Operations Supervisors at a cost of $290,980 and support a $167,774 initiative with the Police Department in order to improve traffic flow by enforcing illegal commercial loading zones and blocking of intersections as well as conducting education and public outreach. This cost will be partially offset by anticipated additional revenues of $162,000 from citations.

- Savings of $43,348 have been achieved by eliminating a vacant Security Supervisor position.

- The Fiscal Year 2006/07 Budget provides funding for a Park Operations Supervisor/Contract Inspector to assume daily contractual oversight and appearance/cleaning index internal assessments for landscape maintenance at citywide Parking facilities. This position will report to the Parks and Recreation Department. The Parking Fund and the General Fund will each fund $33,765 of the total cost of this enhancement.

- The Parking Fund will provide $69,167 for a Financial Analyst II position to serve as the financial link between the Finance and Parking Departments. This position will report to the Finance Department and perform cash reconciliations, record journal entries as needed, and interface with the external auditors.

- The budget provides for a $550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- Funding includes $284,000 to replace vehicles that have outlived their useful lives.

- The Parking Fund budget provides $246,722 pursuant to the Transportation subsidy agreement with the County. This amount goes toward the costs of providing the South Beach Local Circulator (formerly the Electrowave).

- A crew of 9 additional employees in the Sanitation Department will assume the duties of litter control in surface parking lots throughout the City at a cost of $467,172 (including $150,000 of initial capital costs). This cost will be fully funded by the Parking Fund.

- Parking revenues are expected to increase due to higher anticipated usage as well as a full year impact of an increase in the Flat Rate Special Event Parking Fee from $5 to $10 per day implemented in Fiscal Year 2005/06.

- Interest revenues are expected to increase by $475,000 due to recent adjustments in market rates.

Departmental Budget History

FY 2005/06

- This budget provides $40,000 in the Administration Division to enhance training for Parking Department as well as other City employees.

- Funding of $82,015 is provided for a Business Analyst position who will work closely with the Information Technology Department to provide system applications support.

- The budget provides for a $550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- An Account Clerk I position which was approved and partially funded during Fiscal Year 2004/05 will be funded in Fiscal Year 2005/06 at a cost of $30,161. This increase to personnel costs will be offset by a corresponding decrease in costs for contractual employees. The new Account Clerk I position will enhance customer service in the area of sales of permits and parking access cards.

- A Parking Facilities Supervisor has been added to the Off-Street Division at a cost of $56,636. This position will improve services and reduce overtime incurred due to special events by $78,000. There will be a net reduction in overall expenses of $21,364.

- Funding of $62,482 will enable the Off-Street Division to award a contract for pressure cleaning, sign and meter installation, and general routine maintenance of parking lots and facilities.

- The On-Street Division will receive funding of $18,000 to purchase a mini van to house the vehicle identification network system. This system allows for tracking of space utilization, vehicles with unpaid fines, and stolen vehicles. Current vehicle tag scanning ability will increase from 500 per week to 1,000 per week.

FY 2004/05

- This budget provides 6 part-time Parking Enforcement Specialists whose cost of $115,813 will be offset by a decrease in overtime expenses of $75,000 and an increase in citation revenues of $117,495. There will be a net increase to revenues of $76,682.

- Funding of $77,121 is provided for 2 additional Tow Dispatchers who will also provide service to the Answer Center/Civicall area as well as the Utility Billing After Hours Hotline to report water main breaks.

- The budget provides for a $550,000 reimbursement to the General Fund to cover the services provided by the Transportation Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation. An additional $1,050,000 is provided for Electrowave transportation.

FY 2003/04

- This budget provides funding for projected merit, COLA and insurance increase for 106 positions throughout 3 divisions. In addition, the department funds an auditor position to perform year-long audits of the system. This position administratively reports to the Internal Audit Department.

- The budget provides for a reimbursement to the General Fund of $550,000 to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- This budget reflects a reduction of 2 vacant positions in the On-Street Division and the funding of a new Office Associate IV in the Administration Division who will supervise the customer service window. This will enable the Administrative Manager to devote time to the creation and implementation of a sales and marketing program for the department.

FY 2002/03

- The budget provides for a reimbursement to the General Fund of $550,000 to cover the services provided by the Transportation and Concurrency Management Division as well as two professional positions in the Engineering Division of Public Works who also assist this operation.

- This budget provides $15,000 for renovation/new construction for second floor room and air conditioning unit on the first floor level at the 17th Street Garage.

FLEET MANAGEMENT

Department Mission/Purpose Statement

"We are dedicated to be a well managed, responsive and *preferred* provider of fleet services and to meet all fuel, mechanical repairs, towing and vehicle replacement needs, for the City of Miami Beach, in a functional and timely manner with a high level of customer service, quality of workmanship and vehicle availability while containing repair cost."

Department Description

Fleet Management maintains and repairs the City's fleet of approximately 900 vehicles and 250 various pieces of heavy equipment, ATV's, watercraft, trailers, pressure washers, etc.

Fleet Management's motto is "If you make the time for us, We will make the time for you".

Department responsibilities and activities include:

- Identify, develop and implement specific criteria for standard and special-use vehicle specifications for the City.
- Provide training in the operation of vehicles and special equipment to the end user. Fleet Management partners with Human Resources and Risk Management to ensure drivers are properly licensed to operate specific equipment and are in compliance with Federal, State and Local laws.
- Responsible for maintaining City Vehicles during its life cycle and schedules for replacement after meeting the criteria as designated by Fleet Management and City policy. Age, mileage repair history/cost and general condition are key factors when scheduling replacement of vehicles.
- Provide fuel for City vehicles and equipment (both gas and diesel) as required.
- Respond to emergencies including call outs for towing and wrecker services for City vehicles on a 365/24/7 basis. The Fleet facility operates 5 days per week from 7am - 5pm.
- Verify, track, approve and process Fleet Management Vendor invoices and VISA P-Card transactions for payment.
- Order, track and maintain appropriate automotive parts stocking level in the Fleet Warehouse.

Critical Success Factors:

As an internal support department, Fleet Management is significantly influenced by the different user department habits and practices. Driving*/Operator habits, errors and abuse as well as the overall utilization of the vehicle/equipment, preventative Maintenance* of vehicles, safe driving

(accidents and other "found" damage), all impact the condition and operating costs of the overall Fleet. The Fleet Management Department regularly attempts to identify practices or conditions that user departments can modify so as to positively affect operating costs.

The availability and increased cost of fuels have a direct impact on the City and represent an area of constant attention and monitoring.

The department is also affected by the availability of qualified mechanics, for which there is a critical national shortage, especially in the repair of heavy equipment. Finding and then retaining an adequate number of qualified personnel is a priority of the Department.

Significant Prior Accomplishments

Manpower

- Fleet Management reduced its staffing level by one employee through the redistribution and reclassification of employee's, matching task to the knowledge base, improved scheduling of work and mechanics working more efficiently to meet the departments goals and objectives. A cross training program has also been implemented to provide more depth within the department.

Downtime

- Fleet purchased and installed a four wheel alignment system and trained four (4) employees to perform the task. Results expected are increased efficiency and performing more alignments which should reduce premature tire wear. Two (2) new scissor lifts were installed in Shop I and the two existing drive on type were relocated to Shop II to expedite maintenance work. Fleet purchased a Hydraulic Hose Crimping machine, which saved the mechanics from waiting on hoses to be made up by an outside vendor and the travel time to pick up the hose. Availability time for heavy equipment has increased substantially.

Lease Vehicles

- Fleet Management leases 18 motorcycles (16 plus 2 spares) for the Police Department. Fleet Management administrates the lease car program (approximately 30 units) for the Special Investigations Unit and Criminal Investigations Unit of the police department.

Out Sourcing

- Fleet Management negotiated with a local vendor as a result of a bid to provide fuel to the city's vehicles while utilizing the existing fuel management system which will track consumption. Body shop, transmission work, windshield replacement and many other services continue to be outsourced.

New Resource

- Ford Motor Company provided an on-line reference system, (Oasis) which provides Recall Notices, Repair History, Warranty Information and Technical Bulletins. Automotive parts suppliers provided an online system allowing us to access their inventory and generate orders online. General Motors is also providing similar services. Negotiated with several

local Ford dealership to provide a limited amount of warranty and recall service to be completed on-site, eliminating the need to transport hundreds of vehicles to the dealer.

Fleet Services

- Replaced reciprocating air compressor with screw drive, which is reliable more efficient and reduced noise in the mechanics bay. Purchased new Service Truck that services vehicles at the work location. Vehicle has the ability to dispense/recover lubrication and tire repair. Purchased Hydraulic Hose and Connector Crimping machine to reduce downtime and costs.

Fuel/Lubricants

- Automated the Physical Fuel & Lubricant Inventory Process through a program written in Microsoft Excel, which provides an accurate reading, to ensure Fleet maintains proper fuel & lubricant levels.

City Vehicle Policy

- Implemented a Citywide policy regarding the use of City Vehicles & Equipment by City employees. Human Resources held meetings with all employees and distributed the new policy.

Warehouse Inventory

- Continue to maintain the warehouse automotive parts inventory level and passing the annual inventory audit by Internal Audit department.

FasterCS

- Continue to upgrade and enhance the FasterCS Fleet Management system, which uses the SQL database and compatible with the Eden system.

- Fleet Management implemented a program for the 2003 and beyond Ford Crown Victoria models, to eliminate the extended warranty. Since the inception of this program we have purchased 220 units with a Capital savings of $3,775.00 each for a grand total of $830,000.00. The purchase price of a Crown Victoria is $19,445.00. The warranty equates to 20% of the vehicle cost. The extended warranty provided an extra 2 years and 39,000 miles. The majority of the repairs occur in the standard 3 year, 36,000 mile warranty period. No major additional repair costs were experienced as a result of the elimination of the extended warranty for the Crown Victoria models.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	Proposed FY 06/07 Department Activities
Increase resident ratings of public safety services	Police vehicle availability	96.41%	97%	97%	• Research and implement report to track total police vehicle availability.
Ensure well-maintained infrastructure	Citywide vehicle/equipment sedans and light trucks non-police availability	96.55%	97%	97%	• Develop plans to review and improve availability to include: timely notification to the driver and supervisor when vehicle reaches the time for preventative maintenance, follow up with department heads when vehicle owner is not in compliance, and in serious cases, notify department heads that fuel authorization would be terminated for the vehicle. • Play a more significant role in the education and the enforcement of "Use of Vehicle and Equipment" policy. • Develop specific guidelines to implement a rewards program for safe drivers. • Establish a disciplinary program for the misuse of City vehicles and equipment. • Increase communication and education to employees and departments regarding fleet policies and compliance.
	Citywide vehicle/heavy equipment and other non-police availability	96.24%	97%	97%	
Ensure expenditure trends are sustainable over the long term	Average Preventive time in minutes for Quick Lube & General Safety Inspection every 3K miles or 3 month - Police Pursuit vehicles	32	32	32	• Continue testing a Daily Record Sheet with the Fleet Service Representative (Police Vehicles) in conjunction with the Fleet Management System to more closely monitor schedule conflicts. • Continue developing

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	Proposed FY 06/07 Department Activities
	Average Preventive time in minutes for Quick Lube & Expanded Safety Inspection every 9K miles or 9 month - Police Pursuit vehicles	47	50	50	automated EMail system to notify Customer when vehicle is due for a Preventive Maintenance (PM) in order to increase the number of PMs for vehicles and equipment (non-police). • Continue to ensure technicians are properly trained in the PM process by developing Parts & Task Lists in the Fleet Management System by vehicle type in order to assist Mechanics to understand the PM process.
	Average Preventive time in minutes for Quick Lube & General Safety Inspection every 4K miles or 4 month - sedans/light truck vehicles (non-police)	34	34	34	
	Average Preventive time in minutes for Quick Lube & General Safety Inspection every 12K miles or 12 month sedans/light truck vehicles (non-police)	55	55	55	
	Average % Preventive Maintenance early or on time	69%	75%	75%	
	Fleet warehouse Automotive Parts inventory Turnover	2	2.25	2.25	• Ensure adequate inventory is maintained in the Fleet warehouse by continuing to implement form filled out by the Mechanic, which provides specific parts information as new vehicles are received for the Fleet Warehouse to stock and running reports in the Fleet Management System to identify obsolete parts that can be returned for credit to a Vendor or sold at auction.
	Fuel volume gallons Diesel	134,070	136,800	136,800	• Work with departments to develop standards based on

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	Proposed FY 06/07 Department Activities
	Fuel volume gallons Gasoline	689,630	696,000	696,000	functions and review functional needs of the department to right size vehicle purchase to maintain fuel consumption • Ensure data integrity of Fleet and Fuel Management Systems. • Conduct industry review or develop RFP for gas station to serve fleet for fuel, including historical usage at prior station where we had a contract, evaluate impacts of living wage, potential to provide generator, and funding for automated system interface.
	Fuel volume gallons Gasoline per vehicle – sedans/light trucks	955	963	963	
	Maintenance repair costs (in $ millions)	1.53	1.64	1.64	• Continue to find parts vendors for better pricing to help offset rising cost of petroleum based products, inflation and delivery/freight charges. • Continue to review internal processes relating to mechanics. • Continue internal Wiper Blade program to offset maintenance cost by purchasing Wiper Blade Refills rather than complete Wiper Blade Units. The Fleet Service Representatives and Mechanics will replace the used Wiper Blade Unit with Refills. Fleet will save approximately $3 to $5 per unit depending on the type of Wiper Blade. • Terminals are set up in the Fleet Warehouse to compare prices between Automotive Parts Vendors. This also provides information on weekly specials on various parts that may be required.
	Hourly labor cost per mechanic	$50.00	$50.00	$50.00	

Office of Director

Directs the City's vision and goals within Fleet Management, while ensuring Fleet's Key Intended Outcomes are established and Key Performance Indicators are met. Directs the day to day Fleet Management activity. Establishes goals and objectives and set standards for the Division. Responds to the administration and users in providing a quality level of service.

Fleet Operations

Fleet Operations oversees the day to day fleet operations. Ensure preventative maintenance is performed on vehicles/equipment. Schedules and expedites the mechanics work load to maintain vehicles/equipment in a safe and operable manner. Ensure vendors provide warranty work as required. Prepare estimates and identify collision repair vendor for accident repairs. Provide road call and towing service. Provide specialized fabrication as required.

Fleet Administration

Fleet Administration is responsible to acquire and provide vehicles and equipment that are suitable for use by the individual departments. Manages the life cycle of the vehicle/equipment. Provides fuel and lubrication to operate vehicles and equipment. Provides training and policies and procedures to maintain vehicle/equipment. Develops Vehicle/Equipment bid specification packages. Develops reports to track and measure Fleet's performance. Maintains a database for the purpose of department monthly billing, vehicle/equipment tracking and automotive parts inventory. Processes employee payroll and vendor invoices. Handle all Fleet department Human Resources functions.

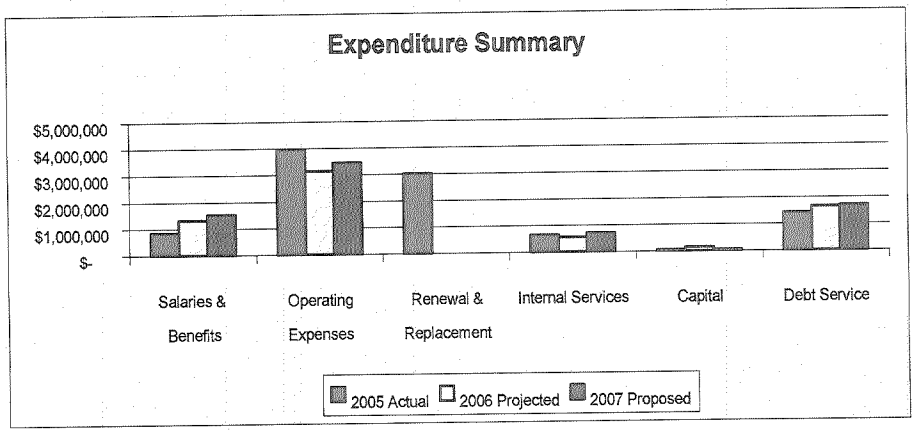
Warehouse Operation

Warehouse Operations orders, stocks and issues automotive parts required for the operation and maintenance of vehicles/equipment. Maintain a perpetual inventory stocking level to meet customers expectation. Maintain the fleet building facility maintenance program.

Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Inter-Departmental Charges	$ 5,229,724	$ 5,796,005	$ 5,843,191	$ 5,842,191	$ 6,962,186
Retained Earnings	1,528,657	2,428,612	540,402	540,402	50,000
Interest/Other	292,335	444,054	418,001	436,001	418,353
Total	**$ 7,050,716**	**$ 8,668,671**	**$ 6,801,594**	**$ 6,818,594**	**$ 7,430,539**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,115,082	$ 855,927	$ 1,391,996	$ 1,313,780	$ 1,524,390
Operating Expenses	2,174,033	3,971,638	3,021,310	3,146,216	3,460,410
Renewal & Replacement	3,076,581	3,018,511	0	0	0
Internal Services	591,834	656,753	556,740	556,740	709,191
Capital	9,300	43,276	145,000	145,000	50,000
Debt Service	698,681	1,414,568	1,686,548	1,639,858	1,686,548
Total	**$ 7,665,511**	**$ 9,960,673**	**$ 6,801,594**	**$ 6,801,594**	**$ 7,430,539**
Budgeted Positions	**25**	**24**	**24**		**24**



Budget Highlights

- Of the $3,460,410 in Operating Expenses, shown above, $2.2M is budgeted for fuel expenses, which represents a 21% increase over FY 2005/06. The fuel budget is projected to be over by approximately $236m, or 13% of budget, in FY 2005/06.

- This budget provides funding merit, COLA, pension and health insurance increases for 24 positions, which is included in the total for Salaries & Benefits of $1,524,390, shown above.

- The budget for Debt Service of $1,686,548 is the same level as FY 2005/06 and is for the payment of an equipment loan which is available to the City for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 2006/07 Capital Budget for the replacement of city vehicles.

Budget History

FY 2005/06

- A budget of $1,686,548 is being provided for Debt Service of an equipment loan which is available to the City and provides a funding source for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 2005/06 Capital Budget for the replacement of city vehicles.

- A budget of $1,820,000 for fuel is included as part of the total $3,021,310 in Operating Expenses, noted above, which is an increase of $541,200 (or 42%) over FY 2004/05 in order to accommodate the current and forecasted price level.

- Fleet Management will pay a management fee to the General Fund of $105,800 in FY 2005/06.

- This budget provides funding in salaries & benefits of $1,391,996 which includes COLA, Merit, Pension and Health/Life Insurance increases for 24 positions.

FY 2004/05

- This budget provides funding in salaries & benefits of $1,226,440 which includes COLA, Merit, Pension and Health/Life Insurance increases for 24 positions. Two (2) positions, Account Clerk I and Account Clerk II, have been eliminated and replaced by one Office Associate V position which will provide improved service relative to the City's vehicle replacement program. This operational realignment represents budgeted salary savings of $29,576.

- Of the total $2,446,739 in Operating Expenses, noted above, $1,278,800 is for fuel which is an increase of $225,000 (or 21%) over FY 2003/04 in order to accommodate the recently increased price level.

- Renewal & Replacement funds are not included as part of this budget. However, $1,291,146 is being provided for Debt Service of an equipment loan which is available to the City and provides a funding source for the replacement of City vehicles. It is anticipated that funding will be provided in the City's FY 04/05 Capital Budget for the replacement of city vehicles.

- Fleet Management will pay a management fee to the General Fund of $105,800 in FY 2004/05. The Management Fee is increased by 5.8%, based on the growth in the FY 2003/04 General Fund Budget.

FY 2003/04

- This budget includes $72,500 in capital funds for diagnostic equipment, a hydraulic hose crimping machine, shop computers and an upgrade of the fuel monitoring system. In addition, it is anticipated that funding of $4,030,515 will be provided in the City's Capital Budget for FY 2003/04. These funds are designated for scheduled replacements of City vehicles.

- This budget provides funding in salaries & benefits of $1,225,769 which includes COLA, Merit, and Health/Life Insurance increases for 25 positions. Two Mechanic II positions as well as a Municipal Service Worker II position have been eliminated representing reduced salaries and benefits of approximately $120,000.

- Renewal & Replacement funds of $721,436 are included for the future replacement of equipment acquired in prior periods. Additionally, $539,719 is being provided for Debt Service of an equipment loan.

- Of the total $2,203,599 in Operating Expenses noted as part of this budget includes a budget for fuel of $1,053,800, repairs/ maintenance of $687,000, police motorcycle leases of $73,010, new tires of $105,000, and other items such as electricity, water, administrative fees to the General Fund, travel, training and all other operating expenses totaling $284,789.

- A total of $603,242 is budgeted for Internal Service Charges from other Internal Service Funds, which provide Fleet Management with: Information Technology resources, such as computers, printers, phones and radios; property and liability insurance coverage as part of the City's Self Insurance Program; Central Services and Property Management services.

FY 2002/03

- Funding of $3,529,661 will be provided in the City's Capital Budget for FY 2002/03. These funds are designated for scheduled replacements of City vehicles.

- This budget provides funding in salaries & benefits of $1,139,776 which includes COLA, Merit, and Health/Life Insurance increases for 28 positions. However, it also includes the deferment of 4 currently vacant positions for an average of 6 months representing $71,000 in reduced budgeted salaries.

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PUBLIC SAFETY

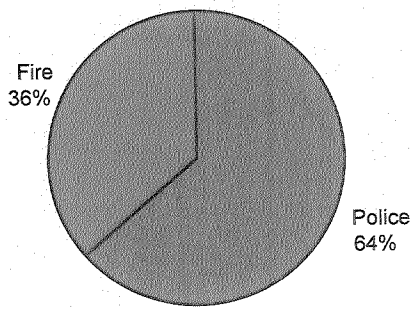
PUBLIC SAFETY

Scope

This function is comprised of the following Departments and Divisions:

Public Safety	Adopted FY '05/06	Proposed FY '06/07	% of Function to Prop. GF Budget 06/07	Over/ (Under)	Proposed Postions
Police	$ 67,988,027	$ 75,252,774	31.7%	$ 7,264,747	569 + 14 PT
Fire	40,073,894	43,303,018	18.2%	3,229,124	307 + 48 PT
Total Public Safety	$ 108,061,921	$ 118,555,792	49.9%	$ 10,493,871	876 + 62 PT

Public Safety Positions



POLICE DEPARTMENT

Department Mission/Purpose Statement

"We are a team of law enforcement professionals dedicated to setting the **benchmark** for quality police service by promoting strong community partnerships and upholding the highest ethical standards."

Department Description

The **Office of the Chief of Police** is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations. The following units are under the auspices of the Chief's Office:

- The Public Information Office coordinates the Department's media activities.
- The Financial Management Unit - develops implements and administers the Department's annual budget and is responsible for all accounting, budgeting and procurement activities.
- The Police Athletic League (P.A.L.) - manages a wide range of youth programs for the Department and the City of Miami Beach.
- The Fraternal Order of Police (F.O.P.) - president coordinates union business and negotiations.
- The Internal Affairs Unit - investigates serious allegations of misconduct and maintains records of all discipline throughout the Department.
- The Planning and Research Unit - is responsible for annual reports, strategic plans, staff inspections and statistical information for effective agency management.

The Department is managed through two bureaus, **Operations and Administrative**. The **Operations Bureau** is composed of two divisions, the **Criminal Investigations Division** and **Patrol Division**. The **Administrative Bureau** is also comprised of two divisions, the **Support Services Division** and **Technical Services Division.**

The **Patrol Division** is the largest and most visible component of the Miami Beach Police Department (MBPD). This Division consists of three Districts that provide the City with uniform police service on a 24 hour / 7 day basis. The district plan is an essential element of the community policing philosophy and is based on the premise that the community and the police must work together to identify, prioritize, and solve problems such as crime, fear of crime, social and physical disorder, and overall quality of life issues. The Patrol Division also provides enhanced patrol service through District and Field Support Assignments (All Terrain Vehicles, Bicycle, Marine Patrol, Motorcycles, Crime Suppression Teams, Accident Investigation Unit, and Redevelopment Agency officers). In addition, the Patrol Division also provides specialized services such as the Special Weapons and Tactics Team, the Crisis Response Team, Field Force, Hostage Negotiators, and the Crime prevention/Crime Watch offices.

The **Criminal Investigations Division (CID)** is comprised of two units; the **Criminal Investigations Unit** and the **Strategic Investigations Unit:**

Criminal Investigations Unit is comprised of three sections:

- **Violent Crimes Section** this group of investigators is responsible for violent crime investigations including homicides, sexual batteries, arsons, kidnapping, aggravated batteries, child abuse and neglect. This Section also supervises the V.I.S.A. (Visual Identification Systems Analysis) and Crime Analysis Unit.

- **Violent Crimes Section, Afternoon Shift**. This group of investigators is responsible for violent crime investigations including robberies, sexual batteries, aggravated batteries, arsons, and domestic violence.

- **Property Crimes Section** is responsible for the investigation of burglaries, economic crimes, cyber crimes, thefts, auto crimes, and tracking area pawn-shop transactions. The Crime Scene Squad is also attached to this Section, and is responsible for the processing of crime scenes and collection of evidence.

Strategic Investigations Unit (SIU): is responsible for the review and investigation of all narcotics, money laundering, prostitution, vice, and organized crime activity. SIU conducts sensitive investigations at the direction of the Chief of Police, Assistant Chiefs of Police or the Criminal Investigations Division Commander. Additionally, the SIU conducts intelligence gathering activities working closely with other agencies on cases of mutual interest, and conducts night club and bar investigations.

Further, the SIU actively networks, monitors and participates in local, state and federal terrorism task forces. The SIU investigates pre-licensing screening of nightclub establishments in conjunction with the City's licensing department. The SIU investigates violations of the Quality of Life Ordinances by local commercial establishments; and coordinates confiscations of properties and cash assets derived from the illegal sale of narcotics.

The **Administration Bureau** is composed of the **Support Services Division** and the **Technical Services Division.**

Support Services Division is comprised of the following entities:

- **Personnel Management Unit** manages the human resource function, and is comprised of the **Background Investigations Section** and **Court Liaison Office.**

    - **Backgrounds Investigations Section** is responsible for conducting background investigations on Police Department applicants as well as selecting other applicants for other departments, post-hiring tests, performance appraisals, hiring of all sworn and non-sworn employees and all aspects of the department's promotional processes.

    - **Court Liaison Office** coordinates attendance by Police Department personnel at all judicial proceedings arising from the law enforcement efforts of the Department. This Office represents the Police Department to the State Attorney's Office, Public Defender's Office, Judges, Clerk's Office, private attorneys and any other organization involved in the Criminal Justice System, as related to Court appearances and employee conduct.

The Office is responsible for tracking all subpoenas using an automated system. The Office provides notification of all assignments and schedule changes to the Miami-Dade County computer system, enabling appearances to be coordinated with each officer's on-duty schedule wherever possible. For appearances that are off-duty, this Office approves the overtime and ensures that departmental guidelines are being adhered to. The Office also provides reports pertaining to failures to appear and sick "call-offs" for court.

- **Resource Management Unit** manages the **Training Section/Firearms Office, Payroll Section, Off-Duty Office,** and the newly created **Security Guard Contract Coordinator Office.**

  - **Training Section** is responsible for all departmental training including the firearms qualification of all sworn personnel and the maintenance of the range and related specialized equipment. All departmental training is coordinated through this Section. Training includes in-service instruction, Miami Beach Police Department hosted schools, schools conducted by other Agencies and the Police Academy.

  - **Payroll Section** is responsible for monitoring; processing and auditing all data related to the monetary and leave earnings of each employee assigned to the Police Department. This Section assures the Department's compliance in the areas of union contractual obligations, City regulations and Departmental guidelines. It also serves as a liaison between the personnel of the Police Department and other departments relative to these matters (i.e. Human Resources, Finance, Insurance and Risk Management).

