



City of Miami

Fiscal Year
2012-13

ADOPTED
BUDGET

Message from the Mayor

July 16th, 2012

Dear Residents of Miami:

Since I took office in November 2009, I have proposed and the City Commission adopted budgets that reduced City operational expenses and began the process of reorganizing City's Finances to put us on the path to financial strength. With the support of the City Commission, we have made changes and established budgets that will meet the financial targets of the FY 2011-12 Adopted Budget and lead to further savings in future years.



Mayor Tomas P. Regalado

I would like to thank the City Commissioners for the input they provided during these past years and for their continued support in the future. We took significant steps to lighten the burden of the taxpayers, while keeping essential services in place. As Mayor, I set out to lower taxes, maintain services for our residents, and do so without significant layoffs. In the past two budgets, with the support of the City Commission, we closed gaps of \$110 million in FY 2010-11 and \$62.5 million in FY 2011-12 to achieve balanced budgets. We successfully implemented the FY 2010-11 Budget and ended with a surplus for the first time in five years. We lowered the millage rate for the current FY 2011-12; and we are on track to finish with a surplus for a second consecutive year.

The FY 2012-13 Proposed Budget being presented to you is not yet complete. As you will note, the administration has identified \$21.05 million of needed expense increases like health care, worker compensation, public services, fuel costs and others (See Attachment 1) which have been covered by offsetting reductions and modest revenue growth; however, a projected revenue versus expense gap of approximately \$40.16 million still remains. This gap is attributable primarily to the one-time labor cost savings that were achieved in FY 2011-12 (\$21.6 million), increases in preliminary pension contribution requirements (\$16.87 million), and a portion (\$1.69 million) of the increased cost of health care (\$4.79 million).

I have asked the Manager to devise a strategy that resolves this gap in a manner that maintains and preserves the public safety, has no mass lay-offs or furloughs, no across the board pay cuts, strengthens cash reserves, supports social programs for the elderly, funds the Park's summer programs, allocates funding for capital improvement needs, does not increase the City's operating property tax millage rate of 7.571, and reduces the debt service millage rate of 0.93 in proportion to the tax roll growth. This is a tall order, but I am confident that this can be achieved.

This Proposed Budget is a beginning. There is still much to be done and I look forward to working with the Manager, our labor partners, and the City Commission over the coming months to pass a sustainable Budget in September.

Sincerely,

A handwritten signature in black ink that reads "Tomas P. Regalado". The signature is fluid and cursive, with a large initial 'T'.

Mayor Tomas P. Regalado

List of significant cost increases that are in the Budget	
\$ Amount	Description
701,750	Building - 10 Positions added to meet demand, plus full year impact of Five that were added in the Mid-Year
233,500	Manager's Office - Added annualized cost of the CFO and two Assistants
40,000	Code Compliance - Added funds for lot clearing and boarding up of abandoned homes
190,500	Com. Development - Funding of Social Programs to make up federal reduction
771,600	Fire Rescue - Funding for all positions which allows new class of 38 Fire Fighters to be hired.
911,500	Fire Rescue - Funding for capital improvements in the Department
180,800	Fire Rescue - Funding for sworn examinations
136,000	Fire Rescue - Funding for fire fighting tools and equipment
130,000	Fire Rescue - Funding for medical supplies
75,000	Fire Rescue - Funding for equipment repair
34,600	Fire Rescue - Funding for six lieutenants promotions and contractually required mobile phone allowances
30,200	Fire Rescue - Funding for employee physicals
373,600	GSA - Reduced attrition, allows for more salary budget
28,000	GSA - Increase funds for anticipated maintenance and repair costs
1,957,700	NDA - Payout Reserve increased due to increase in anticipated number of employees departing
1,500,000	NDA - Capital equipment and building renovation funding increased from \$0.0 (vehicles, AC, carpet, roofs, etc.)
750,000	NDA - Overtime Reserve to offset Worker Compensation being charged to departments
653,200	Parks and Rec. - Funding for summer programs previously funded in SR, now in GF
438,400	Parks and Rec. - Melreese Golf Course Budget Correction (Budget of FY2010-11 was loaded with more revenue than expense, now it is being balanced so that revenue equals expense)
289,500	Parks and Rec. - Opening of Gibson Pool and Coral Gate Park
1,864,000	PD - Purchase police cars
638,400	PD - Increase funds for anticipated fuel cost increase
800,000	PD - Increase overtime to accommodate higher attrition and contracted services
856,400	PD - Funding for 18 police officers coming off of the ARRA grant and now funded by General Fund
143,100	PD - Fund an unfunded Major position to manage the Department of Justice response and compliance issues
96,000	PD - Funding for Contract Services (psychological counseling)
80,200	PD - Funding for guns and tasers
61,300	PD - Fund recruitment efforts
63,200	PD - Funding for two temporary employees
105,500	PF - Appropriately fund utility expenses
3,099,000	RM - Fund expected increase in health care claims (Net of \$1.69 million requested from Labor)
600,000	RM - Fund Worker Compensation increased State of Florida fees for self insured programs and increased costs
500,000	RM - Fund Property and Casualty Insurance premium increase
400,000	RM - Fund self funded Unemployment Insurance
51,000	RM - Fund increased cost for Professional Services in the worker compensation and health care area
166,100	SW - Purchase garbage and liter containers
18,950,050	Total of Significant increased items in Proposed Budget

Message from the City Manager

July 16th, 2012

As the City embarks on yet another challenging fiscal year, the Administration has prepared a Balanced Proposed Budget that does not increase the City's operating millage (property tax rate), reduces the debt service millage rate, avoids direct payroll reductions or furlough days for our employees, anticipates no lay-offs, strengthens reserves, addresses critical capital improvement needs, and maintains essential services. The Proposed Budget overcomes additional expense impacts while striving to balance the service needs of the community, within available City resources, without raising taxes.



Johnny Martinez

As the Mayor noted in his message, we are not finished yet. This Proposed Budget assumes that the City Administration and its labor groups will agree on contracts that will close the \$40.16 million revenue versus expense gap. As noted in the Mayor's message, reaching agreements that mitigate the increased employee expenses allow us to devote City resources to other important needs. The Mayor, administration, the commission, and our citizens truly appreciate and are very aware of the sacrifices that employees, our most important resource have made. Therefore, we have proposed a reasonable approach to achieving this goal. The City's labor proposal includes modest changes in employee pension benefits; but primarily reduces the City's required pension contribution through changes in the methodology used to compute the City pension liability. Additionally, some, but not all of the concessions that were agreed to by our Labor partners in FY 2011-12, would need to continue forward; and all bargaining unit employees in the City are asked to contribute to the pension plans, with some rates increasing and others decreasing in order to create parity between the various labor groups. We have engaged all of the labor groups in the City and are currently involved in the collective bargaining process. While some progress has been made, we have not yet reached agreement.

The Proposed Budget assumes that the City's operating millage, which is what is billed to our residents, will remain unchanged for FY 2012-13 at \$7.571 per thousand dollars of taxable property value. Due to the 3.23 percent growth in the City's taxable property value, as published by the Property Appraiser on July 1st, 2012, we will be able to reduce the City's debt service millage rate from 0.93 to 0.90; thereby reducing the overall City of Miami millage rate from 8.501 to 8.471. Given the challenges the City is facing with inflationary cost increases and slow revenue growth, we are not proposing rolling back the operating millage.

The Proposed Budget does include increased funding in key areas as are noted below. Various efficiencies were identified within the existing budget which coupled with a small revenue increase, allowed for continued support of essential services.

The City's most important functions relate to Public Safety. As such, we are making a commitment to strengthen our public safety staff and their operational capacity by increasing funding in this area. Over the next couple of years, the City will experience significant turnover in its public safety departments. To ensure that we will not have service disruptions, this Proposed Budget allocates funding for

promotional opportunities, recruitment, and testing of new police officers and fire fighters. Additionally, funding for certain public safety activities has been increased and overtime provisions have been made so that our public safety departments are able to increase the sworn personnel on duty as needed. The Proposed Budget also provides funding for replacement of police cars, essential fire-fighting equipment and tools, medical supplies, physical exams, uniforms, and other operating expenses like fuel and equipment maintenance. Altogether, these funding enhancements total over \$8.5 million.

Another important consideration for the development of this Proposed Budget was the reduction of funding from the federal government for our Community Development and Public Service programs. The City's Community Development Block Grant (CDBG) federal allocation was reduced by more than 30 percent. Nonetheless, we will continue to support thousands of City of Miami residents through various assistance programs like meals for seniors, day care for children, and affordable housing for low to moderate income families. To alleviate the impacts to our residents from this funding reduction, we are maintaining the current year's allocation for Public Services in FY 2012-13 and allocating additional funds to offset the federal funding reduction through March 30th of 2013. With this funding we will maintain the FY 2011-12 service level for those who need it the most.

Meeting the recreational needs of our community is an important component of the quality of life that City of Miami residents enjoy. To that end, the Proposed Budget includes funding for the operation of the new community buildings at Gibson Park and Coral Gate Park. Additionally, funding is provided from the General Fund to maintain the summer programs offered by our Parks Department.

The costs associated with insurance coverage are anticipated to increase significantly for FY 2012-13. Health insurance is anticipated to have the greatest rate of growth. This Proposed Budget funds part of this increase out of the General Fund and addresses the balance of the growth with the assistance of our labor partners. In addition to the increase in health insurance costs, the costs for property and casualty, worker compensation, and unemployment insurance are also expected to rise requiring additional funding.

Additional areas of concern that the City has faced during the past few budgetary cycles include the topics of cash reserves and the deferral of capital needs. In this Proposed Budget the reserve for one-time pay-out events is increased by \$2.3 million to set aside enough funding for the anticipated increase in employee retirement activity. Additionally, we propose to set aside \$2.99 million to increase the City's year-end general fund balance (City's Reserve). This balance declined from a high of \$141.86 million in FY 2002-03 to a low of \$13.44 million in FY 2009-10. In FY 2010-11, we increased the year-end general fund balance to \$19.64 million, which was the first increase in five years. This proposed set-aside of funds will insure that we continue on this trend towards compliance with the City's Fiscal Integrity Ordinance which requires a year-end fund balance of approximately \$96 million given our current budget size. As for capital expenditure needs, this Proposed Budget allocates \$2.38 million to address some of our unfunded capital needs for buildings and equipment.

As noted earlier, some City revenues have increased, the most significant of which has been in the area of planning and building permit fees. This growth has resulted from increased service demand due to

increased private development construction projects. To meet the current and expected demand, we are proposing to augment the Building department's staff. Additional personnel, along with improvements in technology, will help insure that the vital construction industry continues to receive quality and prompt service from our staff. Our goal is to make the City of Miami, the City of choice for developers, businesses and residents.

Solid Waste collection is one of the core services provided by the City of Miami. This service is very important as it relates to our quality of life. The City of Miami has one of the lowest household waste collection fees in the County (\$380 per year); yet we provide the highest level of service of any municipality. We are implementing a Single Stream Recycling program in the first quarter of FY2012-13; this program is expected to help reduce garbage disposal fees, but additional efficiencies and cost reductions are still needed. At the same time, we know that illegal dumping is a problem in our City. This is in part why we have launched operation Clean Sweep and plan to reopen the City's Mini-Dump at 1290 NW 20th later this summer. Additionally, we are allocating funds for additional garbage containers and an educational campaign for our residents.

In summary, the Proposed Budget addresses the key issues faced by our City today within the constraints of our available resources, while also planning for the future needs of the City. Even as the economy recovers, we must be cognizant of establishing a level of spending that is sustainable for the future, and we must also continue to look for ways government can facilitate economic development and job-creation. This Proposed Budget, in conjunction with our proposed labor contracts will move us in that direction. We are committed to having a City Budget that lives within its means and shares the sacrifices needed to balance the available resources, for the short and long term.

Sincerely,

A handwritten signature in black ink, appearing to read 'Johnny Martinez', written in a cursive style.

Johnny Martinez, P.E.
Manager, City of Miami



CITY OF MIAMI

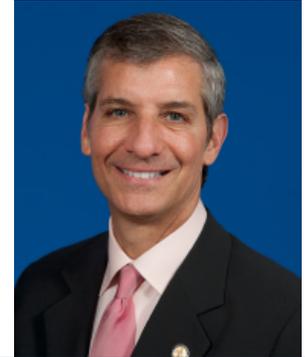
CITY OFFICIALS



Francis Suarez
Commission Chairman
Commissioner District 4



Tomas P. Regalado
Executive Mayor



Marc Sarnoff
Commission Vice-Chairman
Commissioner District 2



Johnny Martinez
Chief Administrator / City Manager



Wilfredo Gort
Commissioner District 1



Michelle Spence-Jones
Commissioner District 5



Frank Carollo
Commissioner District 3

From Management and Budget

The Management and Budget staff would like to extend our gratitude to the Elected Officials, City Manager, Department Directors and your entire staff for your assistance and continued support to this year's budget effort.

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Assistant Director: Leon Michel

Administrative Asst II: Jessica Alfonso

Budget Coordinators:

Adine Cordero

Pedro Lacret

Yvette Smith

Senior Budget Analysts: Fred Pericles

Budget Analysts:

Ajit Chhabra

Domingo Echevarria

Vanessa Giron

Fred Pericles

Raymond Reigadas

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Introduction Section

History of Miami

Budget Process

Budget Calendar

Financial Structure

City History



A little more than a century ago, a city sprung up almost overnight. As a result, 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 surging as a major international port and a gateway for global industries establishing footholds in the U.S. despite the City's relatively young age.

Early inhabitants depended on the Miami River for food and spoke of their "Mayaimi" with pride. These early Native American settlers were known as the "Tequestas." Later, 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 illnesses died.

The attack 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 were waged by the Seminoles against the U.S. Government. The Miami area was devastated by the second war and was known as one of the worst events in American history. These wars are attributed for the slow settlement of Miami until 1842.

Then, William English charted the "Village of Miami" and the village was established on the south bank of the Miami River. On the north side of the river, Julia Tuttle, a wealthy widow from Ohio, purchased a large citrus plantation in addition to a plot she inherited. 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 April 1896, the railroad tracks reached Miami and in July a meeting was held to incorporate the city. 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".

City History

Along with the railroad, Flagler financed and built streets, water and power systems and a resort hotel. Canals were made to drain water from the everglades that covered a majority of the land. 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.

Several years later John Collins and Carl Fisher, two prominent men in the City's history, became promoters of Miami living. They 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. Also, 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.

Furthermore, World War II stabilized the economy in Miami due to the hundreds 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.

Then, 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.

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.

Since the 1960's, the City of Miami's General Fund Budget has grown from \$24 million to \$484.94 million in FY 2012-13. Like many municipal governments across the nation, the economic downturn of the last five years has negatively impacted the City's finances. The administration has used fund balance to mitigate the rapid decrease in revenues while gradually reducing expenses. The City's fund balance declined from \$141.8 million in FY 2002-03 to \$13.44 million in FY 2010-11. This strategy was

City History

successful as services were maintained, though the fund balance depletion became a major concern. In FY 2010-11, the trend of declining fund balance was finally reversed. The year ended with a general fund balance of \$19.64 million. The revenues and expenses of operations through FY 2011-12 are tracking as budgeted; it is estimated that this will be a second consecutive fiscal year with a surplus at year end, thus increasing the general fund balance once again.

For FY 2012-13, challenges remain. Negotiations with labor are on-going as the Administration strives to reach labor agreements that are equitable to the employees and the tax-paying public. The cost of health care and pension continue to increase from one year to the next; therefore, the Administration is searching for changes that have a structural long term impact on the future budgets.

The future for the City of Miami is cautiously optimistic. The Greater Miami Visitors and Convention Bureau has released data that shows greater numbers of visitors arriving through the City's ports, higher hotel room occupancy rates, and more dollars being spent on food and beverage in our restaurants. Additionally, the taxable property values grew 3.23 percent in 2012; the first increase in value since 2008. These changes along with an increase in construction planning and permitting activity in the City point to the possibility of a coming recovery in the City's economy. Nonetheless, this growth is not yet enough to cover costs; therefore more expense reductions in the operating budget are still needed.

Budget Methodology and Process

The City of Miami budget is developed based on needs and performance; and follows the direction of policy as set by the elected officials. The process begins in January with the Office of Management and Budget Department (OMB) sending out to all Departments an all-inclusive instructional booklet that is used for the Budget Development. This early start allows the City's administration the time to align its resource allocations with the new and continued objectives set forth by the elected officials and the service delivery commitments each department made in developing their department's goals and objectives. With this framework as the determining factor for resource allocations, departmental staff works with OMB personnel to compile the basic information needed for submission of the request for resources from each department.

This process includes a review of salaries and wages (growth as dictated by negotiated union contracts); pension requirement needs, anticipated insurance premium increases, etc. 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 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 three years of historical actual expenditures undertaken by the department and the previous years adopted and revised budget for operations. The guidelines focus on the department's operational budgets because the staff at the OMB prepares the base level 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.

Departments update their Department Description, Objectives and 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 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.

Once departments have completed their budget submissions, OMB reviews these submissions to ensure that they are void of material errors and that the Budget presentation is cohesive and organized. In late April or early May, the OMB Director of then organizes budget discussion sessions with the Department Directors 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 prioritized needs of the City overall. These allocation needs are then compared to the City's anticipated revenue inflows to determine whether these needs can be satisfied.

While the above noted process is underway, the Mayor delivers the State of the City Address where he sets the general guidelines for the future. Additionally, the OMB organizes a publicly noticed Budget Workshop with the City's Commission; at this meeting, information relevant to budget needs and priorities is exchanged. The elected officials and the public voice their opinions and make their priorities known.

Budget Methodology and Process

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.

Approving the Budget Process

During the month of May, the Mayor, CM and the OMB Director complete their comprehensive review and initial approval of all budget submissions provided by the City departments. These budget submissions are then compiled and a Proposed Budget is prepared in early July for review by the City Commission. Additional feedback is then provided during internal budget workshops.

Budget Methodology and Process

An estimating conference is assembled to review all methodologies and estimates employed in the budget process. 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 by the City Commission in September. The City Commission tentatively approves and or makes changes in the recommended budget in the first public Budget Hearing in September. The final adoption of the budget occurs in the second Budget Hearing 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 OMB 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 OMB Director.
- 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 OMB Director.
- 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:

Budget Methodology and Process

- 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 OMB Director 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.

Budget Calendar

Budget Development Instructions/Key Dates

- Develop Base Budget and enter data into Budget Data Collection System (BDCS)
 - Salary information for each department will be loaded into the system based on the current staffing levels adjusted for the currently funded vacancies.
 - Be sure to include detail explanation for usage of funds in the various line items where it reasonably applies
- Develop Requests for New Funding or Enhancements and enter data into BDCS
 - Additions/enhancements to service will need ample justification and explanation to fully understand need and impact on service delivery
- Develop a Plan to reduce the budget through efficiencies of service cuts and enter data into BDCS
 - It is imperative that the description of the reduction include a detailing of how the reduction will impact service.
- Prepare and submit Staffing and Functional Tables of Organization by mid March
 - A staffing T.O. is the traditional hierarchical T.O. that has the Director at the Top, and then shows all reporting relationships. This T.O. should list positions in each section.
 - A functional T.O. has the same hierarchy as the Staffing T.O., but instead of listing the positions it has statements that note what the section does.
- Deadline for above noted tasks is the end of February
 - Dep. Director shall submit an e-mail message to B&M director noting that the data has been entered into the BDCS.
- Initial review and revision period is in the month of March.
- Mayor delivers the State of the City Address setting priorities for future years prior to end of March.
- Meetings with the Office of Management and Budget begin in the last week of March through the first week of April.
- Second Period of revision and cleanup occurs through the remaining month of April.
- Meetings with the City Manager to discuss unresolved issues and important items will begin the last week of April and go through mid May.
- Budget Workshop is conducted during May or June with the City Commission and the public.
- From mid May through mid July, the proposal will be finalized; Production of Proposed Budget Book is set in motion and a Proposed Budget is released on or before July 15th.
- The City Commission will vote for a proposed millage in late July
- More Budget discussion will occur through September when the two Budget Hearings will take place.

A final Budget is adopted in late September.

Financial Structure

The City of Miami budget conforms to Generally Accepted Accounting Principles as applicable to local governments. The accounts of the City are organized and operated on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts which comprise its assets, liabilities, fund balances, revenues and expenditures. 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.

Internal Service Fund - The chief aim of this fund is to provide a mechanism that allows for both cost allocation of Pension, Health Insurance, and Workers’ Compensation benefits in the operating departments and centralized account from which payments are made.

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.

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).

Financial Structure

(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.

Financial Structure

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 five million (\$5,000,000) 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.

Financial Structure

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 September 30th of each year, reflecting as the base year, the current year's budget. 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 March 31st 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

Financial Structure

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.

Financial Structure

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.

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.

Financial Information Section

Fund Balance Overview

Consolidated Budget Overview

Detail Expenditures by Department

General Fund Balance Overview

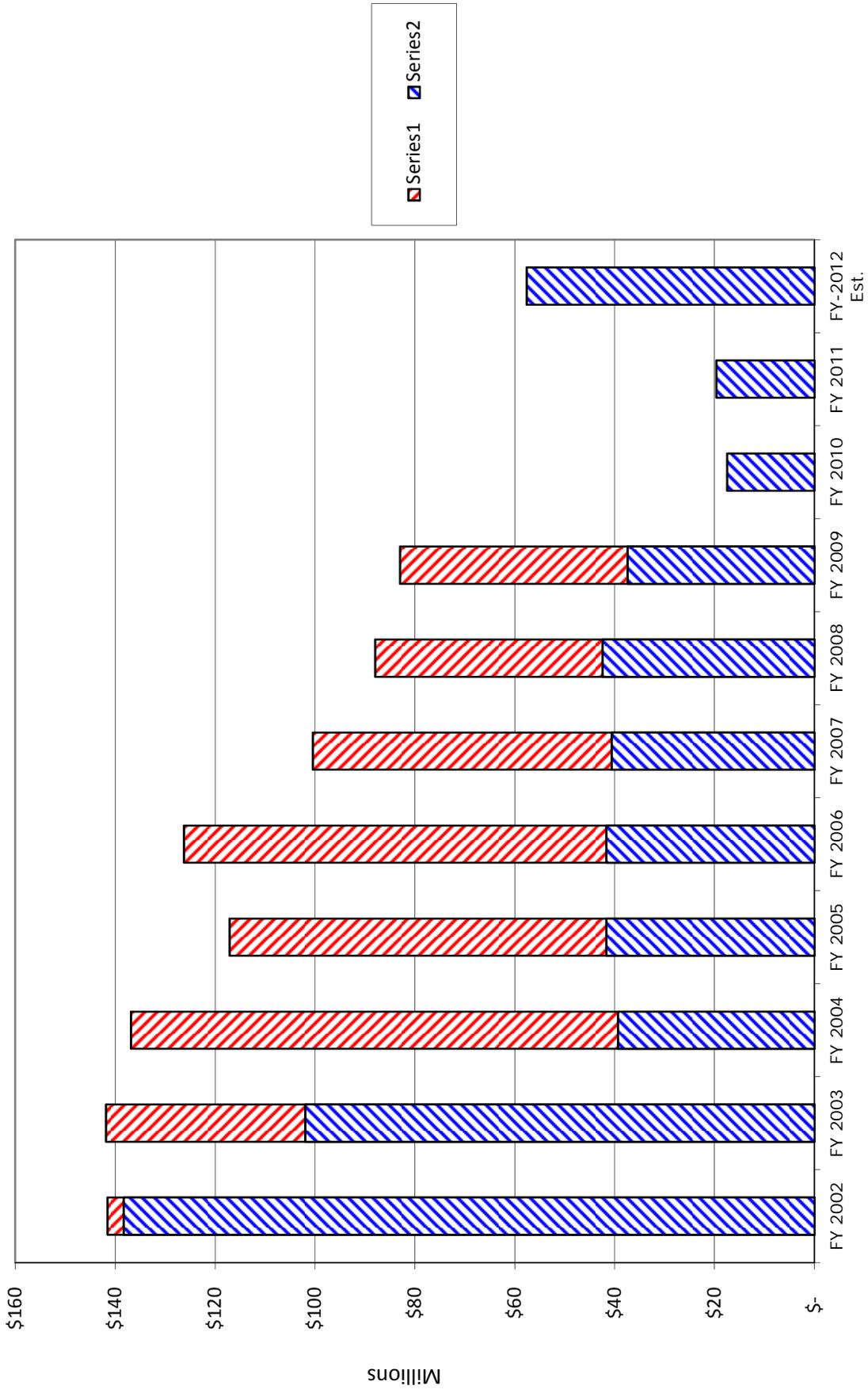
The focus of the City's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the City's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year. The City has in place a financial integrity ordinance that requires the City to have a reserve equal to 10 percent of the prior three year average of revenues.

At the end of FY2010-11, \$3.15 million was recorded as non-spendable for prepaid expenses, long term receivable and endowment trust; \$16.49 million is the assigned portion of the reserve fund balance in accordance with the City's Financial Integrity Ordinance which requires 10 percent of the average three years revenue to be designated as assigned fund balance.

General Fund balance had a net increase of \$2.17 million during the current FY2010-11. Key factors in the overall increase were due to the imposed salary and benefit reductions approved by the City Commission, reducing overall salaries, health benefits and pension; offset by reduction of revenues and reduction of inter-fund transfers. The City has been very diligent in creating stop-gaps in the FY2011-12 and FY2012-13 budget by reserving funds for one-time payouts, uncollectable revenues and managing expenditures. As a result of these efforts, the projected FY2011-12 fund balance is expected to increase by approximately \$37 million.

In FY2012-13, the City adopted its operating millage rate at 7.571 mills and anticipated to collect \$217.63 million in property tax revenues. The millage rate recommended in the budget required City officials to fully understand the impact property taxes were having on Miami residents and to become more creative in managing government.

The City continues to monitor and manage its limited resources to address the current state of its General Fund balance. The City fell out of compliance with this requirement for the FY210-11 as well as FY2011-12. Over the last two years the City has been actively pursuing various options to replenish the reserves without impacting the residents monetarily or by reduction in services. Through negotiated reduction in labor contracts, changes in employee benefits and operational efficiencies, the City continues the process of replenishing its reserves while not impacting services to the taxpayers.



General Fund Balance History

General Fund Balance

City of Miami, Florida

Statement of Revenues, Expenditures and Changes In Fund Balances (Deficit)

General Fund

	FY 2010	FY 2011	FY 2012 Estimated
Revenues			
Property Taxes	247,646,519.00	210,697,277.00	209,126,413.67
Franchise and Other Taxes	36,448,254.00	104,277,344.00	102,373,290.17
Licenses and Permits	25,149,775.00	33,965,077.00	35,792,724.32
Fines and Forfeitures	4,298,283.00	4,673,959.00	4,808,276.28
Intergovernmental Revenues	51,304,064.00	54,540,146.00	56,176,708.83
Charges for Services	78,129,829.00	85,226,353.00	90,541,558.30
Interest	2,733,028.00	1,915,415.00	2,418,809.33
Impact Fees	-	-	20,895,486.64
Other	6,332,053.00	7,247,510.00	
Total Revenues	452,041,805.00	502,543,081.00	522,133,267.54
Expenditures			
Current Operating:			
General Government	54,913,599.00	57,590,383.00	36,728,310.23
Planning and Development	8,974,853.00	8,309,065.00	7,703,910.69
Community Development	-	-	-
Community Redevelopment Areas	-	-	-
Public Works	51,276,106.00	46,634,027.00	48,749,615.31
Public Safety	230,713,543.00	205,193,532.00	190,403,534.07
Public Facilities	4,389,912.00	4,334,995.00	4,144,954.95
Parks and Recreation	23,755,930.00	23,403,186.00	21,730,647.42
Risk Management	22,354,729.00	26,546,382.00	27,320,849.02
Pensions	89,975,265.00	72,194,979.00	72,692,558.65
Group Benefits	32,218,742.00	30,523,550.00	30,808,616.97
Non-Departmental	-	-	11,648,311.23
Debt Service:			
Principal	-	-	-
Interest and Other Charges	-	-	-
Debt Issuance Costs	-	-	-
Capital Outlay		166,365.00	-
Total Expenditures	518,572,679.00	474,896,464.00	451,931,308.54
Excess (Deficiency) of Revenues			
Over Expenditures	(66,530,874.00)	27,646,617.00	70,201,959.00
Other Financing Sources (Uses)			
Transfers In	53,493,902.00	12,817,357.00	5,206,967.14
Transfers Out	(13,493,245.00)	(38,293,085.00)	(29,432,021.97)
Transfers from Component Units	-	-	

General Fund Balance

	FY 2010	FY 2011	FY 2012 Estimated
Total Other Financing Sources (Uses)	40,000,657.00	(25,475,728.00)	(24,225,054.83)
Net Changes in Fund Balances	(26,530,217.00)	2,170,889.00	45,976,904.17
Fund Balances (Deficit) - Beginning	39,972,587.00	17,473,285.00	19,644,174.00
Other Adjustments			
Public Service Tax	3,787,169.00		
Grapeland Park	106,108.00		
Local Option Gas Tax	137,638.00		
Fund Balances (Deficit) - Ending	17,473,285.00	19,644,174.00	65,621,078.17

Special Revenue Fund Balance

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Adopted Budget	FY 2013 Adopted Budget
Begin Date:	<u>10/1/2008</u>	<u>10/1/2009</u>	<u>10/1/2010</u>	<u>10/1/2011</u>	<u>10/1/2012</u>
Beginning Fund Balance	\$38,976,988	\$34,992,906	\$40,252,762	\$48,347,450	\$48,347,450
Revenues/Inflows					
Property Taxes					
Franchise Fees and Other Taxes	70,605,777	68,458,350	66,493,352	62,714,100	
Interest	264,738	34,559	32,119		
Transfers-IN	18,721,506	19,469,549	16,477,374	22,100,237	7,548,900
Proceeds from LT Debt					
Fines and Forfeitures	1,034,670	909,452	1,780,025		209,900
Intergovernmental Revenues	66,502,409	73,320,123	85,595,687	61,828,195	101,895,100
Licenses and Permits	72,730	198,263	65,665	250,000	288,400
Other Revenues/Inflows	870,769	739,225	1,783,027	62,535,968	29,287,700
Charges for Services	8,508,155	9,086,007	8,491,148	13,735,800	15,546,700
Total Revenues/Inflows	166,580,754	172,215,528	180,718,397	223,164,300	154,776,700
Expenditures/Outflows					
General Government	13,062,706	4,436,841	3,820,118	24,844,837	13,219,700
Planning & Development	505,646	365,339	19,205	7,769,800	5,031,500
Community and Economic Development	36,413,108	39,157,777	40,432,177	39,174,880	48,911,300
Community Redevelopment Areas					
Public Works	97,419	31,349	6,000	2,575,200	2,900,900
Public Safety	14,854,817	16,252,231	13,152,396	45,327,183	55,067,200
Public Facilities	3,797,155	3,624,639	3,926,473	6,311,100	6,687,200
Parks & Recreation	2,587,518	2,182,409	2,134,294	5,987,700	3,444,100
Debt Service		193,000	195,000		
Capital Outlay	697,489	0	10,204,426		
Transfers-OUT	98,548,978	100,712,087	98,733,620	91,173,600	19,514,800
Total Expenditures/Outflows	170,564,836	166,955,672	172,623,709	223,164,300	154,776,700
Revenues/Inflows Over(Under) Expenditures/Outflows	(3,984,082)	5,259,856	8,094,688		
Fund Balance Restated					
Ending Fund Balance	34,992,906	40,252,762	48,347,450	48,347,450	48,347,450
End Date:	<u>9/30/2009</u>	<u>9/30/2010</u>	<u>9/30/2011</u>	<u>9/30/2012</u>	<u>9/30/2013</u>

Debt Service Fund Balance

General Obligation Bond	FY2009 Actuals	FY2010 Actuals	FY2011 Actuals	FY2012 Adopted Budget	FY2013 Adopted Budget
Revenue					
Property Taxes	21,377,549	22,662,573	28,131,853	26,816,900	26,789,400
Intergovernmental Revenues			3,288		
Interest	6,262	20	15	-	-
Charges For services			16,197		
Other Revenues			246,967		-
Total Revenues	<u>21,383,811</u>	<u>22,662,593</u>	<u>28,398,320</u>	<u>26,816,900</u>	<u>26,789,400</u>
		-	-		
Expenditures					
Debt Service:					
Principal	\$ 10,335,262	\$ 10,309,047	\$ 11,017,650	\$ 11,578,500	\$ 11,017,650
Interest	12,228,340	13,891,279	13,731,750	13,673,200	13,731,750
Debt Service Issuance Cost			-	-	-
Other Charges				1,565,200	2,040,000
Total Expenditures	<u>22,563,602</u>	<u>24,200,326</u>	<u>24,749,400</u>	<u>26,816,900</u>	<u>26,789,400</u>
Excess (Deficiency of Revenue Over Expenditures)	<u>(1,179,791)</u>	<u>(1,537,733)</u>	<u>3,648,920</u>	<u>-</u>	<u>-</u>
Other Financing Sources (Uses):			-	-	-
Transfer in					
Transfer out					
Contribution to Port Tunnel					
Proceeds Received From Refunding	455,355				
Payment To Escrow Agent for Refunding Premium (Discount) Issuance Costs	82,287				
Proceeds Received From Long -Term Debt					
Total Other Financing Sources(Uses)	<u>537,642</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balance	(642,149)	(1,537,733)	3,648,920	-	-
Fund Balance - End of Year	<u>2,138,512</u>	<u>1,496,363</u>	<u>(41,370)</u>		
Fund Balance - Beginning of Year	<u>1,496,363</u>	<u>(41,370)</u>	<u>3,607,550</u>	-	-

Debt Service Fund Balance

Special Obligation Bond	FY2009 Actuals	FY2010 Actuals	FY2011 Actuals	FY2012 Adopted Budget	FY2013 Adopted Budget
Revenue					
Intergovernmental Revenues			3,000,000		3,000,000
Interest	599,508		45,075		
Other Revenues		30,000		5,624,700	
Total Revenues	<u>599,508</u>	<u>30,000</u>	<u>3,045,075</u>	<u>5,624,700</u>	<u>3,000,000</u>
Expenditures					
Debt Service:					
Principal	\$ 13,045,759	\$ 16,559,228	\$ 14,839,340	\$ 11,680,900	\$ 12,096,200
Interest	19,536,875	24,026,779	25,736,004	27,627,200	27,030,000
Other Charges					9,000
Debt Service Issuance Cost			2,048,181		-
Total Expenditures	<u>32,582,634</u>	<u>40,586,007</u>	<u>42,623,525</u>	<u>39,308,100</u>	<u>39,135,200</u>
Excess (Deficiency of Revenue Over Expenditures)	<u>(31,983,126)</u>	<u>(40,556,007)</u>	<u>(39,578,450)</u>	<u>(33,683,400)</u>	<u>(36,135,200)</u>
Other Financing Sources (Uses):					
Transfer in	\$ 34,531,571	\$ 39,013,595	\$ 35,112,040	\$ 33,683,400	\$ 36,135,200
Transfer out		(3,147,742)	(2,524)		
* Contribution to Port Tunnel			\$ (50,000,000)		
Proceeds Received From Refunding	37,470,500	19,950,816	68,894,025		
Payment To Escrow Agent for Refunding	(32,366,235)		\$ (68,571,500)		
Premium (Discount) Issuance Costs	(876,267)		1,712,325		
Proceeds Received From Long -Term Debt			\$ 51,750,975		
Total Other Financing Sources(Uses)	<u>38,759,569</u>	<u>55,816,669</u>	<u>38,895,341</u>	<u>33,683,400</u>	<u>36,135,200</u>
Net Change in Fund Balance	6,776,443	15,260,662	(683,109)		
Fund Balance - End of Year	<u>6,769,160</u>	<u>13,545,603</u>	<u>32,483,570</u>		
Fund Balance - Beginning of Year	<u>13,545,603</u>	<u>28,806,265</u>	<u>31,800,461</u>	-	-

* FY 2013 Budget will be amended in November to include the \$50 Million Port Tunnel loan which at this time still in negotiation.

Consolidated Budget Overview

The consolidated FY 2012-13 budget for the General Fund, Special Revenue Funds, Debt Service Funds, Internal Service Fund.

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 2012-13 General Fund Adopted Budget total is \$503.25 million. This represents an increase of 20.00 million or 4.14 percent over the FY 2011-12 Budget.

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:

- American Resource and Recovery Act - Other
- American Resource and Recovery Act - Police
- City Clerk Services
- Community and Economic Development
- Fire Rescue Services
- Homeless Programs
- Law Enforcement Trust Fund
- Miami Marlins Ballpark Parking Facilities
- NET and Code Enforcement
- Parks and Recreation Services
- Planning Services
- Police Services
- Public Facilities
- Public Works Services
- Strategic Department Initiatives
- Transportation and Transit

The FY 2012-13 Adopted Budget for all Special Revenue Funds total is \$154.78 million. This represents a decrease of \$68.39 million or 30.67 percent under the prior year's budget.

Internal Service Fund

The City's Internal Service Fund (ISF) is used to provide a central financing mechanism and self-insurance reserve for the payments relating to employee health insurance, workers' compensation, and pension costs. The FY 2012-13 budget is \$119.07 million.

Consolidated Budget Overview

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 2012-13 budgets for the Debt Service Fund total is \$65.92 million.

General Fund Overview

The General Fund is the general operating fund of the City. General tax revenues and other receipts that are not allocated by law or contractual agreement to some other funds 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 2012-13 General Fund Adopted Budget total is \$503.25 million. This represents an increase of 20.00 million or 4.14 percent over the FY 2011-12 Budget.

General Fund Revenues (Inflows)

The following are descriptions of revenue sources and inflows along with their underlying assumptions anticipated in the General Fund for FY 2012-13:

- 1. Property Taxes** –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 percent to 4 percent 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 18.0 percent until a tax sale certificate is sold at auction. Miami-Dade County bills and collects all property taxes and sales tax certificates for delinquent taxes for the City. The FY 2012-13 General Fund Adopted Budget includes \$217.63 million in anticipated property tax revenues. This was based on a 2012 preliminary gross taxable value of \$31.33 billion with an Adopted operating millage rate of 7.571 mills at a 95 percent collection rate adjusted by \$14.96 million (TIF-CRA transfer). All assessments are determined by the Miami-Dade County Property Appraiser’s Office. The Adopted millage rate is in accordance with State of Florida House Bill 1-B passed by the Florida Legislature on June 14, 2007.
- 2. Franchise Fees and Other Taxes** – Consist primarily of 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. This category includes fees such as Franchise Fees –Gas, Franchise Fees –Electricity, Utility Service Fees, Public Service Taxes (PST) and Local Option Gas Tax (LOGT). FY 2012-13 General Fund Adopted Budget includes \$97.87 million in anticipated revenues. This category is increased by \$61.52 million over the FY 2011-12 Budget due to the implementation of the Government Accounting Standard Board (GASB) Statement Number 54. The revenue from Public Service Taxes and Local Option Gas Tax that were reported under Special Revenue fund, are now reported under General Fund.
- 3. Interest** – Consists primarily 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 2012-13, \$800,000 is anticipated to be collected in the General Fund.

General Fund Overview

4. **Transfers-In** – Consists primarily of 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 2012-13 General Fund Adopted Budget is decreased by \$46.04 million over the FY 2011-12 Budget due to the implementation of the (GASB) rules as noted above; these funds do not have to be transferred in. For FY 2012-13, \$69,900 is anticipated to be transferred into the General Fund.
5. **Intergovernmental Revenue**– Revenues received from Federal, State and other local government sources which are used to (a) support the statute or budget, which requires expending them, and (b) represent the City’s proportionate share from taxes assessed by the State of Florida and Miami-Dade County. The FY 2012-13 General Fund Adopted Budget includes \$44.98 million in anticipated revenues.
6. **Fines and Forfeitures** – Consist primarily of revenues derived from the collection of penalties for violation of statutory offenses, administrative rules and neglect of lawful duties, confiscated property and court fees. The FY 2012-13 General Fund Adopted Budget is reduced by \$599,800 over the FY 2011-12 Budget due to a revised estimate from the City’s Estimating Conference Committee based on current year collections. The FY 2012-13 General Fund Adopted Budget includes \$4.4 million in anticipated revenues.
7. **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 2012-13 General Fund Adopted Budget anticipates collection from Licenses and Permits will increase by \$3.68 million or 10.04% over FY 2011-12 Budget primarily due to increases in Other Licenses, Murals Fees and Permits of \$2.03 million from Planning & Zoning, \$1.01 million in Building Permits. Additionally, this revenue category was increased by \$300,000 due to a revised estimate from the City’s Estimating Conference Committee based on current year collections in Occupational Licenses-Business. The City of Miami continues to experience growth in Other Licenses, Fees and Permits and Building Permits. It is anticipated this growth will continue in FY 2012-13.
8. **Other Revenues** – This category represents revenues not otherwise specified within and consists of miscellaneous revenues, Red Light Camera revenue and other inflows. The FY 2012-

General Fund Overview

13 Adopted Budget is reduced by \$8.64 million over FY-2011-12 primarily due to retirees contribution for Life and Health Insurance which are now recorded under the Internal Service and the elimination of \$1.1 million from Other Non-Operating Revenue-Take Home Car. In FY 2012-13, \$9.20 million is anticipated to be collected in the General Fund.

9. **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 2012-13 General Fund Adopted Budget anticipates \$88.00 million in total collections.

General Fund Expenditures (Outflows)

The following are significant changes to General Fund Expenditures (Outflows) anticipated in FY 2012-13. The level of significance is based on plus or minus ten percent change over the prior year's adopted budget period. For a more detailed explanation, see the budget highlight section for each department.

General Government

The General Government sector increased by \$15.03 million or 38.99 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Excluding the pension, life and health insurance, and workers' compensation distribution the year to year change is a decrease of 0.73 percent.

Planning and Development

The Planning and Development sector increased by \$3.99 million or 48.08 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Excluding the pension, life and health insurance, and workers' compensation distribution the year to year change is an increase of 6.72 percent.

General Fund Overview

Public Works

The Public Works sector increased by \$14.51 million or 29.16 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Excluding the pension, life and health insurance, and workers' compensation distribution the year to year change is an increase of 3.16 percent.

Public Safety

The Public Safety sector increased by \$69.65 million or 37.51 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Excluding the pension, life and health insurance, and workers' compensation distribution the year to year change is an increase of 3.46 percent.

Public Facilities

The Public Facilities sector increased by \$1.63 million or 38.39 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Additionally, the Mooring Field (\$213,700) and the Little Haiti Cultural Center (\$230,000) are being transferred in. Excluding the pension, life and health insurance, workers' compensation distribution, and the above noted transfers the year to year change is an increase of 12.80 percent.

Parks and Recreation

The Parks and Recreation sector increased by \$7.10 million or 32.46 percent. This increase was mainly due to the cost allocation of pension, life and health insurance, and workers' compensation in each individual department. These costs were centrally budgeted in Pensions and the Risk Management Department in previous years. Additionally, Grapeland is being transferred in from Special Revenue as required by accounting rules (\$1,549,700). Excluding the pension, life and health insurance, workers' compensation distribution, and the above noted transfer the year to year change is an increase of 8.34 percent.

Risk Management

The Risk Management sector decreased by \$44.85 million or 76.78 percent. This decrease was mainly due to the cost allocation of life and health insurance, and workers' compensation to each individual department. These costs were centrally budgeted in the Risk Management Department in previous years. Excluding the pension, life and health insurance, and workers' compensation distribution the year to year change is an increase of 1.15 percent.

General Fund Overview

Pensions

The Pension sector decreased by \$76.15 million or 99.14 percent. This decrease was mainly due to the cost allocation of pension to each individual department. These costs were centrally budgeted in Pensions in previous years.

Non-Departmental

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 2011-12 to FY 2012-13 activities operating in this category increased by \$29.07 million or 73.50 percent. The primary decreases occurred due to cost reductions from labor negotiations.

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 2011-12 to FY 2012-13 activities operating in this category increased by \$27.12million. The primary increases occurred in the contribution for pension, life and health insurance, and workers' compensation costs (\$3.58 million) to Special Revenue Funds that cannot sustain the increased load from the distribution of centralized expenditures. Furthermore, city-wide capital needs (\$1.60 million) and police vehicle replacement (\$3.35 million) also contributed to the increase.

Special Revenue Funds Overview

Special Revenue Funds are used to account for resources, which are legally restricted to expenditures for particular purposes.

Many of the General Fund departments have a Special Revenue Fund component in their funding structure. The following departments have a Special Revenue Fund component:

General Fund Department	Special Revenue Fund
CIP and Transportation	Transportation and Transit
City Clerk	City Clerk Services
Fire Rescue	Fire Rescue Services
Grants Administration	Strategic Development Initiatives and ARRA Other
Neighborhood Enhancement Team (NET)	Homeless Programs
Parks and Recreation	Parks and Recreation Services
Planning and Zoning	Economic Development and Planning Services
Public Facilities	Public Facilities and Miami Ballpark Parking Facilities
Public Works	Public Works Services
Police	Law Enforcement Trust Fund, Police Services and ARRA Police

The Special Revenue Fund descriptions are located in the General Fund department narrative under the Financial Structure section.

There are other Special Revenue Funds that do not have a corresponding General Fund department component. The funding description for the stand alone Special Revenue Funds are as follows:

General Special Revenues – To account for activities that do not fall into a specific special revenue category for example, Florida Department of Transportation grants for the Trolley program. This fund is no longer utilized as a pass through for Street Bond debt repayment in compliance with GASB 54 as a result, the FY 2012-13 adopted budget for General Special Revenues is \$1.29 million compared to \$10.98 million budgeted in FY 2011-12

Community and Economic Development – To account for the grant funds received from federal, state, and local agencies to aid in the development of a viable urban community. The thrust of this objective is to provide decent housing, a suitable living environment, and expansion of economic opportunities for the neediest people in our community. The FY 2012-13 adopted for the CD Fund is \$49.19 million compared to \$38.40 million budgeted in FY 2011-12.

Net & Code Fund – To account for the Tree Trust Fund, which provides for administration and regulations and for Trust Fund payments as specified in Sec 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the United States Mayors Climate Protection Agreement. The FY 2012-13 adopted budget for the Net & Code Fund is \$1.88 million compared to \$1.58 million budgeted in FY 2011-12.

Debt Service Funds Overview

The City of Miami Debt Service Funds are used to account for the accumulation of resources, payments of general obligation bond principal, interest from government resources, special obligation bond principal and interest from pledged revenues when the government is obligated in some manner for payment. The FY 2012-13 Adopted Budget for Debt Service Fund is \$65.92 million; this represents a decrease of \$200,400 or 0.30 percent over the prior FY 2011-12 Adopted Budget

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 9/30/12. 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 percent of the assessed non-exempt property value.

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 2011-12.

Internal Service Fund Overview

Internal Service Fund

The City's Internal Service Fund (ISF) is used to provide a central financing mechanism and self-insurance reserve for the payments relating to employee health insurance, workers' compensation, and pension costs. The FY 2012-13 budget is \$119.07 million.

Health Insurance

The FY 2012-13 budget for Health Insurance is \$43.86 million; this represents a 12.72 percent increase over FY 2011-12 Adopted Budget. The FY 2011-12 budget for Health Insurance was previously allocated in the Risk Management department and it is now fully allocated throughout.

Pension

The FY 2012-13 budget for Pension is \$66 million; this represents a 13.20 percent decrease over the FY 2011-12 Adopted Budget. The FY 2011-12 budget for pension cost was centrally allocated; however, for FY 2012-13 it has been fully distributed.

Workers' Compensation

The FY 2012-13 budget for Workers' Compensation is \$9.20 million. This represents a 36.95 percent decrease over the FY 2011-12 Adopted Budget. The FY 2011-12 budget for Workers' Compensation was previously allocated in the Risk Management department and it is now fully allocated throughout.

Detail Expenditures by Department

City Table of Organization

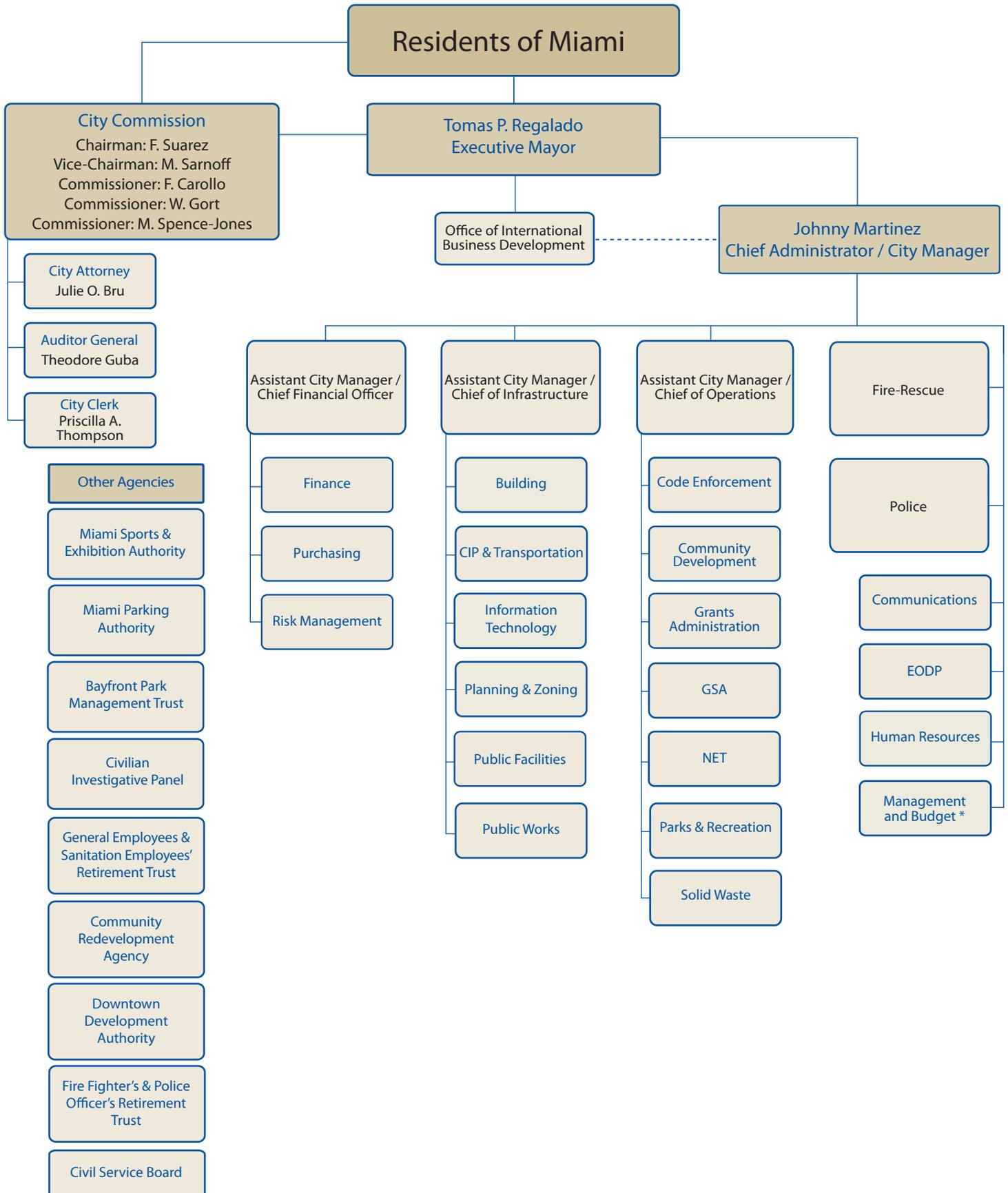
General Government

Planning and Development

Public Works

Public Safety

Other



*Management and Budget is an Office within the City Manager's Office.

General Government

Mayor

Commissioners

City Manager

Auditor General

CIP and Transportation

City Attorney

City Clerk

Civil Service

Code Compliance

Communications

Equal Opportunity and Diversity Programs

Finance

Grants Administration

Human Resources

Information Technology

Management and Budget

Neighborhood Enhancement Team (NET)

Purchasing

Mayor

Department Head: Tomas Regalado

Phone: (305) 250-5300

Description

The City of Miami's form of government is known as the "Mayor-City Commission Plan".

Voters elect the Mayor at large (Citywide), to a four year term. In this role, the Mayor is charged with developing policies and provides direction to meet the needs of all residents, by providing effective public services and government.

One of the Mayor's responsibilities is to appoint the City Manager, who is the Chief Administrative Officer; however, the Mayor may not dictate the appointment or employment of any other employee.

The Mayor is the presiding officer of the City Commission, with the authority to designate the Chairman and Vice Chairman among the Commissioners to serve as presiding officers.

The Mayor may take command of the police department during a public emergency. Within ten days of final adoption by the members of the City Commission, the Mayor has veto authority over any legislative, quasi-judicial, zoning, and master plan or land use, including the budget or any particular component of it.

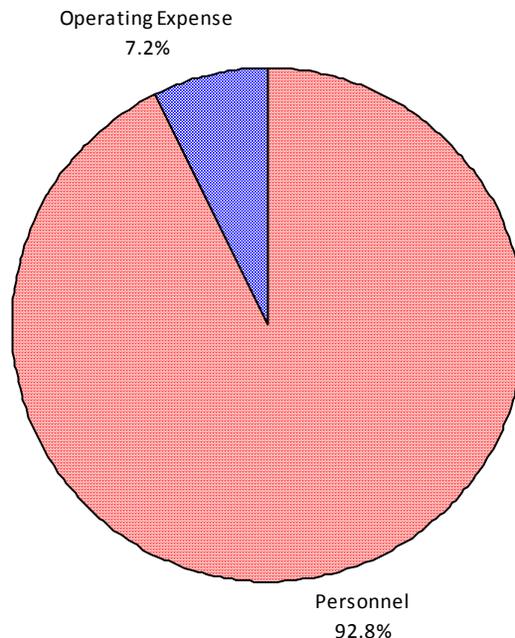
The Mayor prepares and delivers a report on the State of the City to the citizens of the City of Miami annually, and sets forth the funding priorities for the City.

Because of the importance of the City's tourism industry, the Office of the Mayor provides leadership in that area. In addition, the Office of the Mayor serves as the central focal point to develop plans for tourism, trade, and investments in the City of Miami.

Beyond the leadership role in the internal and external affairs of the City, the Mayor is the official representative of Miami.

The Mayor works with the Chairman and members of the City Commission, the residents, the leaders in the private and business sectors, and all elected officials in order to determine policy direction to meet the need of all in the community. In this capacity, the Mayor maintains contact with all levels of government to foster mutual cooperation.

Allocation by Category



Mayor

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$555,637	\$599,641	\$587,800	\$819,600	11	11
Operating Expense	\$82,686	\$40,011	\$56,000	\$63,900		
Capital Outlay						
Non-Operating Expense	\$3,500					
	\$641,823	\$639,652	\$643,800	\$883,500		

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Reduction of one employee to the Community Relations (GF \$80,800)

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$108,900)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$122,400)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$8,300)

Mayor

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Executive Salaries	\$97,000		\$97,000	\$97,000		\$97,000
Regular Salaries and Wages	\$381,200		\$381,200	\$356,100		\$356,100
Other Salaries and Wages	\$35,000		\$35,000	\$62,200		\$62,200
Fringe Benefits	\$35,000		\$35,000	\$35,600		\$35,600
Fica Taxes	\$39,600		\$39,600	\$37,400		\$37,400
Retirement Contributions				\$108,900		\$108,900
Life and Health Insurance				\$122,400		\$122,400
Total Personnel:	\$587,800	\$0	\$587,800	\$819,600	\$0	\$819,600
Operating Expense						
Workers' Compensation				\$8,300		\$8,300
Professional Services	\$31,600		\$31,600	\$31,600		\$31,600
Other Contractual Services	\$2,800		\$2,800	\$2,800		\$2,800
Communications & Related Services	\$5,100		\$5,100	\$1,700		\$1,700
Postage	\$1,500		\$1,500	\$600		\$600
Rentals and Leases	\$2,800		\$2,800	\$1,900		\$1,900
Repair and Maintenance Services	\$500		\$500			
Other Current Charges and Obligations	\$5,200		\$5,200	\$13,000		\$13,000
Office Supplies	\$3,000		\$3,000	\$3,700		\$3,700
Operating Supplies	\$1,500		\$1,500			
Subscriptions, Memberships, Licenses, Permits & Others	\$2,000		\$2,000	\$300		\$300
Total Operating Expense:	\$56,000	\$0	\$56,000	\$63,900	\$0	\$63,900
Total Mayor:	\$643,800	\$0	\$643,800	\$883,500	\$0	\$883,500

Commissioners

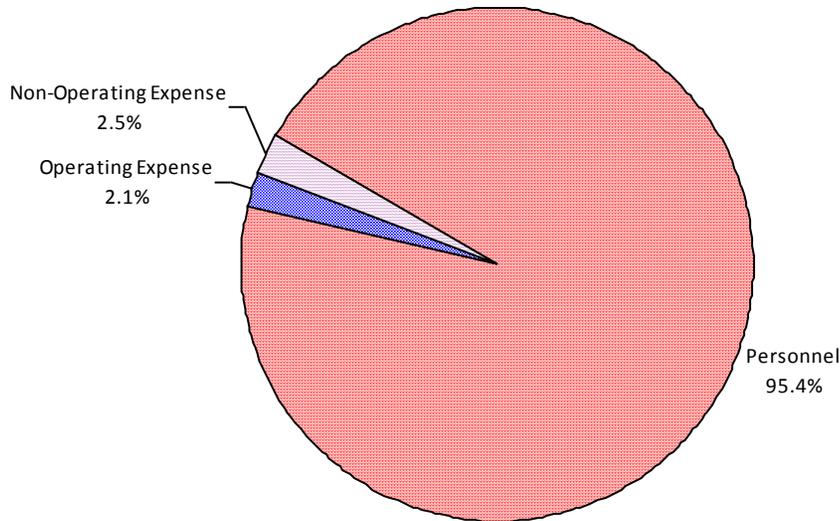
Description

The City of Miami Commission is the legislative and governing body of the City of Miami. One City Commissioner is elected from each of the City's five districts to serve a four-year term. Registered voters from the district in which the Commission candidate resides choose Commissioners in non-partisan elections. The Mayor is the presiding officer of the City Commission with the authority to designate the Chairman and Vice Chairman among the Commissioners to serve as presiding officers. Each Commissioner's salary is set by the City Charter at \$58,200 per year. District elections are held every four years on the first Tuesday after the first Monday in November in odd-numbered years.

The City Commission reviews and adopts comprehensive development land use plans for the City; licenses and regulates taxis, jitneys, limousines, and rental cars; sets tolls and policy regarding public transportation systems; regulates utilities; adopts and enforces building codes; establishes zoning controls; and establishes policy relating public health, safety services, facilities, housing programs, and other services. The Commission sets the property tax millage rates and approves the City's budget, which determines the expenditures and revenue necessary to operate all City services. All meetings are public and the Commission can take no action unless a majority of Commissioners currently serving in office are present. The Commission may override a Mayoral veto at its next regularly scheduled meeting by a four-fifths vote of those present.

The Commission performs policy-making functions and advocates for City of Miami residents at all levels of government.

Allocation by Category



Commissioners

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$1,502,696	\$1,519,650	\$1,531,100	\$2,304,800	30	30
Operating Expense	\$68,831	\$51,767	\$106,400	\$50,200		
Capital Outlay			\$1,500			
Non-Operating Expense	\$5,100	\$12,967	\$61,000	\$61,100		
	\$1,576,627	\$1,584,384	\$1,700,000	\$2,416,100		

Budget Highlights for FY 2012-13

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$323,400)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$367,900)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$24,800)

Commissioners

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Executive Salaries	\$291,000		\$291,000	\$291,000		\$291,000
Regular Salaries and Wages	\$894,200		\$894,200	\$922,300		\$922,300
Other Salaries and Wages	\$4,000		\$4,000	\$54,000		\$54,000
Fringe Benefits	\$229,000		\$229,000	\$233,900		\$233,900
Fica Taxes	\$112,900		\$112,900	\$112,300		\$112,300
Retirement Contributions				\$323,400		\$323,400
Life and Health Insurance				\$367,900		\$367,900
Total Personnel:	\$1,531,100	\$0	\$1,531,100	\$2,304,800	\$0	\$2,304,800
Operating Expense						
Workers' Compensation				\$24,800		\$24,800
Professional Services	\$13,700		\$13,700			
Other Contractual Services	\$9,200		\$9,200	\$2,500		\$2,500
Travel and Per Diem	\$5,000		\$5,000	\$2,300		\$2,300
Communications & Related Services	\$29,100		\$29,100	\$1,400		\$1,400
Postage	\$5,200		\$5,200	\$800		\$800
Rentals and Leases	\$8,700		\$8,700	\$6,500		\$6,500
Repair and Maintenance Services	\$900		\$900			
Printing and Binding-Outsourcing	\$5,600		\$5,600	\$400		\$400
Other Current Charges and Obligations				\$4,400		\$4,400
Office Supplies	\$13,100		\$13,100	\$5,400		\$5,400
Operating Supplies	\$14,000		\$14,000	\$200		\$200
Subscriptions, Memberships, Licenses, Permits & Others	\$1,900		\$1,900	\$1,500		\$1,500
Total Operating Expense:	\$106,400	\$0	\$106,400	\$50,200	\$0	\$50,200
Capital Outlay						
Machinery and Equipment	\$1,500		\$1,500			
Total Capital Outlay:	\$1,500	\$0	\$1,500	\$0	\$0	\$0

Commissioners

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Non-Operating Expense						
Aids to Private Organizations				\$9,400		\$9,400
Budget Reserve	\$61,000		\$61,000	\$51,700		\$51,700
Total Non-Operating Expense:	\$61,000	\$0	\$61,000	\$61,100	\$0	\$61,100
Total Commissioners:	\$1,700,000	\$0	\$1,700,000	\$2,416,100	\$0	\$2,416,100

City Manager

Department Head: Johnny Martinez

Phone: (305)250-5400

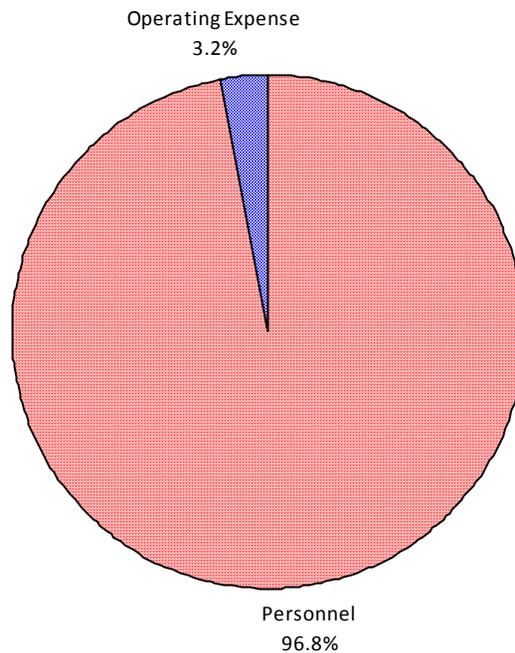
Description

The City Manager is the Chief Administrative Officer responsible for the implementation and enforcement of the policies, directives, and legislation adopted by the City Commission. The City Manager also assists in planning for the development of the City; oversees the budget preparation; and supervises the daily operations of the City.

To execute the above functions, the City Manager counts on three Assistant City Managers providing support in the areas of operation, infrastructure, and finance, as well as on a small group of professionals providing administrative support. For the same purpose, the Agenda Office, the Office of Film & Entertainment, the International & Intergovernmental Affairs Office, and the Unsafe Structure Panel are also under the City Manager's supervision.

The functions of the City Manager focus on all stakeholders across the board, materializing the initiatives of elected officials, providing guidance to the City employees, and promoting the health, safety, and welfare of the residents and visitors to the City of Miami.

Allocation by Category



City Manager

CITY MANAGER

Implement and enforce the policies, directives, and legislation adopted by the City Commission; oversee the daily operations of the City; Promote the health, safety and welfare of the residents and visitors to the City of Miami

FY 2012

4

FY2013

4

CHIEF OF OPERATIONS/ASSISTANT CITY MANAGER

Assist the City Manager with the administration of the Area of Operations, which includes the Departments of Code Enforcement, Community Development, Grants Administration, General Services Administration, Neighborhood Enhancement Teams, Parks & Recreation, and Solid Waste

FY 2012

2

FY 2013

2

CHIEF OF INFRASTRUCTURE/ASSISTANT CITY MANAGER

Assist the City Manager with the administration of the Area of Infrastructure, which includes the Departments of Building, Capital Improvements Program & Transportation, Information Technology, Planning & Zoning, Public Facilities, and Public Works

FY 2012

2

FY 2013

3

CHIEF FINANCIAL OFFICER/ASSISTANT CITY MANAGER

Assist the City Manager with the administration of the Area of Finance, which includes the Departments of Finance, Purchasing, and Risk Management

FY 2012

0

FY 2013

3

ADMINISTRATIVE SUPPORT

Provide technical, administrative, and clerical support to the City Manager and the Assistant City Managers

FY 2012

3

FY 2013

3

AGENDA OFFICE

Prepare the agenda for the Commission meetings

FY 2012

2

FY 2013

2

INTERNATIONAL & INTERGOVERNMENTAL AFFAIRS OFFICE

Interact with other government agencies. Plan and organize City international events

FY 2012

2

FY 2013

2

OFFICE OF FILM & ENTERTAINMENT

Promote the film, art, and entertainment industries

FY 2012

1

FY 2013

3

UNSAFE STRUCTURES PANEL

Enforces unsafe structures code

FY 2012

4

FY 2013

4

City Manager

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$2,146,903	\$1,469,034	\$1,668,900	\$2,757,000	22	26
Operating Expense	\$54,379	\$31,786	\$79,200	\$90,000		
Capital Outlay						
Non-Operating Expense	\$8,000					
	\$2,209,282	\$1,500,820	\$1,748,100	\$2,847,000		

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Savings in Operating Expenditures (\$10,900).

The Adopted Budget includes the following additions:

- Transfer of a Special Event Coordinator position and an Information Clerk position from Parks and Recreation to work in the Office of Film and Entertainment (\$77,300).
- Administrative Assistant position added to assist the Chief of Operations/Assistant City Manager (\$68,400)
- Administrative Assistant Sr. position cost sharing transferred from the Mayor's Office (\$34,400).
- Funding for a temporary and part-time position; which was inadvertently omitted from the FY 2011-12 (\$82,500)
- Annualized Chief Financial Officer (CFO)/Assistant City Manager (ACM) position and the Management Business Analyst position (\$75,100)
- Annualized costs of previous partially funded Unsafe Structure Panel positions (\$67,200)
- Pension cost previously allocated centrally in Pension (\$351,800)
- Life and Health Insurance previously allocated centrally in Risk Management (\$256,300)
- Workers' Compensation previously allocated centrally in Risk Management (\$21,700)
- Transfer in of a position from the Building Department to manage the functions associated with billboards, murals, and related items under the direction of the Assistant City Manager overseeing infrastructure (\$112,200).

City Manager

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$1,519,000		\$1,519,000	\$1,856,900		\$1,856,900
Other Salaries and Wages				\$82,500		\$82,500
Fringe Benefits	\$46,000		\$46,000	\$62,600		\$62,600
Fica Taxes	\$103,900		\$103,900	\$146,900		\$146,900
Retirement Contributions				\$351,800		\$351,800
Life and Health Insurance				\$256,300		\$256,300
Total Personnel:	\$1,668,900	\$0	\$1,668,900	\$2,757,000	\$0	\$2,757,000
Operating Expense						
Workers' Compensation				\$21,700		\$21,700
Professional Services				\$30,000		\$30,000
Other Contractual Services	\$32,100		\$32,100	\$1,000		\$1,000
Travel and Per Diem	\$3,300		\$3,300	\$13,000		\$13,000
Communications & Related Services	\$9,600		\$9,600	\$1,200		\$1,200
Postage	\$6,300		\$6,300	\$2,000		\$2,000
Rentals and Leases	\$10,400		\$10,400	\$6,000		\$6,000
Repair and Maintenance Services	\$100		\$100			
Other Current Charges and Obligations	\$7,200		\$7,200	\$6,600		\$6,600
Office Supplies	\$5,500		\$5,500	\$5,500		\$5,500
Operating Supplies	\$4,400		\$4,400	\$500		\$500
Subscriptions, Memberships, Licenses, Permits & Others	\$300		\$300	\$2,500		\$2,500
Total Operating Expense:	\$79,200	\$0	\$79,200	\$90,000	\$0	\$90,000
Total City Manager:	\$1,748,100	\$0	\$1,748,100	\$2,847,000	\$0	\$2,847,000

Auditor General

Department Head: Ted Guba, CPA

Phone: (305) 416-2044

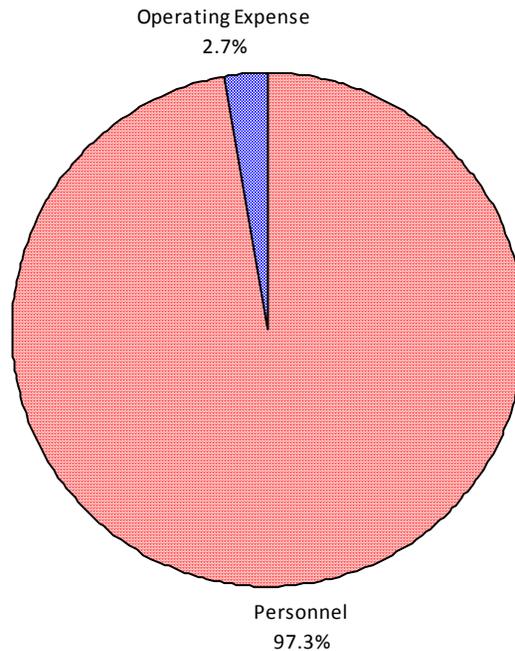
Description

The Office of the Independent Auditor General (OIAG) was created pursuant to Section 48 of the City of Miami Charter and is responsible for performing independent audits, reviews, and analytical functions as stipulated in the Charter. The OIAG reports directly to the City of Miami Commission.

The OIAG prepares an annual risk-based audit plan, conducts audits in order to determine whether financial transactions are fairly presented in compliance with Generally Accepted Accounting Principles (GAAP), City Code, Charter provisions, State Statutes, and Federal regulations. The OIAG also determines whether a system of internal controls, which would promote and encourage the accomplishment of management objectives, has been established and implemented. It reviews business processes and operations in order to determine if they are executed in an economic, effective and efficient manner. The OIAG also verifies that prior audit recommendations have been implemented. The primary objective of the OIAG is to assist the City Commission in ensuring that tax-payers' assets are properly safeguarded. As such, the Office is one of the key components of the City's Risk Management structure. It provides checks and balances and proffers recommendations to management for enhancing performance, accountability, and the City's overall financial and operational efficiency.

The stakeholders include City Commissioners, City Departments, as well as the residents.

Allocation by Category



Auditor General

CITY COMMISSION

AUDITOR GENERAL

Provide oversight of the City's financial transactions, by investigating, auditing and reviewing City programs, projects and contracts to detect and prevent fraud and mismanagement; provide all professional support to these functions including publicly reporting findings; initiate civil, administrative and criminal legal process.

FY 11-12
9

FY 12-13
9

Auditor General

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$692,469	\$588,195	\$661,700	\$1,042,900	9	9
Operating Expense	\$8,330	\$22,522	\$23,400	\$28,500		
Capital Outlay						
Non-Operating Expense						
	\$700,799	\$610,717	\$685,100	\$1,071,400		

Objectives for FY 2012-13

- Prepare a risk-based annual audit plan and identify high risk types of audit engagements relative to business and service delivery processes, prior to the start of the new fiscal year.
- Determine the status of all prior audit findings, related recommendations and management action plans pertaining to overall operations of the City throughout the fiscal year.
- Develop and implement investigative procedures for staff use in order to provide for uniformity and thoroughness in conducting investigations of complaints by the end of the first quarter.

Accomplishments in FY 2011-12

- Identified unreported solid waste franchise fee revenues from various hauler audits. In addition, provided a supporting role to the City's Solid Waste Department in identifying substantial under-reported revenues over a five year period from two haulers.
- Identified internal control deficiencies and lack of compliance with certain programs and contracts. Made recommendations for improvements in areas of budgetary control, grant administration, timeliness of financial reporting, pension accounting, and Information Technology controls.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Auditor General hired at lower than budgeted amount (\$51,300)

The Adopted Budget includes the following additions:

- The increase in regular salary is the reinstatement of the one-time attrition savings that were taken in FY2011-12 mid-year adjustment (\$150,000)
- Pension cost previously allocated centrally in Pension (GF \$162,400)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$110,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$7,500)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Deputy Auditor General Position (\$96,900)

Auditor General

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$526,800		\$526,800	\$639,900		\$639,900
Other Salaries and Wages	\$71,200		\$71,200	\$72,500		\$72,500
Fringe Benefits	\$9,600		\$9,600	\$8,400		\$8,400
Fica Taxes	\$54,100		\$54,100	\$49,600		\$49,600
Retirement Contributions				\$162,400		\$162,400
Life and Health Insurance				\$110,100		\$110,100
Total Personnel:	\$661,700	\$0	\$661,700	\$1,042,900	\$0	\$1,042,900
Operating Expense						
Workers' Compensation				\$7,500		\$7,500
Accounting and Auditing	\$13,500		\$13,500	\$12,000		\$12,000
Communications & Related Services	\$2,400		\$2,400			
Postage	\$100		\$100	\$100		\$100
Rentals and Leases	\$1,300		\$1,300	\$1,300		\$1,300
Office Supplies	\$4,000		\$4,000	\$4,000		\$4,000
Subscriptions, Memberships, Licenses, Permits & Others	\$2,100		\$2,100	\$3,600		\$3,600
Total Operating Expense:	\$23,400	\$0	\$23,400	\$28,500	\$0	\$28,500
Total Auditor General:	\$685,100	\$0	\$685,100	\$1,071,400	\$0	\$1,071,400

CIP and Transportation

Department Head: Albert Sosa, P.E.

Phone: (305) 416-1224

Description

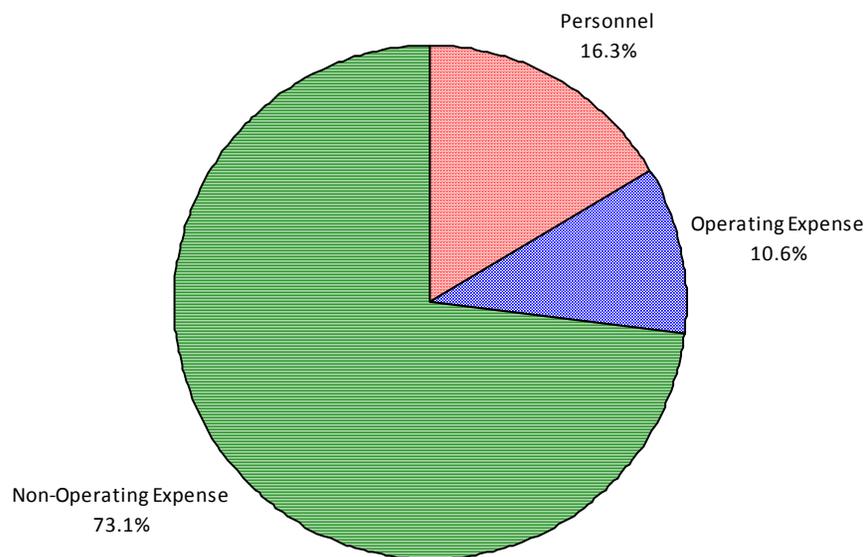
The Capital Improvements Program Office (CIP) is responsible for planning, coordinating, implementing, and monitoring all construction related capital projects in the City of Miami, and for the financial management of all capital funds.

As part of the General Government service area, the Department is staffed by architects, engineers, procurement and public relations specialists, and financial managers who administer the Capital Improvement and Transportation Programs. The Department develops the City's Capital Plan; manages all phases of design and construction for all horizontal and vertical projects; procures the consulting and contracting services for the CIP projects and coordinates all activities related to the City's Trolley Program.

Stakeholders include other City departments, elected officials, the community, and other governmental agencies.

The Transportation and Transit Special Revenue fund account for the operations of the City of Miami's Transit and Transportation projects including the Trolley Program and On Demand Services for the elderly.

Allocation by Category



CIP and Transportation

OFFICE OF THE DIRECTOR

Direct, plan and implement the City's Capital Improvements and Transportation Program; provide leadership and administer the resources necessary to successfully deliver projects for client departments. Develop and monitor the department's budget and manage cost controls.

FY 11-12

3

FY 12-13

3

DESIGN AND CONSTRUCTION

Provide oversight of all horizontal and vertical design/construction projects including planning, directing, designing, constructing and coordinating all activities related to the CIP projects; distribute work assignments to managers; provide design and construction management services to client departments; ensure that goals and objectives are accomplished within prescribed time frames and funding parameters

FY 11-12

24

FY 12-13

26

ADMINISTRATION

Administer CIP program management software; develop reports on Capital Funds; assist in developing the capital plan and annual budget; process Oracle payroll and serve as OTL liaisons; provide support services to technical staff

FY 11-12

5

FY 12-13

5

COST ANALYSIS

Ensure payment of CIP invoices; enter and oversee purchasing requisitions; provide projects reconciliation; maintain a Contractor Payment Status Log

FY 11-12

3

FY 12-13

3

TRANSPORTATION AND TRANSIT

Coordinate operational traffic, roadway safety programs, and initiatives; manage transportation and transit projects; represent City on technical transportation issues; secure grant funding for transportation & transit projects; manage City's Trolley Program

FY 11-12

2

FY 12-13

3

PROCUREMENT

Draft solicitations and contract documents; issue solicitations and retrieve bids; execute and track contracts for compliance; procure consulting and contracting services for CIP projects

FY 11-12

5

FY 12-13

3

SPECIAL PROJECT AND ADMINISTRATION

Assist in the production, development and execution of Transportation and Transit projects; provide support services to technical staff.

FY 11-12

1

FY 12-13

2

PUBLIC RELATIONS

Coordinate Bond Oversight Board (BOB) meetings; organize CIP groundbreaking and community meetings; respond to records requests and constituents inquiries; prepare voting ballots and mail out for special projects; assist with the Trolley Program

FY 11-12

2

FY 12-13

2

CIP and Transportation

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$1,667,149	\$1,162,762	\$727,200	\$2,777,600	45	47
Operating Expense	\$37,786	\$1,254,696	\$1,651,100	\$1,812,300		
Capital Outlay						
Non-Operating Expense	\$8,461,599	\$8,843,179	\$18,423,596	\$12,467,000		
	\$10,166,534	\$11,260,637	\$20,801,896	\$17,056,900		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
CIP Administration (GF)	\$1,353,150	\$1,634,326	\$2,378,300	\$3,906,000	42.00	41.75
Transportation and Transit (SR)	\$8,813,384	\$9,626,311	\$18,423,596	\$13,150,900	3.50	5.75
	\$10,166,534	\$11,260,637	\$20,801,896	\$17,056,900	45.50	47.50

Objectives for FY 2012-13

- Initiate 80 percent of planned project phases (planning, design, construction) as listed in the approved Capital Improvement Plan according to the established project phase commitment dates.
- Provide excellent customer service to our constituents by responding to inquiries through phone calls, emails or other correspondence within 2 days of receipt. These inquiries include Capital projects as well as Trolley related service calls.
- Perform quarterly reconciliation for grant-funded projects to ensure full reimbursement to the City.
- Launch two additional planned Trolley routes; including service to Coral Way and Allapattah by first quarter of FY 2012-13.
- Implement a Bike Share Program in the Downtown Central Business District by third quarter of FY 2012-13.
- Reduce high severity crashes at signalized intersections by installing 130 red light cameras that will cause motorist to modify behavior.
- Develop a Transportation Improvement Work Program by 4th quarter of FY 2012-13.
- Work closely with the Office of Citizen's Independent Transportation Trust to ensure full compliance with all rules and regulations to eliminate the number of audit findings reported in FY'11 from 2 to zero

Accomplishments in FY 2011-12

- Completed projects in FY 2011-12 include Brickell Key Bridge Rehabilitation; Marlins Stadium Parking Garages; NE 2 Ave Improvements, Segment B1 (NE 36th Street to NE 42nd Street); and US-1 Privacy Wall (between 17th and 19th Avenue).

CIP and Transportation

- Initiated or continued design of various projects including Dinner Key Marina New Dockmaster Building; West Flagler Area Improvements; Mary Brickell Village Drainage Improvements; Moore Park New Construction; Museum Park; NE 2 Ave Improvements, Segment A (NE 20th Street to NE 36th Street); NE 2 Ave Improvements, Segment D (NE 69th Street to NE 84th Street); and Overtown Greenway at NW 11 Terrace.
- Managed ongoing Construction projects including 1814 Brickell Park; Coral Gate Park Community Building; Durham Terrace Drainage; Fire Station # 13; Gibson Park Area Street Improvements; Gibson Park New Construction Phase I; Green Lab; Melreese Golf Training Center; N 14th Street Entertainment District Streetscape; NE 2 Ave Improvements, Segment B2 (NE 42nd Street to NE 57th Street); NE 2 Ave Improvements, Segment C (NE 57th Street to NE 69th Street); Palm Grove Road Improvements; San Marco Island and Biscayne Island Drainage Improvements; and Shorecrest Roadway Milling & Resurfacing.
- Coordinated all operational activities related to Transportation and Transit projects including the inaugural 4 routes of the Miami Trolley (Health District, Health District - Stadium, Brickell and Biscayne and Overtown and Health District); expansion of the Red Light Camera Safety Program; and over 10,000 On Demand transportation trips to local residents. The recently launched Trolley system is averaging a ridership of 400 passengers daily, and more on event days; and collisions has been reduced by 10 percent at intersections monitored by red light cameras.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Transferring one Administrative Assistant I position to the Transportation and Transit Special Revenue Fund to provide support services to the Trolley Program (\$50,800)
- Allocating 25 percent of CIP's director salary to Transportation and Transit Special Revenue Fund to properly account for his management of the Transportation Program (\$38,600)
- Various operating costs: (\$13,300)

The Adopted Budget includes the following additions:

- Funding for one Sr. Assistant to City Manager position transferred from the City Manager's office to assist in the project management of large scale CIP projects such as, Museum Park (\$134,200)
- Funding for one Trolley Manager position to assist with the management of the Trolley program (SR \$89,100)
- Pension cost previously allocated centrally in Pension (GF \$859,600; SR \$84,300)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$514,000; SR \$42,800)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$34,800; SR \$2,900)
- Additional funding for the vendor cost of the Red Light Camera Program as a result of the revised revenue projection (\$120,000)

The Adopted Budget includes the following additional considerations:

- The General Fund allocation for personnel in CIP represents 22.5% of the full salary cost; the remaining 77.5% is charged directly to the capital projects.
- The FY 2012-13 Transportation and Transit Special Revenue fund budget decreased as compared to the previous year mainly because of the onetime FY 2011-12 fund balance transfer from the Mass Transit capital fund in compliance with Citizen's Independent Transportation Transit (CITT) requirement to separate the Transportation funds from other fund sources.

