Memorandum

MIAMI-DADE COUNTY

Date:	June 7, 2010
To:	Honorable Senator Javier D. Souto, Chairman and Members, Recreation, Culture, and Tourism Committee
From:	George M. Burgess County Manager
Subject:	Departmental Budget Information

RCT
Agenda Item No. 8(A)

Attached is departmental budget information. These packages include updated information from initial submissions. Base budget information will continue to be adjusted throughout the resource allocation process and any subsidies indicated should not be considered as final. We will continue to provide updated information throughout the resource allocation process.

Jennifer Glazer-Moon, Special Assistant/Director
Office of Strategic Business Management

Attachment

cmo19910

Agenda Item No.

Departmental Budget Presentations

Recreation, Culture and Tourism Committee

Cultural Affairs

COMMITTEE REPORT
Department: Cultural Affairs
($ in 000s)

Department Budget Summary

FY 2009-10 Execution of Commitments	
Highlight	**Status**
• FY 2009-10 reduction impacts	• As a result of decreased County subsidy support, the Department eliminated one full-time position; reduced grant allocations to more than 560 of the community's non-profit cultural organizations by 15 percent; printed 25 percent fewer Golden Ticket Arts Guides; and was instructed to redirect $2.2 million in the Department's operating reserve, dedicated for the operations and purchasing of fixtures, furnishings and equipment (FF&E) necessary to open the South Miami-Dade Cultural Arts Center, to other County-supported major cultural institutions
• Grants administered to cultural organizations and artists	• Currently, the Department is administering 569 grants
• Marketing Outreach efforts	• Ticket sales for Culture Shock Miami, bolstered by the new, free iPhone/iTouch application, are expected to exceed FY 2009-10 goal by at least 20 percent; with funding from the Knight Foundation, the Department is implementing an intensive marketing and future operations plan for the Culture Shock program; the Department continues to expand offerings through the Golden Ticket Arts Guide, which provides seniors ages 62 and older free admission, to more than 70 cultural organizations and hundreds of events
• Art in Public Places (APP)	• The Department continues to improve communication and coordination with departments and municipalities regarding the application and incorporation of the Art in Public Places Ordinance requirements in publicly-funded capital projects; has distributed directly and posted to its website a Guide to Art in Public Places which provides specific details for properly abiding by and implementing the Public Art Ordinance; has conducted multiple workshops and oriented more than 130 County and municipal capital projects staffers and Department Directors to date; in FY 2009-2010, is managing 20 active contracts/construction projects throughout the county, coordinating integrated works by various local, national, and international artists

• South Miami-Dade Cultural Arts Center	• As of February 2010, the remedial work on two of the three main building envelope items (curtain wall and stucco) previously rejected by the Department for deficiencies is nearing completion, and the metal panel remedial work has begun; installation of the interior systems and finishes, including the wood paneling inside the auditorium and aluminum cladding around the main lobby elevator, is underway; contractor's schedule continues to project a substantial completion date of December 3, 2010
• Building Better Communities General Obligation Bond Program projects	• The Department manages and oversees active Building Better Communities (BBC) General Obligation Bond (GOB) program projects; negotiates and implements agreements reliant upon GOB funds with the designated non-profit institutions; participates in design team meetings; monitors progress in the field; reviews and authorizes payment draw-down requests; and examines all substantiating documentation provided as evidence of compliance with the terms of the grant agreements
• Sustainable Initiatives	• The Department has rolled out and is training its constituents on the E-grants management software system that will make the Department's programs and services faster and easier to access with automated grants submission, tracking and documentation

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Cultural Affairs									
($ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$8,409	$9,609	$11,609	$7,658	$9,868	$480	$480	$480
UMSA	General Fund UMSA	$0	$0	$0	$1,914	$0	$0	$0	$0
PROP	Carryover	$5,844	$8,327	$9,586	$10,191	$9,932	$3,843	$7,921	$6,565
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	$770	$770	$770	$770	$770	$770	$770	$770
PROP	Interest Earnings	$17	$82	$301	$253	$40	$0	$0	$0
PROP	Miscellaneous Non-Operating Revenue	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Miscellaneous Revenues	$6,534	$5,110	$2,497	$2,361	$2,851	$3,389	$3,359	$7,440
PROP	Other Revenues	$207	$146	$1,671	$1,638	$1,323	$1,287	$1,287	$1,286
PROP	Private Donations	$75	$0	$125	$0	$0	$400	$430	$400
PROP	Library Ad Valorem District Tax	$0	$0	$0	$0	$0	$5,976	$7,476	$7,476
STATE	State Grants	$23	$30	$23	$29	$15	$15	$25	$0
INTERTRNF	Interagency Transfers	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Tourist Development Tax	$3,045	$3,474	$3,771	$3,721	$3,021	$2,771	$2,771	$2,771
FED	American Recovery and Reinvestment Act	$0	$0	$0	$0	$0	$250	$250	$0
TOTAL REVENUE		$25,924	$28,548	$31,353	$29,535	$28,820	$20,181	$25,769	$28,188
EXPENDITURES									
	Salary	$1,691	$1,730	$2,016	$1,891	$1,873	$2,348	$1,820	$2,319

	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$420	$412	$525	$502	$519	$689	$403	$724
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	$10,148	$11,744	$15,598	$17,188	$18,492	$16,670	$16,956	$25,189
	Capital	$21	$18	$20	$20	$15	$25	$25	$25
TOTAL OPERATING EXPENDITURES		**$12,280**	**$13,904**	**$18,159**	**$19,601**	**$20,899**	**$19,732**	**$19,204**	**$28,257**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	$0	$0	$0	$1	$0	$449	$0	$2,412
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	$5,317	$5,058	$3,005	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$5,317**	**$5,058**	**$3,005**	**$1**	**$0**	**$449**	**$0**	**$2,412**
TOTAL EXPENDITURES		**$17,597**	**$18,962**	**$21,164**	**$19,602**	**$20,899**	**$20,181**	**$19,204**	**$30,669**
REVENUES LESS EXPENDITURES		$8,327	$9,586	$10,189	$9,933	$7,921	$0	$6,565	$-2,481

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	**Actual**	**Actual**	**Actual**	**Actual**	**Budget**	**Projection**	**Base**
Full-Time Positions Budgeted =	28	28	28	28	35	34	34	34
Full-Time Positions Filled =	26	28	28	25	24		29	
Part-time FTEs Budgeted =	1	1	0	2	0	3	2	3
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Cultural Affairs

($ in 000s)

Activity: Administration (RC) (125)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11	Desired Outcomes
Description	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Target**	**Projection**	**Target**	
Number of $5 discounted tickets to cultural activities purchased by students through the Culture Shock Miami Program	1,557	1,824	2,342	4,312	5,829	7,400	7,900	9,450	RC3-1

Comments/Justification: Ticket sales in FY 2009 surpassed FY 2008 annual sales by more than 35%. Fiscal year to date, FY 2010 sales are tracking 50% ahead of the same time period in FY 2009.

