

# Memorandum



**Date:** March 17, 2008

RCA

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

Agenda Item No. 7(D)

**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

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The budget packages before you reflect the initial submission presented by departments for the FY 2008-09 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 "Jennifer Glazer-Moon", written over the printed name of Jennifer Glazer-Moon.

Jennifer Glazer-Moon, Director

cmo12008

## Recreation and Culture Committee

## Cultural Affairs

## Department: Cultural Affairs

(\$ in 000s)

## Department-wide Issues

- 1 Grants and Programs - Given the uncertainty of the economy, it is more critical than ever for the County's investment in its non-profit cultural activities to remain stable. As we inaugurate new cultural facilities throughout the County, the imperative is to activate and program these facilities with excellent and accessible cultural programs. The expansion of cultural facilities and the dramatically escalating costs of doing business that were the bases for the Cultural Affairs Council's five-year revenue growth plan (\$7.5 million over 5 years) continue to be urgent and compelling reasons to stabilize funding to the cultural community, and are critical factors in the success of the County's cultural investments.
- 2 Art in Public Places - The Department's new responsibilities for Art in Public Places are focused on a comprehensive assessment of the program and the implementation of an action plan to address critical issues including: Care of the Collection (including establishing a reliable inventory system and a dedicated Maintenance Fund); Compliance with and Implementation of the Art in Public Places Ordinance; and re-establishing adequate staffing levels to manage the program effectively.
- 3 The complete transition into operating, programming and marketing a major new cultural facility, the South Miami-Dade Cultural Arts Center requires a significant shift in the Department's organizational structure and staffing plan. This will necessarily evolve in the opening months based upon experience and learning in as yet an untested South Miami-Dade market.

## Grants and Programs Issues

- 1 Grants and Services - level of County investment in the non-profit cultural activities is disproportionate to growth and actual needs; 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, and to restore funding that was reduced overall by a total of \$1.7 million in FY 07-08.

## Administration Issues

- 1 Since FY 2006-07, the Department has increased its grants programs portfolio with the advent of 3 entirely new youth arts grants programs. These 3 new programs were in addition to the new Capital Acquisitions grant program launched in FY 06, and the set of intensive capital contract management responsibilities the Department has assumed as part of the GOB. Despite this added management and administrative workload, and the increased volume of grants activities (averaging 120 additional annual applications and 86 new grant contracts to manage and monitor), FY 2008 budget reductions (\$1.7 million) required postponing the addition of a much-needed Cultural Affairs Projects Administrator position (\$83,000).
- 2 FY 08-09 reflects the continued design, development and beta-testing of a web-based, comprehensive "e-grants" management software system, and possible selected implementation of the system for constituent use as part of the Department's "Spring" cycle of grants (for cultural programs occurring in FY 09-10).
- 4 Capital expenses reflected in the Department's operating budget are comprised of lease/purchase contracts held on major equipment (copiers) and computer hardware purchases.

## LAA Grant for Administration Issues

- 1 This is a grant applied for on a three-year cycle and received annually from the State of Florida Division of Cultural Affairs' Local Arts Agencies grant program. A new cycle begins in FY 2008-09, and the current application, submitted in February 2008, is pending review through the Florida Arts Council's competitive process. The funding received is provided for the general administrative expenses of the Department.

## 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

## Art in Public Places Issues

- 1 Care of the County's Public Art Collection - As first presented in the Department's Art in Public Places Progress Report issued in December 2007, and affirmed in Audit and Management Services' audit findings and recommendations released in January 2008, critically needed resources and systems to manage and maintain the APP collection must be provided. Integrated collection management (e.g., acquisition and commissioning documentation, historical data, updated appraisal and valuation information, etc.) and inventory (e.g., scan technology including uploaded exact location information, regular condition reports, photographs, etc.) software systems developed specifically for public art collections must be acquired. Capital project management software must also be purchased and installed to interlock the design and development of art works commissioned and/or selected for public buildings with the software systems used by architects, engineers and contractors. In addition, security devices/hardware for artworks, which are to be purchased and begun to be installed in FY2007-08, are necessary to secure works in place and eliminate the risk for their relocation without proper APP notification and involvement. A Maintenance Fund that dedicates a set portion of revenues generated by APP projects specifically for the regular upkeep of the collection must be established.
- 2 Proper Application of the 1.5% Requirement and Conveyance of Funds Due - The APP program must implement a standardized procedure, including strict timetables, for transferring departmental funds to APP for capital projects. The APP Ordinance is specific with regard to the categories of capital expenses to which the 1.5% requirement applies. APP, together with OSBM Capital Budget Development and the Office of Capital Improvements, must coordinate with Departments throughout their projects to forecast and track County capital projects, and to make sure that complete compliance with Ordinance occurs and the correct APP allocation is calculated and conveyed.
- 3 As of FY 2007-08, APP has been merged within the Department and 3 full-time positions were eliminated. Re-establishing adequate staffing levels to manage and implement the APP program effectively is critically needed. Currently, one Public Art Projects Manager is responsible for coordinating, interfacing with the design and construction teams and the selected artists, and overseeing implementation of all 14 of the public art projects currently active and underway in locations throughout the County. An additional Public Art Projects Manager position (\$85,000) is required.

## South Miami-Dade Cultural Arts Center Issues

3 In FY 07-08, staffing and operations of the South Miami-Dade Cultural Arts Center is ramping up in anticipation of its scheduled completion in 2008. FY 08-09 anticipates having the full complement of initial staff in place to test and exercise the building and its systems, and to create and manage full seasons of programming. The Center is projected for completion in 2008.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Cultural Affairs

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$6,219	\$7,409	\$8,409	\$9,609	\$11,609	\$7,764	\$7,764	\$7,764
UMSA	General Fund UMSA	\$0	\$0	\$0	\$0	\$0	\$2,104	\$2,104	\$2,104
UMSA	Miscellaneous Revenues	\$0	\$0	\$0	\$0	\$44	\$0	\$0	\$0
PROP	Carryover	\$4,073	\$3,568	\$5,844	\$8,327	\$9,528	\$5,919	\$10,190	\$8,266
PROP	CDT Proceeds as per PAC bond schedule	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
PROP	CDT Proceeds South Miami Dade Cultural Arts Center	\$0	\$770	\$770	\$770	\$770	\$770	\$770	\$770
PROP	Interest Earnings	\$0	\$2	\$17	\$82	\$137	\$0	\$44	\$0
PROP	Miscellaneous Revenues	\$3,156	\$5,931	\$6,534	\$5,110	\$2,661	\$379	\$2,550	\$858
PROP	Other Revenues	\$534	\$146	\$207	\$146	\$1,671	\$1,648	\$1,648	\$1,648
PROP	Private Donations	\$75	\$0	\$75	\$0	\$125	\$795	\$795	\$80
STATE	State Grants	\$47	\$19	\$23	\$30	\$23	\$29	\$23	\$23
INTERTRNF	Tourist Development Tax	\$2,216	\$2,604	\$3,045	\$3,474	\$3,771	\$3,769	\$3,769	\$3,769
INTERTRNF	Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$17,320</b>	<b>\$21,449</b>	<b>\$25,924</b>	<b>\$28,548</b>	<b>\$31,339</b>	<b>\$24,177</b>	<b>\$30,657</b>	<b>\$26,282</b>
<b>EXPENDITURES</b>									
	Salary	\$1,400	\$1,566	\$1,691	\$1,730	\$2,016	\$2,075	\$1,780	\$2,203
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$263	\$321	\$420	\$412	\$525	\$585	\$512	\$632
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$9,237	\$9,688	\$10,148	\$11,748	\$15,571	\$19,371	\$17,157	\$19,539
	Capital	\$22	\$22	\$21	\$18	\$32	\$58	\$65	\$79
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$10,922</b>	<b>\$11,597</b>	<b>\$12,280</b>	<b>\$13,908</b>	<b>\$18,144</b>	<b>\$22,089</b>	<b>\$19,514</b>	<b>\$22,453</b>
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$0	\$55	\$0	\$943	\$219	\$829
	Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other Non-Operating	\$2,830	\$4,008	\$5,317	\$5,058	\$3,005	\$1,145	\$2,658	\$3,000
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$2,830</b>	<b>\$4,008</b>	<b>\$5,317</b>	<b>\$5,113</b>	<b>\$3,005</b>	<b>\$2,088</b>	<b>\$2,877</b>	<b>\$3,829</b>

TOTAL EXPENDITURES	\$13,752	\$15,605	\$17,597	\$19,021	\$21,149	\$24,177	\$22,391	\$26,282
REVENUES LESS EXPENDITURES	\$3,568	\$5,844	\$8,327	\$9,527	\$10,190	\$0	\$8,266	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	25	28	28	28	28	32	30	32
Full-Time Positions Filled =	25	26	26	22	22		25	
Part-time FTEs Budgeted =	1	1	1	1	0	1	1	1
Temporary FTEs Budgeted =								

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$149	\$149	\$188	\$428	\$856	\$0	\$876	\$0
Other Revenues	\$0	\$0	\$0	\$0	\$13	\$0	\$0	\$0
Tourist Development Tax	\$1,490	\$1,776	\$1,928	\$2,163	\$2,223	\$3,316	\$3,316	\$3,463
<b>TOTAL REVENUE</b>	<b>\$1,639</b>	<b>\$1,925</b>	<b>\$2,116</b>	<b>\$2,591</b>	<b>\$3,092</b>	<b>\$3,316</b>	<b>\$4,192</b>	<b>\$3,463</b>
<b>EXPENDITURES</b>								
Salary	\$1,071	\$1,210	\$1,299	\$1,322	\$1,594	\$1,567	\$1,438	\$1,539
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$194	\$238	\$336	\$318	\$418	\$435	\$386	\$409
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$202	\$293	\$284	\$278	\$314	\$777	\$1,047	\$783
Capital	\$19	\$19	\$18	\$13	\$27	\$55	\$60	\$77
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,486</b>	<b>\$1,760</b>	<b>\$1,937</b>	<b>\$1,931</b>	<b>\$2,353</b>	<b>\$2,834</b>	<b>\$2,931</b>	<b>\$2,808</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,486</b>	<b>\$1,760</b>	<b>\$1,937</b>	<b>\$1,931</b>	<b>\$2,353</b>	<b>\$2,834</b>	<b>\$2,931</b>	<b>\$2,808</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$153</b>	<b>\$165</b>	<b>\$179</b>	<b>\$660</b>	<b>\$739</b>	<b>\$482</b>	<b>\$1,261</b>	<b>\$655</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	19	22	22	22	22	22	22	22
Full-Time Positions Filled =	19	20	20	22	22		22	
Part-time FTEs Budgeted =	1	1	1	1	0	1	1	1
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	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			1557	1824	2352	2,700	3,045	4,000	RC3-1
<b>Comments/Justification:</b>									
Number of existing and new neighborhood cultural facilities capital projects being managed			37	31	31	32	31	30	RC1-6
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Additional Cultural Affairs Projects Administrator	0	0	83	83	63	20	0	0	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: Funding for an additional position for the Arts Education, Coordination, Information, and Outreach division, can be accommodated within the Department's current revenue base. The high level of actual workload attributed to new programs requires additional staff. In addition, the Golden Ticket program continues to grow exponentially in terms of both its management and service demands. This set of intensive responsibilities, as well as other programmatic requirements within the Department, requires an additional Program Administrator position.

Activity: Art in Public Places

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Miscellaneous Revenues	\$0	\$0	\$0	\$0	\$44	\$0	\$0	\$0
Carryover	\$3,388	\$3,196	\$4,552	\$5,142	\$4,510	\$1,610	\$3,571	\$3,000
Miscellaneous Revenues	\$3,156	\$5,931	\$6,534	\$5,110	\$2,661	\$379	\$2,550	\$858
<b>TOTAL REVENUE</b>	<b>\$6,544</b>	<b>\$9,127</b>	<b>\$11,086</b>	<b>\$10,252</b>	<b>\$7,215</b>	<b>\$1,989</b>	<b>\$6,121</b>	<b>\$3,858</b>
<b>EXPENDITURES</b>								
Salary	\$329	\$356	\$392	\$408	\$422	\$186	\$225	\$208
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$69	\$83	\$84	\$94	\$107	\$60	\$72	\$66
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$116	\$126	\$148	\$118	\$120	\$130	\$187	\$582
Capital	\$3	\$3	\$3	\$5	\$5	\$3	\$5	\$2
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$517</b>	<b>\$568</b>	<b>\$627</b>	<b>\$625</b>	<b>\$654</b>	<b>\$379</b>	<b>\$489</b>	<b>\$858</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$55	\$0	\$465	\$0	\$0
Transfers	0	0	0	0	0	0	0	0
OthNonOper	\$2,830	\$4,008	\$5,317	\$5,058	\$3,005	\$1,145	\$2,658	\$3,000
<b>TOTAL EXPENDITURES</b>	<b>\$3,347</b>	<b>\$4,576</b>	<b>\$5,944</b>	<b>\$5,738</b>	<b>\$3,659</b>	<b>\$1,989</b>	<b>\$3,147</b>	<b>\$3,858</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$3,197</b>	<b>\$4,551</b>	<b>\$5,142</b>	<b>\$4,514</b>	<b>\$3,556</b>	<b>\$0</b>	<b>\$2,974</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	6	6	6	3	3	3
Full-Time Positions Filled =	6	6	6			0	3	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of public art projects active (in design, fabrication or installation phases) and being managed by APP	0	11	4	4	12	12	14	14	RC1-1
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Additional Public Art Projects Manager	0	0	85	85	67	18	0	0	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: When the Art in Public Places (APP) Program merged into the Department in FY 2007-08, only 3 full-time positions were approved and funded. Re-establishing adequate staffing levels to manage and implement the APP program effectively is critically needed. Currently, one Public Art Projects Manager is responsible for coordinating, interfacing with the design and construction teams and the selected artists, and overseeing implementation of all 14 of the public art projects currently active and underway in locations throughout the County. It is unrealistic to continue to function with one sole person assigned to all of these projects.

**Activity: Grants and Programs**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$6,219	\$7,409	\$8,409	\$9,609	\$11,609	\$7,764	\$7,764	\$7,764
General Fund UMSA	\$0	\$0	\$0	\$0	\$0	\$2,104	\$2,104	\$2,104
Carryover	\$510	\$172	\$335	\$1,171	\$1,761	\$1,063	\$2,446	\$1,377
CDT Proceeds as per PAC bond schedule	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Interest Earnings	\$0	\$2	\$5	\$26	\$39	\$0	\$0	\$0
Other Revenues	\$424	\$63	\$91	\$53	\$1,553	\$1,550	\$1,550	\$1,550
Private Donations	\$75	\$0	\$75	\$0	\$125	\$795	\$795	\$80
Tourist Development Tax	\$646	\$738	\$1,027	\$1,221	\$1,442	\$347	\$347	\$200
Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$8,874</b>	<b>\$9,384</b>	<b>\$10,942</b>	<b>\$13,080</b>	<b>\$17,529</b>	<b>\$14,623</b>	<b>\$16,006</b>	<b>\$14,075</b>
<b>EXPENDITURES</b>								
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	\$8,707	\$9,025	\$9,522	\$11,128	\$14,935	\$15,670	\$15,689	\$14,947
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$8,707</b>	<b>\$9,025</b>	<b>\$9,522</b>	<b>\$11,128</b>	<b>\$14,935</b>	<b>\$15,670</b>	<b>\$15,689</b>	<b>\$14,947</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$8,707</b>	<b>\$9,025</b>	<b>\$9,522</b>	<b>\$11,128</b>	<b>\$14,935</b>	<b>\$15,670</b>	<b>\$15,689</b>	<b>\$14,947</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$167</b>	<b>\$359</b>	<b>\$1,420</b>	<b>\$1,952</b>	<b>\$2,594</b>	<b>\$-1,047</b>	<b>\$317</b>	<b>\$-872</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of grant contracts administered providing support to cultural organizations and artists	506	426	537	636	618	600	600	600	RC1-3
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Increase of \$1.5 million to continue to align the County's investment in the cultural industry	0	0	1500	1500	0	0	1500	0	No	No	0	RC1-3

COMMENTS/JUSTIFICATION: The Cultural Affairs Council is advocating restoration of the \$1.74 million that was reduced from the cultural budget beginning in FY 2008, and a return to the adopted goal of providing multi-year increases (\$1.5 million per year for each of 5 years), beginning in FY 06-07. 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, to provide critical, stable funding levels to the young and extremely fragile cultural community, and to use public resources as a leveraging and galvanizing force for economic development and social and educational improvement.

Activity: LAA Grant for Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
State Grants	\$27	\$13	\$18	\$23	\$23	\$23	\$23	\$23
<b>TOTAL REVENUE</b>	<b>\$27</b>	<b>\$13</b>	<b>\$18</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>
<b>EXPENDITURES</b>								
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	\$27	\$13	\$18	\$23	\$23	\$23	\$23	\$23
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$27</b>	<b>\$13</b>	<b>\$18</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$27</b>	<b>\$13</b>	<b>\$18</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>	<b>\$23</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Operations

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$26	\$51	\$-1	\$34	\$23	\$0	\$51	\$0
Other Revenues	\$110	\$83	\$116	\$93	\$105	\$98	\$98	\$98
State Grants	\$20	\$6	\$5	\$7	\$0	\$6	\$0	\$0
Tourist Development Tax	\$80	\$90	\$90	\$90	\$106	\$106	\$106	\$106
<b>TOTAL REVENUE</b>	<b>\$236</b>	<b>\$230</b>	<b>\$210</b>	<b>\$224</b>	<b>\$234</b>	<b>\$210</b>	<b>\$255</b>	<b>\$204</b>
<b>EXPENDITURES</b>								
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	\$185	\$231	\$176	\$201	\$179	\$216	\$211	\$204
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$185</b>	<b>\$231</b>	<b>\$176</b>	<b>\$201</b>	<b>\$179</b>	<b>\$216</b>	<b>\$211</b>	<b>\$204</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$185</b>	<b>\$231</b>	<b>\$176</b>	<b>\$201</b>	<b>\$179</b>	<b>\$216</b>	<b>\$211</b>	<b>\$204</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$51</b>	<b>\$-1</b>	<b>\$34</b>	<b>\$23</b>	<b>\$55</b>	<b>\$-6</b>	<b>\$44</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: South Miami-Dade Cultural Arts Center

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$0	\$0	\$770	\$1,552	\$2,378	\$3,246	\$3,246	\$3,889
CDT Proceeds South Miami Dade Cultural Arts Center	\$0	\$770	\$770	\$770	\$770	\$770	\$770	\$770
Interest Earnings	\$0	\$0	\$12	\$56	\$98	\$0	\$44	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$770</b>	<b>\$1,552</b>	<b>\$2,378</b>	<b>\$3,246</b>	<b>\$4,016</b>	<b>\$4,060</b>	<b>\$4,659</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$0	\$0	\$322	\$117	\$456
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$0	\$0	\$0	\$90	\$54	\$157
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$0	\$0	\$0	\$2,555	\$0	\$3,000
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,967</b>	<b>\$171</b>	<b>\$3,613</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$478	\$219	\$829
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,445</b>	<b>\$390</b>	<b>\$4,442</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$770</b>	<b>\$1,552</b>	<b>\$2,378</b>	<b>\$3,246</b>	<b>\$571</b>	<b>\$3,670</b>	<b>\$217</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	0	0	0	7	5	7
Full-Time Positions Filled =								
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
With completion of construction anticipated by the end of 2008, the performance information for the South Miami-Dade Cultural Arts Center is, necessarily, being determined.									RC1-6

**Comments/Justification:**

E) FY 2008-09 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	Additional Cultural Affairs Projects Administrator to serve as Box Office Manager for South Dade Cultural Arts Center	0	0	83	83	63	20	0	0	No	No	1	RC1-1

COMMENTS/JUSTIFICATION: In order to efficiently serve the Cultural Arts Center, a Box Office Manager needs to be created. This was not in the original Pro Forma but after review of responsibilities and lessons learned, it is vital to the success of the Center to have this position.

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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Art in Public Places	Reimbursement to Cultural Affairs from APP for shared receptionist - from administrative budget	Yes	\$8	\$8	\$8	\$8	\$0	\$0	\$0	\$0
Total Transfer from other Departments			\$8	\$8	\$8	\$8	\$0	\$0	\$0	\$0

may include capital funds as well

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Cultural Affairs

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	15,988	29,850	20,900	23,100	10,900	9,600	7,700	13,450	0	115,500
Other - County Bonds/Debt	0	15,410	0	0	0	0	0	0	0	15,410
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
<b>Total:</b>	<b>15,988</b>	<b>69,011</b>	<b>20,900</b>	<b>23,100</b>	<b>10,900</b>	<b>9,600</b>	<b>7,700</b>	<b>13,450</b>	<b>0</b>	<b>154,661</b>
<b>Other County Sources</b>										
Interest Earnings	0	12,318	0	0	0	0	0	0	0	12,318
Operating Revenue	0	0	1,245	0	0	0	0	0	0	1,245
<b>Total:</b>	<b>0</b>	<b>12,318</b>	<b>1,245</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,563</b>
<b>State of Florida</b>										
Florida Division of Cultural Affairs	0	1,500	0	0	0	0	0	0	0	1,500
<b>Total:</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>Department Total:</b>	<b>15,988</b>	<b>82,829</b>	<b>22,145</b>	<b>23,100</b>	<b>10,900</b>	<b>9,600</b>	<b>7,700</b>	<b>13,450</b>	<b>0</b>	<b>169,724</b>

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>Art in Public Places Projects</b>									
ART IN PUBLIC PLACES PROJECTS	0	1,245	0	0	0	0	0	0	1,245
<b>Cultural Facilities - New</b>									
SOUTH MIAMI-DADE CULTURAL ARTS CENTER	43,370	4,000	0	0	0	0	0	0	47,370
<b>Facility Improvements</b>									
CARIBBEAN MARKETPLACE	355	0	0	0	0	0	0	0	355
COCONUT GROVE PLAYHOUSE	0	2,000	3,000	0	0	0	0	0	5,000
EXISTING CULTURAL FACILITY UPGRADES	9,169	1,085	0	0	0	0	0	0	10,254
<b>Other</b>									
CULTURAL AFFAIRS PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM	19,850	20,900	23,100	10,900	9,600	7,700	13,450	0	105,500
<b>Department Total:</b>	<b>72,744</b>	<b>29,230</b>	<b>26,100</b>	<b>10,900</b>	<b>9,600</b>	<b>7,700</b>	<b>13,450</b>	<b>0</b>	<b>169,724</b>

## **Cultural Programs**

**Including:**

Adrienne Arsht Center for the Performing Arts of Miami-Dade County

Historical Museum of Southern Florida

Miami Art Museum

Miami Science Museum

Vizcaya Museum and Gardens

Adrienne Arsht Center for the Performing Arts of Miami-Dade County

REPORT 22: MARCH COMMITTEE REPORT (Revised)  
Department: Adrienne Arsht Center for the Performing Arts Trust

(\$ in 000s)

Department-wide Issues

N/A

Performing Arts Center Trust Issues

- 1 The Adrienne Arsht Center for the Performing Arts has gone through management changes during FY 07-08 and changes will continue during FY 08-09 when a new President/CEO will be appointed
- 2 The Center's occupancy costs are beginning to level due to years of experience and new contracting; on-going restructuring and management of contracts is required
- 3 In order to decrease occupancy-related costs, the Center has brought cleaning and maintenance in-house, restructured utility contracted costs, and reduced the number of waste pick-ups to an efficient level of service

**GENERAL DEPARTMENTAL FINANCIAL SUMMARY**

**Department: Adrienne Arsht Center for the Performing Arts Trust**

(\$ in 000s)

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
PROP	Convention Development Tax	\$0	\$0	\$1,850	\$5,344	\$7,799	\$6,379	\$6,286	\$5,445
PROP	Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$2,473	\$1,631	\$2,118
<b>TOTAL REVENUE</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
<b>EXPENDITURES</b>									
	Salary	\$0	\$0	\$0	\$85	\$0	\$0	\$0	\$0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	\$0	\$0	\$0	\$22	\$0	\$0	\$0	\$0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	\$0	\$0	\$1,850	\$5,237	\$7,799	\$8,852	\$7,917	\$7,563
	Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
	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
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Performing Arts Center Trust

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Convention Development Tax	\$0	\$0	\$1,850	\$5,344	\$7,799	\$6,379	\$6,286	\$5,445
Tourist Development Tax	\$0	\$0	\$0	\$0	\$0	\$2,473	\$1,631	\$2,118
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$85	\$0	\$0	\$0	\$0
Overtime Salary	0	0	0	0	0	0	0	0
Fringe	\$0	\$0	\$0	\$22	\$0	\$0	\$0	\$0
Overtime Fringe	0	0	0	0	0	0	0	0
Other Operating	\$0	\$0	\$1,850	\$5,237	\$7,799	\$8,852	\$7,917	\$7,563
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,850</b>	<b>\$5,344</b>	<b>\$7,799</b>	<b>\$8,852</b>	<b>\$7,917</b>	<b>\$7,563</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of performances at the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	0	0	419	374	430	435	RC1-3
<b>Comments/Justification:</b>									
Number of attendees to the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	0	0	372,152	425,100	450,000	450,000	RC1-3
<b>Comments/Justification:</b>									
Number of facility event rentals	0	0	0	0	1184	1100	1236	1300	ED1-1
<b>Comments/Justification:</b>									
Number of community and education programs at the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	0	0	49	60	72	80	RC1-3
<b>Comments/Justification:</b>									
Number of free performance tickets given to the community	0	0	0	0	18,326	0	16,251	0	RC1-3
<b>Comments/Justification:</b> To date, the Center has provided 16,251 free tickets to events									

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Adrienne Arsht Center of the Performing Arts

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>Other County Sources</b>										
Capital Outlay Reserve	0	0	3,189	0	0	0	0	0	0	3,189
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>3,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,189</b>
<b>Department Total:</b>	<b>0</b>	<b>0</b>	<b>3,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,189</b>

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>Facility Improvements</b>									
ADRIENNE ARSHT CENTER FACILITY IMPROVEMENTS	0	3,189	0	0	0	0	0	0	3,189

<b>Department Total:</b>	<b>0</b>	<b>3,189</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,189</b>
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# Miami Art Museum

Department: Miami Art Museum

(\$ in 000s)

Department-wide Issues

N/A

Miami Art Museum Issues

- 1 MAM is in need of additional funding (\$299,000) in order to provide the same level of service
- 2 The current funding schedule for the new museum does not meet the needs of construction; MAM is working with the Office of Capital Improvements on restructuring GOB funding for Museum Park

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Miami Art Museum

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$391	\$391	\$391	\$391	\$0	\$342	\$342	\$342
PROP	Convention Development Tax	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351
INTERTRN	Tourist Development Tax	\$0	\$0	\$0	\$0	\$641	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
<b>EXPENDITURES</b>									
	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	\$1,742	\$1,742	\$1,742	\$1,742	\$1,992	\$1,693	\$1,693	\$1,693
	Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
	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
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>							
<b>TOTAL EXPENDITURES</b>		<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Miami Art Museum

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$391	\$391	\$391	\$391	\$0	\$342	\$342	\$342
Convention Development Tax	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351	\$1,351
Tourist Development Tax	\$0	\$0	\$0	\$0	\$641	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
<b>EXPENDITURES</b>								
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	\$1,742	\$1,742	\$1,742	\$1,742	\$1,992	\$1,693	\$1,693	\$1,693
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,742</b>	<b>\$1,992</b>	<b>\$1,693</b>	<b>\$1,693</b>	<b>\$1,693</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Miami Art Museum

