

Memorandum



Date: September 6, 2007

To: Honorable Chairman Bruno A. Barriero
and Members, Board of County Commissioners

From: George M. B. [Signature]
County Manager

Subject: Information for First Budget Hearing – FY 2007-08 Proposed Budget

This memorandum serves to transmit the FY 2007-08 Budget Ordinances for your consideration at the first budget hearing on September 6, 2006. This document details all changes from what was included in the FY 2007-08 Proposed Budget and what has been included in these ordinances, as well as making recommendations for other adjustments for your consideration.

The Proposed Budget and the Mayor's response were released on July 12, 2007. On July 24, 2007, the Board adopted the millage rates recommended in the Proposed Budget. These millage rates were set according to the tax relief legislation adopted by the State Legislature during the Special Session held in June and were included on the Notices of Property Taxes sent to all property owners on August 22. The attached ordinances reflect the revenues generated by those millage rates and the Board is reminded that pursuant to State law, the tentative millage rates approved at the first budget hearing cannot be higher than those approved in July without re-noticing all property owners and cannot be increased at the second hearing.

The ordinances also incorporate technical changes and adjustments, corrections of scriveners' errors, corrections of appropriation posting errors, and current estimates of grants for agencies and departments. In addition, cash carryovers for proprietary funds have been adjusted where appropriate. Between the first and second budget hearing, the Mayor and I will continue to work with you in further refinements to the budget and the corresponding adjustments will be incorporated as part of the information that will be provided for the second budget hearing on September 20, 2007.

Based on issues and concerns raised by Commissioners and members of our community as it pertains to the proposed budget adjustments, I have asked staff (among other things) to assess different options available to restore boot camp, including potential program reconfiguration; to mitigate the reduction in funding to community based organizations and the Mom and Pop grant program; to develop recommendations to retain security functions at different County parks and marinas; and develop an optimal allocation of SHIP and Surtax funds amongst the departments allocating these funds. Furthermore, in light of an ongoing management performance review and audit of the Metro-Miami Action Plan, recommendations will be presented to the Board pertaining to MMAP's programs, management, operational, and funding issues. In addition, the Economic Development and Human Services Committee is sponsoring a revised ordinance regarding aspects of MMAP which will also be addressed in our recommendations.

To fund these different initiatives, staff is currently identifying available funding options including additional adjustments to administration and fleet activities and adjusting the transfer of funds to the County Services Reserve. Final recommendations will be forwarded to you as part of the information memorandum to the second budget hearing.

The Budget Development Process

This year, we continued to follow the Resourcing for Results budget development process as outlined in the County Code, adopted by the Board as the Results Oriented Governing Ordinance 05-136, adopted on July 7, 2005. In January, I forwarded to the Mayor and the Board my recommended budget priorities and throughout the months of February, March, and April, staff provided information to the various Commission Committees. In April, the Board adopted its budget priorities. Throughout the budget development process, we reviewed and analyzed the departmental budget submissions, ensuring alignment with the Board approved Strategic Plan and the departmental business plans. Our analysis is based on each and every program and activity of the County; reviewing the expenditures associated with the program and the results achieved. As part of the "plan, measure, monitor" cycle of results-oriented planning, we reviewed our goals and objectives and our relative performance, the resources required to achieve our goals, and the relative priority of each of the activities.

We held 60 departmental resource allocation meetings and, as required under Ordinance 07-45, three Revenue Estimating Conferences, all of which were publicly noticed meetings. We have also held public meetings on August 29 and 30 at seven sites throughout the county pursuant to R-1018-94, to discuss tax rates and fee changes (Attachment A is a copy of the advertisement for these meetings).

As we concluded the development of the Proposed Budget, we were mindful of the priorities established by the Board and the suggestions the Board provided to us, both in the Commission Committee meetings and also in the one-on-one meetings that the OSBM Director and I held with each of you, as well as meetings with the Mayor. Since the release of the Proposed Budget in July, a number of issues have been identified that will impact the FY 2007-08 budget. In addition, and based on the benefit of recent Board input, we have incorporated programmatic changes and the corresponding funding adjustments to the FY 2007-08 Proposed Budget outlined in this report, while others will be addressed as part of the FY 2006-07 year-end budget adjustments.

Operating Budget Adjustments

The recommended operating budget adjustments total \$13.995 million and are summarized below and detailed in the following paragraphs. Adjustments are being funded by allocations from the County Services Reserve and proprietary revenues. Further savings were identified from the extension of the freeze of merit increases to employees with executive benefits level three as detailed in the table below.

Revenue Budget Recommendations

(Dollars in Thousands)

<u>Revenue Adjustments</u>	<u>Proprietary/Other</u>	<u>Total</u>
Aviation - Revenue Adjustment	1,781	1,781
Capital Improvement - Building Better Community Interest Transfer	97	97
Capital Program Reimbursements - Mental Health Facility	167	167
Cultural Affairs - Revenue Tourist Development Tax Correction	327	327
Elections - State Grants for Elections Equipment	5,011	5,011
Inspector General - Additional Revenue	285	285
Office of Film and Entertainment - Film Permit Fee	210	210
Public Works - Special Taxing District Revenue Adjustment	2,423	2,423
Seaport - Cargo and Wharfage Revenue Adjustment	(2,965)	(2,965)
Solid Waste - Revenue Adjustments	6,433	6,433
Vizcaya - Additional Carryover	414	414
Water and Sewer - Wholesale Revenues	(188)	(188)
Total Revenue Adjustments	\$13,995	\$13,995

Expenditure Budget Recommendations

(Dollars in Thousands)

<u>Expenditure Adjustments</u>	<u>CW</u>	<u>UMSA</u>	<u>Rescue/ Library</u>	<u>Proprietary/ Other</u>	<u>Total</u>
Alliance for Human Services - Social Services Master Plan	150	0	0	0	150
Aviation - Operating and Non-Operating Expenditure Adjustments	0	0	0	1,781	1,781
Capital Improvement - Operating Expenditure Adjustment	0	0	0	97	97
Community Advocacy - Program Officer 2	59	0	0	0	59
Community Services - Dial-a-Life Program	(123)	0	0	0	(123)
Community Services - Headstart Program	716	0	0	0	716
Cultural Affairs - Reorganization of Film Office	(432)	0	0	(75)	(507)
Cultural Affairs - TDT Adjustment	0	0	0	327	327
Elections - Voting Equipment Replacement	0	0	0	5,011	5,011
Environmental Resource Management - Decrease Storm Water Utility Reserve	0	0	0	(3,214)	(3,214)
Environmental Resource Management - Increased Debt Payment and Transfers	0	0	0	3,214	3,214
Fire Rescue - Dial-a-Life Program	123	0	0	0	123
General Services Administration - Mental Health Facility Position	0	0	0	167	167
Inspector General - Reinstate Positions	0	0	0	285	285
Miami-Dade Transit - Debt Service Payment	0	0	0	471	471
Miami-Dade Transit - Operating Reserve	0	0	0	(471)	(471)
Non-Departmental - County Services Reserve	9,902	79	0	0	9,981
Non-Departmental - Florida Association of Counties	107	0	0	0	107
Non-Departmental - Medical Transportation (Body Removal Contract)	500	0	0	0	500
Non-Departmental - Orange Bowl Committee	130	0	0	0	130
Non-Departmental - Sports Commission	250	0	0	0	250
Non-Departmental - Transfer to Countywide Emergency Contingency Reserve	(11,567)	0	0	0	(11,567)
Office of Film and Entertainment - Reorganization	432	0	0	285	717
Public Works - Special Taxing District Operating Expenditure Adjustments	0	0	0	2,423	2,423
Seaport - Personnel, Debt Service Reserve, and Promotional Funds	0	0	0	(2,965)	(2,965)
Solid Waste - Operating Expenditure Adjustments	0	0	0	540	540
Solid Waste - Reserve Adjustments	0	0	0	5,893	5,893
Vizcaya - Operating Expenditure Adjustments	0	0	0	414	414
Wage Adjustments - Executive Level Three Merit Elimination	(247)	(79)	0	0	(326)
Water and Sewer - Reserve Adjustment	0	0	0	(188)	(188)
Total Expenditure Adjustments	\$0	\$0	\$0	\$13,995	\$13,995

General Fund Impact of Merit Elimination

Wage Adjustment for Executive Level 3 Merit Elimination			
<u>Department</u>	<u>CW</u>	<u>UMSA</u>	<u>Total</u>
Americans with Disabilities Act Coordination	1,000	0	1,000
Animal Services	3,000	0	3,000
Audit & Management Services	12,000	6,000	18,000
Business Development	12,000	6,000	18,000
Community Action Agency	6,000	0	6,000
Community Advocacy	16,000	0	16,000
Consumer Services	12,000	0	12,000
Corrections & Rehabilitation	37,000	0	37,000
County Executive Office	36,000	16,000	52,000
Elections	17,000	0	17,000
Emergency Management	5,000	0	5,000
Government Information Center	1,000	1,000	2,000
Independent Review Panel	2,000	0	2,000
International Trade Consortium	3,000	0	3,000
Juvenile Services	10,000	0	10,000
Medical Examiner	10,000	0	10,000
Park & Recreation	19,000	9,000	28,000
Police	9,000	20,000	29,000
Public Works	5,000	3,000	8,000
Strategic Business Management	27,000	12,000	39,000
Team Metro	4,000	6,000	10,000
Total	\$247,000	\$79,000	\$326,000

Alliance for Human Services (AHS)

As part of the FY 2007-08 Proposed Budget, funding associated with the CBO solicitation process was eliminated. Because of the importance of the social services master planning process, particularly in this time of constrained resources, it is now recommended that funding be provided to match contribution from a number of other organizations, including Alliance for Aging, Dade Community Foundation, United Way, Citibank of Florida, Knight Foundation, Public Health Trust, and Children's Trust (\$150,000). While the Alliance will no longer be involved in the allocation of CBO funding, the members are interested in assisting the County with the development of a new, more inclusive solicitation process and a more result-oriented comprehensive evaluation method.

