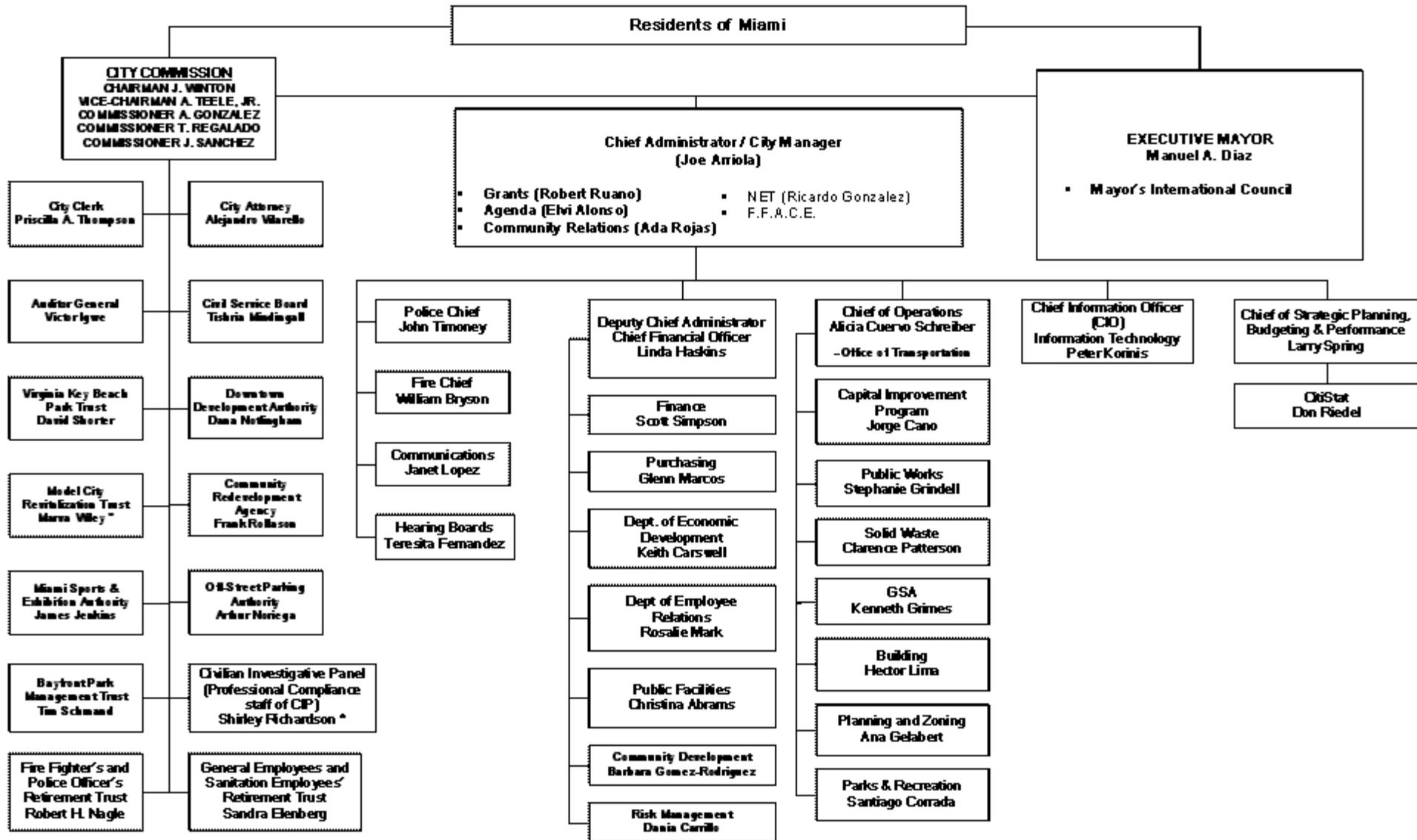


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*Acting/Interim

City of Miami FY2004 Budget
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Mayor's Budget Message

Mayor Manny Diaz Budget Address

September 11, 2003

Reaffirmation of Our Vision for Progress

In adopting last year's budget, we refocused our government by aligning the City's expenditures with the priorities we collectively established: 1) improving the economic situation of our citizenry through responsible tax cuts, 2) making the required capital investments that will facilitate future economic growth, 3) safeguarding the city's future fiscal solvency, and 4) ensuring the delivery of quality services to enhance our quality of life. This year's proposed budget reaffirms our commitment to these four overriding goals.

Our city's budget reflects a \$44 million contribution to our pension funds. This figure represents 10.5% of our general budget, and is an increase of \$21.5 million over last year. The budget also includes \$20 million in group health benefits, representing 5% of our budget and an increase of approximately \$1.2 million from the prior year. Finally, as a result of our existing union contracts, salary increases totaled approximately \$7 million.

In spite of these setbacks, I am proud to report that the proposed budget calls for additional millage rate reductions, no increases in fees and no cutbacks in the level of city services. Our enviable position is attributed to a number of factors. First, our strong economic development efforts yielded a \$2 billion increase in the City's taxable assessed value, representing an additional \$15.3 million in revenues. Second, we tightened our belt by streamlining our operations through, among other things, 3% expense cuts across the board. These cuts generated an additional \$16 million to the bottom line. Third, our much improved credit ratings allowed us to recognize significant savings (in excess of \$3 million per annum) through the refinancing of several old bond issues. Fourth, new efficiencies in the areas of risk management, workmen's compensation, property insurance and group health benefits, just to name a few, have also contributed savings to our budget. In the area of risk management alone, over \$4 million of recurring savings will result from changing property and casualty insurance providers and negotiating better terms for health insurance. Fifth, because of our prior sound fiscal plans and our anticipation of the potential pension fund increases, fiscal 2002 surpluses were designated to fund the portion of the pension payments that resulted from the market downturn. Finally, the new political and economic stability resulting from the leadership of this Commission has been a marked contrast to the Miami of the past.



City of Miami FY2004 Budget
Mayor's Budget Message

Priority # 1: Delivering Tax Relief to City Residents

Last year we committed to improving the economic well being of our residents through a sustained goal of reducing the City's millage rate every year for five succeeding years. In keeping with this goal, the proposed budget calls for a reduction of the ad valorem millage rate from 8.85 mills to 8.7625 mills. In addition, the debt service millage rate is reduced from 1.218 mills to 1.08 mills.

Priority # 2: Increasing Capital Investment

We currently have over \$5 billion in private and public development projects underway or in the planning process in our City. Many of these developments will require our commitment to increase contributions to our Capital Improvements Program.

The City today has in excess of \$100 million of capital improvement projects underway, in the contracting process or in design. By the end of next month, we will consider our first ever long-term capital improvement plan.

Priority # 3: Safeguarding our Fiscal Solvency

The proposed budget also continues to exercise the same level of fiscal prudence and discipline that has characterized this Commission. Although reserve funds were used this year to cover additional pension costs, our contribution to our reserves exceeds the percentages required by the Financial Integrity Principles Ordinance. Our reserves currently exceed \$100 million.

Priority # 4: Enhancing Quality of Life with Improved Service Delivery

Great cities all share common characteristics. Chief among these are a quality parks system, a modern communications infrastructure, a responsive city administration, clean, safe streets, a suitably designed living environment, and an adequate transportation infrastructure. This proposal includes funding for initiatives in each of these areas.



City of Miami FY2004 Budget
Mayor's Budget Message

PARKS

Improving the quality of both the amenities and programming within city parks remains one of our highest priorities. Our Homeland Defense monies provide the much needed funding for capital improvements within our city parks, and approximately 60 parks are now or soon to be the beneficiaries of these funds. As a result of the amendments to the Financial Integrity Principles Ordinance approved by this Commission last year, Parks Department surpluses were used to establish multiple summer programs. Over 12,000 Miami children enjoyed arts, athletic, and academic programs throughout our Parks. Music concerts and fairs were held in 12 City parks.

The goal of this budget continues to be the expansion of current programs, and the development of after-school, year-round programming activities for our children in our parks. We will continue to leverage our funds to obtain additional private and public grants and contributions in order to achieve these goals.

INFORMATION TECHNOLOGY & COMMUNICATIONS SYSTEM

In order to continue our goal of developing greater financial sophistication and improved timeliness in our financial reporting, the budget proposal includes additional appropriations for a number of the priorities outlined in the Information Technology Master Plan. The goal is to enhance the city's administrative efficiencies and controls as well as our ability to provide better service to our citizens.

RESPONSIVE CITY GOVERNMENT

In an effort to improve the responsiveness of city staff and create greater accountability throughout our government, we are continuing to develop our CitiStat complaint tracking system. Through this system, we will develop and implement a balanced scorecard to insure that the performance of each department and each employee is evaluated according to their role in achieving our vision for the City.

CLEAN, SAFE STREETS & NEIGHBORHOODS

Our "Clean-Up Miami" campaign will continue into this new fiscal year. Improving the cleanliness of our streets is a natural complement to our new emphasis on capital investment.



Mayor's Budget Message

The proposed Office of Code Enforcement is a reflection of our commitment to ensure compliance with ordinances and to enhance the quality of life for our residents and businesses. This office will work with the Code Enforcement Board, the Nuisance Abatement Board and community groups to continue to target illegal units, abandoned cars and commercial vehicles, illegal cafeterias, prostitution, illegal dumping, illegal motels, alleyways, and illegal vending machines.

SUITABLY DESIGNED URBAN LIVING ENVIRONMENTS

The budget also includes a number of strategic and efficiency funding initiatives related to a citywide master plan, a Virginia Key master plan, and the Watson Island and Buena Vista developments. In addition, funding has been provided for 2 dedicated positions to assist us in developing and implementing our long term transit and transportation programs.

Finally, the budget also includes an additional \$500,000 for our anti-poverty initiative. During this past year, our Earned Income Credit campaign was a huge success generating 10s of millions of additional dollars for our neediest residents. Our \$1 million in Individual Development Account funds are being used to leverage an additional \$2 to \$3 million in federal funds. Our micro lending program has generated over \$100,000 in loans to our small businesses. We will also use these funds to tackle "the Digital Divide". Working with community agencies like E-equality, we will provide technical assistance ranging from computer refurbishing to basic computer operations to make technology and specifically computer training accessible to all our residents young and old alike.

THE ROAD AHEAD

We have come a long way during these past 2 years. Our financial ratings have been substantially improved. We are now an "A" rated city and we are confident about the prospects of an even higher rating. We have received the Excellence in Reporting Award (for financial reporting) issued by the Government Finance Officers Association, our investment policy was certified by the Association of Public Treasurers, and we have submitted for certification our debt policy to the Municipal Treasurers' Association of the United States.

A first-ever, long-term capital improvement plan will begin to address and remedy our serious, long overdue deferred maintenance needs. Our general fund commitments, coupled with our Homeland Defense and ½ penny sales tax



City of Miami FY2004 Budget
Mayor's Budget Message

funds provide us with unprecedented opportunities to address these needs.

A thorough review of our compensation, benefits and pension structure is underway. A long-term strategic planning plan is underway and should be completed by March of next year.

There is much that remains to be done to assure our city's rightful place among the greatest cities of the world. This proposal provides the direction and the foundation to launch us upon that trajectory.

Very truly yours,

Manuel A. Diaz
Mayor



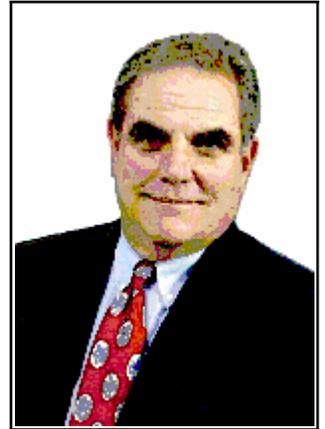
City Manager's Budget Message

Dear Residents:

It is my distinct pleasure to present to you the City of Miami's Operating Budget for Fiscal Year 2003-2004. This year's adopted budget continues to build upon the strategic themes outlined by the Mayor and approved by the City Commission with the adoption of the 2002-2003 operating budget. These strategic themes consist of:

- Improving the Economic Health and Development;
- Prioritizing Investments that Improve Neighborhood and Environmental Quality; and
- Creating a Service-Focused Organization.

In Fiscal Year 2002-2003, the city made significant progress toward achieving a variety of the objectives aligned with these three (3) strategic themes. I am proud to share with you some of the most significant of these achievements and detail a number of our strategic objectives for this new budget year, which will continue to move the city in the right direction.



Joe Arriola

Improving the Economic Health and Development of the City

Sustainable tax relief and a concerted focus on poverty reduction form the centerpiece of efforts to improve the economic health and development of the City of Miami. Efforts to reduce poverty and provide continued tax relief require that the administration identify ways to grow new and existing revenue sources, improve cash flow and cash management, and achieve further operational savings. Additionally, delivering on this strategic theme will require that we successfully seek and effectively utilize available grants available through a variety of federal, state, and local sources. Lastly, to ensure future prospects for reducing the city's tax burden on local stakeholders, as well as increase the general economic welfare of its residents, the administration will need to capitalize on opportunities to cultivate private and public partnerships that will positively contribute to the expansion of the local tax base.

In our adopted 2003-2004 operating budget, we have again managed to deliver upon the promised reductions with an ad valorem millage rate reduction from 8.85 mills to 8.7625 mills. A similar decrease was also achieved in the debt service millage rate, with the fiscal year 2003-2004 rate set at 1.08, as opposed to 1.218 in the prior year.

Continued growth in the city's tax base serves as a positive indicator of its renewed economic health. During the 2002-2003 fiscal year, the local taxable assessed value increased by more than \$2 billion dollars generating an additional \$15.3 million in



City Manager's Budget Message

revenue. Continued growth has also been matched by this administration's continued fiscal restraint. Last year more than \$23 million dollars in savings were achieved. The majority of these savings were realized through:

- The refinancing of existing debt buoyed by city's improved credit rating;
- The realization of a number of operational efficiencies; and
- Savings achieved through a variety of changes in a variety of functions overseen by the Risk Management Department.

The city's overall financial position remains strong. The projected growth in the city's taxable assessed value is estimated in the fiscal year operating budget at a rate of 13%. This estimate is consistent with recent historical trend data. Another indicator of the city's financial stability - reserve balances - also remain high, totaling approximately \$100 million or roughly 25% of the adopted operating budget. Our financial reporting and accounting mechanisms have also been improved. Chief among these enhancements was the implementation of new accounting practices in keeping with the Governmental Accounting Standards Board (GASB) - 34 requirements for state and local governments. Additional efficiencies are expected in the coming year with the deployment of a new Enterprise Resource Planning (ERP) system, which will integrate financial, human resource, procurement, and budgetary information into a single system.

Significant fiscal challenges, however, remain part of the city's budgetary landscape. Foremost among these challenges remains rising personnel costs, which constitute approximately 74% of the city's operating budget. Escalating pension contributions and health insurance costs will continue to require the Mayor, Commission, and the administration to make difficult choices in future budgets in order to preserve the city's existing fiscal position. The city is taking proactive steps to confront this impending test by commissioning a classification and compensation study that will help us better assess city's salary and benefits structure relative to that of other cities.

Another important strategic objective in our effort to improve the economic health and development of the city is our focus on poverty reduction. The city's poverty reduction efforts for fiscal year 2002-2003 provided tremendous results. Our Earned Income Credit Outreach (EITC) campaign funded with a modest investment of \$150,000 generated an additional \$16 million in credits claimed by City of Miami residents. Acción USA – Miami's loan program, established in part with a grant from the City of Miami as part of the Mayor's Anti-Poverty Campaign, generated 33 loans to city entrepreneurs in the first three (3) months of its operation. Our Community Development Department also helped to finance 530 new, affordable homeownership/rental units throughout the city, while also managing to successfully complete a reorganization of the Housing Opportunities for Persons with AIDS (H.O.P.W.A.) program. In total, these programs have done much to serve some of the city's neediest residents.

To complement our federal and state entitlement dollars and the funding allocated during the last fiscal year for poverty reduction efforts, an additional \$500,000 was included in



City Manager's Budget Message

the fiscal year 2003-2004 operating budget. With these additional resources, the city will build on its past success by achieving the following objectives:

- Continuing and expanding its EITC campaign;
- Financing an additional 750 new, affordable homeownership/rental units;
- Providing 350 families access to new housing units through its H.O.P.W.A. and Section 8 Moderate Rehab program;
- Creating an urban infill development program complemented by a matched savings and down payment assistance programs that will assist a minimum of 100 low-income city families.

Investments that Improve Neighborhood and Environmental Quality

Improving the city's economic health and stimulating development will require continued investments that improve the overall quality of neighborhoods. Improvements to neighborhood and environmental quality are in large measure driven by the city's ability to:

- Provide a transportation system that can accommodate the demand created by future growth;
- Provide excellent recreational, educational, and cultural programs that provide opportunities for positive social interaction and personal development;
- Beautify urban and residential environments through the restoration/provision of critical infrastructure; and
- Provide for the public safety.

The level of growth experienced by the city in recent years is only surpassed by what is planned for future years. In the Central Business District, Omni area, Brickell area, and sections of the city along the Miami River, approximately 16,000 residential units are currently either under development or in the planning stages. This increased density will require that the city continue to make every effort to ensure that an adequate transportation system is developed to support this new growth.

In order to ensure that this burgeoning need is met, the Office of Transportation will, for the first time in recent memory, prepare a Transportation Improvement Plan (T.I.P.) that will establish a citywide framework for transportation system improvements through the year 2020. This plan will reflect all existing and future transit projects funded through federal, state, and local sources. With the passage of the People's Transportation Plan, new local share funding will be used to accelerate a shift in focus from the roadway network to improvements in transit, the pedestrian environment, and other modes of transportation.

In this new fiscal year, the Office of Transportation will execute the required inter-local agreement with Miami-Dade County for receipt of the city's local share of the People's



City Manager's Budget Message

Transportation Plan Tax proceeds. The office will also begin to move aggressively to implement the Phase I recommendations of the Miami Downtown Transportation Master Plan.

Neighborhood Improvement also requires that the city seek to create avenues for positive social interaction. In the past fiscal year, Miami TV has made great strides in becoming a constructive medium for interaction between our government and its residents. Programming is now regularly translated into Spanish and Creole, thereby expanding access to more of community's citizens. In the coming year, the Department of Communication will begin simulcasting city commission meetings in Spanish on Miami TV and will expand its existing slate of original programming.

Our city Parks & Recreation Department has also made some noteworthy gains in the past year that have injected some positive energy into our city parks. The establishment of the "Heart of Our Parks" initiative - consisting of a rotating, weekend series of musical and cultural festivals and expanded cultural and educational programming for city children in a number of parks throughout the community - provided city residents and families with positive outlets for social interaction and city children with enrichment opportunities. The department also served 2,400 children and adults in its learn to swim program, provided summer remedial reading assistance to city children with a grant provided by Miami-Dade County Public Schools, increased the number of special events by 5%, and successfully completed \$1.6 million in capital improvements in parks throughout the city.

In the coming year, the Department expects to significantly increase the number of residents served in its existing programs, as well as introduce the following new programs:

- Implement an after-school homework assistance and tutoring program at all major recreational facilities;
- Open nine (9) new computer labs in city parks; and
- Implement a city-wide soccer league for children at six (6) major parks.

A well designed urban landscape, much like quality programming in city parks, can do much to improve the state of a neighborhood. Many of our city's neighborhoods possess a historical charm or character that warrants preservation. Others which possess tremendous history have lost their sense of place due to the ravages of disinvestment. Sound urban planning can greatly benefit neighborhoods in either situation.

To that end, in the last fiscal year, our Planning Department successfully shepherded the design and adoption of various Neighborhood Conservation Districts (NCDs). Stable communities like Coral Gate and Coconut Grove will now benefit from the protective elements of the adopted NCDs. Historically significant, disinvested communities like West Coconut Grove will benefit from the prescriptive elements of the West Grove Island District Neighborhood, which will ensure that future development will incorporate design elements that reflect the area's history.



City Manager's Budget Message

In other areas of the city, good planning is being used as a catalyst for redevelopment. The Planning & Zoning Department is currently in the process of finalizing an FEC Corridor Regulating Plan that will guide development in neighborhoods adjacent to that rail line. Signs of positive activity are evident throughout the corridor, most notably in the Design District and the Buena Vista areas. The Model City area will also benefit from a recently completed Master Plan for that community, as the redevelopment efforts of the Model City Trust will likely utilize the master plan as the foundation for its current and future work.

Good planning becomes reality through the implementation of a variety of capital improvement and maintenance projects. Much progress has been made in the development of a number of Homeland Defense/Neighborhood Improvement Bond Program and other capital projects. In the last fiscal year, the Department of Capital Improvements completed a variety of capital projects totaling more than \$10 million. In fiscal year 2003-2004, the department expects to complete more than \$32 million in new capital projects. Among the areas of greatest investment are the following:

- Public Facilities \$4.28 million
- Streets & Sidewalks \$4.05 million
- Parks & Recreation \$6.70 million
- Disaster Recovery \$5.29 million

In order to plan for future and existing capital needs, the department, for the first time in recent memory, will present a Capital Improvements Plan to the City Commission for consideration and adoption. This plan will provide the administration and other stakeholders with both a 5-year project timeline and a 20-year assessment of capital needs. The Capital Plan will also facilitate the implementation of a rational schedule for work based on need and available resources.

In addition to the new capital and Homeland Defense/Neighborhood Improvement Bond projects outlined above, the city, through the Department of Public Works, will be implementing an aggressive maintenance program. This program should do much to improve the general aesthetic and condition of city right-of-ways. In the last fiscal year, the Public Works Department completed a number of street reconstruction projects, specifically replacing 37,400 ft. of linear curb and 45,300 ft. of sidewalk. Street, curb and sidewalk replacement/reconstruction projects are expected to increase significantly in the coming year, due in large measure to the availability of local share proceeds from the People's Transportation Plan tax. If approved by the City Commission, the Transportation Improvement Plan will prioritize the investment of local share proceeds in just such projects.

Flooding mitigation will also remain a priority of the Public Works Department's maintenance program. In fiscal year 2003-2004, the department expects to complete the cleaning of 20% of all of the city's storm drains. To date more than 75 storm drains have been cleaned since the activation of the new contract in late September.



City Manager's Budget Message

A city's ability to ensure the public safety is fundamental to providing a quality living environment. Our Police and Fire Departments are each committed to protecting the welfare of our city's residents. In order to ensure enhanced levels of service, our Police Department will fully implement the COMSTAT program in fiscal year 2003-2004. This new assessment tool will help police commander to more accurately predict and address crime patterns in a coordinated crime fighting effort. Additionally, the department will aggressively hire new candidates for service and focus considerable attention on providing training and leadership development for its officers.

The Fire Department in fiscal year 2003-2004 will focus concerted energy on acquiring land for the new fire stations authorized under the Homeland Defense/Neighborhood Improvement Bond program. This will significantly move forward the development of these new assets and provide a permanent presence for the city's enhanced service fleet. In addition, service to residents will be enhanced significantly through the implementation of computer-aided dispatch (CAD) and records management system for the department.

The administration feels strongly that the cumulative impact of the investments and initiatives listed above will do much to improve the neighborhood health and environmental quality of our community.

Creating a Service-Focused Organization

Beyond improving the quality of our physical place, the greatest gains remain in creating a service-focused ethic within the administration. Much progress in this area is already evident and recent increases can be largely attributed to the can-do spirit personified by our Mayor and Commissioners. In this vein, our Neighborhood Enhancement Teams (N.E.T.) - our primary vehicles for customer service and interaction - will be restructured in the coming fiscal year. In an effort to make them singularly service-focused, a separate division of Code Enforcement will be created, thus allowing our service representatives to focus on the area they know best – customer service. Similarly, the new division of code enforcement will allow for more focused attention by the administration on enhanced enforcement and the professional development of inspectors in this area.

Our direct service improvements to residents in the coming fiscal year will also include the launch of a new 311 call center in partnership with Miami-Dade County. The 311 call center will conduct a soft-launch this March with eight (5) departments on-line as part of a new work order generation system. Additionally, residents will be able to have a number of their frequently asked questions answered via this new service.

Service improvements will also be a prominent element of the yearly work plans for the Solid Waste and Building Departments. Automated trash collections will also be expanded in fiscal year 2003-2004 with the introduction of a trash container as part of an integrated collection system. A new monthly bulk trash collection program for residential



City Manager's Budget Message

properties will be introduced and will feature the construction of a new trash and recycling center for residential trash disposal. The Building Department will also institute a number of automated systems that will result in the digitization of building records, on-line inspection scheduling, on-line plans review, and an electronic queuing system (Q-matic) that will improve customer service in the permit and plans review process.

Our greatest service improvements, however, are linked to quality staff hired in the most recent fiscal year. This new personnel brings with it the missing skill sets that have been sorely lacking within the administration and which are necessary to guarantee that the mission, vision, and objectives established by the Mayor and City Commissioners are actually implemented. I am confident our new management team will be able to deliver upon the established objectives.

Conclusion and Acknowledgements

The Fiscal Year 2003-2004 budget reflects the commitment of staff to implement the priorities established by our elected officials. Specific, measurable objectives designed to improve the economic health, neighborhood quality, and service-focus of the city form the basis for establishing the priorities addressed herein. Our commitment remains to monitor our progress and refine our approach as we move forward.

In conclusion, I would like to thank all of the members of the administration for the thought and effort invested in the development of this budget. I also owe the Mayor and members of the City Commission a great deal of gratitude for their leadership and guidance throughout this process. Thank you all for your extraordinary commitment to the future of our city.

Respectfully submitted,

Joe Arriola
City Manager



City of Miami FY2004 Budget READER'S GUIDE

This section is a brief guide that explains the scope, format and content of Miami's annual budget document. It provides information to help the reader understand the concepts and components found throughout this budget document.

SCOPE OF THE BUDGET DOCUMENT

A municipal budget is a plan of financial operation containing an estimate of proposed expenditures and the means of financing them during a fiscal year. The FY 2003-2004 (also called FY2004) annual budget document for the City of Miami provides historical, current and future comparisons of revenues and expenditures, and proposed allocations of resources.

The budget contains summaries of all ongoing City operations including the Capital Improvement Program (CIP).

BUDGET FORMAT -- OVERALL ORGANIZATION

The Table of Contents lists the major subjects covered in this document and the corresponding page numbers. As a further aid to the reader, the document is organized into the following types of presentations:

Budget Message – A narrative summary highlighting important financial aspects of the proposed budget and providing an overview of the major changes proposed by the City Manager for FY 2004.

Table of Organization - A chart showing the organizational structure of City departments and agencies. Further indicators of the City's organization are found at the beginning of each departmental summary.

City Profile- A summary containing demographic information about Miami.

Budget Summaries - A collection of financial tables and charts summarizing various components of the budget. The primary focus is on revenue estimates and proposed appropriation levels by fund.

Fund Summaries - A series of four tabs organized by type of fund in which detailed departmental, divisional, or program summaries are included for individual budgetary units. The fund categories used are:

- * **General Fund**
- * **Debt Service Fund**
- * **Special Revenue Funds**
- * **Capital Improvement Funds**

Glossary of Budget Terms and Acronyms - This section, found in Appendix A, contains definitions of the municipal budgetary terms and acronyms used in this document.

Methodology and Assumptions - Appearing as Appendix B, this section explains the assumptions and process followed, and a description of the City's overall financial structure.

Cost Allocation - Appearing as Appendix C, this section defines the City's core services and provides a full cost of delivering those services.



City of Miami FY2004 Budget READER'S GUIDE

Five Year Forecast and Reserve – This section, found in Appendix D, contains a five-year financial forecast with corresponding reserves for each year.

Other City Agencies - These are semi-autonomous agencies controlled by and dependent on the City Commission for budget authority. Appendix E presents their budgets for FY2004.

FORMAT FOR DEPARTMENT BUDGET SUMMARIES

With a few exceptions, departments are presented in alphabetical order. The General Fund section, for example, includes detailed summaries on all departments, divisions, and offices funded with General Fund revenues.

The following explains the content for the pages in the General Fund and Special Revenue sections. Certain funding areas such as Non-Departmental Accounts (General Fund), Debt Service and Capital Improvements follow individually tailored formats.

Description – A brief narrative summary of the department's major responsibilities and activities to help the reader understand the fiscal and personnel allocations presented in the budget.

Organization - An organizational chart showing the number of positions by division and/or section within each department.

Long-Term Goal – A brief statement of the department's long-range plans that align with the priorities set by the City Commission.

Objectives for FY 2004 – Measurable objectives the department plans to meet in order to achieve their long-term goal(s).

Significant Accomplishments in FY 2003 – Important achievements during FY 2002-2003 that deserve to be noted and recognized.

Department Summary - A historical comparison of expenses by major object code categories and the budget estimate for the year to come. The page contains a pie chart reflecting the proposed budget allocation by categories.

Department Detail - An explanation of any major increases or decreases by category to the department's recommended budget as well as any functional or organizational changes.

Divisional Summary - Divisional Summary pages follow Department Summary pages for those departments that have more than one division. This summary is a chart that provides a historical comparison of expenses by divisions and the budget estimate for the new fiscal year. A bar graph depicts the proposed budget allocation by divisions.

Divisional Detail - Any major increases or decreases by division to the department's recommended budget.



City of Miami FY2004 Budget
CITY PROFILE

Now 107 years old, Miami is part of the nation's eleventh largest metropolitan area. Incorporated in 1896, Miami is the only municipality conceived and founded by a woman - Julia Tuttle. In population, Miami is the largest of the 31 municipalities that make up Miami-Dade County.

Called the "Gateway to the Americas," Miami is an important center of international trade and commerce as evidenced by the large number of foreign consulates. Banking is big business here too. Miami has the most international banks of any city in the United States.

As we venture forth into the third millennium, the City of Miami is literally "changing at the speed of magic." The changes are reflected in the skyline, teeming with construction cranes in the central downtown business core, the Omni area immediately north of downtown, Coconut Grove, on Watson Island, and on Brickell Key. There are signs of urban revitalization nearly everywhere.

Commercial and residential construction has maintained a steady upward pace from 1998 through August of 2003, as reflected in the latest building trends data for the City of Miami.

Commercial Construction

Residential Construction

<u>Year</u>	<u>Building Permits Issued</u>	<u>Construction Cost</u>	<u>Building Permits Issued</u>	<u>Construction Cost</u>
1998	3199	\$322 million	4285	\$44 million
1999	2918	\$697 million	4552	\$51 million
2000	3370	\$633 million	5055	\$45 million
2001	3523	\$581 million	4957	\$55 million
2002	2386	\$963 million	3603	\$63 million
2003	2214	\$730 million	3787	\$54 million

Revitalization is not just commercial. It radiates throughout all Miami neighborhoods. Due to the front-line efforts of our Neighborhood Enhancement Teams (NET), the City is cleaning up its streets and vacant lots, planting trees, demolishing unsafe structures, reducing illegal dumping, and performing aggressive code enforcement.

City efforts to improve our neighborhoods are a nice complement to our 1998 designation as part of Miami-Dade's Empowerment Zone. Much of the City's five poorest neighborhoods are within the Empowerment Zone area. This designation should create an opportunity for approximately 37,000 low-income Miami residents in the target area to benefit from new health, education and social services. Loans, grants and tax incentives will be available to existing businesses and to new ventures willing to relocate or start up in the Zone. At least 5,000 new jobs will be created. During the Zone's ten years of existence, the Miami-Dade area could receive approximately \$90 million from the federal government. Other funds will be leveraged from State and local sources. This is a unique opportunity to improve the lives of some of our most disadvantaged constituents.



CITY PROFILE

COMMUNITY PROFILE DATA

Year of Incorporation	1896
Form of Government	Mayor-Commissioner Plan
Area of City	34.5 Square Miles
Recommended FY 2004 Budget	\$417,326,310 (General Fund)
Expenditures Per Capita	\$1,151

POPULATION & RACIAL COMPOSITION

2000 Census	362,470
White	12%
Black	22%
Hispanic	66%

POPULATION BY PLACE OF BIRTH*

Native	40.5%
Born in Florida	26.6%
Born Out of State	11.3%
Born Outside United States	2.6%
Foreign Born	59.5%

AGE DISTRIBUTION

1-19 Years	24.4%
20-44 Years	36.8%
45-59 Years	17.2%
60-74 Years	19.6%
75 and Older	2.3%
Median Age	38

* Figures are from the 2000 U.S. Census.



HOUSEHOLD CHARACTERISTICS

Total Households	134,198
Median Household Income*	\$23,483
Household Size (Persons)	2.61

HOUSING TENURE

Occupied Housing Units	134,198
Owner-Occupied Housing Units	46,836
Renter-Occupied Housing Units	87,362

THE LABOR FORCE

Civilian Labor Force*	182,221
Percent Employed	91.4%
Percent Unemployed	8.6%

Employment by Occupation**

<u>Occupation</u>	<u>% of Workers</u>
Management, Professional, and related occupations	23.8
Service occupations	22.1
Sales and office occupations	26.2
Farming, fishing, and forestry occupations	0.5
Construction, extraction, and maintenance occupations	13.6
Production, transportation, and material moving occupations	13.8

* Source: Florida Department of Labor & Employment Security, January 2001

** Figures are from the 2000 U.S. Census.



City of Miami FY2004 Budget
CITY PROFILE

Miami's Major Employers

<u>Occupation</u>	<u># of Workers</u>
Miami-Dade Public Schools	37,500
Miami-Dade County Govt.	30,000
Federal Agencies	18,276
State Government	18,100
Jackson Memorial Hospital	11,000
Bell South	4,240
City of Miami	3,645

ECONOMIC DATA

Cost of Living Comparison for Selected Urban Areas*
 (U.S. Average = 100)

<u>City</u>	<u>Index</u>
New York (Manhattan), NY	234.5
Boston, MA	142.5
Philadelphia, PA	125.5
Washington, D.C.	125.4
Miami, FL	107.7
Cleveland, OH	104.4
Phoenix, AZ	103.3
Minneapolis - St. Paul, MN	101.4
Baltimore, MD	100.4
Atlanta, GA	99.5
Dallas, TX	98.9

TOURISM

Visitors to Greater Miami in 2002

Domestic	5,316,200
International	4,915,200
Total	10,231,400

Visitors to Greater Miami by Place of Origin, 2002

European Countries	1,100,000
Canada	536,000
Latin America:	3,111,300
South America	2,067,800
Central America	393,600
Caribbean	949,900
Others	137,100
Total	4,884,400

* Cost of living data is from the ACCRA Index, April, 2003.



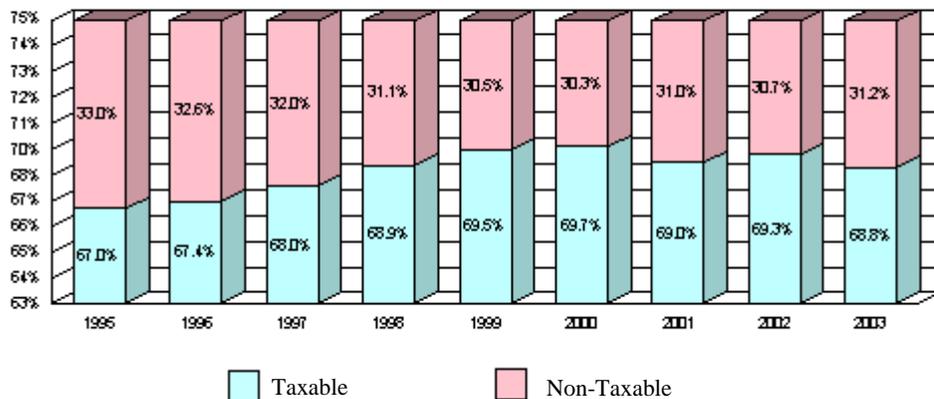
REVENUE SUMMARIES

TAXABLE VERSUS GROSS VALUE

EXEMPTIONS AT A GLANCE

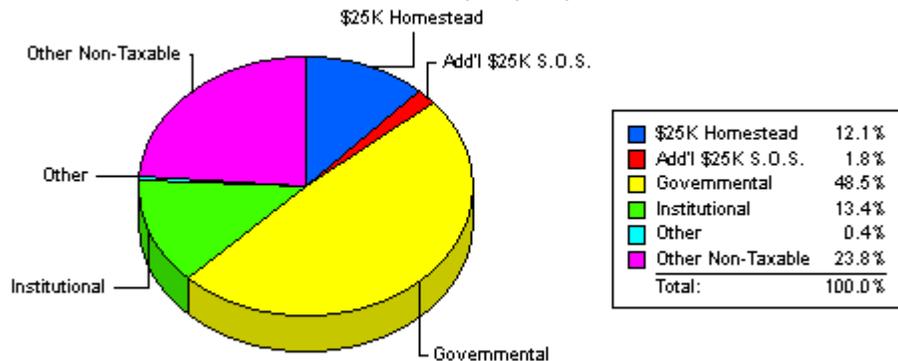
Ad valorem taxes are taxes levied against the assessed valuation of real and tangible personal property in Miami for the current year. The amount of taxes levied by a municipality is dependent on the millage rate in effect and the final taxable values, which is the gross taxable value adjusted for exemptions entitled to governmental entities, churches, public schools and universities, and some other non-taxable entities and reductions made through a value adjustment hearing board process. The difference between the gross value and those exemptions and adjustments is what is known as a municipality's taxable value. The taxable value is the true value which taxes are levied against. Within the City of Miami, the preliminary value assessment of those exemptions for 2003 equated to a little over \$8.8 billion. This amount represented 31.2% of the gross taxable value of approximately \$28 billion for that year.

Gross Assessed Value vs. Taxable Assessed Value



FY 2003 Exemptions and Other Non-Taxable

Total Value = \$8,826,369,172



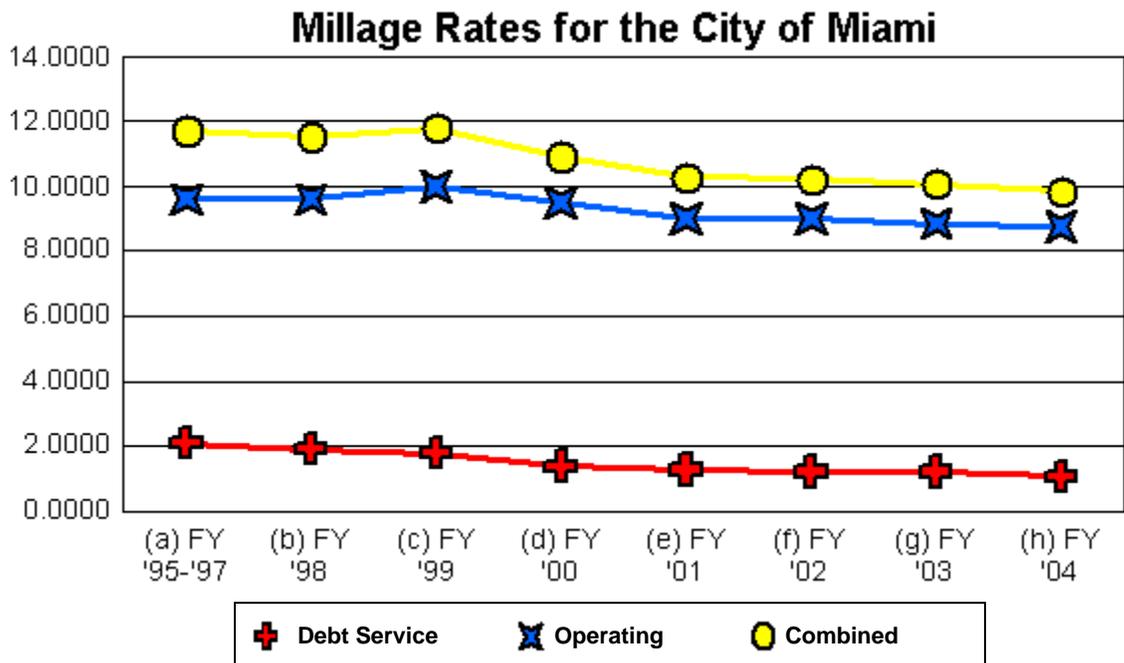


REVENUE SUMMARIES

MILLAGE RATES

OPERATING AND DEBT SERVICE

A mill is expressed as a \$1 in taxes for every \$1,000 of assessed valuation. This is the rate that is calculated with the taxable value to show the amount of ad valorem taxes levied by a municipality. For Fiscal Year 2004, the operating and debt service millage rates for the City of Miami are shown below.



	Operating	Debt Service	Combined
FY '95-'97	9.5995	2.1060	11.7055
FY '98	9.5995	1.9200	11.5195
FY '99	10.0000	1.7900	11.7900
FY '00	9.5000	1.4000	10.9000
FY '01	8.9950	1.2800	10.2750
FY '02	8.9950	1.2180	10.2130
FY '03	8.8500	1.2180	10.0680
FY '04	8.7625	1.0800	9.8425

*The millage rates expressed in the chart above are the adopted rates for fiscal years 1995 - 2003 and the estimated rate for fiscal year 2004.



REVENUE SUMMARIES

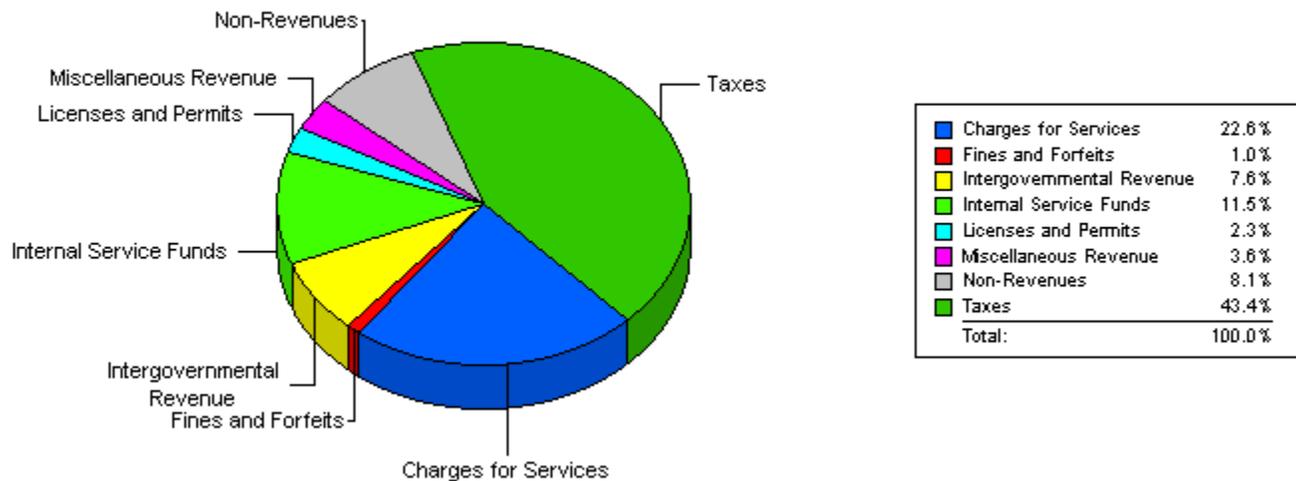
REVENUE SUMMARY BY CATEGORY

GENERAL FUND

The General Fund is the general operating fund of the City. It accounts for all financial resources except for those required to be accounted for in another fund. The largest source of revenue in this fund is generated from ad valorem taxation.

	Adopted Budget 2002-03	Amended Budget 2002-03	Adopted Budget 2003-04
General Fund			
Taxes	\$165,831,576	\$165,831,576	\$181,142,662
Licenses and Permits	\$8,405,200	\$8,405,200	\$9,566,645
Intergovernmental Revenue	\$31,147,597	\$31,147,597	\$31,685,129
Charges for Services	\$92,584,618	\$92,584,618	\$94,135,591
Fines and Forfeits	\$3,960,000	\$3,960,000	\$4,100,000
Miscellaneous Revenue	\$15,554,000	\$15,554,000	\$14,917,042
Non-Revenues	\$21,948,005	\$27,100,532	\$33,992,449
Internal Service Funds	\$45,876,097	\$45,876,098	\$47,786,792
	\$385,307,093	\$390,459,621	\$417,326,310

FY 2004 General Fund Revenue Breakdown





REVENUE SUMMARIES

REVENUE SUMMARY BY CATEGORY COMBINED SPECIAL REVENUE FUNDS

Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes. In Fiscal Year 2000, this fund was reorganized into several distinct funds. Each Special Revenue Fund, as outlined below, has revenue sources specific to the purpose for which that fund was established. These sources include subsidies from the General Fund, grants, special assessments and taxes.

Special Revenue Funds

Fund 102 – Convention Center

Fund 103 – Economic Development and Plan Services

Fund 104 – Fire Rescue Services

Fund 105 – Neighborhood Enhancement Team Offices

Fund 106 – Parks and Recreation Services

Fund 107 – Police Services

Fund 108 – Law Enforcement Trust Fund

Fund 109 – Public Works Services

Fund 110 – City Clerk Services

Fund 113 – Public Services Taxes

Fund 117 – Community Development

Fund 118 – Health Facilities Authority

Fund 119 – Strategic Initiatives

Fund 122 – Transportation & Transit



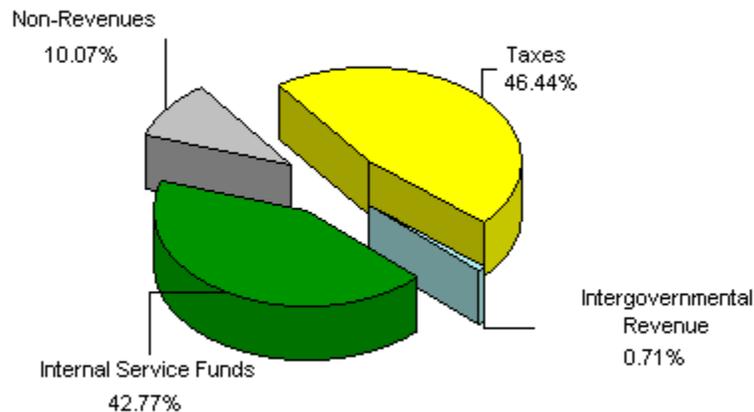
REVENUE SUMMARIES

REVENUE SUMMARY BY CATEGORY COMBINED DEBT SERVICE FUNDS

Debt Service Funds account for the accumulation of resources for, and payment of, general long-term debt principal, interest, and related costs. The major revenue sources in these funds are from taxes levied through a debt millage rate, public service taxes and from interdepartmental revenues.

