

Memorandum



Date: March 12, 2007

RCA

Agenda Item No. 7(E)

To: Honorable Javier D. Souto, Chairman
and Members, Recreation and Cultural Affairs Committee

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: Departmental Budget Presentations

The budget packages before you reflect the initial submission presented by departments for the FY 2007-08 proposed resource allocation plan. Please keep in mind, as you are reviewing the attached, that these documents are still evolving. As you are aware, the Office of Strategic Business Management (OSBM) is currently in the process of meeting with departments to discuss their proposed submissions and budgetary issues. As the departmental resource allocation meetings continue to take place a more in depth analysis is performed by the OSBM. We are prepared, at the committee's request, to provide updated information for the April committee cycle. In addition, department directors are ready to make a two minute presentation on the packages before you today.

Attachments

A handwritten signature in black ink, appearing to read "G. Burgess", written over a horizontal line. Below the line is the printed text "Assistant County Manager".

cmo07807

Agenda Item No.

Departmental Budget Presentations

Recreation and Culture Committee

Cultural Affairs

Cultural Affairs

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Recreation and Culture

Desired Outcome	Highlights	Performance Impact
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Support artists and cultural organizations by investing County funds through 16 competitive grant programs in a manner that promotes financial stability and encourages the growth of new cultural groups	Process over 960 grant fund applications; execute and monitor more than 570 grant contracts
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Strengthen support for cultural development and the drive toward establishing new grants programs to complete the County's comprehensive investment strategy for the arts with an increase in General Fund support of \$2 million to \$11.609 million in FY 2006-07 from \$9.609 million in FY 2005-06	Achieve the CAC adopted 2007 target of enhancing its prioritized annual budget for cultural programs by \$1.5 million, progressing toward an overall goal to increase General Fund support by \$7.5 million over the next five years; the current, baseline General Fund allocation represents an increase of \$6.2 million between FY 2002-03 and FY 2006-07
RC3-1: Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)	Manage the construction and development of the 70,000 square-foot South Miami-Dade Cultural Arts Center (SMDCAC); prepare an operational pro forma and financing plan, and develop governance and management systems for the new Center; improve existing and develop new cultural facilities in neighborhoods throughout the County	Construct a one-of-a-kind venue for the South Miami-Dade community, scheduled to be completed in spring 2008 and opened by summer 2008; activate and program the Center and its educational spaces, once opened; guide the remaining six of the original eighteen "Existing and Neighborhood Cultural Facilities" projects toward completion; begin implementing the cultural facilities projects that are in the Building Better Communities Bond Program, as each project satisfactorily demonstrates readiness to proceed

RC3-1: Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)

Create and implement new arts education and outreach programs that make the arts more accessible for children and families, with the support of a grant from the Children's Trust (\$1 million); sell \$5 tickets to 2,500 students, ages 14 to 22 through the "Culture Shock" program; and publish and distribute 30,000 Golden Ticket Arts Guides, available in English, Spanish, and Braille, through the "Golden Ticket" program which promotes free admission for senior citizens over the age of 62 to hundreds of cultural events and activities

Increase public participation in cultural activities; attract audiences of all backgrounds and means to become event-goers; and promote cultural program opportunities available locally to the community at-large

RC3-1: Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)

Continue to publish informational material and creatively market opportunities available locally through various cultural programs

Increase public participation in cultural activities and publish and distribute marketing materials such as the Miami for Kids Family Guide, the "Greater Miami and the Beaches Calendar of Events," the "On Stage South Florida" Guide, and "M-list" television programs

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Cultural Affairs

(\$ in 000s)

Department-wide Issues

- 1 Grants and Services - It is critical that the County's investment in its cultural non-profits keep pace with the escalating costs of doing business, the overall growth in service demands from Miami-Dade County audiences, and as part of its deliberate, pragmatic planning and preparation for the practical realities of opening, operating and performing in new cultural facilities throughout the County. The level of County investment in non-profit cultural activities needs to increase. The Cultural Affairs Council reviews its funding goals for each of the Department's competitive cultural grants programs annually, program by program, and recalibrates its investment recommendations to account for the real growth in the County's cultural industry. The benchmarks for each tier of the established funding goals are deliberate, distinct and policy driven, based upon updated analyses of the budgets of each segment of the cultural community and on continuous assessment of the levels of County investment that are meaningful and effective for developing and sustaining fiscal stability for and programmatic excellence among the County's non-profit cultural organizations. The overall investment goals and the progressive revenue increases required to meet these goals are set by the Cultural Affairs Council, presented to and regularly supported by the Mayor and the BCC, as well as endorsed by the leading business and civic agents of the community (e.g., incorporation in the Greater Miami Chamber's annual goals and legislative priority lists, the Economic Summit, etc.) as essential to achieve Greater Miami's desired economic development and quality of life. The Cultural Affairs Council is advocating a multi-year increase of \$7.5 million over 5 years, beginning in FY2006-07, to continue the effort to align the County's investment in the cultural industry with the actual growth of the County's cultural assets, and in anticipation of the dramatic increases in the operating costs that these non-profit corporations are facing as a result of dramatic increases in the costs of renting, mounting productions in and marketing in the new and more expensive facilities as they begin to come on line. The Cultural Affairs Council's requested \$1.5 million annual increase for FY2007-2008 is critically needed to support grants to non-profit cultural groups, and to continue meet the service demands of the Department's successful Culture Shock (discount tickets for students) and Golden Ticket (free admission for Senior Citizens) programs
- 2 Forecast anticipates hiring initial management staff for South Miami-Dade Cultural Arts Center in FY06-07, and completing the staff build-out required to open and operate the building in FY07-08.

Operations Issues

- 1 Grants and Services - level of County investment in the non-profit cultural activities needs to increase; the Cultural Affairs Council is calibrating its new multi-year goal for investment growth based on the growth and expansion of the cultural industry Countywide.
- 2 In FY07-08, need to continue to ramp up staffing and operations of the South Miami-Dade Cultural Arts Center, scheduled to open by Spring 2008

Administration Issues

- 1 The Department created and implemented 3 new grants programs in FY06-07, funded through the \$1M Children's Trust grant it received; these 3 new programs are in addition to the new Capital Acquisitions grant program launched in FY06, and the set of intensive capital contract management responsibilities the Department has assumed as part of the GOB. The added volume of grant administration and monitoring services that these new programs have necessitated requires an additional Grants Program administrator position.
- 2 Forecast anticipates hiring initial management staff for South Miami-Dade Cultural Arts Center in Q4 of FY06-07 (3 positions); balance of staff to be hired by Q3 of FY07-08 (5 positions) in anticipation of the Center's completion by Spring 2008
- 3 FY06-07 figures anticipate the purchase, initial design and customizing of a web-based, comprehensive "e-grants" management software system; FY07-08 figures anticipate the initial, selected implementation of the system for constituent use as part of the Department's "Spring" cycle of grants (for grants awarded as part of FY2008-09)
- 4 While not yet being reflected in the FY07-08 forecast, the Culture Shock program may require an additional Cultural Affairs Projects Officer position if the Department is successful in receiving a Knight Foundation Grant. In January 2007, the Department applied to the Knight Foundation for \$1M to introduce "Shock Waves" - a comprehensive marketing strategy and aggressive market research campaign for the Culture Shock program.
- 5 Capital expenses reflected in the Department's operating budget are comprised of lease/purchase contracts held on major equipment (copiers) and computer hardware purchases
- 1 Annual State Grant through the Department of State Division of Cultural Affairs Local Arts Agencies (LAA) grant program

Operations Issues

- 1 Regional Consortium comprised of Miami-Dade, Broward, Palm Beach, Martin and Monroe Counties - Miami-Dade serves as fiscal and administrative agent on behalf of the Consortium
- 1 Federal grant through the National Endowment for the Arts for the Golden Ticket program for senior citizens

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Cultural Affairs

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$5,428	\$6,219	\$7,409	\$8,409	\$9,609	\$11,609	\$11,609	\$11,609
PROP	Carryover	\$868	\$676	\$373	\$1,292	\$3,195	\$4,254	\$5,302	\$4,184
PROP	CDT Proceeds as per PAC bond schedule	\$500	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
PROP	CDT Proceeds South Miami Dade Cultural Arts Center	\$0	\$0	\$770	\$770	\$770	\$770	\$770	\$770
PROP	Donations	\$0	\$75	\$0	\$75	\$0	\$0	\$0	\$0
PROP	Interest Earnings	\$0	\$0	\$2	\$30	\$56	\$0	\$56	\$0
PROP	Other Revenues	\$524	\$534	\$143	\$200	\$136	\$1,160	\$1,160	\$1,155
STATE	State Grants	\$36	\$47	\$19	\$30	\$30	\$30	\$29	
INTERTRNF	Tourist Development Tax	\$2,212	\$2,216	\$2,604	\$3,045	\$3,474	\$3,442	\$3,442	\$3,442
FED	Federal Grants	\$0	\$0	\$0	\$22	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$9,568	\$10,767	\$12,320	\$14,843	\$18,270	\$22,265	\$23,369	\$22,189
EXPENDITURES									
	Salary	\$915	\$1,071	\$1,210	\$1,344	\$1,322	\$1,638	\$1,614	\$1,766
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$177	\$194	\$272	\$291	\$318	\$437	\$435	\$491
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$7,825	\$9,125	\$9,823	\$10,013	\$11,630	\$17,266	\$17,103	\$16,778
	Capital	\$0	\$19	\$0	\$18	\$13	\$33	\$33	\$33
TOTAL OPERATING EXPENDITURES		\$8,917	\$10,409	\$11,305	\$11,666	\$13,283	\$19,374	\$19,185	\$19,068
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$770	\$1,552	\$2,378	\$2,891	\$3,142	\$2,858
	Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Non-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES		\$0	\$0	\$770	\$1,552	\$2,378	\$2,891	\$3,142	\$2,858
TOTAL EXPENDITURES		\$8,917	\$10,409	\$12,075	\$13,218	\$15,661	\$22,265	\$22,327	\$21,926

REVENUES LESS EXPENDITURES	\$651	\$358	\$245	\$1,625	\$2,609	\$0	\$1,042	\$263	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	16	19	22	22	22	25	25	25
Full-Time Positions Filled =	16	19	20	20	22		25	
Part-time FTEs Budgeted =	2	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Grants	\$26	\$27	\$13	\$18	\$23	\$23	\$23	\$23
Tourist Development Tax	\$1,311	\$1,490	\$1,776	\$1,928	\$1,931	\$2,781	\$2,762	\$3,225
TOTAL REVENUE	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$3,248
EXPENDITURES								
Salary	\$915	\$1,071	\$1,210	\$1,344	\$1,322	\$1,638	\$1,614	\$1,766
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$177	\$194	\$272	\$291	\$318	\$437	\$435	\$491
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$245	\$233	\$307	\$293	\$301	\$696	\$703	\$695
Capital	\$0	\$19	\$0	\$18	\$13	\$33	\$33	\$33
TOTAL OPERATING EXPENDITURES	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$2,985
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$2,985
REVENUES LESS EXPENDITURES	\$0	\$263						

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	16	19	22	22	22	25	25	25
Full-Time Positions Filled =	16	19	20	20	22		25	
Part-time FTEs Budgeted =	2	1	1	1	1	1	1	1
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of \$5 discounted tickets to cultural activities purchased by students through the Culture Shock Miami Program			500	1,558	1818	2145	2000	2,700	RC3-1
Comments/Justification:									
Number of existing and new neighborhood cultural facilities capital projects being managed			37	31	30	31	31	32	RC1-6
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Hiring of additional staff in FY08 required to operate the South Miami-Dade Cultural Arts Center: 1) Marketing & Box Office Manager; 2) Maintenance Manager; 3) Receptionist/Office Manager/Booking Clerk; 4) Box Office Assistant; 5) House Manager (PT)	0	0	182	182	135	47	0	0	No	No	5	RC1-6

COMMENTS/JUSTIFICATION: Funding for adding these positions, as well as the full annualized funding for the existing three positions already approved for the South Miami-Dade Cultural Arts Center is already in place - no new or additional County funding is being sought for these positions. The annualized salaries for each of the 5 positions to be added are being budgeted as follows: 1) Marketing & Box Office Manager (\$60k); 2) Maintenance Manager (\$40k); 3) Receptionist/Office Manager/Booking Clerk (\$32.5k); 4) Box Office Assistant (\$35k); 5) House Manager (PT) (\$20k)

2	Hiring of one additional Cultural Affairs Projects administrator in FY08 for the Arts Education, Coordination, Information and Outreach division	0	0	81	81	62	19	0	0	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION: Funding for an additional position is already able to be accommodated within the Department's current revenue forecast for FY08. Without any additional staff, the Department created and implemented 3 new grants programs in FY06-07 for arts activities and programs that target children and families. In addition, the Golden Ticket program continues to grow exponentially in terms of both its managements and service demands. This set of intensive responsibilities, (e.g., the added volume of grant administration and monitoring services that the new grants programs have necessitated; the increased demands for the Golden Ticket Arts Guides; etc.), as well as other programmatic requirements within the Department requires an additional Program Administrator position.

Activity: Administration								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
State Grants	\$26	\$27	\$13	\$18	\$23	\$23	\$23	\$23
Tourist Development Tax	\$1,311	\$1,490	\$1,776	\$1,928	\$1,931	\$2,781	\$2,762	\$3,225
TOTAL REVENUE	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$3,248
EXPENDITURES								
Salary	\$915	\$1,071	\$1,210	\$1,344	\$1,322	\$1,638	\$1,614	\$1,766
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$177	\$194	\$272	\$291	\$318	\$437	\$435	\$491
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$245	\$233	\$307	\$293	\$301	\$696	\$703	\$695
Capital	\$0	\$19	\$0	\$18	\$13	\$33	\$33	\$33
TOTAL OPERATING EXPENDITURES	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$2,985
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,337	\$1,517	\$1,789	\$1,946	\$1,954	\$2,804	\$2,785	\$2,985
REVENUES LESS EXPENDITURES	\$0	\$263						

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	0	0	0	0	0	0
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of grant contracts administered that provide support to cultural organizations and artists			537	636	573	573	633	600	RC1-3

Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	The Cultural Affairs Council is advocating a multi-year increase of \$1.5 million per year for 5 years, beginning in FY2006-07, to continue to align the County's investment in the cultural industry with the actual growth of the County's cultural assets.	0	0	1500	1500	0	0	1500	0	No	No	0	RC1-3

COMMENTS/JUSTIFICATION: It is necessary to continue to align the County's investment in the cultural industry with the actual growth of the County's cultural assets. As a total goal, the Department and the Cultural Affairs Council have targeted that County support comprise an average of 12% of the annual budgets of Miami-Dade's non-profit cultural activities.

F) FY 2006-07 REDUCTIONS IF NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Cultural Affairs

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM CULTURAL AFFAIRS

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer to other Departments										

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO CULTURAL AFFAIRS

Department (from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Art in Public Places	Reimbursement to Cultural Affairs from APP for shared receptionist - from administrative budget	Yes	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8
Total Transfer from other Departments			\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Cultural Affairs

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Rent			\$106	\$145	\$145	\$136	\$136	\$136	\$136
Travel Costs			\$11	\$18	\$21	\$20	\$30	\$30	\$35
General Fund Support for Cultural Programs		\$5,428	\$6,219	\$7,409	\$8,409	\$9,609	\$11,609	\$11,609	\$11,609

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: Cultural Affairs

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
County Bonds/Debt										
Building Better Communities GOB Program	9,350	42,350	10,500	6,000	7,000	8,900	9,600	21,150	0	105,500
Other - County Bonds/Debt	0	19,751	0	0	0	0	0	0	0	19,751
PAC Bond Proceeds	0	23,504	0	0	0	0	0	0	0	23,504
Safe Neigh. Parks (SNP) Proceeds	0	247	0	0	0	0	0	0	0	247
Total:	9,350	85,852	10,500	6,000	7,000	8,900	9,600	21,150	0	149,002
Other County Sources										
Interest Earnings	0	12,152	0	0	0	0	0	0	0	12,152
Total:	0	12,152	0	0	0	0	0	0	0	12,152
State of Florida										
Florida Division of Cultural Affairs	0	1,500	0	0	0	0	0	0	0	1,500
Total:	0	1,500	0	0	0	0	0	0	0	1,500
Department Total:	9,350	99,504	10,500	6,000	7,000	8,900	9,600	21,150	0	162,654

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CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Cultural Facilities - New									
SOUTH MIAMI-DADE CULTURAL ARTS CENTER	36,870	10,500	0	0	0	0	0	0	47,370
Facility Expansion									
LYRIC THEATER ANCILLARY FACILITY	4,341	0	0	0	0	0	0	0	4,341
Facility Improvements									
CARIBBEAN MARKETPLACE	0	355	0	0	0	0	0	0	355
COCONUT GROVE PLAYHOUSE	0	5,000	0	0	0	0	0	0	5,000
EXISTING CULTURAL FACILITY UPGRADES	9,388	700	0	0	0	0	0	0	10,088
Other									
BUILDING BETTER COMMUNITIES CULTURAL AFFAIRS PROJECTS	32,350	10,500	6,000	7,000	8,900	9,600	21,150	0	95,500
Department Total:									
	82,949	27,055	6,000	7,000	8,900	9,600	21,150	0	162,654

Library

Library

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Recreation and Culture

Desired Outcome	Highlights	Performance Impact
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Upgrade and renovate library facilities, including restrooms, air conditioning, roof replacements, and parking lot resurfacing (\$3.8 million)	Decrease the total number of non-ADA compliant facilities from 23 to 20 in FY 2006-07; complete major repairs and maintenance at eight library facilities in FY 2006-07
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to provide free tutoring and homework help through the Science, Math, And Reading Tutoring (S.M.A.R.T.) Program at all library branches	Provide free tutoring to 33,000 students in FY 2006-07 from 31,452 in FY 2005-06 as a result of new and expanded facilities
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Expand the library operating hours	Increase the hours of operation at the Tamiami, Hialeah Gardens, and Country Walk branch libraries to bring the entire Library System to a minimum of five full days of operations per week to meet the increasing patron demand; add six new staff support positions
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to provide Talking Books service to registered users of this program	Increase the total number of registered users of the Talking Books service to 8,500 in FY 2006-07 from 8,195 in FY 2005-06; this service is available to all residents of Miami-Dade and Monroe Counties
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to provide preschool story book kits to licensed childcare facilities through the Jump Start Program	Increase the total number of childcare facilities serviced by the Jump Start Program to 700 in FY 2006-07 from 685 in FY 2005-06
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to provide free cultural, educational, and recreational library programs at all library facilities	Increase the number of library programs to 8,900 in FY 2006-07 from 8,789 in FY 2005-06; increase the overall attendance to library programs to 300,000 in FY 2006-07 from 296,773 in FY 2005-06

<p>RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)</p>	<p>Expand library services to the underserved areas of Miami-Dade County by increasing bookmobile stops</p>	<p>In the summer of 2007 two bookmobiles will be delivered and operational, which will increase the total number of bookmobile stops to 70 from 40 a week; in addition, four new positions will be added in FY 2006-07 to staff and operate the new bookmobiles</p>
<p>RC1-4: Quality customer service at all recreational, cultural and library facilities (priority outcome)</p>	<p>Install small service stations called "Jump Stations" at all new and renovated library facilities; these "Jump Stations" are small computer stations that will enable library staff to easily access information at various strategic locations throughout the library</p>	<p>Enhance customer service to library patrons by installing "Jump Stations" in new and renovated library facilities</p>
<p>RC1-6: Recreational, cultural and library facilities located where needed throughout the County (priority outcome)</p>	<p>Continue the implementation of the Library Capital Expansion Plan (\$30.383 million) and fund various capital projects with the Building Better Communities (BBC) Bond Program proceeds (\$43 million)</p>	<p>Continue to expand library facilities to meet the needs of the community by building new and renovating existing library facilities in accordance with the Library's Capital Expansion Plan program and the BBC Bond Program</p>

Department: Library

(\$ in 000s)

Department-wide Issues

N/A

Public Service Issues

- 1 Continue to increase public access to Library services-six days operations
- 2 Implementation of "Operation 5-Star": Focus on the Department's five critical success areas systemwide
- 3 Continue to enhance the quality, scope and accessibility of the Library's print and digital collections

New Facilities, Renovations Repair & Maintenance Issues

- 1 Reserve for on-going maintenance of all Library facilities: Implementation of "Operation 5-Star"
- 2 Additional support staff needed to keep up with the building maintenance demands of all library facilities
- 3 Status update of new construction projects
- 4 Mayor's Fitness Challenge - Completion of renovation projects at various phases of development

Public Service Issues

- 1 Manager's Sortie-Operation Automation Leap
- 2 Increase capacity of Computer Network due to expansion of Library System

Outreach Programming & Special Services Issues

- 1 Continued growth and expansion of SMART Program
- 2 Continue to provide Outreach and Programming Services to target populations such as seniors, children at risk, early childhood, and patrons with special needs
- 3 Continue to provide cultural programs that reflect the diversity of Miami-Dade County
- 4 Increase in bookmobile stops from 40 to 70 stops per week

Administration and Support Services Issues

- 1 Continue the implementation of the comprehensive security plan
- 2 Continue to implement the Library comprehensive staffing plan to carry out the Library's specific goals, for increased public access to Library services

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	498	498	509	528	562	571	571	571
Full-Time Positions Filled =	440	440	451	470	477		490	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Administration and Support Services								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Ad Valorem Fees	\$7,876	\$6,275	\$6,331	\$7,423	\$9,391	\$13,263	\$23,544	\$22,477
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$7,876	\$6,275	\$6,331	\$7,423	\$9,391	\$13,263	\$23,544	\$22,477
EXPENDITURES								
Salary	\$2,641	\$2,841	\$3,276	\$3,557	\$3,736	\$4,511	\$4,922	\$4,672
Overtime Salary	\$21	\$33	\$48	\$40	\$43	\$60	\$77	\$58
Fringe	\$612	\$596	\$865	\$912	\$1,110	\$981	\$1,409	\$1,388
Overtime Fringe	\$3	\$4	\$7	\$6	\$6	\$4	\$12	\$9
Other Operating	\$4,599	\$2,801	\$1,906	\$2,672	\$4,211	\$7,397	\$11,276	\$11,912
Capital	\$0	\$0	\$229	\$236	\$235	\$310	\$5,848	\$4,350
TOTAL OPERATING EXPENDITURES	\$7,876	\$6,275	\$6,331	\$7,423	\$9,341	\$13,263	\$23,544	\$22,389
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$7,876	\$6,275	\$6,331	\$7,423	\$9,341	\$13,263	\$23,544	\$22,389
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$50	\$0	\$0	\$88

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	58	58	58	58	79	79	79	79
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of serious incidents requiring police (Qtrly measure)						45	39	31	RC1-3
Comments/Justification: This measure captures the number of serious incidents systemwide that require police intervention such as thefts and diturbances. The implementation of the comprehensive security plan, provides for additional guard hours, the installation of the close circuit TV and ongoing training of Library staff on how to effectively deal with incidents and reporting. As the security plan is further implemented the number of incidents may be reduced.									
Percentage customers surveyed perceiving the Libraries as safe (Qtrly measure)	N/A	N/A	N/A	N/A	N/A	100%	96%	100%	RC1-3
Comments/Justification: This is an new customer survey that was implemented in the 1st Qtr of FY 2006-07. Library patrons are asked the following question in regards to Library security: "Did you find the library comfortable and safe?" The survey is ongoing and is measured on a qtrly basis.									
Number of working days to complete purchase orders (Qtrly measure)	N/A	N/A	N/A	N/A	N/A	40	35	30	ES3-1
Comments/Justification: The Department's Procurement Section is reviewing workflow to enhance and expedite completions of purchase orders. Working days from receipt of request from end user to issuance of purchase order.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
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7	Accountant II	0	0	56	56	42	14	2	5	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: The Department currently processes over \$58 million dollars in invoices. The Accountant II responsible for supervising the Accountants Payable Unit is also responsible for assisting with the budget development. These two tasks are overwhelming for one staff member, the Department is in need of an additional Accountant II to allow for proper workload distribution and ensure quality control (overage request for FY06-07).

9	Buyer	0	0	38	38	27	11	2	5	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: In FY05-06 the Department processed over 680 purchase orders and is projecting to process 750 purchase orders in the current fiscal year. The department Section has only one Buyer to process these purchase orders. Due to the increasing volume the Department is requesting an additional Buyer to help distribute the workload and decrease turn around time and delays (Overage Request For FY 06-07).

10	(2) Automotive Equipment Operator 1	0	0	70	70	50	16	2	2	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: To provide timely delivery and pick up of Library materials at the 43 facilities throughout Miami-Dade County. (Overage Requests for FY 06-07)

14	(2) Personnel Technicians	0	0	83	83	52	17	4	10	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: To assist in the payroll and benefits section of the Human Resource Unit.

15	Personnel Specialist I	0	0	47	47	30	10	2	5	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: This Personnel Specialist I will provide much needed support in recruitment and retention of Library Staff.

16	Personnel Specialist III	0	0	59	59	45	14	2	5	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: As the Library System continues to expand higher demand is placed on our Human Resource. This three Personnel Specialists III would oversee the critical functions in this unit.

19	Administrative Officer III	0	0	58	58	34	14	2	5	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: To increase contract compliance and ensure quality performance from service providers. Currently, the Library Department is not appropriately staffed to provide this essential function

22	Truck (1)	0	0	25	25	0	0	0	25	No	No	0	ES7-1
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COMMENTS/JUSTIFICATION: A significant burden has been placed on the Library's Transportation Unit due to the increasing number library facilities and days of operation. As the library system expands more vehicles are needed to meet the needs of the system. This truck will allow the Library to continue to maintain the current level of service for FY 07-08. The Department will conduct a study to evaluate and redesign the existing delivery process in order to provide six day delivery systemwide.

34	(2) Personnel Specialist III	0	0	109	109	80	29	0	0	No	No	2	RC1-4
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COMMENTS/JUSTIFICATION: As the Library System continues to expand higher demand is placed on our Human Resource. This three Personnel Specialists III would oversee the critical functions in this unit.

38	Graphics Designer	0	0	63	63	42	14	2	5	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: With five new branches being added to the Library System in FY2006-07 and two in FY2007-08; this position is critical to ensure the same level of quality and quantity in the production of printed materials serving the entire Library System. This position will be responsible for assisting and developing news letters, program schedules, and miscellaneous program materials and advertisement for Library Branches.

Activity: New Facilities, Renovations Repair & Maintenance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Ad Valorem Fees	\$7,921	\$996	\$14,701	\$16,943	\$18,909	\$24,706	\$19,735	\$21,978
Carryover	\$60	\$7,257	\$3,883	\$14,590	\$14,815	\$14,026	\$19,470	\$19,735
Other	\$0	\$0	\$0	\$0	\$8	\$0	\$0	\$0
TOTAL REVENUE	\$7,981	\$8,253	\$18,584	\$31,533	\$33,732	\$38,732	\$39,205	\$41,713
EXPENDITURES								
Salary	\$0	\$0	\$0	\$0	\$202	\$0	\$0	\$0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	0	0	0	0	0	0	0	0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$724	\$4,370	\$3,994	\$16,718	\$14,059	\$38,732	\$19,470	\$41,713
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$724	\$4,370	\$3,994	\$16,718	\$14,261	\$38,732	\$19,470	\$41,713
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$724	\$4,370	\$3,994	\$16,718	\$14,261	\$38,732	\$19,470	\$41,713
REVENUES LESS EXPENDITURES	\$7,257	\$3,883	\$14,590	\$14,815	\$19,471	\$0	\$19,735	\$0

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of new Library facilities opened	1	3	1	2	1	4	5	2	RC1-6
Comments/Justification: The department opened Golden Glades (7,500 sq ft) in the 1st qtr of FY 06-07 and is projected to open Opa-Locka, International Mall (7,500 sq ft), Virrick Park (sq ft), and Sunset(sq ft) by close of FY 06-07; In FY 07-08 the department is projected to open Pinecrest (15,000 sq ft) and Kendale Lakes (15,000 sq ft)									
Number of new Library projects	0	0	0	1	1	5	5	14	RC1-6
Comments/Justification: Number of new library projects that are in various phases to include land acquisition, development, construction and/or openings. To include Opa-Locka Virrick Park International Mall Sunset Kendale Lakes Pinecrest Naranja Palmetto Bay Arcola Hialeah Gardens Country Walk Killian Doral Hispanic (Carrfour)									
Number of facility renovations underway	N/A	N/A	N/A	N/A	N/A	10	10	10	RC1-6
Comments/Justification: Number of library renovation projects that are in various phases to include legal phase, development, construction and/or openings: South Miami, Miami Springs, Shenandoah, Coconut Grove, Miami Lakes, Coral Gables, Coral Reef, Culmer, Edison, and Kendall									
Number of facility facelift completed	N/A	N/A	N/A	N/A	N/A	N/A	4	6	RC1-1
Comments/Justification: This "Facelift" program was newly implemented to address immediate facility needs. Number of facilities that are schedule to receive short term faciilty upgrades. In FY06-07 the following libraries are scheduled to receive facelifts: Kendale, Model City, North Central, and Allapattah.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
3	Construction Manager III	0	0	92	92	64	20	3	5	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: Due to the Library's increasing capital projects and the complexity of them, the Department is in need of a Construction Manager I to provide additional oversight of the on-going and increasing library capital projects. (Overage Requests for Fy 06-07)

5	(2) Maintenance Mechanics	0	0	79	79	57	18	2	2	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: Due to the demands of maintaining 43 library facilities current maintenance staffing levels can not meet the demands. These positions will provide the maintenance support necessary to assist the department in moving forward with its facilities maintenance, renovation, and repair plans. This request requires addition of 2 maintenance vans. (Overage Requests)

8	Administrative Officer I	0	0	54	54	34	12	3	5	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: Currently, the department only has two staff members to oversee the more than 29 capital projects in process that include new construction and renovations. The Division is overwhelmed and in need of assistance. The Administrative Officer I will assist in the monitoring and reporting of these capital projects to ensure the timeliness of time sensitive requests, assist in project follow-ups, issues, and in the accurate reporting of project deadlines, expenditures and work order requests. (overage requests for FY 06-07)

30	Plumber	0	0	46	46	33	10	2	1	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: To handle plumbing related internal workorders throughout the 43 Library facilities.

32	Special Projects Administrator 1	0	0	73	73	50	16	2	5	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: To assist in the coordination and management of Library facility maintenance program.

36	(2) Maintenance Repairers	0	0	68	68	48	16	2	2	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: Due to the demands of maintaining 43 library facilities current maintenance staffing levels can not meet the demands. These positions will provide the maintenance support necessary to assist the department in moving forward with its facilities maintenance, renovation, and repair plans.

Activity: Outreach Programming & Special Services								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Ad Valorem Fees	\$1,520	\$1,637	\$2,091	\$1,747	\$2,592	\$2,682	\$3,162	\$3,179
TOTAL REVENUE	\$1,520	\$1,637	\$2,091	\$1,747	\$2,592	\$2,682	\$3,162	\$3,179
EXPENDITURES								
Salary	\$900	\$1,020	\$1,182	\$1,332	\$1,482	\$1,397	\$1,351	\$1,527
Overtime Salary	\$1	\$2	\$1	\$1	\$1	\$1	\$2	\$2
Fringe	\$213	\$223	\$316	\$346	\$482	\$424	\$421	\$490
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$406	\$392	\$592	\$68	\$627	\$857	\$843	\$1,160
Capital	\$0	\$0	\$0	\$0	\$0	\$3	\$545	\$0
TOTAL OPERATING EXPENDITURES	\$1,520	\$1,637	\$2,091	\$1,747	\$2,592	\$2,682	\$3,162	\$3,179
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,520	\$1,637	\$2,091	\$1,747	\$2,592	\$2,682	\$3,162	\$3,179
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	20	20	24	24	24	31	31	31
Full-Time Positions Filled =	20	20	24	24	24		31	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of registered users served by Connections-Homebound Program (Annual measure)	540	550	561	666	750	750	750	800	RC4-1
Comments/Justification: This program provides books-by-mail service to individuals of all ages unable to visit the library in person due to chronic illness, physical disability, and frailties of age. Special outreach programming services to facilities and groups who serve the elderly are also available.									
Number of childcare facilities served by Jump Start Program (Annual measure)	536	568	609	653	660	675	685	700	RC4-1
Comments/Justification: The Jump Start offers kits that contain all the tools needed to present fun, high quality story times on a variety of topics to licensed childcare centers. The Library currently serves almost 700 licensed childcare centers and has a current waiting list for Jump Start of 200 childcare centers.									
Number of Project L.E.A.D. (Literacy for Every Adult in Dade) volunteer tutor hours	60	63	65	67	100	100	100	125	RC4-1
Comments/Justification: This is the library's adult literacy program which offers free, one-on-one, confidential tutoring to improve reading and writing skills.									
Number of students served by S.M.A.R.T.-Science, Math, and Reading Tutoring Program (Annual measure)	*N/A	25,557	24,975	29,897	31,000	32,000	32,500	40,000	RC4-1
Comments/Justification: The S.M.A.R.T. tutoring program was started in FY 02-03 and has become the Library's most demanded program. The program is currently at capacity and expansion of the program is based on the opening of new Library facilities.									
Number of registered users served by Talking Books (Annual measure)	4,688	4,294	4,329	9,714	8,195	8,300	8,300	8,500	RC4-1
Comments/Justification: This program loans books and magazines on cassette tapes or in Braille FREE by mail, to persons who have difficulty seeing or using standard small print.									
Number of Bookmobile stops per week	*N/A	32	32	40	40	40	70	70	RC1-6
Comments/Justification: Bookmobile services started in FY 02-03. The Department is currently awaiting the arrival of 2 additional new bookmobiles, which is estimated to be operational in the Summer 2007. As a result of the two additional Bookmobiles, the Department will be able to reach out to more communities by increasing the number of stops per week, to the various Childcare and Senior Centers, Afterschool-Park Facilities and Shopping Centers.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
17	Library Assistant I	0	0	31	31	18	6	2	5	No	No	1	RC1-4

COMMENTS/JUSTIFICATION: To increase number of child care facilities served by Jump Start

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35	Clerk III	0	0	39	39	24	8	2	5	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: To assist in the expansion of the S.M.A.R.T. Program

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Activity: Public Service								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Ad Valorem Fees	\$23,368	\$39,240	\$30,797	\$35,303	\$41,868	\$48,322	\$42,532	\$49,849
Carryover	\$2,625	\$2,054	\$13,347	\$1,400	\$1,147	\$2,150	\$7,418	\$0
Miscellaneous Revenues	\$2,937	\$2,393	\$4,403	\$1,908	\$2,894	\$1,429	\$1,854	\$2,129
State Grants	\$2,807	\$2,937	\$2,553	\$2,962	\$2,599	\$2,000	\$2,389	\$2,000
TOTAL REVENUE	\$31,737	\$46,624	\$51,100	\$41,573	\$48,508	\$53,901	\$54,193	\$53,978
EXPENDITURES								
Salary	\$14,993	\$15,887	\$17,444	\$18,830	\$19,047	\$22,075	\$20,178	\$23,351
Overtime Salary	\$54	\$72	\$82	\$116	\$120	\$63	\$155	\$137
Fringe	\$3,988	\$3,934	\$4,979	\$5,455	\$6,116	\$6,717	\$6,863	\$7,991
Overtime Fringe	\$8	\$10	\$12	\$18	\$19	\$15	\$24	\$21
Other Operating	\$10,114	\$13,374	\$26,837	\$15,837	\$12,952	\$21,286	\$26,150	\$21,921
Capital	\$526	\$0	\$346	\$170	\$2,836	\$3,745	\$823	\$303
TOTAL OPERATING EXPENDITURES	\$29,683	\$33,277	\$49,700	\$40,426	\$41,090	\$53,901	\$54,193	\$53,724
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$29,683	\$33,277	\$49,700	\$40,426	\$41,090	\$53,901	\$54,193	\$53,724
REVENUES LESS EXPENDITURES	\$2,054	\$13,347	\$1,400	\$1,147	\$7,418	\$0	\$0	\$254

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	420	420	427	446	459	461	461	461
Full-Time Positions Filled =	420	420	427	446	453		459	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Limit number of hours of computer network downtime					18.5 hrs	52 hrs	52 hrs	52 hrs	ES4-2

Comments/Justification: This measures unplanned downtime. "Downtime" is the amount of time in a year that the computer system is inoperative. We monitor and seek to limit this figure with the intention that, if it goes beyond acceptable limits, we would build more redundancy into the system.