  - **Off-Duty Section** coordinates, directs, plans, audits and manages all off-duty police services. This Section is responsible for receiving, evaluating and screening all off duty jobs. The Off-Duty Section also assures compliance with all procedures regarding off duty employment. The Off-Duty Section is a member of NITE (Nightlife Industry Task Force) and has a close working relationship with the City's Tourism and Cultural Affairs Office.

  - **Security Guard Contract Coordinator Office** is responsible for managing and overseeing the City's external vendor security guard contract. The duties include acting as a liaison with the vendor, auditing invoices, approving payments and monitoring the performance of the vendor's personnel.

- **Property and Evidence Unit (P.E.U.)** manages five (5) general areas of responsibility.

  - Reception, processing, storage and final disposition of all police evidence. The PEU is also responsible for securing bio-hazardous materials pending analysis or destruction, and the safekeeping of select items of property. P.E.U. is also responsible for the final disposition of all police evidence, i.e., destruction.

  - Management of the Department's fleet which includes; pool vehicles, take home vehicles, motorcycles, All Terrain Vehicles (ATV's), trucks, bicycles, electric cars and trailers. The PEU Commander functions as the liaison between the Police Department and the Fleet Management Department.

- Management of the security of the headquarters building, furniture, equipment and various systems such as alarms, intercom, air conditioning, water, etc. A major responsibility is the upkeep of the building which is opened and functioning twenty-four hours daily, throughout the year.

- PEU is responsible for hurricane preparation for the station and storage of hurricane supplies. PEU is also responsible for the inventory of all Police property and is a liaison to the City of Miami Beach Property and Management Department.

- Management of the Department's quartermaster function includes inventory and issuing uniforms and accessories, shoes, boots, leather, riot helmets, weapons, etc.

Technical Services Division is comprised of the following Units and Sections: **Public Safety Communications Unit, Professional Standards Unit, Information Resources Unit, Records Management Section, and Technical Support Section**

- **Public Safety Communications Unit (PSCU)** provides uninterrupted, around the clock public safety services to the citizens and visitors of Miami Beach to include: receiving, classifying and dispatching requests for police, fire and fire rescue services. The PSCU ensures command and control communications capabilities for the Department and the City of Miami Beach government to include disaster emergency operations. Because of the 24hour capability, PSCU responds to requests for administrative information and support outside the normal business hours of the City government. PSCU also interfaces with national and state level computerized crime information systems (FCIC/NCIC) to ensure immediate access to criminal justice information for law enforcement agents in the field. Upon request, PSCU provides to the public, media and other law enforcement agencies audio tape recordings of all MBPD radio transmissions and telephone calls into the system. Further, PSCU maintains ongoing electronic monitoring of the environmental status and security of City properties.

- **Professional Standards Unit** is responsible for the management of the Department's Accreditation process and compliance with the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards and the Commission for Florida Law Enforcement Accreditations (CFA).

- **Information Resources Unit (IRU)** is responsible for managing the information resources of the Department including collection, storage, retrieval, dissemination and reporting. It undertakes these functions through both manual and automated systems and processes. The IRU is also responsible for researching, procuring, developing and managing computerized systems, equipment and applications. The IRU works closely with the City's Information Technology (IT) Department. The IRU is comprised of two sections: **Records Management Section** and the **Technical Support Section.**

  - **Records Management Section**: Receives, stores, maintains, and retrieves all Police Department records and files; ensures compliance with all state reporting requirements under the Uniform Crime Reporting system; responds to all public records requests, both from citizens and other City departments; oversees the Alarms Office and Validations Office.

- **Technical Support Section**: Responsible for the continued automation of the Department's processes. This entails implementing and managing major systems such as Computer Aided Dispatch, Records Management and the Mobile Computing system. Additionally, this section researches, acquires, implements and manages computers and related equipment, software applications and solution within the Department. Acts as the liaison between the Department and the City's IT Department; Develops plans for the continued infusion of technological solutions within the Department; assists and trains employees in the utilization of existing and new computer equipment and applications.

Significant Prior Accomplishments

The Department along with the Miami and Miami-Dade Police Departments also coordinated and hosted the Tri-Agency International Association of Chief's of Police (IACP) Conference `05. The Tri-Agency IACP Conference '05 was a tremendous success. The multitude of visitors to our area were very impressed with the high level of professionalism and welcoming attitude displayed by the Miami Beach Police Department

With the realignment of personnel and directed patrol for identified crime issues, the overall Part I Uniform Crime Reporting crime rate at the end of 2005 was **down (-10.89%).** The year-end crime statistics also indicated a drop in violent crimes, which included an approximate **decline** (-**11.97%)** in robberies.

The following is a summary of MBPD accomplishments by division:

PATROL DIVISION:

The Special Events Voluntary Response Team (SEVRT) is being expanded from 40 to 50 officers. SEVRT is an integral part of staffing for major events including New Year's Eve, Presidents Day, Spring Break, Memorial Day, 4th of July, Labor Day, and Columbus Day.

The Fourth Shift bicycle squad is comprised of six officers and one sergeant working on Thursday, Friday, Saturday and Sunday nights from 8:00 p.m. to 6:00 a.m.

Two Crime Suppression Teams are operating on afternoon shift and the midnight shift.

Pursuing accountability remains a major focus.

- CALEA standards to be maintained.
- Performance Evaluation scores are being standardized with high or low scores requiring detailed written justification.
- Missing Reports are being tracked and a process to improve performance in this area is being developed.
- Line Inspections are being conducted twice a year and must be signed/approved by a Sergeant.
- Court Standard Operating Procedures are being completely revised.

SUPPORT SERVICES DIVISION

- Court Liaison Office– Efforts are being made to further automate the subpoena tracking system affording officers the capability to check their court schedules on computers at the station.

- Training – Mandatory training has been completed for the year. This year's training has included Quality of Life, Hate Crimes, and Customer Service classes. The post academy program was established.

- A Security Guard Contract Coordinator was hired.

- Background Unit – There were approximately 300 qualified applicants from the recent recruitment drive comprised of 246 non-certified and 56 certified applicants.

CRIMINAL INVESTIGATIONS DIVISION

- **Criminal Investigations Unit (CIU):**

  - CIU is working with the United States Secret Service's Electronic Crimes Against Children task force.

  - Robbery detectives are conducting effective investigations resulting in 123 arrests.

  - CIU entered into agreement with Miami–Dade Police Department Robbery Intervention Detail (RID). This is a multi agency pro-active robbery task force.

  - The GRAB Robberies in Progress (GRIP) detail in the Entertainment district provided 103 arrests (57 misdemeanors and 46 felonies) during a five week period.

  - CIU held a community outreach seminar on Hate Crimes. A Hate Crimes telephone number was added to the police website and a Captain was assigned as the point person for all hate crime related issues.

  - Outreach was initiated in the Entertainment District to provide information on date rape drugs during Spring Break.

  - A seminar was also held with the Hospitality Industry on fraud and theft prevention.

  - A community meeting was held for Sexual / Predator Awareness.

  - A new latent print analysis system (AFIS) and a new photography lab (Noritsu) was purchased.

  - The Juvenile Squad was reclassified to the Special Victims Squad under the Violent Crimes Section. Detectives are participating in the Florida Department of Law Enforcement (FDLE) Child Abduction Response Team (CART). This team responds immediately to the agency where the abduction has taken place.

- **Strategic Investigations Unit (SIU):**
  - 950 arrests were affected.
  - Over 11 search warrants were served with Special Weapons and Tactics Team. Several reverse sting operations were conducted. During Springfest and Memorial Day, with the help of CST, over 200 of the 500 department wide arrests were made by SIU.
  - SIU has been working with the Federal Bureau of Investigations on targeting underage prostitution. The prostitution mapping program is continuing.
  - Underage drinking has also been targeted for enforcement in the Entertainment District.
  - SIU is working with the Southeast Area Narcotics Enforcement Team (SEANET) and the Bal Harbour Police Department, and has assisted with the seizure of approximately $1,000,000 in money laundering proceeds.
  - Training has been conducted on search warrants, informant management, and responding to scenes of suicide bombers.
  - South Florida Money Laundering Strike Force (SFMLSF) seizures are approximately $9,000,000.

INTERNAL AFFAIRS

A centralized tracking system for telephone contacts was implemented in February 2005. There have been 125 documented telephone contacts through September 30, 2005.

STATUS OF FY 2005/06 INITIATIVES:

CHIEF'S OFFICE

- The department is implementing recommendations of the completed staffing study conducted for the Police Department by Maximus, Inc., where feasible. The study consisted of an analysis of the current staffing and assignment levels of the Police Department, including patrol, investigations, and special detail assignments. The consultants also evaluated the impact of current staffing procedures and policies that impact the availability for service and work performance.
- Recommendations included:
  - Change in shift hour times
  - Create an additional 4th shift to overlay the South District on Thursday, Friday, Saturday and Sunday beginning at 8:00 p.m. to 6:00 a.m.
  - Consider adding a second, overlapping ATV shift to expand beach coverage from 5:00 p.m. to 1:00 a.m.

- Install a monitored camera and enhanced lighting system to monitor the beach and serve as crime prevention tool.

- Revise schedule for detectives to work 8.5 hours (includes lunch) with substantial weekend and evening coverage.

- Add Public Safety Specialist positions as Investigative Aides to Property Crimes, Economic Crimes and Auto Crimes.

- Adopt a more strategic approach to traffic enforcement.

- Re-institute a leave buy back policy.

- Place additional limitations on leave requests during the department's busiest season.

- Change the provision of calling in for time off for vacation, floating holidays, and religious holidays from 24 hours in advance to 14 days in advance.

- Restrict the total number of hours an officer is regularly scheduled to work by limiting off duty work.

PATROL DIVISION

- Determined the level of increased citizen satisfaction by continuing with the Patrol Division customer service satisfaction surveys conducted on a monthly basis. Completed 264 surveys with 100% positive ratings from October thru December 2005.

- Increased staffing levels with six additional Public Safety Specialists to enhance community policing in the Middle and North districts. Personnel provide public service information and crime prevention tips.

- Enhanced Marine Patrol staffing by two officers to target waterway "hot spots" for additional activities including abandoned boats, environmental waste and enforcement of the mooring ordinance.

- Maintain or improve traffic flow through selective enforcement during shift overlaps and the use of motorcycle squads in designated areas. Selective enforcement of moving violations in high accident areas will reduce crashes and increase traffic flow. During the period of October 1st through December 31st, Patrol Division personnel on the overlap detail issued 2,596 moving traffic citations; Motorcycle Unit personnel issued another 1,158 moving citations at intersections with high incidents of traffic accidents.

CRIMINAL INVESTIGATIONS DIVISION

- Increased details to target "hot spots" for narcotic sales and developed list of repeat problem areas.

- Targeted businesses for integrity checks (i.e., alcohol, narcotics, and prostitution violations) and developed list of problem hotels, bars and apartments (convenience stores checked for

alcohol compliance - 2 arrests, list of repeat problem spots and offenders complete, details begun).

- Determined the level of increased citizen satisfaction by continuing with the CID customer service satisfaction surveys conducted on a monthly basis. Completed 87 surveys with 100% positive ratings from October thru December 2005.

- Six cold case homicides have been assigned for investigation, one case will be assigned to each violent crimes detective.

- Streamlined the process that detectives utilize to investigate crime scene evidence by developing and automating computerized crime scene log.

SUPPORT SERVICES DIVISION

- Hired one additional Property and Evidence Technician I in the Property and Evidence Unit to improve efficiency, operational support and reduce overtime.

- From October 1-December 31, 2005 all twenty-two Command Staff members completed the National Incident Management System training in addition to thirty sworn and forty-three PSCU personnel.

TECHNICAL SERVICES DIVISION

- Currently in the process of hiring two additional Data Entry Clerks to reduce crime report lag time and achieve "real time" crime reporting that will support crime prevention initiatives and reduce crime.

- Accreditation staff conducted weekly meetings with Department staff to ensure Commission on Accreditation for Law Enforcement Agencies (CALEA) & Commission for Florida Law Enforcement Accreditation (CFA) compliance.

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase resident ratings of Public Safety Services	# of residents and businesses contacted: patrol & PSS	0	42,000	42,000	• Develop mechanism for tracking input thru PSS/Patrol contacts program. • Add 2 additional Public Safety Specialists in order to enhance the City's service levels in the mid and north beach areas and continue making resident contacts. • Add two ATV officers for the Beach area to cover the nightshift from 3:00pm to
	# of residents and businesses follow-up surveys by detectives supervisors	174*	348	348	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of residents and businesses follow-up surveys by patrol supervisors	N/A	1,056	1,056	1:00am from Thursday to Sunday. • Enhance job duties of School Liaison Officers and Supervisors to include supervising the School Crossing Guards. • Contract additional School Liaison Officer for Nautilus Middle School to serve as an extension of the existing School Liaison Resource Officer program, but would not include the School Crossing Guard duties. • Continue FY 2005 enhanced community policing in the RDA districts and expand to the areas in between.
	% of sworn officers trained in Quality of Life issues	90%*	90%	90%	• Continue to provide all sworn personnel with Quality of Life training. The curriculum includes updates on City Ordinances, Code Compliance issues, Crime Prevention Neighborhood Services, etc.
Improve availability and accessibility of major events	% of residents that rate the job the City is doing with respect to handling events that attract large crowds as very good or good	65%	65%	65%	• Continue to coordinate and assess the Department's role in these activities, facility, property, equipment and personnel outside the normal supervisory inspections.
	% of businesses that rate the job the City is doing with respect to handling events that attract large crowds as very good or good	60%	60%	60%	
Maintain crime rates at or below national trends	# of boats within Miami Beach city limits exceeding 7 days mooring	N/A	0	0	• Continue to target waterway hotspots for abandoned boats, environmental waste, etc. and enforce new Mooring Ordinance.
	# of days for turnaround time for police reports	N/A	10	10	• Develop system to provide timely information on types of crime by geographic

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	Part 1 Crimes	10,430	9,908	9,413	segments of the community to allow more timely tactical deployment in response to "hot spots." • Add a 4th Shift to the South District Area from 8:00pm to 6:00am from Thursday through Sunday. • Continue to use a 4 day, 10-hour schedule for Patrol Officers, but changing the shift time to 9:00pm-7:00am, 6:30am-4:30pm, and 4:00pm-2:00am. • Procure investigative surveillance equipment through grants in order to enhance the ability of the Criminal Investigations Unit to investigate and clear cases. • Procure 55 Taser X26 for Patrol Division Personnel. • Continue education outreach with nightclubs, bars, etc. on crime prevention strategies to reduce crimes against their patrons.
	Part 1 Crime clearance rate	10.7%	10%	10%	
Improve the City's overall financial health and maintain overall bond rating	$ in OT expense in Property Evidence Unit.	$55,271*	$23,098	$23,098	• Reduce Overtime by adding three additional Police Officers. • Add five City Center/S. Pointe Officers to 4th Shift in lieu of overtime. • Add five additional Police officers funded through attrition for 4th shift.
	Total Department Overtime (in $ million)	2.3	2.34	2.58	

Maintain or improve traffic flow	# of moving citations	13,117	14,500	14,500	• Coordinate with Parking on strategies regarding loading alternatives and focus on key pockets: Collins north of 63rd, South Beach entertainment area, Washington Ave., and Alton Road. • Purchase 25 additional E-Citation devices used to issue traffic citations to motorists instead of the standard traffic citation books. This will enhance the Police Department's ability to issue more traffic citations which will ultimately improve traffic flow in the City. • Add two motor units funded by Parking Department dedicated to traffic enforcement and to enhance traffic flow in the business district. • Work with the Information Technology Department and the Public Works Department to determine and obtain data to analyze traffic collision information.

* FY 03/04 actual not available. FY 04/05 actual provided.
N/A: Not Available

Office of the Chief

The Office Police is responsible for the fulfillment of the Mission of the Police Department through leadership, direction, and the establishment of policies, procedures, rules and regulations.

Assistant Chief of Police/Operations Bureau

Patrol Division

The Division is the largest and most visible component of the Police Department. The function of the Patrol Division is to provide a safe environment for City residents, businesses, and visitors through a philosophy that incorporates traditional and proactive police initiatives.

Criminal Investigations Division

The Division functions as the investigative arm of the Police Department at the direction of the Chief of Police and Assistant Chief of Police. The Division is comprised of two Units, the Criminal Investigations Unit (C.I.U.) and the Strategic Investigations Unit (S.I.U.). Each Unit is responsible for specific investigative functions.

Assistant Chief of Police/Administration Bureau

Support Services

The Division provides varied administrative services to the other divisions within the Police Department and the City Government. The Division is comprised of two units; Personnel and Property & Evidence.

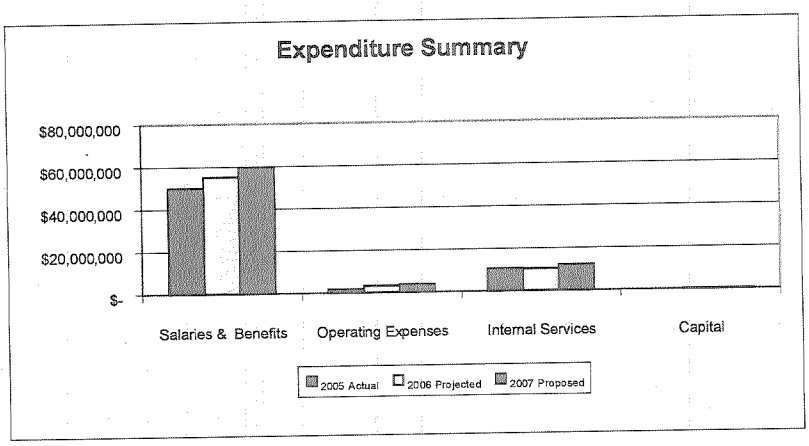
Technical Services

The Division provides a variety of supporting services to the Department and the public. It is responsible for providing technical support, information and research services, planning and communications for the Police Department. It's most visible service is processing emergency and routine telephone requests for police services through the Public Safety Communications Unit.

Departmental Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Traffic Fines	$ 746,250	$ 1,071,785	$ 950,000	$ 950,000	$ 950,000
Off Duty Admin Fee	445,889	475,254	455,000	440,000	440,000
Towing	115,350	106,125	118,000	118,000	121,000
False Alarm Fines	20,267	20,380	20,000	25,000	25,000
False Alarm Permit	1,405	1,260	1,000	2,000	0
Traffic-tickets-surcharge	0	0	45,000	45,000	45,000
Cost Recovery	0	0	38,000	38,000	38,000
Restitution	0	0	2,985	0	0
Witness Fees	0	0	3,900	0	0
FOP Car User Fee	173,410	189,285	185,000	105,000	203,190
LOGT-School Guards	41,486	31,645	40,000	34,000	34,000
Parking-School Guards	43,551	43,589	55,000	45,000	45,000
Total	**$ 1,587,608**	**$ 1,939,323**	**$ 1,913,885**	**$ 1,802,000**	**$ 1,901,190**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 45,976,555	$ 50,041,037	$ 54,255,720	$ 55,240,720	$ 59,671,818
Operating Expenses	959,468	1,560,858	3,064,974	3,064,974	3,546,391
Internal Services	9,443,615	10,447,426	10,272,454	10,272,454	11,931,078
Capital	94,603	4,454	144,879	144,879	103,487
Total	**$ 56,474,241**	**$ 62,053,775**	**$ 67,738,027**	**$ 68,723,027**	**$ 75,252,774**
Budgeted Positions					
Sworn	366 + 0 PT	366 + 0 PT	375.50 + 0 PT		389.50 + 0 PT
Civilian	145 + 14PT	146 + 14 PT	160.25 + 14 PT		162.25 + 14 PT
Total General Fund	511 + 14PT	512 + 14 PT	535.75 + 14 PT		551.75 + 14 PT
RDA funds - Sworn	16 + 0 PT	18.0 + 0 PT	10.50 + 0 PT		13.50 + 0 PT
RDA funds - Civilians	0 + 0 PT	5.5 + 0 PT	2.75 + 0 PT		2.75 + 0 PT
LETF (Confiscation) - Civilian	0 + 0 PT	0.5 + 0 PT	0.00 + 0 PT		0.00 + 0 PT
Grant Funds - Civilian	1 + 0 PT	1.0 + 0 PT	1.00 + 0 PT		1.00 + 0 PT
Total All Funds	**528 + 14PT**	**537.0 + 14 PT**	**550.00 + 14 PT**		**569.00 + 14 PT**



OFFICE OF THE CHIEF	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 2,260,070	$ 2,328,683	$ 2,506,151	$ 2,465,151	$ **2,545,778**
Operating Expenses	27,470	68,440	105,821	105,821	**98,046**
Internal Services	410,651	466,279	599,808	599,808	**596,877**
Capital	0	0	0	0	**0**
Total	**$ 2,698,191**	**$ 2,863,402**	**$ 3,211,780**	**$ 3,170,780**	**$ 3,240,701**
Budgeted Positions					
Sworn	12	12	11		11
Civilian	7	7	8		8
Total General Fund	19	19	19		19

PATROL	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 25,857,930	$ 28,822,640	$ 30,480,478	$ 31,304,478	$ **33,520,600**
Operating Expenses	59,983	490,877	866,269	866,269	**1,361,651**
Internal Services	5,240,155	5,623,039	5,388,719	5,388,719	**6,015,303**
Capital	0	0	87,122	87,122	**89,187**
Total	**$ 31,158,068**	**$ 34,936,556**	**$ 36,822,588**	**$ 37,646,588**	**$ 40,986,741**
Budgeted Positions					
Sworn	264 + 0 PT	266 + 0 PT	265.0 + 0 PT		277.0 + 0 PT
Civilian	14 + 14 PT	13 + 14 PT	23.0 + 14 PT		25.0 + 14 PT
Total General Fund	278 + 14PT	279 + 14 PT	288.0 + 14 PT		302.0 + 14 PT
RDA funds - Sworn	16 + 0 PT	18 + 0 PT	10.5 + 0 PT		13.5 + 0 PT
Total All Funds	**294 + 14 PT**	**297 + 14 PT**	**298.5 + 14 PT**		**315.5 + 14 PT**

SUPPORT SERVICES	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 3,521,766	$ 4,253,576	$ 3,765,121	4,093,121	$ **4,194,980**
Operating Expenses	332,920	533,970	664,179	664,179	**778,602**
Internal Services	1,660,865	1,930,554	1,780,544	1,780,544	**2,121,274**
Capital	1,352	3,935	57,757	57,757	**3,900**
Total	**$ 5,516,903**	**$ 6,722,035**	**$ 6,267,601**	**$ 6,595,601**	**$ 7,098,756**
Budgeted Positions					
Sworn	14	14	16		16
Civilian	25	28	29		29
Total General Fund	39	42	45		45

CRIMINAL INVESTIGATIONS	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 9,383,550	$ 9,436,677	$ 10,687,185	$ 10,692,185	$ **11,396,549**
Operating Expenses	385,166	327,767	454,832	454,832	**430,986**
Internal Services	1,342,764	1,526,140	1,485,436	1,485,436	**1,843,975**
Capital	28,736	0	0	0	**0**
Total	**$ 11,140,216**	**$ 11,290,584**	**$ 12,627,453**	**$ 12,632,453**	**$ 13,671,510**
Budgeted Positions					
Sworn	73	71.00	70.00		70.00
Civilian	20	20.00	18.50		18.50
Total General Fund	93	91.00	88.50		88.50
RDA funds - Civilians	0	5.50	2.75		2.75
LETF (Confiscation) - Civilian	0	0.50	0.00		0.00
Grant Funds - Civilian	1	1.00	1.00		1.00
Total All Funds	**94**	**98.00**	**92.25**		**92.25**

TECHNICAL SERVICES	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 4,953,239	$ 5,199,461	$ 5,714,539	$ 5,674,539	$ **6,652,660**
Operating Expenses	153,929	139,804	252,813	252,813	**135,883**
Internal Services	789,180	901,414	911,320	911,320	**1,197,844**
Capital	64,515	519	0	0	**0**
Total	**$ 5,960,863**	**$ 6,241,198**	**$ 6,878,672**	**$ 6,838,672**	**$ 7,986,387**
Budgeted Positions					
Sworn	3	3	6		6
Civilian	79	78	79		79
Total General Fund	82	81	85		85

COMMUNITY POLICING	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Expenditure Area					
Salaries & Benefits	$ 0	$ 0	$ 1,102,246	$ 1,011,246	$ **1,361,251**
Operating Expenses	0	0	721,060	721,060	**741,223**
Internal Services	0	0	106,627	106,627	**155,805**
Capital	0	0	0	0	**10,400**
Total	**$ 0**	**$ 0**	**$ 1,929,933**	**$ 1,838,933**	**$ 2,268,679**
Budgeted Positions					
Sworn	0	0	7.50		9.50
Civilian	0	0	2.75		2.75
Total General Fund	**0**	**0**	**10.25**		**12.25**

Budget Highlights

- This budget provides funding for 2 additional officers equipped with All-Terrain Vehicles (ATVs) to patrol the beach from 3 P.M. to 1 A.M. Thursday through Sunday. The City Center RDA will pay for 25% of the cost. The vehicles will be funded from Confiscation Funds. The net amount to be provided by the General Fund is $118,311.

- The FY 2006/07 Budget will augment the recently implemented 4th shift (Thursday through Sunday from 8:00 P.M. to 6:00 A.M.) by adding 13 officers; 5 officers funded through attrition, 5 additional officers as well as 3 in the City Center RDA budget funded by a corresponding reduction in overtime costs. It is anticipated that an additional 5 officers will be added in FY 2007/08.

- Funding in the amount of $53,855 will provide 55 tasers. FY 2005/06 projected surplus may possibly fund the purchase of an additional 55 tasers.

- This budget provides $96,048 for 2 additional Public Safety Specialist (PSS) positions in order to enhance the City's service levels in the middle and north beach areas and continue making resident contacts.

- The FY 2006/07 budget funds $48,462 for an additional contract School Liaison Officer at Nautilus Middle School. It will also provide funding that will enhance the job duties of the existing contract officers and their supervisor to manage the school crossing guards at their respective schools.

- The budget will provide $167,774 to support a joint initiative with the Parking Department in order to improve traffic flow by enforcing illegal commercial loading zones and blocking of intersections as well as conducting education and public outreach. This initiative will add 2 officers in the motorcycle unit to the Department. The Parking Fund will reimburse the General Fund for the total cost.

- The General Fund will continue to provide $2,268,679 for the previously funded South Pointe redevelopment district Community Policing function.

- The FY 2006/07 Fleet Management Capital Replacement Fund will provide for the replacement of more than 60 police vehicles.

Departmental Budget History

FY 2005/06

Patrol

- This Proposed Budget funds $143,876 to enhance the Marine Patrol Unit by adding 2 Police Officers to enforce the recently adopted boat mooring ordinance.

- Funding of $316,595 is provided for 6 additional Public Safety Specialists positions to implement a "neighborhood contacts" program in the Middle and North Beach areas. By making five contacts per day, these six officers can reach over 7,000 households per year. In addition, patrol officers will each be encouraged to make at least one household or business contact per day, resulting in over 70% of households and businesses contacted throughout the year.

- The General Fund will provide $1,929,933 for the previously funded South Pointe redevelopment district Community Policing function.

Support Services

- Funding is provided for a Property & Evidence Technician at $40,925 which will be offset by overtime savings of $32,173 for a net increase of $8,752 to provide increased coverage at night.

Technical Services

- This Proposed Budget funds a new Policy Plans and Policy Manager position and eliminates a vacant Police Records Manager for a net increase of $3,004. This position will be responsible for coordinating and assessing the Department's role in providing police services to Special Events.

- A total of 2 Data Entry Clerk positions will be added and 2 contractual employees will be eliminated for a net funding of $23,732 to enhance real-time reporting capabilities.

- Funding of $62,865 is provided for an additional Information Tech Specialist II position to support the mobile laptops in the Police Department. The General Fund will also provide funds for the current position that was paid from the LETF (Confiscation) Fund in FY 2004/05.