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	0	215	810	3,000	8,600	19,500	67,875	0	0	100,000
<b>Total:</b>	<b>0</b>	<b>215</b>	<b>810</b>	<b>3,000</b>	<b>8,600</b>	<b>19,500</b>	<b>67,875</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>Other County Sources</b>										
Capital Outlay Reserve	0	0	425	0	0	0	0	0	0	425
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>425</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>425</b>
<b>Department Total:</b>	<b>0</b>	<b>215</b>	<b>1,235</b>	<b>3,000</b>	<b>8,600</b>	<b>19,500</b>	<b>67,875</b>	<b>0</b>	<b>0</b>	<b>100,425</b>

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	<b>PRIOR</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>FUTURE</b>	<b>TOTAL</b>
<b>Cultural Facilities - New</b>									
MIAMI ART MUSEUM - NEW FACILITY IN MUSEUM PARK									
- BUILDING BETTER COMMUNITIES BOND PROGRAM	215	810	3,000	8,600	19,500	67,875	0	0	100,000
<b>Facility Improvements</b>									
MIAMI ART MUSEUM FACILITY IMPROVEMENTS	0	200	0	0	0	0	0	0	200
PROVIDE IMPROVED EXTERIOR LIGHTING	0	100	0	0	0	0	0	0	100
REDESIGN AND INSTALL FIRE SUPPRESSION SYSTEM	0	50	0	0	0	0	0	0	50
UPDATES TO SECURITY SYSTEM	0	75	0	0	0	0	0	0	75
<b>Department Total:</b>	<b>215</b>	<b>1,235</b>	<b>3,000</b>	<b>8,600</b>	<b>19,500</b>	<b>67,875</b>	<b>0</b>	<b>0</b>	<b>100,425</b>

## Museum of Science

Department-wide Issues

N/A

Museum of Science Issues

- 1 The Miami Science Museum is in need of additional funding (\$451,000) in order to continue to same level of service through programming, educational opportunities, exhibits, and operations

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Miami Science Museum

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$277	\$277	\$277	\$277	\$0	\$342	\$342	\$342
PROP	Convention Development Tax	\$707	\$707	\$707	\$707	\$707	\$707	\$707	\$707
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$527	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
<b>EXPENDITURES</b>									
	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	\$984	\$984	\$984	\$984	\$1,234	\$1,049	\$1,049	\$1,049
	Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
	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
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL EXPENDITURES</b>		<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Museum of Science

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$277	\$277	\$277	\$277	\$0	\$342	\$342	\$342
Convention Development Tax	\$707	\$707	\$707	\$707	\$707	\$707	\$707	\$707
Tourist Development Tax	\$0	\$0	\$0	\$0	\$527	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
<b>EXPENDITURES</b>								
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	\$984	\$984	\$984	\$984	\$1,234	\$1,049	\$1,049	\$1,049
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$984</b>	<b>\$1,234</b>	<b>\$1,049</b>	<b>\$1,049</b>	<b>\$1,049</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of participants attending summer camp at the Miami Science Museum				2,400	2,500	2,500	2,347	2,600	ED1-1
<b>Comments/Justification:</b>									

E) FY 2008-09 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 Museum is in need of additional subsidy for operating.	0	0	451	451	0	0	451	0	No	No	0	RC1-5

COMMENTS/JUSTIFICATION: The Miami Science Museum is in need of additional funding in order to continue to same level of service through programming, educational opportunities, exhibits, and operations

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Miami Science Museum

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	0	3,300	3,300	11,300	32,500	33,000	91,600	0	0	175,000
<b>Total:</b>	<b>0</b>	<b>3,300</b>	<b>3,300</b>	<b>11,300</b>	<b>32,500</b>	<b>33,000</b>	<b>91,600</b>	<b>0</b>	<b>0</b>	<b>175,000</b>
<b>Other County Sources</b>										
Capital Outlay Reserve	0	0	1,870	0	0	0	0	0	0	1,870
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>1,870</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,870</b>
<b>Department Total:</b>	<b>0</b>	<b>3,300</b>	<b>5,170</b>	<b>11,300</b>	<b>32,500</b>	<b>33,000</b>	<b>91,600</b>	<b>0</b>	<b>0</b>	<b>176,870</b>

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

<b>Recreation and Culture</b>									
	<b>PRIOR</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>FUTURE</b>	<b>TOTAL</b>
<b>Cultural Facilities - New</b>									
MIAMI SCIENCE MUSEUM - NEW FACILITY IN MUSEUM PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM	3,300	3,300	11,300	32,500	33,000	91,600	0	0	175,000
<b>Museum of Science Facility Improvements</b>									
MIAMI SCIENCE MUSEUM FACILITY RENOVATION	0	1,870	0	0	0	0	0	0	1,870
<b>Department Total:</b>									
	<b>3,300</b>	<b>5,170</b>	<b>11,300</b>	<b>32,500</b>	<b>33,000</b>	<b>91,600</b>	<b>0</b>	<b>0</b>	<b>176,870</b>

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**South Florida Historical Museum**  
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Department-wide Issues

N/A

Historical Museum Issues

- 1 The museum is in need of additional County subsidy (\$582,000) in order to operate at the base level for FY 09 to include funding for the permanent exhibit, collection storage, operations, and the Miami Circle recently aquired from the State
- 2 The museum is looking to increase their donor base and contributions by current donors in order to increase future operational income and increase base for Comprehensive Campaign

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Historical Museum of Southern Florida

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$302	\$302	\$302	\$302	\$0	\$332	\$332	\$332
PROP	Convention Development Tax	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$552	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
<b>EXPENDITURES</b>									
	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	\$1,219	\$1,219	\$1,219	\$1,219	\$1,469	\$1,249	\$1,249	\$1,249
	Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
	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
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>							
<b>TOTAL EXPENDITURES</b>		<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$0</b>							

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B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

**Activity: Historical Museum**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$302	\$302	\$302	\$302	\$0	\$332	\$332	\$332
Convention Development Tax	\$917	\$917	\$917	\$917	\$917	\$917	\$917	\$917
Tourist Development Tax	\$0	\$0	\$0	\$0	\$552	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
<b>EXPENDITURES</b>								
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	\$1,219	\$1,219	\$1,219	\$1,219	\$1,469	\$1,249	\$1,249	\$1,249
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,219</b>	<b>\$1,469</b>	<b>\$1,249</b>	<b>\$1,249</b>	<b>\$1,249</b>
REVENUES								
LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of participants attending summer camp at the HASF	0	0	0	286	450	300	490	490	RC1-1

**Comments/Justification:** A grant was awarded which allowed 20 additional students for the entire 9 weeks of summer camp for FY 07; working on renewal of the grant for FY 08 and FY 09; data not tracked prior to FY 06

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E) FY 2008-09 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 museum is in need of additional operating subsidy	0	0	582	582	0	0	582	0	No	No	0	RC1-5

COMMENTS/JUSTIFICATION: The museum needs additional subsidy in order to work on opening the Miami Circle to the public (\$200,000), plan for the upcoming Comprehensive Campaign and Museum Park (\$100,000), upgrade storage facilities (\$100,000), and update permanent exhibition (\$282,000)

## Vizcaya Museum and Gardens

Department: Vizcaya Museum and Gardens

(\$ in 000s)

Department-wide Issues

N/A

Vizcaya Museum and Gardens Issues

- 1 Inadequate Resources Diminish Capacity to Provide Highest Levels of Visitor/Customer Experience and Care of Assets: Vizcaya has been seriously under-resourced for decades, preventing proper maintenance, collections care and community engagement at the County's only public National Historic Landmark site, and not consistently meeting the expectations of visitors or leadership.
- 2 Maximization of Collaboration and Volunteer Engagement: Vizcaya collaborates extensively with other organizations and utilizes increasing numbers of volunteers to strengthen programs and services in cost-effective ways.
- 3 Reliance on Carryover: In FY2008 Vizcaya relied on carryover from the previous year to mitigate impact of budget cuts; while still available for emergency purposes, these funds are non-recurring.
- 4 Facility Rentals: Vizcaya relies too heavily on income from evening rentals, which damage the property and threaten accreditation by the American Association of Museums; fee-waived events negatively impact the museum's finances.
- 5 Commercial Still Photography Fees: Vizcaya is considering raising these to derive additional revenue but additional market research is required.
- 6 GOB: Vizcaya is immersed in several GOB-funded capital projects; while taking every precaution to minimize the impact of construction on our guests, we are concerned about declines in admission and facility rental revenues during peak construction in subsequent fiscal years.

**GENERAL DEPARTMENTAL FINANCIAL SUMMARY**

**Department: Vizcaya Museum and Gardens**

(\$ in 000s)

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$0	\$0	\$0	\$485	\$0	\$551	\$551	\$551
PROP	Carryover	\$2,532	\$1,494	\$344	\$17	\$0	\$414	\$883	\$653
PROP	Donations	\$226	\$359	\$84	\$125	\$94	\$156	\$104	\$128
PROP	Fees and Charges	\$2,847	\$2,796	\$3,008	\$2,637	\$3,322	\$2,888	\$3,009	\$3,041
PROP	Interest Income	\$35	\$13	\$4	\$0	\$4	\$0	\$32	\$32
PROP	Miscellaneous Revenues	\$66	\$0	\$2	\$8	\$128	\$29	\$43	\$41
STATE	State Grants	\$0	\$0	\$0	\$0	\$30	\$40	\$87	\$234
INTERTRNF	Convention Development Tax	\$0	\$0	\$739	\$856	\$856	\$856	\$856	\$856
INTERTRNF	Interagency Transfers	\$0	\$0	\$0	\$154	\$260	\$285	\$241	\$245
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$800	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$5,706</b>	<b>\$4,662</b>	<b>\$4,181</b>	<b>\$4,282</b>	<b>\$5,494</b>	<b>\$5,219</b>	<b>\$5,806</b>	<b>\$5,781</b>
<b>EXPENDITURES</b>									
	Salary	\$1,289	\$1,696	\$1,796	\$2,160	\$2,310	\$2,678	\$2,588	\$2,831
	Overtime Salary	\$63	\$89	\$95	\$61	\$90	\$85	\$81	\$90
	Fringe	\$382	\$476	\$612	\$766	\$802	\$883	\$849	\$958
	Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$15	\$17
	Other Operating	\$1,310	\$1,207	\$1,306	\$1,283	\$1,410	\$1,562	\$1,584	\$1,773
	Capital	\$1,168	\$850	\$355	\$12	\$-1	\$11	\$36	\$15
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$4,212</b>	<b>\$4,318</b>	<b>\$4,164</b>	<b>\$4,282</b>	<b>\$4,611</b>	<b>\$5,219</b>	<b>\$5,153</b>	<b>\$5,684</b>
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$97
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$0</b>	<b>\$97</b>						
<b>TOTAL EXPENDITURES</b>		<b>\$4,212</b>	<b>\$4,318</b>	<b>\$4,164</b>	<b>\$4,282</b>	<b>\$4,611</b>	<b>\$5,219</b>	<b>\$5,153</b>	<b>\$5,781</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$1,494</b>	<b>\$344</b>	<b>\$17</b>	<b>\$0</b>	<b>\$883</b>	<b>\$0</b>	<b>\$653</b>	<b>\$0</b>

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B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	40	41	42	46	49	47	47	47
Full-Time Positions Filled =	36	35	42	44	45		47	
Part-time FTEs Budgeted =	6	6	6	6	6	2.9	2.9	2.9
Temporary FTEs Budgeted =								

Activity: Vizcaya Museum and Gardens

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$485	\$0	\$551	\$551	\$551
Carryover	\$2,532	\$1,494	\$344	\$17	\$0	\$414	\$883	\$653
Donations	\$226	\$359	\$84	\$125	\$94	\$156	\$104	\$128
Fees and Charges	\$2,847	\$2,796	\$3,008	\$2,637	\$3,322	\$2,888	\$3,009	\$3,041
Interest Income	\$35	\$13	\$4	\$0	\$4	\$0	\$32	\$32
Miscellaneous Revenues	\$66	\$0	\$2	\$8	\$128	\$29	\$43	\$41
State Grants	\$0	\$0	\$0	\$0	\$30	\$40	\$87	\$234
Convention Development Tax	\$0	\$0	\$739	\$856	\$856	\$856	\$856	\$856
Interagency Transfers	\$0	\$0	\$0	\$154	\$260	\$285	\$241	\$245
Tourist Development Tax	\$0	\$0	\$0	\$0	\$800	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$5,706</b>	<b>\$4,662</b>	<b>\$4,181</b>	<b>\$4,282</b>	<b>\$5,494</b>	<b>\$5,219</b>	<b>\$5,806</b>	<b>\$5,781</b>
<b>EXPENDITURES</b>								
Salary	\$1,289	\$1,696	\$1,796	\$2,160	\$2,310	\$2,678	\$2,588	\$2,831
Overtime Salary	\$63	\$89	\$95	\$61	\$90	\$85	\$81	\$90
Fringe	\$382	\$476	\$612	\$766	\$802	\$883	\$849	\$958
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$15	\$17
Other Operating	\$1,310	\$1,207	\$1,306	\$1,283	\$1,410	\$1,562	\$1,584	\$1,773
Capital	\$1,168	\$850	\$355	\$12	\$-1	\$11	\$36	\$15
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,212</b>	<b>\$4,318</b>	<b>\$4,164</b>	<b>\$4,282</b>	<b>\$4,611</b>	<b>\$5,219</b>	<b>\$5,153</b>	<b>\$5,684</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$97
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$4,212</b>	<b>\$4,318</b>	<b>\$4,164</b>	<b>\$4,282</b>	<b>\$4,611</b>	<b>\$5,219</b>	<b>\$5,153</b>	<b>\$5,781</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$1,494</b>	<b>\$344</b>	<b>\$17</b>	<b>\$0</b>	<b>\$883</b>	<b>\$0</b>	<b>\$653</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	40	41	42	46	49	47	47	47
Full-Time Positions Filled =	36	35	42	44	45		47	
Part-time FTEs Budgeted =	6	6	6	6	6	2.9	2.9	2.9
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
General Museum Attendance	N/A	128,683	126,706	114,065	131,987	133,000	130,800	133,500	RC1-4
<b>Comments/Justification:</b> Includes all visitations to Vizcaya Museum and Gardens (Except facility rentals and museum programs)									
Number of Objects Entered into Collections Database	0	0	0	0	600	600	600	600	RC1-1
<b>Comments/Justification:</b> It is anticipated that this will be a 5 year project based on input of 600 records yearly.									
Number of Public Programs	N/A	6	7	14	59	35	42	42	RC4-1
<b>Comments/Justification:</b> Includes family programs, community programs (Free Sundays), adult programs (performing arts, lectures, Moonlight Garden Tours, Contemporary Arts Project presentations).									
Number of Funding Proposals Submitted	N/A	N/A	2	4	30	35	25	20	RC2-1
<b>Comments/Justification:</b> Includes funding proposals submitted to governmental entities, private foundations, corporate, other entities.									
Number of Visitors served at Vizcaya Museum and Gardens through public programs including Free Sundays and Moonlight Garden Tours	N/A	N/A	N/A	N/A	12,063	14,000	9,680	9,680	RC4-1
<b>Comments/Justification:</b> 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	467,758	468,000	509,393	648,500	ED1-1
<b>Comments/Justification:</b> This includes Federal, State of Florida and County Cultural Affairs grants, as well as funds raised and expended through the museum's support group, The Vizcayans.									
Earned Revenue	N/A	2,796,258	2,953,393	2,636,907	3,449,445	2,921,513	3,052,049	3,083,000	ED1-1
<b>Comments/Justification:</b> Earned revenue categories include: Facility rentals, gate admissions, film and photo shoots, guide books, concession revenue, tent rentals, other miscellaneous revenue.									

E) FY 2008-09 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	Overage requests Pending approval	0	0	0	0	0	0	0	0	No	No	3	RC1-4

COMMENTS/JUSTIFICATION:3-Overage requests pending approval: Administrative Officer 2 (\$65K); Collections Care Technician (\$51K), and Museum Security Officer 1 (\$41K); these positions are budgeted in line item # 00199 (Total \$157K)and are pending final approval in FY 2007-08.

2	Custodial Worker 2	0	0	38	38	23	14	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. (Total includes \$23,245 salaries, \$13,675 fringes, \$1,000 for equip.& supplies)

3	Administrative Assistant	0	0	51	51	35	15	1	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.

4	Additional Marketing Funds	0	0	50	50	0	0	50	0	No	No	0	RC1-4
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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.

F) FY 2007-08 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	Carryover Funds	0	0	134	134	0	0	134	0	No	0	RC1-1
COMMENTS/JUSTIFICATION: In the event that reductions are required, we recommend adjustments from available cash carryover												
2	Line item 22430 Other Outside Contractors	0	0	7	7	0	0	7	0	No	0	RC1-4
COMMENTS/JUSTIFICATION: Reduced funds available to conduct Learning Division programming and to conduct a visitor survey												
3	Line item 00160 Employee Overtime	0	0	10	10	0	0	10	0	No	0	RC1-4
COMMENTS/JUSTIFICATION: Reduces available funds for employee overtime as required during special programming and evening facility rental events.												

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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Government Information Center	GIC - Promotional Spot Program	Yes	\$0	\$10	\$10	\$10	\$10	\$10	\$10	\$0
Total Transfer to other Departments			\$0	\$10	\$10	\$10	\$10	\$10	\$10	\$0

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

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Total Transfer from other Departments										

may include capital funds as well

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:**

Vizcaya Museum and Gardens

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	0	4,787	11,361	10,932	10,031	6,370	2,963	2,506	1,050	50,000
<b>Total:</b>	<b>0</b>	<b>4,787</b>	<b>11,361</b>	<b>10,932</b>	<b>10,031</b>	<b>6,370</b>	<b>2,963</b>	<b>2,506</b>	<b>1,050</b>	<b>50,000</b>

**Other County Sources**

Capital Outlay Reserve	0	0	221	0	0	0	0	0	0	221
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>221</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>221</b>

**Department Total:**      0    4,787    11,582    10,932    10,031    6,370    2,963    2,506    1,050    50,221

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	<b>PRIOR</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>FUTURE</b>	<b>TOTAL</b>
<b>Vizcaya Facility Improvements</b>									
<b>FACILITY IMPROVEMENTS AND EQUIPMENT</b>									
ACQUISITION	0	221	0	0	0	0	0	0	221
RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS BUILDING BETTER COMMUNITIES BOND PROGRAM -- MISCELLANEOUS PROJECTS	683	658	531	550	571	592	344	1,050	4,979
RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS - BUILDING BETTER COMMUNITIES BOND PROGRAM -- PHASE I PROJECTS	3,854	3,284	820	0	0	0	0	0	7,958
RESTORATION AND ENHANCEMENT TO VIZCAYA MUSEUM AND GARDENS BUILDING BETTER COMMUNITIES BOND PROGRAM -- PHASE II AND III PROJECTS	250	7,419	9,581	9,481	5,799	2,371	2,162	0	37,063
<b>Department Total:</b>	<b>4,787</b>	<b>11,582</b>	<b>10,932</b>	<b>10,031</b>	<b>6,370</b>	<b>2,963</b>	<b>2,506</b>	<b>1,050</b>	<b>50,221</b>

**Library**

Department: Library

(\$ in 000s)

Department-wide Issues

N/A

Public Service Issues

- 1 Continue to increase public access to Library services in support of 5-Star Customer Service by expanding to six-day operations
- 2 Continue to enhance the quality, scope, and accessibility of the Library's print and digital collections

New Facilities, Renovations Repair & Maintenance Issues

- 1 Implement enhanced maintenance program to include preventative maintenance, corrective maintenance, custodial maintenance, and emergency maintenance

Public Service Issues

- 1 Improve Information Technology (IT) infrastructure to support existing and future technology - Mayor's Fitness Challenge/Sortie.

Outreach Programming & Special Services Issues

- 1 Improve systemwide programming based on new branch programming standards in support of 5 Star Customer Service
- 2 Expand Science, Math and Reading Tutoring (S.M.A.R.T.) program to new library facilities

Administration and Support Services Issues

- 1 Continue the implementation of the comprehensive security plan by expanding the number of facilities with Closed Circuit Television (CCTV) from 8 to 23
- 2 Continue to develop a comprehensive staffing plan to carry out the Library's 5 Star Customer Service
- 3 Develop and execute external marketing campaign in support of 5 Star Customer Service

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Library

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
PROP	Ad Valorem Fees	\$48,148	\$53,920	\$61,416	\$72,997	\$88,492	\$81,256	\$80,827	\$79,711
PROP	Carryover	\$9,311	\$17,230	\$15,990	\$15,961	\$28,341	\$37,811	\$57,533	\$55,396
PROP	Miscellaneous Revenues	\$2,393	\$4,403	\$1,908	\$2,853	\$3,606	\$2,157	\$2,988	\$2,757
STATE	State Grants	\$2,937	\$2,553	\$2,962	\$2,599	\$2,389	\$2,000	\$1,749	\$1,500
<b>TOTAL REVENUE</b>		<b>\$62,789</b>	<b>\$78,106</b>	<b>\$82,276</b>	<b>\$94,410</b>	<b>\$122,828</b>	<b>\$123,224</b>	<b>\$143,097</b>	<b>\$139,364</b>
<b>EXPENDITURES</b>									
	Salary	\$19,748	\$21,902	\$23,719	\$24,464	\$27,710	\$28,685	\$29,714	\$31,732
	Overtime Salary	\$107	\$131	\$157	\$164	\$179	\$251	\$281	\$279
	Fringe	\$4,753	\$6,160	\$6,713	\$7,712	\$8,943	\$9,595	\$9,659	\$10,922
	Overtime Fringe	\$14	\$19	\$24	\$25	\$35	\$45	\$42	\$52
	Other Operating	\$20,937	\$21,573	\$23,597	\$21,351	\$25,319	\$39,319	\$38,902	\$48,201
	Capital	\$0	\$575	\$406	\$2,354	\$3,109	\$9,935	\$9,103	\$6,930
<b>TOTAL OPERATING EXPENDITURES</b>		<b>\$45,559</b>	<b>\$50,360</b>	<b>\$54,616</b>	<b>\$56,070</b>	<b>\$65,295</b>	<b>\$87,830</b>	<b>\$87,701</b>	<b>\$98,116</b>
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	\$2,590	\$1,756	\$1,699	\$0	\$0	\$31,879	\$0	\$41,248
	Transfers	\$1,000	\$10,000	\$10,000	\$10,000	\$0	\$3,515	\$0	\$0
	Other Non-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON OPERATING EXPENDITURES</b>		<b>\$3,590</b>	<b>\$11,756</b>	<b>\$11,699</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$35,394</b>	<b>\$0</b>	<b>\$41,248</b>
<b>TOTAL EXPENDITURES</b>		<b>\$49,149</b>	<b>\$62,116</b>	<b>\$66,315</b>	<b>\$66,070</b>	<b>\$65,295</b>	<b>\$123,224</b>	<b>\$87,701</b>	<b>\$139,364</b>
<b>REVENUES LESS EXPENDITURES</b>		<b>\$13,640</b>	<b>\$15,990</b>	<b>\$15,961</b>	<b>\$28,340</b>	<b>\$57,533</b>	<b>\$0</b>	<b>\$55,396</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	498	509	528	562	571	591	623	643
Full-Time Positions Filled =	498	509	528	556	536		573	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

Activity: Administration and Support Services

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Ad Valorem Fees	\$6,275	\$6,331	\$7,423	\$9,391	\$35,203	\$21,326	\$29,868	\$20,526
Carryover	\$0	\$0	\$0	\$0	\$7,418	\$6,924	\$29,325	\$41,552
<b>TOTAL REVENUE</b>	<b>\$6,275</b>	<b>\$6,331</b>	<b>\$7,423</b>	<b>\$9,391</b>	<b>\$42,621</b>	<b>\$28,250</b>	<b>\$59,193</b>	<b>\$62,078</b>
<b>EXPENDITURES</b>								
Salary	\$2,841	\$3,276	\$3,557	\$3,736	\$4,918	\$4,386	\$5,081	\$4,887
Overtime Salary	\$33	\$48	\$40	\$43	\$61	\$84	\$100	\$107
Fringe	\$596	\$865	\$912	\$1,110	\$1,447	\$1,205	\$1,503	\$1,441
Overtime Fringe	\$4	\$7	\$6	\$6	\$12	\$15	\$19	\$20
Other Operating	\$2,801	\$1,906	\$2,672	\$4,261	\$6,715	\$13,629	\$10,821	\$14,235
Capital	\$0	\$229	\$236	\$235	\$143	\$4,233	\$117	\$140
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$6,275</b>	<b>\$6,331</b>	<b>\$7,423</b>	<b>\$9,391</b>	<b>\$13,296</b>	<b>\$23,552</b>	<b>\$17,641</b>	<b>\$20,830</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$0	\$0	\$0	\$0	\$0	\$4,698	\$0	\$41,248
Transfers	0	0	0	0	0	0	0	0
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$6,275</b>	<b>\$6,331</b>	<b>\$7,423</b>	<b>\$9,391</b>	<b>\$13,296</b>	<b>\$28,250</b>	<b>\$17,641</b>	<b>\$62,078</b>
<b>REVENUES</b>								
<b>LESS EXPENDITURES</b>	\$0	\$0	\$0	\$0	\$29,325	\$0	\$41,552	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	58	58	58	79	79	74	76	76
Full-Time Positions Filled =	58	58	58	79	79		74	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
% Completion of Marketing Initiatives	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	RC1-2

**Comments/Justification:** Develop and execute external marketing campaign to promote 5 Star Customer Service. Performance objective will be 100% completion of scorecard initiatives relating to external marketing. The Library will also purchase print and on-line advertisements to promote services and programs in community newspapers.

# of Security Milestones Met	N/A	N/A	N/A	N/A	3	8	8	12	RC1-3
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**Comments/Justification:** In order to enhance system wide security, the Department initiated implementation of CCTV cameras in FY 2006-07. By the end of the currently fiscal year the Department will have 8 facilities equipped with CCTV. In FY 2008-09 the Department will bring the total number of Library facilities equipped with CCTV to 23.

E) FY 2008-09 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
5	Support for expanded library facilities - Automotive Equipment Operator 1 (006205)	0	0	152	152	56	25	1	70	No	No	2	RC1-3

COMMENTS/JUSTIFICATION:By the beginning of FY 08-09, the Library System will have opened an additional four branches, with three additional libraries slated to open later in the fiscal year, bringing total number of facilities to 50. The addition of two drivers will be needed to allow the Department to sustain current service level with the opening of the new facilities.

8	Support for expanded library facilities - Personnel Specialist II	0	0	59	59	43	14	1	1	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION:By the beginning of FY 08-09, the Library System will have opened an additional four branches, with three additional libraries slated to open later in the fiscal year, thus bringing to 50 the number of facilities to be supported by the Personnel Section. The additional position would allow the unit to maintain its current level of service as a result of expansion of Library services

9	Accountant II	0	0	67	67	49	16	1	1	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION:With the expansion of the Library System, additional staff is needed to maintain current level of service in the Fiscal Operations Division.

12	External Marketing Campaign	0	0	52	52	0	0	52	0	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION:In support of the Library's 5-Star customer service philosophy to become the community destination and to fulfill the 08-09 Marketing Plan, the purchasing of radio advertising to promote events, programs and services allows the Library to specifically target key audiences. For example, during Black History Month, radio spots would be written, produced and placed on radio stations that have a high African American young adult (18-24) population. This strategy would be used for Hispanic Heritage (Spanish language radio stations), Summer Reading (Radio Disney), etc. Utilizing radio airways will broaden the Library's reach.

13	Implementation of Access Control System	0	0	200	200	0	0	0	200	No	No	0	RC1-3
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COMMENTS/JUSTIFICATION:Continue to enhance security systemwide by implementing an Access Control System.

15	Buyer	0	0	52	52	36	14	1	1	No	No	1	RC1-3
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COMMENTS/JUSTIFICATION:With the expansion of the Library System, additional staff is needed to maintain current level of service in the Fiscal Operations Division.

16	Graphics Designer (000244)	0	0	59	59	43	14	1	1	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION:Due to the expansion of the Library System, the number of in-house informational, administrative and marketing materials being requested by Library Branches and administration has significantly increased.