Aviation

The FY 2007-08 Proposed Budget recommended \$655.962 million for the operation of the Aviation Department. A revised budget approved by the Miami Airport Affairs Committee (MAAC), reflects an increase of \$1.781 million to \$657.743 million. Included in the revised budget is a reduction of \$17.888 million in aviation fees and charges to \$268.61 million from a proposed \$286.498 million. Additionally, in anticipation of rental locations closing due to the construction of the North Terminal, rental revenues are being revised to reflect a reduction of \$17.093 million to \$91.462 million from a proposed \$108.555 million. As part of these adjustments, the landing fee rate, currently at \$1.85 per 1,000 pound unit in FY 2006-07, has been decreased to \$1.94 per 1,000 pound unit from the recommended \$2.32 per 1,000 pound unit in the FY 2007-08 Proposed Budget. Accordingly, landing fee revenue, which is included in the aviation fees and charges, will be reduced by \$10.896 million to \$60.477 million from a proposed \$71.373 million. Airline cost per enplaned passenger, estimated at \$18.90, will decrease to \$17.39. The revised budget as approved by the MAAC, recommends that the reduction in aviation fees and charges and rental revenues be offset by an increased transfer from the Improvement Fund of \$36.762 million.

Operational expenditures will be adjusted to reflect an increase of \$555,604 to \$404.746 million from the FY 2007-08 Proposed Budget of \$404.19 million. Expenditure adjustments include the reduction of 16 positions (\$1 million) in addition to the 40 position reduction included in the FY 2007-08 Proposed Resource Allocation plan. Other adjustments include a reduction of \$4.027 million in operational capital costs as a result of updated forecasts on expenditures required for maintenance of rental property. An increase of \$5.582 million is programmed in utility fees and other operating expenses to reflect revised expenditure estimates associated with the opening and operation of the South Terminal.

Non-operational expenditures will be adjusted to reflect an increase of \$1.225 million to \$252.997 million from the FY 2007-08 Proposed Budget of \$251.772 million. This adjustment reflects an increase of \$325,000 in cash reserves and a transfer increase of \$900,000 towards the Improvement Reserve Fund. Department expenditures including operational and non-operational will be increased by \$1.781 million.

This revised budget includes changes to existing fees and rates reflected in the memorandum and ordinances provided for your consideration as described in the Budget Ordinance (Agenda Item F).

Community-based Organizations (CBO) and Other Allocations

The FY 2007-08 Proposed Budget includes funding for the following events as in-kind allocations within departmental line items: Martin Luther King Jr. Parade and Festivities in Homestead, West Perrine, and Liberty City (\$175,000), Miami Beach Memorial Day Event (\$350,000), Miami Tropical Marathon (\$45,000), and Exponica International (\$72,000). Also, as required under Article CVII, Section 2-1605 of the Miami-Dade County Code, "the County Manager shall provide financial support to the Sports Commission by including \$250,000 in the official Miami-Dade County budget each year unless directed otherwise by the Board of County Commissioners." As such, it is recommended that funding to the

Sports Commission be restored to \$250,000. In addition, as per Resolution R-220-06, "Approving Multi-Year Funding Strategy to Support the Orange Bowl Committee", the Board approved funding (\$130,000) and in-kind support (\$100,000) from FY 2006-07 to FY 2009-10, and this funding to the Orange Bowl Committee is restored to \$130,000.

Attachments B and C are the reports on Airport and Seaport Promotional Funds required by Administrative Order 7-32.

Community Action and Social Services

The recommended consolidation of the Community Action Agency and the Department of Human Services has a goal of improving the coordination of social service activities within Miami-Dade County. I have discussed this with members of the Community Action Board as it is my intent for this Board to expand its activities to provide advocacy across the broader range of social service programs that will be under the umbrella of this newly consolidated function. To recognize the role of the Community Action Board, I recommend the name of the new department be changed to the Department of Community Action and Social Services.

Dial-A-Life Program

The Proposed Budget recommended that the Department of Community Services assume the administration of the Dial-a-Life program. The program consists of collecting disconnected digital cellular telephones for reprogramming, so that eligible, at-risk Miami-Dade County residents can call 9-1-1 for emergency assistance. It has been subsequently determined that the function should more properly be supported by the Miami-Dade Fire Department (\$123,000, 1 position).

Restoration of Head Start Slots at County-operated Facilities

As a result of discussions and concerns raised by the Board, as well as the objections expressed by parents and other stakeholders in the community about the impact of shifting Head Start slots from the County to delegate agencies, the proposal to transfer an additional 400 Head Start slots from County-operated facilities to delegate agencies (\$716,000, 62 positions) will not be implemented as recommended in the Proposed Budget. The transfer of the 400 slots was not implemented on the first day of school. As a result, a corresponding General Fund subsidy adjustment is necessary.

County Services Reserve

In the development of the Proposed Budget, we continued to fund the various reserves in the general fund, including the transfer of funding in the equivalent of .105 mills applied to the countywide property tax roll to the Countywide Emergency Contingency Reserve. We also created a County Services Reserve in order to address issues that may arise regarding the large adjustments that were made in the Proposed Budget.

When the Emergency Contingency Reserve was created in FY 2003-04, the goal was to reserve \$70 million by the end of FY 2007-08 and \$100 million by the end of FY 2009-10. Because of the extraordinary roll growth we have experienced over the last three years, we are well ahead of this target. At this time, I recommend reallocating \$11.567 million of the proposed transfer to the Countywide Emergency Contingency Reserve to the County Services Reserve. The total County Services Reserve will be \$21.244 million as result of the adjustments described in this memorandum. The balance in the Emergency Contingency Reserve at the end of FY 2007-08 is now estimated to be \$75.512 million, still on target towards our five-year goal.

Cultural Affairs

During the development of the FY 2007-08 Proposed Budget TDT revenue contributions to the department were projected to remain at current year levels. The Department of Cultural Affairs projected revenue disbursement has been revised to \$3.769 million from \$3.442 million. These additional revenues will be used for department operations and to supplement funding to grant programs. The Department of Cultural Affairs will maintain full operational staff by restoring two Cultural Affairs Projects Administrator positions. These positions will be fully funded through Tourist Development Tax revenue which is allocated to the department through Florida Statute 125.0104.

Environmental Resources Management (DERM)

After the Proposed Budget was released, debt service payment schedules for the Stormwater Utility Bond program were updated and as a result debt service payments are increased to \$7.996 million from \$7.621 million. After further analysis, it has also been determined that an additional transfer of \$2.839 million from the Stormwater Utility Fund would be needed to fund the proposed Public Works Stormwater Utility Capital projects. The allocations for both departments have been adjusted to reflect these changes.

Florida Association of Counties (FAC)

Although FAC has advocated primarily for small counties and not necessarily represented our interests in Tallahassee, in order to be a member of the National Association of Counties, it is necessary to continue our membership with FAC. It is recommended that funding for the FAC membership dues be restored (\$107,000).

General Services Administration (GSA)

To address the need to provide support for the programming of the Building Better Communities (BBC) Bond funded Mental Health Facility, it is recommended that a Mental Health Coordinator and corresponding funding (\$167,000) be included in GSA to provide more effective planning and coordination for the facility. Because of our success in acquiring a 99-year lease of the current State facility during the Legislative Session, thanks in large part to Commissioner Sosa, funding that would have been spent to purchase a facility is now available for programming and build-out, as well as re-appropriation to other judicial system projects.

Government Information Center (GIC)

Subsequent to the release of the FY 2007-08 Proposed Budget, the GIC, in coordination with OSBM, has made further refinements to the proposed Table of Organization, including the elimination of one Assistant Director position and redistribution of certain functions to report to one of the two remaining Assistant Directors. Furthermore, a translator position that was originally scheduled for elimination has been placed back into the Department's Table of Organization and a Video Programming Coordinator position will be eliminated. In addition, \$134,000 has been redistributed from personnel to other operating expenditures to more accurately reflect the Department's anticipated expenditures. A revised Table of Organization reflecting the recommendation is attached (Attachment D).

Inspector General (OIG)

The FY 2007-08 Proposed Budget included the reduction of three audit positions from the OIG (\$285,000). Based on concerns raised by the Board, these positions will be reinstated in the Table of

Organization and budget schedules for the OIG. These positions will be funded by additional OIG carryover.

Juvenile Services Department (JSD)

The FY 2007-08 Proposed Budget included a reduction of four positions as a result of the property tax relief initiatives. In order to minimize the impact to customers and services, and based on further analysis done by the Department in coordination with OSBM, it is recommended that one Judicial Support Specialist 1 position be restored through the reduction of non-personnel operating expenditures (\$52,000).

