



**BOARD OF COUNTY COMMISSIONERS
OFFICE OF THE COMMISSION AUDITOR**

M E M O R A N D U M

TO: Honorable Dennis C. Moss, Chairman
and the Board of County Commissioners

FROM: Charles Anderson
Commission Auditor

A handwritten signature in black ink, appearing to read "Charles Anderson", is written over the printed name and title.

DATE: August 20, 2010

**SUBJECT: FY 10-11 Board of County Commissioners Budget Priorities
Comparison**

The Board of County Commissioners (BCC) annual budget process begins with the selection of its top priorities and policy objectives, in accordance with Section 2-1795 (d). Listed below is the timeline followed and current status:

- January 29, 2010-The County Manager issued a memorandum "FY 10-11 Recommended Budget Priorities" detailing the budget gap and listing funding priorities.
- February 16, 2010 - the Office of the Chairman recommended that Committee Budget Priorities be included as a discussion item for the March Committee meetings.
- Between March and April 2010 - Each Committee Chairperson forwarded their respective Committee priorities to the Office of the Chairman for consideration
- March 31, 2010-The Mayor issued a memorandum "FY 10-11 Budget Address" detailing revenue concerns and the priorities for the upcoming budget season.
- April 23, 2010 - A matrix consisting of all the FY 2010-11 budget priorities identified throughout the budget process was prepared by the Office of the Commission Auditor (OCA) and distributed by the Office of the Chairman. Each Commissioner selected their top twenty (20) priorities and forwarded the matrix to the Clerk of the Board no later than April 30, 2010.

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- June 3, 2010 - At the BCC meeting, Agenda Item 6A1, Priorities & Policy Objective for Upcoming Budget was approved with sixteen (16) priorities. The Office of the Chairman had distributed the summary sheet of the selected budget priorities receiving three (3) or more votes and the tally sheet prepared by the Office of the Clerk of the Board as part of the agenda package.
- August 20, 2010 - The sixteen (16) approved BCC Budget Priorities for FY 10-11 have been compared to the Mayor's FY 10-11 Proposed Operating Budget, Volumes 1 and 2 to determine whether the priorities have been addressed as requested by the BCC. The OCA has prepared said comparison document for your review.

Should you require additional information, feel free to contact me at (305) 375-2524.

Attachment

c: Honorable Carlos Alvarez, Mayor
George M. Burgess, County Manager
R.A. Cuevas, County Attorney
Jennifer Glazer-Moon, Special Assistant/OSBM Director
Diane Collins, Acting Division Chief, Clerk of the Board

