



FISCAL YEAR | 2008



City of Miami
**ADOPTED
BUDGET**



The Government Finance Officers Association of the United States and Canada (GFOA) presented the Distinguished Budget Presentation Award to the City of Miami, Florida for its annual budget for the fiscal year beginning October 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.



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**Mayor Manuel A. Diaz
FY 2008 Budget Address
September 27, 2007**

Good afternoon, fellow residents, Mr. Chairman, Mr. Vice Chairman, Commissioners, City Manager, City employees.

Let me begin by proudly pointing out that although I am here to deliver my annual budget address, this process not only included our City staff and Pete Hernandez and Larry Spring and Michael Boudreaux have done a fantastic job, but as we have done during the past six years, it has also included all of you, making this a truly collaborative budget, and I want to thank you for that.

It is important to provide some context of our past to measure how far we have come.

It was only five years ago that our city finally emerged from state financial oversight. Our city had been plunged into bankruptcy. Our parks, our streets, and our neighborhoods went ignored. Instead, we had higher taxes, higher fees, and higher millage rates.

Taxpayers were asked to bail out the City, all while doing without the things that make a city worth living in. We put an end to that.

We started with a bold idea. We would lift our city out of bankruptcy and financial ruin by creating a climate of economic growth. We would then take that growth and responsibly balance the need to reinvest in our long-forgotten neighborhoods, while relieving the tax burden on the residents of Miami.

During the last five years, we exceeded these expectations and delivered a full one point reduction in our millage rate, saving the people of Miami over \$91 million.

I then pledged to continue reducing the millage rate, and this proposed budget takes us further toward that goal. This budget reduces the combined millage rate from 8.9955 last year to a combined 7.8775. That is in excess of another one full mil cut, and it represents a cut of twelve and a half percent from the prior year, and this millage rate represents a 25 percent drop from the millage rate that Commissioner González and I inherited.

Quite simply, if you owned a homestead property in the City of Miami on the day that Commissioner González and I were elected, you are paying less City taxes today, and we have done this while not increasing fees and eliminating other fees, including getting rid of the fire fee once and for all.

Once again, we are presenting a budget that cuts expenses, this time to the tune of \$53.5 million. We are proud of this, and the City Commission deserves a great deal of credit for your fiscal discipline, but responsible government does not merely cut for the sake of cutting while ignoring services.

Responsible government invests wisely by making the required capital investments that will facilitate future economic growth by safeguarding the City's fiscal solvency and by ensuring the delivery of those services that make a City worth living in.



Commissioners, you are right; we need more parks, and we know this because the people tell us.

As a result, we have doubled our parks budget during my term, and we have already spent \$119 million in capital improvements for our parks. This year, we will open Grapeland baseball, Grapeland Water Park, Little Haiti Cultural Park, Little Haiti soccer fields, and the Jose Marti Park gym so that all of South Florida can enjoy these signature parks in Commissioner González, Sanchez, and Spence-Jones's districts, but we can't just answer the call to build more parks and not cut the grass.

We need to allocate resources to staff them, maintain them, and give them programming. This budget calls for an additional \$3 million to be spent on this because these new parks come at a price.

Commissioner Sarnoff, you have been a leader in calling for more police officers to patrol our streets because, like all of us, you have heard the voice of the people who are telling us we need more eyes and ears on the streets to keep our crime down.

This budget devotes nearly \$5 million for an additional 25 police officers and 45 new public service aides. These 70 positions make it possible to have a total of 200 new law enforcement personnel. Commissioner, Miami on the streets fighting crime, but greater security and police come at a price.

Commissioner Regalado, you have been a strong advocate of new union contracts because we cannot retain our police officers and firefighters if we do not pay them a competitive wage. In fact, all of us know that we were losing first responders to other jurisdictions paying higher salaries. These new contracts will cost us over \$30 million, and this budget has \$8.5 million to make sure that our first responders and service providers are properly compensated, and by law, we have to set aside \$5 million to cover our post-retirement health benefits, and \$1 million for this year's election.

In sum, these expenditures for parks, police, important to note once again that these expenses are either mandated by law or expenses that you, as a Commission, have previously approved.

Now let's talk about rollbacks. If you want to go to rollback plus three percent, you would have to reduce an additional \$8 million.

I don't think anyone here would suggest that we rescind, even if we could, the salary increases that you have already approved for police, firefighters, and service providers.

What about rollback plus five percent? That's a total reduction of \$13 million. Again, would we rescind the salaries and not hire the 70 new positions or not create the 70 new positions that we're creating in the Police Department in this budget?

Rollback plus seven percent; that's a total of \$18 million in reductions. Again, the salaries, the 70 law enforcement positions, and the post retirement health benefits contribution.



Finally, rollback plus nine percent, a total of \$22 million. Again, salaries, additional police, post-retirement health benefits, additional parks, and elections. Or worse yet, would we consider dipping into reserves to pay for these and negatively affect our credit rating, taking us back to the days when we were in junk bond status?

Also, keep in mind that as a result of a settlement of the fire assessment case, we will have to expend an additional \$15.5 million, and by the way, this year, this is the only amount that we will tap into our fund balance.

Another way to say you cut your taxes is to raise fees. This is a common swap in many other cities, but we have not done that.

Take solid waste, for example. Our costs have increased since 2001, but we have not increased the solid waste fee. In fact, we currently subsidize this service by \$13 million. If we were to increase our solid waste fee to match the County's, which has a much inferior service than the one we have -- they charge \$439 -- we would make up 8 of the 13 million -- of that \$13 million in deficit, but our platinum service comes at a heavily subsidized price.

Let's look at another area where other cities charge for services that we provide for free. I recently received a letter from a constituent, whose children attended our free Douglas Park summer camp. She tells me how appreciative she is for this free program because she used to spend hundreds of dollars to send her twins to other camps, and now she gets it for free, and she goes on to say this is when I feel that my tax dollars are working.

Well, all the parents of the 3,500 children that attended our summer camps, your tax dollars are definitely working, but free summer camps come at a price.

Like I said earlier, it was not too long ago that this city was insolvent, and while our responsible fiscal policies have given us unprecedented growth and higher bond ratings, making our days of bankruptcy long gone, what is not long gone is the abandonment of our neighborhoods that resulted from this bankruptcy forcing us to play financial catch-up for all these years of fiscal neglect.

We had to fund parks that were abandoned and ignored. We had to hire new police officers to patrol our streets and pay them competitive salaries so that we would not lose them to other jurisdictions.

We had to fund our first responders and firefighters, whose stations were in major disrepair, and who were borrowing equipment from other departments because of the City's financial constraints.

We lifted hundreds of families out of poverty and provided thousands of new homes through what is recognized by other mayors today as the best anti-poverty program in the entire nation.

We instituted a billion dollar capital improvements program, where we have already to date spent almost half a billion dollars to repair our streets, our sidewalks, clean our sewers, and help us prevent flooding because routine maintenance work had not been done in years.



We had to make up for lost time and bring back all the services that make up a city. These are the services people demand. These are the services that people expect, and these are the services that we have delivered, and why should any of this matter?

A recent New York Times article reported on the attitudes of young workers, the ones who will take our jobs one day, and the single most important factor in attracting these workers is not what they will do, but where they will do it.

The article goes on to state that in this past decade, out of every single US (United States) city, only 14 of them saw more young workers move in than move out, and I'm proud to say that Miami was one of those cities, and that is something that we should be proud of.

To be a competitive city of the future, to attract young workers, and to make life better for those of us who are already here, you need to have the highest possible quality of life to make your city a desirable place to live.

We could go back to the days before our economic growth, back to the days of bankruptcy, perhaps as some in Tallahassee would have if they have their way. That is where we would end up, where people leave our city because it's not a place worth caring about, and remember, this is the Miami that we used to have, the Miami we have spent the past six years turning around, but responsible government doesn't just cut for the sake of cutting.

Responsible government acts as stewards of the people's money in a prudent and balanced approach to giving it back, investing it wisely, and creating a city worth living in.

We need to continue on this course, a city where people are moving back, a city that people care about, the city that we now have.

Thank you.



Budget Message from City Manager Pedro G. Hernandez

This year's budget process has been unique as a result of the many issues surrounding statewide property tax reform. Public consensus regarding rising property values and the resulting increases in property taxes and property insurance, motivated the administration to re-examine our priorities. The outcome of that process is a very thoughtful adopted budget which reflects the City's continued commitment to addressing the needs and demands of our citizens. This budget is predicated on our ongoing commitment to public safety and quality of life, while adopting a millage rate that is the lowest the City has seen in more than 40 years. Our Honorable Mayor and City Commission would like our citizens and stakeholders to know that the City of Miami truly embraces its responsibility of being fiscally accountable with the public funds with which we have been entrusted, as evidenced in their unanimous support of our recommendations.

During the early stages of the budget process, State of Florida Legislators passed a bill that changed the statutory maximum tax levies municipalities could assess. As a result, the City of Miami experienced a significant reduction of nearly \$32 million dollars in property tax revenue in addition to the total elimination of the Fire Assessment fee. Although the property roll growth trend continued and provided the City increases of more than 11% in ad valorem taxes bringing our base to an all time high of 39 billion dollars (including \$1 billion in new construction). Although such increases were driven by record market property sales, we anticipate the decline in home sales and increase in foreclosures in coming years. Moreover, additional tax reform bills and property tax referendums could negatively compromise our financial posture for the next few fiscal years.

Approximately 80% of the City's income is generated from 11 sources, which include 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. This fiscal year, once again the City Commission continued to hold our solid waste fees to remain at \$325. All other revenues in this category remain essentially static except for the reduced contribution from Utility taxes is down \$2 million from the prior fiscal year, largely associated with the change in delivery of communication and internet services by the Telecom industry. This is a trend that requires ongoing vigilance on the part of the City.

Also important to note, the administration identified \$23 million in additional savings which the Mayor and City Commission wisely re-invested in public safety and parks operations. This budget calls for the addition of 35 new police officer, 43 public service aides, and 25 park ranger positions. Additionally, \$3.6 million will be contributed from the contingency reserve for Fire-Rescue capital improvement projects. I am extremely proud that this reinvestment can be accomplished while maintaining general fund reserves at \$100 million, significantly higher than our statutory requirement.

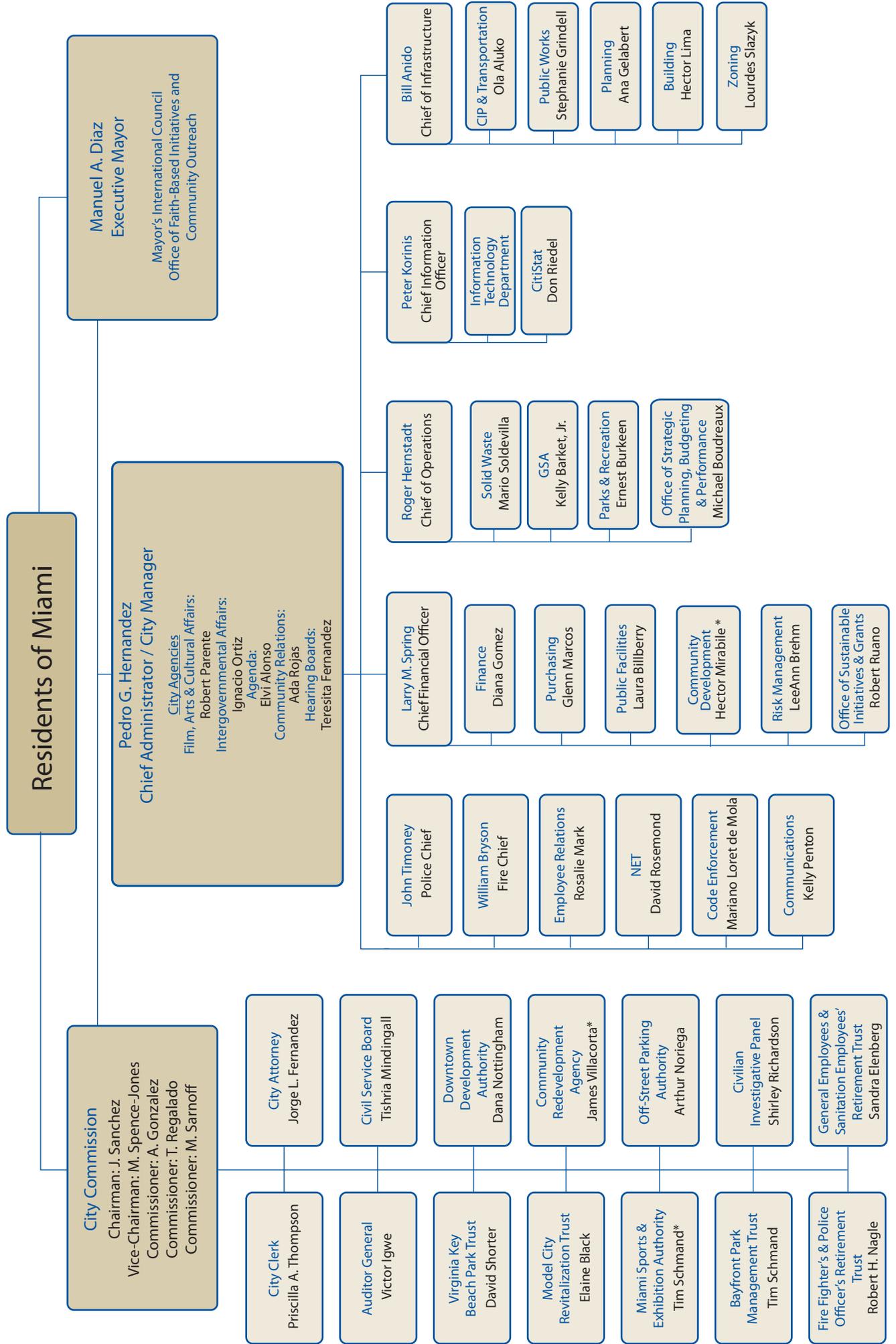
One of the Administration's biggest accomplishments in Fiscal Year 06/07 was reaching an agreement with our four labor unions through years 2010. These labor agreements have a current year impact of approximately \$10 million, however also provide significant potential savings for the City in the areas of workers compensation, medical benefits, and pension. Specifically, through the labor negotiations and working very closely with the FIPO and GESE pension trusts, the City was able to realize a nearly \$20 million reduction in this fiscal year's contribution. Noteworthy, although this budget calls for a \$65 million contribution to the FIPO and GESE pension trusts, making



up 12% of the City's overall operating budget, there is a contractual commitment between the City and Fire and Police Unions to continue collaborating on maintaining pension contributions for FIPO to 37% or less of covered payroll for a period of at least 10 years.

As part of our strategic initiatives, 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 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 implement a portion of this wage salary increase by the second quarter of the 2008 fiscal year.

Finally, I want to thank the Mayor, the City Commission, City Department Directors, as well as every single employee of the City of Miami for their professionalism in preparing this budget on commitment to efficiency. Without everyone's full participation we would not have achieved a structurally balanced budget that allows our Administration to fulfill the expectations of our citizens and stakeholders. I would also like to give a special acknowledgement to our Office of Management and Budget for their hard work and dedication in facilitating a very transparent and inclusive budget development process.



*Acting/Interim



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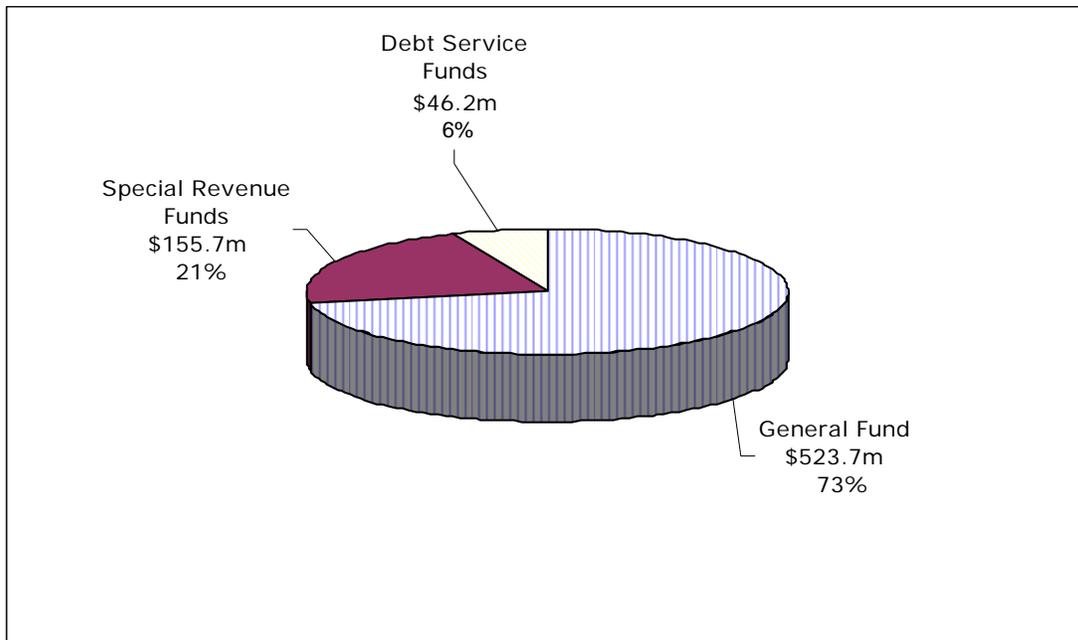
The fiscal year (FY) 2008 budget for the City of Miami was adopted on September 27, 2007 and totals \$725,567,221. As illustrated in the pie chart at the bottom of this page, the General Fund represents the largest portion of the overall budget at 73 percent with a total budget of \$523,713,803. This budget is of particular importance to City residents because it represents the allocation made to the general operating fund of the City and provides for most of the basic services, such as police, fire, parks and streets. Special Revenue Funds, which consist of federal, state, and local grants along with other special programs totals \$155,670,174 or 21 percent. Debt Service Funds are allocations used to account for the payment of long-term debt and totals \$46,183,244 or 7 percent.

In formulating the FY'08 budget several fiscal issues were addressed and included in the overall approved budget. This includes the elimination of non-ad valorem revenues from fire assessment, providing an annual contribution as required under Governmental Accounting Standards Board (GASB) statements #43 and #45 also known as Other Post Employment Benefits, property tax revenue limitations as a result of State of Florida House Bill 1-B, payment of litigation as required under the fire assessment settlement, and costs related to ratifying all union labor contracts in FY'07.

Elimination of Fire Assessment

Non-ad valorem revenues collected as part of the fire assessment is not included in the FY'08 budget. In previous fiscal years, a residential unit rate was included in City property tax bills. The revenues collected were primarily used for the purchase of fire capital equipment and were collected in the City's General Fund. The elimination of

2007-08 Consolidated Budget -\$725.6m





this assessment will result in a reduction in general revenues of \$4 million dollars and savings to City residents of \$31 dollars per residential household over the prior year. The General Fund will provide the support for fire capital requirements in FY'08, which is anticipated at \$3.6 million dollars.

Other Post Employment Benefits

In FY'08, the City will be required to account for the cost of retiree health care benefits and other post employment benefits (OPEB) and report this liability in its financial statements. Governmental Accounting Standards Board Statements #43 and #45 will require the City to calculate the expected cost of OPEBs for past and current employees, and to accrue the expense in the year in which work is performed rather than the previous pay-as-you-go basis. As a result, the City will be required to establish a financial plan and make actuarially determined annual contributions to this plan in FY'08. The FY'08 budget includes an allocation of \$5 million dollars in support of this requirement.

HB 1-B –Property Tax Reduction and Reform

House Bill 1-B (HB 1-B) was passed by the Florida Legislature on June 14, 2007. This bill contained two provisions: one provision to maximize property tax revenues and another to limit property tax revenue growth in future years. HB 1-B maximized the City's operating millage rate and limited the amount of property tax revenues the City can collect in FY'08. The City's maximum allowable millage rate under this bill was limited to its rolled back rate of 7.2999 mills. This rate represents the lowest operating millage rate in over 20 years and resulted in a reduction in property tax revenues and related expenditures of \$31,623,040. The City made an additional \$23,136,303 in reductions in its general operating expenditures to make its total FY'08 reductions \$54,759,343. A majority of these additional reductions were used in support of public safety and park requirements.

2007-08 Consolidated Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

Table with 6 columns: Category, 2005-06 Actual Expenditures, 2006-07 Adopted Budget, 2007-08 Expenditure Budget, Increase (Decrease), and Percent Change. Rows include General Fund, Special Revenue Funds, Debt Service Funds, and Total.



Other Items

The FY'08 budget does not include an allocation for the Economic Development Department. All essential economic development programs were moved to Community Development and will continue as a function under this area. Total FY'08 re-allocation was \$1.5 million dollars with a majority of the allocation moved in support of additional public safety positions.

A total of 35 police officer, 55 public service aides, and 10 detention officer full-time equivalent (FTE) positions have been added to the FY'08 budget. Total FY'08 allocation = \$5.8 million. This allocation along with the ratification of the FOP police union contract in FY'07 is expected to improve police recruitment efforts. The City also ratified the contracts of the IAFF (Fire), AFSCME 1907 (General Employees), and AFSCME 871 (Sanitation) union contracts in FY'07.

Finally, the FY'08 budget includes an allocation of \$15.55 million dollars for payment of legal claims related to the fire assessment settlement, and \$2,795,483 for new park facilities scheduled to open in FY'08 at Fern Isle Park, Grapeland Park Ball-fields, Grapeland Water Theme Park, Little Haiti Park, and Jose Marti Park.



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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) 2008 Budget Book is divided into three sections:

Section 1 –Introduction (pages 11 to 52) contains:

- 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 53 to 358) includes:

- Totals and graphs summarizing the FY'08 consolidated budget, which includes the General Fund, Special Revenue Funds, Debt Service Funds 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 their respective amounts.
- An overview of the significant changes included in the FY'08 budget.
- A review of the City's outstanding debt and the amount of interest and principal to be paid in FY'08.
- Detailed breakdown of all Special Revenue Fund grants and programs operated by City departments and the amounts allocated.
- An overview of full-time positions for each City department and significant changes included in the FY'08 budget.

Section 3 –Other Information (pages 359 to 374) 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 24 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 2008 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				FY2008 Adopted Budget	FY2007 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
Franchise Fees and Taxes		xx,xxx,xxx			XX,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



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). This is a web-based system created by the City to meet their budget collection and reporting needs. BDCS provides the department users with financial information relevant to their current and historical operations. Specifically, BDCS 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 Director of Management and Budget 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 Director of Management and Budget 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 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 among all of the City's departments and measures their performance utilizing these resources to meet their objectives.

The fiscal year (FY) 2008 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 Mayor, CM and the Director of Management and Budget 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 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 City department.
- Transfers between City departments must be approved by the City Commission.
- Revisions that alter the total appropriation of expenditures for any City 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 City department must be approved by the City Commission Chair, CM, and Director of Management and Budget.
- Transfers that exceed \$5,000 in any one line item for any City department in the fourth quarter of the fiscal year are approved by the City Commission Chair, CM, and Director of Management and Budget.
- 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 City 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 Director of Management and Budget 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 City Commission review and approval. City Commission approval is required for all budget amendments which alter the budget of any City department.



The budget for the City of Miami is a performance based budget. As in previous years, the City's budget process is initiated with the Mayor's State of the City Address. This allows the City to align its 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, City departments submit their budget requests with the following components:

Department Description: This statement must identify the particular purpose of the City department and the fundamental services it provides to City residents. 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 City 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.

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

- Personnel Expenses –Details all salaries, overtime, shift differential pay, vacation payments, holiday pay and temporary wages. It also includes social security contributions, group insurance contributions, expense allowances, car allowances and severance pay items.
- Operating Expenses -Details advertising, postage, travel, rental of equipment, motor fuel, utility costs, and court fees, professional services contracted, insurance costs, supplies, repairs, and other operational expenses.
- Capital Outlay –Details capital purchases defined as follows:
 - Less than \$5,000
 - Non-depreciable
 - Not fixed assets in the form of land, building or permanent structures
 - Life expectancy of less than 3 years

Items that do not meet the above stated criteria should be submitted as part of the Capital Improvement Plan (CIP) process.

- Non-Operating Expenses –Includes aid to private organizations, budget reserve for future use, and operating transfers out of the General Fund and processed within other funds that exist within the City's financial structure.



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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

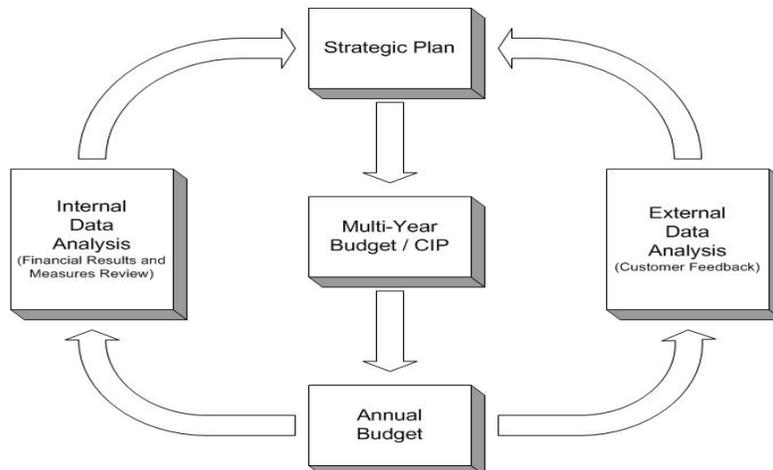
The City of Miami's Strategic Plan develops the concept of "One City, One Future" into a shared vision and maps the course of action the City Administration will take as the City moves forward. The Strategic Plan was developed utilizing a modified balanced scorecard methodology, which is a vehicle for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

The City utilizes the balanced scorecard methodology to guide its strategic planning process. The methodology is a framework that helps City departments translate strategy into measurable operational actions that drive both behavior and performance. As part of this process the City Administration developed the various components of the plan, which includes a vision statement, strategic themes, and strategic objectives. Internally, City departments will identify measures and establish targets that will be indicators of the City's 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. The City's 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 the City moves forward, the City Administration will seek the input from its citizens via surveys, polls and/or focus groups. This feedback is critical in ensuring that the strategic focus is consistent with the needs of City residents and that positive outcomes can be seen both in the 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 City Commission, that vision is being transformed into a reality.

Strategic Themes

The City Administration has established three Strategic Themes or 'pathways' that will steer us toward its vision. These 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 the Strategic Themes, the City Administration has identified four categories or 'Perspectives' from which the City will focus its strategic objectives in an effort to achieve its vision. These 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) 2008 budget, City departments analyzed existing services and potential services in light of their strategic objectives. City departments then added and removed 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

Financially Strong & Fiscally Accountable

Efficient, Effective, & Quality Government

Aligned & Effective

Provide Sustainable Tax Relief

Reduce Poverty

Foster Transportation Systems for Future Growth

Provide Excellent Recreation, Education, and Cultural Programs

Restore Maintain and Beautify Urban and 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 Management & Opportunities

Secure Private & Public Partnerships

Improve Business and Service Delivery Processes

Deliver Technology and E-Solutions

Facilitate Service Access for Customers

Instill Customer-Focused, High Performance Culture

Provide a Quality Work Environment

Develop Strategic Skills

Provide Employees With Key Info

Align Employee Goals with City Goals



Date	Activity
4/26/07	Mayor issues State of the City Address.
5/1/07 – 5/18/07	Meet with City Manager, Chief Financial Officer (CFO), and Mayor to discuss financial outlook for fiscal year (FY) 2008 and prepare budget message.
5/30/07	Budget Kick-Off – Departmental budget packages distributed for fiscal year 2008.
5/31/07 – 6/29/07	Department develops budget requests for FY'08.
6/29/07	Budget submission deadline.
7/2/07 – 7/24/07	City department meetings with Director of Management and Budget to discuss budget request.
7/27/07	Office of Strategic Planning, Budgeting & Performance generates first draft of FY'08 budget.
8/20/07	Commissioners' Budget Workshop.
8/6/07 – 8/24/07	Office of Strategic Planning, Budgeting & Performance finalizes FY'08 proposed budget.
9/11/07	First Public Budget Hearing.
9/17/07 – 9/21/07	Office of Strategic Planning, Budgeting & Performance prepares final draft of budget based on public input.
9/27/07	Second Public Budget Hearing – FY'08 budget adopted.



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A little more than a century ago, a city burst forth almost overnight. Hence, one of Miami's many nicknames 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 river's 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 relocate American Indians brought large migrations of Native Americans 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. Julia 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 effect 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 in 1896 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 African-Americans, 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 servicemen 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 disrupted when the Soviet Union threatened the U.S. with warfare.

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's General Fund Budget grew from \$24 million to \$523.7 million in fiscal year 2008. 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 multi-national 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 under review 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>)

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

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



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Year of Incorporation	1896
Area of City	34.5 Square Miles
Population	361,701 (Source: U.S. Bureau of the Census Forecast for 2005)
FY 2008 Consolidated Budget (General Fund, Special Revenue Funds, and Debt Service Fund)	\$725,567,221

Population by Age

Source: U.S. Bureau of the Census Forecast for 2005

	Number	Percent
0-4	25,107	6.9%
5-14	45,165	12.4%
15-19	20,367	5.6%
20-24	21,314	5.8%
25-34	50,616	14.1%
35-44	46,282	12.8%
45-54	46,537	12.9%
55-64	42,023	11.6%
65-74	34,698	9.6%
75-84	21,785	6.0%
85+	7,798	2.3%

Race and Ethnicity

Source: U.S. Bureau of the Census Forecast for 2005

	Percent
White Alone	68.5%
Black Alone	21.9%
American Indian Alone	0.2%
Asian Alone	0.7%
Pacific Islander Alone	0.0%
Some Other Race Alone	6.3%
Two or More Races	2.4%
Hispanic Origin (Any Race)	67.4%



Households by Income

Source: U.S. Bureau of the Census forecast for 2005

	Number	Percent
<\$15,000	47,731	33.0%
\$15,000-\$24,999	24,303	16.8%
\$25,000-\$34,999	15,847	11.0%
\$35,000-\$49,999	22,721	15.7%
\$50,000-\$74,999	15,561	10.7%
\$75,000-\$99,999	7,894	5.5%
\$100,000-\$149,999	5,404	3.7%
\$150,000-\$199,000	2,322	1.6%
\$200,000+	2,923	2.0%
Median Household Income	\$25,211	
Average Household Income	\$41,883	
Per Capita Income	\$17,531	
Average Household Size	2.50	

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

Source: ACCRA, Council for Community and Economic Research, 1st Quarter 2007

Composite Index	116.3
Grocery Items	103.3
Housing	137.6
Utilities	107.3
Transportation	117.3
Healthcare	106.0
Miscellaneous Goods & Services	107.7

Cost of Living Composite Index from Selected Major Urban Areas

Source: ACCRA, Cost of Living Index, 1st Quarter 2007

New York (Manhattan)	213.7
Washington, DC	136.9
Boston, MA	132.8
<u>Miami, FL</u>	116.3
Phoenix, AZ	101.7
Cleveland, OH	98.1
Atlanta, GA	95.3
Dallas, TX	92.5



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The Office of Strategic Planning, Budgeting and Performance (OSPBP) prepare the City budget with the assistance of City 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 city-wide vision. OSPBP strives to offer superior services to the public and expanding global communities.

OSPBP’s 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.

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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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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. The City prepares its budget on a fund accounting basis, which segregates funds according to their intended purpose and it is used to aid management in demonstrating compliance with financial related legal and contractual provisions. The City maintains the minimum number of funds consistent with legal and managerial requirements. The City reports the following funds in its annual budget.

General Fund –This 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.

Special Revenue Funds –These funds receive support from various sources, mainly in the form of grants and other aid and are restricted to expenditures for particular purposes.

Debt Service Funds –These funds are used to indicate resources allocated and accounted for in the payment of general obligation bonds' principal and interest, special obligation bond principal and interest from pledged revenues when the City is obligated in some manner for the payment.

Capital Project Funds –Indicates the current fiscal year resource allocation and amount allocated for capital expenditures for general operations and various projects.

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) 2008.

Financial Management

Additionally, the following principles are 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. Recurring expenditures primarily consist of personnel and operating costs required to operate the City and do not include one-time cost items such as capital outlay, special projects or studies. Recurring revenues include taxes, fees, charges, etc. and do not include the use of fund balance.

(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 City's 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 operating 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.

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 by the 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 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 (IT) 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 policy 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, of 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 31st of each year, reflecting as the base year, the current year's budget. For FY'08 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 31st 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 annual 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 30th 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.



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, undesignated 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) 2008.

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 9/30/06, the General Fund had no encumbrances reserved. Based on current information, it is anticipated this amount will be the same at the end of FY'08.

Reserved for Pre-paid – 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'08 budget, the amount of fund balance used in support of planned expenditures is \$12,490,266. This amount represents the City's net fund balance contribution in support of the fire assessment settlement agreement. All payments are expected to be completed in FY'08.

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 pages 47 through 52 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'08, this amount is anticipated at \$59,205,549.

Reserved for Debt Service – Provides the amount set aside for the repayment of the City's outstanding debt. At 9/30/06, \$1,994,991 was reserved for the repayment of General Obligation Bonds, \$4,429,054 reserved for Special Obligation Bonds, and \$1,789,207 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'08.

Reserved for General Government – Includes the amount restricted for use for General Government activities in the Special Revenue Fund. \$1,197,022 was reserved for NET Offices, \$472,423 for City Clerk Services, \$1,185,995 for Department Improvement Initiatives and \$6,358,669 for Transportation and Transit. These amounts were designated in support of subsequent year expenditures in FY'07 and are anticipated to support related expenditures in FY'08.



Reserved for Public Service Tax – The amount of fund balance restricted for use for related activities. \$4,807,253 was designated for future settlements of lawsuits and claims and \$520,294 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'08.

Reserved for Planning and Development – The amount of fund balance restricted for use for Economic and Planning Service activities in the Special Revenue Fund. \$8,612,828 was designated in support of subsequent year expenditures in FY'07 and is anticipated to continue to support related expenditures in FY'08.

Reserved for Community Development Fund – The amount of fund balance restricted for use for Community Development activities. \$5,724,277 was designated in support of subsequent year expenditures in FY'07 and is anticipated to continue to support related expenditures in FY'08.

Reserved for Public Work - The amount of fund balance restricted for use for Public Work activities in the Special Revenue Fund. \$1,614,538 was designated in support of subsequent year expenditures in FY'07 and is anticipated to continue to support related expenditures in FY'08.

Reserved for Public Safety – The amount of fund balance restricted for use for Public Safety activities in the Special Revenue Fund. \$1,820,310 was reserved for Police Services, \$1,591,666 reserved for the Law Enforcement Trust Fund, and \$1,481,053 for Fire Rescue Services. These amounts were designated in support of subsequent year expenditures in FY'07 and are anticipated to continue to support related expenditures in FY'08.

Reserved for Public Facilities – The amount of fund balance restricted for use for Public Facility activities in the Special Revenue Fund. \$4,139,589 was designated in support of subsequent year expenditures in FY'07 and will continue to support related expenditures in FY'08.

Reserved for Parks and Recreation – The amount of fund balance restricted for use for Parks and Recreation activities in the Special Revenue Fund. \$2,911,881 was designated in support of subsequent year expenditures in FY'07 and will continue to support related expenditures in FY'08.

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

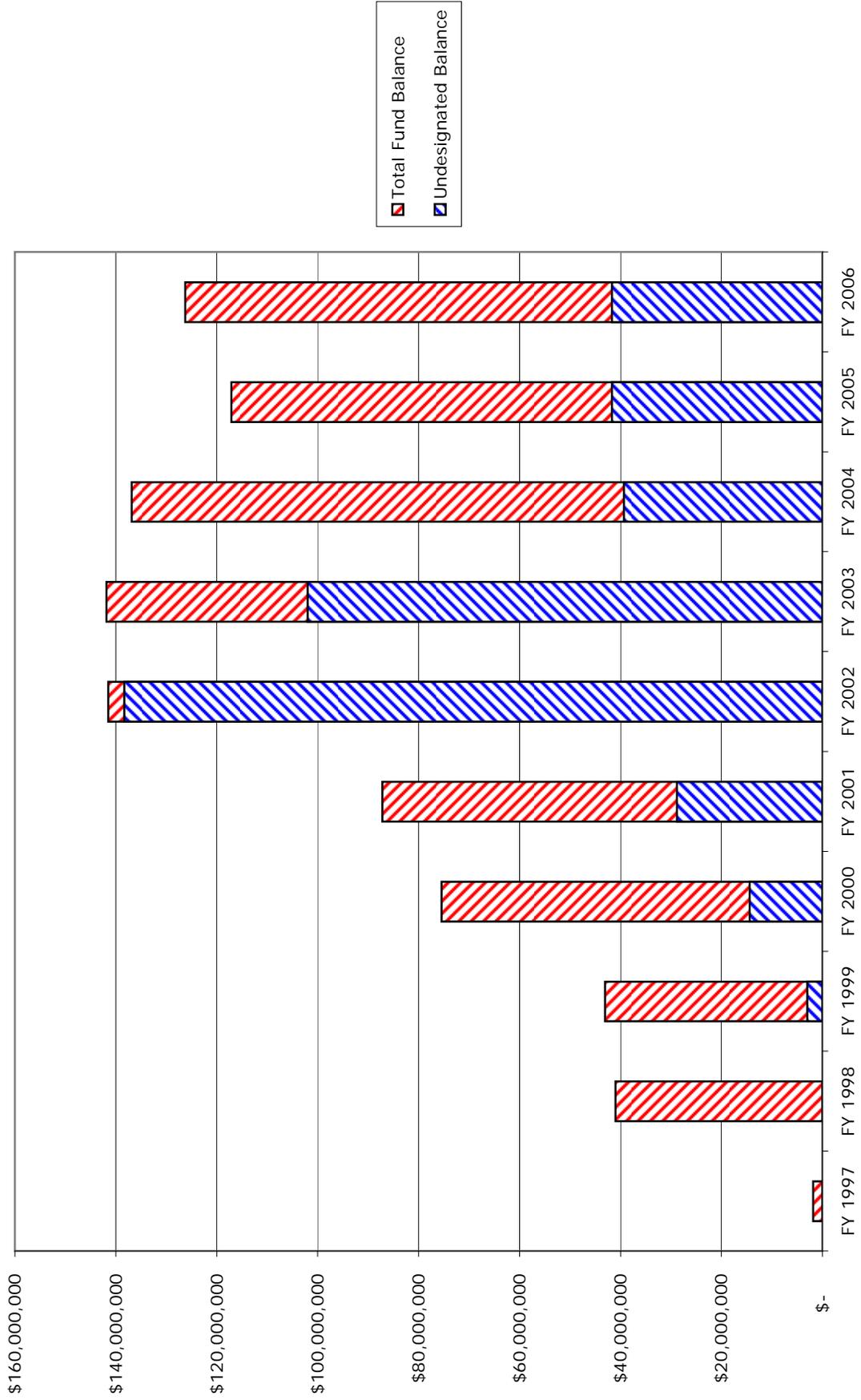
General Fund Undesignated Reserve. The City is required to retain undesignated reserves equal to a threshold of 10% percent of the prior three years average of general revenues. In FY'08, the amount of this minimum threshold is anticipated to be \$40,630,342 for the General Fund undesignated reserve.

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'08, the amount of this minimum threshold is anticipated to be \$40,630,342 for the General Fund designated reserve.



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General Fund Balance History





	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget
Begin Date:	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>	<u>10/1/2007</u>
Beginning Fund Balance	\$141,862,336	\$136,852,762	\$117,105,055	\$126,256,513	\$113,220,216
Add: Total Revenues and Inflows	458,842,313	487,621,188	536,189,695	508,136,186	523,713,803
(Less): Total Expenditures and Outflows	(430,727,682)	(460,984,765)	(494,215,900)	(508,136,186)	(523,713,803)
(Less): Fund Balance Allocation	(33,124,205)	(46,384,130)	(32,822,337)	(13,036,297)	(12,490,266)
Revenues/Inflows Over(Under) Expenditures/Outflows	(5,009,574)	(19,747,707)	41,973,795		
Ending Fund Balance	<u>136,852,762</u>	<u>117,105,055</u>	<u>126,256,513</u>	<u>113,220,216</u>	100,729,950
End Date:	<u>9/30/04</u>	<u>9/30/05</u>	<u>9/30/06</u>	<u>9/30/07</u>	<u>9/30/08</u>
<u>Ending Fund Balance (Detailed)</u>					
Reserved for:					
Encumbrances	2,991,233	2,427,181			
Prepays	447,887	797,361	894,059	894,059	894,059
Unreserved, Designated Fund Balance	94,071,006	72,190,166	83,672,107	42,279,052	40,630,342
Unreserved, Undesignated Fund Balance	39,342,636	41,690,347	41,690,347	70,047,105	59,205,549
Total -Ending Fund Balance	<u>136,852,762</u>	<u>117,105,055</u>	<u>126,256,513</u>	<u>113,220,216</u>	100,729,950
<u>Fund Balance Requirement per The Financial Integrity Ordinance</u>					
Unreserved, Designated Fund Balance for:					
Subsequent Year Expenditures	39,157,336	31,677,325	13,036,297	12,490,266	
Strategic Initiatives	1,648,710	1,648,710	1,648,710	1,648,710	
Management Initiatives	53,264,960	38,864,131	68,987,100	28,140,076	40,630,342
Total -Unreserved, Designated Fund Balance	<u>94,071,006</u>	<u>72,190,166</u>	<u>83,672,107</u>	<u>42,279,052</u>	40,630,342
(Less): 10% Minimum Threshold per Financial Integrity Ordinance	(32,178,047)	(34,407,641)	(36,884,767)	(40,630,342)	(40,630,342)
Amount Over(Under) Ordinance Requirement	61,892,959	37,782,525	46,787,340	1,648,710	
Total -Unreserved, Undesignated Fund Balance	<u>39,342,636</u>	<u>41,690,347</u>	<u>41,690,347</u>	<u>70,047,105</u>	59,205,549
(Less): 10% Minimum Threshold per Financial Integrity Ordinance	(32,178,047)	(34,407,641)	(36,884,767)	(40,630,342)	(40,630,342)
Amount Over(Under) Ordinance Requirement	\$7,164,589	\$7,282,706	\$4,805,580	\$29,416,763	\$18,575,207



	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget
Begin Date:	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>	<u>10/1/2007</u>
Beginning Fund Balance	\$46,671,709	\$51,440,568	\$45,132,713	\$42,446,798	\$42,446,798
Revenues/Inflows					
Franchise Fees and Other Taxes	67,786,829	56,795,255	56,900,497	53,697,000	64,069,252
Interest	279,573	866,096	1,295,301	3,500	42,000
Transfers-IN	13,089,824	11,435,715	23,904,990	14,778,261	9,487,842
Fines and Forfeitures	917,095	797,695	736,843		
Intergovernmental Revenues	69,193,790	103,170,230	106,235,141	49,015,342	59,777,549
Licenses and Permits					165,000
Other Revenues/Inflows	2,217,345	1,546,159	3,131,920	43,236,252	15,728,751
Charges for Services	14,128,622	14,568,849	13,990,174	8,308,004	6,399,780
Total Revenues/Inflows	167,613,078	189,179,999	206,194,866	169,038,359	155,670,174
Expenditures/Outflows					
General Government	7,535,895	8,293,807	8,845,826	10,649,616	28,894,470
Planning & Development	1,697,965	2,249,911	1,178,340	9,103,832	4,268,666
Community Development	39,073,478	57,803,782	40,978,910	33,497,743	34,604,286
Public Works		15,000	6,000	1,216,954	944,611
Public Safety	22,392,132	40,506,693	63,976,514	16,885,785	14,680,586
Public Facilities	2,938,005	3,141,749	3,458,824	7,216,902	7,086,805
Parks & Recreation	1,918,211	1,362,051	1,421,081	2,159,669	1,380,164
Transfers-OUT	87,288,533	81,222,340	89,015,286	88,307,858	63,810,586
Total Expenditures/Outflows	162,844,219	194,595,333	208,880,781	169,038,359	155,670,174
Revenues/Inflows Over (Under) Expenditures/Outflows	4,768,859	(5,415,334)	(2,685,915)	0	0
Fund Balance Restated		892,521			
Ending Fund Balance	51,440,568	45,132,713	42,446,798	42,446,798	42,446,798
End Date:	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>9/30/2007</u>
Reserved Fund Balance for:					
General Government	9,923,321	9,262,431	9,214,109	9,214,109	9,214,109
Public Service Tax	13,777,780	11,163,234	5,327,547	5,327,547	5,327,547
Planning & Development	5,599,247	8,392,928	8,612,828	8,612,828	8,612,828
Community Development	8,656,528	5,784,011	5,724,277	5,724,277	5,724,277
Public Works	1,504,180	1,555,909	1,614,538	1,614,538	1,614,538
Public Safety	8,163,955	3,820,264	4,902,029	4,902,029	4,902,029
Public Facilities	817,009	2,743,255	4,139,589	4,139,589	4,139,589
Parks & Recreation	2,998,548	2,410,681	2,911,881	2,911,881	2,911,881
Total -Ending Fund Balance	\$51,440,568	\$45,132,713	\$42,446,798	\$42,446,798	\$42,446,798



	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Adopted Budget	FY 2008 Adopted Budget
Begin Date:	<u>10/1/2003</u>	<u>10/1/2004</u>	<u>10/1/2005</u>	<u>10/1/2006</u>	<u>10/1/2007</u>
Beginning Fund Balance	\$15,291,747	\$11,536,933	\$11,814,103	\$8,213,252	\$8,213,252
Revenues/Inflows					
Property Taxes	20,194,278	20,092,994	20,032,652	19,740,776	21,426,659
Interest	102,417	112,751	214,005		
Transfers-IN	25,158,673	23,236,521	16,861,162	22,070,310	24,454,110
Intergovernmental Revenues	300,000	300,000	300,000	302,475	302,475
Other Revenues/Inflows					
Refunding Bonds Issued	4,180,000				
Proceeds from Refunded Debt					
Total Revenues/Inflows	49,935,368	43,742,266	37,407,819	42,113,561	46,183,244
Expenditures/Outflows					
Debt Service:					
Principal	19,839,464	18,770,229	19,218,795	23,022,645	20,343,143
Interest and Other Charges	22,694,233	21,822,857	21,650,889	18,870,927	25,812,532
Operating Expenses				219,989	27,569
Payment to Escrow Agent	4,062,502				
Transfers-OUT	7,093,983	2,872,010	138,986		
Total Expenditures/Outflows	53,690,182	43,465,096	41,008,670	42,113,561	46,183,244
Revenues/Inflows Over (Under) Expenditures/Outflows	(3,754,814)	277,170	(3,600,851)	0	0
Ending Fund Balance	11,536,933	11,814,103	8,213,252	8,213,252	8,213,252
End Date:	<u>9/30/2004</u>	<u>9/30/2005</u>	<u>9/30/2006</u>	<u>9/30/2007</u>	<u>9/30/2007</u>
Reserved Fund Balance for:					
General Obligation Bonds	966,126	1,512,591	1,994,991	1,994,991	1,994,991
Special Obligation Bonds	9,515,212	8,883,985	4,429,054	4,429,054	4,429,054
CRA Special Obligation Bonds	1,055,595	1,417,527	1,789,207	1,789,207	1,789,207
Total -Ending Fund Balance	\$11,536,933	\$11,814,103	\$8,213,252	\$8,213,252	\$8,213,252



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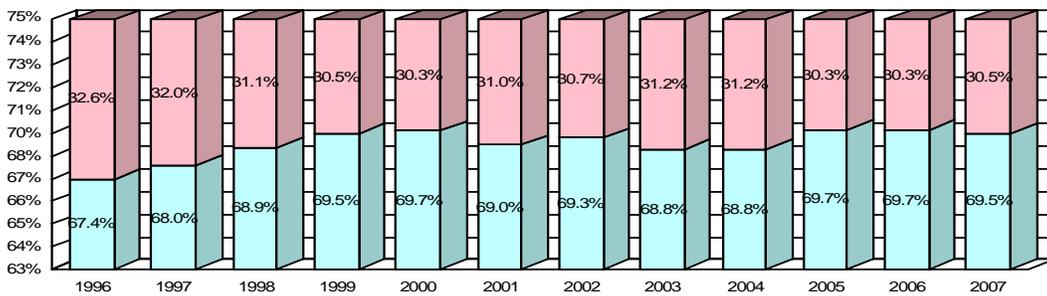


Taxable vs. Gross Value

Exemptions at a Glance

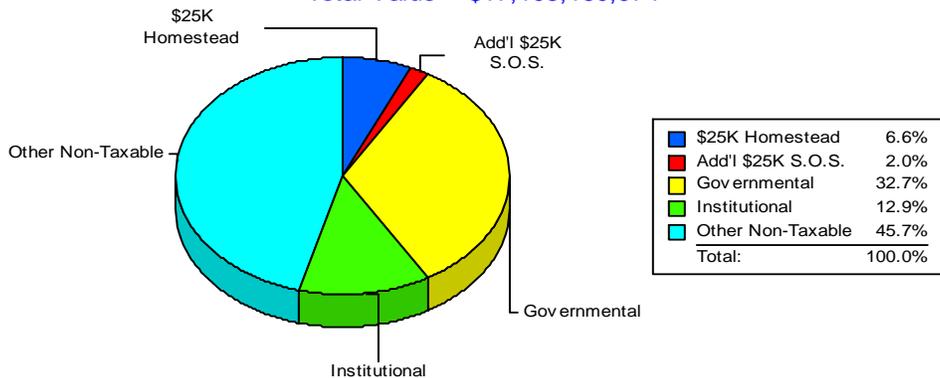
Ad valorem taxes (Property Taxes) are levied against the assessed valuation of real and tangible personal property in the City of Miami for the current year. The amount of taxes levied by the City is dependent on the millage rate in effect and the final taxable values, which is the gross taxable value 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 2007 equated to a little over \$17.1 billion. This amount represented 30.5% of the gross taxable value of approximately \$56.2 billion for that year.

Gross Assessed Value vs. Taxable Assessed Value



FY 2007 Exemptions and Other Non-Taxable

Total Value = \$17,103,160,974

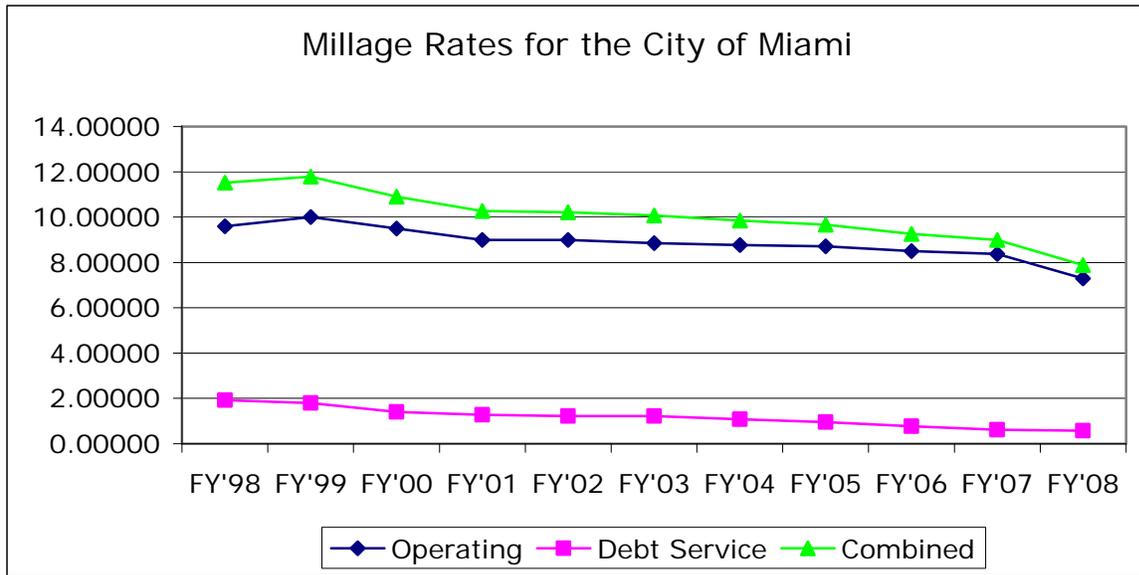




Millage Rates

Operating and Debt Service

A mill is expressed as \$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 the City of Miami. For FY'08, the operating and debt service millage rates 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
FY'08	7.29990	0.57760	7.87750



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 acts 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 requests 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 carry out 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 expenses that may benefit another department/agency disproportionately to others. After analyzing the expenditures, they are distributed into cost 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 provides management information. The indirect cost rate is the maximum rate the City of Miami can recover during the fiscal year.

FY 2008 Indirect Cost Rate

The FY'08 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'08, the composite indirect cost rate based on actual costs in FY'05 is 49.46%. This rate is expected to be updated in FY'08 based on FY'07 actual costs.

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.



Receiving Department (All Funds) ²	Central Service Indirect Cost	Indirect Cost Rate Base ¹	FY 2008 Indirect Cost Rate	FY 2002 Indirect Cost Rate
Fire Rescue	14,950,765	47,414,521	31.53%	21.40%
Police	37,875,236	82,541,865	45.89%	25.84%
Public Works	4,174,706	4,219,321	98.94%	121.98%
Solid Waste	6,228,433	9,019,957	69.05%	93.57%
Building	3,425,771	5,007,851	68.41%	52.25%
Parks and Recreation	8,522,465	7,614,524	111.92%	26.63%
NET Offices	1,995,150	2,405,816	82.93%	65.24%
Community Development	2,797,801	3,478,644	80.43%	62.66%
Composite Rate	<u>79,970,327</u>	<u>161,702,499</u>	<u>49.46%</u>	<u>41.98%</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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The consolidated fiscal year (FY) 2008 budget for the General Fund, Special Revenue Funds, and Debt Service Funds total \$725,567,221. This represents an increase of \$6,279,115 or 0.87% over the FY'07 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 includes expenditures related to general City government services, police, fire, public works, building, and parks and recreation services. The FY'08 General Fund Budget total is \$523,713,803. This represents an increase of \$15,577,617 or 3.07% over the FY'07 budget. A detailed explanation of significant changes is included on pages 119 to 121.

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
- Local Option Gas Tax
- Community Development Fund
- Transportation and Transit Fund
- Parks and Recreation Services
- Public Facilities
- Strategic Department Initiatives
- Public Works

The FY'08 budget for all Special Revenue Funds total is \$155,670,174. This represents a decrease of \$13,368,185 or 7.9% over the prior year's budget. A detailed explanation of the significant changes is included on pages 285 to 286.



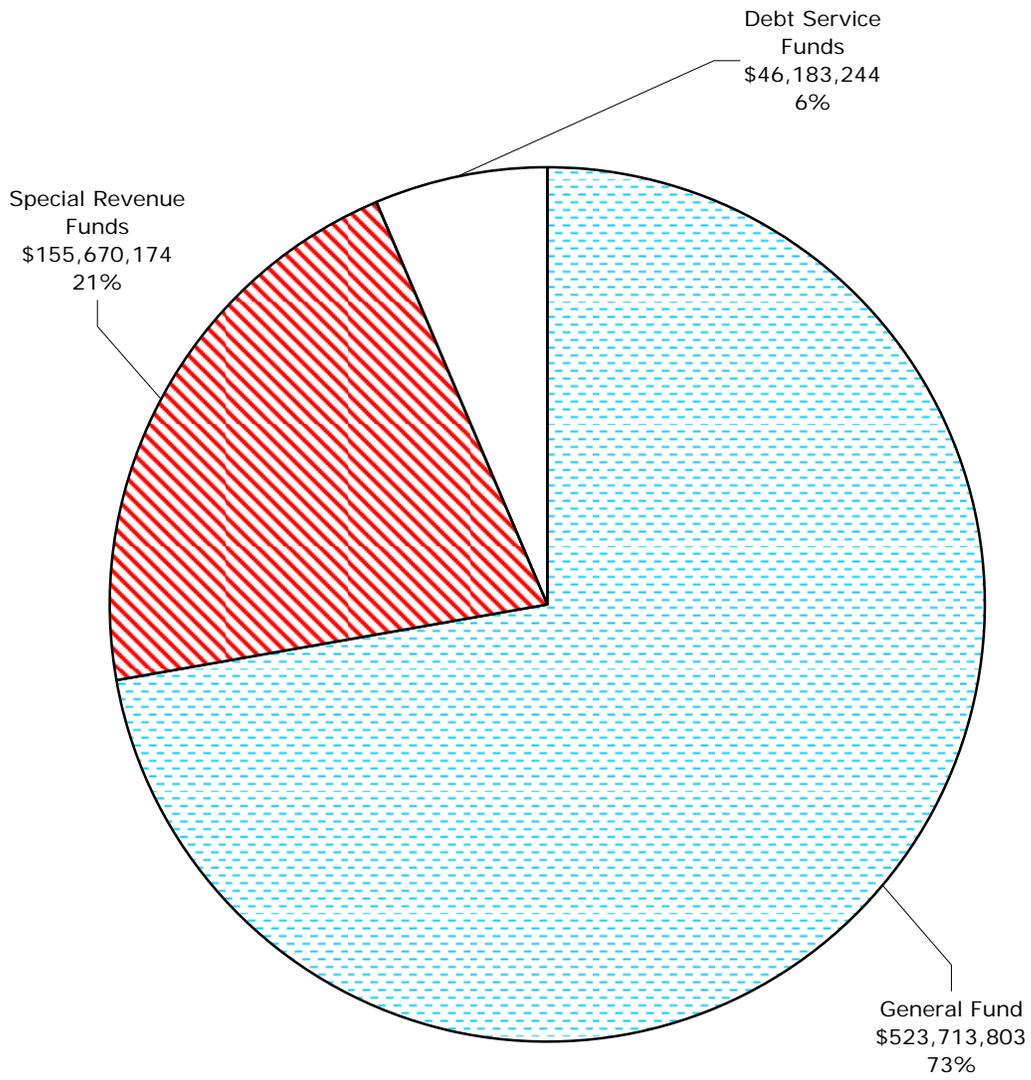
Debt Service Fund

This fund is used to account for resources and expenditures related to voter-approved general obligation and special obligation debt. The FY'08 budget for the Debt Service Fund total is \$46,183,244. A detailed review on the payment of the City's debt is included on page 337.



