



CITY OF MIAMI

ANNUAL BUDGET

FISCAL YEAR 2007



Table of Content

Introduction Section

Mayor’s Letter..... 8

City Manager’s Letter with Budget Highlights 14

City of Miami Organization Chart..... 16

How to Read This Book 18

- Example Sheet..... 20

The Budget Process 22

Budget Methodology 28

Strategic Planning Process..... 30

- Balanced Scorecard Strategy Map..... 34

Budget Calendar 36

History of Miami..... 38

City of Miami Profile Data 42

City Map 44

Office of Strategic Planning, Budgeting and Performance..... 46

Financial Structure 48

Financial Section

Fund Balance Overview 56

- (Graph) General Fund Balance History 59
- General Fund Balance 60
- Special Revenue Fund Balance 61
- Debt Service Fund Balance 62

Property Tax Summary 64



Cost Allocation Plan Overview 66

- Indirect Cost Rates based on FY’07 Adopted Budget 70

Consolidated Budget Overview 72

- (Graph) FY’07 Adopted Budget –All Funds 75
- Summary of FY’07 Adopted Budget –All Funds 76
- (Graph) Revenues (Inflows) –All Funds 77
- Consolidated Schedule of Revenues (Inflows) –All Funds 78
- (Graph) Expenditures (Outflows) by Function –All Funds 87
- Consolidated Schedule of Expenditures (Outflows) by Function and Department –All Funds..... 88
- Consolidated Schedule of Expenditures by Major and Minor Object 92
- Consolidated Schedule of Full-time Positions –All Fund 96
- Consolidated Schedule of Position Classifications 100

General Fund Overview 102

- Summary of FY’07 Adopted Budget –General Fund 106
- (Graph) Revenues (Inflows) –General Fund 107
- General Fund Schedule of Revenues (Inflows)..... 108
- (Graph) Expenditure (Outflows) –General Fund 119
- General Fund Schedule of Expenditures (Outflows) by Department 120
- General Fund Cost per Capita by Department and Function..... 124

General Fund Position Changes 126

- General Fund Schedule of Full-time Positions 130



5-Year General Fund Forecast..... 134

- General Fund 5-Year Forecast 138

General Fund Detail Expenditures by Department

- Office of the Mayor 154
- Commissioners..... 156
- City Clerk 158
- Law 162
- Civil Service..... 164
- Office of the City Manager 168
- Finance 170
- Employee Relations 172
- Fire Rescue..... 176
- Police Department 180
- Public Works 184
- Solid Waste 188
- Public Facilities..... 192
- Office of Strategic Planning, Budgeting and Performance (OSPBP) 196
- General Service Administration (GSA) 198
- Information Technology 202
- Economic Development 208
- Auditor General..... 212
- Building Department..... 216
- Parks and Recreation 220
- Risk Management..... 224
- Office of Hearing Boards..... 228



- Planning Department 232
- Office of Communications 238
- Purchasing..... 242
- Non-Departmental Accounts 246
- CitiStat 248
- Grants Administration 252
- Capital Improvement Administration 254
- Office of Zoning..... 260

- Pension Overview 262
 - (Graph) City Required Contributions FY'98 to FY'07 266
 - Pension Summary 268
 - General Employee Sanitation Employee (GESE) Retirement Trust 270
 - Fire and Police (FIPO) Retirement Trust..... 272
 - Administrators and Elected Officials Retirement Trust..... 274

- Special Revenue Funds Overview 276
 - Summary of FY'07 Adopted Budget –Special Revenue Funds..... 278
 - (Graph) Revenue (Inflows) –Special Revenue Funds 279
 - Special Revenue Funds Schedule of Revenues (Inflows) 280
 - Special Revenue Funds Schedule of Expenditure (Outflows) by Function and Fund..... 286
 - Special Revenue Funds Schedule of Grants and Programs..... 288

- Special Revenue Funds Position Changes..... 294
 - Special Revenue Funds Schedule of Full-time Positions..... 296



Special Revenue Fund Detail by Fund

- Miami Convention Center..... 300
- Economic Development & Planning Services..... 302
- Fire Rescue Services 304
- Neighborhood Enhancement Teams (NET) 306
- Parks and Recreation Services..... 310
- Police Services 312
- Law Enforcement Trust Fund (LETF)..... 314
- Public Works Services 316
- City Clerk Services 318
- Public Service Tax 320
- Community Development 322
- Strategic Initiatives 326
- Transportation and Transit..... 328
- Code Enforcement 334

- Debt Service Fund Overview 338
 - Summary of FY'07 Adopted Budget –Debt Service Fund 340
 - (Graph) Revenues (Inflows) –Debt Service Fund 341
 - Debt Service Fund Schedule of Revenues (Inflows)..... 342
 - (Graph) Expenditures (Outflows) –Debt Service Fund 343
 - Debt Service Fund Schedule of Expenditures (Outflows) 344
 - Debt Service Fund Bonds and Loans Schedule Summary 346
 - Debt Service Fund Bond Summary 348



Capital Improvement Program (CIP) Overview 350

- Impact of CIP on FY'07 Adopted Budget 354
- Summary of Capital Improvement Fund 356
- (Graph) Funding Sources –Capital Improvement Fund 357
- (Graph) Capital Outlay –Capital Improvement Fund 358

Other

Statistical Section

- Net Assessed Valuation of Taxable Property
Last Ten Years 362
- Property Tax Rates Direct and Overlapping Governments
Last Ten Years 363
- Principal Property Taxpayers 364
- Millage Rates 28-Year History 365
- Demographic and Economic Statistics
Last Nine Years 366
- Full-time Employees by Function Last Ten Years 367

Abbreviations and Acronyms..... 368

Definition of Terms 370



**Mayor Manuel A. Diaz
FY 2007 Budget Address
September 12, 2006**

Good afternoon – Mr. Chairman, commissioners, city manager, city employees and residents of the City of Miami.

Once again, I stand before you today to deliver my annual budget address, outlining our budgetary priorities for the upcoming fiscal year.

We started with a goal five years ago: to create a climate where economic growth would lift our city out of financial ruins –

We would then target the fruits of that growth to provide relief for the taxpayers of Miami who had borne the brunt of our city’s fiscal crisis.

And, in addition to giving our taxpayers more of their money back, we would further use our earnings to reinvest in our long neglected neighborhoods –

This proposed budget furthers our ambitious goal – once again reducing the tax burden on our citizens and continuing our neighborhood investment.

Our city’s economic climate continues to expand, allowing our tax base to grow by over \$7 billion to an all-time high of \$34 billion, a 26.5% increase from last year.

This proposed budget ensures that those who live here are surrounded by all the places and things that make a city worth living in.

Today we enjoy the lowest crime level in the past 3 decades – and to continue to make sure it continues this way, this budget adds 35 new police officers to compliment the 30 new police officers we added last year, totaling nearly 65 new officers on our streets to bolster our crime reduction efforts.

Yesterday morning, I was able to commemorate the five year anniversary of September 11th, addressing the largest firefighter graduating class in city history. Today’s proposed budget continues our commitment to our brave first responders, adding 30 fire fighters to our ranks to compliment the 26 new fire fighters we added last year.



Our parks have become centers of neighborhood and family, where parents and children can enjoy plays and concerts together with their neighbors in open green areas – for the fifth straight year, this proposed budget continues to increase funds available for our parks, a 78% increase since FY03.

And we never forget the most vulnerable among us, adding \$1.2 million for poverty reduction initiatives, bringing the total since inception to nearly \$4 million.

Finally, we continue to enhance and improve the quality and delivery of government services - -- our government runs more efficiently in responding to our citizen's needs – and we keep making it better.

Our investment in technology allows us to streamline our operations, making us more responsive to those whom we serve – thus truly maximizing every single tax dollar – spending them more efficiently with greater results.

Despite our dramatic growth in recurring revenues, due to the fiscal discipline shown by this commission, we have controlled the size of government – maintaining our recurring operating expenditures basically flat over the last 5 years.

City department directors deserve credit for doing more with less, creating over \$16 million in operational savings, this year alone.

Our economic expansion also allows us to once again reduce the tax burden on our citizens.

We are in the midst of budget season for most local governments in our state - and while reading this morning's headlines a common theme emerges - from Tallahassee to Fort Lauderdale, citizens are clamoring for tax relief.

Well – in the City of Miami – relief is here yet again -- and I can proudly say that this is the fifth straight year we have reduced taxes.

In my first term, we delivered more than we promised, a full one mill reduction in the millage rate, saving the people of Miami over \$55 million.

I have once again pledged to continue reducing the millage rate over the next four years.



This proposed budget is the first step toward that goal, reducing the operational millage to 8.3745, placing the debt service millage at .621, establishing the total millage at 8.996.

This 1/4 of a mill reduction increases the cumulative savings to the tax payers to \$91 million.

Fees are kept flat or reduced causing additional savings - We continue our commitment to eliminate the fire fee, reducing it an additional 25%, saving tax payers \$3.8 million from last year.

Let me state quite simply: if you own a homestead property in the City of Miami, you will see a reduction in your taxes.

And if you are a renter, we have gone to great lengths to stop the tax assessor's practice of "gentrification through taxation" where soaring valuations are driving people out of their rental properties -

Following the directive of this commission and the leadership of its chairman, we took our case to the state capital where we passed our proposal unanimously through the state house, but were ultimately rejected in the Florida senate by its president Tom Lee.

We can proudly say that through your stewardship, we have done everything possible to set our city on a path of fiscal stability, reinvesting in our neighborhoods, while giving money back to our residents.

And yet, no matter how much we work toward fixing the years of financial neglect that afflicted our city, no matter how much we have advanced our financial health, there is one ongoing problem that must be solved in a long-term, structurally-sound manner, or we run the real risk of erasing all of the progress we have made.

We continue to pay massive amounts to cover our pension fund obligation.

Let's talk about our growth, and i thank god for the growth we have experienced over the last five years.

People often ask: What is happening to the growth the city is experiencing - where is this money going?



Over the past 5 fiscal years, the city would have collected an additional \$234 million in recurring revenues. Allow me to break down for you the use of these proceeds.

By lowering the tax burden on our citizens, we chose to forego the collection of nearly \$128 million through reduced millage rates and fees -- In addition, our recurring operating expenditures totaled \$45 million during this period, an increase of a mere 2% per year, a very impressive figure for any entity, public or private.

However, our recurring pension obligation has grown by \$61 million, from \$19 million in FY02 to \$80 million this year – a growth of 400% - with no real end in sight.

From the time I took office, we have contributed close to \$300 million toward pension payments.

Chairman Gonzalez talks about a lower millage rate, Vice Chairman Sanchez asks for more parks, Commissioner Regalado for flood mitigation, Commissioner Spence-Jones and Commissioner Haskins would like to see more capital improvements in their districts.

All of these are worthy needs, needs that our citizens deserve from their government.

How much of that \$300 million could we have used to further reduce our millage rate and fees? How many parks could we have improved with additional capital and programs with a portion of that \$300 million? How many more sidewalks, streets, medians and storm sewers could we have built, replaced or beautified?

Money that I know we would love to dedicate to these needs is instead diverted to cover pension obligations.

And, although today we continue to have healthy budget reserves, this is the fourth straight year we will have to dip into our reserves, in effect chipping away at the city's savings account to cover pension obligations.

Commissioners, we simply cannot allow this to continue.

We need to be fair to our employees, but we also have to be fair to our taxpayers.



Let me state this clearly: I will no longer recommend a proposed budget where we have to dip into our reserves, the people's collective savings, to fund pension obligations.

We need to be different from our predecessors who looked to short term fixes and day-to-day solutions, leaving their mistakes for us to fix.

I am confident that none of us are here for a quick fix – and we cannot let the hard work of this commission, bringing our city back to financial health, go to waste.

We need a long-term, structurally sound solution, one that won't leave future Miamians on the hook for a lack of action today.

The people of our city deserve a better quality of living and further tax relief that comes from sound long-term fiscal policies, and they deserve that we act now to make sure it happens that way.



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Budget Message and Highlights from City Manager Pedro G. Hernandez

As the City embarks on yet another challenging fiscal year the Administration continues to deliver on our commitment to guide the City through a budget development process that is strategic, inclusive, and truly addresses the needs of our internal and external customers. As in previous years we began our process immediately following Mayor Manny Diaz's State of the City Address. This allowed for the continued alignment of our resource allocations with the objectives set forth in the consolidated strategic plan as well as the service delivery commitments established in each of the City Department's strategic score cards. Most importantly this budget demonstrates how the Administration overall is committed addressing the needs and demands of the citizens while being fiscally accountable with the public funds with which we have been entrusted.

More than 80% of the City's revenues are generated from 11 sources. They include Contribution from Utility Service Taxes, Solid Waste fee, FPL Franchise fee, Half Cent Sales Tax, Parking Surcharge, Fire Assessment, and of course our single largest ad valorem taxes. The remaining 20% of revenues is composed of several different sources many of which are tied to development (i.e., the various building inspections, and charges for various city services).

This fiscal year the City will again experience an unprecedented growth in Ad Valorem tax base increasing more than 26% to an all time high of \$34.1 billion. New construction made up \$1.3 billion of the increase tax base, while the remaining 81% was attributable to increased assessed value on existing property. We realize that a portion of that increase is very much driven by market sales of property however there is concern about the methodologies employed by the county appraiser, particularly as it relates to duplexes and multi-family residential buildings that provide low income and work force housing. We anticipate additional revenue of \$42 million based on the new tax base and an anticipated reduced millage of 8.375.

The City's commitment to reducing fees was demonstrated by the passing of legislation two years ago to keep the residential solid waste fee at \$325 for 5 years and to systematically reduce residential fire fee. This budget includes a reduction of the fire assessment fee to \$31 dollars per household down from \$46 per household.

Contribution from Utility taxes is down \$17 million from the amended FY06 budget. \$12 million is attributable to fund balance that was appropriated during last fiscal year. The remaining \$5 million reduction is showing further proof of a continuing trend which requires some vigilance on the part of the city. This reduction is largely associated with the communication portion of the utilities tax. What we are noticing is that the increase use of cell phones and bundled packages offered by telecom



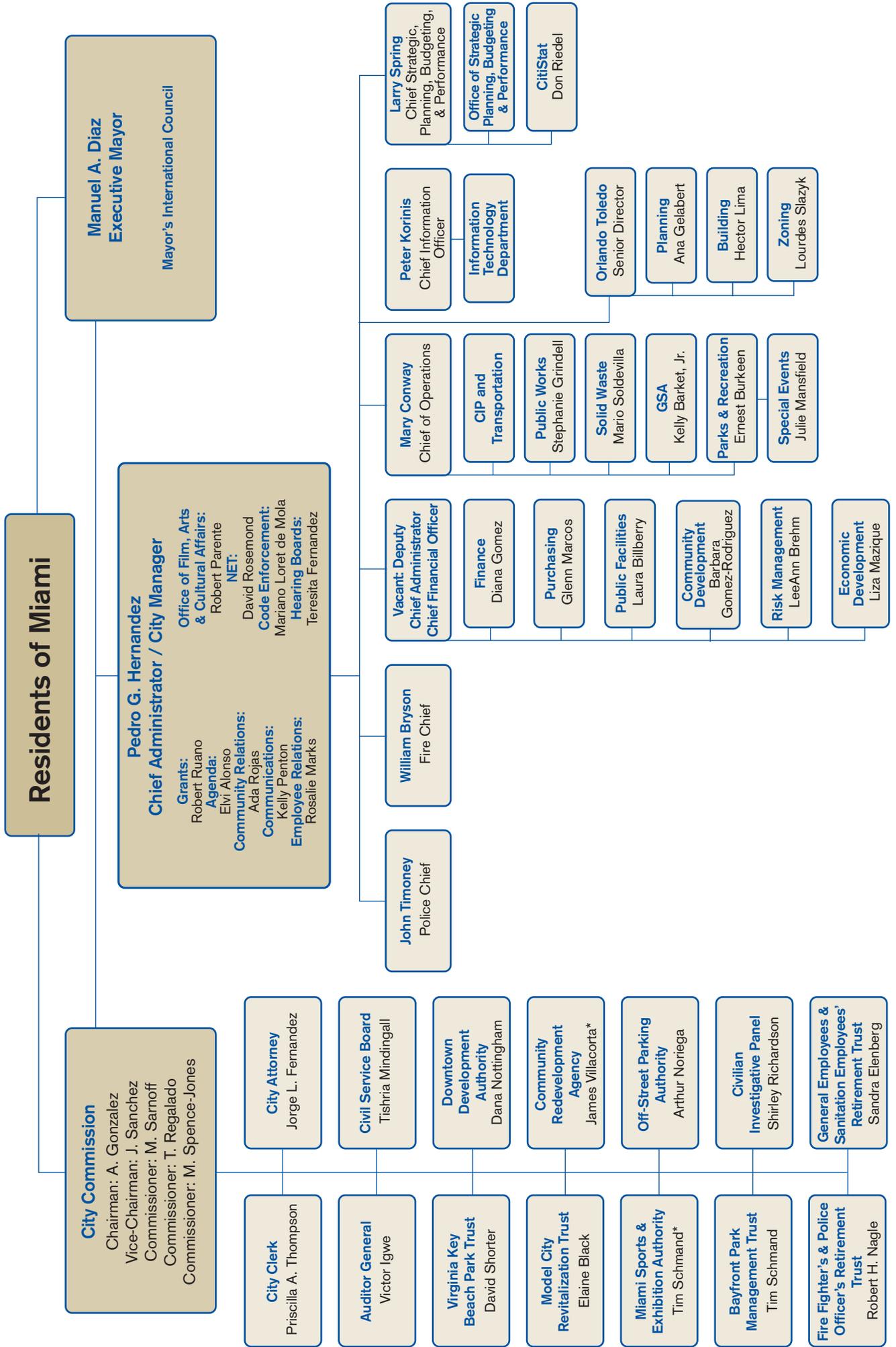
companies is resulting in an overall reduction in the number of telephone lines in most households and cost consumers have to pay for long distance minutes. Also the increase in the use of voice over IP and cable provided internet service is also having a negative impact.

Half cent sales tax and the FPL franchise fees are both expected to be up by \$2.0 million and \$1.5 million respectively, from last year. These positive trends are associated with increases in consumer purchasing and in the case of the franchise fee service price increases.

All four labor contracts are expired and currently being re-negotiated. Given that personnel cost make up 70% to 75% of the overall budget this is a very big unknown. However scheduled anniversary and longevity increases established in the last contract continue to be forecasted in our salary projections. In addition Pay for Performance increases for the unclassified, managerial confidential and executive employees have also been included as part of this budget. Living Wage related increases regarding salary will be developed in a plan approach during this fiscal year and brought back to commission for discussion prior to final implementation. We expect to have a portion of the Living Wage salary increase implemented by the second quarter of the 2007 fiscal year.

Rising pension cost continue to be a significant issue for the City. This budget appropriation calls for a contribution to the two pension trust (FIPO and GESE) of \$80 million dollars, a \$6.5 million increase from last year. The contribution makes up 16% of our anticipated recurring revenue. Assuming the plan components remain the same and assuming that the market continues to perform well, we expect for the contribution to remain the same for the next several fiscal years. As such the Administration is focused on negotiating significant structural changes to pension plans during the current round of labor negotiations. We can not emphasize enough the importance of addressing this particular component of the City's overall personnel cost, since we find ourselves in a situation where we have utilized a significant portion of the increase in tax revenue and the general fund reserve in order to keep pace with the escalation in cost.

Finally we want to thank the Mayor, the City Commission, City Department Directors and every single employee of the City of Miami for the great efforts in bringing this process to another successful conclusion. Without the full participation of all we would not have achieved a balanced budget that addresses the internal needs of our Administration and fulfills the expectations of the citizens and stakeholders of the City of Miami. I would also like to give a special acknowledgement to our Office of Strategic Planning, Budgeting and Performance for their hard work and dedication to facilitating a very transparent and inclusive budget development process.





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How to Read This Book

The City of Miami's Budget Book was created to help all readers understand and identify the funds, their sources and use, definitions, and related acronyms associated with formulating this year's budget plan. Each section of this book presents an overview along with helpful reports and graphs to guide the reader through the budget document.

The fiscal year (FY) 2007 budget book is divided into three sections:

Section 1 –Introduction (pages 8 to 54) contains:

- The Mayor's and City Manager's message summarizing important aspects of the FY'07 budget plan and overview of major changes proposed for the City of Miami.
- Budget highlights emphasizing significant impacts included in this year's budget.
- The City's organization chart detailing the structure of City departments and agencies.
- City profile and history providing interesting demographic information about Miami.
- Financial policies governing the basis of the budget, its methodology, and other financial information.

Section 2 –Financial Information (pages 56 to 358) includes:

- Totals and graphs summarizing the FY'07 consolidated budget, which includes the General Fund, Special Revenue Funds, Debt Service Fund and other funds with comparison to the prior year budget totals.
- An overview of the General Fund, Special Revenue Funds, and Debt Service Fund balances along with helpful information detailing the components of each and its amounts.
- A look at the City's Cost Allocation Plan based on budgeted costs and the purpose of the plan.
- The General Fund 5-Year forecast based on current collection and spending trends and the assumptions used for future years.
- An overview of the significant changes included in the FY'07 budget.
- A review of the City's outstanding debt and the amount of interest and principal to be paid in FY'07.



- Detail review of all City departments, its mission, strategic objectives and significant accomplishments along with its planned expenditures and positions in FY'07.
- Detailed breakdown of all Special Revenue Fund grants and programs operated by City departments and the amounts allocated.
- A review of the 5-year Capital Improvement Plan and its components.
- An overview of full-time positions for each City department and significant changes included in the FY'07 budget.

Section 3 –Other Information (pages 360 to 375) includes:

- Significant statistical information impacting the City's budget.
- Helpful explanation of abbreviations and acronyms used throughout this book.
- Definition of terms to provide the reader with a better understanding of terminology used and its purpose.

Page 20 provides an example sheet of the reports used throughout this book with some helpful callouts to better explain its purpose.



Type of Report

All inflows will have a () around the source.

FY 2007 budget information will be outlined in **BOLD & BLUE**

All totals will be double underlined

All outflows will have a () around the source.

All funds are rounded to the nearest dollar.

Transfers-OUT are considered outflows for budgetary purposes.

	Type of Report				FY2007 Adopted Budget	FY2006 Adopted Budget
	Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	All Funds	All Funds
Revenues (Inflows)						
Property Taxes			\$xx,xxx,xxx		\$xxx,xxx,xxx	xxx,xxx,xxx
Franchise Fees and Taxes		xx,xxx,xxx			xx,xxx,xxx	xxx,xxx,xxx
Interest	x,xxx,xxx	x,xxx			x,xxx,xxx	x,xxx,xxx
(Transfers-IN)	xx,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx	x,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
Fines and Forfeitures	x,xxx,xxx				x,xxx,xxx	x,xxx,xxx
Intergovernmental Revenues	xx,xxx,xxx	xx,xxx,xxx	xxx,xxx	x,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
Licenses and Permits	xx,xxx,xxx				xx,xxx,xxx	xx,xxx,xxx
Other Revenues (Inflows)	xx,xxx,xxx	xx,xxx,xxx		xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
Charges for Services	xx,xxx,xxx	x,xxx,xxx			xx,xxx,xxx	xx,xxx,xxx
Total Revenues (Inflows)	\$xxx,xxx,xxx	\$xxx,xxx,xxx	\$xx,xxx,xxx	\$x,xxx,xxx	\$xxx,xxx,xxx	\$xxx,xxx,xxx
Expenditures (Outflows)						
General Government	\$xx,xxx,xxx	\$xx,xxx,xxx			\$xx,xxx,xxx	\$xx,xxx,xxx
Planning & Development	xx,xxx,xxx	x,xxx,xxx		x,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
Community Development		xx,xxx,xxx			xx,xxx,xxx	xx,xxx,xxx
Public Works	xx,xxx,xxx	x,xxx,xxx			xx,xxx,xxx	xx,xxx,xxx
Public Safety	xxx,xxx,xxx	xx,xxx,xxx			xxx,xxx,xxx	xx,xxx,xxx
Public Facilities	x,xxx,xxx	x,xxx,xxx			xx,xxx,xxx	xx,xxx,xxx
Parks & Recreation	xx,xxx,xxx	x,xxx,xxx		x,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
Risk Management	xx,xxx,xxx				xx,xxx,xxx	xx,xxx,xxx
Organizational Support/ Group Benefits	xx,xxx,xxx				xx,xxx,xxx	xx,xxx,xxx
Debt Service			xx,xxx,xxx		xx,xxx,xxx	xx,xxx,xxx
Pension					xx,xxx,xxx	xx,xxx,xxx
Non-Departmental	xx,xxx,xxx			x,xxx,xxx	xx,xxx,xxx	xx,xxx,xxx
(Transfers-OUT)	xx,xxx,xxx	xx,xxx,xxx			xxx,xxx,xxx	xx,xxx,xxx
Total Expenditures (Outflows)	\$xxx,xxx,xxx	\$xxx,xxx,xxx	\$xx,xxx,xxx	\$x,xxx,xxx	\$xxx,xxx,xxx	\$xxx,xxx,xxx



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The Budget Process

The process begins with the preparation of the financial outlook; a comprehensive review of allocation needs that are expected to be required by the City for its operations. These allocations include a review of salaries and wages (growth as dictated by negotiated union contracts); pension requirement needs, anticipated insurance premium increases, etc. These allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied. It is with this analysis, along with the Mayor and City Commissioners' feedback, and the City's comprehensive strategic plan, that the guidelines for preparing the budget toolkit are determined and compiled into an all-inclusive instructional booklet that is then distributed to departments for their use in preparing their budget submissions.

The budget toolkit specifically lists the number of budgets that are to be submitted by departments and details the assumptions that are to be employed in compiling this information. Each department is provided with a target budget that they are to meet for the upcoming year, which is based on the projections provided by the financial outlook and the path dictated by the comprehensive strategic plan. The guidelines specifically reference the department's operational budgets as the Office of Strategic Planning, Budgeting & Performance (OSPBP) prepares the personnel budget for all departments city-wide. This includes all verification of numbers and assumptions related to personnel, such as, changes due to retirement, new hires, projected salary changes due to anniversary pay increases, longevity pay increases, contractual increases, cost of living increases, or changes in work hours, which are all managed internally.

The toolkit also provides step-by-step instructions on how to enter these budgets into the City's Budget Data Collection System (BDCS.net). This is a web-based enterprise system created by the City to meet their budget collection and reporting needs. BDCS.net provides the department users with financial information relevant to their current and historical operations. Specifically, BDCS.net provides two years of historical actual expenditures undertaken by the department and the previous years adopted and revised budget for operations.

Departments update their Department Description, Objectives and Deliverables, and Strategic Accomplishments for the year. These sections represent the business framework in determining their fiscal needs for the year. Then, departments enter their budgets into BDCS.net and provide justification for all requested amounts and are required to include information obtained from other sources, such as trends in next years' contracts or service costs, as well as, industry and practice changes. Additionally, departments review their practices and habits involving daily expenditures for possible efficiencies. Requests for additional personnel are incorporated and thoroughly justified based on need and direct alignment to the comprehensive strategic plan.



Once departments have completed their budget submissions, OSPBP reviews these submissions to ensure that they are materially void of errors, the submissions are passed on to the Chief of OSPBP and the City Manager (CM) for review and approval. Review and initial approval is conducted in an open forum format where department directors, CM, and the Chief of OSPBP discuss funding availability and reconcile any material deviations from the comprehensive strategic plan.

An estimating conference is then assembled to review all methodologies and estimates employed in the budget process in developing the final budget document. Once estimating conference suggestions are reviewed and applied to the budget document it is presented to the Mayor and City Commission for ultimate ratification and approval.

Capital Expenses

The City's capital budget is distinct from the operating budget. The capital budget represents a legal authorization to spend, during the first year of the plan, funds from Federal, State and various other sources and is adopted separately from the operating budget by means of an appropriations resolution. The Capital budget authorizes capital expenditures while the operating budget authorizes the expenditure of funds for employee salaries and the purchase of supplies and minor equipment. Capital projects can have an impact on the operating budget through additional costs, revenues or cost savings. The 2005-2006 Multi-Year Capital Plan includes a section detailing future impacts to the operating budget. This plan can be viewed at www.miamigov.com/CapitalImprovements .

In addition to the surveying of all of the Capital Improvement Plan's (CIP) client departments to determine their capital project needs, CIP uses a hierarchy of criteria to determine how projects are considered for funding on a yearly basis. Projects with the highest rankings, or in the case of projects meeting more than one criterion, are given priority for funding and implementation.

Departmental budget documents should provide sufficient, meaningful and useful information to elected officials, City staff, and most importantly the public. It is with this in mind, that the budget book has been developed to serve three primary functions:

- Financial Plan;
- Operations guide;
- Communication Device.



It is these three areas that define what the City of Miami has done, what it plans to do in the future, and details how it will accomplish these goals.

The City's budget is a performance-based tool used to link management goals and objectives with the allotted allocation of resources and it paves the way for future growth and details how this growth is to be managed and sustained.

This performance-based budget empowers the City Commission and the public to examine the budget by prioritizing strategic growth as an organization; and streamlines these objectives with the resources available to the City. In addition, this format provides information in a manner in which both the City Commission and the public attain a better understanding of the distribution of available resources amongst all of the City's departments and measure their performance utilizing these resources to meet their objectives.

The fiscal year (FY) 2007 budget includes a budget overview that is detailed by department to reflect their cost distribution, staffing levels, re-organization and/or consolidation, and revenue enhancements.

Approving the Budget Process

During the month of August, the CM and the Chief of OSPBP complete their comprehensive review and initial approval of all budget submissions provided by the City departments. These budget submissions are then compiled and forwarded to the City Commission for review and feedback to be provided during the budget workshops.

The City Commission then tentatively approves or makes changes in the recommended budget and returns to staff for further study.

Public hearings and final adoption of the budget occurs in mid-September.

Monitoring the Budget

The City has adopted legislation entitled the Financial Integrity Principles Ordinance which dictates the managerial oversight that is to be undertaken by the City in its operations to ensure its fiscal integrity. This legislation details the following:

- The OSPBP staff is authorized to transfer budget amounts within any one individual department.



- Transfers between multiple departments must be approved by the City Commission.
- Revisions that alter the total appropriation of expenditures for any department within a fund must be approved by the City Commission.
- Actual expenditures and operating transfers out may not exceed budget appropriations at the individual department level.
- Transfers that exceed 10% of appropriated budgets for any one department must be approved by the City Commission Chair, CM, and Chief of OSPBP.
- Transfers that exceed \$5,000 in any one line item for any department in the fourth quarter are to be approved by the City Commission Chair, CM, and Chief of OSPBP.
- Appropriations that are not expended, encumbered, nor specifically designated to be carried over lapse at the end of the fiscal year and are returned to the General Fund with the exception of the following departments and offices:
 - Mayor
 - Commissioners
 - Public Facilities
 - Parks
 - Information Technology

In accordance with the City's Financial Integrity Principles the following applies:

- Contingency reserve must be budgeted annually at five million dollars.
- An estimating conference is to be established each year to review the initially proposed budget before final submission to the City Commission.
- Budgets must be structurally balanced.
- The Financial Integrity Principle Ordinance dictates reserve levels to be maintained by the City.



Amending the Budget

If, during the course of the year, it becomes evident that a particular department is unable to provide the required level of services to the community due to unexpected higher costs of providing the service, the budget may be amended. The Chief of OSPBP prepares the required resolution to be passed before the City Commission.

The resolution includes a proposal for financing the additional expenditures, usually either by appropriating from the fund balance or by submitting evidence of expected surplus in current year revenue collections versus budget. The resolution is approved by the CM for Commission submission and approval. City Commission approval is required for all budget amendments which alter the budget of any department.



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Budget Methodology

The budget for the City of Miami is a strategic priority based budget. As in previous years, the City's budget process is initiated with the Mayor's State of the City Address. This allows us to align our resource allocations with the new and continued objectives set forth in the comprehensive strategic plan as well as the service delivery commitments each of the departments made in developing their department strategic scorecards. With this framework as the determining factor for resource allocations, the departments submit their budget requests with the following components:

Department Description: The statement must identify the particular purpose of this department and the fundamental services it provides to constituents. This information is to be aligned with the City's overall strategic plan.

Objectives and Deliverables: This section details the current year's operational goals and corresponding deliverables needed for the department to meet its strategic initiatives for the year. These items are detailed in the individual department scorecards that serve as a road map for each department to follow in attaining and achieving these goals.

Strategic Accomplishments: Objectives and deliverables outlined in the previous budget year are delineated as strategic accomplishments in the current year's budget.

Department/Expenditure Summary: This section details the budget for the department, summarized by division, if applicable, and by major category of expenditure. They are as follows:

- Salaries and Wages –Details all salaries, overtime, shift differential pay, vacation payments, holiday pay and temporary wages.
- Fringes –Details employee social security contributions, group insurance contributions, expense allowances, car allowances and severance pay items.
- Fixed Operating Expenses -Details advertising, postage, travel, rent of equipment, motor fuel, utility costs, and court fees.
- Variable Operating Expenses -Details professional services contracted, insurance costs, supplies, and repairs.
- Capital Outlay –Details capital purchases defined as follows.
 - Less than \$5,000
 - Not depreciable
 - Not fixed assets in the form of land, building or permanent structures



- Life expectancy of less than 3 years
 - Requests that do not meet the above stated criteria should be submitted as part of the Capital Improvement Plan (CIP) process.
-
- Transfers-OUT –Details allocation needs that are transferred out of the General Fund and are processed within other funds that exist within the City’s financial structure.



Strategic Planning Process

The City of Miami began with a strategic planning process that resulted in a vision for the City, a set of strategic themes and perspectives and strategic objectives.

The Plan

The City of Miami's Strategic Plan develops the concept of "One City, One Future" into a shared vision and maps the course of action the Administration will take as we move forward. Our Strategic Plan was developed utilizing a modified Balanced Scorecard methodology, which is a vehicle for strategic management. It will be used to communicate our organizational expectations and monitor and report our success in achieving our goals. Its implementation will align every individual in the organization in one consolidated purpose.

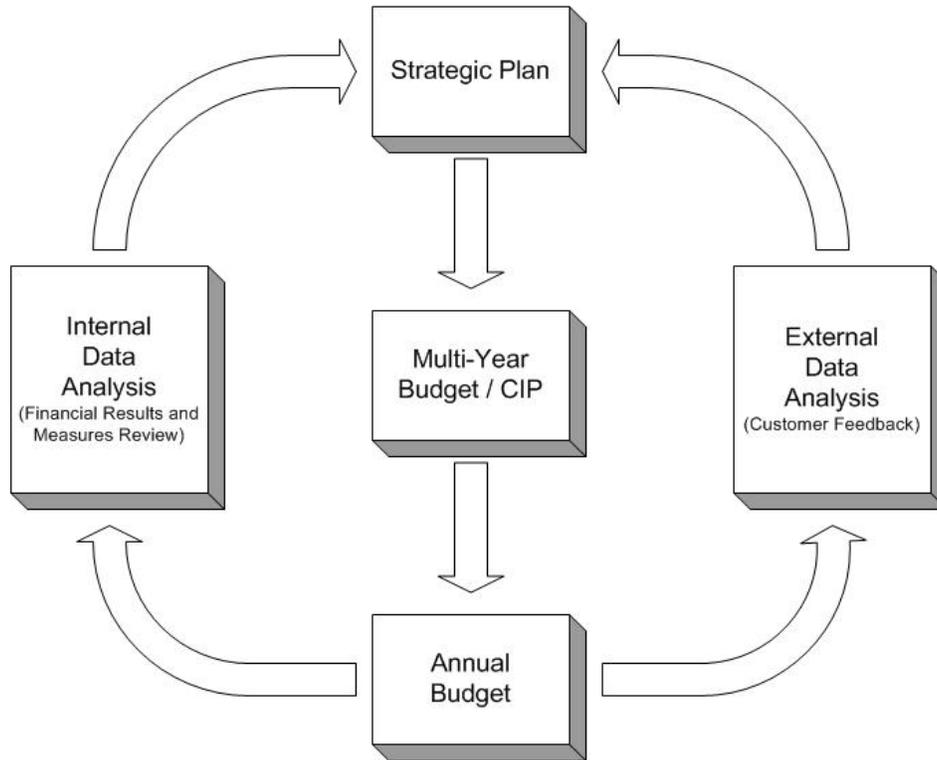
The City utilizes the Balanced Scorecard Methodology to guide our strategic planning process. The methodology is a framework that helps organizations translate strategy into measurable operational actions that drive both behavior and performance. As part of this process the Administration developed the various components of our plan, which includes a vision statement, strategic themes, and strategic objectives. Internally we will identify measures and establish targets that will be indicators of our progress on the strategic road map.

Another major component of the strategic plan is the multi-year financial plan. The City of Miami's financial integrity ordinance requires that the Commission annually adopt a multi-year financial plan which must include cost estimates of current city operations and pension obligations as well as anticipate changes in operations, debt service payments, reserves, and revenues. Our strategic objectives and initiatives will be used to guide resource allocation decisions in developing the multi-year financial plan as well as the annual budget.

A final and essential component of this planning process is citizen feedback. As we move forward, the Administration will seek the input of our citizens via surveys, polls and/or focus groups. This feedback is critical in ensuring that our strategic focus is consistent with the needs of our citizens and that positive outcomes can be seen both in our financial bottom-line and on every street, in every park and in every community throughout the City of Miami.



STRATEGIC PLANNING PROCESS



The Vision

“To be an international city which embodies diversity, economic opportunity, effective customer service, and a highly-rated quality of life.”

This vision began with Mayor Manny Diaz’s commitment to transform the City into a customer-focused and results-oriented organization. Now under the leadership of City Manager Pedro Hernandez and with the support of the Miami City Commission that vision is being transformed into a reality.

Strategic Themes

The Administration has established three Strategic Themes or ‘pathways’ that will steer us toward our Vision. Our Strategic Themes are:



- Improve Economic Health and Development with a business friendly environment that targets strategic partnerships and results in job creation.
- Invest in Neighborhood and Environmental Quality by providing resources and City services that enhance the infrastructure and meet the needs of the communities.
- Operate as a Service-Focused Organization where the customer's expectations are consistently met.

Strategic Perspectives and Objectives

Within our Strategic Themes, the Administration has identified four categories or 'Perspectives' from which we will focus our strategic objectives in an effort to achieve our Vision. Our perspectives are:

- Superior Customer Service,
- Financial Strength and Fiscal Accountability,
- Efficient, Effective, and Quality City Government,
- An Aligned Workforce.

Within each of these perspectives we have identified strategic objectives, also commonly referred to as goals. These objectives are the action steps we commit to take in order to ultimately reach our Vision for the City of Miami. The City has 20 strategic objectives and they are as follows:

- Provide sustainable tax relief
- Reduce Poverty
- Foster transportation systems for future growth
- Provide excellent recreational, educational and cultural programs
- Restore, maintain and beautify urban residential infrastructure
- Provide excellent public safety
- Provide excellent customer service
- Enhance existing revenue
- Broaden revenue opportunities
- Achieve operational savings
- Achieve cost-effective municipal services
- Maximize grant opportunities and management
- Secure private and public partnerships
- Improve business and service delivery processes
- Deliver technology and e-solutions



- Facilitate service access for customers
- Instill customer focused, high performance culture
- Align employee goals with city goals
- Develop strategic skills
- Provide employees with key information
- Provide a quality work environment

Strategic Plan impact on Budget Process

In developing the fiscal year (FY) 2007 budget, departments analyzed existing services and potential services in light of their strategic objectives. The departments will then add and remove services, which costs or savings are in this budget.



CITY OF MIAMI BALANCED SCORECARD STRATEGY MAP

VISION | To be an international city which embodies diversity, economic opportunity, effective customer service and a highly-rated quality of life.

IMPROVE ECONOMIC HEALTH AND DEVELOPMENT

INVEST IN NEIGHBORHOOD AND ENVIRONMENTAL QUALITY

OPERATE AS A SERVICE-FOCUSED ORGANIZATION

Superior Customer Service	<p>Provide Sustainable Tax Relief</p> <p>Reduce Poverty</p>		<p>Foster Transportation Systems for Future Growth</p>	<p>Provide Excellent Recreation, Education, and Cultural Programs</p>	<p>Restore Maintain and Beautify Urban and Residential Infrastructure</p>	<p>Provide Excellent Public Safety</p>	<p>Provide Excellent Customer Service</p>
Financially Strong & Fiscally Accountable	<p>Enhance Existing Revenue</p> <p>Broaden Revenue Opportunities</p>			<p>Achieve Operational Savings</p>			<p>Achieve Cost-Effective Municipal Services</p>
Efficient, Effective, & Quality Government	<p>Maximize Grant Management & Opportunities</p> <p>Secure Private & Public Partnerships</p>			<p>Improve Business and Service Delivery Processes</p>			<p>Deliver Technology and E-Solutions</p> <p>Facilitate Service Access for Customers</p>
Aligned Workforce	<p>Instill Customer-Focused, High Performance Culture</p>						<p>Provide a Quality Work Environment</p> <p>Develop Strategic Skills</p> <p>Provide Employees With Key Info</p> <p>Align Employee Goals with City Goals</p>



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Budget Calendar

Date	Activity
4/19/06	Mayor Issues State of the City Address.
5/1/06 – 5/30/06	Meet with Chief Administrative Officer (CAO), Chief Financial Officer (CFO), and Mayor to discuss financial outlook for fiscal year 2007 and review budget policies.
6/1/06	Budget Kick-Off – Departmental budget packages distributed.
6/1/06 – 7/1/06	Budget Data Collection System (BDCS) workshops with the department budget liaisons available upon request.
6/1/06 – 7/1/06	Department development budget requests for fiscal year 2007.
7/10/06	Budget submission deadline.
7/10/06 – 7/24/06	Department meetings with Chief of Strategic Planning, Budgeting & Performance
7/24/06	Office of Strategic Planning, Budgeting & Performance generates first draft of budget.
7/25/06	Commissioners’ Budget Workshop.
8/1/06 – 8/20/06	Office of Strategic Planning, Budgeting & Performance finalize draft of budget.
9/14/06	First Public Hearing
9/21/06	Office of Strategic Planning, Budgeting & Performance generates final draft of budget.
9/28/06	Second Public Hearing – Budget Adopted



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History of Miami

A little more than a century ago a city burst forth almost overnight hence one of her many nicknames, Miami is the Magic City. Much like her geographical description Miami's history is colorful, magnetic and exotic. Ever evolving, Miami is springing forth as a major international port and a gateway for global industries establishing footholds in the U.S. despite the City's relatively young age.

The Miami River sustained early inhabitants who relied on the nearby waters for food and spoke of their "Mayaimi" with pride. These early Native American settlers were known as the "Tequestas." Juan Ponce de Leon was the first European to visit in 1513 and Spain is credited for the first recorded landing in 1566. Shortly after the Spanish rule established a mission on the rivers north bank, the Tequestas were targeted for conversion to Christianity. The attempt failed and a majority of the tribe, disease stricken with small pox and other illness died.

The onslaught of the United States land expansion to displace and exterminate American Indians brought large migrations of Native Americans and runaway slaves around the late 1700's to South Florida. "Cimmarrones" as the Spanish referred to them became known as the fierce tribe called the Seminoles. After Florida was ceded to the United States and purchased from Spain in 1819, three major wars would be waged by the Seminoles against the U.S. Government. The Miami area was devastated by the second war and in what became known as one of the worst events in American history. These wars are also credited for the slow settlement of Miami until 1842.

William English chartered the "Village of Miami" and the village was established on the south bank of the Miami River. Julie Tuttle a wealthy widow from Ohio purchased a large citrus plantation in addition to a plot she inherited on the north side of the river. She had envisioned the City as a gateway for international trade. This notion prompted her to persuade the millionaire Henry Flagler to extend his railroad to Miami, but he was hesitant. To aid her in her quest, Miami was hit by a severe freeze in the winter of 1894 which had no affect on her crops. This made Tuttle the sole producer of citrus that year. Tuttle along with William and Mary Brickell persuaded Flagler of the potential and agreed to give him land in exchange.

By 1896, the railroad tracks reached Miami and three months later a meeting to incorporate the city was held in July. The right to vote was restricted to men and a third of the voters were Bahamian immigrants. The City was incorporated with 444 citizens under the name of "The City of Miami".

Along with the railroad Flagler financed and built streets, water and power systems, and a resort hotel. It was no surprise that Miami soon became an instant tourist attraction and retreat for the rich



and famous. This prompted the first of many real estate booms. Canals were made to drain water from the everglades that covered a majority of the land.

Two more prominent men in the City's history became promoters of Miami living. John Collins and Carl Fisher transformed the Miami Beach area into one of the hottest tourist spots in the country. To ensure a steady influx of visitors Collins built hotels and Fisher built shops, nightclubs and the Dixie Highway. This boom lasted until one of many hurricanes in 1926 hit the area prior to the great depression.

The Art Deco District was born out of this era due to post hurricane re-development in the area. Overtown an area slated for blacks was a hot spot for the Harlem renaissance elite. Once known as "Little Broadway" head liners like Duke Ellington, Louis Armstrong, Cab Calloway and others frequented Miami Beach.

World War II stabilized the economy in Miami due to the hundred of thousands of service men trained in South Florida. The war ended and many of these servicemen returned to Miami pushing another development boom by 1950.

Cuban dictator Fulgencio Batista was deposed of power in 1959 by Fidel Castro. What followed was a mass exodus of people from Cuba to Miami. Hundreds of thousands of Cubans came to Miami thinking it to be a temporary home until their home was freed from its communistic reign. An invasion of Cuba was planned by the U.S. which became known as "The Bay of Pigs" but was easily disrupted when the Soviet Union threatened the U.S. with warfare. The botched plan under President John F. Kennedy is considered the reason today for the large republican-party support by Cuban-Americans that currently exist in Miami that had once been dominated by the democratic-party.

Since the late 1960's, Miami has become a mix of cultural influences. The City experienced a large population growth with neighborhoods known as Little Havana, which was established with over 500,000 Cuban-Americans. Prior to this population growth, the African-American and Caribbean population made up approximately one-third of the total population. The late 1970's saw yet another immigration influx when over 100,000 Haitians and Nicaraguans fled their countries newly overthrown governments. Finally, in 1980, the Mariel Boatlift transported an additional 150,000 Cubans to Miami.

Since the 1960's, the City of Miami General Fund Budget grew from \$24 million to \$508 million in fiscal year 2006. The City continues to maintain a strong fund balance despite the onslaught of six hurricanes, which included Hurricanes Katrina, Wilma, and Rita in 2005.



With a continuing vision on global economies, Miami has become the headquarters for many multinational companies and financial institutions. The City has the largest concentration of international banks in the country. It is also known as an attractive location for the rich and famous, but consistently ranks as one of the top poorest cities in the country. Despite affordable housing issues and 28% of its residents living below the poverty line, Miami has surged into yet another real estate boom. The current boom within the City is going in a new direction upward. The skyline is littered with cranes and many infrastructure projects are planned or are currently in progress.

Miami's current Mayor, Manny Diaz, has guided the City and raised its investment potential from a junk bond rating in 1996 to AAA status in 2005. Mayor Diaz has initiated programs for the 362,470* residents with an emphasis towards economic growth such as the "Miami 21 Project". The Miami 21 project is a plan to redesign land use and other related urban planning. A streetcar project is also underway for the downtown area to connect residents with commercial, retail, and residential areas. The Miami River Maintenance and Dredging Project is another effort to clean up and better utilize Miami's natural resources. With these initiatives Miami is continuing its quest to be an international showcase city and gateway to the world.

Sources:

History of Miami Magic City Media (<http://www.magiccitymedia.com>)

City of Miami (<http://citynet/economicdevelopment/pages/>)

CNNMoney.com (<http://money.cnn./2005/0830/pf/city>)

* 2000 U.S. Census Bureau (<http://factfinder.census.gov/servlet/ACSSAFFFacts>)

Wikipedia encyclopedia (<http://en.wikipedia.org/wiki/Miami>)



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City of Miami Profile Data

Year of Incorporation	1896
Area of City	34.5 Square Miles
Population	374,649 (Source: U.S. Bureau of the Census Forecast for 2004)
Adopted FY 2007 Consolidated Budget	\$724,304,462
(General Fund, Special Revenue Funds, Debt Service Fund and Other City Agencies)	

Population by Age

Source: U.S. Bureau of the Census Forecast for 2004

	Number	Percent
0-4	22,159	5.9%
5-14	43,637	11.6%
15-19	23,709	6.3%
20-24	26,011	6.9%
25-34	51,988	13.9%
35-44	57,122	15.2%
45-54	47,896	12.8%
55-64	37,371	10.0%
65-74	32,433	8.7%
75-84	23,132	6.2%
85+	9,191	2.5%

Race and Ethnicity

Source: U.S. Bureau of the Census Forecast for 2004

	Percent
White Alone	67.2%
Black Alone	21.6%
American Indian Alone	0.2%
Asian Alone	0.7%
Pacific Islander Alone	0.0%
Some Other Race Alone	5.6%
Two or More Races	4.7%
Hispanic Origin (Any Race)	68.8%



Households by Income

Source: U.S. Bureau of the Census forecast for 2004

	Number	Percent
<\$15,000	43,613	31.2%
\$15,000-\$24,999	22,527	16.1%
\$25,000-\$34,999	17,305	12.4%
\$35,000-\$49,999	18,357	13.1%
\$50,000-\$74,999	16,805	12.0%
\$75,000-\$99,999	7,889	5.6%
\$100,000-\$149,999	7,348	5.3%
\$150,000-\$199,000	2,084	1.5%
\$200,000+	3,750	2.7%
Median Household Income	\$26,768	
Average Household Income	\$47,211	
Per Capita Income	\$18,055	
Average Household Size	2.60	

Cost of Living in Miami (U.S. Average = 100)

Source: ACCRA, Council for Community and Economic Research, 3rd Quarter 2005

Composite Index	115.4
Grocery Items	101.1
Housing	145.6
Utilities	100.8
Transportation	103.9
Healthcare	119.4
Miscellaneous Goods & Services	102.4

Cost of Living Composite Index from Selected Major Urban Areas

Source: ACCRA, Cost of Living Index, 3rd Quarter 2005

New York (Manhattan)	201.2
Boston, MA	138.9
Washington, DC	145.9
<u>Miami, FL</u>	115.4
Cleveland, OH	101.1
Phoenix, AZ	99.0
Atlanta, GA	97.7
Dallas, TX	93.3



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Office of Strategic Planning Budgeting and Performance

The Office of Strategic Planning, Budgeting and Performance (OSPBP) prepares the City budget with the assistance of department directors and their budget liaisons. Budget workshop sessions with the legislative body and the administration staff help the OSPBP to assess key strategic initiatives that will drive informative decision making. OSPBP prepares short and long range revenue and expenditure forecasts, trend analysis and monitors current fiscal operations.

Realigning the City’s processes to those of the industries “Best Practices” for efficiency is the overall citywide vision. OSPBP strive to offer superior services to the public and expanding global communities.

OSPBP strategic plan is based on three strategic themes:

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

Chief, OSPBP: Larry Spring

Assistant Director: Mike Boudreaux

Administrative Asst. to the Chief: Julia Martin

Senior Management Analyst:

Jennifer Ramirez	Mirtha Dzedzic	Thelma Free
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Budget Analyst:

Jewel Johnson	Domingo Echevarria	William Castrillon
Makelly Scott	Gurinderjit Pannu	Ajit Chhabra
Adine Cordero	Vanessa Giron	Carlo Andrade
Raymond Reigadas		

Business Process Analyst: Ana Mendoza

Special Projects Manager: Troy Tysenn

The staff of the Office of Strategic Planning, Budgeting and Performance would like to extend its thanks to the Elected Officials, City Manager, all City Departments and their staff for their assistance and continued support to this year’s budget.



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Financial Structure

The City of Miami budget conforms to Generally Accepted Accounting Principles as applicable to local governments. The accounts of the City are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts which comprise its assets, liabilities, fund balances, revenues and expenditures. Resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which activities are controlled. The overview of each fund provides a detailed explanation of the purpose of the fund and its planned budget for fiscal year (FY) 2007.

Additionally, the following principles will be applied in formulating the City's fiscal year budget:

- (1) Structurally Balanced Budget. The City shall maintain a structurally-balanced budget with recurring revenues supporting recurring expenditures.
- (2) Budget Preparation and Presentation. The City shall prepare and present its budget using the current financial resource measurement focus and the modified accrual basis of accounting as reported in the Comprehensive Annual Financial Report (CAFR).
- (3) Estimating Conference Process. The City shall adopt budgets and develop its long and short-term financial improvement plans containing estimates developed utilizing a professional estimating conference process. The principal responsibilities of the conference will include review of the assumptions and estimates prepared by the City and making recommendations for changes. Any recommendations made should be summarized and reported to the City Manager, Mayor and City Commission. Conference principals shall include, but not be limited to: one principal from the budget office; one principal from the finance department and two non-staff principals with public finance expertise.
- (4) Inter-fund Borrowing. The City shall not borrow or use internal fund transfers to obtain cash from one fund type or reserve to fund activities of another fund type or reserve unless such use is deemed lawful, and unless the estimating conference has determined that (a) the funds to be loaned will not be needed during the lending period, and (b) the funds for repayment will be available within a two-year period. Any actions taken to borrow funds under these conditions must be separately presented to and approved by the city commission and the term of such borrowing shall not extend beyond the last day of the subsequent fiscal year.



Recognizing that some programs are funded by grants or other entities on a reimbursement basis, the City shall apply for such reimbursements on a timely basis to minimize the period that City funds are used as float. In the event loans/float for these reimbursements extend beyond the end of a fiscal year, such reimbursements shall be reflected as receivables in the CAFR to the extent allowed under accounting principles generally accepted in the United States of America (GAAP). The department of finance shall make a quarterly determination of the amount of expenses incurred which may not be reimbursable under these programs. A quarterly report of expenses incurred but not reimbursable shall be presented to the City Commission, together with the actions needed to avoid project deficits.

(5) For purposes of this section, city-wide surplus for any fiscal year is defined as the increase in unreserved general fund balance as reflected in the City's CAFR. City-wide deficit for any fiscal year is defined as the decrease in unreserved general fund balance as reflected in the City's CAFR. Budget surplus of any office, department or elected official is defined as the excess of budgeted expenses over actual expenses in any fiscal year.

Notwithstanding anything to the contrary in this section, the total amount of budget surplus to be added to designated reserves and special revenue funds pursuant to this section (together, the "rollover amounts") is limited to city-wide surplus for any fiscal year. In the event the rollover amounts would result in a city-wide deficit, then each budget surplus within the rollover amounts shall be reduced proportionately so the City's CAFR will reflect no change in undesignated, unreserved general fund balance. In the event that a city-wide deficit would result before affecting the rollover amounts in any fiscal year, then no rollover amounts shall be available.

a. Budget surpluses in an elected official's budget in any fiscal year shall be reflected as designated reserves at the end of the fiscal year in which such surplus arose and be appropriated for discretionary use such elected official for the following fiscal year.

b. Budget surpluses of the parks and recreation department shall be allocated, as of the end of the fiscal year in which such surplus arose, to a parks special revenue fund. Allowed expenditures from the parks special revenue fund shall be limited to the purchase of parks recreational and maintenance equipment and the direct operations of recreational programs in and for the City's parks, subject to appropriation by the City commission.

c. Budgeted surpluses of the department of conferences, conventions and public facilities shall be allocated, as of the end of the fiscal year in which such surplus arose, to a public facilities special revenue fund. Allowed expenditures of the public facilities special revenue fund shall be limited to capital improvements for the City's public facilities, subject to appropriation by the City Commission.



d. Budgeted surpluses of the department of information technology shall be allocated, as of the end of the fiscal year in which such surplus arose, to an IT strategic plan special revenue fund. Allowed expenditures of the IT strategic plan special revenue fund shall be limited to expenditures, excluding those related to permanent city staff, necessary for the implementation of the City's information technology strategic plan, subject to appropriation by the City Commission.

(5) Reserve Policies. The following three reserve policies categories are established for the general operating fund of the City:

a. Current fiscal year contingency. A "contingency" reserve level of \$5,000,000.00 shall be budgeted annually. Such contingency reserve shall be available for use, with City Commission approval, during the fiscal year, to fund unanticipated budget issues which arise or potential expenditure overruns which cannot be offset through other sources or actions. The unused portion of the budgeted contingency reserve in any fiscal year shall be reflected as designated reserves until such time as the city has funded 50 percent of the liabilities of the long-term liabilities (excluding bonds, loans and capital lease payables) as reflected in the City's CAFR. Amounts not needed to satisfy the 50 percent requirement shall be considered general fund undesignated reserve and be treated in accordance with paragraph 5(b) of this section.

b. General fund undesignated reserve. The City shall retain undesignated reserves equal to a threshold ten percent of the prior three years average of general revenues. Such reserves may only be used for offsetting an unexpected mid-year revenue shortfall or for funding an emergency such as a natural or man-made disaster, which threatens the health, safety and welfare of the City's residents, businesses or visitors. Any time these reserve funds fall below the ten percent threshold, the City Commission shall adopt a plan to achieve the threshold within two fiscal years. Amounts in excess of the ten percent threshold may be used for capital improvements, unanticipated expenditures necessary to assure compliance with legal commitments, and for expenditures that will result in the reduction of recurring costs or the increase in recurring revenues of the City.

c. Designated reserves. The City shall retain reserves equal to ten percent of the prior three years average of general revenues. Such reserves shall be used for funding long-term liabilities and commitments of the City such as:

1. Compensated absences and other employee benefit liabilities, including liabilities related to post-retirement benefits;



2. Self-insurance plan deficits (including workers compensation, liability claims and health insurance);
3. Strategic initiatives (until completed);
4. Blue Ribbon Commission Initiatives (until completed);
5. Anticipated adjustments in pension plan payments resulting from market losses in plan assets and other unanticipated payments necessary to maintain compliance with contractual obligations.

Payment for compensated absences and other employee benefit liabilities and self-insurance plan deficits may be drawn from this reserve during the fiscal year and shall be replenished each year until fifty percent (50%) if such the liabilities are funded. Other designated reserves may be drawn upon without the need for replenishment.

(6) Proprietary Funds. The City shall establish proprietary funds only if the costs to provide the service are fully funded from the charges for the service.

(7) Multi-year Financial Plan. The City Commission shall annually adopt a five year financial plan by March 31 of each year, reflecting as the base year, the current year's budget. For FY'07 the multi-year financial plan will be adopted no later than 30 days after the completion of labor negotiations. Such plan will include cost estimates of all current City operations and pension obligations, anticipated increases in operations, debt service payments, reserves to maintain the City's officially adopted levels and estimated recurring and non-recurring revenues. This plan will be prepared by fund and reflect forecasted surpluses or deficits and potential budget balancing initiatives, where appropriate.

(8) Multi-year Capital Improvement Plan. The City Commission shall annually adopt a Capital Improvements Plan ("CIP") by November 30th of each year. The CIP shall address cost estimates for all necessary infrastructure improvements needed to support City services, including information technology, with an adequate repair and replacement ("R&R") component. Funded, partially funded and unfunded projects shall be clearly delineated. The CIP shall be detailed for the current fiscal year and for five additional years and, if practicable, additional required improvements aggregated for two additional five year periods. To the extent feasible, department heads shall be required to submit independent needs assessments for their departments for use in preparing the CIP. The CIP will be detailed by fund, include recommended project prioritization rankings, identified revenue sources, planned financing options and unfunded projects. The CIP shall include estimates of the operational



impacts produced for the operation of the capital improvements upon their completion. The CIP shall include a component reflecting all on-going approved capital projects of the City, the date funded, amount budgeted, amount spent since the start date, remaining budget, fiscal impact of known changes to financial assumptions underlying the project, estimated expenditures by fiscal year for the project and estimated completion date. Approved projects, with circumstances that arise which change the funding requirements of the project, shall be addressed in the CIP annually.

(9) Debt Management. The City shall manage its debt in a manner consistent with the following principles:

- a. Capital projects financed through the issuance of bonded debt shall be financed for a period not to exceed the estimated useful life of the project.
- b. The net direct general obligation debt shall not exceed five percent and the net direct and overlapping general obligation debt shall not exceed ten percent of the taxable assessed valuation of property in the City.
- c. The weighted average general obligation bond maturity shall be maintained at 15 years or less.
- d. Special obligation debt service shall not exceed 20 percent of non-ad valorem general fund revenue.
- e. Revenue based debt shall only be issued if the revenue so pledged will fully fund the debt service after operational costs plus a margin based on the volatility of the revenues pledged.

(10) Financial Oversight and Reporting. The City shall provide for the on-going generation and utilization of financial reports on all funds comparing budgeted revenue and expenditure information to actual on a monthly and year-to-date basis. The Finance Department shall be responsible for issuing the monthly reports to departments, the Mayor and City Commission, and provide any information regarding any potentially adverse trends or conditions. These reports should be issued within 30 days after the close of each month.

The annual external audit reports (CAFR, Single Audit and Management Letter) of the City shall be prepared and presented to the Mayor and City Commission by March 31 of each year. The City commission shall convene a workshop meeting with the external auditors to review the findings and recommendations of the audit.



Financial reports, offering statements and other financial related documents issued to the public, shall provide full and complete disclosure of all material financial matters.

(11) Basic Financial Policies. The City shall endeavor to maintain formal policies, which reflect "best practices" in the areas of:

- a. Debt: Such policy shall address affordability, capacity, debt issuance and management.
- b. Cash management and investments: Such policy shall require 24-month gross and net cash-flow projections by fund and address adequacy, risk, liquidity and asset allocation issues.
- c. Budget development and adjustments: Such policy shall establish proper budgetary preparation procedures and guidelines, calendar of events, planning models by fund, budget adjustment procedures, establishment of rates and fees, indirect costs/interest income and the estimating conference process. The proposed budget should be scheduled to allow sufficient review by the Mayor and City Commission while allowing for sufficient citizen input.

The City budget document reflecting all final actions as adopted by the city commission on or before September 30 of each year, shall be printed and made available within 30 days of such adoption.

- d. Revenue collection: Such policy shall provide for maximum collection and enforcement of existing revenues, monitoring procedures, and the adequacy level of subsidy for user fees.
- e. Purchasing policy: Such policy shall establish departmental policies and procedures and provide appropriate checks and balances to ensure the City departments adhere to the City's purchasing policies.

(12) Evaluation Committees. Such committees shall be created, to the extent feasible, and contain a majority of citizen and/or business appointees from outside city employment to review city solicitations ("requests for proposals", etc.) and all collective bargaining contract issues. The recommendations of the evaluation committee shall be provided to the Mayor and City Commission on all such contracts prior to presentation for official action.

(13) Full Cost of Service. The City shall define its core services and develop financial systems that will determine on an annual basis the full cost of delivering those services. This information shall be presented as part of the annual budget and financial plan.



Investment Management

The City operates within established formal investment policies, which applies to all investments of public funds. The overall goal is to safeguard the available operating and capital funds and achieve a maximum return on investment. Investment portfolios are managed to meet anticipated cash flow requirements. Investments consist primarily of United States treasury and agency securities, and commercial paper. For purposes of maximizing the interest earning yield on short-term investments, cash balances of all funds are pooled. The City prepares quarterly and annual reports that show a complete list of all funds and their performance on a book value and rate of return basis. Investment income reported in these financial statements includes the adjustment to the fair value of the investments. The investment policy is reviewed annually for modifications and presented to the City Commission for approval.



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Fund Balance Overview

The City of Miami reports the status of its fund balances at the end of each fiscal year. The amounts reported include funds which are available for appropriations or are restricted for use for a specific purpose. Designations of unreserved fund balances can be used in the ensuing year's budget. The City reviews fund balances at the end of the fiscal year and identifies available surpluses. These surpluses are subsequently used to fund future operations. The following is a description of the reserves and designations planned for use by the City of Miami in fiscal year (FY) 2007.

Reserved for Encumbrances – This total provides the amount of fund balance reserved for outstanding purchase orders for goods and services at fiscal year end. At 9/30/05, the General Fund had \$2,427,181 in total encumbrances reserved. Based on current information, it is anticipated this amount will be the same at the end of FY'07 however this amount may be amended once all transactions are completed.

Reserved for Prepaids – This total accounts for payments made in advance, and are included as a component of current assets. These funds are not available for appropriation.

Designated for Subsequent Year's Expenditures – This is the amount of available fund balance appropriated in the ensuing year's budget. In the FY'07 General Fund Budget, the amount of fund balance used in support of planned expenditures is \$13,036,297.

Designated for Strategic Initiatives – Amount appropriated for future projects designed to enhance revenue producing activities or reduce future expenditures.

Designated for Management Initiatives – Amount reserved for specific projects in accordance with the City of Miami Financial Integrity Ordinance. See page 48 for more details about this ordinance.

Unreserved, Undesignated Fund Balance – This amount represents the funds not appropriated or designated for current or future use and is available for emergencies, if needed. In FY'07, this amount is anticipated at \$32,282,124.

Reserved for Debt Service – Provides the amount set side for the repayment of the City's outstanding debt. At 9/30/05, \$1,512,591 was reserved for the repayment of General Obligation Bonds, \$8,883,985 reserved for Special Obligation Bonds, and \$1,417,527 reserved for Community Redevelopment Agency (CRA) Special Obligation Bonds. Based on current information, it is anticipated these amounts will be the same at the end of FY'07.



Reserved for General Government – Includes the amount restricted for use for General Government activities in the Special Revenue Fund. \$1,158,533 was reserved for NET Offices, \$276,602 for City Clerk Services, \$2,474,933 for Department Improvement Initiatives, and \$5,352,363 for Transportation and Transit. These amounts were designated in support of subsequent year expenditures in FY'06 and are anticipated to continue to support related expenditures in FY'07.