CIP and Transportation

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$670,100		\$670,100	\$680,100	\$491,900	\$1,172,000
Fringe Benefits	\$5,500		\$5,500	\$4,500	\$9,900	\$14,400
Fica Taxes	\$51,600		\$51,600	\$52,400	\$38,100	\$90,500
Retirement Contributions				\$859,600	\$84,300	\$943,900
Life and Health Insurance				\$514,000	\$42,800	\$556,800
Total Personnel:	\$727,200	\$0	\$727,200	\$2,110,600	\$667,000	\$2,777,600
Operating Expense						
Workers' Compensation				\$34,800	\$2,900	\$37,700
Professional Services	\$8,500		\$8,500			
Other Contractual Services	\$1,000		\$1,000	\$1,000	\$2,500	\$3,500
Travel and Per Diem	\$2,000		\$2,000	\$1,000	\$1,000	\$2,000
Communications & Related Services	\$4,300		\$4,300	\$4,300	\$3,000	\$7,300
Postage	\$5,000		\$5,000	\$5,000		\$5,000
Rentals and Leases	\$5,700		\$5,700	\$5,700		\$5,700
Printing and Binding	\$1,800		\$1,800	\$1,800		\$1,800
Advertising and Related Costs	\$2,300		\$2,300	\$1,300	\$2,000	\$3,300
Other Current Charges and Obligations	\$1,602,400		\$1,602,400	\$1,720,000		\$1,720,000
Office Supplies	\$15,100		\$15,100	\$15,100	\$4,500	\$19,600
Operating Supplies	\$2,000		\$2,000	\$4,400		\$4,400
Subscriptions, Memberships, Licenses, Permits & Others	\$1,000		\$1,000	\$1,000	\$1,000	\$2,000
Total Operating Expense:	\$1,651,100	\$0	\$1,651,100	\$1,795,400	\$16,900	\$1,812,300
Non-Operating Expense						
Interfund Transfers		\$9,404,600	\$9,404,600		\$9,842,400	\$9,842,400
Budget Reserve		\$9,018,996	\$9,018,996		\$2,624,600	\$2,624,600
Total Non-Operating Expense:	\$0	\$18,423,596	\$18,423,596	\$0	\$12,467,000	\$12,467,000
Total CIP and Transportation:	\$2,378,300	\$18,423,596	\$20,801,896	\$3,906,000	\$13,150,900	\$17,056,900

City Attorney

Department Head: Julie O. Bru, City Attorney

Phone: (305) 416-1800

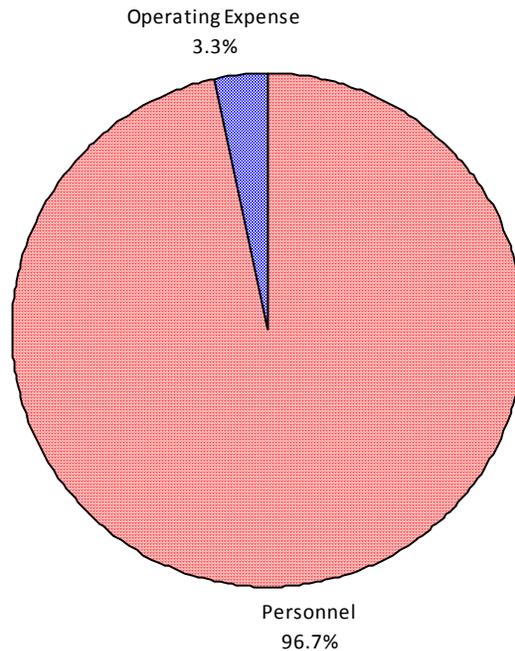
Description

The Office of the City Attorney provides legal counsel to the City of Miami elected officials and administration and is the charter officer of the City responsible for all legal matters related to the City's municipal government and corporate affairs.

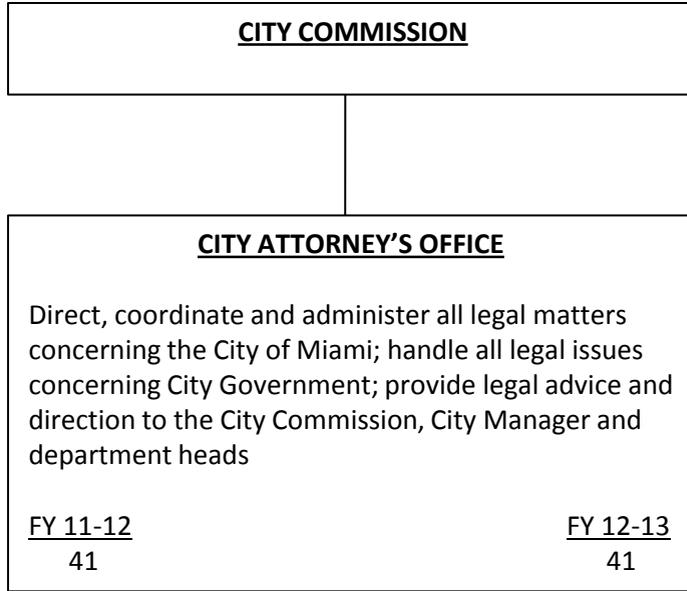
The Office of the City Attorney performs all legal services essential to support the operations and functions of all City departments, and handles all commercial and financial legal transactions related to the administration and represents the City, its officers and employees in all litigation. Additionally staff drafts ordinances and resolutions enacted by the City Commission. The City Attorney issues formal and informal written legal opinions informing and updating the City Commission and Administration on federal, state and local laws impacting the conduct of municipal affairs.

Stakeholders include elected officials, administration, city departments, residents and approximately 38 City Authority Boards and Committees.

Allocation by Category



City Attorney



City Attorney

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$4,744,498	\$4,160,377	\$4,239,200	\$5,576,000	41	41
Operating Expense	\$450,976	\$167,565	\$180,800	\$192,800		
Capital Outlay						
Non-Operating Expense						
	\$5,195,474	\$4,327,942	\$4,420,000	\$5,768,800		

Objectives for FY 2012-13

- Institute a comprehensive leadership development program within the office.
- Streamline policies and procedures to increase efficiency and effectiveness in the Request for Legal Services process.
- Continue to develop in-house expertise in labor and pension matters.
- Develop in-house advocacy services for the State of Florida Legislative Process.

Accomplishments in FY 2011-12

- The Office of the City Attorney's most significant accomplishments this reporting period would be the successful litigation of legal challenges taken against the actions by the City Commission in the areas of collective bargaining in response to the fiscal constraints faced by the City due to the depressed economic condition and the declaration of "Financial Urgency".
- The Office of the City Attorney has augmented its resources in assisting the City in enforcing code compliance and the collection of outstanding liens and fines.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$818,000)
- Life and Health Insurance previously allocated in Risk Management (GF \$501,800)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$33,900)

City Attorney

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$3,787,300		\$3,787,300	\$3,821,400		\$3,821,400
Other Salaries and Wages	\$67,400		\$67,400	\$67,400		\$67,400
Special Pay	\$12,100		\$12,100	\$12,100		\$12,100
Fringe Benefits	\$58,200		\$58,200	\$57,600		\$57,600
Fica Taxes	\$314,200		\$314,200	\$297,700		\$297,700
Retirement Contributions				\$818,000		\$818,000
Life and Health Insurance				\$501,800		\$501,800
Total Personnel:	\$4,239,200	\$0	\$4,239,200	\$5,576,000	\$0	\$5,576,000
Operating Expense						
Workers' Compensation				\$33,900		\$33,900
Professional Services	\$15,000		\$15,000	\$11,000		\$11,000
Travel and Per Diem	\$13,500		\$13,500	\$13,500		\$13,500
Communications & Related Services	\$2,400		\$2,400	\$600		\$600
Postage	\$8,000		\$8,000	\$8,000		\$8,000
Rentals and Leases	\$17,700		\$17,700	\$19,300		\$19,300
Repair and Maintenance Services	\$700		\$700	\$700		\$700
Office Supplies	\$25,000		\$25,000	\$20,000		\$20,000
Subscriptions, Memberships, Licenses, Permits & Others	\$98,500		\$98,500	\$85,800		\$85,800
Total Operating Expense:	\$180,800	\$0	\$180,800	\$192,800	\$0	\$192,800
Total City Attorney:	\$4,420,000	\$0	\$4,420,000	\$5,768,800	\$0	\$5,768,800

City Clerk

Department Head: Priscilla A. Thompson

Phone: (305) 250-5360

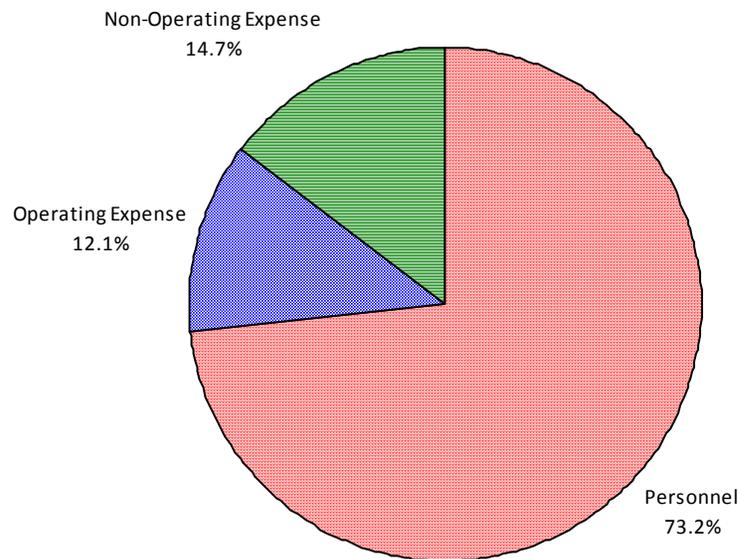
Description

The City Clerk's Office is the keeper of all official records. Staff records and maintains Commission minutes, legislation, lobbyist registration, bid openings, meeting schedules, minutes and attendance records of all city boards, committees, agencies and trusts, and bond validation proceedings. Additionally, the Clerk's Office administers, supervises and certifies municipal elections; including those for Elected Officials, advisory boards, charter amendments, City referenda, and straw ballot issues.

To perform its functions as part of the General Government service area, the Clerk's staff prepares public notices and attends meetings of the Commission, advisory boards, elections and others as required. Staff ensures compliance of city records with State of Florida Bureau of Archives Records Management mandates, investigates and proposes management technologies, and establishes a repository for inactive, archival and vital records. The Clerk's Office also works on collaborative projects and cost sharing approaches for the preservation of the City's archives.

Stakeholders include elected officials, city residents, visitors and city departments.

Allocation by Category



City Clerk

OFFICE OF THE CLERK

Perform the constitutional and statutory responsibilities of the City Clerk; attend and record Commission meetings; prepare and administer oaths of office; maintain official calendar of Commission, Boards and Committee meetings; execute documents as Secretary of the Municipal Corporation and Community Revitalization Agency (CRA) Board

FY 11-12

1

FY 12-13

1

ADMINISTRATION

Prepare the annual budget; attest and archive contracts and agreements; oversee all matters relating to personnel and expenditures; file and route copies of subpoenas to the Law Department and attend court to reply to subpoenas; coordinate the implementation and installation of new programs and/or operating systems for the enhancement of the legislative process; directly supervise all Municipal Elections (charter amendments, candidates, bond, referenda, etc.) in accordance with all applicable rules and regulations; certify and declare election results

FY 11-12

3

FY 12-13

4

LEGISLATIVE SERVICES

Record commission actions, number and record resolutions and ordinances; mark up and distribute official commission agenda; transcribe minutes verbatim and distribute same; attend and participate in Bond validation proceedings; advertise official notices as mandated by Florida State Statutes and City of Miami Charter and Code; register and maintain lobbyist files; coordinate the routing of bids and proposals for appropriate tabulation; reproduce, certify, notarize and research official city records; provide passport application services in accordance with rules and regulations; notify board and committee appointees upon being selected by the commission

FY 11-12

6

FY 12-13

6

RECORDS MANAGEMENT

Archive on-site 116 years of digitized official records; develop, update and maintain the City of Miami Records Management Procedures Manual for on and off-site destruction, filing, and retention schedule; oversee compliance with State of Florida General Records Schedules; digitally archive agenda, minutes, ordinances, resolutions, background memoranda and other related documents

FY 11-12

2

FY 12-13

2

City Clerk

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$934,966	\$894,596	\$891,800	\$1,415,100	12	13
Operating Expense	\$1,310,331	\$297,112	\$396,900	\$234,000		
Capital Outlay						
Non-Operating Expense			\$389,900	\$284,200		
	\$2,245,297	\$1,191,708	\$1,678,600	\$1,933,300		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
City Clerk (GF)	\$2,095,982	\$1,041,780	\$1,111,900	\$1,455,500	10.85	10.85
City Clerk Services (SR)	\$149,315	\$149,928	\$566,700	\$477,800	1.15	2.15
	\$2,245,297	\$1,191,708	\$1,678,600	\$1,933,300	12.00	13.00

Objectives for FY 2012-13

- Respond to research requests from customers within two business days.
- Provide passport services to the public and generate \$15,000.
- Provide minutes on-line via the Legislative Hub within 25 calendar days of the meeting.
- Notify board members of their appointments within 30 days of action or receipt of contact information based upon data generated through the People Offices Management System (POMS).
- Complete the City Commission meeting after-action reports within seven days.
- Make all City Commission, Community Redevelopment Agency (CRA), Boards, legal opinions, agreements, contracts, and elections documents readily available to all customers via the internet.

Accomplishments in FY 2011-12

- Surpassed the passport revenue objective of \$15,000 by collecting \$19,400 in passport revenue fees.
- Provided minutes on-line via the Legislative Hub within 25 calendar days, which met the strategic goal.
- Developed reports to improve the process of Board appointments. The enhancements enabled the Office to place items on agenda, track correspondence, and member training. A link to memos provided commissioners the opportunity to edit appointees information for immediate processing by the Office. Office staff notified board members of their appointments within 27 days of action or receipt of contact information, three days faster than the 30 day goal. The People Offices Management System (POMS) facilitated the exchange of information resulting in the processing of board correspondence within 15 days, as targeted. POMS advances include the capability to track financial disclosures for various City employees, and forward compliance notifications to the 356 board members of the 35 city boards. This has effectively improved member compliance with state statutes, county and city codes. Notification through the POMS application system ensures that board members are notified of state, county, and city filing requirements.

City Clerk

- Completed the City Commission Meeting After-action reports within seven days, which met the strategic goal.
- Conducted quarterly training for approximately 32 City Records Liaisons on records retention, retrieval, and disposal requirements as mandated by the Florida Statutes, Florida Administrative Codes, City Code, City Records Retention Policies, and general records schedules.
- Upgraded to a monthly online update of the City's Charter and Code with Municode compared to the quarterly update service previously provided.
- Conducted and supervised the qualification and elections processes for the November 2011 General Municipal Election, the March 2012 Civil Service Board Election and Runoff Election and the August 2012 Overtown Advisory Board/Overtown Community Oversight Board Election. All elections-related documents, including candidate qualification papers, campaign finance reports and certified election results, were promptly made available for public access through the City Clerk's website.
- Destroyed 2,701 cubic feet of records that met the retention requirement.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Decrease in Salary for City Clerk Position due to the scheduled retirement of the City Clerk on September 28, 2012 (\$53,100)
- Reduction in consulting services (SR \$176,800)

The Adopted Budget includes the following additions:

- City-wide off-site records storage costs (\$50,000)
- Addition of one full-time position to replace consulting services (SR \$110,000)
- Pension cost previously allocated centrally in Pension (GF \$250,700; SR \$14,300)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$132,800; SR \$14,000)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$9,000; SR \$900)

The Adopted Budget includes the following additional considerations:

- Interfund transfer to Capital Improvements Fund for Legistar Upgrade (SR \$120,000)
- In FY 2012-13 Budget Reserve is partially distributed to various line items to reflect the allocation where the expenditures occur (SR \$225,700)

City Clerk

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$816,000		\$816,000	\$771,000	\$149,000	\$920,000
Fringe Benefits	\$12,000		\$12,000	\$12,000		\$12,000
Fica Taxes	\$63,800		\$63,800	\$59,900	\$11,400	\$71,300
Retirement Contributions				\$250,700	\$14,300	\$265,000
Life and Health Insurance				\$132,800	\$14,000	\$146,800
Total Personnel:	\$891,800	\$0	\$891,800	\$1,226,400	\$188,700	\$1,415,100
Operating Expense						
Workers' Compensation				\$9,000	\$900	\$9,900
Professional Services	\$52,800	\$176,800	\$229,600	\$52,800		\$52,800
Other Contractual Services	\$37,800		\$37,800	\$37,800		\$37,800
Travel and Per Diem	\$600		\$600	\$600		\$600
Postage	\$6,100		\$6,100	\$6,100	\$2,000	\$8,100
Rentals and Leases	\$6,700		\$6,700	\$6,700		\$6,700
Repair and Maintenance Services	\$1,000		\$1,000	\$1,000		\$1,000
Printing and Binding-Paper Stock	\$800		\$800	\$800		\$800
Advertising and Related Costs	\$110,000		\$110,000	\$110,000		\$110,000
Office Supplies	\$3,200		\$3,200	\$3,200	\$2,000	\$5,200
Subscriptions, Memberships, Licenses, Permits & Others	\$1,100		\$1,100	\$1,100		\$1,100
Total Operating Expense:	\$220,100	\$176,800	\$396,900	\$229,100	\$4,900	\$234,000
Non-Operating Expense						
Interfund Transfers					\$120,000	\$120,000
Budget Reserve		\$389,900	\$389,900		\$164,200	\$164,200
Total Non-Operating Expense:	\$0	\$389,900	\$389,900	\$0	\$284,200	\$284,200
Total City Clerk:	\$1,111,900	\$566,700	\$1,678,600	\$1,455,500	\$477,800	\$1,933,300

Civil Service

Department Head: Tishria L. Mindingall

Phone: (305) 416-2020

Description

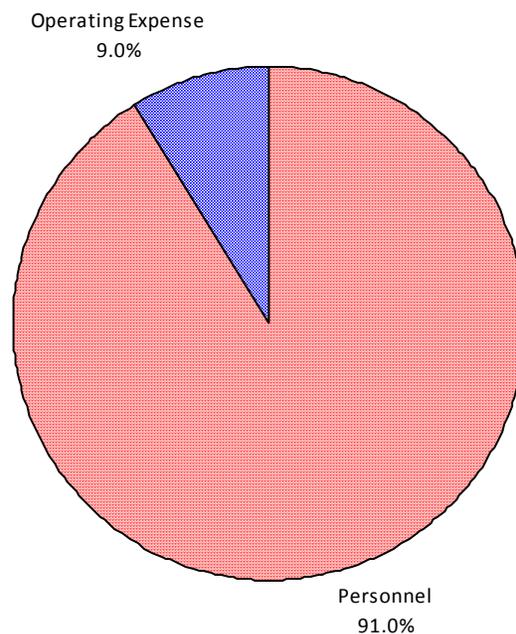
The Civil Service Board is a Commission appointed body of five members (3 appointed by Commission, 2 elected by Employees) who are responsible for the enforcement of Section 36 of the City of Miami Charter and Code of Laws.

The Board is supported by three staff members and outside counsel. The staff prepares and maintains the agendas and minutes, meets with and guides employees and residents in the civil service process, conducts research and prepares regular and special reports, and performs all administrative functions for the Members. The Board considers complaints made by and against City of Miami employees and departments, as well as appeals of disciplinary action. The Board has an advisory and reporting function to the City of Miami Commission, and at times reports findings and recommendations to the City Manager.

The Board Office performs its duties for the benefit of City of Miami employees and applicants, as well as the residents of the City of Miami, who have the ability to address the Board via Rule 2.7 and 16.1. The Board serves as overseer to protect the merit system and to ensure that established rules, regulations, policies, and procedures are utilized in the hiring of capable people into the City's workforce.

Stakeholders include residents and employees of the City of Miami.

Allocation by Category



Civil Service

CITY COMMISSION

CIVIL SERVICE BOARD

Enforce Section 36 of the City of Miami Charter and Code of laws; amend the rules as required; act like a court hearing appeals of disciplinary actions, grievances, investigations, and hearings concerning alleged violations of rules and regulations; prepare agendas, issue subpoenas, and organize reports detailing outcome of hearings.

FY 11-12

3

FY12-13

3

Civil Service

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$273,501	\$269,949	\$268,400	\$358,200	3	3
Operating Expense	\$21,626	\$18,483	\$22,100	\$35,500		
Capital Outlay						
Non-Operating Expense						
	\$295,127	\$288,432	\$290,500	\$393,700		

Objectives for FY 2012-13

- Update rules as needed and assist in formulating personnel hiring and employment policies.
- Prepare subpoenas, document continuances, reschedule cases and process closures of cases.
- Conduct twelve new employee and five supervisory orientation sessions.
- Publish departmental newsletters and informational bulletins on a quarterly basis.
- Investigate allegations of mistreatment, fraud and other abuses of power as they occur.
- Hear complaints of employees and residents concerning the City's selection and employment practices, whistleblower violations, appeals of disciplinary action, and violations of the Civil Service Rules as they are scheduled.

Accomplishments in FY 2011-12

- Evaluated and approved five requests for extension of probationary periods.
- Heard and ruled on 24 appeals, whistleblower, grievance, investigation and unsatisfactory service rating matters.
- Conducted five Civil Service Rules workshops and monthly new employee orientation sessions. Drafted curriculum for upcoming supervisory orientation sessions.
- Conducted over 90 research and investigative projects, brought by employees, Board members and members of the public.
- Published five Information bulletins and newsletters.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Increased attrition savings by not funding Administrative Assistant II position for two and a half months (\$18,300).

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$71,100)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$36,700)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$2,500)
- Increase to cover costs for legal services related to Civil Service Board actions (\$10,000)

Civil Service

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Executive Salaries	\$10,700		\$10,700	\$10,800		\$10,800
Regular Salaries and Wages	\$231,500		\$231,500	\$215,400		\$215,400
Fringe Benefits	\$7,200		\$7,200	\$7,200		\$7,200
Fica Taxes	\$19,000		\$19,000	\$17,000		\$17,000
Retirement Contributions				\$71,100		\$71,100
Life and Health Insurance				\$36,700		\$36,700
Total Personnel:	\$268,400	\$0	\$268,400	\$358,200	\$0	\$358,200
Operating Expense						
Workers' Compensation				\$2,500		\$2,500
Professional Services- Legal Services	\$20,000		\$20,000	\$30,000		\$30,000
Postage	\$100		\$100	\$100		\$100
Rentals and Leases	\$1,400		\$1,400	\$1,400		\$1,400
Printing and Binding- Paper Stock	\$200		\$200	\$200		\$200
Other Current Charges and Obligations	\$200		\$200	\$200		\$200
Office Supplies	\$200		\$200	\$200		\$200
Subscriptions, Memberships, Licenses, Permits & Others				\$900		\$900
Total Operating Expense:	\$22,100	\$0	\$22,100	\$35,500	\$0	\$35,500
Total Civil Service:	\$290,500	\$0	\$290,500	\$393,700	\$0	\$393,700

Code Compliance

Department Head: Jessica Angel-Capo

Phone: (305) 416-2089

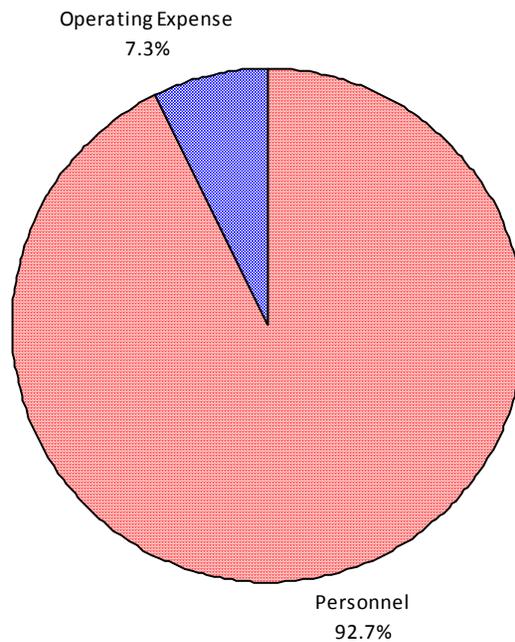
Description

The Code Compliance office is responsible for enforcing and educating residents and business owners on the City's Codes and Ordinances.

Departmental Staff monitors city areas, notifying resident and business owners of code violations, and educating them as to possible future violations. They also work with residents, business owners and other stakeholders to bring violations into compliance. As they monitor specific areas, they visit businesses and residents teaching them about the City's Codes and Ordinances. Through their efforts the City is able to achieve a better quality of life for its residents, business owners and visitors.

The stakeholders are property owners, homeowner's associations, business owners and the residents.

Allocation by Category



Code Compliance

OFFICE OF THE DIRECTOR

Provide leadership, guidance and vision for the Department; assist other City departments and agencies with code compliance issues, ordinances and City Charter; develop and monitor the Department budget.

FY 11-12

1

FY 12-13

1

CODE COMPLIANCE

Enforce the City's code, patrol neighborhoods in search of code violations; maintain records and correspondence pertaining to violations; work with stakeholders to achieve waste disposal in accordance with sanitation ordinances; work with community to resolve code violations.

FY 11-12

49

FY 12-13

42

ADMINISTRATION

Provide administrative support for finance, budgeting, billing and collection, lien processing, human resource and procurement

FY 11-12

3

FY 12-13

3

REVENUE TASK FORCE INSPECTORS

Initiate and process all Certificates of Use and Business Tax Receipts for new and existing businesses; collect outstanding fees owed to the City for licenses and business tax receipts

FY 11-12

6

FY 12-13

6

Code Compliance

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$2,885,335	\$3,028,301	\$2,861,700	\$4,095,800	59	52
Operating Expense	\$279,511	\$265,212	\$275,400	\$321,500		
Capital Outlay		\$1,048				
Non-Operating Expense						
	\$3,164,846	\$3,294,561	\$3,137,100	\$4,417,300		

Objectives for FY 2012-13

- Collect over \$2 million in licenses for all new business and delinquent Certificate of Use and Business Tax Receipts balances owed by the end of FY 2012-13.
- Reduce Solid Waste violations city-wide by citing or warnings violators; encourage residents to work closely with their Neighborhood Enhancement Team (NET) area offices and the Solid Waste Department on getting educated on illegal dumping and solid waste pick-up-schedules by the end of FY 2012-13.
- Investigate and respond to 100 percent of all 311 complaints within 15 days of receipt.

Accomplishments in FY 2011-12

- Deployed Code Compliance inspectors city-wide to collect outstanding fees or fine balances in connection with Certificate of Use and Occupational Licenses (BTR), collected more than two million dollars by the end of the FY 2011-12.
- Reduced noise complaints 85 percent through the use of the Noise Compliance Unit; the unit visits restaurants, night clubs, and other similar establishments city-wide to check for excess noise on nights and weekends. Establishments found to be in violation were notified and given specific instructions on how to correct the violation in order to meet the Noise Ordinance requirements.
- Resolved 90 percent of all 311 complaints received city-wide, and processed 10 percent through code compliance.
- Looked for Solid Waste violations, illegal mechanical repairs, abandoned vehicles and commercial vehicles parked in residential areas. Through the inspectors efforts approximately 70 percent of these violations were resolved on the spot, others are either cited or go through Code Hearing process.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Eliminated one inspector position, and the funding for two other inspectors; reduced uniforms, safety shoes, cell phone allowances, and FICA taxes for the three inspector positions. (\$201,800).
- Community Development Block Grant funding for Code Compliance Inspectors (\$670,000), same as FY 2011-12.
- Six Sanitation Inspectors transferred to Solid Waste; reduced uniforms, safety shoes, cell phone allowances, and FICA taxes for the six inspector positions (\$348,100).

The Adopted Budget includes the following additions:

- Lot Clearing Services and Unsafe Structure Boarding Up (\$40,000), as approved in FY2011-12 mid-year allocation

Code Compliance

- Pension cost previously allocated centrally in Pension (GF \$1,006,200)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$721,900)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$48,900)

Code Compliance

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Executive Salaries	\$3,600		\$3,600	\$3,600		\$3,600
Regular Salaries and Wages	\$2,615,300		\$2,615,300	\$2,165,200		\$2,165,200
Fringe Benefits	\$36,900		\$36,900	\$33,000		\$33,000
Fica Taxes	\$205,900		\$205,900	\$165,900		\$165,900
Retirement Contributions				\$1,006,200		\$1,006,200
Life and Health Insurance				\$721,900		\$721,900
Total Personnel:	\$2,861,700	\$0	\$2,861,700	\$4,095,800	\$0	\$4,095,800
Operating Expense						
Workers' Compensation				\$48,900		\$48,900
Professional Services	\$180,000		\$180,000	\$180,000		\$180,000
Professional Services- Legal Services	\$5,000		\$5,000	\$5,000		\$5,000
Court Reporter Services	\$300		\$300	\$300		\$300
Other Contractual Services	\$3,500		\$3,500	\$2,500		\$2,500
Postage	\$50,000		\$50,000	\$50,000		\$50,000
Rentals and Leases	\$5,100		\$5,100	\$5,500		\$5,500
Printing and Binding- Paper Stock	\$2,000		\$2,000	\$3,000		\$3,000
Office Supplies	\$12,000		\$12,000	\$12,000		\$12,000
Operating Supplies	\$1,500		\$1,500	\$1,500		\$1,500
Clothing/Uniform Supplies	\$16,000		\$16,000	\$12,800		\$12,800
Total Operating Expense:	\$275,400	\$0	\$275,400	\$321,500	\$0	\$321,500
Total Code Compliance:	\$3,137,100	\$0	\$3,137,100	\$4,417,300	\$0	\$4,417,300

Communications

Department Head: Angel Zayon

Phone: (305) 416-1440

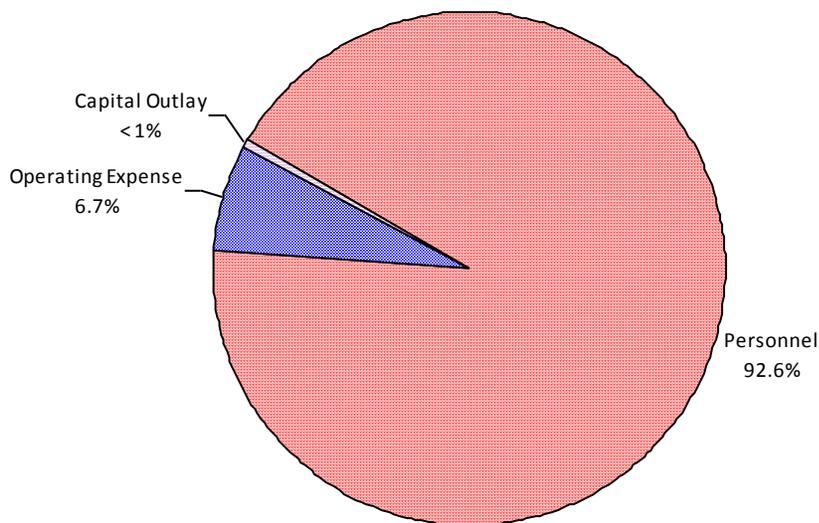
Description

The Office of Communications is the source of official information for the City of Miami. The Office is service oriented and essential in promoting the public image of the City of Miami. The department is responsible for dissemination of official information and manages the process of responding to public records requests.

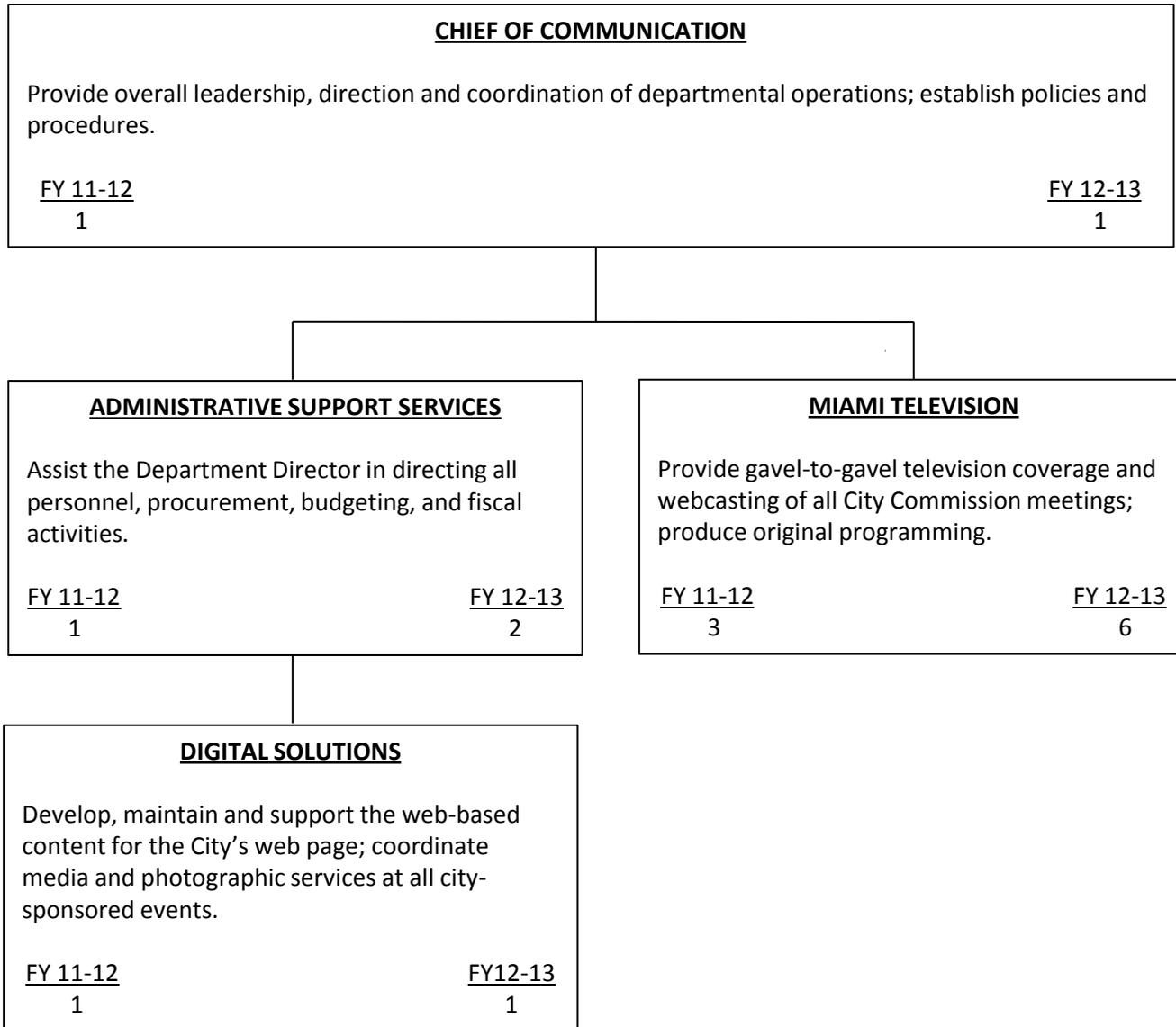
The Office is vital in maintaining the community informed, especially during emergency situations, by transmitting Public Service Announcements. Staff disseminates important information about City operations and events that is generated from City officials; staff uses various transmission mediums such as television, fiber optic feed to local media, the World Wide Web, Twitter, Facebook, YouTube, radio, and others to reach a wide audience. The Office of Communications produces and broadcasts original programming for the City of Miami television station, social media and City web pages. The Office updates the City's web content daily by designing and managing content, uploading video and photo components. The Office of Communications also generates media advisories, press releases, organizes press conferences and presentations, promotes community events, and ensures that all of the City's communications reach the residents through the latest media tools.

The primary stakeholders include the Mayor, City Commissioners, department heads, residents of the City, and visitors.

Allocation by Category



Communications



Communications

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$740,985	\$654,261	\$393,900	\$856,900	6	10
Operating Expense	\$79,283	\$27,327	\$25,700	\$62,100		
Capital Outlay			\$8,400	\$5,900		
Non-Operating Expense						
	\$820,268	\$681,588	\$428,000	\$924,900		

Objectives for FY 2012-13

- Improve and add new features to the City's website and intranet to better assist citizens and city employees in accessing important information in addition to increasing web traffic.
- Further the use of social media, Facebook, Twitter, and You Tube to increase the information outlets available to residents.
- Create a Mobile Application for Android and Iphone to increase residents' and visitors' accessibility to City departments, programs and information.
- Promote cultural appreciation, awareness, and participation in the arts by residents and visitors to the City of Miami through a variety of television and web programs.
- Create multiple studios for the purpose of filming community-oriented programs.
- Develop a sponsorship program to buy media time on commercial television and radio in order to promote the City without incurring monetary costs.

Accomplishments in FY 2011-12

- Created, redesigned, updated and uploaded the design, look and contents of the City's internet websites and CityNet pages to make them more current and easier to surf.
- Incorporated daily video capsules as part of the City's internet websites.
- Provided residents and visitors of the City of Miami with information on important City services and current events with daily articles published in the internet websites and the City's channel.
- Implemented a file sharing link, allowing the office of the Mayor, Commissioners and all City officials access to photographs and videos produced by the Office of Communications.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following additions:

- Reclassifying Public Information Coordinator position into two administrative positions.
- Pension cost previously allocated centrally in Pension (GF \$150,300)
- Life and Health Insurance previously allocated in Risk Management (GF \$111,600)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$12,500)

Communications

- The budget is being revised to include the transfer in of the Audiovisual and Broadcast Operation section currently budgeted in General Services Administration(\$324,600). Audiovisual is a better operational fit inside of the Communication Department

Communications

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$368,600		\$368,600	\$548,100		\$548,100
Fringe Benefits				\$7,200		\$7,200
Fica Taxes	\$25,300		\$25,300	\$39,700		\$39,700
Retirement Contributions				\$150,300		\$150,300
Life and Health Insurance				\$111,600		\$111,600
Total Personnel:	\$393,900	\$0	\$393,900	\$856,900	\$0	\$856,900
Operating Expense						
Workers' Compensation				\$12,500		\$12,500
Other Contractual Services	\$10,000		\$10,000	\$10,800		\$10,800
Travel and Per Diem	\$6,800		\$6,800	\$3,800		\$3,800
Communications & Related Services				\$600		\$600
Postage	\$200		\$200	\$200		\$200
Rentals and Leases	\$1,400		\$1,400	\$1,400		\$1,400
Repair and Maintenance Services	\$800		\$800	\$25,800		\$25,800
Office Supplies	\$1,000		\$1,000	\$1,500		\$1,500
Operating Supplies	\$5,000		\$5,000	\$5,000		\$5,000
Subscriptions, Memberships, Licenses, Permits & Others	\$500		\$500	\$500		\$500
Total Operating Expense:	\$25,700	\$0	\$25,700	\$62,100	\$0	\$62,100
Capital Outlay						
Machinery and Equipment	\$8,400		\$8,400	\$5,900		\$5,900
Total Capital Outlay:	\$8,400	\$0	\$8,400	\$5,900	\$0	\$5,900
Total Communications:	\$428,000	\$0	\$428,000	\$924,900	\$0	\$924,900

Equal Opportunity and Diversity Programs

Department Head: Amy Klose

Phone: (305) 416-1990

Description

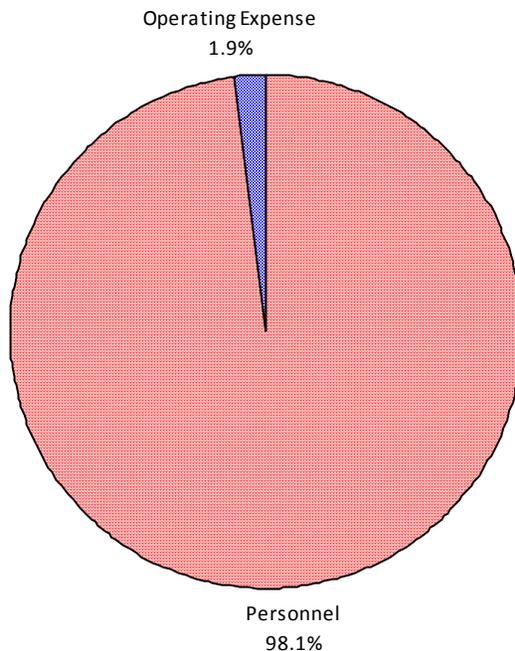
The Office of Equal Opportunity and Diversity Programs (EODP) was established by Section 2-581 of the Code of the City of Miami. It oversees and manages the City's equal employment opportunity function and overall compliance with laws and administrative policies prohibiting employment discrimination.

As part of the General Government service area, EODP investigates internal complaints involving employment discrimination and handles charges of discrimination filed with the Equal Employment Opportunity Commission, Florida Commission on Human Relations, and Miami-Dade County Commission on Human Rights. EODP also acts to prevent or decrease instances of discrimination by developing and implementing instructional programs emphasizing the City's prohibition of discrimination in employment, providing a comprehensive overview of the applicable federal, state, and local laws relating to discrimination, detailing the City's reporting policies and complaint handling procedures, and highlighting the importance of diversity in the workforce. Additionally, EODP monitors various employee recruiting, selection and promotional procedures to ensure compliance with the applicable employment discrimination laws and is responsible for the City's fulfillment of certain federal reporting requirements. EODP also provides support to the City's Equal Opportunity Advisory Board and the Miami Commission on the Status of Women.

Reporting directly to the City Manager, EODP is independent from any City Department. This independence provides employees a comfortable setting to report instances of perceived discrimination, which are often extremely sensitive in nature. EODP's existence and effectiveness provides for a significant reduction in the City's exposure to liability and any ensuing awards for damages in discrimination litigation. Furthermore, by employing EODP to conduct Equal Employment Opportunity (EEO) training, the City avoids the need to incur the substantial costs of outsourcing training services.

Stakeholders include City employees and departmental administrative staff.

Allocation by Category



Equal Opportunity and Diversity Programs

EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS

Oversee and manage the equal employment opportunity function; ensure overall compliance with administrative policies and laws prohibiting employment discrimination; develop and implement instructional programs emphasizing the prohibition of discrimination in employment and applicable federal, state, and local laws; investigate allegations and complaints; and respond on behalf of the City to complaints filed with external enforcement agencies

FY 11-12

3

FY 12-13

3

Equal Opportunity and Diversity Programs

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel		\$214,514	\$234,800	\$308,300	3	3
Operating Expense		\$1,917	\$3,400	\$5,900		
Capital Outlay						
Non-Operating Expense						
		\$216,431	\$238,200	\$314,200		

Objectives for FY 2012-13

- Continue to ensure the City's compliance with EEO laws by implementing tools for prevention, promptly investigating claims of discrimination, and scrutinizing employee selection procedures.
- Enrich equal employment opportunity and diversity training programs, perform over 50 trainings, and a new specialized training to address topical discrimination issues.
- Continue to provide quality assistance to two advisory boards by supplying the boards with administrative materials and technical guidance.

Accomplishments in FY 2011-12

- Mitigated EEO liability by providing ongoing assistance to 14 departments city-wide to comply with EEO laws and regulations.
- Since October 2011, investigated and closed 13 cases formally filed with EODP. Opened six cases, which are still in the investigation stage of the process.
- Conducted over 50 Equal Employment Opportunity trainings for nearly 500 employees, eliminating the City's need to allocate more than \$15,000 in outsourced training courses.
- Reviewed 32 selections of hires and promotions in classified service.
- Organized and held 11 meetings of the Equal Opportunity Advisory Board and 11 meetings of Commission on the Status of Women.
- Participated in the Solid Waste Recycling Educational Trust Fund Committee as a member.
- Developed and implemented the Equal Employment Opportunity portion of the Line Supervision Course; an advanced course offered by the Miami Police Department and regulated by the Florida Department of Law Enforcement to first line supervising officers within and outside the City.
- Monitored the 2012 Firefighter Recruitment at various stages, including providing staff to serve in the critical role as observers during the implementation of the Physical Ability Test.
- Assisted in over 20 matters brought to the attention of EODP, but where no complaint was officially filed.
- Compiled and submitted amendments to the City's Administrative Policy 1-03 in contemplation of requirements set forth in an Agreement between the United States of America and Miami, Florida under the Americans with Disabilities Act.

Equal Opportunity and Diversity Programs

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Reclassification of Sr. Equal Opportunity Diversity Specialist position to Equal Opportunity Diversity Specialist as of January 19, 2013 due to incumbent's retirement (\$11,500).

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$47,900)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$36,600)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$2,500)

Equal Opportunity and Diversity Programs

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$214,500		\$214,500	\$203,500		\$203,500
Fringe Benefits	\$3,600		\$3,600	\$3,600		\$3,600
Fica Taxes	\$16,700		\$16,700	\$16,700		\$16,700
Retirement Contributions				\$47,900		\$47,900
Life and Health Insurance				\$36,600		\$36,600
Total Personnel:	\$234,800	\$0	\$234,800	\$308,300	\$0	\$308,300
Operating Expense						
Workers' Compensation				\$2,500		\$2,500
Postage	\$100		\$100	\$100		\$100
Rentals and Leases	\$1,400		\$1,400	\$1,400		\$1,400
Printing and Binding- Paper Stock	\$300		\$300	\$300		\$300
Office Supplies	\$1,000		\$1,000	\$1,000		\$1,000
Subscriptions, Memberships, Licenses, Permits & Others	\$600		\$600	\$600		\$600
Total Operating Expense:	\$3,400	\$0	\$3,400	\$5,900	\$0	\$5,900
Total Equal Opportunity and Diversity Programs:	\$238,200	\$0	\$238,200	\$314,200	\$0	\$314,200

Finance

Department Head: Stephen Petty

Phone: 305-416-1324

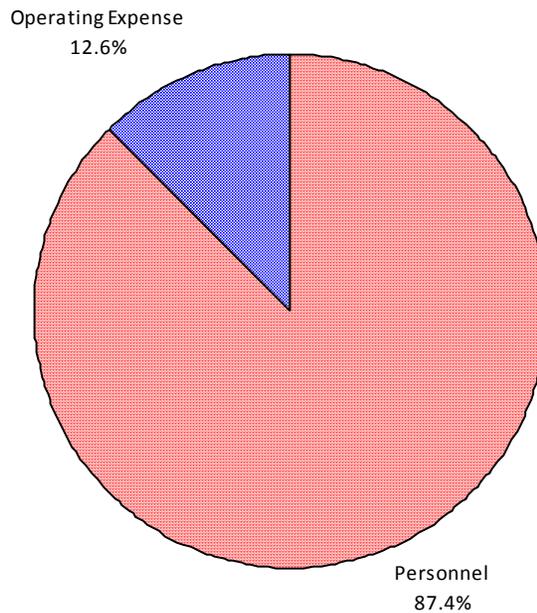
Description

The Finance Department delivers financial services for sound management decision-making and is responsible for centralized accounting, cash management, financial and debt management services, and the collection of delinquent accounts.

The Finance Department provides fiscal and accounting controls over resources by processing vendor payments and payroll checks; maintaining the City's general ledger system, accounts payable, grants monitoring, and treasury management. The Department's staff also conducts financial system training, and prepares routine accounting reports as well as the City's Comprehensive Annual Financial Report (CAFR).

The Finance Department serves all City departments, as well as those entities conducting financial transactions with the City of Miami; the Financial data it generates is also used by citizens, elected officials, and investors.

Allocation by Category



Finance

OFFICE OF THE DIRECTOR

Formulates departmental policy and provide overall direction and coordination of departmental operations and management; performs payroll, personnel, procurement, and legislative functions; manages the City's financial affairs, such as financial reporting, debt administration, billing and collections, accounts payable, advises the City Manager on fiscal policy, and oversees preparation of interim and annual financial reports.

FY 11-12

6

FY 12-13

6

GENERAL ACCOUNTING

Receives, records, and deposits cash receipts; maintains and balance accounts; analyzes and reconciles financial records and reports; prepares schedules and reports for year end close; complies with standards of the Governmental Accounting Standards Board (GASB); prepares monthly and annual trial balance reports and statements; prepares the Comprehensive Annual Financial Report (CAFR).

FY 11-12

26

FY 12-13

26

TREASURY MANAGEMENT

Manages, and coordinates cash flow and investment portfolio; coordinates debt issuance with Financial Advisors and Bond Counsel; monitors bond payments to insure indenture compliance; ensures payment of debt services; processing all business tax business tax receipts (BTR), and certificate of use (CU); collects revenue for past due bills and returned checks; requests lien searches; handles customer inquiries.

FY 11-12

18

FY 12-13

18

PAYROLL

Ensures the accuracy and timeliness of the bi-weekly payroll, monitors time entries; establishes payroll deduction and direct deposit request; deposits taxes withheld, processes garnishments.

FY 11-12

9

FY 12-13

9

ACCOUNT PAYABLES

Approves and pays invoices for the purchase of goods and services used in the operations of the City; maintains accounts payable records; reconciles vendor accounts.

FY 11-12

5

FY 12-13

5

FINANCIAL SYSTEM SERVICES

Provides frontline support to all financial modules end-users; analyze special departmental procedures and information systems to determine the most feasible and cost effective methods to develop automated business processes, reports and operating processes utilizing Oracle-based ERP and complimenting systems; assists employees engaged in financial activities to prepare and update documentation supporting the use of the Oracle Financial Applications.

FY 11-12

4

FY 12-13

4

Finance

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$4,619,184	\$4,355,642	\$4,678,200	\$6,766,900	68	68
Operating Expense	\$1,296,488	\$1,212,114	\$1,315,700	\$976,300		
Capital Outlay						
Non-Operating Expense						
	\$5,915,672	\$5,567,756	\$5,993,900	\$7,743,200		

Objectives for FY 2012-13

- Issue the Comprehensive Annual Financial Report (CAFR) by the second quarter of FY 2012-13.
- Implement a paperless system for all direct payments to be completed by the end of FY 2012-13.
- Convert 50 percent of all vendor payments from physical checks to Automatic Clearing House (ACH).
- Initiate a City-wide change to the payroll process from manual to an automatic time-keeping system to be completed by the end of FY 2012-13.
- Apply sound asset management and financial investment strategies to achieve a bond rating by Standard and Poor's (AA-), Fitch Ratings Services (AA-), and Moody's Investors Service (Aa2).
- Improve Accounts Payable process citywide to pay invoices within 45 days of receipt.

Accomplishments in FY 2011-12

- Refinanced Sunshine State Loan by issuing a \$70.6 million bond.
- Negotiated \$50 million line of credit note with Wells Fargo for the Port Tunnel.
- Exceeded interest income budget by \$500,000 or 33 percent.
- Installed R12 update of Oracle financial system in FY 2011-12.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Transfer of parking surcharge administrative fee to Non Departmental Account (NDA) (\$572,800).

The Adopted Budget includes the following additions:

- Funding for two temporary positions to assist in the collections of business tax receipts (BTR); offset by a reduction in Regular Salaries.
- Pension cost previously allocated centrally in Pension (GF \$1,253,500)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$832,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$56,300)
- Funding for personnel costs associated with recruitment of a comptroller and other senior level accounting staff (GF \$150,000).

Finance

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$4,309,200		\$4,309,200	\$4,268,600		\$4,268,600
Other Salaries and Wages	\$9,300		\$9,300	\$60,300		\$60,300
Overtime	\$2,000		\$2,000			
Special Pay	\$4,200		\$4,200			
Fringe Benefits	\$22,200		\$22,200	\$24,000		\$24,000
Fica Taxes	\$331,300		\$331,300	\$328,400		\$328,400
Retirement Contributions				\$1,253,500		\$1,253,500
Life and Health Insurance				\$832,100		\$832,100
Total Personnel:	\$4,678,200	\$0	\$4,678,200	\$6,766,900	\$0	\$6,766,900
Operating Expense						
Workers' Compensation				\$56,300		\$56,300
Professional Services	\$682,700		\$682,700	\$260,000		\$260,000
Accounting and Auditing	\$425,000		\$425,000	\$452,000		\$452,000
Court Reporter Services	\$2,000		\$2,000	\$2,000		\$2,000
Other Contractual Services	\$28,150		\$28,150	\$28,200		\$28,200
Travel and Per Diem	\$15,000		\$15,000	\$15,000		\$15,000
Postage	\$93,500		\$93,500	\$93,500		\$93,500
Rentals and Leases	\$6,000		\$6,000	\$6,000		\$6,000
Advertising and Related Costs	\$1,000		\$1,000	\$1,000		\$1,000
Office Supplies	\$49,350		\$49,350	\$49,300		\$49,300
Subscriptions, Memberships, Licenses, Permits & Others	\$13,000		\$13,000	\$13,000		\$13,000
Total Operating Expense:	\$1,315,700	\$0	\$1,315,700	\$976,300	\$0	\$976,300
Total Finance:	\$5,993,900	\$0	\$5,993,900	\$7,743,200	\$0	\$7,743,200

Grants Administration

Department Head: Lillian Blondet

Phone: (305) 416-1536

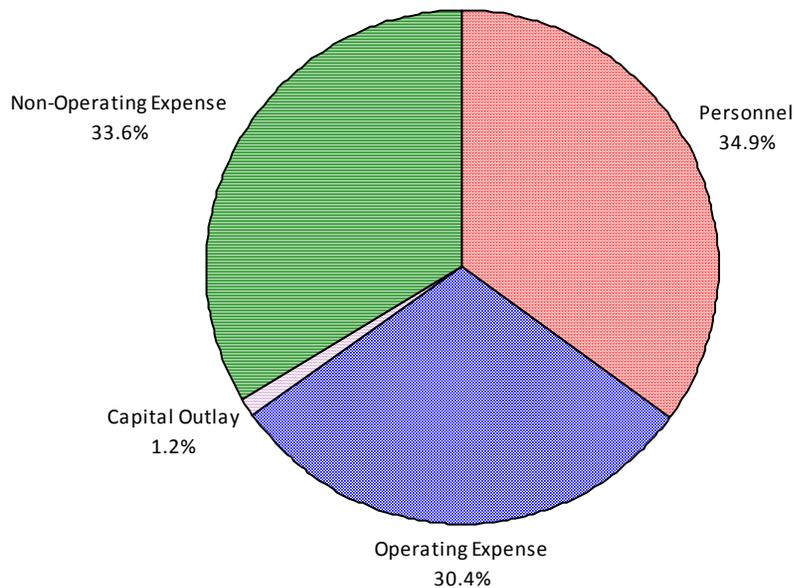
Description

The Office of Grants Administration (OGA) oversees all aspects related to grant writing and applications for all City departments. The OGA also processes the grants of and manages the Strategic Initiative projects, such as Sustainable Initiatives, ACCESS Miami Poverty Initiatives, Education Initiatives, Brownfield Job Training & Clean-up Program, and the One Stop Career Center at Lindsey Hopkins.

To accomplish its mission, the OGA works with City departments to ascertain funding opportunities, and prepares and submits grants applications to maximize revenue. The OGA also provides technical assistance to ensure that the City maintains compliance with applicable programmatic and administrative local, state, and federal grant requirements.

The stakeholders include the Mayor, the City Manager, the Commissioners, and all City departments, as well as private donors and public sector grantors at the local, state, and federal levels of government.

Allocation by Category



Grants Administration

OFFICE OF THE DIRECTOR

Oversee all aspects of grant applications, Office of Sustainable Initiatives, ACCESS Miami Poverty Initiatives, Education Initiatives, Brownfield Job Training and Clean-up projects, and the One Stop Career Center at Lindsey Hopkins; identify funding opportunities; provide technical assistance to ensure City maintains compliance with applicable programmatic and administrative local, state and federal grant requirements; offer leadership and direction to departmental staff; prepare and manage the department budget; and perform administrative functions as required.

FY 2012

2

FY 2013

2

GRANT WRITING

Process grant applications; assist all City departments in the development, submission and oversight of grants per grantor agency guidelines; and assist grantors to ensure ethical compliance.

FY 2012

4

FY 2013

4

EDUCATION INITIATIVES

Pursue funding for programs advancing the City's education needs and priorities; manage education related programs funded by local, state and federal agencies; and work with the Education Advisory Board on Citywide education related issues.

FY 2012

5

FY 2013

5

OFFICE OF MIAMI SUSTAINABLE INITIATIVES (MSI)

Coordinate "green" programs, including tree planting activities and energy efficiency projects; and ensure implementation of City's Energy Efficiency and Conservation Strategy (Climate Action Plan).

FY 2012

2

FY 2013

2

ACCESS - MIAMI POVERTY INITIATIVE

Implement programs for the financial self-sufficiency of City residents and businesses; coordinate programs to access benefits, capital, wealth accumulation, and financial literacy; manage tax preparation sites; manage savings, financial education, and business assistance programs; and manage VISTA program.

FY 2012

1

FY 2013

1

CITY OF MIAMI ONE STOP CAREER CENTER AT LINDSEY HOPKINS

Provide training and coaching to job seekers and develop relationship with area businesses in targeted industries to identify and develop job opportunities.

FY 2012

0

FY 2013

30

BROWNFIELDS INITIATIVE

Manage clean-up projects and programs; implement Brownfield Training Programs; and coordinate DERM related issues Citywide.

FY 2012

1

FY 2013

1

Grants Administration

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$760,595	\$948,924	\$1,574,876	\$1,735,200	15	45
Operating Expense	\$1,416,937	\$1,769,715	\$5,044,659	\$1,511,600		
Capital Outlay	\$1,244,457	\$6,934,975	\$2,670,234	\$57,900		
Non-Operating Expense	\$292,460		\$2,083,771	\$1,672,100		
	\$3,714,449	\$9,653,614	\$11,373,540	\$4,976,800		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Grants Administration (GF)	\$335,725	\$487,944	\$592,700	\$833,100	9.00	9.00
Miami Office of Sustainable Initiatives (GF)	(\$4,281)					
Strategic Initiatives (SR)	\$1,843,670	\$1,312,410	\$4,611,440	\$3,846,200	4.00	34.00
ARRA - Others (SR)	\$1,539,335	\$7,853,260	\$6,169,400	\$297,500	2.00	2.00
	\$3,714,449	\$9,653,614	\$11,373,540	\$4,976,800	15.00	45.00

Objectives for FY 2012-13

- Meet with departments on a quarterly basis to identify needs and opportunities.
- Develop strategy for identifying unrestricted matching grant funds in replacement of general funds.
- Maintain a grant-funded success ratio of at least 50 percent to obtain grant funding in excess of \$7.00 million for the City.
- Establish and manage the One Stop Career Center at Lindsey Hopkins funded by South Florida Workforce.
- Seek corporate partners and grant funding to secure \$150,000 to fund "green" programs at Green Lab and the City.
- Implement the Miami Learning Zone Program at Holmes Elementary to serve over 90 children; Miami Families First Program providing services in 8 childcare centers and 85 families; and Truancy Prevention Program serving over 1,000 children citywide.

Accomplishments in FY 2011-12

- Achieved 57 percent success ratio in FY 2010-11, resulting in over \$7.30 million in grant revenues from 26 funded grants; and submitted 30 applications for \$7.30 million in the first 9 months of FY 2011-12, resulting in \$130,400 in revenue from six funded grants, with only one full time grant writer currently on staff.
- Secured a grant in the amount of \$1,488,206 from South Florida Workforce Investment Board to open a One Stop Career Center at Lindsey Hopkins; coordinated efforts to staff the center; and secured an additional grant of \$50,000 to refurbish the Center site.

Grants Administration

- Completed construction of Miami Green Lab to offer training and seminars on green technologies and practices; Grand Opening is scheduled in the 4th Quarter of FY 2011-12.
- Coordinated energy improvements in six City buildings and the J. L. Knight Center resulting in annual savings of \$55,000 and \$170,000 respectively, and distributed over 1,200 trees to city residents.
- Secured funding from The Children's Trust (TCT) to implement three education programs citywide: Truancy Reduction Plan Program (\$634,000); Miami Learning Zone out of School Program (\$86,800); and Families First Parenting Program (\$153,200).
- Trained 85 individuals for Brownfield jobs in six training sessions conducted by The University of South Florida's Occupational Safety and Health Administration (OCHA) Training Institute.
- Placed 50 individuals in jobs in the environmental industry.
- Assisted 443 local residents and small business entrepreneurs with tax preparation, resulting in \$620,000 in income tax refunds received by the taxpayers.
- Provided services and access to programs through the Benefit Bank platform to 291 households, who received \$331,742 in refunds, \$215,507 in child tax credit and \$123,571 in Earned Income Tax Credit (EITC).
- Saved City residents over \$66,000 in tax return preparation fees.
- Facilitated access to funding for 335 small businesses, resulting in over \$18.00 million in contracts procured and 700 jobs created.
- Provided technical assistance to over 300 new and existing businesses through the establishment of the Minority Business Enterprise Center; funded with a multi-year Department of Commerce grant (\$332,000).
- Coordinated financial literacy seminars and workshops for 528 City residents.
- Served 85 caregivers through the Families First Parenting Program to promote social, emotional, and academic competence in children; 175 children in after school programs; and 1,000 children and their families in the Truancy Reduction program.
- Completed implementation and closed-out of the Miami Network for Integration Compassion and Empowerment Demonstration Project (Miami N.I.C.E.).

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Reduction of a Special Project Assistant position that is transferred to the NET Office (\$75,400)
- Reduction of operating expenditures (\$10,900)

The Adopted Budget includes the following additions:

- Additional allocation of \$46,700 in salaries and \$3,600 in FICA for a Special Project Assistant (\$50,300)
- Addition of up to 30 grant-funded positions for the Workforce Center, as included in FY 2011-12 Mid-Year (SR \$465,300)
- Pension cost previously allocated centrally in Pension (GF \$159,300; SR \$87,600)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$110,100; SR \$131,300)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$7,500; SR \$5,000)

The Adopted Budget includes the following additional considerations:

- Sustainable Initiative Grant ended (SR \$3.79 million)

Grants Administration

- Construction in Progress reduction due to completion of Green Lab (SR \$2.51 million)

Grants Administration

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$531,400	\$596,499	\$1,127,899	\$500,900	\$590,100	\$1,091,000
Other Salaries and Wages		\$57,422	\$57,422		\$59,100	\$59,100
Fringe Benefits	\$6,000		\$6,000	\$7,800	\$600	\$8,400
Fica Taxes	\$41,000	\$50,001	\$91,001	\$39,100	\$49,300	\$88,400
Retirement Contributions		\$126,811	\$126,811	\$159,300	\$87,600	\$246,900
Life and Health Insurance		\$165,743	\$165,743	\$110,100	\$131,300	\$241,400
Total Personnel:	\$578,400	\$996,476	\$1,574,876	\$817,200	\$918,000	\$1,735,200
Operating Expense						
Workers' Compensation		\$368	\$368	\$7,500	\$5,000	\$12,500
Professional Services	\$1,900	\$1,388,005	\$1,389,905	\$1,900	\$858,800	\$860,700
Professional Services-Medical		\$4,500	\$4,500		\$4,500	\$4,500
Other Contractual Services	\$500	\$3,387,024	\$3,387,524		\$421,900	\$421,900
Travel and Per Diem	\$5,000	\$34,459	\$39,459	\$2,000	\$18,500	\$20,500
Communications & Related Services	\$2,400	\$1,073	\$3,473	\$1,800	\$200	\$2,000
Postage	\$500	\$2,100	\$2,600	\$200	\$2,100	\$2,300
Utility Services					\$13,900	\$13,900
Rentals and Leases					\$2,500	\$2,500
Repair and Maintenance Services					\$19,000	\$19,000
Printing and Binding					\$500	\$500
Printing and Binding-Outsourcing		\$500	\$500		\$500	\$500
Promotional Activities		\$4,200	\$4,200		\$2,600	\$2,600
Advertising and Related Costs		\$8,100	\$8,100		\$10,000	\$10,000
Other Current Charges and Obligations		\$50,597	\$50,597		\$31,800	\$31,800
Office Supplies	\$3,000	\$98,286	\$101,286	\$2,000	\$27,800	\$29,800
Operating Supplies		\$48,247	\$48,247		\$68,000	\$68,000
Subscriptions, Memberships, Licenses, Permits & Others	\$1,000	\$2,900	\$3,900	\$500	\$8,100	\$8,600

Grants Administration

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Total Operating Expense:	\$14,300	\$5,030,359	\$5,044,659	\$15,900	\$1,495,700	\$1,511,600
Capital Outlay						
Improvements Other Than Buildings		\$25,000	\$25,000			
Machinery and Equipment		\$82,000	\$82,000		\$2,000	\$2,000
Construction In Progress		\$2,563,234	\$2,563,234		\$55,900	\$55,900
Total Capital Outlay:	\$0	\$2,670,234	\$2,670,234	\$0	\$57,900	\$57,900
Non-Operating Expense						
Aids to Private Organizations		\$372,000	\$372,000			
Budget Reserve		\$1,711,771	\$1,711,771		\$1,672,100	\$1,672,100
Total Non-Operating Expense:	\$0	\$2,083,771	\$2,083,771	\$0	\$1,672,100	\$1,672,100
Total Grants Administration:	\$592,700	\$10,780,840	\$11,373,540	\$833,100	\$4,143,700	\$4,976,800

Human Resources

Department Head: Beverly Pruitt, J.D., SPHR, C.C.P.

Phone: (305) 416-2110

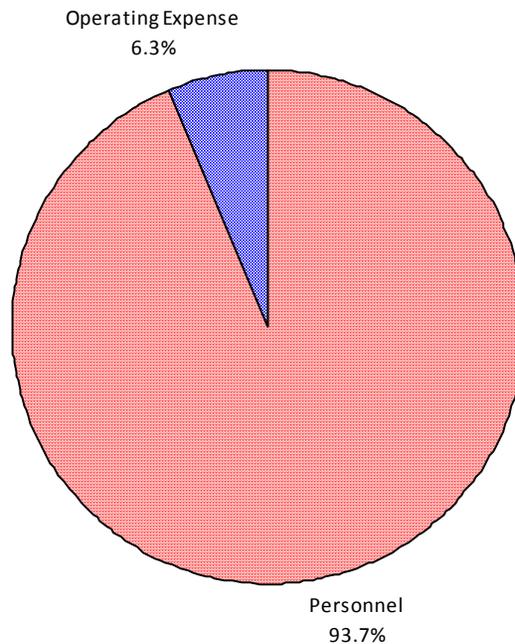
Description

The Department of Human Resources plans, organizes, leads, and administers the various personnel services for civil service, unclassified, and temporary employees. The responsibilities of the department include administering union collective bargaining agreements; interpreting City policies/procedures and applicable laws and issues related to management-employee relations city-wide; supporting city-wide staffing needs of operating departments; investigating alleged violations of administrative policies and non-criminal laws related to the workforce that are not EEO related; providing city-wide training, internal communications, and other developmental programs.

The department provides services through several divisions/sections: Employment, Labor, Records, Classification and Pay, Testing and Validation, and Organizational Development and Training. All personnel activities are managed based on policies and procedures developed in accordance with City Commission mandates; labor agreements; Civil Service Rules and Regulations; and Federal, State, and Local laws.

The stakeholders include the Mayor, the City Manager, the Commissioners, all City employees, and all job applicants interested in becoming part of the City of Miami team.

Allocation by Category



Human Resources

OFFICE OF THE DIRECTOR

Originate and lead HR practices and objectives in accordance with City Charter, Civil Service Rules, and City Policy to provide an employee-oriented, high performance culture including employee relations; process salary and performance management; administer labor contracts and grievances, workplace investigations, medical and background screening, recordkeeping compliance, and labor reporting requirements. Partner with the executive management team to provide leadership, expertise, advice and guidance on HR issues as they relate to the overall strategic goals of the city.

FY 2012

6

FY 2013

6

EMPLOYEE RELATIONS

Conduct proactive recruitment for City positions; test and conduct skills screening of applicants to determine eligibility for a position and validity of testing process in accordance with the Federal Uniform Guidelines for Employee Selection Procedures; maintain all official employment records in accordance with the State of Florida Retention Schedule pursuant to Florida State Statute 119.07 and 257; administer the compensation system in accordance with APM 5-78; maintain the job classification structure in accordance with the Fair Labor Standards Act, applicable State laws, collective bargaining agreements, City Code, and Civil Service Rules; process all employee personnel actions, generate certification lists, and terminate eligible registers in accordance with Civil Service Rules; process tuition reimbursements, provide employment verifications, and conduct exit interviews in accordance with APM 1-04; provide professional and mandatory training in accordance with APM 1-10; and provide organizational development services

FY 2012

20

FY 2013

20

LABOR RELATIONS

Provide City department directors with guidelines on how to manage human resources effectively and efficiently; document, develop, and implement policies, procedures, and mandates that support the City's mission; administer grievances, discipline, and contractual benefits; monitor compliance with federal, state, and local laws, and conduct investigations including violations of the City's Administrative Policies (APMs); assist the Chief Negotiator designated by the City Manager and the City Attorney in negotiations with collective bargaining units; implement the City's collective bargaining agreements (CBAs) with the appropriate unions: AFSCME Local 1907, AFSCME Council 79 Local 871, FOP, and IAFF; coordinate and implement federally mandated acts; and assist the City Attorney's Office by acting in the capacity of agency representative on behalf of the administration for hearings, mediations, and court appearances

FY 2012

4

FY 2013

4

Human Resources

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$3,119,811	\$2,159,283	\$1,989,000	\$2,894,000	30	30
Operating Expense	\$59,037	\$139,877	\$169,000	\$193,800		
Capital Outlay						
Non-Operating Expense						
	\$3,178,848	\$2,299,160	\$2,158,000	\$3,087,800		

Objectives for FY 2012-13

- Administer a Police Sergeant examination and a Police Lieutenant examination by September 2013, depending on Department of Justice approval.
- Present two structured interview rater trainings to city employees for Labor/Management Policy No. LMP-3-92, Interview Procedures.
- Complete a job analysis for the classification of Firefighter 90 days after the execution of the signed contract with the selected bidder.
- Administer at least one examination (Chief Fire Officer, Fire Captain, or Fire Lieutenant) by September 2013.
- Merge three salary schedules in Oracle with NEOGOV before August 2013.
- Update six Administrative Policy Manuals (APMs) before September 2013.
- Update eight Human Resource (HR) forms used city-wide before January 2013.
- Employment Division to conduct proactive recruitments to fill City vacancies. Provide timely eligible registers within 14 (currently 18 days) after recruitment for non-competitive and non-sworn processes.
- Develop training manual using User Productivity Kit (UPK) for NEOGOV applicants and internal users by end of fiscal year, in order to facilitate the streamlining of recruitments via the on-line application system.

Accomplishments in FY 2011-12

- Drafted and published over 100 City informational and internal communications.
- Processed 500 pre-employment protocols, 240 return-to-work medical protocols, and 220 required Commercial Driver's License drug and alcohol testing protocols.
- Completed 15 investigations.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Budget Attrition (\$208,200)
- Reduced salary allocation due to position downgrade (\$17,200).

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$572,400)

Human Resources

- Life and Health Insurance previously allocated centrally in Risk Management (GF \$367,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$24,800)
- Cost of the Fire Fighter recruit testing job analysis budgeted in FY2011-12, which will be completed and billed in FY 2012-13 (\$35,000).

Human Resources

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$1,786,400		\$1,786,400	\$1,768,200		\$1,768,200
Other Salaries and Wages	\$55,000		\$55,000	\$42,000		\$42,000
Fringe Benefits	\$9,000		\$9,000	\$8,400		\$8,400
Fica Taxes	\$138,600		\$138,600	\$135,900		\$135,900
Retirement Contributions				\$572,400		\$572,400
Life and Health Insurance				\$367,100		\$367,100
Total Personnel:	\$1,989,000	\$0	\$1,989,000	\$2,894,000	\$0	\$2,894,000
Operating Expense						
Workers' Compensation				\$24,800		\$24,800
Professional Services	\$46,800		\$46,800	\$45,800		\$45,800
Professional Services-Medical	\$60,600		\$60,600	\$60,600		\$60,600
Travel and Per Diem	\$10,000		\$10,000	\$10,000		\$10,000
Communications & Related Services	\$3,600		\$3,600	\$3,600		\$3,600
Postage	\$6,000		\$6,000	\$6,000		\$6,000
Rentals and Leases	\$12,400		\$12,400	\$12,400		\$12,400
Repair and Maintenance Services	\$3,200		\$3,200	\$3,200		\$3,200
Advertising and Related Costs	\$5,000		\$5,000	\$6,500		\$6,500
Office Supplies	\$10,000		\$10,000	\$10,000		\$10,000
Operating Supplies	\$5,500		\$5,500	\$5,000		\$5,000
Subscriptions, Memberships, Licenses, Permits & Others	\$5,900		\$5,900	\$5,900		\$5,900
Total Operating Expense:	\$169,000	\$0	\$169,000	\$193,800	\$0	\$193,800
Total Human Resources:	\$2,158,000	\$0	\$2,158,000	\$3,087,800	\$0	\$3,087,800

Information Technology

Department Head: Cindy Torres

Phone: (305) 416-2027

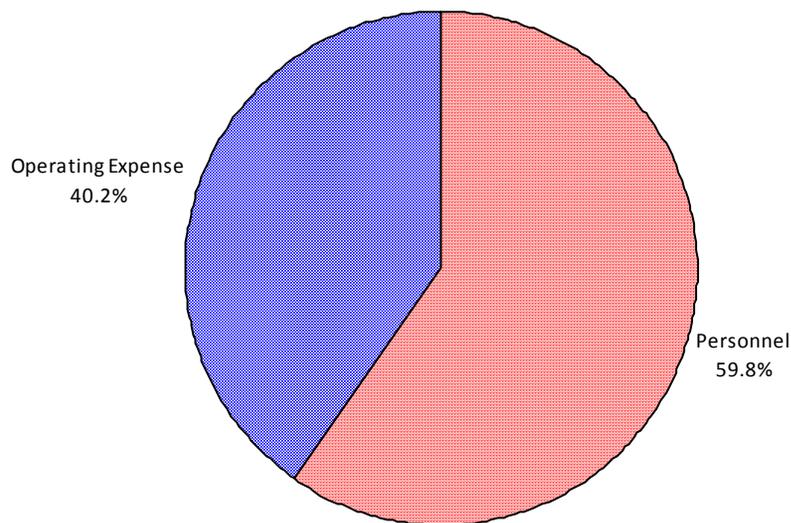
Description

The Information Technology Department (ITD) provides information technology enterprise and infrastructure services that support the operations of all City departments.

The Department deploys emerging technologies in support of City government operations and services to the public. ITD provides a reliable and secure IT infrastructure, including network, hardware, and software platforms to support departmental applications and enterprise services. ITD partners with other City departments and management to implement and maintain technology solutions that enable efficient operations and delivery of City services, including Land Management & Permitting, Enterprise Resource Planning (ERP) operations, and a host of other services. ITD ensures that its services improve government access, efficiency, and effectiveness through the implementation of appropriate IT standards, methodologies, security, and project management practices.

The Department's stakeholders include all City departments, elected officials, City of Miami residents, local businesses, visitors, and anyone who visits the City's website.

Allocation by Category



Information Technology

OFFICE OF THE DIRECTOR

Oversees technical, professional, and management personnel engaged in the provisioning of Information Technology resources and services; provides administrative support to operations; responsible for the City's cyber-security policies; performs Chief Information Officer (CIO) functions; oversees shared services development.

FY 11-12

6

FY 12-13

6

ENTERPRISE RESOURCE PLANNING

Supports the Oracle Enterprise Business System; facilitates the implementation of projects, software maintenance, and user support.

FY 11-12

33

FY12-13

30

TECHNICAL SUPPORT

Provides local and remote technical support of personal computers citywide.

FY 11-12

3

FY12-13

3

DATABASE ADMINISTRATION

Manages all Oracle and Microsoft SQL Server databases to ensure compliance with application and database performance requirements.

FY 11-12

4

FY12-13

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NETWORK SERVICES

Maintains and supports the City's networks servers, email, fax system, smartphones, storage and archival system.

FY 11-12

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FY12-13

8

GEOGRAPHICAL INFORMATION SYSTEM

Plans, designs, and maintains the City's Geographic Information System (GIS).

FY 11-12

7

FY12-13

7

WEB SERVICES

Manages the City's official Web Site, intranet sites; provides critical enterprise-web services across 31 web servers.

FY 11-12

4

FY12-13

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TELECOMMUNICATIONS

Provides support for equipment, network services, and billing for all City voice and cable systems service.

FY 11-12

2

FY12-13

2

Information Technology

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$6,294,699	\$4,952,446	\$3,590,200	\$6,597,800	69	62
Operating Expense	\$4,172,147	\$4,999,741	\$4,864,200	\$4,436,300		
Capital Outlay						
Non-Operating Expense						
	\$10,466,846	\$9,952,187	\$8,454,400	\$11,034,100		

Objectives for FY 2012-13

- Implement a Shared Services Cost allocation that will distribute cost to the primary user agency to more accurately show agency operating costs to be completed by the end of FY 2012-13.
- Retire mainframe computer and highspeed printing applications and the support personnel which will result in a cost savings of approximately \$360,000.
- Reduce approximately \$50,000 in Oracle annual licensing and maintenance cost as a result of R12 implementation.
- Launch Dot Miami Top Level Domain which will result in the generation of \$250,000 of new revenues for FY 2012-13.
- Deliver various web based services to the public which will enable online government services.

Accomplishments in FY 2011-12

- Released a fully web based building permit application which allows customers to apply, check status, and pay for building permits over the internet.
- Upgraded Oracle Enterprise Resource Planning (ERP) to version 12 which introduces needed features to better manage capital improvement project management, financial management, and other process improvements. The upgrade also allowed for the retirement of twenty six servers, which were replaced by two high power, low cost servers resulting in the annual operational savings of \$60,000 and significantly reduced processing time.
- Analyzed licensing agreement and cost of telephone services from AT&T resulting in an approximate reduction of \$200,000 in operational cost for FY 2012-13.
- Entered into agreement with registry services company to begin selling top-level domain DOT Miami.
- Installed and configured Hyperion budget and planning software in alignment with financial integrity goals for use in FY 2012-13 budget year.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Funding for annual license support for various softwares (\$104,000).
- Licensing support for all Microsoft software and desktop software (\$450,000).
- Elimination of seven positions, Web Developer, Project Managers, Programmer, Information Technology Tech II, Oracle Database Manager, Special Project Coordinator, and IT Quality Assurance Manager (\$243,100).

Information Technology

- Backbone maintenance for Smartnet (\$80,000).
- Reduce cost for telecommunication contracts (GF \$217,000)

The Adopted Budget includes the following additions:

- Funding for annual software license support for financial, purchasing, human resource, and payroll functions (\$131,000).
- Funding for consultants to facilitate the implementation of ERP projects, software maintenance, and user support (\$103,800).
- Funding for Kronos application upgrades with the assumption that Kronos will be run on virtual servers (\$45,000).
- Yearly maintenance on Kronos system (\$40,000).
- Microsoft Premier Support (\$15,000).
- Point of Sale (POS) Software Replacement (\$20,000).
- Funding for annual license support for Code Enforcement and Hearing Board function software (\$28,600).
- Pension cost previously allocated centrally in Pension (GF \$1,293,400)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$832,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$56,300)
- Funding for an Information Technology Director (GF \$159,800)
- This Adopted Budget includes funding for positions that were presumed to be paid from the Sunshine Loan (\$700,000) in FY 2011-12, and the reinstatement of the midyear reduction of \$450,000 to now recognize the fact that current year expenses allocated in the Special Revenue fund, must now be paid out the General Fund.