FY 10-11 BCC BUDGET PRIORITIES COMPARED TO PROPOSED BUDGET

Priority No.	BUDGET PRIORITY	DEPT	STATEMENT THAT MATCHES PRIORITY
1	Concentrate on funding and meeting the social service needs for all segments of the community; with a special emphasis on meals, transportation and home health care for the elderly, children's programs, meeting the community healthcare needs, intervention, prevention, and diversion programs.	Corrections & Rehabilitation	<p>Vol. 2, pg. 37-The FY 2010-11 Proposed Resource Allocation Plan partially funds the continuation of the Felony Jail Diversion Program which diverts individuals with mental illness from jail and the criminal justice system to community based treatment (\$133,000).</p> <p>Vol. 2, pg. 40-The Department's FY 2010-11 Proposed Resource Allocation Plan includes the transfer of one Police Psychologist 2 position from the Miami- Dade Police Department to assist in providing psychological crisis intervention and training to assist inmates and employees (\$119,000).</p>
		Juvenile Services	<p>Vol. 2, pg. 70-In FY 2010-11, JSD will continue to receive funding from the Florida Department of Juvenile Justice (\$684,000) and the Florida Department of Children and Families (\$354,000) for prevention and assessment services.</p> <p>Vol. 2, pg 70-In FY 2010-11, the Department will continue to receive funding from the Florida Department of Juvenile Justice (\$783,000) and the United States Department of Justice Byrne Grant (\$302,000) for diversion services.</p> <p>Vol. 2, pg. 70-The FY 2010-11 Proposed Resource Allocation Plan includes increases to prevention and diversion services funding from CDBG (\$363,000) and Teen Court (\$273,000).</p>
		Police	Vol. 2, pg. 92- In FY 2010-11 MDPD will continue the efforts of the Robbery Intervention Detail (RID) through the use of preventative measures and Project DOVE (Domestic Violence Education), providing information on preventing and intervening in domestic violence.
		Community Action Agency	<p>Vol. 2, pg. 285-The FY 2010-11 Proposed Resource Allocation Plan includes \$56.586 million from the United States Department of Health and Human Services for Head Start and Early Head Start.</p> <p>Vol 2., pg. 286-The Department will continue to provide self-sufficiency services to CSBG eligible residents through the Self Help Division (\$3.252 million in CSBG and \$827,000 in General Funds).</p>
		Historic Preservation	Vol. 2, pg. 297- The Department provides a continuum of support services for targeted special populations, including services related to sexual assault and domestic violence, immigrant and new entrant, mental health, homeless, substance abuse, and recently released inmate issues. Provides access to culturally sensitive outreach, prevention and intervention services for Miami-Dade County children, youth, and their families.
		Human Services	<p>Vol. 2, pg. 308-the Department will continue to provide child-related services including subsidized child care, resource and referral information for child-related services, inclusion and other specialized services (\$167.374million). The FY 2010-11 Proposed Resource Allocation Plan includes \$107.392 million in School Readiness grant funding and \$49.711 million in Voluntary Pre-Kindergarten funds for a total of \$157.103 million; in addition, grants for specialized childcare services to targeted populations (i.e. USDA Food Program, Teenage Parent Program, and Refugee Services), total \$6.571 million.</p> <p>Vol. 2, pg. 309-In FY 2010-11 the Department will continue to provide services to the elderly including in-home support services (i.e. personal care, home making, chore, and respite services), adult day care, meal services, volunteer opportunities, assisted living residential services; services to persons with disabilities to assist them in gaining personal independence; and assist veterans and their families in filing Veteran Affairs disability claims (\$17.161 million).</p> <p>Vol. 2, pg. 310-Treatment Alternatives to Street Crimes will still be provided at the North, Central, and South locations.</p>
		Public Health Trust	Vol. 2, pg. 318- The General Fund support in FY 2010-11 reflects a decrease of \$21.2 million, to \$137.3 million from the FY 2009-10 budget of \$158.5 million, as a result of the decreased property tax roll and other underperforming revenues in the County's General Fund; revenue from the half-cent Local Option Healthcare Sales Surtax in FY 2010-11 reflects a reduction of \$6.9 million to \$162.8 million (at 95 percent) in FY 2010-11 from \$169.7 million budgeted in FY 2009-10.
		MD Economic Advisory Trust	Vol. 2, pg. 342- Teen Court provides an alternative sanctioning program for first-time misdemeanor juvenile offenders.

