

# Memorandum

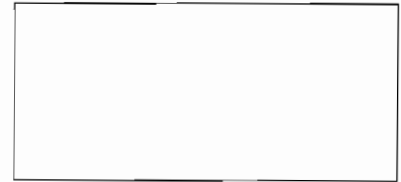


**Date:** September 3, 2009

**To:** Honorable Chairman Dennis Moss  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess", written over the printed name of George M. Burgess.



**Subject:** Information for First Budget Hearing – FY 2009-10 Proposed Budget

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This report accompanies the FY 2009-10 Budget Ordinances for your consideration at the first budget hearing on September 3, 2009. This document details all adjustments necessary from what was included in the FY 2009-10 Proposed Budget and what has been included in these ordinances, as well as making recommendations for other adjustments for your consideration. The total value of all adjustments contained in this document is \$183.387 million and is composed of the \$193.302 million associated with the roll-back millage rates advertised and noticed by the Property Appraiser and an overall reduction of \$9.915 million in grants and other proprietary revenues.

The Proposed Budget based on the July 1 tax roll was released on July 15, 2009. Subsequently, the Property Appraiser, as stipulated by State Statute, advertised the tentative millage rates at the State defined roll-back rate. The countywide, UMSA, Fire, and Library roll-back millage rates are 5.4524, 2.2451, 2.4458, and 0.4278 mills respectively.

The additional revenue generated by these millage rates has been allocated as indicated below within each taxing jurisdiction shown as additional available revenue in service reserves within each taxing jurisdiction. Adjustments were also made to community redevelopment agency payments as required. The attached ordinances reflect the revenues generated by those millage rates. The Board is reminded that pursuant to State law, the tentative millage rates approved at the first budget hearing cannot be higher than those established according to State Statute in July without re-noticing all property owners and cannot be increased at the second hearing.

The ordinances also incorporate technical changes and adjustments, corrections of scriveners' errors, corrections of appropriation posting errors, and current estimates of grants for agencies and departments. Cash carryover for proprietary funds has been adjusted where appropriate. Between the first and second budget hearings, the Mayor and I will continue to work with you and the Commission Auditor on further refinements to the budget, as required, and adjustments will be incorporated as part of the information that will be provided to the Board for the second budget hearing on September 17, 2009.

In order to leverage available resources from various trust fund balances, it is recommended that various ordinances, resolutions and/or restrictions establishing and regulating such trust funds be amended or rescinded. Other resolutions and code requirements are also recommended to be waived in the Proposed Budget, including: Section 2-1799(a)2 relating to expenditure of Emergency Contingency Reserve funds and Section 2-1605 relating to the financial support provided to the Miami-Dade Sports Commission of the Code of Miami-Dade County and repealing resolutions R-829-06 relating to the Roxcy Bolton Rape Treatment Center allocation and R 1255-86 relating to the Minority Business Development Conference Trust Fund. Legislative items recommended to be rescinded or amended are referenced in the corresponding budget ordinances.

We held 60 departmental resource allocation meetings and, as required under Ordinance 07-45, two Revenue Estimating Conferences, all of which were publicly noticed meetings. We also held public meetings at twelve sites throughout the County on August 11, 13, 18, 19, and 20, pursuant to R-1018-94, to discuss tax rates and fee changes (Attachment A is a copy of the advertisements for these meetings).

**Operating Budget Adjustments**

The recommended operating budget adjustments total \$183.387 million and are summarized in the table below and detailed in the following paragraphs. Adjustments are being funded by allocations from increased ad valorem and proprietary revenues.

**Revenue Budget Recommendations**

(Dollars in Thousands)

	<u>CW</u>	<u>UMSA</u>	<u>Fire Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
<b><u>Revenue Adjustments</u></b>					
Aviation - Miami Airport Affairs Committee Revenue Adjustment	0	0	0	(11,324)	(11,324)
Capital Improvements - Capital Working Fund and Bond Interest Revenue	0	0	0	230	230
Community Action Agency - Grant Funding	0	0	0	2,550	2,550
Countywide General Fund - Ad-Valorem Revenue	112,334	0	0	0	112,334
Emergency Management - Carryover and Grant Revenue	0	0	0	204	204
Fire Rescue District - Ad-Valorem Revenue, Grant Revenue, and Fees	0	0	32,785	372	33,157
Human Services - School Readiness and Voluntary Pre-Kindergarten Grant	0	0	0	2,057	2,057
Homeless Trust - Homeless Prevention and Rapid Re-Housing Program	0	0	0	3,824	3,824
Library District - Ad-Valorem Revenue	0	0	32,833	0	32,833
Legal Aid - Guardian Ad-Litem Grant	0	0	0	59	59
Miami-Dade Police - Interagency Revenue	0	0	0	(221)	(221)
Public Works - Special Taxing District Revenue	0	0	0	(6,795)	(6,795)
Seaport - Cruise Line Fee Revenue	0	0	0	150	150
Solid Waste - Disposal and Collection Revenue Fund	0	0	0	(1,021)	(1,021)
UMSA General Fund - Ad-Valorem Revenue	0	15,350	0	0	15,350
<b>Total Revenue Adjustments</b>	<b>\$112,334</b>	<b>\$15,350</b>	<b>\$65,618</b>	<b>(\$9,915)</b>	<b>\$183,387</b>

**Expenditure Budget Recommendations**  
(Dollars in Thousands)

<u>Expenditure Adjustments</u>	<u>CW</u>	<u>UMSA</u>	<u>Fire</u>		<u>Total</u>
			<u>Rescue/</u> <u>Library</u>	<u>Proprietary/</u> <u>Other</u>	
Aviation - Operating and Non-Operating Expense	0	0	0	(11,324)	(11,324)
Capital Improvements - Operating Expenses	0	0	0	230	230
Community Action Agency - Low Income Home Energy Assistance (LIHEAP) and American Recovery and Reinvestment Act (ARRA) grants	0	0	0	3,400	3,400
Community Action Agency - Children's Trust Headstart Program grant	0	0	0	(850)	(850)
Emergency Management - Operating and pass-through grant expense	0	0	0	204	204
Fire Rescue - Federal Fire Prevention Safety Grant and State Emergency Medical Services Grant	0	0	0	372	372
Fire Rescue - Service Adjustment Reserve	0	0	32,785	0	32,785
Homeless Trust - Financial Assistance, Relocation, and Stabilization Operations	0	0	0	3,824	3,824
Human Services - Operating and pass-through grant expense	0	0	0	2,057	2,057
Library District - Service Adjustment Reserve	0	0	32,833	0	32,833
Legal Aid - Operating Expense	0	0	0	59	59
Non-Departmental - Service Adjustment Reserve	102,116	15,243	0	0	117,359
Non-Departmental - Tax Increment Financing	5,332	107	0	0	5,439
Miami-Dade Police - Municipal Contracted Service Operations	0	0	0	(221)	(221)
Miami-Dade Transit - Maintenance of Effort Increase to Operating Expenses	4,886	0	0	0	4,886
Public Works - Special Taxing District Expense	0	0	0	(6,795)	(6,795)
Seaport - Operating Expense	0	0	0	150	150
Solid Waste - Operating Expense	0	0	0	(3)	(3)
Solid Waste - Disposal Reserve	0	0	0	(1,018)	(1,018)
<b>Total Expenditure Adjustments</b>	<b>\$112,334</b>	<b>\$15,350</b>	<b>\$65,618</b>	<b>(\$9,915)</b>	<b>\$183,387</b>

**Updated Tax Roll Adjustments**

In order to meet TRIM compliance requirements, the Property Appraiser submitted the roll-back rate for all taxing jurisdictions as defined by State Statute on behalf of the County which resulted in higher than anticipated Ad-Valorem revenues. For the Countywide General Fund the revenue increase is \$112.334 million, a portion of this increase must be used to fund an increase in tax increment financing district payments (\$5.332 million), restoration of the Transit Maintenance of Effort 3.5 percent funding increase (\$4.886 million), and the balance is allocated to the Service Adjustment Reserve (\$102.116 million). For the UMSA General Fund the property tax revenue increases \$15.350 million, a portion of this increase is needed to fund the UMSA portion of the tax increment financing district payment (\$107,000) and the balance (\$15.243 million) is set aside in the Service Adjustment Reserve. The revenue increases for the Library (\$32.833 million) and Fire-Rescue (\$32.785 million) districts are both being set aside in their respective service adjustment reserves.

**Capital Improvements**

The Proposed Budget for the Office of Capital Improvements needs to be revised to correct a scrivener's error that resulted in a duplication of reductions (\$230,000). The additional expenses will be funded from Capital Working Fund (\$132,000) and Building Better Communities General Obligation Bond Program interest (\$141,000). Interest revenue from the Safe Neighborhood Parks Bond Program is reduced by \$43,000.

