




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

M E M O R A N D U M

TO: Honorable Bruno A. Barreiro
and Members, Board of County Commissioners

FROM: Charles Anderson 
Commission Auditor

DATE: September 17, 2008

SUBJECT: Zero-Based Budget Pilot -Team Metro Report

The attached report was prepared by Sharpton, Brunson & Company, P.A., as part of our zero-based budget pilot project. This report presents the results of the Zero-Based Budget Pilot for Team Metro. Of particular interest are the charts and summaries on page iv (executive summary) and pages 40-43 (report).

If you have any questions, please contact me at (305) 375-4354

c: Honorable Carlos Alvarez, Mayor
George M. Burgess, County Manager
Jennifer Glazer-Moon, Director, OSBM
Sam Waltmnhour, Director, Team Metro



Board of County Commissioners
Office of the Commission Auditor

Zero-Based Budget Pilot
Team Metro

September 12, 2008

Prepared by:



SHARPTON, BRUNSON & COMPANY, P.A.
Certified Public Accountants & Business Consultants



Zero-Based Budget Pilot Team Metro

Table of Contents

EXECUTIVE SUMMARY	i
OBJECTIVE	1
BACKGROUND	2
APPLICATION OF ZERO-BASED BUDGETING PRINCIPLES	7
<i>Activity-Based Budgeting</i>	<i>7</i>
<i>Program Justification.....</i>	<i>12</i>
<i>Priority Rankings</i>	<i>16</i>
<i>Decision Packages.....</i>	<i>16</i>
ADMINISTRATION PROGRAM.....	17
<i>Activity-Based Program Budget.....</i>	<i>18</i>
<i>Program Justification.....</i>	<i>19</i>
<i>Priority Rankings</i>	<i>20</i>
OUTREACH PROGRAM	21
<i>Activity-Based Program Budget.....</i>	<i>22</i>
<i>Program Justification.....</i>	<i>23</i>
<i>Priority Rankings</i>	<i>29</i>
CODE ENFORCEMENT PROGRAM.....	30
<i>Activity-Based Program Budget.....</i>	<i>31</i>
<i>Program Justification.....</i>	<i>32</i>
<i>Priority Rankings</i>	<i>37</i>
DECISION PACKAGES	38
<i>Decision Package One.....</i>	<i>40</i>
<i>Decision Package Two.....</i>	<i>41</i>
<i>Decision Package Three</i>	<i>42</i>
<i>Decision Package Summary</i>	<i>43</i>
NEXT STEPS	48
EXHIBITS 1-5 – ACTIVITY-BASED BUDGET	
<i>Appendices</i>	
1- FY 2008/09 Forecast	
2- Output Measures by Activity	
3- Priority Rankings by Program and Activity	

Zero-Based Budget Pilot Team Metro

EXECUTIVE SUMMARY

Sharpton, Brunson and Company, P.A. (SBC) was engaged to assist the Office of the Commission Auditor (OCA) in executing its strategic and operational work plans. Specifically, SBC was asked to create and execute a zero based budget pilot (Pilot) for the FY 2008/09 operating budgets of Team Metro and General Services Administration (GSA) – Fleet Management. This report presents the results of the Zero-Based Budget Pilot for Team Metro.

Introduction

Zero-based budgeting (ZBB) is a form of program budgeting used to analyze programs to determine their value to the government and its citizens. In its purest form ZBB assumes departments do not exist and builds its programs from zero resources to its optimum level. The process requires a reevaluation of programs from a zero base each budget cycle by requiring justification of all proposed expenditures. This approach is in direct contrast to traditional incremental budgeting which assumes there is a guaranteed base budget and that budgetary decisions will be focused on incremental increases and decreases.

ZBB assists with the allocation of resources based on best value by questioning assumptions, and providing tools to review, reprioritize and potentially recommend elimination of activities, services or even programs that no longer align with organizational objectives. Initially, ZBB appears to be a labor intensive and time consuming approach that is only applicable to programs that are discretionary. However, when the principles of ZBB are applied practically, it can be used as an effective means to provide comprehensive reviews and evaluations of budgets to: provide justification and support of each program; present budget options at various funding levels and/or service levels; and ultimately identify what the government is “buying” with taxpayer and other resources at the program level.

To be most effective, ZBB must also include meaningful performance measurements that are relevant to the program or activity being measured with an emphasis on outputs (quantity of units produced) and outcomes (qualitative results). Benefits of ZBB with performance measurement include the following:

- Evaluates program purpose and costs
- Reviews service delivery benefits, alternatives and consequences of discontinuance
- Promotes transparency and identifies hidden costs
- Identifies potential redundancies
- Presents activity-based information for improved decision making
- Useful when overall spending must be reduced

Zero-Based Budget Pilot Team Metro

- Structures budgets towards objectives and outputs rather than the common classification of functions and inputs
- Allows for calculations of unit costs
- Enables performance audits to determine whether program activities have performed as efficiently as planned.

This Pilot was created using zero-based budgeting principles and performance measurement concepts. The Pilot involves the creation of activity-based program budgets that are justified based on program necessity; program placement and organization; and program accountability. Program budget and justification results are used to force the prioritization of activities and present potential budget options.

Methodology and Process

In order to accomplish our objective SBC's work plan included the following three phases: familiarization; justification; and ranking and decision.

Part I – Familiarization: Prepare an inventory of programs, services and activities; and the associated cost and performance data available for each County Department/Program selected for participation in the Pilot.

- Obtain and document understanding of programs, services and activities by reviewing mission, goals, objectives, organizational structure, and other information as deemed necessary.
- Review financial framework including:
 - Source(s) of funding;
 - Level of detail used to track, monitor, and report budgets and financial results; and
 - Types of revenue generated by fees and user charges including rate calculations and allocation methodologies, if any.
- Review or prepare historical financial information.
- Review current performance measures and related benchmarks.

Part II – Justification: Perform justification review of programs, activities and expenditures identified in Part I.

- Confirm activities represent discrete units that are appropriate for justification. (Discrete units, commonly referred to as decision units, are activities that can be performed without materially affecting the deliverability of another activity).
- Identify input resources (personnel, equipment, office space, etc.) required to perform each activity.
- Determine whether input resources represent fixed or variable costs.
- Collect and utilize necessary data regarding workload and/or other analyses to determine how efforts are allocated among activities.

Zero-Based Budget Pilot Team Metro

- Calculate cost of each activity.
- Determine the appropriate output measure to calculate unit costs (efficiency measure) for each activity.
- Recommend enhanced performance measures and potential benchmarks using other County departments, other governments and private industries providing similar services, as appropriate.

Part III – Ranking and Decision: Prepare potential budget options “decision packages” to present the Department budget based on varying service levels and/or funding levels.

- Develop a proposed ranking process to be used by the Department to perform priority rankings for each activity.
- Review Department priority rankings.
- Prepare activity budgets in order of priority rankings.
- Determine appropriate decision package service levels (i.e. basic level, current level, and enhanced level) or funding levels (i.e. 50%, 80% 90% of current level).
- Prepare decision packages at agreed upon levels of service or funding levels.

Note: SBC’s observations and findings are limited by the reliability of the information provided to SBC by Miami-Dade County.

Key Results and Observations

- The 2008/09 Proposed Resource and Multi-year Capital Plan includes a proposed reorganization of Team Metro. The information presented in this analysis is based on the Department as it is currently structured and utilizes its FY 2008/09 Forecast (\$20.9 million) as a baseline.
- The Pilot was created using practical applications of the following zero-based budgeting principles:
 - Activity-Based Budgeting
 - Program and Activity Justifications
 - Activity Rankings
 - Decision Packages
- The current program/activity structure utilized by the County in its program budgeting system was reconfigured using a program/service/activity structure. As a result, Team Metro’s three (3) programs: Administration, Outreach and Code Enforcement were divided into five (5) services and twenty-six (26) activities which formed the basis of the activity-based budget, program and activity justifications, activity rankings and decision packages contained in this analysis.

Zero-Based Budget Pilot Team Metro

- The activity-based budget presented below was prepared using activity-based costing and presents the FY 2008/09 Forecast by program, service and activity with associated unit costs.

Team Metro Activity-Based Budget and Unit Costs

PROGRAM/ Service / Activity	Unit of Measure	Number of Units	Unit Cost	FY 2008/09 Allocated ¹
OUTREACH PROGRAM				
<i>Neighborhood Initiatives</i>				
Neighborhood Initiatives	Number of Events	700	\$1,869.99	\$1,308,993
Disaster Recovery ²				\$123,645
Service Subtotal				\$1,432,638
<i>Direct Sales</i>				
Direct Sales	Number of Transactions	61,700	\$27.37	\$1,688,752
Go Bus ³	Number of Sites	490	\$1,150.10	\$563,549
Service Subtotal				\$2,252,301
<i>Education</i>				
Staff Facilitated Community Meetings	Number of Community Meetings	800	\$683.83	\$547,068
Information and Referral	Number of Walk-ins	115,300	\$10.35	\$1,193,467
Complex Case Management	Number of Cases Closed	3,500	\$164.61	\$576,137
Internal Training/Team Metro University ²				\$466,343
Citizens' Academy	Number of Courses	4	\$80,997.00	\$323,988
Service Subtotal				\$3,107,003
PROGRAM TOTAL				\$6,791,942
CODE ENFORCEMENT PROGRAM				
<i>Code Enforcement</i>				
Case Management	Number of Cases Closed	89,736	\$71.48	\$6,414,092
Remediation	Number of Cases	799	\$1,638.83	\$1,309,421
Lien Collection and Processing	Number of Liens Processed	3,903	\$609.00	\$2,376,928
Minimum Housing Standards	Number of Inspections	1,452	\$75.45	\$109,550
Graffiti Eradication	Number of Cases	4,143	\$43.45	\$180,010
Research Requests	Number of Requests Processed	3,157	\$30.64	\$96,742
Case Processing	Number of Cases Closed	89,736	\$35.62	\$3,196,209
Code Fine Collection	Number of Citations	11,652	\$41.14	\$479,366
Service Subtotal				\$14,162,318
PROGRAM TOTAL				\$14,162,318
TOTAL BUDGET				\$20,954,260

- ¹ Includes prorata allocation of general overhead which is comprised of activities from the Administration Program (executive direction and support services) as well as the indirect cost pool.
- ² Unit costs were not presented for Disaster Recovery and Internal Training/Team Metro University activities as there is no single output that is appropriate for unit cost measurement.
- ³ Although the Go Bus provides multiple services (neighborhood initiatives, direct sales and education), it has been categorized with direct sales for presentation purposes as over 60% of customers utilize direct sales.



Zero-Based Budget Pilot Team Metro

- Program and activities were justified using the following three (3) criteria:
 - Program necessity
 - Program placement and organization
 - Program accountability

- The results from the activity-based budget, program justifications and activity rankings were utilized to prepare potential decision packages (budget options) at the following funding levels:
 - 90% of FY 2008/09 Forecast (\$18,859,000)
 - 80% of FY 2008/09 Forecast (\$16,673,000)
 - 70% of FY 2008/09 Forecast (\$14,668,000)

The following tables summarize the potential decision packages.

Summary of Potential Decision Packages

	FY 2008/09 Forecast	Decision Package One	Decision Package Two	Decision Package Three
REVENUE				
Proprietary Revenue	\$ 5,116,000	\$ 4,857,343	\$ 4,345,343	\$ 4,155,343
General Fund/Other	15,176,260	13,339,491	11,756,065	9,850,639
Interfund	662,000	662,000	662,000	662,000
Total Revenue	\$ 20,954,260	\$ 18,858,834	\$ 16,763,408	\$ 14,667,982
OPERATING EXPENDITURES¹				
Outreach Program	\$ 6,791,942	\$ 5,964,395	\$ 4,687,392	\$ 3,409,151
Code Enforcement Program	14,162,318	12,894,439	12,076,016	11,258,831
Total Expenditures	\$ 20,954,260	\$ 18,858,834	\$ 16,763,408	\$ 14,667,982
POSITION COUNT^{1,2}				
Outreach Program FTEs (Allocated)	77	65	53	40
Code Enforcement Program FTEs (Allocated)	155	138	127	120
Total Positions	232	203	180	160

¹ Operating expenditures and positions counts include prorata allocation of general overhead.

² Position counts include three positions permanently stationed in the Mayor's office.



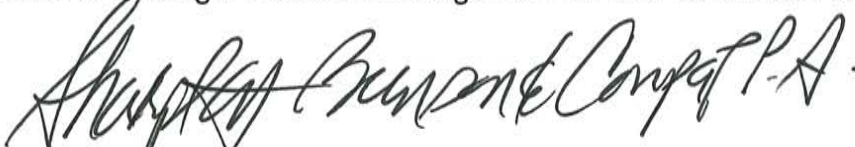
Zero-Based Budget Pilot Team Metro

Next Steps

Following are potential next steps to further enhance the budget review process:

- Evaluate adequacy of current program and activity definitions currently used by the County and consider revising based on results of this analysis
- Perform detailed activity analysis including process mapping and workload analysis to identify potential areas for cost savings and program improvement
- Develop formal program justification criteria for improved accountability
- Refine unit cost calculations to calculate marginal costs and identify impact of revised performance goals and alternate service levels
- Develop formal priority setting model for increased transparency
- Conduct program reviews and performance audits.

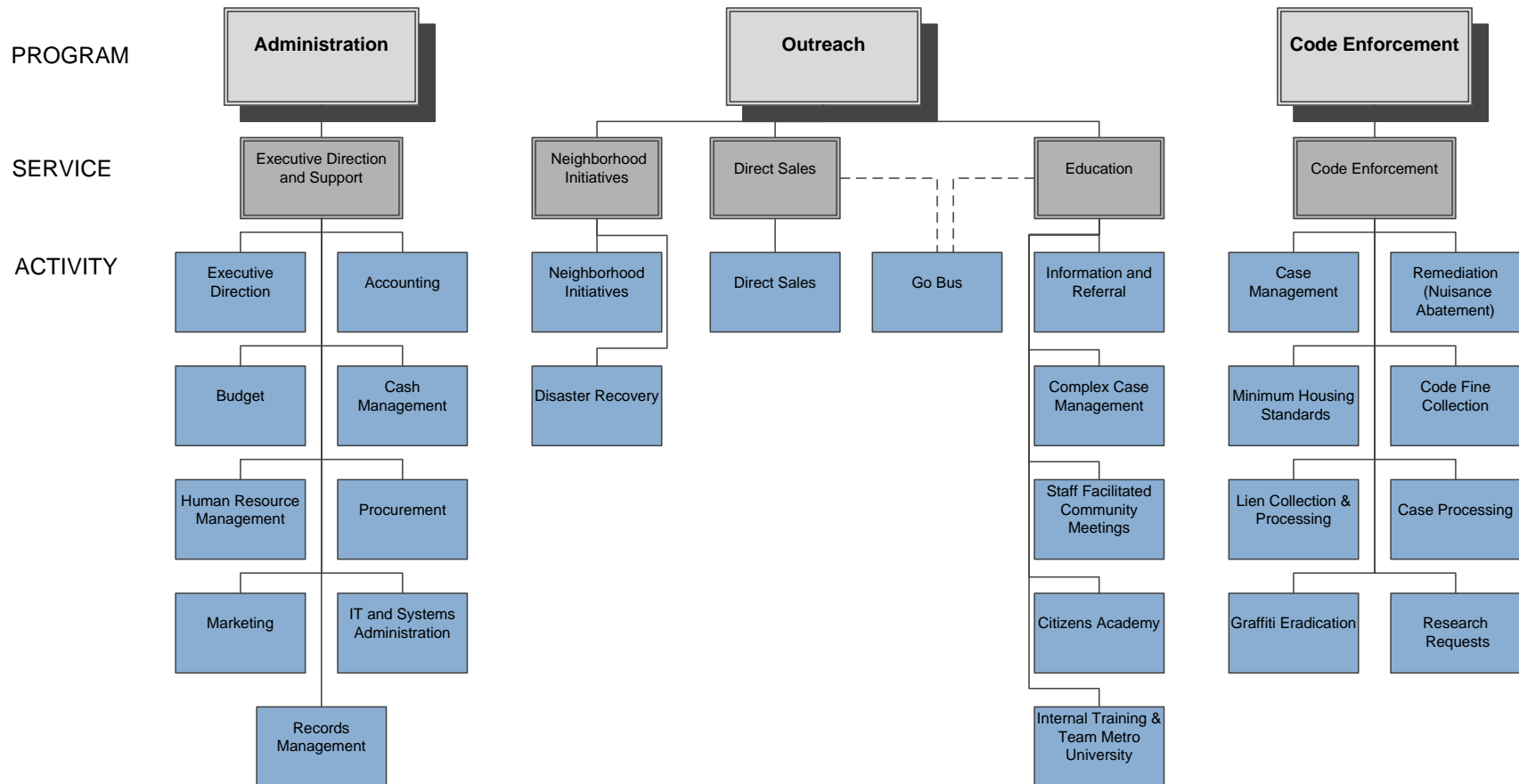
We would like to thank the Office of the Commission Auditor, Team Metro, and the Office of Strategic Business Management for their assistance in completing this task.