Attendance at public computer training sessions (Annual measure)	N/A	N/A	2,027	1,444	1,609	1,600	1,600	1,600	RC1-3
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Comments/Justification: The Library offers computer training sessions to the public year-round. The subjects vary from using the Internet and e-mail to use of databases, word processing and patent research. Most classes are given in the Library's 2 computer labs, which each have 20 stations, but many are also offered in individual branches. These may be tailored for special groups, such as seniors or Spanish-speakers, etc. Additional training staff will allow the Department to increase training sessions.

Number of Materials Borrowed (Annual measure)	N/A	N/A	9,067	9,926	10,212	10,722	10,722	11,258	RC1-3
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Comments/Justification: The Library is measuring total number of usage of its materials to include books, DVDs, CDs, magazines, audio books, VHS, laptops, computers, and Jump Start kits.

Number of branches receiving a maximum of 5 star rating	N/A	N/A	N/A	N/A	N/A	100	0	100	RC1-3
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Comments/Justification: Implements and maintains the use of the Branch Scorecard to improve library services throughout all branch facilities. This Scorecard will evaluate each branch on the five critical success factors to include customer service, operations, fiscal operations, facilities, and contract monitoring.

Annual attendance at library programs (Annual measure)	324,558	331,237	277,622	257,529	296,773	300,000	300,000	320,000	RC1-3
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Comments/Justification: The Library is measuring the number of people who attend library programs to fulfill their informational, recreational, and educational needs. The monthly average of attendees is 22,386 at 41 branches and the annual average totals to 285,588.

Increase network capacity						70MB	45MB	70MB	ES4-2
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Comments/Justification: The Library currently has one DS3 (T3 line) that handles all the transactions coming into Main Library from the Branches. That pipe can only hold 45 megabytes. The Department is currently attempting to push through about 70 megabytes of data (per Bellsouth) through the DS3. This is the cause of the Library's congestion and data packets failing. The Department is making plans to address this congestion now and a final phase to move to a program that can accommodate our growth.

Reduce number of pending application projects						81	64	64	ES4-2
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Comments/Justification: The Department has a waiting list of over 81 network and database applications that are waiting to be developed. These applications will enhance management and operational efficiencies to include Customer Operation System, Digital Media Project, Records Management System, Interlibrary Loan Program, and upgrades to the Library Central Operating System.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Virrick Park Library	0	0	728	728	206	66	8	0	No	No	11	RC1-3
COMMENTS/JUSTIFICATION:Positions for the new Virrick Park Library (Overage). Estimated to open													
2	International Mall Library	0	0	456	456	345	111	17	0	No	No	17	RC1-3
COMMENTS/JUSTIFICATION:Postions for the new International Mall Library													
4	(1)Systems Analyst/Programmer II	0	0	82	82	65	17	0	0	No	No	1	RC1-4
COMMENTS/JUSTIFICATION:Manages patron applications and provides needs analysis of new projects and researches new technology including acting as lead programmer. (Overage requests FY 06-07)													
6	Computer Service Manager	0	0	100	100	70	23	2	5	No	No	1	RC1-4
COMMENTS/JUSTIFICATION:This position is in need to handle daily operational issues relating to the infrastructure areas and to work with the Automated Services Administrator in implementing process improvement measures for efficiency and standardization. (Overage requests FY 06-07)													
11	(2) Computer Technician II	0	0	78	78	60	18	0	0	No	No	2	RC1-4
COMMENTS/JUSTIFICATION:Support branches as their operating hours are extended and facilitate our 3 year (1/3 per year) PC replacement schedule. Also provides rotating Level III Help Desk support on assigned days. At least one computer technician would be overseeing day-to-day inventory ensuring the integrity of the Track It data.													
12	(1) Network Manager I	0	0	73	73	57	16	0	0	No	No	1	RC1-4
COMMENTS/JUSTIFICATION:Provides assistance with server management, network management, and backup systems.													
13	Librarian I (23)and Library Assistant I (24)	0	0	2325	2325	1698	627	15	15	No	No	47	RC1-3
COMMENTS/JUSTIFICATION:Increase in staff will allow the Library to expand its operations from five days to six days operations at the following branches; Allapattah, Coconut Grove, Concord, Country Walk, Culmer, Doral, Edison, Golden Glades, Hialeah Gardens, Hispanic, Lakes of the Meadow, Lemon City, Little River, Miami Springs, Model City, Naranja, North Central, Palm Springs North, Shenandoah, South Shore, Tamiami, Opa-Locka, Sunset and Miami Beach													
18	(1) Systems Analyst/Programmer II	0	0	67	67	52	15	0	0	No	No	1	RC1-4
COMMENTS/JUSTIFICATION:Assist programming staff with coding of projects and acts as lead on lesser projects or application maintenance.													
20	(1) Network Systems Integrator	0	0	82	82	65	17	0	0	No	No	1	RC1-4
COMMENTS/JUSTIFICATION:Provides imaging development ensuring the patron experience is maintained throughout the library system. This position will be responsible for integrating new PC hardware and software for patron and staff image deployment at a pace of 700+ computers per year.													
21	(1) Librarian 1	0	0	62	62	41	14	2	5	No	No	1	RC1-3
COMMENTS/JUSTIFICATION:To address need at the Main Library children's section.													
23	(1) Library Assistant 2	0	0	31	31	21	10	0	0	No	No	1	RC1-3
COMMENTS/JUSTIFICATION:The High Demand program has generated a large increase of work for Technical Services; we receive hundreds of items daily which must be unpacked, sorted, barcoded, labeled and linked and then checked in to locate "holds". Holds must then be sorted in delivery in the basement.													

Since we have handled the "High Demand" items, other regular items such as books, standing orders, reference, A-V materials, etc. have been pushed back. A Library Assistant II position in the Processing section can assume some of the linking and processing tasks and get the material out to the public faster.

24	(1) Librarian 1	0	0	55	55	41	14	0	0	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: We have incorporated audiobook and other nonprint ordering as well as central high demand plans in the Collection Development Department. The capital projects, involving Opening Day collections for new libraries, have accelerated as well, with three branches scheduled to open this fiscal year and more in the year to come. This position is needed to keep up with the increased volume.

25	(1) Operating Systems Programmer	0	0	82	82	65	17	0	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: Staff member acts as a database administrator and web application systems support for the application and operation teams.

26	(2) Library Assistant 1	0	0	62	62	42	20	0	0	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: Access Services handles several system wide processes including Interlibrary Loan and returned datamailers (customer records must be updated to indicate invalid addresses - a completely manual exercise). The volume is increasing for both of these. Access Services has assigned additional staff to Interlibrary Loan to keep up with the increased load there, but other projects, such as the serials inventory, have suffered. It is labor intensive to keep the collection current, attractive, and of high quality. Access Services staff are often called upon to handle unexpected collection management projects such as materials stored for Sunny Isles and Miami Beach which had to be unpacked, processed and repacked and delivered. There has also been an increase in request activity, especially for DVD's. Staff is also taking over initial inspection and follow up when A/V materials are returned, which may include contacting customers if there is an issue. As noted, circulation of A/V materials has increased. Two additional lower level staff would allow the department to keep up with collection maintenance duties and provide more service to the public.

27	(1) Administrator Officer II	0	0	65	65	49	16	0	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: Will be responsible for administrative functions for the automation section.

28	(1) Library Assistant 1	0	0	31	31	21	10	0	0	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: An entry level library assistant is needed to handle staff and public training registration, prepare handouts, tabulate the surveys, answer phone calls, etc.

29	(1) Librarian 2	0	0	59	59	45	14	0	0	No	No	2	RC1-3
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COMMENTS/JUSTIFICATION: The Library's Vasari Project should be more easily available to the public. This requires a librarian to administer the program.

31	(4) Librarian 2	0	0	236	236	180	56	0	0	No	No	4	RC1-3
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COMMENTS/JUSTIFICATION: This request is to establish a dedicated training team to provide increased public and staff training and relieve public service staff so that they can concentrate on assisting customers. With four librarians, we can make two teams to provide more classes. Currently we can only schedule the trainers for Tuesday - Thursday due to their desk schedules. With Librarians whose major duty is training, we could provide training from Monday through Saturday, and add an extra session per day, including evening sessions, which would be much more convenient for our customers.

33	(1) Librarian 2	0	0	37	37	26	11	0	0	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION: The Library offers a broad spectrum of online databases and services. Business and Science has become the leader for the system as far as electronic reference is concerned. A coordinator of electronic reference would enable us to expand our chat reference service to include MDPLS-only all-day service. This position's expertise would assist collection development in evaluating and selecting new electronic resources. This position would also coordinate with the Training Department to maximize staff and customer use of our online resources.

37	(2) Computer Technicians II	0	0	78	78	60	18	0	0	No	No	2	RC1-4
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COMMENTS/JUSTIFICATION: Support branches as their operating hours are extended and facilitate our 3 year (1/3 per year) PC replacement schedule. Also provides rotating Level III Help Desk support on assigned days. At least one computer technician would be overseeing day-to-day inventory ensuring the integrity of the Track It data.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Library

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM LIBRARY

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
County Manager's Office	Library Operations	Yes	\$0	\$68	\$56	\$0	\$0	\$0	\$0	\$0
County Attorney's Office	County Attorney's Office - Legal Services	No	\$0	\$0	\$50	\$50	\$0	\$0	\$0	\$0
Communications	Communications Department - Promotional Spots Program	No	\$0	\$0	\$85	\$85	\$0	\$85	\$85	\$85
Total Transfer to other Departments			\$0	\$68	\$191	\$135	\$0	\$85	\$85	\$85

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO LIBRARY

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Library

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Administrative Reimbursements-Operations	26240	\$954	\$1,535	\$1,466	\$1,688	0	\$1,744	\$1,744	\$2,286
Contract Temporary Employee Costs	21510+21513	\$8	\$38	\$12	\$18	0	\$10	\$8	\$10
Rent: County-owned	25190	\$1,433	\$1,433	\$1,433	\$1,433	0	\$2,474	\$1,732	\$3,112
Rent: Leased store fronts	25511	\$678	\$836	\$1,018	\$970	0	\$1,054	\$1,337	\$1,284
Security Service	22310	\$440	\$462	\$630	\$784	0	\$850	\$978	\$1,251
Travel Costs	31210	\$37	\$57	\$64	\$44	0	\$50	\$44	\$65
Transfer Reimbursements Communication	31420		\$85	\$85	\$85	0	\$85	\$85	\$85
Transfer Reimbursements County Attorney Legal Services	26260	\$0	\$0	\$50	\$50	0	\$50	\$50	\$50
Transfers and Reimbursements	26260	\$0	\$68	\$56	\$0	0	\$0	\$0	\$0
Administrative Reimbursements-COR	53231	\$0	\$0	\$291	\$326	0	\$0	\$0	\$0

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:

Library

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
County Bonds/Debt										
Building Better Communities GOB Program	3,035	6,585	1,260	1,215	1,840	2,975	1,685	5,605	21,270	42,435
Total:	3,035	6,585	1,260	1,215	1,840	2,975	1,685	5,605	21,270	42,435
Other County Sources										
Miami-Dade Library Taxing District	16,805	34,654	29,919	21,155	10,182	2,900	2,900	2,900	0	104,610
Total:	16,805	34,654	29,919	21,155	10,182	2,900	2,900	2,900	0	104,610
State of Florida										
Florida Department of State	1,000	1,000	0	0	0	0	0	0	0	1,000
Total:	1,000	1,000	0	0	0	0	0	0	0	1,000
Department Total:	20,840	42,239	31,179	22,370	12,022	5,875	4,585	8,505	21,270	148,045

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Library Facilities - New									
ARCOLA LAKES BRANCH LIBRARY	2,054	1,687	2,838	0	0	0	0	0	6,579
BUILDING BETTER COMMUNITIES LIBRARY PROJECTS	0	0	0	0	715	980	1,670	20,580	23,945
CARFOUR/VILLA AURORA BRANCH LIBRARY	1,025	1,925	0	0	0	0	0	0	2,950
COUNTRY WALK BRANCH LIBRARY	388	2,325	4,725	0	0	0	0	0	7,438
DORAL BRANCH LIBRARY	2,204	900	3,644	2,252	0	0	0	0	9,000
HIALEAH GARDENS BRANCH LIBRARY	3,475	3,675	0	0	0	0	0	0	7,150
INTERNATIONAL MALL BRANCH LIBRARY	4,916	0	0	0	0	0	0	0	4,916
KENDALE LAKES BRANCH LIBRARY	4,633	2,400	0	0	0	0	0	0	7,033
KILLIAN BRANCH LIBRARY	2,300	1,260	2,720	2,720	0	0	0	0	9,000
NARANJA BRANCH LIBRARY	1,455	5,737	1,138	0	0	0	0	0	8,330
PINECREST BRANCH LIBRARY	19	4,000	0	0	0	0	0	0	4,019
Library Facilities - Repairs and Renovations									
LIBRARY FACILITIES - REPAIR/MAINTENANCE	13,450	3,555	4,115	4,740	5,160	3,860	6,835	0	41,715
MIAMI SPRINGS BRANCH LIBRARY	100	635	0	0	0	0	0	0	735
NORTHEAST REGIONAL LIBRARY	3,000	3,110	3,890	2,310	0	0	0	690	13,000
SHENANDOAH BRANCH LIBRARY	1,577	658	0	0	0	0	0	0	2,235
Department Total:									
	40,596	31,867	23,070	12,022	5,875	4,840	8,505	21,270	148,045

Park and Recreation

Park and Recreation

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Recreation and Culture

Desired Outcome	Highlights	Performance Impact
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Complete renovation and/or acquisition of 27 facilities including the addition of 84 acres of park land (\$1.44 million and 17 positions)	Operate and maintain new park land, basketball courts, soccer fields, bike paths, playgrounds, lighted parking facilities, cabins, public restrooms, boathouse, irrigation systems, and many other improvements to park facilities
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Enhance the lifecycle maintenance and facility beautification program; replace trees lost during the past hurricane season and establish an additional tree trimming crew (\$2.55 million and five positions)	Improve the condition of park facilities through implementation of routine maintenance programs; perform targeted facility maintenance including painting and court resurfacing, and reduce emergency work orders from 600 in FY 2005-06 to 570 in FY 2006-07; plant additional trees increasing the shade areas available and reduce the tree trimming cycle throughout the park facilities to diminish the canopy damage due to wind storms

RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)

Provide funding for Areawide Parks 40-year building recertification (\$600,000), grant match requirements (\$797,000), light intensity improvements at parking lots (\$50,000), lightning protection systems (\$50,000), outdoor electrical safety repairs (\$650,000), other park improvements (\$1.248 million), renovations (\$911,000), structural safety inspections (\$250,000), and heavy and mobile equipment replacement (\$256,000); provide funding for Local Parks 40-year building recertification (\$300,000), light intensity improvements at parking lots (\$20,000), lightning protection systems (\$70,000) outdoor electrical safety repairs (\$350,000), park improvements (\$235,000), renovations (\$1.078 million), structural safety inspections and repair (\$100,000), and heavy mobile equipment replacement (\$154,000); provide funding for improvements at Crandon Park Tennis Center (\$155,000), Tamiami Park (\$850,000), Trail Glades Range (\$400,000), North Shore Beach Maintenance Facility (\$400,000), Palmetto Mini Golf Course (\$250,000), other environmental and safety improvements (\$850,000), park facilities sewer connections (\$1.2 million), Miami Metrozoo equipment needs (\$100,000), Miami Metrozoo improvements (\$100,000), Dade County Auditorium (\$615,000), Joseph Caleb Center Auditorium (\$360,000), and Cinco de Mayo Park (\$240,000); provide funding for the purchase of a recreation management system (\$450,000); community-based organization grants for park renovation (\$500,000); scoreboard and irrigation system at West Little River Park (\$275,000); development of the Archeological Zone at the Dolphin Center (\$350,000); and the addition of a Tot-Lot and sodding for the Country Club of Miami South Course (\$115,000)

Address departmental needs using Capital Outlay Reserve (COR) funding (\$14.32 million)

RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Implement an aggressive capital plan at the six County-operated marinas (\$17 million from a combination of operating revenues and financing proceeds); increase marina wet-slip fees by 15 percent to pay for the associated debt service	Increase amenities to improve customer experience by adding dock master complexes, restrooms, showers, laundry facilities, dock security gates, and multi-purpose rooms; complete electrical upgrades at Black Point, Crandon, Haulover and Matheson; upgrade lighting, landscape, signage, and furniture at various facilities; and add floating docks at Hoover Marina
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Provide additional children's programming through partnering with the Children's Trust and the Community Action Agency (\$1.24 million and eight positions)	Expand recreational programming for children with developmental disabilities at Cinco de Mayo and Naranja Park; establish new programming at Arcola, Leisure Lakes, Martin Luther King, Jr. Tamiami, Goulds, and Coral Estates parks; and expand Leisure Access programming
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue implementation of over 75 multi-year projects from the Building Better Communities (BBC) Bond Program (\$415.5 million)	Improve and construct new buildings, walkways, athletic fields, landscaping and playgrounds; and purchase land for green space
RC1-4: Quality customer service at all recreational, cultural and library facilities (priority outcome)	Enhance the quality of service delivery through improved ratios of participant to staff at recreational programs (\$630,000 and 40 full-time equivalent part-time positions)	Improve supervision and enhance recreational programming by reducing the ratio of participant to staff to 19:1 from 22:1
RC1-4: Quality customer service at all recreational, cultural and library facilities (priority outcome)	Enhance Miami Metrozoo visitor amenities (\$42,000 and three positions)	Implement various initiatives at the Miami Metrozoo, such as the new bird and giraffe feeding stations, and expansion of the safari cycle, stroller, and wheelchair rentals
RC2-1: Reduction in unmet needs (priority outcomes)	Continue with the design and construction of the soccer field, parking lot, walkways, restroom building, access controls, and shelters at Tamiami Park (\$850,000 from COR, total project \$8.1 million)	Completed the restroom building, access controls, shelters and walkways at Tamiami Park in the second quarter of FY 2005-06 and will complete the parking lot in the second quarter of FY 2006-07
RC3-1: Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)	Expand the available senior citizen programs and establish a program coordinator (\$329,000 and six positions)	Establish senior programs at five new sites increasing registrant capacity to 390 from 310

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Park and Recreation

(\$ in 000s)

Department-wide Issues

N/A

Deering Estate Issues

- 1 The base budget reflects an increased number of events and activities at the Deering Estate in FY 07-08. The percent increase in earned revenues of 13% offsets the percent increase in expenses of 7%.

Golf Issues

- 1 Includes revenues and expenses associated with the operation and management of 6 golf courses: Briar Bay, Country Club of Miami, Crandon, Greynolds, Haulover, and Palmetto.
- 2 The base budget includes revenues and expenses associated with the opening of the Palmetto Mini Golf course anticipated in January 2008. The budget also includes uncontrollable expenses such as merit and cost of living adjustments, water & sewer charges, increase in the rental contract for golf carts, and the higher cost of chemicals.
- 3 Expenses beginning with FY 05-06 reflect the debt service payment on the Crandon Golf Clubhouse. The first payment made in FY 05-06 was \$553K.

Marinas Issues

- 1 Fee Increase/Capital Improvement Schedule - the marinas are proposing fee increases that are required to meet the debt payments on sunshine loans that have been needed to fund the marina's capital plan.
- 2 Revenues reflected for all years are gross revenues; they are not net of the minimum guarantee.

Miami Metrozoo Issues

- 1 End of year projection and base include funding for pineland burning.
- 2 As of January 2007, water and sewer charges were already at 51% of the budgeted amount. The Water and Sewer Department has been contacted to assess the problem. The budgeted amounts for end of year projection and base assume that the problem will be resolved prior to yearend.
- 3 Revenues and expenses reflect the implementation of enhancements to the safari cycle concession, the ticketing system, the stroller/wheelchair rentals, and visitor amenities.

Park Operations Issues

- 1 Expenses reflected in this activity include costs associated with providing services such as park security, equestrian center, tennis tournament, region offices, tennis centers, trail glades range, custodial services, track and field, campgrounds, toll booth operation, beach maintenance, programming partnerships, ballfield maintenance, special tax district management, and general costs such as utilities (electrical, water and sewer, waste collection), telephone services, exterminator services, elevator services, and fire services. The cost also includes 23% of costs associated with the Hickman building such as rent, telephones, copiers, etc.
- 2 The budget includes the policy payment of \$311K for the replacement of heavy equipment through the GSA trust valued at \$1.8 million. The department is requesting an additional \$200K for policy payment on \$1 million equipment purchase.
- 3 The budgeted amount under capital includes purchases for start up equipment approved as part of new and expanded enhancements.
- 4 The budgeted amount under debt service is for the purchase of bleachers used for the tennis tournament at the Crandon Park Tennis Center.
- 5 Revenues for end of year and base are lower than prior year due to a projected reduction in parking revenue at Haulover resulting from construction at the marina. In addition, revenues realized last year for showmobile rentals are not recurring.

Development and Construction Issues

- 1 Expenses reflected for this activity are net of reimbursements. Costs for staff time spent on capital projects is reimbursed by various funding sources - General Fund, SNP, QNIP, Impact Fees, Grants, and the Building Better Communities Bond.
- 2 Expenses include costs associated with the Planning and Development area - the Assistant Director's office, Design and Development, Capital Program, Construction and Maintenance, and Planning and Research.
- 3 General fund is allocated to cover costs that are not funded by any other funding source. The general fund allocated to Planning and Research has not been sufficient to cover their activities. Planning activities are generally performed before a funding source can be identified for a park project. In addition, planning staff is required to participate in activities that must be subsidized such as feasibility studies for dog parks and skate parks; activities related to the open space master plan; research and preparation for responses to community councils; commissioner and citizen inquiries; developing presentations for community planning meetings; assisting the Annexation and Incorporation Office with information on current and proposed incorporations, etc.
- 4 The increase in the number of full time positions is due to the addition of 4 Construction Manager 2 positions associated with the increased demands of the BBC Bond Program and 4 positions made possible through the internal reorganization of FY 05-06. One of those positions is the Recreational Planner established to meet a deficiency highlighted by the CAPRA Reaccreditation Report.

Facility Maintenance Issues

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- 1 Funds allocated to this activity are used to provide ongoing maintenance and repairs to facilities throughout our park system. It does not include facility maintenance for golf courses, marinas, and the Deering Estate.
- 2 The fluctuation of expenses in this area can be explained as follows: in FY 04-05 expenses are low due to a high number of vacancies in the Construction & Maintenance Division; in 05-06 expenses are low due to the high number of hurricane work orders; in FY 06-07 and FY 07-08 the budgets include an enhancement of \$550K to improve the maintenance program, the cost of pump station maintenance at an estimated \$160K, and the cost of living adjustments including FRS.

Grounds Maintenance Issues

- 1 Expenses include grounds maintenance provided by roving crews; staff assigned at individual parks to perform grounds maintenance; natural areas management; tree crews; and contract work by the Landscape Agency.
- 2 FY 07-08 BASE includes and additional \$150K for chemicals that comply with DERM and EPA guidelines.
- 3 Budget and end of year FY 06-07 includes positions and equipment for the establishment of the department's fourth tree crew and additional positions for newly acquired park properties funded as enhancements
- 4 Overtime charges in FY 05-06 are attributed to work related to debris removal after hurricanes Katrina, Rita, and Wilma.

Park Programming Issues

- 1 This activity includes costs associated with summer camps, after school programs, sports development programs, senior programs, eco adventures, learn-to-swim, and leisure access programs.
- 2 Expenses related to providing the Children's Trust programs do not impact the general fund.
- 3 The reduction in earned revenues projected for FY 06-07 and FY 07-08 is lower than FY 05-06 due to the loss of the after school and summer programs at Cutler Ridge Park with the transfer of the park to Cutler Bay.
- 4 The base budget expenses reflect a correction in the budgeting of positions for leisure access programs which understated the cost of the general fund programs.
- 5 The increase in the number of part time FTE's is attributed to the \$630K enhancement allocated in FY 06-07 for the purpose of reducing the participant to staff ratio from 22:1 to 19:1 resulting in additional part time hours.

Arts and Culture Issues

- 1 Expenses include cost of operating and managing the African Heritage Cultural Arts Center, Joseph Caleb Auditorium, and the Miami Dade County Auditorium; cost of providing the arts in the parks program, after school and summer programs.
- 2 The reduction in earned revenues compared to FY 05-06 actual is due to the loss of the Florida Grand Opera as a major lessee of the Miami Dade County Auditorium (MDCA). The increase reflected in the base is primarily due to the summer arts program at the African Heritage Cultural Arts Center. The department is working with focus groups to partner with promoters and to identify target audiences for new shows.

Pools Issues

- 1 The department currently has eight seasonal pools and five year round pools. This reflects the loss of one of the year round pools with the transfer of Cutler Ridge Pool to Cutler Bay.
- 2 The increase in the number of part time FTE's is attributed to the \$630K enhancement allocated in FY 06-07 for the purpose of reducing the participant to staff ratio from 22:1 to 19:1 resulting in additional part time hours
- 3 The base budget also reflects an increase in expenses associated with higher water & sewer costs at Tamiami Park. However, these charges have been erroneously associated to the pool since last fiscal year and need to be corrected prior to next fiscal year. Action will be taken to assure that the use of water for the new restroom building and the irrigation system are moved under the park.

CBO and Fairchild Tropical Botanic Garden Issues

- 1 Carryover funds from prior years are segregated in Fund 040 Subfund 002.
- 2 Expenses for FY 05-06 Actual are not reflective of the actual expenses due to a reimbursement of \$258K allocated by OSBM at the end of the year. Without the reimbursement, actual expenses would have been \$388K.

Administration Issues

- 1 Expenses included in this activity for the end of year projection and base include cost of each of the administrative divisions (director's office, assistant director's office, strategic business planning and performance review, human resources, finance, management & budget, procurement, warehouse, communications, and information technology); 46% of costs associated with the Hickman building such as rent, telephones, copiers, etc.; debt payment; and special assessments. The end of year projection does not include an estimate for termination pay which as of February 2007 totals \$600K.
- 2 The department's end of year projection and base budgets assume a reimbursement of \$200K from QNIP interest for support provided by the administrative area. Allocation is provided by OSBM.
- 3 Other revenues include the administrative overhead charges from Special Tax Districts and Marinas MOU; FPL sub-station leases, late fees from contracts, sales tax commission, and insurance claim refunds.
- 4 The amounts reflected under Interagency Transfers are the minimum guarantee payments made by the marinas under the Memorandum of Understanding (MOU).
- 5 The variance in expenses between the end of year and budget includes the purchase of the recreation management system; pay upgrades to the accountant classifications; and funding for one overage position for hurricane recovery. It also includes funds needed to advance special taxing district management \$400K for the purchase of equipment needed by STD maintenance crews; the amount to be paid as a debt service to

general operations.

- 6 The base budget, in addition to the incremental cost of the pay upgrades for the accountant positions and the overage position for hurricane recovery, includes the balance of expenses associated with the recreation management system and decreasing budget attrition from 6% to 5%.

Hurricane - Fund 040 Issues

- 1 The department was not able to transfer all of the hurricane related expenses prior to the end of FY 05-06. A reimbursement for \$1.8M is currently in final preparation for transfer to the county's hurricane account.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Park and Recreation

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base

REVENUE

CW	General Fund Countywide	\$21,582	\$29,236	\$36,257	\$43,381	\$45,371	\$49,094	\$49,094	\$51,983
UMSA	General Fund UMSA	\$28,428	\$27,536	\$23,418	\$21,327	\$26,627	\$29,958	\$29,958	\$31,755
PROP	Carryover	\$1,575	\$536	\$2,174	\$1,803	\$5,115	\$1,149	\$2,476	\$1,165
PROP	Fees and Charges	\$12,876	\$14,981	\$14,516	\$16,023	\$16,602	\$14,917	\$15,113	\$15,630
PROP	Interest Earnings	\$42	\$28	\$20	\$37	\$110	\$0	\$63	\$61
PROP	Other Revenues	\$357	\$919	\$315	\$572	\$443	\$455	\$438	\$438
PROP	Special Taxing District Revenue	\$1,398	\$1,763	\$2,389	\$3,015	\$3,748	\$3,472	\$3,464	\$3,661
PROP	Golf Course Fees	\$4,630	\$5,188	\$6,949	\$8,120	\$8,380	\$8,741	\$8,504	\$8,788
PROP	Marina Fees and Charges	\$5,703	\$6,083	\$7,022	\$7,263	\$7,218	\$6,848	\$7,040	\$6,981
PROP	Miami Metrozoo Fees and Charges	\$2,574	\$3,039	\$3,113	\$3,479	\$4,366	\$4,185	\$4,332	\$4,594
PROP	Special Taxing District Carryover	\$2,004	\$1,846	\$1,602	\$1,536	\$1,914	\$1,642	\$2,818	\$2,232
INTERTRNF	Convention Development Tax	\$500	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000
INTERTRNF	Other Revenues	\$500	\$250	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$150	\$150	\$150
INTERTRNF	Transfer From Other Funds	\$202	\$235	\$178	\$50	\$100	\$50	\$50	\$50
TOTAL REVENUE		\$82,371	\$92,140	\$98,453	\$107,558	\$120,994	\$121,661	\$124,500	\$128,488

EXPENDITURES

Salary	\$40,458	\$43,614	\$45,308	\$49,659	\$50,249	\$58,688	\$54,846	\$58,408	0
Overtime Salary	\$638	\$742	\$593	\$800	\$1,092	\$349	\$503	\$478	
Fringe	\$10,283	\$10,493	\$12,205	\$13,807	\$15,550	\$19,869	\$18,176	\$19,832	0
Overtime Fringe	\$96	\$110	\$89	\$120	\$164	\$52	\$92	\$87	
Other Operating	\$26,836	\$31,758	\$35,127	\$33,164	\$44,479	\$38,255	\$42,117	\$46,471	
Capital	\$448	\$602	\$530	\$482	\$2,021	\$1,628	\$3,036	\$867	0

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TOTAL OPERATING EXPENDITURES	\$78,759	\$87,319	\$93,852	\$98,032	\$113,555	\$118,841	\$118,770	\$126,143	
Debt Services	\$295	\$277	\$339	\$402	\$1,211	\$1,187	\$1,240	\$1,240	
Reserves	\$0	\$0	\$0	\$0	\$0	\$680	\$0	\$454	
Transfers	\$935	\$768	\$843	\$1,042	\$934	\$954	\$1,093	\$651	
Other Non-Operating	\$0	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0	
TOTAL NON OPERATING EXPENDITURES	\$1,230	\$1,045	\$1,261	\$2,497	\$2,145	\$2,821	\$2,333	\$2,345	
TOTAL EXPENDITURES	\$79,989	\$88,364	\$95,113	\$100,529	\$115,700	\$121,662	\$121,103	\$128,488	
REVENUES LESS EXPENDITURES	\$2,382	\$3,776	\$3,340	\$7,029	\$5,294	\$-1	\$3,397	\$0	

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	1140	1135	1189	1206	1215	1272	1277	1277
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	655	670	645	628	685	746	746	766
Temporary FTEs Budgeted =								

Activity: Administration								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$2,012	\$2,879	\$3,007	\$4,364	\$3,950	\$4,734	\$4,631	\$5,113
General Fund UMSA	\$3,795	\$3,481	\$3,509	\$3,654	\$2,634	\$3,164	\$3,088	\$3,409
Carryover	\$0	\$0	\$0	\$0	\$610	\$-679	\$610	\$0
Other Revenues	\$98	\$559	\$565	\$534	\$443	\$455	\$438	\$438
TOTAL REVENUE	\$5,905	\$6,919	\$7,081	\$8,552	\$7,637	\$7,674	\$8,767	\$8,960
EXPENDITURES								
Salary	\$3,224	\$3,394	\$3,794	\$4,136	\$4,528	\$4,881	\$4,876	\$5,214
Overtime Salary	\$17	\$18	\$20	\$22	\$30	\$25	\$9	\$10
Fringe	\$1,053	\$1,108	\$1,239	\$1,351	\$1,455	\$1,683	\$1,652	\$1,767
Overtime Fringe	\$3	\$3	\$3	\$3	\$4	\$4	\$2	\$2
Other Operating	\$3,167	\$4,002	\$3,723	\$3,209	\$2,617	\$2,517	\$3,054	\$2,962
Capital	\$244	\$237	\$206	\$215	\$3	\$245	\$855	\$686
TOTAL OPERATING EXPENDITURES	\$7,708	\$8,762	\$8,985	\$8,936	\$8,637	\$9,355	\$10,448	\$10,641
Debt Services	\$295	\$277	\$259	\$322	\$399	\$407	\$407	\$407
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	\$0	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0
TOTAL EXPENDITURES	\$8,003	\$9,039	\$9,323	\$10,311	\$9,036	\$9,762	\$10,855	\$11,048
REVENUES LESS EXPENDITURES	\$-2,098	\$-2,120	\$-2,242	\$-1,759	\$-1,399	\$-2,088	\$-2,088	\$-2,088

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B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	88	91	85	84	84	88	87	87
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	5	5	5	5	5	5	5	8
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Grant Proposals Submitted	n/a	27	28	28	31	30	28	28	RC2-1

Comments/Justification:

Average Number of Grants Administered	n/a	n/a	28	38	46	30	38	38	RC2-1
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Comments/Justification:

Number of Programming Partnerships	n/a	n/a	4	17	20	20	26	28	RC1-3
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Comments/Justification:

Number of Web Visitors Annually	n/a	485,815	486,016	453,496	465,010	500,000	500,000	510,000	RC3-1
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Comments/Justification: With program registrations coming on-line, the Department anticipates increase hits to the website

Value Amount of Grants Administered			\$6,966,731	\$11,568,090	\$16,757,408	\$13,000,000	\$13,000,000	\$14,300,000	ED1-1
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Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Provide Safe Parks - Establish a Clerk 4-P/T conversion (#34), Personnel Spec (#144), and Safety Specialist (#35) to meet safety inspections, case tracking and risk management and worker's compensation reporting requirements	104	70	0	174	104	35	30	5	No	No	3	RC1-1

COMMENTS/JUSTIFICATION: To meet risk management & worker's compensation standards; to meet inspection standards (1 per year); to meet Case Tracking System and Background Check requirements. The department has grown 14% without additional admin staff support.

2	Invest Private Resources and Encourage Best Practice - Establish an energy coordinator (#182) and special events coordinator (#2)	0	0	134	134	96	32	0	6	No	No	2	RC2-1
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COMMENTS/JUSTIFICATION: Roger and Donna to add

4	Expedite Capital Projects - Establish Accountant 3 (#6) to improve capital budget coordination (Budgets/Wkos/Scheduling)	0	0	76	76	55	18	0	3	No	No	1	RC1-6
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COMMENTS/JUSTIFICATION: Position will be reimbursed by capital projects through indirect rates - admin overhead.

5	Maximize Technology to Improve Efficiency - Establish an IT Help Desk with part-time (#38); Database Mgr (#186) for new RMS and Datastream systems; and increase ETSD SLA (#41) by 1/2 programmer to handle additional workloads.	113	76	0	189	85	28	75	1	No	No	1	RC2-1
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COMMENTS/JUSTIFICATION:

6	Enhance support functions to ensure best management practices by establishing an Acct Clerk for Payables (#42); an Acct 1 (#43) for Receivables; an Office Supp 2 (#1) for Communications; a trainer (#36) and a P/T Clerk 2 (#37) for survey input	124	83	0	207	151	50	1	5	No	No	4	RC1-4
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COMMENTS/JUSTIFICATION: Department has grown 14% with almost no growth in support functions.