Existing and new neighborhood cultural facility capital projects being managed	37	31	24	20	18	19	17	17	RC1-6

Comments/Justification: The Department provides support for cultural facilities renovation projects through the annual(competitive) Capital Development grants program. In FY 2010, 11 capital improvement projects in locations throughout the county were funded. The Department is the County's project team representative and contract manager for specific Convention Development Tax (CDT) funded capital projects including: CURRENT: the Virginia Key Beach Park Museum (Miami, $5 million); Coconut Grove Playhouse (Miami, $5 million); Joseph Caleb Auditorium (Miami, $485,000); Miami-Dade County Auditorium (Miami, $945,000); Milander Auditorium (Hialeah, $300,000), and the Caribbean Marketplace/Little Haiti Cultural Center (Miami, $355,000); and COMPLETED: To date, the contracts and the County's share of the investments in the following existing cultural facilities projects have been completed: Actors' Playhouse/Miracle Theater (Coral Gables, $240,000); African Heritage Cultural Arts Center (Miami, $1.065 million); Colony Theater (Miami Beach, $775,000); Florida Memorial University Lou Rawls Performing Arts Center (Miami Gardens, $3.906 million); Goodlet Auditorium (Hialeah, $787,000); Gusman Center for the Performing Arts (Miami, $3.893 million); Hialeah High School Auditorium/Performing Arts Center (Hialeah, $3.468 million); Lyric Theater (Miami, $4.97 million); Manuel Airtime Performing Arts Center (Miami, $145,000); Miami Children's Museum (Miami, $5 million); and the Shores Performing Arts Center (Miami Shores, $222,000).

Percentage of performance evaluations completed during the FY	0	0	0	0	50%	75%	75%	75%	ES2-1

Comments/Justification:

Building Better Communities General Obligation Bond cultural facility capital projects being managed	0	0	0	14	19	14	19	18	RC1-6

Comments/Justification: The Department is the County's project team representative and contract manager for specific Building Better Communities General Obligation Bond Program projects including: the Carver Theater ($5 million), Coconut Grove Playhouse ($15 million), Cuban Museum ($10 million), Fairchild Tropical Botanic Garden ($15 million), Florida Grand Opera theater ($5 million), Hialeah High School Auditorium/Performing Arts Center ($10 million), Lyric Theater ($10 million), and The Wolfsonian-Florida International University ($10 million); the Department, in coordination with the Office of Capital Improvements, is also overseeing the Building Better Communities General Obligation Bond (GOB) Program Not-For-Profit Community Organization Capital Fund grant allocations to: Bakehouse Art Complex ($475,600), Gold Coast Railroad Museum ($489,132), Jewish Museum of Florida ($880,000), Miami Childrenâ€™s Museum ($2.438 million), Miami Hispanic Ballet ($500,000), Seminole Theater ($500,000), and WDNA â€" 88.9 FM Community Public Radio ($352,384), and is liaison to the Miami Art Museum ($100 million), Miami Science Museum/Historical Museum of Southern Florida ($175 million), and municipalities using GOB funds for cultural facilities projects in their cities, including the City of Aventura Performing Arts Center and the Virginia Key Beach Park Museum

South Miami-Dade Cultural Arts Center construction completion	0	0	0	66%	82%	100%	92%	100%	RC1-6

Comments/Justification: Construction of the South Miami-Dade Cultural Arts Center is funded by Convention Development Tax (CDT) revenues, General Obligation Bond proceeds, State grant funds, and a Safe Neighborhood Parks grant. CONSTRUCTION: As of February 2010, the remedial work on 2 of the 3 main building envelope items (curtain wall and stucco) previously rejected by the Department for deficiencies is nearing completion, and the metal panel remedial work has begun. Metal Panels: The official, certified testing reports have been reviewed by the Miami-Dade County Building Code Compliance Office (BCCO) and a one-time product approval has been authorized. Fabrication is underway and installation will commence promptly upon product delivery. Other Work in Progress: Installation of the interior systems and finishes, including the wood paneling inside the auditorium and aluminum cladding around the main lobby elevator, has begun. CONSTRUCTION SCHEDULE: TTGs January, 2010, schedule update continues to forecast a substantial completion date of December 3, 2010, which is 46 days earlier than that projected in previous schedule updates, and is 954 calendar days beyond the current contractual substantial completion date of April 23, 2008. The Department continues to assess delay damages each month against the 10% retainage being held for the project. $2.7 million has been assessed up to the end of December 2009. OPERATIONS The Department has established an operational reserve for the Center. Currently, $770,000 of CDT funds annually are dedicated to the operating and programming costs of the Center. The reserve is vital to the Center's success, and has immediate purposes to address, including: helping with the purchase of fixtures, furnishings and equipment (FF&E) necessary to open; and ensuring adequate funds for a formal grand opening and the Center's initial seasons, allowing it to establish its institutional presence, programming and audience patterns. $2.2 million of the Departments operational reserve for the South Miami-Dade Cultural Arts Center was redirected in FY 2009-2010 to fund the Miami Sports Commission and grants to the 6 County-supported major cultural institutions(Fairchild, Historical Museum, Miami Art Museum, Miami Science Museum, Vizcaya and MetroZoo). The Departments grant proposal to the Southern Arts Federation for the Center is the only one in Florida to be selected for the prestigious Dance Touring Initiative. This Initiative provides funding to the Center for presenting modern dance and/or contemporary ballet along with intensive professional development and training for Center staff.

Activity: Grants and Programs (RC) (125)

Grant contracts administered providing support to cultural organizations and artists	537	636	618	580	586	500	586	500	RC1-3

Comments/Justification:

Tickets sold*	0	0	0	4,312	5,829	7,400	7,900	9,450	RC3-1

Comments/Justification: Ticket sales in FY 2009 surpassed FY 2008 annual sales by more than 35%. Fiscal year to date, FY 2010 sales are tracking 50% ahead of the same time period in FY 2009.

E-newsletter subscribers	0	0	0	4,878	5,092	5,500	6,030	7,000	RC3-1

Comments/Justification:

Guides distributed	0	0	0	35,851	32,000	20,000	24,000	20,000	RC3-1

Comments/Justification: Golden Ticket printing quantities are being scaled back both as a cost saving measure and as strategic alignment as more seniors begin accessing the Golden Ticket information online

Seniors in direct mailing database	0	0	0	14,414	12,500	12,500	12,500	12,500	RC3-1

Comments/Justification:

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

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

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• FY 2009-10 Performances	• The full-season lineup includes many presentations, including jazz from around the world; theater works both intimate and spectacular; shows for children and their families; the latest in contemporary dance; experimental multimedia shows and beloved classics; popular entertainment spanning top-selling recording stars, acclaimed cabaret artists, favorite comedians, and much more; with performances/events such as Cirque du Soleil, the Sanford and Dolores Ziff Classical Music and Dance series, the Broadway in Miami Series, the Jazz Roots series, the Cleveland Orchestra, and various other performances by resident companies such as the Florida Grand Opera, the Miami City ballet, and the New World Symphony; with such a wide array of performances and events, the Center is projecting to draw a crowd of over 500,000 attendees
• Nurturing local artists	• In FY 2009-10, the Adrienne Arsht Center and the Miami Light Project have teamed-up once again to present the Miami Made Weekend's Here and Now program which is dedicated to fostering the professional development of South Florida artists; the annual event showcases new works which features works-in-progress workshops, readings of unproduced plays, panel discussion with leading art professionals and world premiere productions of commissioned work; in addition, in partnership with Miami-Dade County Public Schools, Adrienne Arsht Center 's Learning Through The Arts program will bring every child in the public school system to see three live performing arts events over the course of their public education – beginning this year with 5th graders, 25,000 students will come to the Center throughout two weeks in April at no cost to the students or to the schools; the goal is to grow the program over the next five years ultimately reaching 100 percent of the County's fifth, seventh, and ninth graders expanding the number of students reached to 75,000