FY 10-11 BCC BUDGET PRIORITIES COMPARED TO PROPOSED BUDGET

Priority No.	BUDGET PRIORITY	DEPT	STATEMENT THAT MATCHES PRIORITY
2	Streamline local government operations by consolidating Departments, reviewing system efficiencies, considering alternative work schedules etc.	Animal Services	<p>Vol. 2, pg. 28-The FY 2010-11 Proposed Resource Allocation Plan includes the downgrading of one Collections Supervisor, one Enforcement Manager, one Animal Control Officer Supervisor, and the elimination of night shift differential pay, resulting in operational efficiencies and a total savings of \$65,000.</p> <p>Vol. 2, pg. 29-During FY 2010-11, the Department will continue to implement the recommendations included in the FY 2009-10 process improvement analysis completed by the Office of Strategic Business Management such as the implementation of Arc Logistics to increase routing efficiency and exploring online tag renewals to improve customer service.</p>
		Juvenile Services	<p>Vol. 2, pg. 68-In FY 2009-10, the Department began its Alternative to Detention pilot project, paid for by federal grant funds, which provides ankle bracelets and family services for non-violent detainable youths as an alternative to detention; currently, the County pays \$280 per day per juvenile detained in the state run Detention Facility; the Department continues to explore other opportunities to reduce these costs.</p>
		Medical Examiner	<p>Vol. 2, pg. 77-In FY 2009-10, rebidding of the cremation contract and modifying departmental procedures reduced the cost associated with the Public Internment Program from \$700 per case to \$265 per case; this resulted in estimated annualized savings of \$390,000 on 900 cases.</p>
		Aviation	<p>Vol. 2, pg. 112-In FY 2010-11, the Department will continue to review its staffing and organizational structure to identify redundancies and other opportunities for streamline the organization in the near-term and long term.</p>
		Citizens' Independent Transportation Trust	<p>Vol. 2, pg. 116-OCITT facilitated a review between Office of Strategic Business Management, Miami-Dade Transit, and each municipality of municipal circulators and their interaction with the regional transportation system to create savings through the elimination of duplicative routes between the two systems.</p>
		Transit	<p>Vol. 2, pg. 144-the Department will continue the restructuring of routes to maximize efficiency and eliminate routes where another public transportation alternative is available.</p>
		Library	<p>Vol. 2, pg. 168-In May 2010, the Department implemented the first phase of Polaris (\$1.3 million, its new Integrated Library System (ILS).</p>
		Vizcaya	<p>Vol. 2, pg. 196-In FY 2010-11, Vizcaya is evaluating the possible of closing one day each week (Tuesdays) beginning in January 2011 to provide the museum with one day for maintenance of buildings, grounds, and collection objects to be conducted without the disruption to visitors.</p>
		Building Code Compliance	<p>Vol. 2, pg. 208-Includes the reduction of 16 administrative positions due to efficiencies brought up by the merger.</p>
		Environmental Resources Management	<p>Vol. 2, pg. 219-In FY 2010-11, the Department will provide additional funding of \$380,000 to the Office of Sustainability for a total of \$417,000 in order to implement the County's Sustainability Plan, "GreenPrint."</p>
		Countywide Healthcare Planning	<p>Vol. 2, pg. 223-Additionally, the Department supports Countywide Healthcare Planning.</p>
		Public Works	<p>Vol. 2, pg. 235-In FY 2010-11, the Department will complete the conversion of the toll system for the Rickenbacker and Venetian Causeways from the existing electronic toll collection system to SunPass, to achieve interoperability with the State of Florida's toll system (\$4.5 million); the Department anticipates an operating savings of \$128,000 annually associated with staffing efficiencies.</p>
		Community Action Agency	<p>Vol. 2, pg. 287-The FY 2010-11 Proposed Resource Allocation Plan transfers the community development and housing asset management functions from the former Housing and Community Development Department to the Community Development Division of CAA.</p>
Economic Development & International Trade	<p>Vol. 2, pg. 333-The FY 2010-11 Proposed Resource Allocation Plan includes the transfer of the Economic Development activities from the Department of Housing and Community Development.</p>		

FY 10-11 BCC BUDGET PRIORITIES COMPARED TO PROPOSED BUDGET

Priority No.	BUDGET PRIORITY	DEPT	STATEMENT THAT MATCHES PRIORITY
2 (cont'd)	Streamline local government operations by consolidating Departments, reviewing system efficiencies, considering alternative work schedules etc. (cont'd)	Finance	Vol. 2, pg. 395 -The Department is pursuing a number of sustainability initiatives...resulting in more streamlined processes that utilize less paper or storage space. Vol. 2, pg. 396 -In order to leverage resources and streamline collection efforts, the Credit and Collections Division was moved under the Tax Collector in FY 2009-10 and one Credit and Collections Manager was eliminated (\$131,000).
		Procurement	Vol. 2, pg. 450 -As a result of position reductions in the FY 2010-11 Proposed Resource Allocation Plan, the Department is planning to reorganize Department reporting structures to meet operational objectives.
		Property Appraiser	Vol. 2, pg. 453 -During FY 2009-10, the Property Appraiser re-evaluated the Office's table of organization and delineated the functions that are truly administrative in nature, as opposed to operational functions required to successfully carry out the various statutory regulations; the new table of organization reflects three new divisions: the Office of the Property Appraiser, Information Services, and the Value Adjustment Board Appeals and Legal divisions. Vol. 2, pg. 454 -As part of the County's sustainability initiatives, the Office reduced paper use by over three million pieces annually through the implementation of an Electronic Document Management System (EDMS).
		Sustainability	Vol. 2, pg. 464 -The FY 2010-11 Proposed Resource Allocation Plan recommends the establishment of an Internal Revolving Energy and Water Investment Fund primarily funded from savings generated from energy and water efficiency projects that will be set aside in future years to fund projects.
3	Minimize layoffs utilizing attrition, retraining, furloughs, freezing cost of living adjustments, step raises and merit raises etc.	Board of County Commissioners	Vol. 2, pg. 12 -The FY 2010-11 Proposed Resource Allocation Plan includes \$10.582 million to fund the BCC district offices (\$814,000 for each district) in accordance with the Board-approved satellite office policy, estimated satellite district office space costs are included within each individual BCC Office; this funding level represents a flat subsidy when compared to FY 2009-10 (\$502,000); funding for the Office of the Chair, Office of Intergovernmental Affairs, Office of the Commission Auditor, and Commission Support Staff has been reduced by five-percent below flat subsidy (\$763,000); adjustments associated with this reduction will be determined during the fiscal year.
		VARIOUS	Vol. 1, pgs. 56-57 -Attachment III Total Funding and Positions by Departments.
		Transit	Vol. 2, pg. 144 -Department restored 18 positions previously eliminated in FY 2009-10; these positions were restored in accordance with contractual negotiations with the Transportation Workers Union (TWU).
		Community Action Agency	Vol. 2, pg. 285 -The FY 2010-11 Proposed Resource Allocation Plan budgets Head Start based on the recommendation approved by both the Head Start Policy Council and the CAA Board institutes four days of employee furloughs.
		Americans with Disabilities Act Coordination	Vol. 2, pg. 357 -The department remained flat at 3 employees.
Grants Coordination	Vol. 2, pg. 424 -During FY 2009-10, one vacant Assistant Director position was eliminated to restore an Accountant 1 position under the Contracts and Grants Division to review and process reimbursement requests to CBOs; and assist with site visits to ensure fiscal compliance. Vol. 2, pg. 426 -During FY 2009-10, the Department reclassified one filled Special Projects Administrator 2 position into a Revenue Development Coordinator position to actively pursue and secure alternative funding for County initiatives and projects through sponsorships and/or donations.		

