

Memorandum



Date: September 6, 2012

To: Honorable Chairman Joe A. Martinez
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Information for First Budget Hearing – FY 2012-13 Proposed Budget

This report accompanies the FY 2012-13 Budget Ordinances for your consideration at the first budget hearing on September 6, 2012. This document details all adjustments identified since the submittal of the proposed budget on July 12, 2012. The total value of all adjustments contained in this document is \$32.123 million and is funded by increased grants and other proprietary revenues. This represents 0.01 percent of the Proposed Operating Budget of \$4.3 billion. Additionally, the Jackson Health System net adjustments total \$10.442 million.

The Proposed Budget was released on July 12, 2012. Subsequently, the Property Appraiser, as stipulated by State Statute, advertised the tentative millage rates as approved by the Board on July 17, 2012. The Countywide, Unincorporated Municipal Service Area (UMSA), Fire Rescue Service District, and Library System tentative millage rates are 4.7035, 1.9283, 2.4496, and 0.1725 mills, respectively. The attached ordinances reflect the revenues generated by the advertised millage rates. Pursuant to State law, the tentative millage rates approved at the first budget hearing cannot be higher than those established in July without re-noticing all property owners and cannot be increased at the second hearing.

The attached ordinances have been adjustments for technical changes, corrections of scriveners' errors, corrections of appropriation posting errors, and current estimates of grants for agencies. Cash carryover for proprietary funds has been adjusted where appropriate. Amendments to various code requirements and/or resolutions are recommended, including waiver of Section 2-1799(f) related to the disposition of unallocated carryover funding in the countywide and UMSA budgets and an amendment of Section 29-54 to amend the tourist development tax (TDT) plan to provide for the use of TDT revenues for FY 2012-13.

As part of this year's budget development process, we held 35 departmental resource allocation meetings and, as required under Ordinance 07-45, two Revenue Estimating Conferences. All were publicly noticed meetings. Because the County did not increase the tax rates or adjust fees that impact the majority of unincorporated areas of the County, public meetings were not required. However, in my continued effort to ensure the highest level of transparency to the residents of Miami-Dade County, I held four public meetings during the month of August. Between the first and second budget hearings, my staff and I will continue to work with you and the Commission Auditor on further refinements to the budget, and adjustments, if any, will be incorporated as part of the information that will be provided to the Board for the second budget hearing on September 20, 2012.

RECOMMENDED ADJUSTMENTS

The recommended operating budget adjustments total \$32.123 million and are summarized in the table below and detailed in the following paragraphs.

Revenue Budget Recommendations					
(Dollars in Thousands)					
	<u>CW</u>	<u>UMSA</u>	<u>Fire Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
<u>Revenue Adjustments</u>					
Office of Management and Budget - Grants	0	0	0	4,485	4,485
Community Action and Human Services	0	0	0	(563)	(563)
Homeless Trust	0	0	0	343	343
Aviation	0	0	0	27,858	27,858
Total Revenue Adjustments	\$0	\$0	\$0	\$32,123	\$32,123
Expenditure Budget Recommendations					
(Dollars in Thousands)					
	<u>CW</u>	<u>UMSA</u>	<u>Fire Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
<u>Expenditure Adjustments</u>					
Aviation Expenditures	0	0	0	27,858	27,858
Community Action and Human Services - Child Development/Refugee Services	0	0	0	(4,063)	(4,063)
Community Action and Human Services - LIHEAP	0	0	0	3,500	3,500
Homeless Trust	0	0	0	343	343
Internal Services Department	(869)	(305)	0	0	(1,174)
Office of Management and Budget - Grants Programs	0	0	0	4,485	4,485
Non-Departmental Expenditures	869	305	0	0	1,174
Total Expenditure Adjustments	\$0	\$0	\$0	\$32,123	\$32,123

Community Action and Human Services (CAHS)

State funding adjustments were made decreasing the school readiness funding from the Early Learning Coalition by \$3.263 million, reducing the number of children served by 860. This adjustment will result in the elimination of seven positions in the Child Development Services Division. In addition, CAHS was notified by the State Department of Children and Families of the elimination of the Refugee Youth and Family Services Grant. As a result, the department will lose \$800,000 in funding which impacts eight full-time and two part-time employees and 393 refugees will not be served. The elimination of funding will impact services such as group counseling, case management, after school programs and summer camp for newly arrived refugees who are in the country less than five years.

The County will receive an additional allocation of Low Income Home Energy Assistance (LIHEAP) funding in the amount of \$3.5 million, which will provide another 13,000 utility payments to low-income households. This funding is an increase to the original allocation from the U.S. Department of Human Services through the State of Florida Department of Economic Opportunity.

Homeless Trust

The Miami-Dade County Homeless Trust Board approved an additional \$343,000 of service enhancements to meet identified needs in the homeless Continuum of Care. These enhancements include additional emergency housing beds to target the chronic homeless (\$150,000) and additional contracted staff at the Chapman Partnership North, the Homeless Trust's private sector partner, for 44 new emergency housing family beds that will be coming on-line during the first quarter of FY 2012-13 (\$153,000). One part-time Administrative Officer position will be converted to one full-time Contract Monitor position to conduct on site reviews of grant-funded programs to meet established funding agency

requirements regarding program monitoring (\$40,000). Funding for these enhancements is provided from a combination of an increased private contribution from the Chapman Partnership of \$75,000 and \$268,000 from Food and Beverage Tax proceeds reserves.

Internal Services

To more properly reflect the general fund subsidy to the Facilities Management Division of the Internal Services Department (ISD) to fund the rent payments for property tax-supported departments, as well as the General Fund support to the Capital Outlay Reserve (COR), an adjustment will be made to reduce the general fund transfer to ISD and the ISD transfer to COR by \$1.174 million. Instead, the General Fund subsidy to COR will be increased by \$1.174 million. This adjustment is fiscally neutral and intended to reduce the complexity of funding allocations.

Jackson Health System

The Financial Recovery Board (FRB) and Carlos Migoya, the President and Chief Executive Officer of the Public Health Trust (PHT) recommend that the revised FY 2012-13 Proposed Budget for the PHT be approved. Attachment A is the budget presentation approved by the FRB on August 16, 2012.

The revised FY 2012-13 operating budget for Jackson Health Systems of \$1.614 billion reflects \$10.4 million in additional revenue above the ordinance included in the Proposed Budget. The changes include additional cash carryover of \$11 million, to a total of \$60 million, resulting primarily from improved collections from Medicaid and Medicare. Another \$11 million is estimated in net patient revenue in FY 2012-13 as a result of anticipated volume increases (approximately two percent growth in adjusted patient days, which measures both in-patient and out-patient activity) and continued improved collections. These increases are offset by other operating and non-operating revenues expected to decrease by approximately \$12 million from revised estimates, such as JHM Health Plan revenues and expected revisions in the accounting and receipt of Disproportionate Share and Low Income Pool funding from the federal and state governments.

Operating expenses are \$49.1 million less than in the proposed budget. Adjustments include reductions in costs associated with the JMH Health Plan and savings from negotiated compensation savings and staffing changes realized in FY 2011-12 and anticipated attrition savings, as well as savings from reduced accounts payable obligations. Cash for unanticipated expenses and carryover into FY 2013-14 is budgeted at \$108.5 million, an increase of \$59.6 million above the level projected for October 1, 2012.

Management and Budget - Grants Coordination Division

The annual Edward Byrne Memorial Justice Assistance Grant (JAG) Program, administered within the Office of Management and Budget, was awarded an additional \$594,000 for FY 2012-13. The program supports crime prevention and domestic violence programs, drug and gang task forces, courts, corrections, treatment, and justice information sharing initiatives by improving the effectiveness and efficiency of criminal justice systems, processes, and procedures. Also, the American Recovery and Reinvestment Act (ARRA) of 2009 (Miami-Dade County Association of Chiefs of Police Countywide Prisoner Processing Project and the Recovery Subgrant Planning and Evaluation Project) was extended to complete the criminal justice system information sharing initiatives (\$3.891 million).

Medical Examiner

Efficiencies that will improve workflow and help meet accreditation standards for the toxicology laboratory of the Medical Examiner have been identified. One Toxicologist 3 position will be eliminated and replaced with two Toxicologist 1 positions. Filling of the positions will be timed to ensure that the conversion is fiscally neutral.

Aviation

As a result of input from the Miami Airport Affairs Committee, the Aviation Department's proposed budget is being increased by \$27.858 million to \$912.692 million. The transfer from the Improvement Fund will be increased by \$35 million to a total of \$85 million. Aviation fees and charges by will be reduced by \$16.484 million, rental revenues will increase by \$10.836 million, other revenues are being revised to reflect an increase of \$900,000, and commercial operations revenues are being adjusted to reflect a decrease of \$2.394 million.

The landing fee rate, currently at \$1.92 per 1,000 pound unit in FY 2011-12 will be reduced to \$1.75 per 1,000 pound unit in FY 2012-13. This revision reflects a decrease of \$0.79 from the recommended \$2.54 per 1,000 pound unit in the FY 2012-13 Proposed Budget. Airline cost per enplaned passenger, currently at \$20.21 in FY 2011-12 will increase by \$0.35 to an estimated enplaned passenger cost of \$20.56 in FY 2012-13. This revision reflects a decrease of \$0.60 per enplaned passenger from the recommended \$21.16 enplaned passenger cost in the FY 2012-13 Proposed Budget.