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Adrienne Arsht Center for the Performing Arts Trust

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
PROP	Convention Development Tax	$1,850	$5,344	$7,799	$5,773	$7,166	$7,650	$7,650	$7,650
PROP	Tourist Development Tax	$0	$0	$0	$2,473	$0	$0	$0	$0
TOTAL REVENUE		**$1,850**	**$5,344**	**$7,799**	**$8,246**	**$7,166**	**$7,650**	**$7,650**	**$7,650**
EXPENDITURES									
	Salary	$0	$85	$0	$0	$0	$0	$0	$0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$0	$22	$0	$0	$0	$0	$0	$0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	$1,850	$5,237	$7,799	$8,246	$7,166	$7,650	$7,650	$7,650
	Capital	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$1,850**	**$5,344**	**$7,799**	**$8,246**	**$7,166**	**$7,650**	**$7,650**	**$7,650**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$1,850**	**$5,344**	**$7,799**	**$8,246**	**$7,166**	**$7,650**	**$7,650**	**$7,650**
REVENUES LESS EXPENDITURES		$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	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 =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Adrienne Arsht Center for the Performing Arts Trust

($ in 000s)

Activity: Performing Arts Center Trust (RC) Performing Arts Center Trust (pct)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Number of performances at the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	419	543	480	500	500	550	RC1-3
Comments/Justification:									
Number of attendees to the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	372,152	415,687	344,289	510,000	500,000	507,000	RC1-3
Comments/Justification:									
Number of facility event rentals	0	0	1,184	1,236	1,245	1,250	1,250	1,250	RC1-1
Comments/Justification:									
Number of community and education programs at the Adrienne Arsht Performing Arts Center of Miami-Dade County	0	0	49	72	75	85	85	100	RC1-3
Comments/Justification:									
Number of free performance tickets given to the community	0	0	18,326	16,251	27,012	25,000	50,000	50,000	RC1-3
Comments/Justification:									

Miami Art Museum

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• FY 2009-10 reduction impacts	• As a result of decreased County subsidy support in FY 2009-10 ($342,000), the Museum eliminated 13 full-time positions and three full-time equivalents; scaled back their educational programming to adults; reduced their marketing outreach efforts by consolidating their mails outs and using technology to reach their market via evites; limited the Museum's ability to attract new exhibits; and is re-conceptualizing its JAM@MAM series
• Museum Park	• Design team began work in October 2007 and the project is currently in the construction document phase, which is approximately 60 to 70 percent completed and scheduled to be completed in Sept. 2010; the total project cost for design and construction is $131 million ($100 million GOB and $31 million other funding); to date $12.635 million of GOB funds have been allocated; MAM is projecting it will need another $6.892 million in additional GOB funding to complete the architectural and engineering work by Sept 2010; MAM will offer 200,000 sq ft of programming space including 120,000 sq ft of interior space; also included is approximately 80,000 sq ft of exterior program space for the display of art work, educational activities, relaxation and dining

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Miami Art Museum

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$391	$391	$0	$331	$0	$0	$0	$0
PROP	Convention Development Tax	$1,351	$1,351	$1,351	$1,351	$1,693	$1,351	$1,351	$1,351
INTERTRNF	Tourist Development Tax	$0	$0	$641	$0	$0	$0	$0	$0
TOTAL REVENUE		**$1,742**	**$1,742**	**$1,992**	**$1,682**	**$1,693**	**$1,351**	**$1,351**	**$1,351**
EXPENDITURES									
	Salary	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	$1,742	$1,742	$1,992	$1,682	$1,693	$1,351	$1,351	$1,351
	Capital	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$1,742**	**$1,742**	**$1,992**	**$1,682**	**$1,693**	**$1,351**	**$1,351**	**$1,351**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$1,742**	**$1,742**	**$1,992**	**$1,682**	**$1,693**	**$1,351**	**$1,351**	**$1,351**
REVENUES LESS EXPENDITURES		$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	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 =								

Museum of Science

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• FY 2009-10 reduction impacts	• As a result of decreased County subsidy support in FY 2009-10 ($342,000), the Museum eliminated 15 full-time positions; reductions impacted visitor services limiting the ability to enhance current visitor services or provide any community outreach, mainly to schools and community events; reduced exhibits budget limiting the Museums ability to bring in quality permanent or traveling exhibits for the benefit of the public; reduced advertising and marketing budget impacting the ability to attract the public to the Museum and effectively market to schools resulting in a reduction in school visits of over 40 percent; and reduced the Museum's exhibition maintenance and IT maintenance
• Museum Park	• MSM is currently in the schematic design document phase which is over 50 percent complete; design development documents for the museum building are scheduled to begin this spring and be 100 percent completed at the end of Oct 2010; construction documents will follow and are scheduled to be completed in July 2011; the total project cost for design and construction is $186.2 million ($175 million GOB and $11.2 million other funding); to date $12.650 million of GOB funds have been allocated; MSM is projecting it will need another $6.036 million in additional GOB funding by end Sept 2010; MSM will offer 250,000 sq ft of programming space, with a mix of indoor and exterior exhibitions and facilities in a green building. This will house a Planetarium, a Living Core integrating an Aquarium, interactive exhibitions, and a Learning Center; the outdoor areas will include a Wildlife Center, and a science playground and green roof

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Miami Science Museum

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$277	$277	$0	$342	$342	$0	$0	$0
PROP	Convention Development Tax	$707	$707	$707	$707	$707	$707	$707	$707
INTERTRNF	Tourist Development Tax	$0	$0	$527	$0	$0	$0	$0	$0
TOTAL REVENUE		**$984**	**$984**	**$1,234**	**$1,049**	**$1,049**	**$707**	**$707**	**$707**
EXPENDITURES									
	Salary	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	$984	$984	$1,234	$1,049	$1,049	$707	$707	$707
	Capital	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$984**	**$984**	**$1,234**	**$1,049**	**$1,049**	**$707**	**$707**	**$707**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$984**	**$984**	**$1,234**	**$1,049**	**$1,049**	**$707**	**$707**	**$707**
REVENUES LESS EXPENDITURES		$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	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 =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Miami Science Museum

($ in 000s)

Activity: Miami Science Museum (RC) (030)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Number of participants attending summer camp at the Miami Science Museum	N/A	N/A	2.400	2,347	3,659	2,500	3,500	3,500	RC1-3
Comments/Justification:									
Number of animals treated in the Museumâ€™s Wildlife Center	N/A	N/A	N/A	886	995	1,000	1,000	1,000	RC3-1
Comments/Justification:									
Number of program and community events	N/A	N/A	N/A	150	163	150	150	150	RC1-3
Comments/Justification:									
Percentage of total revenue consisting of program/education grants	N/A	N/A	N/A	31%	28%	37%	37%	37%	RC1-3
Comments/Justification:									