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4	Maintain current level of bus services.	Transit	Vol. 2, pg. 138 -MDT provides 29.2 million miles of Metrobus revenue service along 93 routes with a fleet of 772 full-sized buses and 75 minibuses. Vol. 2, pg. 141 continue to replace aging buses with 18 forty-foot new hybrid buses and 25 sixty-foot new hybrid buses (\$15.734 million programmed in FY 2010-11), out of 271 buses projected to be replaced by FY 2014-15.
5	Maintain current levels of funding for After School and Sports Programming in Miami-Dade Parks.	Park & Recreation	Vol. 2, pg. 187 -The department will support programs that can sustain themselves via fees, partnerships, and grants.
6	Avoid raising property taxes, rates and fees for County services.	VARIOUS	The respective millage rates for FY 09-10 and Proposed FY 10-11 (for TRIM notice purposes) were as follows: Countywide: 4.8379 and 5.4275; UMSA: 2.083 and 2.2980; Library: 0.3822 and 0.3500; Fire District: 2.1851 and 2.5753; Countywide Debt: 0.280 and 0.445 and Fire Debt: 0.0420 and 0.0200.
		Animal Services	Vol. 2, pg. 22 - Several new and adjusted fees.
		Aviation	Vol. 2, pg 108 - Competitive landing fees are increasing by \$1.18 per 1,000 pounds.
		Emergency Management	Vol. 2, pg 43 - Initial and annual review of health-care facility emergency management plan.
		Fire Rescue	Vol. 2, pg. 49 Fees for Advance Life Support, Levels 1 and 2, Basic Life Support and ground mileage charge for emergency medical transportation services.
		Library	Vol. 2, pg. 163-164 Several new and adjusted fees.
		Medical Examiner	Vol. 2, pg. 75 - Fees being adjusted; no new fees.
		Park & Recreation	Vol. 2, pg. 175-177 - Several new and adjusted fees.
		Planning & Zoning	Vol. 2, pg. 288 - A proposed eight percent technology surcharge on CDMP fees.
		Seaport	Vol. 2, pg. 131 - Increased fees for passenger wharfage, dockage per gross registry ton, cargo vessel wharfage per short ton, gantry crane rentals per hour and water use per ton.
		Vizcaya	Vol. 2, pg. 193 - Several new and adjusted fees.
		Water & Sewer	Vol. 2, pg. 274 -In FY 2010-11, the wholesale water rates are assumed to remain flat, the proposed water wholesale rate per thousand gallons will remain at \$1.7142 in FY 2010-11.
7	Complete the North Terminal within its targeted completion date and budget.	Aviation	Vol. 2, pg. 106 -Department will complete construction by March 2011 of the North Terminal (\$2.857 billion).
8	Reduce administrative functions and provide more direct services. Evaluate administrative / management positions on departments with ratio supervisor/staff ratios of 1 to 5 or less.	N/A	Span-of-control report will be issued by OCA prior to the first budget hearing.
9	Maintain FY 2009-10 levels of funding for Community Based Organizations.	VARIOUS	Vol. 1 pg. 17 - The funding that will be available for CBO's beginning April 1, 2011 for the succeeding 12 months will be at 75 percent of the current funding level to be awarded to organizations which successfully complete the solicitation process. Vol. 2, pg. 516 -Appendix O-FY 2010-11 Proposed Funding Available for Community-Based Organizations. General Fund Funding \$30.178 million (FY 09-10 funding is \$26.135 million) and Other Funding \$4.890 million (FY 09-10 funding is \$13.886 million) for a total funding \$35.068 million (FY 09-10 total is \$40.021 million).
10	Evaluate retention of retired County employees (on pension) that are currently on County payroll.	N/A	Retired/Rehired Employee Report will be issued by OCA prior to the first budget hearing.
11	Avoid using more of our emergency contingency reserves. Build up our reserves and the only way is to continue to make cuts where possible.	VARIOUS	Vol. 1, pg. 19 -County Manager's Budget Message-The Proposed Budget includes an enhancement to our reserves, particularly to the Countywide Emergency Contingency Reserves. A contribution will be made by proprietary departments to restore a portion of the Countywide Emergency Contingency Reserve. Reserves as a portion of the general fund budget will be increased to 6.45% percent from 4.26 percent.