**Activity: New Facilities, Renovations Repair & Maintenance**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Ad Valorem Fees	\$996	\$26,457	\$16,943	\$18,909	\$9,735	\$7,946	\$0	\$1,217
Carryover	\$7,257	\$3,883	\$14,590	\$14,814	\$20,923	\$30,696	\$28,208	\$13,844
<b>TOTAL REVENUE</b>	<b>\$8,253</b>	<b>\$30,340</b>	<b>\$31,533</b>	<b>\$33,723</b>	<b>\$30,658</b>	<b>\$38,642</b>	<b>\$28,208</b>	<b>\$15,061</b>
<b>EXPENDITURES</b>								
Salary	\$0	\$0	\$0	\$202	\$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	\$4,370	\$3,994	\$5,020	\$2,598	\$2,139	\$7,946	\$10,999	\$12,103
Capital	\$0	\$0	\$0	\$0	\$311	\$0	\$3,365	\$2,958
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,370</b>	<b>\$3,994</b>	<b>\$5,020</b>	<b>\$2,800</b>	<b>\$2,450</b>	<b>\$7,946</b>	<b>\$14,364</b>	<b>\$15,061</b>
Debt Services	0	0	0	0	0	0	0	0
Reserves	\$2,590	\$1,756	\$1,699	\$0	\$0	\$27,181	\$0	\$0
Transfers	\$1,000	\$10,000	\$10,000	\$10,000	\$0	\$3,515	\$0	\$0
OthNonOper	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$7,960</b>	<b>\$15,750</b>	<b>\$16,719</b>	<b>\$12,800</b>	<b>\$2,450</b>	<b>\$38,642</b>	<b>\$14,364</b>	<b>\$15,061</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$293</b>	<b>\$14,590</b>	<b>\$14,814</b>	<b>\$20,923</b>	<b>\$28,208</b>	<b>\$0</b>	<b>\$13,844</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	0	0	0	0	0	0	0	0
Full-Time Positions Filled =	0	0	0	0	0		0	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of New Branch Libraries Opened Since FY 2000-01	3	1	2	1	3	5	5	2	RC1-6
<b>Comments/Justification:</b> The following branches are projected to open in FY2007-08: Sunset (Opened January 2008), International Mall, Virrick Park, Kendale Lakes, Pinecrest. The following branches are expected to open in FY2008-09: Naranja and Palmetto Bay.									
Number of New Library Projects in Construction Phase	0	0	0	0	1	8	8	4	RC1-6
<b>Comments/Justification:</b> The following branches are under construction phase in FY2007-08: Virrick Park, International Mall, Kendale Lakes, Pinecrest, Naranja, Palmetto Bay, Arcola Lakes, and New Hispanic. The following will be in construction phase in FY2008-09: Naranja, Palmetto Bay, Arcola Lakes, and New Hispanic.									
Number of Ongoing Renovations Projects	N/A	N/A	N/A	N/A	0	10	10	10	RC1-6
<b>Comments/Justification:</b> 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									

E) FY 2008-09 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	Construction Manager III (006612)	0	0	103	103	79	22	1	1	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: The Library department currently has one major construction project and expects to break ground on as many as three more projects during the current fiscal year. Currently the department has one Capital Development Coordinator and the additional staff will allow the department to monitor and track the progress of the projects for completion in timely manner.

**Activity: Outreach Programming & Special Services**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Ad Valorem Fees	\$1,637	\$2,091	\$1,747	\$2,592	\$2,697	\$3,021	\$3,021	\$3,212
<b>TOTAL REVENUE</b>	<b>\$1,637</b>	<b>\$2,091</b>	<b>\$1,747</b>	<b>\$2,592</b>	<b>\$2,697</b>	<b>\$3,021</b>	<b>\$3,021</b>	<b>\$3,212</b>
<b>EXPENDITURES</b>								
Salary	\$1,020	\$1,182	\$1,332	\$1,482	\$1,468	\$1,500	\$1,522	\$1,598
Overtime Salary	\$2	\$1	\$1	\$1	\$5	\$2	\$8	\$7
Fringe	\$223	\$316	\$346	\$482	\$443	\$477	\$462	\$510
Overtime Fringe	\$0	\$0	\$0	\$0	\$1	\$0	\$2	\$1
Other Operating	\$392	\$592	\$68	\$627	\$773	\$1,042	\$1,024	\$1,093
Capital	\$0	\$0	\$0	\$0	\$7	\$0	\$3	\$3
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,637</b>	<b>\$2,091</b>	<b>\$1,747</b>	<b>\$2,592</b>	<b>\$2,697</b>	<b>\$3,021</b>	<b>\$3,021</b>	<b>\$3,212</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,637</b>	<b>\$2,091</b>	<b>\$1,747</b>	<b>\$2,592</b>	<b>\$2,697</b>	<b>\$3,021</b>	<b>\$3,021</b>	<b>\$3,212</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	20	24	24	24	24	30	30	30
Full-Time Positions Filled =	20	24	24	24	23		29	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of registered users served by Connections-Homebound Program (Annually)	540	550	561	666	700	750	750	775	RC4-1
<b>Comments/Justification:</b> 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	685	700	725	735	RC4-1
<b>Comments/Justification:</b> 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) Number of adult learners served	60	63	65	67	100	130	140	150	RC4-1
<b>Comments/Justification:</b> This is the library's adult literacy program which offers free, on-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	*N/A	25,557	24,975	29,897	31,452	35,937	37,000	39,000	RC4-1
<b>Comments/Justification:</b> 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	8,649	8,500	8,500	8,700	RC4-1
<b>Comments/Justification:</b> 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	60	60	RC1-6
<b>Comments/Justification:</b> Bookmobile service started in FY 02-03. 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. (Note: 1 Bookmobile will be used to provide public service at Shenandoah during renovations)									
Annual attendance at library programs (Annual measure)	331,237	277,622	257,529	296,773	349,373	360,000	360,000	366,000	RC4-1
<b>Comments/Justification:</b> 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 23,000 at 46 branches and the annual average totals to 300,000.									

E) FY 2008-09 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
16	Library System Administrator (007136)	0	0	66	66	48	16	1	1	No	No	1	RC1-3

COMMENTS/JUSTIFICATION: This position will oversee all activities scheduled at the 43 branches of the Library System (the number of branches will increase to 46 branches by January 2008). These activities are established according to the educational, informational and cultural needs of each community served by the Library System.

Activity: Public Service

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Ad Valorem Fees	\$39,240	\$19,041	\$35,303	\$42,105	\$40,857	\$48,963	\$47,938	\$54,756
Carryover	\$2,054	\$13,347	\$1,400	\$1,147	\$0	\$191	\$0	\$0
Miscellaneous Revenues	\$2,393	\$4,403	\$1,908	\$2,853	\$3,606	\$2,157	\$2,988	\$2,757
State Grants	\$2,937	\$2,553	\$2,962	\$2,599	\$2,389	\$2,000	\$1,749	\$1,500
<b>TOTAL REVENUE</b>	<b>\$46,624</b>	<b>\$39,344</b>	<b>\$41,573</b>	<b>\$48,704</b>	<b>\$46,852</b>	<b>\$53,311</b>	<b>\$52,675</b>	<b>\$59,013</b>
<b>EXPENDITURES</b>								
Salary	\$15,887	\$17,444	\$18,830	\$19,044	\$21,324	\$22,799	\$23,111	\$25,247
Overtime Salary	\$72	\$82	\$116	\$120	\$113	\$165	\$173	\$165
Fringe	\$3,934	\$4,979	\$5,455	\$6,120	\$7,053	\$7,913	\$7,694	\$8,971
Overtime Fringe	\$10	\$12	\$18	\$19	\$22	\$30	\$21	\$31
Other Operating	\$13,374	\$15,081	\$15,837	\$13,865	\$15,692	\$16,702	\$16,058	\$20,770
Capital	\$0	\$346	\$170	\$2,119	\$2,648	\$5,702	\$5,618	\$3,829
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$33,277</b>	<b>\$37,944</b>	<b>\$40,426</b>	<b>\$41,287</b>	<b>\$46,852</b>	<b>\$53,311</b>	<b>\$52,675</b>	<b>\$59,013</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$33,277</b>	<b>\$37,944</b>	<b>\$40,426</b>	<b>\$41,287</b>	<b>\$46,852</b>	<b>\$53,311</b>	<b>\$52,675</b>	<b>\$59,013</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$13,347</b>	<b>\$1,400</b>	<b>\$1,147</b>	<b>\$7,417</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	420	427	446	459	468	487	517	537
Full-Time Positions Filled =	420	427	446	453	434		470	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

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

Description	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	

Internal 5-Star Rating	N/A	N/A	N/A	N/A	112	115	115	120	RC1-3
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**Comments/Justification:** This is an internal rating mechanism to measure if the library system is meeting its service standards. This mechanism was established and implemented systemwide in FY 2007-08. As a result prior year information is not available.

Percentage completion of IT initiatives	0	0	0	0	0	100	100	100	RC1-3
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**Comments/Justification:** IT initiatives for FY2007-08 includes completion of installation of self checkout machines systemwide, deployment of scanners at all branch libraries, and submittal of RFP to replace Library's Intergrated Library System (ILS).

E) FY 2008-09 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	Support for expanded library facilities -Computer Technician II (001827)	0	0	116	116	83	30	1	2	No	No	2	RC1-4

COMMENTS/JUSTIFICATION: The Library Department's Automated Services area has grown in volume of work to be performed related to the Library's branch expansion including refreshing hardware and network systems projects. Currently, when the Library has to perform an upgrade to all branches it takes 3 months to perform causing a backlog of 600 outstanding work orders in Track IT. By the end of 2008 the Library will have an additional 5 branches to maintain with an additional 257 pieces of equipment to support. The Library is in the middle of a three year refresh program for patron hardware and starting a three year refresh program for staff hardware. The Library is growing in patron services and applications which increases the amount of items a PC Technician needs to correct over time. This additional staff will allow the Library to meet current service demands.

2	Systems Analyst/Programmer II (001844)	0	0	77	77	57	18	1	1	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: The Library Department's Automated Services area has grown in volume of work to be performed related to the Library's branch expansion including growth in application for patron and back office application needs. The Library has added more applications to maintain with no dedicated staff to perform this function which impacts how quickly staff can produce new systems. Currently, there is a backlog of applications to program for the Department to assist in patron and back office processes.

3	Computer Technicians I (001826)	0	0	48	48	34	12	1	1	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: The Library Department's Automated Services area has grown in volume of work to be performed related to the Library's branch expansion including growth in hardware inventory and network systems needs. Automated Services inventory has grown in the last couple of years and a dedicated staff is needed to maintain both stock records and overall inventory in the Track IT system.

6	Increase 12 branches to 6-Day Operations Group 1 FT	0	0	1320	1320	747	319	254	0	No	No	30	RC1-4
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COMMENTS/JUSTIFICATION: Increase the number of days of operation from 5 to 6 days at the following branch libraries: Concord, North Central, Culmer, Lemon City, Little River, Opa Locka, Doral, Hialeah Gardens, Lakes of the Meadow, Edison, Palm Springs North, Golden Glades

7	Increase 12 branches to 6-Day Operations Group 1 PT	0	0	170	170	144	26	0	0	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION: Increase the number of days of operation from 5 to 6 days at the following branch libraries: Concord, North Central, Culmer, Lemon City, Little River, Opa Locka, Doral, Hialeah Gardens, Lakes of the Meadow, Edison, Palm Springs North, Golden Glades

10	Increase 10 branches to 6-Day Operations Group 2 FT	0	0	1018	1018	550	235	233	0	No	No	22	RC1-4
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COMMENTS/JUSTIFICATION: Increase the number of days of operation from 5 to 6 days at the following branch libraries: Coconut Grove, Country Walk, Naranja, South Shore, Tamiami, Miami Springs, Shenandoah, Hispanic, Allapattah, Sunset

11	Increase 10 branches to 6-Day Operations Group 2 PT	0	0	144	144	122	22	0	0	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION: Increase the number of days of operation from 5 to 6 days at the following branch libraries: Coconut Grove, Country Walk, Naranja, South Shore, Tamiami, Miami Springs, Shenandoah, Hispanic, Allapattah, Sunset

17	Pinecrest (various FT) New Library	0	0	757	757	557	179	5	16	No	Yes	16	RC1-4
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COMMENTS/JUSTIFICATION: Positions for the new Pinecrest Library Branch: 4 Librarian 1, 1 Librarian 2, 1 Librarian 4, 6 Library Assistant 1, 2 Library Assistant 2, and 2 Library Assistant 3

18	Pinecrest (PT) New Library	0	0	150	150	110	35	5	10	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION:10 Pages

19	Kendale Lakes (various FT) New Library	0	0	757	757	557	179	5	16	No	Yes	16	RC1-4
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COMMENTS/JUSTIFICATION:Positions for the new Kendale Lakes Library Branch: 4 Librarian 1, 1 Librarian 2, 1 Librarian 4, 6 Library Assistant 1, 2 Library Assistant 2, and 2 Library Assistant 3

20	Kendale Lakes (PT) New Library	0	0	155	155	110	35	0	10	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION:10 Pages

21	Naranja (various FT) New Library	0	0	801	801	448	162	191	0	No	No	13	RC1-4
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COMMENTS/JUSTIFICATION:Current Naranja storefront library will be closed. Current Naranja positions will roll over to the new branch. In addition, the following positions will be needed: 3 Librarian 1, 1 Librarian 2, 1 Librarian 4, 5 Library Assistant 1, 2 Library Assistant 2, and 1 Library Assistant 3

22	Naranja (PT) New Library	0	0	104	104	88	16	0	0	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION:8 pages

23	Palmetto Bay (various FT) New Library	0	0	375	375	226	84	65	0	No	No	7	RC1-4
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COMMENTS/JUSTIFICATION:Positions for the new Palmetto Bay Library Branch: 1 Librarian 3, 1 Librarian 1, 3 Library Assistant 1, 1 Library Assistant 2, and 1 Library Assistant 3

24	Palmetto Bay (PT) New Library	0	0	40	40	33	6	0	1	No	No	0	RC1-4
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COMMENTS/JUSTIFICATION:3 Pages

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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
County Manager's Office	Library Operations	Yes	\$68	\$56	\$0	\$0	\$0	\$0	\$0	\$0
County Attorney's Office	County Attorney's Office - Legal Services	No	\$0	\$50	\$50	\$50	\$0	\$0	\$0	\$0
Total Transfer to other Departments			\$68	\$106	\$50	\$50	\$0	\$0	\$0	\$0

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO LIBRARY**

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 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	Subobject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Administrative Reimbursements-Operations	26240	\$1,535	\$1,466	\$1,688	\$1,476	\$2,286	\$2,642	\$2,286	\$2,642
Contract Temporary Employees	21510+21513	\$38	\$12	\$18	\$0	\$78	\$10	\$18	\$100
Rent: County-owned	25190	\$1,433	\$1,433	\$1,433	\$1,732	\$3,112	\$3,112	\$3,112	\$4,045
Rent: Leased store fronts	25511	\$836	\$1,018	\$970	\$1,337	\$1,464	\$1,673	\$1,464	\$1,973
Security Service	22310	\$462	\$630	\$784	\$938	\$1,247	\$1,461	\$1,270	\$2,260
Travel	31210;31211;31215	\$57	\$64	\$44	\$59	\$55	\$69	\$60	\$70

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

DEPARTMENT:		Library									
	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL	
<b>County Bonds/Debt</b>											
Building Better Communities GOB Program	795	6,870	560	1,215	2,555	3,240	2,375	0	26,185	43,000	
Capital Asset Acquisition Bond 2007 Proceeds	0	15,519	1,885	4,731	2,665	2,500	0	0	0	27,300	
<b>Total:</b>	<b>795</b>	<b>22,389</b>	<b>2,445</b>	<b>5,946</b>	<b>5,220</b>	<b>5,740</b>	<b>2,375</b>	<b>0</b>	<b>26,185</b>	<b>70,300</b>	
<b>Other County Sources</b>											
Miami-Dade Library Taxing District	8,902	22,721	13,732	23,315	12,611	5,440	1,830	3,531	0	83,180	
<b>Total:</b>	<b>8,902</b>	<b>22,721</b>	<b>13,732</b>	<b>23,315</b>	<b>12,611</b>	<b>5,440</b>	<b>1,830</b>	<b>3,531</b>	<b>0</b>	<b>83,180</b>	
<b>State of Florida</b>											
Florida Department of State	300	300	200	0	0	0	0	0	0	500	
<b>Total:</b>	<b>300</b>	<b>300</b>	<b>200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	
<b>Department Total:</b>	<b>9,997</b>	<b>45,410</b>	<b>16,377</b>	<b>29,261</b>	<b>17,831</b>	<b>11,180</b>	<b>4,205</b>	<b>3,531</b>	<b>26,185</b>	<b>153,980</b>	

**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

<b>Recreation and Culture</b>									
	<b>PRIOR</b>	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>FUTURE</b>	<b>TOTAL</b>
<b>Cultural Facilities - New</b>									
HIALEAH GARDENS BRANCH LIBRARY	1,544	2,089	5,367	0	0	0	0	0	9,000
KILLIAN BRANCH LIBRARY	2,100	1,500	3,750	3,750	0	0	0	0	11,100
<b>Library Facilities - New</b>									
ARCOLA LAKES BRANCH LIBRARY	3,179	2,867	720	0	0	0	0	0	6,766
CARFOUR/VILLA AURORA BRANCH LIBRARY	1	2,949	0	0	0	0	0	0	2,950
KENDALE LAKES BRANCH LIBRARY	7,933	0	0	0	0	0	0	0	7,933
LIBRARY PROJECTS - BUILDING BETTER COMMUNITIES BOND PROGRAM	0	0	0	715	980	1,670	0	20,580	23,945
LITTLE RIVER BRANCH LIBRARY	1,500	800	3,000	0	0	0	0	0	5,300
NARANJA BRANCH LIBRARY	7,433	1,145	0	0	0	0	0	0	8,578
PINECREST BRANCH LIBRARY	4,049	0	0	0	0	0	0	0	4,049
<b>Library Facilities - Repairs and Renovations</b>									
KENDALL BRANCH LIBRARY	510	1,500	4,500	80	0	0	0	0	6,590
LIBRARY FACILITIES - REPAIR/MAINTENANCE	7,577	2,545	2,225	10,536	10,200	2,535	3,531	4,910	44,059
MIAMI LAKES BRANCH LIBRARY	510	1,500	4,500	0	0	0	0	5	6,515
MIAMI SPRINGS BRANCH LIBRARY	585	605	0	0	0	0	0	0	1,190
NORTHEAST REGIONAL LIBRARY	2,315	2,750	5,500	2,750	0	0	0	690	14,005
SHENANDOAH BRANCH LIBRARY	1,127	873	0	0	0	0	0	0	2,000
<b>Department Total:</b>									
	<b>40,363</b>	<b>21,123</b>	<b>29,562</b>	<b>17,831</b>	<b>11,180</b>	<b>4,205</b>	<b>3,531</b>	<b>26,185</b>	<b>153,980</b>

## Park and Recreation

## Department: Park and Recreation

(\$ in 000s)

## Department-wide Issues

- 1 Efficiencies/Highlights: See attachment (OSMP, Recreation Plan, RMS, PRIDE, Capital Program, Adopt-a-Park, Volunteerism, Interagency Grounds Maintenance Labor Agreement, Recycling and Conservation Efforts, Background Checks, NAM, Self Assessment, Sterling, Accreditation, Gold Medal, Secret Shopping, Surveys, Mgmt Appraisals, Succession Planning)
- 2 Overview: General Operations (Fund 040) will require a \$4.413 yearend supplement (\$1.7 when capital expenditures are transferred to COR). In addition, the department will be able to absorb termination pay (\$836k), COLA (857k) due to attrition savings. General Operations (Fund 040) expenditure submission for base reflects a 9% (\$9.4 million) growth from CY budget. However, growth in personnel expenses (COLA - \$2.5 million, Workman's Comp increase - \$1.044 million, Health increase - \$1.078 million) account for 4.5% of the increase. Merit raises account for ~2% of the increase (\$1.8 million). An additional 2% is due to uncontrollable expenditures (waste water, electrical, labor costs for interdepartmental contracted services) and non-general fund commitments (ie, Tennis tournament, MOU transfers, CBO, debt service, etc). General Fund Subsidy need for base increases by 13% from CY (\$8.3 million) Proprietary Revenue in base increases by 2% from CY projections (\$600k)
- 3 Fees: The department is recommending several fee increases that will generate ~400k in additional revenue (see attachment). Parking fee increases will be reinvested to provide enhanced security and more efficient operation. To continue to benefit from Florida Inland Navigation District (FIND) grants, Marina fees should be increased to a level that is comparable with competing marinas and at market value (~35% increase) for South Florida. Department is recommending increasing gradually to close gap.
- 4 Enhancements: Acknowledging that GF subsidy is significantly being reduced, the department is only submitting essential enhancements that will improve efficiency and support priorities without impacting the general fund.
- 5 Facility Lifecycle Maintenance: It is proposed that Facility Lifecycle Maintenance funds (\$4 million) be budgeted in Fund 040 rather than COR fund.
- 6 Capital Program: With the department's expanding capital program, additional resources to handle its capital program are necessary and being requested through the budget process (see attached recommendations). Additionally, the difficulty of recruiting qualified and specialized candidates for professional, technical and support positions can impact service delivery. However, staff has increased efficiency by streamlining processes, recommended alternate contracting methods, and implemented a reorganization.
- 7 COR Funding: COR funding has significantly decreased and unmet needs are rising due to DERM violations, methane gas issues, ADA requirements, electrical and safety violations and other environmental needs. Department is researching funding solutions (QNIP interest, impact fee swaps, and GOB) and is recommending that any additional operating carryover be transferred to COR to cover current year approved emergencies, ~2.5 million if Ives Estates (~1.8 million) is reimbursed.
- 8 Miami Metrozoo (MMZ): MMZ's Amazon & Beyond is on schedule to open in the first quarter of FY 08-09. Of the \$7.065 million increase in base, \$5.626 million is needed to operate this new exhibit. As a result of this exhibit, earned revenues are projected to increase by \$500K in FY 08-09. It is estimated that if fees are increased by \$2, revenues could increase by an additional \$969K. RFPs are expected to be advertised as soon as County Attorney's Office rules on State Statute and County Ordinance requirements for Developers (Water Park and Family Entertainment Center). Development of a Co-Generation facility is being considered.
- 9 Golf: Golf revenue is increasing slightly. CCM continues to be a challenge. Recommendations by the Golf Foundation are proving to be profitable. Palmetto Mini Golf opens in March and management is projecting to break even in first year of operation.
- 10 Wireless Pilot: The Wireless Miami-Dade Pilot Project at Tropical Park was launched Feb. 1st. The six-month pilot project, sponsored by Nortel, offers free wireless service and includes security camera monitoring capabilities. In the coming weeks, three additional Miami-Dade County regional parks, with the assistance of additional vendors, will begin to offer free wireless service. They include Tamiami Park (Motorola), Goulds Park (Wialan) and Amelia Earhart Park (Cisco). The operating cost following the pilot will be \$12,000 per park if sponsorships or advertising fees are not realized.
- 11 QNIP: The QNIP interest transfer for administrative overhead (\$200k) is projected for this year and budgeted for FY 08-09. The Department is projecting to receive \$270K this year and \$368K in FY 08-09 for Impact Fee Administration.

**GENERAL DEPARTMENTAL FINANCIAL SUMMARY**

**Department: Park and Recreation**

(\$ in 000s)

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$29,236	\$36,257	\$43,381	\$45,371	\$45,824	\$42,675	\$42,915	\$54,385
UMSA	General Fund UMSA	\$27,536	\$23,418	\$21,327	\$26,627	\$28,028	\$28,604	\$28,604	\$31,515
PROP	Carryover	\$536	\$2,174	\$1,803	\$5,115	\$2,470	\$3,308	\$5,630	\$1,668
PROP	Fees and Charges	\$14,981	\$14,516	\$16,023	\$16,544	\$18,401	\$16,730	\$17,996	\$18,009
PROP	Interest Earnings	\$28	\$20	\$37	\$110	\$0	\$61	\$0	\$0
PROP	Other Revenues	\$919	\$315	\$572	\$501	\$438	\$496	\$472	\$472
PROP	Special Taxing District Revenue	\$1,763	\$2,389	\$3,015	\$3,748	\$0	\$3,880	\$0	\$0
PROP	Golf Course Fees	\$5,188	\$6,949	\$8,120	\$8,380	\$8,639	\$8,918	\$9,016	\$9,371
PROP	Marina Fees and Charges	\$6,083	\$7,022	\$7,263	\$7,218	\$7,891	\$7,294	\$7,783	\$7,995
PROP	Miami Metrozoo Fees and Charges	\$3,039	\$3,113	\$3,479	\$4,366	\$5,439	\$6,045	\$6,107	\$7,122
PROP	Special Taxing District Carryover	\$1,846	\$1,602	\$1,536	\$1,914	\$0	\$2,232	\$0	\$0
INTERTRNF	Convention Development Tax	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
INTERTRNF	Fees for Services	\$100	\$50	\$50	\$100	\$48	\$50	\$50	\$50
INTERTRNF	Other Revenues	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
INTERTRNF	Transfer From Other Funds	\$135	\$128	\$0	\$0	\$0	\$0	\$0	\$0

<b>TOTAL REVENUE</b>	<b>\$92,140</b>	<b>\$98,453</b>	<b>\$107,558</b>	<b>\$120,994</b>	<b>\$118,478</b>	<b>\$121,293</b>	<b>\$119,573</b>	<b>\$131,587</b>
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**EXPENDITURES**

Salary	\$43,614	\$45,308	\$49,659	\$50,249	\$52,189	\$56,044	\$53,095	\$61,060
Overtime Salary	\$742	\$593	\$800	\$1,092	\$798	\$478	\$592	\$585
Fringe	\$10,493	\$12,205	\$13,807	\$15,550	\$16,195	\$18,512	\$18,150	\$22,365
Overtime Fringe	\$110	\$89	\$120	\$164	\$155	\$87	\$118	\$116
Other Operating	\$31,758	\$35,127	\$33,164	\$44,485	\$37,502	\$43,069	\$43,457	\$44,120
Capital	\$602	\$530	\$482	\$2,021	\$1,742	\$898	\$2,289	\$516

TOTAL OPERATING EXPENDITURES	\$87,319	\$93,852	\$98,032	\$113,561	\$108,581	\$119,088	\$117,701	\$128,762
Debt Services	\$277	\$339	\$402	\$1,211	\$1,020	\$1,100	\$1,132	\$1,132
Reserves	\$0	\$0	\$0	\$0	\$0	\$454	\$0	\$790
Transfers	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,006	\$903
Other Non-Operating	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES	\$1,045	\$1,261	\$2,497	\$2,145	\$2,113	\$2,205	\$2,138	\$2,825
TOTAL EXPENDITURES	\$88,364	\$95,113	\$100,529	\$115,706	\$110,694	\$121,293	\$119,839	\$131,587
REVENUES LESS EXPENDITURES	\$3,776	\$3,340	\$7,029	\$5,288	\$7,784	\$0	\$-266	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	1135	1189	1206	1215	1272	1281	1301	1335
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	670	645	628	685	726	729	695	748
Temporary FTEs Budgeted =								

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,879	\$3,007	\$4,364	\$3,950	\$3,121	\$4,323	\$5,631	\$6,848
General Fund UMSA	\$3,481	\$3,509	\$3,654	\$2,634	\$2,157	\$2,964	\$3,528	\$2,219
Carryover	\$0	\$0	\$0	\$610	\$610	\$0	\$0	\$182
Other Revenues	\$559	\$565	\$534	\$501	\$438	\$496	\$472	\$472
<b>TOTAL REVENUE</b>	<b>\$6,919</b>	<b>\$7,081</b>	<b>\$8,552</b>	<b>\$7,695</b>	<b>\$6,326</b>	<b>\$7,783</b>	<b>\$9,631</b>	<b>\$9,721</b>
<b>EXPENDITURES</b>								
Salary	\$3,394	\$3,794	\$4,136	\$4,528	\$4,482	\$5,105	\$5,249	\$5,492
Overtime Salary	\$18	\$20	\$22	\$30	\$15	\$10	\$9	\$5
Fringe	\$1,108	\$1,239	\$1,351	\$1,455	\$1,408	\$1,678	\$1,675	\$1,906
Overtime Fringe	\$3	\$3	\$3	\$4	\$3	\$2	\$2	\$1
Other Operating	\$4,002	\$3,723	\$3,209	\$2,617	\$1,981	\$2,041	\$4,313	\$3,591
Capital	\$237	\$206	\$215	\$3	\$525	\$628	\$1,285	\$407
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$8,762</b>	<b>\$8,985</b>	<b>\$8,936</b>	<b>\$8,637</b>	<b>\$8,414</b>	<b>\$9,464</b>	<b>\$12,533</b>	<b>\$11,402</b>
Debt Services	\$277	\$259	\$322	\$399	\$407	\$407	\$407	\$407
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$9,039</b>	<b>\$9,323</b>	<b>\$10,311</b>	<b>\$9,036</b>	<b>\$8,821</b>	<b>\$9,871</b>	<b>\$12,940</b>	<b>\$11,809</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-2,120</b>	<b>\$-2,242</b>	<b>\$-1,759</b>	<b>\$-1,341</b>	<b>\$-2,495</b>	<b>\$-2,088</b>	<b>\$-3,309</b>	<b>\$-2,088</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	91	85	84	84	88	83	86	86
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	5	5	5	5	5	8	8	8
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Grant Proposals Submitted	n/a	27	28	28	17	28	15	15	RC2-1

**Comments/Justification:**

Average Number of Grants Administered	n/a	n/a	28	38	46	38	41	41	RC2-1
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**Comments/Justification:**

Number of Programming Partnerships	n/a	n/a	4	17	25	28	28	30	RC1-3
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**Comments/Justification:**

Number of Web Visitors Annually	n/a	485,815	486,016	453,496	517,627	323,200	480,400	489,600	RC3-1
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**Comments/Justification:** The measure has changed from tracking web hits to tracking the number of web visits. The new measure is a more accurate reflection of the success of the Department's web site.