Historical Museum

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• FY 2009-10 reduction impacts	• As a result of decreased County subsidy support in FY 2009-10 ($332,000), the HASF eliminated four full-time positions and converted two full-time positions to part-time; the Museum also closed its doors to the public for one day – Monday, remaining open to the public six days a week; the Museum, consolidated its marketing/public relations efforts in limiting the number of mailing pieces sent out and utilizing technology to send out evites
• HASF will continue to apply for grants to allow for additional programs and operational opportunities at the museum	• In FY 2009-10, the museum received a $40,000 grant for the Miami Circle from the State of Florida, Division of Cultural Affairs which will allow the museum to create an audio tour and brochure for the Miami Circle; a $75,000 grant from Miami-Dade County Public Schools for educational programming, and two grants from Miami-Dade County – Department of Cultural Affairs- a Major Cultural Institutions grant of $178,352 for general operating and a Youth Enrichment Program grant of $14,500 for middle school educational programming
• Miami Circle	• HASF has been selected by the State of Florida to manage the site; Phase I is projected to be completed by the Summer of 2010 and includes trash receptacles, bike rack, accessible parking, landscaping, storm water swales, pedestrian lighting, signage, and pathways; Phase II scheduled to include walkway to and from bridge, restrooms, and education center; Miami Circle is projected to be open to the public in the winter of 2010

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Historical Museum of Southern Florida

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$302	$302	$0	$205	$0	$0	$0	$0
PROP	Convention Development Tax	$917	$917	$917	$917	$1,249	$917	$917	$917
INTERTRNF	Tourist Development Tax	$0	$0	$552	$0	$0	$0	$0	$0
TOTAL REVENUE		**$1,219**	**$1,219**	**$1,469**	**$1,122**	**$1,249**	**$917**	**$917**	**$917**
EXPENDITURES									
	Salary	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Salary	0	0	0	0	0	0	0	0
	Fringe	$0	$0	$0	$0	$0	$0	$0	$0
	Overtime Fringe	0	0	0	0	0	0	0	0
	Other Operating	$1,219	$1,219	$1,469	$1,122	$1,249	$917	$917	$917
	Capital	$0	$0	$0	$0	$0	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$1,219**	**$1,219**	**$1,469**	**$1,122**	**$1,249**	**$917**	**$917**	**$917**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	0	0	0	0	0	0	0	0
	Transfers	0	0	0	0	0	0	0	0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
TOTAL EXPENDITURES		**$1,219**	**$1,219**	**$1,469**	**$1,122**	**$1,249**	**$917**	**$917**	**$917**
REVENUES LESS EXPENDITURES		$0	$0	$0	$0	$0	$0	$0	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	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 =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Historical Museum of Southern Florida

($ in 000s)

Activity: Historical Museum (RC) (030)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11	Desired Outcomes
Description	Actual	Actual	Actual	Actual	Actual	Target	Projection	Target	
Number of participants attending summer camp at the HASF	0	286	0	500	500	500	490	500	RC1-1

Comments/Justification: 11-week program; arts and crafts, historic site visits etc

Library

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• Eliminate 20 full-time positions and 51 part-time positions throughout the library system	• The department has eliminated all 20 full-time positions and all 51 part-time positions
• Reduce the department's expenditure of library books and materials by $4.853 million	• The department is projecting to meet the reduced expenditure on books and materials of $4.853 million by the end of FY 2009-10
• Delay planned repairs and renovations of one-time major capital projects valued at $3.122 million	• The department has delayed the requisite repairs and renovations valued at $3.122 million
• Complete the construction of the Arcola Lakes branch library	• The Arcola Lakes Branch Library is expected to be open to the public by the third quarter of FY 2010-11
• Complete the expansion and remodeling of the New Hispanic branch library	• The New Hispanic branch library is expected to open its doors to the public in June 2010
• Continue to provide free tutoring and homework assistance through the Science, Math, and Reading Tutoring (SMART) Program at all library branches	• The Department is projected to provide S.M.A.R.T. tutoring services to 30,500 students in FY 2009-10
• Continue to provide Talking Books service to registered users of this program	• The Department is projected to provide Talking Books services to approximately 8,500 registered users in FY 2009-10
• Continue to provide preschool story book kits to licensed childcare facilities through the Jump Start Program	• The Department is projected to service 650 childcare facilities in FY 2009-10

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Library

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
PROP	Ad Valorem Fees	$61,416	$72,997	$88,492	$81,583	$80,260	$73,469	$73,469	$64,653
PROP	Carryover	$15,990	$15,961	$28,341	$57,533	$70,029	$72,113	$75,109	$70,709
PROP	Miscellaneous Revenues	$1,908	$2,853	$3,606	$3,519	$2,477	$1,466	$1,881	$1,338
PROP	Non-Operating Revenue	$0	$0	$0	$0	$0	$0	$0	$0
STATE	State Grants	$2,962	$2,599	$2,389	$2,057	$1,693	$1,000	$1,674	$1,000
TOTAL REVENUE		**$82,276**	**$94,410**	**$122,828**	**$144,692**	**$154,459**	**$148,048**	**$152,133**	**$137,700**
EXPENDITURES									
	Salary	$23,719	$24,464	$27,710	$29,560	$32,885	$28,997	$32,274	$33,093
	Overtime Salary	$157	$164	$179	$220	$242	$255	$142	$255
	Fringe	$6,713	$7,712	$8,943	$9,504	$10,879	$9,383	$9,731	$11,043
	Overtime Fringe	$24	$25	$35	$40	$0	$48	$0	$47
	Other Operating	$23,597	$21,351	$25,319	$31,328	$34,078	$40,492	$36,058	$32,743
	Capital	$406	$2,354	$3,109	$4,011	$1,266	$6,735	$3,219	$4,978
TOTAL OPERATING EXPENDITURES		**$54,616**	**$56,070**	**$65,295**	**$74,663**	**$79,350**	**$85,910**	**$81,424**	**$82,159**
	Debt Services	0	0	0	0	0	0	0	0
	Reserves	$1,699	$0	$0	$0	$0	$62,138	$0	$55,541
	Transfers	$10,000	$10,000	$0	$0	$0	$0	$0	$0
	Other Non-Operating	0	0	0	0	0	0	0	0
TOTAL NON OPERATING EXPENDITURES		**$11,699**	**$10,000**	**$0**	**$0**	**$0**	**$62,138**	**$0**	**$55,541**
TOTAL EXPENDITURES		**$66,315**	**$66,070**	**$65,295**	**$74,663**	**$79,350**	**$148,048**	**$81,424**	**$137,700**
REVENUES LESS EXPENDITURES		$15,961	$28,340	$57,533	$70,029	$75,109	$0	$70,709	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
Full-Time Positions Budgeted =	528	562	571	639	650	636	636	636
Full-Time Positions Filled =	528	556	536	554	607		596	
Part-time FTEs Budgeted =								
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Library

($ in 000s)

Activity: Administration and Support Services (RC) (090)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Library Five Star Resources Rating	N/A	N/A	N/A	N/A	71%	100%	75%	100%	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Library Five Star Attitude Rating	N/A	N/A	N/A	N/A	93%	100%	95%	100%	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Library Five Star Expertise Rating	N/A	N/A	N/A	N/A	90%	100%	94%	100%	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Library Five Star Empowerment Rating	N/A	N/A	N/A	N/A	88%	100%	92%	100%	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Library Five Star Environment	N/A	N/A	N/A	N/A	88%	100%	92%	100%	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Activity: New Facilities, Renovations Repair and Maintenance (RC) (090)

New library projects in construction phase	N/A	N/A	N/A	N/A	0	2	2	1	RC1-6

Comments/Justification: The following branches are under construction phase in FY 09-10 Arcola Lakes and New Hispanic. In FY 10-11 Northeast will be under construction.