Sharpton, Brunson & Company, P.A.

September 12, 2008

Zero-Based Budget Pilot Team Metro



Zero-Based Budget Pilot Team Metro

OBJECTIVE

Create and execute a zero-based budget pilot for the FY 2008/09 operating budget of Team Metro utilizing zero-based budgeting principles and performance measurement concepts by:

- Developing activity-based program budgets,
- Justifying programs and activities,
- Prioritizing program activities, and
- Presenting potential budget options.

Zero-Based Budget Pilot Team Metro

BACKGROUND

The County has utilized program budgeting since the enactment of the Citizen's Bill of Rights of the Miami-Dade County Home Rule Amendment and Charter (Home Rule) which stipulates that a program level budget must be presented in conjunction with the budget required by state statute (F.S. Chapter 129). In 2005, the Miami-Dade County Board Of County Commissioners (BCC) approved Ordinance 05-136, Governing for Results, which further refined the program level budget requirement of the Home Rule by requiring that County resource allocation (budgeting) be based on the planning, measuring and monitoring of program performance in relation to the County's Strategic Plan.

Under the current program budgeting structure, each department is comprised of programs and activities. The following table presents Team Metro programs and activities maintained in the financial systems.

Current Team Metro Programs and Activities

Program	Activity
Administration	Administration
Outreach	Outreach
Code Enforcement	Code Enforcement

Source: RFRO

Financial Systems

There are four (4) primary systems used to develop, track, monitor and report budget and financial information: Financial Accounting Management Information System (FAMIS), Automated Budget Development System (ABDS), Resourcing for Results Online (RFRO), and Capital Development Program (CDPWeb).

FAMIS is the general ledger system that officially tracks and records the County's financial activities. ABDS is the system utilized for the creation and modification of the budget. FAMIS and ABDS are traditional accounting and budgeting systems that utilize the same general structure of accounts: Department, Fund, Division, Section, and Index Code. At least twice a year FAMIS and ABDS are linked so that the prior year's financial results from FAMIS can be downloaded into ABDS (December) and ABDS budget amounts can be uploaded into FAMIS (October).

RFRO and CDPWeb are stand alone systems that utilize summarized information that has been manually entered by each County department to create the Proposed Resource Allocation and Multi-Year Capital plan. RFRO is designed to link higher level financial information with text, performance measures, and statistics for the operating budget approval process. CDPWeb is utilized to display relevant information by project for the capital budget and multi-year capital plan.

Zero-Based Budget Pilot Team Metro

In order to obtain the level of detail required to perform our analysis we utilized data contained in FAMIS for actual results and ABDS for budgets and projections, as available. These systems provide detailed financial information and reports by organizational structure and by program. Any differences noted between FAMIS/ABDS and RFRO have been noted in our analysis.

Department Summary

Team Metro's mission is *"Embracing the needs of our citizens through outreach, education, and service excellence to improve the quality of life in our community."*

Duties and Responsibilities

Team Metro (TM or Department) was established in 1994 under Article LXXIA of the Miami-Dade Code which conveyed the following duties and powers to the Department:

- Providing assistance to the public in accessing government and its information services;
- Establishing regional offices to increase citizen access to government;
- Identifying community concerns and issues and providing information for local civic action and work with County government to bring the citizens the available resources to alleviate or eliminate problems to the greatest degree possible;
- Provide an integrated system of code enforcement authorized to enforce certain provisions of the Code of Miami-Dade County, and to collect fines, fees and penalties, and file liens and foreclosure actions for County Departments as identified in administrative orders of the County Manager; and
- Performing such additional duties as may be prescribed by ordinance or by administrative orders and regulations of the Manager.

The Department utilizes an integrated service approach "Team Metro Service Delivery Model" to carryout its duties and responsibilities through its programs: Administration, Outreach, and Code Enforcement. The Model includes collocating direct service programs - Outreach and Code Enforcement to provide a full menu of services in eight (8) neighborhood offices strategically located throughout the County, as well as two (2) Government on-the-go buses to provide mobile services.

Zero-Based Budget Pilot Team Metro

Team Metro Neighborhood Offices

Geographic Area	Address	Government Owned or Leased	Annual Rent
Northeast Region	1658 NE Miami Garden Dr., Miami	Leased	\$102,700
Tamiami Region	1409-13 SW 107 Ave, Miami	Leased	83,400
West Region	3800 SW 137 th Ave, Miami	Leased	79,500
Kendall Region	11609 N. Kendall Drive, Miami,	Leased	101,300
South Dade Region	20505 South Dixie Highway, Miami	Leased	82,200
Northwest Region	7360 NW 186 th St., Miami	Leased	86,400
Melrose Region	2671 NW 28 th St., Miami	Leased	99,700
Northside Region	2525 NW 62 nd St., Miami FL	Owned	123,900

Department Funding and Cost

Funding for the Department is derived from the following three (3) sources of revenue: general fund (countywide and unincorporated municipal service area); code fines and liens; and direct sales. Additionally, the Department receives Community Development Block Grant funds through the Miami-Dade County Office of Community and Economic Development for graffiti eradication and additional code enforcement.

The Department, through its Outreach Program, provides outreach services countywide while code enforcement services are provided through the Code Enforcement Program in the Unincorporated Municipal Service Area and the City of Miami. Code enforcement services for City of Miami are limited to the enforcement of minimum housing standards. Operating expenditures for the Department are overwhelmingly comprised of personnel costs; which make up approximately 81.8%, 84.3% and 85.4% of total operating expenditures in fiscal years 2005/06, 2006/07, and 2007/08 (budget), respectively. The following table presents historical financial information for fiscal years 2005/06 through 2008/09.

Zero-Based Budget Pilot Team Metro

Department Funding and Costs FY 2005/06 – 2008/09

	FY 2005/06 Actual ¹	% of Total	FY 2006/07 Actual ¹	% of Total	FY 2007/08 Budget	% of Total	FY 2008/09 Proposed ²
Operating Revenues							
General Fund	\$ 9,076,000	49.8%	\$10,321,000	53.3%	\$10,803,000	54.9%	
Code Fines and Liens	6,438,796	35.3%	6,563,865	33.9%	7,050,000	35.9%	
Direct Sales	984,618	5.4%	1,995,067	10.3%	1,807,000	9.2%	
Interagency Transfers	1,722,429	9.5%	496,840	2.6%	-	0.0%	
Total Revenues	\$18,221,843	100.0%	\$19,376,772	100.0%	\$19,660,000	100.0%	
Operating Expenditures							
Personal Services	\$15,070,281	81.8%	\$16,341,913	84.3%	\$16,795,000	85.4%	
Other Expenditures	3,268,713	17.7%	3,032,042	15.6%	2,865,000	14.6%	
Capital	88,187	0.5%	2,074	0.0%	-	0.0%	
Total Operating Expenditures	\$18,427,181	100.0%	\$19,376,029	100.0%	\$19,660,000	100.0%	
Program Expenditures Recap³:							
Administration Program	\$ 3,272,694	17.8%	\$ 2,522,816	13.0%	\$ 2,437,454	12.4%	
Outreach Program	4,094,684	22.2%	5,527,936	28.5%	5,425,500	27.6%	
Code Enforcement Program	11,059,803	60.0%	11,325,278	58.4%	11,797,046	60.0%	
Total Operating Expenditures	\$18,427,181	100.0%	\$19,376,030	100.0%	\$19,660,000	100.0%	
Supplemental Information:							
Budget Full Time Equivalent (FTE)	232		247		232		
Actual FTE	224		232		199		
Vehicles	96		87		78		

Source: FAMIS and Internal Department Reports

- ¹ Expenditures reimbursed through grant funds are recorded in FAMIS as reductions in expenditures; as such, the FY 2005/06 and FY 2006/07 actual amounts presented in this table have been adjusted (increased) by the amount of grant funds received to properly reflect total revenues and expenditures.
- ² Proposed FY 2008/09 budget amounts excluded due to proposed reorganization of Team Metro
- ³ Program expenditures presented in this table may differ significantly from those presented under the activity-based costing approach used in this analysis.

Proposed Reorganization of Team Metro

The 2008-09 Proposed Resource Allocation and Multi-Year Capital Plan as updated for the County Manager's Memorandum dated September 4, 2008, includes a reorganization of the Department and its programs.

Zero-Based Budget Pilot Team Metro

As part of the reorganization, the two direct service programs Outreach and Code Enforcement will be removed from the Department and will no longer be managed jointly in neighborhood offices. Instead, Outreach will become part of the Government Information Center (GIC) - Team Metro and 311 Answer Center activities; and Code Enforcement will become a stand-alone County Department called the Office of Neighborhood Compliance (ONC). The following table summarizes our observations based on our review of the proposed budget, as amended.

Proposed Reorganization of Team Metro

Program	County Department	Potential Services Excluded	FY 2008/09 Proposed Budget (in 000s)	Positions Transferred
Outreach	GIC- Team Metro	Excludes: • Direct Sales ²	\$1,734	14
Outreach	GIC – 311 Answer Center ²		\$435 ^{1,2}	7
Code Enforcement	Office of Neighborhood Compliance		\$10,927	130 ³

Source: FY 2008/09 Proposed Resource Allocation and Multi-Year Capital Plan as amended.

- ¹ The County Manager's Message (Volume 1) and Government Information Center department budget (Volume 2) each reference a transfer of 21 positions from Team Metro's Outreach Program. However, the estimated value of 7 of the 21 positions is not disclosed.
- ² Information obtained from the Office of Strategic and Business Management.
- ³ A total of 127 positions will be transferred from Team Metro and 3 positions will be created.

The anticipated result of the proposed reorganization is the elimination of 84 budgeted positions (filled and vacant) and a reduction in outreach neighborhood presence from its eight (8) current locations to four (4) GIC locations – Colonel Harry Zubkoff Office, Caleb Center Office, Miami-Dade Permitting and Inspection Center Office, and South Dade Government Center Office.

The results presented in this analysis are based on the Department as it is currently organized and maintains the integrated service approach of the "Team Metro Service Delivery Model".

Zero-Based Budget Pilot Team Metro

APPLICATION OF ZERO-BASED BUDGETING PRINCIPLES

The following zero-based budgeting principles have been incorporated into this analysis:

- Activity-based budgeting
- Program justification
- Priority rankings
- Decision packages

Activity-Based Budgeting

The foundation of this analysis is the presentation of program budgets at the activity level based on the types of service provided. In order to achieve this, we reviewed programs in relation to the services provided and activities performed by reviewing responses to the following:

1. What does the program do?
2. What services are performed?
3. Who are the program's customers (internal and external)?
4. What do customers receive as an end output?
5. What groups of activities form the services performed?

Based on the results of this exercise, we defined the Department's services and activities by dividing programs into services that define the Department's product or benefit to the County, and subdividing services into specific activities performed to deliver services. As a result of this definition process, Team Metro's three (3) programs include five (5) services and twenty-six (26) activities as listed in the following table. These services and activities, as defined, formed the basis for the development of activity-based budgets using activity-based costing.

Zero-Based Budget Pilot Team Metro

Team Metro Service and Activity Definition

Program ¹	Service ²	Activity ³	
Administration	Executive Direction and Support	Executive Direction	
		Accounting	
		Budget	
		Cash Management	
		Human Resource Management	
		Procurement	
		Marketing	
		IT and Systems Administration	
		Records Management	
Outreach	Neighborhood Initiatives	Neighborhood Initiatives	
		Disaster Recovery	
	Direct Sales	Direct Sales	
	Education		Information and Referrals
			Complex Case Management
			Staff Facilitated Community Meetings
			Citizens Academy
			Internal Training & Team Metro University
	Education, Direct Sales & Neighborhood Initiatives	Go Bus	
Code Enforcement	Code Enforcement	Case Management	
		Remediation	
		Graffiti Eradication	
		Minimum Housing Standards	
		Code Fine Collection	
		Case Processing	
		Lien Collection and Processing	
		Research Requests	

- ¹ Program – Separately identifiable and managerially discrete function within a County department that is designed to meet a mandate or defined citizen need.
- ² Service – Group of related activities that produces a department's main products or services.
- ³ Activity – Work units (business processes) designed to meet program objectives that are clearly defined with specific timeframes and measurable output.

Zero-Based Budget Pilot Team Metro

Activity-Based Costing

Activity-based costing (ABC) is a cost accounting tool that is used to identify the costs of producing products or providing services by assigning direct and indirect costs to activities based on its consumption of resources. The advantage of ABC over traditional cost accounting is that it generally allows for more accurate estimates of total costs by replacing a single indirect cost pool with activities. The use of activities converts costs that would otherwise be considered indirect costs into costs that can be directly assigned to activities as direct costs. The remaining indirect costs are allocated to activities using a resource driver (a variable that affects the cost of the activity); and finally, activities are directly assigned to cost objects or allocated using an activity cost driver (variable that affects the cost of the service).

In government, ABC is generally used for one or more of the following five (5) purposes:

1. Rate setting
2. Managed competition
3. Service redesign
4. Activity based budgeting
5. Process Improvement

The sophistication of the methodology used is dictated by the purpose of ABC. For example, full costing should be used for rate setting and managed competition while a more simple method may be used for service redesign, activity-based budgeting and process improvement.

