

# FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

## General Services Administration

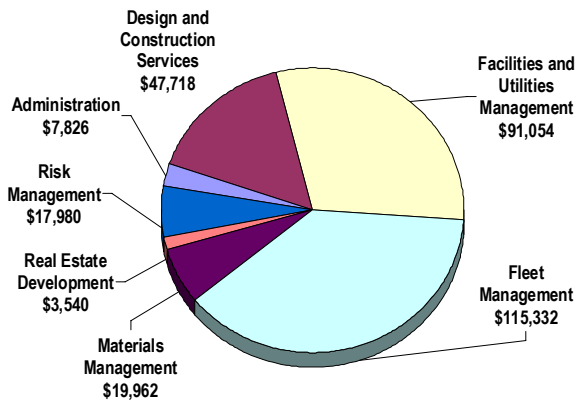
The General Services Administration (GSA) provides a wide range of internal support services for the continued operation of County government.

As part of the Enabling Strategies strategic area, GSA provides fleet management, centralized business services, facilities management and maintenance, insurance and risk management, employee benefits, facility design, construction and renovation, parking management, real estate acquisition and disposal, joint property development, and lease negotiation and management.

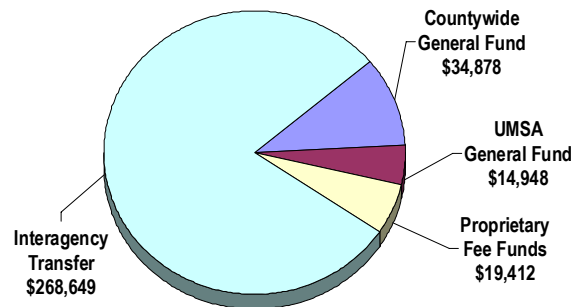
The Department's customers and stakeholders include County departments, certain municipalities, and the public visiting County buildings such as libraries, courthouses, and government administration buildings.