	Adopted Budget 2002-03	Amended Budget 2002-03	Adopted Budget 2003-04
Debt Service Fund			
Taxes	\$19,877,128	\$19,877,128	\$19,689,165
Licenses and Permits	\$0	\$0	\$0
Intergovernmental Revenue	\$302,403	\$302,403	\$302,475
Charges for Services	\$1,860,000	\$1,860,000	\$0
Fines and Forfeits	\$0	\$0	\$0
Miscellaneous Revenue	\$422,345	\$422,345	\$0
Non-Revenues	\$3,855,235	\$3,855,235	\$4,269,705
Internal Service Funds	\$14,890,437	\$14,890,437	\$18,134,744
	\$41,207,548	\$41,207,548	\$42,396,089

FY 2004 Debt Service Funds Revenue Breakdown





City of Miami FY2004 Budget

APPROPRIATION

SUMMARIES

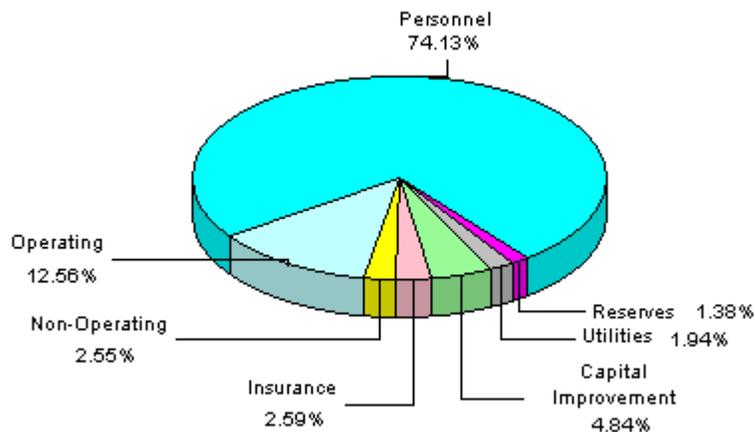
Appropriation by Category

General Fund

The chart shown below classifies the General Fund Estimated Fiscal Year 2004 Appropriations into several categories. The expenditure categories listed in the chart specifically depict how the City appropriates its funding sources. Personnel cost, which accounts for 74.27% of the estimated appropriation amount, includes all salary and fringe benefits including health insurance, worker's compensation, and pensions. The operating expenses category includes all fixed and variable related expenses except those listed as a separate category.

	<u>Adopted 2002-03</u>	<u>Amended 2002-03</u>	<u>Adopted 2003-04</u>
Personnel	\$272,766,537	\$278,784,011	\$309,381,953
Operating	\$43,553,035	\$47,155,017	\$52,415,412
Utilities	\$8,100,784	\$8,086,584	\$8,106,802
Insurance	\$11,550,417	\$8,590,417	\$10,807,200
Reserves	\$7,220,461	\$2,287,925	\$5,773,470
Non-Operating	\$8,798,470	\$13,412,814	\$10,629,866
Capital Improvement	\$33,317,389	\$32,142,852	\$20,211,607
	<u>\$385,307,093</u>	<u>\$390,459,620</u>	<u>\$417,326,310</u>

**Appropriation by Category For the General Fund
Estimated Budget of \$417,326,310**





City of Miami FY2004 Budget
APPROPRIATION
SUMMARIES

Appropriation Comparison By Fund And Spending Agency

	<u>Adopted 2002- 03</u>	<u>Amended 2002- 03</u>	<u>Adopted 2003- 04</u>
<u>GENERAL FUND</u>			
Mayor	1,032,940	1,032,940	935,174
Board of Commissioners	1,500,000	1,500,000	1,500,000
Office of the City Manager	1,866,648	1,829,955	1,763,162
Office of the City Clerk	886,540	906,540	1,543,270
Office of Civil Service	309,726	309,726	324,751
Office of Auditor General (was Internal Audit)	965,997	860,104	844,947
Office of Communications	820,000	820,000	864,330
Civilian Investigative Panel	414,837	414,837	674,073
Office of CitiStat	429,100	429,100	423,805
Office of Grants Administration	424,393	477,680	487,848
Office of Hearing Boards	743,898	743,898	777,934
Building	5,234,893	5,298,893	5,771,395
Conferences, Conventions & Public Facilities	5,082,030	5,027,198	5,527,283
Finance	5,030,386	5,030,386	5,418,168
Fire - Rescue	56,331,638	57,200,029	58,428,406
General Service Administration	15,062,000	15,120,434	15,039,270
Employee Relations *	3,598,215	3,457,678	3,814,673
Information Technology	8,900,926	8,779,627	11,658,594
Law	4,788,319	4,810,359	5,080,515
Office of Strategic Planning, Budgeting & Perf	1,580,503	1,383,594	1,383,221
Parks and Recreation	11,188,789	11,188,789	11,850,384
General & Sanitation Employees' Ret. Trust	5,982,137	5,615,137	13,779,217
Fire Fighters' and Police Officers' Ret. Trust	16,754,011	20,266,011	34,522,203
Administrators' & Elected Officers' Ret. Plan	300,000	718,492	765,217
Planning & Zoning	2,387,884	2,387,884	3,032,910
Police	95,240,931	95,191,016	98,967,312
Public Works	9,416,990	11,743,254	11,966,978
Purchasing	1,249,915	1,253,694	1,270,145
Economic Development *	2,150,222	2,154,005	2,038,679
Risk Management	46,784,390	46,765,429	51,215,910
Solid Waste	23,047,288	23,047,288	22,637,147
Non-Departmental Accounts	55,801,547	54,695,643	43,019,389
GENERAL FUND Total:	<u>\$385,307,093</u>	<u>\$390,459,620</u>	<u>\$417,326,310</u>



City of Miami FY2004 Budget
**APPROPRIATION
SUMMARIES**

Appropriation Comparison By Fund And Spending Agency Continued

	<u>Adopted 2002- 03</u>	<u>Amended 2002- 03</u>	<u>Adopted 2003- 04</u>
<u>DEBT SERVICE FUND</u>			
Special Obligation Bonds	18,589,411	18,589,411	21,668,207
General Obligation Bonds	22,618,137	22,618,137	20,727,881
DEBT SERVICE FUND Total:	<u>\$41,207,548</u>	<u>\$41,207,548</u>	<u>\$42,396,088</u>
<u>SPECIAL REVENUE FUNDS</u>			
Fund 100 - Other Special Revenue Fund	125,000	992,747	125,000
Fund 102 - Convention Center	7,058,292	7,095,960	7,065,140
Fund 103 - Economic Devel. & Plan. Serv.	243,798	4,934,474	243,798
Fund 104 - Fire Rescue Services	5,239,363	6,645,562	16,565,776
Fund 105 - Neigh. Enhance. Teams (N.E.T.)	5,650,880	5,650,880	6,065,301
Fund 106 - Parks & Recreation Services	941,817	1,631,307	518,299
Fund 107 - Police Services	17,117,430	20,973,961	18,772,477
Fund 108 - Law Enforcement Trust Fund	8,064,087	8,253,184	6,302,588
Fund 109 - Public Works Services	1,088,968	1,088,968	1,115,120
Fund 110 - City Clerk Services	191,013	211,422	190,430
Fund 113 - Public Service Tax	56,299,393	56,299,393	60,812,983
Fund 117 - Community Development Serv.	43,781,096	67,575,330	37,099,984
Fund 118 - Health Facilities Authority	116,654	116,654	116,479
Fund 119 - Strategic Development Initiatives	-	4,261,513	1,383,481
Fund 122 - Transportation & Transit	-	-	13,025,000
SPECIAL REVENUE FUNDS Total:	<u>\$145,917,791</u>	<u>\$185,731,355</u>	<u>\$169,401,856</u>
Total City of Miami Budget:	<u>\$572,432,432</u>	<u>\$617,398,523</u>	<u>\$629,124,254</u>
<u>CAPITAL IMPROVEMENT FUND</u>			
CIP Administration	3,260,384	3,416,972	3,728,110
<u>AUTHORITIES/OTHER AGENCIES</u>			
Bayfront Park Management Trust	3,562,600	3,562,600	5,211,700
Community Redevelopment Agency	7,679,166	10,676,479	13,524,671
Department of Off-Street Parking	14,671,501	14,671,501	24,962,627
Downtown Development Authority	2,506,877	2,506,877	2,684,977
Miami Sports and Exhibition Authority	1,150,000	1,150,000	1,150,000
Model City Com. Revitalization District Trust	14,961,968	14,961,968	11,340,368
Virginia Key Beach Park Trust	565,000	565,000	1,145,691

* Consolidated departments for FY04: Employee Relations includes Labor Relations; Economic Development includes Asset Mgmt



City of Miami FY2004 Budget
APPROPRIATION
SUMMARIES

Summary of Positions - Comparison By Fund

	Adopted Positions 2002-03	Amended Positions 2002-03	Difference Between Adopted & Amended	Adopted Positions 2003-04	Difference Between Adopted & Amended
<u>GENERAL FUND</u>					
Mayor	15.05	15.07	0.02	14.57	(0.50)
Board of Commissioners	20.45	23.42	2.97	23.42	-
City Manager	24.00	24.00	-	22.00	(2.00)
Office of the City Clerk	10.00	10.00	-	10.00	-
Office of Civil Service	4.00	4.00	-	4.00	-
Office of Communications	11.00	11.00	-	11.00	-
Civilian Investigative Panel	6.00	6.00	-	8.00	2.00
Building	81.00	81.00	-	79.00	(2.00)
Conference, Conv. & Public Facilities	28.66	27.66	(1.00)	37.16	9.50
Finance	67.00	67.00	-	71.00	4.00
Fire Rescue					
Civilian	73.00	73.00	-	73.00	-
Sworn	634.00	634.00	-	634.00	-
Total Fire Rescue:	707.00	707.00	-	707.00	-
General Services Administration	161.00	162.00	1.00	160.00	(2.00)
Information Technology	74.00	73.00	(1.00)	83.00	10.00
Internal Audits	11.00	11.00	-	-	(11.00)
Law	59.75	60.75	1.00	61.00	0.25
Non-Departmental Accounts (NDA)					
Miami Action Plan	2.00	-	(2.00)	-	-
Sister Cities	2.50	2.50	-	-	(2.50)
Community Relations Board	1.00	1.00	-	2.00	1.00
FACE	1.00	5.00	4.00	5.00	-
Employee Pool	-	-	-	-	-
Total Non-Departmental Accounts (NDA)	6.50	8.50	2.00	7.00	(1.50)
Parks and Recreation	133.00	133.00	-	142.00	9.00
Planning and Zoning	33.34	33.34	-	34.84	1.50
Police					
Civilian	330.00	329.00	(1.00)	326.00	(3.00)
Sworn	1061.00	1061.00	-	1075.00	14.00
Total Police:	1391.00	1390.00	(1.00)	1401.00	11.00
Public Works	84.00	94.00	10.00	95.00	1.00
Purchasing	19.00	19.00	-	19.00	-
Risk Management	32.00	32.00	-	25.00	(7.00)
Solid Waste	242.00	242.00	-	242.00	-
Office of Grants Management	6.00	7.00	1.00	7.00	-
Office of the Auditor General	1.00	1.00	-	11.00	10.00
Office of "CityStat"	6.00	6.00	-	6.00	-
Employee Relations *	41.00	40.00	(1.00)	41.00	1.00
Strategic Planning, Budget, & Perform.	22.00	19.00	(3.00)	19.00	-
Economic Development *	25.66	25.66	-	24.16	(1.50)
Office of Hearing Boards	7.00	7.00	-	8.00	1.00
TOTAL GENERAL FUND:	3329.41	3340.40	10.99	3373.15	32.75



City of Miami FY2004 Budget
APPROPRIATION
SUMMARIES

Summary of Positions - Comparison By Fund Continued

	Adopted Positions 2002-03	Amended Positions 2002-03	Difference Between Adopted & Amended	Adopted Positions 2003-04	Difference Between Adopted & Amended
<u>SPECIAL REVENUE FUNDS</u>					
Fund 100 - Other Special Revenue Fund					
Homeless Program	2.00	2.00	-	2.00	-
Total - Other Special Revenue Fund	2.00	2.00	-	2.00	-
Fund 101 - Comm. Redevel. Agency (CRA)					
Administration	3.00	3.00	-	-	(3.00)
Fund 102 - Convention Center					
Administration	5.34	5.34	-	5.84	0.50
Fund 103 - Economic Devel. & Plan. Serv.					
DRI Administration	-	-	-	-	-
Fund 104 - Fire Rescue Services					
Administration	-	-	-	4.00	4.00
Fund 105 - Neigh. Enhance. Teams (N.E.T.)					
Administration	98.00	98.00	-	96.00	(2.00)
Fund 106 - Parks & Recreation Services					
Disabilities Program	8.00	8.00	-	6.00	(2.00)
Fund 107 - Police Services					
Civilian	23.00	23.00	-	-	(23.00)
Sworn	124.00	124.00	-	28.00	(96.00)
Total - Police Services:	147.00	147.00	-	28.00	(119.00)
Fund 108 - Law Enforcement Trust Fund					
Administration	4.25	4.25	-	4.00	(0.25)
Fund 110 - City Clerk Services					
Administration	3.00	3.00	-	3.00	-
Fund 117 - Community Development Serv.					
Administration	89.00	89.00	-	75.00	(14.00)
Fund 122 - Transportation & Transit					
Administration	-	-	-	4.00	4.00
TOTAL SPECIAL REVENUE FUNDS:	359.59	359.59	-	227.84	(131.75)
<u>CAPITAL IMPROVEMENT</u>					
<u>PROGRAM FUND</u>					
Administration Office	45.00	47.00	2.00	48.00	1.00
TOTAL CIP FUND:	45.00	47.00	2.00	48.00	1.00
TOTAL ALL FUNDS:	3734.00	3746.99	12.99	3648.99	(98.00)

Notes: (*) Denotes new Offices, Departments, or Boards added for Fiscal Year 2004. This Summary of positions does not contain information related to Temporary Positions within the City of Miami. That information can be found on the Departmental Description pages, along with their respective Table of Organization.



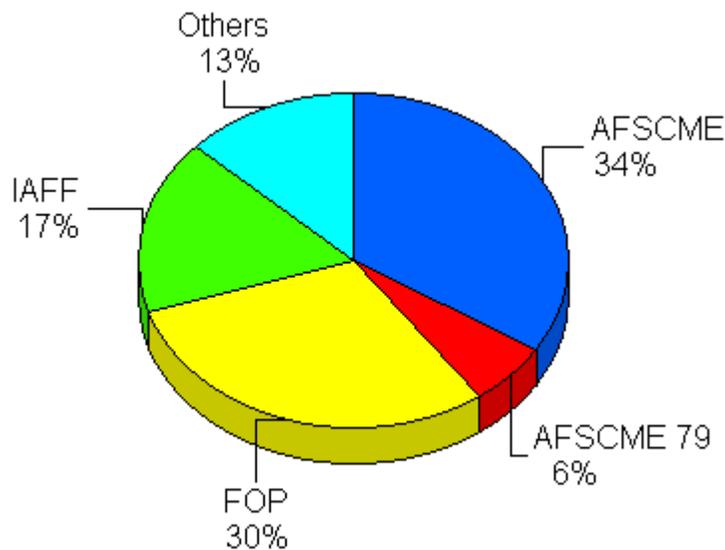
City of Miami FY2004 Budget APPROPRIATION SUMMARIES

CITY WORKFORCE

This Proposed Budget contemplates a reduction to the City's workforce. The total number of permanent positions is 3,646.99 for a net decrease of 100 positions for all funds. The General Fund comprises 3,376.15 of this total, which is an increase of 35.75 permanent positions from the prior years amended number. The Summary of Position Comparison does not include temporary positions because the City felt that instead of holding a department to a certain number of temporary positions, which an adopted table of organization with temporary positions does, it was more prudent to allow departments to use temporary budgets to hire based on funds available. In the departmental pages there is a reference as to how many Full Time Equivalents (FTE'S) a department could have based on the assumption that the temporary earned \$10.00 per hour and worked 40 hours per week, this is then added to calculate a total number of positions a department could have based on this assumption.

Labor Unions

There are four Labor Unions in the City: Fraternal Order of Police (FOP), American Federation of State County and Municipal Employees (AFSCME), International Association of Fire Fighters (IAFF), and American Federation of State County and Municipal Employees 79 (AFSCME 79). Labor unions represent eighty-seven (87)% of the City's workforce. The composition of staff, by labor organization, is as follows:





OFFICE OF THE MAYOR

DESCRIPTION

Miami's form of government is called the "mayor-commissioner plan". Qualified voters elect the Mayor at-large to a four-year term. He appoints the City Manager who is the chief administrative officer but the Mayor may not dictate the appointment or employment of any other employee. Although not a member of the City Commission, the Mayor may preside over Commission meetings or designate a Commissioner to preside. He may take command of police during a public emergency. He has veto authority over any actions of the Commission. The Mayor is Miami's official representative and maintains contact with all levels of government to foster cooperation.

ORGANIZATION

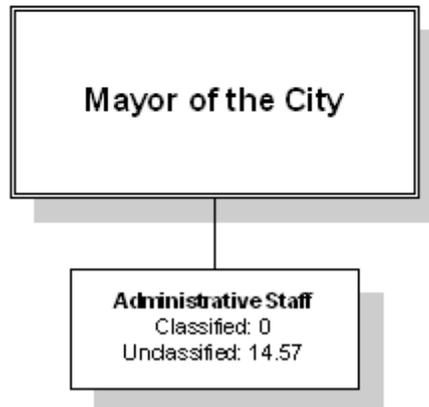
FY 2004 Table of Organization

Classified: 0

Unclassified: 14.57

Temporary FTE: 1

Total Positions: 15.57



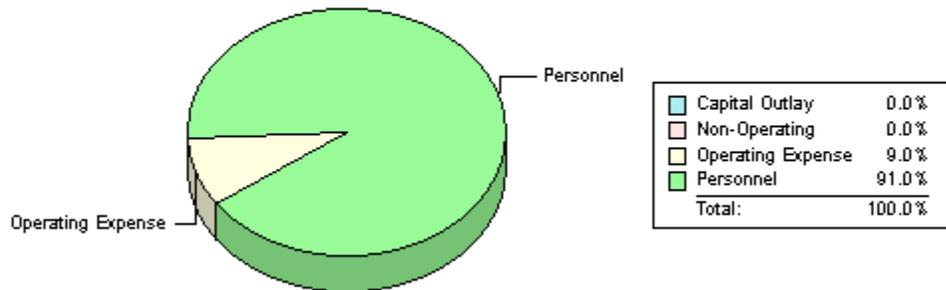


City of Miami FY2004 Budget
OFFICE OF THE MAYOR

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$497,970	\$626,741	\$977,074	\$854,712	\$850,860
Operating Expens	\$78,367	\$56,927	\$55,866	\$79,028	\$84,314
Capital Outlay	\$1,234	\$174	\$0	\$27,500	\$0
Non-Operating	\$0	\$0	\$0	\$71,700	\$0
	\$577,571	\$683,842	\$1,032,940	\$1,032,940	\$935,174

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$3,852 or 0.45% less than the FY2003 Amended Budget due to the transfer of one position to the Manager's Office offset by increases due to anniversary and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$5,286 or 6.69% more than the FY2003 Amended Budget due to an increase in demands, additional funds have been appropriated to better meet these operational needs. Specifically, the funds were appropriated in professional services.
- ◆ **Capital Outlay:** This category is \$27,500 or 100.00% less than the FY2003 Amended Budget due to one-time capital expenditures related to replacements of obsolete and non-functional small capital items.
- ◆ **Non-Operating:** This category is \$71,700 or 100.00% less than the FY2003 Amended Budget due to a one-time reserve allocation that has been eliminated to better align appropriations to anticipated financial needs for FY2004.



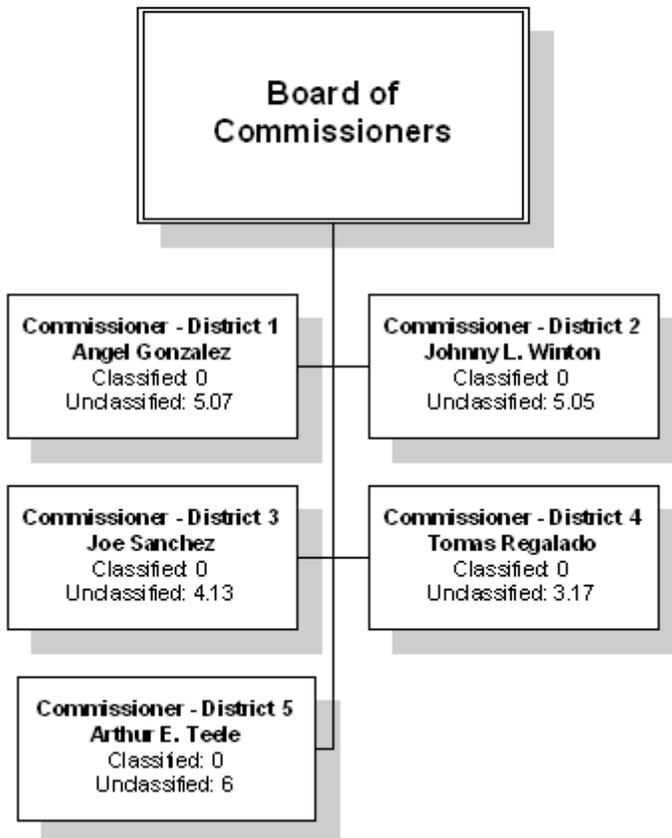
City of Miami FY2004 Budget
COMMISSIONERS

DESCRIPTION

The Board of Commissioners consists of five Miami residents elected to four-year terms from five districts within the City. Elections are nonpartisan. The Commission's role is to provide policy direction for programs that are effective, efficient, and responsive to the needs of residents. The policy decisions of the Commission are implemented by the City Manager. Commissioners are prohibited from dictating the appointment or employment of any City employee or for giving orders to any subordinates of the City Manager. The Commission may remove the City Manager or override any mayoral veto by a four-fifths vote.

ORGANIZATION

FY 2004 Table of Organization
Classified: 0
Unclassified: 23.42
Temporary FTE: 5
Total Positions: 28.42



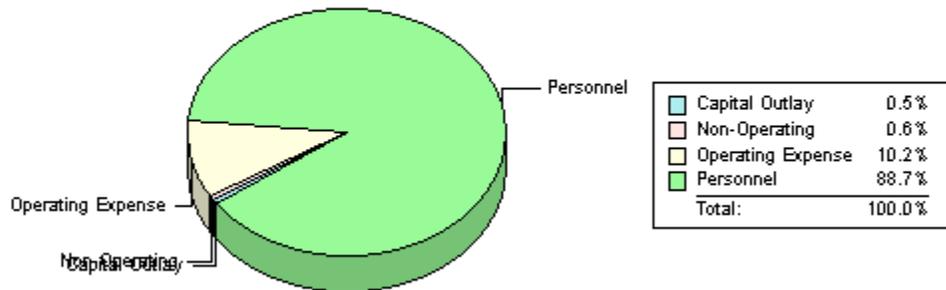


City of Miami FY2004 Budget
COMMISSIONERS

DEPARTMENT
SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$739,205	\$814,149	\$1,334,090	\$1,316,920	\$1,331,106
Operating Expens	\$129,760	\$95,178	\$165,910	\$164,637	\$153,424
Capital Outlay	\$2,768	\$1,592	\$0	\$18,443	\$7,000
Non-Operating	\$0	\$1,000	\$0	\$0	\$8,470
	\$871,733	\$911,919	\$1,500,000	\$1,500,000	\$1,500,000

Allocation by Department



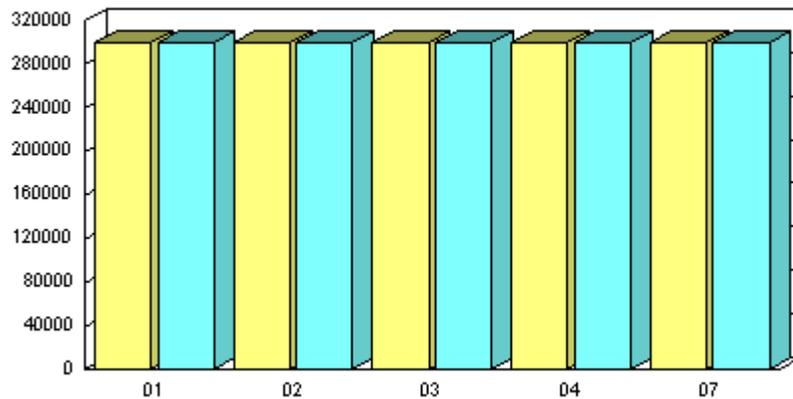


City of Miami FY2004 Budget
COMMISSIONERS

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Com. Sanchez	\$185,527	\$171,712	\$300,000	\$300,000	\$300,000
Com. Regalado	\$151,773	\$160,849	\$300,000	\$300,000	\$300,000
Com. Winton	\$193,904	\$195,032	\$300,000	\$300,000	\$300,000
Com. Gonzalez	\$163,626	\$187,676	\$300,000	\$300,000	\$300,000
Com. Teele	\$176,903	\$196,650	\$300,000	\$300,000	\$300,000
	\$871,733	\$911,919	\$1,500,000	\$1,500,000	\$1,500,000

Allocation by Division



DETAILS

- ◆ **Com. Sanchez (Div 01):** This division is unchanged compared to FY2003 Amended Budget to better assist the City in its financial endeavors. Thus, the Commissioners have maintained a static budget reflecting no operational increases.
- ◆ **Com. Regalado (Div 02):** This division is unchanged compared to FY2003 Amended Budget to better assist the City in its financial endeavors. Thus, the Commissioners have maintained a static budget reflecting no operational increases.
- ◆ **Com. Winton (Div 03):** This division is unchanged compared to FY2003 Amended Budget to better assist the City in its financial endeavors. Thus, the Commissioners have maintained a static budget reflecting no operational increases.
- ◆ **Com. Gonzalez (Div 04):** This division is unchanged compared to FY2003 Amended Budget to better assist the City in its financial endeavors. Thus, the Commissioners have maintained a static budget reflecting no operational increases.
- ◆ **Com. Teele (Div 07):** This division is unchanged compared to FY2003 Amended Budget to better assist the City in its financial endeavors. Thus, the Commissioners have maintained a static budget reflecting no operational increases.



OFFICE OF THE CITY MANAGER

DESCRIPTION

The City Manager implements and enforces the policies, directives, and legislation adopted by the City Commission. As the chief administrative officer, the City Manager is responsible for the daily operations of the City, prepares the budget, assists in planning for the development of the City, supervises employees, interacts with citizen groups and other units of government, and is otherwise responsible for the health, safety and welfare of the residents and visitors to Miami.

ORGANIZATION

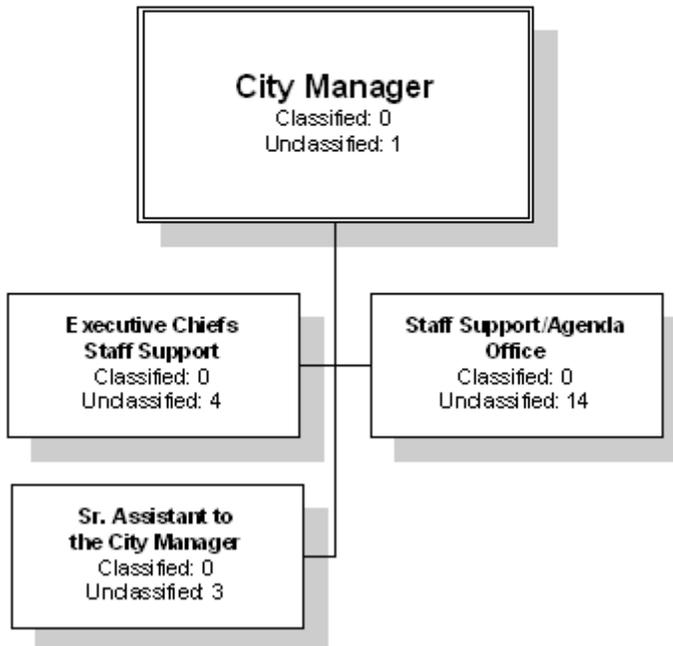
FY 2004 Table of Organization

Classified: 0

Unclassified: 22

Temporary FTE: 0

Total Positions: 22



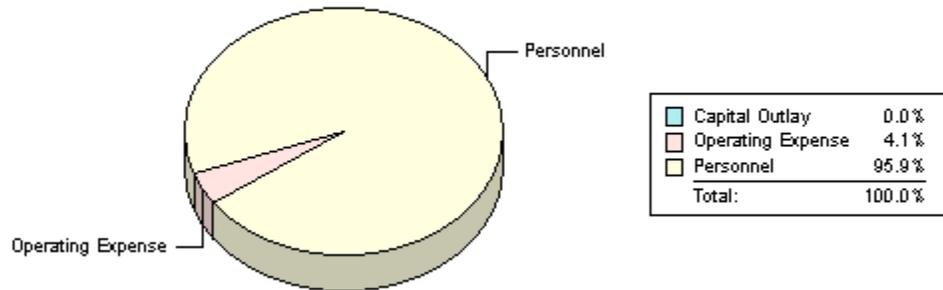


OFFICE OF THE CITY MANAGER

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$1,205,641	\$1,298,641	\$1,757,448	\$1,712,303	\$1,690,573
Operating Expens	\$86,467	\$81,558	\$109,200	\$116,152	\$72,589
Capital Outlay	\$2,909	\$0	\$0	\$1,500	\$0
	\$1,295,017	\$1,380,199	\$1,866,648	\$1,829,955	\$1,763,162

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$21,730 or 1.27% less than the FY2003 Amended Budget because of the transfer of three positions from the Transportation Division to a Special Revenue Fund which is partially offset by increases due to anniversary and cost of living adjustments and the transfer of one position from the Mayor's Office.
- ◆ **Operating Expense:** This category is \$43,563 or 37.51% less than the FY2003 Amended Budget due primarily to the realignment of personnel into various other departments. Costs associated with operations have been strategically reallocated to better reflect the needs of the department.
- ◆ **Capital Outlay:** This category is \$1,500 or 100.00% less than the FY2003 Amended Budget due to a one-time capital expenditure related to replacements of obsolete and non-functional small capital items.



CITY CLERK

DESCRIPTION

The City Clerk's Office is the keeper of the official Commission minutes, legislation, lobbyist registration, bid openings, attesting to contracts, keeping meeting schedules, minutes and attendance records for all City boards and committees and attends bond validations proceedings. Elections entails the administration, supervision and certification of Municipal and Civil Service and certain advisory board elections, charter amendment, special or referenda (including Bond Elections), and straw ballot issues. Our Records Management Section ensures compliance of City records with State of Florida Bureau of Archives Records Management mandates, investigates and proposes management technologies, and establishes a repository for inactive, archival and vital records. Special projects include collaborative projects and cost sharing approaches for archival preservation. Direct services include: customer service regarding public informational requests via phone, over the counter and the internet, (excluding records production pursuant to subpoena decus tecum). Public notices regarding meetings of the Commission, advisory boards, elections, etc. are also prepared. The City Clerk's Office has also been designated as a Passport Acceptance Facility.

ORGANIZATION

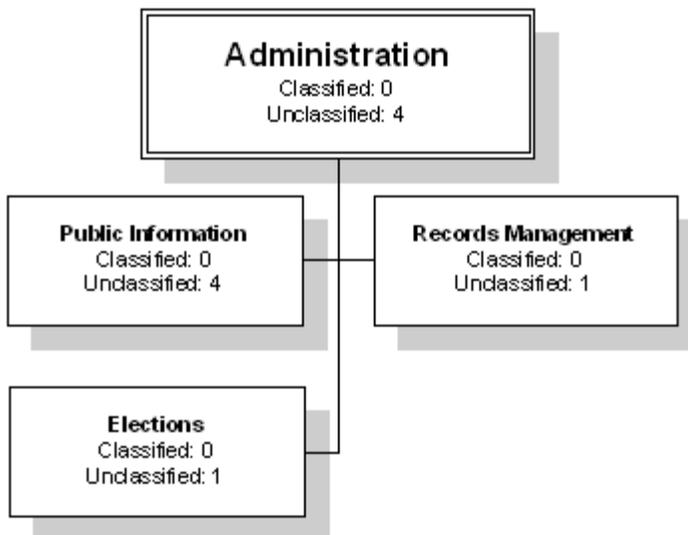
FY 2004 Table of Organization

Classified: 0

Unclassified: 10

Temporary FTE: 0

Total Positions: 10



CITY CLERK



**LONG-TERM
GOAL**

**OBJECTIVES
FOR FY2004**

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ To create an effective infrastructure that will ensure security, preservation and accessibility to public records.

- ◆ To complete transfer of historic photographs to the Historical Museum of Southern Florida and complete preservation and digitization of our city's historical collections at Florida International University Park Green Library. Through a collaborative effort with the City's Grants Administrator, we will seek grant funding to complete these projects, thereby permitting public access to the City's historical collection. Additionally, we will explore community resources for various funding sources and volunteer expertise.
- ◆ To initiate a citywide microfilm project to create electronic archives, which will reduce cost of permanent record storage, with the assistance of the City's Grants Administrator who will determine if grant funding is available for this purpose. In an effort to focus attention on records retention and disposition timelines, our office will intensify City wide records liaison training.
- ◆ To continue the implementation of Legistar, a legislative workflow and document management system.

- ◆ Collaborated with members of the Historical Museum of Southern Florida to transfer historical pictures of the City of Miami to the Museum for preservation and public accessibility. The City Commission adopted Resolution No. 01-400, authorizing the City Clerk to loan the City of Miami Historic Collection of Photographs and Negatives to the Historical Museum of Southern Florida. This prompted the City's Attorney's Office to draft a contractual agreement with the Museum to ensure that the City of Miami maintains ownership of all photographs.
- ◆ Reviewed the alpha-numeric-mnemonic file code system and determined that it was not viable. Currently reviewing user friendly automated systems to facilitate records disposition, provide a uniform approach to file retrieval and assist the City of Miami with State Records Management compliance. The acquisition of this new system is now planned for consideration during FY'05.
- ◆ Reviewed and rendered approximately 500 cubic feet of documents eligible for disposition under State law. This resulted in a savings of \$2,400 in off site storage fees. A total savings of \$4,800 is projected by the end of the FY' 03.
- ◆ Completed the review of and final report from Daystar Corporation related to the Legistar Project, which represents the City's automated legislative workflow and document management system. Contracted with Daystar Corporation to provide 2-weeks training for personnel of select departments on Phase 1 of this project. Conducted preliminary pilot testing of the system with positive results.

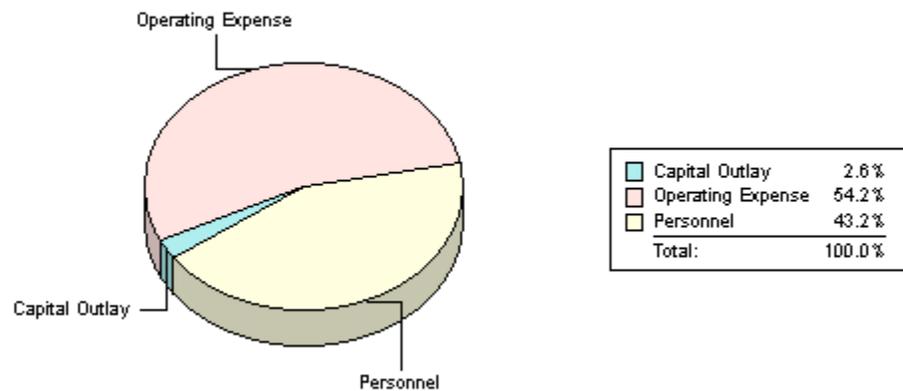


CITY CLERK

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$594,492	\$531,456	\$617,537	\$634,037	\$666,680
Operating Expens	\$146,824	\$511,536	\$269,003	\$269,303	\$836,438
Capital Outlay	\$31,160	\$13,835	\$0	\$3,200	\$40,152
	\$772,476	\$1,056,827	\$886,540	\$906,540	\$1,543,270

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$32,643 or 5.15% more than the FY2003 Amended Budget due to anticipated cost of living and annual performance review increases.
- ◆ **Operating Expense:** This category is \$567,135 or 210.59% more than the FY2003 Amended Budget due mainly to expenses related to the November 2003 citywide elections; increase in interpreting/translating costs (which are required by the City Commission and which are a part of the Dept. of Community Development's Citizen Participation Plan); increase in continuing education; microfilming of numerous records; expenses related to the historic photograph collection and overall increase in responsibilities of the entire department.
- ◆ **Capital Outlay:** This category is \$36,952 or 1,154.75% more than the FY2003 Amended Budget due to the anticipated purchase of new equipment such as the microfilm machine that must be replaced as it is obsolete.



CIVIL SERVICE

DESCRIPTION

The City Charter provides for a five-member Civil Service Board responsible for adopting, amending, and enforcing the rules and regulations governing appointments and employment of all employees in the classified service, subject to approval by the City Commission. The Board is responsible for investigations concerning the enforcement and effect of Section 36 of the City of Miami Charter and Code of Laws and of the Rules adopted.

The Civil Service Board is serving the needs of both the workplace community, which is comprised of City of Miami employees and applicants, as well as the residents of the City of Miami, by serving as overseer to protect the merit system and to ensure that established rules, regulations, policies, and procedures are utilized in the hiring of capable people into the City's workforce. The Board Members enforce a framework that encourages a workforce, which, due to a need to protect the public health, welfare and safety of the citizens, cannot place personal remuneration above their obligation to the public.

This quasi-judicial board provides a relatively inexpensive and prompt forum for review of relevant personnel issues and formulation of personnel policy for City government; adjudication of classified employees' appeals of disciplinary actions; and investigation of employees and resident's complaints and allegations of fraud, discrimination and abuse of power. Such a forum is in keeping with the 14th amendment of the United States Constitution which not only requires that individuals be afforded "due process" in a tangible manner, but it also brings government and legal review to the grass roots level with involvement by way of both commission appointed and employee elected membership.

The Chief Executive Officer appointed by the Board is the Executive Secretary. This individual provides staff support to the Board; maintains all official records such as agendas and minutes; and furnishes information on Board actions, rules, policies and regulations to City departments, employees and other interested parties.



ORGANIZATION

CIVIL SERVICE

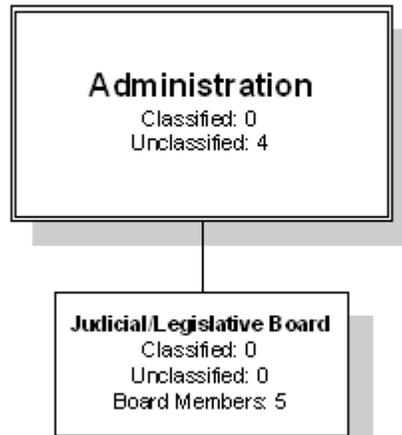
FY 2004 Table of Organization

Classified: 0

Unclassified: 4

Temporary FTE: 0

Total Positions: 4



Board members and administration staff are shown for information purposes only. These individuals are not employed by the City and are not included in the overall 'Summary of Positions' section found in the Appropriation Summaries tab of this manual.



CIVIL SERVICE

**LONG-TERM
GOAL**

- ◆ Pursuant to Section 36 of the City Charter, the Civil Service Board is charged with the mission of ensuring a merit-based system of employment. The Civil Service Board endeavors to make certain that recruitment, selection and advancement of employees in the classified service occurs on the basis of their relative job-related ability, knowledge, skills, and personal capabilities; that retention of employees is on the basis of the adequacy of their performance, allowing for correction of inadequate performance when possible and separation of employees whose inadequate performance has not been corrected; and that fair treatment of applicants and employees exists in all aspects of personnel administration without regard to subjective traits, personal attributes or political patronage.

**OBJECTIVES
FOR FY2004**

- ◆ To establish procedures and grounds for disciplinary actions and conduct hearings upon request of an employee dismissed, suspended, demoted, laid off or reduced in pay by the department director.
- ◆ Present draft of Civil Service Rules and Regulations for City Commission action by end of March, 2004. It is the desire of the Board that as much as possible, the provisions of these Rules be in line with National best practices, changes within the legal system, and amendments to City union agreements and administrative policies. The Board will entertain requests for Rule revisions, review suggestions submitted by employees, discuss a draft with their Special Counsel, and conduct public hearings on the drafted Rule changes, prior to presenting the final draft to the Commission for approval.
- ◆ Update and implement a Citywide Training Program in order to improve the knowledge and adherence to the Rules, by end of January, 2004. The program will train an additional one hundred (100) or more employees (primarily supervisors) by the end of the fiscal year. The Civil Service Board office provides information on the Rules during New Employee Orientation sessions. In addition, the Executive Secretary and Special Counsel conduct workshops on a periodic or as needed basis (such as when new employees are hired, or Board members or Assistant City Attorneys are elected/appointed). The purpose of this objective is to provide a calendared opportunity to communicate information to all employees.
- ◆ To investigate allegations of fraud and discrimination in the employment process and impose appropriate sanctions.
- ◆ To hear complaints of employees and investigate allegations concerning abuse of power in appointments, layoffs, demotions, removals without justification, and suspensions. We will also revise and distribute the Manual of Procedures, which details the types of hearings that the Board conducts, the rights and responsibilities of the parties involved, and the processes and procedures that occur with the conduct of these hearings.
- ◆ To formulate personnel policies for City government and to review applicants' complaints and make recommendations as outlined in Civil Service Rule 4.



CIVIL SERVICE

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Over the past year, the Civil Service Board conducted twenty-one (21) hearings, consisting of grievances, disciplinary appeals, administrative hearings and investigations.
- ◆ Additionally, during this time the Civil Service Board Office: Prepared over 327 subpoenas for service to witnesses to appear at Board hearings; Conducted 152 Investigative Reports; and conducted twenty-five (25) new employee orientation sessions, and 3 workshops.
- ◆ Pursuant to Labor/Management Policy 3-92, "Interview Process", the department provided one (1) trained monitor and two (2) trained raters who participated in, and/or reported on twenty-eight (28) interview processes for new hires and promotions at the request of hiring departments citywide.
- ◆ During the past year, the Board proposed one (1) revision to the Civil Service Rule and Code, which was approved by the City Commission. Additionally, revisions to other Rules are undergoing the review and public hearing process necessary before presentation to the Commission for consideration in the next fiscal year.
- ◆ The Civil Service Board office also researched twenty-seven (27) requests for extension of probationary periods from various departments; Confirmed and documented nineteen (19) requests for military leaves of absence, and two (2) requests for re-employment; Completed history reports for sixteen (16) employees to assist in the conduct of hearings; and researched two (2) requests to receive credit for previous seniority.

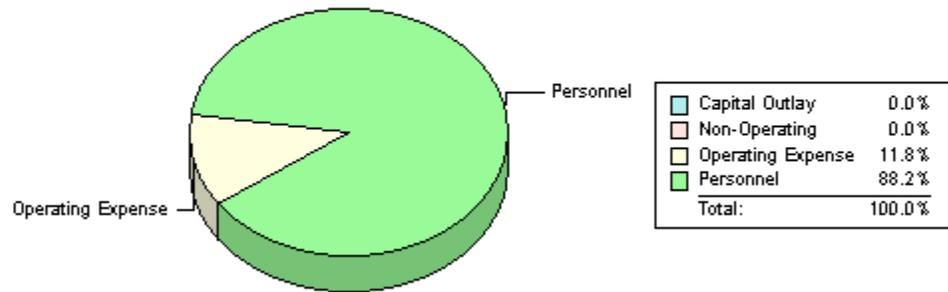


CIVIL SERVICE

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$257,861	\$245,512	\$267,096	\$267,096	\$286,291
Operating Expens	\$23,222	\$17,376	\$42,630	\$42,630	\$38,460
Capital Outlay	\$1,573	\$446	\$0	\$0	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$282,656	\$263,334	\$309,726	\$309,726	\$324,751

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$19,195 or 7.19% more than the FY2003 Amended Budget due to anniversary and cost of living adjustments.



City of Miami FY2004 Budget
COMMUNICATIONS

DESCRIPTION

The Office of Communications is the link between the City and the public. This office provides communication assistance to the City Manager, departments, the Mayor and Commissioners, as well as, community groups.

Assistance will vary depending on the format being used, whether it is television, radio, print, pc based, the internet or a combination of any or all of these mediums. The Communications' Office coordinates coverage of events and public meetings, including programming for broadcast on Miami Television (channel 9 on cable within the City) and providing content for the City's website.

ORGANIZATION

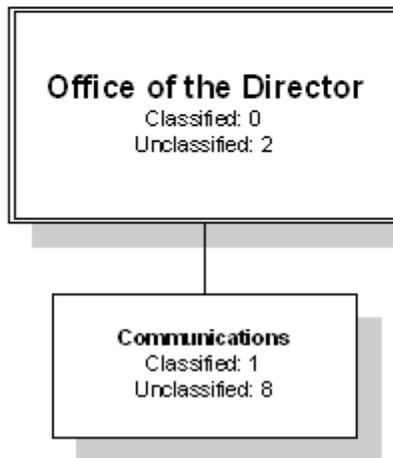
FY 2004 Table of Organization

Classified: 1

Unclassified: 10

Temporary FTE: 3

Total Positions: 14





City of Miami FY2004 Budget COMMUNICATIONS

LONG-TERM GOAL

- ◆ To provide professional services and deliver these services with a high degree of quality and technical competence.