For the purpose of this analysis, we utilized a more simplified approach than would be required under full costing. The steps we utilized to develop activity-based budgets were as follows:

Step 1

Obtained schedule of resources required to execute programs at the staffing and service levels currently budgeted for the Department in the FY 2007/08 adopted budget – for purposes of this analysis, we used the Department’s FY 2008/09 forecast (see Appendix 1).

Zero-Based Budget Pilot Team Metro

Step 2

Resources were assigned to activities at the sub-object code level using one of the following three methods: direct tracing; cause-and-effect basis; or prorata basis using a threshold of \$200,000. Resources that have a directly traceable relationship to activities were assigned using direct tracing; resources that were assigned based on the extent to which they are caused by and contribute to an activity were assigned on a cause-and-effect basis. The remaining costs that met our threshold were allocated on a prorata basis utilizing selected methodologies, as appropriate. All remaining resources (resources below our threshold) were allocated to the indirect cost pool. Amounts included in the indirect cost pool represent resources that have either a general relationship to activities or the effort required to perform allocations is greater than the benefits to be derived (see Exhibit 1). The following table outlines the allocations methods selected to assign costs.

Resource Allocation Methods by Sub-object

Subobject Code	Description	Allocation Methodology ¹
0110 through 04110	Personal Services (Salaries and Fringe Benefits)	Estimated % of Staff Time Devoted to Each Activity
25190	Building Leases	Full Time Equivalentents by Location
25511	Payments to Lessors	Full Time Equivalentents by Location
26060	FM Lt Equipment Fuel	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26062	FM Lt Equipment Mileage	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26063	FM Lt Equipment Parts	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26063	FM Lt Equipment Comm Sub	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26065	FM Lt Equipment Insurance	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26066	FM Lt Equipment Labor	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26067	FM Policy Charges	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26068	FM Acc/Abu/Mod	Estimated % of Staff Time Devoted to Each Activity Requiring Use of Vehicle
26110	Data Processing Se	100% IT Systems Administration
33050	Other General Operating	100% Go Bus Activity

¹ Includes allocation methodologies that are based on Department estimates of the amount of staff time devoted to each activity excluding the three staff permanently located in the Mayor's office. Estimates of time do not represent actual usage and therefore do not highlight used and unused resources; as a consequence, information cannot be utilized to identify whether excess capacity exists. Budget based on actual workload analysis such as time in motion studies would provide a more accurate reflection of resource utilization.

Zero-Based Budget Pilot Team Metro

Step 3:

All activity costs were categorized as follows: direct labor, other direct costs, program specific overhead and general overhead (see Exhibits 2 through 4). Direct labor and other direct costs are personnel and other costs that have a directly traceable relationship with the activity. Program specific overhead are costs that are essential to performing the activity, but are not directly associated with producing a unit of output or outcome (i.e. vehicle costs for officers); and general overhead are costs that cannot be readily associated with an activity, but provide support to the activity (i.e. executive direction and administrative support). The following table summarizes the classification of program activities.

Classification of Activity Costs as Direct or Indirect Costs

Activity	Direct or Indirect (Program Specific Overhead and General Overhead)
Executive Direction	General Overhead
Accounting	General Overhead
Budget	General Overhead
Cash Management	General Overhead
Human Resource Management	General Overhead
Procurement	General Overhead
Marketing	General Overhead
IT Systems Administration	General Overhead
Records Management	Program Specific Overhead
Information and Referrals	Direct Costs
Case Management	Direct Costs
Staff Facilitated Community Meetings	Direct Costs
Internal Training & Team Metro University	Direct Costs
Go Bus	Direct Costs
Direct Sales	Direct Costs
Neighborhood Initiatives	Direct Costs
Disaster Recovery	Direct Costs and Program Specific Overhead
Case Management	Direct Costs and Program Specific Overhead
Remediation Nuisance Abatement	Direct Costs and Program Specific Overhead
Graffiti Eradication	Direct Costs and Program Specific Overhead
Minimum Housing Standards	Direct Costs and Program Specific Overhead
Code Fine Collection	Direct Costs and Program Specific Overhead
Case Processing	Direct Costs
Lien Collection and Processing	Direct Costs and Program Specific Overhead
Research Requests	Direct Costs
<i>Indirect Cost Pool</i>	General Overhead

Step 4:

Calculate total program costs by activity with Department-level overhead by allocating general overhead costs to Outreach and Code Enforcement Program activities based on total direct costs (see Exhibits 3 and 4).

Zero-Based Budget Pilot Team Metro

Step 5:

Utilize results of Step 4 to calculate activity unit costs where appropriate by reviewing major outputs for each Outreach and Code Enforcement Program activity and selecting the output that most accurately reflects the cost driver for the activity (see Appendix 2). Divide the total activity costs by the selected output to calculate the activity cost per output (see Exhibit 5).

Unit Cost Analysis

One result of activity-based budgets is the production of unit costs. Unit cost, an efficiency indicator, measures the cost of producing an output or outcome. Maintaining unit costs at the activity level assists management and decision makers by predicting how changes in demand for products and services affect budgets; determining whether changes in program budgets are due to changes in service levels or changes in cost per unit; evaluating whether efficiencies are improving over a period of time; and establishing baselines for benchmarking against internal or external sources such as other County departments, other governments and private industries providing similar services. *(Care should be taken when unit costs are utilized to compare similar activities within and outside of the government, as there may be significant variations in the method and approach to performing cost allocations and unit cost calculations.)*

Unit costs are comprised of direct costs and indirect costs (program specific overhead and general overhead). The direct cost portion of unit costs are generally the costs that vary with the volume of output produced; while program specific overhead and general overhead unit costs generally represent the fixed costs that are likely to remain if the activity is reduced or eliminated. Consequently, unit costs that primarily consist of variable costs promote a simplified approach for comparing the total costs at various output levels and clearly highlight changes in unit costs resulting from increased/decreased efficiencies. The opposite is true for units that contain significant fixed costs as it is more difficult to determine whether changes in unit costs are due to changes in efficiency or quantity. We calculated and included the direct and indirect components of unit costs to enhance the usefulness of unit cost information in this and future analyses.

Program Justification

Program justification involves reviewing program services, activities and budgets to provide information to assist decision makers with their determination as to whether the government should continue providing programs, services and activities at the current level of funding and performance. This analysis utilizes the following three (3) criteria to evaluate programs:

1. Program necessity
2. Program placement and organization
3. Program accountability

Zero-Based Budget Pilot Team Metro

Program Necessity

Program necessity reviews the program's purpose and the public benefit derived giving consideration to local, state and federal legal requirements; program and activity links to approved priorities; demand for service; duplication of services within the County; and potential adverse impacts of not funding the program.

- *Local, State and Federal Mandates* includes the existence of legal mandates to determine whether programs contain non-discretionary services and activities that are required to meet local, state and federal mandates.
- *Program and Activity Links to Approved Priorities* includes whether programs address or contribute to addressing at least one of the following resource allocation priorities established by the Miami-Dade County Board of County Commissioners (BCC):
 - Ordinance 08-08, which requires the annual adoption of budget priorities and policy objectives; and/or
 - Ordinance 05-136, Governing for Results, which establishes the strategic plan as the framework for the allocation of resources.
- *Demand for Service* includes whether the demand for program services are increasing or decreasing.
- *Duplication of services within the County* includes whether similar services are provided within the County that may be appropriate for consolidation of like services.
- *Impact if Program is not funded in FY 2008/09* includes whether there are potential adverse impacts of eliminating the program.

Program Placement and Organization

Program placement and organization focuses on two factors: 1. whether the program rests with the County department most appropriate to perform the service; and 2. whether the program as currently organized lends itself to successful execution of its goals and objectives. Our observations related to this criterion are based on information obtained throughout the Pilot process. Performing an organizational review or comparative analysis may yield different results.

Program Accountability

Program accountability is considered by reviewing: program performance; results of recent program and performance audits and reviews; the degree to which user fees and charges cover the cost of services; and current initiatives to increase program efficiency or effectiveness.

Zero-Based Budget Pilot Team Metro

- *Program Performance* highlights links between resources and anticipated results by reviewing performance measures utilized to track resources used, work produced and whether specific outcomes were achieved. Performance measures generally fall into one of the following five (5) categories:
 - Input measures – resources used to produce an output
 - Output measures – quantity of units produced
 - Efficiency measures – ratio of inputs used per unit of output or outputs per input
 - Service quality measures – satisfaction, timeliness and/or accuracy of a service
 - Outcome measures – qualitative consequences associated with a program or service

This portion of the analysis focuses on outputs, service quality and outcome measures as they demonstrate performance trends and assist with identifying reasons for reaching, not meeting or exceeding performance targets.

Team Metro utilizes several systems to monitor, evaluate and report the department's performance. The Active Strategy Enterprise (ASE) system is the countywide system used to report departmental Scorecard information. Scorecard details as well as additional performance information not reported in ASE are maintained in systems such as the Department developed Oracle based performance management system, Individual Performance Report (IPR), which links to and extracts data from the Case Management System and serves as the primary data source for measuring Code Enforcement performance. The Department also utilizes a mix of various electronic and manual systems to track performance. Although the level of detail derived from each system varies; indicators are generally available at the department, program, office and individual levels.

- *Program and Performance Review Results* provide historical perspective on various issues and considerations relating to: performance; controls; and structure and organization. We requested and reviewed the results of program and performance related audits and other reviews and analysis conducted by the OCA, Department of Management Services (AMS), Office of Strategic Business Management (OSBM) and Inspector General following is a summary of the items reviewed and the key observations noted.

Zero-Based Budget Pilot Team Metro

Summary of Program and Performance Reviews

Performed By	Date	Title/Purpose	Key Observations
OCA	9/21/2004	Evaluation of the County Manager's Proposal to Restructure Team Metro	<ul style="list-style-type: none"> • Creation of a new department could lead to increased administrative costs • No clear evidence for or against outreach and code enforcement being in the same department • There is significant variance in how jurisdictions perform code enforcement activities. • Most code enforcement functions are located within a larger department • A 2003 study showed that county government restructuring lead to increased costs and service levels, Benton, J. Edwin (2003), The Impact of Structural Reform on County Government Service Provision, Social Science Quarterly 84(4), 858-874.
OSBM	2/5/2001	Analysis of Team Metro and Solid Waste Management Lot Clearing Costs	<ul style="list-style-type: none"> • Team Metro's clearing of private lots is not comparable with the Department of Solid Waste Management's (DSWM) clearing of County owned lots due to different workloads, legal requirements and administrative costs associated with clearing private lots. • Transferring County owned lot clearing to Team Metro is not projected to achieve any savings.
AMS	4/15/2003	Audit of Team Metro Compliance Division	<ul style="list-style-type: none"> • A large number of citations were outstanding and significantly past due • Lack of system integration has lead to: <ul style="list-style-type: none"> - Inconsistent information - Dated information - Rekeying • Other jurisdictions increase their collections by: <ul style="list-style-type: none"> - Recording claims against violators credit records - Utilizing collection agencies • Team Metro's settlement process leads to inconsistent results • Control weaknesses surrounding cash management were identified • Corrective actions taken: <ul style="list-style-type: none"> - Implementation of the Cash Management System - Automation of the lien and remediation functions - Transfer of the Lien and Collection Section to Administrative Services - Formalized settlement process • Results of corrective actions: <ul style="list-style-type: none"> - More consistent and equitable settlements - Case information that is more accurate and timely - Increased efficiency - Improved control over cash transactions - Higher annual collection rates



Zero-Based Budget Pilot Team Metro

- *Ability to cover cost of services through fees and charges* evaluates the degree to which user fees and charges (proprietary fees) support services.
- *Current Initiatives to Increase Efficiency or Effectiveness* outlines current initiatives that have been designed to increase program efficiency or effectiveness.

Priority Rankings

Key results from the program justification process formed the basis for the ranking process utilized by the Department to rank each direct service program activity and establish an order of priority within each program (see Appendix 3).

Decision Packages

A basic tenet of ZBB is the use of Decision Packages to present potential budget options. Decision Packages are prepared at varying levels of service such as minimum level, current level and enhanced level, or at various funding levels such as a percentage of the current level. For this analysis we have been asked to utilize the funding level approach and have worked with the Department using the activity-based budget results, program and activity justification and program activity rankings to prepare the following Decision Packages:

Decision Package One – 90% of FY 2008/09 Forecast or \$18,859,000

Decision Package Two – 80% of FY 2008/09 Forecast or \$16,673,000

Decision Package Three – 70% of FY 2008/09 Forecast or \$14,668,000

Zero-Based Budget Pilot Team Metro

ADMINISTRATION PROGRAM

The Administration Program provides executive direction and support services for the outreach and code enforcement programs and has been divided into the following nine (9) activities for the purposes of this analysis:

Executive Direction includes executive leadership and policy direction

Accounting includes centralized accounting services including accounts receivable, accounts payable and internal financial reporting

Budget includes centralized budget services including budget development and monitoring

Cash Management includes processing and fiscal control of direct sales transactions for nine existing pay stations in addition to code fines and lien collection transactions

Human Resource Management includes centralized personnel related functions as well as individual and program performance measurement, customer perception monitoring and strategic planning

Procurement includes the provision of centralized internal procurement services

Marketing includes direct marketing of program events through print media, radio and television

IT and Systems Administration includes computer and telephony troubleshooting and help desk support, infrastructure support, maintenance and the development of the following department-wide computer network and database applications:

- The Department currently has an Oracle-based code enforcement case management database. This application includes several modules that mirror current business processes; including the following:
 - Case Management System (CMS) – the web-based data base for code enforcement case information
 - Remediation Module – the automated remediation module allows officers to transmit remediation packages electronically to the centralized remediation section
 - Lien Automation Module – the automated lien module allows lien processors to perform complex lien processing activities more efficiently
- Electronic Document Management System (EDMS) Interfaces with CMS and allows Team Metro users to store and retrieve pictures and case documents electronically

Zero-Based Budget Pilot Team Metro

- Ink Force e-Ticketing application will allow officers in the field to issue electronic warnings, citations, decals, and affidavits of compliance

Records Management includes the prepping, separating, scanning, QC, validating, and storing documents electronically using the Electronic Document Management System (EDMS) and is operated out of the Lien Section file room

Activity-Based Program Budget

The following table presents results of the activity-based program budget for the Administration Program.

Administration Program

Operating Expenditures ^{1,2}	FY 2008/09 Estimated	% of Total
<i>Executive Direction and Support Services</i>		
Executive Direction and Control	\$ 179,600	7.5%
Accounting	323,684	13.5%
Budget	233,180	9.8%
Cash Management	68,121	2.8%
Human Resource Management	249,840	10.5%
Procurement	173,711	7.3%
Marketing	98,568	4.1%
IT and Systems Administration	606,160	25.4%
Records Management	457,737	19.1%
Total Operating Expenditures	\$2,390,601	100.0%
Operating Expenditure Recap:		
Direct Labor	\$ -	0.0%
Other Direct Costs	-	0.0%
Activity-Specific Overhead	-	0.0%
General Overhead	2,390,601	100.0%
Total Operating Expenditures	\$2,390,601	100.0%
Supplemental Information:		
Budget Full-Time Equivalent (FTE) ²	21	
Vehicles	1	

Source: Exhibit 1

¹ Excludes expenditures included in indirect cost pool.

² Expenditures and FTEs presented above have been allocated to Outreach and Code Enforcement Program Budgets.