- The FY 2005/06 Fleet Management Capital Replacement Fund will provide for the replacement of more than 50 police vehicles.

FY 2004/05

Office of the Chief

- This budget will fund a consultant study ($50,000) to examine required staffing levels, scheduling, policies and guidelines in the Police Department.

Patrol

- Two additional Police Officer (including equipment) positions will be funded from the RDAs for our Detention facility. Also, an additional Lieutenant will be funded by the RDA to supervise the Community Policing element of the RDA.

- This budget includes a transfer of two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers.

- Costs for one additional Police Officer (including equipment) for the Terrorism Task Force will be funded completely by the LETF (Confiscation) Fund.

- Funding of $125,000 will provide additional security personnel for completed CIP projects such as North Shore Park & Youth Center, Flamingo Park & Pool and at Normandy Park & Pool. Effective FY 2005, all security functions previously housed in the Parking, Public Works, and the Parks & Recreation Departments have been consolidated in the Police

Department. An additional civilian position is included in this budget to perform the administrative duties of this section.

Support Services

- This budget provides for projected merit, COLA pension and insurance increases for 14 sworn and 25 civilian positions.

- The FY 2004/05 Fleet Management Capital Replacement Fund will provide for the replacement of more than 50 police vehicles.

Criminal Investigation

- This budget reassigns two Police Officers from the School Resource Unit to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be hired as temporary employees to provide a continued presence in the schools. South Pointe RDA funding will offset one out of the two resource officers. It also provides an additional Crime Analyst position funded from the RDA's.

Technical Services

- This budget provides for projected merit, COLA, pension and insurance increases for 3 sworn and 79 civilians positions.

FY 2003/04

Office of the Chief

- This budget transfers 2 sworn positions to Patrol, eliminates funding for a Senior Assistant City Attorney positions and provides for projected merit, COLA, pension and insurance increases for 12 sworn and 7 civilian positions.

Patrol

- This budget includes the reassignment of several officers to proactive uniform patrol positions throughout the City. One sergeant and four officers have been reassigned from the Criminal Investigation Division, Special Investigations Squad. This transfer will not eliminate the services currently provided, but will enhance specialized field operations. Two officers have also been reassigned from the School Resource Office to assume uniform patrol duties. Their duties as police liaisons to the schools will be assumed by two retired police officers who will be contracted to provide a continued presence in the schools. One sergeant from Support Services Division will be reassigned to uniform patrol. In addition, fifteen new sworn officers will be hired for the two Redevelopment Areas within Miami Beach as part of our continued community policing initiatives.

- The budget includes the elimination of 4 Public Safety Specialist positions that will reduce the operating hours of the NESS and decrease the response time for traffic accidents, calls, report writing and citation issuance. It also includes saving of $122,000 by eliminating the 24 hour security contract for the police building lobby.

Support Services

- This budget eliminates an Administrative Aide I position in the training unit and reassigns a sergeant position to the Patrol Division.

- The FY 2003/04 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 60 police vehicles.

Technical Services

- This budget reflects the transfer of 2 Information Technology Specialist positions to the IT Department for CAD/RMS management. It also provides for projected merit, COLA, pension and insurance increases for 4 sworn and 79 civilians positions.

FY 2002/03

- This budget reflects an increase of $2,974,687 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and insurance increases.

Office of the Chief

- The Law Enforcement Trust Fund (LETF) will be funding 6 months of an Assistant Chief position thereby generating a savings in the General Fund in the second half of the year.

Patrol

- This budget includes an increase of 3 police officer positions reallocated from administrative functions in the Support Services Division to the Patrol Division and a reduction of a civilian position in the second half of the fiscal year.

- The budget includes a reduction of 6 vacant police officer positions. The 5 police officer positions deployed in the police building lobby for security will be replaced with 24 hour contract services and the police officer will be moved to vacant positions in the Patrol unit. In addition, 1 police officer position from the AUI/DUI unit will be moved to the patrol unit and replaced with a civilian position.

Support Services

- The FY 2002/03 Fleet Management Capital Replacement Fund will provide for the replacement of approximately 100 police vehicles.

Technical Services

- This budget includes funding ($55,854) for an Information Technology (IT) position for CAD/RMS management. This position was previously paid by a federal grant. It also includes a reduction of one civilian vacant position ($69,602).

- This division will add an IT position to assist with CAD/RMS and Mobile Computing System maintenance with first year funding provided by the Law Enforcement Trust Fund (LETF). The LETF will also pay $32,000 for the first year cost of Police Mobile laptop air time.

FIRE

Department Mission/Purpose Statement

"We are dedicated to provide our community with a high level of safety and security through prevention of fire, delivery of quality emergency and disaster services, ocean life guarding and fire and life safety educational programs."

Department Description

The Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration Section, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division and the Ocean Rescue Division.

A major concern of the Fire Department will be to implement a results-oriented agency, oriented towards efficiency and service through the following anticipated accomplishments in FY 2006/07.

- Transform the Department into a results-oriented process, refocusing our efforts on the proposed and adopted budget documents to emphasize strategic intended outcomes, and their related performance measures and targets.

- Monitor feedback results from city surveys, Emergency Management System (EMS) user survey and service shoppers to help improve customer service.

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

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

Significant Historical Events which continue to impact the Fire Department:

- Fire Department established in 1917

- Rescue Division established in October of 1966 – signifies paradigm shift from fire protection only to Fire and Emergency Medical Rescue Service.

- Multiple large scale fires in the 1980's responsible for expansion and modernization of Fire Prevention Division.

- City of Miami Beach recognized as second greatest concentration of high-rise buildings per capita in the world as of September of 2003.

- Merged with Beach Patrol (now Ocean Rescue Division) on May 16, 2004

- Threat of Weapons of Mass Destruction or (WMD), terrorism and natural disaster plus responsibility for responding to confined space, ocean rescues, elevated victim rescue and hazardous materials incidents have transformed the "Fire Department" into an "All Hazards" Department.

- Minimum Staffing ordinance requiring 44 Firefighters to be on duty at all times.

- Previous policy allowed staffing down to 42. Impacts salaries, overtime, leave scheduling and possibly training.

- Fire Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004.

Significant Prior Accomplishments

Administration

- Completed Annual Report for Accreditation by the Commission on Fire Accreditation International in August of 2005.

- Completed the year without any Fire Fatalities

Suppression Division

- Responded to 4,153 calls for service including structure fires, car fires, construction accidents, hazardous materials calls, medical rescue incidents, water rescues, and public assistance calls.

- Reviewed and updated the Citywide Emergency Preparedness Plan

- Participated in the response and recovery efforts for Hurricanes Katrina and Wilma

Rescue Division

- Responded to 14,700 EMS calls, transported over 7,000 patients, and generated over 1.5 million dollars in Rescue Transport revenue.

- Reviewed 100% of Patient Care Records for Quality Assurance Program

- Developed a more efficient inventory control system to streamline the current process and assure equipment and supplies are available in sufficient quantities to meet the needs of our citizens and visitors

Fire Prevention Division

- Ongoing night inspection program of public assemblies / nightclubs

- Ongoing procedures and standards manual for all Fire Inspectors

- Ongoing review of all plans submitted for permit to insure compliance with applicable fire and life safety codes.
- Maintaining a database of all buildings in the City, using Sunpro
- Eliminated a Captain position and replaced it with a Lieutenant to directly supervise the Fire Inspection/Investigation Section.
- Created the Special Projects Section to implement the Hazardous Material Permit, to oversee the water supply/hydrant issues, and handle all logistical issues in the Division.
- Created a new position, Chief Fire Protection Analyst, to directly supervise the New Construction Section.
- Provided high quality training National Fire Protection Association (NFPA) for all Fire Inspectors
- Began enforcing new Florida Fire Prevention Code-2004 adopted by the State Fire Marshals Office

Support Services Division

- Trained 18 recruits and graduated 17
- Provided Weapons of Mass Destruction Training for 24 personnel (Improved Explosive Devices)
- Provided National Incident Management System (NIMS) training to all Fire Department personnel.
- Provided Incident Command training to all Fire Personnel and made available city wide.
- Upgraded 45 desktops and 5 laptops for improved performance
- Purchased three infrared cameras
- Purchased response vehicle and trailers for Weapons of Mass Destruction (WMD) from Urban Areas Security Initiative (UASI) grant.
- Developed specifications and ordered Pierce Ladder Truck
- Refurbished one fire engine (interior, pump, engine rebuild and paint)
- Sent four officers to Rapid Intervention Team (RIT) and Fire Fighter survival training. Developed and delivered training and drills to all Fire Department personnel and 80 Miami-Dade FD personnel.

Ocean Rescue Division

- Guarded over 14 million beach visitors
- Rescued 281 victims from drowning
- Purchased 5 Mules and 5 All Terrain Vehicles (ATV's) for increased coverage
- Performed 280,104 Preventative Actions
- Created Standard Life Guard Tower design through Labor Management committee

Performance Plan Highlights

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Increase resident ratings of Public Safety Services	% of full assignment arrivals from time of call to emergency fires scenes reached within 8 minutes (within National Fire Protection Association (NFPA) standards)	90%	90%	90%	• The Department maintains 4 strategically located fire stations which house a minimum of 4 fire pumpers and a Shift Commander. No new activities for FY 06/07.
	% of emergency EMS call arrivals within 5 minutes from time of call (within National Fire Protection Association (NFPA) standards)	90%	90%	90%	• The Department maintains 4 strategically located fire stations which house 6 EMS rescue units and an EMS Supervisor. All Fire Units are Advance Life Support Certified and staffed with Paramedic personnel. No new activities for FY 06/07.
	% high-rise building inspected yearly	25%	100%	100%	• Hire Quality Assurance Officer responsible for reviewing the inspection reports, and implementing procedures and training to ensure a high quality of inspections. In addition, the position will conduct customer follow-up surveys, etc.
	% of all buildings, (excluding low-rise multi-residential) inspected yearly	48%	100%	100%	

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	% of all low-rise multi-residential buildings inspected yearly	66%	100%	100%	
	% of beach covered by existing lifeguards towers adjacent to public areas	48%	100%	100%	• Analyze layout of lifeguard stands and locations to evaluate needs based on utilization rates, time of day, etc, as well as explore alternate schedules, etc. • Add three additional lifeguard towers and eight additional lifeguard positions. Two of the new lifeguard towers to be located at 5th St. and Lincoln Rd.
	% of time EMS is within protocol compliance	N/A	90%	90%	• Fully deploy new electronic report writing system for EMS scheduled to be procured in FY 05/06.
	% of customers indicating the rating of overall quality of care as "good" or "very good" with EMS/ Rescue service utilized	N/A	90%	90%	• Upgrading of the following EMS equipment: Portable suction units, airway adjucts for intubation, AED's, pulse oximeters, scoop stretchers, auto BP units and a O2 generating system. These upgrades are intended to increase the level of service offered, with the goal of increasing the customer satisfaction. • Upgrade automated external defibrillators and threshold impedence device per updated guidelines for Emergency Cardiac Care and Cardiopulmonary Resuscitation by the American Heart Association.
	# of officers trained per quarter	2	4	4	• Implement online training to deliver safety, Human Resources, and other training to employees. This self-paced training can enhance Public safety by improving and maintaining employee knowledge, enhancing customer service and safety, and allowing training without placing units out of service. Enhance training by providing additional backfill for overtime.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
	# of Hazmat sites placarded	0	185	185	• Perform comprehensive fire inspection of Hazmat facilities. After the facilities have been identified, the fire inspector will conduct a thorough fire inspection to determine compliance with the appropriate NFPA code. • Complete renewal process of hazmat permit
	# of nightclubs and restaurants inspected during night inspection program	2,978	3,000	3,000	No new activities in FY 06/07
	# of presentations on fire and life safety issues to public and private schools, apts., condos, nightclubs and civic groups	400	500	500	• Continue administering Community Emergency Response Team (CERT) program which trains neighborhood teams to function as first responders to large scale disasters and to help each other and to augment emergency responders.
	# of special events plans reviewed	178	300	300	• Expand Telestaff, the newly implemented automated staffing software, to be used to effectively staff special events.
	% of rejections after the first rejection of a plan review	50%	40%	40%	• Develop automated process to track rejection rates, plans review, and inspections.
	% of rejections after the first rejection of inspection	50%	40%	40%	
	% of departments NIMS compliant	TBD	TBD	TBD	• Coordinate with other entities in City for overall emergency management.

Citywide Key Intended Outcome	Departmental Performance Indicator	Baseline Actual FY 03/04	FY 05/06 Target	FY 06/07 Target	FY 06/07 Proposed Department Activities
Improve the City's overall financial health and maintain overall bond rating	Annual Overtime $millions	1.30	.89	1.45	• The Proposed FY 06/07 target includes overtime request related to the online training.

N/A: Not Available
TBD: To Be Determined

Fire Chief's Office

Responsible for overall management, direction, developing departmental goals and objectives, and establishing and implementing policies and procedures. Liaison with the Fire Union using a Labor/ Management Team approach. Participates as a member of the Executive Staff helping to formulate City Wide goals and policies.

Assistant Chief/ Operations

Suppression

Responsible for mitigating the dangers and destruction caused by fire, explosives, weapons of mass destruction, and hazardous materials. Conduct building inspections, develop pre fire plans on target hazards and respond to emergency medical incidents

Rescue

Respond to all emergency medical incidents and provide pre-hospital care to the sick and injured. Transport those patients to area hospitals and release to emergency room staff. Respond to all structure fires and perform the functions of fire companies on those incidents.

Assistant Chief/ Admin

Support Services

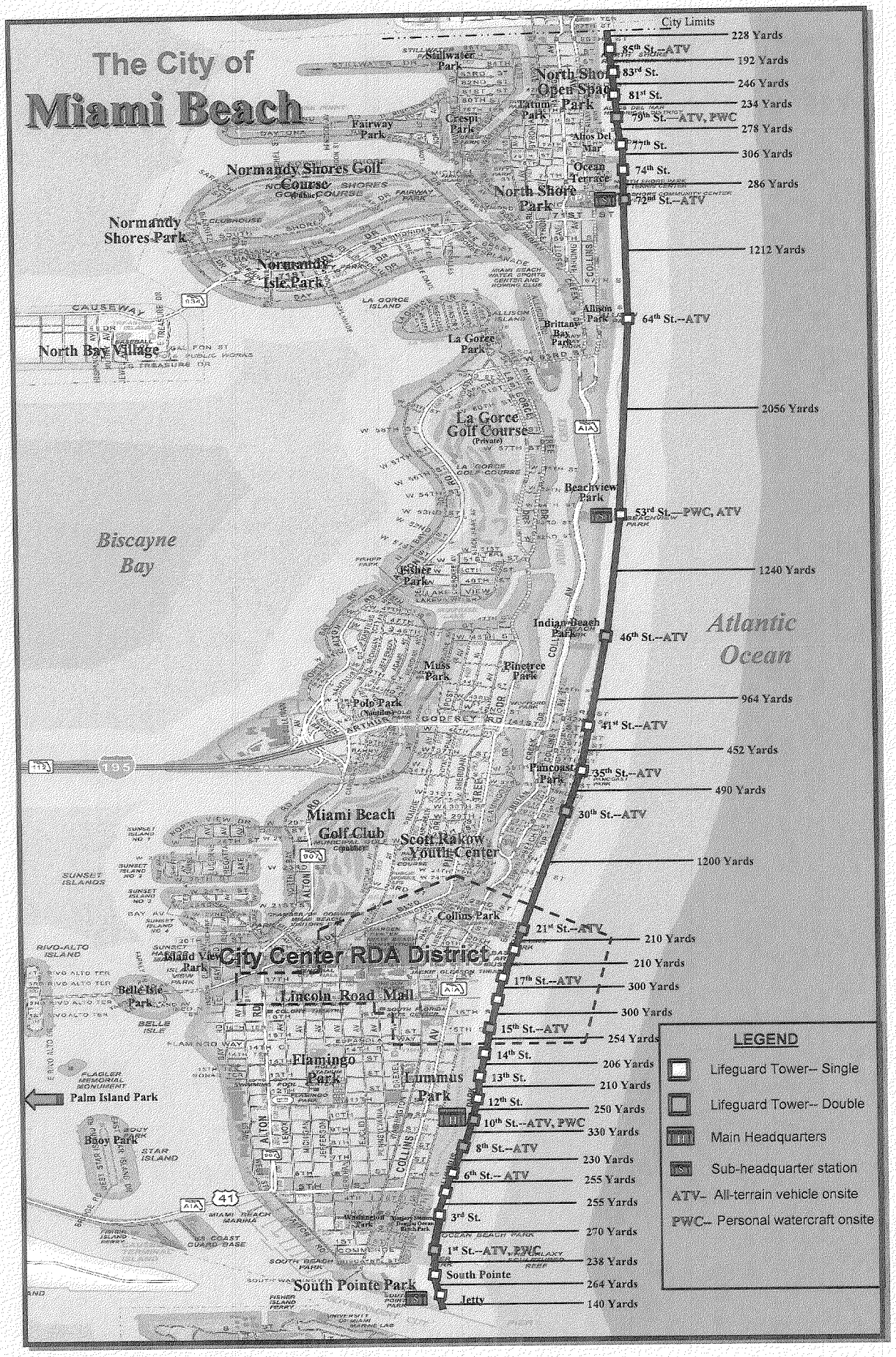
Responsible for Training, Mechanical Maintenance and Communications. Establish in service training, new hire and promotional standards, repair all firefighting apparatus and equipment, conduct tests and maintain records of same. Coordinate with PSCU for QA/QC for dispatch and radio maintanance.

Prevention

Responsible for enforcing all Fire and Life Safety Codes. Conducting building inspections, plan reviews for new construction and major renovations, nightclub and places of assembly inspections, investigation of fires for cause and origin.

Ocean Rescue

Responsible for providing ocean life guarding for 7 miles of beach, via 26 lifeguard towers and four sub-head quarters

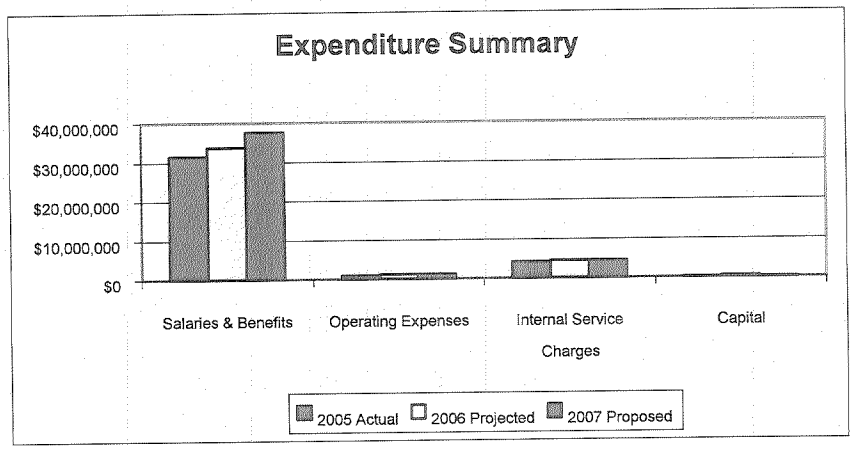

The City of
Miami Beach
City Limits
228 Yards
85th St.--ATV
192 Yards
83rd St.
246 Yards
81st St.
234 Yards
79th St.--ATV, PWC
278 Yards
77th St.
306 Yards
74th St.
286 Yards
72nd St.--ATV
1212 Yards
64th St.--ATV
2056 Yards
53rd St.--PWC, ATV
1240 Yards
46th St.--ATV
964 Yards
41st St.--ATV
452 Yards
35th St.--ATV
490 Yards
30th St.--ATV
1200 Yards
21st St.--ATV
210 Yards
210 Yards
17th St.--ATV
300 Yards
300 Yards
15th St.--ATV
254 Yards
14th St.
206 Yards
13th St.
210 Yards
12th St.
250 Yards
10th St.--ATV, PWC
330 Yards
8th St.--ATV
230 Yards
6th St.-- ATV
255 Yards
255 Yards
3rd St.
270 Yards
1st St.--ATV, PWC
238 Yards
South Pointe
264 Yards
Jetty
140 Yards
Biscayne Bay
Atlantic Ocean
Normandy Shores Golf Course
Normandy Shores Park
Normandy Isle Park
North Bay Village
North Shore Open Space Park
North Shore Park
Ocean Terrace
Allos Del Mar
Tatum Park
Crespi Park
Fairway Park
Stillwater Park
Allison Park
Brittany Bay Park
La Gorce Park
La Gorce Golf Course
Beachview Park
Fisher Park
Indian Beach Park
Muss Park
Pinetree Park
Polo Park
Pancoast Park
Miami Beach Golf Club
Scott Rakow Youth Center
Collins Park
City Center RDA District
Lincoln Road Mall
Island View Park
Belle Isle Park
Flamingo Park
Lummus Park
Palm Island Park
Baoy Park
South Pointe Park
LEGEND
Lifeguard Tower-- Single
Lifeguard Tower-- Double
Main Headquarters
Sub-headquarter station
ATV-- All-terrain vehicle onsite
PWC-- Personal watercraft onsite

Departmental Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Fire Rescue Transports	$ 1,024,238	$ 1,332,595	$ 1,200,000	$ 1,235,000	$ 1,200,000
Fire Plan Review	218,325	248,114	205,800	205,800	205,800
Enhanced Fire Inspection	39,213	92,463	80,000	80,000	80,000
FF Education Supplement	70,470	71,280	75,000	75,000	86,640
Hydrant Flow Tests	19,832	30,360	85,000	29,000	25,000
Off-Duty Administration	26,285	34,831	30,000	33,000	40,000
Life Safety Inspections	359,728	342,408	400,000	350,000	0
Overcrowding Fines	9,700	24,350	20,000	20,000	20,000
Hazardous Materials	0	0	27,500	27,500	27,500
TOTAL	**$ 1,767,791**	**$ 2,176,401**	**$ 2,123,300**	**$ 2,055,300**	**$ 1,684,940**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	29,474,964	31,564,471	34,263,773	33,781,002	37,696,047
Operating Expenses	735,869	857,463	1,092,157	1,105,675	1,094,106
Internal Service Charges	3,625,051	4,121,159	4,388,464	4,393,286	4,393,133
Capital	75,203	49,031	329,500	293,931	119,732
TOTAL	**$ 33,911,087**	**$ 36,592,124**	**$ 40,073,894**	**$ 39,573,894**	**$ 43,303,018**

Budgeted Positions				
Fire	223 + 1 PT	224.5+ 0 PT	230 + 0 PT	231 + 0 PT
Ocean Rescue-GF	68 + 50 PT	68.0+ 48 PT	68+ 48 PT	76+ 48 PT
RDA Park Rangers	9 + 2 PT	0.0 + 0 PT	0 + 0 PT	0 + 0 PT
TOTAL	**300 + 53 PT**	**292.5 +48 PT**	**298 +48 PT**	**307+ 48 PT**



Suppression Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 12,800,902	$ 13,812,745	$ 15,035,304	$ 14,771,262	**$ 16,121,429**
Operating Expenses	184,086	283,862	370,428	392,622	**264,111**
Internal Service Charges	1,355,090	1,589,172	1,650,103	1,650,103	**1,245,144**
Capital	5,470	15,486	40,500	40,500	**17,077**
TOTAL	**$ 14,345,548**	**$ 15,701,265**	**$ 17,096,335**	**$ 16,854,487**	**$ 17,647,761**
Budgeted Positions	**115**	**115**	**119**		**119**

Rescue Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 9,162,442	$ 9,512,382	$ 10,385,408	$ 10,116,057	**$ 10,970,213**
Operating Expenses	263,369	271,280	280,991	250,496	**320,606**
Internal Service Charges	853,681	991,485	1,152,608	1,152,608	**1,311,225**
Capital	0	14,112	0	0	**10,000**
TOTAL	**$ 10,279,492**	**$ 10,789,259**	**$ 11,819,007**	**$ 11,519,161**	**$ 12,612,044**
Budgeted Positions	**75 + 1 PT**	**76**	**76**		**76**

Prevention Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,982,792	$ 2,113,729	$ 2,526,820	$ 2,443,092	**$ 2,818,587**
Operating Expenses	26,526	37,442	42,283	40,872	**52,786**
Internal Service Charges	242,549	305,638	321,145	321,145	**412,035**
Capital	1,608	0	4,000	4,731	**14,655**
TOTAL	**$ 2,253,475**	**$ 2,456,809**	**$ 2,894,248**	**$ 2,809,840**	**$ 3,298,063**
Budgeted Positions	**21**	**22**	**23**		**24**

Support Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 1,280,950	$ 1,409,650	$ 1,460,296	$ 1,365,804	**$ 1,647,086**
Operating Expenses	182,488	214,531	336,000	373,477	**378,665**
Internal Service Charges	180,001	171,978	197,212	202,034	**221,716**
Capital	58,125	16,796	47,500	48,700	**3,000**
TOTAL	**$ 1,701,564**	**$ 1,812,955**	**$ 2,041,008**	**$ 1,990,015**	**$ 2,250,467**
Budgeted Positions	**12**	**11.5**	**12**		**12**

Ocean Rescue Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Salaries & Benefits	$ 4,247,878	$ 4,715,965	$ 4,855,945	$ 5,084,787	**$ 6,138,732**
Operating Expenses	79,400	50,348	62,455	48,208	**77,938**
Internal Service Charges	993,730	1,062,886	1,067,396	1,067,396	**1,203,013**
Capital	10,000	2,637	237,500	200,000	**75,000**
TOTAL	**$ 5,331,008**	**$ 5,831,836**	**$ 6,223,296**	**$ 6,400,391**	**$ 7,494,683**
Budgeted Positions					
General Fund	**68 + 50 PT**	**68 + 48 PT**	**68 + 48 PT**		**76+ 48 PT**
RDA	**9 + 2 PT**	**0 + 0 PT**	**0 + 0 PT**		**0 + 0 PT**
	77 + 52 PT	**68 + 48 PT**	**68 + 48 PT**		**76+ 48 PT**

Budget Highlights

Suppression

- This budget reflects an increase of $148,154 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and health insurance increases amounting to an additional $560,599.

- In the City's continuing efforts to enhance value of services received by both business owners and residents, Life Safety Inspection Fees in the amount of $350,000 will not be billed this fiscal year.

Rescue

- This budget reflects an increase of $114,473 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and health insurance increases amounting to an additional $390,533.

Prevention

- Funding in the amount of $84,048 will provide a Quality Assurance Officer to ensure that inspections are completed in a timely and accurate manner.

- This budget reflects an increase of $79,252 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and health insurance increases amounting to an additional $140,456.

Support

- This budget provides an additional $118,094 for overtime costs to ensure that there is full staffing when firefighters are receiving training.

- This budget reflects an increase of $38,620 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and health insurance increases amounting to an additional $6,584.

Ocean Rescue

- The Fiscal Year 2006/07 budget increases beach lifeguard coverage by funding $428,173 for 8 lifeguards and 3 new stands situated at 5th Street, Lincoln Road, and 18th Streets. This increase will bring the total number of lifeguard stands Citywide to 29.

- This budget reflects an increase of $555,941 over last year in City contributions to the General Employees Pension Plan and provides for projected merit, COLA and health insurance increases amounting to an additional $348,443.

Departmental Budget History

FY 2005/06

Suppression

- Funding is provided for 3 additional Firefighters in the Suppression Division ($140,664) who will be offset with a corresponding reduction in necessary overtime ($240,000) for a net savings of $99,336.

- This budget funds $101,956 for an Emergency Manager in the Suppression Division who will coordinate emergency management within the City and with County, State and Federal organizations. Stationed in the City's new Emergency Operations Center in Station #2, this position will also be responsible for developing and coordinating city-wide preparation, response and recovery procedures for natural and man-made disasters; as well as developing and administering grants that support city preparation, remediation and recovery efforts.

