

Strategic Area

ENABLING STRATEGIES

Budget and Finance

Mission:

To provide expertise and resources to support and facilitate excellent public service delivery

PRELIMINARY GOALS

- **Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion**
- **Attract, develop and retain an effective, diverse, and dedicated team of employees**
- **Ensure the financial viability of the County through sound financial management practices**
- **Deliver on promises and be accountable for performance**

Preliminary Priority Key Outcomes

- Streamlined and responsive procurement process
- “Best-value” goods and services (price, quality, terms, and conditions)
- Motivated dedicated workforce team aligned with organizational priorities
- Workforce skills to support County priorities
- Sound asset management and financial investment strategies
- Planned necessary resources to meet current and future operating and capital needs
- Cohesive, standardized countywide financial systems and processes
- Alignment of services provided with community’s needs and desires
- Achievement of performance targets
- Accountability to the public at every level of the organization
- Continuously improving government

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Audit and Management Services



DEPARTMENT SUMMARY

Audit and Management Services (AMS) performs audits to identify opportunities to improve performance and foster accountability while promoting a more efficient and effective County government.

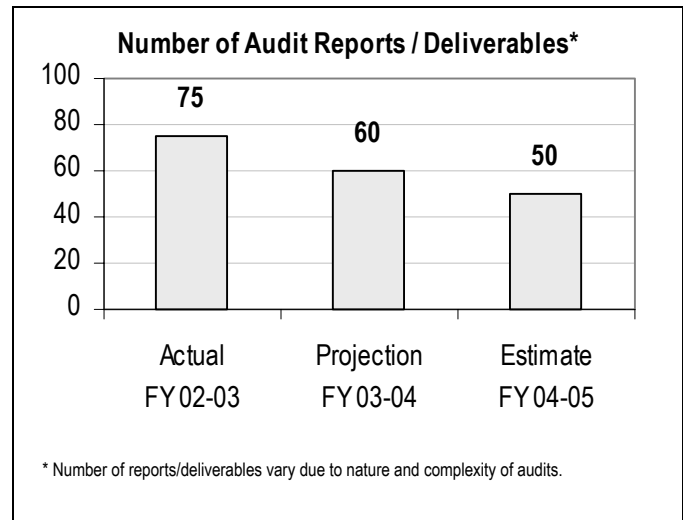
As part of the Enabling Strategies Budget and Finance strategic area, AMS is authorized to examine all operations of the County government and external companies, contractors, and grantees, to assure that tax dollars are being spent appropriately and efficiently. In its annual audit plan, AMS includes audits of high-risk functions and activities, as well as respond to special audit requests from the Mayor, Board of County Commissioners, and County Manager’s Office. Audits are conducted in accordance with professional internal auditing standards which require assessing risks; planning and performing work to achieve desired objectives; and timely communicating results that are adequately supported, accurate, and constructive.

AMS serves the public’s interest by providing accurate information, unbiased analysis, and objective recommendations on how best to use public resources. In addition to audit services, AMS provides an array of services including management advisory and consulting services to County departments.

COMMUNITY BUDGET DOLLARS AT WORK

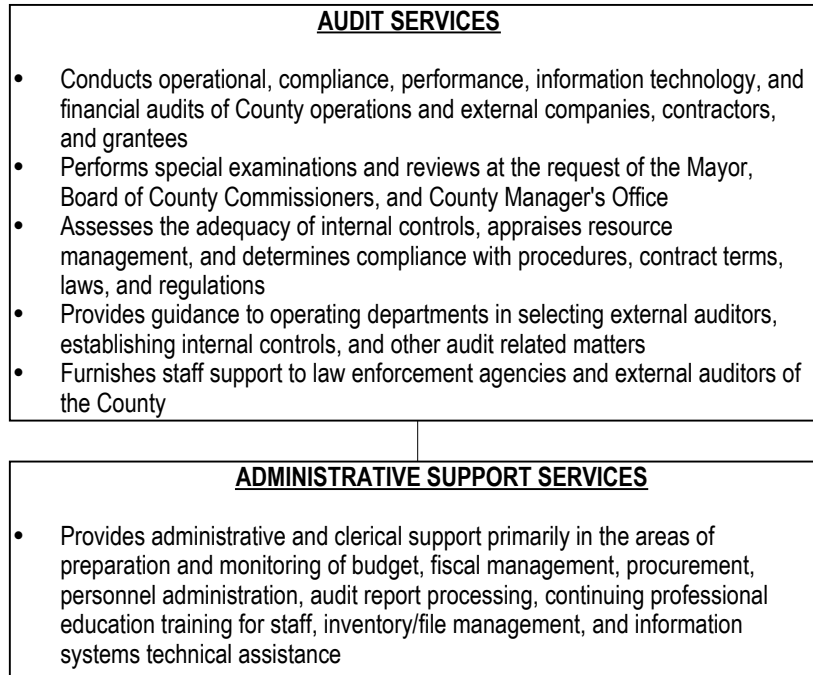
	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Audit recoveries assessed (dollars in thousands)	\$2,761	\$4,314*	\$500
• Audit recoveries collected (dollars in thousands)	\$421	\$1,027*	\$1,100
• Number of audits resulting in financial impact	22	14*	7

*Projections are based on actual amounts as of May 31, 2004, including collections from prior years audits. Year to year actual data may vary greatly.



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Carryover	87	0	33
Countywide General Fund	1,307	2,193	2,481
Interdepartmental Transfers	1,150	1,100	1,210
Tax Recoveries	850	0	0
UMSA General Fund	704	1,181	1,168
Total Revenues	4,098	4,474	4,892
Operating Expenditure Summary			
Salaries	3,135	3,418	3,724
Fringe Benefits	704	783	923
Other Operating	195	240	212
Capital	39	33	33
Total Operating Expenditures	4,073	4,474	4,892

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Administrative Support Services	378	401	6	6
Audit Services	4,096	4,491	48	47
Total Operating Expenditures	4,474	4,892	54	53

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES2-1: Easily accessible information regarding County services and programs (priority outcome)	Complete departmental website by February 2005 (\$36,000)	Enhanced accessibility and dissemination of audit information to the citizens of Miami-Dade County
ES5-2: Retention of excellent employees	Retain existing staff positions and enhance auditor efficiency through on-going professional training and technology resources (\$79,000)	Provide at least 40 hours of Continuing Professional Education (CPE) training per employee for
ES8-1: Sound asset management and financial investment strategies (priority outcome)	Conduct audits aimed at improving operational efficiency and effectiveness in County departments/agencies; use computerized audit technology to conduct high impact audits	Complete 75 percent of planned audits annually and/or issue no less than 50 audit reports; it is anticipated that the audits in FY 2004-05 will be more complex, and as a result, fewer audit reports will be issued

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
In-Service Professional Training	82	47	52
Travel Costs	2	3	3

ADDITIONAL COMMENTS AND HIGHLIGHTS

- The FY 2004-05 Resource Allocation Plan includes \$1.21 million from proprietary departments for various special audit projects: Aviation (\$440,000), Water and Sewer (\$440,000), Housing Agency (\$110,000), Seaport (\$110,000) and Solid Waste (\$110,000)
- The FY 2004-05 Resource Allocation Plan includes the delayed hiring of a Deputy Director Position (\$70,000)
- The FY 2004-05 Resource Allocation Plan includes the reduction of one vacant full-time Auditor position (\$72,000)

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Agenda Coordination



DEPARTMENT SUMMARY

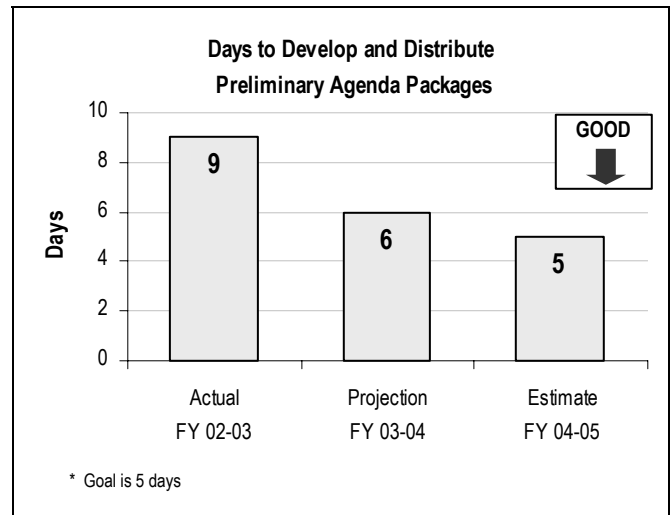
The Office of Agenda Coordination (OAC) generates and distributes Board of County Commission (BCC) agendas, including those for BCC Committees and Subcommittees; and ensures that departmental items are processed in accordance with BCC rules.

As part of the Enabling Strategies - Government Operations strategic area, the OAC develops and distributes the agendas, enters legislative matters into the Legistar database; coordinates the placement of items on the proper agenda, and responds to departmental requests for information.