Zero-Based Budget Pilot Team Metro

Program Justification

Program Necessity

The following table outlines the applicability of the elements used to review program necessity.

Program Necessity	Yes	No
Local, State, Federal Mandate		✓
Program and Activity Links to Approved Priorities		✓
Demand for Service		✓
Duplication of Services		✓
Potential Adverse Impacts if Not Funded	✓	

Potential Adverse Impacts if Not Funded

The Administration Program and its activities as defined in this analysis are necessary for the successful execution of program objectives. Lack of funding may impact strategic direction and administrative support for direct service programs carried out in the regional neighborhood offices. This may result in an inability to meet performance standards, cause a potential breakdown in discipline and increase the potential for theft or loss of County assets.

Program Placement and Organization

Centralized program administration provides uniform direction, support and supervision of the direct service programs and provides for consistent implementation of applicable Chapters of the Miami-Dade County Code and Administrative Orders.

Program Accountability

Program Performance

Performance measures for the Administration Program as presented on the table below provide limited information regarding workload and outcomes. The Department should augment the current measures to include additional workload and outcome measures, and should consider adding the following efficiency measures to promote comparisons between County departments providing similar services:

- Cost of administration and support as a percentage of total expenditures
- Percent of total positions dedicated to administration and support.

Zero-Based Budget Pilot Team Metro

Administration Program Performance Measures

Measure	Target	FY 2006/07	FY 2007/08 as of 6/30/08	FY 2008/09 Projected
Output Measures				
Compliance Officer Performance Index by Month - A summary of the weighted average individual performance scores of Compliance Officers	80%	73%	88%	80%
Web Portal-Site Visits - Number of Customer visits to Team Metro's Web Page	180,000	235,735	74,460	99,280
Service Quality Measures				
Telephone Recognition Program - Monthly audits of employees interactions with customers	80%	77%	85%	80%
Customer Satisfaction Survey Results - An Annual Customer Satisfaction Survey	80%	87%	85%	85%
Average Time to Resolve MIS Service Request (Hours)	24	26	23	24
Outcome Measures				
Monthly Turnover Percentage	8%	5%	13%	12%

Source: Internal Department Reports

Program and Performance Reviews

An AMS audit of the Compliance Division conducted in 2003 noted cash management related control weaknesses. As a result, corrective actions were taken by the Department, including the implementation of a cash management system, resulting in improved control over cash transactions.

Ability to Cover Cost of Services through User Fees and Charges

Administration program costs as defined in this analysis are not sustained by user fees and charges.

Current Initiatives to Increase Efficiency or Effectiveness

None noted for administration at this time; however, administrative personnel are currently implementing several initiatives for the Department including e-Ticketing and research automation.

Priority Rankings

The Administration Program services and activities exist solely to support the direct service programs: Outreach and Code Enforcement. As such, the priority ranking component of this analysis has been reviewed in aggregate with the priority ranking sections for Outreach and Compliance.

Zero-Based Budget Pilot Team Metro

OUTREACH PROGRAM

The Outreach Program provides residents with information regarding the availability of government services; forms partnerships to implement neighborhood improvement projects; educates residents regarding county regulations on zoning, property maintenance and minimum housing standards; and provides direct sales at the neighborhood level. The Program has been divided in to the following nine (9) activities for the purposes of this analysis:

Neighborhood Initiatives includes coordination of community service projects such as clean ups, graffiti removal, information fairs and other projects designed to improve quality of life

Direct Sales includes sales and/or processing of U.S. passport applications, baby stroller parking permits, bike and ride permits, dog tags, voters registration applications, homestead exemption applications, and transit passes and tokens

Information and Referral includes providing information regarding County programs and services through telephone inquiry and walk-ins

Case Management includes facilitating inter-department communication to resolve citizen issues and provide direct access to County programs and services

Community Meetings includes attendance at non-zoning community council meetings to promote citizen awareness of code related responsibilities. The Department also attends homeowner, crime watch, town hall, and other civic meetings to give out information on Department services, as well as other County programs and services.

Citizens Academy includes a classroom style curriculum designed to increase understanding of County departments, programs, and services

Team Metro University includes a five-week training program that educates all new employees on the department's operations. Classes are taught by department trainers and in-house subject matter experts. Topics include sections of the Code enforced by the Department, departmental outreach responsibilities, ethics, human resources, customer service, cultural diversity, stress management, etc.

Go Bus includes two (2) mobile offices staffed to provide direct sales, internet access, information and referral services, and assistance with code compliance related issues

Disaster Recovery includes staffing a seat the Emergency Operations Center (EOC) to assist with the coordination of disaster information recovery centers (DIRCs) where residents can obtain information on hurricane recovery assistance. The Department is responsible for the interagency coordination of the DIRCs and providing staffing. In addition, Team Metro personnel are called upon to staff the Points of Distributions (PODs) where ice, water, and other recovery items are distributed to the public.

Zero-Based Budget Pilot Team Metro

Activity-Based Program Budget

The following table presents results of the activity-based program budget for the Outreach Program.

Outreach Program

Operating Expenditures	FY 2008/09 Allocated ¹	% of Total
<i>Neighborhood Initiatives</i>		
Neighborhood Initiatives	\$1,308,993	19.3%
Disaster Recover	123,645	1.8%
Subtotal Neighborhood Initiatives	1,432,638	21.1%
<i>Direct Sales</i>		
Direct Sales	1,688,752	24.9%
Go Bus ²	563,549	8.3%
Subtotal Direct Sales	2,252,301	33.2%
<i>Education</i>		
Staff Facilitated Community Meetings	547,068	8.1%
Information and Referral	1,193,467	17.6%
Complex Case Management	576,137	8.5%
Internal Training and Team Metro University	466,343	6.9%
Citizens' Academy	323,988	4.8%
Subtotal Education	3,107,003	45.7%
Total Operating Expenditures	\$6,791,942	100.0%
Operating Expenditure Recap:		
Direct Labor	\$5,048,900	74.3%
Other Direct Costs	206,000	3.0%
Activity-Specific Overhead	473,915	7.0%
General Overhead	1,063,127	15.7%
Total Operating Expenditures	\$6,791,942	100.0%
Supplemental Information:		
Budget Full Time Equivalent (FTE)	77	
Vehicles	0	

Source: Exhibit 4

¹ Includes prorata allocation of general overhead (Administration Program activities and indirect cost pool).

² Although the Go Bus provides multiple services (neighborhood initiatives, direct sales and education), it has been categorized with direct sales for presentation purposes as over 60% of customers utilize direct sales.

Zero-Based Budget Pilot Team Metro

Program Justification

Program Necessity

The following table outlines the applicability of the elements used to review program necessity.

Program Necessity	Yes	No
Local, State, Federal Mandate		✓
Program and Activity Links to Approved Priorities	✓	
Demand for Service	✓	
Duplication of Services	✓	
Potential Adverse Impacts if Not Funded	✓	

Program and Activity Links to Approved Priorities

The following table provides a summary of the Department's views of its contribution to the achievement of results related to the BCC 2008/09 budget priorities and policy objectives adopted in accordance with Ordinance 08-08; and the resource allocation priorities as established by Ordinance 05-133 related to strategic plan priority outcomes.

Zero-Based Budget Pilot Team Metro

Outreach Program Links to Approved Priorities

Approved Priority	Program and Activity Links
Countywide Budget Priorities:	
Board of County Commission 2008/09 Budget Priorities and Policy Objectives	No
Neighborhood and Unincorporated Area Municipal Services Strategic Area:	
Increased urban infill development and decreased urban sprawl	No
Protection of viable agriculture and environmentally-sensitive lands	No
Improved community design	Program activities influence the achievement of desired results by: <ul style="list-style-type: none"> • planning and implementing projects to meet citizen needs and improve quality of life and neighborhoods; • identifying County and other resources to meet community needs; • providing value-added services that meet the demands of the public at the neighborhood level (67% of customers obtain direct sales items); • disseminating information regarding County services; • serving as link between community and County departments; • promoting public access to County representatives; • increasing knowledge of County services and operations; • assisting with planning and implementing disaster recovery initiatives; and • providing internal training with emphasis on outstanding customer service.
Strengthened bond between the community and Miami-Dade County government	
Improved community access to Information and services	
Well-trained, customer-friendly Miami-Dade County government workforce	
Resident and business voluntary compliance with Miami-Dade County codes	Program activities influence the achievement of desired results by: <ul style="list-style-type: none"> • providing information on how to correct a violation; • mobilizing volunteers to assist needy citizens in achieving compliance requirements; and • educating citizens on compliance requirements to increase voluntary compliance.
Timely identification of nuisances, including unsafe structures	
Neighborhood and rights-of-way aesthetics that foster and enhance quality of life	No
Improved neighborhood roadways, sidewalks, drainage and reduced flooding	No

Zero-Based Budget Pilot Team Metro

Demand for Service

The following table describes the demand for service in the Outreach Program by activity.

Outreach Program Demand for Service by Activity

Outreach Program Activities	Demand for Service	Comments
Neighborhood Initiatives	Increasing	With increasing demand, Department has shifted focus from number of events to targeted initiatives that have long-term impact on communities
Direct Sales	Increasing	Major driver for increase in demand is passport sales for new American citizens
Information and Referral	Decreasing	Major driver for decrease in demand is the number of County departments now handled by the 311 Call Center
Complex Case Management	Decreasing	Major driver for decrease in demand is the number of County departments now handled by the 311 Call Center
Community Meetings	No Change	Major driver for constant demand is the number of active homeowner associations and civic groups
Citizens' Academy	Decreasing	Major driver for decrease in demand is the number of community leaders that have successfully completed the course
Internal Training & Team Metro University	Decreasing	Major driver for decrease in demand is unfilled vacancies
Go Bus	Increasing	Receiving more requests for activity than can be accommodated
Disaster Recovery	Not Applicable	Not Applicable

Duplication of Services

There is a duplication of services provided by the Government Information Center (GIC) and the Outreach Program. The GIC 311 Answer Center provides citizens with access to government information and service requests via the telephone. GIC also provides citizens with access to information and services through MiamiDade.gov, Miami-Dade Television, printed material, and multi-lingual radio programming. These services overlap with the information and referral and complex case management services provided by Team Metro. It should be noted however that Team Metro's information and referral and case management does have unique characteristics including face to face interaction and the ability to facilitate intergovernmental cooperation and public/private solutions to meet citizen needs.

Zero-Based Budget Pilot Team Metro

Potential Adverse Impacts if Not Funded

Lack of funding for outreach services at the neighborhood level may alienate communities and constituents. It may also have a negative impact on how constituents view the services provided by the County in their respective community and their view of the County government's overall performance. In a Team Metro survey of 614 respondents conducted in June 2007, 41% stated that they preferred to communicate with the County government in person; the second most preferred form of communication (29%) was via telephone. Moreover, discontinuing funding for direct sales, a value added service, will require citizens to seek other outlets to fill their service needs (i.e. passport processing is available at the US Postal Service).

Program Placement and Organization

The Outreach Program is administered by operations staff in eight neighborhood offices. Each office is managed by a Regional Coordinator who oversees the day-to-day operations of the office including code enforcement activities. The Program is managed by the Director of Outreach who reports to the Executive Director of the Department.

Collocating outreach and code enforcement in neighborhood offices creates natural synergies – the combination of education and enforcement are commonly utilized to provide government services (i.e. fair housing, highway safety, and law enforcement). However due to the lack of empirical data on the impact of these synergies it is difficult to determine whether an alternate service approach would be more beneficial to the populations served. The concept of separating the location and administration of outreach and code enforcement was previously considered as recently as 2004. In a review conducted by the OCA of the then proposed separation of the two programs into discrete departments, several pros and cons to restructuring were outlined; however, there was no conclusion as to the optimal or preferred service model. The OCA review also noted that if a decision was made to approve the organizational change, it may be difficult to evaluate the effectiveness of the decision as the performance measures at the time did not provide a full picture of the impact of Team Metro on the community.

Zero-Based Budget Pilot Team Metro

Program Accountability

Program Performance

The performance measures for the Outreach Program as summarized on the table below primarily focus on output measures. These measures provide useful information on program workload, however, they do not explain how well the program is operating or whether it is achieving its desired results. The Department should develop and maintain outcome measures that focus on what was changed or accomplished as a result of the program's existence. Potential questions to be answered when developing new outcome measures should include how customers have benefited from program services; why customers are better off having received program services; and what the lasting impact of the service is.

Outreach Program Performance Measures

Measures	Target	FY 2006/2007	FY 2007/08 as of 6/30/08	FY 2008/09 Projected
Output Measures				
Team Metro Training & Education -Total number of training hours provided by Education and Training Unit.	144	368	145	193
Outreach Events – Neighborhood PRIDE Programs -The department's broad spectrum of community outreach projects, presentations and events are marketed as PRIDE events and heightened in April during the PRIDE Week.	1,056	1,380	864	1,152
Government on the Go Bus Citizens Reached -Number of people reached by two Government on the Go Buses	12,100	11,400	11,453	15,271
Government on the Go Bus Sites Visited -Number of sites visited by two Government on the Go Buses. These sites include hospitals, schools, shopping malls, homeowner events, and numerous other sites.	420	463	371	495
Total Number of Employees Trained -Number of employees trained by Team Metro (311 Staff, GSA Staff and Team Metro Staff)	216	1,039	379	505
Outreach Cases Opened -Number of outreach cases opened	n/a	12,331	3,590	4,787
Outreach Cases Closed Number of outreach cases closed	n/a	13,636	2,780	3,707
Regional Office Phone Calls Received -Total number of telephone calls received in regional offices	n/a	179,186	116,564	155,419
Regional Office Walk-Ins -Number of customers visiting regional offices	n/a	209,552	86,508	115,344
Outcome				
Percent of Students Completing Citizens Academy	75%	87%	65%	65%

Zero-Based Budget Pilot Team Metro

Program and Performance Reviews

None noted.

Ability to Cover Cost of Services through User Fees and Charges

The following table highlights the degree to which proprietary fees cover the costs of services.

Outreach Proprietary Fees as a Percent of Operating Expenditures

PROGRAM/Service/Activity	Operating Expenditures	Revenues	Revenues as a % of	
			Activity Cost	Program Cost
OUTREACH PROGRAM				
<i>Neighborhood Initiatives</i>				
Neighborhood Initiatives	\$ 1,308,993	\$ -	0%	0%
Disaster Recover	123,645	-	0%	0%
Subtotal Neighborhood Initiatives	1,432,638	-	0%	0%
<i>Direct Sales</i>				
Direct Sales	1,688,752	966,000	43%	14%
Go Bus	563,549			
Subtotal Direct Sales	2,252,301	966,000	43%	14%
<i>Education</i>				
Staff Facilitated Community Meetings	547,068	-	0%	0%
Information and Referral	1,193,467	-	0%	0%
Complex Case Management	576,137	-	0%	0%
Internal Training and Team Metro University	466,343	-	0%	0%
Citizens' Academy	323,988	-	0%	0%
Subtotal Education	3,107,003	-	0%	0%
PROGRAM TOTAL	\$ 6,791,942	\$ 966,000		14%

Recent Initiatives to Increase Efficiency or Effectiveness

None noted.