Reserved for Public Service Tax – The amount of fund balance restricted for use for related activities. \$5,951,036 was designated for future settlements of lawsuits and claims and \$5,212,198 in support of subsequent year expenditures. Based on current information, it is anticipated the amount available for subsequent year expenditures will remain the same in FY'07.

Reserved for Planning and Development – The amount of fund balance restricted for use for Economic and Planning Services activities in the Special Revenue Fund. \$8,392,928 was designated in support of subsequent year expenditures in FY'06 and is anticipated to continue to support related expenditures in FY'07.

Reserved for Community Development Fund – The amount of fund balance restricted for use for Community Development activities. \$5,784,011 was designated in support of subsequent year expenditures in FY'06 and is anticipated to continue to support related expenditures in FY'07.

Reserved for Public Work - The amount of fund balance restricted for use for Public Work activities in the Special Revenue Fund. \$1,555,909 was designated in support of subsequent year expenditures in FY'06 and is anticipated to continue to support related expenditures in FY'07.

Reserved for Public Safety – The amount of fund balance restricted for use for Public Safety activities in the Special Revenue Fund. \$1,772,320 was reserved for Police Services, \$1,372,983 reserved for the Law Enforcement Trust Fund, and \$674,961 for Fire Rescue Services. These amounts were designated in support of subsequent year expenditures in FY'06 and are anticipated to continue to support related expenditures in FY'07.

Reserved for Public Facilities – The amount of fund balance restricted for use for Public Facility activities in the Special Revenue Fund. \$2,743,255 was designated in support of subsequent year expenditures in FY'06 and is anticipated to continue to support related expenditures in FY'07.

Reserved for Parks and Recreation – The amount of fund balance restricted for use for Parks and Recreation activities in the Special Revenue Fund. \$2,410,681 was designated in support of



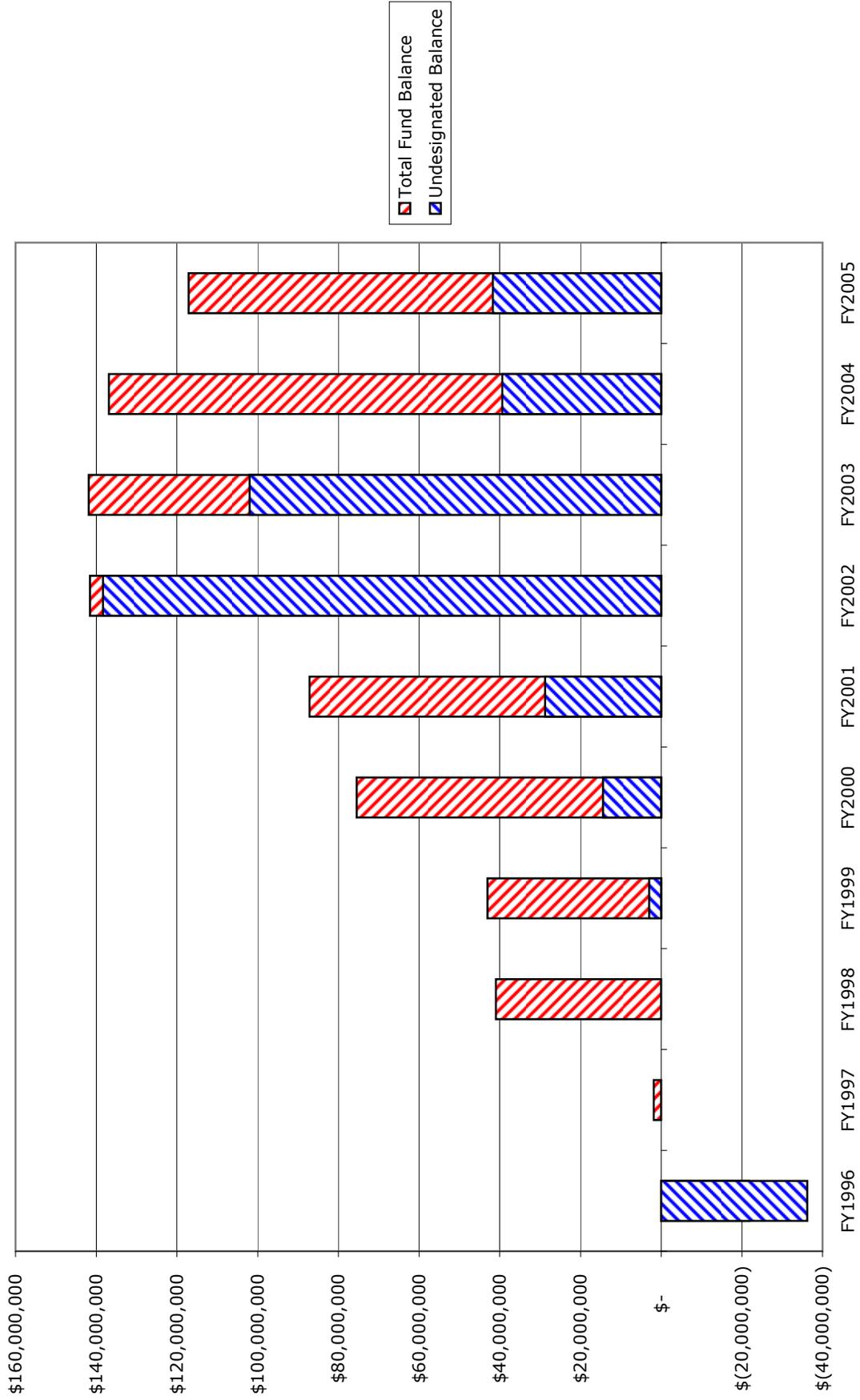
subsequent year expenditures in FY'06 and is anticipated to continue to support related expenditures in FY'07.

Financial Integrity Ordinance Requirement – Provisions of the City of Miami code requires the undesignated and designated reserves in the General Fund to be maintained at a minimum threshold.

General Fund Undesignated Reserve. The City is required to retain undesignated reserves equal to a threshold of 10% percent of the prior three years average of general revenues. In FY'07, the amount of this minimum threshold is anticipated to be \$36,884,767 for the General Fund undesignated reserve.

General Fund Designated Reserve. The City is required to retain reserves equal to 10% percent of the prior three years average of general revenues. In FY'07, the amount of this minimum threshold is anticipated to be \$36,884,767 for the General Fund undesignated reserve.

General Fund Balance History





	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Adopted Budget	FY2007 Adopted Budget
Begin Date:	<u>10/1/2002</u>	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>
Beginning Fund Balance	\$141,527,853	\$141,862,336	\$136,852,762	\$117,105,055	\$85,427,730
Add: Total Revenues and Inflows	412,508,814	458,842,313	487,621,188	491,764,660	508,136,186
(Less): Total Expenditures and Outflows	(391,662,230)	(430,727,682)	(460,984,765)	(491,764,660)	(508,136,186)
(Less): Fund Balance Allocation	(20,512,101)	(33,124,205)	(46,384,130)	(31,677,325)	(13,036,297)
Revenues/Inflows Over(Under) Expenditures/Outflows	334,483	(5,009,574)	(19,747,707)	0	0
Ending Fund Balance	141,862,336	136,852,762	117,105,055	85,427,730	72,391,433
End Date:	<u>9/30/03</u>	<u>9/30/04</u>	<u>9/30/05</u>	<u>9/30/06</u>	<u>9/30/07</u>
Ending Fund Balance (Detailed)					
Reserved for:					
Encumbrances	4,358,882	2,991,233	2,427,181	2,427,181	2,427,181
Prepays	598,312	447,887	797,361	797,361	797,361
Unreserved, Designated Fund Balance	34,941,422	94,071,006	72,190,166	36,884,767	36,884,767
Unreserved, Undesignated Fund Balance	101,963,720	39,342,636	41,690,347	45,318,421	32,282,124
Total -Ending Fund Balance	141,862,336	136,852,762	117,105,055	85,427,730	72,391,433
Fund Balance Requirement per The Financial Integrity Ordinance					
Unreserved, Designated Fund Balance for:					
Blue Ribbon Initiatives	4,280,000	0	0	0	0
Subsequent Year Expenditures	0	39,157,336	31,677,325	13,036,297	0
Strategic Initiatives	4,148,710	1,648,710	1,648,710	0	0
Management Initiatives		53,264,960	38,864,131	23,848,470	36,884,767
Compensated Absences and Other Employee Benefit Liabilities	26,512,712	0	0	0	0
Total -Unreserved, Designated Fund Balance	34,941,422	94,071,006	72,190,166	36,884,767	36,884,767
(Less): 10% Minimum Threshold per Financial Integrity Ordinance	(30,657,274)	(32,178,047)	(34,407,641)	(36,884,767)	(36,884,767)
Amount Over(Under) Ordinance Requirement	4,284,148	61,892,959	37,782,525	0	0
Total -Unreserved, Undesignated Fund Balance	101,963,720	39,342,636	41,690,347	45,318,421	32,282,124
(Less): 10% Minimum Threshold per Financial Integrity Ordinance	(30,657,274)	(32,178,047)	(34,407,641)	(36,884,767)	(36,884,767)
Amount Over(Under) Ordinance Requirement	\$71,306,446	\$7,164,589	\$7,282,706	\$8,433,654	(\$4,602,643)



	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Revised Budget	FY2007 Adopted Budget
Begin Date:	<u>10/1/2002</u>	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>
Beginning Fund Balance	\$42,399,957	\$46,671,709	\$51,440,568	\$45,132,713	\$45,132,713
Revenues/Inflows					
Franchise Fees and Other Taxes	57,864,240	67,786,829	56,795,255	62,736,184	53,697,000
Interest	521,170	279,573	866,096	45,618	3,500
Transfers-IN	13,626,530	13,089,824	11,435,715	38,143,439	14,778,261
Fines and Forfeitures	1,122,127	917,095	797,695	543,828	
Intergovernmental Revenues	42,628,892	69,193,790	103,170,230	111,896,713	49,015,342
Licenses and Permits				79,840	
Other Revenues/Inflows	1,006,356	2,217,345	1,546,159	9,777,371	43,236,252
Charges for Services	12,068,639	14,128,622	14,568,849	9,384,837	8,308,004
Total Revenues/Inflows	128,837,954	167,613,078	189,179,999	232,607,830	169,038,359
Expenditures/Outflows					
General Government	6,246,289	7,535,895	8,293,807	12,055,042	10,649,616
Planning & Development	1,576,917	1,697,965	2,249,911	11,012,976	9,103,832
Community Development	32,025,868	39,073,478	57,803,782	65,672,608	33,497,743
Public Works			15,000	1,475,424	1,216,954
Public Safety	10,977,196	22,392,132	40,506,693	36,507,646	16,885,785
Public Facilities	2,693,475	2,938,005	3,141,749	6,405,039	7,216,902
Parks & Recreation	2,392,563	1,918,211	1,362,051	3,306,295	2,159,669
Transfers-OUT	68,653,894	87,288,533	81,222,340	96,172,800	88,307,858
Total Expenditures/Outflows	124,566,202	162,844,219	194,595,333	232,607,830	169,038,359
Revenues/Inflows Over(Under) Expenditures/Outflows	4,271,752	4,768,859	(5,415,334)	0	0
Fund Balance Restated			892,521		
Ending Fund Balance	46,671,709	51,440,568	45,132,713	45,132,713	45,132,713
End Date:	<u>9/30/2003</u>	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>9/30/2007</u>
Reserved Fund Balance for:					
General Government	8,072,840	9,923,321	9,262,431	9,262,431	9,262,431
Public Service Tax	6,803,934	13,777,780	11,163,234	11,163,234	11,163,234
Planning & Development	4,421,136	5,599,247	8,392,928	8,392,928	8,392,928
Community Development	6,834,470	8,656,528	5,784,011	5,784,011	5,784,011
Public Works	1,341,772	1,504,180	1,555,909	1,555,909	1,555,909
Public Safety	16,437,208	8,163,955	3,820,264	3,820,264	3,820,264
Public Facilities	837,685	817,009	2,743,255	2,743,255	2,743,255
Parks & Recreation	1,922,664	2,998,548	2,410,681	2,410,681	2,410,681
Total -Ending Fund Balance	\$46,671,709	\$51,440,568	\$45,132,713	\$45,132,713	\$45,132,713



	FY2003 Actual	FY2004 Actual	FY2005 Actual	FY2006 Revised Budget	FY2007 Adopted Budget
Begin Date:	<u>10/1/2002</u>	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>
Beginning Fund Balance	\$18,853,467	\$15,291,747	\$11,536,933	\$11,814,103	\$11,814,103
Revenues/Inflows					
Property Taxes	19,755,994	20,194,278	20,092,994	19,701,006	19,740,776
Interest	114,138	102,417	112,751		
Transfers-IN	17,105,198	25,158,673	23,236,521	19,264,032	22,070,310
Intergovernmental Revenues	300,000	300,000	300,000	300,000	302,475
Other Revenues/Inflows	160,000			2,691,656	
Refunding Bonds Issued		4,180,000			
Proceeds from Refunded Debt	47,070,000				
Total Revenues/Inflows	84,505,330	49,935,368	43,742,266	41,956,694	42,113,561
Expenditures/Outflows					
Debt Service:					
Principal	22,056,400	19,839,464	18,770,229	24,515,400	23,022,645
Interest and Other Charges	17,834,229	22,694,233	21,822,857	17,266,459	18,870,927
Operating Expenses				174,835	219,989
Payment to Escrow Agent	46,592,593	4,062,502			
Transfers-OUT	1,583,828	7,093,983	2,872,010		
Total Expenditures/Outflows	88,067,050	53,690,182	43,465,096	41,956,694	42,113,561
Revenues/Inflows Over(Under) Expenditures/Outflows	(3,561,720)	(3,754,814)	277,170	0	0
Ending Fund Balance	15,291,747	11,536,933	11,814,103	11,814,103	11,814,103
End Date:	<u>9/30/2003</u>	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>9/30/2007</u>
Reserved Fund Balance for:					
General Obligation Bonds	1,410,866	966,126	1,512,591	1,512,591	1,512,591
Special Obligation Bonds	12,915,878	9,515,212	8,883,985	8,883,985	8,883,985
CRA Special Obligation Bonds	965,003	1,055,595	1,417,527	1,417,527	1,417,527
Total -Ending Fund Balance	\$15,291,747	\$11,536,933	\$11,814,103	\$11,814,103	\$11,814,103



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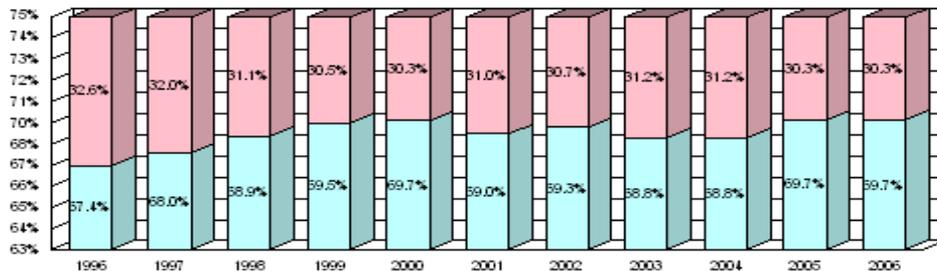
Property Tax Summary

Taxable vs. Gross Value

Exemptions at a Glance

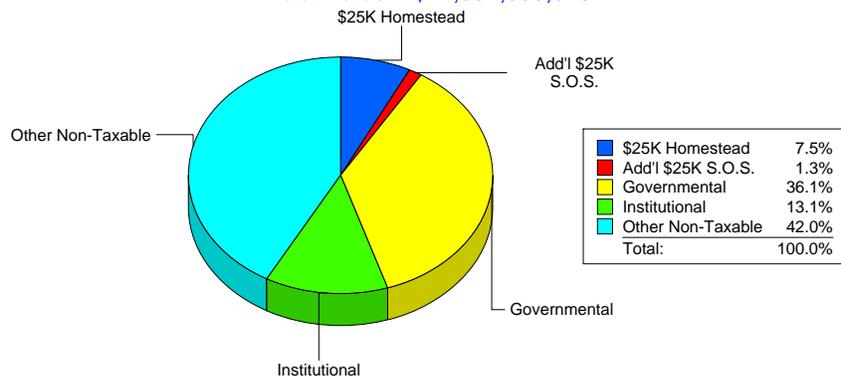
Ad Valorem Taxes (Property Taxes) are levied against the assessed valuation of real and tangible personal property in the City of Miami for the current year. The amount of taxes levied by the City is dependent on the millage rate in effect and the final taxable values, which is the gross taxable value 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 properties that qualify for tax exempt status continue to receive services provided by the City at a cost subsidized by non-exempt properties. 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 2006 equated to a little over \$14.8 billion. This amount represented 30.3% of the gross taxable value of approximately \$48.9 billion for that year.

Gross Assessed Value vs. Taxable Assessed Value



FY 2006 Exemptions and Other Non-Taxable

Total Value = \$14,834,899,348

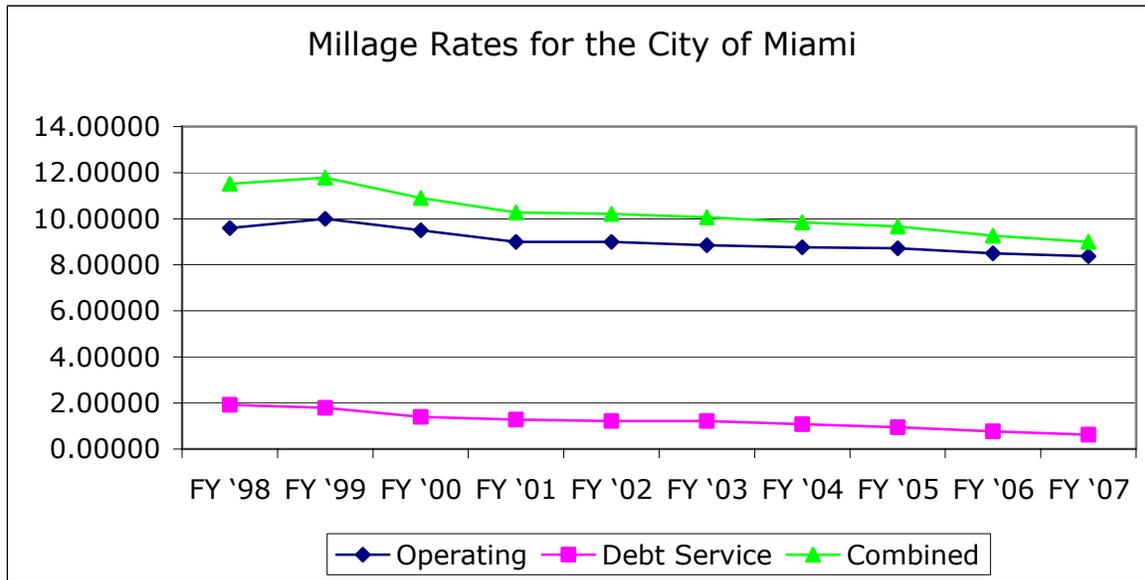




Millage Rates

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 FY'07, the operating and debt service millage rates for the City of Miami are shown below.



	Operating	Debt Service	Combined
FY '98	9.59950	1.92000	11.51950
FY '99	10.00000	1.79000	11.79000
FY '00	9.50000	1.40000	10.90000
FY '01	8.99500	1.28000	10.27500
FY '02	8.99500	1.21800	10.21300
FY '03	8.85000	1.21800	10.06800
FY '04	8.76250	1.08000	9.84250
FY '05	8.71625	0.95000	9.66625
FY '06	8.49950	0.76500	9.26450
FY '07	8.37450	0.62100	8.99550



Cost Allocation Plan Overview

The City of Miami Cost Allocation Plan is a governmental accounting report that documents the value of indirect costs provided by the City's central service departments to other City departments and government agencies. Indirect costs are costs:

- a) incurred for a common or joint purpose benefiting more than one cost objective, and
- b) not readily assignable to the cost objectives specifically benefited, without effort disproportionate to the results achieved."¹

The City of Miami Cost Allocation Plan complies with Office of Management and Budget (OMB) Circular A-87², Cost Principle for State, Local and Indian Tribal Governments, which establishes the principles and standards for determining both direct and indirect costs applicable to Federal awards to government units. Circular A-87 is a directive to the heads of Federal agencies instructing them concerning the costs principles to be applied in cost-based awards to government units. When the City prepares a cost allocation plan in conformance with Circular A-87, Federal agencies must accept the cost allocation plan as documentation of indirect costs, unless specific federal legislation exists to the contrary. Moreover, when the City of Miami act as a pass-through agent for Federal awards, federal agencies must also accept the cost allocation plan as documentation of the City's indirect costs.

What is a Cost Allocation Plan?

A cost allocation plan is an important management tool, which goes beyond budget and year-end accounting documents to determine the actual cost of providing services to the public. For example, the City's Fire Rescue Department expends City resources (tax dollars) to complete the services it's required to provide. This department often benefits from other City departments, such as the Finance Department, when it request a vendor be paid for goods or services provided to the Fire Rescue Department. The cost of processing the payment to the vendor is not a budgeted cost of the Fire Rescue Department; rather, it's a cost of the Finance Department. The cost allocation plan documents the value of the services provided to the Fire Rescue Department. When the entire value of all central services are accumulated and added to the department's year-end expenditures, the actual cost of providing the service is the result³.

A cost allocation plan is composed of five primary components:

1. Central Service Departments
2. Receiving Departments/Agencies



3. Expenditures of Central Service Agencies
4. Functions or activities carried out by Central Service Agencies
5. Means of allocating the functions or activities of Central Service Agencies

For the purpose of cost allocation, a central service department provides centralized services to other government agencies. These departments' carryout services that benefit other City departments and/or governmental agencies. Receiving departments are those City departments/government agencies that do not provide central services but only deliver services to the public.

Expenditures of central service departments are analyzed to ensure expenditures are allowable in accordance with federal standards and to identify expenditures that may benefit another department/agency disproportionately to others. After analyzing the expenditures, expenses are distributed into costs pools called functions or activities.

One or more function or activity is identified for each central service department. Examples of functions are payroll services, administration coordination, banking services, building operations, and legal services. The purpose of identifying the various activities within a unit of government is to allow for different allocation bases to be used to distribute the costs of providing the function.

An allocation base is a reasonable and measurable means of distributing costs to those departments/agencies that benefit from the service. Different allocation bases are required to recognize that the value of providing a service is proportionate to the service received. It is reasonable to allocate payroll services based upon the number of payroll checks issued. It is most likely not reasonable to allocate payroll based upon square footage of occupied space. The allocation base must reflect the service provided and those who benefit from the service.

After all of the above is completed, the information is entered into a cost allocation computer, which performs mathematical functions of allocating indirect costs from central service departments to receiving departments/agencies. The result documents indirect costs eligible for recovery from certain Federal programs and to provide management information. The indirect cost rate is the maximum rate the City of Miami can recover during the fiscal year.



FY 2007 Indirect Cost Rate

The FY'07 Adopted Budget includes the various indirect cost rates City receiving departments should be able to apply to applicable government awards. The central service indirect cost amount is based on anticipated costs related to all City central services as determined by its applicable allocation base. In FY'07, the composite indirect cost rate based on budgeted costs is expected to be 54.28%. However, the FY'05 composite indirect cost rate based on actual costs at 9/30/05 should be used by City receiving departments until the completion on the FY'06 financial audit. The FY'07 indirect cost rates are included to demonstrate the expected change in indirect rates between FY'05 and FY'07.

¹Office of Management and Budget (OMB) Circular A-87 (Revised 5/10/04), Attachment A, F.1.

²Office of Management and Budget (OMB) relocated Circular A-87, "Cost Principles for State, Local and Indian Tribe Governments," to Title 2 in the Code of Federal Regulations (2 CFR), Subtitle A, Chapter II, part 225. Some federal agencies are now referring to A-87 as "2 CFR Part 225." Codifying the document did not change the substance of the document.

³There could be additional costs of providing the service that are not allocated in the cost allocation plan because the costs do not meet federal standards. These additional costs can only be identified if a cost allocation plan is prepared in accordance to Generally Accepted Accounting Standards, not standards identified in OMB Circular A-87.



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Receiving Department (All Funds) ²	Central Service Indirect Cost	Indirect Cost Rate Base ¹	FY2007 Indirect Cost Rate	FY2005 Indirect Cost Rate
Fire Rescue	18,781,687	53,465,237	35.13%	31.53%
Police	45,203,863	88,785,679	50.91%	45.89%
Public Works	5,361,361	5,421,256	98.90%	98.94%
Solid Waste	10,044,984	14,218,675	70.65%	69.05%
Building	3,921,678	5,422,940	72.32%	68.41%
Parks and Recreation	11,474,101	10,056,689	114.09%	111.92%
NET Offices	2,315,874	3,049,135	75.95%	82.93%
Community Development	2,631,454	3,305,562	79.61%	80.43%
Composite Rate	<u>99,735,002</u>	<u>183,725,173</u>	<u>54.28%</u>	<u>49.46%</u>

- 1. Indirect Cost Rate Base equals Total Salary and Wages w/No Benefits
- 2. Includes General Fund and Special Revenue Fund costs, where applicable.

Source: City of Miami Citywide Cost Allocation Plan, Public Resource Management Group



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Consolidated Budget Overview

The consolidated fiscal year (FY) 2007 budget for the General Fund, Special Revenue Funds, Debt Service Fund, and Other City Agencies total \$724,304,462. This represents an increase of \$14,032,179 or 19.8% over the FY'06 budget for the same funds.

The City of Miami's budget is prepared in accordance with the financial structure of the City and is consistent with the State of Florida Uniform Accounting System. Each fund is a distinct financial entity with its own revenues, inflows, expenditures, and outflows.

General Fund

This is the general operating fund of the City. This fund include expenditures related to general City government services, police, fire, public works, building, and parks and recreation services. The FY'07 General Fund Budget total \$508,136,186. This represents an increase of \$16,371,526 or 3.3% over the FY'06 budget. A detailed explanation of significant changes is included on pages 102 to 104.

Special Revenue Funds

This area includes individual funds which receive support from various outside sources in the form of grants or other aid and are restricted to expenditures for particular purposes. These funds include:

- Economic Development and Planning Services
- Fire Rescue Services
- Police Services
- Law Enforcement Trust Fund (LETF)
- City Clerk Services
- Neighborhood Enhancement Teams (NET)
- Code Enforcement
- Homeless Programs
- Public Service Tax Fund
- Community Development Fund
- Transportation and Transit Fund
- Parks and Recreation Services
- Public Facilities
- Strategic Department Initiatives
- Public Works



The FY'07 budget for all Special Revenue Funds total \$169,038,359. This represents a decrease of \$1,797,085 or 1.1% over the prior year budget. A detailed explanation of the significant changes is included on pages 276 to 277.

Debt Service Fund

Used to account for resources and expenditures related to voter approved general obligation and special obligation debt. The FY'07 budget for the Debt Service Fund total \$42,113,561. A detailed review on the payment of the City's debt is included on pages 338 to 339.

Other City Agencies

Include blended component units, which are legally separate entities, but are reported as part of the City's operations. Financial information from these component units is included in the City's financial statements. The following component units are included in the FY'07 Adopted Budget Book:

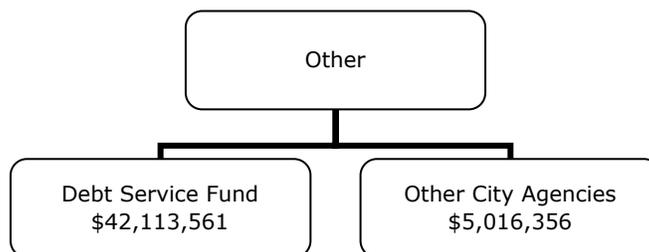
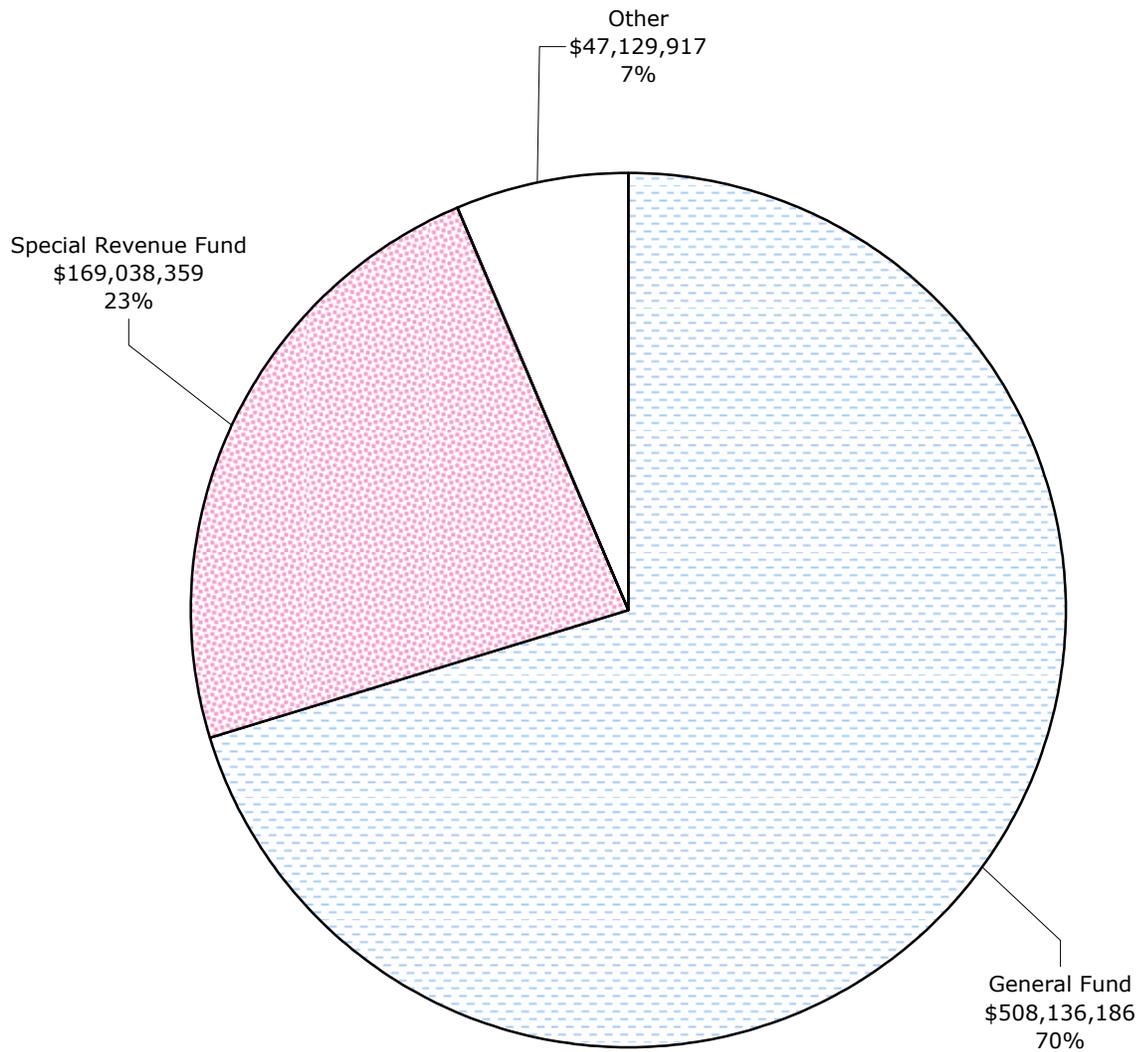
- Southeast Overtown Park West Redevelopment Agency
- OMNI Redevelopment Agency
- Midtown Redevelopment Agency
- Model City Community Revitalization District Trust
- Virginia Key Beach Park Trust

The FY'07 budget for Other City Agencies total \$5,016,356.



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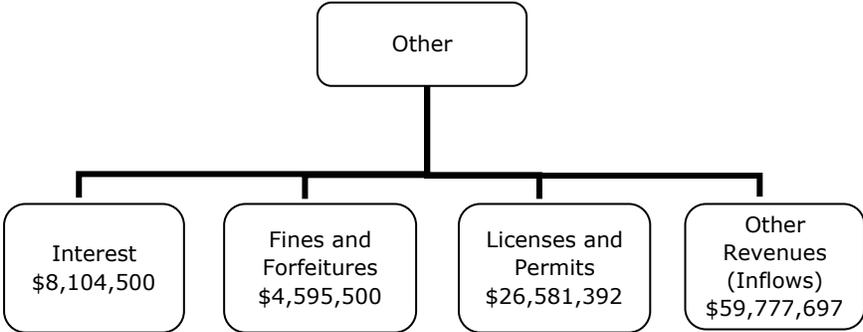
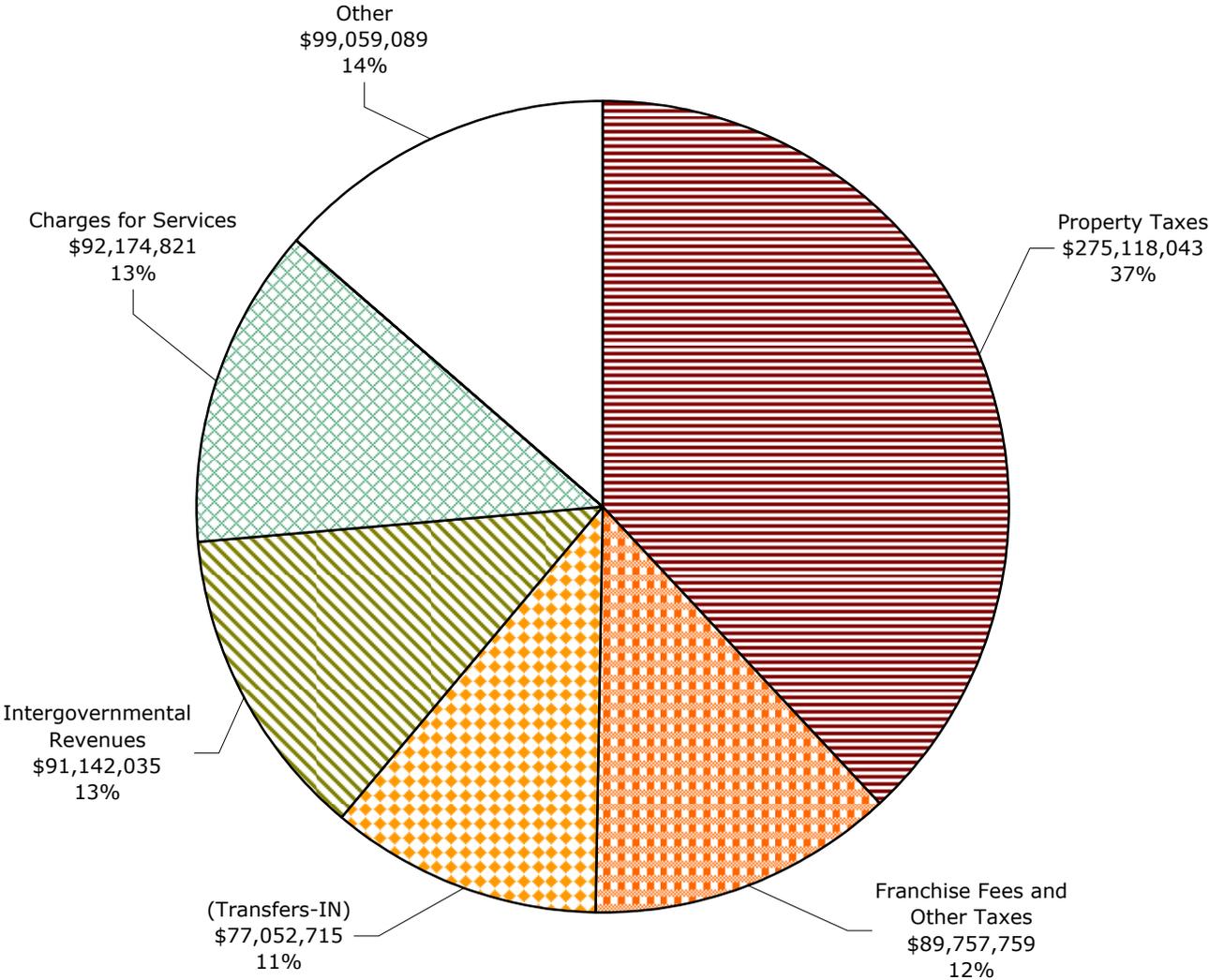
FY'07 Adopted Budget -All Funds





	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Revenues (Inflows)						
Property Taxes	\$255,377,267		\$19,740,776		\$275,118,043	\$233,597,615
Franchise Fees and Other Taxes	36,060,759	53,697,000			89,757,759	96,682,212
Interest	8,101,000	3,500			8,104,500	7,745,513
(Transfers-IN)	36,737,086	14,778,261	22,070,310	3,467,058	77,052,715	92,262,956
Fines and Forfeitures	4,595,500				4,595,500	5,019,328
Intergovernmental Revenues	40,721,218	49,015,342	302,475	1,103,000	91,142,035	117,421,136
Licenses and Permits	26,581,392				26,581,392	23,616,490
Other Revenues (Inflows)	16,095,147	43,236,252		446,298	59,777,697	37,944,933
Charges for Services	83,866,817	8,308,004			92,174,821	95,982,100
Total Revenues (Inflows)	\$508,136,186	\$169,038,359	\$42,113,561	\$5,016,356	\$724,304,462	\$710,272,283
Expenditures (Outflows)						
General Government	\$45,899,786	\$10,649,616			\$56,549,402	\$66,715,412
Planning & Development	11,134,289	9,103,832		1,682,865	21,920,986	17,618,594
Community Development		33,497,743			33,497,743	32,433,620
Public Works	58,123,410	1,216,954			59,340,364	55,036,974
Public Safety	185,831,680	16,885,785			202,717,465	211,071,580
Public Facilities	7,443,216	7,216,902			14,660,118	11,043,309
Parks & Recreation	20,048,319	2,159,669		2,127,253	24,335,241	21,482,326
Risk Management	33,768,550				33,768,550	34,263,573
Organizational Support/Group Benefits	26,736,867				26,736,867	24,610,052
Debt Service			42,113,561		42,113,561	41,766,141
Pension	85,066,764				85,066,764	79,644,316
Non-Departmental	12,247,386			1,206,238	13,453,624	14,888,674
(Transfers-OUT)	21,835,919	88,307,858			110,143,777	99,697,712
Total Expenditures (Outflows)	\$508,136,186	\$169,038,359	\$42,113,561	\$5,016,356	\$724,304,462	\$710,272,283

Revenues (Inflows) -All Funds





	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	FY2007 Adopted Budget All Funds	FY2006 Adopted Budget All Funds
Revenues (Inflows)						
Property Taxes						
Taxes Real Current	\$240,966,786		\$18,756,785		\$259,723,571	\$217,249,806
Taxes Personal Current	12,758,231		983,991		13,742,222	14,447,809
Taxes Rec Real Del	1,250,000				1,250,000	1,250,000
Taxes Rec Pers Del	250,000				250,000	500,000
Interest Ad Valorem Taxes	152,250				152,250	150,000
Total -Property Taxes	255,377,267	0	19,740,776	0	275,118,043	233,597,615
Franchise Fees and Other Taxes						
Gas Franchise	466,900				466,900	460,000
Utility Service Tax -Electricity		20,000,000			20,000,000	19,630,415
Utility Service Tax -Gas		880,000			880,000	832,698
Utility Service Tax -Water		2,800,000			2,800,000	2,693,163
Utility Service Tax -Fuel Oil		17,000			17,000	16,322
FP & L Franchise	19,500,000				19,500,000	17,500,000
Local Option Gas Tax	7,131,617				7,131,617	7,035,984
Stormwater Utility Fees	8,962,242				8,962,242	8,962,242
Public Service Tax Ordinance 10263		30,000,000			30,000,000	39,151,388
Cable Subscriber Fees						400,000
Total -Franchise Fees and Other Taxes	36,060,759	53,697,000	0	0	89,757,759	96,682,212
Interest						
Interest on Investments	8,000,000	3,500			8,003,500	7,674,513
Interest on Assessment Liens	11,000				11,000	11,000
Interest Income -Other	90,000				90,000	60,000
Total -Interest	8,101,000	3,500	0	0	8,104,500	7,745,513



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	FY2007 Adopted Budget All Funds	FY2006 Adopted Budget All Funds
(Transfers-IN)						
(Transfer from Community Development)			1,165,983		1,165,983	1,118,408
(Contributions from SPA)		7,508,930		579,865	8,088,795	10,988,999
(Contributions from Gen. Fund)		2,307,634		2,887,193	5,194,827	1,134,482
(Contributions from Utility Service Taxes)	35,737,086				35,737,086	51,628,734
(Contributions from Trust & Agency)		35,000	46,888		81,888	973,598
(Contributions from Special Revenue Fund)		4,926,697	20,857,439		25,784,136	21,035,579
(Contributions from Debt Service Fund)	1,000,000				1,000,000	
(Prior Year Fund Balance)						5,383,156
Total (Transfers-IN)	36,737,086	14,778,261	22,070,310	3,467,058	77,052,715	92,262,956
Fines and Forfeitures						
Metro Court -Fines & Forfeitures	4,060,000				4,060,000	4,000,000
Unclaimed Monies	150,000				150,000	150,000
Salvage	5,500				5,500	5,500
Forfeited Funds						360,570
Code Enforcement Penalty	200,000				200,000	170,000
Zoning Violation Letters	60,000				60,000	50,000
Ticketing -Fines -CEB	120,000				120,000	100,000
US Department of Justice - Forfeitures						118,434
US Custom's Forfeited Funds						64,824
Total -Fines and Forfeitures	4,595,500	0	0	0	4,595,500	5,019,328
Intergovernmental Revenues						
State of Florida Revenue Sharing	12,596,619		302,475		12,899,094	12,475,603
State of Florida Mobile Home Licenses	75,000				75,000	75,000
Business Licenses -Liquor	350,000				350,000	250,000
Florida Dept. Health & Rehabilitative		186			186	117,700



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Contributions from Other Governments		11,948,016			11,948,016	11,906,185
US Department of Environmental Pro.				400,000	400,000	200,000
US Department of State		521,886			521,886	20,920,559
Operating Revenue -Grants						148,493
Dade County Comm Action Agency						65,396
US Department of HUD		25,713,246		703,000	26,416,246	27,537,496
Metro-Dade Tourist Bed Tax		1,300,000			1,300,000	2,600,000
Florida Dept. of Law Enforcement		144,493			144,493	4,729
Half Cent Sales Tax	25,200,599				25,200,599	23,054,763
Firefighter Supplemental Compensation	120,000				120,000	120,000
Metropolitan Dade County		62,593			62,593	84,359
Section 8 Housing Assistance Program		4,780,000			4,780,000	3,791,756
US Department of Justice		71,363			71,363	7,163,948
E911 System Fee		1,964,709			1,964,709	1,964,708
Key Biscayne -City Contract	479,000				479,000	479,000
FEMA/USAR Grant Award		231,433			231,433	
US Interior UPARR Grant						806,000
Law Enforcement Block Grant		1,260			1,260	
Contributions from Offstreet Parking	1,900,000				1,900,000	1,900,000
State of Florida Community		2,276,157			2,276,157	1,755,441
Total -Intergovernmental Revenues	40,721,218	49,015,342	302,475	1,103,000	91,142,035	117,421,136
Licenses and Permits						
Business Licenses	6,400,000				6,400,000	6,300,000
Business Licenses -Penalty	250,000				250,000	200,000
Occupational Licenses -Metro	507,500				507,500	500,000
Fireworks Permits	6,000				6,000	6,000



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Assembly Permits	6,500				6,500	7,000
Bench Permits	100,000				100,000	50,000
Elevator Permits	130,000				130,000	125,000
Mechanical Permits	15,000				15,000	6,500
Land Use Review	40,000				40,000	30,000
Plans Review	500,000				500,000	300,000
Traffic Permit Fees	100,000				100,000	179,840
Sign Permits	300,000				300,000	15,000
Landscape Permits	130,000				130,000	130,000
Zoning Certificate of Use & Occupancy	1,100,000				1,100,000	1,100,000
Accessory Use Certif. -Renewal	25,000				25,000	25,000
Class C Special Permits	120,000				120,000	100,000
Major Use Special Permits	1,700,000				1,700,000	1,000,000
Gas Inspection Permits	19,000				19,000	19,000
Air Conditioning Permits	1,000,000				1,000,000	884,300
Energy Conservation Inpection Permits	1,433,800				1,433,800	700,000
Temporary Certificate of Occupancy	274,050				274,050	270,000
Class B	20,000				20,000	20,000
Comprehensive Plan Amendment	15,500				15,500	15,500
HCB Appearance Fees	300				300	200
Hearing Board Applications	120,000				120,000	100,000
Sidewalk Café Permits	5,000				5,000	10,000
Waterfront Improvements Permits	20,000				20,000	20,000
Haulers Permit Fees	8,400,000				8,400,000	7,800,000
Fire -Certificate of Use Renewals	1,300,000				1,300,000	1,300,000
Right of Way Use Permits	10,000				10,000	7,000
Fire Safety Permit Fees	1,294,125				1,294,125	1,275,000



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Pay Telephone Permits						65,000
P/H Annual Entry Franchise Fees	80,000				80,000	100,000
P/H Annual Per A/C Fees Regular	750,000				750,000	550,000
Zoning Review Fees	234,617				234,617	231,150
Certificate Buildings 40-yrs. Or Older	80,000				80,000	80,000
P/H Annual per A/C Fee/Roll-off	95,000				95,000	95,000
Total -Licenses and Permits	26,581,392	0	0	0	26,581,392	23,616,490
Other Revenues (Inflows)						
Public Works -Miscellaneous		12,243			12,243	111,463
Reimbursement Lost Property	4,000				4,000	4,000
Miscellaneous Permits	1,100				1,100	1,100
Sale of Equipment	100,000				100,000	100,000
Service Charges -General Government	253,750				253,750	
Miscellaneous Revenues	2,000,000				2,000,000	507,000
Miscellaneous Service Charges						3,500
(Fund Balance Allocation)	13,036,297	42,589,743			55,626,040	32,163,509
Training Revenue						36,000
Police Overtime	500,000				500,000	500,000
Recovery of Damage to City Property	50,000				50,000	50,000
Other Public and Private						85,224
Other Miscellaneous Revenues						60,000
Miscellaneous -Convention Center		631,733			631,733	650,400
Inter-Office Paper						147,279
Contribution from Law Dept. Services	150,000				150,000	150,000
(Prior Year -Encumbrances Rollover)				396,298	396,298	599,139
Donations		2,533		50,000	52,533	84,663



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Other Non-Operating						2,691,656
Total -Other Revenues (Inflows)	16,095,147	43,236,252	0	446,298	59,777,697	37,944,933
Charges for Services						
Local Gov. Pymt in Lieu of Taxes	150,000				150,000	150,000
Other Police Services		352,180			352,180	276,041
Public Works Miscellaneous	10,000				10,000	10,000
Line & Grade Survey	150,000				150,000	150,000
Plat Checks	50,000				50,000	50,000
Excavation Utilities	223,300				223,300	220,000
Sidewalk Cuts & Repair -Public Works	60,000				60,000	55,000
Lights -Lines	1,300				1,300	1,280
Labor Showmobile	5,000				5,000	3,000
Concessions	1,093,591				1,093,591	1,077,430
Rental	520,000				520,000	500,000
Class Fees	15,000				15,000	15,000
Pools	400,000				400,000	400,000
Parks Cemetery Charges	1,500				1,500	1,500
Boiler Inspection	160,000				160,000	160,000
Elevator Inspection	507,500				507,500	449,905
Electrical Inspection	1,868,750				1,868,750	1,250,000
Building Inspection	6,600,000				6,600,000	6,000,000
Plumbing Inspection	1,400,000				1,400,000	1,000,000
Rental Properties	4,700,000	405,000			5,105,000	5,000,000
Emergency Medical Services	4,800,000				4,800,000	4,750,000
Photocopy Services	150,000				150,000	150,000
Fire Flow Inspection	50,000				50,000	40,000



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Inflammable Liquids Inspection	8,000				8,000	9,450
Standpipe Pressure Test	2,200				2,200	2,100
Sale of Fire Reports	5,000				5,000	5,000
Public Hearing Fees -Plan Board	1,000,000				1,000,000	1,000,000
Microfilm Charges -Building	100,000				100,000	100,000
Sale of Atlases Planning Board	30,000				30,000	15,000
Service Charges -General Govt.						250,000
Transfer from Community Development	900,000				900,000	900,000
Rental Stadiums Only	1,100,000				1,100,000	1,100,000
Equipment Rental	20,000				20,000	30,000
Miscellaneous Service Charges	5,000				5,000	
Rental -Auditoriums Only	250,000	348,981			598,981	753,710
Event Parking	120,000				120,000	105,000
Misc. Personnel -Stadiums Only	10,000				10,000	15,000
Utilities	5,000				5,000	8,650
Green Fees	700,000				700,000	700,000
Pro Shop	50,000				50,000	50,000
Driving Range	50,000				50,000	50,000
Day Care Fees	200,000				200,000	200,000
Witness Fees	9,000				9,000	8,500
Special Events	120,000				120,000	100,000
Excess Collection Fees	15,000				15,000	15,000
Police Escort	50,000				50,000	50,000
Solid Waste Fee -Residential Accts.	21,744,684				21,744,684	21,744,684
Burgulary & Robbery Alarm	1,015,000				1,015,000	1,000,000
Admin. Surcharge -Off Duty	761,250				761,250	750,000
Tennis Fees	20,000				20,000	10,000



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Towing Admin. Charges	6,000				6,000	6,000
Dockage Long Term	3,796,100				3,796,100	3,845,000
Dockage Transient	1,150,000				1,150,000	1,173,000
Dockage Commercial	534,905				534,905	527,000
Dockage -User Surcharge	500,000				500,000	490,000
Rental Meetings/Seminars		412,419			412,419	457,780
Parking Rental	120,000	2,375,610			2,495,610	1,981,600
Rental -Air Rights		515,000			515,000	435,393
Rental Prop -Conv. Ctr Base Rent		458,000			458,000	505,000
Sale of Maps & Publications	1,500				1,500	1,500
Special Inspections	4,514,679	3,272,814			7,787,493	11,805,635
Misc. Personnel -Auditoriums	40,600				40,600	80,228
Elevator Permit Key Box Fees	9,000				9,000	9,000
Lien Search Fees	200,000				200,000	190,000
School Crossing Guard	250,000				250,000	252,500
\$0.50 Ticket Surcharge	2,000				2,000	2,000
\$0.75 Ticket Surcharge	10,000				10,000	10,000
\$1.00 Ticket Surcharge	50,000	168,000			218,000	211,000
Public Works -Sale of Documents	5,000				5,000	5,000
Transportation Mitigation						1,366,349
Air Quality Fee						52,552
Dri/Master Plan Recovery						525,518
Administration Fee						551,796
Code Enforcement Admin. Fee	200,000				200,000	190,000
Alarm System Inspection	50,000				50,000	45,000
Misc. Revenues -Fire Department	10,000				10,000	10,000
Plan Checking Fees	420,000				420,000	300,000

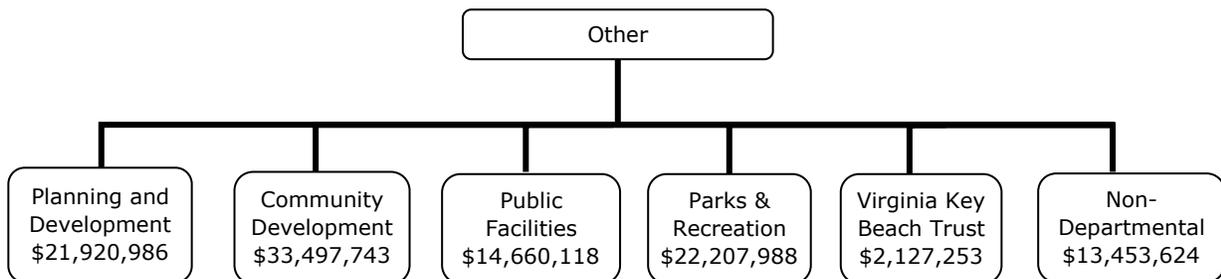
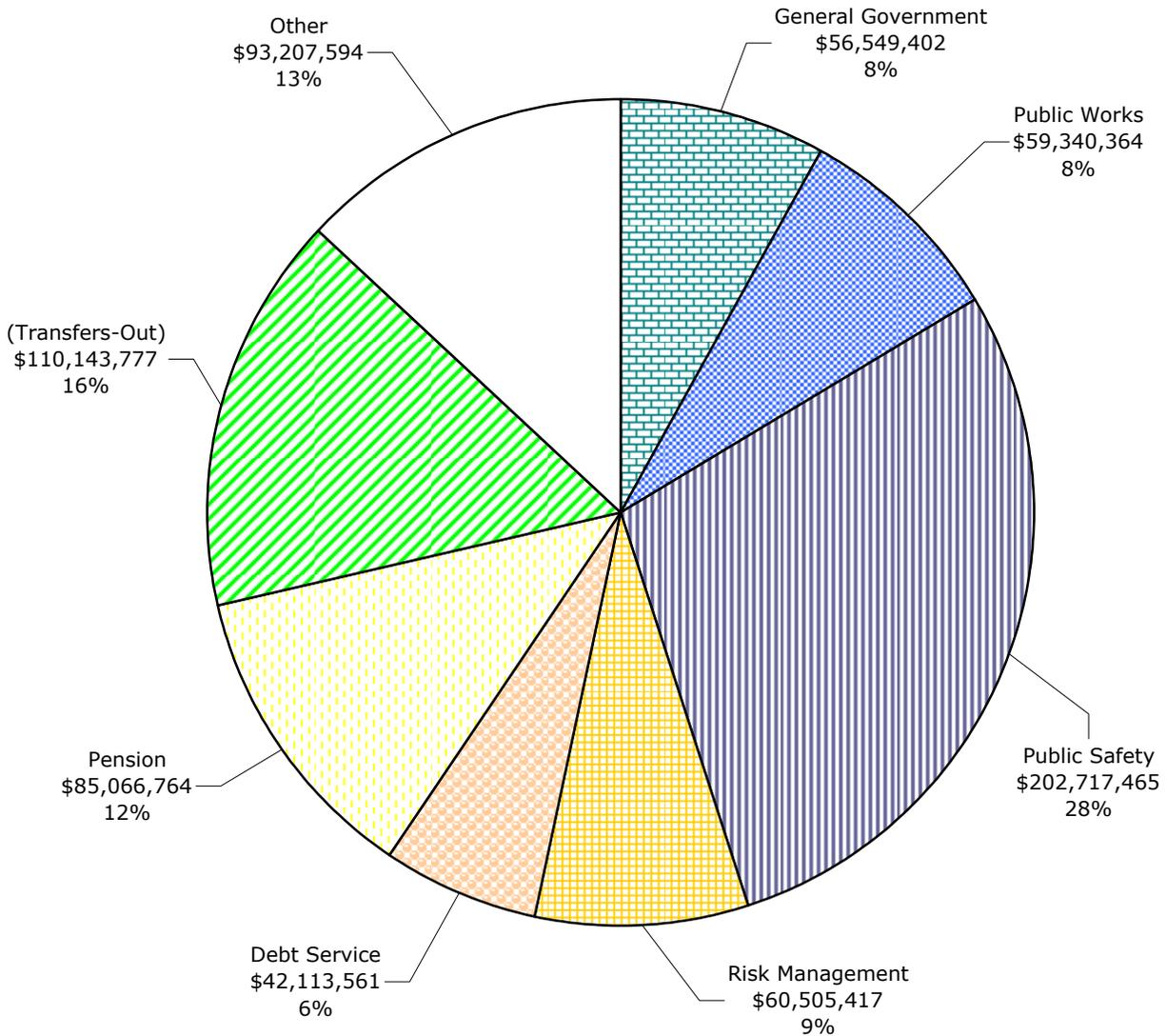


Consolidated Schedule
of Revenues (Inflows)
-All Funds

One City One Future

	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Sprinkler System Inspection	170,000				170,000	140,000
Admin. Fees	10,000				10,000	10,000
Contractor's Annual Fee	70,000				70,000	65,000
Summer Camp Fees	1,100,000				1,100,000	1,100,000
Child Support Deduction Fees	8,000				8,000	8,000
Flood Variance Fee Waiver Approval	1,000				1,000	1,000
Auto Pound Storage Fees	4,000				4,000	5,000
Private Towing Admin. Fees	203,000				203,000	200,000
Pawn Shop Transaction Fees	60,000				60,000	60,000
Parking Surcharge Proceeds	13,000,000				13,000,000	10,500,000
Developer Fees						1,500,297
Virginia Key Tolls	50,000				50,000	50,000
Fire Assessment Fee	1,218,032				1,218,032	1,807,402
Supplemental Waste Fee on Commercial	2,562,875				2,562,875	2,525,000
Construction Debris Removal Fees	2,283,750				2,283,750	2,250,000
FOP Motor Cycle Maintenance Fees	300				300	300
IAFF WCSUP	50,000				50,000	50,000
Total -Charges for Services	83,866,817	8,308,004	0	0	92,174,821	95,982,100
Total Revenues (Inflows)	\$508,136,186	\$169,038,359	\$42,113,561	\$5,016,356	\$724,304,462	\$710,272,283

Expenditures (Outflows) by Function -All Funds





	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Expenditures (Outflows)						
General Government						
Mayor	\$936,254				\$936,254	\$820,493
Board of Commissioners	2,250,000				2,250,000	1,790,000
Neighborhood Enhancement Teams (NET)		4,401,150			4,401,150	4,362,530
Office of the City Manager	2,448,614				2,448,614	2,288,749
Office of the City Clerk	1,605,908	382,295			1,988,203	2,041,118
Office of Civil Service	317,922				317,922	358,336
Strategic Development Initiatives		1,509,020			1,509,020	2,176,553
Office of the Auditor General	934,934				934,934	883,770
Office of Communications	1,318,842				1,318,842	937,792
Employee Relations	5,076,422				5,076,422	4,689,250
Information Technology	14,611,813				14,611,813	14,978,369
Transportation and Transit		910,597			910,597	11,643,417
Code Enforcement		3,446,554			3,446,554	3,713,973
Law	6,787,743				6,787,743	6,224,609
Strategic Planning, Budget & Performance	1,636,030				1,636,030	1,624,172
Purchasing	1,481,055				1,481,055	1,498,363
Office of Hearing Boards	1,014,949				1,014,949	1,096,411
Finance	5,479,300				5,479,300	5,587,507
Total -General Government	45,899,786	10,649,616	0	0	56,549,402	66,715,412
Planning and Development						
Building	7,463,727				7,463,727	6,932,629
Economic Development		9,103,832			9,103,832	4,742,731
Model City				1,682,865	1,682,865	2,183,731
Department of Planning	2,794,017				2,794,017	2,892,729
Office of Zoning	876,545				876,545	866,774



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Total -Planning and Development	11,134,289	9,103,832	0	1,682,865	21,920,986	17,618,594
Community Development						
Community Development		32,643,231			32,643,231	31,816,520
Homeless Programs		854,512			854,512	617,100
Total -Community Development	0	33,497,743	0	0	33,497,743	32,433,620
Public Works						
Solid Waste	23,057,787				23,057,787	22,277,929
GSA	18,802,822				18,802,822	17,311,914
Public Works	16,262,801	1,216,954			17,479,755	15,447,131
Total -Public Works	58,123,410	1,216,954	0	0	59,340,364	55,036,974
Public Safety						
Fire-Rescue	67,983,884	4,142,258			72,126,142	87,052,840
Police	117,847,796	11,591,341			129,439,137	122,835,139
Law Enforcement Trust Fund -LETF		1,152,186			1,152,186	1,183,601
Total -Public Safety	185,831,680	16,885,785	0	0	202,717,465	211,071,580
Public Facilities						
Parks & Recreation	20,048,319	2,159,669			22,207,988	18,894,501
Virginia Key Beach Trust				2,127,253	2,127,253	2,587,825
Risk Management	33,768,550				33,768,550	34,263,573
Organizational Support -Group Benefits	26,736,867				26,736,867	24,610,052
Debt Service						
General Obligation Bonds			19,740,776		19,740,776	19,701,006
Special Obligation Bonds			22,372,785		22,372,785	22,065,135
Total -Debt Service	0	0	42,113,561	0	42,113,561	41,766,141



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Pension						
Government Employees Sanitation Employees -GESE	27,458,718				27,458,718	25,245,326
Fire Police -FIPO	56,770,689				56,770,689	52,413,917
Elected Officials and Administrators -EORT	837,357				837,357	1,985,073
Total -Pension	85,066,764	0	0	0	85,066,764	79,644,316
Non-Departmental						
Capital Improvement and Transportation -Administration	3,914,375				3,914,375	
Civilian Investigative Panel				1,206,238	1,206,238	1,134,482
Economic Development	1,500,182				1,500,182	1,307,570
Office of Citi-Stat	387,244				387,244	374,096
Office of Grants Administration	539,350				539,350	515,635
Other	5,906,235				5,906,235	11,556,891
Total -Non-Departmental	12,247,386	0	0	1,206,238	13,453,624	14,888,674
(Transfers-Out)	21,835,919	88,307,858			110,143,777	99,697,712
Total Expenditures (Outflows)	\$508,136,186	\$169,038,359	\$42,113,561	\$5,016,356	\$724,304,462	\$710,272,283



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	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Personnel Expenses						
Regular Salaries and Wages	\$206,976,914	\$12,680,634		\$1,734,434	\$221,391,982	\$212,710,708
Executive Salaries	488,040	3,600			491,640	456,640
Other Salaries and Wages	7,588,746	554,990		3,000	8,146,736	7,542,729
Special Pay	12,957,980	352,040			13,310,020	12,671,070
Overtime	11,167,476	456,447			11,623,923	8,806,218
Fringe Benefits	994,015	146,121		49,200	1,189,336	1,195,950
FICA Taxes	9,543,529	930,286		128,453	10,602,268	9,697,397
Retirement Contributions	80,158,081	259,645		47,866	80,465,592	74,037,741
Life and Health Insurance	6,074,663	322,227		192,808	6,589,698	7,959,604
Unemployment Compensation	150,000			16,222	166,222	204,124
Worker's Compensation	14,256,502	1,806		5,672	14,263,980	14,260,550
Total -Personnel Costs	350,355,946	15,707,796	0	2,177,655	368,241,397	349,542,731
% of Total	69%	9%		43%	51%	49%
Operating Expenses						
Repairs and Maintenance	10,267,744	1,461,560		84,550	11,813,854	9,804,093
Professional Services	2,848,618	2,098,196	8,910	117,000	5,072,724	14,313,157
Promotional Activities	2,105,398	149,543		138,588	2,393,529	1,909,287
Printing and Binding	257,668	50,896		80,000	388,564	360,849
Postage	430,494	82,864		44,950	558,308	591,142
Advertising and Related Costs	1,540,473	130,921		129,000	1,800,394	1,317,749
Supplies	6,976,474	800,151	5,000	58,700	7,840,325	6,390,248
Motor Fuel	6,115,744				6,115,744	4,061,525
Weapons and Ammunition	82,955	15,958			98,913	108,512
Insurance	43,377,712	165,914		28,000	43,571,626	40,331,209
Subscriptions, Memberships, Licenses, Permits and Others	1,370,619	231,683		17,700	1,620,002	1,498,372



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Court Reporter Services	83,875	26,100			109,975	123,940
Contractual Services	12,865,658	4,147,129	20,000	1,057,250	18,090,037	13,592,024
Communications & Related Services	3,058,592	561,421		24,080	3,644,093	3,444,577
Travel and Per Diem	1,632,892	1,072,003		94,625	2,799,520	1,977,320
Utility Services	10,824,935	78,600		15,600	10,919,135	9,626,044
Rental and Leases	2,942,383	305,795		163,158	3,411,336	3,050,597
Books, Publications, and Library Materials						
Other Current Charges and Obligations	14,319,168	144,903		20,500	14,484,571	12,831,767
Total -Operating Expenses	121,101,402	11,523,637	33,910	2,073,701	134,732,650	125,332,412
% of Total	24%	7%		41%	19%	18%
Capital Outlay						
Machinery and Equipment	1,471,000	10,542,452		52,000	12,065,452	32,292,347
Land				703,000	703,000	817,700
Buildings						
Capital Leases						1,500
Depreciation						
Improvements Other Than Buildings	29,500	46,000		10,000	85,500	862,600
Construction in Progress						
Total -Capital Outlay	1,500,500	10,588,452	0	765,000	12,853,952	33,974,147
% of Total	0.30%	6.26%	0.00%	15.25%	1.77%	4.78%
Debt Service						
Principal			23,022,645		23,022,645	24,515,400
Interest			18,870,927		18,870,927	17,075,906
Other Debt Service Costs						



	General Fund	Special Revenue Fund	Debt Service Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds
Total -Debt Service	0	0	41,893,572	0	41,893,572	41,591,306
% of Total			99.48%		5.78%	5.86%
Non-Operating Expenses						
Other Non-Operating Uses						
Advances	4,581,473				4,581,473	4,487,798
Aid to Other Agencies	1,791,627	13,357,586			15,149,213	11,832,648
Budget Reserves	5,418,149	14,859,806	186,079		20,464,034	24,059,156
Operating Transfers	23,387,089	88,307,858			111,694,947	102,475,206
Other Grants and Aids		14,693,224			14,693,224	16,976,879
Total -Non-Operating Expenses	35,178,338	131,218,474	186,079	0	166,582,891	159,831,687
% of Total	7%	78%	0.44%		23%	23%
Total Expenditures	\$508,136,186	\$169,038,359	\$42,113,561	\$5,016,356	\$724,304,462	\$710,272,283



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	General Fund	Special Revenue Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds	Gain (Loss) FY'07 Adopted - FY'06 Adopted
Positions -Full-time (FTEs)						
General Government						
Mayor	13.57			13.57	14.57	(1.00)
Board of Commissioners	24.42			24.42	23.42	
Neighborhood Enhancement Teams (NET)		48.00		48.00	47.00	1.00
Office of the City Manager	24.00			24.00	23.00	
Office of the City Clerk	14.00	1.00		15.00	14.00	1.00
Office of Civil Service	4.00			4.00	4.00	
Strategic Development Initiatives		3.00		3.00	2.00	1.00
Office of the Auditor General	11.00			11.00	11.00	
Office of Communications	12.00			12.00	11.00	1.00
Employee Relations	57.00			57.00	48.00	9.00
Information Technology	97.00			97.00	97.00	
Transportation and Transit		4.00		4.00	4.00	
Code Enforcement		56.00		56.00	56.00	
Law	63.00			63.00	64.00	(1.00)
Strategic Planning, Budget & Performance	20.00			20.00	20.00	
Purchasing	19.00			19.00	19.00	
Office of Hearing Boards	8.00			8.00	8.00	
Finance	61.00			61.00	68.00	(7.00)
Total -General Government	427.99	112.00	0.00	539.99	533.99	4.00
Planning and Development						
Building	86.00			86.00	85.00	1.00
Model City			6.00	6.00	6.00	



	General Fund	Special Revenue Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds	Gain (Loss) FY'07 Adopted - FY'06 Adopted
Department of Planning	32.00			32.00	31.00	1.00
Office of Zoning	11.00			11.00	11.00	
Total -Planning and Development	129.00	0.00	6.00	135.00	133.00	2.00
Community Development						
Community Development		56.00		56.00	66.00	(10.00)
Homeless Programs		6.00		6.00	6.00	
Total -Community Development	0.00	62.00	0.00	62.00	72.00	(10.00)
Public Works						
Solid Waste	242.00			242.00	241.00	1.00
GSA	175.00			175.00	172.00	3.00
Public Works	109.00			109.00	109.00	
Total -Public Works	526.00	0.00	0.00	526.00	522.00	4.00
Public Safety						
Fire-Rescue:						
Sworn	674.16	23.84		698.00	634.00	64.00
Civilian	75.79			75.79	78.00	(2.21)
Police:						
Sworn	1,147.00			1,147.00	1,102.00	45.00
Civilian	351.80	9.72		361.52	359.00	2.52
Total -Public Safety	2,248.75	33.56	0.00	2,282.31	2,173.00	109.31
Public Facilities	50.66	5.34		56.00	57.50	(1.50)
Parks & Recreation	185.00	5.00		190.00	188.00	2.00
Virginia Key Beach Trust			15.00	15.00	15.00	



	General Fund	Special Revenue Fund	Other City Agencies	<u>FY2007 Adopted Budget</u> All Funds	<u>FY2006 Adopted Budget</u> All Funds	Gain (Loss) FY'07 Adopted - FY'06 Adopted
Risk Management	28.00			28.00	28.00	
Non-Departmental						
Capital Improvement and Transportation -Administration	50.00			50.00	50.00	
Civilian Investigative Panel			8.00	8.00	8.00	
Economic Development	13.00			13.00	11.50	1.50
Office of Citi-Stat	5.00			5.00	5.00	
Office of Grants Administration	7.00			7.00	7.00	
Mayor's International Council	2.00			2.00	2.00	
Community Relations Board	3.00			3.00	3.00	
FACE	6.00			6.00	6.00	
Total -Non-Departmental	86.00	0.00	8.00	94.00	92.50	1.50
Total Full-Time Positions (FTEs)	3,681.40	217.90	29.00	3,928.30	3,814.99	111.31



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Classification	Total Number of Positions	Filled @ 10/1/06	FY2007 Adopted Budget		
			Total Base Salary	Social Security	Medicare
AFSCME 1907	1,411	1,167	\$64,721,031	\$3,845,235	\$900,762
AFSCME 871 -Sanitation	195	177	6,611,470	385,521	90,162
² FOP -Police	1,106	1,042	60,534,986	0	575,463
² IAFF -Fire	684	627	44,112,508	0	334,806
Managerial/Confidential	109	87	7,069,845	423,327	99,746
Unclassified	226	196	13,453,074	798,444	188,813
Executive	126	98	13,827,558	701,863	200,968
² Executive -Police	36	33	3,960,733	0	15,295
² Executive -Fire	13	13	1,624,971	0	0
¹ Mayor/Commissioners	7	7	491,640	27,515	7,244
Total	3,913	3,447	\$216,407,816	\$6,181,905	\$2,413,259

¹ Commissioner positions are part-time positions.