Activity: Arts and Culture

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$928	\$859	\$2,252	\$2,841	\$2,947	\$3,697	\$3,445	\$3,487
General Fund UMSA	\$1,722	\$1,596	\$751	\$214	\$222	\$299	\$383	\$387
Carryover	\$0	\$0	\$0	\$0	\$0	\$-268	\$0	\$0
Fees and Charges	\$1,042	\$1,015	\$1,166	\$1,259	\$1,402	\$997	\$947	\$1,030
Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$150	\$150	\$150
TOTAL REVENUE	\$3,692	\$3,470	\$4,169	\$4,314	\$4,571	\$4,875	\$4,925	\$5,054
EXPENDITURES								
Salary	\$1,899	\$1,953	\$2,122	\$2,255	\$2,254	\$2,563	\$2,560	\$2,630
Overtime Salary	\$7	\$8	\$15	\$17	\$9	\$5	\$5	\$5
Fringe	\$460	\$475	\$612	\$669	\$759	\$851	\$832	\$898
Overtime Fringe	\$1	\$1	\$2	\$3	\$1	\$1	\$0	\$0
Other Operating	\$1,311	\$1,024	\$1,415	\$1,361	\$1,543	\$1,434	\$1,507	\$1,521
Capital	\$14	\$9	\$3	\$9	\$5	\$21	\$21	\$0
TOTAL OPERATING EXPENDITURES	\$3,692	\$3,470	\$4,169	\$4,314	\$4,571	\$4,875	\$4,925	\$5,054
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$3,692	\$3,470	\$4,169	\$4,314	\$4,571	\$4,875	\$4,925	\$5,054
REVENUES LESS EXPENDITURES	\$0							

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B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	37	37	39	40	40	42	42	42
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	31	33	31	31	29	29	31
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Arts Summer Camp Registrants	n/a	486	411	443	489	419	436	425	RC3-1

Comments/Justification:

Arts Programs after school registrants	n/a	171	148	166	258	150	161	200	RC3-1
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Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Improve Profitability at Dade County Auditorium - Increase co-productions funding to increase attendance and revenue (#9)	50	0	100	150	0	0	150	0	No	No	0	RC1-3

COMMENTS/JUSTIFICATION: With the additional \$100,000 for productions and the \$50,000 in marketing, the number of our co-productions at M-DCA, and both attendance and revenue will increase accordingly. There is 100k return on investment for year 1; 125k for year 2; 150k for year 3.

12	Provide more cultural programming by implementing fashion/design classes (#10) at AHCAC; Improve customer service by converting a P/T Maint Repair to F/T and adding Clerk 4 at Caleb(#7, #8) and adding a Park Attendant (#11) at Women's Park	154	0	0	154	107	36	7	4	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION:

Activity: CBO and Fairchild Tropical Botanic Garden

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$505	\$485	\$485	\$485	\$485	\$485	\$485	\$485
Carryover	\$256	\$492	\$717	\$712	\$433	\$200	\$788	\$500
Other Revenues	\$259	\$360	\$-250	\$38	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$1,020	\$1,337	\$952	\$1,235	\$918	\$685	\$1,273	\$985
EXPENDITURES								
Salary	0	0	0	0	0	0	0	0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	0	0	0	0	0	0	0	0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$528	\$620	\$240	\$802	\$130	\$685	\$773	\$985
Capital	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$528	\$620	\$240	\$802	\$130	\$685	\$773	\$985
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$528	\$620	\$240	\$802	\$130	\$685	\$773	\$985
REVENUES LESS EXPENDITURES	\$492	\$717	\$712	\$433	\$788	\$0	\$500	\$0

Activity: Deering Estate								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$1,214	\$1,436	\$1,605	\$1,701	\$1,685	\$2,096	\$2,089	\$2,210
Fees and Charges	\$328	\$366	\$333	\$455	\$551	\$551	\$579	\$621
TOTAL REVENUE	\$1,542	\$1,802	\$1,938	\$2,156	\$2,236	\$2,647	\$2,668	\$2,831
EXPENDITURES								
Salary	\$784	\$957	\$1,071	\$1,197	\$1,142	\$1,363	\$1,378	\$1,458
Overtime Salary	\$7	\$11	\$12	\$13	\$9	\$10	\$10	\$10
Fringe	\$221	\$246	\$307	\$364	\$395	\$470	\$460	\$497
Overtime Fringe	\$1	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Other Operating	\$524	\$582	\$540	\$580	\$679	\$797	\$804	\$849
Capital	\$5	\$4	\$6	\$0	\$9	\$5	\$14	\$15
TOTAL OPERATING EXPENDITURES	\$1,542	\$1,802	\$1,938	\$2,156	\$2,236	\$2,647	\$2,668	\$2,831
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,542	\$1,802	\$1,938	\$2,156	\$2,236	\$2,647	\$2,668	\$2,831
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	23	24	24	24	24	24	24	24
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	15	15	14	15	16	17	17	17
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Earned Revenue	\$328	\$366	\$333	\$455	\$552	\$457	\$523	\$551	RC2-1

Comments/Justification:

Deering Estate attendance		19,667	20,816	23,960	27,289	24,000	27,397	26,000	RC3-1
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Comments/Justification: Increased marketing efforts in FY04-05, contributed to increases in gate admission attendance. This trend is anticipated to continue for FY 05-06 and FY06-07.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Improve profitability by covering P/T office support to F/T AO1 & OSS2 (#4) and address preventive maintenance and minor repair needs of our historic building by adding technician (#3).	0	0	110	110	74	25	7	4	No	No	3	RC2-1

COMMENTS/JUSTIFICATION: It is anticipated that this, coupled with the proposed rate increases, will generate approximately \$108,880 in additional revenues for an increased expenditure of \$47,816, resulting in a \$61,064 increased net revenue stream to the County.

11	Increase participation through diverse programming by enhancing senior programming - Establish P/T Rec Spec 1 (#5) to coordinate class programs such as health, art, performing arts, gardening	24	0	0	24	18	6	0	0	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION:

Activity: Development and Construction

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$903	\$569	\$457	\$863	\$902	\$1,003	\$959	\$900
General Fund UMSA	\$1,354	\$255	\$210	\$387	\$549	\$459	\$638	\$600
Fees and Charges	\$0	\$0	\$0	\$41	\$53	\$40	\$51	\$51
TOTAL REVENUE	\$2,257	\$824	\$667	\$1,291	\$1,504	\$1,502	\$1,648	\$1,551
EXPENDITURES								
Salary	\$2,841	\$2,936	\$3,042	\$3,598	\$3,549	\$3,600	\$3,421	\$3,220
Overtime Salary	\$90	\$103	\$49	\$40	\$51	\$0	\$58	\$55
Fringe	\$197	\$64	\$49	\$116	\$114	\$648	\$923	\$869
Overtime Fringe	\$14	\$15	\$7	\$6	\$8	\$0	\$11	\$10
Other Operating	\$-885	\$-2,294	\$-2,480	\$-2,469	\$-2,218	\$-2,746	\$-2,765	\$-2,603
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$2,257	\$824	\$667	\$1,291	\$1,504	\$1,502	\$1,648	\$1,551
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$2,257	\$824	\$667	\$1,291	\$1,504	\$1,502	\$1,648	\$1,551
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	86	86	89	89	88	88	96	96
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	8	8	8	8	8	6	6	7
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Construction Contracts Completed	n/a	111	58	52	71	62	51	58	RC1-6

Comments/Justification: This measure will be improved to show percentage of work completed within schedule.

New and expanded facilities completed	n/a	46	21	39	39	25	39	27	RC1-6
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Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
4	Expedite the capital program by providing sufficient development staff to maintain capital schedule completions (#143), maintain project baselines (#131), and improve change order response times (#132)	0	0	1682	1682	1261	420	221	79	No	No	24	RC1-6

COMMENTS/JUSTIFICATION: All but facility lease expense is reimbursable from capital funding. Operating expense includes \$150,000 to lease a facility since Hickman Bldg is at full capacity.

4	Enhance ETSD support to provide continual development, maintenance, and reporting enhancements to the Capital Project Management System Database (#129); add staff to develop/automate Datastream to manage multiple year outlook (#137)	151	101	0	252	81	27	138	7	No	No	2	RC1-6
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COMMENTS/JUSTIFICATION: Currently, the department has 5 programmers to maintain its current systems. Datastream, capital database and RMS are new systems that demand more programmer time. Dedicated resources are required to maintain integrity of all systems and data.

Activity: Facility Maintenance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$1,828	\$2,235	\$2,229	\$2,412	\$2,182	\$3,696	\$3,641	\$3,621
General Fund UMSA	\$2,312	\$1,852	\$2,844	\$1,275	\$1,455	\$2,095	\$2,095	\$2,414
TOTAL REVENUE	\$4,140	\$4,087	\$5,073	\$3,687	\$3,637	\$5,791	\$5,736	\$6,035
EXPENDITURES								
Salary	0	0	0	0	0	0	0	0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	0	0	0	0	0	0	0	0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$4,140	\$4,087	\$5,073	\$3,687	\$3,637	\$5,791	\$5,736	\$6,035
Capital	0	0	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	\$4,140	\$4,087	\$5,073	\$3,687	\$3,637	\$5,791	\$5,736	\$6,035
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$4,140	\$4,087	\$5,073	\$3,687	\$3,637	\$5,791	\$5,736	\$6,035
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	109	109	109	111	110	110	110	110
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Emergency Work Orders (reduced by 5% per year)	n/a	n/a	n/a	600	547	570	570	541	RC1-1

Comments/Justification: This measure will be improved to better reflect the affect of program maintenance.

Emergency response within 24 hours	n/a	n/a	n/a	n/a	n/a	90%	90%	90%	RC1-1
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Comments/Justification: This measure was developed to reflect % of response time to emergencies within 24 hours, and replaces the tracking of total number of emergency work orders.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
9	Enhance supervision to improve over-site of facility maintenance initiatives (#134); Increase service goal for Park Maintenance Technician Program (#125); Implement Call-in/follow-up center, improve graffiti removal response capabilities (#136)	503	335	0	838	258	86	117	377	No	No	7	RC1-1
COMMENTS/JUSTIFICATION:													

Activity: Golf								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$0	\$142	\$1,615	\$0	\$1,011	\$1,467	\$1,129	\$1,350
Carryover	\$0	\$0	\$0	\$0	\$0	\$-632	\$0	\$0
Golf Course Fees	\$4,630	\$5,188	\$6,949	\$8,120	\$8,380	\$8,741	\$8,504	\$8,788
TOTAL REVENUE	\$4,630	\$5,330	\$8,564	\$8,120	\$9,391	\$9,576	\$9,633	\$10,138
EXPENDITURES								
Salary	\$1,767	\$2,071	\$2,922	\$3,056	\$3,229	\$3,646	\$3,526	\$3,751
Overtime Salary	\$53	\$67	\$87	\$56	\$85	\$48	\$48	\$48
Fringe	\$493	\$530	\$852	\$978	\$1,166	\$1,347	\$1,289	\$1,396
Overtime Fringe	\$8	\$10	\$13	\$8	\$13	\$7	\$6	\$6
Other Operating	\$2,108	\$3,075	\$5,267	\$3,813	\$4,343	\$4,028	\$4,209	\$4,382
Capital	\$0	\$0	\$14	\$2	\$2	\$0	\$2	\$2
TOTAL OPERATING EXPENDITURES	\$4,429	\$5,753	\$9,155	\$7,913	\$8,838	\$9,076	\$9,080	\$9,585
Debt Services	\$0	\$0	\$0	\$0	\$553	\$500	\$553	\$553
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$4,429	\$5,753	\$9,155	\$7,913	\$9,391	\$9,576	\$9,633	\$10,138
REVENUES LESS EXPENDITURES	\$201	\$-423	\$-591	\$207	\$0	\$0	\$0	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	39	39	72	72	71	69	69	69
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	33	33	33	47	49	49	49	49
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Golf Rounds	190,436	201,334	255,719	255,502	260,547	266,500	255,000	266,500	RC1-3
Comments/Justification: FY 05-06 projected golf rounds reflect the impact the hurricanes had at the beginning of the fiscal year. The budgeted rounds for FY 06-07 take into account several factors, the Tarkel re-branding efforts, new marketing plan efforts and the closing of Raintree and California Club golf courses.									
Net Revenue per Golf Round	\$0.98	(\$1.59)	(\$7.98)	\$0.81	(\$3.11)	(\$1.70)	(\$3.74)	(\$1.80)	RC1-3
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
6	Enhance support functions to meet best practices and improve customer service by converting a P/T Account Clerk to F/T at Crandon (#17) and at Palmetto (#21)	87	0	0	87	65	22	0	0	No	No	2	RC1-4

COMMENTS/JUSTIFICATION:

9	Enhance golf facility maintenance by establishing a maintenance technician to expedite repairs and maintain structural/mechanical damages (#19)	98	0	0	98	43	14	11	30	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION:

Activity: Grounds Maintenance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$2,629	\$3,904	\$5,140	\$4,918	\$4,870	\$5,912	\$5,838	\$6,026
General Fund UMSA	\$6,311	\$5,251	\$4,360	\$5,627	\$6,646	\$8,544	\$8,757	\$9,040
Fees and Charges	\$532	\$537	\$516	\$292	\$559	\$390	\$390	\$443
Other Revenues	\$500	\$250	\$0	\$0	\$0	\$0	\$0	\$0
Transfer From Other Funds	\$102	\$100	\$50	\$50	\$100	\$50	\$50	\$50
TOTAL REVENUE	\$10,074	\$10,042	\$10,066	\$10,887	\$12,175	\$14,896	\$15,035	\$15,559
EXPENDITURES								
Salary	\$6,320	\$6,300	\$6,315	\$6,630	\$7,483	\$8,975	\$8,631	\$8,932
Overtime Salary	\$226	\$176	\$76	\$282	\$579	\$100	\$192	\$199
Fringe	\$2,068	\$2,061	\$2,066	\$2,216	\$2,440	\$3,067	\$3,229	\$3,342
Overtime Fringe	\$34	\$26	\$6	\$25	\$87	\$8	\$37	\$38
Other Operating	\$1,426	\$1,479	\$1,603	\$1,734	\$1,405	\$2,160	\$2,360	\$3,046
Capital	\$0	\$0	\$0	\$0	\$181	\$586	\$586	\$2
TOTAL OPERATING EXPENDITURES	\$10,074	\$10,042	\$10,066	\$10,887	\$12,175	\$14,896	\$15,035	\$15,559
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$10,074	\$10,042	\$10,066	\$10,887	\$12,175	\$14,896	\$15,035	\$15,559
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	235	238	246	250	246	278	278	278
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	52	52	37	25	31	60	60	70
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Average score in facility inspections (Sparkle Tour)	n/a	3.25	3.10	2.99	2.90	3.08	3.08	3.08	RC1-1

Comments/Justification:

Acreage of Exotic Plant Control	2,191	1,270	1,466	1,569	1,081	1,807	1,807	1,807	RC1-2
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Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Conserve and manage green space by allocating resources to maintain prescribed fires (#14) and natural areas management (#15)	0	0	471	471	262	88	0	120	No	No	9	RC1-1

COMMENTS/JUSTIFICATION: Between Parks and EEL, there are more than 1,600 acres of pine rockland and scrub that require periodic prescribed burning. It is projected that, in order to burn these sites (broken into manageable units), we would need to conduct 35 burns per year. NAM has obligations to EEL, WASA, Corrections, Park Operations, State Grants, Palmetto Bay and Pinecrest. Our current level of Park Attendants that make up our 6 crews leave the Division .6 Crews short. In FY 2008, we will be receiving an additional \$1 M.

14	Conserve and manage green space by creating an additional tree (#16) crew to help trim approximately 15,000 trees per year	298	198	0	496	151	50	0	295	No	No	5	RC1-1
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COMMENTS/JUSTIFICATION: The park system contains more than 200 parks, with trees ranging from newly planted to mature and declining. In order to maintain the tree canopy in Parks on the 3 year cycle, we need to trim approximately 15,000 trees per year.

15	Manage green space by establishing a Biologist to coordinate wildlife management (#16)	50	33	0	83	40	13	0	30	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: The management of wildlife, both native and non-native poses a significant challenge to existing Park biologists. The recent influx and expansion of non-native wildlife (e.g. Africanized bees, boas, pythons, iguanas, feral cats) and the number of rare native species requires the department to hire a biologist to coordinate.

Activity: Hurricane - Fund 040								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$0	\$0	\$0	\$0	\$4,967	\$0	\$0	\$0
General Fund UMSA	\$0	\$0	\$0	\$0	\$3,081	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	-\$610	\$890
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$8,048	\$0	-\$610	\$890
EXPENDITURES								
Salary	0	0	0	0	0	0	0	0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	0	0	0	0	0	0	0	0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$0	\$8,121	\$0	-\$1,500	\$0
Capital	\$0	\$0	\$0	\$0	\$537	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$0	\$0	\$0	\$0	\$8,658	\$0	-\$1,500	\$0
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$8,658	\$0	-\$1,500	\$0
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	-\$610	\$0	\$890	\$890

Activity: Marinas								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Carryover	\$935	\$768	\$843	\$1,042	\$934	\$954	\$1,093	\$651
Marina Fees and Charges	\$5,703	\$6,083	\$7,022	\$7,263	\$7,218	\$6,848	\$7,040	\$6,981
TOTAL REVENUE	\$6,638	\$6,851	\$7,865	\$8,305	\$8,152	\$7,802	\$8,133	\$7,632
EXPENDITURES								
Salary	\$450	\$598	\$785	\$901	\$910	\$1,120	\$1,137	\$1,174
Overtime Salary	\$2	\$7	\$9	\$3	\$5	\$2	\$2	\$2
Fringe	\$129	\$126	\$220	\$236	\$298	\$442	\$454	\$465
Overtime Fringe	\$0	\$1	\$1	\$1	\$1	\$0	\$0	\$0
Other Operating	\$1,761	\$1,657	\$2,044	\$2,380	\$2,518	\$2,096	\$2,315	\$2,353
Capital	\$24	\$26	\$88	\$13	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$2,366	\$2,415	\$3,147	\$3,534	\$3,732	\$3,660	\$3,908	\$3,994
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$680	\$0	\$454
Transfers	\$935	\$768	\$843	\$1,042	\$934	\$954	\$1,093	\$651
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$3,301	\$3,183	\$3,990	\$4,576	\$4,666	\$5,294	\$5,001	\$5,099
REVENUES LESS EXPENDITURES	\$3,337	\$3,668	\$3,875	\$3,729	\$3,486	\$2,508	\$3,132	\$2,533

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	7	10	16	17	18	18	18	18
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	10	25	21	21	22	24	24	26
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Marina Occupancy Rate	101%	105%	105%	105%	102%	105%	95%	105%	RC1-3
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)													
PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERTAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Increase services and extend operations hours as required per the Marina MOU (#183, #184, #187)	0	0	218	218	161	54	3	0	No	No	4	RC1-1
COMMENTS/JUSTIFICATION: Four (4) OSS 2. for the following: (1) Black Point, (1) Crandon, (1) Homestead (1) Matheson. To cover on FT OSS days off and holidays and provide staffing for full seven (7) days coverage of office. Increase services and extend operation hours as required at Haulover Marina per the Marina MOU - PFM 3 Three (3) F.T. Marina Attendants for Black Point, Crandon & Matheson Marina Six (6) P.T. Marina Attendants- (1) Black Point, (3) Homestead, (2) Matheson													
10	Provide safe parks by establishing police services at all marina boat ramps (#185)	156	104	0	260	0	0	260	0	No	No	0	RC1-1
COMMENTS/JUSTIFICATION: Will provide security details to assist during heavy weekend and holiday boat ramp usage.													

Activity: Miami Metrozoo

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$5,336	\$6,278	\$6,608	\$7,620	\$7,995	\$8,707	\$8,707	\$9,202
Carryover	\$233	\$-30	\$0	\$0	\$283	\$0	\$329	\$0
Miami Metrozoo Fees and Charges	\$2,574	\$3,039	\$3,113	\$3,479	\$4,366	\$4,185	\$4,332	\$4,594
Transfer From Other Funds	\$100	\$135	\$128	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$8,243	\$9,422	\$9,849	\$11,099	\$12,644	\$12,892	\$13,368	\$13,796
EXPENDITURES								
Salary	\$4,033	\$4,367	\$4,787	\$5,308	\$5,633	\$5,975	\$5,989	\$6,284
Overtime Salary	\$71	\$46	\$41	\$53	\$92	\$35	\$44	\$25
Fringe	\$1,193	\$1,237	\$1,501	\$1,672	\$1,947	\$2,185	\$2,165	\$2,331
Overtime Fringe	\$11	\$7	\$6	\$8	\$14	\$5	\$7	\$4
Other Operating	\$2,948	\$3,741	\$3,424	\$3,675	\$4,261	\$4,465	\$4,934	\$4,946
Capital	\$17	\$24	\$9	\$20	\$288	\$147	\$149	\$126
TOTAL OPERATING EXPENDITURES	\$8,273	\$9,422	\$9,768	\$10,736	\$12,235	\$12,812	\$13,288	\$13,716
Debt Services	\$0	\$0	\$80	\$80	\$80	\$80	\$80	\$80
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$8,273	\$9,422	\$9,848	\$10,816	\$12,315	\$12,892	\$13,368	\$13,796
REVENUES LESS EXPENDITURES	\$-30	\$0	\$1	\$283	\$329	\$0	\$0	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	115	118	120	116	120	127	127	127
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	31	32	44	51	53	53	55
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Earned Revenue	\$2,574	\$3,039	\$3,113	\$3,479	\$4,366	\$4,185	\$4,332	\$4,594	RC2-1
Comments/Justification:									
Miami Metrozoo Attendance	452,880	492,523	459,404	488,974	523,032	520,000	528,000	544,000	RC3-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Improve Metrozoo profitability by implementing revenue-generating venues and establishing positions to assist with the operation (#156); Implement camel ride concession (#160)	0	0	166	166	118	39	0	9	No	No	2	RC1-3

COMMENTS/JUSTIFICATION: The zoo has shown a 16% growth in group admissions and facility rentals over the past year. With rental events averaging more than one per weekend and group visits 25 per week, existing staff cannot address the sales and marketing tasks needed to grow the sales and marketing tasks needed to grow the business and to coordinate the events. Implement a camel ride concession based on the successful operation by Lowry Park and Bronx Zoos to increase revenues and enhance the visitor experience.

Activity: Park Operations

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$3,830	\$7,701	\$9,290	\$14,098	\$11,431	\$13,258	\$14,246	\$15,398
General Fund UMSA	\$8,360	\$11,199	\$8,178	\$6,024	\$7,621	\$9,773	\$9,112	\$9,619
Carryover	\$151	\$-694	\$614	\$49	\$2,855	\$1,574	\$266	\$-876
Fees and Charges	\$8,705	\$9,980	\$9,513	\$10,682	\$10,437	\$9,938	\$9,886	\$10,180
Convention Development Tax	\$500	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000
TOTAL REVENUE	\$21,546	\$28,686	\$28,095	\$31,805	\$33,344	\$35,543	\$34,510	\$35,321
EXPENDITURES								
Salary	\$12,421	\$14,216	\$13,439	\$14,697	\$14,230	\$17,055	\$14,794	\$16,745
Overtime Salary	\$160	\$305	\$282	\$299	\$216	\$124	\$135	\$124
Fringe	\$2,849	\$3,026	\$3,681	\$4,306	\$5,357	\$6,434	\$4,914	\$5,882
Overtime Fringe	\$23	\$45	\$49	\$62	\$32	\$25	\$27	\$25
Other Operating	\$7,396	\$10,512	\$10,426	\$9,955	\$12,542	\$11,587	\$14,389	\$13,648
Capital	\$63	\$250	\$169	\$264	\$906	\$539	\$1,320	\$32
TOTAL OPERATING EXPENDITURES	\$22,912	\$28,354	\$28,046	\$29,583	\$33,283	\$35,764	\$35,579	\$36,456
Debt Services	\$0	\$0	\$0	\$0	\$179	\$200	\$200	\$200
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$22,912	\$28,354	\$28,046	\$29,583	\$33,462	\$35,964	\$35,779	\$36,656
REVENUES LESS EXPENDITURES	\$-1,366	\$332	\$49	\$2,222	\$-118	\$-421	\$-1,269	\$-1,335

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	300	303	306	318	344	341	339	339
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	235	235	226	212	216	216	216	203
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Equestrian Center Rentals	n/a	42	33	32	29	34	30	30	RC3-1

Comments/Justification:

Trail Glades Range Admissions	n/a	18,738	17,704	19,190	21,943	17,800	18,000	18,200	RC3-1
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Comments/Justification:

L & P Thompson Campground Rentals	n/a	36,489	31,329	35,136	38,112	31,900	32,000	32,500	RC3-1
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Comments/Justification:

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Increase revenue by implementing revenue-generating venues at Camp OB (#116)	0	0	160	160	63	21	11	65	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: The purchase of a mobil rock wall will generate revenues to cover expenses in year 1. Rock wall will offer camp patrons the opportunity to explore their inner self-confidence and leadership skills.

2	Provide office support for showmobile and sound operation (#124); revenues will cover expense	0	0	39	39	29	10	0	0	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION:

3	Expand heavy fleet replacement plan with GSA	150	50	0	200	0	0	200	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION:

8	Provide well-maintained parks by enhancing custodial services at various parks to promote excellent customer service and satisfaction	233	677	0	910	645	215	18	30	No	No	26	RC1-1
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COMMENTS/JUSTIFICATION: To meet custodial needs at various parks (24,170,104,46,55,74,98,99,100,101,102,105,106,107,171-179)

10	Provide safe parks by increasing security rotations by two (#45)	702	468	0	1170	663	221	286	0	No	No	18	RC1-1
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COMMENTS/JUSTIFICATION: Two additional rotations of 4 supervisors and 14 officers.

Activity: Park Programming								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$2,181	\$2,219	\$2,975	\$3,388	\$2,158	\$3,310	\$2,974	\$3,195
General Fund UMSA	\$3,379	\$2,829	\$2,361	\$2,744	\$3,237	\$4,160	\$4,461	\$4,793
Fees and Charges	\$1,970	\$2,773	\$2,642	\$2,900	\$3,205	\$2,642	\$2,901	\$2,940
Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE	\$7,530	\$7,821	\$7,978	\$9,032	\$8,600	\$10,112	\$10,336	\$10,928
EXPENDITURES								
Salary	\$5,093	\$5,290	\$5,397	\$6,110	\$5,905	\$6,881	\$6,894	\$7,289
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe	\$1,164	\$1,209	\$1,233	\$1,396	\$1,235	\$1,699	\$1,766	\$1,867
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$1,273	\$1,322	\$1,348	\$1,526	\$1,432	\$1,447	\$1,591	\$1,772
Capital	\$0	\$0	\$0	\$0	\$28	\$85	\$85	\$0
TOTAL OPERATING EXPENDITURES	\$7,530	\$7,821	\$7,978	\$9,032	\$8,600	\$10,112	\$10,336	\$10,928
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$7,530	\$7,821	\$7,978	\$9,032	\$8,600	\$10,112	\$10,336	\$10,928
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	52	52	55	58	55	72	72	72
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	188	188	185	175	210	244	244	252
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Summer camp registrations (excludes Arts and Culture)	n/a	10,318	9,566	9,914	10,790	9,800	9,800	9,900	RC3-1
Comments/Justification:									
After School Registrations (excludes Arts and Culture)	n/a	975	1,297	2,265	2,157	1,325	2,000	2,000	RC3-1
Comments/Justification:									
Sports Development Registrations	n/a	2,352	2,057	2,112	1,859	2,100	2,100	2,100	RC3-1
Comments/Justification:									
Learn-to-Swim registrants	n/a	9,076	8,614	11,175	11,135	8,800	11,273	11,100	RC3-1
Comments/Justification:									
Senior Program Registrations	n/a	361	129	310	327	312	312	315	RC3-1
Comments/Justification:									
Eco-Adventure Tour participants*	n/a	7,612	14,324	18,793	36,215	15,000	36,215	36,000	RC3-1
Comments/Justification:									
Leisure Access Program registrants	n/a	n/a	581	755	1,186	765	1,187	1,000	RC3-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Improve profitability of EcoAdventures by converting P/T hours to 3 F/T positions (#12)	0	0	0	0	0	0	0	0	No	No	3	RC1-3

COMMENTS/JUSTIFICATION: Convert PT hours from A D Barnes, Bill Sadowski, and Arch Creek into 3 FT positions (1 Recreation Specialist I to oversee the Centralized Reservation System for Eco-tours and to make personal contact with representatives for Group Sales of EcoAdventure tours to hotels, corporate groups, and destination planners, and two FT Recreation Leader - Naturalists positions to fill projected shortage in staff needs in the nature centers and Eco-operations to fulfill increased demands in EcoAdventure tours (per the EcoAdventures Business Plan 07-08). Since the inception of EcoAdventures in 2001, the program has demonstrated steady growth in revenue (\$124,852 FY03-04 to \$ 299,100 FY05-06), as well in participation, program quality and customer satisfaction. However, EcoAdventures has reached a plateau at the present staffing and organizational level that will impede any future growth and sustainability of the program. The FT Recreation Specialist position is needed to develop and maintain a long-term rapport with clients in the national tourist-based industry that are committed to the development of EcoAdventures. The FT Recreation Leader positions will help bring continuity and stability in fulfilling EcoAdventures program demands at understaffed nature centers.

11	Increase participation through diverse programming by enhancing teen and senior programming at North Glade (#50), Bird Lakes (#57), Ojus (#58), Country Village (#60), Arcola Lakes (#76), Modello (#123)	0	273	0	273	177	59	7	30	No	No	5	RC1-3
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COMMENTS/JUSTIFICATION:

Activity: Pools								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$216	\$529	\$594	\$691	\$788	\$729	\$950	\$996
General Fund UMSA	\$1,195	\$1,073	\$1,205	\$1,402	\$1,182	\$1,464	\$1,424	\$1,493
Fees and Charges	\$299	\$310	\$346	\$394	\$395	\$359	\$359	\$365
TOTAL REVENUE	\$1,710	\$1,912	\$2,145	\$2,487	\$2,365	\$2,552	\$2,733	\$2,854
EXPENDITURES								
Salary	\$869	\$972	\$1,091	\$1,265	\$1,147	\$1,306	\$1,407	\$1,469
Overtime Salary	\$0	\$0	\$0	\$0	\$1	\$0	\$0	\$0
Fringe	\$212	\$238	\$267	\$309	\$297	\$320	\$389	\$406
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$629	\$702	\$787	\$913	\$920	\$926	\$937	\$979
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$1,710	\$1,912	\$2,145	\$2,487	\$2,365	\$2,552	\$2,733	\$2,854
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,710	\$1,912	\$2,145	\$2,487	\$2,365	\$2,552	\$2,733	\$2,854
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	5	8	8	8	8
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	44	44	44	43	44	41	41	46
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Pool Rentals	n/a	40	70	79	84	72	75	75	RC3-1
Comments/Justification:									
Public Swim Attendance	n/a	n/a	23,927	22,121	21,585	24,500	24,000	24,300	RC3-1
Comments/Justification:									
Summer Camp Attendance	n/a	n/a	19,058	13,139	12,426	19,000	12,000	12,600	RC3-1
Comments/Justification:									
Swim Club Registrations	n/a	n/a	751	567	563	700	600	615	RC3-1
Comments/Justification:									
Public School Attendance	n/a	n/a	8,096	13,029	7,230	8,400	8,000	8,500	RC3-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERTAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Provide safe parks by converting P/T Pool/Lake Lifeguard hours to F/T Ocean Lifeguard positions at Homestead Bayfront (#29) and Matheson Hammock (#30) to enhance the level of service and increase patron safety	84	0	0	84	63	21	0	0	No	No	3	RC1-1

COMMENTS/JUSTIFICATION:Lifeguard conversion to meet safety ratio standards

13	Increase participation of aquatic services by implementing enhanced services at Goulds Pool (#121) and synchronized swimming at Norman and Jean Reach Pool (#64)	0	134	0	134	98	33	1	2	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION:Funding is needed to begin a synchronized swimming program at Norman and Jean Reach Pool. An underground water system will be needed for this program. Ten participants will be targeted. The anticipated revenue is \$ 2,500 annually.