Miami-Dade Aviation Department Revenue Reconciliation:

Description	Amount (000's)
FY 2012-13 Proposed Revenues	\$884,834
Reduction in Aviation Fees and Charges	(16,484)
Increase in Rental Revenue	10,836
Decrease in Commercial Operations	(2,394)
Increase in Other Revenues	900
Increase Transfer from Improvement Fund	35,000
FY 2012-13 Revised Proposed Revenues	\$912,692

Departmental expenditures will be adjusted a corresponding \$27.858 million to \$912.692 million. Expenditure adjustments include a decrease of salaries and fringes by \$1.096 million to reflect a reduction of Executive Benefits and Retirement Fringes as well as a net increase of 21 positions due to the conversion of part-time positions to full time. Additional adjustments include a decrease in other operating costs of \$1.03 million due primarily to revised Management Agreement estimates based on contracts and current year actuals.

Miami Dade Aviation Department Operating Expenditure Reconciliation:

Description	Amount (\$000's)
FY 2012-13 Proposed Operating Expenditures	\$431,046
Reduction of Salaries/Fringes	(1,096)
Decrease of Other Operating	(1,030)
FY 2012-13 Revised Operating Expenses	\$428,920

Non-operational expenditures will be adjusted to reflect an increase of \$29.984 million as detailed below.

Miami Dade Aviation Department Non-Operating Expenditure Reconciliation:

Description	Amount (\$000's)
FY 2012-13 Proposed Non-Operational Expenditures	\$453,788
Reduction to Cash Reserve	(341)
Increase Transfer to Improvement Fund	5,750
Increase Transfer to Debt Service Fund	29,250
Reduction to Reserve Maintenance Fund	(4,675)
FY 2012-13 Revised Non-Operational Expenditures	\$483,772

Economic Development Initiatives

My top priority in the development of the Proposed Budget was to identify resources available to help spur economic development in our region. We have traditionally budgeted funding in the General Government Grant Match Reserve for economic development efforts such as Targeted Jobs Incentive Fund (TJIF) and Qualified Targeted Industry (QTI) and special programs developed by community partners. I am recommending that \$250,000 be allocated from this reserve to the University of Miami for the Launch Pad, an economic development initiative of their nationally recognized Toppel Career Center. This funding has been used in the past to support other economic development activities. The Launch Pad is comprised of seasoned entrepreneurs, business professionals, and university staff who are committed to the success of The Launch Pad Accelerator project. To date, the Launch Pad has been responsible for creating 150 jobs and 65 new businesses in South Florida. Working with the volunteer Venture Coaching Network made up of members of the South Florida business community, the Launch Pad has focused on making entrepreneurship a career. The Launch Pad sponsors regular programming – workshops, seminars and networking events – and maintains a website that is both a clearinghouse for events and resources, and a searchable database for finding team members, strategic partners and service providers. The Launch Pad presents more than 100 events per year that are free and open to the community.

Miami-Dade County, working with the University of Miami's Launch Pad, will provide incentives to entrepreneurs to locate in Miami by offering \$25,000 grants to each of the 10 selected companies during the upcoming fiscal year. These grants will fund such activities as business planning, market research and product development. Similar programs have proven successful in cities such as St. Louis and Baltimore in attracting and retaining talented entrepreneurs. This program will assist in building our reputation as a place to start, develop and sustain important new businesses.

I am also recommending \$250,000 be allocated to support an effort to attract a world-class Information Technology (IT) conference to Miami-Dade County in 2014. This conference will bring together IT professionals and entrepreneurs from around the globe and present Miami and our Network Access Point as a premier geographic location for information technology development and innovation.

Promotional Funding

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

Recommended Fee Adjustments

The Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes included in the FY 2012-13 Proposed Budget. Fee adjustments include charges for Aviation as detailed above. The Port of Miami (contractual adjustments), Public Works Waste Management (commercial disposal fees adjusted by the consumer price index per ordinance), Internal Services Department (establishing rates for the new West Lot) and Special Taxing District fees (adjusted annually as costs change) have all been included as reflected in the revenues of the Proposed Budget. Water and Sewer rate changes to eliminate certain pipe tapping charges, provide a credit for sanitary sewer installations, and reflect the conclusion of the five-year adjustment to City of Hialeah wholesale rates are also included. Fee adjustments are also recommended at this time for the Medical Examiner (to reflect actual service costs), Miami-Dade Fire Rescue (bi-annual adjustments to off-duty rates), and Public Housing and Community Development (loan processing fees) to reflect appropriate charges. Revenue changes are not anticipated as a result of these fee adjustments. The final adopted budget documents will reflect fees changes in the corresponding departmental narratives.

CAPITAL BUDGET/CAPITAL IMPROVEMENT PLAN (CIP) UPDATES

Capital Outlay Reserve (COR)

Due to timing issues, the FY 2012-13 expense for the following projects, included in Volume 3 of the Proposed Budget and Multi-Year Capital Plan are adjusted to match the Proposed Budget ordinance schedule: Ultra High Frequency (UHF) System Replacement I and II (Project 3726670) increased by \$500,000, Marina Capital Plan (Project 932660) increased to \$405,000, Parking Pay Stations (Project 936310) increased to \$679,000, and Municipal Project-Cultural Library and Multicultural Educational Facilities (Project 985440) increased by \$294,000 in FY 2012-13. These projects are funded from previously approved proceeds and total project costs remain the same. In addition, Resolution R-366-12 approved by the Board on May 1, 2012 authorized allocation of up to \$1 million of federal grant funds for the River of Grass Greenway (New Project) Transit In Parks (TRIP); the project was inadvertently excluded from Volume 3 of the Proposed Budget and Capital Plan. The Fred Taylor Headquarters Communication Replacement Project (323280) was not completed as anticipated, therefore COR (Fund CO 310, Subfund 313) will be adjusted to reflect \$410,000 of additional expenditures in FY 2012-13 funded from Information Technology Leadership Council (ITLC) carryover. Lastly, Resolution 361-12 approved by the Board on July 6, 2012 authorized the reallocation of Commission District 2012 Action Plan CDBG funds, accordingly Park Capital Improvement Project (931590) will be increased to \$2.484 million from \$2.12 million and Sidewalk and Infrastructure Improvement Project (606720) will be increased to \$1.291 million from \$492,000.

Quality Neighborhood Improvement Program (QNIP)

Due to changes in project timing, the FY 2012-13 expenses for Park, Recreation and Open Spaces Local Park Improvement Project (931850) will increase by \$405,000, funded by prior year appropriation. The remaining unallocated interest has been appropriated as part of the Proposed Budget to fund debt service payments for FY 2012-13.

Building Better Communities Bond Program

The Building Better Communities General Obligation Bond Program (BBC GOB) will be adjusted to reflect the payment of \$1.783 million in interest expense which will be paid from new financing proceeds. The Northside Police Station Project was not completed as anticipated; \$1.262 million of previously programmed proceeds is re-appropriated for FY 2012-13. Due to changes in project timing, \$1.5 million originally allocated in FY 2012-13 to the Economic Development Fund to be used for infrastructure cost at Homestead Air Reserve Base will be used to complete the FIU College of Medicine Ambulatory Care Center. The FY 2013-14 allocations have been adjusted accordingly. Expenditures are decreased by \$513,000 to reflect projected activity in FY 2011-12.

PAY PLAN

Attached to Item F is a Pay Plan which contains the existing rates of pay for all non-bargaining unit and bargaining unit employees. The Pay Plan 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 and the terms and conditions of the applicable bargaining unit agreements.

POSITION ADJUSTMENTS

In some instances, the above recommendations and correction of errors will adjust the number of positions in the FY 2012-13 Proposed Budget reflected in the table below and the tables of organizations attached (Attachment D). The adjustments included in this memorandum increased the total number of recommended positions by 10 to 25,896. This is 602 positions less than authorized in FY 2011-12, of

which more than 490 are vacant. As of the end of the third quarter, there are 1,816 vacant positions remaining.

<u>Department</u>	<u>FY 2012-13</u>	<u>Recommended</u>	<u>Revised</u>	<u>Purpose</u>
	<u>Proposed</u> <u>Budget</u>	<u>Adjustments</u>	<u>FY 2012-13</u> <u>Proposal</u>	
Aviation	1,206	21	1,227	Convert part-time to full-time positions
Community Action and Human Services	684	(15)	669	Eliminate 15 positions due to reduced grant funding
Finance	308	3	311	Correct scrivener's error
Homeless Trust	15	1	16	Convert one part-time to full-time position
Medical Examiner	78	1	79	Convert one position to two positions
Library	462	(1)	461	Correct scrivener's error
Other County Departments	23,133	-	23,133	
Total	25,886	10	25,896	

In the process of merging activities to properly reflect the new tables of organization for the reorganized departments, the position reconciliation table reflected on pages 27 and 28 of Volume 1 contained errors in the FY 2010-11 column. Attachment E is the corrected table.