Rescue

- The City will be pursuing funding in the amount of $167,012 from the Health Facilities Authority towards the purchase of an Emergency Medical Service (EMS) electronic report writing system and 9 Life Pak 12 defibrillators and EKG monitor devices.

- A Customer Satisfaction Survey funded ($4,995) at the end of Fiscal Year 2004/05 will be completed during Fiscal Year 2005/06. The desired sample will include 30% of all fire responses or transports.

Prevention

- This budget funds the position of Sr. Management Analyst ($74,053) in the Prevention Division to provide technical assistance to the Fire Marshall.

- Enforcement of the Hazardous Materials Ordinance requiring documentation and placement of placards on businesses and locations which store reportable quantities of hazardous materials will generate revenues of $27,500 in the Prevention Division.

Support

- An additional $40,000 in the Support Division will enhance firefighter training and service provided to citizens and visitors.

- Funding of $44,400 is provided in the Support Division to install exhaust recovery systems in 2 Fire Stations to comply with National Fire Protection Association (NFPA) Standard 1500.

- The purchase of 2 thermal imaging cameras ($24,000) in the Support Division will enhance water and fire rescue operations.

- A part-time Sr. Systems Analyst that was added during Fiscal Year 2004/05 will be upgraded to full-time in Fiscal Year 2005/06 at a net cost of $27,164. This position will work closely with the Information Technology Department to provide technical support for the radio, telephone, and computer networks.

Ocean Rescue

- Funding is provided ($37,500) for 5 additional All Terrain Vehicles (ATV's) to increase Ocean Rescue Division capacity to reduce rescue response time, expand protection to presently unguarded areas and carry equipment to emergencies. These will be in addition to the 11 ATV's already in use.

- Replacement of 9 lifeguard towers in the Ocean Rescue Division will be funded at a cost of $180,000

FY 2004/05

- Funding of $19,586 is provided to upgrade an existing Data Entry Clerk from part time to full time to assume secretarial duties for the two Assistant Fire Chiefs.

- Funding of $68,216 provides upgrading of 2 lifeguard positions from part time to full time to staff a lifeguard stand at 41st Street.

FY 2003/04

- Beginning in FY 2003/04, the Ocean Rescue Division was moved from the Parks & Recreation Department to the Fire Department.

- This budget reflects an increase of $204,078 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA, and insurance increases.

FY 2002/03

- This budget reflects an increase of $2,092,311 over last year in City contributions to the Police & Fire Pension Plan and provides for projected merit, COLA and merit increases.

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CITYWIDE

CITYWIDE ACCOUNTS

The Citywide Accounts are a category of budget allocations for expenditures related to the City's operating fund that are not readily identifiable to any specific department.

EMPLOYEE COSTS

- Funds in the amount of $1,900,000 are provided for payment of final accumulated employee leave balance settlements upon separation from the City. This account has risen due to a series of long-term employees retiring and pension plan restructuring.

- 401(A) Disability provides $95,000 for disability insurance for employees selecting the "defined contribution" plan. Disability provisions are contained in the "defined benefit" plans for other employees.

- Funding has been allocated to provide $30,000 for Employee Tuition Reimbursement and $25,000 for Citywide Computer Training.

COMMUNITY SERVICES

- This budget provides $315,000 for holiday decorations. The increase of $165,000 over last year's budget is funded by Resort Tax contributions.

- E-911 Emergency provides separate accounting for the use of E-911 telecommunications surcharge. Estimate of $570,000 is based on a monthly charge of 50 cents per telephone line on all telephone lines in the City of Miami Beach.

SOCIAL SERVICES

- Social Services category totals $106,856, which is allocated to the Greater Miami Jewish Federation ($46,930), Douglas Gardens Community Mental Health Center ($21,660), Miami Beach Community Health Center ($21,660), and the Boys and Girls Club ($16,606).

CONTRIBUTIONS

- $202,000 contribution to the Cultural Arts Council for special events is reimbursed to the General Fund by a contribution from Resort Taxes.

- The budget provides $152,475 for the Miami Beach Garden Conservancy, Inc. for the operations of the Miami Beach Botanical Garden.

CITY SERVICES

- Special Projects funding of $891,944 is provided for studies and projects that may be needed during the year. A breakdown of these costs follows on the next page.
- Allocation of $108,627 for maintenance and repair of bus benches throughout the City.
- Funds have been allocated for utilities, maintenance and security in the amount of $110,059 at Historic City Hall and $547,851 at the 777 17th Street Building.
- Special services are provided in the South Beach area by Property Management ($497,883).
- Principal and interest expense for the Capital Projects Loan is budgeted at $200,000.
- Allocation of $500,000 is provided for principal and interest expense for the FPL Undergrounding Utilities project.
- Memorial Day Weekend costs of $900,000 reflect an increase of $200,000 from the previous year based on the continued popularity of Miami Beach as a destination.

CONTINGENCY

- Provides for an operating contingency of $1,300,000 (increase of $300,000 over last year) for unforeseen expenses.
- Provides for an undesignated contingency of $300,000 for projects to be funded throughout the year at the City Manager's discretion.

TRANSFERS

- The Miami Beach Homeowners Dividend Fund was first established in Fiscal Year 2005/06 to provide a mechanism for a return-on-investment to year-round property owners that reside in the City of Miami Beach. The amount of the return is similar to an additional $25,000 Homestead Exemption on real property, returning only the City portion to those who are eligible and opt into the program. This fund allows for a return of $300 (an increase of $100 over last year) back to eligible year-round property owners currently receiving a homestead exemption in Fiscal Year 2006/07 after all their outstanding taxes and fees have been paid.
- The General Fund will transfer $2,500,000 to the Capital Reserve Fund to continue to ensure adequate funding related to previously approved capital projects for expenditures due to bids that are overbudget, change orders, or other unforeseen items for General Fund projects.

- The General Fund will transfer $7,500,000 (an increase of $2,500,000 over last year's contribution) to maintain the Pay-As-You-Go Capital Fund as a component of the Capital Budget. This ensures adequate on-going reinvestment in capital plant, and equipment, avoids deferring capital needs until there is a major bond issue, and addresses:
    - unfunded new projects recommended or approved in concept by the Commission;
    - new or additional scope for previously funded projects;
    - additional funding needs for previously approved capital projects, i.e. cost increases associated with approved Basis of Design Reports (BODR's) that are identified prior to going out for bid, many of which are due to increased cost of construction (e.g., due to increases in the cost of concrete, high demand for construction services in the local area, etc.)

- The Information & Communications Technology Fund will be maintained with a $1,400,000 transfer (an increase of $400,000 over last year's contribution) from the General Fund. This fund is to help ensure adequate funding used for the purchase of assets that will enhance and maintain the City's technology resources.

- The General Fund will provide $2,000,000 (an increase of $500,000 over last year's contribution) to continue the Capital Investment Upkeep account for non-facility related upkeep expenses.

- The General Fund will transfer $1,000,000 to the Risk Management Fund as part of a multi-year plan to address funding shortfalls in the reserve for claims against the City.

- The General Fund is providing the City's 11% Emergency Reserve Fund with $3,338,419. In a practice begun in Fiscal Year 2005/06, the General Fund allocates this amount directly rather than funding from surplus revenues at year-end.

- The General Fund will provide $200,000 for Hazard Mitigation expenses.

- The Fiscal Year 2006/07 General Fund Budget provides $1,000,000 as the second of two equal installments for water and sewer expenses. The first installment in Fiscal Year 2005/06 will be paid from surplus funds at year-end. This expense is to offset the FY 2005/06 wholesale fee increases to residents based on anticipation of higher rates to be passed on by the Miami-Dade County Water and Sewer Department.

CITYWIDE COST CENTERS

EXPENDITURE CATEGORY	ACTUAL 2003-04	ACTUAL 2004-05	ADOPTED 2005-06	PROJECTED 2005-06	PROPOSED 2006-07	PROP-ADPT INC/(DEC)
EMPLOYEE COSTS						
Accumulated Leave	1,344,202	1,635,010	1,375,000	1,450,000	1,900,000	525,000
Police/Fire Pensn Admin/Relief Fd	2,962	4,058	4,200	4,800	5,000	800
401A Disability	81,610	82,024	95,000	90,000	95,000	0
415 Excess Pension Plan	89,930	74,086	190,000	175,000	190,000	0
Termination Fee for Pension Bond	0	1,250,000	0	0	0	0
Tuition Assistance Reimb.	33,856	29,919	30,000	30,000	30,000	0
Citywide Computer Training	0	0	25,000	0	25,000	0
Subtotal	1,552,560	3,075,097	1,719,200	1,749,800	2,245,000	525,800
COMMUNITY SERVICES						
Holiday Decorations	151,462	144,364	150,000	150,000	315,000	165,000
E-911 Emergency-Wireless	119,029	46,174	165,000	165,000	240,000	75,000
E-911 Emergency	572,192	694,985	365,000	365,000	330,000	(35,000)
Subtotal	842,683	885,523	680,000	680,000	885,000	205,000
SOCIAL SERVICES						
Hot Meals-JVS	49,400	46,930	46,930	46,930	46,930	0
Douglas Gardens	22,800	21,660	21,660	21,660	21,660	0
Stanley C. Myers	22,800	21,660	21,660	21,660	21,660	0
Boys and Girls Club	17,480	16,606	16,606	16,606	16,606	0
Subtotal	112,480	106,856	106,856	106,856	106,856	0
CONTRIBUTIONS						
Colony Theater	1,907	0	0	0	0	0
Cultural Arts Council	152,000	152,000	202,000	202,000	202,000	0
Garden Center	165,007	152,475	152,475	152,475	152,475	0
Miami Beach Library	2,000,000	0	0	0	0	0
Subtotal	2,318,914	304,475	354,475	354,475	354,475	0
CITY SERVICES						
External Auditor	109,100	98,750	115,000	115,000	125,000	10,000
Special Projects*	1,622,685	1,697,810	812,344	1,936,197	988,365	176,021
Bus Benches	55,271	73,419	73,354	73,354	108,627	35,273
Byron Carlyle Theatre	214,451	0	0	0	0	0
Old City Hall	218,228	163,622	190,854	190,854	110,059	(80,795)
777 17th Street	556,752	318,051	485,854	485,854	547,851	61,997
City Center Services	453,358	478,740	475,168	445,000	497,883	22,715
State Court Costs Article V	0	0	100,000	100,000	100,000	0
Capital Projects Loan (P & I)	0	0	200,000	200,000	200,000	0
Capital Items Under $25,000	0	0	0	0	62,750	62,750
Memorial Day Weekend	0	0	700,000	900,000	900,000	200,000
Other Special Event Weekends	0	0	0	0	862,000	862,000
FPL Undergrounding Utilities	497,715	497,715	500,000	497,715	500,000	0
Water/Sewer City Usage	1,052,900	1,052,781	1,152,000	1,100,000	1,152,000	0
Street/Street lights	325,222	399,960	500,000	500,000	475,000	(25,000)
Lobbyist- State & Federal	180,000	180,000	195,000	195,000	207,000	12,000
Subtotal	5,285,682	4,960,848	5,499,574	6,738,974	6,836,535	1,336,961
CONTINGENCY						
Undesignated Contingency	0	0	300,000	0	300,000	0
Operating Contingency	0	0	1,000,000	0	1,300,000	300,000
Subtotal	0	0	1,300,000	0	1,600,000	300,000
TOTAL	10,112,319	9,332,799	9,660,105	9,630,105	12,027,866	2,367,761
TRANSFERS						
Miami Beach Homeowners Divid. Fd	0	0	3,269,120	3,269,120	4,900,000	1,630,880
Capital Reserve Fund	0	0	2,500,000	2,500,000	2,500,000	0
Pay-As-You-Go Capital Fund	0	0	5,000,000	5,000,000	7,500,000	2,500,000
Capital Investment Upkeep Fund	0	0	1,500,000	1,500,000	2,000,000	500,000
Info.& Comm. Technology Fund	0	0	1,000,000	1,000,000	1,400,000	400,000
Risk Management Fund	0	0	1,000,000	1,000,000	1,000,000	0
11% Emergency Reserve	0	0	3,939,708	3,939,708	3,338,419	(601,289)
Subtotal	0	0	18,208,828	18,208,828	22,638,419	4,429,591
OTHER						
Hazard Mitigation	0	0	0	0	200,000	200,000
FY 06 Wholesale Water/Sewer Rate Inc	0	0	0	1,000,000	1,000,000	1,000,000
Subtotal	0	0	0	1,000,000	1,200,000	1,200,000
GRAND TOTAL	10,112,319	9,332,799	27,868,933	28,838,933	35,866,285	7,997,352

CITYWIDE COST CENTERS (Continued)

EXPENDITURE CATEGORY SPECIAL PROJECTS DETAIL*	ACTUAL 2003-04	ACTUAL 2004-05	ADOPTED 2005-06	PROJECTED 2005-06	PROPOSED 2006-07	PROP-ADPT INC/(DEC)
AAA Flag & Banner	10,319		0	0	0	0
City Property Renovations**	0	603,754	0	0	0	0
Citywide Survey**	0	84,105	0	0	0	0
Corzo Castella Carballo-Settlement	25,000	0	0	0	0	0
DadeCounty Days	5,000	0	5,000	5,000	5,000	0
Design Security	1,400	0	0	0	0	0
Economics Research	66,061	0	0	0	0	0
F&L Construction	24,000	0	0	0	0	0
Festival of the Arts	0	30,400	30,400	30,400	75,000	44,600
Gabriel.Roeder Smith & Co.	0	73,623	0	0	0	0
Glavovic Studio Inc.	0	25,000	0	0	0	0
Hazen & Sawyer	45,597	0	0	0	0	0
HDR Engineering	13,700	0	0	0	0	0
Herald Publishing	5,150	2,160	0	0	0	0
Homeless Job Program	0	0	45,000	45,000	45,000	0
Hurricane-FEMA expenses	435,011	274,421	0	963,853	0	0
ISTEA Venetian Cswy Match	0	0	65,000	0	65,000	0
Jewish Museum	0	55,000	55,000	55,000	55,000	0
July 4th Celebration	0	20,000	45,000	45,000	45,000	0
Latin Chamber of Commerce	0	20,000	20,000	20,000	20,000	0
Laumar Roofing South	49,746	0	0	0	0	0
Lincoln Rd Marketing	19,071	9,347	0	0	0	0
Log Cabin Training Center	227,098	87,000	0	0	0	0
Marina Submerged Land Lease	0	0	156,000	156,000	156,000	0
Miami Beach Chamber/Construct.	0	0	30,000	30,000	30,000	0
Miami Beach Chamber/Visitor Ctr	25,000	10,223	40,000	40,000	40,000	0
Miami Design Preservation League	0	25,000	25,000	25,000	25,000	0
Monuments	0	10,000	30,000	30,000	30,000	0
North Beach Development Corp.	20,000	20,000	20,000	20,000	20,000	0
North Beach Elementary	5,000	0	0	0	0	0
Nutech Engineering	9,348	0	0	0	0	0
Orange Bowl	0	18,750	18,750	18,750	18,750	0
PAN Building-Electricity, etc.	33,657	64,029	0	100,000	0	0
Retreat/Org Development/Survey	40,495	35,484	63,161	63,161	163,161	100,000
Sigma Communications	53,986	0	0	0	0	0
Sister Cities	10,406	6,647	15,200	15,200	15,200	0
South Beach Food & Wine Festival	0	0	0	0	25,000	25,000
SOBE Spay & Neuter	5,000	5,000	0	0	0	0
S Beach/Grtr Miami Hisp. Chamber	0	20,000	20,000	20,000	20,000	0
Sunryse Construction	181,790	0	0	0	0	0
Universal Weather	3,300	0	0	0	0	0
U.S. Postmaster	19,462	0	0	0	0	0
Works- P Card Implementation	5,000	0	0	0	0	0
Other**	157,288	61,204	0	125,000	0	0
Normandy Shores District	125,800	136,663	128,833	128,833	135,254	6,421
Subtotal	1,622,685	1,697,810	812,344	1,936,197	988,365	176,021

* Special Projects Detail of page 1 Citywide Cost Centers-Special Projects line.

** Funded by Contingencies in fiscal year 2005.

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REINVESTMENT-FACILITIES AND INFRASTRUCTURE

CAPITAL RENEWAL AND REPLACEMENT

Miami Beach has continued to expand its facilities and infrastructure in response to the desire of so many who wish to live, work, and play in our vibrant, tropical, and historic community. The City currently maintains a vast number and variety of buildings, structures and facilities, hundreds of acres of recreational and open space, significant public art pieces, and hundreds of miles of streets, sidewalks and alleys. Further, as a result of the current $400 million capital improvement program, in addition to approximately $100 million from Miami-Dade County's recently approved General Obligation Bond Program, there will be a significant increase in additional maintenance needs. Over the next couple of years, we will be bringing on line approximately 15 additional miles of sidewalks and 22 miles of curbing; 1,924 additional streetlights and 1,043 additional uplights (a 30% increase combined); new parks still to be designed (Flamingo, Collins, Altos Del Mar, the Garden Center, Fairway, Muss and Washington parks) – all of which will be competing with general fund services as well as with rising costs due to such factors as union contracts, personnel costs and the cost for contractual services and creating pressures that without a dedicated source of funding could result in deferral of renewal and replacement projects.

To ensure that renewal and replacement of General Fund assets are funded and addressed when needed, the City established a separate reserve in 2004 with a dedicated source of funding to be used exclusively to provide for renewal and replacement of capital items related to our facilities and infrastructure over and above routine maintenance. Project specific appropriations from the fund are reviewed and approved each year by the City Commission as part of the budget process.

The funding of this restricted account was accomplished by adding all or a portion of the amount of the Debt Service Millage reduction to the General Operating Millage. In FY 2004/05 the dedicated millage for Renewal and Replacement was 0.126. In FY 2005/06 the reduction in debt service millage was 0.156 of which 0.056 was added for a cumulative Renewal and Replacement millage in FY 2005/06 of 0.182. The FY 2006/07 millage for Renewal and Replacement is maintained at 0.182 mills.

The following chart illustrates the concept.

	" Dedicated Millage For Capital Replacement and Renewal " Tax Levy				
	FY 2003/04	FY 2004/05	FY 2005/06	**FY 2006/07**	Inc/(Dec)
General Operating	7.299	7.299	7.299	**7.192**	(0.107)
Renewal & Replacement	0.000	0.126	0.182	**0.182**	0.000
Total Operating Millage	7.299	7.425	7.481	**7.374**	(0.107)
Debt Service	0.874	0.748	0.592	**0.299**	(0.293)
TOTAL	8.173	8.173	8.073	**7.673**	(0.400)

Based on assessed values, the General Fund Renewal and Replacement Budget for FY 2006/07 is $3,266,096 an increase of $0.74 million from FY 2005/06.

As assessed values in the City continue to rise over the upcoming years, the existing millage will generate additional renewal and replacement funds. In addition, the cost of debt service on outstanding general obligation bonds will be spread over a larger value resulting in a decrease in debt service millage each year, and the potential to increase the General Fund Renewal and Replacement millage further, if needed.

The recommended project specific appropriations for FY 2006/07 are shown in the following table.

CITY OF MIAMI BEACH FY 2006/07 RENEWAL AND REPLACEMENT PROJECTS	
PROJECT NAME / DESCRIPTION	**Project Appropriation**
POLICE STATION BUILDING	
Backflow Preventor for Fire Sprinkler System (new code requirement)	26,000
TOTAL POLICE STATION BUILDING	$26,000
CITY HALL BUILDING	
Restrooms/City Hall 1st, 3rd, 4th Floor Restroom Renewal to include:Retrofit of two single stall restrooms to ADA Compliancy and Partition to ADA Compliancy and Partition Replacements and Formica Countertop - Replacements in restrooms (delaminating) 27 yrs old	42,000
Floor Finishes: Carpet Aged and Deteriorated Carpet Aged and deteriorated - 10 years old - needs replacement	147,805
Loading Dock Electric Roll-up Door Replacement and Doors and Hardware Lock Replacement Loading Dock Electric Roll-up Door Replacement - Doors are 27 yrs old and are damaged and hard to operate; Mica from doors are delaminated or chipped and hardware locks need to be working properly to meet Fire Code.	34,100
Water Riser Replacement Replace 3 inch water riser which feed restrooms on 1st, 2nd, 3rd & 4th Floors. The galvanized pipe is over 25 yrs old and must be replaced to avoid water damage.	27,214
Roof Openings: Skylight Deteriorated and Leaking	35,562
TOTAL CITY HALL BUILDING	$286,681

CITY OF MIAMI BEACH FY 2006/07 RENEWAL AND REPLACEMENT PROJECTS (CONTINUED)	
PROJECT NAME / DESCRIPTION	**Project Appropriation**
HISTORIC CITY HALL BUILDING	
Elevator Renovation - Phase II	150,000
Carpet & Floor Tile Replacement Common areas carpet & floor tiles are old, worn and need replacement.	30,654
Water Closet & Flush Valve Replacement Water closets & flush valves need to be replaced with more efficient equipment to insure water conversation and reduce maintenance problems.	27,000
TOTAL HISTORIC CITY HALL BUILDING	$207,654
777 17th STREET BLDG	
Replacement of air handler, controls and duct system Replacement of air handler, controls and duct system. Air handlers have outlived their useful life. Duct system and outside air equipment are inadequate.	558,000
TOTAL 777 17TH STREET BUILDING	$558,000
SCOTT RAKOW YOUTH CENTER	
Ceiling, Lighting and Flooring	175,000
Renovate Toilets on 1st and 2nd Floors for ADA Compliancy	165,000
TOTAL SCOTT RAKOW YOUTH CENTER	$340,000
NORMANDY SHORES CLUBHOUSE	
Window Replacement Existing windows are original from 1941 and are deteriorated due to age and termite damage and do not meet current wind load code requirements	200,000
HVAC Replacement Beyond useful life	150,000
Electrical Wiring and Service Replacement Existing outdated and needs to be brought into Code Compliance	200,000
New Ceiling, Flooring & Walls Existing has severe water and termite damage	250,000
TOTAL NORMANDY SHORES CLUBHOUSE	$800,000

CITY OF MIAMI BEACH FY 2006/07 RENEWAL AND REPLACEMENT PROJECTS (CONTINUED)	
PROJECT NAME / DESCRIPTION	**Project Appropriation**
VARIOUS BUILDINGS	
Flamingo Park	
Paint Pool & Replace fencing	60,000
Repair / Replace Water Playground surface	25,000
PAL Building	
Replace Tile Flooring	30,000
Waterproof Building including patching and painting	40,000
Fire Stations 1 & 3 Replace Carpeting including Vinyl tile areas and cove base	84,000
Boardwalk Bench Replacement Replace 33 Benches on the Boardwalk have deteriorated from heavy use and environment. (@$800ea.)	26,400
Doors & Hardware Mica from doors delaminating or chipped and hardware locks need to be working properly to meet the Fire Code.	34,650
South Shore Community Center - Electrical Service & Distribution System The electrical service and distribution equipment are aged beyond their useful life and in critical condition. The service conduit and associated feeders are corroded and the main switchboards have open wire troughs. Install a new metered main switchboard, chiller switchboard and associated subpanels and feeders.	196,638
Replacement of Hurricane Shutters in City Hall and Police Building - Phase 1 Shutters cannot be repaired, are worn and are unsecurable. Dade County approved shutters should be installed to replace 27 year old shutters.	230,000
TOTAL MISC. REQUESTS - VARIOUS BUILDINGS	$726,688
CONTINGENCY (10%)	321,073
TOTAL RENEWAL AND REPLACEMENT FUNDING	$3,266,096

CITY OF MIAMI BEACH FY 2006/07 SOUTH POINTE RENEWAL AND REPLACEMENT PROJECTS	
PROJECT NAME / DESCRIPTION	**Project Appropriation**
CONTINGENCY	258,990
TOTAL SOUTH POINTE RENEWAL AND REPLACEMENT PROJECTS	$258,990

G.O. DEBT SERVICE

GENERAL OBLIGATION BONDS
DEBT SERVICE

The purpose of issuing General Obligation Bonds is to obtain funds for various capital projects, economic and environmental improvements, and public works or public safety improvements. The City has established a 5-year Capital Improvement Plan which details planned capital improvement projects and their respective funding sources. Among the areas for improvements are: parks and recreational facilities, streets, streetlighting and bridges, fire equipment, and municipal facilities. General Obligation Bonds are issued and mandated by the public through a formal referendum vote. The City continues to maintain the two increases in credit rating from Standard and Poors, achieved two years ago, taking the City from an A to an A+ and then to a AA-.

Financial Summary

Revenue Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Property Taxes	$ 10,211,129	$ 10,059,170	$ 9,966,418	$ 9,966,418	**$ 6,561,271**
Other	1,544	12,013	0	0	**0**
Total	**$ 10,212,673**	**$ 10,071,183**	**$ 9,966,418**	**$ 9,966,418**	**$ 6,561,271**

Expenditure Area	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Proposed
Debt Service	$ 10,180,754	$ 10,122,153	$ 9,949,278	$ 9,949,278	**$ 6,542,834**
Operating Expenses	12,908	12,303	17,140	17,140	**18,437**
Total General Fund	**$ 10,193,662**	**$ 10,134,456**	**$ 9,966,418**	**$ 9,966,418**	**$ 6,561,271**

Budget Highlights

- The Debt Service millage rate of 0.299 is estimated to provide $6,542,834 for debt service and $18,437 for fees totaling $6,561,271.

Principal and interest payments for FY 2006/07 are as follows:

Principal	$2,820,000
Interest	3,722,834
Debt Service	$6,542,834

- $18,437 is required for paying agent's fees.

GENERAL OBLIGATION BONDS SUMMARY
as of September 30, 2006

NAME OF ISSUE	Date of Issue	Date of Maturity	Amount of Issue	Amount Outstanding
1996 G.O. Parks	01-Oct-97	2007	$ 15,000,000	$ 500,000
2000 Gulf Breeze	03-Jul-00	2020	14,090,000	10,940,000
2000 Gulf Breeze	03-Jul-00	2013	15,910,000	14,090,000
2003 G.O. Bonds	03-Jul-22	2033	62,465,000	55,910,000
TOTALS			$107,465,000	$ 81,440,000

Annual debt service requirements to maturity for general obligation bonds are as follows:

Fiscal Year Ending September 30	General Obligation Bonds Governmental Activities		
	Principal	Interest	Total
2007	$ 2,820,000	$ 3,722,834	$ 6,542,834
2008	2,535,000	3,615,557	6,150,557
2009	2,505,000	3,520,367	6,025,367
2010	2,595,000	3,420,528	6,015,528
2011	2,705,000	3,312,847	6,017,847
2012-2016	15,455,000	14,556,040	30,011,040
2017-2021	19,770,000	10,136,191	29,906,191
2022-2026	12,170,000	6,218,206	18,388,206
2027-2031	14,255,000	3,461,675	17,716,675
2032-2033	6,630,000	450,675	7,080,675
	$ 81,440,000	$ 52,414,920	$133,854,920

The City's $15,000,000 General Obligation Bonds, Series 1996, will be repaid solely from ad-valorem taxes assessed, levied and collected. They are registered transcripts, and insured. The bonds were issued to construct, renovate and rebuild parks and recreation facilities within the City's park system.

The Gulf Breeze VDRS Series 1985B, in the amount of $15,910,000, principal is to be repaid in thirteen annual installments commencing December 1, 2001 with interest paid semi-annually. The Gulf Breeze VDRS Series 1985E, in the amount of $14,090,000, principal is to be repaid in seven annual installments commencing December 1, 2014 with interest paid semi-annually. The funds are being used to expand, renovate and improve fire stations and related facilities; improve recreation and maintenance facilities for parks and beaches; and, improve neighborhood infrastructure and related facilities.

On July 22, 2003, the City issued General Obligation Bonds, Series 2003, in the amount of $62,465,000. These bonds were issued to provide funds to pay the cost of improving neighborhood infrastructure in the City, consisting of streetscape and traffic calming measures, shoreline stabilization and related maintenance facilities, and Fire Safety Projects and the Parks and Beaches projects. The Bonds will be repaid solely from ad-valorem taxes assessed, levied and collected.