Information Technology

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$3,122,400		\$3,122,400	\$4,111,000		\$4,111,000
Other Salaries and Wages	\$60,000		\$60,000			
Overtime	\$3,000		\$3,000	\$3,000		\$3,000
Fringe Benefits	\$21,200		\$21,200	\$25,800		\$25,800
Fica Taxes	\$383,600		\$383,600	\$332,500		\$332,500
Retirement Contributions				\$1,293,400		\$1,293,400
Life and Health Insurance				\$832,100		\$832,100
Total Personnel:	\$3,590,200	\$0	\$3,590,200	\$6,597,800	\$0	\$6,597,800
Operating Expense						
Workers' Compensation				\$56,300		\$56,300
Professional Services	\$850,000		\$850,000	\$953,800		\$953,800
Travel and Per Diem	\$15,000		\$15,000	\$10,000		\$10,000
Communications & Related Services	\$2,034,300		\$2,034,300	\$1,817,300		\$1,817,300
Postage	\$300		\$300	\$300		\$300
Rentals and Leases	\$4,000		\$4,000	\$2,000		\$2,000
Repair and Maintenance Services	\$1,930,600		\$1,930,600	\$1,560,300		\$1,560,300
Advertising and Related Costs	\$500		\$500	\$500		\$500
Office Supplies	\$3,000		\$3,000	\$3,000		\$3,000
Operating Supplies	\$25,500		\$25,500	\$28,500		\$28,500
Subscriptions, Memberships, Licenses, Permits & Others	\$1,000		\$1,000	\$4,300		\$4,300
Total Operating Expense:	\$4,864,200	\$0	\$4,864,200	\$4,436,300	\$0	\$4,436,300
Total Information Technology:	\$8,454,400	\$0	\$8,454,400	\$11,034,100	\$0	\$11,034,100

Management and Budget

Department Head: Daniel J. Alfonso

Phone: (305) 416-1585

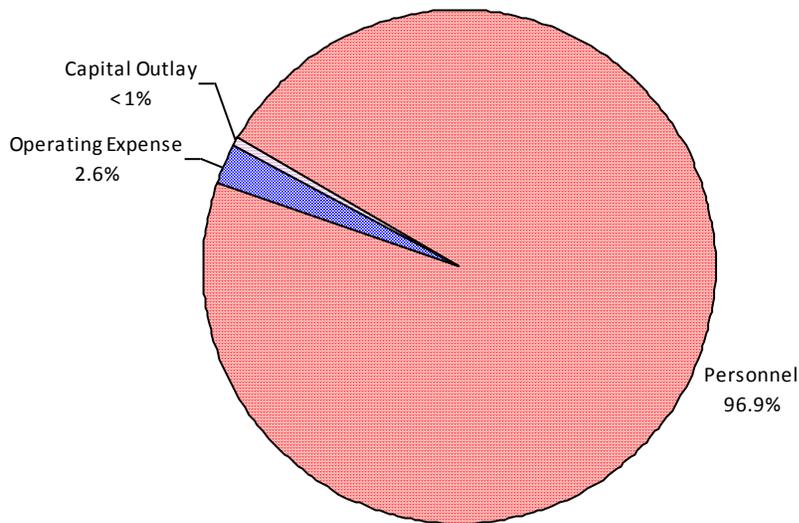
Description

The Office of Management and Budget (OMB) supports the City's results-oriented government activities to maximize the use of the City's annual resources. The Office's activities focus on allocating resources toward stakeholder priorities and promoting the efficient and effective use of those resources.

As part of the General Government service area, the Office works to facilitate funding transactions and recruitment as it monitors departmental financial performance throughout the City's operation. The Office develops the City's annual resource allocation plan; facilitates performance reporting mechanisms and conducts organizational business process reviews. Additionally, the OMB prepares monthly reports on the year-to-date revenue and expense of the City's operation; and is responsible for developing the Five Year Financial Plan and presenting it to the City Commission.

Stakeholders include the Mayor, City Commissioners, City departments, other quasi governmental entities, and the residents.

Allocation by Category



Management and Budget

OFFICE OF THE DIRECTOR

Establish and implement departmental policy; review and coordinate agenda submissions; manage departmental personnel; promote the efficient allocation of resources in accordance with the needs and priorities of our Citizens, Elected Officials and Administration; and implement policy enacted by the City Commission and Mayor.

FY 11-12
2

FY 12-13
2

MANAGEMENT AND BUDGET

Monitor departmental budgets; process Transfer of Funds Requests, Position Authorization Requests and Requests to Fill; review departmental items for approval; involved in the review and formulation of the fiscal year budget; prepare the Five Year Financial Plan; prepare monthly budgetary projections; assigned special projects; provide financial and management analyses and reviews; review departmental processes and make recommendations for improvement.

FY 11-12
9

FY12-13
8

ADMINISTRATION

Assist the Director and Assistant Director with special projects; coordinate and monitor payment of all procurement for the Elected Officials and City Manager; serve as Office Manager; maintain official records; process payroll and personnel actions. Maintain and update Budget Data Collection System (BDCS); maintain and update Monthly Projection System; administer Hyperion system implementation; create and provide custom budget reports.

FY 11-12
2

FY12-13
2

Management and Budget

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$1,243,138	\$1,042,174	\$1,083,700	\$1,487,500	13	12
Operating Expense	\$18,020	\$10,195	\$60,900	\$39,900		
Capital Outlay				\$8,000		
Non-Operating Expense						
	\$1,261,158	\$1,052,369	\$1,144,600	\$1,535,400		

Objectives for FY 2012-13

- Complete the prior year-end and mid-year Budget Amendments no later than March 31st and April 30th respectively.
- Complete the Proposed Budget and Five Year Financial Plan by July 1st and present it to the Commission for review.
- Process 90 percent of requests from departments within three working days.

Accomplishments in FY 2011-12

- Completed year-end amendment for FY 2010-11 by March 31, 2012.
- Completed mid-year amendment for FY 2011-12 by May 11, 2012.
- Coordinated efforts with Information Technology and other departments to commence implementation of Hyperion enhancement to Oracle system; going live for FY 2012-13.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Budget Analyst position (\$31,500)
- Operating expenditures (\$25,800)

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$276,200)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$159,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$10,800)

The Adopted Budget includes the following additional considerations:

- An allocation of \$8,000 is made to fund the replacement of computers. Funding is offset by other reductions in the operating budget.

Management and Budget

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$993,200		\$993,200	\$963,800		\$963,800
Fringe Benefits	\$13,800		\$13,800	\$13,800		\$13,800
Fica Taxes	\$76,700		\$76,700	\$74,600		\$74,600
Retirement Contributions				\$276,200		\$276,200
Life and Health Insurance				\$159,100		\$159,100
Total Personnel:	\$1,083,700	\$0	\$1,083,700	\$1,487,500	\$0	\$1,487,500
Operating Expense						
Workers' Compensation				\$10,800		\$10,800
Professional Services	\$27,200		\$27,200	\$6,400		\$6,400
Travel and Per Diem	\$15,000		\$15,000	\$10,000		\$10,000
Postage	\$1,100		\$1,100	\$1,100		\$1,100
Rentals and Leases	\$2,100		\$2,100	\$2,100		\$2,100
Printing and Binding- Outsourcing	\$10,000		\$10,000	\$5,000		\$5,000
Office Supplies	\$3,000		\$3,000	\$3,000		\$3,000
Operating Supplies	\$1,000		\$1,000			
Subscriptions, Memberships, Licenses, Permits & Others	\$1,500		\$1,500	\$1,500		\$1,500
Total Operating Expense:	\$60,900	\$0	\$60,900	\$39,900	\$0	\$39,900
Capital Outlay						
Machinery and Equipment				\$8,000		\$8,000
Total Capital Outlay:	\$0	\$0	\$0	\$8,000	\$0	\$8,000
Total Management and Budget:	\$1,144,600	\$0	\$1,144,600	\$1,535,400	\$0	\$1,535,400

Neighborhood Enhancement Team (NET)

Department Head: Haydee Wheeler

Phone: (305) 416-2074

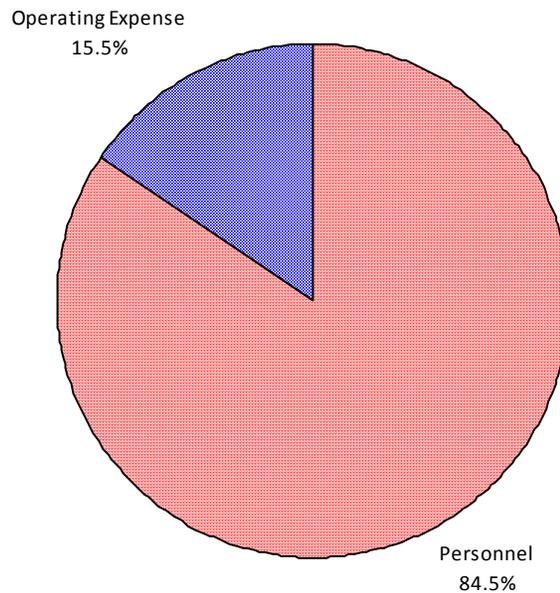
Description

The Neighborhood Enhancement Team (NET) is a community-oriented department that provides direct municipal and social services to residents, business owners and community-based organizations.

NET is the City's official "One Stop" center deployed in the community. There are ten multilingual points of entries geared to address non-emergency requests and make local government more user-friendly when addressing quality of life issues, homelessness, collection of revenues (Certificate of Uses, Business Tax Receipts, Temporary Use Permits), partnering with Miami-Dade County to operate the regional 311 Answer Center and provide recreational, educational and cultural programs.

The stakeholders are the Mayor, City Commissioners, residents, business owners and community-based organizations.

Allocation by Category



Neighborhood Enhancement Team (NET)

OFFICE OF THE DIRECTOR

Monitor the effectiveness of the activities within the NET Service Centers, Miami Homeless Assistance Program, COM 311 and the Community Relations Board; plan, implement and provide training for all services provided; coordinate services with state, county and other governmental agencies; assist the Mayor and Commissioners with the coordination of activities and special projects.

FY 11-12

1

FY 12-13

1

ADMINISTRATION

Manage and monitor the daily activities of NET areas; serve as liaison between the community and City administration; coordinate and attend community meetings.

FY 11-12

6

FY 12-13

7

ADMINISTRATIVE SUPPORT STAFF

Assist administrator with all clerical matters, act as a mediator between residents and all levels of government; work directly with constituents, business owners and visitors, addressing concerns regarding delivery of municipal services.

FY 11-12

22

FY 12-13

22

COM 311

Serve as the Technical Liaison between the City and Miami Dade County; maintain and develop 311 programs; prepare reports for all users and departments.

FY 11-12

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FY 12-13

1

HOMELESS ASSISTANCE PROGRAM

Provide outreach, assessment, placement, information services, referral and transportation services to the homeless individuals and families in a caring and professional manner.

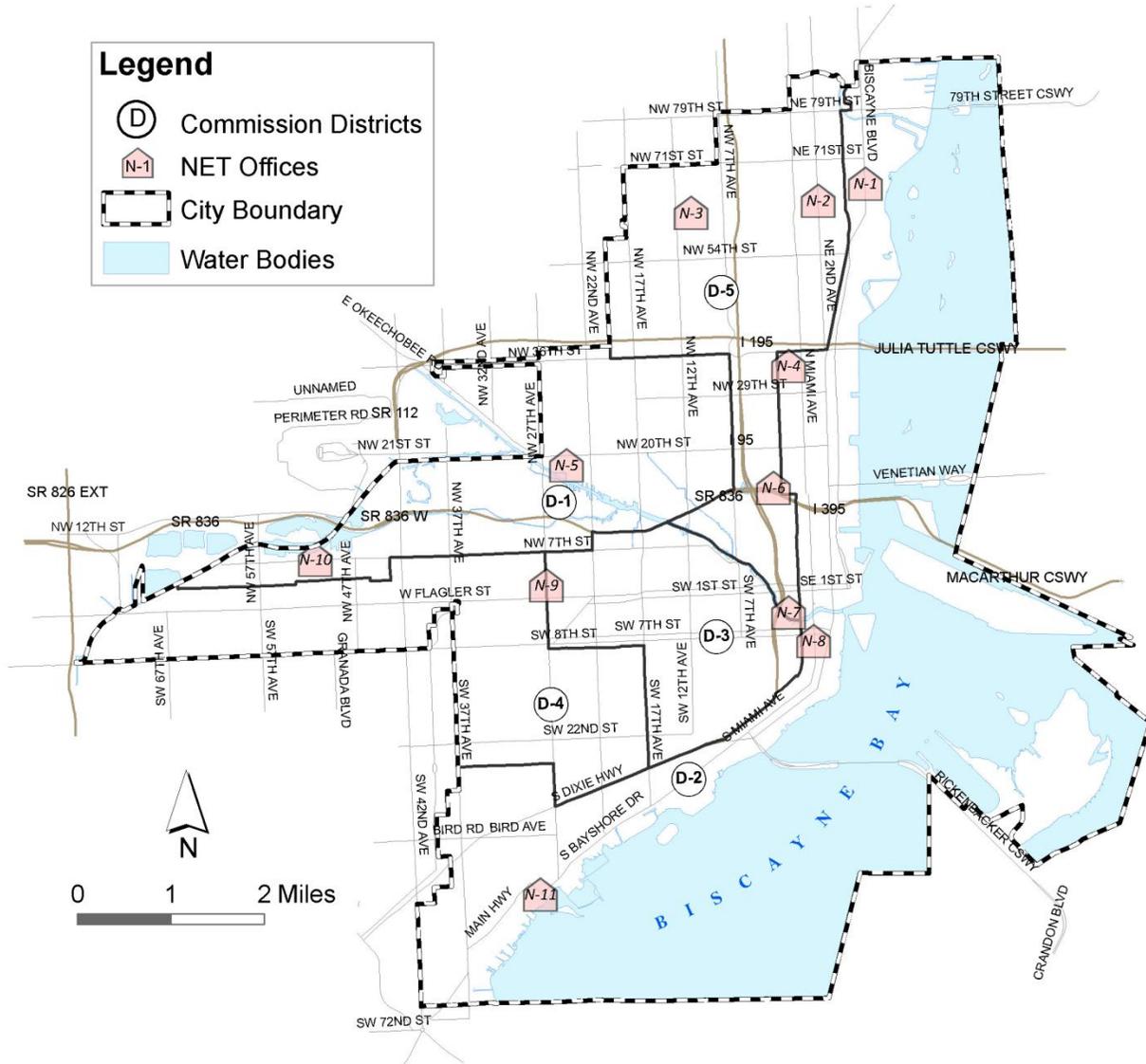
FY 11-12

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FY 12-13

7

Neighborhood Enhancement Team (NET)



NET Office	Address	Phone
N-1	Upper Eastside	6599 Biscayne Blvd. (305) 795-2330
N-2	Little Haiti / Edison	6301 NE 2 nd Ave (305) 960-4660
N-3	Model City	1000 NW 62 nd Ave (305) 960-2990
N-4	Wynwood – Edgewater	101 NW 34 th St. (305) 960-2904
N-5	Allapattah	1901 NW 24 th Ave (305) 575-5128
N-6	Overtown	1490 NW 3 rd Ave (305) 372-4550
N-7	Net Administration	444 NW 2 nd Ave (305) 416-1992
N-8	Downtown / Brickell	900 S Miami Ave (786) 472-5939
N-9	Little Havana / Coral Way	151 NW 27 th Ave (305) 960-4650
N-10	Flagami / West Flagler	5135 NW 7 th St. (305) 960-2890
N-11	Coconut Grove	2820 McFarlane Rd. (305) 960-4670

Neighborhood Enhancement Team (NET)

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$3,693,169	\$3,420,006	\$3,058,619	\$4,848,500	37	38
Operating Expense	\$220,110	\$434,885	\$550,857	\$889,000		
Capital Outlay						
Non-Operating Expense	\$91,484	\$34,235	\$225,924			
	\$4,004,763	\$3,889,126	\$3,835,400	\$5,737,500		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Neighborhood Enhancement Team (NET) (GF)	\$2,908,213	\$2,508,274	\$2,413,100	\$3,495,800	30.00	31.00
Homeless (SR)	\$1,096,550	\$1,380,852	\$1,422,300	\$2,241,700	7.00	7.00
	\$4,004,763	\$3,889,126	\$3,835,400	\$5,737,500	37.00	38.00

Objectives for FY 2012-13

- Referred and assessed approximately 35,000 homeless people through the outreach team and placed over 6,000 homeless people in either a shelter or transitional permanent housing.
- Provide outreach, assessment and placement to homeless individuals and families in the City of Miami, through the Miami Homeless Assistance Program(MHAP).

Accomplishments in FY 2011-12

- Successfully improved the business-service delivery procedure by providing specialized training to the NET staff, so they are able to maintain a more efficient level of service, providing assistance with inspections and processing of Temporary Use Permits.
- Acted as the conduit of dissemination of information ensuring that the residents are well informed of new Zoning and Planning applications and decisions.
- Performed special cleaning services and Graffiti mitigation to properties and Right-of-Ways. Neighborhood Service Workers have provided services to 38,862 sites (i.e. graffiti, cleanups, removal of signs, tires, shopping carts, etc.), a 9 percent increase over last year's services.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Elimination of Temporary Neighborhood Service Worker (\$17,900).
- Reduction in Rental & Leases due to Little Havana Office relocation (\$20,600).

The Adopted Budget includes the following additions:

Neighborhood Enhancement Team (NET)

- Special Project Assistant being transferred from Grants to NET (\$75,100).
- Increase in Rental & Leases for Coral Gate Office (\$6,800).
- Reclassify filled Community Relations Outreach Specialist (\$23,000).
- Pension cost previously allocated centrally in Pension (GF \$483,700; SR \$99,000)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$366,800; SR \$85,600)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$146,900; SR \$34,200)
- The growth in Special Revenue Fund is due to additional grants; Emergency Shelter Grant (\$351,700), Homeless Assistance Program (\$380,600), and the distributed cost of pension, life and health and worker comp (\$236,500)
- Service Center Representative position that was eliminated in the Proposed Budget is now being reinstated (\$55,600). This change is needed to comply with the labor agreement.

Neighborhood Enhancement Team (NET)

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$1,609,500	\$130,540	\$1,740,040	\$1,720,200	\$323,900	\$2,044,100
Other Salaries and Wages	\$530,997	\$533,946	\$1,064,943	\$561,900	\$1,027,100	\$1,589,000
Fringe Benefits	\$34,400		\$34,400	\$24,600	\$3,000	\$27,600
Fica Taxes	\$168,403	\$50,833	\$219,236	\$127,700	\$25,000	\$152,700
Retirement Contributions				\$483,700	\$99,000	\$582,700
Life and Health Insurance				\$366,800	\$85,600	\$452,400
Total Personnel:	\$2,343,300	\$715,319	\$3,058,619	\$3,284,900	\$1,563,600	\$4,848,500
Operating Expense						
Workers' Compensation				\$146,900	\$34,200	\$181,100
Professional Services		\$417,700	\$417,700		\$507,200	\$507,200
Other Contractual Services	\$11,000		\$11,000	\$12,500	\$8,000	\$20,500
Communications & Related Services		\$7,667	\$7,667	\$6,800	\$17,000	\$23,800
Postage	\$600	\$932	\$1,532	\$500	\$100	\$600
Utility Services	\$16,300		\$16,300	\$16,200	\$9,000	\$25,200
Rentals and Leases	\$32,300	\$23,812	\$56,112	\$19,800	\$56,100	\$75,900
Repair and Maintenance Services	\$100		\$100			
Printing and Binding					\$100	\$100
Other Current Charges and Obligations					\$1,000	\$1,000
Office Supplies	\$3,050		\$3,050	\$3,300	\$4,800	\$8,100
Operating Supplies	\$5,700	\$30,946	\$36,646	\$4,700	\$40,300	\$45,000
Subscriptions, Memberships, Licenses, Permits & Others	\$750		\$750	\$200	\$300	\$500
Total Operating Expense:	\$69,800	\$481,057	\$550,857	\$210,900	\$678,100	\$889,000
Non-Operating Expense						
Budget Reserve		\$225,924	\$225,924			
Total Non-Operating Expense:	\$0	\$225,924	\$225,924	\$0	\$0	\$0
Total Neighborhood Enhancement Team (NET):	\$2,413,100	\$1,422,300	\$3,835,400	\$3,495,800	\$2,241,700	\$5,737,500

Purchasing

Department Head: Kenneth Robertson

Phone: (305) 416-1910

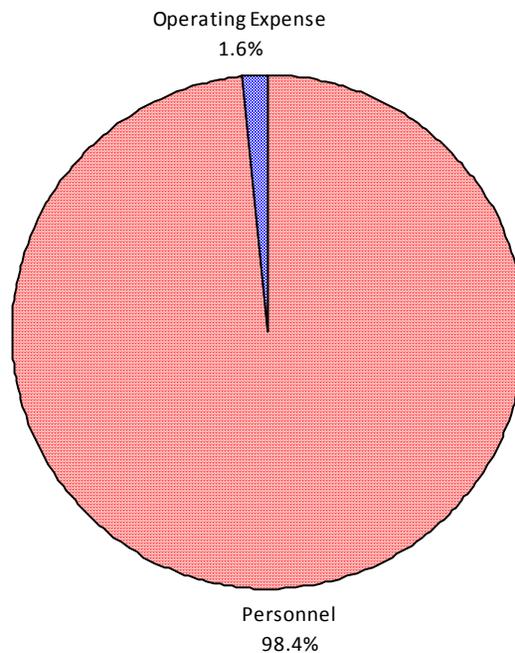
Description

The Purchasing Department supervises or conducts the purchase of all materials, supplies, equipment, goods and services needed by the various departments of the City of Miami.

As part of the General Government service area, the department conducts all purchases in an open and fair competitive manner as established by the informal and formal methods of source selection per the City of Miami Procurement Code. The primary methods of selection consist of the Invitation for Quotations for purchases between \$2,501 and \$25,000, and the Invitation for Bids, Request for Proposals, Request for Qualifications, and Request for Letters of Interest for purchases exceeding \$25,000. Additionally, the Purchasing Department administers the disposition of citywide surplus personal property, a citywide Procurement Card (P-Card) Program for all purchases below \$2,500; and programs for specification development, contract administration and vendor performance. All functions are performed in compliance with federal, state and local laws.

The Purchasing Department's customers include vendors registered to do business with the City of Miami, elected officials, all city departments and other quasi governmental entities.

Allocation by Category



Purchasing

OFFICE OF THE DIRECTOR

Manage the daily operations and supervision of the Purchasing Department; review and approve all Oracle purchase requisitions and purchase orders citywide; resolve all Oracle technical-related issues regarding iProcurement; certify the procurement processes for each commodity team; provide customer service; draft, review, and approve agenda items; brief city commissioners and attend city commission meetings.

FY 11-12

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FY 12-13

3

COMMODITY TEAMS

Register vendors; procure goods and services citywide for a defined commodity set; manage the daily operations and supervision of teams; draft, advertise and administer the procurement process for Invitation For Quotations (IFQs), Invitation For Bids (IFBs), Request For Proposals, (RFPs), and Request For Qualifications (RFQs); review and approve all Oracle purchase requisitions and purchase orders for Teams; award, amend and renew contracts; process and track contracts; manage and track vendor performance; provide customer service.

FY 11-12

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FY 12-13

10

P-CARD / SURPLUS

Administer the Purchasing Card Program city wide; monitor transactions on a daily basis that are attempted or made by individual cardholders; coordinate the issuance and cancellation of cards; provide training to new cardholders and their supervisors; review transaction reconciliations documents submitted monthly; assist in resolving billing issues; perform recurring physical audits of card possession by cardholders; administer the disposition of surplus personal property citywide.

FY 11-12

1

FY 12-13

1

Purchasing

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$1,200,148	\$826,250	\$991,100	\$1,417,200	14	14
Operating Expense	\$19,064	\$10,595	\$11,500	\$23,100		
Capital Outlay						
Non-Operating Expense						
	\$1,219,212	\$836,845	\$1,002,600	\$1,440,300		

Objectives for FY 2012-13

- Review and update the City of Miami Procurement Ordinance by the end of FY 2012-13. The last major update was ten years ago in 2002.
- Review and update the City of Miami's general contract terms and conditions for formal solicitations by the end of FY 2012-13.
- Prepare and present ordinances for a City of Miami User Access Program by the second quarter of FY 2012-13.

Accomplishments in FY 2011-12

- Issued 10,359 purchase orders totaling over \$151,935,700. Each purchase order is reviewed and processed in accordance with the informal and formal methods of source selection per the City of Miami Procurement Code.
- Issued and administered 262 informal Invitations for Quotation, 29 formal Invitations for Bid, 14 formal Requests for Proposals, three formal Requests for Qualifications, and one informal Request for Letters of Interest.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$250,900)
- Life and Health previously allocated centrally in Risk Management (GF \$171,300)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$11,600)

Purchasing

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$895,400		\$895,400	\$899,300		\$899,300
Other Salaries and Wages	\$17,900		\$17,900	\$17,900		\$17,900
Fringe Benefits	\$8,400		\$8,400	\$8,400		\$8,400
Fica Taxes	\$69,400		\$69,400	\$69,400		\$69,400
Retirement Contributions				\$250,900		\$250,900
Life and Health Insurance				\$171,300		\$171,300
Total Personnel:	\$991,100	\$0	\$991,100	\$1,417,200	\$0	\$1,417,200
Operating Expense						
Workers' Compensation				\$11,600		\$11,600
Other Contractual Services	\$300		\$300	\$300		\$300
Travel and Per Diem	\$1,000		\$1,000			
Postage	\$200		\$200	\$200		\$200
Rentals and Leases	\$3,000		\$3,000	\$3,000		\$3,000
Advertising and Related Costs	\$3,000		\$3,000	\$3,500		\$3,500
Office Supplies	\$1,000		\$1,000	\$1,500		\$1,500
Operating Supplies	\$500		\$500	\$500		\$500
Subscriptions, Memberships, Licenses, Permits & Others	\$2,500		\$2,500	\$2,500		\$2,500
Total Operating Expense:	\$11,500	\$0	\$11,500	\$23,100	\$0	\$23,100
Total Purchasing:	\$1,002,600	\$0	\$1,002,600	\$1,440,300	\$0	\$1,440,300

Planning and Development

Building

Planning and Zoning

Building

Department Head: Mariano V. Fernandez, P.E.

Phone: (305) 416-1102

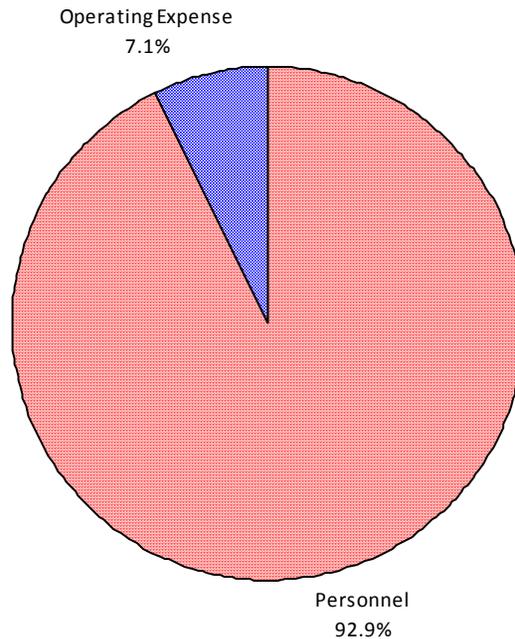
Description

The Building Department enforces codes and regulations established by the State of Florida and Miami-Dade County governing the construction, alteration, and maintenance of buildings and structures within the City of Miami for the protection of residents and property.

The Department's staff reviews applications and issues building permits for the construction of new buildings and structures and for the alteration of existing ones. The staff performs inspections as construction progresses to verify compliance with the applicable construction codes and regulations. The Department also investigates complaints, enforces the correction of building code violations related to new and existing buildings, enforces local regulations related to unsafe structures, and provides code compliance services to enhance the safety and aesthetics of the community. The Department's staff also reviews the proposed construction products used for the protection of the building envelope to ensure that required standards within the manufacturing industry are maintained through a comprehensive quality assurance program. Staff also administers the local contractor trade licensing process, promotes adherence to contractor regulations, and investigates unlicensed contractor activity.

The primary customers of the Building Department are property owners, homeowner associations, private and charter schools, City departments and the building construction industry at large.

Allocation by Category



Building

OFFICE OF THE DIRECTOR

Direct, administer and manage departmental activities and professional or technical employees engaged in providing interpretations and enforcement of the South Florida Building Code; develop and formulate policies and procedures, the departmental budget, and short and long-range plans.

FY 11-12

3

FY 12-13

2

ADMINISTRATION

Prepare and implement the departmental budget; monitor revenue, personnel activities, and the issuance of all certificates; perform routine clerical duties such as answering phones; legislative packages as required.

FY 11-12

7

FY 12-13

8

INSPECTION SERVICES

Conduct field inspections of new construction, remodeling, repairs and condemnation, for possession of permits; check for conformity with Florida and Miami-Dade County Building Codes and approved plans and specification requirements; outline plans and procedures for the carrying out of inspection activities affecting installations, materials and appliances.

FY 11-12

40

FY 12-13

49

RECORDS

Conduct research on record requests received from the general public; coordinate the digitizing of records to comply with State of Florida Public Records requirement; maintain control of all records; enter and retrieve information from the filing system.

FY 11-12

4

FY 12-13

4

PLANS REVIEW

Assist homeowners and contractors with permits and plans review process; establish procedures and guidelines to expedite the plans review process; supervise the organization and coordination of the plans review process of all sections to ensure they are completed in a timely manner.

FY 11-12

2

FY 12-13

2

PERMIT COUNTER

Issue permits; collect fees and record it in a computerized system; perform data entry; assist callers and monitor message center; return calls and distribute messages as needed; review and prepare documents for digitizing; review a variety of permit documents for accuracy and legibility; maintain electronic files.

FY 11-12

6

FY 12-13

6

Building

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$5,446,718	\$4,776,591	\$4,424,600	\$7,088,100	62	71
Operating Expense	\$558,234	\$307,611	\$515,700	\$544,600		
Capital Outlay						
Non-Operating Expense						
	\$6,004,952	\$5,084,202	\$4,940,300	\$7,632,700		

Objectives for FY 2012-13

- Ensure contractor license applications submitted to the Chief of Inspections are reviewed within ten business days.
- Facilitate an access point for customers to apply, make payments, renew permits, and schedule inspections online by the end of FY 2012-13.
- Convert 100 percent of paper and microfilm records into an electronic format by scanning and digitizing documents to be completed by the second quarter of FY 2012-13. As a result of converting documents to electronic format, staff will be able to respond quicker to public records requests.
- Use consistent, fair, and effective means to achieve building code compliance by conducting 5,000 field inspections per quarter.
- Ensure unsafe structures are repaired or demolished through appropriate unsafe structure enforcement by processing unsafe structure cases within 180 calendar days.
- Ensure contractor complaints are responded to within 48 hours.
- Receive and process 15,000 construction permit applications.

Accomplishments in FY 2011-12

- Utilized Community Development Block Grant Neighborhood Stabilization Program(CDBG-NSP) funds for Unsafe Structure Demolitions (\$800,000). The funds were used to close a backlog of approximately 700 abandoned and unsafe structure cases that had been halted due to the lack of funds.
- Enhanced and modified the Certificate of Occupancy (CO) and the Temporary CO system for easy issuance to customers as well as implemented a new schedule of fees.
- Completed Phase II of the Land Management Program (iBuild Miami) with programming and software rules.
- Created and implemented a phased 24-hour permit and private provider program that will allow a more expeditious start in the construction development.
- Developed a building call center process in order to provide better telephone customer service.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Promotional Activities (\$32,000)
- Printing & Binding (\$4,000)

Building

- Elimination of the Assistant Director position (GF \$112,200)

The Adopted Budget includes the following additions:

- Five new positions that were approved in the FY 2011-12 mid-year and incorporated into FY 2012-13, a Flood Plains Engineer (\$78,500) as statutorily required; a Project Manager (\$114,000) to focus on large development projects like Museum park, and Citicenter; two Clerks (\$54,000) to assist at the permit counter and perform customer-related clerical work, and a Quality Control Supervisor (\$94,000) to ensure quality and timeliness of project construction and completion.
- Seven new positions funded for one quarter of FY 2012-13; (3) Building Services Assistant II (\$38,900); an Analyst Engineer III (\$19,500); (2) Building Inspector IV (\$40,000); a Mechanical Inspector III (\$18,800). These positions were added due to expected increased demand in departmental activity.
- Three Professional Engineer II positions approved for FY 2012-13. \$225,000 to increase building site inspections to gain compliance with developments as per approved plans.
- Pension cost previously allocated centrally in Pension (GF \$1,303,700)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$758,700)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$51,300)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Salaries for Temporary positions (\$110,100)
- Operating Supplies (\$50,000)
- Overtime cost due to public records requests and increased workload (\$50,000).
- Funding for first phase of fleet replacement (\$380,000).
- Additional Sharp copier for 36-month leasing (\$20,000).

Building

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$3,994,100		\$3,994,100	\$4,660,300		\$4,660,300
Other Salaries and Wages	\$98,200		\$98,200			
Fringe Benefits	\$12,600		\$12,600	\$8,400		\$8,400
Fica Taxes	\$319,700		\$319,700	\$357,000		\$357,000
Retirement Contributions				\$1,303,700		\$1,303,700
Life and Health Insurance				\$758,700		\$758,700
Total Personnel:	\$4,424,600	\$0	\$4,424,600	\$7,088,100	\$0	\$7,088,100
Operating Expense						
Workers' Compensation				\$51,300		\$51,300
Court Reporter Services	\$70,100		\$70,100	\$70,100		\$70,100
Other Contractual Services	\$307,800		\$307,800	\$321,800		\$321,800
Communications & Related Services	\$16,100		\$16,100	\$15,700		\$15,700
Postage	\$35,700		\$35,700	\$35,700		\$35,700
Rentals and Leases	\$21,700		\$21,700	\$21,700		\$21,700
Repair and Maintenance Services	\$2,100		\$2,100	\$2,100		\$2,100
Printing and Binding	\$4,000		\$4,000	\$3,000		\$3,000
Printing and Binding-Paper Stock	\$3,440		\$3,440	\$3,000		\$3,000
Promotional Activities	\$32,000		\$32,000			
Advertising and Related Costs	\$3,160		\$3,160	\$600		\$600
Office Supplies	\$6,000		\$6,000	\$6,000		\$6,000
Operating Supplies	\$2,200		\$2,200	\$2,200		\$2,200
Public Safety Supplies	\$7,600		\$7,600	\$7,600		\$7,600
Subscriptions, Memberships, Licenses, Permits & Others	\$3,800		\$3,800	\$3,800		\$3,800
Total Operating Expense:	\$515,700	\$0	\$515,700	\$544,600	\$0	\$544,600
Total Building:	\$4,940,300	\$0	\$4,940,300	\$7,632,700	\$0	\$7,632,700

Planning and Zoning

Department Head: Francisco Garcia

Phone: (305) 416-1470

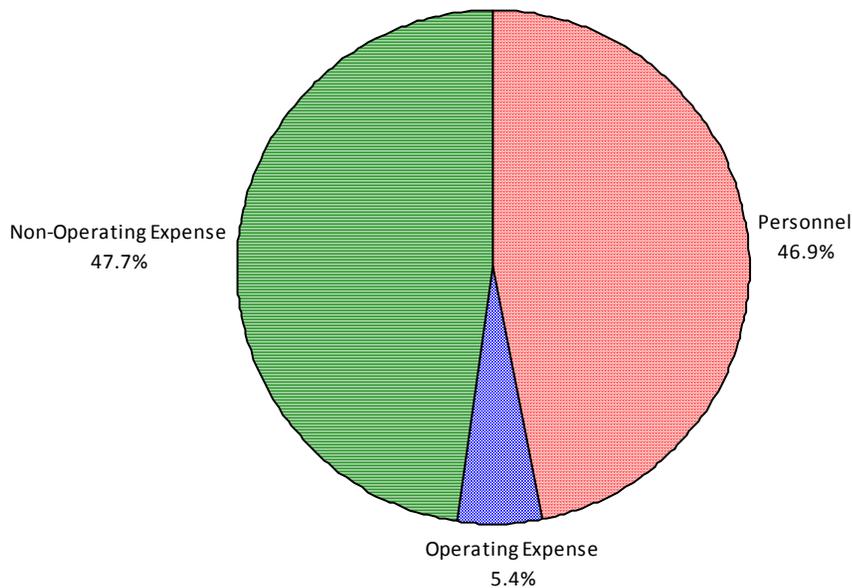
Description

The Planning and Zoning Department develops zoning regulations and neighborhood plans to guide future growth, spur development, and preserve the City's residential and historic areas.

Staff analyzes the proposed growth as well as underdeveloped areas of the City and assesses the need for changes. The Department then makes recommendations to the City Commission to change Zoning ordinances, the Miami Comprehensive Neighborhood Plan, and the corresponding Future Land Use Map to meet current and future needs. Additionally, the department reviews all projects for compliance with the Zoning ordinance, Historic Preservation regulations and other state and local requirements that govern growth. The Department also manages the Murals and Billboards application process.

Stakeholders include City residents, elected officials, and the business and development community, as well as other City departments and other governmental agencies.

Allocation by Category



Planning and Zoning

OFFICE OF THE DIRECTOR

Enforces the City's Zoning Ordinance, Miami Comprehensive Neighborhood Plan, Historic Preservation program, and supports functions of the Hearing Boards. Develops, monitors and implements the department's budget.

FY 11-12

2

FY 12-13

2

PLANNING

Provides guidance for the future development of the City; prepares neighborhood plans, amends the Zoning Ordinance and the Miami Comprehensive Neighborhood Plan; manages and preserves the City's historic, architectural, and archeological assets; prepares analysis and recommendations on Planning and Zoning related matters to Committees, Boards and City Commission; collects and analyze demographic, physical, social, and economic data for the residents, administration and elected officials of the City of Miami and in support of Fire, Police and Grants.

FY 11-12

15

FY12-13

15

ZONING

Implements and interprets the Zoning Ordinance and other City, County, State and Federal regulations; implements and Interprets the Zoning Ordinance; reviews development plans and determines types of special permits needed based on the application of the Zoning Ordinance review all submissions for development and redevelopment within the City for compliance with City, State and Federal laws, rules and regulations; issues Certificates of Use, and Temporary Use permits, issues approval of Alcohol and Tobacco applications, and Assisted Living Facilities.

FY 11-12

11

FY 12-13

12

HEARING BOARDS

Processes applications for public meetings and hearings in support of Code Enforcement Board, Ticketing Appellate Board, Nuisance Abatement Board and the Waterfront Advisory Board; provides notice of hearings to property owners and neighborhood associations; schedules public hearings and meetings for the Planning Zoning (PZ) and Appeals Board as well as the PZ portion of the City Commission; processes, records and releases liens related to code enforcement, ticketing, lot clearing, and certain Zoning Board resolutions, serves as custodian of all records, cases and documents pertaining to orders and resolutions issued by various boards.

FY 11-12

7

FY 12-13

7

ADMINISTRATION

Manages all budgetary functions; procurement solicitation processes, including Request for Proposal (RFPs), and Request for Qualifications (RFQs); prepares and processes legislation amending the City Code and the Zoning Ordinance; executes special projects, such as Charrettes, public and community meetings; provides support services to technical staff.

FY 11-12

4

FY 12-13

4

Planning and Zoning

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$3,577,298	\$2,905,855	\$3,191,300	\$4,559,700	39	40
Operating Expense	\$604,852	\$321,205	\$562,800	\$520,100		
Capital Outlay		\$17,006				
Non-Operating Expense	\$36,053	\$600,000	\$7,393,000	\$4,635,500		
	\$4,218,203	\$3,844,066	\$11,147,100	\$9,715,300		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Hearing Boards (GF)	\$846,911					
Economic Development (GF)						
Zoning (GF)	\$1,000,508	\$768,227				
Planning and Zoning (GF)	\$1,969,391	\$2,456,634	\$3,377,300	\$4,683,800	39.00	40.00
Economic Development & Planning Services (SR)	\$401,393	\$619,205	\$7,769,800	\$5,031,500		
	\$4,218,203	\$3,844,066	\$11,147,100	\$9,715,300	39.00	40.00

Objectives for FY 2012-13

- Complete the Parks and Recreation Levels of Service Study and present to City Commission for consideration and amendment by the end of FY 2012-13. The Study is the Open Space element of the Miami Comprehensive Neighborhood Plan.
- Complete the review for approval of the Brickell Citi Centre Special Area Plan Permit package by the second quarter of FY 2012-13. This project consists of approximately 5.5 million square feet of development and will generate approximately \$6.30 million in ad valorem taxes and parking surcharge revenues when completed.
- Complete the East Little Havana Charrette by the third quarter of FY 2012-13. This planning effort will stimulate discussions with the development community, key stakeholders and area residents to guide proper growth in the area.

Accomplishments in FY 2011-12

- Completed 80 percent of the second Special Area Plan for City Commission consideration. This project consists of approximately 20 acres in the Design District and will become a high-end shopping destination drawing major brands such as Yves Saint Laurent, Chanel, Louis Vuitton, etc.

Planning and Zoning

- Completed ten percent of East Little Havana Charrette. It is in close proximity to Brickell and Downtown, making it very appealing for redevelopment. Staff has commenced discussions with key stakeholders to identify tools and the support necessary for the revitalization of the area. To this end, the department will host a Charrette before the end of 2012 that will facilitate discussions between local residents, stakeholders and the development community in order to guide proper growth in the area.
- Reduced the number of printed agenda packages by providing the information in an electronic format to staff, the Code Enforcement Board, the Ticketing Appellate Board, Planning and Zoning, and the Appeals Board.
- Served 17,087 customers by reviewing proposed applications for new and existing development.
- Processed 12,349 permit applications.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Advertising and Related Costs (\$44,000)
- Professional Services (\$19,800)
- Other Contractual Services (\$11,100)
- Office Supplies (\$8,000)
- Repair and Maintenance Services (\$5,000)
- Operating Supplies (\$4,000)
- Printing and Binding (\$1,300)
- Promotional Activities (\$1,000)

The Adopted Budget includes the following additions:

- One new Plans Processor position (\$62,800)
- Pension cost previously allocated centrally in Pension (GF \$816,500)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$477,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$32,300)

The Adopted Budget includes the following additional considerations:

- Budget Reserve allocation of prior year carryover fund balance anticipated to be spent (\$2,757,500).

Planning and Zoning

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$2,742,200		\$2,742,200	\$2,811,800		\$2,811,800
Other Salaries and Wages		\$200,000	\$200,000		\$200,000	\$200,000
Fringe Benefits	\$22,200		\$22,200	\$22,200		\$22,200
Fica Taxes	\$211,600	\$15,300	\$226,900	\$216,800	\$15,300	\$232,100
Retirement Contributions				\$816,500		\$816,500
Life and Health Insurance				\$477,100		\$477,100
Total Personnel:	\$2,976,000	\$215,300	\$3,191,300	\$4,344,400	\$215,300	\$4,559,700
Operating Expense						
Workers' Compensation				\$32,300		\$32,300
Professional Services	\$93,300	\$150,000	\$243,300	\$73,500	\$170,900	\$244,400
Professional Services- Legal Services	\$30,000		\$30,000	\$30,000		\$30,000
Court Reporter Services	\$15,000		\$15,000	\$15,000		\$15,000
Other Contractual Services	\$29,100		\$29,100	\$18,000		\$18,000
Travel and Per Diem	\$300	\$500	\$800	\$300	\$5,000	\$5,300
Postage	\$66,100	\$1,000	\$67,100	\$51,100		\$51,100
Rentals and Leases	\$13,700		\$13,700	\$13,700		\$13,700
Repair and Maintenance Services	\$10,000	\$5,000	\$15,000	\$5,000		\$5,000
Printing and Binding	\$5,100	\$500	\$5,600	\$3,800		\$3,800
Promotional Activities	\$2,500		\$2,500	\$1,500		\$1,500
Advertising and Related Costs	\$114,000		\$114,000	\$85,000		\$85,000
Office Supplies	\$14,500	\$2,000	\$16,500	\$6,500	\$4,800	\$11,300
Operating Supplies	\$7,000	\$2,500	\$9,500	\$3,000		\$3,000
Subscriptions, Memberships, Licenses, Permits & Others	\$700		\$700	\$700		\$700
Total Operating Expense:	\$401,300	\$161,500	\$562,800	\$339,400	\$180,700	\$520,100
Non-Operating Expense						
Budget Reserve		\$7,393,000	\$7,393,000		\$4,635,500	\$4,635,500
Total Non-Operating Expense:	\$0	\$7,393,000	\$7,393,000	\$0	\$4,635,500	\$4,635,500

Planning and Zoning

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Total Planning and Zoning:	\$3,377,300	\$7,769,800	\$11,147,100	\$4,683,800	\$5,031,500	\$9,715,300

Public Works

GSA

Public Works

Solid Waste

GSA

Department Head: Ricardo Falero

Phone: (305) 329-4854

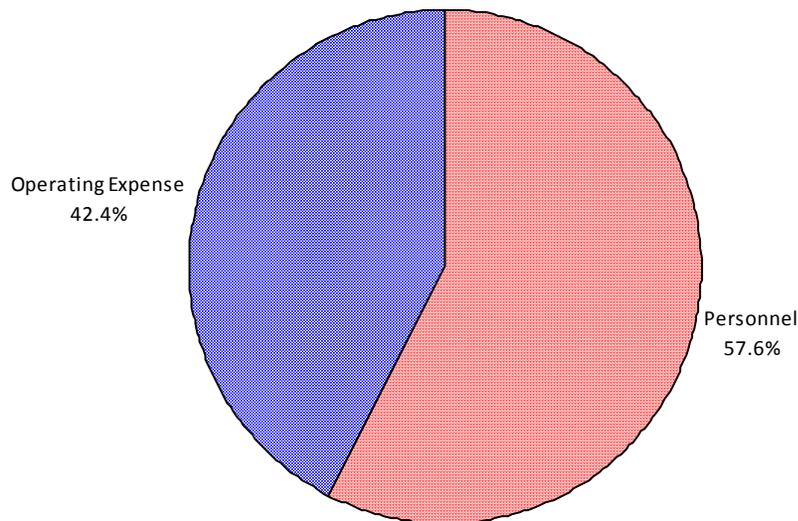
Description

The Department of General Services Administration (GSA) provides internal service support to City Departments in the areas of fleet management, graphic reproductions, property maintenance, radio communication, Miami Riverside Center facility management including citywide inter-office mail delivery, the Office of Protocol, and audio visual and broadcasting operations.

The Department acquires, maintains, and repairs City property and equipment, provides graphic reproductions, television and internet audiovisual broadcasting, radio communications, mail delivery, and protocol services. The support services are centered primarily on the Miami Riverside Center Building & Garage, City Hall, GSA Administration & Fleet Maintenance Garage, Fueling Facility, Truck Wash Facility, the Property Maintenance Building, Communications Warehouse, and radio wave broadcasting and receiving antenna towers. Additionally, the department maintains and repairs vehicles for Police, general fleet, Solid Waste, and Public Works. The department also maintains the City's 800 MHz radio and 911 emergency communication systems, including portable radios; and lawn equipment for Parks. GSA prints City Commission agenda packages and produces graphic illustrations, forms, business cards, flyers, and banners.

GSA's primary stakeholders are City of Miami employees and City departments.

Allocation by Category



GSA

OFFICE OF THE DIRECTOR

Responsible for all the administrative functions of the department, including accounting, payroll, personnel, citywide utility management, operational statistics, and contract administration. Develop and monitor the department's budget and managing cost controls.

FY 11-12

9

FY 12-13

9

PROPERTY MAINTENANCE

Repair and maintain most City facilities; secure facilities when threatened by a hurricane or other natural disaster; provide in house expertise on plumbing, electrical, HVAC, and other disciplines as required; administers small construction contracts

FY 11-12

33

FY 12-13

32

LIGHT FLEET/HEAVY FLEET MAINTENANCE

Manage, direct and supervise fleet maintenance; procure vendor services for both mechanical and body related repairs; manage parts and fuel inventory

FY 11-12

64

FY 12-13

64

GRAPHICS

Prepare design, layout, and typeset all graphic and related materials produced by the section; manage leases of low to mid volume copiers; design and publish forms; print Commission meeting agendas

FY 11-12

8

FY 12-13

6

OFFICE OF PROTOCOL

Perform technical and professional goodwill functions at honorary ceremonies; prepare recognition documents for City honorees

FY 11-12

1

FY 12-13

1

FLEET STOCK PARTS

Purchase, warehouse and maintain inventory of parts needed for repairs

FY 11-12

3

FY 12-13

3

RADIO COMMUNICATIONS

Repair and maintain City's 800 MHz radio system; provide communication support to the 911 service; provide 24 hour on call emergency repair service to communication system

FY 11-12

8

FY 12-13

8

MIAMI RIVERSIDE CENTER (MRC)

Maintain the MRC building, grounds, car pool, mechanical and security equipment; distribute inter-office and US mail; administer contracts for supplies and services

FY 11-12

10

FY 12-13

10

GSA

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$8,929,597	\$7,859,537	\$7,921,200	\$11,824,000	139	133
Operating Expense	\$7,670,767	\$8,134,238	\$8,409,600	\$8,695,900		
Capital Outlay	\$13,917	\$9,594				
Non-Operating Expense	\$248,011					
	\$16,862,292	\$16,003,369	\$16,330,800	\$20,519,900		

Objectives for FY 2012-13

- Ensure that payroll is processed timely with 98 percent accuracy; and provide documented time used requests to Payroll, Risk Management, Labor, and Human Resources Departments within three working days.
- Reduce reactive work requests from 5,070 in FY 2010-11 to 4,250 in FY 2012-13 by performing preventive maintenance.
- Maintain the emergency radio communications system at 99 percent operability.
- Maintain a same day turnaround rate of 75 percent for patrol, and pursuit Police Department vehicles that are brought into the shop for minor repairs.
- Ensure that the Police Department has 95 percent of its fleet available for service every day.
- Reduce vehicle and equipment downtime caused by outside vendor delays from approximately 1.5 months to 1.5 weeks by contacting vendors three times a week to ensure repairs are being made in a timely manner.
- Maintain a daily garbage truck count of 30 trucks in anticipation of the single stream recycling program.
- Meet the daily trash truck count requirement of 37, and daily trash crane count of 19.

Accomplishments in FY 2011-12

- Facilitated the use of fixed price fuel contracts saving the City 5.71 percent on fuel costs through the first six months of FY 2011-12 (\$42,601).
- Performed extensive in-house repairs to the MRC's roof to stop several leaks, avoiding the estimated \$15,000 of repair cost associated with using an outside contractor.
- Took over various responsibilities amounting to over 100,000 impressions previously done by the Information Technology Department (ITD) resulting in annual savings of over \$40,000.
- Implemented a fourth year extension of the current citywide multi-functional copier and scanner lease which generated a City wide savings of \$21,174.
- Received two Silver Addy awards by the American Advertising Federation for in-house graphic designs.
- Established a communication link with the jurisdictions of Miami-Dade County, the City of Hialeah, and the City of Coral Gables Fire Departments and configured a direct connection between radio consoles with the Miami-Dade Fire Department, thus improving interagency communication.
- Established a new back up communications dispatch center at the Fire College, added three voice channels to the backup system, and completed the Marlins Stadium Communications room.

GSA

- Received recognition as one of the Best 100 Fleets in the United States for the past two years. This selection is from a competition of over 38,000 municipal fleets.
- Placed into service hybrid drive garbage trucks for the Solid Waste Department that consume 51 percent less fuel, and have an extended brake life of approximately 32 months. The annual savings are estimated to be over \$100,000 in fuel and over \$13,500 in brake jobs.
- Generated over \$132,500 in revenue for Solid Waste from performing 265 Commercial Hauler inspections with existing personnel; and, while meeting the daily required count of garbage trucks ready and available for service.
- Placed 15 trolleys into service including registering them with the State of Florida, securing license tags, and installing automated fuel collars and engine hour meters.
- Began a refurbishment program for five garbage trucks which will produce a cost deferral of over \$1 million from not having to replace the trucks during the upcoming five to seven years.
- Replaced inefficient air conditioning systems at several City-owned facilities including City Hall, Parks buildings, NET offices, and marinas at a cost of approximately \$75,000 avoiding significantly higher maintenance costs.
- Secured abandoned buildings at the request of the Code Compliance Department saving the city over \$25,000.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Additional reduction in fuel expense (\$198,000).
- Elimination of a Sr. Graphic Designer position (\$71,000).
- Reduction in Repair and Maintenance Services due to efficiencies in electrical supplies, general building materials, and other supplies (\$36,500).
- Reduction in Utility Services due to resolution of truck carwash water leak, and reduction in natural gas for the Fleet Motor Pool (\$22,200).
- The Audiovisual & Broadcast Operations section is being moved to the Communications department (\$324,600).
- Two positions were eliminated for a personnel cost reduction of (\$115,300).

The Adopted Budget includes the following additions:

- Utility Cost for newly opened cafeteria (\$54,000).
- Addition of a Part-Time Special Projects Assistant to assist the Protocol Office Division (\$37,700).
- Pension cost previously allocated centrally in Pension (GF \$2,163,400)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$1,662,800)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$339,600)

The Adopted Budget includes the following additional considerations:

- Funding of four maintenance and one administrative position, that were used for attrition savings and not funded in FY 2011-12 (\$343,600).

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Replace all air handler units in connection with the HVAC system at the MRC Building. Existing ones are over 20 years old. Cost related to this project is estimated at approximately \$1,034,300.
- Replace all fire panels in the MRC Building and Garage. Cost related to this project is estimated at approximately \$340,000.

GSA

- Replace carpet on most floors of the MRC Building. Cost related to this project is estimated at approximately \$13,600.

GSA

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$7,175,100		\$7,175,100	\$7,298,000		\$7,298,000
Other Salaries and Wages	\$77,000		\$77,000	\$35,000		\$35,000
Overtime	\$81,800		\$81,800	\$79,600		\$79,600
Fringe Benefits	\$21,800		\$21,800	\$22,500		\$22,500
Fica Taxes	\$565,500		\$565,500	\$562,700		\$562,700
Retirement Contributions				\$2,163,400		\$2,163,400
Life and Health Insurance				\$1,662,800		\$1,662,800
Total Personnel:	\$7,921,200	\$0	\$7,921,200	\$11,824,000	\$0	\$11,824,000
Operating Expense						
Workers' Compensation				\$339,600		\$339,600
Other Contractual Services	\$356,500		\$356,500	\$337,900		\$337,900
Communications & Related Services	\$5,600		\$5,600	\$2,200		\$2,200
Postage	\$300		\$300	\$300		\$300
Utility Services	\$689,600		\$689,600	\$731,400		\$731,400
Rentals and Leases	\$163,300		\$163,300	\$163,400		\$163,400
Repair and Maintenance Services	\$3,385,500		\$3,385,500	\$3,489,000		\$3,489,000
Printing and Binding-Outsourcing	\$13,800		\$13,800	\$12,200		\$12,200
Printing and Binding-Paper Stock	\$22,500		\$22,500	\$20,600		\$20,600
Printing and Binding-Supplies	\$10,800		\$10,800	\$9,200		\$9,200
Advertising and Related Costs	\$1,000		\$1,000	\$1,000		\$1,000
Other Current Charges and Obligations	\$1,000		\$1,000	\$1,400		\$1,400
Office Supplies	\$6,800		\$6,800	\$5,800		\$5,800
Operating Supplies	\$319,800		\$319,800	\$343,900		\$343,900
Motor Fuel	\$3,398,700		\$3,398,700	\$3,200,700		\$3,200,700
Public Safety Supplies	\$13,300		\$13,300	\$12,200		\$12,200
Clothing/Uniform Supplies	\$6,400		\$6,400	\$5,800		\$5,800

GSA

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Subscriptions, Memberships, Licenses, Permits & Others	\$14,700		\$14,700	\$19,300		\$19,300
Total Operating Expense:	\$8,409,600	\$0	\$8,409,600	\$8,695,900	\$0	\$8,695,900
Total GSA:	\$16,330,800	\$0	\$16,330,800	\$20,519,900	\$0	\$20,519,900

Public Works

Department Head: Nzeribe (Zerry) Ihekwaba, Ph.D., P.E.

Phone: (305) 416-1200

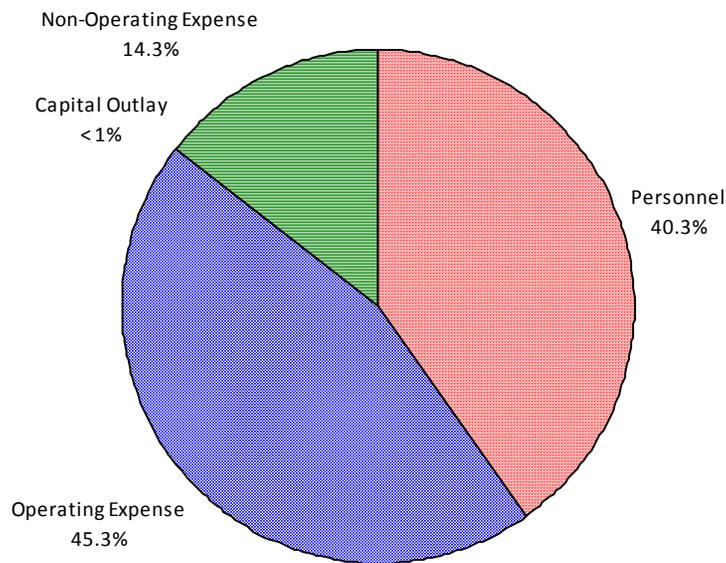
Description

The Public Works (PW) Department is responsible for permitting and controlling construction work involving public improvements and repair and maintenance of streets, alleys, sidewalks, curbs, bridges, and canals within the public right-of-way, and certain waterfront improvements. Public Works also provides storm water quality management through its Municipal Separate Storm Water Management program implemented by the National Pollutant Discharge Elimination System (NPDES) Permit. The Department also processes plat applications for the division of land. Additionally, Public Works manages the City's street lighting system, eleven storm water collection systems and pump stations, tree planting, relocation of bus benches and shelters, public payphones, news racks, as well as certain franchise agreements with utility owners.

As part of the Public Works area, the Department receives and processes resident complaints related to any of the areas under its jurisdiction; dispatches work crews to perform maintenance or repair in the affected area to ensure the City has a safe and efficient road system. Under the engineering umbrella, the Department reviews various permits such as Major Use Special Permit, and Special Area Plan; coordinates all right of way development, acquisitions, deeds, and easements; inspects public and private facilities and enforces all environmental regulations.

Stakeholders include residents and businesses of the City of Miami.

Allocation by Category



Public Works

OFFICE OF THE DIRECTOR

Provide leadership, guidance, and vision for the department; oversee all divisions and their operations; develop, implement, and manage the department's budget, program development and project implementation.

FY 11-12

2

FY 12-13

2

ENGINEERING

Review Major Use Special Permit (MUSP), Special Area Plan (SAP), Development Order (DO) and miscellaneous major developments; coordinate all right-of-way developments, acquisitions, deeds and easements; review street light plans for right-of-way; review all right-of-way and related building projects; process maintenance covenants and agreements; process storm drainage improvement projects; inspect public and private facilities and enforce environmental compliance regulations; maintain the National Pollutant Discharge Elimination System (NPDES) permit and prepare Annual Municipal Separate Storm Sewer System (MS4) report as required; design and install replacement of new storm drainage systems; procure right-of-way contract and construction inspection services; administer special events, banner, sidewalk café, pay phone, street vending, news racks, bus shelter and bench programs; coordinate platting and subdivision process, and right-of-way dedication; maintain city survey benchmarks, underground utility information and permit records; attend meetings such as Homeowners' Association (HOA), plat and street Committee, and Planning and Zoning Advisory Board (PZAB) meetings.

FY 11-12

32

FY 12-13

30

ADMINISTRATION

Provide administrative and support services; conduct project reconciliations; perform personnel and payroll functions; enter and oversee purchasing requisitions; draft solicitations and contract documents; execute and track contracts for compliance.

FY 11-12

4

FY 12-13

4

OPERATIONS

Receive and process complaints about items related to the right-of-way; conduct night time inspections of street light outages and verify illumination coverage; perform repairs of damaged street surfaces, sidewalks, curbs, gutters, swales and trash holes; perform mowing of street medians, swales fronting city facilities, and traffic control areas; landscape the right-of-way; clean storm sewer inlets, collection (piping) system, and outfalls city-wide; conduct tree trimming, root pruning, root guard installation, tree removal, and tree relocations in both rights-of-way and city-owned or maintained properties, and alleys.

FY 11-12

48

FY 12-13

49

Public Works

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$6,013,660	\$5,353,858	\$5,739,700	\$7,990,800	86	85
Operating Expense	\$8,786,784	\$6,330,473	\$8,753,600	\$8,966,900		
Capital Outlay		\$12,900	\$10,000	\$10,000		
Non-Operating Expense	\$777	\$144,153	\$2,575,200	\$2,840,900		
	\$14,801,221	\$11,841,384	\$17,078,500	\$19,808,600		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Public Works (GF)	\$14,769,872	\$11,835,384	\$14,503,300	\$16,907,700	86.00	85.00
Public Works Services (SR)	\$31,349	\$6,000	\$2,575,200	\$2,900,900		
Stormwater Utility (SR)						
	\$14,801,221	\$11,841,384	\$17,078,500	\$19,808,600	86.00	85.00

Objectives for FY 2012-13

- Implement a ten year review of the City's Stormwater Utility Assessment and fee collection process with Miami-Dade Water and Sewer Department by the end of FY 2012-13. The goal is to optimize the process, identify potential new customers and enhance revenue collection.
- Implement a review of the City's street light infrastructure inventory and streamline the billing process with Florida Power and Light by the end of FY 2012-13.
- Implement the "Adopt a Traffic-Circle or Street" programs that offers local organizations, volunteer groups, and private corporations participation and responsibility for beautifying and maintaining the right-of-way infrastructure through litter removal and general landscaping efforts by the end of FY 2012-13.
- Implement an infrastructure upgrade plan by the end of FY 2012-13. The plan will bring into regulatory compliance the remainder of the 135 shallow storm water disposal wells, as part of the requirement imposed by Florida Department of Environmental Protection.
- Replace 100 percent of all storm water manhole covers or inlet grates that are missing due to theft by the end of FY 2012-13.
- Complete 75 percent of reported pothole repairs within 30 days.

Accomplishments in FY 2011-12

Public Works

- Submitted the sixth annual report in compliance with applicable Municipal Separate Storm Sewer System (MS4) permit on July 27, 2011 with Florida Department of Environmental Protection (FDEP); maintained 11 storm water pump stations; cleaned and maintained 6,683 inlets and manholes; cleaned, desilted, and jet-lined 71,374 linear feet of storm sewer pipeline; cleaned and maintained 28 miles of canal banks; removed 72.4 tons of debris from the waterways, on a monthly basis using contracted forces; removed 8,645 cubic feet of floatables and debris from City of Miami waterways; and conducted two educational classes on Erosion and Sediment Control, as part of NPDES program.
- Performed 6,388 land and grade inspections, and prepared 129 covenant or maintenance agreements; processed 4,759 walk-through, and 1,100 drop-off plans; inspected 647 news racks, and 497 bus stops.
- Repaired, replaced, and constructed 152,451 square feet of sidewalk; 8,533 linear feet of curbs; and 11,033 American Disability Act (ADA) compliant handicap accessibility ramps.
- Presented six final plats to the City Commission, four of which were approved and recorded; processed 26 tentative plats and recorded 52 right-of way deeds.
- Processed three Large Scale Development plans; 5,493 building permit applications; and 20 subdivision plats with improvements on the public right-of-way.
- Repaired 1,070 potholes, backfilled 1,100 trash holes; repaired 17,273 square feet of sidewalk; trimmed 1,050 trees; and welded 600 storm water manhole and inlet grates in place to prevent theft.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Eliminate one Engineer Technician II position (\$44,600) and anticipated attrition (18,200)
Eliminate one Temporary Account Clerk position (\$39,800)
- Overtime (\$2,000)
- Utility services (\$245,900)
- Various operating costs (\$6,600)

The Adopted Budget includes the following additions:

- Pension cost previously allocated centrally in Pension (GF \$1,340,700)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$1,052,300)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$406,400)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Professional Services (\$75,000)
- Other Contractual Services (\$702,600)

Public Works

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$4,506,500		\$4,506,500	\$4,416,400		\$4,416,400
Other Salaries and Wages	\$841,700		\$841,700	\$804,900		\$804,900
Overtime	\$25,000		\$25,000	\$23,000		\$23,000
Fringe Benefits	\$16,800		\$16,800	\$17,300		\$17,300
Fica Taxes	\$349,700		\$349,700	\$336,200		\$336,200
Retirement Contributions				\$1,340,700		\$1,340,700
Life and Health Insurance				\$1,052,300		\$1,052,300
Total Personnel:	\$5,739,700	\$0	\$5,739,700	\$7,990,800	\$0	\$7,990,800
Operating Expense						
Workers' Compensation				\$406,400		\$406,400
Professional Services	\$155,000		\$155,000	\$155,000		\$155,000
Court Reporter Services	\$3,400		\$3,400	\$2,000		\$2,000
Other Contractual Services	\$2,677,900		\$2,677,900	\$2,677,900		\$2,677,900
Travel and Per Diem	\$4,500		\$4,500	\$4,500		\$4,500
Communications & Related Services	\$3,300		\$3,300	\$2,700		\$2,700
Postage	\$3,200		\$3,200	\$3,200		\$3,200
Utility Services	\$5,616,800		\$5,616,800	\$5,370,900		\$5,370,900
Rentals and Leases	\$35,400		\$35,400	\$30,200		\$30,200
Repair and Maintenance Services	\$18,000		\$18,000	\$18,000		\$18,000
Printing and Binding-Paper Stock	\$2,900		\$2,900	\$2,900		\$2,900
Advertising and Related Costs	\$28,000		\$28,000	\$28,000		\$28,000
Other Current Charges and Obligations					\$60,000	\$60,000
Office Supplies	\$19,000		\$19,000	\$19,000		\$19,000
Operating Supplies	\$31,600		\$31,600	\$31,600		\$31,600
Motor Fuel	\$15,000		\$15,000	\$15,000		\$15,000
Public Safety Supplies	\$15,700		\$15,700	\$15,700		\$15,700
Clothing/Uniform Supplies	\$18,900		\$18,900	\$18,900		\$18,900

Public Works

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Road Materials and Supplies	\$65,000		\$65,000	\$65,000		\$65,000
Subscriptions, Memberships, Licenses, Permits & Others	\$40,000		\$40,000	\$40,000		\$40,000
Total Operating Expense:	\$8,753,600	\$0	\$8,753,600	\$8,906,900	\$60,000	\$8,966,900
Capital Outlay						
Buildings	\$10,000		\$10,000	\$10,000		\$10,000
Total Capital Outlay:	\$10,000	\$0	\$10,000	\$10,000	\$0	\$10,000
Non-Operating Expense						
Budget Reserve		\$2,575,200	\$2,575,200		\$2,840,900	\$2,840,900
Total Non-Operating Expense:	\$0	\$2,575,200	\$2,575,200	\$0	\$2,840,900	\$2,840,900
Total Public Works:	\$14,503,300	\$2,575,200	\$17,078,500	\$16,907,700	\$2,900,900	\$19,808,600

Solid Waste

Department Head: Keith A. Carswell

Phone: 305-960-2804

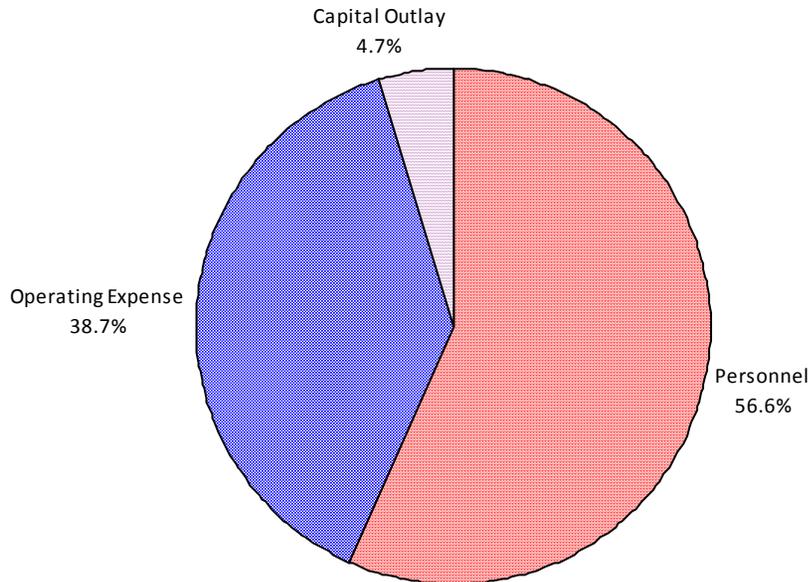
Description

The Solid Waste Department provides courteous, dependable, and value-priced waste collection services to over 69,000 residences within the City.

As one of the leading providers of waste management services in South Florida, the Department offers the industry's most comprehensive collection services including residential pick-up of garbage, trash, bulky waste, and recyclables. The Department is also responsible for cleaning the City's right-of-ways by mechanically sweeping major commercial corridors, servicing over 700 litter containers on sidewalks, removing dead animals, and handling clean-up operations for Special Events which generally take place on holidays and weekends. In addition, the Department administers the Commercial Solid Waste Franchise Agreement between the City and private hauling companies (Commercial Haulers). Through the private haulers, the Agreement governs the regulation and servicing of more than 9,000 commercial solid waste accounts within the City.

Stakeholders are residents and businesses of the City of Miami.

Allocation by Category



Solid Waste

OFFICE OF THE DIRECTOR

Formulates departmental policy; provides overall direction and coordination of departmental operations and management.

FY 11-12

3

FY 12-13

3

COLLECTION AND DISPOSAL OPERATIONS

Provides residential and commercial garbage and trash collection and recycling; mechanical street sweeping of major thoroughfares; litter collection and residential manual street sweeping in assigned areas; grinding clean yard trash collected in the City and converting into mulch.

FY 11-12

192

FY 12-13

192

ADMINISTRATION

Implements departmental policy and provides overall direction on personnel, finance, budget, planning, procurement, customer service, and ensures the delivery of heavy equipment to GSA for repairs and service.

FY 11-12

22

FY 12-13

29

Solid Waste

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$10,403,647	\$9,831,812	\$9,958,500	\$15,206,000	217	224
Operating Expense	\$9,479,461	\$9,107,459	\$8,873,500	\$10,386,800		
Capital Outlay	\$8,700		\$100,000	\$1,259,700		
Non-Operating Expense		\$156				
	\$19,891,808	\$18,939,427	\$18,932,000	\$26,852,500		

Objectives for FY 2012-13

- Implement automated single stream recycling, which could potentially earn an estimated \$180,500 in additional recycling revenues and save the Department an estimated \$649,700 in disposal fees.
- Enhance enforcement measures of commercial accounts and attempt to maximize potential franchise fees from Commercial Haulers. This will increase the annual franchise fees paid by Commercial Haulers by \$500,000 as compared to the prior year.
- Balance the Garbage, Recycling and Trash routes to improve operating efficiencies. Measure and compare the annual average of tonnage and time to complete each route within the separate sections.
- Resume operating procedures of re-directing a greater percentage of trucks to the Resource Recovery Facility of Miami-Dade County for disposal of residential solid waste collected by the Department at a lower cost. Achieve an operating practice of sending 80 percent of municipal solid waste to Resource Recovery and 20 percent to Transfer Station.
- Continue to carry out the Department's fleet replacement plan for acquisition of various energy efficient or bio-diesel operating equipment, including rubbish trucks, cranes and hybrid automated trucks. Use annual capital allocation, so that less than 15 percent of annual allocation is carried over to subsequent year.

Accomplishments in FY 2011-12

- Hired two Special Project Assistants in order to enhance management and regulation of Commercial Haulers, resulting in additional franchise fees paid by Commercial Haulers of \$500,000.
- Modified City Code to detail an enforcement and collection process of defining what is an illegal container which allows for the public sale of the containers seized by the department if the container has not been claimed.
- Provided daily street sweeping; cleaning major public right of ways, arterial roads and corridors in a 35 square mile area in order to maintain a clean image for the City.
- Collected over 145,000 tons of garbage and trash from single-family residences and multi-family residential building comprised of three or less units, as compared to 142,000 tons in FY 2010-11.
- Continued to carry out department's fleet replacement plan by acquiring four hybrid automated garbage trucks, which also provided greater fuel economy.
- Installed GPS on Garbage, Recycling and Trash Equipment to improve operating efficiencies.
- Re-opened Solid Waste Mini-Dump to minimize illegal dumping within city boundaries. This effort is a component of "Operation Clean Sweep".

Solid Waste

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Implementation of Automated Single Stream Recycling to generate a savings of (\$649,700).
- Reduction in personnel cost due to the freezing of nine additional positions, and two positions recruited at a lower rate (\$396,100).

The Adopted Budget includes the following additions:

- Disposal cost in anticipation of an increase in the County disposal rate (\$400,000).
- Pension cost previously allocated centrally in Pension (GF \$2,521,700).
- Transfer of six Sanitation Inspectors from the Code Compliance department to Solid Waste (\$348,100).
- Replacement of garbage and litter containers (\$166,100).
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$2,655,800).
- Workers' Compensation previously allocated centrally in Risk Management (GF \$796,600).
- Additional funding for tipping fees due to increased trash collection (\$797,000).

The Adopted Budget includes the following additional considerations:

- The department's Special Revenue - Education Trust Fund - Recycling has a proposed FY 2012-13 budget of \$1,287,300. The interest portion of this award is used to award on an annual basis up to ten scholarships to employees of the department to attend educational programs or obtain commercial drivers license certification; and up to ten scholarships to children or legal dependents of Solid Waste employees to attend a college level educational institution.
- Mears Loan Repayment for the purchase of Solid Waste containers to be used for Single Stream Recycling (\$1,259,700), offset by an equivalent reduction in the amount transferred to capital equipment for Solid Waste.

Solid Waste

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$8,544,100		\$8,544,100	\$8,609,700		\$8,609,700
Other Salaries and Wages	\$244,900		\$244,900	\$244,900		\$244,900
Overtime	\$480,000		\$480,000	\$500,000		\$500,000
Special Pay	\$10,100		\$10,100	\$5,700		\$5,700
Fringe Benefits	\$9,000		\$9,000	\$11,400		\$11,400
Fica Taxes	\$670,400		\$670,400	\$656,800		\$656,800
Retirement Contributions				\$2,521,700		\$2,521,700
Life and Health Insurance				\$2,655,800		\$2,655,800
Total Personnel:	\$9,958,500	\$0	\$9,958,500	\$15,206,000	\$0	\$15,206,000
Operating Expense						
Workers' Compensation				\$796,600		\$796,600
Other Contractual Services	\$93,800		\$93,800	\$95,000		\$95,000
Communications & Related Services	\$1,800		\$1,800	\$1,800		\$1,800
Postage	\$500		\$500	\$500		\$500
Utility Services	\$54,000		\$54,000	\$54,000		\$54,000
Rentals and Leases	\$13,500		\$13,500	\$6,100		\$6,100
Repair and Maintenance Services	\$6,000		\$6,000	\$6,000		\$6,000
Other Current Charges and Obligations	\$8,411,100		\$8,411,100	\$8,960,200		\$8,960,200
Office Supplies	\$10,000		\$10,000	\$10,000		\$10,000
Operating Supplies	\$216,000		\$216,000	\$389,500		\$389,500
Public Safety Supplies	\$27,000		\$27,000	\$27,000		\$27,000
Clothing/Uniform Supplies	\$38,000		\$38,000	\$40,100		\$40,100
Subscriptions, Memberships, Licenses, Permits & Others	\$1,800		\$1,800			
Total Operating Expense:	\$8,873,500	\$0	\$8,873,500	\$10,386,800	\$0	\$10,386,800
Capital Outlay						
Machinery and Equipment	\$100,000		\$100,000			
Capital Leases				\$1,259,700		\$1,259,700

Solid Waste

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Total Capital Outlay:	\$100,000	\$0	\$100,000	\$1,259,700	\$0	\$1,259,700
Total Solid Waste:	\$18,932,000	\$0	\$18,932,000	\$26,852,500	\$0	\$26,852,500

Public Safety

Fire-Rescue

Police

Fire-Rescue

Department Head: Maurice L. Kemp, Fire Chief

Phone: (305) 416-5401

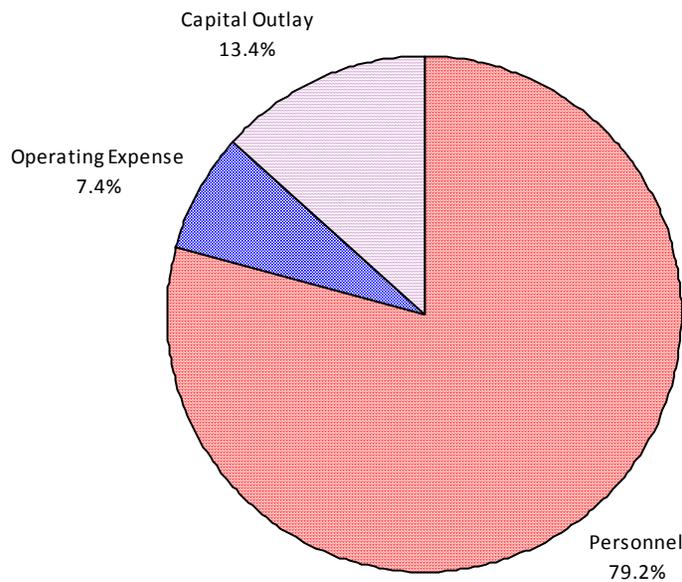
Description

The Department of Fire-Rescue's primary responsibilities are the protection and preservation of life and property through prevention, control and quick suppression of fires; and providing emergency medical and rescue services.

The Department of Fire Rescue responds to fires, public safety and medical emergencies. The Department advances prevention efforts through inspection of residential, industrial and commercial structures and review of construction plans for conformance with City fire codes. Officers conduct fire investigations to assist law enforcement agencies in cases of suspected arson. The Department maintains specialty teams uniquely trained in the areas of hazardous materials, dive rescue, technical rescue (confined space and elevated rescue) and marine services. Additionally, the Department provides training through various public safety programs to both employees and residents of the City.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category



Fire-Rescue

OFFICE OF THE DIRECTOR OF FIRE RESCUE

Provide leadership and direction; manage and coordinate all aspects of the Department; develop and implement policies, plans, programs, and budgets; develop standards and methods to improve Fire Safety.

FY11-12

14

FY12-13

14

ADMINISTRATION AND OPERATIONS SUPPORT

Provide Human Resources management; coordinate information technology needs; function as liaison between other City departments; provide repair and maintenance of departmental fleet and equipment; develop uniform and equipment specifications; manage fiscal operations including capital and grants management; provide payroll, procurement, legislation, and quality management of Emergency Medical Services; coordinate citywide disaster preparedness, response, recovery, and mitigation; create, update, and participate in City Comprehensive Emergency Management Plan; manages Emergency Operations Center; answer, process, and dispatch all emergency and non-emergency 911 calls; handle all communications within the Department and other cities; issue and maintain communications equipment.

FY11-12

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FY12-13

93

OPERATIONS

Provide fire response, suppression, and emergency medical services; perform specialized protection services such as, hazardous materials, water rescue, weapons of mass destruction mitigation, technical rescue and Special Weapons and Tactics (SWAT) medical teams; conduct permit inspection and plans review for construction; perform water flow tests, monitor the hydrant and water supply system; conduct annual life safety inspections in all hazardous materials occupancies, hospital and institutional properties; conduct arson investigations; improve firefighting and rescue capability through recruitment, physical fitness, in-service and specialized training in the areas of fire suppression, fire fighting, and other related functions; maintain library of training materials.