Attachments

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FY 2013 Proposed Budget

Public Health Trust

FY 2013 Public Health Trust Proposed Budget

- Admissions FY2013
- Budget Assumptions and Methodology
- Summary Profit and Loss Statements System-wide and by Entity including Key Statistics and FTE Counts
- Proposed Operating Budget Ordinance
- Multi-Year Capital Plan and Proposed Capital Plan Ordinance

FY 2013 Public Health Trust Proposed Budget

	Admissions		Admissions 2013 Budget	Variance	% Change
	2012 Projected				
Jackson Health System	60,089		61,772	1,683	2.8%
Jackson Main					
Community Hospital Model		*		438	
Managed Care Strategy				310	
Rehab				200	
ED Throughput				150	
Total JMH:				<u>1,098</u>	
Jackson North					
Special Care Unit				<u>130</u>	
Jackson South					
Surgical Program		*		20	
Cardiac		*		75	
OB/GYN		*		120	
Psychiatry				240	
Total JSCH:				<u>455</u>	
Grand Total:				1,683	

* Reflects recruitment efforts by Physician Services

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- Admissions: base budget growth is assumed flat with FY 2012 and assumes 2.8 % growth with initiatives from current year
- Charges based on year-to-date revenue per unit of service
 - No anticipated cost report settlements

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- JMH Health Plan assumed to operate at a profit of approximately \$500 thousand
- Other operating revenue decreases from current year approximate 5 percent; grant revenue is projected based on current year experience
- Health Care Surtax assumed at \$206 million
- Maintenance of Effort programmed according to County direction at \$133 million, same as current year
- Other non-operating revenue based on current year experience

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- Salaries and Benefits calculated by roster of filled and vacant positions; staffing driven by projected volume in routine, clinical and ancillary departments
- COLA and Merit eliminated for all employees
- Employee contribution to health plan assumed to continue at 5%, contribution to pension at 3%. Health insurance premium decreasing from \$11,450 per employee to \$9,700 per employee
- Purchased Services driven by expected volumes, current contract use and new contracts obligated during current year; UM AOA reduced to \$106.9 million

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- Supplies projected on purchasing to date, assuming a 3% inflation factor for pharmaceuticals
- Depreciation projected on existing portfolio of assets plus assets projected to be placed into service remainder of this fiscal year and FY 2013
- Interest expense based on amortization schedules
- HCCB/PMATF Assessment projected at approximately 1.5 % of net patient revenue

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- Proposed expenditures include \$300,000 for County Attorney, \$33.8 million for Medicaid payment, \$1.13 million for Health Department, and \$6.8 million for CHI

FY 2013 Public Health Trust Proposed Budget

Budget Assumptions and Methodology

- No service reductions are assumed at this time in the Proposed Budget
- The Proposed Budget includes continued operation by the PHT for Corrections Health Services.

FY 2013 Public Health Trust Proposed Budget

Summary Profit and Loss Statements

System-wide and by Entity

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM
Preliminary Budget Board Summary
ALL

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	4,092,225,368	3,044,755,983	4,059,674,644	4,079,723,951
Total Deductions from Revenue	(3,229,946,206)	(2,291,043,992)	(3,054,725,323)	(3,064,839,084)
Total Net Patient Revenue	862,279,161	753,711,991	1,004,949,321	1,014,884,867
Total Other Operating Revenue	484,797,527	174,831,373	233,108,497	180,828,163
Total Revenue	1,347,076,689	928,543,363	1,238,057,818	1,195,713,030
<u>Operating Expenses</u>				
Salaries & Wages	740,370,773	513,914,169	685,218,892	635,574,490
Benefits	130,942,580	132,460,254	176,613,672	130,623,343
Total Purchased Services	613,911,789	354,984,015	473,312,020	453,367,299
Supplies	209,230,792	140,165,031	186,886,708	192,206,879
Other Operating Expenses	93,307,065	82,922,570	110,563,426	106,329,868
Total Operating Expenses	1,787,762,999	1,224,446,039	1,632,594,719	1,518,101,878
Total Non Operating Inc/Exp	359,267,149	277,770,490	370,360,653	357,977,688
Reserve for Capital Exp and Working Capital				35,588,840
Total Income/(Loss)	(81,419,162)	(18,132,186)	(24,176,248)	(0)
Hospital Patient Days	421,539	285,271	380,361	382,682
Admissions	64,803	45,488	60,089	61,772
Hospital Average LOS	6.50	6.27	6.27	6.20
Total FTEs	11,107.8	10,063.3	10,045.0	9,555.7
FTE per Adjusted Patient Day	6.88	6.76	6.74	6.42

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FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM
Preliminary Budget Board Summary
Entity=JMH

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	3,096,631,015	2,299,924,089	3,066,565,453	3,098,359,615
Total Deductions from Revenue	(2,484,372,836)	(1,735,283,606)	(2,313,711,475)	(2,330,823,013)
Total Net Patient Revenue	612,258,179	564,640,483	752,853,978	767,536,602
Total Other Operating Revenue	224,250,804	55,973,408	74,631,210	73,265,709
Total Revenue	836,508,983	620,613,891	827,485,188	840,802,311
Operating Expenses				
Salaries & Wages	583,057,876	400,292,976	533,723,968	493,583,560
Benefits	94,770,056	105,489,753	140,653,005	103,298,394
Total Purchased Services	270,168,403	199,238,775	265,651,700	285,781,518
Supplies	174,315,443	114,009,649	152,012,865	155,578,556
Other Operating Expenses	79,302,079	69,003,357	92,004,476	84,606,622
Total Operating Expenses	1,201,613,858	888,034,511	1,184,046,014	1,122,848,651
Total Non Operating Inc/Exp	359,296,678	277,778,747	370,371,663	357,954,529
Reserve for Capital Exp and Working Capital				35,588,840
Total Income/(Loss)	(5,808,198)	10,358,128	13,810,837	40,319,349
Hospital Patient Days	326,988	216,343	288,457	287,611
Admissions	44,006	30,964	41,285	42,055
Hospital Average LOS	7.43	6.99	6.99	6.84
Total FTEs	8,822.2	7,987.0	7,972.5	7,541.0
FTE per Adjusted Patient Day	7.29	7.26	7.24	6.83

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=JNMC

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	500,054,008	377,252,908	503,003,878	522,218,983
Total Deductions from Revenue	(384,999,920)	(289,807,726)	(386,410,301)	(402,108,619)
Total Net Patient Revenue	115,054,088	87,445,183	116,593,577	120,110,364
Total Other Operating Revenue	1,371,741	1,185,473	1,580,631	1,355,358
Total Revenue	116,425,829	88,630,656	118,174,208	121,465,722
<u>Operating Expenses</u>				
Salaries & Wages	48,688,623	33,326,321	44,435,094	42,786,923
Benefits	10,887,841	7,737,015	10,316,020	7,661,202
Total Purchased Services	30,316,843	23,950,561	31,934,081	36,719,801
Supplies	13,382,245	11,340,348	15,120,464	15,484,189
Other Operating Expenses	6,303,343	5,221,783	6,962,377	6,556,620
Total Operating Expenses	109,578,895	81,576,027	108,768,036	109,208,736
Total Non Operating Inc/Exp	14,370	33	44	
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	6,861,304	7,054,662	9,406,216	12,256,986

Hospital Patient Days	49,588	38,859	51,812	54,470
Admissions	9,995	7,174	9,565	9,734
Hospital Average LOS	4.96	5.42	5.42	5.60
Total FTEs	676.5	598.6	597.5	570.4
FTE per Adjusted Patient Day	3.51	3.00	3.00	2.74

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=JS

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	378,836,484	284,101,350	378,801,800	382,056,251
Total Deductions from Revenue	(285,878,164)	(212,428,804)	(283,238,406)	(284,031,486)
Total Net Patient Revenue	92,958,320	71,672,546	95,563,394	98,024,765
Total Other Operating Revenue	2,464,713	1,927,058	2,569,410	2,596,760
Total Revenue	95,423,033	73,599,603	98,132,804	100,621,525
Operating Expenses				
Salaries & Wages	51,786,025	34,016,773	45,355,697	39,700,637
Benefits	11,821,484	8,369,466	11,159,288	7,819,027
Total Purchased Services	16,046,785	11,826,829	15,769,106	19,231,386
Supplies	15,218,597	10,470,664	13,960,886	14,963,908
Other Operating Expenses	5,832,831	7,280,323	9,707,098	13,352,015
Total Operating Expenses	100,705,722	71,964,056	95,952,074	95,066,972
Total Non Operating Inc/Exp	1,593	(7,819)	(10,425)	(10,459)
Reserve for Working Capital				
Total Income/(Loss)	(5,281,097)	1,627,729	2,170,305	5,544,094
Hospital Patient Days	42,014	28,451	37,935	40,600
Admissions	10,417	7,127	9,503	9,982
Hospital Average LOS	4.03	3.99	3.99	4.07
Total FTEs	690.0	605.2	604.1	581.7
FTE per Adjusted Patient Day	3.94	3.72	3.72	3.41