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FY 2008 Adopted Budget -All Funds
\$725,567,221

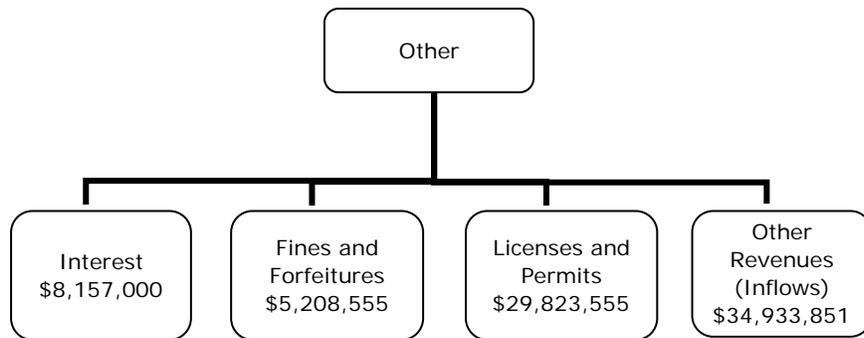
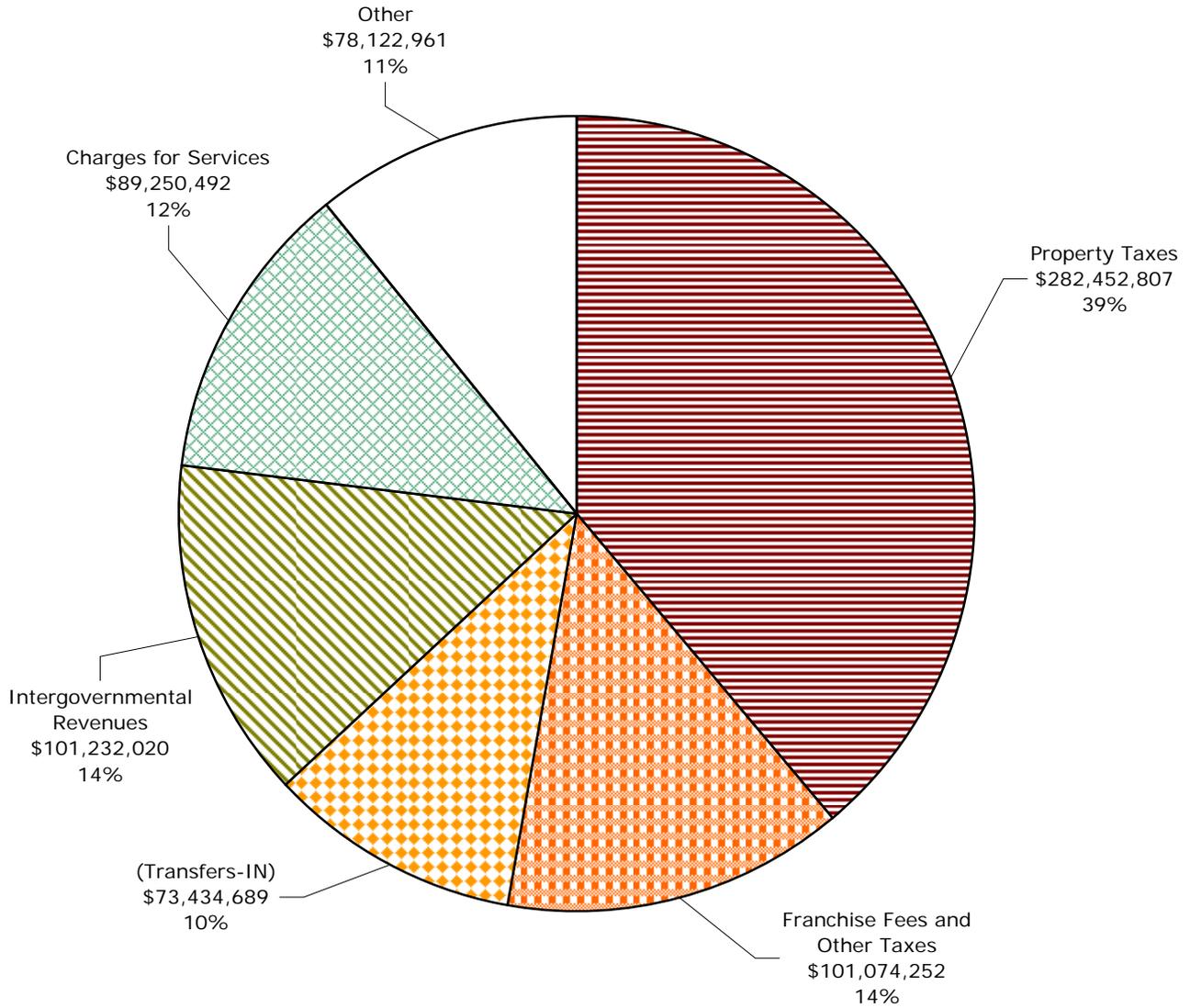




				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Revenues (Inflows)					
Property Taxes	\$261,026,148		\$21,426,659	\$282,452,807	\$275,118,043
Franchise Fees and Other Taxes	37,005,000	64,069,252		101,074,252	89,757,759
Interest	8,115,000	42,000		8,157,000	8,104,500
(Transfers-IN)	39,492,737	9,487,842	24,454,110	73,434,689	73,585,657
Fines and Forfeitures	5,208,555			5,208,555	4,595,500
Intergovernmental Revenues	41,151,996	59,777,549	302,475	101,232,020	90,039,035
Licenses and Permits	29,658,555	165,000		29,823,555	26,581,392
Other Revenues (Inflows)	19,205,100	15,728,751		34,933,851	59,331,399
Charges for Services	82,850,712	6,399,780		89,250,492	92,174,821
Total Revenues (Inflows)	\$523,713,803	\$155,670,174	\$46,183,244	\$725,567,221	\$719,288,106
Expenditures (Outflows)					
General Government	\$45,570,476	\$15,704,500		\$61,274,976	\$56,549,402
Planning & Development	11,771,871	4,268,666		16,040,537	20,238,121
Community Development		34,604,286		34,604,286	33,497,743
Public Works	56,820,488	944,611		57,765,099	59,340,364
Public Safety	215,692,574	14,680,586		230,373,160	202,717,465
Public Facilities	7,478,665	7,086,805		14,565,470	14,660,118
Parks & Recreation	21,732,908	1,380,164		23,113,072	22,207,988
Risk Management	52,420,609			52,420,609	60,505,417
Debt Service			46,183,244	46,183,244	42,113,561
Pension	65,945,032			65,945,032	85,066,764
Non-Departmental	15,959,691			15,959,691	12,247,386
(Transfers-OUT)	30,321,489	77,000,556		107,322,045	110,143,777
Total Expenditures (Outflows)	\$523,713,803	\$155,670,174	\$46,183,244	\$725,567,221	\$719,288,106

Revenues (Inflows) -All Funds

\$725,567,221





	General Fund	Special Revenue Funds	Debt Service Funds	<u>FY 2008 Adopted Budget</u> All Funds	<u>FY2007 Adopted Budget</u> All Funds
Revenues (Inflows)					
Property Taxes					
Ad Valorem Taxes -Real	\$246,127,666		\$20,421,895	\$266,549,561	\$259,723,571
Ad Valorem Taxes -Personal	12,698,482		1,004,764	13,703,246	13,742,222
Ad Valorem Taxes Real Delinquent	1,600,000			1,600,000	1,250,000
Ad Valorem Taxes Personal Delinquent	200,000			200,000	250,000
Ad Valorem Taxes Penalty & Interest	400,000			400,000	152,250
Total -Property Taxes	261,026,148	0	21,426,659	282,452,807	275,118,043
Franchise Fees and Other Taxes					
Franchise Fees -Gas	505,000			505,000	466,900
Franchise Fees -Electricity	27,000,000			27,000,000	19,500,000
S,U&F Taxes -Local Option Fuel		7,343,596		7,343,596	7,131,617
Utility Service Fee -Electricity		21,500,000		21,500,000	20,000,000
Utility Service Fee -Water		2,800,000		2,800,000	2,800,000
Utility Service Fee -Gas		1,000,000		1,000,000	880,000
Utility Service Fee -Fuel Oil		18,000		18,000	17,000
Public Service Tax		31,407,656		31,407,656	30,000,000
Utility Service Fee -Other Taxes	9,500,000			9,500,000	8,962,242
Total -Franchise Fees and Other Taxes	37,005,000	64,069,252	0	101,074,252	89,757,759
Interest					
Miscellaneous -Interest	8,115,000	42,000		8,157,000	8,104,500
Total -Interest	8,115,000	42,000	0	8,157,000	8,104,500
(Transfers-IN)					
Other -Interfund Transfer	39,492,737	9,487,842	24,454,110	73,434,689	73,585,657
Total (Transfers-IN)	39,492,737	9,487,842	24,454,110	73,434,689	73,585,657



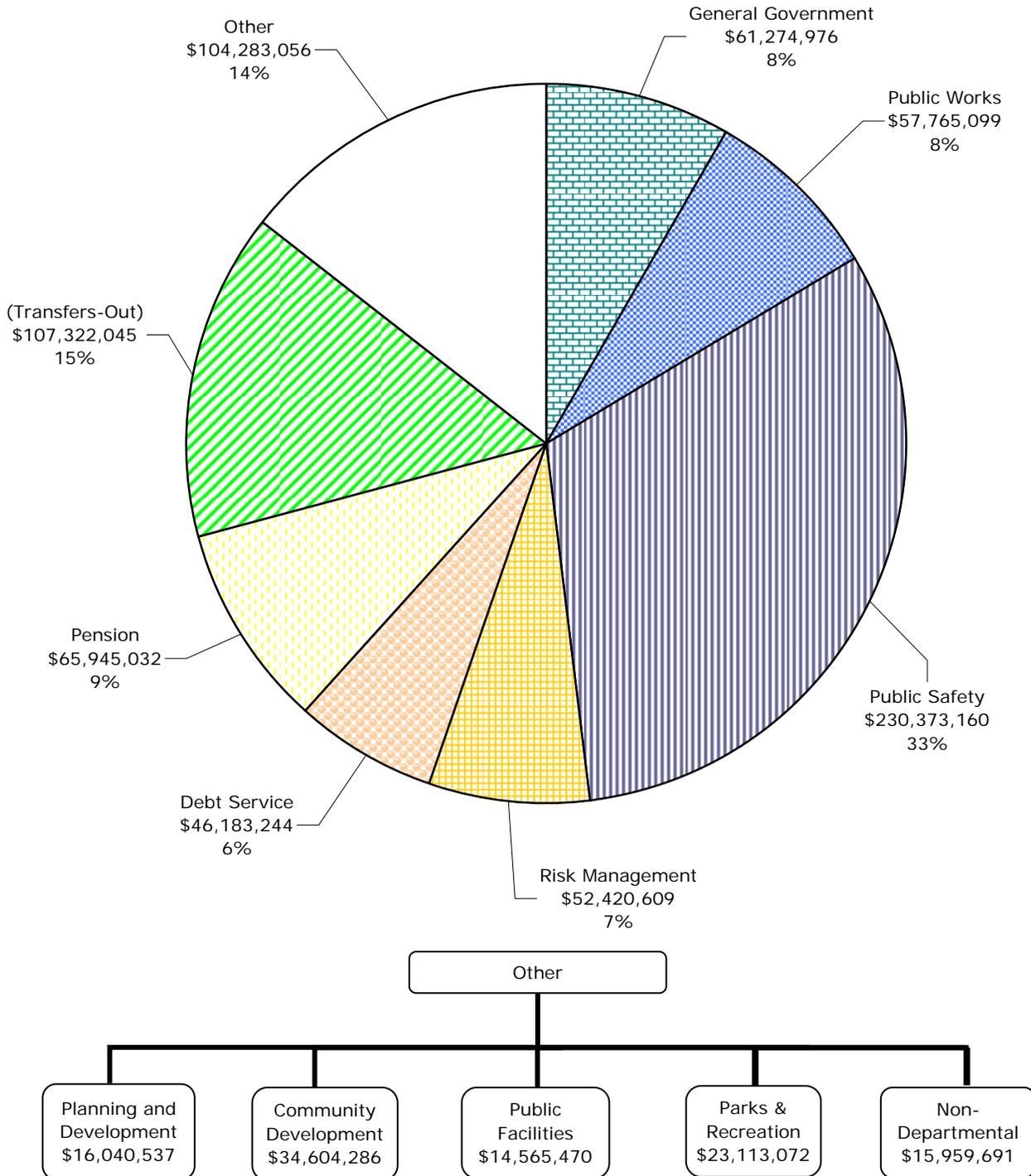
	General Fund	Special Revenue Funds	Debt Service Funds	FY 2008 Adopted Budget	FY2007 Adopted Budget
				All Funds	All Funds
Fines and Forfeitures					
Fines -Judgment & Fines	4,500,000			4,500,000	4,060,000
Fines -Other Fines and/or Forfeits	708,555			708,555	535,500
Total -Fines and Forfeitures	5,208,555	0	0	5,208,555	4,595,500
Intergovernmental Revenues					
Federal Grants		38,601,383		38,601,383	29,866,080
State Grants		2,550,399		2,550,399	14,624,359
State Shared Revenues	39,672,996		302,475	39,975,471	40,089,186
Grants from Other Local Units		15,498,038		15,498,038	593,816
Shared Revenues from Other Local Units	1,479,000	3,127,729		4,606,729	4,343,708
Payments from Other Local Units in Lieu of Taxes				0	521,886
Total -Intergovernmental Revenues	41,151,996	59,777,549	302,475	101,232,020	90,039,035
Licenses and Permits					
Occupational Licenses -Business	6,464,000			6,464,000	6,400,000
Occupational Licenses -Business - Penalty	252,500			252,500	250,000
Occupational Licenses -Metro	512,575			512,575	507,500
Building Permits	3,639,131			3,639,131	3,451,850
Other Licenses, Fees and Permits	18,690,349	165,000		18,855,349	15,852,042
CFS -Other Charges for Services	100,000			100,000	120,000
Total -Licenses and Permits	29,658,555	165,000	0	29,823,555	26,581,392
Other Revenues (Inflows)					
CFS -Garbage/Solid Waste Revenue				0	151,284
CFS -Other Charges for Services	1,100			1,100	1,100
Misc. Disposition of Fixed Assets	100,000			100,000	100,000
Misc. Contribution and Donations from Private Sources				0	2,532



	General Fund	Special Revenue Funds	Debt Service Funds	<u>FY 2008 Adopted Budget</u>	<u>FY2007 Adopted Budget</u>
				All Funds	All Funds
Other Miscellaneous Revenues (Inflows)	18,954,000	15,728,751		34,682,751	58,926,483
Other NonOperating Sources	150,000			150,000	150,000
Total -Other Revenues (Inflows)	19,205,100	15,728,751	0	34,933,851	59,331,399
Charges for Services					
Payments from Other Local Units in Lieu of Taxes	150,000			150,000	199,476
Internal Service Fund Fees and Charges	330,000			330,000	250,000
Other General Government Charges and Fees	1,180,500			1,180,500	1,148,591
Police Services	2,436,000	450,000		2,886,000	2,434,430
Emergency Service Fees	4,000,000			4,000,000	4,800,000
Protective Inspection Fees	130,200			130,200	120,200
Other Public Safety Charges and Fees	24,000			24,000	14,000
Garbage/Solid Waste Revenue	21,759,684			21,759,684	21,744,684
Cemetery Fees	1,500			1,500	1,500
Other Physical Environment Revenue	120,000			120,000	120,000
Transportation -Parking Facilities		2,446,610		2,446,610	2,495,610
Transportation Tolls	75,000			75,000	50,000
Special Recreation Facilities	3,039,383	1,579,170		4,618,553	4,413,133
Other Culture/Recreation	9,832,383	189,000		10,021,383	7,522,905
Other Charges for Services	33,935,975	60,000		33,995,975	39,867,292
Misc. Rents and Royalties	5,085,730	1,675,000		6,760,730	6,078,000
Other Miscellaneous Revenues	15,000			15,000	15,000
Transfer from Community Development	735,357			735,357	900,000
Total -Charges for Services	82,850,712	6,399,780	0	89,250,492	92,174,821
Total Revenues (Inflows)	\$523,713,803	\$155,670,174	\$46,183,244	\$725,567,221	\$719,288,106

Expenditures (Outflows) by Function -All Funds

\$725,567,221





				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Expenditures (Outflows)					
General Government					
Mayor	\$891,232			\$891,232	\$936,254
Board of Commissioners	2,000,000			2,000,000	2,250,000
Neighborhood Enhancement Teams (NET)		4,514,724		4,514,724	4,401,150
Office of the City Manager	2,599,315			2,599,315	2,448,614
Office of the City Clerk	2,530,585	35,000		2,565,585	1,988,203
Office of Civil Service	318,405			318,405	317,922
Strategic Development Initiatives		1,680,172		1,680,172	1,509,020
Office of the Auditor General	914,842			914,842	934,934
Office of Communications	1,381,366			1,381,366	1,318,842
Employee Relations	5,454,914			5,454,914	5,076,422
Information Technology	13,071,500			13,071,500	14,611,813
Transportation and Transit		632,050		632,050	910,597
Code Enforcement		3,446,554		3,446,554	3,446,554
Law	6,650,725			6,650,725	6,787,743
Strategic Planning, Budget & Performance	1,578,379			1,578,379	1,636,030
Public Service Tax		5,396,000		5,396,000	0
Purchasing	1,486,020			1,486,020	1,481,055
Office of Hearing Boards	1,014,601			1,014,601	1,014,949
Finance	5,678,592			5,678,592	5,479,300
Total -General Government	45,570,476	15,704,500	0	61,274,976	56,549,402
Planning and Development					
Building	7,774,638			7,774,638	7,463,727
Economic Development and Planning Services		4,268,666		4,268,666	9,103,832
Department of Planning	2,782,950			2,782,950	2,794,017
Office of Zoning	1,214,283			1,214,283	876,545



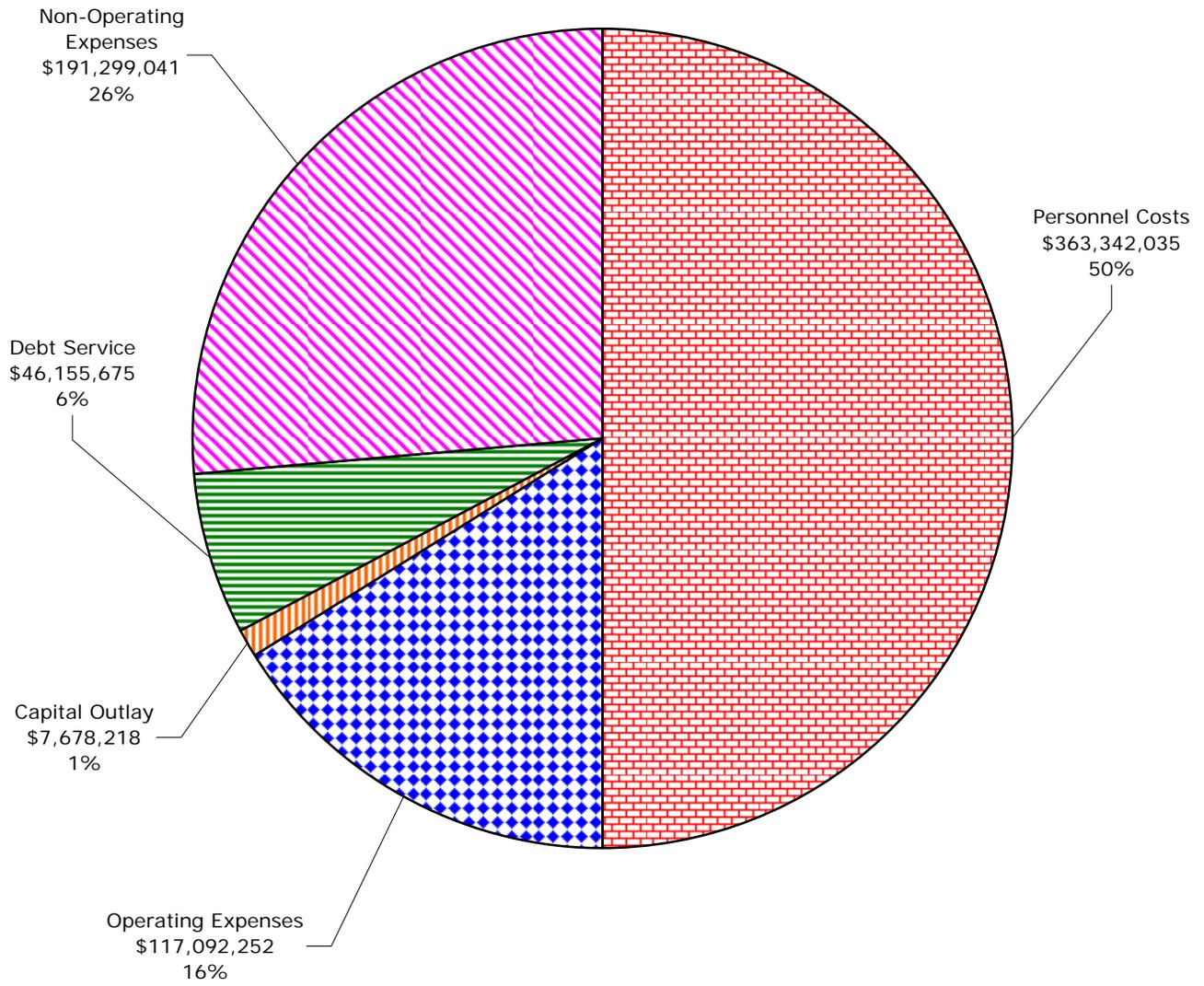
				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Total -Planning and Development	11,771,871	4,268,666	0	16,040,537	20,238,121
Community Development					
Community Development		33,743,053		33,743,053	32,643,231
Homeless Programs		861,233		861,233	854,512
Total -Community Development	0	34,604,286	0	34,604,286	33,497,743
Public Works					
Solid Waste	22,435,336			22,435,336	23,057,787
GSA	17,985,430			17,985,430	18,802,822
Public Works	16,399,722	944,611		17,344,333	17,479,755
Total -Public Works	56,820,488	944,611	0	57,765,099	59,340,364
Public Safety					
Fire-Rescue	80,087,399	7,992,627		88,080,026	72,126,142
Police	135,605,175	6,046,726		141,651,901	129,439,137
Law Enforcement Trust Fund -LETf		641,233		641,233	1,152,186
Total -Public Safety	215,692,574	14,680,586	0	230,373,160	202,717,465
Public Facilities					
Public Facilities	7,478,665	7,086,805		14,565,470	14,660,118
Parks & Recreation	21,732,908	1,380,164		23,113,072	22,207,988
Risk Management	52,420,609			52,420,609	60,505,417
Debt Service					
General Obligation Bonds			21,426,659	21,426,659	19,740,776
Special Obligation Bonds			24,756,585	24,756,585	22,372,785
Total -Debt Service	0	0	46,183,244	46,183,244	42,113,561



				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Pension					
All Pensions	65,945,032			65,945,032	85,066,764
Total -Pension	65,945,032	0	0	65,945,032	85,066,764
Non-Departmental					
Capital Improvement and Transportation -Administration	3,294,574			3,294,574	3,914,375
Economic Development	0			0	1,500,182
Office of Citi-Stat	395,243			395,243	387,244
Office of Grants Administration	591,538			591,538	539,350
Miami Office of Sustainable Initiatives	301,561			301,561	0
Other	11,376,775			11,376,775	5,906,235
Total -Non-Departmental	15,959,691	0	0	15,959,691	12,247,386
(Transfers-Out)	30,321,489	77,000,556		107,322,045	110,143,777
Total Expenditures (Outflows)	\$523,713,803	\$155,670,174	\$46,183,244	\$725,567,221	\$719,288,106

Consolidated Schedule of Expenditures by Category - All Funds

\$725,567,221





				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Personnel Expenses					
Regular Salaries and Wages	\$226,343,396	\$11,582,075		\$237,925,471	\$219,657,548
Executive Salaries	505,905	3,600		509,505	491,640
Other Salaries and Wages	5,682,888	951,817		6,634,705	8,143,736
Special Pay	16,281,869	391,188		16,673,057	13,310,020
Overtime	8,237,944	2,341,606		10,579,550	11,623,923
Fringe Benefits	776,412	171,596		948,008	1,140,136
FICA Taxes	8,778,038	933,214		9,711,252	10,473,815
Retirement Contributions	60,324,648	261,173		60,585,821	80,417,726
Life and Health Insurance	6,074,663	290,095		6,364,758	6,396,890
Unemployment Compensation	150,000			150,000	150,000
Worker's Compensation	13,256,502	3,406		13,259,908	14,258,308
Total -Personnel Costs	346,412,265	16,929,770	0	363,342,035	366,063,742
% of Total	66%	11%		50%	51%
Operating Expenses					
Repairs and Maintenance	8,362,690	802,554		9,165,244	11,729,304
Professional Services	7,737,314	2,273,682	8,910	10,019,906	4,955,724
Promotional Activities	1,907,553	59,233		1,966,786	2,254,941
Printing and Binding	219,168	59,741		278,909	308,564
Postage	432,581	60,820		493,401	513,358
Advertising and Related Costs	1,068,329	129,126		1,197,455	1,671,394
Supplies	6,354,319	1,104,164		7,458,483	7,781,625
Motor Fuel	5,058,281			5,058,281	6,115,744
Weapons and Ammunition	82,955	17,043		99,998	98,913
Insurance	36,659,411	165,914		36,825,325	43,543,626
Subscriptions, Memberships, Licenses, Permits and Others	1,143,904	131,359		1,275,263	1,602,302



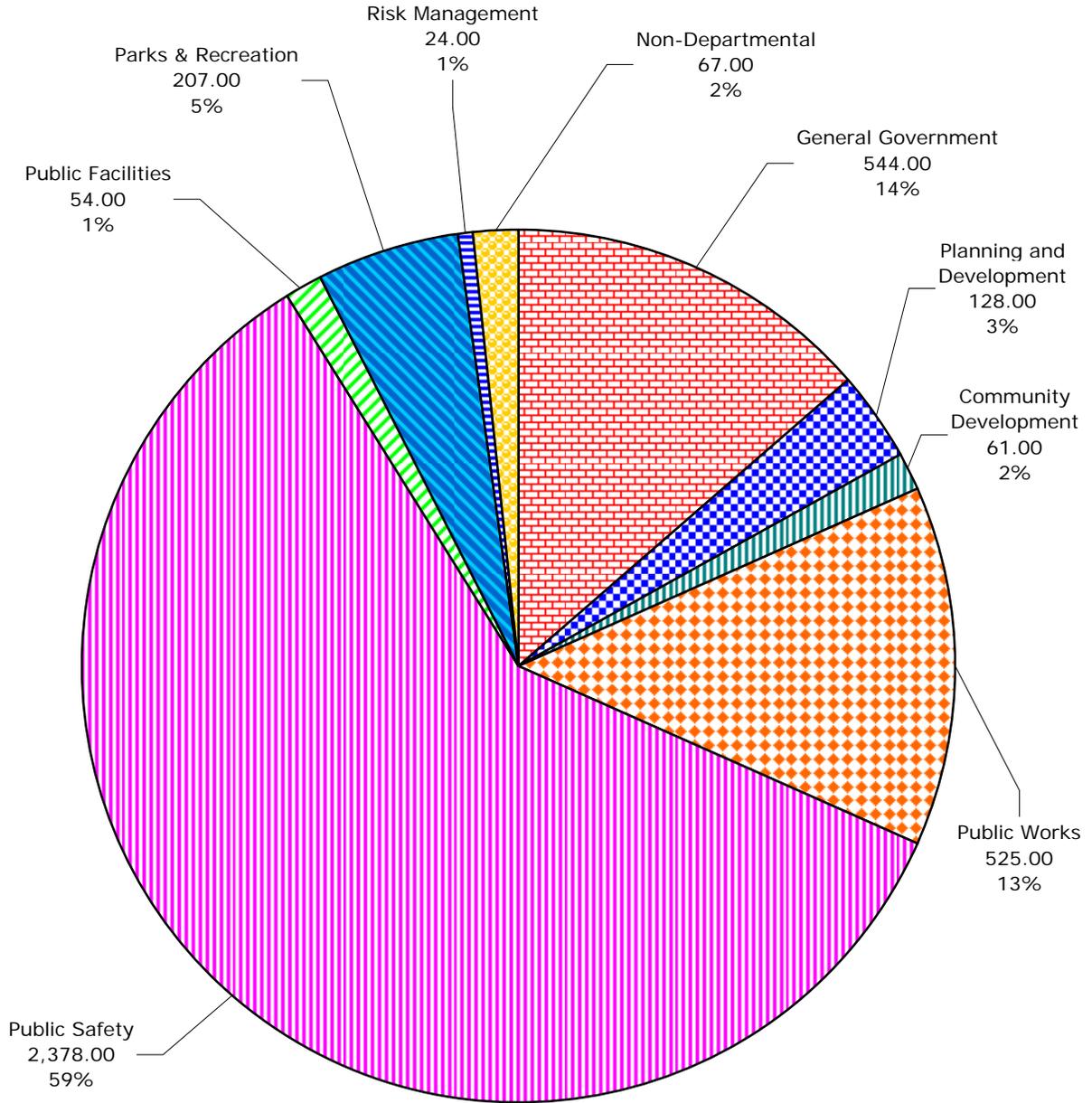
				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Court Reporter Services	95,350	6,800		102,150	109,975
Contractual Services	10,332,719	3,737,068	18,659	14,088,446	17,032,787
Communications & Related Services	2,609,995	915,329		3,525,324	3,620,013
Travel and Per Diem	1,175,782	868,008		2,043,790	2,704,895
Utility Services	10,108,920	78,500		10,187,420	10,903,535
Rental and Leases	2,333,961	128,506		2,462,467	3,248,178
Books, Publications, and Library Materials	1,500	17,043		18,543	0
Other Current Charges and Obligations	10,587,062	237,999		10,825,061	14,464,071
Total -Operating Expenses	106,271,794	10,792,889	27,569	117,092,252	132,658,949
% of Total	20%	7%	0.06%	16%	18%
Capital Outlay					
Machinery and Equipment	1,203,765	6,414,561		7,618,326	12,013,452
Improvements Other Than Buildings	29,500	30,392		59,892	75,500
Total -Capital Outlay	1,233,265	6,444,953	0	7,678,218	12,088,952
% of Total	0.24%	4.14%		1.06%	1.68%
Debt Service					
Principal			20,343,143	20,343,143	23,022,645
Interest			25,812,532	25,812,532	18,870,927
Total -Debt Service	0	0	46,155,675	46,155,675	41,893,572
% of Total			99.94%	6.36%	5.82%
Non-Operating Expenses					
Advances	4,833,133			4,833,133	4,581,473
Aid to Other Agencies	1,066,627	16,447,281		17,513,908	15,149,213



				<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>
	General Fund	Special Revenue Funds	Debt Service Funds	All Funds	All Funds
Budget Reserves	28,247,977	15,109,412		43,357,389	20,464,034
Operating Transfers	35,648,742	77,000,556		112,649,298	111,694,947
Other Grants and Aids		12,945,313		12,945,313	14,693,224
Total -Non-Operating Expenses	69,796,479	121,502,562	0	191,299,041	166,582,891
% of Total	13%	78%		26%	23%
Total Expenditures	\$523,713,803	\$155,670,174	\$46,183,244	\$725,567,221	\$719,288,106

Consolidated Schedule of Full-Time Positions -All Funds

3,988





	General Fund	Special Revenue Funds	<u>FY 2008 Adopted Budget</u> All Funds	<u>FY 2007 Adopted Budget</u> All Funds	Gain (Loss) FY'08 Adopted - FY'07 Adopted
Positions -Full-time (FTEs)					
General Government					
Mayor	11.56		11.56	13.57	(2.01)
Board of Commissioners	24.44		24.44	24.42	0.02
Neighborhood Enhancement Teams (NET)		48.00	48.00	48.00	0.00
Office of the City Manager	31.70		31.70	24.00	7.70
Office of the City Clerk	14.00	1.00	15.00	15.00	0.00
Office of Civil Service	4.00		4.00	4.00	0.00
Strategic Development Initiatives		3.00	3.00	3.00	0.00
Office of the Auditor General	11.00		11.00	11.00	0.00
Office of Communications	12.00		12.00	12.00	0.00
Employee Relations	57.00		57.00	57.00	0.00
Information Technology	94.00		94.00	97.00	(3.00)
Transportation and Transit		4.30	4.30	4.00	0.30
Code Enforcement		62.00	62.00	56.00	6.00
Law	59.00		59.00	63.00	(4.00)
Strategic Planning, Budget & Performance	18.00		18.00	20.00	(2.00)
Purchasing	19.00		19.00	19.00	0.00
Office of Hearing Boards	9.00		9.00	8.00	1.00
Finance	61.00		61.00	61.00	0.00
Total -General Government	425.70	118.30	544.00	539.99	4.01
Planning and Development					
Building	88.00		88.00	86.00	2.00



	General Fund	Special Revenue Funds	<u>FY 2008 Adopted Budget</u> All Funds	<u>FY 2007 Adopted Budget</u> All Funds	Gain (Loss) FY'08 Adopted - FY'07 Adopted
Department of Planning	27.00		27.00	32.00	(5.00)
Office of Zoning	13.00		13.00	11.00	2.00
Total -Planning and Development	128.00	0.00	128.00	129.00	(1.00)
Community Development					
Community Development		55.00	55.00	56.00	(1.00)
Homeless Programs		6.00	6.00	6.00	0.00
Total -Community Development	0.00	61.00	61.00	62.00	(1.00)
Public Works					
Solid Waste	242.00		242.00	242.00	0.00
GSA	174.00		174.00	175.00	(1.00)
Public Works	109.00		109.00	109.00	0.00
Total -Public Works	525.00	0.00	525.00	526.00	(1.00)
Public Safety					
Fire-Rescue:					
Sworn	674.89	14.11	689.00	686.79	2.21
Civilian	87.00	0.00	87.00	87.00	0.00
Police:					
Sworn	1,180.00		1,180.00	1,147.00	33.00
Civilian	409.80	12.20	422.00	361.52	60.48
Total -Public Safety	2,351.69	26.31	2,378.00	2,282.31	95.69
Public Facilities	48.66	5.34	54.00	56.00	(2.00)
Parks & Recreation	202.00	5.00	207.00	190.00	17.00
Risk Management	24.00		24.00	28.00	(4.00)



			<u>FY 2008 Adopted Budget</u>	<u>FY 2007 Adopted Budget</u>	Gain (Loss) FY'08 Adopted - FY'07 Adopted
	General Fund	Special Revenue Funds	All Funds	All Funds	
Non-Departmental					
Capital Improvement - Administration	39.00		39.00	50.00	(11.00)
Economic Development	0.00		0.00	13.00	(13.00)
Office of Citi-Stat	5.00		5.00	5.00	0.00
Office of Grants Administration	7.00		7.00	7.00	0.00
Miami Office of Sustainable Initiatives	4.00		4.00	0.00	4.00
Mayor's International Council	2.00		2.00	2.00	0.00
City-wide Poverty Initiative	1.00		1.00	0.00	1.00
Community Relations Board	3.00		3.00	3.00	0.00
FACE	6.00		6.00	6.00	0.00
Total -Non-Departmental	67.00	0.00	67.00	86.00	(19.00)
Total Full-Time Positions (FTEs)	3,772.05	215.95	3,988.00	3,899.30	88.70



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The 5-year forecast of the General Fund, Special Revenue Funds, and Debt Service 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 were 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 prior 3-year weighted moving average with larger probabilities placed on the current budget year, and smaller probabilities on the later fiscal years. The forecast also assumed full-time equivalent positions will remain constant over this period.

In FY'08, a 90% probability was used for the current budget year, 5% probability in FY'07, and 5% probability in FY'06. For future years, FY'09 to FY'13, 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?

- The estimated impact of House Bill 1-B (HB-1B). Starting in FY'08, the City of Miami was required to calculate a maximum operating millage rate as prescribed by the Florida Department of Revenue. This maximum operating millage rate was based on the City's rolled back rate of 7.2999 mills and is anticipated to yield \$258.8 million in property tax revenues in FY'08. In future years the operating millage rate the City may levy will be limited to a prescribed maximum rate adjusted for growth in per capita Florida personal income and new construction. The impact of HB-1B is expected to limit property tax revenue growth from an average 2-year increase of 22% to 2% in future years.
- Change in collection of Local Option Gas Tax. In FY'08 the City's share of capital improvement local option gas tax was pledged as part of the repayment of Special Obligation Bonds, Series 2007 for the street and sidewalk improvement program in the Capital Improvement Fund. As a result, the Local Option Gas Tax Fund was re-established in Special Revenue Funds to collect both the City's local option gas tax and capital improvement local option gas tax shares from Miami-Dade County. The amount applicable to the annual debt requirement will be transferred out to the Special Obligation Bonds Fund and the remaining shares transferred in the General Fund. The General Fund previously collected both shares under franchise fees and other taxes, but will now receive these shares as contributions from Special Revenue Funds.
- Personnel cost increases from approved union contracts. In FY'07 the City approved the contracts for the AFSCME 1907, AFSCME 871, IAFF (Fire), and FOP (Police) unions. This approval included retroactive pay increases in FY'07 for all union personnel with across-the-board increases effective October 1st for FY'08, FY'09, and FY'10. The following across-the-board increases were approved in future years:

	<u>FY'09</u>	<u>FY'10</u>
AFSCME 1907	3%	3%



AFSCME 871	3%	3%
IAFF	5%	5%
FOP	4%	4%

- Change in annual pension contributions. In FY'07 the City and the Fire Fighters' and Police Officers' Retirement Trust (FIPO) agreed to change the method of asset valuation. The previous method determined the ratios of market to book value as of the current and four most recent valuations and applies the average of the ratios to the book value of assets as of the valuation method. The current method uses a 20% write-up method, which is equal to the expected value plus 20% of the difference between the expected actuarial value of assets and the market value of assets. As a result, total City required pension contributions for the FIPO, General Employees Sanitation Employees (GESE), and Elected Officials Retirement Trust (EORT) decreased 22.5% in FY'08. No asset valuation method changes occurred in the GESE and EORT plans.
- Increase in annual contributions for Other Post Employment Benefits (OPEB). Starting in FY'07 the City is required under Governmental Accounting Standards Board (GASB) statements #43 and #45 to account for retiree health care benefits and other post employment benefits and report this liability in its financial statement. As a result, the City will establish a financial plan and make actuarially determined annual contributions starting in FY'08. The FY'08 budget currently includes a \$5 million dollar contribution in support of this requirement. This amount is also forecasted in future years however the City's total liability under this requirement has yet to be determined.
- Interest income is expected to remain constant over this period with minimal adjustments for gain/loss on investments.
- 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.
- Expenditures were forecasted based on current spending patterns within each department/area with adjustments made in FY'08 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.

What is not included?

- Changes in full-time equivalent positions. The City has been adding an average of 85 full-time equivalent positions over the past three-years. No information was available to determine whether this increase will continue in future years. If so, overall expenditures may increase an additional 2% in future years.
- The impact of the proposed constitutional amendment scheduled in January 2008. The Florida Legislature is proposing a bill to add/change the State constitution in order to provide property tax relief to Florida property



owners. The amendment is scheduled to appear as part of a special election on January 29, 2008. If approved, this amendment would reduce total assessed valuation of properties (real and personal) and further reduce property tax revenues starting in FY'09.

- The area of South Florida is experiencing an active hurricane period, 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 uncertain event(s).



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City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
General Fund																
Revenues (Inflows)																
Property Taxes																
Taxes Real Current	162,335,536	198,277,813	22.1%	240,966,786	21.5%	246,127,666	2.1%	250,860,959	1.9%	257,655,415	2.7%	264,468,967	2.6%	271,381,958	2.6%	278,475,649
Taxes Personal Current	13,702,829	13,506,788	-1.4%	12,758,231	-5.5%	12,698,482	-0.5%	13,122,839	3.3%	13,477,076	2.7%	13,824,747	2.6%	14,187,010	2.6%	14,558,767
Real Del Tax in Excess of	380,810	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Taxes Rec Real Del	1,469,737	1,753,926	19.3%	1,250,000	-28.7%	1,600,000	28.0%	1,638,196	2.4%	1,666,023	1.7%	1,711,311	2.7%	1,756,730	2.7%	1,803,355
Taxes Rec Pers Del	845,306	271,738	-67.9%	250,000	-8.0%	200,000	-20.0%	212,087	6.0%	219,741	3.6%	224,963	2.4%	230,807	2.6%	236,803
Taxes Real Current Delinquent	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Interest Ad Valorem Taxes	245,768	518,992	111.2%	152,250	-70.7%	400,000	162.7%	405,562	1.4%	404,785	-0.2%	416,728	3.0%	428,075	2.7%	439,730
Total (Property Taxes)	178,979,987	214,329,257	19.8%	255,377,267	19.2%	261,026,148	2.2%	266,239,644	2.0%	273,423,040	2.7%	280,646,716	2.6%	287,984,580	2.6%	295,514,303
Franchise Fees and Other Taxes																
Gas Franchise	524,034	1,697,857	224.0%	466,900	-72.5%	505,000	8.2%	577,888	14.4%	586,031	1.4%	599,153	2.2%	615,408	2.7%	632,104
FP & L Franchise	18,270,773	22,676,598	24.1%	19,500,000	-14.0%	27,000,000	38.5%	27,218,830	0.8%	27,638,512	1.5%	28,414,757	2.8%	29,168,592	2.7%	29,942,425
Local Option Gas Tax (Restricted)	7,192,612	7,332,100	1.9%	7,131,617	-2.7%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Cable TV License	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Cable TV Franchise Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Stormwater Utility Fees (Restricted)	9,409,724	9,251,648	-1.7%	8,962,242	-3.1%	9,500,000	6.0%	9,745,695	2.6%	9,986,608	2.5%	10,249,830	2.6%	10,518,957	2.6%	10,795,151
Cable Subscriber Fees	521,581	384,012	-26.4%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total (Franchise Fees and Other Taxes)	35,918,724	41,342,214	15.1%	36,060,759	-12.8%	37,005,000	2.6%	37,542,412	1.5%	38,211,150	1.8%	39,263,741	2.8%	40,302,957	2.6%	41,369,680
Interest																
Interest on Investments	8,181,181	9,000,141	10.0%	8,000,000	-11.1%	8,000,000	0.0%	8,290,007	3.6%	8,509,707	2.7%	8,728,527	2.6%	8,957,516	2.6%	9,192,512
Interest on Lot Clearing Liens	81	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Interest on Assessment Liens	15,508	17,671	13.9%	11,000	-37.7%	15,000	36.4%	15,384	2.6%	15,607	1.5%	16,033	2.7%	16,461	2.7%	16,899
Other Miscellaneous Revenue	0	325	0.0%	0	-100.0%	0	0.0%	16	100.0%	15	-7.0%	15	-1.6%	15	3.5%	16
Interest Income - Other	73,309	205,807	180.7%	90,000	-56.3%	100,000	11.1%	107,990	7.8%	109,745	1.8%	112,452	2.5%	115,458	2.7%	118,543
Interest on SW Delinquent A/C	2,518	1,679	-33.3%	0	-100.0%	0	0.0%	84	100.0%	78	-7.0%	77	-1.6%	80	3.5%	82

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Gain/Loss Investments	(3,868,068)	1,918,698	-149.6%	0	-100.0%	0	0.0%	95,935	100.0%	89,219	-7.0%	87,771	-1.6%	90,885	3.5%	94,109
Total (Interest)	4,404,529	11,144,320	153.0%	8,101,000	-27.3%	8,115,000	0.2%	8,509,216	4.9%	8,724,371	2.5%	8,944,876	2.5%	9,180,414	2.6%	9,422,161
(Transfers - IN)																
Transfer from Community Development	212,409	0	-100.0%	0	0.0%	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	43,213,187	51,025,176	18.1%	35,737,086	-30.0%	33,920,915	-5.1%	35,884,564	5.8%	36,855,545	2.7%	37,765,930	2.5%	38,759,321	2.6%	39,778,841
Contributions from Capital Improvements	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Cost Allocation Plan	0	8,269	0.0%	0	-100.0%	0	0.0%	413	100.0%	385	-7.0%	376	-1.6%	392	3.5%	406
Contributions from Trust & Agency Contributions from Special Revenue Fund	58,478	1,037,011	1673.3%	0	-100.0%	5,571,822	100.0%	5,233,645	-6.1%	5,145,881	-1.7%	5,325,943	3.5%	5,472,103	2.7%	5,622,274
Contributions from Debt Service Fund	0	0	0.0%	1,000,000	0.0%	0	-100.0%	50,000	100.0%	96,500	93.0%	92,245	-4.4%	93,113	0.9%	93,989
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
Project Closing Transfer-In	0	26,770	0.0%	0	-100.0%	0	0.0%	1,338	100.0%	1,245	-7.0%	1,225	-1.6%	1,268	3.5%	1,313
Total (Transfers - IN)	43,484,074	52,097,226	19.8%	36,737,086	-29.5%	39,492,737	7.5%	41,169,961	4.2%	42,099,555	2.3%	43,185,721	2.6%	44,326,196	2.6%	45,496,823
Fines and Forfeitures																
Metro Court - Fines & Forfeitures	4,112,516	4,469,908	8.7%	4,060,000	-9.2%	4,500,000	10.8%	4,611,495	2.5%	4,716,691	2.3%	4,842,097	2.7%	4,969,560	2.6%	5,100,377
Unclaimed Monies	77,765	155,420	99.9%	150,000	-3.5%	150,000	0.0%	154,771	3.2%	158,937	2.7%	163,050	2.6%	167,322	2.6%	171,706
Salvage	8,440	1,600	-81.0%	5,500	243.8%	5,555	1.0%	5,521	-0.6%	5,687	3.0%	5,843	2.7%	5,995	2.6%	6,150
Forfeited Funds	84,232	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Code Enforcement Penalty	278,754	306,671	10.0%	200,000	-34.8%	303,000	51.5%	307,124	1.4%	310,775	1.2%	319,527	2.8%	328,055	2.7%	336,811
Zoning Violation Letters	79,858	21,937	-72.5%	60,000	173.5%	50,000	-16.7%	50,597	1.2%	52,555	3.9%	53,906	2.6%	55,290	2.6%	56,710
Ticketing - Administrative Fees	1,500	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Ticketing - Fines -CEB	331,438	230,008	-30.6%	120,000	-47.8%	200,000	66.7%	203,500	1.8%	205,255	0.9%	211,062	2.8%	216,726	2.7%	222,541
Ticketing - Fines -ARCV	5,500	(10,086)	-283.4%	0	-100.0%	0	0.0%	(504)	0.0%	(469)	-7.0%	(461)	-1.6%	(478)	3.5%	(495)
Total (Fines and Forfeitures)	4,980,002	5,175,457	3.9%	4,595,500	-11.2%	5,208,555	13.3%	5,332,504	2.4%	5,449,431	2.2%	5,595,024	2.7%	5,742,469	2.6%	5,893,800

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
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	12,581,352	12,947,018	2.9%	12,596,619	-2.7%	12,408,578	-1.5%	12,817,159	3.3%	13,170,218	2.8%	13,509,590	2.6%	13,863,287	2.6%	14,226,245
State of Florida Mobile Home Licenses	64,323	77,456	20.4%	75,000	-3.2%	75,750	1.0%	78,070	3.1%	80,143	2.7%	82,224	2.6%	84,379	2.6%	86,590
State of Florida Cigarette Tax	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Business Licenses -Liquor	356,363	350,716	-1.6%	350,000	-0.2%	350,000	0.0%	360,536	3.0%	370,598	2.7%	379,904	2.6%	389,853	2.6%	400,062
Florida Dept. of Community	68	517	660.3%	0	-100.0%	0	0.0%	26	100.0%	24	-7.0%	24	-1.6%	24	3.5%	25
US Department of Agriculture	(159,089)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Metro-Dade Tourist Bed Tax	1,353,420	1,089,670	-19.5%	0	-100.0%	0	0.0%	54,483	100.0%	50,670	-7.0%	49,847	-1.6%	51,615	3.5%	53,446
US Dept of Health & Human Services	109,960	96,699	-12.1%	0	-100.0%	0	0.0%	4,835	100.0%	4,496	-7.0%	4,423	-1.6%	4,580	3.5%	4,743
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	23,001,474	25,372,167	10.3%	25,200,599	-0.7%	26,718,668	6.0%	27,377,000	2.5%	28,056,573	2.5%	28,797,396	2.6%	29,553,257	2.6%	30,328,957
Firefighter Supplemental Compensation	110,421	186,746	69.1%	120,000	-35.7%	120,000	0.0%	126,937	5.8%	130,052	2.5%	133,295	2.5%	136,814	2.6%	140,425
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	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 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	479,160	479,160	0.0%	479,000	0.0%	479,000	0.0%	493,378	3.0%	506,742	2.7%	519,889	2.6%	533,502	2.6%	547,473
FEMA -Loan/Disaster Relief	0	(413,865)	0.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Offstreet Parking	1,887,466	2,000,000	6.0%	1,900,000	-5.0%	1,000,000	-47.4%	1,125,000	12.5%	1,191,250	5.9%	1,214,113	1.9%	1,244,937	2.5%	1,276,544
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	10,375,086	11,080,243	6.8%	0	-100.0%	0	0.0%	554,012	100.0%	515,231	-7.0%	506,866	-1.6%	524,847	3.5%	543,467
FEMA	(369,510)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total (Intergovernmental Revenues)	49,790,494	53,266,529	7.0%	40,721,218	-23.6%	41,151,996	1.1%	42,991,437	4.5%	44,075,697	2.5%	45,197,570	2.5%	46,387,097	2.6%	47,607,978
Licenses and Permits																
Business Licenses	6,412,703	6,280,984	-2.1%	6,400,000	1.9%	6,464,000	1.0%	6,645,569	2.8%	6,823,579	2.7%	7,001,407	2.6%	7,184,766	2.6%	7,372,927
Business Licenses -Penalty	162,717	247,870	52.3%	250,000	0.9%	252,500	1.0%	259,718	2.9%	266,663	2.7%	273,608	2.6%	280,774	2.6%	288,128
Occupational Licenses -Metro	778,226	549,681	-29.4%	507,500	-7.7%	512,575	1.0%	529,554	3.3%	543,489	2.6%	557,851	2.6%	572,175	2.6%	587,182
Zoning Certificate of Use & Occupancy	0	0	0.0%	0	0.0%	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	Actual	Budget	%	Budget	%	FY07	%	Budget	%	FY08	%	FY09	%	FY10	%	FY11	%	FY12	%	FY13			
	9/30/05	9/30/06	FY07	Change	FY08	Change	Adopted	Change	Adopted	Change	Adopted	Change	Projected											
Fireworks Permits	4,895	6,600	6,000	34.8%	6,060	-9.1%	6,060	1.0%	6,266	3.4%	6,430	2.6%	6,596	2.6%	6,769	2.6%	6,947	2.6%	7,120	2.4%	7,293	2.4%		
Assembly Permits	6,930	6,270	6,500	-9.5%	6,565	3.7%	6,565	1.0%	6,744	2.7%	6,925	2.7%	7,106	2.6%	7,292	2.6%	7,483	2.6%	7,674	2.6%	7,865	2.6%		
Bench Permits	263,307	194,981	100,000	-25.9%	200,000	-48.7%	200,000	100.0%	200,749	0.4%	201,697	0.5%	207,615	2.9%	213,204	2.7%	218,944	2.7%	224,684	2.6%	230,424	2.6%	236,164	2.6%
Elevator Permits	167,290	148,014	130,000	-11.5%	150,000	-12.2%	150,000	15.4%	153,401	2.3%	156,663	2.1%	160,866	2.7%	165,109	2.6%	169,463	2.6%	173,706	2.6%	177,949	2.6%	182,192	2.6%
Mechanical Permits	16,604	55,034	15,000	231.5%	15,150	-72.7%	15,150	1.0%	17,591	16.1%	17,867	1.6%	18,254	2.2%	18,749	2.7%	19,257	2.7%	19,765	2.7%	20,273	2.7%	20,781	2.7%
Land Use Review	92,597	27,657	40,000	-70.1%	40,400	44.6%	40,400	1.0%	40,955	1.4%	42,108	2.8%	43,228	2.7%	44,355	2.6%	45,512	2.6%	46,669	2.6%	47,826	2.6%	48,983	2.6%
Plans Review	549,000	444,750	500,000	-19.0%	250,000	12.4%	250,000	-50.0%	279,738	11.9%	297,656	6.4%	303,307	1.9%	310,945	2.5%	318,776	2.5%	326,607	2.5%	334,438	2.5%	342,269	2.5%
Contractor's Occupational Licenses	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
Traffic Permit Fees	128,838	152,583	100,000	18.4%	121,200	-34.5%	121,200	21.2%	125,345	3.4%	127,631	1.8%	131,024	2.7%	134,501	2.7%	138,071	2.7%	141,541	2.6%	145,011	2.6%	148,481	2.6%
Sign Permits	465,538	305,480	300,000	-34.4%	303,000	-1.8%	303,000	1.0%	312,064	3.0%	320,370	2.7%	328,697	2.6%	337,310	2.6%	346,148	2.6%	354,986	2.6%	363,824	2.6%	372,662	2.6%
Landscape Permits	180,364	137,374	130,000	-23.8%	131,300	-5.4%	131,300	1.0%	135,478	3.2%	139,059	2.6%	142,664	2.6%	146,404	2.6%	150,243	2.6%	154,082	2.6%	157,921	2.6%	161,760	2.6%
Zoning Certificate of Use & Occupancy	1,034,455	183,852	1,100,000	-82.3%	1,111,000	499.3%	1,111,000	1.0%	1,097,408	-1.2%	1,131,139	3.1%	1,162,380	2.8%	1,192,440	2.6%	1,223,279	2.6%	1,253,918	2.6%	1,284,757	2.6%	1,315,596	2.6%
Accessory Use Certif. -Renewal	25,525	40,273	25,000	57.8%	25,250	-37.9%	25,250	1.0%	26,746	5.9%	27,386	2.4%	28,069	2.5%	28,811	2.6%	29,572	2.6%	30,324	2.6%	31,076	2.6%	31,828	2.6%
Class C Special Permits	218,292	170,244	120,000	-22.0%	200,000	-29.5%	200,000	66.7%	200,512	0.3%	202,476	1.0%	208,329	2.9%	213,895	2.7%	219,610	2.7%	225,325	2.7%	231,040	2.7%	236,755	2.7%
Major Use Special Permits	1,277,386	1,821,771	1,700,000	42.6%	1,717,000	-6.7%	1,717,000	1.0%	1,772,899	3.3%	1,819,646	2.6%	1,866,765	2.6%	1,915,719	2.6%	1,965,956	2.6%	2,016,193	2.6%	2,066,430	2.6%	2,116,667	2.6%
Gas Inspection Permits	18,676	24,732	19,000	32.4%	19,190	-23.2%	19,190	1.0%	20,033	4.4%	20,540	2.5%	21,064	2.5%	21,618	2.6%	22,187	2.6%	22,770	2.6%	23,363	2.6%	23,966	2.6%
Air Conditioning Permits	988,569	1,503,833	1,000,000	52.1%	1,212,000	-33.5%	1,212,000	21.2%	1,252,352	3.3%	1,275,287	1.8%	1,309,235	2.7%	1,343,970	2.7%	1,379,627	2.7%	1,415,284	2.7%	1,450,941	2.7%	1,486,598	2.7%
Energy Conservation Inspection Permits	1,697,095	1,852,388	1,433,800	9.2%	1,616,000	-22.6%	1,616,000	12.7%	1,667,189	3.2%	1,702,976	2.1%	1,747,927	2.6%	1,794,081	2.6%	1,841,453	2.6%	1,889,025	2.6%	1,936,797	2.6%	1,984,669	2.6%
Temporary Certificate of Occupancy	314,840	281,675	274,050	-10.5%	276,791	-2.7%	276,791	1.0%	285,202	3.0%	292,780	2.7%	300,385	2.6%	308,257	2.6%	316,335	2.6%	324,617	2.6%	333,105	2.6%	341,797	2.6%
Class A	0	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
Class B	20,250	5,850	20,000	-71.1%	20,200	241.9%	20,200	1.0%	20,079	-0.6%	20,683	3.0%	21,249	2.7%	21,800	2.6%	22,365	2.6%	22,930	2.6%	23,495	2.6%	24,060	2.6%
Comprehensive Plan Amendment	61,052	24,570	15,500	-59.8%	15,655	-36.9%	15,655	1.0%	16,563	5.8%	16,961	2.4%	17,385	2.5%	17,844	2.6%	18,315	2.6%	18,786	2.6%	19,257	2.6%	19,728	2.6%
HCB Appearance Fees	450	1,525	300	239.3%	303	-80.3%	303	1.0%	373	23.1%	377	1.1%	384	2.0%	395	2.8%	406	2.8%	417	2.8%	428	2.8%	439	2.8%
Hearing Board Applications	165,172	53,184	120,000	-67.8%	100,000	-125.6%	100,000	-16.7%	101,659	1.7%	105,543	3.8%	108,238	2.6%	111,021	2.6%	113,877	2.6%	116,723	2.6%	119,569	2.6%	122,415	2.6%
Sidewalk Café Permits	8,660	3,257	5,000	-62.4%	5,050	53.5%	5,050	1.0%	5,109	1.2%	5,254	2.8%	5,394	2.7%	5,535	2.6%	5,679	2.6%	5,824	2.6%	5,969	2.6%	6,114	2.6%
Waterfront Improvements Permits	43,144	44,975	20,000	4.2%	20,200	-55.5%	20,200	1.0%	22,035	9.1%	22,502	2.1%	23,039	2.4%	23,653	2.7%	24,284	2.7%	24,915	2.7%	25,546	2.7%	26,177	2.7%
Haulers Permit Fees	8,191,475	9,954,679	8,400,000	21.5%	11,000,000	-15.6%	11,000,000	31.0%	11,147,734	1.3%	11,337,393	1.7%	11,651,162	2.8%	11,959,837	2.6%	12,276,690	2.6%	12,603,543	2.6%	12,930,396	2.6%	13,257,249	2.6%
Fire-Certificate of Use Renewals	1,346,022	1,352,378	1,300,000	0.5%	1,350,000	-3.9%	1,350,000	3.8%	1,388,119	2.8%	1,423,451	2.5%	1,460,715	2.6%	1,499,043	2.6%	1,538,378	2.6%	1,577,713	2.6%	1,617,048	2.6%	1,656,383	2.6%
Telecommunication Public Right/Way Fees	151	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%		
Right of Way Use Permits	7,320	30,515	10,000	316.9%	10,100	-67.2%	10,100	1.0%	11,419	13.1%	11,624	1.8%	11,887	2.3%	12,207	2.7%	12,535	2.7%	12,863	2.7%	13,191	2.7%	13,519	2.7%
Fire Safety Permit Fees	1,501,187	1,406,181	1,294,125	-6.3%	1,307,066	-8.0%	1,307,066	1.0%	1,350,587	3.3%	1,386,105	2.6%	1,421,960	2.6%	1,459,258	2.6%	1,497,556	2.6%	1,535,854	2.6%	1,574,152	2.6%	1,612,450	2.6%