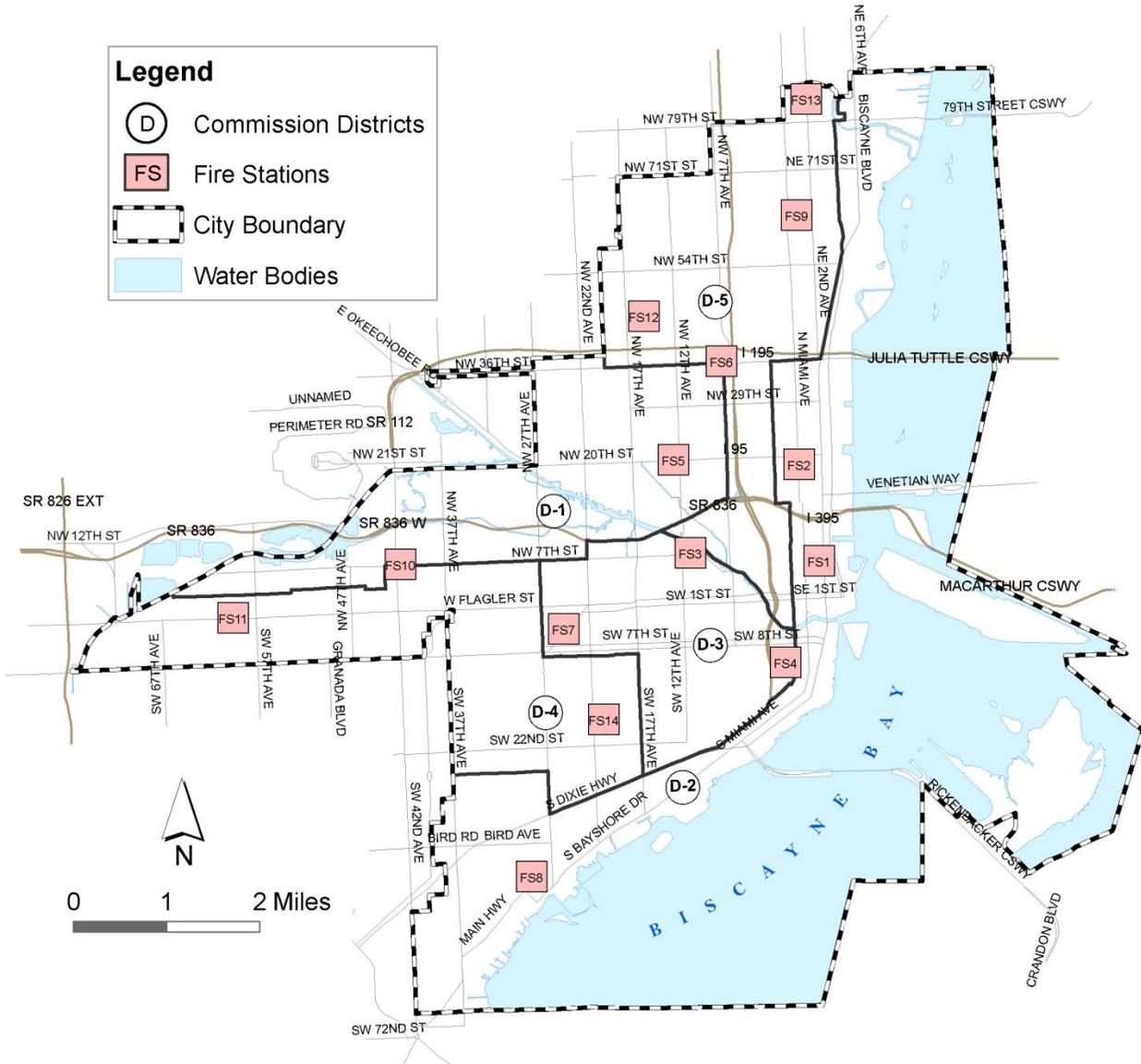
FY11-12

674

FY12-13

674

Fire-Rescue



Station	Phone
FS-1 144 NE 5 th St.	(305) 579-6253
FS-2 1901 N Miami Ave	(305) 372-4508
FS-3 1103 NW 7 th St.	(305) 575-5224
FS-4 1105 SW 2 nd Ave	(305) 854-9426
FS-5 1200 NW 20 th St.	(305) 575-5222
FS-6 701 NW 36 th St.	(305) 634-5848
FS-7 314 SW 4 th St.	(305) 643-7124

Station	Phone
FS-8 2975 Oak Ave	(305) 448-2448
FS-9 69 NE 62 nd St.	(305) 759-3503
FS-10 4101 NW 7 th St.	(305) 643-7133
FS-11 5920 W Flagler St.	(305) 266-2676
FS-12 1455 NW 46 th St.	(305) 579-6283
FS-13 8260 NE 2 nd Ave	(305) 759-3513
FS-14 2111 SW 19 th St.	(305) 860-3817

Fire-Rescue

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$89,619,650	\$74,434,277	\$64,512,479	\$100,265,500	781	781
Operating Expense	\$11,360,522	\$7,183,372	\$4,555,728	\$9,414,000		
Capital Outlay	\$410,013	\$2,291,145	\$205,589	\$16,900,300		
Non-Operating Expense	\$103,408	\$2,430,985	\$18,825,653			
	\$101,493,593	\$86,339,779	\$88,099,449	\$126,579,800		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Fire-Rescue (GF)	\$90,739,230	\$76,781,454	\$68,097,000	\$99,639,800	760.40	760.40
Fire Rescue Services (SR)	\$8,161,191	\$7,325,598	\$20,002,449	\$26,940,000	11.00	11.00
Emergency Projects (SR)	\$2,593,172	\$2,232,727				
	\$101,493,593	\$86,339,779	\$88,099,449	\$126,579,800	771.40	771.40

Objectives for FY 2012-13

- Provide web-based training on Emergency Operations Center program to regional partners as well as City of Miami personnel to enhance knowledge of its use in tracking, monitoring and mitigating impact of significant events. Four classes are scheduled with a target of 15 - 20 participants per session.
- Continue working toward completing replacement of antiquated phone systems in all Fire-Rescue facilities. Department will convert two Fire Stations in FY 2012-13.
- Complete build-out of station alerting system to the last remaining fire station. This will continue the Department's effort to reduce Fire-Rescue response times to less than five minutes.
- Continue working with CIP toward bringing to fruition new or renovated Fire-Rescue Stations for Stations 1, 5, 10 and 14.
- Provide three strategic skills training classes to approximately 45 newly promoted officers during FY 2012-13.

Accomplishments in FY 2011-12

- Referred more than 300 businesses to the Neighborhood Enhancement Team(NET) offices for not having Certificates of Use thereby enhancing revenues to the City.
- Improved patient care reporting resulted in an increase in revenue generation in the first half of FY 2011-12 of \$331,000 over FY 2010-11.
- Continued efforts to increase Fire-Rescue efficiency by enhancing tracking and enforcement of false alarms ordinance; resulting in more expedient repairs to faulty alarm systems. This new initiative generated more than \$300,000 in revenues which supported Department operational costs.

Fire-Rescue

- Provided excellent educational program in didactics, hands on training and drills for business, community and educational institutions, which included both adults and children. Through these events, Miami Fire-Rescue reached more than 40,000 citizens in the City of Miami with vital safety messages.
- Participated in the Cardiac Arrest Registry to Enhance Survival program, in collaboration with the Centers for Disease Control and Prevention, the American Heart Association and Emory University Department of Emergency medicine. This program enables the department to use data derived from outcomes of emergency cardiac arrest patients to improve its response and procedures to such cases.
- Certified all eligible Fire-Rescue Dispatchers by the State of Florida as 911 Public Safety Telecommunicators.
- Maintained Insurance Service Office rating of Class 1 for 30th consecutive year. This is the highest rating that can be achieved and it benefits the community through lower fire insurance premiums.
- Completed more than 23,000 fire inspections which maintained previous year's inspection rate.
- Conducted citywide functional exercises including a major hurricane drill with department directors on Emergency Operations Center procedures. This drill allowed for the interaction of essential personnel in developing strategies, tactics and procedures essential during significant events.
- Trained 96 city employees and representatives from other municipalities on the functions of an Emergency Operations Center. This exercise provided a realistic and controlled learning environment where participants engaged in gathering information and problem solving.
- Broke ground on construction of Fire Station 13; estimated completion date is first quarter of FY 2013-14.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Partial funding of 11 Fire Captain positions (\$228,200)
- Partial funding of one Fire Fighter position (\$32,000)
- FY 2012-13 Overtime negotiated reduction as per bargaining agreement between the City and IAFF (\$1,240,000)
- Reduction for City contribution to IAFF Retiree Health Plan as per bargaining agreement between the City and IAFF(\$325,000)
- Reduction in Travel (\$12,900)

The Adopted Budget includes the following additions:

- One-time merit and longevity pay increase offset by contribution of Section 175 funds as per bargaining agreement between the City and IAFF (\$1,800,000)
- FY 2012-13 Budget for Regular Salaries and Wages includes funding for all positions, previously held for attrition (\$1,803,600)
- Increase in Overtime for training being offset by additional salary attrition as per bargaining agreement between the City and IAFF (\$500,000)
- Promotion of six Fire Lieutenants (\$32,200)
- Sworn personnel examinations (\$180,800)
- Annual contractual physicals (\$30,200)
- Contractually required Cell Phone Allowances (\$2,400)
- Heavy Fleet Repairs (\$75,000)

Fire-Rescue

- Medical Supplies (\$130,000)
- Fire Fighting Tools (\$136,000)
- Pension cost previously allocated centrally in Pension (GF \$16,352,600; SR \$225,500)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$9,412,900.; SR \$134,600)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$1,964,300; SR \$28,400)

The Adopted Budget includes the following additional considerations:

- The FY 2012-13 Fire Rescue budget includes a Community Development Block Grant allocation of \$1 million for the purchase of firefighting apparatus.
- FY 2012-13 Special Revenue reflects both new and existing multi-year UASI grants managed by the Fire Rescue Department for other municipalities. These funds were placed in Budget Reserve in FY 2011-12 and are now being distributed amongst various accounts for FY 2012-13 (\$25,826,700)
- The Fire Rescue Department has been awarded a Staffing for Adequate Fire and Emergency Response (SAFER) grant that provides \$3.646 million to be spent on staffing over the next two years. The Department intends to hire 25 Fire Fighters with this grant starting in March or April 2013. Since these positions were budgeted in the Preliminary Budget, use of the grant for this purpose frees up funds (\$911,500). This one-time savings will be used to fund capital purchases for the Department.
- Pension cost allocation stated above includes savings in benefits from SAFER Grant (\$283,100)
- Life and Health cost allocation stated above includes funding for contractual Life Insurance & Accidental Death Coverage (\$107,300)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- One Administrative Assistant I position (\$59,600)

Fire-Rescue

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Executive Salaries	\$3,600		\$3,600	\$3,600		\$3,600
Regular Salaries and Wages	\$53,879,500	\$332,000	\$54,211,500	\$56,646,900	\$749,100	\$57,396,000
Other Salaries and Wages	\$75,800		\$75,800	\$73,400	\$3,644,700	\$3,718,100
Overtime	\$2,155,400	\$249,000	\$2,404,400	\$2,605,300	\$2,516,500	\$5,121,800
Special Pay	\$6,586,400	\$25,838	\$6,612,238	\$6,703,100	\$20,100	\$6,723,200
Fringe Benefits	\$171,600		\$171,600	\$185,000		\$185,000
Fica Taxes	\$937,100	\$9,941	\$947,041	\$957,600	\$34,600	\$992,200
Retirement Contributions				\$16,352,600	\$225,500	\$16,578,100
Life and Health Insurance	\$86,300		\$86,300	\$9,412,900	\$134,600	\$9,547,500
Total Personnel:	\$63,895,700	\$616,779	\$64,512,479	\$92,940,400	\$7,325,100	\$100,265,500
Operating Expense						
Workers' Compensation				\$1,964,300	\$28,400	\$1,992,700
Professional Services	\$602,100		\$602,100	\$735,000	\$2,463,800	\$3,198,800
Professional Services-Medical	\$357,800		\$357,800	\$438,000		\$438,000
Other Contractual Services	\$535,500	\$71,178	\$606,678	\$535,500		\$535,500
Travel and Per Diem	\$10,300	\$132,500	\$142,800	\$2,100	\$108,600	\$110,700
Communications & Related Services	\$22,700		\$22,700	\$4,100		\$4,100
Postage	\$12,500		\$12,500	\$12,500		\$12,500
Utility Services	\$417,300		\$417,300	\$417,300		\$417,300
Rentals and Leases	\$10,900	\$143,427	\$154,327	\$21,000		\$21,000
Repair and Maintenance Services	\$1,088,900		\$1,088,900	\$1,189,200		\$1,189,200
Advertising and Related Costs	\$2,000		\$2,000	\$2,000		\$2,000
Office Supplies	\$45,000		\$45,000	\$45,000		\$45,000
Operating Supplies	\$239,000	\$7,323	\$246,323	\$189,100	\$249,800	\$438,900
Public Safety Supplies	\$600,000		\$600,000	\$730,000		\$730,000
Clothing/Uniform Supplies	\$248,400		\$248,400	\$226,600		\$226,600
Subscriptions, Memberships, Licenses, Permits & Others	\$8,900		\$8,900	\$51,700		\$51,700

Fire-Rescue

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Total Operating Expense:	\$4,201,300	\$354,428	\$4,555,728	\$6,563,400	\$2,850,600	\$9,414,000
Capital Outlay						
Machinery and Equipment		\$205,589	\$205,589	\$136,000	\$16,764,300	\$16,900,300
Total Capital Outlay:	\$0	\$205,589	\$205,589	\$136,000	\$16,764,300	\$16,900,300
Non-Operating Expense						
Budget Reserve		\$18,825,653	\$18,825,653			
Total Non-Operating Expense:	\$0	\$18,825,653	\$18,825,653	\$0	\$0	\$0
Total Fire-Rescue:	\$68,097,000	\$20,002,449	\$88,099,449	\$99,639,800	\$26,940,000	\$126,579,800

Police

Department Head: Manuel Orosa

Phone: (305) 603-6100

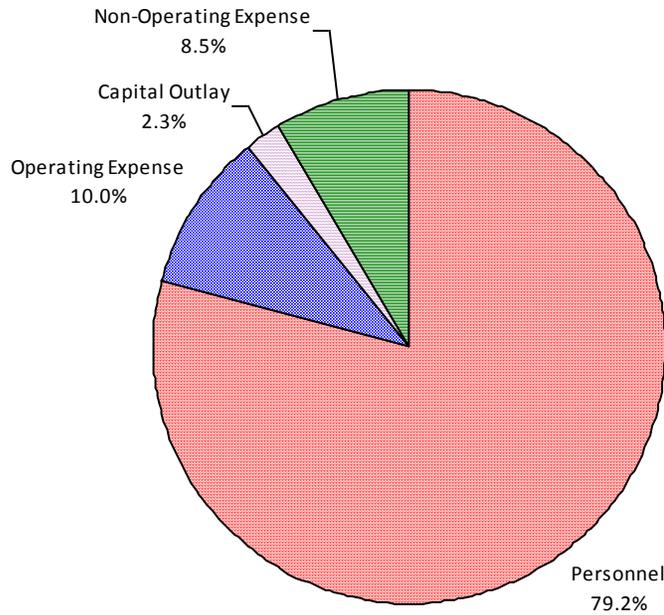
Description

The Miami Police Department is a modern, full service law enforcement agency which serves a large and diverse population. The Department is committed to proactive crime prevention efforts, timely responses to calls and unrelenting follow-up and criminal investigations efforts.

The Miami Police Department provides basic law enforcement, investigative and support services in order to prevent, detect and solve crime. Utilizing time-tested police methods and welcoming innovative problem-solving techniques, neighborhood problems are identified and solutions are implemented to improve quality of life.

Stakeholders include residents, businesses, and visitors to the City of Miami.

Allocation by Category



Police

OFFICE OF THE CHIEF OF POLICE

Establish, direct and ensure a policy of achieving the delivery of the highest quality law enforcement services; provide administration for departmental operations; provide legal counsel; investigate departmental and City employees; provide information to the media and community; promote community outreach; oversee inter-agency narcotics and Homeland Security investigations; coordinate interaction with other City departments.

FY 11-12
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FY 12-13
129

FIELD OPERATIONS DIVISION

Perform police uniformed patrol duties; respond to calls for service; provide traffic enforcement; conduct specialized police functions including aviation, canine response, marine, mounted and Special Weapons and Tactics (SWAT) teams; engage in special crime suppression operations; coordinate special event staffing.

FY 11-12
908

FY 12-13
908

CRIMINAL INVESTIGATIONS DIVISION

Provide criminal investigations of burglary, economic crimes, homicides, larceny, and robberies; conduct special investigations; conduct crime scene investigations; provide victims advocate services.

FY 11-12
185

FY 12-13
185

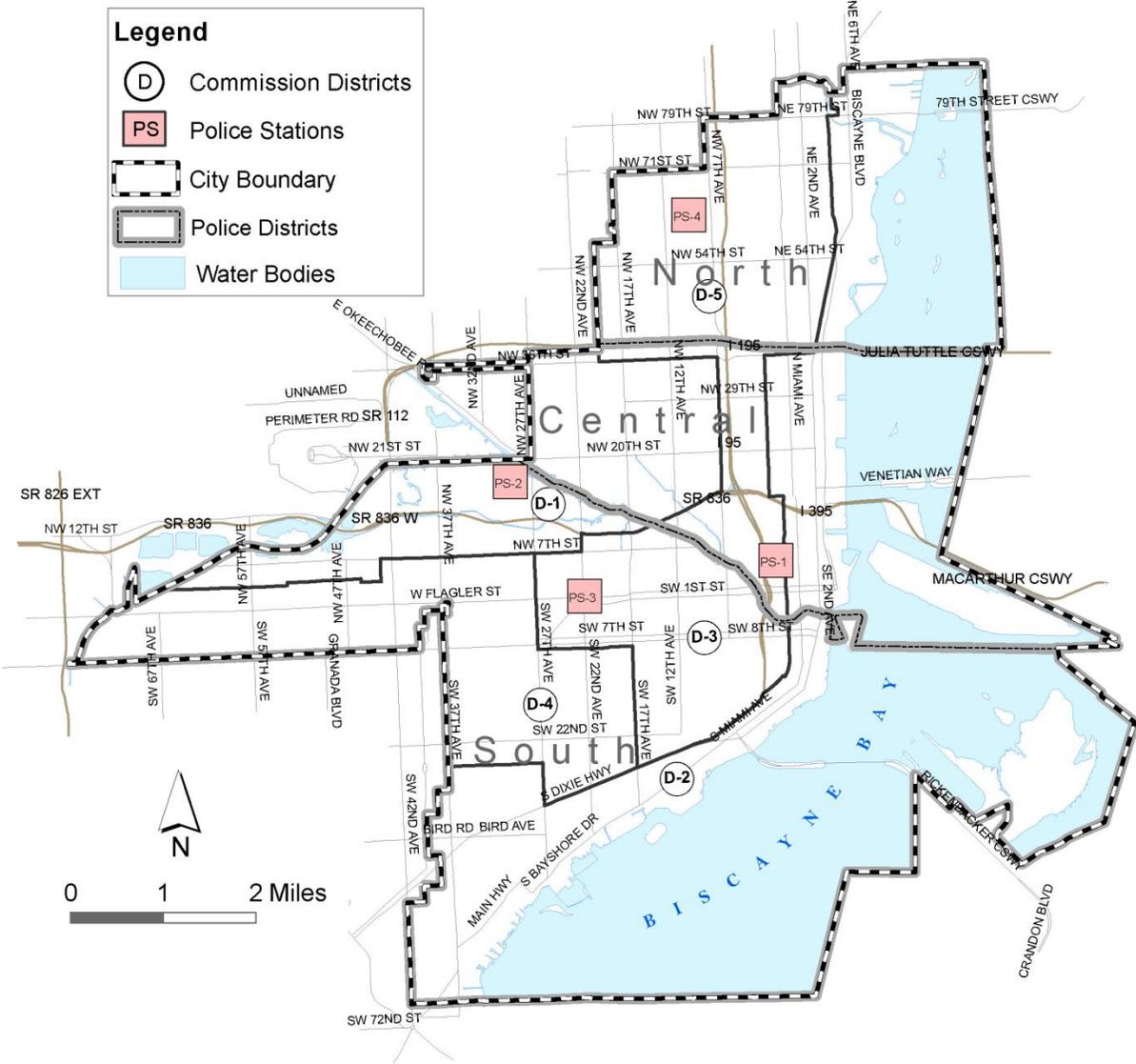
ADMINISTRATION DIVISION

Coordinate the management of the department's fiscal, equipment and human resources; provide personnel resources management; oversee training and personnel development; operate the 911 Communications Center which handles all emergency and non-emergency calls for service; oversee the receipt, storage and final disposition of evidence and property items; provide fleet and equipment management; provide information systems support; provide budget, finance and procurement services.

FY 11-12
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FY 12-13
279

Police



Station	Address
PS-1 Central District	400 NW 2 nd Ave
PS-2 Grapeland Heights	1701 NW 30 th Ave
PS-3 Southern District	2200 W Flagler St.
PS-4 Northern District	1000 NW 62 nd St.

Contact	Phone
Miami Police Non-Emergency	(305) 579-6111
Crime Stoppers	(305) 471-TIPS
Drug Tip Hotline	(305) 623-7874
Gang / Graffiti Hotline	(305) 808-6800

Dial 911 for EMERGENCIES ONLY

Police

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$133,798,596	\$122,972,414	\$115,419,771	\$145,877,500	1,502	1,501
Operating Expense	\$12,848,106	\$12,985,153	\$12,324,523	\$18,377,500		
Capital Outlay	\$1,158,983	\$733,610	\$2,558,662	\$4,162,800		
Non-Operating Expense	\$369,355	\$2,258,034	\$12,635,378	\$15,670,200		
	\$148,175,040	\$138,949,211	\$142,938,334	\$184,088,000		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Police (GF)	\$140,084,004	\$129,609,948	\$117,613,600	\$155,723,000	1,434.00	1,451.00
Police Services (SR)	\$3,976,645	\$4,268,272	\$14,401,300	\$15,405,900	27.60	27.60
Law Enforcement Trust Fund (LETF) (SR)	\$1,258,913	\$1,044,672	\$3,832,500	\$1,509,900		
ARRA - Police (SR)	\$2,855,478	\$4,026,319	\$7,090,934	\$11,449,200	50.00	32.00
	\$148,175,040	\$138,949,211	\$142,938,334	\$184,088,000	1,511.60	1,510.60

Objectives for FY 2012-13

- Increase patrol manpower to achieve a minimum staffing level of 420 uniformed officers.
- Hire, train and deploy 25 police officers through funding from a \$5,786,825 grant that was awarded to the Department by the Office of Community Oriented Policing Services.
- Answer 90% of all incoming 911 calls within 10 seconds of call initiation.
- Equip the Police Communications Section with an Automatic Call Distribution phone system that will route 911 calls directly to the call center and to call takers based on their language skill. This project is expected to begin during the first quarter of FY 2012-13.
- Conduct four Police Academy Classes during FY 2012-13.
- Revise and re-issue an updated policy and procedures manual for all department members. This process is anticipated to be completed in the fourth quarter of FY 2012-13.
- Purchase a fully equipped major crime scene vehicle utilizing funding from the Urban Area Security Initiative (UASI). This purchase will be completed during the first quarter of FY 2012-13.
- Implement a Call Management System that will allow the department to track call volume, level of service, level of productivity, increments of calls, and ultimately adjust staffing needs based on the information that can be retrieved daily from this system. This project is expected to begin during the first quarter of FY 2012-13.

Police

Accomplishments in FY 2011-12

- Responded to 323,817 calls for assistance in FY 2011-12 compared to 370,739 from the previous year.
- Increased the number of police officers on patrol by ten percent to 392, as compared to previous fiscal year number of 357.
- Answered 93 percent of 571,651 (911) calls within ten seconds or less thereby exceeding State of Florida mandate of 90 percent.
- Initiated Operation Resilience by deploying Tactical Units in different districts throughout the City to address violent crimes in those areas. Deployment of these units were based on crime statistics, crime patterns, and citizen complaints along with input from the commanders in those districts. The goal was to reduce violent crime in chronic areas; the operations resulted in 633 arrests.
- Responded to 14,648 calls for forensic services and developed 3,159 latent prints that yielded 830 fingerprint identifications in one year.
- Obtained \$235,787 from the Florida Attorney General's Office, which helped the City of Miami Police Department provide assistance to 4,677 victims of crime.
- Received an award of \$175,000 in grant funding from the Department of Justice to improve the timeliness and effectiveness of forensic science and enhanced the Department's photographic laboratory.
- Earned re-accreditation status by the Committee on Accreditation for Law Enforcement Agencies, Inc., on March 24, 2012 after a rigorous on-site assessment of the Department's operations in November 2011.
- Conducted a multi-agency training exercise which involved 200 participants at the American Airlines Arena to evaluate the Department's ability to recognize, respond to, and handle a terrorist attack at the Arena during a large event.
- Reduced police vehicle accidents by 19 percent as compared to calendar year 2010, resulting in fewer injuries to officers and citizens as well as reducing the repair and replacement cost of police vehicles.
- Reviewed and compiled data from 120,199 red light violations since the program's inception in FY 2010-11. The data shows a reduction of 7.3 percent in accidents at monitored intersections.
- Deployed 100 new high performance laptop computers to officers to replace broken and out-of-warranty laptops utilizing grant funding.
- Conducted six Police Academy Classes for police recruits generating \$402,500 in tuition revenue.
- Conducted 34 training sessions consisting of Officer Survival, Firearms Qualification, and Region XIV courses that were attended by 1,569 sworn personnel from the department and outside agencies.
- Participated in a fund raising effort for the "Do The Right Thing" program. This program rewards elementary, middle and high school students for their positive actions. A group of the Department's female officers volunteered their time to be part of the production of the "2012 Women in Blue Calendar". Sales of this calendar have generated \$16,700 for the program.
- Formulated and implemented a Limited English Proficiency plan for the department that was approved by the Department of Justice.
- Established the Office of Professional Compliance which is responsible for the independent review of all high liability matters such as use of force, pursuits, etc. This office provides the Police Department with a check and balance system for these cases, and reports directly to the Chief of Police.

Police

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Transfer of Carpenter Supervisor to Parks Department (\$74,600)
- Increase attrition by managing the filling of seven vacant positions due to retirement (\$343,200)
- Attrition savings from partial funding of Police Officer positions (\$1,150,600)
- Increased attrition associated with the recruitment of lieutenants (\$1,175,000)
- Reduction in temporary staffing cost (\$150,000)
- Reduction in temporary staffing costs by shifting of agency temporary help to City Temporary staffing (\$68,600)
- Elimination of GF support (service to be continued through UASI grant) for Repair and Maintenance costs of Police Helicopter and Boat (\$109,700)
- Reduction in Weapons and Ammunition (223,400)

The Adopted Budget includes the following additions:

- Overtime increased to reflect historical spending levels and adjust to expected vacancy rates (\$1.3 million), including allocation change in FY2011-12 and increased Federal funding for special enforcement units
- Increased allocations for FOP Health Trust (\$2,100,000).
- Increase budget for two temporary employees, offset by decrease in Professional Services (\$63,200)
- Examination and Scoring for police recruits (\$11,300)
- Psychological Counseling services for personnel (\$96,000)
- Increased allocations for Physical Exams (\$352,900)
- Advertising for Police recruiting (\$50,000)
- Fuel price adjustment (\$638,400)
- Increased allocations for Uniforms (\$728,300)
- Pension cost previously allocated centrally in Pension (GF \$27,047,600; SR \$273,900)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$15,460,800; SR \$339,200)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$4,292,100; SR \$97,500)

The Adopted Budget includes the following additional considerations:

- Hiring of 25 new Police Officer positions in 2011 ARRA COPS Hiring Grant for FY 2012-13 mitigated what would have been an increase to the General Fund (\$1,336,600)
- FY 2012-13 Special Revenue Fund reflects a net reduction of 18 grant-funded Police Officer positions that have been added to GF (\$856,400)
- The Non-Operating Budget Reserve in GF for FY 2012-13 does not include the one-time savings of FOP Health Trust Savings (\$900,700)
- Special Revenue salary budget as compared to FY 2011-12 has been reduced by moving un-allocated Fund Balance to Budget Reserve in FY 2012-13 (\$4,407,300)
- FY 2012-13 Special Pay budget increased to reflect Special Taxing District Projects previously shown in Budget Reserve in FY 2011-12 (\$854,200)

Police

- Life and Health Insurance allocation stated above includes City contribution to FOP Health Trust and Life Insurance per labor agreement (\$11,300,000)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- 23 previously grant-funded School Crossing Guards (\$169,300)
- Hiring one IT Consultant (\$84,000)
- Temporary Personnel Services (\$105,000)

Police

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$87,485,500	\$7,386,658	\$94,872,158	\$86,496,800	\$2,874,500	\$89,371,300
Other Salaries and Wages	\$283,700	\$199,700	\$483,400	\$421,300	\$565,800	\$987,100
Overtime	\$2,980,200	\$1,322,348	\$4,302,548	\$3,280,200	\$832,100	\$4,112,300
Special Pay	\$4,364,900	\$80,500	\$4,445,400	\$4,304,700	\$1,151,900	\$5,456,600
Fringe Benefits	\$403,100	\$23,192	\$426,292	\$334,100		\$334,100
Fica Taxes	\$2,527,700	\$62,973	\$2,590,673	\$2,364,000	\$130,600	\$2,494,600
Retirement Contributions				\$27,047,600	\$273,900	\$27,321,500
Life and Health Insurance	\$8,299,300		\$8,299,300	\$15,460,800	\$339,200	\$15,800,000
Total Personnel:	\$106,344,400	\$9,075,371	\$115,419,771	\$139,709,500	\$6,168,000	\$145,877,500
Operating Expense						
Workers' Compensation				\$4,292,100	\$97,500	\$4,389,600
Professional Services	\$1,153,600	\$182,205	\$1,335,805	\$953,400	\$242,200	\$1,195,600
Professional Services-Medical	\$126,000		\$126,000	\$574,900		\$574,900
Court Reporter Services		\$5,500	\$5,500			
Other Contractual Services	\$1,202,300	\$18,979	\$1,221,279	\$1,168,400	\$13,400	\$1,181,800
Investigations		\$100,000	\$100,000			
Travel and Per Diem	\$22,800	\$246,110	\$268,910	\$22,800	\$393,600	\$416,400
Communications & Related Services	\$14,700	\$202,100	\$216,800	\$14,700	\$480,000	\$494,700
Postage	\$49,000	\$1,000	\$50,000	\$49,000		\$49,000
Utility Services	\$897,400		\$897,400	\$897,400		\$897,400
Rentals and Leases	\$1,467,100	\$117,375	\$1,584,475	\$1,462,200	\$5,000	\$1,467,200
Repair and Maintenance Services	\$722,800	\$474,842	\$1,197,642	\$613,800	\$481,700	\$1,095,500
Printing and Binding-Outsourcing	\$21,300	\$19,800	\$41,100	\$21,300	\$41,600	\$62,900
Printing and Binding-Paper Stock	\$42,600		\$42,600	\$42,600		\$42,600
Promotional Activities	\$7,800	\$237	\$8,037	\$7,800	\$3,000	\$10,800
Advertising and Related Costs	\$3,800	\$1,500	\$5,300	\$53,800		\$53,800
Other Current Charges and Obligations	\$147,500	\$140,023	\$287,523	\$189,300	\$135,700	\$325,000

Police

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Office Supplies	\$143,200	\$20,000	\$163,200	\$127,500	\$11,000	\$138,500
Operating Supplies	\$173,300	\$160,998	\$334,298	\$127,500	\$235,300	\$362,800
Motor Fuel	\$3,761,600		\$3,761,600	\$4,400,000		\$4,400,000
Public Safety Supplies	\$132,200		\$132,200	\$114,400		\$114,400
Clothing/Uniform Supplies		\$29,123	\$29,123	\$728,300		\$728,300
Subscriptions, Memberships, Licenses, Permits & Others	\$123,500	\$265,031	\$388,531	\$123,500	\$243,800	\$367,300
Weapons And Ammunitions	\$127,200		\$127,200		\$9,000	\$9,000
Total Operating Expense:	\$10,339,700	\$1,984,823	\$12,324,523	\$15,984,700	\$2,392,800	\$18,377,500
Capital Outlay						
Machinery and Equipment		\$2,558,662	\$2,558,662		\$4,162,800	\$4,162,800
Total Capital Outlay:	\$0	\$2,558,662	\$2,558,662	\$0	\$4,162,800	\$4,162,800
Non-Operating Expense						
Other Grants and Aids		\$200,000	\$200,000			
Interfund Transfers					\$237,800	\$237,800
Budget Reserve	\$929,500	\$11,505,878	\$12,435,378	\$28,800	\$15,399,400	\$15,428,200
Other Uses					\$4,200	\$4,200
Total Non-Operating Expense:	\$929,500	\$11,705,878	\$12,635,378	\$28,800	\$15,641,400	\$15,670,200
Total Police:	\$117,613,600	\$25,324,734	\$142,938,334	\$155,723,000	\$28,365,000	\$184,088,000

Other Departments

Community Development

Parks and Recreation

Public Facilities

Risk Management

Community and Economic Development

Department Head: Mr. George Mensah

Phone: 305-416-1978

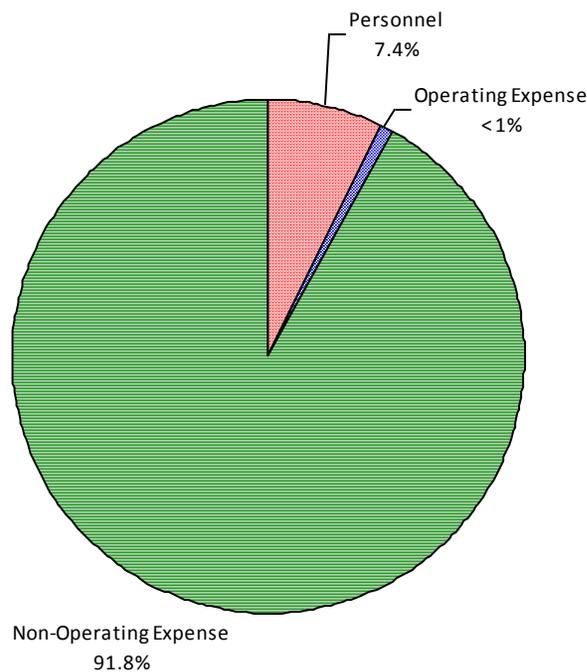
Description

The Department of Community and Economic Development utilizes the grant funds it receives from federal, state, and local government sources to aid in the development of a viable urban community. The thrust of this objective is to provide decent housing, a suitable living environment and expansion of economic opportunities for the neediest people in the community. The Department performs a wide range of Community and Economic Development activities directed toward neighborhood revitalization, economic development, improved community facilities and services, and assisting those least likely to benefit from the economic growth and prosperity projected for the City.

As part of the Community and Economic Development service area, the Department focuses on serving as an advocate for disenfranchised and economically disadvantaged residents; as it works to facilitate funding from federal, state, and local sources through cooperative partnerships with the public and private sectors. The Department is responsible for overseeing the creation, implementation, and monitoring of programs in the areas of affordable public housing, social services, economic development, public facility improvement, and planning & administration among others. The successful execution of programs in all these areas provides the community part of the necessary support it needs and allows low-income residents the opportunity to access the region's economic growth and prosperity.

Stakeholders include City and county-wide residents and elected officials.

Allocation by Category



Community and Economic Development

OFFICE OF THE DIRECTOR

Provide general direction and coordination with private and public stakeholders in the management of federal and local community development programs to assist low-to-moderate income residents; oversee administrative functions, including human resources, technical services, procurement, and investigations regarding fair housing complaints

FY 11-12
9

FY 12-13
7

HOUSING

Administer housing programs to assist eligible residents to purchase, rent, or rehabilitate existing housing units; ensure that the City is in compliance with Davis-Bacon and Section 3 regulations on all contracted projects; administer the City's relocation program

FY 11-12
14

FY 12-13
10

POLICY-SPECIALIZED HOUSING & REPORTING

Create policies for the Department to ensure compliance with all applicable federal, state and local regulations, statutes, ordinances and resolutions; prepare all documents and reports required by Housing and Urban Development (HUD) including the Consolidated Plan, the Annual Action Plan and the Consolidated Annual Performance and Evaluation Report (CAPER); manage the department's Housing Opportunities for Persons with Aids (HOPWA) and Section 8 specialized housing unit

FY 11-12
11

FY 12-13
7

CONTRACT COMPLIANCE

Monitor local community-based organizations (CBOs) contracted with the City to ensure compliance with federal regulations in areas of Social Services and Economic Development to revitalize the City's communities and integrate economic, environmental, and community and human development needs in the process

FY 11-12
12

FY 12-13
7

FINANCIAL MANAGEMENT & REPORTING

Provide financial oversight and reporting requirements to effectively manage projects funded through federal and state programs; develop and manage the Department's budget; process and report all financial activities and transactions; reimburse funded organizations

FY 11-12
14

FY 12-13
12

Community and Economic Development

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$4,822,975	\$4,330,713	\$2,407,906	\$3,618,900	60	43
Operating Expense	\$610,879	\$977,770	\$274,229	\$399,100		
Capital Outlay	\$282,212	\$1,275,307				
Debt Service	\$221,522	\$214,399	\$21,500			
Non-Operating Expense	\$37,624,525	\$36,547,589	\$36,946,245	\$45,168,300		
	\$43,562,113	\$43,345,778	\$39,649,880	\$49,186,300		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Community and Economic Development (SR)	\$42,105,459	\$40,776,845	\$38,399,880	\$49,186,300	60.00	43.00
ARRA - Community Development (SR)	\$1,456,654	\$2,568,933	\$1,250,000			
	\$43,562,113	\$43,345,778	\$39,649,880	\$49,186,300	60.00	43.00

Objectives for FY 2012-13

- Maintain excellent customer service by processing all reimbursement requests within 14 days and by processing at least 90% of our client recertification packages within five days.
- Meet the following housing objectives:
Serve 416 households through the Section 8 program; serve 1,050 households through the Housing Opportunities for Persons with Aids Long-Term Rental Assistance (HOPWA LTRA) program; finalize the construction or rehabilitation of approximately 130 affordable rental units; provide single-family rehabilitation assistance to 20 low-moderate income households; finalize the construction of approximately 15 homeownership units; provide down payment assistance to approximately 35 low-moderate income households.
- Continue to promote economic development to small businesses and micro enterprises by providing technical and financial assistance to approximately 13 micro business enterprises, and assisting approximately 150 businesses to improve the exterior look of the establishment through the Department's Façade Renovation and Code Compliance Program.
- Provide daycare services to approximately 130 children, and meals to approximately 1,300 senior citizens.

Accomplishments in FY 2011-12

- Assisted over 1,300 low-income individuals through the different public service programs it funds. These services are essential to neighborhood viability. The City concentrated its efforts in meeting high priority needs as identified in its current Consolidated Plan.
Below is a summary of the accomplishments for this period:
Provided daycare services to 123 children; provided after-school services to 166 youth; provided meals to 1,035 senior citizens; serviced 16 people with developmental disabilities.

Community and Economic Development

- Provided over 550 City residents with affordable housing opportunities; additionally, constructed 120 multi-family rental units; provided rental assistance to 416 households currently being served under its Section 8 program; provided rental assistance to 1,050 households under the HOPWA LTRA program (county-wide program); provided down payment assistance to 31 low-moderate income households.

*Accomplishments for Community and Economic Development, reflect their federal time period from April 1, 2011 to March 31, 2012.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Community Development Block Grant (CDBG) (\$1,407,900)
- Home Investment Partnership Program (HOME) (\$168,000)
- State Housing Initiatives Program (SHIP) (\$5,800)
- Housing Opportunities for Persons with Aids (HOPWA) (\$399,700)
- Section 8 - Voucher and Moderate Rehabilitation(\$28,600)
- Neighborhood Stabilization Program (NSP-3) (\$77,400)

The Adopted Budget includes the following additions:

- Housing Emergency Solutions Grant (HESG) (\$15,800)
- Affordable Housing Trust Fund (AHTF) (\$34,600)
- Pension cost previously allocated centrally in Pension (\$1,230,300)
- Life and Health Insurance previously allocated centrally in Risk Management (\$763,200)
- Workers' Compensation previously allocated centrally in Risk Management (\$49,700)

The Adopted Budget includes the following additional considerations:

- Aid to Private Organizations' allocation of prior year carryover fund balance anticipated to be spent (\$3,415,500)
- Other Grants and Aids' allocation of prior year carryover fund balance anticipated to be spent (\$8,169,300)

Community and Economic Development

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages		\$1,911,106	\$1,911,106		\$1,655,500	\$1,655,500
Other Salaries and Wages		\$159,100	\$159,100			
Fringe Benefits		\$4,000	\$4,000		\$22,900	\$22,900
Fica Taxes		\$140,600	\$140,600		\$130,100	\$130,100
Retirement Contributions		\$106,600	\$106,600		\$1,076,100	\$1,076,100
Life and Health Insurance		\$86,500	\$86,500		\$734,300	\$734,300
Total Personnel:	\$0	\$2,407,906	\$2,407,906	\$0	\$3,618,900	\$3,618,900
Operating Expense						
Workers' Compensation					\$49,700	\$49,700
Professional Services		\$90,500	\$90,500		\$124,200	\$124,200
Professional Services- Legal Services		\$8,000	\$8,000			
Other Contractual Services		\$25,300	\$25,300		\$16,800	\$16,800
Travel and Per Diem		\$5,000	\$5,000		\$13,000	\$13,000
Communications & Related Services		\$7,400	\$7,400		\$7,300	\$7,300
Postage		\$4,000	\$4,000		\$4,000	\$4,000
Rentals and Leases		\$8,000	\$8,000		\$8,000	\$8,000
Printing and Binding		\$1,000	\$1,000		\$1,000	\$1,000
Advertising and Related Costs		\$80,000	\$80,000		\$132,200	\$132,200
Other Current Charges and Obligations		\$22,529	\$22,529		\$20,400	\$20,400
Office Supplies		\$10,000	\$10,000		\$10,000	\$10,000
Operating Supplies		\$10,000	\$10,000		\$10,000	\$10,000
Subscriptions, Memberships, Licenses, Permits & Others		\$2,500	\$2,500		\$2,500	\$2,500
Total Operating Expense:	\$0	\$274,229	\$274,229	\$0	\$399,100	\$399,100
Non-Operating Expense						
Aids to Government Agencies		\$600,000	\$600,000		\$900,000	\$900,000
Aids to Private Organizations		\$25,084,947	\$25,084,947		\$28,540,900	\$28,540,900

Community and Economic Development

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Other Grants and Aids		\$8,139,698	\$8,139,698		\$15,452,400	\$15,452,400
Interfund Transfers		\$475,000	\$475,000		\$275,000	\$275,000
Budget Reserve		\$2,646,600	\$2,646,600			
Total Non-Operating Expense:	\$0	\$36,946,245	\$36,946,245	\$0	\$45,168,300	\$45,168,300
Total Community and Economic Development:	\$0	\$39,628,380	\$39,628,380	\$0	\$49,186,300	\$49,186,300

Parks and Recreation

Department Head: Juan Pascual

Phone: (305) 416-1313

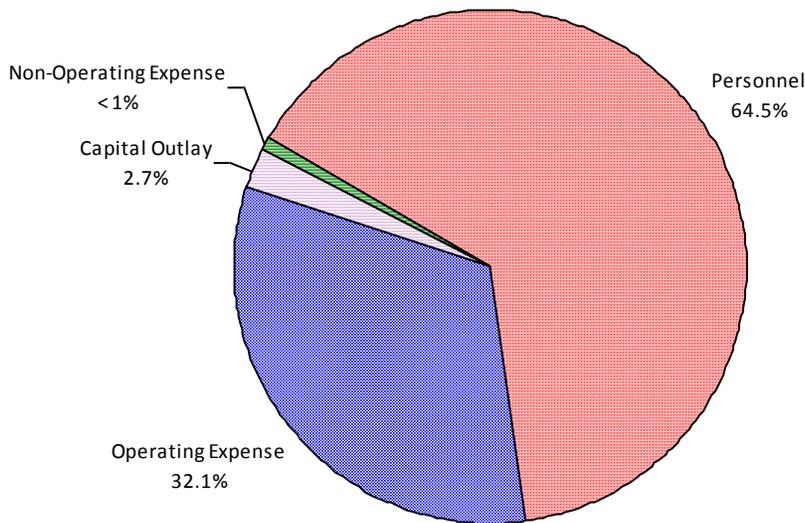
Description

The Parks and Recreation Department provides safe, nurturing, recreational, educational and cultural activities in order to promote a sense of community. The Department's focus is to provide comprehensive academic and cultural enrichment programs that provide an environment for individual growth while providing opportunities for families to connect. The Department seeks to promote the physical, intellectual, emotional and social development of youth in the community.

As part of the Parks and Recreation service area, the staff operates and maintains 127 City parks, 11 pools, the Miami Rowing Center, and one Water Park. The Department strives to provide 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 and after-school technology programs.

Stakeholders include City residents, employees, visitors and elected officials.

Allocation by Category



Parks and Recreation

OFFICE OF THE DIRECTOR

Provide leadership, guidance and vision for the Department; oversee all divisions and their operations; manage the budget, program development and Capital Improvement Program (CIP) projects; coordinate internal and external government communications

FY 11-12

1

FY 12-13

1

ADMINISTRATION

Provide administrative and support services to all divisions and sections; develop, implement, and manage department's budget; perform payroll, personnel, CIP, procurement, legislative, public relations and marketing functions; process permit application for park level and city-wide events; issue sports permits; represent and assist outside event coordinators for city-wide events; manage operating agreement for Melreese Golf Course

FY 11-12

16

FY 12-13

9

DAYCARE

Provide developmental, educational and recreational day care service for infants thru age five; administer programs that teach social life skills that foster parent and child development

FY 11-12

9

FY 12-13

9

RECREATION

Provide for the development, implementation and supervision of recreation, cultural and educational programs; supervise and staff 43 park facilities and 11 pools; offer year-round after-school, summer and other recreation programs to approximately 1,600 children between the ages of six to 13; provide cultural art programs; manage available rental spaces for performance arts and community meetings; foster partnerships that make art programs affordable or free for a larger audience

FY 11-12

84

FY 12-13

81

PARK OPERATIONS

Provide grounds maintenance, turf management, landscaping, tree trimming, sports field renovations, irrigation services, carpentry and repair functions through the entire parks system of 127 parks

FY 11-12

61

FY 12-13

67

VIRGINIA KEY BEACH

Manage operations and environmental restoration of Virginia Key Beach and Virginia Key Beach Trust

FY 11-12

3

FY 12-13

3

DISABILITIES

Provide recreation, life skill, and job training skills for people with special needs; advocate in local, state and national forums for the rights of people with disabilities

FY 11-12

8

FY 12-13

8

Parks and Recreation

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$17,392,829	\$16,220,551	\$15,933,281	\$20,938,100	182	178
Operating Expense	\$8,071,317	\$9,094,434	\$9,875,392	\$10,404,500		
Capital Outlay	\$231,386	\$81,211	\$437,000	\$874,400		
Non-Operating Expense	\$242,810	\$181,107	\$1,636,727	\$229,200		
	\$25,938,342	\$25,577,303	\$27,882,400	\$32,446,200		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Parks and Recreation (GF)	\$23,755,933	\$23,403,184	\$21,894,700	\$29,002,100	178.00	174.00
Parks and Recreation Services (SR)	\$2,182,409	\$2,174,119	\$5,987,700	\$3,444,100	4.00	4.00
	\$25,938,342	\$25,577,303	\$27,882,400	\$32,446,200	182.00	178.00

Objectives for FY 2012-13

- Provide excellent recreational, educational and cultural programs including: After-School Programs for 1,400 youth; learn-to-swim classes to a minimum of 400 participants; Children's Trust Grant to service 300 children; provide five special events featuring cultural, arts and music.
- Renovate or construct four major recreation facilities.
- Apply for another grant from the Make-a-Splash Foundation targeting uniforms and equipment for the swim team participants.
- Expand the public-private partnerships with not-for-profit organizations to enhance the recreational, educational, and cultural opportunities and quality of life of our residents.
- Upgrade landscaping and irrigation systems at ten park sites.
- Join USA Swimming as a whole team and register all members with the organization.
- Increase the participants at the Adventure Biscayne Camp from 48 to 75 children.
- Improve the landscaping of Hadley Pool, as well as resurface the pool surface by the second quarter of FY 2012-13.
- Increase merchandise sales at pools (water, Gatorade, swim caps, goggles, and ear plugs) from \$500 to \$1,000.

Parks and Recreation

Accomplishments in FY 2011-12

- Provided recreational activities, arts, cultural and special events to over 255 senior participants weekly at Hadley Park, Maceo Park and Jose Marti Park.
- Coordinated the 2012 Summer Food Program. Accepted grant from the U.S. Department of Agriculture (USDA) in an approximate amount of \$370,000 and provided over 95,000 lunches and over 100,000 snacks during the Park's Summer Program.
- Provided Learn-to-Swim classes to over 118 youth during the summer pool season and generated over \$5,300.
- Organized the Summer 2012 Program providing supervised camps, programs and activities to 2,500 children during the eight week program.
- Generated an estimated \$218,600 in FY 2012 at the Sandra De Lucca Developmental Center from the different programs it offered for the Adult-Day Training (ADT) for adults with developmental disabilities and served 43 individuals.
- Applied for the National Inclusion Project Grant for the 2012 City of Miami Summer Camp and received \$5,100. This summer camp provided service to 120 individuals with and without disabilities, ages 12-22, and focused on social and sports skills training such as: softball, basketball, soccer, swimming, bocce, kayaking and sailing.
- Obtained gold medals from the Special Olympics State competition in softball, defended gold medal in basketball and soccer, and the GET FIT program members were invited to the 2011 Basil Christie Invitational in the Bahamas and obtained the silver medal.
- Participated in the Paralympics All Sports Day through the hand cycling and wheel chair tennis program. The Paralympics All Sports Day promotes sports for youngsters with physical impairments.
- Received the "2011 Excellent in Inclusion Agency Award" from the National Recreation and Parks Association at the Sandra De Lucca Developmental Center in large part due to the implementation of the city-wide inclusion program Project Search Miami. Project Search Miami is a one-year transition program designed for students ages 18 to 22 years of age with disabilities who are in their last year of high school and are pursuing a special diploma.
- Hosted 10 special events that were open to the community with over 1,500 individuals representing a total of 50 different agencies.
- Opened two new park sites and one mini park: Manatee Bend, 1814 Brickell and Little River Pocket Park, respectively.
- Applied and received \$5,000 grant from the Make-a-Splash Foundation. Grant monies are for swim lessons (level 1-3) for participants in the Hadley area.
- Hosted three Adventure Days at the Miami Rowing Center, with an average attendance of 200 people.
- Generated over \$5,400 from 110 participants at the fitness program in Curtis Park.
- Generated over \$56,600 from 9,948 participants in the tennis program, tournaments and lessons.
- Conducted water safety presentations at all five Children Trust sites. Participants and parents were provided with pool safety information as well as general safety topics.
- Transported over 15,600 individuals, including 300 seniors to various city-sponsored events.
- Attended the National Drowning Prevention Alliance Conference: a two-day seminar which was the first International Adapted Aquatics Conference. Five aquatic employees attended the conference.

Parks and Recreation

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Reduction in part-time hourly staff by rescheduling full-time personnel (\$248,000)
- Reduction in operation schedule at select pools by two weeks to coincide with Public School Calendar (\$60,000)
- Transfer of Little Haiti Cultural Center to Public Facilities (GF \$230,000; SR \$65,000)
- Transfer of Special Events Coordinator and Information Clerk positions to City Manager's Office for the Film Office (\$77,300)
- Funding reduction in various operating line items based on historical and reductions (\$265,600)
- Funding reduction in Utility Services based on historical and working with partner organizations in reducing the sports field lighting (\$170,000)
- Reduction in full-time staff due to elimination of Deputy Director, Pool Supervisor, Lifeguard and Recreation Aide positions (\$244,900)

The Adopted Budget includes the following additions:

- Moved Grapeland from Special Revenue to General Fund as required by accounting rules (\$1,549,700)
- Melreese Golf Course additional budget to reflect actual activity (\$770,800)
- Funding for Summer Programs (\$653,200)
- Year-round staff for re-opening of Gibson Pool and Recreation Building (\$150,300)
- Year-round staff for re-opening of Coral Gate Park (\$139,200)
- Carpenter Supervisor position transferred from Police (\$74,600)
- Pension cost previously allocated centrally in Pension (GF \$2,598,300; SR \$60,600)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$2,178,400; SR \$49,000)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$504,100; SR \$11,300)

The Adopted Budget includes the following additional considerations:

- Allocation of prior year carryover fund balance anticipated to be spent in the Consolidated Special Revenue Fund (SR \$918,300)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Summer Field Trips (\$50,000)
- Transportation for Summer Field Trips (\$20,000)

Parks and Recreation

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$8,506,500	\$215,700	\$8,722,200	\$8,605,100	\$198,100	\$8,803,200
Other Salaries and Wages	\$4,582,800	\$1,641,401	\$6,224,201	\$5,490,000	\$786,100	\$6,276,100
Overtime	\$196,200		\$196,200	\$196,200	\$95,000	\$291,200
Fringe Benefits	\$10,200		\$10,200	\$7,200		\$7,200
Fica Taxes	\$659,600	\$120,880	\$780,480	\$658,900	\$15,200	\$674,100
Retirement Contributions				\$2,598,300	\$60,600	\$2,658,900
Life and Health Insurance				\$2,178,400	\$49,000	\$2,227,400
Total Personnel:	\$13,955,300	\$1,977,981	\$15,933,281	\$19,734,100	\$1,204,000	\$20,938,100
Operating Expense						
Workers' Compensation				\$504,100	\$11,300	\$515,400
Professional Services	\$100,600	\$42,100	\$142,700	\$45,300	\$4,300	\$49,600
Other Contractual Services	\$2,592,200	\$531,400	\$3,123,600	\$2,902,100	\$324,000	\$3,226,100
Travel and Per Diem	\$4,700	\$32,200	\$36,900	\$700	\$19,600	\$20,300
Communications & Related Services	\$47,300		\$47,300	\$37,000		\$37,000
Postage	\$4,100		\$4,100	\$1,600		\$1,600
Utility Services	\$2,563,900	\$184,000	\$2,747,900	\$2,560,800		\$2,560,800
Rentals and Leases	\$92,100		\$92,100	\$89,600		\$89,600
Repair and Maintenance Services	\$137,000		\$137,000	\$692,000	\$254,500	\$946,500
Printing and Binding	\$7,500		\$7,500			
Promotional Activities				\$2,000		\$2,000
Advertising and Related Costs	\$20,000		\$20,000	\$5,000		\$5,000
Other Current Charges and Obligations	\$8,000	\$342,192	\$350,192	\$10,200	\$599,400	\$609,600
Office Supplies	\$68,000	\$29,300	\$97,300	\$53,600		\$53,600
Operating Supplies	\$1,674,000	\$1,022,400	\$2,696,400	\$1,809,000	\$109,000	\$1,918,000
Public Safety Supplies	\$67,900		\$67,900	\$64,500		\$64,500
Clothing/Uniform Supplies	\$89,300		\$89,300	\$91,800		\$91,800
Landscaping Related Supplies	\$190,000		\$190,000	\$190,000		\$190,000

Parks and Recreation

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Subscriptions, Memberships, Licenses, Permits & Others	\$25,200		\$25,200	\$23,100		\$23,100
Total Operating Expense:	\$7,691,800	\$2,183,592	\$9,875,392	\$9,082,400	\$1,322,100	\$10,404,500
Capital Outlay						
Improvements Other Than Buildings					\$468,400	\$468,400
Machinery and Equipment	\$66,500	\$370,500	\$437,000	\$4,500	\$401,500	\$406,000
Total Capital Outlay:	\$66,500	\$370,500	\$437,000	\$4,500	\$869,900	\$874,400
Non-Operating Expense						
Aids to Private Organizations	\$181,100		\$181,100	\$181,100	\$48,100	\$229,200
Budget Reserve		\$1,455,627	\$1,455,627			
Total Non-Operating Expense:	\$181,100	\$1,455,627	\$1,636,727	\$181,100	\$48,100	\$229,200
Total Parks and Recreation:	\$21,894,700	\$5,987,700	\$27,882,400	\$29,002,100	\$3,444,100	\$32,446,200

Public Facilities

Department Head: Henry Torre

Phone: (305) 416-1458

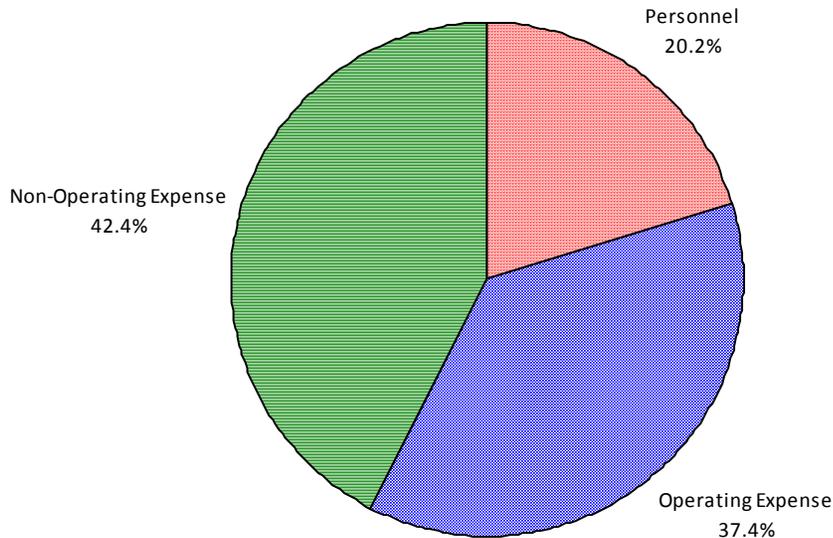
Description

The Department of Public Facilities serves to provide facilities to the community for use in sporting, recreational, cultural, and entertainment events. This Department also oversees the City's four municipal marinas, James L. Knight and Miami Convention Center, Parking Garage 4, Manuel Artime Cultural Center, the Little Haiti Cultural Center and Caribbean Market, and the Miami Ballpark Garages located at the Marlins Stadium.

The Department serves as a real estate office for the City and manages the leasing of properties. To do so, the staff categorizes City-owned properties according to highest and best use to determine whether to use for City operations, to lease to third parties, or to dispose of properties. The departmental staff also identifies needed properties and acquires them; the Department is responsible for preparing all the documentation required for acquisition. In addition, the department manages more than 114 leases throughout the City. The Department maintains the City's property inventory consisting of approximately 631 parcels inclusive of parks, fire stations, City administrative buildings, public facilities, vacant lots and housing sites. Additionally, the Department manages the day to day operations of the City's three marinas, which include Dinner Key Marina the City's flagship marina which has the distinction of being the largest wet slip marina on the East Coast with 582 berths'.

Stakeholders are City residents, tourists, businesses, entertainment industries, and employees.

Allocation by Category



Public Facilities

OFFICE OF THE DIRECTOR

Directs all the administrative functions of the department , including management and operational aspects of the department; facilitates budgeting, accounting, capital improvements, grant administration, property acquisition, and disposition of City owned property; maximizes revenue potential and use of City owned assets.

FY 11-12
5

FY 12-13
5

PROPERTY MANAGEMENT DIVISION

Negotiate agreements; property research; property inventory maintenance; request for proposals; surveys and appraisals; negotiate development agreements; monitor development projects; monitor property tax compliance in accordance with lease terms.

FY 11-12
6

FY 12-13
6

CITY MARINAS DIVISION

Oversee day to day operations and maintenance of four City marinas; manage monthly dockage billings; collect and process dockage fees; plan and implement facility capital repairs and improvements.

FY 11-12
20

FY 12-13
20

MANUEL ARTIME CULTURAL CENTER

Manage, operate and two buildings, a Community Theater and a small park; book events; prepare, negotiate and manage theater agreements; lease available office space; collect and process theater rental fees.

FY 11-12
5

FY 12-13
4

LEASE MANAGEMENT DIVISION

Prepare, negotiate, manage lease and other agreements; monitor monthly rent and fees collection of all leases and other agreements; request for proposals and easements; yearly leased property inspections; issue land use permits.

FY 11-12
2

FY 12-13
2

JAMES L. KNIGHT MIAMI CONVENTION CENTER

Monitor management and operation of the James L. Knight Center; Miami Convention Center; Miami Parking Garage #4; Hyatt Hotel rent; Blue Capital retail and air space rent collections; departmental payroll functions.

FY 11-12
3

FY 12-13
3

LITTLE HAITI CULTURAL CENTER

Monitor management and operation of the Little Haiti Cultural Center.

FY 11-12
0

FY 12-13
1

Public Facilities

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$3,252,517	\$3,110,235	\$3,151,871	\$4,370,800	41	41
Operating Expense	\$4,762,031	\$5,141,293	\$7,109,329	\$8,076,800		
Capital Outlay		\$9,945				
Non-Operating Expense	\$12,185,961	\$6,331,912	\$9,369,700	\$9,152,800		
	\$20,200,509	\$14,593,385	\$19,630,900	\$21,600,400		

Funding Structure

	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Fund %	FY 2012-13 Position Fund %
Public Facilities (GF)	\$4,389,910	\$4,334,999	\$4,244,300	\$5,873,600	36.66	36.66
Public Facilities Services (SR)	\$15,810,599	\$10,258,386	\$10,386,800	\$10,371,000	4.34	4.34
Miami Ballpark Parking Facilities (SR)			\$4,999,800	\$5,355,800		
	\$20,200,509	\$14,593,385	\$19,630,900	\$21,600,400	41.00	41.00

Objectives for FY 2012-13

- Negotiate, prepare, review and execute agreements with Shake-A-Leg, Inc., Nova Southeastern University, Barry University, and the School Board for use of the College of Police.
- Continue to manage and provide monthly financial reports of 84 leases or licenses of City-owned property and 30 leases from other City departments.
- Upgrade and renovate the Manuel Artime Center buildings with various technical and capital improvements that will enable the center to be more competitive with other local facilities. Project will be completed by the end of FY2012-13.
- Submit status reports and grant reimbursements to funding agencies on a quarterly basis to maximize grant opportunities.
- Improve Dinner Key Marina and Miamarina's customer billing and commercial dockage collection systems by five percent. The goal is to increase the collection rate from 89.60 percent to 94.60 percent at Dinner Key Marina and 93.40 percent to 97.40 percent at Miamarina.
- Increase total transient dockage revenues at all facilities by ten percent over FY 2011-12 projection through an aggressive marketing campaign utilizing print, electronic, and social media.
- Undertake and complete the following capital improvement projects at the marinas in FY 2012-13: New marina office building for Dinner Key Marina and Mooring Field; replace 375 feet of sea wall used for and upgrade boat ramp at the Marine Stadium Marina.
- Monitor and manage the operation of the Little Haiti Cultural Center, taken over from the Parks Department.

Public Facilities

Accomplishments in FY 2011-12

- The Manuel Arttime Theater hosted over 200 cultural events and activities with an estimated 70,000 attendees.
- Manuel Arttime Community Center provided office space to two City departments, resulting in savings of \$33,360 to the General Fund. The Theater also obtained grant funding from Miami Dade County Department of Cultural Affairs in the amount of \$13,239 to upgrade lighting.
- Coordinated nine special events at Miami Marine Stadium parking area, including film shoots, and triathlon activities; generated \$26,500 in revenue to the City; Managed 84 leases/licenses generating approximately \$6.9 million to the City in general and special revenues.
- Acquired title to four parcels located at 457-485 NE 77 Street Road, totaling approximately 52,918 square feet, in connection with the development of the Little River Waterfront Park. The funding used for the acquisition, due diligence and closing cost was provided by the Florida Inland Navigation District Grant (\$117,500) with matching funds available through the Biscayne Bay and Miami River Land Acquisition Trust Fund (\$475,294).
- Negotiated, prepared, reviewed and executed the following: seven new revocable license agreements or leases with The Dade Heritage Trust, the United Police Federal Credit Union, the Miami Firefighters Federal Credit Union, Fifty-five Years and Up, Inc., Grove Key Marina, Inc., Landry's Seafood Restaurant-Florida, Inc., and Grovites United to Survive, Inc. yielding approximately \$183,000 in revenue for the City's General Fund.
- Negotiated, drafted and executed the concession agreement with Ultimate Catering, LLC for the operation of the cafeteria at the Miami Riverside Center; reviewed and processed 15 permits for improvements on City leased properties.
- Established WiFi "Hot Spot" internet access for marina customers at Miamarina and Dinner Key Marina; providing sought after amenity for both existing customers and visiting boaters.
- Conducted and reviewed two appraisals to support a pending land exchange for Allen Morris Park located at 20 SE 10 Street and the triangle parcel owned by Flatiron located at 1001 South Miami Avenue; both parcels are approximately the same square footage and value.
- Prepared all the documentation, conducted due diligence and obtained approval from City Commission to accept a donation of a parcel located at 721 NE 85 Street, which has approximately 4,820 square feet, for the development of a dog park in the Biscayne Heights community.
- Finalized the interlocal agreement, development agreement and sublease agreement between the City, Miami Sports and Exhibition Authority and Linden Aviation for the Heliport at Watson Island.
- The department coordinated approximately 17 special events at Watson Island that included photo and film shoots that generated over \$15,000 in revenue to the City.
- James L. Knight Center hosted 213 events with approximately 685,308 people in attendance. In addition, the Miami Convention Center also hosted 150 events with an attendance of 132,751 participants.
- Department secured state grant funding of \$44,000 for the removal and disposal of approximately forty derelict, abandoned, and sunken vessels in city waters.
- Hosted the Strictly Sail venue of the Miami International Boat Show, attracting approximately 40,000 visitors and generating approximately \$72,000 in revenues.

Public Facilities

- In FY 2010-11, the Dinner Key Mooring facility generated \$216,085 in total revenues for the City; it accommodated 970 transient vessels from around the world and their customers economic contribution to the local business area economy was \$1,740 per vessel (as reported by customers surveyed and data) or an estimated total multiplier effect of \$1.6 million in a year.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Reduce Contractual Services expense (\$16,800).
- Reduce Professional Services expense (\$16,500).
- Eliminate Promotion Assistant position (\$27,300).
- Reduce Repair and Maintenance expense (\$20,000).
- Reduction in utility expense for the Coconut Grove Convention Center facility (\$44,900).

The Adopted Budget includes the following additions:

- Dinner Key Mooring Field transferred from Special Revenue (\$213,700).
- Transfer expenditures including one full time position for Little Haiti Cultural Center from the Parks department (\$230,000).
- Increase in Utility expense; includes electricity, and water consumption usage (\$105,500).
- Funds to hire Security Guard for the Manuel Arttime Center (\$27,300).
- Pension cost previously allocated centrally in Pension (GF \$607,100; SR \$87,900)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$448,600; SR \$53,100)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$30,200; SR \$3,600)
- Additional funding for appraisals and or environmental analysis (\$113,100).
- Management for the Black Officer Precinct Museum Facility (\$11,300).

Public Facilities

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$2,049,200	\$312,500	\$2,361,700	\$2,081,800	\$300,400	\$2,382,200
Other Salaries and Wages	\$430,600	\$60,278	\$490,878	\$556,700		\$556,700
Overtime	\$56,000	\$2,105	\$58,105	\$35,000		\$35,000
Fringe Benefits	\$14,900	\$1,576	\$16,476	\$14,200	\$2,500	\$16,700
Fica Taxes	\$196,100	\$28,612	\$224,712	\$160,300	\$23,200	\$183,500
Retirement Contributions				\$607,100	\$87,900	\$695,000
Life and Health Insurance				\$448,600	\$53,100	\$501,700
Total Personnel:	\$2,746,800	\$405,071	\$3,151,871	\$3,903,700	\$467,100	\$4,370,800
Operating Expense						
Workers' Compensation				\$30,200	\$3,600	\$33,800
Professional Services	\$80,000	\$30,059	\$110,059	\$183,900	\$29,200	\$213,100
Court Reporter Services	\$1,500		\$1,500	\$3,600		\$3,600
Other Contractual Services	\$400,000	\$5,525,124	\$5,925,124	\$520,300	\$5,963,600	\$6,483,900
Travel and Per Diem	\$3,000		\$3,000	\$3,000		\$3,000
Communications & Related Services		\$2,500	\$2,500	\$3,900	\$400	\$4,300
Postage	\$5,600	\$900	\$6,500	\$7,000		\$7,000
Utility Services	\$767,800	\$22,602	\$790,402	\$883,900		\$883,900
Rentals and Leases	\$84,200	\$1,300	\$85,500	\$95,100	\$1,400	\$96,500
Repair and Maintenance Services	\$100,900	\$9,603	\$110,503	\$96,000		\$96,000
Printing and Binding				\$3,000		\$3,000
Promotional Activities		\$881	\$881		\$1,700	\$1,700
Advertising and Related Costs		\$3,000	\$3,000	\$23,000		\$23,000
Other Current Charges and Obligations	\$1,000		\$1,000	\$1,000	\$105,000	\$106,000
Office Supplies	\$5,100	\$1,860	\$6,960	\$10,600	\$1,700	\$12,300
Operating Supplies	\$31,400	\$11,000	\$42,400	\$87,400	\$300	\$87,700
Clothing/Uniform Supplies	\$8,300	\$1,000	\$9,300	\$10,100		\$10,100
Subscriptions, Memberships, Licenses, Permits & Others	\$8,700	\$2,000	\$10,700	\$7,900		\$7,900

Public Facilities

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Total Operating Expense:	\$1,497,500	\$5,611,829	\$7,109,329	\$1,969,900	\$6,106,900	\$8,076,800
Non-Operating Expense						
Interfund Transfers		\$9,075,500	\$9,075,500		\$9,039,600	\$9,039,600
Budget Reserve		\$294,200	\$294,200		\$113,200	\$113,200
Total Non-Operating Expense:	\$0	\$9,369,700	\$9,369,700	\$0	\$9,152,800	\$9,152,800
Total Public Facilities:	\$4,244,300	\$15,386,600	\$19,630,900	\$5,873,600	\$15,726,800	\$21,600,400

Risk Management

Department Head: Calvin Ellis

Phone: (305) 416-1757

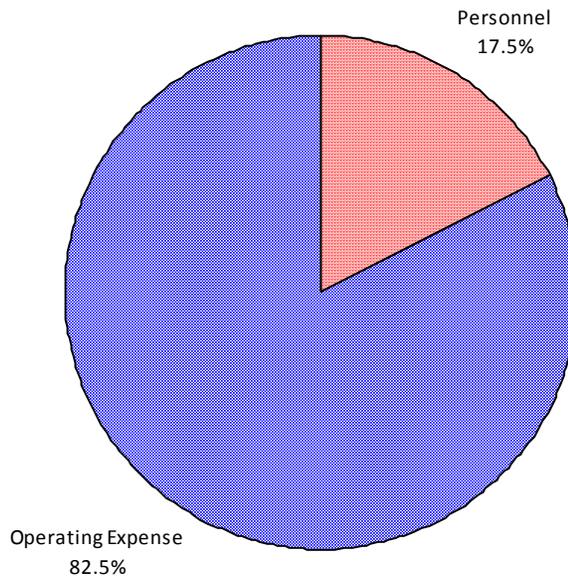
Description

The City's Risk Management Department is an internal service provider, working closely with all operating departments within the City in an effort to protect the City's human, financial, and physical plant resources.

The Department manages claims involving Workers' Compensation, damage to City property, and allegations of City liability; implements comprehensive programs targeted at reducing accidents and complying with State and Federal occupational health and safety laws. The Department is also responsible for developing and administering health, life insurance, and long-term disability programs to protect City employees and their families.

The Risk Management Department works closely with all operating departments and its employees, third party administrators, and the public in effort to manage financial risk and liability.

Allocation by Category



Risk Management

OFFICE OF THE DIRECTOR

Recommends and implements effective Enterprise Risk Management procedures and practices; implements a systematic process for continuously identifying, analyzing and managing actual and potential losses; establishes a collaborative relationship and unified effort with all of the City's departments to minimize adverse financial losses and to promote a safe environment to citizens and employees.

FY 11-12

3

FY 12-13

3

GROUP BENEFITS

Manages and coordinates all functions relating to the provision and administration of the City's self-insured and fully insured group benefits programs; provides technical support for the orientation and education of City employees in regard to their group benefits; assists employees with enrolling and managing their group benefits; processes individual claims; notifies and assists former employees in regard to their qualification for continued benefits under COBRA; coordinates the management of unemployment benefits for qualified former employees; assists active and former employees as well as retirees with resolving issues involving group benefits; reconciles monthly billing invoices associated with group benefit related payments.

FY 11-12

5

FY 12-13

4

RISK AND SAFETY MANAGEMENT

Manages and coordinates all functions relating to risk, claims, and safety management required; ensures the effective identification, analysis, control, and financing of all major risks; structures and procures risk financing and risk transfer mechanisms through self-insured and commercially insured programs as well as through contractual risk transfers; completes and processes the required regulatory filings for establishing and maintaining self-insured programs; manages the claims adjudication process for all Workers' Compensation and Liability claims and works closely with the City Attorney's office in litigation and settlement activities; develops, implements and monitors safety management; assists with ensuring that the City is compliant and responsive to federal requirements involving Americans with Disabilities Act (ADA) and Health Insurance Portability and Accountability Act (HIPAA).

FY 11-12

12

FY 12-13

12

Risk Management

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$37,887,384	\$39,367,888	\$34,733,800	\$2,371,600	20	19
Operating Expense	\$23,329,545	\$24,570,837	\$23,679,400	\$11,193,900		
Capital Outlay						
Non-Operating Expense						
	\$61,216,929	\$63,938,725	\$58,413,200	\$13,565,500		

Objectives for FY 2012-13

- Reduce General Liability and Workers' Compensation accident frequency by 10 percent by establishing and managing an effective risk management program to identify, prevent, control and reduce the adverse impact of unexpected losses.
- Limit overall plan increases and claims by 10 percent by mitigating excessive increases in the City's Total Cost of Risk by effectively managing the City's self-insured programs and by aggressively pursuing cost reductions through procurement negotiations with the City's insurance providers.
- Maintain a modest level of cost increases with regard to the City's Group Benefits program through strategic implementation of wellness programming and through encouraging employee participation.
- Achieve a 20 percent reduction gap in Medicare by controlling group medical costs associated with chronic illnesses through the establishment of an effective critical disease management program.
- Reduce Workers' Compensation related claims cost by implementing an effective City-wide modified duty program and by reducing the total number of lost work days by 20 percent.
- Achieve an increased level of safety management programming through providing effective supervisory safety training and by establishing functioning safety committees for each of the City's major departments by the end of FY 2012-13.

Accomplishments in FY 2011-12

- Mitigated significant cost increases to the City's property insurance program prudently restricting the amount of insurance limits that were being procured without adversely impacting the overall efficacy of the program.
- Continued to improve the accuracy of the City's property schedule which is crucial to the insurance underwriting process. An independent party was used to accurately appraise most of the City's critical facilities to ensure that they were insured for the proper values.
- Mitigated significant increase in group medical claim costs by redesigning the City's group medical plan to be more consumer driven and by implementing some additional cost shifting measures.
- Improved the City's group medical plan's performance with regard to critical disease management issues resulting from gaps in care. The implementation of a free generic prescription drug mail order program served to significantly reduce the number of gaps in care that have been reported.
- Saved in excess of \$350,000 associated with third party claims administration services as a result of bringing legacy Workers' Compensation claims that were not litigated back in-house.

Risk Management

- Completed an intensive effort to improve safety performance with two major departments, Parks and Recreation and Solid Waste, through an enhanced level of safety training, accident investigation and hazard identification activities.
- Successfully completed most major phases of the Marlins Stadium Parking Garage Owner Controlled Insurance Program (OCIP) while minimizing associated losses on the project.

Budget Highlights for FY 2012-13

The Adopted Budget includes the following reductions:

- Public Official liability claims cost is anticipated to decrease (\$400,000).
- Health Insurance cost redistributed to individual departments (\$45.06 million).
- Workers' Compensation cost redistributed to individual departments (\$9.20 million), and an additional \$4 million reduced based on salary budgeted in departments.
- Elimination of Group Insurance Assistant (\$43,100)

The Adopted Budget includes the following additions:

- Recognition of employees health insurance expense contribution as revenues rather than netting against the health insurance expense line item (\$5.50 million); moved to Internal Service Fund.
- Stop Loss Reimbursement recognized as revenue rather than netting against Health Insurance Line item (\$1.50 million); moved to Internal Service Fund.
- Health Insurance due to actuarial estimates (\$4.79 million); and grossing up of the previous netting as noted above (\$7 million); this cost was allocated throughout the City's operational departments.
- Property and Casualty Liability Insurance due to higher premiums (\$500,000).
- Worker Compensation Self Insured Premium increased as per the State of Florida estimates (\$600,000).
- Unemployment Compensation that was not included in FY2011-12 budget year (\$400,000).
- Pension cost previously allocated centrally in Pension (GF \$351,400)
- Life and Health Insurance previously allocated centrally in Risk Management (GF \$244,800)
- Workers' Compensation previously allocated centrally in Risk Management (GF \$16,500)

The Adopted Budget does not include the following items that were considered, yet remain unfunded for FY 2012-13:

- Funding for Administrative Assistant I (\$58,000).
- Increase reserves for Property and Casualty (\$500,000); Police Torts (\$300,000); Slip & Falls (\$400,000), and Vehicle Liability (\$250,000).
- Various Operating Expenses (\$60,200).

Risk Management

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Regular Salaries and Wages	\$1,334,300		\$1,334,300	\$1,260,900		\$1,260,900
Fringe Benefits	\$9,000		\$9,000	\$16,800		\$16,800
Fica Taxes	\$118,000		\$118,000	\$97,700		\$97,700
Retirement Contributions				\$351,400		\$351,400
Life and Health Insurance	\$33,272,500		\$33,272,500	\$244,800		\$244,800
Unemployment Compensation				\$400,000		\$400,000
Total Personnel:	\$34,733,800	\$0	\$34,733,800	\$2,371,600	\$0	\$2,371,600
Operating Expense						
Workers' Compensation	\$12,600,000		\$12,600,000	\$16,500		\$16,500
Professional Services	\$2,101,100		\$2,101,100	\$2,101,100		\$2,101,100
Travel and Per Diem	\$7,000		\$7,000	\$7,000		\$7,000
Communications & Related Services	\$3,600		\$3,600	\$3,600		\$3,600
Postage	\$7,000		\$7,000	\$5,000		\$5,000
Rentals and Leases	\$2,600		\$2,600	\$2,600		\$2,600
Insurance	\$8,935,500		\$8,935,500	\$9,035,500		\$9,035,500
Advertising and Related Costs	\$4,000		\$4,000	\$4,000		\$4,000
Office Supplies	\$10,000		\$10,000	\$10,000		\$10,000
Subscriptions, Memberships, Licenses, Permits & Others	\$8,600		\$8,600	\$8,600		\$8,600
Total Operating Expense:	\$23,679,400	\$0	\$23,679,400	\$11,193,900	\$0	\$11,193,900
Total Risk Management:	\$58,413,200	\$0	\$58,413,200	\$13,565,500	\$0	\$13,565,500

Appendix A
Adopting Resolution



City of Miami Certified Copy

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

File Number: 12-00865a

Enactment Number: R-12-0361

A RESOLUTION OF THE MIAMI CITY COMMISSION ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2013.

WHEREAS, the City Manager has prepared and submitted to the City Commission a Budget Estimate of the expenditures and revenues of all City of Miami ("City") Departments, Offices and Boards for Fiscal Year 2012-2013, copies of such estimate having been furnished to the newspapers of the City and to the main library in the City which is open to the public; and

WHEREAS, the General Fund Budget for Fiscal Year 2012-2013 is \$503,248,900; and the total Budget for all funds is \$843,019,500; and

WHEREAS, the City's ad valorem millage rate is 7.5710; and

WHEREAS, the major source of revenue for the General Fund is derived from the category identified as "Taxes" in the amount of \$217,631,200; and

WHEREAS, the name of the Department of Community Development was changed to Community and Economic Development; and

WHEREAS, the Management and Budget Department is made part of the City Manager's Office with its name changed to the Office of Management and Budget; and

WHEREAS, a newly established Internal Service Fund will be used to efficiently manage internal service charges, including but not limited to, pension, life and health insurance, and workers' compensation costs; and

WHEREAS, provisions have been duly made by the City Commission for Public Hearings on the proposed budget before the City Commission as a Committee of the Whole and Public Hearings thereon were held;

NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSION OF THE CITY OF MIAMI, FLORIDA:

Section 1. The recitals and findings contained in the Preamble to this Resolution are adopted by reference and incorporated as fully set forth in this Section.

Section 2. The City Manager has recommended a proposed budget, including the five-year financial plan, for the City of Miami, Florida, for the Fiscal Year commencing October 1, 2012.

Section 3. The Preliminary Budget as adopted by the City Commission on September 13, 2012 is incorporated herein by reference and is amended to include all of the applicable changes contained in the September 27, 2012 memorandum entitled "Information for Second Budget Hearing -

FY 2012-13 Preliminary Budget".