FY 10-11 BCC BUDGET PRIORITIES COMPARED TO PROPOSED BUDGET

Priority No.	BUDGET PRIORITY	DEPT	STATEMENT THAT MATCHES PRIORITY
12	Provide affordable housing for our most needy.	Public Housing Agency	<p>Vol. 2, pg. 323-FY 2010-11 MDPHA will continue the development of Phase 2 of Scott/Carver Homes under the HOPE VI. The FY 2010-11 Proposed Capital Budget and Multi-Year Plan includes \$17.784 million in ARRA funds allocated to modernize and renovate various public housing developments, which will address unmet long-term needs. In addition the plan includes \$600,000 in BBC General Obligation Bond proceeds for the construction of new family units at Lincoln Gardens.</p> <p>Vol. 2, pg. 328-The Department plans to implement a geographic-based waiting list in FY2010-11 which will provide greater housing choices and reduce vacancies; MDPHA will continue to use the existing waiting list to provide applicants for both, the Public Housing program and the Section 8 programs.</p>
		Economic Advisory Trust	<p>Vol. 2, pg. 341-The Affordable Housing Assistance Program Division provides technical and financial assistance to provide homeownership opportunities to low-to-moderate income families.</p>
13	Secure and expedite capital improvement projects	Transit	<p>Vol. 2, pg. 141-Continue construction of: EH-MIC connector project (\$506.529 million), bus plaza at EH-MIC connector station (\$28.275 million), 4 park & ride facilities (\$18.5 million).</p>
		Capital Improvements	<p>Vol. 1, pg. 15-FY 10-11 Proposed Budget recommends debt service millage at .285 for the BBC GOB program. However, the Capital Budget indicates for funding at .39 mills and .445 mills to continue the momentum established with the BCC GOB program. (At the July 20, 2010, BCC meeting, the debt service millage was tentatively set at .445 mills).</p>
14	Re-evaluate all WASD capital projects given the decrease in water demand.	Water & Sewer	<p>Vol. 2, pg. 267-The CIP throughout all years increased by \$488.6 million.</p>
15	Continue funding Mom & Pop Grant Program at current levels.	Non-Departmental	<p>Vol. 2, pg. 510-Appendix K: Countywide Non-Departmental Expenditures includes \$882,000 for Mom and Pop Business Grants.</p> <p>Vol. 2, pg. 511-Appendix L: Unincorporated Municipal Service Area Non-Departmental Expenditures includes \$278,000 for Mom and Pop Business Grants.</p>
16	Continue funding Boot Camp Program.	Corrections & Rehabilitation	<p>Vol. 1, pg. 14-County Manager's Budget Message, The Boot Camp program will not be eliminated.</p>