OBJECTIVES FOR FY2004

- ◆ To continue improving our service of providing information to all City residents in a timely manner, enhancing communications for the entire public, community groups, city personnel, departments and policy makers.
- ◆ Evolve from the translated summaries in Spanish of Commission meetings initiated last year to broadcasting Commission meetings simultaneously in Spanish through secondary audio.
- ◆ To initiate translated summaries in Creole of Commission meetings.
- ◆ Continue the use and expand upon utilizing the Internet as an information medium. During 2004, we expect to begin providing live streaming video of Commission meetings.
- ◆ The Office will expand production recently initiated for PC based media.
- ◆ Will continue efforts to enhance the distribution of the Miami TV cable television signal through microwave or other means into hotels and "closed communities" within the City that currently are not served through Comcast cable.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ Materials produced by the section such as videos and photographs have been distributed widely through assorted means. For example, video footage and programming has been requested and provided to Miami-Dade County, other cities, and "Antenna 3" TV in Spain. Photographs of the City have been distributed to numerous media outlets in South Florida on a regular basis. Also to other outlets in Florida and elsewhere nationally, as well as, worldwide outlets in Australia, Colombia, Belgium and Spain.
- ◆ Due to the support of the administration and policy makers, the Office has dramatically transformed the broadcast quality of the City's cable channel from a tape play back system with poor video and often unintelligible audio to a digitally based system.
- ◆ Greatly increased the hours of original programming for the cable television channel throughout FY '02-'03.
- ◆ Content is now regularly produced for both the City website and CityNet.
- ◆ Originally produced "public service announcements" are now regularly produced in English, Spanish, and Creole.
- ◆ A first ever citywide newsletter was produced and distributed.
- ◆ Off-site public meetings away from the City Hall Chamber are for the first time being covered. Since January of '03, we have covered every C.R.A. meeting, all the C.D.B.G. meetings, the F.E.C. Corridor charrette and the Wagner Creek clean-up meetings. Off-site meetings away from the main facility are not covered by other jurisdictions.
- ◆ The section produced numerous advisories and releases to media outlets in addition to providing translation services in support of city departments and offices. "Media packets" have been distributed to various individuals and outlets.
- ◆ With the support of many, the office successfully oversaw the restoration of the City Hall Chambers which now provides for greater public participation, seating and multimedia presentations. The city now receives requests for the use of the facilities from various sources including State government agencies.
- ◆ The Office has coordinated efforts with the Office of Grants Administration to apply for additional grants for City Hall and to pursue additional resources for programming.

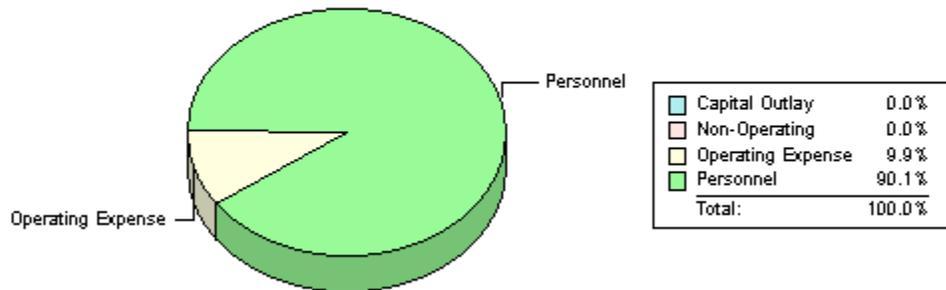


City of Miami FY2004 Budget
COMMUNICATIONS

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$380,788	\$486,512	\$739,600	\$739,600	\$779,004
Operating Expens	\$18,152	\$31,366	\$80,400	\$52,919	\$85,326
Capital Outlay	\$1,115	\$5,702	\$0	\$27,481	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$400,055	\$523,580	\$820,000	\$820,000	\$864,330

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$39,404 or 5.33% more than the FY2003 Amended Budget due to salary increases resulting from reclassification of positions, and from cost of living and anniversary adjustments.
- ◆ **Operating Expense:** This category is \$32,407 or 61.24% more than the FY2003 Amended Budget due to an increase in postage resulting from an increase in noticing meetings, events, and distributing information to various media outlets, and an increase in other contractual services due to the Office producing a first ever City- wide newsletter and media guide, and an increase in miscellaneous supplies.
- ◆ **Capital Outlay:** This category is \$27,481 or 100.00% less than the FY2003 Amended Budget due to one-time funding that took place in FY 03.



CIVILIAN INVESTIGATIVE PANEL

DESCRIPTION

The Civilian Investigative Panel (CIP) serves as an independent citizens' oversight with authority to: Conduct investigations related to allegations of police misconduct; review policies of the police department; forward complaints alleging criminal activity to relevant agencies; and is empowered to issue subpoenas for police related investigations after consultation with the State Attorney. The CIP reviews police policies and procedures and makes recommendations as necessary. In carrying out its mandate, Panel members and staff participate in outreach activities, networking with the community, grass roots organizations as well as civilian oversight, law enforcement and public service agencies.

ORGANIZATION

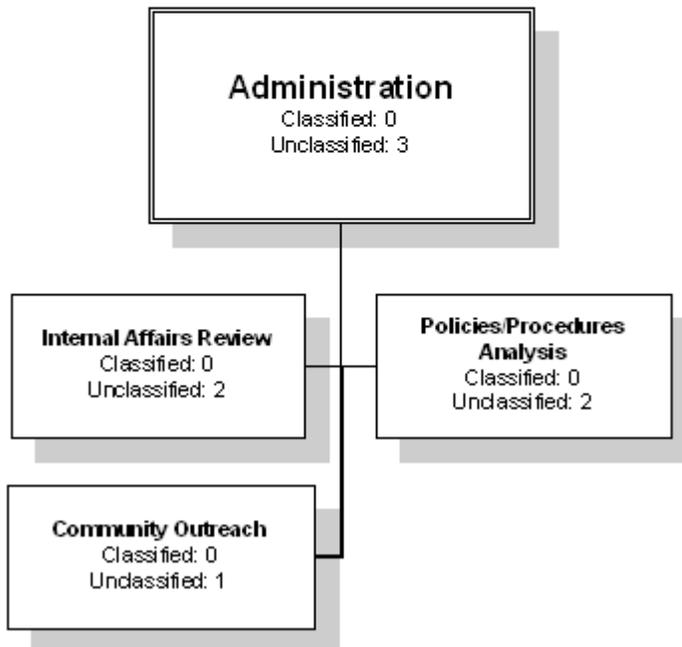
FY 2004 Table of Organization

Classified: 0

Unclassified: 8

Temporary FTE: 0

Total Positions: 8





CIVILIAN INVESTIGATIVE PANEL

LONG-TERM GOAL

- ◆ To encourage and promote the advancement of socially stable and viable Miami communities through civilian oversight into the delivery of law enforcement services.

OBJECTIVES FOR FY2004

- ◆ To conduct investigations, inquiries, and public hearings, to make factual determinations, facilitate resolution and propose recommendations to the City Manager and Police Chief regarding allegations of misconduct by any sworn officer of the City of Miami Police Department.
 - A. Complete review of a minimum of 15 complaint reviews/inquiries per quarter.
 - B. Hold at least 2 public hearings per quarter (based upon caseload/need).
- ◆ To conduct an analysis of the Miami Police Department's policies and procedures and oversight of its training initiatives in an effort to realize a reduction in misconduct complaints and raise awareness of the needs of Miami's diverse communities. Priority will be placed on collecting and analyzing data on Early Warning systems nationwide to be completed by the third quarter (June, 2004).
- ◆ To advance community-centered policing initiatives by coordinating/facilitating at least one training forum/workshop per year attended by law enforcement personnel and community members to address mutual concerns and foster open communications.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

- ◆ Functioned as staff liaison to the Civilian Investigative Panel (CIP) Nominating Committee to ensure compliance with its mandate to solicit, screen and refer twenty-four qualified nominees to the Mayor and City Commission (for initial appointment to the CIP).
- ◆ Located, secured and established a centralized Administrative office for the CIP.
- ◆ Completed the review of 16 cases to date, 2 were returned to Internal Affairs with recommendations.
- ◆ Communicated with 41 Civilian Oversight Agencies around the country, soliciting information on function, staffing, job specifications, salaries and benefits for presentation to the CIP in the creation and development of its organizational structure.
- ◆ Researched, identified and purchased an advanced data tracking system to provide systematic review and auditing of police complaints.
- ◆ Coordinated special meetings with City of Miami staff and CIP panel members in identifying needs and preparing budget projections for the CIP.

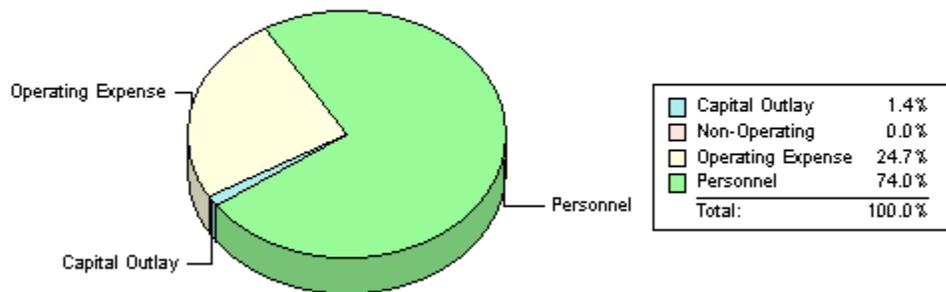


CIVILIAN INVESTIGATIVE PANEL

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$231,132	\$234,583	\$371,279	\$313,141	\$498,561
Operating Expens	\$8,804	\$14,656	\$43,558	\$77,006	\$166,221
Capital Outlay	\$219	\$1,613	\$0	\$24,690	\$9,291
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$240,155	\$250,852	\$414,837	\$414,837	\$674,073

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$185,420 or 59.21% more than the FY2003 Amended Budget due to addition of two new positions as the result of increased responsibilities and scope authority, and due to increase in salaries for anniversary and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$89,215 or 115.85% more than the FY2003 Amended Budget due to increase in building rent, and other contractual services to cover annual maintenance costs and upgrades of newly acquired IAPro data tracking and retrieval system, outside counsel and contractual investigators.
- ◆ **Capital Outlay:** This category is \$15,399 or 62.37% less than the FY2003 Amended Budget due to a decrease in Small Capital needs.



CITISTAT

DESCRIPTION

The New Department has two related functions. A CitiSTAT team has been formed and has begun implementing a process used extensively in business of setting performance-based departmental objectives. The second function is to jointly launch a new citizen information line call center (311) with Dade County that will handle frequently asked questions and/or direct requests for city/county services to the appropriate departments. The 311 technology includes a complaint tracking system to facilitate citizen follow up on their issues.

ORGANIZATION

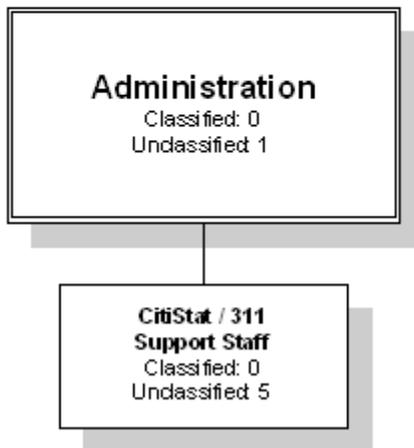
FY 2004 Table of Organization

Classified: 0

Unclassified: 6

Temporary FTE: 0

Total Positions: 6



CITISTAT



LONG-TERM GOAL

- ◆ The first step in the CitiSTAT process is to develop and collect the key productivity measurements and ratios that accurately reflect the performance of the team under study. Once set, this data then becomes the base line performance level against which improvement is measured over time in monthly CitiStat (operational review) meetings. Objectives for improvements are determined by setting benchmarks based on similar work performed by other entities (public or private) and by internal goals that reflect our commitment to cost control and customer satisfaction. Process improvement work will follow where the need is identified.

The goal of the 311 project is to provide citizens easier access to their government, make better use of our tax dollars by combining our efforts with Dade County and at the same time reduce the level of non emergency calls currently handled by the areas existing 911 centers. The system will also significantly reduce the number of calls requesting information currently handled by various city departments and will allow us to track the number of complaints/ requests for service received and how fast they are closed out. The latter function will provide valuable statistics for service quality for CitiSTAT tracking. The software also has the capability and will be used to generate work orders. The goal will be to use this capability in departments that lack the mechanization needed to improve performance in this area.

OBJECTIVES FOR FY2004

- ◆ The CitiStat process has been completed for Solid Waste and is currently on hold in other departments pending implementation of the strategic planning process.
- ◆ The 311 call center is scheduled for a soft launch with the County in February. There will be 8 phase one departments that will utilize the 311 work order generation software to dispatch, track and follow up citizen requests and 12 other departments that will route some or all of their calls through 311 and get the benefit of having frequently asked questions handled.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

- ◆ The CITISTAT process in Solid Waste has resulted in process improvement, better tracking of citizen requests, and a plan to provide better control over commercial haulers and improve tax revenues.
- ◆ The 311 work that has been completed is process improvement related and is a subset of the CitiStat process improvement goals. Parks, Zoning, Code Enforcement, Public Works and Solid Waste have gone through an extensive review of the processes they use to handle requests from citizens in preparation for 311. The changes proposed will make significant improvements in departmental work flow. NET, Purchasing and Planning are next on the schedule. Twelve other City departments that will be getting a more limited process improvement benefit from 311 implementation have also been reviewed and a preliminary 311 plan developed.

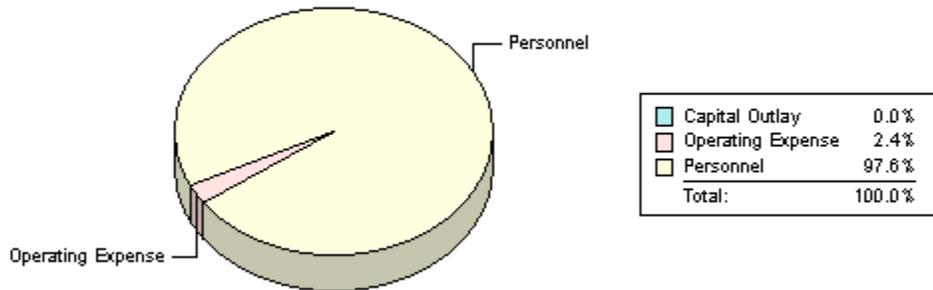


CITISTAT

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$409,100	\$259,600	\$413,500
Operating Expens	\$0	\$0	\$20,000	\$104,300	\$10,305
Capital Outlay	\$0	\$0	\$0	\$65,200	\$0
	\$0	\$0	\$429,100	\$429,100	\$423,805

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$153,900 or 59.28% more than the FY2003 Amended Budget because the office of CitiSTAT was not fully staffed in FY2003.
- ◆ **Operating Expense:** This category is \$93,995 or 90.12% less than the FY2003 Amended Budget due to our consultant budget being dramatically reduced as a result of being fully staffed in the new fiscal year.
- ◆ **Capital Outlay:** This category is \$65,200 or 100.00% less than the FY2003 Amended Budget due to all supporting equipment being purchased in FY2003 making it no longer necessary to have funds appropriated in FY2004.



DEPARTMENT OF BUILDING

DESCRIPTION

The Building Department protects the health, safety, and welfare of the public, and enhances the general quality of life through interpretation and enforcement of the Building Code and other regulations governing construction and land use.

ORGANIZATION

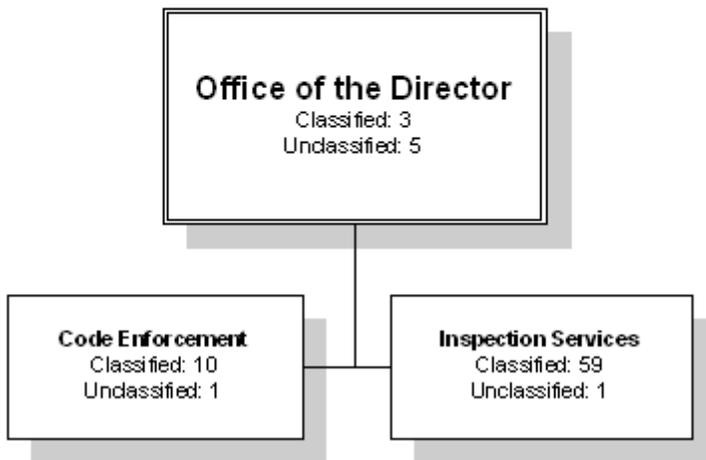
FY 2004 Table of Organization

Classified: 72

Unclassified: 7

Temporary FTE: 0

Total Positions: 79





DEPARTMENT OF BUILDING

**LONG-TERM
GOAL**

- ◆ To provide high quality service requested and deserved by the construction industry and general public. To acquire a land use management computer system,(state of the art) to improve efficiency and effectiveness for the Department.

**OBJECTIVES
FOR FY2004**

- ◆ To scan and digitize building department records, documents, in order to provide timely records request in addition to increasing storage availability and reducing storage costs.
- ◆ To acquire a state of the art land use management computer system which will increase department efficiency and effectiveness.
- ◆ To acquire an electronic queuing system (Q-matic) to improve customer satisfaction and service in the permit counter and plans review area.
- ◆ To implement a survey in order to analyze areas of potential improvement in the Department.
- ◆ To hire a new building roofing inspector in order to provide 24-hour roofing inspections.
- ◆ To have the department's floor layout/design match our workflow.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Established a position (Permit/plans processing assistant) in the lobby in order provide information to customers (homeowners and contractors) upon entering the department.
- ◆ Developed a website with ITD which allows the following:
 - A. Scheduling/canceling of permitted inspections.
 - B. Inspections history and plans review results.
 - C. Payment of re-inspections fees.
- ◆ A monitoring system was established for plans review and business process improvement; the system is reviewed on a quarterly basis.
- ◆ Prepared and distributed pamphlets and flyers detailing the workings of the permitting and plans review process.
- ◆ Participated in the permitting and inspecting of major construction projects during the past five years, totaling \$1,771,866,366.

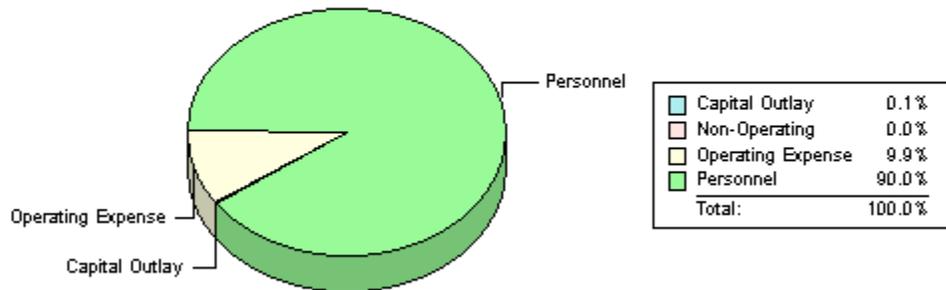


DEPARTMENT OF BUILDING

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$3,859,690	\$4,174,907	\$4,930,832	\$4,666,835	\$5,191,440
Operating Expens	\$204,159	\$287,222	\$304,061	\$632,058	\$571,765
Capital Outlay	\$32,128	\$19,374	\$0	\$0	\$8,190
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$4,095,977	\$4,481,503	\$5,234,893	\$5,298,893	\$5,771,395

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$524,605 or 11.24% more than the FY2003 Amended Budget due to an increase in salaries resulting from reclassification of seven positions, promotions, and increases resulting from anniversary, longevity and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$60,293 or 9.54% less than the FY2003 Amended Budget due to decreases in professional services and other contractual services.
- ◆ **Capital Outlay:** This category is \$8,190 or 100.00% more than the FY2003 Amended Budget due to a need of three new printers, and chairs for employees and lobby area.

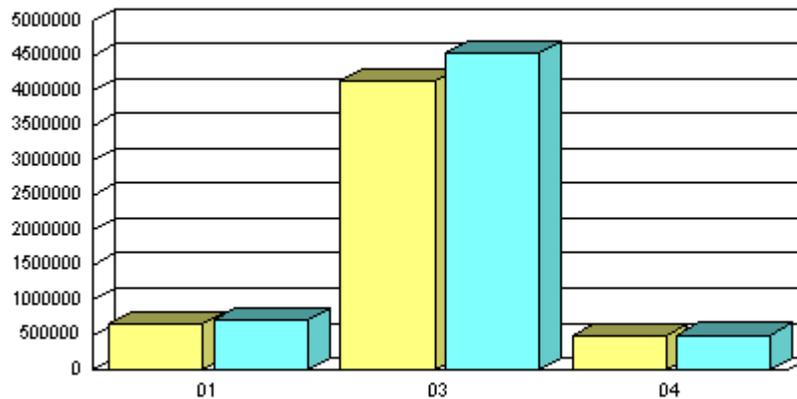


DEPARTMENT OF BUILDING

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Administration	\$510,510	\$612,299	\$661,812	\$661,812	\$727,861
Inspection Services	\$3,238,419	\$3,522,611	\$4,073,150	\$4,137,153	\$4,534,424
Code Administration	\$347,048	\$346,593	\$499,931	\$499,928	\$509,110
	\$4,095,977	\$4,481,503	\$5,234,893	\$5,298,893	\$5,771,395

Allocation by Division



DETAILS

- ◆ **Administration (Div 01):** This division is \$66,049 or 9.98% more than the FY2003 Amended Budget due to anniversary, longevity and cost of living adjustment. Additionally capital outlay was increased resulting from two new printers.
- ◆ **Inspection Services (Div 03):** This division is \$397,271 or 9.60% more than the FY2003 Amended Budget due to an increase in salaries resulting from reclassification of positions, and promotions resulting from memorandum of understanding, and increases in resulting from anniversary, longevity and cost of living adjustments. Additionally new-equipment was increased due to small capital needs.
- ◆ **Code Administration (Div 04):** This division is \$9,182 or 1.84% more than the FY2003 Amended Budget due to anniversary, longevity and cost of living adjustments.



DEPARTMENT OF PUBLIC FACILITIES

DESCRIPTION

The Department of Conferences, Conventions and Public Facilities is responsible for the planning, management, maintenance and operation of Dinner Key Marina, Marine Stadium Marina, Miamarina at Bayside, Orange Bowl Stadium, Coconut Grove Expo Center, Manuel Artime Community Center and Miami Convention Center/James L. Knight Center. Promotional responsibilities include booking and supporting sporting, cultural and entertainment events presented in these facilities by local and international artists and associations.

ORGANIZATION

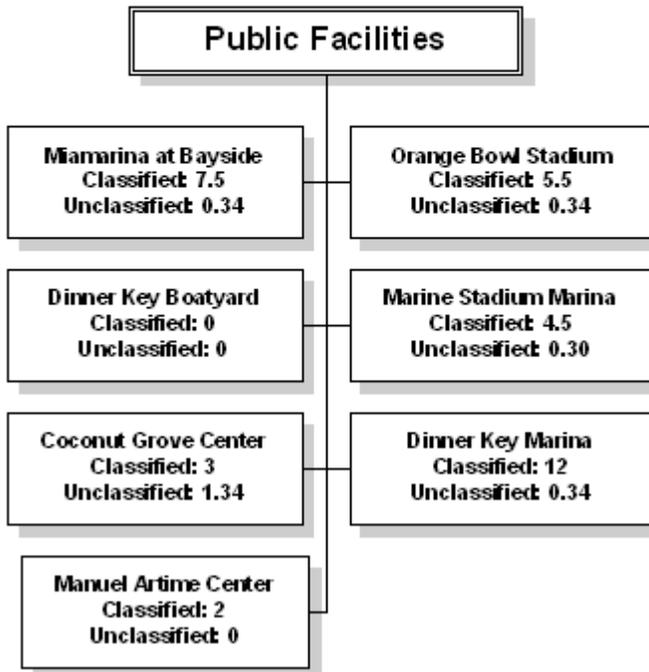
FY 2004 Table of Organization

Classified: 34.5

Unclassified: 2.66

Temporary FTE: 42

Total Positions: 79.16





DEPARTMENT OF PUBLIC FACILITIES

LONG-TERM GOAL

- ◆ To provide first class facilities and services that will be used to present the community with quality sporting, cultural, and entertainment events and generate an economic impact for the City of Miami.

OBJECTIVES FOR FY2004

- ◆ To install fuel dock at Dinner Key Marina to improve services to the boating community.
- ◆ To host the FTAA business forum at the James L. Knight International Center.
- ◆ To improve concession services at the Orange Bowl Stadium and increase revenues by \$200,000.
- ◆ To renovate the restroom facilities at the James L. Knight International Center.
- ◆ To upgrade the interior of the Manuel Arttime Community Theater to enhance the public's enjoyment of cultural performances.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

- ◆ Developed new web sites for the Manuel Arttime Theater and Coconut Grove Expo Center.
- ◆ Developed a plan for the implementation of a managed mooring facility at Dinner Key Boatyard and obtained a grant from FIND to design and permit the project.

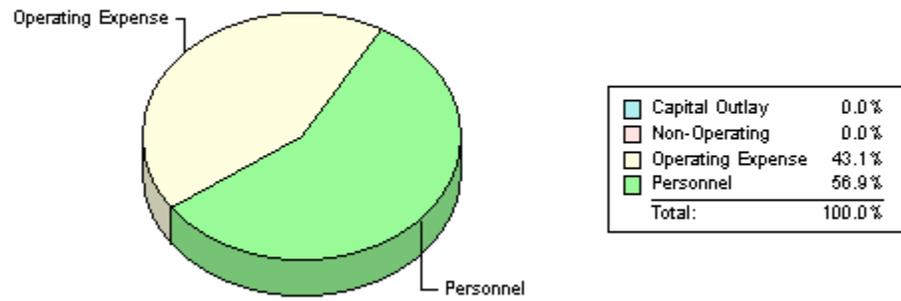


DEPARTMENT OF PUBLIC FACILITIES

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$2,293,768	\$2,517,004	\$2,556,408	\$2,575,946	\$3,144,330
Operating Expens	\$2,280,887	\$2,118,712	\$2,525,622	\$2,450,352	\$2,382,953
Capital Outlay	\$63,676	\$33,192	\$0	\$900	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$4,638,331	\$4,668,908	\$5,082,030	\$5,027,198	\$5,527,283

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$568,384 or 22.07% more than the FY2003 Amended Budget due partially to an increase of seven staff positions at the City marinas and the three for general administration at other facilities and partially due to cost of living, annual performance and longevity increases.
- ◆ **Operating Expense:** This category is \$67,399 or 2.75% less than the FY2003 Amended Budget due to reduction in anticipated repair and maintenance costs for the Orange Bowl and Coconut Grove Expo Center. Additionally, there is a reduction in the advertising account for the Coconut Grove Expo Center.
- ◆ **Capital Outlay:** This category is \$900 or 100.00% less than the FY2003 Amended Budget due to one-time purchases of small capital equipment in the previous fiscal year which is not anticipated for next fiscal year.

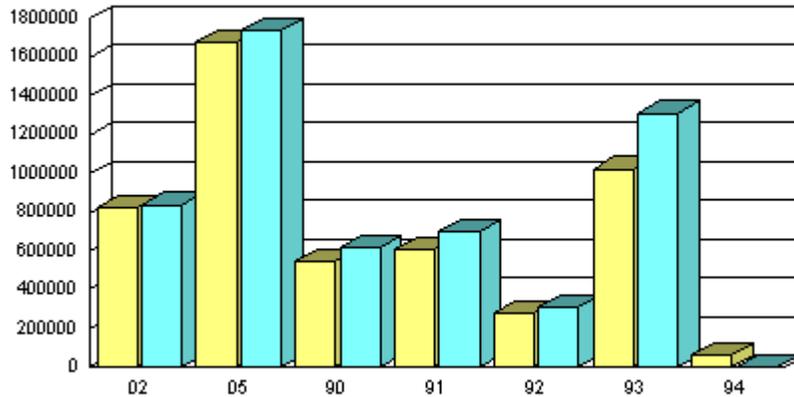


DEPARTMENT OF PUBLIC FACILITIES

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Coconut Grove Center	\$782,979	\$775,689	\$849,163	\$821,746	\$837,777
Orange Bowl	\$1,385,591	\$1,384,471	\$1,694,919	\$1,679,545	\$1,739,727
Marine Stadium	\$528,068	\$566,684	\$547,444	\$547,443	\$620,109
Miamarina	\$529,442	\$575,530	\$566,172	\$607,581	\$703,923
Manuel Artime Center	\$338,970	\$272,975	\$280,958	\$280,957	\$312,042
Dinner Key Marina	\$1,073,115	\$1,019,688	\$1,000,632	\$1,025,823	\$1,313,705
Dinner Key Boatyard	\$166	\$73,871	\$142,742	\$64,103	\$0
	\$4,638,331	\$4,668,908	\$5,082,030	\$5,027,198	\$5,527,283

Allocation by Division





DEPARTMENT OF PUBLIC FACILITIES

DETAILS

- ◆ **Coconut Grove Center (Div 02):** This division is \$16,031 or 1.95% more than the FY2003 Amended Budget due mainly to normal cost of living, annual performance and longevity increases.
- ◆ **Orange Bowl (Div 05):** This division is \$60,182 or 3.58% more than the FY2003 Amended Budget due mainly to an increase in security and temporary staffing costs from an additional game to be played by the University of Miami Hurricanes and due to normal cost of living, annual performance and longevity increases.
- ◆ **Marine Stadium (Div 90):** This division is \$72,666 or 13.27% more than the FY2003 Amended Budget due mainly to an increase of personnel costs from new staff and normal cost of living, annual performance and longevity increases.
- ◆ **Miamarina (Div 91):** This division is \$96,342 or 15.86% more than the FY2003 Amended Budget due mainly to an increase of personnel costs from new staff and normal cost of living, annual performance and longevity increases.
- ◆ **Manuel Artime Center (Div 92):** This division is \$31,085 or 11.06% more than the FY2003 Amended Budget due mainly to an increase of temporary personnel costs and normal cost of living, annual performance and longevity increases.
- ◆ **Dinner Key Marina (Div 93):** This division is \$287,882 or 28.06% more than the FY2003 Amended Budget due mainly to an increase in security costs being provide to dockage tenants and normal cost of living, annual performance and longevity increases.
- ◆ **Dinner Key Boatyard (Div 94):** This division is \$64,103 or 100.00% less than the FY2003 Amended Budget due to the City's decision to contract the management of this facility to an out-side party.



FINANCE

DESCRIPTION

The Finance Department manages and invests the City's surplus funds in accordance with the City Charter and with policies set by the City Commission. Functions include issuing municipal bonds, collecting revenues from licenses and other fees, and providing general accounting services. The department is responsible for accounts payable, general ledger, grants monitoring, payroll, treasury management, computer training for the financial system, and preparation of routine accounting reports as well as the City's annual financial statement.

ORGANIZATION

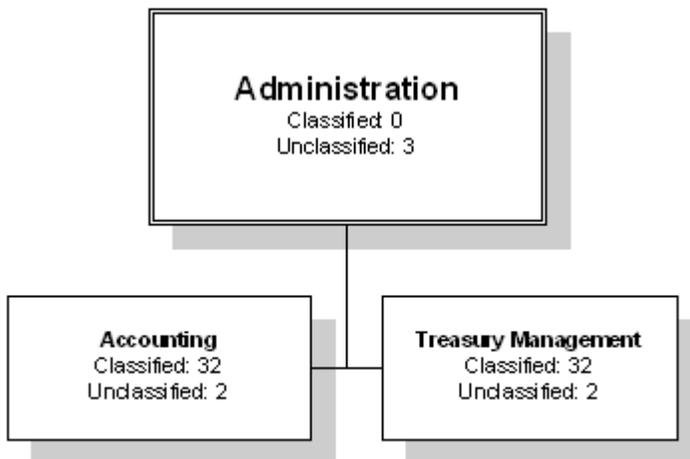
FY 2004 Table of Organization

Classified: 64

Unclassified: 7

Temporary FTE: 10

Total Positions: 81





**LONG-TERM
GOAL**

- ◆ To provide a centralized financial management function directed toward the control and judicious use of financial resources.

**OBJECTIVES
FOR FY2004**

- ◆ To take on a lead role in the efforts to replace the current Financial, Human Resources, Payroll, Procurement and Budget information systems with an enterprise wide resource planning system.
- ◆ To develop a comprehensive debt management policy which will address the needs and concerns of the City of Miami and to submit that policy to the Association of Public Treasurers of the United States and Canada for certification.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Successfully implemented Governmental Accounting Standards Board Statement No. 34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments, with the September 30, 2002 financial statements.
- ◆ Received the Excellence in Reporting Award for the 2001 CAFR.
- ◆ Published the Fiscal Year 2002 Single Audit Report with no findings.
- ◆ Updated Occupational License records with the business community resulting in approximately \$500, 000 of additional new recurring revenues.
- ◆ Successfully completed an inventory of fixed assets city-wide.
- ◆ Refunded approximately \$28.5 million of Sunshine State Commercial Paper (Series 1994 & 1995) reducing the variable rate exposure by converting to a fixed rate and refunded approximately \$19.2 million of General Obligation bonds resulting in a net present value savings of \$1.4 million.
- ◆ Re-designed the application for Occupational Licenses making it easier to use by the business community as well as making it available on-line on the City's internet webpage.
- ◆ Implemented procedures in the Cash Receipts Section to monitor the internet credit card payments for building and zoning permit renewals.

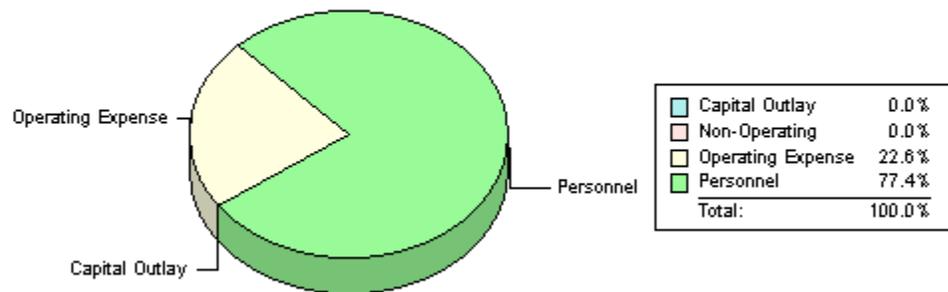


FINANCE

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$2,944,258	\$3,177,963	\$3,784,961	\$3,794,961	\$4,193,400
Operating Expens	\$1,163,201	\$1,137,797	\$1,240,425	\$1,205,425	\$1,223,868
Capital Outlay	\$49,610	\$25,681	\$5,000	\$30,000	\$900
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$4,157,069	\$4,341,441	\$5,030,386	\$5,030,386	\$5,418,168

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$398,439 or 10.50% more than the FY2003 Amended Budget due to cost of living adjustments, anniversary and longevity increases. In addition, four new occupational code inspectors positions were approved for FY2004.
- ◆ **Operating Expense:** This category is \$18,443 or 1.53% more than the FY2003 Amended Budget due to an increase in professional services for collection of doubtful accounts.
- ◆ **Capital Outlay:** This category is \$29,100 or 97.00% less than the FY2003 Amended Budget due to most of the supporting equipment being purchased in FY2003 making it no longer necessary to have as much allocations in FY2004.

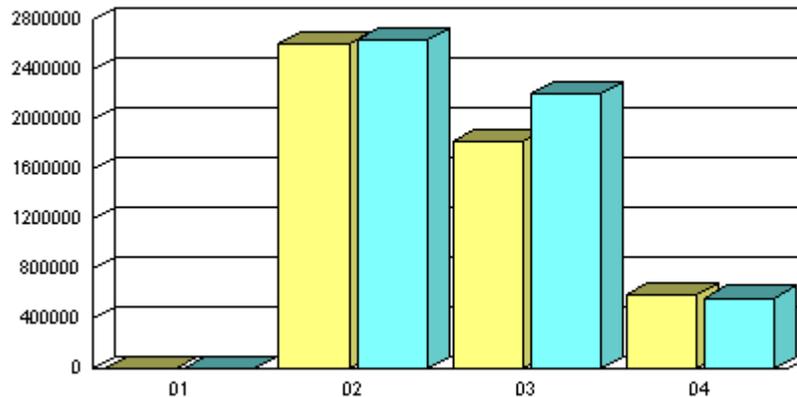


FINANCE

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office of the Director	\$1,897	\$0	\$0	\$0	\$0
Accounting	\$2,000,208	\$2,208,845	\$2,610,620	\$2,610,620	\$2,637,670
Treasury Mgmt.	\$1,535,004	\$1,566,630	\$1,826,766	\$1,826,766	\$2,212,085
Prk. Garage Surchrg	\$619,960	\$565,966	\$593,000	\$593,000	\$568,413
	\$4,157,069	\$4,341,441	\$5,030,386	\$5,030,386	\$5,418,168

Allocation by Division



DETAILS

- ◆ **Accounting (Div 02):** This division is \$27,050 or 1.04% more than the FY2003 Amended Budget due to the increase of personnel expenses resulting from cost of living, anniversary and longevity adjustments.
- ◆ **Treasury Mgmt. (Div 03):** This division is \$385,319 or 21.09% more than the FY2003 Amended Budget due to cost of living, anniversary and longevity adjustments in addition to four occupational code inspectors positions approved for FY 2004.
- ◆ **Prk. Garage Surchrg (Div 04):** This division is \$24,587 or 4.15% less than the FY2003 Amended Budget due to a lower expectation of Parking Surcharge Collection for FY2004. Therefore, this lowers the cost due to the collection agency.



FIRE RESCUE

DESCRIPTION

This Department's primary responsibilities entail the preservation of life and property through prevention (which includes inspection of residential, industrial and commercial structures for conformance with fire codes), control and quick suppression of fires; and provision of emergency medical and rescue services. The Fire-Rescue Department also investigates fires and assists law enforcement agencies in cases of suspected arson.

ORGANIZATION

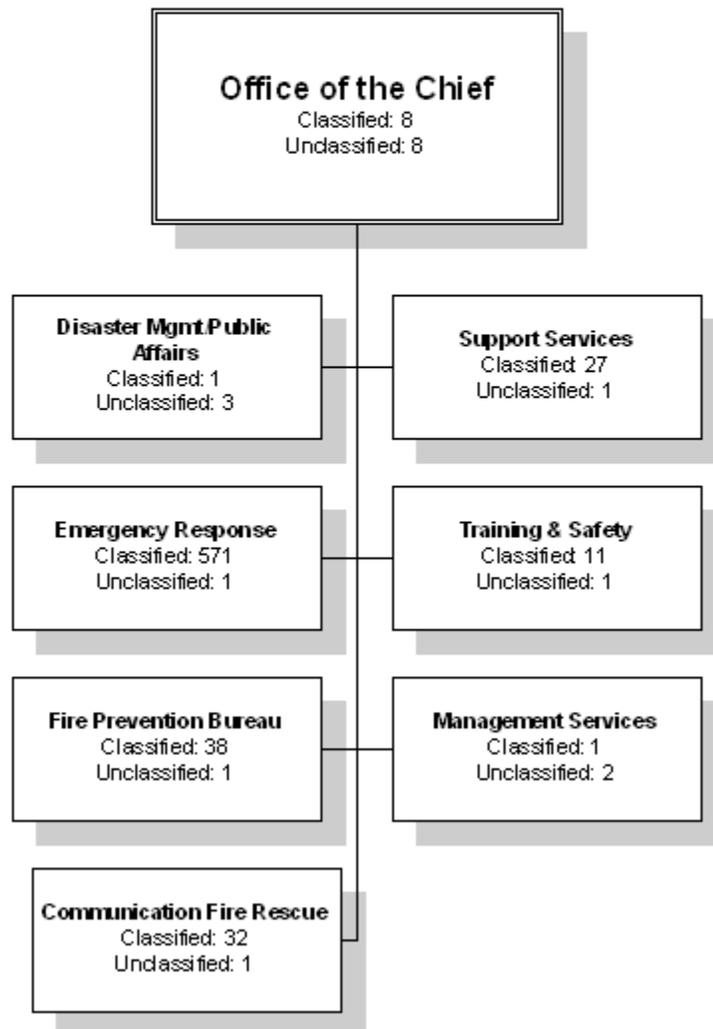
FY 2004 Table of Organization

Classified: 689

Unclassified: 18

Temporary FTE: 0

Total Positions: 707





FIRE RESCUE

LONG-TERM GOAL

- ◆ To consistently improve the level and quality of service to all areas within the City of Miami by evaluating and adjusting the present resources to meet the community's current needs.

To leverage the City of Miami's resources with county, state and federal resources in order to enhance the preparedness and response capabilities of the Miami Urban Area and its contiguous response partners.

OBJECTIVES FOR FY2004

- ◆ Acquire property for stations 13, 14 and develop construction plans for stations 10, 11, 13 and 14 by the end of the second quarter.
- ◆ Begin total refurbishment of fire station 1 by the end of fiscal year 2004.
- ◆ To implement the newly formulated citywide Comprehensive Emergency management Plan and the Urban Areas Security Initiative II Grant program. This program will coordinate the preparedness and response planning for all disasters including terrorism for the Miami urban areas. The City of Miami is the lead municipality for this program. Implementation will begin in fiscal year 2004.
- ◆ To acquire and implement new computer aided dispatch and records management system for the Department of Fire-Rescue. This system will include automatic vehicle locators, which will decrease response time by facilitating the dispatch of the closest available unit.
- ◆ Acquire and implement a new fire station notification system. This system will improve firefighter comfort, and safety. The system will also greatly improve the reliability of the station alerting process.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

- ◆ Established criteria, developed program and provided incident command training for all Chief Fire Officers.
- ◆ Renewed publication for departmental annual report. Published yearbook, which is done once every 10 years.
- ◆ Completed radio system upgrade project.
- ◆ Acquired and placed into service mobile clean burn fire training building.
- ◆ Enhanced departmental capabilities by acquiring the following grants:

State of Florida EMS matching grant for implementation of public access defibrillation program, in the amount of \$161,989.

FEMA/Assistance to Firefighters grant in the amount of \$750,000.

Urban Areas Security Initiative II grant program, in the amount of \$13,184,569 for Miami urban area.

Weapons of Mass Destruction administration preparedness/FEMA grant award, in the amount of \$740,000.

Miami-Dade county EMS grant award, in the amount of \$109,993.

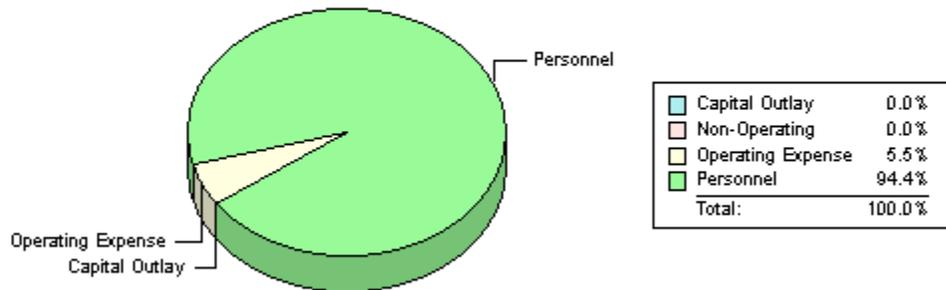


FIRE RESCUE

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$44,156,018	\$49,459,911	\$53,481,530	\$54,289,915	\$55,184,571
Operating Expens	\$2,467,603	\$2,273,556	\$2,830,108	\$2,889,634	\$3,242,723
Capital Outlay	\$153,548	\$113,282	\$20,000	\$20,480	\$1,112
Non-Operating	\$8,125	\$23,800	\$0	\$0	\$0
	\$46,785,294	\$51,870,549	\$56,331,638	\$57,200,029	\$58,428,406

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$894,656 or 1.65% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments.
- ◆ **Operating Expense:** This category is \$353,089 or 12.22% more than the FY2003 Amended Budget due to increases in Professional Services.
- ◆ **Capital Outlay:** This category is \$19,368 or 94.57% less than the FY2003 Amended Budget due to a decrease in Small Capital needs.

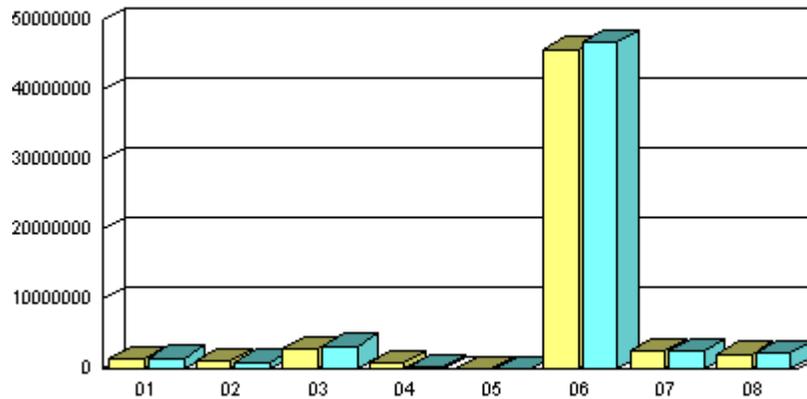


FIRE RESCUE

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office Of The Chief	\$1,252,080	\$1,293,832	\$1,451,309	\$1,460,363	\$1,602,588
Fire Training	\$1,389,177	\$997,345	\$1,190,984	\$1,206,177	\$1,022,917
Fire Prevention Bureau	\$2,558,958	\$2,512,449	\$3,039,753	\$2,998,691	\$3,372,430
Management Services	\$2,157,199	\$2,409,917	\$649,676	\$838,447	\$413,068
Operations Rescue	\$1,949	\$2,009	\$0	\$0	\$0
Fire Fighting	\$37,384,575	\$42,004,076	\$45,088,389	\$45,862,546	\$46,933,402
Fire Garage	\$1,793,333	\$2,189,453	\$2,564,120	\$2,632,095	\$2,660,884
Communication / DM	\$248,023	\$461,468	\$2,347,407	\$2,201,710	\$2,423,117
	\$46,785,294	\$51,870,549	\$56,331,638	\$57,200,029	\$58,428,406

Allocation by Division





FIRE RESCUE

DETAILS

- ◆ **Office Of The Chief (Div 01):** This division is \$142,225 or 9.74% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments.
- ◆ **Fire Training (Div 02):** This division is \$183,260 or 15.19% less than the FY2003 Amended Budget due to decreases in personnel expenses.
- ◆ **Fire Prevention Bureau (Div 03):** This division is \$373,739 or 12.46% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments. Certified Paramedic Supplement increased as a result of increases in pay supplement per union contract.
- ◆ **Management Services (Div 04):** This division is \$425,379 or 50.73% less than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments. Furthermore, this division decrease due to the transfer of personnel to the Communications division. Reductions were also made to various line items to cover the expenses relating to the transfer of personnel to the Communications division.
- ◆ **Fire Fighting (Div 06):** This division is \$1,070,856 or 2.33% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments. Certified Paramedic Supplement increased as a result of increases in pay supplement per union contract.
- ◆ **Fire Garage (Div 07):** This division is \$28,789 or 1.09% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments.
- ◆ **Communication / DM (Div 08):** This division is \$221,407 or 10.06% more than the FY2003 Amended Budget due to increases in personnel expenses resulting from cost of living, anniversary, promotional, and longevity adjustments. Additionally, this division increase is as of a result of transfer of personnel from the Management Services division.