Section 4. The following appropriations are made for the municipal operations of the General Fund for the Fiscal Year commencing October 1, 2012 and ending September 30, 2013:

GENERAL FUND	APPROPRIATIONS	ADOPTED BUDGET
Departments, Boards & Offices:		
Mayor	\$ 903,900	\$ 883,500
Board of Commissioners	2,477,300	2,416,100
City Manager	2,902,900	2,847,000
Auditor General	1,097,000	1,071,400
CIP Administration	4,024,900	3,906,000
City Attorney (Law)	5,900,900	5,768,800
City Clerk	1,497,000	1,455,500
Civil Service	405,400	393,700
Code Compliance	4,591,000	4,417,300
Communications	940,900	924,900
Equal Opportunity and Diversity Programs	321,400	314,200
Finance	8,703,400	7,743,200
Grants Administration	860,500	833,100
Human Resources	3,183,000	3,087,800
Information Technology	11,820,800	11,034,100
Management & Budget	1,579,700	1,535,400
Purchasing	1,481,700	1,440,300
Neighborhood Enhancement Team (NET)	3,523,700	3,495,800
Building	7,849,300	7,632,700
Planning & Zoning	4,818,800	4,683,800
General Services Administration (GSA)	21,123,400	20,519,900
Public Works	17,203,600	16,907,700
Solid Waste	27,818,500	26,852,500
Fire-Rescue	105,346,100	99,639,800
Police	167,199,900	155,723,000
Public Facilities	5,966,400	5,873,600
Parks & Recreation	29,820,000	29,002,100
Risk Management	13,665,900	13,565,500
Pensions	657,600	657,600
Non-Departmental Accounts(NDA)	14,251,000	32,594,100
(Transfers-Out)	37,488,000	<u>36,028,500</u>
TOTAL GENERAL FUND	\$ 509,423,900	\$ <u>503,248,900</u>

Reserves Based on Financial Integrity Principles:
(Included in General Fund - NDA)

Contingency Reserves	\$5,000,000
Undesignated Reserves	-
TOTAL RESERVES	\$5,000,000

Section 5. The above appropriations for the General Fund are made based on the following sources of revenues for the Fiscal Year ending September 30, 2013:

GENERAL FUND	REVENUES	ADOPTED BUDGET
Property Taxes	\$ 217,631,200	\$ 217,631,200
Franchise Fees and Other Taxes	97,870,700	97,870,700

Interest	800,000	800,000
Transfers-In	69,900	69,900
Fines and Forfeitures	4,400,200	4,400,200
Intergovernmental Revenues	<u>49,849,600</u>	44,984,600
License and Permits	40,294,100	40,294,100
Other Revenues	<u>10,511,200</u>	9,201,200
Charges for Services	87,997,000	<u>87,997,000</u>
TOTAL GENERAL FUND	<u>\$ 509,423,900</u>	<u>503,248,900</u>

Section 6. The following appropriations are made for the municipal operations of Debt Service Funds for the Fiscal Year ending September 30, 2013:

DEBT SERVICE FUNDS	APPROPRIATIONS
Special Obligation Bonds	\$ 39,135,200
General Obligation Bonds	<u>26,789,400</u>
TOTAL DEBT SERVICE FUNDS	\$ <u>65,924,600</u>

Section 7. The above appropriations for Debt Service Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2013:

DEBT SERVICE FUNDS	REVENUES
Property Taxes	\$ 26,789,400
Transfers In	<u>39,135,200</u>
TOTAL DEBT SERVICE FUNDS	\$ <u>65,924,600</u>

Section 8. The following appropriations are made for the municipal operations of Special Revenue Funds for the Fiscal Year ending September 30, 2013:

SPECIAL REVENUE FUNDS	APPROPRIATIONS	ADOPTED BUDGET
ARRA - Others	<u>\$ 303,800</u>	\$ 297,500
City Clerk Services	<u>480,500</u>	477,800
General Special Revenue	1,288,200	1,288,200
Homeless Programs	<u>2,259,400</u>	2,241,700
Net Offices & Code Enforcement	1,879,800	1,879,800
Departmental Improvement Initiatives	<u>2,702,800</u>	3,846,200
Transportation & Transit	<u>13,163,700</u>	13,150,900
Economic Development and Planning Services	5,031,500	5,031,500
Public Works Services	2,900,900	2,900,900
ARRA - Police	<u>11,707,600</u>	11,449,200
Fire Rescue Services	<u>27,001,000</u>	26,940,000
Law Enforcement Trust Fund (LETF)	1,509,900	1,509,900
Police Services	<u>15,358,800</u>	15,405,900
Miami Ballpark Parking Facilities	5,355,800	5,355,800
Public Facilities	<u>10,385,500</u>	10,371,000
Parks and Recreation Services	<u>3,454,700</u>	3,444,100
Community and Economic Development	<u>49,369,400</u>	49,186,300
TOTAL SPECIAL REVENUE FUNDS	<u>\$ 154,153,300</u>	\$ 154,776,700

Section 9. The above appropriations for Special Revenue Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2013:

SPECIAL REVENUE FUNDS	REVENUES	ADOPTED BUDGET
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All Sources	-\$ 154,153,300-	\$154,776,700
TOTAL SPECIAL REVENUE FUNDS	-\$ 154,153,300-	154,776,700

Section 10. The following appropriations are made for the municipal operations of Internal Service Funds for the Fiscal Year ending September 30, 2013:

INTERNAL SERVICE FUND	APPROPRIATIONS	ADOPTED BUDGET
Retirement Contributions	-\$ 84,285,800-	\$ 66,009,400
Life and Health Insurance	45,059,900-	43,859,900
Workers' Compensation	9,200,000	<u>9,200,000</u>
TOTAL INTERNAL SERVICE FUND	-\$ 138,545,700-	<u>119,069,300</u>

Section 11. The above appropriations for Internal Service Funds are made based on the following sources of revenues for the Fiscal Year ending September 30, 2013:

INTERNAL SERVICE FUND	REVENUES	ADOPTED BUDGET
All Sources	\$138,545,700	\$119,069,300
TOTAL INTERNAL SERVICE FUND	\$138,545,700	\$119,069,300

Section 12. This Resolution is a resolution of precedent and all other resolutions in conflict with it are held null and void insofar as they pertain to these appropriations; however, no provision contained in this Resolution shall be construed to violate the Anti-Deficiency Act, as set forth in Sections 18-500 through Sections 18-503 of the Code of the City of Miami, Florida, as amended. The appropriations are the anticipated expenditure requirements for the City, but are not mandatory should efficient administration of City Departments and Boards or altered economic conditions indicate that a curtailment in certain expenditures is necessary or desirable for the general welfare of the City. The City Manager is specifically authorized to transfer funds between accounts and withhold any of these appropriated funds from encumbrance or expenditure should such action appear advantageous to the economic and efficient operation of the City. The City Manager is also authorized to transfer any excess unrestricted moneys from other funds to the General Fund provided that those are appropriated moneys which are no longer needed to implement the original purpose of the appropriation and whose expenditure is not limited to use for any other specified purpose.

Section 13. All departments and the number of employees designated therein provided for in this budget either by position summary or by the organizational chart are deemed approved by the City Commission. Any permanent change regarding same shall require City Commission approval.

Section 14. The City Manager is authorized to administer the executive pay plan and benefit package, to disburse the funds appropriated herein for said purpose in a manner he deems appropriate. The City Manager is also authorized to administer and disburse the City Commission benefit package. With the exception of those positions in which the salary is established by City Commission action, the City Manager is further authorized to establish the salaries of those employees in executive and staff positions in accordance with the executive and staff pay plan. These employees may receive any salary increases given in Section 10.

Section 15. The City Manager is authorized to disburse any funds that may be designated by the City Commission as cost-of-living or other pay adjustments to Civil Service, executive and staff employees as may be approved by the City Manager.

Section 16. Nothing contained in this Resolution shall be construed as to prohibit or prevent the City Manager, the administrative head of the City of Miami, who is responsible for the efficient administration of all Departments, from exercising the power granted to and imposed upon him/her in the City Charter to fix, adjust, raise, or lower salaries, and to create, abolish, fill or hold vacant, temporary or permanent positions whenever it has been determined by the City Manager to be in the best interest of efficient and economical administration of the City of Miami and all its Departments. The authority contained in this Section shall also be applicable whenever the City Manager shall cause a Department to reorganize itself to perform its services more efficiently; such reorganization may include reduction of budgeted positions, reclassification of positions, and alteration of the number of budgeted positions in any given classification.

Section 17. (a) (1) The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above sections hereof is approved and authorized when such transfer shall have been made at the request of the City Manager and when such transfer shall have been made of any part of an unencumbered balance of an appropriation to or for a purpose or object for which the appropriation for the herein fiscal year has proved insufficient.

(2) The transfer of funds between the detailed accounts comprising any separate amount appropriated by the above sections hereof is approved and authorized when such transfer of funds is made at the request of the City Manager and when such transfer is to be made between the detailed accounts appropriated to the same office, department, or division.

(b) (1) To effect salary adjustments, the City Manager is further authorized to make departmental and other transfers from any reserve accounts established in the General Fund, and is authorized to approve transfers for any unforeseen requirements of all appropriated funds as may be required so long as such transfer is consistent with the provisions contained in Chapter 18, Article IX of the Code of the City of Miami, Florida, as amended.

(2) To facilitate effective budgetary control and sound fiscal management, the City Manager is further authorized to transfer funds from departmental budget reserve accounts to the Emergency Account of Non-Departmental Accounts to other Funds, and to departmental budget reserve accounts from the Emergency Account of Non-Departmental Accounts to other Funds.

(3) The Emergency Account is declared to be appropriated to meet emergency expenses and is subject to expenditure by the City Manager for any emergency purpose.

(c) Except as herein provided, transfers between items appropriated shall be authorized by resolution amendatory hereto, except that transfers from the Non-Departmental Accounts may be made by resolution.

Section 18. (a) The City Manager is authorized to invite or advertise for bids for the purchase of any material, equipment, physical improvement, or service provided by the aforementioned appropriations or which may be provided for in accordance with the authority of Section 14, for which formal bidding is required; such bids to be returnable to the City Commission or City Manager in accordance with Charter or Code provisions.

(b) Further, expenditure of the herein appropriated funds is authorized in the procurement of goods and services by award or contract for the same by the City Commission following the use, if applicable, of competitive negotiations unless the award of such contract by the City Manager is expressly allowed under City Code provisions.

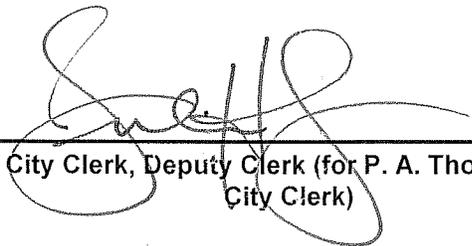
Section 19. This Resolution shall become effective immediately upon its adoption and signature of the Mayor. {1}

Date: SEPTEMBER 27, 2012

Date: SEPTEMBER 27, 2012
Mover: COMMISSIONER GORT
Seconder: VICE CHAIR SARNOFF
Vote: AYES: 5 - COMMISSIONER(S) GORT, SARNOFF, CAROLLO, SUAREZ AND SPENCE-JONES
Action: ADOPTED WITH MODIFICATIONS

Date: SEPTEMBER 28, 2012
Action: SIGNED BY THE MAYOR

I, Priscilla A. Thompson, City Clerk of the City of Miami, Florida, and keeper of the records thereof, do hereby certify that this constitutes a true and correct copy of Resolution No. R-12-0361, passed by the City Commission on 9/27/2012.



City Clerk, Deputy Clerk (for P. A. Thompson,
City Clerk)

September 28, 2012

Date Certified

{1} If the Mayor does not sign this Resolution, it shall become effective at the end of ten calendar days from the date it was passed and adopted. If the Mayor vetoes this Resolution, it shall become effective immediately upon override of the veto by the City Commission.



City of Miami

Master Report

City Hall
3500 Pan American Drive
Miami, FL 33133
www.miamigov.com

Enactment Number: R-12-0361

File Number: 12-00865a

File Type: Resolution

Status: Passed

Version: 2

Reference:

Controlling Body: Office of the City Clerk

File Name: Adopting Budget - City of Miami

Introduced: 9/14/2012

Requester: Department of Management and Budget

Cost:

Final Action: 9/27/2012

Title: A RESOLUTION OF THE MIAMI CITY COMMISSION ADOPTING A FINAL BUDGET AND MAKING APPROPRIATIONS RELATING TO OPERATIONAL AND BUDGETARY REQUIREMENTS FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2013.

Sponsors:

Notes:

Indexes:

Attachments: 12-00865a Summary Form.pdf,12-00865a Legislation.pdf,

History of Legislative File

Version:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
1	Office of the City Attorney	9/20/2012	Reviewed and Approved				
2	City Commission	9/27/2012	ADOPTED WITH MODIFICATIONS				Pass
2	Office of the Mayor	9/28/2012	Signed by the Mayor	Office of the City Clerk			
2	Office of the City Clerk	9/28/2012	Signed and Attested by City Clerk				
2	Office of the City Attorney	9/28/2012	Reviewed and Approved				
Action Note:			MODIFICATIONS MADE				

Appendix B

Five Year Financial Plan

General Fund

Special Revenue Funds

Debt Service Funds

Five Year Financial Plan

The five-year forecasts for the General Fund, Special Revenue Funds, and Debt Service Fund were developed to evaluate the estimated multi-year financial outcomes for the City based on current policy and anticipated future trends. Revenues, inflows, expenditures, and outflows were reviewed to estimate any increase or decrease in each category and its impact on the City's fund balance over the five-year period. The purpose of utilizing a multi-year forecast is to determine whether estimated future revenues will be sufficient to cover estimated future expenditures.

General Fund

Baseline Forecast and Initiative Forecast.

This forecast was revised to incorporate changes due to recent labor agreements, consolidation of the Local Option Gas Tax (LOGT) and the Public Services Tax (PST) from Special Revenue fund into the General Fund as required by the Government Accounting Standards Board (GASB) Statement Number 54, and the revised estimate from the Florida distribution of Half-Cent Sales Tax, Municipal Revenue Sharing, Local Options Fuel Taxes and Communication Services Tax.

The five-year forecast was developed using an interactive financial model and is based upon projected financial resources and City services by functions. The projections are modeled such that assumptions may vary each year to reflect future impacts of the business cycle and other anticipated or possible events. Additionally, the model is designed to allow the primary underlying assumptions to be changed so that sensitivity analysis can be performed to demonstrate the implications of changing underlying assumptions. The forecast model was used to generate a "baseline" projection; that is, future revenues and expenditures are estimated based on the City's current sources of revenue and level of services, with the FY 2013 Adopted Budget as the base.

Overall, revenues are projected to grow at about 2.69% over the next five years, while expenditures are projected to grow at rate of 3.18%.

Five Year Financial Plan

Projected General Fund Revenue/Expenditure Summary and Fund Balance.

Baseline Forecast

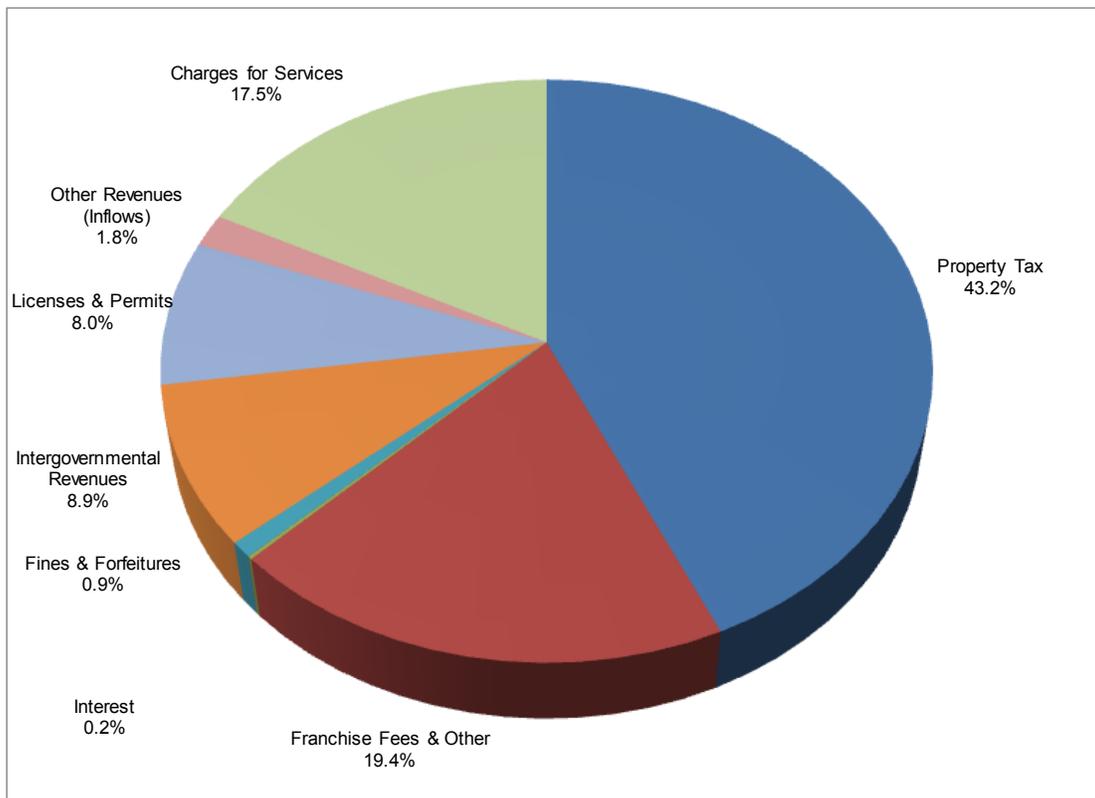
	2012	2013	2014	2015	2016	2017
<u>Revenues</u>	Projected	Projected	Projected	Projected	Projected	Projected
Property Tax	209,126,400	217,631,200	224,496,700	232,863,500	241,310,500	249,923,800
Franchise Fees & Other	102,373,300	97,870,700	99,338,800	100,828,800	102,341,300	103,876,400
Interest	2,418,800	800,000	800,000	800,000	800,000	800,000
Transfers In	5,206,900	70,000	70,000	70,000	70,000	70,000
Fines & Forfeitures	4,808,300	4,400,200	4,400,200	4,400,200	4,400,200	4,400,200
Intergovernmental Revenues	56,176,700	44,984,600	46,272,800	47,588,700	48,938,100	50,327,900
Licenses & Permits	35,792,700	40,294,100	41,274,100	42,627,700	44,028,700	45,478,700
Other Revenues (Inflows)	20,895,500	9,201,200	9,579,200	9,666,600	9,666,600	9,666,600
Charges for Services	90,541,600	87,997,000	89,712,900	91,463,200	93,248,400	95,069,400
Total Revenues	527,340,200	503,249,000	515,944,700	530,308,700	544,803,800	559,613,000
<u>Expenditures</u>						
General Government	36,728,300	54,192,900	56,932,500	58,619,800	60,979,900	63,398,500
Planning & Development	7,703,900	12,316,500	12,736,900	13,113,800	13,634,300	14,165,700
Public Works	48,749,600	64,342,900	66,991,700	67,549,000	69,848,400	72,213,800
Public Safety	190,403,600	254,906,800	262,429,500	272,994,800	284,251,800	295,699,500
Public Facilities	4,144,500	5,873,400	6,014,300	6,158,400	6,350,400	6,547,500
Parks & Recreation	21,730,600	29,247,000	30,086,000	30,799,100	31,709,800	32,645,700
Risk Management	58,129,500	13,608,600	13,899,400	14,189,100	14,512,000	14,842,000
Pensions	72,692,600	657,600	734,700	788,500	830,000	869,200
Non-Departmental	11,648,200	26,844,100	27,026,500	27,082,200	25,250,200	25,319,600
NDA - Transfers Out	29,432,000	36,259,200	37,759,200	38,988,000	38,988,000	38,988,000
Transfer to Fund Balance	0	0	0	0	0	0
Others - Estimated Accruals and Transfers-I	8,000,000					
Total Expenditures	489,362,800	498,249,000	514,610,700	530,282,700	546,354,800	564,689,500
Fiscal Year Surplus / (Deficit)	37,977,400	5,000,000	1,334,000	26,000	(1,551,000)	(5,076,500)
Fiscal Year Ending Fund Balance	57,577,400	62,577,400	63,911,400	63,937,400	62,386,400	57,309,900

Five Year Financial Plan

FY 2013 - FY 2017 Revenue Assumptions

Major sources that make up the General Fund revenues include: Property Taxes (43.2%), Franchise Fees and Other Taxes (19.4%), Fines & Forfeitures (0.9%), Intergovernmental Revenues (8.9%), Licenses & Permits (8.0%), Other Revenues (1.8%), Charges for Services (17.5%) and Interest (0.2%).

FY2013 General Fund Revenues



Five Year Financial Plan

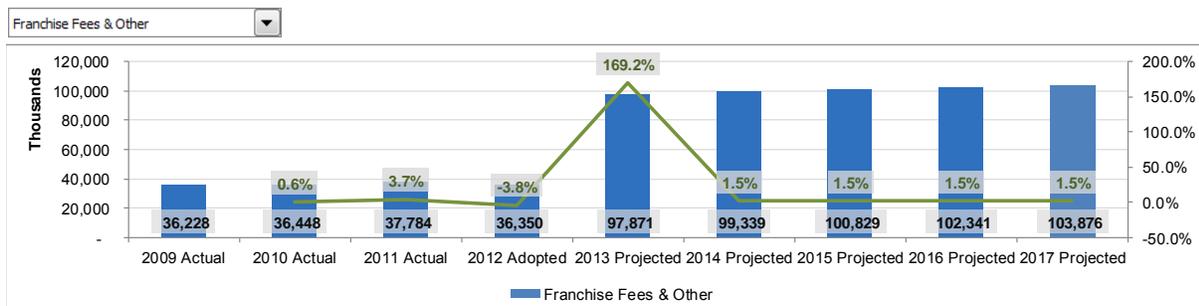
Property Taxes:

The FY 2013 adopted budget for property tax revenue is \$217.6 million. This budget is based on an assessed valuation of \$31.33 billion and an adopted millage rate of 7.5710. Taxable property values are projected to increase between 3.0% to 3.7% percent annually through FY 2017 and the millage rate is assumed to remain flat over the five-year period.



Franchise and Other Taxes:

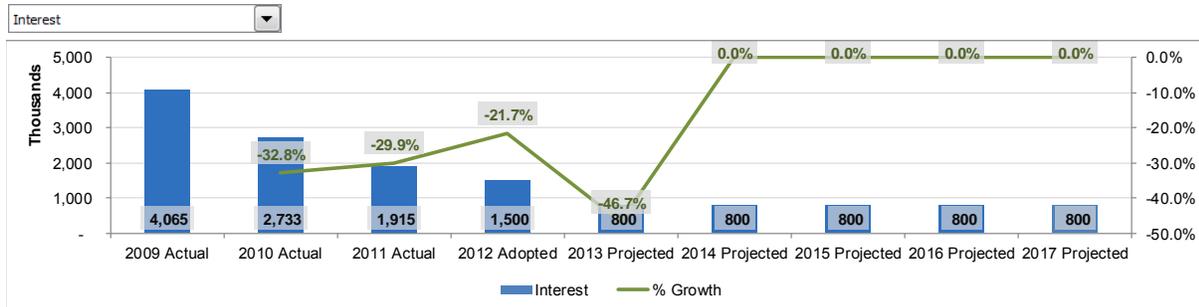
This category includes fees such as Franchise Fees –Gas, Franchise Fees –Electricity, and Utility Service Fees from various franchise licenses awarded to businesses or individuals granting permission to construct, maintain, and operate within the City of Miami. This category is projected to grow at 1.5% percent annually through FY 2017.



Five Year Financial Plan

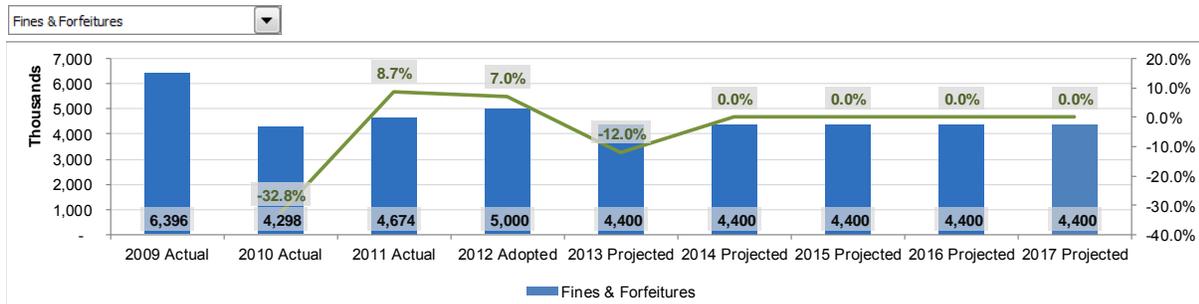
Interest:

The forecast assumes no growth in revenue through FY 2017 except for minimal adjustments for gain/loss on investments.



Fines and Forfeitures:

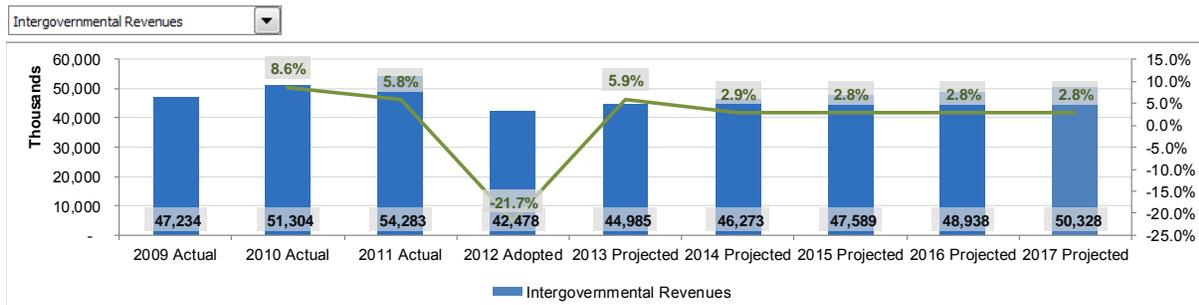
Fines and Forfeitures are derived from penalties for violations of statutory offenses, administrative rules and neglect of lawful duties and confiscated property and court fees. The FY 2013 Proposed General Fund Budget includes \$4.40 million in anticipated revenues. The forecast assumes no growth in revenue through FY 2017.



Five Year Financial Plan

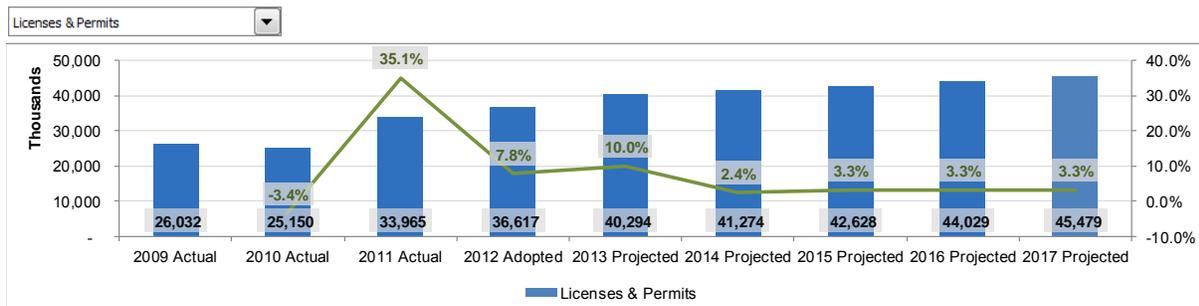
Intergovernmental Revenues:

This category includes revenue from the State of Florida, such as State Shared Revenue, Half-Cent Sales Tax, Motor fuel, Alcoholic beverage license, and other local units, such as the Miami Parking Authority and the Village of Key Biscayne. This category is projected to grow at a 2.8 percent annually over the next five years.



Licenses and Permits:

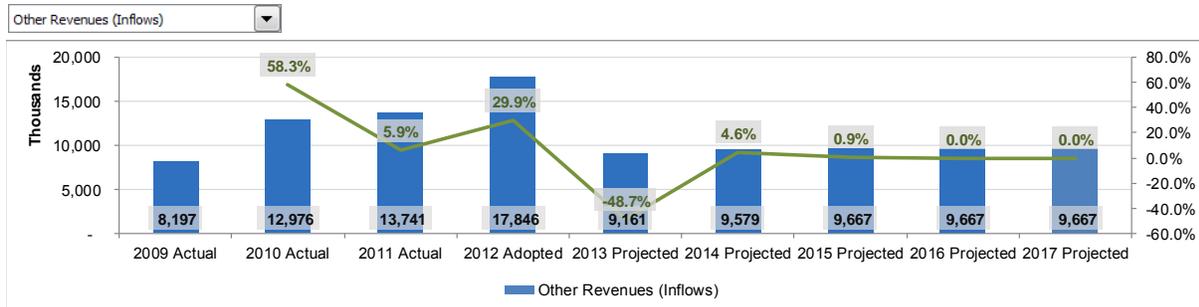
This category includes Building Permits, Occupational Licenses, Murals, and Other Licenses and Permits. The City of Miami continues to experience growth in Licenses and Permits. It is anticipated that this growth will continue at a projected rate of 2.4 to 3.3 percent for the next five years.



Five Year Financial Plan

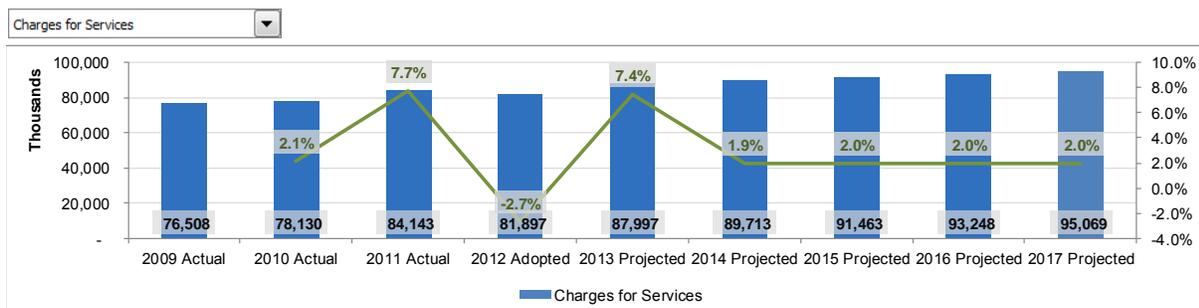
Other Revenues:

This category includes, but is not limited to, Red Light Camera, Service Charges for late fees, Lien Search Fees and other Non- Operating revenues such as Special Event fees. The forecast assumes no growth in revenue through FY 2017.



Charges for Services:

This revenue is derived from a wide variety of City fees. The major revenues in this category include Parking Surcharges, Rents and Royalties, revenue from Casinos, Emergency Services Fees, Garbage/Solid Waste Revenue, and Charges for Police Services and other Miscellaneous Charges. The projection includes an approximate 2.0 percent annual increase over the next five years.



Five Year Financial Plan

Transfers-In:

This revenue category is reduced by \$40.67 million over the prior year budget million due to the implementation of GASB rules as noted in the General Fund Overview Section. It is anticipated that \$70,000 to be transferred in the General Fund over the next five years.

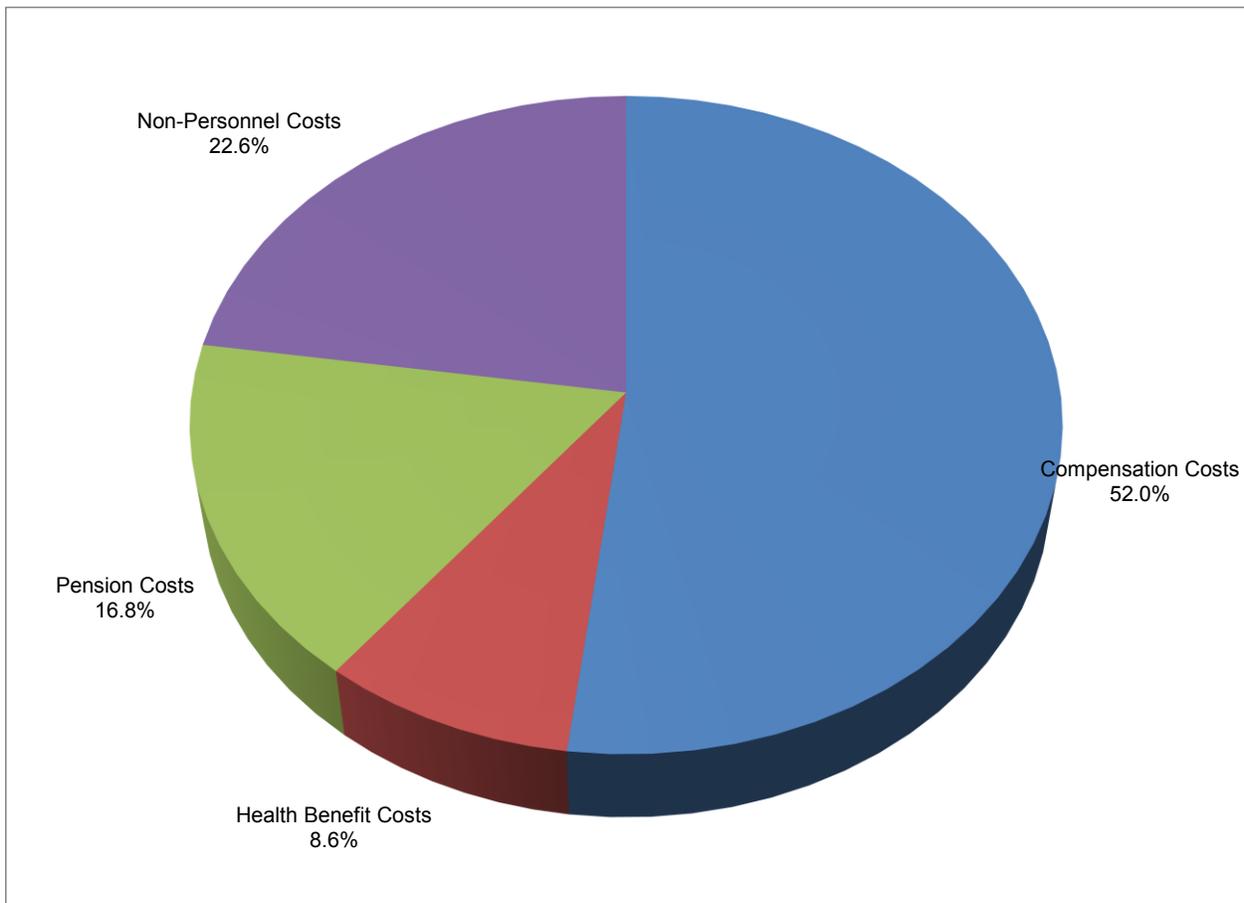


Five Year Financial Plan

FY 2013 - FY 2017 Expenditure Assumptions

The five-year fund forecast has been formulated based on the FY 2013 Proposed Budget. Expenditure projections for this forecast are presented by Government Function and assume that the same service delivery levels will continue into future years.

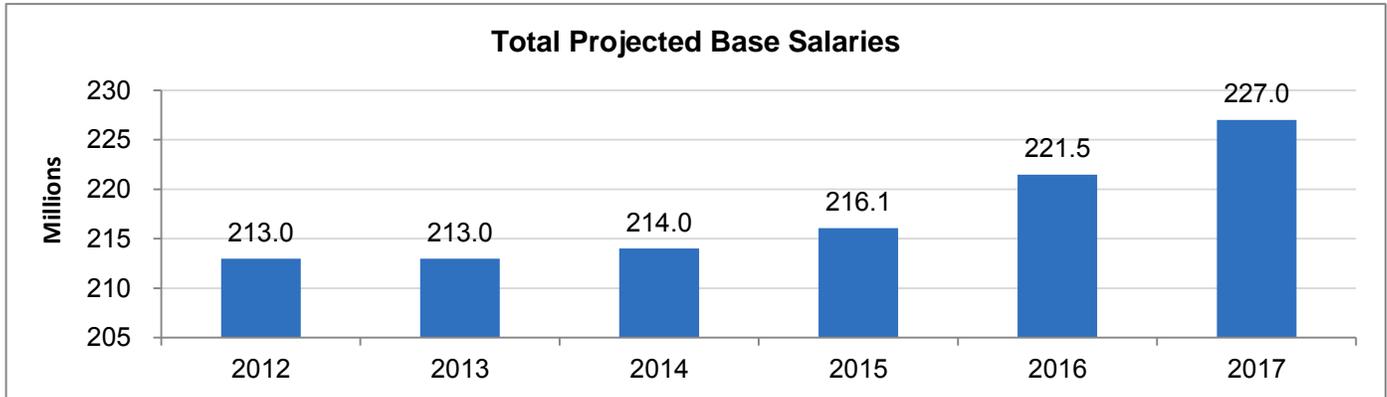
The major estimated expenditures are broken out by category, such as Compensation (52%), Non-Personnel Cost (22.6%), Pension Cost (16.8%), and Health Benefit (8.6%).



Compensation:

Salaries and Wages present the largest expenditure to the General Fund. The forecast assumes full-time equivalent positions will remain constant over the five year period with an anticipated saving in FY 2015 through FY 2017 due to the number of employees that will be retired at the end of FY 2014. This projection includes an increase of 1.5 to 3% for FY 2014 thru FY 2017.

Five Year Financial Plan



Non-Personnel Cost (Operating and Non-Operating Expenditures):

Some assumptions associated with this category include items such as electricity, fuel, office supplies, equipment, and other contractual services. A two percent growth is projected throughout the forecast to keep pace with inflation and other uncontrollable expenditures.

Pension Cost:

The adopted budget for Pension for FY 2013 is \$66 million. This projection includes an increase of 12.8 percent for FY 2014, 7.9 percent for FY 2015, 5.5 percent for FY 2016 and 4.9 percent for FY 2017.

Health Benefits:

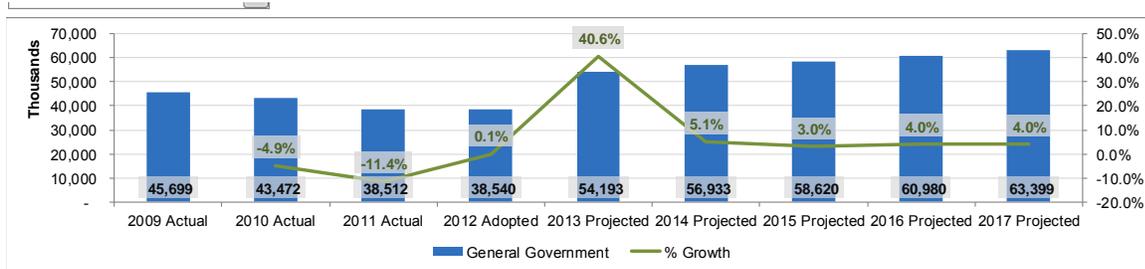
The adopted budget for Health Insurance for FY 2013 is \$43.86 million. A 7.0 percent increase is projected for FY 2014 and 10.2 percent for FY 2015 thru FY 2017.

Five Year Financial Plan

Expenditure Forecasts by Government Function

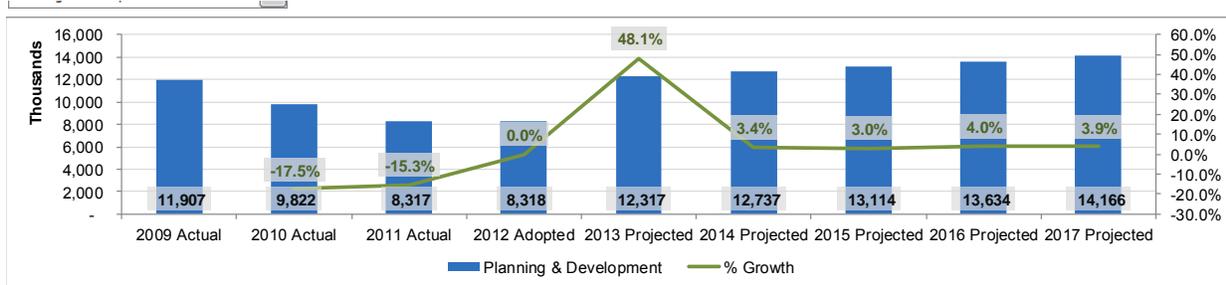
General Government:

General Government includes 18 departments: Mayor, Commissioners, City Clerk, City Attorney, Civil Services, City Manager, NET, Code Compliance, Finance, Human Resources, Information Technology, Purchasing, Auditor General, Grants, Communications, CIP Administration, Equal Opportunity, and Management and Budget



Planning & Development:

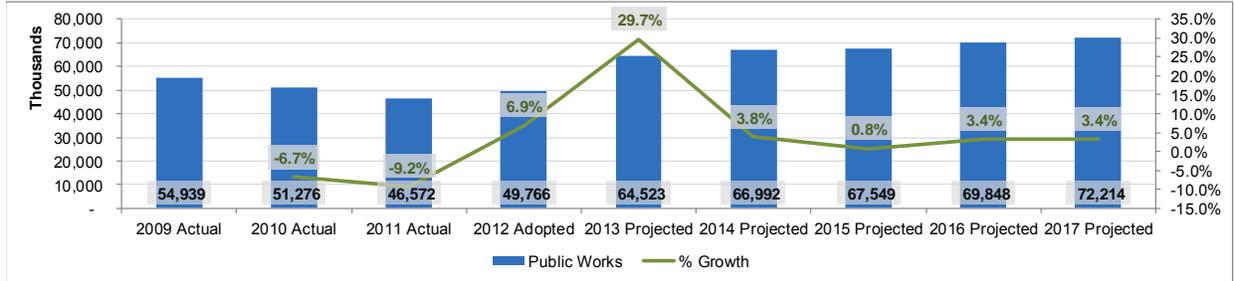
Planning & Development includes 2 departments: Building and Planning and Zoning



Five Year Financial Plan

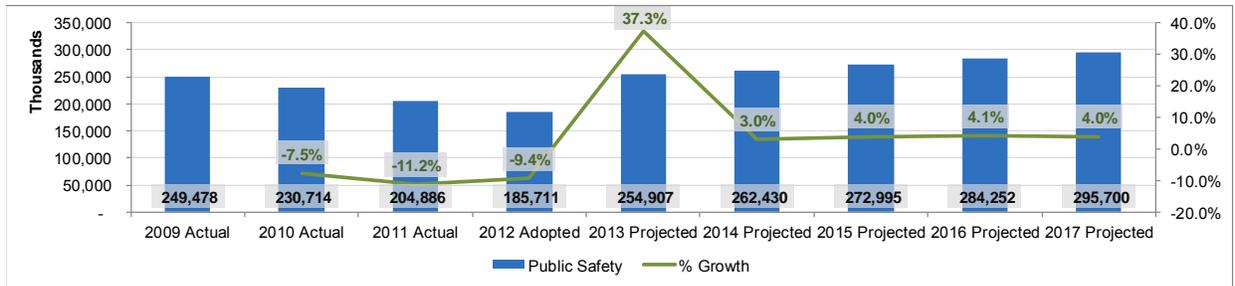
Public Works:

Public Works includes 3 departments: Public Works, Solid Waste, and GSA



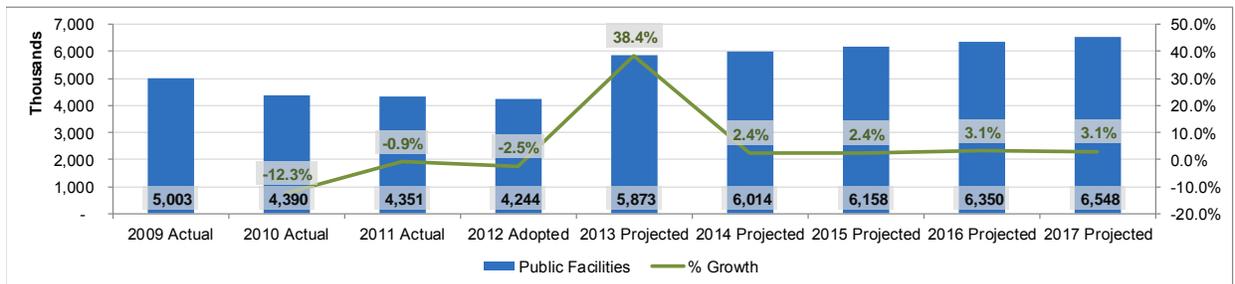
Public Safety:

Public Safety includes 2 departments: Fire Rescue and Police



Public Facilities:

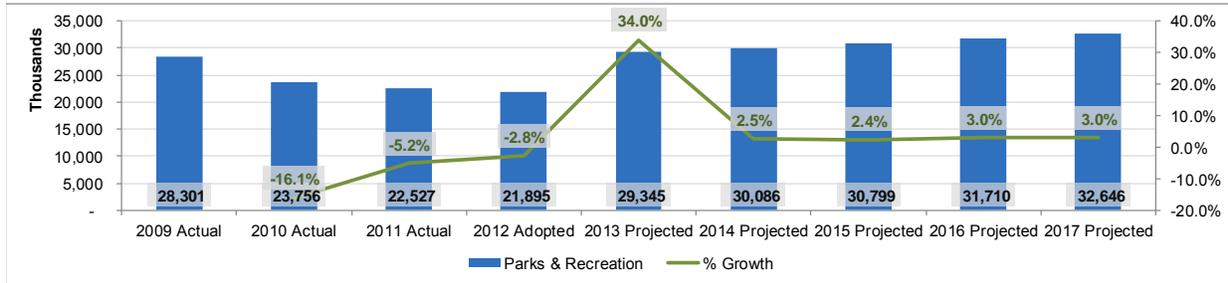
Public Facilities is the only department included in this function



Five Year Financial Plan

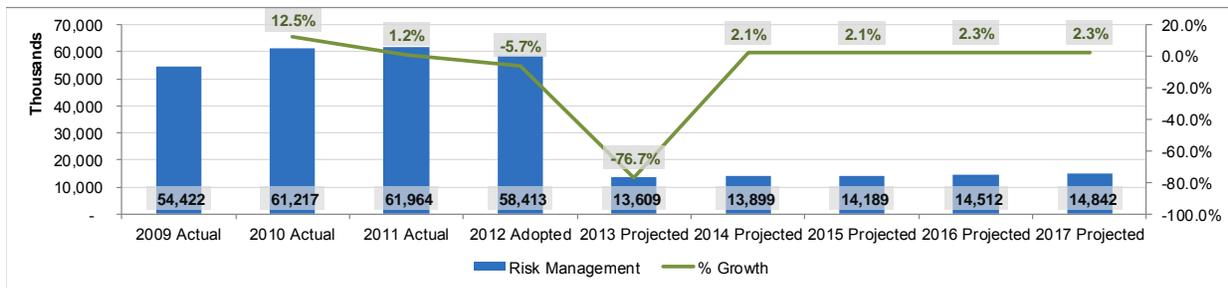
Parks & Recreation:

Parks & Recreation is the only department included in this function



Risk Management:

Risk Management is the only department in this function.



Five Year Financial Plan

Special Revenue Funds:

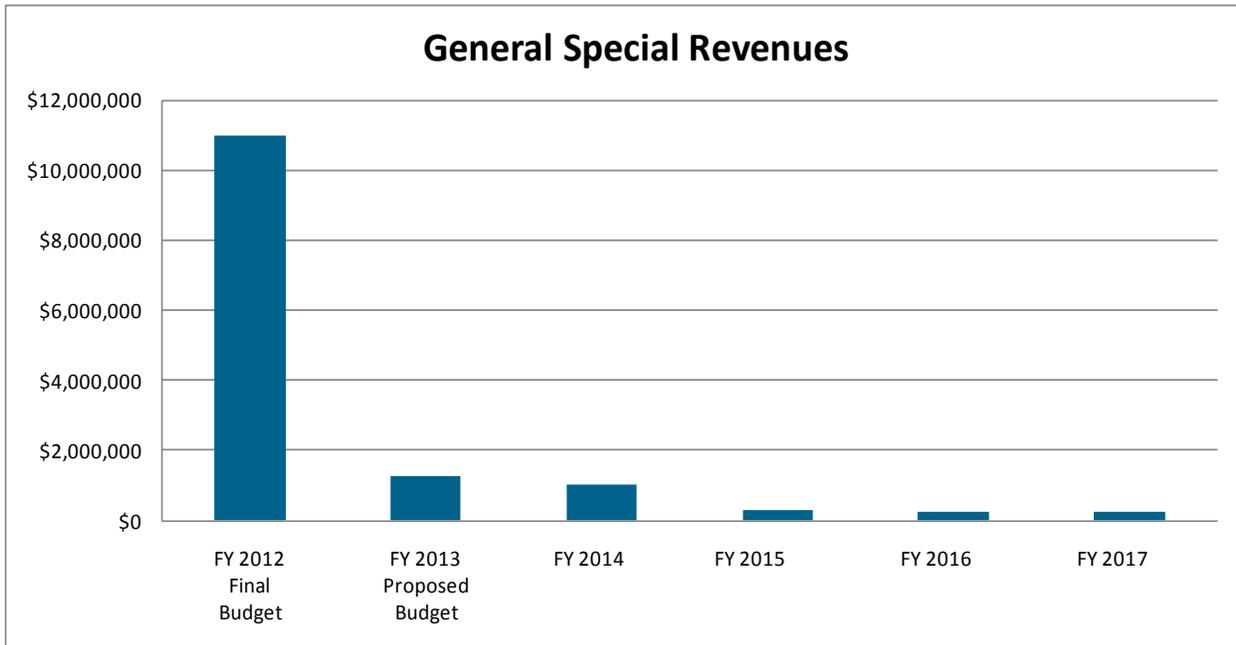
These funds receive support from various sources, mainly in the form of grants and other aid and are restricted to expenditures for particular purposes. Below are the descriptions, detail and summary data of each Special Revenue Fund as well as the outlook for the next five years.

	FY 2012 Final Budget	FY 2013 Proposed Budget	FY 2014	FY 2015	FY 2016	FY 2017
General Special Revenues	10,976,000	1,288,200	1,030,300	285,000	250,000	250,000
City Clerk Services	566,700	477,800	420,100	362,300	304,600	256,600
Economic Development and Planning Services	7,769,800	5,031,500	3,220,500	3,183,900	3,166,400	3,148,900
Fire Rescue Services	20,002,500	26,940,000	21,980,200	18,169,300	14,955,400	12,115,200
Homeless Programs	1,422,300	2,241,700	2,184,800	2,184,800	2,184,800	2,184,800
Law Enforcement Trust Fund	3,832,400	1,509,900	4,032,400	4,132,400	4,232,400	4,332,400
Parks and Recreation	5,987,700	3,444,100	3,021,700	2,985,700	2,949,700	2,914,700
Police Services	14,401,300	15,405,900	15,801,858	14,375,042	13,205,600	14,001,200
Public Facilities	15,386,600	15,726,800	15,612,000	15,649,400	13,859,800	14,312,900
Public Service Tax	56,137,300					
Public Works	2,575,200	2,900,900	3,150,900	3,400,900	3,650,900	3,900,900
Transportation and Transit	18,423,600	13,150,900	13,544,600	13,950,100	14,367,700	14,798,000
NET and Code Enforcement	1,584,400	1,879,800	1,933,800	1,985,900	2,036,000	2,083,800
Local Option Gas Tax	6,576,800					
Strategic Development Initiatives	4,611,500	3,846,200	3,744,500	3,451,700	3,234,900	3,138,900
Community and Economic Development	38,399,900	49,186,300	48,357,700	45,857,700	45,857,700	45,857,700
ARRA	14,510,300	11,746,700	2,454,050	45,700		
	<u>223,164,300</u>	<u>154,776,700</u>	<u>140,489,408</u>	<u>130,019,842</u>	<u>124,255,900</u>	<u>123,296,000</u>

Five Year Financial Plan

General Special Revenues:

The General Special Revenue fund is used for activities that do not fall into specific special revenue category.

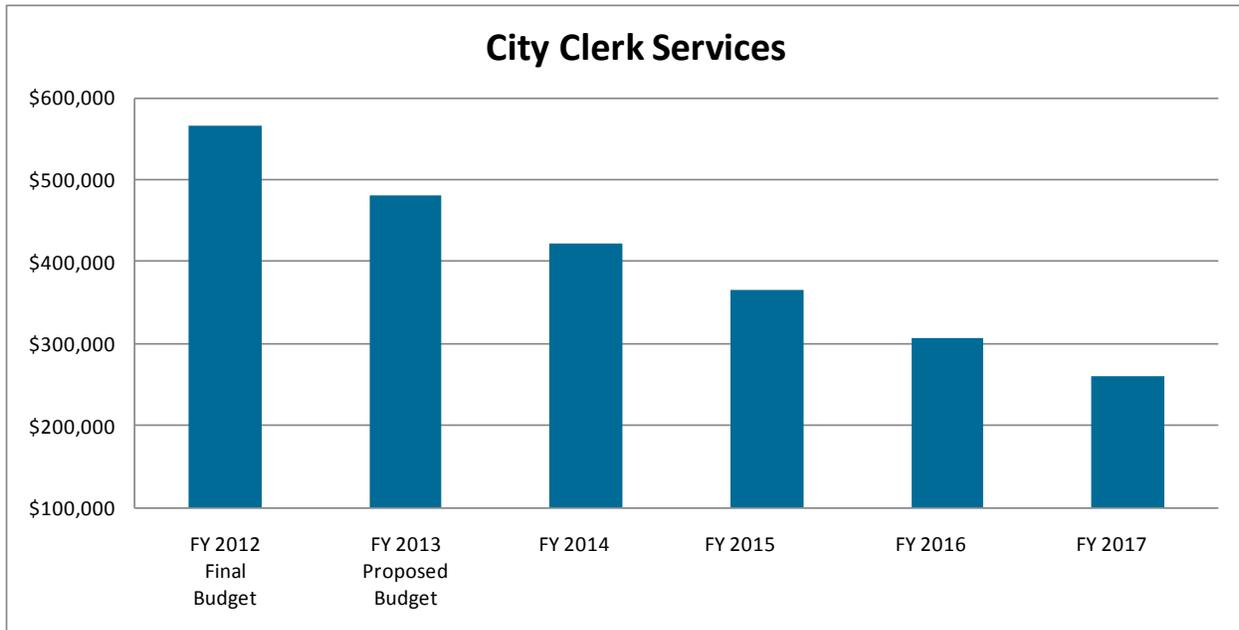


The five year forecast assumes a stable funding from the State for the support of the operations of the Trolley program and a 50 percent spend down of the private grant for telecommunications. Also, the City will stop utilizing the fund as a pass through for Street Bond debt repayment as a result of GASB 54.

Five Year Financial Plan

City Clerk Services:

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

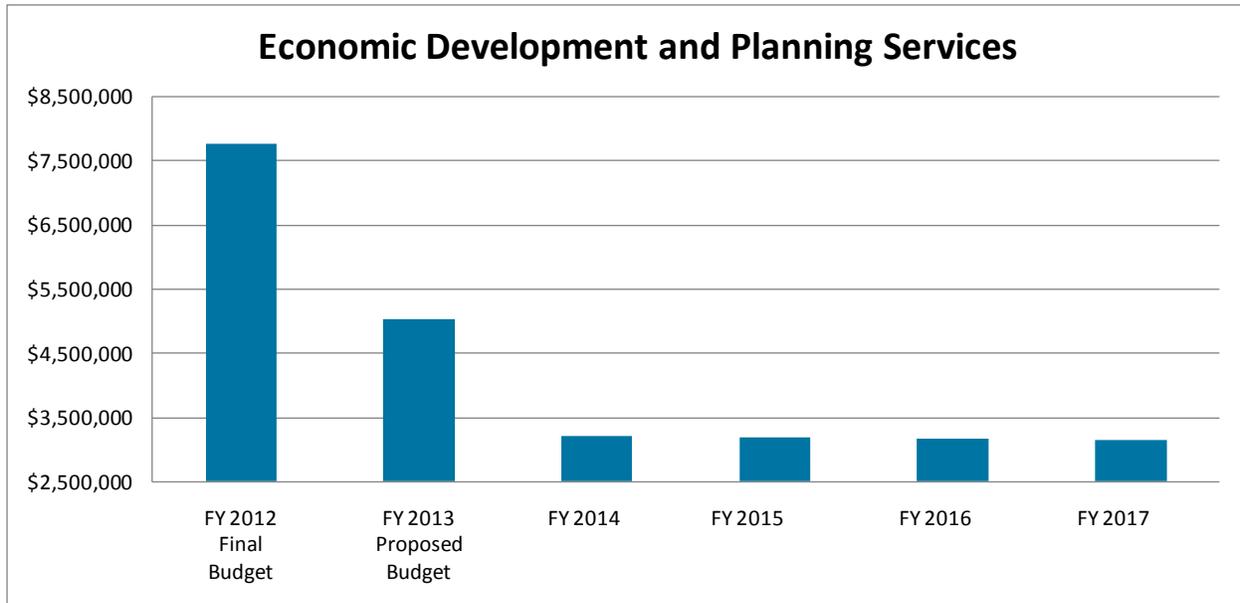


The five year forecast assumes a constant annual CRA contribution for the partial funding of one Legislative Service Representative 1 position with no growth in revenues along with a moderate spend down of fund balance over the time period.

Five Year Financial Plan

Economic Development & Planning Services:

The Economic Development & Planning Services fund is used for the operations of the Economic Development and Planning Services.

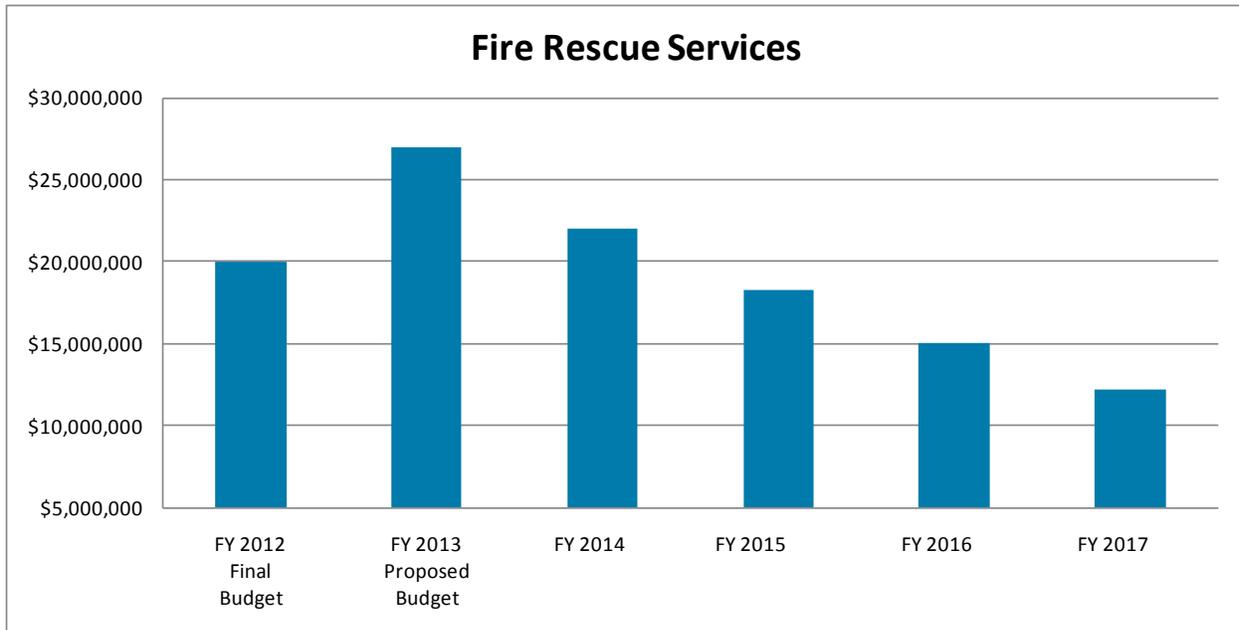


The five year forecast assumes a constant annual General Fund contribution to the Bayfront and Riverfront Lands Acquisition Trust of \$74,000; a net fund balance decrease in FY 2011-12 of approximately 3.4 million primarily related to the appropriation of FY 2010-11 DRI fee fund balance to the Capital fund, and an estimated 1.3 million increase in DRI fees in FY 2012 -13 with a modest increase over the remaining four years.

Five Year Financial Plan

Fire Rescue Services:

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

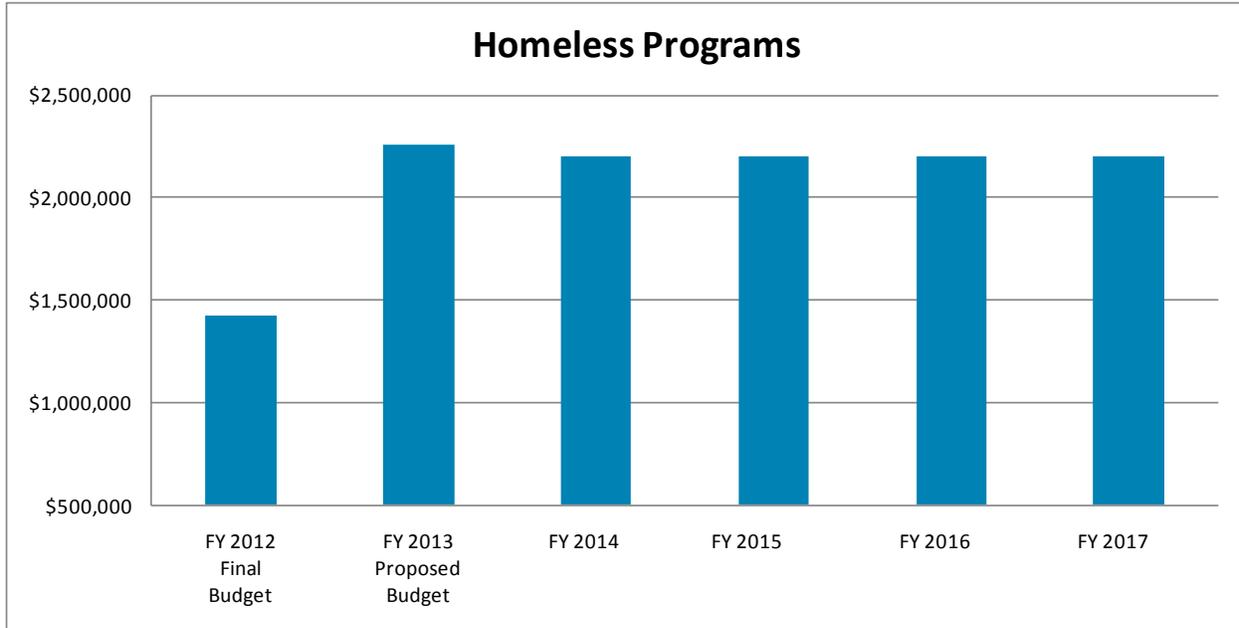


The five year forecast assumes an increase of approximately seven million in grant funding in FY 2012-13 with a slight decrease in revenues in FY 2013-14 with a constant spend down of grant funds over the remaining period.

Five Year Financial Plan

Homeless Programs:

The Homeless Program fund is used for activities of the City of Miami homeless programs.

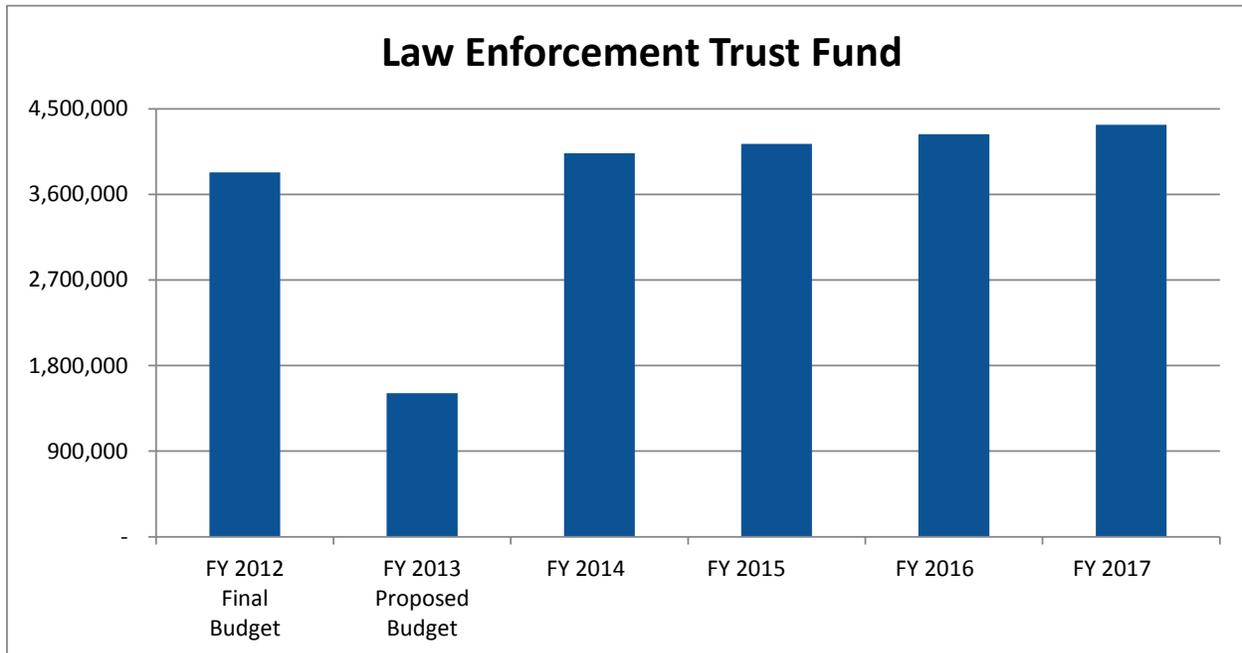


The five year forecast assumes a flat five percent reduction of the General Fund contribution for administration of the program and a steady annual increase in funding from the federal and local grantors over the time period. FY 2012-13 showed a sizeable increase in revenues as compared to FY 2011-12 as a result of the full grant budgets being reflected in FY 2012-13 while many of the grant balances were reflected in FY 2011-12.

Five Year Financial Plan

Law Enforcement Trust Fund:

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 and Federal Statutes.

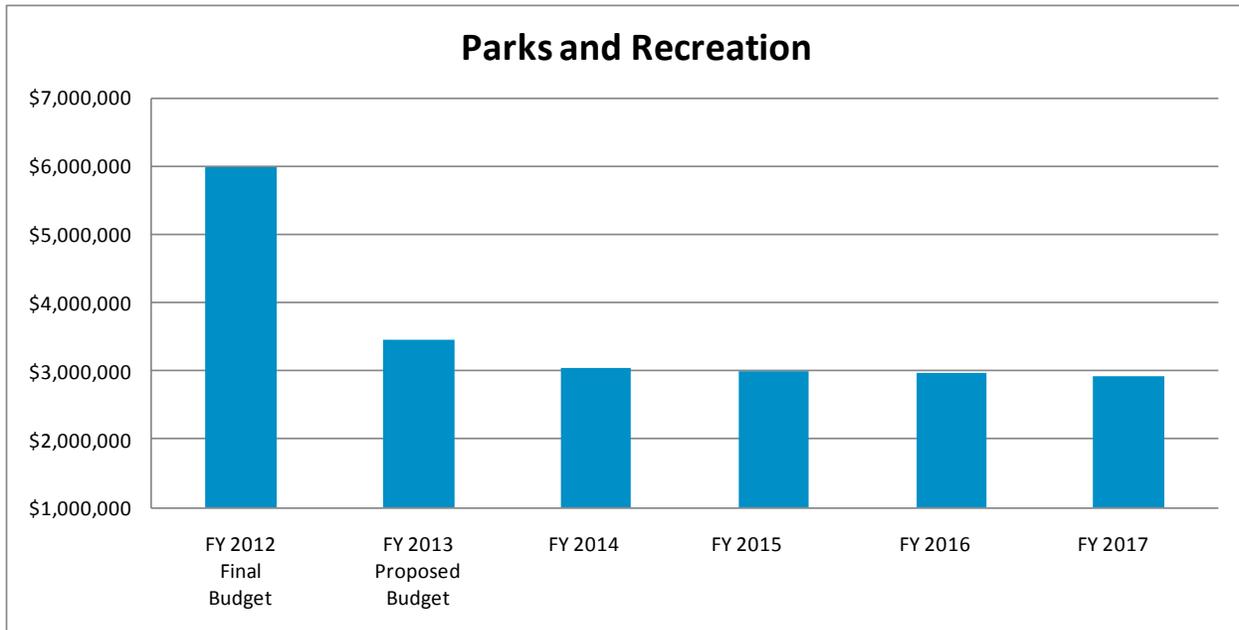


The FY 2011-12 budget includes all funds available while the FY2012-13 allocation does not. The future forecast assumes a stable revenue and expenditure pattern based on all available funds being properly budgeted.

Five Year Financial Plan

Parks and Recreation:

The Parks and Recreation Services Fund is used for parks and recreation activities. Additionally, this fund accounts for grants from local, state, and federal agencies that are used for these activities.

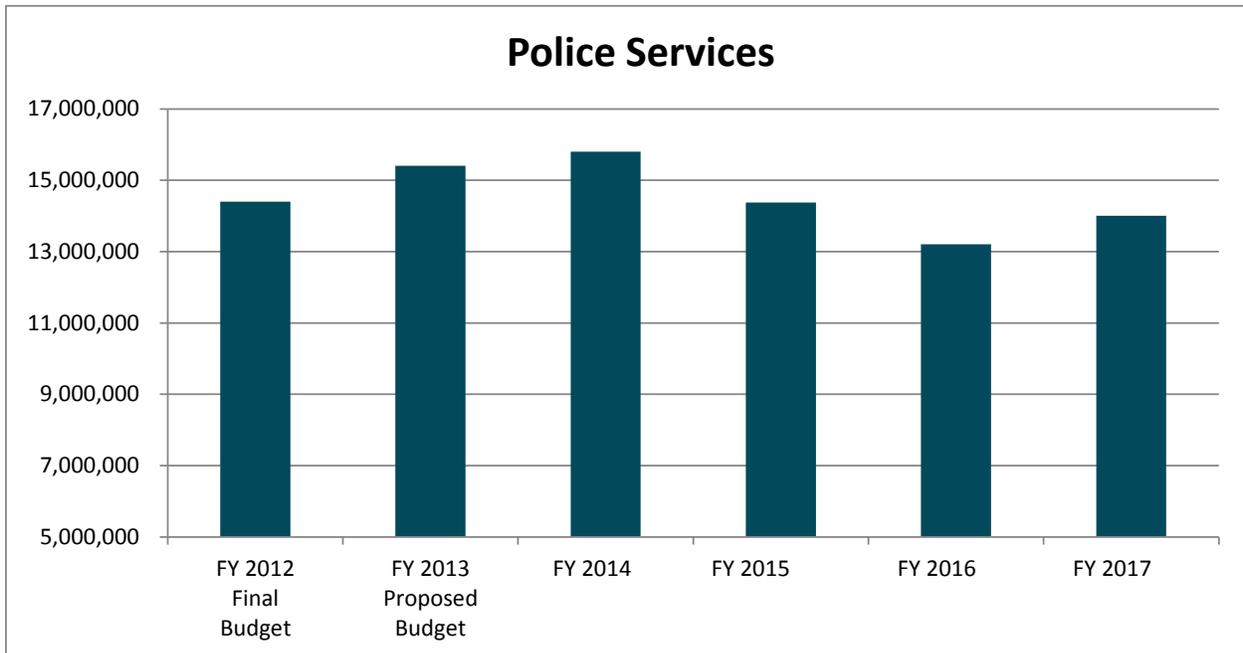


The five year forecast assumes a reduction in FY 2012-13 revenues mainly because the Grapeland Water Theme Park revenues will be reported in the General Fund in compliance with GASB 54 and the Parks Consolidated project fund balance will be reduced sizably. Both the grant and program revenues are forecasted to remain flat with a minimal annual decrease in fund balance over the time period.

Five Year Financial Plan

Police Services:

The Police Services Special Revenue Fund is used for Public Safety activities. Additionally, this fund accounts for grants from local, state and federal agencies.

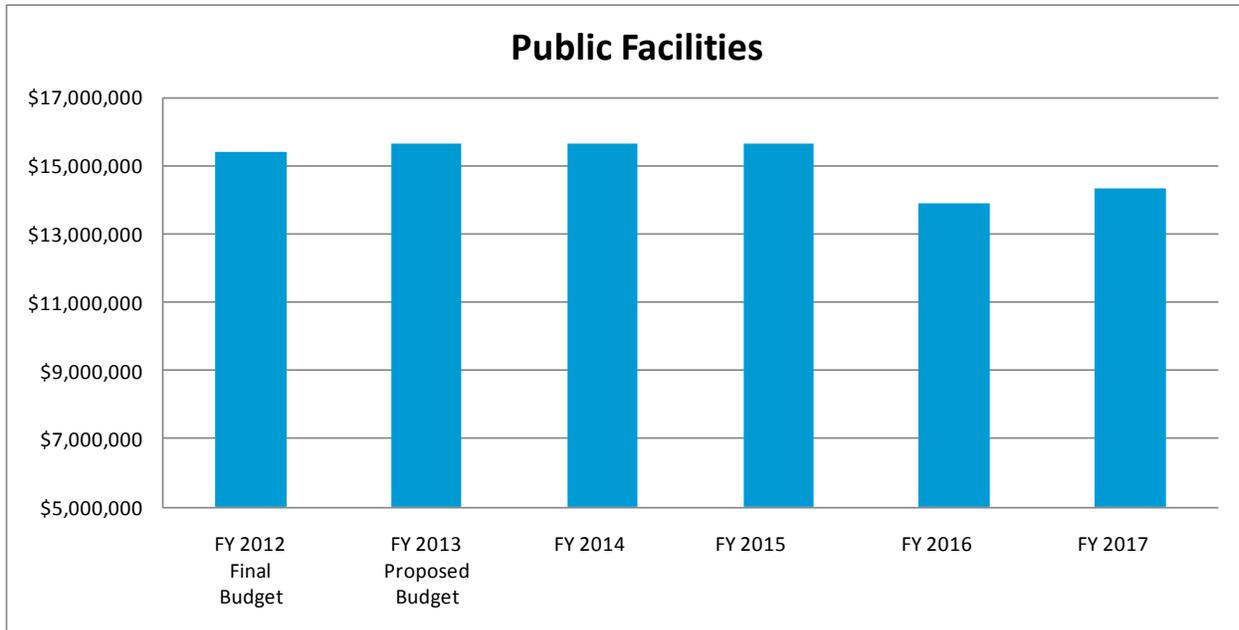


The five year forecast assumes a slight increase in revenues and grant funding in FY 2012-13 and FY 2013-14 with a slight decrease in FY 2014-15 due to the expiration of certain grants. In addition, program revenues and expenditures are forecasted to increase by 1 percent over the remaining two year period.

Five Year Financial Plan

Public Facilities:

The Public Facilities Special Revenue Fund is used for the operations of the James L. Knight International Center and Parking Garage. Additionally, in FY 2011– 12, the Marlins Parking Garage Operations was added. It also accounts for special projects managed by the Department of Public Facilities.

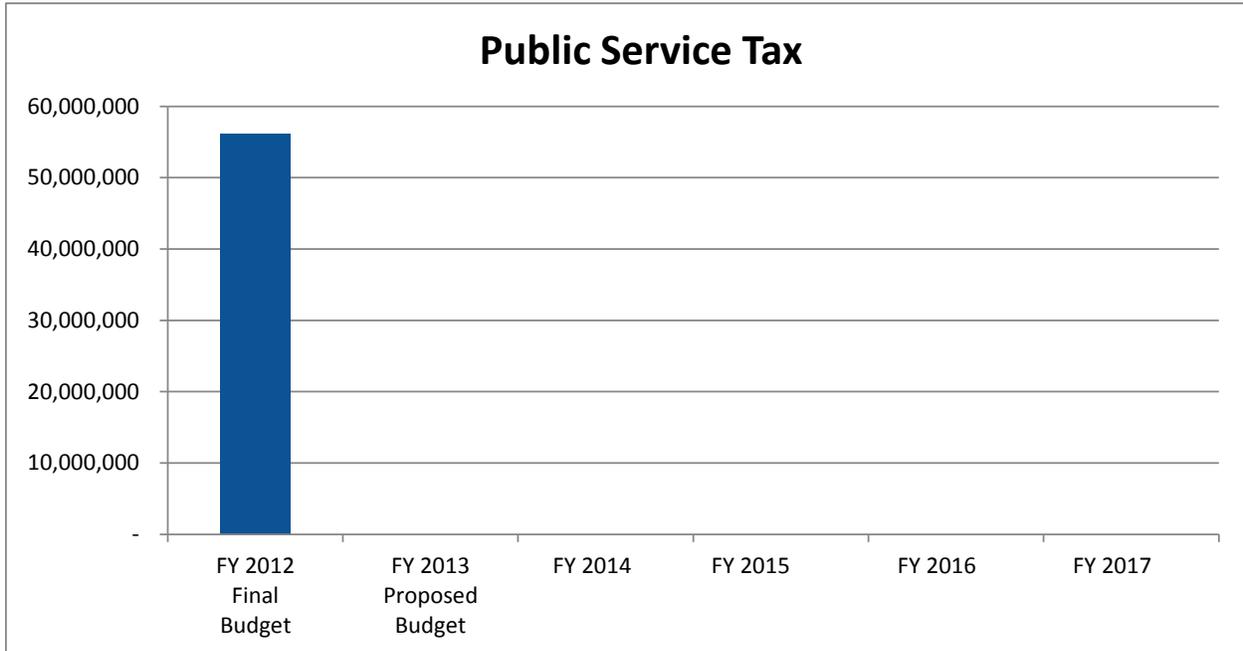


The five year forecast assumes a slight net increase in revenues in FY 2012-13 with revenues from the Convention Center projected to remain flat while the revenues from the Miami Ballpark Parking Facilities are forecasted to increase annually between one and eight percent over the time period. FY 2014-15 will mark the last year the fund will receive a contribution from PST for the final debt payment on the James L. Knight Center.

Five Year Financial Plan

Public Service Tax:

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

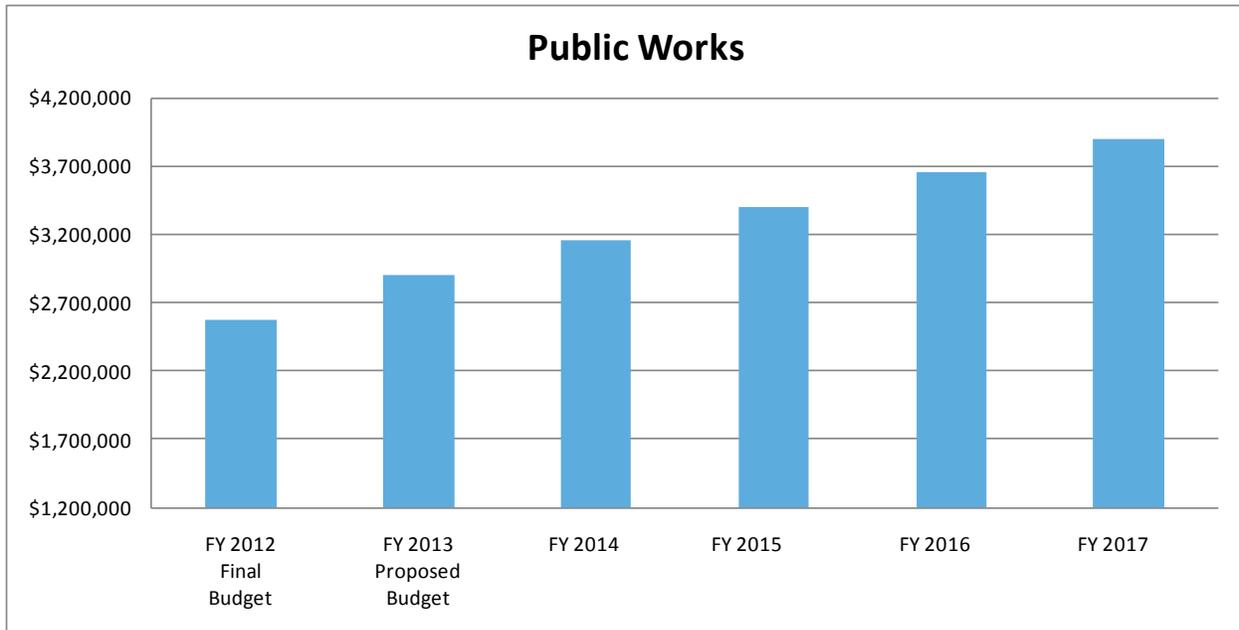


The five year forecast reflects the consolidation of the Public Services Tax into the General Fund as required by GASB 54 rules.

Five Year Financial Plan

Public Works:

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

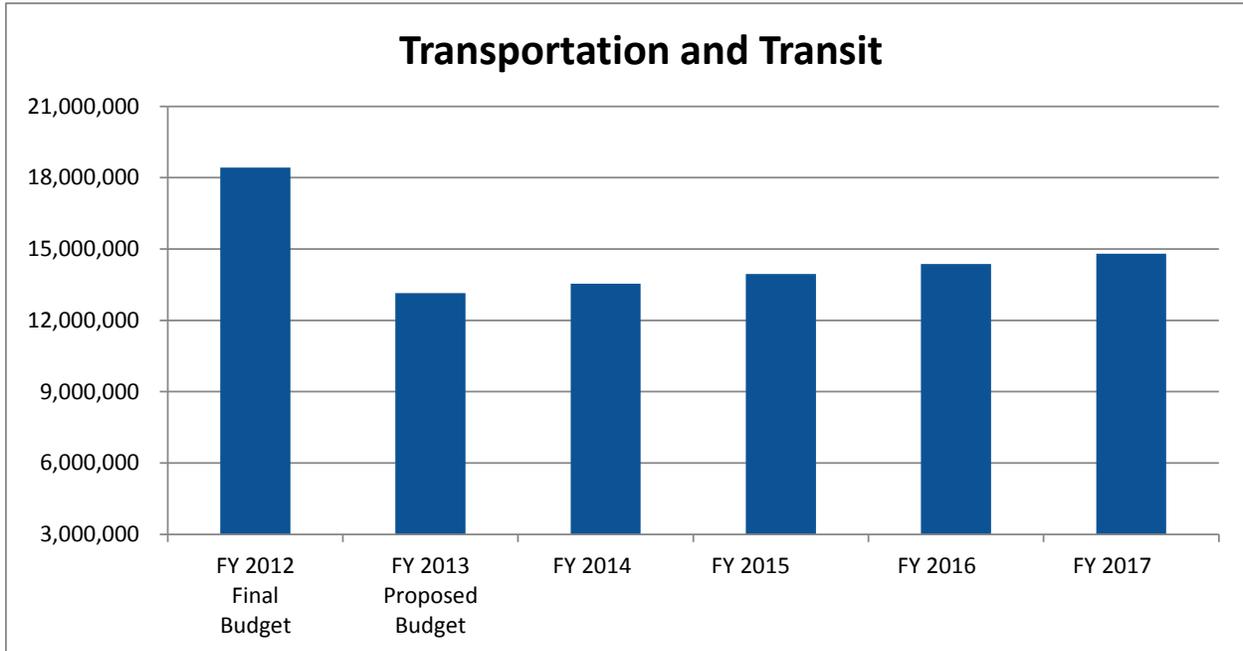


The five year forecast assumes a \$300,000 yearly increase in Lane Closure revenues and a constant annual decrease of 50,000 in the interest portion of the Education Trust Fund managed by Solid Waste.

Five Year Financial Plan

Transportation and Transit:

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

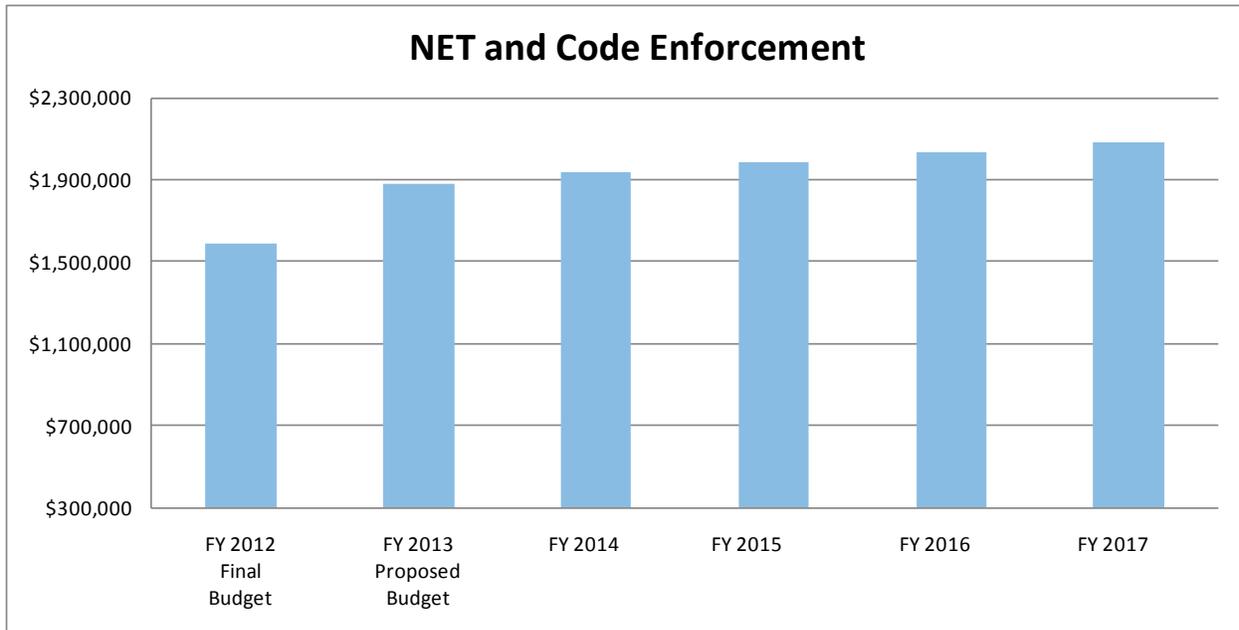


The five year forecast assumes a fund balance increase in FY 2011-12 resulting from a onetime transfer of 6.5 million from the Mass Transit capital fund in compliance with CITT's requirement to separate the Transportation funds from other fund sources. In addition, a three percent annual increase in revenues is forecasted over the period.