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=PCC

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	32,839,001	19,140,407	25,520,543	24,444,431
Total Deductions from Revenue	(27,392,208)	(16,226,959)	(21,635,945)	(22,048,887)
Total Net Patient Revenue	5,446,793	2,913,448	3,884,598	2,395,545
Total Other Operating Revenue	55,225	42,360	56,480	4,080
Total Revenue	5,502,018	2,955,808	3,941,078	2,399,624
Operating Expenses				
Salaries & Wages	9,383,889	4,689,660	6,252,880	5,701,573
Benefits	2,400,463	1,140,510	1,520,680	1,256,428
Total Purchased Services	8,964,572	6,821,755	9,095,673	9,082,610
Supplies	288,139	266,898	355,865	435,556
Other Operating Expenses	131,658	86,025	114,701	208,115
Total Operating Expenses	21,168,720	13,004,849	17,339,798	16,684,281
Total Non Operating Inc/Exp	(213,929)			4,883
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	(15,880,631)	(10,049,040)	(13,398,720)	(14,279,774)

Hospital Patient Days

Admissions

Hospital Average LOS

Total FTEs

FTE per Adjusted Patient Day

104.1

76.7

76.6

73.3

15

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=NH

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	32,102,098	27,903,434	37,204,579	40,153,686
Total Deductions from Revenue	(14,471,325)	(10,939,557)	(14,586,076)	(15,980,999)
Total Net Patient Revenue	17,630,773	16,963,877	22,618,503	24,172,688
Total Other Operating Revenue	868,197	513,736	684,981	1,124,505
Total Revenue	18,498,971	17,477,613	23,303,484	25,297,193
Operating Expenses				
Salaries & Wages	20,659,867	14,816,881	19,755,841	18,648,688
Benefits	5,625,799	4,438,954	5,918,605	4,654,143
Total Purchased Services	3,772,330	3,047,882	4,063,843	4,733,330
Supplies	2,963,741	2,204,415	2,939,220	3,054,625
Other Operating Expenses	623,847	455,973	607,964	594,499
Total Operating Expenses	33,645,585	24,964,105	33,285,473	31,685,286
Total Non Operating Inc/Exp	81,969			
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	(15,064,645)	(7,486,492)	(9,981,989)	(6,388,093)

Hospital Patient Days

Admissions

Hospital Average LOS

Total FTEs

FTE per Adjusted Patient Day

403.2

16

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=CHS

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	3,320,953	1,854,313	2,472,417	37,734
Total Deductions from Revenue		(1,830,327)	(2,440,437)	
Total Net Patient Revenue	3,320,953	23,986	31,981	37,734
Total Other Operating Revenue	418,929	62,355	83,140	79,601
Total Revenue	3,739,882	86,340	115,120	117,335
Operating Expenses				
Salaries & Wages	17,847,102	15,339,340	20,452,453	17,848,430
Benefits	3,505,665	2,941,853	3,922,470	3,324,890
Total Purchased Services	279,995	110,298	147,063	772,428
Supplies	1,906,727	1,125,852	1,501,136	1,621,853
Other Operating Expenses	55,475	37,890	50,519	37,719
Total Operating Expenses	23,594,964	19,555,231	26,073,642	23,605,319
Total Non Operating Inc/Exp				
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	(19,855,082)	(19,468,891)	(25,958,521)	(23,487,984)
Hospital Patient Days	2,949	1,618	2,157	
Admissions	385	223	297	
Hospital Average LOS	7.66	7.26	7.26	
Total FTEs	224.9	247.3	246.9	245.7
FTE per Adjusted Patient Day	27.19	41.76	41.68	17

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=JMHP

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue				
Total Deductions from Revenue				
Total Net Patient Revenue				
Total Other Operating Revenue	249,771,793	104,807,033	139,742,711	86,617,283
Total Revenue	249,771,793	104,807,033	139,742,711	86,617,283
Operating Expenses				
Salaries & Wages	8,383,100	2,463,360	3,284,480	
Benefits	1,819,372	597,972	797,296	
Total Purchased Services	264,745,391	92,394,670	123,192,894	86,084,437
Supplies	203,807	1,445	1,926	
Other Operating Expenses	119,222	53,466	71,288	68,955
Total Operating Expenses	275,270,892	95,510,913	127,347,884	86,153,392
Total Non Operating Inc/Exp	84,122	925	1,234	28,728
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	(25,414,977)	9,297,045	12,396,061	492,620

Hospital Patient Days

Admissions

Hospital Average LOS

Total FTEs

FTE per Adjusted Patient Day

129.4

57.0

56.9

18

FY 2013 Public Health Trust Proposed Budget

JACKSON HEALTH SYSTEM Preliminary Budget Board Summary Entity=Physician_Services

	FY2011 Actual	YTD Jun-12 Actual	FY 2012 Annualized	FY 2013 Preliminary Budget
Total Gross Patient Revenue	48,441,809	34,579,481	46,105,974	12,453,251
Total Deductions from Revenue	(32,831,754)	(24,527,013)	(32,702,684)	(9,846,081)
Total Net Patient Revenue	15,610,055	10,052,467	13,403,290	2,607,170
Total Other Operating Revenue	757,190	6,583,037	8,777,383	10,781,547
Total Revenue	16,367,245	16,635,505	22,180,673	13,388,717
<u>Operating Expenses</u>				
Salaries & Wages		8,519,041	11,358,721	16,714,888
Benefits		1,642,951	2,190,601	2,496,791
Total Purchased Services	18,309,478	16,854,755	22,473,007	9,913,418
Supplies	810,628	669,732	892,976	967,437
Other Operating Expenses	359,575	343,368	457,824	245,747
Total Operating Expenses	19,479,680	28,029,847	37,373,130	30,338,280
Total Non Operating Inc/Exp	2,347	(1,398)	(1,863)	7
Reserve for Capital Exp and Working Capital				
Total Income/(Loss)	(3,110,088)	(11,395,740)	(15,194,320)	(16,949,557)

Hospital Patient Days

Admissions

Hospital Average LOS

Total FTEs

FTE per Adjusted Patient Day

19

127.3

68.8

68.9

-

68.9

68.8

68.9

68.8

68.8

FY 2013 Public Health Trust Proposed Budget

FY 2012-13 PUBLIC HEALTH TRUST OPERATING BUDGET SCHEDULE FOR COUNTY ORDINANCE

Revenue			FY 2012-13 Recommended Budget
Transfer from Countywide General Fund-Maintenance of Effort			133,127,000
County Health Care Sales Surtax			205,548,000
Net Patient Service Revenue			1,014,847,133
JMH Health Plan/ Managed Care Revenue			86,617,283
Other Operating Revenues excluding JMH Health Plan Revenue			94,210,880
Other Non-operating Revenue			19,411,390
Cash Carryover Available for Operations			60,345,917
TOTAL *			1,614,107,603
Expenditures			
Operating Expenses excluding JMH Health Plan Purchase of Services			1,374,810,102
JMH Health Plan Purchase of Services			76,941,515
Depreciation/Transfer to Capital			20,000,000
Principal Payments			7,325,000
Reserve for Restricted Cash			1,000,000
Reduction in Accounts Payable			25,500,000
Cash for Unanticipated Expenses/Carryover in FY 2013-14			108,530,986
Total			1,614,107,603
*Total Revenues include adjustments for uncollectible accounts, contractual allowances, and the 95% adjustment required by State law.			

Notes: The Public Health Trust provides for inmate medical services in compliance with all applicable laws and requirements. The above budget includes \$33.8 million reimbursement to the County for the Trust's share of the County's Medicaid liability; \$300,000 for the County Attorneys Office for time spent on Workman's Compensation claims; \$6.8 million for Community Health of South Florida, Inc.; \$250,000 for various community-based organizations; and \$1.133 million for the Miami Dade Health Department.

FY 2013 Public Health Trust Proposed Budget

Multi-Year Capital Plan

- The FY 2013 Proposed Multi-Year Capital Plan totals \$220.8 million including BBC GOB projects, which appear in the County's overall proposed capital plan for the BBC GOB
- Net of the BBC GOB projects, the PHT capital plan totals \$151.6 million with \$63.2 million of expenditures programmed in FY 2013 from a variety of funding sources
- PHT near term unfunded needs are programmed at \$337 million; long term unfunded needs were last estimated at \$440 million for a total unfunded need of \$777 million

FY 2013 Public Health Trust Proposed Budget

Multi-Year Capital Plan

- \$8 million of ongoing projects/equipment and \$12 million for new projects/equipment is funded with capital contribution (funded depreciation)
- The plan assumes \$18.7 million of projects to be funded with new financing proceeds; reimbursement of \$20.1 million of GOB funding outstanding for Jackson South may be used to fund projects under the Series 2005 Revenue Bond Project rules, currently anticipated to be reimbursed in FY 2013-14
- GOB funded projects total \$7.293 million in FY 2013

FY 2013 Public Health Trust Proposed Budget

Multi-Year Capital Plan

- Ongoing Foundation-funded project spending totals \$1,218,000 in FY 2013, which may be adjusted as donations are received
- Continuing projects funded with Series 2005 Revenue bond interest total \$2.6 million; \$19.3 million of ongoing infrastructure projects are funded with remaining Series 2009 Revenue Bond proceeds and interest
- \$3 million of expenditure is anticipated in FY 2013 funded by FEMA with a local match funded with capital contribution for the ongoing exterior hardening of the Ryder Trauma Center

FY 2013 Public Health Trust Proposed Budget

Public Health Trust FY 2013 Proposed Capital Plan (not including County BBC GOB)