In fulfilling its purpose, the OAC coordinates its activities with a variety of County agencies including: the Clerk of the Board, the BCC, Mayor's Office, County Manager's Office, County Attorney's Office, County departments, and other related groups.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• BCC agenda items processed	2,580	2,600	2,700
• BCC Committee agenda items processed	1,456	2,000	2,100



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION

AGENDA COORDINATION

- Prepares County Commission and Committee meeting agendas and coordinates meetings; monitors the outcome of committee meetings; reviews and inputs agenda items into Legistar; coordinates printing of all agenda documents; registers citizens to speak at committee meetings; and provides documents to citizens

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Countywide General Fund	701	705	786
UMSA General Fund	377	378	370
Total Revenues	1,078	1,083	1,156
Operating Expenditure Summary			
Salaries	659	688	734
Fringe Benefits	131	144	168
Other Operating	276	229	244
Capital	12	22	10
Total Operating Expenditures	1,078	1,083	1,156

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Government Operations				
Agenda Coordination and Processing	1,083	1,156	10	10
Total Operating Expenditures	1,083	1,156	10	10

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies - Government Operations

Desired Outcome	Highlights	Performance Impact
ES9-3: Achievement of performance targets (priority outcome)	Continue to develop and distribute BCC agendas utilizing the most up-to-date technology	Prepare and distribute agendas within five working days of developing the first draft agenda

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SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Printing and Reproduction Costs	231	222	200

ADDITIONAL COMMENTS AND HIGHLIGHTS

- The OAC will continue providing training to departments regarding the agenda process
- The OAC is currently working with the Office of Strategic Business Management to develop a customer satisfaction survey to begin monitoring customer satisfaction

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Business Development



DEPARTMENT SUMMARY

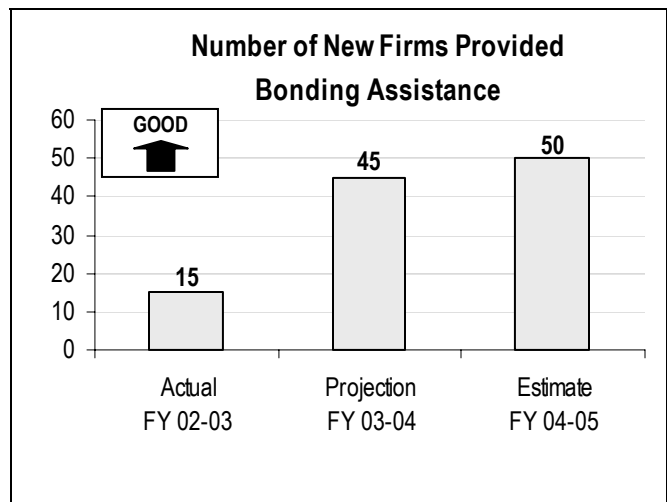
The Department of Business Development’s (DBD) mission is to increase the participation of small and minority businesses on County contracts. The Department coordinates and implements various administrative and minority business programs to provide business opportunities, management, and technical assistance to assist these firms in their growth and contribution to South Florida’s economy.

As part of the Enabling Strategies-Budget and Finance strategic area, DBD is committed to the growth of small and minority businesses through the application of contract measures and goals and compliance monitoring, as well as providing professional and technical assistance. The Department partners with industry agencies, financial institutions, and governmental agencies to provide services such as mentoring, training, bonding, management and technical, and financial assistance to maximize capabilities.

Through the administration of 16 ordinances, DBD fosters competitiveness, growth, and empowerment of businesses in conjunction with County departments, industry groups, advisory boards, and the local business community. In addition, DBD also provides an array of services to County departments and small and minority businesses under such initiatives as the Community Small Business Enterprise (CSBE) Program, the Community Business Enterprise (CBE) Program, the Black-/Hispanic- and Women-owned Business Enterprise Program, Community Workforce Program (CWP), Anti-Discrimination and Debarment Programs, Living Wage, and Responsible Wages compliance as mandated by the Board of County Commissioners.

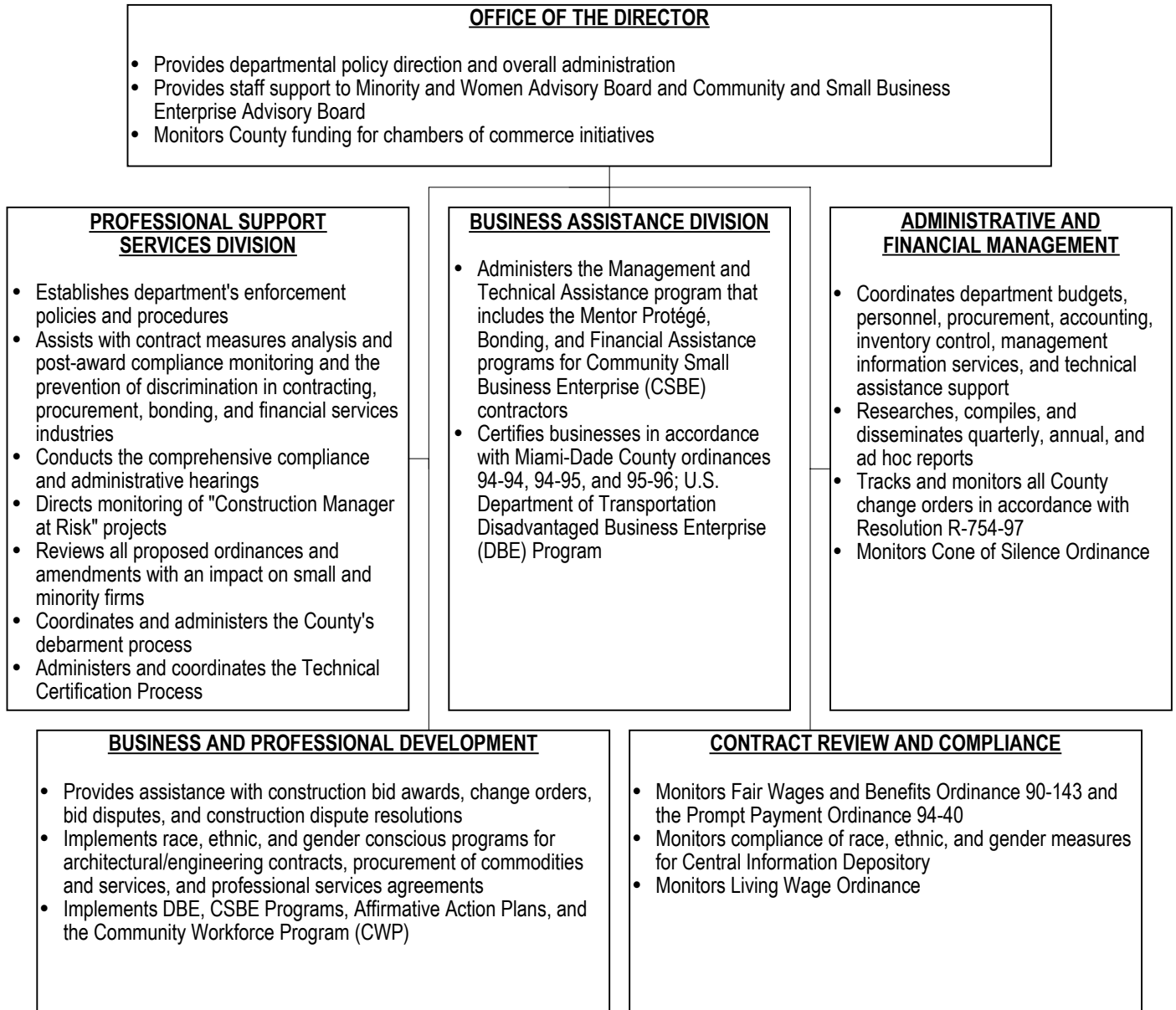
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Average number of days taken to approve certifications	18	18	18
• Average number of days to analyze construction, architectural and engineering, and goods and services contracts for goals and measures	10	9	8
• Average number of days to complete compliance reviews of architectural and engineering contracts	14	12	12
• Average number of days to complete compliance reviews of goods and services contracts	8	8	8
• Number of site visits to monitor participation/compliance with County contracts	831	1,080	1,080



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Capital Working Fund	4,975	6,870	7,472
Carryover	33	0	0
Certification Fees	49	55	55
Countywide General Fund	967	948	1,007
Total Revenues	6,024	7,873	8,534
Operating Expenditure Summary			
Salaries	3,960	4,951	5,251
Fringe Benefits	914	1,317	1,400
Other Operating	1,049	1,548	1,819
Capital	68	57	64
Total Operating Expenditures	5,991	7,873	8,534

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Administration	1,508	1,787	15	15
Contract Compliance	1,638	1,648	31	30
Management Information Systems	823	1,027	11	11
Promote the Growth of Small and Minority Firms	3,904	4,072	48	48
Total Operating Expenditures	7,873	8,534	105	104

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Economic Development and Enabling Strategies - Budget and Finance

Desired Outcome	Highlights	Performance Impact
ED1-9: Improved access to capital for small and minority businesses linked to meaningful technical assistance	Continue the Community Small Business Enterprise (CSBE) management and technical, bonding, and financial assistance components through the annual conference, various trainings, and outreach activities (\$760,000)	Increase the number of CSBE firms bonded annually to 50 from 45; increase the number of firms participating in the Expedited Payment Program (EPP) to 100 from 75; provide management and technical training to a total of 82 firms; and organize two industry networking receptions
ED2-4: Maximization of living wage opportunities for all Miami-Dade County residents	Continue to monitor and perform site visits through the Contract Compliance Division to ensure compliance of all County contracts with goals, measures, applicable ordinances, and reduce the number of repeat violations (\$1.714 million)	Increase the percent of open/active projects with comprehensive Monthly Utilization Reports (MURs) and payroll audits to 85 percent from 80 percent and perform 1,080 site visits
ES3-2: Full and open competition (priority outcome)	Continue to certify and recertify minority and small business enterprises wanting to do business with the County in an efficient and expedited manner (\$427,000)	Maintain an average turnaround time of 18 days for first time certifications and 12 days for all re-certifications