² In accordance with Section 218 of the Social Security Act, Fire and Police uniformed personnel hired on or before 3/31/1986 do not pay social security and medicare tax. Personnel hired after this date pay medicare only.

Totals do not include VKBT and Model City FTEs.



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General Fund Overview

The General Fund is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, fixed charges, and capital improvement costs not paid through other funds are paid from this fund. The FY'07 Budget for the General Fund was adopted for \$508,136,286 compared to \$491,764,660 in FY'06. This represents a 3.3% increase over the prior fiscal year period.

The following are the significant changes to General Fund Revenues (Inflows) and Expenditures (Outflows) categories anticipated in FY'07. The level of significance is based on +/-10% change over the prior year adopted budget period.

General Fund Revenues (Inflows)

Property Taxes increased by \$41,480,658 or 19.4%. This increase is based on a 23% increase in the City's total taxable assessed valuation based on preliminary 2006 assessment rolls of both real and personal property. The impact of this valuation adjustment was reduced by an operating millage rate reduction of .125 mills or 1.5% resulting in a \$41,777,880 increase to the City's tax revenue.

Transfers-IN decreased by \$14,891,648 or 28.8% due to decreased contributions from Utility Service Taxes which are transferred from the Public Service Tax Fund. The amount received in the General Fund is the net amount available after other contributions and requirements are allocated. The total amount collected in the Public Service Tax Fund is primarily used to support the City's Special Obligation Bond (SOB) requirements and the Miami Convention Center operational shortfall. Any residual amount is then transferred to the General Fund. In FY'06, the Combined Simplified Tax (CST) portion in the Public Service Tax Fund was estimated to generate \$34 million, however in FY'07 this estimate was reduced to \$30 million due to changes in the way the tax is computed by the State. The FY'06 Adopted Budget also included \$4.8 million in Public Service Tax Fund Balance, which were to be transferred to the General Fund in FY'06 along with less contribution to the Debt Service Fund for SOB principal and interest payments. These requirements are not anticipated in FY'07. Transfers-IN are inflows for budgetary purposes.

Licenses and Permits increased by \$3,044,742 or 12.9% due to increases in various revenue sources. The primary increases are as follows: Business Licenses- Penalty, Bench Permits, Mechanical Permits, Land Use Review, Plans Review, Sign Permits, Class C Special Permits, Major Use Special Permits, Energy Conservation Inspection Permits, HCB Appearance Fees, Hearing Board Applications, Sidewalk



Café Permits, Right of Way Use Permits, Private Hauler's Entry Franchise Fee and Private Hauler's Per Account Fees Regular. The increases in this category are due to the City's sustained economic growth. The City of Miami continues to experience incredible growth with mainly new residential and commercial high rise buildings under/scheduled for construction. These new buildings require multiple permits and inspections as well as land use changes. It is anticipated this growth will continue in FY'07.

Other Revenues (Inflows) is expected to have an overall decrease of \$16,840,778 or 51.1% due to an \$18,641,028 reduction in the use of General Fund Balance over the prior fiscal year period. The FY'07 Adopted Budget is anticipated to use more current year revenues to support operational requirements, with less dependence on the General Fund undesignated fund balance. In FY'07, this usage is expected to go from \$31,677,325 in FY'06 to \$13,036,297.

Overall, FY'07 General Fund Revenues are forecasted to increase 3.3% over the prior fiscal year period; this increase becomes 7.6% when the fund balance inflow is netted out of the current and prior fiscal years. Based on current information, it is anticipated the City will continue to experience sustained growth in new construction which will contribute to its revenue generating abilities in FY'07.

General Fund Expenditures

Non-Departmental Accounts (NDA) are defined as general operating activities that are not specific to a particular expenditure category. As such, expenditures in this category are not readily identifiable to any other functional groups. From FY'06 to FY'07 total expenditures under NDA are anticipated to decrease by \$1,506,806 or 10.95%. This decrease is due primarily to the following:

- Position attrition (also known as salary attrition) refers to savings realized on approved FTEs, which are vacant during the fiscal year or filled at an amount less than budgeted. In FY'07, savings in this area are expected to total \$14 million, as compared to \$8.7 million in FY'06. This increase in savings is based on current employment procedures, increasing attrition (i.e. retirement, termination, or resignation) of existing employees, and the hiring of new employees at an amount typically lower than the previous employees in the same position.
- The other impact to NDA is the reallocation of Capital Improvement Project (CIP) administrative costs from the CIP Fund to the General Fund. In FY'06 CIP's administrative costs was funded by approved bond dollars specifically designated to fund project administration costs. This amount was based on 3% of the total bond issuance. This funding source for administrative cost was fully depleted in FY'06. Because capital projects are still in progress, the administrative cost associated



with the CIP Department are now appropriated in the General Fund. In the FY'07 Adopted Budget, \$3,914,375 was allocated for this cost.

- Transfers-OUT are contributions the General Fund make to other City fund types in support of continued operations. In FY'07, contributions to other funds are anticipated to total \$21,835,919 as compared to \$27,777,519 in FY'07. The primary decrease was in contributions made to the CIP Fund. In the FY'07 Adopted Budget, less contribution are anticipated to the CIP Fund due to the fund ability to use existing sources to fund approved CIP projects. Transfers-OUT are considered outflows for budgetary purposes.

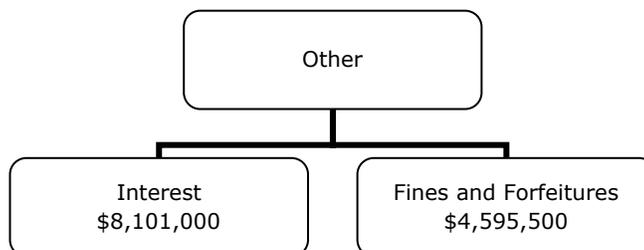
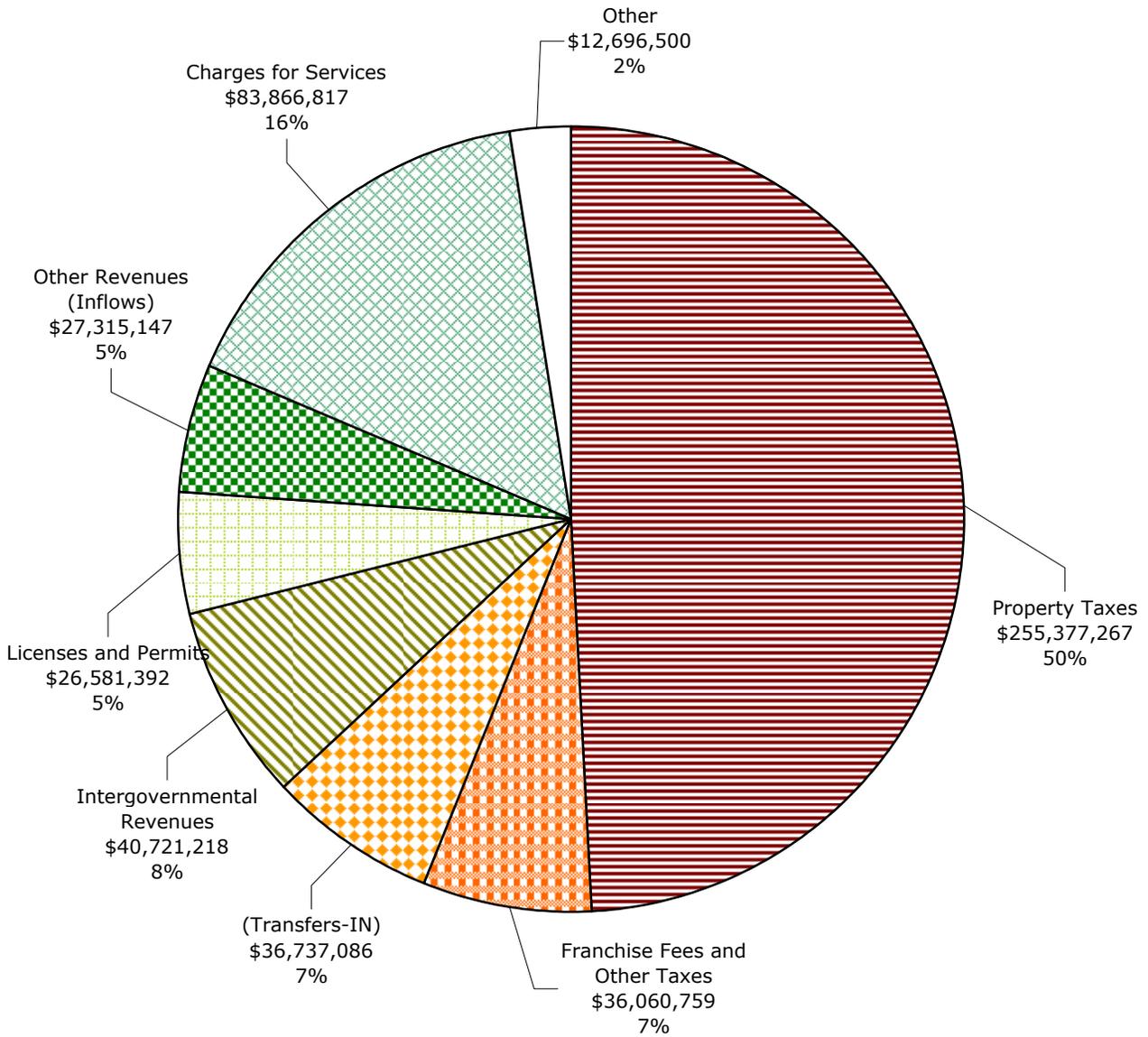


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	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Revenues (Inflows)					
Property Taxes	\$255,377,267	\$213,896,609	\$41,480,658	\$213,896,609	\$178,979,987
Franchise Fees and Other Taxes	36,060,759	34,358,226	1,702,533	34,858,226	35,918,724
Interest	8,101,000	7,571,000	530,000	7,571,000	4,404,529
(Transfers-IN)	36,737,086	51,628,734	(14,891,648)	53,939,513	43,484,074
Fines and Forfeitures	4,595,500	4,475,500	120,000	4,475,500	4,980,002
Intergovernmental Revenues	40,721,218	39,354,366	1,366,852	38,054,366	49,790,494
Licenses and Permits	26,581,392	23,536,650	3,044,742	25,186,650	27,394,427
Other Revenues (Inflows)	16,095,147	32,935,925	(16,840,778)	36,717,426	4,305,365
Charges for Services	83,866,817	84,007,650	(140,833)	84,037,484	91,979,456
Total Revenues (Inflows)	508,136,186	491,764,660	16,371,526	498,736,774	441,237,058
Expenditures (Outflows)					
General Government	45,899,786	44,783,939	1,115,847	45,086,448	36,471,297
Planning & Development	11,134,289	10,692,132	442,157	11,150,865	9,263,666
Public Works	58,123,410	54,778,232	3,345,178	55,638,232	48,280,900
Public Safety	185,831,680	176,281,734	9,549,946	176,570,927	181,982,938
Public Facilities	7,443,216	7,659,326	(216,110)	7,756,402	5,053,927
Parks & Recreation	20,048,319	17,519,645	2,528,674	18,419,645	16,183,928
Risk Management	33,768,550	51,551,812	(17,783,262)	34,263,573	29,162,254
Organizational Support -Group Benefits	26,736,867	7,321,813	19,415,054	24,610,052	22,002,465
Pension	85,066,764	79,644,316	5,422,448	79,644,316	73,862,309
Non-Departmental	12,247,386	13,754,192	(1,506,806)	9,400,339	14,858,884
(Transfers-OUT)	21,835,919	27,777,519	(5,941,600)	36,195,975	23,862,197
Total Expenditures (Outflows)	\$508,136,186	\$491,764,660	\$16,371,526	\$498,736,774	\$460,984,765

Revenues (Inflows) -General Fund





	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Revenues (Inflows)					
Property Taxes					
Taxes Real Current		\$240,966,786	\$198,665,408	\$198,665,408	\$162,335,536
Taxes Personal Current		12,758,231	13,331,201	13,331,201	13,702,829
Real Del Tax in Excess of					380,810
Taxes Rec Real Del		1,250,000	1,250,000	1,250,000	1,469,737
Taxes Rec Pers Del		250,000	500,000	500,000	845,306
Interest Ad Valorem Taxes		152,250	150,000	150,000	245,768
Total -Property Taxes	50.26%	255,377,267	213,896,609	213,896,609	178,979,987
Franchise Fees and Other Taxes					
Gas Franchise		466,900	460,000	460,000	524,034
FP & L Franchise		19,500,000	17,500,000	18,000,000	18,270,773
Local Option Gas Tax		7,131,617	7,035,984	7,035,984	7,192,612
Stormwater Utility Fees		8,962,242	8,962,242	8,962,242	9,409,724
Cable Subscriber Fees			400,000	400,000	521,581
Total -Franchise Fees and Other Taxes	7.10%	36,060,759	34,358,226	34,858,226	35,918,724
Interest					
Interest on Investments		8,000,000	7,500,000	7,500,000	8,181,181
Interest on Lot Clearing Liens					81
Interest on Assessment Liens		11,000	11,000	11,000	15,508
Interest Income -Other		90,000	60,000	60,000	73,309
Interest on SW Delinquent A/C					2,518
Gain(Loss) Investments					(3,868,068)
Total -Interest	1.59%	8,101,000	7,571,000	7,571,000	4,404,529



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
(Transfers-IN)					
(Contributions from Community Development)					212,409
(Contributions from Utility Service Taxes)		35,737,086	51,628,734	53,056,688	43,213,187
(Contributions from Special Revenue Fund)		1,000,000		882,825	58,478
(Contributions from Debt Service Fund)					
Total (Transfers-IN)	7.23%	36,737,086	51,628,734	53,939,513	43,484,074
Fines and Forfeitures					
Metro Court -Fines & Forfeitures		4,060,000	4,000,000	4,000,000	4,112,516
Unclaimed Monies		150,000	150,000	150,000	77,765
Salvage		5,500	5,500	5,500	8,440
Forfeited Funds					84,232
Code Enforcement Penalty		200,000	170,000	170,000	278,754
Zoning Violation Letters		60,000	50,000	50,000	79,858
Ticketing -Administrative Fees					1,500
Ticketing -Fines -CEB		120,000	100,000	100,000	331,438
Ticketing -Fines -ARCV					5,500
Total -Fines and Forfeitures	0.90%	4,595,500	4,475,500	4,475,500	4,980,002
Intergovernmental Revenues					
State of Florida Revenue Sharing		12,596,619	12,175,603	12,175,603	12,581,352
State of Florida Mobile Home Licenses		75,000	75,000	75,000	64,323
Business Licenses -Liquor		350,000	250,000	250,000	356,363
Florida Dept. of Community					68
US Department of Agriculture					(159,089)



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Metro-Dade Tourist Bed Tax			1,300,000		1,353,420
US Dept of Health & Human Services					109,960
Half Cent Sales Tax		25,200,599	23,054,763	23,054,763	23,001,474
Firefighter Supplemental Compensation		120,000	120,000	120,000	110,421
Key Biscayne -City Contract		479,000	479,000	479,000	479,160
Contributions from Offstreet Parking		1,900,000	1,900,000	1,900,000	1,887,466
Other Non-Operating					10,375,086
FEMA Reimbursement					(369,510)
Total -Intergovernmental Revenues	8.01%	40,721,218	39,354,366	38,054,366	49,790,494
Licenses and Permits					
Business Licenses		6,400,000	6,300,000	6,300,000	6,412,703
Business Licenses -Penalty		250,000	200,000	200,000	162,717
Occupational Licenses -Metro		507,500	500,000	500,000	778,226
Fireworks Permits		6,000	6,000	6,000	4,895
Assembly Permits		6,500	7,000	7,000	6,930
Bench Permits		100,000	50,000	50,000	263,307
Elevator Permits		130,000	125,000	125,000	167,290
Mechanical Permits		15,000	6,500	6,500	16,604
Land Use Review		40,000	30,000	30,000	92,597
Plans Review		500,000	300,000	300,000	549,000
Traffic Permit Fees		100,000	100,000	100,000	128,838
Sign Permits		300,000	15,000	15,000	465,538
Landscape Permits		130,000	130,000	130,000	180,364
Zoning Certificate of Use & Occupancy		1,100,000	1,100,000	1,100,000	1,034,455



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Accessory Use Certif. -Renewal		25,000	25,000	25,000	25,525
Class C Special Permits		120,000	100,000	100,000	218,292
Major Use Special Permits		1,700,000	1,000,000	1,600,000	1,277,386
Gas Inspection Permits		19,000	19,000	19,000	18,676
Air Conditioning Permits		1,000,000	884,300	884,300	988,569
Energy Conservation Inspection Permits		1,433,800	700,000	1,600,000	1,697,095
Temporary Certificate of Occupancy		274,050	270,000	270,000	314,840
Class B		20,000	20,000	20,000	20,250
Comprehensive Plan Amendment		15,500	15,500	15,500	61,052
HCB Appearance Fees		300	200	200	450
Hearing Board Applications		120,000	100,000	100,000	165,172
Sidewalk Café Permits		5,000	10,000	10,000	8,660
Waterfront Improvements Permits		20,000	20,000	20,000	43,144
Haulers Permit Fees		8,400,000	7,800,000	7,800,000	8,191,475
Fire -Certificate of Use Renewals		1,300,000	1,300,000	1,300,000	1,346,022
Telecommunication Public Right/Way Fees					151
Right of Way Use Permits		10,000	7,000	7,000	7,320
Fire Safety Permit Fees		1,294,125	1,275,000	1,275,000	1,501,187
Pay Telephone Permits			65,000	65,000	60,069
P/H Annual Entry Franchise Fees		80,000	100,000	100,000	106,453
P/H Annual Per A/C Fees Regular		750,000	550,000	700,000	526,456
Zoning Review Fees		234,617	231,150	231,150	282,650
Alcoholic Beverage Application Fees					31,200
Certificate Buildings 40-yrs. Or Older		80,000	80,000	80,000	126,530
P/H Annual per A/C Fee/Roll-off		95,000	95,000	95,000	112,342



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Total -Licenses and Permits	5.23%	26,581,392	23,536,650	25,186,650	27,394,427
Other Revenues (Inflows)					
Reimbursement Lost Property		4,000	4,000	4,000	11,654
Miscellaneous Permits		1,100	1,100	1,100	700
Service Charges -Reproduction Others					(31,581)
Sale of Equipment		100,000	100,000	100,000	414,150
Service Charges -General Government		253,750			303,891
Transfer from Community Development					22,555
Miscellaneous Revenues		2,000,000	450,000	3,450,000	2,028,736
Miscellaneous Service Charges			3,500	3,500	7,503
Third Party Recovery					4,386
Salary Recovery					3,900
(Fund Balance Allocation)		13,036,297	31,677,325	32,458,826	
Other Land Sales					87,614
Assessment Lien Revenues					(8,244)
Police Overtime		500,000	500,000	500,000	677,308
Recovery of Damage to City Property		50,000	50,000	50,000	
Cashier Overage					(50)
Other Miscellaneous Revenues					17,981
Code Enforcement Admin. Fee					(900)
Contribution from Law Dept. Services		150,000	150,000	150,000	147,764
(Prior Year -Encumbrances Rollover)					355,876
Accounts Receivable Collections					229,769
Deposits					3,948



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Other Non-Operating					28,405
Total -Other Revenues(Inflows)	3.17%	16,095,147	32,935,925	36,717,426	4,309,365
Charges for Services					
Local Gov. Pymt in Lieu of Taxes		150,000	150,000	150,000	
Auto Pound					5,690
Other Svce Chges and Fees -SPF					68,441
Other Police Services					237,997
Public Works Miscellaneous		10,000	10,000	10,000	137,184
Line & Grade Survey		150,000	150,000	150,000	256,767
Plat Checks		50,000	50,000	50,000	54,517
Covenant Fees					12,570
Excavation Utilities		223,300	220,000	220,000	291,056
Sidewalk Cuts & Repair -Public Works		60,000	55,000	55,000	156,695
Lights -Lines		1,300	1,280	1,280	1,194
Labor Showmobile		5,000	3,000	3,000	3,567
Concessions		1,093,591	1,077,430	1,077,430	1,327,719
Miscellaneous Fees -Leisure Services					3,285
Rental		520,000	500,000	500,000	546,233
Class Fees		15,000	15,000	15,000	52,216
Pools		400,000	400,000	400,000	
Parks Cemetery Charges		1,500	1,500	1,500	1,111
Boiler Inspection		160,000	160,000	160,000	164,806
Elevator Inspection		507,500	449,905	449,905	469,787
Electrical Inspection		1,868,750	1,250,000	1,250,000	1,962,671



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Building Inspection		6,600,000	6,000,000	6,000,000	6,976,895
Plumbing Inspection		1,400,000	1,000,000	1,000,000	1,318,793
Rental Properties		4,700,000	4,600,000	4,600,000	4,945,421
Emergency Medical Services		4,800,000	4,750,000	4,750,000	5,057,760
Other Contributions and Donations					570
Photocopy Services		150,000	150,000	150,000	135,761
Fire Flow Inspection		50,000	40,000	40,000	63,624
Inflammable Liquids Inspection		8,000	9,450	9,450	6,850
Standpipe Pressure Test		2,200	2,100	2,100	1,260
Sale of Fire Reports		5,000	5,000	5,000	5,016
Public Hearing Fees -Plan Board		1,000,000	1,000,000	1,000,000	911,614
Microfilm Charges -Building		100,000	100,000	100,000	144,624
Sale of Atlases Planning Board		30,000	15,000	15,000	32,736
Service Charges -General Govt.			250,000	250,000	
Transfer from Community Development		900,000	900,000	900,000	864,149
Rental Stadiums Only		1,100,000	1,100,000	1,100,000	1,122,004
Equipment Rental		20,000	30,000	30,000	33,629
Miscellaneous Service Charges		5,000			5,270
Rental -Auditoriums Only		250,000	364,400	364,400	380,091
Event Parking		120,000	105,000	105,000	105,601
Misc. Personnel -Stadiums Only		10,000	15,000	15,000	51,966
Utilities		5,000	8,650	8,650	6,050
Green Fees		700,000	700,000	700,000	819,035
Pro Shop		50,000	50,000	50,000	78,750
Driving Range		50,000	50,000	50,000	67,434



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Day Care Fees		200,000	200,000	200,000	187,711
Witness Fees		9,000	8,500	8,500	9,620
Dockage Watson Island					95,823
Special Events		120,000	100,000	100,000	126,803
Engineering Services					3,225
Excess Collection Fees		15,000	15,000	15,000	19,931
Police Escort		50,000	50,000	50,000	60,197
Solid Waste Fees -Penalties					33,866
City Clerk -Qualifying Fees					1,600
Solid Waste Fee -Residential Accts.		21,744,684	21,744,684	21,744,684	21,687,075
Solid Waste Fee -Commercial Accts.					103,506
Burgulary & Robbery Alarm		1,015,000	1,000,000	1,000,000	1,119,335
Admin. Surcharge -Off Duty		761,250	750,000	750,000	969,965
Tennis Fees		20,000	10,000	10,000	26,463
Towing Admin. Charges		6,000	6,000	6,000	4,860
Dockage Long Term		3,796,100	3,845,000	3,845,000	3,651,508
Dockage Transient		1,150,000	1,173,000	1,173,000	1,153,593
Dockage Commercial		534,905	527,000	527,000	522,247
Dockage -User Surcharge		500,000	490,000	490,000	513,386
Parking Rental		120,000	150,000	150,000	163,325
Sale of Maps & Publications		1,500	1,500	1,500	3,856
Special Inspections		4,514,679	8,282,821	8,282,821	10,383,694
Misc. Personnel -Auditoriums		40,600	80,228	80,228	87,317
Elevator Permit Key Box Fees		9,000	9,000	9,000	4,900
Contributions from Retirees -Group Ins.					2,942



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Lien Search Fees		200,000	190,000	190,000	274,115
School Crossing Guard		250,000	252,500	252,500	250,118
Hearing Board Applications					250
\$0.50 Ticket Surcharge		2,000	2,000	2,000	1,331
\$0.75 Ticket Surcharge		10,000	10,000	10,000	18,601
\$1.00 Ticket Surcharge		50,000	51,000	51,000	36,201
Public Works -Sale of Documents		5,000	5,000	5,000	10,896
Code Enforcement Admin. Fee		200,000	190,000	190,000	280,416
Alarm System Inspection		50,000	45,000	45,000	56,640
Reinspection Fees					300
Misc. Revenues -Fire Department		10,000	10,000	10,000	19,474
Plan Checking Fees		420,000	300,000	300,000	510,957
Sprinkler System Inspection		170,000	140,000	169,834	208,914
Admin. Fees		10,000	10,000	10,000	10,915
Contractor's Annual Fee		70,000	65,000	65,000	74,750
Ticketing -Administrative Fee					500
Summer Camp Fees		1,100,000	1,100,000	1,100,000	229,923
Child Support Deduction Fees		8,000	8,000	8,000	8,602
Pawn Shop Yearly Fees					36,162
Flood Variance Fee Waiver Approval		1,000	1,000	1,000	4,350
Auto Pound Storage Fees		4,000	5,000	5,000	9,579
Private Towing Admin. Fees		203,000	200,000	200,000	441,255
Pawn Shop Transaction Fees		60,000	60,000	60,000	143,668
Vehicle Impoundment					(853)
Parking Surcharge Proceeds		13,000,000	10,500,000	10,500,000	11,776,379

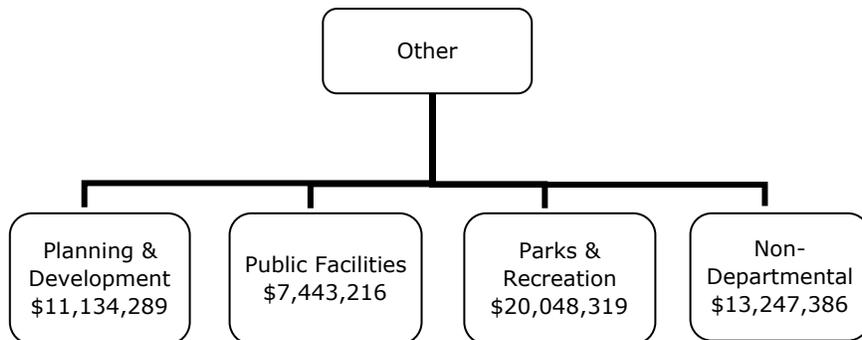
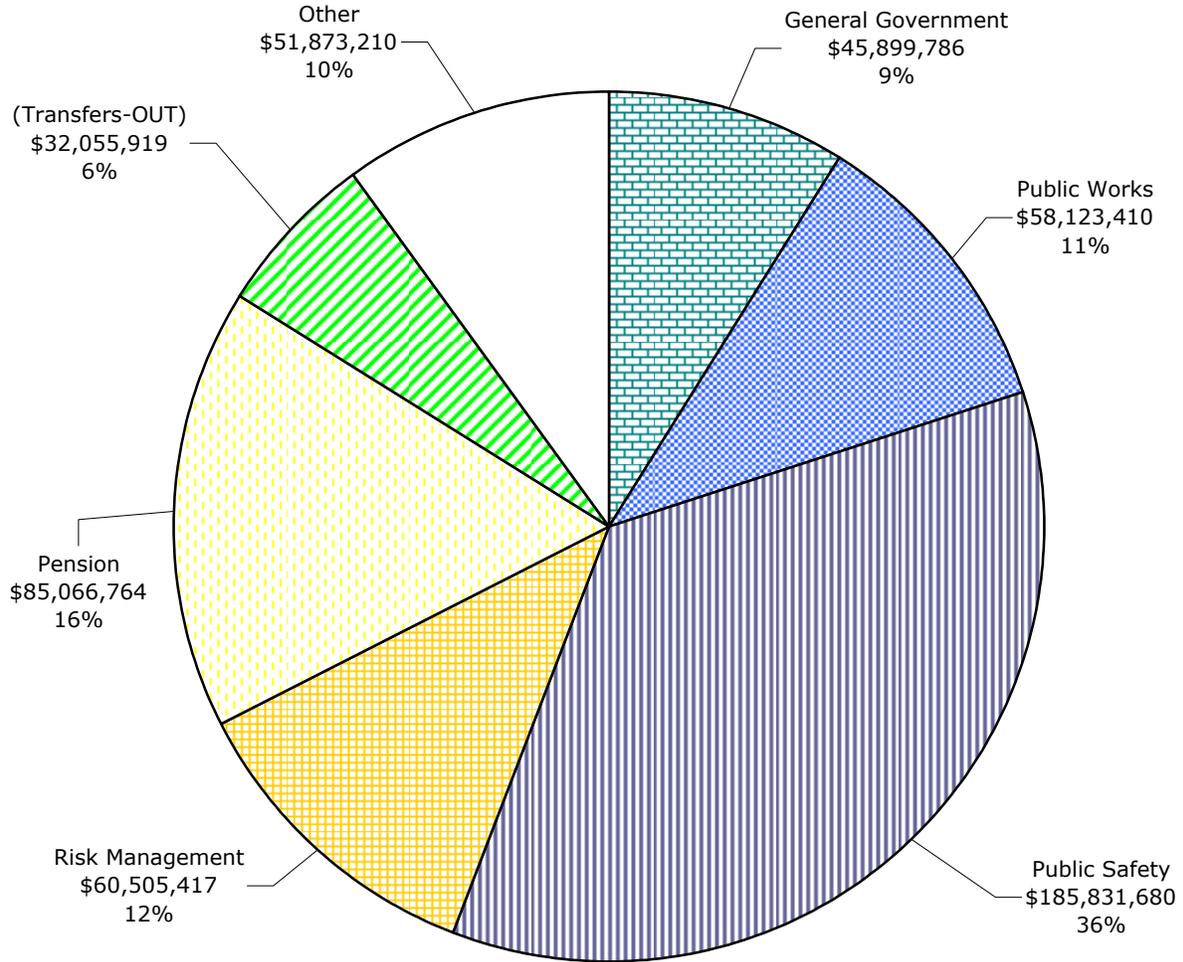


	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Virginia Key Tolls		50,000	50,000	50,000	63,953
Fire Assessment Fee		1,218,032	1,807,402	1,807,402	2,299,425
Supplemental Waste Fee on Commercial		2,562,875	2,525,000	2,525,000	2,571,062
Construction Debris Removal Fees		2,283,750	2,250,000	2,250,000	2,754,326
FOP Motor Cycle Maintenance Fees		300	300	300	360
IAFF WCSUP		50,000	50,000	50,000	61,731
Total -Charges for Services	16.50%	83,866,817	84,007,650	84,037,484	91,979,456
Total Revenues (Inflows)	100.00%	\$508,136,186	\$491,764,660	\$498,736,774	\$441,241,058



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Expenditures (Outflows) -General Fund





	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Expenditures (Outflows)						
General Government						
Mayor		\$936,254	\$820,493	\$115,761	\$901,661	\$792,595
Board of Commissioners		2,250,000	1,790,000	460,000	2,000,000	1,639,832
Office of the City Manager		2,448,614	2,288,749	159,865	2,288,749	2,164,676
Office of the City Clerk		1,605,908	2,006,118	(400,210)	2,006,118	1,313,370
Office of Civil Service		317,922	358,336	(40,414)	358,336	351,826
Office of the Auditor General		934,934	883,770	51,164	883,770	584,407
Office of Communications		1,318,842	937,792	381,050	949,133	906,269
Employee Relations		5,076,422	4,689,250	387,172	4,796,077	3,186,656
Information Technology		14,611,813	14,978,369	(366,556)	14,978,369	11,750,490
Law		6,787,743	6,224,609	563,134	6,224,609	5,165,647
Strategic Planning, Budget & Performance		1,636,030	1,624,172	11,858	1,624,172	1,228,742
Purchasing		1,481,055	1,498,363	(17,308)	1,498,363	1,339,888
Office of Hearing Boards		1,014,949	1,096,411	(81,462)	1,096,411	1,000,412
Finance		5,479,300	5,587,507	(108,207)	5,480,680	5,046,487
Total -General Government	9.03%	45,899,786	44,783,939	1,115,847	45,086,448	36,471,297
Planning and Development						
Building		7,463,727	6,932,629	531,098	7,293,629	6,401,492
Department of Planning		2,794,017	2,892,729	(98,712)	2,906,462	2,449,353
Office of Zoning		876,545	866,774	9,771	950,774	412,821
Total -Planning and Development	2.19%	11,134,289	10,692,132	442,157	11,150,865	9,263,666
Public Works						
Solid Waste		23,057,787	22,277,929	779,858	22,537,929	20,188,697
GSA		18,802,822	17,311,914	1,490,908	17,911,914	15,652,255



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Public Works		16,262,801	15,188,389	1,074,412	15,188,389	12,439,948
Total -Public Works	11.44%	58,123,410	54,778,232	3,345,178	55,638,232	48,280,900
Public Safety						
Fire-Rescue		67,983,884	64,541,119	3,442,765	64,536,268	65,530,804
Police		117,847,796	111,740,615	6,107,181	112,034,659	116,452,134
Total -Public Safety	36.57%	185,831,680	176,281,734	9,549,946	176,570,927	181,982,938
Public Facilities						
Public Facilities	1.46%	7,443,216	7,659,326	(216,110)	7,756,402	5,053,927
Parks & Recreation	3.95%	20,048,319	17,519,645	2,528,674	18,419,645	16,183,928
Risk Management	6.65%	33,768,550	34,263,573	(495,023)	34,263,573	29,162,254
Organizational Support -Group Benefits	5.26%	26,736,867	24,610,052	2,126,815	24,610,052	22,002,465
Pension						
Government Employees Sanitation Employees -GESE		27,458,718	25,245,326	2,213,392	25,245,326	21,969,984
Fire Police -FIPO		56,770,689	52,413,917	4,356,772	52,413,917	50,982,034
Elected Officials and Administrators -EORT		837,357	1,985,073	(1,147,716)	1,985,073	910,291
Total -Pension	16.74%	85,066,764	79,644,316	5,422,448	79,644,316	73,862,309
Non-Departmental						
Economic Development		1,500,182	1,307,570	192,612	1,287,040	1,896,036
Capital Improvement & Transportation -Administration		3,914,375		3,914,375		
Office of Citi-Stat		387,244	374,096	13,148	374,096	421,521
Office of Grants Administration		539,350	515,635	23,715	533,635	449,909
Other		5,906,235	11,556,891	(5,650,656)	7,205,568	12,091,417
Total -Non-Departmental	2.41%	12,247,386	13,754,192	(1,506,806)	9,400,339	14,858,884



General Fund
Schedule of Expenditures
(Outflows)
by Department

	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
(Transfers-Out)	4.30%	21,835,919	27,777,519	(5,941,600)	36,195,975	23,862,197
Total Expenditures (Outflows)	100.00%	\$508,136,186	\$491,764,660	\$16,371,526	\$498,736,774	\$460,984,765



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	FY2007 Adopted Budget	FY2006 Revised Budget	FY2006 Adopted Budget	FY2005 Actual @ 9/30/05
General Government				
Mayor	\$2.50	\$2.41	\$2.19	\$2.12
Board of Commissioners	6.01	5.34	4.78	4.38
Office of the City Manager	6.54	6.11	6.11	5.78
Office of the City Clerk	4.29	5.35	5.35	3.51
Office of Civil Service	0.85	0.96	0.96	0.94
Office of the Auditor General	2.50	2.36	2.36	1.56
Office of Communications	3.52	2.53	2.50	2.42
Employee Relations	13.55	12.80	12.52	8.51
Information Technology	39.00	39.98	39.98	31.36
Law	18.12	16.61	16.61	13.79
Strategic Planning, Budget & Performance	4.37	4.34	4.34	3.28
Purchasing	3.95	4.00	4.00	3.58
Office of Hearing Boards	2.71	2.93	2.93	2.67
Finance	14.63	14.63	14.91	13.47
Total -General Government	122.51	120.34	119.54	97.35
Planning and Development				
Building	19.92	19.47	18.50	17.09
Department of Planning	7.46	7.76	7.72	6.54
Office of Zoning	2.34	2.54	2.31	1.10
Total -Planning and Development	29.72	29.76	28.54	24.73
Public Works				
Solid Waste	61.55	60.16	59.46	53.89
GSA	50.19	47.81	46.21	41.78
Public Works	43.41	40.54	40.54	33.20



	FY2007 Adopted Budget	FY2006 Revised Budget	FY2006 Adopted Budget	FY2005 Actual @ 9/30/05
Total -Public Works	155.14	148.51	146.21	128.87
Public Safety				
Fire-Rescue	181.46	172.26	172.27	174.91
Police	314.56	299.04	298.25	310.83
Total -Public Safety	496.02	471.30	470.53	485.74
Public Facilities	19.87	20.70	20.44	13.49
Parks & Recreation	53.51	49.17	46.76	43.20
Risk Management	90.13	91.46	91.46	77.84
Organizational Support -Group Benefits	71.37	65.69	65.69	58.73
Pension				
Government Employees Sanitation Employees -GESE	73.29	67.38	67.38	58.64
Fire Police -FIPO	151.53	139.90	139.90	136.08
Elected Officials and Administrators -EORT	2.24	5.30	5.30	2.43
Total -Pension	227.06	212.58	212.58	197.15
Non-Departmental				
Economic Development	4.00	3.44	3.49	5.06
Capital Improvement & Transportation -Administration	10.45			
Office of Citi-Stat	1.03	1.00	1.00	1.13
Office of Grants Administration	1.44	1.42	1.38	1.20
Other	15.76	19.23	30.85	32.27
Total -Non-Departmental	32.69	25.09	36.71	39.66
Total Expenditures (Outflows)	\$1,356.30	\$1,331.21	\$1,312.60	\$1,230.44

Population based on U.S. Bureau of the Census Forecast for 2004 =374,649



General Fund Position Changes

This section includes changes in full-time equivalent (FTEs) positions to the City of Miami's General Fund Budget in FY'07. Changes in FTEs occurred between the FY'06 Adopted Budget to the FY'07 Adopted Budget

General Government

- Office of the Mayor – Decreased 1.0 Special Aide position. Total base salary decrease = \$26,595.
- Board of Commissioners – Increased 1.0 Special Aide position. Total base salary increase = \$30,000.
- Office of the City Manager – Increased 1.0 Executive position. Position title unspecified. Total base salary increase = \$150,000.
- Office of Communications - Increased 1.0 Master Control Operator position. Total base salary increase = \$48,750.
- Employee Relations – Increased 9.0 positions. 7.0 positions transferred from the Finance Department as the payroll function for all City operations were moved to the Employee Relations Department in FY'06. Additionally, 1.0 Testing Specialist position and 1.0 Personnel Specialist position were added in FY'07. The transfer of the 7.0 payroll positions has no increase funding impact on the General Fund in FY'07 as the costs associated with these positions were transferred. Total base salary increase in FY'07 = \$96,260 (\$56,260 Testing Specialist and \$40,000 Personnel Specialist).
- Law – Decreased 1.0 Assistant City Attorney position. The decrease resulted in no operational savings to the General Fund. Position not previously funded.
- Finance Department – Decreased 7.0 positions. Transferred payroll function to Employee Relations in FY'06.



Planning & Development

- Building Department – Increased 1.0 Building Inspector I position. Total base salary increase = \$50,268.
- Department of Planning - Increased 1.0 position. Consolidation of a .5 Information Clerk and a .5 Administrative Assistant III into a 1.0 Administrative II position. Total base salary increase = \$13,733.

Public Works

- Solid Waste Department – Increased 1.0 Sanitation Code Enforcement position. Total base salary increase = \$30,400.
- General Services Administration (GSA) - Increased 3.0 Custodial I positions. Total base salary increase = \$72,261; \$24,087 each.

Public Safety

- Fire Rescue Department – Increased 42.95 positions. Includes 35.0 new firefighter positions, 1.0 firefighter position transferred from the Special Revenue Fund Public Access Defibrillation (PAD) Program to the General Fund, 4.16 firefighter shared position costs transferred from the SAFER Grant to the General Fund, and 2.79 shared position costs for Communication Operators and 1.0 Communication Supervisor transferred from the E911 Grant to the General Fund. Total base salary increase = \$1,364,877.
- Police Department – Increased 45.0 Police Officer positions. Total base salary increase = \$1,659,195; \$36,871 each.

Public Facilities

- Public Facilities – Decreased 1.0 Operations Supervisor position. Total base salary decrease = \$65,760.



Parks & Recreation

- The Parks and Recreation Department increased 3.0 positions. Positions added were 2.0 Irrigation Specialists and 1.0 Principal Staff Analyst. Total base salary increase =\$121,102; (\$30,839 Irrigation Specialists and \$59,424 Principal Staff Analyst).

Non-Departmental

- Economic Development –Increased 1.5 positions. The positions added were a 1.0 Administrative Assistant I and a 1.0 Sr. Project Representative. Additionally, .5 Administrative II position costs were transferred to the Planning Department in FY'06. Total base salary increase =\$105,159.
- Capital Improvement Administration – This department moved from the Capital Improvement Project Fund to the General Fund in FY'07. Total number of position =50.00. Total base salary increase =\$3,426,133.



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	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Gain (Loss) FY'07 Adopted - FY'06 Adopted	FY2005 Actual @ 9/30/05
Positions -FTEs					
General Government					
Mayor		13.57	14.57	(1.00)	13.57
Board of Commissioners		24.42	23.42	1.00	23.42
Office of the City Manager		24.00	23.00	1.00	23.00
Office of the City Clerk		14.00	14.00		14.00
Office of Civil Service		4.00	4.00		4.00
Office of the Auditor General		11.00	11.00		11.00
Office of Communications		12.00	11.00	1.00	11.00
Employee Relations		57.00	48.00	9.00	46.00
Information Technology		97.00	97.00		91.00
Law		63.00	64.00	(1.00)	63.00
Strategic Planning, Budget & Performance		20.00	20.00		19.00
Purchasing		19.00	19.00		19.00
Office of Hearing Boards		8.00	8.00		8.00
Finance		61.00	68.00	(7.00)	67.00
Total -General Government	11.63%	427.99	424.99	3.00	412.99
Planning and Development					
Building		86.00	85.00	1.00	82.00
Department of Planning		32.00	31.00	1.00	40.84
Office of Zoning		11.00	11.00		
Total -Planning and Development	3.50%	129.00	127.00	2.00	122.84
Public Works					
Solid Waste		242.00	241.00	1.00	240.00



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Gain (Loss) FY'07 Adopted - FY'06 Adopted	FY2005 Actual @ 9/30/05
GSA		175.00	172.00	3.00	172.00
Public Works		109.00	109.00		93.00
Total -Public Works	14.29%	526.00	522.00	4.00	505.00
Public Safety					
Fire-Rescue:					
Sworn		674.16	634.00	40.16	634.00
Civilian		75.79	73.00	2.79	73.00
Police:					
Sworn		1,147.00	1,102.00	45.00	1,082.00
Civilian		351.80	351.80		345.00
Total -Public Safety	61.08%	2,248.75	2,160.80	87.95	2,134.00
Public Facilities	1.38%	50.66	51.66	(1.00)	39.16
Parks & Recreation	5.03%	185.00	182.00	3.00	182.00
Risk Management	0.76%	28.00	28.00		26.00
Non-Departmental					
Economic Development		13.00	11.50	1.50	24.16
Capital Improvement & Transportation -Administration		50.00		50.00	
Office of Citi-Stat		5.00	5.00		7.00
Office of Grants Administration		7.00	7.00		7.00
Mayor's International Council		2.00	2.00		2.00
Community Relations Board		3.00	3.00		3.00
FACE		6.00	6.00		6.00
Total -Non-Departmental	2.34%	86.00	34.50	51.50	49.16



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	Gain (Loss) FY'07 Adopted - FY'06 Adopted	FY2005 Actual @ 9/30/05
Total Full-Time Positions	100.00%	3,681.40	3,530.95	150.45	3,471.15



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5-Year General Fund Forecast

The 5-year forecast of the General Fund was developed to assess the level of risk the City of Miami could face over this time period in its ability to maintain current operations. Revenues, inflows, expenditures, and outflows are reviewed to estimate any increase/decrease in each category and its impact on the City's fund balance.

Major Assumptions Used in Forecast

The 5-year forecast used a 3-year weighted moving average with larger probabilities (weights) placed on the known results of the most recently audited fiscal year, and a smaller probability on the current budgeted year. The forecast also assumed full-time equivalent positions will remain constant over this period.

In FY'07, a 60% probability was used for FY'05, a 30% probability in FY'04, and a 10% probability in FY'07. No probability was included for FY'06 because the results of that year are not final and known. However, once known the 5-year forecast will be adjusted to reflect this information.

For future years, FY'09 to FY'12, the percentage change was held constant for areas of uncertainty and adjusted for areas which information was known. Typically, future years would show a deficit of revenues over expenditures based on greater uncertainty in future years.

What is Included?

- Property taxes will continue to increase due to the increase in net assessed taxable value in the City of Miami. This increase has been averaging 19% over the past three tax years, and is anticipated to remain constant in FY'08. However, this forecast provides more conservative estimates in future years (FY'09 – FY'12).
- Franchise fees and other taxes are anticipated to increase at a diminishing rate in FY'08 and continue to decrease in future years (FY'09 – FY'12). The primary cause of the anticipated decrease is due to the reduction in Local Option Gas Tax and Stormwater Utility Fees over this period. These sources declined 6.6% and 8.1% in FY'05 and are expected to decrease in FY'06 and future years. The cause is the incorporation of additional municipalities to Miami-Dade County resulting in a change in distribution to the City.



- Interest income is expected to remain constant over this period, with no adjustments made for gain/loss on investments.
- Transfers-in from other funds are anticipated to decrease over this period due to the reduction of contributions received from Utility Services Taxes. These taxes, which consist of funds transferred from the Public Service Tax Fund, decreased 12% in FY'05 and will continue to decrease in future years as telecommunication companies continue to provide bundled services to its customers.
- Fines and forfeitures are forecasted to increase at a conservative level as collections from code enforcement penalty and ticketing fines continue to increase as a result of new and completed construction projects in the City of Miami.
- Intergovernmental revenues are expected to increase based primarily on anticipated increases in half-cent sales tax, which should conservatively increase 1% per year over this period. Revenues from the State of Florida revenue sharing and Off-street Parking are anticipated to remain constant, however, is expected to change as more information becomes available.
- License and permits will continue to grow at a diminishing rate in FY'08, but is expected to remain constant in future years (FY'09 – FY'12). It is anticipated that revenues received in this category will begin to level as less new construction is performed in future years.
- The decline in other revenues is based on no inflow from the use of fund balance to support current year operations. The planned use of fund balance was not included as part of the 5-year forecast. The purpose of the 5-year forecast is to determine whether anticipated recurring revenues can support recurring expenditures without the use of fund balance.
- Charges for services will continue to increase in FY'08 as construction projects contributes to increased inspection revenues. It is also anticipated that occupants of newly constructed residential buildings will also contribute to increased service revenue. However, the continued phase out of the fire fee will contribute to a reduction in this category in future years.
- Expenditures were forecasted based on current spending patterns within each department/area with adjustments made in FY'07 based on anticipated departmental changes. This spending pattern is also reflected in future years to demonstrate the impact current expenditures may have on the operations of the City if no changes are made. A list of each function and department anticipated spending is available on pages 108 to 111.



What is not Included?

- Changes in full-time equivalent positions. The City of Miami has been adding an average of 80 full-time equivalent positions over the past 3-year period. However, no information was available to determine whether this increase will continue in future years. If so, overall expenditures may increase between 2 to 3% over forecasted for each additional year.
- The City of Miami is currently in negotiations with all three of its union contracts (FOP, AFSCME, and IAFF). No increases were included in this forecast as a result of any agreed upon one-time salary adjustments, which is typically associated with agreements when completed.
- The State of Florida is currently evaluating ways to reduce the impact of increasing property taxes on its residents. Two issues currently being considered: doubling of the homestead exemption from \$25,000 to \$50,000 and the portability of the homestead exemption were not included in the forecast. These issues are still in the evaluation process and its overall impact on the City has yet to be determined, however, the growth in property tax revenues were conservatively estimated to account for this information.
- The area of South Florida is experiencing an active hurricane season, which is projected to remain active over the next 15 to 20 years. No cost related to potential storm damage was included in this forecast. A percentage of total cost from storm damage is paid from the City's available fund balance, which is currently sufficient to meet this uncertain event(s).



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City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Revenues (Inflows)															
Property Taxes															
Taxes Real Current	142,541,905	162,335,536	198,665,408	13.9%	240,966,786	22.4%	289,160,143	21.3%	332,534,165	20.0%	365,787,581	15.0%	395,050,587	10.0%	426,654,634
Taxes Personal Current	13,801,570	13,702,829	13,331,201	-0.7%	12,758,231	-2.7%	12,293,931	-4.3%	11,360,286	-3.6%	10,497,545	-7.6%	9,700,324	-7.6%	8,963,646
Real Del Tax in Excess of	0	380,810	0	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Taxes Rec Real Del	2,002,777	1,469,737	1,250,000	-26.6%	1,250,000	-15.0%	974,435	0.0%	797,738	-22.0%	653,082	-18.1%	534,657	-18.1%	437,706
Taxes Rec Pers Del	874,907	845,306	500,000	-3.4%	250,000	-40.8%	197,752	-50.0%	129,805	-20.9%	85,205	-34.4%	55,929	-34.4%	36,712
Interest Ad Valorem Taxes	170,520	245,768	150,000	44.1%	152,250	-39.0%	171,492	1.5%	171,442	12.6%	171,392	0.0%	171,342	0.0%	171,292
Total -Property Taxes	159,391,679	178,979,987	213,896,609	12.3%	255,377,267	19.5%	302,797,754	19.4%	344,993,436	18.6%	377,194,805	13.9%	405,512,839	9.3%	436,263,991
Franchise Fees and Other Taxes															
Gas Franchise	496,361	524,034	460,000	5.6%	466,900	-12.2%	476,781	1.5%	479,988	2.1%	483,217	0.7%	486,467	0.7%	489,739
FP & L Franchise	15,650,364	18,270,773	17,500,000	16.7%	19,500,000	-4.2%	21,006,349	11.4%	21,707,114	7.7%	22,431,256	3.3%	23,179,555	3.3%	23,952,818
Local Option Gas Tax	7,701,814	7,192,612	7,035,984	-6.6%	7,131,617	-2.2%	6,675,582	1.4%	6,174,855	-6.4%	5,711,688	-7.5%	5,283,262	-7.5%	4,886,971
Contributions from Cable TV License	400,000	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Stormwater Utility Fees	10,247,760	9,409,724	8,962,242	-8.2%	8,962,242	-4.8%	8,226,743	0.0%	7,471,236	-8.2%	6,785,110	-9.2%	6,161,996	-9.2%	5,596,106
Cable Subscriber Fees	492,330	521,581	400,000	5.9%	0	-23.3%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Franchise Fees and Other Taxes	34,988,629	35,918,724	34,358,226	2.7%	36,060,759	-4.3%	36,385,455	5.0%	35,833,193	0.9%	35,411,271	-1.5%	35,111,280	-1.2%	34,925,634
Interest															
Interest on Investments	7,898,521	8,181,181	7,500,000	3.6%	8,000,000	-8.3%	8,000,000	6.7%	8,000,000	0.0%	8,000,000	0.0%	8,000,000	0.0%	8,000,000
Interest on Lot Clearing Liens	73	81	0	11.1%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Interest on Assessment Liens	15,988	15,508	11,000	-3.0%	11,000	-29.1%	11,000	0.0%	10,253	0.0%	9,557	-6.8%	8,908	-6.8%	8,303
Interest Income -Other	55,924	73,309	60,000	31.1%	90,000	-18.2%	90,000	50.0%	90,000	0.0%	90,000	0.0%	90,000	0.0%	90,000
Interest on SW Delinquent A/C	1,873	2,518	0	34.4%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Gain/Loss Investments	(2,533,968)	(3,868,068)	0	52.6%	0	-100.0%	0	0.0%	0	-100.0%	0	0.0%	0	0.0%	0
Total -Interest	5,438,411	4,404,529	7,571,000	-19.0%	8,101,000	71.9%	8,101,000	7.0%	8,100,253	0.0%	8,099,557	0.0%	8,098,908	0.0%	8,098,303

City of Miami

General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
(Transfers-IN)																
Transfer from Community Development	1,600,146	212,409	-86.7%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Sports & Exhib.	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Util. Serv. Taxes	47,417,828	43,213,187	-8.9%	51,628,734	19.5%	35,737,086	-30.8%	34,127,157	-4.5%	30,909,508	-9.4%	27,995,232	-9.4%	25,355,726	-9.4%	22,965,084
Contributions from Trust & Agency Contributions from Special Revenue Fund	382,470	58,478	-84.7%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Debt Service Fund	0	0	0.0%	0	0.0%	1,000,000	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0
Transfer from Local Option Gas Tax	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Cont. from Guar. Entitl D.S.	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contr./Envir. Stormwater Ser.	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total (Transfers-IN)	49,400,444	43,484,074	-12.0%	51,628,734	18.7%	36,737,086	-28.8%	34,127,157	-7.1%	30,909,508	-9.4%	27,995,232	-9.4%	25,355,726	-9.4%	22,965,084
Fines and Forfeitures																
Metro Court -Fines & Forfeitures	4,116,588	4,112,516	-0.1%	4,000,000	-2.7%	4,060,000	1.5%	4,050,000	-0.2%	4,025,000	-0.6%	4,000,154	-0.6%	3,975,462	-0.6%	3,950,922
Unclaimed Monies	183,533	77,765	-57.6%	150,000	92.8%	150,000	0.0%	137,135	-8.6%	137,104	0.0%	137,072	0.0%	137,041	0.0%	137,010
Salvage	800	8,440	955.0%	5,500	-34.8%	5,500	0.0%	8,000	45.5%	9,507	18.8%	11,298	18.8%	13,426	18.8%	15,955
Forfeited Funds	0	84,232	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Code Enforcement Penalty	179,628	278,754	55.2%	170,000	-39.0%	200,000	17.6%	241,415	20.7%	263,781	9.3%	288,218	9.3%	314,920	9.3%	344,096
Zoning Violation Letters	58,312	79,858	36.9%	50,000	-37.4%	60,000	20.0%	66,416	10.7%	69,292	4.3%	72,293	4.3%	75,423	4.3%	78,689
Ticketing -Administrative Fees	0	1,500	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Ticketing -Fines -CEB	178,174	331,438	86.0%	100,000	-69.8%	120,000	20.0%	156,012	30.0%	175,267	12.3%	196,898	12.3%	221,199	12.3%	248,500
Ticketing -Fines -ARC	15,322	5,500	-64.1%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Fines and Forfeitures	4,732,357	4,980,002	5.2%	4,475,500	-10.1%	4,595,500	2.7%	4,658,978	1.4%	4,679,950	0.5%	4,705,934	0.6%	4,737,472	0.7%	4,775,172
Intergovernmental Revenues																
Occupational License -Metro	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State of Florida Revenue Sharing	10,351,506	12,581,352	21.5%	12,175,603	-3.2%	12,596,619	3.5%	12,600,000	0.0%	12,600,000	0.0%	12,600,000	0.0%	12,600,000	0.0%	12,600,000

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
State of Florida Mobile Home Licenses	66,617	64,323	-3.4%	75,000	16.6%	75,000	0.0%	75,642	0.9%	74,194	-1.9%	72,774	-1.9%	71,381	-1.9%	70,015
State of Florida Cigarette Tax	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Business Licenses -Liquor	299,813	356,363	18.9%	250,000	-29.8%	350,000	40.0%	350,000	0.0%	350,000	0.0%	350,000	0.0%	350,000	0.0%	350,000
Florida Dept. of Community	0	68	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
US Department of Agriculture	100,073	(159,089)	-259.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Metro-Dade Tourist Bed Tax	1,154,251	1,353,420	17.3%	1,300,000	-3.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
US Dept of Health & Human Services	176,239	109,960	-37.6%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Florida Dept. of Law Enforcement	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Half Cent Sales Tax	21,913,227	23,001,474	5.0%	23,054,763	0.2%	25,200,599	9.3%	25,679,501	1.9%	25,951,417	1.1%	26,226,212	1.1%	26,503,917	1.1%	26,784,563
Firefighter Supplemental Compensation	144,966	110,421	-23.8%	120,000	8.7%	120,000	0.0%	120,000	0.0%	120,000	0.0%	120,000	0.0%	120,000	0.0%	120,000
Pension from State	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Metropolitan Dade County	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
US Department of Justice	10,997,695	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
FEMA -Hurricane Andrew Reimbursement	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Key Biscayne -City Contract	472,457	479,160	1.4%	479,000	0.0%	479,000	0.0%	479,000	0.0%	479,000	0.0%	479,000	0.0%	479,000	0.0%	479,000
FEMA -Loan/Disaster Relief	1,567,879	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Offstreet Parking	1,394,322	1,887,466	35.4%	1,900,000	0.7%	1,900,000	0.0%	1,900,000	0.0%	1,900,000	0.0%	1,900,000	0.0%	1,900,000	0.0%	1,900,000
FEMA -Hurricane Floyd Reimbursement	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
FEMA -Hurricane Irene Reimbursement	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Non-Operating	621,769	10,375,086	1568.6%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
FEMA	0	(369,510)	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Intergovernmental Revenues	49,260,814	49,790,494	1.1%	39,354,366	-21.0%	40,721,218	3.5%	41,204,142	1.2%	41,474,611	0.7%	41,747,986	0.7%	42,024,299	0.7%	42,303,578
Licenses and Permits																
Business Licenses	6,365,810	6,412,703	0.7%	6,300,000	-1.8%	6,400,000	1.6%	6,400,000	0.0%	6,162,459	-3.7%	5,933,735	-3.7%	5,713,500	-3.7%	5,501,439
Business Licenses - Penalty	187,646	162,717	-13.3%	200,000	22.9%	250,000	25.0%	248,437	-0.6%	260,957	5.0%	274,107	5.0%	287,921	5.0%	302,431
Occupational Licenses - Metro Zoning Certificate of Use & Occupancy	624,646	778,226	24.6%	500,000	-35.8%	507,500	1.5%	518,123	2.1%	488,100	-5.8%	459,817	-5.8%	433,173	-5.8%	408,073
Fireworks Permits	7,939	4,895	-38.3%	6,000	22.6%	6,000	0.0%	4,925	-17.9%	4,327	-12.1%	3,801	-12.1%	3,340	-12.1%	2,934