### **Community Action Agency**

Subsequent to the release of the Proposed Budget, the Community Action Agency received \$3.4 million in additional grant revenues including \$1.3 million for the Low Income Home Energy Assistance Program (LIHEAP) to assist low income residents in paying utility bills and \$2.1 million from the Department of Community Affairs for the American Recovery and Reinvestment Act (ARRA) Weatherization Assistance Program which enables low-income families to permanently reduce their energy bills by making their homes more energy efficient. As a result, the department will require 21 additional positions. In addition, the Proposed Budget included \$850,000 from the Children's Trust Grant that has since been rescinded by the Children's Trust requiring the reduction of 76 Early Head Start slots.

### **Emergency Management**

Subsequent to the release of the FY 2009-10 Proposed Budget, the Department of Emergency Management received confirmation of a higher than anticipated allocation of the Emergency Management Performance Grant (EMP), up from \$160,000 to \$326,000, and unanticipated carryover of \$38,000. As a result of these additional revenues, total operating expenditures should be increased by \$204,000; and, it is recommended that these funds restore one Emergency Management Coordinator position (\$81,000) and operating costs (\$123,000) associated with the grant.

### **Fire Rescue**

Subsequent to the release of the FY 2009-10 Proposed Budget, the Miami-Dade Fire Rescue (MDFR) Department received an award notification for a FEMA Fire Prevention and Safety Grant Program for \$284,000. Also, the State EMS Grant Award was increased by \$88,000. The department appropriation has been adjusted and funds will be passed through to municipalities with Fire Rescue departments as appropriate.

### **Homeless Trust**

Subsequent to the release of the FY 2009-10 Proposed Budget, the Homeless Trust received confirmation of a grant award for the Homeless Prevention and Rapid Re-Housing Program (HPRP) in the amount of \$3.824 million. It is recommended the funds be allocated for financial assistance, housing relocation and stabilization services, as required by the grant.

### **Human Services**

Subsequent to the release of the Proposed Budget, the Department of Human Services was notified of additional School Readiness grant funding of \$1.970 million for 455 additional child care slots. Additionally, there is a net increase of \$17,000 in grant funding for the child care programs and an increase in grant funding of \$70,000 for the Voluntary Pre-Kindergarten program.

In order to align the services with the FY 2009-10 contracts with Miami-Dade Monroe Early Learning Coalition four additional positions will be needed at no additional cost.

### **Legal Aid**

Subsequent to the release of the FY 2009-10 Proposed Budget, Legal Aid received a grant award from the Florida Statewide Guardian Ad Litem Office in the amount of \$65,000 for a ten-month period from September 1 through June 30, 2010. The FY 2009-10 Proposed Budget will reflect nine months of funding (\$59,000) which will support one full-time attorney for the grant period.

### **Miami-Dade Police**

Two of our cities with contracted police services requested a decrease in service and personnel; the Village of Palmetto Bay requested a decrease of one vacant Police Captain position and the Town of Miami Lakes requested a decrease one vacant Police Officer position. To reflect these adjustments, revenues, expenditures, and corresponding positions have been decreased (\$221,000, two positions).

### **Public Health Trust**

The Public Health Trust (PHT) is continuing to develop its FY 2009-10 budget. Attached is a memorandum from Dr. Eneida Roldan, President of the PHT, updating the status of the development of the proposed budget. A full report outlining recommended adjustments to the budget will be submitted to the Board of County Commissioners by the PHT before the second budget hearing (Attachment B).

### **Public Works**

As noted in the FY 2009-10 Proposed Budget, a revised updated budget has been completed for the Special Taxing Districts. The revised budget reflects a decrease of \$6.795 million, to \$29.623 million from \$36.418 million. The reduction reflects operational needs that were anticipated from new developments that did not materialize. In addition, an adjustment is also required to correct operational line items within the taxing district.

### **Seaport**

The Seaport Department is adding seven Security Officer positions to meet security requirements in lieu of using overtime to oversee terminal security functions requested by cruise terminal tenants. Additional costs of \$360,000 will be offset with decreased overtime (\$210,000) and reimbursement of \$150,000 from the cruise lines.

### **Solid Waste**

Based on Department of Solid Waste Management (DSWM) contracts and interlocal agreements, waste disposal and landscaper coupon fees are proposed to be adjusted following the estimated July "Consumer Price Index (CPI) South, All Urban Consumers," issued by the United States Bureau of Labor Statistics. In the Proposed Budget, a CPI increase of 0.1 percent was used. The actual CPI was a net reduction of 1.1 percent. Accordingly, it is proposed that the revenue and expense operating budget for the DSWM be reduced to reflect this adjustment (a reduction of \$15,000 to the Collection Fund and a reduction of \$1.006 million to the Disposal Fund). Additionally, \$1.018 million needs to be moved from the Disposal Fund reserve to operating expenses to cover salary expenses for currently budgeted staff; this funding was inadvertently left in reserves when it should have been allocated to operations.

### **Transit**

The Proposed Budget recommends the Transit Maintenance of Effort (MOE) funding remain flat for FY 2009-10. The County Attorney issued a legal opinion indicating that the necessary legislative adjustment to allow for this reduction cannot be implemented through the budget ordinances (Attachment C). In order to effectuate this recommendation, the Board would need to amend Section 29-124(d) of the County Code, which requires review by the Citizens' Independent Transportation Trust, notification to municipalities and a six week period between the first reading of the ordinance and the public hearing, and a two-thirds affirmative vote of the Board.

At this time, it is recommended that the 3.5 percent increase to the MOE be restored (\$4.886 million) and be funded from the additional revenue provided based on the higher advertised Countywide millage rate, reducing the amount that would otherwise be in the Countywide service adjustment reserve. In the event these funds are not available, an alternative recommendation will be provided for 3.5 percent increase to the MOE by the second budget hearing.

**Aviation**

The FY 2009-10 Proposed Budget recommended \$697.139 million for the operation of the Miami-Dade Aviation Department (MDAD). A revised budget approved by the Miami Airport Affairs Committee (MAAC) without objections, reflects a decrease of \$11.324 million to \$685.815 million. Included in the revised budget is a reduction of \$3.179 million in aviation fees and charges (to \$276.286 million from a proposed \$279.465 million), rental revenues are being revised to reflect an increase of \$4.037 million (to \$101.947 million from a proposed \$97.910 million), commercial operations revenues are being revised to reflect a decrease of \$3.971 million (to \$179.258 million from a proposed \$183.229 million), and cash carryover is being revised to reflect a decrease of \$211,000 (to \$55.151 million from a proposed \$55.362 million). Other adjustments include a decrease in the transfer from the improvement fund of \$8 million (to \$57 million from a proposed \$65 million). As part of these adjustments, the landing fee rate, currently at \$1.18 per 1,000 pound unit in FY 2008-09 will be increased by \$0.74, to \$1.92 per 1,000 unit in FY 2009-10; this revision reflects a decrease of \$0.04 from the recommended \$1.96 per 1,000 pound unit in the FY 2009-10 Proposed Budget. Airline cost per enplaned passenger, currently at \$16.48 in FY 2008-09 will increase by \$1.33 to an estimated enplaned passenger cost of \$17.81 in FY 2009-10; this revision reflects a decrease of \$0.38 per enplaned passenger from the recommended \$18.19 enplaned passenger cost in the FY 2009-10 Proposed Budget.

**Miami-Dade Aviation Department Revenue Reconciliation:**

<b>Description</b>	<b>Amount (\$000)</b>
FY 2009-10 Proposed Revenues	\$697,139
Reduction in Aviation Fees and Charges	-3,179
Increase in Rental Revenue	4,037
Reduction in Commercial Operations	-3,971
Reduction in Cash Carryover	-211
Reduction Transfer from Improvement Fund	-8,000
<b>FY 2009-10 Revised Proposed Revenues</b>	<b>\$685,815</b>

Departmental expenditures will be adjusted by a corresponding \$11.324 million to \$685.815 million. To appropriately reflect the \$11.324 expenditure reductions, adjustments are made to the operating as well as non-operating expenditures.

Operational adjustments include a net reduction in expenditures of \$13.504 million (to \$394.209 million from the FY 2009-10 Proposed Budget of \$407.713 million). Expenditure adjustments include a \$418,000 increase of salaries to reflect a revision in the elimination of 83 positions to restore four positions to offset functions performed by outside contractors. Additionally, a decrease is being programmed in utility and outside contractual agreements of \$7.6 million and in other operating expenditures by \$6.322 million to reflect a revised forecast of FY 2009-10 requirements for operations and maintenance.