Medical Examiner (ME)

As a result of property tax relief, the FY 2007-08 Proposed Budget included a reduction of eight full time positions. Further analysis was done by the Department in coordination with OSBM to determine alternate ways for the department to continue to provide services with minimal impact to its customers. Based on this analysis it is recommended that one Forensic Toxicologist position (\$74,000) be added back to the ME to be funded by planned savings.

Additionally, an adjustment has been made to include an additional \$500,000 in General Fund revenue to support contracted body removal services. The allocation is increased based on the anticipated cost of a new contract issued in July 2007. This contract was procured on emergency basis when the incumbent vendor went out of business. The Medical Examiner, Department of Procurement Management, and OSBM continue to analyze this issue, including the potential of providing this service in-house. A recommendation to the Board will be forthcoming.

Miami-Dade Fire Rescue (MDFR)

The FY 2007-08 Proposed Budget for the Miami-Dade Fire Rescue Department (MDFR) incorporates the deployment of seven to twelve strategically placed advanced life support units throughout the Fire District. Upon further review, it has been determined that the actual number deployed on a daily basis will be from seven to fourteen units depending on staffing resources.

The proposed operating budget for the department included approximately \$2 million in administrative reductions by eliminating non-direct service positions, including one Assistant Chief. The management responsibilities associated with the Assistant Chief position including the Facilities Division, Management Information and Technology Division and the Emergency Medical Services Division have been re-assigned to the remaining assistants. A revised Table of Organization showing this transfer is attached (Attachment E).

The MDFR capital program was impacted by the reductions associated with the property tax relief initiatives. The Department had planned on using substantial operating revenues for one-time capital projects instead of borrowing additional funds. We are evaluating the possibility of using additional future financing proceeds to construct, renovate, and expand several unfunded stations and a fleet facility. OSBM is working with the Department to evaluate the long-term operational implications of this concept within the constraints prescribed by current tax relief initiatives, and will report back to the Board.

Miami-Dade Transit (MDT)

A technical correction is required to the FY 2007-08 financial summary for Miami-Dade Transit (MDT) due to a data coding error. State grant revenues were underestimated for the FY 2006-07 Adopted Budget column by \$2.109 million and for the Proposed Budget by \$1.868 million. An update correcting these figures was published in the County's website in early August. There is no change to expenditures

as a result of this correction. However, the FY 2007-08 non-operating debt service line item needs to be adjusted to reflect a \$471,000 increase in the debt service payment for the Series 2006 Transit Surtax Bonds funded with Charter County Transit System Surtax. This adjustment increases total FY 2007-08 non-operating expenditures from \$29.579 million to \$30.050 million. MDT is also requesting that two performance measures be adjusted to more realistically reflect near-term goals including reducing bus miles between breakdowns to 4,000 miles from 6,000 miles and reducing the bus average on-time performance goal to 78 percent from 85 percent. Organizationally, Joint Development will be moved into Administration from Planning and Development and Bus/Rail Maintenance Control is moved from Administration to Operations as a result of organizational changes in late July (no fiscal impact). Attached is the Table of Organization that reflects the recommendation (Attachment F).

Concerns have been expressed recently about the Patriot Pass Program in Miami-Dade Transit (MDT). The Board originally approved the program under Resolution Number R-730-04 on June 8, 2004; under the Board's action, the program was scheduled to expire three years later (June 2007). This program has provided a transit pass to income eligible veterans (not active duty personnel) that can be used on both Metrobus and Metrorail. Based on the number of passes issued and an estimate of use by survey, the program has been supported with the surtax at a rate of \$0.75 per monthly boarding, or about \$800,000 annually. Given that the current regular fare is \$1.50 per boarding (no transfer) and assuming that all Patriot Pass users would pay a regular fare if they did not have the Patriot Pass privilege, the program really represents forgone revenue of about \$800,000 per year. The revenue assumptions upon which the Proposed Budget was developed included continuation of this program. I recommend the program be continued through FY 2007-08.

Office of Capital Improvements

To continue the successful implementation of the Building Better Communities (BBC) projects, it is recommended that a Capital Improvements Analyst position in the Bond Programs Division be reinstated (\$97,000). Funding will be provided through BBC interest proceeds.

Office of Community Advocacy

The FY 2007-08 Proposed Budget included the deletion of a Program Officer 2 position. After further discussions with the department and to better serve the community's needs, it is recommended that this position be reinstated and a Community Relations Assistant position be eliminated. However, a salary differential exists between these two positions. As a result, this change will require additional general fund support of \$59,000.

Office of Film and Entertainment

Recognizing the importance and economic impact the film industry has on the County, it is recommended that the Office of Film and Entertainment become a stand alone department reporting directly to the County Manager. The Film and Entertainment industry generates approximately \$130 million in economic impact to our community. The services currently provided by the Office of Film and Entertainment help showcase Miami-Dade County as a premier filming location. In order to support this function, it is recommended that a Film Permit Application fee of \$100 be established, which is estimated to generate approximately \$180,000. Staff has worked closely with industry members and the cities of Miami and Miami Beach Film Offices and there is general agreement that this application fee is reasonable and acceptable. Total funding for the stand alone department is \$717,000 (\$432,000 transferred from the Department of Cultural Affairs, \$30,000 in carryover, \$180,000 in Permit Application fees, and \$75,000 from the Beacon Council). Attached are the Tables of Organization for the departments affected by this recommendation (Attachment G).

Public Works

As noted in the FY 2007-08 Proposed Budget, a revised updated budget has been completed for the Special Taxing Districts. The revised budget reflects an increase of \$2.423 million to \$31.180 million from \$28.757 million to meet operational expenditure requirements.

Seaport

The FY 2007-08 Proposed Budget recommended \$136.785 million for the operation of the Seaport Department. A revised budget, decreased by \$2.965 million to \$133.820 million, reflects a decrease in cargo dockage and wharfage revenue of \$2.5 million, a decrease in gantry crane rentals by \$1.965 million, and an increase in parking revenue of \$1.5 million. The final adjusted budget estimates revenue growth for cargo dockage and wharfage, as well as crane rentals to be at a level reflecting current year projected trends.

To balance the revised budget due to reduced revenues, operating expenditures were decreased by \$2.051 million, including the elimination of 11 vacant positions. These vacant positions are the result of reconfiguring maintenance operations from a three-shift 24 hour operation to a two-shift 16 hour operation schedule. Non-operating expenses including bond mandated contingency reserve and promotional funds were reduced by \$500,000 and \$414,000 respectively.

In addition to the rate changes in the FY 2007-08 Proposed Budget, the Seaport Department is proposing an increase for the daily parking rate to \$20 from \$17 per day as previously proposed in the budget. The current rate is \$15 per day. The cruise industry is being notified this week of the proposed rate change. Other rate changes included in the Proposed Budget are included in the memorandum and ordinances provided for your consideration (Agenda Item F).

Solid Waste Management (SWD)

Based on contracts and interlocal agreements, waste disposal and landscaper coupon fees are to be adjusted following the estimated July "Consumer Price Index (CPI) South, All Urban Consumers," issued by the United States Bureau of Labor Statistics. In the FY 2007-08 Proposed Budget, a CPI of three percent was assumed. The actual increase, as released by the Bureau of Labor Statistics on July 18, 2007, is 2.7%. Accordingly, it is proposed that the operating budget for the Department of Solid Waste Management (DSWM) be reduced to reflect this adjustment (a reduction of \$112,000 to the Collection Fund and \$272,000 to the Disposal Fund). In addition, the calculation of the Florida Retirement System contribution has been revised in the amount of \$540,000.

The FY 2007-08 Proposed Budget included reimbursements from the Federal Emergency Management Agency (FEMA) of 100 percent for Hurricane Wilma and 75 percent for Hurricane Katrina for cost incurred before, during, and after storm activities. Final determination has been made by FEMA to reimburse the County 100 percent of costs incurred for both storms. As a result of this decision, the Department has received an additional reimbursement of \$6.593 million. It is recommended the DSWM collections reserves be increased accordingly.

Vizcaya Museum and Gardens

The FY 2007-08 Proposed Budget should be revised to include additional expected carryover of \$414,000. A portion of this carryover is attributed to recurring revenues and will be used to fund an Archivist position. The remaining carryover is considered to be non-recurring and will be used for additional one-time miscellaneous operating support, including training, promotional activities, publicity, and mangrove clean-up.

Water and Sewer (WASD)

Concurrent to the release of the Proposed Budget, the Water and Sewer Department was in the process of completing a thorough review of its wholesale and retail rates, fees and charges with the help of a consultant. This review was completed in late July. The final report and recommendations will be submitted to the Board during the first quarter of FY 2007-08. The Proposed Budget included wholesale rate changes to the cities of Hialeah and Miami Springs and wholesale rates for the remaining customers to be kept flat. As a result of this review and after consultation and in agreement with its wholesale customers, the Department is recommending that wholesale water rates remain at the current levels for the cities of Hialeah and Miami Springs until the final recommendation of the consultant is submitted during the first quarter of FY 2007-08. At that time, a recommendation will be brought to the Board for consideration. It is proposed that the loss of revenue that was estimated to be generated from the originally recommended rate increases (\$188,000) be absorbed by the department through operating cost savings.