RESORT TAX

RESORT TAX

Background

In 1967, the Legislature of Florida passed House Bill No. 2394 of Chapter 67-930 of the Laws of Florida. This legislation empowered cities and towns in all counties within the state of a specific population to impose, levy and collect a municipal resort tax.

In 1968, the City of Miami Beach commenced with the levy of a two percent (2%) tax on the rent of a room or rooms in any hotel, motel, rooming house or apartment house. This 2% tax was also levied upon the total sales price of all food beverages, alcoholic beverages (including beer and wine) sold at retail in any restaurant.

On November 3, 1992 an additional one percent (1%) tax on room rent was approved by referendum. This additional tax became effective on October 1, 1996 after the City entered into an agreement with a developer for a convention center headquarters hotel.

All registered businesses file, on or before the twentieth day of the month following the close of each calendar month, a report with the City of the total rents or sales prices charged and received and the amount of tax collected.

No resort tax is imposed upon:

- Federal, state or city governments, or any agency thereof;
- Nonprofit organizations;
- Rents paid by a permanent resident on his permanent place of abode;
- Rents paid by a lessee with a lease term longer than six months provided lease is not broken; and
- School lunches served to students and teachers; all hospital meals and rooms.

Allowable Uses

Allowable uses of the municipal resort tax are spelled out in Chapter 67-930 (Section 6) of the Laws of Florida, as amended, and Section 5.03 of the City of Miami Beach Charter, as amended, as follows: the promotion of the tourist industry, which includes, but is not restricted to the following: Publicity, advertising, news bureau, promotional events, convention bureau activities, capital improvements and the maintenance of all physical assets in connection therewith; and for the payment of the reasonable and necessary expenses of collecting, handling and processing of said tax.

These allowable uses have led to increased tourist activities, such as special events, Art Basel, and various concerts. In addition to the uses listed above, the proceeds of the additional one percent (1%) tax are used as follows. Fifty percent of the amount earned is committed to the payment of a portion of the debt service on the Miami Beach Redevelopment Agency – City Center/Historic Convention Village Bonds. These bonds were used for the development, improvement and construction of certain public areas including a portion of the Cultural Center facilities located within the City Center District.

Initially, the remaining fifty percent was allocated equally among North Beach, Middle Beach, and South Beach for the maintenance and enhancement of Miami Beach's tourist related areas

and these funds were used for the following: beautification and landscaping within these areas, various art and cultural programs (Festival of the Arts, Miami Mimo Exhibits, 2nd Thursdays, etc.), and public safety. Effective October 1, 2005, the remaining fifty percent is allocated equally among North Beach, Middle Beach, and South Beach for capital projects that enhance Miami Beach's tourist related areas and various arts and cultural programs.

In May 2006 community outreach meetings were held in North, Middle and South Beach to give the community the opportunity to provide input regarding potential capital projects to bye funded with funds appropriated in FY 2004/05 and 2005/06. Potential projects to be funded included potential park improvements, neighborhood improvements, alley improvements as well as traffic and transportation improvements. As a result of the community meetings, the following areas were recommended as citywide priorities, common across the three areas of Miami Beach: landscaping/Beautification, including entrance signs; bike trails (Julia Tuttle Baywalk, Parkview Canal Trail, bike lane striping along major arterials, etc.); bike racks; stamped asphalt crosswalks, and pedestrian countdown signals. Aside from the citywide recommendations, other priorities were recommended specific to each of the three areas:

North Beach: bandshell lighting, landscaping; canopy, marquee sign, and sound system; and Normandy Golf Course.

Middle Beach: par 3 golf course maintenance/Improvements; beautification (i.e., 41st Street, mosaic footbridges, etc); and enhanced lighting.

South Beach: additional pooper scooper stations and trash receptacles; and enhancements to Flamingo Park.

As many of these recommendations as possible, will be included in the City's proposed capital budget to be released separately, whether from Resort Tax Quality of Life funding or from other funding sources.

Budget Highlights

Each year for the past 11 years, except during the year following September 11th tragedy, the collections have increased steadily due to growth of new restaurants, hotels, and tourists within the City.

In 1996, during the first year of the additional 1% tax, the City's collected over $2 million of the 1% tax or 16% of the total taxes collected that year. The collection of the 2% tax alone has increased 265% between 1992 and 2005 and the collection of the 1% tax alone has increased over 126% between the time it was imposed in 1996 and 2005. Resort tax collections increased 11.3% in FY 2004/05 over the prior year actuals, are projected to increase an additional 10.4% for FY 2005/06, and are projected to remain flat in FY 2006/07 due to the renovations of the Fountainbleau and Eden Roc Hotels. Highlights for FY 2006/07 include:

- $400,000 is provided for a local Miami Beach marketing campaign, to be matched with funds from the Greater Miami Convention and Visitors Bureau, the Miami Beach Visitor and Convention Authority, and the Cultural Arts Council.

- An additional $400,000 is funded in contingency.

CITY OF MIAMI BEACH, FLORIDA
PROPOSED FY 2006/07 RESORT TAX FUND BUDGET

	2%	1%	Total
Revenues:			
Resort Tax	$ 29,327,000	$ 5,957,000	$ 35,284,000
Special Assessment-North Shore	255,600		255,600
Special Assessment-Lincoln Road	151,600		151,600
Interest Income	150,000		150,000
Registration Fees	7,000		7,000
Retained Earnings	0		0
Total Revenue	$ 29,891,200	$ 5,957,000	$ 35,848,200
Expenditures:			
Personnel Costs:			
Salaries & Wages	$ 191,373	$ 0	$ 191,373
Health, Life & Dental Insurance	8,229		8,229
Pension Contributions & Other Benefits	62,263		62,263
Total Personnel Costs	$ 261,865	$ 0	$ 261,865
Operating Costs:			
Professional Services	$ 10,000	$ 0	$ 10,000
Internal Audit/Resort Tax Auditors' Expenditures	636,533		636,533
Telephone	1,500		1,500
Postage	500		500
Administrative Fees	26,450		26,450
Rent-Building & Equipment	3,585		3,585
Printing	100		100
Office Supplies	750		750
Other Operating Expenditures	1,000		1,000
Local Mileage	50		50
Training	2,000		2,000
Internal Service - Central Service	13,570		13,570
Internal Service - Property Management	9,496		9,496
Internal Service - Communications	3,993		3,993
Internal Service - Self Insurance	16,902		16,902
Internal Service - Computers	14,427		14,427
Internal Service - Prop. Management/Electrical	3,073		3,073
Total Operating Costs	$ 743,929	$ 0	$ 743,929
Total Operating Expenditures	$ 1,005,794	$ 0	$ 1,005,794
Other Uses:			
Contribution to VCA	$ 1,407,696	$ 0	$ 1,407,696
Contribution to Bureau	5,304,500		5,304,500
Marketing	400,000		400,000
Excise Tax Bonds	303,000		303,000
Other Designated Expenditures		2,978,500	2,978,500
Debt Service:			
North Shore	946,100		946,100
Gulf Breeze	552,800		552,800
TIF Bonds		2,978,500	2,978,500
Contingency	400,000		400,000
General Fund Contribution	19,571,310		19,571,310
Total Other Uses	$ 28,885,406	$ 5,957,000	$ 34,842,406
Net	$ 0	$ 0	$ 0

Explanation of Other Designated Expenditures:

South Beach - Quality of Life Capital	$ 0	$ 744,625	$ 744,625
Middle Beach - Quality of Life Capital		744,625	744,625
North Beach - Quality of Life Capital		744,625	744,625
Arts		744,625	744,625
Total	$ 0	$ 2,978,500	$ 2,978,500

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (2%)
Projection for 2007

	Actual 2002/03	Actual/ 2003/04	%change	Actual/ 2004/05	%change	Budget Projected 2005/06	Actual/ Projected 2005/06	Actual 06 vs 05 %change	Budget Projected 2006/07	% increase
October	1,014,224	1,282,225	26.4%	967,936	-24.5%	1,036,000	1,301,833	34.5%	1,232,000	-5.4%
November	1,257,182	1,548,542	23.2%	1,746,172	12.8%	1,868,000	1,864,062	6.8%	1,834,000	-1.6%
December	1,473,837	1,709,242	16.0%	1,824,699	6.8%	1,952,000	2,138,082	17.2%	2,127,000	-0.5%
January	1,753,801	2,012,199	14.7%	2,221,156	10.4%	2,377,000	2,428,116	9.3%	2,437,000	0.4%
February	1,805,939	2,898,647	60.5%	2,709,194	-6.5%	2,899,000	2,953,000	9.0%	2,999,000	1.6%
March	2,162,270	2,489,667	15.1%	2,896,958	16.4%	3,100,000	3,158,000	9.0%	3,219,000	1.9%
April	2,415,968	2,779,753	15.1%	3,282,619	18.1%	3,512,000	3,579,000	9.0%	3,669,000	2.5%
May	1,970,249	2,173,788	10.3%	2,981,061	37.1%	3,190,000	3,250,000	9.0%	3,317,000	2.1%
June	1,716,812	2,177,574	26.8%	2,348,438	7.8%	2,563,000	2,560,000	9.0%	2,578,000	0.7%
July	1,291,035	1,446,992	12.1%	1,715,288	18.5%	1,703,000	1,869,000	9.0%	1,839,000	-1.6%
August	1,466,001	1,774,841	21.1%	1,999,817	12.7%	2,089,000	2,179,000	9.0%	2,171,000	-0.4%
September	1,379,216	1,629,109	18.1%	1,771,514	8.7%	1,917,000	1,931,000	9.0%	1,905,000	-1.3%
	19,706,534	23,922,579	21.4%	26,464,852	10.6%	28,206,000	29,211,093	10.4%	29,327,000	0.4%

Assumptions:

Projected Coll 06	29,211,093	3.6% (% up over budgeted)
Budget for FY07	29,327,000	0.4% (% over proj 05 collections)

City of Miami Beach
Actual Resort Tax Collections vs. Budgeted (1%)
Projection for 2007

	Actual 2002/03	Actual/ 2003/04	%change	Actual/ 2004/05	%change	Budget Projected 2005/06	Actual Projected 2005/06	Actual 06 vs 05 %change	Budget Projected 2006/07	% increase
October	166,553	224,466	34.8%	176,510	-21.4%	189,000	261,739	48.3%	226,000	-14.0%
November	237,896	309,429	30.1%	325,713	36.9%	349,000	346,298	6.3%	317,000	-8.0%
December	298,744	335,447	12.3%	346,933	16.1%	371,000	451,377	30.1%	429,000	-5.0%
January	326,171	399,271	22.4%	458,399	40.5%	490,000	451,991	-1.4%	430,000	-5.0%
February	386,171	506,441	31.1%	626,247	62.2%	670,000	682,300	9.0%	676,000	-1.0%
March	490,033	597,174	21.9%	678,385	38.4%	726,000	739,500	9.0%	739,000	0.0%
April	519,343	598,778	15.3%	785,203	51.2%	840,000	855,500	9.0%	862,000	1.0%
May	412,195	484,529	17.5%	609,612	47.9%	652,000	664,500	9.0%	657,000	-1.0%
June	347,302	445,888	28.4%	494,359	42.3%	525,000	539,000	9.0%	523,000	-3.0%
July	241,010	266,708	10.7%	325,215	34.9%	314,000	354,500	9.0%	326,000	-8.0%
August	286,853	378,588	32.0%	395,956	38.0%	446,000	431,500	9.0%	408,000	-5.0%
September	260,045	316,945	21.9%	357,695	37.6%	373,000	390,000	9.0%	364,000	-7.0%
	3,972,316	4,863,664	22.4%	5,580,227	14.7%	5,945,000	6,168,205	10.5%	5,957,000	-3.0%
		24,570,198		29,502,806	20.1%		32,529,366	10.3%	35,284,000	8.5%

Assumptions:

Projected Coll 06	6,168,205	3.8%	(% up over budgeted)
Budget for FY07	5,957,000	-3.4%	(% over proj 05 collections)

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RDA

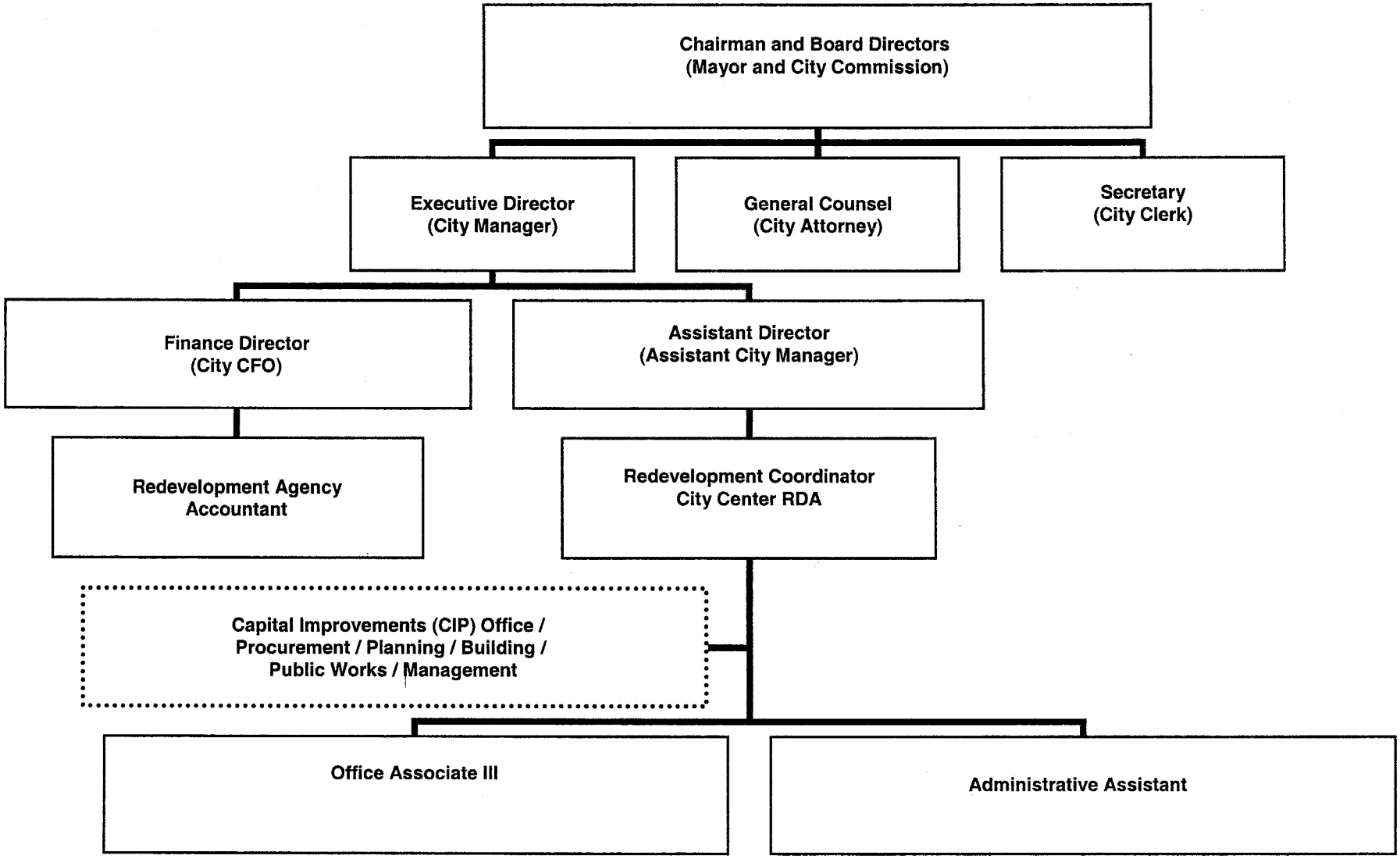
MIAMI BEACH REDEVELOPMENT AGENCY
FY 06/07 PROPOSED BUDGET

CITY CENTER REDEVELOPMENT AREA

Submitted By: **The Miami Beach Redevelopment Agency**
1700 Convention Center Drive
Miami Beach, Fl 33139

CITY OF MIAMI BEACH
REDEVELOPMENT AGENCY
FUNCTIONAL ORGANIZATIONAL CHART
Fiscal Year 2006/07

FUND: RDA DEPARTMENT: REDEVELOPMENT AGENCY DIVISION: ECONOMIC DEVELOPMENT



MIAMI BEACH REDEVELOPMENT AGENCY
Expiration of South Pointe RDA

The South Pointe redevelopment district was the most successful redevelopment district in the State of Florida. Assessed values increased from $59 million when the district was established in 1976 to almost $2.2 billion as of January 1, 2005 when the district expired and $2.9 billion as of January 1, 2006. The General Fund Proposed Operating Budget continues to provide funding for operating costs previously funded through the redevelopment district.

With the expiration of the district, and pursuant to the 2001 and 2003 amendments to the Convention Development Tax (CDT) Interlocal Agreement with Miami-Dade County, one half of the City ad valorem revenues previously restricted to the South Pointe district become available for use Citywide. Further, the Amended CDT Interlocal Agreement provides for additional intergovernmental revenues for a limited number of years to be used for projects in the South Pointe area and to offset CDT or municipal resort tax type eligible expenditures Citywide.

Projected Funding Availability from the Amended CDT Interlocal Agreement Based on Miami-Dade County Countywide millage rate of 5.775 and Citywide Millage for General Operations of 7.192

Source of Funds	Eligible Expenditures	FY 2005/06 Budget	FY 2006/07 Projected	Difference
Miami-Dade County revenues equivalent to 50% of the County tax increment revenues	South Pointe capital projects - ongoing	$6,203,997	$8,217,972	$2,013,975
Miami-Dade County revenues equivalent to 25% of Countywide tax increment revenue	CDT/municipal resort tax eligible or general Citywide expenses, based on source of County revenues	$3,101,999	$4,108,986	$1,006,987
Miami-Dade County revenues equivalent to 20% of Countywide tax increment revenues up to a cumulative maximum of $45 million	CDT/municipal resort tax eligible expenditures	$2,481,599	$3,287,189	$805,590
	Sub-total MDC Revenues	**$11,787,595**	**$15,614,146**	**$3,826,551**
50% of CMB tax increment revenues	South Pointe expenditures	$7,718,251	$10,234,398	$2,516,147
50% of CMB tax increment revenues (net of 5% previously received by general fund)	General Citywide expenses	$6,946,425	$9,210,959	$2,264,534
	Total	**$26,452,271**	**$35,059,503**	**$8,607,232**

From this available funding, the FY 2006/07 Budget maintains the FY 2005/06 $7,718,251 in ad valorem revenues in the General Fund restricted for use in the South Pointe area, increases the ad valorem revenues in the General Fund available for use Citywide from $6,946,425 to $9,210,959, and provides $3,750,475 in funding for CDT/municipal resort tax eligible expenditures in the Sanitation Fund, with the balance of $14,379,818 used to fund South Pointe capital projects.

In addition, 0.182 in the City's Renewal and Replacement millage will generate $258,990 in funding restricted to projects in the South Pointe area.

MIAMI BEACH REDEVELOPMENT AGENCY

CITY CENTER

Mission

- To assure continued economic viability of the City Center Redevelopment Area and the City as a whole.
- To incur minimum relocation and condemnation.
- To involve community residents in the redevelopment process.
- To establish the necessary linkages to tie in the Convention Center, area hotels, cultural amenities, entertainment, residential and business uses in the district.
- To enhance diversity of form and activity through the use of established planning and design principles.
- To create a traffic system to serve local and through traffic needs.
- To recognize the historic structures and designations within the historic districts and facilitate development accordingly.

Significant Accomplishments

The 332-acre City Center/Historic Convention Village Redevelopment and Revitalization Area (CC/HCVRRA) was established in 1993, in order to provide the funding mechanism to foster the development of new convention hotel development within proximity of the Miami Beach Convention Center and to establish the necessary linkages between the City's many core area civic, cultural and entertainment uses in order to create the fabric of a true urban downtown.

Since its inception, the City Center Redevelopment Area has undergone dynamic change through a combination of public and private investment initiatives.

Exciting projects which have transformed the area include:

- two new convention-quality hotels, both of which were the result of public/private partnerships between the Redevelopment Agency (RDA) and the respective Developers - the 800-room Loews Miami Beach Hotel and the 425-room Royal Palm Crowne Plaza Hotel, the latter of which had the distinction of being the first African-American owned hotel in the United States;
- the development of an 800-space public parking garage to accommodate the parking needs for the Loews Miami Beach Hotel, the African-American Hotel and other service and retail businesses in the area;
- a $20 million overhaul of Lincoln Road, partially funded with the participation of businesses on Lincoln Road;
- the recently completed Beachwalk project from 21st Street to Lummus Park, with an at-grade, landscaped pedestrian walkway; and,
- implementation of a Cultural Arts Campus Master Plan for the area east of the Miami Beach Convention Center, which includes a new regional library, the headquarters of the Miami City Ballet, the expansion and renovation of the Bass Museum of Art, the re-landscaping of Collins Park, to include the restoration of the Rotunda and extensive streetscape improvements throughout the area.

Other important projects underway include a 550-space mixed-use parking facility to be built on the surface parking lot on the west side of City Hall, which will include 35,000 square feet of municipal office space; and the execution of a Development and Lease Agreement with the New

World to build Sound Space, a state-of-the art facility to house educational activities, musical and related cultural events, rehearsals, internet transmissions, television and radio broadcasts, to be located on the surface parking lots located between Pennsylvania an Drexel Avenues.

Tax Increment Financing (TIF) through the sale of bonds has been a major tool for financing redevelopment activities. To date, four bond issues have occurred in City Center: one in 1994 for $25 million , to acquire land for the hotel development initiative; one in 1996, in the amount of $43.2 million to fund contractual obligations and capital improvements related to the Loews Hotel and African-American Hotel projects; one in 1998, in the amount of $38.2 million to finance capital expenditures related to the convention hotel projects, the Cultural Campus project and to repay the $21.5 million debt obligation to the City; and the most recent, which occurred in 2005, in the amount of $80.7 million to refinance the outstanding debt service on prior bond issues.

The City and Redevelopment Agency's commitment to upgrading and improving the area's infrastructure, addressing parking and circulation issues, and facilitating new development has fueled significant new private-sector investment in the area, evidenced by more than $600 Million in new building permit activity since the area's inception.

Proposed Work Plan

Since its success in attracting two convention-quality hotels, the Redevelopment Agency has been focusing its efforts on a number of initiatives aimed at upgrading the area's infrastructure, streets and parks, alleviating traffic and parking congestion and encouraging the production and presentation of arts and cultural activities in the area. In 2003, the Redevelopment Agency amended its Redevelopment Plan for City Center to specifically address these objectives in the context of the New World Symphony's expansion plans involving the 17th Street surface lots and the resulting impact to the Convention Center and businesses in the area.

To this end, the Redevelopment Agency's mission is to coordinate, implement and fund the Plan's objectives and to compliment established priority areas which include:

- Strategic Planning and Economic Development
- Capital Improvement Program
- Organizational Development
- Neighborhood Services
- Investment in Technology.

Strategic Planning and Economic Development:

- Promote redevelopment initiatives and eliminate causes of physical and economic blight;
- Support and enhance the values of private properties and improvements
- Work with MBCDC to ensure lease-out of any vacant space at the Anchor Shops;
- Coordinate with NWS to ensure adherence to timeline milestones in Development and Lease Agreement;
- Coordinate with Miami-Dade County Libraries in addressing issues involving the new Regional Library and the South Shore Library;
- Address the needs of the Convention Center and the New World Symphony;
- Evaluate parking and transportation requirements;
- Identify opportunities for gateway entrance features,
- Evaluate the need and location of an Intermodal Center;
- Continue to foster planning and development of the Collins Park Cultural Campus Master Plan, including completion of the park, surrounding streetscape and Rotunda elements;
- Continue administering contract with Botanical Garden and participate in planning of facility improvements;

Capital Improvement Program

- Continue working with CIP, Planning and other Departments to develop scope for improvements in City Center as contemplated in the17th Street Master Plan, including streetscape, garage facilities and Botanical Garden renovations;
- Continue to foster planning and development of the Collins Park Cultural Campus Master Plan, including completion of the Regional Library, park and streetscape improvements and disposition of the Rotunda;
- Continue coordinating with NWS to ensure adherence to timeline milestones in the Development and Lease Agreement, including the amendment thereto addressing development of the park and surrounding streetscape improvements;

Neighborhood Services

- Coordinate with Neighborhood Services and Miami Beach Community Development Corporation to acquire the Riviera Apartments, in an effort to retain affordable housing stock in the Redevelopment Area;
- Continue working with the Police Department, Finance and Budget to implement and fund Community Policing programs in South Pointe and City Center RDAs, as well as program enhancements including sanitation, code enforcement, graffiti eradication and private security patrols;
- Continue liaising with Collins Park Oversight Committee to identify and address community issues and concerns pertaining to public and private development activity in the area.

Other

- Continue overseeing contractual, operational and property management issues pertaining to the Anchor Shops and Parking Garage, including Management Contract with MBCDC, Retail Leasing, Easement Agreement with Loews, and parking operations by the Parking Department.
- Continue administering public/private lease and settlement agreements including the Lincoln and Lincoln Place.
- Continue liaising with the County's TIF Committee and coordinating issues between the City and the County pertaining to the RDA, including budgetary issues, policy matters and payment obligations, including Admin fee and Children's Trust.
- Continue developing a functional tickler system for all contracts and agreements to ensure ease of continuity in their administration.

<u>Budget Highlights</u>

- The taxable value of property in City Center experienced a 39 percent increase in FY 05/06 and is projected to increase by 32% in FY 06/07 as a result of new commercial and residential developments coming on line as well revaluations of existing properties throughout the area. This projected increase in property values is anticipated to generate approximately $34 Million in Tax Increment Revenues.

- Other sources of revenue include an estimated $3.1 Million in Resort Tax contributions; a ½ mill levy in the amount of $1.2 Million, to be set aside for the Children's Trust pursuant to an Interlocal Agreement, dated August 16, 2004 between the RDA, the City of Miami Beach and Miami-Dade County; an estimated $1.07 Million in interest income and approximately $3.1 Million in operating income derived from the operation of the Anchor Garage, retail lease revenues from the Anchor Shops and surviving Use Fee obligations from Loews, pursuant to the Anchor Garage Easement Agreement. - It should be noted that on account of the

Loews and Royal Palm Hotels exercising their respective purchase options in FY 04/05, the RDA no longer receives ground lease revenues from the two properties.

- Pursuant to the security (pledged funds) provisions in the 1998 series bond documents, Administrative Expenses remain capped at $500,000, comprising a $414,000 management fee which is allocated to the General Fund to pay for direct and indirect staff support for the RDA and $86,000 for actual operating expenses. It should be noted that the Administrative fee accounts for less than 2 percent of total expenditures.

- Project-related expenses account for approximately $11.9 Million, comprising $2.5 Million in direct and indirect costs associated with operating the parking and retail components of the Anchor Shops and Parking Garage; $2.3 Million for capital projects' maintenance; and a total of $2.6 Million is being allocated for community policing initiatives in City Center to provide enhanced levels of staffing and services throughout the area.

- On-going and planned capital projects in City Center are projected to account for approximately $17.6 Million in the FY 06/07 Budget and generally includes implementation and construction of the multi-purpose municipal parking facility, design and construction of streetscapes throughout City Center; Collins Park area improvements, including the re-design of the Collins Park and restoration of the Rotunda; and, implementation of the Development and Ground Lease Agreements with the New World Symphony in connection with development of its Sound Space Project on the 17th Street surface lots Additionally, the RDA continues to coordinate with CIP on planning, budgeting for and implementing infrastructure improvements throughout City Center.

- Also, as indicated previously, the City and the RDA have been working with the Miami Beach Development Corporation, to explore the acquisition of the Riviera Apartments in the City Center Redevelopment Area, which would allow the 56-unit apartment building to maintain its affordability status. A total of $4.5 million is being budgeted in FY 06/07 to acquire the property, which in turn would be managed by the Miami Beach Development Corporation.