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Pay Telephone Permits	60,069	1,330	-97.8%	0	-100.0%	0	0.0%	67	0.0%	62	-7.0%	61	-1.6%	63	3.5%	65
P/H Annual Entry Franchise Fees	106,453	99,003	-7.0%	80,000	-19.2%	100,000	25.0%	101,950	2.0%	103,814	1.8%	106,644	2.7%	109,467	2.6%	112,365
P/H Annual Per A/C Fees Regular	526,456	772,101	46.7%	750,000	-2.9%	800,000	6.7%	820,105	2.5%	840,198	2.5%	862,389	2.6%	885,037	2.6%	908,280
Zoning Review Fees	282,650	70,950	-74.9%	234,617	230.7%	100,000	-57.4%	108,278	8.3%	117,430	8.5%	119,624	1.9%	122,535	2.4%	125,518
Alcoholic Beverages Application Fees	31,200	5,300	-83.0%	0	-100.0%	0	0.0%	265	0.0%	246	-7.0%	242	-1.6%	251	3.5%	260
Certificate Buildings 40-yrs. Or Older	126,530	108,206	-14.5%	80,000	-26.1%	100,000	25.0%	102,410	2.4%	104,242	1.8%	107,065	2.7%	109,903	2.7%	112,816
P/H Annual per A/C Fee/Roll-off	112,342	98,843	-12.0%	95,000	-3.9%	100,000	5.3%	102,692	2.7%	105,254	2.5%	108,021	2.6%	110,856	2.6%	113,767
Total (Licenses and Permits)	27,394,427	28,468,593	3.9%	26,581,392	-6.6%	29,658,555	11.6%	30,334,955	2.3%	31,023,506	2.3%	31,851,536	2.7%	32,689,852	2.6%	33,550,233
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	11,654	6,149	-47.2%	4,000	-34.9%	4,000	0.0%	4,227	5.7%	4,332	2.5%	4,440	2.5%	4,557	2.6%	4,677
Miscellaneous Permits	700	350	-50.0%	1,100	214.3%	1,100	0.0%	1,096	-0.4%	1,129	3.0%	1,160	2.7%	1,190	2.6%	1,220
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 Others	(31,581)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Sale of Equipment	414,150	235,816	-43.1%	100,000	-57.6%	100,000	0.0%	109,791	9.8%	112,105	2.1%	114,748	2.4%	117,810	2.7%	120,954
Service Charges -General Government	303,891	338,179	11.3%	253,750	-25.0%	300,000	18.2%	308,596	2.9%	314,662	2.0%	323,084	2.7%	331,632	2.6%	340,406
Reimbursement Prior Yr. Expend. Transfer from Community Development	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Miscellaneous Revenues	2,028,736	3,801,581	87.4%	2,000,000	-47.4%	2,500,000	25.0%	2,615,079	4.6%	2,657,024	1.6%	2,726,786	2.6%	2,799,516	2.7%	2,874,186
Miscellaneous Service Charges	7,503	5,713	-23.9%	0	-100.0%	0	0.0%	286	100.0%	266	-7.0%	261	-1.6%	271	3.5%	280
Third Party Recovery	4,386	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contributions from Depts. -Group Ins.	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Salary Recovery	3,900	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Pension -Metro Courts	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Municipal Fuel Tax	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
(Fund Balance Allocation)	46,384,130	32,458,826	-30.0%	13,036,297	-59.8%	15,550,000	19.3%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Land Sales	87,614	123,741	41.2%	0	-100.0%	0	0.0%	6,187	100.0%	5,754	-7.0%	5,661	-1.6%	5,861	3.5%	6,069
Assessment Lien Revenues	(8,244)	(6,015)	-27.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Police Overtime	677,308	728,157	7.5%	500,000	-31.3%	600,000	20.0%	619,408	3.2%	631,049	1.9%	647,846	2.7%	665,020	2.7%	682,649

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
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
Recovery of Damage to City Property	0	0	0.0%	50,000	0.0%	0	-100.0%	2,500	100.0%	4,825	93.0%	4,612	-4.4%	4,656	0.9%	4,699
Cashier Coverage	(50)	50	-200.0%	0	-100.0%	0	0.0%	3	100.0%	2	-7.0%	2	-1.6%	2	3.5%	2
Cost Allocation Plan	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Miscellaneous Revenues	17,981	11,165	-37.9%	0	-100.0%	0	0.0%	558	100.0%	519	-7.0%	511	-1.6%	529	3.5%	548
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
Contributions from Dept. Workers Comp.	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Code Enforcement Admin. Fee	(900)	(900)	0.0%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Solid Waste Foreclosures	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contribution from Law Dept. Services	147,764	147,764	0.0%	150,000	1.5%	150,000	0.0%	154,388	2.9%	158,581	2.7%	162,700	2.6%	166,959	2.6%	171,330
(Prior Year -Encumbrances Rollover)	355,876	363,510	2.1%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Accounts Receivable Collections	229,769	(19,612)	-108.5%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Deposits	3,948	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Donations	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	28,405	191,029	572.5%	0	-100.0%	0	0.0%	9,551	100.0%	8,883	-7.0%	8,739	-1.6%	9,049	3.5%	9,370
Total (Other Revenues)	50,689,495	38,385,502	-24.3%	16,095,147	-58.1%	19,205,100	19.3%	3,831,670	-80.0%	3,899,151	1.8%	4,000,549	2.6%	4,107,051	2.7%	4,216,392
Charges for Services																
Local Gov. Pymt in Lieu of Taxes	0	398,264	0.0%	150,000	-62.3%	150,000	0.0%	166,913	11.3%	170,229	2.0%	174,159	2.3%	178,825	2.7%	183,616
Auto Pound	5,690	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Svce Chges and Fees -SPF	68,441	80,869	18.2%	0	-100.0%	0	0.0%	4,043	100.0%	3,760	-7.0%	3,699	-1.6%	3,831	3.5%	3,966
Other Police Services	237,997	(248)	-100.1%	0	-100.0%	0	0.0%	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0
Public Works Miscellaneous	137,184	4,524	-96.7%	10,000	121.1%	10,000	0.0%	10,026	0.3%	10,324	3.0%	10,603	2.7%	10,878	2.6%	11,161
Line & Grade Survey	256,767	182,326	-29.0%	150,000	-17.7%	175,000	16.7%	179,366	2.5%	183,061	2.1%	187,965	2.7%	192,929	2.6%	198,023
Plat Checks	54,517	76,575	40.5%	50,000	-34.7%	50,000	0.0%	52,829	5.7%	54,131	2.5%	55,483	2.5%	56,947	2.6%	58,450
Covenant Fees	12,570	29,000	130.7%	0	-100.0%	0	0.0%	1,450	100.0%	1,349	-7.0%	1,327	-1.6%	1,374	3.5%	1,422
Excavation Utilities	291,056	249,083	-14.4%	223,300	-10.4%	223,300	0.0%	231,288	3.6%	237,428	2.7%	243,537	2.6%	249,926	2.6%	256,481
Sidewalk Cuts & Repair -Public Works	156,695	118,265	-24.5%	60,000	-49.3%	100,000	66.7%	101,913	1.9%	102,779	0.8%	105,680	2.8%	108,517	2.7%	111,431
Lights -Lines	1,194	1,299	8.8%	1,300	0.1%	1,300	0.0%	1,339	3.0%	1,375	2.7%	1,411	2.6%	1,448	2.6%	1,486
Labor Showmobile	3,567	9,545	167.6%	5,000	-47.6%	5,000	0.0%	5,377	7.5%	5,501	2.3%	5,635	2.4%	5,784	2.7%	5,938

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Concessions	1,327,719	1,010,440	-23.9%	1,093,591	8.2%	1,066,500	-2.5%	1,097,047	2.9%	1,128,258	2.8%	1,157,457	2.6%	1,187,700	2.6%	1,218,734
Miscellaneous Fees -Leisure Services	3,285	1,107	-66.3%	0	-100.0%	0	0.0%	55	100.0%	51	-7.0%	51	-1.6%	52	3.5%	54
Rental	546,233	638,352	16.9%	520,000	-18.5%	600,000	15.4%	615,918	2.7%	628,803	2.1%	645,583	2.7%	662,628	2.6%	680,124
Class Fees	52,216	42,834	-18.0%	15,000	-65.0%	15,000	0.0%	16,842	12.3%	17,163	1.9%	17,553	2.3%	18,025	2.7%	18,509
Pools	0	0	0.0%	400,000	0.0%	400,000	0.0%	392,000	-2.0%	404,560	3.2%	415,841	2.8%	426,560	2.6%	437,555
Parks Cemetery Charges	1,111	2,354	112.0%	1,500	-36.3%	1,500	0.0%	1,588	5.8%	1,627	2.4%	1,667	2.5%	1,711	2.6%	1,756
Taxi and For Hire	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Boiler Inspection	164,806	162,464	-1.4%	160,000	-1.5%	160,000	0.0%	164,923	3.1%	169,379	2.7%	173,768	2.6%	178,320	2.6%	182,990
Elevator Inspection	469,787	508,663	8.3%	507,500	-0.2%	520,000	2.5%	534,408	2.8%	548,375	2.6%	562,709	2.6%	577,458	2.6%	592,594
Electrical Inspection	1,962,671	2,182,096	11.2%	1,868,750	-14.4%	2,000,000	7.0%	2,062,542	3.1%	2,111,602	2.4%	2,166,917	2.6%	2,223,940	2.6%	2,282,464
Building Inspection	6,976,895	8,120,066	16.4%	6,600,000	-18.7%	7,500,000	13.6%	7,711,003	2.8%	7,876,233	2.1%	8,085,447	2.7%	8,298,827	2.6%	8,517,839
Plumbing Inspection	1,318,793	1,844,672	39.9%	1,400,000	-24.1%	1,700,000	21.4%	1,743,234	2.5%	1,776,207	1.9%	1,824,034	2.7%	1,872,324	2.6%	1,921,892
Rental Properties	4,945,421	5,290,799	7.0%	4,700,000	-11.2%	5,085,730	8.2%	5,229,269	2.8%	5,352,507	2.4%	5,493,581	2.6%	5,638,119	2.6%	5,786,460
Emergency Medical Services	5,057,760	3,850,946	-23.9%	4,800,000	24.6%	4,000,000	-16.7%	4,152,547	3.8%	4,301,869	3.6%	4,408,366	2.5%	4,522,501	2.6%	4,639,591
Other Contributions and Donations	570	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Photocopy Services	135,761	131,387	-3.2%	150,000	14.2%	130,000	-13.3%	134,969	3.8%	139,521	3.4%	143,003	2.5%	146,718	2.6%	150,529
Fire Flow Inspection	63,624	50,912	-20.0%	50,000	-1.8%	50,000	0.0%	51,546	3.1%	52,937	2.7%	54,309	2.6%	55,732	2.6%	57,191
Inflammable Liquids Inspection	6,850	11,350	65.7%	8,000	-29.5%	8,000	0.0%	8,408	5.1%	8,619	2.5%	8,836	2.5%	9,069	2.6%	9,308
Standpipe Pressure Test	1,200	4,060	222.2%	2,200	-45.8%	2,200	0.0%	2,359	7.2%	2,414	2.3%	2,473	2.4%	2,538	2.7%	2,606
Sale of Photographs	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 Fire Reports	5,016	5,509	9.8%	5,000	-9.2%	5,000	0.0%	5,175	3.5%	5,313	2.7%	5,450	2.6%	5,593	2.6%	5,740
Public Hearing Fees -Plan Board	911,614	1,210,914	32.8%	1,000,000	-17.4%	1,000,000	0.0%	1,040,546	4.1%	1,067,707	2.6%	1,094,995	2.6%	1,123,758	2.6%	1,153,277
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	0.0%	0
Microfilm Charges -Building	144,624	123,767	-14.4%	100,000	-19.2%	120,000	20.0%	122,788	2.3%	125,193	2.0%	128,569	2.7%	131,968	2.6%	135,457
Sale of Atlases Planning Board	32,736	37,679	15.1%	30,000	-20.4%	30,000	0.0%	31,284	4.3%	32,094	2.6%	32,912	2.5%	33,777	2.6%	34,665
Service Charges -General Govt. Transfer from Community Development	864,149	669,017	-22.6%	900,000	34.5%	735,357	-18.3%	762,333	3.7%	790,737	3.7%	810,270	2.5%	831,205	2.6%	852,680
EDA Grant Proceeds	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Miscellaneous Revenues	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Rental Stadiums Only	1,122,004	1,097,802	-2.2%	1,100,000	0.2%	1,200,000	9.1%	1,225,890	2.2%	1,255,078	2.4%	1,288,517	2.7%	1,322,369	2.6%	1,357,111
Equipment Rental	33,629	20,787	-38.2%	20,000	-3.8%	0	-100.0%	2,039	100.0%	2,897	42.0%	2,796	-3.5%	2,847	1.8%	2,899

City of Miami
General Fund
Five-Year Forecast

	Actual	Actual	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%	Budget	%
	9/30/05	9/30/06	FY07 Adopted	Change	FY08 Adopted	Change	FY09 Projected	Change	FY10 Projected	Change	FY11 Projected	Change	FY12 Projected	Change	FY13 Projected	Change	FY14 Projected	Change	FY15 Projected	Change
Miscellaneous Service Charges	5,270	8,720	5,000	65.5%	6,000	-42.7%	6,266	4.4%	6,377	1.8%	6,544	2.6%	6,718	2.6%	6,897	2.7%	7,076	2.6%	7,255	2.6%
Rental -Auditoriums Only	380,091	391,576	250,000	3.0%	74,383	-70.2%	101,255	36.1%	110,386	9.0%	111,441	1.0%	114,222	2.5%	117,073	2.5%	119,924	2.4%	122,775	2.3%
Land Use Review	0	26,039	0	0.0%	0	-100.0%	1,302	100.0%	1,211	-7.0%	1,191	-1.6%	1,233	3.5%	1,277	3.5%	1,321	3.5%	1,365	3.3%
Event Parking	105,601	156,084	120,000	47.8%	130,000	-23.1%	134,704	3.6%	137,775	2.3%	141,366	2.6%	145,094	2.6%	148,921	2.6%	152,748	2.6%	156,575	2.6%
Misc. Personnel -Stadiums Only	51,966	7,336	10,000	-85.9%	25,000	36.3%	24,117	-3.5%	24,179	0.3%	24,942	3.2%	25,611	2.7%	26,298	2.7%	27,000	2.7%	27,700	2.6%
Utilities	6,050	2,800	5,000	-53.7%	39,000	78.6%	36,660	-6.0%	36,294	-1.0%	37,536	3.4%	38,556	2.7%	39,604	2.7%	40,652	2.7%	41,700	2.7%
Plans Review	0	200,030	0	0.0%	0	-100.0%	10,002	100.0%	9,301	-7.0%	9,150	-1.6%	9,475	3.5%	9,811	3.5%	10,147	3.4%	10,483	3.3%
Green Fees	819,035	771,209	700,000	-5.8%	800,000	9.2%	817,560	2.2%	835,331	2.2%	857,736	2.7%	880,339	2.6%	903,538	2.6%	926,737	2.6%	950,000	2.6%
Pro Shop	78,750	73,854	50,000	-6.2%	75,000	32.3%	75,943	1.3%	76,877	1.2%	79,042	2.8%	81,150	2.7%	83,315	2.7%	85,480	2.6%	87,645	2.5%
Driving Range	67,434	63,345	50,000	-6.1%	65,000	21.1%	66,117	1.7%	67,239	1.7%	69,086	2.8%	70,920	2.7%	72,800	2.7%	74,680	2.6%	76,560	2.5%
Day Care Fees	187,711	196,097	200,000	4.5%	200,000	2.0%	205,805	2.9%	211,398	2.7%	216,891	2.6%	222,569	2.6%	228,395	2.6%	234,221	2.6%	240,047	2.5%
Witness Fees	9,620	10,526	9,000	9.4%	9,000	-14.5%	9,346	3.8%	9,592	2.6%	9,838	2.6%	10,096	2.6%	10,354	2.6%	10,612	2.6%	10,870	2.5%
Dockage Watson Island	95,823	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Special Events	126,803	173,585	120,000	36.9%	120,000	-30.9%	126,279	5.2%	129,440	2.5%	132,693	2.5%	136,190	2.6%	139,780	2.6%	143,370	2.6%	146,960	2.6%
Engineering Services	3,225	0	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Excess Collection Fees	19,931	13,169	15,000	-33.9%	15,000	13.9%	15,358	2.4%	15,783	2.8%	16,196	2.6%	16,620	2.6%	17,054	2.6%	17,478	2.6%	17,902	2.6%
Police Escort	60,197	55,885	50,000	-7.2%	55,000	10.5%	56,444	2.6%	57,743	2.3%	59,273	2.6%	60,834	2.6%	62,435	2.6%	64,036	2.6%	65,637	2.6%
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	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	0.0%	0	0.0%	0	0.0%
Solid Waste Fees -Penalties	33,866	57,722	0	70.4%	0	-100.0%	2,886	100.0%	2,684	-7.0%	2,640	-1.6%	2,734	3.5%	2,831	3.5%	2,928	3.5%	3,025	3.3%
City Clerk -Qualifying Fees	1,600	700	0	-56.3%	0	-100.0%	35	100.0%	33	-7.0%	32	-1.6%	33	3.5%	34	3.5%	35	3.5%	36	3.3%
Solid Waste Fee -Residential Accts.	21,687,075	21,581,868	21,744,684	-0.5%	21,744,684	0.8%	22,388,884	3.0%	22,996,130	2.7%	23,593,080	2.6%	24,210,815	2.6%	24,844,724	2.6%	25,478,633	2.6%	26,112,542	2.6%
Solid Waste Fee -Commercial Accts.	103,506	24,937	0	-75.9%	0	-100.0%	1,247	100.0%	1,160	-7.0%	1,141	-1.6%	1,181	3.5%	1,223	3.5%	1,265	3.5%	1,307	3.3%
Burglary & Robbery Alarm	1,119,335	1,146,982	1,015,000	2.5%	1,175,000	11.5%	1,200,849	2.2%	1,226,290	2.1%	1,259,242	2.7%	1,292,452	2.6%	1,326,538	2.6%	1,360,624	2.6%	1,394,710	2.5%
Admin. Surcharge -Off Duty	969,965	937,363	761,250	-3.4%	950,000	18.8%	968,431	1.9%	986,203	1.8%	1,013,090	2.7%	1,039,906	2.6%	1,067,431	2.6%	1,094,956	2.6%	1,122,481	2.5%
Tennis Fees	26,463	23,866	20,000	-9.8%	20,000	-16.2%	20,793	4.0%	21,338	2.6%	21,884	2.6%	22,458	2.6%	23,048	2.6%	23,638	2.6%	24,228	2.5%
Towing Admin. Charges	4,860	5,468	6,000	12.5%	6,000	9.7%	6,153	2.6%	6,323	2.8%	6,488	2.6%	6,657	2.6%	6,832	2.6%	7,007	2.6%	7,182	2.5%
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	0.0%	0	0.0%
Dockage Long Term	3,651,508	3,633,160	3,796,100	-0.5%	5,692,446	4.5%	5,665,438	-0.5%	5,743,284	1.4%	5,909,149	2.9%	6,065,944	2.7%	6,226,901	2.7%	6,388,856	2.7%	6,549,802	2.6%
Dockage Transient	1,153,593	1,217,136	1,150,000	5.5%	1,676,637	5.5%	1,677,629	0.1%	1,701,527	1.4%	1,750,134	2.9%	1,796,582	2.7%	1,844,263	2.7%	1,892,394	2.7%	1,940,525	2.6%
Dockage Commercial	522,247	543,954	534,905	4.2%	512,000	-1.7%	530,103	3.5%	545,341	2.9%	559,272	2.6%	573,895	2.6%	588,901	2.6%	603,906	2.6%	618,911	2.5%

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Dockage -User Surcharge	513,386	535,826	4.4%	500,000	-6.7%	495,000	-1.0%	512,141	3.5%	526,041	2.7%	539,576	2.6%	553,714	2.6%	568,224
Parking Rental	163,325	150,524	-7.8%	120,000	-20.3%	0	-100.0%	13,526	100.0%	18,579	37.4%	17,955	-3.4%	18,304	1.9%	18,659
Sale of Maps & Publications	3,856	1,350	-65.0%	1,500	11.1%	1,500	0.0%	1,538	2.5%	1,580	2.8%	1,621	2.6%	1,664	2.6%	1,707
Special Inspections (Fire Assessment - Restricted)	10,383,694	8,196,446	-21.1%	4,514,679	-44.9%	0	-100.0%	635,556	100.0%	816,800	28.5%	791,403	-3.1%	808,623	2.2%	826,217
Zoning Certificate of Use & Occupancy	0	771,441	0.0%	0	-100.0%	0	0.0%	38,572	100.0%	35,872	-7.0%	35,290	-1.6%	36,542	3.5%	37,838
Accessory Use Certificate -Renewal	0	2,550	0.0%	0	-100.0%	0	0.0%	128	100.0%	119	-7.0%	117	-1.6%	121	3.5%	125
Misc. Personnel -Auditoriums	87,317	58,409	-33.1%	40,600	-30.5%	0	-100.0%	4,950	100.0%	6,634	34.0%	6,417	-3.3%	6,547	2.0%	6,680
Elevator Permit Key Box Fees	4,900	7,450	52.0%	9,000	20.8%	9,000	0.0%	9,193	2.1%	9,449	2.8%	9,697	2.6%	9,950	2.6%	10,210
Trash Lien Revenue	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 Retirees -Group Ins.	2,942	6,174	109.9%	0	-100.0%	0	0.0%	309	100.0%	287	-7.0%	282	-1.6%	292	3.5%	303
Lien Search Fees	274,115	301,745	10.1%	200,000	-33.7%	280,000	40.0%	285,487	2.0%	289,503	1.4%	297,512	2.8%	305,436	2.7%	313,571
School Crossing Guard	250,118	229,340	-8.3%	250,000	9.0%	250,000	0.0%	256,467	2.6%	263,514	2.7%	270,392	2.6%	277,463	2.6%	284,720
Class B	0	19,500	0.0%	0	-100.0%	0	0.0%	975	100.0%	907	-7.0%	892	-1.6%	924	3.5%	956
Hearing Board Applications	250	128,247	51198.9%	0	-100.0%	0	0.0%	6,412	100.0%	5,963	-7.0%	5,867	-1.6%	6,075	3.5%	6,290
\$0.50 Ticket Surcharge	1,331	914	-31.3%	2,000	118.8%	0	-100.0%	146	100.0%	236	61.6%	226	-3.9%	230	1.4%	233
\$0.75 Ticket Surcharge	18,601	12,821	-31.1%	10,000	-22.0%	10,000	0.0%	10,441	4.4%	10,710	2.6%	10,983	2.5%	11,271	2.6%	11,568
\$1.00 Ticket Surcharge	36,201	18,245	-49.6%	50,000	174.0%	50,000	0.0%	49,912	-0.2%	51,418	3.0%	52,815	2.7%	54,184	2.6%	55,589
Public Works -Sale of Documents	10,896	4,947	-54.6%	5,000	1.1%	5,000	0.0%	5,147	2.9%	5,287	2.7%	5,424	2.6%	5,566	2.6%	5,712
Haulers Permit Fee	0	2,372	0.0%	0	-100.0%	0	0.0%	119	100.0%	110	-7.0%	108	-1.6%	112	3.5%	116
Zoning Violation Letters	0	44,550	0.0%	0	-100.0%	0	0.0%	2,228	100.0%	2,072	-7.0%	2,038	-1.6%	2,110	3.5%	2,185
Code Enforcement Admin. Fee	280,416	189,156	-32.5%	200,000	5.7%	200,000	0.0%	205,458	2.7%	211,076	2.7%	216,573	2.6%	222,240	2.6%	228,055
Alarm System Inspection	56,640	58,245	2.8%	50,000	-14.2%	60,000	20.0%	61,212	2.0%	62,427	2.0%	64,118	2.7%	65,812	2.6%	67,550
Reinspection Fees	300	400	33.3%	0	-100.0%	0	0.0%	20	100.0%	19	-7.0%	18	-1.6%	19	3.5%	20
Misc. Revenues -Fire Department	19,474	18,744	-3.8%	10,000	-46.6%	20,000	100.0%	20,037	0.2%	20,135	0.5%	20,727	2.9%	21,285	2.7%	21,857
Plan Checking Fees	510,957	556,746	9.0%	420,000	-24.6%	500,000	19.0%	513,837	2.8%	523,869	2.0%	537,890	2.7%	552,123	2.6%	566,732
Sprinkler System Inspection	208,914	375,548	79.8%	170,000	-54.7%	300,000	76.5%	306,277	2.1%	308,338	0.7%	317,068	2.8%	325,604	2.7%	334,370
Admin. Fees	10,915	11,111	1.8%	10,000	-10.0%	10,000	0.0%	10,356	3.6%	10,631	2.7%	10,904	2.6%	11,190	2.6%	11,484
South Florida Infrastructure Fund	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Contractor's Annual Fee	74,750	75,925	1.6%	70,000	-7.8%	75,000	7.1%	77,046	2.7%	78,903	2.4%	80,982	2.6%	83,111	2.6%	85,296
Ticketing -Administrative Fee	500	300	-40.0%	0	-100.0%	0	0.0%	15	100.0%	14	-7.0%	14	-1.6%	14	3.5%	15
Summer Camp Fees	229,923	261,605	13.8%	1,100,000	320.5%	1,100,000	0.0%	1,091,080	-0.8%	1,124,705	3.1%	1,155,529	2.7%	1,185,432	2.6%	1,216,107

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Child Support Deduction Fees	8,602	7,575	-11.9%	8,000	5.6%	8,000	0.0%	8,219	2.7%	8,443	2.7%	8,663	2.6%	8,890	2.6%	9,123
Pawn Shop Yearly Fees	36,162	36,450	0.8%	0	-100.0%	0	0.0%	1,823	100.0%	1,695	-7.0%	1,667	-1.6%	1,727	3.5%	1,788
Zoning Review Fees	0	195,300	0.0%	0	-100.0%	0	0.0%	9,765	100.0%	9,081	-7.0%	8,934	-1.6%	9,251	3.5%	9,579
Alcoholic Beverage App. Fees	0	19,250	0.0%	0	-100.0%	0	0.0%	963	100.0%	895	-7.0%	881	-1.6%	912	3.5%	944
Flood Variance Fee Waiver Approval	4,350	1,325	-69.5%	1,000	-24.5%	1,000	0.0%	1,046	4.6%	1,073	2.6%	1,100	2.5%	1,129	2.6%	1,159
Auto Pound Storage Fees	9,579	1,177	-87.7%	4,000	239.8%	4,000	0.0%	3,979	-0.5%	4,100	3.1%	4,212	2.7%	4,321	2.6%	4,433
Private Towing Admin. Fees	441,255	289,788	-34.3%	203,000	-29.9%	250,000	23.2%	257,139	2.9%	261,790	1.8%	268,821	2.7%	275,950	2.7%	283,268
Portal to Portal Auto Fees	0	0	0.0%	0	0.0%	0	0.0%	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0
Pawn Shop Transaction Fees	143,668	110,912	-22.8%	60,000	-45.9%	100,000	66.7%	101,546	1.5%	102,437	0.9%	105,344	2.8%	108,169	2.7%	111,070
Vehicle Impoundment	(853)	0	-100.0%	0	0.0%	0	0.0%	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0
Parking Surcharge Proceeds	11,776,379	12,820,394	8.9%	13,000,000	1.4%	13,500,000	3.8%	13,846,020	2.6%	14,201,798	2.6%	14,574,973	2.6%	14,957,116	2.6%	15,349,278
Virginia Key Tolls	63,953	76,521	19.7%	50,000	-34.7%	75,000	50.0%	76,076	1.4%	77,001	1.2%	79,164	2.8%	81,277	2.7%	83,446
Fire Assessment Fee	2,299,425	1,807,402	-21.4%	1,218,032	-32.6%	0	-100.0%	151,272	100.0%	201,584	33.3%	195,037	-3.2%	199,027	2.0%	203,099
Supplemental Waste Fee on Commercial	2,571,062	2,400,346	-6.6%	2,562,875	6.8%	2,562,875	0.0%	2,631,635	2.7%	2,703,708	2.7%	2,774,174	2.6%	2,846,749	2.6%	2,921,222
Construction Debris Removal Fees	2,754,326	2,630,476	-4.5%	2,283,751	-13.2%	2,500,000	9.5%	2,570,711	2.8%	2,629,949	2.3%	2,699,388	2.6%	2,770,464	2.6%	2,843,411
FOP Motor Cycle Maintenance Fees	360	480	33.3%	300	-37.5%	300	0.0%	318	6.0%	326	2.4%	334	2.5%	343	2.6%	352
IAFF WCSUP	61,731	51,673	-16.3%	50,000	-3.2%	50,000	0.0%	51,584	3.2%	52,973	2.7%	54,344	2.6%	55,768	2.6%	57,229
Total (Charges for Services)	91,979,456	91,980,596	0.0%	83,866,817	-8.8%	82,850,712	-1.2%	85,843,545	3.6%	88,170,376	2.7%	90,433,160	2.6%	92,803,535	2.6%	95,236,073
Total Revenues (Inflows)	487,621,188	536,189,695	10.0%	508,136,186	-5.2%	523,713,803	3.1%	521,795,345	-0.4%	535,076,274	2.5%	549,118,893	2.6%	563,524,151	2.6%	578,307,444

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Expenditures (Outflows)																
General Government																
Mayor	792,595	886,288	11.8%	936,254	5.6%	891,232	-4.8%	919,973	3.2%	946,949	2.9%	971,223	2.6%	996,583	2.6%	1,022,606
Board of Commissioners	1,639,832	1,754,288	7.0%	2,250,000	28.3%	2,000,000	-11.1%	2,060,214	3.0%	2,128,499	3.3%	2,182,515	2.5%	2,239,175	2.6%	2,297,305
Office of the City Manager	2,164,676	2,025,040	-6.5%	2,448,614	20.9%	2,599,315	6.2%	2,641,046	1.6%	2,708,569	2.6%	2,780,987	2.7%	2,853,799	2.6%	2,928,517
Office of the City Clerk	1,313,370	1,813,187	38.1%	1,605,908	-11.4%	2,530,585	57.6%	2,524,399	-0.2%	2,554,516	1.2%	2,628,449	2.9%	2,698,403	2.7%	2,770,219
Office of Civil Service	351,826	362,437	3.0%	317,922	-12.3%	318,405	0.2%	330,135	3.7%	338,842	2.6%	347,550	2.6%	356,670	2.6%	366,030
Office of the Auditor General	584,407	565,725	-3.2%	934,934	65.3%	914,842	-2.1%	925,836	1.2%	953,516	3.0%	978,804	2.7%	1,004,255	2.6%	1,030,368
Office of Communications	906,269	935,416	3.2%	1,318,842	41.0%	1,381,366	4.7%	1,397,383	1.2%	1,434,577	2.7%	1,473,094	2.7%	1,511,575	2.6%	1,551,062
Employee Relations	3,186,656	3,876,397	21.6%	5,076,422	31.0%	5,454,914	7.5%	5,520,711	1.2%	5,660,828	2.5%	5,813,351	2.7%	5,965,494	2.6%	6,121,618
Information Technology	11,750,490	12,848,627	9.3%	14,611,813	13.7%	13,071,500	-10.5%	13,529,517	3.5%	13,966,616	3.2%	14,319,004	2.5%	14,691,481	2.6%	15,073,646
Law	5,165,647	5,040,775	-2.4%	6,787,743	34.7%	6,650,725	-2.0%	6,776,600	1.9%	6,974,162	2.9%	7,157,336	2.6%	7,343,861	2.6%	7,535,246
Strategic Planning, Budget & Performance	1,228,742	1,489,686	21.2%	1,636,030	9.8%	1,578,379	-3.5%	1,624,178	2.9%	1,671,206	2.9%	1,714,350	2.6%	1,759,114	2.6%	1,805,048
Purchasing	1,339,888	1,254,343	-6.4%	1,481,055	18.1%	1,486,020	0.3%	1,518,769	2.2%	1,560,808	2.8%	1,601,791	2.6%	1,643,645	2.6%	1,686,592
Office of Hearing Boards	1,000,412	904,815	-9.6%	1,014,949	12.2%	1,014,601	0.0%	1,039,567	2.5%	1,068,275	2.8%	1,096,204	2.6%	1,124,862	2.6%	1,154,269
Finance	5,046,487	5,052,241	0.1%	5,479,300	8.5%	5,678,592	3.6%	5,807,668	2.3%	5,959,025	2.6%	6,116,207	2.6%	6,276,407	2.6%	6,440,803
Total -General Government	36,471,297	38,809,266	6.4%	45,899,786	18.3%	45,570,476	-0.7%	46,615,995	2.3%	47,926,389	2.8%	49,180,865	2.6%	50,465,324	2.6%	51,783,330
Planning & Development																
Building	6,401,492	6,672,018	4.2%	7,463,727	11.9%	7,774,638	4.2%	7,937,201	2.1%	8,143,515	2.6%	8,359,061	2.6%	8,577,962	2.6%	8,802,596
Planning & Zoning	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Department of Planning	2,449,353	1,961,282	-19.9%	2,794,017	42.5%	2,782,950	-0.4%	2,825,908	1.5%	2,906,943	2.9%	2,983,900	2.6%	3,061,670	2.6%	3,141,466
Office of Zoning	412,821	807,460	95.6%	876,645	8.6%	1,214,283	38.5%	1,213,483	-0.1%	1,233,081	1.6%	1,268,154	2.8%	1,301,711	2.6%	1,336,157
Total -Planning & Development	9,263,666	9,440,759	1.9%	11,134,289	17.9%	11,771,871	5.7%	11,976,592	1.7%	12,283,539	2.6%	12,611,114	2.7%	12,941,343	2.6%	13,280,219
Public Works																
Solid Waste	20,188,697	20,805,632	3.1%	23,057,787	10.8%	22,435,336	-2.7%	23,058,033	2.8%	23,718,627	2.9%	24,332,992	2.6%	24,968,515	2.6%	25,620,638
GSA	15,652,255	16,704,999	6.7%	18,802,822	12.6%	17,985,430	-4.3%	18,501,841	2.9%	19,046,124	2.9%	19,537,259	2.6%	20,047,049	2.6%	20,570,141
Public Works	12,439,948	13,063,285	5.0%	16,262,801	24.5%	16,399,722	0.8%	16,718,046	1.9%	17,180,909	2.8%	17,634,133	2.6%	18,094,692	2.6%	18,567,279

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Total -Public Works	48,280,900	50,573,908	4.7%	58,123,410	14.9%	56,820,488	-2.2%	58,277,920	2.6%	59,945,660	2.9%	61,504,384	2.6%	63,110,257	2.6%	64,758,058
Public Safety																
Fire-Rescue	65,530,804	70,941,686	8.3%	67,983,884	-4.2%	80,087,399	17.8%	87,033,676	8.7%	94,437,542	8.5%	96,182,689	1.8%	98,523,446	2.4%	100,921,170
Police	116,452,134	116,996,410	0.5%	117,847,796	0.7%	135,605,175	15.1%	139,211,075	2.7%	143,531,059	3.1%	147,224,697	2.6%	151,056,075	2.6%	154,987,161
Total -Public Safety	181,982,938	187,938,096	3.3%	185,831,680	-1.1%	215,692,574	16.1%	226,244,752	4.9%	237,968,301	5.2%	243,407,386	2.3%	249,579,521	2.5%	255,908,331
Public Facilities																
Parks & Recreation	5,053,927	7,355,457	45.5%	7,443,216	1.2%	7,478,665	0.5%	7,695,092	2.9%	7,902,530	2.7%	8,108,040	2.6%	8,320,359	2.6%	8,538,237
Risk Management	16,183,928	15,111,916	-6.6%	20,048,319	32.7%	21,732,908	8.4%	21,969,616	1.1%	22,520,804	2.5%	23,129,474	2.7%	23,734,932	2.6%	24,356,239
Organizational Support (Group Benefits)	29,162,254	25,546,486	-12.4%	33,768,550	32.2%	52,420,609	55.2%	51,716,918	-1.3%	52,406,192	1.3%	53,944,635	2.9%	55,374,666	2.7%	56,842,606
Total -Public Facilities	22,002,465	24,405,830	10.9%	26,736,867	9.6%	81,632,182	-7.2%	83,938,761	2.8%	86,544,505	3.1%	88,764,937	2.6%	91,075,554	2.6%	93,446,591
Pensions																
GESE	21,969,984	24,906,062	13.4%	27,458,718	10.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
FIPO	50,982,034	52,271,761	2.5%	56,770,689	8.6%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Elected Officials & Administrators	910,291	1,686,934	85.3%	837,957	-50.4%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
All Pensions	73,862,309	78,864,757	6.8%	85,066,764	7.9%	65,945,032	-22.5%	69,525,456	5.4%	72,209,263	3.9%	73,928,139	2.4%	75,839,906	2.6%	77,801,110
Total -Pension	73,862,309	78,864,757	6.8%	85,066,764	7.9%	65,945,032	-22.5%	69,525,456	5.4%	72,209,263	3.9%	73,928,139	2.4%	75,839,906	2.6%	77,801,110
Non-Departmental																
Economic Development	1,896,036	755,816	-60.1%	1,500,182	98.5%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Asset Management	(563)	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Civilian Investigative Panel	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Office of Citi-Stat	421,521	312,934	-25.8%	387,244	23.7%	395,243	2.1%	402,585	1.9%	413,528	2.7%	424,473	2.6%	435,565	2.6%	446,948
Office of Grants Administration	449,909	454,455	1.0%	539,350	18.7%	591,538	9.7%	599,821	1.4%	614,378	2.4%	630,939	2.7%	647,483	2.6%	664,461
Miami Office of Sustainable Initiatives	0	0	0.0%	0	0.0%	301,561	0.0%	280,452	-7.0%	275,898	-1.6%	285,686	3.5%	293,505	2.7%	301,539
Other	12,091,980	12,436,934	2.9%	5,906,235	-52.5%	11,376,775	92.6%	11,497,559	1.1%	11,556,881	0.5%	11,891,616	2.9%	12,211,925	2.7%	12,540,861
Total -Non Departmental	14,858,884	13,960,139	-6.0%	8,333,011	-40.3%	12,665,117	52.0%	12,780,416	0.9%	12,935,694	1.2%	13,302,472	2.8%	13,657,104	2.7%	14,021,191

City of Miami
General Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Capital Improvement - Administration	0	0	0.0%	3,914,375	0.0%	3,294,574	-15.8%	3,259,673	-1.1%	3,391,943	4.1%	3,482,219	2.7%	3,571,045	2.6%	3,662,136
(Transfers-OUT)	23,862,197	42,209,286	76.9%	21,835,919	-48.3%	30,321,489	38.9%	31,401,245	3.6%	31,811,028	1.3%	32,670,393	2.7%	33,544,079	2.7%	34,441,130
Total Expenditures (Outflows)	460,984,764	494,215,900	7.2%	508,136,186	2.8%	523,713,803	3.1%	544,020,811	3.9%	565,016,321	3.9%	578,851,910	2.4%	593,784,133	2.6%	609,102,094
Revenues (Inflows) Over(Under) Expenditures (Outflows)	26,636,423	41,973,795	57.6%	0	-100.0%	0	-100.0%	(22,225,466)	100.0%	(29,940,047)	34.7%	(29,733,017)	-0.7%	(30,259,982)	1.8%	(30,794,651)
Add: Fund Balance -Beginning of Fiscal Year (Audited)	136,852,759	117,105,052	-14.4%	126,256,513	7.8%	113,220,217	-10.3%	100,729,950	-11.0%	78,504,436	-22.1%	48,564,436	-38.1%	18,831,419	-61.2%	(11,428,562)
(Less): Fund Balance Allocation	(46,384,130)	(32,822,334)	-29.2%	(13,036,297)	-60.3%	(12,490,267)	-4.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0
Fund Balance -End of Fiscal Year	117,105,052	126,256,513	7.8%	113,220,217	-10.3%	100,729,950	-11.0%	78,504,484	-22.1%	48,564,436	-38.1%	18,831,419	-61.2%	(11,428,562)	-160.7%	(42,223,213)



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City of Miami
Special Revenue Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY'07 Adopted	% Change	Budget FY'08 Adopted	% Change	FY'09 Projected	% Change	FY'10 Projected	% Change	FY'11 Projected	% Change	FY'12 Projected	% Change	FY'13 Projected
Special Revenue Funds																
Revenues (Inflows)																
Franchise Fees and Other Taxes																
Franchise Fees -Gas	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Franchise Fees -Electricity	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
S,U&F Taxes -Local Option Fuel	0	0	0.0%	7,343,596	100.0%	6,609,236	-10.0%	6,315,493	-4.4%	6,381,585	1.0%	6,389,663	0.1%	6,397,751	0.1%	6,397,751
Utility Service Fee -Electricity	20,043,440	20,847,317	4.0%	20,000,000	-4.1%	21,500,000	7.5%	21,392,366	-0.5%	21,328,129	-0.3%	21,339,935	0.1%	21,341,966	0.0%	21,343,997
Utility Service Fee - Telecommunications	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Utility Service Fee -Water	2,753,415	3,113,836	13.1%	2,800,000	-10.1%	2,800,000	0.0%	2,815,692	0.6%	2,814,123	-0.1%	2,813,495	0.0%	2,813,636	0.0%	2,813,777
Utility Service Fee -Gas	829,431	1,057,403	27.5%	880,000	-16.8%	1,000,000	13.6%	996,870	-0.3%	991,183	-0.6%	991,908	0.1%	992,120	0.0%	992,332
Utility Service Fee -Cable Television	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Utility Service Fee -Fuel Oil	17,128	19,427	13.4%	17,000	-12.5%	18,000	5.9%	18,021	0.1%	17,969	-0.3%	17,973	0.0%	17,976	0.0%	17,978
Public Service Tax	33,151,841	31,862,514	-3.9%	30,000,000	-5.8%	31,407,656	4.7%	31,360,016	-0.2%	31,294,997	-0.2%	31,303,341	0.0%	31,305,728	0.0%	31,308,114
Franchise Fee -Cable Television	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Utility Service Fee -Other Taxes	404	1,011	150.2%	0	-100.0%	0	0.0%	51	0.0%	45	-10.0%	45	-4.4%	44	1.0%	44
Total -Franchise Fees and Other Taxes	56,795,659	56,901,508	0.2%	53,697,000	-5.6%	64,059,252	19.3%	63,192,252	-1.4%	62,761,340	-0.7%	62,848,281	0.1%	62,861,132	0.0%	62,873,994
Interest																
Miscellaneous -Interest	916,121	1,204,507	31.5%	3,500	-99.7%	42,000	1100.0%	98,200	133.8%	90,655	-7.7%	88,600	-2.3%	89,183	0.7%	89,769
CFS -PE -Garbage/Solid Waste Revenue	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Net Increase (Decrease) in Fair Market Value of Investments	(153,866)	90,795	-159.0%	0	-100.0%	0	0.0%	4,540	100.0%	4,086	-10.0%	3,904	-4.4%	3,945	1.0%	3,986
Total -Interest	762,255	1,295,302	69.9%	3,500	-99.7%	42,000	1100.0%	102,740	144.6%	94,741	-7.8%	92,504	-2.4%	93,128	0.7%	93,756
(Transfers-IN)																
Other -Interfund Transfer	10,090,009	23,903,990	136.9%	23,652,899	-1.1%	9,487,842	-59.9%	10,916,902	15.1%	11,482,249	5.2%	11,354,261	-1.1%	11,338,793	-0.1%	11,323,345
Total (Transfers-IN)	10,090,009	23,903,990	136.9%	23,652,899	-1.1%	9,487,842	-59.9%	10,916,902	15.1%	11,482,249	5.2%	11,354,261	-1.1%	11,338,793	-0.1%	11,323,345
Fines and Forfeitures																
Fines -Judgment & Fines	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami
Special Revenue Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY'07 Adopted	% Change	Budget FY'08 Adopted	% Change	FY'09 Projected	% Change	FY'10 Projected	% Change	FY'11 Projected	% Change	FY'12 Projected	% Change	FY'13 Projected
Fines -Other Fines and/or Forfeits	797,695	736,843	-7.6%	0	-100.0%	0	0.0%	36,842	100.0%	33,158	-10.0%	31,684	-4.4%	32,016	1.0%	32,351
Total -Fines and Forfeitures	797,695	736,843	-7.6%	0	-100.0%	0	0.0%	36,842	100.0%	33,158	-10.0%	31,684	-4.4%	32,016	1.0%	32,351
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
Federal Grants	58,186,303	27,341,144	-53.0%	30,797,302	12.6%	38,601,383	0.0%	37,648,167	-2.5%	37,353,285	-0.8%	37,430,434	0.2%	37,437,463	0.0%	37,444,493
State Grants	13,543,588	54,957,737	305.8%	14,224,359	-74.1%	2,550,399	0.0%	5,754,464	125.6%	6,017,755	4.6%	5,831,223	-3.1%	5,836,712	0.1%	5,842,206
State Shared Revenues	148,799	1,295,709	770.8%	1,444,493	11.5%	0	-100.0%	137,010	100.0%	195,534	42.7%	182,831	-6.5%	181,175	-0.9%	179,534
Grants from Other Local Units	4,730,546	3,771,084	-20.3%	593,816	-84.3%	15,498,038	0.0%	14,166,479	-8.6%	13,554,424	-4.3%	13,682,207	0.9%	13,700,032	0.1%	13,717,879
Shared Revenues from Other Local Units	2,139,209	2,705,167	26.5%	1,964,708	-27.4%	3,127,729	59.2%	3,048,450	-2.5%	2,998,227	-1.6%	3,007,213	0.3%	3,008,826	0.1%	3,010,439
Payments from Other Local Units in Lieu of Taxes	0	16,164,301	100.0%	521,886	-96.8%	0	0.0%	834,309	100.0%	776,973	-6.9%	740,991	-4.6%	747,456	0.9%	753,977
Other Non-Operating Sources	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Intergovernmental Revenues	78,748,446	106,235,142	34.9%	49,546,564	-53.4%	59,777,549	20.6%	61,588,879	3.0%	60,896,197	-1.1%	60,874,899	0.0%	60,911,663	0.1%	60,948,529
Licenses and Permits																
Occupational Licenses	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Business	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Business -Penalty	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Metro	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Building Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Licenses, Fees and Permits	0	0	0.0%	0	0.0%	165,000	100.0%	148,500	-10.0%	141,900	-4.4%	143,385	1.0%	143,567	0.1%	143,748
CFS -Other Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Licenses and Permits	0	0	0.0%	0	0.0%	165,000	100.0%	148,500	-10.0%	141,900	-4.4%	143,385	1.0%	143,567	0.1%	143,748
Other Revenues																
Utility Service Fee -Other	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Other General Government Charges and Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Garbage/Solid Waste Revenue	35,497	51,998	46.5%	151,284	190.9%	0	0.0%	10,164	100.0%	16,712	64.4%	15,549	-7.0%	15,338	-1.4%	15,130
CFS -Other Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami
Special Revenue Fund
Five-Year Forecast

	Actual	Actual	Budget FY'07		Budget FY'08		FY'09		FY'10		FY'11		FY'12		FY'13	
	9/30/05	9/30/06	% Change	Budget Adopted	% Change	Budget Adopted	% Change	Projected	% Change	Projected	% Change	Projected	% Change	Projected	% Change	Projected
Other Fines and/or Forfeits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Disposition of Fixed Assets	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Sales of Surplus Material and Scrap	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Contribution and Donations from Private Sources	45,302	44,346	0.0%	2,532	0.0%	2,344	100.0%	2,236	-4.6%	2,130	-4.8%	2,146	0.8%	2,162	0.8%	2,162
Misc. Pension Fund Contributions	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Miscellaneous Revenues	10,669,474	23,307,548	118.5%	32,995,367	41.6%	15,728,751	-52.3%	16,971,022	7.9%	17,710,125	4.4%	17,574,101	-0.8%	17,550,749	-0.1%	17,527,427
Other - Interfund Transfer	0	157,315	100.0%	0	0.0%	7,866	100.0%	7,079	-10.0%	6,765	-4.4%	6,835	1.0%	6,907	1.0%	6,907
Other Non-Operating Sources	0	1,000	100.0%	0	-100.0%	0	0.0%	50	100.0%	45	-10.0%	43	-4.4%	44	1.0%	44
Total - Other Revenues	10,750,273	23,562,207	119.2%	33,149,183	40.7%	15,728,751	-52.6%	16,991,445	8.0%	17,736,198	4.4%	17,598,588	-0.8%	17,575,111	-0.1%	17,551,669
Charges for Services																
Building Permits	0	0	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Licenses, Fees & Permits	211,500	175,500	100.0%	0	-100.0%	0	0.0%	8,775	100.0%	7,898	-10.0%	7,547	-4.4%	7,625	1.0%	7,705
Federal Grants	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State Shared Revenues	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Payments from Other Local Units in Lieu of Taxes	0	0	0.0%	49,476	100.0%	0	-100.0%	2,474	100.0%	4,700	90.0%	4,354	-7.4%	4,277	-1.8%	4,202
Internal Service Fund Fees and Charges	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other General Government Charges and Fees	110,857	154,551	39.4%	0	-100.0%	0	0.0%	7,728	100.0%	6,955	-10.0%	6,646	-4.4%	6,715	1.0%	6,786
Police Services	102,556	438,811	327.9%	352,180	-19.7%	450,000	27.8%	444,550	-1.2%	440,204	-1.0%	440,911	0.2%	441,057	0.0%	441,204
Emergency Service Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Protective Inspection Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Public Safety Charges and Fees	0	258,000	100.0%	0	-100.0%	0	0.0%	12,900	100.0%	11,610	-10.0%	11,094	-4.4%	11,210	1.0%	11,327
Garbage/Solid Waste Revenue	120,850	637,727	427.7%	0	-100.0%	0	0.0%	31,886	100.0%	28,698	-10.0%	27,422	-4.4%	27,709	1.0%	27,999
Cemetery Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Physical Environment Revenue	1,292,623	288,534	-77.7%	0	-100.0%	0	0.0%	14,427	100.0%	12,984	-10.0%	12,407	-4.4%	12,537	1.0%	12,668
Transportation - Parking Facilities	1,592,741	2,182,164	37.0%	2,375,610	8.9%	2,446,610	-100.0%	2,429,838	-0.7%	2,427,965	-0.1%	2,428,991	0.0%	2,428,982	0.0%	2,428,973
Transportation Tolls	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Special Recreation Facilities	837,130	651,956	-22.1%	1,393,133	113.7%	1,579,170	13.4%	1,523,507	-3.5%	1,519,772	-0.2%	1,522,929	0.2%	1,522,800	0.0%	1,522,671
Other Culture/Recreation	96,869	128,564	32.7%	168,000	30.7%	189,000	12.5%	184,928	-2.2%	184,285	-0.3%	184,553	0.1%	184,559	0.0%	184,564
Other Charges for Services	4,511,593	7,470,910	65.6%	3,272,814	-56.2%	60,000	-98.2%	591,186	885.3%	698,708	18.2%	661,397	-5.3%	659,752	-0.2%	658,111
Other Fines and/or Forfeits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami
Special Revenue Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Misc. Rents and Royalties	1,417,859	1,601,093	12.9%	1,378,000	-13.9%	1,675,000	21.6%	1,656,455	-1.1%	1,643,459	-0.8%	1,645,686	0.1%	1,646,113	0.0%	1,646,540
Other Miscellaneous Revenues	2,088	2,364	13.2%	0	-100.0%	0	0.0%	118	100.0%	106	-10.0%	102	-4.4%	103	1.0%	104
Other -Interfund Transfers	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Charges for Services	10,296,666	13,990,174	35.9%	8,989,213	-35.7%	6,399,780	-28.8%	6,908,771	8.0%	6,987,344	1.1%	6,954,037	-0.5%	6,953,439	0.0%	6,952,854
Total Revenues (Inflows)	168,241,001	226,625,165	34.1%	169,038,359	-25.4%	155,670,174	-7.9%	159,886,333	2.7%	160,133,126	0.2%	159,897,639	-0.1%	159,908,848	0.0%	159,920,246
Expenditures (Outflows) by Fund																
Public Facilities																
Public Facilities	3,141,749	3,458,824	10.1%	8,516,902	146.2%	7,086,805	-16.8%	6,976,911	-1.6%	7,059,405	1.2%	7,056,650	0.0%	7,052,801	-0.1%	7,048,954
Total -Public Facilities	3,141,749	3,458,824	10.1%	8,516,902	146.2%	7,086,805	-16.8%	6,976,911	-1.6%	7,059,405	1.2%	7,056,650	0.0%	7,052,801	-0.1%	7,048,954
General Government																
Neighborhood Enhancement Teams (NET)	3,477,061	4,240,096	21.9%	4,401,150	3.8%	4,514,724	2.6%	4,495,314	-0.4%	4,491,576	-0.1%	4,492,920	0.0%	4,492,973	0.0%	4,493,025
Code Enforcement	3,305,168	3,463,844	4.8%	3,446,554	-0.5%	3,446,554	0.0%	3,447,418	0.0%	3,447,332	0.0%	3,447,297	0.0%	3,447,305	0.0%	3,447,313
City Clerk Services	27,303	2,570	-90.6%	382,295	14776.2%	35,000	-90.8%	50,743	45.0%	66,534	31.1%	64,167	-3.6%	63,615	-0.9%	63,066
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
Public Service Tax	0	0	0.0%	0	0.0%	5,396,000	100.0%	4,856,400	-10.0%	4,640,560	-4.4%	4,689,124	1.0%	4,695,060	0.1%	4,701,003
Sewerwater Utility Fund	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Strategic Department Initiatives	655,131	667,382	1.9%	1,509,020	126.1%	1,680,172	11.3%	1,620,975	-3.5%	1,618,337	-0.2%	1,621,561	0.2%	1,621,370	0.0%	1,621,180
Transportation and Transit	449,311	471,934	5.0%	910,597	92.9%	632,050	-30.6%	637,972	0.9%	651,307	2.1%	649,677	-0.3%	649,173	-0.1%	648,670
Total -General Government	7,913,974	8,845,826	11.8%	10,649,616	20.4%	15,704,500	47.5%	15,108,822	-3.8%	14,915,646	-1.3%	14,964,747	0.3%	14,969,496	0.0%	14,974,257
Planning and Development																
Economic Development & Planning Services	2,249,911	1,178,340	-47.6%	9,103,832	672.6%	4,268,666	-53.1%	4,355,908	2.0%	4,588,942	5.3%	4,561,277	-0.6%	4,552,391	-0.2%	4,543,524
Total -Planning and Development	2,249,911	1,178,340	-47.6%	9,103,832	672.6%	4,268,666	-53.1%	4,355,908	2.0%	4,588,942	5.3%	4,561,277	-0.6%	4,552,391	-0.2%	4,543,524
Public Works																
Public Works Services	15,000	6,000	-60.0%	1,065,670	17661.2%	944,611	-11.4%	903,733	-4.3%	913,874	1.1%	914,904	0.1%	914,294	-0.1%	913,684
Total -Public Works	15,000	6,000	-60.0%	1,065,670	17661.2%	944,611	-11.4%	903,733	-4.3%	913,874	1.1%	914,904	0.1%	914,294	-0.1%	913,684
Public Safety																
Fire Rescue Services	0	57,790,784	100.0%	4,142,258	-92.8%	7,992,627	93.0%	8,873,079	11.0%	8,592,515	-3.2%	8,576,549	-0.2%	8,592,174	0.2%	8,607,827

City of Miami
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Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Police Services	9,196,770	5,710,339	-37.9%	11,591,341	103.0%	6,046,726	-47.8%	6,307,137	4.3%	6,558,327	4.0%	6,520,187	-0.6%	6,511,442	-0.1%	6,502,708
Law Enforcement Trust Fund (LETF)	1,415,604	475,391	-66.4%	1,152,186	142.4%	641,233	-44.3%	658,489	2.7%	682,311	3.6%	679,066	-0.5%	678,199	-0.1%	677,334
Total -Public Safety	10,612,374	63,976,514	502.8%	16,885,785	-73.6%	14,680,586	-13.1%	15,838,705	7.9%	15,833,153	0.0%	15,775,802	-0.4%	15,781,815	0.0%	15,787,869
Parks and Recreation																
Parks and Recreation Services	1,362,051	1,421,081	4.3%	2,159,669	52.0%	1,380,164	-36.1%	1,421,185	3.0%	1,456,058	2.5%	1,450,520	-0.4%	1,449,330	-0.1%	1,448,141
Total -Parks and Recreation	1,362,051	1,421,081	4.3%	2,159,669	52.0%	1,380,164	-36.1%	1,421,185	3.0%	1,456,058	2.5%	1,450,520	-0.4%	1,449,330	-0.1%	1,448,141
Community Development																
Community Development	57,009,477	39,788,235	-30.2%	32,993,875	-17.1%	33,743,053	2.3%	34,007,853	0.8%	33,943,914	-0.2%	33,937,068	0.0%	33,940,950	0.0%	33,944,832
Homeless Programs	794,305	1,190,675	49.9%	854,512	-28.2%	861,233	0.8%	877,369	1.9%	875,419	-0.2%	874,808	-0.1%	874,966	0.0%	875,125
Total -Community Development	57,803,782	40,978,910	-29.1%	33,848,387	-17.4%	34,604,286	2.2%	34,885,222	0.8%	34,819,334	-0.2%	34,811,876	0.0%	34,815,916	0.0%	34,819,957
Total -All Funds	83,098,841	119,865,495	44.2%	82,229,861	-31.4%	78,669,618	-4.3%	79,490,487	1.0%	79,586,412	0.1%	79,535,776	-0.1%	79,536,043	0.0%	79,536,386
Transfers-OUT																
(Transfers-OUT)	82,144,719	89,015,285	8.4%	86,808,498	-2.5%	77,000,556	-11.3%	78,091,690	1.4%	78,472,973	0.5%	78,380,288	-0.1%	78,370,493	0.0%	78,360,698
Total Expenditures (Outflows)	165,243,560	208,880,780	26.4%	169,038,359	-19.1%	155,670,174	-7.9%	157,582,176	1.2%	158,059,385	0.3%	157,916,064	-0.1%	157,906,536	0.0%	157,897,084
Revenues (Inflows) Over(Under)	2,997,441	17,744,385	492.0%	0	-100.0%	0	0.0%	2,304,157	100.0%	2,073,741	-10.0%	1,981,575	-4.4%	2,002,312	1.0%	2,023,162
Expenditures (Outflows)																
Add: Fund Balance - Beginning of Fiscal Year (Audited)	49,422,683	43,146,361	-12.7%	40,461,457	-6.2%	40,461,457	0.0%	40,461,457	0.0%	42,765,614	5.7%	44,839,355	4.8%	46,820,929	4.4%	48,823,241
(Less): Fund Balance Allocation	(9,273,763)	(20,429,288)	120.3%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Fund Balance - End of Fiscal Year	43,146,361	40,461,457	-6.2%	40,461,457	0.0%	40,461,457	0.0%	42,765,614	5.7%	44,839,355	4.8%	46,820,929	4.4%	48,823,241	4.3%	50,846,404