City of Miami
General Fund
Five-Year Forecast

	Actual	Actual	Budget	%	Budget	%	FY08	%	FY09	%	FY10	%	FY11	%	FY12
	9/30/04	9/30/05	FY06 Adopted	Change	FY07 Adopted	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change	Projected
Assembly Permits	6,710	6,930	7,000	3.3%	6,500	1.0%	6,469	-0.5%	6,066	-6.2%	5,688	-6.2%	5,333	-6.2%	5,001
Bench Permits	89,495	263,307	50,000	194.2%	100,000	-81.0%	198,181	98.2%	220,000	11.0%	244,221	11.0%	271,110	11.0%	300,958
Elevator Permits	103,628	167,290	125,000	61.4%	130,000	-25.3%	165,207	27.1%	182,264	10.3%	201,082	10.3%	221,843	10.3%	244,748
Mechanical Permits	14,762	16,604	6,500	12.5%	15,000	-60.9%	15,039	0.3%	19,246	28.0%	24,629	28.0%	31,518	28.0%	40,333
Land Use Review	36,103	92,597	30,000	156.5%	40,000	-67.6%	69,361	73.4%	98,069	41.4%	138,659	41.4%	196,050	41.4%	277,194
Plans Review	237,000	549,000	300,000	131.6%	500,000	-45.4%	525,000	5.0%	525,000	0.0%	525,000	0.0%	525,000	0.0%	525,000
Contractor's Occupational Licenses	464	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Traffic Permit Fees	77,846	128,838	100,000	65.5%	100,000	-22.4%	129,936	29.9%	144,351	11.1%	160,365	11.1%	178,156	11.1%	197,921
Sign Permits	16,735	465,538	15,000	2681.8%	300,000	-96.8%	350,000	16.7%	350,000	0.0%	350,000	0.0%	350,000	0.0%	350,000
Landscape Permits	139,577	180,364	130,000	29.2%	130,000	-27.9%	139,065	7.0%	135,360	-2.7%	131,753	-2.7%	128,243	-2.7%	124,827
Zoning Certificate of Use & Occupancy	1,109,713	1,034,455	1,100,000	-6.8%	1,100,000	6.3%	1,054,627	-4.1%	993,800	-5.8%	936,481	-5.8%	882,468	-5.8%	831,571
Accessory Use Certif. -Renewal	27,287	25,525	25,000	-6.5%	25,000	-2.1%	23,400	-6.4%	21,555	-7.9%	19,855	-7.9%	18,290	-7.9%	16,847
Class C Special Permits	231,656	218,292	100,000	-5.8%	120,000	-54.2%	96,763	-19.4%	82,640	-14.6%	70,578	-14.6%	60,276	-14.6%	51,479
Major Use Special Permits	1,155,644	1,277,386	1,000,000	10.5%	1,700,000	-21.7%	1,779,391	4.7%	1,807,711	1.6%	1,836,482	1.6%	1,865,710	1.6%	1,895,404
Gas Inspection Permits	20,097	18,676	19,000	-7.1%	19,000	1.7%	17,927	-5.6%	16,657	-7.1%	15,476	-7.1%	14,380	-7.1%	13,361
Air Conditioning Permits	715,199	988,569	884,300	38.2%	1,000,000	-10.5%	1,186,563	18.7%	1,299,306	9.5%	1,422,761	9.5%	1,557,946	9.5%	1,705,976
Energy Conservation Inspection Permits	922,452	1,697,095	700,000	84.0%	1,453,800	-58.8%	1,650,000	15.1%	1,675,000	1.5%	1,700,379	1.5%	1,726,142	1.5%	1,752,296
Temporary Certificate of Occupancy	272,650	314,840	270,000	15.5%	274,050	-14.2%	282,432	3.1%	273,469	-3.2%	264,790	-3.2%	256,387	-3.2%	248,251
Class A	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Class B	37,200	20,250	20,000	-45.6%	20,000	-1.2%	14,169	-29.2%	11,206	-20.9%	8,863	-20.9%	7,009	-20.9%	5,544
Comprehensive Plan Amendment	31,583	61,052	15,500	93.3%	15,500	-74.6%	20,294	30.9%	21,644	6.7%	23,084	6.7%	24,619	6.7%	26,257
HCB Appearance Fees	950	450	200	-52.7%	300	-55.5%	167	-44.4%	133	-20.5%	105	-20.5%	84	-20.5%	67
Hearing Board Applications	103,560	165,172	100,000	59.5%	120,000	-39.5%	148,010	23.3%	164,909	11.4%	183,736	11.4%	204,714	11.4%	228,086
Sidewalk Café Permits	563	8,660	10,000	1438.2%	5,000	-50.0%	5,000	0.0%	4,154	-16.9%	3,452	-16.9%	2,868	-16.9%	2,383
Waterfront Improvements Permits	52,128	43,144	20,000	-17.2%	20,000	-53.6%	14,419	-27.9%	10,782	-25.2%	8,062	-25.2%	6,029	-25.2%	4,508
Haulers Permit Fees	6,280,209	8,191,475	7,800,000	30.4%	8,400,000	-4.8%	8,400,000	0.0%	8,400,000	0.0%	8,400,000	0.0%	8,400,000	0.0%	8,400,000
Fire -Certificate of Use Renewals	1,244,019	1,346,022	1,300,000	8.2%	1,300,000	-3.4%	1,300,000	0.0%	1,243,733	-4.3%	1,189,901	-4.3%	1,138,400	-4.3%	1,089,127
Telecommunication Public Right/Way Fees	(73,796)	151	0	-100.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Right of Way Use Permits	8,481	7,320	7,000	-13.7%	10,000	-4.4%	9,287	-7.1%	9,641	3.8%	10,008	3.8%	10,390	3.8%	10,786
Fire Safety Permit Fees	1,230,837	1,501,187	1,275,000	22.0%	1,294,125	-15.1%	1,309,958	1.2%	1,310,000	0.0%	1,310,042	0.0%	1,310,084	0.0%	1,310,126

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Pay Telephone Permits	66,046	60,069	-9.0%	65,000	8.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
P/H Annual Entry Franchise Fees	68,000	106,453	56.5%	100,000	-6.1%	80,000	-20.0%	102,007	27.5%	107,620	5.5%	113,542	5.5%	119,790	5.5%	126,382
P/H Annual Per A/C Fees Regular	1,078,712	526,456	-51.2%	550,000	4.5%	750,000	36.4%	545,815	-27.2%	497,896	-8.8%	454,183	-8.8%	414,309	-8.8%	377,935
Zoning Review Fees	258,660	282,650	9.3%	231,150	1.5%	234,617	1.5%	230,497	-1.8%	215,909	-6.3%	202,245	-6.3%	189,445	-6.3%	177,456
Alcoholic Beverage Application Fees	2,250	31,200	1286.7%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Certificate Buildings 40-yrs. Or Older	91,500	126,530	38.3%	80,000	-36.8%	80,000	0.0%	87,760	9.7%	86,054	-1.9%	84,382	-1.9%	82,742	-1.9%	81,134
P/H Annual per A/C Fee/Roll-off	167,726	112,342	-33.0%	95,000	-15.4%	95,000	0.0%	95,000	0.0%	89,792	-5.5%	84,870	-5.5%	80,217	-5.5%	75,820
Total (Licenses and Permits)	23,011,688	27,394,427	19.0%	23,536,650	-14.1%	26,581,392	12.9%	27,143,226	2.1%	26,939,806	-0.7%	26,796,136	-0.5%	26,717,485	-0.3%	26,711,651
Other Revenues (Inflows)																
Coin Phones Commission	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Reimbursement Lost Property	19,604	11,654	-40.6%	4,000	-65.7%	4,000	0.0%	5,000	25.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000
Miscellaneous Permits	1,100	700	-36.4%	1,100	0.0%	1,100	0.0%	1,100	0.0%	1,116	1.5%	1,133	1.5%	1,150	1.5%	1,167
Pension -Metro Waters & Sewers	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Service Charges -Reproduction	0	(31,581)	-100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Others	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Sale of Equipment	493,895	414,150	-16.1%	100,000	-75.9%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000
Service Charges -General	283,975	303,891	7.0%	0	-100.0%	253,750	100.0%	209,404	-17.5%	220,154	5.1%	231,456	5.1%	243,339	5.1%	255,831
Government	2,293,718	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Reimbursement Prior Yr. Expend.	0	22,555	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Transfer from Community	0	22,555	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Development	527,479	2,028,736	284.6%	450,000	-77.8%	2,000,000	344.4%	209,404	-100.0%	220,154	5.1%	231,456	5.1%	243,339	5.1%	255,831
Miscellaneous Revenues	3,441	7,503	118.0%	3,500	-53.4%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Miscellaneous Service Charges	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from General Fund	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Third Party Recovery	0	4,386	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Depts. -Group	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Ins.	0	3,900	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Salary Recovery	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Pension -Metro Courts	(665)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Municipal Fuel Tax	33,124,205	46,384,130	40.0%	31,677,325	-31.7%	13,036,297	-58.8%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0
(Fund Balance Allocation)	300,000	87,614	-70.8%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Land Sales																

City of Miami

General Fund
Five-Year Forecast

	Actual	Actual	Budget	%	Budget	%	FY07	%	FY08	%	FY09	%	FY10	%	FY11	%	FY12
	9/30/04	9/30/05	FY06 Adopted	Change	FY07 Adopted	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change	Projected
Assessment Lien Revenues	(7,313)	(8,244)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Police Overtime	719,744	677,308	500,000	-5.9%	500,000	-26.2%	500,000	0.0%	434,184	-13.2%	372,985	-14.1%	320,412	-14.1%	275,249	-14.1%	236,453
Other Surplus Sale	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Recovery of Damage to City Property	54,431	0	50,000	-100.0%	50,000	100.0%	50,000	0.0%	34,300	-31.4%	30,017	-12.5%	26,269	-12.5%	22,989	-12.5%	20,119
Cashier Coverage	0	(50)	0	-100.0%	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Cost Allocation Plan	(23,070)	0	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Miscellaneous Revenues	0	17,981	0	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Dept. Workers	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Dept. Workers Comp.	43	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Code Enforcement Admin. Fee	0	(900)	0	-100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Solid Waste Foreclosures	(350)	0	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contribution from Law Dept. Services	95,823	147,764	150,000	54.2%	150,000	1.5%	150,000	0.0%	160,000	6.7%	159,976	0.0%	159,953	0.0%	159,929	0.0%	159,906
(Prior Year -Encumbrances Rollover)	2,870,294	355,876	0	-87.6%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Accounts Receivable Collections	35,574	229,769	545,999	545.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Deposits	(1,017)	3,948	0	-488.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Donations	1,000	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Non-Operating	1,031,000	28,405	0	-97.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total (Other Revenues)	41,822,908	50,689,495	32,935,925	21.2%	16,095,147	-35.0%	943,988	-51.1%	889,249	-94.1%	844,223	-5.1%	807,656	-4.3%	778,475	-4.3%	778,475
Charges for Services																	
Local Gov. Pymt in Lieu of Taxes	349,488	0	150,000	-100.0%	150,000	100.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000
Auto Pound	0	5,690	0	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Svce Chges and Fees -SPF	74,320	68,441	0	-7.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Police Services	0	237,997	0	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Public Works Miscellaneous	20,945	137,184	10,000	555.0%	10,000	-92.7%	10,000	0.0%	39,707	297.1%	40,000	0.7%	40,295	0.7%	40,593	0.7%	40,893
Line & Grade Survey	215,199	256,767	150,000	19.3%	150,000	-41.6%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000	0.0%	150,000
Plat Checks	49,463	54,517	50,000	10.2%	50,000	-8.3%	50,786	0.0%	50,786	1.6%	50,786	0.0%	50,786	0.0%	50,786	0.0%	50,786
Covenant Fees	10,400	12,570	0	20.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Excavation Utilities	219,228	291,056	220,000	32.8%	220,000	-24.4%	246,154	1.5%	246,114	10.2%	246,073	0.0%	246,073	0.0%	246,033	0.0%	245,992

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Sidewalk Cuts & Repair -Public Works	57,745	156,695	55,000	171.4%	60,000	-64.9%	108,341	9.1%	108,341	80.6%	108,341	0.0%	108,341	0.0%	108,341
Lights -Lines	1,486	1,194	1,280	-19.7%	1,300	7.2%	1,153	1.6%	1,046	-11.3%	948	-9.4%	859	-9.4%	779
Labor Showmobile	4,127	3,567	3,000	-13.6%	5,000	-15.9%	4,594	66.7%	5,007	-8.1%	5,458	9.0%	5,949	9.0%	6,484
Concessions	666,612	1,327,719	1,077,430	99.2%	1,093,591	-18.9%	1,100,000	1.5%	1,100,000	0.6%	1,100,000	0.0%	1,100,000	0.0%	1,100,000
Miscellaneous Fees -Leisure Services	314	3,285	0	946.3%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Rental	535,116	546,233	500,000	2.1%	520,000	-8.5%	505,051	4.0%	478,200	-2.9%	452,777	-5.3%	428,705	-5.3%	405,913
Class Fees	32,031	52,216	15,000	63.0%	15,000	-71.3%	17,115	0.0%	16,649	14.1%	16,197	-2.7%	15,756	-2.7%	15,327
Pools	587	0	400,000	-100.0%	400,000	100.0%	274,400	0.0%	275,000	-31.4%	275,601	0.2%	276,204	0.2%	276,808
Parks Cemetery Charges	1,501	1,111	1,500	-26.0%	1,500	35.1%	1,395	0.0%	1,330	-7.0%	1,268	-4.7%	1,209	-4.7%	1,153
Taxi and For Hire	(50)	0	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Boiler Inspection	156,692	164,806	160,000	5.2%	160,000	-2.9%	160,300	0.0%	153,612	0.2%	147,204	-4.2%	141,062	-4.2%	135,177
Elevator Inspection	448,123	469,787	449,905	4.8%	507,500	-4.2%	511,829	12.8%	510,661	0.9%	509,496	-0.2%	508,334	-0.2%	507,174
Electrical Inspection	1,450,456	1,962,671	1,250,000	35.3%	1,868,750	-36.3%	1,875,000	49.5%	1,900,000	0.3%	1,925,333	1.3%	1,951,004	1.3%	1,977,018
Building Inspection	4,629,932	6,976,895	6,000,000	50.7%	6,600,000	-14.0%	7,000,000	10.0%	7,071,871	6.1%	7,144,480	1.0%	7,217,835	1.0%	7,291,943
Plumbing Inspection	903,972	1,318,793	1,000,000	45.9%	1,400,000	-24.3%	1,705,139	40.0%	1,807,864	21.8%	1,916,777	6.0%	2,032,252	6.0%	2,154,683
Rental Properties	4,156,013	4,945,421	4,600,000	19.0%	4,700,000	-7.0%	5,044,427	2.2%	5,053,337	7.3%	5,062,262	0.2%	5,071,203	0.2%	5,080,160
Emergency Medical Services	4,842,343	5,057,760	4,750,000	4.4%	4,800,000	-6.1%	4,800,000	1.1%	4,800,000	0.0%	4,800,000	0.0%	4,800,000	0.0%	4,800,000
Other Contributions and Donations	13,766	570	0	-95.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Photocopy Services	176,968	135,761	150,000	-23.3%	150,000	10.5%	131,088	0.0%	117,644	-12.6%	105,580	-10.3%	94,752	-10.3%	85,035
Fire Flow Inspection	61,935	63,624	40,000	2.7%	50,000	-37.1%	45,569	25.0%	43,076	-8.9%	40,720	-5.5%	38,493	-5.5%	36,387
Inflammable Liquids Inspection	14,350	6,850	9,450	-52.3%	8,000	38.0%	6,154	-15.3%	5,042	-23.1%	4,131	-18.1%	3,385	-18.1%	2,773
Standpipe Pressure Test	1,540	1,260	2,100	-18.2%	2,200	66.7%	2,362	4.8%	2,552	7.4%	2,756	8.0%	2,977	8.0%	3,216
Sale of Photographs	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Sale of Fire Reports	4,594	5,016	5,000	9.2%	5,000	-0.3%	5,165	0.0%	5,055	3.3%	4,948	-2.1%	4,843	-2.1%	4,740
Public Hearing Fees -Plan Board	1,114,672	911,614	1,000,000	-18.2%	1,000,000	9.7%	901,390	0.0%	822,526	-9.9%	750,562	-8.7%	684,894	-8.7%	624,971
Sale of Signs Lot Clearing	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Microfilm Charges -Building	138,053	144,624	100,000	4.8%	100,000	-30.9%	91,727	0.0%	80,970	-8.3%	71,475	-11.7%	63,093	-11.7%	55,694
Sale of Atlases Planning Board	31,563	32,736	15,000	3.7%	30,000	-54.2%	28,217	100.0%	32,781	-5.9%	38,084	16.2%	44,244	16.2%	51,401
Service Charges -General Govt. Transfer from Community Development	876,277	864,149	900,000	-1.4%	900,000	4.1%	885,653	0.0%	845,622	-1.6%	807,401	-4.5%	770,907	-4.5%	736,063

City of Miami

General Fund
Five-Year Forecast

	Actual	Actual	Budget	%	Budget	%	FY08	%	FY09	%	FY10	%	FY11	%	FY12
	9/30/04	9/30/05	FY06 Adopted	Change	FY07 Adopted	Change	Projected	Change	Projected	Change	Projected	Change	Projected	Change	Projected
EDA Grant Proceeds	300	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Miscellaneous Revenues	1,944	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Rental Stadiums Only	993,438	1,122,004	1,100,000	12.9%	1,100,000	-2.0%	1,155,364	0.0%	1,140,468	5.0%	1,125,765	-1.3%	1,111,251	-1.3%	1,096,924
Equipment Rental	31,039	33,629	30,000	8.3%	20,000	-33.3%	19,294	-3.5%	16,077	-3.5%	13,397	-16.7%	11,164	-16.7%	9,303
Miscellaneous Service Charges	5,491	5,270	0	-4.0%	5,000	-100.0%	3,802	100.0%	3,855	-24.0%	3,908	1.4%	3,963	1.4%	4,018
Rental - Auditoriums Only	415,552	380,091	364,400	-8.5%	250,000	-4.1%	221,730	-31.4%	177,492	-11.3%	142,080	-20.0%	113,734	-20.0%	91,042
Event Parking	193,319	105,601	105,000	-45.4%	120,000	0.6%	87,063	14.3%	73,350	-27.4%	61,797	-15.8%	52,064	-15.8%	43,864
Misc. Personnel -Stadiums Only	27,866	51,966	15,000	86.5%	10,000	-71.1%	12,467	-33.3%	11,692	24.7%	10,965	-6.2%	10,284	-6.2%	9,644
Utilities	400	6,050	8,650	1412.5%	5,000	43.0%	6,000	-42.2%	5,970	20.0%	5,939	-0.5%	5,909	-0.5%	5,879
Green Fees	119,283	819,035	700,000	586.6%	700,000	-14.5%	800,000	0.0%	822,667	14.3%	845,976	2.8%	869,945	2.8%	894,594
Pro Shop	12,407	78,750	50,000	534.7%	50,000	-36.5%	75,000	0.0%	90,971	50.0%	110,344	21.3%	133,842	21.3%	162,344
Driving Range	10,633	67,434	50,000	534.2%	50,000	-25.9%	60,000	0.0%	63,023	20.0%	66,198	5.0%	69,533	5.0%	73,036
Day Care Fees	209,396	187,711	200,000	-10.4%	200,000	6.5%	187,671	0.0%	174,680	-6.2%	162,588	-6.9%	151,333	-6.9%	140,857
Witness Fees	18,516	9,620	8,500	-48.0%	9,000	-11.6%	6,021	5.9%	4,667	-33.1%	3,618	-22.5%	2,804	-22.5%	2,174
Dockage Watson Island	28,017	95,823	0	242.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Special Events	122,003	126,803	100,000	3.9%	120,000	-21.1%	122,000	20.0%	122,843	1.7%	123,691	0.7%	124,546	0.7%	125,406
Engineering Services	20,024	3,225	0	-83.9%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Excess Collection Fees	5,442	19,931	15,000	266.2%	15,000	-24.7%	15,000	0.0%	14,044	0.0%	13,148	-6.4%	12,310	-6.4%	11,525
Police Escort	61,916	60,197	50,000	-2.8%	50,000	-16.9%	60,000	0.0%	60,000	20.0%	60,000	0.0%	60,000	0.0%	60,000
Events Ins. & Admin. Costs	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Lot Clearing & Demolition	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Solid Waste Fees -Penalties	19,789	33,866	0	71.1%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
City Clerk -Qualifying Fees	0	1,600	0	0.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Solid Waste Fee -Residential Accts.	22,368,773	21,687,075	21,744,684	-3.0%	21,744,684	0.3%	21,800,000	0.0%	21,825,000	0.3%	21,850,029	0.1%	21,875,086	0.1%	21,900,172
Solid Waste Fee -Commercial Accts.	22,980	103,506	0	350.4%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Burglary & Robbery Alarm	728,259	1,119,335	1,000,000	53.7%	1,015,000	-10.7%	1,050,000	1.5%	1,022,645	3.4%	996,002	-2.6%	970,053	-2.6%	944,781
Admin. Surcharge -Off Duty	817,279	969,965	750,000	18.7%	761,250	-22.7%	780,014	1.5%	746,277	2.5%	713,998	-4.3%	683,116	-4.3%	653,569
Tennis Fees	11,697	26,463	10,000	126.2%	20,000	-62.2%	20,000	100.0%	23,766	18.8%	28,240	18.8%	33,557	18.8%	39,875
Towing Admin. Charges	6,051	4,860	6,000	-19.7%	6,000	23.5%	5,599	0.0%	5,286	-6.7%	4,990	-5.6%	4,711	-5.6%	4,448
Contributions from Dept. Workers	32,937	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami

General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Dockage Long Term	3,569,021	3,651,508	2.3%	3,845,000	5.3%	3,796,100	-1.3%	3,826,174	0.8%	3,696,037	-3.4%	3,570,326	-3.4%	3,448,891	-3.4%	3,331,585
Dockage Transient	931,422	1,153,593	23.9%	1,173,000	1.7%	1,150,000	-2.0%	1,200,000	4.3%	1,177,214	-1.9%	1,154,860	-1.9%	1,132,931	-1.9%	1,111,418
Dockage Commercial	432,737	522,247	20.7%	527,000	0.9%	534,905	1.5%	550,000	2.8%	539,797	-1.9%	529,782	-1.9%	519,954	-1.9%	510,308
Dockage - User Surcharge	513,810	513,386	-0.1%	490,000	-4.6%	500,000	2.0%	484,061	-3.2%	456,539	-5.7%	430,582	-5.7%	406,100	-5.7%	383,010
Parking Rental	125,195	163,325	30.5%	150,000	8.2%	120,000	-20.0%	133,860	11.5%	128,652	-3.9%	123,647	-3.9%	118,836	-3.9%	114,213
Sale of Maps & Publications	2,795	3,856	38.0%	1,500	-61.1%	1,500	0.0%	1,535	2.4%	1,405	-8.5%	1,285	-8.5%	1,176	-8.5%	1,076
Special Inspections	10,660,750	10,383,694	-2.6%	8,282,821	-20.2%	4,514,679	-45.5%	4,000,000	-11.4%	0	-100.0%	0	0.0%	0	0.0%	0
Misc. Personnel - Auditoriums	66,430	87,317	31.4%	80,228	-8.1%	40,600	-49.4%	44,360	9.3%	38,295	-13.7%	33,060	-13.7%	28,540	-13.7%	24,639
Elevator Permit Key Box Fees	7,300	4,900	-32.9%	9,000	83.7%	9,000	0.0%	9,294	3.3%	9,844	5.9%	10,426	5.9%	11,043	5.9%	11,696
Trash Lien Revenue	(75)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Retirees -Group Ins.	0	2,942	100.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Lien Search Fees	208,434	274,115	31.5%	190,000	-30.7%	200,000	5.3%	216,046	8.0%	214,298	-0.8%	212,555	-0.8%	210,846	-0.8%	209,140
School Crossing Guard	288,407	250,118	-13.3%	252,500	1.0%	250,000	-1.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000	0.0%	250,000
Hearing Board Applications	100	250	150.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
\$0.50 Ticket Surcharge	996	1,331	33.6%	2,000	50.3%	2,000	0.0%	2,651	32.6%	3,170	19.6%	3,791	19.6%	4,533	19.6%	5,420
\$0.75 Ticket Surcharge	9,193	18,601	102.3%	10,000	-46.2%	10,000	0.0%	14,458	44.6%	16,950	17.2%	19,872	17.2%	23,298	17.2%	27,314
\$1.00 Ticket Surcharge	88,904	36,201	-59.3%	51,000	40.9%	50,000	-2.0%	37,485	-25.0%	31,840	-15.1%	27,046	-15.1%	22,974	-15.1%	19,514
Public Works -Sale of Documents	11,445	10,896	-4.8%	5,000	-54.1%	5,000	0.0%	3,963	-20.7%	3,126	-21.1%	2,465	-21.1%	1,944	-21.1%	1,533
Code Enforcement Admin. Fee	194,743	280,416	44.0%	190,000	-32.2%	200,000	5.3%	229,808	14.9%	236,714	3.0%	243,827	3.0%	251,155	3.0%	258,702
Alarm System Inspection	48,400	56,640	17.0%	45,000	-20.6%	50,000	11.1%	51,529	3.1%	51,007	-1.0%	50,491	-1.0%	49,981	-1.0%	49,475
Reinspection Fees	350	300	-14.3%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Revenues - Fire Department	17,233	19,474	13.0%	10,000	-48.6%	10,000	0.0%	9,134	-8.7%	7,887	-13.7%	6,810	-13.7%	5,880	-13.7%	5,077
Plan Checking Fees	319,886	510,957	59.7%	300,000	-41.3%	420,000	40.0%	420,000	0.0%	434,937	3.6%	450,406	3.6%	466,424	3.6%	483,013
Sprinkler System Inspection	144,002	208,914	45.1%	140,000	-33.0%	170,000	21.4%	175,000	2.9%	176,223	0.7%	177,454	0.7%	178,694	0.7%	179,943
Admin. Fees	20,286	10,915	-46.2%	10,000	-8.4%	10,000	0.0%	6,837	-31.6%	5,263	-23.0%	4,052	-23.0%	3,119	-23.0%	2,401
South Florida Infrastructure Fund	15	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contractor's Annual Fee	66,100	74,750	13.1%	65,000	-13.0%	70,000	7.7%	71,830	2.6%	70,730	-1.5%	69,647	-1.5%	68,580	-1.5%	67,530
Ticketing -Administrative Fee	50	500	900.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Summer Camp Fees	330,990	229,923	-30.5%	1,100,000	378.4%	1,100,000	0.0%	1,200,000	9.1%	1,225,000	2.1%	1,250,521	2.1%	1,276,573	2.1%	1,303,169
Child Support Deduction Fees	9,685	8,602	-11.2%	8,000	-7.0%	8,000	0.0%	7,149	-10.6%	6,378	-10.8%	5,689	-10.8%	5,075	-10.8%	4,527

City of Miami
General Fund
Five-Year Forecast

	Actual	Actual	Budget FY06		Budget FY07		FY08		FY09		FY10		FY11		FY12	
	9/30/04	9/30/05	Change	Adopted	Change	Adopted	Projected	Change								
Pawn Shop Yearly Fees	49,673	36,162	-27.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Flood Variance Fee Waiver Approval	4,500	4,350	-3.3%	1,000	-77.0%	1,000	0.0%	734	-26.6%	538	-26.7%	394	-26.7%	289	-26.7%	212
Auto Pound Storage Fees	4,242	9,579	125.8%	5,000	-47.8%	4,000	-20.0%	6,239	56.0%	7,354	17.9%	8,670	17.9%	10,221	17.9%	12,049
Private Towing Admin. Fees	158,660	441,255	178.1%	200,000	-54.7%	203,000	1.5%	250,000	23.2%	261,298	4.5%	273,107	4.5%	285,449	4.5%	298,349
Portal to Portal/Auto Fees	(214)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Pawn Shop Transaction Fees	971	143,668	14696%	60,000	-58.2%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000
Vehicle Impoundment	(3,380)	(853)	-74.8%	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Parking Surcharge Proceeds	14,537,670	11,776,379	-19.0%	10,500,000	-10.8%	13,000,000	23.8%	13,000,000	0.0%	13,000,000	0.0%	13,000,000	0.0%	13,000,000	0.0%	13,000,000
Virginia Key Tolls	62,501	63,953	2.3%	50,000	-21.8%	50,000	0.0%	46,476	-7.0%	41,757	-10.2%	37,516	-10.2%	33,707	-10.2%	30,284
Fire Assessment Fee	2,213,771	2,299,425	3.9%	1,807,402	-21.4%	1,218,032	-32.6%	1,105,833	-9.2%	876,358	-20.8%	694,502	-20.8%	550,384	-20.8%	436,172
Supplemental Waste Fee on Commercial	2,443,314	2,571,062	5.2%	2,525,000	-1.8%	2,562,875	1.5%	2,580,677	0.7%	2,800,000	8.5%	3,037,962	8.5%	3,296,148	8.5%	3,576,276
Construction Debris Removal Fees	2,450,192	2,754,326	12.4%	2,250,000	-18.3%	2,283,750	1.5%	2,300,000	0.7%	2,186,933	-4.9%	2,079,425	-4.9%	1,977,202	-4.9%	1,880,004
FOP Motor Cycle Maintenance Fees	580	360	-37.9%	300	-16.7%	300	0.0%	300	0.0%	300	0.0%	300	0.0%	300	0.0%	300
IAFF WCSUP	55,438	61,731	11.4%	50,000	-19.0%	50,000	0.0%	55,000	10.0%	55,000	0.0%	55,000	0.0%	55,000	0.0%	55,000
Total (Charges for Services)	87,591,034	91,979,456	5.0%	84,007,650	-8.7%	83,866,817	-0.2%	84,680,175	1.0%	80,350,704	-5.1%	80,147,109	-0.3%	80,058,164	-0.1%	80,075,718
Audit Adjustment	3,204,349	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Revenues (Inflows)	458,842,313	487,621,188	6.3%	491,764,660	0.8%	508,136,186	3.3%	540,041,875	6.3%	574,170,711	6.3%	602,942,253	5.0%	628,423,828	4.2%	656,897,604
Expenditures (Outflows) by Department and Function																
General Government																
Mayor	889,301	792,595	-10.9%	820,493	3.5%	936,254	14.1%	1,009,825	7.9%	1,094,956	8.4%	1,194,852	9.1%	1,285,734	7.6%	1,544,538
Board of Commissioners	1,568,766	1,639,832	4.5%	1,790,000	9.2%	2,250,000	25.7%	2,324,898	3.3%	2,415,299	3.9%	2,513,026	4.0%	2,618,859	4.2%	2,699,885
Office of the City Manager	1,683,692	2,164,676	28.6%	2,288,749	5.7%	2,448,614	7.0%	2,628,013	7.3%	2,811,493	7.0%	3,030,488	7.8%	3,299,166	8.9%	3,569,391
Office of the City Clerk	1,374,153	1,313,370	-4.4%	2,006,118	52.7%	1,605,908	-19.9%	1,656,126	3.1%	1,706,609	3.0%	1,772,100	3.8%	1,841,436	3.9%	1,894,282
Office of Civil Service	299,646	351,826	17.4%	358,336	1.9%	317,922	-11.3%	340,452	7.1%	366,588	7.7%	397,075	8.3%	433,108	9.1%	468,503
Office of the Auditor General	616,385	584,407	-5.2%	883,770	51.2%	934,934	5.8%	982,721	5.1%	1,029,376	4.7%	1,078,371	4.8%	1,129,821	4.8%	1,156,782
Office of Communications	869,538	906,269	4.2%	937,792	3.5%	1,318,842	40.6%	1,382,043	4.8%	1,477,759	6.9%	1,648,439	11.5%	2,004,553	21.6%	2,806,265

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Employee Relations	3,207,677	3,186,656	4,689,250	-0.7%	5,076,422	8.3%	5,370,507	5.8%	5,659,434	5.4%	5,981,179	5.7%	6,345,606	5.7%	6,651,550
Information Technology	13,503,341	11,750,490	14,978,369	-13.0%	14,611,813	-2.4%	16,228,291	11.1%	17,044,041	5.0%	18,025,214	5.8%	19,228,220	6.7%	19,720,538
Law	4,874,050	5,165,647	6,224,609	6.0%	6,787,743	9.0%	7,125,665	5.0%	7,494,390	5.2%	7,888,316	5.3%	8,310,669	5.4%	8,586,067
Strategic Planning, Budget & Performance	1,195,229	1,228,742	1,624,172	2.8%	1,636,030	0.7%	1,724,454	5.4%	1,812,025	5.1%	1,904,635	5.1%	2,002,575	5.1%	2,059,500
Purchasing	1,240,331	1,339,888	1,498,363	8.0%	1,481,055	-1.2%	1,524,548	2.9%	1,606,462	5.4%	1,695,069	5.5%	1,791,080	5.7%	1,856,433
Office of Hearing Boards	823,224	1,000,412	1,096,411	21.5%	1,014,949	-7.4%	1,156,749	14.0%	1,201,916	3.9%	1,249,291	3.9%	1,298,974	4.0%	1,336,492
Finance	4,929,075	5,046,487	5,587,507	2.4%	5,479,300	-1.9%	5,691,782	3.9%	5,885,571	3.4%	6,090,228	3.5%	6,306,442	3.6%	6,423,635
Total -General Government	37,074,406	36,471,297	44,783,939	-1.6%	45,899,786	2.5%	49,146,074	7.1%	51,605,921	5.0%	54,468,281	5.5%	57,896,243	6.3%	60,773,860
Planning & Development															
Building	5,647,379	6,401,492	6,932,629	13.4%	7,463,727	7.7%	7,946,739	6.5%	8,530,535	7.3%	9,212,953	8.0%	10,027,601	8.8%	10,849,618
Planning & Zoning	2,403,533	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	
Department of Planning	0	2,449,353	2,892,729	100.0%	2,794,017	-3.4%	2,935,786	5.1%	3,082,321	5.0%	3,236,182	5.0%	3,397,736	5.0%	3,498,292
Office of Zoning	0	412,821	866,774	100.0%	876,545	1.1%	896,644	2.3%	938,870	4.7%	983,668	4.8%	1,031,201	4.8%	1,059,058
Total -Planning & Development	8,050,912	9,263,666	10,692,132	15.4%	11,134,289	4.1%	11,779,169	5.8%	12,551,726	6.6%	13,432,802	7.0%	14,456,538	7.6%	15,406,969
Public Works															
Solid Waste	22,806,497	20,188,697	22,277,929	-11.5%	23,057,787	3.5%	24,771,235	7.4%	26,528,809	7.1%	28,437,921	7.2%	30,512,373	7.3%	32,472,104
GSA	15,163,739	15,652,255	17,311,914	3.2%	18,802,822	8.6%	19,544,686	3.9%	20,391,158	4.3%	21,297,092	4.4%	22,267,134	4.6%	23,021,170
Public Works	12,735,267	12,439,948	15,188,389	-2.3%	16,262,801	7.1%	17,353,269	6.7%	18,098,493	4.3%	18,362,065	1.5%	18,645,077	1.5%	18,777,947
Total -Public Works	50,705,503	48,280,900	54,778,232	-4.8%	58,123,410	6.1%	61,669,189	6.1%	65,018,460	5.4%	68,097,078	4.7%	71,424,584	4.9%	74,271,220
Public Safety															
Fire-Rescue	63,515,064	65,530,804	64,541,119	3.2%	67,983,884	5.3%	71,419,330	5.1%	75,254,174	5.4%	79,477,733	5.6%	84,155,854	5.9%	87,866,373
Police	104,214,370	116,452,134	111,740,615	11.7%	117,847,796	-4.0%	128,094,652	8.7%	138,950,470	8.5%	145,353,952	4.6%	150,420,807	3.5%	155,831,884
Total -Public Safety	167,729,434	181,982,938	176,281,734	8.5%	185,831,680	-3.1%	199,515,982	7.4%	214,204,644	7.4%	224,831,685	5.0%	234,576,661	4.3%	243,698,257

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Public Facilities	4,943,652	5,053,927	2.2%	7,659,326	51.6%	7,443,216	-2.8%	7,584,378	1.9%	7,766,365	2.4%	7,959,558	2.5%	8,164,733	2.6%	8,302,651
Parks & Recreation	11,928,996	16,183,928	35.7%	17,519,645	8.3%	20,048,319	14.4%	22,277,166	11.1%	23,905,379	7.3%	24,943,057	4.3%	25,566,611	2.5%	26,769,908
Risk Management	27,408,405	29,162,254	6.4%	34,263,573	17.5%	33,768,550	-1.4%	34,255,922	1.4%	34,778,762	1.5%	35,339,463	1.6%	35,940,409	1.7%	36,540,638
Organizational Support -Group Benefits	21,343,118	22,002,465	3.1%	24,610,052	11.9%	26,736,867	8.6%	28,190,809	5.4%	29,747,417	5.5%	31,412,108	5.6%	33,189,629	5.7%	35,072,223
Pensions																
GESE	13,403,581	21,959,984	63.9%	25,245,326	14.9%	27,458,718	8.8%	29,935,065	9.0%	32,661,373	9.1%	35,663,007	9.2%	38,967,908	9.3%	41,606,147
FIPO	40,511,728	50,982,034	25.8%	52,413,917	2.8%	56,770,689	8.3%	61,525,651	8.4%	66,696,701	8.4%	72,320,035	8.4%	78,434,996	8.5%	83,083,766
Elected Officials & Administrators	829,499	910,291	9.7%	1,985,073	118.1%	837,357	-57.8%	918,581	9.7%	1,001,253	9.0%	1,091,366	9.0%	1,189,589	9.0%	1,296,652
Total -Pension	54,744,809	73,862,309	34.9%	79,644,316	7.8%	85,066,764	6.8%	92,379,296	8.6%	100,359,327	8.6%	109,074,407	8.7%	118,592,493	8.7%	125,986,565
Non-Departmental																
Economic Development	1,893,059	1,896,036	0.2%	1,307,570	-31.0%	1,500,182	14.7%	1,548,847	3.2%	1,600,691	3.3%	1,656,691	3.5%	1,716,897	3.6%	1,753,473
Asset Management	19,133	(563)	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Civilian Investigative Panel	394,841	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Office of Citi-Stat	395,146	421,521	6.7%	374,096	-11.3%	387,244	3.5%	406,703	5.0%	427,389	5.1%	449,320	5.1%	472,556	5.2%	485,931
Office of Grants Administration	405,298	449,909	11.0%	515,635	14.6%	539,350	4.6%	570,080	5.7%	605,785	6.3%	647,679	6.9%	697,460	7.7%	746,990
Other	11,548,762	12,091,980	4.7%	11,556,891	-4.4%	5,906,235	-48.9%	6,299,917	6.7%	6,707,324	6.5%	7,174,959	7.0%	7,713,304	7.5%	8,035,929
Total - Non Departmental	14,656,238	14,858,884	1.4%	13,754,192	-7.4%	8,333,011	-39.4%	8,825,547	5.9%	9,341,189	5.8%	9,928,648	6.3%	10,600,217	6.8%	11,022,323
Capital Improvement -Administration	0	0	0.0%	0	0.0%	3,914,375	100.0%	4,118,691	5.2%	4,370,110	6.1%	4,647,758	6.4%	4,956,955	6.7%	5,192,384
(Transfers-OUT)	32,142,211	23,862,197	-25.8%	27,777,519	16.4%	21,835,919	-21.4%	22,550,690	3.3%	23,469,994	4.1%	24,515,404	4.5%	25,701,320	4.8%	27,043,867
Total Expenditures (Outflows)	430,727,685	460,984,764	7.0%	491,764,660	6.7%	508,136,186	3.3%	542,290,913	6.7%	577,119,294	6.4%	608,650,249	5.5%	641,066,392	5.3%	670,080,865
Revenues (Inflows) Over(Under)	28,114,631	26,636,423	0	0		0		(2,249,038)		(2,948,583)		(5,707,996)		(12,642,564)		(13,183,261)
Expenditures (Outflows)																

City of Miami

General Fund
Five-Year Forecast

	Actual 9/30/04	Actual 9/30/05	% Change	Budget FY06 Adopted	% Change	Budget FY07 Adopted	% Change	FY08 Projected	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected
Add: Fund Balance -Beginning of Fiscal Year	141,862,336	136,852,762		117,105,055		85,427,730		72,391,433		70,142,395		67,193,812		61,485,816		48,843,252
Less: Fund Balance Allocation	(33,124,205)	(46,384,130)	40.0%	(31,677,325)	-31.7%	(13,036,297)	-58.8%									
Fund Balance -End of Fiscal Year	136,852,762	117,105,055	-14.4%	85,427,730	-27.1%	72,391,433	-15.3%	70,142,395		67,193,812		61,485,816		48,843,252		35,659,991



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General Fund Detail Expenditures by Department



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Department Head: Manuel A. Diaz

Phone: (305) 250-5300

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$857,354	\$726,093	\$131,261	\$807,261	\$710,900
Operating Expense	69,400	87,400	(18,000)	87,400	78,040
Capital Outlay	2,000	2,000	-	2,000	2,257
Non-Operating	7,500	5,000	2,500	5,000	1,400
	\$936,254	\$820,493	\$115,761	\$901,661	\$792,597

Full-Time Equivalent (FTE):

General Government					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	13.57	14.57	(1.00)	14.57	13.57
	13.57	14.57	(1.00)	14.57	13.57

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. 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.

Details

- **Personnel:** This category is \$131,261 or 18.08% more than the FY2006 Adopted Budget due to an increase in the Mayor's salary.
- **Operating Expense:** This category is \$18,000 or 20.59% less than the FY2006 Adopted Budget due to a decrease in anticipated needs as they specifically relate to contractual services.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is \$2,500 or 50.00% more than the FY2006 Adopted Budget due to an increase in amount for aid to private organization sponsorships.



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District 1: Angel Gonzalez	Phone: (305) 250-5430
District 2: Marc Sarnoff	Phone: (305) 250-5333
District 3: Joe M. Sanchez	Phone: (305) 250-5380
District 4: Tomas P. Regalado	Phone: (305) 250-5420
District 5: Michelle Spence-Jones	Phone: (305) 250-5390

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$1,717,568	\$1,544,222	\$173,346	\$1,754,222	\$1,534,544
Operating Expense	191,046	179,264	11,782	178,264	73,314
Capital Outlay	61,522	7,022	54,500	7,022	2,924
Non-Operating	279,864	59,492	220,372	60,492	29,055
	\$2,250,000	\$1,790,000	\$460,000	\$2,000,000	\$1,639,837

Full-Time Equivalent (FTE):

General Government					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	24.42	23.42	1.00	23.42	23.42
	24.42	23.42	1.00	23.42	23.42

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.

Details

- **Personnel:** This category is \$173,346 or 11.23% more than the FY2006 Adopted Budget due to the addition of one staff position in District #3.
- **Operating Expense:** This category is \$11,782 or 6.57% more than the FY2006 Adopted Budget due to an overall increase in expense allowances for commissioners.
- **Capital Outlay:** This category is \$54,500 or 776.13% more than the FY2006 Adopted Budget due to an increased allocation for new equipment in District #1 and #3.



- **Non-Operating:** This category is \$220,372 or 370.42% more than the FY2006 Adopted Budget as a result of each commissioner receiving an increase for FY 2007. The majority of the departmental increase were allocated for sponsorships.



Department Head: Priscilla A. Thompson

Phone: (305) 250-5360

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$908,524	\$1,017,453	\$(108,929)	\$1,017,453	\$892,562
Operating Expense	659,364	971,164	(311,800)	971,164	330,054
Capital Outlay	38,020	17,501	20,519	17,501	90,754
Non-Operating	-	-	-	-	-
	\$1,605,908	\$2,006,118	\$(400,210)	\$2,006,118	\$1,313,370

Full-Time Equivalent (FTE):

General Government					
Classified	7.00	7.00	0.00	7.00	4.00
Unclassified	7.00	7.00	0.00	7.00	10.00
	14.00	14.00	0.00	14.00	14.00

Description

The City Clerk’s Office (The Office) is the keeper of the official Commission minutes, agendas, legislation, public meeting schedules, minutes and attendance records for all city boards, committees, agencies and trusts. The Office also performs the function of lobbyist registration, bid openings, attesting to contracts, and attending bond validations proceedings.

The Office acts as the overseer for the City’s election process. This entails the administration, supervision and certification of municipal, civil service, special or referenda (including bonds), and certain advisory board elections, as well as, charter amendments 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 information 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 Office is a designated Passport Acceptance Facility.

Details

- **Personnel:** This category is \$108,929 or 10.71% less than the FY2006 Adopted Budget due to position reclassifications and salary adjustments.



- **Operating Expense:** This category is \$311,800 or 32.11% less than the FY2006 Adopted Budget due to the need for less professional or contractual services.
- **Capital Outlay:** This category is \$20,519 or 117.24% more than the FY2006 Adopted Budget due to plans to purchase new office equipment.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The Office enhanced existing revenue by increasing passport net revenue by 9%, or \$19,821, over the \$18,150 target. The office staff participated in Miami Passport Agency training, which increased the number of individuals qualified to process passports.

In 2006, the Office entered into a 99-year Memorandum of Understanding (MOU) with the Historical Museum of Southern Florida and the city's historical photograph collection has been properly indexed and stored in a protected environment. The Museum provides public access to the photographs as required by the State Statutes. This agreement achieves operational savings of approximately \$2,100 per year in storage costs. The Records Section has revamped its records management system to improve the organization, accessibility, and efficiency of the department to reflect enhanced records processes.

The Office improved business and service delivery processes through transcribing and electronic filing efforts. This process change resulted in City Commission Meetings minutes being completed within 10-18 days ultimately reducing the original target turn around of 28 days. It should be noted that such a reduction was due in part to the manner in which commission meetings were conducted. Completed minutes are made available on-line via the Legislative Hub making them readily accessible to both internal and external customers.

The Office continues to deliver technology and e-solutions through the enhancement of the People Offices Management Systems (POMS), which effectively and efficiently manages information dealing with boards, committees, agencies and trusts. POMS generates membership lists and notification letters by navigating through predetermined menus. Office staff continued to notify board members of their appointments within 4 days, which exceeded the original target of 30 days by 26 days. Also, POMS facilitated the storage and retrieval of members' personal and office information resulting in the processing of board correspondence within an average of 5-7 days, resulting in an 8-10 days reduction from the original target of 15 days. POMS advances include the capability to track financial disclosures and forward compliance notifications to 44 city boards, which include 35 liaisons and 378 board members. This has effectively improved the Office's proficiency by ensuring that board members are notified in a timely manner so that members are in compliance with state statutes, county codes and city codes. Notification through the POMS application system ensures that board members avoid fines and prevents them from being in non-compliance with the Ethics Commission.



The Office's Records Section served as the training model for the South Florida area for our off-site storage vendor, Archives One, online records retrieval system. This new initiative reduces the turnaround time and improves the process for records to be retrieved from off-site storage and delivered to various city departments within 24 hours. This initiative also improves invoice tracking by providing a matchable work-order number per retrieval request, therefore ensuring proper invoicing and receipt documentation by department. Thirty-five records liaisons were trained on Archives One online records retrieval system as a means of educating and empowering them to process online requests, which expedited records retrieval for their departments.

The Office further improved business and service delivery processes by completing the City Commission Meeting Marked Agendas within 3-5 days, which either met the strategic goal or exceeded it by 2 days. The timely completion of the Marked Agenda resulted in quicker public access and significantly reduced the number of requests for information related to the Marked Agenda.

The Office also developed strategic skills by accomplishing 100% employee attendance at the Customer Service Champions training and the EEO, Sexual Harassment & Diversity training courses.

Other Accomplishments

- The Office initiated a test pilot program of its microfilm conversion project, which converted three microfilm reels to one DVD that holds a minimum of 3,000 images. This initiative improves portability, saves space and increases accessibility to all customers.
- Municode training was offered and delivered to over 100 City of Miami employees. This comprehensive training has reduced the number of research requests from an average of 86 requests to 67 requests in one quarter. Municode has also enabled the Office to redirect manpower to focus on the growth and improvement of service delivery to our internal and external customers.
- The Office improved business and service delivery through continuous efforts to inform internal and external customers of the City of Miami's elections by posting information relating to filing for candidacy, reporting deadlines, candidate information, and all rules, guidelines and regulations through the City Clerk's website.

Objectives & Key Deliverables

- **Enhance Existing Revenue**
 - Passport services will market and explore off-site opportunities to gain additional revenue through the implementation of passport processing services in sales and photography.
- **Improve Business and Service Delivery Processes**
 - The Office, in conjunction with the Communications and Internet Technology Departments, will implement a video web-streaming initiative to broadcast commission meetings via the internet. This will enable internal and external customers to view live coverage of commission and board meetings from any computer with internet capability.



- An automated program will be implemented for lobbyist registration and other lobbyist information/services. This initiative will give all lobbyists the capability to instantly register online and make inquiries directly to the Office with any questions and/or concerns they may have. The initiative will also aid all city employees by making lobbyist registration information readily available through the City Clerk's website.
- The Office will provide self-service kiosks for public use at City Hall and the Miami Riverside Center. Each kiosk will have accessibility to the city website and capability to obtain public records to include programs such as Laserfiche, Legistar, GIS and Building Inspections.



Department Head: Jorge L. Fernandez

Phone: (305) 416-1810

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$6,045,391	\$5,587,067	\$458,324	\$5,587,067	\$4,723,253
Operating Expense	718,100	613,900	104,200	613,900	348,935
Capital Outlay	24,252	23,642	610	23,642	93,459
Non-Operating	-	-	-	-	-
	\$6,787,743	\$6,224,609	\$563,134	\$6,224,609	\$5,165,647

Full-Time Equivalent (FTE):

General Government					
Classified	27.00	27.00	0.00	27.00	27.00
Unclassified	36.00	37.00	(1.00)	37.00	36.00
	63.00	64.00	(1.00)	64.00	63.00

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 department provides legal services for the City and its agents in their official capacities in all matters of litigation. They also provide specialized legal counsel in areas of civil law related to municipal corporations.

Details

- **Personnel:** This category is \$458,324 or 8.20% more than the FY2006 Adopted Budget due to an increase of salaries as a result of the evaluation and compensation program.
- **Operating Expense:** This category is \$104,200 or 16.97% more than the FY2006 Adopted Budget due to an increase in anticipated needs as they relate to travel, food and professional services.
- **Capital Outlay:** This category is \$610 or 2.58% more than the FY2006 Adopted Budget due to a slight increase in anticipated needs for equipment.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



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Department Head: Tishira Mindingall

Phone: (305) 416-2021

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$263,832	\$304,511	\$(40,679)	\$304,511	\$327,132
Operating Expense	54,090	53,825	265	53,825	24,694
Capital Outlay	-	-	-	-	-
Non-Operating	-	-	-	-	-
	\$317,922	\$358,336	\$(40,414)	\$358,336	\$351,826

Full-Time Equivalent (FTE):

General Government					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	4.00	4.00	0.00	4.00	4.00
	4.00	4.00	0.00	4.00	4.00

Description

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.

The Civil Service Board was created to provide a mechanism for City of Miami employees to appeal serious disciplinary actions, file complaint against and inquiries into employment issues and seek redress concerning the violation of certain City ordinances. The board is also a means for residents to address complaints against City of Miami employees. The board has an advisory/ reporting function to the City of Miami Commission, and at times reports findings and recommendations to the City Manager.

The board is a group of five (3 citizens/2 employees) of the City of Miami who volunteer their time to consider serious complaints made by and against City of Miami employees and Departments. A staff of four supports the board, with a Special Counsel approved by the City Attorney.

Strategic Objectives for the board as it relates to the City's Balanced Scorecard include: Provide Excellent Customer Service; Instill Customer Focused, High-Performance Culture; Provide Employees With Key Information; and Provide a Quality Work Environment.

The Civil Service Board operates under the Florida Sunshine Law; all records and meetings are open to



public inspection.

Details

- **Personnel:** This category is \$40,679 or 13.36% less than the FY2006 Adopted Budget due to salary adjustments.
- **Operating Expense:** This category is \$265 or 0.49% more than the FY2006 Adopted Budget due to increases in operating costs.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The office of the Civil Service Board provided employees with key information by conducting targeted orientations and training workshops for City of Miami employees, supervisors and department directors. We coordinated a citywide training program and workshops on a periodic or as needed basis in order to improve employee knowledge of and adherence to the rules.

By conducting Grievance, Administrative and Appeal Hearings and by ruling on other personnel matters the board provided a quality work environment.

The office improved our business and service delivery processes by revising and distributing the Civil Service Board 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. In addition, we created a request form that is easier for the applicant to complete, in addition to being more informative and less time consuming for the board to review.

Other Accomplishments

- Held 3 Grievance hearings, 8 Appeal hearings and 1 Administrative hearing; and considered or took action on 26 Personnel Matters
- Drafted 3 Rule changes (Rules 8, 15.9 and 16) for Special Counsel review and board approval
- Prepared and processed 78 subpoenas for service to witnesses to appear at board appeal/grievance hearings
- Conducted 47 Investigative Reports at the request of the board, employees, other municipalities or constituents
- In accordance with Labor/Management Policy LMP-3-92, "Interview Process", the board provided two (2) trained monitors/raters who participated in, and/or reported on interviews for new hires and promotions at the request of hiring departments citywide.



Objectives & Key Deliverables

● **Provide Excellent Customer Service**

- Revise and administer Departmental User's Customer Satisfaction Survey by January 2007.
- Respond to requests for public documents and other information within 48 hours of request (90%).

● **Achieve Cost-Effective Municipal Services**

- Review office files monthly for streamlining and destruction requests, and submit Request for Destruction forms to the City Clerk quarterly. This will result in the need for fewer cabinets (which other departments can use rather than purchasing new ones) and less supplies as we recycle folders, jackets, etc.
- Use Legistar to help maintain and track the history of agenda items, saving research time and decreasing the need for storage.

● **Improve Business and Service Delivery Processes**

- Prepare minutes and board correspondence within 3 days of meeting, hearing, or request for information (90%).
- Prepare and process subpoenas 10 days prior to hearing.
- Evaluate core business processes for efficiency & effectiveness to facilitate overall improvements.

● **Develop Strategic Skills**

- Complete development plans for each employee and training opportunities for board members by January 2007.
- Staff to attend strategic training courses (2 per quarter) offered within or outside of the City Training Division services.

● **Provide Employees With Key Information**

- Coordinate and conduct targeted orientations and workshops for employees at various levels (i.e. new employee, supervisor, manager, and director) once per quarter.
- Update information provided on the department's web page.



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Department Head: Pedro G. Hernandez

Phone: (305) 250-5400

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$2,385,014	\$2,198,749	\$186,265	\$2,198,749	\$2,078,967
Operating Expense	63,600	90,000	(26,400)	90,000	79,922
Capital Outlay	-	-	-	-	3,287
Non-Operating	-	-	-	-	2,500
	\$2,448,614	\$2,288,749	\$159,865	\$2,288,749	\$2,164,676

Full-Time Equivalent (FTE):

General Government					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	24.00	23.00	1.00	23.00	23.00
	24.00	23.00	1.00	23.00	23.00

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.

Details

- **Personnel:** This category is \$186,265 or 8.47% more than the FY2006 Adopted Budget due primarily to the addition of one executive position within the City Manager's operations.
- **Operating Expense:** This category is \$26,400 or 29.33% less than the FY2006 Adopted Budget due to streamlining of operations to better utilize resources.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



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Department Head: Diana Gomez

Phone: (305) 416-1324

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$3,940,541	\$4,263,248	\$(322,707)	\$4,156,421	\$3,872,752
Operating Expense	1,538,759	1,324,259	214,500	1,324,259	1,118,864
Capital Outlay	-	-	-	-	54,871
Non-Operating	-	-	-	-	-
	\$5,479,300	\$5,587,507	\$(108,207)	\$5,480,680	\$5,046,487

Full-Time Equivalent (FTE):

General Government					
Classified	55.00	62.00	(7.00)	55.00	62.00
Unclassified	6.00	6.00	0.00	6.00	5.00
	61.00	68.00	(7.00)	61.00	67.00

Description

The Finance Department manages and invests the City’s surplus funds in accordance with the City Charter and with polices 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, treasury management, computer training for the financial system, and preparation of routine accounting reports as well as the City’s annual financial statement.

Details

- **Personnel:** This category is \$322,707 or 7.57% less than the FY2006 Adopted Budget due to the transfer of seven (7) positions tht comprise the payroll function to the Department of Employee Relations.
- **Operating Expense:** This category is \$214,500 or 16.20% more than the FY2006 Adopted Budget due to increases in costs of services employed from contractors.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

In order to improve business and service delivery processes and enhance existing revenues, the Finance Department implemented a new process to identify properties for foreclosure. Finance submitted properties



as possible foreclosure candidates in Fiscal Year 2006 and will continue to review properties and make recommendations in FY 2007.

The Finance Department submitted all monthly reports for FY 2006 on schedule as required by the City's Financial Integrity Ordinance. Delivery of timely financial reports is very important in providing excellent customer service since it helps management, investors, citizens and other interested parties make sound decisions and will continue review and monitor reporting procedures to enhance and improve the usefulness of these reports.

Other Accomplishments

- Received the GFOA's Excellence in Financial Reporting Awards for the 2005 CAFR and PAFR reports.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**
 - Finance Department staff will attend professional conferences and seminars. These trainings will improve existing skill sets as well as informing Staff of Government Accounting Standard Board (GASB) rule changes, Cash Management and Investments changes, Impacts on State and Local Revenues.



Department Head: Rosalie Mark

Phone: (305) 416-2110

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$4,140,363	\$3,563,582	\$576,781	\$3,670,409	\$2,697,121
Operating Expense	928,559	1,105,742	(177,183)	1,105,742	489,535
Capital Outlay	7,500	19,926	(12,426)	19,926	-
Non-Operating	-	-	-	-	-
	\$5,076,422	\$4,689,250	\$387,172	\$4,796,077	\$3,186,656

Full-Time Equivalent (FTE):

General Government					
Classified	35.00	27.00	8.00	34.00	25.00
Unclassified	22.00	21.00	1.00	21.00	21.00
	57.00	48.00	9.00	55.00	46.00

Description

The Department of Employee Relations plans, directs and administers the City's comprehensive human resources program for civil service, unclassified and temporary employees. The department responsibilities include Employment, Records, Testing and Validation, Classification and Pay, Equal Employment Opportunity/Diversity Programs, Training and Organization Development, Employee Assistance Programs, Payroll/Support Services and Labor Relations.

The department manages all personnel activities based on policies and procedures developed in accordance with City Commission mandates, labor agreements, Civil Service Rules and Regulations, federal and state and local legislation.

The Office of Labor Relations has responsibility for administration of union contracts, city policies/procedures, applicable laws and issues related to management-employee relations city-wide.

The City's Employee Assistance Program is administered by a Board certified psychologist. The Program provides confidential services to employees in support of their efforts through maintaining wellness and improve productivity.

The City's Equal Employment Opportunity Program investigates complaints and monitors compliance with local, state and federal employment discrimination laws. Additionally, the office promotes positive community relations through the Equal Opportunity/Advisory Board.

Training and Organization Development provides city-wide training, internal communication, and other developmental programs city-wide.



Payroll/Support Services administers all aspects of the payroll function including the coordination and implementation of new time and attendance systems.

Details

- **Personnel:** This category is \$576,781 or 16.19% more than the FY2006 Adopted Budget as a result of the transfer of 7 payroll personnel from the Department of Finance to Employee Relations; funding requested for 2 new positions, and anniversary/longevity and pay for performance adjustments.
- **Operating Expense:** This category is \$177,183 or 16.02% less than the FY2006 Adopted Budget due to decrease in anticipated needs for FY 2007.
- **Capital Outlay:** This category is \$12,426 or 62.36% less than the FY2006 Adopted Budget due to the installation of two (2) computer kiosks in the employment office lobby.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

- Employment Division reduced processing time to establish non-competitive applicant registers by 28% year-over-year; competitive registers reduced by 38%, while nearly doubling the number of competitive processes from 11 to 21.
- Processed 5,916 Personnel Action Forms to execute personnel actions for employees, with an average cycle time of 6 days compared to 8 days during the same period last fiscal year, representing a 25% reduction in cycle time. This included processing 400 personnel actions for the pay-for-performance initiative, improving turnaround time from 6 days last year to 5 days this year, representing a 17% reduction in cycle time.
- Improved position audit and survey cycle time by 65% year-over-year from 3.51 days to 2.29 days.
- Successfully completed conversion of 97 targeted unclassified positions to the classified service within timeline established in mediation agreement with AFSCME Local 1907.
- Fully supported iMiAMi (ERP) implementation including: Oracle software development for Phase II of ERP (Human Resources/Payroll), ERP program branding, training support, communications plan and department change management impact assessments.
- Dedicated resources from Payroll assigned to design and implementation of Kronos time and attendance system in Police Department.
- Installed a change management practice citywide with trained liaisons positioned in each department to



enhance communication and support departments with the implementation of various initiatives.

- Conducted citywide Balanced Scorecard (BSC) workshops in English and Spanish for management and direct reports for the purpose of aligning department objectives and individual employee goals. Created a BSC communication plan, including web page and hotline. Incorporate City's BSC language and principles in City's customer service and management training programs.
- Organization Development and Training Division (ODAT) developed comprehensive internal customer service training and management development programs aligned with City's strategic objectives and competency needs. 370 courses were attended by 1853 employees with a 90% program satisfaction rating and a cost-savings of \$151,415. ODAT also created customized departmental training and teambuilding programs at the request of Directors.
- Established an internal Employee Assistance and Wellness Programs headed by clinical, licensed psychologist who has established a local network of EAP providers to improve service delivery and coordination. Psychologist also provides onsite employee and management consultations, performance coaching, assessments, fitness for duty and return to work planning and accommodation needs. Annually provided services to over 300 employees. Cost containment: \$137,500. Provided 32 Wellness Programs for 195 employees.
- Conducted extensive compensation studies to formulate labor negotiation strategies surveying 20 cities in all areas of pay and benefits covering four bargaining units.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Develop and implement city-wide internal customer service satisfaction survey
 - Implement Labor Relations business process improvement practices
- **Improve Business and Service Delivery Processes**
 - Improve cycle-time of personnel action forms by 5%, shorten recruitment cycle-time by 5%, and reduce interview/testing cycle-time by 5%
 - Maintain position audit and survey cycle time while expending resources to ERP and Pay-for-Performance
 - Improve accuracy of payroll reporting and pay
- **Instill Customer Focused, High Performance Culture**
 - Internal ER experts team with individual department leaders to fully integrate whole systems change efforts intra/inter departmentally in alignment with their Balance Scorecard
- **Develop Strategic Skills**



- Implement internally-delivered first-line/mid-management mandatory five day skill training program
- Provide externally-delivered, director-level educational programs



Department Head: William Bryson

Phone: (305) 416-5401

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$63,927,772	\$60,943,452	\$2,984,320	\$60,836,263	\$62,460,703
Operating Expense	4,026,112	3,597,667	428,445	3,577,394	3,070,101
Capital Outlay	30,000	-	30,000	122,611	-
Non-Operating	-	-	-	-	-
	\$67,983,884	\$64,541,119	\$3,442,765	\$64,536,268	\$65,530,804

Full-Time Equivalent (FTE):

Public Safety					
Sworn	674.16	634.00	40.16	638.00	634.00
Civilian	75.79	73.00	2.79	78.00	73.00
	749.95	707.00	42.95	716.00	707.00

Description

The Department of Fire-Rescue’s primary responsibilities entail the preservation of life and property through prevention, control and quick suppression of fires; and the provision of emergency medical and rescue services. Fire prevention includes the inspections of residential, industrial and commercial structures for conformance with fire codes. The Department investigates fires and assists law enforcement agencies in cases of suspected arson. The Department of Fire-Rescue also maintains specialty teams uniquely trained in the areas of hazardous materials, dive rescue and technical rescue (confined space and elevated rescue). "Excellence through Service," is our motto, as the Department of Fire-Rescue continues to serve the citizens of the City of Miami.

Mission Statement: "We Will Serve The Citizens Of Miami In A Professional Manner By Providing Rapid Emergency Response And Other Services To Save Lives And Protect Property."

Details

- **Personnel:** This category is \$2,984,320 or 4.90% more than the FY2006 Adopted Budget due to the 100% funding of all sworn personnel positions, which were partially funded and reduced by \$2,475,000 in FY2005. Provisions were also made to properly fund the Salary Incentive Overtime account, and includes any projected anniversary and longevity salaries increases. These increases were partially offset by a decrease in the State of Florida Incentive Pay account.
- **Operating Expense:** This category is \$428,445 or 11.91% more than the FY2006 Adopted Budget due to an increase in renegotiated contractual services for Emergency Medical Services (EMS) billings, and motor vehicle parts due to an increase in heavy fleet equipment.



- **Capital Outlay:** This category is \$30,000 or 100.00% more than the FY2006 Adopted Budget since capital purchases are funded on an as needed basis, when feasible.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget. Since these types of expenses are funded on an as needed basis, when feasible. This fiscal year, we were able to identify funding for grant cash matches in Special Revenue Funds.

Strategic Accomplishments

The Department secured Private and Public Partnerships through our continued joint venture with Cardiac Science (AED-Automatic External Defibrillator vendor). Through this effort, the Department of Fire-Rescue has deployed with training more than 100 AED's throughout the City of Miami in 2006.

The Department delivered Technology and E-Solutions by implementing a new overtime management system. This program conforms to our existing protocols and assures fair and consistent opportunities for our employees. Additionally, the program enables us to better track costs and trends impacting our budget.

In order to Provide Excellent Public Safety, the Department deployed two new rescue units to better serve the citizens by reducing response times and subsequently increasing survivability and stress associated with emergency events impacting our customers.

Other Accomplishments

- South Florida Urban Search and Rescue Team (USAR) sponsored by the fire department was activated and deployed five (5) times by the Federal Government.
- Obtained grant funding from Urban Areas Security Initiative grant program in the amount of \$15,980,000 for the Miami urban area for 2006.
- Completed Incident Command System (ICS) training for all Officers and Firefighters to ensure compliance with the National Incident Management System (NIMS). This training assures coordination with government agencies and other regulating entities within the fire service and other disciplines. This training further enables our fire department to operate more efficiently in a catastrophic mutual aid response environment and that all responding entities use the same incident management system.
- Acquired state of the art Life-Pack 12's for all advanced life support units. In addition to being EKG's (heart monitors) and defibrillators, these units also have the ability to document oxygen perfusion of the lungs, confirm proper placement of the endo-tracheal tube, monitor blood pressure and pulse rate. Additionally, these units deliver biphasic energy (defibrillation) to stabilize life threatening heart arrhythmias. This type of delivery has proven to be more effective in increasing the rate of survivability from sudden cardiac arrest.
- Secured grant funding for the addition of 26 new firefighter positions from the Staffing for Adequate Fire and Emergency Response (SAFER) Grant. These new positions enabled the Department to better allocate resources for fire and emergency medical resources through the addition of two additional emergency response units.



Objectives & Key Deliverables

● Provide Excellent Customer Service

- Assure that 100% of all customer service complaints have acknowledgement letters sent to the complainant within 72 hours of receipt and verbal follow-up within 48 hours. This will increase the necessary responsiveness of the Fire-Rescue Department to the concerns of our customers. The Department expects that this improved level of customer service should reflect in a higher rating on the customer satisfaction survey.
- Installation of Medical Communications Radios into all rescue vehicles. These mobile UHF radios will enable our rescues to achieve a basic level of interoperability with all hospitals and other rescue vehicles. The identical radio is also being used by Miami-Dade Fire Rescue and will allow for interoperable communications between Miami, Miami-Dade, and our local hospitals. In the unfortunate event of a mass casualty event, we will be much better positioned to facilitate expeditious transport to the appropriate treating facility. Additionally, we will be better able to coordinate hospital capacity and capabilities with the immediacy of the treatment needed by our customers.