- The current combined debt service on the 2005 Series Bonds and the Parity Bonds accounts for approximately $8.3 million annually. City Center also continues assuming debt service payments on the portion of the Gulf Breeze Loan used to pay for the Bass Museum expansion and renovation and the portion of the Sunshine State Loan Program used for Lincoln Road improvements, which collectively account for approximately $1.6 Million. These payments were previously made from water, sewer, storm water, gas and resort tax proceeds.

- Reserve line item expenditures include those items that, pursuant to the existing Bond Covenants, may only be expended once the annual debt service obligations have been met. These include the County and City's administrative fees and the remittance of the ½ mill tax levy back to the Children's Trust.

- An estimated $468,731 will be added to the capital/infrastructure replacement and renewal reserve for City Center in FY 06/07.

Miami Beach Redevelopment Agency
Proposed Budget FY 2006/07
City Center Redevelopment Area

Rev 07/06/06

Revenues and Other Sources of Income	Operating Fund	Debt Service	Construction Fund
Tax Increment - City @ 7.374 mills	$18,991,324	$0	$0
Tax Increment - County @ 5.775 mills	$14,873,189	$10,013,387	$4,859,802
50% Contribution from Resort Tax	$2,978,500	$0	$0
1/2 Mill Children's Trust Contribution (1)	$1,248,028	$0	$0
Interest Income	$1,078,396	$0	$0
Anchor Garage Operations Revenue	$1,900,000	$0	$0
Anchor Garage Use Fee (Loews) (2)	$580,000	$0	$0
Anchor Shops Lease Revenue	$689,142	$0	$0
Operating Transfers In	$0	$0	$ 12,755,714
Fund Balance Re-allocation	$0	$0	$0
Total Revenue	**$42,338,579**	**$10,013,387**	**$17,615,516**

Admin/Operating Expenses	Operating Fund	Debt Service	Construction Fund
Management fee	414,000	-	-
Advertising & promotion	1,000	-	-
Postage, printing & mailing	3,500	-	-
Office supplies & equipment	3,000	-	-
Meetings & conferences	4,000	-	-
Dues & subscriptions	1,000	-	-
Audit fees	8,500	-	-
Professional & related fees	55,000	-	-
Miscellaneous expenses	10,000	-	-
Total Admin/Operating Expenses	**$500,000**	**$0**	**$0**

Projects	Operating Fund	Debt Service	Construction Fund
Anchor Garage Operations	670,000	-	-
Anchor Garage Facility Use/Usage Fee (2)	722,430	-	-
Anchor Garage Property Maintenance	76,000	-	-
Anchor Shops mgt fee & related exp (3)	45,000	-	-
Anchor Shops & Parking Garage Property and Sales Tax	590,240	-	-
Anchor Shops & Parking Garage Reserve for Replacement	402,000	-	-
Community Policing	2,664,566	-	-
Capital Projects Maintenance (4)	2,314,713	-	-
Transfer to Capital Projects (5)	-	-	17,615,516
Land Acquisition	4,500,000	-	-
Total Project Costs:	**$11,984,949**	**$0**	**$17,615,516**

Transfers, Reserves and Debt Service Payments	Operating Fund	Debt Service	Construction Fund
Debt Service Cost - 96B & 98B Bonds	-	8,359,013	-
Current Debt Service - Lincoln Rd Project (6)	-	1,148,145	-
Current Debt Service - Bass Museum (7)	-	506,229	-
Reserve for County Admin Fee (8)	223,098	-	-
Reserve for CMB Admin Fee (9)	284,870	-	-
Reserve for Children's Trust Contribution (10)	1,248,028	-	-
Reserve for Millage/Capital Replacement(11)	468,731		
Transfer County TIF to - Debt Svc Fund	10,013,387	-	-
Transfer County TIF to - Construction Funds	4,859,802	-	-
Transfer to - Construction Funds	12,755,714	-	-
Total Transfers Reserves & Debt Service Payments	**$29,853,630**	**$10,013,387**	**$0**
Total Expenditures & Transfers	**$42,338,579**	**$10,013,387**	**$17,615,516**
Excess (Deficiency):	**$0**	**$0**	**$0**

Note #1 1/2 Mill Children's Trust pmt to RDA per Interlocal
Note #2 MBRI (Loews) remits an annual use fee of $580,000 to the RDA - RDA remits a Usage Fee to MBRI equal to 41.7% of first $1,390,000 in Revenues and 28% of Revenues in excess of $1,390,000
Note #3 Inclues retail management fee & related operating
Note #4 Separate detail for capital maintenance items from PW
Note #5 Reflects appropriations for CIP & PW projects
Note #6 Payment of Lincoln Road current debt service on Sunshine State Loan
Note #7 Payment of Bass Museum current debt service on Gulf Breeze Loan
Note #8 County admin fee @ 1.5% of County's increment revenue
Note #9 CMB Admin Fee @ 1.5% of City's increment revenue
Note #10 1/2 mill Children's Trust Contribution
Note #11 Reserve for Capital Replacement Program (.182 Mills)

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POSITIONS SUMMARY
AND DETAILS

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05				AMENDED FY 05/06				PROPOSED FY 06/07				Prop 07 - Amend 06 Variance			
MAYOR & COMMISSION	20.00				20.00				20.00				0.00			
ADMINISTRATIVE SUPPORT																
City Manager	13.00				13.00				13.00				0.00			
Communications	2.00				9.00				9.00				0.00			
Budget & Performance Improv	20.00	+	1.00	PT	20.00	+	1.00	PT	21.00	+	0.00	PT	1.00	+	(1.00)	PT
Finance	42.50				44.50				45.50				1.00			
Information Technology	40.50				43.50				45.50				2.00			
Human Resources	16.60				16.60				17.60				1.00			
Risk Management	6.40				6.40				6.40				0.00			
Labor Relations	2.00				2.00				3.00				1.00			
City Clerk	13.00	+	1.00	PT	11.00	+	0.00	PT	11.00	+	0.00	PT	0.00	+	0.00	PT
Central Services	6.00				6.00				6.00				0.00			
Procurement	9.00				10.00				10.00				0.00			
CITY ATTORNEY	22.00	+	1.00	PT	22.00	+	1.00	PT	22.00	+	1.00	PT	0.00	+	0.00	PT
ECON DEV & CULTURAL ARTS																
Economic Development	8.00				7.00				7.00				0.00			
Building	71.00	+	0.00	PT	71.00	+	0.00	PT	79.00	+	0.00	PT	8.00	+	0.00	PT
Planning	28.00				28.00				29.00				1.00			
Tourism & Cultural Affairs	21.00				21.00				21.00				0.00			
OPERATIONS																
Neighborhood Services	61.00	+	1.00	PT	66.00	+	1.00	PT	67.00	+	1.00	PT	1.00	+	0.00	PT
Parks & Recreation	187.00	+	144.00	PT	197.00	+	151.00	PT	204.50	+	151.00	PT	7.50	+	0.00	PT
Public Works	186.00				192.00				193.00				1.00			
Sanitation	110.00				144.00				179.00				35.00			
Property Management	66.00				71.00				71.00				0.00			
Capital Improvement Projects	27.00				31.00				31.00				0.00			
Parking	109.00	+	6.00	PT	111.00	+	6.00	PT	115.50	+	6.00	PT	4.50	+	0.00	PT
Fleet Management	24.00				24.00				24.00				0.00			
PUBLIC SAFETY																
Police	537.00	+	14.00	PT	550.00	+	14.00	PT	569.00	+	14.00	PT	19.00	+	0.00	PT
Fire	292.50	+	48.00	PT	298.00	+	48.00	PT	307.00	+	48.00	PT	9.00	+	0.00	PT
TOTALS	**1,940.50**	**+**	**216.00**	**PT**	**2,035.00**	**+**	**222.00**	**PT**	**2,127.00**	**+**	**221.00**	**PT**	**92.00**	**+**	**(1.00)**	**PT**

TOTALS BY FUND

GENERAL FUND	1,417.88	+	179.00	PT	1,461.13	+	215.00	PT	1,508.88	+	215.00	PT	47.75	+	0.00	PT
ENTERPRISE FUNDS	340.00	+	7.00	PT	397.00	+	7.00	PT	438.50	+	6.00	PT	41.50	+	7.00	PT
INTERNAL SERVICE FUNDS	135.90				143.90				145.90				2.00			
RDA	23.50				13.25				16.25				3.00			
GRANTS/OTHER FUNDS	23.22	+	30.00	PT	19.72	+	0.00	PT	17.47	+	0.00	PT	(2.25)	+	0.00	PT
TOTALS	**1,940.50**	**+**	**216.00**	**PT**	**2,035.00**	**+**	**222.00**	**PT**	**2,127.00**	**+**	**221.00**	**PT**	**92.00**	**+**	**(1.00)**	**PT**

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
MAYOR & COMMISSION, OFFICE OF				
General Fund				
Mayor	1.00	1.00	1.00	0.00
Vice Mayor	1.00	1.00	1.00	0.00
Commissioner	5.00	5.00	5.00	0.00
Executive Office Associate I	3.00	3.00	3.00	0.00
Office Associate V	8.00	8.00	8.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Manager	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	20.00	20.00	20.00	0.00
CITY MANAGER, OFFICE OF				
General Fund				
City Manager	1.00	1.00	1.00	0.00
Assistant City Manager	3.00	3.00	3.00	0.00
Chief of Staff	1.00	1.00	1.00	0.00
Special Assist to the City Mgr	1.00	1.00	1.00	0.00
Agenda Coordinator	1.00	1.00	1.00	0.00
Executive Office Associate II	1.00	1.00	1.00	0.00
Executive Office Associate I	3.00	3.00	3.00	0.00
Office Associate IV	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	13.00	13.00	13.00	0.00
COMMUNICATIONS, OFFICE OF				
General Fund				
Public Information Officer	1.00	1.00	1.00	0.00
Communications Assistant	0.00	1.00	1.00	0.00
Development Coordinator	0.00	1.00	1.00	0.00
Media Assistant	0.00	2.00	2.00	0.00
Media Specialist	0.00	1.00	1.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Public Information Specialist	1.00	2.00	2.00	0.00
DIVISION TOTAL	2.00	9.00	9.00	0.00
BUDGET & PERFORMANCE IMPROVEMENT				
ADMIN & ORG DEVELOPMENT				
General Fund				
OBPI Director	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Org Dev & Training Specialist	0.80	0.80	0.80	0.00
Sr Management Consultant	2.00	2.00	2.00	0.00
Management Consultant	1.00	0.50	0.50	0.00
Subtotal - Division	5.80	5.30	5.30	0.00
MANAGEMENT & BUDGET				
General Fund				
Budget Officer	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Office Associate II	0.25	0.25	0.25	0.00
Sr Mgmt & Budget Analyst	3.00	3.00	3.00	0.00
Subtotal - Division	5.25	5.25	5.25	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
INTERNAL AUDIT				
General Fund				
Internal Auditor	0.75	0.75	0.75	0.00
Assistant Internal Auditor	0.75	0.75	0.75	0.00
Office Associate II	0.25	0.25	0.25	0.00
Senior Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	2.75	2.75	2.75	0.00
Resort Tax Fund				
Internal Auditor	0.25	0.25	0.25	0.00
Assistant Internal Auditor	0.25	0.25	0.25	0.00
Auditor	0.00	0.00	0.00	0.00
Office Associate II	0.50	0.50	0.50	0.00
Field Agent	3.00	3.00	3.00	0.00
Subtotal - Fund	4.00	4.00	4.00	0.00
Parking Fund				
Auditor	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Sanitation Fund				
Field Agent	0.00 + 1.00 PT	0.00 + 1.00 PT	1.00 + 0.00 PT	1.00 + (1.00) PT
Subtotal - Fund	0.00 + 1.00 PT	0.00 + 1.00 PT	1.00 + 0.00 PT	1.00 + (1.00) PT
Subtotal - Division	7.75 + 1.00 PT	7.75 + 1.00 PT	8.75 + 0.00 PT	1.00 + (1.00) PT
GRANTS MANAGEMENT				
General Fund				
Grants Manager	1.00	1.00	1.00	0.00
Org Dev & Training Specialist	0.20	0.20	0.20	0.00
Management Consultant	0.00	0.50	0.50	0.00
Subtotal - Division	1.20	1.70	1.70	0.00
DEPARTMENT TOTAL	20.00 + 1.00 PT	20.00 + 1.00 PT	21.00 + 0.00 PT	1.00 + (1.00) PT

FINANCE

ADMINISTRATION				
General Fund				
Chief Financial Officer	0.50	0.50	0.50	0.00
Assistant Finance Director	1.00	1.00	1.00	0.00
Chief Accountant	1.00	0.00	0.00	0.00
Financial Analyst III	2.00	0.00	0.00	0.00
Financial Analyst I	1.00	0.00	0.00	0.00
Finance Specialist III	1.00	0.00	0.00	0.00
Finance Specialist II	1.00	0.00	0.00	0.00
Finance Specialist I	1.00	0.00	0.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Subtotal - Division	11.50	4.50	4.50	0.00
REVENUE MANAGEMENT				
General Fund				
Finance Specialist III	3.00	3.00	3.00	0.00
Finance Specialist II	2.00	2.00	2.00	0.00
Finance Specialist I	3.00	3.00	3.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Financial Analyst II	1.00	1.00	1.00	0.00
Financial Analyst I	2.00	2.00	2.00	0.00
Revenue Manager	1.00	1.00	1.00	0.00
Subtotal - Division	13.00	13.00	13.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
ACCOUNTING				
General Fund				
Finance Manager	1.00	0.00	0.00	0.00
Finance Specialist III	3.00	0.00	0.00	0.00
Finance Specialist II	2.00	0.00	0.00	0.00
Finance Specialist I	1.00	0.00	0.00	0.00
Financial Analyst III	3.00	0.00	0.00	0.00
Financial Analyst II	2.00	0.00	0.00	0.00
Financial Analyst I	2.00	0.00	0.00	0.00
Expenditure/Treasury Manager	1.00	0.00	0.00	0.00
Subtotal - Division	15.00	0.00	0.00	0.00
FINANCE MANAGEMENT				
General Fund				
Finance Manager	0.00	1.00	1.00	0.00
Financial Analyst III	0.00	2.00	2.00	0.00
Financial Analyst II	0.00	1.00	1.00	0.00
Financial Analyst I	0.00	2.00	2.00	0.00
Financial Specialist III	0.00	2.00	2.00	0.00
Financial Specialist II	0.00	1.00	1.00	0.00
Subtotal - Division	0.00	9.00	9.00	0.00
EXPENDITURE & TREASURY MANAGEMENT				
General Fund				
Expenditure & Treasure Mgr	0.00	1.00	1.00	0.00
Financial Analyst III	0.00	2.00	2.00	0.00
Financial Analyst II	0.00	1.00	1.00	0.00
Financial Analyst I	0.00	2.00	2.00	0.00
Financial Specialist III	0.00	1.00	1.00	0.00
Financial Specialist II	0.00	2.00	2.00	0.00
Financial Specialist I	0.00	2.00	2.00	0.00
Subtotal - Division	0.00	11.00	11.00	0.00
GENERAL LEDGER MGMT				
General Fund				
Chief Accountant	0.00	1.00	1.00	0.00
Financial Analyst III	0.00	2.00	2.00	0.00
Financial Specialist III	0.00	1.00	1.00	0.00
Subtotal - Division	0.00	4.00	4.00	0.00
Subtotal - Fund	39.50	41.50	41.50	0.00
Resort Tax Fund				
Finance Specialist III	1.00	1.00	1.00	0.00
Finance Specialist II	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Subtotal - Fund	3.00	3.00	3.00	0.00
Parking Fund				
Financial Analyst II	0.00	0.00	1.00	1.00
Subtotal - Fund	0.00	0.00	1.00	1.00
DEPARTMENT TOTAL	42.50	44.50	45.50	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
INFORMATION TECHNOLOGY				
APPLICATION SERVICES				
Internal Service Fund				
Application System Manager	1.00	1.00	1.00	0.00
Database Administrator	1.00	2.00	2.00	0.00
E-Government Manager	0.00	0.00	1.00	1.00
Information Tech Specialist III	8.00	0.00	0.00	0.00
Information Tech Specialist II	8.00	0.00	0.00	0.00
Sr. Systems Analys	0.00	9.00	9.00	0.00
Systems Analyst	0.00	4.00	4.00	0.00
Subtotal - Division	18.00	16.00	17.00	1.00
SUPPORT SERVICES				
Internal Service Fund				
Chief Financial Officer	0.50	0.50	0.50	0.00
Director	1.00	1.00	1.00	0.00
Systems Support Manager	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Computer Operator	2.00	0.00	0.00	0.00
Information Tech I	0.00	3.00	4.00	1.00
Information Tech Specialist II	6.00	5.00	5.00	0.00
Network Administrator	4.00	0.00	0.00	0.00
SAN Architect	0.00	1.00	1.00	0.00
Systems Administrator	0.00	2.00	2.00	0.00
Sr. Network Administrator	0.00	2.00	2.00	0.00
Sr. Systems Administrator	0.00	3.00	3.00	0.00
Subtotal - Division	15.50	19.50	20.50	1.00
TELECOMMUNICATIONS SVCS				
Internal Service Fund				
Technical Services Manager	1.00	1.00	1.00	0.00
Account Clerk III	1.00	1.00	1.00	0.00
Information Tech Specialist III	3.00	0.00	0.00	0.00
Information Tech Specialist II	2.00	0.00	0.00	0.00
Radio Administrator	0.00	1.00	1.00	0.00
Sr. Telecom Specialist	0.00	3.00	3.00	0.00
Telecom Specialist	0.00	1.00	1.00	0.00
VOIP Engineer	0.00	1.00	1.00	0.00
Subtotal - Division	7.00	8.00	8.00	0.00
DEPARTMENT TOTAL	40.50	43.50	45.50	2.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
HUMAN RESOURCES				
General Fund				
Human Resources/Risk Mgmt Dir	0.60	0.60	0.60	0.00
Human Resources Asst Director	1.00	1.00	1.00	0.00
Human Resources Admin I	2.00	3.00	3.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate II	1.00	1.00	2.00	1.00
Human Resources Specialist	5.00	4.00	4.00	0.00
Human Resources Technician II	6.00	6.00	6.00	0.00
DEPARTMENT TOTAL	16.60	16.60	17.60	1.00
RISK MANAGEMENT				
Self Insurance Internal Fund				
Human Resources/Risk Mgmt Dir	0.40	0.40	0.40	0.00
Risk Manager	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Employee Benefits Specialist	1.00	1.00	0.00	(1.00)
Human Resources Specialist	0.00	0.00	1.00	1.00
Human Resources Admin I	1.00	1.00	1.00	0.00
Human Resources Technician II	1.00	1.00	1.00	0.00
Safety Officer	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	6.40	6.40	6.40	0.00
LABOR RELATIONS				
General Fund				
Labor Relations Division Director	1.00	1.00	1.00	0.00
Labor Relations Specialist	1.00	1.00	2.00	1.00
DEPARTMENT TOTAL	2.00	2.00	3.00	1.00
CITY CLERK, OFFICE OF				
General Fund				
City Clerk	1.00	1.00	1.00	0.00
Assistant City Clerk	1.00	1.00	1.00	0.00
Administrative Aide I	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Violations Clerk	2.00	2.00	2.00	0.00
Media Specialist	1.00	0.00	0.00	0.00
Office Associate V	2.00 + 1.00 PT	2.00 + 0.00 PT	2.00 + 0.00 PT	0.00 + 0.00 PT
Office Associate IV	2.00	1.00	1.00	0.00
Office Associate II	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	13.00 + 1.00 PT	11.00 + 0.00 PT	11.00 + 0.00 PT	0.00 + 0.00 PT
CENTRAL SERVICES				
Internal Service Fund				
Central Services Supervisor	1.00	1.00	1.00	0.00
Admin Aide I	1.00	1.00	1.00	0.00
Duplicating Equip Operator	1.00	1.00	1.00	0.00
Central Services Technician	3.00	3.00	3.00	0.00
DIVISION TOTAL	6.00	6.00	6.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
PROCUREMENT				
General Fund				
Procurement Division Director	1.00	1.00	1.00	0.00
Assist Procurement Div Dir	1.00	1.00	1.00	0.00
Buyer	2.00	1.00	1.00	0.00
Contracts Compliance Spec	0.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Procurement Coordinator	2.00	3.00	3.00	0.00
Sr Procurement Specialist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	9.00	10.00	10.00	0.00
CITY ATTORNEY, OFFICE OF				
General Fund				
City Attorney	1.00	1.00	1.00	0.00
Chief Deputy City Attorney	1.00	1.00	1.00	0.00
Deputy City Attorney	1.00	1.00	1.00	0.00
First Assistant City Attorney	6.00 + 1.00 PT	6.00 + 1.00 PT	6.00 + 1.00 PT	0.00 + 0.00 PT
Senior Assistant City Attorney	3.00	3.00	3.00	0.00
Legal Secretary	7.00	7.00	7.00	0.00
Office Manager	1.00	1.00	1.00	0.00
Paralegal	1.00	1.00	1.00	0.00
Receptionist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	22.00 + 1.00 PT	22.00 + 1.00 PT	22.00 + 1.00 PT	0.00 + 0.00 PT
ECONOMIC DEVELOPMENT				
General Fund				
Econ Dev Division Dir	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Asset Manager	1.00	1.00	1.00	0.00
Office Associate V	2.00	1.00	1.00	0.00
Field Monitor	1.00	1.00	1.00	0.00
Redevelopment Coordinator	1.00	1.00	1.00	0.00
Redevelopment Specialist	1.00	1.00	1.00	0.00
DEPARTMENT TOTAL	8.00	7.00	7.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
BUILDING				
General Fund				
Building Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	2.00	1.00
Administrative Aide II	1.00	1.00	1.00	0.00
Building Inspector	7.00	7.00	5.00	(2.00)
Building Records Supervisor	1.00	1.00	1.00	0.00
Chief Accessibility Inspector	1.00	1.00	1.00	0.00
Chief Bldg Code Comp Officer	1.00	1.00	1.00	0.00
Chief Building Inspector	1.00	1.00	1.00	0.00
Chief Electrical Inspector	1.00	1.00	1.00	0.00
Chief Elevator Inspector	1.00	1.00	1.00	0.00
Chief Engineering Inspector	1.00	1.00	1.00	0.00
Chief Mechanical Inspector	1.00	1.00	1.00	0.00
Chief Plumbing Inspector	1.00	1.00	1.00	0.00
Chief Struct Plans Examiner	3.00	3.00	3.00	0.00
Clerk	3.00	3.00	3.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Code Compliance Officer	0.00	0.00	1.00	1.00
Development Services Coord	0.00	0.00	1.00	1.00
Electrical Inspector	3.00	3.00	4.00	1.00
Engineering Inspector	4.00	4.00	6.00	2.00
Inspection Services Coord	1.00	1.00	1.00	0.00
Office Associate IV	3.00	3.00	2.00	(1.00)
Office Associate V	2.00	2.00	2.00	0.00
Permit Clerk II	1.00	1.00	1.00	0.00
Permit Clerk I	11.00 + 0.00 PT	11.00 + 0.00 PT	12.00 + 0.00 PT	1.00 + 0.00 PT
Permit Information Analyst II	1.00	1.00	1.00	0.00
Permit Information Analyst I	0.00	0.00	1.00	1.00
Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Mechanical Inspector	3.00	3.00	3.00	0.00
Senior Electrical Inspector	2.00	2.00	2.00	0.00
Senior Elevator Inspector	3.00	3.00	3.00	0.00
Senior Plumbing Inspector	2.00	2.00	2.00	0.00
Senior Building Inspector	6.00	6.00	10.00	4.00
Senior Engineering Inspector	1.00	1.00	0.00	(1.00)
DEPARTMENT TOTAL	71.00 + 0.00 PT	71.00 + 0.00 PT	79.00 + 0.00 PT	8.00 + 0.00 PT

PLANNING				
General Fund				
Planning Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Field Inspector	1.00	1.00	2.00	1.00
Preservation & Design Mgr	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Planner	8.00	7.00	7.00	0.00
Planning & Zoning Manager	1.00	1.00	1.00	0.00
Planning Technician	1.00	1.00	1.00	0.00
Principal Planner	2.00	2.00	2.00	0.00
Senior Planner	7.00	8.00	8.00	0.00
DEPARTMENT TOTAL	28.00	28.00	29.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
TOURISM & CULTURAL AFFAIRS				
TOURISM & CULTURAL DEV				
General Fund				
Tourism & Cultural Affairs Dir	1.00	1.00	1.00	0.00
Tourism & Cultural Aff Asst Dir	1.00	0.00	0.00	0.00
Special Events Inspector	0.00	1.00	1.00	0.00
Film & Event Production Mgr	1.00	1.00	1.00	0.00
Ent Ind Liaison/Public Art Coord	0.53	0.53	0.53	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Office Associate V	2.00	2.00	2.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Fund	7.53	7.53	7.53	0.00
Special Revenue-				
Art in Public Places				
Ent Ind Liaison/Public Art Coord	0.47	0.47	0.47	0.00
Subtotal - Fund	0.47	0.47	0.47	0.00
DIVISION TOTAL	8.00	8.00	8.00	0.00
BYRON/CARLYLE				
General Fund				
Cultural Facilities Manager	0.50	0.50	0.50	0.00
DIVISION TOTAL	0.50	0.50	0.50	0.00
COLONY THEATER				
General Fund				
Cultural Facilities Manager	0.50	0.50	0.50	0.00
DIVISION TOTAL	0.50	0.50	0.50	0.00
BASS MUSEUM OF ART				
General Fund				
Bass Museum Director	1.00	1.00	1.00	0.00
Bass Museum Asst Director	1.00	1.00	1.00	0.00
Administrative Secretary	1.00	1.00	1.00	0.00
Building Supervisor	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Curator	1.00	1.00	1.00	0.00
Registrar	1.00	1.00	1.00	0.00
Museum Guard	1.00	1.00	1.00	0.00
DIVISION TOTAL	8.00	8.00	8.00	0.00
CULTURAL ARTS COUNCIL				
Special Revenue Fund				
Cultural Affairs Program Manager	1.00	1.00	1.00	0.00
Grants & Oper Administrator	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
TOURISM & CONVENTIONS				
Enterprise Fund				
Tourism & Convention Director	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
DIVISION TOTAL	2.00	2.00	2.00	0.00
DEPARTMENT TOTAL	21.00	21.00	21.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
NEIGHBORHOOD SERVICES				
ADMINISTRATION				
General Fund				
Neighborhood Services Dir	0.75	0.75	1.00	0.25
Special Projects Coord	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Subtotal - Division	2.75	2.75	3.00	0.25
COMMUNITY SERVICES				
General Fund				
Comm Services Division Director	1.00	1.00	1.00	0.00
Case Worker II	0.00	1.00	1.00	0.00
Case Worker	1.00	1.00	1.00	0.00
Employment Specialist	0.00	1.00	1.00	0.00
Homeless Program Coordinator	1.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
Office Associate I	1.00	0.00	0.00	0.00
Subtotal - Division	5.00	6.00	6.00	0.00
LOG CABIN TRAINING CTR				
Special Revenue Fund (CFS)				
Log Cabin Employment Spec	1.00	0.00	0.00	0.00
Subtotal - Division	1.00	0.00	0.00	0.00
ANSWER CENTER & COMMUNITY OUTREACH				
General Fund				
Customer Service Manager	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Community Resource Coord	2.00	2.00	2.00	0.00
Community Resource Asst	0.00	1.00	1.00	0.00
Office Associate II	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Subtotal - Division	6.00 + 1.00 PT	7.00 + 1.00 PT	7.00 + 1.00 PT	0.00 + 0.00 PT
CODE COMPLIANCE				
General Fund				
Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	5.00	5.00	5.00	0.00
Administrative Manager	0.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	0.00
Code Compliance Officer	19.00	24.00	26.00	2.00
Code Compliance Admin	4.00	4.00	4.00	0.00
Code Ombudsman	0.00	0.00	1.00	1.00
Subtotal - Fund	31.00	37.00	40.00	3.00
Other Funds				
CDBG-Code Compliance Off I	2.00	2.00	0.00	(2.00)
Quality of Life-Code Compliance (	2.00	0.00	0.00	0.00
Sanitation-Code Compliance Off I	4.00	4.00	4.00	0.00
Subtotal - Fund	8.00	6.00	4.00	(2.00)
Subtotal - Division	39.00	43.00	44.00	1.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
COMMUNITY DEVELOPMENT BLOCK GRANT				
Special Revenue Fund				
Neighborhood Services Director	0.15	0.15	0.00	(0.15)
H&CD Division Director	0.60	0.60	0.60	0.00
Administrative Aide I	0.80	0.80	0.80	0.00
Community Development Spec	2.00	2.00	2.00	0.00
Financial Specialist II	0.80	0.80	0.80	0.00
Housing Specialist	0.80	0.80	0.80	0.00
Subtotal - Division	5.15	5.15	5.00	(0.15)
HOUSING HOME GRANT				
Special Revenue Fund				
Neighborhood Services Dir	0.10	0.10	0.00	(0.10)
H&CD Division Director	0.35	0.35	0.35	0.00
Financial Specialist II	0.15	0.15	0.15	0.00
Administrative Aide I	0.20	0.20	0.20	0.00
Housing Specialist	0.70	0.70	0.70	0.00
Subtotal - Division	1.50	1.50	1.40	(0.10)
SHIP GRANT				
Special Revenue Fund				
H&CD Division Director	0.05	0.05	0.05	0.00
Financial Specialist II	0.05	0.05	0.05	0.00
Housing Specialist	0.50	0.50	0.50	0.00
Subtotal - Division	0.60	0.60	0.60	0.00
Subtotal - Fund	7.25	7.25	7.00	(0.25)
DEPARTMENT TOTAL	61.00 + 1.00 PT	66.00 + 1.00 PT	67.00 + 1.00 PT	1.00 + 0.00 PT