### FY 2008-09 Adopted Budget

**Expenditures by Activity**  
(dollars in thousands)

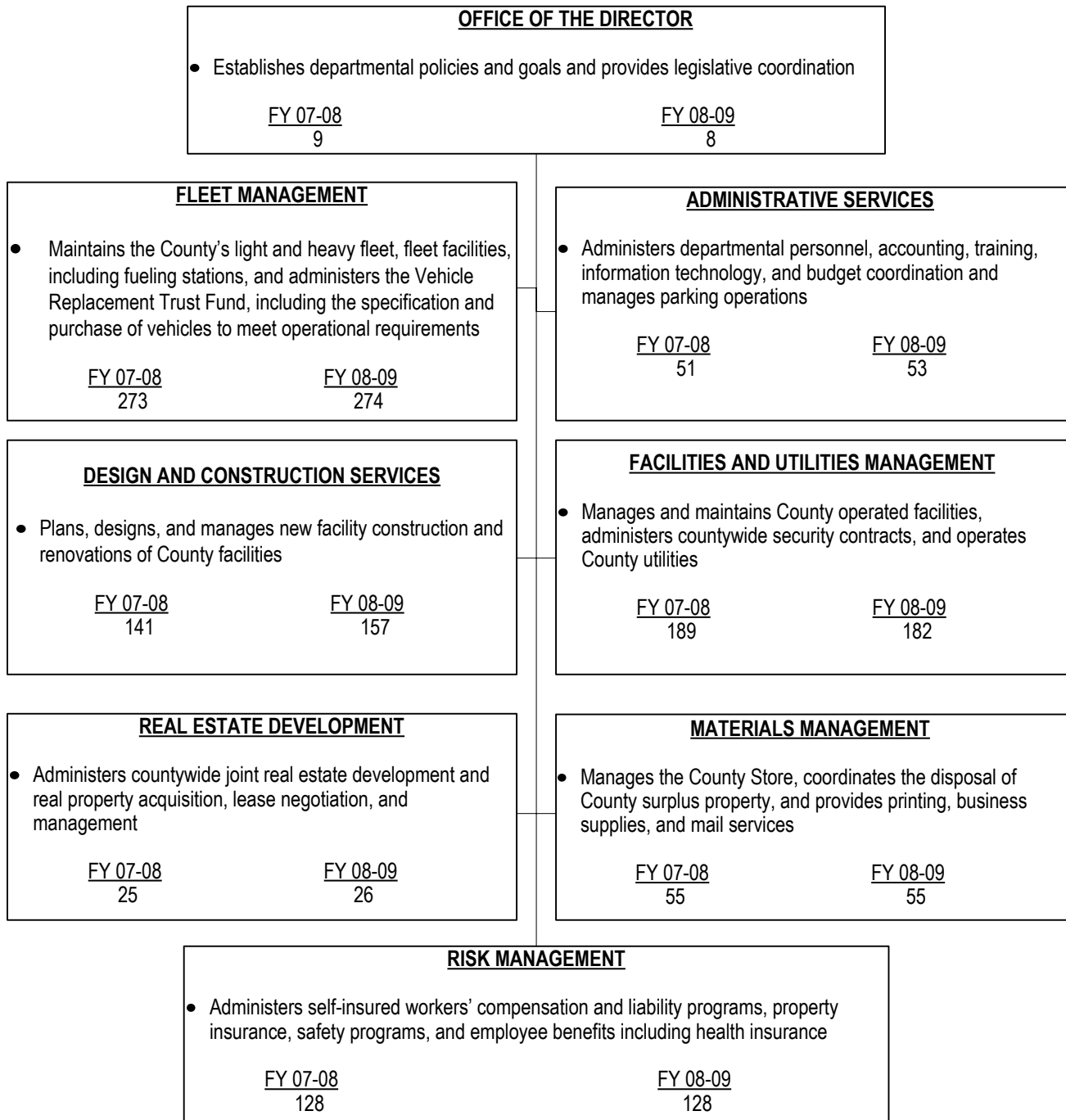


**Revenues by Source**  
(dollars in thousands)



# FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

## TABLE OF ORGANIZATION



## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Adopted FY 08-09
<b>Revenue Summary</b>			
General Fund Countywide	25,133	32,497	34,878
General Fund UMSA	10,775	14,331	14,948
Carryover	25,632	5,254	12,271
External Fees	5,563	5,191	7,141
Proprietary Fees	0	200	0
Documentary Stamp Surtax	0	0	513
Interagency Transfers	1,204	1,019	0
Internal Service Charges	227,896	261,427	268,136
Total Revenues	296,203	319,919	337,887
<b>Operating Expenditures Summary</b>			
Salary	47,560	52,267	55,621
Fringe Benefits	15,471	17,093	17,649
Other Operating	151,701	189,569	198,513
Capital	38,411	32,751	31,629
Total Operating Expenditures	253,143	291,680	303,412
<b>Non-Operating Expenditures Summary</b>			
Debt Service	15,938	20,477	24,138
Reserve	0	5,309	7,884
Transfers	253	2,453	2,453
Total Non-Operating Expenditures	16,191	28,239	34,475

(dollars in thousands)	Total Funding		Total Positions	
Expenditure By Program	Budget FY 07-08	Adopted FY 08-09	Budget FY 07-08	Adopted FY 08-09
<b>Strategic Area: Enabling Strategies</b>				
Administration	7,449	7,826	60	61
Design & Construction Services	36,988	47,718	141	157
Facilities & Utilities Management	90,173	91,054	189	182
Fleet Management	119,824	115,332	273	274
Materials Management	16,472	19,962	55	55
Real Estate Development	3,155	3,540	25	26
Risk Management	17,619	17,980	128	128
Total Operating Expenditures	291,680	303,412	871	883

### CAPITAL BUDGET SUMMARY

(dollars in thousands)	PRIOR	FY 08-09	FY 09-10	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FUTURE	TOTAL
<b>Revenue</b>									
Building Better Communities GOB Program	26,431	10,708	17,205	20,931	7,825	8,520	5,200	51,570	148,390
Capital Asset Acquisition Bond 2004B Proceeds	15,000	0	0	0	0	0	0	0	15,000
Capital Asset Acquisition Bond 2007 Proceeds	68,564	0	0	0	0	0	0	0	68,564
Capital Outlay Reserve	0	797	1,000	0	0	0	0	0	1,797
Department Operating Revenue	6,562	11,398	12,400	13,000	4,600	0	0	0	47,960
FEMA Hazard Mitigation Grant	0	1,948	0	0	0	0	0	0	1,948
Florida Inland Navigational District	2,178	0	0	0	0	0	0	0	2,178
Future Capital Asset Acquisition Bond	0	0	105,517	0	0	0	0	0	105,517
Interest Earnings	462	0	0	0	0	0	0	0	462
Other - County Bonds/Debt	1,379	0	0	0	0	0	0	0	1,379
Sale of Surplus Property	933	0	0	0	0	0	0	0	933
Special Revenue Backed Financing	0	0	4,100	0	0	0	0	0	4,100
Total:	121,509	24,851	140,222	33,931	12,425	8,520	5,200	51,570	398,228
<b>Expenditures</b>									
<b>Strategic Area: Enabling Strategies</b>									
Court Facilities	726	8,362	5,912	0	0	0	0	0	15,000
Departmental Information Technology Projects	700	2,000	1,500	0	0	0	0	0	4,200
Environmental Projects	2,400	1,600	0	0	0	0	0	0	4,000
Equipment Acquisition	212	216	0	0	0	0	0	0	428
Facility Improvements	4,691	18,414	19,101	32,112	16,310	7,120	2,700	18,262	118,710
New Facilities	40,991	14,587	133,566	22,119	1,000	1,400	2,500	33,308	249,471
Pedestrian Paths and Bikeways	198	3,874	1,800	547	0	0	0	0	6,419
Total:	49,918	49,053	161,879	54,778	17,310	8,520	5,200	51,570	398,228