Five Year Financial Plan

Net and Code Enforcement:

To account for the Tree Trust Fund which provides for administration and regulations and for Trust Fund payments as specified in Sec 8.1.6.6 of the Zoning Ordinance. It assists with the City's compliance of the US Mayors Climate Protection Agreement.

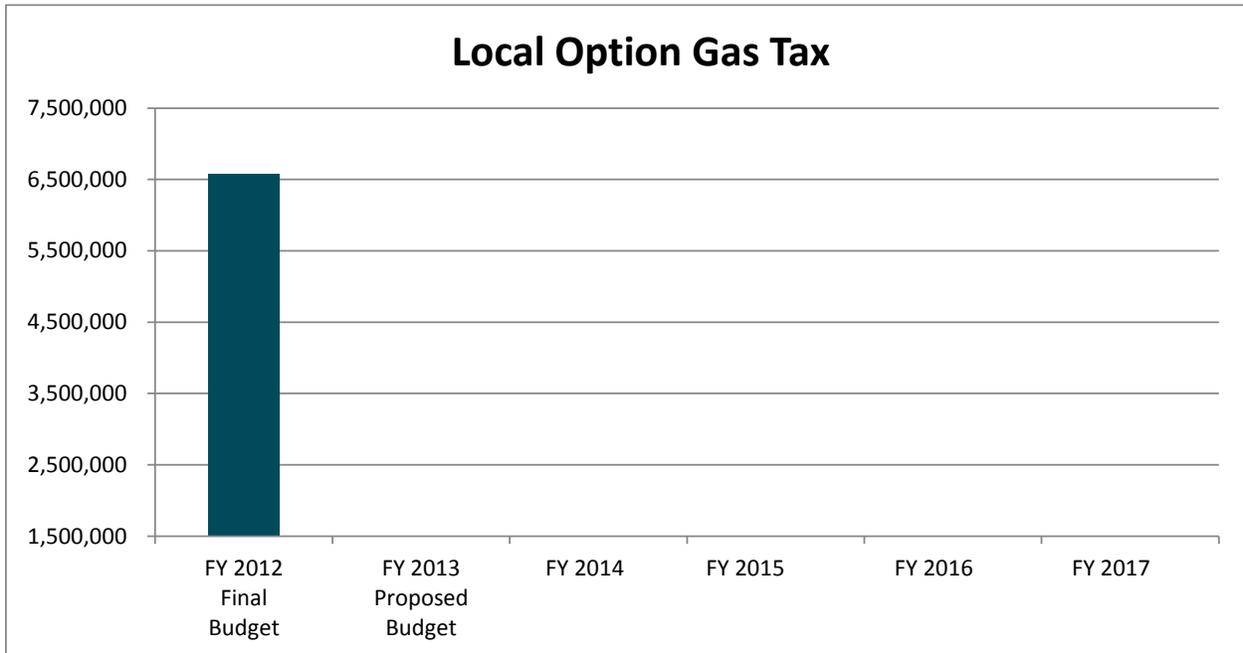


The five year forecast assumes a two percent annual increase in revenues with a slight increase in fund balance over the period.

Five Year Financial Plan

Local Option Gas Tax:

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.

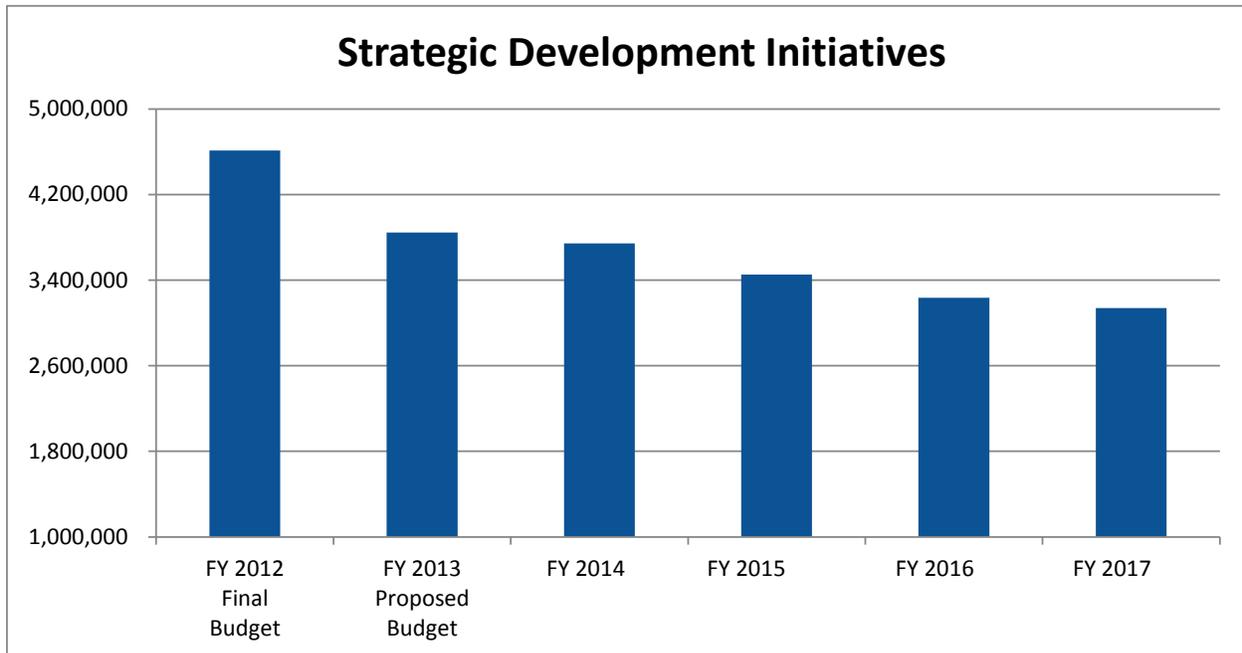


The five year forecast reflects the consolidation of Local Option Gas Tax into the General Fund as required by GASB 54 rules.

Five Year Financial Plan

Strategic Development Initiatives:

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

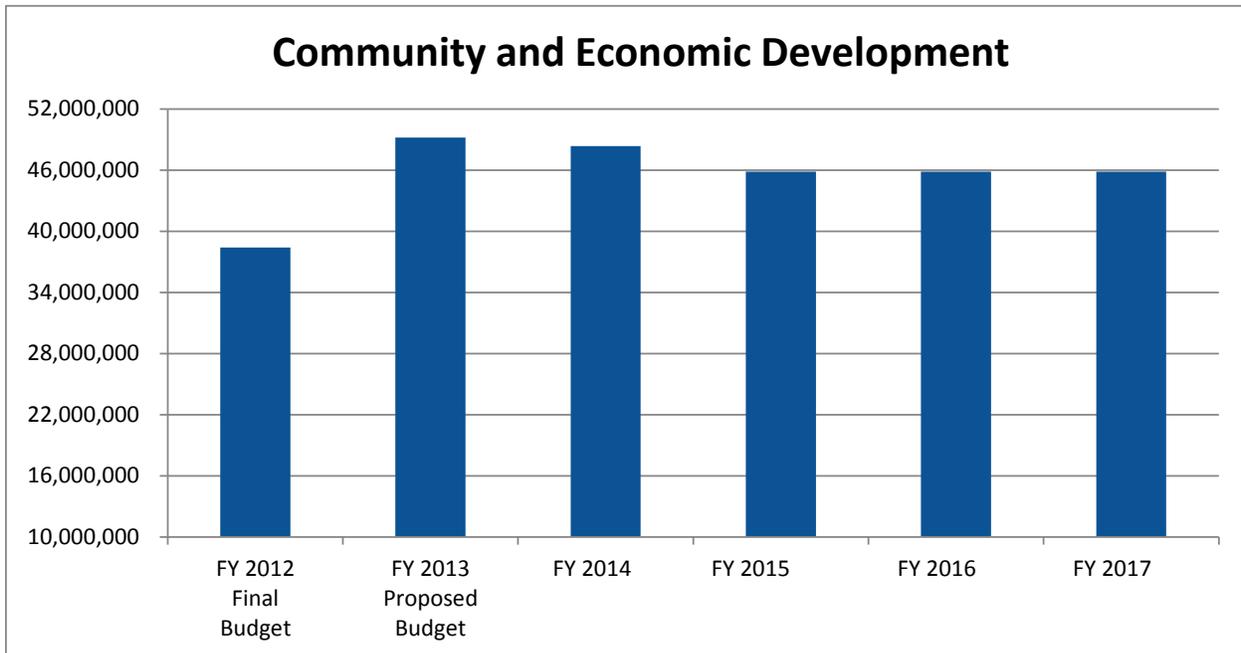


The five year forecast assumes zero prior year carryovers for the five Districts, Info Technology and the Mayor's Park Initiative project; a stable funding from the federal and local grantors; an annual decrease of 20% in revenues associated with the Unsafe Structure program; and a moderate spend down of fund balances over the time period. FY 2011-12 fund balance was reduced primarily due to Info Technology salary costs and costs related to the Unsafe Structure program. In addition the budget for the Elderly Services program was budgeted in Community and Economic Development in FY 2012-13 instead of Strategic Development Initiatives where it was budgeted in FY 2011-12.

Five Year Financial Plan

Community and Economic Development:

The Community and Economic 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.

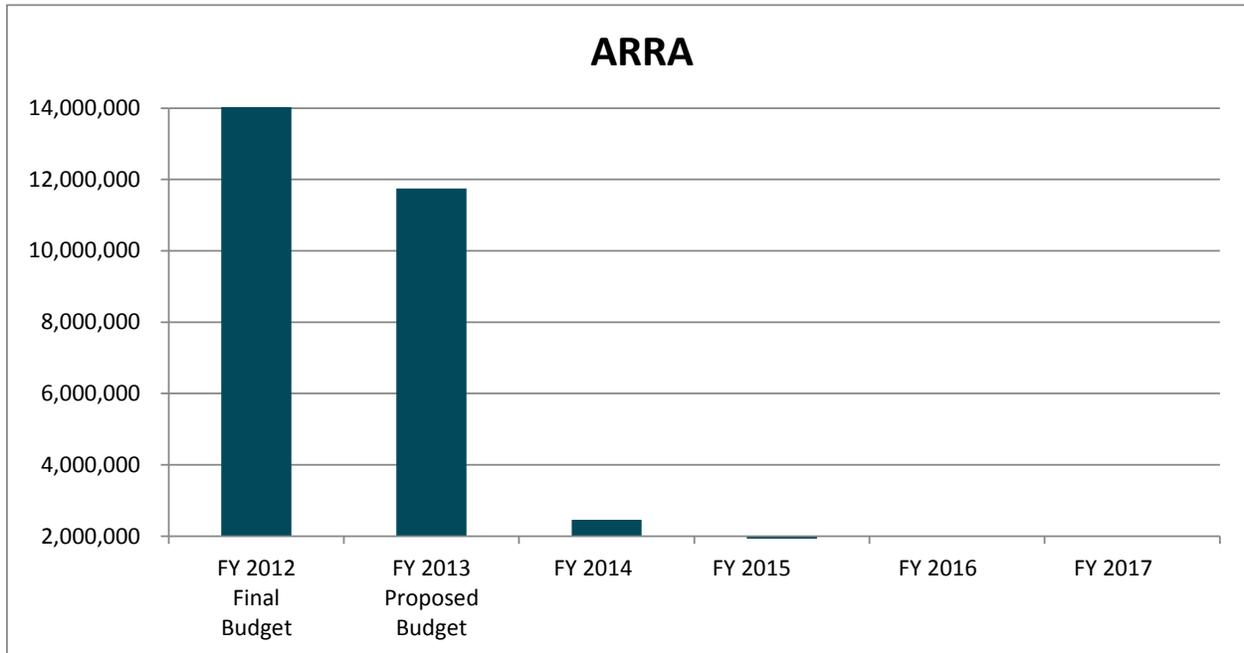


The five year forecast assumes a constant annual General Fund contribution for the Elderly Services program and an increase of approximately ten million in grant funding in FY 2012-13 with a slight decrease in revenues in FY 2013-14 with stable funding from the federal and local grantors over the remaining three years.

Five Year Financial Plan

ARRA:

To account for the grant funds received from the federal government, as a grantee, the City of Miami is required to allocate the awarded funds to stimulate the economy through measures that modernize the infrastructure, improve energy efficiency, expand educational opportunities, and increase the hiring of Police Officers.



The forecast assumes all ARRA grants funding being fully expended by the end of FY 2013-14 and no new ARRA grants being made available by the federal government.



**Five Year Financial Plan
DEBT SERVICE FUND**

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 the payment. The projected budget amounts for FY'13 through 2017 are as follows:

	FY 2012 Adopted Budget	FY 2012-13 Projected Budget	FY 2014 Projected Budget	FY 2015 Projected Budget	FY 2016 Projected Budget	FY 2017 Projected Budget
Revenues (Inflows)						
Property Taxes	26,816,900	26,789,400	27,073,200	27,781,300	27,773,900	27,767,500
Interest	-	-	-	-	-	-
Transfers-IN	33,683,400	35,835,200	40,124,500	35,041,600	32,545,800	41,224,000
Intergovernmental Revenues	-	3,300,000	3,000,000	3,000,000	3,000,000	3,000,000
Other Revenues (Inflows)	5,624,700	-	-	-	-	-
Charges for Services	-	-	-	-	-	-
Total Revenues (Inflows)	66,125,000	65,924,600	70,197,700	65,822,900	63,319,700	71,991,500
Expenditures (Outflows)						
General Obligation Bonds	26,816,800	26,789,400	27,073,200	27,781,300	27,773,900	27,767,500
Special Obligation Bonds	39,308,200	39,135,200	43,124,500	38,041,600	35,545,800	39,423,100
Total Expenditures (Outflows)	66,125,000	65,924,600	70,197,700	65,822,900	63,319,700	71,991,500

Five Year Financial Plan

Internal Service Fund

The City's Internal Service Fund (ISF) is used to provide a central financing mechanism and self-insurance reserve for the payments relating to employee health insurance, workers' compensation, and pension costs. The FY 2012-13 budget is \$119.07 million.

Health Insurance

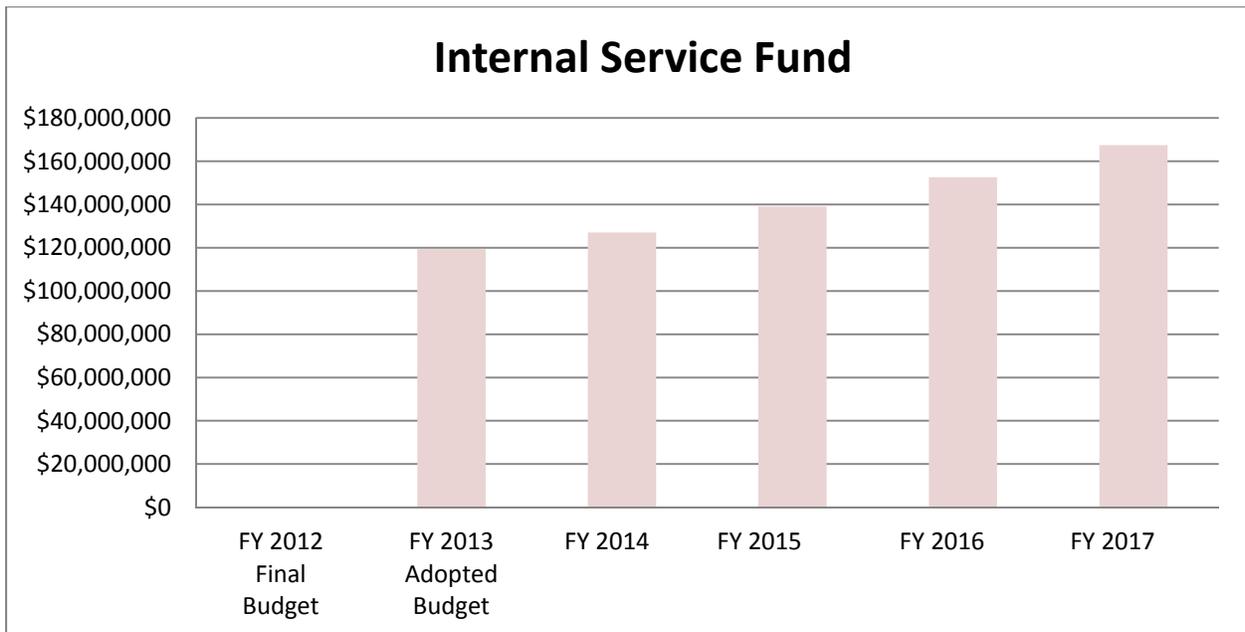
The FY 2012-13 budget for Health Insurance is \$43.86 million. This is a 8.91% increase over FY 2011-12 Adopted Budget. Health Insurance was previously allocated in the Risk Management department. A 7.0 percent increase is projected for FY 2014 and 10.2 percent for FY 2015 thru FY 2017.

Pension

The FY 2012-13 budget for Pension is \$66 million; which is a 15.21% decrease over the FY 2011-12 Adopted Budget. Pension Cost was previously allocated in Pension. This projection includes an increase of 12.8 percent for FY 2014, 7.9 percent for FY 2015, 5.5 percent for FY 2016, and 4.9 percent for FY 2017.

Workers' Compensation

The FY 2012-13 budget for Workers' Compensation is \$9.20 million; which is a 36.95% decrease over the FY 2011-12 Adopted Budget. Workers' Compensation was previously allocated in the Risk Management department. A two percent growth is projected throughout the forecast to keep pace with inflation.



Appendix C
Cost Allocation Plan
Indirect Cost Rates

Cost Allocation Plan

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 cost 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.

Cost Allocation Plan

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 2013 Indirect Cost Rate

The FY'13 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'13, the composite indirect cost rate based on actual costs in FY'11 is 48.83%.

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.

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	101 MAYOR	102 MAYORS INTL COUNCIL	111-5 CITY COMMISSIONERS	151 NET	152 CODE ENFORCEMENT	153 COMMUNITY RELATIONS BOARD
2011 Actuals						
1 Building Depreciation	-	-	-	185,236	236,921	-
2 Equipment Depreciation	-	-	-	-	-	-
3 121 - City Clerk	-	-	340,400	-	-	-
4 131 - City Attorney	64,445	-	252,336	58,349	267,358	-
5 141 - Civil Services	2,046	-	3,945	8,767	8,328	-
6 150 - City Manager's Office	10,783	-	20,797	46,215	43,904	-
7 160 - Finance - Director's Office	158	-	304	676	642	-
8 161 - Finance - General Accounting	5,838	-	14,252	29,201	26,120	1
9 162 - Finance - Treasury Management	708	-	1,798	3,440	25,395	1
10 163 - Finance - Financial System Ser	3,420	-	9,704	19,826	21,346	-
11 171-4 - Employee Relations	16,651	-	32,113	75,842	78,462	-
12 231 - Strategic Planning & Budgeting	7,539	-	18,847	124,392	49,003	-
13 241 - GSA - Admin	-	-	-	-	-	-
14 243 - GSA - Miami Riverside Center	63	-	45	12,520	27,278	1
15 244 - GSA - Graphics	8,821	423	12,339	-	-	-
16 246 - GSA - Light Fleet	4,429	-	11,332	35,505	90,223	-
17 247 - GSA - Heavy Fleet	-	-	552	-	-	-
18 251 - Information Technology	186,964	-	309,571	482,523	510,103	-
19 261 - Purchasing	3,193	-	10,856	8,095	96,435	-
20 271 - Auditor General	1,486	-	3,496	5,577	7,441	-
21 301-3 - Risk	146,047	-	292,038	797,903	604,051	-
22 431 Ofc Equal Opportunity	1,050	-	2,026	4,502	4,277	-
23 371 Grants AdministrationADMINISTRATION	-	-	-	-	-	-
CENTRAL SERVICE ALLOCATIONS	463,641	423	1,336,751	1,898,569	2,097,287	3
2011 Salary & Wages Rate Base *	582,078		1,411,466	2,219,048	2,820,670	
FY 2013 Indirect Cost Rate	79.65%	0.00%	94.71%	85.56%	74.35%	0.00%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	2011 Actuals	154 FACE	181-9 FIRE	190-1 POLICE	201-9 PUBLIC WORKS	211-3 SOLID WASTE	221 PUBLIC FACILITIES
1	Building Depreciation	-	861,154	-	730,712	-	338,348
2	Equipment Depreciation	-	-	-	-	-	-
3	121 - City Clerk	-	3,209	-	23,275	-	9,382
4	131 - City Attorney	-	244,062	1,562,130	433,042	197,253	353,575
5	141 - Civil Services	-	109,146	209,234	14,173	28,930	8,182
6	150 - City Manager's Office	-	575,373	1,102,991	74,714	152,509	43,134
7	160 - Finance - Director's Office	-	8,417	16,135	1,093	2,231	631
8	161 - Finance - General Accounting	-	482,100	798,185	43,681	86,975	47,304
9	162 - Finance - Treasury Management	-	160,368	392,548	28,671	89,502	122,456
10	163 - Finance - Financial System Ser	-	110,828	166,361	17,642	28,075	21,602
11	171-4 - Employee Relations	-	1,043,993	1,994,404	131,157	274,325	73,005
12	231 - Strategic Planning & Budgeting	-	501,336	433,486	98,006	33,925	3,769
13	241 - GSA - Admin	-	-	-	-	-	-
14	243 - GSA - Miami Riverside Center	-	58,809	7,834	48,793	81	23,479
15	244 - GSA - Graphics	-	34,405	47,606	19,177	2,461	9,060
16	246 - GSA - Light Fleet	-	148,476	844,702	68,790	50,864	4,135
17	247 - GSA - Heavy Fleet	-	1,846	9,048	98,146	1,147,867	4
18	251 - Information Technology	-	4,659,654	4,077,119	448,934	300,008	434,137
19	261 - Purchasing	-	149,932	401,108	30,917	22,163	69,025
20	271 - Auditor General	-	181,733	302,591	25,987	42,212	18,591
21	301-3 - Risk	-	11,653,221	32,106,362	1,294,284	3,177,761	598,211
22	431 Ofc Equal Opportunity	-	56,046	107,441	7,278	14,856	4,202
23	371 Grants AdministrationADMINISTRATION	-	144,456	264,836	-	-	-
CENTRAL SERVICE ALLOCATIONS		-	21,188,564	44,844,121	3,638,472	5,651,998	2,182,232
2011 Salary & Wages Rate Base *		-	68,242,060	105,030,996	4,982,232	9,134,415	2,897,006
FY 2013 Indirect Cost Rate		0.00%	31.05%	42.70%	73.03%	61.88%	75.33%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

2011 Actuals		242 GSA PROPERTY MGMT	245 GSA COMMUNICATIONS SVCS	248 GSA AV BROADCAST	281-4 BUILDINGS	291-8 PARKS & RECREATION	311 HEARING BOARDS
1	Building Depreciation	74,872	191,583	-	1,398,469	493,791	397,545
2	Equipment Depreciation	-	-	-	-	-	-
3	121 - City Clerk	-	-	-	63,029	-	-
4	131 - City Attorney	-	-	-	185,061	211,622	84,692
5	141 - Civil Services	4,529	1,315	438	7,744	94,827	-
6	150 - City Manager's Office	23,878	6,932	2,311	40,823	499,889	-
7	160 - Finance - Director's Office	349	101	34	597	7,313	-
8	161 - Finance - General Accounting	20,797	8,266	1,123	35,326	319,724	614
9	162 - Finance - Treasury Management	1,325	1,800	-	261,564	103,180	6,557
10	163 - Finance - Financial System Ser	6,474	2,538	1,389	14,837	70,659	79
11	171-4 - Employee Relations	43,484	12,625	3,568	72,851	808,167	-
12	231 - Strategic Planning & Budgeting	-	-	-	41,464	75,389	-
13	241 - GSA - Admin	750,341	217,841	72,614	-	-	-
14	243 - GSA - Miami Riverside Center	4,959	12,688	-	94,694	32,922	34,941
15	244 - GSA - Graphics	69	-	-	11,223	38,826	24,794
16	246 - GSA - Light Fleet	-	-	-	36,680	107,578	-
17	247 - GSA - Heavy Fleet	-	-	-	-	48,764	-
18	251 - Information Technology	-	-	27,057	680,647	1,813,063	17,656
19	261 - Purchasing	46,026	7,676	213	7,476	169,521	-
20	271 - Auditor General	4,885	1,664	-	11,311	56,309	-
21	301-3 - Risk	295,447	85,775	28,592	601,741	6,798,648	-
22	431 Ofc Equal Opportunity	2,326	675	225	3,977	48,694	-
23	371 Grants AdministrationADMINISTRATION	-	-	-	-	84,266	-
CENTRAL SERVICE ALLOCATIONS		1,279,761	551,479	137,564	3,569,514	11,883,152	566,878
2011 Salary & Wages Rate Base *		1,686,786	565,644	-	4,437,430	15,085,039	-
FY 2013 Indirect Cost Rate		75.87%	97.50%	0.00%	80.44%	78.77%	0.00%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	2011 Actuals	321 ECONOMIC DEVELOPMENT	341 ZONING	351-3 PLANNING	361 CITISTAT	381 COMMUNICATIONS	401 CIP & TRANSPORTATION
1	Building Depreciation	-	257,517	899,238	-	-	879,419
2	Equipment Depreciation	-	-	-	-	-	-
3	121 - City Clerk	-	-	-	-	-	8,240
4	131 - City Attorney	23,514	208,357	53,994	-	22,860	139,993
5	141 - Civil Services	-	-	5,552	-	877	6,721
6	150 - City Manager's Office	-	-	29,269	-	4,621	35,431
7	160 - Finance - Director's Office	-	-	428	-	68	518
8	161 - Finance - General Accounting	1,484	3,042	18,118	46	2,540	311,283
9	162 - Finance - Treasury Management	461	304,443	1,292	18	307	10,500
10	163 - Finance - Financial System Ser	31	323	15,151	1	1,632	16,275
11	171-4 - Employee Relations	-	-	51,597	-	7,776	55,777
12	231 - Strategic Planning & Budgeting	45,233	45,233	41,464	-	30,156	7,539
13	241 - GSA - Admin	-	-	-	-	-	-
14	243 - GSA - Miami Riverside Center	118	17,150	59,655	-	-	59,091
15	244 - GSA - Graphics	-	3,518	3,249	-	-	1,295
16	246 - GSA - Light Fleet	-	-	387	-	1,408	4,990
17	247 - GSA - Heavy Fleet	-	-	-	-	-	-
18	251 - Information Technology	161,900	15,271	396,966	26,614	124,694	417,354
19	261 - Purchasing	1,916	1,277	7,047	-	2,996	96,667
20	271 - Auditor General	149	1,709	5,499	-	1,516	33,549
21	301-3 - Risk	-	27,909	390,072	-	71,327	490,036
22	431 Ofc Equal Opportunity	-	-	2,851	-	450	3,451
23	371 Grants AdministrationADMINISTRATION	-	-	-	-	-	264,836
CENTRAL SERVICE ALLOCATIONS		234,806	885,749	1,981,829	26,679	273,228	2,842,965
2011 Salary & Wages Rate Base *		11,715	706,955	1,992,985		604,917	1,078,169
FY 2013 Indirect Cost Rate		2004.38%	125.29%	99.44%	0.00%	45.17%	263.68%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	411 OFC OF SUSTAINABLE INITIATIVES	421 OFC AUDIOVIS & BROADCAST	910 COMMUNITY DEVELOPMENT	920 COMMUNITY REDEVELOPMENT AGENCY	930 MODEL CITY	940 VIRGINIA KEY
2011 Actuals						
1 Building Depreciation	-	-	895,999	-	-	-
2 Equipment Depreciation	-	-	-	-	-	-
3 121 - City Clerk	-	-	-	40,612	-	-
4 131 - City Attorney	21,119	-	305,459	169,820	-	35,924
5 141 - Civil Services	292	-	11,835	-	-	-
6 150 - City Manager's Office	1,540	-	62,390	-	-	-
7 160 - Finance - Director's Office	23	-	913	-	-	-
8 161 - Finance - General Accounting	2,102	375	357,115	10,484	1,281	3,499
9 162 - Finance - Treasury Management	871	153	20,149	2,993	401	1,159
10 163 - Finance - Financial System Ser	1,372	10	30,224	1,897	1,192	660
11 171-4 - Employee Relations	2,379	-	103,166	-	-	-
12 231 - Strategic Planning & Budgeting	-	22,617	18,847	7,539	-	-
13 241 - GSA - Admin	-	-	-	-	-	-
14 243 - GSA - Miami Riverside Center	-	-	60,331	30	-	125
15 244 - GSA - Graphics	994	174	-	-	-	-
16 246 - GSA - Light Fleet	-	-	33,588	-	-	-
17 247 - GSA - Heavy Fleet	-	-	-	-	-	-
18 251 - Information Technology	893	-	598,459	446	-	115,051
19 261 - Purchasing	2,341	1,277	19,835	81,312	639	9,579
20 271 - Auditor General	2,015	-	14,806	20,326	368	1,202
21 301-3 - Risk	19,061	-	853,473	-	-	-
22 431 Ofc Equal Opportunity	150	-	6,077	-	-	-
23 371 Grants AdministrationADMINISTRATION	-	-	288,912	-	-	-
CENTRAL SERVICE ALLOCATIONS	55,152	24,606	3,681,578	335,459	3,881	167,199
2011 Salary & Wages Rate Base *	159,931	-	4,651,054	998,191	98,180	214,324
FY 2013 Indirect Cost Rate	34.48%	0.00%	79.16%	33.61%	3.95%	78.01%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	2011 Actuals	950 CIVILIAN INVESTIGATIVE PANEL	960 PENSION	970 COMPONENT UNITS	980 NON DEPARTMENTAL	999 OTHER	GRAND TOTALS
1	Building Depreciation	-	-	-	-	1,403,391	9,244,195
2	Equipment Depreciation	-	-	-	-	-	-
3	121 - City Clerk	-	-	-	3,033	911,440	1,402,620
4	131 - City Attorney	40,496	18,071	-	-	378,177	5,331,709
5	141 - Civil Services	292	1,169	-	292	-	528,634
6	150 - City Manager's Office	1,540	6,162	-	1,540	-	2,786,746
7	160 - Finance - Director's Office	23	90	-	23	-	40,767
8	161 - Finance - General Accounting	2,713	2,171	8	191,079	938,455	3,765,302
9	162 - Finance - Treasury Management	652	552	18	861	2,485,823	4,029,966
10	163 - Finance - Financial System Ser	1,940	632	1	789	123,951	690,861
11	171-4 - Employee Relations	2,379	9,515	-	2,379	-	4,895,615
12	231 - Strategic Planning & Budgeting	3,769	-	-	-	-	1,609,553
13	241 - GSA - Admin	-	-	-	-	-	1,040,796
14	243 - GSA - Miami Riverside Center	50	2,495	-	-	92,994	651,146
15	244 - GSA - Graphics	-	-	-	-	-	218,434
16	246 - GSA - Light Fleet	147	-	-	-	-	1,443,234
17	247 - GSA - Heavy Fleet	-	-	-	-	-	1,306,227
18	251 - Information Technology	61,233	-	-	-	374,639	16,240,956
19	261 - Purchasing	2,554	-	-	-	59,860	1,323,346
20	271 - Auditor General	752	154,342	-	13,410	-	939,110
21	301-3 - Risk	19,061	76,244	-	39,594	-	60,446,325
22	431 Ofc Equal Opportunity	150	600	-	150	-	271,454
23	371 Grants AdministrationADMINISTRATION	-	-	-	-	1,417,085	2,464,391
CENTRAL SERVICE ALLOCATIONS		137,751	272,043	27	272,211	8,185,815	120,671,387
2011 Salary & Wages Rate Base *		159,687	37,992		11,831,242		241,640,214
FY 2013 Indirect Cost Rate		86.26%	716.04%	0.00%	2.30%	0.00%	49.94%

* Rate base is salaries & wages (object codes 51XXXX)

City of Miami, Florida
 FY 2011 2 CFR 225 Cost Allocation Plan
 FY 2013 Indirect Cost Rates
 Salary and Wages Rate Base*

	2011 Actuals	EXCLUDE NON- DEPARTMENTAL & OTHER	NET CITY-WIDE DEPARTMENTAL ALLOCATION
1	Building Depreciation	1,403,391	7,840,804
2	Equipment Depreciation	-	-
3	121 - City Clerk	914,473	488,147
4	131 - City Attorney	378,177	4,953,532
5	141 - Civil Services	292	528,342
6	150 - City Manager's Office	1,540	2,785,206
7	160 - Finance - Director's Office	23	40,744
8	161 - Finance - General Accounting	1,129,534	2,635,768
9	162 - Finance - Treasury Management	2,486,684	1,543,282
10	163 - Finance - Financial System Ser	124,740	566,121
11	171-4 - Employee Relations	2,379	4,893,236
12	231 - Strategic Planning & Budgeting	-	1,609,553
13	241 - GSA - Admin	-	1,040,796
14	243 - GSA - Miami Riverside Center	92,994	558,152
15	244 - GSA - Graphics	-	218,434
16	246 - GSA - Light Fleet	-	1,443,234
17	247 - GSA - Heavy Fleet	-	1,306,227
18	251 - Information Technology	374,639	15,866,317
19	261 - Purchasing	73,270	1,250,076
20	271 - Auditor General	39,594	899,516
21	301-3 - Risk	19,061	60,427,264
22	431. Ofc Equal Opportunity	150	271,304
23	371 Grants AdministrationADMINISTRATION	1,417,085	1,047,306
CENTRAL SERVICE ALLOCATIONS			112,213,361
2011 Salary & Wages Rate Base *			229,808,972
FY 2013 Indirect Cost Rate			48.83%

* Rate base is salaries & wages (object codes 51XXXX)

COMPOSITE RATE

Appendix D
Non-Departmental
Programs and Grants
Pensions

Non-Departmental

Department Head: Daniel J Alfonso

Phone: 305-416-1585

Description

Non-Departmental Account (NDA) provides fiscal resources necessary for governmental operations that are considered multi-department or City-wide. Expenditures in this department includes Contingency reserves, outside legal services, lobbying services, and funding necessary for City-wide special events such as the Three Kings parade and Dr. Martin Luther King parade. The allocation for parades or special events is established as follows:

\$75,000 for the Three Kings Parade.

\$50,000 for the Dr. Martin Luther King Parade.

\$150,000 to be allocated in \$30,000 increments to each of the five commission districts.

Department Summary

Category	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted	FY 2011-12 Position Count	FY 2012-13 Position Count
Personnel	\$8,131,578	\$11,856,509	\$9,006,400	\$12,060,000		
Operating Expense	\$2,126,805	\$5,940,274	\$2,692,000	\$2,632,000		
Capital Outlay						
Non-Operating Expense	\$13,472,023	\$15,559,275	\$27,853,400	\$53,930,600		
	\$23,730,406	\$33,356,058	\$39,551,800	\$68,622,600		

Non-Departmental

Expenditure by Object and Fund

	FY 2011-12 Budget			FY 2012-13 Adopted		
	General Fund	Special Revenue Fund	Total	General Fund	Special Revenue Fund	Total
Personnel						
Overtime				\$750,000		\$750,000
Special Pay	\$9,006,400		\$9,006,400	\$11,310,000		\$11,310,000
Total Personnel:	\$9,006,400	\$0	\$9,006,400	\$12,060,000	\$0	\$12,060,000
Operating Expense						
Professional Services	\$50,000		\$50,000	\$682,000		\$682,000
Professional Services- Legal Services	\$2,000,000		\$2,000,000	\$1,800,000		\$1,800,000
Other Contractual Services	\$80,000		\$80,000	\$80,000		\$80,000
Other Current Charges and Obligations	\$542,000		\$542,000	\$10,000		\$10,000
Subscriptions, Memberships, Licenses, Permits & Others	\$20,000		\$20,000	\$60,000		\$60,000
Total Operating Expense:	\$2,692,000	\$0	\$2,692,000	\$2,632,000	\$0	\$2,632,000
Non-Operating Expense						
Aids to Government Agencies				\$258,800		\$258,800
Aids to Private Organizations	\$652,000		\$652,000	\$240,000		\$240,000
Interfund Transfers	\$8,908,000		\$8,908,000	\$36,028,500		\$36,028,500
Budget Reserve	\$18,293,400		\$18,293,400	\$17,403,300		\$17,403,300
Total Non-Operating Expense:	\$27,853,400	\$0	\$27,853,400	\$53,930,600	\$0	\$53,930,600
Total Non-Departmental:	\$39,551,800	\$0	\$39,551,800	\$68,622,600	\$0	\$68,622,600

Non-Departmental Programs

Program	FY 2011-12 Adopted Budget	FY 2012-13 Adopted Budget	Description
Overtime	-	750,000	Increase overtime cost to offset workers compensation status employees
One-Time Pays	9,352,300	11,310,000	Reserve for centralization of separation and other one-time salary payments
Legislative Liaison	50,000	50,000	Miscellaneous support for State and Federal lobbying.
Parking Surcharge Administrative Fee	-	632,000	Transfer of funds from Finance to Non Departmental Account
Legal Services	2,000,000	1,800,000	Miscellaneous support for Citywide retention of outside legal services and other legal services.
Off-Street Parking	80,000	80,000	City of Miami and Department of Off-Street Parking inter-local agreement with Bayside Parking Garage until 2012.
Special Assessment District Tax	542,000	10,000	Special Assessment taxes on City of Miami properties.
Dade League of Cities	20,000	60,000	Annual subscription/membership to the Dade League of Cities.
Civilian Investigative Panel	464,000	258,800	City contribution to the Civilian Investigative Panel (CIP).
20% Parking Surcharge Contribution to Coconut Grove BID	220,000	240,000	
Interfund Transfer	8,908,000	36,028,500	See Transfers-Out Schedule
Contingency Reserve	5,000,000	5,278,300	Per the City of Miami Code of Ordinance, Article IX, Division 2. Financial Integrity Principles.
Fund Balance	-	2,342,500	Budget Reserve to increase Fund Balance
Festivals/Special Events	432,000	275,000	Miscellaneous Support for Festivals.
Manager's Reserve	200,000	200,000	Reserves for Emergencies Services.
Reserve for Uncollectible	11,611,100	8,557,500	Budget Reserve for uncollectable revenues.
Elections	672,400	-	Cost of elections in November
Finance Professional Service	-	750,000	To decrease Finance Professional Services from \$900K to \$150K
Total Non-Department Accounts	39,551,800	68,622,600	

Transfers Out

Program	FY 2012-13 Adopted Budget	Description
Bayfront/Riverfront Land Acquisition Trust	74,000	Rouse Trust Fund Interlocal Agreement
Stormwater Fee Contribution to Capital Improvement Fund	700,000	Contribution to Capital Improvement Fund from Stormwater Utility Fees collected from Miami-Dade County. FY 11 -12 cont. was \$742K
Police Vehicle Replacement	3,352,000	Vehicle Replacement
Reduce Transfer to Capital for Police Cars	(1,500,000)	Reduce amount to meet budget target
Contribution to General Special Revenue Fund for Street Bond Repayment	1,546,500	Parking Surcharge Contribution to Street Bonds (717,600+973,200) for Street Bond series 2007 and 2009
Contribution to Capital of remaining 20% of Parking Surcharge collections net of Debt requirement for Street Bond Repayment	1,428,600	Parking Surcharge Contribution to Capital Improvement Program
Contribution to the Miami Homeless Program for administrative costs	187,000	Miami Homeless Programs FY 11 196,800 less 5% for FY 12 (196800 X 5%)
Public Facilities Capital Requirements	739,000	10% of marina revenues in support of Public Facilities capital needs
Contribution to Community Development	190,500	GF contribution to CD to compensate for the reduction of the CDBG public services funding. (00001.980000 - Non Departmental)
Purchase of Solid Waste trucks	854,100	Solid Waste Equipment Purchase(\$2,113,800 - \$1,259,700).
Citywide Capital Needs	1,595,900	No allocation given in FY'2011-12: \$1 million (Fire Equipment), \$1 million to be provided by CDBG. (IT Hardware and Software Upgrades) and \$2 million (Building Maintenance & Fleet) and 12 vehicles in the amount of 380,000 for Building Dept
COPS Hiring Grant 2011	67,500	To fund 25 officers hired under the COPS Hiring Grant for costs not allowable under the grant. The COPS Hiring Grant awarded to the Miami Police Department provides funding to support the salary and designate fringe benefits of 25 Police Officers assigned to Community Policing. The officers are assigned to Field Operations Division (FOD) in charge of implementing Community Policing
COPS Hiring Grant 2009	25,800	To fund seven officers hired under the COPS Hiring Grant for costs not allowable under the grant
Contribution to Departmental Improvement Initiatives	362,000	Contribution to Departmental Improvement Initiatives to the City-wide Poverty Initiative for Elderly Services
Transfer to Special Revenue Account	3,579,900	Transfer of Pension, Health Insurance, and Workers' Compensation to Special Revenue Account

Transfers Out

Program	FY 2012-13 Adopted Budget	Description
FY13 SOB 2002A annd 2002C	7,469,100	Fund 24004 Special Obligation Refunding Bonds Series 2002A (3,349,802) and Special Obligation Refunding Bonds Series 2002C (2,652,907)
Fund 24004 SOB 2002A	3,349,800	Fund 24004 Special Obligation Refunding Bonds Series 2002A
Fund 24006 SOB 2002C	2,652,900	Fund 24006 Special Obligation Refunding Bonds Series 2002C
Sunshine State Loan Refinance - 2011A	3,886,000	Sunshine State Loan Refinance - 2011A
Contribution to Public Facilities	2,522,500	James L Knight Center Debt - Fund 10100
0.03 LOGT Committed transfer to 2007 Obligation Debt	1,483,000	Debt 2009 Obligation
0.03 LOGT transfer CIP	326,000	Transfer to CIP for Street Projects
Parking Surcharge Contribution for street bond series 2007 & 2009	224,900	Parking Surcharge Contribution to street Bonds for Street Bond series 2007 and 2009 adjusted to reflect 2013 revised estimated from CCSG Parking
SAFER grant reduction preliminary estimate	911,500	Salary and Fringe Benefit reduction due to SAFER grant to hire 25 FF. Savings from Fire Rescue to be used for capital purchases.
	0.01	
Total Transfers Out	36,028,500	

Pension Overview

The City of Miami sponsors separate single-employer defined benefit pension plans under the administration and management of separate Boards of Trustees: The City of Miami Firefighters' and Police Officers' Retirement Trust (FIPO), the City of Miami General Employees' and Sanitation Employees' Retirement Trust (GESE) and the City of Miami Elected Officers' Retirement Trust (EORT). The City's FY 2012-13 budget for each pension plan is based on its current year contribution requirements as determined by the most recent actuarial valuation. Most of the City's contribution is made from the General Fund, with a small portion coming from the Special Revenue funds.

For FY 2012-13, the City changed the methodology of showing all pension cost in one central location in the General Fund to one that distributes the cost of pension to all of the various cost centers in the City. The various Departments then transfer the pension cost to an Internal Service Fund (ISF) from where the payments to the pension providers are made.

The following is a summary of each contribution requirement in FY 2012-13:

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. As of October 1, 2011, membership in the FIPO consisted of 2,265 retirees and beneficiaries currently receiving benefits and 1,181 active contributing members 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. Fire Fighter members of FIPO are required to contribute ten percent of their salary on a bi-weekly basis, and Police Officer members of FIPO are required to contribute ten percent 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 2012-13 required contribution based on actuarial valuation report dated February 21, 2012 is \$45.68 million. However due to changes in the Pension calculation methodology, the required contribution was reduced by \$13.86 million. Additionally, the City is required to contribute \$5.27 million for the Cost of Living Adjustment fund.

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

Pension Overview

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, 2011, membership in the GESE Trust was estimated to consist of 2,317 retirees and beneficiaries currently receiving benefits and terminated employees entitled to benefits but not yet receiving them; current employees is estimated at 1,241. 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 13 percent 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 2012-13 contribution determined through actuarial valuations as of October 1, 2012 is expected to be \$27.90 million. However due to changes in the Pension calculation methodology, the required contribution was reduced \$3.75 million.

- 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.

The City’s Fiscal Year 2012-13 contribution determined through actuarial valuation made on October 1, 2011 is estimated at \$520,000. 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.

Pension Overview

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, 2011, membership in the Staff Trust had one retiree currently receiving benefits, and ten members. 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 ten percent of their salary on a bi-weekly basis.

The City's FY 2012-13 contribution determined through actuarial valuation is \$220,000.

EORT

This is a single-employer defined pension plan under the administration and management of the Board of Trustees, and the City of Miami Elected Officers' Retirement Trust (EORT). The EORT plan is available to City of Miami elected officials with seven 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.

As of December 31, 2011, membership in the EORT consisted of seven retirees and beneficiaries currently receiving benefits.

The City's FY 2012-13 contribution determined through actuarial valuation is \$600,000.

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, as well as 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 eight percent of the individual's earnable compensation, and the employee contributes ten percent of their salary.

On October 1, 2011, there were approximately 37 members in the ICMA 401(a) plan. Based on this membership, the City's FY 2012-13 contributions are anticipated at \$350,000.

Pension Summary

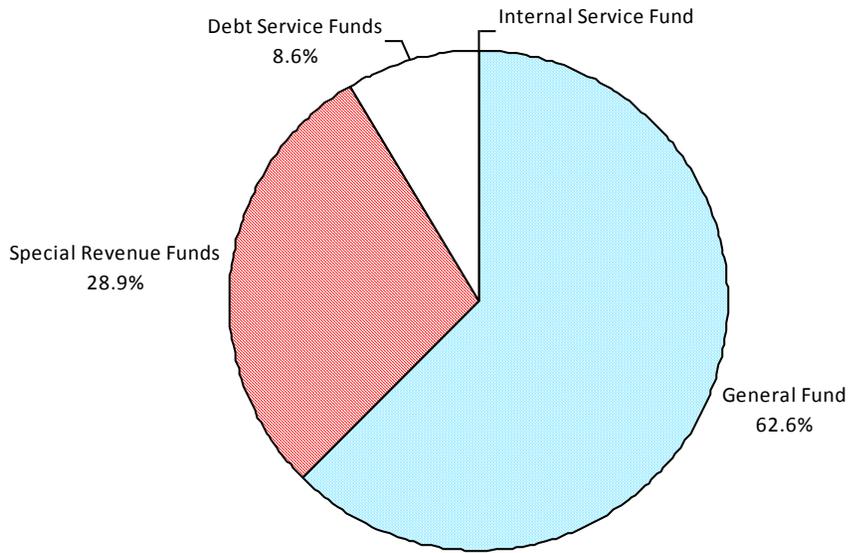
	FY 2011 Actuals	FY2012 Adopted Budget	FY 2013 Adopted Budget
Revenues (Inflows)			
General Fund Revenues	71,762,808	76,058,800	66,066,967
(Contribution from General Fund	432,170	750,000	600,000
Total Revenues (Inflows)	72,194,978	76,808,800	66,666,967
Expenditures (Outflows)			
Executive Salaries	37,992	39,600	39,600
FICA	2,274	3,000	3,000
Postage	13,516	20,000	15,000
Administrative Cost	3,083,881	3,128,250	2,850,000
GESE Contributions	19,036,127	25,725,000	24,150,000
GESE Excess Benefits	512,693	514,908	520,000
GESE Staff Pension	164,490	226,793	220,000
GESE Administrative for Excess	102,984	114,661	109,300
GESE Interest	174,430	242,660	324,100
FIPO Contributions	42,706,129	40,053,800	31,818,667
FIPO COLA	5,064,541	5,064,500	5,267,100
FIPO Interest	402,840	357,329	400,200
EORT	432,170	750,000	600,000
ICMA 401(a)	460,911	568,299	350,000
Total Expenditures (Outflows)	72,194,978	76,808,800	66,666,967

Appendix E
Presentation of Schedules and Graphs
For
All Funds

Adopted Budget - All Funds

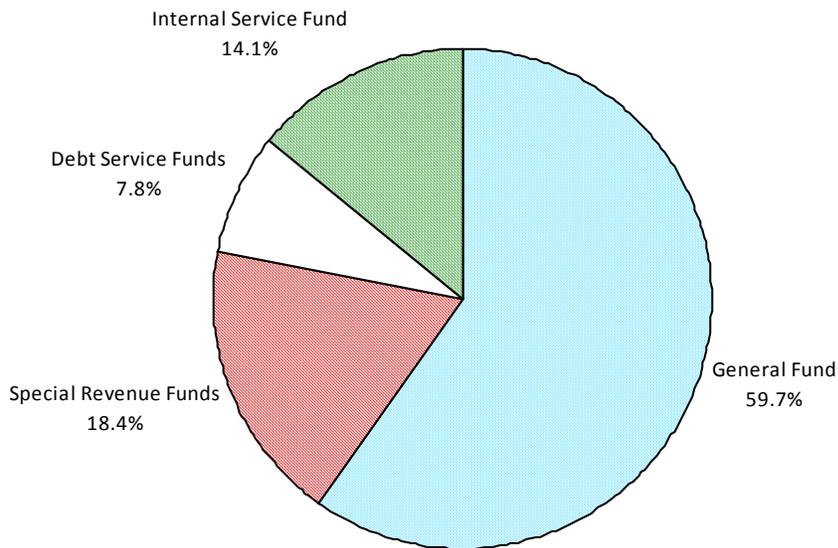
Fiscal 2011-12

\$772,536,700



Fiscal 2012-13

\$843,019,500



Fund Category	FY 2011-12 Adopted	FY 2012-13 Adopted
General Fund	\$483,247,400	\$503,248,900
Special Revenue Funds	\$223,164,300	\$154,776,700
Debt Service Funds	\$66,125,000	\$65,924,600
Internal Service Fund		\$119,069,300
	\$772,536,700	\$843,019,500

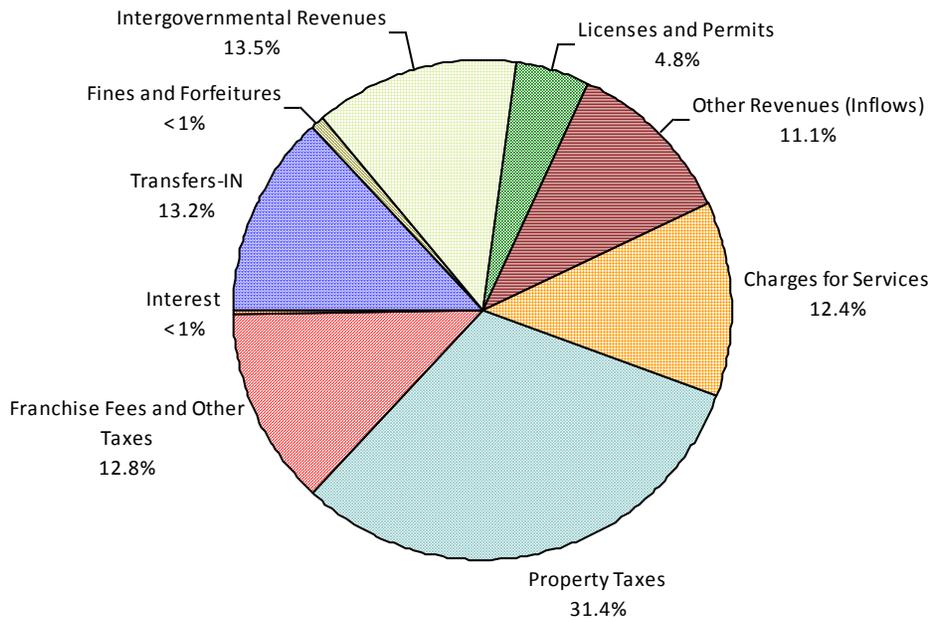
Consolidated Schedule
Adopted Budget
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Fund	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Revenues (Inflows)						
Property Taxes	\$217,631,200		\$26,789,400		\$244,420,600	\$242,266,800
Franchise Fees and Other Taxes	\$97,870,700				\$97,870,700	\$99,064,100
Interest	\$800,000				\$800,000	\$1,500,000
Transfers-IN	\$69,900	\$7,548,900	\$35,835,200		\$43,454,000	\$101,894,137
Fines and Forfeitures	\$4,400,200	\$209,900			\$4,610,100	\$5,000,000
Intergovernmental Revenues	\$44,984,600	\$101,895,100	\$3,300,000		\$150,179,700	\$104,305,695
Licenses and Permits	\$40,294,100	\$288,400			\$40,582,500	\$36,866,500
Other Revenues (Inflows)	\$9,201,200	\$29,287,700		\$119,069,300	\$157,558,200	\$86,006,268
Charges for Services	\$87,997,000	\$15,546,700			\$103,543,700	\$95,633,200
Total Revenues (Inflows)	\$503,248,900	\$154,776,700	\$65,924,600	\$119,069,300	\$843,019,500	\$772,536,700
Expenditures (Outflows)						
General Government	\$53,568,100	\$13,219,700			\$66,787,800	\$63,385,137
Planning & Development	\$12,316,500	\$5,031,500			\$17,348,000	\$16,087,400
Community & Economic Development		\$48,911,300			\$48,911,300	\$39,174,880
Public Works	\$64,280,100	\$2,900,900			\$67,181,000	\$52,341,300
Public Safety	\$255,362,800	\$55,067,200			\$310,430,000	\$231,037,783
Public Facilities	\$5,873,600	\$6,687,200			\$12,560,800	\$10,555,400
Parks & Recreation	\$29,002,100	\$3,444,100			\$32,446,200	\$27,882,400
Risk Management	\$13,565,500				\$13,565,500	\$58,413,200
Debt Service			\$65,924,600		\$65,924,600	\$66,125,000
Pensions	\$657,600				\$657,600	\$76,808,800
Non-Departmental	\$32,594,100			\$119,069,300	\$151,663,400	\$30,643,800
(Transfers-OUT)	\$36,028,500	\$19,514,800			\$55,543,300	\$100,081,600
Total Expenditures (Outflows)	\$503,248,900	\$154,776,700	\$65,924,600	\$119,069,300	\$843,019,500	\$772,536,700

Revenues (Inflows) - All Funds

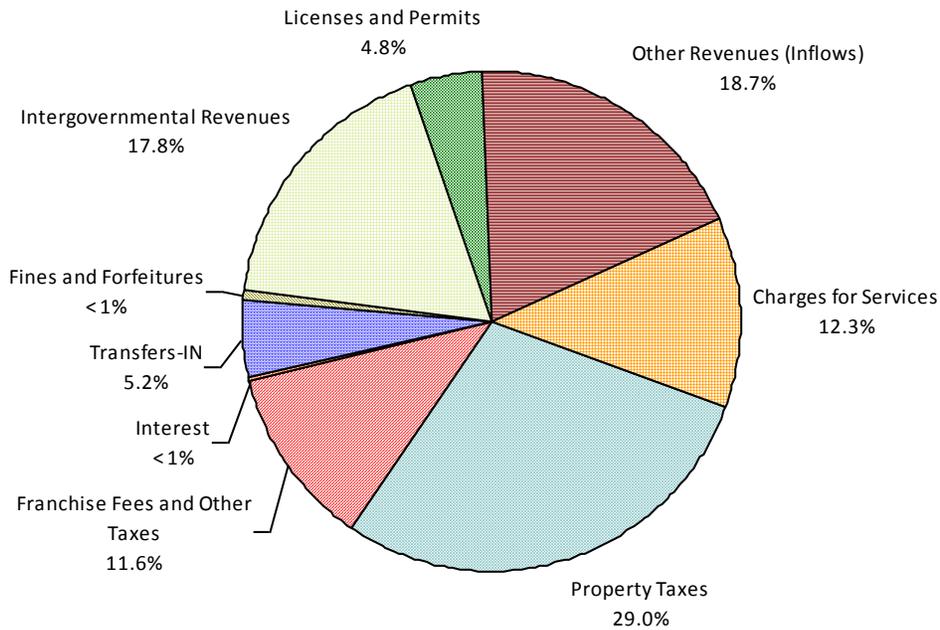
Fiscal 2011-12

\$772,536,700



Fiscal 2012-13

\$843,019,500



Inflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes	\$242,266,800	\$244,420,600
Franchise Fees and Other Taxes	\$99,064,100	\$97,870,700
Interest	\$1,500,000	\$800,000
Transfers-IN	\$101,894,137	\$43,454,000
Fines and Forfeitures	\$5,000,000	\$4,610,100
Intergovernmental Revenues	\$104,305,695	\$150,179,700
Licenses and Permits	\$36,866,500	\$40,582,500
Other Revenues (Inflows)	\$86,006,268	\$157,558,200
Charges for Services	\$95,633,200	\$103,543,700
	\$772,536,700	\$843,019,500

Consolidated Schedule
Revenues (Inflows) by Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Property Taxes						
Ad Valorem Taxes-Real	\$197,917,800		\$26,789,400		\$224,707,200	\$221,419,500
Ad Valorem Taxes-Real-Delinquent	\$7,100,000				\$7,100,000	\$8,100,000
Ad Valorem Taxes-Penalty & Interest	\$50,000				\$50,000	\$100,000
Ad Valorem Taxes-Personal	\$12,491,600				\$12,491,600	\$12,447,300
Ad Valorem Taxes-Personal-Delinquent	\$71,800				\$71,800	\$200,000
Total -Property Taxes	\$217,631,200		\$26,789,400		\$244,420,600	\$242,266,800
Franchise Fees and Other Taxes						
S,U&F Taxes-Local Option Fuel Tax	\$6,465,400				\$6,465,400	\$6,576,800
Franc Fee-Electricity	\$26,000,000				\$26,000,000	\$25,500,000
Franc Fee-Gas	\$435,000				\$435,000	\$500,000
Utility Ser Fee-Electricity	\$24,544,400				\$24,544,400	\$24,544,400
Utility Ser Fee-Water	\$3,695,300				\$3,695,300	\$3,695,300
Utility Ser Fee-Gas	\$1,149,200				\$1,149,200	\$1,149,200
Utility Ser Fee-Fuel Oil	\$13,100				\$13,100	\$13,100
Public Service Taxes	\$25,218,300				\$25,218,300	\$26,735,300
Other Taxes	\$10,350,000				\$10,350,000	\$10,350,000
Total -Franchise Fees and Other Taxes	\$97,870,700				\$97,870,700	\$99,064,100
Interest						
Interest & Penalty - Investment	\$800,000				\$800,000	\$1,500,000
Total -Interest	\$800,000				\$800,000	\$1,500,000
Transfers-IN						
Other-Interfund Transfer	\$69,900	\$7,548,900	\$35,835,200		\$43,454,000	\$101,894,137

Consolidated Schedule
Revenues (Inflows) by Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Total -Transfers-IN	\$69,900	\$7,548,900	\$35,835,200		\$43,454,000	\$101,894,137
Fines and Forfeitures						
Fines-Judgments And Fines	\$3,134,600				\$3,134,600	\$4,000,000
Fines -Violation of Local Ordinances	\$40,000				\$40,000	
Fines-Other Fines And/Or Forfeits	\$1,225,600	\$209,900			\$1,435,500	\$1,000,000
Total -Fines and Forfeitures	\$4,400,200	\$209,900			\$4,610,100	\$5,000,000
Intergovernmental Revenues						
Federal Grants	\$50,000	\$79,581,100			\$79,631,100	\$38,633,421
State Grants		\$1,530,600			\$1,530,600	\$3,446,171
State Shared Revenues	\$565,000		\$300,000		\$865,000	\$1,250,000
Municipal Rev Sharing	\$11,211,200				\$11,211,200	\$11,011,500
Half Cent Sales Tax	\$26,121,200				\$26,121,200	\$23,737,000
Grants From Other Local Units		\$18,183,400	\$3,000,000		\$21,183,400	\$16,894,343
Shared Revenues From Other Local Units	\$7,037,200	\$2,600,000			\$9,637,200	\$9,333,260
Total -Intergovernmental Revenues	\$44,984,600	\$101,895,100	\$3,300,000		\$150,179,700	\$104,305,695
Licenses and Permits						
Occupational Licenses-Business	\$7,000,000				\$7,000,000	\$6,439,600
Occupational Licenses-Business-Penalty	\$250,000				\$250,000	\$700,000
Occupational Licenses-Metro	\$575,000				\$575,000	\$615,300
Building Permits	\$8,444,800				\$8,444,800	\$7,439,000
Other Licenses, Fees and Permits	\$24,024,300	\$288,400			\$24,312,700	\$21,672,600

Consolidated Schedule
Revenues (Inflows) by Category
All Funds

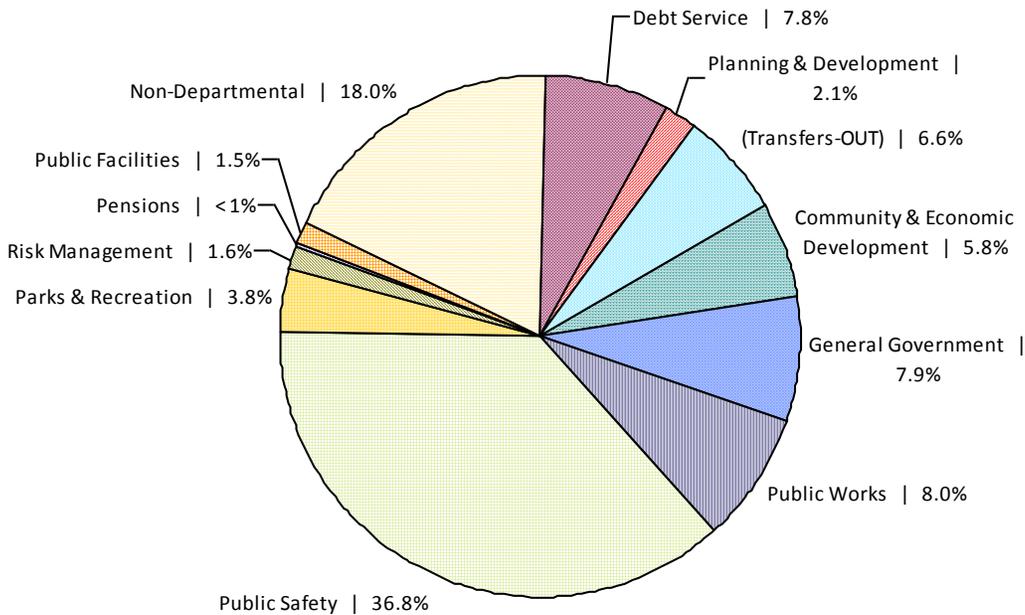
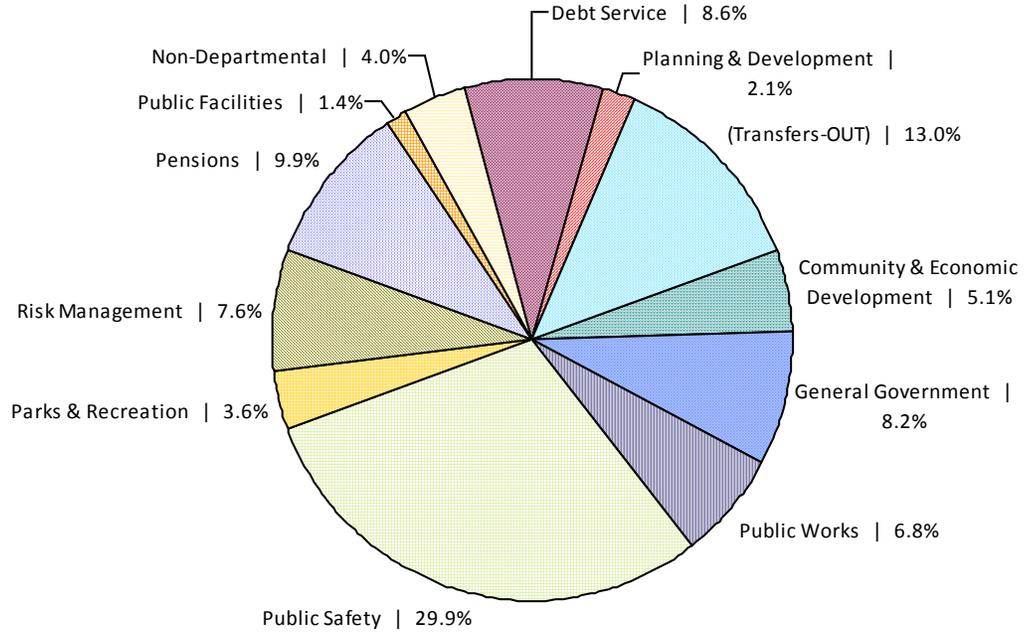
	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Total -Licenses and Permits	\$40,294,100	\$288,400			\$40,582,500	\$36,866,500
Other Revenues (Inflows)						
Misc-Red Light Camera Fines	\$4,500,000				\$4,500,000	\$4,100,000
Misc-Disposition Of Fixed Assets	\$2,000				\$2,000	
Misc. Sales of Surplus Material and Scrap	\$2,500				\$2,500	\$200,000
Misc-Contributions And Donations From Private Sources						\$10,000
Misc-Other Miscellaneous Revenues	\$2,936,700	\$309,000		\$117,569,300	\$120,815,000	\$63,598,767
Misc. Settlements		\$250,000		\$1,500,000	\$1,750,000	
Contra Revenue for Bad Debt	\$250,000				\$250,000	
Other -Other NonOperating Sources	\$983,200				\$983,200	\$1,627,800
Other-Other Nonoperating Sources/Carryover	\$526,800	\$28,728,700			\$29,255,500	\$16,469,701
Total -Other Revenues (Inflows)	\$9,201,200	\$29,287,700		\$119,069,300	\$157,558,200	\$86,006,268
Charges for Services						
CFS-GG-Internal Service Fund Fees And Charges	\$350,000				\$350,000	\$341,200
CFS-GG-Other General Government Charges And Fees	\$630,300	\$60,000			\$690,300	\$660,000
CFS-PS-Police Services	\$3,535,100	\$884,200			\$4,419,300	\$3,660,000
Fire Protection Services	\$9,000				\$9,000	\$7,000
CFS-PS-Emergency Service Fees	\$7,000,000				\$7,000,000	\$7,000,000
CFS-PS-Protective Inspection Fees	\$75,900				\$75,900	\$77,900

Consolidated Schedule
Revenues (Inflows) by Category
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
CFS-PS-Ambulance/False Alarm	\$350,000				\$350,000	
CFS-PS-Other Public Safety Charges And Fees	\$503,500	\$200,000			\$703,500	\$375,000
CFS-PE-Garbage/Solid Waste Revenue	\$25,598,500				\$25,598,500	\$25,768,400
CFS-PE-Cemetery Fees	\$600				\$600	
CFS-PE-Other Physical Environment Revenue	\$235,500				\$235,500	\$130,300
CFS-Trans-Parking Facilities		\$7,343,800			\$7,343,800	\$7,105,500
CFS-Trans-Tolls	\$190,000				\$190,000	\$190,000
Transportation Tools		\$689,000			\$689,000	\$600,000
CFS-C&R-Special Recreation Facilities	\$536,600	\$1,680,800			\$2,217,400	\$2,383,800
CFS-C&R-Other Culture/Recreation	\$11,480,800	\$525,300			\$12,006,100	\$10,955,200
CFS -Rents and Royalties	\$6,608,200	\$2,401,000			\$9,009,200	\$8,836,900
CFS-Other Charges for Services	\$30,893,000	\$1,762,600			\$32,655,600	\$27,542,000
Total -Charges for Services	\$87,997,000	\$15,546,700			\$103,543,700	\$95,633,200
Total Revenues	\$503,248,900	\$154,776,700	\$65,924,600	\$119,069,300	\$843,019,500	\$772,536,700

Expenditures (Outflows) - All Funds

Fiscal 2011-12
\$772,536,700



Fiscal 2012-13
\$843,019,500

Outflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
General Government	\$63,385,137	\$66,787,800
Planning & Development	\$16,087,400	\$17,348,000
Public Works	\$52,341,300	\$67,181,000
Public Safety	\$231,037,783	\$310,430,000
Public Facilities	\$10,555,400	\$12,560,800
Parks & Recreation	\$27,882,400	\$32,446,200
Risk Management	\$58,413,200	\$13,565,500
Pensions	\$76,808,800	\$657,600
Non-Departmental	\$30,643,800	\$151,663,400
Community & Economic Develop	\$39,174,880	\$48,911,300
Debt Service	\$66,125,000	\$65,924,600
(Transfers-OUT)	\$100,081,600	\$55,543,300
Total	\$772,536,700	\$843,019,500

Consolidated Schedule
Expenditures (Outflows) by Function and Department
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
General Government						
Mayor	\$883,500				\$883,500	\$643,800
Commissioners	\$2,416,100				\$2,416,100	\$1,700,000
City Manager	\$2,847,000				\$2,847,000	\$1,748,100
Auditor General	\$1,071,400				\$1,071,400	\$685,100
CIP and Transportation	\$3,906,000	\$3,308,500			\$7,214,500	\$11,397,296
City Attorney	\$5,768,800				\$5,768,800	\$4,420,000
City Clerk	\$1,455,500	\$357,800			\$1,813,300	\$1,678,600
Civil Service	\$393,700				\$393,700	\$290,500
Code Compliance	\$4,417,300				\$4,417,300	\$3,137,100
Communications	\$924,900				\$924,900	\$428,000
Equal Opportunity and Diversity Programs	\$314,200				\$314,200	\$238,200
Finance	\$7,743,200				\$7,743,200	\$5,993,900
Grants Administration	\$833,100	\$4,143,700			\$4,976,800	\$11,373,540
General Special Revenue		\$1,288,200			\$1,288,200	\$1,471,601
Human Resources	\$3,087,800				\$3,087,800	\$2,158,000
Information Technology	\$11,034,100				\$11,034,100	\$8,454,400
Management and Budget	\$1,535,400				\$1,535,400	\$1,144,600
Neighborhood Enhancement Team (NET)	\$3,495,800	\$2,241,700			\$5,737,500	\$3,835,400
NET & Code		\$1,879,800			\$1,879,800	\$1,584,400
Purchasing	\$1,440,300				\$1,440,300	\$1,002,600
Total -General Government	\$53,568,100	\$13,219,700			\$66,787,800	\$63,385,137
Planning & Development						
Building	\$7,632,700				\$7,632,700	\$4,940,300
Planning and Zoning	\$4,683,800	\$5,031,500			\$9,715,300	\$11,147,100

Consolidated Schedule
Expenditures (Outflows) by Function and Department
All Funds

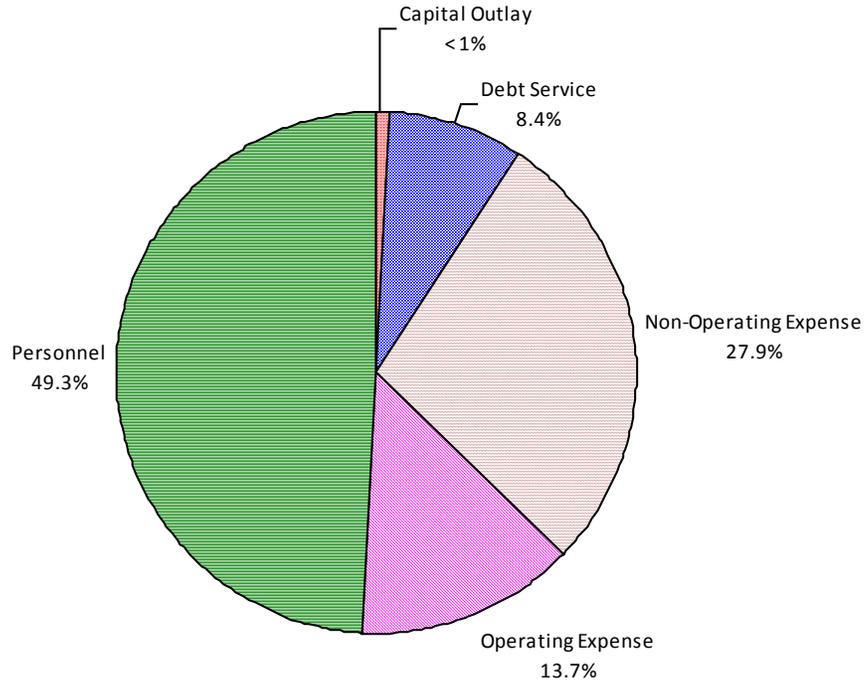
	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Total -Planning & Development	\$12,316,500	\$5,031,500			\$17,348,000	\$16,087,400
Community & Economic Develo						
Community and Economic Development		\$48,911,300			\$48,911,300	\$39,174,880
Total -Community & Economic Development		\$48,911,300			\$48,911,300	\$39,174,880
Public Works						
GSA	\$20,519,900				\$20,519,900	\$16,330,800
Public Works	\$16,907,700	\$2,900,900			\$19,808,600	\$17,078,500
Solid Waste	\$26,852,500				\$26,852,500	\$18,932,000
Total -Public Works	\$64,280,100	\$2,900,900			\$67,181,000	\$52,341,300
Public Safety						
Fire-Rescue	\$99,639,800	\$26,940,000			\$126,579,800	\$88,099,449
Police	\$155,723,000	\$28,127,200			\$183,850,200	\$142,938,334
Total -Public Safety	\$255,362,800	\$55,067,200			\$310,430,000	\$231,037,783
Public Facilities						
Public Facilities	\$5,873,600	\$6,687,200			\$12,560,800	\$10,555,400
Total -Public Facilities	\$5,873,600	\$6,687,200			\$12,560,800	\$10,555,400
Parks & Recreation						
Parks and Recreation	\$29,002,100	\$3,444,100			\$32,446,200	\$27,882,400
Total -Parks & Recreation	\$29,002,100	\$3,444,100			\$32,446,200	\$27,882,400
Risk Management						
Risk Management	\$13,565,500				\$13,565,500	\$58,413,200

Consolidated Schedule
Expenditures (Outflows) by Function and Department
All Funds

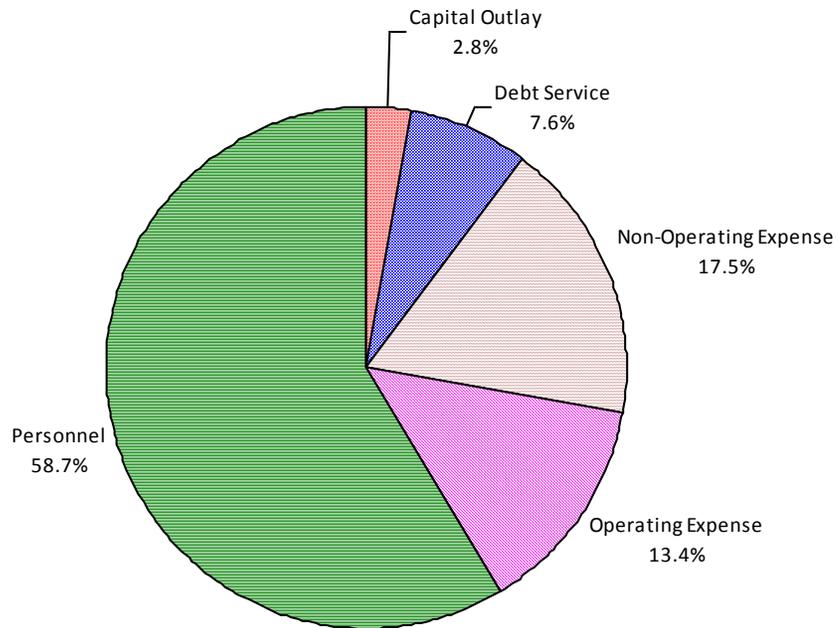
	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Total -Risk Management	\$13,565,500				\$13,565,500	\$58,413,200
Debt Service						
General Obligation Bonds			\$26,789,400		\$26,789,400	\$26,816,800
Special Obligation Bonds			\$39,135,200		\$39,135,200	\$39,308,200
Total -Debt Service			\$65,924,600		\$65,924,600	\$66,125,000
Pensions						
Pensions	\$657,600				\$657,600	\$76,808,800
Total -Pensions	\$657,600				\$657,600	\$76,808,800
Non-Departmental						
Non-Departmental	\$32,594,100				\$32,594,100	\$30,643,800
Internal Service Fund				\$119,069,300	\$119,069,300	
Total -Non-Departmental	\$32,594,100			\$119,069,300	\$151,663,400	\$30,643,800
(Transfers-OUT)						
GF Transfers out	\$36,028,500				\$36,028,500	\$8,908,000
SR Transfers Out		\$19,514,800			\$19,514,800	\$91,173,600
Total -(Transfers-OUT)	\$36,028,500	\$19,514,800			\$55,543,300	\$100,081,600
Total Expenditures (Outflows)	\$503,248,900	\$154,776,700	\$65,924,600	\$119,069,300	\$843,019,500	\$772,536,700

Expenditures (Outflows) by Category - All Funds

Fiscal 2011-12
\$772,536,700



Fiscal 2012-13
\$843,019,500



Outflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Personnel	\$380,493,603	\$494,742,200
Operating Expense	\$105,519,818	\$113,111,700
Capital Outlay	\$6,670,485	\$23,429,000
Debt Service	\$64,581,300	\$63,875,600
Non-Operating Expense	\$215,271,494	\$147,861,000
	\$772,536,700	\$843,019,500

Consolidated Schedule
Expenditures (Outflows) by Category and Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Personnel						
Executive Salaries	\$445,600				\$445,600	\$445,500
Regular Salaries and Wages	\$209,299,600	\$7,332,500			\$216,632,100	\$216,374,003
Other Salaries and Wages	\$8,646,900	\$6,282,800			\$14,929,700	\$10,337,344
Overtime	\$7,472,300	\$3,443,600			\$10,915,900	\$7,553,053
Special Pay	\$22,335,600	\$1,172,000			\$23,507,600	\$20,090,438
Fringe Benefits	\$1,217,500	\$38,900			\$1,256,400	\$1,277,968
Fica Taxes	\$8,474,100	\$472,800			\$8,946,900	\$9,253,543
Retirement Contributions	\$64,142,700	\$2,009,200		\$66,009,400	\$132,161,300	\$73,251,411
Life and Health Insurance	\$40,102,900	\$1,583,900		\$43,859,900	\$85,546,700	\$41,910,343
Unemployment Compensation	\$400,000				\$400,000	
Total -Personnel	\$362,537,200	\$22,335,700		\$109,869,300	\$494,742,200	\$380,493,603
Operating Expense						
Workers' Compensation	\$8,954,000	\$233,500		\$9,200,000	\$18,387,500	\$12,600,368
Professional Services	\$6,502,500	\$4,400,600	\$9,000		\$10,912,100	\$8,723,269
Professional Services-Legal Services	\$1,865,000				\$1,865,000	\$2,063,000
Professional Services-Medical	\$1,073,500	\$4,500			\$1,078,000	\$548,900
Accounting and Auditing	\$464,000				\$464,000	\$438,500
Court Reporter Services	\$93,000				\$93,000	\$97,800
Other Contractual Services	\$8,756,300	\$7,877,800	\$2,040,000		\$18,674,100	\$21,007,256
Investigations						\$100,000
Travel and Per Diem	\$121,600	\$559,300			\$680,900	\$595,569
Communications & Related Services	\$1,925,000	\$530,400			\$2,455,400	\$2,429,040
Postage	\$355,700	\$8,200			\$363,900	\$398,732
Utility Services	\$10,931,900	\$22,900			\$10,954,800	\$11,229,702
Rentals and Leases	\$2,008,000	\$73,000			\$2,081,000	\$2,320,814
Insurance	\$9,035,500				\$9,035,500	\$8,935,500

Consolidated Schedule
Expenditures (Outflows) by Category and Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Repair and Maintenance Services	\$7,702,100	\$755,200			\$8,457,300	\$7,898,545
Printing and Binding	\$11,600	\$1,600			\$13,200	\$19,900
Printing and Binding-Outsourcing	\$38,900	\$42,100			\$81,000	\$71,000
Printing and Binding-Paper Stock	\$73,400				\$73,400	\$74,740
Printing and Binding-Supplies	\$9,200				\$9,200	\$10,800
Promotional Activities	\$11,300	\$7,300			\$18,600	\$47,618
Advertising and Related Costs	\$325,200	\$144,200			\$469,400	\$390,360
Other Current Charges and Obligations	\$10,916,300	\$1,072,100			\$11,988,400	\$11,280,941
Office Supplies	\$437,700	\$66,600			\$504,300	\$644,546
Operating Supplies	\$3,033,500	\$712,700			\$3,746,200	\$4,054,314
Motor Fuel	\$7,615,700				\$7,615,700	\$7,175,300
Public Safety Supplies	\$971,400				\$971,400	\$863,700
Clothing/Uniform Supplies	\$1,134,400				\$1,134,400	\$455,423
Landscaping Related Supplies	\$190,000				\$190,000	\$190,000
Road Materials and Supplies	\$65,000				\$65,000	\$65,000
Subscriptions, Memberships, Licenses, Permits & Others	\$464,300	\$255,700			\$720,000	\$661,981
Weapons And Ammunitions		\$9,000			\$9,000	\$127,200
Total -Operating Expense	\$85,086,000	\$16,776,700	\$2,049,000	\$9,200,000	\$113,111,700	\$105,519,818
Capital Outlay						
Buildings	\$10,000				\$10,000	\$10,000
Improvements Other Than Buildings		\$618,400			\$618,400	\$704,100
Machinery and Equipment	\$154,400	\$21,330,600			\$21,485,000	\$3,393,151
Capital Leases	\$1,259,700				\$1,259,700	
Construction In Progress		\$55,900			\$55,900	\$2,563,234
Total -Capital Outlay	\$1,424,100	\$22,004,900			\$23,429,000	\$6,670,485