Zero-Based Budget Pilot Team Metro

Priority Rankings

The following table outlines the results of the Department's priority rankings for outreach activities.

Department Priority Rankings for Outreach Activities

#	Activity
1	Neighborhood Initiatives
2	Direct Sales
3	Go Bus
4	Staff Facilitated Community Meetings
5	Information and Referral
6	Complex Case Management
7	Internal Training & Team Metro University
8	Citizens' Academy
9	Disaster Recovery

Source: Appendix 4

Zero-Based Budget Pilot Team Metro

CODE ENFORCEMENT PROGRAM

The Code Enforcement Program provides residents of the Unincorporated Municipal Service Area (UMSA) and the City of Miami with enforcement of selected chapters of the Miami-Dade County Code through complaint investigation; neighborhood patrol; fine and lien assessment and collection; and remediation. The Program has been divided in to the following eight (8) activities for purposes of this analysis:

Case Management includes complaint processing, investigations, and neighborhood patrols

Remediation (Nuisance Abatement) includes lot clearing and property removal

Minimum Housing Standards includes inspections for landlord compliance with Minimum Housing Standards for occupied and vacant residential structures

Code Fine Collection includes processing of code related fines and fees

Lien Collection and Processing includes processing and subsequent collection of liens

Case Processing includes research, update, issuance of warning notices, issuance of tickets, and other due process tasks that must take place in accordance with the Code and departmental procedures

Graffiti Eradication includes removal of graffiti on public right-of-ways, subdivision walls and public utility boxes

Research Requests includes citizen requests for lien clearance letters

Zero-Based Budget Pilot Team Metro

Activity-Based Program Budget

The following table presents results of the activity-based program budget for the Code Enforcement Program.

Code Enforcement Program

Operating Expenditures	FY 2008/09 Estimated	% of Total
Code Enforcement		
Case Management	\$ 6,414,092	45.3%
Remediation	1,309,421	9.2%
Minimum Housing	109,550	0.8%
Graffiti Eradication	180,010	1.3%
Lien Collection and Processing	2,376,928	16.8%
Case Processing	3,196,209	22.6%
Code Fine Collection	479,366	3.4%
Research Requests	96,742	0.7%
Total Operating Expenditures	\$ 14,162,318	100.0%
Operating Expenditure Recap:		
Direct Labor	\$ 10,513,273	74.2%
Other Direct Costs	-	0.0%
Activity-Specific Overhead	1,522,088	10.7%
General Overhead	2,126,957	15.0%
Total Operating Expenditures	\$ 14,162,318	100.0%
Supplemental Information:		
Budget Full Time Equivalent (FTE)	155	
Vehicles	77	

Source: Exhibit 4

¹ Includes prorata allocation of general overhead which is comprised of Administration Program activities and the indirect cost pool.

Zero-Based Budget Pilot Team Metro

Program Justification

Program Necessity

The following table outlines the applicability of the elements used to review program necessity.

Elements	Yes	No
Local, State, Federal Mandate	✓	
Program and Activity Links to Approved Priorities	✓	
Demand for Service	✓	
Duplication of Services		✓
Potential Adverse Impacts if Not Funded	✓	

Legal Mandates

The Code Enforcement Program enforces the following Chapters of the Miami-Dade County Code.

Miami-Dade County Code Chapters Enforced by Team Metro

Service Area	Chapter	Subject
UMSA	Chapter 2	Objects and Signs in the Right-of-Way
	Chapter 17	Housing Maintenance Standards
	Chapter 17A	Residential and Vacant Structures Maintenance
	Chapter 17B	Unsafe Structures Demolition
	Chapter 19	Maintenance of Residential and Business Property
	Chapter 21	Graffiti
	Chapter 28	Subdivision Regulations
City of Miami	Chapter 33	Zoning and Land Use
	Chapter 17	Housing Maintenance Standards
	Chapter 17A	Residential and Vacant Structures Maintenance

Program and Activity Links to Approved Priorities

The following table provides a summary of the Department views of its contribution to the achievement of results related to the BCC 2008/09 budget priorities and policy objectives adopted in accordance with Ordinance 08-08; and the resource allocation priorities as established by Ordinance 05-133 related to strategic plan priority outcomes.

Zero-Based Budget Pilot Team Metro

Code Enforcement Program Links to Approved Priorities

Approved Priority	Program and Activity Links
Countywide Budget Priorities:	
Board of County Commission 2008/09 Budget Priorities and Policy Objectives	No
Neighborhood and Unincorporated Area Municipal Services Strategic Area:	
Increased urban infill development and decreased urban sprawl	Code compliance keeps communities clean and aesthetically attractive for potential development. Zoning enforcement prevents illegal expansion and development which curbs urban sprawl.
Protection of viable agriculture and environmentally-sensitive lands	Zoning and property maintenance code enforcement ensures proper use of agricultural and environmentally sensitive lands.
Improved community design	No
Strengthened bond between the community and Miami-Dade County government	Program addresses community code issues in public forums and provides timely response and resolution of code complaints which promotes positive public perception of the County's responsiveness and effectiveness.
Improved community access to Information and services	CMS case system information is available online to allow public access to violations in their neighborhood. The CMS, lien and remediation systems each feed CSR and provide timely access to research results to answer public inquiries.
Well-trained, customer-friendly Miami-Dade County government workforce	Program staff provides timely response to enforcement related technical questions in a courteous and professional manner.
Resident and business voluntary compliance with Miami-Dade County codes	The following methods are used to promote voluntary compliance: <ul style="list-style-type: none"> • public forums; • pre-citation warnings; and • material distribution such as fact cards and the Golden Guide.
Timely identification of nuisances, including unsafe structures	Automated systems including the CMS case system promote timely responses to public inquiries and inspections to mitigate nuisances such as abandoned vehicles, overgrown lots, accumulated junk and trash as well as abandoned residential structures and pools.
Neighborhood and rights-of-way aesthetics that foster and enhance quality of life	Enforcement of regulations concerning the placement of structures, obstacles, trees and signs in the right-of-way improves neighborhood aesthetics and pedestrian and motorist safety.
Improved neighborhood roadways, sidewalks, drainage and reduced flooding	No

Demand for Service

Demand is increasing - the Department has interpreted demand for service based on the number of documented visible code violations encountered. The source of the reported violations is changing from citizens to officers as resources and technology enables a more proactive approach to affirmatively enforce compliance with neighborhood codes to eliminate blight, unsafe conditions and nuisances.

Zero-Based Budget Pilot Team Metro

Potential Adverse Impacts if Not Funded

Lack of funding for code enforcement could have a significant impact on the quality of life. Without enforcement there may be a rise in illegal land use, neighborhood blight and slum like conditions. These types of conditions are not only aesthetically distasteful, but can have a negative effect on the quality of life for local residents and create significant health and safety concerns. Moreover, overgrown lots and junk and trash accumulation create a breeding ground for disease carrying pests and vermin; and not enforcing Minimum Housing Standards may lead to people living in unfit and unsafe structures. In total, the effect of the possible increase in violations may also negatively impact the public's perception of the County's stability and signal a lack of operational control.

Program Placement and Organization

The Code Enforcement Program like the Outreach Program is administered by operations staff in eight neighborhood offices. Each office is managed by a Regional Coordinator who oversees the day-to-day operations of the office including code enforcement activities. The Program is managed by the Director of Compliance who reports to the Executive Director of the Department.

In addition to considering the separation of outreach and code enforcement functions discussed in the Outreach Program section of this analysis, the proper placement of code enforcement has also been visited over the last several years. In the same 2004 review conducted by the OCA, a comparative review of code enforcement activities among a number of jurisdictions was performed. In the review, significant variations regarding the placement of neighborhood code enforcement activities were noted; however, the majority of jurisdictions surveyed included neighborhood code enforcement as divisions within larger departments.

Accountability

Program Performance

The performance measures for the Compliance Program as summarized on the table below have a cross section of output, efficiency and outcome measures. These measures provide useful information on program workload, efficiency and how well the program fulfills its purpose.

Zero-Based Budget Pilot Team Metro

Code Enforcement Performance Measures

Measures	Target	FY 2006/2007	FY 2007/08 as of 6/30/08	FY 2008/09 Projected
Output Measures				
Total number of files moved into production (digitized)				
Number of files digitized	1,200	1,428	1,353	1,804
Total number of Notice of Intent to Lien prepared	2,304	2,291	2,159	2,879
Total number of liens recorded	2,100	1,883	2,927	3,903
Number lien settlements/cases closed	2,400	2,035	1,581	2,108
Efficiency Measures				
Average Days to first inspection for Minimum Housing Average days from open to first inspection for Minimum Housing (Chapter 17) within a month.	10	5	5	10
Average Days to first inspection Average days to first inspection for Abandoned Property on the Right-of-Way (ROW)	10	7	6	10
Average Days to first inspection for Junk/Trash/Overgrowth Average days from open to first inspection for junk/trash/overgrowth (chapter 19) within a month	10	5	5	10
Percentage of Graffiti Cases Closed Percentage of graffiti cases (Chapter 21) from case open date to closed within 30 days.	90%	86%	95%	90%
Percentage of Enforcement Cases Closed Percentage of junk/trash and overgrowth (Chapter 19 - nuisance) complaints responded from case open to case closed within 90 days.	90%	86%	97%	90%
Percent of Signs Removed Sortie Percentage of public right-of-way sign cases closed within 10 days of being opened (Chapter 2).	85%	87%	90%	85%
Outcome Measures				
Abandoned Property - Percentage of Voluntary Compliance Percentage of abandoned property brought into compliance through a warning letter within the reporting period (month).	65%	87%	85%	80%
Junk/Trash/Overgrowth - Percent of Voluntary Compliance Percentage of junk, trash and overgrowth brought into compliance through a warning letter within the reporting period (month).	65%	71%	90%	80%

Zero-Based Budget Pilot Team Metro

Program and Performance Reviews

In 2003 AMS released an audit of the Team Metro compliance division which contained a number of findings regarding receivables collection and a lack of system integration resulting in data inconsistencies and significant inefficiencies within lien processing. Team Metro has since implemented a case management system (CMS) and completed the Lien and Remediation Automation Project which has increased the Department's efficiency and data consistency. There is one issue that remains regarding the number of liens outstanding as there is some dispute as to what the industry standard is for these types of receivables and what collection methods are applicable given the departments larger objectives.

Ability to Cover Cost of Services through User Fees and Charges

The following table highlights the degree to which proprietary fees cover the costs of services.

Code Enforcement Proprietary Fees as a Percent of Operating Expenditures

PROGRAM/Service/Activity	Operating Expenditures	Revenues	Revenues as a % of	
			Activity Cost	Program Cost
CODE ENFORCEMENT PROGRAM				
<i>Code Enforcement</i>				
Case Management	\$ 6,414,092	\$ -	0%	0%
Remediation	1,309,421	200,000	15%	1%
Minimum Housing	109,550	250,000	228%	2%
Graffiti Eradication	180,010	-	0%	0%
Lien Collection and Processing	2,376,928	2,300,000	97%	16%
Case Processing	3,196,209	-	0%	0%
Code Fine Collection	479,366	1,200,000	250%	8%
Research Requests	96,742	200,000	207%	1%
PROGRAM TOTAL	\$ 14,162,318	\$ 4,150,000		29%

Zero-Based Budget Pilot Team Metro

Current Initiatives to Increase Efficiency and Effectiveness

The Department is now in the pilot phase of its e-Ticketing Solution. The e-Ticketing solution will facilitate paperless case processing utilizing the Department's Case Management System (CMS). Once completed, Team Metro Compliance Officers will be able to issue electronic Warnings, Citations, Affidavits of Compliance and Abandoned Property decals in the field using Panasonic Tough Book computers and the Inkforce e-Ticketing software. Additionally, all documents generated in the field will be updated real-time in the Case Management System, images of the documents will be created in the Electronic Document Management System (EDMS) library, and the Clerk of Courts Sefa (ticketing) application will be updated through a nightly batch process. All Compliance Officers will have a full complement of equipment including 1 Panasonic Tough Book computer, 1 Pentax printer, 1 charge guard, Ledco mount, 1 Tri-band GPS, GPRS, Wi-fi, 1 Tri-band antennae. The solution was funded with \$250,000 from the Code Enforcement Trust Fund and \$352,000 from the Capital Outlay Reserve Fund (CORF). The following items were purchased: 72 Panasonic Tough Book Laptop computers, 72 Pentax printers, 72 antennae, 66 vehicle mounts and the Inkforce e-Ticketing application (including source code).

Priority Rankings

The following table outlines the results of the Department's priority rankings for code enforcement activities.

Department Priority Rankings for Code Enforcement Activities

#	Activity
1	Case Management
2	Remediation
3	Lien Collection and Processing
4	Minimum Housing Standards
5	Graffiti Eradication
6	Research Requests
7	Case Processing
8	Code Fine and Collection

Source: Appendix 4

Zero-Based Budget Pilot Team Metro

DECISION PACKAGES

Decision Packages have been developed at 90%, 80% and 70% of the FY 2008/09 Forecast amount of \$20,954,260. The Decision Packages have been developed by the Department and facilitated by SBC based on the results of analyses performed at the program level. The Decision Packages present the estimated impacts of each option at both the resource (inputs) and service level (outputs and outcomes) levels. The following table and charts present a financial summary of the FY 2008/09 Forecast to provide context to the discussion on the various decision packages.