● Improve Business and Service Delivery Processes

- Initiate an annual review of all policies and procedures within the Fire-Rescue Department. After review, appropriate actions will be taken to assure compliance with City policy and current professional standards. The process of updating and maintaining these standards will improve delivery of our core business functions.
- Complete an audit of cardiac arrest incidents and Trauma Center transports within two (2) weeks of the incident, 95% of the time. In doing so, we will be able to assess this essential core business function and develop modifications as appropriate in a timely and efficient manner. The two week target will assure that every incident is reviewed while also giving appropriate time for all facets of the audit to be completed and reviewed.

● Deliver Technology and e-Solutions

- Working in conjunction with the Department of Information and Technology, develop a program to document and provide reports on the usage of sick time. This will allow the department to observe tendencies/trends and abuses, thus facilitating our ability to intervene. This will further enable the department an opportunity to help those in need of assistance and mitigate those who may be abusing the sick time benefit.
- Deliver by the 2nd quarter of '07, a mobile wireless data solution for the collection of reports in the field. This will allow for more accurate and timely documentation of fire-rescue reports.

● Instill Customer Focused, High Performance Culture

- Provide training on Customer Service, Interpersonal Dynamics and Cultural Diversity to 100% of our members during '07. The objective is to create a more customer-focused, high-performance culture and improve our organizational culture rating by making clear our direction and focus.



- Develop and deploy with the ITD's web group's assistance a more user friendly intranet website consistent with the guidelines established by the City's Office of Communications within the first quarter of '07. This will allow us to provide information pertaining to departmental training, policies, procedures and current events to our employees which will in turn, also improve our customer service rating.
- **Provide a Quality Work Environment**
 - Complete installation of new station alerting system (First-In) within the first quarter of '07. This system is a more efficient and less stressful means of alerting our personnel within the fire stations of an existing alarm/emergency requiring their response. This approach will improve the quality of the work environment at the fire stations and improve our work environment rating.
 - Complete installation of cleaning machines used for the removal of contaminants which cling to bunker gear as a result of exposure to hazardous environments. This will not only decrease the exposure of the firefighters wearing the bunker gear, but also protect those working along side of those firefighters.



Department Head: John Timoney

Phone: (305) 603-6100

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$106,652,743	\$99,067,536	\$7,585,207	\$99,139,485	\$101,935,438
Operating Expense	10,291,744	11,758,264	(1,466,520)	11,513,001	13,898,984
Capital Outlay	803,309	914,815	(111,506)	1,382,173	617,712
Non-Operating	100,000	109,550	(9,550)	66,960	61,627
	<u>\$117,847,796</u>	<u>\$111,850,165</u>	<u>\$5,997,631</u>	<u>\$112,101,619</u>	<u>\$116,513,761</u>

Full-Time Equivalent (FTE):

Public Safety					
Sworn	1147.00	1,102.00	45.00	1,112.00	1,082.00
Civilian	351.80	351.80	0.00	351.80	345.00
	<u>1,498.80</u>	<u>1,453.80</u>	<u>45.00</u>	<u>1,463.80</u>	<u>1,427.00</u>

Description

The Miami Police Department is a modern, state-of-the-art full service police department. It is oriented towards community policing, serving a large metropolitan population. The Department is comprised of four divisions: Field Operations, Administration, Criminal Investigations, and Internal Affairs. Employing over 1,300 sworn and civilian employees, the Department, in partnership with the community, provides excellent and efficient service. Utilizing time-tested police methods and promising innovative approaches, neighborhood problems are identified and solutions are implemented to improve the quality of life. It is the Department's mission to make the City of Miami a place where all people can live, work and visit safely without fear.

Details

- **Personnel:** This category is \$7,585,207 or 7.66% more than the FY2006 Adopted Budget primarily due to the following 1) addition of thirty five (35) new police officer positions; 2) anniversary and longevity increases 3) fringe benefits increases associated with new officers and 3) to add supplemental pay to increase the number FTO (field training officers) and Crisis Intervention Team Officers. Planned increases in Overtime and Overtime events were applied to offset operating decreases.
- **Operating Expense:** This category is \$1,466,520 or 12.47% less than the FY2006 Adopted Budget because fewer financial resources were allocated to the operating budget due to budgetary constraints for FY2007. Planned increases in Overtime and Overtime were distribute to offset operating decreases.
- **Capital Outlay:** This category is \$111,506 or 12.19% less than the FY2006 Adopted Budget because major capital purchases in for Marine Patrol were achieved in FY2006 and did not require FY2007 allocation.



- **Non-Operating:** This category is \$9,550 or 8.72% less than the FY2006 Adopted Budget because it consists of matching funds used for grants. The decrease reflected is due to changes in the grant matching fund requirement.

Strategic Accomplishments

An overall 8% reduction in crimes was achieved, as reported through UCR coding as November 15, 2006.

Several innovative crime fighting strategies were implemented such as Operation “Miami Shield” (an anti-terrorism and public awareness program that also concentrated on increasing police visibility) and Operation “Red Light, Green Light” (an all inclusive community education, engineering and enforcement program to address the staggering number of traffic accidents and fatalities).

The Recruitment and Section Unit carried out the detailed hiring process for seventy-three (73) police officers sworn-in during FY 2006.

A new stable for our Mounted Unit was built at Lummus Park; increasing operating efficiencies by bringing police horses previously housed at Tropical Park into the City of Miami, reducing the travel time and enhancing the park.

A state-of-the-art forensic lab was finished; providing our highly trained Crime Scene Investigations Unit with the equipment and tools needed to investigate and prosecute crime.

To improve our community policing, new Segway vehicles were added to patrol, allowing officers to become closer to the citizens.

Objectives & Key Deliverables

- **Provide Excellent Public Safety**
 - Match or beat the 2005 UCR clearance rate of 36.2% for violent crimes and 12.5% for property crimes, the national average for cities having a population of 250,000 or greater.
 - Reduce the city’s UCR Total Index Offenses by 1% from the prior year.
- **Provide Excellent Customer Service**
 - Answer 90% of all incoming 911 phone calls within 10 seconds of call initiation by the fourth quarter of Fiscal Year 2007.
- **Improve Business and Service Delivery Processes**
 - Identify the core business processes within the department. Report due by Q4 2007.
- **Deliver Technology and e-Solutions**
 - Implement the Field Based Reporting system by Q4 2007.
- **Provide Employees With Key Information**



- Provide all employees with a newly formatted and revised topic based Departmental Orders by Q4 2007.



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Department Head: Stephanie Grindell

Phone: (305) 416-1200

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$6,115,348	\$5,866,344	\$249,004	\$5,866,344	\$4,929,573
Operating Expense	10,109,853	9,286,425	823,428	9,286,425	7,292,116
Capital Outlay	37,600	35,620	1,980	35,620	218,259
Non-Operating	-	-	-	-	-
	\$16,262,801	\$15,188,389	\$1,074,412	\$15,188,389	\$12,439,948

Full-Time Equivalent (FTE):

Public Works					
Classified	103.00	103.00	0.00	103.00	103.00
Unclassified	6.00	6.00	0.00	6.00	6.00
	109.00	109.00	0.00	109.00	109.00

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 the 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, Public Works manages the City's street lighting system, bus benches/shelters, public telephones, new racks, and four storm water pump stations.

Details

- **Personnel:** This category is \$249,004 or 4.24% more than the FY2006 Adopted Budget Increase is due to salary adjustments
- **Operating Expense:** This category is \$823,428 or 8.87% more than the FY2006 Adopted Budget due to increases in Other Professional and Contractual services.
- **Capital Outlay:** This category is \$1,980 or 5.56% more than the FY2006 Adopted Budget due to a increase in anticipated needs for equipment.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The Department of Public Works Improved Business and Service Delivery Processes by creating, reviewing, and improving a number of processes such as: 311 Service Requests, updating and automating permits



through ITD's Land Management project, tracking permits through GIS and continuous revisions to the Street Closure Permitting process.

The handling of 311 Service Requests is constantly being monitored. In collaboration with Citistat, the department uses new service categories and revisited the durations for service requests in order to provide excellent customer service through an expedited response and true service delivery expectation. Once requests are submitted, customers have a tracking number to call to find out the status of their requests.

The Department is also working hand in hand with the Information Technology Department in its Land Management project. This project has taken all of the current applications and updated them in legal requirements, formats, and ultimately, automating them, making the applications accessible through the internet for all customers.

Street Closure and Tree Permits are now being tracked through GIS infrastructure. This mechanism allows the city to assess the number of permits within an area and/or exact locations. It also provides exact inventory for each permit. With the increase in construction and development, street closure permits are constantly being tracked and monitored to ensure compliance with permitting requirements and most importantly, ensuring that the public rights-of-way is safely accessible to the public, full restoration is guaranteed and that City insurance requirements are adhered to by the requestor. These business and service delivery improvements also promote excellent public safety.

Last budget year, Public Works adopted a maintenance study that was prepared for the Operations Division. This maintenance plan reviewed the Operational staffing and equipment needs, as well as, the work flow processes. As a result, the department successfully acquired 16 new positions for its Operations Division and funding for new equipment for FY 2006. The department is moving forward with Phase II of the maintenance plan, which includes the last phase in the hiring process, acquisition of new equipment and finding storage for the equipment and lastly, implementation of the routine maintenance cycle. The intent of the maintenance cycle is to improve business and service delivery processes by channeling service requests on a more expeditious manner and improving overall productivity and efficiency.

To Align Employee Goals with City Goals, Public Works continues to provide all department employees with performance evaluations including those not previously evaluated: employees who had reached longevity or were in the Drop program. This evaluation reviewed each employees functions for improvement if needed. Employee roles were clarified and individual goals were set and aligned with the City's Balanced Scorecard. Additionally, employees are encouraged to attend continuing education courses, seminars and trainings such as: 311, iMiami, computer programming, managerial, safety, NIMS training, self and professional development. These courses have enhanced or developed strategic skills for the professionals within the department, further adding value to the department and to the organization as a whole.

Other Accomplishments

- The Engineering and Design Division performed approximately 9,454 line and grade inspections; prepared 170 covenants and maintenance agreements



- Land Development reviewed 37 Large Scale Development Plans and reviewed 6,901 building permit applications.
- The Survey Division has presented 12 plats to the City Commission, 6 which were recorded. Processed 76 tentative plats and recorded 23 Right-of-Way Deeds.
- The NPDES Division continues to successfully meet all the criteria mandated by the Florida Department of Environmental Protection.
- The Operations Division worked diligently in FY 2006 to ensure that tree trimming, debris removal, inlet cleanings and maintenance of pump stations were addressed in preparation for the Hurricane Season, HEAT parade, and Castro demonstration.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Continue to work with Citistat to address 311 service requests in a more effective manner. We hope to reduce address and resolve 85 percent of all service requests within the established timeframes identified in 311.
 - Full implementation of Maintenance Plan, Phase II by the second quarter of 2007. Phase I, acquisition/hiring of personnel and acquisition of equipment is still in progress. All work flow processes and resources will be improved with this plan. This proactive reconnaissance program has identified the needed field personnel and equipment necessary to effectively complete each task.
 - Through the City's Land Management project, Public Works plans to automate all applications, thus allowing customers to view the services that are offered by the department and apply for the needed permits from their respective homes or office.



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Department Head: Mario Soldevilla

Phone: (305) 575-5106

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$11,349,729	\$11,271,962	\$77,767	\$11,531,962	\$10,313,730
Operating Expense	11,695,558	10,993,467	702,091	10,993,467	9,862,429
Capital Outlay	12,500	12,500	-	12,500	12,538
Non-Operating	-	-	-	-	-
	\$23,057,787	\$22,277,929	\$779,858	\$22,537,929	\$20,188,697

Full-Time Equivalent (FTE):

Public Works					
Classified	236.00	235.00	1.00	235.00	234.00
Unclassified	6.00	6.00	0.00	6.00	6.00
	242.00	241.00	1.00	241.00	240.00

Description

The Solid Waste Department has three divisions responsible for providing cost effective and efficient residential pick up (from three units or less) of garbage, trash, bulky waste and recyclables to over 69,000 residences in Miami. This Department is responsible for cleaning the City's right-of-ways by mechanically sweeping major commercial corridors, servicing over 700 litter containers on sidewalks, removing dead animals, and handling clean-up operations of Special Events.

Solid Waste administers the Commercial Solid Waste Franchise Agreements between the City and private hauling companies. This Agreement governs the operation of commercial solid waste collection services in the City.

Details

- **Personnel:** This category is \$77,767 or 0.69% more than the FY2006 Adopted Budget due to the establishment of two new positions and upgrading salary ranges for inspector positions as a result of a position audit.
- **Operating Expense:** This category is \$702,091 or 6.39% more than the FY2006 Adopted Budget due to the payment of higher Scale Fees charged by Miami-Dade County for the disposal of waste.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



Strategic Accomplishments

Increased collection productivity; collected 260,588 tons of garbage and trash from single family residences and multi-family residences (three or less units) in FY'06; compared to the collection of 196,000 tons in FY'05 as a result of Hurricane Wilma.

Continue to replace old fleet (Lodals) with new Heil automated garbage trucks which are designed for increased efficiency in service delivery. Ongoing fleet replacement (e.g. replacement of three automated garbage trucks) from CIP funds.

Collected 21,340 cubic yards of trash at the new drop-off facility.

As a result of the Mayor's cleanup initiative (10/05 - 9/06), the Department has removed an additional 3,100 tons of trash and debris from streets, swales, sidewalks, alleys, medians, abandoned lots, and illegal dumping sites Citywide.

Finalization of the development of a comprehensive emergency debris removal task force that consists of numerous departments (Solid Waste, Public Works, and Parks and Recreation). This Task Force will coordinate the emergency removal of hurricane vegetative debris and help to open up major corridors for Police and Fire-Rescue.

Continued facility enhancements which include renovation of bathrooms, showers and lockers for the Operation Division.

Improving the facility to meet Americans With Disabilities Act (ADA) compliance requirements.

Other Accomplishments

- Purchased and installed 400 new litter containers in FY'06 as a part of the Department's ongoing litter container replacement program.
- Ongoing active interface with the NET offices and other City departments to ensure quality waste removal services Citywide (e.g. removal of illegally dumped tires; abandoned cars, trailers, and boats).
- Ongoing partnership with Parks and Recreation Department (Shake-A-Leg) cleanup initiatives for island and coastal cleanup activities. Continued partnership with Miami-Dade County Department of Environmental Resources Management (DERM) for the annual Bayanza cleanup.

Objectives & Key Deliverables

- **Restore, Maintain and Beautify Urban and Residential Infrastructure**



- Coordinate approach to sanitation code enforcement, utilizing education for compliance to facilitate our goals to be one of the cleanest of the large municipalities in America. Become more visible at community, homeowners, and grass root meetings for educational and voluntary compliance initiatives. We will hold quarterly educational events in order to facilitate voluntary compliance.
- Expand the street sweeping program to improve the cleanliness of major public rights-of-way, arterial roadways and corridors. We anticipate substantial improvements in the ascetics of the neighborhoods by the second quarter FY'07.
- Expand the fleet replacement program by adding five automated trucks, two rear loaders, and two semi-automated loaders for improving efficiency in garbage collection in areas of the City (such as one-way or narrow streets) where maneuverability is an issue for garbage collection.
- **Enhance Existing Revenue**
 - Audit commercial solid waste haulers to ensure all applicable fees are properly computed and remitted to the City in compliance with the provisions of the Commercial Solid Waste Franchise Agreement. Collect additional fees through identifying miscoded accounts.
- **Provide Employees With Key Information**
 - Establish a managerial and supervisory training program to ensure staff members maintain professional proficiency in their areas of expertise and/or specialization.



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Department Head: Laura Billberry

Phone: (305) 416-1452

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$4,113,975	\$4,143,646	\$(29,671)	\$4,170,076	\$2,739,714
Operating Expense	3,312,241	3,500,979	(188,738)	3,524,625	2,299,332
Capital Outlay	17,000	14,701	2,299	61,701	14,881
Non-Operating	-	-	-	45,000	-
	\$7,443,216	\$7,659,326	\$(216,110)	\$7,801,402	\$5,053,927

Full-Time Equivalent (FTE):

Public Facilities					
Classified	47.00	47.00	0.00	47.00	36.00
Unclassified	3.66	4.66	(1.00)	5.16	3.16
	50.66	51.66	(1.00)	52.16	39.16

Description

Public Facilities is divided into two sections – Public Facilities and Asset Management. The Public Facilities Section serves to provide first class facilities and services used to present the community with quality sporting, cultural, and entertainment events. The Asset Management Section serves as a real estate office for the City and manages the leasing of property to and from other parties; categorizes City-owned properties according to its use (i.e. City operations, leased to a third party, vacant); and identifies and negotiates properties for future purchase, sale or lease.

Details

- **Personnel:** This category is \$29,671 or 0.72% less than the FY2006 Adopted Budget due to the cessation of operations in the Cocomut Grove Expo Center.
- **Operating Expense:** This category is \$188,738 or 5.39% less than the FY2006 Adopted Budget due to the cessation of operations in the Cocomut Grove Expo Center.
- **Capital Outlay:** This category is \$2,299 or 15.64% more than the FY2006 Adopted Budget due to the anticipated purchase of a trailer to transport highlift between facilities, golf carts and a hanging system for stage.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

In order to broaden revenue opportunities, the Department hosted the Strictly Sail venue of the Miami



International Boat Show at Miamarina, collecting over \$120,000 in transient dockage for the event and showcasing the facility to over 150,000 visitors during the six day event. Additionally, The Orange Bowl Stadium hosted another successful nationally televised Miami Hurricanes football season, hosting 6 games reaching gross revenues of more than \$2.0 million dollars. The Asset Management Division negotiated and drafted 9 purchase and sale agreements for the disposition of City-owned real property of which 3 have already closed resulting in additional revenue of approximately \$209,000 and further put the property back on the tax rolls and eliminated a maintenance cost and liability for the City.

In order to provide excellent customer service, the Orange Bowl hosted several community events such as the Hurricane Katrina/Wilma community water and food distributions, the Dept of Children and Families Emergency Food Stamp relief effort, and the 2005 City of Miami Thanksgiving Turkey Give-A-Way. The Orange Bowl was very proud to partner with the Internal Revenue Service to serve as one of the sites for the 2005 Community Income Tax Preparation Campaign, thus providing a great service to the community at no charge.

The Department enhanced grant opportunities and management by applying for a \$500,000 FIND grant to construct the proposed Dinner Key Marina Managed Mooring Field. The Mooring Field will provide safe moorings and comfortable upland amenities to local and visiting boaters that are not currently available. The Department has also applied for a \$50,000 derelict vessel removal grant from the Florida Fish and Wildlife Conservation Commission.

Other Accomplishments

- Dinner Key Marina, Marine Stadium Marina, and Miamarina all initiated over 1.8 million in repair projects related to facilities hurricane damage. These projects include removing over 50 sunken vessels, a complete pier decking replacement at Dinner Key Marina, and fence and dock repairs at Marine Stadium Marina. Dinner Key Marina & Miamarina also renewed their Clean Marina designation from the Florida Dept of Environmental Protection.
- The Manuel Artime Community Theater hosted over 149 events with attendance reaching 63,000 people. Additionally, major capital renovations were initiated which include new ADA compliant restrooms, and ADA compliant parking section, and a new roof for the theater.
- The James L. Knight Center hosted a rich and diverse array of cultural and ethnic events that appealed to various segments of our community such as the 18th Annual Haitian Independence Concert, National Women's Heart Day Health Fair, and the Florida Job Expo.
- The Orange Bowl Stadium continues to find new revenue sources including parking lot rentals, accounting for more than 120 days of events with a variety of shows which created a revenue stream of over \$60,000. Additionally, large corporations have chosen the Orange Bowl for the filming of their national and international commercials, showcasing the Orange Bowl Stadium worldwide and providing an additional \$40,000 revenue source to the City.



- Asset Management managed an average of 104 leases and licenses of city-owned real property that generates approximately \$5.6 million in revenue and further managed and an additional 28 agreements where the City is lessee. This division further negotiated and drafted 32 leases, licenses, agreements and/or amendments to same, 16 of which have been executed to-date.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Inspect a minimum of 25% of city-owned leased properties managed by the Department to ensure they are maintained in accordance with lease requirements.
- **Enhance Existing Revenue**
 - Identify, measure, and report the occupancy of our marina slips dedicated for long term (annual) use to ensure we are optimizing revenue generating opportunities. The Department's objective is to achieve a minimum 90% occupancy rate in our marinas.
 - Develop a customer survey and compile data to view customer suggestions on room for improvement.
- **Broaden Revenue Opportunities**
 - Due to increased demand, the Department is adding 33 new boat storage racks to the Marine Stadium Marina facility. These racks are estimated to produce \$7,500 of monthly revenue during FY 2007.
- **Maximize Grant Opportunities and Management**
 - Assure that all collectable revenue funds are done so in a timely basis with the goal of applying for all grant reimbursements within two weeks or less of the funding becoming collectable.
 - Develop mechanism to document milestones and track progress of grants.
- **Improve Business and Service Delivery Processes**
 - Cross-departmental project teams are critical to improving service delivery. Asset Mgt has initiated a project team consisting of representatives from the City Attorney's Office, Parks and Asset Management to improve park permit agreements for the purpose of facilitating delivery of recreational programs in parks.
 - A second cross-departmental project team will include the City Attorney's Office and Asset Management to develop boiler plate purchase and sale agreements.



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Department Head: Larry M. Spring

Phone: (305) 416-1011

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$1,537,830	\$1,486,572	\$51,258	\$1,486,572	\$1,168,416
Operating Expense	98,200	137,600	(39,400)	137,600	60,326
Capital Outlay	-	-	-	-	-
Non-Operating	-	-	-	-	-
	\$1,636,030	\$1,624,172	\$11,858	\$1,624,172	\$1,228,742

Full-Time Equivalent (FTE):

General Government					
Classified	14.00	14.00	0.00	14.00	14.00
Unclassified	6.00	6.00	0.00	5.00	5.00
	20.00	20.00	0.00	19.00	19.00

Description

The Office of Strategic Planning, Budgeting and Performance (OSPBP) is responsible for the preparation and presentation of the City of Miami fiscal year general operating, special revenue, and debt service fund budgets, along with providing year-round assistance to City departments and other agencies on related funding and budgeting issues. OSPBP also assist in implementing, monitoring, and reporting on the City’s Strategic Priorities, which guides the development of the fiscal year and multi-year business and capital plans. Overall, OSPBP is committed to providing professional financial and strategic support to all areas it serves.

Details

- **Personnel:** This category is \$51,258 or 3.45% more than the FY2006 Adopted Budget due to the filling of vacancies at higher salaries than budgeted.
- **Operating Expense:** This category is \$39,400 or 28.63% less than the FY2006 Adopted Budget due to one-time consulting services employed every other year for cost allocation studies.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

OSPBP, in conjunction with Department teams, completed the revision of the Citywide and Department-level Balanced Scorecards as part of the next phase of the strategic planning development process. In addition



the department developed and implemented the Data collection processed that will enable the City Administration to monitor and reward the progress achieved on established measures and targets.

OSPBP also facilitated the development and approval of a structurally balanced budget, which allowed for the reduction of taxes and fees to citizens as well as being able to increase the allocation to departments that provide direct service to the citizens (i.e., police, fire, solid waste, parks).

The group also completed the revision of the citywide revenue manual that will be distributed to the city during the first quarter of the 2007 fiscal year. This is a significant accomplishment in that this data resource will be utilized in the analytical review of revenue enhancement that ultimately will allow the Administration to reduce taxes.

Other Accomplishments

- Prepared and passed Living Wage Ordinance in the City of Miami

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Complete all incoming customer (internal and external) requests within a 5-day work period
- **Improve Business and Service Delivery Processes**
 - Submit 100% of the standard financial and other adhoc reports during the required reporting periods.
 - Reduce variances to no more than 9% of total budget between budget and actual revenues and expenditures within the general operating, special revenue, and debt service funds
 - Receive 96% of all specified data from City departments within the balanced scorecard data collection template
- **Instill Customer Focused, High Performance Culture**
 - Continue citywide training of City staff on Balanced Scorecard and its relationship to Pay for Performance in an effort to create a performance based culture
 - Hold Leadership Team meeting by end Q3 2007 to review the status of the Citywide Scorecard, reiterate measure owner accountability of Citywide measures, establish targets and commence data collection
- **Develop Strategic Skills**
 - 100% of Budget staff to attend all strategic training courses provided by the City's Training and Development division



Department Head: Kelley Barket

Phone: (305) 329-4854

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$9,949,513	\$9,769,183	\$180,330	\$9,764,024	\$8,895,829
Operating Expense	8,780,087	7,542,731	1,237,356	8,079,005	6,680,449
Capital Outlay	73,222	-	73,222	68,885	75,977
Non-Operating	-	-	-	-	-
	\$18,802,822	\$17,311,914	\$1,490,908	\$17,911,914	\$15,652,255

Full-Time Equivalent (FTE):

Public Works					
Classified	169.00	167.00	2.00	167.00	167.00
Unclassified	6.00	5.00	1.00	5.00	5.00
	175.00	172.00	3.00	172.00	172.00

Description

General Services Administration (GSA) consists of six divisions that provide internal service support in the areas of heavy and light fleet management, property maintenance, radio communication, graphic reproductions, and Miami Riverside Center facility management. Protocol Office functions, citywide mail delivery and utility management are also provided. GSA will continue to pursue service delivery excellence by improving efficiency and response time to other city departments, enabling them to better serve the citizens of Miami and provide a highly rated quality of life.

Details

- **Personnel:** This category is \$180,330 or 1.85% more than the FY2006 Adopted Budget due to anniversary and longevity increases, and the related effect on FICA.
- **Operating Expense:** This category is \$1,237,356 or 16.40% more than the FY2006 Adopted Budget due to: increases in fuel, oil, and oil derived commodities such as tires, auto parts, and paint; electricity and water; materials and supplies; and contractual costs.
- **Capital Outlay:** This category is \$73,222 or 100.00% more than the FY2006 Adopted Budget due to the purchase of replacement diagnostic equipment for Fleet vehicles and the 800 MHz System for Communications Division, and four portable air conditioning units to service city facilities on a temporary, as needed, basis for our Property Maintenance Division.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



Strategic Accomplishments

GSA Property Maintenance Division's FY '06 Strategic Objective was to Improve Business and Service Delivery Processes through its 3 Deliverables. The first was to respond to work order requests by an average of 4 days which was exceeded by responding in an average of less than 4 days. The second Deliverable was to limit work order requests over 90 days to 4% (or less) which was exceeded by having work order requests over 90 days average less than 4%. The third Deliverable was to complete work order requests within 3 days from the scheduled start date which was exceeded by completing requests by an average of less than 3 days.

GSA Communications Division's FY '06 Strategic Objective was to Improve Business and Service Delivery Processes through its 3 Deliverables. The first was to attain 99.9% uptime for the City's 800 MHz radio communications system which was exceeded by achieving 99.943% uptime for the year. The second Deliverable was to repair light bars on emergency vehicles within 3 hours of work order request which was exceeded by completing these type repairs within an average of 1.28 hours. The third Deliverable was to repair walkie talkie radios within 3 hours of work order request which achieved.

GSA Graphics Division's FY '06 Strategic Objective was to Improve Business and Service Delivery Processes through its 1 Deliverable of producing quality printing and binding by achieving an average productivity percentage of all jobs within 90% of the estimated cost. This goal was exceeded by averaging 101.43%.

GSA Miami Riverside Center (MRC) Division's FY '06 Strategic Objective was to Improve Business and Service Delivery Processes through its 1 Deliverable of attaining 90% productivity on common tasks. This was exceeded by achieving 110%.

GSA Fleet Division's FY '06 Strategic Objective was to provide excellent public safety through its 1 Deliverable of increasing availability of police patrol cars to 97%. Fleet achieved a 96.165% availability rate for police patrol cars.

Other Accomplishments

- GSA Communications Services Division negotiated an agreement with Nextel Communications to implement the city's participation in the nationwide radio systems rebanding.
- GSA Fleet Division was named as one of the 100 Best Fleets of North America by Fleet Equipment Magazine. The award was based on documented accountability, effective utilization of technology information, evidence of a high trust culture, existence of effective acknowledgement and recognition programs, staff collaboration, creativity, repair performance (getting the job done right the first time), repair turn around time, and fair, competitive pricing.
- GSA MRC Division staff readied the damaged MRC Building to allow employees to safely work within 17.5 hours after of "all clear" being announced after Hurricane Wilma, even prior to full electrical power being restored.



- GSA Property Maintenance Division performed a variety of repairs throughout the City due to damages caused by Hurricanes, Rita, and Wilma. Damaged, unsafe light poles and fixtures were removed and replaced at Morningside Pool, Margaret Pace Park, GSA, and other facilities. Damaged, unsafe fences were removed and repaired. Large canopies at City Hall and the Property Maintenance Building were replaced; and, numerous air conditioning systems were repaired.
- GSA Graphics Division acquired a new Xerox DocuColor 250 color copier. This is a savings in excess of \$57,000 over a 5 year period; and, will enable an increase efficiency and productivity by offering faster (50 pages per minute) copying capability. Also, it has advanced features such as: a large capacity paper feeder, built in booklet making, three-hole punching, and color scanning to desktop. As part of the purchase agreement, we took ownership of our leased Doc12 color copier (12 pages per minute) a year earlier and the remaining lease payments were abated, representing additional savings to the City. The Doc12 will provide a second option to print color proofs and run smaller jobs.

Objectives & Key Deliverables

- **Provide Employees With Key Information**
 - Fleet Division will coordinate specific equipment training to keep up with the advancing technological demands in the vehicle industry.
 - Fleet Division will identify labor standards for Heavy Fleet Operations.
 - Communications Division will procure and install 16 replacement back up consoles for the main 911 dispatch center.
 - Property Maintenance Division will expand the existing preventative/deferred maintenance program by identifying a regularly scheduled building and facility preventative program for the electrical trade for Parks, City Hall, NET, GSA, and other City Facilities.
 - Communications Services Division will maintain 99.9% uptime for City's 800MHZ radio communications system. Also, repairs on walkie talkie radios will be done within 3 hours of work order request.
 - Communications Division will complete programming of all City communication radios which is part of the nationwide rebanding required by the federal government.
 - Property Maintenance Division will establish minimum and maximum warehouse building material inventory stock levels, order points and designate inventory stock locations. MRC Division will establish minimum and maximum warehouse building material inventory stock levels, order points, and designate inventory stock locations.
 - Fleet will complete three major facility improvements: 1) installation of the additional above ground 15,000 gallon fuel tank at the GSA Fleet fueling facility, 2) design and construction of the new Truck Wash at the GSA Fleet facility, and 3) installation of new, hurricane wind resistant, garage roll up doors, and shutters.
 - Fleet Division will maintain the availability of police patrol cars at 97% to enhance the Police Department's ability to provide public safety.



- Graphics Division will develop and distribute a survey to evaluate its customer satisfaction with our printing, copying, and binding services. Also, Graphics will develop and distribute another survey to evaluate its customer satisfaction with our creative services. Ratings from 1 to 5: 1.00 to 1.49 = Poor, 1.50 to 2.49 = Needs improvement, 2.50 to 2.99 = Good, and 3.00 to 5.00 = Excellent. Acceptable ratings will be Good or Excellent.
- Graphics Division will produce quality printing and binding by achieving an average productivity percentage of jobs within 91% of the estimated cost (Estimated divided by Actual Cost).



Department Head: Peter Korinis

Phone: (305) 416-1550

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$7,344,042	\$7,142,856	\$201,186	\$7,142,856	\$6,154,390
Operating Expense	7,231,046	7,800,523	(569,477)	7,800,523	5,563,546
Capital Outlay	36,725	34,990	1,735	34,990	32,554
Non-Operating	-	-	-	-	-
	\$14,611,813	\$14,978,369	\$(366,556)	\$14,978,369	\$11,750,490

Full-Time Equivalent (FTE):

General Government					
Classified	91.00	91.00	0.00	91.00	85.00
Unclassified	6.00	6.00	0.00	6.00	6.00
	97.00	97.00	0.00	97.00	91.00

Description

ITD Mission: To deliver high-quality citizen-centric business solutions through cost-efficient communications and information technologies.

The Information Technology Department provides, operates, and maintains the computer, network, telecommunication, and telephone hardware and software, supporting City Departments. The Department’s products and services include computer system acquisition, development, and lifecycle maintenance as well as a secure, reliable, and flexible infrastructure capable of delivering information needed to operate City business and serve the needs of City citizens and businesses.

Computer hardware and software, email and e-government, telecommunications including mobile voice and data networks, internet access, telephone systems and business systems for financial, purchasing, personnel, land management, public safety, etc., are the responsibility of the Information Technology Department, working in conjunction with staff from all departments.

Details

- **Personnel:** This category is \$201,186 or 2.82% more than the FY2006 Adopted Budget due to the addition of three (3) new positions; bringing the total staffing to 99 positions. These new positions will provide direct user support and technical support for the new iMiami (ERP) system, business process analysis and improvement, and expansion of the City’s geographic information system as well as for transition of technical staff.
- **Operating Expense:** This category is \$569,477 or 7.30% less than the FY2006 Adopted Budget due to decreases in operating expenses and capital projects necessitated by City budget cuts that shall be accommodated by delaying, slowing, or cancelling certain projects.



- **Capital Outlay:** This category is \$1,735 or 4.96% more than the FY2006 Adopted Budget due to anticipated needs in capital purchases to be undertaken in the budget year.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The City has undertaken the most far reaching technology modernization effort in its history. Legacy business systems are being replaced with new commercially-available software applications with modern technical designs and capable of performing best business practices. Future upgrades, maintenance, and functionality improvements will be supplied as vendors improve their products in years to come. The internet, high bandwidth and wireless telecommunication, geographic information systems, business intelligence databases, and modern desktop and server hardware will form the foundation for a reliable, agile, technology infrastructure. This will allow streamlined business operations to be designed and put in place more quickly to serve the rapidly changing needs of this dynamic city.

The City-wide Strategy Map is composed of twenty-one objectives/goals. Business process improvement and associated information technology initiatives directly contribute to: "improve business and service delivery processes", "deliver technology and e-solutions", and "facilitate service access for customers" goals. Moreover, improvements in business processes and the underlying technologies enable the City to achieve its goals to "provide excellent customer service", "achieve cost-effective municipal services", and "achieve operational savings". The iMiami ERP system and the Land Management System each contribute directly to the accomplishment of 12 of the City's 21 strategic objectives.

The business process improvement (for example: a simplified financial chart of accounts) and the majority of development and system interface work has been completed for the iMiami ERP Phase I Project. User training, data migration, and final testing are in progress and Financials, Procurement, and Projects & Grants modules are on track to go live at the beginning of this fiscal year.

In the Financial area, the Kronos Time and Accounting System, recently launched in the Police Department, now serves over 50% of city staff. A new pension and retirement payroll system was deployed this year. This system replaced a 25 year old legacy mainframe system.

In the Land Management area, the business process improvement work and development of the Land Management Public Works Module is substantially complete and development of a web based interactive public works 'right of way permits and inspections' system is under development. This is the second major Land Management Module to be deployed.

Several web based outward facing systems were also deployed this year including: A 'Plans Drop Off' System developed for the Building Department to assist them in tracking the status and location of building plans dropped off for processing and provide meaningful performance metrics regarding the length of time it



takes to process plans.

A 'Large Scale Real Estate Development' web based reporting system was deployed this year to provide citizens with an interactive map with details of all large real estate development projects in the City.

An interactive web based 'code enforcement reporting' system was also deployed this year to provide citizens the ability to lookup active code enforcement cases.

The City's Enterprise Geographic Information System (eGIS) was greatly expanded this with 30 additional layers, bringing the total GIS layers to 55. Some of the major layers added this year include the zoning atlas, pedestrian pathways, marinas, waterways and rivers, police reporting areas, solid waste routes, and fire 901 zones.

The City's eGIS system provides the geographic foundation for the Land Management, ERP, Public Safety, and Transportation Systems. With this foundation the City can now deploy computer applications that display a variety of data via interactive maps.

In the public safety area, web based systems have been deployed including: an apparatus status system, an online drivers license status, a special events and off duty tracking and reporting system, and a "be on the look out" (BOLO) system for emergency call takers and dispatchers.

In the Legislative area, three more boards were added to the Legislative Management System (Legistar); MidTown Community Redevelopment Agency (CRA), the Planning Advisory Board (PAB), and the Zoning Board. Now citizens can also view on the web all legislative matters relating to these boards.

Imaging technology is being rolled out to additional departments, i.e., code enforcement, building, planning, and public works.

In addition to the business system modernizations above, the supporting infrastructure of hardware, software and information technology processes have been improved to keep pace with the new business systems. The Desktop and Server Technology Refresh Project in accordance with the City's four-year replacement cycle continues to provide affordable and capable computing equipment to staff using office productivity tools and the new business systems. Increased network capacity has been provided to mobile field workers, new systems and internet users to prevent delays and wait time. Wide area and local wireless network access technology has been upgraded/expanded to improve the productivity of the City's mobile workforce.

In an effort to "provide excellent recreational, educational, and cultural programs", computer learning centers have been built at City Parks to provide citizens, young and old, with access to computers and internet. Access to and the ability to use computers and the internet is essential in today's technology-driven world. A "digital divide" exists that limits opportunities for individuals without the economic or educational advantage of computer technology.



Other Accomplishments

- Implement processes and tools to assist in the management, user support and cost effectiveness of information technology. "Help Desk" staff have been upgraded and a self-service module put in place to allow department liaisons to check work orders directly and submit requests electronically. A Change Management System was implemented to track requests for service making it possible to track and report on project team staff utilization and project activity.
- Information security threats increase everyday, threatening to infect computers, deny network and internet access, destroy data and generally adversely impacting employee productivity. In order to strengthen the City's defenses against these threats new more advanced SPAM fighting, internet security and intrusion detection resources were implemented in the past fiscal year.
- Regular testing and improvement of our business continuity and disaster recovery processes have been successfully conducted. An enterprise Backup and Recovery infrastructure which will aid in the recovery process was implemented at a secondary City facility, and advanced "live-state" server imaging software was deployed.
- Old telephone equipment and technologies are being replaced by state of the art voice over IP (VoIP) systems. The basic VoIP infrastructure has been implemented and new sites are added as the old systems fail. Ten City sites (West Flagler NET, USAR, GSA Communications, Code Enforcement Central, and Code Enforcement South and Coral Way NET, Virginia Key Beach Park Trust, GSA Administration, Property Maintenance, the Fire Training Center, East Little Havana NET) are now using the new technology.
- In addition to adding VoIP throughout the City, we relocated the Homeless Assistance Program this summer. Major Relocation Projected at MRC and City Hall and other smaller sites, e.g., NET offices and a Code Enforcement office, have been accomplished on short notice.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**
 - Complete the end to end review and process improvement project for all Land Management business processes.
- **Deliver Technology and e-Solutions**
 - Replace outdated desktop and server technologies and improve security and reliability of the network infrastructure in accordance with the City's replacement cycle. Develop infrastructure needed to support balanced scorecard and business intelligence initiatives which will provide quick access to important business strategy metrics—such as customer satisfaction, innovation, and service delivery— allowing City administration to continuously monitor strategic performance.
 - Deploy a new point of sale cashiering system that will accept all payments for all services offered by the city, manage receipts, and interface collections to land management systems and Oracle financials.
 - Replan Phase II of the iMiami project, adding Payroll, Human Resources and Budget capabilities to the ERP system, for delivery in 2008.



- Upgrade obsolete telephone systems with Voice over IP technologies to improve capabilities and reduce support requirements at various City locations.
 - Expand the online legislative management system (Legistar), adding the Nuisance Abatement Board, Arts & Entertainment Board, and Waterfront Advisory Board.
 - Develop and deploy the next phase of the Land Management System that will automate new processes public works right of way permits, special event permits, fire code compliance, and solid waste code enforcement. Expand enterprise GIS System and data layers.
 - Begin reimplementation of the Fire emergency dispatching system. Deploy a fire field based reporting system for the Fire Department incorporates wireless technology.
 - Expand imaging capability and capacity for the Land Management and other business functions. Support integration of GIS applications with imaging to geographically locate and render imaged documents using a mapping front-end.
- **Facilitate Service Access for Customers**
- Continue to develop and deploy interactive GIS based applications for citizens to request municipal services and access city information.
 - Acquire and implement a video streaming solution to “webcast” various public meetings and events on the WEB.
 - Enhance communications and access to City information for citizens and business partners through the deployment of information kiosks at key City sites.



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Department Head: Lisa Mazique

Phone: (305) 416-1023

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$924,624	\$776,564	\$148,060	\$756,034	\$1,346,671
Operating Expense	561,123	513,954	47,169	505,454	546,149
Capital Outlay	14,435	17,052	(2,617)	25,552	3,216
Non-Operating	-	-	-	-	-
	\$1,500,182	\$1,307,570	\$192,612	\$1,287,040	\$1,896,036

Full-Time Equivalent (FTE):

Non-Departmental					
Classified	7.00	5.50	1.50	4.50	14.16
Unclassified	6.00	6.00	0.00	6.00	10.00
	13.00	11.50	1.50	10.50	24.16

Description

The Department of Economic Development (DED) is responsible for attracting and maintaining high growth, valued added businesses & industries to the City of Miami through public/private initiatives and projects that will enhance its economic environment. In addition, DED creates and promotes economic development incentives that will stimulate commercial, industrial and residential development in specified areas of the City. The major programs the department currently administers and coordinates include Brownfields Redevelopment, Access Miami and Ad Valorem Tax Exemption.

Our Mission Statement: To lead policy creation, stimulate innovation and leverage resources through public and private collaborations to facilitate equitable, diversified growth that is sustainable and enhances livability across all communities in the City of Miami.

Details

- **Personnel:** This category is \$148,060 or 19.07% more than the FY2006 Adopted Budget is due to the establishment of one (1) new position and transferring half a position (.5) from Public Facilities. Additionally, the Director's position was filled at a higher salary than originally budgeted for in the FY 2006 budget.
- **Operating Expense:** This category is \$47,169 or 9.18% more than the FY2006 Adopted Budget due to anticipated costs necessary for the Brownsdiels remediation activities required by DERM (Department of Environmental Resources Management) at the Civic Tower Site.
- **Capital Outlay:** This category is \$2,617 or 15.35% less than the FY2006 Adopted Budget due to a decrease in anticipated needs for purchases.



- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The Department of Economic Development (DED) played a key role in the public/private partnership, which resulted in the creation of a Community Development District (CDD) and a Community Redevelopment Agency (CRA) for the Midtown Miami Project.

There has been several project success stories in Brownfields Redevelopment the department can be proud of. They include, Midtown Miami, Wagner Square, Wynwood East & West Parcels, Los Suenos Affordable Housing, Civic Towers, and St. Augustine Towers, just to name a few. The success of this program has stimulated economic development in areas of the City that was once considered abandoned, idled or underused.

The department has worked in conjunction with Miami-Dade County in revamping the City's Ad Valorem Tax Exemption Ordinance to streamline the process for interested business owners. This incentive program is extremely important because it can attract new businesses to the area and/or motivate current businesses to expand there operations.

Only in its initial stages, programs affiliated with ACCESS Miami have already started combating poverty and assisting working families and the small business community. There has been over \$1,000,000 in micro-loans made to small business owners in the City. City-affiliated combined tax preparation efforts over the last two year were the most successful ever, counting the participation of more than 18,000 residents and saving them over \$1,600,000 in fees combined. More than 750 City residents opened IRA savings accounts, individual development accounts and debit plus accounts as part of an ACCESS Miami effort.

Other Accomplishments

- The Department of Economic Development was a major sponsor for the First Annual WEDR Marketing Conference, which was a completed success. This conference provided a forum for South Florida's best and brightest to cross-feed with one another to share innovative ideas to enhance opportunities for minority businesses.
- Economic Development has successfully taken the first steps in re-branding itself after its split with Asset Management. This change features a new mission statement, vision and organizational objectives that will galvanize the department's focus toward job creation, business incentives, and public/private partnerships.
- Facilitated expansion of the Enterprise Zone to parallel the City's Brownfields area.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**



- Utilize human resources, data and technology to create and deliver innovative policies and initiatives.

- Enhance the Departmental Website and update it on a monthly basis with economic development incentives and initiatives that are available in the City of Miami that customers can access and download as needed. Information will include Enterprise Zone/Empowerment Zone information, Ad Valorem Tax Exemption, Access Miami, County State and Federal incentives that are specific to the City of Miami. We want to have minimally a 20% increase in website hits by the second quarter of 2007.



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Department Head: Victor Iqwe

Phone: (305) 416-2044

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$903,034	\$853,770	\$49,264	\$853,770	\$565,011
Operating Expense	31,900	30,000	1,900	30,000	17,139
Capital Outlay	-	-	-	-	2,257
Non-Operating	-	-	-	-	-
	\$934,934	\$883,770	\$51,164	\$883,770	\$584,407

Full-Time Equivalent (FTE):

General Government					
Classified	2.00	2.00	0.00	3.00	3.00
Unclassified	9.00	9.00	0.00	8.00	8.00
	11.00	11.00	0.00	11.00	11.00

Description

The Office of the Independent Auditor General (OIAG) provides the City Commission with objective reviews and audits of all City departments, programs and/or financial transactions. Said reviews and audits add value; enhance accountability, effectiveness, and efficiency to the overall operation of the City government.

Details

- **Personnel:** This category is \$49,264 or 5.77% more than the FY2006 Adopted Budget due to salary increases, pay per performance increases, anniversaries, and longevity increases.
- **Operating Expense:** This category is \$1,900 or 6.33% more than the FY2006 Adopted Budget due to an increase in travel and per diem training costs.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The OIAG identified approximately \$600,000 of additional revenues and/or cost savings during the fiscal year 2006. A total of \$450,000 has been collected.

Other Accomplishments



- Our financial, operational/performance, and compliance audits identified several internal control deficiencies, lack of compliance with certain programs, and contract/lease provisions/requirements. Our recommendations, if properly implemented, would add value; enhance accountability, effectiveness and efficiency to the overall operation of the City government.
- The OIAG provided technical expertise on a wide range of issues to various City departments.
- The OIAG provided litigation support role on behalf of the City, relative to service tax revenues in dispute and/or collection of other monies owed to the City.
- The OIAG worked with the Audit Advisory Committee to ensure that it was fulfilling its responsibilities, as codified.
- The OIAG provided assistance to external law enforcement agencies reviewing certain financial transactions identified in audit reports issued by the OIAG.

Objectives & Key Deliverables

● **Broaden Revenue Opportunities**

- Appropriate audit efforts would be focused on high risk and control deficient revenue collection areas. The OIAG estimates that additional revenues and/or cost savings totaling approximately \$950,000, would be identified.
- The OIAG plans to continue to provide litigation support role on behalf of the City relative to service tax revenues in dispute and assist in the collection of other monies due to the City.

● **Achieve Operational Savings**

- The OIAG will follow-up and determine the status of all prior audit findings, related recommendations and management action plans as it pertains to the overall operation of the City and related cost-savings
- A fraud hotline operated by the OIAG is now available to enhance awareness regarding the prevention and detection of fraudulent or irregular business transactions

● **Achieve Cost-Effective Municipal Services**

- A risk-based annual audit plan process will identify 16 moderate to high risk types of audit engagements relative to business and service delivery processes. Appropriate recommendations would be made.
- The audits of business and service delivery processes would be performed in a more timely manner due to more audit experience. The average budgeted hours would decrease from 425 hours to 400 hours.
- The OIAG will continue to review City commission Agenda Items and supporting documents/records for propriety and potential audit issues.

● **Develop Strategic Skills**

- All auditors will be scheduled for a 40 credit hours of continuing professional education training including the specified number of credit hours in accounting/auditing and ethics as mandated by the Governmental Auditing Standards, the State Board of Accountancy and the professional licensing agencies, during the fiscal year 2006.



● **Provide Employees With Key Information**

- The OIAG will continue to provide technical expertise to City employees and departments.



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Department Head: Hector Lima

Phone: (305) 416-1102

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$6,137,693	\$5,903,814	\$233,879	\$5,964,814	\$5,759,873
Operating Expense	1,133,063	921,893	211,170	1,251,893	583,555
Capital Outlay	192,971	106,922	86,049	76,922	58,064
Non-Operating	-	-	-	-	-
	\$7,463,727	\$6,932,629	\$531,098	\$7,293,629	\$6,401,492

Full-Time Equivalent (FTE):

Full-Time Equivalent (FTE):					
Planning and Development					
Classified	79.00	78.00	1.00	79.00	75.00
Unclassified	7.00	7.00	0.00	7.00	7.00
	86.00	85.00	1.00	86.00	82.00

Description

The Building Department serves to protect the health, safety, and welfare of the public; and to enhance the general quality of life through interpretation and enforcement of the Florida Building Code, as well as other applicable regulations governing construction and land use. The department accomplishes the above functions with the following Divisions: (1) Administration, (2) Inspection Services, and (3) Code Administration.

The Administration Division is responsible for policy formulation and decision making; as well as preparation and maintenance of the budget, the monitoring of revenues, personnel activities and the issuance of all certificates. This division also works closely with the construction industry, citizen groups, professional organizations, and other government agencies in developing long and short range plans for the department.

The Inspection Services Division is responsible for the protection of life and property from safety hazards related to buildings and their construction. This is accomplished through inspections and enforcement, as required by the Florida Building Code, in the Building, Electrical, Mechanical, Plumbing, and Unsafe Structures Sections. The Division also follows up on compliance for unsafe structures by taking cases before the Code Enforcement Board and the Miami-Dade County Unsafe Structures Board. Cases are also presented before the Construction Trade Qualifying Board.

The Code administration Division operates the Permit Counter which is responsible for the Microfilm area. The division is responsible for issuing permits and collecting fees through our computerized system. The Microfilm area coordinates the microfilming of records in order to comply with State Public Records requirements, maintains the control of all records, and provides copies of the records as requested by the public.

Details



- **Personnel:** This category is \$233,879 or 3.96% more than the FY2006 Adopted Budget due to annual salary increases.
- **Operating Expense:** This category is \$211,170 or 22.91% more than the FY2006 Adopted Budget due to an increase in the supplies used to operate the department and higher market prices.
- **Capital Outlay:** This category is \$86,049 or 80.48% more than the FY2006 Adopted Budget due to previous years fund balance rolled over and appropriated with commission approval.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

Worked with Citistat in defining all of our processes (end to end) and established best business practices for the department.

Continued participation in the (NFIP) National Flood Insurance Program, by enforcing the Floodplain Management Ordinance in our community. The NFIP with the coordination of the Building Dept. has saved the community 10% in flood insurance premiums which represents an annual savings of \$1,780,544.

Participation in the NFIP requires maintaining the following activities:

1. Elevation Certificates on new and improved buildings in our Special Flood Area.
2. To provide Flood Insurance Rate Map information with an outreach to the community.
3. To enforce Chapter 20 of the City Code , Flood Damage Prevention.
4. To enforce storm water management drainage system maintenance with stream dumping regulations.

Acquired software for supervising ACD (Automatic Call Distribution) telephone system for improving customer service.

Participated in the permitting & inspection of major construction projects during the past seven years:

Total major commercial construction (in progress): \$ 3,454,836,651.

Total major commercial construction (completed/7 yrs.):\$ 1,779,059,168.

Total major residential construction (in progress): \$ 93,079,188.

Total major residential construction (completed/3 yrs.):\$ 77,647,526.

Other Accomplishments



- We continue to participate in the National Flood Insurance Program, by enforcing the Floodplain Management Ordinance in our community. This has saved our citizens 10% in flood insurance premiums which resulted in a savings of \$1,363,910 yearly. Participation in the program requires maintaining activities which include maintaining elevation certificates on all new construction and substantially improved buildings in our Special Flood Hazard Area, provide Flood Insurance Rate Map information, having an outreach program to the community, enforcing Chapter 20 of the City Code, Flood Damage Prevention, enforcing storm management, drainage system management and enforcing dumping regulations.

Objectives & Key Deliverables

● **Provide Excellent Customer Service**

- Objective 1. Acquire a Land Use Management /Computers System.

1st Qtr. Continue to work with Citistat, implementing best business practices (processes end to end) in the department.

- 2nd & 3rd Qtr. Work with Citiview-implementing the new system

● **Improve Business and Service Delivery Processes**

- Objective 4. Acquire (Q-Matic) electronic queuing system to improve customer service, assist management in allocating personnel (to achieve maximum results) to reduce time expended in plans/permit process. 1st QTR. Acquire funding to purchase Q-matic (contract process).
- Objective-3. To create a Process Improvement Team (PIT) survey to analyze areas of potential improvement & streamline permitting process. 1st QTR. Create, mail, handout survey to stakeholders (from the outside and within the Building Dept.). Meet to establish groundwork.
- 2nd QTR. Start implementation of the system, and accessibility to the other user departments (Zoning, Public Works, Fire).
- 2nd Qtr. Analyze potential areas needing improvement.
- 3rd. Qtr. Gather recommendations & prepare implementation process.

● **Deliver Technology and e-Solutions**

- Objective 5. Conversion of paper/microfilm version of records into an electronic format. 1st. Qtr. Evaluate product & process. 2nd Qtr. Implement process with a 3 year estimated completion period.
- Objective 6. Establish quarterly section to analyze work product both in the office & field.
- Objective 7. Evaluate current work structure needs & re-appropriate personnel/resources more effectively and efficiently.

● **Facilitate Service Access for Customers**



- Objective-2. To have the floor-design-layout complement and match our work flow.

1st Qtr. Completion is scheduled for this quarter.

1st Qtr. To coordinate the construction of the design.



Department Head: Ernest Burkeen

Phone: (305) 416-1320

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$14,574,610	\$13,506,747	\$1,067,863	\$13,506,747	\$11,715,721
Operating Expense	5,392,531	3,955,844	1,436,687	4,849,624	4,270,665
Capital Outlay	81,178	57,054	24,124	63,274	197,542
Non-Operating	-	-	-	-	-
	\$20,048,319	\$17,519,645	\$2,528,674	\$18,419,645	\$16,183,928

Full-Time Equivalent (FTE):

Parks and Recreation					
Classified	179.00	175.00	4.00	176.00	174.00
Unclassified	6.00	7.00	(1.00)	6.00	8.00
	185.00	182.00	3.00	182.00	182.00

Description

The goal of the Department of Parks and Recreation is to serve all City residents by providing safe and nurturing recreational, educational and cultural activities in order to promote a sense of community. Our mission is to provide comprehensive academic and cultural enrichment programs that provide an environment for individual growth by teaching discipline, building self-esteem and providing guidance in the pursuit of excellence. We seek to promote the physical, intellectual, emotional and social development of youth in our community.

Primary services include the operation of all City parks and pools every day year-round, comprehensive recreation, art, music, and education programs; cultural activities; and leisure opportunities for all age groups. Special services include child day care, preschool centers, summer camps, programs for the disabled, senior citizen programs, educational summer programs, after school technology programs and a music and film series.

The Parks and Recreation Department Mission Statement:

To provide state of the art park facilities and offer leisure, educational, cultural and physical activities to the residents and visitors of our community while enhancing their quality of life and inspiring personal growth, self esteem, pride and respect for the urban environment.

Details

- **Personnel:** This category is \$1,067,863 or 7.91% more than the FY2006 Adopted Budget due to anniversary/ longevity increases, the impact of the State of Florida Minimum Wage Ordinance, and substantial projected expenses in the temporary/ part-time areas, the addition of the Miami Rowing Club, etc.



- **Operating Expense:** This category is \$1,436,687 or 36.32% more than the FY2006 Adopted Budget due to substantial increases in contracted items (grounds maintenance, alarm monitoring, custodial services, etc.), projected increases in utilities, the proposed transfers of FACE/Special Events funds, the mid-year increases in several areas, the addition of the Miami Rowing Club, etc.
- **Capital Outlay:** This category is \$24,124 or 42.28% more than the FY2006 Adopted Budget due to the anticipated availability of funds from capital improvement for the purchase of equipment.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

In order to deliver technology and e-solutions, the Parks scheduling system was automated to guard against double bookings.

In order to facilitate service access for customers, provisions of assistance were made to promoters to allow Special Events to serve as a "One Stop" shop.

To maximize grant opportunities and management, we accomplished the following:

- * Was directly responsible for successfully obtaining \$3,819,385 in reimbursements from grant funding sources for capital expenditures initially funded by the City's General Fund.

Individual on-site training of park managers was provided regarding permit issuance. This assisted us in providing employees with key information.

In order to continue providing excellent customer service, all of the following measures were accomplished:

- * Created and implemented an Employment Questionnaire to better serve our consumers interested in employment.
- * Increased the mailing list for park guides in order to reach a wider audience with information relating to neighborhood events in parks, etc.
- * Introduced an e-newsletter for distribution to residents and other interested parties.
- * Opened the Japanese Garden
- * Participated in at least four provider fairs in order to promote and market our programs in the community.

In order to continue providing excellent recreational, educational and cultural programs, all of the following measures were accomplished:

- * In January of 2006, won four 1st place ribbons (the highest number of 1st place wins), one 3rd place ribbon, and finished 2nd overall in the Special Olympics Basketball competition. In February of 2006, won two 1st place ribbons in the Special Olympics Track and Field competition, and won 1st place in the softball



throw competition.

- * Introduced e-Park after-school program.
- * Project Lift provided recreational and leisure, and transportation activities to a total of fourteen (14) agencies.
- * Won 1st place in a bowling tournament at the City of Miami Beach against several agencies.

In order to continue restoring, maintaining, and beautifying urban and residential infrastructure, all of the following measures were accomplished:

- * Implemented capital improvements totaling \$3,245,912, throughout the park system in the following areas: playground improvements in the amount of \$261,573 at the following parks: Buena Vista, West Buena Vista, Duarte, Curtis, Wainwright, Williams, Peacock, Legion, Belafonte Tacolcy, and Biscayne; sport field, landscaping and irrigation improvements for \$91,189 at Curtis, Duarte, Clemente and Shenandoah Parks; site furnishings totaling \$1,253,937 at the following parks: Lemon City, Jose Marti, Maceo, Morningside, Southside, Clemente, Curtis, Henderson, Lummus, Kinloch, Hadley, Grove Mini, and Robert King High; sports courts renovations in the amount of \$203,423 at the following parks: Henderson, Moore, Virrick, Lummus, Douglas, Curtis, and Morningside; security lighting upgrades totaling \$21,364 at Maximo Gomez, Curtis, and Morningside Parks; minor building renovations for \$447,056 at Kinloch, Legion, Manuel Artime, Peacock, Belafonte Tacolcy, Miami Rowing Club, Reeves, Simpson, and West End Parks; general site improvements such as parking lot renovations, walkway and ADA site improvements for \$676,865 throughout the parks system; building furnishings of \$29,500 at Gibson Park; pool renovations in the amount of \$261,005 at Miami Rowing Club, Curtis, and Jose Marti Pools.
- * Graded and installed new sod and new irrigation system for the football/ baseball field at Williams Park.
- * Improved maintenance of sports/athletic fields by acquiring additional equipment and chemicals.
- * Virginia Key Beach - Installed new children's playground and new tiki huts for Virginia Key Beach visitors.

Other Accomplishments

- We were able to provided several of the minor age parks participants with tickets to several University of Miami football, volleyball, basketball, and baseball games, as well as Marlins baseball games.
- Hosted 4 end of summer picnics at various locations including; Bill Braggs State Park, Historic Virginia Key Beach, Morningside Park and Tropical Park.

Objectives & Key Deliverables

- **Provide Excellent Recreational, Educational and Cultural Programs**
 - Conduct 4 basketball clinics at Virrick Park in partnership with the Miami Heat.
 - Expand the learn-to-swim program to include Jose Marti, Shenandoah, Virrick, and Hadley Parks in a year-round program. This objective also meets criteria established for the provision of excellent public safety.
- **Restore, Maintain and Beautify Urban and Residential Infrastructure**



- Demolition of existing playground facilities and purchase and installation of new playgrounds at Belafonte-Tacolcy and Kennedy Parks with rubber safety surfaces and shade structures.
- Douglas Park - Grade, install new sod and irrigation system for the baseball field.
- **Provide Excellent Customer Service**
 - Create after action reports from all city services to better assess future events.
 - Develop brochures and information packages for Japanese Gardens and Simpson Park.
- **Secure Private and Public Partnerships**
 - Develop partnerships with key institutions including Miami International Film Festival.



Department Head: LeeAnn Brehm

Phone: (305) 416-1716

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$2,020,085	\$2,002,783	\$17,302	\$2,002,783	\$1,473,544
Operating Expense	58,471,332	56,870,842	1,600,490	56,870,842	49,691,175
Capital Outlay	14,000	-	14,000	-	-
Non-Operating	-	-	-	-	30,406
	\$60,505,417	\$58,873,625	\$1,631,792	\$58,873,625	\$51,195,125

Full-Time Equivalent (FTE):

Risk Management						
Classified	21.00	21.00	0.00	21.00	19.00	
Unclassified	7.00	7.00	0.00	7.00	7.00	
	28.00	28.00	0.00	28.00	26.00	

Description

The City’s Risk Management Department is a service provider, working closely with all operating departments within the City in an effort to protect the City’s financial, physical, and human resources more effectively. The Department is staffed with experts in the following areas: safety, loss control, claims management, contract management, employee benefits, occupational safety and health, insurance, and risk financing.

Due to the fact that the City faces the potential for employee injury, property damage and liability suits in virtually all operations, the Risk Management Department is dedicated to minimizing or eliminating the exposure of City assets and resources to accidental and business loss as well as for the administration of benefit plans for approximately 4,500 full-time and part-time City employees and retirees.

Risk Management strives to effectively control and reduce the City's risks through the centralized administration of comprehensive risk management and employee benefit programs and to provide optimum service to employees and the public through a variety of interrelated health, safety and liability/loss control programs. The provision of these crucial prevention-oriented programs greatly enhances the working environment and serves as an incentive for employee recruitment, retention and satisfaction, while protecting the City's assets, employees and citizens.



Details

- **Personnel:** This category is \$17,302 or 0.86% more than the FY2006 Adopted Budget due to the reorganization of the Group Benefits and Risk Management Divisions.
- **Operating Expense:** This category is \$1,600,490 or 2.81% more than the FY2006 Adopted Budget due to increases in the line items of benefit claims and property insurance coverages. In addition, the department needs to enhance its resources and materials in order to continue to provide the excellent and accurate information and to improve business and service delivery processes.
- **Capital Outlay:** This category is \$14,000 or 100.00% more than the FY2006 Adopted Budget due to the anticipated acquisition of capital purchases within the department for FY 2007.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The Risk Management Department has undergone a change in its management, a reorganization and has been in transition for the past year. Even though all these changes have taken place, the Risk Management Department has accomplished many of its strategic objectives in keeping with the City of Miami's Balanced Scorecard Strategy Map.

The Risk Management Department has four units: Benefits, Claims (Worker's Compensation and Liability), Property and Casualty, and Safety/ADA. The employee work force has been streamlined and cross-trained to provide excellent customer service. The employees continue to develop new strategic skills in order to provide others with key information regarding benefits, claims, insurance and safety matters. The team has achieved operational savings by managing their time, cross-training with other units, and reaching higher levels of productivity. The Risk Management Department uses the T.E.A.M. (Together Everyone Achieves More) approach and is working hard to align employee goals with City goals.

Other Accomplishments

- The Safety Unit has completed the City's Safety Manual. A Health and Safety Library has been started for training initiatives. Collaboration with the Worker's Compensation Unit is ongoing to determine what safety standards need to be in place to avoid and prevent work-related injuries. The Safety Unit is also overseeing the ADA compliance with the DOJ settlement.



- The claims administration section has completed workshops to inform directors of the results and trends of risk analysis including the number of liability and workers' compensation claims for Public Works, Fire, Police Solid Waste and the Parks and Recreation Department. This section has also completed by-annual audits of performance standard compliance for third party administrators, and has monitored and audited the continual closing of liability and workers' compensation claims during the fiscal year 2006. Initial research is being done to prepare a Back to Work Program. The Worker's Compensation section has been diligent in its research in finding ways to reduce the amount of claims by following standards in accordance with Florida Statute.
- Property & Casualty Unit secured and is implementing a Certificate Tracking System. Additionally, it was successful in obtaining insurance coverages for wind storm, fire and flood; albeit more expensive and less coverage. However, the City continues to maintain coverage on all its properties. The unit continues to efficiently review all contracts for proper insurance coverages.
- The Group Benefits section has successfully completed the yearly enrollment process. This was an extremely difficult enrollment in that all personnel information was updated and captured for the Oracle Program. In addition, eligibility was reviewed for its accuracy and corrections were made to the eligibility system. A claims audit was completed which resulted in reimbursement of over \$600,000 in overpayment of claims and prescription drugs charges. Successful application was made to the federal government's Medicare Part D subsidy program. The City will realize a 28% savings under the prescription drug program on retirees.

Objectives & Key Deliverables

- **Provide Excellent Public Safety**
 - The safety section conducts on the job training for all departments based on City's Safety Manual. In addition, the Safety Unit is responsible for all ADA compliance and HIPAA compliance.
- **Provide Excellent Customer Service**
 - Benefit Unit will continue to provide excellent customer service to address the needs of the employees. Implementation of a Health Fair is under way to educate employees on health issues and benefit issues. The benefit unit is available to members for any problems or issues they may have with medical claims or payments.
 - The insurance section reviews submitted certificates of insurance and prepares insurance requirements at the request of departments for services with the City. The insurance section is targeting 95% certificates reviewed within standard. Additionally, with the implementation of a certificate tracking system, this Unit can be more efficient in maintaining the proper records.
- **Achieve Operational Savings**
 - The implementation of best practices in claims monitoring and claims auditing handled by the managed care vendors on electronic bill review submissions generate savings for the City from its total loss amount for medical care of Workers' Compensation claims.
 - The Benefits Unit continues its monitoring of claims payments and eligibility reviews. This monitoring realizes operational savings by catching errors in eligibility and overpayment of claims by TPA.