Activity: Special Tax District Landscape Maintenance								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
Interest Earnings	\$42	\$28	\$20	\$37	\$110	\$0	\$63	\$61
Special Taxing District Carryover	\$2,004	\$1,846	\$1,602	\$1,536	\$1,914	\$1,642	\$2,818	\$2,232
Special Taxing District Revenue	\$1,398	\$1,763	\$2,389	\$3,015	\$3,748	\$3,472	\$3,464	\$3,661
TOTAL REVENUE	\$3,444	\$3,637	\$4,011	\$4,588	\$5,772	\$5,114	\$6,345	\$5,954
EXPENDITURES								
Salary	\$757	\$560	\$543	\$506	\$239	\$1,323	\$233	\$242
Overtime Salary	\$5	\$1	\$2	\$15	\$15	\$0	\$0	\$0
Fringe	\$244	\$173	\$178	\$194	\$87	\$723	\$103	\$112
Overtime Fringe	\$1	\$0	\$0	\$2	\$2	\$0	\$0	\$0
Other Operating	\$510	\$1,249	\$1,717	\$1,998	\$2,549	\$3,068	\$3,773	\$5,596
Capital	\$81	\$52	\$35	\$-41	\$62	\$0	\$4	\$4
TOTAL OPERATING EXPENDITURES	\$1,598	\$2,035	\$2,475	\$2,674	\$2,954	\$5,114	\$4,113	\$5,954
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$1,598	\$2,035	\$2,475	\$2,674	\$2,954	\$5,114	\$4,113	\$5,954
REVENUES LESS EXPENDITURES	\$1,846	\$1,602	\$1,536	\$1,914	\$2,818	\$0	\$2,232	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	43	22	22	22	7	7	7	7
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	3	3	7	2	2	2	2	2
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of special taxing districts maintained	43	43	50	60	79	75	85	85	RC1-1
Comments/Justification:									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
2	Provide the level of services establish and mandated by the Ordinances approved by Miami-Dade County Board of Commissioners which, creates all districts by establishing the necessary resources to maintain demand (#128)	0	0	765	765	419	140	26	180	No	No	14	RC1-1

COMMENTS/JUSTIFICATION: The spectacular suburban growth with-in Miami-Dade County has increase the number of active district from 23 in FY 00/01 to 82 in FY 06/07. Based on the last five years history and number of districts approved by the Board of Commissioners, the number of districts will increase at a rate of 10-15 per year for the next 5-10 years.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Park and Recreation

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM PARK AND RECREATION

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Communications	Communications Department – Promotional Spots Program	No	\$85	\$85	\$85	\$85	\$85	\$85	\$85	\$85
Communications	Communications Department – Community Periodical Program	No	\$0	\$0	\$0	\$10	\$10	\$10	\$10	\$10
Solid Waste Management	Loan repayment for Ojus property purchase	No	\$160	\$1,160	\$261	\$165	\$266	\$141	\$141	\$0
Total Transfer to other Departments			\$245	\$1,245	\$346	\$260	\$361	\$236	\$236	\$95

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO PARK AND RECREATION

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Non-Departmental	Revenue for the Crandon Tennis Center - Convention Development Tax	No	\$500	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	
Non-Departmental	Reimbursement from QNIP for Administrative Support	No	\$200	\$200	\$200	\$200	\$200	\$200	\$200	
Non-Departmental	Revenue for Miami-Dade County Auditorium from the Tourist Development Tax	Yes	\$0	\$0	\$0	\$0	\$0	\$150	\$150	
Total Transfer from other Departments			\$700	\$700	\$700	\$1,152	\$1,200	\$1,350	\$1,350	

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Park and Recreation

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Community-Based Organizations	Fund 040; 60614, 60616 & 60620	\$138	\$235	\$64	\$207	\$54	\$307	\$395	\$238
Fairchild Tropical Gardens	Fund 040; 60614, 60616 & 60620	\$390	\$385	\$176	\$595	\$76	\$378	\$378	\$747
Separation Costs / Termination Pay	Fund 040; 00154 & 00155	\$430	\$381	\$599	\$756	\$716	\$0	\$0	\$0
Contract Temporary Employee Costs	Fund 040; Object 215	\$453	\$585	\$800	\$344	\$352	\$150	\$268	\$215
Electrical Service	Fund 040; 22010	\$2,067	\$2,941	\$3,140	\$3,207	\$3,256	\$3,677	\$3,653	\$3,666
Water and Sewer Service	Fund 040; 22110	\$1,377	\$2,326	\$2,395	\$2,012	\$2,753	\$2,176	\$2,722	\$2,874
Waste Collection	Fund 040; 22120 &22121	\$1,079	\$694	\$820	\$788	\$790	\$968	\$1,005	\$1,007
Fuel Costs	Fund 040; 26060 & 26070	\$587	\$744	\$871	\$1,132	\$1,388	\$940	\$1,162	\$1,219
Rent	Fund 040; 25190	\$649	\$727	\$737	\$730	\$748	\$869	\$869	\$869
Travel Costs	Fund 040 & 125/126; Object 312	\$87	\$121	\$136	\$134	\$169	\$145	\$165	\$174

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: Park and Recreation

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
County Bonds/Debt										
Building Better Communities GOB Program	12,871	31,273	35,207	36,517	37,029	33,518	33,640	26,826	187,725	421,735
Other - County Bonds/Debt	0	4,600	0	0	0	0	0	0	0	4,600
PAC Bond Proceeds	0	1,430	0	0	0	0	0	0	0	1,430
QNIP Phase I UMSA Bond Proceeds	250	30,088	0	0	0	0	0	0	0	30,088
QNIP Phase II UMSA Bond Proceeds	0	18,370	0	0	0	0	0	0	0	18,370
QNIP Phase IV UMSA Bond Proceeds	0	12,335	0	0	0	0	0	0	0	12,335
Safe Neigh. Parks (SNP) Proceeds	0	116,032	0	0	0	0	0	0	0	116,032
Sunshine State Financing	6,700	12,100	3,100	0	0	0	0	0	0	15,200
Total:	19,821	226,228	38,307	36,517	37,029	33,518	33,640	26,826	187,725	619,790

Impact Fees/Exactions										
Park Impact Fees	4,600	95,950	4,100	0	0	0	0	0	0	100,050
Road Impact Fees	0	383	0	0	0	0	0	0	0	383
Total:	4,600	96,333	4,100	0	0	0	0	0	0	100,433

Non-County Sources										
Cash Donations - Non County Sources	0	3,000	0	0	0	0	0	0	0	3,000
Other - Non County Sources	410	480	0	0	0	0	0	0	0	480
Total:	410	3,480	0	3,480						

Other County Sources										
Capital Outlay Reserve	16,970	40,016	33,214	30,649	14,484	7,780	7,890	0	0	134,033
Commissioner Donations	151	1,121	0	0	0	0	0	0	0	1,121
Liability Trust Fund	0	1,125	0	0	0	0	0	0	0	1,125
Operating Revenue	2,500	5,961	537	500	500	500	0	0	0	7,998
QNIP Phase III Pay As You Go	0	1,429	0	0	0	0	0	0	0	1,429
Total:	19,621	49,652	33,751	31,149	14,984	8,280	7,890	0	0	145,706

State of Florida										
FDOT Funds	0	790	600	569	2,988	0	5,095	0	0	10,042

Florida Boating Improvement Fund	300	5,500	300	100	100	100	100	0	0	6,200
Florida Department of State	0	431	0	0	0	0	0	0	0	431
Florida Inland Navigational District	0	2,078	0	0	0	0	0	0	0	2,078
Total:	300	8,799	900	669	3,088	100	5,195	0	0	18,751
Department Total:	44,752	384,492	77,058	68,335	55,101	41,898	46,725	26,826	187,725	888,160

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
ADA Accessibility Improvements									
SAFE NEIGHBORHOOD PARKS (SNP) BOND PROGRAM - AMERICANS WITH DISABILITIES ACT COMPLIANCE	1,370	130	0	0	0	0	0	0	1,500
Areawide Parks - New									
ARCHAEOLOGICAL ZONE AT DOLPHIN STADIUM	350	472	0	0	0	0	0	0	822
EAST GREYNOLDS PARK - DOG PARK DEVELOPMENT	100	190	0	0	0	0	0	0	290
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - NEW AREAWIDE PARK DEVELOPMENT	11,005	4,800	645	0	0	0	0	0	16,450
Areawide Parks - Renovation									
A.D. BARNES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	100	127	170	281	822	0	0	2,500	4,000
AMELIA EARHART PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	236	1,019	1,425	440	5,250	3,749	400	10,481	23,000
AREAWIDE PARKS - 40-YEAR BUILDING RECERTIFICATIONS	411	480	480	360	540	540	0	0	2,811
AREAWIDE PARKS - GRANT MATCH REQUIREMENTS	479	483	450	0	0	0	0	0	1,412
AREAWIDE PARKS - LIGHT INTENSITY AT PARKING LOTS	50	250	0	0	0	0	0	0	300
AREAWIDE PARKS - LIGHTNING PROTECTION SYSTEM	50	200	286	0	0	0	0	0	536
AREAWIDE PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	1,786	1,270	1,056	0	0	0	0	0	4,112
AREAWIDE PARKS - PARK IMPROVEMENTS	1,348	1,500	1,500	1,500	1,500	1,500	0	0	8,848
AREAWIDE PARKS - PLAYGROUND REPLACEMENTS	0	525	0	0	0	0	0	0	525
AREAWIDE PARKS - POOL IMPROVEMENTS	0	400	400	400	200	0	0	0	1,400
AREAWIDE PARKS - RENOVATIONS	1,662	2,000	2,000	2,000	2,000	2,000	0	0	11,662
AREAWIDE PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	602	1,300	1,300	0	0	0	0	0	3,202
CAMP MATECUMBE (BOYSTOWN) - BUILDING BETTER COMMUNITIES BOND PROGRAM	318	97	39	746	0	0	0	4,800	6,000
CAMP OWAISSA BAUER - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	902	98	0	0	0	0	0	1,000
CHAPMAN FIELD PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	55	329	200	53	4,363	5,000
CHARLES DEERING ESTATE - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	58	248	79	193	4,422	5,000
CHARLES DEERING ESTATE IMPROVEMENTS	0	300	300	300	300	300	0	0	1,500
CRANDON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	511	274	90	2,161	3,130	812	625	15,397	23,000
CRANDON PARK TENNIS CENTER IMPROVEMENTS	900	591	387	0	0	0	0	0	1,878
GOLF COURSE IMPROVEMENTS	468	700	500	0	0	0	0	0	1,668
GREYNOLDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	81	283	144	44	1,515	1,357	3,576	7,000
HOMESTEAD AIR RESERVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	544	344	76	3,487	2,732	7,874	15,057
IVES ESTATES DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	386	603	1,615	3,673	3,982	581	507	8,653	20,000
LAKES BY THE BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	363	157	726	2,254	0	0	1,000	4,500
LARRY AND PENNY THOMPSON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	157	327	116	0	44	61	366	5,529	6,600
MATHESON HAMMOCK PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	685	1,977	171	59	1,878	119	111	1,000	6,000
MATHESON HAMMOCK PARK ROAD RESURFACING	250	133	0	0	0	0	0	0	383
REDLAND FRUIT AND SPICE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	153	4	0	423	420	0	69	2,931	4,000
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - BAY SIDE PARK IMPROVEMENTS	7,113	4,287	1,500	0	0	0	0	0	12,900
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - METROPOLITAN PARK IMPROVEMENTS	10,971	2,600	1,229	0	0	0	0	0	14,800
SOUTHRIDGE PARK - BUILDING BETTER									

COMMUNITIES BOND PROGRAM	0	1,883	2,360	1,953	804	0	18	582	7,600
SOUTHRIDGE PARK IMPROVEMENTS	3,747	900	403	0	0	0	0	0	5,050
TAMIAMI PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	107	333	289	134	2,279	2,290	2,568	8,000
TAMIAMI PARK GYMNASIUM	341	314	7,000	695	0	0	0	0	8,350
TAMIAMI PARK IMPROVEMENTS	6,935	1,360	0	0	0	0	0	0	8,295
TRAIL GLADES RANGE - BUILDING BETTER COMMUNITIES BOND PROGRAM	2,197	360	200	2,040	4,000	640	0	0	9,437
TRAIL GLADES RANGE IMPROVEMENTS	740	400	0	0	0	0	0	0	1,140
TREE ISLANDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	86	66	536	86	1,530	2,696	0	0	5,000
TROPICAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,448	324	412	2,609	4,397	1,708	1,317	2,785	15,000
TROPICAL PARK IMPROVEMENTS	6,300	130	0	0	0	0	0	0	6,430
WEST KENDALL DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	710	245	3,685	1,040	320	0	0	17,000	23,000
Beach Projects									
BEACH MAINTENANCE FACILITY - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	384	116	0	0	500
HAULOVER BEACH FIRE RESCUE - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,500	0	0	0	0	0	0	0	1,500
HAULOVER PARK IMPROVEMENTS	9,457	5,048	0	0	0	0	0	0	14,505
NORTH SHORE BEACH MAINTENANCE FACILITY	692	308	600	0	0	0	0	0	1,600
Departmental Information Technology Projects									
RECREATION MANAGEMENT SYSTEM	600	450	0	0	0	0	0	0	1,050
Equipment Acquisition									
AREAWIDE PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	556	500	0	0	0	0	0	0	1,056
LOCAL PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	304	500	0	0	0	0	0	0	804
Golf Improvements									
COUNTRY CLUB OF MIAMI GOLF COURSE IMPROVEMENTS	4,266	566	0	0	0	0	0	0	4,832
PALMETTO MINI GOLF COURSE	170	80	0	0	0	0	0	0	250
Infrastructure Improvements									
COMMUNITY-BASED ORGANIZATION GRANTS FOR PARK RENOVATIONS	0	500	0	0	0	0	0	0	500
ENVIRONMENTAL AND SAFETY IMPROVEMENTS	1,674	1,709	1,600	1,600	0	0	0	0	6,583
GREENWAYS AND TRAILS - COMMISSION DISTRICT 01 - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	60	0	350	0	3,350	0	1,400	5,160
GREENWAYS AND TRAILS - COMMISSION DISTRICT 06 - BUILDING BETTER COMMUNITIES BOND PROGRAM	250	250	479	0	0	0	0	800	1,779
GREENWAYS AND TRAILS - COMMISSION DISTRICT 07 - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	800	800
GREENWAYS AND TRAILS - COMMISSION DISTRICT 08 - BUILDING BETTER COMMUNITIES BOND PROGRAM	290	301	369	1,257	1,097	2,536	1,725	850	8,425
PARK FACILITIES SEWER CONNECTIONS	15,156	1,200	844	0	0	0	0	0	17,200
THREE BRIDGES GREENWAY PROJECT	105	90	90	500	258	0	0	0	1,043
Local Parks - New									
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY)	619	900	821	0	0	0	0	0	2,340
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY) - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	2,100	0	0	0	0	2,100
COUNTRY VILLAGE PARK IMPROVEMENTS	1,069	300	0	0	0	0	0	0	1,369
PARK BENEFIT DISTRICT (PBD) NO. 1 LOCAL PARK DEVELOPMENT	27,116	3,500	2,368	0	0	0	0	0	32,984
PARK BENEFIT DISTRICT NO. 2 LOCAL PARK DEVELOPMENT	35,584	4,300	4,300	4,300	1,834	0	0	0	50,318
PARK BENEFIT DISTRICT NO. 3 LOCAL PARK DEVELOPMENT	8,100	3,000	2,848	2,800	0	0	0	0	16,748
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK DEVELOPMENT	20,000	2,882	2,000	0	0	0	0	0	24,882
Local Parks - Renovation									
ARCOLA LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	87	387	392	118	1,430	2,400	1,186	0	6,000
BIRD LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	43	240	0	0	0	0	0	0	283

BISCAYNE SHORES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	35	155	45	960	305	1,500
BRIAR BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	6	37	207	0	0	0	0	250
BROTHERS TO THE RESCUE MEMORIAL PARK PARKING LOT	37	183	0	0	0	0	0	0	220
CHUCK PEZOLDT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	1,972	28	53	200	99	825	1,173	4,350
CINCO DE MAYO PARK	0	1,200	0	0	0	0	0	0	1,200
COLONIAL DRIVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	310	32	158	15	54	50	170	536	1,325
CONTINENTAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	1,000	1,000
COUNTRY LAKE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	2,500	2,500
COUNTRY VILLAGE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	4	255	754	565	0	0	0	0	1,578
DEERWOOD BONITA LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	107	16	620	32	0	0	0	0	775
DOMINO PARK-WEST PERRINE - BUILDING BETTER COMMUNITIES BOND PROGRAM	22	75	121	0	0	0	0	0	218
EDEN LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	1,500	1,500
GLORIA FLOYD AREA - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	34	15	201	0	250
GOULDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	28	103	51	16	1,004	41	0	1,243
GWEN CHERRY PARK - COMMISSION DISTRICT 2 - BUILDING BETTER COMMUNITIES BOND PROGRAM	31	862	747	24	718	118	0	0	2,500
HOMESTEAD BAYFRONT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,119	571	25	459	762	64	65	935	4,000
INTERNATIONAL GARDENS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	13	4	83	0	0	0	0	0	100
JEFFERSON REAVES SR. PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	33	167	0	0	0	0	0	0	200
KENDALL INDIAN HAMMOCKS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	1,500	0	4,500	6,000
KENDALL SOCCER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	1,500	500	0	44	168	1,788	4,000
LAGO MAR PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	18	27	77	344	534	0	0	0	1,000
LEISURE LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	600	600
LOCAL PARKS - COMMISSION DISTRICT 01 - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	1,500	0	1,500	0	0	0	3,000
LOCAL PARKS - 40-YEAR BUILDING RECERTIFICATIONS	557	200	300	200	0	600	0	0	1,857
LOCAL PARKS - COMMISSION DISTRICT 02 - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	31	103	1,366	1,500
LOCAL PARKS - COMMISSION DISTRICT 03 - BUILDING BETTER COMMUNITIES BOND PROGRAM	9	27	148	0	0	0	0	0	184
LOCAL PARKS - COMMISSION DISTRICT 04 - BUILDING BETTER COMMUNITIES BOND PROGRAM	29	24	0	0	0	0	40	234	327
LOCAL PARKS - COMMISSION DISTRICT 10 - BUILDING BETTER COMMUNITIES BOND PROGRAM	815	1,198	602	24	621	395	136	209	4,000
LOCAL PARKS - COMMISSION DISTRICT 11 - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	600	0	0	0	32	53	2,815	3,500
LOCAL PARKS - COMMISSION DISTRICT 13 - BUILDING BETTER COMMUNITIES BOND PROGRAM	93	237	311	0	0	79	563	0	1,283
LOCAL PARKS - LIGHT INTENSITY AT PARKING LOTS	20	420	0	0	0	0	0	0	440
LOCAL PARKS - LIGHTNING PROTECTION SYSTEMS	70	325	390	0	0	0	0	0	785
LOCAL PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	545	100	0	0	0	0	0	0	645
LOCAL PARKS - PARK IMPROVEMENTS	235	1,000	1,000	1,000	1,000	1,000	0	0	5,235
LOCAL PARKS - PLAYGROUND REPLACEMENTS	0	550	550	0	0	0	0	0	1,100

LOCAL PARKS - POOL IMPROVEMENTS	0	400	400	400	240	0	0	0	1,440
LOCAL PARKS - RENOVATIONS	2,383	2,000	2,000	2,000	2,000	2,000	0	0	12,383
LOCAL PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	100	150	0	0	0	0	0	0	250
LOCAL PARKS PROJECTS DONATED BY COMMISSION DISTRICT 08	921	200	0	0	0	0	0	0	1,121
MARVA BANNERMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	3	22	88	37	0	150
MEDSOUTH PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	59	62	63	516	0	700
NARANJA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	34	63	180	29	484	1,210	0	2,000
NORTH GLADE PARK (MEADOW WOOD PARK) - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	31	132	51	323	863	0	1,400
NORTH SHORECREST AND MILITARY TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	50	49	401	0	500
NORTH TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	1,759	1,759
OAK GROVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	309	0	6	44	12	244	3	618
OLINDA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	33	98	119	0	0	0	0	0	250
OLYMPIC PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	35	151	59	713	642	0	0	1,600
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) BOND PHASE I - LOCAL PARK IMPROVEMENTS	25,638	0	0	0	0	0	0	0	25,638
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) BOND PHASE II - LOCAL PARK IMPROVEMENTS	14,625	1,950	0	0	0	0	0	0	16,575
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM BOND PHASE III - LOCAL PARK IMPROVEMENTS	1,429	0	0	0	0	0	0	0	1,429
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM BOND PHASE IV - LOCAL PARK IMPROVEMENTS	8,107	1,789	0	0	0	0	0	0	9,896
ROYAL COLONIAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	22	30	149	23	1,176	0	1,400
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK IMPROVEMENTS	6,982	2,368	0	0	0	0	0	0	9,350
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARKS PER CAPITA ALLOCATION	8,974	676	0	0	0	0	0	0	9,650
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - POOL IMPROVEMENTS AND DEVELOPMENT	2,297	703	0	0	0	0	0	0	3,000
SERGEANT JOSEPH DELANCY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	145	201	84	185	1,767	118	0	0	2,500
SHARMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	28	82	490	0	0	600
SOUTH DADE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	107	341	263	68	2,320	1,763	138	5,000
WEST LITTLE RIVER PARK	275	0	0	0	0	0	0	0	275
WEST PERRINE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	224	319	62	1,230	1,994	1,171	5,000
WESTWIND LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	53	200	106	775	1,266	0	0	2,400
WILD LIME PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	35	155	41	428	841	0	1,500
Marina Improvements									
BLACK POINT MARINA - BUILDING BETTER COMMUNITIES BOND PROGRAM	937	563	0	0	12	41	245	2	1,800
BOATING-RELATED IMPROVEMENTS	1,300	300	100	100	100	100	0	0	2,000
HAULOVER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,300	2,838	1,808	211	780	447	176	15,440	23,000
MARINA CAPITAL PLAN	3,060	3,300	4,500	4,000	2,777	0	0	0	17,637
Metrozoo Improvements									
MIAMI METROZOO - ADDITIONAL IMPROVEMENTS - BUILDING BETTER COMMUNITIES BOND PROGRAM	12,640	360	0	0	0	0	0	0	13,000
MIAMI METROZOO - CARIBBEAN EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	31,000	31,000
MIAMI METROZOO - FLORIDA EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,903	1,565	185	16,518	10,829	0	0	0	31,000

MIAMI METROZOO - IMPROVEMENTS AND ENTRY WAY - BUILDING BETTER COMMUNITIES BOND PROGRAM	1,987	734	4,582	4,697	0	0	0	0	12,000
MIAMI METROZOO EQUIPMENT NEEDS	100	300	100	100	0	0	0	0	600
MIAMI METROZOO IMPROVEMENTS	100	300	300	100	0	0	0	0	800
MIAMI METROZOO MONORAIL RENOVATIONS	700	2,400	2,700	0	0	0	0	0	5,800
MIAMI METROZOO WELLWATER DISCHARGE IMPROVEMENTS	0	2,981	2,200	2,424	0	0	0	0	7,605
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - MIAMI METROZOO IMPROVEMENTS	8,000	4,000	0	0	0	0	0	0	12,000
Other									
TREE CANOPY REPLACEMENT IN COUNTY PARKS	1,500	1,800	1,800	1,800	0	0	0	0	6,900
Park, Recreation, and Culture Projects									
AFRICAN HERITAGE CULTURAL ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	97	61	842	1,000
AFRICAN HERITAGE CULTURAL ARTS CENTER IMPROVEMENTS	0	500	300	300	0	0	0	0	1,100
DADE COUNTY AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	263	345	467	6,925	8,000
DADE COUNTY AUDITORIUM IMPROVEMENTS	1,391	758	400	0	0	0	0	0	2,549
JOSEPH CALEB CENTER AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	2,000	2,000
JOSEPH CALEB CENTER AUDITORIUM IMPROVEMENTS	671	895	400	0	0	0	0	0	1,966
PLANNING OF AN AFRICAN HERITAGE CULTURAL CENTER IN COMMISSION DISTRICT 01	0	50	0	0	0	0	0	0	50
WEST PERRINE SENIOR CITIZEN CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	500	0	500
WESTCHESTER ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM	250	350	2,014	1,386	0	0	0	0	4,000
Pedestrian Paths and Bikeways									
BIKE PATH IMPROVEMENTS ALONG SFVMD CANALS - BUILDING BETTER COMMUNITIES BOND PROGRAM	50	225	0	0	0	0	0	725	1,000
BIKE PATH IMPROVEMENTS ON SNAPPER CREEK TRAIL - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	0	500	500
BIKE TRAIL ON SNAKE CREEK BRIDGE - BUILDING BETTER COMMUNITIES BOND PROGRAM	50	225	225	0	0	12	125	363	1,000
LUDLAM BIKE TRAIL - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	0	0	0	40	1,695	1,735
Department Total:									
	303,518	107,141	82,719	74,477	65,715	46,322	26,933	181,335	888,160

Safe Neighborhood Parks

Safe Neighborhood Parks

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Recreation and Culture

Desired Outcome	Highlights	Performance Impact
RC1-6: Recreational, cultural and library facilities located where needed throughout the County (priority outcome)	Continue to serve as staff support to the SNP Bond Program Citizens' Oversight Committee (Oversight Committee) and administer the bond program consistent with the ordinance and administrative rules	Achieve an overall 5.0 rating (scale of 1-5) for staff support/service to the Oversight Committee
RC2-1: Reduction in unmet needs (priority outcomes)	Provide reimbursements to organizations, municipalities, and other governmental agencies for various park improvements	Complete 23 projects, including improvements to Camp Owaissa Bauer, Fairchild Tropical Phase 2, Continental Park Phase 2, Roberto Clemente Park, and Douglas Park

Department-wide Issues

N/A

Safe Neighborhood Parks Issues

- 1 To complete the remaining projects by the end of 2008.
- 2 Phase-out of office and merger into larger department.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Safe Neighborhood Parks

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
PROP	SNP Bond Interest Revenue	\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
TOTAL REVENUE		\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
EXPENDITURES									
	Salary	\$293	\$279	\$325	\$263	\$292	\$328	\$315	\$347
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$62	\$59	\$61	\$65	\$78	\$85	\$85	\$88
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$86	\$89	\$65	\$70	\$80	\$88	\$91	\$87
	Capital	\$0	\$0	\$0	\$1	\$0	\$1	\$0	\$11
TOTAL OPERATING EXPENDITURES		\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0							
TOTAL EXPENDITURES		\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
REVENUES LESS EXPENDITURES		\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	5	5	4	4	4	4	4	4
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Safe Neighborhood Parks								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
SNP Bond Interest Revenue	\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
TOTAL REVENUE	\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
EXPENDITURES								
Salary	\$293	\$279	\$325	\$263	\$292	\$328	\$315	\$347
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$62	\$59	\$61	\$65	\$78	\$85	\$85	\$88
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$86	\$89	\$65	\$70	\$80	\$88	\$91	\$87
Capital	\$0	\$0	\$0	\$1	\$0	\$1	\$0	\$11
TOTAL OPERATING EXPENDITURES	\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$441	\$427	\$451	\$399	\$450	\$502	\$491	\$533
REVENUES LESS EXPENDITURES	\$0							

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	5	5	4	4	4	4	4	4
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
ASE Correct and complete reimbursement request submit to Finance Department for payment within 5 days	6	5.5	5.57	4.5	3	5	5	5	RC1-6
Comments/Justification:									
ASE Contracts/Amendments processed within 6 days of authorizing action	7	2.7	6.86	4	5	6	6	6	RC2-1
Comments/Justification:									
Funding disbursed for park improvements (dollars in thousands)	\$14,406	\$23,409	\$10,500	\$12,213	\$21,171	\$12,532	\$16,000	\$29,000	RC1-6
Comments/Justification:									
Regional park improvements funding (in thousands)	\$2,770	\$11,799	\$2,460	\$6,757	\$9,952	\$7,000	\$10,000	\$12,000	RC2-1
Comments/Justification:									
Park land acres purchased (since initial issuance of bonds)	284	284	286	287	291	292	292	293	RC2-1
Comments/Justification:									

SELECTED LINE ITEM HIGHLIGHTS
 Department: Safe Neighborhood Parks

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Administrative Reimbursement	26240	\$13	\$14	\$13	\$12	\$12	\$12	\$12	\$17
External Special Audit	21011	\$21	\$11	\$0	\$0	\$0	\$13	\$13	\$13
Rent	25190	\$15	\$15	\$15	\$15	\$28	\$29	\$29	\$31
Reimbursement to Park & Recreation Department for a Clerk II	21511/22490	\$18	\$24	\$19	\$24	\$24	\$24	\$24	\$24
Termination Pay (Employee in DROP)	00155	\$29	\$0	\$1	\$0	\$14	\$9	\$9	\$9

Cultural Programs

Cultural Programs

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Economic Development And Recreation and Culture

Desired Outcome	Highlights	Performance Impact
ED1-1: Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	Provide additional support of \$1.3 million from the Tourist Development Tax to fund HASF (\$250,000), MAM (\$250,000), Museum of Science (\$250,000), and Vizcaya (\$550,000) for various operating expenses, including three additional positions at Vizcaya comprised of a facility manager (\$125,000), a security officer (\$31,000), and the conversion of a part-time custodial worker to full-time	Enhance cultural services including increased facility oversight, security services, permanent and temporary exhibitions, thereby increasing visitor attendance and public awareness of the Museum and its programs
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	The FY 2006-07 Adopted Budget and Multi-Year Capital Plan includes funding of \$575,000 from the Capital Outlay Reserve for Vizcaya (\$125,000) and Museum of Science (\$450,000) for facility improvements	Maintain a safe, clean, and aesthetically pleasing facility for visitors
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Fund various Vizcaya projects using Building Better Communities (BBC) Bond proceeds (\$50 million multi-year funding), including emergency repairs to the Main House; survey assessments and design development and planning, including East and West Gate lodges and ticket booth; and partially fund with BBC Bond proceeds the repairs and renovations of the Vizcaya Cafe and Shop (\$1.7 million)	Maintain a safe, clean, and aesthetically pleasing facility for visitors
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Vizcaya will continue to work with support groups, contractors, and consultants to repair and rehabilitate Vizcaya Museum and Gardens' Main House, Gardens, and Village Buildings	Continue emergency hurricane repairs to architectural elements and the Main House and Village scheduled for completion in January 2007; repair and renovation to the Café and Shop, scheduled for completion in December 2007; and repair and renovation to the Gate Lodges, scheduled for completion in September 2008

RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Continue to expand our portfolio of programs to advance Vizcaya's mission of engaging our community in learning through the arts, history, and the environment	Continue to implement "Family Artmaking," "Storytelling," "Talks and Tours," "Moonlight Garden Tours," and "Free Sundays" the last Sunday of July, August, and September for Miami-Dade County residents; introduce performing arts and contemporary arts projects, featuring two visiting artist installations this year
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	Continue enhancement and care of Vizcaya's unique historic collections and support	Continue customizing the collections database and entering data on 1,000 objects, scheduled for completion in July 2007; create a housekeeping manual for decorative rooms, scheduled for completion in January 2007
RC1-1: Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	The OHP will operate a program that saves Miami-Dade County properties eligible for designation as historic sites and provides them protection	Complete rehabilitation of three historic buildings through the Building Better Communities (BBC) Bond Program
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Ensure APP enhances the community's artistic environment by managing on going public art at various County facilities	Complete a total of nine public art projects including two at the Miami International Airport; two at the Dante B. Fascell Port of Miami-Dade County; one at each of the Golden Glades, Kendale Lakes, and International Mall branch libraries; one at the South Miami-Dade Cultural Arts Center; and one at a Park and Recreation facility
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	In FY 2006-07, HASF lobby exhibitions will include "Iris Photo Collective: Haitian Community Arts," based on one year of documentary photos in the Greater Miami Haitian community; "Miami Beach: America's Tropical Resort," showing through January 2007, which will examine leisure tourism recreation in this world-class resort from 1910 to the present; "Port Royal, Jamaica," which will open in February 2007, in collaboration with the Institute of Jamaica, to examine the transformation of Port Royal, Jamaica, from a 17th Century city to a major British naval base to a 20th Century heritage site	Enhance cultural programs and services to address varied community interests and educational needs

RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to use e-calendars, digitization, and the website to disseminate information and resources available at HASF	Improve public access to the intellectual and physical assets of the museum's collections, on-line exhibitions, and educational resources
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	The HASF will continue to participate in Museum Magnet and History Mystery program with Miami-Dade County Public Schools; conduct an intergenerational exploration of the people and places that make up Liberty City with Liberty City Elementary; explore women's issues and history for girls from Little Havana who participate in the Cuban American National Council's DIAL program	Improve writing, literary, and critical thinking skills to improve FCAT scores and community awareness
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	The Museum of Science will continue a portfolio of mathematics, science, and technology projects for youths from underserved communities	Continue to serve at least 100 youths from the target group in the after school Upward Bound program at the Miami Museum of Science and Planetarium
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Continue to provide high quality exhibitions to attract greater visitor numbers and expand the visitor base to the Miami Museum of Science and Planetarium	Obtain funding necessary to lease high quality exhibitions, which will attract more first-time museum visitors, and expand the reach of the museum to wider audiences
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	The Museum of Science opened "Titanic: The Artifact Exhibition" on March 24, 2006, which ran through October 2006; the next exhibit is "The Science of Aliens" from November 2006 through May 2007; the museum showed their newly constructed exhibit, "Amazon Voyage - Vicious Fishes and Other Riches," for six months from October 2005 to February 2006; the exhibit was also showcased in Washington, DC, Philadelphia, North Carolina, and the Florida Museum of Natural History	Enhance permanent and temporary exhibitions; increase visitor attendance and public awareness of the Museum of Science and its programs
RC1-3: More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	Maintain a portfolio of programs at MAM that engage our community in learning through the visual arts, history, and environment	Continue to implement low cost and free of charge programs like "Free Sundays at MAM," "Second Saturdays are Free For Families at MAM," "MAM & Schools," "Art Caravan," and "MAM in the Neighborhood"

Carnival Center for Performing Arts

DEPARTMENTAL ISSUES

Department: Carnival Center for the Performing Arts, Inc.

The largest issues for Carnival Center are:

1. The development of staff, policies and operations that effectively and efficiently run a newly opened performing arts center.
2. An understanding and analysis of the actual occupancy costs associated with the Center.
3. Increasing ticket sales through proper marketing and advertising initiatives.
4. Developing programming plans.

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GENERAL DEPARTMENTAL SUMMARY

Department: Carnival Center for the Performing Arts, Inc.

Fund:

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

(all dollars in thousands)

FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
321	190	0	0	0
0	0	0	0	0
839	934	2,228	2,228	3,500
150	250	0	0	0
1,850	5,344	3,754	3,754	10,100
0	270	2,798	2,798	3,185
0	404	10,167	10,167	5,561
0	0	3,009	3,009	4,800
9	537	0	0	106
3,169	7,929	21,956	21,956	27,252

REVENUE BY MAJOR CATEGORY

Carryover
 General Fund Revenue
 Contributions from Miami Performing Arts Center Foundation
 Department of Cultural Affairs Grants - Major Cultural Institution
 CDT Revenues
 Facility Revenues
 Programming Revenues
 Other Operating Revenues
 Other Revenues

TOTAL REVENUE

EXPENDITURES BY MAJOR CATEGORY

Salary
 Fringe Benefits
 Administrative Reimbursement
 Building Costs
 Community Programs
 Office Rent
 Other Operating (add more rows as necessary)
 Capital

TOTAL OPERATING EXPENDITURES

Debt Service
 Reserves
 Transfers

TOTAL EXPENDITURES

Cash Position

REVENUES LESS EXPENDITURES

Revenue to the General Fund

B) POSITIONS

FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
24	71	73	73	78
24	71	73	73	78
	19.40%	19.40%	19.40%	
	5	7	8	35

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

* If department administrators other reserve funds, please provide detailed documentation

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PROGRAM INFORMATION

Activity: Summary

Index Codes:

Department: Carnival Center for the Performing Arts, Inc.