Value Amount of Grants Administered			\$6,966,731	\$11,568,090	\$21,954,000	\$14,300,000	\$21,100,000	\$21,100,000	ED1-1
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**Comments/Justification:**

E) FY 2008-09 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	Revenue-Generating: Data custodian for 3 critical databases (RMS, EAMS, PMIS)	0	0	77	77	55	20	1	1	No	No	1	RC3-1

COMMENTS/JUSTIFICATION: The RMS system is expected to increase revenue for facility rentals by 10% and registrations by 5%. Revenue from this efficiency will be reinvested to maintain the system to ensure data integrity. In addition, the MIS data custodian will provide managers with timely, accurate, complete, and statistically factual mission critical information (RMS, EAMS, PMIS) needed to assess and improve the operational performance (SQL programs and query designs for logic, consistency, and data accuracy).

2	Zero-Impact: Acct 3 to manage the backlog of project management requests	0	0	77	77	54	20	0	3	No	No	0	RC1-6
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COMMENTS/JUSTIFICATION: With the approval of the Building Better Communities (BBC) Bond Program, the volume of requests from project managers has increased. In addition, requests for funding status on a variety of projects, either at the commission district or funding source level has increased. The coordination is currently handled by the Chief of the Division. Due to the increase in volume, a full-time position is needed for this function. Without a Capital Budget Coordinator position, the quality, productivity, budget deadlines, and customer service will be negatively affected.

2	Zero-Impact: Increase SLA for additional programmer to support the capital program database.	0	0	145	145	0	0	145	0	No	No	0	RC3-1
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COMMENTS/JUSTIFICATION: Maintain, troubleshoot and upgrade the Department's Project Management System (PMS). Develop reports for all of the Department's Capital projects. Responsible for monitoring performance, recommending corrective actions, and providing system performance reports to the Department's Executive Staff.

3	Health & Safety: Background Checks Clerk 4	40	14	0	54	36	16	1	1	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Ordinance Chapter 26 Section 39 was passed and now requires that national fingerprint checks be conducted for current employees and volunteers of the department every three (3) years. Internal process needs to be created and employees and volunteers must be scheduled; results must be tracked and prepared for review and/or required action; tracking system for these individuals to be fingerprinted every three (3) years must be created. Subsequent reports will be generated as well as data will be tracked in active strategy.

4	Cost Avoidance: Utility manager to ensure compliance of the County Manager's Energy Reduction Initiative	0	0	75	75	53	19	0	3	No	No	1	RC2-1
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COMMENTS/JUSTIFICATION: The Utility Manager position would be a zero dollar impacted position due to the potential savings this position would uncover. Potential savings include: Ballfield lights being turned off after games, installing pool covers and solar heaters for all pools, internal lighting turned off when not in use and air conditioning being on with all doors/windows closed, finding water leaks before they impact water bills, and requiring accounts at NASDAQ to be inactive when the tournament is not on site (see study savings).

6	Efficiency: PRIDE Sterling Leadership Program (SPA 1)	57	20	0	77	56	20	1	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: To provide a growth opportunity for an up and coming employee to be eligible to assume a top-level position in accordance with the Career Employment Rules. As part of the department's succession plan, current separations of county employees from county employment and the upcoming retirements of county employees requires the department to position themselves to continuously develop eligible and qualified employees to become future managers.

6	Efficiency: PRIDE Training Specialist	53	19	0	72	51	19	1	1	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: The PRIDE program initiative is designed to have simultaneous components to the program in order to achieve success in creating a culture change throughout the department and as stated in feedback received during the Sterling Challenge: includes but not limited to succession planning; department-wide promotion amongst the entire work force; create opportunities for administrative/development staff to experience working in an operational/recreational capacity. This program needs to be administered by a professional level employee at the Training Specialist 3 level in the Human Resources Division.

Activity: Arts and Culture

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$859	\$2,252	\$2,841	\$2,947	\$3,311	\$3,134	\$3,238	\$3,302
General Fund UMSA	\$1,596	\$751	\$214	\$222	\$299	\$371	\$360	\$499
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fees and Charges	\$1,015	\$1,166	\$1,259	\$1,402	\$1,059	\$1,040	\$1,017	\$1,167
Tourist Development Tax	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
<b>EXPENDITURES</b>								
Salary	\$1,953	\$2,122	\$2,255	\$2,254	\$2,587	\$2,356	\$2,359	\$2,492
Overtime Salary	\$8	\$15	\$17	\$9	\$9	\$5	\$5	\$5
Fringe	\$475	\$612	\$669	\$759	\$833	\$799	\$799	\$899
Overtime Fringe	\$1	\$2	\$3	\$1	\$0	\$0	\$0	\$0
Other Operating	\$1,024	\$1,415	\$1,361	\$1,543	\$1,520	\$1,385	\$1,452	\$1,572
Capital	\$9	\$3	\$9	\$5	\$20	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
REVENUES								
LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	37	39	40	40	42	38	38	38
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	33	31	31	31	31	31	31
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Arts Summer Camp Registrants	n/a	486	411	443	690	425	709	726	RC3-1

**Comments/Justification:**

Arts Programs after school registrants	n/a	171	148	166	206	210	210	211	RC3-1
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**Comments/Justification:**

E) FY 2008-09 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	Revenue-Generating: Special Event Marketing	0	0	75	75	0	0	75	0	No	No	0	RC3-1

COMMENTS/JUSTIFICATION: To better market special events, increase attendance and increase revenue.

4	Cost Avoidance: Convert PT hours to partially fund Maintenance Repairer	5	1	40	46	31	15	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: FT employee to attract committed expert to keep 30-year building in operable condition. Breakdowns affect rentals by increasing the risk of cancellations.

6	Efficiency: Caleb Clerk 4 - Converting PT	16	2	28	46	31	15	0	0	No	No	1	RC3-1
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COMMENTS/JUSTIFICATION: To keep up with demand that will improve customer satisfaction and participation.

Activity: CBO and Fairchild Tropical Botanic Garden

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$485	\$485	\$485	\$485	\$485	\$412	\$412	\$412
Carryover	\$492	\$717	\$712	\$433	\$788	\$500	\$783	\$500
Other Revenues	\$360	\$250	\$38	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,337</b>	<b>\$952</b>	<b>\$1,235</b>	<b>\$918</b>	<b>\$1,273</b>	<b>\$912</b>	<b>\$1,195</b>	<b>\$912</b>
<b>EXPENDITURES</b>								
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	\$620	\$240	\$802	\$130	\$490	\$912	\$695	\$912
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$620</b>	<b>\$240</b>	<b>\$802</b>	<b>\$130</b>	<b>\$490</b>	<b>\$912</b>	<b>\$695</b>	<b>\$912</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$620</b>	<b>\$240</b>	<b>\$802</b>	<b>\$130</b>	<b>\$490</b>	<b>\$912</b>	<b>\$695</b>	<b>\$912</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$717</b>	<b>\$712</b>	<b>\$433</b>	<b>\$788</b>	<b>\$783</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Deering Estate

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$1,436	\$1,605	\$1,701	\$1,685	\$1,906	\$1,784	\$1,877	\$2,201
Fees and Charges	\$366	\$333	\$455	\$551	\$679	\$758	\$719	\$746
<b>TOTAL REVENUE</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
<b>EXPENDITURES</b>								
Salary	\$957	\$1,071	\$1,197	\$1,142	\$1,255	\$1,304	\$1,207	\$1,411
Overtime Salary	\$11	\$12	\$13	\$9	\$11	\$10	\$10	\$10
Fringe	\$246	\$307	\$364	\$395	\$433	\$447	\$430	\$529
Overtime Fringe	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Other Operating	\$582	\$540	\$580	\$679	\$882	\$779	\$947	\$995
Capital	\$4	\$6	\$0	\$9	\$2	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	24	24	24	24	24	23	23	23
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	15	14	15	16	17	15	15	15
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	

Earned Revenue	\$328	\$366	\$333	\$455	\$679	\$621	\$686	\$720	RC2-1
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**Comments/Justification:**

Deering Estate attendance		21,753	20,335	22,626	42,968	45,116	45,000	46,000	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 2008-09 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	Revenue-Generation: Educational and Interpretive Programs	0	0	16	16	0	0	0	16	No	No	0	RC3-1

COMMENTS/JUSTIFICATION:(2) sliding display panel for Visitor Center, Flat TV and DVD player to tell Estate Story, and Artifact display cases for Richmond Cottage and Stone House.

1	Revenue-Generating: Public Facilities Manager for the sales and event coordination office	0	0	45	45	30	15	0	0	No	No	1	RC3-1
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COMMENTS/JUSTIFICATION:To meet rental event demand; unable to respond in an effective and timely manner thus losing potential sales opportunities.

2	Zero-Impact: On-site Maintenance Mechanic	0	0	52	52	37	15	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION:This position is being requested to address preventive maintenance and minor repair needs of the historic buildings, visitor center, classroom building and maintenance/education center. In 2004 the Deering Estate received a Conservation Assessment Program (CAP) grant from the Institute of Museum and Library Services (IMLS). The CAP report outlined a series of necessary preventive maintenance practices that are required for the facility. Due to a lack of appropriate recourses these recommendations have for the most part gone unaddressed. Approval of this request would go a long way to permitting us to implement the reports recommendations for the preservation and proper maintenance of historic structures.

**Activity: Development and Construction**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$569	\$457	\$863	\$902	\$560	\$506	\$493	\$695
General Fund UMSA	\$255	\$210	\$387	\$549	\$374	\$335	\$315	\$458
Fees and Charges	\$0	\$0	\$41	\$53	\$44	\$51	\$36	\$30
<b>TOTAL REVENUE</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$844</b>	<b>\$1,183</b>
<b>EXPENDITURES</b>								
Salary	\$2,936	\$3,042	\$3,598	\$3,549	\$3,652	\$3,852	\$3,777	\$4,214
Overtime Salary	\$103	\$49	\$40	\$51	\$70	\$55	\$55	\$55
Fringe	\$64	\$49	\$116	\$114	\$83	\$822	\$346	\$557
Overtime Fringe	\$15	\$7	\$6	\$8	\$12	\$10	\$0	\$0
Other Operating	\$-2,294	\$-2,480	\$-2,469	\$-2,218	\$-2,896	\$-3,847	\$-2,734	\$-3,643
Capital	\$0	\$0	\$0	\$0	\$57	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$1,444</b>	<b>\$1,183</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$1,444</b>	<b>\$1,183</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-600</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	86	89	89	88	88	95	95	95
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	8	8	8	8	8	8	8	8
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Construction Contracts Completed	n/a	111	58	52	63	58	75	75	RC1-6
<b>Comments/Justification:</b> This measure will be improved to show percentage of work completed within schedule.									
New and expanded facilities completed	n/a	46	21	39	48	27	60	60	RC1-6
<b>Comments/Justification:</b>									
Park Acres per 1,000 UMSA residents (2.75 standard)					4.10	4.40	3.14	3.20	RC1-6
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Zero Impact: CADD Manager	0	0	79	79	58	21	0	0	No	No	1	RC1-6

COMMENTS/JUSTIFICATION: The CADD (Computer Aided Design & Drafting) Manager position is needed to archive, retrieve, and manage the Department's CADD files in a structured format that is easily retrievable. The manager needs to organize detail files, coordinate the drawing and file labeling process, and provide technical assistance to staff. Parks currently has a database of over 45,000 CADD files stored electronically. These files include designs and plans for buildings, playgrounds, and other Park improvements. Additional duties include: maintaining and updating AutoCAD files and as-built records of all Miami-Dade County Park and Recreation Department facilities including new construction, renovations, and infrastructure; establishing and managing the CADD system, including an archive of existing in-house and consultant design work in a logical electronic file format; supervises the development of a comprehensive file structure for keeping and cross referencing all drawing files; formulates and implements CADD standards, organizes and maintains detailed files, coordinates the drawing process, and provides technical assistance to staff. Retrieval time of CADD files will decrease, thereby increasing efficiency of staff. With a standardized file naming structure in place, employee design staff will be able to locate and retrieve CADD files much more efficiently. Additionally, the CADD Manager will be able to set controls on file revisions, enhancing the security of the drawings and designs.

2	Zero Impact: Architectural Drafter	0	0	51	51	35	16	0	0	No	No	1	RC1-6
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COMMENTS/JUSTIFICATION: The Architectural Drafter 2 (AD 2) position is needed to increase in-house design capacity. There is currently only one AD 2 position, with an additional AD 2, the Architecture and Engineering Section will be able to increase the number of capital projects designed and expedite the development of capital projects.

2	Zero Impact: Support positions for Capital Program	0	0	219	219	151	57	2	9	No	No	3	RC1-6
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COMMENTS/JUSTIFICATION: Study Recommendations

6	Efficiency: Park Design Standards	136	64	0	200	0	0	200	0	No	No	0	RC1-2
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COMMENTS/JUSTIFICATION: Develop Park Design Standards to institutionalize Open Space Master Plan (OSMP) green goals and principles into the design of park architecture, siting and landscape architecture to enhance curb appeal of all parks and to improve greater efficiency and effectiveness in the coordination and communication of project goals between professionals working on capital projects.

Activity: Facility Maintenance

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,235	\$2,229	\$2,412	\$2,182	\$2,982	\$2,884	\$3,265	\$3,490
General Fund UMSA	\$1,852	\$2,844	\$1,275	\$1,455	\$1,906	\$2,464	\$2,088	\$2,231
<b>TOTAL REVENUE</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
<b>EXPENDITURES</b>								
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	\$4,087	\$5,073	\$3,687	\$3,637	\$4,888	\$5,348	\$5,353	\$5,721
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	109	109	111	110	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 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Emergency response within 24 hours	n/a	n/a	n/a	n/a	89%	90%	90%	90%	RC1-1

**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 2008-09 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	Zero Impact: Emergency Call-in Center	0	0	175	175	31	15	35	93	No	No	1	RC1-1

COMMENTS/JUSTIFICATION: By increasing maintenance personnel to handle the routine and program maintenance of the new and expanded facilities it will increase the safety and overall positive experience the patrons have at the facilities.

4	Cost Avoidance: Lifecycle Maintenance (transfer from COR to O40)	2720	1280	0	4000	0	0	4000	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION:

5	New & Expanded: Facility Maintenance (FY 08-09 added assets)	250	118	0	368	0	0	368	0	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION: In order to provide maintenance at these facilities we need additional staffing, we have not increased our maintenance staff to meet the demands of the expanded facilities. Need 255k to be allocated from GSA's heavy equipment (\$1 million) to support positions. 4 Step Vans, 1 Manlift

Activity: Golf

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$142	\$1,615	\$0	\$1,011	\$740	\$1,271	\$933	\$1,179
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Golf Course Fees	\$5,188	\$6,949	\$8,120	\$8,380	\$8,639	\$8,918	\$9,016	\$9,371
<b>TOTAL REVENUE</b>	<b>\$5,330</b>	<b>\$8,564</b>	<b>\$8,120</b>	<b>\$9,391</b>	<b>\$9,379</b>	<b>\$10,189</b>	<b>\$9,949</b>	<b>\$10,550</b>
<b>EXPENDITURES</b>								
Salary	\$2,071	\$2,922	\$3,056	\$3,229	\$3,437	\$3,759	\$3,713	\$4,017
Overtime Salary	\$67	\$87	\$56	\$85	\$35	\$48	\$48	\$48
Fringe	\$530	\$852	\$978	\$1,166	\$1,231	\$1,373	\$1,290	\$1,583
Overtime Fringe	\$10	\$13	\$8	\$13	\$7	\$6	\$6	\$9
Other Operating	\$3,075	\$5,267	\$3,813	\$4,343	\$4,122	\$4,448	\$4,469	\$4,320
Capital	\$0	\$14	\$2	\$2	\$14	\$2	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$5,753</b>	<b>\$9,155</b>	<b>\$7,913</b>	<b>\$8,838</b>	<b>\$8,846</b>	<b>\$9,636</b>	<b>\$9,526</b>	<b>\$9,977</b>
Debt Services	\$0	\$0	\$0	\$553	\$533	\$553	\$573	\$573
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
<b>TOTAL EXPENDITURES</b>	<b>\$5,753</b>	<b>\$9,155</b>	<b>\$7,913</b>	<b>\$9,391</b>	<b>\$9,379</b>	<b>\$10,189</b>	<b>\$10,099</b>	<b>\$10,550</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-423</b>	<b>\$-591</b>	<b>\$207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-150</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	39	72	72	71	69	71	71	71
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	33	33	47	49	52	52	52	54
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Golf Rounds Played	190,436	201,334	255,719	255,502	260,547	266,500	266,500	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	(\$5.07)	(\$1.80)	(\$3.74)	(\$3.74)	RC1-3
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**Comments/Justification:**

E) FY 2008-09 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	Revenue-Generating: Crandon Golf Custodian	0	0	31	31	19	12	0	0	No	No	1	RC1-1

COMMENTS/JUSTIFICATION: Custodian maintains cleanliness inside the clubhouse and the course restrooms at Crandon Golf Course. This is an operating impact created by the construction of a \$5 million clubhouse/locker room facility.

1	Revenue-Generating: Crandon and CCM Pro Shop - Converting PT	0	0	70	70	44	26	0	0	No	No	2	RC1-4
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COMMENTS/JUSTIFICATION: To maintain one stable position in the pro shop among the continuously changing part time employee positions. This position will develop experience in pro shop management and customer service and serve as a training ground for future management positions.

1	Revenue-Generating: Palmetto Account Clerk - Converting PT	0	0	40	40	26	14	0	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: A FT Account Clerk will enhance the facility's maintenance of accounting and fiscal records.

**Activity: Grounds Maintenance**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$3,904	\$5,140	\$4,918	\$4,870	\$4,281	\$4,329	\$4,992	\$5,075
General Fund UMSA	\$5,251	\$4,360	\$5,627	\$6,646	\$8,204	\$9,112	\$9,563	\$9,852
Fees and Charges	\$537	\$516	\$292	\$559	\$933	\$443	\$443	\$615
Fees for Services	\$100	\$50	\$50	\$100	\$48	\$50	\$50	\$50
Other Revenues	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
<b>EXPENDITURES</b>								
Salary	\$6,300	\$6,315	\$6,630	\$7,483	\$7,510	\$7,892	\$7,948	\$8,249
Overtime Salary	\$176	\$76	\$282	\$579	\$27	\$199	\$138	\$136
Fringe	\$2,061	\$2,066	\$2,216	\$2,440	\$2,610	\$2,914	\$3,008	\$3,453
Overtime Fringe	\$26	\$6	\$25	\$87	\$9	\$38	\$2	\$14
Other Operating	\$1,479	\$1,603	\$1,734	\$1,405	\$3,310	\$2,772	\$3,952	\$3,740
Capital	\$0	\$0	\$0	\$181	\$0	\$119	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	238	246	250	246	278	271	271	271
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	52	37	25	31	55	55	55	65
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Average Facility inspection rating (1-5)	n/a	3.25	3.10	2.99	3.04	2.80	2.80	2.80	RC1-1
<b>Comments/Justification:</b> Sparkle Tours. The scale is from 1 to 5. 1 = worst and 5 = best.									
Acreage of Exotic Plant Control	2,191	1,270	1,466	1,569	2,180	1,368	1,800	1,800	RC1-2
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Zero-Impact: Prescribed Fire	0	0	202	202	48	18	16	120	No	No	1	RC1-2

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 manage- able units), we would need to conduct 35 burns per year. The amount of coordination between agencies (DOF, MDFR, ENP, DERM) and neighbors requires the hiring of a "Prescribed Burn Coordinator", either as county staff or as a contractor (TNC). To increase the amount of burns conducted, NAM needs to procure a second Type 6 fire engine unit (a modified Ford F-450 type vehicle) and additional hoses, fixtures, etc.

3	Health & Safety: Wildlife Management	103	0	0	103	40	16	17	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 (e.g. crocodiles, migratory birds, gopher tortoises, burrowing owls, etc.) requires that the Department hire a Biologist 2 to coordinate removal, control, and monitoring of wildlife. In addition, the Wildlife Biologist would coordinate public education. A modified pick-up truck with a ventilated rear bed and additional equipment would be required.

3	Health & Safety: Whitefly	500	0	0	500	0	0	500	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION: The Ficus Whitefly is a newly introduced insect that kills Ficus trees. It is spreading rapidly in Miami-Dade County.

4	Cost Avoidance: Tree Crew	147	0	0	147	94	52	1	0	No	No	4	RC1-1
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COMMENTS/JUSTIFICATION: An additional Semi-Skilled Laborer to each of the four NAM tree crews will enable the crews to manage more trees annually and run more efficiently. The positions are needed to complete business plan and will improve our productivity and decrease attrition.

Activity: Hurricane - Fund 040

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$4,967	\$0	\$0	\$0	\$0
General Fund UMSA	\$0	\$0	\$0	\$3,081	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$890	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,048</b>	<b>\$0</b>	<b>\$890</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>								
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	\$8,121	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$537	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,658</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,658</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-610</b>	<b>\$0</b>	<b>\$890</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Marinas

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,006	\$903
Marina Fees and Charges	\$6,083	\$7,022	\$7,263	\$7,218	\$7,891	\$7,294	\$7,783	\$7,995
<b>TOTAL REVENUE</b>	<b>\$6,851</b>	<b>\$7,865</b>	<b>\$8,305</b>	<b>\$8,152</b>	<b>\$8,984</b>	<b>\$7,945</b>	<b>\$8,789</b>	<b>\$8,898</b>
<b>EXPENDITURES</b>								
Salary	\$598	\$785	\$901	\$910	\$947	\$1,174	\$1,137	\$1,304
Overtime Salary	\$7	\$9	\$3	\$5	\$10	\$2	\$2	\$2
Fringe	\$126	\$220	\$236	\$298	\$296	\$465	\$432	\$567
Overtime Fringe	\$1	\$1	\$1	\$1	\$2	\$0	\$0	\$0
Other Operating	\$1,657	\$2,044	\$2,380	\$2,518	\$2,990	\$2,293	\$2,936	\$3,102
Capital	\$26	\$88	\$13	\$0	\$6	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,415</b>	<b>\$3,147</b>	<b>\$3,534</b>	<b>\$3,732</b>	<b>\$4,251</b>	<b>\$3,934</b>	<b>\$4,507</b>	<b>\$4,975</b>
Debt Services	\$0	\$0	\$0	\$0	\$0	\$60	\$72	\$72
Reserves	\$0	\$0	\$0	\$0	\$0	\$454	\$0	\$790
Transfers	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,006	\$903
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,183</b>	<b>\$3,990</b>	<b>\$4,576</b>	<b>\$4,666</b>	<b>\$5,344</b>	<b>\$5,099</b>	<b>\$5,585</b>	<b>\$6,740</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$3,668</b>	<b>\$3,875</b>	<b>\$3,729</b>	<b>\$3,486</b>	<b>\$3,640</b>	<b>\$2,846</b>	<b>\$3,204</b>	<b>\$2,158</b>

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B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	10	16	17	18	18	18	19	19
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	25	21	21	22	26	25	25	25
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Marina Occupancy Rate	101%	105%	105%	105%	100%	105%	100%	105%	RC1-3

Comments/Justification:

E) FY 2008-09 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	Revenue-Generating: PFM 3 for Haulover Dockmaster	0	0	46	46	30	15	1	0	No	No	1	RC1-4

COMMENTS/JUSTIFICATION: The position is not funded by the General Fund. It is funded by the Marina MOU. At present there is no Dock Master to oversee the Haulover Marina. Haulover Marina is scheduled to re-open the renovated Charter Boat and South breakwater on March 1, 2008. This will accommodate 41 slips that need oversight by a Dock Master. The remainder of the renovation project is scheduled to be completed by May of 2009. Once fully opened, Haulover Marina will have approximately 150 slips. Not having a PFM 3 at this facility seriously impacts Marina Revenue, slip utilization and expected customer service.

1	Revenue-Generating: Marina attendants per MOU - Converting PT	0	0	282	282	212	68	2	0	No	No	3	RC1-4
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COMMENTS/JUSTIFICATION: These positions are fully funded by the Marina MOU and will not impact General Fund expenses. In order to meet the staffing requirements of the MOU as per RFP 195, these three (3) Full Time and six (6) Part Time positions are critical to increase revenue, customer service and facility maintenance.