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City of Miami
Debt Service Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Debt Service Funds																
Revenues (Inflows)																
Property Taxes																
Ad Valorem Taxes - Real	18,305,695	18,585,660	1.5%	18,756,785	0.9%	20,421,895	8.9%	20,859,485	2.1%	20,732,470	-0.6%	20,723,292	0.0%	20,730,561	0.0%	20,737,832
Ad Valorem Taxes - Personal	1,494,984	1,219,729	-18.4%	983,991	-19.3%	1,004,764	2.1%	1,014,474	1.0%	1,012,464	-0.2%	1,012,179	0.0%	1,012,308	0.0%	1,012,437
Ad Valorem Taxes Real Delinquent	0	191,317	100.0%	0	-100.0%	0	0.0%	9,566	100.0%	8,609	-10.0%	8,227	-4.4%	8,313	1.0%	8,400
Ad Valorem Taxes Personal Delinquent	292,314	35,945	-87.7%	0	-100.0%	0	0.0%	1,797	100.0%	1,618	-10.0%	1,546	-4.4%	1,562	1.0%	1,578
Ad Valorem Taxes - Penalty & Interest	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Property Taxes	20,092,993	20,032,652	-0.3%	19,740,776	-1.5%	21,426,659	8.5%	21,885,321	2.1%	21,755,161	-0.6%	21,745,244	0.0%	21,752,744	0.0%	21,760,247
Franchise Fees and Other Taxes																
Franchise Fees -Gas	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Franchise Fees -Electricity	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
S,U&F Taxes -Local Option Fuel	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Utility Service Fee - Cable Television	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Franchise Fee - Cable Television	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Utility Service Fee - Other Taxes	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Franchise Fees and Other Taxes	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Interest																
Miscellaneous - Interest	112,751	214,005	89.8%	0	-100.0%	0	0.0%	10,700	100.0%	9,630	-10.0%	9,202	-4.4%	9,299	1.0%	9,396
CFS -PE -Garbage/Solid Waste Revenue	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Net Increase (Decrease) in Fair Market Value of Investments	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Interest	112,751	214,005	89.8%	0	-100.0%	0	0.0%	10,700	100.0%	9,630	-10.0%	9,202	-4.4%	9,299	1.0%	9,396
(Transfers-IN)																

City of Miami
Debt Service Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Other -Interfund Transfer	23,236,521	16,861,162	-27.4%	22,070,310	30.9%	24,454,110	10.8%	23,955,273	-2.0%	23,885,966	-0.3%	23,917,839	0.1%	23,918,117	0.0%	23,918,395
	23,236,521	16,861,162	-27.4%	22,070,310	30.9%	24,454,110	10.8%	23,955,273	-2.0%	23,885,966	-0.3%	23,917,839	0.1%	23,918,117	0.0%	23,918,395
Fines and Forfeitures																
Fines -Judgment & Fines	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Fines -Other Fines and/or Forfeits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Fines and Forfeitures	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
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
Federal Grants	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State Grants	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State Shared Revenues	300,000	300,000	0.0%	302,475	0.8%	302,475	0.0%	302,351	0.0%	302,364	0.0%	302,369	0.0%	302,367	0.0%	302,366
Grants from Other Local Units	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Shared Revenues from Other Local Units	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other NonOperating Sources	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Intergovernmental Revenues	300,000	300,000	0.0%	302,475	0.8%	302,475	0.0%	302,351	0.0%	302,364	0.0%	302,369	0.0%	302,367	0.0%	302,366
Licenses and Permits																
Occupational Licenses	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Business	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Business -Penalty	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Occupational Licenses -Metro	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Building Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Licenses, Fees and Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Other Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami
Debt Service Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Total -Licenses and Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Revenues																
Utility Service Fee -Other	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Other General Government Charges and Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Garbage/Solid Waste Revenue	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CFS -Other Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Fines and/or Forfeits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Disposition of Fixed Assets	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Sales of Surplus Material and Scrap	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Contribution and Donations from Private Sources	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Pension Fund Contributions	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Miscellaneous Revenues	1,150,000	2,691,656	134.1%	0	0.0%	0	0.0%	134,583	100.0%	121,125	-10.0%	115,741	-4.4%	116,952	1.0%	118,176
Other -Interfund Transfer	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Debt Proceeds	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 Sources	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Other Revenues	1,150,000	2,691,656	134.1%	0	0.0%	0	0.0%	134,583	0.0%	121,125	-10.0%	115,741	-4.4%	116,952	1.0%	118,176
Charges for Services																
Building Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Licenses, Fees & Permits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Federal Grants	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
State Shared Revenues	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Payments from Other Local Units in Lieu of Taxes	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Internal Service Fund Fees and Charges	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other General Government Charges and Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Police Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Emergency Service Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Protective Inspection Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0

City of Miami
Debt Service Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
Other Public Safety Charges and Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Garbage/Solid Waste Revenue	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Cemetery Fees	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Physical Environment Revenue	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Transportation -Parking Facilities	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Transportation Tolls	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Special Recreation Facilities	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Culture/Recreation	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Fines and/or Forfeits	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Misc. Rents and Royalties	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other Miscellaneous Revenues	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Other -Interfund Transfers	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total -Charges for Services	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Audit Adjustment	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Revenues by Major Object	44,892,265	40,099,475	-10.7%	42,113,561	5.0%	46,183,244	9.7%	46,288,228	0.2%	46,074,246	-0.5%	46,090,395	0.0%	46,099,479	0.0%	46,108,580
Expenditures (Outflows) by Fund																
Special Obligation Bonds																
SOB Community Redevelopment Revenue Bond 1990	351,537	349,638	-0.5%	349,363	-0.1%	350,550	0.3%	350,445	0.0%	350,396	0.0%	350,406	0.0%	350,408	0.0%	350,409
SOB Refunding Bonds Series 1995	665,830	664,935	-0.1%	661,700	-0.5%	661,173	-0.1%	661,387	0.0%	661,392	0.0%	661,381	0.0%	661,382	0.0%	661,383

City of Miami
Debt Service Fund
Five-Year Forecast

	Actual 9/30/05	Actual 9/30/06	% Change	Budget FY07 Adopted	% Change	Budget FY08 Adopted	% Change	FY09 Projected	% Change	FY10 Projected	% Change	FY11 Projected	% Change	FY12 Projected	% Change	FY13 Projected
SOB Refunding Bonds Series 2002A	1,240,551	1,240,551	0.0%	1,240,551	0.0%	1,805,551	45.5%	1,749,051	-3.1%	1,726,451	-1.3%	1,731,536	0.3%	1,732,158	0.0%	1,732,779
SOB Refunding Bonds Series 2002B	2,108,338	2,106,788	-0.1%	2,108,588	0.1%	1,543,588	-26.8%	1,599,998	3.7%	1,622,607	1.4%	1,617,526	-0.3%	1,616,903	0.0%	1,616,281
SOB Refunding Bonds Series 2002C	1,998,006	2,014,781	0.8%	2,665,556	32.3%	2,667,531	0.1%	2,634,795	-1.2%	2,637,970	0.1%	2,639,289	0.1%	2,638,998	0.0%	2,638,708
Pension & Compensated Abs. Revenue Bonds	5,811,471	5,810,590	0.0%	5,814,075	0.1%	5,729,424	-1.5%	5,737,715	0.1%	5,741,118	0.1%	5,740,363	0.0%	5,740,269	0.0%	5,740,174
Sunshine State Bonds	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Sunshine State Secondary Loan - Melfrese	269,974	292,680	8.4%	338,225	15.6%	342,000	1.1%	339,345	-0.8%	339,422	0.0%	339,547	0.0%	339,531	0.0%	339,514
Sunshine State Commercial Paper Series	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Sunshine State Commercial Paper Series 1995	1,006,988	1,103,020	9.5%	1,165,983	5.7%	1,211,587	3.9%	1,203,878	-0.6%	1,202,369	-0.1%	1,202,905	0.0%	1,202,927	0.0%	1,202,949
Sunshine State Commercial Paper Series	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Parks Bonds -Sunshine State 1988 Refunding Bonds Series 1987 - Convention Center	1,693,860	1,832,969	8.2%	2,128,744	16.1%	2,185,259	2.7%	2,164,819	-0.9%	2,164,037	0.0%	2,165,137	0.1%	2,165,066	0.0%	2,164,995
Jungle Island Loan	5,900,000	5,900,000	0.0%	5,900,000	0.0%	5,895,000	-0.1%	5,895,500	0.0%	5,895,700	0.0%	5,895,655	0.0%	5,895,650	0.0%	5,895,644
	0	0	0.0%	0	0.0%	2,364,922	100.0%	2,128,430	-10.0%	2,033,833	-4.4%	2,055,117	1.0%	2,057,719	0.1%	2,060,323
Total -Special Obligation Bonds	21,046,555	21,315,951	1.3%	22,372,785	5.0%	24,756,585	10.7%	24,465,363	-1.2%	24,375,295	-0.4%	24,398,863	0.1%	24,401,010	0.0%	24,403,160
General Obligation Bonds																
General Obligation Bonds	19,546,531	19,692,718	0.7%	19,740,776	0.2%	21,426,659	8.5%	21,255,668	-0.8%	21,188,473	-0.3%	21,203,742	0.1%	21,205,575	0.0%	21,207,408
Total -All Bonds	40,593,086	41,008,670	1.0%	42,113,561	2.7%	46,183,244	9.7%	45,721,031	-1.0%	45,563,768	-0.3%	45,602,605	0.1%	45,606,585	0.0%	45,610,568
(Transfers-OUT)	2,872,010	138,986	-95.2%	0	-100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Total Expenditures	43,465,096	41,147,656	-5.3%	42,113,561	2.3%	46,183,244	9.7%	45,721,031	-1.0%	45,563,768	-0.3%	45,602,605	0.1%	45,606,585	0.0%	45,610,568
Revenues (Inflows) Over/(Under) Expenditures (Outflows)	1,427,169	(1,048,181)	-173.4%	0	-100.0%	0	0.0%	567,197	100.0%	510,477	-10.0%	487,790	-4.4%	492,894	1.0%	498,012
Add: Fund Balance -Beginning of Fiscal Year (Audited)	11,536,933	11,814,102	2.4%	8,074,265	-31.7%	8,074,265	0.0%	8,074,265	0.0%	8,641,462	7.0%	9,151,940	5.9%	9,639,729	5.3%	10,132,623
(Less): Fund Balance Allocation	(1,150,000)	(2,691,656)	-134.1%		-100.0%		0.0%		0.0%		0.0%		0.0%		0.0%	
Fund Balance -End of Fiscal Year	11,814,102	8,074,265	-31.7%	8,074,265	0.0%	8,074,265	0.0%	8,641,462	7.0%	9,151,940	5.9%	9,639,729	5.3%	10,132,623	5.1%	10,630,636



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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'08 budget for the General Fund was adopted at \$523,713,803 compared to \$508,136,286 in FY'07. This represents a 3.07% increase over the prior fiscal year period.

General Fund Revenues (Inflows)

The following are descriptions of major revenue sources and their underlying assumptions anticipated in the General Fund in FY'08:

- 1. Property Taxes** – This category consists primarily of real and personal property taxes. Property taxes are levied on January 1st and are payable on November 1st, with discounts of 1% to 4% allowed if paid prior to March 1st of the following calendar year. All unpaid taxes on real and personal property become delinquent on April 1st and bear interest at 18% until a tax sale certificate is sold at auction. Miami-Dade County bills and collects all property taxes for the City, and sells tax certificates for delinquent taxes. The FY'08 General Fund Budget includes \$261,026,148 in anticipated property tax revenues. This was based on a 2007 preliminary taxable value of \$39,048,436,817 as determined by the Miami-Dade County Property Appraiser's Office and an adopted operating millage rate of 7.2999 mills. The millage rate is in accordance with House Bill 1-B passed by the Florida Legislature on June 14, 2007. For more information about House Bill 1-B please see page 20.
- 2. Franchise Fees and Other Taxes** – The collection of fees from various franchise licenses awarded to businesses or individuals granting permission to construct, maintain, and/or operate within the City of Miami. Also includes a Local Option Gas Tax, which distributes a proportionate share of a six cent tax on every gallon of motor fuel sold in Miami-Dade County. The FY'08 General Fund Budget includes \$37,005,000 in anticipated revenues, which represents a 2.21% increase over the prior year. The primary increases occurred in Utility Service Fees –Other, \$537,758, which is anticipated to increase, based on its current trend and previous three years collections, and Franchise Fees –Electricity, \$7,500,000, based on a proposed change to its calculation and anticipated growth from new construction. These increases will be reduced by the change in collection of Local Option Gas Taxes, (\$7,131,617), which will be transferred into the General Fund, after payment of related debt, from the Local Option Gas Tax Fund. Local Option Gas Taxes were collected in the General Fund in FY'07, but will be collected in the Local Option Gas Tax Fund in FY'08.
- 3. Interest** – Primarily consists of interest earned on idle funds invested prudently in U.S. Treasuries and obligations of agencies of the United States, provided such investments are guaranteed by the United States or by the issuing agency; general obligations of states, municipalities, school districts, or other political subdivisions, revenue and excise tax bonds of the various municipalities of the State of Florida, negotiable certificates of deposit, bankers acceptance drafts, money market investments, the State Board of Administration Investment Pool and prime commercial paper. Also includes gain/loss on such investments. In FY'08, \$8,115,000 is anticipated to be collected in the General Fund based on current trend and previous three years collections. This represents a \$14,000 or 0.17% increase over the prior year.



4. **Transfers-In** – The inflow or transfer of funds used to (a) move revenues from the fund that statute or budget requires collecting the revenue to the fund, which statute or budget requires expending them, (b) move revenues restricted to debt service from the funds collecting the revenue to the debt service fund as debt service payments become due, and (c) move unrestricted revenues collected in the general fund to finance various programs accounted for in other funds in accordance with budgetary authorizations. The FY'08 General Fund Budget includes \$39,492,737 in anticipated inflows from transfers-in. This represents a \$2,755,651 or 7.5% increase over the prior year. This increase is a result of the change in collection of Local Option Gas Taxes, which will be transferred into the General Fund in FY'08 after payment of related debt. Local Option Gas Taxes were collected in the General Fund in FY'07, but will be collected in the Local Option Gas Tax Fund in FY'08 and the net amount transferred into the General Fund.

5. **Fines and Forfeitures** – Revenues derived from the collection of penalties for violation of statutory offenses, administrative rules and neglect of lawful duties, confiscated property and court fees. In FY'08, total collections are anticipated to increase by \$613,055 or 13.34%. The FY'08 General Fund Budget was approved based on anticipated increases in Fines –Judgments of \$440,000 primarily from Metro Court Fines and Forfeitures, and Fines –Other Fines and/or Forfeits of \$173,055 from Code Enforcement Penalty and Ticketing Fines-CEB. These increases are based on the past four years' collections and current year expectations.

6. **Licenses and Permits** – The revenues in this category are generated from the issuance of local licenses and permits. There are three major types of licenses issued by the City (1) Professional and Occupational Licenses, which are required for the privilege of engaging in certain trades, occupations and other activities; (2) Building Permits, which are fees for permits issued for the construction of, alterations and additions to buildings, roofing, electrical etc. and (3) Other licenses and permits, which includes permits required for activities not related to otherwise specified above (i.e. Fireworks Permits and Bench Permits). The FY'08 General Fund Budget anticipates collection from Licenses and Permits will increase by \$3,077,063 or 11.58% due primarily to increases in Other Licenses, Fees and Permits of \$2,838,307. This increase is based on higher anticipated collections in the following revenues: Bench Permits, Elevator Permits, Traffic Permit Fees, Class C Special Permits, Air Conditioning Permits, Energy Conservation Inspection Permits, Haulers Permit Fees, Private Haulers Annual Entry Franchise Fee and Certificate Buildings 40 Years or Over. 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'08.

7. **Other Revenues** – This category represent revenues not otherwise specified within and consist of miscellaneous revenues and other inflows. Also includes the designation of the unreserved fund balance, which is utilized in the current year budget. Other Revenues (Inflows) are expected to increase by \$3,109,953 or 19.32% as a result of the anticipated use of unreserved General Fund Balance in support of the Fire Assessment Settlement. This is a one-time use of fund balance in FY'08.

8. **Charges for Services** – Revenues in this category are derived from charges for the use of certain City services. There are five areas of charges for services. They are (1) General Government, which is charges for reports, public documents and photographs; (2) Public Safety this includes charges for police, fire protection,



and emergency services; (3) Physical Environment for cemetery charges; (4) Parks, Recreation and Special Events for the use of City-owned facilities and participation in related activities and (5) Other Charges for Services for areas not specifically mentioned. The FY'08 General Fund Budget anticipates \$82,850,712 in total collections. This represents a (\$1,016,105) or -1.21% decrease over the prior year budget. The primary cause of the decrease anticipated in Charges for Services is the elimination of the Fire Assessment collections in the General Fund. Starting in FY'08, the City will no longer collect revenues from Fire Assessment.

Overall, FY'08 General Fund Revenues are forecasted to increase 3.07% over the prior fiscal year period. 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'08.

General Fund Expenditures (Outflows)

The following are significant changes to General Fund Expenditures (Outflows) anticipated in FY'08. The level of significance is based on +/-10% change over the prior year's adopted budget period.

General Government

Board of Commissioners – decreased \$250,000 or 11.11%. The overall reduction represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reductions occurred in budget reserve; \$50,000 for each commissioner office.

Office of the City Clerk – increased \$924,677 or 57.58%. The overall increase is due to charter amendments to be held in November 2007 and the 2007 general elections scheduled for districts 1, 2 and 4.

Information Technology – decreased \$1,540,313 or 10.54%. The overall reduction represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reductions occurred in repairs and maintenance (\$1,000,000), and regular salaries and wages (\$663,102) based on prior four year historical cost trends and anticipated cost in FY'08.

Planning and Development

Office of Zoning – increased \$337,738 or 38.53%. The overall increase is due to the addition of 2.0 full time equivalent positions (\$98,690) with the remaining increase due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

Public Safety

Fire-Rescue – increased \$12,103,515 or 17.80%. The overall increase is due to the allocation to the Fire-Rescue Capital Fund for equipment needs (\$3,600,000) with the remaining increase due to union contract approvals in



FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

Police – increased \$17,757,379 or 15.07%. The overall increase is due to the allocation of 25.0 additional Police Officer positions (\$2,262,139), 43.0 new Public Service Aide positions (\$2,740,207), and 10.0 new Detention Officer positions (\$439,700). The remaining increase is due to union contract approvals in FY'07 and its effects on related positions in FY'08. The approved contracts include prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

Risk Management

Risk Management – decreased \$8,084,808 or 13.36%. The overall reduction represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reductions occurred in insurances (\$5,894,150), and workers' compensation (\$1,824,151) based on prior four year historical cost trends and anticipated cost in FY'08.

Pension

All Pensions – decreased \$19,121,732 or 22.48%. The primary reduction represents the asset valuation method change of the FIPO plan (\$17,655,606) and the reduction in retirement contributions required for the GESE plan (\$1,466,126).

Non-Departmental

Economic Development – decreased \$1,500,182 or 100.00%. The decrease is due to the elimination of the department for FY'08.

Capital Improvement Administration – decreased \$619,801 or 15.83%. The overall reduction represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reductions occurred in salaries and wages (\$681,180) due to the elimination of 11.0 positions.

Other – Activities operating out of this area are not specific to a particular expenditure category. As such, expenditures in this category are not readily identifiable to any other department. From FY'07 to FY'08 activities operating in this category increased by \$5,470,540 or 92.62%. The primary increase occurred in contingency reserves for the appropriation of the Fire Assessment Settlement.

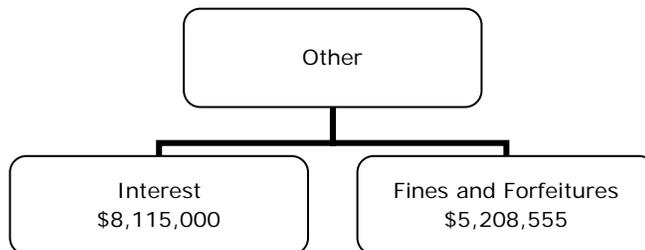
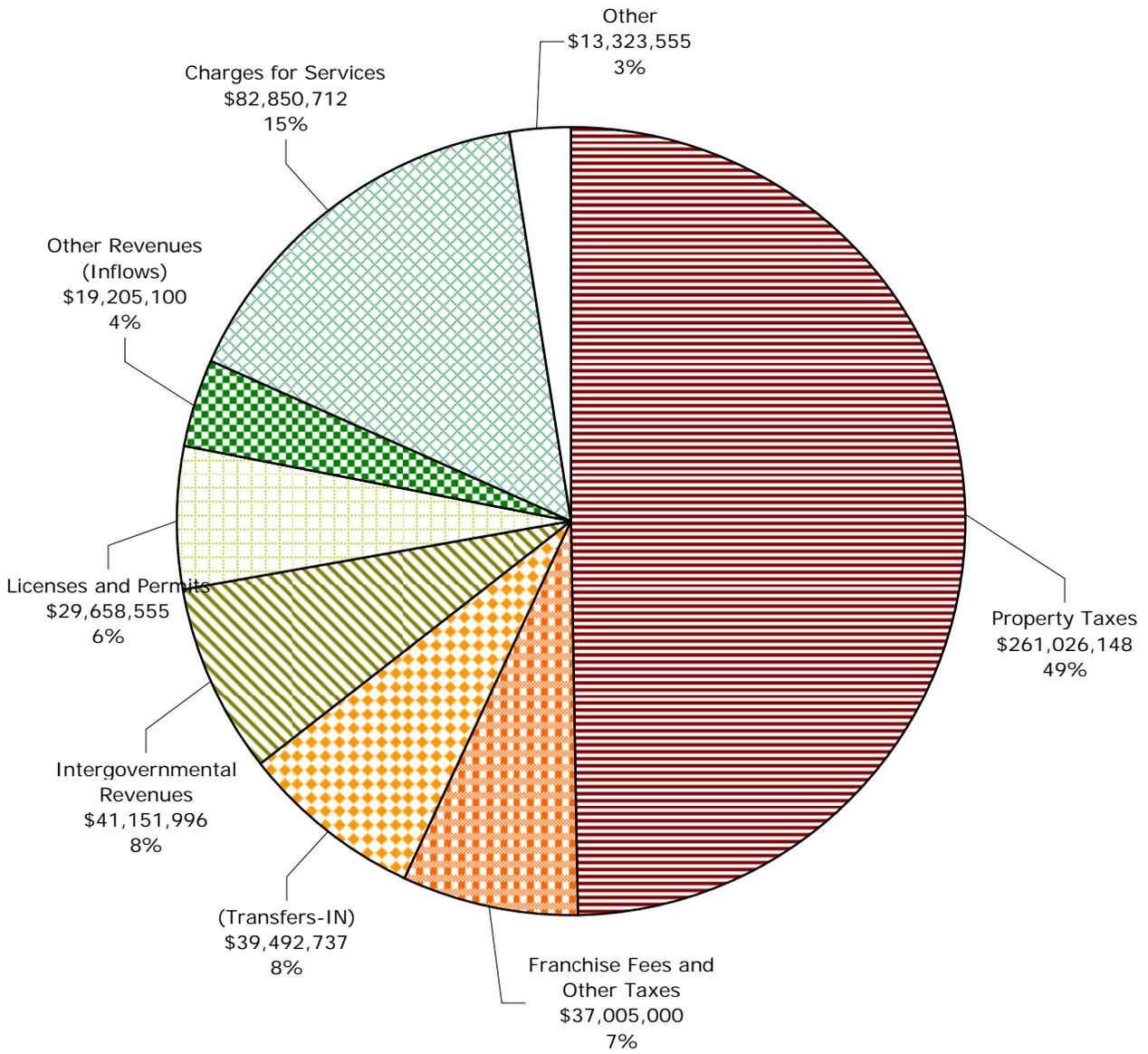
Transfers-Out - Activities operating out of this area are not specific to a particular expenditure category. As such, expenditures in this category are not readily identifiable to any other department. From FY'07 to FY'08 activities operating in this category increased by \$8,485,570 or 38.86%. The primary increase occurred in the appropriation required for Other Post Employment Benefits (OPEB) and the funding of the City-wide vehicle replacement program.



	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Revenues (Inflows)					
Property Taxes	\$261,026,148	\$255,377,267	\$5,648,881	\$255,850,418	\$214,329,257
Franchise Fees and Other Taxes	37,005,000	36,060,759	944,241	39,631,617	41,342,214
Interest	8,115,000	8,101,000	14,000	9,101,000	11,144,320
(Transfers-IN)	39,492,737	36,737,086	2,755,651	37,171,264	52,097,226
Fines and Forfeitures	5,208,555	4,595,500	613,055	4,885,500	5,175,457
Intergovernmental Revenues	41,151,996	40,721,218	430,778	41,924,000	53,266,529
Licenses and Permits	29,658,555	26,581,392	3,077,163	28,617,592	28,468,593
Other Revenues (Inflows)	19,205,100	16,095,147	3,109,953	25,771,476	38,385,502
Charges for Services	82,850,712	83,866,817	(1,016,105)	87,781,817	91,980,596
Total Revenues (Inflows)	523,713,803	508,136,186	15,577,617	530,734,684	536,189,695
Expenditures (Outflows)					
General Government	45,570,476	45,899,786	(329,310)	45,424,395	38,809,266
Planning & Development	11,771,871	11,134,289	637,582	10,934,289	9,440,759
Public Works	56,820,488	58,123,410	(1,302,922)	56,909,717	50,573,908
Public Safety	215,692,574	185,831,680	29,860,894	195,957,195	187,938,096
Public Facilities	7,478,665	7,443,216	35,449	7,549,262	7,355,457
Parks & Recreation	21,732,908	20,048,319	1,684,589	20,813,319	15,111,916
Risk Management	52,420,609	60,505,417	(8,084,808)	56,005,417	49,952,316
Pension	65,945,032	85,066,764	(19,121,732)	85,066,764	78,864,757
Non-Departmental	15,959,691	12,247,386	3,712,305	12,513,193	13,960,139
(Transfers-OUT)	30,321,489	21,835,919	8,485,570	39,561,133	42,209,286
Total Expenditures (Outflows)	\$523,713,803	\$508,136,186	\$15,577,617	\$530,734,684	\$494,215,900

Revenues (Inflows) -General Fund

\$523,713,803





	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Revenues (Inflows)					
Property Taxes					
Taxes Real Current		\$246,127,666	\$240,966,786	\$240,966,786	\$198,277,813
Taxes Personal Current		12,698,482	12,758,231	12,758,231	13,506,788
Taxes Rec Real Del		1,600,000	1,250,000	1,500,000	1,753,926
Taxes Rec Pers Del		200,000	250,000	250,000	271,738
Interest Ad Valorem Taxes		400,000	152,250	375,401	518,992
Total -Property Taxes	49.84%	261,026,148	255,377,267	255,850,418	214,329,257
Franchise Fees and Other Taxes					
Gas Franchise		505,000	466,900	500,000	1,697,857
FP & L Franchise		27,000,000	19,500,000	23,000,000	22,676,598
Local Option Gas Tax			7,131,617	7,131,617	7,332,100
Stormwater Utility Fees		9,500,000	8,962,242	9,000,000	9,251,648
Cable Subscriber Fees					384,012
Total -Franchise Fees and Other Taxes	7.07%	37,005,000	36,060,759	39,631,617	41,342,214
Interest					
Interest on Investments		8,000,000	8,000,000	9,000,000	9,000,141
Interest on Assessment Liens		15,000	11,000	11,000	17,671
Other Miscellaneous Revenue					325
Interest Income -Other		100,000	90,000	90,000	205,807
Interest on SW Delinquent A/C					1,679
Gain(Loss) Investments					1,918,698
Total -Interest	1.55%	8,115,000	8,101,000	9,101,000	11,144,320



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
(Transfers-IN)					
(Contributions from Utility Service Taxes)		33,920,915	35,737,086	35,947,436	51,025,176
(Contributions from Capital Improvements)				124,800	
Cost Allocation Plan					8,269
(Contributions from Special Revenue Fund)		5,571,822	1,000,000	99,028	1,037,011
Project Closing Transfer-In					26,770
(Contributions from Debt Service Fund)				1,000,000	
Total (Transfers-IN)	7.54%	39,492,737	36,737,086	37,171,264	52,097,226
Fines and Forfeitures					
Metro Court -Fines & Forfeitures		4,500,000	4,060,000	4,250,000	4,469,908
Unclaimed Monies		150,000	150,000	150,000	155,420
Salvage		5,555	5,500	5,500	1,600
Code Enforcement Penalty		303,000	200,000	300,000	306,671
Zoning Violation Letters		50,000	60,000	60,000	21,937
Ticketing -Fines -CEB		200,000	120,000	120,000	230,008
Ticketing -Fines -ARCV					(10,086)
Total -Fines and Forfeitures	0.99%	5,208,555	4,595,500	4,885,500	5,175,457
Intergovernmental Revenues					
State of Florida Revenue Sharing		12,408,578	12,596,619	13,000,000	12,947,018
State of Florida Mobile Home Licenses		75,750	75,000	75,000	77,458
Business Licenses -Liquor		350,000	350,000	350,000	350,716
Florida Dept. of Community					517
Metro-Dade Tourist Bed Tax					1,089,670
US Dept of Health & Human Services					96,699



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Half Cent Sales Tax		26,718,668	25,200,599	26,000,000	25,372,167
Firefighter Supplemental Compensation		120,000	120,000	120,000	186,746
Key Biscayne -City Contract		479,000	479,000	479,000	479,160
Contributions from Offstreet Parking		1,000,000	1,900,000	1,900,000	2,000,000
Other Non-Operating					11,080,243
FEMA Reimbursement					(413,865)
Total -Intergovernmental Revenues	7.86%	41,151,996	40,721,218	41,924,000	53,266,529
Licenses and Permits					
Business Licenses		6,464,000	6,400,000	6,400,000	6,280,984
Business Licenses -Penalty		252,500	250,000	250,000	247,870
Occupational Licenses -Metro		512,575	507,500	507,500	549,681
Fireworks Permits		6,060	6,000	6,000	6,600
Assembly Permits		6,565	6,500	6,500	6,270
Bench Permits		200,000	100,000	150,000	194,981
Elevator Permits		150,000	130,000	130,000	148,014
Mechanical Permits		15,150	15,000	15,000	55,034
Land Use Review		40,400	40,000	40,000	27,657
Plans Review		250,000	500,000	500,000	444,750
Traffic Permit Fees		121,200	100,000	120,000	152,583
Sign Permits		303,000	300,000	300,000	305,480
Landscape Permits		131,300	130,000	130,000	137,374
Zoning Certificate of Use & Occupancy		1,111,000	1,100,000	1,100,000	183,552
Accessory Use Certif. -Renewal		25,250	25,000	25,000	40,273
Class C Special Permits		200,000	120,000	120,000	170,244



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Major Use Special Permits		1,717,000	1,700,000	1,700,000	1,821,771
Gas Inspection Permits		19,190	19,000	19,000	24,732
Air Conditioning Permits		1,212,000	1,000,000	1,200,000	1,503,833
Energy Conservation Inspection Permits		1,616,000	1,433,800	1,600,000	1,852,388
Temporary Certificate of Occupancy		276,791	274,050	274,050	281,675
Class B		20,200	20,000	20,000	5,850
Comprehensive Plan Amendment		15,655	15,500	15,500	24,570
HCB Appearance Fees		303	300	300	1,525
Hearing Board Applications		100,000	120,000	120,000	53,184
Sidewalk Café Permits		5,050	5,000	5,000	3,257
Waterfront Improvements Permits		20,200	20,000	20,000	44,975
Haulers Permit Fees		11,000,000	8,400,000	10,000,000	9,954,679
Fire -Certificate of Use Renewals		1,350,000	1,300,000	1,300,000	1,352,378
Right of Way Use Permits		10,100	10,000	10,000	30,515
Fire Safety Permit Fees		1,307,066	1,294,125	1,294,125	1,406,181
Pay Telephone Permits					1,330
P/H Annual Entry Franchise Fees		100,000	80,000	80,000	99,003
P/H Annual Per A/C Fees Regular		800,000	750,000	750,000	772,101
Zoning Review Fees		100,000	234,617	234,617	70,950
Alcoholic Beverage Application Fees					5,300
Certificate Buildings 40-yrs. Or Older		100,000	80,000	80,000	108,206
P/H Annual per A/C Fee/Roll-off		100,000	95,000	95,000	98,843
Total -Licenses and Permits	5.66%	29,658,555	26,581,392	28,617,592	28,468,593



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Other Revenues (Inflows)					
Reimbursement Lost Property		4,000	4,000	4,000	6,149
Miscellaneous Permits		1,100	1,100	1,100	350
Sale of Equipment		100,000	100,000	100,000	235,816
Service Charges -General Government		300,000	253,750	253,750	338,179
Miscellaneous Revenues		2,500,000	2,000,000	2,282,500	3,801,581
Miscellaneous Service Charges					5,713
(Fund Balance Allocation)		15,550,000	13,036,297	22,407,276	32,458,826
Other Land Sales					123,741
Assessment Lien Revenues					(6,015)
Police Overtime		600,000	500,000	500,000	728,157
Recovery of Damage to City Property			50,000	72,850	
Cashier Overage					50
Other Miscellaneous Revenues					11,165
Code Enforcement Admin. Fee					(900)
Contribution from Law Dept. Services		150,000	150,000	150,000	147,764
(Prior Year -Encumbrances Rollover)					363,510
Accounts Receivable Collections					(19,612)
Other Non-Operating					191,029
Total -Other Revenues(Inflows)	3.67%	19,205,100	16,095,147	25,771,476	38,385,502
Charges for Services					
Local Gov. Pymt in Lieu of Taxes		150,000	150,000	150,000	398,264
Other Svce Chges and Fees -SPF					80,869
Other Police Services					(248)



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Public Works Miscellaneous		10,000	10,000	10,000	4,524
Line & Grade Survey		175,000	150,000	150,000	182,326
Plat Checks		50,000	50,000	50,000	76,575
Covenant Fees					29,000
Excavation Utilities		223,300	223,300	223,300	249,083
Sidewalk Cuts & Repair -Public Works		100,000	60,000	60,000	118,265
Lights -Lines		1,300	1,300	1,300	1,299
Labor Showmobile		5,000	5,000	5,000	9,545
Concessions		1,066,500	1,093,591	1,093,591	1,010,440
Miscellaneous Fees -Leisure Services					1,107
Rental		600,000	520,000	520,000	638,352
Class Fees		15,000	15,000	15,000	42,834
Pools		400,000	400,000	400,000	
Parks Cemetery Charges		1,500	1,500	1,500	2,354
Boiler Inspection		160,000	160,000	160,000	162,464
Elevator Inspection		520,000	507,500	507,500	508,663
Electrical Inspection		2,000,000	1,868,750	1,868,750	2,182,098
Building Inspection		7,500,000	6,600,000	7,500,000	8,120,066
Plumbing Inspection		1,700,000	1,400,000	1,600,000	1,844,672
Rental Properties		5,085,730	4,700,000	7,850,000	5,290,799
Emergency Medical Services		4,000,000	4,800,000	4,000,000	3,850,946
Photocopy Services		130,000	150,000	150,000	131,387
Fire Flow Inspection		50,000	50,000	50,000	50,912
Inflammable Liquids Inspection		8,000	8,000	8,000	11,350
Standpipe Pressure Test		2,200	2,200	2,200	4,060



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Sale of Fire Reports		5,000	5,000	5,000	5,509
Public Hearing Fees -Plan Board		1,000,000	1,000,000	1,000,000	1,210,914
Microfilm Charges -Building		120,000	100,000	100,000	123,767
Sale of Atlases Planning Board		30,000	30,000	30,000	37,679
Transfer from Community Development		735,357	900,000	600,000	669,017
Rental Stadiums Only		1,200,000	1,100,000	1,100,000	1,097,802
Equipment Rental			20,000	20,000	20,787
Miscellaneous Service Charges		6,000	5,000	5,000	8,720
Rental -Auditoriums Only		74,383	250,000	250,000	391,576
Land Use Review					26,039
Event Parking		130,000	120,000	120,000	156,084
Misc. Personnel -Stadiums Only		25,000	10,000	10,000	7,336
Utilities		39,000	5,000	5,000	2,800
Plans Review					200,030
Green Fees		800,000	700,000	700,000	771,209
Pro Shop		75,000	50,000	50,000	73,854
Driving Range		65,000	50,000	50,000	63,345
Day Care Fees		200,000	200,000	200,000	196,097
Witness Fees		9,000	9,000	9,000	10,526
Special Events		120,000	120,000	120,000	173,585
Excess Collection Fees		15,000	15,000	15,000	13,169
Police Escort		55,000	50,000	50,000	55,885
Solid Waste Fees -Penalties					57,722
City Clerk -Qualifying Fees					700
Solid Waste Fee -Residential Accts.		21,744,684	21,744,684	21,744,684	21,581,868



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Solid Waste Fee -Commercial Accts.					24,937
Burgulary & Robbery Alarm		1,175,000	1,015,000	1,015,000	1,146,982
Admin. Surcharge -Off Duty		950,000	761,250	900,000	937,363
Tennis Fees		20,000	20,000	20,000	23,866
Towing Admin. Charges		6,000	6,000	6,000	5,468
Dockage Long Term		5,692,446	3,796,100	3,796,100	3,633,160
Dockage Transient		1,676,637	1,150,000	1,150,000	1,217,138
Dockage Commercial		512,000	534,905	534,905	543,954
Dockage -User Surcharge		495,000	500,000	500,000	535,826
Parking Rental			120,000	120,000	150,524
Sale of Maps & Publications		1,500	1,500	1,500	1,350
Special Inspections			4,514,679	4,514,679	8,196,446
Zoning Certificate of Use & Occupancy					771,441
Accessory Use Certificate -Renewal					2,550
Misc. Personnel -Auditoriums			40,600	40,600	58,409
Elevator Permit Key Box Fees		9,000	9,000	9,000	7,450
Contributions from Retirees -Group Ins.					6,174
Lien Search Fees		280,000	200,000	250,000	301,745
School Crossing Guard		250,000	250,000	250,000	229,340
Class B					19,500
Hearing Board Applications					128,247
\$0.50 Ticket Surcharge			2,000	2,000	914
\$0.75 Ticket Surcharge		10,000	10,000	10,000	12,821
\$1.00 Ticket Surcharge		50,000	50,000	50,000	18,245
Public Works -Sale of Documents		5,000	5,000	5,000	4,947



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Haulers Permit Fee					2,372
Zoning Violation Letters					44,550
Code Enforcement Admin. Fee		200,000	200,000	200,000	189,156
Alarm System Inspection		60,000	50,000	50,000	58,245
Reinspection Fees					400
Misc. Revenues -Fire Department		20,000	10,000	10,000	18,744
Plan Checking Fees		500,000	420,000	500,000	556,746
Sprinkler System Inspection		300,000	170,000	250,000	375,548
Admin. Fees		10,000	10,000	10,000	11,111
Contractor's Annual Fee		75,000	70,000	70,000	75,925
Ticketing -Administrative Fee					300
Summer Camp Fees		1,100,000	1,100,000	1,100,000	261,605
Child Support Deduction Fees		8,000	8,000	8,000	7,575
Pawn Shop Yearly Fees					36,450
Zoning Review Fees					195,300
Alcoholic Beverage App. Fees					19,250
Flood Variance Fee Waiver Approval		1,000	1,000	1,000	1,325
Auto Pound Storage Fees		4,000	4,000	4,000	1,177
Private Towing Admin. Fees		250,000	203,000	203,000	289,788
Pawn Shop Transaction Fees		100,000	60,000	60,000	110,912
Parking Surcharge Proceeds		13,500,000	13,000,000	13,200,000	12,820,394
Virginia Key Tolls		75,000	50,000	50,000	76,521
Fire Assessment Fee		0	1,218,032	1,218,032	1,807,402
Supplemental Waste Fee on Commercial		2,562,875	2,562,875	2,562,875	2,400,348
Construction Debris Removal Fees		2,500,000	2,283,750	2,500,001	2,630,476

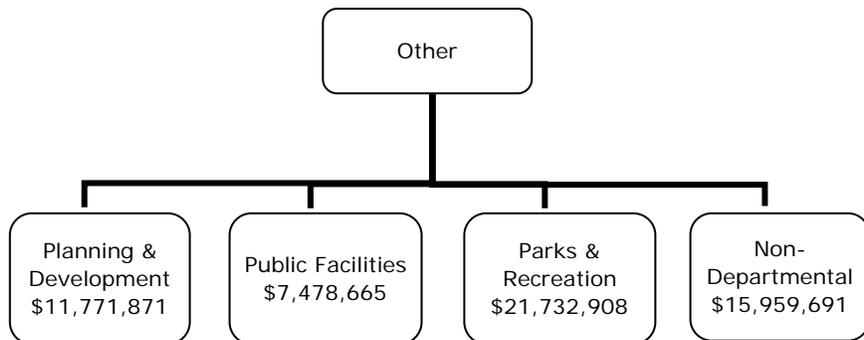
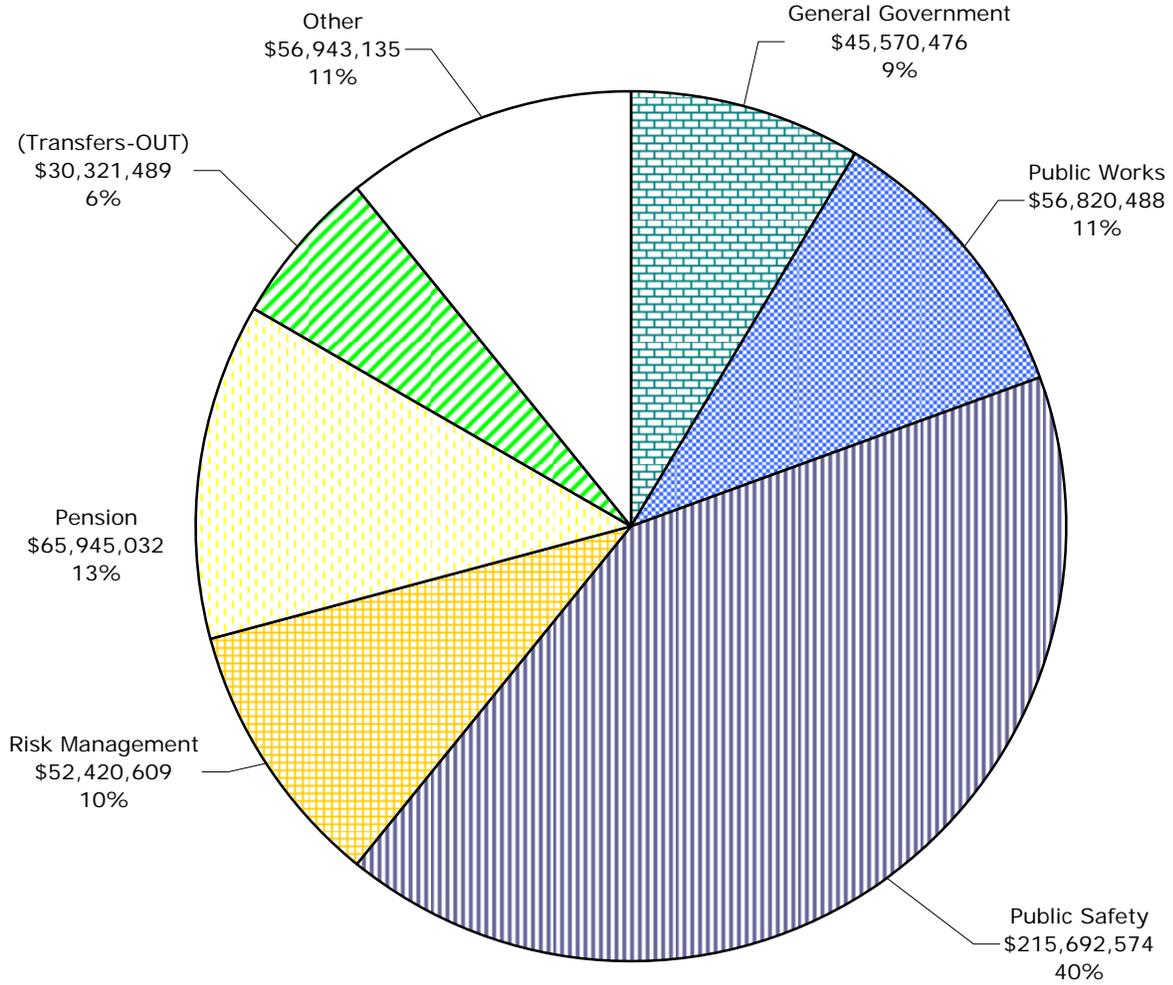


	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
FOP Motor Cycle Maintenance Fees		300	300	300	480
IAFF WCSUP		50,000	50,000	50,000	51,673
Total -Charges for Services	15.82%	82,850,712	83,866,817	87,781,817	91,980,596
Total Revenues (Inflows)	100.00%	\$523,713,803	\$508,136,186	\$530,734,684	\$536,189,695



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Expenditures (Outflows) -General Fund
\$523,713,803





	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Expenditures (Outflows)						
General Government						
Mayor		\$891,232	\$936,254	(\$45,022)	\$936,254	\$886,288
Board of Commissioners		2,000,000	2,250,000	(250,000)	2,250,000	1,754,288
Office of the City Manager		2,599,315	2,448,614	150,701	2,554,066	2,025,040
Office of the City Clerk		2,530,585	1,605,908	924,677	1,605,908	1,813,187
Office of Civil Service		318,405	317,922	483	335,922	362,437
Office of the Auditor General		914,842	934,934	(20,092)	1,114,292	565,725
Office of Communications		1,381,366	1,318,842	62,524	1,318,842	935,416
Employee Relations		5,454,914	5,076,422	378,492	4,976,422	3,876,397
Information Technology		13,071,500	14,611,813	(1,540,313)	14,111,813	12,848,627
Law		6,650,725	6,787,743	(137,018)	6,709,542	5,040,775
Strategic Planning, Budget & Performance		1,578,379	1,636,030	(57,651)	1,636,030	1,489,686
Purchasing		1,486,020	1,481,055	4,965	1,481,055	1,254,343
Office of Hearing Boards		1,014,601	1,014,949	(348)	914,949	904,815
Finance		5,678,592	5,479,300	199,292	5,479,300	5,052,241
Total -General Government	8.70%	45,570,476	45,899,786	(329,310)	45,424,395	38,809,266
Planning and Development						
Building		7,774,638	7,463,727	310,911	7,263,727	6,672,018
Department of Planning		2,782,950	2,794,017	(11,067)	2,794,017	1,961,282
Office of Zoning		1,214,283	876,545	337,738	876,545	807,460
Total -Planning and Development	2.25%	11,771,871	11,134,289	637,582	10,934,289	9,440,759
Public Works						
Solid Waste		22,435,336	23,057,787	(622,451)	22,857,787	20,805,632
GSA		17,985,430	18,802,822	(817,392)	18,889,129	16,704,991



General Fund
Schedule of Expenditures
(Outflows)
by Department

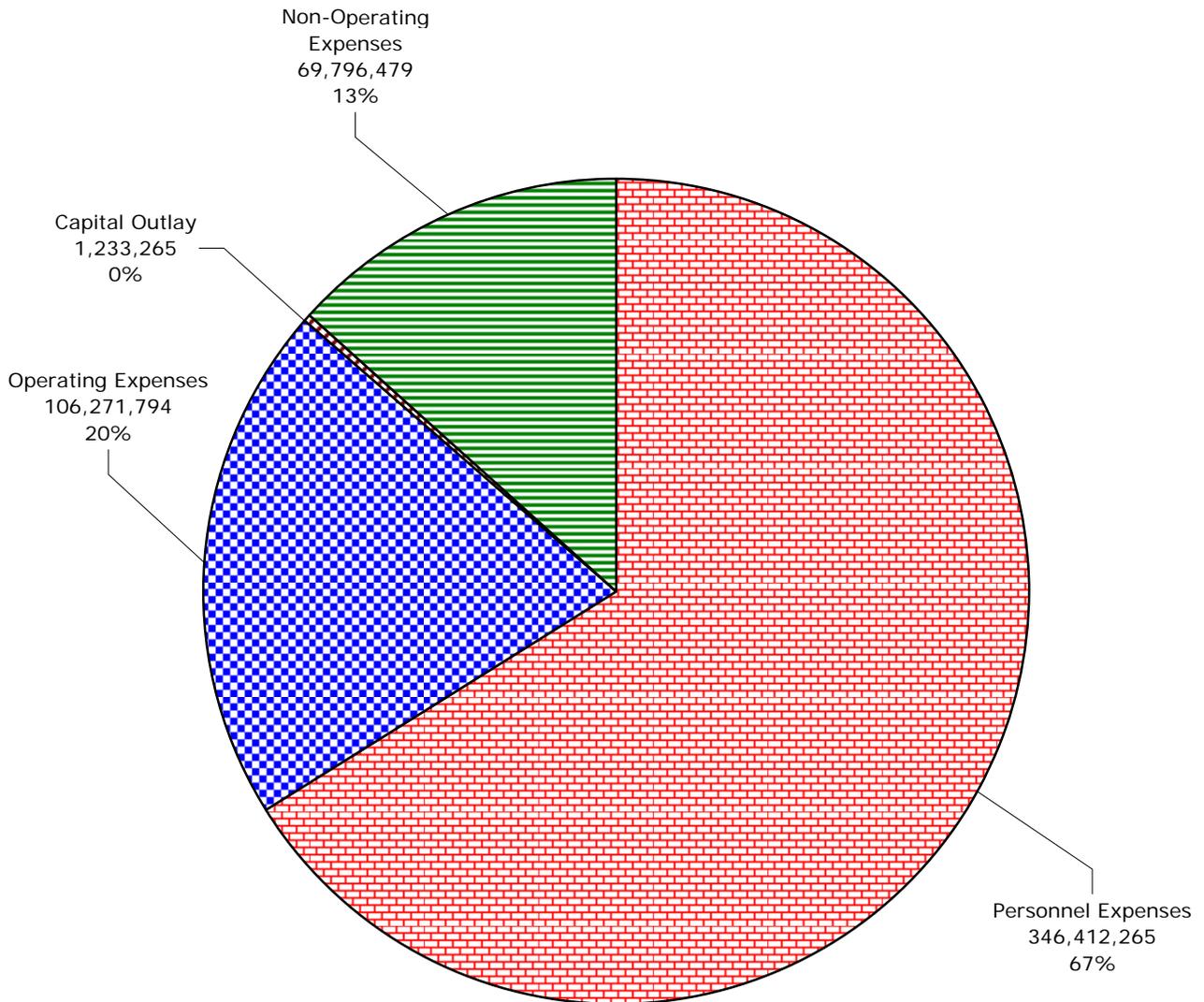
	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Public Works		16,399,722	16,262,801	136,921	15,162,801	13,063,285
Total -Public Works	10.85%	56,820,488	58,123,410	(1,302,922)	56,909,717	50,573,908
Public Safety						
Fire-Rescue		80,087,399	67,983,884	12,103,515	67,983,884	70,941,686
Police		135,605,175	117,847,796	17,757,379	127,973,311	116,996,410
Total -Public Safety	41.19%	215,692,574	185,831,680	29,860,894	195,957,195	187,938,096
Public Facilities						
Public Facilities	1.43%	7,478,665	7,443,216	35,449	7,549,262	7,355,457
Parks & Recreation	4.15%	21,732,908	20,048,319	1,684,589	20,813,319	15,111,916
Risk Management	10.01%	52,420,609	60,505,417	(8,084,808)	56,005,417	49,952,316
Pension						
All Pensions		65,945,032	85,066,764	(19,121,732)	85,066,764	78,864,757
Total -Pension	12.59%	65,945,032	85,066,764	(19,121,732)	85,066,764	78,864,757
Non-Departmental						
Economic Development		0	1,500,182	(1,500,182)	1,521,606	755,816
Capital Improvement - Administration		3,294,574	3,914,375	(619,801)	4,006,193	0
Office of Citi-Stat		395,243	387,244	7,999	512,044	312,934
Office of Grants Administration		591,538	539,350	52,188	556,679	454,455
Miami Office of Sustainable Initiatives		301,561		301,561	275,600	0
Other		11,376,775	5,906,235	5,470,540	5,641,071	12,436,934
Total -Non-Departmental	3.05%	15,959,691	12,247,386	3,712,305	12,513,193	13,960,139
(Transfers-Out)	5.79%	30,321,489	21,835,919	8,485,570	39,561,133	42,209,286
Total Expenditures (Outflows)	100.00%	\$523,713,803	\$508,136,186	\$15,577,617	\$530,734,684	\$494,215,900



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General Fund Schedule of Expenditures by Category

\$523,713,803





	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Personnel Expenses						
Regular Salaries and Wages		\$226,343,396	\$207,018,723	\$19,324,673	\$213,689,342	\$196,722,892
Executive Salaries		505,905	488,040	17,865	506,040	504,907
Other Salaries and Wages		5,682,888	6,408,746	(725,858)	8,212,973	5,202,168
Special Pay		16,281,869	12,957,980	3,323,889	13,129,580	12,240,482
Overtime		8,237,944	8,498,974	(261,030)	9,094,124	11,817,182
Fringe Benefits		776,412	969,015	(192,603)	1,060,224	843,777
FICA Taxes		8,778,038	9,551,523	(773,485)	9,718,528	7,691,510
Retirement Contributions		60,324,648	80,158,081	(19,833,433)	80,158,081	84,842,117
Life and Health Insurance		6,074,663	6,074,663	0	5,740,759	7,745,482
Unemployment Compensation		150,000	150,000	0	150,000	88,826
Worker's Compensation		13,256,502	14,256,502	(1,000,000)	13,256,502	11,893,770
Total -Personnel Expenses	66.15%	346,412,265	346,532,247	(119,982)	354,716,153	339,593,112
Operating Expenses						
Repairs and Maintenance		8,362,690	10,257,744	(1,895,054)	9,777,681	7,795,081
Professional Services		7,737,314	8,889,302	(1,151,988)	12,370,928	9,241,305
Promotional Activities		1,907,553	2,105,398	(197,845)	2,025,220	2,834,483
Printing and Binding		219,168	257,668	(38,500)	255,368	141,635
Postage		432,581	430,494	2,087	402,736	231,141
Advertising and Related Costs		1,068,329	1,539,285	(470,956)	966,473	928,722
Supplies		6,354,319	6,972,454	(618,135)	6,762,579	4,993,223
Motor Fuel		5,058,281	6,115,744	(1,057,463)	5,115,744	4,655,425
Weapons and Ammunition		82,955	82,955	0	91,201	43,091
Insurance		36,659,411	43,377,712	(6,718,301)	38,357,712	34,092,038
Subscriptions, Memberships, Licenses, Permits and Others		1,143,904	1,365,619	(221,715)	1,350,793	992,193



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Court Reporter Services		95,350	83,875	11,475	87,875	4,891
Contractual Services		10,332,719	12,024,568	(1,691,849)	12,612,821	8,174,587
Communications & Related Services		2,609,995	2,791,192	(181,197)	2,787,852	2,826,863
Travel and Per Diem		1,175,782	1,619,042	(443,260)	1,481,132	1,077,601
Utility Services		10,108,920	10,138,783	(29,863)	9,633,773	10,433,613
Rental and Leases		2,333,961	2,792,383	(458,422)	2,636,143	1,878,873
Books, Publications, and Library Materials		1,500	0	1,500	1,500	0
Other Current Charges and Obligations		10,587,062	14,119,168	(3,532,106)	14,392,645	12,111,376
Total -Operating Expenses	20.29%	106,271,794	124,963,386	(18,691,592)	121,110,176	102,456,141
Capital Outlay						
Machinery and Equipment		1,203,765	1,443,000	(239,235)	1,984,755	1,866,495
Land		0	0	0	2,366,716	0
Improvements Other Than Buildings		29,500	29,500	0	15,418	155,671
Total -Capital Outlay	0.24%	1,233,265	1,472,500	(239,235)	4,366,889	2,022,166
Debt Service						
Principal		0	0	0	0	0
Interest		0	0	0	0	0
Total -Debt Service	0.00%	0	0	0	0	0
Non-Operating Expenses						
Other Non-Operating Uses		0	0	0	0	(1)
Advances		4,833,133	4,581,473	251,660	4,581,473	4,017,767
Aid to Other Agencies		1,066,627	1,791,627	(725,000)	1,822,923	1,763,632
Budget Reserves		28,247,977	5,407,864	22,840,113	4,314,357	0
Operating Transfers		35,648,742	23,387,089	12,261,653	39,822,713	44,363,084



General Fund
Schedule of Expenditures
(Outflows)
by Category

	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Other Grants and Aids		0	0	0	0	0
Total -Non-Operating Expenses	13.33%	69,796,479	35,168,053	34,628,426	50,541,466	50,144,481
Total Expenditures (Outflows)	100.00%	523,713,803	508,136,186	15,577,617	530,734,684	494,215,900



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	FY 2008 Adopted Budget	FY 2007 Revised Budget	FY 2007 Adopted Budget	FY 2006 Actual @ 9/30/06
General Government				
Mayor	\$2.46	\$2.59	\$2.59	\$2.45
Board of Commissioners	5.53	6.22	6.22	4.85
Office of the City Manager	7.19	7.06	6.77	5.60
Office of the City Clerk	7.00	4.44	4.44	5.01
Office of Civil Service	0.88	0.93	0.88	1.00
Office of the Auditor General	2.53	3.08	2.58	1.56
Office of Communications	3.82	3.65	3.65	2.59
Employee Relations	15.08	13.76	14.03	10.72
Information Technology	36.14	39.02	40.40	35.52
Law	18.39	18.55	18.77	13.94
Strategic Planning, Budget & Performance	4.36	4.52	4.52	4.12
Purchasing	4.11	4.09	4.09	3.47
Office of Hearing Boards	2.81	2.53	2.81	2.50
Finance	15.70	15.15	15.15	13.97
Total -General Government	125.99	125.59	126.90	107.30
Planning and Development				
Building	21.49	20.08	20.64	18.45
Department of Planning	7.69	7.72	7.72	5.42
Office of Zoning	3.36	2.42	2.42	2.23
Total -Planning and Development	32.55	30.23	30.78	26.10
Public Works				
Solid Waste	62.03	63.20	63.75	57.52
GSA	49.72	52.22	51.98	46.18



	FY 2008 Adopted Budget	FY 2007 Revised Budget	FY 2007 Adopted Budget	FY 2006 Actual @ 9/30/06
Public Works	45.34	41.92	44.96	36.12
Total -Public Works	157.09	157.34	160.69	139.82
Public Safety				
Fire-Rescue	221.42	187.96	187.96	196.13
Police	374.91	353.81	325.82	323.46
Total -Public Safety	596.33	541.77	513.77	519.60
Public Facilities	20.68	20.87	20.58	20.34
Parks & Recreation	60.09	57.54	55.43	41.78
Risk Management	144.93	154.84	167.28	138.10
Pension	182.32	235.19	235.19	218.04
Non-Departmental				
Economic Development	0.00	4.21	4.15	2.09
Capital Improvement - Administration	9.11	11.08	10.82	0.00
Office of Citi-Stat	1.09	1.42	1.07	0.87
Office of Grants Administration	1.64	1.54	1.49	1.26
Miami Office of Sustainable Initiatives	0.83	0.76	0.00	0.00
Other	31.45	15.60	16.33	34.38
Total -Non-Departmental	44.12	34.60	33.86	38.60
Total Expenditures (Outflows)	\$1,364.09	\$1,357.95	\$1,344.48	\$1,249.67

Population based on U.S. Bureau of the Census Forecast for 2005 = 361,701



This section includes changes in full-time equivalent (FTEs) positions to the City of Miami's General Fund Budget in FY'08. Changes in FTEs occurred between the FY'07 Adopted Budget to the FY'08 Adopted Budget.