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Economic Development and Enabling Strategies - Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES3-2: Full and open competition (priority outcome)	Continue to analyze goods and services, architectural and engineering, and construction contracts to apply CSBE, B/H/WBE, CBE, and CWP goals and measures as applicable	Reduce the number of days to eight from nine to analyze contracts for goals and measures
ES5-4: Workforce skills to support County priorities in customer service and leadership (priority outcome)	Continue to develop training opportunities and workshops to provide employees with increased proficiencies in compliance monitoring	Conduct 25 in-house workshops and enhancement trainings for departmental staff

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Contract Temporary Employee Costs	105	20	50
Travel Costs	7	8	8
Transfers and Reimbursements			
• Communications for Miami-Dade TV Promotional Spots Program	50	50	50
• County Attorney's Office for Legal Services	50	60	60

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

ADDITIONAL COMMENTS AND HIGHLIGHTS

- The Performing Arts Center will reimburse DBD for one out-stationed Contract Compliance Specialist for on-site compliance monitoring (\$65,000)
- The FY 2004-05 Resource Allocation Plan includes \$760,000 from the Capital Working Fund to support the CSBE program; components include the annual conference (\$100,000), accounting and business plan reimbursements (\$170,000), the expedited payment program/disbursement agent fees (\$182,000), management and technical assistance training (\$72,000), industry networking receptions (\$9,000), promotional materials and advertising (\$167,000), and legal services (\$60,000)
- The preliminary study of disparity is expected to be completed by the end of Summer 2004; the study will determine if the County is collecting and maintaining the necessary data needed to conduct a complete disparity study
- All departmental operations will be consolidated in the Stephen P. Clark Center by Summer 2004; communication and productivity is expected to improve by reducing the time taken to approve and complete documentation between divisions currently located at three separate locations
- The Department, in conjunction with the Office of Strategic Business Management, is in the process of developing a scope of work for a review of departmental processes and operations; the study is expected to begin by Fall 2004 with the results expected by the following Spring; recommended improvements will be incorporated into the FY 2005-06 Resource Allocation Plan
- The FY 2004-05 Proposed Resource Allocation Plan incorporates the ORACLE consultant (\$150,000) into the Management Information Systems unit for maintenance and enhancement of departmental information technology programs; initial implementation funding was previously included in the Capital Outlay Reserve (COR)
- The mentor-protégé program will complete its original pairings of major construction firm CEOs with the CEOs of smaller firms in FY 2003-04 and will establish seven new pairings by the end of FY 2003-04
- The FY 2004-05 Resource Allocation Plan includes the reduction of one vacant position (\$66,000) solely dedicated to monitoring the compliance of the living wage ordinance for General Aeronautical Service Permits

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Employee Relations



DEPARTMENT SUMMARY

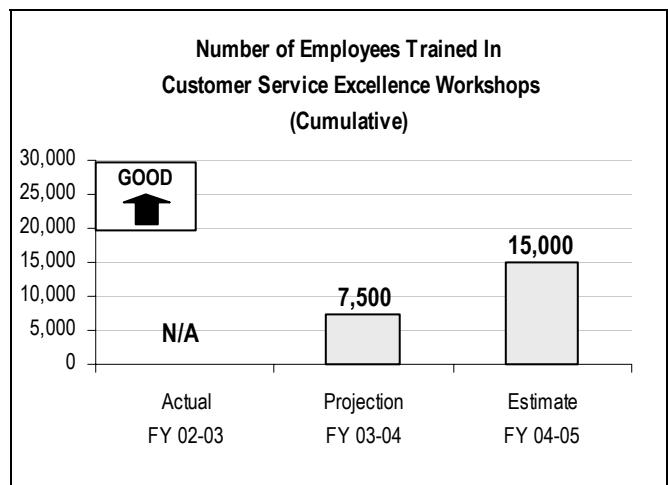
The Employee Relations Department (ERD) manages and provides human resources related services in a fiscally responsible manner and attracts, develops, and retains an effective and dedicated County workforce. ERD functions as an internal service provider and a regulatory entity that ensures the proper administration of a comprehensive human resources system, promotes the equitable treatment of employees, and rewards results oriented job performance.

As a part of the Enabling Strategies Budget and Finance strategic area, ERD provides centralized employee relations services including recruitment, employment testing, layoff, internal placement, pay plan administration, compensation, and payroll services; centralized coordination and oversight of general employee training through the Miami-Dade County University (MDCU); management of employee appeal processes; maintenance of personnel and medical records; negotiation and administration of labor contracts and promotion of labor/management cooperation; and management of the Employee Suggestion Program and Employee Support Services (ESS).

ERD provides a service to all County departments and employees. ERD is the gateway through which qualified individuals may become County employees. Since County employees in turn provide government services to our community, every Miami-Dade County citizen is a stakeholder in the quality of ERD's service delivery.

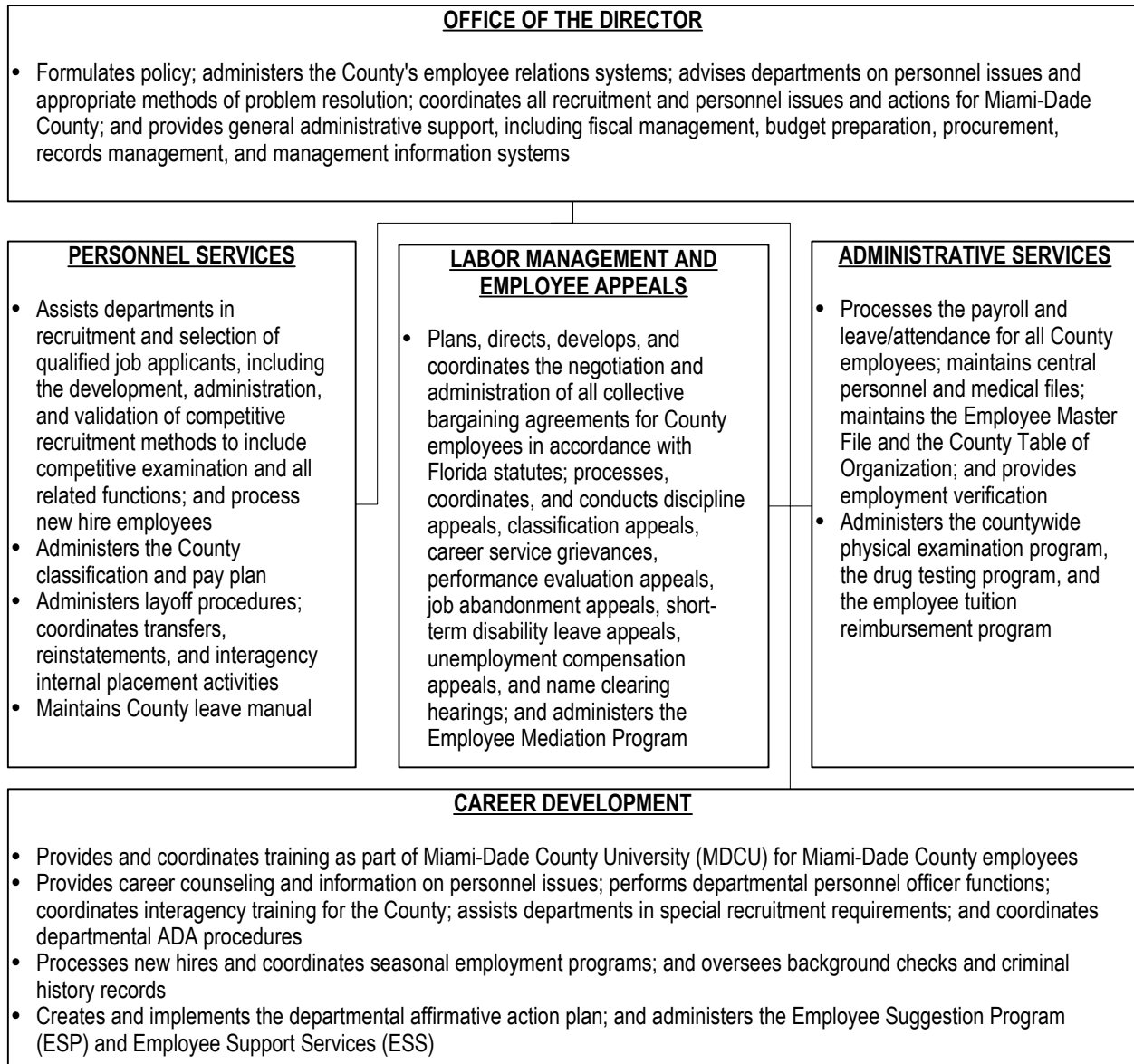
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Accurate paychecks issued on first run	N/A	95%	95%
• Employee suggestions received	227	272	326
• Employee web-based self-service functions developed	0	3	3
• Labor appeals processed within the mandatory 60 days	100%	100%	100%



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Countywide General Fund	5,154	5,325	6,308
Reimbursements	2,067	2,184	2,311
UMSA General Fund	2,775	2,866	2,702
Total Revenues	9,996	10,375	11,321
Operating Expenditure Summary			
Salaries	7,392	7,320	7,938
Fringe Benefits	1,760	1,985	2,348
Other Operating	810	1,003	988
Capital	34	67	47
Total Operating Expenditures	9,996	10,375	11,321