Team Metro Activity-Based Budget and Unit Costs

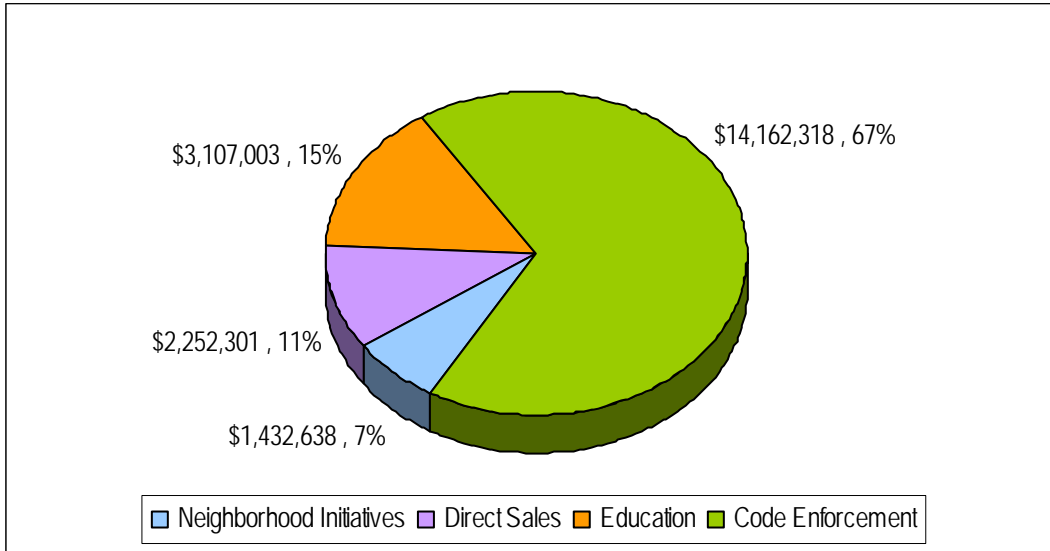
PROGRAM/ <i>Service</i> Activity	Unit of Measure	Number of Units	Unit Cost	FY 2008/09 Allocated ¹
OUTREACH PROGRAM				
<i>Neighborhood Initiatives</i>				
Neighborhood Initiatives	Number of Events	700	\$1,869.99	\$1,308,993
Disaster Recovery ²				\$123,645
Service Subtotal				\$1,432,638
<i>Direct Sales</i>				
Direct Sales	Number of Transactions	61,700	\$27.37	\$1,688,752
Go Bus ³	Number of Sites	490	\$1,150.10	\$563,549
Service Subtotal				\$2,252,301
<i>Education</i>				
Staff Facilitated Community Meetings	Number of Community Meetings	800	\$683.83	\$547,068
Information and Referral	Number of Walk-ins	115,300	\$10.35	\$1,193,467
Complex Case Management	Number of Cases Closed	3,500	\$164.61	\$576,137
Internal Training/Team Metro University ²				\$466,343
Citizens' Academy	Number of Courses	4	\$80,997.00	\$323,988
Service Subtotal				\$3,107,003
PROGRAM TOTAL				\$6,791,942
CODE ENFORCEMENT PROGRAM				
<i>Code Enforcement</i>				
Case Management	Number of Cases Closed	89,736	\$71.48	\$6,414,092
Remediation	Number of Cases	799	\$1,638.83	\$1,309,421
Lien Collection and Processing	Number of Liens Processed	3,903	\$609.00	\$2,376,928
Minimum Housing Standards	Number of Inspections	1,452	\$75.45	\$109,550
Graffiti Eradication	Number of Cases	4,143	\$43.45	\$180,010
Research Requests	Number of Requests Processed	3,157	\$30.64	\$96,742
Case Processing	Number of Cases Closed	89,736	\$35.62	\$3,196,209
Code Fine Collection	Number of Citations	11,652	\$41.14	\$479,366
Service Subtotal				\$14,162,318
PROGRAM TOTAL				\$14,162,318
TOTAL BUDGET				\$20,954,260



Zero-Based Budget Pilot Team Metro

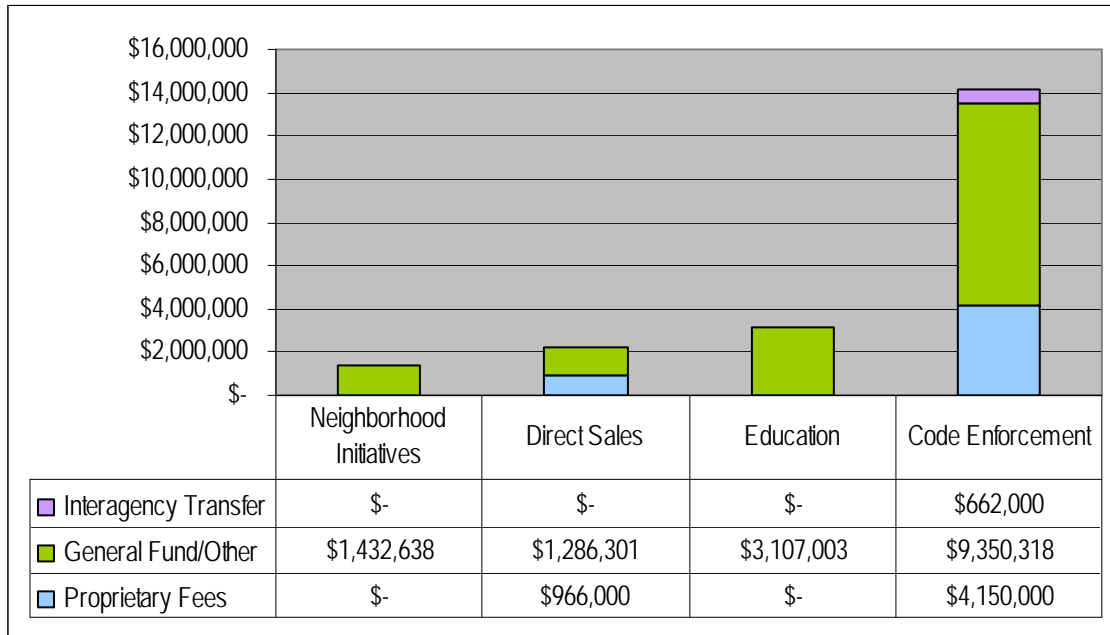
- 1 Includes prorata allocation of general overhead which is comprised of activities from the Administration Program (executive direction and support services) as well as the indirect cost pool.
- 2 Unit costs were not presented for Disaster Recovery and Internal Training/Team Metro University activities as there is no single output that is appropriate for unit cost measurement.
- 3 Although the Go Bus provides multiple services (neighborhood initiatives, direct sales and education), it has been categorized with direct sales for presentation purposes as over 60% of customers utilize direct sales.

Operating Expenditures by Service



Zero-Based Budget Pilot Team Metro

Revenue Mix by Service



Decision Package One

Decision Package One totaling approximately \$18,859,000 is based on a funding level of 90% of the FY 2008/09 Forecast. The estimated reductions in Department resources and corresponding reductions in service levels are as follows.

A ten percent reduction in funding is estimated to have the following impact on Department resources:

- Elimination of all vacant positions, with the exception of seven critical vacancies for a total of twenty-six positions eliminated
- Reduction of three filled positions
- Elimination of one of the two Go Buses
- Reduction in amount of overtime available to respond to after-hours nuisance enforcement.

Zero-Based Budget Pilot Team Metro

The result of the reduction of Department resources is projected to have the following service level impacts:

- The number of Code Enforcement cases closed will be reduced by 20%
- Government on the Go Bus will see a 50% reduction in the number of direct sales transaction and citizens reached
- The number of direct sales transactions will decrease by 20% and direct sales revenue will decrease by 3%
- Internal training classes will be reduced by 50% (from 36 to 18)
- Wait time for direct sales will increase by 25%
- Call handling and office support capabilities will be reduced by 25%
- Code enforcement program management and compliance quality control will be significantly reduced
- The ability to respond to after hours enforcement nuisances will be reduced by 20%.

Decision Package Two

Decision Package Two totaling approximately \$16,763,000 is based on a funding level of 80% of the FY 2008/09 Forecast. The estimated additional reductions in Department resources and corresponding reductions in service levels are as follows.

A twenty percent reduction in funding is estimated to have the following additional impacts on Department resources:

- Elimination of approximately twenty-three filled positions
- Closing one neighborhood office location

The result of the reduction of Department resources is projected to have the following service level impacts:

- An additional 17% reduction in the number of Code Enforcement cases closed
- A 34% reduction in the number of community meetings, community events and number of citizen complaints addressed
- A 34% reduction in the ability to resolve complex service requests requiring interagency coordination

Zero-Based Budget Pilot Team Metro

Decision Package Three

Decision Package Three totaling approximately \$14,668,000 is based on a funding level of 70% of the FY 2008/09 Forecast. The estimated additional reductions in Department resources and corresponding reductions in service levels are as follows.

A thirty percent reduction in funding is estimated to have the following additional impacts on Department resources:

- Elimination of approximately twenty filled positions
- Closure of two additional neighborhood offices
- Elimination of the second Go Bus
- Significant reduction in resources available for information technology maintenance and enhancements

The result of the reduction of Department resources is projected to have the following service level impacts:

- The Go Bus service will be completely eliminated
- The number of direct sales transactions will be reduced an additional 8%
- The number of community meetings, community events and number of citizen complaints addressed will be reduced and additional 19%
- The wait time for direct sales will increase an additional 25%
- Additional 4% reduction in the capacity to resolve complex service requests
- Decrease in oversight for payables and receivables resulting in a reduction in departmental fiscal controls
- Inability to implement departmental enhancements such as the Team Metro Web Payment Engine Project
- Significant loss of oversight for training initiatives/training program development activities

The following section provides a summary of the various Decision Packages presented above.

Zero-Based Budget Pilot Team Metro

Decision Package Summary

Summary of Decision Packages

	FY 2008/09 Forecast	Decision Package One	Decision Package Two	Decision Package Three
	100%	90%	80%	70%
REVENUES				
Direct Sales	\$ 966,000	\$ 937,343	\$ 813,343	\$ 706,343
Total Outreach Proprietary Fees	966,000	937,343	813,343	706,343
Remediation	200,000	180,000	180,000	100,000
Minimum Housing	250,000	250,000	250,000	200,000
Lien Collection and Processing	2,300,000	2,100,000	1,887,000	1,809,000
Code Fine Collection	1,200,000	1,190,000	1,015,000	1,140,000
Research Requests	200,000	200,000	200,000	200,000
Total Code Enforcement Proprietary Fees	4,150,000	3,920,000	3,532,000	3,449,000
Total Proprietary Fees	5,116,000	4,857,343	4,345,343	4,155,343
General Fund/Other	15,176,260	13,339,491	11,756,065	9,850,639
Interfund Transfers	662,000	662,000	662,000	662,000
TOTAL REVENUES	\$ 20,954,260	\$ 18,858,834	\$ 16,763,408	\$ 14,667,982
EXPENDITURES¹				
Outreach Program	\$ 6,791,942	\$ 5,964,395	\$ 4,687,392	\$ 3,409,151
Code Enforcement Program	14,162,318	12,894,439	12,076,016	11,258,831
TOTAL EXPENDITURES	\$ 20,954,260	\$ 18,858,834	\$ 16,763,408	\$ 14,667,982
POSITION COUNT^{1,2}				
Outreach FTEs (Allocated)	77	65	53	40
Code Enforcement FTEs (Allocated)	155	138	127	120
TOTAL POSITION COUNT	232	203	180	160
Central Administration Positions	20	20	20	19
Central Administration as a % of Total	9%	10%	11%	12%

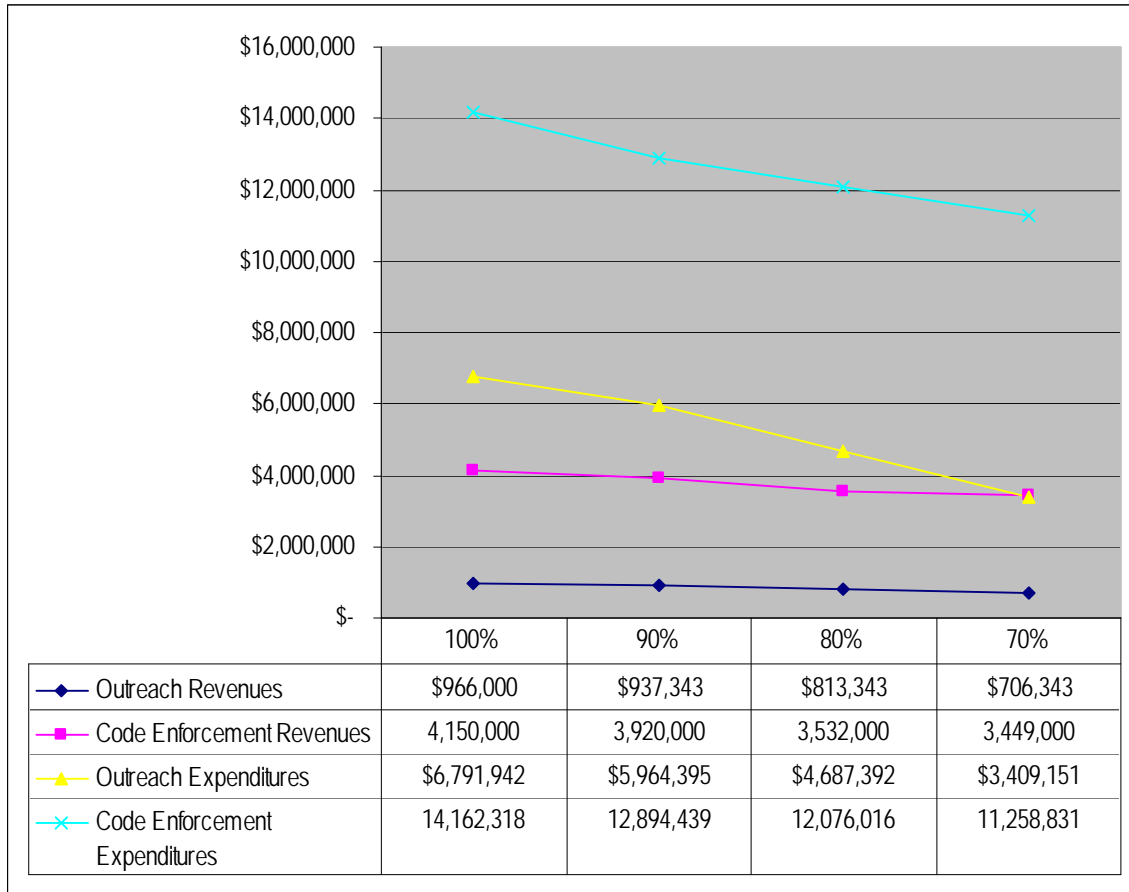
¹ Operating expenditures and position counts include prorata allocation of general overhead.

² Position counts include three positions permanently stationed in the Mayor's office.

Zero-Based Budget Pilot Team Metro

The following chart illustrates the relationship between proprietary fees and expenditures by program at the various funding levels.

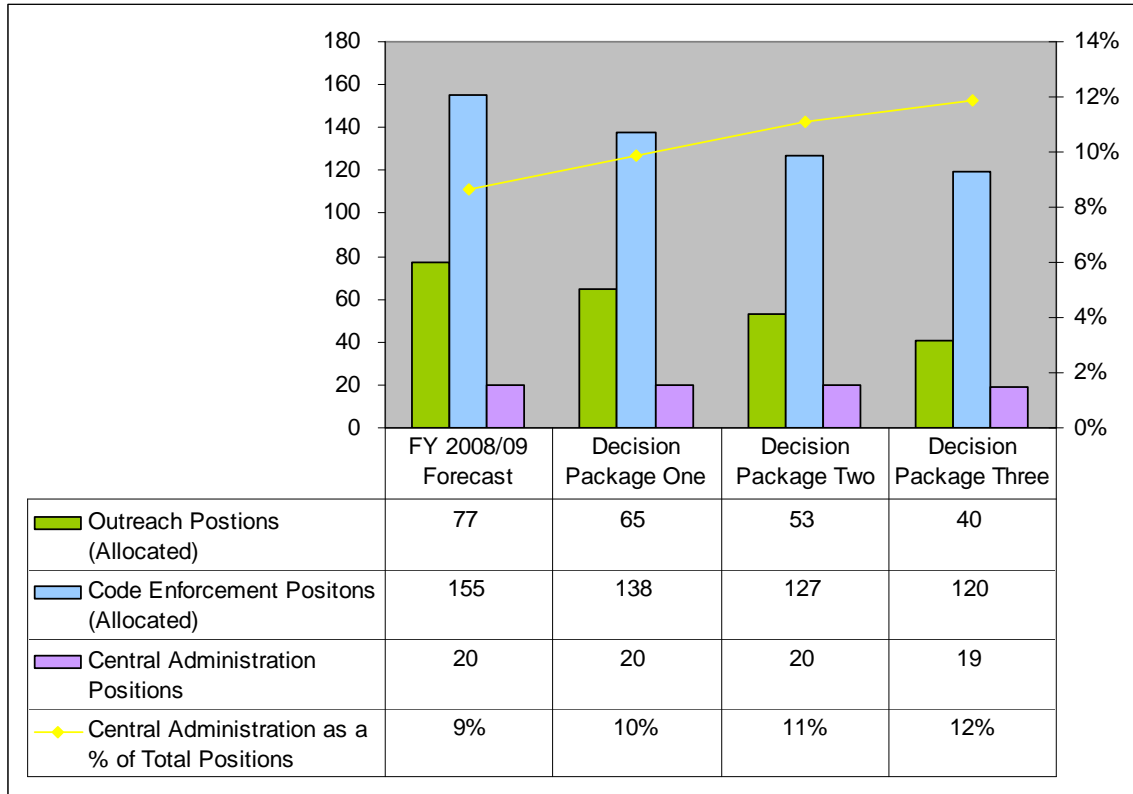
Comparison of Proprietary Fees and Expenditures by Decision Package



Zero-Based Budget Pilot Team Metro

The following chart shows the distribution of FTE's by program, including those allocated from the Administration Program. It also presents Central Administration (Director's Office, Fiscal Management, Administration, HR and MIS) as a percentage of total positions at various funding levels.