**Miami Dade Aviation Department Operating Expenditure Reconciliation:**

<b>Description</b>	<b>Amount (\$000)</b>
<b>FY 2009-10 Proposed Operating Expenditures</b>	<b>\$407,713</b>
Increase of Salaries	418
Reduction of Other Operating	-13,922
<b>FY 2009-10 Revised Operating Expenses</b>	<b>\$394,209</b>

Non-operational expenditures will be adjusted to reflect an increase of \$2.180 million, to \$291.605 million from the FY 2009-10 Proposed Budget of \$289.426 million. This adjustment reflects a decrease of \$1.958 million in cash reserves, an increased transfer of \$1.188 million towards the Improvement Reserve Fund, an increased transfer of \$7 million to the debt service fund, and a reduction of \$4.050 million to the transfer to the Reserve Maintenance Fund.

**Miami Dade Aviation Department Non-Operating Expenditure Reconciliation:**

<b>Description</b>	<b>Amount (\$000)</b>
<b>FY 2009-10 Proposed Non-Operational Expenditures</b>	<b>\$289,426</b>
Reduction to Cash Reserve	-1,958
Increase Transfer to Improvement Fund	1,188
Increase Transfer to Debt Service Fund	7,000
Reduction to Reserve Maintenance Fund	-4,050
<b>FY 2009-10 Revised Non-Operational Expenditures</b>	<b>\$291,606</b>

Other non-operating fund changes include an \$18.113 million increase in the Improvement Fund expenditure authority to reflect a decreased transfer from the Revenue Fund of \$8 million and increased cash carryover of \$26.113 million. The Reserve Maintenance Fund requires an expenditure adjustment to reflect a decrease of \$5.562 million due to decreased cash carryover and transfers from the Revenue Fund. The Interest and Sinking Fund will require an adjustment in expenditure authority to reflect an increased transfer of \$7 million from the Revenue Fund.

**Promotional Funding**

Attachments D and E are the reports on Airport and Seaport promotional funds as required by Administrative Order 7-32.

**Recommended Fee Adjustments**

The Board is reminded that the Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes that were recommended in the FY 2009-10 Proposed Budget. Fee adjustments include, but are not limited to, adjustments to: Building Code Compliance permitting fees, Department of Environmental Resources Management permitting fees, Planning and Zoning fees, Water and Sewer fees, miscellaneous Park and Recreation fees, Solid Waste disposal tipping fees based on the Consumer Price Index (CPI), various Seaport fees and rates, and Aviation landing fees. Fee adjustments are detailed in each departmental narrative included in the FY 2009-10 Proposed Resource Allocation and Multi-Year Capital Plan book, Volume 2.

## **Capital Budget/Capital Improvement Plan (CIP) Updates**

### **Building Better Communities (BBC) General Obligation Bond (GOB) Program**

Prior to voter approval, the original BBC GOB Program assumed a millage rate of 0.285 mills through FY 2008. The countywide debt service millage was anticipated to be increased to 0.39 mills for FY 2008-09 and for FY 2009 increasing the debt service millage to 0.39. At that time, the capacity model programmed seven bond issuances totaling \$2.75 billion, one every other year for 13 years and assumed an average tax roll growth rate of 5.5 percent per year. In addition, relevant interest rates assumed were 1 to 2 percent lower than the current market, which has a significant impact on capacity. Subsequent to voter approval of the BBC on November 2, 2004, on March 1, 2005, the Board approved Ordinance No. 05-47 authorizing the issuance of bonds in an amount not to exceed \$2.926 billion representing the aggregate of bonds (nominal value) approved by the voters. In an oral report to the Board during May 2005, the BBC program was adjusted and assumed to be delivered over 15 years with a bond issuance every other year and a millage ceiling of 0.39 by FY 2009-10.

Since 2005, the County has issued an aggregate total of \$699.6 million of BBC GOB bonds in four issuances. The first of those, the \$250 million Series 2005, which included a bond premium of \$16 million, has been spent (\$266 million). The second of those issuances, the \$99.6 million Series 2008A, has been earmarked for the Seaport Tunnel Project; all proceeds remain on deposit. Of the third and fourth issuances (Series 2008B and 2008B-1), which totaled \$350 million, \$264.7 million is projected to be spent by this fiscal year end leaving \$85.3 million available to provide funding towards approximately \$181 million of obligations, comprised of \$51 million for ball park project and \$130 million for other BBC projects. Obligations are defined as executed grant agreements, other agreements approved by the Board, design or construction contracts awarded, or any legally mandated actions by the courts. At least \$146 million of these obligations must be funded in FY 2009-10, \$30 million in FY 2010-11, and the remainder, \$5 million, in FY 2011-12. Therefore, the County must issue at least \$95.7 million plus issuance costs in the near term to meet its existing obligations under the BBC GOB Program.

Staff has examined options through FY 2020-21 assuming tax roll growth under the current five year plan assumption, which further reduces the countywide roll for 2010 by 12 percent, assumes no growth for 2011, increases the countywide roll by three percent for 2012 and 2013, and then grows the countywide roll by 5.5 percent thereafter. The financial model assumes the millage at two intervals for FY 2009-10: 0.285 and 0.38, and assumes 0.39 thereafter. Interest rates are assumed at 5.74 percent for early FY 2009-10, 6 percent for late FY 2009-10, 5.5 percent for FY 2010-11 and FY 2011-12, and 5.25 percent thereafter. Debt is structured similar to BBC GOB debt already issued and capacity is driven at the 95 percent of revenue budget assumption only.

It is important to recognize that the BBC GOB Program was conceived as a cash-flowed bond program and therefore, works somewhat the same as a pay-as-you-go funded capital plan. The County can only fund bond projects to the extent near-term (one to five year outlook) projected capacity – driven by the size of the tax roll, millage, remaining prior year cash carryover, interest rates and debt structure - allows for the issuance of bonds. This requires us to prioritize funding by first ensuring that we meet obligations and second, make well-reasoned choices about what projects can commence and be completed within remaining projected available funding. At 0.285 mills the County would be able to issue \$51 million required for the ballpark project including issuance costs and up to an additional \$280 million in FY 2009-10 under the above assumptions, which would fund the remainder of current obligations (\$130 million), leaving \$235 million to continue projects and/or start new projects including \$85.3 million of current carryover proceeds as indicated above. At 0.38 mills, the additional bond issuance could be up to \$350 million. It is important to also be cognizant that if an economic recovery remains slow and roll growth conforms to the model assumptions, under a go forward 0.39 millage ceiling beyond FY 2009-10, the total proceeds that could be issued to FY 2020-21 would likely be in the range of \$900 million to \$1

billion (nominal value) and sizing would have to be carefully considered on a year to year basis. While no projects will be canceled or cut, it is clear that the overall timing of projects will be impacted and the program may well extend at least five to ten years beyond the original 15 year planning horizon, unless debt service rates are increased in future years to ensure needed infrastructure projects proceed.

Bond funds received today are worth more than those received at a later date. It is recommended that the Board approve the countywide debt service millage limit set in July at 0.38 million in order to maximize the County's ability to continue funding projects, particularly during this period when construction-related jobs need to be supported.

**Capital Outlay Reserve (COR)**

The Americans With Disabilities Act of 1990, Title II requires local governments to make programs, services and activities accessible to persons with disabilities. Over the past 10 years, the Board has appropriated a total of \$16.824 million of pay-as-you-go funding in the COR to address ADA-related barrier removal projects and to fund required reasonable accommodation projects. The Board has also appropriated \$894,000 in the COR to fund ADA improvements at election polling sites. During August, updated spending projections indicated there will be committed carryover remaining from prior years to complete or fund ADA projects in local and area-wide parks as well as minor general government projects (\$500,000) and at elections polling locations (\$66,000). Both amounts are recommended to be added to the list of COR committed carryover projects to continue funding these projects as required under federal law.