General Government

- Office of the Mayor – Decreased 1.0 Community Liaison position, 1.0 Special Aide position, and 1.0 Executive Assistant to the Mayor position. Added 1.0 Executive Mayor position previously reported as a part-time position in FY'07. Changed cost distribution of Senior Administrative Assistant position by 0.01. This position is shared with Board of Commissioners. Total base salary decrease = \$71,598.
- Board of Commissioners – Increased 0.02 due to costing distribution change of Senior Administrative Assistant position. Total base salary change = \$0.
- Office of the City Manager – The costing of the Chief of Neighborhood Services position was changed from 1.0 in the General Fund to 0.70 and the remaining 0.30 is costed in FY'08 to the Transportation and Transit Special Revenue Fund. Additionally, 8.0 positions were redistributed from the former Economic Development Department to maintain economic development activities within the City. Total base salary increase = \$400,000.
- Information Technology Department – Decreased 1.0 Administrative Aide II position, and 2.0 Computer Operator positions. Total base salary decrease = \$171,207.
- City Attorney's Office – Decreased 4.0 Assistant City Attorney positions. Total base salary decrease = \$246,073.
- Office of Strategic Planning, Budgeting and Performance – Decreased 1.0 Assistant Director of Strategic Planning, Budgeting and Performance and 1.0 Project Manager position. Total base salary decrease = \$134,443.
- Office of Hearing Boards – Increased 1.0 Administrative Clerk position. Total base salary increase = \$31,134.

Planning and Development

- Building Department - Increased 1.0 Elevator Inspector position and 1.0 Chief of Operations position. Total base salary increase = \$150,346.
- Department of Planning – Decreased 2.0 Planner I positions, 1.0 Legislative Coordinator position, 1.0 Assistant Director of Planning position, and 1.0 Archeologist position. Total base salary decrease = \$136,868.



- Office of Zoning – Increased 1.0 Typist Clerk III position and 1.0 Zoning Information Specialist position. Total base salary increase = \$98,690.

Public Works

- General Services Administration (GSA) – decreased 1.0 Carpenter Supervisor position that was relocated to the Police Department. The transfer has no fiscal impact on the General Fund.

Public Safety

- Fire Rescue – Increased 11.94 Fire Fighter positions due to change in costing distribution of SAFER Grant thereby increasing the cost burden on the General Fund. Total base salary increase = \$525,360.
- Police Department – Increased 25.0 Police Officer positions, 55.0 Public Service Aide (PSA) positions, and 10.0 Detention officer positions. 1.0 Carpenter Supervisor position was transferred from the GSA Department in FY'08. Total base salary increase = \$5,442,046.

Public Facilities

- Public Facilities Department – Decreased 1.0 Administrative Aide I position and 1.0 Marina Electrician position. Total base salary decrease = \$81,619.

Parks and Recreation

- Parks and Recreation Department – Increased 2.0 Ground Tender positions, 3.0 Park and Recreation Manager II positions, 1.0 Park Tender position, 2.0 Recreation Specialist positions, 2.0 Park and Recreation Manager I positions, 2.0 Facility Manager positions, 2.0 General Maintenance Repair Mechanic positions, 2.0 Pool Supervisor positions, and 1.0 Park Supervisor position. Total base salary increase = \$640,435.

Risk Management

- Risk Management Department – Decreased 1.0 Group Insurance Specialist position, 1.0 Risk Management Specialist, 1.0 Insurance Financial Analyst and 1.0 Claims Adjuster position. Total base salary decrease = \$218,119.

Non-Departmental Accounts

- Economic Development Department – Decreased 13.0 positions due to the elimination of the department in FY'08. Total base salary decrease = \$400,000.



- Capital Improvement Administration – Decreased 11.0 positions. Position titles unspecified. Total base salary decrease = \$681,180.
- Miami Office of Sustainable Initiatives – New department added in FY'07. Provided 1.0 Environmental Programs Manager position, 1.0 Administrative Assistant I position, 1.0 Administrative Aide I position and 1.0 Research Analyst position. Total base salary increase = \$275,600.
- City-Wide Poverty Initiative – Reclassified 1.0 Project Manager position from Special Revenue Funds to General Fund. Total base salary increase = \$102,415.



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	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Gain (Loss) FY'08 Adopted - FY'07 Adopted	FY 2006 Actual @ 9/30/06
Positions -FTEs					
General Government					
Mayor		11.56	13.57	(2.01)	14.57
Board of Commissioners		24.44	24.42	0.02	23.42
Office of the City Manager		31.70	24.00	7.70	23.00
Office of the City Clerk		14.00	14.00	0.00	14.00
Office of Civil Service		4.00	4.00	0.00	4.00
Office of the Auditor General		11.00	11.00	0.00	11.00
Office of Communications		12.00	12.00	0.00	11.00
Employee Relations		57.00	57.00	0.00	48.00
Information Technology		94.00	97.00	(3.00)	97.00
Law		59.00	63.00	(4.00)	64.00
Strategic Planning, Budget & Performance		18.00	20.00	(2.00)	20.00
Purchasing		19.00	19.00	0.00	19.00
Office of Hearing Boards		9.00	8.00	1.00	8.00
Finance		61.00	61.00	0.00	68.00
Total -General Government	11.29%	425.70	427.99	(2.29)	424.99
Planning and Development					
Building		88.00	86.00	2.00	85.00
Department of Planning		27.00	32.00	(5.00)	31.00
Office of Zoning		13.00	11.00	2.00	11.00
Total -Planning and Development	3.39%	128.00	129.00	(1.00)	127.00
Public Works					
Solid Waste		242.00	242.00	0.00	241.00



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Gain (Loss) FY'08 Adopted - FY'07 Adopted	FY 2006 Actual @ 9/30/06
GSA		174.00	175.00	(1.00)	172.00
Public Works		109.00	109.00	0.00	109.00
Total -Public Works	13.92%	525.00	526.00	(1.00)	522.00
Public Safety					
Fire-Rescue:					
Sworn		674.89	662.95	11.94	634.00
Civilian		87.00	87.00	0.00	73.00
Police:					
Sworn		1,180.00	1,147.00	33.00	1,102.00
Civilian		409.80	351.80	58.00	351.80
Total -Public Safety	62.35%	2,351.69	2,248.75	102.94	2,160.80
Public Facilities	1.29%	48.66	50.66	(2.00)	51.66
Parks & Recreation	5.36%	202.00	185.00	17.00	182.00
Risk Management	0.64%	24.00	28.00	(4.00)	28.00
Non-Departmental					
Economic Development		0.00	13.00	(13.00)	11.50
Capital Improvement - Administration		39.00	50.00	(11.00)	0.00
Office of Citi-Stat		5.00	5.00	0.00	5.00
Office of Grants Administration		7.00	7.00	0.00	7.00
Miami Office of Sustainable Initiatives		4.00	0.00	4.00	0.00
Mayor's International Council		2.00	2.00	0.00	2.00



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Gain (Loss) FY'08 Adopted - FY'07 Adopted	FY 2006 Actual @ 9/30/06
City-wide Poverty Initiative		1.00	0.00	1.00	0.00
Community Relations Board		3.00	3.00	0.00	3.00
FACE		6.00	6.00	0.00	6.00
Total -Non-Departmental	1.78%	67.00	86.00	(19.00)	34.50
Total Full-Time Positions	100.00%	3,772.05	3,681.40	90.65	3,530.95



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General Fund Detail Expenditures by Department



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Mayor: Manuel A. Diaz
 Phone: (305) 250-5300
MannyDiaz@ci.miami.fl.us

2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$804,180	\$832,354	\$790,932	(\$41,422)	-5.0%
Operating Expenses	76,044	94,400	90,800	(3,600)	-3.8%
Capital Outlay	3,814	2,000	2,000	0	0.0%
Non-Operating Expenses	2,250	7,500	7,500	0	0.0%
Total	\$886,288	\$936,254	\$891,232	(45,022)	-4.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	14.6	13.6	10.6	(3.0)	-22.1%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	0.0	0.0	0.0	0.0	0.0%
Mayor / Commissioners	0.0	0.0	1.0	1.0	100.0%
Total	14.6	13.6	11.6	(2.0)	-14.7%

Department 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 the 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.



Expenditure Detail

The allocation provided for personnel expenses total \$790,932. This includes funds for 10.6 unclassified positions, and 1.0 mayor position. Total FY'08 allocation represents a 5.0 percent decrease over the FY'07 budget. The primary decrease is due to the elimination of one Community Liaison, one Executive Assistant to the Mayor, and one Special Aide position along with their related taxes.

The allocation provided for operating expenses total \$90,800. Total FY'08 allocation represents a 3.8 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the area of communications and related services due to an adjustment made for cell phone allowance (\$3,600) not required in FY'08.



District 1: Angel Gonzalez	Phone: (305) 250-5430	AGonzalez@ci.miami.fl.us
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District 3: Joe M. Sanchez	Phone: (305) 250-5380	jsanchez@ci.miami.fl.us
District 4: Tomas P. Regalado	Phone: (305) 250-5420	TRegalado@ci.miami.fl.us
District 5: Michelle Spence-Jones	Phone: (305) 250-5390	MSpence@ci.miami.fl.us

2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,646,293	\$1,717,568	\$1,712,029	(\$5,539)	-0.3%
Operating Expenses	91,312	191,046	196,585	5,539	2.9%
Capital Outlay	6,913	61,522	11,522	(50,000)	-81.3%
Non-Operating Expenses	9,771	279,864	79,864	(200,000)	-71.5%
Total	\$1,754,288	\$2,250,000	\$2,000,000	(250,000)	-11.1%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	23.4	24.4	24.4	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	0.0	0.0	0.0	0.0	0.0%
Mayor / Commissioners	5.0	5.0	5.0	0.0	0.0%
Total	28.4	29.4	29.4	0.0	0.0%

Department Description

The Board of Commissioners consists of five Miami residents elected to a four-year term for five districts located within the City of Miami. Elections are nonpartisan. The Commission's role is to provide policy direction for programs that are effective, efficient, and responsive to the needs of the residents they represent. 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.



Expenditure Detail

The allocation provided for personnel expenses total \$1,712,029. This includes funds for 24.4 unclassified positions and 5 Commissioner part-time positions. Commissioner positions are indicated in the FY'08 budget for reporting purposes only. Total FY'08 allocation represents a 0.3 percent decrease over the FY'07 budget. Total cost reduction due to commission staff reorganization in FY'07.

The allocation provided for operating expenses total \$196,585. Total FY'08 allocation represents a 2.9 percent increase over the FY'07 budget.

The allocation provided for capital outlay total \$11,522. Total FY'08 allocation represents an 81.3 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items (\$50,000) allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$79,864. Total FY'08 allocation represents a 71.5 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reduction occurred in aid to private organizations as a result of less support provided by each commission district office.



Department Head: Pedro G. Hernandez

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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,963,730	\$2,385,014	\$2,526,715	\$141,701	5.9%
Operating Expenses	61,310	63,600	72,600	9,000	14.2%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$2,025,040	\$2,448,614	\$2,599,315	\$150,701	6.2%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	2.0	2.0	100.0%
Unclassified Positions	12.0	11.0	13.0	2.0	18.2%
Managerial / Confidential	0.0	0.0	1.0	1.0	100.0%
Executives	11.0	13.0	15.7	2.7	20.8%
Total	23.0	24.0	31.7	7.7	32.1%

Department 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.

Expenditure Detail

The allocation provided for personnel expenses total \$2,526,715. This includes funds for 2.0 classified positions, 13.0 unclassified positions, 1.0 managerial/confidential position and 15.7 executive positions. Total FY'08 allocation



represents a 5.9 percent increase over the FY'07 budget. Total increase is due to pay-for-performance increases provided to related positions in FY'07. This includes an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$72,600. Total FY'08 allocation represents a 14.2 percent increase over the FY'07 budget. All increases made were based on departmental input and its four-year historical cost trend. The primary increase occurred in the area of communications and related services (\$7,500) based on the department's four-year historical trend.



Department Head: Priscilla A. Thompson

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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,001,522	\$908,524	\$1,040,229	\$131,705	14.5%
Operating Expenses	789,592	659,364	582,396	(76,968)	-11.7%
Capital Outlay	22,073	38,020	5,000	(33,020)	-86.8%
Non-Operating Expenses	0	0	902,960	902,960	100.0%
Total	\$1,813,187	\$1,605,908	\$2,530,585	\$924,677	57.6%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	3.0	4.0	7.0	3.0	75.0%
Unclassified Positions	9.0	0.0	4.0	4.0	100.0%
Managerial / Confidential	0.0	8.0	1.0	(7.0)	-87.5%
Executives	2.0	2.0	2.0	0.0	0.0%
Total	14.0	14.0	14.0	0.0	0.0%

Department Description

The Office of the City Clerk is the keeper of the official City Commission minutes, legislation, bid openings and lobbyist registration. It is also responsible for attestation of contracts; keeping meeting schedules, minutes and attendance records for all City boards, committees, agencies and trusts; and attending bond validation proceedings. Additionally, the City Clerk's Office administers, supervises and certifies municipal, civil service, and certain advisory board elections, charter amendments, special or referenda (including Bond Elections), and straw ballot issues.

The 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, archived and vital records. The function of archival preservation is also entrusted to this Office.



Direct services provided by the Office of the City Clerk include: public information requests, public notices regarding meetings of the City Commission, advisory boards, elections, and passport acceptances.

Expenditure Detail

The allocation provided for personnel expenses total \$1,040,229. This includes funds for 4.0 unclassified positions, 7.0 classified positions, 1.0 Managerial/Confidential position, and 2.0 executive positions. Total FY'08 allocation represents a 14.5 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$582,396. Total FY'08 allocation represents an 11.7 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the elimination of one-time advertising cost of \$58,598 not required in FY'08.

The allocation provided for capital outlay total \$5,000. Total FY'08 allocation represents an 86.8 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$33,020 allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$902,960. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The amount provided is in support of the General Elections scheduled in November 2007.

Strategic Accomplishments

- In preparation for changes issued by the Department of State, relative to passport modifications and requirements, the City Clerk's Office attained its passport financial goal of \$20,000 by maintaining continuous training of all staff. The Office has also led an extensive marketing campaign and organized monthly offsite passport processing at the Miami Riverside Center (MRC) to increase revenues.
- The City Clerk's Office improved business and service delivery processes by enhancing its transcribing and electronic filing efforts, which resulted in City Commission Meetings minutes being completed within an average of 19 days, resulting in a 6-day reduction from the original target of 25 days. It should be noted that this accomplishment 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 City Clerk's 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 day reduction from the original target of 15 days. POMS advances include the capability to track financial disclosures and forward compliance notifications to 41 city boards, which include 41 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 City Clerk's 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 City Clerk's Office also continues to develop strategic skills by accomplishing 100% employee attendance at all City-mandated training courses. Beyond the normal scope of training, the Office has organized customized courses with Employee Relations to promote teambuilding and positive communications. As a result, efficiency and team productivity has increased and improved work processes and consistency. City Clerk team members have also matriculated towards Master Municipal Clerk Certifications/Designations to further professional education and to enhance its performance.

Other Accomplishments

- The City Clerk's Office, in conjunction with the City Attorney's Office, the Miami-Dade Commission on Ethics and Public Trust, and the Office of the City Manager, sponsored the inaugural City Boards, Committees, Trusts and Agencies' Liaison Training Workshop in the Commission Chambers at City Hall. A total of 55 City liaisons and legal counsel attended the workshop. Topics presented included the duties, responsibilities and compliance requirements for boards; ethics in the public sector; government-in-the-sunshine, financial disclosure; conflicts of interest; lobbyists; public meetings and records; and the overall role of the City Clerk's Office.
- The City Clerk's Office has initiated a thorough marketing and public relations blitz to improve the visibility and awareness of services offered to its internal and external customers. By launching a quarterly newsletter, Clerk's Corner, City of Miami residents and employees may be kept aware of the continuous programs and services being offered by this Office.
- The City Clerk's Office implemented the installation of the Information Station Self-Service Kiosk at the City of Miami's Historic City Hall. This initiative of the City Clerk's Office will allow internal and external customers to reach and secure valuable information, at their convenience, at City Hall. Deliverance of accessibility, expediency, and efficiency are all key components which led to the successful execution of the Self-Service



Kiosk's arrival. The features of the Information Station Self Service Kiosk include access to: City of Miami's Website; Miami-Dade County's Website; City Clerk's Office Website; Miami-Dade County Ethics' Website; Legistar; Municode; Records retrieval; Florida Statutes; and more.

- The Records Section conducts quarterly trainings for Records Liaisons on record retention, retrieval and disposal issues as it relates to the Florida Statutes; Florida Administrative Codes; City Code; City's record Retention Policies; and GS1-L Schedules. With the training of more than one liaison in each department, the records retention functions will continue without interruptions and the accessibility of records and cost-effectiveness will be clear.

Objectives and Key Deliverables

- An electronic records management program, Laser Fiche, will be launched to internal customers for the purpose of research and retrieval of public information. A reallocation of manpower to other duties and responsibilities will result due to less time spent on research requests.
- Implementation of online candidate registration and reporting. This program will give prospective candidates the capability to register as candidates and submit their campaign reports online.
- Implementation of an automated lobbyist registration program. This initiative will give all lobbyists the capability to instantly register and pay online.
- The City Clerk's Office has combined its efforts with Municode to shift the Charter and Zoning supplements to an electronic format. This initiative will reduce the amount of paper supplements received and delivered. As a result, the cost of storage, supplements, and man-power hours engaged in this process will be reduced.
- The City Clerk's Office, in conjunction with the Communications and Information 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 and archived coverage of commission and other meetings from any computer with internet capability.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$338,638	\$263,832	\$294,699	\$30,867	11.7%
Operating Expenses	23,799	54,090	23,706	(30,384)	-56.2%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$362,437	\$317,922	\$318,405	\$483	0.2%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	3.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	1.0	1.0	1.0	0.0	0.0%
Total	4.0	4.0	4.0	0.0	0.0%

Department Description

The City Charter provides for a Civil Service Board responsible for adopting, amending, and enforcing the rules and regulations governing appointments and employment of all employees in the classified service, subject to approval by the City Commission.

Pursuant to Section thirty-six 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.



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

The City Charter provides for a five-member Civil Service Board responsible for adopting, amending, and enforcing the rules and regulations governing appointments and employment of all employees in the classified service, subject to approval by the City Commission. The Board is composed of five individuals, three citizens and two employees, who 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. The Board has an advisory and reporting function to the City of Miami Commission, and reports findings and recommendations to the City Manager.

Expenditure Detail

The allocation provided for personnel expenses total \$294,699. This includes funds for 3.0 unclassified positions and 1.0 executive position. Total increase is due to pay-for-performance increases provided to related positions in FY'07. This includes an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$23,706. Total FY'08 allocation represents a 56.2 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction was in professional services legal (\$25,724) based on the reduction in the use of special counsel for Civil Service hearings and subsequent legal opinions.

Strategic Accomplishments

- Provided employees with key information and instill a customer focused, high-performance culture accomplished by conducting targeted orientations and training workshops for the City's employees, supervisors and department directors. These training workshops are available on a periodic basis but can additionally be prepared on an as needed basis.
- Provided a quality work environment by conducting three grievance hearings, two unsatisfactory service rating hearings, and eight appeal hearings consisting of three suspensions, and five forfeitures of earned time. Additionally, forty rulings on other personnel matters were conducted at the request of the department, administration or employee.



- Improved our business and service delivery processes revising, distributing and posting on the web, 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.

Other Accomplishments

- Between October, 2006 and March, 2007, the Board entertained six requests for appearances related to rule changes, investigations, grievances and motions; and considered various personnel matters from departments including extension of probationary periods, requests for military leaves of absence and requests to return to a previous classification.
- During this same time period, the Civil Service Department prepared 130 subpoenas for service to witnesses to appear at board hearings; conducted 26 investigative reports and researched projects at the request of the Board, City employees, other municipalities or constituents; and documented the continuances granted by the Board on behalf of the City or Employee and coordinated their scheduling.
- Additionally, the Office provided two trained monitors/raters who participated in, or reported on, 62 interviews for new hires and promotions at the request of hiring departments citywide as required under Labor Management Policy LMP-3-92, "Interview Process"; prepared revisions to the department's web page to provide additional information to and increase the knowledge of viewers regarding the functions of the Board; and conducted 13 Employee Orientation sessions for a total of 148 new hires (including promotions into civil service positions) concerning the City's Civil Service authority and processes.
- In concert with the Department of Employee Relations, our staff conducted training presentations on the functions of the Board to mid-level managers in the Fast Track Program, which has been on-going since November 2006. As of August 2007, we have trained over 500 employees.

Objectives and Key Deliverables

- To adopt, amend and enforce a code of rules and regulations providing for appointment and employment in all positions in the classified service subject to approval of the City Commission. The Board is responsible for investigations concerning the enforcement and effect of Section 36 of the City of Miami Charter and Code of Laws and of the Rules adopted.
- To investigate allegations of fraud and discrimination in the employment process and impose appropriate sanctions. This responsibility is specified in Civil Service Rule 17, Florida State Statute 112.3187 (Whistle-blower Act) and relates to the Board's investigatory function.
- To establish procedures for disciplinary actions and conduct hearings upon request of dismissed, suspended, demoted employees or reduced in pay by the Department Director. These duties of the Board are conducted in accordance with provisions of Rule 14 and are a part of the appellate function.



- To process employee complaints and investigate allegations concerning abuse of power in appointments, layoffs, demotions, removals without justification, and suspensions. The authority of the Board is exercised in accord with Civil Service Rules 16 and 17.
- To process employee complaints regarding City departments or staff on the hiring and promotion process as well as alleged violations of the Rules.
- Formulate corrective actions and process improvements for the Manager's implementation. The authority of the Board is exercised in accord with Civil Service Rules 16 and 17.
- Conduct hearings and make decisions on employees who have received unsatisfactory service ratings as specified in Civil Service Rule 13.
- Extend probationary periods beyond the limits established in Civil Service Rule 9.3.
- Approve transfers to other classifications under specified conditions in accordance with Rule 11.1.
- Approve job assignments that are beyond the routine scope of the Rules. This responsibility is exercised in accord with Civil Service Rule 11.2.
- To authorize active duty military leave of absence and returns from active duty within one year of the date of separation from active duty in accordance with Florida Statutes, Section 295.09.
- To approve re-employment of former employees under specified conditions in accordance with Civil Service Rule 12.4.
- To acquire a computerized archival system for current and future Civil Service Board records.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$552,090	\$903,034	\$894,417	(\$8,617)	-1.0%
Operating Expenses	13,635	31,900	20,425	(11,475)	-36.0%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$565,725	\$934,934	\$914,842	(\$20,092)	-2.1%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	1.0	1.0	1.0	0.0	0.0%
Unclassified Positions	7.0	7.0	7.0	0.0	0.0%
Managerial / Confidential	1.0	1.0	1.0	0.0	0.0%
Executives	2.0	2.0	2.0	0.0	0.0%
Total	11.0	11.0	11.0	0.0	0.0%

Department Description

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

Expenditure Detail

The allocation provided for personnel expenses total \$894,417. This includes funds for 7.0 unclassified positions, 1.0 classified position, 1.0 managerial/confidential position and 2.0 executive positions. Total FY'08 allocation represents a 1.0 percent decrease over the FY'07 budget. The primary reduction is due to a five-month freeze of 1 Senior Information Systems Auditor position and the related taxes.



The allocation provided for operating expenses total \$20,425. Total FY'08 allocation represents a 36.0 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. The primary reductions occurred in travel and per diem (\$4,900), rental and leases (\$2,000) and accounting and auditing services (\$3,000) based on the department's past four-year historical trend.

Strategic Accomplishments

- OIAG identified approximately \$650,000 of additional revenues and cost savings during fiscal year 2007. A total of \$400,000 was collected.

Other Accomplishments

- The financial, operational/performance and single audits identified several internal control deficiencies, lack of compliance with certain programs, and contract/lease provisions and applicable code and other requirements. The recommendations from OIAG, 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 revenues/fees in dispute and 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 and Key Deliverables

- 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 will be made.
- The audits of business and service delivery processes will be performed in a timelier manner due to more audit experience. The average budgeted hours will decrease from 415 hours to 400 hours.
- The OIAG will continue to review City commission agenda items and supporting documents/records for propriety and potential audit issues.



- Appropriate audit efforts will be focused on high risk and control deficient revenue collection areas. The OIAG estimates that additional revenues and/or cost savings totaling approximately \$960,000 will be identified in the coming year.
- 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.
- All auditors will be scheduled for 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 fiscal year 2008.
- 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.
- The OIAG will continue to provide technical expertise to City departments and agencies.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$838,976	\$914,355	\$1,052,399	\$138,044	15.1%
Operating Expenses	71,575	330,487	269,467	(61,020)	-18.5%
Capital Outlay	24,865	74,000	59,500	(14,500)	-19.6%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$935,416	\$1,318,842	\$1,381,366	\$62,524	4.7%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	1.00	3.0	3.0	0.0	0.0%
Unclassified Positions	8.00	5.0	5.0	0.0	0.0%
Managerial / Confidential	1.00	3.0	3.0	0.0	0.0%
Executives	1.00	1.0	1.0	0.0	0.0%
Total	11.0	12.0	12.0	0.0	0.0%

Department 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.



Expenditure Detail

The allocation provided for personnel expenses total \$1,052,399. This includes funds for 5.0 unclassified positions, 3.0 classified positions, 3.0 managerial/confidential positions and 1.0 executive position. Total FY'08 allocation represents a 15.1 percent increase over the FY'07 budget. The increase is due to an allocation of \$71,637 to support anticipated severance pay cost and union contract approvals in FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$269,467. Total FY'08 allocation represents an 18.5 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the need for free lance photography services (\$50,000) and repairs and maintenance services (\$7,000) not required in FY'08.

The allocation provided for capital outlay total \$59,500. Total FY'08 allocation represents a 19.6 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$14,500 allocated in FY'07, but not required in FY'08.

Strategic Accomplishments

City of Miami Television Channel 77

- Maintained a regular 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*, and *Kid's Corner* time slots.
- Continued to incorporate educational programming from the State of Florida and the Knowledge Network, including live morning newscasts from the Capitol (Capitol Update), interviews with our State Representatives and Senators (Florida Face to Face), and live press events with the Governor.
- Cesar Nunez, Producer/Editor won an Emmy for his production of *Miami 911*, a show focused on driving safely.
- Aired the Governor's *State of the State Address* on live television.
- Created the following new shows: *Think Green* providing residents with practical tips for on how they can contribute to the environment, and *Miami Bite* highlighting unique eating establishments across the city's diverse neighborhoods.
- Continued to update the look and graphics to professional network-quality standards.



- Completed and aired informative programs in three languages about city departments *Getting To Know Your City* on the following: Economic Development, Community Development, Downtown Development Authority, and Police Special Operations Division.
- Produced and aired in-studio versions of the talk show *Inside Miami* on the following topics: Social Security, Health, Access Miami (assistance for low-income families), and a special interview with the City Manager. The following shows were also produced on location: *The Future of the Miami River* (taped on the River), *Tourism in Miami* (taped in front of the cruise ship ports), *College Education* (taped at Miami-Dade College Wolfson campus), and *Assistance for Small Businesses* (taped at the Children's Museum with the skyline as the backdrop).
- Produced and aired public service announcements on several important topics to residents including: Miami 21 meetings and events, Parks Master Plan meetings, how to use the City Clerk's new kiosk, Community Development's *First-time Homebuyer* and *Housing for People with AIDS* programs, hurricane preparation (for 72 campaign), National Black HIV/AIDS Awareness Day 2007, Police Department's Special Olympics Torch Run, CDBG public meetings, Flagami Fiesta arts and culture event, the City's Tree Ordinance, and the Overtown Advisory Board meetings.
- Assisted other departments with special projects such as: Mayor's *State of the City* video, FedEx Orange Bowl *Welcome* video (played at the game), *Orange Bowl Memorable Moment* (for Capital Improvement Projects presentations about the Orange Bowl Redevelopment project), U.S. Conference of Mayors *Welcome to Miami* video presentation (for Mayor to show in LA), *City Livability Award* video (the video was submitted as part of a proposal that received first place honors at the U.S. Conference of Mayors).
- Worked with the ITD to create the City's E-video web page to enable the public access to several videos via the web.
- Used Communications staff and other city employees for voice over talent realizing a savings of \$20,000 in contractual services.
- Recycled DVC Pro tapes by consolidating footage onto longer tapes not fully utilized thus reducing the quantity of tapes needed.

Public Relations/ Web

- Coordinated press and public outreach regarding the ACCESS Miami program (Earned Income Credit, Benefit Bank, Small business loans). Department work included media buys, radio interviews, press release development, distribution, and placement on Miami.gov and CityNet.
- Sent out advanced press releases regarding Solid Waste garbage/trash pick-up scheduled on holidays (announcements simultaneously placed on Miami.gov and CityNet).



- Sent out announcements about important appointments of City Executives including:
 - Mayor's Chief-of-Staff, Suzanna Valdez
 - Chief Financial Officer, Larry Spring
 - Former City Attorney, Geraldine Hogan to become a judge
 - Two new Assistant City Attorneys
 - Director of Economic Development, Lisa Mazique
- Coordinated outreach for important events led by other departments including:
 - GIS Day (ITD)
 - Miami Cares Day 2006 (Homeless Assistance Program)
 - Arbor Day Tree Planting (Mayor's Office/Grants Administration)
 - Mayor's State of the City
 - Appointment of new Miami Office of Sustainable Initiatives
 - Signing of Union contracts
 - Ultimate Business Fair in Little Havana
- Assisted with media outreach for the Department of Employee Relations' recruitment efforts for: Parks and Recreation Staff, Police Officers, and Fire Fighters.
- Coordinated media outreach for several Capital Improvement Projects including:
 - Curtis Park Football Field new turf (in collaboration with the Miami Dolphins)
 - Flagler two-way conversion
 - Jose Marti Park Gymnasium
 - Buena Vista Road Improvement
- Assisted the Planning Department with press outreach for various projects including:
 - Miami 21's public meetings
 - Museum Park Master Plan public meetings
 - Virginia Key Master Plan public meeting
 - Coconut Grove Master Plan public meetings
- Supported press outreach efforts of the Department of Community Development including:
 - First-time Homebuyer Program
 - The granting of CDBG funds to certain facilities/organizations
 - Ribbon cuttings and ground breakings of important affordable housing projects
 - RFP workshops for the development of vacant parcels of land
- Recorded updated messages on the AM radio system. Recorded messages have addressed: 311, Code Enforcement, Flagler two-way conversion, Police emergency and non-emergency contact information, hurricane preparedness, garbage pick up, mini-dump.



- Coordinated press outreach efforts for several events and programs of the Mayor's Office including: Environmental initiatives, Green Building Forums, Hurricane Preparedness (For 72 Help Us, Help You), NYC Mayor Michael Bloomberg's visit to Miami, State of the City Address, and many others.
- Coordinated outreach efforts for the offices of City Commissioners including:
Commissioner Michelle Spence-Jones: Little Haiti Construction Career Day (Little Haiti NET), Little Haiti Clean Up, Haitian Awareness Month, Peace Walk, Senior First Rally.
Commissioner Joe Sanchez: Little Havana Tree Planting.
Commissioner Marc Sarnoff: Launch of new website, distribution of the movie *Inconvenient Truth*, restoration of Pocket Park in Coconut Grove.
Commissioner Angel Gonzalez: Launch of new web site.
- Facilitated the creation of the website for the Offices of Commissioner Gonzalez, Commissioner Sarnoff, and the Miami Office of Environment.
- Continued to update the City of Miami website home page, CityNet home page, and CityNet *Photo of the Day* on a weekly and sometimes daily basis.
- Provided updates for websites of: Office of Protocol, NET, and Office of Communications web pages.

Photography

- Photographed 248 assignments consisting of media events, press conferences, city employees at work for website, recruitment efforts, annual reports for Police, Finance and the Mayor's State of the City.
- Archive and maintain back up for the City's digital photos from FY 2002 to the present
- Established photo editing work flow procedure.
- Photographed people and scenic places for use in the following initiatives: Annual Reports, 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; Solid Waste, Mini-Dump door hangers; Lead Abatement ads.
- Provided photographs for Grants submissions.
- Special projects such as: Mayor's Office State of the City back drop and State of the City Report, Mayors Hemispheric Forum, Commissioner Sarnoff's staff documentation of Flagler Street repairs, Miami Police Department: Annual Report, uniform brochure, and promotions, Fire-Rescue Department promotions and graduations, Mayor's Forum documentation and documentation of existing city construction signs.
- Took aerial photography for beauty shots, crime scene investigation, and historical records.



- Provided photos for The District Times newspaper (Commissioner Spence-Jones).
- Provided photos for Miami Police and Fire Department recruitment campaign.
- Took photographs of positive events that were sent to the media for use in their publications (Miami Herald Neighbors, El Nuevo Herald, El Diario Las Americas, Sports Events, Poder, Competencia, New York Post, Miami Monthly, Biscayne Boulevard Times, Calle Ocho News).

Technical/Miscellaneous

- Set-up necessary cameras and cables to enable the channel to air "Live" the Mayor's State of the City.
- Set-up multiple camera operations to shoot the *Inside Miami* talk show on location at no cost to the City.
- Installed Rendering Farm system (created with 8 discontinued computers from ITD) to share the Video Imaging processing time of the video animations and graphics projects for our TV station. This technological advance allows the department to save approximately 11 hours of television production time.
- Installed a new graphic computer station. The computer was assembled in our department from parts bought separately in order save money. The computer has a high performance for designing 3D graphics and processing video clips.
- Installed an "on" light indicator microphone system of red light switchers on the DAIS of City Hall so users can see if a microphone is on.
- Upgraded the non-linear editing system with bigger hard drives and more RAM memory for better performance. This was done in-house so there was no need to outsource.
- Installed a DVD player in the staff room for meetings.
- Provided translations in Spanish and/or Creole for several projects including: the Museum Park brochure, Solid Waste notices, CIP letters to residents regarding improvement projects, and the Mayor's State of the City address.

Objectives and Key Deliverables

- Create public service announcements for city departments to use on the City channel, commercial television, and presentations. This will create operational savings by eliminating video production cost.
- Continue providing translation services in Spanish and Creole for the channel, web, and departments' small-to-medium scale projects.



- Create new episodes of *Rhythm of Miami*, a 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 and Recreation programs. In addition, utilize the web and press releases to assist Parks in informing the public about upcoming events and programs.
- 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.
- Ensure that all web content is updated, work with the (ITD) to create new department sites, as well as come up with ways to facilitate city business through the web.
- Maintain television programming schedule so viewers will know when to tune in and watch the program or meeting of their choice.
- Implement web streaming of public meetings to eliminate the need for the public to request copies of them.
- Keep the public informed about city services through press releases, especially in times of emergency.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$3,171,452	\$4,140,363	\$4,543,847	\$403,484	9.7%
Operating Expenses	644,036	928,559	587,590	(340,969)	-36.7%
Capital Outlay	60,909	7,500	7,500	0	0.0%
Non-Operating Expenses	0	0	315,977	315,977	100.0%
Total	\$3,876,397	\$5,076,422	\$5,454,914	\$378,492	7.5%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	17.0	19.0	19.0	0.0	0.0%
Unclassified Positions	18.0	20.0	20.0	0.0	0.0%
Managerial / Confidential	9.0	13.0	13.0	0.0	0.0%
Executives	4.0	5.0	5.0	0.0	0.0%
Total	48.0	57.0	57.0	0.0	0.0%

Department 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 departments' responsibilities include Employment, Records maintenance, 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 is responsible for the 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 improves 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.

Expenditure Detail

The allocation provided for personnel expenses total \$4,543,847. This includes funds for 20.0 unclassified positions, 19.0 classified positions, 13.0 managerial/confidential positions, and 5.0 executive positions. Total FY'08 allocation represents a 9.7 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$587,590. Total FY'08 allocation represents a 36.7 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in the areas of travel and per diem (\$163,554) based on the department's four-year historical cost trend, rental and leases (\$61,500) in the use of off-site facilities, and other current charges and obligations (\$40,300).

The allocation provided for non-operating expenses total \$315,977. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The amount provided in budget reserve is in support of increased recruitment efforts anticipated in FY'08 as a result of union contract approvals in FY'07.

Strategic Accomplishments

- Successfully concluded negotiations with the City's four labor unions and will provide training on contract changes to all department management.
- Turnaround time for noncompetitive recruitment experienced a 35% decrease in number of days to establish



an eligible register (from 15.15 to 9.6 days), though the number of applications (9,237) increased by 30% over the same period last year (7,075.) Turnaround time to established competitive registers for employment reduced by 15%, despite a 19% increase in the number of competitive processes administered.

- Administered 88 interview processes, representing 551 candidates interviewed in FY 2006-2007 (Sept. 2006 – July 2007). Presently ER is on track to administer 12% more interview processes than last fiscal year while also successfully administering a greater number of competitive processes (representing a 19% increase) administered over the same period of time.
- As of June 30, 2007, ER has reviewed and processed 5,537 Personnel Action Forms with an average turnaround time of 4.37 days representing a 27% improvement year-over-year.
- Moved from hand-scoring bubble-in answer sheets to utilizing scanning technology to electronically grade 1,149 written examinations as a part of the City staffing process, resulting in significantly reduced turnaround time and cost savings.
- Subsequent to FOP contract ratification, worked cooperatively with MPD to recruit 717 completed applications for Police Officer (Basic Recruit) within a three week span, more than doubling the number of applicants in PO recruitments over the past year within half of the recruitment time.
- The Classification and Pay Division was able to evaluate the hiring and retention needs of the Police Department and design an entirely new salary structure that is appealing to new recruits, and will provide frequent incentives to retain them throughout their career. The new structure reduces the chance that other Police Departments will be able to attract our Officers, and in fact increases our ability to attract experienced officers from other locations to apply for our positions.
- Position audit cycle-times were reduced by 60% and position survey turn-around time was reduced by 14%.
- Oracle Human Resources Phase I successfully went live on 10/1/06. The Oracle HRMS Phase I team continues to support, configure and train users on the Oracle HR application. Phase II Payroll was designed and configured in a test environment ready to be implemented into production instance.
- Payroll has successfully implemented pay changes for two contracts with two remaining for implementation the remainder of the FY'07. To date, implementations have gone smoothly.
- Police Kronos was implemented on 6/24/06. We continue to support Police business needs including redesign of application and ongoing training.
- Organization Development and Training (ODAT) designed/implemented a five-day, in-house "Excellence in Management" Fast Track training program, which has been attended by 480 managers/supervisors. The program aligns employees with the City's Balanced Scorecard and covers courses relevant to management "best practices". Program ratings have been consistently excellent.



- ODAT supported the IMiAMi Phase I implementation by taking the lead on training logistics and scheduling over 1,000 attendees and provided other assistance and proctoring as requested.
- ODAT now offers 23 in-house training programs for customer service, communication and management skills and mandatory training programs. In addition, custom team building and training programs were designed for 11 departments and process improvement facilitation was offered to 6 departments. Approximately 3,200 employees have attended one or more of our customized and /or mandatory training programs. Over \$120,000 was achieved in savings for the City by providing these services in-house vs. external contracts.
- Maintain an internal Employee Assistance and Wellness Program headed by licensed clinical and industrial-organizational psychologist who maintains a local network of established providers to improve service delivery and coordination. Psychologist provides onsite employee and management consultations, short-term counseling, individualized performance coaching and assessments, fitness for duty and return to work planning and accommodation needs assessments. Annually provided services to over 500 employees and managers.
- Provided 76 Wellness Programs and individualized consultations for 307 employees.

Objectives and Key Deliverables

- An electronic records management program, Laser Fiche, will be launched to internal customers for the purpose of research and retrieval of public information. A reallocation of manpower to other duties and responsibilities will result due to less time spent on research requests.
- Develop and implement city-wide internal customer service satisfaction survey to be implemented in fiscal year '07-08.
- Achieve 80% of standard 21 day turnaround cycle time for Personnel Action Forms.
- Achieve 80% of standard 21 day process cycle time for establishment of non-competitive and competitive, non-sworn recruitment register.
- Improve overall service delivery rating for mass-entry level sworn examination processes.
- Improve position audit and survey cycle time.
- Improve business process intake/response time.
- Provide internally developed regularly scheduled training programs for management and other employees aligned with strategic objectives for the City.
- Provide internally developed mandatory ethics training program for all employees.



- Identify payroll liaison positions in high population departments, e.g. Fire, Police and Payroll provide ongoing skills training and development to improve overall quality.
- Internal ER experts team with individual department leaders to fully integrate whole systems change efforts intra/inter departmentally in alignment with their Balance Scorecard.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$6,413,545	\$7,344,042	\$7,125,854	(\$218,188)	-3.0%
Operating Expenses	6,406,273	7,231,046	5,915,646	(1,315,400)	-18.2%
Capital Outlay	28,809	36,725	30,000	(6,725)	-18.3%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$12,848,627	\$14,611,813	\$13,071,500	(\$1,540,313)	-10.5%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	70.0	70.0	67.0	(3.0)	-4.3%
Unclassified Positions	1.0	1.0	1.0	0.0	0.0%
Managerial / Confidential	21.0	21.0	21.0	0.0	0.0%
Executives	5.0	5.0	5.0	0.0	0.0%
Total	97.0	97.0	94.0	(3.0)	-3.1%

Department Description

The Information Technology Department's 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.

The responsibility of the Information Technology Department, working in conjunction with staff from all departments, comprises 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.

Expenditure Detail

The allocation provided for personnel expenses total \$7,125,854. This includes funds for 1.0 unclassified position, 67.0 classified positions, 21.0 managerial/confidential positions and 5.0 executive positions. Total FY'08 allocation represents a 3.0 percent decrease over the FY'07 budget. This is due to a one-year freeze on 6 positions, and the elimination of 1.0 Administrative Aide position and 2.0 Computer Operator I positions along with their related taxes.

The allocation provided for operating expenses total \$5,915,646. Total FY'08 allocation represents an 18.2 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in repairs and maintenance services of \$1,000,000 based on the department's four-year historical trend.

The allocation provided for capital outlay total \$30,000. Total FY'08 allocation represents an 18.3 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$6,725 allocated in FY'07, but not required in FY'08.

Strategic Accomplishments

- The Information Technology Department replaced legacy business systems with new commercially-available software applications with modern technical designs and capable of performing best business practices.
- The iMiami ERP system and the Land Management System contributed directly to the accomplishment of 12 of the City's 21 strategic objectives.
- The iMiami ERP Phase I Project was completed and is operational with financials, procurement and projects and grants functions now using the Oracle eBusiness system.
- The Kronos Time and Accounting System serve over 50% of city staff.
- In the Land Management System area, the business process improvement work and development of the Public Works Module progressed with a web-based interactive Public Works right-of-way permits system in development. End-to-end business process reviews for other business areas continue.
- The City's Enterprise Geographic Information System (eGIS) was enhanced with color and color infrared aerial photography plus additional layers for Miami 21 and Solid Waste Routes. 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 install computer applications that display a variety of data via interactive maps.



- Imaging technology is being rolled out in the Building, Public Facilities and Public Works Departments.
- The supporting infrastructure of hardware, software and information technology processes was 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 have been upgraded/expanded to improve the productivity of the City's mobile workforce.
- To improve operational efficiencies, the Information Technology Department has begun to "virtualize" the computing resources, reducing the amount of equipment. This has produced savings in management attention and power consumption as well as consolidation of enterprise storage and backup.
- The Information Technology Department has built over 30 computer learning centers at City parks and senior centers to provide citizens, young and old, with access to computers and internet as part of the Mayor's comprehensive anti-poverty program named "Elevate Miami".
- The Information Technology Department installed kiosks providing access to on-line City services and internet at City Hall and the Neighborhood Enhancement Team (NET) Office.

Other Accomplishments

- Implemented processes and tools as well as training of the help desk staff to assist in the management, user support and cost effectiveness of information technology.
- A Change Management System was implemented to track requests for service, compute economic value for projects and log time spent to complete task.
- In order to strengthen the City's defenses against information security threats, advanced SPAM fighting, internet security and intrusion detection and identity control resources are continually being improved.
- Regular testing and improvement of the business continuity and disaster recovery processes were successfully conducted.



- An enterprise backup and recovery infrastructure, which will aid in the recovery process, was implemented at a secondary City facility, in addition to an intergovernmental agreement for mutual data center support.
- Old telephone equipment and technologies are being replaced by state-of-the art voice over internet protocol (VoIP) systems.
- The basic VoIP infrastructure has been implemented and new sites are added as the old systems fail. New technology VoIP systems have been installed at Little Haiti NET, Fire Communications, NE Coconut Grove NET, Solid Waste, Parks Operations, Public Works Operations and the City Emergency Operations Center.
- A web-streaming and video archiving capability is operational that allows internet users (who live outside of the coverage of public access channel #77) to view live commission meetings and archived video productions shown on channel 77.

Objectives and Key Deliverables

- Begin Phase II of the iMiami project, adding Payroll, Human Resources and Budget capabilities to the ERP system for delivery in 2009.
- Develop and organize the next phase of the Land Management System that will automate currently manual processes for Public Works right-of-way permits, special event permits, Fire code compliance, and Solid Waste code enforcement.
- Expand imaging capability and capacity for the Land Management, financial, procurement, and other business functions.
- Install a new point of sale cashiering system that will accept all payments (cash or credit card) for all services offered by the City, manage receipts and interface collections to Land Management Systems and Oracle financials.
- Continue transition of legacy systems to newer hardware/software platforms, allowing removal of the proprietary mainframe in 2009.
- Begin reimplementing of the Fire emergency dispatching system to modernize it.
- Install a fire field-based reporting system for the Fire Department that incorporates wireless technology.
- Replace outdated desktop and server technologies to 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.
- Continue to upgrade obsolete telephone systems with Voice over IP technologies to improve capabilities and reduce support requirements at various City locations.
- Complete the end-to-end review and process improvement project for all Land Management business processes.
- Continue to develop and organize interactive GIS-based applications for citizens to request municipal services and access City information.
- Acquire and implement the Granicus video-streaming solution to “web cast” public meetings and events on the WEB without current bandwidth limitations.
- Enhance communications and access to City information for citizens and business partners through the installation of additional information kiosks at key City sites.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$4,528,584	\$6,045,391	\$6,126,425	\$81,034	1.3%
Operating Expenses	496,150	718,100	510,700	(207,400)	-28.9%
Capital Outlay	16,041	24,252	13,600	(10,652)	-43.9%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$5,040,775	\$6,787,743	\$6,650,725	(137,018)	-2.0%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	6.0	6.0	6.0	0.0	0.0%
Unclassified Positions	5.0	5.0	5.0	0.0	0.0%
Managerial / Confidential	21.0	21.0	21.0	0.0	0.0%
Executives	32.0	31.0	27.0	(4.0)	-12.9%
Total	64.0	63.0	59.0	(4.0)	-6.3%

Department 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 City 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 capacities in all matters of litigation. They also provide specialized legal counsel in areas of civil law related to municipal corporations.

Expenditure Detail

The allocation provided for personnel expenses total \$6,126,425. This includes funds for 5.0 unclassified positions, 6.0 classified positions, 21.0 managerial/confidential positions, and 27.0 executive positions. Total FY'08 allocation represents a 1.3 percent increase over the FY'07 budget. The increase is due to union contract approvals and pay-for-performance increases in FY'07 and its effect on related positions in FY'08. The approved union



contracts and pay-for-performance increases included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$510,700. Total FY'08 allocation represents a 28.9 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction was in the area of professional services legal (\$150,000) due to the anticipated reduction in the use of outside legal counsel in FY'08.

The allocation provided for capital outlay total \$13,600. Total FY'08 allocation represents a 43.9 percent decrease over the FY'07 budget. Reduction based on the elimination of one-time capital items (\$10,652) allocated in FY'07, but not required in FY'08.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,389,832	\$1,537,830	\$1,482,479	(\$55,351)	-3.6%
Operating Expenses	99,854	98,200	95,900	(2,300)	-2.3%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$1,489,686	\$1,636,030	\$1,578,379	(\$57,651)	-3.5%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	2.0	1.0	1.0	0.0	0.0%
Unclassified Positions	4.0	4.0	3.0	(1.0)	-25.0%
Managerial / Confidential	12.0	13.0	13.0	0.0	0.0%
Executives	2.0	2.0	1.0	(1.0)	-50.0%
Total	20.0	20.0	18.0	(2.0)	-10.0%

Department 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 assists in implementing, monitoring, and reporting on the City's strategic priorities, which guide 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.



Expenditure Detail

The allocation provided for personnel expenses total \$1,482,479. This includes funds for 3.0 unclassified positions, 1.0 classified position, 13.0 managerial/confidential positions and 1.0 executive position. Total FY'08 allocation represents a 3.6 percent decrease over the FY'07 budget. This is due to the elimination of one Project Manager and one Assistant Director position along with their related taxes.

The allocation provided for operating expenses total \$95,900. Total FY'08 allocation represents a 2.3 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in communications and related services cost of \$2,300 not required in FY'08.

Strategic Accomplishments

- OSPBP received the GFOA Distinguished Budget Award for outstanding budget presentation in FY'07.
- OSPBP, in conjunction with City departments, completed the revision of the city-wide and department-level balanced scorecards as part of the next phase of the strategic planning development process.
- The OSPBP continuously improved data collection, which enabled the City to effectively monitor and reward the progress achieved on established measures and targets.
- OSPBP 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).
- OSPBP completed the revision of the city-wide revenue manual that was distributed to the City during the first quarter of the 2007 fiscal year. This was a significant accomplishment in that this data resource was utilized in the analytical review of revenue enhancement that ultimately allowed the Administration to reduce taxes.

Other Accomplishments

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

Objectives and Key Deliverables

- 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.



- Submit 100% of the standard financial and other adhoc reports during the required reporting periods.
- Complete all incoming customer (internal and external) requests within a 5-day work period.
- 100% of Budget staff to attend all strategic training courses provided by the City's Training and Development division.
- Continue city-wide 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 the end of the third quarter of 2008 to review the status of the city-wide scorecard, reiterate measure owner accountability of city-wide measures, establish targets and commence data collection.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,132,021	\$1,320,165	\$1,377,024	\$56,859	4.3%
Operating Expenses	122,322	144,390	97,995	(46,395)	-32.1%
Capital Outlay	0	16,500	11,001	(5,499)	-33.3%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$1,254,343	\$1,481,055	\$1,486,020	\$4,965	0.3%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	13.0	13.0	13.0	0.00	0.0%
Unclassified Positions	3.0	4.0	4.0	0.00	0.0%
Managerial / Confidential	1.0	0.0	0.0	0.00	0.0%
Executives	2.0	2.0	2.0	0.00	0.0%
Total	19.0	19.0	19.0	0.00	0.0%

Department Description

The Purchasing Department procures and 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.

Expenditure Detail

The allocation provided for personnel expenses total \$1,377,024. This includes funds for 4.0 unclassified positions, 13.0 classified positions, and 2.0 executive positions. Total FY'08 allocation represents a 4.3 percent



increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$97,995. Total FY'08 allocation represents a 32.1 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The department will reduce services provided for the Purchasing Information Exchange event at a cost of \$15,499. The number of training courses attended will be reduced at a cost of \$9,896 along with advertising mail-outs cost of \$5,333.

The allocation provided for capital outlay total \$11,001. Total FY'08 allocation represents a 33.3 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items cost of \$5,499 allocated in FY'07, but not required in FY'08.

Strategic Accomplishments

- Implemented Phase I of the Enterprise Resource Plan (ERP), iMiami (Oracle) Software System going "Live" on October 2, 2006. This included the implementation of the Procurement Module. The City of Miami Purchasing Department is one of few Public Procurement Departments nationwide to fully implement the entire module.
- Provided employees with ERP training on procurement module after the "Go-Live" date October 2, 2006.
- Managed the Citywide Purchasing Card Program. This program streamlines the purchasing process for small dollar purchases. Procurement of related business goods or services directly from vendors through the program reduces the time and effort normally associated with ordering and payment for these types of purchases. The program reduced the number of requisitions, purchase orders issued, invoices and the number of checks to process. In comparison, from July 2006 through July 2007, there has been 128 P-Card Holders and \$2,183,012.06 has been charged to P-Cards. Approximately 5,619 transactions per process for requisition entry, issuance of purchase orders, and invoice entry were eliminated. This led to an overall operational savings to the City in excess of \$702,375 on processing purchase orders during that period.
- The Purchasing Department established 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 \$199,000.

Other Accomplishments

- For the first time historically, the Purchasing Department has issued Fleet Vehicles-Citywide encompassing hybrid vehicles such as compact 4 door Sedans and economy 4 door Sport Utility Vehicles (Green Procurement).



- Recipient of the Universal Public Purchasing Certification Council (U.P.P.C.C.) 2007 Excellence in Achievement Award for maintaining a fully certified procurement.
- Recipient of the National Purchasing Institute (N.P.I.) 2007 Achievement in Excellence in Procurement Award.
- Recipient of the Universal Public Purchasing Certification Council (U.P.P.C.C.) "Sterling Award" for receiving the Excellence in Achievement Award for maintaining a fully certified procurement department for 3 consecutive years (2005, 2006, 2007) .

Objectives and Key Deliverables

- Add travel and entertainment as a merchant category code to the P-Card. This will allow city employees to reserve their airfare and hotel needs for city business related purposes to reduce the administrative cost incurred under the current process.
- Implement patches, enhancements, and upgrades to the ERP Procurement Software Application.
- Fill a vacant position for P-Card Administrator to administer the P-Card Program.
- Fill a vacant position for Procurement Assistant to complete procurement commodity teams.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$456,191	\$481,160	\$588,990	\$107,830	22.4%
Operating Expenses	448,624	532,489	424,311	(108,178)	-20.3%
Capital Outlay	0	1,300	1,300	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$904,815	\$1,014,949	\$1,014,601	-\$348	0.0%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	5.0	5.0	6.0	1.0	20.0%
Unclassified Positions	2.0	2.0	2.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	1.0	1.0	1.0	0.0	0.0%
Total	8.0	8.0	9.0	1.0	12.5%

Department Description

The Office of Hearing Boards processes applications, petitions, advertisings, signs of posting, notifications to property owners. Hearing Boards also schedules public hearings and meetings to be held by the Planning and Zoning portion of the City Commission for the following: Zoning Board, Planning Advisory Board, Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board and Waterfront Advisory Board. The Director is the custodian of all records, cases and documents pertaining to orders and resolutions issued by the various boards. The Director is also responsible for scheduling all meetings at the City Commission Chambers and Staff Room. This department also processes and schedules all violation cases and issues subpoenas for the Code Enforcement Board and Ticketing Appellate Board. 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.



Expenditure Detail

The allocation provided for personnel expenses total \$588,990. This includes funds for 2.0 unclassified positions, 6.0 classified positions, and 1.0 executive position. Total FY'08 allocation represents a 22.4 percent increase over the FY'07 budget. The increase is due to the addition of 1.0 Administrative Clerk position and the union contract approvals in FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$424,311. Total FY'08 allocation represents a 20.3 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in advertising cost for fewer Hearing Board meetings of \$72,178. The department also reduced the need for legal services cost of \$15,000, repairs and maintenance cost of \$10,000 and professional services cost of \$10,000.

The allocation provided for capital outlay total \$1,300. Total FY'08 allocation is unchanged from last year.

Strategic Accomplishments

- Service delivery improved by streamlining the file search process for code enforcement and public hearing. A monthly average of \$2,300.00 was collected due to increased file searches from development demands.
- The acceptance of public hearing applications was simplified by initiating a checklist procedure to ensure the accuracy of public hearing application submittals.
- The departmental web page was updated to facilitate service access for customers.
- Managers attended Fast Track Training while staff members attended mandatory training courses offered by the City.