DESCRIPTION

Municipal Services Department/General Services Administration consists of five intra-governmental divisions that provide internal service support to other departments in the areas of fleet management, property maintenance, radio communications, graphic reproductions, Miami Riverside Center facility management and mail delivery.

ORGANIZATION

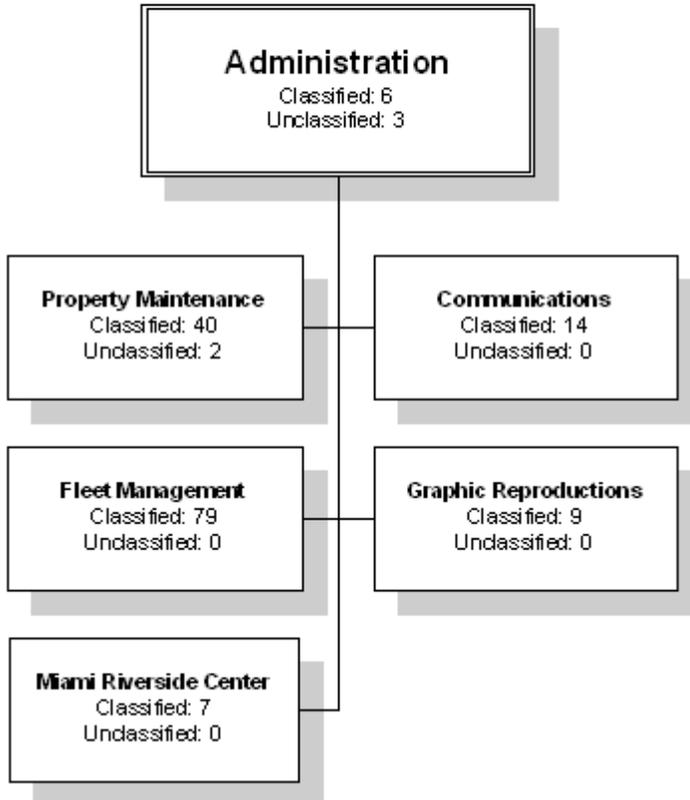
FY 2004 Table of Organization

Classified: 155

Unclassified: 5

Temporary FTE: 11

Total Positions: 171





**LONG-TERM
GOAL**

**OBJECTIVES
FOR FY2004**

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ To continue improving essential support services by increasing efficiencies and response time to other City departments, enabling them to better serve the citizens of Miami.
- ◆ Automate the City Commission agenda process by creating a completely digital agenda.
- ◆ Complete the conversion of the City's heavy and light fleet (minus Police) to utilize the new, hands-free automated fueling system. Outfitting city vehicles and equipment with the automated components will ensure accurate information is captured in the fleet management maintenance system (FMMS). Vehicle mileage will be automatically recorded with no manual input from city driver (s). This will eliminate mileage errors and ensure accuracy in the FMMS which is critical to proper preventive maintenance scheduling.
- ◆ Continue improving the citywide radio communications system by installing a new radio tower and equipment shelter at Fire Station 11.
- ◆ Replace the cooling towers at Miami Riverside Center to increase the efficiency of the building's HVAC system, decrease maintenance, and reduce downtime.
- ◆ Finalize the implementation of MP2. This includes purging system of old work orders, ensuring that inventory levels are accurate, and utilizing reports to measure performance and service delivery times.
- ◆ FY 2003 Objective: Manage and implement the 800 MHZ radio communication system. Completed implementation of the new 800 MHZ radio communication system, including programming and distribution of radios for Police, Fire, and local government use.
- ◆ FY 2003 Objective: Bring the fuel facility into compliance with state and county requirements. Completed installation of four new above ground storage tanks for diesel, gasoline, oil and lubricants. Also, completed the installation of the new gasoline and diesel dispensers, automated fuel management system, leak detection system, and vapor recover system.
- ◆ FY 2003 Objective: Provide Fleet personnel with safety and technical training to promote a safer work environment, improve employee technical skills, and provide data for management planning purposes. Sixty-two Fleet employees attended safety related training courses. Forty-nine Fleet employees attended technical training courses. Thirty-four Fleet employees attended professional development and office skills improvement courses.
- ◆ Installed the Transient Voltage Surge Protection System protecting the Miami Riverside Center's electrical system against damage caused by lightning strikes.
- ◆ Developed automated process to capture and distribute Graphic Reproductions internal service charges via email to all customers utilizing an Access database and Crystal reporting software.
- ◆ Implemented an aggressive preventive maintenance program including adding a second shift to perform preventive maintenance on heavy equipment. This will increase the availability of heavy equipment, lengthen equipment useful lives, reduce repair costs, reduce vehicle downtime, increase the level of services to the community, and protect the investment in new heavy equipment.
- ◆ Procured and implemented a fully automated vehicle and equipment key storage system for approximately 2,000 vehicle keys.



DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$6,580,054	\$7,201,004	\$8,457,533	\$8,514,167	\$8,875,657
Operating Expens	\$5,780,931	\$5,578,307	\$6,544,467	\$6,546,267	\$6,147,853
Capital Outlay	\$276,255	\$430,175	\$60,000	\$60,000	\$15,760
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$12,637,240	\$13,209,486	\$15,062,000	\$15,120,434	\$15,039,270

Allocation by Department



DETAILS

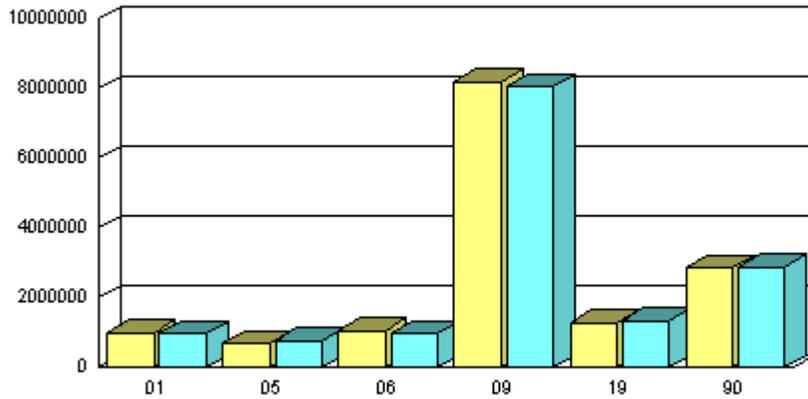
- ◆ **Personnel:** This category is \$361,490 or 4.25% more than the FY2003 Amended Budget due to cost of living, anniversary, and longevity adjustments, and funding of two (2) temporary positions in the Miami Riverside Center Division. Also, Group Insurance is being budgeted for the first time in FY 2004.
- ◆ **Operating Expense:** This category is \$398,414 or 6.09% less than the FY2003 Amended Budget due to decreases in motor vehicle parts, repairs / maintenance outside, other contractual services and motor fuel.
- ◆ **Capital Outlay:** This category is \$44,240 or 73.73% less than the FY2003 Amended Budget due to decrease in forecasted small capital purchases for FY 2004.



DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office Of The Director	\$507,389	\$704,767	\$989,740	\$1,006,173	\$969,021
Print Shop	\$697,018	\$727,187	\$678,673	\$689,212	\$774,714
Communication Srv.	\$829,337	\$998,834	\$1,065,526	\$1,059,101	\$998,493
Fleet Maintenance	\$7,415,285	\$7,005,699	\$8,253,542	\$8,209,837	\$8,064,706
GSA MRC Building	\$1,105,787	\$1,471,629	\$1,285,568	\$1,306,658	\$1,347,455
Building Maintenance	\$2,082,424	\$2,301,370	\$2,788,951	\$2,849,453	\$2,884,881
	\$12,637,240	\$13,209,486	\$15,062,000	\$15,120,434	\$15,039,270

Allocation by Division





DETAILS

- ◆ **Office Of The Director (Div 01):** This division is \$37,152 or 3.69% less than the FY2003 Amended Budget due to a decrease in personnel expenses and travel expenses.
- ◆ **Print Shop (Div 05):** This division is \$85,502 or 12.41% more than the FY2003 Amended Budget due to an increase in personnel expenses resulting from cost of living, anniversary, and longevity adjustments, the budgeting of group insurance for the first time in FY 2004 and an increase in operating expenses based on service requests.
- ◆ **Communication Srvc. (Div 06):** This division is \$60,608 or 5.72% less than the FY2003 Amended Budget due to a decrease in operating expenses related to radio repairs being performed in-house and a reduction in capital outlay.
- ◆ **Fleet Maintenance (Div 09):** This division is \$145,131 or 1.77% less than the FY2003 Amended Budget due to decreases in overtime and variable operating expenses related to motor vehicle parts and repairs/maintenance.
- ◆ **GSA MRC Building (Div 19):** This division is \$40,797 or 3.12% more than the FY2003 Amended Budget due to an increase in personnel expenses resulting from cost of living, anniversary, and longevity adjustments, funding of two(2) temporary positions, and budgeting of group insurance for the first time in FY 2004.
- ◆ **Building Maintenance (Div 90):** This division is \$35,428 or 1.24% more than the FY2003 Amended Budget due to an increase in personnel expenses resulting from cost of living, anniversary, and longevity adjustments. Also Group Insurance is being budgeted for the first time in FY 2004.



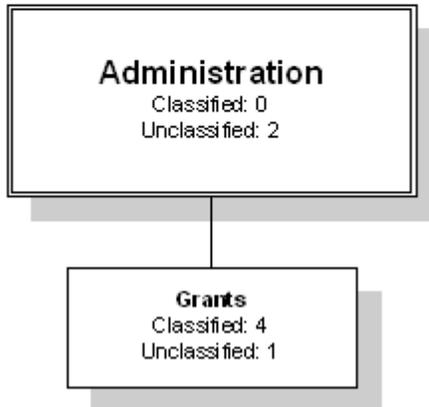
GRANTS ADMINISTRATION

DESCRIPTION

The Office of Grants & Community Partnerships (OGCP) helps to identify, research, prepare, and coordinate grants and technical assistance opportunities for the City of Miami. The OCGP also serves a review and oversight function in monitoring compliance by City entities responsible for managing grants. The Office also helps coordinate corporate donations, municipal marketing partnerships, and collaboration with community-based organizations.

ORGANIZATION

FY 2004 Table of Organization
Classified: 4
Unclassified: 3
Temporary FTE: 1
Total Positions: 8





GRANTS ADMINISTRATION

**LONG-TERM
GOAL**

- ◆ To restructure the grants function to maximize opportunities for external funding, increase efficiency, and improve coordination of City priorities and projects.

**OBJECTIVES
FOR FY2004**

- ◆ To match granting opportunities with City priorities.
- ◆ Create a work environment that focuses on creativity, effectiveness and service.
- ◆ Track all grant opportunities and proposals in order to measure effectiveness at raising funds.
- ◆ Assign duties of grant "portfolio coordinators" to grant writers and create system that will track grants until project completion and funds are reimbursed.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Centralization of several grant positions from other departments.
- ◆ Revision of APM as it relates to grants functions within the City.
- ◆ Increased in amount applied for to 9.6 million (as of Aug 15, 2003) from 4.9 million in 2002.
- ◆ Created web presence in order to inform departments of OGA services and therefore increase our utilization.
- ◆ Fully staffed open positions in order to better serve City departments by applying for more available grants.
- ◆ Audited certain positions to put more resources in the application process, while working with Finance and Budget more closely to ensure grant compliance.

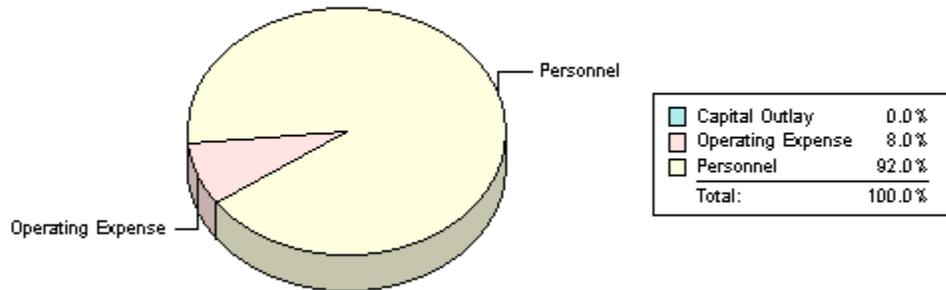


GRANTS ADMINISTRATION

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$384,393	\$437,680	\$448,648
Operating Expens	\$0	\$0	\$40,000	\$40,000	\$39,200
Capital Outlay	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$424,393	\$477,680	\$487,848

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$10,968 or 2.51% more than the FY2003 Amended Budget due to anniversaries, longevity and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$800 or 2.00% less than the FY2003 Amended Budget because of a more efficient use of resources.



City of Miami FY2004 Budget
HEARING BOARDS

DESCRIPTION

The Office of Hearing Boards processes applications, petitions, advertisings, signs of posting, notifications to property owners and schedules public hearings and meetings to be held by the Planning and Zoning portion of the City Commission, Zoning, Planning Advisory, Impact Fee, Code Enforcement, Ticketing Appellate, Nuisance Abatement and Waterfront Advisory Boards as well as the Arts and Entertainment Council. The Executive Secretary, who heads the office, is the custodian of all records, cases and documents pertaining to orders and resolutions issued by the various boards including all Covenant documentation. In addition, is responsible for scheduling all City meetings at the City Commission chambers and staff room. This office also processes and schedules all violation cases, issues subpoenas and releases liens for the Code Enforcement and Ticketing Appellate Boards.

ORGANIZATION

FY 2004 Table of Organization

Classified: 7

Unclassified: 1

Temporary FTE: 0

Total Positions: 8

Administration

Classified: 7

Unclassified: 1



City of Miami FY2004 Budget
HEARING BOARDS

**LONG-TERM
GOAL**

- ◆ To enhance customer relations by familiarizing the public with the overall process of the office.

**OBJECTIVES
FOR FY2004**

- ◆ To continue the development of the informational spot for all citizens through City of Miami Television through the City's Calendar of Events on the web site, to disseminate all board dates and agendas.
- ◆ To utilize the Legistar System beginning with the Planning and Zoning portion of the City Commission agenda and incorporating the rest of the boards.
- ◆ To continue to support various departments in achieving efficiency in the areas of planning, zoning and code enforcement.
- ◆ To give support to Law Department and Net Administration in making sure the code enforcement process flows efficiently.
- ◆ To give support to the Planning and Zoning Department to streamline the applications process.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Coordinated efforts with various departments/offices to implement the Legistar Program.
- ◆ Significantly increased office space by sending files to storage and destruction, as applicable.
- ◆ Implemented a filing system which facilitated the filing procedures of the office.



City of Miami FY2004 Budget
HEARING BOARDS

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$369,910	\$6,714	\$427,536	\$421,536	\$448,353
Operating Expens	\$248,702	\$9,908	\$308,400	\$321,400	\$321,581
Capital Outlay	\$239	\$7,500	\$0	\$0	\$8,000
Non-Operating	\$0	\$0	\$7,962	\$962	\$0
	\$618,851	\$24,122	\$743,898	\$743,898	\$777,934

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$26,817 or 6.36% more than the FY2003 Amended Budget due to reclassification of one temporary position to a full time, and cost of living, anniversary and longevity adjustments
- ◆ **Capital Outlay:** This category is \$8,000 or 100.00% more than the FY2003 Amended Budget due to a need of two laptops to be used by the departmental board liaisons.

EMPLOYEE RELATIONS



DESCRIPTION

The Department of Employee Relations is responsible for planning, directing and administering the City's comprehensive human resources program for civil service, unclassified and temporary employees. The department manages all personnel activities based on policies and procedures developed in accordance with City Commission mandates, labor agreement, Civil Service Rules and Regulations, federal and state legislation.

Employee Relations is also responsible for the Office of Labor Relations and all activities concerning unions representing City employees. This includes negotiating labor contracts, investigating and drafting disciplinary actions for the majority of City departments and reviewing activities related to classification and pay and dealing with issues regarding management-employee relations.

The department also administers the City's Equal Employment Opportunity Program, including investigating complaints and monitoring compliance with local, state and federal employment discrimination laws; monitoring the Affirmative Action Plan and the hiring and promotions of all civil service positions. Additionally, the office promotes positive community relations through the Equal Opportunity/Advisory Board and the Commission on the Status of Women.



EMPLOYEE RELATIONS

ORGANIZATION

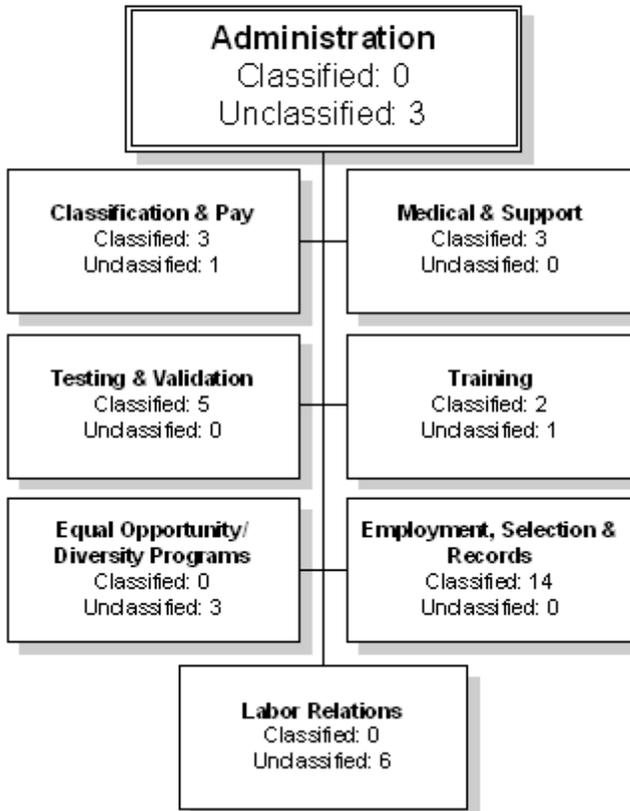
FY 2004 Table of Organization

Classified: 27

Unclassified: 14

Temporary FTE: 1

Total Positions: 42





EMPLOYEE RELATIONS

LONG-TERM GOAL

- ◆ To design and deliver excellent human resource services that align with the strategic initiatives of the City and supports the development of our employee's and organizational capacity to achieve desired results. Labor Relations will further develop and strengthen the working relationship with Labor in order to partner for proactive change that will benefit the long-term future for our employees and the citizens of Miami.

OBJECTIVES FOR FY2004

- ◆ Streamline recruiting and selection processes to increase flow of qualified, diverse applicants to better meet the organization's needs in a timely manner. Improve quality of applicant referrals by increasing use of valid skills assessment software.
- ◆ Increase internal management development and service employee learning initiatives to positively impact development of service culture and organizational results.
- ◆ Assist in implementation of strategic/business planning process that cascades throughout organization providing clear goals, performance measurements and pay-for-performance rewards for all employees. Install internal communications infrastructure to support citywide change management initiatives.
- ◆ Administer extensive classification and pay study in order to formulate recommendations for union negotiations and pay-for-performance system (s).
- ◆ Implement citywide procedures to ensure fair, consistent and timely progressive disciplinary action throughout organization and an environment free of discrimination.
- ◆ Successfully negotiate four labor contracts that realize increased productivity, reduced labor expense and fair practices.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ Created more customer/user friendly Employee Relations and Labor Relations environment focused on timely responses, equitable solutions, collaboration and results. Collaborated with the Police Department to increase quality and frequency of sworn-officer recruitments to address exceptionally high attrition rates.
- ◆ Partnered with Chiefs and Department Directors to cascade new business model throughout their management ranks by effective organization planning and executive recruitment.
- ◆ Developed "Progressive Disciplinary" management training program training 250 supervisors on "best practices" approach to improving employee performance.
- ◆ Provided responsive EAP and EEO consultation as well as facilitated intervention services to assist individual and team performance.
- ◆ Communicated new contract language and changes with City's administrative departments and assisted with the implementation of the negotiated collective bargaining agreements to ensure compliance with the various labor agreements.
- ◆ Developed and implemented two retroactive pay increases for AFSCME 871 employees, a union time pool tracking program, Deferred Retirement Option Plan for GESE Pension members and 14 administrative policies.

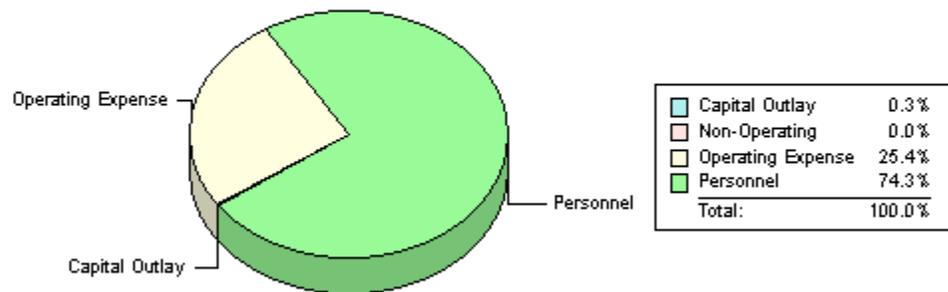


EMPLOYEE RELATIONS

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$2,143,173	\$2,377,959	\$2,727,990	\$2,490,453	\$2,833,244
Operating Expens	\$636,736	\$731,492	\$870,225	\$947,045	\$969,274
Capital Outlay	\$12,610	\$4,664	\$0	\$20,180	\$12,155
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$2,792,519	\$3,114,115	\$3,598,215	\$3,457,678	\$3,814,673

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$342,791 or 13.76% more than the FY2003 Amended Budget due to the transfer of salary savings to operating line items to fund various mid-year projects; one new position, Training Coordinator; three position upgrades; AFSCME Term-Life Insurance Premiums; and anniversary, longevity and cost of living adjustments. This increase is offset by a decrease in citywide tuition expenses, the elimination of one permanent position and temporary position.
- ◆ **Operating Expense:** This category is \$22,229 or 2.35% more than the FY2003 Amended Budget due mainly to the establishment of a citywide advertising account; funding for executive search services and arbitration. This increase is offset by a decrease in the citywide training account.
- ◆ **Capital Outlay:** This category is \$8,025 or 39.77% less than the FY2003 Amended Budget since capital purchases are funded on an as needed basis, when feasible.

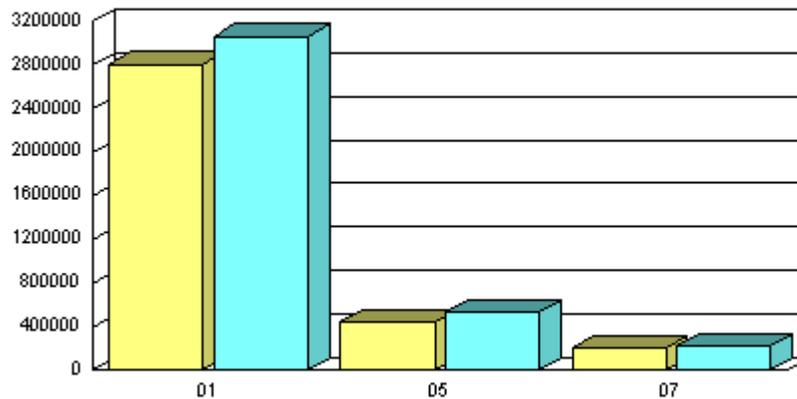


EMPLOYEE RELATIONS

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Human Resources	\$2,030,519	\$2,391,700	\$2,793,307	\$2,807,588	\$3,060,015
Labor Relations	\$583,156	\$548,730	\$596,655	\$441,837	\$532,370
Equal Opportunity / Dp	\$178,844	\$173,685	\$208,253	\$208,253	\$222,288
	\$2,792,519	\$3,114,115	\$3,598,215	\$3,457,678	\$3,814,673

Allocation by Division



DETAILS

- ◆ **Human Resources (Div 01):** This division is \$252,427 or 8.99% more than the FY2003 Amended Budget due to one new position; two position upgrades; increase in contractual services for citywide advertisement, physical exams, background investigations, executive search services, expert consultant services to support citywide initiatives; capital purchases; and anniversary, longevity, and cost of living adjustments. This increase is offset by decreases in travel, citywide tuition reimbursements, training accounts and one less temporary position.
- ◆ **Labor Relations (Div 05):** This division is \$90,533 or 20.49% more than the FY2003 Amended Budget due to the upgrade of one position; \$50,000 in anticipated salary savings was reduced from the FY2003 budget for two vacancies; \$5,000 was transferred to the Human Resources Division to help fund various mid-year projects; and anniversary, longevity, and cost of living adjustments. There was also an increase in contractual services for arbitration in anticipation of upcoming labor negotiations. This increase is offset by the elimination of one position.
- ◆ **Equal Opportunity / Dp (Div 07):** This division is \$14,035 or 6.74% more than the FY2003 Amended Budget due to funds provided for travel, equipment leases, and anniversary, longevity and cost of living adjustments.



INFORMATION TECHNOLOGY

DESCRIPTION

The Information Technology Department (ITD) is responsible for the implementation, operation, and support of the City's computer systems, Network, Internet and Telecommunication's infrastructure. The scope of support spans to all City offices including City Hall, Police stations, Fire stations, NET offices, Parks, Marinas and the Miami Convention Center. This Wide Area Network (WAN) links all departments into one communication network, enabling e-mail, internet, intranet and mainframe access for employees. Additionally, the City's web site provides access to government information and services to citizens and business.

ORGANIZATION

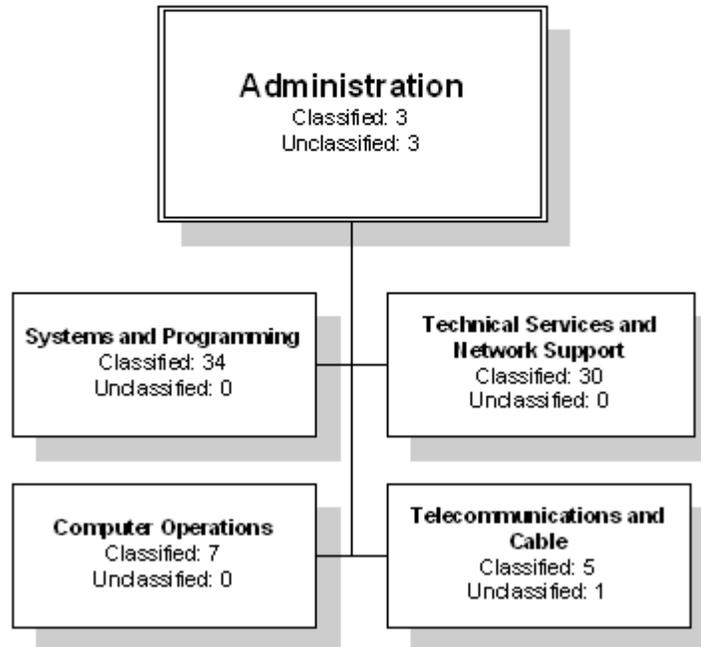
FY 2004 Table of Organization

Classified: 79

Unclassified: 4

Temporary FTE: 5

Total Positions: 88



INFORMATION TECHNOLOGY



**LONG-TERM
GOAL**

**OBJECTIVES
FOR FY2004**

- ◆ Provide information technology (IT) that will position the City to achieve its vision and business goals. Deliver modern, flexible, and cost-effective IT tools that will enable staff to better serve the community of Miami.

- ◆ Provide convenient access to information and services for citizens, businesses and City staff.
- ◆ Acquire and implement a modern computer-aided system to improve Public Safety CAD/CARE emergency dispatch and reporting operations for Police and Fire Departments.
- ◆ Acquire and begin implementation of an Enterprise Resource Planning (ERP) system to provide modern, reliable, efficient and integrated support to the City's finance, human resources, budget, payroll, and purchasing functions. This multi-year project includes re-engineering current processes, identifying and incorporating industry best practices, acquisition and implementation of a commercial off-the-shelf software system and staff training to improve business operations.
- ◆ Maintain and improve the information technology infrastructure by systematically replacing old equipment; consolidate to increase operational efficiency; introduce new technologies to increase productivity; improve security by identifying and correcting vulnerabilities.
- ◆ Begin planning and implementation of a fiber optic institutional network to provide the City with greatly expanded telecommunication capacity at reduced cost.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Created an information technology disaster recovery plan and established a contract for disaster recovery services (hot site and workgroup facilities) that will not only protect IT assets but allow critical government services to continue in the event of a man-made or natural disaster.
- ◆ Materially improved the security of the City's network, websites, and systems by completing over 400 security related improvements identified during IT security reviews.
- ◆ Implemented the City's first electronic government transaction enabling on-line building permit inspection scheduling, including credit card payment via the internet.
- ◆ Completed the modernization and migration of City electronic mail system to Windows 2000 and Exchange 2000 and refresh of over 400 desktop computers and servers as part of the ongoing replacement program.
- ◆ Modernized processes and consolidated IT help desk operations, completing in excess of 3,000 work orders for IT assistance.
- ◆ Implemented, expanded, upgraded and introduced automated systems to improve services and productivity, e.g., Kronos timekeeping system, Legistar legislative processing system, GEMS/SCI financial application, burglar alarm application applications, etc.

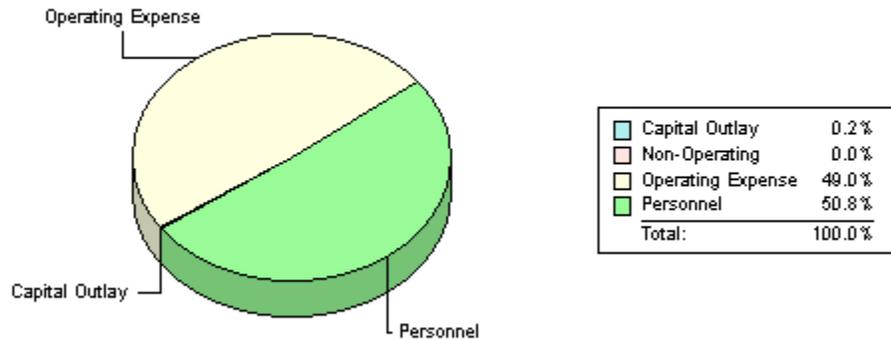


INFORMATION TECHNOLOGY

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$3,791,501	\$4,130,208	\$5,183,827	\$4,965,527	\$5,917,367
Operating Expens	\$2,401,158	\$3,266,488	\$3,692,099	\$3,756,601	\$5,717,767
Capital Outlay	\$139,574	\$57,398	\$25,000	\$57,499	\$23,460
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$6,332,233	\$7,454,094	\$8,900,926	\$8,779,627	\$11,658,594

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$951,840 or 19.17% more than the FY2003 Amended Budget due to salary increases resulting from, promotions, cost of living increases, anniversaries and longevity adjustments, and the addition of ten positions.
- ◆ **Operating Expense:** This category is \$1,961,166 or 52.21% more than the FY2003 Amended Budget due to the increase in Repair/Maintenance and software license support expenses resulting from additional systems.
- ◆ **Capital Outlay:** This category is \$34,039 or 59.20% less than the FY2003 Amended Budget due to a decrease in Small Capital needs.



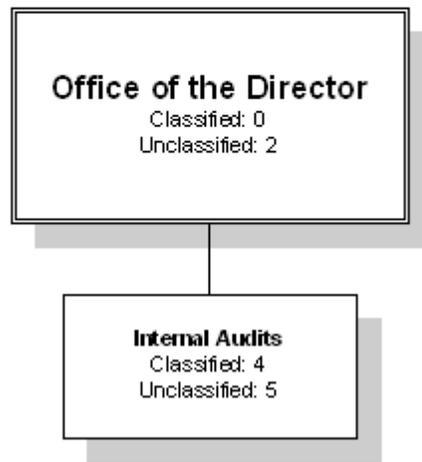
OFFICE OF AUDITOR GENERAL

DESCRIPTION

The Office of Auditor General provides independent, objective assurance, and consulting activity through its audits of all departments and/or programs under the auspices of the City. These audits add value, improve the City's operations, and helps the City accomplish its mission by bringing a systematic, disciplined approach of evaluating and improving the effectiveness of risk management controls, and the governance processes.

ORGANIZATION

FY 2004 Table of Organization
Classified: 4
Unclassified: 7
Temporary FTE: 1
Total Positions: 12



OFFICE OF AUDITOR GENERAL



**LONG-TERM
GOAL**

- ◆ To assist the City Commission in its effort to enhance accountability, effectiveness, and efficiency of the overall operation of the City government.

**OBJECTIVES
FOR FY2004**

- ◆ To identify through annual risk-based audit plan and perform 15 moderate to high risk types of audits.
- ◆ To identify inefficiencies and/or wastes in the amount of \$450,000, within the City government and recommend corrective actions.
- ◆ To identify additional revenues due to the City in the amount of \$450,000 during the fiscal year 2004.
- ◆ To perform audits in a more timely manner by reducing the average time (budgeted hours) it takes to complete an audit from 475 hours to 450 hours.
- ◆ To ensure that each auditor attains the 40 credit hours of continuing professional education mandated by Governmental Auditing Standards.
- ◆ To ensure that 100 percent of the recommendations pertaining to audit findings were properly implemented and adhered to.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Identified approximately \$300,000 of additional revenues and/or cost savings citywide.
- ◆ Non-City residents were not assessed the required \$100 surcharge for emergency medical treatment/transportation services as required by Section 2-234 of the City Code. We estimate that approximately \$1,828,200 of surcharge were not collected during October 1, 1998, through September 30, 2002. The said surcharge will be collected in the future.
- ◆ Our operational, performance, and compliance audits identified several internal control deficiencies, lack of compliance with certain programs, and contract/lease requirements. The recommendations would add value and enhance effectiveness of management, internal control, and the governance processes, if properly implemented.
- ◆ The Office of Auditor General provided technical expertise on a wide range of issues to various City departments.

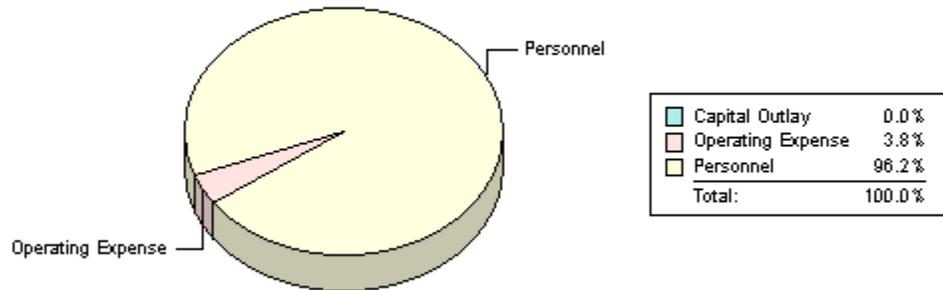


OFFICE OF AUDITOR GENERAL

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$452,338	\$475,059	\$939,797	\$828,104	\$812,597
Operating Expens	\$13,620	\$14,064	\$26,200	\$29,000	\$32,350
Capital Outlay	\$1,230	\$0	\$0	\$3,000	\$0
	\$467,188	\$489,123	\$965,997	\$860,104	\$844,947

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$15,507 or 1.87% less than the FY2003 Amended Budget because of cost of living adjustments (COLA), anniversary and longevity increases.
- ◆ **Operating Expense:** This category is \$3,350 or 11.55% more than the FY2003 Amended Budget due to new training requirements.
- ◆ **Capital Outlay:** This category is \$3,000 or 100.00% less than the FY2003 Amended Budget there are no capital needs anticipated for FY2004.

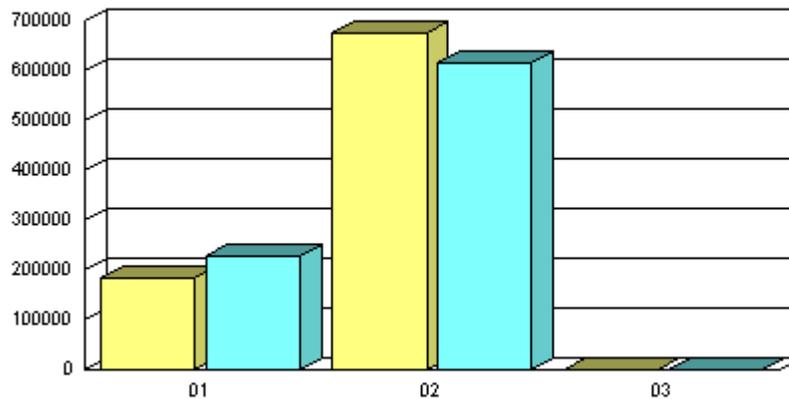


OFFICE OF AUDITOR GENERAL

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Director's Office	\$115,033	\$145,432	\$175,505	\$183,368	\$229,323
Audit Division	\$352,155	\$343,691	\$790,492	\$676,736	\$615,324
Profess'l Compliance	\$0	\$0	\$0	\$0	\$300
	\$467,188	\$489,123	\$965,997	\$860,104	\$844,947

Allocation by Division



DETAILS

- ◆ **Director's Office (Div 01):** This division is \$45,955 or 25.06% more than the FY2003 Amended Budget because of the implementation of the Charter amendment which established the Independent Office of Auditor General.
- ◆ **Audit Division (Div 02):** This division is \$61,412 or 9.07% less than the FY2003 Amended Budget because of the attrition of higher paid employees.



DESCRIPTION

The City Attorney is the chief legal officer of the City. The City Attorney is the legal advisor to the City Commission, Mayor, City Manager, and department directors, and all boards and committees established by the City Charter or Code. The thirty-one (31) attorneys of the City Attorney's office provide legal services for the City and its agents in their official capacities in all matters of litigation, and provide specialized legal counsel in areas of civil law related to municipal corporations.

ORGANIZATION

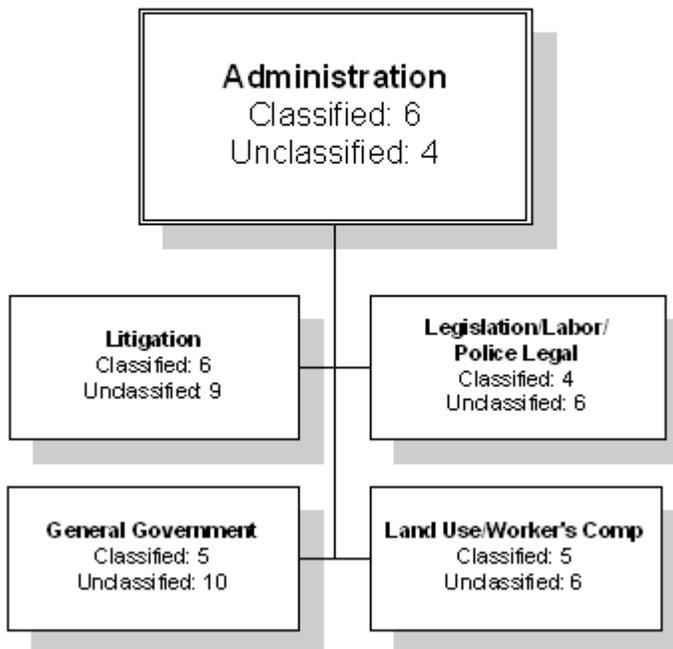
FY 2004 Table of Organization

Classified: 26

Unclassified: 35

Temporary FTE: 2

Total Positions: 63





LONG-TERM GOAL

- ◆ Continued improvement of client-attorney interaction and communications through increased client-driven training offerings, with immediate goal of implementing process for optimal client-attorney contact and opportunities for constructive feedback.

Continued elected officials and administration workshops and law-related training sessions.

OBJECTIVES FOR FY2004

- ◆ Develop and draft, in conjunction with the Public Works Department, a Comprehensive Alley Closure Ordinance and Implementation Program to rid the City of archaic alleys and anachronistic, time-consuming alley-related closing and replatting requirements.
- ◆ Continue to reduce the turn-around time for pending contracts through utilization of the Office's recently enhanced contract-tracking, notification and accountability procedures.
- ◆ Continue to implement enhanced interaction with Risk Management Department in pre-litigation claims' investigation.
- ◆ Implement and coordinate transition program and workflow procedures with new, City-designated Worker's Compensation Claims Administrator.
- ◆ Continue to alert the administration and our elected officials of significant judicial decisions and legislative action (federal, state and local) through use of periodic inter-departmental notification publications.
- ◆ Continued improvement of client-attorney interaction and communication through client-driven, judicial or statutory prompted training sessions and workshops.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

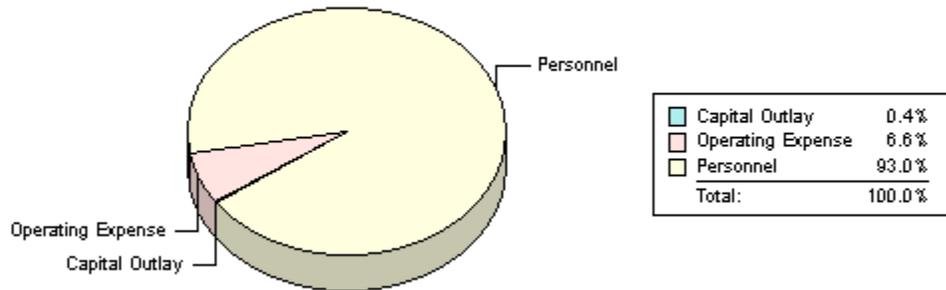
- ◆ This Office prevailed in many court decisions during the subject period. In one, of note, this Office successfully defended a constitutional challenge to various provisions of the City's Towing Ordinance. In *Specialized Towing and Transportation, Inc. v. City of Miami*, Plaintiff claimed that federal law preempted the Towing Ordinance, which regulates non-consensual towing of vehicles from private property. The Federal Court agreed with the City and found that all the regulations, including the City's annual license fees, were genuinely responsive to the City's legitimate safety concerns and therefore exempt from federal preemption.
- ◆ Enhanced pre-litigation interaction with Risk Management through implementation of improved action notification procedures. Consequently, Risk Management's Claims Adjusters now have clearly outlined advance schedules of all pending litigation matters that require their active participation and attendance.
- ◆ Drafted new Alcoholic Beverage Ordinance to more efficiently regulate the excessive and illegal consumption of alcoholic beverages at various types of stores, bars and dining facilities in the City. Further, clarified establishment types and delineated the hours in which alcoholic beverages may be sold at those facilities. This ordinance greatly facilitates the City's enforcement of alcoholic beverage laws and related City Code provisions.



DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$3,276,549	\$3,657,255	\$4,526,619	\$4,548,659	\$4,723,958
Operating Expens	\$216,856	\$306,951	\$256,700	\$256,700	\$336,918
Capital Outlay	\$40,091	\$12,431	\$5,000	\$5,000	\$19,639
	\$3,533,496	\$3,976,637	\$4,788,319	\$4,810,359	\$5,080,515

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$175,299 or 3.85% more than the FY2003 Amended Budget due to merit increases, anniversary, and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$80,218 or 31.25% more than the FY2003 Amended Budget due to an increase in professional services and book publication memberships.
- ◆ **Capital Outlay:** This category is \$14,639 or 292.78% more than the FY2003 Amended Budget due to one-time capital expenditures related to replacements of obsolete and non-functional small capital items.



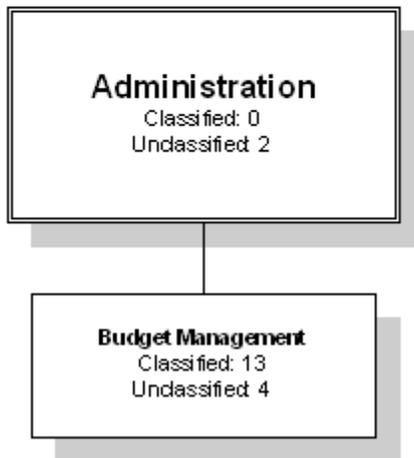
Office of Strategic Planning, Budgeting, and Performance

DESCRIPTION

The Office of Strategic Planning, Budgeting, and Performance endeavors to institutionalize a strategic policy process to guide the development of the annual and multi-year business and capital plans. Additionally, we are committed to assisting each of the city departments and outside agencies with the budget development process and with the on-going monitoring of their respective budgets.

ORGANIZATION

FY 2004 Table of Organization
Classified: 13
Unclassified: 6
Temporary FTE: 0
Total Positions: 19





Office of Strategic Planning, Budgeting, and Performance

**LONG-TERM
GOAL**

- ◆ To complete the citywide implementation of the Balanced Scorecard methodology for strategic planning. To develop strategic planning and budget policy that will guide the development of fiscally sound annual and multi-year business and capital plans. To identify new revenue sources and operational efficiencies.

**OBJECTIVES
FOR FY2004**

- ◆ Complete the development of the City level Balanced Scorecard and Strategic Plan by March 31, 2003.
- ◆ Develop and present a balanced 2004-2005 fiscal year budget by September 30, 2004.
- ◆ Update and issue a detailed revenue manual by April 2004.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Automated routine task by fully utilizing current departmental technological resources.
- ◆ Improved the City's budget/planning process by conducting extensive research as the base for a detail revenue manual.
- ◆ Identified funding and prepared 9 mandatory ordinances resulting in \$70.3 million in appropriations to 62 capital projects.