On-going major renovation projects	N/A	N/A	0	11	22	21	21	21	RC1-6

Comments/Justification: FY 2009-10 and FY 2010-11 assumes all current funding per the FY 2010-11 Capital Plan is available. Number of library renovation projects that are in various phases to include legal phase, development, construction and/or openings: South Miami, Little River, Northeast, Coconut Grove, Miami Lakes, Coral Gables, Coral Reef, Edison, and Kendall

New branch libraries opened	2	1	2	4	2	2	2	1	RC1-6

Comments/Justification: FY 2009-10 projects the opening of Palmetto Bay and New Hispanic branches; FY 2010-11 projects the opening of Arcola Lakes branch

Total gross square feet per capita	N/A	N/A	N/A	N/A	.30	.85 SF	.29SF	.29SF	RC1-6

Comments/Justification: The target is based on the Florida Library Association Public Library Standard

Activity: Office of the Director (RC) (090)

Library Customer Service Experience Survey Rating	N/A	N/A	N/A	N/A	85	100	89	100	RC1-4

Comments/Justification: Based on the Library's 5-Star Customer Satisfaction Survey which measures the Library's Attitude, Resources, Expertise, Empowerment, Environment.

Activity: Outreach Services (RC) (090)

Users served by Connections-Homebound Program	666	700	700	941	7013	6000	5500	6000	RC1-3

Comments/Justification: This program provides books-by-mail service to individuals of all ages unable to visit the library in person due to chronic illness, physical disability, and frailty of age. Special outreach programming services to facilities and groups who serve the elderly are also available.

Childcare facilities served by Jump Start Program	653	685	700	732	758	700	650	650	RC1-3

Comments/Justification: The Jump Start offers Early Literacy 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 over 700 licensed childcare centers and has a current waiting list for Jump Start of 200 childcare centers.

Adult learners served by Project L.E.A.D. (Literacy for Every Adult in Dade)	67	100	130	164	430	200	175	175	RC1-3

Comments/Justification: This is the library's adult literacy program which offers free, on-on-one, confidential tutoring to improve reading and writing skills. This program depends on volunteer tutors. In FY 2007-08 a part-time Page position was added to the Jump Start office. The additional position allowed the office to produce additional kits, thereby increasing the number of centers served.

Students served by S.M.A.R.T. (Science, Math, and Reading Tutoring) Program*	24,975	29,897	31,452	28,350	32944	31,500	30,500	30,500	RC1-3

Comments/Justification: Since FY 2002-03 SMART 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 facilities. In addition, although we have reduced the number of weeks as an efficiency measure, we are still serving more students on a weekly basis. In FY 2006-07 for 37 weeks, we served 970 students/week. In FY 2007-08 for 27 weeks, we served 1050 students/week

Registered users served by Talking Books	9,714	8,195	8,649	9,479	9,114	9,000	8,500	8,500	RC1-3

Comments/Justification: This program loans books and magazines on cassette tapes or in Braille FREE by mail, to persons who have difficulty seeing or using standard small print.One of the major initiatives for this program is Braille Literacy in partnership with the Miami Lighthouse for the Blind and other community agencies serving people with visual disabilities.

Bookmobile stops per week	32	40	40	48	N/A	60	48	60	RC1-3

Comments/Justification: 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 faclities and shopping centers. (Note: 1 Bookmobile will be used to provide public service at Shenandoah during renovations)

Annual attendance at library programs	257,529	296,773	349,373	411,721	N/A	453,600	556,380	556,380	RC1-3

Comments/Justification: The Library is measuring the number of people who attend library programs to fulfill their informational, recreational, and educational needs. The monthly average of attendees is 23,000 at 47 branches and the annual average totals to 300,000.

Activity: Public Service (RC) Automation (090)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11	Desired Outcomes
Description	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Target**	**Projection**	**Target**	
Percentage completion of IT initiatives	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	RC1-3

Comments/Justification: IT initiatives for FY2009-10 includes completion of installation of self checkout machines systemwide, deployment of scanners at all branch libraries, and submittal of RFP to replace Library's Integrated Library System (ILS).

Activity: Public Service (RC) Main/Branch Services (090)

Collection Age- Percent of items acquired within last two years	N/A	N/A	N/A	N/A	15%	18%	12%	20%	RC1-4

Comments/Justification:

Percent of Collection Weeded	N/A	N/A	N/A	N/A	N/A	5%	3%	5%	RC1-4

Comments/Justification: Weeding is the discarding of outdated or physically damaged materials or the removal of extra copies of items that are no longer in high demand. The standard number of items in all formats per capita (see priority 3)presupposes that a Library System weeds at least 5% of its collection each year.

Number of items in all formats per capita	N/A	N/A	N/A	N/A	1.21	3	1.5	3	RC1-4

Comments/Justification: Florida library Association Standards for Florida Public Libraries

Collection Age- Percent of items acquired within last five years	N/A	N/A	N/A	N/A	39%	42%	37%	45%	RC1-4

Comments/Justification:

Numbers of libraries that meet exemplary level of public service hours	N/A	N/A	N/A	N/A	6	6	6	6	RC1-3
Comments/Justification:									
Total Number of Full-Time Equivalent (FTE) staff per 1,000	N/A	N/A	N/A	N/A	.318	.6	.297	.293	RC1-4
Comments/Justification: Target set according to the Florida Library Association Standards for Florida Public Libraries									
Availability of public access Internet-connected workstations	N/A	N/A	N/A	N/A	1377	2400	1441	2400	RC1-4
Comments/Justification: Target set according to the Florida Library Association Standards for Florida Public Libraries									