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### SELECTED ITEM HIGHLIGHTS AND DETAILS

Line Item Highlights	(dollars in thousands)				
	Actual FY 05-06	Actual FY 06-07	Budget FY 07-08	Actual FY 07-08	Budget FY 08-09
Fuel and Lubricants	30,940	29,926	33,430	44,701	42,847
Contract Temporary Employees	1,317	2,097	1,226	597	1,936
Travel	74	84	141	61	165
Rent	2,899	3,248	4,696	5,765	7,410
Electricity	8,928	10,234	12,304	11,545	12,702
Security Services	6,303	6,568	6,357	6,601	5,929
Janitorial Services	6,305	7,612	7,997	8,135	8,122
Transfers and Reimbursements					
• County Attorney's Office – Legal Services	4,100	4,100	4,100	4,100	3,800
• Public Works Department - Safety Improvements	390	409	399	399	421
• Department of Human Resources - Payroll Support	327	315	315	315	315

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: RISK MANAGEMENT**

Risk Management administers countywide insurance-related programs.

- Administers the County's self-insured workers' compensation, self-insured health and self-insured liability programs
- Procures insurance for County property
- Monitors County contracts for insurance requirements
- Administers Employee Benefits and the Safety and Loss Prevention programs

### **Strategic Plan Outcome - Measures**

- ES8-1: Sound asset management and financial investment strategies

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Administer employee benefits program; improve workers compensation and general liability claims management process	Subrogation collections (in thousands)*	\$1,680	\$1,819	\$1,680	\$1,892	\$1,720
	Customer satisfaction with workers' compensation process	75%	94%	75%	95%	95%
	Cost of penalties imposed by State for untimely filing of workers' compensation claim documents	N/A	\$16,800	\$15,100	\$16,300	\$13,600

\*Revenue recovered by the County from parties that have damaged County property

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### **DIVISION: ADMINISTRATION**

Administration provides overall departmental management and operational oversight.

- Formulates and manages departmental business plan, performance measures, and budget
- Performs accounts payable and receivable, and financial reporting
- Develops and maintains information system and applications
- Provides personnel recruitment and labor management
- Administers parking operations

### **Strategic Plan Outcome - Measures**

- ES9-3: Achievement of performance targets (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of information technology service calls completed within 24 hours	80%	88%	80%	100%	90%
	Percentage of invoices paid within 30 calendar days of receipt	85%	88%	90%	86%	92%

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### **DIVISION: MATERIALS MANAGEMENT**

Materials Management manages the County Store, County assets, and mail and printing services.

- Provides business supplies, printing, and mail services
- Oversees the County's capital inventory process, including surplus disposal and annual capital inventory reconciliation

### **Strategic Plan Outcome - Measures**

- ES3-3: "Best-value" goods and services (price, quality, terms and conditions)

<b>Objectives</b>	<b>Measures</b>	<b>FY 06-07</b>		<b>FY 07-08</b>		<b>FY 08-09</b>
		<b>Target</b>	<b>Actual</b>	<b>Target</b>	<b>Actual</b>	<b>Target</b>
Provide quality business services	Customer satisfaction with Materials Management	100%	86%	100%	92%	100%
	Average business days to deliver supply orders	5.0	3.5	4.0	2.8	3.0

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: DESIGN & CONSTRUCTION SERVICES**

Design and Construction Services provides design, construction, and renovation services.

- Plans, designs and manages new facility construction and renovations of County facilities
- Performs minor repairs and maintenance of County-operated facilities
- Designs, fabricates, and installs facility signage

### **Strategic Plan Outcome - Measures**

- ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Provide architectural design and construction services to County departments	Customer satisfaction with design and construction project managers	N/A	N/A	80%	83%	80%
	Average daily work orders and service tickets assigned per project manager*	10	39	10	50	10
	Average monthly ongoing construction projects	280	275	225	388	225
	Average monthly site visits per project manager	N/A	N/A	65	116	81

\*As a result of higher workloads, the Department anticipates not meeting target in the current fiscal year

### **BUDGET PRIORITIES**

- Continue to plan and manage the construction of County client department and GSA capital projects (\$49.053 million in FY 2008-09, \$398 million all years) including Building Better Communities (BBC) Bond Program (\$10.708 million in FY 2008-09, \$148.39 million all years); four new positions are funded from capital project management fees (\$305,000)

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### **DIVISION: FLEET MANAGEMENT**

Fleet Management provides fleet maintenance and replacement services.