Other Accomplishments

- Hired five additional Special Masters to serve on code-enforcement related matters, with the assistance of the Office of the City Attorney.
- Updated all legislative templates in Legistar by producing a more user-friendly program with the assistance of the City Clerk's Office.
- Provided copies of all public hearing applications to the City Attorney's Office following the monthly application deadline to ensure legality and accuracy of each application.



- The Department of Hearing Boards worked in conjunction with the City Clerk's Office and have been fully trained to facilitate the recording of all public hearings.

Objectives and Key Deliverables

- Engage more Special Masters to serve on code enforcement-related proceedings by the first quarter of 2008.
- Reorganize staff functions to fit the changing needs of the City and to ensure efficiency and productivity by the first quarter of 2008.
- Increase the File Search fees by the first quarter of 2008.
- Continue to work with the Department of Information Technology regarding the City View Standard Operating Procedures (SOP).
- Reconfigure the department space to fit the suitable needs of the reorganization of the staff by the end of 2008.
- Seek additional training for personnel through the Employee Relations Department to motivate staff throughout 2008.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$3,709,311	\$3,940,541	\$4,238,080	\$297,539	7.6%
Operating Expenses	1,248,532	1,538,559	1,440,312	(98,247)	-6.4%
Capital Outlay	94,399	0	0	0	0.0%
Non-Operating Expenses	0	200	200	0	0.0%
Total	\$5,052,241	\$5,479,300	\$5,678,592	\$199,292	3.6%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	56.0	51.0	51.0	0.0	0.0%
Unclassified Positions	3.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	6.0	4.0	4.0	0.0	0.0%
Executives	3.0	3.0	3.0	0.0	0.0%
Total	68.0	61.0	61.0	0.0	0.0%

Department Description

The Finance Department is responsible for providing accurate and timely information regarding the City's financial activities. Services provided by the department include:

- Revenue Collection - Revenue is collected from many sources including sales tax, property tax, licenses, and permits. Other sources of revenue include grant funds, intergovernmental revenues such as State Revenue Sharing and Half Cent sales tax and various charges for City services.
- Customer Service - Resolve current and or past due billings and issues encountered by customers of the City.



- Distribution of Funds - Payments made to suppliers for goods and services via check, ACH and wire transfers.
- Record Keeping - Maintaining a detailed accounting of the City's financial resources in the City's financial system using governmental fund accounting.
- Debt and Investments - Outstanding debt is maintained by the Treasury Division to ensure all payments are made on a timely basis. Capital assets are invested in accordance with the City's Investment Policy which is approved by the City Commission.

Expenditure Detail

The allocation provided for personnel expenses total \$4,238,080. This includes funds for 3.0 unclassified positions, 51.0 classified positions, 4.0 managerial/confidential positions, and 3.0 executive positions. Total FY'08 allocation represents a 7.6 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$1,440,312. Total FY'08 allocation represents a 6.4 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in professional services (\$30,000) as a result of a reduction in consultant services for land management, POS cashiering system, and financial advisory. Additionally, reductions are anticipated in travel and per diem (\$25,550) and office supplies (\$10,500).

Strategic Accomplishments

- Went live with the Oracle Financials Management System on October 1, 2006 implementing several Projects and Grants that provide fiscal monitoring of grant funds received from federal, state and local agencies.

Other Accomplishments

- Received the Government Financial Officer Association (GFOA) Excellence in Financial Reporting Awards for the 2005 Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) reports.
- Completed all reporting requirements for the continuing disclosures per SEC rule 15c2-12 for the General Obligation and Special Obligation Bonds, and loans for the 2007 fiscal year.
- Have taken both external and internal strategic approach to revenue enhancement in the areas of collections on Business Tax Receipts (BTR) and Certificates of Use (CU).



Objectives and Key Deliverables

- Enhance current business process flows to make interactions with customers effective and efficient while providing quality service.
- Enhance staff productivity and effectiveness by sending them to attend professional conferences and seminars. These trainings will improve existing skill sets as well as keep staff informed of GASB rule changes, cash management and investment changes and impacts on State and local revenues.
- Reduce the turn-around time involved with performing lien searches thereby meeting performance standards and expectations of customers.
- Ensure all telephone calls from departments, customers and citizens are returned and followed-up on within 48 hours.
- Ensure account creation is established within 48 hours of receiving complete packages from requesting departments.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$5,770,485	\$6,137,693	\$7,032,525	\$894,832	14.6%
Operating Expenses	839,303	1,133,063	576,351	(556,712)	-49.1%
Capital Outlay	62,230	192,971	165,762	(27,209)	-14.1%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$6,672,018	\$7,463,727	\$7,774,638	\$310,911	4.2%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	77.0	77.0	78.0	1.0	1.3%
Unclassified Positions	3.0	3.0	4.0	1.0	33.3%
Managerial / Confidential	2.0	2.0	2.0	0.0	0.0%
Executives	4.0	4.0	4.0	0.0	0.0%
Total	86.0	86.0	88.0	2.0	2.3%

Department Description

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

The Administration Division is responsible for formulating and implementing policy decision making; preparing and maintaining the budget, monitoring revenues, staffing, and issuing all certificates. This Division works closely with the construction industry, citizen groups, professional organizations, other government agencies and all other stakeholders in developing long and short-range plans for the Department.



The Inspection Services Division is responsible for protecting 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. Building trades consist of the Building, Electrical, Mechanical, Plumbing, Elevators and Unsafe Structures Sections. This 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 includes the Permit Counter and Records area. This Division issues permits and collects fees. The Records area coordinates the digitizing of records to comply with State Public Records requirements, maintains control of all records, and provides copies of available records requested by the public.

Expenditure Detail

The allocation provided for personnel expenses total \$7,032,525. This includes funds for 4.0 unclassified positions, 78.0 classified positions, 2.0 managerial/confidential positions and 4.0 executive positions. Total FY'08 allocation represents a 14.6 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$576,351. Total FY'08 allocation represents a 49.1 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in other contractual services (\$210,265) as a result of anticipated reductions in the number of major construction for review and/or permitting and special pay (\$312,600) for overnight plans review services.

The allocation provided for capital outlay total \$165,762. Total FY'08 allocation represents a 14.1 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$27,209 allocated in FY'07, but not required in FY'08.

Strategic Accomplishments

- Partnered with Citistat in defining all Building processes (end to end) and identifying best business practices for the Department.
- Saved the community 10% in flood insurance premiums by participating in the (NFIP) National Flood Insurance Program, which enforces the Floodplain Management Ordinance.
- Maintained elevation certificates on new and improved buildings located in the flood area.
- Provided flood insurance rate map information including an outreach/education initiative into the community.



- Enforced Chapter 20 of the City Code, Flood Damage Prevention.
- Enforced storm water management drainage maintenance and stream dumping regulations.
- Participated in the permitting and inspection of major construction projects.

Other Accomplishments

- Partnered with Citistat/311 to route routine calls for information and routine requests, such as placing inspections through the 311 call center, to improve customer service and leverage resources.
- Finished Phase I of remodeling Building's physical location to achieve a more effective workspace for the staff and customers and to provide more excellent and expedient service.

Objectives and Key Deliverables

- Acquire a Land Use Management /Computer System.
- Continue to work with Citistat, implementing best business practices (processes end-to-end) in the Department by the first quarter of the 2008 fiscal year.
- Work with Citiview to implement the new system by the second and third quarter of the 2008 fiscal year.
- To create a Process Improvement Team (PIT) survey to analyze areas of potential improvement & streamline permitting process.
- Continue conversion of paper/microfilm records into an electronic format by scanning/digitizing.
- Evaluate current status of conversion of paper/microfilm records into electronic format and set FY 2008's priorities by the first quarter of the 2008 fiscal year.
- Evaluate current work structure needs and re-appropriate personnel/resources more effectively and efficiently.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$1,694,321	\$2,274,516	\$2,092,021	(\$182,495)	-8.0%
Operating Expenses	238,208	517,001	688,429	171,428	33.2%
Capital Outlay	28,753	2,500	2,500	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$1,961,282	\$2,794,017	\$2,782,950	-\$11,067	-0.4%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	25.0	25.0	21.0	(4.0)	-16.0%
Unclassified Positions	3.0	4.0	4.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	3.0	3.0	2.0	(1.0)	-33.3%
Total	31.0	32.0	27.0	(5.0)	-15.6%

Department 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.



Expenditure Detail

The allocation provided for personnel expenses total \$2,092,021. This includes funds for 4.0 unclassified positions, 21.0 classified positions, and 2.0 executive positions. Total FY'08 allocation represents an 8 percent decrease over the FY'07 budget. The primary reductions were due to the elimination of 2.0 Planner I positions, 1.0 Legislative Coordinator position, 1.0 Assistant Director position, and 1.0 Archeologist position.

The allocation provided for operating expenses total \$688,429. Total FY'08 allocation represents a 33.2 percent increase over the FY'07 budget. The primary increase is due to the redistribution of funds from 2.0 eliminated positions back into operations at a cost of \$160,219.

The allocation provided for capital outlay total \$2,500. Total FY'08 allocation remains unchanged from the FY'07 budget.

Strategic Accomplishments

- In collaboration with the Parks and Recreation Department, The Parks and Open Space Master Plan, was adopted by the Miami City Commission on May 24th, 2007.
- Received the Florida American Planning Association (FAPA) Award of Merit.
- The design-development phase of the Master Plan for Museum Park was presented to the public on March 21st, 2007 and was transitioned to the Department of Capital Improvement for implementation.
- The Planning Advisory Board on July 23, 2007 issued a recommendation for approval to the Miami City Commission regarding the Coconut Grove Waterfront & Spoil Island Master Plan.
- Held the second public meeting and design workshop on June 20, 2007 for the Virginia Key Master
- Reviewed the content of the existing historic preservation ordinance and made a significant revision which includes new incentives. Specifically, a Transfer of Development Rights (TDR) process is included for historic properties. The revisions are expected to be heard by the City Commission in the Fall.
- The Planning Department's Historic Preservation Section prepared an ordinance that would allow historic homeowners to take advantage of ad valorem tax relief for improvements to their properties. The ordinance was enacted by the City Commission in June, 2007.

Other Accomplishments



- Reviewed 28 major projects in various stages of development, of which 28 were Major Use Special Permits (MUSP) applications. The Department also processed 367 Class II Permits that address smaller scale development projects to ensure the appropriateness of the development within the City's neighborhoods. Projects reviewed by the Planning Department will provide a total of 8,678 new residential units, 1,636 hotel rooms and 23,240 parking spaces. An additional 1.5 million square feet of office space and 1.9 million square feet of retail space were processed representing a construction cost investment in the City of approximately \$5.9 billion.
- The Department continues to manage several master plans: Museum Park (Bicentennial Park), 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. The Museum Park Master Plan has been transitioned to the Department of Capital Improvements, the Parks Master Plan has been adopted by City Commission and received the FAPA Award of Merit and the Coconut Grove Waterfront and Spoil Island Master Plan is near completion, while Virginia Key Master Plan is expected to be completed by end of 2007.
- Historic Ad Valorem Tax Relief. The Planning Department's Historic Preservation Section prepared an ordinance that would allow historic homeowners to take advantage of ad valorem tax relief for improvements to their properties. The ordinance was enacted by the City Commission in June, 2007. With this incentive, the City of Miami will join other insightful communities that have enacted such an ordinance, which will be invaluable in the promotion of historic preservation, and greatly assist our citizens in maintaining and improving their historic properties.
- Chapter 23, City Code "Historic Preservation Ordinance." In concert with the goals and objectives of the Miami 21 Code, the staff has reviewed the content of the existing historic preservation ordinance and has made significant revisions. In addition to the "house-keeping" items, (which included additional definitions for clarity and the inclusion of a process for the review of National Register Nominations), the ordinance contains new incentives. Specifically, a Transfer of Development Rights (TDR) process is included for historic properties. The TDRs will enable owners of designated or eligible historic properties (located in transects that allow for a greater density), the ability to sell the remainder of their base development rights to a property located in a T-6 or higher transect, using the provisions of the Public Benefits Bonus as defined in the Miami 21 Code. Further, the ordinance revisions allow for the Historic and Environmental Review Board to grant waivers of up to 20% for lot coverage, setbacks, green space and loading; and up to 100% of the off-street parking requirement when it can be demonstrated that the successful rehabilitation or adaptive use of a historic property is dependent on such flexibility. The revisions are expected to be heard by the City Commission in the Fall.
- The Department successfully completed the Evaluation and Appraisal Report (EAR) process as mandated by the Florida Department of Community Affairs (DCA) in 2005. The Department received a Letter of Compliance from DCA late 2006 and is now in the process of adopting the EAR Based Amendments to the Miami



Comprehensive Neighborhood Plan pursuant to Sections 163.3184, 163.3187 and 163.3189 of the Florida Statutes.

Objectives and Key Deliverables

- Continue Master Planning efforts under the Miami 21 umbrella, which encompasses four major Master Plans and the re-write of the City's Zoning Ordinance. Master Planning efforts are expected to be completed by the end of 2007. The first quadrant of the Zoning Ordinance re-write is expected to be considered by Miami City Commission in the Fall of 2007.
- Review 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.
- Continue to provide the general public with certain services, such as Plan Reviews for Special Permits (Class II), Aerial Images and Maps, etc.
- 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.
- Host additional 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.
- Conduct at least six additional public outreach meetings by the end of the fiscal year pertaining to the 4 Master Plans (Virginia Key, Coconut Grove Waterfront, Museum Park and Parks Master Plan). This will allow the constituents an opportunity to be educated and take part in the planning and development of the City's future.
- 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.
- Improve the service delivery for walk-in and phone customers by educating and training staff to provide accurate information.
- Provide employee training stressing the importance of excellent customer service on a daily basis at every point of contact by. By September 2008, 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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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$755,612	\$824,779	\$1,167,317	\$342,538	41.5%
Operating Expenses	49,872	49,000	44,200	(4,800)	-9.8%
Capital Outlay	1,976	2,766	2,766	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$807,460	\$876,545	\$1,214,283	\$337,738	38.5%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	8.0	8.0	10.0	2.0	25.0%
Unclassified Positions	2.0	2.0	2.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	1.0	1.0	1.0	0.0	0.0%
Total	11.0	11.0	13.0	2.0	18.2%

Department 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.

Expenditure Detail

The allocation provided for personnel expenses total \$1,167,317. This includes funds for 2.0 unclassified positions, 10.0 classified positions, and 1.0 executive position. Total FY'08 allocation represents a 41.5 percent increase over the FY'07 budget. The increase is due to the addition of 1.0 Typist Clerk III position and 1.0 Zoning Information Specialist position and the related taxes. There is also an increase due to union contract approvals in



FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$44,200. Total FY'08 allocation represents a 9.8 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in cell phone allowance cost of \$4,800 not required in FY'08.

The allocation provided for capital outlay total \$2,766. Total FY'08 allocation remains unchanged from the FY'07 budget.

Strategic Accomplishments

- The most significant accomplishment of the Department was 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. The department has successfully received and completely the request closed within standard three days.

Other Accomplishments

- The Department has issued and approved 2,011 Certificates of Use applications in the past six months for 2007.
- The Department has issued 654 Zoning Verification letters in 2007 under general intent statements regarding development and land use of property.
- The Department has approved 66 Alcohol and Tobacco applications for Beer & Wine licenses in the past six months for 2007.
- The Department has approved 107 Class I Special Permit applications for temporary events, banners, signs and other applicable intents specified in the City of Miami Zoning Ordinance 11000.
- The Department has issued write-ups for the following applicants regarding public hearing requests MUSP 16; Special Exception 32; Variances 25 and Class II Special Permits 60 in the past six months for 2007.

Objectives and Key Deliverables

- 80% Walk-in Plans processed within 2 hours. Currently 100% of walk-in plans are processed within the same working day. 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 (3 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 90% of its outstanding requests. This is largely due to insufficient staffing. By the end of 2007, the Department hopes to have new staff on board and seeks to close 100% of 311 Zoning Requests Closed within Standard (3 days).
- Complete remodeling of additional work stations. This will provide a more comfortable work environment for employees and the public.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$10,384,373	\$11,349,729	\$11,096,332	(\$253,397)	-2.2%
Operating Expenses	10,415,572	11,695,558	10,583,504	(1,112,054)	-9.5%
Capital Outlay	5,688	12,500	15,500	3,000	24.0%
Non-Operating Expenses	(1)	0	740,000	740,000	100.0%
Total	\$20,805,632	\$23,057,787	\$22,435,336	(\$622,451)	-2.7%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	231.0	232.0	232.0	0.0	0.0%
Unclassified Positions	3.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	4.0	4.0	4.0	0.0	0.0%
Executives	3.0	3.0	3.0	0.0	0.0%
Total	241.0	242.0	242.0	0.0	0.0%

Department Description

The Solid Waste Department has three divisions responsible for providing cost effective and efficient residential (from 3 units or less) pick-up of garbage, trash, bulky waste and recyclables to over 69,000 residences in Miami. This Department is also responsible for cleaning the City's right-of-ways by mechanically sweeping major commercial corridors, servicing over 700 containers on sidewalks, removing dead animals, and conducting clean-up operations of special events.

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



Expenditure Detail

The allocation provided for personnel expenses total \$11,096,332. This includes funds for 3.0 unclassified positions, 232.0 classified positions, 4.0 managerial/confidential positions and 3.0 executive positions. Total FY'08 allocation represents a 2.2 percent decrease over the FY'07 budget. This is primarily due to the implementation of a one-year hiring freeze on 9.0 positions, the reclassification of 3.0 positions to lower costs, and a anticipated reduction in overtime due to the implementation of new automated trucking equipment.

The allocation provided for operating expenses total \$10,583,504. Total FY'08 allocation represents a 9.5 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in scale fees (\$1,066,719) due to the redirection of waste from the more costly transfer station to resource recovery.

The allocation provided for capital outlay total \$15,500. Total FY'08 allocation represents a 24.0 percent increase over the FY'07 budget. This increase (\$3,000) was based on the one-time replacement of office equipment in FY'08.

The allocation provided for non-operating expenses total \$740,000. Total FY'08 allocation represents a 100.0 percent increase over the FY'07 budget. The amount provided is for the purchase of 4 new GEO Vacuum Sweepers.

Strategic Accomplishments

- Collected 177,000 tons of garbage and trash from single-family residences and multi-family residential buildings composed of three or less units.
- Purchased and installed over 200 new litter containers as part of the Solid Waste Department's ongoing litter container replacement program.
- Ongoing fleet replacement of 16 automated garbage trucks and 4 rear loader trucks.
- Continued facility enhancements including replacement of two new air-conditioning units; installation of CISCO Telephone System; renovation of Code Enforcement office and bathrooms, showers and lockers for the Operations Division; installation of additional terminals for Sanitation Supervisors to gain access to City computers to improve work efficiency; and improvement of office space for data entry personnel.
- Ongoing review conducted by the Accident Review Committee to enforce policy that encourages safe driving and retraining.
- Collected approximately 3,500 tons of recycled materials from City of Miami residents.



- As a result of the Mayor's Cleanup Initiative, the Solid Waste Department has removed additional trash and debris over 6,900 tons from streets, sidewalks, alleys, medians, abandoned lots and illegal dumping sites.
- Clean-up services provided at over 200 special events.
- Achieved the goals established for expeditious responses for the 311 System.
- Provided assistance with the City's Homeless Program for city-wide clean-up initiatives of homeless sites.
- Assisted NET with over 150 neighborhood cleanups within the City boundaries.
- Ongoing active interface with NET and other city departments to ensure quality waste removal services (e.g. illegally dumped tires, cars, trailers, and abandoned boats).
- Continued partnership with DERM for the annual Bayanza clean-ups.
- Removal of approximately 100 sunken vessels from the bay as part of the Bay Wash Project.
- Continued to improve the facility to meet Americans with Disabilities Act (ADA) compliance requirements.

Other Accomplishments

- The Code Enforcement Division has generated \$130,000 in revenue as a result of conducting 36,583 inspections, 10,380 re-inspections, issuing 2,121 notice of warnings, 95 new construction plan reviews for developers, and 1,790 civil violation notices to residents per the requirements of City Code, Chapter 22.
- Ongoing city-wide community educational blitzes and community meeting attendance to facilitate voluntary compliance and cleaner neighborhoods.
- Illegal container seizure has generated \$6,539 in revenue from non-permitted haulers operating within City limits.
- Entered into franchise agreements with 25 commercial haulers to provide city-wide waste hauling services for commercial property for a period of 5 years.

Objectives and Key Deliverables

- Enhance City image as one of the cleanest populated municipalities in America by coordinating an effective and efficient approach to sanitation code enforcement, utilizing education for compliance; becoming more visible at community, homeowners, and grass root meetings for educational and voluntary compliance initiatives. Organize quarterly educational events in order to facilitate voluntary compliance.



- Expand the street-sweeping program. Acquire 4 geo-vac mechanical sweepers to clean major public right-of-ways, arterial roadways and corridors.
- Improve the operations at the Virginia Key Composting Facility. Acquire/install a new grinder to dispose vegetative materials to achieve annual savings of waste disposal cost and the by-product (i.e. mulch and compost). These will be made available for beautifying City parks, planting projects, citizen's residences, and beautification enhancement of blighted vacant lots and common areas city-wide.
- 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.
- Reduce payments of disposal fees to Miami-Dade County by 10% by redirecting garbage trucks to the Resource Recovery Facility for disposal of garbage collected within the City boundaries at a reduction price of \$11.34 per ton, realizing an annual savings of approximately \$1.1 million.
- Continue the managerial and supervisory training program to facilitate staff members enhancing their professional proficiency in the respective areas of expertise and/or specialization.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$9,020,627	\$9,949,513	\$10,566,209	\$616,696	6.2%
Operating Expenses	7,615,479	8,780,087	7,401,359	(1,378,728)	-15.7%
Capital Outlay	68,885	73,222	0	(73,222)	-100.0%
Non-Operating Expenses	0	0	17,862	17,862	100.0%
Total	\$16,704,991	\$18,802,822	\$17,985,430	(\$817,392)	-4.3%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	163.0	166.0	165.0	(1.0)	-0.6%
Unclassified Positions	3.0	2.0	2.0	0.0	0.0%
Managerial / Confidential	4.0	4.0	4.0	0.0	0.0%
Executives	2.0	3.0	3.0	0.0	0.0%
Total	172.0	175.0	174.0	(1.0)	-0.6%

Department Description

The General Services Administration (GSA) Department consists of 6 divisions that provide internal service support in the areas of administration, heavy and light fleet management, property maintenance, radio communication, graphic reproductions, and Miami Riverside Center facility management. Also, protocol functions, city-wide mail delivery, and utility management are 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.

Expenditure Detail

The allocation provided for personnel expenses total \$10,566,209. This includes funds for 2.0 unclassified positions, 165.0 classified positions, 4.0 managerial/confidential positions and 3.0 executive positions. Total FY'08



allocation represents a 6.2 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$7,401,359. Total FY'08 allocation represents a 15.7 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the elimination of one-time repair and maintenance services cost of \$493,094 not required in FY'08.

The allocation provided for capital outlay total \$0. Total FY'08 allocation represents a 100.0 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$73,222 allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$17,862. Total FY'08 allocation represents a 100.0 percent increase over the FY'07 budget. The amount provided is to be used for anticipated severance costs and will be transferred, when required.

Strategic Accomplishments

- The Property Maintenance Division expanded its 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.
- The Property Maintenance Division established minimum and maximum warehouse building inventory stock levels, order points, and designated inventory stock locations.
- The Communications Division attained 99.9% uptime for the City's 800 MHz radio communications system.
- The Communications Division procured and installed 16 replacement backup consoles for the main 911 Dispatch Center.
- The Communications Division completed Phase I of reprogramming of all City communications radios as part of the nation-wide rebanding required by the federal government.
- The Graphics Division produced quality printing and binding by achieving an average productivity percentage of all jobs within 91% of the estimated cost.
- The Graphics Division developed and distributed a survey to evaluate its customer satisfaction with the printing, copying, and binding services. Also, the Graphics Division developed and distributed another survey to evaluate its customer satisfaction with the creative services. The results were that the average rating was in the excellent range for both surveys.



- The Fleet Division installed a 15,000 gallon fuel tank at the GSA fueling facility.
- The Fleet Division designed a new truck wash facility.
- The Fleet Division installed new hurricane wind storm resistant, roll-up garage doors and shutters.
- The Fleet Division maintained the availability of police patrol cars at 97%.
- The Fleet Division identified over 40 repair labor standards.
- The Fleet Division coordinated specific equipment training to keep up with the advancing technological demands in the vehicle industry.

Other Accomplishments

- The Property Maintenance Division implemented an energy efficient and environmentally friendly retrofit/replacement program. Numerous air conditioning systems were replaced at various City facilities using high energy efficient and ozone friendly equipment. This reduces energy consumption and reduces the depletion of the ozone layer. Numerous interior lighting systems were retrofitted replacing inefficient T-12 fluorescent lamps and magnetic ballasts with smaller T-8 fluorescent lamps and energy efficient electronic ballasts. This reduces energy consumption, the amount of mercury released into the atmosphere and the cost of recycling spent lamps and ballasts containing mercury.
- The Communications Division staff completed installation of all microwave antenna stiff-arm brackets within a timely and cost effective manner.
- The Fleet Division installed GPS tracking devices in 3 portable fuel tanks in order to effectively provide security by monitoring movement.
- The Fleet Division provided detailed specifications for multiple model hybrid vehicles in order to accomplish the goals of the Mayor's Green Initiative Plan. Ten new Toyota Prius hybrids have been ordered and scheduled for delivery in September 2007.
- The Fleet Division began utilizing a new environmentally friendly "Green" degreaser at the truck wash facility and will continue to introduce "Green" products throughout the next few months.

Objectives and Key Deliverables

- The Graphics Division will produce quality printing and binding by achieving an average productivity percentage of jobs within 92% of the estimated cost.



- The Graphics Division will survey its customers to evaluate their satisfaction with the printing, copying, and binding services. Also, Graphics will survey its customers to evaluate their satisfaction with the creative services.
- The Fleet Division will complete planning, bidding and permitting for the refurbishment and expansion of the truck wash facility.
- The Communications Division will maintain 99.9% uptime for the City's 800 MHz radio communications system.
- The Communications Division will repair all walkie-talkie radios within 3 hours of work order request.
- The Property Maintenance Division will implement a group re-lamping policy which reduces the annual manpower required versus spot relamping, while maintaining sufficient and safe lighting.
- The Fleet Division will maintain the availability of police patrol cars at 96% to enhance the Police Department's ability to provide public safety.
- The Fleet Division will attain 100.00% efficiency in the repair of Police fleet emergency equipment.
- The Communications Services Division will complete Phase II of the City's part of the nation-wide rebanding required by the federal government.
- The Fleet Division will streamline the current labor standards in the Fleet Faster system to incorporate detailed, model, and year-specific labor repair standards using industry approved software. This will help elevate the current productivity, increase the technician's efficiency and establish internal benchmarking.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$4,757,344	\$6,193,678	\$6,089,374	(\$104,304)	-1.7%
Operating Expenses	8,231,553	10,058,523	9,879,748	(178,775)	-1.8%
Capital Outlay	74,388	9,600	9,600	0	0.0%
Non-Operating Expenses	0	1,000	421,000	420,000	100.0%
Total	\$13,063,285	\$16,262,801	\$16,399,722	\$136,921	0.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	103.0	103.0	102.0	(1.0)	-1.0%
Unclassified Positions	4.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	1.0	1.0	100.0%
Executives	2.0	3.0	3.0	0.0	0.0%
Total	109.0	109.0	109.0	0.0	0.0%

Department Description

The Department of Public Works is responsible for permitting and controlling construction work involving public improvements and maintaining streets, sidewalks, curbs, bridges and canals within the public right-of-ways. The Department 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, the Department of Public Works manages the City's street lighting system, bus benches/shelters, public telephones, new racks and 4 storm water pump stations.

Expenditure Detail

The allocation provided for personnel expenses total \$6,089,374. This includes funds for 3.0 unclassified positions, 102.0 classified positions, 1.0 managerial/confidential position and 3.0 executive positions. Total FY'08



allocation represents a 1.7 percent decrease over the FY'07 budget. This is due to the implementation of a hiring freeze on 19 positions and their related taxes.

The allocation provided for operating expenses total \$9,879,748. Total FY'08 allocation represents a 1.8 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in other contractual services (\$172,475) associated with the Little Haiti Tree Replacement Project, which cost will now be supplemented in the Public Works Special Revenue Fund

The allocation provided for non-operating expenses total \$421,000. Total FY'08 allocation represents a 100.0 percent increase over the FY'07 budget. The amount provided is in support of the Slab Covered Trenches Cleaning Project.

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 Department of Public Works is constantly monitoring the operations of 311 Service Requests. In collaboration with Citistat, the Department uses new service categories and revisits the durations of 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 of Public Works is also working hand in hand with the Information Technology Department in its Land Management project. This project entailed taking all of the current applications and updating 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 location. 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 right-of-ways 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.
- The Department of Public Works is 60 percent into Phase II of the maintenance plan, which includes employee training, hiring vacant temporary positions, acquisition of new equipment and finding storage for the



equipment and 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, the Department of Public Works continues to clarify employee roles and individual goals, aligning them 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 enhancement, 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 Division performed approximately 11,516 line and grade inspections and prepared 238 covenants and maintenance agreements. Also, 6,018 walk-through and 1,330 drop-off plans were processed. 48 engineering plans were reviewed and 35 sketches/estimates were produced. In addition, nearly 80 plans from CIT, FDOT, and dry runs were processed. 23,716 linear feet of sidewalk were replaced and 20,210 linear feet of curbs were replaced/constructed.
- The Land Development Division reviewed 15 Large Scale Development plans and approximately 5,790 building permit applications. Also, 45 plats were processed.
- The Survey Division presented 10 final plats to the City Commission which were approved. Additionally, 6 plats were recorded, 10 plats were sent to the County for recording, and 54 right-of-way deeds of dedication were recorded.
- 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 2007 to ensure that tree trimming, debris removal, inlet cleanings and maintenance of pump stations were addressed in preparation for the Hurricane Season.

Objectives and Key Deliverables

- To continue to work with Citistat to address 311 service requests in a more effective manner. The Department of Public Works hopes 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 2008. 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, the Department of 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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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$67,631,884	\$63,369,720	\$72,466,865	\$9,097,145	14.4%
Operating Expenses	3,192,034	4,584,164	3,988,134	(596,030)	-13.0%
Capital Outlay	117,768	30,000	30,000	0	0.0%
Non-Operating Expenses	0	0	3,602,400	3,602,400	100.0%
Total	\$70,941,686	\$67,983,884	\$80,087,399	\$12,103,515	17.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Civilian Positions	73.0	87.0	87.0	0.0	0.0%
Sworn Positions	634.0	663.0	674.9	11.9	1.8%
Total	707.0	750.0	761.9	11.9	1.6%

Department Description

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."

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.



Expenditure Detail

The allocation provided for personnel expenses total \$72,466,865. This includes funds for 87.0 civilian positions, and 674.9 sworn positions. Total FY'08 allocation represents a 14.4 percent increase over the FY'07 budget. The primary increase is due to the IAFF union contract approval in FY'07 and its effect on related positions in FY'08. The approved contract included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$3,988,134. Total FY'08 allocation represents a 13.0 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in repair and maintenance services (\$100,000), clothing and uniform supplies (\$200,000), and other contractual services (\$75,000) based on their four-year historical cost trends.

The allocation provided for non-operating expenses total \$3,602,400. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The majority of this allocation (\$3,600,000) represents the contribution for fire equipment items previously supported by non-ad valorem revenues for fire assessment.

Strategic Accomplishments

- The Fire Rescue Department continued to secure Private and Public Partnerships through our joint venture with Cardiac Science (AED-Automatic External Defibrillator vendor). Through this effort, the Department of Fire-Rescue has deployed with training more than 150 AED's in 2007.
- The Fire Rescue Department delivered Technology and E-Solutions by implementing a more robust internal personnel system. This program conforms to our existing needs and assures a consistent entry of data with a single source, thus alleviating multiple entries and databases.
- In order to provide excellent public safety, the Department increased full time staffing by one (1) additional pumping unit (engine) to better serve the citizens by reducing response times and subsequently increasing survivability and reducing stress associated with emergency events impacting our customers.

Other Accomplishments

- South Florida Urban Search and Rescue Team (USAR) sponsored by the Fire-Rescue Department was activated and deployed for Tropical Storm Ernesto by the Federal Government.
- The Fire Rescue Department funded, through the Urban Areas Security Initiative grant program, the purchase of a Fire-Rescue Rapid Response Watercraft ("Firestorm 46") which is capable of responding to man-made or natural events in Miami's many waterways. In addition to a significant stretch of river frontage, Miami has



some 20 miles of Biscayne Bay shoreline. This 46' aluminum vessel with a 14' beam, 3' draft and a speed of 28 knots, will allow the City's first responders to navigate through Miami's waterways improving response time and allowing them closer proximity to the emergency scene. The benefits to this new equipment will result in increased life safety and property conservation.

- Acquired state-of-the-art automatic ventilators for all advanced life support units. These devices will allow for adequate hands free continuous ventilation of critical patients which will result in the treating paramedic having more time for management of medications and hands on assessment of the patient.
- The Fire Rescue Department secured grant funding for backup electrical generators for four of our fire stations. This will allow the Fire Rescue Department to continue operating in the event of major electrical outages caused by unforeseen events. It will allow us to maintain operational continuity in the areas of response and communications.

Objectives and Key Deliverables

- Continued to 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.
- 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.
- Working in conjunction with the Department of Information Technology, develop a program to assist in the tracking of light duty and (temporarily) disabled firefighters. This program will follow history of injury and timelines to assure improved treatment and conformance with both City policy and Fire-Rescue Departmental procedures. This will further enable the department an opportunity to help those in need of assistance and mitigate those who may be inappropriately interpreting processes.
- Deliver by the 2nd quarter of '08, a mobile wireless data solution for the dissemination of computer aided dispatch information and collection of reports in the field. This will allow for more accurate and timely responses and documentation of Fire-Rescue reports.
- Provide training on Customer Service, Interpersonal Dynamics and Cultural Diversity to 100% of our members during '08. 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.
- Complete installation of cleaning machines used for the removal of contaminants which cling to bunker gear as a result of exposure to hazardous environments by the 3rd quarter of '08. This will not only decrease the exposure of the firefighters wearing the bunker gear, but also protect those working along side of them and



the citizens they protect.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$105,414,771	\$102,811,517	\$118,684,189	\$15,872,672	15.4%
Operating Expenses	10,349,045	14,130,818	11,108,344	(3,022,474)	-21.4%
Capital Outlay	1,230,939	803,309	803,309	0	0.0%
Non-Operating Expenses	1,656	102,152	5,009,333	4,907,181	100.0%
Total	\$116,996,410	\$117,847,796	\$135,605,175	\$17,757,379	15.1%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Civilian Positions	351.8	351.8	409.8	58.0	16.5%
Sworn Positions	1,102.0	1,147.0	1,180.0	33.0	2.9%
Total	1,453.8	1,498.8	1,589.8	91.0	6.1%

Department 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 five divisions: Office of the Chief, 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 services. 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.

Expenditure Detail

The allocation provided for personnel expenses total \$118,684,189. This includes funds for 409.8 civilian positions and 1,180.0 sworn positions. Total FY'08 allocation represents a 15.4 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The



approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007. Additionally, a total of 91 positions were added to the Police Department in FY'08.

The allocation provided for operating expenses total \$11,108,344. Total FY'08 allocation represents a 21.4 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in other contractual services (\$800,000), motor fuel (\$400,000), rentals and leases (\$305,000), repair and maintenance services (\$250,000), and clothing/uniform supplies (\$250,000) based on these areas four-year historical costs.

The allocation provided for non-operating expenses total \$5,009,333. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The primary amount provided in budget reserves (\$4,646,702) is in support of the additional Police positions and will be distributed, upon recruitment.

Strategic Accomplishments

- An overall 11% reduction in crimes was achieved, as reported through UCR.
- The "Adopt-a-Motel" initiative targeted criminal activity along Biscayne Boulevard and contributed to a 20% reduction in burglaries and a 14% decrease in larcenies.
- In an effort to protect Miami's residents, visitors and property during this highly volatile era, the "Seven Signs of Terrorism," campaign was initiated to educate the public on identifying potential terrorist activity.
- The department's Office of Emergency Management and Homeland Security OEM/HS produced a public service announcement, pamphlets and other materials to disseminate critical information regarding the protection of the city.
- As part of the "Global Initiative to Combat Nuclear Terrorism Law Enforcement Conference," a collaborative effort between the Miami Police Department's S.W.A.T. Team, FBI and local agencies laid out a strategic demonstration in preparation for a terrorists attack. The mocked demonstration was conducted at the Orange Bowl on June 13, 2007. This multi- agency effort was a display of our ability to handle Weapons of Mass Destruction situations.
- A Field Base Reporting System was implemented which provides technology that enables the department to electronically access officer reports in an expeditious time frame.



Other Accomplishments

- South Florida Urban Search and Rescue Team (USAR) sponsored by the Fire-Rescue Department was activated and deployed for Tropical Storm Ernesto by the Federal Government.
- The Miami Police Traffic Unit was awarded a new laser traffic enforcement speed measuring device from Buckle-Up Florida, Click It or Ticket Program. This award was in recognition for the outstanding work the Department is doing in enforcing and promoting the use of seat belts in the City of Miami.
- After a decade of planning, our Communications Section back-up center became fully operational at the Miami Fire College. This facility is mirror image of the center at headquarters building and will allow for the continuity of operations if the primary communications center at headquarters ever become inoperative.

Objectives and Key Deliverables

- Match or beat the 2006 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.
- Answer 90% of all incoming 911 phone calls within 10 seconds of call initiation by Q4 fiscal year 2008.
- The Miami Police Department purchased four new patrol boats and two river boats following receipt of a Miami River Security grant and an Urban Area Security Initiative (UASI) grant to increase protection along Miami's many waterways.
- The Recruitment and Selection Unit carried out the detailed hiring process for thirty-one (31) Police Officers sworn in during FY2007; with an additional 12 Police Recruits in the BLE class as of June 2007.
- Improve the core business processes within the department. Report due by Q4 2008.
- Implement e-Ticketing to employees by Q2 2008. E-Ticketing will supply officers with new technology where officers can issue traffic tickets electronically.
- Implement e-Notify systems to employees by Q1 fiscal year. 2008. E-Notify is a new Internet subpoena system which allows officers to log on to check and accept subpoenas.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$3,086,954	\$4,113,975	\$4,242,796	\$128,821	3.1%
Operating Expenses	4,214,295	3,312,241	2,982,483	(329,758)	-10.0%
Capital Outlay	54,208	17,000	0	(17,000)	-100.0%
Non-Operating Expenses	0	0	253,386	253,386	100.0%
Total	\$7,355,457	\$7,443,216	\$7,478,665	\$35,449	0.5%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	42.0	41.0	39.0	(2.0)	-4.9%
Unclassified Positions	1.0	1.0	1.0	0.0	0.0%
Managerial / Confidential	6.0	6.0	6.0	0.0	0.0%
Executives	2.7	2.7	2.7	0.0	0.0%
Total	51.7	50.7	48.7	(2.0)	-3.9%

Department Description

The Department of 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.

Expenditure Detail

The allocation provided for personnel expenses total \$4,242,796. This includes funds for 1.0 unclassified position, 39.0 classified positions, 6.0 managerial/confidential positions and 2.7 executive positions. Total FY'08



allocation represents a 3.1 percent increase over the FY'07 budget. The increase is due to union contract approvals in FY'07 and its effect on related positions in FY'08. The approved union contracts included prior year retroactive pay increases and an across-the-board increase effective October 1, 2007.

The allocation provided for operating expenses total \$2,982,483. Total FY'08 allocation represents a 10.0 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the elimination of one-time professional services of \$235,000 not required in FY'08.

The allocation provided for capital outlay total \$0. Total FY'08 allocation represents a 100.0 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$17,000 allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$253,386. Total FY'08 allocation represents a 100.0 percent increase over the FY'07 budget. The amount provided is in support of the Dinner Key Mooring Field Project scheduled to become operational in FY'08.

Strategic Accomplishments

- In order to broaden revenue opportunities, the Department of Public Facilities hosted the Strictly Sail venue of the Miami International Boat Show at Miamarina, collecting over \$120,000 in transient dockage for the event and showcased the facility to over 150,000 visitors during the six-day event.
- The Orange Bowl Stadium hosted another successful nationally televised Miami Hurricanes football season, hosting 7 games that attained gross revenues of more than \$2.3 million dollars.
- The Orange Bowl Stadium proved that it can be a major venue for world-class soccer as it hosted not only the Gold Cup Games, but hosted several internationally competitive matches featuring the national soccer teams of Haiti, Switzerland, Colombia and Panama, as well as Miami's own professional soccer team, the Miami FC.
- In public service, the Orange Bowl Stadium hosted the 2006 City of Miami Thanksgiving Turkey Give-A-Way, as well as operating as a site of the City of Miami's partnership with the Internal Revenue Service to host the 2006 Community Income Tax Preparation Campaign, thus providing a great service to the community at no charge.
- The Department of Public Facilities enhanced grant and management opportunities by applying for a \$390,000 FIND grant for maintenance dredging of areas at Dinner Key Marina and adjacent Seminole Public Boat Ramps and Dinghy Dock. The dredging project will provide greater public vessel access and restore use to 8 slips at the marina that are currently unusable due to shoaling.



- The Department of Public Facilities was awarded a grant in the amount of \$85,127 from the Florida Department of Environmental Protection for the purchase of a pump out vessel that will be used to service customers of the City's soon-to-be-built municipal mooring field at Dinner Key.
- The Department of Public Facilities further acquired 6 acres of land at 2300 NW 14 Street from the Miami Police Benevolent Association at a total cost of \$8,350,000, with \$6,600,000 of this cost being paid from a grant awarded by Florida Communities Trust. This land will be developed as an expansion of the existing Fern Isle Park.

Other Accomplishments

- The Marinas Division undertook a variety of facility repair and improvement projects during the past year. These projects included the replacement of vessel mooring pilings and the replacement of pier security gates and lock systems at Miamarina and Dinner Key Marina; the reconstruction of the Seminole Public Dinghy Dock and Boat Ramp staging piers; asphalt resurfacing of the boatyard and installation of additional security lighting at Marine Stadium Marina; and several derelict vessel removal projects throughout city waters. Dinner Key Marina and Miamarina renewed their Clean Marina designation from the Florida Department of Environmental Protection, improving the quality of the facility and level of services provided to our customers.
- The Manuel Artime Community Theater hosted over 150 events with total attendance approximating 60,000 people. Additionally, the Department of Public Facilities initiated the design and construction of an exterior ticket booth to enhance the customer and patron experience at 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 Miami Modernism, American Bar Association, Asian American Journalist and Expo Vetas.
- The Orange Bowl Stadium continues to find new revenue sources including parking lot rentals, 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.
- The Asset Management Division managed approximately 123 leases/agreements generating approximately \$5,400,000 in annual revenues to the City. This Division further negotiated and obtained a settlement with Overtown Ventures Inc., the grocery store operator at the Overtown Shopping Center, which provided for early termination of the grocery store lease thus paving the way for redevelopment of the site in the future. The lease was originally set to expire in 2013.



Objectives and Key Deliverables

- Measure and report the Department of Public Facilities' customer occupancy rate by identifying the long-term marina tenants to ensure that the Department is optimizing revenue potential and to determine if increased marketing efforts are required. The objective is to achieve a minimum 92% occupancy rate in the marinas.
- Continue to review customer surveys and compile data to view customer recommendations on improvements and further implement suggestions where possible.
- Provide guidelines, policies and procedures for the Orange Bowl customers by creating an informational guide that will be placed on the Orange Bowl's website, as well as distributed to fans.
- Assure that all collectable revenue funds are prepared in a timely basis with the goal of applying for all grant reimbursements within two weeks or less of the funding becoming collectable.
- Inspect city-owned leased properties managed by the Department of Public Facilities to ensure they are maintained in accordance with lease requirements.
- Organize all property files to provide all deeds, title and related legal documents in one folder for easy access and retrieval. Upon receipt of new scanning equipment, all legal documents related to property files will be scanned.
- Review the event booking process at the James L. Knight Center, Manuel Arttime Theater and Orange Bowl with the intent to standardize processes, where feasible, and enhance the overall performance and efficiency of the booking process which will add value to our customers.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$11,915,070	\$13,394,610	\$13,248,195	(\$146,415)	-1.1%
Operating Expenses	3,142,395	6,572,531	5,645,025	(927,506)	-14.1%
Capital Outlay	54,451	81,178	44,205	(36,973)	-45.5%
Non-Operating Expenses	0	0	2,795,483	2,795,483	100.0%
Total	\$15,111,916	\$20,048,319	\$21,732,908	\$1,684,589	8.4%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	176.0	179.0	194.0	15.0	8.4%
Unclassified Positions	3.0	3.0	5.0	2.0	66.7%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	3.0	3.0	3.0	0.0	0.0%
Total	182.0	185.0	202.0	17.0	9.2%

Department Description

The goal of the Parks and Recreation Department 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 is 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.

Expenditure Detail

The allocation provided for personnel expenses total \$13,248,195. This includes funds for 5.0 unclassified positions, 194.0 classified positions and 3.0 executive positions. Total FY'08 allocation represents a 1.1 percent decrease over the FY'07 budget. This is due to the implementation of a hiring freeze on 22.0 positions and their related taxes.

The allocation provided for operating expenses total \$5,645,025. Total FY'08 allocation represents a 14.1 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in the areas of contractual services (\$400,000), operating supplies (\$200,000), and advertising and related cost (\$150,000).

The allocation provided for capital outlay total \$44,205. Total FY'08 allocation represents a 45.5 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items of \$36,973 allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$2,795,483. Total FY'08 allocation represents a 100.0 percent increase over the FY'07 budget. The amount provided is in support of the opening of new facilities at Fern Isle Park, Grapeland Park, Grapeland Water Theme Park, Little Haiti Park, Maceo Park, and Jose Marti.

Strategic Accomplishments

- In order to deliver technology and e-solutions, the Parks and Recreation 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.
- The Parks and Recreation Department successfully obtained \$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 the Parks and Recreation Department in providing employees with key information.
- 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.
- Participated in at least 4 provider fairs in order to promote and market the Parks and Recreation programs in the community.
- Project Lift provided recreational and leisure and transportation activities to a total of 14 agencies.
- Won first place in a bowling tournament at the City of Miami Beach against several agencies.
- Implemented capital improvements totaling \$3,732,249 throughout the park system in the following areas: playground improvements in the amount of \$846,590 at Kennedy, Kinloch, Legion, Belafonte-Tacolcy, Eaton, Virginia Key, Town Park, West End, Riverside, Williams, Blanche, Bellemeade, Morningside and Biscayne Parks; sport field, landscaping and irrigation improvements of \$285,152 at Curtis and Shenandoah Parks; site furnishings totaling \$946,687 at Riverside, Robert King High, Shenandoah, Simonoff, Simpson, Southside, Virginia Key, West End, Williams, Belafonte Tacolcy, Bellemeade, Blanche, Bryan, Clemente, Curtis, Duarte, Douglas, Eaton, Gibson, Hadley, Legion, Lemon City, Morningside, and Rainbow Village Parks; sport courts renovations in the amount of \$225,767 at Peacock, Moore, Lummus, Douglas, Kirk Munroe, Morningside, Duarte, and Coral Gate Parks; security lighting upgrades totaling \$46,339 at Maximo Gomez, Lummus, Bay of Pigs, Curtis, and Morningside Parks; minor building renovations for \$236,342 at Reeves, Range, Miami Rowing Club, Moore, Jose Marti, Curtis, West End, Williams, Belafonte Tacolcy, Simpson, and African Square Parks; general site improvements such as parking lot renovations, walkway and ADA site improvements for \$506,810 throughout the parks system; building, fitness equipment, and furnishings of \$60,239 at Gibson, West End, and Hadley Parks; new fencing and repairs of \$315,183 at Riverside, Robert King High, Shenandoah, Simpson, Virginia Key, Wainwright, African Square, Belafonte Tacolcy, Coral Gate, Clemente, Curtis, Duarte, Douglas Eaton, Gibson, Hadley, Jose Marti, Kinloch, Melreese, and Morningside Parks; pool renovations in the amount of \$263,140 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 sport/athletic fields by acquiring additional equipment and chemicals.
- Installed new tiki huts for Virginia Key Beach visitors.

Other Accomplishments

- The Parks and Recreation 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 and Key Deliverables

- Create after action reports from all city services to better assess future events.
- Develop brochures and information packages for the Parks and Recreation programs.
- Automate the facility permitting process.
- Expand the learn-to-swim program to include Jose Marti, Shenandoah, Gibson, Range and Hadley Parks in a year-round program.
- Develop and expand senior programming.
- Offer year-round special events and cultural programming.
- Conduct 4 basketball clinics at Virrick Park in partnership with the Miami Heat.
- Installation of new playgrounds with rubber safety surfaces and shade structures throughout the Parks and Recreation system.
- Restore the natural hammocks at Simpson Park, Wainwright Park, and Virginia Key Beach.
- Renovate 6 of the city pools.
- Develop partnerships with key institutions to expand the recreational, art, and cultural opportunities for our residents.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$13,951,981	\$16,276,587	\$14,910,080	(\$1,366,507)	-8.4%
Operating Expenses	35,966,517	44,214,830	37,496,529	(6,718,301)	-15.2%
Capital Outlay	33,818	14,000	14,000	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$49,952,316	\$60,505,417	\$52,420,609	(\$8,084,808)	-13.4%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	17.0	17.0	14.0	(3.0)	-17.6%
Unclassified Positions	4.0	4.0	3.0	(1.0)	-25.0%
Managerial / Confidential	4.0	4.0	4.0	0.0	0.0%
Executives	3.0	3.0	3.0	0.0	0.0%
Total	28.0	28.0	24.0	(4.0)	-14.3%

Department 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.

The City of Miami faces the potential risk 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. The Department also provides 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.

Expenditure Detail

The allocation provided for personnel expenses total \$14,910,080. This includes funds for 3.0 unclassified positions, 14.0 classified positions, 4.0 managerial/confidential and 3.0 executive positions. Total FY'08 allocation represents an 8.4 percent decrease over the FY'07 budget. The decrease is due to the elimination of 1.0 Group Insurance Specialist, 1.0 Risk Management Specialist, 1.0 Claims Adjuster II, and 1.0 Insurance Financial Analyst positions and their related taxes. There was also a reduction in worker's compensation cost of \$1,824,151 based on the City's past four-year historical cost and anticipated cost in FY'08.

The allocation provided for operating expenses total \$37,496,529. Total FY'08 allocation represents a 15.2 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in group health insurance costs of \$2,824,150, police tort liability of \$2,000,000, vehicle liability of \$300,000, public official's liability of \$300,000 and slips and falls liability of \$200,000. These reductions were based on the City's past four-year historical costs and anticipated costs in FY'08.

The allocation provided for capital outlay total \$14,000. Total FY'08 allocation remains unchanged from the FY'07 budget.

Strategic Accomplishments

- Completed a departmental reorganization, eliminated unnecessary positions, added support staff and used one-time salary savings for new equipment and furnishings. As a result, productivity, customer service initiatives and morale is higher. The department has also accomplished a majority of strategic objectives in keeping with the City of Miami's Balanced Scorecard Strategy Map. The department is driven to continue with high productivity, increased creativity and continue its professional development.
- The Risk Management Department has four units: Benefits, Claims (Worker's Compensation and Liability), Property and Casualty, and Safety/ADA/HIPAA. 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/Liability 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 Safety Unit in tandem with the Claims Unit participated extensively in the Fast Track Program. As a result of the program, many different departments are more aware of the need for safety analysis, standards and training.
- The Claims Unit has been diligent in working with the City Attorney's office, TPA's and risk management to implement a follow-up and reporting mechanism for claims. Through Fast Track, we have been able to reinforce the importance of prevention, filing appropriate reports and claims on workers' compensation and liability claims and emphasized results and trends of risk analysis including the number of liability and workers' compensation claims for departments. This section has also completed bi-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 2007. We made recommendations to TPAs on best practices for more accurate, efficient and timely responses to claims. Initial research is being done to prepare a *Back to Work* Program. The Worker's Compensation section has been diligent in its research to reduce the amount of claims by following standards in accordance with Florida Statute.
- The Property & Casualty Unit secured and is implementing a Certificate Tracking System. Additionally, it was successful in obtaining insurance coverage for wind storm, fire and flood with a cost savings of approximately \$1 Million in premium amount. The Master Property List is updated and the City continues to maintain coverage on all its properties. The unit continues to efficiently review all contracts for proper insurance coverage.
- The Group Benefits section has successfully completed the yearly enrollment process. The Executive Plan was consolidated into the Self-Funded Plan which resulted in administrative savings. Group Benefits proposed FSA and LTD plans and are working to implement in FY 2008. Additionally, Group Benefits reviewed other cost-saving measures for retirees such as an "Advantage Plan" and alternative plans that will be cost-effective to both the City and Retirees. Group Benefits successfully negotiated moving to a three-tier plan and increased employee contributions. 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 and Key Deliverables

- Risk Management/Group Benefit continues to provide excellent customer service to address the needs of the employees. The Health Fair was successful and plans are under way for next March to continue the health and wellness initiatives to educate employees on health and benefit issues. A new project is being developed to specifically target retiree orientation on health and wellness and women's health issue. Each Unit in Risk Management is available to customers, vendors, employees for any problems or issues they may have with medical claims or payments, contracts and insurance requirements, liability issues, and worker's



compensation. Risk Management has been creative in finding cost-savings through administration without jeopardizing the integrity of the current plans in all areas of insurance, i.e. benefits, property and casualty and workers' compensation.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$308,705	\$376,044	\$381,042	\$4,998	1.3%
Operating Expenses	4,229	11,200	11,200	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	3,001	3,001	100.0%
Total	\$312,934	\$387,244	\$395,243	\$7,999	2.1%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	4.0	4.0	4.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	1.0	1.0	1.0	0.0	0.0%
Total	5.0	5.0	5.0	0.0	0.0%

Department Description

The Office of CitiStat is responsible for the management and support for the City's 311 functionality. The 311 process provides information for a complete range of City and County functions and takes and tracks requests for City services from the citizen. The program is supported by the Motorola CSR 311 IT System.

CitiStat is also responsible for the development and implementation of Land Management (Permitting and licensing) and supporting mechanized systems. The new process will improve and facilitate the interaction between the citizen, contractor, developer and the respective City operating departments. The program is supported by the Cityview Land Management System.



Expenditure Detail

The allocation provided for personnel expenses total \$381,042. This includes funds for 4.0 unclassified positions, and 1.0 executive position. Total FY'08 allocation represents a 1.3 percent increase over the FY'07 budget. The primary increase is due to pay-for-performance increases provided to related positions in FY'07. This includes an across-the-board increase effective October 1, 2007. This increase was partially offset by the reclassification of 1.0 Project Manager to a lower cost.

The allocation provided for operating expenses total \$11,200. Total FY'08 allocation remains unchanged from the FY'07 budget.

The allocation provided for non-operating expenses total \$3,001. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. This amount is to be used for severance pay and will be transferred to personnel cost (when required).

Strategic Accomplishments

- The 311 team completed a process engineering review of the Building department which resulted in redirecting general information lines directly to the 311 call center operators. These lines were picked because the high volume of repetitive requests (approximately 250 calls per day) for information that can be handled by the 311 call center. The Building department is in a better position to concentrate on more difficult calls and the new process provides better and faster overall customer service.
- Design and Implemented a management system for the agenda office to track commission directives.
- Winner of the Outstanding Public Sector Organization Award.
- Under Land Management, the new business processes for PW Right of Way permitting were compiled in March and the Cityview scope document was approved in April. The project is currently on hold by the Information and Technology Department.
- A new manual Miami 21 permitting process was developed to support the launch of the first quadrant. Changes may be required pending city Commission approval.

Other Accomplishments

- Winner of the Outstanding Public Sector Organization Award.

Objectives and Key Deliverables

- Evaluate the remaining customer service business process and implement 311 tools throughout the City where appropriate by the end of the fiscal year.



- Provide better customer service by utilizing 311 functionality and better business processes in City departments.
- Implement City-wide the 311/CSR application upgrade (3.10), which includes Data Conversion, Testing and User training.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$361,349	\$418,850	\$509,694	\$90,844	21.7%
Operating Expenses	90,772	120,500	81,844	(38,656)	-32.1%
Capital Outlay	2,334	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$454,455	\$539,350	\$591,538	\$52,188	9.7%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	5.0	5.0	5.0	0.0	0.0%
Managerial / Confidential	1.0	1.0	1.0	0.0	0.0%
Executives	1.0	1.0	1.0	0.0	0.0%
Total	7.0	7.0	7.0	0.0	0.0%

Department 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.

Expenditure Detail

The allocation provided for personnel expenses total \$509,694. This includes funds for 5.0 unclassified positions, 1.0 managerial/confidential position, and 1.0 executive position. Total FY'08 allocation represents a 21.7 percent increase over the FY'07 budget. The primary increase is due to pay-for-performance increases provided to related positions in FY'07. This includes an across-the-board increase effective October 1, 2007.



The allocation provided for operating expenses total \$81,844. Total FY'08 allocation represents a 32.1 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred in the elimination of temporary professional services (\$38,356) not required in FY'08.

Strategic Accomplishments

- The FY'07 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. Working with City departments, OGA has achieved an unprecedented award rate of 70% for competitive grants, and maintained a high level of awarded competitive grants at \$6.4 million with \$4.2 million pending in FY'07. OGA has applied for \$12.2 million in grants thus far in FY'07. This includes over \$867,849 in poverty-related grants, \$692,692 for Fire-Rescue and \$4.3 million for infrastructure improvements. The grants secured include:
- \$500,000 for My Safe Miami Home to fund retrofitting of City of Miami homes to make them less vulnerable to hurricanes.
- \$339,000 for Miami ACES to station AmeriCorps Members throughout NET Offices to provide disaster education and response to our most vulnerable citizens.
- \$253,000 for Citywide initiatives aimed at preventing youth and child murders.
- \$500,000 to retrofit and improve the City's South District Police Station.
- \$250,000 to fund the Miami Homeless Assistance Program.
- \$221,000 USAR Task Force.
- \$400,000 from the EPA for environmental redevelopment of lands damaged by toxic waste.
- On the compliance side, OGA ensured operational savings through improved monitoring of grant budget loads, spending, and legislation. We increased the support given to departments to insure compliance with grantor guidelines and ensured an average 24-hour turn-around on compliance and legislative matters.
- Added legislation and contract routing to our services. In addition, we have greatly enhanced our outreach and service-provision. This allows free usage of the Grants Locator research database to City non-profits through the VISTA Partnership.