Recommended Fee Adjustments

The Board is reminded that the Self-Supporting Budget Ordinance (Agenda Item F) includes the proposed fee changes that were recommended in the FY 2007-08 Proposed Budget. Fee adjustments include, but are not limited to, adjustments to Public Works Department Rickenbacker and Venetian Causeway tolls and permitting fees; Vizcaya filming fees; Water and Sewer retail rate utilizing a Maintenance Index, miscellaneous Park and Recreation fees, Solid Waste disposal tipping fees based on the Consumer Price Index (CPI), various Seaport fees and rates, and Aviation landing fees. Fee adjustments are detailed in each departmental narrative included in the FY 2007-08 Proposed Resource Allocation and Multi-Year Capital Plan book, Volume 1.

Pay Plan

It is recommended that the Board approve the FY 2007-08 Pay Plan. Language approving the FY 2007-08 Pay Plan is incorporated in the Self-Supporting Budget Ordinance. The Pay Plan contains changes and adjustments that update and clarify Pay Plan language and provisions. It also includes the addition of new classifications, the abolition of obsolete classifications, and occupational code and title changes. The pay rates reflected in the Pay Plan will be administered in accordance with the provisions of the Living Wage Ordinance 99-44. The Pay Plan incorporates provisions of the collective bargaining agreements and other actions that have been previously approved by the Board.

Capital Budget Updates

Capital Outlay Reserve (COR)

A debt service payment for Housing Capital Improvements (Capital Asset 2007) was duplicated in the Proposed COR, which makes available \$974,000 of countywide funding, and a debt service payment for the Coast Guard Property was overestimated by \$124,000. It is recommended that the total be reallocated as follows: \$578,000 to complete the Fire Rescue Department's Ocean Rescue Tower construction and \$520,000 to strengthen annual area-wide Park Life Cycle Maintenance. Three capital projects funded with committed carryover in the COR were inadvertently omitted in the COR schedule including the Fire Rescue Ocean Rescue Towers (\$150,000), Fire Rescue Air Rescue South Roof Project (\$350,000), and the State Attorney's Electronic Document Management System project (\$240,000) and should be re-listed. An adjustment to the COR is also required to reflect the contribution of cable revenues (\$405,000) that may be transferred from the Consumer Services Department to the COR, which would fund capital equipment required for the operation of Miami Dade Television. This funding was not included at the time of the release of the Proposed Budget due to uncertainty related to

the imposition of new cable television legislation that pre-empted local government regulation. Because final determination of the impacts of this legislation has not occurred, it is recommended that this allocation be budgeted in order to proper treatment of this revenue if received.

Building Better Communities (BBC)

Two projects were duplicated in the Proposed Capital Budget: Historic Preservation Projects (Planning and Non-Departmental, \$10 million); West Perrine Senior Citizen Center (Parks and Non-Departmental, \$500,000). The duplicates will be deleted within the BBC ordinance schedule total and from the capital database.

Two Library projects supported with BBC funding were not listed in the funded capital section: Hialeah Gardens and Killian. Both projects are recommended to be re-listed in the funded project schedules and within the BBC ordinance schedule with \$1.055 million of prior year BBC funding for Hialeah Gardens and \$2 million of prior year funding for Killian. Funding is projected to be spent for land acquisition in FY 2007-08 for both projects.

All years' BBC funding for Multi-Purpose Facilities in General Services Administration was overstated by \$5.8 million and should be reduced from \$39 million to \$33.2 million. The difference of \$5.8 million was previously approved for reallocation and listed in a separate project known as the Coordinated Victims' Assistance Center in Community Services. This change does not impact FY 2007-08 expenditures for the BBC.

Elections

Additional expenditure authority of \$5.011 million is required for the Elections' Optical Scan Project for a total of \$11.511 million in FY 2007-08. The State of Florida will provide \$5.011 million of funding from the federal Help America Vote Act (HAVA) in addition to \$6.5 million of programmed future financing.

Public Works

New Secondary gas tax revenue was overstated by \$100,000 in the Illuminated Street Signs project (No. 603970) for FY 2007-08. Rather, Secondary gas tax carryover is higher by \$100,000, which is allocated to this project. Total project expenditures remain the same at \$5.45 million.

Adjustments are required to the People's Transportation Plan (PTP) Capital Bond Program to reflect revised prior year and FY 2007-08 programmed revenues and expenditures; multi-year proposed expenditures remain as programmed at \$718.720 million.

Prior year PTP Bond Program revenues within Public Works were overstated. As a result, prior year revenues are reduced from \$161.950 million to \$69.842 million reflecting a corresponding decrease in actual and projected prior year expenditures in roadway improvements (\$49.956 million), right-of-way acquisitions (\$1.346 million), grade separation and construction of reversible flow lanes (\$37.950 million) and traffic control systems (\$9.953 million); neighborhood improvements now reflect an increase in expenditures of \$7.097 million.

In addition, FY 2007-08 PTP Bond Program revenues were also overstated. As a result, these revenues are reduced from a proposed \$169.122 million to \$88.172 million. The \$80.95 million reduction reflects lower expenditures programmed in FY 2007-08. The reductions include roadway improvements (\$54.373 million), right-of-way acquisitions (\$16.235 million), traffic control systems (\$10.842 million), and an increase in expenditures for grade separation and construction of reversible flow lanes (\$500,000).

The Highland Gardens Drainage Improvements project, located at NE 212 St & 19 Ave, currently shown as unfunded in Volume II of the FY 2007-08 Proposed Budget is being made part of local drainage

improvements for the Community Rating System Program (page 63 of Volume II, FY 2007-08 Proposed Resource Allocation Plan) and will be completed in FY 2007-08. No additional funding is required.

Miami-Dade Transit (MDT)

In the final compilation of the MDT capital schedules, a data coding error occurred affecting the proper distribution of funds and expenditures within the North Corridor and East-West Corridor Metrorail projects. As a result these projects require adjustments to correct programming and allocation of all years' revenues and expenditures. However, all year's revenues and expenditures remain the same as proposed at \$1.405 billion for the North Corridor and \$2.281 billion for the East West Corridor.

North Corridor all years' programmed federal revenue is increased to \$843 million from \$507.266 million, all years' programmed state revenue is increased to \$281 million from \$247.515 million, and all years' programmed local revenue is decreased from \$650.651 million to \$281 million. Prior years' expenditures are increased to \$28.553 million from \$0; FY 2007-08 proposed expenditures remain at \$50 million.

East-West Corridor all years' federal revenue is increased to \$1.369 billion from \$743.186 million, all years' programmed state revenues are now included at \$456.2 million, and all years' programmed local revenues are decreased from \$1.538 billion to \$456.2 million. FY 2007-08 proposed expenditures are increased to \$25.956 million from \$16.568 million.

Future Financings

It is important to bring to the Board's attention that the FY 2007-08 Proposed Capital Budget and Multi-Year Capital Plan contains a number of projects that rely on future financing for which expenditure authority is being authorized in advance of the financing instrument items that will be brought to the Board for approval during the coming fiscal year. These future financings may be in the form of Special Obligation bonds, Sunshine State Loans, lease financings or third party financings – financial market conditions and project type will determine the suitable financing instrument. In addition to Volume II of the FY 2007-08 Proposed Resource Allocation Plan, the specific projects are detailed in a generic future financing expenditure schedule in the capital section of the Proprietary Ordinance and total \$39.781 million in FY 2007-08 (Attachment H). As part of the FY 2007-08 Proposed Multi-Year Capital Plan, future financings are also programmed specifically with Sunshine State loans as detailed in a Sunshine State schedule to fund current and future capital projects. Some of these projects were already approved as part of the current year's Adopted Budget. Others have been presented or will be presented to the Budget and Finance Committee in a separate financing item. Once the timing of the financing is determined or finalized, the schedule will be adjusted accordingly. A copy of the financing expenditure schedule detailing these projects is also attached (\$106.2 million all years' total).

Position Adjustments

In some instances, the above recommendations will adjust the number of positions in the FY 2007-08 Proposed Budget. The adjustments included in this memorandum increase the total number of recommended positions by 42 to 30,059. This is 648 positions less than authorized for FY 2006-07. The recommendations being advanced to you require staffing adjustments in departments as summarized below. The most significant portion of the position increase is associated with the restoration of positions for the Headstart program.

<u>Department</u>	<u>FY 2007-08 Proposed Budget</u>	<u>Recommended Adjustments</u>	<u>Revised FY 2007-08 Proposal</u>	<u>Purpose</u>
Aviation	1,553	(16)	1,537	Eliminating Vacant Positions
Community Services	1,348	61	1,409	Dial-A-Life Coord. & Head Start Slots Replacement
Cultural Affairs	33	(1)	32	Transfer to Film and Entertainment & Two New positions
General Services Administration	871	1	872	Mental Health Coordinator
Medical Examiner	62	1	63	Addition of Forensic Toxicologist
Office of Capital Improvement	31	1	32	Addition to BBC Support
Office of Film and Entertainment	3	2	5	Transfer from Cultural Affairs and Reinstate two positions
Office of Inspector General	35	3	38	Reinstate positions
Seaport	411	(11)	400	Eliminating Vacant Positions
Vizcaya Museum and Gardens	46	1	47	Reinstatement of position
Other County Departments	25,624	-	25,624	
Total	30,017	42	30,059	

Additional Information

International Trade Consortium (ITC)

As recommended by the ITC Chair, the ITC budget will be adjusted to reflect the redistribution of operating and capital expenditures as stated in Attachment I.