Fund:

A) ISSUES OF THIS PROGRAM

- To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
- To ensure the proper operations of all theater equipment.
- To work with the Construction Team on building mechanical equipment issues.
- To ensure that the building equipment and systems are working properly and efficiently.
- To develop and implement a branding campaign for the Carnival Center.
- To develop and implement a campaign to promote ticket sales, memberships and facility rentals.
- Program community activities to increase the awareness and excitement about the performing arts.
- To establish policies and procedures necessary to manage Carnival Center.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
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REVENUE BY MAJOR CATEGORY

Carryover	78	321	190	0	0	0
General Fund Revenue	0	0	0	0	0	0
Contributions from Miami Performing Arts Center Foundation	1,835	839	934	2,228	2,228	3,500
Department of Cultural Affairs Grants - Major Cultural Institution	0	150	250	0	0	0
CDT Revenues	0	1,850	5,344	3,754	3,754	10,100
Facility Revenues	0	0	270	2,798	2,798	3,185
Programming Revenues	0	0	404	10,167	10,167	5,561
Other Operating Revenues	0	0	0	3,009	3,009	4,800
Other Revenues	103	9	537	0	0	106
TOTAL REVENUE	2,016	3,169	7,929	21,956	21,956	27,252

EXPENDITURES BY MAJOR CATEGORY

Salary	962	1,516	2,643	4,093	4,093	4,496
Fringe Benefits	74	138	451	1,082	1,082	1,086
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	0	1,078	3,675	7,350	8,630
Community Programs	165	443	1,828	11,790	11,790	9,285
Office Rent	0	174	443	0	0	0
Other Operating (add more rows as necessary)	494	708	1,092	1,866	1,866	1,515
Capital	0	0	0	0	0	741
TOTAL OPERATING EXPENDITURES	1,695	2,979	7,535	22,506	26,181	25,753
Debt Service						1,500
Reserves						
Transfers						
TOTAL EXPENDITURES	1,695	2,979	7,535	22,506	26,181	27,253

Cash Position

	321	190	394	-550	-4,225	-1
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Revenue to the General Fund

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RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Administration
 Index Codes:

Department: Carnival Center for the Performing Arts, Inc.
 Fund:

A) ISSUES OF THIS PROGRAM

To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
 To recruit and train the staff responsible for the operations and management of Carnival Center
 To establish policies and procedures necessary to manage Carnival Center.
 To review, analyze and control the operations of Carnival Center.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Carryover	78	321	542	0	0	0
General Fund Revenue	0	0	0	0	0	0
Contributions from Miami Performing Arts Center Foundation	1,835	839	934	2,228	2,228	3,500
Department of Cultural Affairs Grants - Major Cultural Institution	0	0	0	0	0	0
CDT Revenues	0	1,850	0	0	0	0
Facility Revenues	0	0	0	0	0	0
Programming Revenues	0	0	0	0	0	0
Other Operating Revenues	0	0	0	0	0	0
Other Revenues	103	9	0	0	0	106
TOTAL REVENUE	2,016	3,019	1,476	2,228	2,228	3,606

REVENUE BY MAJOR CATEGORY

Carryover
 General Fund Revenue
 Contributions from Miami Performing Arts Center Foundation
 Department of Cultural Affairs Grants - Major Cultural Institution
 CDT Revenues
 Facility Revenues
 Programming Revenues
 Other Operating Revenues
 Other Revenues
TOTAL REVENUE

EXPENDITURES BY MAJOR CATEGORY

Salary	962	1,516	887	1,009	1,009	1,069
Fringe Benefits	74	138	307	267	267	278
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	0	0	0	0	0
Community Programs	165	0	0	0	0	0
Office Rent	0	174	0	0	0	0
Other Operating (add more rows as necessary)	494	649	720	751	751	738
Capital	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	1,695	2,477	1,914	2,027	2,027	2,085
Debt Service						
Reserves						
Transfers						
TOTAL EXPENDITURES	1,695	2,477	1,914	2,027	2,027	2,085

Cash Position

REVENUES LESS EXPENDITURES

321	542	-438	201	201	201	1,521
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Revenue to the General Fund

PROGRAM INFORMATION

Activity: Theater Operations
 Index Codes:

Department: Carnival Center for the Performing Arts, Inc.
 Fund:

A) ISSUES OF THIS PROGRAM

To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
 To recruit and train the theater staff responsible for the operations of Carnival Center.
 To ensure the proper operations of all theater equipment.
 To work with the resident companies during their occupancy of the various venues.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	270	2,798	2,798	3,185
	0	0	404	6,557	6,557	3,589
	0	0	0	3,009	3,009	4,800
	0	0	5	0	0	0
	0	0	679	12,364	12,364	11,574

REVENUE BY MAJOR CATEGORY

Carryover
 General Fund Revenue
 Contributions from Miami Performing Arts Center Foundation
 Department of Cultural Affairs Grants - Major Cultural Institution
 CDT Revenues
 Facility Revenues
 Programming Revenues
 Other Operating Revenues
 Other Revenues
TOTAL REVENUE

143

EXPENDITURES BY MAJOR CATEGORY

Salary	0	0	841	1,993	1,993	2,290
Fringe Benefits	0	0	65	531	531	521
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	0	0	0	0	0
Community Programs	0	0	574	6,124	6,124	5,534
Office Rent	0	0	0	0	0	0
Other Operating (add more rows as necessary)	0	0	23	68	68	0
Capital	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	0	0	1,503	8,716	8,716	8,345

Debt Service						
Reserves						
Transfers						
TOTAL EXPENDITURES	0	0	1,503	8,716	8,716	8,345

Cash Position

REVENUES LESS EXPENDITURES	0	0	-824	3,648	3,648	3,229
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Revenue to the General Fund

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RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Building Operations
Index Codes:
Department: Carnival Center for the Performing Arts, Inc.
Fund:

A) ISSUES OF THIS PROGRAM

To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
To train the staff responsible for the operations and management of the buildings at Carnival Center
To work with the Construction Team on building mechanical equipment issues.
To ensure that the building equipment and systems are working properly and efficiently.
To develop proper security and maintenance policies to maintain the buildings as first class facilities.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
REVENUE BY MAJOR CATEGORY						
Carryover	0	0	0	0	0	0
General Fund Revenue	0	0	0	0	0	0
Contributions from Miami Performing Arts Center Foundation	0	0	0	0	0	0
Department of Cultural Affairs Grants - Major Cultural Institution	0	0	0	0	0	0
GDT Revenues	0	5,344	267	3,754	10,100	10,100
Facility Revenues	0	0	0	0	0	0
Programming Revenues	0	0	0	0	0	0
Other Operating Revenues	0	0	0	0	0	0
Other Revenues	0	0	0	0	0	0
TOTAL REVENUE	0	5,344	267	3,754	10,100	10,100
EXPENDITURES BY MAJOR CATEGORY						
Salary	0	85	85	85	85	95
Fringe Benefits	0	22	22	22	22	25
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	1,078	3,675	7,350	8,630	8,630
Community Programs	0	0	0	0	0	0
Office Rent	0	443	0	0	0	0
Other Operating (add more rows as necessary)	0	0	133	133	133	0
Capital	0	0	1,628	3,915	7,590	9,491
TOTAL OPERATING EXPENDITURES	0	1,628	3,915	7,590	10,100	10,100
Debt Service						1,500
Reserves						
Transfers						
TOTAL EXPENDITURES	0	1,628	3,915	7,590	10,991	10,991
Cash Position	0	0	3,716	-3,648	-3,836	-891
REVENUES LESS EXPENDITURES						
Revenue to the General Fund						

145

RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Marketing
 Index Codes: _____
 Department: Carnival Center for the Performing Arts, Inc.
 Fund: _____

A) ISSUES OF THIS PROGRAM

To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
 To develop and implement a branding campaign for the Carnival Center.
 To work with local, national and international media to advertise and market Carnival Center, its events and those of its Resident Companies and clients.
 To develop and implement a campaign to promote ticket sales, memberships and facility rentals.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
REVENUE BY MAJOR CATEGORY						
Carryover	0	0	-59	0	0	0
General Fund Revenue	0	0	0	0	0	0
Contributions from Miami Performing Arts Center Foundation	0	0	0	0	0	0
Department of Cultural Affairs Grants - Major Cultural Institution	0	0	0	0	0	0
CDT Revenues	0	0	0	893	0	0
Facility Revenues	0	0	0	0	0	0
Programming Revenues	0	0	0	0	0	0
Other Operating Revenues	0	0	0	0	0	0
Other Revenues	0	0	69	0	0	0
TOTAL REVENUE	0	0	10	893	0	0
EXPENDITURES BY MAJOR CATEGORY						
Salary	0	0	388	578	578	589
Fringe Benefits	0	0	30	152	152	153
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	0	0	0	0	0
Community Programs	0	0	0	0	0	0
Office Rent	0	0	0	0	0	0
Other Operating (add more rows as necessary)	0	59	349	914	914	777
Capital	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	0	59	767	1,644	1,644	1,519
Debt Service						
Reserves						
Transfers						
TOTAL EXPENDITURES	0	59	767	1,644	1,644	1,519
Cash Position	0	-59	-757	-751	-1,644	-1,519
REVENUES LESS EXPENDITURES						
Revenue to the General Fund						

C) POSITIONS FOR THIS PROGRAM

FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Actual	Budget	Projection	Base Budget Submission
0	4	6	9	9	11
0	4	6	9	9	11

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

(all dollars in thousands)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	COMMENTS/ JUSTIFICATION
Actual	Actual	Budget	Projection	Base Budget Submission	RELATED OUTCOME

To develop and implement a branding campaign for the Carnival Center.
 To develop and implement a campaign to promote ticket sales, memberships and facility rentals.
 Increase subscription sales.

E) FY 2005-06 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

(all dollars in thousands)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			
			0			
			0			

- Priority
- 1 Description of Enhancement Including Performance Impact
 - 2 Description of Enhancement Including Performance Impact
 - 3 Description of Enhancement Including Performance Impact
 - 4 Description of Enhancement Including Performance Impact

F) FY 2005-06 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

(all dollars in thousands)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			
			0			
			0			

- Priority
- 1 Description of Reduction Including Performance Impact
 - 2 Description of Reduction Including Performance Impact
 - 3 Description of Reduction Including Performance Impact
 - 4 Description of Reduction Including Performance Impact
 - 5 Description of Reduction Including Performance Impact

RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Programming
Index Codes:
Department: Carnival Center for the Performing Arts, Inc.
Fund:

A) ISSUES OF THIS PROGRAM

To manage the operations of Carnival Center for the Performing Arts, which opened in October 2006.
Establish on-going relationships with local, national and international artists and groups.
Program community activities to increase the awareness and excitement about the performing arts.
Plan and negotiate presentations and co-promotions to ensure there is a well-rounded and diverse offering of events.
Present the best of the performing arts for the South Florida area.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
REVENUE BY MAJOR CATEGORY						
Carryover	0	0	-293	0	0	0
General Fund Revenue	0	0	0	0	0	0
Contributions from Miami Performing Arts Center Foundation	0	0	0	0	0	0
Department of Cultural Affairs Grants - Major Cultural Institution	0	150	250	0	0	0
CDT Revenues	0	0	0	2,594	0	0
Facility Revenues	0	0	0	0	0	0
Programming Revenues	0	0	0	3,610	3,610	1,972
Other Operating Revenues	0	0	0	0	0	0
Other Revenues	0	0	463	0	0	0
TOTAL REVENUE	0	150	420	6,204	3,610	1,972
EXPENDITURES BY MAJOR CATEGORY						
Salary	0	0	442	428	428	453
Fringe Benefits	0	0	27	110	110	109
Administrative Reimbursement	0	0	0	0	0	0
Building Costs	0	0	0	0	0	0
Community Programs	0	443	1,284	5,666	5,666	3,751
Office Rent	0	0	0	0	0	0
Other Operating (add more rows as necessary)	0	0	0	0	0	0
Capital	0	0	0	0	0	0
TOTAL OPERATING EXPENDITURES	0	443	1,723	6,204	6,204	4,313
Debt Service						
Reserves						
Transfers						
TOTAL EXPENDITURES	0	443	1,723	6,204	6,204	4,313
Cash Position						
REVENUES LESS EXPENDITURES	0	-293	-1,303	0	-2,594	-2,341
Revenue to the General Fund						

Art in Public Places

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Art in Public Places

(\$ in 000s)

Department-wide Issues

N/A

Art in Public Places Issues

- 1 With most of the large scale construction projects, such as those at the Miami International Airport and Carnival Center for the Performing Arts coming to completion in FY 2006, and due to recent FAA audits of Airport expenditures on other agencies, the department's ability to generate sufficient administrative funds is a concern.
- 2 Working with Aviation on budget calculations discrepancies for art projects. Staff is preparing an interim budget reconciliation to negotiate a short-term allocation settlement figure until pending audit report is complete, at which time allocation may be adjusted.
- 3 Proposed amendments to the Art in Public Places Ordinance would provide additional funds to Art in Public Places when construction projects' delays result in additional costs to the public art projects.
- 4 New County construction projects as a result of the Building Better Communities General Obligation Bond program will have a significant positive impact on the number of public art projects and additional revenue opportunities for the Art in Public Places Program. These additional revenues, however, are not expected for at least two years, due to the time lag in getting the new construction projects under contract, at which time Art in Public Places allocations would become available.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Art in Public Places

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$258
PROP	Carryover	\$1,600	\$3,388	\$3,197	\$4,552	\$5,142	\$2,395	\$4,570	\$1,570
PROP	Miscellaneous Revenues	\$5,073	\$3,156	\$5,931	\$6,534	\$5,110	\$1,290	\$1,583	\$420
TOTAL REVENUE		\$6,673	\$6,544	\$9,128	\$11,086	\$10,252	\$3,685	\$6,153	\$2,248
EXPENDITURES									
	Salary	\$437	\$329	\$356	\$392	\$408	\$468	\$440	\$419
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$98	\$69	\$83	\$84	\$94	\$115	\$107	\$118
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$119	\$116	\$126	\$148	\$119	\$136	\$140	\$138
	Capital	\$4	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL OPERATING EXPENDITURES		\$658	\$517	\$568	\$627	\$624	\$722	\$690	\$678
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$0	\$0	\$0	\$1,144	\$0	\$425
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	\$2,627	\$2,830	\$4,008	\$5,317	\$5,058	\$1,819	\$3,893	\$1,145
TOTAL NON OPERATING EXPENDITURES		\$2,627	\$2,830	\$4,008	\$5,317	\$5,058	\$2,963	\$3,893	\$1,570
TOTAL EXPENDITURES		\$3,285	\$3,347	\$4,576	\$5,944	\$5,682	\$3,685	\$4,583	\$2,248
REVENUES LESS EXPENDITURES		\$3,388	\$3,197	\$4,552	\$5,142	\$4,570	\$0	\$1,570	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	6	6	6	6
Full-Time Positions Filled =	6	6	6	6			6	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Art in Public Places								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$258
Carryover	\$1,600	\$3,388	\$3,197	\$4,552	\$5,142	\$2,395	\$4,570	\$1,570
Miscellaneous Revenues	\$5,073	\$3,156	\$5,931	\$6,534	\$5,110	\$1,290	\$1,583	\$420
TOTAL REVENUE	\$6,673	\$6,544	\$9,128	\$11,086	\$10,252	\$3,685	\$6,153	\$2,248
EXPENDITURES								
Salary	\$437	\$329	\$356	\$392	\$408	\$468	\$440	\$419
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$98	\$69	\$83	\$84	\$94	\$115	\$107	\$118
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$119	\$116	\$126	\$148	\$119	\$136	\$140	\$138
Capital	\$4	\$3	\$3	\$3	\$3	\$3	\$3	\$3
TOTAL OPERATING EXPENDITURES	\$658	\$517	\$568	\$627	\$624	\$722	\$690	\$678
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$1,144	\$0	\$425
Transfers	0	0	0	0	0	0	0	0
OthNonOper	\$2,627	\$2,830	\$4,008	\$5,317	\$5,058	\$1,819	\$3,893	\$1,145
TOTAL EXPENDITURES	\$3,285	\$3,347	\$4,576	\$5,944	\$5,682	\$3,685	\$4,583	\$2,248
REVENUES LESS EXPENDITURES	\$3,388	\$3,197	\$4,552	\$5,142	\$4,570	\$0	\$1,570	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	6	6	6	6
Full-Time Positions Filled =	6	6	6	6			6	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of public art projects completed by APP	0	11	4	4	8	9	6	3	RC1-1
Comments/Justification: Art projects are still ongoing, delays due to construction, etc.									
Provide educational awareness of programs to the general public by using art tours	0	3	3	6	8	3	8	8	RC1-5
Comments/Justification: Tours, Exhibitions, Lectures and Presentations were successful conducted this FY 05-06									
Maintenance and Conservation of existing public artworks	0	10	10	4	2	4	4	3	RC1-1
Comments/Justification: Maintenance issues delayed due to vacant position from June to October 2006.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Requesting General Fund allocation for Administration Expenditures Budget	678	0	0	678	419	118	138	3	No	No	0	ED1-1

COMMENTS/JUSTIFICATION: With most of the large scale construction projects, such as those at the Miami International Airport and Carnival Center for the Performing Arts coming to completion in Fy 2006, and due to recent FAA audits of Airport expenditures on other agencies, the department's ability to generate sufficient administrative funds in being greatly diminished. The current base budget includes \$258,000 in general fund support to fund the remaining portion of operating expenditures.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Art in Public Places

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM ART IN PUBLIC PLACES

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Cultural Affairs	1/3 salary and fringes for receptionist	No	\$8	\$8	\$8	\$8	\$8	\$8	\$8	\$8
Cultural Affairs	Sharing Leased Xerox Copier	No	\$4	\$3	\$4	\$5	\$4	\$5	\$5	\$5
Total Transfer to other Departments			\$12	\$11	\$12	\$13	\$12	\$13	\$13	\$13

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO ART IN PUBLIC PLACES

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Historic Preservation	40% reimbursement of Director's Salary/Fringes and projected FY 06-07 annual payout (DROP)	No	\$0	\$37	\$55	\$60	\$62	\$66	\$90	
Total Transfer from other Departments			\$0	\$37	\$55	\$60	\$62	\$66	\$90	

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Art in Public Places

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Administrative Reimbursement - Art in Public Places	26240	\$14	\$14	\$15	\$16	\$17	\$22	\$22	\$22
Contract Temporary Employee Costs - Art in Public Places	21510	\$0	\$0	\$0	\$20	0	\$0	\$0	\$0
Rent - Art in Public Places	25190		\$77	\$77	\$77	\$74	\$74	\$74	\$74
Travel Costs - Art in Public Places	31210	\$1	\$1	\$1	\$2	\$1	\$2	\$2	\$2

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: Art in Public Places

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Other County Sources										
Operating Revenue	0	1,819	0	0	0	0	0	0	0	1,819
Total:	0	1,819	0	0	0	0	0	0	0	1,819
Department Total:	0	1,819	0	0	0	0	0	0	0	1,819

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Art in Public Places Projects									
ART IN PUBLIC PLACES PROJECTS	1,819	0	0	0	0	0	0	0	1,819

Department Total:	1,819	0	1,819						
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Historic Preservation

Department: Historic Preservation

(\$ in 000s)

Department-wide Issues

N/A

Office of Historic Preservation Issues

- 1 The present ability of OHP to operate the program successfully is limited by its staffing level. Processing applications, including ad valorem tax relief applications, requires not only office time but also a considerable amount of fieldwork, is time consuming, and involves many steps. Researching for and writing of designation reports is very slow and labor intensive. Archaeological monitoring on a countywide level is well beyond the capabilities of a single individual.
- 2 Monitoring of the ten (10) municipalities that adopted their own Historic Preservation ordinance for compliance with the mandates of the Miami-Dade County Historic Preservation Ordinance, as amended, has not been possible due to lack of staff.
- 3 The department is discussing who will be providing construction and management services for GOB historic preservation projects with the Office of Capital Improvement. OHP might require an additional person if OHP is required to provide these services.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Historic Preservation

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$164	\$99	\$169	\$158	\$211	\$247	\$269	\$268
INTERTRNF	Interagency Transfers	\$147	\$206	\$181	\$137	\$177	\$179	\$179	\$179
TOTAL REVENUE		\$311	\$305	\$350	\$295	\$388	\$426	\$448	\$447
EXPENDITURES									
	Salary	\$225	\$229	\$207	\$191	\$203	\$297	\$314	\$308
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$51	\$46	\$52	\$60	\$75	\$94	\$95	\$95
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$35	\$30	\$91	\$44	\$33	\$35	\$39	\$44
	Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES		\$311	\$305	\$350	\$295	\$311	\$426	\$448	\$447
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0							
TOTAL EXPENDITURES		\$311	\$305	\$350	\$295	\$311	\$426	\$448	\$447
REVENUES LESS EXPENDITURES		\$0	\$0	\$0	\$0	\$77	\$0	\$0	\$0

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B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	4	4	4	4	4	4
Full-Time Positions Filled =								
Part-time FTEs Budgeted =			0.4	0.4	0.4	0.4	0.4	0.4
Temporary FTEs Budgeted =								

Activity: Office of Historic Preservation								
A) OPERATING BUDGET - REVENUES AND EXPENDITURES								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$164	\$99	\$169	\$158	\$211	\$247	\$269	\$268
Interagency Transfers	\$147	\$206	\$181	\$137	\$177	\$179	\$179	\$179
TOTAL REVENUE	\$311	\$305	\$350	\$295	\$388	\$426	\$448	\$447
EXPENDITURES								
Salary	\$225	\$229	\$207	\$191	\$203	\$297	\$314	\$308
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$51	\$46	\$52	\$60	\$75	\$94	\$95	\$95
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$35	\$30	\$91	\$44	\$33	\$35	\$39	\$44
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES	\$311	\$305	\$350	\$295	\$311	\$426	\$448	\$447
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$311	\$305	\$350	\$295	\$311	\$426	\$448	\$447
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$77	\$0	\$0	\$0

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B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	4	4	4	4	4	4
Full-Time Positions Filled =								
Part-time FTEs Budgeted =			0.4	0.4	0.4	0.4	0.4	0.4
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Community Development Block Grant reviews processed by OHP	74	193	161	259	146	200	108	100	RC1-1
Comments/Justification:									

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Historic Preservation

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM HISTORIC PRESERVATION

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Art in Public Places	40% OHP Director's salary and fringe reimbursement	No	\$0	\$37	\$55	\$65	\$63	\$69	\$90	\$74
Cultural Affairs	Pro-rated copiers' rental	No	\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Total Transfer to other Departments			\$0	\$38	\$56	\$66	\$64	\$70	\$91	\$75

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO HISTORIC PRESERVATION

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

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SELECTED LINE ITEM HIGHLIGHTS

Department: Historic Preservation

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Contract Temporary Employee Costs - Office of Historic Preservation	21510	\$0	\$0	\$0	\$10	\$15	\$0	\$0	\$0
Interdepartmental transfers	00180, 01092, and 25330	\$0	\$38	\$56	\$66	\$64	\$69	\$76	\$75
Travel Costs - Office of Historic Preservation	31210 and 31220	\$2	\$3	\$4	\$3	\$2	\$4	\$4	\$4

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT: Historic Preservation

	2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
County Bonds/Debt										
Building Better Communities GOB Program	0	3,650	2,000	4,100	250	0	0	0	0	10,000
Total:	0	3,650	2,000	4,100	250	0	0	0	0	10,000
Department Total:	0	3,650	2,000	4,100	250	0	0	0	0	10,000

CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture									
	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Other									
BUILDING BETTER COMMUNITIES HISTORIC PRESERVATION PROJECTS	3,650	2,000	4,100	250	0	0	0	0	10,000
Department Total:									
	3,650	2,000	4,100	250	0	0	0	0	10,000

Miami Art Museum

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Department: Miami Art Museum

Continue to build and develop MAM's exhibitions, collection, educational programs, publications and audiences.

Continue to implement low cost and free-of-charge programs like "Free Sundays at MAM," "MAM Art Caravan," "Second Saturdays are Free at MAM," "ARTVENTURE," and "MAM in the Neighborhood"

Implemented in late 2005 the "MAM Art Caravan" program which allows us to build on the past successes of our Second Saturdays are Free for Families and MAM in the Neighborhood programs to bring monthly art activity programs to community centers throughout Miami-Dade county, significantly expanding our contribution to underserved audiences who cannot participate in our existing programs during the school year.

Continue to build and develop MAM's membership and fundraising.

For FY 2008, MAM's first priority is to:

Focus on contributing to the delivery to the public the promises of the Building Better Communities Bond Program.

Design and Executive Architects

In September 2006 at a public meeting, MAM's Architect Selection Panel voted unanimously to engage the internationally celebrated firm of Herzog & de Meuron. Scheduled to open in late 2010, the new building, estimated at 125,000 square feet, will occupy four acres of land in Bicentennial (Museum) Park; the Museum of Science is also relocating to the Park. The Museum plans to unveil the designs in November 2007.

The Museum issued a Notice to Professional Consultants for Executive Architect Services. At a public meeting in January 2007 submissions were reviewed. Candidate interviews and selection/ranking are scheduled for February 2007.

Project Cost

The Museum anticipates a total cost for the building project of \$208 million, the largest portion of which—\$120 million—will be to cover the costs directly associated with the construction of the building and sculpture garden. The total cost also includes \$70 million for the Museum's operating endowment and \$18 million in project transitional expenses.

Project Funding

The largest single source of funding (\$100 million) is the County's voter-approved Bond Program. MAM is working with the Office of Capital Improvements on a grant agreement which will permit the release of bond funds for the project.

The trustees of the Museum are committed to raising additional funds and have begun the fundraising process. Prominent MAM Trustees Ambassador Paul L. Cejas, Jorge M. Perez, and Craig Robins are MAM's Capital Campaign co-chairs. The campaign is currently in its "silent" phase. Significant sums have been pledged by MAM's Trustees.

DEPARTMENTAL ISSUES

Department: Miami Art Museum

MOU and Stakeholders

Museum Park is the result of public-private partnership with four stakeholders: MAM, the Museum of Science, the County, and the City of Miami. These stakeholders are currently working on a non-binding MOU outlining the general terms and condition related to the joint efforts to design, develop, construct and operate the museums and park facilities. Following City of Miami approval, the MOU will be submitted to the County for approval.

Working with the Department of Cultural Affairs, the museums will convene meetings with additional stakeholders including the Urban Environment League, the American Airlines Arena and area developers.

Master Plan

The master planner for Museum Park is Cooper, Robertson & Partners whose extensive experience includes numerous public gardens and parks. The master plan concept design has been completed and approved by the City. The City expects to issue an RFQ for schematic designs and construction documents.

Procedures need to be developed for addressing modifications to the master plan resulting from design implementation.

While the City has agreed to work cooperatively with the museums to develop and facilitate the implementation of a plan to incorporate art, science and history elements and programming in the Park, the master plan does not currently include such features.

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RESOURCE ALLOCATION MEETING: FORM 1
GENERAL DEPARTMENTAL SUMMARY

Department: Miami Art Museum
 Fund: N/A

(all dollars in thousands)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission	Proposed Enhancements

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

REVENUE BY MAJOR CATEGORY

Carryover- Reserve	23	493	22	-462	-226	
CDT	1,351	1,351	1,351	1,351	1,351	
GF	391	391				
Tourist Development Tax			641	641	641	
Other Government Grants	396	504	522	494	500	
Development Fund Raising	1,188	973	1,630	1,504	1,500	
Museum Ball, Travel Program, other events	772	672	790	1,730	900	
MAM Store	101	118	120	110	120	
Admissions	27	33	30	33	35	
Endowment Interest (net of realized gain/(loss))	75	81	60	88	90	
Other Interest Income	17	10	10	7	10	
Education	2	4	4	4	5	
Other Income: Rentals, Royalties, etc.		3	1	1	1	
City of Miami	700		200			
Vik Muniz Tour Revenues		15	60	80	80	
Transfer from campaign to transitional costs		702	1,343	1,861	2,743	
Total Non-County Revenues	3,278	3,115	4,770	5,912	5,984	0
TOTAL REVENUE	5,043	5,350	6,784	7,442	7,750	0

EXPENDITURE BY MAJOR CATEGORY

Salary: Full-time	1,600	1,578	2,425	2,191	2,477	340
Salary: Part-time	360	365	454	439	461	
Fringe Benefits	400	450	662	525	630	155
Attrition			-80		-80	
Other transfers and adjustments	-45	-6	-14	-2	-2	
Separation expenses (non-recurring)		188				
Total Personnel	2,315	2,575	3,447	3,153	3,486	495
Administration	198	243	235	253	261	
Development	325	529	347	463	436	
Communications	151	236	213	281	290	
Programming/Special Events	972	1,490	1,383	2,145	1,673	
Other Operating: (Building/Store/etc.)	224	223	208	239	246	
GF Rent	192	192	192	192	192	
Capital	47	22	25	56	21	
Executive Search (non-recurring)	76	43		10		
Political Action Committee (non-recurring)	50					
Transitional operating costs re: MPM Project						
Institutional positioning		184	216	685	499	
Legal services		23	30	30	30	
Other administrative expenses		44	126	86	126	50
Prefunding of opening exhibits					425	
Other expenses		8	30	25	25	
Capital: Transitional			50	50	40	
Total non-personnel	2,235	3,237	3,055	4,515	4,264	50
TOTAL OPERATING EXPENDITURES (Including GF Rent)	4,550	5,812	6,502	7,668	7,750	545
Debt Service						
Reserves						
Transfers						
TOTAL EXPENDITURES	4,550	5,812	6,502	7,668	7,750	545

Cash Position						
REVENUES LESS EXPENDITURES	493	-462	282	-226	0	-545

Carryover - Reserve MPM			519	-78	631	
County GOB				3,400	5,562	
City of Miami				1,902		
Museum Park Miami Campaign Revenues	985	1,210		4,220	13,000	
Transfer from campaign to cover transitional costs	-702	-1,343		-1,661	-2,089	
Transfer from campaign to cover prior year results				-200	-654	
TOTAL REVENUE - MPM	0	283	386	7,583	16,450	0
MPM Design Architect fees and expenses				1,352	1,612	
MPM project management and other costs		361	618	4,000	6,162	
Endowment				1,600	6,600	
TOTAL EXPENSES: MPM	0	361	618	6,952	14,374	0
REVENUES LESS EXPENDITURES - MPM	0	-78	-232	631	2,076	0
REVENUES LESS EXPENDITURES - ALL FUNDS	493	-540	50	405	2,076	-545

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	FY 2007-08
	Actual	Actual	Budget	Projection	Base Budget Submission	Proposed Enhancements
Full-time =	32.0	32.0	42.0	38.0	38.0	8.0
Part-time FTEs =	18.7	18.7	20.4	19.4	19.1	0.0
Temp Part-time FTE's =	0.4	0.4	0.4	0.4	0	0

NOTE: MAM employees are not County employees.

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PROGRAM INFORMATION

Activity: Current Museum (excluding transitional costs)
 Index Codes: N/A

Department: Miami Art Museum
 Fund:

A) ISSUES OF THIS PROGRAM

Continue to build and develop MAM's membership and fundraising.
 Continue to build and develop MAM's exhibitions, collection, educational programs, publications and audiences.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission

23	493	22	-462	-226
391	391			
1,351	1,351	1,351	1,351	1,351
	641	641	641	641
396	504	522	494	500
1,960	1,645	2,420	3,234	2,400
222	264	285	323	341
700		200		
			200	654
5,043	4,648	5,441	5,781	5,661

REVENUE BY MAJOR CATEGORY

Carryover
 General Fund Revenue
 CDT
 Tourist Development Tax
 Other govt. grants
 Development and Events
 Other earned income
 City of Miami
 Transfer from campaign to transitional costs

TOTAL REVENUE

EXPENDITURES BY MAJOR CATEGORY

Salary
 Fringe Benefits
 Other Operating
 Transfer to transitional operating costs
 Executive Search
 PAC
 Capital

TOTAL OPERATING EXPENDITURES

1,936	2,118	2,437	2,371	2,498
379	456	562	483	558
2,062	2,913	2,577	3,573	3,097
	-442	-442	-486	-513
76	43		10	
50				
47	22	25	56	21
4,550	5,110	5,159	6,007	5,661

TOTAL EXPENDITURES

Cash Position

493	-462	282	-226	0
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REVENUES LESS EXPENDITURES

Revenue to the General Fund

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PROGRAM INFORMATION

Activity: Current Museum (excluding transitional costs)
 Index Codes: N/A

Department: Miami Art Museum
 Fund:

C) POSITIONS FOR THIS PROGRAM

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission
32	32	35	34	34
32	32	35	34	34
18.7	18.7	1.00%	19.4	1.00%
0.4	0.4	20.4	19.4	19.1
		0.4	0.4	0.0

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Actual	Actual	Budget	Projection	Base Budget Submission		
1,960	1,645	2,420	3,234	2,400	RC 1-3	
101	118	120	110	120	RC 1-3	
2,478	2,500	2,600	2,600	2,900	RC 1-3	
n/a	15	50	40	50	RC 1-3	
95	125	125	125	125	RC 1-3	
49,941	52,283	69,000	54,000	54,000	RC 1-3	
39	70	40	50	50	RC 1-3	
4,660	2,445	4,700	2,500	2,500	RC 1-3	
600	1,545	1,000	1,500	1,500	RC 1-3	

Development and special events revenues
 MAM store revenues
 Number of members
 Number of Corporate Circle Members
 Number of MAM Partners
 Total museum attendance
 Objects acquired for the collection
 MAM in the Neighborhood attendance
 Art Caravan attendance

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E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

COUNTYWISE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

(all dollars in thousands)

Priority
 1 Description of Enhancement Including Performance Impact
 2 Description of Enhancement Including Performance Impact

F) FY 2007-08 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

COUNTYWISE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

(all dollars in thousands)

Priority
 1 Description of Reduction Including Performance Impact
 2 Description of Reduction Including Performance Impact

RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: _____ Department: _____
 Index Codes: _____ Fund: _____

A) ISSUES OF THIS PROGRAM

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Budget	Projection	Base Budget Submission
REVENUE BY MAJOR CATEGORY					
Carryover					
General Fund Revenue					
Other Revenues					
TOTAL REVENUE	0	0	0	0	0
EXPENDITURES BY MAJOR CATEGORY					
Salary					
Fringe Benefits					
Administrative Reimbursement					
Other Operating					
Other Operating (add more rows as necessary)					
Capital					
TOTAL OPERATING EXPENDITURES	0	0	0	0	0
Debt Service					
Reserves					
Transfers					
TOTAL EXPENDITURES	0	0	0	0	0
Cash Position					
REVENUES LESS EXPENDITURES	0	0	0	0	0
Revenue to the General Fund					

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RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: _____ Department: _____
 Index Codes: _____ Fund: _____

C) POSITIONS FOR THIS PROGRAM

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission
		1.00%		1.00%

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Actual	Actual	Budget	Projection	Base Budget Submission		

Boa

E) FY 2006-07 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

(all dollars in thousands)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

Priority
 1 Description of Enhancement Including Performance Impact
 2 Description of Enhancement Including Performance Impact

F) FY 2006-07 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

(all dollars in thousands)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

Priority
 1 Description of Reduction Including Performance Impact
 2 Description of Reduction Including Performance Impact

RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Transitional Operating Costs
 Index Codes: N/A

Department: Miami Art Museum
 Fund:

A) ISSUES OF THIS PROGRAM

Develop staff infrastructure to implement FY 2008 programming levels while simultaneously pursuing Museum Park Miami goals.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Carryover			0		
General Fund Revenue					
Other Revenues	702	702	1,343	1,661	2,089
TOTAL REVENUE	0	702	1,343	1,661	2,089

REVENUE BY MAJOR CATEGORY

Carryover			0		
General Fund Revenue					
Other Revenues	702	702	1,343	1,661	2,089
TOTAL REVENUE	0	702	1,343	1,661	2,089

EXPENDITURES BY MAJOR CATEGORY

Salary	1	362	259	360	360
Fringe Benefits		86	40	70	70
Administrative Reimbursement					
Prefunding of opening exhibits					425
Other Operating	259	353	816	681	681
Allocation from current museum	442	442	486	513	513
Recruitment		50	10	0	0
Capital		50	50	40	40
TOTAL OPERATING EXPENDITURES	0	702	1,343	1,661	2,089

TOTAL OPERATING EXPENDITURES

Debt Service					
Reserves					
Transfers					
TOTAL EXPENDITURES	0	702	1,343	1,661	2,089

Cash Position

REVENUES LESS EXPENDITURES	0	0	0	0	0
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Revenue to the General Fund

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RESOURCE ALLOCATION MEETING: FORM 2

PROGRAM INFORMATION

Activity: Museum Park Miami Construction
 Index Codes: N/A

Department: Miami Art Museum
 Fund:

A) ISSUES OF THIS PROGRAM

Focus on contributing to the delivery of to the public the promises of the Building Better Communities Bond Program.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
REVENUE BY MAJOR CATEGORY					
Carryover	0	519		-78	631
General Fund Revenue					
County GOB				3,400	5,562
City of Miami				1,902	
Other Revenues	283	1,210	4,220		13,000
Transfer to cover transitional expenses		-1,343		-1,661	-2,089
Transfer to cover operating expenses				-200	-654
TOTAL REVENUE	0	283	386	7,583	16,450
EXPENDITURES BY MAJOR CATEGORY					
Salary					
Fringe Benefits					
Design Architect fees				1,352	1,612
Project management and other costs	361	618	4,000		6,162
Other Operating					
Endowment				1,600	6,600
Capital					
TOTAL OPERATING EXPENDITURES	0	361	618	6,952	14,374
Debt Service					
Reserves					
Transfers					
TOTAL EXPENDITURES	0	361	618	6,952	14,374
Cash Position					
	0	-78	-232	631	2,076
Revenue to the General Fund					

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RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: Museum Park Miami Construction
 Index Codes: N/A

Department: Miami Art Museum
 Fund:

C) POSITIONS FOR THIS PROGRAM

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission
		1.00%		1.00%

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Actual	Actual	Budget	Projection	Base Budget Submission		

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

- Priority
- 1 Description of Enhancement Including Performance Impact
 - 2 Description of Enhancement Including Performance Impact

F) FY 2007-08 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
			0			
			0			

- Priority
- 1 Description of Reduction Including Performance Impact
 - 2 Description of Reduction Including Performance Impact

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**RESOURCE ALLOCATION MEETING: FORM 5
OPERATING UNMET OR DEFERRED NEEDS**

Department: Miami Art Museum

Priority	Description of Need	Related Outcome(s)	Performance Impact (If the Need is funded)	Estimated Funding Required	Positions	Related Enhancement (if applicable)
1	Financial Analyst (scheduled hire date 06/04/07)	RC 1-3	This position is needed to support existing and expanded private fundraising efforts. It will also assist in the preparation and analysis of a significant growth in the areas of budgeting, cash flow, revenue and expense analysis, and financial reports.	Initial: 59 Recurring: 59	1	Additional savings from deferred hirings in FY 2007 of \$17
2	Head Gallery Teacher (scheduled hire date 06/04/07)	RC 1-3	Because of the growth in MAM's educational programs, this position is needed to organize and plan the activities of the part-time gallery teachers and volunteer docents utilized by the education programs.	Initial: 42 Recurring: 42	1	Additional savings from deferred hirings in FY 2007 of \$11
3	Librarian and Media Research Coordinator (scheduled hire date 06/04/07)	RC 1-3	Because of the growth in MAM's library (established in 1996), now totaling 3,500 publications, and the focus on organizing exhibitions, this position is needed to manage and control MAM's library of research materials and to assist MAM's curators in research and developing materials for exhibition related publications.	Initial: 45 Recurring: 45	1	Additional savings from deferred hirings in FY 2007 of \$13
4	Graphic Design Manager (scheduled hire date 06/04/07)	RC 1-3	This position is needed to design logos, brochures, printed materials and a variety of other marketing materials which are currently contracted to outside graphic design firms.	Initial: 58 Recurring: 58	1	Additional savings from deferred hirings in FY 2007 of \$17
5	Corporate Relations Manager (scheduled hire date 10/01/07)	RC 1-3	This position is needed to support MAM's expanded private fundraising efforts by spearheading a proactive program aimed at increasing corporate revenues.	Initial: 75 Recurring: 75	1	