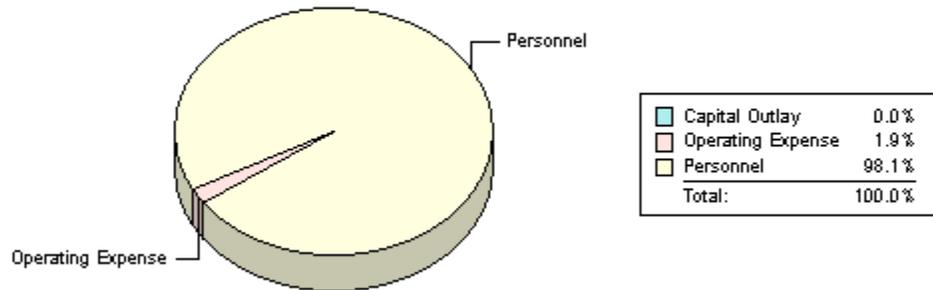


Office of Strategic Planning, Budgeting, and Performance

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$1,426,831	\$1,377,198	\$1,517,003	\$1,318,494	\$1,356,568
Operating Expens	\$42,890	\$33,848	\$63,500	\$65,100	\$26,653
Capital Outlay	\$24,587	\$5,794	\$0	\$0	\$0
	\$1,494,308	\$1,416,840	\$1,580,503	\$1,383,594	\$1,383,221

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$38,074 or 2.89% more than the FY2003 Amended Budget due to cost of living adjustments, anniversary and longevity increases.
- ◆ **Operating Expense:** This category is \$38,447 or 59.06% less than the FY2003 Amended Budget due to a one-time consulting service and other contractual services being employed every other year.



DEPARTMENT OF PARKS AND RECREATION

DESCRIPTION

Parks and Recreation operates all City pools and parks, offering year-around, seven day a week, comprehensive programs of recreation, art, music, education, cultural activities, and leisure opportunities for all age groups. Special services include child day care and preschool centers, summer camps, programs for the disabled, senior citizen programs, educational programming for children during the summer and after school hands-on technology programs at major parks and arts and cultural programming including a music and film series.

ORGANIZATION

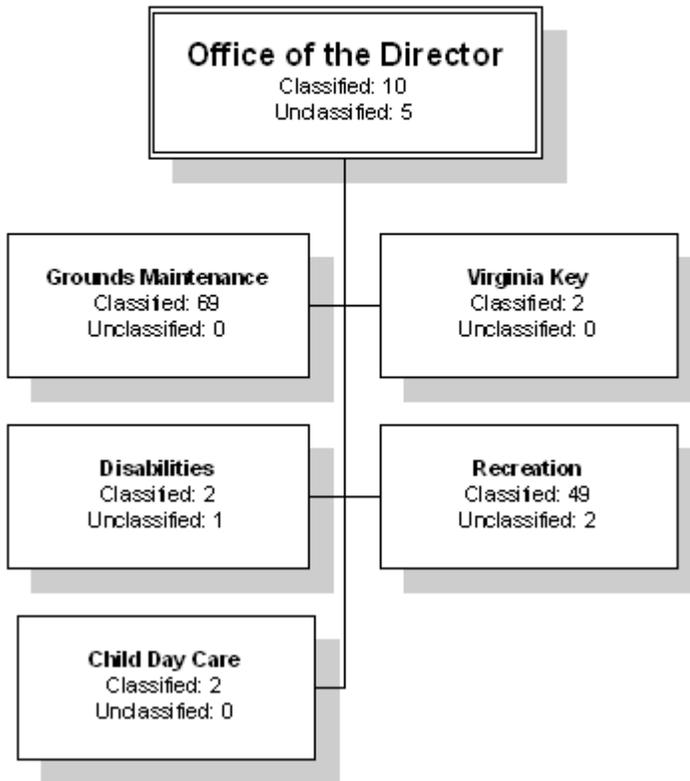
FY 2004 Table of Organization

Classified: 134

Unclassified: 8

Temporary FTE: 120

Total Positions: 262





DEPARTMENT OF PARKS AND RECREATION

**LONG-TERM
GOAL**

**OBJECTIVES
FOR FY2004**

- ◆ The goal of the Department of Parks and Recreation is to serve all of the residents of the City of Miami by providing safe, clean, and wholesome recreational, educational and cultural activities in order to promote a sense of community.

- ◆ Expand recreational programming in the Parks Department by:
 - a. pursuing a minimum of 10 outside sources of funding,
 - b. hosting more than 3 million persons in recreational activities in the major parks facilities,
 - c. providing lunches and snacks to children during the summer months at our city parks,
 - d. establishing a minimum of five new partnerships with private and/or non profit organizations in providing enhanced and new programs,
 - e. expanding the summer Learn To Swim Program to reach no less than 3,000 youths and adults citywide,
 - f. implementing an after school homework assistance and tutoring program at all major recreation facilities,
 - g. enhancing technology opportunities by developing computer labs at 9 parks,
 - h. increasing participation in the summer art, music and cultural activities of the "Heart of Our Parks" program by 10%,
 - i. implementing a citywide soccer league for children through six major parks,
 - j. pursuing additional excellence in parks for at risk youth,
 - k. increase volunteer participation in internship programs for at-risk youth, and
 - l. promote advertising through public art in the parks.

- ◆ Increase services in the Disabilities Division by servicing more than 350 disabled persons each week by providing leisure transportation, independent living skills, and activities.

- ◆ Provide child care services in the form of lead testing for approximately 90 day care children and food services for 187 day care/pre-school participants.

- ◆ Increase the number of special events in the City of Miami by 5%.

- ◆ Providing a safe and clean environment through the Operations Division by increasing the level of involvement in the construction, renovation, and maintenance of athletic fields and turf, irrigation systems, landscaping, reforestation, invasive plant management, and boat ramp operations.

- ◆ Complete at least \$2.5 million worth of Capital Projects in City parks utilizing funds from the Homeland Defense/Neighborhood Improvement Bond, and the Safe Neighborhood Parks Bond Program, State of Florida Department of Environmental Protection and the Florida Inland Navigation District.



DEPARTMENT OF PARKS AND RECREATION

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Served approximately 2,400 residents in summer Learn-To-Swim classes.
- ◆ Served an increase of approximately 800 daily lunches over the FY 2002 figures, during the Summer 2003 Program.
- ◆ Expanded the Summer 2003 Program to include an art, music, and cultural component "Heart of Our Parks", and the educational component "Summer Reading Program".
- ◆ Provided more than 2.2 million passive and active recreation opportunities to residents and visitors throughout our parks system.
- ◆ Completed approximately \$309,000 of Homeland Defense Neighborhood Improvement Bond projects at Moore, Curtis, and Bryan Parks with another \$927,000 in projects underway and approximately \$300,000 in process for bidding.
- ◆ Assisted in the building of a new day care center at Lemon City Park, the renovation of the West End Park recreation building, the renovation of historical Ft. Dallas, and Wagner Barracks in Lummus Park, and the restoration of Margaret Pace Park.
- ◆ Purchased and installed new equipment, furnishings, and other improvements at Roberto Clemente, Kinloch, Eaton, Kennedy, and Antonio Maceo Parks.
- ◆ Applied, obtained, and managed an approximate total of \$1.8 million dollars in grants from Miami-Dade County Safe Neighborhood Parks Program, Miami-Dade County ADA Office, State of Florida Department of Environmental Protection, and Florida Inland Navigation District.
- ◆ Secured \$316,965 from the Miami-Dade County Public Schools to provide reading instruction in the parks.
- ◆ Secured \$7,320 from Regis House to support Learn-To-Swim programs.
- ◆ Received approximately 8,500 books donated by Reader's Digest for reading activities in the parks.
- ◆ Organized and coordinated citywide recreation leagues and activities with the participation of approximately 20,000 residents.
- ◆ Completed physical improvements and renovation of existing facilities throughout the City's parks system for a total of approximately \$1.6 million dollars. Improvements entailed new playground and fitness equipment, volleyball courts, steel picket and chain link fences, basketball and tennis courts, site furnishings, walkways, shelters, bleachers, and a water-theme playground.

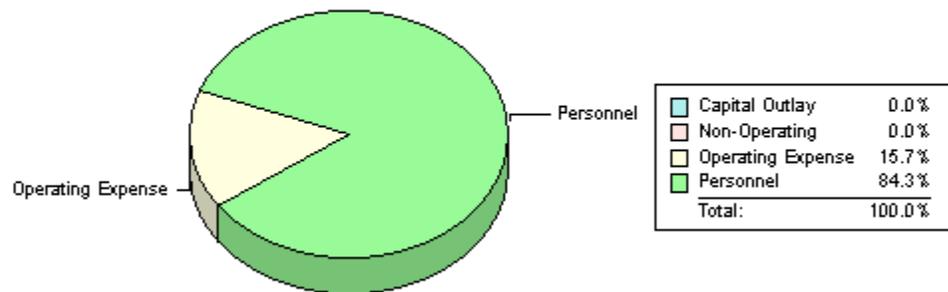


DEPARTMENT OF PARKS AND RECREATION

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$7,309,948	\$8,157,403	\$9,321,998	\$9,321,998	\$9,990,941
Operating Expens	\$1,788,286	\$1,657,309	\$1,856,644	\$1,856,644	\$1,859,443
Capital Outlay	\$24,414	\$28,075	\$10,147	\$10,147	\$0
Non-Operating	\$144,264	\$0	\$0	\$0	\$0
	\$9,266,912	\$9,842,787	\$11,188,789	\$11,188,789	\$11,850,384

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$668,943 or 7.18% more than the FY2003 Amended Budget because of cost of living adjustments, anniversary, and longevity increases. In addition, nine new positions were approved for FY2004.
- ◆ **Operating Expense:** This category is \$2,799 or 0.15% more than the FY2003 Amended Budget due to an increase in advertisement to effectively promote programs and events and the funding of field trips and admissions that were previously paid from state appropriations.
- ◆ **Capital Outlay:** This category is \$10,147 or 100.00% less than the FY2003 Amended Budget due to budget constraints for FY2004.

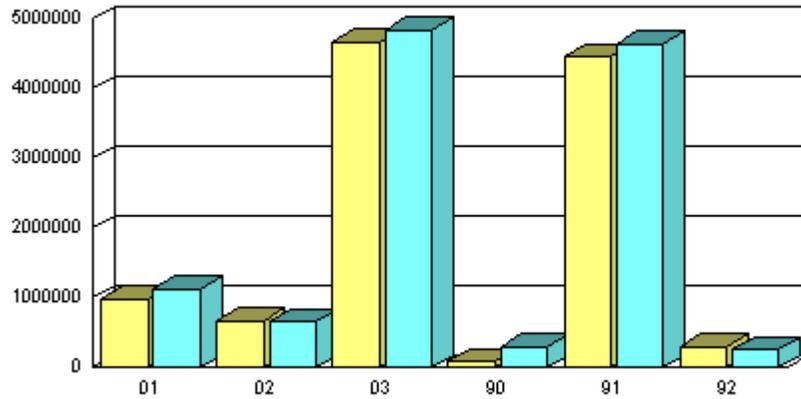


DEPARTMENT OF PARKS AND RECREATION

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Director's Office	\$670,904	\$714,981	\$987,606	\$988,006	\$1,130,943
Programs	\$585,016	\$543,527	\$676,991	\$676,991	\$668,156
Recreation & Ops	\$4,302,345	\$4,377,761	\$4,672,135	\$4,671,737	\$4,840,178
Disabilities Programs	\$72,448	\$87,027	\$93,205	\$93,205	\$307,729
Grounds Maintenance	\$3,426,043	\$3,886,785	\$4,449,114	\$4,449,112	\$4,645,812
Virginia Key	\$210,156	\$232,706	\$309,738	\$309,738	\$257,566
	\$9,266,912	\$9,842,787	\$11,188,789	\$11,188,789	\$11,850,384

Allocation by Division





DEPARTMENT OF PARKS AND RECREATION

DETAILS

- ◆ **Director's Office (Div 01):** This division is \$142,937 or 14.47% more than the FY2003 Amended Budget due to one person transfer from FACE (Film, Art, Culture and Entertainment Department) and one new position added. In addition, this increase reflects anniversary and cost of living adjustments.
- ◆ **Programs (Div 02):** This division is \$8,835 or 1.31% less than the FY2003 Amended Budget because of less resources allocated in temporary salaries and utilities due to budget constraints for FY2004.
- ◆ **Recreation & Ops (Div 03):** This division is \$168,441 or 3.61% more than the FY2003 Amended Budget due to additional funding in playgrounds supplies, two new positions added and increases for anniversary, and cost of living adjustments.
- ◆ **Disabilities Programs (Div 90):** This division is \$214,524 or 230.16% more than the FY2003 Amended Budget due to two new positions added and increases for anniversary and cost of living adjustments. Additionally, code requirements mandate the facility to maintain fire and security monitoring services. Furthermore, this program also has to fund field trips and admissions from now on, that were previously paid from the state appropriations.
- ◆ **Grounds Maintenance (Div 91):** This division is \$196,700 or 4.42% more than the FY2003 Amended Budget due to the addition of three new grounds maintenance positions and anniversary, longevity and cost of living adjustments. Additionally, more funding was allocated towards playgrounds and safety supplies.
- ◆ **Virginia Key (Div 92):** This division is \$52,172 or 16.84% less than the FY2003 Amended Budget because of a lower allocation of funds for temporary salaries due to financial constraints.



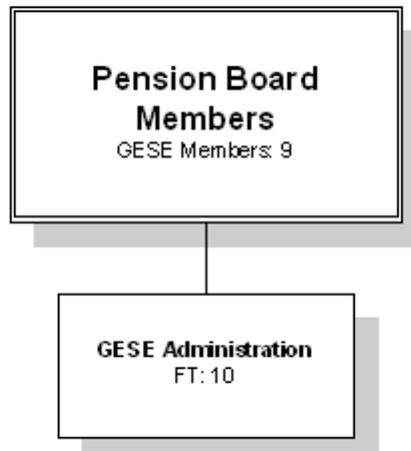
General Employees' And Sanitation Employees' Retirement Trust

DESCRIPTION

The General Employees and Sanitation Employees' Retirement Trust (GESE) consists of four board members appointed by the City's Elected Officials, four appointed by general employees and sanitation employees of the City of Miami as union representatives and one appointment is made by the City Administrator. The Board members are named fiduciaries of the fund and as such they hold, manage, control and safeguard the fund solely in the interest of members and beneficiaries of the retirement plan. The Board is supported by an administrative staff which operates the daily functions of the Trust, with it's expenses paid by the City of Miami.

ORGANIZATION

FY 2004 Table of Organization



Board members and administration staff are shown for information purposes only. These individuals are not employed by the City and are not included in the overall 'Summary of Positions' (pg. 19-20)

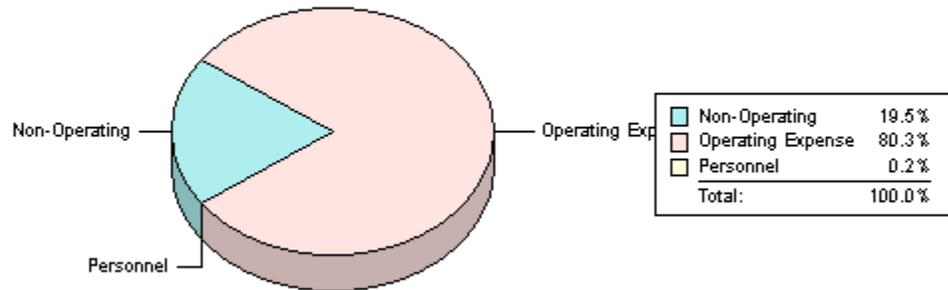


General Employees' And Sanitation Employees' Retirement Trust

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$23,315	\$23,315	\$23,316	\$23,316	\$23,316
Operating Expens	\$8,848,793	\$2,826,943	\$4,252,457	\$3,885,457	\$11,068,290
Non-Operating	\$1,809,362	\$1,534,853	\$1,706,364	\$1,706,364	\$2,687,611
	\$10,681,470	\$4,385,111	\$5,982,137	\$5,615,137	\$13,779,217

Allocation by Department



DETAILS

- ◆ **Operating Expense:** This category is \$7,182,833 or 184.86% more than the FY2003 Amended Budget due to an increased actuarial payment of approximately \$7.2 million.
- ◆ **Non-Operating:** This category is \$981,247 or 57.51% more than the FY2003 Amended Budget due to an increase in administrative costs for the G.E.S.E. Retirement Trust.



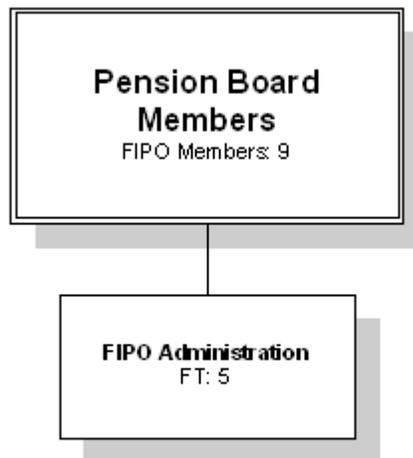
Fire Fighters' and Police Officers' Retirement Trust

DESCRIPTION

The Firefighters and Police Officers' Retirement Trust (FIPO) consists of four board members appointed by the City's Elected Officials, four appointed by Fire Fighters and Police Officers of the City of Miami as union representatives and one appointment is made by the City Administrator. The Board members are named fiduciaries of the fund and as such they hold, manage, control and safeguard the fund solely in the interest of members and beneficiaries of the retirement plan. The Board is supported by an administrative staff which operates the daily functions of the Trust, with it's expenses paid by the City of Miami.

ORGANIZATION

FY 2004 Table of Organization



Board members and administration staff are shown for information purposes only. These individuals are not employed by the City and are not included in the overall 'Summary of Positions' section found in the Appropriation Summaries tab of this manual.

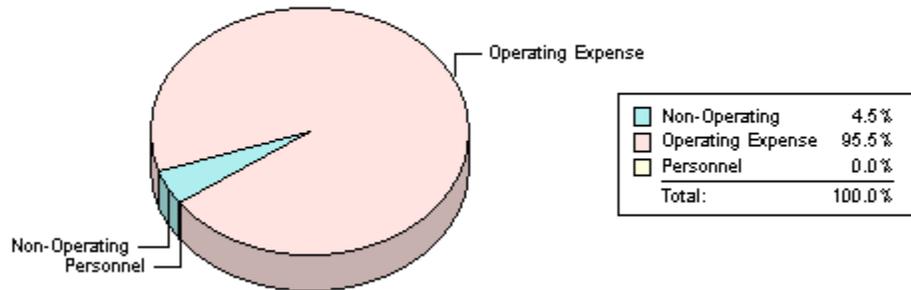


Fire Fighters' and Police Officers' Retirement Trust

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$17,841	\$15,263	\$15,545	\$15,545	\$15,545
Operating Expens	\$5,515,887	\$5,086,675	\$15,124,366	\$18,636,366	\$32,959,003
Non-Operating	\$2,488,951	\$636,675	\$1,614,100	\$1,614,100	\$1,547,655
	\$8,022,679	\$5,738,613	\$16,754,011	\$20,266,011	\$34,522,203

Allocation by Department



DETAILS

- ◆ **Operating Expense:** This category is \$14,322,637 or 76.85% more than the FY2003 Amended Budget due to an increased actuarial payment of approximately \$14.3 million.
- ◆ **Non-Operating:** This category is \$66,445 or 4.12% less than the FY2003 Amended Budget due to a reduction of administrative costs for the F.I.P.O Retirement Trust.



Administrator's & Elected Officer's Retirement Plan

DESCRIPTION

These funds are used to pay the retirement benefits of appointed members of the City Administration and to the Elected Officers Retirement Trust for the benefit of Elected Officials. Appointed members of the City Administration includes the City Administrator, City Attorney, City Clerk, Chiefs and those Department Directors, Assistant Directors and other staff members who elect to participate in a defined contribution plan.

ORGANIZATION

FY 2004 Table of Organization

<p>Pension Board Members EORT Members: 1</p>

Board members and administration staff are shown for information purposes only. These individuals are not employed by the City and are not included in the overall 'Summary of Positions' section found in the Appropriation Summaries tab of this manual.

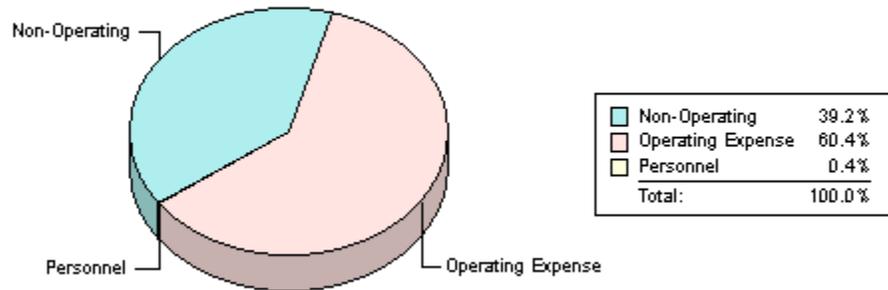


Administrator's & Elected Officer's Retirement Plan

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$0	\$0	\$3,000
Operating Expens	\$0	\$0	\$0	\$418,492	\$462,217
Non-Operating	\$1,097,155	\$216,118	\$300,000	\$300,000	\$300,000
	\$1,097,155	\$216,118	\$300,000	\$718,492	\$765,217

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$3,000 or 100.00% more than the FY2003 Amended Budget due to the fact that these costs were inadvertently not budgeted for in the previous fiscal year.
- ◆ **Operating Expense:** This category is \$43,725 or 10.45% more than the FY2003 Amended Budget due to an increase in benefits paid to new executives hired as compared to the previous fiscal year.



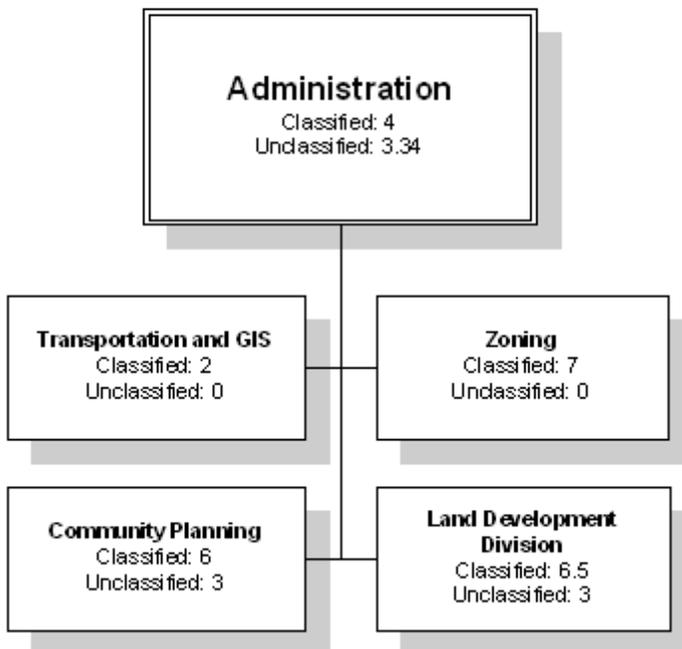
City of Miami FY2004 Budget
PLANNING & ZONING

DESCRIPTION

This Department provides policy guidance for Miami's future development by preparing recommendations on petitions for variances, rezoning, conditional uses and changes in the comprehensive plan; prepares recommendations for the following boards: Zoning, Planning Advisory, Historic and Environmental Preservation; collects and analyzes demographic and economic data; reviews development and land use changes that affect the City's general welfare. The Zoning section interprets and enforces the Zoning Ordinance in reviewing plans for building permits and public hearings.

ORGANIZATION

FY 2004 Table of Organization
Classified: 25.5
Unclassified: 9.34
Temporary FTE: 0
Total Positions: 34.84





PLANNING & ZONING

**LONG-TERM
GOAL**

- ◆ To establish a renewed sense of place for the City of Miami that consists of great civic spaces, tree lined streets, architecture and sound urban design principles that emphasize human scale, public open spaces, historic context, the pedestrian realm and a more intense use of public transportation.

**OBJECTIVES
FOR FY2004**

- ◆ To review, simplify, streamline and improve the existing zoning ordinance in order for it to yield great architecture and urban design and become user-friendly for the general public.
- ◆ To conduct planning initiatives (master plans, architecture, landscape architecture, urban design, streetscape, preservation standards and transportation strategies) for major commercial corridors and neighborhoods that build an infrastructure for the City based on good urbanism principles. These principles will also guide zoning and land use changes and the implementation of pertinent changes to codes as required.
- ◆ Initiate comprehensive evaluation and appraisal of the Miami Comprehensive Neighborhood Plan pursuant to State of Florida requirements, including updating of data plans and analysis, identification of major issues, community workshops and public agency scoping meetings, formulation of recommendations, and drafting report.
- ◆ Continue to maintain and update Miami Comprehensive Neighborhood Plan, including transmittal of Future Land Use Map and text amendments, performance of concurrency analyses, and other tasks such as establishing and/or modifying Development of Regional Impact and Regional Activity Centers as appropriate, and preparing Evaluation and Appraisal Reports as required by State of Florida.
- ◆ Initiate Evaluation and Appraisal Report (EAR) process in accordance with State of Florida timeframe. Specific tasks include data collection and analysis, "major issues" workshops and public agency scoping meetings, formulation of recommendations, and drafting and adoption of report.
- ◆ To conduct planning initiatives (master plans, architecture, landscape architecture, urban design, streetscape, preservation standards and transportation strategies) for major commercial corridors and neighborhoods that build an infrastructure for the City based on good urbanism principles. These principles will also guide zoning and land use changes and the implementation of pertinent changes to codes as required.



**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

PLANNING & ZONING

- ◆ The Department prepared 25 historic designation reports, produced two color brochures on the City's historic preservation program and its historic properties, implemented a historic preservation web site to guide property owners and visitors, and developed 30 interpretive markers to identify historic sites.
- ◆ The Department of Planning and Zoning has completed a re-write of Chapter 17 of the City Code pertaining to the Environmental Preservation District Ordinance and in addition has prepared and adopted Tree Protection and Removal Standards Ordinance.
- ◆ Prepared profiles of City of Miami NET areas including comprehensive analysis and presentation of 2000 Census data and indicators associated with housing, transportation, business, education, social services, historic preservation, and parks and recreation.
- ◆ Negotiated and executed interlocal agreement regarding coordination of land use and school facilities planning, pursuant to State of Florida requirements, between City of Miami, Miami-Dade County Public Schools, Miami-Dade County, and all non-exempt municipalities.
- ◆ Assisted in completing and adopting Increment II of the Downtown Development of Regional Impact (DRI), and the Downtown Transportation Master Plan; these efforts will continue to promote development in the Downtown Area.
- ◆ In Calendar Year 2002, the Planning and Zoning Department successfully processed 9 Major Use Special Permits signifying a total of 3,424 new residential units, 186 new hotel rooms, 456,721 square feet of new retail uses, 406,400 new square feet of office use and 9,418 parking spaces throughout the city.
- ◆ Completed several key neighborhood area plans including the following: The Model City Master Plan for approximately 320 acres that promotes new urbanist planning principles; Adoption of the FEC Corridor Study and completion of the Charrette process for development of a regulating plan; and A public design workshop for the Buena Vista East Historic neighborhood to develop design and historic preservation guidelines for area streetscapes, including traffic calming measures.
- ◆ Prepared Neighborhood Conservation Districts (NCD) for the Coral Gate, Coconut Grove and the West Grove Island District areas in order to adopt appropriate zoning regulations and design standards for each accordingly.

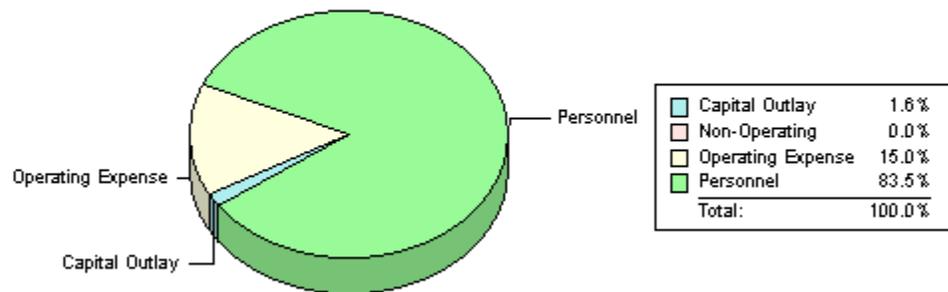


City of Miami FY2004 Budget
PLANNING & ZONING

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$1,614,052	\$2,124,062	\$2,311,439	\$2,311,172	\$2,531,925
Operating Expens	\$46,585	\$319,077	\$62,445	\$62,712	\$453,950
Capital Outlay	\$2,568	\$5,116	\$4,000	\$4,000	\$47,035
Non-Operating	\$0	\$0	\$10,000	\$10,000	\$0
	\$1,663,205	\$2,448,255	\$2,387,884	\$2,387,884	\$3,032,910

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$220,753 or 9.55% more than the FY2003 Amended Budget due to cost of living, anniversary and longevity adjustments, the cost of the car allowance and telephone for the director. Two split funded positions, Pos # 1670 and #9626 were transferred from the Department of Economic Development, additionally, the transfer of the Economic Planner from the Department of Economic Development.
- ◆ **Operating Expense:** This category is \$391,238 or 623.86% more than the FY2003 Amended Budget due to increase of Professional Services/Required by State Status. Consultant services for preparation of State of Florida-mandated Evaluation and Appraisal Report for Miami Comprehensive Neighborhood Plan, including data collection and analysis, coordination of community involvement process, and recommendation of amendments to improve the City's comprehensive plan.
- ◆ **Capital Outlay:** This category is \$43,035 or 1,075.88% more than the FY2003 Amended Budget due to increase in small capital needs.
- ◆ **Non-Operating:** This category is \$10,000 or 100.00% less than the FY2003 Amended Budget due to a one time funding that was placed in budget reserve should additional funding be needed.



POLICE

DESCRIPTION

The Police Department's mission is to make Miami a safe place where people can live, work, and visit without fear. The department's employees are committed to the philosophy of community policing. In partnership with businesses and residents, neighborhood problems are identified and solutions are implemented to improve the quality of life. Using both time- tested police methods and promising innovative approaches, the Police Department serves and protects the City's diverse community.

ORGANIZATION

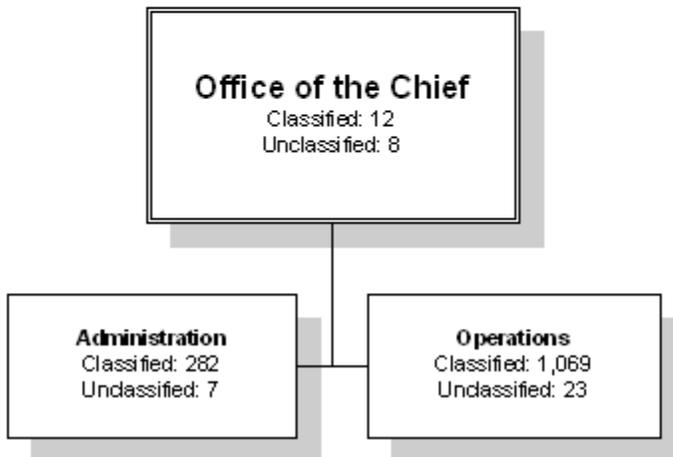
FY 2004 Table of Organization

Classified: 1363

Unclassified: 38

Temporary FTE: 36

Total Positions: 1437





POLICE

**LONG-TERM
GOAL**

**OBJECTIVES
FOR FY2004**

- ◆ To enhance the department's efforts, together with the participation and involvement of our City's residents, to prevent and combat crime for the purpose of making our City a place where all people can live, work and visit safely without fear.

- ◆ To maintain and even lower the City's crime rate which remains at a 25-year-low. This will require better management of resources, as attrition has significantly reduced the number of available police officers.
- ◆ To reduce vehicular fatalities and remove the City of Miami from its placement amongst the nation's most deadliest traffic locales.
- ◆ To host a successful Free Trade Area of the Americas Convention in November 2003, and demonstrate Miami's ability to safely host major events while respecting the rights of those with opposing viewpoints.
- ◆ To enhance Community Policing Quality of Life efforts by finalizing the new COMPSTAT crime reduction and management accountability system. Bi-monthly assessment meetings will be held to analyze crime records captured and displayed on high-tech crime maps. Police commanders will be able to more accurately predict and address crime patterns in a coordinated crime fighting effort and the department's leadership will be able to assess more precisely the success of those efforts.
- ◆ To refocus attention on the department's greatest asset--its dedicated employees, through a new emphasis on training and leadership development, as well as revamping the department's recruitment and hiring efforts to address historic attrition levels threatening to deplete the department's workforce.
- ◆ To complete the total restructuring of the Internal Affairs function with a new focus on proactive investigations to target suspected problem areas and root out personnel misconduct rather than waiting for a complaint to initiate an investigation.



POLICE

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ The Miami Police Department voluntarily joined a selected group of law enforcement agencies that have taken up the challenge of becoming a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- ◆ The Weed and Seed Organized Crime Drug Enforcement Task Force operations resulted in the conviction of 49 drug dealers, murderers and co-conspirators in four (4) different federal indictments. They were also responsible for at least 76 deaths, including rival drug members.
- ◆ The first Prostitution Mapping Program was implemented. This program resulted in 30 arrests for prostitution with 23 convictions. In addition, 66 arrests were made with the weekly crime abatement details and 50 vehicles towed under the Vehicle Impoundment Program (VIP). Since the implementation of mapping and weekly crime abatement details, the prostitution problem has significantly been reduced.
- ◆ The Problem Solving Team assisted the Gang Unit, Homicide Unit, and SIS in a joint operation in combating violent crimes in the North District "Operation Double Time/Second Round". The operation ended with the apprehension and arrest of 162 violent narcotic dealers.
- ◆ The Problem Solving Team, assisted by the DEA, continued to conduct investigations into drug sales in the West Grove. These investigations have contributed to 366 felony and 514 misdemeanor arrests and the confiscation of a large amount of illegal drugs. Operation Coco Rock II culminated with the arrest of 68 individuals for trafficking narcotics. Each person arrested was charged with multiple counts. The number of individual cases totaled nearly 700 and 10 suspects were charged federally due to the quantity of cases filed against them.
- ◆ The members of the Traffic Homicide Detail were honored by the Mothers Against Drunk Driving for service done in the investigation of DUI related fatalities.
- ◆ The Juvenile Unit created a children's safety program, "A Missing Child Incompletes Our Community" program. This program includes training for children and parents with prevention guidelines, role-playing scenarios and child identification kits, aimed at preventing child abductions and disappearances.
- ◆ The Auto Theft Detail has taken a more proactive approach in the investigation of auto thefts in the City of Miami. This has resulted in an increase in the unit's arrests by 55%.
- ◆ The Smuggling Detail conducted 187 surveillances, served 23 warrants/indictments, seized 292 kilos of cocaine, 86.7 grams of ecstasy, 706 grams of marijuana, 1,705 vials of ketamine and \$480,208 in US currency.
- ◆ The Communications Call Center received 521,724 telephone calls via 9-1-1. Of these, 92% were answered in less than ten seconds, with an average of four (4) seconds. Additionally, 225,186 non-emergency telephone calls were received for a total call volume of 746,910.
- ◆ The Police Athletic League (PAL) has established leagues and programs for over 500 youth participants for various educational and sports programs such as baseball, basketball, bowling, boxing, flag football, hockey, tennis, wrestling, swimming, and soccer.
- ◆ Offered the Summer Academic Camp to PAL participants for the first time. Three (3) teachers were hired to provide FCAT training to approximately 150 participants.

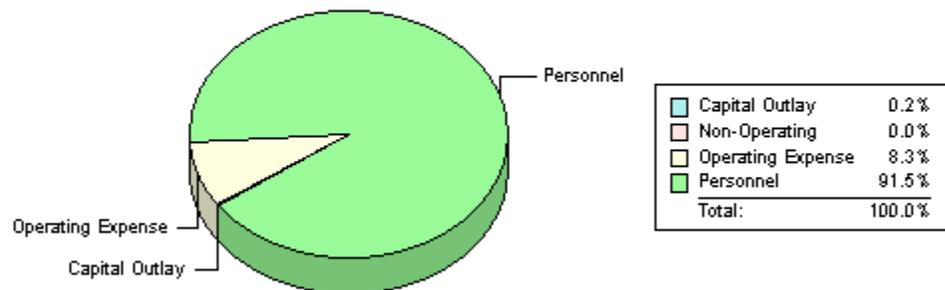


POLICE

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$79,674,513	\$80,573,152	\$87,819,844	\$87,131,712	\$90,582,107
Operating Expens	\$5,388,413	\$4,958,002	\$6,598,730	\$7,168,756	\$8,183,799
Capital Outlay	\$1,004,710	\$165,399	\$30,000	\$253,191	\$201,406
Non-Operating	\$777,043	\$552,789	\$792,357	\$637,357	\$0
	\$86,844,679	\$86,249,342	\$95,240,931	\$95,191,016	\$98,967,312

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$3,450,395 or 3.96% more than the FY2003 Amended Budget due primarily to the following reasons: (1) addition of eighteen police officer positions from the Distressed Neighborhoods Grant, which will expire by the end of FY2004; (2) addition of ten civilian positions for the Property, 24-Hour Desk, and Computer Support Units; (3) sworn promotions; (4) AFSCME Term-Life Insurance Premiums; (5) FOP contractual fringe benefits; and (6) anniversary, longevity and cost of living adjustments. These increases were partially offset by the deletion of thirteen Public Service Aide vacancies, one position transferred to FFACE, salary savings transferred to operating line items during mid-year adjustments, and a reduction in the clothing-city purchase account.
- ◆ **Operating Expense:** This category is \$1,015,043 or 14.16% more than the FY2003 Amended Budget due to an increase in contractual services for citywide security, physical examinations, equipment rentals, electricity, repairs and maintenance. This increase is offset by decreases in motor fuel, food (for K-9 and Mounted Patrol Units), and advertising expenses.
- ◆ **Capital Outlay:** This category is \$51,785 or 20.45% less than the FY2003 Amended Budget since capital purchases are funded on an as needed basis, when feasible.
- ◆ **Non-Operating:** This category is \$637,357 or 100.00% less than the FY2003 Amended Budget due to the non-funding of the twenty-three Community Service Provider positions, as a Contribution to Special Revenues Funds. The grant funding expired in FY2002, and the City has met the retention requirements.

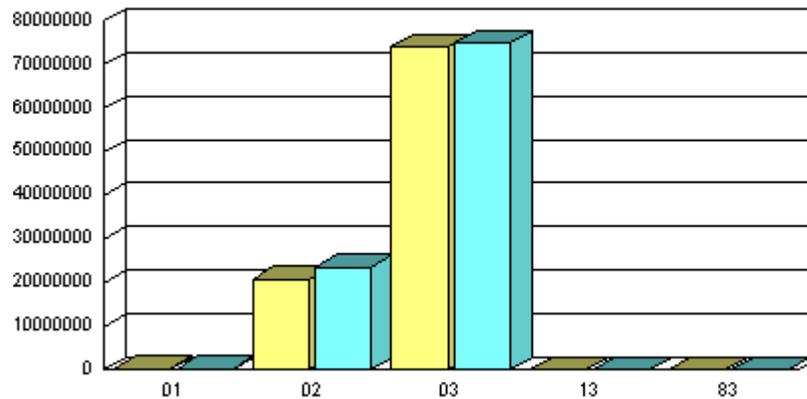


POLICE

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office Of The Chief	\$279,188	\$408,384	\$296,912	\$291,912	\$330,119
Administration	\$18,057,897	\$18,122,016	\$20,312,378	\$20,876,209	\$23,549,183
Operations	\$68,507,594	\$67,718,942	\$74,631,641	\$74,022,895	\$75,088,010
Title Not Found	\$0	\$0	\$0	\$0	\$0
FEMA - Police	\$0	\$0	\$0	\$0	\$0
	\$86,844,679	\$86,249,342	\$95,240,931	\$95,191,016	\$98,967,312

Allocation by Division



DETAILS

- ◆ **Office Of The Chief (Div 01):** This division is \$38,207 or 13.09% more than the FY2003 Amended Budget due to an adjustment in annual salary.
- ◆ **Administration (Div 02):** This division is \$2,672,974 or 12.80% more than the FY2003 Amended Budget due to the addition of ten civilian positions; increase in contractual services for citywide security, physical examinations, law enforcement training (at academy) for police officers and public service aides, and repairs and maintenance; capital purchases; AFSCME Term-Life Insurance Premiums; overtime-regular; equipment rentals; electricity; travel; and various supplies. This increase is offset by the elimination of 13 public service aide positions; one position transferred to FFACE; and a decrease in advertising and clothing-city purchase expenses.
- ◆ **Operations (Div 03):** This division is \$1,065,115 or 1.44% more than the FY2003 Amended Budget due to the additional expiring eighteen police officers positions from the Distressed Neighborhoods Grant, which will be offset by four police officer vacancies that were budgeted for the Grant this year but not needed; sworn promotions; health insurance contributions; and various FOP contractual fringe benefits. This increase is offset by decreases in the non-funding of the twenty-three Community Service Provider positions; motor fuel; overtime-events; and the transfer of salary savings to various operating line items in the Administration Division during the mid-year adjustments.



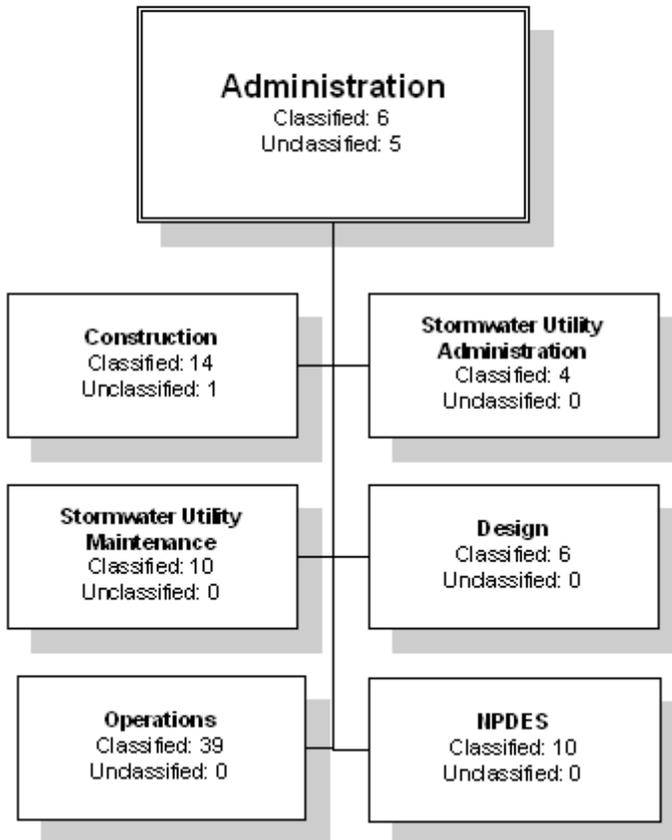
City of Miami FY2004 Budget
PUBLIC WORKS

DESCRIPTION

The Department of Public Works is responsible for permitting and controlling construction work involving public improvements; maintaining streets, sidewalks, curbs, bridges, and canals within public rights-of-way. Public Works also provides storm water quality management through its Municipal Separate Storm Water Management program implemented by the National Pollution Discharge Elimination System (NPDES) Permit. Additionally, this department manages the City's street lighting system, bus benches, public telephone and news racks, and four storm water pump stations.

ORGANIZATION

FY 2004 Table of Organization
 Classified: 89
 Unclassified: 6
 Temporary FTE: 13
 Total Positions: 108





PUBLIC WORKS

**LONG-TERM
GOAL**

- ◆ To protect and improve the metropolitan area's surface water quality by effectively complying with all National Pollutant Discharge Elimination System requirements.

**OBJECTIVES
FOR FY2004**

- ◆ To complete the 2004 storm water collection system cleaning cycle. (Approximately 20% of all drains).
- ◆ To implement a construction site runoff inspections program that includes a minimum of 2 inspections per site and to obtain the certification for all Public Works Inspectors from the Department of Environmental Protection through in-house training.
- ◆ To provide accurate and useful public information on water resources and water quality protection by mail semi annually.
- ◆ To submit an annual report to the Florida Department of Environmental Protection by April 30th, 2004 describing the work performed by the City for the improvement of the environment.
- ◆ Oversee the installation of 1,500 new bus benches.
- ◆ Canal Cleaning targets monthly cleaning of Comfort Canal, Wagner Creek, Lawrence Waterway, Davis and Ademar Canals, and portions of the Miami River.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Approximately 7,440 line and grade inspections were performed.
- ◆ City crews inspected and cleaned 1,418 catch basins and 210 manholes.
- ◆ Processed and issued 1,850 utility excavation permits.
- ◆ Reviewed 13 Large Scale Development plans and issued 660 sidewalk, driveway, curb and gutter permits.
- ◆ Completed ranking of all major street reconstruction projects for inclusion in FY2004 Capital Improvement Program.
- ◆ Completed the yearly cycle of canal cleaning by consultant services in the amount of \$125,000.
- ◆ Completed installation of 39,400 feet of curb.
- ◆ Completed installation of 45,300 feet of sidewalk.