Office of Countywide Healthcare Planning (OCHP)

The FY 2007-08 Proposed Budget recommends the elimination of the Office of Countywide Healthcare Planning (OCHP) and instead provides \$300,000 in General Fund support to the Public Health Trust (PHT) to be matched by equivalent support to continue providing healthcare planning services. In FY 2003-04, the Board created OCHP and removed responsibility for countywide healthcare planning from the powers previously delegated to the PHT. In keeping with the intent of that decision, I am considering other possible alternatives that may provide some cost efficiencies while maintaining a separation of powers between the County's health planning function and the County's main health care provider – the Public Health Trust. Final recommendations will be submitted to you are part of the information for the second budget hearing.

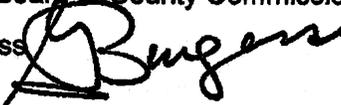
Moving Forward

We will continue to work with the Board to address the priorities and concerns that have been identified since the release of the Proposed Budget. I am optimistic that we can work together to mitigate to the best of our abilities the service impacts made necessary by the property tax relief initiatives and develop a final budget for the Board to adopt that addresses the service needs of our community. My staff and I will work closely with the members of the Board to develop the required adjustments which will be brought to the Board for consideration at the second budget hearing.

Attachments

Memorandum



Date: August 28, 2007
To: Honorable Chairman Bruno A. Barreiro
and Members, Board of County Commissioners
From: George M. Burgess 
County Manager
Subject: FY 2007-08 Proposed Budget Public Meetings

I am pleased to inform you that pursuant to R-1018-94, we will be holding public meetings on August 29 and 30 at seven sites throughout the county to discuss tax rates and fee changes. The meetings will be held as follows:

Wednesday, August 29th
North Dade Regional Library
2455 NW 183rd Street

Thursday, August 30th
West Kendall Regional Library
10201 Hammocks Boulevard

South Dade Regional Library
10750 SW 211 Street

Miami Lakes Branch Library
6699 Windmill Gate Road

West Dade Regional Library
9445 Coral Way

Caleb Center
5400 NW 22nd Avenue

Intercoastal Police Station
15665 Biscayne Boulevard

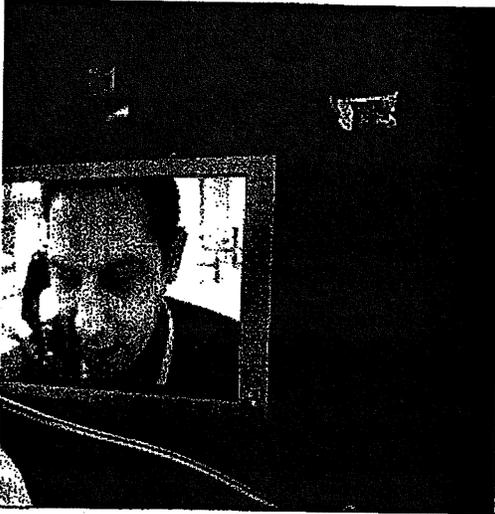
Attached is a copy of the advertisement for these meetings.

If you have any questions, please do not hesitate to contact Jennifer Glazer-Moon, Director, Office of Strategic Business Management at 305-375-5143.

Attachments

c: Carlos A. Alvarez, Mayor
Denis Morales, Chief of Staff, Office of the Mayor
Abigail Price-Williams, Acting County Attorney
Kay Sullivan, Clerk of the Board
Charles Anderson, Commission Auditor

cmo19807



R.C. WHITE/FOR THE MIAMI HERALD

's main jail will communicate through a
ace-lift. Above, Maj. Kim Spadaro and
monstrate the system Wednesday.

Teachers' pay 5.6%

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aid Broward
intendent Jim
is was an
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Starting teachers in
Broward will earn \$38,500,
up from \$37,000 last year.
The goal was to make
Broward competitive with
other area school districts in
Palm Beach and Miami-Dade
for recruiting purposes.
Starting teachers in
Miami-Dade who have a
bachelor's degree make
\$38,000. In Palm Beach
County, the starting salary
for teachers is \$33,830.
The average annual salary
for Broward teachers is
\$44,000.
Teachers will ratify the
contract between Aug. 29
and Sept. 5. It then goes to
the School Board for a final
vote.

Doze off in a hammock.
Climb a ruin. Kiss a fish. Get married
in a rain forest. Sip a mint julep.
Do the samba. Grab the tail of a dancing dragon.
Lounge on a teak deck. And dream of your next vacation.

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Miami-Dade County will hold a public meeting in your area to discuss
proposed adjustments to taxes or fees. On each of the dates and
locations listed below, the Office of Strategic Business Management
will make a presentation to discuss the FY 2007-08 Proposed Budget.

WEDNESDAY AUGUST 29, 2007 AT 6:30 PM

- North Dade Regional Library
2455 NW 183rd Street • Miami, Florida 33056
- South Dade Regional Library
10750 SW 211th Street • Miami, Florida 33189
- West Dade Regional Library
9445 Coral Way • Miami, Florida 33165
- Intercoastal Police Station
15665 Biscayne Boulevard • Miami, FL 33160

THURSDAY AUGUST 30, 2007 AT 6:30 PM

- West Kendall Regional Library
10201 Hammocks Boulevard • Miami, Florida 33196
- Miami Lakes Branch Library
6699 Windmill Gate Road • Miami Lakes, Florida 33014
- Caleb Center
5400 NW 22nd Avenue • Miami, FL 33142

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

Hurricane Dean

Reach out and
help the
victims

Homes, businesses and communities have been severely affected by Hurricane Dean.

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DEATHS

THOMAS C. DOHERTY, 85

WWII vet led Miami VA hospital

BY ELINOR J. BRECHER
ebrech@MiamiHerald.com

Thomas C. Doherty, the Miami Veterans Administration Medical Center director who managed the hospital's move from Corp. Gables to a Miami's hospital district — a decorated Marine veteran of three wars and CIA operative — died Tuesday at his Miami Beach home after a short illness. He was 85.

His initial VA contact was as an undercover agent posing as an injured patient at the Washington, D.C., hospital after World War II, to investigate coconspirators there.

He later worked clandestinely for the Department of Justice and the CIA, including in the Bay of Pigs operation.

He joined the VA as an administrator in 1966 and, having earned a Harvard MBA, became director of the Miami facility in 1974.

He retired in 2003. During his tenure in Miami, the VA "established several outpatient clinics and partnered with the University of Miami School of Medicine to establish a jointly funded HIV/AIDS Research Initiative," according to Susan Ward, Doherty's longtime VA spokeswoman.

"He was very proud of what he did for his country. He was a Marine to the end," Doherty's military bearing and crisp formality belied his modest nature. With wit, charm and jokes starting a character named Moriarty told in an exaggerated brogue, Doherty — born in Ireland — could pacify angry people, comfort the ailing and inspire employees, said Dr. John Bara, chief of staff.

Among his big successes: In 1968, he helped move the VA hospital from the Biltmore Hotel to its current location, 1201 NW 16 St.

The son of an Irish Republican Army member, Doherty came to the United States in the 1930s and joined the New York City police department.

As a U.S. Marine gunnery sergeant, he earned a WWII battlefield commission in the Pacific. As a reserve officer, he served in Korea and Vietnam, and before retiring as a colonel, earned the Silver Star, the Purple Heart with Gold Star and the Navy Cross.

That citation says that Doherty "crossed 40 yards of open ground and, at point-blank range, silenced a machine gun with hand grenades. He killed four snipers and fearlessly exposed himself to locate and destroy the rest of the enemy."

An admirer of President John F. Kennedy, Doherty commanded the Marine battalion that marched in his funeral procession.

Doherty was briefly held by the Japanese after a Pacific island battle that only a few in his unit survived. They were beaten for hours, Bara said, until other Americans rescued them.

Toward the end of WWII, the CIA's forerunner, the Office of Strategic Services, sent Doherty on a mission in China. His plane was shot down over the South China Sea, his parachute opened part-way and he crashed into the water, seriously injuring his right shoulder.

"By chance, an American ship fished him out," said Bara.

Doherty's wife of 29 years, Martha Doherty; sons Michael Doherty of North Carolina and Joe LaVine of Pennsylvania; daughters Ann Wallace of Orlando and Laura Ames of Texas and eight grandchildren survive.

Visitation is 5 p.m.-7 p.m. Sunday at Riverside Gordon Memorial Chapel, 1920 Alton Rd., Miami Beach, with burial at 12:30 p.m. Monday at the South Florida National Cemetery, 6501 S. State Road 7, Lake Worth. In lieu of flowers, the family requests donations to the Disabled American Veterans Foundation and Paralyzed Veterans of America.

BROWARD COURTS

Killer offers to contribute to reward

■ The Broward Sheriff's Office called Kenneth Wilk's offer to contribute to a reward fund for a slain deputy 'blood money.'

BY WANDA J. DEMARZO
wdemarzo@miamiherald.com

Kenneth Wilk was sentenced Wednesday to three consecutive life sentences for slaying a sheriff's deputy three years ago. He then told a Broward judge that he wanted what money he has left to go into a reward fund to help catch a "legitimate cop killer."