**Fire Rescue**

On June 2, 2009 the Board approved Resolution No. R-721-09 authorizing certain reallocations of Capital Asset Acquisition Series 2002A and Series 2004A bond proceeds and 2006 Sunshine State loan proceeds to other Fire Rescue capital projects. Updates to Fire Rescue capital project schedules, including reallocating bond proceeds consistent with Board action, as well as updating pro rata interest earnings through July 2009, are recommended to be made to the capital budget for second reading as noted below. In addition, technical adjustments are required for the Fire Rescue Special Obligation Bonds Fund 360 for the training facility. The Fire Rescue impact fee schedule noted in the Proposed Budget Volume I is corrected to align with the project schedules in Volume III for first reading, and it is recommended that for the ordinance at second reading, the Fire Impact Fee appropriation is adjusted as shown below:

<b>Description</b>	<b>Capital Budget/CIP As Proposed</b>	<b>Recommended Changes Consistent with R-721-09 or Other</b>	<b>Comment or Other Recommended Changes</b>
MDFR Fleet Facility (project no. 371920, page 15, Volume III)	\$2 million of Future Financing	Add \$5.675 million of 2006 Sunshine State Loan Proceeds	Allows for deferral of future financing
West Miami Station #40 (project no. 378780, page 16, Volume III)	\$425,000 of Impact Fees and \$1.5 million of Future Financing	Add \$47,000 of Capital Asset Series 2002 Interest	None

<b>Description</b>	<b>Capital Budget/CIP As Proposed</b>	<b>Recommended Changes Consistent with R-721-09 or Other</b>	<b>Comment or Other Recommended Changes</b>
Sunny Isles Station #10 (project no. 3729990, page 20, Volume III)	\$3.225 million of 2006 Sunshine State Loan Proceeds	Add \$250,000 of 2006 Sunshine State Loan Proceeds	Correct revenue title to Capital Asset interest allocation from \$132,000 Series 2002A; \$52,000 Series 2004A; \$204,000 Series 2004B; and, \$242,000 of 2006 Sunshine State interest
Doral North Station #69 (project no. 3724431, page 22, Volume III)	\$1.67 million of Series 2004A Capital Asset Acquisition Bond Proceeds	Add \$630,000 of Series 2004A Capital Asset Acquisition Bond Proceeds; add \$443,000 of Series 2002A Capital Asset Acquisition Bond Proceeds	Reduce Fire Impact Fees from \$2.343 million to \$1.269 million
Fire Rescue Training Center (Fund 360)	\$18.094 million of Series 2002 Proceeds, \$3.97 million of 2002 interest and \$5.5 million of 1994 interest	Decrease proceeds by \$199,000; increase 2002 interest by \$155,000 and 1994 interest by \$58,000	Technical correction to proceed and interest allocations
Fire Impact Fees (Fund 341)	\$5.625 million FY 2009-10 proposed appropriation	None	Reduce FY 2009-10 appropriation to \$5.074 million and adjust capital project schedules accordingly

**Other Special Obligation Bond or Loan Updates**

Certain recommended appropriation adjustments and interest allocations are required for the FY 2009-10 Capital Budget based on needs or updates identified during August, or as otherwise noted below. All other debt proceeds or interest allocations programmed in the Capital Budget are consistent with originally approved debt ordinances and series resolutions or as approved by the Board in prior years' budget authorizations.

<b>Description</b>	<b>Capital Budget/CIP As Proposed</b>	<b>Recommended Changes</b>	<b>Comment</b>
Capital Asset Acquisition Series 2009 – West Lot Multi-Purpose Facility (project no. 111620, page 350, Volume III)	\$330,000 programmed for FY 2009-10 appropriation	Increase FY 2009-10 appropriation from \$330,000 to \$6 million from future year expenditure plan	Project must be accelerated due to construction of the Children's Courthouse

Description	Capital Budget/CIP As Proposed	Recommended Changes	Comment
Sunshine State Loan Series L 2008, Earned Interest (Ordinance No. 08-06)	Allocate \$55,000 of earned interest to Public Housing Agency one time relocation setup costs (project no. 809850, page 297, Volume III)	Funding will reimburse one-time costs for technology-related equipment required in departmental offices	Public Housing Safety and Security Project Equipment and Ward Towers Closeout funded through this financing
Quality Neighborhood Improvement Program (Fund 361, Sub-funds 312, 001, 002, 003, 004, 005 and 006)	Total proposed FY 2009-10 programmed appropriation equals \$49.835 million, all phases	Reduce total FY 2009-10 appropriation to \$38.661 million, all phases	Technical updates and adjustments for Office of Capital Improvements programming

**Pay Plan**

Attached is a Pay Plan that is consistent with the Proposed Budget, incorporating the five percent reduction across all classifications. This document may be amended by the Board based on actions taken relative to employee salaries prior to or at the second budget hearing. The Pay Plan contains updates that clarify Pay Plan language and provisions. It also includes the addition of new classifications, the abolition of obsolete classifications, and occupational code and title changes. The pay rates reflected in the Pay Plan will be administered in accordance with the provisions of the Living Wage Ordinance 99-44.

**Position Adjustments**

In some instances, the above recommendations will adjust the number of positions in the FY 2009-10 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 44 to 27,639. This is 1,893 positions less than authorized in FY 2008-09, of which 1,136 are vacant. The recommendations being advanced to you require staffing adjustments as well as correct scrivener errors in the Fire and Police department positions counts as summarized below. Attachment F includes the Tables of Organization associated with the personnel changes recommended below.

Department	FY 2009-10		Revised	Purpose
	Proposed Budget	Recommended Adjustments	FY 2009-10 Proposal	
Aviation	1,431	4	1,435	Reinstate four positions
Community Action Agency	157	21	178	Reinstate 21 positions- grant funded
Emergency Management	18	1	19	Reinstate one position - grant funded
Fire Rescue	2,581	1	2,582	Correct scrivener's error of one position
Human Services	412	4	416	Add four positions - grant funded
Legal Aid	42	1	43	Add one position - grant funded
Police	4,338	5	4,343	Eliminate two and correct scrivener's error of seven positions
Seaport	410	7	417	Add seven positions
Other County Departments	18,206	-	18,206	
<b>Total</b>	<b>27,595</b>	<b>44</b>	<b>27,639</b>	

Honorable Chairman Dennis Moss  
and Members, Board of County Commissioners  
Page 12 of 12

**Moving Forward**

We will continue to work with the Board to address the priorities and concerns that have been identified since the release of the Proposed Budget. I am hopeful that we can work together to mitigate, to the best of our abilities, some of the most significant service impacts made necessary by our very constrained property tax revenues while ensuring the cost of our government services is as low as we can possibly make it. My staff and I are prepared to work closely with the members of the Board to develop the required adjustments which will be brought to the Board for consideration at the second budget hearing.

Attachments

cmo18809

## Memorandum



**Date:** July 27, 2009

**To:** Honorable Dennis C. Moss  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

**Subject:** Budget Public Meetings

At your July 23 Special Meeting, the Board discussed scheduling meetings with the public to discuss the budget. Resolution 1018-94 requires that we hold six public meetings to discuss the budget tax rates and fee changes. We will be holding public meetings August 11, 13 and August 20 at sites throughout the County at which we have previously held these meetings.

**Tuesday, August 11, 2009**

North Dade Regional Library  
2455 NW 183 Street

**Thursday, August 20, 2009**

Highland Oaks Park  
20300 NW 24 Avenue

Caleb Center  
5400 NW 22 Avenue

**Thursday, August 13, 2009**

South Dade Regional Library  
10750 SW 211 Street

West Dade Regional Library  
9445 Coral Way

West Kendall Regional Library  
10201 Hammocks Blvd

We would like the opportunity to coordinate with each district office with respect to these meetings and others you may choose to schedule in your districts.

If you have any questions, please contact Jennifer Glazer-Moon, Director, Office of Strategic Business Management at 305-375-5143.

## Attachments

c: Honorable Carlos A. Alvarez, Mayor  
Denis Morales, Chief of Staff  
Robert A. Cuevas, County Attorney  
Diane Collins, Acting Clerk of the Board  
Charles Anderson, Commission Auditor

cmo16609



**Public Meetings on Budget  
Issues Including Taxes and  
Fees for the FY 2009-10  
Proposed Budget**

Miami-Dade County will hold a public meeting in your area to discuss proposed adjustments to taxes or fees. On each of the dates and locations listed below, the Office of Strategic Business Management will make a presentation to discuss the FY 2009-10 Proposed Budget.

**TUESDAY, AUGUST 11, 2009 AT 6:00 PM**

**North Dade Regional Library**  
2455 NW 183rd Street • Miami, Florida 33056

**THURSDAY, AUGUST 13, 2009 AT 6:00 PM**

**South Dade Regional Library**  
10750 SW 211th Street • Miami, Florida 33189  
**West Dade Regional Library**  
9445 Coral Way • Miami, Florida 33165

**West Kendall Regional Library**  
10201 Hammocks Boulevard • Miami, Florida 33196

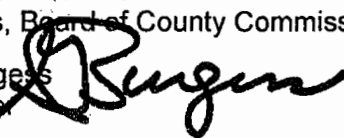
**THURSDAY, AUGUST 20, 2009 AT 6:00 PM**

**Highland Oaks Park**  
20300 NE 24th Avenue • Miami, Florida 33161  
**Caleb Center**  
5400 NW 22nd Avenue • Miami, Florida 33142

All of these sessions are free and open to the public. For further information, please call John Sarduy at 305-375-3887. For sign language interpreter services and for materials in accessible format, call 305-375-5143 five days in advance of the meeting you plan to attend.