	<u>Prior Years</u>	<u>2012-13</u>	<u>Future Years</u>	<u>Total</u>
<u>Revenues:</u>				
Funded Depreciation				
Series 2005 Revenue Bond	\$3,896,000	\$20,000,000	\$3,150,000	\$27,046,000
Interest	7,037,000	75,000	0	7,112,000
Series 2009 Revenue Bond				
Proceeds	32,246,000	0	0	32,246,000
Series 2009 Revenue Bond				
Interest	1,390,000	0	0	1,390,000
Future Financing		37,500,000	37,500,000	75,000,000
Foundation	350,000	1,218,000	800,000	2,368,000
Federal Grants	<u>6,442,000</u>	<u>0</u>	<u>0</u>	<u>6,442,000</u>
	<u>\$51,361,000</u>	<u>\$58,793,000</u>	<u>\$41,450,000</u>	<u>\$151,604,000</u>
<u>Expenditures:</u>				
Facility Improvements	\$20,553,000	\$47,417,000	\$40,674,000	\$108,644,000
Equipment Acquisition	<u>4,598,000</u>	<u>15,862,000</u>	<u>22,500,000</u>	<u>\$42,960,000</u>
Total	<u>\$25,151,000</u>	<u>\$63,279,000</u>	<u>\$63,174,000</u>	<u>\$151,604,000</u>

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**MIAMI-DADE AVIATION DEPARTMENT PROMOTIONAL FUNDS
RECOMMENDED EXPENDITURES
Fiscal Year 2012-13**

The Budget Ordinance also includes recommendations for Aviation Department Promotional Fund Expenditures totaling \$197,500. 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: \$7,500

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. Miami-Dade County Aviation Department (MDAD)

Event: Inaugurals for new airlines

Amount recommended: \$6,000

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

3. Miami-Dade County Aviation Department (MDAD)

Event: Hosting of Inbound International Business Development Missions

Amount recommended: \$5,000

Sponsorship, co-sponsorship or hosting of groups visiting MIA for presentations and associated hospitality under the Department's air service development program, MIA passenger, cargo or support industry prospects, non-Terminal facility rental/development prospects, as requested to and approved by, the Aviation Department. Requestors include MDAD Business Development management, community partnerships such as the Greater Miami Convention & Visitors Bureau, the Beacon Council, the World Trade Center Miami, the Miami-Dade County International Trade Consortium, the Greater Miami Chamber of Commerce, the Florida Customs Brokers & Forwarders Associations, the Port of Miami, or other partnerships presenting/sponsoring visiting groups to Miami for business development purposes that benefit MDAD and MIA.

4. Miami-Dade County Aviation Department (MDAD)

Event: Community Outreach Programs

Amount recommended: \$60,000

MDAD, in accordance with FAA guidelines, will utilize airport revenues in support of community activities as long as such expenditures are directly and substantially related to the operations of Miami International Airport and MDAD's General Aviation airports. Activities include, among others, Africando, Enterprise Florida's International Days in

Tallahassee, The Beacon's Council's Sand in My Shoes Event and Miami: Where Worlds Meet Campaign, and the Miami-Dade Chamber of Commerce. These expenditures will be documented and reviewed on a case-by-case basis to ensure compliance with FAA guidelines.

5. **Foundation for Democracy in Africa (FDA)**
Event: U.S. Africa Air Transportation Summit
Amount recommended: \$25,000

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.

6. **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.

7. **Miami-Dade County**
Event: Miami-Dade County Days in Tallahassee 2012
Amount recommended: \$2,500

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.

8. **Florida Airports Council (FAC)**
Events: FAC State Legislative Summit, FAC Federal Legislative Summit, 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. \$2,000 includes both summits; \$3,000 is requested for the annual conference.
9. **The Latin Chamber Of Commerce (CAMACOL)**
Event: Hemispheric Congress Sponsorship
Amount recommended: \$2,500

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.
10. **Miami-Dade County Aviation Department (Airside Operations)**
Event: FAA Meetings for FY 2012-13
Amount recommended: \$5,000

Airport safety assessment with FAA, airlines, and Chief Pilots; Runway Safety Action Team/FAA meetings with airlines and Chiefs Pilots; FAA drills/meetings reference required drills to meet MIA's 139 Certification as a Commercial Airport; AAAE Trainings regarding required FAA drills to meet MIA's 139 Certification as a Commercial Airport.
11. **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 have a direct impact on 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.
12. **American Association of Airport Executives (AAAE) & Airport Minority Advisory Council (AMAC)**
Event: AAAE/AMAC 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.
13. **U.S. Dept. of Commerce's 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 and Veteran-owned businesses, government agencies, and corporations. The conference is sponsored by the U.S. Department of Commerce. MDAD has been a participant from its inception to network with other minority-owned and operated enterprises and to showcase and discuss minority business opportunities at MDAD.

14. **Miami-Dade Aviation Department**
Event: Annual Protocol Symposium
Amount recommended: \$2,000

This event is organized in order to keep the consular corps and other diplomatic entities abreast of new procedures and regulations regarding the transit of their diplomats through MIA.

15. **Greater Miami Convention & Visitors Bureau (GMCVB)**
Event: "Where Worlds Meet" Public Relations Campaign
Amount recommended: \$50,000

MDAD will partner with the Greater Miami Convention & Visitors Bureau (GMCVB) and others on the "Where Worlds Meet" campaign to promote Greater Miami as a global destination for business, vacation and meetings. This will have a direct and positive impact on MIA.

16. **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.

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.

**Seaport Promotional Fund
Recommended Expenditures
FY 2012-13**

As incorporated in Administrative Order 7-32 are recommendations for Seaport Promotional Fund expenditures totaling \$131,000 for other County offices and programs and \$1,707,000 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 Attorney's 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: \$ 100,000

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 (GMCVB)
 Event title: "Promotional Program"
 Amount recommended: \$ 185,000

This funding has been allocated towards promoting several key programs including (1) a Cruise Miami program to increase the length of over-night stays in Miami-Dade County for cruise passengers. These funds include an allocation towards Cruise Familiarization events/tours (FAMs) for travel agents in partnership with the GMCVB and cruise lines, cruise/tourism trade shows, collateral material, etc.; (2) sponsorship of the "Where the Worlds Meet" advertising campaign, a marketing initiative in partnership with the GMCVB, the Beacon Council, American Airlines, and the Aviation Department, among others; and (3) developing and producing marketing campaigns/ads for the Port's cruise and cargo business.

3. Florida International University
 Event title: Inter-American Conference of Mayors
 Amount recommended: \$ 60,000

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. Cruise Shipping Miami Trade Show & Conference (Seatrade)

Event title: "Conference, Trade Show, FCCA Gala Dinner, and related events"
Amount recommended: \$ 80,000

The Cruise Shipping Miami Trade Show & Conference (formerly named Seatrade Cruise Shipping) is the premier annual convention in the cruise industry. It is attended regularly by over 10,000 participants, including more than 1,800 cruise line owners and operators from 66 cruise line companies. 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 Port Miami and the County can receive more exposure. Funds for this event will be spent on conference registration, trade show set-up, promotional materials, the FCCA Gala Dinner, and related events.

5. PortMiami Promotional Events and Customer Appreciation Activities

Event title: "Miscellaneous Services Related to Preparation for Promotional Events and Customer Appreciation Activities"
Amount recommended: \$ 40,000

Throughout the year, promotional events/activities arise where the PortMiami 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. The Port will host customers at such events either on-Port or at an off-Port location.

6. World Trade Center Miami

Event title: Sea Cargo Americas Trade Show & Congress; Trade Related/Business Development Cooperation; World Trade Center Development Strategy Support; Foreign Trade Zone Activation Promotion; and Florida World Trade Month 2013 & International Women's Day
Amount recommended: \$ 452,500

This congress continues to provide a forum for executives in the air/sea cargo industries to exchange views on global trade and enhance growth of the industries in the Western Hemisphere. The congress will be combined with Air Cargo Americas with an expected attendance by more than 5,000 participants. The trade show component showcases the latest topics, products and technology utilized in these ever evolving and competitive areas. The above funding will also be utilized to support the Florida World Trade Month 2013 & International Women's Day.

Additionally, World Trade Center Miami staff and/or contracted in-country representatives will assist the Port throughout the year in market share/trade development efforts. The World Trade Center Miami, along with the Port, will create a World Trade Center Miami Complex Development Strategy to, among other things, develop and coordinate the implementation of PortMiami's 2035 Master Plan, focusing on the integration of a World Trade Center Miami

Complex and other related commercial components. These expenses will be incurred on a reimbursement basis, as the work is assigned/completed.

7. Florida Chamber of Commerce

Event title: Various Activities to Support Port Objectives
Amount recommended: \$ 50,000

Established in 1916 as Florida's first statewide business advocacy organization, the Florida Chamber of Commerce is the state's largest federation of employers, chambers of commerce and associations, representing more than 139,000 employers. The Chamber works within all branches of government to effect those changes set forth in the annual Florida Business Agenda, and which are seen as critical to the continued improvement of Florida's business environment. The Florida Chamber of Commerce is a major supporter of the maritime industry and specifically critical PortMiami initiatives, including the deep dredge.

8. Future of Florida Forum

Event title: Forum Session
Amount recommended: \$ 7,500

PortMiami will serve as a moderator for the Future of Florida Forum which brings together maritime and business leaders to discuss current issues, including freight movement and impact of the Panama Canal expansion.