Wilk, 45, asked that the

federal government give the proceeds from his forfeited Fort Lauderdale home — about \$140,000 — to the reward for the capture of the killers who shot Broward Sheriff Sgt. Chris Reyka to death on Aug. 10.

Wilk's attorney, Bill Matthewman, said his client doesn't see himself as a cop killer and he hopes that Reyka's killer is found and "brought to justice."

But the offer doesn't sit well with the Broward Sheriff's Office.

"Rarely have I heard such a despicable and offensive

comment from someone," said BSO spokesman Elliott Cohen. "We would never accept blood money from the killer of one of our deputies to help find the killer of another of our deputies. Never."

The U.S. attorney's office said the distribution of Wilk's money is regulated by a very strict federal statute and is not Wilk's decision. The proceeds from the home sale are expected to help offset the federal government's cost of prosecuting Wilk.

Wilk was given three life sentences plus 30 years by

U.S. District Judge James Cohn after a jury found him guilty on June 5 of the 2004 murder of deputy Todd Fatta, 33. He was also convicted on charges of possession of child pornography, obstruction of justice and the attempted murder of deputy Angelo Cedeño.

The panel, made up of eight women and four men, deliberated almost four days before reaching a verdict.

At the sentencing, Wilk, who claims he has AIDS-related dementia, apologized, insisting that he did not intentionally murder Fatta.

His attorney said he plans to appeal.

Meanwhile, BSO continues its manhunt for Reyka's killer. Reyka was shot to death Aug. 10 as he was investigating a suspicious vehicle at a Walgreen's in Pompano Beach.

The reward for anyone with information leading to the arrest of the killer or killers is now \$106,000.

"We've received over 1,400 tips," Cohen said. "Our detectives now have specific individuals they're focusing on. But we still need people to phone in."

JAIL VISITS GO HIGH-TECH



B.C. WHITE/FOR THE MIAMI HERALD

Visitors and inmates at Broward County's main jail will communicate through a new video system, part of a \$1.1 million face-lift. Above, Maj. Kim Spadaro and sheriff's office spokesman Hugh Graf demonstrate the system Wednesday.

BROWARD SCHOOLS

Deal lifts teachers' pay 5.6%

■ After an all-night bargaining session, Broward teachers and the school district have reached a tentative contract for the next year.

BY HANNAH SAMPSON
hsampson@miamiherald.com

Broward's public school teachers have a tentative contract that calls for an average 5.59 percent raise and boosts starting pay for teachers to the highest in the region.

Officials from the school district and the teachers union announced the tentative one-year agreement, which affects the district's 16,000 teachers, on Wednesday morning after an all-night negotiating session.

"We woke up here this morning," said Dane Ramson, the Broward Teachers Union's chief negotiator.

The increases, which include raises and benefits, will cost the district an estimated \$81 million.

The district and union had hoped to reach an agreement before students returned to school on Monday, but that was a tough deadline in a tight budget year.

"We always diligently try to settle prior to the first day of school," said Broward Schools Superintendent Jim Notter. "This was an extremely difficult year."

Starting teachers in Broward will earn \$39,500, up from \$37,000 last year. The goal was to make Broward competitive with other area school districts in Palm Beach and Miami-Dade for recruiting purposes.

Starting teachers in Miami-Dade who have a bachelor's degree make \$38,000. In Palm Beach County, the starting salary for teachers is \$35,850.

The average annual salary for Broward teachers is \$44,000.

Teachers will ratify the contract between Aug. 29 and Sept. 5. It then goes to the School Board for a final vote.

PRESIDENTIAL PRIMARY

State Democrats vow an early vote

■ Florida Democrats said they would fight the national party and carry on with the Jan. 29 presidential primary.

BY LESLEY CLARK
lclark@miamiherald.com

Three days before a showdown with the national party, defiant Florida Democrats vowed Wednesday to push ahead with a January presidential primary that flouts party rules.

The national Democratic Party's rules committee is set to take up on Saturday Florida's decision to host a Jan. 29 primary. The vote violates a party rule that permits only four smaller states to vote before Feb. 5.

The national party suggested this Florida Democrats instead stage their own election, called a caucus, after Feb. 5. The national party said it would spend about \$800,000 on the vote.

But state party Chairman Karen Thurman said Wednesday that Florida Democrats believe any approach other than a Jan. 29 election would disenfranchise voters.

"If I heard it once, I heard it 10 times. This is unacceptable. We want to make sure people have the opportunity to vote," Thurman said of her conversation with state Democrats.

The state party runs the risk that the rules committee, seeking to bring order to an unruly presidential primary season, will punish Florida by taking away half of its delegates to the 2008 convention. It could also decide that presidential candidates who campaign in the state are ineligible for delegates.

But Thurman suggested the penalties may be meaningless because the winning presidential nominee "will make the final decision on whether there are delegates or not."

She said she is prepared to argue that Florida is sticking with Jan. 29 for a variety of factors, including that many cities and towns have moved up their local elections to Jan. 29 — the date set by the Republican-led Legislature.

"So when we go up to Washington to fight for all our delegates, it will be the Democratic National Committee who chooses to penalize us," she said.

Democrats said they don't expect the presidential contenders to forgo Florida, despite the talk of sanctions.

All the major Democratic candidates have agreed to appear in a Sept. 9 debate to be broadcast live by the Univision television network from the University of Miami.

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MIAMI-DADE COUNTY

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Teachers will ratify the contract between Aug. 29 and Sept. 5. It then goes to the School Board for a final vote.

All of these sessions are free and open to the public. For further information, please call John Sandy at 305-375-5887. For sign language interpreter services and for materials in accessible format, call 305-375-5143 five days in advance of the meeting you plan to attend.



Homes, businesses and communities have been severely affected by Hurricane Dean. But you can do your part. Your contribution to Operation Helping Hands is an excellent way to help people put their lives back together.

Operation Helping Hands was established in 1998 by The Miami Herald, El Nuevo Herald and United Way of Miami-Dade to provide aid in times of extreme urgency. During a crisis or disaster, join with others in South Florida to help those who need it most.

Donations to Operation Helping Hands go directly to people affected by Hurricane Dean. Reach into your heart and send in your check, today.

Please make your check payable to Operation Helping Hands c/o United Way of Miami-Dade Post Office Box 459007 Miami, FL 33245-9007

Or online at www.iwant2help.com

Questions? Please call the Operation Helping Hands hotline 305-646-7129

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The Miami Herald
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AVIATION DEPARTMENT PROMOTIONAL FUND

RECOMMENDED EXPENDITURES

Fiscal Year 2007-08

The Budget Ordinance also includes recommendations for Aviation Department Promotional Fund expenditures totaling \$ 171,000. This amount includes a adjustment, reflecting a decrease of \$50,000 from the FY 2007-08 Proposed Resource Allocation Plan amount of \$221,000. As the date of the approved events/program approaches, the Aviation Department will obtain the documentation required by A.O.7-32 from each entity for review by the Aviation Department and the County Attorney's Office prior to disbursement of funds, and in accordance to the following recommendations.

1. **Custom/Trade/Finance Symposium**
Event title: **Eight Symposiums of the Americas**
Amount recommended: **\$ 5,000**

The Symposium provides an annual forum for the nation's leading customs officials and business trade executives to learn the latest advances in trade talks, and transportation. It presents a forum to exchange views on how to develop strategies to enhance the growth of international trade, and automation and modernization of customs procedures for the efficient movement of goods and passengers through Miami International Airport.

2. **Airport Minority Advisory Council**
Event title: **Annual Sponsorship**
Amount recommended: **\$ 5,000**

The Airport Minority Advisory Council (AMAC) promotes the full participation of minority women-owned business in airport contracts, and promotes the employment of minorities and women in the airport industry. This organization has over 600 members, including minority and women businessowners, airport operators, corporate CEOs, government officials, and other aviation entities.

3. **Miami-Dade County Days**
Event title: **2005 Dade Days in Tallahassee**
Amount recommended: **\$ 5,000**

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

- 4. Airport Council International**
Event title: Conference
Amount recommended: \$ 10,000

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

- 5. Caribbean Central American Action Conference**
Event title: The Miami Conference in the Caribbean
Amount recommended: \$ 5,000

This conference is held every year in Miami and provides a forum for deliberation on diverse policies and business issues in the countries of the Caribbean basin. CLAA is focusing on the vote from CARICOM member-countries to name Miami as the location for the Permanent FTAA Secretariat. Miami International Airport has strong interests in securing the Secretariat in Miami to maintain its position as the US air service gateway to Latin America and the Caribbean.

- 6. Miami-Dade County Aviation Department**
Event title: Inaugural for new airlines
Amount recommended: \$ 2,500

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

- 7. Free Trade Area of the Americas (FTAA)**
Event title: Caribbean Symposium
Amount recommended: \$ 5,000

The FTAA Caribbean Symposium will promote Miami-Dade County as the viable candidate for the future Headquarters.

- 8. AAAE Conference**
Event Title: Customer Service & Volunteer Educational Conference
Amount recommended: \$ 2,500

This is an educational program for Customer Service and the Volunteer Program at airports. This conference will be held in Miami, Florida in 2008.

9. **MDAD - Office of Governmental Affairs**
Event Title: Florida Airport Council
Amount recommended: \$ 2,000

The Office of Governmental Affairs, in representing Miami International Airport, will co-sponsor the State Legislative Summit and the Washington Summit in 2008. Funding is requested at \$1,000 for each event.