● **Deliver Technology and e-Solutions**

- The Benefits Unit continues to support the ERP and its implementation of Oracle Advanced Benefits.
- The Risk Management Department as a whole will maintain its website with updated and pertinent information on safety issues, benefit issues, including medical, life, health and wellness, employee assistance programs, workers' compensation and employees' rights under ADA, HIPAA, COBRA.

● **Develop Strategic Skills**

- Cross-training within all Units enables the Risk Management Department to develop additional skills in order to continue providing employees with key information.



Department Head: Teresita Fernandez

Phone: (305) 416-2038

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$481,160	\$466,211	\$14,949	\$466,211	\$465,963
Operating Expense	532,489	630,200	(97,711)	630,200	530,175
Capital Outlay	1,300	-	1,300	-	4,274
Non-Operating	-	-	-	-	-
	\$1,014,949	\$1,096,411	\$(81,462)	\$1,096,411	\$1,000,412

Full-Time Equivalent (FTE):

General Government					
Classified	6.00	6.00	0.00	6.00	6.00
Unclassified	2.00	2.00	0.00	2.00	2.00
	8.00	8.00	0.00	8.00	8.00

Description

The Department 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, Code Enforcement, Ticketing Appellate, Nuisance Abatement and Waterfront Advisory Boards, as well as, the Arts and Entertainment Council. This department also processes and schedules all violation cases and issues subpoenas for the Code Enforcement and Ticketing Appellate Boards. In addition, the department processes the recording of liens and issues releases of liens related to code enforcement, ticketing, lot clearing, solid waste, and certain Zoning Board resolutions.

The Executive Secretary, who leads the department, is the custodian of all records, cases and documents pertaining to orders and resolutions issued by the various boards. The Executive Secretary also is responsible for scheduling all meetings at the City Commission Chambers and Staff Room.

Details

- **Personnel:** This category is \$14,949 or 3.21% more than the FY2006 Adopted Budget due to anniversary increases.
- **Operating Expense:** This category is \$97,711 or 15.50% less than the FY2006 Adopted Budget due to a significant rise in new development projects within the City of Miami, there has been a significant increase in advertising requirements as well as postage costs.



- **Capital Outlay:** This category is \$1,300 or 100.00% more than the FY2006 Adopted Budget due to the anticipated acquisition of a laser printer. In order to operate efficiently, the Department has the need to replace our current printer which is not in good working condition. Most of the print jobs obtained from Cityview are processed through this printer.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The Department of Hearing Boards worked with key departments in establishing the Zoning Board deadline calendar, implementing the Cityview system and maintaining the Legistar application. In order to improve the business and service delivery process, Hearing Boards worked with the Department of Information Technology to develop the design of the code enforcement agendas in Cityview. Additionally, the department facilitated the service access for customers through the conversion of the Zoning Board and Planning Advisory Board documents to Legistar. As part of processing file searches, the Department of Hearing Boards collected a monthly average of over \$2,000.00.

Other Accomplishments

- Established the 2006 Zoning Board deadline calendar to streamline the internal monthly deadlines with the Planning Department.
- Worked with the Information Technology Department, City Attorney's Office and Office of Code Enforcement to improve all code enforcement agendas in Cityview to meet the needs of the Code Enforcement Board members and city staff.
- Facilitated the conversion of the Zoning Board and Planning Advisory Board agendas and backup documents into the Legistar system for citizen access online.
- The process of recording code enforcement liens has become more efficient, resulting in a timely execution of these documents. Additionally, the new process of recording the lot clearing liens has been implemented in the Cityview system.
- Due to increasing development demands, the departmental file search process has been streamlined, thereby improving business and service delivery process. The department collected a monthly average of over \$2,000.00.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**
 - Reorganize the departmental staff to fit the changing needs of the City. Also, to ensure efficiency and productivity by the first quarter of 2007.
 - Streamline the monthly acceptance of all public hearing applications by initiating a checklist procedure to ensure the accuracy of application submittals.
 - Attain additional special masters to serve on code enforcement-related proceedings by the first quarter of 2007.



● **Facilitate Service Access for Customers**

- Update departmental web page with pictures of Miami City Hall Chambers/Staff Room in order to familiarize constituents with the facility by the first quarter of 2007.

● **Instill Customer Focused, High Performance Culture**

- Seek training through Employee Relations Department to motivate staff as we have been asked to do more with less.

● **Provide Employees With Key Information**

- Update all legislative templates within Legistar and the Standard Operating Procedures, thereby producing a more user-friendly program by the first quarter of 2007.
- Provide copies of all public hearing applications to the City Attorney's Office following monthly application deadline for final sign-off to ensure legality and accuracy.



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Department Head: Ana Gelabert

Phone: (305) 416-1470

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$2,274,516	\$2,287,949	\$(13,433)	\$2,301,682	\$1,887,225
Operating Expense	517,001	586,772	(69,771)	571,772	518,375
Capital Outlay	2,500	18,008	(15,508)	33,008	43,753
Non-Operating	-	-	-	-	-
	\$2,794,017	\$2,892,729	\$(98,712)	\$2,906,462	\$2,449,353

Full-Time Equivalent (FTE):

Planning and Development					
Classified	25.00	24.00	1.00	25.00	34.84
Unclassified	7.00	7.00	0.00	7.00	6.00
	32.00	31.00	1.00	32.00	40.84

Description

The Planning Department provides guidance for the future development of the City of Miami by preparing neighborhood plans; administering and preparing amendments to the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan; promoting the identification, evaluation, rehabilitation, adaptive use, and restoration of the City's historic, architectural, and archeological heritage; preparing recommendations and providing support to the Zoning Board, Planning Advisory Board, Historic and Environmental Preservation Board; and other boards and committees. The department also collects and analyzes demographic, physical, social, and economic data for the City of Miami.

Details

- **Personnel:** This category is \$13,433 or 0.59% less than the FY2006 Adopted Budget due to the downgrading of one (1) unclassified position, and a reduction in anticipated needs for Car Allowance. In FY 2006, Car Allowance was budgeted for three (3) executive positions; for FY 2007, Car Allowance was budgeted for one (1) executive position.
- **Operating Expense:** This category is \$69,771 or 11.89% less than the FY2006 Adopted Budget due to the accomodation and delay of certain projects in order to better align City financial resources with department operations.
- **Capital Outlay:** This category is \$15,508 or 86.12% less than the FY2006 Adopted Budget due to a reduction in anticipated needs for small capital items.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



Strategic Accomplishments

Launched in FY 06, the Miami 21 Project encompasses several key Planning efforts that serve to secure Miami's position as world-class city. This initiative principally focuses on the re-write of the City's current Zoning Ordinance; from a patchwork reactionary legislation that has over time become difficult to interpret and manage, to a new form-based Code rooted on the principles of smart growth and New Urbanism. This is a fundamental shift that emphasizes form rather than use and density. Not only will the new Code provide clarity and predictability, which facilitates the permitting process and encourages sustainable economic and urban development, but it also addresses complex challenges such as Affordable and Workforce Housing, Parks and Open Spaces and the preservation of our historic neighborhoods by establishing a funding mechanism through which private development can make a financial contribution to alleviate these challenges. While keeping within the principals of smart growth, the new Code allows for development of heights and levels of intensity exceeding those permitted "by right" through the payment of bonus fees which will generate considerable funding that can be directed to or utilized as leverage to positively affect these challenges. It is expected that the Miami City Commission will consider adoption of the Code for the East Quadrant in the Fall. The adoption will mark a significant milestone for the Planning Department in its goal to create a predictable and stable environment for investment as well as the improvement of quality-of-life, which will benefit current and future generations of Miamians. This major effort covers many Citywide strategic objectives including the improvement of the business and service delivery processes, restoring, maintaining and beautifying the urban and residential infrastructure, the facilitation of service access for customers, and the enhancement of existing revenue.

Also under the Miami 21 umbrella and just as deserving of recognition, are the Planning Department's Master Planning efforts for Virginia Key, the Coconut Grove Waterfront, and Museum Park. While the first two are in the early planning stages, the Master Plan for Museum Park is nearly complete. A preliminary unveiling of the project occurred in June of 2006, which gave the public a glimpse at the many components proposed for the Park including tidal and cascading fountains, promenades and baywalks, as well as color, sky, bamboo and children's gardens. Also proposed are docks for large vessels, restaurants and water features. Additionally, the relocation of the Miami Art Museum and the Museum of Science to the Park will serve to complement the creation of an iconic public space that people around the world identify with Miami. These master planning efforts are a continuation of the Department's goals of restoring, maintaining and beautifying our urban and residential infrastructure.

Other Accomplishments



- Major Use Special Permits: in calendar year 2005, the Planning Department reviewed 205 major development projects in various stages of development, of which 108 were Major Use Special Permits (MUSP) applications. Out of the 205 projects, 53 were approved during the year. The 205 projects will provide a total of 62,828 new residential units, 2,634 hotel rooms, and 115,971 parking spaces. An additional 5.21 million square feet of office space and 4.79 million square feet of retail space were processed. Financially, these developments have a total construction cost impact of \$22.1 billion. The Department also processed 410 Class II Special Permits in calendar year 2005. The Class II Special Permits address smaller scale development projects. The majority of the permits incorporate design review to ensure the appropriateness of the development within the many neighborhoods that make up the City's special districts and waterfront. These processes allow for the City to continue moving towards becoming an international city full of economic opportunity and align these goals with the restoration, maintenance, and beautification of Miami's urban and residential infrastructure.
- The Department continued its work on four very important master plans: Museum Park (Bicentennial Park), Parks and Recreation (Long-Range Strategic Plan), Coconut Grove Waterfront and Spoil Islands, and Virginia Key. These plans will address issues relative to each specific area and emphasize human scale, public open spaces, and connectivity for the pedestrian realm. The plans will also address issues such as transportation, environmental and recreational elements, area improvements, and create planning and design guidelines. Two of the master plans are currently in the planning stages and the other two are nearing completion, expected for the Fall of 2006.
- Creation of the Miami Modern (MiMo) Historic District: a 27-block long historic district that preserves many of the signature MiMo structures along Biscayne Boulevard. Other individual historic designations include the Coconut Grove Playhouse and East Coast Fisheries (near Lummus Park).
- The Department successfully completed the Evaluation and Appraisal Report (EAR) process as mandated by the Florida Department of Community Affairs (DCA). The Department received a Notice of Intent Letter by DCA and its intent to find the Amendment 06-1 to the Miami Comprehensive Neighborhood Plan, adopted by Ordinance No. 12786, on March 23, 2006, IN COMPLIANCE, pursuant to Sections 163.3184, 163.3187 and 163.3189 of the Florida Statutes.
- The creation of several ordinances to engage neighborhood protection initiatives. Such initiatives include the open space ordinance, which mandates a contribution to the open space trust fund when developers move proposed open space to levels above the ground floor; and several parking initiatives such as the adaptive re-use of existing structures in order to encourage re-use of existing buildings instead of tearing them down to make way for bigger buildings, and the automated parking ordinance, allowing automated parking to reduce the sizes of parking pedestals in high-rise buildings.

Objectives & Key Deliverables

- **Restore, Maintain and Beautify Urban and Residential Infrastructure**



- Continue the work on the on-going master plans to create public places that emphasize human scale, parks and open spaces that enhance the water and environmental elements and that take into account all of the integral factors that will make each those areas within the City a unique, vibrant place to live, work, and play.
- Ensure that Miami 21 include requirements and design criteria that will support the preservation of the scale and character of City neighborhoods.
- Support the preservation of historic, cultural, and environmental resources of the City through historic designations and fulfilling its historic preservation responsibilities as a recipient and administrator of federal funds.
- **Provide Excellent Customer Service**
 - The Department currently provides the general public with certain services, such as Plan Reviews for Special Permits (Class II), Aerial Images and Maps, etc. It is the Department's goal to increase the number of services available to the public to include the automation of application for permits, provide additional on-line access to frequently requested images and maps and continuous update on status of on-going Master Plan processes by the end of the year.
 - As a result of the Miami 21 Initiative, the Department has prioritized participation by the public throughout the planning process. The Department has and will continue to host additional public involvement workshops and meetings to educate the public on the development of the form-based code, answer questions, and address all stakeholder concerns. By the end of the fiscal year, the goal is to hold at least five additional public meetings to engage the public and inform residents of the changes that will affect them.
 - Key components of the four Master Plans (Virginia Key, Coconut Grove Waterfront, Museum Park and Parks Master Plan) currently being managed by the Department are public outreach meetings, where the constituents have opportunities to be educated and take part in the planning and development of the City's future. By the end of the fiscal year, the Department expects to hold at least six additional public meetings related to these master plans as they are developed.
- **Improve Business and Service Delivery Processes**
 - The Department continues Master Planning efforts under the Miami 21 umbrella, which encompasses four major Master Plans and the re-write of the City's Zoning Ordinance. The re-write of the Zoning Ordinance is expected to be considered by Miami City Commission in the Fall of 2006.
 - The Department has certain core business functions that are currently under review (BPR). Once Miami 21 is adopted and the BPR process is completed, the Department will adopt new best business practices to enhance the overall performance and efficiency and to provide added value to our customers.
 - Continue the improvement of the Real Estate Development Database (REDDB) application, which has tremendously improved and automated the service delivery of real estate development information for planning, development, and economic purposes.



● **Provide Employees With Key Information**

- Improve the delivery of services for walk-in and phone customers by educating and training staff to provide accurate information, providing guidance and direction to staff, supplying employees with resources, and stressing the importance of excellent customer service on a daily basis at every point of contact. By the end of the fiscal year, each staff member will attend/have attended at least one customer service training course provided by the Department of Employee Relations.



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Department Head: Kelly Penton

Phone: (305) 416-1440

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$914,355	\$849,368	\$64,987	\$837,509	\$802,416
Operating Expense	330,487	63,067	267,420	88,067	77,039
Capital Outlay	74,000	25,357	48,643	23,557	26,814
Non-Operating	-	-	-	-	-
	\$1,318,842	\$937,792	\$381,050	\$949,133	\$906,269

Full-Time Equivalent (FTE):

General Government					
Classified	6.00	6.00	0.00	1.00	1.00
Unclassified	6.00	5.00	1.00	10.00	10.00
	12.00	11.00	1.00	11.00	11.00

Description

The Office of Communications is a service-oriented department with a number of responsibilities that are crucial to the success of the City of Miami including: providing citizens of Miami with important information that will assist them with their everyday lives; providing the public with information about important strides made by City departments; photographing important city events and people for use on the web and in outreach efforts; acting as a liaison for reporters seeking information about the City; acting as the lead department for the City’s website; creating original programming for City of Miami Television and airing public meetings on the channel; working collaboratively with other departments and the offices of the Mayor and City Commissioners to assist them with press conferences and presentations; and making sure that all of the City’s communications tools are upgraded to meet today’s technical standards. All of these responsibilities fall under the department’s overall goal to inform city residents.

Details

- **Personnel:** This category is \$64,987 or 7.65% more than the FY2006 Adopted Budget due to anniversary and longevity adjustments.
- **Operating Expense:** This category is \$267,420 or 424.03% more than the FY2006 Adopted Budget due to plans to implement and provide Closed Captioning services in compliance with ADA and FCC requirements and mandates; also to produce a citywide newsletter to be distributed quarterly
- **Capital Outlay:** This category is \$48,643 or 191.83% more than the FY2006 Adopted Budget due to one-time capital expenditures related to obsolete or non-functional small capital item.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



Strategic Accomplishments

City of Miami Television Channel 77

- Launched a programming schedule for the channel that includes several original programs including: Heart of our Parks, Getting to Know your City, Inside Miami, Building Better Neighborhoods, Miami Highlights, Ask your Commissioner, Rhythm of Miami, Inside Miami, Our City’s History, and Kid’s Corner time slots
- Added educational programming from the State of Florida and the Knowledge network to the programming schedule, including live morning newscasts from the Capitol (Capitol Update)
- Implemented technology that allows us to put agenda items on the TV screen during commission meetings
- Aired LIVE the Governor’s Hurricane Conference
- Produced and aired the first Miami 911 show focused on driving safely
- Updated the look and graphics so that City of Miami Television looks like a professional, network-quality channel
- Completed and aired informative programs in three languages about city departments (Getting to Know your City) on the following: Fire-Rescue, Planning, GSA, Public Facilities, Public Works, Mayor’s International Council, City Clerk’s Office and Homeless Assistance Program.
- Produced and aired that city’s first-ever talk show “Inside Miami” on the following topics: CDBG funds and Affordable Housing (Community Development); Women in government, Arts & Entertainment in Miami, Streetcar & Transportation (CIT), Parks in Miami, Code Enforcement’s mission, Solid Waste efforts post hurricanes, and Miami 21. Also took the show on the road and highlighted people and places in the following neighborhoods: Wynwood, Little Havana, Overtown, Coral Way and Allapattah.
- Produced and aired public service announcements on several important topics to residents including: Miami 21 meetings and events, Parks Master Plan meetings, how to get your passport at the city, keeping swales & drains clean, Community Development’s First-time Homebuyer Program, the City’s Lead Abatement project, hurricane preparation (for 72 campaign), the city’s mini-dump, Police’s Operation Red Light/Green Light, signs of terrorism, Commissioner Spence-Jones’ United for Peace rally.
- Assisted other departments with special projects such as: Mayor’s State of the City video, Commissioner Michelle Spence-Jones’ State of the District video, Baywalk video for the US Conference of Mayors Award, Miami Highlights on the Microsoft partnership for the E-Parks 360 competition (helped IT gain further support from Microsoft), Miami 21 meeting for web streaming on their website, produced and edited lead abatement public service announcements in English, Spanish, and Creole that aired on commercial television and radio stations (saving the city the cost of having to hire a company and talent to complete the PSAs).
- Documented city staff post-hurricane efforts and citizen response
- Used Communications staff and other city employees for voice over talent (saving the department the cost of having a voice-over contract that costs about \$20,000 a year)

Public Relations/ Web

- Gathered and/or wrote the content for the City’s Emergency Management website with important contacts and links for residents and visitors, as well as safety tips for times of disaster.
- Assisted with the organization and launch of websites for the following departments/projects: Orange Bowl



Redevelopment, Protocol Department, Civilian Investigative Panel, General Services Administration (GSA)

- Updated the city's homepage on a weekly and sometimes daily basis
- Updated and maintained the photo of the day and What's Going On section of the CityNet homepage to keep employees informed and engaged through the intranet
- Manned and operated the communications desk at the city's Emergency Operations Center during all hurricanes, which entailed sending out daily press releases with safety and recovery information, as well as calling the press and updating the city's website with important information
- Worked with departments on several important public outreach campaigns that have generated positive media coverage and/or ad placements including: Miami 21, Mini-dump, City Fair, Capital Improvements and Transportation groundbreaking and ribbon cuttings, Miami Cares (Homeless Assistance Program), Earned Income Credit Campaign, Lead Abatement Campaign, E-Parks 360 competition, illegal gambling machines confiscation and demolition, change of City of Miami Television channel to 77
- Helped secure donation of 700 flashlights and batteries for city residents from Energizer by working with the company's PR representatives. Also assisted in securing 140 battery-operated cellular phone chargers for city staff from Energizer
- Assisted the Office of Commissioner Spence-Jones with the Reclaim the Dream, Wake Up Miami, United for Peace, and Little Haiti Clean-up campaigns
- Worked with Employee Relations to send press releases, create PSAs, and post information on the web for Police and Fire-Rescue recruitment
- Coordinated media outreach for spoil island clean-ups done by multiple city departments
- Provided translation services in Spanish and/or Creole for the following initiatives: Mayor's State of the City Mayors Hemispheric Forum The Mini-Dump Brochure and Door hangers CIP- letters to the residents advising about projects start and completion dates, request for easement from private owners, Community Development-Letters for Single Family Rehab Program and Home Repair Loans, Miami 21 talking points, phone scripts, advisories regarding NET Open Houses

Photography

- Photographed 200+ assignments in FY'2005 consisting of media events, press conferences, city employees at work for web and, recruitment efforts, department annual reports such as Police Finance and Office of the Mayor State of the City.
- Establish archive and maintain the City's digital photos from FY'2002-present.
- Photographed people and scenic places for use in the following initiatives: slide shows for Mayor's office and Commissioner Spence-Jones office; dignitary presentations for Mayor's International Council; launch of Orange Bowl, Marinas, Office of Protocol; Police Department; Mini-Dump door hangers; Lead Abatement ads; Miami 21 flyers and website;
- Assisted with post-hurricane efforts by photographing the aftermath of the storm such as damaged buildings, recovery effort and distribution of supplies to city residents
- Assisted Risk Management with documentation of all city facilities
- Distributed photographs of positive events to the media for use in their publications (Miami Monthly, Biscayne Boulevard Times, Calle Ocho News, Miami Herald Neighbors are just a few that regularly print city photographs of important events)



Technical/Miscellaneous

- Assisted in the installation of the AM radio system and ensured that the system is functioning properly
- Set-up necessary cameras and cables to enable the channel to air LIVE the Mayor’s State of the City
- Set-up multiple camera operation to be able to shoot the Inside Miami talk show on location—at no cost to the city

Objectives & Key Deliverables

● **Provide Excellent Recreational, Educational and Cultural Programs**

- Create new episodes of the “Rhythm of Miami” show focused on arts, entertainment, and culture in Miami
- Air additional educational programming for children during the “Kids Corner” time slots on the channel
- Create new episodes of the “Heart of our Parks” series with information on parks programs, also utilize the web and press releases to assist Parks in informing the public about upcoming events and programs

● **Provide Excellent Customer Service**

- Create and distribute a city-wide newsletter
- Implement web streaming of public meetings to eliminate the need for the public to request copies of them

● **Achieve Operational Savings**

- Create public service announcements for city departments for their use on commercial television and for presentations—creates operations savings for the city as a whole by eliminating the cost of video production
- Continue providing translation services in Spanish and Creole for the channel, web, and departments’ small-to-medium scale projects

● **Facilitate Service Access for Customers**

- Initiate web streaming to extend citizens’ access to city commission meetings
Ensure that AM radio is running well and that it has up-to-date messages with explanations of city services and contacts, as well as emergency information
- Begin to implement closed captioning to extend access to city commission and other public meetings to the hearing impaired
- Increase staff to include a Public Relations Aide focused on updating all web content and working with IT to create sites for departments that do not have one, as well as come up with ways to facilitate city business through the web



Department Head: Glenn Marcos

Phone: (305) 416-1066

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$1,320,165	\$1,350,663	\$(30,498)	\$1,330,663	\$1,227,224
Operating Expense	144,390	132,700	11,690	162,700	84,415
Capital Outlay	16,500	15,000	1,500	5,000	28,249
Non-Operating	-	-	-	-	-
	\$1,481,055	\$1,498,363	\$(17,308)	\$1,498,363	\$1,339,888

Full-Time Equivalent (FTE):

General Government					
Classified	13.00	14.00	(1.00)	14.00	14.00
Unclassified	6.00	5.00	1.00	5.00	5.00
	19.00	19.00	0.00	19.00	19.00

Description

The Purchasing Department purchases or supervises the purchase of all materials, supplies, equipment, goods, 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 and P-Card Program. All functions are performed to federal, state, and local laws.

Details

- **Personnel:** This category is \$30,498 or 2.26% less than the FY2006 Adopted Budget due to an increase in the number of vacant positions. For FY 2007, vacancies are budgeted at step three. This results in a lower budget amount as compared to the same previously filled position.
- **Operating Expense:** This category is \$11,690 or 8.81% more than the FY2006 Adopted Budget due to a slight increase in advertising. This is due to an anticipated increase in the number of advertised public bids for contractual services and other services.
In FY 2006 extra funds were transferred to contractual services due to the remodeling of the department. For FY 2007 less funds are anticipated.
- **Capital Outlay:** This category is \$1,500 or 10.00% more than the FY2006 Adopted Budget due to the purchasing of laptops for commodity teams to increase respond times to emergency or crisis situations during hurricane season or the City's COOP plan.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



Strategic Accomplishments

The Purchasing Department in FY 06 accomplished the Strategic Objective of operational savings by managing the Citywide Purchasing Card Program. This program streamlined and created efficiencies within the Purchasing process for small dollar purchases by empowering City employees to procure for City of Miami related business goods or services directly from vendors reducing the time and effort normally associated with ordering and paying for these types of purchases. This program reduced processing costs, the number of requisitions to enter into the system, the number of purchase orders issued, the number of invoices to process, and the number of checks to process. On July 5th, 2006, the P-Card Program officially became a year old and the statistics supports the fact that 138 P-Cards have been issued to City employees and they charged \$2,611,489.54 on to their P-Cards. Approximately 4,772 each of the following processes for requisition entries, issuance of purchase orders, and processing of invoices were eliminated. This led to overall operational savings to the City is in excess of \$600,000 annually on processing purchase orders.

The Purchasing Department in FY 06 accomplished the Strategic Objective of broadening revenue opportunities by developing a strategic partnership with two different auctioneering companies to increase revenue for disposal of City owned surplus personal property by conducting on-line and on-site public auctions. Collectively, this partnership has generated revenues in excess of \$240,000.

The Purchasing Department in FY 06 accomplished the Strategic Objective of providing employees with key information by continuing to provide citywide ERP training on the procurement modules in preparation for the "Go-Live" date of October 2nd, 2006.

Other Accomplishments

- Outreached to the vendor community, including minority firms by participating in various trade shows, such as the NIGP Greater Miami Chapter Trade Show, the Florida Regional Minority Business, and NIGP Southeastern Chapter Reverse Trade Show.
- Conducted Second Annual Purchasing Information Exchange (P.I.E.) Session to inform and educate the public, community, and local businesses on various topics such as How to Do Business with the City of Miami and other Government agencies, Business Opportunities, Ethics in the Public Sector, Financial Assistance for Small Businesses, etc.
- Recipient of the Florida Association of Public Purchasing Officers (F.A.P.P.O.) 2006 Award for Excellence in Public Procurement.
- Recipient of the National Purchasing Institute (N.P.I.) 2006 Achievement in Excellence in Procurement Award.



- Recipient of the Universal Public Purchasing Certification Council (U.P.P.C.C.) 2006 Excellence in Achievement Award for maintaining a fully certified procurement.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - 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.
- **Achieve Cost-Effective Municipal Services**
 - To revise the Procurement Code to reflect best practices
 - Re-organize Department by creating Commodity Teams
- **Improve Business and Service Delivery Processes**
 - Implement ERP Procurement Software Application
- **Provide Employees With Key Information**
 - To continue provide citywide ERP training to city employees on the iProcurement module to instruct them how to enter and approve requisitions and other procurement software functions.
 - To continue provide internal ERP training to Purchasing Staff on how to convert requisitions to purchase orders, how to issue informal/formal solicitations and other procurement software functions.
 - To continue provide P-Card Training to new P-Card Holders and Approvers.



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Department Head: Larry M. Spring

Phone: (305) 416-1011

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$ (8,344,191)	\$(1,502,556)	\$(6,841,635)	\$(1,497,556)	\$5,018,537
Operating Expense	6,197,061	4,429,093	1,767,968	8,699,424	7,062,954
Capital Outlay	5,000	4,500	500	3,700	10,489
Non-Operating	29,884,284	36,293,823	(6,409,539)	36,195,975	23,862,197
	\$27,742,154	\$39,224,860	\$(11,482,706)	\$43,401,543	\$35,954,177

Full-Time Equivalent (FTE):

Non-Departmental					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	11.00	11.00	0.00	11.00	11.00
	11.00	11.00	0.00	11.00	11.00

Description

Non-Departmental Accounts (NDA) is composed of all city-wide activities not otherwise specified.

Details

- **Personnel:** This category is \$6,841,635 or 455.33% less than the FY2006 Adopted Budget due to transfers in FY 2006 from reserves to supplement mid-year appropriations. Group insurance contributions were also redirected.
- **Operating Expense:** This category is \$1,767,968 or 39.92% more than the FY2006 Adopted Budget due to an increase in professional services for anticipated needs as they relate specifically to legal services.
- **Capital Outlay:** This category is \$500 or 11.11% more than the FY2006 Adopted Budget due to an increase in anticipated needs for new equipment for the Community Relations Board.
- **Non-Operating:** This category is \$6,409,539 or 17.66% less than the FY2006 Adopted Budget due to a decrease in the contribution to CIP for improvements.



	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget
Contributions			
Gusman Olympia	\$336,454	\$240,780	\$320,780
Off Street Parking Parking	80,000	-	-
Bayfront/Riverfront Land Acquisition Trust	74,000	74,000	74,000
Civilian Investigative Panel (CIP)	1,206,238	1,134,482	1,134,482
Belafonte Tacolcy for Management of a Sports Development Program	86,675	86,675	86,675
B.I.C. (Winton)	200,000	200,000	200,000
ABA	150,000	-	150,000
Miami River Commission	25,000	25,000	25,000
Miami Works	100,000	100,000	100,000
Foundation of Community Assistance and Leadership (F.O.C.A.L.) for Management of a Computer Program at Moore Park	115,452	115,452	115,452
Virginia Key Trust	1,680,955	990,976	1,354,441
Model City Community Revitalization District Trust	579,865	308,066	616,131
Bayfront Park Trust	1,085,000	1,085,000	1,085,000
Quality of Life Task Force	168,000	-	-
	\$5,887,639	\$4,360,431	\$5,261,961
Funding for Other Programs			
Beautification Committee	\$20,000	20,000	20,000
Mayor's International Council (MIC)	485,358	485,358	485,358
Community Relations Board (CRB)	178,418	180,973	180,973
F.A.C.E. - Office of Special Events	147,396	158,202	158,202
F.A.C.E. - Office of Film	273,626	231,262	241,262
	\$1,104,798	\$1,075,795	\$1,085,795
Memberships/Subscriptions			
Dade League of Cities	\$14,453	14,273	14,273
Florida League of Cities	37,944	35,452	35,452
National League of Cities	16,047	16,047	16,047
U.S. Conference of Mayors	16,506	16,025	16,025
CEO's for Cities	5,195	-	-
Greater Miami Chamber of Commerce	13,250	10,000	10,000
	\$103,395	\$91,797	\$91,797
Miscellaneous			
Group Insurance Contribution	\$-	1,600,000	1,600,000
Severance Pay	5,000,000	5,000,000	5,000,000
Attrition Savings	(14,000,000)	(8,717,828)	(8,717,828)
Legal Services	670,000	200,000	491,354
U.S. Conference of Mayors	40,000	40,000	40,000
U.S. Conference of Mayors	20,000	10,000	10,000
Legislative Liaison	650,000	526,000	540,948
Fire Fee Exemptions	2,391,677	1,807,402	1,807,402
Reserve for Emergencies	700,000	500,000	885,000
Festivals Account	1,000,000	500,000	862,871
Special Assessment District Taxes	10,000	10,000	10,000
	\$(3,518,323)	\$1,475,574	\$2,529,747
Reserves			
Working Capital Reserve	\$-	-	-
Operating Surplus Reserve	-	-	-
Contingency Reserve	5,000,000	6,109,401	2,417,700
	\$5,000,000	\$6,109,401	\$2,417,700
Elected Officials Rollover Surplus			
Aid to Private Organization - Mayor	\$-	25,000	51,988
Aid to Private Organization - Sanchez	-	25,000	91,031
Aid to Private Organization - Regalado	-	25,000	63,833
Aid to Private Organization - Winton	-	25,000	32,576
Aid to Private Organization - Gonzalez	-	25,000	49,916
Aid to Private Organization - Allen	-	-	16,496
	\$-	\$125,000	\$305,840
Transfers to Other Funds			
Capital Improvements Projects	\$9,065,000	17,043,259	24,248,393
Community Development	-	200,000	313,000
Grant Matches (Police, Fire)	456,203	-	-
Parks and Recreation Special Revenue Fund	-	-	292,959
Information Technology Special Revenue Fund	-	-	-
Public Facilities Special Revenue Fund	50,000	50,000	50,000
Mayoral Poverty Initiative	1,280,000	-	150,000
NET - Neighborhood Enhancement Team	4,401,150	8,076,503	8,076,503
NET - Code Enforcement	3,057,780	-	-
Debt Service Fund (Parking Surcharge)	-	-	-
Miami Homeless Program	854,512	617,100	617,100
Matching funds for Baywash 2005	-	-	15,000
Community Redevelopment Agency	-	-	41,708
	\$19,164,645	\$25,986,862	\$33,804,663
	\$27,742,154	\$39,224,860	\$45,497,503



Department Head: Don Riedel

Phone: (305) 416-1785

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$376,044	\$363,096	\$12,948	\$363,096	\$416,747
Operating Expense	11,200	11,000	200	11,000	4,774
Capital Outlay	-	-	-	-	-
Non-Operating	-	-	-	-	-
	\$387,244	\$374,096	\$13,148	\$374,096	\$421,521

Full-Time Equivalent (FTE):

Non-Departmental					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	5.00	5.00	0.00	5.00	7.00
	5.00	5.00	0.00	5.00	7.00

Description

Responsible for 311 management and ongoing implementation and support (The 311 call center provides information and takes requests for service for a complete range of City and County functions). Responsible for the development and implementation of new Land Management (Permitting and licensing) business processes and supporting mechanized systems. The new process will improve and facilitate the interaction between the citizen/contractor/developer and the respective City operating departments. (Supporting IT mechanized systems are the Motorola CSR 311 System and the Cityview Land Management System).

Details

- **Personnel:** This category is \$12,948 or 3.57% more than the FY2006 Adopted Budget due to annual salary increases as a result of the evaluation and compensation program.
- **Operating Expense:** This category is \$200 or 1.82% more than the FY2006 Adopted Budget due to software license for consultants.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

PROVIDE EXCELLENT CUSTOMER SERVICE, IMPROVE BUSINESS AND SERVICE DELIVERY PROCESS,



311

The 311 team completed a process engineering review of the parks and solid waste departments which resulted in the redirection of some of their general information lines directly to the 311 call center operators to handle. These lines were picked because of their high volume of repetitive requests (approx 150 calls per day) for information that can be easily handled by the 311 call center. This is a key work load reduction initiative that has the potential to free up many valuable City resources and provide better and faster customer service. Addition process engineering reviews are being scheduled to drive more work to the call center.

The 311 monthly report was reformatted to provide more trended data and department input and feedback. The report tracks the % overdue and open and incomplete work requests and the results have improved significantly over last year. The month of June shows some teams with over a 500% improvement in % overdue work compared with the same period last year.

All "411" directories have been updated to direct calls for information to the 311 call center. The City's WEB page highlights 311 and the City police 911 center has been trained on 311 and they are referring misdirected calls to 311 reducing police dispatches.

LAND MANAGEMENT

The CitiStat department assumed oversight of the Land Management BPR work utilizing a team of independent business process contractors. Land Management functions consist of the City's building permit process which involves the building, planning (Miami 21), zoning, hearing boards, public works and fire departments, all right of way permits, all (fire, zoning and building) code compliances functions and the certificate of use and occupational license process. When complete over the course of the next 2 years this large undertaking along with the completed 311 project, will have completely changed the way the City does business with its constituents by streamlining and simplifying business process and providing reports that can track agreed upon service objectives.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**



- Completely review the building department's customer service business process and recommend and implement a plan to move the majority of it to 311 in February.

DELIVERABLE 1 Reduce the departments call volume by 50% while providing better customer service by utilizing 311 functionality and better business processes

- Complete the Land Management process review for the Building permit function (not including Miami 21) by the end by the end of January. Note: The new process will require software configuration, testing and training and is not expected to launch until late 07

DELIVERABLE 2 Reduce building permit processing time by 50%. Reduce trips to the MRC by 100%.

- Complete the Land Management process review for Planning & Zoning functions and the CU/OL licensing process.

DELIVERABLE 3 The schedule for this work is dependant on a number of Miami 21 deliverables.



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Department Head: Robert Ruano

Phone: (305) 416-1532

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$418,850	\$460,735	\$(41,885)	\$437,885	\$385,593
Operating Expense	120,500	52,700	67,800	93,415	61,909
Capital Outlay	-	2,200	(2,200)	2,335	2,407
Non-Operating	-	-	-	-	-
	\$539,350	\$515,635	\$23,715	\$533,635	\$449,909

Full-Time Equivalent (FTE):

Non-Departmental					
Classified	1.00	1.00	0.00	1.00	1.00
Unclassified	6.00	6.00	0.00	6.00	6.00
	7.00	7.00	0.00	7.00	7.00

Description

The Office of Grants Administration (OGA) helps to identify, research, prepare and coordinate grants and technical assistance opportunities for the City of Miami. OGA also serves a review and oversight function in monitoring compliance by City of Miami entities responsible for managing grants.

Details

- **Personnel:** This category is \$41,885 or 9.09% less than the FY2006 Adopted Budget due to a decrease in anticipated needs for FY 2007 in personnel.
- **Operating Expense:** This category is \$67,800 or 128.65% more than the FY2006 Adopted Budget due to an increased need of contractual services anticipated for FY 2007.
- **Capital Outlay:** This category is \$2,200 or 100.00% less than the FY2006 Adopted Budget due to a decrease in anticipated capital needs for FY 2007.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The FY2006 goals of the Office of Grants Administration were to maximize grant opportunities by going after dollars where most needed by City Departments and to increase the amount of support given to departments to insure compliance with grantor guidelines. We successfully increased the award rate of competitive grants to 80%, from 55% the previous year. This means our productive time, and that of



departments we served, was considerably improved, since 8 of every 10 applications prepared were funded!

We were able to address key challenges in working with some of our larger user departments by significantly improving larger grants coming to them. In addition, our communication with state and federal grantors was targeted primarily to those grants that we needed to get.

On the compliance side, we ensured operational savings through improved monitoring of grant budget loads, grant spending, and grant legislation. Additionally, the use of contractual services for a vacated position allowed the City to achieve a cost savings of 20%.

Other Accomplishments

- Maintained high level of awarded competitive grants at \$11 million with \$3 million pending (as of 10/1/06)
- Achieved an unprecedented award rate of 80% - a 25% increase from previous year!
- Recommended for funding on crucial applications
- Recruited, trained and placed 21 VISTA members in City nonprofits in order to increase their funding
- Over \$1 million for city nonprofits due to capacity building efforts

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Create and use survey tool that departments will use to measure their satisfaction with our services
- **Achieve Operational Savings**
 - Automate request of Indirect Costs, where available, on all new grant applications. This will be completed with first phase implementation of iMiami
 - Ensure usage of Oracle Grants Proposal system to streamline grant applications
- **Maximize Grant Opportunities and Management**
 - Increase training opportunities to project managers and subject matter experts
 - Work with Finance Department to ensure transition of grants billing to them from City departments
- **Improve Business and Service Delivery Processes**
 - Restructure staff duties to include grant acceptance legislation for City departments
 - Rollout OGA web site to provide helpful grant information for City departments
- **Develop Strategic Skills**
 - Increase customer service and project management training for grant writers



Department Head: Mary Conway

Phone: (305) 416-1027

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$3,692,975	\$3,647,540	\$45,435	\$3,647,540	\$2,979,684
Operating Expense	219,200	161,900	57,300	156,900	162,728
Capital Outlay	2,200	7,500	(5,300)	12,500	4,347
Non-Operating	-	-	-	-	-
	\$3,914,375	\$3,816,940	\$97,435	\$3,816,940	\$3,146,759

Full-Time Equivalent (FTE):

General Government					
Classified	26.00	26.00	0.00	26.00	26.00
Unclassified	24.00	24.00	0.00	24.00	24.00
	50.00	50.00	0.00	50.00	50.00

Description

The Capital Improvements & Transportation (CIT) Office is responsible for the planning, coordination, implementation, and monitoring of all construction related capital projects in the City of Miami, and for the financial management of all capital funds. CIT is staffed by architects, engineers, procurement and public relations specialists, and financial managers who administer the capital improvement program working in concert with other City departments, elected officials, the community, other governmental agencies and stakeholders. At present, City employees in CIT are assisted by industry partners, which are leading private sector firms recognized for program, production and construction management expertise.

The CIT Office is organized by function into the following divisions:

- Director's Office
- Transportation Planning & Coordination
- Production (Engineering & Design) Management
- Construction Management
- Fiscal Management & Program Planning
- Procurement & Contracts Administration
- Communications & Community Outreach

Details

- **Personnel:** This category is \$45,435 or 1.25% more than the FY2006 Adopted Budget due to anticipated needs for FY 2007.
- **Operating Expense:** This category is \$57,300 or 35.39% more than the FY2006 Adopted Budget due to outside printing costs to duplicate plans and contracts for significantly increased number of projects.



- **Capital Outlay:** This category is \$5,300 or 70.67% less than the FY2006 Adopted Budget due to anticipated new furniture purchases that result from the hiring and filling of vacant positions.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

FY 06 Strategic Objective of Restore, Maintain & Beautify Urban & Residential Infrastructure was accomplished through the completion of the updated 2005-2006 Multi-Year Capital Plan which was presented to and approved by the City Commission in May 2006. The Plan includes the issuance of the proposed "Streets Bond" in order to accelerate the construction of much needed road and drainage infrastructure projects. Based on existing and projected recurring revenue sources, preliminary analysis conducted by the City's financial advisor indicates that approximately \$155 million of bond proceeds could be derived from this initiative.

FY 06 Strategic Objective of Restore, Maintain & Beautify Urban & Residential Infrastructure was accomplished through the expenditure of over \$87.4 million throughout the capital fund as of August 2006, representing continued investment in the City's infrastructure, buildings and equipment.

FY 06 Strategic Objective of Restore, Maintain & Beautify Urban & Residential Infrastructure was accomplished by advancing Homeland Defense/Neighborhood Improvement Bond contractual commitments to more than \$140 million and invoiced expenditures to over \$106 million as of August 2006.

FY 06 Strategic Objective of Provide Excellent Customer Service was accomplished by receiving, researching and responding to 447 constituent calls within two days of receipt. The calls are tracked through the Complaint Management System and pertain to constituent requests for information on capital projects under construction throughout the City.

FY 06 Strategic Objective of Improve Business and Service Delivery Processes was accomplished through the implementation of contractor/consultant performance evaluations and standardization of invoice, change order and contractor payment forms. Further, training sessions on the new procedures related to the performance evaluation and standardized forms were provided to all CIT employees and industry partner staff.

FY 06 Strategic Objective of Improve Business and Service Delivery Processes was accomplished through the continued refinement of the TRACS system to meet additional project management needs.

Other Accomplishments



- Completed construction on a total of 29 projects valued over \$22M, including:
 - City Hall Roof Replacements
 - City Hall Communications Room Relocation
 - Police North Substation Parking Lot Improvements
 - Police HQ Shower Rehab & ADA Upgrades (\$586K)
 - Orange Bowl Stadium Press Box Roof Repair
 - Orange Bowl Stadium Lighting Towers (\$2.6M)
 - Virrick Park Gym Repairs (\$425K)
 - Bicentennial Park Shoreline Stabilization and Seawall - Phase II (\$3.9M)
 - Allapattah Road Improvements – NW 37th, 38th & 39th Streets (\$845K)
 - NW 3rd Street Improvements (\$967.5K)
 - Plaza Street ROW Landscape
 - NW 58th Street and Swale Improvements
 - NE 40th Street Reconstruction (\$2.4M)
 - SW 22nd Terrace Improvements
 - SW 10th Road Enhancements
 - Flagami Traffic Calming (\$1.0M)
 - NW 15th Avenue Street Improvements (\$1.3M)
 - Miami River Greenway Segment A (\$935K)
 - Miami River Greenway Segment F (\$379K)
 - NW 34th Avenue Street Improvements (\$1.7M)
 - SW 69th Avenue Road Reconstruction (\$1.2M)
 - Coral Way Beautification Phase II (\$1.1M)
 - Virginia Key Beach Park Sanitary Sewers & Pump Station (\$1.5M)
 - NW 4th Terrace Stormwater Improvements
 - PAC Superblock Street Improvements (\$5.5M)



- Monitored the following ongoing construction projects:
 - Fairlawn IIA Flood Mitigation Project
 - Dinner Key Spoil Islands Restoration
 - Downtown Street Infrastructure Phase II
 - Manuel Artime Theater Roof Replacement
 - Little Haiti Park Cultural Campus
 - Little Haiti Park Soccer and Recreation Center
 - Black Police Precinct/Museum Restoration
 - Shenandoah Park Improvements
 - Police Horse Stables
 - NE 39th Street Reconstruction
 - Kinloch Park Improvements
 - Morningside Park Recreation Building Improvements
 - Virrick Park Pool Building Renovation
 - Jose Marti Park Gym
 - West End Park Building
 - Athalie Range Park Swimming Pool Improvements
 - Margaret Pace Park Improvements Phase II
 - Brickell Streetscape Improvements
 - Flagler Street Marketplace Street Improvements
 - Miami River Greenway Streetscape Segment B
 - Miami River Greenway Streetscape Segment C
 - SW 16th Terrace Road Reconstruction
 - Avalon Storm Sewer
 - Flagami/West End Storm Sewer Pump Stations 1-4
 - Antonio Maceo Park New Community Building
 - Grapeland Heights Park Phase I
 - James L. Knight Center Atrium Re-Roofing
 - Armbrister Recreation Building Improvements
 - Dorsey Park Building Renovation
 - Lummus Park Recreation Building Improvements
 - Williams Park Improvements
 - Fern Isle Park Improvements
 - MLK Boulevard Improvements
 - Virginia Key Beach Park Circulation Road & Parking Lot Improvements



- Initiated design or assessments on over fifty projects including:
 - Athalie Range Park Soccer/Football Complex
 - NW 20th Street Streetscape
 - Grand Avenue Improvements – Extension from Mary to Matilda Streets
 - NE 2nd Avenue Improvements
 - Shenandoah Traffic Calming Phase I
 - Silver Bluff Traffic Calming Phase I
 - Calle Ocho Landscaping Improvements
 - Kinloch Storm Sewer Improvements
 - Curtis Park Pool Renovations
 - North Spring Garden Greenway
 - North 14 Street Entertainment District Streetscape
 - Police Training Facility
 - Fire Station #11
 - Orange Bowl Stadium Project Management Services (\$6M)
 - Overtown 3rd Avenue Business Corridor Streetscape
 - Sewell Park Boat/Kayak Launch Area
 - Civic Center Transit Circulator & Streetscape Implementation Plan
 - Maximo Gomez/Domino Park Restroom Improvements
 - Curtis Park Sports Turf Improvements
 - Buena Vista Heights Street Improvements Phase II
 - Buena Vista East Street Improvements
 - Belle Meade Storm Sewer Phase II
 - Floral Park Street Improvements Phase II
 - S. Miami Avenue Roundabout & 15th – 25th Road Street Improvements
- Since the adoption of the Streetcar Feasibility Study by the Miami City Commission in May 2005, the City began in November 2005 a more detailed engineering and environmental analyses, public involvement program and detailed cost estimates and funding scenarios, consistent with State guidelines. The State Environmental Impact Report (SEIR) known as the "City of Miami Circulator Study" was released at the end of September 2006 and has been scheduled for City Commission approval on November 9, 2006. Along with the SEIR document, a Public Involvement Program was conducted with approximately 55 meetings held to present project information and receive feedback from residents, businesses, local stakeholders, elected officials and governmental agencies. Since May 2005, the streetcar alignment has been expanded from 6 miles to over 10 miles to include the Civic Center/Health District complex and the alignment from Government Center in Downtown Miami to the Miami Design District also includes the Overtown District. The streetcar or urban circulator is a component in the City's transportation strategy to address mobility needs to accompany the tremendous redevelopment underway and yet to begin. The next step after the City Commission action is to proceed with the issuance of a Request for Qualifications for prospective bidders for final project implementation.

Objectives & Key Deliverables

- **Restore, Maintain and Beautify Urban and Residential Infrastructure**



- Implement a citywide deferred maintenance investigation program comprehensively assessing needs and anticipated costs by end of fiscal year 2007.
- Prepare final project documentation and coordinate bonding process with Finance, Strategic Planning, Budgeting and Performance, and City Attorney's Office to obtain the first proceeds under the proposed Streets Bond Program by the first quarter of 2007.
- Initiate 80% of planned project phases (planning, design, construction) as listed in the approved Capital Improvement Plan according to the established project phase commitment dates.
- Implement a citywide roof maintenance and repair program by end of fiscal year 2007.
- **Provide Excellent Customer Service**
 - Provide initial response to inquiries received through phone calls, emails or other correspondence within 2 days of receipt.
- **Maximize Grant Opportunities and Management**
 - Perform monthly reconciliation for grant-funded projects in order to request reimbursements in a timely manner.
- **Improve Business and Service Delivery Processes**
 - Provide comprehensive training to CIT staff on all phases of construction administration by March 2007.
 - Standardize policies and procedures for CIT's core business functions and compile into a comprehensive manual to be provided to all CIT employees by September 2007.
 - Assess and recommend improvements or replacement strategies for the current TRACS production database by March 2007.



Department Head: Lourdes Slazyk

Phone: (305) 416-1491

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$824,779	\$722,454	\$102,325	\$806,454	\$375,752
Operating Expense	49,000	104,320	(55,320)	104,320	27,715
Capital Outlay	2,766	40,000	(37,234)	40,000	9,354
Non-Operating	-	-	-	-	-
	\$876,545	\$866,774	\$9,771	\$950,774	\$412,821

Full-Time Equivalent (FTE):

Planning and Development					
Classified	8.00	8.00	0.00	8.00	8.00
Unclassified	3.00	3.00	0.00	3.00	3.00
	11.00	11.00	0.00	11.00	11.00

Description

The Department of Zoning is responsible for interpreting and administering the Zoning Ordinance and other City, County, State and Federal regulations pertaining to the construction of buildings in the review of building plans. We also issue Certificates of Use, Class I Special Permits and approve Alcohol and Tobacco, and AHCA applications.

Details

- **Personnel:** This category is \$102,325 or 14.16% more than the FY2006 Adopted Budget due to an increase in the Zoning Administrator's salary, and funding for over-time salary. The over-time budget is provided for overnight review plan process to expedite the services.
- **Operating Expense:** This category is \$55,320 or 53.03% less than the FY2006 Adopted Budget due to the allocation of funds in FY 2006 for one time Plan Review courses and training for Inspectors. For FY 2007, Inspectors are not required to attend any further training.
- **Capital Outlay:** This category is \$37,234 or 93.09% less than the FY2006 Adopted Budget due to a decrease in anticipated needs for capital purchases.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

The most significant accomplishment of the Department is the launching of the 311 phone service requests, which includes over 7,000 topics of information as well as the capability to generate service requests to



other departments such as Code Enforcement, Public Works, and Solid Waste.

Other Accomplishments

- Certificates of Use Applications: The Department has issued and approved 2,709 applications in the past six months for 2006.
- Zoning Verification Letters: The Department has issued 654 letters in 2006 under general intent statements regarding development and land use of property.
- Alcohol and Tobacco Applications: The Department has approved 69 applications in the past six months for 2006 for Beer & Wine licenses.
- Class I Special Permits: The Department has approved 79 applications for temporary events, banners, signs and other applicable intents specified in the City of Miami Zoning Ordinance 11000.
- Hearing Referrals: The Department has issued write-ups for the following applicants regarding public hearing requests MUSP 24; Special Exception 29; Variances 17 and Class II Special Permits 85.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - 80% Walk-in Plans processed within 2 hours. Currently 100% of walk-in plans are processed within the same working day, however, the Zoning Department seeks to shorten the wait time from 4 to 2 hours.
 - 50% of Drop-off plans completed within 14 working days. Currently, 50% of drop-off plans are completed within 2 weeks. While there will always be exceptions, the Zoning Department hopes to complete at least 50% of drop-off plans within 5 working days.
 - 75% of 311 Zoning Requests Closed within Standard (7 days). With the launch of the 311 system, the Zoning Department has been able to receive timely notification of customer requests. Currently the Department has closed 50% of its outstanding requests. This is largely due to insufficient staffing. By the end of 2006, the Department hopes to have new staff on board and seeks to close 75% of 311 Zoning Requests Closed within Standard (7 days).
- **Provide a Quality Work Environment**
 - Complete construction on new work stations and waiting area by Q4 2006. This will provide a more comfortable work environment for employees and the public.



Pension Overview

The City of Miami sponsors separate single employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees and Sanitation Employees' Retirement Trust (GESE) and the City of Miami Elected Officers' Retirement Trust (EORT). The City's FY'07 budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation performed on October 1st for the FIPO and GESE plans and December 31st for the EORT plan. All City contributions are made from the General Fund. The following is a summary of each contribution requirement in FY'07:

FIPO

This is a single employer defined benefit plan established by the City pursuant to the provisions and requirements of Ordinance No. 10002 as amended. Contributing participants are City of Miami police officers and firefighters with full-time status in the City. At October 1, 2005, membership in the FIPO consisted of 1,743 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees equaled 1,455 as of that date. The City of Miami is required to contribute annual amounts necessary to maintain the actuarial soundness of the plan and to provide FIPO with assets sufficient to meet the benefits to be paid to participants. Members of FIPO are required to contribute 7% of their salary on a bi-weekly basis.

Contributions to FIPO are authorized pursuant to City of Miami Code Sections 40.196 (a) and (b). Contributions to the FIPO Cost of Living Adjustment Accounts are authorized pursuant to Section 40.204 of the City of Miami Code. The yield on investments on FIPO is intended to reduce future contributions that would otherwise be required for the City to provide. The City's contribution to FIPO provide for non-investment expenses and normal costs.

The City's FY'07 required contribution based on preliminary actuarial valuation as of October 1, 2005 is \$54,863,607. This is a 8.35% increase over the prior fiscal year period and is based on a 5-year averaging period for the asset valuation method.

GESE

The Board of Trustees of the City of Miami GESE Retirement Trust administers three defined benefit pension plans (1) GESE Retirement Trust ("GESE Trust"), (2) an Excess Benefit Plan and (3) GESE



Retirement Trust Staff Pension ("Staff Trust"). Each plan's assets may be used only for payment of benefits to the members of that plan, in accordance with the terms of the plan.

- GESE Trust

This trust is a single employer defined benefit plan and was established pursuant to the City of Miami Ordinance No. 10002 and subsequently revised under City of Miami Ordinance No. 12111. The GESE Trust covers all regular and permanent employees other than firefighters, police officers and those eligible to decline membership, as defined by the Ordinance.

At September 30, 2007, membership in the GESE Trust is estimated to consist of 1,900 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees is estimated at 1,541. The City is required to contribute an actuarially determined amount that, when combined with participant's contributions, will fully provide benefits as they become payable. Members of the GESE Trust are required to contribute 10% of their salary on a bi-weekly basis.

Contributions to the GESE Trust are authorized pursuant to City of Miami Code Section 40-241 (a) and (b). The yield on investments on the GESE Trust is intended to reduce future contributions that would otherwise be required for the City to provide. The City's contribution to the GESE Trust provide for non-investment expenses and normal costs and to fund the unfunded actuarial determined accrued liability.

The City's FY'07 contribution determined through actuarial valuations made on October 1, 2005 is \$24,229,028. This represents a 10% increase over the prior fiscal year period.

- GESE Excess Benefit Plan

The City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions, established a qualified governmental excess benefit plan to continue to cover the difference between the allowable pension to be paid and the amount of the defined benefit so the benefits for eligible members are not diminished by changes in the Internal Revenue Code. Plan members are not required to contribute to this plan.

At September 30, 2007, membership in the Excess Benefit Plan is estimated to consist of 31 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them and no current employees.



The City's FY'07 contribution determined through actuarial valuation made on October 1, 2004 is estimated at \$492,669. This is a .07% increase over the prior fiscal year period. This contribution is separate and apart from the accounts established to receive the City's normal pension contributions for the GESE Trust.

- GESE Staff Trust

The Staff Trust is a single employer defined benefit plan. The Staff Trust was established by the rule making authority of the GESE Retirement Trust, pursuant to Chapter 40 of the Miami City Code. It covers all administrative full-time employees and other positions as approved by the GESE Board of Trustees. Participation in the Staff Trust is mandatory for all full-time employees, other than those eligible to decline membership, as defined by the Plan document.

At October 1, 2005, membership in the Staff Trust had no retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees equaled 10 as of that date. The City is required to contribute an actuarially determined amount that, when combined with participant's contributions, will fully provide benefits as they become payable. Members of the Staff Trust are required to contribute 10% of their salary on a bi-weekly basis.

The City's FY'07 contribution determined through actuarial valuations made on October 1, 2005 is \$57,995.

EORT

This is a single employer defined pension plan under the administration and management of the Board of Trustees, the City of Miami Elected Officers' Retirement Trust. The EORT plan is available to City of Miami elected officials with 7 years of total service as an elected official of the City. The required service does not have to be continuous. This plan is non-contributory.

EORT was established by the City of Miami Commission, in July 2000, pursuant to applicable Internal Revenue Code provisions.

At December 31, 2005, membership in the EORT consisted of 5 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current members equaled 6 as of the same date.



The City's FY'07 contribution determined through actuarial valuation made on December 31, 2005 is \$261,580. This is a 74% decrease over the prior fiscal year period. There are no participant contributions to the EORT pan. The decrease is based on higher contributions required by the City in FY'06, adjusted for unplanned events occurring in the same period.

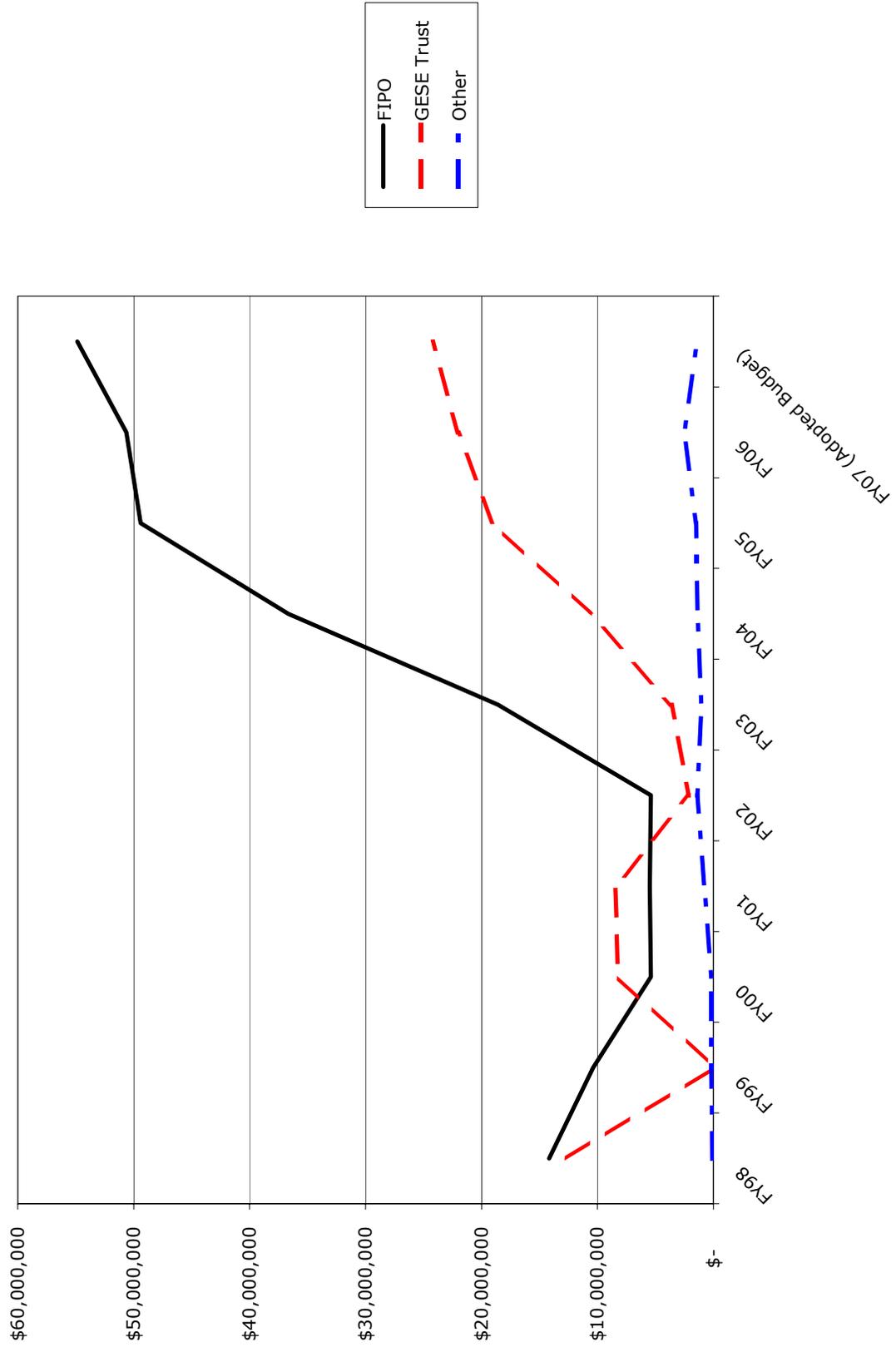
ICMA 401(a)

A special benefit plan offered to executive employees of the City. This defined contribution deferred compensation plan, covers governmental employees throughout the country, and is governed by a Board of Directors responsible for carrying out the overall management of the organization, including investment administration and regulatory compliance.

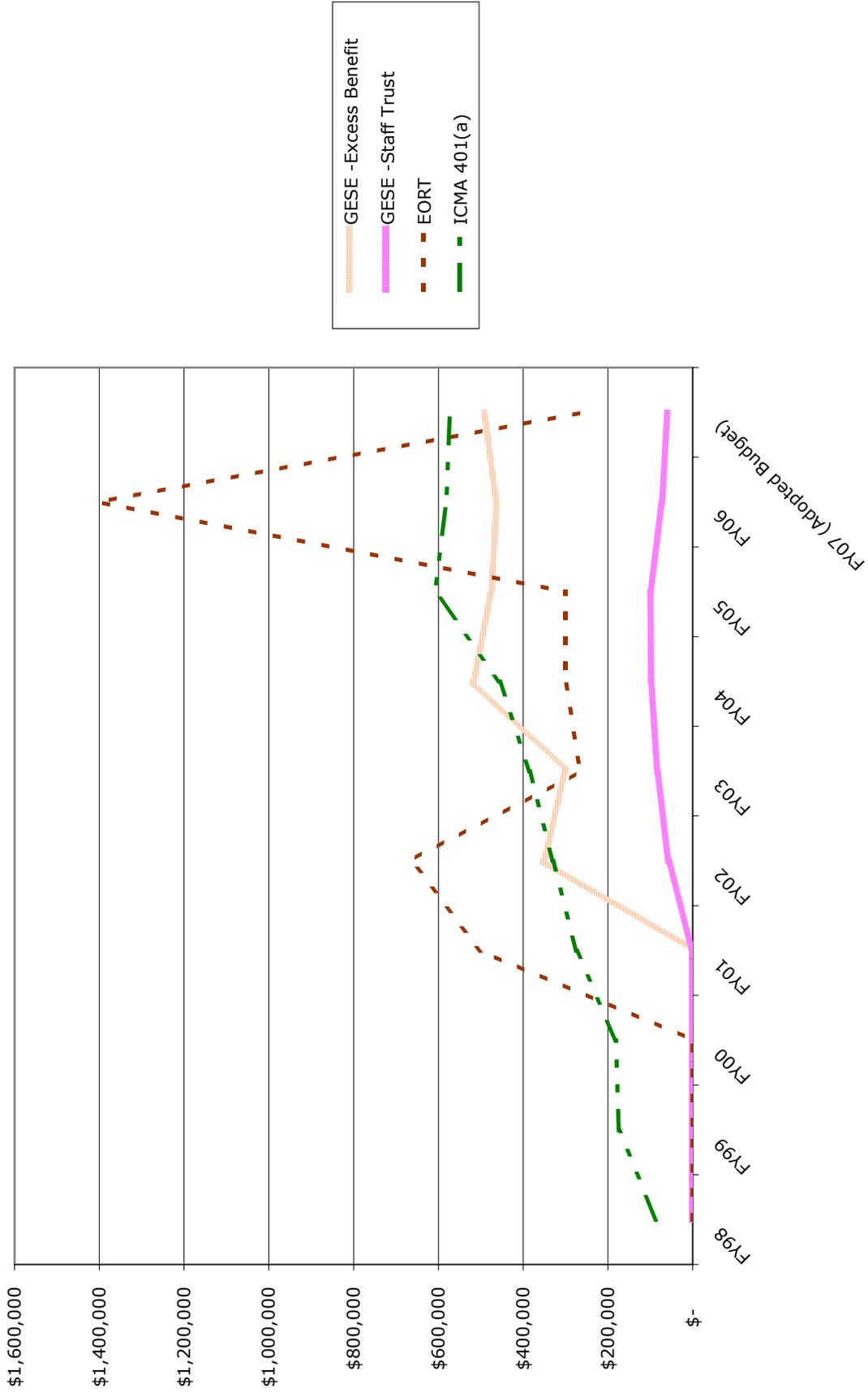
Membership for City employees is limited by the City Code to specific members of the City Clerk, City Manager, and City Attorney's Offices, Department Directors, Assistant Directors, and other executives. To participate in the plan a written trust agreement must be executed, which requires the City to contribute 8% of the individual's earnable compensation, and the employee contributes 10% of their salary.

At October 1, 2006, they were approximately 54 members in the ICMA 401(a) plan. Based on this membership, the City's FY'07 contribution is anticipated at \$572,777, which is 1.55% less than the previous period.