F) FY 2007-08 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

Activity: Miami Metrozoo

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$6,278	\$6,608	\$7,620	\$7,995	\$8,007	\$7,438	\$7,438	\$13,750
Carryover	\$-30	\$0	\$0	\$283	\$329	\$324	\$547	\$0
Miami Metrozoo Fees and Charges	\$3,039	\$3,113	\$3,479	\$4,366	\$5,439	\$6,045	\$6,107	\$7,122
Transfer From Other Funds	\$135	\$128	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$9,422</b>	<b>\$9,849</b>	<b>\$11,099</b>	<b>\$12,644</b>	<b>\$13,775</b>	<b>\$13,807</b>	<b>\$14,092</b>	<b>\$20,872</b>
<b>EXPENDITURES</b>								
Salary	\$4,367	\$4,787	\$5,308	\$5,633	\$6,144	\$6,414	\$6,414	\$9,832
Overtime Salary	\$46	\$41	\$53	\$92	\$76	\$25	\$24	\$24
Fringe	\$1,237	\$1,501	\$1,672	\$1,947	\$2,147	\$2,350	\$2,262	\$3,871
Overtime Fringe	\$7	\$6	\$8	\$14	\$11	\$4	\$4	\$4
Other Operating	\$3,741	\$3,424	\$3,675	\$4,261	\$4,716	\$4,830	\$5,198	\$6,952
Capital	\$24	\$9	\$20	\$288	\$54	\$104	\$104	\$109
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$9,422</b>	<b>\$9,768</b>	<b>\$10,736</b>	<b>\$12,235</b>	<b>\$13,148</b>	<b>\$13,727</b>	<b>\$14,006</b>	<b>\$20,792</b>
Debt Services	\$0	\$80	\$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
<b>TOTAL EXPENDITURES</b>	<b>\$9,422</b>	<b>\$9,848</b>	<b>\$10,816</b>	<b>\$12,315</b>	<b>\$13,228</b>	<b>\$13,807</b>	<b>\$14,086</b>	<b>\$20,872</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$1</b>	<b>\$283</b>	<b>\$329</b>	<b>\$547</b>	<b>\$0</b>	<b>\$6</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	118	120	116	120	127	135	155	189
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	32	44	51	53	54	54	78
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Earned Revenue	\$2,574	\$3,039	\$3,113	\$3,479	\$5,439	\$6,045	\$6,107	\$6,622	RC2-1

Comments/Justification:

Miami Metrozoo Attendance	492,523	459,404	488,974	523,032	632,706	570,500	570,500	650,000	RC3-1
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Comments/Justification:

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E) FY 2008-09 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	Revenue generating: Monorail/Tram Services - Converting Part-time to Full-time	0	0	0	0	0	0	0	0	No	No	0	RC1-1

COMMENTS/JUSTIFICATION: Conversion of 5 part-time positions to 3 full-time positions; to reduce turnover; need to stabilize core of trained guides to ensure quality guest service

5	New & Expanded: Amazon & Beyond	5626	0	0	5626	2879	1127	1620	0	No	No	54	RC1-4
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COMMENTS/JUSTIFICATION: See attached spreadsheet for breakdown

Activity: Park Operations

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$7,701	\$9,290	\$14,098	\$11,431	\$17,488	\$12,694	\$11,216	\$13,858
General Fund UMSA	\$11,199	\$8,178	\$6,024	\$7,621	\$10,670	\$7,581	\$7,615	\$10,898
Carryover	\$-694	\$614	\$49	\$2,855	\$-350	\$943	\$3,294	\$83
Fees and Charges	\$9,980	\$9,513	\$10,682	\$10,379	\$12,104	\$11,039	\$12,283	\$11,921
Convention Development Tax	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL REVENUE</b>	<b>\$28,686</b>	<b>\$28,095</b>	<b>\$31,805</b>	<b>\$33,286</b>	<b>\$40,912</b>	<b>\$33,257</b>	<b>\$35,408</b>	<b>\$37,760</b>
<b>EXPENDITURES</b>								
Salary	\$14,216	\$13,439	\$14,697	\$14,230	\$15,211	\$15,673	\$13,921	\$16,400
Overtime Salary	\$305	\$282	\$299	\$216	\$545	\$124	\$301	\$300
Fringe	\$3,026	\$3,681	\$4,306	\$5,357	\$5,512	\$5,567	\$6,015	\$6,827
Overtime Fringe	\$45	\$49	\$62	\$32	\$109	\$25	\$102	\$86
Other Operating	\$10,512	\$10,426	\$9,955	\$12,548	\$13,162	\$13,475	\$14,086	\$14,217
Capital	\$250	\$169	\$264	\$906	\$1,064	\$41	\$900	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$28,354</b>	<b>\$28,046</b>	<b>\$29,583</b>	<b>\$33,289</b>	<b>\$35,603</b>	<b>\$34,905</b>	<b>\$35,325</b>	<b>\$37,830</b>
Debt Services	\$0	\$0	\$0	\$179	\$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
<b>TOTAL EXPENDITURES</b>	<b>\$28,354</b>	<b>\$28,046</b>	<b>\$29,583</b>	<b>\$33,468</b>	<b>\$35,603</b>	<b>\$34,905</b>	<b>\$35,325</b>	<b>\$37,830</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$332</b>	<b>\$49</b>	<b>\$2,222</b>	<b>\$-182</b>	<b>\$5,309</b>	<b>\$-1,648</b>	<b>\$83</b>	<b>\$-70</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	303	306	318	344	341	350	347	355
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	235	226	212	216	182	182	182	208
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Equestrian Center Rentals	n/a	42	33	32	23	30	25	25	RC3-1
<b>Comments/Justification:</b>									
Trail Glades Range Admissions	n/a	18,738	17,704	19,190	28,195	18,200	28,800	29,000	RC3-1
<b>Comments/Justification:</b>									
Campground Rentals (includes L&P Thompson and Greynolds)	n/a	36,489	31,329	35,136	38,019	32,500	38,800	39,000	RC3-1
<b>Comments/Justification:</b>									
Park and Recreation Volunteers					8,753	9,000	9,000	9,500	RC3-1
<b>Comments/Justification:</b>									
Building Facilities Rented					2,046	1,900	2,100	2,150	RC3-1
<b>Comments/Justification:</b>									
Picnic Shelters Reserved					6,876	6,800	7,000	7,100	RC3-1
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Revenue-Generating: Showmobile Rec Spec	0	0	60	60	40	17	3	0	No	No	1	RC3-1

COMMENTS/JUSTIFICATION:

1	Revenue-Generating: Showmobile Sound System	0	0	136	136	0	0	0	136	No	No	0	RC3-1
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COMMENTS/JUSTIFICATION:

3	Health & Safety: Haulover Parking Package	0	0	110	110	68	39	3	0	No	No	3	RC1-1
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COMMENTS/JUSTIFICATION: With the introduction of automated paystations at Greynolds and Haulover Parks along with establishing a commuter parking fee at Haulover Park, we would be able to increase parking revenue by up to \$200,000 . We would need to hire 3 FT Guards for enforcement issues and to reduce PT toll booth staff by approximately \$50,000.

3	Health & Safety: Matheson Atoll Lifeguard - Convert PT	0	0	53	53	37	16	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Convert PT Pool/Lake Lifeguard Hours to FT Ocean Lifeguard 1 position at Matheson Hammock Park to enhance the level of service and increase patron safety.

3	Health & Safety: Park Enforcement	240	113	0	353	251	102	0	0	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION:

5	New & Expanded: Various (See List)	1393	1393	11	2797	0	0	2796	0	No	No	25	RC1-1
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COMMENTS/JUSTIFICATION:

7	Beach Maintenance	431	0	0	431	191	44	6	190	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION: Increase sand sifting of beach from quarterly to monthly between the Jetty and 35th Street and add 2 afternoon crews (1 south, 1 north).

Activity: Park Programming

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,219	\$2,975	\$3,388	\$2,158	\$1,982	\$2,912	\$2,289	\$2,458
General Fund UMSA	\$2,829	\$2,361	\$2,744	\$3,237	\$2,956	\$4,291	\$3,415	\$3,611
Fees and Charges	\$2,773	\$2,642	\$2,900	\$3,205	\$3,188	\$3,036	\$3,182	\$3,183
Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
<b>EXPENDITURES</b>								
Salary	\$5,290	\$5,397	\$6,110	\$5,905	\$5,621	\$6,804	\$5,949	\$6,174
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe	\$1,209	\$1,233	\$1,396	\$1,235	\$1,282	\$1,598	\$1,477	\$1,696
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$1,322	\$1,348	\$1,526	\$1,432	\$1,223	\$1,837	\$1,460	\$1,382
Capital	\$0	\$0	\$0	\$28	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
REVENUES LESS EXPENDITURES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	52	55	58	55	72	72	71	63
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	188	185	175	210	250	252	216	207
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	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	10,988	9,900	11,000	11,200	RC3-1
<b>Comments/Justification:</b>									
After School Registrations (excludes Arts and Culture)	n/a	975	1,297	2,265	1,883	2,000	1,900	1,900	RC3-1
<b>Comments/Justification:</b>									
Sports Development Registrations	n/a	2,352	2,057	2,112	2,100	2,100	2,100	2,100	RC3-1
<b>Comments/Justification:</b>									
Learn-to-Swim registrants**	n/a	9,076	8,614	11,175	8,088	8,300	8,300	8,600	RC3-1
<b>Comments/Justification:</b>									
Senior Program Registrations	n/a	361	129	310	195	315	350	360	RC3-1
<b>Comments/Justification:</b>									
Eco-Adventure Tour participants (includes summer program registrants who participate in Eco-Adventure Tour programs)	n/a	7,612	14,324	18,793	27,983	36,000	28,200	28,500	RC3-1
<b>Comments/Justification:</b>									
Leisure Access Program registrants**	n/a	n/a	581	755	1,234	1,244	1,250	1,250	RC3-1
<b>Comments/Justification:</b>									
Eco-Adventure Tour participants*					16,836	28,100	17,400	17,530	RC3-1
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Revenue-Generating: EcoAdventures - Converting PT	0	0	120	120	79	41	0	0	No	No	3	RC1-1

COMMENTS/JUSTIFICATION:

8	Programming: Seniors' Program Expansion (Region 1)	95	143	0	238	163	67	8	0	No	No	4	RC1-1
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COMMENTS/JUSTIFICATION:

8	Programming: Seniors' Program Expansion (Region 2)	41	61	0	102	68	31	3	0	No	No	2	RC1-1
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COMMENTS/JUSTIFICATION:

8	Programming: Brothers to the Rescue Year-round	21	32	0	53	34	16	3	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION:

**Activity: Pools**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$529	\$594	\$691	\$788	\$961	\$988	\$1,131	\$1,117
General Fund UMSA	\$1,073	\$1,205	\$1,402	\$1,182	\$1,462	\$1,486	\$1,720	\$1,747
Fees and Charges	\$310	\$346	\$394	\$395	\$394	\$363	\$316	\$347
<b>TOTAL REVENUE</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
<b>EXPENDITURES</b>								
Salary	\$972	\$1,091	\$1,265	\$1,147	\$1,343	\$1,469	\$1,421	\$1,475
Overtime Salary	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0
Fringe	\$238	\$267	\$309	\$297	\$360	\$391	\$416	\$477
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$702	\$787	\$913	\$920	\$1,114	\$977	\$1,330	\$1,259
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

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B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	5	8	8	8	8	8
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	44	44	43	44	45	45	47	47
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Pool Rentals	n/a	40	70	79	85	75	90	90	RC3-1
<b>Comments/Justification:</b>									
Public Swim Attendance	n/a	n/a	23,927	22,121	22,452	24,300	22,000	22,000	RC3-1
<b>Comments/Justification:</b>									
Summer Camp Attendance	n/a	n/a	19,058	13,139	13,402	12,600	12,000	12,500	RC3-1
<b>Comments/Justification:</b>									
Swim Club Registrations	n/a	n/a	751	567	579	615	600	600	RC3-1
<b>Comments/Justification:</b>									
Public School Attendance	n/a	n/a	8,096	13,029	10,100	8,500	8,000	11,000	RC3-1
<b>Comments/Justification:</b>									

**Activity: Special Tax District Landscape Maintenance**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Interest Earnings	\$28	\$20	\$37	\$110	\$0	\$61	\$0	\$0
Special Taxing District Carryover	\$1,846	\$1,602	\$1,536	\$1,914	\$0	\$2,232	\$0	\$0
Special Taxing District Revenue	\$1,763	\$2,389	\$3,015	\$3,748	\$0	\$3,880	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,637</b>	<b>\$4,011</b>	<b>\$4,588</b>	<b>\$5,772</b>	<b>\$0</b>	<b>\$6,173</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>								
Salary	\$560	\$543	\$506	\$239	\$0	\$242	\$0	\$0
Overtime Salary	\$1	\$2	\$15	\$15	\$0	\$0	\$0	\$0
Fringe	\$173	\$178	\$194	\$87	\$0	\$108	\$0	\$0
Overtime Fringe	\$0	\$0	\$2	\$2	\$0	\$0	\$0	\$0
Other Operating	\$1,249	\$1,717	\$1,998	\$2,549	\$0	\$5,819	\$0	\$0
Capital	\$52	\$35	\$41	\$62	\$0	\$4	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,035</b>	<b>\$2,475</b>	<b>\$2,674</b>	<b>\$2,954</b>	<b>\$0</b>	<b>\$6,173</b>	<b>\$0</b>	<b>\$0</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$2,035</b>	<b>\$2,475</b>	<b>\$2,674</b>	<b>\$2,954</b>	<b>\$0</b>	<b>\$6,173</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$1,602</b>	<b>\$1,536</b>	<b>\$1,914</b>	<b>\$2,818</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	22	22	22	7	7	7	7	7
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	3	7	2	2	2	2	2	2
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of special taxing districts maintained	43	43	50	60	0	85	85	0	RC1-1

Comments/Justification:

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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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Communications	Communications Department – Promotional Spots Program	No	\$85	\$85	\$85	\$85	\$85	\$0	\$0	\$0
Communications	Communications Department – Community Periodical Program	No	\$0	\$0	\$8	\$10	\$10	\$10	\$10	\$10
Solid Waste Management	Loan repayment for Ojus property purchase	No	\$1,160	\$261	\$165	\$266	\$0	\$141	\$0	\$0
Total Transfer to other Departments			\$1,245	\$346	\$258	\$361	\$95	\$151	\$10	\$10

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO PARK AND RECREATION**

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Non-Departmental	Revenue for the Crandon Tennis Center - Convention Development Tax	No	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Non-Departmental	Reimbursement from QNIP for Administrative Support	No	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Non-Departmental	Revenue for Miami-Dade County Auditorium from the Tourist Development Tax	No	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
Total Transfer from other Departments			\$700	\$700	\$1,152	\$1,200	\$1,500	\$1,200	\$1,200	\$1,200

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Park and Recreation

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Community-based Organizations	Fund 040; 60614, 60616 & 60620	\$235	\$64	\$207	\$54	\$-38	\$222	\$205	\$541
Contract Temporary Employees	Fund 040; Object 215	\$585	\$800	\$344	\$395	\$206	\$214	\$166	\$151
Water and Sewer Service	Fund 040; 22110	\$2,326	\$2,395	\$2,012	\$2,755	\$2,761	\$2,898	\$2,919	\$3,058
Rent	Fund 040; 25190	\$727	\$737	\$730	\$748	\$833	\$869	\$869	\$919
Travel	Fund 040 & 125/126; S/O 31210,31211,31215			\$103	\$137	\$149	\$129	\$129	\$143
Registrations	Fund 040, 125; s/o 31220			\$31	\$38	\$33	\$45	\$39	\$39

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Park and Recreation

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	33,604	65,706	32,782	28,516	51,836	56,964	25,109	26,219	131,603	418,735
Financing Proceeds	0	0	40,000	0	0	0	0	0	0	40,000
Future Financing	0	0	12,227	2,000	2,200	2,424	0	0	0	18,851
Other - County Bonds/Debt	600	5,200	0	0	0	0	0	0	0	5,200
PAC Bond Proceeds	0	3,069	0	0	0	0	0	0	0	3,069
QNIP Phase I UMSA Bond Proceeds	0	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
QNIP Phase V UMSA Bond Proceeds	564	6,749	0	0	0	0	0	0	0	6,749
Safe Neigh. Parks (SNP) Proceeds	0	120,682	0	0	0	0	0	0	0	120,682
Sunshine State Financing	0	15,200	0	0	0	0	0	0	0	15,200
<b>Total:</b>	<b>34,768</b>	<b>277,399</b>	<b>85,009</b>	<b>30,516</b>	<b>54,036</b>	<b>59,388</b>	<b>25,109</b>	<b>26,219</b>	<b>131,603</b>	<b>689,279</b>
<b>Impact Fees/Exactions</b>										
Park Impact Fees	3,000	97,890	2,500	0	0	0	0	0	0	100,390
<b>Total:</b>	<b>3,000</b>	<b>97,890</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,390</b>
<b>Non-County Sources</b>										
Cash Donations - Non County Sources	0	3,000	0	0	0	0	0	0	0	3,000
Non-County Contributions	0	300	0	0	0	0	0	0	0	300
Other - Non County Sources	0	480	0	0	0	0	0	0	0	480
<b>Total:</b>	<b>0</b>	<b>3,780</b>	<b>0</b>	<b>3,780</b>						
<b>Other County Sources</b>										
Capital Outlay Reserve	14,436	30,468	28,585	19,205	9,192	6,355	3,200	2,400	0	99,405
Commissioner Donations	466	1,140	0	0	0	0	0	0	0	1,140
Liability Trust Fund	0	1,125	0	0	0	0	0	0	0	1,125

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Operating Revenue	950	5,087	500	500	500	0	0	0	0	6,587
QNIP Phase III Pay As You Go	0	1,429	0	0	0	0	0	0	0	1,429
<b>Total:</b>	<b>15,852</b>	<b>39,249</b>	<b>29,085</b>	<b>19,705</b>	<b>9,692</b>	<b>6,355</b>	<b>3,200</b>	<b>2,400</b>	<b>0</b>	<b>109,686</b>
<b>State of Florida</b>										
FDOT Funds	180	1,970	510	3,467	900	5,095	0	0	0	11,942
Florida Boating Improvement Fund	600	6,636	300	300	300	300	300	300	0	8,436
Florida Department of Environmental Protection	0	200	0	0	0	0	0	0	0	200
Florida Department of State	0	165	0	0	0	0	0	0	0	165
Florida Inland Navigational District	0	2,748	0	0	0	0	0	0	0	2,748
<b>Total:</b>	<b>780</b>	<b>11,719</b>	<b>810</b>	<b>3,767</b>	<b>1,200</b>	<b>5,395</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>23,491</b>
<b>Department Total:</b>	<b>54,400</b>	<b>430,037</b>	<b>117,404</b>	<b>53,988</b>	<b>64,928</b>	<b>71,138</b>	<b>28,609</b>	<b>28,919</b>	<b>131,603</b>	<b>926,626</b>

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**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(S in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>ADA Accessibility Improvements</b>									
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - AMERICANS WITH DISABILITIES ACT COMPLIANCE	840	1,060	400	0	0	0	0	0	2,300
<b>Areawide Parks - New</b>									
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - NEW AREAWIDE PARK DEVELOPMENT	11,656	2,000	3,844	0	0	0	0	0	17,500
<b>Areawide Parks - Renovation</b>									
A.D. BARNES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 24)	436	155	206	703	0	0	0	2,500	4,000
AMELIA EARHART PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 45)	1,527	575	1,019	5,250	3,749	267	849	9,764	23,000
AREAWIDE PARKS - 40-YEAR BUILDING RECERTIFICATIONS	556	480	480	480	480	0	0	0	2,476
AREAWIDE PARKS - GRANT MATCH REQUIREMENTS	387	800	600	0	0	0	0	0	1,787
AREAWIDE PARKS - LIFECYCLE MAINTENANCE	3,306	2,000	2,000	0	0	0	0	0	7,306
AREAWIDE PARKS - LIGHT INTENSITY AT PARKING LOTS	0	250	0	0	0	0	0	0	250
AREAWIDE PARKS - LIGHTNING PROTECTION SYSTEM	150	200	0	0	0	0	0	0	350
AREAWIDE PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	1,970	500	500	500	500	500	500	0	4,970
AREAWIDE PARKS - PARK IMPROVEMENTS	1,560	800	800	800	800	800	800	0	6,360
AREAWIDE PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	625	825	825	825	825	300	300	0	4,525
CAMP MATECUMBE (BOYSTOWN) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 42)	514	656	30	0	0	0	115	4,685	6,000
CAMP OWAISSA BAUER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 31)	440	208	307	45	0	0	0	0	1,000
CHAPMAN FIELD PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 27)	0	0	55	329	200	53	2,405	1,958	5,000
CHARLES DEERING ESTATE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 28)	0	0	58	248	79	193	1,690	2,732	5,000
CHARLES DEERING ESTATE IMPROVEMENTS	11	300	300	300	300	300	0	0	1,511
CRANDON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 25)	1,011	1,432	1,845	1,117	1,573	625	84	15,313	23,000
CRANDON PARK TENNIS CENTER IMPROVEMENTS	280	650	650	387	350	0	0	0	2,317
GREYNOLDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 21)	81	283	320	40	470	2,230	440	3,136	7,000
HOMESTEAD AIR RESERVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 34)	0	544	344	76	3,487	2,732	625	7,249	15,057
HOMESTEAD BAYFRONT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 33)	326	1,367	481	762	64	65	55	880	4,000
IVES ESTATES DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 18)	989	1,615	3,673	3,982	581	507	3,655	4,998	20,000
LAKES BY THE BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 32)	363	157	726	2,254	0	0	12	988	4,500
LARRY AND PENNY THOMPSON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 36)	600	0	0	44	61	366	295	5,234	6,600
MATHESON HAMMOCK PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 26)	2,662	171	59	578	1,419	111	0	1,000	6,000
REDLAND FRUIT AND SPICE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 30)	1,349	461	190	0	0	69	223	1,708	4,000
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - BAYSIDE PARK IMPROVEMENTS	9,916	1,766	1,218	0	0	0	0	0	12,900
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - METROPOLITAN PARK IMPROVEMENTS	13,466	512	822	0	0	0	0	0	14,800
SOUTHRIDGE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 35)	1,883	2,360	1,953	804	0	18	81	501	7,600
SOUTHRIDGE PARK IMPROVEMENTS	2,300	1,750	1,000	0	0	0	0	0	5,050
TAMIAMI PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 41)	658	591	289	134	1,670	2,090	45	2,523	8,000
TAMIAMI PARK GYMNASIUM	410	270	2,000	6,000	3,246	0	0	0	11,926
TAMIAMI PARK IMPROVEMENTS	6,533	912	500	0	0	0	0	0	7,945
TRAIL GLADES RANGE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 44)	2,327	150	2,320	2,563	640	0	0	0	8,000

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TRAIL GLADES RANGE IMPROVEMENTS	190	9,710	8,000	8,000	8,000	8,000	0	0	41,900
TREE ISLANDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 43)	221	467	86	1,530	2,696	0	0	0	5,000
TROPICAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 38)	1,479	506	2,699	4,397	1,817	1,317	785	2,000	15,000
WEST KENDALL DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 40)	45	4,595	1,040	320	0	0	164	16,836	23,000
<b>Beach Projects</b>									
BEACH MAINTENANCE FACILITY - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 49)	0	0	0	384	116	0	0	0	500
BEACH MAINTENANCE FACILITY - NORTH SHORE PARK	556	2,500	100	0	0	0	0	0	3,156
HAUOVER BEACH OCEAN RESCUE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 173.2)	835	120	1,100	45	0	0	0	0	2,100
HAUOVER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 20)	5,025	1,503	1,522	1,780	447	125	6,177	6,421	23,000
HAUOVER PARK IMPROVEMENTS	12,577	1,893	600	300	0	0	0	0	15,370
<b>Departmental Information Technology Projects</b>									
RECREATION MANAGEMENT SYSTEM	959	450	0	0	0	0	0	0	1,409
<b>Equipment Acquisition</b>									
AREAWIDE PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	545	500	500	0	0	0	0	0	1,545
LOCAL PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	197	500	500	0	0	0	0	0	1,197
<b>Golf Improvements</b>									
COUNTRY CLUB OF MIAMI GOLF COURSE IMPROVEMENTS	3,908	833	0	0	0	0	0	0	4,741
GOLF COURSE IMPROVEMENTS	989	500	500	500	500	0	0	0	2,989
<b>Infrastructure Improvements</b>									
COMMUNITY-BASED ORGANIZATION GRANTS FOR PARK RENOVATIONS	5,809	700	331	0	0	0	0	0	6,840
ENVIRONMENTAL AND SAFETY IMPROVEMENTS	2,385	3,000	3,000	3,000	500	500	0	0	12,385
PARK FACILITIES SEWER CONNECTIONS	579	960	970	700	870	0	0	0	4,079
<b>Local Parks - New</b>									
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY)	595	1,745	0	0	0	0	0	0	2,340
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 122)	0	0	2,100	0	0	0	0	0	2,100
COUNTRY CLUB OF MIAMI SOUTH COURSE RENOVATIONS	1,848	600	0	0	0	0	0	0	2,448
PARK BENEFIT DISTRICT (PBD) NO. 1 LOCAL PARK DEVELOPMENT	27,527	3,200	3,158	0	0	0	0	0	33,885
PARK BENEFIT DISTRICT NO. 2 LOCAL PARK DEVELOPMENT	36,568	5,300	4,000	3,307	2,000	0	0	0	51,175
PARK BENEFIT DISTRICT NO. 3 LOCAL PARK DEVELOPMENT	8,953	2,300	2,077	2,000	0	0	0	0	15,330
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK DEVELOPMENT	19,687	2,700	2,495	0	0	0	0	0	24,882
<b>Local Parks - Renovation</b>									
ARCOLA LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 92)	515	92	374	2,330	2,689	0	0	0	6,000
BIRD LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 116)	283	0	0	0	0	0	0	0	283
BISCAYNE SHORES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 99)	0	0	35	155	45	960	305	0	1,500
BRIAR BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 316)	6	37	207	0	0	0	0	0	250
CHUCK PEZOLDT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 105)	320	1,680	53	200	99	825	1,173	0	4,350
CINCO DE MAYO PARK	300	1,200	0	0	0	0	0	0	1,500
COLONIAL DRIVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 306)	325	32	158	54	50	170	536	0	1,325
CONTINENTAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 104)	0	0	0	0	0	0	20	980	1,000
COUNTRY LAKE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 121)	0	0	0	0	0	0	47	2,453	2,500
COUNTRY VILLAGE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 90)	918	660	0	0	0	0	0	0	1,578
COUNTRY VILLAGE PARK IMPROVEMENTS	807	462	100	0	0	0	0	0	1,369
DEERWOOD BONITA LAKES PARK - BUILDING BETTER									

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COMMUNITIES BOND PROGRAM (PROJ # 308)	0	228	547	0	0	0	0	0	775
DOMINO PARK-WEST PERRINE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 309)	23	67	128	0	0	0	0	0	218
EDEN LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 114)	0	0	0	0	0	0	0	1,500	1,500
GLORIA FLOYD AREA - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 315)	0	0	0	34	15	201	0	0	250
GOULDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 109)	28	103	51	16	1,004	41	0	0	1,243
GWEN CHERRY PARK - COMMISSION DISTRICT 2 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 314)	1,121	759	24	478	118	0	0	0	2,500
INTERNATIONAL GARDENS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 118)	100	0	0	0	0	0	0	0	100
JEFFERSON REAVES SR. PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 98)	200	0	0	0	0	0	0	0	200
KENDALL INDIAN HAMMOCKS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 39)	0	0	0	0	1,500	0	86	4,414	6,000
KENDALL SOCCER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 37)	312	4,422	0	0	115	30	706	0	5,585
LAGO MAR PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 117)	241	709	50	0	0	0	0	0	1,000
LEISURE LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 102)	0	0	0	0	0	0	0	600	600
LOCAL PARKS - 40-YEAR BUILDING RECERTIFICATIONS	96	200	200	200	200	0	0	0	896
LOCAL PARKS - COMMISSION DISTRICT 02 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 314)	0	0	0	0	31	103	86	1,280	1,500
LOCAL PARKS - COMMISSION DISTRICT 03 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 97)	184	0	0	0	0	0	0	0	184
LOCAL PARKS - COMMISSION DISTRICT 04 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 100)	53	24	0	0	0	40	6	204	327
LOCAL PARKS - COMMISSION DISTRICT 10 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 111)	1,848	752	39	621	395	136	113	96	4,000
LOCAL PARKS - COMMISSION DISTRICT 11 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 119)	600	0	0	0	32	53	377	2,438	3,500
LOCAL PARKS - COMMISSION DISTRICT 13 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 123)	500	23	118	0	79	563	0	0	1,283
LOCAL PARKS - LIFECYCLE MAINTENANCE	3,900	2,000	2,000	0	0	0	0	0	7,900
LOCAL PARKS - LIGHT INTENSITY AT PARKING LOTS	0	390	0	0	0	0	0	0	390
LOCAL PARKS - LIGHTNING PROTECTION SYSTEMS	100	240	200	0	0	0	0	0	540
LOCAL PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	690	350	350	0	0	0	0	0	1,390
LOCAL PARKS - PARK IMPROVEMENTS	1,074	800	800	800	800	800	800	0	5,874
LOCAL PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	126	600	600	600	600	0	0	0	2,526
LOCAL PARKS PROJECTS DONATED BY COMMISSION DISTRICT 08	824	316	0	0	0	0	0	0	1,140
MARVA BANNERMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 96)	0	0	3	22	88	37	0	0	150
MEDSOUTH PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 103)	0	0	59	62	63	516	0	0	700
NARANJA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 110)	34	63	180	29	484	1,210	0	0	2,000
NORTH GLADE PARK (MEADOW WOOD PARK) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 91)	0	31	132	51	323	863	0	0	1,400
NORTH SHORECREST AND MILITARY TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 94)	0	0	0	50	49	401	0	0	500
NORTH TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 120)	0	0	0	0	0	0	32	1,727	1,759
OAK GROVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 93)	309	0	6	44	12	244	3	0	618
OLINDA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 95)	250	0	0	0	0	0	0	0	250
OLYMPIC PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 115)	35	151	59	713	642	0	0	0	1,600
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) BOND PHASE I - LOCAL PARK IMPROVEMENTS	24,655	0	0	0	0	0	0	0	24,655
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM BOND PHASE II - LOCAL PARK IMPROVEMENTS	13,825	2,000	1,000	0	0	0	0	0	16,825
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									