9. AAPA Latin American Ports Delegation

Event title: Annual Congress
Amount recommended: \$ 20,000

This convention will provide the opportunity to address and discuss common issues facing ports in Latin America and PortMiami. Expected discussions will include the impact of the Panama Canal, vessel sizes, general economic business, importation/exportation of perishable products grown in Latin America, port financing and maritime security and training.

10. National Custom Brokers and Freight Forwarders Association

Event title: Annual Meeting
Amount recommended: \$ 25,000

Headquartered in Washington, DC, the NCBFAA represents nearly 800 member companies with 100,000 employees in international trade - the nation's leading freight forwarders, customs brokers, ocean transportation intermediaries (OTIs), NVOCCs and air cargo agents, serving more than 250,000 importers and exporters. This meeting will allow PortMiami the ability to address legislative issues and that affect the Port's interests.

11. Rail/Intermodal Marketing Program

Event title: Promotional Program
Amount recommended: \$ 100,000

On-dock rail is critical to Miami's competitive advantage in container shipping. This program, in conjunction with the rail, intermodal, and/or distribution centers and partners will promote industry and customer awareness of the Port's assets. Funds will be allocated towards ad placements, trade shows, event sponsorships, etc. When co-marketing with rail partners, funding allocations will be matched.

12. Cargo & Cruise Development Program
 Event title: Promotional Program
 Amount recommended: \$ 300,000

This funding will go towards developing strategic campaigns over multiple communication platforms in support of the Port's cargo and cruise business. The program will include intermodal, trade and logistics marketing efforts, as well as cruise marketing efforts, in conjunction with the Ports' cruise and cargo customers.

13. U.S. Chamber of Commerce
 Event title: Fees
 Amount recommended: \$ 25,000

The fundamental activity of the U.S. Chamber of Commerce is to develop and implement policy on major issues affecting business. As the voice of business, the Chamber's core purpose is to fight for free enterprise before Congress, the White House, regulatory agencies, the courts, the court of public opinion, and governments around the world. The Chamber's trade and foreign affairs experts work to lower barriers and expand its members' commercial interests across the globe. The U.S. Chamber of Commerce is a major supporter of the maritime industry and specifically critical PortMiami initiatives, including the deep dredge.

14. Florida Perishables Coalition
 Event title: Fees
 Amount recommended: \$25,000

The Florida Perishable Coalition is a non-profit association formed in early 2012 to focus on the collective efforts of industry leaders throughout the state to increase trade in perishable products through Florida's ports. This funding will be paid directly to the Coalition to help grow perishable trade by addressing trade issues such as cold treatment, perishables workshops, marketing, and other new initiatives as identified by its members.

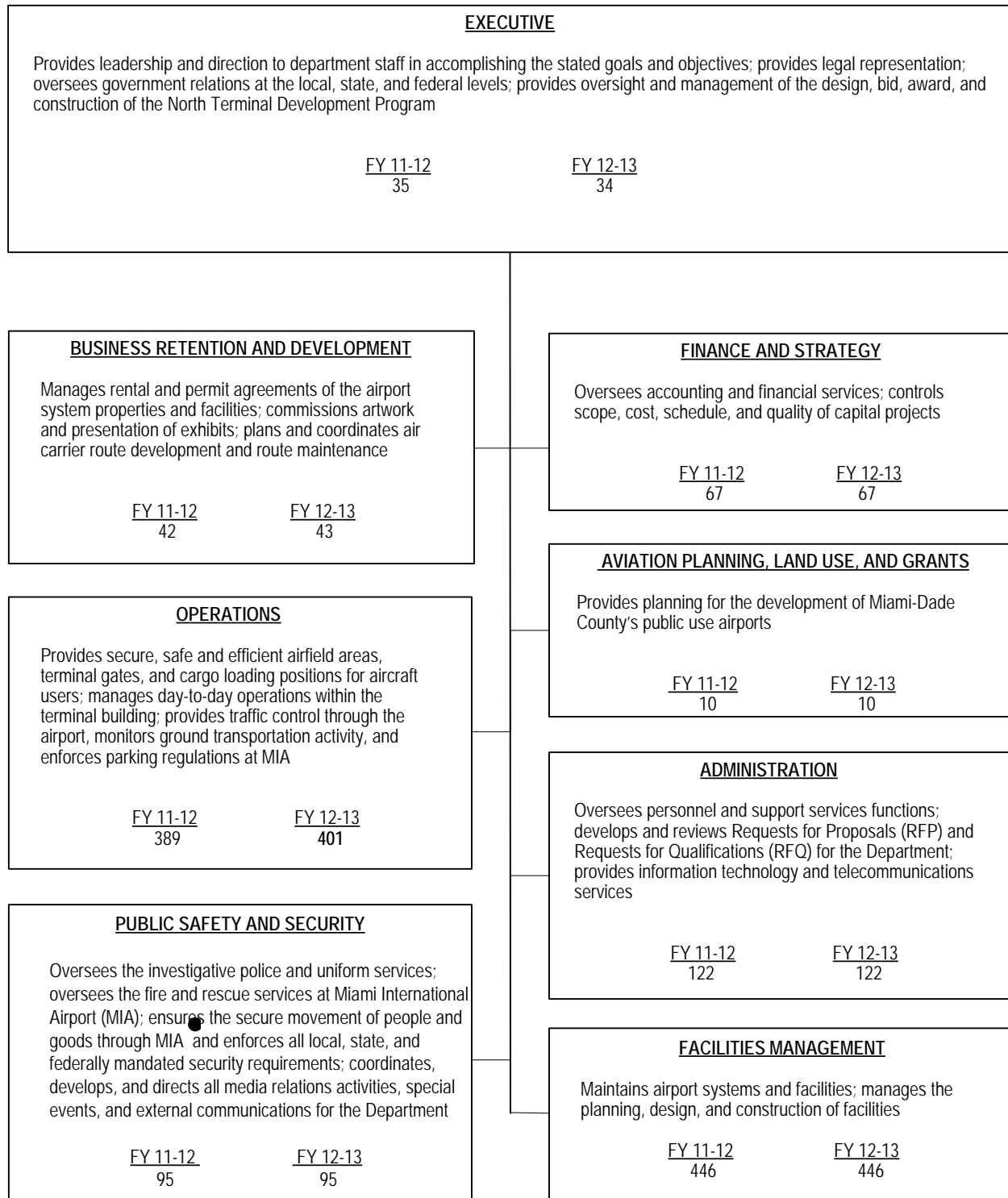
15. Inaugural Cruise Activities
 Event title: Promotional Program
 Amount recommended: \$200,000

PortMiami will welcome three new build vessels and two new cruise brands to Miami this fiscal year. These promotional funds will be allocated towards marketing Miami's new ships and cruise brands including media events. The Port may incur these expenses directly or co-market with a cruise line and pay the cruise line directly.

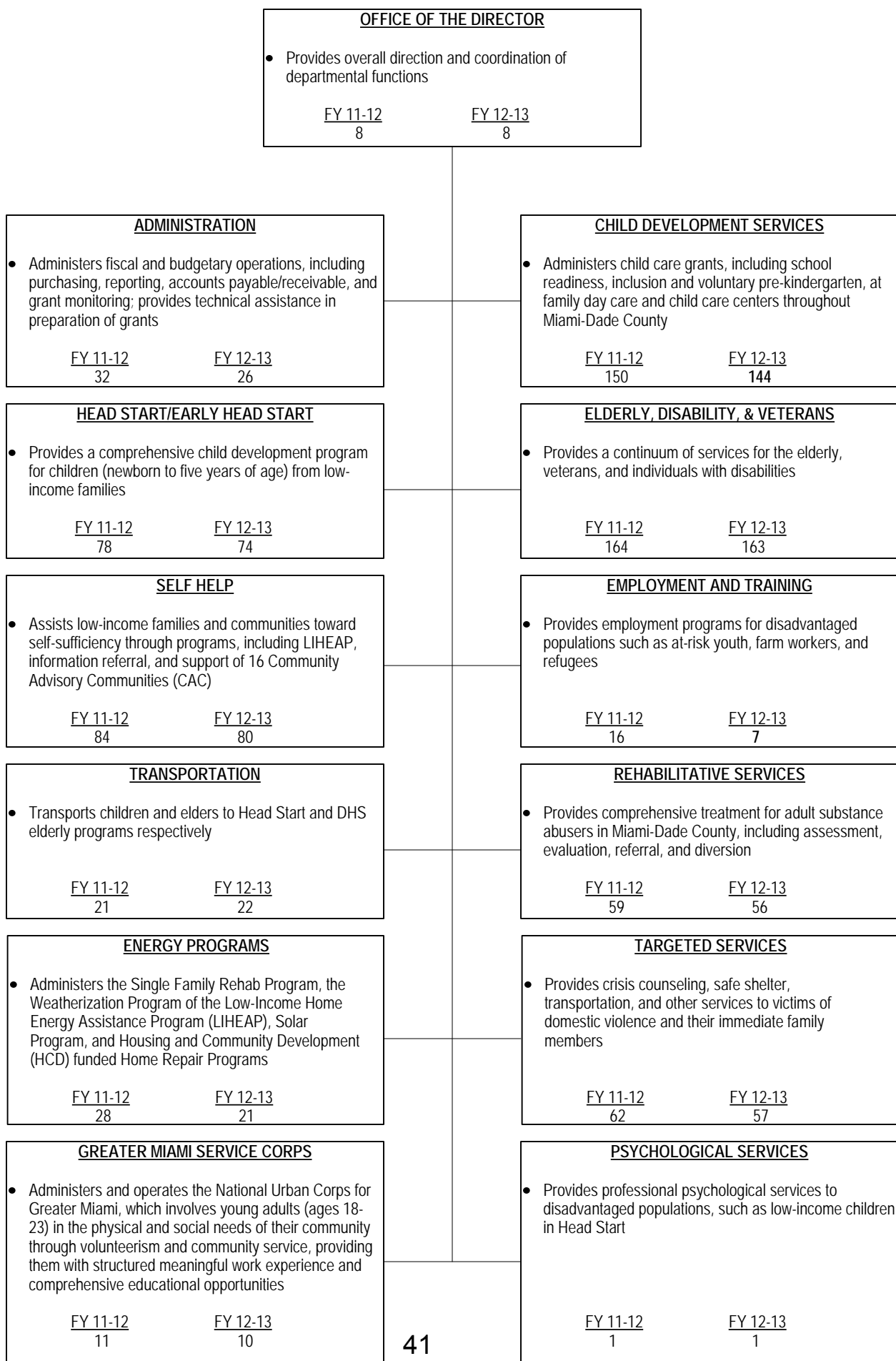
16. Free Trade Promotional Events
 Event title: Promotional Program
 Amount recommended: \$37,000