Pensions
City Required Contributions FY98 to FY07



Pensions (Other)
City Required Contribution FY98 to FY07





	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Revenues (Inflows)					
General Fund Revenues	\$84,805,184	\$78,244,316	\$6,560,868	\$78,244,316	\$73,562,309
(Contributions from General Fund)	261,580	1,400,000	(1,138,420)	1,400,000	300,000
Total Revenues (Inflows)	85,066,764	79,644,316	5,422,448	79,644,316	73,862,309
Expenditures (Outflows)					
GESE Pension					
Administrative Costs	2,677,321	2,692,106	(14,785)	2,692,106	2,391,925
City Pension Requirement -GESE Trust	24,229,028	22,018,443	2,210,585	22,018,443	19,003,415
City Pension Requirement -GESE Staff Trust	59,700	72,380		72,380	99,779
City Pension Requirement -GESE Excess Benefit	492,669	462,397	30,272	462,397	474,865
Total -GESE Pension	27,458,718	25,245,326	2,213,392	25,245,326	21,969,984
FIPO Pension					
Administrative Costs	1,907,082	1,778,704	128,378	1,778,704	1,588,269
City Pension Requirements -FIPO	54,863,607	50,635,213	4,228,394	50,635,213	49,393,765
Total -FIPO	56,770,689	52,413,917	4,356,772	52,413,917	50,982,034
EORT Pension					
Administrative Costs	3,000	3,300	(300)	3,300	1,902
City Pension Requirement -EORT	261,580	1,400,000	(1,138,420)	1,400,000	300,000
City Pension Contribution -ICMA 401(a) Management	572,777	581,773	(8,996)	581,773	608,389
Total -EORT	837,357	1,985,073	(1,147,716)	1,985,073	910,291
Total Expenditures(Outflows)	\$85,066,764	\$79,644,316	\$5,422,448	\$79,644,316	\$73,862,309



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Department Head: Sandra Elenberg

Phone: (305) 441-2300

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$23,253	\$23,253	\$ -	\$23,253	\$21,880
Operating Expense	24,721,697	22,480,840	2,240,857	22,480,840	19,478,280
Capital Outlay	-	-	-	-	-
Non-Operating	2,713,768	2,741,233	(27,465)	2,741,233	2,469,824
	\$27,458,718	\$25,245,326	\$2,213,392	\$25,245,326	\$21,969,984

Description

The Board of Trustees of the City of Miami General Employees' and Sanitation Employees' Retirement Trust administer three defined benefit pension plans - (1) City of Miami General Employees' and Sanitation Employees' Retirement Trust ("GESE Trust"), which is a single employer public employee retirement system, (2) City of Miami GESE Retirement Excess Benefit Plan ("Excess Benefit Plan"), and (3) City of Miami GESE Retirement Trust Staff Pension Plan ("Staff Plan"). The GESE Trust Plan is a single employer defined benefit pension plan covering all City of Miami general and sanitation employees except certain employees eligible to decline membership. The GESE Trust has a Deferred Retirement Option Program that allows a participant to receive pension payments by depositing in the DROP program while continuing to work as an active employee. The Excess Benefit Plan is a qualified governmental excess benefit plan under the IRC Section 415(b)(1)(a) to cover the difference between the allowable pension to be paid and the actual benefits for eligible members.

The City of Miami General Employees' and Sanitation Employees' Retirement Trust is an irrevocable trust previously established by city ordinance. A nine member Board of Trustees, who are considered fiduciaries of the Trust, govern the Trust and the other managed Trusts. As fiduciaries of the plans, the trustees perform their duties and responsibilities solely in the interests of the members and beneficiaries of the retirement plans in a prudent manner. To achieve their goals, the board has employed the services of support staff including a pension administrator to perform daily functions. The Board also employs the services of an investment consultant, a consulting actuary, an investment custodian and several investment managers. Other services provided by the City of Miami G.E.S.E Retirement Trust and Other Managed Trusts include accounting and financial reporting, active employee contributions processing, retiree benefits processing, monthly disbursements of benefits and excess benefits to retirees and beneficiaries.

Details

- **Personnel:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Operating Expense:** This category is \$2,240,857 or 9.97% more than the FY2006 Adopted Budget due to an increase in actuarial requirement to fund the pension adequately as the number of and benefits payable to new retirees was greater than expected.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



- **Non-Operating:** This category is \$27,465 or 1.00% less than the FY2006 Adopted Budget due to the implementation of Pension Gold in FY 2006 requiring equipment purchases not anticipated in FY 2007, offset partly by an increase due to anticipated annual staff salary increases and the upgrade of the Controller position to a Chief Financial Officer position

Strategic Accomplishments

Strategic Objective – Improve Business and Service Delivery Processes #1

Implemented a new computer software system, Pension Gold, for retiree processing/disbursement of benefits and tracking of active employee contributions in March 2006. An electronic imaging system was implemented as part of Pension Gold to electronically file all documents relating to each active employee and retiree. The system allows the pension office to access instant information, produce reports and process retiree monthly disbursements.

Strategic Objective – Improve Business and Service Delivery Processes #2

Implemented a “positive pay” system with the bank. The bank informs the pension office via internet of any checks submitted for payment that are not listed on a pension office generated electronic file of issued checks. As the pension office has an opportunity to reject the payment of these checks, potential fraudulent check issuance could be identified before funds are released from the bank.

Strategic Objective – Provide excellent customer service

Active employees can request an estimated pension benefit analysis from the pension office. The estimated benefits calculation is provided to the employee within two weeks to assist them in making financial retirement decisions.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**
 - Increase reporting capabilities in the Pension Gold retirement system. We plan to utilize the reporting module to design additional reports in addition to the reports included in the basic system to increase efficiency and improve availability of information. Deliverables are the additional reports designed and produced.
 - Streamline annual reporting of plan information to active employees. We plan to design a more concise annual reporting from a 130 page document to a document with less than 10 pages. The revised annual reporting will include only relevant information. Deliverable is the revised document.



Department Head: Robert H. Nagle

Phone: (305) 858-6006

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$19,377	\$19,377	\$ -	\$19,377	\$20,910
Operating Expense	54,883,607	50,647,975	4,235,632	50,647,975	49,406,444
Capital Outlay	-	-	-	-	-
Non-Operating	1,867,705	1,746,565	121,140	1,746,565	1,554,680
	\$56,770,689	\$52,413,917	\$4,356,772	\$52,413,917	\$50,982,034

Description

FIPO is a single employer defined benefit plan established by the City pursuant to the provisions and requirements of Ordinance No:10002 as amended. Participants are contributing police officers and firefighters with full-time status in the Police and Fire Departments of the City.

The City of Miami Fire Fighters' & Police Officers' Retirement Trust is an irrevocable trust previously established by city ordinance. A Five member Board of Trustees, who are considered fiduciaries of the Trust, govern the Trust . As fiduciaries of the plans, the trustees perform their duties and responsibilities solely in the interests of the members and beneficiaries of the retirement plans in a prudent manner. To achieve its goals, the board has employed the services of support staff including a pension administrator to perform daily functions. The Board also employs the services of an investment consultant, a consulting actuary, an investment custodian and several investment managers. Other services provided by the City of Miami F.I.P.O Retirement Trust include accounting and financial reporting, active employee contributions processing, retiree benefits processing, monthly disbursements of benefits and excess benefits to retirees and beneficiaries.

The FIPO Trust has a Deferred Retirement Option Program that allows a participant to receive pension payments by depositing in the DROP program while continuing to work as an active employee.

Details

- **Personnel:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Operating Expense:** This category is \$4,235,632 or 8.36% more than the FY2006 Adopted Budget due to an increase in actuarial requirements to fund the pension adequately
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
- **Non-Operating:** This category is \$121,140 or 6.94% more than the FY2006 Adopted Budget due to anticipated needs to cover the cost of updating the computer system and purchasing a new Imaging System to start FIPO on the road to being paperless in the near future.



Strategic Accomplishments

Maintained assets available to pay pension benefits in the City of Miami Fire Fighters’ and Police Officers’ Retirement Trust.

Other Accomplishments

- Held disability application quasi judicial hearings.
- Processed 88 new retirement applications. Computed over 200 retirement benefits estimates.
- Produced retiree payrolls with approximately 1,500 electronic deposits and 100 checks totaling over \$66.5 million.
- Satisfied over 50 requests for duplication of public records.
- Oversaw the Deferred Retirement Option Program with over 200 participants.

Objectives & Key Deliverables

- **Improve Business and Service Delivery Processes**
 - Paid monthly retirement benefits when due.
 - Supervised, recorded and account for the investments of the Trust Fund which totaled as of 9/30/06 approximately \$1.3 billion.
 - Maintained records of the contributions made by all active fire fighters and police officers employed by the City of Miami.
Produced and filed all yearly reports required of the Trust Fund by the State of Florida, the Internal Revenue Service and the City of Miami.



Department Head: Diana Gomez

Phone: (305) 416-1324

Department Summary

Table with 6 columns: Category, FY2007 Adopted Budget, FY2006 Adopted Budget, Increase (Decrease), FY2006 Revised Budget, FY2005 Actual @ 9/30/05. Rows include Personnel, Operating Expense, Capital Outlay, Non-Operating, and a total row.

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.

Details

- Personnel: This category is \$300 or 9.09% less than the FY2006 Adopted Budget due to lower anticipated needs in personnel related costs.
Operating Expense: This category is \$8,996 or 1.55% less than the FY2006 Adopted Budget due to lower than anticipated needs for operations in FY 2007.
Capital Outlay: This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.
Non-Operating: This category is \$1,138,420 or 81.32% less than the FY2006 Adopted Budget due to lower Contributions to Trust & Agency required.



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Special Revenue Funds Overview

Special Revenue Funds are used to account for special revenues that are legally restricted to expenditures for particular purposes.

The following are the significant changes to Special Revenue Fund Revenues anticipated in FY'07. The level of significant is based on +/-10% change over the prior year adopted budget period:

Revenues (Inflows)

- Franchise Fees and Other Taxes decreased by \$8,626,986 or 13.8%. This change is attributable to a \$4 million estimated reduction in the Combined Simplified Tax (CST) collections due to changes in the way the tax is computed by the State. The FY'06 budget also contained \$4.8 million in Public Service Tax Fund Balance use from previous years' collections, which were subsequently transferred to the General Fund.
- Interest decreased by \$171,013 or 98.0%. In accordance with Federal guidelines, federal grant dollars, which earns interest, typically must return any interest earned to the Federal agency. The City currently operates a majority of Federally-funded programs and it is anticipated most interest earned will be returned in FY'07.
- Transfers-In decreased by \$3,775,921 or 20.4%. This decrease is attributable to the reclassification of prior year fund balance to Other Revenue.
- Fines and Forfeitures decreased by \$543,828 or 100%. The City is no longer receiving the level of funding in support of the various Law Enforcement Trust Grants.
- Intergovernmental Revenue decreased by \$26,229,335 or 34.9%. This decrease is attributable to the reclassification of prior year fund balance to Other Revenue.
- Licenses and Permits decreased by \$79,840 or 100%. Collection of traffic permit fees not previously collected in FY'06.
- Other Revenue (Inflow) increased by \$41,296,284 or 2128.7%. This increase is attributable to the reclassification of prior year fund balance budgets to Other Revenue. Prior year fund balance allocation is an inflow for budgetary purpose



- Charges for Services decreased by \$3,666,446 or 30.6%. This decrease is attributable to less program revenue earned from Economic Development and Planning supplemental fees.

In conclusion, the FY'07 Special Revenue Fund Revenues are forecasted to decrease 1.1% over the prior fiscal year period.

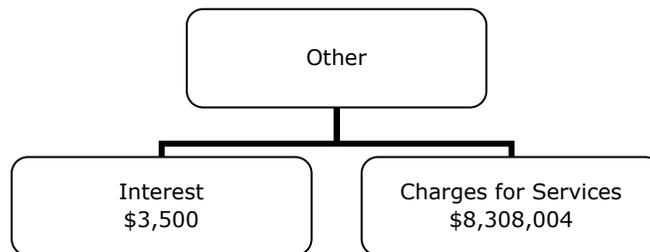
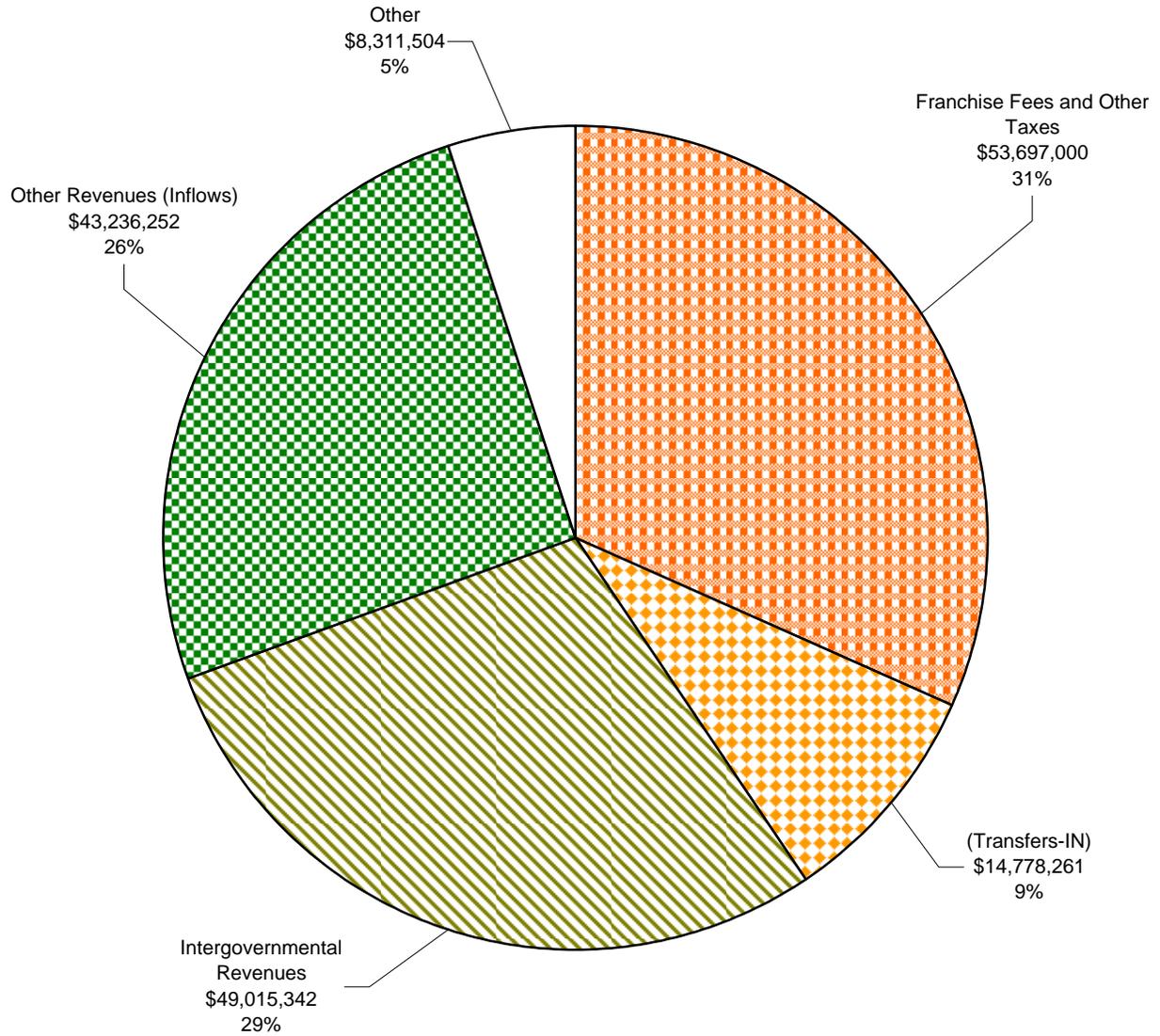
Expenditures (Outflows)

- General Government appropriations decreased by \$11,281,857 or 51.44%. This decrease is due to the reclassification of some Transportation and Transit Fund appropriations to Transfers-OUT. In FY'07, \$11.2 million is scheduled to be transferred to the CIP Fund for transportation related projects.
- Economic Development and Planning Services appropriations increased by \$4,361,101 or 91.95%. This increase is due to dramatic growth in the number of projects that have been added to this fund. In FY'07, a total of eight additional projects were added increasing the total number of projects from four to twelve.
- Public Safety appropriations decreased by \$17,904,061 or 51.46%. This decrease is primarily due to funding in the Fire Rescue Services Fund. In FY'07, four grants are scheduled to expire with no extension currently granted. This represents a \$7.5 million decrease or 40.96%. The remaining decrease of approximately \$10.8 million or 59.04% is due to projects closed in FY'06. This includes the following grants/programs:
 - Urban Areas Security Initiative II Grant
 - Public Access Defibrillation Demonstration Grant
 - FEMA/USAR Grant
 - South Florida Urban Search and Rescue Grant
 - Communications Emergency Response Team / Citizen Corps Grant
- Transfers-OUT appropriations increased by \$16,387,665 or 18.56%. This increase is primarily due to the reallocation of Transportation and Transit Fund contributions to the CIP Fund, which were previously allocated under General Government in FY'06. Additionally, \$1.3 million in contributions from Miami-Dade County and transferred to the Debt Service Fund for the repayment of special obligation bonds related to the Orange Bowl was reallocated from the General Fund to the Special Revenue Funds.



	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @9/30/05
Revenues (Inflows)					
Franchise Fees and Other Taxes	\$53,697,000	\$62,323,986	(\$8,626,986)	\$62,736,184	\$56,795,255
Interest	3,500	174,513	(171,013)	45,618	866,095
(Transfers-IN)	14,778,261	18,554,182	(3,775,921)	38,143,439	11,435,715
Fines and Forfeitures		543,828	(543,828)	543,828	797,695
Intergovernmental Revenues	49,015,342	75,244,677	(26,229,335)	111,896,713	103,170,230
Licenses and Permits		79,840	(79,840)	79,840	
Other Revenues (Inflows)	43,236,252	1,939,968	41,296,284	9,777,371	1,546,160
Charges for Services	8,308,004	11,974,450	(3,666,446)	9,384,837	14,568,849
Total Revenues (Inflows)	169,038,359	170,835,444	(1,797,085)	232,607,830	189,179,999
Expenditures (Outflows)					
General Government	10,649,616	21,931,473	(11,281,857)	12,055,042	8,293,807
Planning & Development	9,103,832	4,742,731	4,361,101	11,012,976	2,249,912
Community Development	33,497,743	32,433,620	1,064,123	65,672,608	57,803,782
Public Works	1,216,954	258,742	958,212	1,475,424	15,000
Public Safety	16,885,785	34,789,846	(17,904,061)	36,507,646	40,506,693
Public Facilities	7,216,902	3,383,983	3,832,919	6,405,039	3,141,749
Parks & Recreation	2,159,669	1,374,856	784,813	3,306,295	1,362,051
(Transfers-OUT)	88,307,858	71,920,193	16,387,665	96,172,800	81,222,340
Total Expenditures (Outflows)	\$169,038,359	\$170,835,444	(\$1,797,085)	\$232,607,830	\$194,595,333

Revenues (Inflows) - Special Revenue Funds





	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Revenues (Inflows)					
Franchise Fees and Other Taxes					
Utility Service Tax -Electricity		\$20,000,000	\$19,630,415	\$19,630,415	\$20,043,440
Utility Service Tax -Gas		880,000	832,698	832,698	829,431
Utility Service Tax -Water		2,800,000	2,693,163	2,693,163	2,753,415
Utility Service Tax -Fuel Oil		17,000	16,322	16,322	17,128
Public Service Tax Ordinance 10263		30,000,000	39,151,388	39,563,586	33,151,841
Total -Franchise Fees and Other Taxes	31.77%	53,697,000	62,323,986	62,736,184	56,795,255
Interest					
Interest on Investments		3,500	174,513	45,618	1,049,019
Gain(Loss) Investments					(182,924)
Total -Interest	0.002%	3,500	174,513	45,618	866,095
(Transfers-IN)					
(Transfer from Community Development Fund)				856,554	
(Contributions from SPA)		7,508,930	9,116,920	9,542,105	7,521,568
(Contributions from General Fund)		2,307,634		237,955	599,526
(Contributions from Trust & Agency)		35,000	920,123	531,630	65,000
(Contributions from Other Funds)		4,926,697	3,133,983	6,269,953	2,020,442
FEMA Reimbursement					980,692
(Prior Year Fund Balance)			5,383,156	20,705,242	
(Project Closing Transfer In)					248,487
Total (Transfers-IN)	8.74%	14,778,261	18,554,182	38,143,439	11,435,715
Fines and Forfeitures					
Forfeited Funds			360,570	360,570	521,042
US Department of Justice - Forfeiture			118,434	118,434	136,452



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
US Custom's Forfeited Funds			64,824	64,824	140,201
Total -Fines and Forfeitures	0.00%	0	543,828	543,828	797,695
Intergovernmental Revenues					
Metro Court -Fines & Forfeitures					51,625
Other Contributions and Donations					29,981
Intergovernmental					643,084
Florida Dept. Health & Rehabilitative Services		186	117,700	685,521	426,165
Metro Dade -City Contract				72,000	
US Department of Agriculture				58,396	534,824
Contributions from Other Governments		11,948,016	11,906,185	17,255,161	11,367,155
US Department of Environmental Protection				310,948	11,716
US State Department		521,886	20,920,559	19,280,184	11,721,454
Dade County Comm Action Agency			65,396		
US Department of Housing and Urban Development (HUD)		25,713,246	26,169,896	52,634,761	50,983,081
Metro-Dade Tourist Bed Tax		1,300,000	1,300,000	2,600,000	1,353,420
Florida Dept. of Law Enforcement		144,493	4,729	354,829	129,672
Florida Dept. of Transportation				60,000	77,607
State of Fla -Dept of Environmental Protection				87,440	
Metropolitan Dade County		62,593	84,359	1,039,618	2,689,511
State of Fla. Dept. of State				85,796	90,519
Section 8 Housing Assistance Program		4,780,000	3,791,756	3,791,756	3,475,964
US Department of Justice		71,363	7,163,948	5,253,810	2,951,086
E911 System Fee		1,964,709	1,964,708	1,964,708	2,139,209
FEMA -Hurricane Katrina Reimbursement					9,035,582
FEMA/USAR Grant Award		231,433		892,000	2,183,572



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
FIND Waterways Assistance Program					50,000
FEMA/USAR					1,633,985
Law Enforcement Block Grant		1,260			
Grants -Other				2,757,584	81,642
State of Florida Department of Community		2,276,157	1,755,441	2,712,201	1,509,376
Total -Intergovernmental Revenues	29.00%	49,015,342	75,244,677	111,896,713	103,170,230
Licenses and Permits					
Traffic Permit Fees			79,840	79,840	
Total -Licenses and Permits	0.00%	0	79,840	79,840	0
Other Revenues (Inflows)					
Other Svce Chges and Fees -SPF					35,068
Public Works -Miscellaneous		12,243	111,463		48,624
Concessions					8,807
Rental					8,794
Class -Fees					5,890
Other Contributions and Donations					36,605
Miscellaneous Revenues			57,000	57,100	430,360
Miscellaneous Service Charges					3,595
Florida Department of Education				139,326	38,750
(Fund Balance Allocation)		42,589,743	158,800	8,248,194	
Training Revenue			36,000	36,000	9,791
Collection for Special Events					984
Other Public and Private			85,224		114,116
Contribution from Trust and Agency					40,198
Other Miscellaneous Revenues			60,000	60,000	35,300

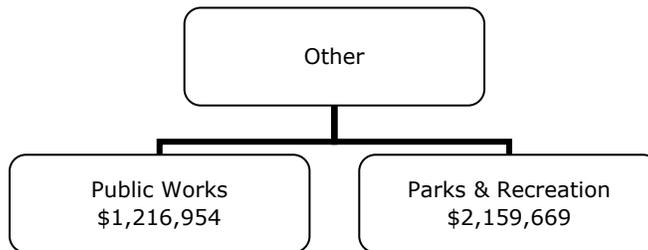
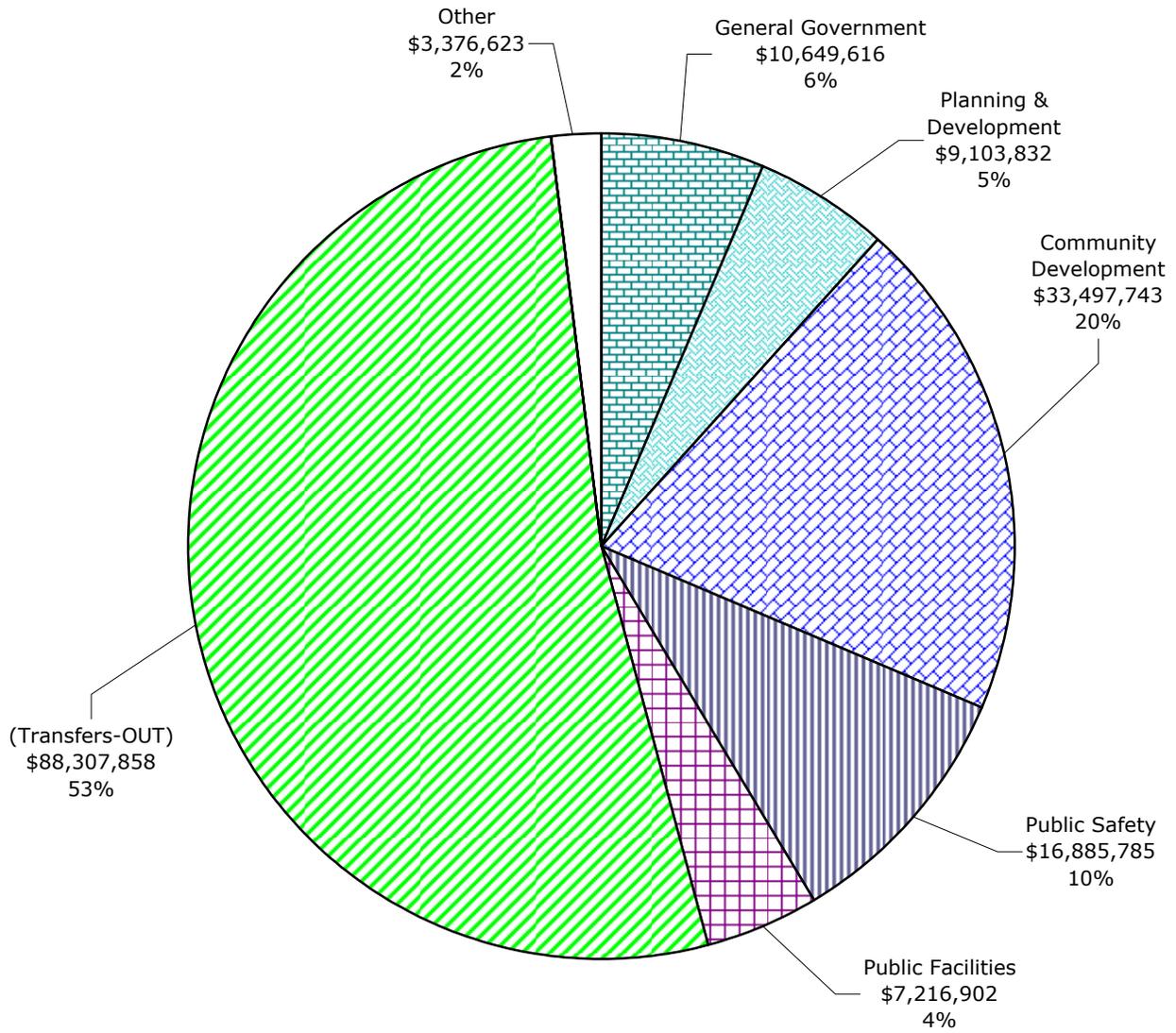


	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Miscellaneous -Convention Center		631,733	650,400	650,400	614,136
0.75 Ticket Surcharge					16,293
Zoning Violation Letters					50
Inter-Office Paper			147,279	147,279	196
Metro Dade Cultural Affairs (Prior Year -Encumbrances Rollover)			599,139	446,235	5,000
Prior Year Revenue Appropriation					48,302
Donations		2,533	34,663	(7,163)	45,302
Total -Other Revenues(Inflows)	25.58%	43,236,252	1,939,968	9,777,371	1,546,160
Charges for Services					
Other Svce Chges and Fees -SPF					2,088
Other Police Services		352,180	276,041	52,180	102,556
Public Works Miscellaneous				111,463	
Miscellaneous Permits					20,040
Rental Properties		405,000	400,000	400,000	401,905
Other Contributions and Donations				15,000	
Lot Clearing -Current Year					(272,878)
Demolition					65,204
Rental -Auditoriums Only		348,981	389,310	389,310	377,411
Assessment Lien Revenue					10,868
Traffic Permit Fees					211,500
Rental Meetings/Seminars		412,419	457,780	457,780	450,925
Code Enforcement Penalty					(94,586)
Parking Rental		2,375,610	1,831,600	1,831,600	1,592,741
Rental -Air Rights		515,000	435,393	435,393	653,687
Rental Prop -Conv. Ctr Base Rent		458,000	505,000	505,000	362,267



	Percent of FY2007 Adopted	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Special Inspections		3,272,814	3,522,814	3,522,814	4,272,183
Trash Lien Revenue					120,850
CDBG Loans -Return of Principal					1,546,411
\$1.00 Ticket Surcharge		168,000	160,000	160,000	74,687
Transportation Mitigation			1,366,349		1,266,753
Air Quality Fee			52,552		189,356
Dri/Master Plan Recovery			525,518		528,352
Administration Fee			551,796		510,626
Impact Fee Administration					286,345
Restitution Revenue				4,000	273,940
Developer Fees			1,500,297	1,500,297	1,500,297
Passport Execution Fees					13,272
Lobbyist Registration					102,050
Total -Charges for Services	4.91%	8,308,004	11,974,450	9,384,837	14,568,849
Total Revenues (Inflows)	100.00%	\$169,038,359	\$170,835,444	\$232,607,830	\$189,179,999

Expenditures (Outflows) - Special Revenue Funds





	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @9/30/05
Expenditures (Outflows)					
General Government					
Neighborhood Enhancement Teams (NET)	\$4,401,150	\$4,362,530	\$38,620	\$4,933,340	\$3,477,061
City Clerk Services	382,295	35,000	347,295	311,602	27,303
Strategic Department Initiatives	1,509,020	2,176,553	(667,533)	2,533,825	1,034,963
Transportation and Transit Fund	910,597	11,643,417	(10,732,820)	562,302	449,311
Code Enforcement	3,446,554	3,713,973	(267,419)	3,713,973	3,305,169
Total -General Government	10,649,616	21,931,473	(11,281,857)	12,055,042	8,293,807
Planning and Development					
Economic Development and Planning Services	9,103,832	4,742,731	4,361,101	11,012,976	2,249,912
Total -Planning and Development	9,103,832	4,742,731	4,361,101	11,012,976	2,249,912
Public Works					
	1,216,954	258,742	958,212	1,475,424	15,000
Public Safety					
Fire Rescue Services	4,142,258	22,511,721	(18,369,463)	22,433,764	29,894,319
Law Enforcement Trust Fund	1,152,186	1,183,601	(31,415)	1,259,892	1,415,604
Police Services	11,591,341	11,094,524	496,817	12,813,990	9,196,770
Total -Public Safety	16,885,785	34,789,846	(17,904,061)	36,507,646	40,506,693
Public Facilities					
	7,216,902	3,383,983	3,832,919	6,405,039	3,141,749
Parks & Recreation	2,159,669	1,374,856	784,813	3,306,295	1,362,051
Community Development					
Community Development	32,643,231	31,816,520	826,711	64,775,032	57,009,477
Homeless Programs	854,512	617,100	237,412	897,576	794,305
Total -Community Development	33,497,743	32,433,620	1,064,123	65,672,608	57,803,782



	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @9/30/05
(Transfers-OUT)	88,307,858	71,920,193	16,387,665	96,172,800	81,222,340
Total Expenditures (Outflows)	\$169,038,359	\$170,835,444	(\$1,797,085)	\$232,607,830	\$194,595,333



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Grants and Programs				
Economic Development and Planning Services				
Traffic Study Review Fee for (M.U.S.P) Project	\$639,000	\$165,040	Fund Balance Allocation	Planning and Development
TOP -Metromover Realignment Project	1,780,000	1,102,507	FL. Department of Transportation	Planning and Development
Blue Ribbon Task Force	21,500	1,680	Donation	Planning and Development
The Miami Commission on the Status of Women	31,204	24,963	Donation	Planning and Development
FEC Corridor Improvement Trust Fund	1,500,297	1,200,238	Fund Balance Allocation	Planning and Development
Dr. Martin Luther King Jr. Reclaim the Dream Initiative	50,000	40,000	Citywide Poverty Initiative	Planning and Development
Downtown Development Supplemental Fee	9,664,835	3,967,320	Fund Balance Allocation	Planning and Development
Downtown Vending District -Downtown Development Authority Supplemental Fee	273,785	102,053	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West Development Supplemental Fee	923,388	738,710	Fund Balance Allocation	Planning and Development
Impact Fees Administration	1,194,479	771,318	Fund Balance Allocation	Planning and Development
Downtown Development Authority	944,348	47,966	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	1,177,543	942,037	Fund Balance Allocation	Planning and Development
Total (Economic Development and Planning Services)		9,103,832		
Fire Rescue Services				
Miami-Dade County EMS Grants	810,670	239,297	Fund Balance Allocation	Public Safety
Miami-Dade Co. EMS Grant FY 03-04	200,096	36,393	Fund Balance Allocation	Public Safety
Franchise Tax -Rescue Services	38,847,994	61,682	Fund Balance Allocation	Public Safety
Fire Assessment Fee	37,455,766	2,954,883	Property Taxes	Public Safety
State of Florida EMS	35,643	187	FL. Department of Health	Public Safety
Anti-Terrorism Grant	100,000	49,476	Miami-Dade County	Public Safety
Public Access Defibrillation (PAD) Program - Partnership Agreement	274,742	44,489	Fund Balance Allocation	Public Safety
FEMA/USAR Grant Award FY 2005	892,000	231,433	FEMA	Public Safety
American Heart Association Grant	25,000	2,532	American Heart Association	Public Safety
Staffing for Adequate Fire and Emergency Response (SAFER) FY 2006	1,004,105	521,886	U.S. Department of Homeland Security	Public Safety



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Total (Fire Rescue Services)		4,142,258		
Neighborhood Enhancement Teams and Code Enforcement				
Tree Trust Fund	407,940	324,813	Fund Balance Allocation	General Government
Landscaping Improvements to I-95 Downtown Miami	132,000	63,960	Miami-Dade County	General Government
NET and Code Enforcement	56,102,429	7,458,931	Contribution from General Fund	General Government
Total (NET and Code Enforcement)		7,847,704		
Parks and Recreation				
Special Donation for Disabled	3,000	853	Donation	Parks and Recreation
Handicapped Division Fund Raising	726,821	149,910	Program Revenue	Parks and Recreation
Program for Persons with Disabilities, 02-03	36,787	2,840	State of FL. Medicare Program	Parks and Recreation
Program for Persons with Disabilities, 01-02	49,219	34,726	State of FL. Medicare Program	Parks and Recreation
Program for Persons with Disabilities, 04-05	37,444	25,027	State of FL. Medicare Program	Parks and Recreation
Bayfront Park Management Trust, Commission District #1	116,605	90,586	Bayfront Park Management Trust	Parks and Recreation
Bayfront Park Management Trust, Commission District #2	116,605	56,584	Bayfront Park Management Trust	Parks and Recreation
Bayfront Park Management Trust, Commission District #3	116,605	13,283	Bayfront Park Management Trust	Parks and Recreation
Bayfront Park Management Trust, Commission District #4	116,605	93,284	Bayfront Park Management Trust	Parks and Recreation
Bayfront Park Management Trust, Commission District #5	116,605	14,237	Bayfront Park Management Trust	Parks and Recreation
Summer Crime Prevention Program	40,000	18,375	Fund Balance Allocation	Parks and Recreation
Non-Residential Crime Prevention Program	15,000	6,126	Fund Balance Allocation	Parks and Recreation
P.A.R.C Program	20,000	1,261	Fund Balance Allocation	Parks and Recreation
Partnership Study for Prevention of Violence	1,450	1,160	Fund Balance Allocation	Parks and Recreation
Programs for the Developmentally Disabled 2005-2006	237,396	164,016	State of FL. Medicare Program	Parks and Recreation
Programs for the Developmentally Disabled 2006-2007	240,200	192,160	State of FL. Medicare Program	Parks and Recreation
Ordinance 10425 -Recreation Activity - Consolidated	6,887,500	1,295,241	Program Revenue	Parks and Recreation
Total (Parks and Recreation)		2,159,669		



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Police Services				
Investigative Costs Recovery	3,913	7,642	Fund Balance Allocation	Public Safety
COPS Helping Our Inner-City Children Excel - CHOICE Grant II	93,857	75,086	FL. Department of Juvenile Justice	Public Safety
Paul Coverdell Grant	95,000	71,363	US Dept. of Justice	Public Safety
Training/Entrepreneurial Fund	747,259	232,194	Program Revenue	Public Safety
Police 2nd Dollar Training -Consolidated	5,155,201	346,782	Fund Balance Allocation	Public Safety
Electronic Message Center	50,000	26,386	Fund Balance Allocation	Public Safety
Partnership Fund	104,316	21,839	Donation	Public Safety
Wynwood HIDTA -X Grant	45,000	36,000	Monroe County Sheriff Office	Public Safety
Local Law Enforcement Block Grant IX 2004	613,147	37,449	U.S. Department of Justice	Public Safety
COPS More 98 Grant	13,418,712	4,696,588	U.S. Department of Justice	Public Safety
Violent Crime & Drug Control Council Grant	100,000	46,190	FL. Department of Law Enforcement	Public Safety
E911 Emergency System Project	20,840,492	1,546,788	Fund Balance Allocation	Public Safety
E911 Wireless Emergency Communication Act	5,991,531	2,882,422	Fund Balance Allocation	Public Safety
Special Taxing Districts Police Roving Patrol Services -Natoma Manors	3,600	51,033	Fund Balance Allocation	Public Safety
Special Taxing Districts Police Roving Patrol Services -Morningside	1,050	50,000	Fund Balance Allocation	Public Safety
Special Taxing Districts Police Roving Patrol Services -Brickell Flagler	32,335	218,773	Fund Balance Allocation	Public Safety
Buffer Zone Protection Program (BZPP)	134,400	81,628	FL. Department of Law Enforcement	Public Safety
Port Security Grant Program	742,270	593,816	Miami-Dade Sheriff Department	Public Safety
JAG -Law Enforcement Improvement Project (Edward Brynes Grant)	751,877	569,362	US Dept. of Justice	Public Safety
Total (Police Services)		11,591,341		
Law Enforcement Trust Fund (LETF)				
Law Enforcement Trust Fund (Florida Statutes)	30,989,313	476,838	FL. Department of Law Enforcement	Public Safety
U.S. Justice Law Enforcement Trust	6,625,942	258,158	US Dept. of Justice	Public Safety
U.S. Customs Law Enforcement Trust	14,711,494	417,190	US Customs Dept.	Public Safety



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Total (LETF)		1,152,186		
Public Works				
Educational Trust Fund -Recycling Program	1,264,409	956,679	Fund Balance Allocation	Public Works
Adopt-A-Waterway Program	136,239	108,991	Fund Balance Allocation	Public Works
Municipal Fuel Tax Street Repairs	1,898,907	151,284	Fund Balance Allocation	Public Works
Total (Public Works)		1,216,954		
Public Facilities				
Derelict Vessels from Key Anchorage Area	162,800	4,316	Fund Balance Allocation	Public Facilities
Providing for Distribution of Disabled Parking	567,332	453,866	Fund Balance Allocation	Public Facilities
Sales Initiative Plan	100,000	130,000	Fund Balance Allocation	Public Facilities
Miami CDT Monthly Payments from Miami-Dade County	3,833,334	3,066,667	Fund Balance Allocation	Public Facilities
City of Miami Debris and Sunken Vessel Removal	55,000	4,000	FL. Inland Navigation District	Public Facilities
Florida Inland Navigation District (FIND) Waterways Assistance Grant	62,700	50,160	FL. Inland Navigation District	Public Facilities
Miami Convention Center	161,329,215	3,507,893	Program Revenue and Contribution from Public Service Tax	Public Facilities
Total (Public Facilities)		7,216,902		
City Clerk Services				
City Clerk Miscellaneous Special Revenues	211,000	76,088	CRA	General Government
U.S. Passport Acceptance Fee	312,999	57,599	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	718,204	248,608	Fund Balance Allocation	General Government
Total (City Clerk Services)		382,295		
Homeless Programs				
Homeless Project Administration	1,109,086	854,512	Contribution from General Fund	Community Development
Total (Homeless Programs)		854,512		



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Transportation and Transit				
Transportation and Transit Fund		910,597	Miami Dade County	General Government
Total (Transportation and Transit)		910,597		
Strategic Development Initiatives				
Americorps Volunteers in Service to America (VISTA)	80,000	122,000	Contribution from General Fund	General Government
Miami Youth Council	164,962	68,624	The Children's Trust	General Government
2005 U.S. Conference of Mayors Dollar Wise Capacity Grants	20,000	11,986	FL. Department of Education	General Government
Save-A-Life Foundation	100,000	78,404	Contribution from General Fund	General Government
Budget Surplus FY 2002 (Parks and Recreation)	576,633	79,683	Contribution from General Fund	General Government
Mayor's Park Rollover	967,031	163,229	Contribution from General Fund	General Government
Public Facilities Rollover	832,023	15,570	Contribution from General Fund	General Government
IT Strategic Plan Implementation	1,808,715	662,714	Contribution from General Fund	General Government
Elected Officials' Rollover		116,036	Contribution from General Fund	General Government
City-Wide Poverty Initiative Program	2,698,056	190,774	Contribution from General Fund	General Government
Total (Strategic Dev. Initiatives)		1,509,020		
Community Development				
Community Development Block Grant (CDBG)		8,350,357	U.S. Department of Housing and Urban Development	Community Development
HOME Investment Partnerships		4,712,400	U.S. Department of Housing and Urban Development	Community Development
State Housing Initiative Partnership (SHIP)		2,276,157	Florida Housing Finance Corporation	Community Development
Emergency Shelter Grant (ESG)		10,845	U.S. Department of Housing and Urban Development	Community Development
Housing Opportunities for Persons with Aids (HOPWA)		11,189,000	U.S. Department of Housing and Urban Development	Community Development
Section 8		4,780,000	Section 8 Housing Assistance Program	Community Development
Miami Unleaded Program		1,324,472	Citywide Poverty Initiative	Community Development



	Total Awarded/Allocated @8/11/06	FY2007 Adopted Budget	FY'07 Funding Source	Expenditure (Outflow) Type
Total (Community Development)		32,643,231		
(Transfers-OUT)				
Fire Assessment Fee		3,272,814	Property Taxes	Contribution to Capital Improvement Fund
Public Service Taxes		53,697,000	Franchise Fees and Other Taxes	Contribution to Capital Improvement Fund
Miami Convention Center		5,332,575	Program Revenue and Contribution from Public Service Tax	Contribution to Debt Service Fund
Ordinance 10425 -Recreation Activity - Consolidated		3,485	Fund Balance Allocation	Contribution to Trust and Agency Fund
Law Enforcement Trust Fund (Florida Statutes)		8,740	FL. Department of Law Enforcement	Contribution to Police Services
Community Development Block Grant (CDBG)		1,100,000	U.S. Department of Housing and Urban Development	Contribution to Debt Service Fund
Emergency Shelter Grant (ESG)		350,644	U.S. Department of Housing and Urban Development	Contribution to Homeless Programs
Public Facilities Rollover		263,557	Contribution from General Fund	Contribution to Capital Improvement Fund
City-Wide Poverty Initiative Program		1,280,000	Contribution from General Fund	Contribution to Community Development
Orange Bowl Tax		1,300,000	Miami-Dade County	Contribution to Debt Service Fund
Transportation and Transit Fund		21,699,043	Miami-Dade County	Contribution to Capital Improvement Fund
Total (Transfers-OUT)		88,307,858		
Total (All Grants and Programs)		169,038,359		



Special Revenue Fund Position Changes

This section includes changes in full-time equivalent (FTEs) positions to the City of Miami's Special Revenue Fund Budget in FY'07. Changes in FTEs occurred between the FY'06 Adopted Budget to the FY'07 Adopted Budget

General Government

- Neighborhood Enhancement Teams (NET) –Increased 1.0 Program Administrator position. Total base salary increase = \$65,000.
- City Clerk Services -Increased 1.0 Legislative Services Representative position. Total base salary increase = \$35,000.
- Strategic Department Initiatives –Increased 1.0 Contract Compliance Analyst position. Total base salary increase = \$35,694.

Public Safety

- Fire Rescue Services -Increased 18.84 Fire Fighter positions funded from the Staffing for Adequate Fire and Emergency Response (SAFER) grant. Total base salary increase = \$885,376.
- Police Services –Increased 9.72 positions. This increase was due to the reclassification of Communication Operators cost distribution between the General Fund and the Police Services Special Revenue Fund; Positions funded from E911 System Service Grant. Total base salary increase = \$66,745.

Public Facilities

- Public Facilities – Reclassification of 0.5 Marketing Services Coordinator position to the General Fund. Total base salary decrease = \$52,860.

Parks and Recreation

- Parks and Recreation -Decreased 1.0 Therapeutic Recreation Specialist position. The position was transferred to the General Fund. Base salary increase = \$41,422.



Community Development

Community Development -The Community Development Fund decreased 10.0 positions. The positions were 2 Project Managers, 1 Housing Quality Inspector, 1 Housing Rehabilitation Senior Estimator, 1 Special Project Coordinator, 1 Loan Program Manager, 1 Office Equipment Operator, 1 Grant Funded Administrator, 1 Contract Compliance Analyst, and 1 Communication Involvement Specialist. Base salary decrease = \$481,669.



	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	Gain (Loss) FY'07 Adopted - FY'06 Adopted	FY2005 Actual @9/30/05
Positions -FTEs					
General Government					
Neighborhood Enhancement Teams (NET)	48.00	47.00	47.00	1.00	47.00
City Clerk Services	1.00			1.00	
Strategic Department Initiatives	3.00	2.00	2.00	1.00	
Transportation and Transit Fund	4.00	4.00	4.00		4.00
Code Enforcement	56.00	56.00	56.00		56.00
Total -General Government	112.00	109.00	109.00	3.00	107.00
Public Safety					
Fire Rescue Services:					
Sworn	23.84		26.00	23.84	
Civilian		5.00	5.00	(5.00)	5.00
Police Services:					
Sworn					7.00
Civilian	9.72			9.72	
Total -Public Safety	33.56	5.00	31.00	2.56	12.00
Public Facilities	5.34	5.84	5.34	(0.50)	5.84
Parks & Recreation	5.00	6.00	6.00	(1.00)	6.00
Community Development					
Community Development	56.00	66.00	69.00	(10.00)	69.00
Homeless Programs	6.00	6.00	6.00		4.00
Total -Community Development	62.00	72.00	75.00	(10.00)	73.00
Total Full-Time Positions	217.90	197.84	226.34	20.06	203.84



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Special Revenue Fund Detail by Fund



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Department Head: Tim Schmand

Phone: (305) 373-8780

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$373,811	\$411,731	\$(37,920)	\$411,731	\$431,641
Operating Expense	4,622,558	2,972,252	1,650,306	2,972,252	2,707,371
Capital Outlay	-	-	-	-	2,738
Non-Operating	8,853,108	4,831,983	4,021,125	4,831,983	4,909,670
	<u>\$13,849,477</u>	<u>\$8,215,966</u>	<u>\$5,633,511</u>	<u>\$8,215,966</u>	<u>\$8,051,420</u>

Full-Time Equivalent (FTE):

Public Facilities					
Classified	1.00	1.50	(0.50)	1.50	1.50
Unclassified	4.34	4.34	0.00	4.34	4.34
	<u>5.34</u>	<u>5.84</u>	<u>(0.50)</u>	<u>5.84</u>	<u>5.84</u>

Description

Public Facilities Services is a special revenue fund created to account for several projects managed by the Department of Public Facilities. One large component of this fund includes the responsibility of planning and managing the operations of the City of Miami / University of Miami / James L. Knight Center 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, meeting, trades shows, consumer shows, concerts, or any other function of public and/or private interest. The 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. Other projects are also housed in the fund, including various grants used to improve marina infrastructure and the Downtown Hotel Task Force Initiative, a program designed to attract conferences to hotels and venues located within the City of Miami. Tourism Development tax received from Miami-Dade County for the Orange Bowl is also included within this fund.

Details

- **Personnel:** This category is \$37,920 or 9.21% less than the FY2006 Adopted Budget due to a change that was undertaken in the Mid year budget Resolution by where it was found to be necessary to revise and decrease appropriations of positions by half a position (.5).
- **Operating Expense:** This category is \$1,650,306 or 55.52% more than the FY2006 Adopted Budget due to an increase in anticipated resources of revenue and expenditure needs allocated from other Special Revenue Funds.
- **Capital Outlay:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.



- **Non-Operating:** This category is \$4,021,125 or 83.22% more than the FY2006 Adopted Budget due to an increase in anticipated resources revenue and expenditure needs allocated from other Special Revenue Funds.

Strategic Accomplishments

The Department enhanced grant opportunities and management by applying for a \$500,000 FIND grant to construct the proposed Dinner Key Marina Managed Mooring Field. The Mooring Field will provide safe moorings and comfortable upland amenities to local and visiting boaters that are not currently available. The Department has received an award letter that our grant application has been approved for FY 2007. The Department has also applied for a \$50,000 derelict vessel removal grant from the Florida Fish and Wildlife Conservation Commission.

Other Accomplishments

- The James L. Knight Center hosted a rich and diverse array of cultural and ethnic events that appealed to various segments of our community such as the 18th Annual Haitian Independence Concert, National Women's Heart Day Health Fair, and the Florida Job Expo.



Department Head: Lisa Mazique

Phone: (305) 416-1023

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$ -	\$262,449	\$(262,449)	\$262,449	\$68,490
Operating Expense	1,307,547	79,840	1,227,707	79,840	1,233,422
Capital Outlay	1,680	-	1,680	-	-
Non-Operating	7,794,605	2,900,145	4,894,460	2,900,145	948,000
	<u>\$9,103,832</u>	<u>\$3,242,434</u>	<u>\$5,861,398</u>	<u>\$3,242,434</u>	<u>\$2,249,912</u>



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Department Head: William Bryson

Phone: (305) 416-5401

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$813,647	\$505,292	\$308,355	\$505,292	\$2,401,935
Operating Expense	149,878	99,885	49,993	99,885	11,263,635
Capital Outlay	3,178,732	21,841,148	(18,662,416)	21,841,148	3,683,660
Non-Operating	3,272,814	3,526,027	(253,213)	3,526,027	717,461
	\$7,415,071	\$25,972,352	\$(18,557,281)	\$25,972,352	\$18,066,691

Full-Time Equivalent (FTE):

Public Safety					
Sworn	23.84	4.00	19.84	30.00	4.00
Civilian	0.00	1.00	(1.00)	1.00	1.00
	23.84	5.00	18.84	31.00	5.00



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Department Head: David Rosemond

Phone: (305) 416-1992

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$3,664,136	\$3,610,498	\$53,638	\$3,610,498	\$3,095,556
Operating Expense	492,014	493,300	(1,286)	493,300	314,464
Capital Outlay	245,000	258,732	(13,732)	258,732	67,043
Non-Operating	-	-	-	-	-
	\$4,401,150	\$4,362,530	\$38,620	\$4,362,530	\$3,477,063

Full-Time Equivalent (FTE):

NET					
Classified	28.00	27.00	1.00	27.00	25.00
Unclassified	20.00	20.00	0.00	20.00	19.00
	48.00	47.00	1.00	47.00	44.00

Description

NET offices are direct point of contacts between residents and City Hall. We serve our neighborhoods proactively, as well as disseminate knowledge about programs designed to improve all of our neighborhoods. As NET Administrators and staff, part of our mission is to facilitate city services in a courteous, professional, and efficient manner.

Details

- **Personnel:** This category is \$53,638 or 1.49% more than the FY2006 Adopted Budget due to an increase in anticipated needs for personnel in FY 2007.
- **Operating Expense:** This category is \$1,286 or 0.26% less than the FY2006 Adopted Budget due to a decrease in the anticipate needs for operation in FY 2007.
- **Capital Outlay:** This category is \$13,732 or 5.31% less than the FY2006 Adopted Budget due to the anticipated needs related to the relocation of some service centers.
- **Non-Operating:** This category is unchanged for FY2007 when compared to the FY2006 Adopted Budget.

Strategic Accomplishments

NET Provided Sustainable Tax Relief and Reduced Poverty by training the Service Center Representatives and Aides on the use of the Benefit Bank program which assists residents, individuals and families in overcoming the debilitating effects of poverty and assists them in building sustainable economic futures. This initiative made available at all NET offices as well as at key community events, has reached out to over



100 families in within the City of Miami boundaries. March, 2004 showed that \$61,680 in returns had been giving to families using the Benefit Bank program.

In order to Foster Transportation Systems for Future Growth the Downtown NET Administrator partnered with the Miami Downtown Development Authority in a Land Use and Urban Design, Transportation and Capital Improvement, and Economic Development Study. The outcome of the study which is still ongoing will be used to plan for the unprecedented development and increase in residents in the Downtown area. The Downtown NET Administrator serves as the liaison between the Streetcar Transportation Project and the Program Management Initiatives of the Capital Improvement Program.

The 13 NET Service Centers Provided Excellent Recreational, Educational, and Cultural Programs. Some of these included: the Wynwood/Edgewater Back-To-School program and free vaccines given to over 200 students who were returning to school. Allapattah NET assisted 52 business owners in the area in obtaining information on the empowerment zone, crafting business plans, accessing loans and tax credit incentives. The Flagami and West Flagler NET offices collaborated in putting together regularly scheduled Domino Tournaments attracting many senior citizens throughout the City. Little Havana NET in conjunction with the Hispanic Heritage Board of Little Havana presents "Cultural Friday" which takes place every last Friday of the month. Another event spearheaded and produced by NET was the "City's 1st Job Fair", where 1,953 applicants were registered at the event, 102 applicants were hired and 36 residents enrolled in educational/and or vocational programs. NET attracted over 45 industry partners including Comcast, FPL and Wachovia.

NET regularly organizes cleanups in the NET areas in order to Restore, Maintain and Beautify Urban and Residential Infrastructure. An initiative between the City of Miami, Miami Dade County and FDOT is a new project entitled "Landscaping Improvements to I-95 in Downtown Miami" is on-going to improve the area between the northbound and southbound lanes of I-95, South of 395 and North of NW 11th Terrace and the Southbound exit of Northwest 8th Street. The I-95 Improvements are to install approximately 200 medium-size (18-24") plumb ago in the east embankment, 30 medium to large bougainvillea in lavender/purple on the east embankment, 200 medium size (18-24") plumb ago along the top rim of the east embankment, 100 plumb ago along the upper rim of the west embankment and 20-30 white & red crepe myrtle 5-10 ft. in height along the center of the trench. Another part of this project is to beautify a one-block strip along the east side of I-95 between NW 7th and NW 8th Street. That job consist of removing the weeds and underbrush along both sides of the ramp embankment, add 2-3" of topsoil mixed with sand on each side of the embankment, install approximately 75 antique roses or other flowering shrub that suits the available lighting and install mulch and fertilizer as needed. As for cleanups in all NET areas regular cleanup are conducted weekly, sometimes twice a week.

NET Provided Excellent Customer Service during Hurricane Katrina and Hurricane Wilma recovery by assisting residents with ice, water, food and other essential supplies at the Orange Bowl, Hadley Park, City Hall and other sites within City of Miami boundaries as well as door-to-door, when needed. In addition, the NET offices were used as donation sites i.e., the Allapattah NET office received approximately \$20,000 worth of miscellaneous items donated that were distributed to the hurricane victims. NET spearheaded the "Miami Recovers" initiative to educate residents and business persons and assisting them in completing FEMA, SBA



loan, Blue Roof, Food-Stamps and other applications to ensure our community's access to available resources. NET responded to 884 calls from concerned and needy residents calling the Miami Recovers Hotline for information and assistance. Furthermore, a total of thirty-one (31) applications were completed and submitted to the Department of Community Development for processing. Twenty (20) of those applications were for rental assistance and eleven (11) were for Homeowners Roof Repairs.

Other Accomplishments

- NET through our training committee has been enhancing the level of strategic skills for all NET staff by coordinating training and workshops on customer service skills, and other programs to enhance the level of service to our residents and business community. Of the many training/workshops conducted or offered, the ones in attendance by NET Staff were the Civil Service training attended by 5 NET Administrators; Knowledge Base training attended by the 13 NET Service Center Representatives and 12 Service Center Aides; 311 update training attended by both Service Center Representatives and Aides; excel introduction by two NET personnel; outlook introduction attended by 7 NET personnel; and the Benefit Bank training attended by the Service Center Representatives and Aides.
- In order to provide quality work environment, the West Flagler NET office was relocated and upgraded to make more space available for staff, which was not available at their previous location – 2200 West Flagler Street (Police Sub-station). Partitions were added to the new site, storage space made available for old files, a break area made available and even the phone system was upgraded and the office number changed. In 2006 we will focus on the Little Haiti, Model City, and Little Havana NET Centers.
- Each NET distributed at the most, 50 Thanksgiving baskets to the residents of their respective communities.
- West Flagler NET spearheads the City of Miami's first annual Tie Drive to benefit "Suited for Success." Over 200 ties were collected.
- NET Administrators and support staff attended a total of 241 meeting held with Boards, Citizens, City Departments, Commissioners and Merchants Associations. The accomplishments of these meetings were to educate the citizens on how to obtain and take advantage of city services and programs; and for us as city personnel, get a better understanding of the needs of the community in order to better serve their needs.

Objectives & Key Deliverables

- **Provide Excellent Recreational, Educational and Cultural Programs**
 - Produce a - "Job Fair in 2006 and exceed our 2005 outcomes by 2500 applicants, 150 hired and 75 enrollments into educational and/or vocational programs.
 - Promote Benefit Bank Services within our community and exceed our 2005 outcomes by serving 150 to 200 families citywide.
- **Restore, Maintain and Beautify Urban and Residential Infrastructure**
 - Exceed our 2005 goal of 556 Cleanups citywide and 16 Special Cleanup citywide during Fiscal Year 2006 to enhance the quality of life in each neighborhood. Services will include façade improvement of residents and commercial properties, the paint program, landscaping improvement and graffiti removal.



- Produce 25 to 30 events and exceed the 2005 outcomes of 20 special events.
- **Provide Excellent Customer Service**
 - Provide improved Customer Service by exceeding the 12,800 calls handled in 2005.
- **Provide a Quality Work Environment**
 - Relocate the Little Havana, Model City and Little Haiti NET Service Centers within Fiscal Year '2006. The moves of these offices will allow the staff personnel more space, as they are currently sharing their office space with other City departments and outside entities.



Department Head: Ernest Burkeen

Phone: (305) 416-1320

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$383,706	\$59,860	\$323,846	\$59,860	\$426,039
Operating Expense	496,572	74,351	422,221	74,351	677,126
Capital Outlay	246,542	122,591	123,951	122,591	171,132
Non-Operating	1,036,334	1,118,054	(81,720)	1,118,054	87,762
	\$2,163,154	\$1,374,856	\$788,298	\$1,374,856	\$1,362,059

Full-Time Equivalent (FTE):

Parks and Recreation					
Classified	5.00	6.00	(1.00)	6.00	6.00
Unclassified	0.00	0.00	0.00	0.00	0.00
	5.00	6.00	(1.00)	6.00	6.00



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Department Head: John Timoney

Phone: (305) 603-6100

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$1,812,516	\$840,618	\$971,898	\$840,618	\$1,024,108
Operating Expense	3,018,778	1,581,907	1,436,871	1,581,907	1,328,783
Capital Outlay	6,645,839	8,671,999	(2,026,160)	8,671,999	4,228,411
Non-Operating	114,208	-	114,208	-	98,536
	\$11,591,341	\$11,094,524	\$496,817	\$11,094,524	\$6,679,838

Full-Time Equivalent (FTE):

Public Safety					
Sworn	0.00	0.00	0.00	0.00	7.00
Civilian	9.72	0.00	9.72	11.25	0.00
	9.72	0.00	9.72	11.25	7.00



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Department Head: John Timoney

Phone: (305) 603-6100

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$157,788	\$22,567	\$135,221	\$22,567	\$63,361
Operating Expense	169,300	350,156	(180,856)	350,156	904,180
Capital Outlay	47,684	62,938	(15,254)	62,938	322,330
Non-Operating	786,154	747,940	38,214	747,940	357,478
	<u>\$1,160,926</u>	<u>\$1,183,601</u>	<u>\$(22,675)</u>	<u>\$1,183,601</u>	<u>\$1,647,349</u>



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Department Head: Stephanie Grindell

Phone: (305) 416-1200

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	108,991	111,463	(2,472)	111,463	-
Capital Outlay	-	-	-	-	-
Non-Operating	1,107,963	147,279	960,684	147,279	15,000
	<u>\$1,216,954</u>	<u>\$258,742</u>	<u>\$958,212</u>	<u>\$258,742</u>	<u>\$15,000</u>



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Department Head: Priscilla A. Thompson

Phone: (305) 416-5360

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$76,088	\$35,000	\$41,088	\$35,000	\$27,302
Operating Expense	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Non-Operating	306,207	-	306,207	-	-
	\$382,295	\$35,000	\$347,295	\$35,000	\$27,302

Full-Time Equivalent (FTE):

General Government						
Classified	1.00	0.00	1.00	0.00	0.00	0.00
Unclassified	0.00	0.00	0.00	0.00	0.00	0.00
	1.00	0.00	1.00	0.00	0.00	0.00



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Department Head: Pete S. Chircut

Phone: (305) 416-1945

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expense	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Non-Operating	53,697,000	62,323,986	(8,626,986)	62,323,986	59,409,801
	<u>\$53,697,000</u>	<u>\$62,323,986</u>	<u>\$(8,626,986)</u>	<u>\$62,323,986</u>	<u>\$59,409,801</u>



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Department Head: Barbara Rodriguez

Phone: (305) 416-1978

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$3,852,076	\$4,251,722	\$(399,646)	\$4,251,722	\$5,586,816
Operating Expense	439,532	485,132	(45,600)	485,132	1,275,686
Capital Outlay	-	-	-	-	67,460
Non-Operating	29,802,267	32,894,201	(3,091,934)	32,894,201	55,146,093
	\$34,093,875	\$37,631,055	\$(3,537,180)	\$37,631,055	\$62,076,055

Full-Time Equivalent (FTE):

Homeless and Community Development					
Classified	49.00	43.00	6.00	50.00	43.00
Unclassified	7.00	23.00	(16.00)	16.00	26.00
	56.00	66.00	(10.00)	66.00	69.00

Description

Mission Statement

The mission of the Department of Community Development is to utilize the grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The thrust of this objective is to provide decent housing, a suitable living environment and expansion of economic opportunities for the neediest persons in our community. The Department's efforts will focus on serving as an advocate for disenfranchised and economically disadvantaged residents in carrying out a wide range of community development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City.

About the Department of Community Development

The Department of Community Development utilizes the grant funds it receives from the federal, state and local government sources to aid in the development of a viable urban community. The thrust of this objective is to provide decent housing, a suitable living environment and the expansion of economic opportunities for the neediest persons in our community. The Department serves as an advocate for disenfranchised and economically disadvantaged residents by carrying out a wide range of community development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City of Miami.

Strategic Accomplishments

CD's housing division provided sustainable tax relief through new affordable housing opportunities to low-income (First-Time homebuyer Program/ Down Payment assistance Program), and by assisting current



low-income homeowners in maintaining their existing dwelling units in a safe, sanitary and livable condition (Single Family Rehab Program). These two programs allowed the City to maintain and expand its existing housing stock. The rehabilitation program in particular helped increase property values. During FY 05, CD was able to assist over 80 households with down payment assistance and over 50 households with rehabilitation work.

CD's Policy & Program Development division reduced poverty with the creation of ACCESS Miami. This program assisted City residents through a number of programs including the Earned Income Tax Credit campaign, the Benefit Bank, and other anti-poverty initiatives. Also, CD was able to complete its first draft of a Job Training and Placement Program that aims to provide preferential employment opportunities to low-income City residents. This program will facilitate employment of targeted residents by guaranteeing that people are hired to work on projects funded by the City of Miami with state or federal dollars. This will allow the City not only to receive the services that the projects are funded to deliver, but it will also create the added benefit of economically revitalizing the City by creating additional jobs. Also, through the Tax Preparation Campaign (EITC), the City was able to offer "Free" Tax preparation services to qualified city residents. In FY04-05, we assisted 769 people fill out and submit their tax returns which, in some instances, allowed our residents to receive \$637,330 in Earned Income Credits (an average of \$1,574 per return). As a complement to this service, we offered Benefit Bank Tax Sites that allowed individuals to complete their tax returns and simultaneously check their eligibility to other services such as food stamps, Medicaid, etc. The total refund value through the Benefit Bank Tax Sites was of \$82,498. In addition, the City partnered with H&R Block to provide reduced tax filing fees to city residents. The net result of the tax campaign was of \$833,220 on fee savings for 9,258 returns submitted.

CD's Finance Unit improved business and service delivery processes and provided excellent customer service by revising existing processes and procedures to be able to handle 100% of sub grantees' reimbursement requests within a period of 14 calendar days. A reimbursement request is a set of required documents that sub grantees send to CD requesting payment for services rendered. Also, CD's Policy and Program Development division accomplished this same objective in its Housing Opportunities for People with AIDS (HOPWA) program, a program that provides rental assistance to qualified individuals, by processing 90% of client's annual certification packages within 5 days. This is a complex task that requires the ability not only to quickly and effectively process applications, but also the dedication to ensure that sub grantees are properly trained and coached as they are an integral part for the successful operation of this program.