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Administration	1,416	1,235	10	9
Career Development & Employee Assistance	1,822	2,036	24	31
Labor Management	785	741	8	8
Payroll and Records Management	3,044	4,037	51	52
Recruitment and Compensation	3,308	3,272	48	51
Total Operating Expenditures	10,375	11,321	141	151

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES5-1: Expediently provide Departments with qualified personnel	Hire two employment representatives and one Personnel Services Specialist in the Personnel Services Division (\$108,000)	Ensure the timely processing of increased resume recruitments (within five days), personnel change document processing, eligibility screenings, and job announcement preparation; and enable the Recruitment and Internal Placement section to provide proper customer service in order to achieve a customer satisfaction rating of 4 out of 5
ES5-2: Retention of excellent employees	Continue to issue accurate paychecks on the first run at a low error rate	Maintain accuracy of paychecks at 95 percent with an error rate of five percent
ES5-3: Motivated, dedicated workforce team aligned with organizational priorities	Negotiate and administer the County's ten collective bargaining agreements	Renegotiate all ten successor collective bargaining agreements with the County's certified bargaining units; process labor appeals within the mandatory 60 days

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
<p>ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (priority outcome)</p>	<p>Phase in the hiring of a Deputy Director in the Office of the Director (\$71,000)</p>	<p>Lead the Department in moving forward on projects such as the reengineering of business processes, simplification of pay plan and job classifications, and business analysis of the recruitment process</p>
<p>ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (priority outcome)</p>	<p>Provide training for County employees through MDCU in an effort to improve customer service internally and to County residents; continue County Manager's Summer Internship Program at current year levels (\$150,000)</p>	<p>Offer approximately 214 Customer Service Excellence Workshops in FY 2003-04 and 214 workshops in FY 2004-05 which will result in 7,500 employees trained by July 2004 and an additional 7,500 trained by July 2005; the continuation of the County Manager's Summer Internship Program will allow 89 youth the opportunity for summer employment</p>
<p>ES5-4: Workforce skills to support County priorities (e.g. leadership, customer service, fiscal problem-solving technology, etc.) (priority outcome)</p>	<p>Implement improved technology in the areas of time collection and payroll vouchers/garnishments (\$455,000)</p>	<p>Reduce errors in time collection and payroll vouchers/garnishments</p>

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	0	455	0	0	0	0	0	0	455
Grand Total :	0	455	0	0	0	0	0	0	455
Expenditures									
Strategic Area : Enabling Strategies - Budget And Finance									
CIO E-Government Projects	0	455	0	0	0	0	0	0	455
Total :	0	455	0	0	0	0	0	0	455

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SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Contract Temporary Employee Costs	14	0	0
Travel Costs	2	18	10

ADDITIONAL COMMENTS AND HIGHLIGHTS

- In FY 2004-05, the Department will receive \$1.041 million in reimbursements from various departments for MDCU training (\$1.041 million)
- Representatives from ADA, ERD, and the Commission on Disability Issues (CODI) will staff a panel to select participants for the County Manager's Outreach Intern Program, administered by ERD; the Intern Program will provide internship opportunities for individuals with disabilities (\$145,000, four positions)
- Other funding from departments includes: \$30,000 from the General Services Administration (insurance providers) for ESS; \$281,000 from General Services Administration and \$62,000 from Water and Sewer for payroll preparation; \$203,000 from Transit, \$150,000 from Police, \$180,000 from Fire Rescue, \$83,000 from Corrections and Rehabilitation, \$83,000 from Aviation, and \$53,000 from general government for Testing and Validation support

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Fair Employment Practices



DEPARTMENT SUMMARY

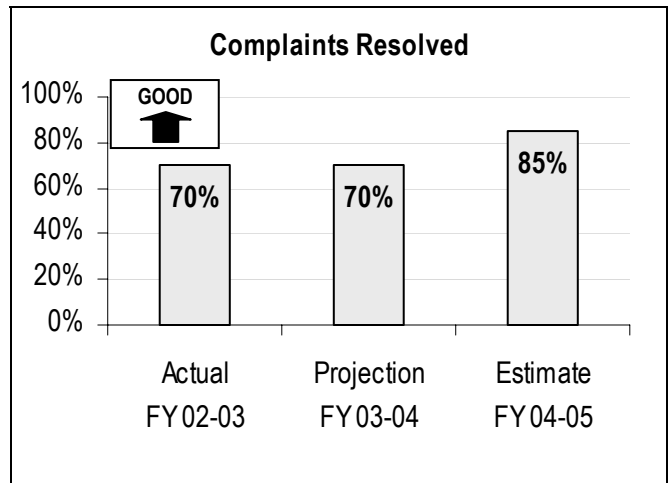
The Office of Fair Employment Practices (OFEP) has the overall responsibility for the development, implementation, and monitoring of the County’s Affirmative Action Program and fair employment guidelines to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, or veteran’s status, and to prohibit unlawful discrimination on such basis.

As part of the Enabling Strategies-Budget and Finance strategic area, OFEP promotes equal employment policies and practices, conducts administrative and field investigations of complaints of discrimination, performs fact-finding conferences, provides mediation to resolve workplace conflicts, and develops and administers training programs with an emphasis toward creating a discrimination-free environment.

The services provided by OFEP are available to every Miami-Dade County employee and prospective applicant. OFEP partners with the Employee Relations Department, the County Attorney’s Office, the Equal Employment Opportunity Commission (EEOC), and the Office of the County Manager.

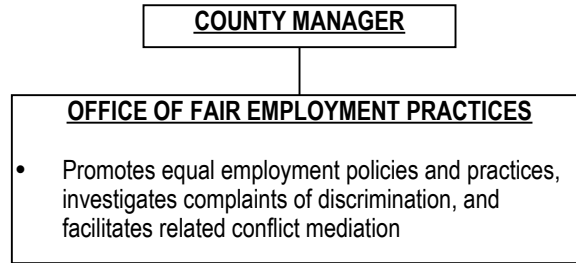
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Implementation of monitoring program	N/A	30%	90%



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Countywide General Fund	384	353	498
UMSA General Fund	207	189	234
Total Revenues	591	542	732
Operating Expenditure Summary			
Salaries	436	433	530
Fringe Benefits	126	100	143
Other Operating	29	9	59
Capital	0	0	0
Total Operating Expenditures	591	542	732

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Enforcement/Complaint Resolution	542	732	6	8
Total Operating Expenditures	542	732	6	8

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

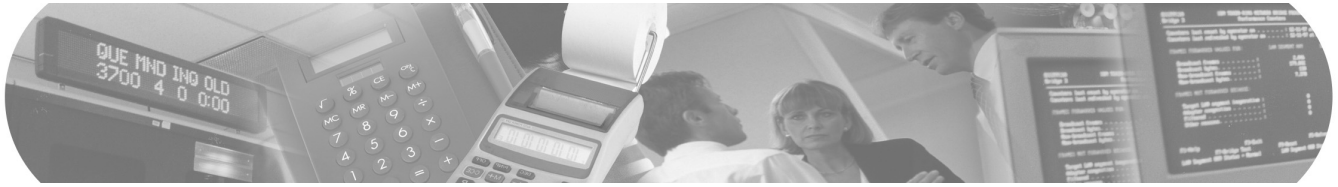
Desired Outcome	Highlights	Performance Impact
ES5-5: Workforce that reflects the diversity of Miami-Dade County	Continue to ensure equal employment opportunity to all without regard to race, sex, color, national origin, religion, age, disability, ancestry, marital status, pregnancy, or veteran's status	Provide an Executive Report containing County hiring statistics to the Board of County Commissioners on a quarterly basis and an annual report

ADDITIONAL COMMENTS AND HIGHLIGHTS

- OFEP will develop curriculum and provide training in equal employment policies and practices by hiring a Training Specialist II, provide administrative support to the Director by hiring an Executive Secretary, and purchase various training supplies and equipment (\$150,000)

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Finance

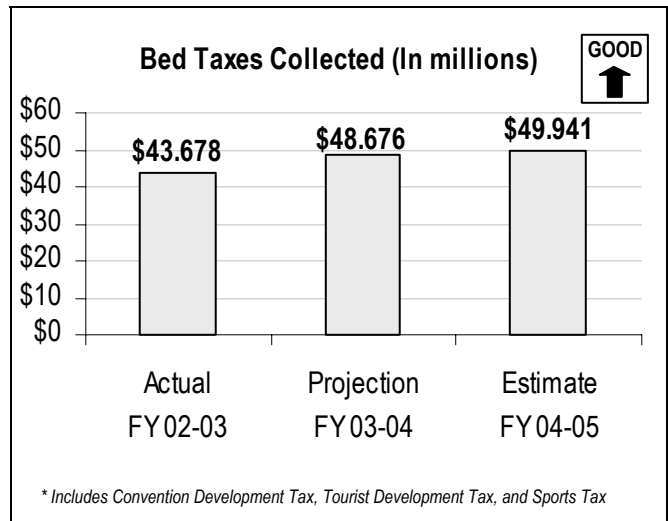


DEPARTMENT SUMMARY

The Finance Department delivers accurate financial services for sound management decision-making. As part of the Enabling Strategies - Budget and Finance strategic area, the Finance Department, an internal service provider, is responsible for centralized accounting, cash management, financial and debt management services, tax collection and distribution, and the collection of delinquent accounts for various County departments. The Finance Department works closely with the Office of Strategic Business Management, the Office of the Clerk, the County Manager's Office, the County Attorney's Office, and outside financial consultants.