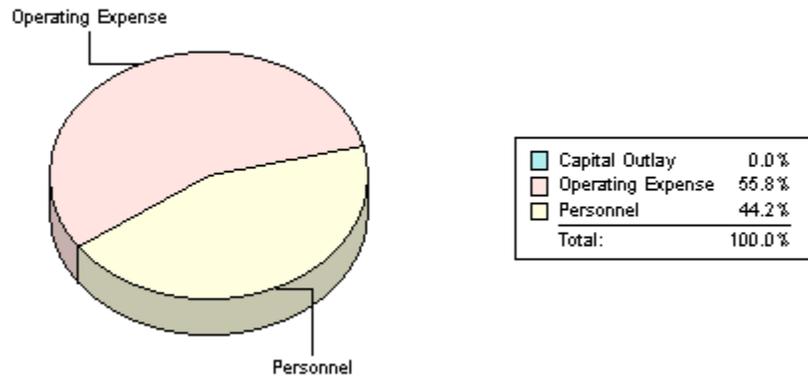


City of Miami FY2004 Budget
PUBLIC WORKS

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$4,741,447	\$5,111,315	\$4,358,487	\$5,050,409	\$5,287,372
Operating Expens	\$4,723,528	\$5,028,103	\$5,058,503	\$6,658,845	\$6,679,606
Capital Outlay	\$74,764	\$27,262	\$0	\$34,000	\$0
	\$9,539,739	\$10,166,680	\$9,416,990	\$11,743,254	\$11,966,978

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$236,963 or 4.69% more than the FY2003 Amended Budget due to the addition of one Engineer Tech II position. Personnel expenses also reflect increases resulting from anniversary, longevity, and cost of living adjustments.
- ◆ **Operating Expense:** This category is \$20,761 or 0.31% more than the FY2003 Amended Budget due to an increase in Utility Services- Street Lighting budget caused by a rate increase. Additional increases are attributed to Professional Services and future purchases of road materials and supplies.
- ◆ **Capital Outlay:** This category is \$34,000 or 100.00% less than the FY2003 Amended Budget because no budget was allocated for FY2004.

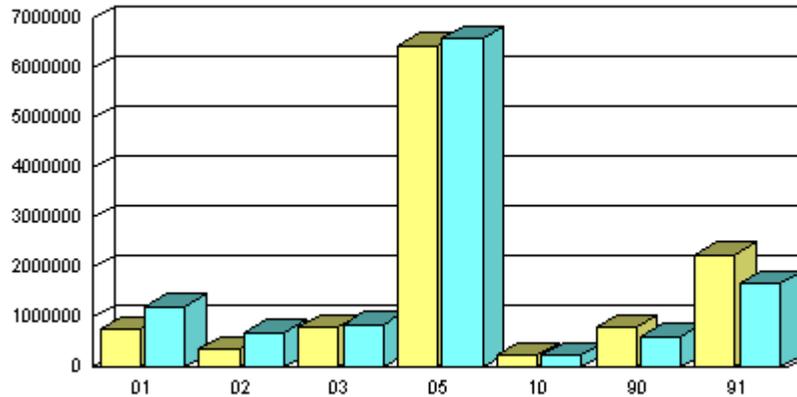


PUBLIC WORKS

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office Of The Director	\$791,014	\$977,244	\$777,846	\$780,148	\$1,220,963
Design	\$1,069,356	\$1,140,292	\$370,865	\$376,629	\$711,141
Construction	\$985,785	\$1,066,333	\$883,300	\$818,059	\$865,760
Operations General	\$5,659,904	\$6,012,672	\$6,390,062	\$6,458,504	\$6,594,487
Stormwater Utility	\$299,556	\$224,830	\$251,148	\$242,147	\$242,618
Maintenance	\$734,124	\$745,309	\$743,769	\$802,767	\$634,133
Npdes	\$0	\$0	\$0	\$2,265,000	\$1,697,876
	\$9,539,739	\$10,166,680	\$9,416,990	\$11,743,254	\$11,966,978

Allocation by Division





City of Miami FY2004 Budget PUBLIC WORKS

DETAILS

- ◆ **Office Of The Director (Div 01):** This division is \$440,815 or 56.50% more than the FY2003 Amended Budget due to the transfer of one unclassified employee from Design to Office of the Director and expenses resulting from cost of living, anniversary, and longevity increases. Additionally Professional Services reflects an increase in the use of outside consultants to help satisfy the surveying and mapping needs of the City.
- ◆ **Design (Div 02):** This division is \$334,512 or 88.82% more than the FY2003 Amended Budget due to cost of living, anniversary, and longevity adjustments. Additional increases are also attributed to Other Contractual Services.
- ◆ **Construction (Div 03):** This division is \$47,701 or 5.83% more than the FY2003 Amended Budget due to the addition of one new Engineer Tech II position and the increase of cost of living, anniversary, and longevity adjustments. The transfer of one classified employee from Operations to Construction is also attributed to the increase in this division.
- ◆ **Operations General (Div 05):** This division is \$135,983 or 2.11% more than the FY2003 Amended Budget due to cost of living, anniversary, and longevity adjustments. Additionally, Utility Services-Street Lightning reflects an increase due to an increase in electricity rates. The cost of Road Materials and Repair/Maintenance-Outside is due to increases in the cost of ready mix concrete, asphaltic concrete, lime rock and the street beautification project approved by the City Manager in FY2003.
- ◆ **Stormwater Utility (Div 10):** This division is \$471 or 0.19% more than the FY2003 Amended Budget due to anniversary, longevity, and cost of living adjustments.
- ◆ **Maintenance (Div 90):** This division is \$168,634 or 21.01% less than the FY2003 Amended Budget due to a decrease in Repair/Maintenance-Outside expenses, which has been budgeted elsewhere.
- ◆ **Npdes (Div 91):** This division is \$567,124 or 25.04% less than the FY2003 Amended Budget due to a decrease in personnel expenses and a decrease in Professional Services.



PURCHASING

DESCRIPTION

This Department purchases or supervises the purchase of all supplies and services needed by City departments. Purchasing sells, transfers, and disposes of surplus personal property; establishes and maintains programs for specification development, contract administration, and vendor performance; ensures compliance to promote the Minority/Women Business Enterprise Program goals of increasing the volume of City contracts with Black, Hispanic, and women-owned businesses; and manages Citywide advertising. All functions are performed pursuant to state and local laws.

ORGANIZATION

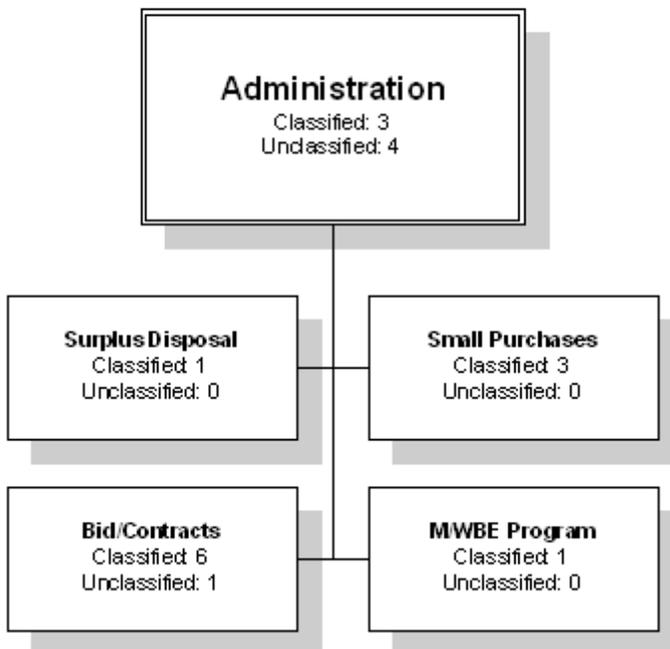
FY 2004 Table of Organization

Classified: 14

Unclassified: 5

Temporary FTE: 0

Total Positions: 19



PURCHASING



**LONG-TERM
GOAL**

- ◆ Increase by 10 % the City of Miami M/WBE firm and local vendor participation in the award of City contracts for goods and services.

**OBJECTIVES
FOR FY2004**

- ◆ Educate the minority and local vendor community on how to do business with the City of Miami through the media, workshops, seminars and presentations.
- ◆ Continue to identify, certify and register minority and local vendors in order to expand our bidders list to provide goods and services.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Assisted in the drafting of the new Purchasing Ordinance (No. 12271) to increase the efficiencies in the procurement of goods and services for city departments, agencies, and boards.
- ◆ Drafted new policies and procedures for the implementation of the new Purchasing Ordinance.
- ◆ Provided for citywide liaison training on the new procedures for decentralized purchases to conform to the requirements set forth in the Procurement Code.
- ◆ Assisted in developing a facsimile feature known as "e-quotes" to our current APS procurement software for buyers to send via fax Request for Quotations to potential bidders directly from their workstations.

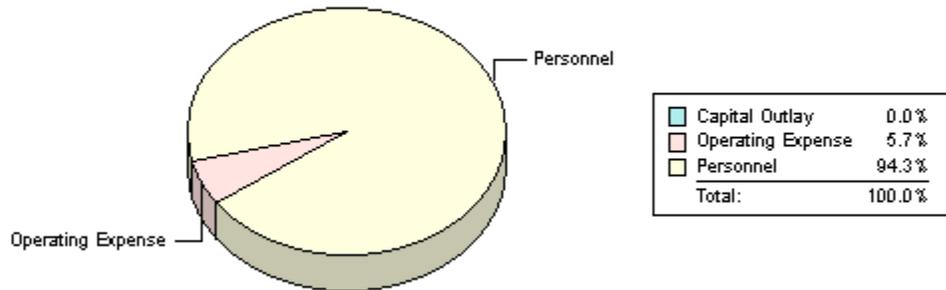


PURCHASING

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$909,854	\$980,814	\$1,138,711	\$1,142,490	\$1,197,724
Operating Expens	\$81,978	\$76,528	\$110,204	\$102,204	\$72,421
Capital Outlay	\$5,651	\$4,695	\$1,000	\$9,000	\$0
	\$997,483	\$1,062,037	\$1,249,915	\$1,253,694	\$1,270,145

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$55,234 or 4.83% more than the FY2003 Amended Budget due to anniversary, longevity and cost of living adjustments for FY2004.
- ◆ **Operating Expense:** This category is \$29,783 or 29.14% less than the FY2003 Amended Budget due to a budget decrease in other contractual services.
- ◆ **Capital Outlay:** This category is \$9,000 or 100.00% less than the FY2003 Amended Budget because no capital needs are anticipated for FY2004.



ECONOMIC DEVELOPMENT

DESCRIPTION

The Department of Economic Development administers competitive unified development process for public/private development projects that combines the planning, design, construction, leasing and management of City property. The Department represents the city in public/private development projects; coordinates economic development initiatives for the City focusing on expansion, attraction, and retention of businesses, business investment and physical renewal; coordinates activities related to the Empowerment and Enterprise Zones; and manages selected capital improvement projects for significant City properties.

ORGANIZATION

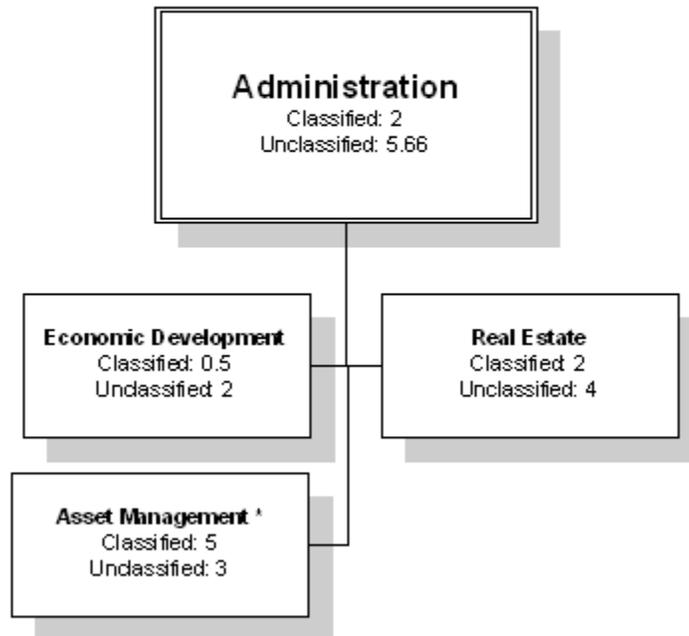
FY 2004 Table of Organization

Classified: 9.5

Unclassified: 14.66

Temporary FTE: 0

Total Positions: 24.16



**Asset Management was previously a separate department. Please note that the financial figures for 'ADOPTED FY04' on the following pages include the Asset Management division.*



ECONOMIC DEVELOPMENT

**LONG-TERM
GOAL**

- ◆ To attract and maintain high growth, value added businesses and industries to the City of Miami through initiatives and projects that will enhance the buildings and economic environment, capitalizing on the City's opportunities and assets, in partnership with its residents and the business community, as well as, maximize community use and revenue potential of City-owned real estate through land acquisition, sale, leasing and management.

**OBJECTIVES
FOR FY2004**

- ◆ Create and promote economic development incentives that will stimulate commercial, industrial and residential development in specified areas of the City.
- ◆ Develop and coordinate public/private and public/public activities and programs that leverage City resources.
- ◆ Create public/private development opportunities for underutilized City-owned properties.
- ◆ Negotiate the acquisition, sale and leasing of City-owned real estate while efficiently managing the real estate portfolio.
- ◆ Conduct economic and business development research, analysis and activities.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Facilitated expansion of the Enterprise Zone to include Little Haiti and portions of the Miami River as authorized by the State legislature.
- ◆ Created and implemented a tax abatement ordinance for new and expanding businesses within the Enterprise Zone.
- ◆ Created and implemented an ordinance to waive impact fees for the first three (3) major residential developments within the central business district that targets middle income home buyers.
- ◆ Secured State and City funding for design and construction of improvements at Lummus Park.
- ◆ Developed promotional website for the Coconut Grove Business District.
- ◆ Completed marketing study for the Coconut Grove Business District.
- ◆ Completed economic impact analysis for SW 7th and 8th Streets.
- ◆ Completed targeted Industry Analysis for the FEC Strategic Redevelopment Plan.
- ◆ Obtained a total of \$3,254,000 in grant funds from International, Federal and State agencies to support development projects and economic programs.

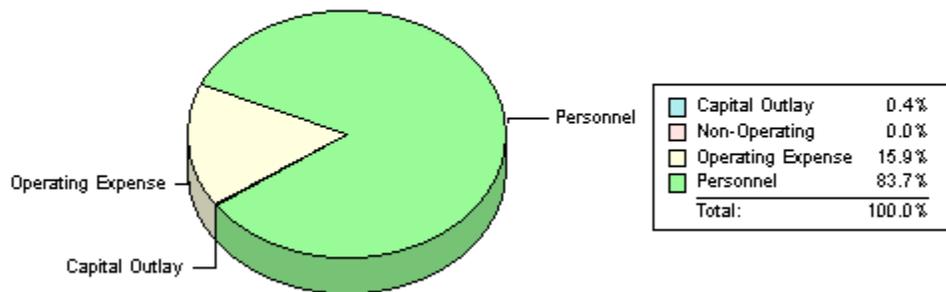


ECONOMIC DEVELOPMENT

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$476,129	\$708,791	\$987,454	\$967,237	\$1,705,675
Operating Expens	\$92,609	\$105,606	\$131,700	\$146,900	\$325,033
Capital Outlay	\$5,806	\$2,320	\$0	\$8,800	\$7,971
Non-Operating	\$5,266	\$26,762	\$9,250	\$9,250	\$0
	\$579,810	\$843,479	\$1,128,404	\$1,132,187	\$2,038,679

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$738,438 or 76.35% more than the FY2003 Amended Budget due to the cost of living, anniversary and longevity , salary adjustments for the new Assistant Director and the cost of car allowance and telephone benefits for the new Director, and the merger of Asset Management with Economic Development.
- ◆ **Operating Expense:** This category is \$178,133 or 121.26% more than the FY2003 Amended Budget due to the merger of Asset Management with Economic Development. Other key reductions affecting this category include: Reducing \$15,000 from Professional Svcs Engineer, by reducing the survey services related to unified development projects; Elimination of \$6,287 out of Promotional activities where by the department will reduce the quantity of the promotional brochures prepared to promote project development opportunities and initiatives underway in the City that serves to attract new business and projects.
- ◆ **Capital Outlay:** This category is \$829 or 9.42% less than the FY2003 Amended Budget due to one-time capital expenditures related to replacement of obsolete and non-functional small capital items.
- ◆ **Non-Operating:** This category is \$9,250 or 100.00% less than the FY2003 Amended Budget due to a one-time reserve allocation that has been eliminated to better align appropriations to anticipated financial needs for FY2004.



RISK MANAGEMENT

DESCRIPTION

Risk Management administers the City's self-insured program. This program operates in a similar way to a commercial insurance company in that it provides liability coverage, coverage to injured employees through Workers' Compensation, property coverage, and health insurance for employees and retirees. The department handles its own claims while providing adequate safeguard against catastrophic losses. Risk Management has two divisions: Property and Casualty and Group Insurance.

ORGANIZATION

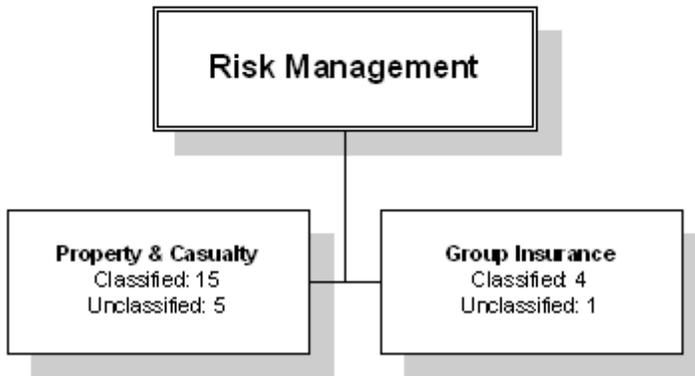
FY 2004 Table of Organization

Classified: 19

Unclassified: 6

Temporary FTE: 0

Total Positions: 25





RISK MANAGEMENT

**LONG-TERM
GOAL**

- ◆ To provide a healthy and safe work environment and reduce the City's liabilities through appropriate risk reduction programs.

**OBJECTIVES
FOR FY2004**

- ◆ Reorganization of the Risk Management Department with an emphasis on proactive programs to identify and correct potential hazards City-wide to reduce the frequency and severity of claims.
- ◆ Monitor and audit the third party administrator to ensure compliance with the requirements of the workers compensation and liability claims administration services contract.
- ◆ Complete a comprehensive review of the City's health care insurance programs and provide the City with cost-effective options to the benefit, premium and retention structures.
- ◆ Implement a City-wide tracking system to monitor the expiration/replacement status of insurance certificates and surety/performance bonds for all City contracts.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Selection of a third party administrator to adjudicate the City's workers compensation and liability claims.
- ◆ Selection of a new commercial insurance broker which saved the City approximately \$600,000 in annual fees.
- ◆ Selection of a group insurance consultant to facilitate a comprehensive review of the City's health care insurance programs.
- ◆ Hired an Assistant Risk Management Administrator to oversee the Group Insurance division with an emphasis on assessing and reorganizing the division to improve service levels provided to employees enrolled in the City's healthcare insurance programs.
- ◆ Completed an analysis of the entire commercial insurance program and successfully obtained renewals and coverage for certain liabilities that were not covered by commercial insurance.

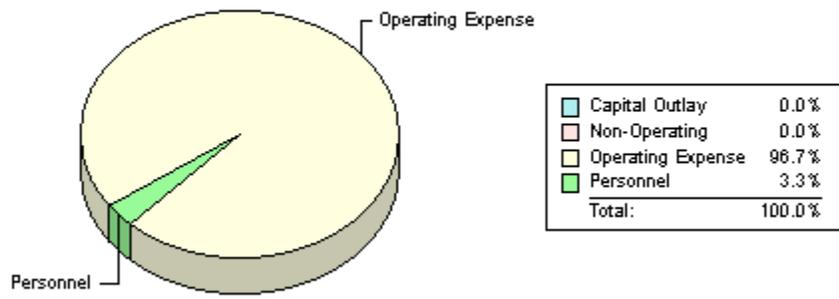


RISK MANAGEMENT

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$1,520,847	\$1,698,719	\$1,947,038	\$1,887,038	\$1,679,030
Operating Expens	\$52,967,908	\$36,600,493	\$44,837,352	\$44,878,391	\$49,536,880
Capital Outlay	\$9,276	\$0	\$0	\$0	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$54,498,031	\$38,299,212	\$46,784,390	\$46,765,429	\$51,215,910

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$208,008 or 11.02% less than the FY2003 Amended Budget due to the out-sourcing of the worker's compensation program that reduced seven full-time positions and three temporary positions, which is partially offset by normal cost of living, annual performance and longevity increases.
- ◆ **Operating Expense:** This category is \$4,658,489 or 10.38% more than the FY2003 Amended Budget due to the increased costs for the City's self-insurance liabilities, worker's compensation claim payments, increased health insurance benefit costs and a new out-sourcing contract for the City's worker's compensation program.

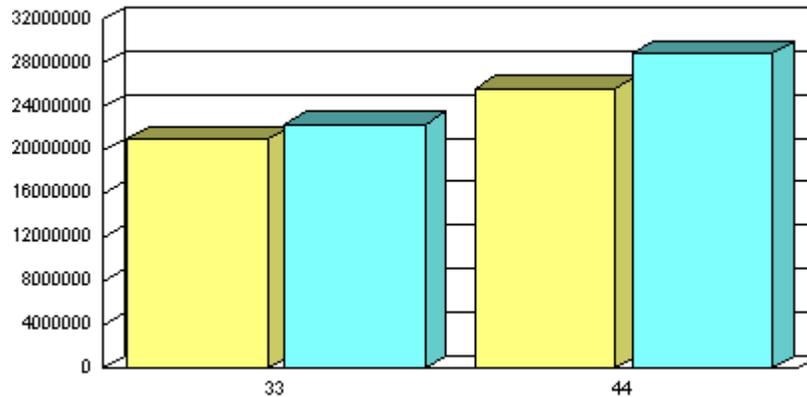


City of Miami FY2004 Budget
RISK MANAGEMENT

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Group Benefits	\$21,192,178	\$25,405,867	\$20,202,452	\$21,092,491	\$22,377,474
Property & Casualty	\$33,305,853	\$12,893,345	\$26,581,938	\$25,672,938	\$28,838,436
	\$54,498,031	\$38,299,212	\$46,784,390	\$46,765,429	\$51,215,910

Allocation by Division



DETAILS

- ◆ **Group Benefits (Div 33):** This division is \$1,284,983 or 6.09% more than the FY2003 Amended Budget due mainly to increased health insurance costs.
- ◆ **Property & Casualty (Div 44):** This division is \$3,165,498 or 12.33% more than the FY2003 Amended Budget due mainly to the increased costs for the City's self-insurance liabilities and worker's compensation claim payments and due to a new contract for the out-sourcing of the City's worker's compensation program.



SOLID WASTE

DESCRIPTION

The Solid Waste Department has three divisions responsible for providing cost effective and efficient residential pick up (from one to four units) of garbage, trash, bulky waste and recyclables to over 65,000 residences in Miami. This department is responsible for cleaning the City's right-of-ways by mechanically sweeping major commercial corridors, servicing over 500 litter containers on sidewalks, removing dead animals, and handling clean-up operations of all Special Events. Solid Waste administers the nonexclusive commercial solid waste hauler franchisees.

ORGANIZATION

FY 2004 Table of Organization

Classified: 236

Unclassified: 6

Temporary FTE: 50

Total Positions: 292



SOLID WASTE



**LONG-TERM
GOAL**

- ◆ To become a self-sufficient, professionally staffed, adequately equipped department providing the highest quality of technologically advanced solid waste service to residents, city facilities and the public.

**OBJECTIVES
FOR FY2004**

- ◆ To expand the usage of the automated residential garbage collection program to include trash for a combined integrated collection system.
- ◆ To establish a monthly bulk trash collection program for residential properties, including the construction of a neighborhood trash and recycling center for residents to dispose of items between bulky collections.
- ◆ To continue our coordinated approach to sanitation code enforcement, utilizing education for voluntary compliance as the basis to become one of the cleanest large cities in America.
- ◆ To maximize the use of our equipment and resources by balancing the current garbage collection routes and trash sections utilizing the data gathered by the department and distilled by CitiStat.
- ◆ To improve on the cleanliness of the city through the efforts of the mayor's cleanup program by further involving the community through education and enforcement.
- ◆ To resolve customer service requests in an expeditious and effective manner while creating a positive rapport between the department of solid waste and the residents of the city of Miami.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Completed the implementation of phase I and II of the automated residential garbage collection system. Phase III (trash carts) should be purchased and installed by the end of the fiscal year.
- ◆ The day-time street sweeping has been implemented on commercial and residential streets with curbs and gutters.
- ◆ The department's code enforcement section has developed a systematic approach for identifying problem areas where an educational component would benefit the affected areas. Code enforcement inspectors perform an educational blitz of the specific and adjacent areas distributing pertinent materials to the citizens. This will facilitate the enforcement/compliance of the city's prescribed ordinances in an effort to reduce solid waste violations. This division continues to work closely with solid waste operations division and other state and local agencies to facilitate efforts to ensure cleaner communities. Additionally, there are ongoing sweeps of the Wagner Creek Produce Market area with ongoing educational efforts to encourage voluntary compliance. The goal is to reduce violations through these efforts and ultimately realize a reduction in warning notices and citations by the end of the fiscal year. To date, code enforcement has conducted over 8,250 inspections, issued over 3,150 warnings notices, and issued over 850 citations in an effort to reach voluntary compliance.

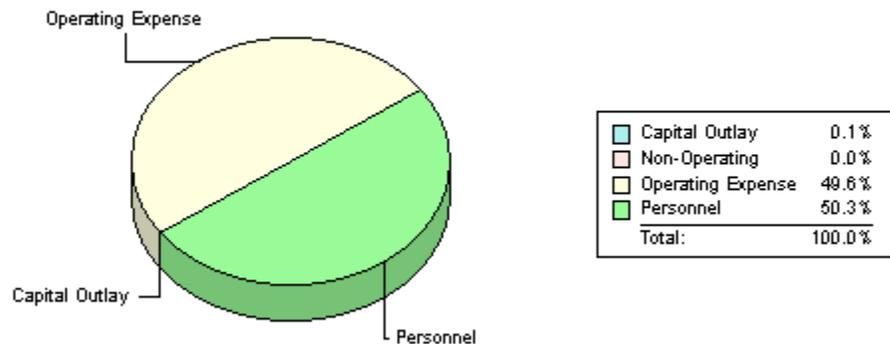


SOLID WASTE

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$9,210,526	\$9,477,909	\$11,692,420	\$11,692,421	\$11,388,901
Operating Expens	\$9,500,476	\$9,965,794	\$11,354,868	\$11,354,867	\$11,235,230
Capital Outlay	\$87,331	\$139,239	\$0	\$0	\$13,016
Non-Operating	\$0	\$19,624	\$0	\$0	\$0
	\$18,798,333	\$19,602,566	\$23,047,288	\$23,047,288	\$22,637,147

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$303,520 or 2.60% less than the FY2003 Amended Budget due to elimination of twenty temporary positions in the waste collection division.
- ◆ **Operating Expense:** This category is \$119,637 or 1.05% less than the FY2003 Amended Budget due to the increase in the tipping fees paid to Miami Dade county. The fee increased from \$59.50 (FY 2003) to \$60.70 (FY 2004).
- ◆ **Capital Outlay:** This category is \$13,016 or 100.00% more than the FY2003 Amended Budget due to a one time purchase of new equipment in FY 2004.

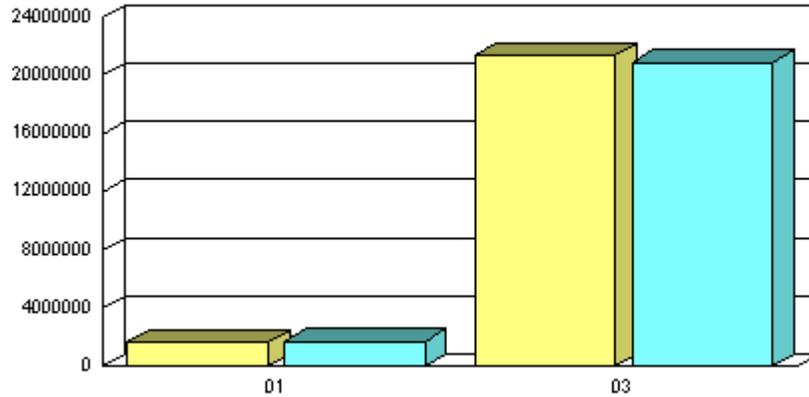


SOLID WASTE

DIVISIONAL SUMMARY

<u>DIVISION</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Office Of The Director	\$1,285,886	\$1,361,960	\$1,652,219	\$1,652,222	\$1,720,883
Waste Collection	\$17,512,447	\$18,240,606	\$21,395,069	\$21,395,066	\$20,916,264
	\$18,798,333	\$19,602,566	\$23,047,288	\$23,047,288	\$22,637,147

Allocation by Division



DETAILS

- ◆ **Office Of The Director (Div 01):** This division is \$68,661 or 4.16% more than the FY2003 Amended Budget due to anniversary, longevity, cost of living adjustments.
- ◆ **Waste Collection (Div 03):** This division is \$478,802 or 2.24% less than the FY2003 Amended Budget due to elimination of twenty temporary positions and overall 3% reduction of budget requested by the City manager.



City of Miami FY2004 Budget

NON-DEPARTMENTAL ACCOUNTS

	<u>Adopted 2002- 03</u>	<u>Amended 2002 - 03</u>	<u>Adopted 2003 - 04</u>
Contributions			
Virginia Key Trust	\$565,000	\$565,000	\$715,000
Foundation of Community Assistance and Leadership (F.O.C.A.L.) for Management of a Computer Program at Moore Park	\$116,000	\$116,000	\$116,000
Model City Community Revitalization District Trust	\$507,245	\$507,245	\$621,777
Belafonte Tacolcy for Management of a Sports Development Program	\$87,000	\$87,000	\$87,000
Greater Miami Tennis Patrons Foundation for Management of Moore Park Tennis Center (Anticipated to Begin in FY 2003)	\$95,000	\$95,000	\$0
Miami River Commission	\$25,000	\$25,000	\$25,000
Bayfront Park Trust	\$1,085,000	\$1,085,000	\$1,085,000
Bayfront/Riverfront Land Acquisition Trust	\$74,000	\$74,000	\$74,000
Off Street Parking/Gusman Olympia	\$251,500	\$251,500	\$256,400
Sub-Total:	\$2,805,745	\$2,805,745	\$2,980,177
Elected Officials Rollover Surplus			
Aid to Private Organization	\$0	\$174,173	\$0
Sub-Total:	\$0	\$174,173	\$0
Funding for Other Programs			
Community Relations Board	\$79,556	\$79,556	\$139,832
International Trade Board	\$255,000	\$255,000	\$0
Sister Cities	\$164,567	\$164,567	\$0
Mayor's International Council	\$0	\$0	\$424,567
Film, Arts, Culture and Entertainment (F.A.C.E.)	\$85,355	\$366,985	\$363,141
Beautification Committee	\$20,000	\$20,000	\$0
Miami Action Plan	\$104,083	\$0	\$0
Sub-Total:	\$708,561	\$886,108	\$927,540
Memberships/Subscriptions			
Greater Miami Chamber of Commerce	\$3,150	\$3,150	\$3,000
U.S. Conference of Mayors	\$10,500	\$10,548	\$11,000
National League of Cities	\$14,500	\$14,500	\$14,500
Florida League of Cities	\$28,050	\$29,550	\$31,019
Dade League of Cities	\$12,000	\$12,963	\$12,963
Sub-Total:	\$68,200	\$70,711	\$72,482
Miscellaneous			
U.S. Conference of Mayors	\$0	\$0	\$50,000
Severance Pay	\$4,000,000	\$4,000,000	\$4,000,000
Attrition Savings	-\$4,000,000	-\$4,000,000	-\$5,000,000
Festivals Account	\$500,000	\$550,000	\$600,000
Legislative Liaison	\$420,000	\$420,000	\$470,000
Fire Fee Exemptions	\$3,186,182	\$3,186,182	\$2,213,771
Reserve for Emergencies	\$500,000	\$1,670,690	\$1,402,000
Special Assessment District Taxes	\$15,000	\$15,000	\$15,000
Legal Services	\$500,000	\$500,000	\$500,000
Sub-Total:	\$5,121,182	\$6,341,872	\$4,250,771
Reserves			
Contingency Reserve	\$5,000,000	\$2,140,810	\$5,750,000
Working Capital Reserve	\$0	\$0	\$0
Operating Surplus Reserve	\$2,025,249	\$0	\$0
Sub-Total:	\$7,025,249	\$2,140,810	\$5,750,000



City of Miami FY2004 Budget

NON-DEPARTMENTAL ACCOUNTS

	<u>Adopted 2002- 03</u>	<u>Amended 2002 - 03</u>	<u>Adopted 2003 - 04</u>
Transfers to Other Funds			
Neighborhood Enhancement Team	\$4,650,880	\$4,650,940	\$6,065,301
Capital Improvements Projects	\$33,157,242	\$30,922,342	\$19,794,020
Debt Service Fund (Parking Surcharge)	\$1,860,000	\$1,860,000	\$1,894,710
Community Redevelopment Agency	\$279,488	\$659,388	\$659,388
Parks and Recreation Special Revenue Fund	\$0	\$865,948	\$0
Information Technology Special Revenue Fund	\$0	\$698,481	\$0
Public Facilities Special Revenue Fund	\$0	\$494,125	\$0
Mayoral Poverty Initiative	\$0	\$2,000,000	\$500,000
Miami Homeless Program	\$125,000	\$125,000	\$125,000
Sub-Total:	\$40,072,610	\$42,276,224	\$29,038,419
Grand Total:	\$55,801,547	\$54,695,643	\$43,019,389



GENERAL OBLIGATIONS BOND

DESCRIPTION

There are several different series of General Obligation Bonds with maturity dates extending throughout the year. The main purpose for issuing these bonds is to obtain funds for capital projects, environmental amelioration, and other projects such as constructing or improving sanitary and storm sewers, expanding parks, developing housing, or building public facilities.

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Operating Expens	\$17,826,347	\$19,299,864	\$22,618,137	\$22,618,137	\$20,727,881
Non-Operating	\$0	\$0	\$0	\$0	\$0
	<u>\$17,826,347</u>	<u>\$19,299,864</u>	<u>\$22,618,137</u>	<u>\$22,618,137</u>	<u>\$20,727,881</u>

BUDGET HIGHLIGHTS

*The costs of General Obligation Bonds for FY04 are as follows:

Debt Service	\$ 20,697,881
Operating Expenses	<u>30,000</u>
TOTAL APPROPRIATION	\$ 20,727,881

*The revenues to pay the General Obligation Bonds of FY04 are as follows:

Ad Valorem Tax Requirements	\$ 19,689,164
Fund Balance	<u>1,038,717</u>
TOTAL REVENUES	\$ 20,727,881

The budget is \$1,890,256 or 8.4% less than the amended FY03 budget because of decreases in principal and interest payments.



GENERAL OBLIGATIONS BOND

INDEBTEDNESS

**GENERAL OBLIGATION BONDED INDEBTEDNESS
PRINCIPAL AND INTEREST REQUIREMENTS
AS OF SEPTEMBER 30, 2003**

Fiscal Year	Principal	Interest	Total
2004	10,740,000	\$9,957,881	\$20,697,881
2005	10,195,000	\$9,392,380	\$19,587,380
2006	10,403,024	\$9,190,411	\$19,593,435
2007	10,352,523	\$9,240,954	\$19,593,477
2008	10,275,644	\$9,320,744	\$19,596,388
2009	10,185,262	\$9,411,109	\$19,596,371
2010	10,149,048	\$9,447,329	\$19,596,377
2011	10,187,664	\$9,408,297	\$19,595,961
2012	10,198,376	\$9,399,360	\$19,597,736
2013	9,782,644	\$9,485,004	\$19,267,648
2014	10,162,519	\$9,557,554	\$19,720,073
2015	10,129,949	\$9,586,849	\$19,716,798
2016	12,628,304	\$7,092,549	\$19,720,854
2017	14,675,000	\$5,042,216	\$19,717,216
2018	15,485,000	\$4,231,979	\$19,716,979
2019	16,330,000	\$3,388,581	\$19,718,581
2020	17,245,000	\$2,474,889	\$19,719,889
2021	18,210,000	\$1,508,291	\$19,718,291
2022	19,215,000	\$505,375	\$19,720,375
Total	\$236,549,957	\$137,641,752	\$374,191,709

OUTSTANDING

GENERAL OBLIGATION BONDS OUTSTANDING ON SEPTEMBER 30, 2003

General Obligation Issue	Date	Final Maturity Year	Amount Issued	Amount Outstanding
Housing Bonds Series 1977	12/1/1977	2007	14,040,000	475,000
Housing Bonds Series 1981	8/1/1981	2011	9,150,000	1,985,000
General Obligation Refunding Series 1992	12/1/1992	2013	70,100,000	32,625,000
General Obligation Refunding Series 1993	7/1/1993		31,860,000	0
General Obligation Refunding Series 2002A	4/1/2002	2017	32,510,000	30,095,000
General Obligation Series 2002A	8/1/2002	2022	153,186,406	152,689,956
General Obligation Refunding Series 2003	5/1/2003	2012	18,680,000	18,680,000
Total			\$329,526,406	\$236,549,956



SPECIAL OBLIGATION BONDS

DESCRIPTION

These bonds, notes, and loans are to be used to fund various parks, housing-related and other community projects. The following list details these debt service requirements.

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Operating Expens	\$21,714,018	\$22,845,999	\$18,589,411	\$18,589,411	\$21,668,207
Non-Operating	\$1,420,136	\$1,811,952	\$0	\$0	\$0
	\$23,134,154	\$24,657,951	\$18,589,411	\$18,589,411	\$21,668,207

DEBT SERVICE FOR SPECIAL OBLIGATIONS & LOANS FOR FY2004

Description	Principal	Interest	Total	Code
Non-Ad Valorem Rev. Bonds Series 1995 (Pension)	1,185,000	4,625,646	5,810,646	U,PS
Sunshine State Commercial Loan Pool Series 1988	614,696	141,765	756,461	U
Special Obligation Bonds Admin Bldg Series 1995	470,000	194,955	664,955	U
S E Overtown Comm Redev Bonds Series 1990	135,000	222,275	357,275	SR,TI
Guaranteed Entitlement Bonds Series 1989	0	0	0	SR
S E Overtown / Park West (Dept of HUD Section # 108)	150,000	387,548	537,548	CDBG
Wynwood Free Zone (Dept of HUD Section # 108)	320,000	125,000	445,000	CDBG
Citadel Project (Dept of HUD Section # 108)	700,000	48,440	748,440	FS,CD
Sunshine State Secondary Loan Pool (Melreese)	205,000	46,900	251,900	U
Sunshine State Loan Pool Sr. 1988 (Coco. Grove Exhi	93,280	21,513	114,792	U
Sunshine State Loan Pool Sr. 1988 (Dinner Key Marin	580,424	133,861	714,285	U
Special Obligation Refunding Bonds Series 2002A	0	1,240,551	1,240,551	U
Special Obligation Refunding Bonds Series 2002B	1,840,000	269,338	2,109,338	U,FB
Special Revenue Refunding Bonds 1987 (Miami Conv C	5,900,000	0	5,900,000	U,C
Special Obligation Refunding Bonds Series 2002C	1,010,000	998,106	2,008,106	U
Debt Service Subtotal	13,203,400	8,455,898	21,659,297	
Operating Expenses:			6,435	U
			2,475	SR
			8,910	
Total Debt Service:			\$21,668,207	

FUNDING SOURCES		Amount
(U)	Utility Service Tax	11,766,248
(C)	Convention Center	4,395,422
(PS)	Parking Surcharge	1,915,800
(TI)	Tax Increment	57,275
(SR)	State Revenue Sharing (Guarantee Entitlement Bond)	2,474
(CDBG)	Community Development Block Grant	1,256,548
(SR)	State Revenue Sharing (Comm. Redev. Bonds)	300,000
(FS)	Foreclosure Settlement	474,440
(FB)	Fund Balance	1,500,000
	Total	\$21,668,207



OTHER SPECIAL REVENUE

DESCRIPTION

This fund is currently comprised of the City of Miami Homeless Program and its various grants. This fund houses small grants that do not qualify to have their own fund and do not conform to other already existent funds.

ORGANIZATION

FY 2004 Table of Organization

Classified: 0

Unclassified: 2

Temporary FTE: 0

Total Positions: 2

**Miami Homeless
Program**

Classified: 0

Unclassified: 2



OTHER SPECIAL REVENUE

**DEPARTMENT
SUMMARY**

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$363,732	\$431,240	\$125,000	\$945,656	\$125,000
Operating Expens	\$7,914	\$10,920	\$0	\$24,891	\$0
Capital Outlay	\$0	\$0	\$0	\$8,500	\$0
Non-Operating	\$0	\$0	\$0	\$13,700	\$0
	\$371,646	\$442,160	\$125,000	\$992,747	\$125,000

**BUDGET
HIGHLIGHTS**

- ◆ This fund also encompasses grants received by the City of Miami Homeless Program which gets appropriated by the Commission.



MIAMI CONVENTION CENTER

DESCRIPTION

This Division is responsible for planning and managing the operations of the City of Miami / University of Miami / James L. Knight International Center and Parking Garage and its interface with the Hyatt Hotel. Its primary responsibility is to insure use of the facility for a variety of activities, including entertainment, conferences, meetings, trade shows, consumer shows, concerts, or any other function of public and/or private interest. This Division solicits and books conventions, as well as special events that will highlight the desirability of the downtown area as a convention and event destination.

ORGANIZATION

FY 2004 Table of Organization

Classified: 1.5

Unclassified: 4.34

Temporary FTE: 0

Total Positions: 5.84

**Miami Convention
Center Administration**

Classified: 1.5

Unclassified 4.34

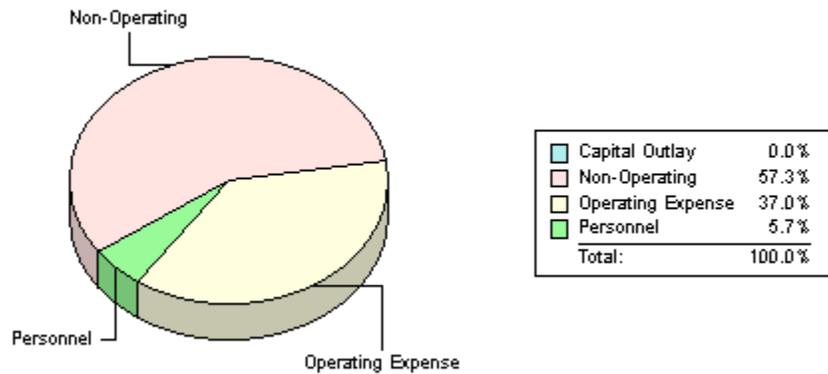


MIAMI CONVENTION CENTER

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$310,523	\$336,724	\$355,118	\$355,118	\$401,292
Operating Expens	\$2,237,819	\$2,305,052	\$2,334,450	\$2,372,118	\$2,614,465
Capital Outlay	\$643	\$0	\$0	\$0	\$0
Non-Operating	\$6,564,910	\$4,416,952	\$4,368,724	\$4,368,724	\$4,049,383
	\$9,113,895	\$7,058,728	\$7,058,292	\$7,095,960	\$7,065,140

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$46,174 or 13.00% more than the FY2003 Amended Budget due to the funding of 1/2 salary of a new Accountant position and increases in longevity and anniversary steps of current personnel.
- ◆ **Operating Expense:** This category is \$242,347 or 10.22% more than the FY2003 Amended Budget due to cost increases in security, insurance for the parking garage, and other operating expenses at the Convention Center.
- ◆ **Non-Operating:** This category is \$319,341 or 7.31% less than the FY2003 Amended Budget due to a decrease in the Convention Center's contribution to other funds.



ECONOMIC DEVELOPMENT & PLANNING SERVICES

DESCRIPTION

The City created this Fee in 1988 to accommodate the impact of new development in the Downtown Regional Impact (DRI) area. The fee has four components: The Transportation Mitigation Fee and the Air Quality Mitigation Fee are in the Capital Improvement Fund; the DRI/Master Plan Recovery Fee and the Administration Fee are accounted for in the Special Revenue Fund. Additionally, City Code Chapter 54.6 imposes an "Impact Fee" on additional development in order to finance related capital improvements, the demand for which is created by this development. Expenses incurred by the City in administering the Development Impact Fee are reimbursed through the imposition of a non-refundable service charge in the amount of three percent of the impact fee due.

ORGANIZATION

FY 2004 Table of Organization
Classified: 0
Unclassified: 0
Temporary FTE: 5
Total Positions: 5

<p>DRI Administration Classified: 0 Unclassified: 0</p>
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ECONOMIC DEVELOPMENT & PLANNING SERVICES

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$12,679	\$754	\$243,798	\$251,000	\$243,798
Operating Expens	\$405,672	\$698,697	\$0	\$1,908,560	\$0
Capital Outlay	\$10,041	\$0	\$0	\$0	\$0
Non-Operating	\$1,942,357	\$0	\$0	\$2,774,914	\$0
	\$2,370,749	\$699,451	\$243,798	\$4,934,474	\$243,798

BUDGET HIGHLIGHTS

- ◆ DRI fees collected since 1988 will be used for Increment II of the Downtown DRI. Cit Code Chapter 13 governs any remaining DRI Fees.
- Air Quality Fees shall be used to pay the City's costs for air quality monitoring modeling and mitigation measures as required. (CIP Fund)
- Transportation Fees will pay for improvements to mitigate impacts on regional transportation systems. (CIP Fund)
- DRI/Master Plan recovery fees will reimburse the City for costs incurred in the DRI/Master Plan Study and future related studies. (Special Revenue Fund)
- Administrative Fees pay for the City's costs to enforce development orders. (Special Revenue Fund) This fund will pay for the staffing of five positions.