Park and Recreation

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• Eliminate 15 administrative positions; implement an overall administrative departmental reorganization; reduce travel, air cards, beepers and cell phones, part-time hours and staff	• The department has reduced 15 administrative positions, reduced travel, air cards, beepers, cell phones, part-time hours, and staff; it will complete an administrative reorganization by the end of FY 2009-10
• Eliminate three full-time positions and reduce part-time management staff hours and marketing funds at African Heritage and Dade County Auditorium (DCA)	• The department has eliminated the three full-time positions, part-time positions, and marketing fund, resulting in reduced classroom capacity, increased ratios of participants to staff, and limiting concessions at DCA
• Eliminate seven full-time positions at Deering, Eco Adventures, and Nature Centers; 11 full-time positions and part-time hours in the Golf division; 10 full-time positions at Metrozoo; and, eight full-time positions at Marinas	• The department has eliminated seven full-time positions at Deering, Eco Adventures, and Nature Centers; as a result, Nature Centers are closed two days a week; 11 full-time positions and part-time hours in the Golf division, resulting in less management oversight; 10 full-time positions at Metrozoo; and, eight full-time positions in Marinas
• Eliminate 13 full-time positions in the Facility Maintenance Division to include Carpenter support services, Heavy Equipment services, Trade supervision, and Park Maintenance Technicians; 21 full-time grounds maintenance, natural areas maintenance and tree crew positions; and, 45 positions, 19 vans, six trucks, part-time hours, overtime hours, and various line item expenditures in Park Operations	• The department has eliminated 13 full-time positions in Facility Maintenance, impacting emergency repair response; 21 grounds maintenance, natural areas maintenance and tree crew positions, resulting in overall reductions in maintenance cycles; and, 45 positions, 19 vans, six trucks, part-time hours, overtime hours, and various line item expenditures, resulting in decreased customer service and adjustments to security deployment
• Eliminate 15 positions and reduce part-time staff and general fund support for senior and youth programming	• The department has eliminated 15 full-time positions and reduced part-time staff and general fund support for senior and youth programming; due to these reductions, any recreational programming conducted by staff, such as the Summer Program will be on a strictly fees and charges basis or grant subsidized; furthermore, all other recreational programming, including the Summer Program, will be conducted by outside providers through permits or contracts where possible
• Eliminate three support staff positions at aquatic facilities	• The department has eliminated three support staff at aquatic facilities

GENERAL DEPARTMENTAL FINANCIAL SUMMARY									
Department: Park and Recreation									
($ in 000s)									
A) OPERATING BUDGET - REVENUES AND EXPENDITURES									
		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$43,381	$45,371	$45,824	$42,131	$48,440	$45,432	$45,432	$49,162
CW	Other	$0	$0	$0	$0	$0	$0	$3,000	$-3,730
UMSA	General Fund UMSA	$21,327	$26,627	$28,028	$28,225	$15,622	$14,594	$14,594	$15,168
UMSA	Other	$0	$0	$0	$0	$0	$0	$500	$-574
PROP	Carryover	$1,803	$5,115	$2,470	$7,783	$4,497	$1,454	$2,357	$1,755
PROP	Fees and Charges	$16,023	$16,602	$18,400	$19,242	$18,732	$18,229	$17,476	$17,786
PROP	Interest Earnings	$37	$110	$158	$122	$47	$0	$140	$140
PROP	Miscellaneous	$0	$0	$0	$0	$0	$222	$0	$0
PROP	Other Revenues	$572	$443	$438	$576	$465	$498	$530	$530
PROP	Program Income	$0	$0	$0	$0	$0	$0	$0	$0
PROP	Special Taxing District Revenue	$3,015	$3,748	$3,629	$3,910	$4,028	$4,326	$3,838	$4,105
PROP	Other	$0	$0	$0	$0	$0	$0	$0	$409
PROP	Golf Course Fees	$8,120	$8,380	$8,639	$8,798	$8,233	$8,672	$7,705	$7,705
PROP	Marina Fees and Charges	$7,263	$7,218	$7,891	$7,987	$8,036	$7,855	$7,786	$7,786
PROP	Miami Metrozoo Fees and Charges	$3,479	$4,366	$5,439	$6,549	$9,161	$8,320	$8,320	$8,736
PROP	Carryover - Special Taxing District	$1,536	$1,914	$2,818	$3,475	$3,086	$2,949	$2,808	$2,808
INTERTRNF	Convention Development Tax	$952	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
INTERTRNF	Fees for Services	$50	$100	$48	$50	$50	$50	$50	$50
INTERTRNF	Other Revenues	$0	$0	$0	$0	$0	$0	$0	$0
INTERTRNF	Tourist Development Tax	$0	$0	$300	$0	$0	$0	$0	$0
INTERTRNF	Transfer From	$0	$0	$0	$0	$0	$0	$181	$0

	Other Funds								
TOTAL REVENUE		**$107,558**	**$120,994**	**$125,082**	**$129,848**	**$121,397**	**$113,601**	**$115,717**	**$112,836**
EXPENDITURES									
	Salary	$49,659	$50,249	$52,363	$56,053	$57,459	$48,004	$52,180	$50,601
	Overtime Salary	$800	$1,092	$798	$515	$245	$639	$425	$420
	Fringe	$13,807	$15,550	$16,271	$17,052	$14,009	$14,750	$14,769	$13,565
	Overtime Fringe	$120	$164	$155	$103	$8	$299	$57	$260
	Other Operating	$33,164	$44,485	$40,379	$46,299	$42,905	$43,515	$42,765	$45,946
	Capital	$482	$2,021	$1,745	$1,351	$1,054	$425	$455	$391
TOTAL OPERATING EXPENDITURES		**$98,032**	**$113,561**	**$111,711**	**$121,373**	**$115,680**	**$107,632**	**$110,651**	**$111,183**
	Debt Services	$402	$1,211	$1,020	$892	$1,146	$1,160	$1,160	$1,067
	Reserves	$0	$0	$0	$0	$0	$3,460	$2,630	$2,387
	Transfers	$1,042	$934	$1,093	$0	$0	$1,349	$1,349	$0
	Other Non-Operating	$1,053	$0	$0	$0	$0	$0	$0	$0
TOTAL NON OPERATING EXPENDITURES		**$2,497**	**$2,145**	**$2,113**	**$892**	**$1,146**	**$5,969**	**$5,139**	**$3,454**
TOTAL EXPENDITURES		**$100,529**	**$115,706**	**$113,824**	**$122,265**	**$116,826**	**$113,601**	**$115,790**	**$114,637**
REVENUES LESS EXPENDITURES		$7,029	$5,288	$11,258	$7,583	$4,571	$0	$-73	$-1,801

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	**Actual**	**Actual**	**Actual**	**Actual**	**Budget**	**Projection**	**Base**
Full-Time Positions Budgeted =	1206	1215	1272	1281	1296	1154	1069	1069
Full-Time Positions Filled =	1070	1080	1110	1148	1173		1043	
Part-time FTEs Budgeted =	628	685	726	677	797	631	700	673
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Park and Recreation

($ in 000s)

Activity: Administration (RC) (040)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Number of Grant Proposals Submitted	28	31	27	30	38	12	24	24	RC2-1

Comments/Justification: The decrease in number of grant proposals is due to the reduction of the Grants Section Supervisor position in FY 08/09.

Average Number of Grants Administered	39	46	46	40	40	40	40	400	RC2-1

Comments/Justification:

Number of New Programming Partnerships	17	4	5	2	1	1	1	2	RC1-3

Comments/Justification: This measure reflects the number of new programming partner agreements acquired each year and not total number of agreements.

Value Amount of Grants Administered	$11,568	$17,169	$20,895	$21,181	$22,062	$21,000	$21,000	$22,000	ED1-1

Comments/Justification:

Activity: Arts and Culture (RC) (040)

Arts Summer Camp Registrants	443	489	690	467	419	405	261	430	RC3-1

Comments/Justification: Decrease in registration is due to the Child Development Services (CDS) lowering the age requirements. This resulted in less children qualifying for CDS and less registrations. The summer camp weekly fees at Raices and AHCAC increased.

Arts Programs after school registrants	166	258	206	122	102	130	95	87	RC3-1

Comments/Justification: Decrease in registration due to competition with Dade County Public School's free programs; increase in weekly fees; and poor economy.