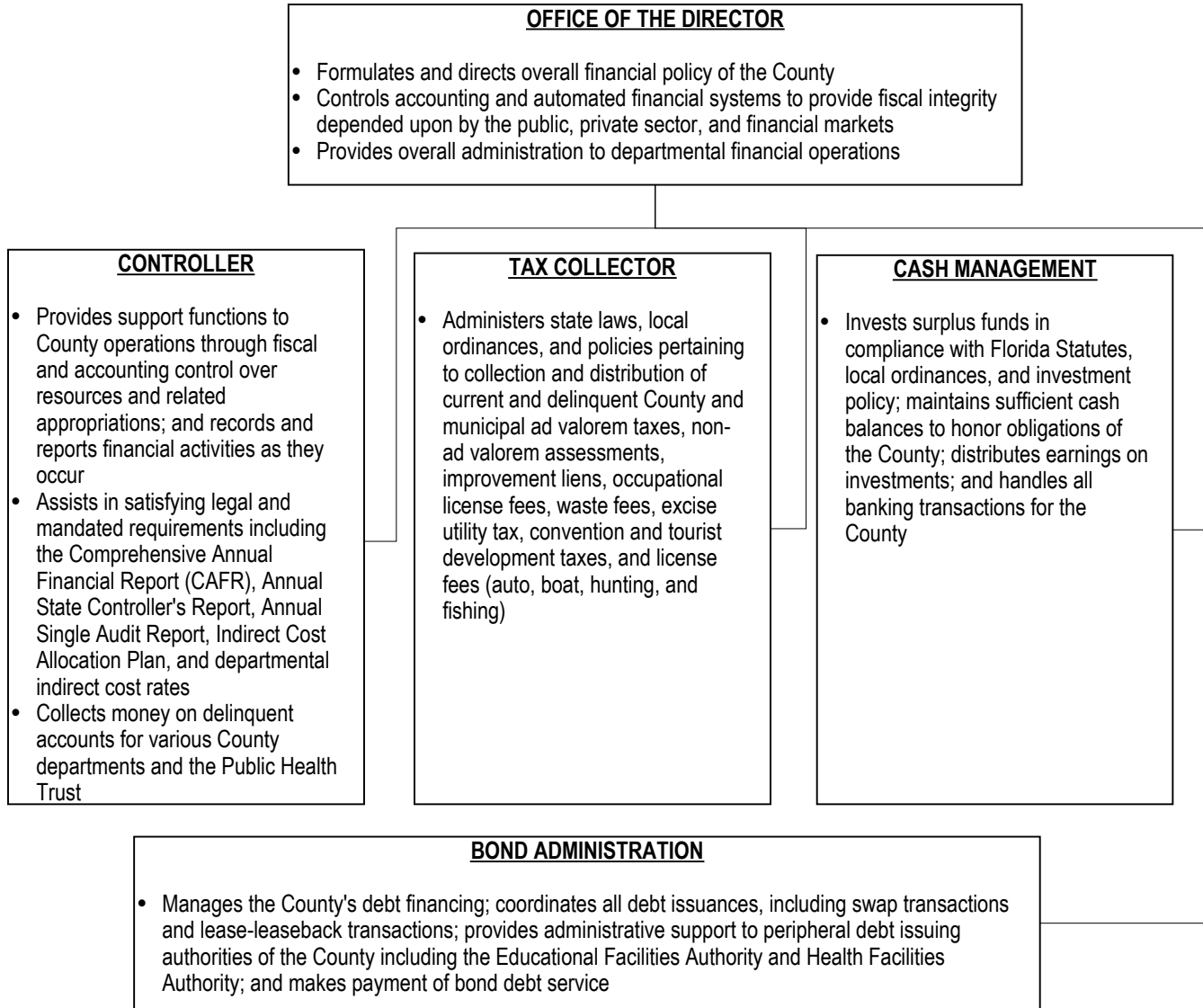
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Earnings on County investments	1.82%	1.75%	2.25%
• Invoices paid within 45 days of receipt	62%	70%	80%
• Vendor payments made via Automated Clearing House	43%	50%	60%



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Bond Administration	2,146	1,349	1,271
Carryover	3,821	1,277	1,848
Cash Management	1,087	1,130	1,283
Credit and Collections	2,119	2,112	3,480
Tax Collector	22,969	19,482	20,603
Total Revenues	32,142	25,350	28,485
Operating Expenditure Summary			
Salaries	13,314	15,145	16,381
Fringe Benefits	3,415	4,156	4,816
Other Operating	5,064	5,985	7,124
Capital	164	64	164
Total Operating Expenditures	21,957	25,350	28,485

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Ad Valorem Tax Collector	6,427	7,756	86	86
Auto Tags	5,178	3,925	85	85
Bond Administration	1,769	2,067	6	6
Cash Management	1,181	1,283	12	12
Convention/Tourist Tax Collections	758	657	14	13
Credit and Collections	2,875	4,147	27	41
Director/Controller/FEMA Coordinator	5,668	6,137	81	81
Occupational Licenses and Enforcement	1,494	2,513	25	26
Total Operating Expenditures	25,350	28,485	336	350

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES8-1: Sound asset management and financial investment strategies (priority outcome)	Expedite payment of invoices to vendors	Increase the percent of invoices paid within 45 days from receipt of invoice to 80 percent in FY 2004-05 from 70 percent of total invoices in FY 2003-04; and increase the usage of Automatic Clearing House (ACH) payments in order to pay vendors expeditiously to 60 percent in FY 2004-05 from 50 percent of payments in FY 2003-04
ES8-1: Sound asset management and financial investment strategies (priority outcome)	Generate additional revenue streams	Initiate a program of lending securities in the County portfolio to pre-approved, credit worthy brokers/dealers on a fully collateralized basis, generating revenue of \$200,000
ES8-1: Sound asset management and financial investment strategies (priority outcome)	Monitor the County's portfolio composition on a daily basis	Achieve an average rate of return on County funds that is competitive with the average rate of return for the County's industry benchmarks (six month average on 180 day Treasury Bills and the State of Florida Board of Administration Pool)

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES8-2: Ensure a capital plan to assure financial resources for replacement, repairs and maintenance of critical assets (priority outcome)	Improve current conditions of public facilities for customers	Renovate satellite office in the South Dade Government office; reduce the number of locations a customer must go to pay taxes or receive services; relocate auto tag warehouse to centrally located area thereby providing a secure and accountable location for personnel to access auto tag inventory
ES8-3: Compliance with financial laws and generally accepted accounting principals	Coordinate the various annual financial statement audits, single audit, and other regulatory audits throughout the County	Develop financial statements in accordance with Governmental Accounting Standards and publish reports within the mandated annual reporting deadlines
ES8-4: Cohesive, standardized countywide financial systems and processes (priority outcome)	Convert all delinquent accounts to a new collection system	Increase revenue from the collection of delinquent accounts by approximately \$1.3 million from the prior year
ES8-5: Effective County tax collection and property appraisal process	Monitor, track, and promote on-line services and payment activities	Conduct annual tax sale on-line; develop a refund process for tax payments in order to research, monitor, and track refund status and make refunds within 30 days; process and complete research requests within seven workdays; and process tax deed applications within 30 days
ES8-5: Effective County tax collection and property appraisal process	Update critical technology systems	Develop a new interactive voice response (IVR) system allowing residents more convenient access to individual property tax information
ES8-5: Effective County tax collection and property appraisal process	Provide on-line tax payments	Continue to develop the Tax Collector web page to include e-checking, improve accessibility and convenience, and enhance the application and renewal process

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Contract Temporary Employee Cost	293	152	227
Travel Costs	59	95	96
Transfers and Reimbursements			
• Capital Outlay Reserve Fund for pay-as-you-go capital	7,500	4,800	4,800
• County Attorney's Office for legal services	400	450	450
• Office of Strategic Business Management for administrative support	175	175	175
• Policy Support	128	128	128

ADDITIONAL COMMENTS AND HIGHLIGHTS

- Increased contract temporary employee cost includes the Controller's quality control pre-audit of accounts payable (\$45,000) and coverage for peak workloads resulting from additional credit and collection activities
- Credit and Collections added 14 positions to increase collection recovery and implemented a performance based memorandum of understanding with collection standards
- The Bond Administration Division is currently working on non ad-valorem finance bond packages for the Department of Environmental Resources Management, the Public Health Trust, Solid Waste Management, Park and Recreation, Aviation, and Transit; convention and tourist tax supported bonds for cultural facilities; and professional sports franchise facility tax supported bonds for construction of a baseball stadium; total financing proceeds from these bonds are expected at approximately \$1.489 billion

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Procurement Management



DEPARTMENT SUMMARY

The Department of Procurement Management (DPM) delivers professional and efficient services to Miami-Dade County in the purchase of goods and services consistent with the standards established by the Board of County Commissioners. The department also utilizes sound business processes to bring the greatest value to County departments with integrity, fairness, competition, and community inclusion.