# Memorandum



**Date:** August 10, 2009  
**To:** Honorable Dennis C. Moss  
and Members, Board of County Commissioners  
**From:** George M. Burgess  
County Manager   
**Subject:** Budget Public Meetings

Below is an update to the July 27, 2009 Budget Public Meeting Schedule memorandum you received from my office. The following comprehensive list includes an updated meeting schedule with additional meeting locations, changes, and dates to be held at sites throughout the County:

**Tuesday, August 11, 2009**

North Dade Regional Library  
2455 NW 183rd Street

**Thursday, August 13, 2009**

West Dade Regional Library  
9445 Coral Way

West Kendall Regional Library  
10201 Hammocks Blvd

**Tuesday, August 18, 2009**

Miami Children's Hospital  
3100 SW 62 Avenue

Legion Park  
6447 NE 7th Ave

South Dade Regional Library  
10750 SW 211 Street

**Wednesday, August 19, 2009**

Ronald Reagan High School  
8600 NW 107<sup>th</sup> Avenue

Country Club of Miami  
6801 NW 186 Street

Wynwood Neighborhood Center  
2902 NW 2nd Avenue

**Thursday, August 20, 2009**

Highland Oaks Park  
20300 NE 24th Avenue

Caleb Center  
5400 NW 22nd Avenue

All meetings will be advertised in three languages, in three publications and can be found on the County's web portal at [http://www.miamidade.gov/budget/budget\\_public\\_meetings.asp](http://www.miamidade.gov/budget/budget_public_meetings.asp).

If you have any questions, please contact Jennifer Glazer-Moon, Director, Office of Strategic Business Management at 305-375-5143.

**Attachments**

c: Honorable Carlos A. Alvarez, Mayor  
Denis Morales, Chief of Staff  
Robert A. Cuevas, County Attorney  
Diane Collins, Acting Clerk of the Board  
Charles Anderson, Commission Auditor



**Public Meetings on Budget  
Issues Including Taxes and  
Fees for the FY 2009-10  
Proposed Budget**

Miami-Dade County will hold a public meeting in your area to discuss proposed adjustments to taxes or fees. On each of the dates and locations listed below, the Office of Strategic Business Management will make a presentation to discuss the FY 2009-10 Proposed Budget.

**TUESDAY, AUGUST 18, 2009 AT 6:00 PM**

**Miami Children's Hospital**

3100 SW 62nd Avenue • Miami, Florida 33155

**Legion Park**

6447 NE 7th Avenue • Miami, Florida 33138

**South Dade Regional Library**

10750 SW 211th Street • Miami, Florida 33138

**WEDNESDAY, AUGUST 19, 2009 AT 6:00 PM**

**Country Club of Miami**

6801 NW 186th Street • Miami, Florida 33015

**Wynwood Neighborhood Service Center**

2902 NW 2nd Avenue • Miami, Florida 33127

**Ronald Reagan High School**

8600 NW 107th Avenue • Doral, Florida 33178

**THURSDAY, AUGUST 20, 2009 AT 6:00 PM**

**Highland Oaks Park**

20300 NE 24th Avenue • Miami, Florida 33161

**Caleb Center**

5400 NW 22nd Avenue • Miami, Florida 33142

All of these sessions are free and open to the public. For further information, please call John Sarduy at 305-375-3887. For sign language interpreter services and for materials in accessible format, call 305-375-5143 five days in advance of the meeting you plan to attend.

# Memorandum



**Date:** August 12, 2009

**To:** Honorable Dennis C. Moss  
and Members, Board of County Commissioners

**From:** George M. Burgess  
County Manager

A handwritten signature in black ink, appearing to read "G. Burgess".

**Subject:** Updated Budget Public Meetings

This is an update to the August 10, 2009 Budget Public Meeting Schedule memorandum you received from my office reflecting an additional public meeting scheduled for August 19 at the New Shiloh Missionary Baptist Church. The following is a comprehensive list of all public budget meetings to be held at sites throughout the County:

**Tuesday, August 11, 2009**

North Dade Regional Library  
2455 NW 183rd Street

**Thursday, August 13, 2009**

West Dade Regional Library  
9445 Coral Way

West Kendall Regional Library  
10201 Hammocks Blvd

**Tuesday, August 18, 2009**

Miami Children's Hospital  
3100 SW 62 Avenue

Legion Park  
6447 NE 7th Ave

South Dade Regional Library  
10750 SW 211 Street

**Wednesday, August 19, 2009**

Ronald Reagan High School  
8600 NW 107<sup>th</sup> Avenue

Country Club of Miami  
6801 NW 186 Street

Wynwood Neighborhood Center  
2902 NW 2nd Avenue

New Shiloh Missionary Baptist Church  
1350 NW 95 Street

**Thursday, August 20, 2009**

Highland Oaks Park  
20300 NE 24th Avenue

Caleb Center  
5400 NW 22nd Avenue

All meetings will be advertised in three languages, in three publications and can be found on the County's web portal at [http://www.miamidade.gov/budget/budget\\_public\\_meetings.asp](http://www.miamidade.gov/budget/budget_public_meetings.asp).

If you have any questions, please contact Jennifer Glazer-Moon, Director, Office of Strategic Business Management at 305-375-5143.

**Attachments**

c: Honorable Carlos A. Alvarez, Mayor  
Denis Morales, Chief of Staff  
Robert A. Cuevas, County Attorney  
Diane Collins, Acting Clerk of the Board  
Charles Anderson, Commission Auditor



**Public Meetings on Budget  
Issues Including Taxes and  
Fees for the FY 2009-10  
Proposed Budget**

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**Miami Children's Hospital**

3100 SW 62nd Avenue • Miami, Florida 33155

**Legion Park**

6447 NE 7th Avenue • Miami, Florida 33138

**South Dade Regional Library**

10750 SW 211th Street • Miami, Florida 33138

**WEDNESDAY, AUGUST 19, 2009 AT 6:00 PM**

**New Shiloh Missionary Baptist Church**

1350 NW 95th Street, Miami, FL

**Country Club of Miami**

6801 NW 186th Street • Miami, Florida 33015

**Wynwood Neighborhood Service Center**

2902 NW 2nd Avenue • Miami, Florida 33127

**Ronald Reagan High School**

8600 NW 107th Avenue • Doral, Florida 33178

**THURSDAY, AUGUST 20, 2009 AT 6:00 PM**

**Highland Oaks Park**

20300 NE 24th Avenue • Miami, Florida 33161

**Caleb Center**

5400 NW 22nd Avenue • Miami, Florida 33142

All of these sessions are free and open to the public. For further information, please call John Sarduy at 305-375-3887. For sign language interpreter services and for materials in accessible format, call 305-375-5143 five days in advance of the meeting you plan to attend.



*Eneida O. Roldan, MD, MPH, MBA*  
*President and Chief Executive Officer*

## MEMORANDUM

**TO:** Honorable Mayor Carlos Alvarez  
 Honorable Chairman Dennis C. Moss  
 Members Board of County Commissioners

**DATE:** August 21, 2009

**RE:** Public Health Trust Budget

In June, I reported to the Public Health Trust (PHT) Board and the Board of County Commissioners, that the PHT was facing a \$56 million shortfall in FY 2008-09 (the current fiscal year) and a budget gap of \$168 million for FY 2009-10 (next fiscal year). As of August 20, we reduced the gap to approximately \$90 million for FY 2009-10, and we will have recommendations for a balanced budget for the PHT Board to consider at the Executive Committee meeting on August 31.

The financial situation is, in large part, due to forces beyond our control. Changes in systems and state procedures have resulted in reduced cash flow. The recession has led to reduced sales taxes, reduced support from the county, reductions in Medicaid reimbursements, and increased demands for uncompensated care. The budget for the other county agencies is affected also by reduced revenues and a significant shortfall. In closing that budget gap, FY 2009-10 Proposed Resource Allocation and Multi-Year Capital Plan included service level reductions and unprecedented adjustments to employee compensation. As a result, we are not anticipating any significant additional financial support to the PHT from the County.

In response to our financial situation, I instituted a 100 Day Plan to develop and implement initiatives to address the current fiscal year deficit and next fiscal year's budget. At this time, I have effectively frozen non-clinical hiring, non-mandated travel, expansion of wireless communication devices, and purchases of equipment and capital projects. Any hiring, including clinical hiring, will occur only when approved by the appropriate vice-president, the Chief Financial Officer, and me. Only job reclassifications required by collective bargaining agreements will be considered. I have directed that all discretionary expenditures be eliminated for this year and next.

The preferable way to balance the Jackson Health System (JHS) budget would be to increase the volume of paying patients. However, in this economy, significant volume increases of paying patients may not occur, and therefore, we cannot rely on these revenues. The JHS cannot afford to incur significant losses each fiscal year and see a continuing erosion of available cash. At the same time, we must have a financially stable operation in order to identify the seed money needed to fund programs that will, in the long run, increase volume and revenues.