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BOND PHASE III - LOCAL PARK IMPROVEMENTS	1,379	50	0	0	0	0	0	0	1,429
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									
BOND PHASE IV - LOCAL PARK IMPROVEMENTS	8,696	500	700	0	0	0	0	0	9,896
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									
BOND PHASE V - LOCAL PARK IMPROVEMENTS	1,850	2,500	2,399	0	0	0	0	0	6,749
ROYAL COLONIAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 107)	0	22	30	149	23	1,176	0	0	1,400
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK IMPROVEMENTS	12,268	1,582	0	0	0	0	0	0	13,850
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARKS PER CAPITA ALLOCATION	10,000	250	0	0	0	0	0	0	10,250
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - POOL IMPROVEMENTS AND DEVELOPMENT	2,168	1,029	0	0	0	0	0	0	3,197
SERGEANT JOSEPH DELANCY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 108)	303	78	234	1,767	118	0	0	0	2,500
SHARMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 307)	0	0	28	82	490	0	0	0	600
SOUTH DADE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 101)	107	341	263	68	2,320	1,763	138	0	5,000
WEST PERRINE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 106)	0	224	319	62	1,230	1,994	263	908	5,000
WESTWIND LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 112)	2,100	300	0	0	0	0	0	0	2,400
WILD LIME PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 113)	0	35	155	41	428	841	0	0	1,500
<b>Marina Improvements</b>									
BLACK POINT MARINA - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 29)	1,800	0	0	0	0	0	0	0	1,800
BOATING-RELATED IMPROVEMENTS	1,513	723	600	300	300	300	300	0	4,036
MARINA CAPITAL PLAN	6,360	4,500	4,000	2,777	0	0	0	0	17,637
<b>Metrozoo Improvements</b>									
MIAMI METROZOO - ADDITIONAL IMPROVEMENTS TO METROZOO - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 313)	11,524	1,404	72	0	0	0	0	0	13,000
MIAMI METROZOO - CONSTRUCTION OF AMAZON AND BEYOND AND PHASE IV - LAKES AND AUSTRALIA EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 46)	15,719	3,000	0	0	0	0	0	12,281	31,000
MIAMI METROZOO - CONSTRUCTION OF PHASE III ZOO-WIDE IMPROVEMENTS AND ENTRY - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 48)	1,251	2,284	1,175	3,490	3,800	0	0	0	12,000
MIAMI METROZOO - CONSTRUCTION OF PHASE V - FLORIDA EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 47)	700	2,000	730	9,070	18,500	0	0	0	31,000
MIAMI METROZOO EQUIPMENT NEEDS	101	350	100	0	0	0	0	0	551
MIAMI METROZOO IMPROVEMENTS	240	900	900	0	0	0	0	0	2,040
MIAMI METROZOO WASTE WATER AND STORMWATER DISCHARGE REMEDIATION	0	981	2,000	2,200	2,424	0	0	0	7,605
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - MIAMI METROZOO IMPROVEMENTS	12,000	0	0	0	0	0	0	0	12,000
<b>Park, Recreation, and Culture Projects</b>									
AFRICAN HERITAGE CULTURAL ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 253)	0	0	0	0	97	61	796	46	1,000
AFRICAN HERITAGE CULTURAL ARTS CENTER IMPROVEMENTS	724	300	400	0	0	0	0	0	1,424
DADE COUNTY AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 292)	0	0	0	263	345	467	3,190	3,735	8,000
DADE COUNTY AUDITORIUM IMPROVEMENTS	1,582	1,316	960	800	0	0	0	0	4,658
JOSEPH CALEB CENTER AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 254)	0	0	0	0	0	0	39	1,961	2,000
JOSEPH CALEB CENTER AUDITORIUM IMPROVEMENTS	992	600	200	0	0	0	0	0	1,792
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 (PROJ # 325.1)	0	0	0	0	0	500	0	0	500
WESTCHESTER ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 286)	114	193	354	1,953	1,386	0	0	0	4,000
<b>Pedestrian Paths and Bikeways</b>									
BIKEPATH IMPROVEMENTS ALONG CANALS - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 145)	50	225	0	0	0	0	0	725	1,000

BIKEPATH IMPROVEMENTS ON SNAPPER CREEK TRAIL - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 141)	0	0	0	0	0	0	0	500	500
BIKEPATH ON SNAKE CREEK BRIDGE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 140)	275	225	0	0	12	125	125	238	1,000
GREENWAYS AND TRAILS - BLACK CREEK AND BISCAYNE TRAILS	150	450	400	0	0	0	0	0	1,000
GREENWAYS AND TRAILS - BLACK CREEK TRAIL, SEGMENT B	0	0	0	900	0	0	0	0	900
GREENWAYS AND TRAILS - COMMISSION DISTRICT 01 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	60	0	350	0	3,350	0	28	1,372	5,160
GREENWAYS AND TRAILS - COMMISSION DISTRICT 06 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	215	285	479	0	0	0	0	800	1,779
GREENWAYS AND TRAILS - COMMISSION DISTRICT 07 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	0	0	0	0	0	0	19	781	800
GREENWAYS AND TRAILS - COMMISSION DISTRICT 08 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	51	509	2,557	197	3,281	980	0	850	8,425
LUDLAM BIKEPATH - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 144)	0	0	0	0	0	40	430	1,265	1,735
THREE BRIDGES GREENWAY PROJECT	45	135	758	0	0	0	0	0	938
<b>Department Total:</b>	<b>349,548</b>	<b>116,114</b>	<b>92,228</b>	<b>85,062</b>	<b>84,977</b>	<b>36,608</b>	<b>28,918</b>	<b>131,580</b>	<b>925,035</b>

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## **Park and Recreation**

## Department: Park and Recreation

(\$ in 000s)

## Department-wide Issues

- 1 Efficiencies/Highlights: See attachment (OSMP, Recreation Plan, RMS, PRIDE, Capital Program, Adopt-a-Park, Volunteerism, Interagency Grounds Maintenance Labor Agreement, Recycling and Conservation Efforts, Background Checks, NAM, Self Assessment, Sterling, Accreditation, Gold Medal, Secret Shopping, Surveys, Mgmt Appraisals, Succession Planning)
- 2 Overview: General Operations (Fund 040) will require a \$4.413 yearend supplement (\$1.7 when capital expenditures are transferred to COR). In addition, the department will be able to absorb termination pay (\$836k), COLA (857k) due to attrition savings. General Operations (Fund 040) expenditure submission for base reflects a 9% (\$9.4 million) growth from CY budget. However, growth in personnel expenses (COLA - \$2.5 million, Workman's Comp increase - \$1.044 million, Health increase - \$1.078 million) account for 4.5% of the increase. Merit raises account for ~2% of the increase (\$1.8 million). An additional 2% is due to uncontrollable expenditures (waste water, electrical, labor costs for interdepartmental contracted services) and non-general fund commitments (ie, Tennis tournament, MOU transfers, CBO, debt service, etc). General Fund Subsidy need for base increases by 13% from CY (\$8.3 million) Proprietary Revenue in base increases by 2% from CY projections (\$600k)
- 3 Fees: The department is recommending several fee increases that will generate ~400k in additional revenue (see attachment). Parking fee increases will be reinvested to provide enhanced security and more efficient operation. To continue to benefit from Florida Inland Navigation District (FIND) grants, Marina fees should be increased to a level that is comparable with competing marinas and at market value (~35% increase) for South Florida. Department is recommending increasing gradually to close gap.
- 4 Enhancements: Acknowledging that GF subsidy is significantly being reduced, the department is only submitting essential enhancements that will improve efficiency and support priorities without impacting the general fund.
- 5 Facility Lifecycle Maintenance: It is proposed that Facility Lifecycle Maintenance funds (\$4 million) be budgeted in Fund 040 rather than COR fund.
- 6 Capital Program: With the department's expanding capital program, additional resources to handle its capital program are necessary and being requested through the budget process (see attached recommendations). Additionally, the difficulty of recruiting qualified and specialized candidates for professional, technical and support positions can impact service delivery. However, staff has increased efficiency by streamlining processes, recommended alternate contracting methods, and implemented a reorganization.
- 7 COR Funding: COR funding has significantly decreased and unmet needs are rising due to DERM violations, methane gas issues, ADA requirements, electrical and safety violations and other environmental needs. Department is researching funding solutions (QNIP interest, impact fee swaps, and GOB) and is recommending that any additional operating carryover be transferred to COR to cover current year approved emergencies, ~2.5 million if Ives Estates (~1.8 million) is reimbursed.
- 8 Miami Metrozoo (MMZ): MMZ's Amazon & Beyond is on schedule to open in the first quarter of FY 08-09. Of the \$7.065 million increase in base, \$5.626 million is needed to operate this new exhibit. As a result of this exhibit, earned revenues are projected to increase by \$500K in FY 08-09. It is estimated that if fees are increased by \$2, revenues could increase by an additional \$969K. RFPs are expected to be advertised as soon as County Attorney's Office rules on State Statute and County Ordinance requirements for Developers (Water Park and Family Entertainment Center). Development of a Co-Generation facility is being considered.
- 9 Golf: Golf revenue is increasing slightly. CCM continues to be a challenge. Recommendations by the Golf Foundation are proving to be profitable. Palmetto Mini Golf opens in March and management is projecting to break even in first year of operation.
- 10 Wireless Pilot: The Wireless Miami-Dade Pilot Project at Tropical Park was launched Feb. 1st. The six-month pilot project, sponsored by Nortel, offers free wireless service and includes security camera monitoring capabilities. In the coming weeks, three additional Miami-Dade County regional parks, with the assistance of additional vendors, will begin to offer free wireless service. They include Tamiami Park (Motorola), Goulds Park (Wialan) and Amelia Earhart Park (Cisco). The operating cost following the pilot will be \$12,000 per park if sponsorships or advertising fees are not realized.
- 11 QNIP: The QNIP interest transfer for administrative overhead (\$200k) is projected for this year and budgeted for FY 08-09. The Department is projecting to receive \$270K this year and \$368K in FY 08-09 for Impact Fee Administration.

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Park and Recreation

(\$ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>									
CW	General Fund Countywide	\$29,236	\$36,257	\$43,381	\$45,371	\$45,824	\$42,675	\$42,915	\$54,385
UMSA	General Fund UMSA	\$27,536	\$23,418	\$21,327	\$26,627	\$28,028	\$28,604	\$28,604	\$31,515
PROP	Carryover	\$536	\$2,174	\$1,803	\$5,115	\$2,468	\$3,308	\$5,629	\$1,668
PROP	Fees and Charges	\$14,981	\$14,516	\$16,023	\$16,602	\$18,401	\$16,730	\$17,996	\$18,009
PROP	Interest Earnings	\$28	\$20	\$37	\$110	\$158	\$67	\$139	\$110
PROP	Other Revenues	\$919	\$315	\$572	\$443	\$438	\$496	\$472	\$472
PROP	Special Taxing District Revenue	\$1,763	\$2,389	\$3,015	\$3,748	\$3,629	\$3,874	\$3,867	\$3,826
PROP	Golf Course Fees	\$5,188	\$6,949	\$8,120	\$8,380	\$8,639	\$8,918	\$9,016	\$9,371
PROP	Marina Fees and Charges	\$6,083	\$7,022	\$7,263	\$7,218	\$7,891	\$7,294	\$7,786	\$7,995
PROP	Miami Metrozoo Fees and Charges	\$3,039	\$3,113	\$3,479	\$4,366	\$5,439	\$6,045	\$6,107	\$7,122
PROP	Special Taxing District Carryover	\$1,846	\$1,602	\$1,536	\$1,914	\$2,818	\$2,232	\$3,475	\$2,894
INTERTRNF	Convention Development Tax	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
INTERTRNF	Fees for Services	\$100	\$50	\$50	\$100	\$48	\$50	\$50	\$50
INTERTRNF	Other Revenues	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	Tourist Development Tax	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
INTERTRNF	Transfer From Other Funds	\$135	\$128	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>		<b>\$92,140</b>	<b>\$98,453</b>	<b>\$107,558</b>	<b>\$120,994</b>	<b>\$125,081</b>	<b>\$121,293</b>	<b>\$127,056</b>	<b>\$138,417</b>
<b>EXPENDITURES</b>									
	Salary	\$43,614	\$45,308	\$49,659	\$50,249	\$52,363	\$56,044	\$53,333	\$61,308
	Overtime Salary	\$742	\$593	\$800	\$1,092	\$798	\$478	\$592	\$585
	Fringe	\$10,493	\$12,205	\$13,807	\$15,550	\$16,271	\$18,516	\$18,260	\$22,486
	Overtime Fringe	\$110	\$89	\$120	\$164	\$155	\$87	\$118	\$116
	Other Operating	\$31,758	\$35,127	\$33,164	\$44,485	\$40,379	\$43,065	\$47,917	\$50,581
	Capital	\$602	\$530	\$482	\$2,021	\$1,745	\$898	\$2,289	\$516

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TOTAL OPERATING EXPENDITURES	\$87,319	\$93,852	\$98,032	\$113,561	\$111,711	\$119,088	\$122,509	\$135,592
Debt Services	\$277	\$339	\$402	\$1,211	\$1,020	\$1,100	\$1,132	\$1,132
Reserves	\$0	\$0	\$0	\$0	\$0	\$454	\$0	\$790
Transfers	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,006	\$903
Other Non-Operating	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES	\$1,045	\$1,261	\$2,497	\$2,145	\$2,113	\$2,205	\$2,138	\$2,825
TOTAL EXPENDITURES	\$88,364	\$95,113	\$100,529	\$115,706	\$113,824	\$121,293	\$124,647	\$138,417
REVENUES LESS EXPENDITURES	\$3,776	\$3,340	\$7,029	\$5,288	\$11,257	\$0	\$2,409	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	1135	1189	1206	1215	1272	1281	1301	1335
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	670	645	628	685	726	729	695	748
Temporary FTEs Budgeted =								

Activity: Administration

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,879	\$3,007	\$4,364	\$3,950	\$3,121	\$4,323	\$5,631	\$6,848
General Fund UMSA	\$3,481	\$3,509	\$3,654	\$2,634	\$2,157	\$2,964	\$3,528	\$2,219
Carryover	\$0	\$0	\$0	\$610	\$610	\$0	\$0	\$182
Other Revenues	\$559	\$565	\$534	\$443	\$438	\$496	\$472	\$472
<b>TOTAL REVENUE</b>	<b>\$6,919</b>	<b>\$7,081</b>	<b>\$8,552</b>	<b>\$7,637</b>	<b>\$6,326</b>	<b>\$7,783</b>	<b>\$9,631</b>	<b>\$9,721</b>
<b>EXPENDITURES</b>								
Salary	\$3,394	\$3,794	\$4,136	\$4,528	\$4,482	\$5,105	\$5,249	\$5,492
Overtime Salary	\$18	\$20	\$22	\$30	\$15	\$10	\$9	\$5
Fringe	\$1,108	\$1,239	\$1,351	\$1,455	\$1,408	\$1,678	\$1,675	\$1,906
Overtime Fringe	\$3	\$3	\$3	\$4	\$3	\$2	\$2	\$1
Other Operating	\$4,002	\$3,723	\$3,209	\$2,617	\$1,981	\$2,041	\$4,313	\$3,591
Capital	\$237	\$206	\$215	\$3	\$525	\$628	\$1,285	\$407
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$8,762</b>	<b>\$8,985</b>	<b>\$8,936</b>	<b>\$8,637</b>	<b>\$8,414</b>	<b>\$9,464</b>	<b>\$12,533</b>	<b>\$11,402</b>
Debt Services	\$277	\$259	\$322	\$399	\$407	\$407	\$407	\$407
Reserves	0	0	0	0	0	0	0	0
Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	\$0	\$79	\$1,053	\$0	\$0	\$0	\$0	\$0
<b>TOTAL EXPENDITURES</b>	<b>\$9,039</b>	<b>\$9,323</b>	<b>\$10,311</b>	<b>\$9,036</b>	<b>\$8,821</b>	<b>\$9,871</b>	<b>\$12,940</b>	<b>\$11,809</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-2,120</b>	<b>\$-2,242</b>	<b>\$-1,759</b>	<b>\$-1,399</b>	<b>\$-2,495</b>	<b>\$-2,088</b>	<b>\$-3,309</b>	<b>\$-2,088</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	91	85	84	84	88	83	86	86
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	5	5	5	5	5	8	8	8
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Grant Proposals Submitted	n/a	27	28	28	17	28	15	15	RC2-1

Comments/Justification:

Average Number of Grants Administered	n/a	n/a	28	38	46	38	41	41	RC2-1
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Comments/Justification:

Number of Programming Partnerships	n/a	n/a	4	17	25	28	28	30	RC1-3
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Comments/Justification:

Number of Web Visitors Annually	n/a	485,815	486,016	453,496	517,627	323,200	480,400	489,600	RC3-1
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Comments/Justification: The measure has changed from tracking web hits to tracking the number of web visits. The new measure is a more accurate reflection of the success of the Department's web site.

Value Amount of Grants Administered			\$6,966,731	\$11,568,090	\$21,954,000	\$14,300,000	\$21,100,000	\$21,100,000	ED1-1
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Comments/Justification:

E) FY 2008-09 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	Revenue-Generating: Data custodian for 3 critical databases (RMS, EAMS, PMIS)	0	0	77	77	55	20	1	1	No	No	1	RC3-1

COMMENTS/JUSTIFICATION: The RMS system is expected to increase revenue for facility rentals by 10% and registrations by 5%. Revenue from this efficiency will be reinvested to maintain the system to ensure data integrity. In addition, the MIS data custodian will provide managers with timely, accurate, complete, and statistically factual mission critical information (RMS, EAMS, PMIS) needed to assess and improve the operational performance (SQL programs and query designs for logic, consistency, and data accuracy).

2	Zero-Impact: Acct 3 to manage the backlog of project management requests	0	0	77	77	54	20	0	3	No	No	0	RC1-6
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COMMENTS/JUSTIFICATION: With the approval of the Building Better Communities (BBC) Bond Program, the volume of requests from project managers has increased. In addition, requests for funding status on a variety of projects, either at the commission district or funding source level has increased. The coordination is currently handled by the Chief of the Division. Due to the increase in volume, a full-time position is needed for this function. Without a Capital Budget Coordinator position, the quality, productivity, budget deadlines, and customer service will be negatively affected.

2	Zero-Impact: Increase SLA for additional programmer to support the capital program database.	0	0	145	145	0	0	145	0	No	No	0	RC3-1
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COMMENTS/JUSTIFICATION: Maintain, troubleshoot and upgrade the Department's Project Management System (PMS). Develop reports for all of the Department's Capital projects. Responsible for monitoring performance, recommending corrective actions, and providing system performance reports to the Department's Executive Staff.

3	Health & Safety: Background Checks Clerk 4	40	14	0	54	36	16	1	1	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Ordinance Chapter 26 Section 39 was passed and now requires that national fingerprint checks be conducted for current employees and volunteers of the department every three (3) years. Internal process needs to be created and employees and volunteers must be scheduled; results must be tracked and prepared for review and/or required action; tracking system for these individuals to be fingerprinted every three (3) years must be created. Subsequent reports will be generated as well as data will be tracked in active strategy.

4	Cost Avoidance: Utility manager to ensure compliance of the County Manager's Energy Reduction Initiative	0	0	75	75	53	19	0	3	No	No	1	RC2-1
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COMMENTS/JUSTIFICATION: The Utility Manager position would be a zero dollar impacted position due to the potential savings this position would uncover. Potential savings include: Ballfield lights being turned off after games, installing pool covers and solar heaters for all pools, internal lighting turned off when not in use and air conditioning being on with all doors/windows closed, finding water leaks before they impact water bills, and requiring accounts at NASDAQ to be inactive when the tournament is not on site (see study savings).

6	Efficiency: PRIDE Sterling Leadership Program (SPA 1)	57	20	0	77	56	20	1	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: To provide a growth opportunity for an up and coming employee to be eligible to assume a top-level position in accordance with the Career Employment Rules. As part of the department's succession plan, current separations of county employees from county employment and the upcoming retirements of county employees requires the department to position themselves to continuously develop eligible and qualified employees to become future managers.

6	Efficiency: PRIDE Training Specialist	53	19	0	72	51	19	1	1	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: The PRIDE program initiative is designed to have simultaneous components to the program in order to achieve success in creating a culture change throughout the department and as stated in feedback received during the Sterling Challenge: includes but not limited to succession planning; department-wide promotion amongst the entire work force; create opportunities for administrative/development staff to experience working in an operational/recreational capacity. This program needs to be administered by a professional level employee at the Training Specialist 3 level in the Human Resources Division.

Activity: Arts and Culture

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$859	\$2,252	\$2,841	\$2,947	\$3,311	\$3,134	\$3,238	\$3,302
General Fund UMSA	\$1,596	\$751	\$214	\$222	\$299	\$371	\$360	\$499
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fees and Charges	\$1,015	\$1,166	\$1,259	\$1,402	\$1,059	\$1,040	\$1,017	\$1,167
Tourist Development Tax	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
<b>EXPENDITURES</b>								
Salary	\$1,953	\$2,122	\$2,255	\$2,254	\$2,587	\$2,356	\$2,359	\$2,492
Overtime Salary	\$8	\$15	\$17	\$9	\$9	\$5	\$5	\$5
Fringe	\$475	\$612	\$669	\$759	\$833	\$799	\$799	\$899
Overtime Fringe	\$1	\$2	\$3	\$1	\$0	\$0	\$0	\$0
Other Operating	\$1,024	\$1,415	\$1,361	\$1,543	\$1,520	\$1,385	\$1,452	\$1,572
Capital	\$9	\$3	\$9	\$5	\$20	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$3,470</b>	<b>\$4,169</b>	<b>\$4,314</b>	<b>\$4,571</b>	<b>\$4,969</b>	<b>\$4,545</b>	<b>\$4,615</b>	<b>\$4,968</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	37	39	40	40	42	38	38	38
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	33	31	31	31	31	31	31
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Arts Summer Camp Registrants	n/a	486	411	443	690	425	709	726	RC3-1

**Comments/Justification:**

Arts Programs after school registrants	n/a	171	148	166	206	210	210	211	RC3-1
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**Comments/Justification:**

E) FY 2008-09 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	Revenue-Generating: Special Event Marketing	0	0	75	75	0	0	75	0	No	No	0	RC3-1

COMMENTS/JUSTIFICATION: To better market special events, increase attendance and increase revenue.

4	Cost Avoidance: Convert PT hours to partially fund Maintenance Repairer	5	1	40	46	31	15	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: FT employee to attract committed expert to keep 30-year building in operable condition. Breakdowns affect rentals by increasing the risk of cancellations.

6	Efficiency: Caleb Clerk 4 - Converting PT	16	2	28	46	31	15	0	0	No	No	1	RC3-1
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COMMENTS/JUSTIFICATION: To keep up with demand that will improve customer satisfaction and participation.

Activity: CBO and Fairchild Tropical Botanic Garden

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$485	\$485	\$485	\$485	\$485	\$412	\$412	\$412
Carryover	\$492	\$717	\$712	\$433	\$788	\$500	\$783	\$500
Other Revenues	\$360	\$-250	\$38	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$1,337</b>	<b>\$952</b>	<b>\$1,235</b>	<b>\$918</b>	<b>\$1,273</b>	<b>\$912</b>	<b>\$1,195</b>	<b>\$912</b>
<b>EXPENDITURES</b>								
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	\$620	\$240	\$802	\$130	\$490	\$912	\$695	\$912
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$620</b>	<b>\$240</b>	<b>\$802</b>	<b>\$130</b>	<b>\$490</b>	<b>\$912</b>	<b>\$695</b>	<b>\$912</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$620</b>	<b>\$240</b>	<b>\$802</b>	<b>\$130</b>	<b>\$490</b>	<b>\$912</b>	<b>\$695</b>	<b>\$912</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$717</b>	<b>\$712</b>	<b>\$433</b>	<b>\$788</b>	<b>\$783</b>	<b>\$0</b>	<b>\$500</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Deering Estate

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$1,436	\$1,605	\$1,701	\$1,685	\$1,906	\$1,784	\$1,877	\$2,201
Fees and Charges	\$366	\$333	\$455	\$551	\$679	\$758	\$719	\$746
<b>TOTAL REVENUE</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
<b>EXPENDITURES</b>								
Salary	\$957	\$1,071	\$1,197	\$1,142	\$1,255	\$1,304	\$1,207	\$1,411
Overtime Salary	\$11	\$12	\$13	\$9	\$11	\$10	\$10	\$10
Fringe	\$246	\$307	\$364	\$395	\$433	\$447	\$430	\$529
Overtime Fringe	\$2	\$2	\$2	\$2	\$2	\$2	\$2	\$2
Other Operating	\$582	\$540	\$580	\$679	\$882	\$779	\$947	\$995
Capital	\$4	\$6	\$0	\$9	\$2	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,802</b>	<b>\$1,938</b>	<b>\$2,156</b>	<b>\$2,236</b>	<b>\$2,585</b>	<b>\$2,542</b>	<b>\$2,596</b>	<b>\$2,947</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	24	24	24	24	24	23	23	23
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	15	14	15	16	17	15	15	15
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Earned Revenue	\$328	\$366	\$333	\$455	\$679	\$621	\$686	\$720	RC2-1

**Comments/Justification:**

Deering Estate attendance	21,753	20,335	22,626	42,968	45,116	45,000	46,000	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 2008-09 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	Revenue-Generation: Educational and Interpretive Programs	0	0	16	16	0	0	0	16	No	No	0	RC3-1

COMMENTS/JUSTIFICATION:(2) sliding display panel for Visitor Center, Flat TV and DVD player to tell Estate Story, and Artifact display cases for Richmond Cottage and Stone House.

1	Revenue-Generating: Public Facilities Manager for the sales and event coordination office	0	0	45	45	30	15	0	0	No	No	1	RC3-1
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COMMENTS/JUSTIFICATION:To meet rental event demand; unable to respond in an effective and timely manner thus losing potential sales opportunities.

2	Zero-Impact: On-site Maintenance Mechanic	0	0	52	52	37	15	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION:This position is being requested to address preventive maintenance and minor repair needs of the historic buildings, visitor center, classroom building and maintenance/education center. In 2004 the Deering Estate received a Conservation Assessment Program (CAP) grant from the Institute of Museum and Library Services (IMLS). The CAP report outlined a series of necessary preventive maintenance practices that are required for the facility. Due to a lack of appropriate resources these recommendations have for the most part gone unaddressed. Approval of this request would go a long way to permitting us to implement the reports recommendations for the preservation and proper maintenance of historic structures.