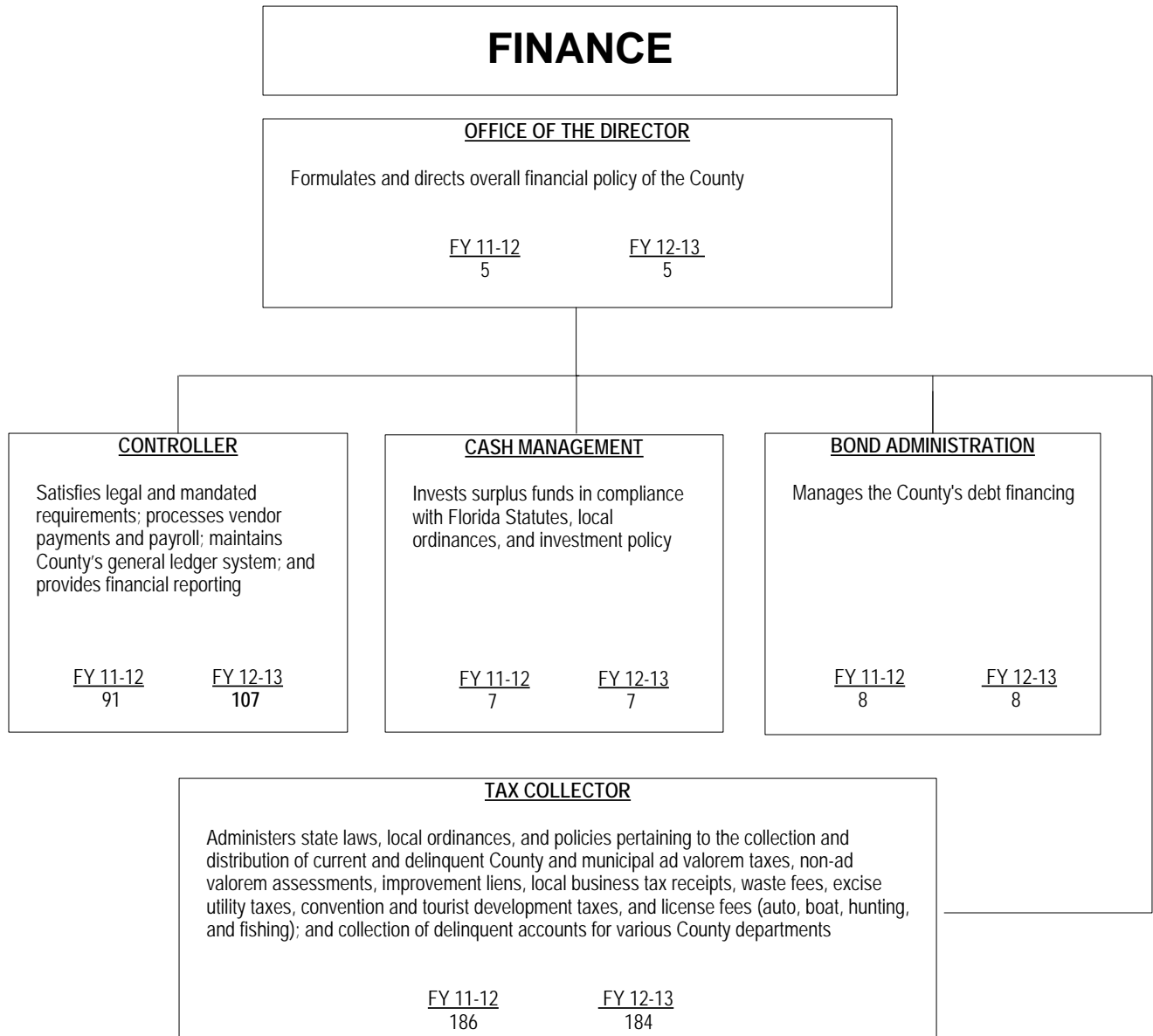
Funds will go towards researching, marketing and conducting trade events/seminars in Colombia and Dominican Republic. Events will focus on the benefits of Free Trade Agreements and comprise of in-country decision makers, one-on-one meetings with shippers, manufactures, Customs/Government officials, logistic companies and other service providers. Leading export and import commodities between countries will be identified, as well as solutions to address trade barriers and facilitate efficient movement of goods.

AVIATION



COMMUNITY ACTION AND HUMAN SERVICES





HOMELESS TRUST

HOMELESS TRUST

- Oversees all departmental activities including personnel and budget development; coordinates services for homeless individuals and families throughout Miami-Dade County

FY 11-12
14

FY 12-13
15

DOMESTIC VIOLENCE OVERSIGHT BOARD (DVOB)

- Coordinates and monitors the construction process and programmatic operations of domestic violence centers in Miami-Dade County; provides administrative support to the DVOB

FY 11-12
1

FY 12-13
1

MEDICAL EXAMINER

OFFICE OF THE CHIEF MEDICAL EXAMINER

- Formulates departmental policies and provides overall direction and coordination to all bureaus; manages educational programs; provides administrative, budgetary, finance, human resources, records management, and information technology support

FY 11-12
9

FY 12-13
10

DEATH INVESTIGATION AND EDUCATION

- Provides statutorily mandated medicolegal death investigative services, including pathology and toxicology, for the residents of Miami-Dade County; combines the efforts of legal and law enforcement investigations with those of medicine and science to ascertain the facts surrounding deaths, particularly the cause and manner of death, as defined in the Florida Statutes, Chapter 406

FY 11-12
61

FY 12-13
67

PUBLIC INTERMENT PROGRAM

- Supervises indigent body disposal program; ensures maintenance of County cemeteries; schedules and coordinates bureau activity with funeral homes and crematoriums

FY 11-12
1

FY 12-13
2

PARKS RECREATION AND OPEN SPACES

OFFICE OF THE DIRECTOR

- Provides overall leadership and direction for departmental operations; coordinates special projects, intergovernmental affairs, marketing, public information, communications, and departmental fundraising efforts; and serves on the board of the Parks Foundation, the Miami-Dade Sports Commission, and the Zoo Oversight Board

FY 11-12
9

FY 12-13
5

BUSINESS SUPPORT

- Supports the Department in the areas of budget, finance, grant management, human resources, employee development, procurement, contracts management, information technology, etc.

FY 11-12
53

FY 12-13
59

PARK OPERATIONS

- Operates parks, including basic support to patrons, rentals, programming partnerships, campgrounds, ball fields, tennis centers, community events, etc.