The federal healthcare reforms under consideration may not provide any relief for the PHT. In fact, to the extent that Disproportional Share Funding and Low Income Pool (DSH/LIP) funds are redirected to fund a national healthcare system, the PHT could see reduction in support that is not offset by an increased volume of insured patients. However, it is premature to speculate on the financial effect of healthcare reform. While we need to follow the debate and decisions closely, we are not able to budget revenue or cost increases or decreases resulting from healthcare reform.

In order to balance next year's budget within anticipated revenues and not erode available cash, expenditures must be reduced at least three percent below the spend rate that occurred through May. I have met with each vice-president to review savings plans for this year and next.

The budget will incorporate administrative and operational efficiencies and revenue enhancing initiatives. Service adjustments will not be recommended except as a last resort. However, within available funding, it is not possible to continue all our business lines to the extent we have provided them in the past. Discussions of realistic alternatives are necessary. Even if service adjustments can be avoided in the next fiscal year, projections for FY 2010-11 are equally bleak and service adjustments may be necessary in the future.

Overall, the community must decide the priorities and level of care it wants from the Jackson Health System. If the community wants us to maintain current services, we must find additional public funding to supplement whatever revenues we can raise from increased volume.

We will have a decision matrix and recommendations for balancing next year's budget available for consideration by the PHT Board by the end of the month. Once the PHT Board adopts a plan to be recommended to the County, a full report regarding assumptions and the effect on services will be submitted to the County Commission before its final budget hearing.


cc. John Copeland, Chair, and Members of the Public Health Trust  
George Burgess, County Manager  
Jennifer Glazer-Moon, Director of Office of Strategic Business Management

# Memorandum



**Date:** August 17, 2009

**To:** Honorable Barbara J. Jordan  
Miami-Dade County Commissioner

**From:** R. A. Cuevas, Jr.  
County Attorney 

**Subject:** Legal Opinion Regarding Transit Maintenance of Effort

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Ordinance No. 02-116 (the “surtax ordinance”) levied a transit sales surtax (“surtax”) and mandated that surtax proceeds be expended on certain service enhancements and new projects, including those specified in Exhibit 1 to the Ordinance. The Ordinance did not authorize the use of surtax proceeds for transit service that was being provided as of the date of the surtax levy.

Three years later, the Citizens’ Independent Transportation Trust (“CITT”) recommended that the listing of projects on which surtax proceeds could be expended be amended to include the costs of providing Miami-Dade Transit (“MDT”) services in existence as of November 5, 2002 (“existing service”). This recommendation was contingent upon a number of conditions, including the Commission’s commitment to increase general fund support for MDT each year 3.5% over that of the prior fiscal year and the Commission’s adoption of the CITT’s conditions by ordinance. The Commission amended the surtax ordinance to allow the use of surtax proceeds to pay for existing service on the terms and conditions recommended by the CITT. See, Ordinance No. 05-148.

Resolution No. R-222-09 (the “unification resolution”) further amended the surtax Ordinance to allow for greater flexibility in the use of surtax proceeds for the operation and maintenance of the transit system. The unification resolution reaffirmed the Commission’s intent to continue increasing the general fund support of MDT by 3.5% annually.

The Mayor’s proposed budget for fiscal year 2009-2010 does not include a 3.5% increase in general fund support for MDT.

You have asked what the legal consequences would be under the foregoing legislation were the Commission not to increase the general fund support of MDT in fiscal 2009-2010 by 3.5%. The consequence would be that surtax proceeds could not be used to fund prospectively the cost of existing service as defined above.

Ordinance No. 05-148 provides “[s]hould in any year the general fund support for [MDT] not be increased [by 3.5 percent], surtax proceeds shall not be used to fund prospectively [existing] services ....”

The unification resolution added the commitment to dedicate at least 10% of the County’s annual share of surtax proceeds, excluding existing and future debt service, for capital expansion of the transit system. The resolution expressly provides that failure to dedicate the required percentage of surtax proceeds to capital expansion would undo the authority to expend surtax proceeds as provided therein. While the resolution reaffirms the Commission’s intent to increase annually the general fund support of MDT by 3.5%, it provides no consequence if the Commission does not provide such increased support.

The unification resolution provides that, with one exception, the projects authorized thereby can be modified by approval of the annual budget ordinance.<sup>1</sup> This provision does not mean that the budget ordinance can eliminate the condition precedent imposed by Ordinance No. 05-148 on the ability to use surtax proceeds for existing service, namely that general fund support of MDT be increased by 3.5% each year. Nor, does it mean that the budget ordinance can eliminate the consequence provided by Ordinance No. 05-148 for failure to annually increase such general fund support for MDT.

- c: Hon. Chairman Dennis C. Moss  
and Members, Board of County Commissioners  
Hon. Carlos Alvarez, County Mayor  
George M. Burgess, County Manager

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<sup>1</sup> The one exception is the Reinvestment Schedule identified in CITT Resolution No. 05-025.

**MIAMI-DADE AVIATION DEPARTMENT PROMOTIONAL FUNDS****RECOMMENDED EXPENDITURES****Fiscal Year 2009-10**

The Budget Ordinance also includes recommendations for Aviation Department Promotional Fund Expenditures totaling \$177,761. As the date of the approved events/program approaches, the Aviation Department will obtain the documentation required by A.O.7-32 from each entity for review by the Aviation Department and the County Attorney's Office prior to disbursement of funds, and in accordance to the following recommendations.

1. **Airports Council International (ACI)**

**Event: Conferences**

**Amount recommended: \$8,261**

The Miami-Dade Aviation Department will co-host numerous conferences with Airports Council International during this fiscal year. The conferences will enable MIA to promote itself to a large number of airports.

2. **Caribbean Central American Action (CCAA)**

**Event: Miami Conference on the Caribbean & Central America**

**Amount recommended: \$4,000**

This conference is held every year in Miami and provides a forum for deliberation on diverse policies and business issues critical to the countries of Central America and the Caribbean basin. Miami International Airport has strong interests in these matters to maintain its position as the nation's air service gateway to Latin America and the Caribbean.

3. **Miami-Dade County Aviation Department (MDAD)**

**Event: Inaugurals for new airlines**

**Amount recommended: \$2,500**

The Aviation Department will co-host inaugural ceremonies for new airlines servicing MIA with the respective airlines.

4. **Free Trade Area of the Americas (FTAA)**

**Event: Caribbean Symposium**

**Amount recommended: \$4,000**

Participation in the symposium is recommended to promote MIA's position as a gateway to North America. In addition, Miami is still vying for selection as the permanent site of the FTAA Secretariat headquarters.

5. **Miami-Dade County Aviation Department (MDAD)**

**Event: Community Outreach Programs**

**Amount recommended: \$25,000**

MDAD, in accordance with FAA guidelines, will utilize airport revenues in support of community activities such as AFRICANDO as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD's General Aviation airports. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

6. **Foundation for Democracy in Africa (FDA)**

**Event: US Africa Air Transportation Summit**

**Amount recommended: \$19,000**

Miami is poised to be the gateway to the U.S. for Africa for air service development in conjunction with the FDA and as such, the major economic beneficiary from related future growth. Through the summit, Miami-Dade Aviation Department will continue to promote air service and cargo trade between the two continents via Miami International Airport.

7. **Airport Minority Advisory Council (AMAC)**

**Event: Annual Airport Business Diversity Conference**

**Amount recommended: \$5,000**

The AMAC promotes the full participation of minority and women-owned businesses in airport contracts and promotes the employment of minorities and women in the airport industry. On a yearly basis, MDAD pledges \$5,000 to the AMAC to sponsor their Annual Airport Business Diversity Conference. This sponsorship entitles MDAD to free conference registrations, a half page ad in the conference's journal, and an exhibit booth. The AMAC annual conference is co-sponsored by the FAA and has become one of the largest aviation conferences in the United States. The event brings together businesses, aviation professionals, government officials and individuals from around the country to discuss a variety of subjects ranging from how to do business at airports to public policy issues impacting the entire aviation industry.

8. **Miami-Dade County**

**Event: Miami-Dade County Days in Tallahassee 2010**

**Amount recommended: \$3,000**

Miami-Dade Days provides a unique opportunity for participants, including local officials and community leaders to discuss legislative priorities affecting Miami International Airport with state legislators in an informal setting.

9. **American Association of Airport Executives (AAAE)**

**Event: Customer Service & Volunteers Educational Conference**

**Amount recommended: \$2,500**

This is an educational program for Customer Service and the Volunteer Airport Ambassador Program at airports.