PARKS & RECREATION

ADMINISTRATION				
General Fund				
Parks & Recreation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide I	0.00	1.00	1.00	0.00
Administrative Secretary	1.00	0.00	0.00	0.00
Development Specialist	1.00	0.00	0.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Office Associate III	0.00	1.00	1.00	0.00
Public Information Specialist	0.00	1.00	1.00	0.00
Recreation Supervisor I	0.00	0.00	0.00	0.00
DIVISION TOTAL	4.00	6.00	6.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
PARKS & LANDSCAPE MAINTENANCE				
General Fund				
Assistant Director - Parks	1.00	1.00	1.00	0.00
SP Coord/Designer	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Irrigation Systems Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker III	7.00	7.00	8.00	1.00
Municipal Service Worker II	15.00	16.00	18.00	2.00
Municipal Service Worker I	18.00	18.00	20.00	2.00
Municipal Service Worker Trainee	6.00	6.00	6.00	0.00
Park Operations Supervisor	2.00	2.00	2.50	0.50
Park Supervisor	6.00 + 1.00 PT	6.00 + 1.00 PT	7.00 + 1.00 PT	1.00 + 0.00 PT
Parks Superintendent	2.00	2.00	3.00	1.00
Stores Clerk	1.00	1.00	1.00	0.00
Tree Maintenance Supervisor	1.00	1.00	1.00	0.00
Tree Trimmer	2.00	2.00	2.00	0.00
Urban Forester	1.00	1.00	1.00	0.00
DIVISION TOTAL	68.00 + 1.00 PT	69.00 + 1.00 PT	76.50 + 1.00 PT	7.50 + 0.00 PT
RECREATION				
General Fund				
Assistant Director - Recreation	1.00	1.00	0.00	(1.00)
Administrative Aide I	3.00	2.00	2.00	0.00
Administrative Secretary	0.00	1.00	1.00	0.00
Assistant Ice Rink Manager	1.00	1.00	1.00	0.00
Concession Attendant II	3.00	0.00	0.00	0.00
Conc Attendant (pt-seasonal)	10.00 + 17.00 PT	9.00 + 8.00 PT	9.00 + 8.00 PT	0.00 + 0.00 PT
Customer Service Rep	0.00	6.00	6.00	0.00
Ice Rink Manager	1.00	1.00	1.00	0.00
Ice Rink Technician	2.00	2.00	2.00	0.00
Municipal Service Worker III	7.00 + 4.00 PT	7.00 + 4.00 PT	7.00 + 4.00 PT	0.00 + 0.00 PT
Municipal Service Worker II	12.00	13.00	13.00	0.00
Office Associate V	1.00	0.00	0.00	0.00
Office Associate III	3.00	2.00	2.00	0.00
Park & Recreation Analyst	0.00	1.00	1.00	0.00
Park Facilities Manager	5.00	5.00	5.00	0.00
Pool Guard II	3.00	3.00	3.00	0.00
Pool Guard I	10.00	16.00	17.00	1.00
Pool Guard I (pt-seasonal)	0.00 + 20.00 PT	0.00 + 20.00 PT	0.00 + 20.00 PT	0.00 + 0.00 PT
Recreation Leader II	13.00	13.00	13.00	0.00
Recreation Leader I	22.00	21.00	21.00	0.00
Rec Leader I (pt and seasonal)	0.00 + 72.00 PT	0.00 + 118.00 PT	0.00 + 118.00 PT	0.00 + 0.00 PT
Recreation Program Supervisor	15.00	13.00	13.00	0.00
Recreation Supervisor I	3.00	5.00	5.00	0.00 PT
Subtotal - Fund	115.00 + 113.00 PT	122.00 + 150.00 PT	122.00 + 150.00 PT	0.00 + 0.00 PT
Special Revenue Fund				
Recreation Leader I	0.00 + 30.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
Subtotal - Fund	0.00 + 30.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	115.00 + 143.00 PT	122.00 + 150.00 PT	122.00 + 150.00 PT	0.00 + 0.00 PT
DEPARTMENT TOTAL	187.00 + 144.00 PT	197.00 + 151.00 PT	204.50 + 151.00 PT	7.50 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
PUBLIC WORKS				
ADMINISTRATION				
General Fund				
Public Works Director	1.00	1.00	1.00	0.00
Assistant Public Works Director	1.00	1.00	1.00	0.00
ADA Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
DIVISION TOTAL	4.00	4.00	4.00	0.00
ENGINEERING				
General Fund				
Administrative Aide II	1.00	1.00	1.00	0.00
City Engineer	1.00	1.00	1.00	0.00
City Surveyor	1.00	1.00	1.00	0.00
Civil Engineer III	2.00	3.00	3.00	0.00
Civil Engineer II	0.00	1.00	1.00	0.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Capital Projects Coordinator	0.00	0.00	1.00	1.00
Engineering Assistant III	2.00	2.00	2.00	0.00
Engineering Assistant II	1.00	5.00	5.00	0.00
Engineering Assistant I	8.00	5.00	5.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Right of Way Manager	1.00	1.00	1.00	0.00
DIVISION TOTAL	21.00	24.00	25.00	1.00
ENVIRONMENTAL RESOURCES MANAGEMENT				
General Fund				
Environmental Specialist	2.00	1.00	1.00	0.00
Construction Manager	0.00	1.00	1.00	0.00
Office Associate III	1.00	1.00	1.00	0.00
DIVISION TOTAL	3.00	3.00	3.00	0.00
MID BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	0.00	0.00	0.00
Subtotal Function	2.00	0.00	0.00	0.00
NORTH BEACH AREA				
General Fund				
Municipal Service Worker II	2.00	0.00	0.00	0.00
Subtotal Function	2.00	0.00	0.00	0.00
General Fund				
South Beach Service Team				
MSW II (Parks)	2.00	0.00	0.00	0.00
MSW I (Parks)	3.00	0.00	0.00	0.00
Tree Trimmer (Parks)	1.00	0.00	0.00	0.00
MSW III (Sanitation)	3.00	0.00	0.00	0.00
MSW II (Sanitation)	5.00	0.00	0.00	0.00
MSW I (Sanitation)	1.00	0.00	0.00	0.00
Subtotal Function	15.00	0.00	0.00	0.00
Subtotal - Fund	19.00	0.00	0.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
Sanitation Fund				
South Beach Service Team				
Operations Supervisor	2.00	2.00	3.00	1.00
Superintendent (Sanitation)	1.00	1.00	1.00	0.00
Municipal Service Worker III	3.00	9.00	11.00	2.00
Municipal Service Worker II	7.00	18.00	22.00	4.00
Municipal Service Worker I	13.00	21.00	29.00	8.00
Municipal Svce Worker II (Parks)	0.00	2.00	2.00	0.00
Municipal Svce Worker I (Parks)	0.00	3.00	3.00	0.00
Tree Trimmer (Parks)	0.00	1.00	1.00	0.00
Subtotal Function	26.00	57.00	72.00	15.00
MID BEACH AREA				
Enterprise Fund				
Municipal Service Worker III	0.00	1.00	1.50	0.50
Municipal Service Worker II	0.00	3.00	3.50	0.50
Municipal Service Worker I	0.00	3.00	3.00	0.00
Subtotal Function	0.00	7.00	8.00	1.00
NORTH BEACH AREA				
Enterprise Fund				
Municipal Service Worker III	0.00	2.00	2.50	0.50
Municipal Service Worker II	0.00	4.00	4.50	0.50
Municipal Service Worker I	0.00	4.00	4.00	0.00
Subtotal Function	0.00	10.00	11.00	1.00
Subtotal - Fund	26.00	74.00	91.00	17.00
SANITATION				
Enterprise Fund				
Sanitation Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Sanitation Coordinator	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	6.00	6.00	12.00	6.00
Municipal Service Worker III	6.00	7.00	7.00	0.00
Municipal Service Worker II	9.00	10.00	22.00	12.00
Municipal Service Worker I	18.00	21.00	21.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	1.00	1.00	1.00	0.00
Operations Supervisor	2.00	2.00	3.00	1.00
Waste Collector	9.00	9.00	9.00	0.00
Waste Driver Supervisor	7.00	7.00	6.00	(1.00)
Subtotal Function	65.00	70.00	88.00	18.00
DIVISION TOTAL	110.00	144.00	179.00	35.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
TRANSPORTATION MGMT				
General Fund				
Transportation Manager	1.00	1.00	1.00	0.00
Transportation Coordinator	1.00	1.00	1.00	0.00
Transportation Engineer	1.00	1.00	1.00	0.00
Bicycle Program Coordinator	0.00	1.00	1.00	0.00
DIVISION TOTAL	3.00	4.00	4.00	0.00
STREETS/STREETLIGHTS				
General Fund				
Streets & Lighting Superintendent	1.00	1.00	1.00	0.00
Capital Projects Coordinator	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Mason	3.00	3.00	3.00	0.00
Masonry Helper	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	0.00
Street Operations Supervisor	1.00	1.00	1.00	0.00
Street Supervisor	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Street Lighting Technician II	3.00	3.00	3.00	0.00
Street Lighting Technician I	4.00	4.00	4.00	0.00
DIVISION TOTAL	22.00	22.00	22.00	0.00
WATER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.35	0.35	0.35	0.00
Administrative Secretary	0.35	0.35	0.35	0.00
Utilities Superintendent	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Backflow Coordinator	1.00	1.00	1.00	0.00
Control Room Operator	5.00	5.00	5.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrical Helper	2.00	2.00	2.00	0.00
Electronics/Instrument Supv	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	0.00
GIS Analyst	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	3.00	3.00	3.00	0.00
Mechanic III	1.00	1.00	1.00	0.00
Meter Services Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker II	10.00	10.00	10.00	0.00
Municipal Service Worker I	6.00	6.00	6.00	0.00
Pumping Mechanic	2.00	2.00	2.00	0.00
Storekeeper II	2.00	2.00	2.00	0.00
Storekeeper I	1.00	1.00	1.00	0.00
Warehouse Supervisor	1.00	1.00	1.00	0.00
Water Field Operations Supv	1.00	1.00	1.00	0.00
Water Meter Technician II	6.00	6.00	6.00	0.00
Water Meter Technician I	5.00	5.00	5.00	0.00
Water Pipefitter	7.00	7.00	7.00	0.00
Water Service Representative	2.00	2.00	2.00	0.00
Water Supervisor	3.00	3.00	3.00	0.00
DIVISION TOTAL	68.70	68.70	68.70	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
SEWER OPERATIONS				
Enterprise Fund				
Assistant Public Works Director	0.35	0.35	0.35	0.00
Administrative Secretary	0.35	0.35	0.35	0.00
Assistant Pumping Mechanic	5.00	5.00	5.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk	1.00	1.00	1.00	0.00
Control Room Operator	3.00	3.00	3.00	0.00
Data Entry Clerk	0.00	1.00	1.00	0.00
Diesel Generator Mechanic	1.00	1.00	1.00	0.00
Electrician	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Municipal Service Worker II	6.00	6.00	6.00	0.00
Municipal Service Worker I	4.00	4.00	4.00	0.00
Pumping Mechanic	4.00	4.00	4.00	0.00
Pumping Operations Supv	1.00	1.00	1.00	0.00
Sewer Field Operations Supv	1.00	1.00	1.00	0.00
Sewer Pipefitter	6.00	6.00	6.00	0.00
Sewer Supervisor	4.00	4.00	4.00	0.00
DIVISION TOTAL	40.70	41.70	41.70	0.00
STORMWATER				
Enterprise Fund				
Assistant Public Works Director	0.30	0.30	0.30	0.00
Administrative Secretary	0.30	0.30	0.30	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Civil Engineer I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Engineering Assistant I	4.00	4.00	4.00	0.00
Field Inspector	1.00	1.00	1.00	0.00
Field Operations Supervisor	1.00	1.00	1.00	0.00
Heavy Equipment Operator II	1.00	1.00	1.00	0.00
Heavy Equipment Operator I	1.00	1.00	1.00	0.00
Senior Management Analyst	1.00	1.00	1.00	0.00
Technology Manager	0.00	1.00	1.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	2.00	2.00	2.00	0.00
Sewer Pipefitter	2.00	2.00	2.00	0.00
Sewer Supervisor	2.00	2.00	2.00	0.00
Special Projects Coordinator	1.00	1.00	1.00	0.00
DIVISION TOTAL	23.60	24.60	24.60	0.00
PROPERTY MANAGEMENT ADMINISTRATION				
Internal Service Fund				
Property Mgmt Div Director	1.00	1.00	1.00	0.00
Property Mgmt Asst Director	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	2.00	2.00	0.00
Administrative Aide I	2.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Contract Coordinator	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Storekeeper II	0.00	1.00	1.00	0.00
Storekeeper I	1.00	1.00	1.00	0.00
Subtotal - Division	9.00	10.00	10.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
OPERATIONS				
Internal Service Fund				
Air Conditioning Supervisor	1.00	1.00	1.00	0.00
Air Conditioning Mechanic	3.00	4.00	4.00	0.00
Building Services Technician	4.00	4.00	4.00	0.00
Carpenter	10.00	10.00	10.00	0.00
Graffiti Removal Coordinator	1.00	1.00	1.00	0.00
Electrician Supervisor	1.00	1.00	1.00	0.00
Electrician	4.00	4.00	4.00	0.00
Maintenance Supervisor	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Mason	2.00	2.00	2.00	0.00
Paint Supervisor	1.00	1.00	1.00	0.00
Painter	5.00	5.00	5.00	0.00
Plumbing Supervisor	1.00	1.00	1.00	0.00
Plumber	3.00	4.00	4.00	0.00
Subtotal - Division	39.00	41.00	41.00	0.00
CONSTRUCTION				
Internal Service Fund				
Air Conditioning Mechanic	1.00	1.00	1.00	0.00
Capital Projects Coord (R&R)	0.00	1.00	1.00	0.00
Carpenter	2.00	2.00	2.00	0.00
Construction Manager	1.00	1.00	1.00	0.00
Construction Manager (R&R)	0.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Painter	2.00	1.00	1.00	0.00
Planning Technician	1.00	2.00	2.00	0.00
Subtotal - Division	11.00	13.00	13.00	0.00
Subtotal - Fund	59.00	64.00	64.00	0.00
SOUTH BEACH AREA				
General Fund				
Service Supervisor	1.00	1.00	1.00	0.00
Electrician	2.00	2.00	2.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	2.00	2.00	2.00	0.00
Subtotal	7.00	7.00	7.00	0.00
Subtotal - Fund	7.00	7.00	7.00	0.00
DIVISION TOTAL	66.00	71.00	71.00	0.00
DEPARTMENT TOTAL	362.00	407.00	443.00	36.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
CAPITAL IMPROVEMENT PROJECTS (CIP)				
General Fund				
Director	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator	3.00	5.00	5.00	0.00
Sr Capital Projects Coord	3.00	4.00	4.00	0.00
Capital Projects Administrator	1.00	1.00	1.00	0.00
Construction Manager	3.00	5.00	5.00	0.00
Community Information Mgr	1.00	0.00	0.00	0.00
Community Information Coord.	0.00	2.00	2.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Field Supervisor	1.00	1.00	1.00	0.00
Field Inspector II	2.00	2.00	2.00	0.00
Field Inspector I	2.00	2.00	2.00	0.00
Financial Analyst I	1.00	2.00	2.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	2.00	3.00	3.00	0.00
Paralegal	1.00	0.00	0.00	0.00
Senior Capital Project Planner	3.00	0.00	0.00	0.00
DEPARTMENT TOTAL	27.00	31.00	31.00	0.00

PARKING				
ADMINISTRATION				
Enterprise Fund				
Parking Director	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Account Clerk II	1.00	1.00	1.00	0.00
Account Clerk I	5.00	5.00	5.00	0.00
Business Analyst	0.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Customer Service Liaison	1.00	1.00	1.00	0.00
Revenue Processor I	1.00	1.00	1.00	0.00
Revenue Processor II	1.00	1.00	1.00	0.00
Meter Analyst	1.00	1.00	1.00	0.00
Financial Analyst III	1.00	1.00	1.00	0.00
Office Associate V	1.00	1.00	1.00	0.00
Office Associate IV	3.00	3.00	3.00	0.00
Parking Operations Manager	2.00	1.00	1.00	0.00
Parking Administration Manager	0.00	1.00	1.00	0.00
Security Supervisor	1.00	1.00	0.00	(1.00)
Subtotal - Division	21.00	22.00	21.00	(1.00)

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
ON-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Administrative Aide II	0.00	0.00	0.00	0.00
Municipal Service Worker III	6.00	6.00	6.00	0.00
Municipal Service Worker II	3.00	3.00	3.00	0.00
Municipal Service Worker I	1.00	1.00	1.00	0.00
Office Associate IV	0.50	0.50	0.50	0.00
Painter	1.00	1.00	1.00	0.00
Parking Dispatcher	4.00	4.00	4.00	0.00
Parking Enforcement Spec II	6.00	6.00	6.00	0.00
Parking Enforcement Spec I	36.00 + 6.00 PT	36.00 + 6.00 PT	36.00 + 6.00 PT	0.00 + 0.00 PT
Parking Meter Technician II	2.00	2.00	2.00	0.00
Parking Meter Technician I	9.00	9.00	9.00	0.00
Parking Operations Manager	3.00	3.00	3.00	0.00
Parking Operations Supervisor	0.00	0.00	5.00	5.00
Sign Maker	1.00	1.00	1.00	0.00
Subtotal - Division	73.50 + 6.00 PT	73.50 + 6.00 PT	78.50 + 6.00 PT	5.00 0.00 PT
OFF-STREET PARKING				
Enterprise Fund				
Assistant Director	1.00	1.00	1.00	0.00
Capital Projects Coordinator (CIP)	1.00	1.00	1.00	0.00
Office Associate IV	1.50	1.50	1.50	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Municipal Service Worker II	1.00	1.00	1.00	0.00
Painter	1.00	1.00	1.00	0.00
Parking Facilities Supervisor	5.00	6.00	6.00	0.00
Parking Operations Manager	1.00	1.00	1.00	0.00
Parking Operations Supervisor	1.00	1.00	1.00	0.00
Parks Operations Supervisor	0.00	0.00	0.50	0.50
Subtotal - Division	14.50	15.50	16.00	0.50
DEPARTMENT TOTAL	109.00 + 6.00 PT	111.00 + 6.00 PT	115.50 + 6.00 PT	4.50 + 0.00 PT

FLEET MANAGEMENT

Internal Service Fund				
Fleet Mgmt Division Director	1.00	1.00	1.00	0.00
Account Clerk II	0.00	0.00	0.00	0.00
Account Clerk I	0.00	0.00	0.00	0.00
Fleet Operations Supervisor	1.00	1.00	1.00	0.00
Fleet Analyst	1.00	1.00	1.00	0.00
Fleet Service Representative	4.00	4.00	4.00	0.00
Lead Mechanic	1.00	1.00	1.00	0.00
Mechanic III	8.00	8.00	8.00	0.00
Mechanic II	5.00	5.00	5.00	0.00
Municipal Service Worker III	1.00	1.00	1.00	0.00
Office Associate V	2.00	2.00	2.00	0.00
DIVISION TOTAL	24.00	24.00	24.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
POLICE				
OFFICE OF THE CHIEF				
General Fund				
Chief of Police	1.00	1.00	1.00	0.00
Assistant Chief of Police	2.00	2.00	2.00	0.00
Major	1.00	0.00	0.00	0.00
Captain	0.00	1.00	1.00	0.00
Executive Assistant to the Chief	1.00	0.00	0.00	0.00
Sergeant	4.00	4.00	4.00	0.00
Police Officer	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	12.00	11.00	11.00	0.00
Account Clerk III	1.00	1.00	1.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Police Financial Assistant	1.00	1.00	1.00	0.00
Administrative Aide II	2.00	2.00	2.00	0.00
Administrative Aide I	0.00	1.00	1.00	0.00
Police Plans & Policy Manager	0.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Clerk Typist	1.00	0.00	0.00	0.00
Subtotal Division - Civilian	7.00	8.00	8.00	0.00
DIVISION TOTAL	19.00	19.00	19.00	0.00
PATROL				
General Fund				
Major	2.00	2.00	2.00	0.00
Captain	4.00	4.00	4.00	0.00
Lieutenant	12.00	11.50	11.50	0.00
Sergeant	34.00	33.00	33.00	0.00
Police Officer	214.00	222.00	236.00	14.00
Subtotal - Fund	266.00	272.50	286.50	14.00
South Pointe RDA Fund				
Lieutenant	0.50	0.00	0.00	0.00
Sergeant	1.00	0.00	0.00	0.00
Police Officer	6.00	0.00	0.00	0.00
Subtotal - Fund	7.50	0.00	0.00	0.00
City Center RDA Fund				
Lieutenant	0.50	0.50	0.50	0.00
Sergeant	1.00	1.00	1.00	0.00
Police Officer	9.00	9.00	12.00	3.00
Subtotal - Fund	10.50	10.50	13.50	3.00
Total - RDA Fund	18.00	10.50	13.50	3.00
Subtotal Division - Sworn	284.00	283.00	300.00	17.00
Clerk Typist	2.00	1.00	1.00	0.00
Account Clerk I	0.00	1.00	1.00	0.00
Administrative Aide II	0.00	1.00	1.00	0.00
Office Associate V	0.00	1.00	1.00	0.00
Detention Officer	3.00	3.00	3.00	0.00
School Guard (PT)	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 14.00 PT	0.00 + 0.00 PT
Public Safety Specialist	7.00	16.00	18.00	2.00
Subtotal - Fund	12.00 + 14.00 PT	23.00 + 14.00 PT	25.00 + 14.00 PT	2.00 + 0.00 PT
Subtotal Division - Civilian	12.00 + 14.00 PT	23.00 + 14.00 PT	25.00 + 14.00 PT	2.00 + 0.00 PT
DIVISION TOTAL	296.00 + 14.00 PT	306.00 + 14.00 PT	325.00 + 14.00 PT	19.00 + 0.00 PT

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
SUPPORT SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	3.00	3.00	0.00
Lieutenant	1.00	1.00	1.00	0.00
Sergeant	4.00	5.00	5.00	0.00
Police Officer	6.00	6.00	6.00	0.00
Subtotal Division - Sworn	14.00	16.00	16.00	0.00
Account Clerk I	1.00	1.00	1.00	0.00
Administrative Aide II	3.00	3.00	3.00	0.00
Administrative Aide I	3.00	3.00	3.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Firearms Specialist	1.00	1.00	1.00	0.00
Municipal Service Worker III	2.00	2.00	2.00	0.00
Office Associate V	3.00	3.00	3.00	0.00
Police Fleet Specialist	1.00	1.00	1.00	0.00
Property & Evidence Tech II	2.00	2.00	2.00	0.00
Property & Evidence Tech I	10.00	11.00	11.00	0.00
Subtotal Division - Civilian	28.00	29.00	29.00	0.00
DIVISION TOTAL	42.00	45.00	45.00	0.00
CRIMINAL INVESTIGATIONS				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	2.00	2.00	2.00	0.00
Lieutenant	4.00	4.00	4.00	0.00
Sergeant	13.00	12.00	12.00	0.00
Police Officer	51.00	51.00	51.00	0.00
Subtotal Division - Sworn	71.00	70.00	70.00	0.00
General Fund				
Administrative Aide II	2.00	2.00	2.00	0.00
Administrative Aide I	2.00	1.00	1.00	0.00
Clerk Typist	0.00	1.00	1.00	0.00
Crime Scene Supervisor	1.00	1.00	1.00	0.00
Crime Scene Tech II	2.00	2.00	2.00	0.00
Crime Scene Tech I	8.00	8.00	8.00	0.00
Victims' Advocate	1.00	1.00	1.00	0.00
Crime Analyst	1.00	1.50	1.50	0.00
Police Photographer	1.00	1.00	1.00	0.00
Public Safety Specialist	2.00	2.00	2.00	0.00
Quality of Life Coordinator	0.00	0.75	0.75	0.00
Subtotal - Fund	20.00	21.25	21.25	0.00
South Pointe RDA Fund				
Crime Analyst	0.50	0.00	0.00	0.00
Public Safety Specialist	2.00	0.00	0.00	0.00
Quality of Life Coordinator	0.25	0.00	0.00	0.00
Subtotal - Fund	2.75	0.00	0.00	0.00
City Center RDA Fund				
Crime Analyst	0.50	0.50	0.50	0.00
Public Safety Specialist	2.00	2.00	2.00	0.00
Quality of Life Coordinator	0.25	0.25	0.25	0.00
Subtotal - Fund	2.75	2.75	2.75	0.00
Total - RDA Fund	5.50	2.75	2.75	0.00
LETF (Confiscation) Fund				
Quality of Life Coordinator	0.50	0.00	0.00	0.00
Subtotal - Fund	0.50	0.00	0.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
Grant Funds				
Victims' Advocate - VOCA	1.00	1.00	1.00	0.00
Subtotal - Fund	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	27.00	25.00	25.00	0.00
DIVISION TOTAL	98.00	95.00	95.00	0.00
TECHNICAL SERVICES				
General Fund				
Major	1.00	1.00	1.00	0.00
Captain	1.00	0.00	0.00	0.00
Police Commander	0.00	1.00	1.00	0.00
Lieutenant	0.00	1.00	1.00	0.00
Sergeant	1.00	3.00	3.00	0.00
Subtotal Division - Sworn	3.00	6.00	6.00	0.00
Administrative Aide II	2.00	1.00	1.00	0.00
Clerk Typist	2.00	2.00	2.00	0.00
Communications Operator	16.00	16.00	16.00	0.00
Communications Supervisor	6.00	6.00	6.00	0.00
Communications Manager	2.00	2.00	2.00	0.00
Complaint Operator II	11.00	11.00	11.00	0.00
Data Entry Clerk	6.00	8.00	8.00	0.00
Dispatcher	24.00	24.00	24.00	0.00
911 Records Custodian	1.00	1.00	1.00	0.00
Information Tech Specialist II	0.00	2.00	2.00	0.00
Office Associate III	1.00	0.00	0.00	0.00
Police Commander	1.00	1.00	1.00	0.00
Public Safety Specialist	1.00	0.00	0.00	0.00
Police Records Manager	1.00	0.00	0.00	0.00
Police Records Supervisor	1.00	1.00	1.00	0.00
Records Technician	4.00	4.00	4.00	0.00
Subtotal - Civilian	79.00	79.00	79.00	0.00
DIVISION TOTAL	82.00	85.00	85.00	0.00
DEPARTMENT TOTAL	537.00 + 14.00 PT	550.00 + 14.00 PT	569.00 + 14.00 PT	19.00 + 0.00 PT