Position Distribution by Decision Package



Zero-Based Budget Pilot Team Metro

The following table summarizes the potential service level impacts of each successive decision package. Items marked with a “✓” indicate there is an impact.

Potential Decision Package Service Level Impacts

	FY 2008/09 Forecast	Decision Package One	Decision Package Two	Decision Package Three
NEIGHBORHOOD LOCATIONS	8	8	7	5
SERVICE LEVEL IMPACTS				
Quantitative Impacts				
<i>Outreach Program</i>				
Go Bus citizens reached		✓	✓	✓
Go Bus direct sales transactions		✓	✓	✓
Internal training classes		✓	✓	✓
Direct sales transactions		✓	✓	✓
Community meetings			✓	✓
Community events			✓	✓
Citizen complaints addressed			✓	✓
Wait time for direct sales		✓	✓	✓
<i>Code Enforcement Program</i>				
Enforcement cases closed		✓	✓	✓
Minimum Housing case processing		✓	✓	✓
Qualitative Impacts				
<i>Administration Program</i>				
Oversight for the payables and receivables function				✓
Department IT enhancements				✓
<i>Outreach Program</i>				
Call handling and office support capabilities		✓	✓	✓
Capacity to develop and coordinate neighborhood initiatives and community events			✓	✓
Capacity to analyze and coordinate resolution of complex service requests requiring inter-agency coordination			✓	✓
Oversight for training initiatives/training program development activities				✓
<i>Code Enforcement Program</i>				
Ability to respond to after hours enforcement nuisances		✓	✓	✓
Centralized code enforcement program management and compliance quality control		✓	✓	✓

Zero-Based Budget Pilot Team Metro

Notes and Observations Regarding Decision Packages

Following are notes and observations made while facilitating the development of the Decision Packages presented above:

- Team Metro currently leases seven of its eight neighborhood locations from a non County entity. The Decision Packages do not include moving neighborhood locations to County owned facilities. The feasibility of relocating offices to County owned facilities should be considered as leases expire. Additionally, the amount of space required should also be reevaluated once the e-Ticketing initiative is fully implemented. The initiative is projected to result in a thirty percent increase in field time for enforcement officers; therefore a “bull pen” office set up may reduce the amount of space required and decrease facility costs.
- County decision makers should have ready access to metrics related to administration including percentages and costs to assist with evaluating the proper level of resources dedicated to administrative functions. This information can be utilized to establish benchmarks and make comparisons among departments of similar size and/or that provide similar services.

Zero-Based Budget Pilot Team Metro

NEXT STEPS

Following are potential next steps to further enhance the budget review process:

- Evaluate adequacy of current program and activity definitions currently used by the County and consider revising based on results of this analysis
- Perform detailed activity analysis including process mapping and workload analysis to identify potential areas for cost savings and program improvement
- Develop formal program justification criteria for improved accountability
- Refine unit cost calculations to calculate marginal costs and identify impact of revised performance goals and alternate service levels
- Develop formal priority setting model for increased transparency
- Conduct program reviews and performance audits.

EXHIBIT 1
Activity-Based Budget
Resource Allocation by Subobject Summary

Category	Personal Services	Building Leases	Payments to Lessors	Total FM Vehicle	Data Processing	Other General Operating	All Other Subobjects	Total
Administration Program								
Executive Direction	\$179,600	\$0	\$0	\$0	\$0	\$0	\$0	\$179,600
Accounting	323,684	0	0	0	0	0	0	323,684
Budget	233,180	0	0	0	0	0	0	233,180
Cash Management	68,121	0	0	0	0	0	0	68,121
Human Resource Management	249,840	0	0	0	0	0	0	249,840
Procurement	168,064	0	0	5,647	0	0	0	173,711
Marketing	98,568	0	0	0	0	0	0	98,568
IT Systems & Administration	126,160	0	0	0	480,000	0	0	606,160
Records Management	443,349	2,155	12,233	0	0	0	0	457,737
Total	\$1,890,566	\$2,155	\$12,233	\$5,647	\$480,000	\$0	\$0	\$2,390,601
Outreach Program								
Neighborhood Initiatives	\$1,052,090	\$6,464	\$37,589	\$0	\$0	\$0	\$0	\$1,096,143
Direct Sales	1,330,504	14,006	75,785	0	0	0	0	1,420,295
Information and Referral	957,993	8,458	44,425	0	0	0	0	1,010,875
Complex Case Management	470,914	2,424	11,594	0	0	0	0	484,932
Staff Facilitated Community Meetings	440,766	2,047	17,588	0	0	0	0	460,401
Citizens' Academy	258,741	1,885	11,015	0	0	0	0	271,642
Internal Training/TMU	394,574	0	748	0	0	0	0	395,322
Go Bus	265,362	0	0	0	0	206,000	0	471,362
Disaster Recovery	116,044	269	1,529	0	0	0	0	117,843
Total	\$5,286,988	\$35,554	\$200,273	\$0	\$0	\$206,000	\$0	\$5,728,815
Code Enforcement Program								
Case Management	\$4,928,590	\$38,247	\$201,761	\$256,958	\$0	\$0	\$0	\$5,425,557
Remediation	1,011,124	7,272	38,459	48,003	0	0	0	1,104,859
Minimum Housing Standards	88,572	162	2,050	847	0	0	0	91,631
Code Fine Collection	392,813	3,071	8,887	7,342	0	0	0	412,112
Lien Collection & Processing	1,537,339	7,272	33,000	34,167	0	0	0	1,611,779
Case Processing	2,461,097	30,167	130,796	76,240	0	0	0	2,698,301
Graffiti Eradication	133,888	0	7,740	11,295	0	0	0	152,923
Research Requests	80,463	0	0	0	0	0	0	80,463
Total	\$10,633,886	\$86,191	\$422,694	\$434,853	\$0	\$0	\$0	\$11,577,624
Indirect	\$0	\$0	\$0	\$0	\$0	\$0	\$1,257,220	\$1,257,220
(to be allocated as general overhead)								
TOTAL	\$17,811,440	\$123,900	\$635,200	\$440,500	\$480,000	\$206,000	\$1,257,220	\$20,954,260

EXHIBIT 2
Activity-Based Budget
Direct Cost Summary

Category	Direct			Allocation %
	Labor A	Other Operating B	Total A+B=C	
Outreach				
Neighborhood Initiatives	\$1,052,090	\$0	\$1,052,090	6.7%
Direct Sales	1,326,946	0	1,326,946	8.4%
Information and Referral	902,529	0	902,529	5.7%
Complex Case Management	450,814	0	450,814	2.9%
Staff Facilitated Community Meetings	428,385	0	428,385	2.7%
Citizens' Academy	258,741	0	258,741	1.6%
Internal Training/TMU	351,050	0	351,050	2.2%
Go Bus	249,666	206,000	455,666	2.9%
Disaster Recovery	28,679	0	28,679	0.2%
Total	\$5,048,900	\$206,000	\$5,254,900	33.3%
Compliance				
Case Management	\$4,886,202	\$0	\$4,886,202	31.0%
Remediation	1,011,124	0	1,011,124	6.4%
Minimum Housing Standards	88,572	0	88,572	0.6%
Code Fine Collection	332,432	0	332,432	2.1%
Lien Collection & Processing	1,519,496	0	1,519,496	9.6%
Case Processing	2,461,097	0	2,461,097	15.6%
Graffiti Eradication	133,888	0	133,888	0.8%
Research Requests	80,463	0	80,463	0.5%
Total	\$10,513,273	\$0	\$10,513,273	66.7%
TOTAL	\$15,562,173	\$206,000	\$15,768,173	100.0%

EXHIBIT 3
Activity-Based Budget
Administrative and General Overhead Summary

Category	General Overhead					Allocation % See Exhibit 2
	Personal Services	Indirect	FM Vehicle	Data Processing	Total	
Administration						
Executive Direction	\$179,600	\$0			\$179,600	
Accounting	323,684	0			323,684	
Budget	233,180	0			233,180	
Cash Management	68,121	0			68,121	
Human Resource Management	249,840	0			249,840	
Procurement	168,064	0	5,647		173,711	
Marketing	98,568	0			98,568	
IT Systems & Administration	126,160	0		480,000	606,160	
Records Management	0	0			0	
Total	\$1,447,216	\$0	\$5,647	\$480,000	\$1,932,864	
Other		\$1,257,220			\$1,257,220	
Total	\$1,447,216	\$1,257,220	\$5,647	\$480,000	\$3,190,084	-
GENERAL OVERHEAD ALLOCATION						
Outreach						
Neighborhood Initiatives	\$96,562	\$83,885	\$377	\$32,027	\$212,850	6.7%
Direct Sales	121,788	105,799	475	40,394	268,457	8.4%
Information and Referral	82,835	71,960	323	27,474	182,592	5.7%
Complex Case Management	41,376	35,944	161	13,723	91,205	2.9%
Staff Facilitated Community Meetings	39,317	34,156	153	13,040	86,667	2.7%
Citizens' Academy	23,747	20,630	93	7,876	52,346	1.6%
Internal Training/TMU	32,220	27,990	126	10,686	71,021	2.2%
Go Bus	41,821	36,331	163	13,871	92,187	2.9%
Disaster Recovery	2,632	2,287	10	873	5,802	0.2%
Total	\$482,299	\$418,981	\$1,882	\$159,965	\$1,063,127	33.3%
Compliance						
Case Management	\$448,460	\$389,584	\$1,750	\$148,741	\$988,535	31.0%
Remediation	92,802	80,618	362	30,780	204,562	6.4%
Minimum Housing Standards	8,129	7,062	32	2,696	17,919	0.6%
Code Fine Collection	30,511	26,505	119	10,120	67,255	2.1%
Lien Collection and Processing	139,461	121,152	544	46,255	307,412	9.6%
Case Processing	225,882	196,227	881	74,918	497,908	15.6%
Graffiti Eradication	12,288	10,675	48	4,076	27,087	0.8%
Research Requests	7,385	6,415	29	2,449	16,279	0.5%
Total	\$964,917	\$838,239	\$3,765	\$320,035	\$2,126,957	66.7%
TOTAL	\$1,447,216	\$1,257,220	\$5,647	\$480,000	\$3,190,084	100.0%

EXHIBIT 4
Activity-Based Budget
Classification Summary

Category	Direct		Program Specific Overhead				General Overhead (3) Exhibit 3	Total Budget	
	Labor Exhibit 2	Other	Personal Services		Rent				
			Records Mgmt (1)	Other (2)	Records Mgmt (1)	Other			
						FM Vehicles			
Outreach									
Neighborhood Initiatives	\$1,052,090	\$0	\$0	\$0	\$0	\$44,053	\$0	\$212,850	\$1,308,993
Direct Sales	1,326,946	0	0	3,558	0	89,791	0	268,457	1,688,752
Information and Referral	902,529	0	0	55,464	0	52,882	0	182,592	1,193,467
Complex Case Management	450,814	0	0	20,100	0	14,018	0	91,205	576,137
Staff Facilitated Community Meetings	428,385	0	0	12,381	0	19,635	0	86,667	547,068
Citizens' Academy	258,741	0	0	0	0	12,900	0	52,346	323,988
Internal Training/TMJ	351,050	0	0	43,524	0	748	0	71,021	466,343
Go Bus	249,666	206,000	0	15,696	0	0	0	92,187	563,549
Disaster Recovery	28,679	0	0	87,365	0	1,799	0	5,802	123,645
Total	\$5,048,900	\$206,000	\$0	\$238,088	\$0	\$235,827	\$0	\$1,063,127	\$6,791,942
Compliance									
Case Management	\$4,886,202	\$0	\$0	\$42,389	\$0	\$240,008	\$256,958	\$988,535	\$6,414,092
Remediation	1,011,124	0	0	0	0	45,731	48,003	204,562	1,309,421
Minimum Housing Standards	88,572	0	0	0	0	2,212	847	17,919	109,550
Code Fine Collection	332,432	0	0	60,381	0	11,957	7,342	67,255	479,366
Lien Collection & Processing	1,519,496	0	443,349	17,844	14,388	40,272	34,167	307,412	2,376,928
Case Processing	2,461,097	0	0	0	0	160,963	76,240	497,908	3,196,209
Graffiti Eradication	133,888	0	0	0	0	7,740	11,295	27,087	180,010
Research Requests	80,463	0	0	0	0	0	0	16,279	96,742
Total	\$10,513,273	\$0	\$443,349	\$120,613	\$14,388	\$508,885	\$434,853	\$2,126,957	\$14,162,318
TOTAL	\$15,562,173	\$206,000	\$443,349	\$358,702	\$14,388	\$744,712	\$434,853	\$3,190,084	\$20,954,260

1. Records Management, an Administration Program activity, is considered program specific overhead for Lien Processing and has been excluded from General Overhead
2. Central Administration personnel (Director's Office and Administration) have allocated a portion of their time to Outreach and Code Enforcement activities. These amounts are considered program specific overhead and have been excluded from general overhead
3. Exhibit 3 shows the allocation of Administrative Program activities and the Indirect Cost Pool from General Overhead to the Direct Service Program activities - Outreach and Compliance