OPERATING UNMET OR DEFERRED NEEDS

Department: Miami Art Museum

Priority	Description of Need	Related Outcome(s)	Performance Impact (if the Need is funded)	Estimated Funding Required		Positions	Related Enhancement (if applicable)
				Initial:	Recurring:		
6	Grantwriter (scheduled hire date 06/04/07)	RC 1-3	This position is needed to support MAM's expanded public and private fundraising efforts.	Initial: 56	Recurring: 56	1	Additional savings from deferred hirings in FY 2007 of \$16
8	Web Manager (scheduled hire date 10/01/07)	RC 1-3		Initial: 60	Recurring: 60	1	
9	Marketing & Public Relations Associate (scheduled hire date 10/01/07)	RC 1-3		Initial: 37	Recurring: 37	1	
9	Non-personnel expenses associated with the eight positions listed above	RC 1-3		Initial: 50	Recurring: 35	0	Additional savings from deferred hirings of \$26 in FY 2007
10	Establish a staff retirement plan (scheduled for April 2007)	RC 1-3		Initial: 63	Recurring: 63	0	Initial savings in FY 2007 of \$37
11				Initial: 0	Recurring: 0	0	
12			Initial: 0	Recurring: 0	0		
	Note: MAM employees are not County employees		Initial: 0	Recurring: 0	0		
Totals				Initial: 545	Recurring: 530	8	

GRANT FUNDING SUMMARY

from County and Non-County Sources

Department: Miami Art Museum

Funding Source	Name of Grant	Description of the Grant (including allowable uses and restrictions)	Start Date	End Date	FY 2006-07 Budget	FY 2006-07 Required Match	FY 2007-08 Proposed	FY 2007-08 Required Match
Miami-Dade County	Major Cultural Institutions Grant		10/1/2006	9/30/2007	307	0	349	0
Miami-Dade County Public Schools	Magnet Schools Grant (service contract)				95	0	66	0
State of Florida	General Program Support		7/1/2006	6/30/2007	120	0	85	0
	Total: Other Government Grants				522		500	
Development	Corporate Giving				370	0	250	0
Development	Foundations				290	0	350	0
Development	Individual Giving				560	0	630	0
Development	Membership				190	0	270	0
Development	Increased Goal				220	0		0
	Total: Development Fund Raising				1,630		1,500	
Development	Capital Campaign for Museum Park Miami				4,220	0	13,000	0
	Total: Capital Campaign				4,220		13,000	

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FORWARD A COPY TO:

Dan Wall, OSBM - (305) 375-5143

Jose Fernandez, Finance Department - (305) 375-5080

RESOURCE ALLOCATION MEETING: ATTACHMENT A
SERVICE ADJUSTMENTS

Department: Miami Art Museum

Priority	Description of Service Adjustment	Related Outcome(s)	Performance Impact	Estimated Savings	Positions	Related Enhancement (if applicable)
1	Defer hiring of all transitional new employees not hired yet until FY 2008-09 saving \$404 in salaries and \$102 in fringe benefits. This eliminates 5 pending new hires in FY 2006-07, and an additional 3 new hires in FY 2007-08.	RC 1-3	This deferral will hamper MAM's ability to deliver quality programs. The current full-time staff of 36 would continue to plan and organize all upcoming exhibitions and programs as well as plan and deliver expanded initiatives related to the new building. This action could negatively impact staff morale and retention.	FY 2007 -74 FY 2008 -432	-8	
2	If all pending new position were frozen it would result in savings of approximately \$35 in recruiting costs and \$41 in other expenses.	RC 1-3		FY 2007 -26 FY 2008 -50	0	
3	Eliminate funding for employees retirement plan currently envisioned for April 2007	RC 1-3		FY 2007 -37 FY 2008 -63	0	
4				FY 2007 FY 2008		
5				FY 2007 FY 2008		
6				FY 2007 FY 2008		
7				FY 2007 FY 2008		
8				FY 2007 FY 2008		
9				FY 2007 FY 2008		
10				FY 2007 FY 2008		
11				FY 2007 FY 2008		
12				FY 2007 FY 2008		

Totals		FY 2007 -137	-8
		FY 2008 -545	
Total Reductions: FY 2007 & 2008		-682	

RESOURCE ALLOCATION MEETING: ATTACHMENT B
PROPOSED ENHANCEMENTS / INCREASES TO BASE BUDGET

Department: Miami Art Museum

Priority	Description of Proposed Enhancement	Related Outcome(s)	Performance Impact	Estimated Funding Required		Positions	Related Enhancement (if applicable)
				FY 2007	FY 2008		
1	Restore hiring of all transitional new employees not hired yet until FY 2008-09 saving \$404 in salaries and \$102 in fringe benefits. This eliminates 5 pending new hires in FY 2006-07, and an additional 3 new hires in FY 2007-08.	RC 1-3	See discussion in Attachment A (Service Adjustments)	74	432	8	
2	Restore approximately \$35 in recruiting costs and \$41 in other expenses related to new employees in item #1 above.	RC 1-3		26	50	0	
3	Restore funding for employees retirement plan currently envisioned for April 2007	RC 1-3		37	63	0	
4				FY 2007			
5				FY 2008			
6				FY 2007			
7				FY 2008			
8				FY 2007			
9				FY 2008			
10				FY 2007			
11				FY 2008			
12				FY 2007			
				FY 2008			

Totals		FY 2007	137	5
		FY 2008	545	3
		Total Enhancements: FY 07 & 08	682	8

Museum of Science

Department: Museum of Science

OPERATIONS ISSUES

- If County funding is not increased by \$500,000, the Museum will need to borrow operating funds from Capital Campaign money raised for New Museum, which will delay the completion of New Museum in Museum Park. Additional funding will also enable the Museum to continue its open access programs.
- Increase the quality of the Exhibit experience with Dinosaurs of China, which should bring attendance back to the levels from Titanic in FY 2006.
- The Dinosaurs of China exhibition requires large up-front costs, some of which can be recouped by managing the travelling exhibition in the US.
- Increase outreach to schools, community groups, libraries, and through better use of wildlife and visitor services staff.
- The Planetarium is obsolete with current operating equipment and the ability to provide new programming is limited by funding.
- The Wildlife Center is in need of major upgrade and general remodeling to better care for and present the animals to the public. Recent Batchelor grants will build out the animal hospital.
- Raise the Museum's community profile - increase community awareness.

EDUCATION ISSUES

- Workforce Development: Increase the pipeline of students going into science, technology and related careers in key industries in the community.
- Workforce Development: Reduce the high attrition rate of science teachers and better prepare them to teach.
- Workforce Development: Address equity of preparation for minority, gender, low-income people to enter and succeed in science and technology.

NEW MUSEUM ISSUES

- Cash flow gap between pledges and GOB funding, vs cash expenses. Cash flow may not be sufficient to pay vendors.

OPERATIONS HIGHLIGHTS	FY 07	RELATED OUTCOME	COMMENTS
Dinosaurs of China opens late in FY 2007, through FY 2008.		Increase in attendance to levels seen for the Titanic exhibition.	The largest collection of Chinese dinosaur fossils ever to tour the US. The exhibit debuts here in Miami in June 2007.
Increase in Open Access and Open Door programs		Provide free admission to underserved community, expose first-time Museum visitors to science & technology learning opportunities	Free access provided to minorities, senior citizens and young adults (Culture Shock)

EDUCATION HIGHLIGHTS	FY 07	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Provide training and technical support to CBOs and parks		Coordination of existing cultural programs and services and comprehensive development of new experiences and opportunities.	75% of training participants indicating high level of satisfaction with training
Provide academic year and summer enrichment programming for 100+ youth		Coordination of existing cultural programs and services and comprehensive development of new experiences and opportunities.	Long-term programming (4+ years) for underserved youth, 80% retention over duration of program, 92% on to higher education
Provide science/technology summer institute and follow-up support for beginning teachers		Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	85% of participants express increased confidence in science teaching and using technology
Increase number of ECE educators participating in Museum professional development		Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	Increase by 10%
Provide summer science internships to pre-service teachers		Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	Museum-based Internship Institutionalized as part of coursework at FIU

NEW MUSEUM HIGHLIGHTS	TOTAL	RELATED OUTCOME	COMMENTS
Passage of GOB for Building Better Communities will provide major cultural impact for Miami-Dade residents and visitors.	\$175M	Expanded awareness of and access to cultural, recreational and library programs and services.	The Museum is doing major operational and content programming and testing to develop best programs and concepts for the new museum at Museum Park. Architectural selection is underway now.

**RESOURCE ALLOCATION MEETING: FORM 1
GENERAL DEPARTMENTAL SUMMARY**

Department: Miami Museum of Science
Fund: General Fund Revenue

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Budget	Projection	Base Budget Submission
Carryover	0	0	0	0	0
General Fund Revenue/CDT	984	984	984	1,234	1,234
GOB Funding	0	0	0	2,000	18,000
Other Revenues Operations, Donations, Foundations	4,445	4,964	5,340	7,593	8,575
Federal grants	3,308	2,768	2,800	2,817	3,000
State and Local Grants	812	696	245	2,300	343
Miami-Dade County Designated Major Cultural Institution Program	357	357	360	429	429
Transfers	624	712	1,200	2,768	2,419
TOTAL REVENUE	10,530	10,481	10,929	19,141	34,000

REVENUE BY MAJOR CATEGORY

Carryover
General Fund Revenue/CDT
GOB Funding
Other Revenues Operations, Donations, Foundations
Federal grants
State and Local Grants
Miami-Dade County Designated Major Cultural Institution Program
Transfers

EXPENDITURES BY MAJOR CATEGORY

Salary	3,225	3,392	3,850	4,078	4,600
Fringe Benefits	763	560	924	926	1,059
Other Operating	4,514	5,767	4,955	7,297	7,847
Capital	0	0	0	4,000	18,000
TOTAL OPERATING EXPENDITURES	8,502	9,719	9,729	16,301	31,506
Debt Service	50	50	0	72	75
Reserves	1,354	0	0	0	0
Transfers	624	712	1,200	2,768	2,419
TOTAL EXPENDITURES	10,530	10,481	10,929	19,141	34,000

Cash Position

REVENUES LESS EXPENDITURES	0	0	0	0	0
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Revenue to the General Fund

B) POSITIONS

	FY 2003-04	FY 2004-05	FY 2005-06	FY 2005-06	FY 2006-07
	Actual	Actual	Budget	Projection	Base Budget Submission
Full-time positions approved =	66	69	71	72	76
Net full-time positions funded =	64	63	66	66	72
Budgeted Attrition Percent =	0	0	0	0	0
Part-time FTEs =	17	18	19	19	20
Temp Agency FTEs =	0	0	0	0	0

Full-time positions approved =
Net full-time positions funded =
Budgeted Attrition Percent =
Part-time FTEs =
Temp Agency FTEs =

RESOURCE ALLOCATION MEETING: FORM 2 PROGRAM INFORMATION

Activity: Operations: (Exhibits, Planetarium, Wildlife, Admin)
Index Codes:

Department: Miami Museum of Science and Planetarium
Fund: General Fund

A) ISSUES OF THIS PROGRAM

1. Increase the quality of the Exhibit experience with Dinosaurs of China, which should bring attendance back to the levels from Titanic in FY 2006.
2. Increase outreach to schools, community groups, libraries, and through better use of wildlife and visitor services staff.
3. The Dinosaurs of China exhibition requires large up-front costs, some of which can be recouped by managing the travelling exhibition in the US.
4. The Planetarium is obsolete with current operating equipment and the ability to provide new programming is limited by funding.
5. The Wildlife Center is in need of major upgrade and general remodeling to better care for and present the animals to the public. Recent Batchelor grants will build out the animal hospital, but will not pay for essential structural upgrades.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Budget	Projection	Base Budget Submission
Carryover	0	0	0	0	0
General Fund Revenue/CDT	984	984	984	1,234	1,234
Other Revenues Operations, Donations, Foundations	1,584	3,043	2,990	3,049	3,440
Federal grants	1,518	706	750	38	150
State and Local Grants	122	617	245	93	93
Miami-Dade County Designated Major Cultural Institution Program	357	357	360	429	429
Transfers	624	712	1,200	2,768	2,419
TOTAL REVENUE	5,189	6,419	6,529	7,611	7,765

REVENUE BY MAJOR CATEGORY

Carryover	0
General Fund Revenue/CDT	984
Other Revenues Operations, Donations, Foundations	1,584
Federal grants	1,518
State and Local Grants	122
Miami-Dade County Designated Major Cultural Institution Program	357
Transfers	624
TOTAL REVENUE	5,189

EXPENDITURES BY MAJOR CATEGORY

Salary	1,929
Fringe Benefits	463
Other Operating	2,747
Capital	0
TOTAL OPERATING EXPENDITURES	5,139
Debt Service	50
Reserves	0
Transfers	72
TOTAL EXPENDITURES	6,419

Cash Position

REVENUES LESS EXPENDITURES	0
Revenue to the General Fund	0

C) POSITIONS FOR THIS PROGRAM

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Budget	Projection	Base Budget Submission
Full-time positions approved =	46	49	49	49	49
Net full-time positions funded =	45	43	44	44	45
Budgeted Attrition Percent =	11	12	13	13	13
Part-time FTEs =					

Full-time positions approved =
Net full-time positions funded =
Budgeted Attrition Percent =
Part-time FTEs =

**RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION**

Activity: Operations (Exhibits, Planetarium, Wildlife, Admin)
Index Codes:

Department: Miami Museum of Science and Planetarium
Fund: General Fund

Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05		FY 2005-06		FY 2006-07		FY 2006-07		FY 2007-08		RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Actual	4.78	Actual	7.23	Budget	7.22	Projection	6.02	Base Budget Submission	7.20		
	Visitors/per sq ft of exhibition space									Expanded awareness of and access to cultural services	Secure funding to lease blockbuster exhibits such as Titanic and the Dinosaurs of China.
	Visitors/FTE, Operational staff	2,503	3,959	2,982	3,222			3,500		Expanded awareness of and access to cultural services	Decrease from FY 2006 is due to the closing of Titanic.

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

Priority	COUNTRYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION	(all dollars in thousands)	
								Umsa Cost	Other Cost
1	500			500	0	RC 1-3	Blockbuster exhibits require higher leasing fees and marketing costs.		
2	150			150	0	RC 1-1	Increase visitor and family activity. Conform to codes.		
3	120			120	0	RC 3-1	Provide increased programs at libraries, schools and other community groups.		

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F) FY 2007-08 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

Priority	COUNTRYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION	(all dollars in thousands)	
								Umsa Cost	Other Cost
1				0	0				

RESOURCE ALLOCATION MEETING: FORM 2 PROGRAM INFORMATION

Activity: Education
 Index Codes: _____
 Department: Miami Museum of Science and Planetarium
 Fund: General Fund and Grants

A) ISSUES OF THIS PROGRAM

1. Workforce Development: Increase the pipeline of students going into science, technology and related careers in key industries in the community.
2. Workforce Development: Reduce the high attrition rate of science teachers and better prepare them to teach.
3. Workforce Development: Address equity of preparation for minority, gender, low-income people to enter and succeed in science and technology.

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
REVENUE BY MAJOR CATEGORY					
Carryover	0	0	0	0	0
General Fund Revenue	0	0	0	0	0
Other Revenues Summer Camp, Holiday Camps	551	363	470	309	350
Federal Grants	1,790	2,062	2,050	2,779	2,850
State and Local Grants	539				
Other Revenues					
Transfers					
TOTAL REVENUE	2,880	2,425	2,520	3,088	3,200
EXPENDITURES BY MAJOR CATEGORY					
Salary	991	1,054	1,100	1,141	1,400
Fringe Benefits	221	199	264	244	322
Administrative Reimbursement					
Other Operating	1,309	924	937	1,418	1,141
Other Operating (add more rows as necessary)					
Capital					
TOTAL OPERATING EXPENDITURES	2,521	2,177	2,301	2,803	2,863
Debt Service					
Reserves					
Transfers	359	248	219	285	337
TOTAL EXPENDITURES	2,880	2,425	2,520	3,088	3,200
Cash Position	0	0	0	0	0
REVENUES LESS EXPENDITURES					
Revenue to the General Fund					

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RESOURCE ALLOCATION MEETING: FORM 2 PROGRAM INFORMATION

Department: Miami Museum of Science and Planetarium
Fund: General Fund and Grants

Activity: Education
Index Codes:

C) POSITIONS FOR THIS PROGRAM

FY 2004-05		FY 2005-06		FY 2006-07		FY 2007-08	
Actual	Projection	Actual	Budget	Projection	Budget	Base Budget Submission	Base Budget Submission
18	18	17	17	18	17	20	20
18	18	17	17	18	17	20	20
3	3	3	3	3	3	3	3

Full-time positions approved =
Net full-time positions funded =
Budgeted Attrition Percent =
Part-time FTEs =
Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05		FY 2005-06		FY 2006-07		FY 2007-08	
Actual	Projection	Actual	Budget	Projection	Budget	Base Budget Submission	Base Budget Submission
Setup computer lab at participating park sites; support	Expand number of after school programs and participating parks. 130 programs	Expand number of after school programs and participating parks. 140 programs	Expand number of after school programs and participating parks. 140 programs	Expand number of after school programs and participating parks. 140 programs	Expand number of after school programs and participating parks. 140 programs	Expand number of after school programs and participating parks. 140 programs	Expand number of after school programs and participating parks. 140 programs
Expand nationally	Maintain or increase percentages	Maintain or increase percentages	Maintain or increase percentages	Maintain or increase percentages	Maintain or increase percentages	Maintain or increase percentages	Maintain or increase percentages
82%	87% - 25 teachers	90% - 30 teachers	90% - 30 teachers	90% - 30 teachers	90% - 30 teachers	90% - 30 teachers	90% - 30 teachers
30	35	40	40	40	40	40	40
Build capacity and enable CBOs and city parks to deliver Museum-developed after-school program: APEX grant and YES grant	Programming implemented at 3 community-based organizations operating 93 after school programs at 6 parks.	More cultural programs and services available to address varied community interests and educational needs.	More cultural programs and services available to address varied community interests and educational needs.	Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.	Reduction of unmet cultural and educational needs. Develop lifelong learning and professional through education, outreach and training partnerships.
% of underserved participating youth completing high school and pursuing science-related college studies from the Museum in Upward Bound and other youth development programs.	92% of program participants enter college. 60% pursue science-related studies	80% of ECE teachers trained express high level of satisfaction with training	90% of participating pre-service teachers complete the Museum summer science internship				

(all dollars in thousands)

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RESOURCE ALLOCATION MEETING: FORM 2

PROGRAM INFORMATION

Activity: Education
 Department: Miami Museum of Science and Planetarium
 Index Codes: _____
 Fund: General Fund and Grants

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

<i>(all dollars in thousands)</i>							
PRIORITY	COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
1	120			120		Travelling Planetarium for outreach programs in parks, schools, libraries	Increases ability to reach people who cannot come to the Museum

F) FY 2007-08 REDUCTIONS IF NECESSARY FOR THIS PROGRAM (IN PRIORITY ORDER) (FROM BASE)

<i>(all dollars in thousands)</i>							
PRIORITY	COUNTYWIDE COST	UMSA COST	OTHER COST	TOTAL COST	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
1				0			

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RESOURCE ALLOCATION MEETING: FORM 2
PROGRAM INFORMATION

Activity: New Museum at Museum Park
 Department: Miami Museum of Science and Planetarium
 Fund: General Fund and other

Index Codes:

A) ISSUES OF THIS PROGRAM

1. Develop architectural and engineering plans for the New Museum
2. Establish agreements and contracts with County, City and Museum to proceed with New Museum planning
3. Continue capital campaign for the New Museum
4. Refine the content and format for the New Museum
5. Develop a public participation program for the New Museum

B) OPERATING BUDGET FOR THIS PROGRAM - REVENUES AND EXPENDITURES

(all dollars in thousands)

	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Carryover	0	0	0	0	0
GOB Funding	0	0	2,000	2,000	18,000
Other Revenues Operations, Donations, Foundations	2,310	1,558	1,880	4,235	4,785
State and Local Grants	151	79		2,207	250
Other Revenues					
TOTAL REVENUE	2,461	1,637	1,880	8,442	23,035
EXPENDITURES BY MAJOR CATEGORY					
Salary	305	329	600	616	850
Fringe Benefits	79	76	144	148	196
Administrative Reimbursement					
Other Operating	458	768	155	1,195	1,907
Other Operating (add more rows as necessary)					
Capital				4,000	18,000
TOTAL OPERATING EXPENDITURES	842	1,173	899	5,959	20,953
Debt Service					
Reserves	1,354				
Transfers	265	464	981	2,483	2,082
TOTAL EXPENDITURES	2,461	1,637	1,880	8,442	23,035
Cash Position					
REVENUES LESS EXPENDITURES	0	0	0	0	0
Revenue to the General Fund					

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RESOURCE ALLOCATION MEETING: FORM 2 PROGRAM INFORMATION

Activity: New Museum at Museum Park
Index Codes:

Department: Miami Museum of Science and Planetarium
Fund: General Fund and other

C) POSITIONS FOR THIS PROGRAM

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission
2	3	5	5	7
1	3	5	4	7
3	3	3	3	4

Full-time positions approved =
Net full-time positions funded =
Budgeted Attrition Percent =
Part-time FTEs =
Temp Agency FTEs =

D) PERFORMANCE INFORMATION FOR THIS PROGRAM (AT BASE LEVEL)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
Actual	Actual	Budget	Projection	Base Budget Submission		
Plans reviewed with City Master Planners	Plans reviewed with City Master Planners	Review Architectural Plans	Select Architect	Begin design process	More cultural, recreational programs and services available to address varied community interests and educational needs.	RFQ for architect. Essential early step and County Mgr Priority 1
Architectural and engineering plans						
General discussion with County and City	Draft agreements	Agreements signed	Agreements signed	Agreements signed	More cultural, recreational programs and services available to address varied community interests and educational needs.	Agreement with County. Essential early step and County Mgr Priority 1
Establish agreements and contracts for new Museum with County and City						
Appoint Capital Campaign Chair	Develop Capital Campaign Materials	30% of capital campaign pledged	Launch Capital Campaign	30% of capital campaign pledged	More cultural, recreational programs and services available to address varied community interests and educational needs.	Major step in launching public campaign
Continue capital campaign for the New Museum						
Write pre-program briefs	Write pre-program briefs	Build content team.	Hire a full-time content expert	Define major exhibit themes.	Expanded awareness of and access to cultural, recreational and library programs and services.	Essential research for new exhibition content
Refine the content and format for the New Museum						
Define consultative program	International Advisory Board meeting	Expand New Museum awareness campaign	Expand New Museum awareness campaign	Increase outreach into the community.	More cultural, recreational programs and services available to address varied community interests and educational needs.	Essential research for new Museum
Develop a public participation program for the New Museum						

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OPERATING UNMET OR DEFERRED NEEDS

Department: Miami Museum of Science and Planetarium

Priority	Description of Need	Related Outcome(s)	Performance Impact (If the Need is funded)	Estimated Funding Required	Positions	Related Enhancement (if applicable)
1	Restroom renovation	RC 1-1	Older restrooms at the back end of the Museum will be ADA compliant, and visitor experience will be improved.	Initial: 150,000 Recurring:		
2	Fire alarm upgrade	RC 1-1	Alarms are old and not up to current code. Visitor safety will improve.	Initial: 25,000 Recurring:		
3	Roofing repairs	RC 1-1	Leaks are repaired as they occur. Total re-roofing would be excessive, but the roof will require patching on an annual basis.	Initial: 75,000 Recurring:		
4	Lobby upgrades (Globe pit railings)	RC 1-1	Globe railing cannot hold the full weight of children leaning against it. Improvement will result in a safer structure.	Initial: 50,000 Recurring:		
5	Observatory upgrades (Stair railings)	RC 1-1	Staircase to the observatory and the overall flooring are unsafe. Improvements will add to visitor experience and result in a safer entrance to the nighttime observatory.	Initial: 50,000 Recurring:		
6	Parking lot refurbishment (Surfacing, marking and signage)	RC 1-1	Handicapped and stroller parking need to be restriped to comply with code. Overall resurfacing will eliminate uneven pavement and improve the safety and appearance of the parking lot.	Initial: 200,000 Recurring:		
7	Theater renovation (Ceiling repairs, chair replacement, flooring repairs, and electrical upgrades)	RC 1-1	Sound system is poor, and needs electrical upgrades before adding new speakers and sound board. Chairs are old, and several are broken. Improvements will add to the visitor experience and alleviate safety concerns.	Initial: 150,000 Recurring:		
8	Electrical system upgrade	RC 1-1	Exhibit galleries require extensive power to run electrical exhibits and use special lighting displays. Current electrical system needs to be upgraded to accommodate the needs of new exhibits, which will improve visitor experience and cut down on power issues.	Initial: 25,000 Recurring:		

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OPERATING UNMET OR DEFERRED NEEDS

Department: Miami Museum of Science and Planetarium

Priority	Description of Need	Related Outcome(s)	Performance Impact (if the Need is funded)	Estimated Funding Required	Positions	Related Enhancement (if applicable)
9	Patio expansion and food service room construction	RC 1-1	The Museum has no room for food service at the current time. This improvement will provide a coffee window and the ability to sell prepackaged sandwiches and snacks, similar to a Starbucks-type counter.	Initial: 135,000 Recurring:		
10	Perimeter fencing and walls	RC 1-1	Fencing between the Museum and private homes behind the Museum is deteriorating. New fencing, with soundproofing, will reduce the complaints from neighbors and increase security around the Museum.	Initial: 45,000 Recurring:		
11	Interior office renovation (Flooring replacement and wall construction)	RC 1-1	The Museum is almost out of office space. This improvement will enable us to subdivide office space to make room for the additional staff needed to plan for the new Museum.	Initial: 35,000 Recurring:		
12	Landscaping (US 1 Entrance)	RC 1-1	This will improve the curb appeal of the Museum and result in increased visitor counts.	Initial: 75,000 Recurring:		

Totals	Initial: 1,015,000
	Recurring: 0

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RESOURCE ALLOCATION MEETING: FORM 7

GRANT FUNDING SUMMARY

from County and Non-County Sources

Department: Miami Museum of Science and Planetarium

Funding Source	Name of Grant	Description of the Grant (including allowable uses and restrictions)	Start Date	End Date	FY 2006-07 Budget	FY 2005-06 Required Match	FY 2007-08 Proposed	FY 2007-08 Required Match
County	MCIP	Cultural Support Grant	10/1/2006	9/30/2008	429,000		429,000	
Slate	CIP	State Cultural Grant	10/1/2006	6/30/2008	93,000		93,000	
US DOE	ECHOS	Efficacy study to test early childhood curriculum and teacher PD program	10/1/2006	9/30/2009	604,000		500,000	
NSF	APEX	After School Program	7/1/2004	12/30/2007	433,000		200,000	
US DOE	SUPI	Superintendent's Urban Principal Initiative	10/1/2005	9/30/2008	374,000		300,000	
US DOE	RISE	Women's Educational Equity Act	10/1/2005	9/30/2009	271,000		240,000	
City of Miami	Museum Park	Develop plans for New Museum	8/8/2005	9/30/2008	2,207,500	2,207,500	250,000	250,000
US DOE	Upward Bound	Academic enrichment program for low-income, 1st generation college bound HS students for science, math, and technology careers	10/1/2003	9/30/2008	236,000		236,000	
NIH	HeartSmart	Develop an interactive exhibit that also gathers and analyzes health data from participants	10/1/2006	9/30/2011	221,000		222,000	
FL DOE	Reading PD3	Professional Development observation tool for best practice for reading, math and science	10/1/2006	2/28/2007	203,000		0	
US DOE	STEPS	Supervising and Student Teacher Program	1/1/2005	12/30/2007	164,000		33,000	
County	Head Start	Professional development for early childhood educators	10/1/2006	6/30/2007	15,000		0	
NSF	Spanish Language Media	Support development and delivery of Spanish-language family science activities	1/15/2005	12/30/2008	3,000		63,000	
US DOE	GetSet	Miami Springs science magnet program	10/1/2004	9/30/2008	140,000		95,000	
Toyota Foundation	BioDECIDE	Biomedicine program for low-income 1st generation college bound high school students	10/1/2006	9/30/2008	0		125,000	
City of Miami	YES	After School Program	10/1/2004	6/30/2008	115,000		115,000	
Other new grants	N/A	N/A	N/A	N/A	0		871,000	
NSF	Life Changes	Evolution exhibit development	7/1/2006	9/30/2007	38,000		0	
					5,546,500	2,207,500	3,772,000	250,000

FORWARD A COPY TO:

Dan Wall, OSBM - (305) 375-5143

Jose Fernandez, Finance Department - (305) 375-5080

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Miami Museum of Science and Planetarium
County Budget Format FY06-07

County Format	Actual FY 05	Actual FY 06	Operations FY 07	Education FY 07	New Museum FY 07	Budget FY 07	Operations FY 07	Education FY 07	New Museum FY 07	Revised FY 07	Operations FY 08	Education FY 08	New Museum FY 08	Budget FY 08
REVENUE														
Admission	551,839	1,305,315	990,000	10,000		1,000,000	1,000,000	8,000		1,000,000	1,250,000			1,250,000
Membership	112,299	112,026	175,000	15,000		190,000	130,000			138,000	135,000	10,000		145,000
Contracted Service														
Outside programs	30,974	14,520	45,000			45,000	12,000			12,000	25,000			25,000
Tuition/Enrollment	485,673	277,275	15,000	380,000		395,000		269,000		269,000		275,000		275,000
Special Exhibition Fees	12,500	125,000	150,000			150,000	285,000			285,000	240,000			240,000
Other														
Publications/Royalties														
Rental	166,140	112,705	150,000			150,000	125,000			125,000	150,000			150,000
Store/Concessions	214,769	199,789	275,000			275,000	250,000			250,000	275,000			275,000
Corporate Contributions	113,080	67,200	75,000		400,000	475,000	24,000	14,000	400,000	438,000	75,000		400,000	475,000
Foundation Grants	493,425	147,030	50,000		300,000	350,000	100,000		250,000	350,000	50,000		300,000	350,000
Private/Individual	2,043,996	2,313,848	1,000,000		1,095,000	2,095,000	835,000		3,500,000	4,335,000	1,000,000		4,000,000	5,000,000
Other Private Support														
Auxiliary Activities		21,210	25,000			25,000	15,000			15,000				15,000
Special Events Proceeds														
Government Grants														
Federal														
NSF, NIH, USDOE, IMLS	3,308,333	2,767,902	750,000	2,050,000		2,800,000	38,311	2,778,675		2,816,986	150,000	2,850,000		3,000,000
State														
Other Operating	538,589	135,570	150,000			150,000	93,000			93,000	93,000			93,000
CJP	121,680													
Local														
YES														
MDC	984,000	984,000	984,000			984,000	1,234,000			1,234,000	1,234,000			1,234,000
MDC BBC GOB														
City and Local	150,089	603,681							2,000,000	2,000,000			18,000,000	18,000,000
Investment Income	2,182								2,207,500	2,207,500			250,000	250,000
Interest and Dividends	40,996	103,056			85,000	85,000	222,800		85,000	307,800	215,000		85,000	300,000
Other Revenue	179,345	122,406	40,000	65,000		105,000	50,000	18,637		68,637	10,000	65,000		75,000
Designated Majors Grant	356,876	357,243	360,000	428,920		360,000	428,920			428,920	428,920			428,920
Total Revenue	9,906,815	9,769,676	5,329,000	2,520,000	1,880,000	9,729,000	4,843,031	3,088,312	8,442,500	16,373,843	5,345,920	3,200,000	23,035,000	31,580,920
EXPENSE														
Personnel	3,224,833	3,392,271	2,150,000	1,100,000	600,000	3,850,000	2,321,442	1,141,430	615,557	4,078,429	2,350,000	1,400,000	850,000	4,600,000
Salary	762,852	559,994	516,000	264,000	144,000	924,000	534,048	243,629	147,734	925,411	540,500	322,000	195,500	1,058,000
Fringe Benefits														
Outside Professional Services	1,618,534	1,596,347	1,150,000	600,000		1,750,000	699,504	859,159	721,750	2,280,413	650,000	600,000	1,250,000	2,500,000
Space Rental														
Travel	107,384	226,235	40,000	160,000	50,000	250,000	108,787	67,366	21,765	197,918	125,000	75,000	50,000	250,000
Insurance	76,980	98,218	86,500	6,500	5,000	110,000	104,100	5,000	5,000	114,100	108,500	6,500	10,000	125,000
Marketing														
Advertising/Publicity	444,490	846,639	683,500	6,500		700,000	817,064	25,458	200,000	1,042,522	880,000	20,000	300,000	1,200,000
Design/Printing/Publishing	91,100	156,575	105,000	45,000		150,000	153,220	27,883	116,292	287,405	180,000	35,000	125,000	350,000
Postage/Distribution	28,384	64,524	68,500	6,500		75,000	75,668	8,397	32,000	116,065	73,500	6,500	45,000	125,000
Web Design/Support/Maintenance														
Other														
Telephone/Communication	47,211	62,881	42,500	12,500	5,000	60,000	39,566	12,250	5,000	56,816	42,500	12,500	10,000	65,000
Store/Concessions Merchandise	112,742	102,688	160,000			160,000	129,000		12,000	129,000	160,000		15,000	160,000
Equipment	263,207	723,454	150,000			150,000	888,336	72,300	34,247	972,636	810,000	75,000	15,000	800,000
Supplies/Material	1,097,782	1,160,816	475,000		25,000	500,000	1,020,835	151,760	30,247	1,206,842	1,015,000	150,000	35,000	1,200,000
Utilities	164,648	252,688	230,000		20,000	250,000	130,693		20,000	150,693	170,000	10,000	20,000	200,000
Fundraising/Development (non-personnel)	182,952	212,967	350,000			350,000	270,700		28,000	534,893	300,000	150,000	47,920	497,920
Other Operating Expenses (Itemize)	329,263	313,377	300,000	100,000	50,000	450,000	318,392	188,501	28,000	4,000,000			18,000,000	18,000,000
Reserve														
Capital	1,354,273								4,000,000	4,000,000				
Total Cash Operating Expenses	9,906,815	9,769,676	6,529,000	2,501,000	899,000	9,729,000	7,611,355	2,803,143	5,959,345	16,373,843	7,765,000	2,862,500	20,953,420	31,580,920

South Florida Historical Museum

DEPARTMENTAL ISSUES

Department: Historical Association of Southern Florida

Overall Management Objectives: (in no specific order)

A - Increase donor base and contributions by current donors (Priority 1)

Impact: Increase constituent base
Increase future operational income
Increase base for Comprehensive Campaign

Increase current donor base

- 06-07 introduced 2 new affinity groups/membership categories
 - 11th Judicial Circuit Historical Society
 - Committee of 100

06-07 Annual Campaign

- first step toward Comprehensive Campaign (2nd half 07-08)

Board Expansion

- Increase use/knowledge by all residents & visitors of Miami-Dade County (Priority 9)

Impact: Increase constituent base
Increase future operational income

Expansion Projects

Miami Circle

- Management & tours of site

Watson Island

- Maritime (possibly including Aviation) Museum

Museum Park

- Miami: The Pan-American City - Greater Miami 1896 to the present
- Changing exhibitions - history and culture throughout the Americas Warehouse (Collection Storage) Upgrades (HMSF owned)

- Cultural Center facility "full" - Current collection includes

- More than 12,000 three-dimensional artifacts
- 6,000 bound volumes
- More than 1.5 million photographic images
- Architectural drawing, maps, etc.