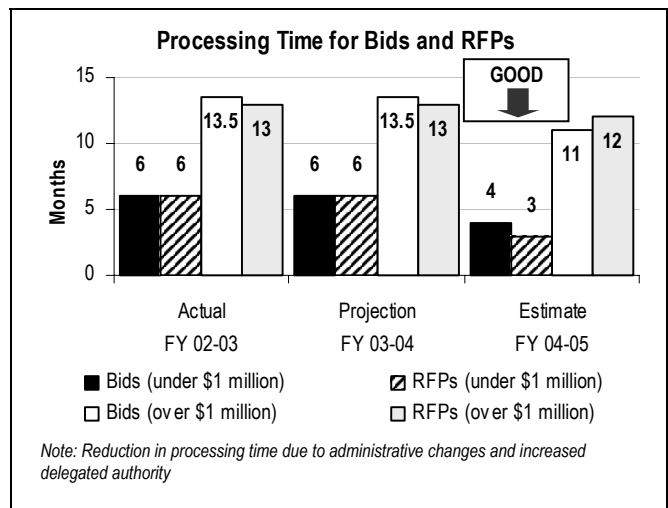
As part of the Enabling Strategies – Budget and Finance strategic area, DPM establishes, purchases, and contracts goods and services at a value of approximately \$900 million per year, ranging from office supplies, motor vehicles, information technology, and support services required for the daily operations of various County departments. The Department performs multiple functions targeted to fulfilling its purpose in a timely and cost-effective manner including, but not limited to, market research, needs analysis, specification development, competitive solicitation of bids and proposals, and skilled negotiations.

DPM has a close working relationship with all County departments that it serves. In promoting full and open competition, the Department also fosters the participation of vendors and the business community. The recent implementation of electronic (“e”) procurement and a website for vendors and the public are central to the department’s performance and delivery of quality, cost-effective services.

COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Bid announcements issued via e-mail	74%	76%	78%
• Former bid waiver and sole source contracts now competed	N/A*	25%	25%

* N/A: Data not available



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION

OFFICE OF THE DIRECTOR

- Establishes departmental policy; establishes, reviews, and modifies countywide procurement policy, procedures, and contracts; serves as a liaison between the user departments and vendors; responsible for agenda development, review, and coordination; establishes staff competency requirements and training programs; develops and administers procurement certification training for liaisons from user departments; promotes full and open competition; reviews and assesses the use of technology to enhance efficiency; educates vendors; determines and monitors contract compliance; implements policy enacted by the Board of County Commissioners (BCC) and the County Manager; coordinates Living Wage Commission activities; directs and manages the daily operations of the department

PURCHASING DIVISION

- Establishes contracts for commodities through Invitations to Bid
- Prepares statistical reports; distributes and tracks all formal bid contracts
- Notifies bidders of status of contract award; performs a competency evaluation of bidders; and conducts pre-bid conferences
- Develops technical bid specifications for new and recurring bids (formal and informal); solicits proposals from prospective vendors; and evaluates proposals for recommendation to the BCC when required
- Establishes countywide standards for contract negotiations; serves as technical advisor in all negotiations; establishes and maintains training programs for negotiations throughout the County
- Maintains responsibility for Request for Proposal (RFP)/Request for Qualifications (RFQ) process, provides departments with technical assistance; conducts pre-proposal conferences, selection committee meetings, and the evaluation of proposals; responds to marketplace inquiries on procurement and contractual matters; conducts negotiations with selected awardees and prepares negotiated contracts
- Conducts continuous audits to ensure compliance with established guidelines, resolutions, policies, and procedures
- Processes requisitions and purchase orders by accessing existing County contracts

ADMINISTRATIVE AND FISCAL DIVISION

- Manages the collection of User Access Program (UAP) revenues including the inter-departmental implementation of UAP collection efforts
- Prepares divisional and departmental annual budget; quarterly expenditure and revenue reports; and reviews and processes departmental invoices
- Monitors contracts used by the department
- Develops and monitors performance and quality measures
- Prepares and processes all personnel actions
- Assists vendors with how to conduct business with the County; operates Vendor Information Center
- Advertises bid, RFP, and architectural and engineering solicitations in newspaper
- Develops and conducts on-going training program for departmental staff

TECHNICAL SERVICES / INFORMATION SYSTEMS DIVISION

- Manages DPM's internal Management Information System functions
- Administers Local Area Network
- Develops and implements e-procurement initiatives
- Edits and maintains departmental web page
- Creates and implements new Information Technology (IT) procurement methods; responsible for establishing and monitoring all IT and telecommunication contracts for the County
- Responsible for managing countywide Advanced Purchasing Inventory Control System (ADPICS) operations and training

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Bid and RFP Solicitation Packages	13	11	11
Capital Working Fund	503	118	125
Carryover	48	75	0
Countywide General Fund	4,029	4,317	3,688
Interagency Transfers	0	325	0
Surcharge Revenues	142	50	50
UMSA General Fund	2,169	2,324	1,736
User Access Program	0	838	2,400
Total Revenues	6,904	8,058	8,010
Operating Expenditure Summary			
Salaries	4,621	5,465	5,532
Fringe Benefits	1,052	1,383	1,358
Other Operating	1,008	1,168	1,067
Capital	135	42	53
Total Operating Expenditures	6,816	8,058	8,010

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Administration	1,986	1,732	18	17
ADPICS	981	880	6	4
Bids and Contracts	2,903	3,231	45	43
Competitive Acquisition	468	368	7	6
Information Technology Procurement	415	511	7	7
Request for Proposals	805	796	11	12
Vendor Assistance	500	492	8	7
Total Operating Expenditures	8,058	8,010	102	96

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES3-1: Streamlined and responsive procurement process (priority outcome)	Continue the use of bid announcements via e-mail to reduce paperwork and mailing expenses and better notify vendors of contract opportunities	Increase the percentage of all bid announcements issued via e-mail in to 78 percent from 76 percent
ES3-1: Streamlined and responsive procurement process (priority outcome)	Implement the Vendor Past Performance Database to develop a comprehensive data source that will help assess vendor past performances (\$100,000)	Improve the ability to screen vendors and better respond to inquiries on solicitations by providing information on vendors seeking repeat business
ES3-2: Full and open competition	Continue conducting and participating in outreach activities/events to attract potential vendors and businesses interested in contracting opportunities	Maintain the current level of participation at different outreach activities by attending 258 events

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES3-2: Full and open competition	Promote contract opportunities and review vendor applications for compliance in an efficient and acceptable timeframe for firms wanting to do business with the County (\$429,000)	Maintain a compliance review turnaround time of 21 days for 90 percent of applications received
ES3-2: Full and open competition	Continue to increase full open competition by identifying competitive opportunities in bid waiver and sole source contracts and competing those services	Maintain at 25 percent the percentage of previous bid waivers and sole source contracts now competitively awarded
ES3-2: Full and open competition	Continue to minimize the number of contract extensions in an effort to increase competition	Maintain at 15 percent the number of contracts extensions not awarded through a competitive process
ES3-3: “Best-value” goods and services (price, quality, terms and conditions) (priority outcome)	Continue to aggressively negotiate better contract terms and language that results in savings to departments on goods and services contracts	Generate \$15 million in savings to departments based on the difference from original contract value, including all contract and option-to-renew years, to the negotiated contract value

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	0	100	0	0	0	0	0	0	100
Grand Total :	0	100	0	0	0	0	0	0	100
Expenditures									
Strategic Area : Enabling Strategies - Budget And Finance									
Computer and Systems Automation	0	100	0	0	0	0	0	0	100
Total :	0	100	0	0	0	0	0	0	100

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	Actual FY 02-03	(Dollars in Thousands)	
		Budget FY 03-04	Proposed FY 04-05
ADPICS Modification Contract	210	140	130
Contract Temporary Employee Costs	284	79	92
Enterprise Technology Services Department for ADPICS support	0	216	301
Travel Costs	13	8	13

ADDITIONAL COMMENTS AND HIGHLIGHTS

- Implementation of the User Access Program (UAP) modification to the ADPICS and FAMIS systems completed in June 2004; FY 2004-05 revenues budgeted at \$2.4 million
- The FY 2004-05 Proposed Resource Allocation Plan includes an out-stationed position to the Performing Arts Center for expedited processing of bids (\$83,000)
- Two procurement contracting officer positions will be added in FY 2004-05 to work specifically on transit-related RFPs; DPM will be reimbursed by Miami-Dade Transit for these services
- Special Taxing Districts Administration in Public Works will fund a part-time position to work on expedited RFPs associated with special taxing districts (\$25,000)
- Streamlined in FY 2003-04 the invitations to bid process by increasing the delegated authority of procurement staff and the division director to approve documents, advertise solicitations, and award contracts; reduced processing time by two to four weeks on those contracts where authority has been delegated
- The FY 2004-05 Proposed Resource Allocation Plan reduces one position (\$91,000) from the Competitive Acquisition Unit and one position from the RFP Unit potentially increasing the average processing time of RFP actions; reduces one position from the Vendor Information Center (VIC) (\$46,000), moving all vendor assistance functions from the VIC to the main office; eliminates the vacant ADPICS Division Director position (\$132,000) and transfers the functions to the Director's Office; reduces one position (\$44,000) in ADPICS, leaving only one other position supporting the help desk; reduces one position from the Director's Office (\$104,000) and shifts all outreach functions to other personnel; and merges the Strategic Acquisition Planning Division with the Bids and Contracts Division therefore reducing two positions (\$234,000)

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Property Appraisal



DEPARTMENT SUMMARY

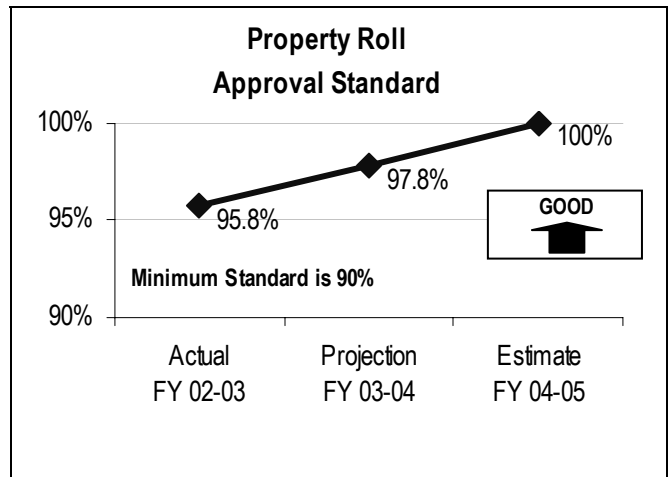
The Property Appraisal Department is responsible for administering the State of Florida ad valorem tax system. The Department's purpose is to identify and appraise all real and tangible personal property within the County and maintaining all associated records. The Department assures that all county property owners are informed of the annual assessed value for their property and any exemption applied to the property.