FIRE

SUPPRESSION				
General Fund				
Fire Chief	1.00	1.00	1.00	0.00
Assistant Fire Chief	2.00	2.00	2.00	0.00
Fire Division Chief	3.00	3.00	3.00	0.00
Fire Captain	6.00	6.00	6.00	0.00
Fire Lieutenant	15.00	15.00	15.00	0.00
Firefighter II	24.00	24.00	24.00	0.00
Firefighter I	62.00	65.00	65.00	0.00
Subtotal Division - Sworn	113.00	116.00	116.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Executive Office Associate I	1.00	1.00	1.00	0.00
Emergency Manager	0.00	1.00	1.00	0.00
Subtotal Division - Civilian	2.00	3.00	3.00	0.00
DIVISION TOTAL	115.00	119.00	119.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
RESCUE				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	3.00	3.00	3.00	0.00
Firefighter II	21.00	21.00	21.00	0.00
Firefighter I	47.00	47.00	47.00	0.00
Subtotal Division - Sworn	73.00	73.00	73.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00 + 0.00 PT	1.00 + 0.00 PT	1.00 + 0.00 PT	0.00 + 0.00 PT
EMS Training Coordinator	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	3.00 + 0.00 PT	3.00 + 0.00 PT	3.00 + 0.00 PT	0.00 + 0.00 PT
DIVISION TOTAL	76.00 + 0.00 PT	76.00 + 0.00 PT	76.00 + 0.00 PT	0.00 + 0.00 PT
PREVENTION				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	0.00	0.00	0.00
Fire Lieutenant	0.00	1.00	1.00	0.00
Firefighter II	2.00	2.00	2.00	0.00
Firefighter I	8.00	8.00	8.00	0.00
Subtotal Division - Sworn	12.00	12.00	12.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Administrative Aide II	1.00	1.00	1.00	0.00
Clerk Typist	1.00	1.00	1.00	0.00
Data Entry Clerk	1.00	1.00	1.00	0.00
Chief Fire Protection Analyst	1.00	1.00	1.00	0.00
Fire Protection Analyst	5.00	5.00	5.00	0.00
Quality Assurance Officer	0.00	0.00	1.00	1.00
Senior Management Analyst	0.00	1.00	1.00	0.00
Subtotal Division - Civilian	10.00	11.00	12.00	1.00
DIVISION TOTAL	22.00	23.00	24.00	1.00
SUPPORT SERVICES				
General Fund				
Fire Division Chief	1.00	1.00	1.00	0.00
Fire Captain	1.00	1.00	1.00	0.00
Fire Lieutenant	1.00	1.00	1.00	0.00
Firefighter II	0.00	0.00	0.00	0.00
Firefighter I	3.00	3.00	3.00	0.00
Subtotal Division - Sworn	6.00	6.00	6.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Fire Equipment Mechanic	3.00	3.00	3.00	0.00
Communications Officer	0.50	1.00	1.00	0.00
Shop Mechanic	1.00	1.00	1.00	0.00
Subtotal Division - Civilian	5.50	6.00	6.00	0.00
DIVISION TOTAL	11.50	12.00	12.00	0.00

DEPARTMENTAL POSITION DETAILS

	AMENDED FY 04/05	AMENDED FY 05/06	PROPOSED FY 06/07	Prop 07 - Amend 06 Variance
OCEAN RESCUE				
General Fund				
Ocean Rescue Division Chief	1.00	1.00	1.00	0.00
Ocean Rescue Operations Supv	1.00	1.00	1.00	0.00
Administrative Aide I	1.00	1.00	1.00	0.00
Clerk Typist	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 1.00 PT	0.00 + 0.00 PT
Lifeguard Lieutenant	7.00	7.00	7.00	0.00
Lifeguard II	16.00	16.00	18.00	2.00
Lifeguard (LG) I	42.00	42.00	48.00	6.00
LG I (Seasonal/Summer -DST)	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 47.00 PT	0.00 + 0.00 PT
Subtotal Division	68.00 + 48.00 PT	68.00 + 48.00 PT	76.00 + 48.00 PT	8.00 + 0.00 PT
DIVISION TOTAL	68.00 + 48.00 PT	68.00 + 48.00 PT	76.00 + 48.00 PT	8.00 + 0.00 PT
DEPARTMENT TOTAL	292.50 + 48.00 PT	298.00 + 48.00 PT	307.00 + 48.00 PT	9.00 + 0.00 PT

CITYWIDE TOTAL	**1,940.50 + 216.00 PT**	**2,035.00 + 222.00 PT**	**2,127.00 + 221.00 PT**	**92.00 + (1.00) PT**

APPENDIX

GLOSSARY OF KEY TERMS

ACCRUAL BASIS OF ACCOUNTING

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

AD VALOREM TAXES
(a/k/a/ Property Tax)

Taxes paid on the fair market value of land, buildings, and business inventory and equipment. Used to fund general operations and debt service. Also see "*Millage Rate*".

APPROPRIATION

Money allocated by the City Commission for a specific purpose.

ASSESSED VALUATION

The just or fair market value of land, buildings, and business inventory and equipment as determined on an annual basis by the Property Appraiser in accordance with State law.

BOND FUNDS

Proceeds from the sale of bonds for use in construction of capital facilities. (Sometimes referred to as "*Capital Projects Funds*"). May be General Obligation or Revenue Bonds.

BUDGET

A balanced fiscal plan of programs, services, and construction projects funded within available revenues, bounded within a specific period of time, usually twelve months. A balanced budget is a fiscal plan in which revenues equal expenditures.

CAPITAL RENEWAL AND REPLACEMENT

Additional millage of 0.182 mills resulting in a restricted amount of approximately $3.5 million to be used exclusively to provide for replacement and renewal of capital items related to our facilities and infrastructure. This additional millage will be reviewed and approved each year by the City Commission as part of the budget process, and will be used exclusively to address major capital replacement and renewal needs for General Fund departments related to those capital expenditures that help to extend the useful life of our facilities and infrastructure. The specific list of projects is submitted to the City Commission for final approval at the second public hearing in September.

GLOSSARY OF KEY TERMS
(Continued)

COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)
Programs providing broad-based community services to meet the physical, economic and social needs of the City and to its residents. Programs funded include hot meals for the elderly, neighborhood street improvements, childcare services, vocational tuition waivers, and other services.

DEBT SERVICE
Scheduled payment of principal and interest on outstanding bonds.

FISCAL YEAR
The fiscal year for the City of Miami Beach begins on October 1st and ends on September 30th.

FUND
A group of appropriations treated as an entity to meet legal requirements or Generally Accepted Accounting Principles.

FUND BALANCE
The equity or net worth of a general or trust fund resulting from the residual or excess earnings over expenditures from the operations of the agency. These funds, similar to retained earnings of proprietary funds, may be appropriated directly to operating expenditures in order to support the fund.

GOAL
The primary purpose for which a unit of government exists. A goal reflects an ideal condition or mission statement and is always stated in general terms. Specific objectives further the attainment of a goal.

KEY INTENDED OUTCOME (KIO)
Desired result from a program or activity that forms a rational basis for funding a program or activity.

LOCAL GOVERNMENT 1/2 CENT SALES TAX
The value of 1/2 cent of the State sales tax, which is returned to the county of collection and shared by the county and its constituent cities on the basis of population.

LOCAL OPTION GAS TAX
A tax levy of up to six cents on each gallon of motor and special fuels sold, which may be imposed by Dade County in accordance with State law, and which is shared with the cities in the County, including Miami Beach.

MILLAGE RATE
One mill equals $1.00 of tax for each $1,000 of property value. The millage rate is the total number of mills of tax assessed against this value, establishing a reserve for early payment, delinquencies and equalization. The millage value has been discounted for FY 2006/07 at 96.5%, as permitted by State law.

GLOSSARY OF KEY TERMS
(Continued)

MODIFIED ACCRUAL BASIS OF ACCOUNTING	Mixture of cash and accrual basis. Revenues are recorded when both measurable and available. Revenues are considered available when collectible either during the current period or after the end of the current period but in time to pay year-end liabilities. Expenditures are recognized when a transaction or event is expected to draw upon current spendable resources rather than future resources.
OBJECTIVES	Measurable and specific accomplishments that work towards fulfilling a goal or area of responsibility. Objectives are usually expressed as quantified service levels to be provided to the public during a specific time period.
OPERATING BUDGET	A balanced fiscal plan for providing governmental programs and services for a single fiscal year.
OPERATING EXPENDITURES	All costs associated with the general operation of a given department. These costs include Professional Services, Electricity, Repair/Maintenance Supplies, Office Supplies, Local Mileage, etc.
PERSONNEL SERVICES	All costs associated with salaries, fringes, and other related employee benefits.
PRIOR YEAR ENCUMBRANCES	Outstanding obligations to purchase goods and/or services which existed at fiscal year end, reserved in fund balance or retained earnings of all applicable funds, and reappropriated at the beginning of the consecutive fiscal year.
PRIVATIZATION	Contracting with a private sector entity to deliver services usually provided by the public sector. This transfer of responsibilities usually results in savings to the public sector agency.
PROPERTY TAXES	Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

GLOSSARY OF KEY TERMS
(Continued)

REDEVELOPMENT AGENCY (RDA)

There are currently two RDA Special Districts; South Pointe and City Center. These were created in 1973 and 1993 respectively under the provisions of Chapter 163 of the Florida Statutes to spur development and revitalization in these areas. Increases in Ad Valorem tax revenues above base year levels are shared with the County and reinvested in the district. (See RDA Section for more details.)

RETAINED EARNINGS

The accumulated income earned less than the costs incurred during operations and transfers out resulting in the net worth of the fund. Retained Earnings, like Fund Balance, may be appropriated to support the operations of the fund.

REVENUE

Income derived from taxes, fees, and charges. In the broader sense, "revenue" refers to all government income, regardless of source, used to fund services.

ROLLED-BACK MILLAGE RATE

That millage rate which will provide the same property tax levy as was levied during the previous fiscal year, exclusive of levies on new construction, additions to structures, deletions and property added due to geographic boundary changes.

STATE REVENUE SHARING

Funds distributed by formula to local governments with few or no limits on the purposes for which funds may be used

FUND DEFINITIONS

GENERAL	To account for all financial resources except those required to be accounted for in another fund. Usually applies to funds used for normal operating purposes.
SPECIAL REVENUE	To account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or for major capital projects) that are legally restricted to expenditures for specified purposes.
CAPITAL PROJECTS	To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). Usually funded through the sale of bonds.
DEBT SERVICE	To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. City funds are: General Obligation and Excise Tax Debt Service.
ENTERPRISE	To account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses including depreciation) of providing goods or services to the general public on a continuing basis, are financed or recovered primarily through user charges. City funds are: Convention Center, Parking, Sanitation, Water, Sewer and Storm Water.
INTERNAL SERVICE	To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, on a cost reimbursement basis. City operations included in this category are: Central Services, Information Technology, Fleet Management, Property Management, and Self-Insurance.
TRUST AND AGENCY	To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, or other governmental units and/or other funds. These include (a) Expendable Trust Funds, (b) Non-expendable Trust Funds, (c) Pension Trust Funds, and (d) Agency Funds.

OTHER LONG TERM DEBT

Revenue Bonds

Parking Fund

The Parking Revenue Fund had the following changes in its current and Long-Term debt outstanding for the year ended September 30, 2005:

Indebtedness	Balance 10/01/2004	Debt Repaid	Balance 09/30/2005
Special Obligation Bonds & Loan	$ 32,568,744	$ 1,380,276	$ 31,188,468
	$ 32,568,744	$ 1,380,276	$ 31,188,468

Parking Revenue Fund indebtedness at September 30, 2005, is comprised of the following issued indebtedness:

$10,795,000	1996 Special Obligation Refunding Bonds due in annual installments through 2009: interest at 3.2% and 5.0%	$ 3,795,000
$21,000,000	1997 Special Obligation Bonds due in annual installments through 2022: interest at 4.00% - 5.125%	$ 20,620,000
$ 8,143,046	2001 Gulf Breeze Loan Pool due in annual installments through 2015: interest at 3.875% - 4.75%	$ 6,773,468

The aggregate maturities of Long-Term Debt at September 30, 2004, are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2006	$ 1,443,400	$ 1,524,259	$ 2,967,659
2007	1,510,176	1,458,821	2,968,997
2008	1,576,944	1,390,054	2,966,998
2009	1,648,712	1,318,222	2,966,934
2010	1,727,294	1,240,684	2,967,978
2011-2015	9,971,434	4,846,268	14,817,702
2016-2020	9,270,508	2,404,638	11,675,146
2021-2022	4,040,000	313,138	4,353,138
	31,188,468	14,496,084	45,684,552
Less: Unamortized Bond Discount	651,421		651,421
	$ 30,537,047	$ 14,496,084	$ 45,033,131

Water and Sewer Fund

The Water & Sewer Fund issued $59,060,000 in Water and Sewer Revenue Bonds, Series 1995, on June 8, 1995. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility.

The Water & Sewer Fund issued $54,310,000 in Water and Sewer Revenue Bonds, Series 2000, on September 1, 2000. The bonds will be repaid solely from pledged revenues of the Water and Sewer system. They are registered transcripts and insured. The bonds were issued to construct various improvements and extensions to the Water and Sewer utility.

Indebtedness of the Water and Sewer Fund at September 30, 2005 is as follows:

$59,060,000	1995 Revenue Bonds Due in annual installments through 2015: Interest at 4.20% - 5.40%	$ 36,660,000
$54,310,000	2000 Revenue Bonds Due in annual installments through 2030: Interest at 5.00% - 5.75%	$ 54,310,000

The aggregate maturities of Long-term debt as of September 30, 2005 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2006	$ 2,875,000	$ 4,913,488	$ 7,788,488
2007	3,020,000	4,766,143	7,786,143
2008	3,180,000	4,607,594	7,787,594
2009	3,350,000	4,436,668	7,786,668
2010	3,530,000	4,255,770	7,785,770
2011-2015	20,705,000	18,220,468	38,925,468
2016-2020	13,480,000	13,341,400	26,821,400
2021-2025	17,660,000	9,165,838	26,825,838
2026-2030	23,170,000	3,658,275	26,828,275
	90,970,000	67,365,644	158,335,644
Less: Unamortized Bond Discount	1,093,741		1,093,741
	$ 89,876,259	$ 67,365,644	$ 157,241,903

Storm Water

The Storm Water Fund issued $52,170,000 in Storm Water Revenue Bonds, Series 2000, on November 7, 2000. The bonds will be repaid solely from pledged revenues of the Storm Water System. They are registered transcripts and insured. The bonds were issued to construct certain improvements to the Storm Water utility. Indebtedness of the Storm Water Fund at September 30, 2005 is as follows:

$52,170,000	2000 Storm Water Revenue Bonds Due in annual installments through 2030: Interest at 4.5%-5.75%	$48,605,000

The aggregate maturities of Long-term debt at September 30, 2005 are as follows:

Fiscal Year Ending September 30	Bonded Debt		
	Principal	Interest	Total
2006	$ 995,000	$ 2,575,997	$ 3,570,997
2007	1,040,000	2,531,221	3,571,221
2008	1,085,000	2,484,421	3,569,421
2009	1,135,000	2,434,511	3,569,511
2010	1,190,000	2,381,167	3,571,167
2011-2015	6,935,000	10,916,404	17,851,404
2016-2020	9,120,000	8,723,643	17,843,643
2021-2025	11,810,000	6,034,131	17,844,131
2026-2030	15,295,000	2,552,857	17,847,857
	48,605,000	40,634,352	89,239,352
Less: Unamortized Bond Discount	556,442		556,442
	$ 48,048,558	$ 40,634,352	$ 88,682,910

Special Obligation Bonds – Governmental Activities

At September 30, 2005 the outstanding principal of special obligation bond issues and repayment sources were as follows:

	Issue Name	Repayment Source	Total Original Issue	Total Outstanding Principal
1996	Resort Tax Revenue Refunding Bonds	2% Resort Tax	$ 4,095,000	$ 3,290,000
1985B	Gulf Breeze fixed rate	Non Ad-Valorem	2,200,000	1,845,000
1985C	Gulf Breeze fixed rate	Non Ad-Valorem	14,301,954	11,896,524
1985E	Gulf Breeze fixed rate	Non Ad-Valorem	22,500,000	19,615,000
1994	Sunshine State VRDS	Non Ad-Valorem	30,000,000	4,930,000
1996A	Tax Increment Revenue Bonds	RDA Tax increment Revenue	37,500,000	1,625,000
1996B	Tax Increment Revenue Bonds	RDA Tax increment Revenue	7,705,000	405,000
1998A	Tax Increment Revenue Bonds	RDA Tax increment Revenue	29,105,000	13,320,000
1998B	Tax Increment Revenue Bonds	RDA Tax increment Revenue	9,135,000	1,180,000
2005	Pension Refunding Bonds	Non Ad-Valorem	53,030,000	53,030,000
2005A	Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	51,440,000	51,440,000
2005B	Tax Increment Revenue Refunding Bonds	RDA Tax increment Revenue	29,300,000	29,330,000
	Total Special Obligation Bonds		$ 290,311,954	$ 191,906,524

On May 14, 1996 the City issued $4,095,000 of Resort Tax Refunding Bonds by placing the proceeds of new bonds in an irrevocable trust, to provide for all future debt service payments on the old bonds. The Series 1996 bonds were issued with interest rates of 3.60% to 5.50% payable in annual installments through 2010. Accordingly, the trust assets and the liability for the defeased bonds are not included in the City's Financial Statements. At September 30, 2005, all bonds have been defeased.

During fiscal 1994, the City executed a loan agreement with The Sunshine State Governmental Financing Commission to borrow $30,000,000 on a variable rate note, principal to be repaid in twenty annual installments commencing September 1, 1995 with interest paid monthly at a variable rate. On August 1, 2001 the City executed a loan agreement to repay a portion of the outstanding principal for this loan of $14,977,000.

On September 2005 the City issued $53,030,000 in taxable Series 2005 Special Obligation Bonds for the purposes of, together with other legally available funds of the City, refunding the City's outstanding Taxable Special Obligation Bonds(Pension Funding Project), Series 1994 maturing September 1, 2015 and September 1, 2021, making the required payment with respect to a Hedge Agreement and paying the costs of issuing the Series 2005 and refunding the Refunded Bonds, including the premiums for the Bond Insurance Policy and Reserve Account Surety Bond.

On August 1, 1996, the Miami Beach Redevelopment Agency (the "Agency") issued $37,500,000 (Series 1996A) and $7,705,000 (Series 1996B) in tax-increment bonds. These bonds are secured by a lien upon and pledge of the pledged funds, which include (a) the net trust fund revenue received by the Agency from the City Center/Historic Convention Village Redevelopment and Revitalization Area, (b) the portion of the proceeds of the City's municipal resort tax levied and collected by the City and received by the trustee, and (c) moneys and investments in the funds and accounts created under the resolution. The Series 1996A bonds were issued with interest rate of 7.86% to 8.95% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2006. The Series 1996B bonds were issued with interest rates of 4% to 6.35% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2006. The bonds are subject to a trust indenture, which requires that annual debt service requirements be fully funded upon receipt of trust fund revenue and supplemental revenue, and that any shortage shall be funded based on the supplemental revenue resolution. The Series 1996A and 1996B tax-increment bonds were partially refunded/defeased by the issuance of the Series 2005A and 2005B tax increment revenue refunding bonds on September 22, 2005. The Series 1996A and Series 1996B bonds had a remaining outstanding principal balance, after the refunding, of $2,030,000 at September 30, 2005.

On July 1, 1998, the Agency issued $29,105,000 (Series 1998A) and $9,135,000 (Series 1998B) in tax-increment bonds. These bonds are secured by a lien upon and pledge of the pledged funds, which include (a) the net trust fund revenue received by the Agency from the City Center/Historic Convention Village Redevelopment and Revitalization Area, (b) the portion of the proceeds for the City's municipal resort tax levied and collected by the City and received by the trustee, and (c) moneys and investments in the funds and accounts created under the resolution. The Series 1998A bonds were issued with interest rates of 6.70% to 7.00% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2020. The Series 1998B bonds were issued with interest rates of 3.60% to 5.20% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2008. The bonds are subject to a trust indenture, which requires that annual debt service requirements be fully funded upon receipt of trust fund revenue and supplemental revenue, and that any shortage shall be funded based on the supplemental revenue resolution. . The Series 1998A and 1998B tax-increment bonds were partially refunded/defeased by the issuance of the Series 2005A and 2005B tax increment revenue

refunding bonds on September 22, 2005. The Series 1998A and Series 1998B bonds had a remaining outstanding principal balance, after the refunding, of $14,500,000 at September 30, 2005.

On September 22, 2005, the Agency issued $51,440,000 (Series 2005A) and $29,330,000 (Series 2005B) in tax-increment bonds. These bonds are secured by a lien upon and pledge of the pledged funds, which include (a) the net trust fund revenue received by the Agency from the Redevelopment Area, (b) the portion of the proceeds for the City's municipal resort tax levied and collected by the City and received by the trustee, and (c) moneys and investments in the funds and accounts created under the resolution. The Series 2005A bonds were issued with interest rates of 4.31% to 5.22% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The Series 2005B bonds were issued with interest rates of 3.25% to 5.00% payable semiannually on each June 1 and December 1, and will mature serially through December 1, 2022. The bonds are subject to a trust indenture, which requires that annual debt service requirements be fully funded upon receipt of trust fund revenue and supplemental revenue, and that any shortage shall be funded based on the supplemental revenue resolution.

Loan Pool

On August 1, 2001, the City executed three loan agreements with the City of Gulf Breeze, Florida, Local Government Pool to borrow $47,145,000 on fixed rate notes. The Gulf Breeze Series B, in the amount of $2,200,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series C, in the amount of $22,445,000, principal is to be repaid in fourteen annual installments commencing December 1, 2002 with interest paid semi-annually. The Gulf Breeze Series E, in the amount of $22,500,000, principal is to be repaid in nineteen annual installments commencing December 1, 2002 with interest paid semi-annually. $17,115,000 was used to repay the outstanding balance of the City Gulf Breeze, Florida Local Government Loan Program Series 1985 C variable rate notes. $14,977,000 was used to repay a portion of the outstanding principal from the Sunshine State Loan. The remaining funds will be used for the renovation and improvement of two City owned golf courses and their related facilities.

A portion of the Gulf breeze 1985 C outstanding debt relates to the construction of a Parking Garage. The Parking Enterprise Fund includes an outstanding amount of $6,773,476 that relates to this debt.

Annual debt service requirements to maturity for special obligation bonds are as follows:

Fiscal Year Ending September 30	Debt Service Requirements Special Obligation Bonds		
	Principal	Interest	Total
2006	$ 7,001,592	$ 8,310,838	$ 15,312,430
2007	8,874,824	9,101,986	17,976,810
2008	9,303,056	8,678,797	17,981,853
2009	9,716,288	8,245,009	17,961,297
2010	10,172,706	7,792,129	17,964,835
2011-2015	58,343,566	31,085,427	89,428,993
2016-2020	61,609,492	15,862,364	77,471,856
2021-2023	26,885,000	2,038,551	28,923,551
	$ 191,906,524	$ 91,115,101	$ 283,021,625

DIRECTORY

MAYOR AND CITY COMMISSIONERS, 1700 Convention Center Dr., 4th Fl 673-7030
David Dermer, Mayor
Matti Herrera Bower, Vice Mayor
Simon Cruz, Commissioner
Luis Garcia, Commissioner
Saul Gross, Commissioner
Jerry Libbin, Commissioner
Richard L. Steinberg, Commissioner

ADMINISTRATIVE SUPPORT

CITY MANAGER'S OFFICE, 1700 Convention Center Dr., 4th Fl..... 673-7010
Jorge M. Gonzalez, City Manager
Hilda M. Fernandez, Assistant City Manager
Timothy Hemstreet, Assistant City Manager
Robert Middaugh, Assistant City Manager
Ramiro J. Inguanzo, Chief of Staff

COMMUNICATIONS, 1700 Convention Center Drive., 3rd Fl..... .. 673-7575
Nannette Rodriguez, Public Information Officer

BUDGET & PERFORMANCE IMPROVEMENT, 1700 Convention Center Drive, 4th Fl.....673-7010
Kathie G. Brooks, Director

FINANCE, 1700 Convention Center Dr., 3rd Fl 673-7466
Patricia D. Walker, Chief Financial Officer

INFORMATION TECHNOLOGY, 1100 Washington Avenue..... 673-7040
Gladys Acosta, IT Director

HUMAN RESOURCES, 1700 Convention Center Dr., 3rd Fl 673-7520
Mayra Diaz-Buttacavoli, Human Resources/Risk Management Director

LABOR RELATIONS, 1700 Convention Center Dr., 4th Fl 673-7520
Linda Gonzalez, Labor Relations Division Director

RISK MANAGEMENT, 1700 Convention Center Dr., 3rd Fl..... 673-7014
Clifton Leonard, Claims Coordinator

CITY CLERK, 1700 Convention Center Dr., 1st Fl..... 673-7411
Robert Parcher, City Clerk

CENTRAL SERVICES, 1700 Convention Center Drive, 1st Fl 673-7480
Donnovan Ireland, Central Service Supervisor

PROCUREMENT, 1700 Convention Center Drive, 3rd Fl 673-7490
Gus Lopez, Director

CITY ATTORNEY, 1700 Convention Center Dr., 4th Fl 673-7470
Jose Smith, City Attorney
Donald M. Papy, Chief Deputy City Attorney

DIRECTORY
(Continued)

ECONOMIC DEVELOPMENT/TOURISM & CULTURAL AFFAIRS

ECONOMIC DEVELOPMENT, 1700 Convention Center. 3rd Fl 673-7193
Kevin Crowder, Economic Division Director

BUILDING DEPARTMENT, 1700 Convention Center Dr., 2nd Fl 673-7610
Thomas Velazquez, Building Director

PLANNING DEPARTMENT, 1700 Convention Center Dr., 2nd Fl..... 673-7550
Jorge Gomez, Director

TOURISM & CULTURAL AFFAIRS..... 673-7530
Max Sklar, Director

OPERATIONS

NEIGHBORHOOD SERVICES. 1700 Convention Center Drive, 4th Fl 673-7077
Vivian Guzman, Director

PARKS AND RECREATION, 2100 Washington Avenue 673-7730
Kevin Smith, Director

PUBLIC WORKS, 1700 Convention Center Dr., 4th Fl 673-7080
Fred Beckman, Director

Property Management, 1245 Michigan Avenue..... 673-7630
Brad Judd, Division Director

Sanitation, 140 MacArthur Causeway..... 673-7616
Al Zamora, Division Director

CAPITAL IMPROVEMENT PROGRAMS, 777 – 17 Street, Ste 201..... 673-7010
Jorge Chartrand, Director

PARKING, 1130 Washington Ave. Ste 100 673-7505
Saul Frances, Parking Director

FLEET MANAGEMENT, 140 MacArthur Causeway..... 673-7637
Andrew Terpak, Director

PUBLIC SAFETY

POLICE, 1100 Washington Avenue 673-7925
Donald De Lucca, Police Chief

FIRE, 2300 Pine Tree Drive..... 673-7120
Floyd Jordan, Fire Chief