**Activity: Development and Construction**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$569	\$457	\$863	\$902	\$560	\$506	\$493	\$695
General Fund UMSA	\$255	\$210	\$387	\$549	\$374	\$335	\$315	\$458
Fees and Charges	\$0	\$0	\$41	\$53	\$44	\$51	\$36	\$30
<b>TOTAL REVENUE</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$844</b>	<b>\$1,183</b>
<b>EXPENDITURES</b>								
Salary	\$2,936	\$3,042	\$3,598	\$3,549	\$3,652	\$3,852	\$3,777	\$4,214
Overtime Salary	\$103	\$49	\$40	\$51	\$70	\$55	\$55	\$55
Fringe	\$64	\$49	\$116	\$114	\$83	\$822	\$346	\$557
Overtime Fringe	\$15	\$7	\$6	\$8	\$12	\$10	\$0	\$0
Other Operating	\$-2,294	\$-2,480	\$-2,469	\$-2,218	\$-2,896	\$-3,847	\$-2,734	\$-3,643
Capital	\$0	\$0	\$0	\$0	\$57	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$1,444</b>	<b>\$1,183</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$824</b>	<b>\$667</b>	<b>\$1,291</b>	<b>\$1,504</b>	<b>\$978</b>	<b>\$892</b>	<b>\$1,444</b>	<b>\$1,183</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-600</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	86	89	89	88	88	95	95	95
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	8	8	8	8	8	8	8	8
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Construction Contracts Completed	n/a	111	58	52	63	58	75	75	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	48	27	60	60	RC1-6
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**Comments/Justification:**

Park Acres per 1,000 UMSA residents (2.75 standard)					4.10	4.40	3.14	3.20	RC1-6
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**Comments/Justification:**

E) FY 2008-09 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	Zero Impact: CADD Manager	0	0	79	79	58	21	0	0	No	No	1	RC1-6

COMMENTS/JUSTIFICATION: The CADD (Computer Aided Design & Drafting) Manager position is needed to archive, retrieve, and manage the Department's CADD files in a structured format that is easily retrievable. The manager needs to organize detail files, coordinate the drawing and file labeling process, and provide technical assistance to staff. Parks currently has a database of over 45,000 CADD files stored electronically. These files include designs and plans for buildings, playgrounds, and other Park improvements. Additional duties include: maintaining and updating AutoCAD files and as-built records of all Miami-Dade County Park and Recreation Department facilities including new construction, renovations, and infrastructure; establishing and managing the CADD system, including an archive of existing in-house and consultant design work in a logical electronic file format; supervises the development of a comprehensive file structure for keeping and cross referencing all drawing files; formulates and implements CADD standards, organizes and maintains detailed files, coordinates the drawing process, and provides technical assistance to staff. Retrieval time of CADD files will decrease, thereby increasing efficiency of staff. With a standardized file naming structure in place, employee design staff will be able to locate and retrieve CADD files much more efficiently. Additionally, the CADD Manager will be able to set controls on file revisions, enhancing the security of the drawings and designs.

2	Zero Impact: Architectural Drafter	0	0	51	51	35	16	0	0	No	No	1	RC1-6
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COMMENTS/JUSTIFICATION: The Architectural Drafter 2 (AD 2) position is needed to increase in-house design capacity. There is currently only one AD 2 position, with an additional AD 2, the Architecture and Engineering Section will be able to increase the number of capital projects designed and expedite the development of capital projects.

2	Zero Impact: Support positions for Capital Program	0	0	219	219	151	57	2	9	No	No	3	RC1-6
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COMMENTS/JUSTIFICATION: Study Recommendations

6	Efficiency: Park Design Standards	136	64	0	200	0	0	200	0	No	No	0	RC1-2
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COMMENTS/JUSTIFICATION: Develop Park Design Standards to institutionalize Open Space Master Plan (OSMP) green goals and principles into the design of park architecture, siting and landscape architecture to enhance curb appeal of all parks and to improve greater efficiency and effectiveness in the coordination and communication of project goals between professionals working on capital projects.

Activity: Facility Maintenance

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,235	\$2,229	\$2,412	\$2,182	\$2,982	\$2,884	\$3,265	\$3,490
General Fund UMSA	\$1,852	\$2,844	\$1,275	\$1,455	\$1,906	\$2,464	\$2,088	\$2,231
<b>TOTAL REVENUE</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
<b>EXPENDITURES</b>								
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	\$4,087	\$5,073	\$3,687	\$3,637	\$4,888	\$5,348	\$5,353	\$5,721
Capital	0	0	0	0	0	0	0	0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$4,087</b>	<b>\$5,073</b>	<b>\$3,687</b>	<b>\$3,637</b>	<b>\$4,888</b>	<b>\$5,348</b>	<b>\$5,353</b>	<b>\$5,721</b>
<b>REVENUES</b>								
<b>LESS EXPENDITURES</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	109	109	111	110	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 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	

Emergency response within 24 hours	n/a	n/a	n/a	n/a	89%	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 2008-09 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	Zero Impact: Emergency Call-in Center	0	0	175	175	31	15	35	93	No	No	1	RC1-1

COMMENTS/JUSTIFICATION:By increasing maintenance personnel to handle the routine and program maintenance of the new and expanded facilities it will increase the safety and overall positive experience the patrons have at the facilities.

4	Cost Avoidance: Lifecycle Maintenance (transfer from COR to O40)	2720	1280	0	4000	0	0	4000	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION:

5	New & Expanded: Facility Maintenance (FY 08-09 added assets)	250	118	0	368	0	0	368	0	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION:In order to provide maintenance at these facilities we need additional staffing, we have not increased our maintenance staff to meet the demands of the expanded facilities. Need 255k to be allocated from GSA's heavy equipment (\$1 million) to support positions. 4 Step Vans, 1 Manlift

F) FY 2007-08 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

Activity: Golf

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$142	\$1,615	\$0	\$1,011	\$740	\$1,271	\$933	\$1,179
Carryover	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Golf Course Fees	\$5,188	\$6,949	\$8,120	\$8,380	\$8,639	\$8,918	\$9,016	\$9,371
<b>TOTAL REVENUE</b>	<b>\$5,330</b>	<b>\$8,564</b>	<b>\$8,120</b>	<b>\$9,391</b>	<b>\$9,379</b>	<b>\$10,189</b>	<b>\$9,949</b>	<b>\$10,550</b>
<b>EXPENDITURES</b>								
Salary	\$2,071	\$2,922	\$3,056	\$3,229	\$3,437	\$3,759	\$3,713	\$4,017
Overtime Salary	\$67	\$87	\$56	\$85	\$35	\$48	\$48	\$48
Fringe	\$530	\$852	\$978	\$1,166	\$1,231	\$1,373	\$1,290	\$1,583
Overtime Fringe	\$10	\$13	\$8	\$13	\$7	\$6	\$6	\$9
Other Operating	\$3,075	\$5,267	\$3,813	\$4,343	\$4,122	\$4,448	\$4,469	\$4,320
Capital	\$0	\$14	\$2	\$2	\$14	\$2	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$5,753</b>	<b>\$9,155</b>	<b>\$7,913</b>	<b>\$8,838</b>	<b>\$8,846</b>	<b>\$9,636</b>	<b>\$9,526</b>	<b>\$9,977</b>
Debt Services	\$0	\$0	\$0	\$553	\$533	\$553	\$573	\$573
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
<b>TOTAL EXPENDITURES</b>	<b>\$5,753</b>	<b>\$9,155</b>	<b>\$7,913</b>	<b>\$9,391</b>	<b>\$9,379</b>	<b>\$10,189</b>	<b>\$10,099</b>	<b>\$10,550</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$-423</b>	<b>\$-591</b>	<b>\$207</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-150</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	39	72	72	71	69	71	71	71
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	33	33	47	49	52	52	52	54
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Golf Rounds Played	190,436	201,334	255,719	255,502	260,547	266,500	266,500	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	(\$5.07)	(\$1.80)	(\$3.74)	(\$3.74)	RC1-3
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**Comments/Justification:**

E) FY 2008-09 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	Revenue-Generating: Crandon Golf Custodian	0	0	31	31	19	12	0	0	No	No	1	RC1-1

COMMENTS/JUSTIFICATION: Custodian maintains cleanliness inside the clubhouse and the course restrooms at Crandon Golf Course. This is an operating impact created by the construction of a \$5 million clubhouse/locker room facility.

1	Revenue-Generating: Crandon and CCM Pro Shop - Converting PT	0	0	70	70	44	26	0	0	No	No	2	RC1-4
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COMMENTS/JUSTIFICATION: To maintain one stable position in the pro shop among the continuously changing part time employee positions. This position will develop experience in pro shop management and customer service and serve as a training ground for future management positions.

1	Revenue-Generating: Palmetto Account Clerk - Converting PT	0	0	40	40	26	14	0	0	No	No	1	RC1-4
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COMMENTS/JUSTIFICATION: A FT Account Clerk will enhance the facility's maintenance of accounting and fiscal records.

Activity: Grounds Maintenance

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$3,904	\$5,140	\$4,918	\$4,870	\$4,281	\$4,329	\$4,992	\$5,075
General Fund UMSA	\$5,251	\$4,360	\$5,627	\$6,646	\$8,204	\$9,112	\$9,563	\$9,852
Fees and Charges	\$537	\$516	\$292	\$559	\$933	\$443	\$443	\$615
Fees for Services	\$100	\$50	\$50	\$100	\$48	\$50	\$50	\$50
Other Revenues	\$250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
<b>EXPENDITURES</b>								
Salary	\$6,300	\$6,315	\$6,630	\$7,483	\$7,510	\$7,892	\$7,948	\$8,249
Overtime Salary	\$176	\$76	\$282	\$579	\$27	\$199	\$138	\$136
Fringe	\$2,061	\$2,066	\$2,216	\$2,440	\$2,610	\$2,914	\$3,008	\$3,453
Overtime Fringe	\$26	\$6	\$25	\$87	\$9	\$38	\$2	\$14
Other Operating	\$1,479	\$1,603	\$1,734	\$1,405	\$3,310	\$2,772	\$3,952	\$3,740
Capital	\$0	\$0	\$0	\$181	\$0	\$119	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$10,042</b>	<b>\$10,066</b>	<b>\$10,887</b>	<b>\$12,175</b>	<b>\$13,466</b>	<b>\$13,934</b>	<b>\$15,048</b>	<b>\$15,592</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	238	246	250	246	278	271	271	271
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	52	37	25	31	55	55	55	65
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Average Facility inspection rating (1-5)	n/a	3.25	3.10	2.99	3.04	2.80	2.80	2.80	RC1-1

**Comments/Justification:** Sparkle Tours. The scale is from 1 to 5. 1 = worst and 5 = best.

Acreage of Exotic Plant Control	2,191	1,270	1,466	1,569	2,180	1,368	1,800	1,800	RC1-2
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**Comments/Justification:**

E) FY 2008-09 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	Zero-Impact: Prescribed Fire	0	0	202	202	48	18	16	120	No	No	1	RC1-2

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. The amount of coordination between agencies (DOF, MDFR, ENP, DERM) and neighbors requires the hiring of a "Prescribed Burn Coordinator", either as county staff or as a contractor (TNC). To increase the amount of burns conducted, NAM needs to procure a second Type 6 fire engine unit (a modified Ford F-450 type vehicle) and additional hoses, fixtures, etc.

3	Health & Safety: Wildlife Management	103	0	0	103	40	16	17	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 (e.g. crocodiles, migratory birds, gopher tortoises, burrowing owls, etc.) requires that the Department hire a Biologist 2 to coordinate removal, control, and monitoring of wildlife. In addition, the Wildlife Biologist would coordinate public education. A modified pick-up truck with a ventilated rear bed and additional equipment would be required.

3	Health & Safety: Whitefly	500	0	0	500	0	0	500	0	No	No	0	RC1-1
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COMMENTS/JUSTIFICATION: The Ficus Whitefly is a newly introduced insect that kills Ficus trees. It is spreading rapidly in Miami-Dade County.

4	Cost Avoidance: Tree Crew	147	0	0	147	94	52	1	0	No	No	4	RC1-1
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COMMENTS/JUSTIFICATION: An additional Semi-Skilled Laborer to each of the four NAM tree crews will enable the crews to manage more trees annually and run more efficiently. The positions are needed to complete business plan and will improve our productivity and decrease attrition.

Activity: Hurricane - Fund 040

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$0	\$0	\$0	\$4,967	\$0	\$0	\$0	\$0
General Fund UMSA	\$0	\$0	\$0	\$3,081	\$0	\$0	\$0	\$0
Carryover	\$0	\$0	\$0	\$0	\$0	\$890	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,048</b>	<b>\$0</b>	<b>\$890</b>	<b>\$0</b>	<b>\$0</b>
<b>EXPENDITURES</b>								
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	\$8,121	\$0	\$0	\$0	\$0
Capital	\$0	\$0	\$0	\$537	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,658</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,658</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$-610</b>	<b>\$0</b>	<b>\$890</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	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 =								

Activity: Marinas

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Carryover	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,005	\$903
Marina Fees and Charges	\$6,083	\$7,022	\$7,263	\$7,218	\$7,891	\$7,294	\$7,786	\$7,995
<b>TOTAL REVENUE</b>	<b>\$6,851</b>	<b>\$7,865</b>	<b>\$8,305</b>	<b>\$8,152</b>	<b>\$8,984</b>	<b>\$7,945</b>	<b>\$8,791</b>	<b>\$8,898</b>
<b>EXPENDITURES</b>								
Salary	\$598	\$785	\$901	\$910	\$947	\$1,174	\$1,137	\$1,304
Overtime Salary	\$7	\$9	\$3	\$5	\$10	\$2	\$2	\$2
Fringe	\$126	\$220	\$236	\$298	\$296	\$465	\$432	\$567
Overtime Fringe	\$1	\$1	\$1	\$1	\$2	\$0	\$0	\$0
Other Operating	\$1,657	\$2,044	\$2,380	\$2,518	\$2,990	\$2,293	\$2,936	\$3,102
Capital	\$26	\$88	\$13	\$0	\$6	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,415</b>	<b>\$3,147</b>	<b>\$3,534</b>	<b>\$3,732</b>	<b>\$4,251</b>	<b>\$3,934</b>	<b>\$4,507</b>	<b>\$4,975</b>
Debt Services	\$0	\$0	\$0	\$0	\$0	\$60	\$72	\$72
Reserves	\$0	\$0	\$0	\$0	\$0	\$454	\$0	\$790
Transfers	\$768	\$843	\$1,042	\$934	\$1,093	\$651	\$1,006	\$903
OthNonOper	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>\$3,183</b>	<b>\$3,990</b>	<b>\$4,576</b>	<b>\$4,666</b>	<b>\$5,344</b>	<b>\$5,099</b>	<b>\$5,585</b>	<b>\$6,740</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$3,668</b>	<b>\$3,875</b>	<b>\$3,729</b>	<b>\$3,486</b>	<b>\$3,640</b>	<b>\$2,846</b>	<b>\$3,206</b>	<b>\$2,158</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	10	16	17	18	18	18	19	19
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	25	21	21	22	26	25	25	25
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Marina Occupancy Rate	101%	105%	105%	105%	100%	105%	100%	105%	RC1-3

Comments/Justification:

E) FY 2008-09 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	Revenue-Generating: PFM 3 for Haulover Dockmaster	0	0	46	46	30	15	1	0	No	No	1	RC1-4

COMMENTS/JUSTIFICATION: The position is not funded by the General Fund. It is funded by the Marina MOU. At present there is no Dock Master to oversee the Haulover Marina. Haulover Marina is scheduled to re-open the renovated Charter Boat and South breakwater on March 1, 2008. This will accommodate 41 slips that need oversight by a Dock Master. The remainder of the renovation project is scheduled to be completed by May of 2009. Once fully opened, Haulover Marina will have approximately 150 slips. Not having a PFM 3 at this facility seriously impacts Marina Revenue, slip utilization and expected customer service.

1	Revenue-Generating: Marina attendants per MOU - Converting PT	0	0	282	282	212	68	2	0	No	No	3	RC1-4
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COMMENTS/JUSTIFICATION: These positions are fully funded by the Marina MOU and will not impact General Fund expenses. In order to meet the staffing requirements of the MOU as per RFP 195, these three (3) Full Time and six (6) Part Time positions are critical to increase revenue, customer service and facility maintenance.

Activity: Miami Metrozoo

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$6,278	\$6,608	\$7,620	\$7,995	\$8,007	\$7,438	\$7,438	\$13,750
Carryover	\$-30	\$0	\$0	\$283	\$329	\$324	\$547	\$0
Miami Metrozoo Fees and Charges	\$3,039	\$3,113	\$3,479	\$4,366	\$5,439	\$6,045	\$6,107	\$7,122
Transfer From Other Funds	\$135	\$128	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$9,422</b>	<b>\$9,849</b>	<b>\$11,099</b>	<b>\$12,644</b>	<b>\$13,775</b>	<b>\$13,807</b>	<b>\$14,092</b>	<b>\$20,872</b>
<b>EXPENDITURES</b>								
Salary	\$4,367	\$4,787	\$5,308	\$5,633	\$6,144	\$6,414	\$6,414	\$9,832
Overtime Salary	\$46	\$41	\$53	\$92	\$76	\$25	\$24	\$24
Fringe	\$1,237	\$1,501	\$1,672	\$1,947	\$2,147	\$2,350	\$2,262	\$3,871
Overtime Fringe	\$7	\$6	\$8	\$14	\$11	\$4	\$4	\$4
Other Operating	\$3,741	\$3,424	\$3,675	\$4,261	\$4,716	\$4,830	\$5,204	\$6,952
Capital	\$24	\$9	\$20	\$288	\$54	\$104	\$104	\$109
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$9,422</b>	<b>\$9,768</b>	<b>\$10,736</b>	<b>\$12,235</b>	<b>\$13,148</b>	<b>\$13,727</b>	<b>\$14,012</b>	<b>\$20,792</b>
Debt Services	\$0	\$80	\$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
<b>TOTAL EXPENDITURES</b>	<b>\$9,422</b>	<b>\$9,848</b>	<b>\$10,816</b>	<b>\$12,315</b>	<b>\$13,228</b>	<b>\$13,807</b>	<b>\$14,092</b>	<b>\$20,872</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$1</b>	<b>\$283</b>	<b>\$329</b>	<b>\$547</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	118	120	116	120	127	135	155	189
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	31	32	44	51	53	54	54	78
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Earned Revenue	\$2,574	\$3,039	\$3,113	\$3,479	\$5,439	\$6,045	\$6,107	\$6,622	RC2-1

Comments/Justification:

Miami Metrozoo Attendance	492,523	459,404	488,974	523,032	632,706	570,500	570,500	650,000	RC3-1
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Comments/Justification:

E) FY 2008-09 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	Revenue generating: Monorail/Tram Services - Converting Part-time to Full-time	0	0	0	0	0	0	0	0	No	No	0	RC1-1

COMMENTS/JUSTIFICATION: Conversion of 5 part-time positions to 3 full-time positions; to reduce turnover; need to stabilize core of trained guides to ensure quality guest service

5	New & Expanded: Amazon & Beyond	5626	0	0	5626	2879	1127	1620	0	No	No	54	RC1-4
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COMMENTS/JUSTIFICATION: See attached spreadsheet for breakdown

**Activity: Park Operations**

**A) OPERATING BUDGET - REVENUES AND EXPENDITURES**

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$7,701	\$9,290	\$14,098	\$11,431	\$17,488	\$12,694	\$11,216	\$13,858
General Fund UMSA	\$11,199	\$8,178	\$6,024	\$7,621	\$10,670	\$7,581	\$7,615	\$10,898
Carryover	\$-694	\$614	\$49	\$2,855	\$-352	\$943	\$3,294	\$83
Fees and Charges	\$9,980	\$9,513	\$10,682	\$10,437	\$12,104	\$11,039	\$12,283	\$11,921
Convention Development Tax	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
<b>TOTAL REVENUE</b>	<b>\$28,686</b>	<b>\$28,095</b>	<b>\$31,805</b>	<b>\$33,344</b>	<b>\$40,910</b>	<b>\$33,257</b>	<b>\$35,408</b>	<b>\$37,760</b>
<b>EXPENDITURES</b>								
Salary	\$14,216	\$13,439	\$14,697	\$14,230	\$15,211	\$15,673	\$13,921	\$16,400
Overtime Salary	\$305	\$282	\$299	\$216	\$545	\$124	\$301	\$300
Fringe	\$3,026	\$3,681	\$4,306	\$5,357	\$5,512	\$5,567	\$6,015	\$6,827
Overtime Fringe	\$45	\$49	\$62	\$32	\$109	\$25	\$102	\$86
Other Operating	\$10,512	\$10,426	\$9,955	\$12,548	\$13,162	\$13,475	\$14,301	\$14,217
Capital	\$250	\$169	\$264	\$906	\$1,064	\$41	\$900	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$28,354</b>	<b>\$28,046</b>	<b>\$29,583</b>	<b>\$33,289</b>	<b>\$35,603</b>	<b>\$34,905</b>	<b>\$35,540</b>	<b>\$37,830</b>
Debt Services	\$0	\$0	\$0	\$179	\$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
<b>TOTAL EXPENDITURES</b>	<b>\$28,354</b>	<b>\$28,046</b>	<b>\$29,583</b>	<b>\$33,468</b>	<b>\$35,603</b>	<b>\$34,905</b>	<b>\$35,540</b>	<b>\$37,830</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$332</b>	<b>\$49</b>	<b>\$2,222</b>	<b>\$-124</b>	<b>\$5,307</b>	<b>\$-1,648</b>	<b>\$-132</b>	<b>\$-70</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	303	306	318	344	341	350	347	355
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	235	226	212	216	182	182	182	208
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Equestrian Center Rentals	n/a	42	33	32	23	30	25	25	RC3-1
<b>Comments/Justification:</b>									
Trail Glades Range Admissions	n/a	18,738	17,704	19,190	28,195	18,200	28,800	29,000	RC3-1
<b>Comments/Justification:</b>									
Campground Rentals (includes L&P Thompson and Greynolds)	n/a	36,489	31,329	35,136	38,019	32,500	38,800	39,000	RC3-1
<b>Comments/Justification:</b>									
Park and Recreation Volunteers					8,753	9,000	9,000	9,500	RC3-1
<b>Comments/Justification:</b>									
Building Facilities Rented					2,046	1,900	2,100	2,150	RC3-1
<b>Comments/Justification:</b>									
Picnic Shelters Reserved					6,876	6,800	7,000	7,100	RC3-1
<b>Comments/Justification:</b>									

E) FY 2008-09 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	Revenue-Generating: Showmobile Rec Spec	0	0	60	60	40	17	3	0	No	No	1	RC3-1

COMMENTS/JUSTIFICATION:

1	Revenue-Generating: Showmobile Sound System	0	0	136	136	0	0	0	136	No	No	0	RC3-1
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COMMENTS/JUSTIFICATION:

3	Health & Safety: Haulover Parking Package	0	0	110	110	68	39	3	0	No	No	3	RC1-1
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COMMENTS/JUSTIFICATION: With the introduction of automated paystations at Greynolds and Haulover Parks along with establishing a commuter parking fee at Haulover Park, we would be able to increase parking revenue by up to \$200,000. We would need to hire 3 FT Guards for enforcement issues and to reduce PT toll booth staff by approximately \$50,000.

3	Health & Safety: Matheson Atoll Lifeguard - Convert PT	0	0	53	53	37	16	0	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION: Convert PT Pool/Lake Lifeguard Hours to FT Ocean Lifeguard 1 position at Matheson Hammock Park to enhance the level of service and increase patron safety.

3	Health & Safety: Park Enforcement	240	113	0	353	251	102	0	0	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION:

5	New & Expanded: Various (See List)	1393	1393	11	2797	0	0	2796	0	No	No	25	RC1-1
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COMMENTS/JUSTIFICATION:

7	Beach Maintenance	431	0	0	431	191	44	6	190	No	No	6	RC1-1
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COMMENTS/JUSTIFICATION: Increase sand sifting of beach from quarterly to monthly between the Jetty and 35th Street and add 2 afternoon crews (1 south, 1 north).