As part of the Enabling Strategies - Budget and Finance strategic area, the Department performs legislated functions related to the assessment of property for ad valorem taxes, which are vital to the financial health of local government services such as public schools, water management, fire, police, libraries, and voter-approved debt payments.

To fulfill its responsibilities the Property Appraisal Department must continually inform and meet with Miami-Dade County property owners, County Commissioners, Tax Collector, and other County agencies and municipalities. In addition, the Property Appraisal Department's responsibilities are constitutionally mandated and regulated by the State Department of Revenue.

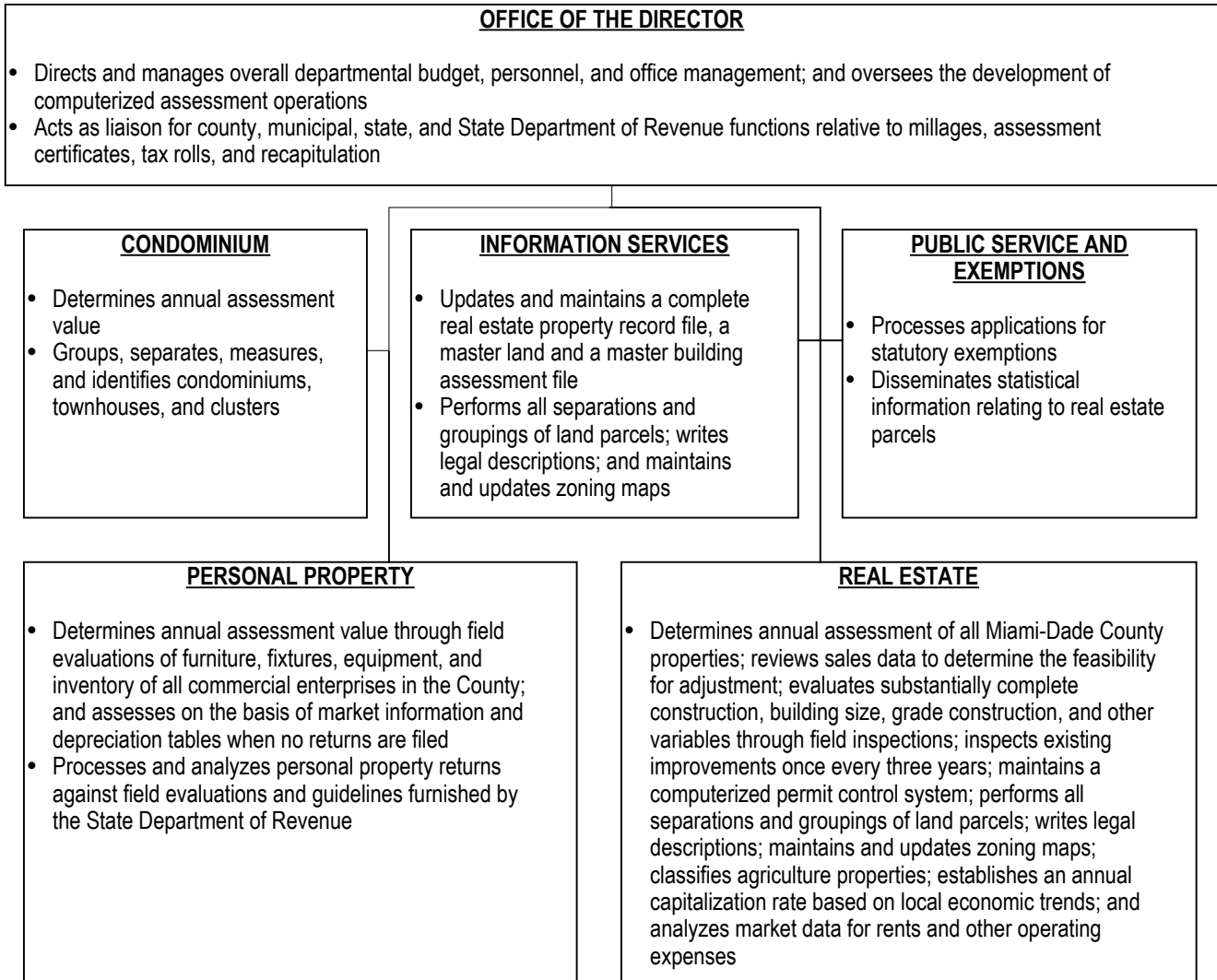
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Public use of the Property Appraisal Department's website - unique visitors	896,468	1,326,872	1,525,903



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Countywide General Fund	15,304	16,736	18,399
Total Revenues	15,304	16,736	18,399
Operating Expenditure Summary			
Salaries	10,259	11,851	12,782
Fringe Benefits	2,854	3,206	3,912
Other Operating	1,506	1,594	1,705
Capital	685	85	0
Total Operating Expenditures	15,304	16,736	18,399

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Enabling Strategies - Budget and Finance				
Administration	1,322	1,450	13	13
Exemption Process	1,021	1,102	17	17
Information Services	1,523	1,656	25	25
Personal Property Appraisal Process	2,895	3,271	48	50
Public Services	268	299	6	6
Real Estate and Condominium Appraisal Process	9,707	10,621	148	148
Total Operating Expenditures	16,736	18,399	257	259

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enabling Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES8-5: Effective County tax collection and property appraisal process	Continue to provide exemption process by receiving, verifying, and approving or disapproving applications for statutory exemptions by July 1, meeting the State's Department of Revenue (DOR) standards for a certified tax roll	65 percent (28,000) of exemption applications and 70 percent of senior exemption renewals (26,600) must be posted by March 1 to meet the deadline; the exemption investigation section removes unwarranted exemptions, serving as a quality control section for the division; the production goal is to complete the homestead renewal investigations (8,000) by June 1
ES8-5: Effective County tax collection and property appraisal process	Continue real estate and condominium appraisal process at current level	Meet the Alternate Level of Assessment criteria set by DOR (no less than 90% for strata 01 - residential properties, 02 - multi-family properties, and 06 - commercial and industrial properties)
ES8-5: Effective County tax collection and property appraisal process	Continue personal property appraisal process at current level	Complete 80,000 field inspections by February 15; complete assessment of on-time returns by June 15; complete late returns by August 15; complete VAB appeals by August; and comply with DOR 04-05 Audit requirements with current staff
ES8-5: Effective County tax collection and property appraisal process	Continue to provide information services	Process and verify all data changes within two days of data entry; scan, validate, and verify all Value Adjustment Board submissions within one hour of receipt; address all public service requests within one week; process complex legals within one week; and process new plats, cutouts, and prorations within three days

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

CAPITAL BUDGET SUMMARY

(Dollars in Thousands)	PRIOR	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FUTURE	TOTAL
Revenue									
Capital Outlay Reserve	1,648	2,500	0	0	0	0	0	0	4,148
Grand Total :	1,648	2,500	0	0	0	0	0	0	4,148
Expenditures									
Strategic Area : Enabling Strategies - Budget And Finance									
Departmental Information Technology Projects	1,648	2,500	0	0	0	0	0	0	4,148
Total :	1,648	2,500	0	0	0	0	0	0	4,148

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Contract Temporary Employee Costs	30	25	25
Overtime	144	130	130
Postage	483	500	507
Travel	7	7	7

ADDITIONAL COMMENTS AND HIGHLIGHTS

- Funding for two additional positions in the Personal Property Cut Out Unit (\$100,000) will allow the Department to comply with recent changes in State law regarding the response time on requests for changes to the certified personal property assessments; the Department will comply with the required 30 day response time

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Strategic Business Management



DEPARTMENT SUMMARY

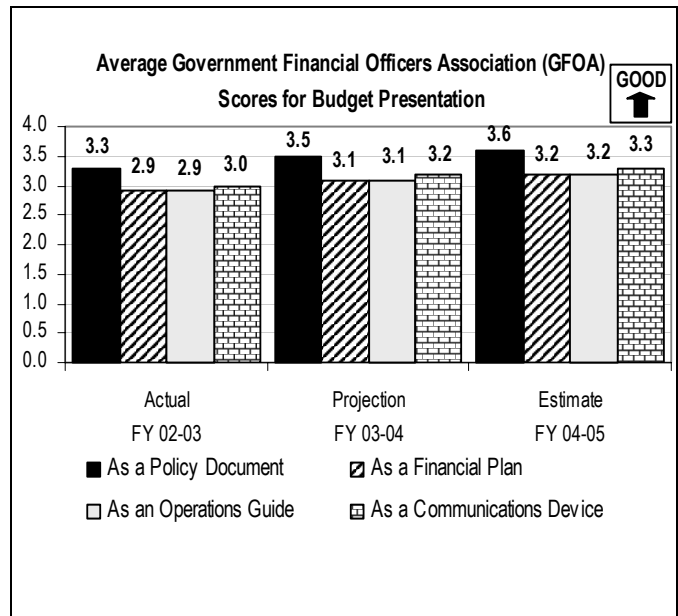
The Office of Strategic Business Management (OSBM) was created in October 2003 by the merger of the Office of Performance Improvement (OPI) and the Office of Management and Budget (OMB). The expanded office brings under the same administration the County's performance improvement, strategic management, and budget functions. The Office plays a major role in the implementation of a results-oriented government in the County, by refocusing the budget process to emphasize departmental program areas, assigning resource allocations to the priority outcomes identified in the strategic plan, and linking those allocations to related performance measures and targets.