10. **Miami-Dade County Aviation Department**
Event Title: Community Outreach Programs
Amount recommended: \$ 20,000

The Miami-Dade County Aviation Department, in accordance with FAA guidelines and the use of airport revenue to support community activities, is authorized to utilize airport revenue in support of community activities as long as such expenditures are directly and substantially related to the operations of the Miami International Airport and Miami-Dade County Aviation Department's five General Aviation airports. These expenditures will be documented and be subject to review on a case-by-case basis to insure compliance with FAA policies and procedures.

11. **Miami-Dade County Aviation Department**
Event Title: Air Cargo Americas
Amount recommended: \$ 50,000

This conference is held every other year and promotes the movement of trade between Miami and the world.

13. **Miami-Dade County Aviation Department**
Event Title: Security and Safety Meeting
Amount recommended: \$ 2,000

Meetings conducted by Miami-Dade Aviation Department at MIA to promote safety and security among union workers.

14. **Capital Improvement Program Events**
Event title: New MIA projects/inaugurations
Amount recommended: \$ 35,000

On going CIP projects at Miami International Airport like; South Terminal Grand Opening, Promotion of Central and North Terminals.

15. **Miami-Dade County Aviation Department**
Even title: Media Day
Amount recommended: \$ 2,000

This is a special event conducted by the Miami-Dade County Aviation department to gather all the local media to explain the development of the Capital Improvement Programs and how they can assist in reaching out to residents when utilizing Miami International Airport.

- 16. Miami International Airport/Terminal
Event title: Summer Travel Program
Amount recommended: \$ 1,000**

Miami International Airport will continue the Summer Travel Program by providing entertainment to for passengers during the heavily traveled summer months. This program is designed to brighten airport passengers and visitors experience while traveling through MIA.

- 17. Miami International Airport (MIA)
Event title: Airline Management Council Meeting Luncheon
Amount recommended: \$ 1,500**

This luncheon is conducted by Airlines Management Counsel Meeting, and hosted once a year by MIA.

- 18. The Latin Chamber Of Commerce (CAMACOL)
Event Title: Hemispheric Congress Sponsorship
Amount recommended: \$ 5,000**

This conference is held every year as a solid vehicle to establish international business ties worldwide. The mission of the Congress is to directly link businesses throughout the globe, promote Miami-Dade County and the State of Florida as the gateway to the Americas.

- 19. The Industrial Association of Dade County, (IADC)
Event Title: Round Table and breakfast
Amount recommended: \$ 2,500**

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

- 20. Miami-Dade Aviation Department
Event: Security Heroes Recognition Luncheon
Amount: \$ 5,000**

This program had been resurrected by Miami-Dade Aviation Department to recognize employees for outstanding performance in the area of security at Miami International Airport.

- 21. Miami-Dade County Aviation Department
Event: Survival Fire Drill
Amount: \$ 5,000**

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

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

**Seaport Promotional Fund
Recommended Expenditures
FY07-08**

Also incorporated in the Budget Ordinance are recommendations for Seaport Promotional Fund expenditures totaling \$426,000 for other county offices and programs and \$385,000 to support the following maritime industry related events. These funds will be transferred to the appropriate entities pursuant to execution of standard agreements approved by the County Attorneys Office. Expenditures of such funds shall be spent in accordance with the budgets submitted as part of the standard agreements. In some instances, the funds will be spent directly by the County as set forth below.

1. Latin Chamber of Commerce (CAMACOL)

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

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

2. Florida International University

Event title: Inter-American Conference of Mayors
Amount recommended: \$ 65,000

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

3. Seatrade Cruise Shipping Convention

Event title: "FCCA Gala Dinner, Conference and related events"
Amount recommended: \$95,000

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

spent directly by the Port for the FCCA Gala Dinner, Conference and related events.

4. **Port of Miami Promotional/Inaugural Events/Customer Appreciation Night**

Event title: "Miscellaneous Services Related to Preparation for Promotional and Inaugural Events at the Port and Customer Appreciation Night"

Amount recommended: \$ 50,000

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

DIRECTOR

- Formulates and directs overall policy for the delivery of County services via digital channels, such as the Internet and 311; manages a countywide quality assurance program and develops customer relationship management strategies
- Oversees the management of the Department and provides overall administration to departmental operations
- Oversees and directs the Miami-Dade Television and Marketing and Public Affairs components of the County's communications programs

ADMINISTRATION

- Directs all personnel, procurement, contract management, and budgeting functions
- Responsible for accounting functions, developing and managing internal controls, agenda coordination, and grant administration
- Supervises departmental performance reporting and oversees training for all personnel

311 ANSWER CENTER

- Manages the day-to-day operations of the 311 Answer Center, which provides centralized access to government information and service requests
- Develops and maintains a comprehensive knowledgebase of government information and services; provides training to call center staff; and applies quality assurance measures to improve service delivery

MIAMI-DADE TV

- Administers production and programming of government access television channel
- Provides gavel-to-gavel television coverage of all Board of County Commissioners plenary and subcommittee meetings
- Produces original television programming
- Administers the Promotional Spots Program

CUSTOMER SERVICE DEVELOPMENT

- Develops and manages technology solutions to deliver one-stop/end-to-end County government services to the public
- Oversees the countywide Secret Shopper and Survey initiatives to monitor service delivery, analyze results, and provide timely recommendations for service improvement
- Implements the County branding/image program
- Conceptualizes, plans, and implements marketing activities designed to increase positive exposure of County services, programs, and projects
- Develops materials to support promotional efforts, including trade show displays, advertisements, brochures, and audio-visual presentations
- Writes and produces quarterly informational newsletters distributed to county residents and employees
- Provides marketing plans and promotional services to all levels of County government
- Manages the Community Periodical Program and the AM Radio Program
- Coordinates marketing/promotional activities with County departments and agencies in planning and implementing countywide promotional initiatives
- Provides photography services to all levels of County government
- Provides website design, content and multimedia services; develops and enforces policies regarding user interface design, information architecture development, and content accuracy
- Provides translation services to all levels of County government
- Provides full service graphic design services to all levels of County government
- Coordinates placement of advertisement, e.g., print, television, radio, for County departments

OFFICE OF THE FIRE CHIEF

- Provides leadership and direction
- Formulates department policy

BUDGET/ PLANNING/ GRANTS/ FACILITIES

- Oversees capital project development
- Manages fiscal operations including capital and grants management
- Directs strategic and organizational planning projects
- Administers off-duty services
- Responsible for facilities maintenance and construction

ADMINISTRATION

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

TECHNICAL/SUPPORT SERVICES

- Provides state and federally mandated minimum standard, career development, advanced firefighting training, and new program development
- Provides fire prevention and public education programs
- Directs fire prevention and building and alarm inspections, warehouse and supply, motor pool, and research and development activities
- Responsible for maintenance and repair of departmental heavy equipment fleet (Shop 2)
- Dispatches emergency and non-emergency calls for service and coordinates radio frequency allocations

SUPPRESSION AND RESCUE

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

Fire Rescue

OFFICE OF THE DIRECTOR

Attachment F

- Implements the People's Transportation Plan (PTP); develops operating policies for Metrobus, Metrorail, Metromover, Paratransit, and related support services; represents the Department before outside entities, the County Manager, the Board of County Commissioners (BCC), and the Citizens' Independent Transportation Trust (CITT)
- Implements County policy and establishes direction for all aspects of the organization
- Ensures quality policy is implemented and maintained

ADVERTISING / MEDIA RELATIONS

- Manages advertising, promotions, and sales; controls graphic design; and coordinates media relations, community outreach, and market analysis

CIVIL RIGHTS AND LABOR RELATIONS

- Directs labor relations and ensures compliance with Equal Employment Opportunity, Affirmative Action, Americans with Disabilities Act, and other federal, state, and local laws and regulations

SAFETY AND SECURITY

- Develops and implements policy for comprehensive, integrated, and coordinated transit safety and security programs

QUALITY ASSURANCE

- Produces quality control criteria for project management; manages systems compliance and ensures compliance with FTA, state, and local guidelines

PLANNING AND DEVELOPMENT

- Produces quality assurance and control criteria for project management and system development
- Manages systems compliance
- Responsible for testing and acceptance of new systems and installations
- Responsible for project scheduling and cost control; capital construction contract administration; consultant selection and negotiation support; and project configuration management and document control
- Responsible for design and engineering and analysis of bridge inspection results
- Directs guideway, systems, station, rehabilitation, and fixed facility construction management and directs roadway improvements
- Responsible for right-of-way acquisition, utilities relocation, and survey and right-of-way administration; negotiates transit developments
- Manages long-term system planning and station area development

ADMINISTRATION

- Manages accounting and personnel functions; responsible for the preparation, solicitation, negotiation, and compliance of Requests For Proposals, Requests For Qualifications, and Invitations To Bid; and manages materials management
- Develops budgets and National Transit Database reports; responsible for performance and financial auditing; identifies, applies for, processes and monitors federal and state grants; manages the audit and review of internal controls, contractors, vendors, operations, maintenance functions, and contracts; provides statistical reporting; manages capital programming; and develops models and provides forecasting activities in support of short- and long-term financial planning
- Develops and implements Information Technology policy and projects
- Manages joint development

OPERATIONS

- Directs operation and maintenance of the Metrobus, Metrorail and Metromover systems
- Performs all transit structural inspection and engineering analysis of Metrorail and Metromover guideways and station facilities
- Implements policies and procedures to enhance the efficiency and effectiveness of Metrobus operations and maintenance activities
- Coordinates community outreach
- Manages customer services and market analysis
- Provides route scheduling, service planning, and ridership analysis
- Directs all Satellite Transit Information Centers activities
- Administers Paratransit Operations Division, Special Transportation Services (STS), and Medicaid Paratransit
- Responsible for traction power, communications, signals, and fare collection design and installation
- Manages bus and rail maintenance controls

Transit

Office of Film and Entertainment

FILM AND ENTERTAINMENT

- Serves as the central focal point for developing the film and entertainment industry in Miami-Dade County to promote industry expansion and economic prosperity
- Serve as the government liaison for full service commissioning on location and logistics assistance

OFFICE OF THE DIRECTOR

- Develops countywide cultural policies and plans in coordination with the Cultural Affairs Council, including setting cultural need priorities and effective growth strategies
- Formulates and manages all departmental programmatic initiatives
- Directs and coordinates all departmental internal operations (e.g., liaison with all other departments and agencies) and external functions (e.g., planning, advocacy, strategic partnerships, cultural development, new resource initiatives, etc.)