Consolidated Schedule
Expenditures (Outflows) by Category and Object
All Funds

	General Fund	Special Revenue Funds	Debt Service Funds	Internal Service Funds	FY 2012-13 Adopted All Funds	FY 2011-12 Adopted All Funds
Debt Service						
Principal (Debt Service)			\$23,113,800		\$23,113,800	\$23,259,300
Interest (Debt Service)			\$40,761,800		\$40,761,800	\$41,322,000
Total -Debt Service			\$63,875,600		\$63,875,600	\$64,581,300
Non-Operating Expense						
Aids to Government Agencies	\$258,800	\$900,000			\$1,158,800	\$600,000
Aids to Private Organizations	\$430,500	\$28,589,000			\$29,019,500	\$26,290,047
Other Grants and Aids		\$15,452,400			\$15,452,400	\$8,339,698
Interfund Transfers	\$36,028,500	\$19,514,800			\$55,543,300	\$100,081,600
Advances						\$3,728,200
Budget Reserve	\$17,483,800	\$29,199,000			\$46,682,800	\$76,231,949
Other Uses		\$4,200			\$4,200	
Total -Non-Operating Expense	\$54,201,600	\$93,659,400			\$147,861,000	\$215,271,494
Total Expenditures	\$503,248,900	\$154,776,700	\$65,924,600	\$119,069,300	\$843,019,500	\$772,536,700

Appendix F
Presentation of Schedules and Graphs
For
General Fund

Summary of Fiscal 2012-13

Adopted Budget

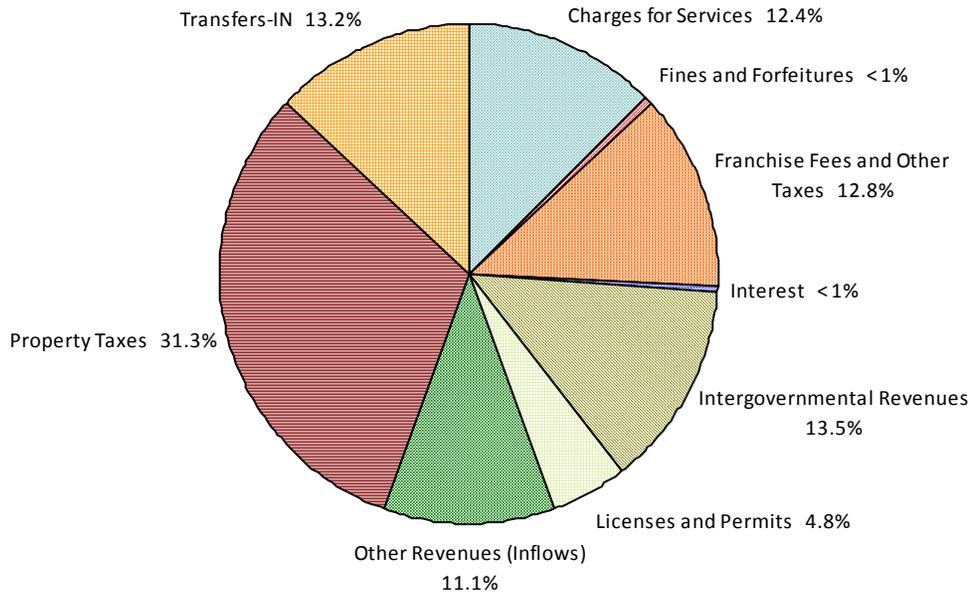
General Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Revenues (Inflows)					
Property Taxes	\$266,860,264	\$247,646,518	\$210,697,279	\$215,449,900	\$217,631,200
Franchise Fees and Other Taxes	\$36,228,332	\$36,448,254	\$37,783,993	\$36,350,000	\$97,870,700
Interest	\$4,064,924	\$2,733,028	\$1,915,415	\$1,500,000	\$800,000
Transfers-IN	\$48,447,002	\$53,493,903	\$59,792,210	\$46,110,500	\$69,900
Fines and Forfeitures	\$6,396,471	\$4,298,283	\$4,673,960	\$5,000,000	\$4,400,200
Intergovernmental Revenues	\$46,803,544	\$51,238,208	\$54,593,667	\$42,477,500	\$44,984,600
Licenses and Permits	\$26,032,481	\$25,149,775	\$33,965,079	\$36,616,500	\$40,294,100
Other Revenues (Inflows)	\$8,196,786	\$12,975,511	\$14,139,508	\$17,845,600	\$9,201,200
Charges for Services	\$76,938,384	\$78,195,683	\$85,149,631	\$81,897,400	\$87,997,000
Total Revenues (Inflows)	\$519,968,188	\$512,179,163	\$502,710,742	\$483,247,400	\$503,248,900
Expenditures (Outflows)					
General Government	\$45,710,577	\$43,471,805	\$38,525,168	\$38,540,300	\$53,568,100
Planning & Development	\$11,907,397	\$9,821,762	\$8,309,063	\$8,317,600	\$12,316,500
Public Works	\$56,288,534	\$51,523,972	\$46,778,180	\$49,766,100	\$64,280,100
Public Safety	\$249,778,175	\$230,823,234	\$206,391,402	\$185,710,600	\$255,362,800
Public Facilities	\$5,003,139	\$4,389,910	\$4,334,999	\$4,244,300	\$5,873,600
Parks & Recreation	\$28,300,737	\$23,755,933	\$23,403,184	\$21,894,700	\$29,002,100
Risk Management	\$54,421,589	\$61,216,929	\$63,938,725	\$58,413,200	\$13,565,500
Pensions	\$66,906,558	\$89,975,265	\$72,194,978	\$76,808,800	\$657,600
Non-Departmental	\$55,256,494	\$23,730,406	\$33,356,058	\$39,551,800	\$68,622,600
Total Expenditures (Outflows)	\$573,573,200	\$538,709,216	\$497,231,757	\$483,247,400	\$503,248,900

Revenues (Inflows) - General Fund

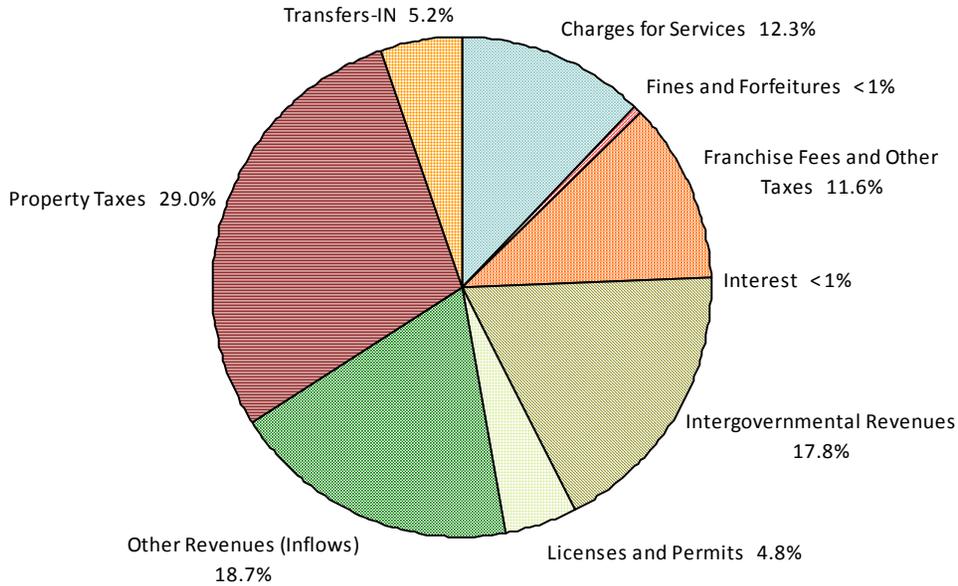
Fiscal 2011-12

\$772,917,700



Fiscal 2012-13

\$843,585,500



Inflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes	\$242,266,800	\$244,420,600
Franchise Fees and Other Taxes	\$99,064,100	\$97,870,700
Interest	\$1,500,000	\$800,000
Transfers-IN	\$101,894,137	\$43,463,000
Fines and Forfeitures	\$5,000,000	\$4,610,100
Intergovernmental Revenues	\$104,305,695	\$150,179,700
Licenses and Permits	\$36,866,500	\$40,582,500
Other Revenues (Inflows)	\$86,006,268	\$157,570,800
Charges for Services	\$96,014,200	\$104,088,100
	\$772,917,700	\$843,585,500

General Fund
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes					
Ad Valorem Taxes-Real	\$245,873,549	\$222,407,300	\$186,443,602	\$194,602,600	\$197,917,800
Ad Valorem Taxes-Real-Delinquent	\$8,414,140	\$12,690,115	\$11,827,498	\$8,100,000	\$7,100,000
Ad Valorem Taxes-Penalty & Interest	\$242,283	\$105,903	\$59,727	\$100,000	\$50,000
Ad Valorem Taxes-Personal	\$12,042,889	\$12,138,374	\$12,341,855	\$12,447,300	\$12,491,600
Ad Valorem Taxes-Personal-Delinquent	\$287,403	\$304,826	\$24,597	\$200,000	\$71,800
Total -Property Taxes	\$266,860,264	\$247,646,518	\$210,697,279	\$215,449,900	\$217,631,200
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	\$0	\$0	\$0	\$0	\$6,465,400
Franc Fee-Electricity	\$25,131,826	\$25,119,661	\$26,500,677	\$25,500,000	\$26,000,000
Franc Fee-Gas	\$594,305	\$473,273	\$444,208	\$500,000	\$435,000
Utility Ser Fee-Electricity	\$0	\$0	\$0	\$0	\$24,544,400
Utility Ser Fee-Water	\$0	\$0	\$0	\$0	\$3,695,300
Utility Ser Fee-Gas	\$0	\$0	\$0	\$0	\$1,149,200
Utility Ser Fee-Cable Television	\$420,399	\$417,407	\$422,379	\$0	\$0
Utility Ser Fee-Fuel Oil	\$0	\$0	\$0	\$0	\$13,100
Public Service Taxes	\$0	\$0	\$0	\$0	\$25,218,300
Other Taxes	\$10,081,802	\$10,437,913	\$10,416,729	\$10,350,000	\$10,350,000
Total -Franchise Fees and Other Taxes	\$36,228,332	\$36,448,254	\$37,783,993	\$36,350,000	\$97,870,700
Interest					
Misc-Interest & Penalty	\$58,919	\$58,750	\$61,078	\$0	\$0
Interest & Penalty -Investment	\$3,088,363	\$3,099,179	\$2,203,530	\$1,500,000	\$800,000
Misc-Net Increase Decrease In Fair Value Of	\$917,642	(\$429,221)	(\$345,473)	\$0	\$0
Misc. Treasury Onaccount Receipt	\$0	\$4,320	(\$3,720)	\$0	\$0

General Fund
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Total -Interest	\$4,064,924	\$2,733,028	\$1,915,415	\$1,500,000	\$800,000
Transfers-IN					
Other-Interfund Transfer	\$48,447,002	\$53,493,903	\$59,792,210	\$46,110,500	\$69,900
Total -Transfers-IN	\$48,447,002	\$53,493,903	\$59,792,210	\$46,110,500	\$69,900
Fines and Forfeitures					
Fines-Judgments And Fines	\$5,032,531	\$3,977,398	\$3,604,820	\$4,000,000	\$3,134,600
Fines -Violation of Local Ordinances	\$161,823	\$250	\$41,220	\$0	\$40,000
Fines-Other Fines And/Or Forfeits	\$1,202,117	\$320,635	\$1,027,920	\$1,000,000	\$1,225,600
Total -Fines and Forfeitures	\$6,396,471	\$4,298,283	\$4,673,960	\$5,000,000	\$4,400,200
Intergovernmental Revenues					
Federal Grants	\$170,037	\$122,865	\$345,294	\$0	\$50,000
State Grants	\$45,399	\$0	\$1,953	\$0	\$0
State Shared Revenues	\$34,239,052	\$33,916,145	\$38,433,782	\$1,250,000	\$565,000
Municipal Rev Sharing	\$0	\$0	\$0	\$11,011,500	\$11,211,200
Half Cent Sales Tax	\$0	\$0	\$0	\$23,737,000	\$26,121,200
State Pension Payment	\$9,840,501	\$9,180,986	\$9,375,374	\$0	\$0
Grants From Other Local Units	\$58,521	\$0	\$0	\$0	\$0
Shared Revenues From Other Local Units	\$2,450,034	\$8,018,212	\$6,437,264	\$6,479,000	\$7,037,200
Total -Intergovernmental Revenues	\$46,803,544	\$51,238,208	\$54,593,667	\$42,477,500	\$44,984,600
Licenses and Permits					
Occupational Licenses	\$9,706	\$8,709	\$756	\$0	\$0
Occupational Licenses-Business	\$6,339,202	\$6,485,985	\$6,297,096	\$6,439,600	\$7,000,000
Occupational Licenses-Business-Penalty	\$534,284	\$578,035	\$607,843	\$700,000	\$250,000
Occupational Licenses-Metro	\$625,261	\$607,586	\$596,052	\$615,300	\$575,000

General Fund
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Building Permits	\$1,912,173	\$1,966,004	\$6,712,986	\$7,439,000	\$8,444,800
Other Licenses, Fees and Permits	\$16,611,855	\$15,503,456	\$19,750,346	\$21,422,600	\$24,024,300
Total -Licenses and Permits	\$26,032,481	\$25,149,775	\$33,965,079	\$36,616,500	\$40,294,100
Other Revenues (Inflows)					
Misc-Red Light Camera Fines	(\$214,247)	\$0	\$2,138,804	\$4,100,000	\$4,500,000
Misc-Disposition Of Fixed Assets	\$530,759	\$103,800	\$161,942	\$0	\$2,000
Misc. Sales of Surplus Material and Scrap	\$6,632	\$18,744	\$10,813	\$200,000	\$2,500
Misc-Contributions And Donations From Private Sources	\$0	\$0	\$2,874	\$0	\$0
Misc-Pension Fund Contributions	\$0	\$1,406	\$0	\$0	\$0
Misc-Other Miscellaneous Revenues	\$4,508,715	\$8,995,939	\$9,552,128	\$10,625,100	\$2,936,700
Misc. Settlements	\$2,657,098	\$2,338,734	\$2,022,451	\$0	\$0
Contra Revenue for Bad Debt	\$166,646	\$1,168,194	\$112,439	\$0	\$250,000
Other -Other NonOperating Sources	\$312	(\$2,818)	\$2,119	\$1,627,800	\$983,200
Other-Other Nonoperating Sources/Carryover	\$540,871	\$351,512	\$135,938	\$1,292,700	\$526,800
Total -Other Revenues (Inflows)	\$8,196,786	\$12,975,511	\$14,139,508	\$17,845,600	\$9,201,200
Charges for Services					
Payments From Other Local Units In Lieu Of Taxes	\$430,386	\$65,856	(\$53,522)	\$0	\$0
CFS-GG-Internal Service Fund Fees And Charges	\$326,961	\$369,899	\$445,440	\$341,200	\$350,000
CFS-GG-Other General Government Charges And Fees	\$517,152	\$703,808	\$623,754	\$600,000	\$630,300
CFS-PS-Police Services	\$2,174,347	\$2,335,417	\$3,037,510	\$2,900,000	\$3,535,100
Fire Protection Services	\$32,931	\$5,672	\$10,014	\$7,000	\$9,000
CFS-PS-Emergency Service Fees	\$6,101,993	\$6,485,865	\$7,287,679	\$7,000,000	\$7,000,000
CFS-PS-Protective Inspection Fees	\$74,351	\$73,855	\$227,331	\$77,900	\$75,900

General Fund
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
CFS-PS-Ambulance/False Alarm	\$0	\$0	\$311,272	\$0	\$350,000
CFS-PS-Other Public Safety Charges And Fees	\$2,988	\$3,980	\$575,984	\$375,000	\$503,500
CFS-PE-Garbage/Solid Waste Revenue	\$24,649,396	\$24,566,715	\$25,647,374	\$25,768,400	\$25,598,500
CFS-PE-Cemetery Fees	\$291	\$656	\$0	\$0	\$600
CFS-PE-Other Physical Environment Revenue	\$148,624	\$130,380	\$308,003	\$130,300	\$235,500
CFS-Trans-Parking Facilities	\$500	\$308	\$0	\$0	\$0
CFS-Trans-Tolls	\$146,991	\$179,426	\$217,907	\$190,000	\$190,000
Other Transportation Fees	\$19	\$13	\$0	\$0	\$0
Transportation Tools	\$4,026	\$0	\$328	\$0	\$0
CFS -C&R -Special Events	\$0	\$0	(\$615)	\$0	\$0
CFS-C&R-Special Recreation Facilities	\$809,042	\$827,895	\$759,577	\$717,000	\$536,600
CFS-C&R-Other Culture/Recreation	\$8,489,321	\$9,161,184	\$10,523,642	\$9,652,200	\$11,480,800
CFS -Rents and Royalties	\$6,711,009	\$6,208,066	\$6,149,979	\$6,615,400	\$6,608,200
CFS-Other Charges for Services	\$26,318,000	\$27,076,688	\$29,077,974	\$27,523,000	\$30,893,000
Misc. Sepecial Assessments	\$56	\$0	\$0	\$0	\$0
Total -Charges for Services	\$76,938,384	\$78,195,683	\$85,149,631	\$81,897,400	\$87,997,000
Total Revenues (Inflows)	\$519,968,188	\$512,179,163	\$502,710,742	\$483,247,400	\$503,248,900

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes					
Ad Valorem Taxes-Real	\$245,873,549	\$222,407,300	\$186,443,602	\$194,602,600	\$197,917,800
<i>Finance</i>	\$245,873,549	\$222,407,300	\$186,442,221	\$194,602,600	\$197,917,800
<i>Police</i>	\$0	\$0	\$1,381	\$0	\$0
Ad Valorem Taxes-Real-Delinquent	\$8,414,140	\$12,690,115	\$11,827,498	\$8,100,000	\$7,100,000
<i>Finance</i>	\$8,414,140	\$12,690,115	\$11,827,498	\$8,100,000	\$7,100,000
Ad Valorem Taxes-Penalty & Interest	\$242,283	\$105,903	\$59,727	\$100,000	\$50,000
<i>Finance</i>	\$242,283	\$105,903	\$59,727	\$100,000	\$50,000
Ad Valorem Taxes-Personal	\$12,042,889	\$12,138,374	\$12,341,855	\$12,447,300	\$12,491,600
<i>Finance</i>	\$12,042,889	\$12,138,374	\$12,341,855	\$12,447,300	\$12,491,600
Ad Valorem Taxes-Personal-Delinquent	\$287,403	\$304,826	\$24,597	\$200,000	\$71,800
<i>Finance</i>	\$287,403	\$304,826	\$24,597	\$200,000	\$71,800
Total -Property Taxes	\$266,860,264	\$247,646,518	\$210,697,279	\$215,449,900	\$217,631,200

Franchise Fees and Other Taxes

S,U&F Taxes-Local Option Fuel Tax	\$0	\$0	\$0	\$0	\$6,465,400
<i>Finance</i>	\$0	\$0	\$0	\$0	\$6,465,400
Franc Fee-Electricity	\$25,131,826	\$25,119,661	\$26,500,677	\$25,500,000	\$26,000,000
<i>Finance</i>	\$25,131,826	\$25,119,661	\$26,500,677	\$25,500,000	\$26,000,000
Franc Fee-Gas	\$594,305	\$473,273	\$444,208	\$500,000	\$435,000
<i>Finance</i>	\$594,305	\$473,273	\$444,208	\$500,000	\$435,000
Utility Ser Fee-Electricity	\$0	\$0	\$0	\$0	\$24,544,400
<i>Finance</i>	\$0	\$0	\$0	\$0	\$24,544,400
Utility Ser Fee-Water	\$0	\$0	\$0	\$0	\$3,695,300
<i>Finance</i>	\$0	\$0	\$0	\$0	\$3,695,300
Utility Ser Fee-Gas	\$0	\$0	\$0	\$0	\$1,149,200
<i>Finance</i>	\$0	\$0	\$0	\$0	\$1,149,200
Utility Ser Fee-Cable Television	\$420,399	\$417,407	\$422,379	\$0	\$0
<i>Finance</i>	\$420,399	\$417,407	\$422,379	\$0	\$0

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Utility Ser Fee-Fuel Oil	\$0	\$0	\$0	\$0	\$13,100
<i>Finance</i>	\$0	\$0	\$0	\$0	\$13,100
Public Service Taxes	\$0	\$0	\$0	\$0	\$25,218,300
<i>Finance</i>	\$0	\$0	\$0	\$0	\$25,218,300
Other Taxes	\$10,081,802	\$10,437,913	\$10,416,729	\$10,350,000	\$10,350,000
<i>Finance</i>	\$10,081,802	\$10,437,717	\$10,415,661	\$0	\$0
<i>Parks and Recreation</i>	\$0	\$196	\$0	\$0	\$0
<i>Public Facilities</i>	\$0	\$0	\$1,068	\$0	\$0
<i>Public Works</i>	\$0	\$0	\$0	\$10,350,000	\$10,350,000
Total -Franchise Fees and Other Taxes	\$36,228,332	\$36,448,254	\$37,783,993	\$36,350,000	\$97,870,700
Interest					
Misc-Interest & Penalty	\$58,919	\$58,750	\$61,078	\$0	\$0
<i>Finance</i>	\$58,512	\$58,750	\$56,119	\$0	\$0
<i>Solid Waste</i>	\$407	\$0	\$4,959	\$0	\$0
Interest & Penalty -Investment	\$3,088,363	\$3,099,179	\$2,203,530	\$1,500,000	\$800,000
<i>Finance</i>	\$3,088,363	\$3,099,179	\$2,203,530	\$1,500,000	\$800,000
Misc-Net Increase Decrease In Fair Value Of	\$917,642	(\$429,221)	(\$345,473)	\$0	\$0
<i>Finance</i>	\$917,642	(\$429,221)	(\$345,473)	\$0	\$0
Misc. Treasury Onaccount Receipt	\$0	\$4,320	(\$3,720)	\$0	\$0
<i>Finance</i>	\$0	\$4,320	(\$3,720)	\$0	\$0
Total -Interest	\$4,064,924	\$2,733,028	\$1,915,415	\$1,500,000	\$800,000
Transfers-IN					
Other-Interfund Transfer	\$48,447,002	\$53,493,903	\$59,792,210	\$46,110,500	\$69,900
<i>Building</i>	\$289,596	\$0	\$0	\$0	\$0
<i>City Clerk</i>	\$2,381	\$0	\$0	\$0	\$0
<i>Finance</i>	\$48,132,689	\$53,493,903	\$58,975,511	\$46,110,500	\$69,900
<i>Parks and Recreation</i>	\$22,186	\$0	\$0	\$0	\$0

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
<i>Pensions</i>	\$0	\$0	\$816,699	\$0	\$0
<i>Public Works</i>	\$150	\$0	\$0	\$0	\$0
Total -Transfers-IN	\$48,447,002	\$53,493,903	\$59,792,210	\$46,110,500	\$69,900

Fines and Forfeitures

Fines-Judgments And Fines	\$5,032,531	\$3,977,398	\$3,604,820	\$4,000,000	\$3,134,600
<i>Police</i>	\$5,032,531	\$3,977,398	\$3,604,820	\$4,000,000	\$3,134,600
Fines -Violation of Local Ordinances	\$161,823	\$250	\$41,220	\$0	\$40,000
<i>Finance</i>	\$0	\$250	\$41,220	\$0	\$40,000
<i>Police</i>	\$161,823	\$0	\$0	\$0	\$0
Fines-Other Fines And/Or Forfeits	\$1,202,117	\$320,635	\$1,027,920	\$1,000,000	\$1,225,600
<i>Building</i>	\$361,947	\$176,871	\$285,337	\$203,800	\$260,800
<i>Code Compliance</i>	\$0	\$0	\$0	\$0	\$722,200
<i>Finance</i>	\$118,888	(\$20,468)	\$42,182	\$13,400	\$150,000
<i>Planning and Zoning</i>	\$686,385	\$102,146	\$603,738	\$775,500	\$79,800
<i>Police</i>	\$0	\$39,680	\$0	\$0	\$5,500
<i>Public Facilities</i>	\$640	\$161	\$0	\$0	\$0
<i>Purchasing</i>	\$0	\$0	\$200	\$0	\$0
<i>Solid Waste</i>	\$34,257	\$22,245	\$96,463	\$7,300	\$7,300
Total -Fines and Forfeitures	\$6,396,471	\$4,298,283	\$4,673,960	\$5,000,000	\$4,400,200

Intergovernmental Revenues

Federal Grants	\$170,037	\$122,865	\$345,294	\$0	\$50,000
<i>Finance</i>	\$0	\$0	\$257,085	\$0	\$0
<i>Parks and Recreation</i>	\$158,387	\$122,865	\$88,209	\$0	\$50,000
<i>Public Facilities</i>	\$11,650	\$0	\$0	\$0	\$0
State Grants	\$45,399	\$0	\$1,953	\$0	\$0
<i>Public Facilities</i>	\$0	\$0	\$1,953	\$0	\$0
<i>Public Works</i>	\$45,399	\$0	\$0	\$0	\$0
State Shared Revenues	\$34,239,052	\$33,916,145	\$38,433,782	\$1,250,000	\$565,000

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
<i>Finance</i>	\$33,358,246	\$33,181,926	\$37,417,553	\$450,000	\$565,000
<i>Fire-Rescue</i>	\$880,806	\$734,219	\$1,016,229	\$800,000	\$0
Municipal Rev Sharing	\$0	\$0	\$0	\$11,011,500	\$11,211,200
<i>Finance</i>	\$0	\$0	\$0	\$11,011,500	\$11,211,200
Half Cent Sales Tax	\$0	\$0	\$0	\$23,737,000	\$26,121,200
<i>Finance</i>	\$0	\$0	\$0	\$23,737,000	\$26,121,200
State Pension Payment	\$9,840,501	\$9,180,986	\$9,375,374	\$0	\$0
<i>Fire-Rescue</i>	\$4,704,533	\$4,865,019	\$5,088,318	\$0	\$0
<i>Police</i>	\$5,135,968	\$4,315,967	\$4,287,056	\$0	\$0
Grants From Other Local Units	\$58,521	\$0	\$0	\$0	\$0
<i>Non-Departmental</i>	\$58,521	\$0	\$0	\$0	\$0
Shared Revenues From Other Local Units	\$2,450,034	\$8,018,212	\$6,437,264	\$6,479,000	\$7,037,200
<i>Finance</i>	\$2,000,000	\$7,510,000	\$5,900,000	\$6,000,000	\$6,500,000
<i>Fire-Rescue</i>	\$450,034	\$508,212	\$537,264	\$479,000	\$537,200
Total -Intergovernmental Revenues	\$46,803,544	\$51,238,208	\$54,593,667	\$42,477,500	\$44,984,600

Licenses and Permits

Occupational Licenses	\$9,706	\$8,709	\$756	\$0	\$0
<i>Finance</i>	\$9,366	\$8,689	\$549	\$0	\$0
<i>Police</i>	\$340	\$20	\$0	\$0	\$0
<i>Risk Management</i>	\$0	\$0	\$207	\$0	\$0
Occupational Licenses-Business	\$6,339,202	\$6,485,985	\$6,297,096	\$6,439,600	\$7,000,000
<i>Finance</i>	\$6,339,202	\$6,485,985	\$6,297,096	\$6,439,600	\$7,000,000
Occupational Licenses-Business-Penalty	\$534,284	\$578,035	\$607,843	\$700,000	\$250,000
<i>Finance</i>	\$534,284	\$578,035	\$607,843	\$700,000	\$250,000
Occupational Licenses-Metro	\$625,261	\$607,586	\$596,052	\$615,300	\$575,000
<i>Finance</i>	\$625,261	\$607,586	\$596,052	\$615,300	\$575,000
Building Permits	\$1,912,173	\$1,966,004	\$6,712,986	\$7,439,000	\$8,444,800
<i>Building</i>	\$1,909,423	\$1,966,004	\$6,712,986	\$7,439,000	\$8,444,800
<i>Planning and Zoning</i>	\$2,750	\$0	\$0	\$0	\$0

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Other Licenses, Fees and Permits	\$16,611,855	\$15,503,456	\$19,750,346	\$21,422,600	\$24,024,300
<i>Building</i>	\$182,111	\$119,303	\$191,797	\$350,100	\$350,100
<i>Code Compliance</i>	\$15,000	\$39,750	\$133,357	\$0	\$50,000
<i>Finance</i>	\$2,613,326	\$2,460,560	\$3,866,579	\$5,073,600	\$4,000,000
<i>Fire-Rescue</i>	\$1,211,913	\$1,161,258	\$2,318,909	\$2,070,000	\$2,500,000
<i>GSA</i>	\$26,262	\$25,260	\$28,096	\$0	\$0
<i>Parks and Recreation</i>	\$1,360	\$851	\$0	\$0	\$0
<i>Planning and Zoning</i>	\$1,281,515	\$1,621,425	\$1,485,174	\$1,752,500	\$4,260,500
<i>Police</i>	\$108,450	\$84,597	\$110,066	\$101,000	\$107,800
<i>Public Facilities</i>	\$315,542	\$209,411	\$155,123	\$0	\$0
<i>Public Works</i>	\$59,886	\$81,358	\$46,744	\$23,400	\$23,400
<i>Solid Waste</i>	\$10,796,490	\$9,699,683	\$11,414,501	\$12,052,000	\$12,732,500
Total -Licenses and Permits	\$26,032,481	\$25,149,775	\$33,965,079	\$36,616,500	\$40,294,100

Other Revenues (Inflows)

Misc-Red Light Camera Fines	(\$214,247)	\$0	\$2,138,804	\$4,100,000	\$4,500,000
<i>CIP and Transportation</i>	\$0	\$0	\$0	\$4,100,000	\$4,500,000
<i>Finance</i>	\$0	\$0	\$2,128,304	\$0	\$0
<i>GSA</i>	(\$214,247)	\$0	\$0	\$0	\$0
<i>Police</i>	\$0	\$0	\$10,500	\$0	\$0
Misc-Disposition Of Fixed Assets	\$530,759	\$103,800	\$161,942	\$0	\$2,000
<i>Auditor General</i>	\$0	\$0	\$25	\$0	\$0
<i>City Clerk</i>	\$0	\$0	\$11	\$0	\$0
<i>Code Compliance</i>	\$0	\$0	\$205	\$0	\$0
<i>Communications</i>	\$0	\$0	\$473	\$0	\$0
<i>Finance</i>	\$15,000	(\$1,030)	\$10	\$0	\$0
<i>Fire-Rescue</i>	\$0	\$0	\$1,779	\$0	\$0
<i>GSA</i>	\$515,174	\$104,730	\$127,888	\$0	\$0
<i>Information Technology</i>	\$0	\$0	\$5	\$0	\$0
<i>Parks and Recreation</i>	\$0	\$0	\$3,250	\$0	\$0
<i>Planning and Zoning</i>	\$0	\$0	\$63	\$0	\$0

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
<i>Police</i>	\$585	\$0	\$2,858	\$0	\$2,000
<i>Solid Waste</i>	\$0	\$100	\$25,375	\$0	\$0
Misc. Sales of Surplus Material and Scrap	\$6,632	\$18,744	\$10,813	\$200,000	\$2,500
<i>Finance</i>	\$3,914	\$14,268	\$6,624	\$197,500	\$0
<i>GSA</i>	\$0	\$0	\$1,881	\$0	\$0
<i>Police</i>	\$0	\$134	\$0	\$0	\$0
<i>Solid Waste</i>	\$2,718	\$4,342	\$2,308	\$2,500	\$2,500
Misc-Contributions And Donations From Private Sources	\$0	\$0	\$2,874	\$0	\$0
<i>Police</i>	\$0	\$0	\$2,500	\$0	\$0
<i>Public Facilities</i>	\$0	\$0	\$374	\$0	\$0
Misc-Pension Fund Contributions	\$0	\$1,406	\$0	\$0	\$0
<i>Pensions</i>	\$0	\$1,406	\$0	\$0	\$0
Misc-Other Miscellaneous Revenues	\$4,508,715	\$8,995,939	\$9,552,128	\$10,625,100	\$2,936,700
<i>Building</i>	(\$250)	\$13,605	\$200,263	\$250,200	\$250,200
<i>CIP and Transportation</i>	\$384	\$5,561	\$861	\$0	\$0
<i>City Clerk</i>	\$1,037	\$358	\$1,340	\$1,000	\$100
<i>City Manager</i>	\$16	\$14	(\$16)	\$0	\$0
<i>Code Compliance</i>	\$0	\$250	\$0	\$0	\$0
<i>Community Relations Board</i>	\$548	\$0	\$0	\$0	\$0
<i>Equal Opportunity and Diversity Programs</i>	\$0	\$0	\$55	\$0	\$0
<i>Finance</i>	\$1,844,733	\$915,931	\$1,770,095	\$2,343,600	\$2,440,000
<i>Fire-Rescue</i>	\$10,437	\$39,150	\$14,962	\$10,300	\$10,300
<i>GSA</i>	\$2,121	\$1,888	\$6,846	\$0	\$0
<i>Human Resources</i>	\$962	\$899	\$0	\$0	\$0
<i>Information Technology</i>	\$0	\$17	\$2,150	\$0	\$0
<i>Management and Budget</i>	\$0	\$28	\$0	\$0	\$0
<i>Neighborhood Enhancement Team (NET)</i>	\$0	\$2,301	\$1,022	\$0	\$0
<i>Non-Departmental</i>	\$11,389	\$0	\$0	\$0	\$0
<i>Parks and Recreation</i>	\$124,286	\$173,235	\$68,432	\$101,800	\$4,600

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
<i>Planning and Zoning</i>	\$1,170	\$3,239	\$1,275	\$700	\$600
<i>Police</i>	\$596,772	\$976,250	\$353,717	\$731,600	\$11,400
<i>Public Facilities</i>	\$190,610	\$203,693	\$244,729	\$536,500	\$214,500
<i>Public Works</i>	\$9,437	\$0	\$0	\$0	\$0
<i>Risk Management</i>	\$1,715,063	\$6,658,434	\$6,882,211	\$6,644,400	\$0
<i>Solid Waste</i>	\$0	\$1,086	\$4,186	\$5,000	\$5,000
Misc. Settlements	\$2,657,098	\$2,338,734	\$2,022,451	\$0	\$0
<i>Finance</i>	\$2,385,714	\$0	\$120,000	\$0	\$0
<i>Risk Management</i>	\$271,384	\$2,338,734	\$1,902,451	\$0	\$0
Contra Revenue for Bad Debt	\$166,646	\$1,168,194	\$112,439	\$0	\$250,000
<i>Police</i>	\$166,646	\$1,168,194	\$112,439	\$0	\$250,000
Other -Other NonOperating Sources	\$312	(\$2,818)	\$2,119	\$1,627,800	\$983,200
<i>City Clerk</i>	\$0	(\$2,910)	\$0	\$0	\$0
<i>Finance</i>	\$0	\$0	\$0	\$682,000	\$0
<i>Fire-Rescue</i>	\$0	\$0	\$0	\$70,800	\$983,200
<i>Police</i>	\$312	\$92	\$2,119	\$875,000	\$0
Other-Other Nonoperating Sources/Carryover	\$540,871	\$351,512	\$135,938	\$1,292,700	\$526,800
<i>City Attorney</i>	\$127,764	\$127,764	\$127,764	\$0	\$127,800
<i>City Clerk</i>	(\$9,984)	\$12,894	\$0	\$0	\$0
<i>Finance</i>	\$26,500	(\$365)	(\$7,591)	\$1,057,700	\$0
<i>Parks and Recreation</i>	\$0	\$0	\$0	\$0	\$385,000
<i>Police</i>	\$17,743	\$211,219	\$15,765	\$235,000	\$14,000
<i>Risk Management</i>	\$378,848	\$0	\$0	\$0	\$0
Total -Other Revenues (Inflows)	\$8,196,786	\$12,975,511	\$14,139,508	\$17,845,600	\$9,201,200

Charges for Services

Payments From Other Local Units In Lieu Of Taxes	\$430,386	\$65,856	(\$53,522)	\$0	\$0
<i>Building</i>	\$430,386	\$18,750	(\$6,416)	\$0	\$0
<i>Police</i>	\$0	\$47,106	(\$47,106)	\$0	\$0

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
CFS-GG-Internal Service Fund Fees And Charges	\$326,961	\$369,899	\$445,440	\$341,200	\$350,000
<i>Finance</i>	\$240,255	\$316,625	\$358,380	\$291,200	\$300,000
<i>Police</i>	\$0	\$0	\$200	\$0	\$0
<i>Public Works</i>	\$86,706	\$53,274	\$86,860	\$50,000	\$50,000
CFS-GG-Other General Government Charges And Fees	\$517,152	\$703,808	\$623,754	\$600,000	\$630,300
<i>City Clerk</i>	\$25	\$3,100	\$750	\$700	\$300
<i>Parks and Recreation</i>	\$272,213	\$529,190	\$583,756	\$552,400	\$600,000
<i>Public Facilities</i>	\$244,914	\$171,518	\$39,248	\$46,900	\$30,000
CFS-PS-Police Services	\$2,174,347	\$2,335,417	\$3,037,510	\$2,900,000	\$3,535,100
<i>Finance</i>	(\$25)	\$5,505	\$0	\$0	\$0
<i>Police</i>	\$1,931,257	\$2,065,180	\$2,769,304	\$2,900,000	\$3,535,100
<i>Risk Management</i>	\$243,115	\$264,732	\$268,206	\$0	\$0
Fire Protection Services	\$32,931	\$5,672	\$10,014	\$7,000	\$9,000
<i>Fire-Rescue</i>	\$32,931	\$5,672	\$10,014	\$7,000	\$9,000
CFS-PS-Emergency Service Fees	\$6,101,993	\$6,485,865	\$7,287,679	\$7,000,000	\$7,000,000
<i>Fire-Rescue</i>	\$6,101,993	\$6,485,851	\$7,287,524	\$7,000,000	\$7,000,000
<i>Parks and Recreation</i>	\$0	\$14	\$155	\$0	\$0
CFS-PS-Protective Inspection Fees	\$74,351	\$73,855	\$227,331	\$77,900	\$75,900
<i>Finance</i>	\$2,471	\$3,978	\$2,441	\$2,000	\$0
<i>Fire-Rescue</i>	\$71,880	\$69,877	\$224,890	\$75,900	\$75,900
CFS-PS-Ambulance/False Alarm	\$0	\$0	\$311,272	\$0	\$350,000
<i>Fire-Rescue</i>	\$0	\$0	\$311,272	\$0	\$350,000
CFS-PS-Other Public Safety Charges And Fees	\$2,988	\$3,980	\$575,984	\$375,000	\$503,500
<i>Police</i>	\$2,988	\$3,980	\$575,984	\$375,000	\$503,500
CFS-PE-Garbage/Solid Waste Revenue	\$24,649,396	\$24,566,715	\$25,647,374	\$25,768,400	\$25,598,500
<i>Building</i>	\$68,860	\$84,030	\$54,055	\$50,000	\$50,000
<i>Finance</i>	\$40,698	\$0	\$6,929	\$7,000	\$0
<i>Parks and Recreation</i>	\$5,476	\$6,269	\$2,849	\$4,300	\$4,500

General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
<i>Solid Waste</i>	\$24,534,362	\$24,476,416	\$25,583,541	\$25,707,100	\$25,544,000
CFS-PE-Cemetery Fees	\$291	\$656	\$0	\$0	\$600
<i>Parks and Recreation</i>	\$291	\$656	\$0	\$0	\$600
CFS-PE-Other Physical Environment Revenue	\$148,624	\$130,380	\$308,003	\$130,300	\$235,500
<i>Public Facilities</i>	\$0	\$0	\$147,124	\$25,000	\$90,500
<i>Solid Waste</i>	\$148,624	\$130,380	\$160,879	\$105,300	\$145,000
CFS-Trans-Parking Facilities	\$500	\$308	\$0	\$0	\$0
<i>Public Facilities</i>	\$500	\$308	\$0	\$0	\$0
CFS-Trans-Tolls	\$146,991	\$179,426	\$217,907	\$190,000	\$190,000
<i>Parks and Recreation</i>	\$146,991	\$179,426	\$217,907	\$190,000	\$190,000
Other Transportation Fees	\$19	\$13	\$0	\$0	\$0
<i>Public Facilities</i>	\$19	\$13	\$0	\$0	\$0
Transportation Tools	\$4,026	\$0	\$328	\$0	\$0
<i>Parks and Recreation</i>	\$4,026	\$0	\$328	\$0	\$0
CFS -C&R -Special Events	\$0	\$0	(\$615)	\$0	\$0
<i>Public Facilities</i>	\$0	\$0	(\$615)	\$0	\$0
CFS-C&R-Special Recreation Facilities	\$809,042	\$827,895	\$759,577	\$717,000	\$536,600
<i>Parks and Recreation</i>	\$690,681	\$750,312	\$690,916	\$575,000	\$409,200
<i>Public Facilities</i>	\$118,361	\$77,583	\$68,661	\$142,000	\$127,400
CFS-C&R-Other Culture/Recreation	\$8,489,321	\$9,161,184	\$10,523,642	\$9,652,200	\$11,480,800
<i>City Clerk</i>	\$0	\$932	\$122	\$100	\$100
<i>Finance</i>	\$0	\$42,408	\$42,408	\$0	\$0
<i>Parks and Recreation</i>	\$1,732,012	\$2,214,716	\$3,330,499	\$2,511,100	\$3,808,200
<i>Public Facilities</i>	\$6,757,309	\$6,903,128	\$7,150,613	\$7,141,000	\$7,672,500
CFS -Rents and Royalties	\$6,711,009	\$6,208,066	\$6,149,979	\$6,615,400	\$6,608,200
<i>GSA</i>	\$6,657,987	\$6,129,760	\$4,553,691	\$0	\$0
<i>Parks and Recreation</i>	\$0	\$2,649	\$141,596	\$0	\$121,100
<i>Public Facilities</i>	\$52,922	\$75,557	\$1,454,692	\$6,615,400	\$6,487,100
<i>Purchasing</i>	\$100	\$100	\$0	\$0	\$0

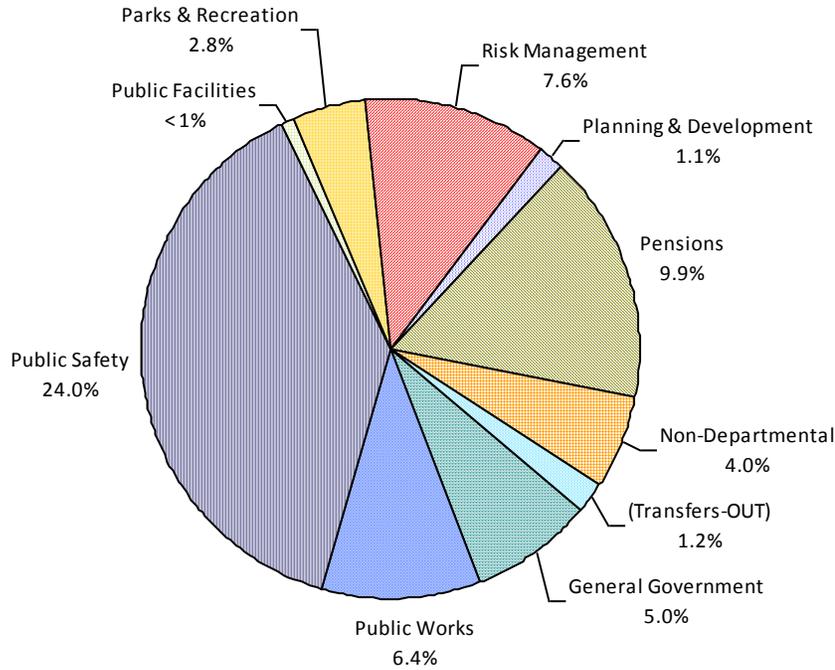
General Fund
Departmental Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
CFS-Other Charges for Services	\$26,318,000	\$27,076,688	\$29,077,974	\$27,523,000	\$30,893,000
<i>Building</i>	\$5,657,505	\$5,939,944	\$3,156,554	\$4,000,200	\$4,000,200
<i>City Attorney</i>	\$0	\$30,000	\$30,000	\$0	\$30,000
<i>City Clerk</i>	\$17,179	\$401	\$541	\$500	\$500
<i>Finance</i>	\$14,146,417	\$14,848,601	\$16,956,281	\$14,554,800	\$17,650,000
<i>Fire-Rescue</i>	\$314,277	\$266,760	\$365,347	\$301,700	\$301,700
<i>Human Resources</i>	\$368	\$0	\$0	\$0	\$0
<i>Information Technology</i>	\$415	\$900	\$3,232	\$0	\$0
<i>Parks and Recreation</i>	\$262,639	\$215,774	\$154,826	\$218,700	\$154,000
<i>Planning and Zoning</i>	\$519,353	\$851,175	\$729,598	\$427,700	\$760,100
<i>Police</i>	\$445,490	\$413,175	\$688,015	\$689,400	\$640,300
<i>Public Facilities</i>	\$18,199	\$16,642	\$17,572	\$12,500	\$35,100
<i>Public Works</i>	\$701,524	\$736,692	\$875,041	\$1,142,500	\$1,146,100
<i>Risk Management</i>	\$44,736	\$36,590	\$53,117	\$0	\$0
<i>Solid Waste</i>	\$4,189,898	\$3,720,034	\$6,047,850	\$6,175,000	\$6,175,000
Misc. Sepecial Assessments	\$56	\$0	\$0	\$0	\$0
<i>Finance</i>	\$56	\$0	\$0	\$0	\$0
Total -Charges for Services	\$76,938,384	\$78,195,683	\$85,149,631	\$81,897,400	\$87,997,000
Total Revenues (Inflows)	\$519,968,188	\$512,179,163	\$502,710,742	\$483,247,400	\$503,248,900

Expenditures (Outflows) - General Fund

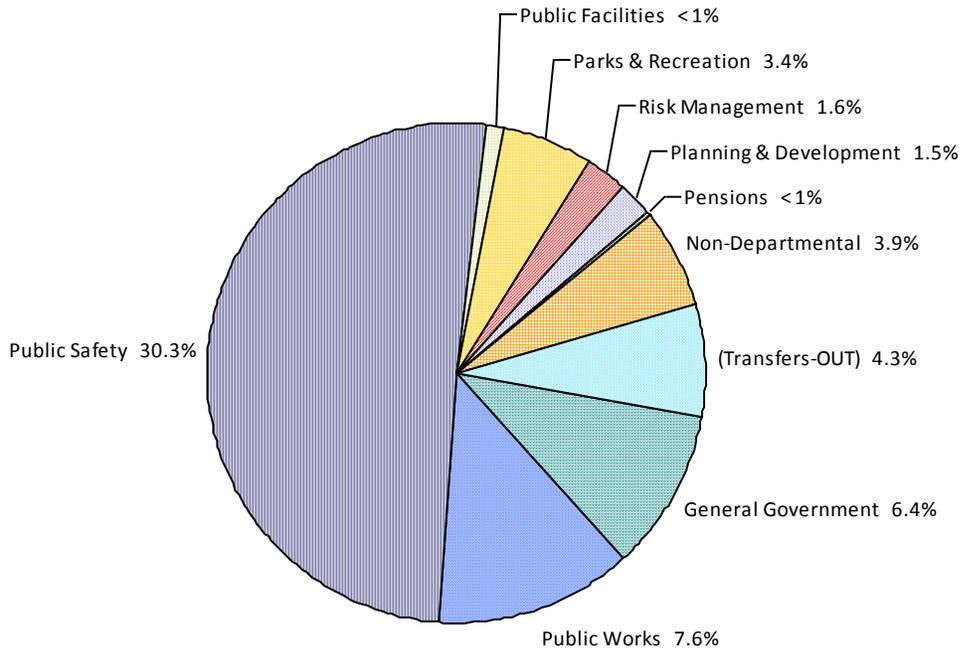
Fiscal 2011-12

\$483,247,400



Fiscal 2012-13

\$503,248,900



Outflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
General Government	\$38,540,300	\$53,568,100
Planning & Development	\$8,317,600	\$12,316,500
Public Works	\$49,766,100	\$64,280,100
Public Safety	\$185,710,600	\$255,362,800
Public Facilities	\$4,244,300	\$5,873,600
Parks & Recreation	\$21,894,700	\$29,002,100
Risk Management	\$58,413,200	\$13,565,500
Pensions	\$76,808,800	\$657,600
Non-Departmental	\$30,643,800	\$32,594,100
(Transfers-OUT)	\$8,908,000	\$36,028,500
	\$483,247,400	\$503,248,900

General Fund
Schedule of Expenditures (Outflows) by Department

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
General Government					
Mayor	\$788,789	\$641,823	\$639,652	\$643,800	\$883,500
Commissioners	\$1,837,287	\$1,576,627	\$1,584,384	\$1,700,000	\$2,416,100
City Manager	\$2,681,275	\$2,209,282	\$1,500,820	\$1,748,100	\$2,847,000
Auditor General	\$806,101	\$700,799	\$610,717	\$685,100	\$1,071,400
CIP and Transportation	\$2,543,839	\$1,353,150	\$1,634,326	\$2,378,300	\$3,906,000
Citi-Stat	\$355,690	\$137,034	\$0	\$0	\$0
City Attorney	\$6,704,180	\$5,195,474	\$4,327,942	\$4,420,000	\$5,768,800
City Clerk	\$1,469,293	\$2,095,982	\$1,041,780	\$1,111,900	\$1,455,500
Civil Service	\$387,230	\$295,127	\$288,432	\$290,500	\$393,700
Code Compliance	\$402	\$3,164,846	\$3,294,561	\$3,137,100	\$4,417,300
Communications	\$1,237,975	\$820,268	\$681,588	\$428,000	\$924,900
Equal Opportunity and Diversity Programs	\$0	\$0	\$216,431	\$238,200	\$314,200
Finance	\$5,903,258	\$5,915,672	\$5,567,756	\$5,993,900	\$7,743,200
Grants Administration	\$789,129	\$331,444	\$487,944	\$592,700	\$833,100
Human Resources	\$4,667,916	\$3,178,848	\$2,299,160	\$2,158,000	\$3,087,800
Information Technology	\$12,571,495	\$10,466,846	\$9,952,187	\$8,454,400	\$11,034,100
Management and Budget	\$1,469,309	\$1,261,158	\$1,052,369	\$1,144,600	\$1,535,400
Neighborhood Enhancement Team (NET)	\$1,724	\$2,908,213	\$2,508,274	\$2,413,100	\$3,495,800
Purchasing	\$1,483,685	\$1,219,212	\$836,845	\$1,002,600	\$1,440,300
Total -General Government	\$45,698,577	\$43,471,805	\$38,525,168	\$38,540,300	\$53,568,100
Planning & Development					
Building	\$7,436,167	\$6,004,952	\$5,084,202	\$4,940,300	\$7,632,700
Planning and Zoning	\$4,471,230	\$3,816,810	\$3,224,861	\$3,377,300	\$4,683,800
Total -Planning & Development	\$11,907,397	\$9,821,762	\$8,309,063	\$8,317,600	\$12,316,500

General Fund
Schedule of Expenditures (Outflows) by Department

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Public Works					
GSA	\$17,856,714	\$16,614,281	\$16,003,369	\$16,330,800	\$20,519,900
Public Works	\$15,169,092	\$14,769,872	\$11,691,231	\$14,503,300	\$16,907,700
Solid Waste	\$21,912,728	\$19,891,808	\$18,939,427	\$18,932,000	\$26,852,500
Total -Public Works	\$54,938,534	\$51,275,961	\$46,634,027	\$49,766,100	\$64,280,100
Public Safety					
Fire-Rescue	\$100,207,166	\$90,635,859	\$76,781,454	\$68,097,000	\$99,639,800
Police	\$149,270,902	\$140,077,675	\$128,483,938	\$117,613,600	\$155,723,000
Total -Public Safety	\$249,478,068	\$230,713,534	\$205,265,392	\$185,710,600	\$255,362,800
Public Facilities					
Public Facilities	\$5,003,139	\$4,389,910	\$4,334,999	\$4,244,300	\$5,873,600
Total -Public Facilities	\$5,003,139	\$4,389,910	\$4,334,999	\$4,244,300	\$5,873,600
Parks & Recreation					
Parks and Recreation	\$28,300,737	\$23,755,933	\$23,403,184	\$21,894,700	\$29,002,100
Total -Parks & Recreation	\$28,300,737	\$23,755,933	\$23,403,184	\$21,894,700	\$29,002,100
Risk Management					
Risk Management	\$54,421,589	\$61,216,929	\$63,938,725	\$58,413,200	\$13,565,500
Total -Risk Management	\$54,421,589	\$61,216,929	\$63,938,725	\$58,413,200	\$13,565,500
Pensions					
Pensions	\$66,906,558	\$89,975,265	\$72,194,978	\$76,808,800	\$657,600
Total -Pensions	\$66,906,558	\$89,975,265	\$72,194,978	\$76,808,800	\$657,600
Non-Departmental					
Non-Departmental	\$9,937,335	\$10,594,872	\$19,159,721	\$30,643,800	\$32,594,100

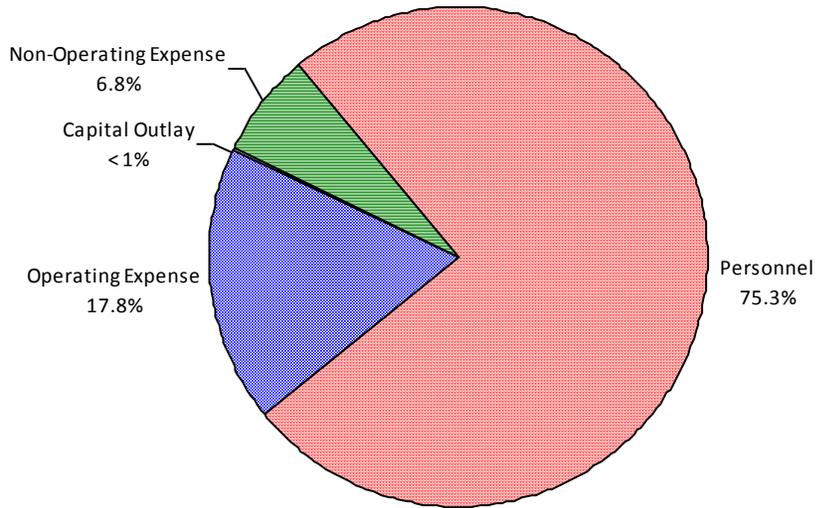
General Fund
 Schedule of Expenditures (Outflows) by Department

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Total -Non-Departmental	\$9,937,335	\$10,594,872	\$19,159,721	\$30,643,800	\$32,594,100
Total -(Transfers-OUT)	\$46,981,266	\$13,493,245	\$15,466,500	\$8,908,000	\$36,028,500
Total Expenditures (Outflows)	\$573,573,200	\$538,709,216	\$497,231,757	\$483,247,400	\$503,248,900

Expenditures (Outflows) by Category - General Fund

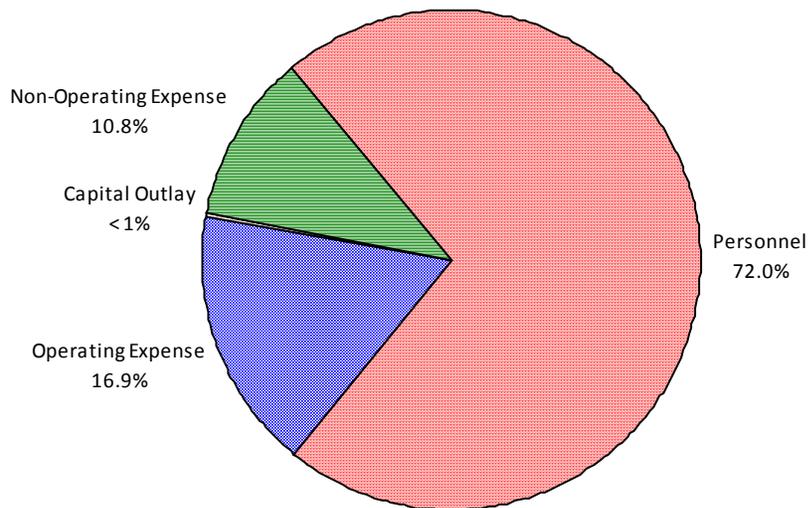
Fiscal 2011-12

\$483,247,400



Fiscal 2012-13

\$503,248,900



Outflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Personnel	\$364,083,400	\$362,537,200
Operating Expense	\$86,224,400	\$85,086,000
Capital Outlay	\$186,400	\$1,424,100
Non-Operating Expense	\$32,753,200	\$54,201,600
	\$483,247,400	\$503,248,900

General Fund
Schedule of Expenditures (Outflows) by Category

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Personnel					
Executive Salaries	\$450,826	\$416,155	\$439,458	\$445,500	\$445,600
Regular Salaries and Wages	\$267,198,755	\$245,657,022	\$208,351,693	\$205,489,000	\$209,299,600
Other Salaries and Wages	\$6,608,263	\$7,970,243	\$7,170,739	\$7,485,497	\$8,646,900
Overtime	\$11,774,895	\$6,511,260	\$10,127,811	\$5,979,600	\$7,472,300
Special Pay	\$15,064,984	\$22,521,884	\$23,009,364	\$19,984,100	\$22,335,600
Fringe Benefits	\$1,272,474	\$1,048,037	\$3,248,518	\$1,249,200	\$1,217,500
Fica Taxes	\$10,486,640	\$9,732,445	\$8,876,193	\$8,774,403	\$8,474,100
Retirement Contributions	\$71,762,873	\$93,719,969	\$78,435,115	\$73,018,000	\$64,142,700
Life and Health Insurance	\$44,319,997	\$47,294,551	\$48,881,622	\$41,658,100	\$40,102,900
Unemployment Compensation	\$198,242	\$1,073,709	\$480,488	\$0	\$400,000
Total -Personnel	\$429,137,949	\$435,945,275	\$389,021,001	\$364,083,400	\$362,537,200
Operating Expense					
Workers' Compensation	\$12,888,214	\$11,771,977	\$13,149,629	\$12,600,000	\$8,954,000
Professional Services	\$6,688,656	\$7,031,913	\$6,436,041	\$6,245,900	\$6,502,500
Professional Services-Legal Services	\$1,020,500	\$921,265	\$2,537,244	\$2,055,000	\$1,865,000
Professional Services-Medical	\$748,647	\$367,785	\$498,107	\$544,400	\$1,073,500
Accounting and Auditing	\$407,935	\$431,880	\$401,017	\$438,500	\$464,000
Court Reporter Services	\$75,200	\$69,909	\$133,725	\$92,300	\$93,000
Other Contractual Services	\$11,793,620	\$8,787,448	\$7,594,992	\$8,411,450	\$8,756,300
Travel and Per Diem	\$442,904	\$57,800	\$115,454	\$144,800	\$121,600
Communications & Related Services	\$2,865,570	\$2,739,219	\$1,976,890	\$2,208,300	\$1,925,000
Postage	\$300,772	\$347,653	\$338,071	\$388,800	\$355,700
Utility Services	\$11,668,200	\$11,652,563	\$9,930,892	\$11,023,100	\$10,931,900
Rentals and Leases	\$2,057,239	\$2,036,234	\$1,933,590	\$2,026,900	\$2,008,000
Insurance	\$5,568,702	\$8,963,859	\$9,295,079	\$8,935,500	\$9,035,500

General Fund
Schedule of Expenditures (Outflows) by Category

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Repair and Maintenance Services	\$8,273,728	\$6,917,301	\$7,492,385	\$7,409,100	\$7,702,100
Printing and Binding	\$1,889	\$653	\$2,952	\$18,400	\$11,600
Printing and Binding-Outsourcing	\$112,143	\$33,339	\$24,584	\$50,700	\$38,900
Printing and Binding-Paper Stock	\$88,615	\$92,295	\$81,543	\$74,740	\$73,400
Printing and Binding-Supplies	\$11,952	\$7,721	\$8,386	\$10,800	\$9,200
Promotional Activities	\$738,484	\$37,740	\$42,087	\$42,300	\$11,300
Advertising and Related Costs	\$629,854	\$494,048	\$292,838	\$297,760	\$325,200
Other Current Charges and Obligations	\$9,981,809	\$9,643,716	\$11,782,595	\$10,725,600	\$10,916,300
Office Supplies	\$643,449	\$377,367	\$409,155	\$483,100	\$437,700
Operating Supplies	\$4,215,204	\$2,842,905	\$2,984,866	\$2,760,900	\$3,033,500
Motor Fuel	\$4,597,813	\$6,211,360	\$7,906,773	\$7,175,300	\$7,615,700
Public Safety Supplies	\$349,238	\$777,235	\$852,810	\$863,700	\$971,400
Clothing/Uniform Supplies	\$978,307	\$433,117	\$707,561	\$425,300	\$1,134,400
Landscaping Related Supplies	\$209,107	\$95,626	\$208,552	\$190,000	\$190,000
Road Materials and Supplies	\$135,613	\$61,126	\$91,203	\$65,000	\$65,000
Subscriptions, Memberships, Licenses, Permits & Others	\$603,391	\$336,290	\$435,388	\$389,550	\$464,300
Books, Publications, and Library Materials	\$3,808	\$0	\$0	\$0	\$0
Weapons And Ammunitions	\$87,337	(\$75,256)	\$1,682	\$127,200	\$0
Total -Operating Expense	\$88,187,900	\$83,466,088	\$87,666,091	\$86,224,400	\$85,086,000
Capital Outlay					
Buildings	\$0	\$0	\$0	\$10,000	\$10,000
Improvements Other Than Buildings	\$24,849	\$0	\$24,638	\$0	\$0
Machinery and Equipment	\$253,581	\$61,933	\$411,203	\$176,400	\$154,400
Capital Leases	\$0	\$0	\$0	\$0	\$1,259,700
Construction In Progress	\$0	\$0	\$1,275	\$0	\$0

General Fund
Schedule of Expenditures (Outflows) by Category

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Total -Capital Outlay	\$278,430	\$61,933	\$437,116	\$186,400	\$1,424,100
Non-Operating Expense					
Aids to Government Agencies	\$928,000	\$464,000	\$464,000	\$0	\$258,800
Aids to Private Organizations	\$2,888,589	\$1,061,596	\$890,001	\$833,100	\$430,500
Interfund Transfers	\$46,981,266	\$13,493,245	\$15,466,500	\$8,908,000	\$36,028,500
Advances	\$4,786,056	\$5,132,166	\$3,083,881	\$3,728,200	\$0
Other Nonoperating Uses	\$379,121	(\$915,996)	\$0	\$0	\$0
Budget Reserve	\$2,453	\$0	\$203,011	\$19,283,900	\$17,483,800
Other Uses	\$3,436	\$909	\$156	\$0	\$0
Total -Non-Operating Expense	\$55,968,921	\$19,235,920	\$20,107,549	\$32,753,200	\$54,201,600
Total Expenditures (Outflows)	\$573,573,200	\$538,709,216	\$497,231,757	\$483,247,400	\$503,248,900

Appendix G
Presentation of Schedules and Graphs
For
Special Revenue Funds

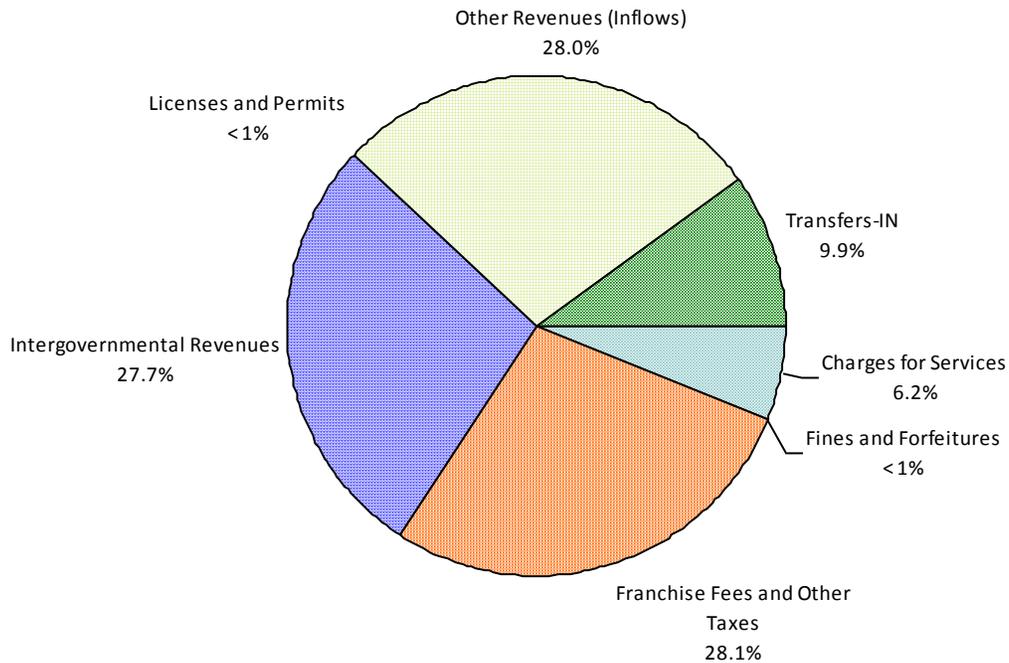
Summary of Fiscal 2012-13
Adopted Budget
Special Revenue Funds

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Revenues (Inflows)					
Franchise Fees and Other Taxes	\$70,605,776	\$68,458,349	\$66,491,151	\$62,714,100	\$0
Interest	\$264,737	\$34,559	\$32,117	\$0	\$0
Transfers-IN	\$18,721,506	\$23,563,699	\$16,477,374	\$22,100,237	\$7,548,900
Fines and Forfeitures	\$1,034,670	\$909,451	\$1,780,025	\$0	\$209,900
Intergovernmental Revenues	\$68,346,006	\$82,707,764	\$96,548,364	\$61,828,195	\$101,895,100
Licenses and Permits	\$72,730	\$198,263	\$65,665	\$250,000	\$288,400
Other Revenues (Inflows)	\$870,770	\$691,069	\$1,759,596	\$62,535,968	\$29,287,700
Charges for Services	\$8,508,154	\$9,086,007	\$8,515,073	\$13,735,800	\$15,546,700
Total Revenues (Inflows)	\$168,424,349	\$185,649,161	\$191,669,365	\$223,164,300	\$154,776,700
Expenditures (Outflows)					
General Government	\$14,313,307	\$5,485,231	\$11,392,283	\$24,844,837	\$13,219,700
Planning & Development	\$505,646	\$365,340	\$19,205	\$7,769,800	\$5,031,500
Public Works	\$97,419	\$31,349	\$6,000	\$2,575,200	\$2,900,900
Public Safety	\$17,285,609	\$18,845,399	\$16,080,889	\$45,327,183	\$55,067,200
Public Facilities	\$3,797,157	\$3,624,638	\$3,926,474	\$6,311,100	\$6,687,200
Parks & Recreation	\$2,587,519	\$2,182,409	\$2,174,119	\$5,987,700	\$3,444,100
Community & Economic Development	\$35,162,518	\$38,254,225	\$40,521,638	\$39,174,880	\$48,911,300
(Transfers-OUT)	\$98,811,102	\$104,806,239	\$100,733,619	\$91,173,600	\$19,514,800
Total Expenditures (Outflows)	\$172,560,277	\$173,594,830	\$174,854,227	\$223,164,300	\$154,776,700

Revenues (Inflows) - Special Revenue Funds

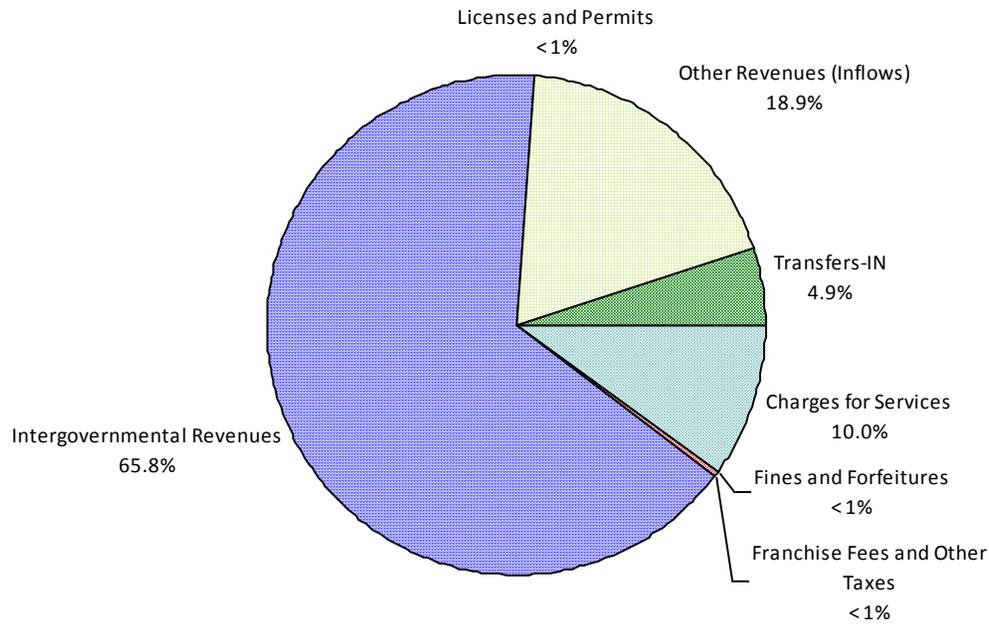
Fiscal 2011-12

\$223,164,300



Fiscal 2012-13

\$154,776,700



Inflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Franchise Fees and Other Taxes	\$62,714,100	\$0
Transfers-IN	\$22,100,237	\$7,548,900
Fines and Forfeitures	\$0	\$209,900
Intergovernmental Revenues	\$61,828,195	\$101,895,100
Licenses and Permits	\$250,000	\$288,400
Other Revenues (Inflows)	\$62,535,968	\$29,287,700
Charges for Services	\$13,735,800	\$15,546,700
	\$223,164,300	\$154,776,700

Special Revenue Funds
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Franchise Fees and Other Taxes					
S,U&F Taxes-Local Option Fuel Tax	\$6,595,240	\$6,489,694	\$7,066,468	\$6,576,800	\$0
Utility Ser Fee-Electricity	\$22,599,760	\$25,047,038	\$26,195,243	\$24,544,400	\$0
Utility Ser Fee-Water	\$3,453,711	\$3,808,416	\$4,004,020	\$3,695,300	\$0
Utility Ser Fee-Gas	\$1,149,102	\$1,163,418	\$1,473,217	\$1,149,200	\$0
Utility Ser Fee-Fuel Oil	\$18,890	\$12,919	\$14,545	\$13,100	\$0
Public Service Taxes	\$36,789,073	\$31,934,664	\$27,739,858	\$26,735,300	\$0
Other Taxes	\$0	\$2,200	(\$2,200)	\$0	\$0
Total -Franchise Fees and Other Taxes	\$70,605,776	\$68,458,349	\$66,491,151	\$62,714,100	\$0
Interest					
Misc-Interest & Penalty	\$9,121	\$6,143	\$2,871	\$0	\$0
Interest & Penalty -Investment	\$221,705	\$39,477	\$31,246	\$0	\$0
Misc-Net Increase Decrease In Fair Value Of	\$33,911	(\$11,061)	(\$2,000)	\$0	\$0
Total -Interest	\$264,737	\$34,559	\$32,117	\$0	\$0
Transfers-IN					
Other-Interfund Transfer	\$18,721,506	\$23,563,699	\$16,477,374	\$22,100,237	\$7,548,900
Total -Transfers-IN	\$18,721,506	\$23,563,699	\$16,477,374	\$22,100,237	\$7,548,900
Fines and Forfeitures					
Fines-Judgments And Fines	\$36,236	\$27,138	\$28,938	\$0	\$0
Fines-Other Fines And/Or Forfeits	\$998,434	\$882,313	\$1,751,087	\$0	\$209,900
Total -Fines and Forfeitures	\$1,034,670	\$909,451	\$1,780,025	\$0	\$209,900
Intergovernmental Revenues					
Federal Grants	\$44,607,111	\$60,649,657	\$77,053,045	\$38,633,421	\$79,581,100
State Grants	\$4,333,737	\$2,515,758	\$1,411,518	\$3,446,171	\$1,530,600

Special Revenue Funds
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Grants From Other Local Units	\$16,428,744	\$16,836,732	\$15,230,257	\$16,894,343	\$18,183,400
Shared Revenues From Other Local Units	\$2,976,414	\$2,705,617	\$2,853,544	\$2,854,260	\$2,600,000
Total -Intergovernmental Revenues	\$68,346,006	\$82,707,764	\$96,548,364	\$61,828,195	\$101,895,100
Licenses and Permits					
Occupational Licenses	\$4,500	\$0	\$0	\$0	\$0
Other Licenses, Fees and Permits	\$68,230	\$198,263	\$65,665	\$250,000	\$288,400
Total -Licenses and Permits	\$72,730	\$198,263	\$65,665	\$250,000	\$288,400
Other Revenues (Inflows)					
Misc-Contributions And Donations From Private Sources	\$77,206	(\$41,107)	\$2,687	\$10,000	\$0
Misc-Other Miscellaneous Revenues	\$375,885	\$936,431	\$1,550,419	\$47,348,967	\$309,000
Misc. Settlements	\$250,000	\$500,000	\$335,714	\$0	\$250,000
Contra Revenue for Bad Debt	\$167,679	(\$704,250)	(\$129,224)	\$0	\$0
Other -Other NonOperating Sources	\$0	(\$5)	\$0	\$0	\$0
Other-Other Nonoperating Sources/Carryover	\$0	\$0	\$0	\$15,177,001	\$28,728,700
Total -Other Revenues (Inflows)	\$870,770	\$691,069	\$1,759,596	\$62,535,968	\$29,287,700
Charges for Services					
CFS-GG-Other General Government Charges And Fees	\$89,475	\$98,610	\$85,890	\$60,000	\$60,000
CFS-PS-Police Services	\$541,160	\$709,090	\$450,874	\$760,000	\$884,200
CFS-PS-Protective Inspection Fees	\$107	\$46	\$0	\$0	\$0
CFS-PS-Other Public Safety Charges And Fees	\$177,894	\$184,523	\$193,718	\$0	\$200,000
CFS-PE-Garbage/Solid Waste Revenue	\$0	\$249	\$4,637	\$0	\$0
CFS-Trans-Parking Facilities	\$2,564,224	\$2,367,085	\$2,191,603	\$7,105,500	\$7,343,800
Transportation Tools	\$0	\$513,419	\$652,048	\$600,000	\$689,000

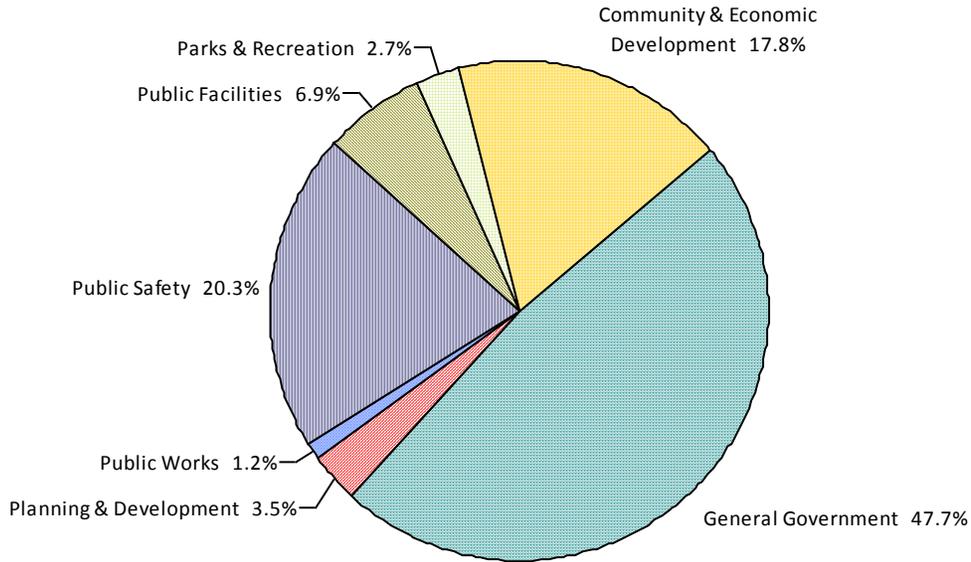
Special Revenue Funds
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
CFS-C&R-Special Recreation Facilities	\$1,560,986	\$1,728,327	\$1,822,373	\$1,666,800	\$1,680,800
CFS-C&R-Other Culture/Recreation	\$970,625	\$1,284,438	\$524,088	\$1,303,000	\$525,300
CFS -Rents and Royalties	\$2,348,326	\$2,118,423	\$2,184,136	\$2,221,500	\$2,401,000
CFS-Other Charges for Services	\$255,357	\$81,797	\$405,706	\$19,000	\$1,762,600
Total -Charges for Services	\$8,508,154	\$9,086,007	\$8,515,073	\$13,735,800	\$15,546,700
Total Revenues (Inflows)	\$168,424,349	\$185,649,161	\$191,669,365	\$223,164,300	\$154,776,700

Expenditures (Outflows) - Special Revenue Funds

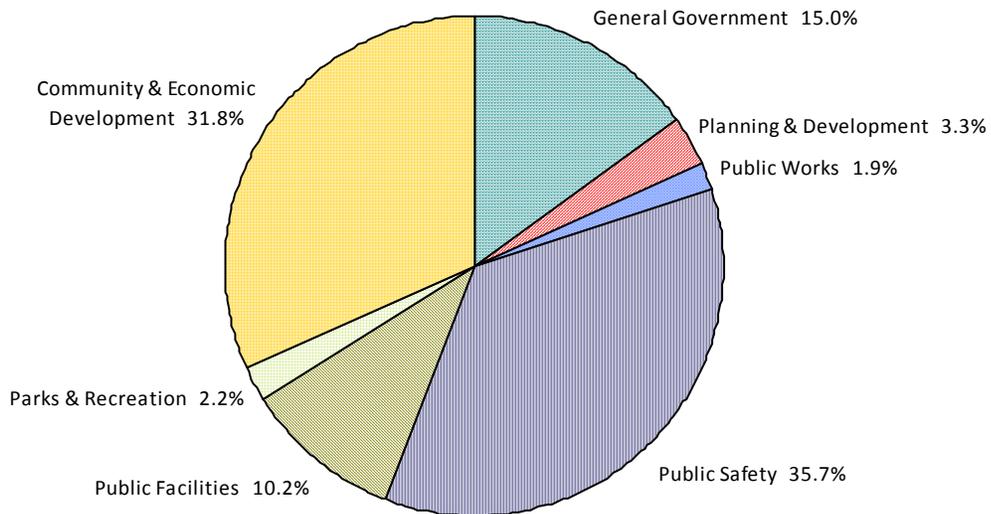
Fiscal 2011-12

\$223,164,300



Fiscal 2012-13

\$154,776,700



Outflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
General Government	\$106,467,937	\$23,182,100
Planning & Development	\$7,769,800	\$5,031,500
Public Works	\$2,575,200	\$2,900,900
Public Safety	\$45,327,183	\$55,305,000
Public Facilities	\$15,386,600	\$15,726,800
Parks & Recreation	\$5,987,700	\$3,444,100
Community & Economic Development	\$39,649,880	\$49,186,300
	\$223,164,300	\$154,776,700

Special Revenue Funds
Schedule of Expenditures (Outflows) by Function and Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
General Government					
ARRA - Others	\$0	\$1,539,335	\$7,853,260	\$6,169,400	\$297,500
City Clerk Services	\$45,942	\$149,315	\$149,928	\$566,700	\$477,800
General Special Revenue	\$6,605,496	\$7,508,426	\$9,375,374	\$10,976,001	\$1,288,200
Health Facilities Authority	\$0	\$1	\$0	\$0	\$0
Homeless	\$1,250,593	\$1,096,550	\$1,380,852	\$1,422,300	\$2,241,700
Local Option Gas Tax (LOGT)	\$6,595,240	\$6,352,057	\$6,587,386	\$6,576,800	\$0
NET and Code	\$9,235,230	\$346,201	\$53,578	\$1,584,400	\$1,879,800
Public Service Tax	\$64,339,922	\$65,112,629	\$63,214,052	\$56,137,300	\$0
Strategic Initiatives	\$4,153,334	\$1,843,670	\$1,312,410	\$4,611,440	\$3,846,200
Transportation and Transit	\$11,714,625	\$8,813,384	\$9,626,311	\$18,423,596	\$13,150,900
Total -General Government	\$103,940,382	\$92,761,568	\$99,553,151	\$106,467,937	\$23,182,100
Planning & Development					
Economic Development & Planning Services	\$795,241	\$401,393	\$619,205	\$7,769,800	\$5,031,500
Total -Planning & Development	\$795,241	\$401,393	\$619,205	\$7,769,800	\$5,031,500
Public Works					
Public Works Services	\$1,421,419	\$31,349	\$6,000	\$2,575,200	\$2,900,900
Stormwater Utility	\$262,122	\$0	\$0	\$0	\$0
Total -Public Works	\$1,683,541	\$31,349	\$6,000	\$2,575,200	\$2,900,900
Public Safety					
ARRA - Police	\$0	\$2,855,478	\$4,026,319	\$7,090,934	\$11,449,200
Emergency Projects	\$1,733,308	\$2,593,172	\$2,232,727	\$0	\$0
Fire Rescue Services	\$9,887,890	\$8,161,191	\$7,325,598	\$20,002,449	\$26,940,000
Law Enforcement Trust Fund (LETF)	\$1,520,398	\$1,258,913	\$1,044,672	\$3,832,500	\$1,509,900
Police Services	\$4,147,713	\$3,976,645	\$4,268,272	\$14,401,300	\$15,405,900