Activity: Deering Estate and Attractions (RC) (040)

Earned Revenue	$455	$552	$679	$665	$717	$880	$746	$1,520	RC2-1

Comments/Justification: Includes revenues generated from the following fees: gate admission; rentals; photo and video shoots; programs; group tours; merchandise/vending; etc.

Deering Estate attendance	27,092	27,289	40,074	48,167	54,065	54,300	46,485	52,700	RC3-1

Comments/Justification:

Deering Estate facility rentals*	78	97	126	164	175	165	162	172	RC1-3

Comments/Justification: Includes building and ground rentals.

Activity: Facility Maintenance (RC) (040)

Emergency response within 24 hours	N/A	N/A	89%	87%	90%	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.

Percentage of playgrounds inspected	N/A	N/A	0	100%	0%	100%	100%	100%	RC1-1

Comments/Justification: Due to budgetary restraints inspections have not been able to be conducted.

Percentage of budgeted lifecycle programs completed	N/A	N/A	N/A	100%	11%	100%	100%	100%	RC1-1

Comments/Justification: Due to budgetary restraints, funding is not available to complete lifecycle projects.

Activity: Golf (RC) (040)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Golf rounds played*	255,502	260,547	266,472	264,331	251,605	252,000	247,500	247,500	RC1-3

Comments/Justification:

Net Revenue per Golf Round	$0.81	($3.88)	($2.78)	($4.42)	($8.70)	($5.31)	($2.23)	($2.23)	RC1-3

Comments/Justification:

Activity: Grounds Maintenance (RC) (040)

Average Facility inspection rating (1-5)	3.10	2.99	3.04	2.83	3.11	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	1,569	1,081	2,180	1,888	2,743	1,825	2,270	2,270	RC1-2

Comments/Justification:

Activity: Marinas (RC) (040)

Marina occupancy rate*	105%	103%	100%	99%	95%	95%	95%	95%	RC1-3

Comments/Justification:

Activity: Miami Metrozoo (RC) (125)

Earned Revenue	$3,479	$4,366	$5,439	$6,549	$9,160	$7,800	$8,922	$8,736	RC2-1

Comments/Justification:

Miami Metrozoo attendance*	488,974	523,032	632,706	605,590	809,345	715,000	750,000	798,000	RC1-3

Comments/Justification:

Activity: Park Operations (RC) (040)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
Equestrian Center Rentals	32	29	23	29	27	29	27	30	RC3-1
Comments/Justification:									
Trail Glades Range admissions*	19,190	22,229	28,195	34,920	35,892	35,000	38,392	38,392	RC1-3
Comments/Justification:									
Campground rentals*	35,136	38,171	38,019	41,322	38,906	41,400	41,140	41,540	RC1-3
Comments/Justification:									
Park and Recreation Volunteers	N/A	7,356	8,440	8,516	13,005	7,975	11,550	13,800	RC3-1
Comments/Justification:									
Building Facilities Rented	N/A	2,046	1,900	2,058	2,044	1,850	1,905	1,930	RC3-1
Comments/Justification:									
Picnic Shelters Reserved	N/A	6,876	6,800	6,161	6,252	6,590	6,225	6,380	RC3-1
Comments/Justification:									
Facility rentals	N/A	N/A	20,060	19,477	30,940	20,000	27,500	27,690	RC1-3
Comments/Justification: Includes building rentals, shelter rentals, field rentals, and tennis court rentals.									

Activity: Park Programming (RC) (040)

Summer camp registrants	9,566	9,914	10,988	10,784	9,416	8,325	8,735	9,000	RC3-1
Comments/Justification:									
After School registrants	1,297	2,265	1,883	2,034	1,434	2,225	1,583	1,600	RC3-1
Comments/Justification:									
Sports Development Registrations	2,057	2,112	2,100	1,715	317	500	1,000	1,000	RC3-1
Comments/Justification:									
Learn-to-Swim registrants	8,614	11,175	8,088	11,074	13,384	11,000	10,994	11,000	RC1-3
Comments/Justification:									

Senior Program registrants	129	310	195	654	561	531	530	530	RC1-3

Comments/Justification:

Eco-Adventure Tour participants (includes summer program registrants who participate in Eco-Adventure Tour programs)	14,324	18,793	27,983	30,578	9,951	8,983	8,875	10,200	RC3-1

Comments/Justification: This measures has been restructured in ASE to show only EcoAventure type tours. In the past this measure included not only adventure tours, but also rentals and park based nature programs (which are being reported separately in ASE).

Leisure Access Program registrants	581	610	509	416	429	387	500	645	RC3-1

Comments/Justification:

Activity: Planning and Development (RC) (040)

Number of Construction Contracts Completed	52	71	63	0	0	16	16	0	RC1-6

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

New and expanded facilities completed	39	39	48	25	0	16	16	0	RC1-6

Comments/Justification:

Acres of park land per 1,000 residents in unincorporated Miami-Dade County*	N/A	N/A	4.10	4.12	3.91	2.75	2.75	2.75	RC1-2

Comments/Justification:

Percentage of in-house projects completed on-time	N/A	N/A	N/A	N/A	52%	90%	90%	90%	ED1-1

Comments/Justification: This is a new measure that the Capital Division began tracking in FY 08/09 that measures the % of in-house construction projects completed within schedule

Activity: Pools (RC) (040)

Number of Pool Rentals	70	79	85	92	90	94	85	90	RC3-1

Comments/Justification:

Public Swim Attendance	23,927	22,121	22,452	16,203	22,346	16,200	20,000	22,000	RC3-1

Comments/Justification:

Summer Camp Attendance	19,058	13,139	13,402	16,871	15,659	16,870	16,870	17,000	RC3-1

Comments/Justification:

Swim Club Registrations	751	567	579	610	1,040	600	1,000	1,100	RC3-1

Comments/Justification:

Public School Attendance	8,096	13,029	10,100	9,392	12,665	9,390	10,000	12,000	RC3-1

Comments/Justification:

Activity: Special Tax District Landscape Maintenance (NU) (900)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11	Desired Outcomes
Description	**Actual**	**Actual**	**Actual**	**Actual**	**Actual**	**Target**	**Projection**	**Target**	
Number of special taxing districts maintained	50	60	60	60	85	85	85	85	RC1-1

Comments/Justification:

Vizcaya Museum and Gardens

Department Budget Summary

FY 2009-10 Execution of Commitments

Highlight	Status
• Building Better Communities General Obligation Bond projects	• Vizcaya will continue to use Building Better Communities General Obligation Bond funding to restore and enhance the facility including the restoration of the East and West Gate Lodge buildings, café and shop renovations, electrical and storm water upgrades, and structural repairs to the Main House basement and Casino Mound and sculpture conservation
• Engaging the Community	• Vizcaya is offering two new programmatic series in FY 09-10: Viewing Vizcaya, a film screening series that highlights films from the James Deering era as well as modern films with scenes shot at Vizcaya and "Conservations", a conversational series on the environment; during FY 2009-10 Vizcaya launched its first Vizcaya's family guide (in English and Spanish) a tool for young people visiting with adults to explore Vizcaya's Main House - a garden version is planned for FY 2010-11; this summer, with funding from private donors and foundation, Vizcaya will also launch a multi-lingual audio tour of the House and Gardens; an hour long documentary on Vizcaya is being broadcasted on 150 PBS stations nationwide