FIRE-RESCUE SERVICES

DESCRIPTION

This fund is comprised of Federal and State grants which support emergency medical services and FEMA/USAR disaster relief funding and deployment. This fund also receives support from the Fire Assessment Fee, which is transferred to the Capital Improvements Program for the improvement of apparatus/fleet, fire-rescue equipment, computers and communications, and fire stations and buildings.

ORGANIZATION

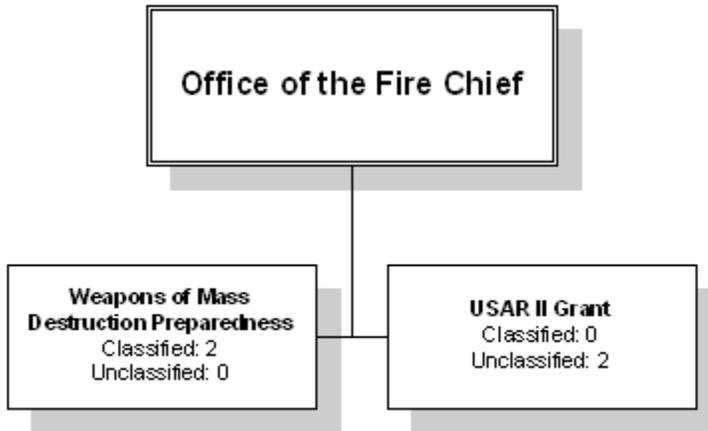
FY 2004 Table of Organization

Classified: 2

Unclassified: 2

Temporary FTE: 0

Total Positions: 4



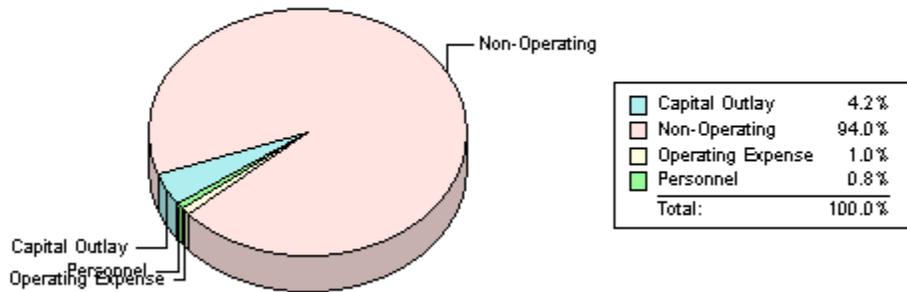


FIRE-RESCUE SERVICES

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$1,618,152	\$375,003	\$120,583	\$622,554	\$140,025
Operating Expens	\$342,501	\$397,569	\$154,651	\$474,196	\$158,882
Capital Outlay	\$323,761	\$349,186	\$358,787	\$1,304,149	\$694,686
Non-Operating	\$7,128,758	\$4,157,183	\$4,605,342	\$4,244,663	\$15,572,183
	\$9,413,172	\$5,278,941	\$5,239,363	\$6,645,562	\$16,565,776

Allocation by Department



BUDGET HIGHLIGHTS

- ◆ The budget is 9,920,214 or 149.3% larger than the FY 2003 Amended Budget due to a newly accepted grant from the Department of Homeland Security. These funds will be used, as stipulated in the grant, for the purchase of specialized equipment, training administrative services, development of the Urban Area Homeland Security Strategy and other planned activities of the USAR II Grant Program.



DESCRIPTION

NET is a program of thirteen service centers created to give City government a human face in each neighborhood. Examples of available services include police protection, code enforcement, issuing licenses, removing abandoned vehicles, controlling illegal dumping, and other services identified by area residents and businesses.

ORGANIZATION

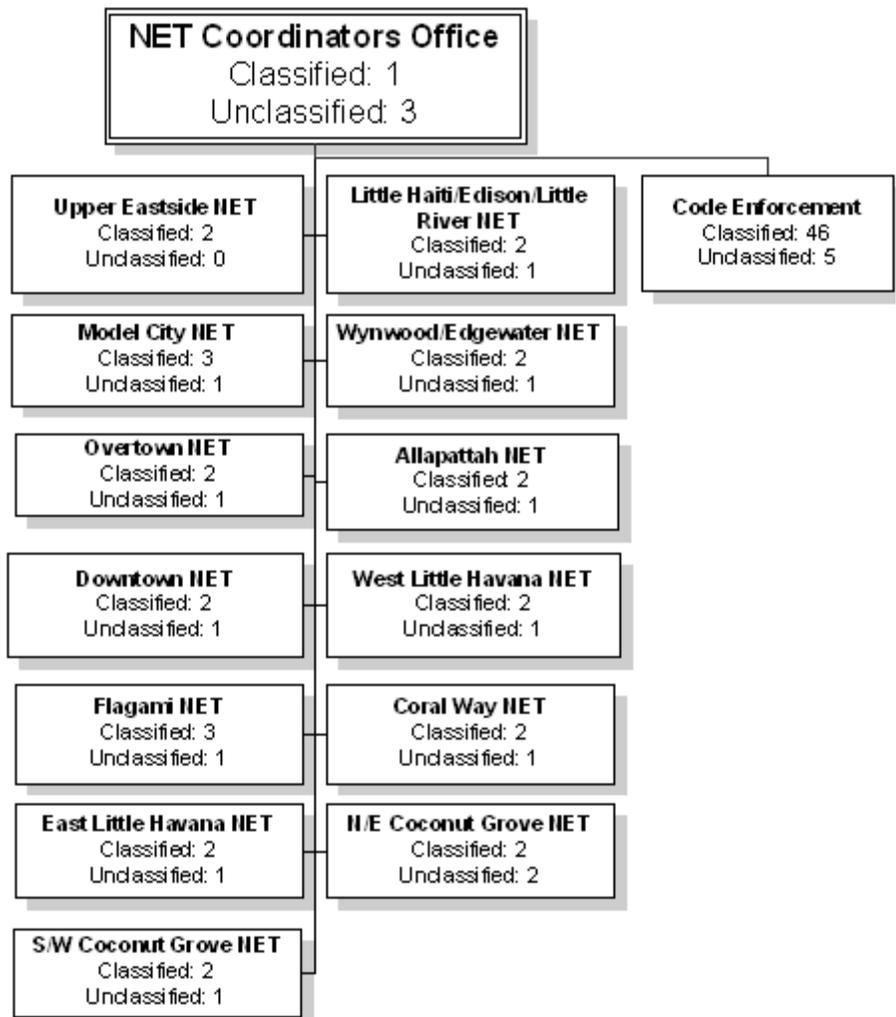
FY 2004 Table of Organization

Classified: 75

Unclassified: 21

Temporary FTE: 15

Total Positions: 111





LONG-TERM GOAL

- ◆ To improve the quality of life for the residents of Miami through the provision of services and information, community outreach, civic education, and neighborhood enhancement programs. NET facilitates communication between residents and business owners and the City's departments in order to improve the quality of service.

OBJECTIVES FOR FY2004

- ◆ To modify the organizational structure and operation of NET to better reflect the department's mission: to improve quality of life in the City of Miami.
- ◆ To engage neighborhood organizations and residents in a process of planning, goal-setting, and collaborative work to improve quality of life at the neighborhood level.
- ◆ To create and use a departmental website, Miami TV, and other media to provide residents, businesses, and visitors with information about the NET areas and neighborhoods of our City.
- ◆ To reinvigorate the Neighborhood Revitalization Task Force program and work with other City departments to expand services to the businesses in our neighborhood commercial corridors.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

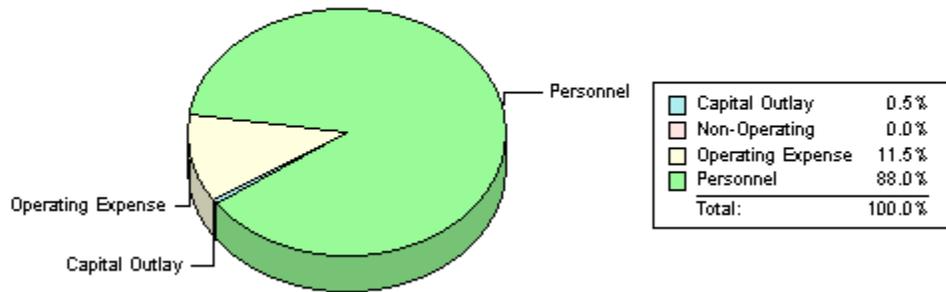
- ◆ In the Coral Way NET area, the implementation of a Shenandoah Revitalization Task Force is well under way. This task force has been devised and is being implemented in close cooperation with the Shenandoah Neighborhood Association. Three preliminary meetings have taken place and the geographical area to be included in the task force has been agreed upon. The entire area will be covered methodically block-by-block first undertaking an effort to educate property owners and tenants who may not be in compliance and subsequently applying and tracking compliance efforts for repeat offenders. The Shenandoah area is a stable area beset by violations on a comparatively minor number of properties. It is felt that through this concerted effort the overall quality of life enjoyed by Shenandoah residents will improve significantly. The Shenandoah Revitalization Task Force is yielding reports already with the first comparable figures due April 2003, as projected.
- ◆ The Little Haiti Revitalization Task Force has commenced the gathering of the baseline data for the task force area. Upon completing this phase, a survey of the properties therein will be conducted capturing compliance issues and quality of life concerns. Subsequently an education campaign will be conducted reaching out to residents and property owners to advise of applicable regulations and extending a helping hand to address any compliance issues. After this, compliance on quality of life issues for the area will be closely and regularly monitored and notices, tickets and other applicable compliance methods will be pursued and tracked in an effort to chart the revitalization of the area. The Little Haiti Revitalization Task Force will be yielding reports and tracked progress by July 2003, as projected.
- ◆ There has been a 55.7% reduction in the number of Category B lot clearing assignments in FY 2003, as compared to the same period last year. As pertaining to cost, only a 5.8% reduction has been registered. This is due to the program's new focus on cleaning-up major dumping sites which yield higher bid amounts by vendors. The intent of the objective is being accomplished since a lesser number of properties rise to the level of category B work, thus reducing the detrimental impact that dumping sites have on Miami's neighborhoods.



DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$3,755,684	\$3,644,181	\$5,318,140	\$5,293,931	\$5,335,386
Operating Expens	\$439,375	\$336,075	\$332,740	\$356,949	\$697,915
Capital Outlay	\$180,900	\$111,731	\$0	\$0	\$32,000
Non-Operating	\$9,852	\$139,297	\$0	\$0	\$0
	\$4,385,811	\$4,231,284	\$5,650,880	\$5,650,880	\$6,065,301

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$41,455 or 0.78% more than the FY2003 Amended Budget due to an increase in the Code Enforcement Division to enhance the code compliance process by implementing a quality control program, conducting on-the-job training, and acting in supervisory capacity to Code Enforcement Inspectors. Also, there is an increase in the car allowance for 13 NET Administrators and 3 executives in lieu of city cars.
- ◆ **Operating Expense:** This category is \$340,966 or 95.52% more than the FY2003 Amended Budget in order to compensate the reduction of Federal funding from Community Development for lot clearing assistance.
- ◆ **Capital Outlay:** This category is \$32,000 or 100.00% more than the FY2003 Amended Budget . Funds allocated in FY 2004 will be utilized to pay for repair costs to facilities as needed throughout the year.



PARKS & RECREATION SERVICES

DESCRIPTION

This Special Revenue Fund is comprised of grants and donations from many sources. Expenditures include temporary employee funding from Miami-Dade County's Safe Neighborhood Parks Bond Program, annual grants from the Miami-Dade County Office of Americans with Disabilities, and funding for summer meals for children from the U.S. Department of Agriculture, etc.

ORGANIZATION

FY 2004 Table of Organization

Classified: 3

Unclassified: 3

Temporary FTE: 1

Total Positions: 7

Disabilities Program

Classified: 3

Unclassified: 3

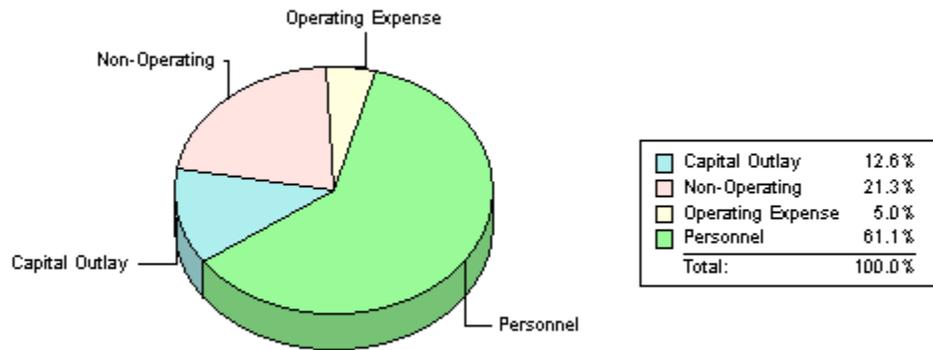


PARKS & RECREATION SERVICES

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$635,031	\$387,876	\$738,991	\$721,228	\$316,435
Operating Expens	\$317,245	\$435,547	\$194,954	\$645,574	\$26,115
Capital Outlay	\$85,744	\$61,367	\$7,872	\$175,143	\$65,254
Non-Operating	\$1,260,764	\$821,881	\$0	\$89,362	\$110,495
	\$2,298,784	\$1,706,671	\$941,817	\$1,631,307	\$518,299

Allocation by Department



BUDGET HIGHLIGHTS

- ◆ The budget is \$1,113,008 or 68.2% lower than the FY 2003 Amended Budget due to one time budget reserve rollover and grants that get appropriated during the fiscal year by the Parks Department.



City of Miami FY2004 Budget
POLICE SERVICES

DESCRIPTION

This fund is mainly comprised of a number of Law Enforcement Grants from the United States Justice Department, the Bureau of Alcohol, Tobacco & Firearms, the Florida Department of Juvenile Justice, the State of Florida, and other Federal, State and Municipal Government agencies for the general purpose of law enforcement. Also included are projects that are not grant funded, but due to certain Florida Statutes, must be shown in a non-general operating fund.

ORGANIZATION

FY 2004 Table of Organization
Classified: 28
Unclassified: 0
Temporary FTE: 0
Total Positions: 28



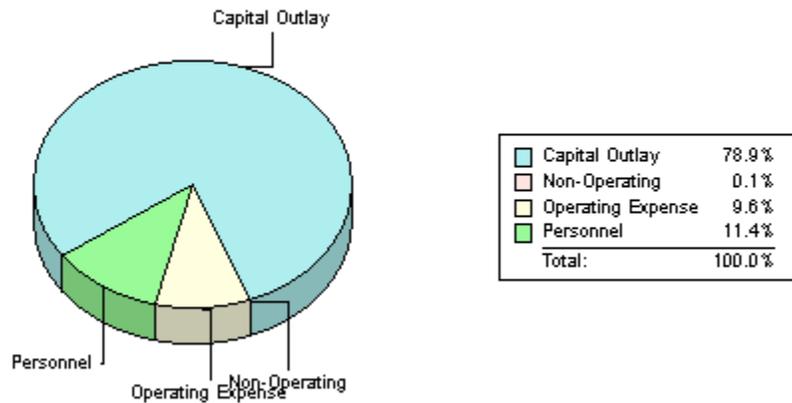


City of Miami FY2004 Budget
POLICE SERVICES

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$3,737,424	\$3,953,904	\$2,668,438	\$3,792,852	\$2,139,234
Operating Expens	\$1,248,538	\$1,762,223	\$986,484	\$1,848,259	\$1,801,549
Capital Outlay	\$3,267,379	\$497,908	\$12,943,064	\$15,178,405	\$14,811,694
Non-Operating	\$1,576,511	\$6,611,663	\$519,444	\$154,445	\$20,000
	\$9,829,852	\$12,825,698	\$17,117,430	\$20,973,961	\$18,772,477

Allocation by Department



BUDGET HIGHLIGHTS

- ◆ The budget is \$2,201,484 or 10.5% lower than the FY 2003 Amended Budget because projects are budgeted based on yearly expenditure amounts instead of the entire contract amount.



City of Miami FY2004 Budget
POLICE SERVICES

PROJECT No	PROJECT TITLE	ESTIMATED FY2004
110098	BULLETPROOF VEST II	66,764
126001	TRAINING ENTREPRENEURIAL FUND	78,083
136002	2nd DOLLAR TRAVEL/TRAINING	220,850
137001	G.R.E.A.T. VII	49,431
137002	G.R.E.A.T. VIII	85,000
142008	ELECTRONIC MESSAGE CENTER	50,000
142010	PARTNERSHIP FUND	27,019
142013	WEED & SEED IV,V,VI	211,794
142015	CALI CARTEL ENFORCEMENT VI	45,766
142016	COPS MORE 96	0
142017	WYNWOOD-HIDTA VI, VII	71,060
142019	STOP VIOLENCE AGAINST WOMEN	191,462
142021	COMMUNITY POLICING DEMO CENTER	2,909
142023	LAW ENFORCEMENT BLOCK GRANT VI	0
142023	LAW ENFORCEMENT BLOCK GRANT V	0
142023	LAW ENFORCEMENT BLOCK GRANT VII	1,978,535
142024	DISTRESSED NEIGHBORHOOD	849,410
142025	COPS MORE 98	8,894,122
142027	STOP ACTIVE VANDALISM EVERYWHERE	78,767
142029	COPS 311	363,275
142030	DOMESTIC PREPAREDNESS EQUIPMENT	17,461
142032	VIOLENT CRIME GRANT	100,000
196002	E-911 EMERGENCY SYSTEM	2,438,444
196003	911 WIRELESS EMERGENCY COMMUNICATION ACT	2,952,325
		\$18,772,477



LAW ENFORCEMENT TRUST FUND

DESCRIPTION

This Trust Fund's primary focus is to account for confiscated monies awarded to the City for law enforcement related expenditures as stipulated by State, local, and Federal equitable sharing laws.

ORGANIZATION

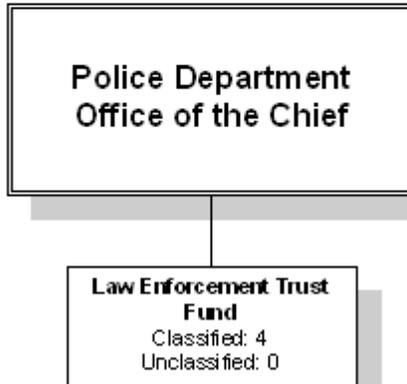
FY 2004 Table of Organization

Classified: 4

Unclassified: 0

Temporary FTE: 1

Total Positions: 5



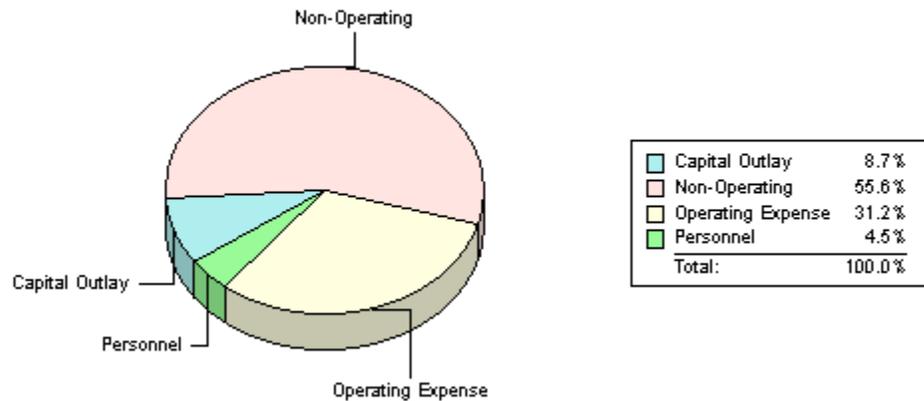


LAW ENFORCEMENT TRUST FUND

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$781,390	\$1,059,384	\$422,493	\$377,316	\$282,307
Operating Expens	\$1,200,051	\$971,781	\$488,103	\$2,068,237	\$1,968,588
Capital Outlay	\$592,157	\$1,016,742	\$177,458	\$884,591	\$547,087
Non-Operating	\$1,920,542	\$2,499,148	\$6,976,033	\$4,923,040	\$3,504,606
	\$4,494,140	\$5,547,055	\$8,064,087	\$8,253,184	\$6,302,588

Allocation by Department



BUDGET HIGHLIGHTS

- ◆ The budget for FY 2004 reflects the balance of funds remaining from the FY 200 appropriation as well as funds received in FY 2003 that have not yet been appropriated.



PUBLIC WORKS SERVICES

DESCRIPTION

This fund currently houses the Educational Trust Fund.

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$154,367	\$0	\$0	\$0	\$0
Operating Expens	\$34,821	\$0	\$0	\$0	\$0
Capital Outlay	\$23,744	\$0	\$0	\$0	\$0
Non-Operating	\$303,643	\$0	\$1,088,968	\$1,088,968	\$1,115,120
	\$516,575	\$0	\$1,088,968	\$1,088,968	\$1,115,120

BUDGET HIGHLIGHTS

◆ The budget represents the fund balance of the Educational Trust Fund.



CITY CLERK SERVICES

DESCRIPTION

This fund is comprised of Extensive Research Fees, Lobbyist Registration Fees and the Passport Acceptance Facility. The Office of the City Clerk charges a fee for the registration of lobbyists. The revenues from fees are used for the recording, transcription, administration and/or any other associated costs incurred in maintaining these records for availability to the public. The City of Miami's Passport Acceptance Facility is a full service passport application acceptance service and photography center designed for individuals wishing to obtain a passport by walking up to the counter. In April of 1998, the Regional Passport Agency changed their policy to discontinue the acceptance of walk-in applicants. The City of Miami's Passport Acceptance Facility provides an alternative for patrons who need a passport in a timely manner. Expedited services are also offered for an additional fee.

ORGANIZATION

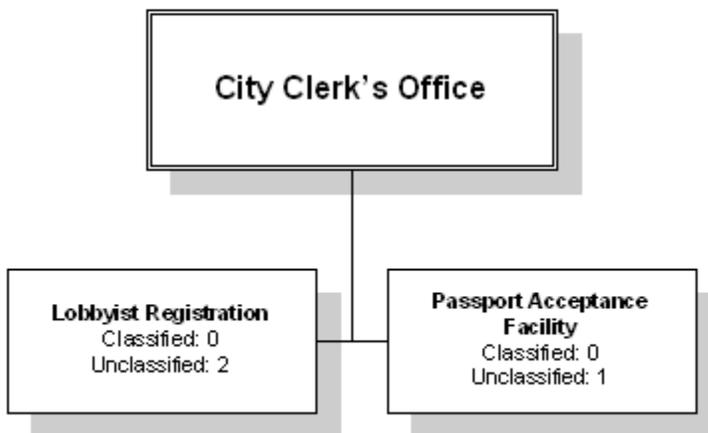
FY 2004 Table of Organization

Classified: 0

Unclassified: 3

Temporary FTE: 1

Total Positions: 4



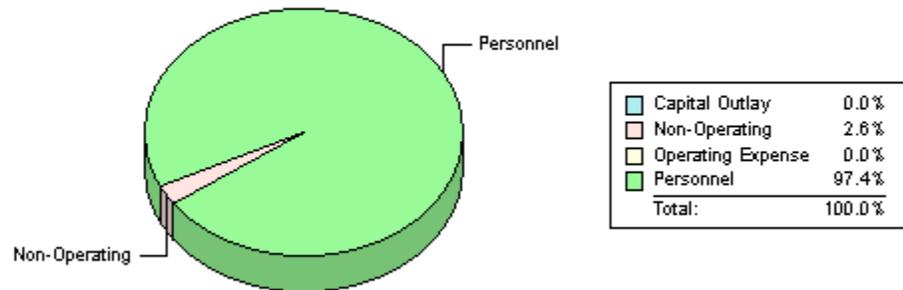


City of Miami FY2004 Budget
CITY CLERK SERVICES

**DEPARTMENT
SUMMARY**

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$30,617	\$85,166	\$106,947	\$116,947	\$185,430
Operating Expens	\$31,692	\$50,188	\$84,066	\$71,066	\$0
Capital Outlay	-\$2,012	\$0	\$0	\$3,000	\$0
Non-Operating	\$0	\$0	\$0	\$20,409	\$5,000
	\$60,297	\$135,354	\$191,013	\$211,422	\$190,430

Allocation by Department



**BUDGET
HIGHLIGHTS**

- ◆ The budget is \$20,992 or 9.93% lower than the FY 2003 Amended Budget due to a on time budget rollover of fund balances for use in FY 2004.



PUBLIC SERVICE TAXES

DESCRIPTION

The State of Florida provides cities the authority to levy and collect taxes on utility charges such as telephones, electricity, gas, oil and water.

DEPARTMENT SUMMARY

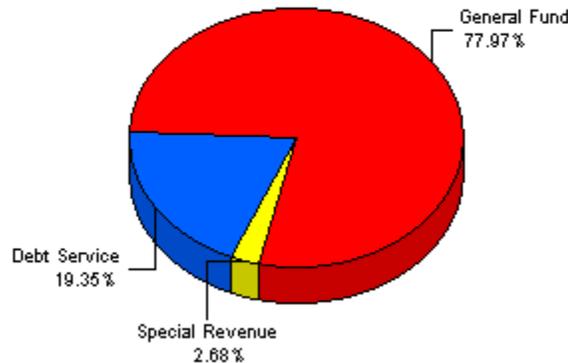
CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Non-Operating	\$40,885,028	\$50,377,298	\$54,715,334	\$56,299,393	\$60,812,983
	\$40,885,028	\$50,377,298	\$54,715,334	\$56,299,393	\$60,812,983

BUDGET HIGHLIGHTS

◆ The Public Service Taxes Fund will contribute revenues for FY2004 to the following funds:

Debt Service	\$11,766,247
General Fund	\$47,417,828
Special Revenue	\$1,628,908
Total:	\$60,812,983

Allocation by Contribution



The revenue sources that make up this fund are:

Communication Service Tax	\$38,096,977
Electricity	\$19,243,618
Fuel	\$16,000
Gas	\$816,291
Water	\$2,640,097
Total:	\$60,812,983



COMMUNITY DEVELOPMENT

DESCRIPTION

Community Development coordinates and implements programs funded through federal and state grants and other sources to assist the City's economically disadvantaged residents and neighborhoods. Through cooperative partnerships with the public and private sectors, the Department oversees housing, economic development, social programs, public improvements, immigrant transition assistance, employment and training, and other community programs designed to provide low-income city residents access to sharing in the economic growth and prosperity of the region.

ORGANIZATION

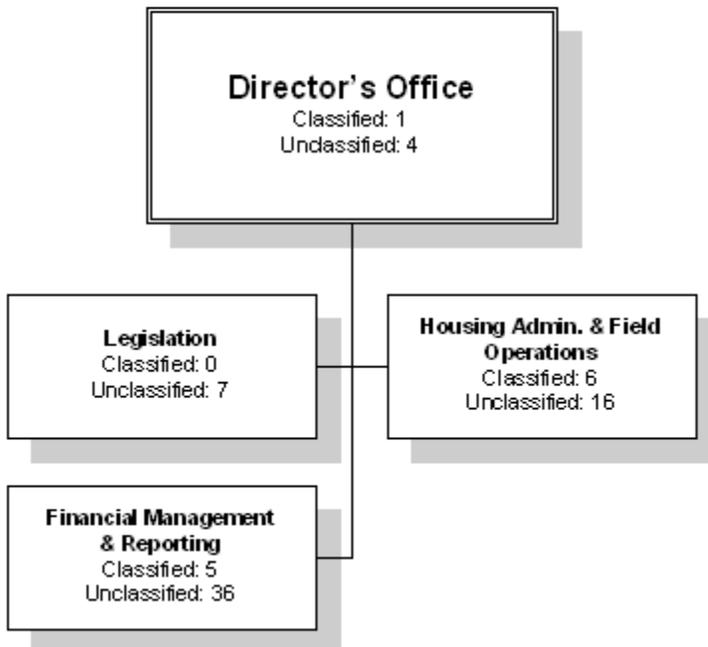
FY 2004 Table of Organization

Classified: 12

Unclassified: 63

Temporary FTE: 0

Total Positions: 75





COMMUNITY DEVELOPMENT

**LONG-TERM
GOAL**

- ◆ Coordination and implementation of programs funded through Federal and State grants and other funding sources to assist the City's economically disadvantaged residents and neighborhoods.

**OBJECTIVES
FOR FY2004**

- ◆ To provide 750 rental/home ownership units for low and moderate income families.
- ◆ Monitor approximately 100 contracted agencies on programmatic and compliance matters at least twice annually.
- ◆ Process reimbursement requests for contracted agencies within 15 working days of receipt, approximately 100 packages on a monthly basis.
- ◆ Open HOPWA waiting list to provide long term housing assistance to low income persons with AIDS and house at least an additional 300 families.
- ◆ Open the Section 8 Moderate Rehabilitation Program waiting list to house at least an additional 50 families.
- ◆ Provide down payment/closing assistance to approximately 100 first time home buyers as well as create an infill housing program taking advantage of City surplus properties.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Completed the construction of 530 affordable rental/home ownership units.
- ◆ Successfully completed all outlined work in the City's Single Family Rehab. Program. This program included repair work for 95 qualified low-moderate income families.
- ◆ Completed environmental review corrective action required on all federally funded projects and implemented a systematic procedure to ensure compliance going forward.
- ◆ Coordinated the revamping of the HOPWA program, including the outsourcing of case management work to qualified agencies; thus focusing the department's efforts in securing housing for qualified clients.
- ◆ Created an Emergency Assistance Program for low-moderate income persons with AIDS.
- ◆ Collected approximately \$9.6 million from the defaulted loan portfolio in the department's mortgage servicing system.
- ◆ Negotiated and processed approximately 150 contracts and completed on site monitoring of all contracted agencies.

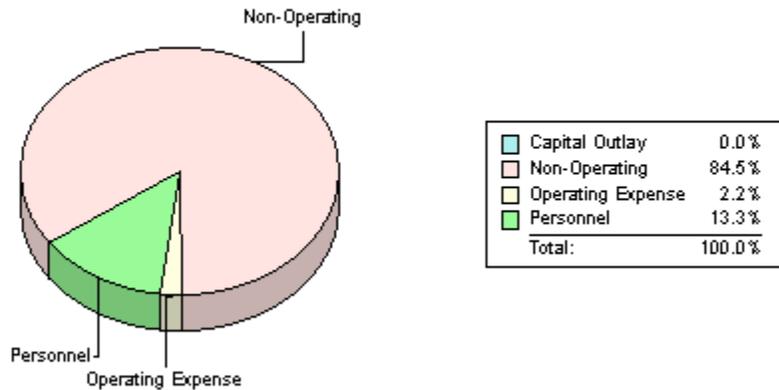


COMMUNITY DEVELOPMENT

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$8,192,261	\$9,261,229	\$6,065,744	\$6,589,608	\$4,946,318
Operating Expens	\$3,553,092	\$3,650,736	\$1,173,558	\$5,462,233	\$803,833
Capital Outlay	\$21,436	\$69,071	\$0	\$148,101	\$0
Non-Operating	\$42,466,717	\$37,625,734	\$36,541,794	\$55,375,388	\$31,349,833
	\$54,233,506	\$50,606,770	\$43,781,096	\$67,575,330	\$37,099,984

Allocation by Department



DETAILS

- ◆ The budget is \$30,475,346 or 45.1% less than the FY 2003 Amended budget because in FY 2003 the department rolled over and appropriated, with Commission approval, previous years fund balance.



HEALTH FACILITIES AUTHORITY

DESCRIPTION

The Health Facilities Authority was established to issue tax-exempt bonds through the City of Miami.

DEPARTMENT SUMMARY

<u>CATEGORY</u>	<u>FY2001 ACTUAL</u>	<u>FY2002 ACTUAL</u>	<u>FY2003 ADOPTED</u>	<u>FY2003 AMENDED</u>	<u>FY2004 ADOPTED</u>
Operating Expens	\$350	\$175	\$200	\$200	\$200
Non-Operating	\$0	\$0	\$116,454	\$116,454	\$116,279
	\$350	\$175	\$116,654	\$116,654	\$116,479

BUDGET HIGHLIGHTS

◆ The Budget for FY 2004 is the fund balance of FY 2003.



STRATEGIC INITIATIVES

DESCRIPTION

This fund is designed to accommodate the prior year unspent General Fund monies from Parks and Recreation, Information Technology, and Public Facilities, per Anti-Deficiency Ordinance #11890. Rollover funds for Parks and Recreation shall be limited to the purchase of recreational and maintenance equipment and the direct operations of recreational programs in the City's parks. Funds for Public Facilities are slated for capital improvements for the City's public facilities, while rollover funds for Information Technology will be directed towards implementation of the City's I.T. Strategic Plan. Additionally, this fund encompasses the Mayor's Poverty Initiative Program.

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$0	\$0	\$0
Operating Expens	\$0	\$0	\$0	\$1,171,918	\$333,481
Capital Outlay	\$0	\$0	\$0	\$132,898	\$50,000
Non-Operating	\$0	\$0	\$0	\$2,956,697	\$1,000,000
	\$0	\$0	\$0	\$4,261,513	\$1,383,481

BUDGET HIGHLIGHTS

- ◆ The FY 2004 budget has been established in the amount of \$1,383,481. This amount includes prior year fund balance for Parks and Recreation, Information Technology, and Public Facilities. Additionally, the Mayor's Poverty Initiative is included with \$500,000 for FY 2004.

TRANSPORTATION & TRANSIT



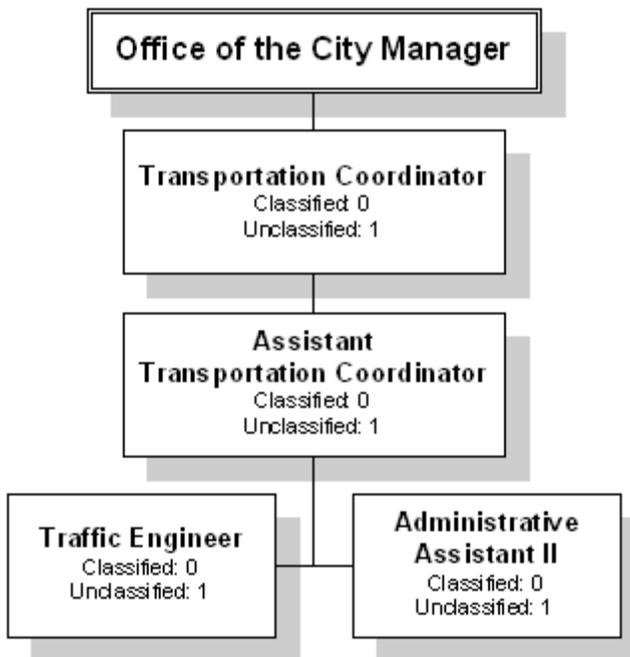
DESCRIPTION

The City is creating the Transportation and Transit Fund, a new special revenue fund, to appropriate and manage the proceeds allocated to Miami from the Charter County Transit System Surtax, or half-penny sales tax. The tax was approved by the electorate on November 5, 2002 to implement the Miami-Dade County People's Transportation Plan. The City and the County executed an Inter-local Agreement on August 06, 2003, as authorized per City Resolution No. 03-051, to implement the City's transportation and transit projects. The Agreement is in accordance with County Ordinance No. 02-116 in which the City agrees to meet the following conditions in order to receive its Municipal Share of the annual Surtax proceeds: The City shall apply the entire portion of its Municipal Share to supplement, not replace, the City's general fund support for transportation; not expend more than 5% on administrative costs, exclusive of project management and oversight for projects funded by the Surtax; and, apply at least 20% that it receives to transit uses.

ORGANIZATION

FY 2004 Table of Organization

Classified: 0
 Unclassified: 4
 Temporary FTE: 0
 Total Positions: 4





TRANSPORTATION & TRANSIT

LONG-TERM GOAL

- ◆ To implement the transportation and transit improvements in the neighborhoods that link to the regional transportation system with an emphasis on a transit-first mode of travel. To establish a citywide framework for transportation system improvements through the year 2020. To create a functioning transportation network able to move a significantly greater number of people and goods within and through the downtown core and between the downtown area and the adjacent neighborhoods of the City and other regional centers of commerce. To shift the main focus on future improvements from the roadway network to improvements in transit, the pedestrian environment, and other modes of transportation. To financially leverage the City's annual Surtax proceeds to increase the funds available for the Transportation and Transit Fund.

OBJECTIVES FOR FY2004

- ◆ Implement the fund in accordance with the Inter-Local Agreement between the City and Miami-Dade County.
- ◆ Implement the City of Miami Citywide Transit Plan (2003).
- ◆ Initiate the implementation of the Miami Downtown Transportation Master Plan (April-May 2003); in particular, to address the Phase I recommendations, implementation by year 2010.
- ◆ Effectively coordinate with the City's Department of Capital Improvement Program and, other appropriate departments, for the planning, design and construction of new transportation and transit projects in accordance with the projects list defined in the Transportation and Transit Fund; for example, to establish five new Neighborhood Bus Circulators.

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$0	\$0	\$331,619
Operating Expens	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0	\$0	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$12,693,381
	\$0	\$0	\$0	\$0	\$13,025,000



CIP ADMINISTRATION

DESCRIPTION

The department is responsible for implementing a capital improvements plan that is consistent with the City's Financial Integrity Ordinance and responds to the needs of City residents by aligning organizational structure, strategy, and processes in coordination with City officials and executives, staff departments, outside agencies, boards, community organizations, developers, consultants and vendors.

ORGANIZATION

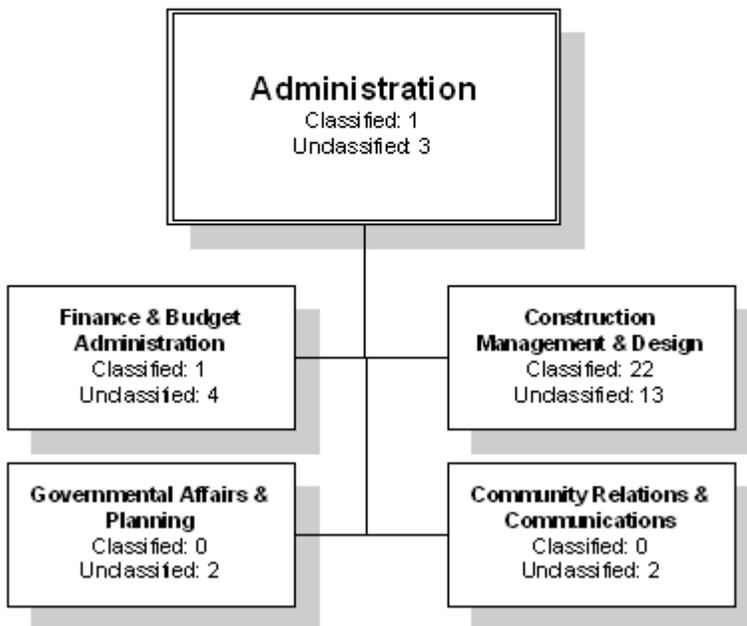
FY 2004 Table of Organization

Classified: 24

Unclassified: 24

Temporary FTE: 2

Total Positions: 50





CIP ADMINISTRATION

**LONG-TERM
GOAL**

- ◆ Implement the infrastructure projects required to accommodate the planned growth and development of the City of Miami using an integrated and structured approach in a manner that achieves effective utilization of resources, enhances credibility within the public and private sectors, and supports the attainment of improved financial ratings for the City.

**OBJECTIVES
FOR FY2004**

- ◆ Implement Phase I of citywide flood mitigation projects.
- ◆ Complete new RFQ consultant certification and selection process.
- ◆ Complete Administrative Guidelines for the Homeland Defense Safe Neighborhood Bond Program.
- ◆ Fill positions for Grants Administration Analyst, ADA coordinator and two Project Managers.
- ◆ Complete project management database requirements for web-based application.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Restructured department to include new Chief of Construction Management & Design, Governmental Affairs & Planning Administrator and Community Relations and Marketing Coordinator positions.
- ◆ Established project management teams and filled four project manager positions.
- ◆ Implemented bi-weekly project status reporting to commissioners and staff.
- ◆ Negotiated Interlocal Agreement with the City of West Miami for construction of storm water force main that will mitigate flooding conditions in Flagami and West End neighborhoods.
- ◆ Secured grant and engineering support from FDOT for construction of drainage structures.
- ◆ Awarded over \$25-million in total construction contracts.
- ◆ Awarded \$4.3-million in citywide FEMA road rehabilitation contracts.
- ◆ Awarded \$5.3 million in citywide local drainage, sidewalk and curb reconstruction projects.
- ◆ Secured approval of plan for utilization of \$28-Million in Unappropriated funds.
- ◆ Completed design for construction/reconstruction of two community center/NET office buildings.
- ◆ Provided construction coordination support on over 130 projects.

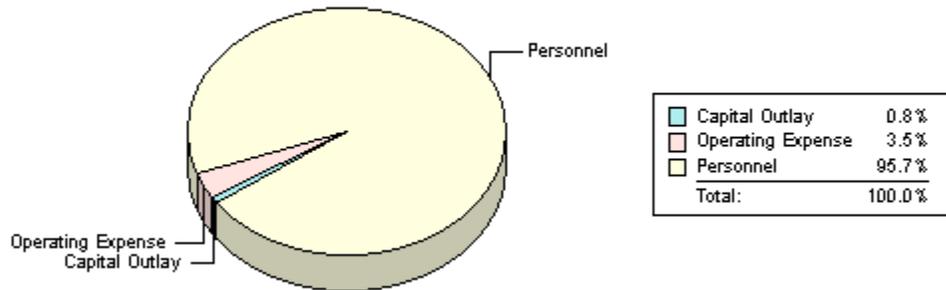


City of Miami FY2004 Budget
CIP ADMINISTRATION

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$10,480	\$2,960,384	\$3,127,293	\$3,568,064
Operating Expens	\$0	\$0	\$150,000	\$122,679	\$130,349
Capital Outlay	\$0	\$0	\$150,000	\$167,000	\$29,697
	\$0	\$10,480	\$3,260,384	\$3,416,972	\$3,728,110

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$440,771 or 14.09% more than the FY2003 Amended Budget due to cost of living adjustments, anniversary, and longevity increases.
- ◆ **Operating Expense:** This category is \$7,670 or 6.25% more than the FY2003 Amended Budget due to an increase of funding for personnel training to better manage the demands placed upon them.
- ◆ **Capital Outlay:** This category is \$137,303 or 82.22% less than the FY2003 Amended Budget due to one-time capital expenditures related to purchases of small capital items for this newly created department.



CAPITAL IMPROVEMENT PROJECTS

Summary of FY2004 General Fund Contribution to Capital Projects

Dept.	Project Number	Project Name	Allocation Amount	Description
City Mgr.	311047	Efficiency Improvement Studies	\$2,300,000	Strategic initiatives relating to Virginia Key master plan, Watson Island development and Buena Vista and other miscellaneous efficiency studies to be identified.
CIP	352216	Citywide Local Drainage Projects - FY02-06	\$1,232,742	Improvements to existing stormwater drainage system.
CIP	TBD	Street and Sidewalk Improvements	\$7,700,000	Street projects to be identified as well as citywide curb/sidewalk replacement.
GSA	311010	Citywide Facility Assessments and Improvements	\$1,000,000	Improvements and repairs as needed at City facilities as identified.
GSA	311705	Miami Riverside Center Improvements	\$30,000	Installation of an electrical distribution center for the passenger elevators.
GSA	311850	Replacement of Citywide Fleet	\$2,934,961	Replacement of police vehicles as mandated by the FOP collective bargaining unit contract.
ITD	311507	Business Continuity	\$80,000	Formal risk evaluation and business impact analysis for the City's critical business processes and associated information/communication infrastructures.
ITD	311608	Upgrades to PC Software and Hardware	\$800,000	Ongoing replacement of desktop computers and purchase of new PC's, mobile computers, printers, peripherals and software.
ITD	311610	Citywide Document Management System	\$150,000	Provision of all hardware, software and networking services in order to facilitate automation and consolidation of documents and images.
ITD	311614	Integrated Voice Response System	\$70,000	All hardware, software and training required to create a system to handle daily telephone inquiries from businesses and the general public.
ITD	311616	Technology Infrastructure	\$1,445,000	Ongoing replacement and evolution of the City's information technology infrastructure in accordance with initiatives stated in the IT Strategic Plan.
ITD	311617	E-Government Initiatives	\$150,000	Ongoing development, implementation and maintenance of a City e-business/e-commerce Web site.
ITD	311619	Marina Management System	\$55,000	New marinas system to manage contracts, automate billing and notices, facilitate reporting, and schedule bookings.
ITD	311620	Land Management System	\$150,000	Replacement of existing legacy system with an integrated land management system that can integrate all the land based permitting activities performed by the City.
ITD	311622	Citywide Area I-NET Enhancements	\$500,000	Construction and implementation of a private, high bandwidth fiber network to connect selected City buildings.
ITD	311623	Citywide Telephone Equipment Upgrade	\$400,000	Replacement of aging voice communications equipment.
Parks	331369	Parks Facilities General Improvements	\$576,317	Improvements and repairs as needed at park facilities.
Police	312025	Headquarter Building Renovations	\$140,000	Resealing and painting of roof, replacement of men's and women's locker room showers and installation of ceramic bathroom tiles.
Police	312042	Police Site Renovations	\$80,000	Roof repairs at North and South Police Substations.
Total:			\$19,794,020	



GLOSSARY

GLOSSARY OF BUDGET TERMS

Account Code - Part of a numbering system designating accounts in such a manner that the symbol used quickly reveals certain required information.

Accrual Basis - Recording the financial effects for transactions and other events and circumstances that have cash consequence for the government in the periods in which those transactions, events and circumstances occur, rather than in the period in which cash is received or paid by the government.

Ad Valorem Taxes - A tax levied on the assessed value of real property (also known as "property taxes").

Allocation - The expenditure amount planned for a particular project or service which requires legislative action before expenditures may be authorized.

Anti-Deficiency Act - A 1998 amendment to the City Code containing regulations to ensure that departments and department directors do not obligate or spend funds in excess of what was approved in the adopted budget.