CULTURAL DEVELOPMENT

- Provides direct support to local artists through fellowships and professional development grants, workshops, and exhibition opportunities
- Supports non-profit cultural groups and their organizational development through competitive grant programs; supports project specific programs and individual artists through seven competitive grant programs
- Advances professional skills of cultural organizations through technical assistance involving individual consultations, trilingual grants services, writing skills, specialized workshops and conferences, collaboration with outside private and public organizations, and professional development seminars

CULTURAL FACILITIES IMPROVEMENT AND MANAGEMENT

- Develops and manages construction and operational plans for the new South Miami-Dade Cultural Arts Center in Cutler Bay
- Coordinates capital improvements and operational upgrades to existing facilities to ensure their optimal function as neighborhood cultural centers
- Provides direct support through competitive grants to cultural facilities for capital improvements (e.g., renovations, purchases, and equipment) and to cultural organizations for property acquisition and non-traditional audience development / programming initiatives, and assesses and develops plans for operational and programming needs of neighborhood facilities
- Oversees County's investment and assists cultural organizations utilizing Building Better Communities Bond revenues for capital projects

EDUCATION AND OUTREACH SERVICES

- Designs and implements curriculum-based arts in education and after-school arts programs and creates arts education partnerships with community and statewide organizations
- Manages all cultural information services (e.g., publications, www.miamidadearts.org, joint advertising, and research) and provides direct support through competitive grants to tourism-enhancing projects
- Develops and sustains arts partnerships among cultural groups and non-arts organizations for research, resource development, and programming; increases accessibility of arts activities for audiences of all means, generations and backgrounds; and stimulates new initiatives that use the arts to accomplish social change

ART IN PUBLIC PLACES

- Provides direct support to the Art in Public Places Trust, as well as inventory, monitoring and, routine maintenance of the art collection
- Commissions artists to create works of art for County buildings and facilities including the communication between architects and construction personnel to maintain fiscal responsibility on projects
- Develop and maintains partnerships with schools and universities on art education and professional development opportunities on public art commissioning projects

Department of Cultural Affairs

FUTURE FINANCING
Series 2007, 2008 or Future Years
(Fund and Subfund to be determined)

<u>Revenues:</u>	<u>Prior Years</u>	<u>FY 2007-08</u>	<u>Future Years</u>	<u>Total</u>
Financing Proceeds	<u>\$0</u>	<u>\$43,781,000</u>	<u>\$140,542,000</u>	<u>\$184,323,000</u>
 <u>Expenditures:</u>				
Animal Services Shelter (Pg. 5, Vol II, Project 1998460)	\$0	\$0	\$7,879,000	\$7,879,000
Tamiami Park Gymnasium (Pg. 184, Vol II, Project 933560)	0	0	8,000,000	8,000,000
Beach Erosion and Renourishment (Pg. 240, Vol II, Project 5555701)	0	0	9,848,000	9,848,000
Elections - Optical Scan (Pg. 346, Vol II, Project 161410)	0	6,500,000	0	6,500,000
ETSD - Cyber Security Phase 2 (Pg. 348, Vol II, Project 1681700)	0	7,391,000	0	7,391,000
Lightspeed Build-out and Fit-up (Pg. 365, Vol II, Project 1110480)	0	21,000,000	4,000,000	25,000,000
Metro Flagler Building (Pg. 366, Vol II, Project 111120)	0	0	12,365,000	12,365,000
Overtown 2 (Pg. 372, Vol II, Project 116910)	0	0	84,550,000	84,550,000
West Lot Multi-Use Facility (Pg. 374, Vol II, Project 111620)	<u>0</u>	<u>4,890,000</u>	<u>17,900,000</u>	<u>22,790,000</u>
Total	<u>\$0</u>	<u>\$39,781,000</u>	<u>\$144,542,000</u>	<u>\$184,323,000</u>

Memorandum**MIAMI-DADE
COUNTY**

Date: July 25, 2007

To: George M. Burgess
County Manager

From: Natacha Seijas, County Commissioner District 13 and ITC Chair 

Subject: Proposed FY 07-08 Departmental Budget Reductions for ITC

In reviewing your FY 07-08 Proposed Resource Allocation and Multi-Year Capital Plan, I noticed that you also included budget cuts of \$114,000 for the International Trade Consortium of Miami-Dade County (ITC). I understand that due to the loss of property tax revenue in FY07-08, cuts across all County departments are needed, and I want to thank you for not proposing larger cuts to the ITC, which would have further hindered the agency's important mission of promoting Miami-Dade County as the premier global gateway for trade.

As Chair of the Board of Directors of the ITC, I accept the plan to reduce the ITC FY07-08 budget by \$114,000. However, I recommend an alternative distribution of budget cuts among the line items that you proposed (see attached), so long as we meet the overall reduction of \$114,000. You will also see in the attached Memo that these cuts will also affect the department's overall proposed work plan by a reduction in certain service level activities.

Included in your proposed cuts, is also a reduction in the Travel line item by \$20,000. Since conducting Business Development Missions and Sister Cities Goodwill Missions abroad are the principal promotional activities of the agency, as per our discussion, I ask that you add back \$20,000 during the mid-year supplemental budget in March of 2008.

Should you like to discuss the proposed FY 07-08 ITC Budget further, please do not hesitate to contact the ITC Executive Director, Mr. J.A. Ojeda, Jr.

Attachment

CC: J.A. Ojeda, Jr., Executive Director

THE JAY MALINA
INTERNATIONAL TRADE CONSORTIUM OF MIAMI-DADE COUNTY
111 N.W. FIRST STREET, SUITE 2560, MIAMI, FLORIDA 33128
TELEPHONE (305) 375-5808 FAX (305) 679-7895
E-MAIL ITC@MIAMIDADE.GOV URL WWW.MIAMIDADE.GOV/ITC

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COUNTY OF MIAMI-DADE

Attachment

Proposed ITC Budget Cuts for FY 2007-08

<u>Line Item</u>	<u>Requested FY 07-08</u>	<u>Proposed Cuts (Manager)</u>	<u>Proposed Cuts (ITC Chair)</u>	<u>Proposed FY 07-08</u>
1. Econ. Impact Study	\$25,000	\$10,000	\$25,000	\$ 0
2. Travel	\$70,000	\$20,000	\$20,000	\$50,000
3. Third-Party Missions	\$40,000	\$15,000	\$15,000	\$25,000
4. Protocol Gifts	\$25,000	\$20,000	\$15,000	\$10,000
5. Sponsorships	\$25,000	\$15,000	\$ 5,000	\$20,000
6. Printing	\$35,000	\$10,000	\$10,000	\$25,000
7. Misc. Other Operating	\$38,000	\$ 7,000	\$15,000	\$23,000
8. ITC Database	\$35,300	\$ 6,000	\$ 0	\$35,300
9. Capital	\$ 6,000	\$ 4,000	\$ 2,000	\$ 4,000
10. General Publicity	\$13,000	\$ 7,000	\$ 7,000	\$ 6,000
	Total Reduction:	\$114,000	\$114,000	

The service level impacts of the alternative reduction plan for the above line items are as follows:

- ITC Study – Study would be eliminated for FY07-08.
- Travel – The ITC will be able to conduct 2 ITC Business Development Missions instead of 3.
- Third-Party Missions – ITC will not be able to increase number of third-party missions certified and funded from 12 to 16 as had been planned.
- Protocol Gifts – Due to a limited inventory, protocol gifts used for ITC trade missions and visiting dignitaries, in addition to protocol gifts requested by the Mayor's Office and Board of County Commissioners may not be available throughout the full year.
- Sponsorships – Instead of sponsoring and participating in 12 trade-related events and conferences as had been planned, department may be able to only sponsor 5 to 7.
- Printing – ITC may need to reduce the number of newsletters published and distributed in hard-copy format from 12 to 6, in addition to reducing other printed materials.
- General Publicity – Department will need to decrease the number of printed ads in magazines and newspapers.