Upgrade and enhance permanent exhibition (*Tropical Dreams: A People's History of Florida*)

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DEPARTMENTAL ISSUES

Department: Historical Association of Southern Florida

Expenditures necessary to achieve objectives: (in no specific order)

- Planning, research, design for opening of Miami Circle
- Redesign and fabrication of upgrades to permanent exhibition
- Continue planning and begin execution of Comprehensive Campaign
- Planning, research, design of Watson Island & Museum Park
- Planning, design of warehouse collection storage upgrades

Impact with no increase in Miami-Dade County subsidy: (in no specific order)

- Delay opening of Miami Circle to public
- No upgrades to permanent exhibition
- Mitigate potential effectiveness of Comprehensive Campaign
- Reduction in amount of time available for planning of Watson Island & Museum Park
- Potentially refuse future additions to the collection due to lack of storage space

Impact:
 Delay resident/visitor ability to visit Miami Circle
 Decrease return visitors/attendance
 Decrease in ability to increase collections
 Decrease future earned revenue

RESOURCE ALLOCATION MEETING: FORM 1
GENERAL DEPARTMENTAL SUMMARY

Department: Historical Association of Southern Florida
 Fund:

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

(all dollars in thousands)

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission

1,219	1,219	1,469	1,469	1,469
1,562	1,549	1,603	1,603	1,539
221	321	390	390	420
3,002	3,089	3,462	3,462	3,428

REVENUE BY MAJOR CATEGORY

Carryover
 General Fund Revenue
 Other Revenues (HASF Generated Operating Revenue)
 Other Revenues (Net transfer from Endowment)
TOTAL REVENUE

EXPENDITURES BY MAJOR CATEGORY

Salary (HASF employees - not MDC)
 Fringe Benefits (HASF employees - not MDC)
 Administrative Reimbursement
 Other Operating (Professional Services - retainers)
 Other Operating (add more rows as necessary)
 Capital

1,119	1,269	1,453	1,453	1,453
238	286	343	343	343
1,607	1,495	1,666	1,666	1,632
2,964	3,050	3,462	3,462	3,428

TOTAL OPERATING EXPENDITURES

Debt Service
 Reserves
 Transfers

2,964	3,050	3,462	3,462	3,428

TOTAL EXPENDITURES

Cash Position

REVENUES LESS EXPENDITURES

38	39	0	0	0
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Revenue to the General Fund

B) POSITIONS

All HASF employees - not MDC

Full-time positions approved =
 Net full-time positions funded =
 Budgeted Attrition Percent =
 Part-time FTEs =
 Temp Agency FTEs =

FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
Actual	Actual	Budget	Projection	Base Budget Submission
27	27	29	29	30
8	9	9	9	9

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Historical Association of Southern Florida

Additional Funding Over Base Budget

Project Cost	Description of Need	Related Outcome(s)	Additional Funding Over Base Budget				Revenue Impact	
			FY 07-08 Est Initial Cost - Yr 1	FY 08-09 Cost - Yr 2	FY 09-10 Cost - Yr 3	FY 10-11 Cost - Yr 4		
200,000	Plan, research & design visitor experience at Miami Circle	Open site (\$26 million) to residents & visitors	100,000	Dependent on ability to secure State & Federal Grants			300,000	
180,000	Redesign and enhance permanent exhibitions including intergration of multimedia and interactive components to exhibitions.	Increase in amount of information provided in exhibitions, increase attendance, grant opportunities	90,000	90,000	90,000	90,000	Increase in attendance (visitors & school groups) and grant opportunities	Seeking grant opportunities
60,000	Improved collection storage	Ability to accept additions to archival and object collection to be used in permanent, temporary exhibitions at Cultural Center and at expansion sites.	50,000	Dependent on ability to secure State & Federal Grants			Increase in attendance (visitors & school groups) and grant opportunities	Seeking grant opportunities
120,000	Planning and executive of Comprehensive Campaign	Increase individual gifts and contributions towards \$15 million capital campaign.	40,000	40,000	40,000	40,000	Increase general operating, endowment and capital contributions.	Capital campaign (\$15,000,000) completed 2013
560,000								

280,000

560,000

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**RESOURCE ALLOCATION MEETING: FORM 5
OPERATING UNMET OR DEFERRED NEEDS**

Department: Historical Association of Southern Florida

Description of Need	Related Outcome(s)	Performance Impact (If the Need is funded)	Estimated Funding Required	
			Initial:	Recurring:
Plan, research & design visitor experience at Miami Circle	Open site (\$25 million) to residents & visitors		100,000	100,000
Redesign and enhance permanent exhibitions including intergration of multimedia and interactive components to exhibitions.	Increase in amount of information provided in exhibitions, increase attendance, grant opportunities		90,000	90,000
Improved collection storage	Ability to accept additions to archival and object collection to be used in permanent, temporary exhibitions at Cultural Center and at expansion sites.		50,000	30,000
Planning and executive of Comprehensive Campaign	Increase individual gifts and contributions towards \$15 million capital campaign.		40,000	40,000
Totals			280,000	260,000

GRANT FUNDING SUMMARY

from County and Non-County Sources

Department: Historical Association of Southern Florida

Funding Source	Name of Grant	Description of the Grant (including allowable uses and restrictions)	Start Date	End Date	FY 2006-07 Budget	FY 2006-07 Required Match	FY 2007-08 Proposed	FY 2007-08 Required Match
MDC- Dept of Cultural Affairs	Major Cultural Institutions	General Operating Grant	10/1/2006	9/30/2007	201,283	0	200,000	0
State of Florida - Div of Cult Aff	Cultural Institutions Program	General Operating Grant	7/1/2006	6/30/2007	69,253	0	65,000	0
State of Florida - Div of His Res	Museum Grant in Aid	General Operating Grant	7/1/2006	6/30/2007	42,472	42,472	40,000	40,000
State of Florida - Div of His Res	Museum Grant in Aid	Water Stories	7/1/2006	6/30/2007	35,000	35,000	35,000	35,000
MDC Public Schools	Museum Magnet Program	Education programming	9/1/2006	6/30/2007	80,000	0	0	0
Inst of Museum Library Services	Digitization Project	Digitization and Collections Mgt	7/1/2006	6/30/2007	50,000	50,000	50,000	50,000

Grant Opportunities - State & Federal Government / Agencies

- Education - State & Federal
- Exhibition Development - State & Private Foundation Funding
- Capital Campaign - State
- Capital Improvements for Collections - Federal
- Continuation of Digitization of Collections - Federal

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**Historical Association of Southern Florida
2007-2008 Budget Summary**

Revenues	2007-2008 Budget
Admissions	27,000
General Membership	69,500
Member events	10,000
Croquet & Croquetas w/ Auction	125,000
Individual giving revenue	50,000
Corporate revenue	20,000
Foundation revenue	35,000
Fellows Memberships	45,000
Committee of 100	25,000
11th Judicial Circuit	25,000
Museum Store	40,000
Interest - General Operating	48,306
Endowment Transfer	450,000
Miami - Dade County Operating Grant	1,282,000
Dade County Facility Costs	187,000
Ed - Adult Tours - public & private	60,000
Ed - EcoTours - public & private	8,000
Ed - Overnight Camp-Ins	1,200
Ed - Dade County School Board	85,000
Ed - School Programs	40,000
Ed - Camp Program	35,000
Legal Legends	100,000
Map Fair	125,000
Harvest	105,000
Meeting Room Rentals	5,000
Publication Fund	5,000
Photo Reprints	30,000
Museum Services	0
Grants (General Operating)	305,000
Grants (Education)	0
Grants (Exhibitions/Collections/Outreach)	85,000
 Subtotal	 3,428,006
M-D County increase request	280,000
Total	3,708,006

**Historical Association of Southern Florida
2005-2006 Budget Summary**

Expenditures	2007-2008 Budget
Salary	1,594,635
Social Security	121,951
Retirement	86,633
Health Insurance	147,312
Unemployment Tax	16,500
Security Services	4,100
Bank Charges	7,200
Professional Services	419,420
Special Services	175,665
Maintenance - Vehicle	1,600
Maintenance - Contracts	19,600
Repairs - Equipment	2,700
Insurance - General Liability	70,000
Rentals	72,790
Communications	21,000
Postage	40,700
Printing	136,500
Research Materials	10,450
Subscriptions	7,550
Travel Non-staff	11,500
Travel Staff	7,800
Development	3,750
License & Fees	1,400
Expendable Supplies	129,700
Computer/Internet Software/Supplies	10,200
Housekeeping	1,500
Office Supplies	16,650
Repro & Printing Supplies	4,250
Food & Beverage	146,500
Museum Store Purchases	18,000
Photo Services	59,450
Photo Services-Public	6,500
Over & Short	100
Artifact Purchases	7,500
Harvest	105,000
Harrison Warehouse	14,900
Equipment	20,000
Dade County Facility Costs	187,000
Total	3,708,006

**HISTORICAL ASSOCIATION OF SOUTHERN FLORIDA
FISCAL YEAR 2007-2008 BUDGET**

802		SALARY		1,594,135	1,820,635
		Retainers		226,500	
804		SOCIAL SECURITY			121,951
806		RETIREMENT BENEFITS			86,633
808		INSURANCE			147,312
		Medical/Dental/Life			
812		UNEMPLOYMENT TAX			16,500
814		SECURITY SERVICES			4,100
814	10	Map Fair		600	
		Security for weekend	600		
814	11	Administration		2,700	
		County garage security	2,700		
814	14	Fellows / Affinity Groups		800	
		11JCC - Security for events	300		
		Security for events	500		
814	25	Education		0	
		HIP - school security			
815		BANK CHARGES		7,200	7,200
		Monthly bank charges (credit card processing)	7,200		
816		PROFESSIONAL SERVICES			193,420
816	10	Endowment / Map Fair		6,000	
		Planned Giving Consultant	5,000		
		Map Fair - casual labor	1,000		
816	11	Administration		27,000	
		Auditing servies	20,000		
		Historian	7,000		
816	12	Development		57,000	
		Data base consultant	4,000		
		Comprehensive Campaign consultant	50,000		
		Croquet - Entertainment & mail processing	3,000		
816	13	Membership		7,400	
		Direct Mail - mail processing	1,500		
		Publications - mail processing & honorarium	5,000		
		Membership events - entertainment	500		
		Annual Meeting - mail processing	400		

816	16	Marketing		10,000
		Museum brochure distribution services	7,850	
		Annual Kick-Off - entertainment & mail processing	2,150	
816	20	Education - Adult Enrichment		22,000
		Tour guide - HMSF public tours	15,000	
		Tour guide - Private tours	7,000	
816	25	Education - School Programs		9,720
		Junior camp counselors	9,720	
816	90	Exhibits		46,300
		General Museum - Cleaning & AV services	1,000	
		Perm Exhibit - AV services	9,000	
		Misc Exhibits - Guest curators, programs, reception	7,800	
		Native Arts - reception, translations, fabrication	8,800	
		Interama - reception, translations, fabrications	13,700	
		<i>Live on the Plaza</i> - Water Stories programming	2,500	
		<i>Live on the Plaza</i> - Native Arts	2,500	
		<i>Live on the Plaza</i> - Interama	1,000	
816	92	Object Collections		6,000
		Appraisals & conservators	5,000	
		IMLS - appraisals, conservators	1,000	
816	95	Research Center		2,000
		Work study assistant (25%)	2,000	
818		SPECIAL SERVICES		175,665
818	10	Map Fair / Endowment		2,250
		Map Fair - mail processing	2,250	
818	11	Administration		1,000
		Advertising for personnel	1,000	
818	12	Development		9,700
		Tropees - mail processing	500	
		General Development - mail processing	700	
		Annual Giving - mail processing	1,500	
		Comprehensive Campaign - mail processing	500	
		Croquet - courier & misc event services	6,500	
818	13	Membership		1,000
		Incentives & courier services	600	
		Membership events - mail processing/courier services	200	
		Annual Meeting - mail processing	200	
818	14	Fellows / Affinity Groups		1,400
		11JCC - mail processing & courier service	900	
		Incentives & courier services	500	
818	16	Marketing		150,000
		Paid promotion ad for all programs/events/exhibitions	150,000	
818	20	Education - Adult Tours		200

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		Permits - Boat tours	200	
818	25	Education - School Programs		3,250
		Everglades - Admissions/Fees	3,250	
818	90	Exhibits		6,500
		Misc Exhibits - Freight/shipping	500	
		Native Arts - freight/shipping	3,000	
		Interama - Freight/shipping	3,000	
818	95	Research Center		365
		Fee for service for Internet catalog (Research Ctr)	365	
820		MAINTENANCE - VEHICLE		1,600
820	11	Administration		1,600
		Gas & maintenance - Museum Van	1,600	
822		MAINTENANCE CONTRACTS		19,600
822	11	Administration		14,500
		Computers w/ network software maintenance	12,000	
		Account software annual maintenance	1,500	
		Time clock & registers maintenance	1,000	
822	13	Membership		4,500
		Raiser's Edge software maintenance	4,500	
822	95	Research Center		600
		Research software maintenance contracts	600	
824		REPAIRS		2,700
824	90	Exhibits		2,400
		Gen Oper - AV, shop equipment, misc	1,700	
		Perm Exhibit - AV, misc repairs	700	
824	95	Research Center		300
		Misc equipment repair	300	
828		INSURANCE - GENERAL LIABILITY		70,000
828	11	Administration		70,000
		Liability/Auto/Directors & Officers/etc insurance	70,000	
830		RENTAL		72,790
830	10	Map Fair		850
		Parking garage rental - Map Fair	850	
830	11	Administration		1,050
		Rental fee - Postage Meter	200	
		Parking garage rental	850	
830	12	Development		14,600
		Tropees - rentals for events	500	

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		Comprehensive Campaign - rentals	1,000	
		Croquet - table/chairs/linen	13,100	
830	13	Membership		2,925
		Membership events - venues & rentals	2,500	
		Parking garage rental - Annual Meeting	425	
830	14	Fellows / Affinity Groups		4,500
		11JCC - rentals	3,000	
		Fellows - rentals - venues, equipment	1,500	
830	16	Marketing		425
		Annual Kick-Off - garage rental	425	
830	20	Education - Adult Enrichment		25,000
		Boat and Bus tour rentals - HMSF public tours	15,000	
		Boat and Bus tour rentals - Private tours	10,000	
830	25	Education - School Programs		1,440
		Summer Camp - Bus rentals	1,440	
830	30	Education - History Mysteries		21,000
		4th grade program - School Bus Rentals	21,000	
830	90	Exhibits		800
		Gen Oper - Vehicle rental and misc rentals	800	
830	95	Research Center		200
		Off-site storage - reels, CDs, DVDs	200	
832		COMMUNICATIONS		21,000
832	11	Administration		21,000
		County telephone charges	21,000	
834		POSTAGE		40,700
834	10	Endowment / Map Fair		3,000
		Endowment materials postage	250	
		Planned Giving materials	500	
		Save the date/invitations/registration - Map Fair	2,250	
834	11	Administration		20,000
		General office - includes meter cost & permits	20,000	
834	12	Development		6,050
		Museum rentals - postage	250	
		Tropees - postage	800	
		General Development - postage	700	
		Annual Giving postage	3,500	
		Comprehensive Campaign - postage	500	
		Croquet invitations/proposals postage	300	
834	13	Membership		6,850
		Renewal notices postage	1,750	
		Publications postage	4,300	
		Membership events - postage	500	

		Annual Meeting postage	300	
834	14	Fellows / Affinity Groups		1,000
		11JCC - postage	500	
		Invitations, Billings, Plaques postage	500	
834	16	Marketing		300
		Annual Kick-Off invitation postage	300	
834	20	Education - Adult Programs		400
		Adult Program brochure postage	400	
834	25	Education - School Programs		900
		School Brochure postage	900	
		Special Education programs - postage	100	
834	90	Exhibits		1,600
		Misc Exhibits - misc postage	200	
		Native Arts - misc postage	700	
		Interama - misc postage	700	
834	92	Object Collections		600
		Deaccessions/Loan postage for returns	600	
836		PRINITNG		136,500
836	10	Endowment/Map Fair		10,550
		Endowment print materials	1,500	
		Planned Giving print materials	2,250	
		Map Fair print materials	6,800	
836	11	Administration		6,000
		Letterhead, envelopes, and misc printing	6,000	
836	12	Development		27,700
		Museum rentals - printing	1,700	
		Tropee printing	3,500	
		Proposal / brochure printing	2,500	
		Newletter printing (2)	5,000	
		Annual giving solicitation	8,000	
		Comprehensive Campaign print materials	2,000	
		Croquet - print materials & signage	5,000	
836	13	Membership		30,600
		Membership maintenance & special printing	5,000	
		Publications printing (<i>4 SFH; 1 Tequesta</i>)	23,000	
		Membership events - printing	1,500	
		Annual Meeting printing	1,100	
836	14	Fellows		9,500
		11JCC - printing	6,500	
		Fellow brochure & invitations printing	3,000	
836	16	Marketing		11,200
		Add'l Promotional Pieces - Depts/Products	5,000	
		Museum brochure printing	5,000	
		Annual Kick-Off invitation printing	1,200	

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836	20	Education - Adult Enrichment		2,750
		Adult Tour Brochure printing	2,750	
836	25	Education - School Programs		9,500
		School Programs Brochure printing	5,000	
		Special Programs - printing	2,000	
		Camp program printing	2,500	
836	30	Education - History Mysteries		6,000
		Pre/Post Visit Materials	6,000	
836	90	Exhibits		22,500
		General exhibits - printing	600	
		Misc Exhibits - invitations, flyers	2,500	
		Native Arts - booklet, invite, rack card, posters	8,200	
		Interama - booklet, invite, rack card, posters	11,200	
836	92	Object Collections		100
		Donation forms/misc printing	100	
836	95	Research Center		100
		Printing of forms - Research Center	100	
838		RESEARCH MATERIALS		10,450
838	92	Object Collections	450	450
838	95	Research Center		10,000
		Acquisition of research materials and maps	10,000	
840		SUBSCRIPTIONS AND ORGANIZATIONS		7,550
840	10	Endowment		100
		Dues to Planned Giving Council	100	
840	11	Administration		4,000
		Museum & Professional Associations memberships	4,000	
840	12	Development		1,700
		Professional Association dues	500	
		General Development - subscriptions	1,200	
840	95	Research Center		1,750
		Renewal of organizational dues	1,750	
842		TRAVEL - NON-STAFF		11,500
842	10	Map Fair		2,500
		Speaker's travel/accomodations	2,500	
842	12	Development		2,000
		Business Development - non-staff travel	1,000	
		Data Management - non-staff travel	1,000	
842	90	Exhibitions		7,000
		Misc exhibits - Curators/lecturers travel	1,000	

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		Native Arts - Curators/lecturers travel	3,000	
		Interama - Curators/lecturers travel	3,000	
844		TRAVEL - STAFF		7,800
844	11	Administration		7,000
		Grant Review Panels, Professional Assoc travel	7,000	
844	25	Education - School Programs		800
		School tours - reimbursement mileage/tolls	800	
846		DEVELOPMENT EXPENSES		3,750
846	10	Endowment		750
		Professional Development sessions	750	
846	11	Administration		1,000
		Business/Prospect Development	1,000	
846	12	Development		1,000
		Prospect Development Seminars	1,000	
846	16	Marketing		1,000
		Professional Development Seminars	1,000	
850		LICENSES AND FEES		1,400
850	11	Administration		1,400
		Annual licenses and registration fees	1,400	
852		EXPENDABLE SUPPLIES		129,700
852	10	Map Fair		2,600
		Badges, supplies, ribbons, including tote bags	2,600	
852	12	Development		10,000
		Development - general supplies	500	
		Corporate fundraising - supplies	1,500	
		Meeting / proposal supplies	500	
		Annual Giving - incentives, premiums, supplies	5,000	
		Comprehensive Campaign - supplies	1,000	
		Croquet - Misc supplies	1,500	
852	13	Membership		2,500
		Membership Premiums /Incentives	2,500	
852	14	Fellows		2,000
		11JCC - incentives, premiums, supplies	1,000	
		Fellow membership incentives/premiums	1,000	
852	15	Museum Store		200
		Pricing and display materials	200	
852	16	Marketing		1,000
		Annual Kick-Off supplies & premiums	1,000	

852	25	Education - School Programs		7,200
		Replacement of teaching props & maps	5,000	
		Camp supplies	2,200	
852	30	Education - School Board		2,000
		Replacement of teaching materials/props	2,000	
852	90	Exhibits		93,700
		Gen Oper - Fabrication, maintenance materials	9,000	
		Perm Exhibit - Exhibit fabrication materials	24,800	
		Misc Exhibit - Exhibit fabrication materials	20,300	
		Water stories - Exhibit fabrication materials	1,700	
		Native Arts - Exhibit fabrication materials	16,400	
		Interama - Exhibit fabrication materials	21,500	
852	92	Object Collections		5,000
		Archival materials, chemicals, etc	2,500	
		IMLS - supplies - obj collection	2,500	
852	95	Research Center		3,500
		Expendable archival materials	500	
		IMLS - digitizationa and acid free supplies	3,000	
853		COMPUTER/INTERNET SOFTWARE/SUPPLIES		10,200
853	11	Administration		5,000
		Software upgrades	5,000	
853	12	Development/Events		4,500
		Raiser's Edge - Event module	4,500	
852	95	Research Center		700
		Internet/Website maintenance, software upgrades	700	
854		HOUSEKEEPING		1,500
854	11	Administration		200
		Luncheon supplies	200	
854	90	Exhibits		1,300
		General Oper - Cleaning supplies	1,000	
		Perm Exhibits - Cleaning supplies	300	
856		OFFICE SUPPLIES		16,650
856	11	Administration		12,000
		General office supplies/xerox paper	12,000	
856	16	Marketing		500
		Misc office supplies	500	
856	25	Education - School programs		750
		Scheduling/office supplies	750	
856	90	Exhibits		900
		Gen Oper - Graphic & misc supplies	900	

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856	92	Object Collections		500
		Misc supplies - object collections	500	
856	95	Research Center		2,000
		Office Supplies - Archival/library supplies	2,000	
858		REPRODUCTION AND PRINTING SUPPLIES		4,250
858	11	Administration		3,000
		Xerox supplies	3,000	
858	90	Exhibits		1,000
		Gen Oper - Printing supplies	1,000	
858	95	Research Center		250
		Xerox supplies	250	
860		FOOD AND BEVERAGE		146,500
860	10	Endowment / Map Fair		29,000
		Planned Giving - cultivation food & beverage	1,500	
		Map Fair - Reception/Dinner/Lunches	27,500	
860	11	Administration		5,000
		Recognition luncheons/events/meetings	5,000	
860	12	Development		46,200
		Tropee events food & beverage	1,200	
		Corporate fundraising - food & beverage	500	
		General Development - food & beverage	500	
		Annual Giving - recognition - food & beverage	4,000	
		Comprehensive Campaign - food & beverage	10,000	
		Croquet & Croquetas - food & beverage	30,000	
860	13	Membership		11,000
		Telemarketing/meetings food & beverage	3,500	
		Membership events - food & beverage	4,500	
		Annual meeting food & beverage	3,000	
860	14	Fellows / Affinity Groups		28,800
		11JCC - food & beverage	25,000	
		Prospect/Fellows events	3,800	
860	16	Marketing		3,000
		Annual Kick-off food & beverage	3,000	
860	25	Education - School Programs		4,200
		Cultivation / meetings food & beverage	1,000	
		Camp-Ins food	600	
		Discovery Days & Camps food	2,600	
860	90	Exhibits		19,300
		Misc exhibits - Receptions	1,200	
		Water Stories - <i>Live on the Plaza</i> food & beverage	2,500	
		Native Art - <i>Live on the Plaza</i> food & beverage	2,500	
		Native Art - Reception	6,300	
		Interama - <i>Live on the Plaza</i> food & beverage	500	

		Interama - Receptions	6,300	
862		MUSEUM STORE		18,000
862	15	Museum Store		18,000
		Inventory purchases	18,000	
864		PHOTO SERVICES		59,450
864	11	Administration		250
		Misc photo reproductions - administration	250	
864	12	Development		900
		Corporate fundraising - photos	500	
		Croquet - photos	400	
864	13	Membership		450
		Publications & recognition photos	200	
		Membership events - photos	250	
864	14	Fellows / Affinity Groups		600
		11JCC - photos	300	
		Recognition photos	300	
864	16	Marketing		2,000
		Press/Informative Releases and Photo CDs	2,000	
864	90	Exhibits		52,600
		Gen Museum - photo services	3,800	
		Perm Exhibit - photo services	17,500	
		Misc Exhibits - photo services	12,000	
		Water stories - photo services	200	
		Native Art - photo services	9,400	
		Interama - photo services	9,700	
864	92	Object Collections		400
		Film and developing, imaging of collection	400	
864	95	Research Center		2,250
		Photo services & supplies - Research	2,250	
865		PHOTO REPRINTS - PUBLIC		6,500
865	95	Research Center		6,500
		Cost of prints sold to public	6,500	
866		OVER AND SHORT		100
866	11	Administration		50
		Admission desk contingency	50	
866	15	Museum store		50
		Museum store contingency	50	
868		ARTIFACT PURCHASES		7,500
868	92	Object Collections		7,500

		Acquisition of artifacts	7,500		
872	35	HARVEST		105,000	105,000
		Operational cost of Harvest Festival	105,000		
926		HARRISON WAREHOUSE		14,900	14,900
		Warehouse Maintenance	14,900		
535		FIXED ASSETS/EQUIPMENT		20,000	20,000
		Equipment for exhibitions and collections	20,000		
			1,328,075		3,521,006
			2,193,031		
		Cost of Dade County Facility	187,000		187,000
					3,708,006

**Historical Association of Southern Florida
Proposed Wages 2007-2008**

Full-time

Senior Director - Finance	102,752
Chief Curator	88,400
Chief Development Officer	76,804
Education Director	72,696
Curator of Research Materials	65,936
Curator of Object Collection	57,408
Director of Communications	55,120
Archives Manager	54,704
Campaign Officer	52,000
Community Outreach	49,088
Exhibitions Designer	46,540
Asst Curator - Special Projects	43,680
Publicist	41,912
Graphics Designer	41,288
Membership Coordinator	41,288
Curriculum Specialist	40,560
Web/Graphics Designer	39,520
Preparator	37,336
Assistant Curator - Object Collection	37,128
Development Officer	36,400
Finance Assistant	35,984
Development Officer	34,840
Curatorial Assistant	33,852
Adult Programs Manager	33,695
Curatorial Assistant	33,280
Youth Program Manager	33,072
Outreach Coordinator	32,760
Preparator	32,552
Curatorial Assistant	32,240
Visitor Services	27,872

Part-time

Map Fair / Endowment Coordinator	33,176
Teachers	103,493
Store Staff	24,606
Harvest Coordinator	19,552
Casual Labor	2,600

1,594,135

Vizcaya Museum and Gardens

REPORT 22: MARCH COMMITTEE REPORT (Revised)

Department: Vizcaya Museum and Gardens

(\$ in 000s)

Department-wide Issues

N/A

Vizcaya Museum and Gardens Issues

- 1 The FY 07-08 base budget includes a proposed fee increases that will generate an additional \$108,000 in revenues.
- 2 Improved care is necessary to protect and preserve this National Historic Landmark, retain its accreditation by the American Association of Museums, and continue attracting visitors, whose admission fees contribute significantly to earned income. In addition, two administrative positions are high priorities to ensure responsiveness to the public, vendors, and other County departments.
- 3 Facility Rentals: Vizcaya continues to be over-reliant on income from facility rentals, which damage the historic property and threaten the accreditation by the American Association of Museums. The Vizcaya Trust is committed to reducing the number and size of events by increasing fees and strengthening policies, while maintaining current income levels or finding alternate sources. The current number of approximately 100 events per year remains well in excess of professional standards.
- 4 GOB Projects: Numerous GOB projects are underway, including renovation of the Café and Shop, rehabilitation of two Vizcaya village buildings, structural repairs, and hurricane mitigation. During 2007-08 it is anticipated that overarching A&E program will be underway.
- 5 Private Fundraising: Staff are collaborating closely with The Vizcayans' support group to increase contributed income through both annual and endowment giving in support of Vizcaya Museum and Gardens. In this spirit, Vizcaya is seeking through the State Legislature an exemption from the Public Records Act for donor records. This will enable County staff to participate more fully in fundraising, while protecting the security of donor records held by its private support group.
- 6 Estuary Cleanup: The estuaries to the south and east of Vizcaya's gardens require significant cleanup from past neglect and 2005 hurricane damage. Vizcaya has collaborated with other County departments to develop a report with preliminary specifications and cost estimates. The cleanup of the estuaries represents a major institutional project with internal, environmental, and neighborhood impacts.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Vizcaya Museum and Gardens

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	\$0	\$0	\$0	\$0	\$485	\$0	\$0	\$0
PROP	Carryover	\$2,662	\$2,532	\$1,494	\$344	\$17	\$31	\$0	\$51
PROP	Convention Development Tax	\$0	\$0	\$0	\$739	\$856	\$856	\$856	\$856
PROP	Donations	\$126	\$226	\$359	\$84	\$125	\$156	\$156	\$156
PROP	Fees and Charges	\$2,701	\$2,847	\$2,796	\$3,008	\$2,637	\$3,158	\$2,807	\$2,888
PROP	Interest Income	\$63	\$35	\$13	\$4	\$0	\$0	\$2	\$0
PROP	Miscellaneous Revenues	\$0	\$66	\$0	\$2	\$8	\$100	\$29	\$29
INTERTRNF	Interagency Transfers	\$0	\$0	\$0	\$0	\$154	\$150	\$283	\$285
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$800	\$800	\$800
TOTAL REVENUE		\$5,552	\$5,706	\$4,662	\$4,181	\$4,282	\$5,251	\$4,933	\$5,065
EXPENDITURES									
	Salary	\$1,255	\$1,289	\$1,696	\$1,796	\$2,160	\$2,586	\$2,454	\$2,588
	Overtime Salary	\$51	\$63	\$89	\$95	\$61	\$104	\$82	\$82
	Fringe	\$352	\$382	\$476	\$612	\$766	\$885	\$851	\$876
	Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$16	\$15
	Other Operating	\$1,219	\$1,310	\$1,207	\$1,306	\$1,274	\$1,576	\$1,365	\$1,410
	Capital	\$143	\$1,168	\$850	\$355	\$21	\$100	\$114	\$94
TOTAL OPERATING EXPENDITURES		\$3,020	\$4,212	\$4,318	\$4,164	\$4,282	\$5,251	\$4,882	\$5,065
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		\$0							
TOTAL EXPENDITURES		\$3,020	\$4,212	\$4,318	\$4,164	\$4,282	\$5,251	\$4,882	\$5,065
REVENUES LESS EXPENDITURES		\$2,532	\$1,494	\$344	\$17	\$0	\$0	\$51	\$0

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B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	38	40	41	42	46	49	49	50
Full-Time Positions Filled =	38	36	35	42	44		48	
Part-time FTEs Budgeted =	6	6	6	6	6	5	5	5
Temporary FTEs Budgeted =								

Activity: Vizcaya Museum and Gardens

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE								
General Fund Countywide	\$0	\$0	\$0	\$0	\$485	\$0	\$0	\$0
Carryover	\$2,662	\$2,532	\$1,494	\$344	\$17	\$31	\$0	\$51
Convention Development Tax	\$0	\$0	\$0	\$739	\$856	\$856	\$856	\$856
Donations	\$126	\$226	\$359	\$84	\$125	\$156	\$156	\$156
Fees and Charges	\$2,701	\$2,847	\$2,796	\$3,008	\$2,637	\$3,158	\$2,807	\$2,888
Interest Income	\$63	\$35	\$13	\$4	\$0	\$0	\$2	\$0
Miscellaneous Revenues	\$0	\$66	\$0	\$2	\$8	\$100	\$29	\$29
Interagency Transfers	\$0	\$0	\$0	\$0	\$154	\$150	\$283	\$285
Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$800	\$800	\$800
TOTAL REVENUE	\$5,552	\$5,706	\$4,662	\$4,181	\$4,282	\$5,251	\$4,933	\$5,065
EXPENDITURES								
Salary	\$1,255	\$1,289	\$1,696	\$1,796	\$2,160	\$2,586	\$2,454	\$2,588
Overtime Salary	\$51	\$63	\$89	\$95	\$61	\$104	\$82	\$82
Fringe	\$352	\$382	\$476	\$612	\$766	\$885	\$851	\$876
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$16	\$15
Other Operating	\$1,219	\$1,310	\$1,207	\$1,306	\$1,274	\$1,576	\$1,365	\$1,410
Capital	\$143	\$1,168	\$850	\$355	\$21	\$100	\$114	\$94
TOTAL OPERATING EXPENDITURES	\$3,020	\$4,212	\$4,318	\$4,164	\$4,282	\$5,251	\$4,882	\$5,065
Debt Services	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$3,020	\$4,212	\$4,318	\$4,164	\$4,282	\$5,251	\$4,882	\$5,065
REVENUES LESS EXPENDITURES	\$2,532	\$1,494	\$344	\$17	\$0	\$0	\$51	\$0

B) POSITIONS								
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	38	40	41	42	46	49	49	50
Full-Time Positions Filled =	38	36	35	42	44		48	
Part-time FTEs Budgeted =	6	6	6	6	6	5	5	5
Temporary FTEs Budgeted =								

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)									
	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2006-07	FY 2007-08	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Keep Vizcaya Open to the Public 364 Days Per Year (Base Operations)		100%	100%	99%	95%	100%	100%	100%	RC1-1
Comments/Justification: Virtually all funds are dedicated to Vizcaya's core operations of caring for National Historic Landmark facility and keeping it open to the public. Closures have been caused by tropical cyclone events.									
Number of Visitors	177,043	185,008	178,559	169,195	149,655	165,000	165,000	170,000	RC1-4
Comments/Justification:									
Complete Repairs from 2005 Hurricanes Katrina and Wilma (excluding Cafe and Estuary cleanup)					65%	100%	100%	NA	RC1-1
Comments/Justification:									
Number of Objects Entered into Collections Database					1,000	1,600	1,600	1,600	RC1-1
Comments/Justification:									
Number of Public Programs		6	7	14	25	35	35	35	RC4-1
Comments/Justification: Includes family programs, community programs (Free Sundays), adult programs (performing arts, lectures, Moonlight Garden Tours, Contemporary Arts Project presentations).									
Complete revisions to Volunteer Guides program to better serve visitors				10%	25%	75%	75%	100%	RC4-1
Comments/Justification: New training classes, ongoing development, evaluation tools, and recruitment methods are among the revisions being pursued.									
Number of Funding Proposals Submitted			2	4	37	35	35	35	RC2-1
Comments/Justification: Includes funding proposals submitted to governmental entities, private foundations, corporate, other entities.									
Number of Visitors Served through Public Programs					21,624	12,524	21,655	21,700	RC4-1
Comments/Justification: Includes family programs, community programs (Free Sundays), adult programs (performing arts, lectures, Moonlight Garden Tours, Contemporary Arts Project presentations).									
Dollars raised through Government grants and private donations	126,000	292,000	359,000	86,150	286,423	406,000	468,000	468,000	ED1-1
Comments/Justification: Additional funds are raised and expended through the museum's support group, The Vizcayans. Includes State of Florida and County Cultural Affairs grants.									

E) FY 2007-08 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	CURRENT YR. APP. OVERAGE?	POSITION CHANGE	DESIRED OUTCOMES
1	Approved overage request (2/2007) Part-time Concession Attendant to Full-time	0	0	0	0	0	0	0	0	No	Yes	1	RC1-4

COMMENTS/JUSTIFICATION: An overage request (PT Concession Attendant to FT status) was approved by OSBM on 2/2007; there was a continued operational need to have this position established as full-time staff. This conversion allows for more flexibility in our concession attendants' schedule. There is no fiscal impact in creating this overage and eliminating the corresponding part-time position, as the current position, due to operational needs, has been working approximately 80 hours per pay period with benefits for several years.

2	Archivist	0	0	61	61	40	13	8	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Current condition: The Vizcaya Museum and Gardens Archives, which contains approximately 10,000 artifacts, remain uncatalogued and lack finding aids. All GOB-related restoration projects will require extensive use of historic documents by architects, engineers and conservators. Based on past experience with limited-scope restoration projects, one full-time staff member will be required to respond to anticipated GOB-related requests for access, retrieval and digitization of historic documents and architectural drawings in support of GOB projects. If no Archivist is available, other initiatives by current 3-person staff will have to be abandoned or postponed indefinitely. In general, proper care, storage, organization, and handling of the archival materials, which currently is lacking due to understaffing, are paramount to the preservation of this unique collection, which includes historic photographs, manuscripts, correspondence, blueprints and architectural drawings. This current condition of this aspect of the collection is one of the museum's weakest points as we approach reaccreditation by the American Association of Museums in 2008-09. Because it is anticipated that the Archivist may spend up to 5% of time on non-GOB work (such as responding to periodic inquiries from the general public and scholars), 5% of the salary is requested as an operating enhancement. (Total costs herein are reflected at 75% of the total value) Note: 95% (\$58K) of this position will be funded by GOB funds (pending final approval by OCI), and the remaining 5% (\$3K) is requested herein from other sources

3	Line item enhancement - Inservice training enhancement (Subobj 32010)	0	0	5	5	0	0	5	0	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION: \$5,000 increase to Line Item 32010 for staff training as follows: SCP training for 3 supervisors; customer service training for security officers and concession attendants; to certify security officers to issue citations in the parking lot areas; train several staff in various software applications.