Appropriation - A legal authorization approved by the City Commission to make expenditures and incur obligations for specific purposes.

Assessed Valuation - A value set upon land, buildings, business inventory and equipment as determined annually by the County Property Appraiser in accordance with State Law and used as a basis for levying taxes.

Balanced Budget - A budget in which estimated revenues equal estimated expenses.

Bond - A written promise to pay a specific sum of money at a specified date or dates in the future, together with the periodic interest at a specified rate.

Budget - A financial plan of programs, services, and construction projects that estimates anticipated revenue and projected expenses within a specific period of time (usually 12 months).

Budget Amendment - A formal City Commission action to adjust the adopted budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another; or, the appropriation of new sources of revenue.

Budget Message - The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.

Budget Monitoring - The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

Capital Equipment - Equipment with a value in excess of \$500 and an expected life of more than one year such as automobiles, typewriters and office furniture.



GLOSSARY

Capital Improvement Budget - A plan of proposed capital outlays and the means of financing, including those approved capital projects contained in the six-year Capital Improvement Program.

Capital Improvement Program (CIP) - Annual appropriations in the City's budget for capital purposes such as street improvements, building construction, and some kinds of facility maintenance which are supported by a six-year expenditure plan. This plan details fund sources and expenditure amounts that these large projects will require beyond the one-year period of the annual budget.

Capital Outlay - An expenditure category for acquiring equipment, vehicles or machinery that become additions to the City's fixed assets.

Community Development Block Grant - A U.S. Department of Housing and Urban Development grant to support economic development projects and social services for designated low-income areas.

Current Taxes - Taxes that are levied and due within one year.

DR-420 - A form entitled "Certification of Taxable Value" that the City submits annually to the State containing specific details about the proposed millage rate and certifying compliance with the provisions of the Florida statutes related to millage.

Debt Service Requirement - The amount of money required to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Delinquent Taxes - Taxes that remain unpaid on and after the date on which a penalty for nonpayment is attached.

Department - A major administrative unit of the City with overall management responsibility for a service or an operation or for a group of related operations.

Depreciation - (1) The expiration in service life of fixed assets due to use and the passage of time. (2) The portion of the cost of fixed assets charged as an expense during a particular period.

Disbursement - Payment for goods and services.

Division - The second level in the formal City organization in which a specific function is carried out. Several divisions may comprise a single department.

Encumbrances - An estimated amount of committed funds to purchase a designated item or service or to cover specific contracts that are in the process of being completed.

Estimated Revenue - The amount of projected income to be collected during the fiscal year. The revenue estimate is submitted to the City Commission for approval.

Exemption - A portion of the total property valuation not subject to property taxes. An example is Homestead Exemption.

Expenditures - Expenses.

Expenses - Revenue used for the operation, maintenance, interest costs, and other charges for



GLOSSARY

activities that constitute the City's ongoing operations.

Fiscal Year - The time period designated as the beginning and ending period for recording financial transactions. Miami selected October 1 to September 30 as its fiscal year.

Fixed Assets - Long-term tangible assets such as land, buildings, machinery, furniture and other equipment.

Fund - An accounting entity containing a set of self-balancing accounts to record all financial transactions for specific activities or government functions. Six commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital projects funds, trust and agency funds, and internal service funds.

Fund Balance - The difference between fund assets and fund liabilities.

General Fund - A central fund used to account for most of the City's financial resources and which supports many of the operations of city government.

General Obligation Bonds - Bonds that finance a variety of public projects such as streets, buildings, and improvements. These bonds are backed by the full faith and credit of the issuing government. The repayment of these bonds is usually made from the General Fund.

Grant - A financial contribution made by a governmental unit, a foundation, or a corporation. Such contributions are usually made for specified purposes.

Indirect Cost Reimbursement - Those elements of costs necessary to produce a product or service but not directly traceable to the product or service. Payments are made to the City by grant-funded programs to cover City administrative overhead costs. In Miami, a cost allocation plan is developed to recoup General Fund costs from grants and other sources.

Inter-Departmental Transfer - Payment from one City department to another, generally for equipment or for services rendered. An example is the cost to repair City-owned cars. This cost is transferred from the central department that does the repairs to the individual departments that actually use the cars.

Interfund Transfers - Amounts transferred from one fund to another.

Levy - To impose taxes, special assessments, or service charges for City activities.

Line-item Budget - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each category.

Local Government 1/2 Cents Sales Tax - The value of 1/2 cent of the State sales tax, which is returned to the City 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 can be imposed by Dade County in accordance with State law, and which is shared with the cities in the county.

Long Term Debt - Debt with a maturity of more than one year after the date of issuance.



GLOSSARY

Maintenance of Current Level of Service - The resources required to provide the same level of service as provided during the prior year. The estimate takes into account increases in the cost of providing services.

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.

Nonrevenues - Monies received by the City which are not additions to assets of the City as a whole although they may be to the receiving agency.

Object Code - An expenditure category such as Personnel Services, Operating Expenses and Capital Outlay.

Objective - Specific measurable action that will be taken to achieve a goal.

Operating Budget - A balanced financial plan for providing governmental programs and services for a single year.

Operating Expenses - Proprietary fund expenses related directly to the fund's primary activities.

Operating Fund - A fund restricted to a fiscal budget year.

Performance Indicator - A measure used to identify departmental achievements in numerical or statistical terms.

Personnel Services - An expenditure category that includes employee costs such as salary, wages, shift differential, holiday pay, etc.

Projections - Estimates of anticipated revenues, expenditures, or other budget amounts for specific time periods, usually fiscal years.

Property Tax Levy - The value derived by multiplying the property tax millage rate by the net taxable assessed value of property in the City.

Property Taxes - Taxes paid on the assessed or "just" value of land, buildings, business inventory or equipment.

Proprietary Agency - Commonly called "self-supporting" or "enterprise," these agencies pay for all or most of their cost of operations from user fees. These agencies receive little or no general tax support.

Reconciliation - A detailed summary of increases and decreases in departmental expenditures from one budget year to another.

Revenue - Funds received as income. It includes such items as tax payments, fees for specific services, receipts from other governments, franchise fees, fines, forfeitures, grants, shared revenues and interest income.

Revenue Bonds - Bonds usually sold for constructing a project, like a parking garage, that will produce revenue for the City. Principal and interest are payable exclusively from earnings of an enterprise fund.



GLOSSARY

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.

Source of Revenue - Revenues are classified according to their source or point of origin.

Tax Reserve - That portion of the property tax levy estimated to be uncollected during the fiscal year and remains uncollected 60 days beyond the close of the fiscal year.

Trim Bill - An acronym referring to House Bill 4-D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes. (See Local Government 1/2 Cents Sales Tax.)

Unencumbered Balance - The amount of an appropriation that is neither amended nor encumbered. It is essentially the amount of money still available for future purchases.

GLOSSARY OF ACRONYMS

ADA Americans with Disabilities Act

A/R Accounts Receivable

AFSCME American Federation of State, County & Municipal Employees

CDBG Community Development Block Grant

CIGU City Independent Group Union

CIP Capital Improvement Program

CRA Community Redevelopment Agency

CO Certificate of Occupancy

CU Certificate of Use

EEO Equal Employment Opportunity

EPA Environmental Protection Agency

FIPO Firefighters and Police Officers Trust Fund

FOP Fraternal Order of Police

GAAP Generally Accepted Accounting Principles

GESE General Employees and Sanitation Employees Retirement Trust

HCB Housing Conservation Board

HIDTA High Intensity Drug Trafficking Apprehension



GLOSSARY

- HOME Home Investment Partnership
- HOPWA Housing Opportunities for Persons with AIDS
- HUD United States Department of Housing and Urban Development
- IAFF International Association of Fire Fighters
- ICA Intergovernmental Cooperation Agreement
- JTPA Job Training Partnership Act
- LETF Law Enforcement Trust Fund
- NET Neighborhood Enhancement Team
- NPDES National Pollutant Discharge Elimination System
- PAR Position Authorization Request Form
- PSA Public Service Aide
- SFOB State Financial Oversight Board
- SNPB Safe Neighborhood Parks Bond
- USDA United States Department of Agriculture



City of Miami FY2004 Budget

FUND BALANCE AND RESERVE ANALYSIS

The schedule below reflects the anticipated change in fund balance for Fiscal Year Ending 2003 and for changes budgeted for in Fiscal Year 2004. This schedule includes a detailed breakdown of the budgeted reserves as it pertains to the City's Financial Principles Ordinance.

	<u>FY 2002</u> (Beginning)	<u>FY 2003</u> (Beginning)	<u>FY 2004</u> (Beginning)
Beginning Fund Balance	87,165,031	110,019,041	97,970,165
GASB 34 Reconciling Fund Balance	118,873,843	141,527,853	129,478,977
<u>Reserved Fund Balances</u>⁴			
Encumbrances	4,654,989	2,610,870	2,610,870
Prepaid	598,394	594,380	594,380
<u>Un-Reserved Fund Balances</u>			
<i>Designed Fund Balances</i>			
Management Initiative	6,998,298	17,423,508	1,911,000
Blue Ribbon Funds	4,280,000	4,280,000	-
Strategic Investments	4,345,000	4,148,710	2,300,000
Claims Payable for Self-Insurance and Compensated Absences	23,867,028	26,512,712	34,505,796
<i>Undesignated Fund Balance</i>			
10 % Financial Principles	32,292,028	34,941,422	36,154,506
Expense Stabilization	10,329,294	19,507,439	19,893,613
GASB 34 (Interpretation No. 6)^{2,4}	31,508,812	31,508,812	31,508,812
Change in Fund Balance			
<u>Reserved Fund Balances</u>			
Encumbrances	(2,044,119)	-	-
Prepaid	(4,014)	-	-
<u>Un-Reserved Fund Balances</u>			
<i>Designed Fund Balances</i>			
Management Initiative	10,425,210	(15,512,508)	-
Blue Ribbon Funds	-	(4,280,000)	-
Strategic Investments ¹	(196,290)	(1,848,710)	(2,300,000)
Claims Payable for Self-Insurance and Compensated Absences ¹	2,845,684	7,993,084	(7,670,065)
<i>Undesignated Fund Balance</i>			
10 % Financial Principles ¹	2,649,394	1,213,084	-
Expense Stabilization ¹	9,178,145	386,174	(19,893,613)

Major Assumptions

1. A FY '03 Year-End surplus of \$10.2 million is anticipated, of which, approximately \$8.0 million and \$1.2 million, per the Financial Integrity Principles, is estimated will be needed to replenish required Designated and Un-Designated fund balance levels, approximately \$651K will be added to the Strategic Investments balance and approximately \$386K would be available for the Expense Stabilization fund within Un-Designated Fund Balance.

2. GASB 34 (Interpretation No. 6) Note: Based on Interpretation No. 6, certain long-term liabilities should be reported in the governmental fund statements only if the amounts are due for payment in the period being reported.

3. Beginning FY '02 and FY '03 fund balances are based on actuals from the City of Miami's Comprehensive Annual Financial Report for those fiscal years; whereas the Beginning and Ending FY '04 fund balances are based on current estimates and the Adopted FY '04 Annual Budget, respectively.

4. Reserved Fund Balances for encumbrances and prepaids and the GASB 34 figures are conservatively estimated in FY '04 to hold constant from the FY '03 levels due to the uncertainty of actual amounts.



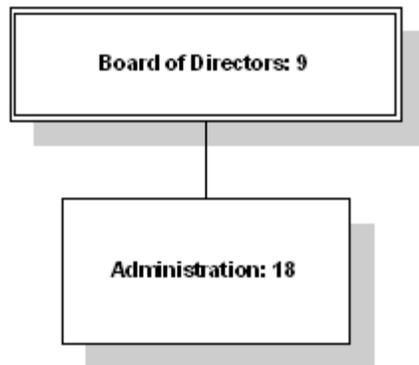
BAYFRONT PARK MANAGEMENT TRUST

DESCRIPTION

The Bayfront park Management Trust was created by the Miami City Commission in 1987 and directed to operate, manage and monitor Bayfront Park for the purpose of maximum community utilization and enjoyment. The Trust facilitates and promotes activities, and improvements necessary to attract visitors, exhibitions and tourism related activities to Downtown Miami. Numerous events are held that appeal to the diverse cultures and people who reside in or visit Miami.

ORGANIZATION

FY 2004 Table of Organization
Total Positions: 18



**Board Members shown for informational purposes only.*



BAYFRONT PARK MANAGEMENT TRUST

LONG-TERM GOAL

- ◆ To continue Bayfront and Bicentennial Parks' roles as Miami's premier special event and concert locations, while shepherding the evolution of the facilities to meet the community's changing needs.

OBJECTIVES FOR FY2004

- ◆ Continue to host internationally and nationally recognized performance groups.
- ◆ Continue to have Bayfront and Bicentennial Parks recognized as the center of multi-cultural Miami.
- ◆ Begin implementation of short, mid and long range plans identified through the Trust's planning process.
- ◆ Continue to recognize that good employees are a valuable resource, and to that end, support increased professional staff training programs.

SIGNIFICANT ACCOMPLISHMENTS IN FY2003

- ◆ In calendar year 2002, the Trust's facilities hosted 65 events with a total attendance approaching 1.3 million people, representing a 70% increase in attendance over the previous year.
- ◆ On November 16, 2002, the Bayfront Park Management Trust held a long range planning retreat where they identified as their goal the creation of a 12 to 16 hour a day facility that would contribute to the long term economic and cultural growth of downtown Miami and its surrounding communities. Subsequent to that meeting, the Trust issued requests for letters of interest to four firms and entered services with Biederman Redevelopment Ventures (BRV). Dan Biederman, who heads the team, planned and coordinated the revitalization of New York City's Bryant Park into one of the most successful urban parks in the nation. The Trust began this process to improve its services to its current clients, while expanding its scope to meet the needs of downtown Miami's burgeoning residential population.
- ◆ Bayfront Park hosted the 38-day holiday spectacular -- Miami's Downtown Holiday Village. This event brought positive, worldwide media recognition to Miami and brightened the holiday season for Miami's residents and visitors, as well as downtown merchants and parking operators.
- ◆ The Trust accepted responsibility for and produced a wildly successful New Year's Eve Concert, featuring music representative of Miami's multi-cultural community. The public recognized the Trust's efforts by voting the park the "Best Special Event Venue" in a poll conducted by the Downtown Miami Partnership.

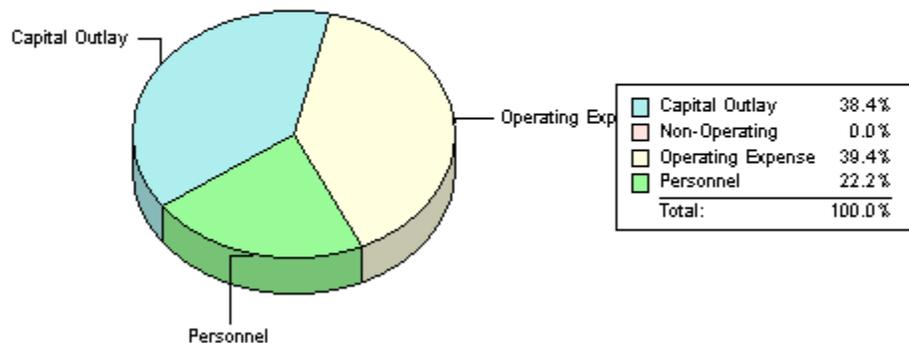


BAYFRONT PARK MANAGEMENT TRUST

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$908,193	\$990,147	\$997,850	\$997,850	\$1,156,700
Operating Expens	\$1,303,991	\$1,554,848	\$1,809,750	\$1,809,750	\$2,055,000
Capital Outlay	\$61,716	\$115,932	\$755,000	\$755,000	\$2,000,000
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$2,273,900	\$2,660,927	\$3,562,600	\$3,562,600	\$5,211,700

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$158,850 or 15.92% more than the FY2003 Amended Budget due to a related increase in event activity for FY2004.
- ◆ **Operating Expense:** This category is \$245,250 or 13.55% more than the FY2003 Amended Budget due to a more robust maintenance program in both Bayfront and Bicentennial Parks.
- ◆ **Capital Outlay:** This category is \$1,245,000 or 164.90% more than the FY2003 Amended Budget due to necessary improvements and equipment purchases identified by the Trust. The criteria used in identifying these needs are as follows: health and safety of facility users; essential to earned income opportunities for the Trust; finish incomplete areas of Bayfront Park; and undertake facility changes identified through the long range planning process.

MIAMI PARKING AUTHORITY

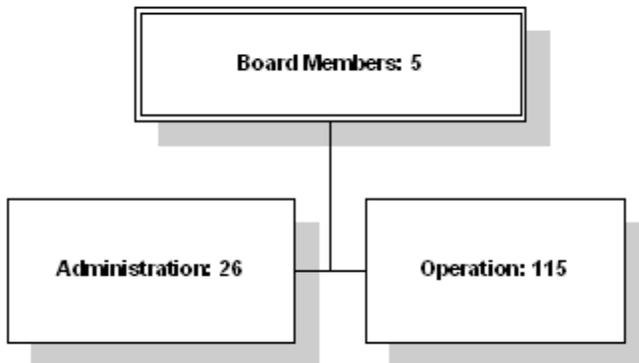


DESCRIPTION

The Miami Parking Authority is a semi-autonomous agency of the City supported solely by the revenue generated through its operation. The authority is governed by the five member Board of Directors, that has the power, duties and responsibilities customarily vested in the board of directors of a private corporation. The Miami City Commission retains the final authority for the approval of the Authority's annual budget and the rate structure, the confirmation of appointments to the board and the issuance of parking revenue bonds. The budget summary includes the International Place garage and the Gusman and Olympia Enterprise Fund.

ORGANIZATION

FY 2004 Table of Organization
Total Positions: 141



**Board Members shown for informational purposes only.*

MIAMI PARKING AUTHORITY



**LONG-TERM
GOAL**

- ◆ To actively address and meet the parking needs within the City of Miami in a fiscally sound and efficient manner.

**OBJECTIVES
FOR FY2004**

- ◆ Demolish and start construction of a new Courthouse Garage to meet the needs of the new federal courthouse.
- ◆ Finish construction of the Watson Island parking facilities.
- ◆ Continue implementation of PAD (Pay and Display) multi-space meters for on-street applications.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Replaced the main computer system and related software.
- ◆ Implemented online, debit, and credit card payment options for customers.
- ◆ Purchased land parcel to address existing and future parking needs of the City.
- ◆ Implemented PAD technology for off-street and on-street applications.

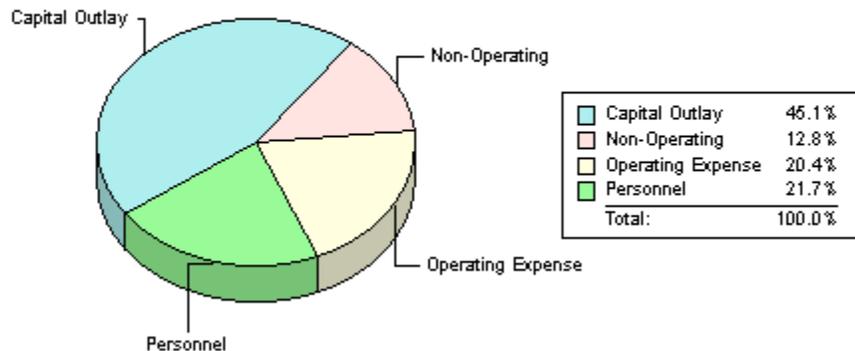


MIAMI PARKING AUTHORITY

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$4,666,993	\$4,981,509	\$5,153,632	\$5,153,632	\$5,416,246
Operating Expens	\$4,698,363	\$5,113,327	\$4,907,257	\$4,907,257	\$5,088,109
Capital Outlay	\$2,161,676	\$2,447,006	\$2,500,000	\$2,500,000	\$11,253,700
Non-Operating	\$2,059,687	\$2,153,996	\$2,110,612	\$2,110,612	\$3,204,572
	\$13,586,719	\$14,695,838	\$14,671,501	\$14,671,501	\$24,962,627

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$262,614 or 5.10% more than the FY2003 Amended Budget due primarily to cost increases in fringe benefits and normal pay increases.
- ◆ **Operating Expense:** This category is \$180,852 or 3.69% more than the FY2003 Amended Budget due primarily to the result of increase insurance expenses and property tax assessments.
- ◆ **Capital Outlay:** This category is \$8,753,700 or 350.15% more than the FY2003 Amended Budget due primarily to the development of the Courthouse Garage and the continuing restoration of the Gusman Theater.
- ◆ **Non-Operating:** This category is \$1,093,960 or 51.83% more than the FY2003 Amended Budget due primarily to higher interest expenses.



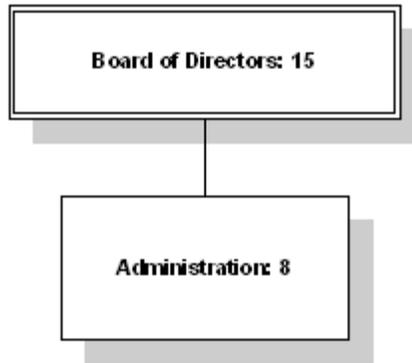
DOWNTOWN DEVELOPMENT AUTHORITY

DESCRIPTION

The DDA is a catalyst organization formed by the City of Miami to advocate, facilitate, plan and execute public/private investment and implementation strategies that promote economic growth in the region by strengthening downtown's appeal as a livable city and regional, national and international center for commerce and culture. The DDA is supported by property tax levied within a special assessment district that includes the following sub-districts; Central Business District, Park West, and Media and Entertainment.

ORGANIZATION

FY 2004 Table of Organization
Total Positions: 8



**Board Members shown for informational purposes only.*



DOWNTOWN DEVELOPMENT AUTHORITY

LONG-TERM GOAL

- ◆ To work with stakeholders to execute investment and implementation strategies that will result in sustainable development and value creation that addresses the housing, work place and lifestyle of residents, visitors and businesses.

OBJECTIVES FOR FY2004

- ◆ Work with stakeholders to develop a comprehensive Downtown Implementation Agenda.
- ◆ Begin updating the Downtown Master Plan.
- ◆ Develop Sub-District Implementation Strategies linked to priority projects and targeted outcomes.
- ◆ Execute marketing initiatives to promote positive awareness that differentiates and strengthens the downtown brand.
- ◆ Leverage local resources to develop additional research capacity focused on key downtown challenges and opportunities.
- ◆ Advance Downtown Master Transportation Plan implementation recommendations.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ Strategic Planning
 - Managed completion of the Downtown Development of Regional Impact (DRI) Increments Two (2003 – 2010).
 - Managed completion of the Downtown Master Transportation Plan.
 - Completed the Flagler Street Corridor Improvement Project design phase.
- ◆ Marketing and Business Development
 - On-going market research and data collection customized for investors, developers and property owners.
 - Marketed and promoted the advantages and conveniences of working, living and visiting Downtown.
 - Led, facilitated and participated in public and private forums to address downtown issues and opportunities.
- ◆ Human Services
 - Lead supporter in starting the Downtown Charter School and guiding its first year of operations.
 - Lead supporter of the Downtown Enhancement Team job placement and workforce development program.
- ◆ Inter-Government Relations
 - Lead supporter of proactive community policing downtown.
 - Lead supporter of N.E.T. Office activities that advance downtown strategies initiatives.
 - Provided business impact mitigation services supporting downtown capital improvement programs.

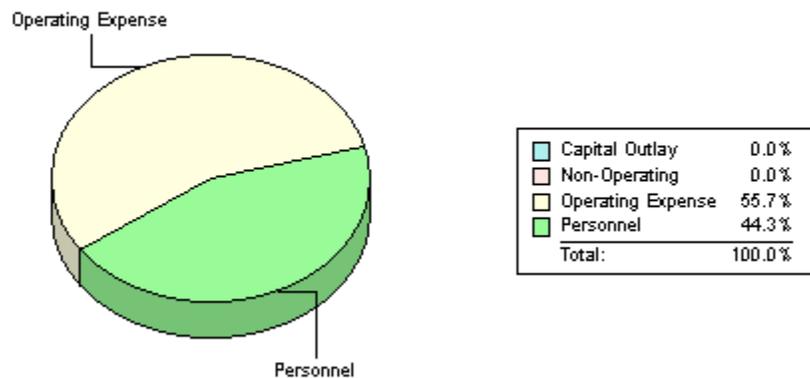


DOWNTOWN DEVELOPMENT AUTHORITY

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$544,144	\$652,554	\$769,791	\$826,985	\$1,189,731
Operating Expens	\$1,375,847	\$1,478,055	\$1,732,086	\$1,679,392	\$1,495,246
Capital Outlay	\$5,000	\$2,000	\$5,000	\$500	\$0
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$1,924,991	\$2,132,609	\$2,506,877	\$2,506,877	\$2,684,977

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$362,746 or 43.86% more than the FY2003 Amended Budget due to the hiring of a new Executive Director and more staff members, as well as a permanent Computer Programmer. There will also be an increase in salaries, pension and health insurance costs.
- ◆ **Operating Expense:** This category is \$184,146 or 10.97% less than the FY2003 Amended Budget due to the following reductions; in consultant fees, in advertising since a lot of this is done through the Internet, in anticipated repairs and in Director lead initiatives. There is also no allocation being made for Community Development.
- ◆ **Capital Outlay:** This category is \$500 or 100.00% less than the FY2003 Amended Budget due to no anticipated capital expenditure.



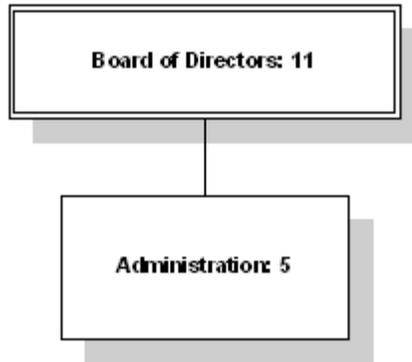
MIAMI SPORTS & EXHIBITION AUTHORITY

DESCRIPTION

The Miami Sports and Exhibition Authority's responsibility is to facilitate and promote activities, improvements and infrastructure necessary to expand and attract conventions, exhibition and tourism-related activities, professional and international sports and programs, which will contribute to economic and social growth in the City of Miami.

ORGANIZATION

FY 2004 Table of Organization
Total Positions: 5



**Board Members shown for informational purposes only.*

MIAMI SPORTS & EXHIBITION AUTHORITY



LONG-TERM GOAL

- ◆ To become South Florida's major force in promotion of sports, entertainment, and facility development.

OBJECTIVES FOR FY2004

- ◆ To support Miami Manatee Hockey's inaugural season beginning November 2003.
- ◆ To promote our patented "Raceweek" with a sailing regatta, power boat championship race, dragon boat qualifying race, in conjunction with CART championship street race.
- ◆ To bring in a new breed of affordable family entertainment that is geared to our community.
- ◆ To refinance the 1992 A bond which will enable us to undertake new projects within the City.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ Sponsored the first Raceweek Miami: Cycling Classic and street race in the downtown area.
- ◆ Supported the Downtown Holliday Village, the Professional Motor Sports, Marathon, Film Festival, Rasin at Bayfront, Golddiggers at Sugman in form of Grants & Title Sponsorship.
- ◆ Researched the higher bond capacity that will enable us to issue a greater bond, if needed.
- ◆ Developed a website for MSEA which will enhance our access for promoters nationwide.
- ◆ Assumed the Management role of the Miami Arena which resulted in saving a management fee, contract fees, and manager's wages.
- ◆ Negotiated and secured a new hockey team, the Miami Manatees, for the Arena.
- ◆ Attracted Billboard, Latin Grammy Awards to hold the event at the Miami Arena which will highlight our community on major networks.
- ◆ Held the first "Impressions in Black History" to educate through entertainment the African-American historical achievements.
- ◆ Created a Circus Camp at the Miami Arena for underprivileged children for behind the scenes adventures.

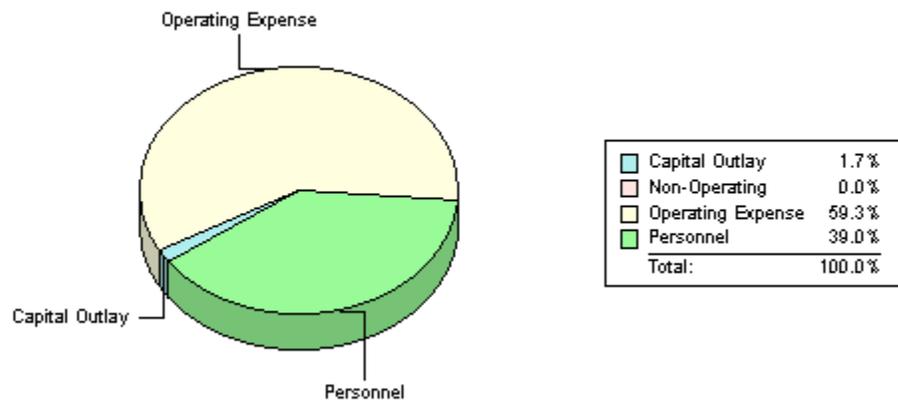


MIAMI SPORTS & EXHIBITION AUTHORITY

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$292,442	\$415,950	\$435,200	\$435,200	\$448,200
Operating Expens	\$609,420	\$645,588	\$684,800	\$684,800	\$681,800
Capital Outlay	\$20,000	\$27,917	\$30,000	\$30,000	\$20,000
Non-Operating	\$0	\$0	\$0	\$0	\$0
	\$921,862	\$1,089,455	\$1,150,000	\$1,150,000	\$1,150,000

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$13,000 or 2.99% more than the FY2003 Amended Budget due to average raises.
- ◆ **Operating Expense:** This category is \$3,000 or 0.44% less than the FY2003 Amended Budget due to reduction on bank fees.
- ◆ **Capital Outlay:** This category is \$10,000 or 33.33% less than the FY2003 Amended Budget due to completion of the Board room décor.



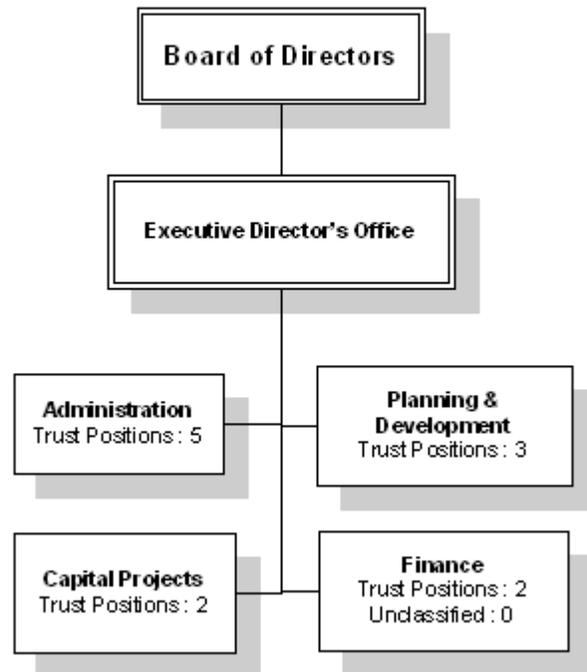
COMMUNITY REDEVELOPMENT AGENCY

DESCRIPTION

The CRA, pursuant to Florida Statutes Chapter 163 Part III, is to revitalize specifically designated areas within our city through the modernizing and implementation of the comprehensive redevelopment plan, improving infrastructure, job creation and retention, while increasing property assessment value; thus enabling us to generate successful redevelopment projects, from both the private and public sector, thereby achieving the complete eradication of slum and blight from the targeted areas.

ORGANIZATION

FY 2004 Table of Organization
 Trust Positions : 12
 Unclassified : 0
 Total Positions: 12



**Trust Positions refer to Non-City of Miami employees.*



COMMUNITY REDEVELOPMENT AGENCY

LONG-TERM GOAL

- ◆ To substantially improve the quality of life for the residents in Southeast Overtown, Park West, and Omni communities through economic development, infrastructure improvements and job creation.

OBJECTIVES FOR FY2004

- ◆ Overall increase in property values within the Redevelopment Areas.
- ◆ Revitalization of areas within the CRA, existing and proposed boundary expansion.
- ◆ Implementation of financing options towards development improvements for privately-owned companies thereby stimulating job creation/retention and further private investments.
- ◆ Begin construction on several projects.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ Tax Increment increases in both TIF districts
- ◆ Construction:
 - Sidewalk Improvements along NW/NE 11th Street
 - Completion of façade improvement at New Arena Square Apartments
 - Phase 3 of 9th Street Pedestrian Mall
 - Completion of construction for Margaret Pace Park
 - Interim Phase of Grand Promenade
 - PD&E—Realignment of 11th Street
- ◆ Planning:
 - Finalization of the SEOPW Master Plan Update
 - Initiation of Omni Master Plan Update
 - Remittance of \$1.43M in debt service to County towards Performing Arts Center
- ◆ Economic Development:
 - Partnership with Grow Miami Fund through National Development Council for financial options to small business using low-interest loans
 - Adoption of CRA loan policy
- ◆ Sponsorship and Community Events:
 - Haitian Bicentennial Compas Festival
 - Back to School 2003 Health and Safety Day
- ◆ Sale/Land Acquisition:
 - Sale of P5 (parking lot located at 936 NW 3 Avenue)
 - 99-year lease of P7 to Black Archives for expansion of Lyric Theatre
 - Settlement of Lyric Housing and St. Johns CDC vs. City of Miami and SEOPW CRA

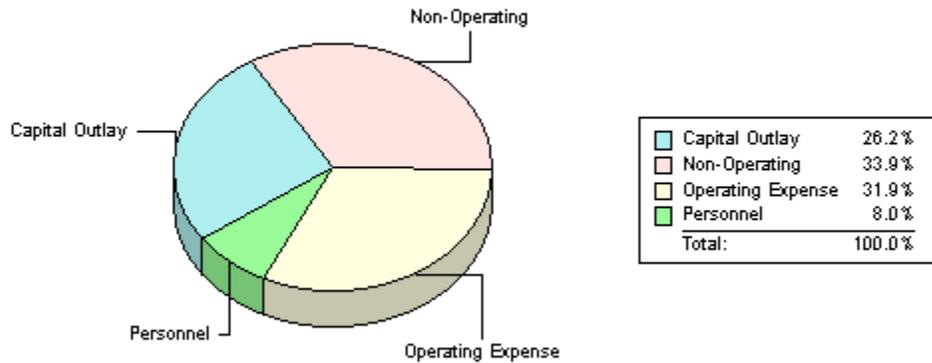


COMMUNITY REDEVELOPMENT AGENCY

DEPARTMENT SUMMARY

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$865,397	\$667,684	\$800,488	\$983,134	\$1,084,959
Operating Expens	\$1,932,333	\$2,783,437	\$1,819,661	\$3,633,717	\$4,310,542
Capital Outlay	\$761,602	\$561,973	\$359,729	\$3,216,397	\$3,545,500
Non-Operating	\$2,171,773	\$3,693,556	\$4,699,288	\$2,843,231	\$4,583,670
	\$5,731,105	\$7,706,650	\$7,679,166	\$10,676,479	\$13,524,671

Allocation by Department





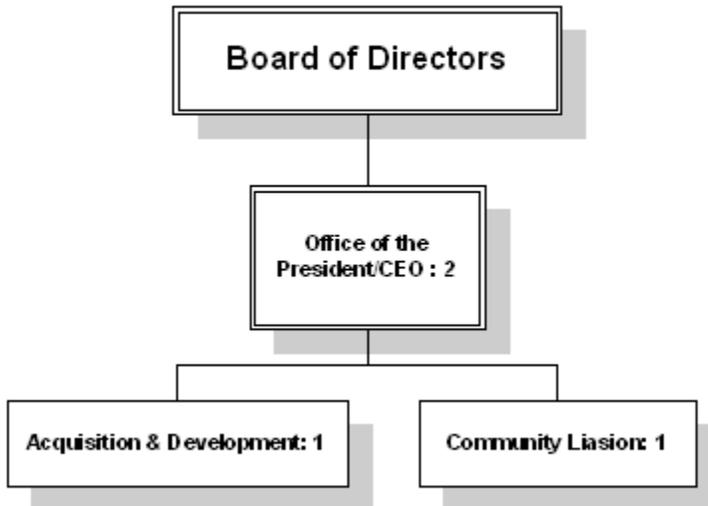
MODEL CITY COMMUNITY REVITALIZATION DISTRICT TRUST

DESCRIPTION

The Model City Community Revitalization District Trust was created through Ordinance No. 12082, adopted July 10, 2001 to help ensure that the City's short-term, intermediate and long-term revitalization goals would be implemented expeditiously and effectively. The Trust is responsible for providing oversight and facilitating the revitalization efforts being undertaken in the Model City Community Revitalization District, primarily the Model City Homeownership Zone Pilot Project.

ORGANIZATION

FY 2003 Table of Organization
Total Positions: 4



**Board Members shown for informational purposes only.*



MODEL CITY COMMUNITY REVITALIZATION DISTRICT TRUST

**LONG-TERM
GOAL**

- ◆ Provide oversight and facilitate the City of Miami's revitalization and redevelopment activities of creating homeownership, economic revitalization, infrastructure improvements and quality of life enhancements in the Model City District.

**OBJECTIVES
FOR FY2004**

- ◆ Complete the priority projects to upgrade infrastructure in the Phase I area, including relocation of utilities, replatting, and other changes necessary for the implementation of the master plan.
- ◆ Complete the solicitation process to identify a developer to construct and manage, as appropriate and relevant the following priority projects of the Model City Trust:
 - a. 3 - 4 unit townhouses in the Phase I area;
 - b. 7 single family detached homes in the Phase I area; and
 - c. A Senior Citizen Complex on the corner of 62nd Street and 17th Avenue with commercial development on the ground floor.
- ◆ Identify opportunities to leverage the efforts of existing community based organizations in the area to extend the impact of those efforts for community revitalization.

**SIGNIFICANT
ACCOMPLISH-
MENTS IN
FY2003**

- ◆ Completed a series of community planning workshops that identified and analyzed several critical community needs in the Model City area.
- ◆ Increased participation and visibility with local community based organizations and activities.
- ◆ Refined and advanced plans for implementation of the Homeownership Zone Pilot Project.

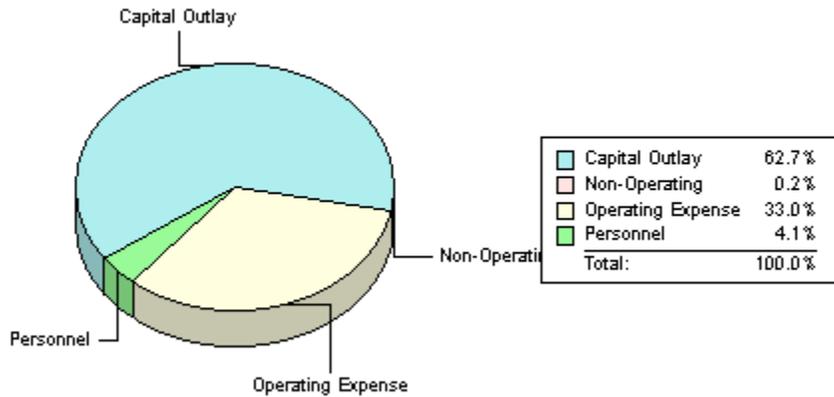


MODEL CITY COMMUNITY REVITALIZATION DISTRICT TRUST

**DEPARTMENT
SUMMARY**

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$0	\$0	\$395,245	\$395,245	\$469,160
Operating Expens	\$0	\$0	\$1,792,000	\$1,792,000	\$3,742,085
Capital Outlay	\$0	\$0	\$5,290,600	\$5,290,600	\$7,106,523
Non-Operating	\$0	\$0	\$7,484,123	\$7,484,123	\$22,600
	\$0	\$0	\$14,961,968	\$14,961,968	\$11,340,368

Allocation by Department





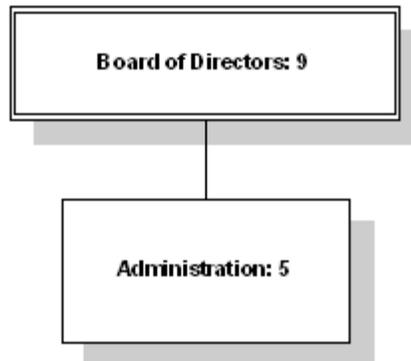
VIRGINIA KEY BEACH PARK TRUST

DESCRIPTION

The Virginia Key Beach Park Trust was created by the Miami City Commission in 1999 to plan, develop, and manage Virginia Key Beach Park for maximum community utilization, enjoyment and historic expression. The Trust shall be guided by its vision to preserve the Virginia Key Beach Park property in a manner consistent with the environmental health, public use, and historical importance of the Park and the aspirations of the African American community. The Trust shall plan and design an open green space compatible with its historical and recreational characteristics and accessible to the public. Ultimately the Trust will provide a signature public park and natural entertainment venue that appeals to diverse cultures in South Florida and will attract visitors nationally and internationally.

ORGANIZATION

FY 2004 Table of Organization
Total Positions: 5



**Board Members shown for informational purposes only.*



VIRGINIA KEY BEACH PARK TRUST

LONG-TERM GOAL

- ◆ To provide a signature public park and natural entertainment venue that appeals to diverse cultures in South Florida and will attract visitors nationally and internationally.

OBJECTIVES FOR FY2004

- ◆ Important steps are being taken toward staff development. The Trust will increase its professional staff from 5 permanent staff members to 10 by the end of FY2003. Special efforts are being made to allow additional training and education opportunities for permanent staff and provide some pension benefits.
- ◆ Water and Sewer Improvements are included in the design and engineering work currently in process. The Water and Sewer Agreement (WASA) between the Miami-Dade Water and Sewer Authority and the city of Miami is nearing approval, pending a minor modification. \$750,000 in Sanitary Sewer Bond Funds has been made available for the project. An additional \$450,000 is required to cover the entire costs of these improvements. This Sanitary Sewer Project has a projected construction start date of May 2004. The surveying, planning and drawings are already in progress.
- ◆ The Army Corps of Engineers Section 1135 – Ecosystem Restoration project is being moved onto a “fast track” construction schedule. The project is anticipated to begin September 2004. This project has an estimated cost of \$2.7 million dollars with a 75%-25% federal-City of Miami match.
- ◆ The Cultural Center/Museum Complex will become the icon of the new historic Virginia Key Beach Park. The 25,000-30,000 square foot complex will house traditional museum space, meeting rooms, dining and banquet facilities, a café, gift shop, nature center and administrative offices. The planning and design phase has begun; the Cultural Center’s Master Plan is scheduled for late 2003 and into early 2004.

SIGNIFICANT ACCOMPLISH- MENTS IN FY2003

- ◆ The Site Planning Process, with consultant Wallace Roberts and Todd began in September 2002 and concluded in July 2003. Through a series of community input opportunities, the Master Plan for the Park has been finalized and approved by the Virginia Key Beach Park Trust, the Parks Advisory Board, the Waterfront Advisory Board and was presented to the City Commission. The Plan will serve as a blueprint for the future use of the Park, including additional buildings and amenities. The overall cost of completing this plan is approximately \$24 million.
- ◆ The Army Corps of Engineers Section 111 – Shoreline Restoration project is now slated to begin construction in October 2003, for a period of one year. This \$5 million dollar project is 100% federally funded.
- ◆ Architectural and Engineering planning for the \$1.2 million dollar restoration of existing buildings is complete. Low bid specifications for the project are complete and it is scheduled to begin September 30, 2003. These buildings represent the historical centerpiece of Virginia Key Beach Park.
- ◆ The Army Corps of Engineers Section 1135 – Ecosystem Restoration project was moved onto a “fast track” construction schedule.

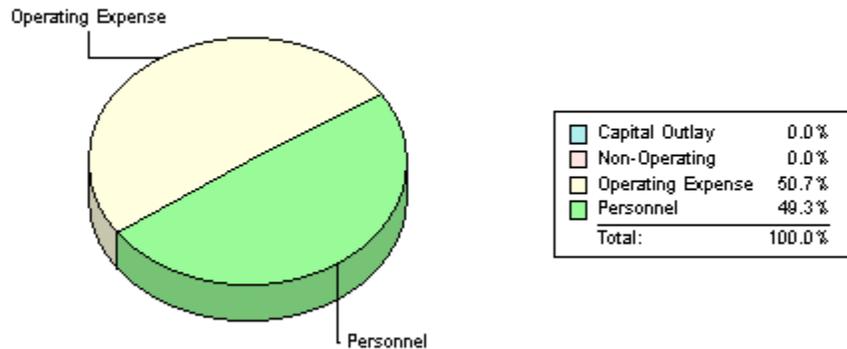


VIRGINIA KEY BEACH PARK TRUST

**DEPARTMENT
SUMMARY**

CATEGORY	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 ADOPTED	FY2003 AMENDED	FY2004 ADOPTED
Personnel	\$14,081	\$198,826	\$402,989	\$323,089	\$565,167
Operating Expens	\$10,621	\$152,264	\$161,639	\$224,039	\$580,524
Capital Outlay	\$861	\$32,540	\$372	\$17,872	\$0
Non-Operating	\$0	\$1,839	\$0	\$0	\$0
	\$25,563	\$385,469	\$565,000	\$565,000	\$1,145,691

Allocation by Department



DETAILS

- ◆ **Personnel:** This category is \$242,078 or 74.93% more than the FY2003 Amended Budget due to the addition of 5 new full-time hires that will take place in FY 2004. Additionally, staff benefits such as retirement and tuition reimbursement have been included in the budget.
- ◆ **Operating Expense:** This category is \$356,485 or 159.12% more than the FY2003 Amended Budget due mainly to expenses for promotional activities and materials, other contractual services and printing and reproduction services for increased promotional activities anticipated for next fiscal year.
- ◆ **Capital Outlay:** This category is \$17,872 or 100.00% less than the FY2003 Amended Budget due to one-time equipment purchases in the prior fiscal year in anticipation of the hiring of additional staff.