Special Revenue Funds
Schedule of Expenditures (Outflows) by Function and Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Total -Public Safety	\$17,289,309	\$18,845,399	\$18,897,588	\$45,327,183	\$55,305,000
Public Facilities					
Miami Ballpark Parking Facilities	\$0	\$0	\$0	\$4,999,800	\$5,355,800
Public Facilities Services	\$9,359,669	\$15,810,599	\$10,258,386	\$10,386,800	\$10,371,000
Total -Public Facilities	\$9,359,669	\$15,810,599	\$10,258,386	\$15,386,600	\$15,726,800
Parks & Recreation					
Parks and Recreation Services	\$3,254,773	\$2,182,409	\$2,174,119	\$5,987,700	\$3,444,100
Total -Parks & Recreation	\$3,254,773	\$2,182,409	\$2,174,119	\$5,987,700	\$3,444,100
Community & Economic Development					
ARRA - Community Development	\$0	\$1,456,654	\$2,568,933	\$1,250,000	\$0
Community and Economic Development	\$36,237,362	\$42,105,459	\$40,776,845	\$38,399,880	\$49,186,300
Total -Community & Economic Development	\$36,237,362	\$43,562,113	\$43,345,778	\$39,649,880	\$49,186,300
Total Expenditures (Outflows)	\$172,560,277	\$173,594,830	\$174,854,227	\$223,164,300	\$154,776,700

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Grants and Programs			
General Special Revenues			
FDOT Brickell/Biscayne	455,400	Intergovernmental Revenue	General Government
FDOT Health/Stadium	672,200	Intergovernmental Revenue	General Government
Frequency Reconfiguration	160,600	Fund Balance Allocation	General Government
Total (General Special Revenues)	1,288,200		
City Clerk Services			
Lobbyists' Registration Fee	190,300	Fund Balance Allocation	General Government
Lobbyists' Registration Fee	60,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	103,300	Fund Balance Allocation	General Government
U.S. Passport Acceptance Fee	15,000	Program Revenue	General Government
U.S. Passport Acceptance Fee	5,100	Contribution from General Fund	General Government
City Clerk Miscellaneous Special Revenues	35,000	Contribution from CRA	General Government
City Clerk Miscellaneous Special Revenues	24,100	Contribution from General Fund	General Government
City Clerk Miscellaneous Special Revenues	45,000	Fund Balance Allocation	General Government
Total (City Clerk Services)	477,800		

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Economic Development and Planning Services			
DDRI Transportation	1,297,600	Fund Balance Allocation	Planning and Development
DDRI Master Plan Recovery Fee	314,100	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	1,095,500	Fund Balance Allocation	Planning and Development
Bayfront and Riverfront Lands Acquisition Trust	74,000	Contribution from General Fund	Planning and Development
DDRI Administration	694,100	Fund Balance Allocation	Planning and Development
Southeast Overtown Park West	884,600	Fund Balance Allocation	Planning and Development
Southeast Overtown Parkwest Interest	35,400	Fund Balance Allocation	Planning and Development
DDRI Air quality Fee	58,900	Fund Balance Allocation	Planning and Development
DDRI Air quality Interest	69,100	Fund Balance Allocation	Planning and Development
Traffic Study Review Fee for (M.U.S.P) Project	178,400	Fund Balance Allocation	Planning and Development
Downtown Vending District	137,900	Fund Balance Allocation	Planning and Development
Impact Fees Administration	9,600	Fund Balance Allocation	Planning and Development
The Miami Commission on the Status of Women	1,600	Fund Balance Allocation	Planning and Development
Hazardous Brownsfield	180,700	Fund Balance Allocation	Planning and Development
Total (Economic Development and Planning Services)	5,031,500		
Fire Rescue Services			
Emergency Medical Services EMS County Grant #C0013	93,200	Fund Balance Allocation	Public Safety

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Fire Assessment Fee	221,700	Fund Balance Allocation	Public Safety
Fire-Rescue Explorers Program	64,100	Fund Balance Allocation	Public Safety
Fire-Rescue EMS Cadet Program	47,300	Fund Balance Allocation	Public Safety
2007-2010 State Homeland Security Grant	88,600	Fund Balance Allocation	Public Safety
FEMA/USAR FY2011	644,400	Intergovernmental Revenue	Public Safety
2010 UASI Grant	10,708,500	Intergovernmental Revenue	Public Safety
2011 UASI Grant	9,356,800	Intergovernmental Revenue	Public Safety
2012 UASI Grant	5,239,300	Intergovernmental Revenue	Public Safety
PAD-AED	87,600	Intergovernmental Revenue	Public Safety
Other-Interfund Transfer	388,500	Contribution from General Fund	Public Safety
Total (Fire Rescue Services)	26,940,000		
Homeless Programs			
Homeless Project Administration	405,800	Contribution From General Fund	General Government
2011-12 MMHAP-NORTH	285,700	Intergovernmental Revenue	General Government
2011-12 MMHAP - SOUTH	135,500	Intergovernmental Revenue	General Government
2011-12 MMHAP (Main)	245,100	Intergovernmental Revenue	General Government
Emergency Shelter Grant (ESG)	351,800	Community Development	General Government
Identification Assistance Program	18,700	Intergovernmental Revenue	General Government

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
2012 Feeding/Hotel-Motel/HMIS	447,200	Intergovernmental Revenue	General Government
2012 Memorandum of Agreement 2011-2012 MDC - Coordination	340,000	Intergovernmental Revenue	General Government
Social Svcs.Contract	11,900	Intergovernmental Revenue	General Government
Total (Homeless Programs)	2,241,700		
Law Enforcement Trust Fund (LETf)			
LETf Justice	754,950	Fund Balance Allocation	Public Safety
LETf State	498,267	Fund Balance Allocation	Public Safety
LETf Treasury	256,683	Fund Balance Allocation	Public Safety
Total (Law Enforcement Trust Fund)	1,509,900		
Parks and Recreation			
Billboard at Grapeland Ordinance 10425 -Recreation	285,000	Program Revenue	Parks and Recreation
Activity -Consolidated Ordinance 10425 -Recreation	971,000	Program Revenue	Parks and Recreation
Activity -Consolidated	344,000	Fund Balance Allocation	Parks and Recreation
Disabilities State Program	213,300	Intergovernmental Revenue	Parks and Recreation
Disabilities State Program	120,900	Contribution from General Fund	Parks and Recreation
Disabilities ADA Parking Fines	30,000	Intergovernmental Revenue	Parks and Recreation
Disabilities ADA Parking Fines	33,000	Fund Balance Allocation	Parks and Recreation

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
The Children's Trust Grant FY 2012-2013	377,200	Intergovernmental Revenue	Parks and Recreation
Handicapped Division Fund Raising	230,000	Fund Balance Allocation	Parks and Recreation
Handicapped Division Fund Raising	45,200	Program Revenue	Parks and Recreation
Bayfront Park Management Trust, Commission District #2	22,600	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #3	3,300	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #4	22,100	Fund Balance Allocation	Parks and Recreation
Bayfront Park Management Trust, Commission District #5	100	Fund Balance Allocation	Parks and Recreation
Project Search Miami	11,000	Fund Balance Allocation	Parks and Recreation
Parks and Open Space Trust Fund	218,400	Fund Balance Allocation	Parks and Recreation
Out-of-School Time Snack Program 2011-2012	102,000	Intergovernmental Revenue	Parks and Recreation
Summer Food Program	370,000	Intergovernmental Revenue	Parks and Recreation
Child Day Care Food Program	45,000	Intergovernmental Revenue	Parks and Recreation
Total (Parks and Recreation)	3,444,100		
Police Services			
Investigative Cost Recovery	24,700	Fund Balance Allocation	Public Safety
Sp Tax Dist Pol Roving Patrol	194,400	Program Revenue	Public Safety
Morningsd. Sec Grd Spc Tx Dis	61,100	Program Revenue	Public Safety
Natoma Man Sec Grd Sp Tx Dist	30,000	Program Revenue	Public Safety

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Bayheights Spec.Tax Dist. 2007	564,100	Program Revenue	Public Safety
Fairhaven Spec Tax District	146,500	Program Revenue	Public Safety
Training Entrepreneurial Fund	180,000	Program Revenue	Public Safety
LETF Second Dollar Training- Consolidated	286,000	Fund Balance Allocation	Public Safety
Electronic Message Center	16,700	Fund Balance Allocation	Public Safety
Partnership Fund	36,600	Fund Balance Allocation	Public Safety
E-911 Wireline	1,504,600	Fund Balance Allocation	Public Safety
E-911 Wireless	9,628,900	Fund Balance Allocation	Public Safety
JAG - Local Solicitation	513,000	Fund Balance Allocation	Public Safety
FY2010 Byrne Memorial Justice Assistance Grant	570,200	Intergovernmental Revenue	Public Safety
High Intensity Drug Trafficking Area Operation Safe Streets	2,000	Intergovernmental Revenue	Public Safety
FY2011 Paul Coverdell Forensic Grant	81,700	Intergovernmental Revenue	Public Safety
FY'12 Police Visibility Pilot Program-Omni	150,000	Contribution from CRA	Public Safety
FY'12 Police Visibility Pilot Program-SEOPW	150,000	Contribution from CRA	Public Safety
FY'11 Justice Assistance Grant	449,500	Intergovernmental Revenue	Public Safety
Other-Interfund Transfer	815,900	Contribution from General Fund	Public Safety
Total (Police Services)	15,405,900		

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Public Facilities			
Miami Convention Center	6,846,900	Program Revenue	Public Facilities
Dinner Key Mooring Field	62,800	Program Revenue	Public Facilities
Miami Convention Center	2,522,500	Contribution from PST	Public Facilities
Cost Allocation	144,600	Contribution from GF	Public Facilities
Marinas Capital Repairs and Capital Related Improv.	794,200	Program Revenue	Transfer Out
Miami Ballpark Parking Facilities (Fund 15400)	5,355,800	Program Revenue	Public Facilities
Total (Public Facilities)	15,726,800		
Public Works			
Educ. Trust Fund - Recycling	1,287,300	Fund Balance Allocation	Public Works
Municip. Fuel Tax Str. Repairs	-	Fund Balance Allocation	Public Works
Lane Closure Fund	1,313,600	Fund Balance Allocation	Public Works
Lane Closure Fund	300,000	Program Revenue	Public Works
Total (Public Works)	2,900,900		
Transportation and Transit			
Transportation and Transit Fund	9,842,400	Intergovernmental Revenue	Transfers-OUT -CIP & Debt
Transportation and Transit Fund	3,280,800	Intergovernmental Revenue	General Government

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
Transportation and Transit Fund	27,700	Fund Balance Allocation	General Government
Total (Transportation and Transit)	13,150,900		
Neighborhood Enhancement Teams and Code Enforcement			
Tree Trust Fund	200,000	Program Revenue	General Government
Tree Trust Fund	1,679,800	Fund Balance Allocation	General Government
Total (NET and Code Enforcement)	1,879,800		
Strategic Development Initiatives			
Mayor's Park Initiatives	35,700	Fund Balance Allocation	General Government
District 1 Disc. Account-114000	26,800	Fund Balance Allocation	General Government
District 2 Disc. Account-113000	23,000	Fund Balance Allocation	General Government
District 3 Disc. Account-110000	139,500	Fund Balance Allocation	General Government
District 4 Disc. Account-112000	37,300	Fund Balance Allocation	General Government
IT Strategic-251000	400,000	Fund Balance Allocation	General Government
ED-Poverty Initiative	510,000	Fund Balance Allocation	General Government
Families 1st Parent Academy 2012	153,200	Intergovernmental Revenue	General Government
Miami Learning Zone	86,700	Intergovernmental Revenue	General Government
Truancy Reduction-12012	845,300	Intergovernmental Revenue	General Government

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
One Stop Career Center	1,578,600	Intergovernmental Revenue	General Government
One Stop Career Center	10,100	Contribution from General Fund	General Government
Total (Strategic Development Initiative:	3,846,200		
Community and Economic Development			
Community Development Block Grant (CDBG)	552,500	Contribution from General Fund	Community Development
Community Development Block Grant (CDBG)	10,000,000	Intergovernmental Revenue	Community Development
Home Investment Partnership	14,000,000	Intergovernmental Revenue	Community Development
Emergency Shelter Grant (ESG)	364,900	Intergovernmental Revenue	Community Development
Housing Opportunities for Persons with Aids (HOPWA)	13,000,000	Intergovernmental Revenue	Community Development
Section 8 Voucher	1,987,800	Intergovernmental Revenue	Community Development
Affordable Housing Trust Fund (AHTF)	2,750,000	Intergovernmental Revenue	Community Development
CD Other Sources	1,592,900	Contribution from General Fund	Community Development
CD-Housing Loan Recovery	20,400	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 1	2,100,000	Intergovernmental Revenue	Community Development
Section 8 Mod Rehab 2	317,800	Intergovernmental Revenue	Community Development
Neighborhood Stabilization Program (NSP)	2,500,000	Intergovernmental Revenue	Community Development
Total (Community and Economic Devel	49,186,300		

**Special Revenue Funds
Schedule of Grants
and Programs**

	FY 2013 Adopted Budget	Funding Source	Expenditure (Outflow) by Function
American Recovery and Reinvestment Act (ARRA)			
ARRA - Police	45,700	Contribution from General Fund	Public Safety
ARRA - Police	5,616,700	Fund Balance Allocation	Public Safety
ARRA - Police	5,786,800	Intergovernmental Revenue	Public Safety
ARRA - Others	280,400	Intergovernmental Revenue	General Government
ARRA - Others	17,100	Contribution from General Fund	General Government
Total (ARRA)	11,746,700		
Total (All Grants and Programs)	154,776,700		

Appendix H
Presentation of Schedules and Graphs
For
Debt Service Funds

Summary of Fiscal 2012-13

Adopted Budget

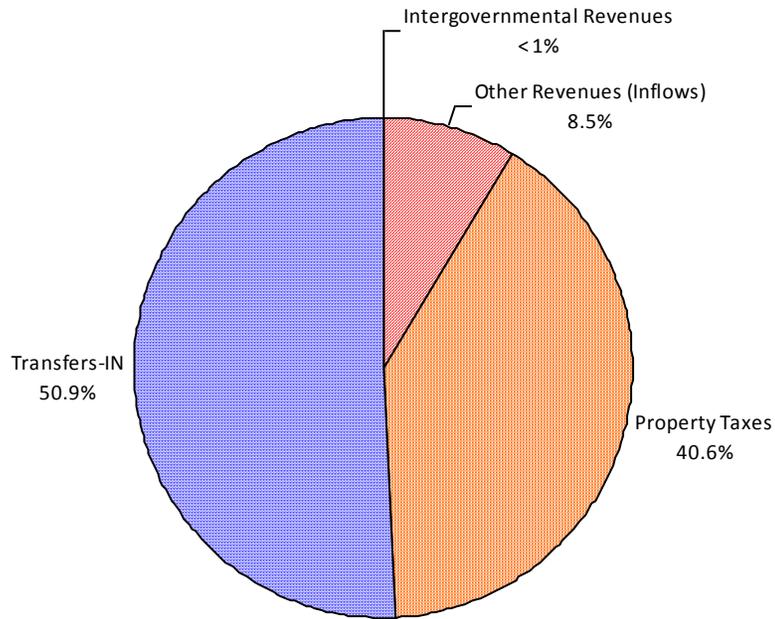
Debt Service Funds

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Revenues (Inflows)					
Property Taxes	\$21,377,549	\$22,662,573	\$28,131,854	\$26,816,900	\$26,789,400
Interest	\$606,262	\$209	\$45,091	\$0	\$0
Transfers-IN	\$35,079,558	\$39,182,601	\$35,160,814	\$33,683,400	\$35,835,200
Intergovernmental Revenues	\$300,000	\$300,000	\$3,303,288	\$0	\$3,300,000
Other Revenues (Inflows)	\$37,131,875	\$19,980,816	\$72,604,292	\$5,624,700	\$0
Charges for Services	\$0	\$0	\$16,197	\$0	\$0
Total Revenues (Inflows)	\$94,495,244	\$82,125,781	\$139,261,536	\$66,125,000	\$65,924,600
Expenditures (Outflows)					
General Obligation Bonds	\$22,563,601	\$24,226,187	\$28,020,431	\$26,816,800	\$26,789,400
Special Obligation Bonds	\$67,196,856	\$44,176,664	\$111,546,325	\$39,308,200	\$39,135,200
Total Expenditures (Outflows)	\$89,760,457	\$68,402,851	\$139,566,756	\$66,125,000	\$65,924,600

Revenues (Inflows) - Debt Service Funds

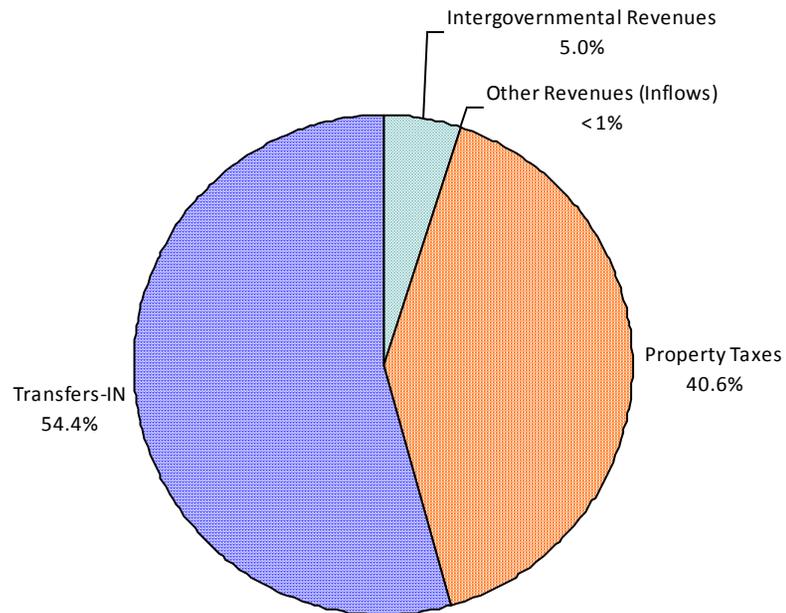
Fiscal 2011-12

\$66,125,000



Fiscal 2012-13

\$65,924,600



Inflow Category	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes	\$26,816,900	\$26,789,400
Transfers-IN	\$33,683,400	\$35,835,200
Intergovernmental Revenues	\$0	\$3,300,000
Other Revenues (Inflows)	\$5,624,700	\$0
	\$66,125,000	\$65,924,600

Debt Service Funds
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Property Taxes					
Ad Valorem Taxes-Real	\$19,767,849	\$20,614,604	\$25,558,541	\$26,816,900	\$26,789,400
Ad Valorem Taxes-Real-Delinquent	\$671,104	\$979,110	\$1,023,748	\$0	\$0
Ad Valorem Taxes-Personal	\$910,718	\$1,043,065	\$1,547,431	\$0	\$0
Ad Valorem Taxes-Personal-Delinquent	\$27,878	\$25,794	\$2,134	\$0	\$0
Total -Property Taxes	\$21,377,549	\$22,662,573	\$28,131,854	\$26,816,900	\$26,789,400
Interest					
Misc-Interest & Penalty	\$35,320	(\$209)	\$784	\$0	\$0
Interest & Penalty -Investment	\$511,143	\$0	\$44,307	\$0	\$0
Misc-Net Increase Decrease In Fair Value Of	\$59,799	\$0	\$0	\$0	\$0
Total -Interest	\$606,262	(\$209)	\$45,091	\$0	\$0
Transfers-IN					
Other-Interfund Transfer	\$35,079,558	\$39,182,601	\$35,160,814	\$33,683,400	\$35,835,200
Total -Transfers-IN	\$35,079,558	\$39,182,601	\$35,160,814	\$33,683,400	\$35,835,200
Intergovernmental Revenues					
Federal Grants	\$0	\$0	\$3,288	\$0	\$0
State Shared Revenues	\$300,000	\$300,000	\$300,000	\$0	\$300,000
Grants From Other Local Units	\$0	\$0	\$3,000,000	\$0	\$3,000,000
Total -Intergovernmental Revenues	\$300,000	\$300,000	\$3,303,288	\$0	\$3,300,000
Other Revenues (Inflows)					
Misc-Other Miscellaneous Revenues	\$0	\$30,000	\$0	\$5,624,700	\$0
Other -Debt Proceeds	\$37,131,875	\$19,950,816	\$72,357,325	\$0	\$0
Other -Other NonOperating Sources	\$0	\$0	\$246,967	\$0	\$0

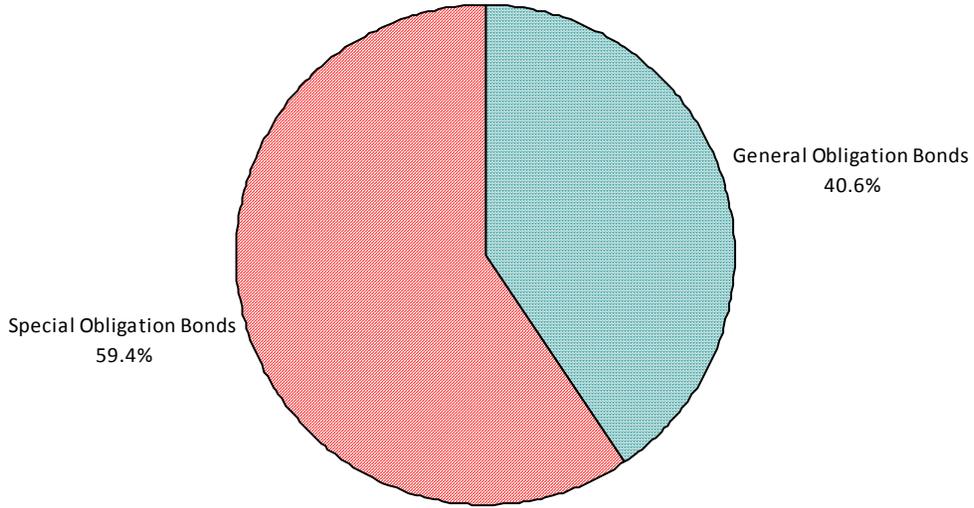
Debt Service Funds
Schedule of Revenues (Inflows)

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
Total -Other Revenues (Inflows)	\$37,131,875	\$19,980,816	\$72,604,292	\$5,624,700	\$0
Charges for Services					
CFS-PE-Garbage/Solid Waste Revenue	\$0	\$0	\$16,197	\$0	\$0
Total -Charges for Services	\$0	\$0	\$16,197	\$0	\$0
Total Revenues (Inflows)	\$94,495,244	\$82,125,781	\$139,261,536	\$66,125,000	\$65,924,600

Expenditures (Outflows) - Debt Service Funds

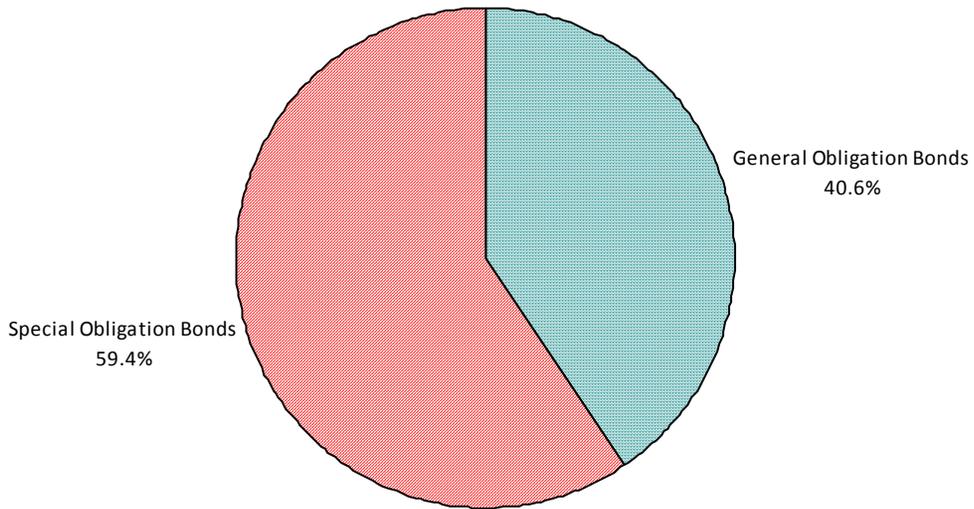
Fiscal 2011-12

\$66,125,000



Fiscal 2012-13

\$65,924,600



<u>Outflow Category</u>	<u>FY 2011-12 Adopted</u>	<u>FY 2012-13 Adopted</u>
General Obligation Bonds	\$26,816,800	\$26,789,400
Special Obligation Bonds	\$39,308,200	\$39,135,200
	\$66,125,000	\$65,924,600

Debt Service Funds
Schedule of Expenditures (Outflows) by Fund

	FY 2008-09 Actual	FY 2009-10 Actual	FY 2010-11 Actual	FY 2011-12 Adopted	FY 2012-13 Adopted
General Obligation Bonds					
Other Contractual Services	\$84,285	\$25,803	\$20,826	\$1,565,200	\$2,040,000
Other Current Charges and Obligations	\$536,679	\$0	\$0	\$0	\$0
Principal (Debt Service)	\$10,335,262	\$10,309,048	\$14,237,664	\$11,578,400	\$11,017,600
Interest (Debt Service)	\$11,607,375	\$13,865,477	\$13,761,941	\$13,673,200	\$13,731,800
Interfund Transfers	\$0	\$25,859	\$0	\$0	\$0
Total -General Obligation Bonds	\$22,563,601	\$24,226,187	\$28,020,431	\$26,816,800	\$26,789,400
Special Obligation Bonds					
Professional Services	\$0	\$0	\$0	\$0	\$9,000
Other Contractual Services	\$25,382	\$200	(\$263,519)	\$0	\$0
Other Current Charges and Obligations	\$32,963,382	\$4,960,639	\$2,311,701	\$0	\$0
Principal (Debt Service)	\$13,230,758	\$16,759,228	\$83,630,910	\$11,680,900	\$12,096,200
Interest (Debt Service)	\$19,077,334	\$19,212,334	\$25,864,709	\$27,627,300	\$27,030,000
Interfund Transfers	\$1,900,000	\$3,244,263	\$2,524	\$0	\$0
Total -Special Obligation Bonds	\$67,196,856	\$44,176,664	\$111,546,325	\$39,308,200	\$39,135,200
Total Expenditures (Outflows)	\$89,760,457	\$68,402,851	\$139,566,756	\$66,125,000	\$65,924,600

Appendix I

Presentation of Statistical Data

City Profile

Net Assessed Valuation of Taxable Property

Millage Rates

Demographic and Economic Stats

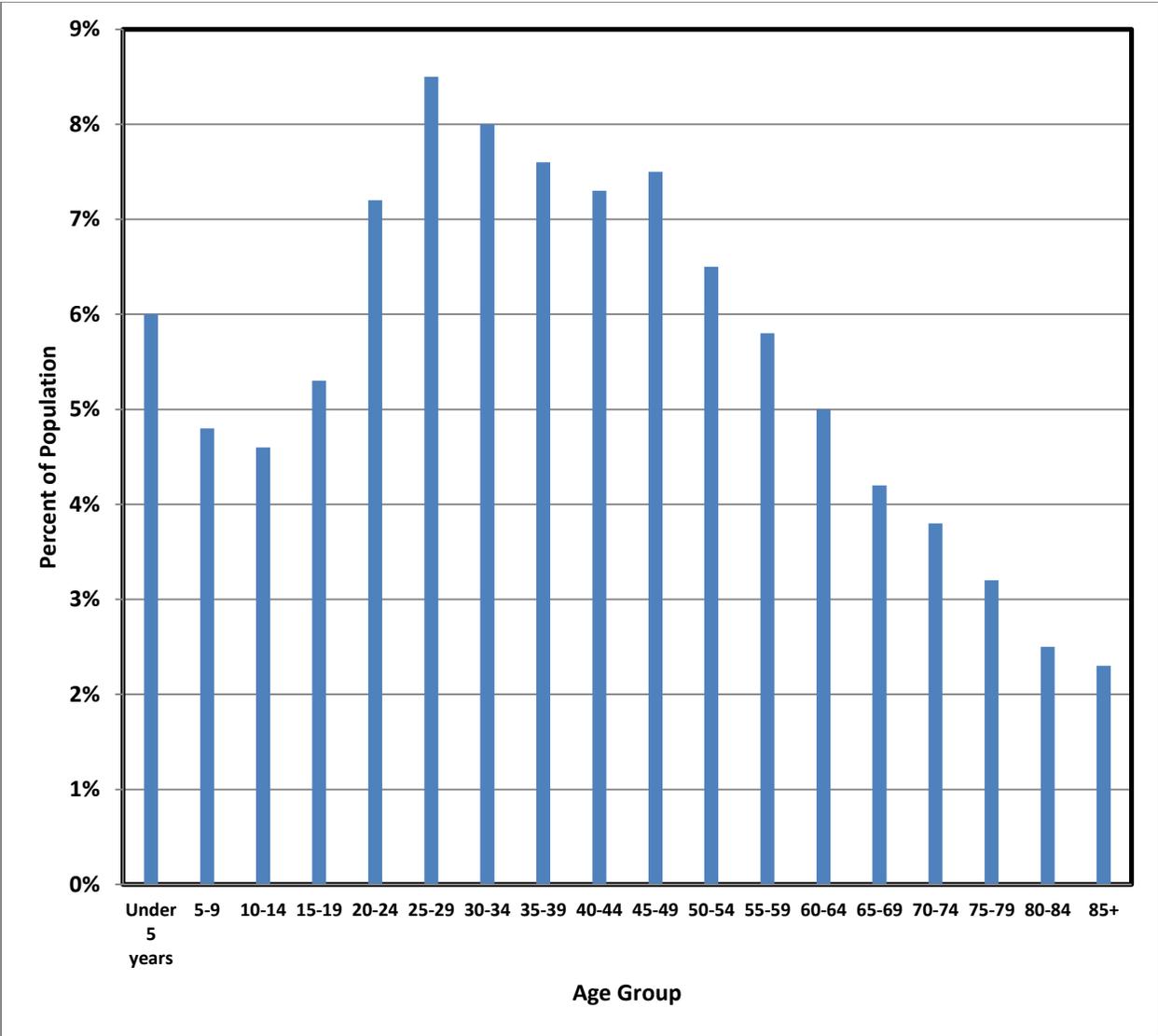
Property Tax Rates for Direct and Overlapping Governments

Full Time Employees by Function

City Profile

Year of Incorporation	1896
Area of City of Miami	34.5 Square Miles
Population	399,457
FY 2013 Consolidated Budget	\$843.02 million
<small>(General Fund, Special Revenue Funds, Debt Service Fund and Other City Agencies)</small>	

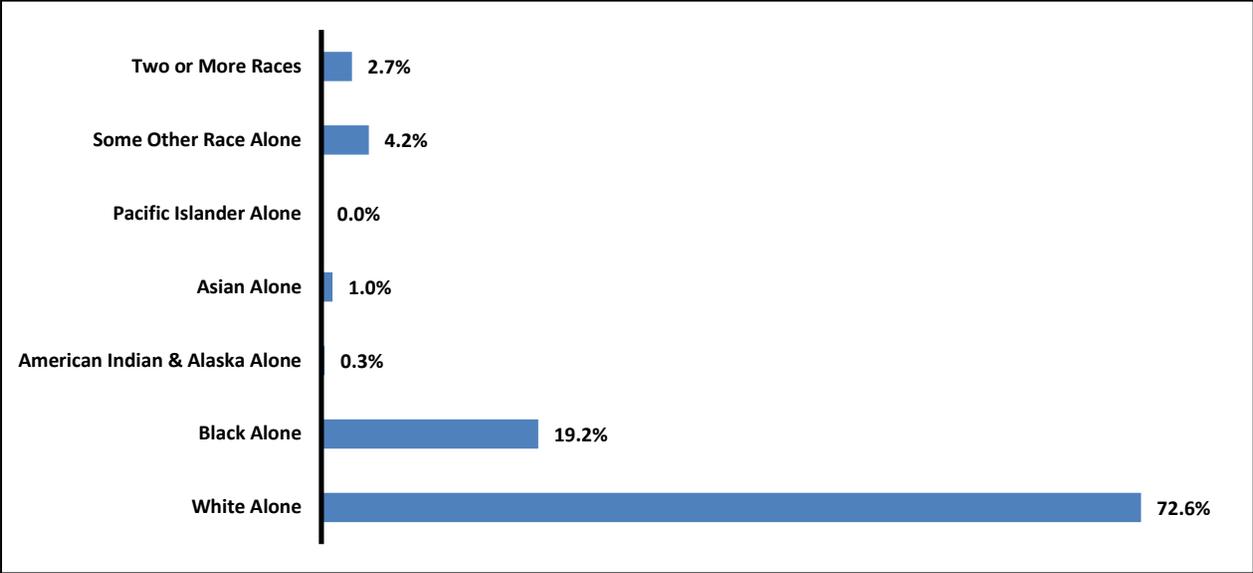
Population by Age



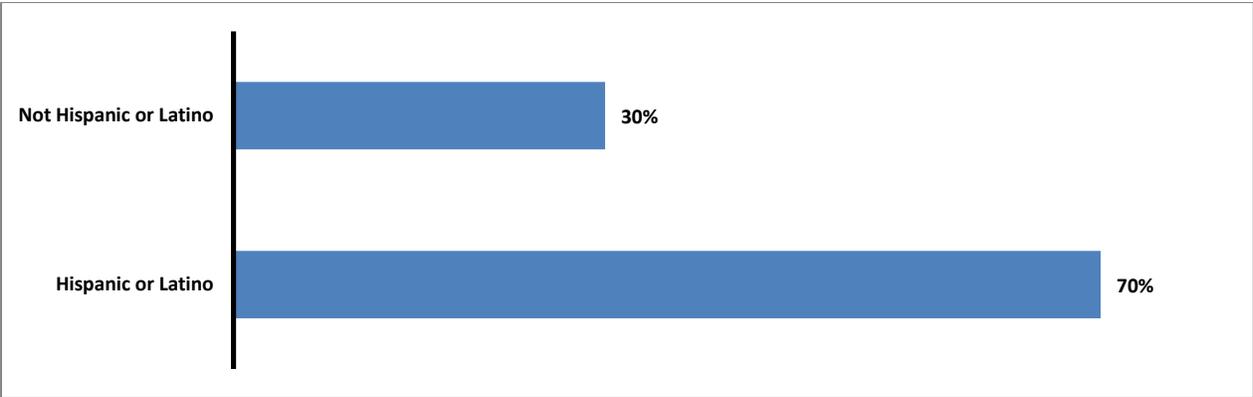
Source: U.S. Bureau of the Census, 2010 Demographic Profile Data

City Profile

Percentage of Population by Race



Percentage of Population by Ethnicity



Source: U.S. Bureau of the Census, 2010 Demographic Profile Data

Nativity and Language

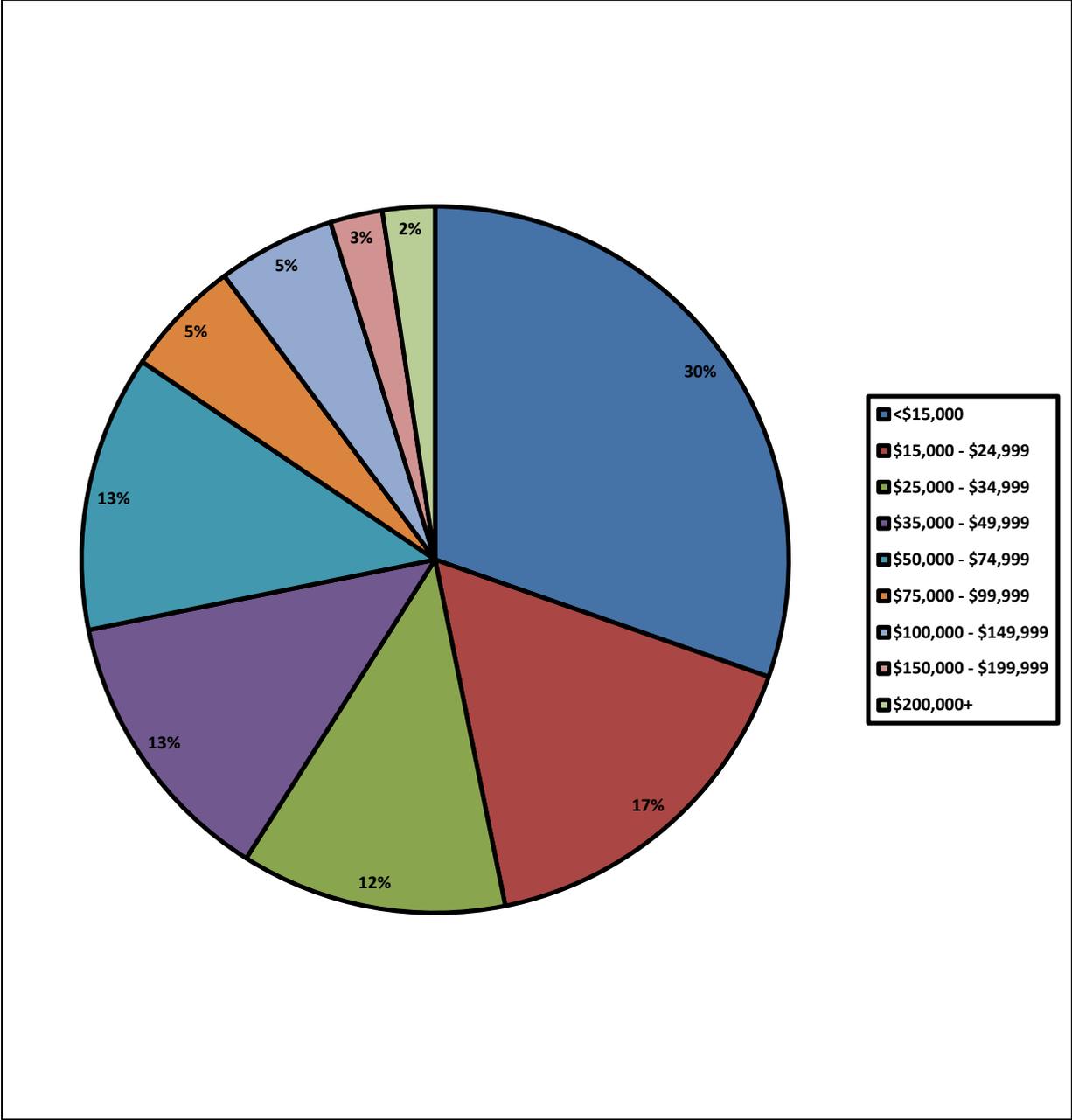
59% of the people living in the City of Miami are foreign born. 41% are natural born, including 28% born in the State of Florida.

People at least 5 years and older living in the City of Miami, 78% spoke a language other than English at home. Of those speaking a language other than English at home, 70% spoke Spanish and 8% spoke some other language; 59% reported that they did not speak English "very well."

Source: U.S. Bureau of the Census, 2010 American Community Survey One-Year (Place of Birth by Citizenship Status)

City Profile

Households by Income (Expressed as Percentage of Total Population)

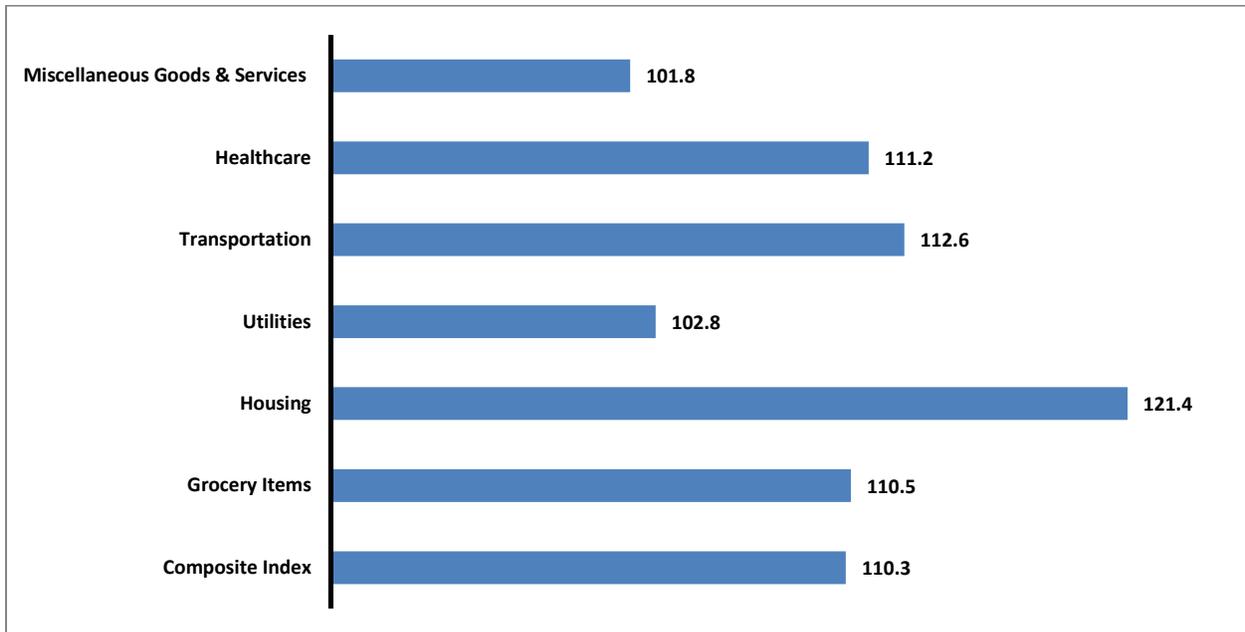


Median Household Income: \$27,291
Average Household Income: \$46,226
Per Capita Income: \$19,745
Average Household Size: 2.47

Source: U.S. Bureau of the Census, 2010 American Community Survey One-Year Estimates (Income in the past 12 Months)
 Source: U.S. Bureau of the Census, 2010 Demographic Profile Data

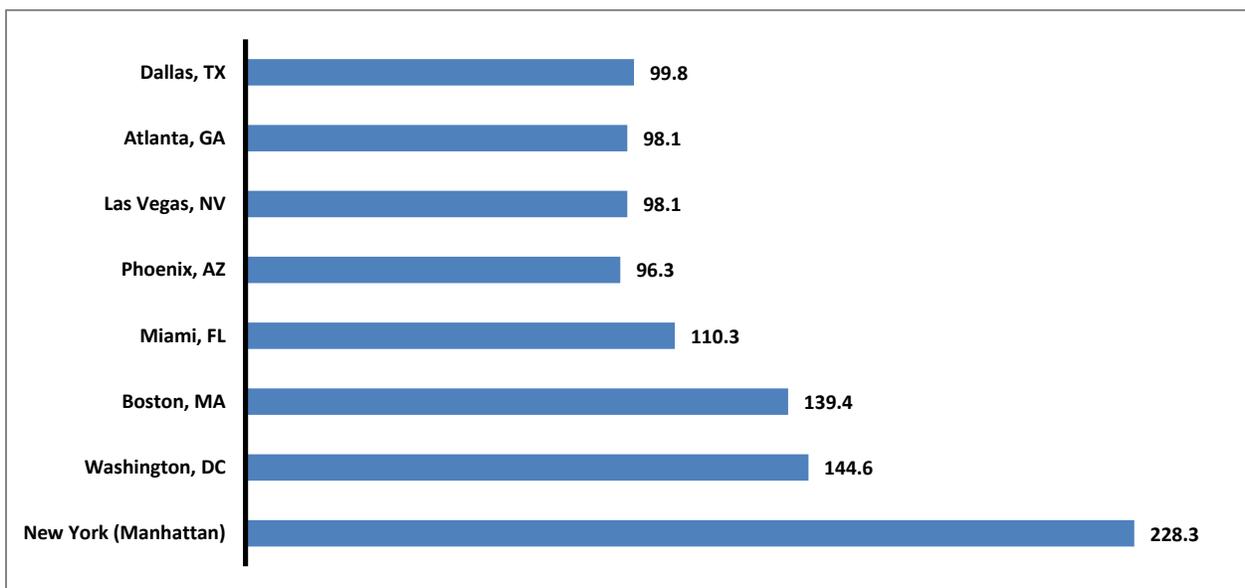
City Profile

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



Source: ACCRA, Council for Community and Economic Research, Cost of Living Index, First Quarter 2012

Cost of Living Composite Index from Selected Major Urban Areas

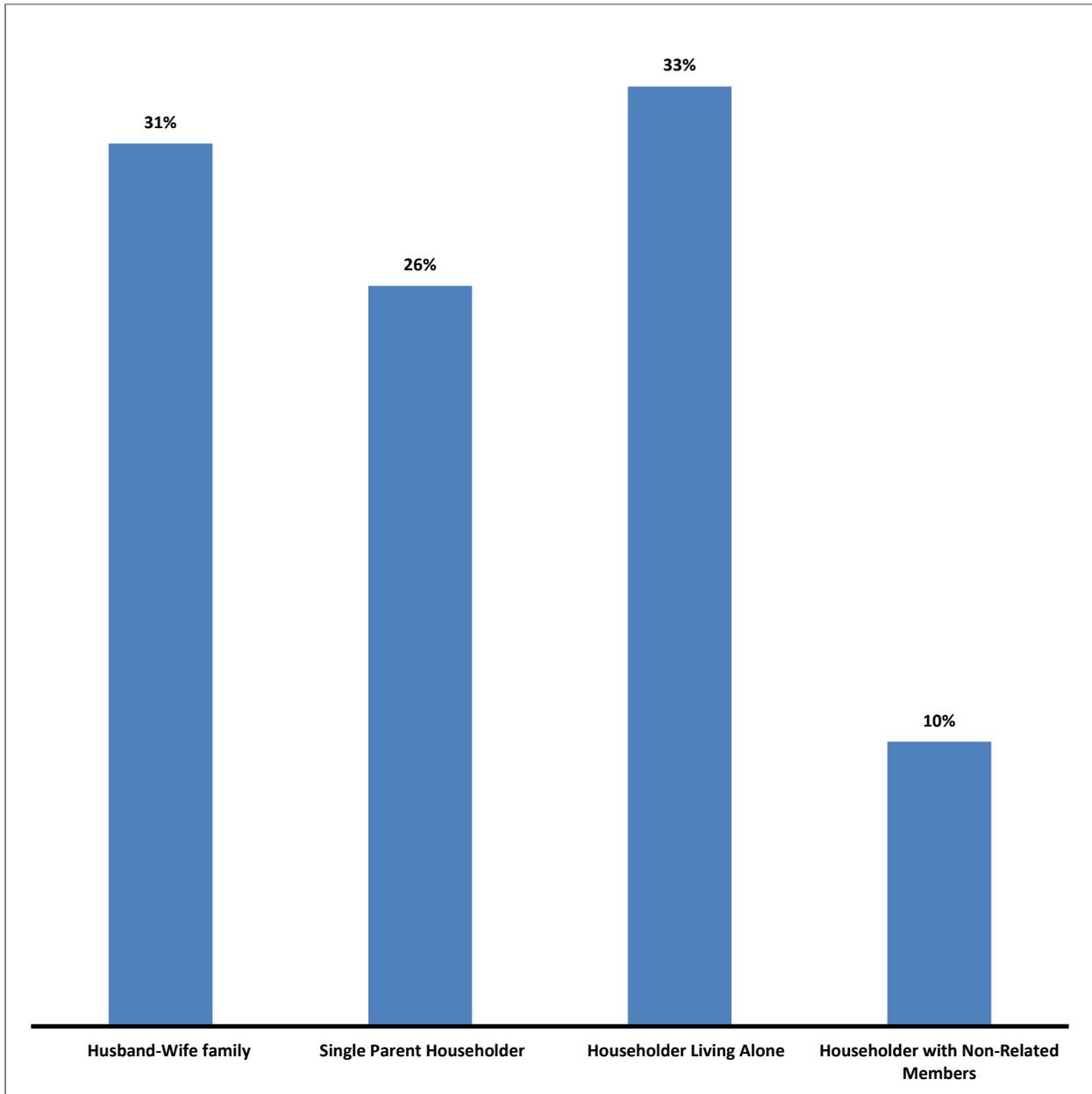


Source: ACCRA, Council for Community and Economic Research, Cost of Living Index, First Quarter 2012

City Profile

Households and Families

There were 158,317 households in the City of Miami in 2010. The average household size was 2.47 people. Families made up 56.9% of the households. Non-Family households made up 43%. Most of the non-family households (33%) were people living alone.

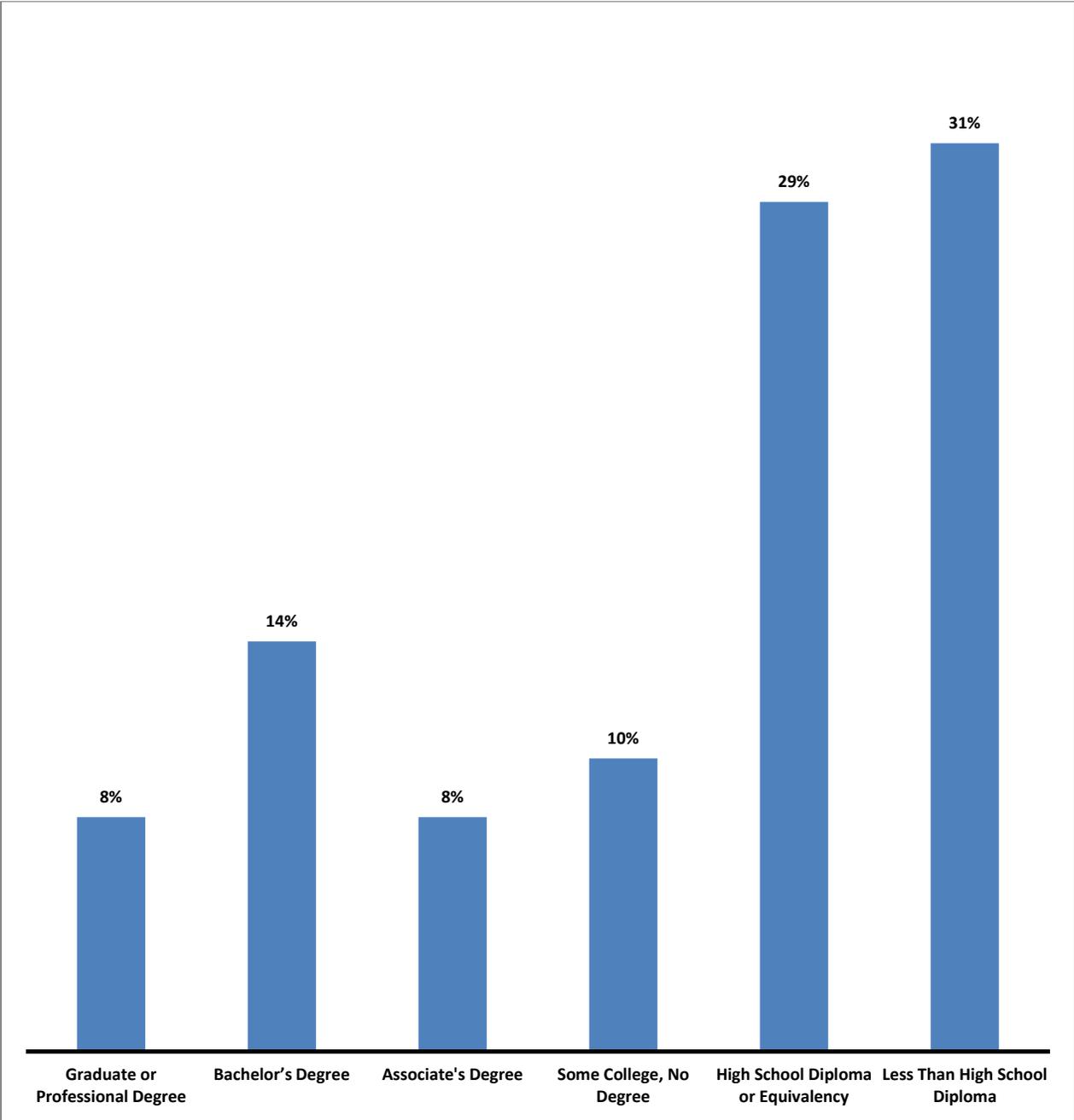


Source: U.S. Bureau of the Census, 2010 Demographic Profile Data

City Profile

Education Attainment

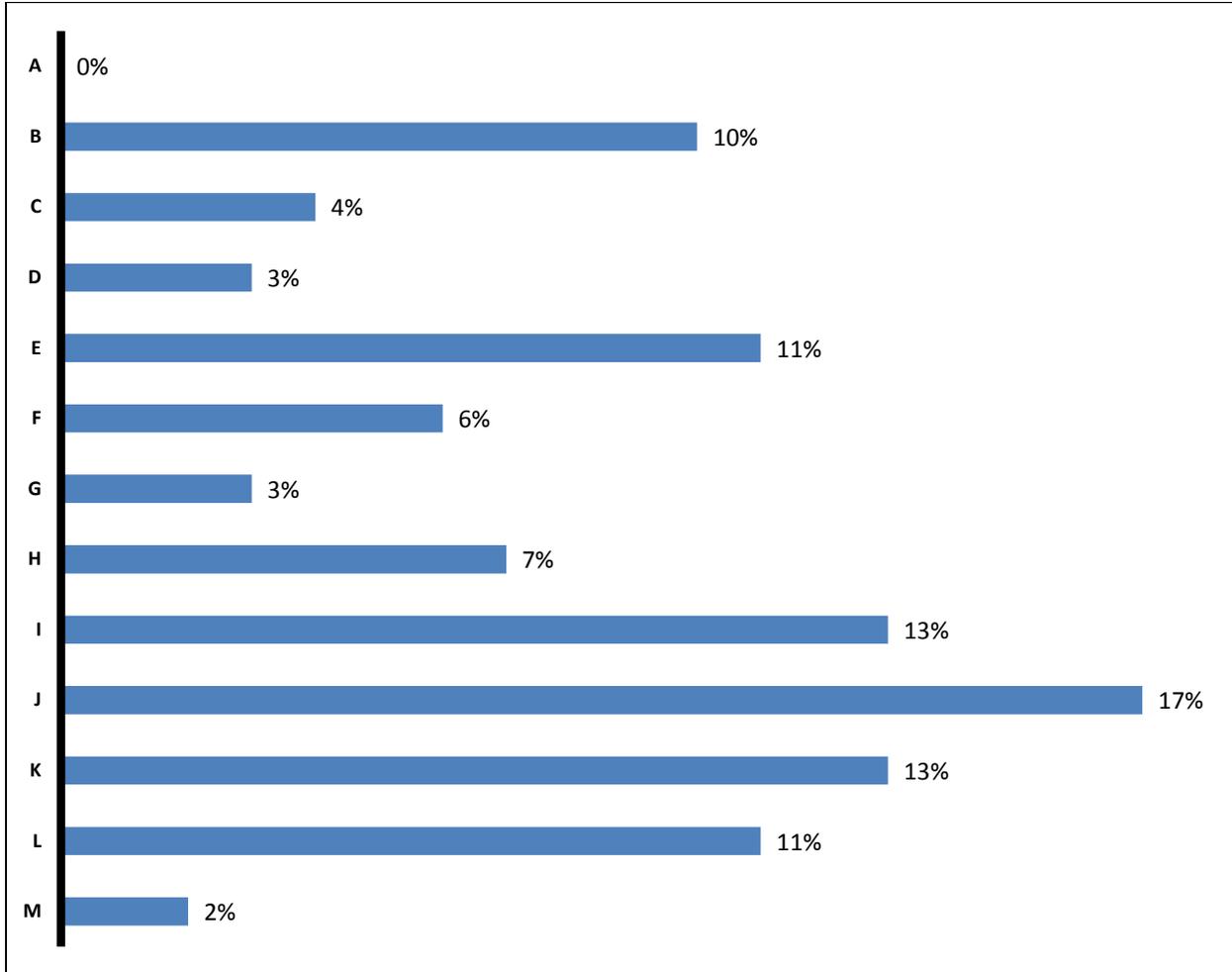
29% of people 25 years and older in the City of Miami had at least a high school education, 14% had obtained a bachelor's degree or higher and 31% had no high school diploma.



Source: U.S. Bureau of the Census, 2010 American Community Survey One-Year Estimates (Educational Attainment)

City Profile

Percent of Employed People 16 years and Over by Industry



A	Agriculture, Fishing, Forestry, Hunting and Mining
B	Construction
C	Manufacturing
D	Wholesale Trade
E	Retail Trade
F	Transportation, Warehousing and Utilities
G	Information
H	Finance, Insurance, Real Estate, Rental and Leasing
I	Administrative, Management, Professional and Scientific
J	Educational Services, Health Care and Social Assistance
K	Accommodation , Arts, Entertainment, Food Services and Recreation
L	Other Services
M	Public Administration

Source: U.S. Bureau of the Census, 2010 American Community Survey One-Year Estimates (Industry by Occupation)

City Profile

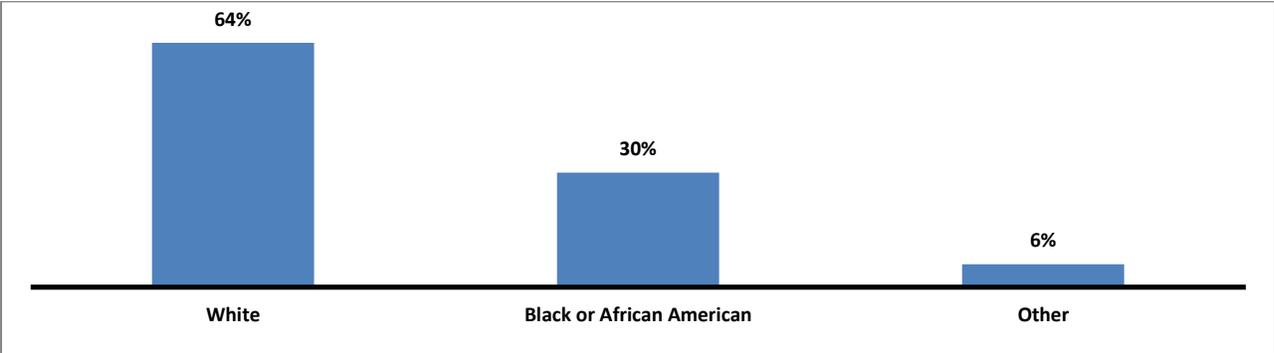
Poverty Rates

Population Estimate: **394,866**
Population below Poverty Level Estimate: **128,116**
Percentage below Poverty Level Estimate: **32.4%**

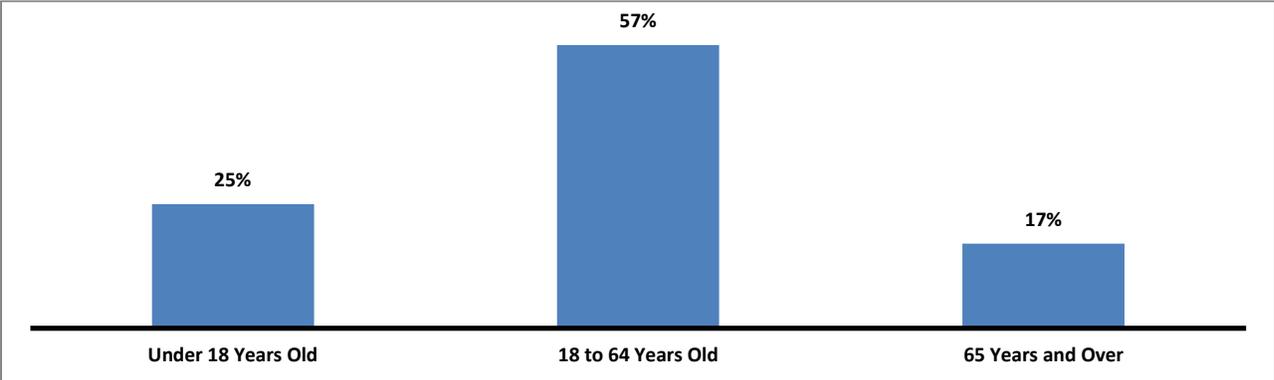
Percentage by Sex



Percentage by Race



Percentage by Age



Source: U.S. Bureau of the Census, 2010 American Community Survey One-Year Estimates (Poverty Status in the past 12 Months)

**Net Assessed Valuation
of Taxable Property
Last Ten Fiscal Years**

Tax Year	Net Assessed Value	City of Miami Tax Rate
2002	15,113,061,441	10.0680
2003	16,937,886,770	9.8525
2004	18,871,123,318	9.6663
2005	21,929,702,057	9.2645
2006	26,977,377,288	8.9955
2007	33,032,909,346	7.8775
2008	37,755,839,094	8.2543
2009	37,149,190,992	8.3335
2010	36,949,521,366	8.6441
2011	30,352,746,208	8.5010
2012	31,333,834,037	8.4710

Millage Rates 28-Year History

Fiscal Year	General Operations	Debt Service	Total City Millage
1985-86	9.8571	2.0520	11.9091
1986-87	9.8400	2.4512	12.2912
1987-88	9.5995	2.2224	11.8219
1988-89	9.5995	2.3381	11.9376
1989-90	9.5995	2.3381	11.9376
1990-91	9.5995	2.3381	11.9376
1991-92	9.5995	2.3308	11.9303
1992-93	9.5995	2.3308	11.9303
1993-94	9.5995	2.2126	11.8121
1994-95	9.5995	2.1060	11.7055
1995-96	9.5995	2.1060	11.7055
1996-97	9.5995	2.1060	11.7055
1997-98	9.5995	1.9200	11.5195
1998-99	10.0000	1.7900	11.7900
1999-00	9.5000	1.4000	10.9000
2000-01	8.9950	1.2800	10.2750
2001-02	8.9950	1.2180	10.2130
2002-03	8.8500	1.2180	10.0680
2003-04	8.7625	1.0800	9.8425
2004-05	8.7163	0.9500	9.6663
2005-06	8.4995	0.7650	9.2645
2006-07	8.3745	0.6210	8.9955
2007-08	7.2999	0.5776	7.8775
2008-09	7.6740	0.5803	8.2543
2009-10	7.6740	0.6595	8.3335
2010-2011	7.6740	0.9701	8.6441
2011-2012	7.5710	0.9300	8.5010
2012-2013	7.5710	0.9000	8.4710

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

Source: [City of Miami Adopted Budgets FY'84 to Present](#)



Year	Population (a)	Median Household Income (b)	Median Age ©	School Enrollment (d)	Unemployment Rate (e)
2003	372,920	23,774	38.0	371,482	5.90%
2004	379,550	24,031	37.0	369,578	5.50%
2005	386,882	25,211	39.1	365,784	4.60%
2006	391,355	27,088	39.2	361,550	4.10%
2007	395,434	29,075	39.9	353,283	4.10%
2008	406,242	28,333	41.2	347,774	6.20%
2009	417,451	28,999	38.8	345,150	11.30%
2010	399,457	27,291	39.8	345,458	12.50%
2011	406,385	N/A	N/A	347,133	11.30%
2012	N/A	N/A	N/A	346,714	7.90%

Source (a): U.S. Bureau of the Census for 2010

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): U.S. Bureau of Labor Statistics: Miami-Miami Beach-Kendall

N/A -Not Available

Property Tax Rates Direct and Overlapping Governments Last Ten Fiscal Years

Tax Year	City of Miami										*Overlapping Rates				Total City and Overlapping Rates
	General Operations	Debt Service	Total City	Miami-Dade Schools	Miami-Dade County	Children's Trust	Miami-Dade Library	Water Management District	Environmental Projects	Florida Inland Navigation District					
2002	8.8500	1.2180	10.0680	9.2520	6.2790	0.0000	0.4860	0.5970	0.1000	0.0385				26.8205	
2003	8.7625	1.0800	9.8425	9.1000	6.2540	0.5000	0.4860	0.5970	0.1000	0.0385				26.9180	
2004	8.7163	0.9500	9.6663	8.6870	6.2200	0.4442	0.4860	0.5970	0.1000	0.0385				26.2390	
2005	8.4995	0.7650	9.2645	8.4380	6.1200	0.4288	0.4860	0.5970	0.1000	0.0385				25.4728	
2006	8.3745	0.6210	8.9955	8.1050	5.9000	0.4223	0.4860	0.5970	0.1000	0.0385				24.6443	
2007	7.2999	0.5776	7.8775	7.9480	4.8646	0.4223	0.3842	0.5346	0.0894	0.0345				22.1551	
2008	7.6740	0.5803	8.2543	7.7970	5.1229	0.4212	0.3822	0.5346	0.0894	0.0345				22.6361	
2009	7.6740	0.6595	8.3335	7.9950	5.1229	0.5000	0.3822	0.5346	0.0894	0.0345				22.9921	
2010	7.6740	0.9701	8.6441	8.2490	5.8725	0.5000	0.2840	0.5346	0.0894	0.0345				24.2081	
2011	7.5710	0.9300	8.5010	8.0050	5.0900	0.5000	0.1795	0.3739	0.0624	0.0345				22.7463	
2012	7.5710	0.9000	8.4710	7.9980	4.9885	0.5000	0.1725	0.3676	0.0613	0.0345				22.5934	

Miami
Comprehensive

*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.

Full-Time Employees by Function Last Ten Years

Function	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
General Government	587	594	617	641	644	641	611	475	507	533
Planning and Development	140	138	147	141	142	128	128	96	101	111
Community Development	91	77	73	61	52	61	63	60	60	43
Public Works	498	497	505	522	526	525	521	446	442	442
Public Safety	2,248	2,140	2,138	2,222	2,288	2,310	2,413	2,161	2,283	2,282
Public Facilities	33	43	45	55	56	54	45	41	41	41
Parks and Recreation	141	148	188	190	191	207	244	203	182	178
Total Number of Employees	3,738	3,637	3,713	3,832	3,899	3,926	4,025	3,482	3,616	3,630

Appendix J
Property Tax Summary

Property Tax Summary

Taxable vs. Gross Value

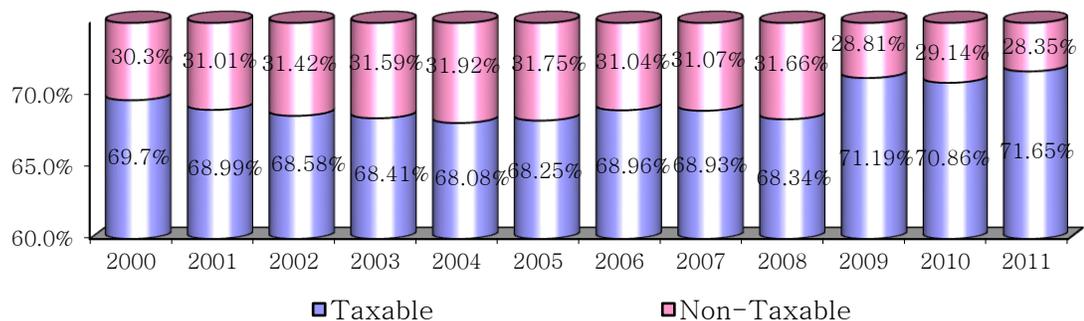
Exemptions at a Glance



In FY 2011, the City of Miami received \$261,325,155 from property taxes, the City’s largest revenue source, a decrease of 9.01% or approximately \$25.9 million, from the prior year.

Taxable Versus Gross Value – Exemptions at a Glance

Ad valorem taxes are taxes levied against the assessed valuation of real and tangible personal property. The amount of taxes levied by a municipality is dependent on the millage rate in effect and the final taxable values, which is the gross taxable value adjusted for exemptions. 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 2011 equated to a little over \$12.02 billion. This amount represented 28.35% of the gross taxable value of approximately \$42.37 billion for that year.

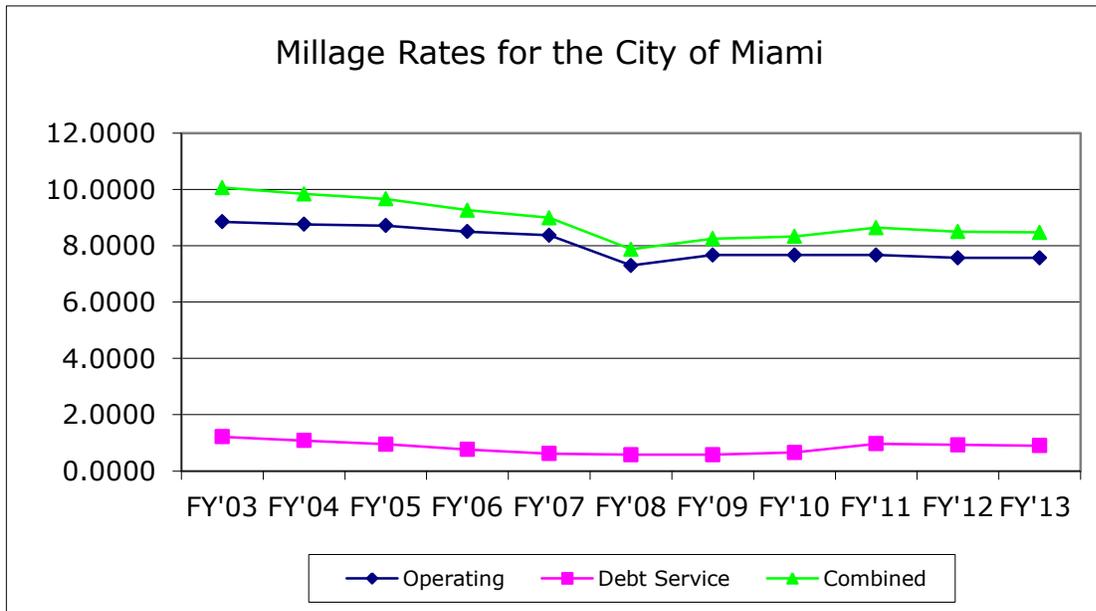


Property Tax Summary

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 2012-13, the operating and debt service millage rates are shown below.



	Operating	Debt Service	Combined
FY'03	8.8500	1.2180	10.0680
FY'04	8.7625	1.0800	9.8425
FY'05	8.7163	0.9500	9.6663
FY'06	8.4995	0.7650	9.2645
FY'07	8.3745	0.6210	8.9955
FY'08	7.2999	0.5776	7.8775
FY'09	7.6740	0.5803	8.2543
FY'10	7.6740	0.6595	8.3335
FY'11	7.6740	0.9701	8.6441
FY'12	7.5710	0.9300	8.5010
FY'13	7.5710	0.9000	8.4710

Appendix K

Reference and Lookup Information

Object	Description
411100	Ad Valorem Taxes-Real
411150	Ad Valorem Taxes-Real-Delinquent
411200	Ad Valorem Taxes-Penalty & Interest
411300	Ad Valorem Taxes-Personal
411350	Ad Valorem Taxes-Personal-Delinquent
412400	S,U&F Taxes-Local Option Fuel Tax
413100	Franc Fee-Electricity
413400	Franc Fee-Gas
414500	Utility Service Fee-Cable Television
419000	Storm Water Utilities
461100	Misc-Interest
461110	Interest & Penalty - Investment
461300	Misc-Net Increase (Decrease) In Fair Value of
461800	Misc-Treasury Onaccount Receipt
481000	Other-Interfund Transfer
451000	Fines-Judgments and Fines - Traffic Violations and Penal Codes
454000	Fines-Violations of Local Ordinances
459000	Fines-Other Fines and/or Forfeits
	Trash Citation Lien Solid Waste Dept
	Code Enforcement Ticket Lien
	Lot Clearing -Finance
	Building and Zoning Demo Lien
	Code Enf. Board-Hearing Fee
431000	Federal Grants
434000	State Grants
435000	State Shared Revenues
	Alcohol Lic. Tax - 86312
	Mobile Home Tax - 82702
	Cigarette Tax
435001	Municipal Revenue Sharing - 74911
435002	Half Cent Sales Tax - 74909
437000	Grants From Other Local Units
438000	Shared Revenues from Other Local Units
	Contribution Off-Street Parking
	Village Of Key Biscayne Key Biscayne Fire Rescue
439000	Payments from Other Local Units in Lieu of Taxes
421000	Occupational Licenses
421100	Occupational Licenses-Business
421200	Occupational Licenses-Business-Penalty
421400	Occupational Licenses-Metro
422000	Building Permits
429000	Other Licenses, Fees and Permits
	Murals AL22
	Police Off Duty Permits - 190253
	POS - Other licenses (Misc. Receipts)
	Certificate of Use

	Fire Safety Permit
	MI26-Registration Fee for Vacant Property - Code Enforcement
	Annual Sidewalk Cafe Permit
	News Racks - Public Works
	MI20 - Solid Waste
	MI20- Annual Franchise Fee (PH04)
	MI20- Annual Permit Per Account Fee
	MI20- Annual Safety Inspection Fee
	MI20- Annual Specialized Waste Hand
	MI20- Audit Fee (AU14)
	MI20- Interest for Late Payment
	MI20- Monthly Franchise Fee (PH01)
	MI20- Permit Per Account Fee (PH02)
	MI20- Recycling Rebate
	MI20- Roll-Off Container Permit Fee
	MI20- Roll-Off Removal Fee
	MI20-Disposal Fee:Clean Yard Trash(VK) R
462000	Misc-Red Light Camera
	Clerk of Circuit Court # 56954
463200	Misc-Impact Fees
464000	Misc-Disposition of Fixed Assets
465000	Misc-Sales of Surplus Material
466000	Misc-Contributions and Donations From Private Sources
469000	Misc-Other Miscellaneous Revenues (Risk -6M.)
	Service Charges /Late fees - Memo Line
	DJ02 Treasury Police - Memo Line - Move to 442900 in Feb 2012
	Manuel Artime/Miscellaneous Revenue -Memo Line
	Misc. Receipts - Parks & Rec
	Misc. Receipts - Police
	Depts- Misc Receipts
507	Lien Search Fees - Finance - Misc R.
469300	Misc-Settlements
469900	Misc-Contra Revenue for Bad Debt
489000	Other-Nonoperating Sources - Take home car
489900	Other-Other Nonoperating Sources
441200	CFS-GG-Internal Service Fund Fees and Charges
	Lien Search Fees - Finance - Misc R.
441900	CFS-GG-Other General Government Charges and Fees
442100	CFS-PS-Police Services
442200	Fire Protection Service
442400	CFS-PS-Emergency Service Fees
442500	CFS-PS-Protective Inspection Fees
442600	CFS-PS-Ambulance/False Alarm
442900	CFS-PS-Other Public Safety Charges and Fees
	DJ02 Treasury Police - Memo Line - Move from 46900 in Feb 2012
443400	CFS-PE-Garbage/Solid Waste Revenue
443500	Sewer/Wastewater Utility

443800	CFS-PE-Cemetery Fees
443900	CFS-PE-Other Physical Environment Revenue
444500	CFS-Trans-Parking Facilities
444600	CFS-Trans-Tolls
444900	CFS-Trans-Other Transportation
446000	CFS-Trans-Tools
447400	CFS-C&R-Special Events
447500	CFS-C&R-Special Recreation Facilities
447900	CFS-C&R-Other Culture/Recreation
448000	CFS-Rents and Royalties
449000	CFS-Other Charges for Services
	AL50 Code Enforcement Board-Hearing Fee
	BE01 Hydraulic Passenger Elevator
	MI01 Public Work/Excavation Permits
	MI01 Inspection Fee- ROW Section
	MI07 Downtown Development Authority
	MI07 Casinos
	MI24 Towing - Regular Police Tows
	MI24 Booting Fee
	MI24 Towing - Regular Private Prop
	MI50 Parking Lockbox (CR Division)
	MI50 Justice Administrative Commission
	MI50 Del Real Estate Tax - Fire Fee
	RC01 Planning Return Check
	RC01 Parking Surcharge
489900	Carryover

Abbreviations and Acronyms

ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County & Municipal Employees
ARRA	American Recovery and Reinvestment Act
BDCS	Budget Data Collection System
BTR	Business Tax Receipts
CAD	Computer-Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grant
CDL	Commercial Driver License
C.H.O.I.C.E.	Cops Helping our Inner City Children Excel
CIP	Capital Improvement Program
CITT	Citizen's Independent Transportation Transit
CM	City Manager
CRA	Community Redevelopment Agency
CRB	Community Relations Board
CSI	Crime Scene Investigation
CST	Combined Simplified Tax
CY	Calendar Year
DDRI	Downtown Development Regional Impact
EECBG	Energy Efficiency and Conservation Block Grant
EEO	Equal Employment Opportunity
EODP	Office of Equal Opportunity and Diversity Programs
EORT	Elected Official Retirement Trust
EPA	Environmental Protection Agency
ER	Employee Relations

Abbreviations and Acronyms

ERP	Enterprise Resource Planning
FDOT	Florida Department of Transportation
FEC	Florida East Coast
FDVA	Florida Department of Veterans Affairs
FEMA	Federal Emergency Management Agency
FIPO	Firefighters and Police Officers Trust Fund
FPL	Florida Power and Light
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GESE	General Employees and Sanitation Employees Retirement Fund
GPS	Global Positioning System
GOB	General Obligation Bond
HB-1B	House Bill 1B
HIDTA	High Intensity Drug Traffic Area
HIPPA	Health Insurance Portability and Accountability Act
HOME	Home Investment Partnership
HOPWA	Housing Opportunities for Persons with AIDS
HR	Human Resources
HUD	United States Department of Housing and Urban Development
IAFF	International Association of Fire Fighters
ICMA	International City Management Association
J.A.G.	Justice Assistance Grant
LETF	Law Enforcement Trust Fund
MBD	Management and Budget Department

Abbreviations and Acronyms

MDX	Miami-Dade Expressway Authority
MHAP	Miami Homeless Assistance Program
MSI	Miami Sustainable Initiatives
M.U.S.P.	Major Use Special Permit
NET	Neighborhood Enhancement Team
N.I.C.E.	Network for Integration, Compassion and Empowerment
NPDES	National Pollutant Discharge Elimination System
ODAT	Organizational Development and Training
OGA	Office of Grants Administration
OPEB	Other Post Employment Benefits
PAF	Personnel Action Form
P.A.R.C.	Park and Recreational Facility Construction
PFM	Public Financial Management, Inc.
POMS	Peoples Office Management System
PROW	Public Right of Way
RFP	Request for Proposal
SFOB	State Financial Oversight Board
SLA	Service Level Agreement
SOB	Special Obligation Bond
SOP	Standard Operating Procedure
SNPB	Safe Neighborhood Parks Bond
SWAT	Special Weapons and Tactics
TRIM	Truth in Mileage
TUP	Temporary Use Permits
UASI	Urban Area Security Initiative

Abbreviations and Acronyms

UCR	Uniform Crime Reporting
UPK	User Productivity Kit
USDA	United States Department of Agriculture
USDOJ	United States Department of Justice

Definition of Terms

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

Actuarial: A process or methodology that makes future assumptions to determine present contribution requirements to achieve future funding levels that addresses current risk and time.

Ad Valorem Taxes: A tax levied on the assessed value of real and tangible personal property (also known as “property taxes”).

Allocation: The amount provided by legislative action for planned purchases of goods or services.

Allotment: Part of an appropriation that may be expended or encumbered during the fiscal year.

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: Is the value of 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: Is a budget, 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 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 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.

Definition of Terms

Capital Equipment: Equipment with a value in excess of \$5,000 and an expected life of more than one year such as automobiles, typewriters and office furniture.

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

Capital Improvement Plan(CIP): Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a six-year expenditure plan. This plan details funding sources and expenditure amounts, which these projects will require beyond the one-year period of the annual budget.

Capital Outlay: An expenditure category for acquiring equipment, vehicles or machinery, which 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 Generally Accepted Accounting Principles (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 of Florida and contains specific details about the City's proposed millage rate and certifying compliance with provisions of the Florida statutes.

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 which remain unpaid on and after the date on which a penalty for nonpayment is attached.

Department: An administrative unit of the City with overall management responsibility to provide a service or an operation 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 amount of committed funds to purchase a designated item or service or to cover specific contracts which are in the process of being completed.

Definition of Terms

Estimated Revenues: Is the amount of income to be collected during the fiscal year.

Exemption: A portion of the total property valuation not subject to property taxes.

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: Are 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. It is 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: 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.

Inter-fund Transfers: Contributions made from one fund to another fund within an organization.

Inter-local Agreement: A contractual agreement between two or more governmental entities.

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

Definition of Terms

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 on the State’s sales tax, which is returned to the City on the basis of population size and use for transportation related projects.

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 Miami-Dade County in accordance with State law, and which is shared with the cities within 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 assessed 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: Is a financial plan for providing programs and services for a specified period.

Operating Expenses: Expenses related directly to a department’s primary activities.

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

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

Projections: Forecast of anticipated revenue, expenditures, or other budget amounts for a specific time period, usually one-year.

Property Tax Levy: The value derived by multiplying the 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.

Definition of Terms

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 an investment 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 revenues 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.

How To Read This Book

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

The Fiscal Year 2012-13 Budget Book is divided into three sections:

Section 1 –Introduction (pages 6 to 31) 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 32 to 210) includes:

- 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.
- A review of the City's outstanding debt and the amount of interest and principal to be paid in FY 2012-13.
- 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 2012-13 budget.

Section 3 –Other Information (pages 211 to 369) includes:

- Totals and graphs summarizing the FY 2011-12 consolidated budget, which includes the General Fund, Special Revenue Funds, Debt Service Funds and other funds with comparison to the prior year budget totals.
- 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.