GENERAL DEPARTMENTAL FINANCIAL SUMMARY

Department: Vizcaya Museum and Gardens

($ in 000s)

A) OPERATING BUDGET - REVENUES AND EXPENDITURES

		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
		Actual	Actual	Actual	Actual	Actual	Budget	Projection	Base
REVENUE									
CW	General Fund Countywide	$0	$485	$0	$335	$282	$0	$0	$0
PROP	Carryover	$344	$17	$0	$883	$962	$385	$700	$608
PROP	Donations	$84	$125	$94	$91	$74	$73	$81	$70
PROP	Fees and Charges	$3,008	$2,637	$3,322	$3,222	$3,148	$3,035	$3,240	$3,280
PROP	Interest Income	$4	$0	$4	$32	$11	$6	$4	$4
PROP	Miscellaneous Revenues	$2	$8	$128	$50	$53	$43	$43	$43
STATE	State Grants	$0	$0	$30	$79	$28	$7	$0	$15
INTERTRNF	Convention Development Tax	$739	$856	$856	$856	$981	$981	$981	$981
INTERTRNF	Donations	$0	$0	$0	$0	$0	$950	$950	$0
INTERTRNF	Interagency Transfers	$0	$154	$260	$241	$265	$275	$265	$265
INTERTRNF	Tourist Development Tax	$0	$0	$800	$0	$0	$0	$0	$0
FED	American Recovery and Reinvestment Act	$0	$0	$0	$0	$0	$50	$50	$0
TOTAL REVENUE		**$4,181**	**$4,282**	**$5,494**	**$5,789**	**$5,804**	**$5,805**	**$6,314**	**$5,266**
EXPENDITURES									
	Salary	$1,796	$2,160	$2,310	$2,366	$2,609	$2,397	$2,458	$2,595
	Overtime Salary	$95	$61	$90	$78	$63	$80	$70	$70
	Fringe	$612	$766	$802	$847	$902	$850	$775	$935
	Overtime Fringe	$0	$0	$0	$0	$12	$15	$13	$13
	Other Operating	$1,306	$1,283	$1,410	$1,536	$1,503	$1,513	$1,440	$1,653
	Capital	$355	$12	$-1	$0	$15	$0	$0	$0
TOTAL OPERATING EXPENDITURES		**$4,164**	**$4,282**	**$4,611**	**$4,827**	**$5,104**	**$4,855**	**$4,756**	**$5,266**
	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	$950	$950	$0
TOTAL NON OPERATING EXPENDITURES		**$0**	**$0**	**$0**	**$0**	**$0**	**$950**	**$950**	**$0**
TOTAL EXPENDITURES		**$4,164**	**$4,282**	**$4,611**	**$4,827**	**$5,104**	**$5,805**	**$5,706**	**$5,266**
REVENUES LESS EXPENDITURES		$17	$0	$883	$962	$700	$0	$608	$0

B) POSITIONS

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	**Actual**	**Actual**	**Actual**	**Actual**	**Budget**	**Projection**	**Base**
Full-Time Positions Budgeted =	42	46	49	47	47	47	47	47
Full-Time Positions Filled =	42	44	45	45	44		47	
Part-time FTEs Budgeted =	6	6	6	2	2	2	2	2
Temporary FTEs Budgeted =								

PERFORMANCE INFORMATION BY SUB-ACTIVITY

Department:Vizcaya Museum and Gardens

($ in 000s)

Activity: Vizcaya Museum and Gardens (RC) Vizcaya Museum and Gardens (450)

Description	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Actual	FY 2007-08 Actual	FY 2008-09 Actual	FY 2009-10 Target	FY 2009-10 Projection	FY 2010-11 Target	Desired Outcomes
General Museum attendance	126,706	114,065	131,538	146,947	146,349	151,000	150,606	151,000	RC1-4

Comments/Justification: Includes all visitations to Vizcaya Museum and Gardens (Except facility rentals and museum programs)

Number of key objects entered into the Collections database	0	0	0	0	0	200	200	200	RC1-1

Comments/Justification: Following a rethinking of the collections workplan and workflow as it relates to research on objects and data entry, the previous measure (of ca 600 per year) will no longer be used. Instead we will focus on in depth research of limited number of objects, and enter this data in the database with the goal of making these available through Vizcaya's website. Starting with FY 10 Q 1, this will be entered as a milestone of a wider collections management initiative.

Public programs offered	7	14	59	52	47	42	68	68	RC4-1

Comments/Justification: Includes volunteer and adult/family programs (performing arts, lectures, Moonlight Garden Tours, Contemporary Arts Project presentations).

Number of Visitors served at Vizcaya Museum and Gardens through public programs	N/A	N/A	12,063	18,334	4,060	1,225	1,225	1,225	RC4-1

Comments/Justification: Includes volunteer and adult/family public programs. (Includes lectures, moonlight garden tours,and contemporary art projects) Note:Free Sunday events were discontinued in FY 2008-09.

Dollars raised through Government grants	$359	$86	$385	$441	$293	$622	$622	$280	ED1-1

Comments/Justification: This includes Federal, State of Florida and County Cultural Affairs grants. (For FY 10-11, anticipating $15,000 from the State of Florida Cultural Grants Program, 265,000 from the County Cultural Affairs Dept.(CAD)Majors grant program, and $15,000 from CAP grants program) Note:Funds raised and expended through the museum's support group, The Vizcayans is listed as a separate measure.

Earned Revenue	$2.953	$2.637	$3.449	$3.101	$3.212	$3.085	$3.100	$3.145	ED1-1

Comments/Justification: Earned revenue categories include: Facility rentals, gate admissions, film and photo shoots, guide books, concession revenue, tent rentals, other miscellaneous revenue.

Vizcaya Trust meetings, calendared,organized and convened with quorum	0	0	6	6	6	6	6	6	ES2-1

Comments/Justification: Vizcaya Trust meetings, calendared,organized and convened with quorum

Percentage of respondents reporting "good" or "excellent" experiences at select public programs	0	0	0	90%	95%	90%	95%	95%	RC1-3

Comments/Justification: Percentage of respondents reporting "good" or "excellent" experiences at select public programs

Personal contacts with donor prospects	0	0	53	56	45	52	36	40	RC1-1

Comments/Justification: The purpose for these meetings is to encourage current donors to continue their support and to learn more about the interest of major donor prospects and their willingness to support the Museum.

Historical presentations or publications	0	0	8	10	17	8	12	12	RC1-1

Comments/Justification: To enhance Vizcaya's educational programming through research into and presentations on Vizcaya's architecture, creators and collections.

Grants and donations obtained through the Vizcayans (in thousands)	0	0	596	$519	$378	$485	$485	$485	RC1-1

Comments/Justification: This include funds raised through the Museum' private support group, the Vizcayans. Note: Correction for FY 2007-08 because of double counting of Klein Foundation funds.

Funding proposals and applications developed	0	0	30	28	28	26	26	26	RC1-1

Comments/Justification: The amounts includes proposals for individuals, foundations, and corporations and grant applications to government funding sources.