4	Accountant 1	0	0	42	42	30	12	0	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: Current condition: The Business Office has experienced a dramatic increase in the volume of work, as a result of 1) the recently created Learning Division, which is aggressively pursuing school, youth, family, and adult programming; 2) transactions related to GOB-funded capital projects; and 3) grant and donation tracking. In addition, efforts to increase general attendance and the programming offered by the Learning Division require additional resources to support the Vista ticketing system, including the development of online ticketing options for admission, group tours, and special events. This position will allow for the timely processing of all accounting and procurement transactions and grant reports, and provide necessary backup to the existing Accountant 2 position. Note: Funding is requested at 75% of total value for this position.

5	Funds for Painting Historic Facility	0	0	50	50	0	0	50	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION: Current conditions: Limited funding for facilities maintenance along with the tropical weather and Vizcaya's proximity to Biscayne Bay has made it impossible to maintain the visual integrity of Vizcaya's exterior surfaces. The lime-based painting technique used on the majority of Vizcaya's exteriors is costly and time consuming. Absence of staff with this expertise makes it necessary to use outside contractors to paint the facility. If funded, there would be immediate visual impact for daily visitors and rental clients. Among the priority painting projects for the first years of this allocation are the garden walls, particularly those near the Casino Mound (a focal point of the formal gardens), and the entrance (west) and bay (east) facades, both of which are highly visible and in desperate need of repainting. The perimeter wall around Vizcaya's property needs periodic repainting due to normal fading and graffiti, and this upkeep is important to maintaining the appearance of County property and the local neighborhood. Ongoing funding at this level is an absolute necessity

(2) Museum													
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6	Security Officer 1	0	0	60	60	35	20	5	0	No	No	2	RC1-1
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COMMENTS/JUSTIFICATION: Current condition: There is inadequate security coverage in Vizcaya's main exhibition galleries (first and second floors), gardens, the Vizcaya village, and during evening special events. Funding is requested for (2) two security officers. Anticipated benefits include dedicated security coverage for the exhibition galleries in the main house and part-time security presence in the gardens and the village. Security enhancements have been an ongoing goal and one that is extremely important as Vizcaya seeks reaccreditation in 2008-09. Note: Funding is requested at 75% of total value for this position

7	Custodial Worker 2	0	0	27	27	15	11	1	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: Current condition: Staff support for facilities and grounds maintenance has been inadequate for many years due to revenue constraints, resulting in limited care of the heavily taxed facility and impacting its appearance for visitors and events clients. In addition, new programs in the recently renovated Village Garage, as well as the main house and gardens, has created significant additional demand for custodial support in moving furniture and setting up for events and programs. Funding is requested to add one (1) Custodial Worker 2; this position will have an immediate impact on the appearance of the facility and on Vizcaya's capacity to mount successful programs and events. Note: Funding is requested at 75% of total value for this position

8	Additional Landscaping Funds	0	0	30	30	0	0	30	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION: Current condition: Vizcaya's gardens and hammock areas are in poor condition as a result of years of inadequate resources to enhance the landscape and the severe negative impact of the 2005 hurricanes. We are currently in the process of hiring a horticulturist to oversee the restoration of Vizcaya's historic gardens to its original state and to supervise all day-to-day landscape functions across the 10 acres of formal gardens, hammock, and in the Vizcaya village. A modest amount of funding is requested to allow this professional to achieve some goals as minimal operating funds are currently allocated to this unit. Anticipated benefits will include replanting in some of the highest-profile locations to achieve immediate improvement of the gardens for the enjoyment of all residents and visitors.

9	Maintenance Repairer	0	0	34	34	21	10	3	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Current condition: Ongoing facility maintenance is lacking due to inadequate staffing resulting in the deteriorated appearance and functionality of the facility. Funding is requested to add one (1) Maintenance Repairer position; the added support will join a team of three individuals and therefore increase the number of internal facility repairs achieved each year by 33%. The restoration of the West and East Gate Lodges will add approximately 5000 square feet of office space and restroom facilities to maintain. Along with new facility equipment to maintain and repair. This includes lighting, electrical, climate control and plumbing fixtures. Anticipated benefits include more timely repairs, and a better maintained facility for public enjoyment. Note: Funding is requested at 75% of total value for this position

10	Administrative Assistant	0	0	40	40	26	11	3	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: Current condition: Limited staff support to assist with special events, marketing and fundraising functions. Funding is requested for an Administrative Assistant. Anticipated benefits include improvements in customer service; the additional staff will assist with facility rental, photo permit, donor research, marketing and other administrative activities. Anticipated reduction in wait time for return calls to facility rental clients from 2 days to same day. Note: Funding is requested at 75% of total value for this position.

11	Additional Marketing Funds	0	0	50	50	0	0	50	0	No	No	0	RC3-1
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COMMENTS/JUSTIFICATION: Current condition: Vizcaya's general-visitor marketing budget has remained flat since 1998, despite rising costs, intense competition from other domestic and international tourism markets, and the fact that visitation to historic house museums is declining nationally. While Vizcaya has enjoyed a strong tourism market in past years, additional marketing dollars are needed to compete with others vying for the same visitors. Additional marketing funds will be used to maximize opportunities to increase awareness of Vizcaya and stimulate paid attendance and will include 1) public relations support for the museum to generate greater media exposure, both domestically and internationally, on the subject of its growing roster of programs, GOB capital improvements, and the master plan, and 2) broadcast media sponsorships (i.e. WLRN or WPBT) and print media sponsorships (i.e. Miami Herald, Fort Lauderdale Sun Sentinel) targeting visitors once they have arrived in South Florida.

12	(2) Park Attendants	0	0	61	61	36	21	4	0	No	No	2	RC1-1
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COMMENTS/JUSTIFICATION: Current condition: Staff support for facilities and grounds maintenance has been inadequate for many years due to revenue constraints; resulting in deterioration of facilities and grounds over the years; and impacting the appearance of the facility and visitor experience. Funding is requested to add two (2) Park Attendant positions (\$38,121 each). The added support will help facilitate a better weed control program in the 10-acre formal gardens and help eradicate destructive plants from the stone statues, limestone fountain structures, and decorative limestone veneer pieces throughout the facilities. This personnel will improve the appearance of the formal gardens by adding two additional pruning cycles a year (increase from 4 cycles to 6); increase grounds cleaning to 3 times a week instead of 1; increase pick-sticking on the exterior areas of Vizcaya to every day from once a week. The everyday blowing of the hard surfaces will be extended to the village area with the restoration of 2 more buildings. Increase the lawn maintenance of the

village from a 20-day cycle to a 7-day cycle and include upkeep of new landscaping for newly renovated buildings in the village. Note: Funding is requested at 75% of total value for this position

F) FY 2006-07 REDUCTIONS IF NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)

PRIORITY	DESC.	CW COST	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME
1	Facilities & Security Division Director	0	0	128	128	93	35	0	0	No	0	RC1-1

COMMENTS/JUSTIFICATION: Vizcaya is an extremely complicated historic facility with significant deferred maintenance and capital projects planned; we require an individual with expertise in all aspects of facility management dedicated to the oversight of this work. At present it is extremely difficult for the Director and other administrative staff to dedicate the necessary attention to facilities' issues given other responsibilities. A Facilities Director will prepare cyclical maintenance schedules, supervise ongoing repairs attributable to aging facility with much use, and serve as facility advocate in all major capital projects, ensuring that renovations are planned with ongoing use and maintenance in mind. This individual will also be responsible for identifying and prioritizing long-term facility maintenance and repair needs. Outcomes: Supervision of facility department will increase by 100% with dedicated professional overseeing these areas, rather than splitting time with other time-consuming administrative functions. Time required to achieve facility repairs decrease dramatically, with dedicated expert managing relationships with GSA and subcontractors. Facility renovations will be planned to better serve the County, its residents, and its visitors, if they are planned with the active input of a facilities professional, ensuring their longevity and minimizing the cost of operating them. Vizcaya will be more attractive and safer for its visitors, gradually increasing satisfaction and earned income for the County. All of the above anticipated enhancements will have to be delayed if funding is eliminated for this position.

2	(2) PT Security Positions	0	0	61	61	37	24	0	0	No	0	RC1-1
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COMMENTS/JUSTIFICATION: Service Impact: Eliminating these positions will have a direct impact to the level of security coverage provided to the Main House and Parking Lots.

3	Midnight Museum Security Officer 1	0	0	37	37	24	13	0	0	No	1	RC1-4
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COMMENTS/JUSTIFICATION: This position was approved last year to enhance museum security services during the midnight shift. Currently there is only one Museum Security Officer covering that shift; the additional coverage would allow for one officer to monitor the security cameras, while the second officer can provide backup the current officer in the event of an emergency; would allow for security rounds throughout the property including the Vizcaya Village.

4	Line item 26050 GSA printing	0	0	8	8	0	0	8	0	No	0	RC1-4
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COMMENTS/JUSTIFICATION: Service Impact: A reduction in this line item: From 57K to \$49K limits our ability to print an adequate number of informational programs, brochures, maps and other related printing items; the reduction directly impacts the visitors experience at Vizcaya.

5	Line item 31430 General Publicity Funds	0	0	10	10	0	0	10	0	No	0	RC1-4
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COMMENTS/JUSTIFICATION: Reduced general publicity funds from \$23K to \$13K; the reductions directly impacts the museums ability to market/promote Vizcaya as a tourist destination at a time when we are offering a variety of new programs not previously offered at Vizcaya.

6	Line item 95530 Special equipment	0	0	37	37	0	0	37	0	No	0	RC1-1
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COMMENTS/JUSTIFICATION: Service Impact: Elimination of these funds would not allow for the acquisition of the montel textile storage unit & stanchions for the first floor of the main house.

PAYMENTS TO AND FROM OTHER DEPARTMENTS

Department: Vizcaya Museum and Gardens

(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM VIZCAYA MUSEUM AND GARDENS

Department(to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Communications	Communications Department - Promotional Spots Program - Vizcaya	No	\$0	\$0	\$10	\$10	\$10	\$10	\$10	\$10
Total Transfer to other Departments			\$0	\$0	\$10	\$10	\$10	\$10	\$10	\$10

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO VIZCAYA MUSEUM AND GARDENS

Department(from)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS
 Department: Vizcaya Museum and Gardens

(\$ in 000s)

Line Item Highlight	Subject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Budget	FY 2006-07 Projection	FY 2007-08 Base Submission
Administrative Reimbursement - Vizcaya	26240		\$80	\$102	\$113	\$92	\$0	\$0	\$0
Contract Temporary Employee Costs - Vizcaya	21513	\$6	\$2	\$0	\$21	\$0	\$3	\$3	\$3
Travel Costs - Vizcaya	31210	\$10	\$11	\$16	\$9	\$12	\$25	\$25	\$25
Communications Department - Promotional Spots Program - Vizcaya	31430	\$0	\$0	\$10	\$10	\$10	\$10	\$10	\$10

CAPITAL FUNDED REQUESTS REVENUE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

DEPARTMENT:		Vizcaya Museum and Gardens									
		2006-07	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
County Bonds/Debt											
	Building Better Communities GOB Program	0	7,700	3,000	6,360	5,400	6,500	5,920	15,120	0	50,000
	Total:	0	7,700	3,000	6,360	5,400	6,500	5,920	15,120	0	50,000
Other County Sources											
	Capital Outlay Reserve	125	125	462	0	0	0	0	0	0	587
	Total:	125	125	462	0	0	0	0	0	0	587
	Department Total:	125	7,825	3,462	6,360	5,400	6,500	5,920	15,120	0	50,587

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CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY

(\$ in 000s)

2007-08 Proposed Capital Budget and Multi-Year Capital Plan

Recreation and Culture

	PRIOR	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	FUTURE	TOTAL
Facility Improvements									
MANGROVE CLEAN UP PROJECT	0	200	0	0	0	0	0	0	200
Vizcaya Facility Improvements									
FACILITY IMPROVEMENTS AND EQUIPMENT ACQUISITION	125	262	0	0	0	0	0	0	387
RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS	6,700	4,000	6,360	5,400	6,500	5,920	3,120	0	38,000
VIZCAYA MUSEUM SERVICES BUILDING	0	0	0	0	0	0	12,000	0	12,000
Department Total:									
	6,825	4,462	6,360	5,400	6,500	5,920	15,120	0	50,587



JOE A. MARTINEZ
MIAMI DADE COUNTY COMMISSIONER
DISTRICT 11

Memorandum

To: Honorable Chairman Bruno A. Barreiro and
Members of the Board of County Commissioners

From: Joe A. Martinez, Commissioner 

Date: March 2, 2007

Re: FY 2007-08 Budget Message

As the Chairman of the Budget and Finance Committee, I have decided to put forth recommended budget policies for FY 2007-08 and a Budget Message for FY 2007-08 in order to assist the Board in adopting fiscally prudent policies. I hope this message serves as a tool for the Board of County Commissioners (Board) to comply with Ordinance 02-128 that requires the Board to consider its budget policies at the first Board meeting in April. I look forward to continue working with Mayor Alvarez, Chairman Barreiro and Members of the Board, the newly appointed Committee Chairs, my colleagues on the Budget and Finance Committee, and the administration in order to adopt a fiscally prudent budget. The budget policies listed in this memorandum intend to serve as a guide to the Board, the Commission Auditor, and the administration as the Board considers the allocation of resources for the upcoming fiscal year.

As the structure of our government has recently changed, we as a Board have the responsibility to assure that budget directives and policies are implemented and the adopted Results Oriented Governing Ordinance is followed to assure that the goals and objectives set by the Board are indeed met. As such, the input and direction given by the Board is critical to the development of a budget that meets and exceeds the expectations of the community and provides the necessary tools for our employees to deliver necessary services. Furthermore, I believe that we need to develop Board policy that embraces an efficient budgetary process that mirrors that of our State and Federal Governments. Doing so will allow us to appropriate funds from the County's budget which is in excess of \$6.9 billion in a fiscally prudent manner in the best interest of those we represent. I would urge Chairman Barreiro to convene a Committee of the Whole in order to discuss these issues as well as those that have been discussed at recent Board meetings pertaining to the change in governance.

Review Process

As Chairman, I challenged each Commission Committee to perform line item reviews of all departmental budgets. Over the last two years, Committee Chairs adopted their own unique process of reviewing the departmental budgets while working closely with the Office of the Commission Auditor and the Office of Strategic Business Management. I have met with the Commission Auditor in order to discuss the process in place for the Budget and Finance Committee in order to continue line-item reviews for those departments that are within the purview of said committee. Furthermore, I would like to recommend to the Board that we modify the line item reviews by department to include amounts appropriated with corresponding programs and/or services. Doing so will allow the Board to appropriate funding for necessary projects and not a mechanism to fund overall budgets while allowing for pet projects and/or blanket approvals – similar to the State and Federal governments. As we have done the last couple of years, we need to continue to find ways to expand services with less and provide more tax relief for our residents.

Mr. Burgess issued his recommended budget priorities on January 19, 2007, where he delineated some of the government’s accomplishments, as well as continuing priorities that the administration will be pursuing for FY 2007-08. As we continue the budget process through the next several months, many things must fall into place, such as the review by committee of the Mayor’s Budget Message, which should be released this month, the approval of the budget policies, and the release of the proposed Resource Allocation Plan and Budget in June. To this end, Board Committees should begin the review process in March in order to have ample time to review proposals, review departmental line items, and make necessary changes in an effort to appropriate prudent budgetary needs. Doing so will allow ample time for the Board to make appropriate recommendations as to millage rates and expected reductions that will in turn offer additional relief to taxpayers as property values continue to increase. The ability to provide additional relief by way of doubling the homestead exemption will be deliberated by the State and put to the voters. Nevertheless, we need to plan accordingly should it be approved so as to not delay relief to our citizenry. The chart below depicts potential savings to homeowners if their homestead exemptions are doubled.

Year	HOMESTEAD EXEMPTION INFORMATION		
	Number of Homestead Exemptions	Maximum County Tax Savings Per Homestead Household	County Savings If Homestead Exemption is Doubled
2000	395,391	298.83	
2001	402,341	297.88	
2002	411,087	296.83	
2003	418,030	296.20	
2004	423,550	295.35	
2005	429,195	292.85	
2006	438,981	287.10	574.20

In 1992, the Florida electorate amended the Constitution by placing an assessment limitation on properties with a homestead exemption, which came into effect in 1994. As a result of this amendment, the assessed value of a property benefiting from homestead exemption can only increase by 3% or the change in the consumer price index (CPI), whichever is less. The assessment limitation remains on the property as long as there is no change in the ownership or use of the property. The chart below demonstrates that on average, homesteaded property owners saved an additional \$1600 in property taxes in 2006 as result of the 3% cap.

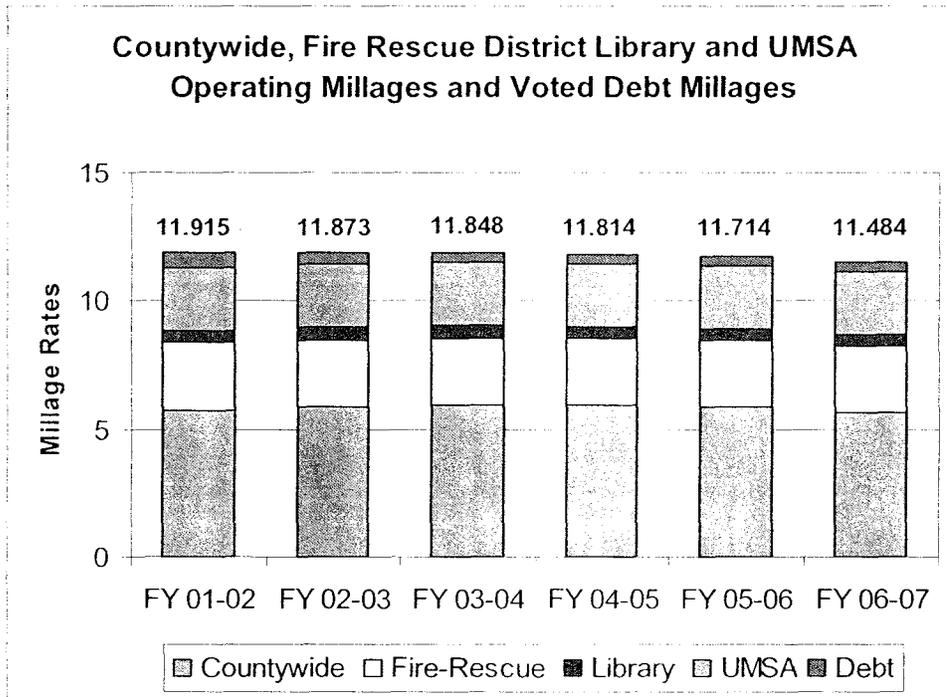
Average County Tax Savings Per Household – 3% Cap

Year	Number of Properties With a 3% Cap Limitation	Average County Tax Savings Per Household With 3% Cap Limitation
2000	377,714	117.77
2001	388,649	187.64
2002	399,441	362.91
2003	401,106	553.29
2004	389,229	847.87
2005	392,147	1,146.46
2006	402,831	1,641.52

Budget Issues and Policy Decisions for Fiscal Year 2007-08

Once again, Miami-Dade County has been fortunate to benefit from the growth of the tax roll in the past six years and in turn the Board approved my proposed millage reductions for the last two years for a total .33 mills reduction, .1 mill reduction (\$10.83) for FY 2005-06 and .23 mill reduction (\$27.65) for FY 2006-07. As depicted in the following chart, the reductions for those two fiscal years equated to an approximate \$38.48 savings on their tax bill while still enhancing county services. Throughout this year's budget process we must continue to look for ways to reduce the millage further, enhance services, and continue to build our reserves. However, we must do so in a fiscally prudent manner since the tax rolls may not be as prosperous in years to come.

Adopted FY 2001-2006 Millages



Fiscal Responsibility

While it is imperative that we continue to improve the general fund reserve balances and the emergency contingency reserve balances, we were still able to carry over a significant amount of funding from the FY 2005-06 end of year and have been able to successfully improve the general reserve fund balance by more than \$140 million since FY 2003-04. Specifically, our emergency contingency reserves were at approximately \$42 million at the end of FY 2005-06 and we have been able to successfully augment these reserves by over \$20 million by the end of FY 2006-07 where we should have in excess of \$62 million.

To this end, I propose that we apply 50% of the FY 2005-06 \$30 million carry-over in the amount of \$15 million to our reserve balances so that the FY 2007-08 contribution for this purpose is less and therefore, allows us to provide additional relief by reducing the millage rate by an equal amount. The remaining 50% or \$15 million would then be applied to the capital outlay reserve.

During last year's budget process, we directed the County Manager to improve the county's internal budgetary and spending controls. After numerous scandals plagued the administration last year, I would ask that we immediately work with the County Attorney's Office and the Office of Strategic Business Management in an effort to further tighten said controls and assure that there are appropriate checks and balances in place by individual departments. To this end, the Budget and Finance Committee adopted legislation sponsored by Commissioner Gimenez which will address some of these issues and further create specific line-item reviews for personnel services, court costs, contractual services, operating costs, charges for county services, distribution of funds in trust, transfers, debt payments, depreciation, amortization and depletion, capital, and grants to outside organizations. Furthermore, this will ensure managerial accountability and performance through the requirement of quarterly reporting and notification to the Board when departments foresee the possibility of exceeding appropriated amounts.

The Children and Senior Citizens of Our Community

I am a staunch supporter of the children and elderly in our community. Commencing with my election in 2000, I have dedicated significant effort and financial support for programs that effectively address their needs.

As I have consistently stated in the past, we must continue to advocate for augmented funding of programs such as Juvenile Services Diversion Program, Children Services, Head Start/Early Head Start, and activities/programs such as those that enhance the quality of life of our elders providing meals, adult day care, home care, and transportation. As you are aware, I sponsored a resolution several years ago that was unanimously approved by the Board that urges the State Legislature to freeze the homesteaded value for senior citizens that qualify. While the legislature has not had the political will to move it forward throughout the last several years, I am heartened this year by the will of the legislature and the Governor to provide additional property tax relief and would hope that this is indeed adopted this year. Listed on the next page is a chart that depicts the number of senior citizens that currently take advantage of the Senior Exemption Program that was adopted by this Board in FY 2000.

Year	SENIOR EXEMPTION INFORMATION		
	Number of Senior Exemptions	Maximum County Tax Savings Per Senior Household	Savings Based on County Millages If Senior Exemption Is Doubled
2000	31,824	298.83	
2001	34,743	297.88	
2002	36,439	296.83	
2003	38,273	296.20	
2004	41,883	295.35	
2005	45,198	292.85	
2006	46,047	287.10	574.20

* The Senior Exemption is a local option. Additional savings may be available if municipalities increase the exemption amount. Values assume full \$25,000 exemptions per household. The above savings are based on full exemption of both the \$25,000 and \$50,000, respectively.

Community Development Block Grants

The United States Department of Housing and Urban Development (USHUD) has modified the process for assistance within local communities in an effort to assure accountability and program results. USHUD now requires that all activities be aligned to objectives, outcomes, and indicators. Prior to these changes, only national objectives had to be met yet performance measures were not as comprehensively defined. As a result, we must now collect additional data and specifically report outcomes that can be quantified under this new system. There are three main components to the Community Planning Development (CPD) outcome performance measurement system: objectives, outcomes, and indicators. Within the CPD, objectives are based on broad statutory purposes to include the creating of suitable living environments, ability to provide decent housing, and the ability to create economic opportunities.

First and foremost, the outcomes within the CPD are categorized in three different areas to include the availability of infrastructure, public services, and housing or shelter to low/moderate income people including people with disabilities. Second, affordability that would apply to the creation or maintenance of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care would now be required. Third, sustainability that would be aimed to improving communities and neighborhoods would also be required. I list these objectives, outcomes, and indicators because these are essential to Miami-Dade obtaining and sustaining federal funding from USHUD for existing and future programs.

While the County has continuously been identified as one of the leading jurisdictions in the nation for grant performance, I would urge the administration to explore options to fund agencies that have provided services within the community that will no longer be able to take advantage of said funding due to the new requirements imposed by USHUD.

Accountability, Oversight, and Ethical Behavior

The Board has continued to recognize the Office of Inspector General (OIG) as the primary tool in bolstering public confidence in County government. To this end, in FY 2006-07, the Board provided additional resources to the OIG in an effort to provide much need positions to include investigators and auditors. The majority of these resources have been directed to providing oversight of Transit projects and its continuing investigations of the Miami-Dade Housing Agency and its most recent scandals. Indeed, even prior to the media's allegations of corruption, the OIG had initiated a sweeping audit of the Hope VI construction project and its report depicted extremely abusive practices by contractors and county management that severely impacted the program's goals.

Since then, the OIG has played a significant role in the oversight of management reforms at that agency. Additionally, OIG efforts directly supported by the Board have exposed many questionable practices in the Seaport's Capital Improvement Program. One such practice involved the so-called "ghosting" of construction projects in which certain buildings were eliminated without appropriate authorization to keep costs within budgeted targets, thus covering up project failures. The OIG also recently uncovered widespread abuse and mismanagement within the County's Tuition Refund Program, a program intended to improve the quality of county government by providing better educated employees. Instead, we have seen almost \$450,000 in overpayments to hundreds of employees with only one third of the investigation complete. The OIG continues to expose scandals and mismanagement at the Water and Sewer Department with the most recent arrests of two individuals who stole over a million dollars in a bulk mailing scheme. In FY 2005-06, the OIG found almost \$14 million dollars in questionable costs, identified losses, damages and lost revenues. Its investigations resulted in savings and recoveries of almost \$9 million dollars. Over the past two fiscal years, the OIG has identified almost \$40 million dollars in questionable costs and losses and it was responsible for almost \$25 million dollars in savings and recoveries.

I have only listed a few examples of the work being done by the OIG to assure accountability within Miami-Dade County Government. I would urge you to look at continuing to augment their funding so that they can continue to pursue accountability. Additional resources will allow the OIG to open additional satellite offices at the Transit and Housing Departments, in addition to those offices it already has at the Seaport, Water and Sewer, Airport, Public Health Trust, and Solid Waste Departments, thus ensuring more effective oversight. These resources are vital for ethical and effective government and the Board should be proud of its aggressive stance in combating waste, fraud and mismanagement.

The number of ethics complaints filed in 2006 represented a 50% increase over the previous year. Of the ethics complaints filed, over 80% of the charged parties were forced to pay monetary penalties based on their misconduct. In addition to the substantial growth in complaints filed with the Ethics Commission, there were 16% more investigations opened this year than last year. The Ethics Commission continued to be a major source of advice-giving for those in County and municipal government by responding to conflict of interest questions. The Ethics Commission estimates it will issue 375 ethics opinions in 2007-08, a significant increase over the previous three years.

The Ethics Commission continues to maintain its commitment to education and training by conducting ethics training for all County board members, required by a resolution passed in 2005, holding a series of workshops for procurement personnel in the County in 2006 (an annual requirement for all procurement and purchasing employees), and assisted in creating the training materials for the online ethics course for all County employees.

Moreover, the Commission held many ethics training sessions for municipal officials and employees in 2006. In 2006, the Ethics Commission completed the remaining audits of the campaign accounts for Countywide candidates receiving funding from the county's Campaign Finance Trust Fund in 2004 (12 in total). The Ethics Commission held several workshops for candidates running for office and also ethics debates for municipal candidates. The Commission is currently working on a Brown Bag Luncheon Ethics series to be held in downtown Miami, beginning 2006-07 and extending into 2007-08. Legislation adopted by the Board in 2006 gave the Ethics Commission the power to levy larger fines against those who violate the county's ethics laws and an expedited hearing process was also adopted that enables the Ethics Commission to increase the number of complaints it hears and to adopt a procedure for expeditiously bringing these cases to justice.

The Ethics Commission is creating a committee of community leaders and ethics professors to examine our current ethics ordinance, other County integrity-based initiatives and accountability measures. This committee will prepare a report and will submit the report and its recommendations to the Ethics Commission and the Board later this year. To this end, I will be bringing forth legislation for first reading on March 6, 2007, that provides protection for those who "blow the whistle" on illegal and unethical activities to the extent that sanctions will be imposed on anyone who attempts to cast retribution on a whistleblower.

While some of these changes and proposals are quite ambitious, we must take necessary steps to demonstrate to the residents of this County that the Board is serious about accountability and transparency in our government. In discussions that I have had with the Executive Director, they are ready to tackle these issues and work with the Board and the Mayor to move in said direction.

However, in order to effectively meet increasing demands, they will need additional resources this year and new positions for the FY 2007-08 budget to include investigators and technical experts. We should also continue to work closely with the Commission on Ethics and Public Trust in order to bring legislation forward that strengthens their ability to impose sanctions on those that are found guilty. Furthermore, we should continue to encourage employees to keep their eyes open and report suspected violations immediately.

Economic and Business Development

The County has been successfully luring new business to this community for decades. However, we have seen a boom in construction throughout the entire County that has a potential of impacting every sector of our community. The Beacon Council was officially formed in 1985 after a community-wide strategic planning process was initiated by local business and government leaders. To this end, they are currently working with ninety eight active projects which represent new businesses evaluating a location in Miami-Dade County and local companies that have expansion plans or in some cases, are being courted to relocate outside our area. Out of these ninety eight projects, thirty five are retentions and expansions and sixty three are new locations.

I am pleased to learn that if completed, these projects would create more than forty nine hundred new jobs within our community. As you are aware, the Beacon Council annually creates a comprehensive marketing plan that is developed by evaluating selected target industry and geographic markets as well as by the analysis of local and global economic trends.

I would urge my colleagues to review the Miami-Dade Marketing Initiative (MDMI) which has consistently provided one of the most innovative public-private partnerships in the country and has made it possible to promote Miami-Dade County as a premiere business location throughout the world. Before the creation of the MDMI, limited resources were available to brand and market the County's business assets. The development of this multi-faceted program has helped to make Miami-Dade County competitive as a world class business center. I reiterate this information which you are already aware of in order to demonstrate the importance of re-authorizing the MDMI agreement with the Beacon Council in a time where we need to really focus on not only attracting new business but also retaining those that we have and have been providing employment to our local residents. Finally, I would ask the administration to depict the need to duplicate services and divert Occupational Surtax funds to MMAP and the Mayor's Film Office. I would prefer to not duplicate these efforts and would much rather combine the efforts under the auspices of the Beacon Council. Obviously, I would not want to negatively impact MMAP or the Film Office financially where they cannot successfully achieve their missions. Therefore, I would like for the administration prepare a report to the Board with respect to these organizations and the use of the Surtax funds with input from all three entities.

Procurement

The Department of Procurement Management has continued its mission to streamline the County's procurement process and in turn realize cost savings for the County through the use of new technologies and efficient processes. As a result and for the third year in row, the County's procurement process has been recognized nationally and the National Purchasing Institute awarded the department the 2006 Achievement of Excellence in Procurement.

This award recognizes innovation, professionalism, e-procurement, productivity, and leadership in the field of procurement. Furthermore, the County was the only county in the nation to receive the Pareto Award of Excellence in Public Purchasing from the National Institute of Governmental Purchasing. Moving forward, I would urge my colleagues to assure that direction is given to the Procurement Department in order to decrease the percentage of non-competitive contracts. Competitively awarded contracts help promote cost savings for the County as opposed to procured goods. In FY 2004-05, the percentage of non-competitive contracts was 20% and decreased to 17% for FY 2005-06 – a further reduction to 15% is projected for this fiscal year. The department has also reduced the processing time in calendar days for Invitations to Bid (ITB) and Requests for Proposals (RFP) from FY 2004-05 to FY 2005-06. I would urge that we as a Board set more stringent goals in the continued reduction of non-competitive contracts and the reduction of calendar days for ITB's and RFP's. It is imperative that we explore options that will continue to improve our procurement process and also continue to expand our E-Procurement process which now allows the County to electronically enroll vendors, notify vendors of contract opportunities via e-mail, the ability for vendors to download solicitations online free of charge, and for procurement agents to obtain pre-awards vendor information.

BCC Office of Intergovernmental Affairs

The BCC Office of Intergovernmental Affairs (OIA) has successfully converted the Washington pilot office that I proposed and the Board implemented to a permanent component of OIA and has successfully maintained and developed new mutually beneficial relationships with our Washington Delegation across party lines. I would like to commend Joe Rasco and his team of professionals for effectively developing said office while strengthening our presence in Washington in the best interest of Miami-Dade County. As this office continues to increase its presence in Washington, we have had the ability to take advantage of opportunities that would have otherwise been diverted to other communities simply because we were not aware or in the loop. Having a permanent office and presence in Washington has also improved the selection of our contract lobbyists, the outcome and performance of said lobbyists with direct oversight and demand for results.

The Tallahassee office is now fully staffed and our team is working diligently with our Tallahassee Delegation in a year where many crucial issues are being deliberated to include a Special Session on property insurance and property tax relief currently being debated. The Special Session yielded immediate relief on property insurance rates to homeowners and the implementation of said relief is being expedited by all firms that do business in Florida. With regards to property taxes, there are numerous proposals being discussed by both the House and Senate that have the potential of providing much need tax relief to our residents. I look forward to working with our colleagues in the State House and Senate in order to indeed provide relief that is immediate and fiscally prudent. I would urge my colleagues on the Budget and Finance Committee to be actively engaged in this process as the outcome will ultimately bear a financial impact on the County and the services provided to the community.

This debate proves the importance of our own budget process and the need for the Board to effectively conduct line item reviews of all departments/offices and programs within said departments/offices.

Conclusion

This budget message and specific policies that I have outlined herein, budget priorities submitted in January by the administration, future input from the Chairman and Members of the Board, and input from the Mayor should provide the basis for the FY 2007-08 Resource Allocation Plan as well as other priorities as delineated by the Board. Again, this process which should commence with the March Committee Meetings will ensure an inclusive and fiscally prudent review of departmental resource allocations and effectively prepare for numerous tax relief proposals that are currently being floated in the State Legislature.

While I anticipate that we will conduct a true review of departmental budgets and find savings that can be returned to the taxpayers by way of future millage reductions, we need to remain focused on the impact of the above-mentioned proposals and the effect that they could have on the financial health of our government and the ability to provide services to our residents. During the review process, I would once again urge my colleagues to look at ways where departments can reduce their budgets across the board in order to offer additional relief. I have not proposed specific departmental reductions at this time because I will be reviewing proposed resource allocations by department for those that fall within the purview of the Budget and Finance Committee. I reiterate the importance of true line item reviews that demonstrate corresponding programs and funds allocated for personnel, capital, and operating expenses by program. This will enable the Board to appropriate funding where services are needed and eliminate funding for programs that are not producing expected results.

Honorable Chairman Bruno Barreiro and
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Again, I look forward to continue working with Chairman Barreiro and Members of the Board, the Mayor and the administration in an effort to adopt a fiscally prudent budget for FY 2007-08 that is truly representative of the needs of our community while offering additional tax relief to our residents.

If you should have any questions, please call me at (305) 375-5511.

JM/jim

Cc: Honorable Mayor Carlos Alvarez
Honorable Joseph P. Farina, Chief Judge, Eleventh Judicial Circuit
Honorable Harvey Ruvin, Clerk of the Courts
Honorable Katherine Fernandez-Rundle, State Attorney
Honorable Bennett Brummer, Public Defender
Javier I. Marques, Chief of Staff, Office of Commissioner Joe A. Martinez
George Burgess, County Manager
Jennifer Glazer-Moon, Director, Office of Strategic Business Management
Murray Greenberg, County Attorney
Charles Anderson, BCC Commission Auditor
Joe Rasco, BCC Office of Intergovernmental Affairs