EXHIBIT 5
 Activity-Based Budget
 Unit Cost Summary

Activity	Unit of Measure	Number of Units	Direct Unit Cost	Program Specific Overhead Unit Cost	General Overhead Unit Cost	Total Operating Expenditures	Total
Outreach							
Neighborhood Initiatives	Number of Events	700	\$1,502.99	\$62.93	\$304.07	1,869.99	\$1,308,993
Direct Sales	Number of Transactions	61,700	\$21.51	\$1.51	\$4.35	27.37	\$1,688,752
Information and Referral	Number of Walk-ins	115,300	\$7.83	\$0.94	\$1.58	10.35	\$1,193,467
Complex Case Management	Number of Cases Closed	3,500	\$128.80	\$9.75	\$26.06	164.61	\$576,137
Staff Facilitated Community Meetings	Number of Community Meetings	800	\$535.48	\$40.02	\$108.33	683.83	\$547,068
Citizens' Academy	Number of Courses	4	\$64,685.32	\$3,225.10	\$13,086.59	80,997.00	\$323,988
Internal Training/TMU	N/A	1	\$351,049.64	\$44,272.34	\$71,021.40	466,343.39	\$466,343
Go Bus	Number of Sites	490	\$929.93	\$32.03	\$188.14	1,150.10	\$563,549
Disaster Recovery	N/A	1	\$28,679.25	\$89,163.63	\$5,802.14	123,645.02	\$123,645
TOTAL OUTREACH							\$6,791,942
Compliance							
Case Management	Number of Cases Closed	89,736	\$54.45	\$6.01	\$11.02	71.48	\$6,414,092
Remediation	Number of Cases	799	\$1,265.49	\$117.31	\$256.02	1,638.83	\$1,309,421
Minimum Housing Standards	Number of Inspections	1,452	\$61.00	\$2.11	\$12.34	75.45	\$109,550
Code Fine Collection	Number of Citations	11,652	\$28.53	\$6.84	\$5.77	41.14	\$479,366
Lien Collection and Processing	Number of Liens Recorded	3,903	\$389.31	\$140.92	\$78.76	609.00	\$2,376,928
Case Processing	Number of Cases Closed	89,736	\$27.43	\$2.64	\$5.55	35.62	\$3,196,209
Graffiti Eradication	Number of Cases	4,143	\$32.32	\$4.59	\$6.54	43.45	\$180,010
Research Requests	Number of Requests Processed	3,157	\$25.49	\$0.00	\$5.16	30.64	\$96,742
TOTAL COMPLIANCE							\$14,162,318
TOTAL BUDGET							\$20,954,260

APPENDIX 1
FY 2008/09 Forecast

Subobject	Description	FY 2008/09 Forecast
00110-04110	TOTAL PERSONAL SERVICES	17,811,440
21020	ACCOUNTING SERVICE	1,000
21212	HEARING EXAMINERS	1,000
21310	CREDIT CARD SERVIC	30,500
21510	TEMPORARY HELP OUT	10,000
22010	ELECTRICAL SERVICE	63,000
22110	WATER & SEWER SERV	5,000
22120	COUNTY WASTE COLLE	1,400
22310	SECURITY SERVICES	1,600
22340	EXTERMINATOR SERV	2,000
22341	JANITORIAL SERVICE	47,000
22350	BOTTLED WATER & CH	2,800
23210	GENERAL LIABILITY	101,300
24130	MAINT & REPAIR:OFF	1,000
24131	MAINT COPY MACHINE	5,000
24515	DATABASE MAINT	1,000
24520	SOFTWARE MAINTENAN	1,000
24571	P.C. MAINT	4,000
24573	HARDWARE/CABLE INS	25,100
24630	RADIO MAINTENANCE	7,700
25190	BUILDING LEASES	123,900
25311	BEEPER RENTAL	100
25330	COPY MACHINE RENTA	64,900
25511	PAYMENTS TO LESSOR	635,200
25910	OTHER RENTAL EXPEN	3,000
26020	GSA SECURITY SERVI	5,000
26028	GSA SERVICE TICKET	25,000
26032	GSA AFT. HOUR CHRGS	400
26040	GSA WORK ORDERS	20,000
26050	GSA PRINTING & REP	66,900
26051	GSA POSTAGE	74,100
26052	GSA WAREHOUSE TRAN	2,400
26060	FM LT EQ FUEL	107,000
26062	FM LT EQ MILEAGE	32,500
26063	FM LT EQ PARTS	63,000
26064	FM LT EQ COMM SUB	20,000
26065	FM LT EQ INSURANCE	42,000
26066	FM LT EQ LABOR	89,000
26067	FM POLICY CHARGES	70,000
26068	FM ACC/ABU/MOD	17,000
26077	FM-POOL VEHICLE HO	700
26110	DATA PROCESSING SE	480,000
26130	ITD COUNTY MICROWA	48,200
26211	FIRE SERVICES	500
26610	COURT REPORTING	700
26613	CLERK-RECORDS STOR	4,900
26614	CLERK-OTHER CHARGE	50,000
31010	TELEPHONE-REGULAR	88,100
31011	TELEPHONE-LONG DIS	2,200
31012	TELEPHONE-SUNCOM	300
31013	TELEPHONE-WATTS	4,500
31014	TELEPHONE-MTCE	52,600

APPENDIX 1
FY 2008/09 Forecast

Subobject	Description	FY 2008/09 Forecast
31015	CELLULAR PHONE SER	21,200
31018	OTHER COMMUNICATIO	67,600
31120	SUBSCRIPTIONS	800
31130	MEMBERSHIPS	2,000
31210	TRAVEL EXPENSE-U.S	5,000
31215	TRAVEL EXPENSE-PCA	500
31220	REGISTRATION FEES	8,300
31310	AUTO EXPENSE-REIMB	10,600
31320	PARKING REIMBURSEM	10,200
31420	PROMOTIONAL	55,000
31430	GENERAL PUBLICITY	40,000
31460	COMMUNITY NEWSPAPE	3,200
31465	RADIO/TV/CABLE ADV	15,000
31510	OUTSIDE PRINTING	5,000
31522	PHOTOGRAPHIC SERVI	500
31611	POSTAGE-REGULAR MA	100
31612	EXPRESS MAIL	4,400
31613	SHIPPING CHARGES	600
31910	PETTY CASH EXPENDI	2,100
32010	INSERVICE TRAINING	6,100
32020	EDUCATIONAL SEMINA	4,900
32129	REIMB OF G&A EXPEN	12,000
32250	LICENSE & PERMIT F	2,000
33010	MOVING EXPENSES	1,700
33016	EMPLOYMENT PROCESS	1,000
33020	PRIZES & AWARDS	3,200
33021	EMPLOYEE REC AWARD	1,800
33050	OTHER GENERRAL OPER	206,000
33051	SUNPASS PAYMENTS T	1,500
33052	PURCHASING CARD EX	3,000
41016	GASOLINE-UNLEADED	100
43123	PAINT-BUILDING	10,000
43210	EQUIPMENT REPAIR P	1,800
43246	FIRE EQUIP, MAINT	200
47010	OFFICE SUPPLIES/OU	3,500
47011	GSA CENTRAL SERVIC	50,020
47014	TONER SUPPLIES	5,000
47021	OTHER MINOR EQUIP	2,300
47110	COMPUTER SUPPLIES	2,200
49223	PLASTIC BAGS	1,000
49310	CLOTHING AND UNIFO	56,000
49610	PHOTOGRAPHIC SUPPL	6,400
49650	SAFETY EQUIPMENT A	2,500
49660	MISC OTHER OPERATING	1,000
	TOTAL OTHER OPERATING	3,142,820
	TOTAL CAPITAL	-
	TOTAL OPERATING BUDGET	20,954,260

APPENDIX 2
Output Measures by Activity

Activity	Output/Workload Measure	FY 2008/09 Projected	Offices									Total 10/1/2007- 6/30/2008	Total 10/1/2006- 9/30/2007
			Central	Northeast	Tamiami	West	Kendal	South Dade	Northwest	Melrose	Northside		
Outreach Program													
Information and Referral	Number of walk-ins	115,300	9,468	5,831	15,215	15,758	8,904	15,278	8,459	735	6,860	86,508	179,186
Case Management	Number of cases opened	4,600	-	403	399	336	630	733	406	291	306	3,504	12,331
	Number of cases closed	3,500	-	287	163	251	466	685	265	311	203	2,631	13,636
Community Meetings	Number of community meetings	800	3	67	89	56	78	90	95	43	93	614	1,010
Citizens Academy	Number of graduates	40	-	-	10	-	14	2	-	4	11	41	67
	Number of courses held	4	-	-	1	-	2	1	-	1	-	5	6
Team Metro University	N/A												
GO Bus	Number of sites visited	490	371	-	-	-	-	-	-	-	-	371	334
	Number of citizens reached	15,000	11,453	-	-	-	-	-	-	-	-	11,453	12,461
Direct Sales	Number of transactions	61,700	6,377	3,987	7,110	5,120	7,630	6,787	6,750	423	2,070	46,254	64,084
Neighborhood Initiatives	Number of events	700	17	91	113	80	144	101	96	119	103	864	1,380
Disaster Recovery	N/A												
Code Enforcement Program													
Investigations	Number of inspections	137,425		8,547	14,179	15,413	15,314	13,257	6,066	3,887	12,351	89,014	123,511
Case Management	Number of cases opened	91,282		5,500	10,273	9,900	9,947	7,716	3,835	2,276	6,933	56,380	80,752
	Number of cases closed	89,736		5,387	9,729	9,888	9,737	7,548	4,048	2,302	6,786	55,425	80,407
Remediation	Number of cases	799		62	26	38	101	193	3	37	339	799	966
Graffiti Erradication	Number of cases	4,143		140	935	232	992	279	202	96	231	3,107	4,220
Minimum Housing	Number of inspections	1,452	1,089									1,089	1,473
Code Fine Collection	Number of citations	11,652		643	1,050	1,013	1,418	1,065	551	316	1,141	7,197	9,918
Case Processing	Number of cases opened	91,282		5,500	10,273	9,900	9,947	7,716	3,835	2,276	6,933	56,380	80,752
	Number of cases closed	89,736		5,387	9,729	9,888	9,737	7,548	4,048	2,302	6,786	55,425	80,407
Lien Collection & Processing	Number of liens recorded	3,903	2,927									2,927	1,901
	Number of liens settled	2,108	1,581									1,581	2,083
Research Requests	Number of requests processed	3,157	2,368									2,368	2,716

*Note - All the offices do not offer the Citizens' Academy every year. Two sessions are usually offered concurrently - one in the north an another in the south.

APPENDIX 3
Outreach Program Priority Rankings By Activity

Activity Prioritization Criteria	Point Values	Information and Referral	Case Management	Community Meetings	Citizens Academy	Team Metro University	Go Bus	Direct Sales	Neighborhood Initiatives	Disaster Recovery
Countywide Budget Priorities:										
1. Board of County Commission 2008/09 Budget Priorities and Policy Objectives	10 = Priority; 0 = No Priority	0	0	0	0	0	0	0	0	0
2. Neighborhood and Unincorporated Area Municipal Services										
Strategic Plan Priority Outcomes:										
Increased Urban Infill Development and Decreased Urban Sprawl	Scale of Points 0 to 5: 0 = Activity has no influence on achieving result; 1 = Activity has minimal influence; 3 = Activity influences result 5 = Activity is essential to achieving results	0	0	0	0	0	0	0	0	0
Protection of Viable Agricultural and Environmentally -Sensitive Lands		0	0	0	0	0	0	0	0	0
Improved Community Design		0	0	3	0	0	0	0	3	0
Strengthened Bond Between the Community and Miami-Dade County Government		5	5	5	3	3	5	5	5	5
Improved Community Access to Information and Services		5	5	5	5	3	5	5	5	5
Well-trained, Customer-friendly Miami-Dade County Government Workforce		5	5	5	5	4	5	5	5	3
Resident and Business Voluntary Compliance with Miami-Dade County Codes		3	0	3	3	0	3	0	3	0
Timely Identification and Remediation of Nuisances, including Unsafe Structures		3	0	3	3	0	3	0	0	0
Neighborhood and Rights-of-way Aesthetics that Foster and Enhance Quality of Life		0	0	0	0	0	0	0	0	0
Improved Neighborhood Roadways, Sidewalks, Drainage, and Reduced Flooding		0	0	0	0	0	0	0	0	0
Other Considerations:										
3. Legal Mandate	10 = Federal or State Mandate; 5 = Local Mandate; 0 = No Mandate	0	0	0	0	0	0	0	0	0
4. Demand for Service	Scale of Points -5 to 5: -5 = Demand for service is decreasing; 5 = Demand for service is increasing	-5	-5	0	-5	3	5	5	5	0
5. Activity Sustained by User Fees and Charges	Percentage Scale: 10 = 100%; 5 = 50%; 1 = 10%	1	1	1	0	0	1	5	0	0
6. Duplication of Services within County	0 = No duplication; -10 = Duplication of services exist within County	-10	0	-5	0	0	0	0	0	0
TOTAL POINTS		7	11	20	14	13	27	25	26	13

APPENDIX 3
Outreach Program Priority Rankings By Activity

Note: Although the Go Bus ranks the highest, it is an extension of services offered at our regional offices; as such, if budget reductions were necessary, it would be one of the first services reduced. Our neighborhood initiatives actually make the greatest impact in the community. The information and referral category scored low because 311 is taking calls for many County departments. However, regional call volumes and walk-ins support the fact that the community continues to call Team Metro and visit our offices for assistance because of our presence in the neighborhoods. As such, the departmental rankings are as follow:

Ranking	Activity
1	Neighborhood Initiatives
2	Direct Sales
3	Go Bus
4	Community Meetings
5	Information and Referral
6	Case Management
7	Team Metro University
8	Citizens' Academy
9	Disaster Recovery

Appendix 3
Code Enforcement Program Priority Rankings by Department

Activity Prioritization Criteria	Point Values	Case Management	Remediation	Graffiti Eradication	Minimum Housing	Code Fine Collection	Case Processing	Lien Collection & Processing	Research Requests
Countywide Budget Priorities:									
1. Board of County Commission 2008/09 Budget Priorities and Policy Objectives	10 = Priority; 0 = No Priority	0	0	0	0	0	0	0	0
2. Neighborhood and Unincorporated Area Municipal Services Strategic Plan Priority Outcomes:									
Increased Urban Infill Development and Decreased Urban Sprawl	Scale of Points 0 to 5: 0 = Activity has no influence on achieving result; 1 = Activity has minimal influence; 3 = Activity influences result 5 = Activity is essential to achieving results	3	1	0	3	3	3	3	0
Protection of Viable Agricultural and Environmentally -Sensitive Lands		5	5	0	0	3	5	3	0
Improved Community Design		0	0	0	0	0	0	0	0
Strengthen Bond Between the Community and Miami-Dade County Government		3	3	3	3	0	0	0	0
Improved Community Access to Information and Services		3	0	0	3	0	0	3	3
Well-trained, Customer-friendly Miami-Dade County Government Workforce		5	3	3	3	3	0	3	3
Resident and Business Voluntary Compliance with Miami-Dade County Codes		5	0	0	3	0	0	0	0
Timely Identification and Remediation of Nuisances, including Unsafe Structures		5	5	5	5	0	3	0	0
Neighborhood and Rights-of-way Aesthetics that Foster and Enhance Quality of Life		5	5	5	0	0	0	0	0
Improved Neighborhood Roadways, Sidewalks, Drainage, and Reduced Flooding		0	0	0	0	0	0	0	0
Other Considerations:									
3. Legal Mandate	10 = Federal or State Mandate; 5 = Local Mandate; 0 = No Mandate	5	5	5	5	5	5	5	0
4. Demand for Service	Scale of Points -5 to 5: -5 = Demand for service is decreasing; 5 = Demand for service is increasing	3	5	4	5	4	3	5	5
5. Activity Sustained by User Fees and Charges	Percentage Scale: 10 = 100%; 5 = 50%; 1 = 10%	1	1	1	1	1	1	10	10
6. Duplication of Services within County	0 = No duplication; -10 = Duplication of services exist within County	0	0	0	0	0	0	0	0
TOTAL POINTS		43	33	26	31	19	20	32	21