Other Accomplishments

- Expanded customer base that provides Grant Writers to work with City entities in acquiring grants.
- Worked with the Public Facilities department to finalize purchase of Police Benevolent Association property.
- Designation of Miami as a Tree City USA and coordination of the National Arbor Day tree-planting event.
- Recruited, trained and placed 18 VISTA members in City non-profit organizations in order to increase their funding.
- Over \$1.6 million was raised for city non-profits due to capacity building efforts.

Objectives and Key Deliverables

- Increase funding in key areas.
- Increase funding to specific initiatives, such as Sustainable Initiatives.
- Increase exposure of City of Miami VISTA Partnership.
- Continue to coordinate with the Mayor's Office on community outreach and other activities.
- Work with the Finance Department to aid in grant reimbursements.
- Increase customer service and project management training for grant writers.
- Increase staff trainings on policies and internal processes.
- Create and use survey tool that departments will use to measure their satisfaction with our services.
- Increase training opportunities to project managers and subject matter experts.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$0	\$0	\$259,561	\$259,561	100%
Operating Expenses	0	0	42,000	42,000	100%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$0	\$0	\$301,561	\$301,561	100%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0%
Unclassified Positions	0.0	0.0	4.0	4.0	100%
Managerial / Confidential	0.0	0.0	0.0	0.0	0%
Executives	0.0	0.0	0.0	0.0	0%
Total	0.0	0.0	4.0	4.0	100%

Department Description

The Miami Office of Sustainable Initiatives (MSI) manages the City's environmental programs to ensure Miami becomes a sustainable international city. The mission of MSI is to make Miami the most sustainable and environmentally friendly city in the United States.

Expenditure Detail

The allocation provided for personnel expenses total \$259,561. This includes funds for 4.0 unclassified positions. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The increase is due to the department being established in FY'07.



The allocation provided for operating expenses total \$42,000. Total FY'08 allocation represents a 100 percent increase over the FY'07 budget. The increase is due to the department being established in FY'07.

Objectives and Key Deliverables

- Move the City of Miami towards meeting the U.S. Mayors Climate Protection Agreement committing the City to reduce carbon emissions to below 1995 levels.
- Ensure that at least 50% of all City diesel vehicles begin using B80 bio-diesel.
- Plant 10,000 trees, with partners, by Dec. 2008.
- Get City Commission approval for one renewable energy project.
- Complete energy optimization of Miami Riverside Center and City Hall buildings.
- Finalize City of Miami's Climate Change Action Plan.
- Begin the renovation of Miami Green Lab and have it 80% complete by September 2008.
- Implement the recycling of at least three materials at all City buildings.



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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$0	\$3,692,975	\$3,120,774	(\$572,201)	-15.5%
Operating Expenses	0	219,200	171,600	(47,600)	-21.7%
Capital Outlay	0	2,200	2,200	0	0.0%
Non-Operating Expenses	0	0	0	0	0.0%
Total	\$0	\$3,914,375	\$3,294,574	(\$619,801)	-15.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	26.0	12.0	(14.0)	-53.8%
Unclassified Positions	0.0	20.0	24.0	4.0	0.0%
Managerial / Confidential	0.0	1.0	0.0	(1.0)	-100.0%
Executives	0.0	3.0	3.0	0.0	0.0%
Total	0.0	50.0	39.0	(11.0)	-22.0%

Department Description

The Capital Improvements Plan (CIP) Administration 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. The office is staffed by Architects, Engineers, Financial Managers, Procurement and Public Relations Specialists who administer the capital improvement program working in concert with other City departments, elected officials, the community, other governmental agencies and stakeholders. Capital Improvements is assisted by industry partners from private sector firms recognized for program, production and construction management expertise.



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

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

Expenditure Detail

The allocation provided for personnel expenses total \$3,120,774. This includes funds for 24.0 unclassified positions, 12.0 classified positions, and 3.0 executive positions. Total FY'08 allocation represents a 15.5 percent decrease over the FY'07 budget. The decrease is due to the elimination of 11.0 full-time equivalent positions and their related taxes and the reduction of one Professional Engineer and one Project Manager positions to a lower step in the current salary schedule.

The allocation provided for operating expenses total \$171,600. Total FY'08 allocation represents a 21.7 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reductions occurred in printing and binding (\$21,000), other current charges (\$7,000), communications and related services (\$5,600) and subscriptions, memberships, and licenses (\$5,000) based on prior four year historical cost trends and anticipated cost in FY'08.

The allocation provided for capital outlay total \$2,200. Total FY'08 allocation remains unchanged over the FY'07 budget.

Strategic Accomplishments

- Updated the 2006-2007 Multi-Year Capital Plan which was presented to and approved by the City Commission in April 2007. The Capital Plan played an important role in preparation for the first issuance of the Streets Bonds and second issuance of the Homeland Defense/Neighborhood Improvement Bonds.
- Homeland Defense/Neighborhood Improvement Bond invoiced expenditures to over \$136 million as of July 2007.
- Customer Service improved by receiving, researching and responding to 591 inquiries within two days of receipt. The inquiries are tracked through the Complaint Management System. The requests pertain to information on capital improvements and transportation projects that are under construction, in design or planned for the future.
- Renewal of JOC and Program Management contracts.



- Continued to refine Projects and Grants module and the Project Analysis Form in the TRACS system.

Other Accomplishments

- Completed construction on a total of 34 projects valued at over \$53 million, including:
 - Allapattah NW 22nd Court Improvements
 - Armbrister Recreation Building Improvements
 - Athalie Range Park Swimming Pool Improvements
 - Brickell Streetscape Improvements
 - Brickell Lighting Project
 - Brickell Village Improvements
 - Coral Way NET Office Roof Replacement
 - Curtis Park Bleacher Renovations
 - Curtis Park Sports Turf Improvements
 - Dinner Key Marina Gates & Locks
 - Dinner Key Spoil Islands Restoration
 - Downtown Street Infrastructure Phase II
 - Fairlawn IIA Flood Mitigation Project
 - Flagler Street Marketplace Street Improvements
 - Grapeland Heights Park Phase I
 - Manuel Arttime Center ADA Improvements
 - Manuel Arttime Theater Roof Replacement
 - Miami Watersports Center Hangar Improvements
 - Miami Watersports Center Building Improvements
 - MLK Boulevard Improvements
 - MUSA Island Drainage Improvement
 - NE 39th Street Reconstruction
 - NW 14th Street Improvement
 - NW 16th Street Improvement
 - NW 35th Court Medians
 - Pinehurst Storm Sewer Retrofitting Project Phase I
 - FEMA Road Rehabilitation
 - South Bayshore Drive Medians Beautification
 - SW 16th Terrace Road Reconstruction
 - SW 27 & 28 Street Closures- East of 27 Avenue
 - Virginia Key Beach Park Circulation Road & Parking Lot Improvements



Objectives and Key Deliverables

- Establish a Project Delivery Schedule by the end of October 2007 for capital projects to be implemented over next three years.
- Initiate 80% of planned project phases for FY 2008 as listed in the Project Delivery Schedule.
- Utilize project management software by 4th quarter of 2008 to improve in all aspects of project implementation, cost control, scheduling and contract management.
- Refine the CIP workflow process and conduct informational workshops with client departments by 2nd quarter of 2008.
- Establish a pre-qualification program for consultants and contractors by 1st quarter of 2008.
- Refine the invoice payment process by December 2007 to ensure prompt payment of construction applications.
- Provide initial response to inquiries received via phone calls, emails or other correspondence within 2 days of receipt.
- Perform monthly reconciliation for grant-funded projects and request reimbursements in a timely manner.



Department Head: Mike Boudreaux

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2007-08 Expenditure Budget compared to 2006-07 Adopted Budget

(In Millions of Dollars)

	2005-06 Actual Expenditures	2006-07 Adopted Budget	2007-08 Expenditure Budget	Increase (Decrease)	Percent Change
Personnel Expenses	\$3,475,614	(\$8,344,191)	(\$12,315,125)	(\$3,970,934)	47.6%
Operating Expenses	6,094,165	6,197,061	3,605,654	(2,591,407)	-41.8%
Capital Outlay	5,959	5,000	2,000	(3,000)	-60.0%
Non-Operating Expenses	45,070,482	29,884,284	50,405,735	20,521,451	68.7%
Total	\$54,646,220	\$27,742,154	\$41,698,264	\$13,956,110	50.3%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	11.0	11.0	11.0	0.0	9.1%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	0.0	0.0	1.0	1.0	0.0%
Total	11.0	11.0	12.0	1.0	9.1%

Department Description

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

Expenditure Detail

The allocation provided for personnel expenses total (\$12,315,125). This includes funds for 11.0 unclassified positions and 1.0 executive position. Total FY'08 allocation represents a 47.6 percent decrease over the FY'07 budget. The primary decrease is due to an anticipated increase in salary attrition from city-wide vacant positions and positions filled at a lower salary than prior incumbents of \$4,163,472. All city-wide salary attrition is originally allocated in non-departmental accounts and redistributed to applicable departments once total salary attrition in



FY'08 is known and measurable. All City department personnel cost will be net of this anticipated attrition in the FY'08 final budget.

The allocation provided for operating expenses total \$3,605,654. Total FY'08 allocation represents a 41.8 percent decrease over the FY'07 budget. The overall reduction in this category represents the impact of property tax revenue reductions as prescribed in HB-1B. All reductions made were based on departmental input and its four-year historical cost trend. The primary reduction occurred as a result of the elimination of the Fire Assessment expense (\$2,391,677) previously applied to City owned properties and reflected in prior year budgets.

The allocation provided for capital outlay total \$2,000. Total FY'08 allocation represents a 60.0 percent decrease over the FY'07 budget. Total reduction based on the elimination of one-time capital items (\$3,000) allocated in FY'07, but not required in FY'08.

The allocation provided for non-operating expenses total \$50,405,735. Total FY'08 allocation represents a 68.7 percent increase over the FY'07 budget. The primary increases are due to the payment of the fire assessment legal settlement of \$15,550,000 and replacement of city-wide vehicles of \$4,831,535.

Program/Department	FY'07 Budget	FTEs	Add (Reduce)	FY'08 Budget	FTEs
Bay Front Park Trust	\$1,085,000		(\$500,000)	\$585,000	
CEO for Cities	5,195		0	5,195	
Community Relations Board	178,418	3.0	170	178,588	3.0
Contingency Reserve	5,000,000		3,822,119	8,822,119	
Dade League of Cities	14,453		0	14,453	
FACE -Office of Film	273,626	3.0	16,514	290,140	3.0
FACE -Office of Special Events	147,396	3.0	16,841	164,237	3.0
Festivals	1,000,000		0	1,000,000	
Fire Fee Assessment –City Property	2,391,677		(2,391,677)	0	
Florida League of Cities	37,944		0	37,944	



Non-Departmental Accounts

Greater Miami Chamber of Commerce	13,250		0	13,250	
Legal Services	670,000		(47,647)	622,353	
Legislative Liaison	650,000		(46,225)	603,775	
Mayor's International Council	485,358	2.0	(12,269)	473,089	2.0
National League of Cities	16,047		(16,047)	0	
Off-Street Parking	80,000		0	80,000	
Quality of Life Task Force	168,000		(11,947)	156,053	
Reserve for Emergencies	720,000		(99,356)	620,644	
Allapattah Business Development	150,000		0	150,000	
Belafonte Tacolcy	86,675		0	86,675	
Business Improvement Committee	200,000		(50,000)	150,000	
Foundation of Community Assistance and Leadership	115,452		0	115,452	
Miami River Commission	25,000		0	25,000	
Miami Works	100,000		(100,000)	0	
Salary Attrition	(14,000,000)		(4,163,472)	(18,163,472)	
Severance Pay	5,000,000		0	5,000,000	
Special Assessment District Tax	10,000		0	10,000	
U.S. Conference of Mayors	76,506		0	76,506	
Fire Fee Settlement	0		15,550,000	15,550,000	



Non-Departmental Accounts

Bay-front/Riverfront Land Acquisition Trust	74,000		0	74,000	
Capital Improvement Projects -Stormwater Utility Funds	9,065,000		(2,368,890)	6,696,110	
City-Wide Poverty Initiatives	1,280,000		(304,825)	975,175	1.0
City-Wide Vehicle Replacement	0		4,831,535	4,831,535	
Civilian Investigative Panel	1,206,238		(150,000)	1,056,238	
Code Enforcement	3,382,594		0	3,382,594	
Grant Matching Funds	456,203		(456,203)	0	
Gusman Olympia	336,454		44,546	381,000	
Liberty City Trust	579,865		(29,865)	550,000	
Miami Homeless Programs	854,512		0	854,512	
Neighborhood Enhance Team Offices	4,076,336		0	4,076,336	
Public Facilities –Marinas	0		837,608	837,608	
Sales Initiative Plan	50,000		(50,000)	0	
Virginia Key Beach Trust	1,680,955		(364,800)	1,316,155	
Total -Non-Department Accounts	\$27,742,154	11.0	\$13,956,110	\$41,698,264	12.0



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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'08 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'08:

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, 2006, membership in the FIPO consisted of 1,779 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees equaled 1,471 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 provides for non-investment expenses and normal costs.

The City's FY'08 required contribution based on preliminary actuarial valuation as of October 1, 2006 is \$36,445,993. This is a 33.57% decrease over the adopted budget for the prior fiscal year period. The annual retirement contribution decreased because of an agreed-upon change in the actuarial asset valuation method from a moving average of the market to book value ratios to a 20% smoothing write-up 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.



As of October 1, 2006, membership in the GESE Trust is estimated to consist of 1,914 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees is estimated at 1,646. 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 provides for non-investment expenses and normal costs and to fund the unfunded actuarial- determined accrued liability.

The City's FY'08 contribution determined through actuarial valuations made on October 1, 2006 is \$22,762,902. This represents a 6.05% decrease over the prior fiscal year period. The decrease is due to a greater than expected return on assets and changes in assumptions of turnover rates, mortality rates in non-disabled inactive participants and salary increase rates.

- 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.

As of October 1, 2006, membership in the Excess Benefit Plan is estimated to consist of 34 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'08 contribution determined through actuarial valuation made on October 1, 2006 is estimated at \$450,000. This is an 8.667% decrease 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.

As of October 1, 2006, 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



11 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'08 contribution determined through actuarial valuations made on October 1, 2006 is \$109,163.

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 (EORT). 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, 2006, 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'08 contribution determined through actuarial valuation made on December 31, 2006 is \$689,122. This is a 163.45% increase over the prior fiscal year period. There are no participant contributions to the EORT plan. The increase is primarily due to higher contributions required by the City resulting from pay increases, mortality assumption change and low asset returns.

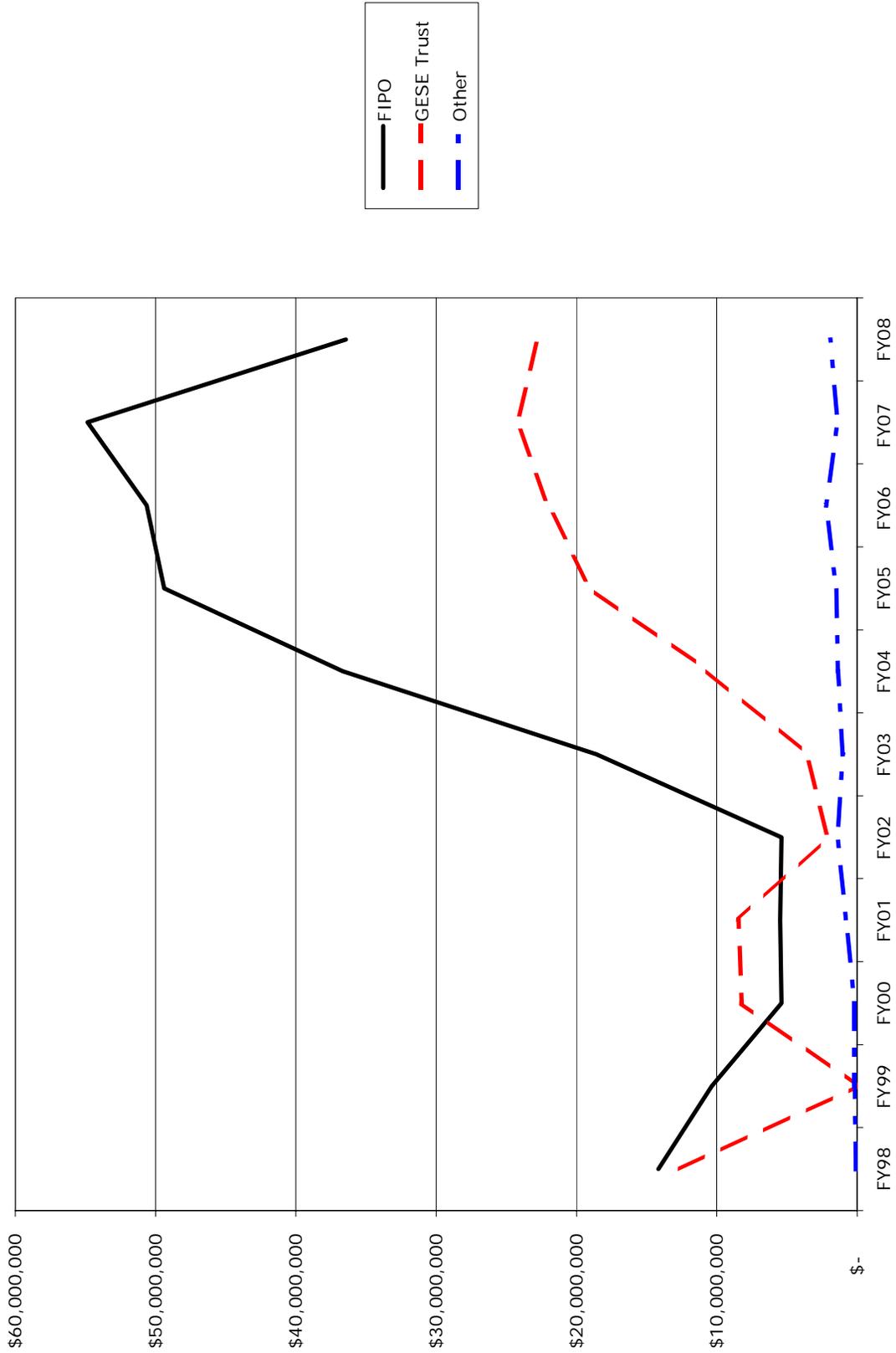
ICMA 401(a)

ICMA 401(a) is 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.

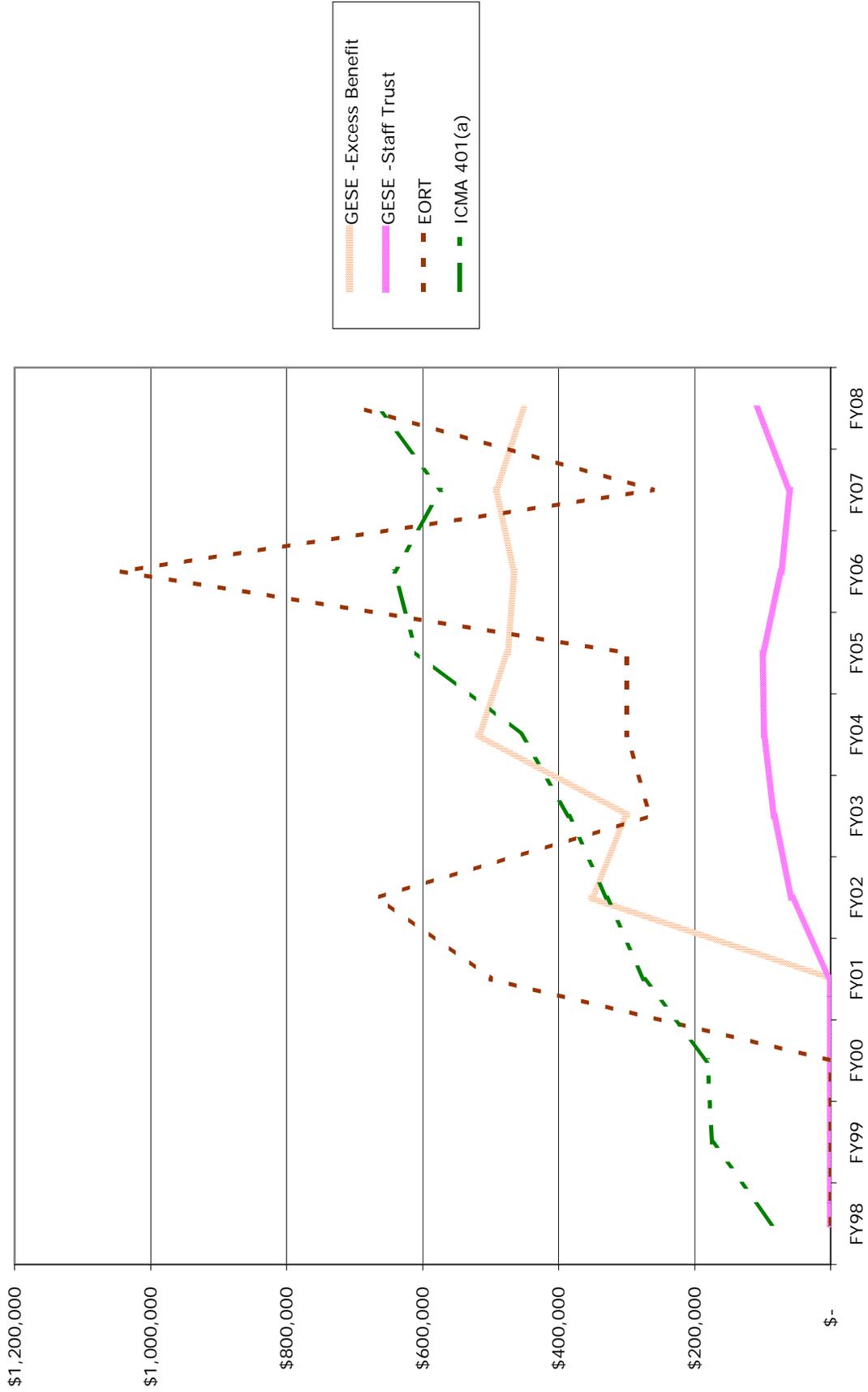
Membership for City employees is limited by the City Code to specific members of the City Clerk, City Manager, and City Attorney's Offices, Department Directors, Assistant Directors, and other executives. To participate in the plan a written trust agreement must be executed, which requires the City to contribute 8%-22% of the individual's earnable compensation, and the employee contributes 10% of their salary.

At July 1 2007, there were approximately 53 members in the ICMA 401(a) plan. Based on this membership, the City's FY'08 contribution is anticipated at \$665,753, which is 16.23% more than the previous period.

Pensions
City Retirement Contributions FY 1998 to FY 2008



Pensions (Other)
City Retirement Contribution FY 1998 to FY 2008





	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Revenues (Inflows)					
General Fund Revenues	\$65,255,910	\$84,805,184	(19,549,274)	\$84,805,184	\$77,821,548
(Contributions from General Fund)	689,122	261,580	427,542	261,580	1,043,209
Total Revenues (Inflows)	65,945,032	85,066,764	(19,121,732)	85,066,764	78,864,757
Expenditures (Outflows)					
Administrative Costs	4,931,262	4,647,103	284,159	4,647,103	4,061,111
Retirement Contributions -GESE Trust	22,762,902	24,229,028	(1,466,126)	24,229,028	22,018,443
Retirement Contributions -GESE Excess Benefit	450,000	492,669	(42,669)	492,669	464,800
Retirement Contributions -FIPO	36,445,993	54,863,607	(18,417,614)	54,863,607	50,635,213
Retirement Contributions -EORT	689,122	261,580	427,542	261,580	1,043,209
City Pension Contribution -ICMA 401(a) Management	665,753	572,777	92,976	572,777	641,981
Total Expenditures(Outflows)	\$65,945,032	\$85,066,764	(\$19,121,732)	\$85,066,764	\$78,864,757



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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'08. The level of significance is based on +/-10% change over the prior year's adopted budget period.

Revenues (Inflows)

- Franchise Fees and Other Taxes increased by \$10,372,252 or 19.32%. This increase is due to the addition of the Local Option Gas Tax Fund of \$7,343,596 in Special Revenue Funds. Local option gas taxes were collected in the General Fund in FY'07. There are also anticipated increases in utility service fees of \$1,621,000 and public service taxes of \$1,407,656.
- Interest on investments is anticipated to increase by \$38,500 or 1100.0%. This increase is as a result of interest earned on idle cash in the Educational Trust Fund-Recycling Program. The City currently operates a majority of Federally-funded programs and it is anticipated most interest earned will be returned to the applicable Federal agencies in FY'08.
- Transfers-In decreased by \$14,165,057 or 59.89%. This decrease is due to an accounting reclassification of fund balance allocations from Transfers-In to Other Revenues (Inflows).
- No collections from Fines and Forfeitures are anticipated in FY'08. The City is no longer receiving the level of funding support in its various Law Enforcement Trust Fund (LETF) programs.
- Intergovernmental Revenue increased by \$10,230,985 or 20.65%. This increase is due to the continuation of the Urban Area Security Initiative Grant and Community Development programs as well as the collection of local option gas tax distribution and transportation and transit surtax from Miami-Dade County.
- Licenses and Permits increased by \$165,000 or 100%. This is based on the collection of program revenue from the Traffic Study Review Fee for Major Use Special Program (MUSP) Project not previously anticipated in prior years.
- Other Revenue (Inflow) decreased by \$17,420,432 or 52.55%. This decrease is due to lower available fund balances from existing special revenue programs. Overall, special revenue programs are utilizing more available fund balances in support of their current year operations. This will make less available in FY'08 and in future years.
- Charges for Services decreased by \$2,589,433 or 28.81%. This decrease is due to the elimination of non-ad valorem revenues from fire assessment previously collected in Fire Rescue Services Special Revenue Fund.



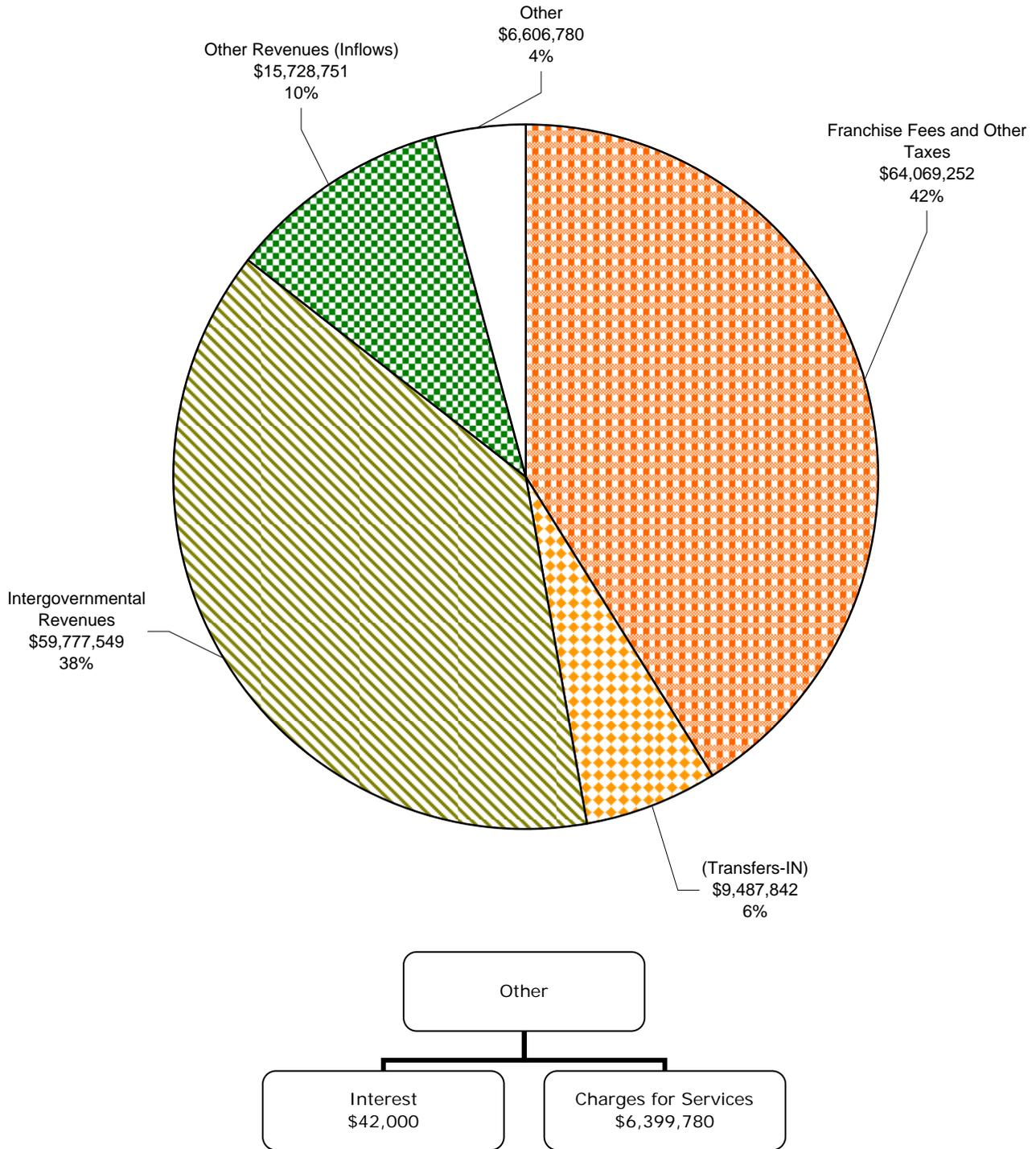
Expenditures (Outflows)

- General Government appropriations are anticipated to increase by \$5,054,884 or 47.47%. This increase is due to a budget reserve allocation (\$5,396,000) provided in the Public Service Tax Fund for the pending transfer of principal and interest payments to the Special Obligation Bond Fund for the planned streets bond issue. The new streets bond issue is anticipated to be approved in FY'08.
- Economic Development and Planning Services appropriations are expected to decrease by \$4,835,166 or 53.11%. This is due to less available fund balance appropriation anticipated in the Downtown Development Supplemental Fee and FEC Corridor Improvement Trust Fund Programs, and the closing of the TOP –Metro-mover Realignment Project in FY'07.
- Public Works Services appropriations are anticipated to decrease by \$121,059 or 11.36%. This decrease is due to a reduction in fund balance allocation in the Educational Trust Fund –Re-cycling Program.
- Public Safety appropriations in the Fire Rescue Services and Police Services Special Revenue Funds are expected to decrease by \$2,205,199 or 13.06%. This decrease is due to an anticipated reduction in the COPS More 98 Grant in FY'08.
- Public Facilities appropriations decreased by \$1,430,097 or 16.79%. This decrease is due to the reduction in contribution to the Special Obligation Bond Fund from the Miami Convention Center for its related debt. The Miami Convention Center provides a contribution to the Special Obligation Bonds Series 1987 for principal and interest on the related debt, which was \$5,332,575 in FY'07. Although the principal and interest related to this debt will be relatively constant, the remaining contributions will be provided by the Public Service Tax Fund in FY'08.
- Parks & Recreation appropriations decreased by \$779,505 or 36.09%. This decrease is due to an anticipated reduction in prior year fund balance in the Recreation Activity –Consolidated Program in FY'08.
- Transfers-OUT appropriations are expected to decrease by \$9,807,942 or 11.30%. This decrease is primarily due to less prior year fund balance transfers from the Transportation and Transit Fund to the Capital Improvement Plan (CIP) Fund and the elimination of transfers to the CIP Fund as part of the Fire Assessment transfers from the Fire Rescue Services Special Revenue Fund.



	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Revenues (Inflows)					
Franchise Fees and Other Taxes	\$64,069,252	\$53,697,000	\$10,372,252	\$53,697,000	\$56,901,508
Interest	42,000	3,500	38,500	3,500	1,295,302
(Transfers-IN)	9,487,842	23,652,899	(14,165,057)	15,963,015	23,903,990
Fines and Forfeitures					736,843
Intergovernmental Revenues	59,777,549	49,546,564	10,230,985	76,067,746	106,235,142
Licenses and Permits	165,000		165,000	3,272,814	
Other Revenues (Inflows)	15,728,751	33,149,183	(17,420,432)	88,167,899	23,562,207
Charges for Services	6,399,780	8,989,213	(2,589,433)	5,708,292	13,990,174
Total Revenues (Inflows)	\$155,670,174	169,038,359	(13,368,185)	242,880,266	226,625,165
Expenditures (Outflows)					
General Government	15,704,500	10,649,616	5,054,884	16,117,816	8,845,826
Planning & Development	4,268,666	9,103,832	(4,835,166)	10,074,042	1,178,340
Community Development	34,604,286	33,848,387	755,899	84,539,929	40,978,910
Public Works	944,611	1,065,670	(121,059)	1,344,948	6,000
Public Safety	14,680,586	16,885,785	(2,205,199)	34,790,786	63,976,514
Public Facilities	7,086,805	8,516,902	(1,430,097)	8,507,637	3,458,824
Parks & Recreation	1,380,164	2,159,669	(779,505)	4,198,529	1,421,081
(Transfers-OUT)	77,000,556	86,808,498	(9,807,942)	83,306,579	89,015,285
Total Expenditures (Outflows)	\$155,670,174	\$169,038,359	(\$13,368,185)	\$242,880,266	\$208,880,780

Revenues (Inflows) -Special Revenue Funds
\$155,670,174





	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Revenues (Inflows)					
Franchise Fees and Other Taxes					
S,U&F Taxes -Local Option Fuel		\$7,343,596			
Utility Service Fee -Electricity		21,500,000	20,000,000	20,000,000	20,847,317
Utility Service Fee -Water		2,800,000	2,800,000	2,800,000	3,113,836
Utility Service Fee -Gas		1,000,000	880,000	880,000	1,057,403
Utility Service Fee -Fuel Oil		18,000	17,000	17,000	19,427
Public Service Tax		31,407,656	30,000,000	30,000,000	31,862,514
Utility Service Fee -Other Taxes					1,011
Total -Franchise Fees and Other Taxes	41.16%	64,069,252	53,697,000	53,697,000	56,901,508
Interest					
Miscellaneous -Interest		42,000	3,500	3,500	1,204,507
Misc. Net Increase (Decrease) in Fair Market Value of Investments					90,795
Total -Interest	0.027%	42,000	3,500	3,500	1,295,302
(Transfers-IN)					
Other -Interfund Transfer		9,487,842	23,652,899	15,963,015	23,903,990
Total (Transfers-IN)	6.09%	9,487,842	23,652,899	15,963,015	23,903,990
Fines and Forfeitures					
Fines -Other Fines and/or Forfeits					736,843
Total -Fines and Forfeitures	0.00%	0	0	0	736,843
Intergovernmental Revenues					
Federal Grants		38,601,383	30,797,302	54,542,732	27,341,144
State Grants		2,550,399	14,224,359	4,415,922	54,957,737
State Shared Revenues		0	1,444,493	1,451,284	1,295,709



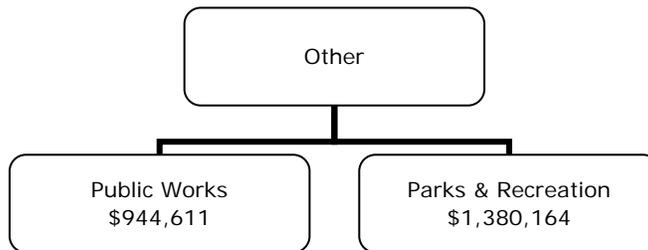
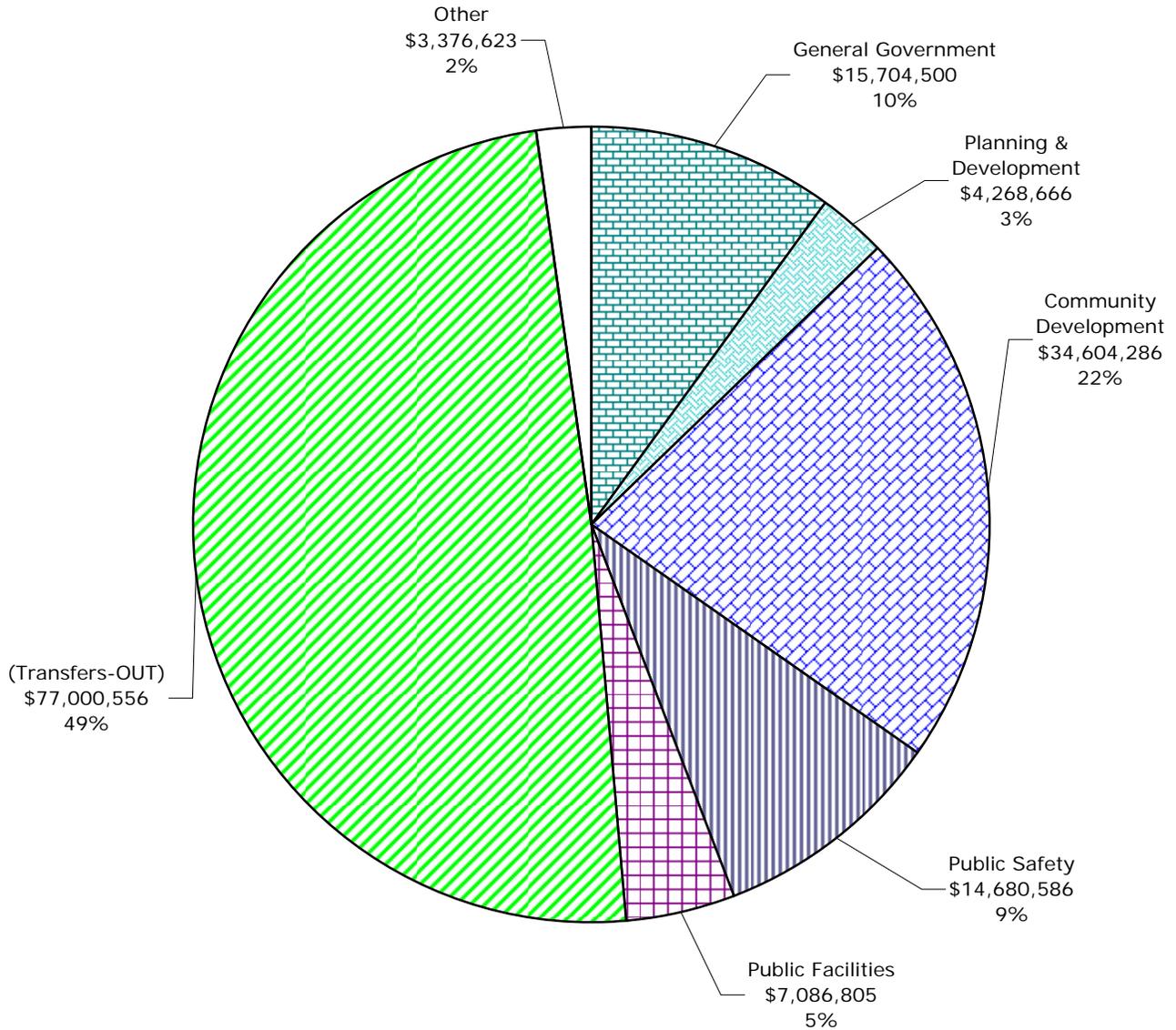
	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Grants from Other Local Units		15,498,038	593,816	13,677,108	3,771,084
Shared Revenues from Other Local Units		3,127,729	1,964,708	1,964,708	2,705,167
Payments from Other Local Units in Lieu of Taxes		0	521,886	15,992	16,164,301
Total -Intergovernmental Revenues	38.40%	59,777,549	49,546,564	76,067,746	106,235,142
Licenses and Permits					
Other Licenses, Fees and Permits		165,000			
CFS -Other Charges for Services				3,272,814	
Total -Licenses and Permits	0.11%	165,000	0	3,272,814	0
Other Revenues (Inflows)					
CFS -Garbage/Solid Waste Revenue			151,284		51,998
Misc. Contribution and Donations from Private Sources			2,532	772,018	44,346
Other Miscellaneous Revenues		15,728,751	32,995,367	87,395,881	23,307,548
Other -Interfund Transfer					157,315
Other NonOperating Sources					1,000
Total -Other Revenues(Inflows)	10.10%	15,728,751	33,149,183	88,167,899	23,562,207
Charges for Services					
Other Licenses, Fees & Permits					175,500
Payments from Other Local Units in Lieu of Taxes			49,476	41,369	
Other General Government Charges and Fees					154,551
Police Services		450,000	352,180	352,180	438,811
Other Public Safety Charges and Fees					258,000
Garbage/Solid Waste Revenue					637,727
Other Physical Environment Revenue					288,534



	Percent of FY 2008 Adopted	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Transportation -Parking Facilities		2,446,610	2,375,610	2,375,610	2,182,164
Special Recreation Facilities		1,579,170	1,393,133	1,393,133	651,956
Other Culture/Recreation		189,000	168,000	168,000	128,564
Other Charges for Services		60,000	3,272,814		7,470,910
Misc. Rents and Royalties		1,675,000	1,378,000	1,378,000	1,601,093
Other Miscellaneous Revenues					2,364
Total -Charges for Services	4.11%	6,399,780	8,989,213	5,708,292	13,990,174
Total Revenues (Inflows)	100.00%	\$155,670,174	\$169,038,359	\$242,880,266	\$226,625,165

Expenditures (Outflows) - Special Revenue Funds

\$155,670,174





	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
Expenditures (Outflows)					
General Government					
Neighborhood Enhancement Teams (NET)	\$4,514,724	\$4,401,150	\$113,574	\$4,659,175	\$4,240,096
City Clerk Services	35,000	382,295	(347,295)	507,423	2,570
Public Service Tax	5,396,000		5,396,000	711,342	
Strategic Department Initiatives	1,680,172	1,509,020	171,152	5,086,888	667,382
Transportation and Transit Fund	632,050	910,597	(278,547)	910,597	471,934
Code Enforcement	3,446,554	3,446,554	0	4,242,391	3,463,844
Total -General Government	15,704,500	10,649,616	5,054,884	16,117,816	8,845,826
Planning and Development					
Economic Development and Planning Services	4,268,666	9,103,832	(4,835,166)	10,074,042	1,178,340
Total -Planning and Development	4,268,666	9,103,832	(4,835,166)	10,074,042	1,178,340
Public Works					
	944,611	1,065,670	(121,059)	1,344,948	6,000
Public Safety					
Fire Rescue Services	7,992,627	4,142,258	3,850,369	21,623,467	57,790,784
Law Enforcement Trust Fund	641,233	1,152,186	(510,953)	1,579,744	475,391
Police Services	6,046,726	11,591,341	(5,544,615)	11,587,575	5,710,339
Total -Public Safety	14,680,586	16,885,785	(2,205,199)	34,790,786	63,976,514
Public Facilities					
	7,086,805	8,516,902	(1,430,097)	8,507,637	3,458,824
Parks & Recreation	1,380,164	2,159,669	(779,505)	4,198,529	1,421,081
Community Development					
Community Development	33,743,053	32,993,875	749,178	83,475,705	39,788,235
Homeless Programs	861,233	854,512	6,721	1,064,224	1,190,675
Total -Community Development	34,604,286	33,848,387	755,899	84,539,929	40,978,910



	FY 2008 Adopted Budget	FY 2007 Adopted Budget	Increase (Decrease)	FY 2007 Revised Budget	FY 2006 Actual @ 9/30/06
(Transfers-OUT)	77,000,556	86,808,498	(9,807,942)	83,306,579	89,015,285
Total Expenditures (Outflows)	\$155,670,174	\$169,038,359	(\$13,368,185)	\$242,880,266	\$208,880,780



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Grants and Programs			
Economic Development and Planning Services			
Traffic Study Review Fee for (M.U.S.P) Project	\$165,000	Program Revenue	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	24,650	Fund Balance Allocation	Planning and Development
Blue Ribbon Task Force	1,050	Fund Balance Allocation	Planning and Development
The Miami Commission on the Status of Women	15,602	Fund Balance Allocation	Planning and Development
FEC Corridor Improvement Trust Fund	97,160	Fund Balance Allocation	Planning and Development
Dr. Martin Luther King Jr. Reclaim the Dream Initiative	25,000	Fund Balance Allocation	Planning and Development
Downtown Development Supplemental Fee	2,050,203	Fund Balance Allocation	Planning and Development
Downtown Vending District -Downtown Development Authority Supplemental Fee	60,000	Program Revenue	Planning and Development
Downtown Vending District -Downtown Development Authority Supplemental Fee	64,688	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West Development Supplemental Fee	466,049	Fund Balance Allocation	Planning and Development
Impact Fees Administration	496,960	Fund Balance Allocation	Planning and Development
Frequency Reconfiguration Project	72,553	Fund Balance Allocation	Planning and Development
Downtown Development Authority	29,979	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	74,000	Contribution from General Fund	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	625,772	Fund Balance Allocation	Planning and Development
Total (Economic Development and Planning Services)	4,268,666		
Fire Rescue Services			
Miami-Dade County EMS Grants	28,735	Fund Balance Allocation	Public Safety
Fire Assessment Fee	85,346	Fund Balance Allocation	Public Safety
South Florida Urban Search and Rescue FL-TF2	131,339	Fund Balance Allocation	Public Safety
FEMA/USAR Grant Award FY 2007-08	401,250	FEMA	Public Safety
American Heart Association Grant	1,583	Fund Balance Allocation	Public Safety
First Aide/CPR Educational/Training Program	42,052	Health Foundation of So. Florida	Public Safety



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Emergency Medical Services (EMS) Matching Grant M5092	118,185	Fund Balance Allocation	Public Safety
Staffing for Adequate Fire and Emergency Response (SAFER) FY 2006	191,916	U.S. Department of Homeland Security	Public Safety
Urban Area Security Initiative Grant Program IV 2005	6,399,751	U.S. Department of Homeland Security	Public Safety
Assistance to Firefighters Grant Award (FY 2006)	481,689	FEMA	Public Safety
2006-2007 State Homeland Security Program Grant	110,781	FL. Department of Financial Services	Public Safety
Total (Fire Rescue Services)	7,992,627		
Neighborhood Enhancement Teams and Code Enforcement			
Tree Trust Fund	183,200	Program Revenue	General Government
Tree Trust Fund	253,994	Fund Balance Allocation	General Government
NET and Code Enforcement	7,522,890	Contribution from General Fund	General Government
Black History Month Scholarship	1,194	Donation	General Government
Total (NET and Code Enforcement)	7,961,278		
Parks and Recreation			
Special Donation for Disabled	392	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	82,649	Fund Balance Allocation	Parks and Recreation
Program for Persons with Disabilities, 02-03	1,775	State of FL. Medicare Program	Parks and Recreation
Program for Persons with Disabilities, 01-02	21,704	State of FL. Medicare Program	Parks and Recreation
Program for Persons with Disabilities, 04-05	15,642	State of FL. Medicare Program	Parks and Recreation
Bayfront Park Management Trust, Commission District #1	106,617	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #2	85,365	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #3	58,303	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #4	108,303	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #5	58,898	Fund Balance Allocation	Parks and Recreation
Summer Crime Prevention Program	11,485	Fund Balance Allocation	Parks and Recreation



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Non-Residential Crime Prevention Program	3,829	Fund Balance Allocation	Parks and Recreation
P.A.R.C Program	788	Fund Balance Allocation	Parks and Recreation
Partnership Study for Prevention of Violence	725	Fund Balance Allocation	Parks and Recreation
Programs for the Developmentally Disabled (Medicaid)	160,000	State of FL. Department of Health	Parks and Recreation
Programs for the Developmentally Disabled 2006-2007	358,192	State of FL. Medicare Program	Parks and Recreation
Ordinance 10425 -Recreation Activity - Consolidated	305,497	Fund Balance Allocation	Parks and Recreation
Total (Parks and Recreation)	1,380,164		
Police Services			
Bulletproof Vest Partnership Grant II	43,365	U.S. Department of Justice	Public Safety
Training/Entrepreneurial Fund	150,000	Program Revenue	Public Safety
Training/Entrepreneurial Fund	105,598	Fund Balance Allocation	Public Safety
Police 2nd Dollar Training -Consolidated	105,000	Miami Dade County	Public Safety
Police 2nd Dollar Training -Consolidated	250,108	Fund Balance Allocation	Public Safety
Electronic Message Center	8,493	Fund Balance Allocation	Public Safety
Violent Crime & Drug Control Council Grant	28,869	Fund Balance Allocation	Public Safety
FY 2006 Edward Byrne Memorial Justice Assistance Grant	82,065	U.S. Department of Justice	Public Safety
NIJ FY 06 Coverdell Forensic Science Improvement Grant	27,744	U.S. Department of Justice	Public Safety
FY 2006 Bulletproof Vest Partnership (BVP)	2,347	U.S. Department of Justice	Public Safety
E911 Emergency System Project	1,307,729	State of Florida	Public Safety
E911 Emergency System Project	239,574	Fund Balance Allocation	Public Safety
E911 Wireless Emergency Communication Act	1,820,000	State of FL. Department of Management Services	Public Safety
E911 Wireless Emergency Communication Act	1,174,584	Fund Balance Allocation	Public Safety
Special Taxing Districts Police Roving Patrol Services -Natoma Manors	50,000	Miami Dade County	Public Safety
Special Taxing Districts Police Roving Patrol Services -Morningside	50,000	Miami Dade County	Public Safety
Special Taxing Districts Police Roving Patrol Services -Brickell Flagler	200,000	Miami Dade County	Public Safety



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Port Security Grant Program	335,155	Fund Balance Allocation	Public Safety
Violence Intervention Project (VIP)	15,969	The Children's Trust	Public Safety
JAG -Law Enforcement Improvement Project (Edward Brynes Grant)	50,126	Fund Balance Allocation	Public Safety
Total (Police Services)	6,046,726		
Law Enforcement Trust Fund (LETF)			
Law Enforcement Trust Fund (Florida Statutes)	217,058	Fund Balance Allocation	Public Safety
U.S. Justice Law Enforcement Trust	154,614	Fund Balance Allocation	Public Safety
U.S. Customs Law Enforcement Trust	269,561	Fund Balance Allocation	Public Safety
Total (LETF)	641,233		
Public Works			
Educational Trust Fund -Recycling Program	36,000	Program Revenue	Public Works
Educational Trust Fund -Recycling Program	597,772	Fund Balance Allocation	Public Works
Adopt-A-Waterway Program	180,000	Program Revenue	Public Works
Adopt-A-Waterway Program	36,286	Fund Balance Allocation	Public Works
Municipal Fuel Tax Street Repairs	94,553	Fund Balance Allocation	Public Works
Total (Public Works)	944,611		
Public Facilities			
Derelict Vessels from Key Anchorage Area	2,698	Fund Balance Allocation	Public Facilities
Providing for Distribution of Disabled Parking	288,760	Fund Balance Allocation	Public Facilities
Sales Initiative Plan	65,801	Fund Balance Allocation	Public Facilities
Miami CDT Monthly Payments from Miami-Dade County	3,145,199	Fund Balance Allocation	Public Facilities
City of Miami Debris and Sunken Vessel Removal	2,500	Fund Balance Allocation	Public Facilities
Miami Convention Center	3,613,933	Program Revenue	Transfers-Out
Miami Convention Center	3,581,847	Program Revenue	Public Facilities



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Total (Public Facilities)	10,700,738		
City Clerk Services			
City Clerk Miscellaneous Special Revenues	35,000	CRA	General Government
City Clerk Miscellaneous Special Revenues	11,787	Fund Balance Allocation	Transfers-OUT
U.S. Passport Acceptance Fee	36,571	Fund Balance Allocation	Transfers-OUT
Lobbyists' Registration Fee	175,043	Fund Balance Allocation	Transfers-OUT
Total (City Clerk Services)	258,401		
Homeless Programs			
Homeless Project Administration	854,512	Contribution from General Fund	Community Development
Homeless Donation	42	Fund Balance Allocation	Community Development
United Way Homeless Donation	1,671	Fund Balance Allocation	Community Development
Outreach Proj. to Homeless	8	Fund Balance Allocation	Community Development
United Way Homeless Donation	5,000	Fund Balance Allocation	Community Development
Total (Homeless Programs)	861,233		
Transportation and Transit			
Transportation and Transit Fund	632,050	Miami Dade County	General Government
Transportation and Transit Fund	13,189,970	Miami Dade County	Transfers-OUT
Total (Transportation and Transit)	13,822,020		
Strategic Development Initiatives			
Americorps Volunteers in Service to America (VISTA)	65,400	Contribution from General Fund	General Government
Miami Youth Council	36,357	Fund Balance Allocation	General Government
Save-A-Life Foundation	31,242	Fund Balance Allocation	General Government
Budget Surplus FY 2002 (Parks and Recreation)	45,637	Fund Balance Allocation	General Government
IT Strategic Plan Implementation	411,365	Fund Balance Allocation	General Government
City of Miami-Truancy Prevention Program	200,000	The Children's Trust	General Government



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Economic Development-Access Poverty Initiative Program	800,000	Contribution from General Fund	General Government
City-Wide Poverty Initiative Program	90,171	Contribution from General Fund	General Government
Total (Strategic Dev. Initiatives)	1,680,172		
Community Development			
Community Development Block Grant (CDBG)	7,138,887	U.S. Department of Housing and Urban Development	Community Development
Community Development Block Grant (CDBG)	1,300,000	U.S. Department of Housing and Urban Development	Transfers-OUT
HOME Investment Partnerships	4,602,629	U.S. Department of Housing and Urban Development	Community Development
State Housing Initiative Partnership (SHIP)	2,232,704	Florida Housing Finance Corporation	Community Development
Emergency Shelter Grant (ESG)	364,454	U.S. Department of Housing and Urban Development	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	11,689,000	U.S. Department of Housing and Urban Development	Community Development
Section 8	5,356,579	Section 8 Housing Assistance Program	Community Development
Miami Unleaded Program	90,288	Citywide Poverty Initiative	Community Development
Housing Trust	200,000	Contribution from General Fund	Community Development
Other Sources	2,068,512	Miami-Dade County	Community Development
Total (Community Development)	35,043,053		
Local Option Gas Tax			
Local Option Gas Tax	7,343,596	Miami-Dade County	Transfers-OUT
Total (Local Option Gas Tax)	7,343,596		



	FY 2008 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Public Service Tax			
Public Service Tax	5,396,000	Utility Service Taxes and Communications Simplified Tax	General Government
Public Service Tax	51,329,656	Utility Service Taxes and Communications Simplified Tax	Transfers-OUT
Total (Public Service Tax)	56,725,656		
Total (All Grants and Programs)	\$155,670,174		



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This section includes changes in full-time equivalent (FTEs) positions to the City of Miami's Special Revenue Fund Budget in FY'08. Changes in FTEs occurred between the FY'07 Adopted Budget to the FY'08 Adopted Budget.

General Government

- Code Enforcement -Increased 5.0 Code Enforcement Inspector positions and 1.0 Senior Housing Rehabilitation Estimator position. Total base salary increase = \$191,085.
- Transportation and Transit -Increased .30 under the Chief of Neighborhood Services position. This increase is due to a reclassification of the cost distribution between the General Fund and the Transportation Transit Special Revenue Fund. Total base salary increase = \$50,099.

Public Safety

- Fire Rescue Services -Decreased 9.73 positions. 13.73 change in Fire Fighter cost distribution of Staffing for Adequate Fire and Emergency Response (SAFER) Grant between the General Fund and Fire Rescue Services Fund. Total base salary decrease = \$334,478. FEMA/USAR Grant increased 1.0 Fiscal Assistant position. Total base salary increase = \$54,081. Re-established Urban Area Security Initiative Grant 1.0 Special Projects Coordinator position, 1.0 Executive Assistant to the Fire Chief position and 1.0 Fiscal Assistant position. Total base salary = \$232,717.
- Police Services -Increased 2.48 positions. Reclassification of Communication Operators between the General Fund and the Police Services Fund; positions funded by E911 System Service Grant. Total base salary increase = \$58,504.

Community Development

- Community Development -The Community Development Fund decreased 1.0 Business Developer position. Total base salary decrease = \$74,014.



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	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	Gain (Loss) FY'08 Adopted - FY'07 Adopted	FY 2006 Actual @9/30/06
Positions -FTEs					
General Government					
Neighborhood Enhancement Teams (NET)	48.00	48.00	48.00	0.00	0.00
City Clerk Services	1.00	1.00	1.00	0.00	0.00
Strategic Department Initiatives	3.00	3.00	3.00	0.00	2.00
Transportation and Transit Fund	4.30	4.00	4.00	0.30	4.00
Code Enforcement	62.00	56.00	62.00	6.00	0.00
Total -General Government	118.30	112.00	118.00	6.30	6.00
Public Safety					
Fire Rescue Services:					
Sworn	14.11	23.84	27.84	(9.73)	30.00
Civilian	0.00		0.00	0.00	1.00
Police Services:					
Sworn	0.00		0.00	0.00	0.00
Civilian	12.20	9.72	9.72	2.48	11.25
Total -Public Safety	26.31	33.56	37.56	(11.25)	42.25
Public Facilities	5.34	5.34	5.34	0.00	5.34
Parks & Recreation	5.00	5.00	5.00	0.00	6.00
Community Development					
Community Development	55.00	56.00	56.00	(1.00)	69.00
Homeless Programs	6.00	6.00	6.00	0.00	6.00
Total -Community Development	61.00	62.00	62.00	(1.00)	75.00
Total Full-Time Positions	215.95	217.90	227.90	(1.95)	134.59



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Special Revenue Fund Detail by Fund



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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$0	\$0	\$0	\$0	0.0%
(Transfers-In)	8,076,503	7,847,704	7,458,930	(388,774)	-5.0%
Intergovernmental Revenues	294,127	0	0	0	0.0%
Other Revenues	514,460	0	502,348	502,348	100.0%
Charges for Services	258,000	0	0	0	0.0%
Total Revenues	\$9,143,090	\$7,847,704	\$7,961,278	\$113,574	1.4%

Neighborhood Enhancement Teams (NET)

Personnel Expenses	\$3,513,333	\$3,654,136	\$3,654,136	\$0	0.0%
Operating Expenses	528,313	557,656	631,836	74,180	13.3%
Capital Outlay	146,400	189,358	44,358	(145,000)	-76.6%
Non-Operating Expenses	52,050	0	184,394	184,394	100.0%
Transfers-Out	0	0	0	0	0.0%
Total NET Expenditures	\$4,240,096	\$4,401,150	\$4,514,724	\$113,574	2.6%

Code Enforcement

Personnel Expenses	\$3,112,740	\$3,200,934	\$3,200,934	\$0	0.0%
Operating Expenses	310,434	229,960	230,020	60	0.0%
Capital Outlay	20,669	15,660	15,600	(60)	-0.4%
Non-Operating Expenses	906,251	0	0	0	0.0%
Total Code Expenditures	\$4,350,095	\$3,446,554	\$3,446,554	\$0	0.0%
Total Expenditures	\$8,590,191	\$7,847,704	\$7,961,278	\$0	1.4%



2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

Neighborhood Enhancement Teams (NET)	2005-06	2006-07	2007-08	Increase (Decrease)	Percent Change
	Final	Adopted	Adopted		
	Budget	Budget	Budget		
Classified Positions	28.00	28.00	28.00	0.00	0.0%
Unclassified Positions	4.00	4.00	4.00	0.00	0.0%
Managerial / Confidential	0.00	0.00	0.00	0.00	0.0%
Executives	16.00	16.00	16.00	0.00	0.0%
Total NET	48.00	48.00	48.00	0.00	0.0%

Code Enforcement	2005-06	2006-07	2007-08	Increase (Decrease)	Percent Change
	Final	Adopted	Adopted		
	Budget	Budget	Budget		
Classified Positions	45.00	45.00	51.00	6.00	13.3%
Unclassified Positions	9.00	9.00	9.00	0.00	0.0%
Managerial / Confidential	0.00	0.00	0.00	0.00	0.0%
Executives	2.00	2.00	2.00	0.00	0.0%
Total Code	56.00	56.00	62.00	6.00	10.7%
Total	104.00	104.00	110.00	6.00	5.8%

Fund Description

The purpose of this fund is to account for the operations of the Neighborhood Enhancement Team Offices and the Code Enforcement Department. It also accounts for special projects managed by these departments.