Activity: Park Programming

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$2,219	\$2,975	\$3,388	\$2,158	\$1,982	\$2,912	\$2,289	\$2,458
General Fund UMSA	\$2,829	\$2,361	\$2,744	\$3,237	\$2,956	\$4,291	\$3,415	\$3,611
Fees and Charges	\$2,773	\$2,642	\$2,900	\$3,205	\$3,188	\$3,036	\$3,182	\$3,183
Transfer From Other Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL REVENUE</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
<b>EXPENDITURES</b>								
Salary	\$5,290	\$5,397	\$6,110	\$5,905	\$5,621	\$6,804	\$5,949	\$6,174
Overtime Salary	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe	\$1,209	\$1,233	\$1,396	\$1,235	\$1,282	\$1,598	\$1,477	\$1,696
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$1,322	\$1,348	\$1,526	\$1,432	\$1,223	\$1,837	\$1,460	\$1,382
Capital	\$0	\$0	\$0	\$28	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$7,821</b>	<b>\$7,978</b>	<b>\$9,032</b>	<b>\$8,600</b>	<b>\$8,126</b>	<b>\$10,239</b>	<b>\$8,886</b>	<b>\$9,252</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	52	55	58	55	72	72	71	63
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	188	185	175	210	250	252	216	207
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	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	10,988	9,900	11,000	11,200	RC3-1

Comments/Justification:

After School Registrations (excludes Arts and Culture)	n/a	975	1,297	2,265	1,883	2,000	1,900	1,900	RC3-1
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Comments/Justification:

Sports Development Registrations	n/a	2,352	2,057	2,112	2,100	2,100	2,100	2,100	RC3-1
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Comments/Justification:

Learn-to-Swim registrants**	n/a	9,076	8,614	11,175	8,088	8,300	8,300	8,600	RC3-1
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Comments/Justification:

Senior Program Registrations	n/a	361	129	310	195	315	350	360	RC3-1
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Comments/Justification:

Eco-Adventure Tour participants (includes summer program registrants who participate in Eco-Adventure Tour programs)	n/a	7,612	14,324	18,793	27,983	36,000	28,200	28,500	RC3-1
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Comments/Justification:

Leisure Access Program registrants**	n/a	n/a	581	755	1,234	1,244	1,250	1,250	RC3-1
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Comments/Justification:

Eco-Adventure Tour participants*					16,836	28,100	17,400	17,530	RC3-1
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Comments/Justification:

E) FY 2008-09 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	Revenue-Generating: EcoAdventures - Converting PT	0	0	120	120	79	41	0	0	No	No	3	RC1-1

COMMENTS/JUSTIFICATION:

8	Programming: Seniors' Program Expansion (Region 1)	95	143	0	238	163	67	8	0	No	No	4	RC1-1
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COMMENTS/JUSTIFICATION:

8	Programming: Seniors' Program Expansion (Region 2)	41	61	0	102	68	31	3	0	No	No	2	RC1-1
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COMMENTS/JUSTIFICATION:

8	Programming: Brothers to the Rescue Year-round	21	32	0	53	34	16	3	0	No	No	1	RC1-1
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COMMENTS/JUSTIFICATION:

F) FY 2007-08 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

Activity: Pools

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
General Fund Countywide	\$529	\$594	\$691	\$788	\$961	\$988	\$1,131	\$1,117
General Fund UMSA	\$1,073	\$1,205	\$1,402	\$1,182	\$1,462	\$1,486	\$1,720	\$1,747
Fees and Charges	\$310	\$346	\$394	\$395	\$394	\$363	\$316	\$347
<b>TOTAL REVENUE</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
<b>EXPENDITURES</b>								
Salary	\$972	\$1,091	\$1,265	\$1,147	\$1,343	\$1,469	\$1,421	\$1,475
Overtime Salary	\$0	\$0	\$0	\$1	\$0	\$0	\$0	\$0
Fringe	\$238	\$267	\$309	\$297	\$360	\$391	\$416	\$477
Overtime Fringe	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operating	\$702	\$787	\$913	\$920	\$1,114	\$977	\$1,330	\$1,259
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$1,912</b>	<b>\$2,145</b>	<b>\$2,487</b>	<b>\$2,365</b>	<b>\$2,817</b>	<b>\$2,837</b>	<b>\$3,167</b>	<b>\$3,211</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$0</b>							

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	6	6	5	8	8	8	8	8
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	44	44	43	44	45	45	47	47
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of Pool Rentals	n/a	40	70	79	85	75	90	90	RC3-1
<b>Comments/Justification:</b>									
Public Swim Attendance	n/a	n/a	23,927	22,121	22,452	24,300	22,000	22,000	RC3-1
<b>Comments/Justification:</b>									
Summer Camp Attendance	n/a	n/a	19,058	13,139	13,402	12,600	12,000	12,500	RC3-1
<b>Comments/Justification:</b>									
Swim Club Registrations	n/a	n/a	751	567	579	615	600	600	RC3-1
<b>Comments/Justification:</b>									
Public School Attendance	n/a	n/a	8,096	13,029	10,100	8,500	8,000	11,000	RC3-1
<b>Comments/Justification:</b>									

Activity: Special Tax District Landscape Maintenance

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
<b>REVENUE</b>								
Interest Earnings	\$28	\$20	\$37	\$110	\$158	\$67	\$139	\$110
Special Taxing District Carryover	\$1,846	\$1,602	\$1,536	\$1,914	\$2,818	\$2,232	\$3,475	\$2,894
Special Taxing District Revenue	\$1,763	\$2,389	\$3,015	\$3,748	\$3,629	\$3,874	\$3,867	\$3,826
<b>TOTAL REVENUE</b>	<b>\$3,637</b>	<b>\$4,011</b>	<b>\$4,588</b>	<b>\$5,772</b>	<b>\$6,605</b>	<b>\$6,173</b>	<b>\$7,481</b>	<b>\$6,830</b>
<b>EXPENDITURES</b>								
Salary	\$560	\$543	\$506	\$239	\$174	\$242	\$238	\$248
Overtime Salary	\$1	\$2	\$15	\$15	\$0	\$0	\$0	\$0
Fringe	\$173	\$178	\$194	\$87	\$76	\$112	\$110	\$121
Overtime Fringe	\$0	\$0	\$2	\$2	\$0	\$0	\$0	\$0
Other Operating	\$1,249	\$1,717	\$1,998	\$2,549	\$2,877	\$5,815	\$4,239	\$6,461
Capital	\$52	\$35	\$-41	\$62	\$3	\$4	\$0	\$0
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$2,035</b>	<b>\$2,475</b>	<b>\$2,674</b>	<b>\$2,954</b>	<b>\$3,130</b>	<b>\$6,173</b>	<b>\$4,587</b>	<b>\$6,830</b>
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
<b>TOTAL EXPENDITURES</b>	<b>\$2,035</b>	<b>\$2,475</b>	<b>\$2,674</b>	<b>\$2,954</b>	<b>\$3,130</b>	<b>\$6,173</b>	<b>\$4,587</b>	<b>\$6,830</b>
<b>REVENUES LESS EXPENDITURES</b>	<b>\$1,602</b>	<b>\$1,536</b>	<b>\$1,914</b>	<b>\$2,818</b>	<b>\$3,475</b>	<b>\$0</b>	<b>\$2,894</b>	<b>\$0</b>

B) POSITIONS

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	22	22	22	7	7	7	7	7
Full-Time Positions Filled =								
Part-time FTEs Budgeted =	3	7	2	2	2	2	2	2
Temporary FTEs Budgeted =								

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

	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	FY 2008-09	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	
Number of special taxing districts maintained	43	43	50	60	0	85	85	0	RC1-1

Comments/Justification:

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 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Communications	Communications Department – Promotional Spots Program	No	\$85	\$85	\$85	\$85	\$85	\$0	\$0	\$0
Communications	Communications Department – Community Periodical Program	No	\$0	\$0	\$8	\$10	\$10	\$10	\$10	\$10
Solid Waste Management	Loan repayment for Ojus property purchase	No	\$1,160	\$261	\$165	\$266	\$0	\$141	\$0	\$0
Total Transfer to other Departments			\$1,245	\$346	\$258	\$361	\$95	\$151	\$10	\$10

**PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO PARK AND RECREATION**

Department(from)	Reason and Source	Confirmed?	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Budget Submission
Non-Departmental	Revenue for the Crandon Tennis Center - Convention Development Tax	No	\$500	\$500	\$952	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Non-Departmental	Reimbursement from QNIP for Administrative Support	No	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Non-Departmental	Revenue for Miami-Dade County Auditorium from the Tourist Development Tax	No	\$0	\$0	\$0	\$0	\$300	\$0	\$0	\$0
Total Transfer from other Departments			\$700	\$700	\$1,152	\$1,200	\$1,500	\$1,200	\$1,200	\$1,200

may include capital funds as well

SELECTED LINE ITEM HIGHLIGHTS

Department: Park and Recreation

(\$ in 000s)

Line Item Highlight	Subobject(s)	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Budget	FY 2007-08 Projection	FY 2008-09 Base Submission
Community-based Organizations	Fund 040; 60614, 60616 & 60620	\$235	\$64	\$207	\$54	\$-38	\$222	\$205	\$541
Contract Temporary Employees	Fund 040; Object 215	\$585	\$800	\$344	\$395	\$206	\$214	\$166	\$151
Water and Sewer Service	Fund 040; 22110	\$2,326	\$2,395	\$2,012	\$2,755	\$2,761	\$2,898	\$2,919	\$3,058
Rent	Fund 040; 25190	\$727	\$737	\$730	\$748	\$833	\$869	\$869	\$919
Travel	Fund 040 & 125/126; S/O 31210,31211,31215			\$103	\$137	\$149	\$129	\$129	\$143
Registrations	Fund 040, 125; s/o 31220			\$31	\$38	\$33	\$45	\$39	\$39

**CAPITAL FUNDED REQUESTS REVENUE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**DEPARTMENT:** Park and Recreation

	2007-08	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>County Bonds/Debt</b>										
Building Better Communities GOB Program	33,604	65,706	32,782	28,516	51,836	56,964	25,109	26,219	131,603	418,735
Financing Proceeds	0	0	40,000	0	0	0	0	0	0	40,000
Future Financing	0	0	12,227	2,000	2,200	2,424	0	0	0	18,851
Other - County Bonds/Debt	600	5,200	0	0	0	0	0	0	0	5,200
PAC Bond Proceeds	0	3,069	0	0	0	0	0	0	0	3,069
QNIP Phase I UMSA Bond Proceeds	0	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
QNIP Phase V UMSA Bond Proceeds	564	6,749	0	0	0	0	0	0	0	6,749
Safe Neigh. Parks (SNP) Proceeds	0	120,682	0	0	0	0	0	0	0	120,682
Sunshine State Financing	0	15,200	0	0	0	0	0	0	0	15,200
<b>Total:</b>	<b>34,768</b>	<b>277,399</b>	<b>85,009</b>	<b>30,516</b>	<b>54,036</b>	<b>59,388</b>	<b>25,109</b>	<b>26,219</b>	<b>131,603</b>	<b>689,279</b>
<b>Impact Fees/Exactions</b>										
Park Impact Fees	3,000	97,890	2,500	0	0	0	0	0	0	100,390
<b>Total:</b>	<b>3,000</b>	<b>97,890</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,390</b>
<b>Non-County Sources</b>										
Cash Donations - Non County Sources	0	3,000	0	0	0	0	0	0	0	3,000
Non-County Contributions	0	300	0	0	0	0	0	0	0	300
Other - Non County Sources	0	480	0	0	0	0	0	0	0	480
<b>Total:</b>	<b>0</b>	<b>3,780</b>	<b>0</b>	<b>3,780</b>						
<b>Other County Sources</b>										
Capital Outlay Reserve	14,436	30,468	28,585	19,205	9,192	6,355	3,200	2,400	0	99,405
Commissioner Donations	466	1,140	0	0	0	0	0	0	0	1,140
Liability Trust Fund	0	1,125	0	0	0	0	0	0	0	1,125

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Operating Revenue	950	5,087	500	500	500	0	0	0	0	6,587
QNIP Phase III Pay As You Go	0	1,429	0	0	0	0	0	0	0	1,429
<b>Total:</b>	<b>15,852</b>	<b>39,249</b>	<b>29,085</b>	<b>19,705</b>	<b>9,692</b>	<b>6,355</b>	<b>3,200</b>	<b>2,400</b>	<b>0</b>	<b>109,686</b>
<b>State of Florida</b>										
FDOT Funds	180	1,970	510	3,467	900	5,095	0	0	0	11,942
Florida Boating Improvement Fund	600	6,636	300	300	300	300	300	300	0	8,436
Florida Department of Environmental Protection	0	200	0	0	0	0	0	0	0	200
Florida Department of State	0	165	0	0	0	0	0	0	0	165
Florida Inland Navigational District	0	2,748	0	0	0	0	0	0	0	2,748
<b>Total:</b>	<b>780</b>	<b>11,719</b>	<b>810</b>	<b>3,767</b>	<b>1,200</b>	<b>5,395</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>23,491</b>
<b>Department Total:</b>	<b>54,400</b>	<b>430,037</b>	<b>117,404</b>	<b>53,988</b>	<b>64,928</b>	<b>71,138</b>	<b>28,609</b>	<b>28,919</b>	<b>131,603</b>	<b>926,626</b>

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**CAPITAL FUNDED REQUESTED EXPENDITURE SUMMARY**

(\$ in 000s)

**2008-09 Proposed Capital Budget and Multi-Year Capital Plan**

**Recreation and Culture**

	PRIOR	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	FUTURE	TOTAL
<b>ADA Accessibility Improvements</b>									
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - AMERICANS WITH DISABILITIES ACT COMPLIANCE	840	1,060	400	0	0	0	0	0	2,300
<b>Areawide Parks - New</b>									
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - NEW AREAWIDE PARK DEVELOPMENT	11,656	2,000	3,844	0	0	0	0	0	17,500
<b>Areawide Parks - Renovation</b>									
A.D. BARNES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 24)	436	155	206	703	0	0	0	2,500	4,000
AMELIA EARHART PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 45)	1,527	575	1,019	5,250	3,749	267	849	9,764	23,000
AREAWIDE PARKS - 40-YEAR BUILDING RECERTIFICATIONS	556	480	480	480	480	0	0	0	2,476
AREAWIDE PARKS - GRANT MATCH REQUIREMENTS	387	800	600	0	0	0	0	0	1,787
AREAWIDE PARKS - LIFECYCLE MAINTENANCE	3,306	2,000	2,000	0	0	0	0	0	7,306
AREAWIDE PARKS - LIGHT INTENSITY AT PARKING LOTS	0	250	0	0	0	0	0	0	250
AREAWIDE PARKS - LIGHTNING PROTECTION SYSTEM	150	200	0	0	0	0	0	0	350
AREAWIDE PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	1,970	500	500	500	500	500	500	0	4,970
AREAWIDE PARKS - PARK IMPROVEMENTS	1,560	800	800	800	800	800	800	0	6,360
AREAWIDE PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	625	825	825	825	825	300	300	0	4,525
CAMP MATECUMBE (BOYSTOWN) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 42)	514	656	30	0	0	0	115	4,685	6,000
CAMP OWAISSA BAUER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 31)	440	208	307	45	0	0	0	0	1,000
CHAPMAN FIELD PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 27)	0	0	55	329	200	53	2,405	1,958	5,000
CHARLES DEERING ESTATE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 28)	0	0	58	248	79	193	1,690	2,732	5,000
CHARLES DEERING ESTATE IMPROVEMENTS	11	300	300	300	300	300	0	0	1,511
CRANDON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 25)	1,011	1,432	1,845	1,117	1,573	625	84	15,313	23,000
CRANDON PARK TENNIS CENTER IMPROVEMENTS	280	650	650	387	350	0	0	0	2,317
GREYNOLDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 21)	81	283	320	40	470	2,230	440	3,136	7,000
HOMESTEAD AIR RESERVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 34)	0	544	344	76	3,487	2,732	625	7,249	15,057
HOMESTEAD BAYFRONT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 33)	326	1,367	481	762	64	65	55	880	4,000
IVES ESTATES DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 18)	989	1,615	3,673	3,982	581	507	3,655	4,998	20,000
LAKES BY THE BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 32)	363	157	726	2,254	0	0	12	988	4,500
LARRY AND PENNY THOMPSON PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 36)	600	0	0	44	61	366	295	5,234	6,600
MATHESON HAMMOCK PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 26)	2,662	171	59	578	1,419	111	0	1,000	6,000
REDLAND FRUIT AND SPICE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 30)	1,349	461	190	0	0	69	223	1,708	4,000
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - BAYSIDE PARK IMPROVEMENTS	9,916	1,766	1,218	0	0	0	0	0	12,900
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - METROPOLITAN PARK IMPROVEMENTS	13,466	512	822	0	0	0	0	0	14,800
SOUTHRIDGE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 35)	1,883	2,360	1,953	804	0	18	81	501	7,600
SOUTHRIDGE PARK IMPROVEMENTS	2,300	1,750	1,000	0	0	0	0	0	5,050
TAMIAMI PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 41)	658	591	289	134	1,670	2,090	45	2,523	8,000
TAMIAMI PARK GYMNASIUM	410	270	2,000	6,000	3,246	0	0	0	11,926
TAMIAMI PARK IMPROVEMENTS	6,533	912	500	0	0	0	0	0	7,945
TRAIL GLADES RANGE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 44)	2,327	150	2,320	2,563	640	0	0	0	8,000

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TRAIL GLADES RANGE IMPROVEMENTS	190	9,710	8,000	8,000	8,000	8,000	0	0	41,900
TREE ISLANDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 43)	221	467	86	1,530	2,696	0	0	0	5,000
TROPICAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 38)	1,479	506	2,699	4,397	1,817	1,317	785	2,000	15,000
WEST KENDALL DISTRICT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 40)	45	4,595	1,040	320	0	0	164	16,836	23,000
<b>Beach Projects</b>									
BEACH MAINTENANCE FACILITY - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 49)	0	0	0	384	116	0	0	0	500
BEACH MAINTENANCE FACILITY - NORTH SHORE PARK	556	2,500	100	0	0	0	0	0	3,156
HAULOVER BEACH OCEAN RESCUE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 173.2)	835	120	1,100	45	0	0	0	0	2,100
HAULOVER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 20)	5,025	1,503	1,522	1,780	447	125	6,177	6,421	23,000
HAULOVER PARK IMPROVEMENTS	12,577	1,893	600	300	0	0	0	0	15,370
<b>Departmental Information Technology Projects</b>									
RECREATION MANAGEMENT SYSTEM	959	450	0	0	0	0	0	0	1,409
<b>Equipment Acquisition</b>									
AREAWIDE PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	545	500	500	0	0	0	0	0	1,545
LOCAL PARKS - HEAVY AND MOBILE EQUIPMENT REPLACEMENT	197	500	500	0	0	0	0	0	1,197
<b>Golf Improvements</b>									
COUNTRY CLUB OF MIAMI GOLF COURSE IMPROVEMENTS	3,908	833	0	0	0	0	0	0	4,741
GOLF COURSE IMPROVEMENTS	989	500	500	500	500	0	0	0	2,989
<b>Infrastructure Improvements</b>									
COMMUNITY-BASED ORGANIZATION GRANTS FOR PARK RENOVATIONS	5,809	700	331	0	0	0	0	0	6,840
ENVIRONMENTAL AND SAFETY IMPROVEMENTS	2,385	3,000	3,000	3,000	500	500	0	0	12,385
PARK FACILITIES SEWER CONNECTIONS	579	960	970	700	870	0	0	0	4,079
<b>Local Parks - New</b>									
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY)	595	1,745	0	0	0	0	0	0	2,340
COUNTRY CLUB OF MIAMI COMMUNITY CENTER (FERRI PROPERTY) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 122)	0	0	2,100	0	0	0	0	0	2,100
COUNTRY CLUB OF MIAMI SOUTH COURSE RENOVATIONS	1,848	600	0	0	0	0	0	0	2,448
PARK BENEFIT DISTRICT (PBD) NO. 1 LOCAL PARK DEVELOPMENT	27,527	3,200	3,158	0	0	0	0	0	33,885
PARK BENEFIT DISTRICT NO. 2 LOCAL PARK DEVELOPMENT	36,568	5,300	4,000	3,307	2,000	0	0	0	51,175
PARK BENEFIT DISTRICT NO. 3 LOCAL PARK DEVELOPMENT	8,953	2,300	2,077	2,000	0	0	0	0	15,330
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK DEVELOPMENT	19,687	2,700	2,495	0	0	0	0	0	24,882
<b>Local Parks - Renovation</b>									
ARCOLA LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 92)	515	92	374	2,330	2,689	0	0	0	6,000
BIRD LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 116)	283	0	0	0	0	0	0	0	283
BISCAYNE SHORES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 99)	0	0	35	155	45	960	305	0	1,500
BRIAR BAY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 316)	6	37	207	0	0	0	0	0	250
CHUCK PEZOLDT PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 105)	320	1,680	53	200	99	825	1,173	0	4,350
CINCO DE MAYO PARK	300	1,200	0	0	0	0	0	0	1,500
COLONIAL DRIVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 306)	325	32	158	54	50	170	536	0	1,325
CONTINENTAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 104)	0	0	0	0	0	0	20	980	1,000
COUNTRY LAKE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 121)	0	0	0	0	0	0	47	2,453	2,500
COUNTRY VILLAGE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 90)	918	660	0	0	0	0	0	0	1,578
COUNTRY VILLAGE PARK IMPROVEMENTS	807	462	100	0	0	0	0	0	1,369
DEERWOOD BONITA LAKES PARK - BUILDING BETTER									

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COMMUNITIES BOND PROGRAM (PROJ # 308)	0	228	547	0	0	0	0	0	775
DOMINO PARK-WEST PERRINE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 309)	23	67	128	0	0	0	0	0	218
EDEN LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 114)	0	0	0	0	0	0	0	1,500	1,500
GLORIA FLOYD AREA - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 315)	0	0	0	34	15	201	0	0	250
GOULDS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 109)	28	103	51	16	1,004	41	0	0	1,243
GWEN CHERRY PARK - COMMISSION DISTRICT 2 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 314)	1,121	759	24	478	118	0	0	0	2,500
INTERNATIONAL GARDENS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 118)	100	0	0	0	0	0	0	0	100
JEFFERSON REAVES SR. PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 98)	200	0	0	0	0	0	0	0	200
KENDALL INDIAN HAMMOCKS PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 39)	0	0	0	0	1,500	0	86	4,414	6,000
KENDALL SOCCER PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 37)	312	4,422	0	0	115	30	706	0	5,585
LAGO MAR PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 117)	241	709	50	0	0	0	0	0	1,000
LEISURE LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 102)	0	0	0	0	0	0	0	600	600
LOCAL PARKS - 40-YEAR BUILDING RECERTIFICATIONS	96	200	200	200	200	0	0	0	896
LOCAL PARKS - COMMISSION DISTRICT 02 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 314)	0	0	0	0	31	103	86	1,280	1,500
LOCAL PARKS - COMMISSION DISTRICT 03 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 97)	184	0	0	0	0	0	0	0	184
LOCAL PARKS - COMMISSION DISTRICT 04 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 100)	53	24	0	0	0	40	6	204	327
LOCAL PARKS - COMMISSION DISTRICT 10 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 111)	1,848	752	39	621	395	136	113	96	4,000
LOCAL PARKS - COMMISSION DISTRICT 11 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 119)	600	0	0	0	32	53	377	2,438	3,500
LOCAL PARKS - COMMISSION DISTRICT 13 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 123)	500	23	118	0	79	563	0	0	1,283
LOCAL PARKS - LIFECYCLE MAINTENANCE	3,900	2,000	2,000	0	0	0	0	0	7,900
LOCAL PARKS - LIGHT INTENSITY AT PARKING LOTS	0	390	0	0	0	0	0	0	390
LOCAL PARKS - LIGHTNING PROTECTION SYSTEMS	100	240	200	0	0	0	0	0	540
LOCAL PARKS - OUTDOOR ELECTRICAL SAFETY REPAIRS	690	350	350	0	0	0	0	0	1,390
LOCAL PARKS - PARK IMPROVEMENTS	1,074	800	800	800	800	800	800	0	5,874
LOCAL PARKS - STRUCTURAL SAFETY INSPECTIONS AND REPAIRS	126	600	600	600	600	0	0	0	2,526
LOCAL PARKS PROJECTS DONATED BY COMMISSION DISTRICT 08	824	316	0	0	0	0	0	0	1,140
MARVA BANNERMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 96)	0	0	3	22	88	37	0	0	150
MEDSOUTH PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 103)	0	0	59	62	63	516	0	0	700
NARANJA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 110)	34	63	180	29	484	1,210	0	0	2,000
NORTH GLADE PARK (MEADOW WOOD PARK) - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 91)	0	31	132	51	323	863	0	0	1,400
NORTH SHORECREST AND MILITARY TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 94)	0	0	0	50	49	401	0	0	500
NORTH TRAIL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 120)	0	0	0	0	0	0	32	1,727	1,759
OAK GROVE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 93)	309	0	6	44	12	244	3	0	618
OLINDA PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 95)	250	0	0	0	0	0	0	0	250
OLYMPIC PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 115)	35	151	59	713	642	0	0	0	1,600
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM (QNIP) BOND PHASE I - LOCAL PARK IMPROVEMENTS	24,655	0	0	0	0	0	0	0	24,655
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM BOND PHASE II - LOCAL PARK IMPROVEMENTS	13,825	2,000	1,000	0	0	0	0	0	16,825
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									

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BOND PHASE III - LOCAL PARK IMPROVEMENTS	1,379	50	0	0	0	0	0	0	1,429
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									
BOND PHASE IV - LOCAL PARK IMPROVEMENTS	8,696	500	700	0	0	0	0	0	9,896
QUALITY NEIGHBORHOOD IMPROVEMENT PROGRAM									
BOND PHASE V - LOCAL PARK IMPROVEMENTS	1,850	2,500	2,399	0	0	0	0	0	6,749
ROYAL COLONIAL PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 107)	0	22	30	149	23	1,176	0	0	1,400
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARK IMPROVEMENTS	12,268	1,582	0	0	0	0	0	0	13,850
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - LOCAL PARKS PER CAPITA ALLOCATION	10,000	250	0	0	0	0	0	0	10,250
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - POOL IMPROVEMENTS AND DEVELOPMENT	2,168	1,029	0	0	0	0	0	0	3,197
SERGEANT JOSEPH DELANCY PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 108)	303	78	234	1,767	118	0	0	0	2,500
SHARMAN PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 307)	0	0	28	82	490	0	0	0	600
SOUTH DADE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 101)	107	341	263	68	2,320	1,763	138	0	5,000
WEST PERRINE PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 106)	0	224	319	62	1,230	1,994	263	908	5,000
WESTWIND LAKES PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 112)	2,100	300	0	0	0	0	0	0	2,400
WILD LIME PARK - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 113)	0	35	155	41	428	841	0	0	1,500
<b>Marina Improvements</b>									
BLACK POINT MARINA - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 29)	1,800	0	0	0	0	0	0	0	1,800
BOATING-RELATED IMPROVEMENTS	1,513	723	600	300	300	300	300	0	4,036
MARINA CAPITAL PLAN	6,360	4,500	4,000	2,777	0	0	0	0	17,637
<b>Metrozoo Improvements</b>									
MIAMI METROZOO - ADDITIONAL IMPROVEMENTS TO METROZOO - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 313)	11,524	1,404	72	0	0	0	0	0	13,000
MIAMI METROZOO - CONSTRUCTION OF AMAZON AND BEYOND AND PHASE IV - LAKES AND AUSTRALIA EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 46)	15,719	3,000	0	0	0	0	0	12,281	31,000
MIAMI METROZOO - CONSTRUCTION OF PHASE III ZOO/WIDE IMPROVEMENTS AND ENTRY - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 48)	1,251	2,284	1,175	3,490	3,800	0	0	0	12,000
MIAMI METROZOO - CONSTRUCTION OF PHASE V - FLORIDA EXHIBIT - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 47)	700	2,000	730	9,070	18,500	0	0	0	31,000
MIAMI METROZOO EQUIPMENT NEEDS	101	350	100	0	0	0	0	0	551
MIAMI METROZOO IMPROVEMENTS	240	900	900	0	0	0	0	0	2,040
MIAMI METROZOO WASTE WATER AND STORMWATER DISCHARGE REMEDIATION	0	981	2,000	2,200	2,424	0	0	0	7,605
SAFE NEIGHBORHOOD PARKS BOND PROGRAM - MIAMI METROZOO IMPROVEMENTS	12,000	0	0	0	0	0	0	0	12,000
<b>Park, Recreation, and Culture Projects</b>									
AFRICAN HERITAGE CULTURAL ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 253)	0	0	0	0	97	61	796	46	1,000
AFRICAN HERITAGE CULTURAL ARTS CENTER IMPROVEMENTS	724	300	400	0	0	0	0	0	1,424
DADE COUNTY AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 292)	0	0	0	263	345	467	3,190	3,735	8,000
DADE COUNTY AUDITORIUM IMPROVEMENTS	1,582	1,316	960	800	0	0	0	0	4,658
JOSEPH CALEB CENTER AUDITORIUM - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 254)	0	0	0	0	0	0	39	1,961	2,000
JOSEPH CALEB CENTER AUDITORIUM IMPROVEMENTS	992	600	200	0	0	0	0	0	1,792
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 (PROJ # 325.1)	0	0	0	0	0	500	0	0	500
WESTCHESTER ARTS CENTER - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 286)	114	193	354	1,953	1,386	0	0	0	4,000
<b>Pedestrian Paths and Bikeways</b>									
BIKEPATH IMPROVEMENTS ALONG CANALS - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 145)	50	225	0	0	0	0	0	725	1,000

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BIKEPATH IMPROVEMENTS ON SNAPPER CREEK TRAIL - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 141)	0	0	0	0	0	0	0	500	500
BIKEPATH ON SNAKE CREEK BRIDGE - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 140)	275	225	0	0	12	125	125	238	1,000
GREENWAYS AND TRAILS - BLACK CREEK AND BISCAYNE TRAILS	150	450	400	0	0	0	0	0	1,000
GREENWAYS AND TRAILS - BLACK CREEK TRAIL, SEGMENT B	0	0	0	900	0	0	0	0	900
GREENWAYS AND TRAILS - COMMISSION DISTRICT 01 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	60	0	350	0	3,350	0	28	1,372	5,160
GREENWAYS AND TRAILS - COMMISSION DISTRICT 06 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	215	285	479	0	0	0	0	800	1,779
GREENWAYS AND TRAILS - COMMISSION DISTRICT 07 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	0	0	0	0	0	0	19	781	800
GREENWAYS AND TRAILS - COMMISSION DISTRICT 08 - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 51)	51	509	2,557	197	3,281	980	0	850	8,425
LUDLAM BIKEPATH - BUILDING BETTER COMMUNITIES BOND PROGRAM (PROJ # 144)	0	0	0	0	0	40	430	1,265	1,735
THREE BRIDGES GREENWAY PROJECT	45	135	758	0	0	0	0	0	938
<b>Department Total:</b>	<b>349,548</b>	<b>116,114</b>	<b>92,228</b>	<b>85,062</b>	<b>84,977</b>	<b>36,608</b>	<b>28,918</b>	<b>131,580</b>	<b>925,035</b>

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