As part of the Enabling Strategies - Budget and Finance strategic area, OSBM provides policy analysis regarding incorporation and annexation; researches grant opportunities and provides technical assistance to departments seeking grant funding; and manages and administers the federal Ryan White Comprehensive AIDS Resources Emergency (CARE) Act grant (federal grant enacted in 1990 to address the health care and service needs of people living with HIV disease and their families in the United States).

Stakeholders are low-income residents living with HIV; citizens involved in incorporations or annexations; community-based organizations seeking grant funding, other governmental entities, and all County departments, the Mayor, and the Board of County Commissioners.

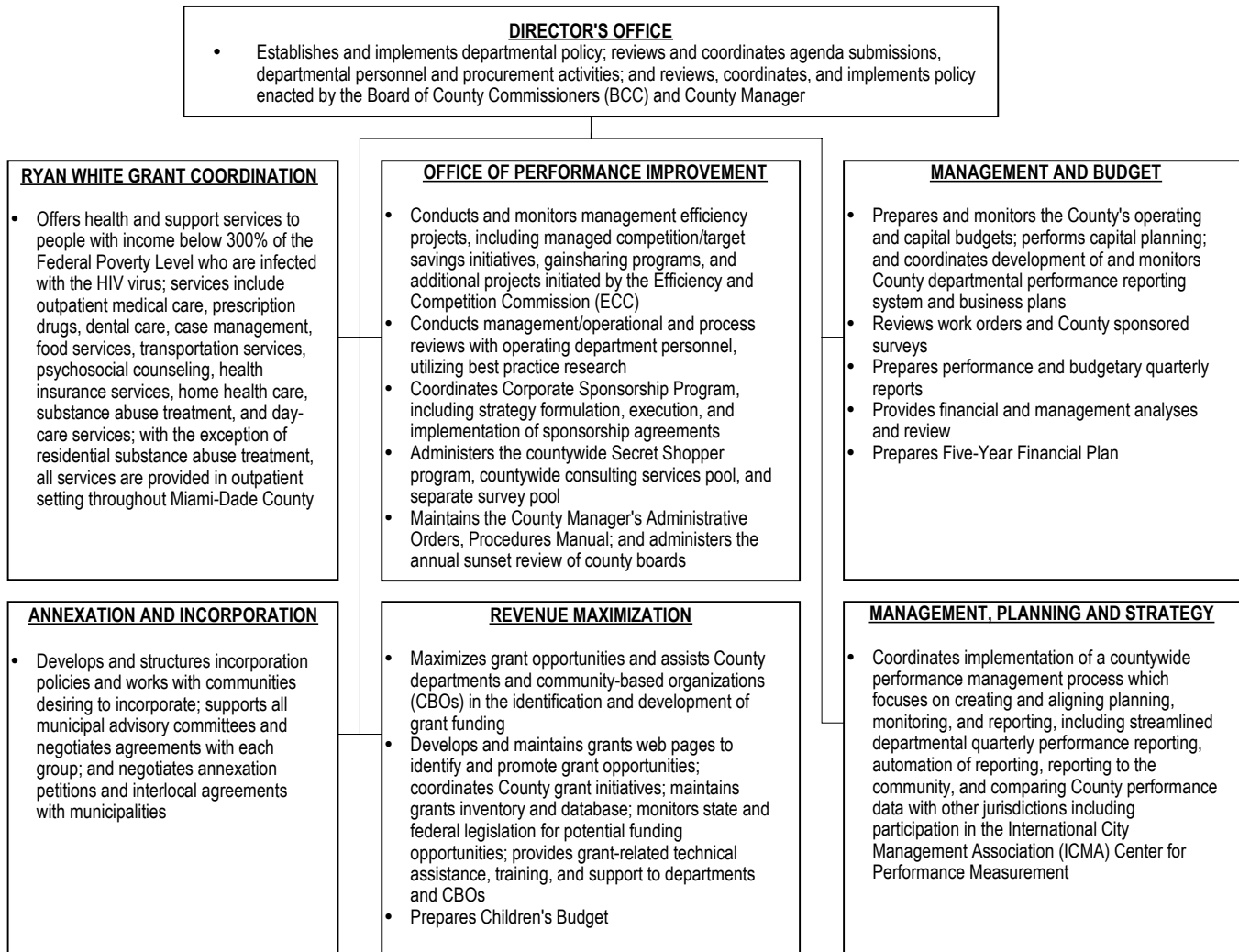
COMMUNITY BUDGET DOLLARS AT WORK

	Actual FY 02-03	Projection FY 03-04	Estimate FY 04-05
• Emergency contingency reserve (\$ millions)	\$0	\$11	\$24.5
• Grant dollars received by County as part of revenue enhancement activities (\$ millions) (the Office of Emergency Management will coordinate future County application for the Urban Area Security Initiative grant, which was secured by OSBM in FY 2002-03)	\$13	\$1	\$2
• HIV positive people connected to treatment for the first time or reconnected to care as a result of Ryan White Title 1 outreach efforts	800	1,200	1,500
• Priority outcome performance indicators with baselines and targets established	0%	90%	100%
• Respondents expressing satisfaction among recipients of Ryan White Title I funded services	80%	85%	90%



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

DEPARTMENT TABLE OF ORGANIZATION



2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(Dollars in Thousands)	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Revenue Summary			
Bond Funds (QNIP)	100	150	150
Carryover	776	0	0
Countywide General Fund	2,316	3,114	3,517
Interagency transfers	132	773	775
Ryan White Care Act	26,563	27,024	25,540
UMSA General Fund	1,247	2,464	2,537
Total Revenues	31,134	33,525	32,519
Operating Expenditure Summary			
Salaries	3,325	5,455	5,708
Fringe Benefits	753	1,303	1,342
Other Operating	27,049	26,747	25,459
Capital	7	20	10
Total Operating Expenditures	31,134	33,525	32,519

(Dollars in Thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 03-04	Proposed FY 04-05	Budget FY 03-04	Proposed FY 04-05
Strategic Area: Health and Human Services				
Ryan White	27,024	25,540	16	16
Strategic Subtotal	27,024	25,540	16	16
Strategic Area: Enabling Strategies - Budget and Finance				
Administration	721	794	6	7
Annexation and Incorporation	816	882	6	8
Management and Budget	2,536	2,710	24	24
Management Planning and Strategy	372	655	3	2
Performance Improvement	1,442	1,189	17	14
Revenue Maximization	614	749	7	8
Strategic Subtotal	6,501	6,979	63	63
Total Operating Expenditures	33,525	32,519	79	79

STRATEGIC PLANNING PRIORITIES AND BUDGET HIGHLIGHTS

Enable Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES9-5: Continuously improving government	Continue seeking opportunities for operational efficiencies and cost savings	Negotiate and sign two new gainsharing agreements with County departments
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Develop alternative sources or revenue	Work with consultants and County management to negotiate three new corporate sponsorship agreements
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Ensure effective budgeting and develop helpful forecasting reports	Produce and distribute the Proposed Resource Allocation and Multi-Year Capital Plan in July; produce and distribute the Final Adopted Business Plan and Adopted Resource Allocation Plan including the updated Five-Year Financial Plan in November

2004 – 2005 Proposed Resource Allocation and Multi-Year Capital Plan

Enable Strategies – Budget and Finance

Desired Outcome	Highlights	Performance Impact
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Continue implementing the Board of County Commissioners incorporation policies	Negotiate conceptual agreements with Municipal Advisory Committees in areas considering incorporation; negotiate annexation agreements with municipalities; negotiate interlocal agreements; and coordinate the transition of services to newly incorporated municipalities
HH4-1: Healthier Community	Promote independent living through early intervention and support services	Prepare the County's annual Ryan White Grant application, in compliance with all federal requirements; and obligate all direct Ryan White client service grant funds by July
ES8-2: Planned necessary resources to meet current and future operating and capital needs	Continue to ensure adequate revenue streams	Update the grant resources web page weekly as part of the of the County web portal to identify federal, state, local, private, and international grant opportunities for County departments and community-based organizations

SELECTED LINE ITEM HIGHLIGHTS AND DETAILS

Line Item Highlight	(Dollars in Thousands)		
	Actual FY 02-03	Budget FY 03-04	Proposed FY 04-05
Ryan White Grants	26,563	27,024	25,040
Travel Costs	24	25	35

ADDITIONAL COMMENTS AND HIGHLIGHTS

- Funding includes transfers for programmatic support from Ryan White (\$30,000), Metropolitan Planning Organization (\$50,000), Quality Neighborhoods Improvement Program (\$150,000), Capital Working Fund (\$300,000), Capital Outlay Reserve (\$112,000), Interagency transfers (\$106,000), and Finance Department Bond Administration Division (\$175,000)