10. **Florida Airports Council (FAC)**  
**Events: 2010 FAC State Summit, the Washington Fly-in, and the FAC Annual Conference**  
**Amount recommended: \$5,000**  

MDAD will co-sponsor the FAC State Legislative Summit, at which the Department will be represented by its Office of Governmental Affairs. The \$5,000 requested amount includes all the events.
11. **Capital Improvement Program (CIP)**  
**Events: Promotion/grand openings of completed MIA construction projects**  
**Amount recommended: \$19,000**  

Ongoing CIP projects at Miami International Airport such as: North Terminal, Concession openings, March Spring Fling, promotion and grand openings of Central and North Terminals, etc.
12. **Miami-Dade County Aviation Department**  
**Event: Summer and Seasonal Travel Programs**  
**Amount recommended: \$3,000**  

MDAD's Terminal Operations & Customer Service Division will continue the Summer Travel Program and Seasonal Travel Programs by providing entertainment to for passengers during the heavily traveled months. This program is designed to brighten airport passengers' and visitors' experience while traveling through MIA, thereby enhancing MIA's image and promoting repeat business.
13. **The Latin Chamber Of Commerce (CAMACOL)**  
**Event: Hemispheric Congress Sponsorship**  
**Amount recommended: \$4,000**  

This conference is held every year as a solid vehicle to establish international business ties worldwide. The mission of the Congress is to directly link businesses throughout the globe, promote Miami-Dade County and the State of Florida as the gateway to the Americas.
14. **The Industrial Association of Dade County, (IADC)**  
**Event: Round Table and breakfast**  
**Amount recommended: \$1,500**  

The Maintenance Division of Miami-Dade County Aviation Department will host the IADC breakfast on the second Friday of every month. This organization has become a respected voice on local issues, and governmental and regulatory issues affecting the industrial and commercial real estate industry and its affiliated service businesses. IADC Roundtable meetings provide an opportunity for members and guests to network with each other.

15. **Miami-Dade County Aviation Department**

**Event: Survival Fire Drill**

**Amount recommended: \$5,000**

The survival drill is conducted by The Fire Department of Miami-Dade County Aviation Department to review safety practices.

16. **World Trade Center Miami**

**Event: Air Cargo Americas International Congress and Exhibition**

**Amount recommended: \$50,000**

Air Cargo Americas is a forum for aviation executives to exchange views, develop strategies to enhance the growth of the air cargo industry in the Americas, and showcase the latest products and technologies. MDAD is on the Air Cargo Americas Steering Committee and will be hosting the 2009 show in November 2009.

17. **U.S. Dept. of Commerce-Minority Business Development Agency (MBDA)**

**Event: National Minority Enterprise Development Conference (MEDWeek)**

**Amount recommended: \$4,500**

MEDWeek is South Florida's annual Business Opportunity Conference & Matchmaker Expo for Small, Minority, Women & Veteran-Owned Businesses, government agencies, and corporations. The conference is sponsored by the US Department of Commerce and MDAD has been a participant from its inception.

18. **Miami-Dade County Aviation Department (MDAD)**

**Event: Monthly Miami Airport Affairs Committee (MAAC) meetings**

**Amount recommended: \$5,000**

The MAAC meetings are attended by the Aviation Director and other senior MDAD staff members. These meetings are held to discuss and address issues arising from MIA operations which directly impact the airlines; as well as provide answers to requests for information. These meetings are held in the Hotel MIA Conference Center and catered by the hotel.

19. **American Association of Airport Executives (AAAE) & Airport Minority Advisory Council (AMAC)**

**Event: AAAE/AMAC 16<sup>th</sup> Annual Airports Economic Forum**

**Amount recommended: \$7,500**

MDAD will provide a \$7500 sponsorship of the AAAE and AMAC's annual Airports Economic Forum. The forum is attended by airport representatives and aviation experts and presents up-to-date information on legislation, regulatory changes, and best practices from the nation's airports, successful large and small businesses, and legal and financial experts. Typically the forum attracts between 120 and 150 participants from across the nation to discuss and explore how to achieve economic success for U.S. airports.

In summary, these events will provide Miami-Dade County's Aviation Department an excellent opportunity to showcase and promote Miami International Airport and its General Aviation airports. All promotional funds recipients will be required to comply with the requirements of Administrative Order 7-32 governing the expenditure of Miami-Dade County Aviation Department promotional funds, and with the Federal Aviation Administration's guidelines.

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**Seaport Promotional Fund  
Recommended Expenditures  
FY09-10**

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As incorporated in Administrative Order 7-32 are recommendations for Seaport Promotional Fund expenditures totaling \$426,000 for other county offices and programs and \$410,000 to support the following maritime industry related events. These funds will be transferred to the appropriate entities pursuant to execution of standard agreements approved by the County Attorneys Office. Expenditures of such funds shall be spent in accordance with the budgets submitted as part of the standard agreements. In some instances, the funds will be spent directly by the County as set forth below.

1. Latin Chamber of Commerce (CAMACOL)

Event title: "Hemispheric Congress"  
Amount recommended: \$125,000

The Hemispheric Congress is considered one of the most successful conduits for interaction among the business communities of the Americas. Several programs designed to enhance trade relations in the hemisphere have been developed as a result of the conference. These include a hemispheric network for dissemination of commercial information; the Inter-American Economic Commission, headquartered in Miami-Dade County; Sanchez-to-Sanchez-to-Smith, which links Latin American and Caribbean Basin executives with Hispanic manufacturers in Miami-Dade, Florida and the United States; training programs designed to strengthen entrepreneurial skills; and the Inter-American Business Matchmakers, which links Miami-Dade and Florida manufacturers with buyers from the region, thereby increasing export sales to Latin America and the Caribbean. The support of Miami-Dade County will again enable the Congress to strengthen multi-lateral trade, and develop markets for our products. This event benefits Miami-Dade County by promoting trade to strengthen our local economy.

2. Greater Miami Convention and Visitors Bureau

Event title: "Cruise Miami Promotion Program"  
Amount recommended: \$75,000

The aim of this program is to increase the length of stay in Miami-Dade County for cruise and air passengers utilizing the Dante B. Fascell Port of Miami-Dade and Miami International Airport as embarkation/debarkation points for overnight cruise voyages. Other participants targeted for cooperation in this program includes cruise lines, airlines and area hotels. A portion of these funds will be utilized, as in previous years, to co-sponsor the Florida Caribbean Cruise Association Gala Dinner. This dinner is supported by the Seatrade Cruise Convention which benefits the tourism industry in Miami-Dade County.

3. Florida International University

Event title: Inter-American Conference of Mayors  
Amount recommended: \$ 40,000

The aim of this conference is to strengthen democracy in the hemisphere by creating opportunities for discussion among local leaders and those interested in local government. It provides a forum for discussion of common issues and varied experiences, which enables participants and communities to learn from one another. The event benefits our community by showcasing Miami-Dade County and its authorities as key resources in strengthening local government throughout the Americas.

4. Seatrade Cruise Shipping Convention

Event title: "FCCA Gala Dinner, Conference and related events"  
Amount recommended: \$70,000

The Seatrade Cruise Shipping Convention is the premier annual convention in the cruise industry. It is attended regularly by over 5,000 participants, including over 1,000 cruise line owners and operators. Miami-Dade County was chosen as the convention site based on its reputation as "Cruise Capital of the World," and there is no single cruise event in the world from which the Dante B. Fascell Port of Miami-Dade and the County can receive more exposure. Funds for this event will be spent directly by the Port for the FCCA Gala Dinner, Conference and related events.

5. Port of Miami Promotional/Inaugural Events/Customer Appreciation Night

Event title: "Miscellaneous Services Related to Preparation for Promotional and Inaugural Events at the Port and Customer Appreciation Night"  
Amount recommended: \$25,000

Throughout the year, promotional events/activities arise where the Port of Miami elects to participate as a sponsor or host site. These events provide Miami-Dade County an excellent opportunity to showcase its seaport facilities for both cargo operations and passenger accommodations as hemispheric hubs for international trade and tourism. These funds might also be utilized for a Customer Appreciation Night to take place either at the Port or at an off-Port site.

6. World Trade Center Miami

Event title: Sea Cargo Americas Trade Show & Congress  
Amount recommended: \$75,000

This is our bi-annual congress to continue to provide a forum for executives in the sea cargo industry to exchange views on global trade and enhance growth of the industry in the Western Hemisphere. The trade show component will showcase the latest products and technology utilized in this ever evolving and competitive industry.