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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
(Transfers-In)	\$35,000	\$382,295	\$35,000	(\$347,295)	-90.8%
Other Revenues	276,602	0	223,401	223,401	100.0%
Charges for Services	163,391	0	0	0	0.0%
Total Revenues	\$474,993	\$382,295	\$258,401	(\$123,894)	-32.4%
Personnel Expenses	\$2,570	\$76,088	\$35,000	(\$41,088)	-54.0%
Operating Expenses	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	306,207	223,401	(82,806)	-27.0%
Total Expenditures	\$2,570	\$382,295	\$258,401	(\$123,894)	-32.4%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	1.0	1.0	0.0	100.0%
Unclassified Positions	0.0	0.0	0.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	0.0	0.0	0.0	0.0	0.0%
Total	0.0	1.0	1.0	0.0	100.0%

Fund Description

The City Clerk Services Special Revenue Fund accounts for the operations of the Passport Facility, Municipal Archives and Records and other City Clerk related programs.



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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Utility Service Fee -Electricity	\$20,847,317	\$20,000,000	\$21,500,000	\$1,500,000	7.5%
Utility Service Fee -Water	3,113,836	2,800,000	2,800,000	0	0.0%
Utility Service Fee -Gas	1,057,403	880,000	1,000,000	120,000	13.6%
Utility Service -Fuel Oil	19,427	17,000	18,000	1,000	5.9%
Public Service Tax	31,862,514	30,000,000	31,407,656	1,407,656	4.7%
Total Revenues	\$56,900,497	\$53,697,000	\$56,725,656	\$3,028,656	5.6%
Personnel Expenses	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	62,736,184	53,697,000	56,725,656	3,028,656	5.6%
Total Expenditures	\$62,736,184	\$53,697,000	\$56,725,656	\$3,028,656	5.6%

Fund Description

The Public Service Tax Fund accounts for the collection of utility service taxes levied on purchases of public services.



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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
(Transfer-In)	\$627,274	\$2,936,541	\$865,400	(\$2,071,141)	-70.5%
Federal Grants	0	0	200,000	200,000	100.0%
State Grants	20,000	0	0	0	0.0%
Grants from Other Local Units	97,616	0	24,894	24,894	100.0%
Other Miscellaneous Revenues	2,628,839	116,036	589,878	473,842	100.0%
Total Revenues	\$3,373,729	\$3,052,577	\$1,680,172	(\$1,372,405)	-45.0%
Personnel Expenses	\$75,824	\$122,730	\$140,177	\$17,447	14.2%
Operating Expenses	563,827	1,069,940	588,392	(481,548)	-45.0%
Capital Outlay	1,479	200,314	127,523	(72,791)	-36.3%
Non-Operating Expenses	1,417,698	1,659,593	824,080	(835,513)	-50.3%
Total Expenditures	\$2,058,828	\$3,052,577	\$1,680,172	(\$1,372,405)	-45.0%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	2.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	0.0	0.0	0.0	0.0	0.0%
Total	2.0	3.0	3.0	0.0	0.0%

Fund Description

The Strategic Department Initiatives Fund accounts for the activity designated for City of Miami initiatives related to quality of life and technology.



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Department Head: Ola O. Aluko

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
State Grants	\$44,598	\$0	\$0	\$0	0.0%
Grants From Other Local Units	12,584,766	11,912,016	13,822,020	1,910,004	16.0%
Other Miscellaneous Revenues	0	10,697,624	0	(10,697,624)	-100.0%
Total Revenues	\$12,629,364	\$22,609,640	\$13,822,020	(8,787,620)	-38.9%
Personnel Expenses	\$416,320	\$706,505	\$521,256	(\$185,249)	-26.2%
Operating Expenses	55,614	90,887	106,794	15,907	17.5%
Capital Outlay	0	19,907	4,000	(15,907)	-79.9%
Non-Operating Expenses	11,151,124	21,792,341	13,189,970	(8,602,371)	-39.5%
Total Expenditures	\$11,623,058	\$22,609,640	\$13,822,020	(\$8,787,620)	-38.9%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	0.0	0.0	0.0	0.0	0.0%
Unclassified Positions	3.0	3.0	3.0	0.0	0.0%
Managerial / Confidential	0.0	0.0	0.0	0.0	0.0%
Executives	1.0	1.0	1.3	0.3	30.0%
Total	4.0	4.0	4.3	0.3	7.5%

Fund Description

The Transportation and Transit Fund account for the operations of the City of Miami's transit and transportation projects.



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Department Head: Pedro G. Hernandez

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$133,643	\$0	\$0	\$0	0.0%
(Transfers-In)	74,500	0	74,000	74,000	0.0%
Intergovernmental Revenues	327,571	0	0	0	0.0%
Licenses and Permits	0	0	165,000	165,000	100.0%
Other Revenues	8,395,428	9,103,832	3,969,666	(5,134,166)	-56.4%
Charges for Services	2,574,652	0	60,000	60,000	0.0%
Total Revenues	\$11,505,794	\$9,103,832	\$4,268,666	(\$4,835,166)	-53.1%
Personnel Expenses	\$59,742	\$0	\$230,807	\$230,807	0.0%
Operating Expenses	447,598	1,309,227	437,548	(871,679)	-66.6%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	2,385,626	7,794,605	3,600,311	(4,194,294)	-53.8%
Total Expenditures	\$2,892,966	\$9,103,832	\$4,268,666	(\$4,835,166)	-53.1%

Fund Description

The Economic Development and Planning Services Fund accounts for special programs and grants from local, state, and federal agencies, which purpose is for economic development and planning activities.



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Department Head: Stephanie N. Grindell

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$46,121	\$0	\$36,000	\$36,000	100.0%
Other Revenues	18,508	1,216,954	908,611	(308,343)	-25.3%
Total Revenues	\$64,629	\$1,216,954	\$944,611	(\$272,343)	-22.4%
Personnel Expenses	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	0	108,991	346,839	237,848	218.2%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	6,000	1,107,963	597,772	(510,191)	-46.0%
Total Expenditures	\$6,000	\$1,216,954	\$944,611	(\$272,343)	-22.4%

Fund Description

The Public Works Services Special Revenue Fund accounts for special programs and grants from local, state, and federal agencies managed by the Public Works Department.



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Department Head: William Bryson

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$49,813	\$0	\$0	\$0	0.0%
(Transfers-In)	6,182,696	3,061,055	0	(3,061,055)	-100.0%
Intergovernmental Revenues	52,074,360	753,505	7,585,387	6,831,882	906.7%
Other Revenues	1,768,661	278,222	407,240	129,018	46.4%
Charges for Services	3,581,860	3,322,290	0	(3,322,290)	-100.0%
Total Revenues	\$63,657,390	\$7,415,072	\$7,992,627	\$577,555	7.8%
Personnel Expenses	\$1,028,122	\$813,648	\$2,382,242	\$1,568,594	192.8%
Operating Expenses	40,342,407	149,878	1,436,307	1,286,429	858.3%
Capital Outlay	11,015,758	3,178,732	4,174,078	995,346	31.3%
Non-Operating Expenses	3,459,802	3,272,814	0	0	-100.0%
Total Expenditures	\$55,846,089	\$7,415,072	\$7,992,627	\$3,850,369	7.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Civilian Positions	30.00	0.00	3.00	3.00	100.0%
Sworn Positions	1.00	23.84	11.11	(12.73)	-53.4%
Total	31.00	23.84	14.11	(9.73)	-40.8%

Fund Description

The Fire Rescue Special Revenue Fund accounts for the proceeds that is restricted to expenditures which supplement the City's Fire Rescue operations. Additionally, this fund accounts for grants from local, state, and federal agencies and FEMA reimbursements related to natural disasters.



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Department Head: John Timoney

Phone: (305) 603-6100

ChiefofPolice@miami-police.org

2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$65,826	\$0	\$0	\$0	0.0%
(Transfers-In)	4,358	0	0	0	0.0%
Fines and Forfeitures	736,843	0	0	0	0.0%
Other Revenues	788,522	1,160,926	641,233	(519,693)	-44.8%
Total Revenues	\$1,595,549	\$1,160,926	\$641,233	(\$519,693)	-44.8%
Personnel Expenses	\$61,117	\$137,588	\$0	(\$137,588)	-100.0%
Operating Expenses	48,473	189,500	0	(189,500)	-100.0%
Capital Outlay	99,775	47,684	0	(47,684)	-100.0%
Non-Operating Expenses	378,979	786,154	641,233	(144,921)	-18.4%
Total Expenditures	\$588,344	\$1,160,926	\$641,233	(\$519,693)	-44.8%

Fund Description

The Law Enforcement Trust Fund's purpose is to account for confiscated monies awarded to the City for law enforcement related expenditures as stipulated by State Statutes.



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Department Head: John Timoney

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$65,686	\$0	\$0	\$0	0.0%
(Transfers-In)	146,159	15,086	0	(15,086)	-100.0%
Intergovernmental Revenues	5,155,622	2,810,380	3,789,500	979,120	34.8%
Other Revenues	4,155,700	8,413,695	1,807,226	(6,606,469)	-78.5%
Charges for Services	438,811	352,180	450,000	97,820	27.8%
Total Revenues	\$9,961,978	\$11,591,341	\$6,046,726	(\$5,544,615)	-47.8%
Personnel Expenses	\$1,131,051	\$1,812,516	\$1,548,414	(\$264,102)	-14.6%
Operating Expenses	1,058,722	3,018,778	2,720,529	(298,249)	-9.9%
Capital Outlay	3,520,567	6,645,839	1,777,783	(4,868,056)	-73.2%
Non-Operating Expenses	38,948	114,208	0	(114,208)	-100.0%
Total Expenditures	\$5,749,288	\$11,591,341	\$6,046,726	(\$5,544,615)	-47.8%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Civilian Positions	11.3	9.7	12.2	2.5	25.5%
Sworn Positions	0.0	0.0	0.0	0.0	0.0%
Total	11.3	9.7	12.2	2.5	25.5%

Fund Description

The Police Services Special Revenue Fund accounts for special programs and grants from local, state, and federal agencies, which purpose is for public safety activities.



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Department Head: Laura L. Billberry

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$6,334	\$3,500	\$6,000	\$2,500	71.4%
(Transfers-In)	1,810,930	7,231,234	0	(7,231,234)	-100.0%
Intergovernmental Revenues	3,130,593	1,300,000	1,300,000	0	0.0%
Other Revenues	540,408	0	3,504,958	3,504,958	100.0%
Charges for Services	4,548,154	5,314,743	5,889,780	575,037	10.8%
Total Revenues	\$10,036,419	\$13,849,477	\$10,700,738	(\$3,148,739)	-22.7%
Personnel Expenses	\$361,422	\$373,811	\$386,268	\$12,457	3.3%
Operating Expenses	3,096,544	4,622,558	3,261,380	(1,361,178)	-29.4%
Capital Outlay	858	0	0	0	0.0%
Non-Operating Expenses	5,181,261	8,853,108	7,053,090	(1,800,018)	-20.3%
Total Expenditures	\$8,640,085	\$13,849,477	\$10,700,738	(\$1,430,097)	-22.7%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	1.00	1.00	1.00	0.00	0.0%
Unclassified Positions	4.00	4.00	4.00	0.00	0.0%
Managerial / Confidential	0.00	0.00	0.00	0.00	0.0%
Executives	0.34	0.34	0.34	0.00	0.0%
Total	5.34	5.34	5.34	0.00	0.0%

Fund Description

The Public Facilities Special Revenue Fund accounts for the operations of the James L. Knight International Center and Parking Garage. It also accounts for special projects managed by the Department of Public Facilities.



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Department Head: Ernest Burkeen

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Interest	\$7,366	\$0	\$0	\$0	0.0%
(Transfers-In)	6,505	0	0	0	0.0%
Intergovernmental Revenues	1,058,972	1,260	212,695	211,435	100.0%
Other Revenues	2,925,316	2,161,894	1,167,469	(994,425)	-46.0%
Charges for Services	27,201	0	0	0	0.0%
Total Revenues	\$4,025,360	\$2,163,154	\$1,380,164	(\$782,990)	-36.2%
Personnel Expenses	\$469,109	\$382,976	\$212,695	(\$170,281)	-44.5%
Operating Expenses	860,111	497,302	172,324	(324,978)	-65.3%
Capital Outlay	91,861	246,542	286,611	40,069	16.3%
Non-Operating Expenses	6,505	1,036,334	708,534	(327,800)	-31.6%
Total Expenditures	\$1,427,586	\$2,163,154	\$1,380,164	(\$779,505)	-36.2%

2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06 Final Budget	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Classified Positions	6.00	5.00	5.00	0.00	0.0%
Unclassified Positions	0.00	0.00	0.00	0.00	0.0%
Managerial / Confidential	0.00	0.00	0.00	0.00	0.0%
Executives	0.00	0.00	0.00	0.00	0.0%
Total	6.00	5.00	5.00	0.00	0.0%

Fund Description

The Parks and Recreation Services Fund accounts for special programs and grants from local, state, and federal agencies, which purpose is for parks and recreation activities.



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Department Head: Hector Mirabile

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Miscellaneous -Interest	\$916,173	\$0	\$0	\$0	0.0%
Misc. Net Increase (Decrease) in Fair Mkt. Value	4,339	0	0	0	0.0%
(Transfer-In)	7,097,380	2,178,984	1,054,512	(1,124,472)	-51.6%
Federal Grants	31,129,944	32,769,403	30,610,349	(2,159,054)	-6.6%
State Grants	85,796	0	2,232,704	2,232,704	100.0%
Grants from Other Local Units	231,175	0	0	0	0.0%
Misc. Contribution and Donations from Private Sources	16,846	0	0	0	0.0%
Other Miscellaneous Revenues	1,324,642	0	2,006,721	2,006,721	100.0%
Garbage/Solid Waste Revenue	687,687	0	0	0	0.0%
Other Physical Environment Revenue	94,214	0	0	0	0.0%
Other Charges for Services	1,666,165	0	0	0	0.0%
Other Non-Operating Sources	1,000	0	0	0	0.0%
Total Revenues	\$43,255,361	\$34,948,387	\$35,904,286	\$955,899	2.7%
Personnel Expenses	\$5,288,544	\$4,429,780	\$4,617,841	\$188,061	4.2%
Operating Expenses	1,445,225	1,281,353	860,920	(420,433)	-32.8%
Capital Outlay	61,063	15,000	15,000	0	0.0%
Non-Operating Expenses	36,520,263	29,222,254	30,410,525	1,188,271	4.1%
Total Expenditures	\$43,315,095	\$34,948,387	\$35,904,286	\$955,899	2.7%



2007-08 Full-time Equivalent Positions compared to 2006-07 Adopted Budget

	2005-06	2006-07	2007-08		
	Final	Adopted	Adopted	Increase	Percent
	Budget	Budget	Budget	(Decrease)	Change
Classified Positions	55.0	47.0	45.0	(2.0)	-4.3%
Unclassified Positions	12.0	3.0	8.0	5.0	166.7%
Managerial / Confidential	2.0	2.0	2.0	0.0	0.0%
Executives	6.0	6.0	6.0	0.0	0.0%
Total	75.0	58.0	61.0	5.0	5.2%

Fund Description

The Community Development Fund accounts for the proceeds from local, state and federal agencies, which aid in the development of a viable urban community in the City of Miami.



Department Head: Mike Boudreaux

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2007-08 Adopted Budget compared to 2006-07 Adopted Budget

	2005-06 Actual	2006-07 Adopted Budget	2007-08 Adopted Budget	Increase (Decrease)	Percent Change
Franchise Fees and Other Taxes	\$0	\$0	\$7,343,596	\$7,343,596	100.0%
Total Revenues	\$0	\$0	\$7,343,596	\$7,343,596	100.0%
Personnel Expenses	\$0	\$0	\$0	\$0	0.0%
Operating Expenses	0	0	0	0	0.0%
Capital Outlay	0	0	0	0	0.0%
Non-Operating Expenses	0	0	7,343,596	7,343,596	100.0%
Total Expenditures	\$0	\$0	\$7,343,596	\$7,343,596	100.0%

Fund Description

The Local Option Gas Tax Fund is to collect levies on motor and special fuels pursuant to Section 336.025 (1) (b) (3) of the 1993 Florida Statutes. The distribution of gas tax proceeds is governed by an inter-local agreement between Miami-Dade County and its municipalities, including Miami. Funds may be used for transportation-related expenses including right-of-way maintenance, for debt service and capital projects related to these program areas.



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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'08 Debt Service Fund budget is anticipated at \$46,183,244. This represents a \$4,069,683 or 9.66% increase over the prior FY'07 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 9/30/07. 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. At 9/30/08, the statutory limitation for the City is anticipated at \$5,676,878,241 providing a debt margin of \$5,443,479,468 after consideration of \$235,393,764 of general obligation bonds to be outstanding at 9/30/08 and adjusted for the fund balance of \$1,994,991 in the General Obligation Bond Fund.

The total amount of outstanding general obligation bonds anticipated at 9/30/08 is \$235,393,764 compared to \$245,689,408 at 9/30/07. This is based on an FY'08 total principal repayment of \$10,295,644 with an adopted debt service millage rate of 0.5776. FY'08 total interest on outstanding general obligation bonds is anticipated at \$11,112,356. The total FY'08 general obligation bond budget was adopted at \$21,426,659, which includes \$18,659 in related operating expenses.

Please see pages 339 to 346 for the 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'08. The largest debt service requirement in FY'08 is the Special Revenue Fund Refunding Bonds Series 1987 in the amount of \$5,895,000. 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 9/30/08 is \$166,927,526 compared to \$177,975,025 at 9/30/07. This is based on total principal repayments of \$11,047,499 and interest payments of \$13,700,176 anticipated in FY'08.

The total FY'08 special obligation bond budget was adopted at \$24,756,585, which includes \$8,910 in related operating expenses.

Please see pages 339 to 346 for the summary of the City's special obligation bond issues and its pledged revenue sources.



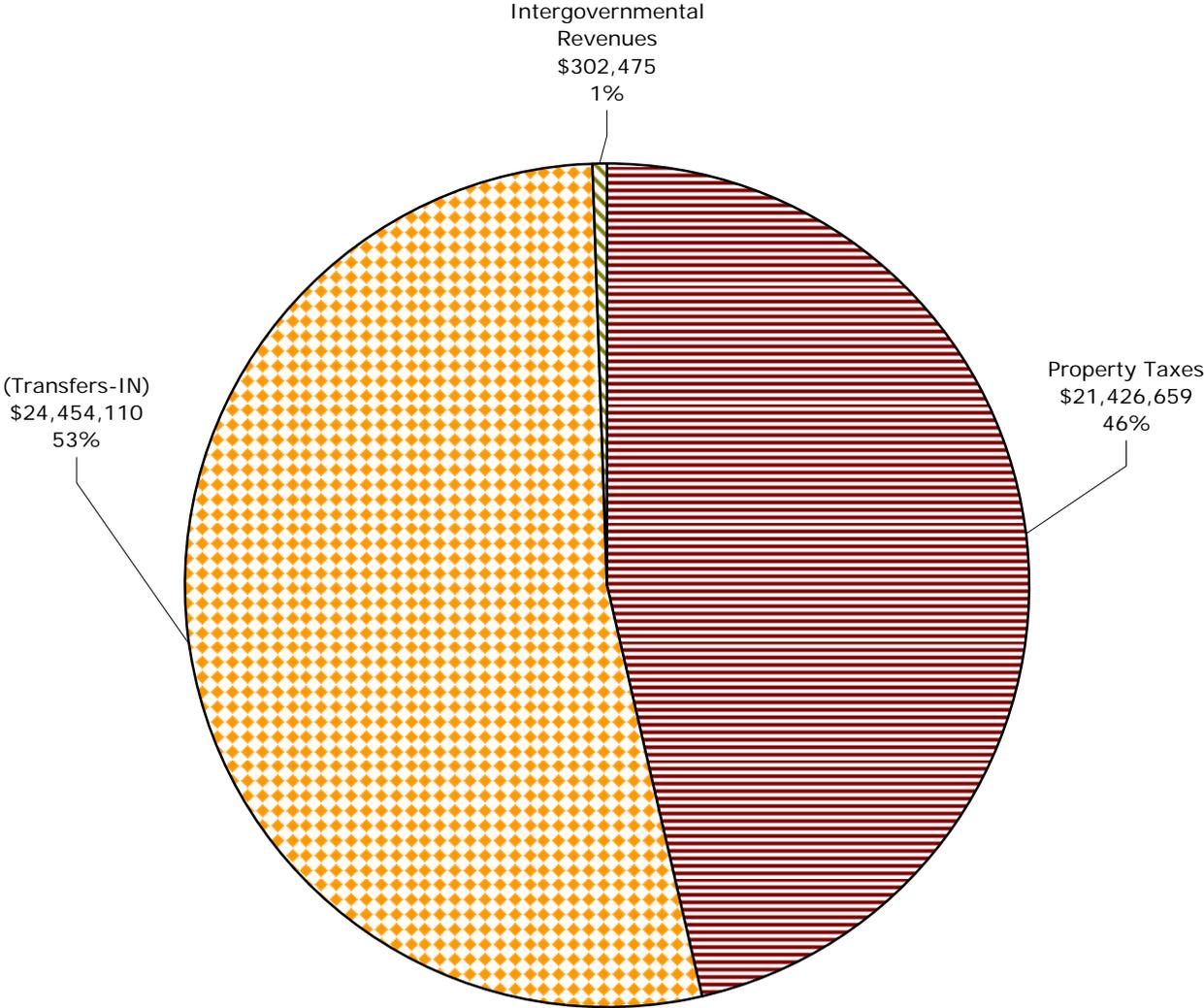
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	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @9/30/06
Revenues (Inflows)				
Property Taxes	\$21,426,659	\$19,740,776	\$19,740,776	\$20,032,652
Interest				214,005
(Transfers-IN)	24,454,110	22,070,310	22,070,310	16,861,162
Intergovernmental Revenues	302,475	302,475	302,475	300,000
Other Revenues (Inflows)			32,126,341	2,691,656
Total Revenues (Inflows)	46,183,244	42,113,561	74,239,902	40,099,475
Expenditures (Outflows)				
General Obligation Bonds	21,426,659	19,740,776	19,740,776	19,692,718
Special Obligation Bonds	24,756,585	22,372,785	54,499,126	21,315,951
(Transfers-OUT)				138,986
Total Expenditures (Outflows)	\$46,183,244	\$42,113,561	\$74,239,902	\$41,147,656

Revenues (Inflows) -Debt Service Funds

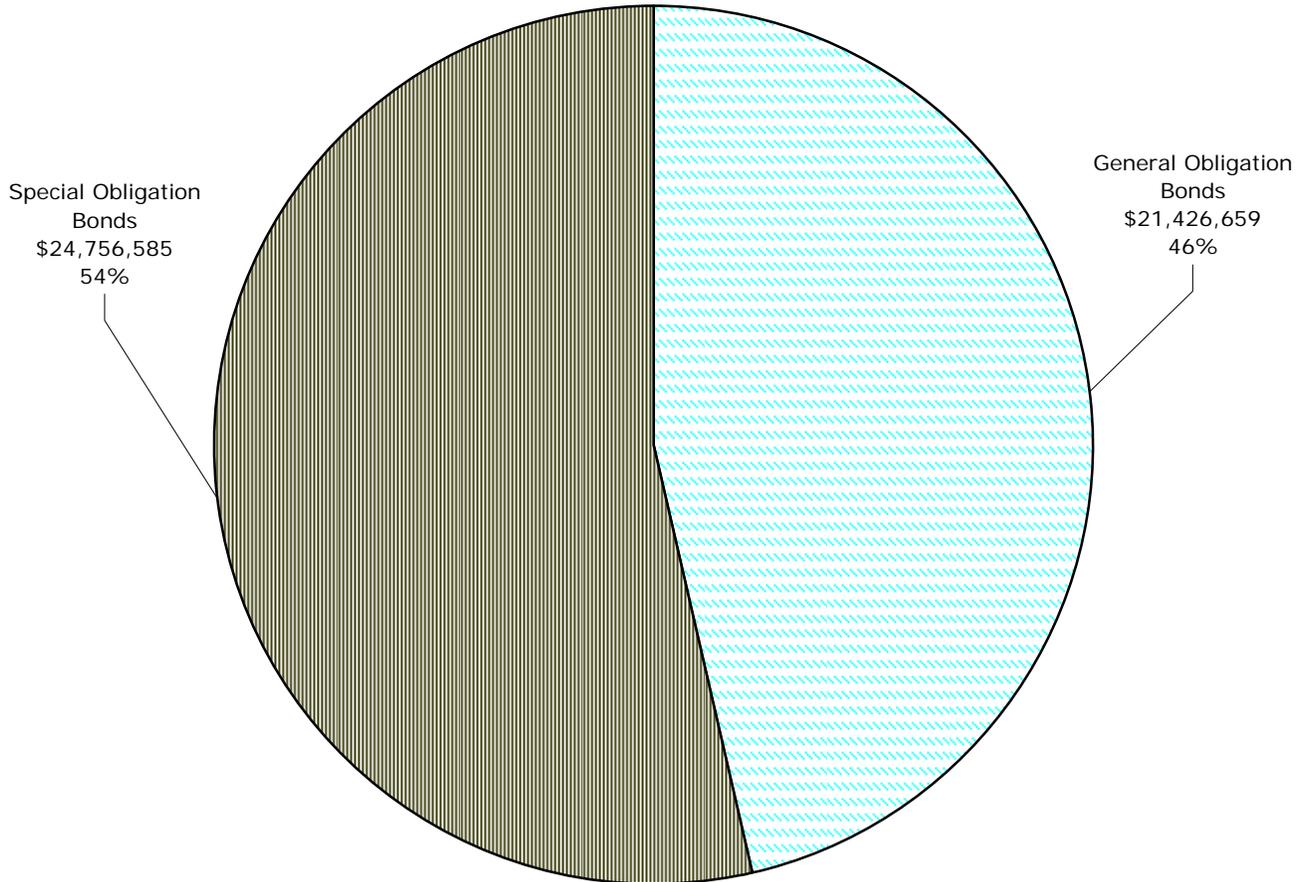
\$46,183,244





	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @9/30/06
Revenues (Inflows)				
Property Taxes				
Ad Valorem Taxes -Real	\$20,421,895	\$18,756,785	\$18,756,785	\$18,585,660
Ad Valorem Taxes -Personal	1,004,764	983,991	983,991	1,219,729
Ad Valorem Taxes Real Delinquent				191,317
Ad Valorem Taxes Personal Delinquent				35,945
Total -Property Taxes	21,426,659	19,740,776	19,740,776	20,032,652
Interest				
Miscellaneous -Interest				214,005
Total -Interest	0	0	0	214,005
(Transfers-IN)				
Other -Interfund Transfer	24,454,110	22,070,310	22,070,310	16,861,162
Total (Transfers-IN)	24,454,110	22,070,310	22,070,310	16,861,162
Intergovernmental Revenues				
State Shared Revenues	302,475	302,475	302,475	300,000
Total -Intergovernmental Revenues	302,475	302,475	302,475	300,000
Other Revenues (Inflows)				
Other Debt Proceeds			30,615,000	
Other Miscellaneous Revenues			1,511,341	2,691,656
Total Other Revenues(Inflows)	0	0	32,126,341	2,691,656
Total Revenues (Inflows)	\$46,183,244	\$42,113,561	\$74,239,902	\$40,099,475

Expenditures (Outflows) -Debt Service Funds
\$46,183,244





	FY 2008 Adopted Budget	FY 2007 Adopted Budget	FY 2007 Revised Budget	FY 2006 Actual @9/30/06
Expenditures (Outflows)				
General Obligation Bonds				
Principal Repayment	\$10,295,644	\$10,372,523	\$10,372,523	\$10,423,024
Interest and Other Charges	11,112,356	9,157,174	9,157,174	9,107,030
Operating Expenses	18,659	211,079	211,079	162,664
Total -General Obligation Bonds	21,426,659	19,740,776	19,740,776	19,692,718
Special Obligation Bonds				
Principal Repayment	10,047,499	12,650,122	9,713,753	12,519,780
Interest and Other Charges	14,700,176	9,713,753	14,161,463	8,795,771
Other Debt Service Costs			59,699	
Other Non-Operating Uses			30,059,400	
Budget Reserves			336,901	
Operating Expenses	8,910	8,910	167,910	400
Total -Special Obligation Bonds	24,756,585	22,372,785	54,499,126	21,315,951
Transfers-OUT				138,986
Total Expenditures (Outflows)	\$46,183,244	\$42,113,561	\$74,239,902	\$41,147,656



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	Amount Issued	Pledged Source(s)	Outstanding Balance @ 9/30/07	FY 2008 Interest Rate	FY 2008 Adopted Budget (Principal)	FY 2008 Adopted Budget (Interest)	Anticipated Balance @ 9/30/08
General Obligation Bonds							
General Obligation Refunding Bonds Series 1992	\$70,100,000	Property Taxes	8,710,000	0	\$2,325,000	\$449,342	\$6,385,000
Homeland Defense/Neighborhood CIP Series 2002A	153,186,406	Property Taxes	44,514,408	3.75%	4,455,644	1,390,947	40,058,764
Homeland Defense/Neighborhood CIP Series 2007A	103,060,000	Property Taxes	103,060,000	4.00%	0	4,986,638	103,060,000
Homeland Defense/Neighborhood CIP Series 2007B	50,000,000	Property Taxes	50,000,000	5.00%	0	2,437,080	50,000,000
General Obligation Refunding Bonds Series 2002A	32,510,000	Property Taxes	27,490,000	4.00%	695,000	1,430,807	26,795,000
General Obligation Bonds Other Issues	23,190,000	Property Taxes	1,255,000	.5%-4%	375,000	2,773	880,000
General Obligation Refunding Bonds Series 2003	18,680,000	Property Taxes	6,540,000	4.00%	2,425,000	276,475	4,115,000
General Obligation Refunding Bonds Series 2003B	4,180,000	Property Taxes	4,120,000	2.00%	20,000	138,294	4,100,000
Total General Obligation Bonds	\$454,906,406		\$245,689,408		\$10,295,644	\$11,112,356	\$235,393,764
Special Obligation Bonds							
Special Revenue Refunding Bonds Series 1987	\$65,271,325	Contributions from Special Revenue Funds	7,628,725	5.25%-7.3%	\$1,280,099	\$4,614,901	\$6,348,626
Community Redevelopment Revenue Bonds Series 1990	11,500,000	Contributions from Trust & Agency and State of FL Revenue Sharing	2,180,000	8.50%	170,000	178,075	2,010,000
Special Obligation Non-Ad Valorem Series 1995	22,000,000	Contributions from Special Revenue Funds	1,820,000	5.40%	575,000	86,173	1,245,000
Special Obligation Non-Ad Valorem Revenue Series 1995	72,000,000	Contributions from Special Revenue Funds	60,345,000	7.25%	0	2,195,290	60,345,000
Special Revenue Refunding Bonds Series 2002A	27,895,000	Contributions from Special Revenue Funds	27,895,000	4.00%	565,000	1,240,551	27,330,000



Debt Service Funds
Bonds and Loans Schedule Summary
(Budgetary Basis)

One City, One Future

	Amount Issued	Pledged Source(s)	Outstanding Balance @ 9/30/07	FY 2008 Interest Rate	FY 2008 Adopted Budget (Principal)	FY 2008 Adopted Budget (Interest)	Anticipated Balance @ 9/30/08
Special Revenue Refunding Bonds Series 2002B	13,170,000	Contributions from Special Revenue Funds	1,495,000	3.00%	1,495,000	48,588	0
Special Revenue Refunding Bonds Series 2002C	28,390,000	Contributions from Special Revenue Funds	23,585,000	3.00%	1,795,000	872,531	21,790,000
Sunshine State Government Financing Commission Loans	27,630,900	Contributions from Special Revenue Funds	9,214,300	Variable (a)	1,632,400	552,859	7,581,900
Sunshine State Government Financing SEOPW -Section 108 HUD Loan	5,100,000	Transfer from Community Development	3,500,000	8.57%	350,000	331,523	3,150,000
Sunshine State Government Financing Wynwood -Section 108 HUD Loan	5,500,000	Transfer from Community Development	2,935,000	Variable (b)	325,000	205,064	2,610,000
Sunshine State Government Financing Commission -Secondary Loan	3,500,000	Contributions from Special Revenue Funds	1,450,000	Variable (a)	255,000	87,000	1,195,000
Non-Ad Valorem Variable Rate Refunding Series 2006 Bond	30,615,000	Contributions from Special Revenue Funds	30,615,000	Variable	1,605,000	1,922,699	29,010,000
Parrot Jungle and Gardens County/City Loan 3	6,712,000	Contributions from Special Revenue Funds	5,312,000	0.00%	0	1,364,922	5,312,000
Total Special Obligation Bonds	\$319,284,225		\$177,975,025		\$10,047,499	\$13,700,176	\$167,927,526
Total Debt Service Funds	\$774,190,631		\$423,664,433		\$20,343,143	\$24,812,532	\$403,321,290

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.



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 May 25, 2006 and includes projects scheduled from fiscal years (FY) 2007 through 2012. It currently includes \$800,533,563 in total planned projects of which \$144,165,717 or 18% are anticipated to be funded in FY08. 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 \$53,993,524 in total planned projects of which no appropriations are planned in FY08.

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 \$5,508,458 in total planned projects of which no appropriations are planned in FY08.

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 \$88,568,049 in total planned projects of which \$18,330,631 will be funded in FY08.

Disaster Recovery—To account for revenue received from the Federal Emergency Management Agency (FEMA), insurance and other agencies as reimbursement for city-wide 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 include \$3,927,400 in total planned projects of which no appropriations are planned in FY08.

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 include \$86,103,175 in total planned projects of which \$16,280,917 will be funded in FY08.

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 \$162,055,439 in total planned projects of which \$28,101,806 will be funded in FY08.

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 \$256,240,150 in total planned projects of which \$53,815,647 will be funded in FY08.



Mass Transit –To account for expenditures related to mass transit activities. The CIP for Mass Transit projects includes \$28,471,957 in total planned projects of which \$2,636,406 will be funded in FY08.

Sanitary Sewers –To account for expenditures for the construction of sanitary sewers. The CIP for Sanitary Sewer projects includes \$725,000 in total planned projects of which no appropriations are planned in FY08.

Storm Sewers –To account for expenditures for the construction of storm sewers. The CIP for Storm Sewer projects includes \$108,340,277 in total planned projects of which \$25,000,310 will be funded in FY08.

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 \$6,600,134 in total planned projects of which no appropriations are planned in FY08.

Funding Sources

The City of Miami CIP is currently funded at \$800,533,563. The following is a list of funding sources and its anticipated appropriations in FY08:

- Federal Grants –Consist primarily of reimbursable grants from FEMA and is to be used for specified purposes. This source equals \$14,381,925 or 2% of the total funds in the CIP. All funds were appropriated in prior years and the FY08 budget anticipates no funds available for related projects.
- State Grants –Grants awarded by the State of Florida for specified purposes. This source equals \$29,873,388 or 4% of all funds received in the CIP. The FY08 budget anticipates \$2,000,000 will be available to support related projects.
- Grants –Miami-Dade County –Grants received from Miami-Dade County to be used for specified purposes. This source equals \$118,998,427 or 15% of all funds received in the CIP. The FY08 budget anticipates \$48,366,000 will be available to support related projects.
- Grants –Other –Other grants which are not from federal, state, or county sources. This source equals \$15,575,097 or 2% of all funds received in the CIP. The FY08 budget anticipates \$15,000,000 will be available to support related projects.
- City of Miami Bonds –Consist of both General Obligation (GOB) and Special Obligation Bonds (SOB) issued by the City for capital improvements. This source equals \$363,942,895 or 46% of all funds received in the CIP. The FY08 budget anticipates \$65,765,163 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 equals \$244,149,363 or 31% of all funds received in the CIP. The FY08 budget anticipates \$13,034,554 will be available to support related projects.



- Other—Consists primarily of private contributions and donations as well as the sale of land. This source equals \$13,612,468 or 2% of all funds received in the CIP. The FY08 budget anticipates \$144,165,717 will be available to support related projects.



Impact of CIP on FY'08 Budget

The table below summarizes the impact the 2008 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	\$5,933,946	\$8,215,128	\$6,696,110		\$20,845,184
Special Revenue Funds			\$15,361,744		\$15,361,744
Debt Service Funds				\$13,270,310	\$13,270,310
Total	\$5,933,946	\$8,215,128	\$22,057,854	\$13,270,310	\$49,477,238

Operating Expenses—Impacts of completed CIP projects on the General Fund in FY08. These impacts are estimated as following:

- Parks and Recreation \$1,848,950
- Public Works \$268,588
- Public Facilities (\$26,260)
- Police \$3,842,668

Capital Outlay—Costs related to the purchase of new and replacement equipment totaling \$5,000 or more. This includes the following:

- City-Wide Fleet Replacement \$3,875,128
- Four (4) GEO Sweepers \$740,000
- Fire Capital Requirements \$3,600,000

Transfers-OUT—Contributions made to the CIP in FY08 in support of capital projects. This includes the following:

- General Fund \$6,696,110 Storm-Water Utility Projects
- Transportation and Transit Fund \$13,189,970 Transportation and Transit Related Projects
- Local Option Gas Tax Fund \$2,171,774 Streets Bond Payment

Principal and Interest—Total amount of principal and interest payments scheduled in FY08 related to the Homeland Defense/Neighborhood CIP Bond Series 2002A, 2007A, and 2007B. These payments are as follows:

- HD 2002A \$5,846,592
- HD 2007A \$4,986,638
- HD 2007B \$2,437,080

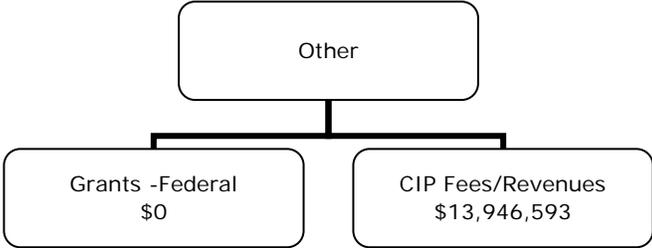
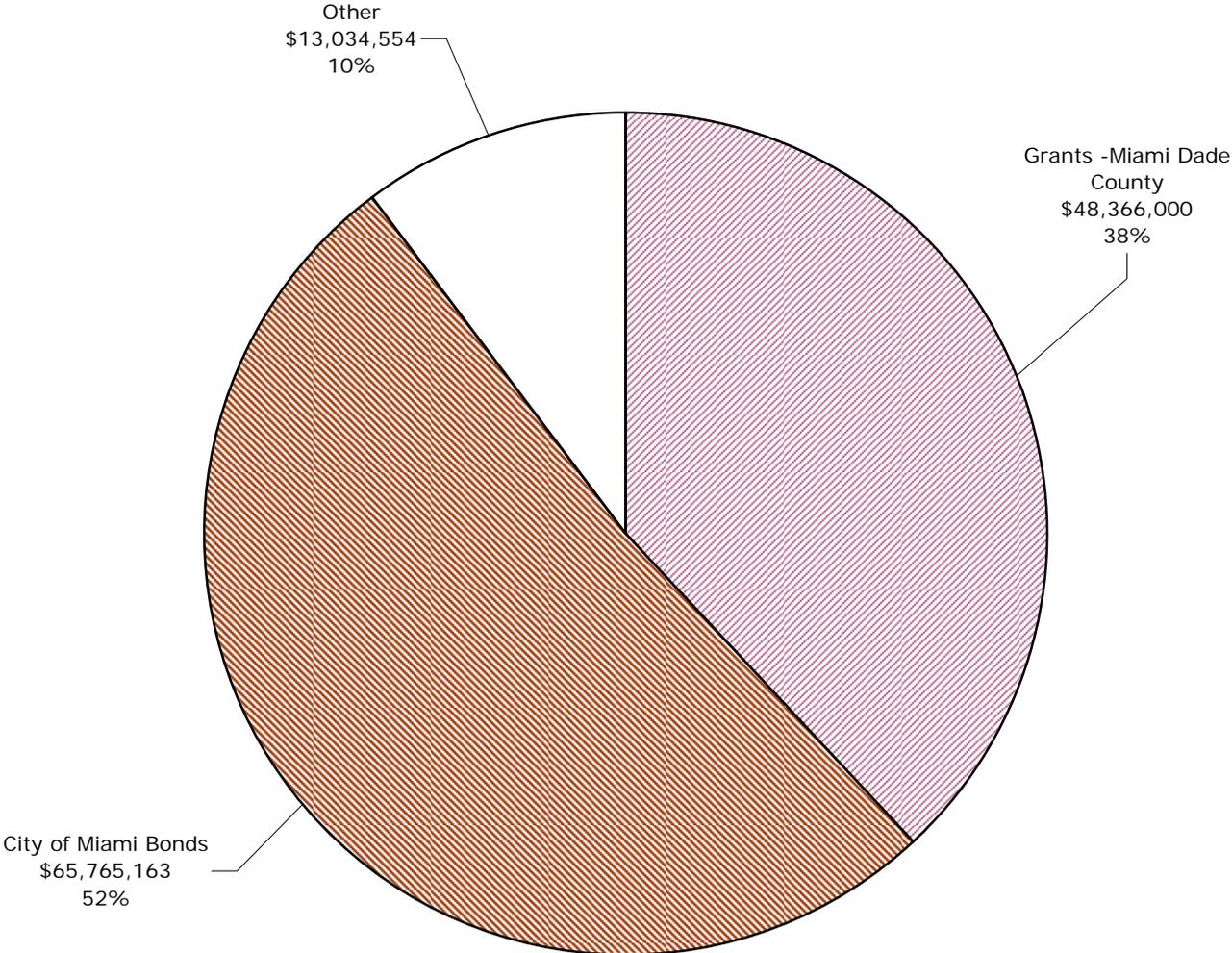


	Total Funded	Prior Year Appropriated (UnAudited)	FY 2008 Appropriation	FY 2009 Estimated	FY 2010 Estimated	FY 2011- FY 2013 Estimated
Funding Sources						
Grants -Federal	\$14,381,925	\$14,381,925				
Grants -State	29,873,388	27,873,388	2,000,000			
Grants -Miami Dade County	118,998,427	70,632,427	48,366,000			
Grants -Other	15,575,097	575,097	15,000,000			
City of Miami Bonds	363,942,895	253,101,949	65,765,163	36,138,912	8,036,871	900,000
CIP Fees/Revenues	244,149,363	195,432,459	13,034,554	13,115,188	15,881,776	6,685,386
Other	13,612,468	13,612,468				
Total Funding Sources	800,533,563	575,609,713	144,165,717	49,254,100	23,918,647	7,585,386
Capital Outlay						
General Government	53,993,524	53,993,524				
Community Redevelopment Agency (CRA)	5,508,458	5,508,458				
Public Safety	88,568,049	63,576,156	18,330,631	3,330,631	3,330,631	
Disaster Recovery	3,927,400	3,927,400				
Public Facilities	86,103,175	69,472,258	16,280,917	350,000		
Parks and Recreation	162,055,439	133,953,633	28,101,806			
Streets and Sidewalks	256,240,150	153,240,227	53,815,647	33,077,020	11,521,870	4,585,386
Mass Transit	28,471,957	16,981,406	2,636,406	2,787,999	6,066,146	
Sanitary Sewers	725,000	725,000				
Storm Sewers	108,340,277	67,631,517	25,000,310	9,708,450	3,000,000	3,000,000
Solid Waste	6,600,134	6,600,134				
Total Capital Outlay	\$800,533,563	\$575,609,713	\$144,165,717	\$49,254,100	\$23,918,647	\$7,585,386

Source: Capital Improvement Fund 2006-07 Multi-Year Capital Plan

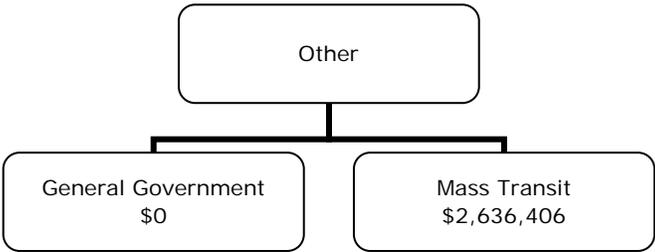
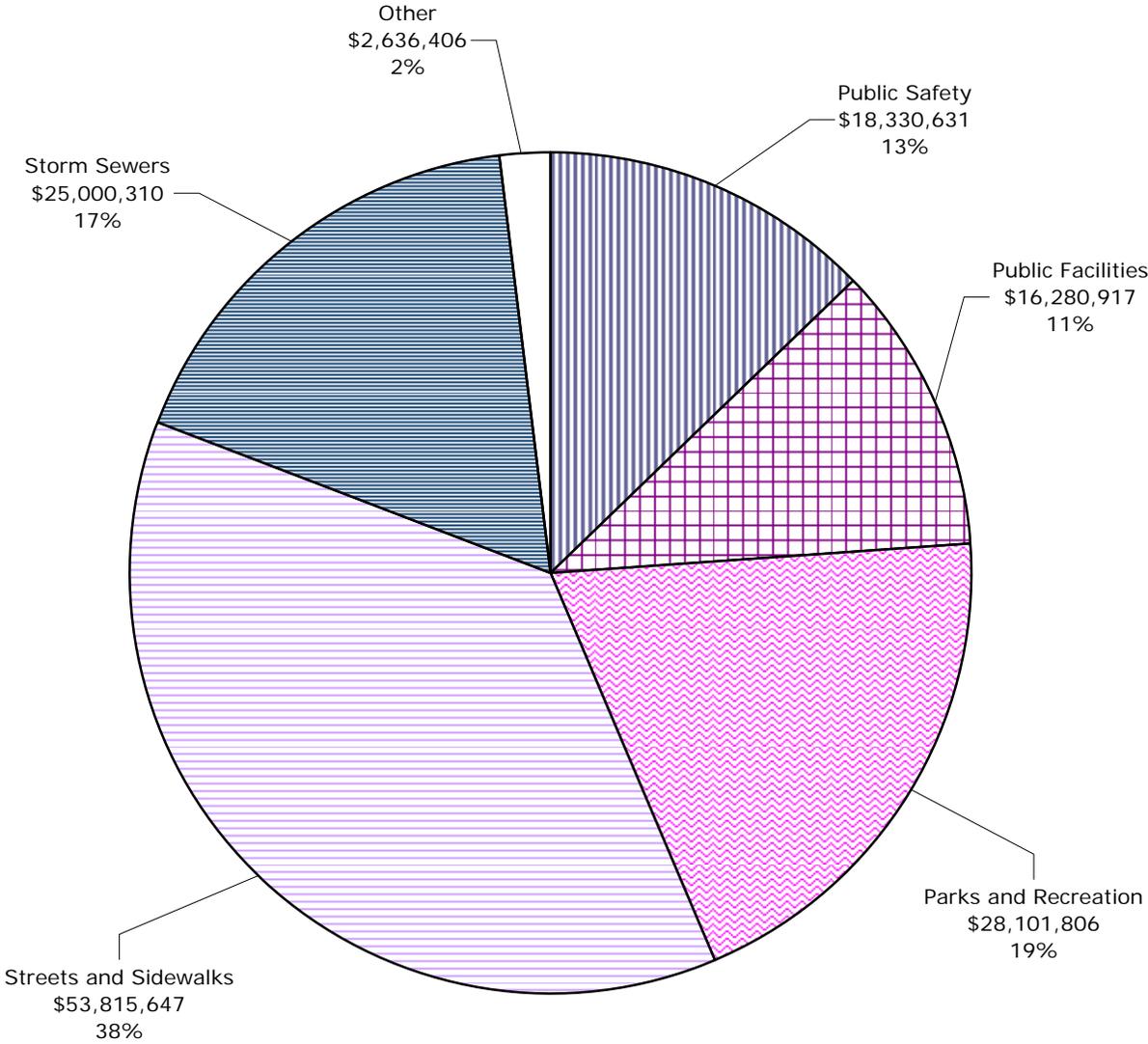
Funding Sources -Capital Improvement Fund

\$144,165,717



Capital Outlay -Capital Improvement Fund

\$144,165,717





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	Project #	Total Funded	Prior Year Appropriated (UnAudited)	FY 2008 Appropriation
Public Safety				
Police Training Facility	B-72910	\$37,000,000	\$22,000,000	\$15,000,000
Fire Stations & Other Fire Facilities	B-72802	3,888,678	2,898,334	393,448
Fire Station Equipment and Furniture Replacement	B-72803	520,000	225,000	95,000
Radio Equipment Upgrades	B-72804	1,209,200	489,200	200,000
Computer Equipment and Software Upgrades	B-72805	950,000	230,000	200,000
ADAM, CAD Analysis, MUM	B-72807	250,000	0	100,000
Light Fleet Replacement (Fire Rescue)	B-72808	1,649,658	599,658	350,000
Large Firefighting Equipment	B-72809	660,316	360,316	100,000
Replace Existing Fire Apparatus	B-72810	5,381,575	3,437,209	800,000
Replace Existing Fire Engines	B-72811	3,035,000	725,000	900,000
Replace Aerial Trucks	B-72812	1,867,368	495,185	192,183
Total -Public Safety		56,411,795	31,459,902	18,330,631
Public Facilities				
Orange Bowl Redevelopment -A/E Services & Construction	B-30153B	52,591,154	40,377,154	12,214,000
Orange Bowl Improvements -UM	B-33517	2,246,471	1,546,471	350,000
Waterfront Improvement City-wide	B-39903	2,891,917	0	2,891,917
Gusman Hall Improvements	B-30546	825,000	0	825,000
Total -Public Facilities		58,554,542	41,923,625	16,280,917
Parks and Recreation				
Grapeland Park Community Rec. Facility & Parking Lot -Phase 3	B-30105	3,369,152	3,019,152	350,000
Little Haiti Park -Cultural Campus	B-30295	15,495,804	13,472,804	2,023,000
Sewell Park -Boat/Kayak Launch Area	B-30386	55,625	18,000	37,625
Virginia Key Beach Park Museum	B-30508	11,073,892	1,073,892	10,000,000
Grapeland Park Improvements Phase 2 -New Water Park	B-35828	17,140,000	7,499,000	9,641,000



Neighborhood Parks -Improvement Contingencies	B-35904	6,075,585	25,404	6,050,181
Total -Parks and Recreation		53,210,058	25,108,252	28,101,806

Streets and Sidewalks

Street Maintenance Program Project	B-30023	4,655,375	346,267	4,309,108
Street Maintenance Program Project	B-30030	4,810,798	357,828	4,452,970
Street Maintenance Program Project	B-30031	5,875,280	437,004	5,438,276
Street Maintenance Program Project	B-30034	3,054,688	231,690	2,822,998
Street Maintenance Program Project	B-30035	3,996,976	0	297,295
Street Maintenance Program Project	B-30041	4,855,451	361,149	4,494,302
Transit Half-Cent Surtax Annual Balance	B-30149B	13,582,211	0	3,116,319
Miscellaneous Street Improvements D1	B-30181	2,627,911	254,314	2,373,597
Buena Vista Heights -Phase II	B-30323	5,663,052	350,052	5,313,000
Sidewalk Repairs & ADA	B-30377	4,500,000	900,000	900,000
Civic Center Infrastructure	B-30500	10,000,000	1,150,000	8,850,000
Linear Parks, Greenways and Baywalk Improvements	B-30504	961,000	0	961,000
US-1 Crash Barrier Wall	B-30542	2,700,000	2,500,000	200,000
Shorecrest Street Improvements	B-30543	2,000,000	300,000	1,700,000
Downtown DRI Transportation Component	B-31220	2,469,896	1,768,057	350,788
North Spring Garden Greenway	B-40643A	4,130,710	505,000	3,625,710
Miami River Greenways/Streetscape Segment D (ELH)	B-40686	5,088,500	478,216	4,610,284
Total -Streets and Sidewalks		80,971,848	9,939,577	53,815,647

Mass Transit

Circulator Services	B-71201	2,400,000	1,200,000	300,000
Miami Street Car Project	B-71215	16,721,640	6,431,089	2,336,406
Total -Mass Transit		19,121,640	7,631,089	2,636,406



Storm Sewers

Glenroyal Storm Sewer Phase III	B-30008	10,227,450	681,000	2,838,000
Englewood Storm Sewer -Phase III	B-30011	9,652,500	4,075,500	5,577,000
Northwest Storm Sewers	B-30014	8,638,400	669,000	7,969,400
FEMA Funded Stormwater Drainage Project -Comfort Canal	B-30534	500,821	250,411	250,410
Fairlawn Storm Sewer Improvements Project Phase III	B-50704	6,800,500	1,435,000	5,365,500
Citywide Drainage Projects	B-59900	13,772,500	1,772,500	3,000,000
Total -Storm Sewers		49,592,171	8,883,411	25,000,310
Total Capital Outlay		\$317,862,054	\$124,945,856	\$144,165,717

Source: [Capital Improvement Fund 2006-07 Multi-Year Capital Plan](#)



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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>
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
2008	16,950,453,823	20,253,375,181	1,844,607,813	39,048,436,817	7.87750

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	City of Miami				*Overlapping Rates							Total City and Overlapping Rates
	Tax Year	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	
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
2008	2007	7.2999	0.5776	7.8775	7.9480	4.8646	0.4223	0.3842	0.5347	0.0894	0.0345	22.1552

Source: City of Miami Comprehensive Annual Financial Report FY06 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 2006			Tax Year 2005			
Rank	Taxpayer	Net Assessed Value	% of Total Net Assessed Value	Taxpayer	Net Assessed Value	% of Total Net Assessed Value
1	Florida Power & Light Co	\$410,297,217	1.3%	SRI Miami Ventures, LP	\$278,800,000	1.0%
2	SRI Miami Venture LP	293,600,000	0.9%	Teachers Ins & Annuity Association of America	254,000,000	1.0%
3	Teachers Ins & Annuity Association of America	281,600,000	0.9%	Florida Power & Light	229,721,716	0.9%
4	Bellsouth Telecommunications Inc	218,972,733	0.7%	Prudential Insurance Company	152,600,000	0.6%
5	Crescent Miami Center LLC	183,200,000	0.6%	1111 Brickell Office LLC	124,500,000	0.5%
6	1111 Brickell Office LLC	144,000,000	0.4%	Terremark	114,874,121	0.4%
7	Terremark Brickell II Ltd	124,269,169	0.4%	Biscayne Tower Group	90,000,000	0.3%
8	SHC Chopin Plaza LLC	110,000,000	0.3%	Swire Properties	88,252,812	0.3%
9	The Trustees of L&B	104,700,000	0.3%	Blue Capital U.S.	85,000,000	0.3%
10	Estoril Incorporated	104,422,330	0.3%	Cedars Healthcare Group	77,689,484	0.3%
		<u>Total</u>		<u>Total</u>	<u>\$1,495,438,133</u>	
		<u>\$1,975,061,449</u>				

Source: Miami-Dade County Property Appraiser's Office



Fiscal Year	General Operations	Debt Service	Total City Millage
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
2007-08	7.29990	0.57760	7.87750

Note: A mill is expressed as \$1 in taxes for every \$1,000 of assessed valuation.

Source: City of Miami Adopted Budgets FY'81 to Present



Year	Population (a)	Median Household Income (b)	Median Age ©	School Enrollment (d)	Unemployment Rate (e)
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	27,088	39.2	361,550	4.20%
2007	362,470	N/A	N/A	353,283	3.90%

Source (a): U.S. Bureau of the Census for 2000

Source (b): U.S. Bureau of Census, American Community Survey

Source (c): 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



Function	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
General Government	460	488	511	523	587	594	617	641	644	635
Planning and Development	109	109	127	141	140	138	147	141	142	128
Community Development	140	140	172	170	91	77	73	61	52	61
Public Works	477	479	500	507	498	497	505	522	526	525
Public Safety	2,345	2,388	2,346	2,275	2,248	2,140	2,138	2,222	2,288	2,378
Public Facilities	34	34	37	37	33	43	45	55	56	54
Parks and Recreation	128	129	136	136	141	148	188	190	191	207
Total Number of Employees	3,693	3,767	3,829	3,789	3,738	3,637	3,713	3,832	3,899	3,988



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
FPL	Florida Power and Light
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GESE	General Employees and Sanitation Employees Retirement Fund
GOB	General Obligation Bond
HB-1B	House Bill 1B
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
OPEB	Other Post Employment Benefits
OSBPB	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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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 recurring revenues equal estimated recurring 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 Mayor and 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. It is 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.

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.



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