CD's housing unit partnered with over fifteen (15) for-profit and non-for-profit organizations related to the housing industry to optimize the delivery of City services. In FY04-05, CD was able to recommend and invest over \$15.5 million of state and federal monies which produced an additional leverage amount of over \$188 million. In other words, for each \$1 the City invested in affordable housing subsidy, it received about \$12.10 from other non-City sources.

Other Accomplishments



- In the Public Services Category, the Department of Community Development was able to assist over 650 families by providing after school care, summer programs and other youth services through services provided by our sub grantees. In addition, we assisted 1,204 elderly with daily meals and another 25 with counseling and other recreational activities. Also, we provided services to 52 people with disabilities.
- CD's Housing Division, in conjunction with its Policy & Program Development Division, was able to provide housing assistance payments to over 1,600 clients through its HOPWA and Section 8 program. Also, supported affordable housing efforts by expediting City of Miami permit processing for 49 separate projects, by providing 3 workshops for capacity building and by tax credit assistance to 2 different brick & mortar projects.
- Under our Economic Development strategy, we were able to assist 508 businesses through our Commercial Facade/ Technical Assistance programs. The geographical distribution of the businesses assisted (for the most part) matched the Neighborhood Development Zones (NDZs) as part of our overall City of Miami revitalization plan depicted in the Consolidated Plan (FY2004-09). Also, we were able to create over 240 jobs for low-income residents.

Objectives & Key Deliverables

- **Secure Private and Public Partnerships**
 - For FY06-07, we will continue to maintain excellent customer service by processing all reimbursement requests within 14 days and by processing at least 90% of our client recertification packages within 5 days.
 - In FY06-07, the Department of Community Development is projected to have about 200 affordable housing units completed.
 - For FY06-07, we will be implementing a new software to better track our Section 8 & HOPWA clients along with the City's housing stock. This system will allow us to produce additional reports that will assist the department in improving services to our customers. This project is waiting Oracle implementation.
 - In FY06-07, we are looking to establish an additional 5 partnerships with either non-for-profits or for-profit institutions and leverage over \$50 million. This will be accomplished through CD's Housing Division and Contracts Division.
 - For FY06-07, CD's Housing Division will continue to work towards increasing the number of affordable housing units available in the City. It is our goal not only to provide funding for the construction of projects for new affordable housing (about 200 in this FY), but also to ensure that projects are being completed in a timely fashion. In addition, CD will also provide funding for the rehabilitation of single family units.
 - In FY06-07, CD will continue to concentrate on the 2nd phase of the Job Training and Placement program by expanding the existing plan and by ironing out all program details. A priority is to establish a strong relationship with SFWF and its First Jobs First Wages committee to create a robust program infrastructure and to create the necessary partnerships with training institutions.



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Department Head: Larry M. Spring

Phone: (305) 416-1011

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$122,730	\$146,786	\$(24,056)	\$146,786	\$152,830
Operating Expense	1,069,940	1,016,441	53,499	1,016,441	367,301
Capital Outlay	200,314	210,619	(10,305)	210,619	-
Non-Operating	1,659,593	882,707	776,886	882,707	644,834
	\$3,052,577	\$2,256,553	\$796,024	\$2,256,553	\$1,164,965

Full-Time Equivalent (FTE):

Strategic Initiatives					
Classified	0.00	0.00	0.00	0.00	0.00
Unclassified	3.00	2.00	1.00	2.00	0.00
	3.00	2.00	1.00	2.00	0.00



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Department Head: Mary Conway

Phone: (305) 416-1027

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$706,505	\$432,602	\$273,903	\$432,602	\$433,897
Operating Expense	90,887	54,700	36,187	54,700	11,271
Capital Outlay	19,907	15,000	4,907	15,000	4,142
Non-Operating	21,792,339	11,204,135	10,588,204	11,204,135	11,181,816
	\$22,609,638	\$11,706,437	\$10,903,201	\$11,706,437	\$11,631,126

Full-Time Equivalent (FTE):

Transportation and Transit						
Classified	0.00	0.00	0.00	0.00	0.00	0.00
Unclassified	4.00	4.00	0.00	4.00	4.00	4.00
	4.00	4.00	0.00	4.00	4.00	4.00

Description

The Transportation Office is responsible for:

- Planning and coordinating the City’s newly initiated transit projects and major right-of-way improvement projects with affected government agencies and the community.
- Collaborating with all area transportation agencies, such as the Florida Department of Transportation, the South Florida Regional Transportation Authority, Florida East Coast Railway, Miami-Dade Expressway Authority, Miami-Dade Transit, and others to insure that the transportation needs of Miami’s residents and visitors are best met.

Strategic Accomplishments

FY 05 Strategic Objective of Restore, Maintain & Beautify Urban & Residential Infrastructure was accomplished by commitment of over \$26 million of design and \$71 million of construction through new purchase orders issued in FY 2005. Capital Improvements & Transportation also played an integral support role to Asset Management in the acquisition of land valued over \$9.5 million.

FY 05 Strategic Objective of Restore, Maintain & Beautify Urban & Residential Infrastructure was accomplished by additional Homeland Defense/ Neighborhood Improvement Bond expenditures of more than \$41 million and an increase of over \$81 million in contracted Bond dollars to achieve more than \$115 million in total contracted amount by end of FY 05.

FY 05 Strategic Objective of Provide Excellent Customer Service was accomplished by receiving, researching and responding to 775 constituent calls tracked through the Complaint Management System. The calls pertain to constituent requests for information on capital projects under construction throughout the City.



Other Accomplishments

- Completed construction on a total of 27 projects valued over \$29.2M, including:
 - Over 10 miles of Citywide Roadway Construction Improvements
 - Roads, Coconut Grove, and Coral Gate Traffic Circles
 - Miami River Greenway Segment E1
 - Model City/ Floral Park Street Improvements - Phase I
 - Flagami - West End Storm Sewer Force Main System
 - City Hall Parking Lot and Entrance ADA Improvements
 - Dinner Key Marina Mooring Pile Replacements
 - Bryan Park Interior and Right of Way Improvements
 - Virginia Key Beach Park Historical Restoration
 - Domino Park Plaza Expansion
 - Curtis Park Recreational Bldg Remodeling and Bleacher Replacement
 - Allapattah Produce Market Street Improvements
 - Simpson Park Historic Pond Restoration
 - Bicentennial Park Shoreline Stabilization and Seawall, Phase I (\$7.4M)
 - Grand Avenue Streetscape Improvements (\$4.5M)
 - NW 14th Street Improvements along this significant corridor between the airport and Allapattah (\$2.9M)
 - Cuban Memorial Boulevard (\$4.25M)
 - Orange Bowl Structural Repairs (\$6.6M)
- Began construction on the following additional CIP projects:
 - Flagler Street Marketplace Street Improvements (\$9.8M)
 - Downtown Street Infrastructure Phase I (\$5.4M)
 - Calle Ocho Improvements - Tower Theater Parking Lot Expansion
 - Virginia Key Beach Park Sanitary Sewers & Pump Station (\$1.5M) that serve as a critical infrastructure component for the revitalization of the Historic Black Beach
 - Virginia Key Beach Park Circular Roadway and Parking Lot Improvements
 - Historic Preservation Initiatives, including restoration of the Black Police Precinct and Courthouse (\$2.2M)
 - Shenandoah Park Improvements (\$2M)
 - Gibson Park Improvement (\$1.5M)
 - Police Headquarter 1st Floor Locker Room and Restroom Renovation that included the renovation of the 2nd thru 5th floor restrooms (\$1.2M)
 - NW 34th Avenue Street Improvements (\$2M)
 - NW 15th Avenue Street Improvements (\$1.7M)
 - Coral Way Median Up-lighting and Landscaping (\$2M)
 - Police Horse Stable (\$1M)
 - Flagami Traffic Circles (\$0.6M)
 - Model City/ Floral Park Street Improvements - Phase 1A (\$0.5M)
 - Bicentennial Park Shoreline Stabilization and Seawall, Phase II (\$9M)



- Ongoing design for the following CIP projects:
Improvement, expansion and renovation projects at the following parks: Athalie Range #1 Mini Park Improvements, Kennedy (park boardwalk renovation), Simpson (wood walkway through this natural hardwood hammock), Virrick (pool building renovation, gym repair, community center, library & classroom), Shenandoah (pool and other improvements), Bryan (new tennis courts and a tournament tennis viewing facility plus community center), Jose Marti (a new gymnasium), Coral Gate, Fern Isle (bathroom/office renovation, building renovation, irrigation landscaping, playground equipment, site furniture, sports turf upgrade), Morningside (recreation building improvements, Duarte (ball field renovations, building renovation/expansion, court upgrades, irrigation system, sports turf upgrades, water playground), Sewell (playground equipment, restroom demolition, restroom/office facility, site furnishings), Robert King High (building improvements and a new soccer facility on previously under utilized land), Antonio Maceo (community building and NET office), West End (building terrace remodeling, fencing, irrigation upgrades), Belafonte Tacolcy (center site improvements), Duarte (ball field renovations, building renovation/expansion, court upgrades, irrigation system, sports turf upgrades), Moore (building upgrade, shade structure) and Little Haiti (community building, cultural center master plan, soccer and recreational center), Williams.
Street Improvement & Reconstruction Projects that included: SW 16th Terrace, SW 22nd Terrace, Model City/Floral Park streets (resurfacing, swale block, sidewalk repair and ADA ramps, landscape), Buena Vista East and Buena Vista Heights streets (resurfacing, swale block, sidewalk repair and ADA ramps, landscape), S Miami Avenue (resurfacing and lighting) with a roundabout at 15th Road, NE 2 Avenue throughout the City limits, NW 62 Street/MLK from I-95 to 37 Avenue street infrastructure and enhancement, Holliman Park street improvements, Design District street enhancements (including NE 38, 39 & 40 Street as well as NE 1 Avenue), SW 32 Avenue, Calle Ocho and Coral Way streetscape and enhancement projects, Downtown Street Infrastructure Phase II.
Bicentennial Park Shoreline Stabilization and Seawall Phase III
Miami River Greenways Streetscape Projects
Flagami-West End storm water pump stations
Fairlawn storm water pump station and force main
Mounted Police Stables
Dinner Key Marina dockmaster building and fuel dock
Virginia Key Beach Park circulation road and parking lot



- The implementation of the first phase of the Citywide Comprehensive Street Maintenance Program resulted in the milling and resurfacing of an additional 6 miles of City streets, repair and construction of over 6 miles of sidewalks and 3 miles of concrete curbing.
Construction and design of flood mitigation projects targeting the most flood prone neighborhoods as follows:
Completed the design of Flagami West End Pump Station 1,2, 3, & 4 and Fairlawn Phase IIA storm water collection and pumping system to address the flooding conditions in the vicinity of NW 4th Terrace.
Completed construction of Coconut Grove Storm Sewer Project Phase 2, including 1.6 miles of road restoration / resurfacing.
Completed construction of Allapattah Street & Storm Sewer Improvements.
Completed initial drainage basin analysis and began final design plans for other flood prone areas within the Fairlawn, Tamiami, Kinloch and Flagami neighborhoods.
Completed design for Avalon Storm Sewer and Belle Mead Storm Sewer Projects.
- Transportation planning will improve traffic flow and transit options into Downtown, Midtown Miami and the Design District with projects that include:
The DuPont traffic recirculation plan will greatly improve access between the interstate system and downtown central business district. Traffic engineering efforts are nearing completion to insure that the final solution will best address the mobility needs within this area of downtown that is undergoing literal transformation with the construction of One Miami, Metropolitan, etc. that will truly create a vibrant downtown urban core where people live and work.

The Streetcar Feasibility Study that evaluated the feasibility of a streetcar transit operation between Downtown Miami and the Miami Design District/Buena Vista East has been completed. Funded in part by the City’s share of the People’s Transportation Plan, the study covers alignment options, station locations, and connectivity to other modes of transit and will serve as a key component in the City’s transportation strategy to address mobility needs to accompany the tremendous redevelopment underway and yet to begin. The City has now begun efforts associated with Alternatives Analysis, refinement of the Finance Plan, and selection of the contract delivery method to allow this project to move forward to implementation as quickly as possible using innovative and proven contract delivery methods.
- Conducted Contract Negotiations to advance over \$65M in major park redevelopment projects utilizing Design-Build or Construction Manager at Risk contracts for the following projects:
Jose Marti Park Gym
Grapeland Heights Park Water Theme Park, Community Center, and Baseball Complex
Fern Isle Park Improvements
Little Haiti Park Cultural Campus, Black Box Theater, Recreational Building and Soccer Complex

Objectives & Key Deliverables

- **Restore, Maintain and Beautify Urban and Residential Infrastructure**
 - The City of Miami Capital Plan will be reviewed, updated and scheduled for City Commission approval by March 2006.



- Initiate 80% of planned project phases (planning, design, construction) as listed in the approved Capital Improvement Plan according to the established project phase commitment dates.
- **Provide Excellent Customer Service**
 - Provide initial response to constituent complaints/inquiries within 2 days of receipt.
- **Maximize Grant Opportunities and Management**
 - Perform monthly reconciliation for grant-funded projects in order to request reimbursements in a timely manner.
- **Improve Business and Service Delivery Processes**
 - Provide training in contractor/consultant performance evaluations, prompt payment requirements, CCNA, documentation and basic contracting by April 2006.
 - Execute 80% of contracts and change orders within 45 days of approval by City Commission/City Manager.



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Department Head: Mariano Loret de Mola

Phone: (305) 416-2039

Department Summary

Category	FY2007 Adopted Budget	FY2006 Adopted Budget	Increase (Decrease)	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Personnel	\$3,220,284	\$3,196,499	\$23,785	\$3,196,499	\$2,951,000
Operating Expense	146,650	502,984	(356,334)	492,984	303,594
Capital Outlay	15,660	14,490	1,170	24,490	50,575
Non-Operating	63,960	-	63,960	-	-
	\$3,446,554	\$3,713,973	\$(267,419)	\$3,713,973	\$3,305,169

Full-Time Equivalent (FTE):

Code Enforcement					
Classified	45.00	45.00	0.00	45.00	45.00
Unclassified	11.00	11.00	0.00	11.00	11.00
	56.00	56.00	0.00	56.00	56.00

Description

It is the mission of the Code Enforcement Division of the City of Miami to work in partnership with the people of Miami to promote and maintain a safe and desirable living and working environment. We help maintain or improve the quality of your community by administering a fair and unbiased enforcement program to correct violations of municipal codes and land use requirements.

Details

- **Personnel:** This category is \$23,785 or 0.74% more than the FY2006 Adopted Budget due to anticipated needs for FY 2007.
- **Operating Expense:** This category is \$356,334 or 70.84% less than the FY2006 Adopted Budget due to cost of severance pay calculated per average monthly usage, increase in utilities at the North and Central Code Enforcement office.
- **Capital Outlay:** This category is \$1,170 or 8.07% more than the FY2006 Adopted Budget due to a decrease in anticipated needs for capture purchases in FY 2007.
- **Non-Operating:** This category is \$63,960 or 100.00% more than the FY2006 Adopted Budget due to anticipated inflows for operations in FY 2007.

Strategic Accomplishments

In order to provide excellent customer service and restore, maintain and beautify urban, commercial and residential infrastructure, Code Enforcement worked hard to close 89% of all 311 performance tickets during



2006. The office issued 2,042 Solid Waste and 1,023 Code Enforcement violation tickets.

A total of 62% of all investigations this past year were inspector initiated. This means that more than half of all investigations were reported by inspectors rather than through citizen complaints. When inspectors report violations and do not wait for the citizens to complain about hazardous conditions, it helps to ensure that the office is providing excellent public safety and customer service. Finally, the Office established a new program to deal with abandoned vehicles and commercial vehicles. The program was successful in enhancing the Mayor's "Clean-up Miami Campaign" by removing 397 abandoned and unsafe vehicles off the public right of way.

The Code Enforcement Revenue Task Force deployed citywide to collect outstanding fees or fine balances in connection with Certificate of Use and Occupational Licenses. The Revenue Task Force enhanced existing revenues by collecting more than \$1,115,253.00 million in revenues this past fiscal year. Additionally, in conjunction with the Finance Department, Code Enforcement collected over \$300,000 thousand in fees assessed to the "Billboard legal Case".

The Office developed strategic skills for employees by sending the entire Code Enforcement Division to a customized Customer Service Course to enhance the skills and procedures in providing excellent service to residents and business owners city wide. Additionally, 100% of employees received individual SMART goals thereby aligning employee goals with city goals.

Other Accomplishments

- Special emphasis was placed on "Quality of Life issues" affecting our neighborhoods. In conjunction with other city departments, the Code Enforcement office held 222 late night operations since the inception of this program, issued over 21,250 enforcement citations, suspension, and revocation of business licenses for illegal use since the inception of this program.

Objectives & Key Deliverables

- **Provide Excellent Customer Service**
 - Increase the percentage of inspector initiated complaints by 10%.
- **Enhance Existing Revenue**
 - Use the Revenue Task Force to collect \$1.5 million in revenue owed the city from Certificate of Use and Occupational license by the end of the fiscal year.
- **Achieve Cost-Effective Municipal Services**
 - Provide more proactive and reactive enforcement in dealing with Code Enforcement violations by issuing an excess of 1,000 tickets by the end of the fiscal year.
- **Provide a Quality Work Environment**



- Complete 100% of all employee evaluations so that employee goals are aligned with city strategic objectives.



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Debt Service Fund Overview

The City of Miami Debt Service Funds are used to account for the accumulation of resources, payments of general obligation bond principal, interest from government resources, special obligation bond principal and interest from pledged revenues when the government is obligated in some manner for payment. The FY'07 Adopted Debt Service Fund budget is anticipated at \$42,113,561. This represents a \$347,420 or 0.83% increase over the prior FY'06 Adopted Budget. A summary of debt service requirements and its major provisions are as follows:

General Obligation Bonds

Payment of general obligation bonds is provided by a tax levy on non-exempt property value. A millage rate is calculated and approved by the City Commission based on the amount of general obligation debt outstanding at 9/30/06. All general obligation bonds are voter approved and used for specific projects or purchases. The total amount of general obligation bonds outstanding is limited by the City Charter to 15% of the assessed non-exempt property value.

The total amount of outstanding general obligation bonds anticipated at 9/30/07 is \$194,934,409 compared to \$205,306,932 at 9/30/06. This is based on an FY'07 total principal repayment of \$10,372,523 with an approved debt service millage rate of 0.621. FY'07 total interest on outstanding general obligation bonds is anticipated at \$9,157,174. The total FY'07 general obligation bond budget was approved for \$19,740,776, which includes \$211,079 in related operating expenses.

Please see pages 346 to 347 for summary of the City's general obligation bond issues.

Special Obligation Bonds

Payment of the City's various special obligation bonds are secured by pledges of specific revenue sources in accordance with their bond indentures. The City's bond resolutions require sufficient funds be available in reserve accounts to meet the largest debt service requirement in FY'07. The largest debt service requirement in FY'07 is the Special Revenue Fund Refunding Bonds Series 1987 in the amount of \$5,900,000. All loans obtained from the Sunshine State Governmental Financing Commission require a particular revenue pledge or a covenant to budget and appropriate non-ad valorem revenues.

The total amount of outstanding special obligation bonds anticipated at 9/30/07 is \$142,048,025 compared to \$151,761,778 at 9/30/06. This is based on total principal repayments of \$12,650,122 and interest payments of \$9,713,753 anticipated in FY'07.



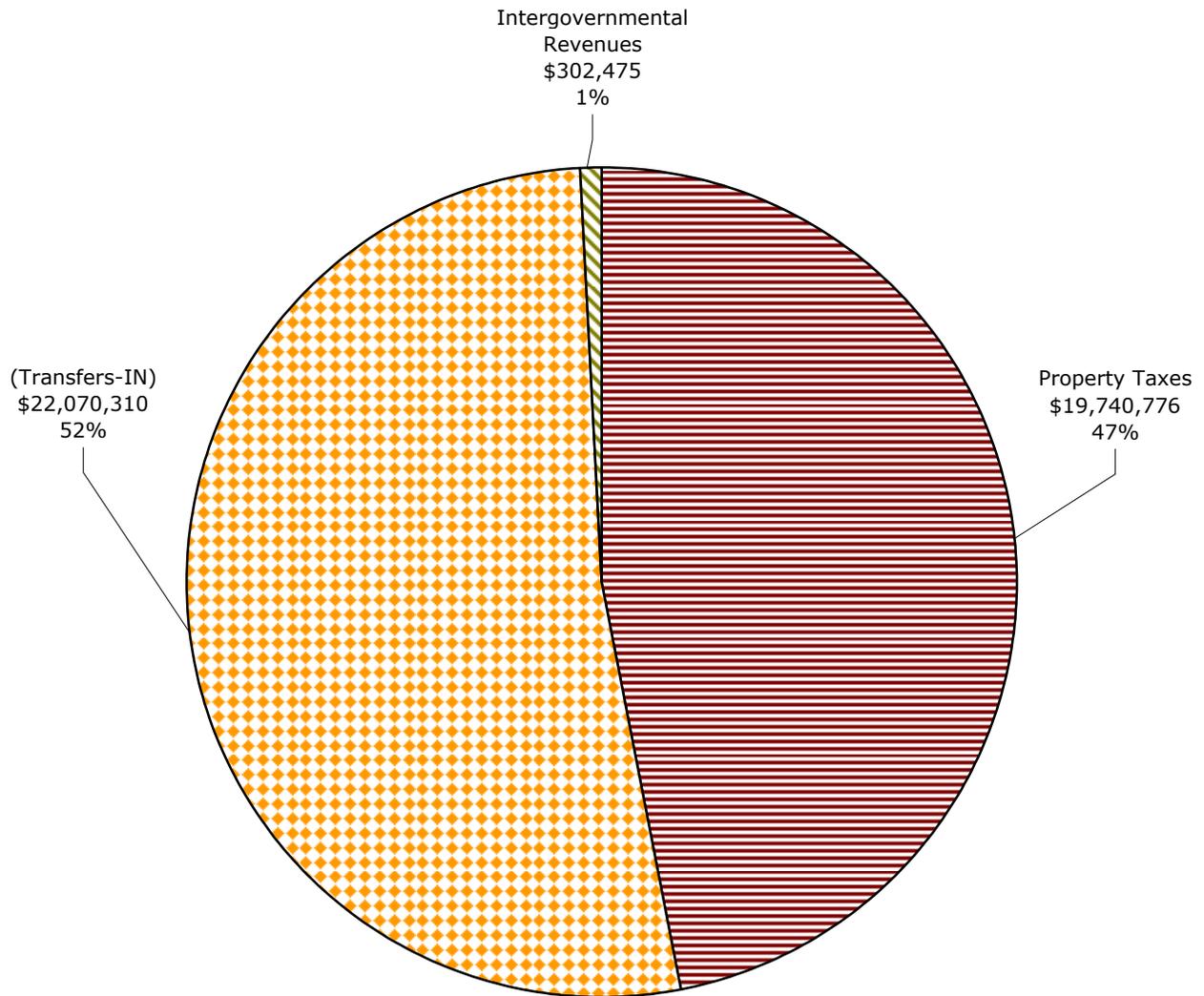
The total FY'07 special obligation bond budget was approved for \$22,372,785, which includes \$8,910 in related operating expenses.

Please see pages 346 to 347 for summary of the City's special obligation bond issues and its pledged revenue sources.



	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @9/30/05
Revenues (Inflows)				
Property Taxes	\$19,740,776	\$19,701,006	\$19,701,006	\$20,092,994
Interest				112,751
(Transfers-IN)	22,070,310	19,073,479	19,264,032	23,236,521
Intergovernmental Revenues	302,475	300,000	300,000	300,000
Other Revenues (Inflows)		2,691,656	2,691,656	
Total Revenues (Inflows)	42,113,561	41,766,141	41,956,694	43,742,266
Expenditures (Outflows)				
General Obligation Bonds	19,740,776	19,701,006	19,701,006	19,524,399
Special Obligation Bonds	22,372,785	22,065,135	22,255,688	21,068,687
(Transfers-OUT)				2,872,010
Total Expenditures (Outflows)	\$42,113,561	\$41,766,141	\$41,956,694	\$43,465,096

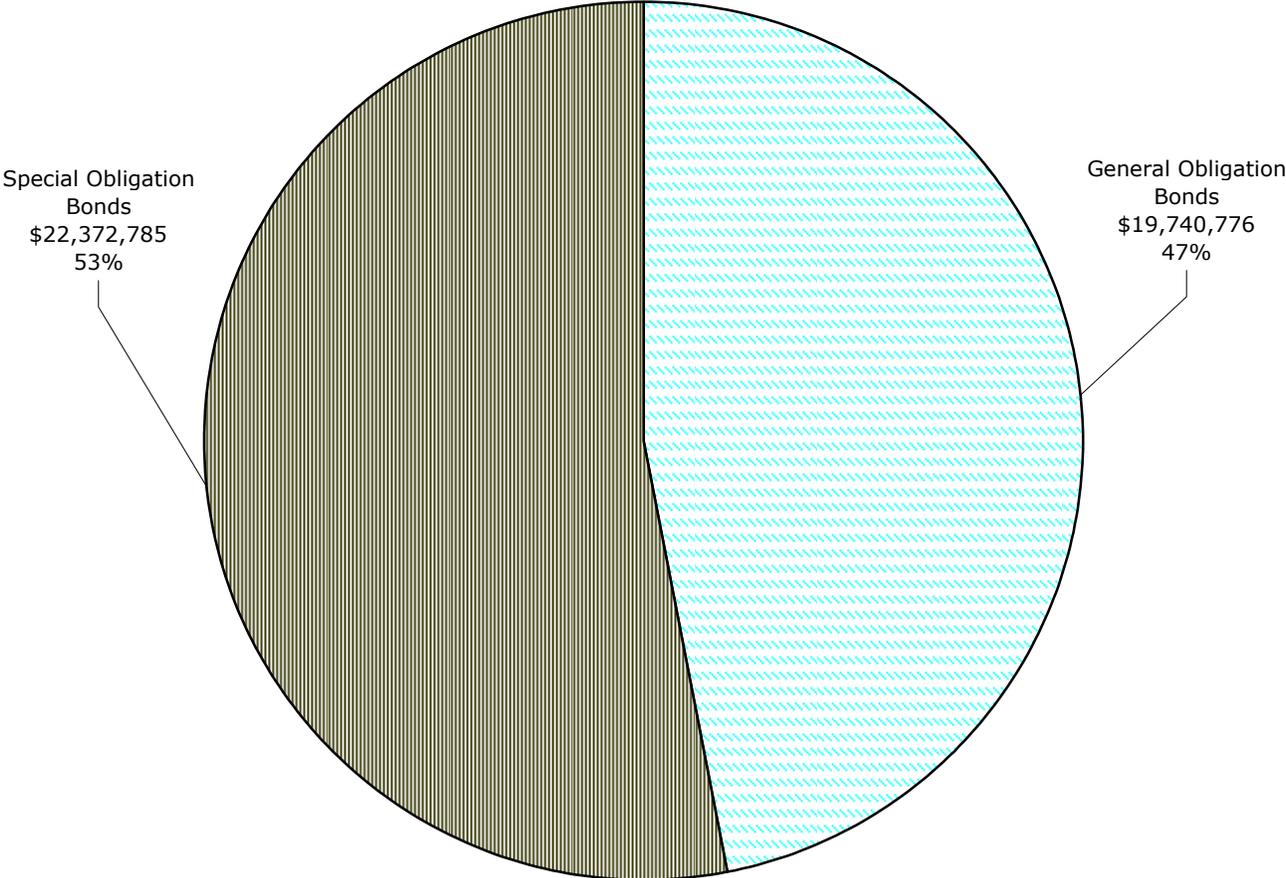
Revenues (Inflows) -Debt Service Fund





	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Revenues (Inflows)				
Property Taxes				
Taxes Real Current	\$18,756,785	\$18,584,398	\$18,584,398	\$18,305,695
Taxes Personal Current	983,991	1,116,608	1,116,608	1,494,984
Taxes Rec Real Del				179,435
Taxes Rec Pers Del				112,879
Total -Property Taxes	19,740,776	19,701,006	19,701,006	20,092,994
Interest				
Interest on Investments				112,751
Total -Interest	0	0	0	112,751
(Transfers-IN)				
(Transfer from Community Development)	1,165,983	1,118,408	1,118,408	1,006,988
(Contributions from Trust & Agency)	46,888	53,475	53,475	55,800
(Contributions from Special Revenue Fund)	20,857,439	17,901,596	18,092,149	19,358,201
(Contributions from Debt Service Fund)				2,815,532
Total (Transfers-IN)	22,070,310	19,073,479	19,264,032	23,236,521
Intergovernmental Revenues				
State of Florida Revenue Sharing	302,475	300,000	300,000	300,000
Total -Intergovernmental Revenues	302,475	300,000	300,000	300,000
Other Revenues (Inflows)				
Other Non-Operating Revenue		2,691,656	2,691,656	
Total Other Revenues(Inflows)	0	2,691,656	2,691,656	0
Total Revenues (Inflows)	\$42,113,561	\$41,766,141	\$41,956,694	\$43,742,266

Expenditures (Outflows) -Debt Service Fund





	FY2007 Adopted Budget	FY2006 Adopted Budget	FY2006 Revised Budget	FY2005 Actual @ 9/30/05
Expenditures (Outflows)				
General Obligation Bonds				
Principal Repayment	\$10,372,523	\$10,640,000	\$10,640,000	\$10,215,000
Interest and Other Charges	9,157,174	8,890,054	8,890,054	9,309,399
Operating Expenses	211,079	170,952	170,952	
Total -General Obligation Bonds	19,740,776	19,701,006	19,701,006	19,524,399
Special Obligation Bonds				
Principal Repayment	12,650,122	13,875,400	13,875,400	8,555,229
Interest and Other Charges	9,713,753	8,185,852	8,376,405	12,513,458
Operating Expenses	8,910	3,883	3,883	
Total -Special Obligation Bonds	22,372,785	22,065,135	22,255,688	21,068,687
Transfers-OUT				2,872,010
Total Expenditures (Outflows)	\$42,113,561	\$41,766,141	\$41,956,694	\$43,465,096



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	Amount Issued	Pledged Source(s)	Outstanding Balance @ 9/30/06	FY2007 Interest Rate	FY2007 Adopted Budget (Principal)	FY2007 Adopted Budget (Interest)	Anticipated Balance @ 9/30/07
General Obligation Bonds							
General Obligation Refunding Bonds Series 1992	\$70,100,000	Property Taxes	\$11,015,000	5.90%	\$2,305,000	\$585,928	\$8,710,000
Homeland Defense/Neighborhood CIP Series 2002A	153,186,406	Property Taxes	150,651,932	3.40%	3,832,523	6,561,993	146,819,409
General Obligation Refunding Bonds Series 2002A	32,510,000	Property Taxes	28,170,000	4.00%	680,000	1,458,066	27,490,000
General Obligation Bonds Other Issues	23,190,000	Property Taxes	1,565,000	.5%-4%	310,000	7,078	1,255,000
General Obligation Refunding Bonds Series 2003	18,680,000	Property Taxes	9,765,000	4.00%	3,225,000	405,475	6,540,000
General Obligation Refunding Bonds Series 2003B	4,180,000	Property Taxes	4,140,000	2.00%	20,000	138,694	4,120,000
Total General Obligation Bonds	\$301,846,406		\$205,306,932		\$10,372,523	\$9,157,174	\$194,934,409
Special Obligation Bonds							
Special Revenue Refunding Bonds Series 1987	\$65,271,325	Contributions from Special Revenue Funds	9,025,078	5.25%-7.3%	\$1,396,353	\$4,503,647	\$7,628,725
Community Redevelopment Revenue Bonds Series 1990	11,500,000	Contributions from Trust & Agency and State of FL. Revenue Sharing	2,335,000	8.50%	155,000	191,888	2,180,000
Special Obligation Non-Ad Valorem Series 1995	22,000,000	Contributions from Special Revenue Funds	2,365,000	5.40%	545,000	116,700	1,820,000
Special Obligation Non-Ad Valorem Revenue Series 1995	72,000,000	Contributions from Special Revenue Funds	61,815,000	7.25%	1,470,000	4,337,640	60,345,000
Special Revenue Refunding Bonds Series 2002A	27,895,000	Contributions from Special Revenue Funds	27,895,000	4.00%	1,240,552		27,895,000
Special Revenue Refunding Bonds Series 2002B	13,170,000	Contributions from Special Revenue Funds	3,495,000	3.00%	2,000,000	108,588	1,495,000
Special Revenue Refunding Bonds Series 2002C	28,390,000	Contributions from Special Revenue Funds	25,325,000	3.00%	1,740,000	925,556	23,585,000



	Amount Issued	Pledged Source(s)	Outstanding Balance @ 9/30/06	FY2007 Interest Rate	FY2007 Adopted Budget (Principal)	FY2007 Adopted Budget (Interest)	Anticipated Balance @ 9/30/07
Sunshine State Government Financing Commission Loans	27,630,900	Contributions from Special Revenue Funds	10,751,700	Variable (a)	1,537,400	591,343	9,214,300
Sunshine State Government Financing SEOPW -Section 108 HUD Loan	5,100,000	Transfer from Community Development	3,800,000	8.57%	300,000	337,233	3,500,000
Sunshine State Government Financing Wynwood -Section 108 HUD Loan	5,500,000	Transfer from Community Development	3,260,000	Variable (b)	325,000	203,750	2,935,000
Sunshine State Government Financing Commission -Secondary Loan	3,500,000	Contributions from Special Revenue Funds	1,695,000	Variable (a)	245,000	93,225	1,450,000
Total Special Obligation Bonds	281,957,225		151,761,778		9,713,753	12,650,122	142,048,025
Total Debt Service Funds	\$583,803,631		\$357,068,710		\$20,086,276	\$21,807,296	\$336,982,434

Variable (a) - These variable rate loans are subject to a 15% interest rate cap.

Variable (b) - This variable rate loan is subject to LIBOR plus 0.2%.

All Contributions from Special Revenue Funds are provide from Public Service Taxes.



General Obligation Bonds (GOB)

Issue	Amount Issued	Purpose	Original Amount
GOB Series 1997	14,040,000	Housing	14,040,000
GOB Series 1981	9,150,000	Fire	1,750,000
		Housing	4,400,000
		Storm Sewer	3,000,000
GOB Refunding Series 1992	70,100,000	Police 1986	12,000,000
		Sanitary Sewer 1986	3,000,000
		Street & Highway 1986	2,000,000
		Polution 1986A	4,000,000
		Street & Highway 1986A	2,375,000
		Fire 1987	5,000,000
		Police 1987	5,000,000
		Storm Sewer 1987	9,000,000
		Sanitary Sewer 1987	8,000,000
		Street & Highway 1987	6,000,000
		General 1986	8,155,000
		Fire Ref 1986	2,000,000
		Housing Ref 1986	18,100,000
		Storm Sewer Ref 1986	3,000,000
		Street & Highwat Ref 1986	7,100,000
GOB Refunding Series 2002A	32,510,000	GOB 1992 Storm Sewer	10,000,000
		GOB 1995 Sanitary Sewer	22,500,000
		GOB 1991 Fire	8,000,000
		GOB 1991 Housing	1,000,000
		GOB 1991 Sanitary Sewer	6,000,000
		GOB 1991 Storm Sewer	4,000,000
		GOB 1991 Street & Higway	6,000,000
Homeland Defense Series 2002A	153,186,406	Homeland Defense/Neighborhood CIP	153,186,406
GOB Refunding Series 2003	18,680,000	GOB 1987 Police	1,500,000
		GOB 1987 Storm Sewer	1,000,000
		GOB 1987 Sanitary Sewer	2,500,000
		GOB 1987 Street & Highway	5,000,000
		GOB 1988 Police	1,500,000
		GOB 1988 Storm Sewer	5,000,000
		GOB 1988 Sanitary Sewer	5,000,000
		GOB 1988 Street & Highway	3,900,000
		GOB 1988 Fire	3,000,000
		GOB 1991Sanitary Sewer	7,000,000
		GOB 1991 Fire	3,000,000
GOB Refunding Series 2003B	4,180,000	GOB 1984 Housing	4,045,000

Source: City of Miami Finance Department



Special Obligation Bonds (SOB)

Issue	Amount Issued	Purpose	Original Amount
SOB Series 1987	65,271,325	J. L. Knight Convention Center	65,271,325
SOB Series 1990	11,500,000	CRA SE Overtown Park West (Redevelopment Area)	11,500,000
SOB Series 1995	22,000,000	Miami Riverside Center Administration Bldg.	22,000,000
SOB Series 1995	72,000,000	Pension and Compensated Absenses	72,000,000
SOB Refunding Series 2002A	27,895,000	SOB Series 1986A Housing Public Facilities SOB Series 1987 SOB Series 1995	4,290,000 6,500,000 65,271,325 22,000,000
SOB Refunding Series 2002B	13,170,000	Self Insurance Trust SOB Series 1994	18,000,000
SOB Refunding Series 2002C	28,390,000	Refunding Sunshine State 1994 Commercial Paper Refunding Sunshine State 1995 Commercial Paper	15,190,000 30,000,000

Source: City of Miami Finance Department



Capital Improvement Program Overview

The City of Miami operates a multi-year Capital Improvement Plan (CIP), which was approved for the long-range physical development of the City. The CIP is a six-year funding plan, which is updated annually, and includes capital outlay of \$5,000 or more, resulting in the acquisition, improvement or addition to fixed assets in the form of land, buildings or other improvements, with a life expectancy of at least three years.

The most recent CIP was approved by the City Commission on November 14, 2004 and includes projects scheduled from fiscal years (FY) 2006 through 2011. It currently includes \$1,456,442,395 in total project costs of which \$805,234,094 or 56% are currently funded from various sources. The FY'07 Capital Budget is anticipated to appropriate \$240,745,601. The amounts indicated in this budget are based on the five year CIP plan. For more details about the capital plan please go to www.miamigov.com/CapitalImprovements .

The following is information related to each capital outlay category:

General Government –To account for the acquisition or construction of major capital facilities that support the City of Miami. The CIP for General Government projects includes \$86,988,410 in total project costs of which \$41,348,535 or 48% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$8,623,160.

Community Redevelopment Agency (CRA) –To account for the acquisition or construction of major capital facilities for community redevelopment in the defined Community Redevelopment Area. The CIP for CRA projects includes \$2,750,000 in total project costs of which \$2,750,000 is funded through FY'11.

Public Safety –To account for the acquisition or construction of major capital facilities that support the City of Miami's Police and Fire operations. The CIP for Public Safety projects includes \$149,430,941 in total project costs of which \$69,471,144 or 41% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$22,712,259.

Disaster Recovery –To account for revenue received from the Federal Emergency Management Agency (FEMA), insurance and other agencies as reimbursement for citywide disasters in the area of debris removal, roads and bridges, buildings and equipment, parks, marinas, stadiums and other measures of relief. The CIP for Disaster Recovery projects includes \$6,613,960 in total project costs of which \$6,530,660 or 99% in reimbursements have been received.



Public Facilities –To account for the acquisition or construction of major capital facilities for public use such as marinas and stadiums. The CIP for Public Facility projects includes \$233,265,739 in total project costs of which \$94,005,130 or 41% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$50,730,893.

Parks and Recreation –To account for the acquisition, rehabilitation, or construction of major capital facilities and equipment for cultural and recreational activities such as parks, elderly and youth day care centers. The CIP for Parks and Recreation projects includes \$165,253,733 in total project costs of which \$141,305,023 or 86% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$39,442,744.

Streets and Sidewalks –To account for expenditures for the construction or repair of City owned streets and sidewalks. The CIP for Street and Sidewalk projects includes \$450,273,140 in total project costs of which \$319,971,374 or 71% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$88,385,140.

Mass Transit –To account for expenditures related to mass transit activities. The CIP for Mass Transit projects includes \$212,123,077 in total project costs of which \$31,248,270 or funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$4,453,055.

Sanitary Sewers –To account for expenditures for the construction of sanitary sewers. The CIP for Sanitary Sewer projects includes \$2,225,000 in total project costs of which \$2,225,000 or is funded through FY'11.

Storm Sewers –To account for expenditures for the construction of storm sewers. The CIP for Storm Sewer projects includes \$142,691,022 in total project costs of which \$91,706,920 or 65% is funded through FY'11. The FY'07 Capital Budget is anticipated to appropriate \$26,398,350.

Solid Waste –To account for the acquisition of equipment or facility maintenance associated with the collection and removal of solid waste. The CIP for Solid Waste projects includes \$4,827,372 in total project costs of which \$4,672,038 or 96% is funded through FY'11.

Funding Sources

The City of Miami CIP is currently funded at \$805,234,094. The following is a list of funding sources and its anticipated appropriations in FY'07:



- Federal Grants –Consist primarily of reimbursable grants from FEMA and the Department of Housing and Urban Development (HUD) and is to be used for specified purposes. This source comprises 3% of all funds received in the CIP. The FY'07 Capital Budget anticipates \$1,960,000 will be available to support related projects.
- State Grants –Grants awarded by the State of Florida for specified purposes. This source comprises 4% of all funds received in the CIP.
- Grants –Miami-Dade County –Grants received from Miami-Dade County to be used for specified purposes. This source comprises 14% of all funds received in the CIP. The FY'07 Capital Budget anticipates \$62,720,000 will be available to support related projects.
- Grants –Other –Other grants which are not from federal, state, or county sources. This source comprises of .1% of all funds received in the CIP.
- City of Miami Bonds –Consist of both General Obligation (GOB) and Special Obligation Bonds (SOB) issued by the City for capital improvements. This source comprises 50% of all funds received in the CIP. The FY'07 Capital Budget anticipates \$162,119,008 will be available to support related projects.
- CIP Fees/Revenues –Funds collected from current year revenue, prior year fund balance appropriations and contributions from other funds. This source comprises 30% of all funds received in the CIP. The FY'07 Capital Budget anticipates \$13,946,593 will be available to support related projects.
- Other –Consist primarily of private contributions and donations as well as the sale of land. This source comprises 1% of all funds received in the CIP.

Significant Changes in FY'07

1. All CIP administrative costs, including positions, were moved to the General Fund. The FY'07 CIP Administrative budget was approved for \$3,914,375.



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Impact of CIP on FY'07 Adopted Budget

The table below summarizes the impact the 2007 Capital Improvement Plan (CIP) is anticipated to have on the General Fund, Special Revenue Funds, and Debt Service Fund.

<u>Fund</u>	<u>Operating Expenses</u>	<u>Capital Outlay</u>	<u>Transfers OUT</u>	<u>Principal & Interest</u>	<u>Total</u>
General Fund	\$1,696,990	\$1,431,000	\$9,065,000		\$12,192,990
Special Revenue Funds (SRF)			\$15,448,389		\$15,448,389
Debt Service Fund				\$10,394,516	\$10,394,516
Total	\$1,696,990	\$1,431,000	\$24,513,389	\$10,394,516	\$38,035,895

Operating Expenses –Impact of completed and new CIP projects on the General Fund in FY'07. This impact is estimated as follows:

- Parks and Recreation \$1,254,000
- Public Works \$421,190
- Police \$21,800

Capital Outlay –Costs related to the purchase of new and replacement equipment totaling \$5,000 or more.

Transfers-OUT –Contributions made to the CIP in FY'07 in support of capital projects. This includes the following:

- General Fund \$9,065,000 -Continued support of CIP projects.
- Public Facilities (SRF) \$263,557 -Rollover contribution in support of Public Facilities CIP projects.
- Fire Rescue (SRF) \$3,272,814 -Fire Assessment Fee contribution in support of related CIP projects.
- Transportation and Transit Fund (SRF) \$11,912,018 -Current year contribution for related CIP projects.

Principal & Interest –Total amount of principal and interest payments scheduled in FY'07 related to the Homeland Defense/Neighborhood CIP Bond Series 2002A.



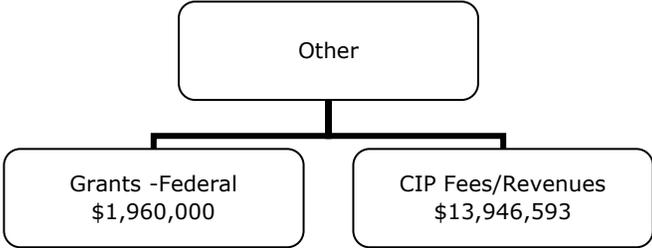
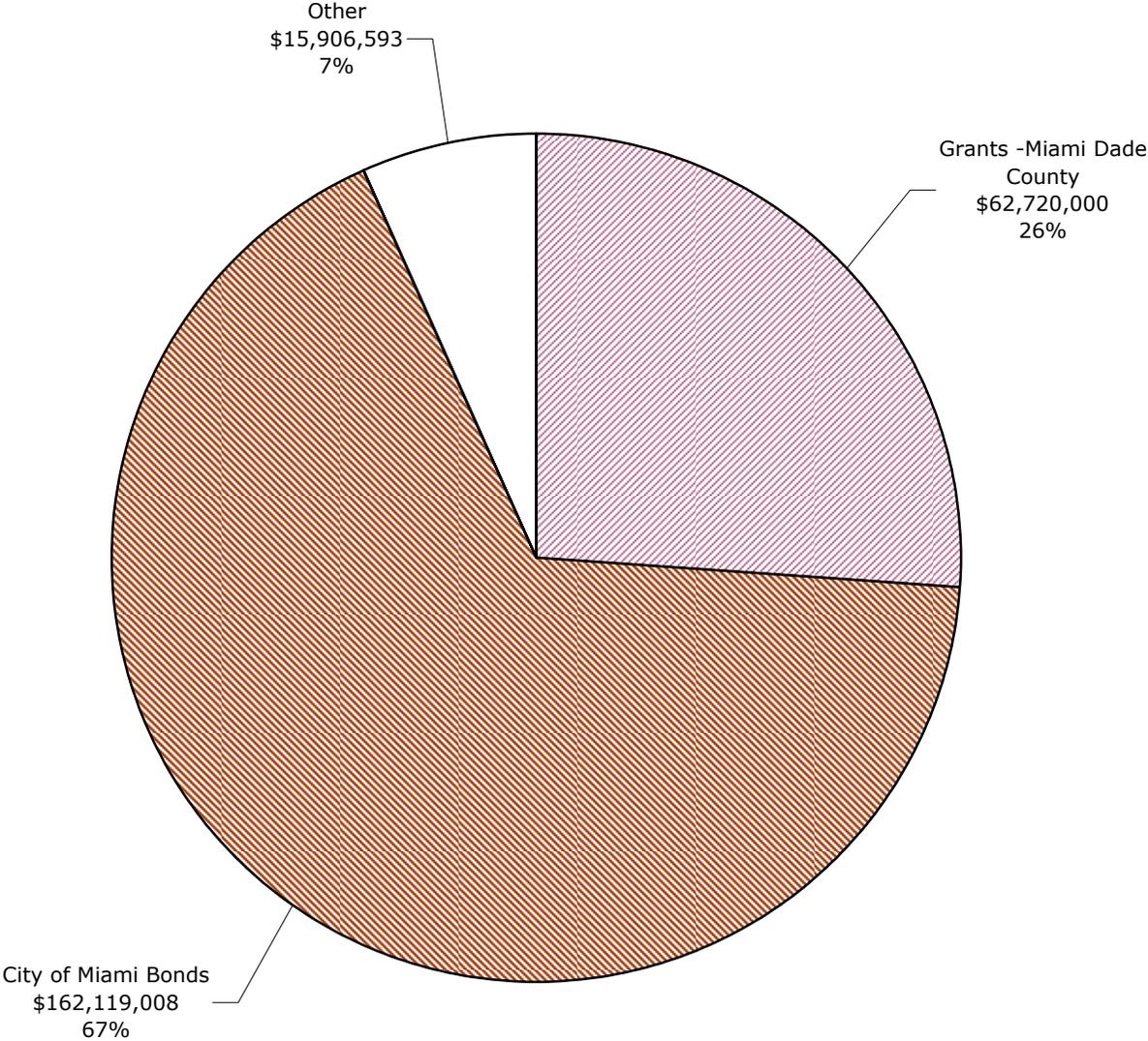
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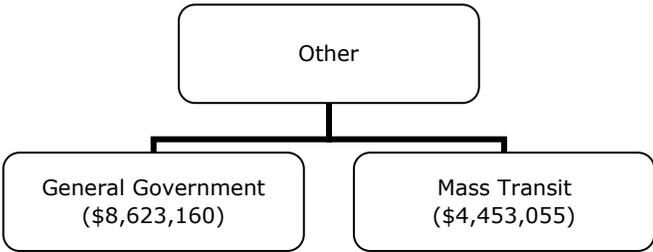
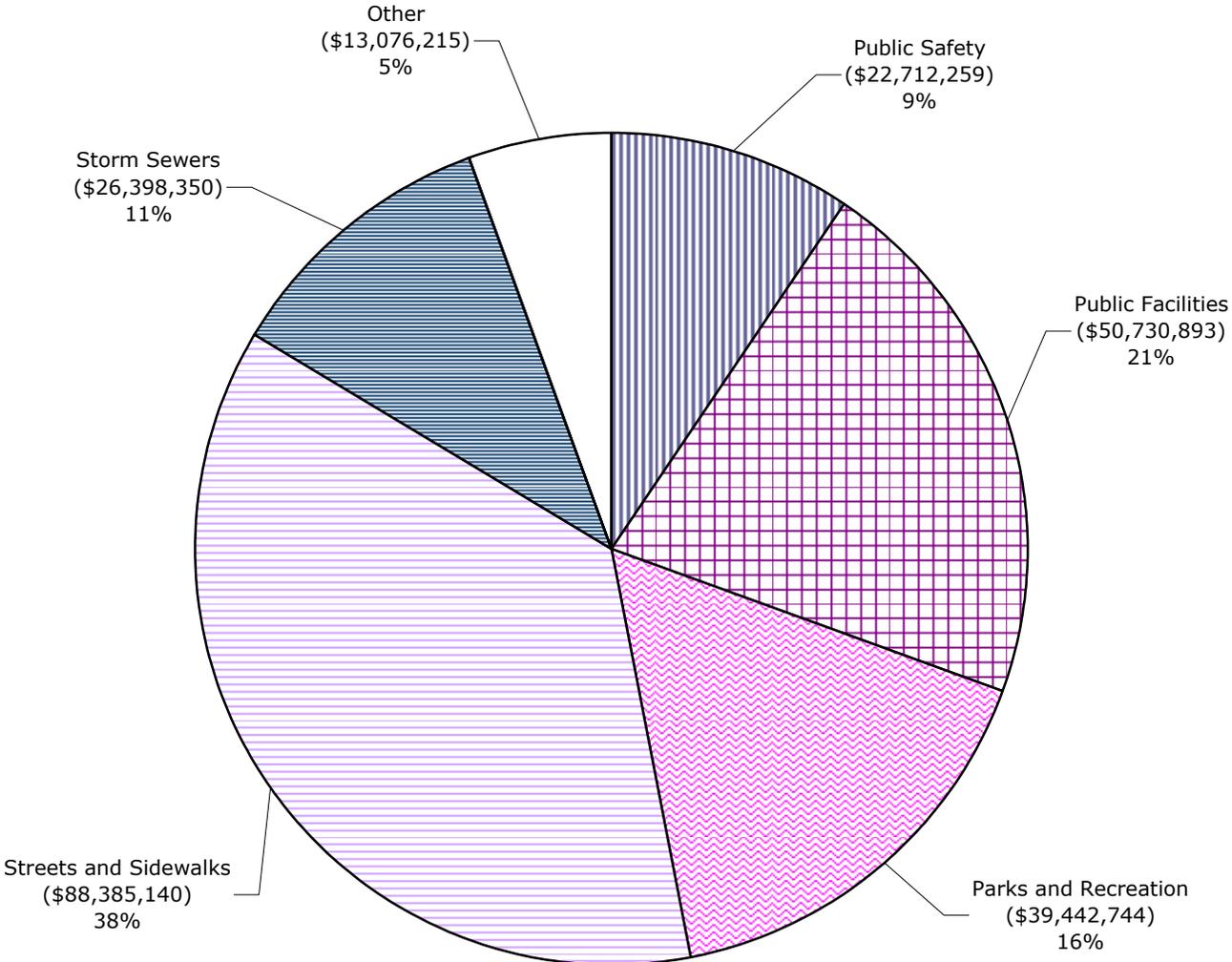
	Total Funded	Prior Year Appropriated (UnAudited)	FY2007 Appropriation	FY2008 Estimated	FY2009 Estimated	FY2010-FY2011 Estimated
Funding Sources						
Grants -Federal	\$18,850,384	\$16,890,384	\$1,960,000			
Grants -State	25,120,555	23,120,555		2,000,000		
Grants -Miami Dade County	109,348,171	8,462,171	62,720,000	38,166,000		
Grants -Other	468,935	468,935				
City of Miami Bonds	403,438,314	154,584,304	162,119,008	49,059,592	24,583,261	13,092,149
CIP Fees/Revenues	239,987,257	177,574,170	13,946,593	12,784,144	13,115,188	22,567,162
Other	8,020,478	8,020,478				
Total Funding Sources	805,234,094	389,120,997	240,745,601	102,009,736	37,698,449	35,659,311
Capital Outlay						
General Government	(41,348,535)	(32,725,375)	(8,623,160)			
Community Redevelopment Agency (CRA)	(2,750,000)	(2,750,000)				
Public Safety	(69,471,144)	(34,266,992)	(22,712,259)	(4,830,631)	(4,330,631)	(3,330,631)
Disaster Recovery	(6,530,660)	(6,530,660)				
Public Facilities	(94,005,130)	(25,336,487)	(50,730,893)	(15,587,750)	(2,350,000)	
Parks and Recreation	(141,305,023)	(88,024,613)	(39,442,744)	(13,837,666)		
Streets and Sidewalks	(319,971,374)	(142,548,040)	(88,385,140)	(43,545,841)	(25,229,819)	(20,262,534)
Mass Transit	(31,248,270)	(15,304,664)	(4,453,055)	(2,636,406)	(2,787,999)	(6,066,146)
Sanitary Sewers	(2,225,000)	(2,225,000)				
Storm Sewers	(91,706,920)	(34,737,128)	(26,398,350)	(21,571,442)	(3,000,000)	(6,000,000)
Solid Waste	(4,672,038)	(4,672,038)				
Total Capital Outlay	(\$805,234,094)	(\$389,120,997)	(\$240,745,601)	(\$102,009,736)	(\$37,698,449)	(\$35,659,311)

Source: Capital Improvement Fund 2005-06 Multi-Year Capital Plan

Funding Sources -Capital Improvement Fund



Capital Outlay -Capital Improvement Fund





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Statistical Section



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<u>Fiscal Year</u>	<u>Residential Property</u>	<u>Commercial Property</u>	<u>Personal Property</u>	<u>Net Assessed Value</u>	<u>City of Miami Tax Rate</u>
1998	\$5,183,731,875	\$5,183,760,882	\$1,329,476,797	\$11,696,969,554	11.51950
1999	5,476,130,675	5,564,886,455	1,334,992,653	12,376,009,783	11.79000
2000	5,796,864,025	5,835,981,002	1,480,211,283	13,113,056,310	10.90000
2001	6,000,474,083	6,113,340,757	1,657,551,519	13,771,366,359	10.27500
2002	6,612,151,524	6,730,517,606	1,770,392,311	15,113,061,441	10.21300
2003	7,679,048,886	7,380,571,799	1,878,266,085	16,937,886,770	10.06800
2004	8,789,474,779	8,369,950,851	1,711,697,688	18,871,123,318	9.84250
2005	10,364,157,774	9,870,433,741	1,695,110,542	21,929,702,057	9.66625
2006	11,404,465,779	13,896,738,380	1,676,173,129	26,977,377,288	9.26450
2007	14,581,899,932	17,785,200,671	1,722,943,295	34,090,043,898	8.99550

Source: Miami-Dade County Property Appraiser's Office

Note: Property in the City of Miami is reassessed each year. State law requires the County Property Appraiser to appraise property at 100% of market value. The Florida Constitution, amended 1/1/95, limited annual increases in assessed value of homestead property to 3% per year or the amount of the Consumer Price Index, whichever is lower. This increase is not automatic since no assessed value shall exceed market value.



Fiscal Year	Tax Year	City of Miami				*Overlapping Rates							Total City and Overlapping Rates
		General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	South Florida Water Management District	Environmental Projects	Florida Inland Navigation District		
1998	1997	\$9,5995	\$1,9200	\$11,5195	\$10,5620	\$6,9520		\$0,3160	\$0,5970		\$0,0500	\$29,9965	
1999	1998	10,0000	1,7900	11,7900	10,2600	6,8600		0,3340	0,5970		0,4700	30,3110	
2000	1999	9,5000	1,4000	10,9000	9,7440	6,6250		0,3210	0,5970		0,0440	28,2310	
2001	2000	8,9950	1,2800	10,2750	9,7170	6,4030		0,3510	0,5970		0,0410	27,3840	
2002	2001	8,9950	1,2180	10,2130	9,4760	6,2650		0,4510	0,5970		0,0385	27,0405	
2003	2002	8,8500	1,2180	10,0680	9,3520	6,2790		0,4860	0,5970		0,0385	26,8205	
2004	2003	8,7625	1,0800	9,8425	9,2000	6,2540	0,5000	0,4860	0,5970		0,0385	26,9180	
2005	2004	8,71625	0,9500	9,6663	8,6870	6,2200	0,4442	0,4860	0,5970	0,1000	0,0385	26,2390	
2006	2005	8,4995	0,7650	9,2645	8,4380	6,1200	0,4288	0,4860	0,5970	0,1000	0,0385	25,4728	
2007	2006	8,3745	0,6210	8,9955	8,1050	5,9000	0,4223	0,4860	0,5970	0,1000	0,0385	24,6443	

Source: City of Miami Comprehensive Annual Financial Report FY05 and Miami-Dade County Property Appraiser's Office

*Overlapping rates are millage rates of local and county governments that apply to property owners in the City of Miami.
Not all overlapping rates apply to all City of Miami property owners.



Tax Year 2005		Tax Year 2004		
Rank	Taxpayer	Net Assessed Value	Taxpayer	Net Assessed Value
1	SRI Miami Ventures, LP	\$278,800,000	SRI Miami Ventures, LP	250,000,000
2	Teachers Ins & Annuity Association of America	254,000,000	Florida Power & Light	229,863,398
3	Florida Power & Light	229,721,716	Teachers Ins & Annuity Association of America	228,000,000
4	Prudential Insurance Company	152,600,000	Terremark	173,192,356
5	1111 Brickell Office LLC	124,500,000	Prudential Insurance Company	135,000,000
6	Terremark	114,874,121	Swire Properties	119,329,542
7	Biscayne Tower Group	90,000,000	1111 Brickell Office LLC	112,500,000
8	Swire Properties	88,252,812	1000 Brickell LTD	98,715,075
9	Blue Capital U.S.	85,000,000	Biscayne Tower Group	87,300,000
10	Cedars Healthcare Group	77,689,484	BellSouth	83,560,461
		Total		
		<u>\$1,495,438,133</u>		
				Total
				<u>1,517,460,832</u>

Source: Miami-Dade County Property Appraiser's Office



Fiscal Year	General Operations	Debt Service	Total City Millage
1979-80	10.00000	3.96000	13.96000
1980-81	9.03600	2.95100	11.98700
1981-82	8.94700	1.71700	10.66400
1982-83	9.06100	1.66800	10.72900
1983-84	9.55140	1.57240	11.12380
1984-85	9.85710	2.05200	11.90910
1985-86	9.85710	2.05200	11.90910
1986-87	9.84000	2.45120	12.29120
1987-88	9.59950	2.22240	11.82190
1988-89	9.59950	2.33810	11.93760
1989-90	9.59950	2.33810	11.93760
1990-91	9.59950	2.33810	11.93760
1991-92	9.59950	2.33080	11.93030
1992-93	9.59950	2.33080	11.93030
1993-94	9.59950	2.21260	11.81210
1994-95	9.59950	2.10600	11.70550
1995-96	9.59950	2.10600	11.70550
1996-97	9.59950	2.10600	11.70550
1997-98	9.59950	1.92000	11.51950
1998-99	10.00000	1.79000	11.79000
1999-00	9.50000	1.40000	10.90000
2000-01	8.99500	1.28000	10.27500
2001-02	8.99500	1.21800	10.21300
2002-03	8.85000	1.21800	10.06800
2003-04	8.76250	1.08000	9.84250
2004-05	8.71625	0.95000	9.66625
2005-06	8.49950	0.76500	9.26450
2006-07	8.37450	0.62100	8.99550

Note: A mill is expressed as \$1 in taxes for every \$1,000 of assessed valuation.

Source: City of Miami Adopted Budgets FY'80 to Present



<u>Year</u>	<u>Population (a)</u>	<u>Median Household Income (b)</u>	<u>Median Age ©</u>	<u>School Enrollment (d)</u>	<u>Unemployment Rate (e)</u>
1998	365,548			345,861	6.40%
1999	365,548	23,483	35.0	352,595	5.80%
2000	365,548	23,483	38.0	360,202	5.30%
2001	362,470	24,089	37.0	368,453	6.90%
2002	362,470	20,883	39.0	374,725	7.70%
2003	362,470	23,774	38.0	371,482	7.50%
2004	362,470	24,031	37.0	369,578	5.70%
2005	362,470	25,211	39.0	365,784	4.70%
2006	362,470	N/A	N/A	361,550	4.20%

Source (a): U.S. Bureau of the Census for 2000

Source (b): U.S. Bureau of Census, American Community Survey

Source ©: U.S. Bureau of Census, American Community Survey

Source (d): Miami-Dade County Public Schools

Source (e): Florida Research and Economic Database, Labor Market Statistics

N/A -Not Available



Full-Time Employees by Function
Last Ten Years

One City One Future

Function	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
General Government	390	460	488	511	523	587	594	617	641	644
Planning and Development	192	109	109	127	141	140	138	147	141	142
Community Development	23	140	140	172	170	91	77	73	61	52
Public Works	447	477	479	500	507	498	497	505	522	526
Public Safety	1,655	2,345	2,388	2,346	2,275	2,248	2,140	2,138	2,222	2,288
Public Facilities	44	34	34	37	37	33	43	45	55	56
Parks and Recreation	126	128	129	136	136	141	148	188	190	191
Total Number of Employees	2,877	3,693	3,767	3,829	3,789	3,738	3,637	3,713	3,832	3,899



Abbreviations and Acronyms

ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County & Municipal Employees
BDCS	Budget Data Collection System
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CIP	Capital Improvement Program
CRA	Community Redevelopment Agency
CST	Combined Simplified Tax
EEO	Equal Employment Opportunity
EPA	Environmental Protection Agency
FIPO	Firefighters and Police Officers Trust Fund
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GESE	General Employees and Sanitation Employees Retirement Fund
GOB	General Obligation Bond
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
LETF	Law Enforcement Trust Fund
OSPBP	Office of Strategic, Planning, Budgeting & Performance
NET	Neighborhood Enhancement Team
SFOB	State Financial Oversight Board
SOB	Special Obligation Bond
SNPB	Safe Neighborhood Parks Bond
USDA	United States Department of Agriculture



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Definition of Terms

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

Actuarial – A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

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

Allocation – The amount approved by legislative action for planned purchases of goods or services.

Anti-Deficiency Act – A 1998 amendment to the City of Miami 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 action approved by the City Commission to adjust the fiscal year 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.

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.

Comprehensive Annual Financial Report – The official annual financial report for the City of Miami. It includes five combined statements for each individual fund and account group prepared in conformity with GAAP.

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.

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.

Expenditure – A transaction involving the exchange of money for payment of present or future obligations.

Expenses – An event which an asset is used up or a liability is incurred.

Fiscal Year – The time period designated as the beginning and ending period for recording financial transactions. The City of Miami fiscal year is from October 1st to September 30th of the following year.

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

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



Fund Balance – The amount of equity held by the City to support future operations or emergencies. The difference between fund assets and fund liabilities.

General Fund – The general operating fund used to account for most of the City's financial activities.

General Obligation Bonds – Voter approved bonds used to finance a variety of capital improvement 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 ad valorem taxes based on an approved debt millage rate.

Grant – An agreement made by a governmental unit, foundation, or corporation to provide financial contributions for specified purposes.

Indirect Cost Reimbursement – Elements of costs necessary to produce a product or service which is not directly traceable to the product or service provided. Typically associated with payments made by grant-funded activities to cover the City's central service costs. In Miami, a cost allocation plan is developed to recoup central service costs from grants and other sources.

Interfund Transfers – Contributions made from one fund to another fund within an organization.

Interlocal Agreement – A contractual agreement between two or more governmental entities.

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 Half Cents Sales Tax – The value of ½ 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.



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.

Object Code – An account code which identifies a type of asset, liability, revenue, or expense category.

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 one year period.

Operating Expenses – Proprietary fund expenses related directly to the fund’s primary activities.

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 revenue, 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.



Rate Of Return - The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

Reconciliation - A detailed explanation of changes in financial activities from one period to another or from one accounting basis to another.

Revenue - An increase in assets of governmental funds that do not increase liability or recovery of expenditure. 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.

Rolled-back Millage Rate - The 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.

Strategic Objectives - The object or goal of action that is measurable and attainable within a specific time frame within the strategic plan.

Strategic Perspective - The overall vision and strategy utilizing the balanced scorecard methodology.

Strategic Themes - The principal unifying element within a strategic plan.

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 4D which was an act related to taxation amending Chapter 80-274 of the Florida State Statutes.

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.