FY 11-12
194

FY 12-13
257

MIAMI-DADE ZOOLOGICAL PARK AND GARDENS (ZOO MIAMI)

- Manages and operates the zoo; conducts sales and marketing, public information, and education programs; provides for feeding and care of zoo animals; selects and displays specimens

FY 11-12
186

FY 12-13
189

LANDSCAPE MAINTENANCE - SPECIAL TAXING DISTRICTS

- Provides landscaping and grounds maintenance services to Special Taxing Districts approved by the Board of County Commissioners

FY 11-12
80

FY 12-13
48

DEERING ESTATE AND DESTINATIONS

- Manages and operates the Charles Deering Estate and Fruit and Spice Park; oversees historical preservation of facilities; manages facilities, grounds, maintenance, and security

FY 11-12
27

FY 12-13
28

PLANNING AND DEVELOPMENT

- Provides planning, project management, architectural and engineering design, and construction of capital projects; provides contract management and capital program management

FY 11-12
77

FY 12-13
65

GOLF ENTERPRISE

- Operates and manages the five County-owned golf courses: Briar Bay, Country Club of Miami, Crandon, Greynolds, and Palmetto

FY 11-12
38

FY 12-13
23

LANDSCAPE MAINTENANCE - OPEN SPACES

- Provides non-park landscaping and grounds maintenance services, including Tree Crews and Right-of-Way Assets and Aesthetics Management (RAAM)

FY 11-12
0

FY 12-13
56

COASTAL PARK AND MARINA ENTERPRISE

- Operates and maintains seven legacy parks along the coast, six public marinas, Crandon Tennis Center, and the Tennis Tournament

FY 11-12
0

FY 12-13
95

NATURAL AREAS MANAGEMENT

- Maintains environmentally endangered lands throughout the County through prescribed burns and removal of invasive species

FY 11-12
0

FY 12-13
59

BEACH MAINTENANCE

- Maintains the public beaches from Sunny Isles to Government Cut, including debris and litter removal

FY 11-12
0

FY 12-13
46

GROUNDS MAINTENANCE

- Provides grounds maintenance, natural areas management, and tree maintenance

FY 11-12
233

FY 12-13
0

MARINAS

- Manages and operates the six County-owned marinas (now included in Coastal Park and Marina Enterprise)

FY 11-12
20

FY 12-13
0

FACILITY MAINTENANCE

- Provides trade services for new construction and park facilities maintenance (now included in Park Operations)

FY 11-12
82

FY 12-13
0

POOLS

- Operates and maintains 13 pools; provides support to public swim patrons and group rentals (now included in Park Operations)

FY 11-12
5

FY 12-13
0

PARK PROGRAMMING

- Coordinates and provides recreational programming and manages the Disability Services (now included in Park Operations)

FY 11-12
19

FY 12-13
0

**FY 2012-13 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
TOTAL FUNDING AND POSITIONS BY DEPARTMENT**

Attachment E

Department	Total Funding			Total Positions			Position Changes		
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2010-11	FY 2011-12	FY 2012-13	Enhancements	Reductions	Transfers
Policy Formulation									
Office of the Mayor	\$ 6,334	\$ 5,846	\$ 5,445	55	44	44	-	-	-
Board of County Commissioners	21,202	18,474	17,568	181	177	167	-	(10)	-
County Attorney's Office	22,392	21,742	21,367	125	119	119	-	-	-
Subtotals	\$ 49,928	\$ 46,062	\$ 44,380	361	340	330	-	(10)	-
Public Safety									
Corrections and Rehabilitation	297,120	280,550	282,596	2,890	2,995	2,983	-	(12)	-
Fire Rescue	386,256	356,009	361,908	2,600	2,432	2,431	-	(1)	-
Judicial Administration	28,249	30,889	30,555	264	270	275	5	-	-
Juvenile Services	10,478	10,121	9,790	107	103	100	-	(3)	-
Law Library	744	853	856	6	6	6	-	-	-
Legal Aid	3,830	3,637	3,226	42	43	43	-	-	-
Medical Examiner	9,049	9,413	9,934	69	71	78	7	-	-
Office of the Clerk	14,623	15,652	15,413	172	173	173	-	-	-
Police	546,445	531,959	526,265	4,373	4,121	4,065	-	(56)	-
Capital Outlay Reserve	22,446	22,233	20,191	-	-	-	-	-	-
Non-Departmental	8,422	11,408	10,799	-	-	-	-	-	-
Subtotals	\$ 1,327,662	\$ 1,272,724	\$ 1,271,533	10,523	10,214	10,154	12	(72)	-
Transportation									
Aviation	373,538	422,199	431,046	1,255	1,206	1,206	2	(2)	-
Office of the Citizens' Independent Transportation Trust	1,678	2,415	2,360	9	9	9	-	-	-
Metropolitan Planning Organization	5,775	6,702	7,979	17	16	16	-	-	-
Port of Miami	73,260	71,919	68,999	417	377	266	16	(127)	-
Transit	375,220	379,970	390,400	3,199	3,235	3,235	-	-	-
Public Works and Waste Management	57,339	56,475	54,227	500	463	424	-	(39)	-
Capital Outlay Reserve	926	920	904	-	-	-	-	-	-
Non-Departmental	-	-	-	-	-	-	-	-	-
Subtotals	\$ 887,736	\$ 940,600	\$ 955,915	5,397	5,306	5,156	18	(168)	-
Recreation and Culture									
Adrienne Arsht Center for the Performing Arts Trust	8,566	7,994	8,402	-	-	-	-	-	-
Cultural Affairs	24,158	28,663	29,365	34	45	45	1	(1)	-
History Miami	917	986	1,469	-	-	-	-	-	-
Library	63,108	54,752	57,792	621	466	462	-	(4)	-
Miami Art Museum	1,351	1,527	1,992	-	-	-	-	-	-
Miami Science Museum	707	1,009	1,234	-	-	-	-	-	-
Parks, Recreation and Open Spaces	99,157	96,474	96,474	923	911	717	31	(98)	(127)
Tourist Development Taxes	22,674	22,231	24,933	-	-	-	-	-	-
Vizcaya Museum and Gardens	4,695	5,363	5,495	47	47	48	1	-	-
Capital Outlay Reserve	4,734	4,932	2,765	-	-	-	-	-	-
Non-Departmental	963	800	800	-	-	-	-	-	-
Subtotals	\$ 231,030	\$ 224,731	\$ 230,721	1,625	1,469	1,272	33	(103)	(127)
Neighborhood and Infrastructure									
Animal Services	10,063	9,361	10,048	116	111	113	3	(1)	-
Parks, Recreation and Open Spaces	8,955	10,266	20,632	117	112	209	2	(32)	127
Public Works and Waste Management	319,675	369,392	373,446	1,346	1,327	1,308	-	(31)	12
Regulatory and Economic Resources	103,161	97,492	95,059	922	890	829	-	(49)	(12)
Water and Sewer	399,496	388,584	392,009	2,624	2,624	2,539	-	(85)	-
Capital Outlay Reserve	3,360	2,280	2,830	-	-	-	-	-	-
Non-Departmental	451	534	534	-	-	-	-	-	-
Subtotals	\$ 845,161	\$ 877,909	\$ 894,558	5,125	5,064	4,998	5	(198)	127
Health and Human Services									
Community Action and Human Services	310,228	293,292	279,823	1,197	714	684	2	(32)	-
Homeless Trust	36,811	38,214	41,566	15	15	15	-	-	-
Public Health Trust	137,952	133,362	133,127	-	-	-	-	-	-
Public Housing and Community Development	78,497	68,636	72,953	401	401	380	-	(21)	-
Miami-Dade Economic Advocacy Trust	1,587	1,498	1,265	14	14	14	-	-	-
Management and Budget	586	684	682	5	5	5	-	-	-
Capital Outlay Reserve	15,134	16,856	17,005	-	-	-	-	-	-
Non-Departmental	3,554	19,017	(15,066)	-	-	-	-	-	-
Subtotals	\$ 584,349	\$ 571,559	\$ 531,355	1,632	1,149	1,098	2	(53)	-

**FY 2012-13 PROPOSED BUDGET AND MULTI-YEAR CAPITAL PLAN
TOTAL FUNDING AND POSITIONS BY DEPARTMENT**

Attachment E

Department	Total Funding			Total Positions			Position Changes		
	FY 2010-11	FY 2011-12	FY 2012-13	FY 2010-11	FY 2011-12	FY 2012-13	Enhancements	Reductions	Transfers
Economic Development									
Miami-Dade Economic Advocacy Trust	2,502	3,002	2,615	10	10	10	-	-	-
Public Housing and Community Development	73,310	170,841	57,203	72	82	71	-	(11)	-
Regulatory and Economic Resources	21,943	22,355	18,961	159	170	149	-	(21)	-
Capital Outlay Reserve	-	-	328	-	-	-	-	-	-
Non-Departmental	47,068	38,482	41,623	-	-	-	-	-	-
Subtotals	\$ 144,823	\$ 234,680	\$ 120,730	241	262	230	-	(32)	-
General Government									
Audit and Management Services	5,313	4,950	4,431	49	43	43	-	-	-
Commission on Ethics and Public Trust	2,039	1,775	1,795	15	14	14	-	-	-
Community Information and Outreach	16,970	16,411	15,833	198	183	179	-	(4)	-
Elections	27,939	26,377	22,993	91	91	90	-	(1)	-
Finance	33,275	37,204	32,794	285	297	308	14	(3)	-
Human Rights and Fair Employment Practices	1,004	900	937	11	9	9	-	-	-
Information Technology	125,965	117,713	113,317	547	552	541	-	(11)	-
Inspector General	5,064	5,384	5,203	38	38	38	-	-	-
Internal Services	245,001	270,802	276,533	1,023	1,018	974	16	(59)	(1)
Management and Budget	35,370	38,701	32,922	80	78	76	1	(4)	1
Office of the Property Appraiser	32,079	33,992	35,004	371	371	376	5	-	-
Capital Outlay Reserve	15,975	15,276	12,285	-	-	-	-	-	-
Non-Departmental	66,884	84,351	99,608	-	-	-	-	-	-
Subtotals	\$ 612,878	\$ 653,836	\$ 653,655	2,708	2,694	2,648	36	(82)	-
TOTAL									
	\$ 4,683,567	\$ 4,822,101	\$ 4,702,847	27,612	26,498	25,886	106	(718)	-
Less Interagency Transfers									
	\$ 384,025	\$ 349,191	\$ 398,397						
GRAND TOTAL									
	\$ 4,299,542	\$ 4,472,910	\$ 4,304,450						