**Aviation**

<b><u>EXECUTIVE</u></b>	
<ul style="list-style-type: none"> <li>Establishes departmental policy; directs overall management; provides long-term vision and logistics; and implements legislative policy and directives</li> </ul>	
<u>FY 08-09</u> 35	<u>FY 09-10</u> 36
<b><u>FINANCE AND STRATEGY</u></b>	<b><u>SECURITY AND COMMUNICATIONS</u></b>
<ul style="list-style-type: none"> <li>Manages accounting and financial services</li> </ul>	<ul style="list-style-type: none"> <li>Provides investigative police and uniform services; issues security access IDs</li> </ul>
<u>FY 08-09</u> 75	<u>FY 09-10</u> 69
<b><u>ADMINISTRATION</u></b>	<b><u>FACILITIES MANAGEMENT</u></b>
<ul style="list-style-type: none"> <li>Manages the Department's support service functions to funded procurement, human resources, and information technology functions</li> </ul>	<ul style="list-style-type: none"> <li>Manages existing facilities, including operational readiness, testing, commissions acceptance and turnover of all new facilities</li> </ul>
<u>FY 08-09</u> 133	<u>FY 09-10</u> 127
<b><u>OPERATIONS</u></b>	<b><u>BUSINESS RETENTION AND DEVELOPMENT</u></b>
<ul style="list-style-type: none"> <li>Manages airfield, terminal, and landside areas of MIA and the GAA</li> </ul>	<ul style="list-style-type: none"> <li>Develops, administers, and monitors lease agreements and plans; and recommends future business and economic development</li> </ul>
<u>FY 08-09</u> 396	<u>FY 09-10</u> 119
<b><u>AVIATION PLANNING, LAND-USE AND GRANTS</u></b>	<b><u>FACILITIES DEVELOPMENT</u></b>
<ul style="list-style-type: none"> <li>Conducts land use/zoning analyses and administers the grant seeking/administration process</li> </ul>	<ul style="list-style-type: none"> <li>Manages the design, bid, award, and construction of the Capital Improvement Program (CIP)</li> </ul>
<u>FY 08-09</u> 11	<u>FY 09-10</u> 0
	<u>FY 08-09</u> 38
	<u>FY 09-10</u> 47

**Community Action Agency**

**OFFICE OF THE DIRECTOR**

- Formulates policies and provides overall direction and coordination of departmental functions; provides staff support to the Community Action Agency Board; performs all personnel functions

FY 08-09      FY 09-10  
 13                      12

**FISCAL MANAGEMENT**

- Administers fiscal and budgetary operations, including purchasing, reporting, accounts payable/receivable, and grant monitoring; provides technical assistance in preparation of grants

FY 08-09      FY 09-10  
 7                      7

**HEAD START/EARLY HEAD START**

- Provides a comprehensive child development program for children (newborn to five years of age) from low-income families

FY 08-09      FY 09-10  
 473                      57

**SELF HELP DIVISION**

- Provides services through the CSBG to assist low-income families and communities toward self-sufficiency, including family and community development, Low-Income Home Energy Assistance Program (LIHEAP), information referral, computer training, teen parent assistance, emergency assistance, youth intervention, job training and placement, and the Fathers Program; and provides staff support to 21 Community Advisory Committees (CAC)

FY 08-09      FY 09-10  
 116                      53

**GREATER MIAMI SERVICE CORPS**

- Administers and operates the National Urban Corps for Greater Miami that involves young adults (ages 18-23) in the physical and social needs of their community through volunteerism and community service, while providing them with structured meaningful work experience and comprehensive educational opportunities

FY 08-09      FY 09-10  
 16                      16

**ENERGY PROGRAMS**

- Provides services and administration of the Energy Program to include Single Family Rehab Program, Weatherization LIHEAP, Solar Program, and OCED Funded Home Repair Programs

FY 08-09      FY 09-10  
 20                      33

**EMERGENCY MANAGEMENT**

- Provides overall leadership, management, and coordination of the Department; manages the County's emergency operations; plans, coordinates and implements disaster preparedness and response programs

FY 08-09  
24

FY 09-10  
19

**Fire Rescue**

**OFFICE OF THE FIRE CHIEF**

- Provides leadership and direction, establishes long-term vision for the fire rescue services, formulates departmental policy, provides planning, research, accreditation and quality management for department

<u>FY 08-09</u> 37	<u>FY 09-10</u> 16
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**BUDGET/PLANNING/GRANTS/FACILITIES**

- Oversees capital project development, manages fiscal operations including capital and grants management, directs strategic and organizational planning projects administers off-duty services, responsible for facilities maintenance and construction

<u>FY 08-09</u> 75	<u>FY 09-10</u> 72
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**ADMINISTRATION**

- Directs human resources activities, maintains medical records, functions as liaison with elected officials and County administrative offices, oversees policy and procedures development, maintains departmental records, public affairs, management information and computer systems, develops recruitment programs, and procurement management

<u>FY 08-09</u> 104	<u>FY 09-10</u> 89
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**TECHNICAL/SUPPORT SERVICES**

- Provides state and federally mandated minimum standard, career development, and advanced firefighting training, and new program development, provides fire prevention and public education programs, directs fire prevention and building and alarm inspections, warehouse and supply, motor pool, and research and development activities, responsible for maintenance and repair of departmental heavy equipment fleet, dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations

<u>FY 08-09</u> 347	<u>FY 09-10</u> 373
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**SUPPRESSION AND RESCUE**

- Provides fire suppression services, ground and air rescue transport, and medical services to the public, performs specialized protection services such as hazardous materials, water rescue, marine firefighting, and technical rescue training (TRT), performs building inspections, safety surveys, and firefighting and rescue demonstrations, oversees Airport and Seaport fire and rescue services and employee training activities, provides Fire Department personnel and equipment support for special events, maintains Antivenin Bank and administers the Anti-venom program, oversees ocean rescue services, provides advanced emergency medical services training, certification maintenance, and hospital liaison services

<u>FY 08-09</u> 2,023	<u>FY 09-10</u> 2,032
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## Human Services

### OFFICE OF THE DIRECTOR

- Formulates policies and provides overall direction and coordination of departmental functions

FY 08-09  
7

FY 09-10  
7

### ADMINISTRATION

- Provides administrative support including personnel services, contract and financial management, and procurement; develops and maintains information systems; coordinates Board of County Commissioners agenda items and all leases for DHS facilities

FY 08-09  
27

FY 09-10  
26

### CHILD DEVELOPMENT SERVICES

- Administers child care services including school readiness, inclusion and voluntary pre-kindergarten, at family day care/child care centers throughout Miami-Dade County; provides community outreach services to children from infancy to 13 years of age and their families

FY 08-09  
196

FY 09-10  
189

### REHABILITATIVE SERVICES

- Administers comprehensive substance abuse treatment system for adult substance abusers in Miami-Dade County; services include prevention, central intake, and residential/outpatient services; provides specialized services for the Eleventh Judicial Circuit including assessment, evaluation, referral, diversion, and in-jail treatment services; provides outreach services to homeless individuals and families

FY 08-09  
118

FY 09-10  
103

### ELDERLY, DISABILITY, AND VETERAN SERVICES

- Administers programs focusing on the development and care of individuals including a continuum of services for the elderly, veterans, and program for the disabled (DSAIL)

FY 08-09  
221

FY 09-10  
0

### TARGETED SERVICES

- Administers and coordinates clinical intervention services to families in distress including shelter services for victims of domestic violence and treatment for batterers; administers vocational, employment, and support services for refugees, farm workers, migrants, youth, and families; and provides psychosocial assessments for children in Head Start

FY 08-09  
140

FY 09-10  
91

# Miami-Dade Police

## OFFICE OF THE DIRECTOR/ADMINISTRATION

- Provides management direction and administration to departmental operations, provides legal counsel, disseminates information to the media and the public; provides psychological services for employees; and is responsible for budget, finance, procurement, personnel, grants, legislative coordination, and planning

FY 08-09  
188

FY 09-10  
179

### SUPPORT SERVICES

- Provides communications; provides investigative support in the processing, safekeeping, and preservation of evidence; manages the crime laboratory, central records, and property and evidence bureaus; conducts crime scene investigations; responsible for information systems, fleet, and facilities management; coordinates training activities; conducts false alarm investigations; and is responsible for Headquarters security

FY 08-09  
934

FY 09-10  
938

### POLICE SERVICES

- Provides uniformed patrol services, responds to calls, investigates offenses, apprehends offenders, provides decentralized general investigative services, and engages in special enforcement for prevention of criminal activities; conducts environmental and illegal dumping investigations; and manages contracted police services with municipalities

FY 08-09  
1,780

FY 09-10  
1,785

### DEPARTMENTAL SERVICES

- Provides sheriff and specialized services; processes and secures criminal warrants; provides court security and serves writs; manages the school crossing guards program; provides specialized police functions including aviation, motorcycle, and marine; provides crowd control, hostage negotiation, canine response, bomb disposal, and critical incident response

FY 08-09  
618

FY 09-10  
610

### INVESTIGATIVE SERVICES

- Provides centralized specialized criminal investigation of robberies, homicides, sexual, domestic, and economic crimes; collects and disseminates criminal intelligence; is responsible for professional compliance and investigates complaints about departmental employees; conducts strategic and specialized investigations; conducts public corruption investigations; and is responsible for homeland security

FY 08-09  
813

FY 09-10  
831

**Seaport**