- Maintains the County's light and heavy fleet and fleet facilities, including fueling stations
- Prepares specifications for purchases and rental of mobile equipment
- Provides fuel and maintenance to certain municipalities and other governmental bodies
- Administers the Vehicle Replacement Trust Fund

### **Strategic Plan Outcome - Measures**

- ES7-1: Safe and reliable vehicles ready to meet needs

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Provide well maintained County vehicles	Average miles of retired vehicles	100,000	88,000	100,000	98,565	100,000
	Percentage of light equipment repair times outperforming industry standards*	50%	58%	55%	65%	60%
	Percentage of heavy equipment repair times outperforming industry standards*	N/A	N/A	50%	58%	55%
	Percentage of work hours billed by technicians	95%	98%	95%	97%	95%

\*Industry performance represented by Mitchell Book Standards, which collects comparative data nationally

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: FACILITIES & UTILITIES MANAGEMENT**

Facilities and Utilities Management manages and maintains County operated facilities.

- Administers County-wide security contracts
- Provides County-wide planning of energy management budgeting
- Administers the County's Energy Performance Contracting Program
- Manages and operates the production of chilled water and energy distribution
- Responsible for County-wide elevator licensing and safety monitoring
- Manages County facilities including Courts and Administrative buildings

### **Strategic Plan Outcome - Measures**

- ES6-4: Well-maintained facilities

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Provide well maintained county buildings; provide timely and reliable elevator inspection services	Rentable square footage maintained per maintenance employee	66,091	69,374	60,000	69,374	69,000
	Emergency generator load bank tests performed	28	18	28	30	28
	Percentage of regulated elevators with valid Certificates of Operation	95%	78%	83%	54%	90%
	Average calendar days to issue new elevator installation permits	N/A	31	28	39	28

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

### **DIVISION: REAL ESTATE DEVELOPMENT**

Real Estate Development administers countywide real estate activities.

- Administers County-wide joint real estate development, real property lease negotiation and management, acquisition and disposal
- Manages the County's Infill Housing Program
- Coordinates and prepares the County's master plans for facility development and land acquisition

### **Strategic Plan Outcome - Measures**

- ES8-1: Sound asset management and financial investment strategies

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Manage real estate transactions	Average business days to complete new leases for County facilities	185	154	185	118	120
	Average business days to complete a property purchase	365	294	365	300	300
	Percentage of surplus real property sold	N/A	N/A	25%	25%	30%

- HH5-1: Increased availability of affordable and special needs housing (priority outcome)

Objectives	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Actual	Target
Support infill housing initiative	Affordable homes under construction through the Infill Housing Program	N/A	93	39	39	39

### **Budget Enhancements or Reductions and Additional Comments**

- The FY 2008-09 Adopted Budget includes the maintenance of the newly acquired South Florida Evaluation Center (\$768,000) for individuals with severe and persistent mental health disorders involved in the criminal justice system, and the Coordinated Victims Assistance Center (\$196,000) for victims of domestic violence
- GSA continues to work with the Park and Recreation Department regarding obsolete heavy equipment replacement; GSA will provide another \$1 million to the Park and Recreation Department in FY 2008-09 to replace their obsolete heavy equipment using the Fleet Replacement Trust Fund; the replacement cost of the equipment will be paid over ten years to GSA with a new General Fund allocation of \$200,000 annually; the Park and Recreation Department will transfer one maintenance mechanic position to GSA in FY 2008-09
- The FY 2008-09 Adopted Budget includes one additional position for the Office of Elevator Safety to maintain and organize elevator operation certificates

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- In FY 2008-09, GSA will initiate the construction of the Fleet Centralized Vehicle Receiving Center and the Heavy Equipment Fleet Facility at the Homestead Air Reserve Base and anticipates completion by FY 2011-12 and FY 2010-11 respectively; additionally, the Fleet Management Division will complete the underground fuel storage replacement program to comply with the Environmental Protection Agency requirement and anticipates tank replacements at Amelia Earhart Fueling Facility, Fleet Shop 3A, and Larry and Penny Thompson Park fuel stations
- The FY 2008-09 Adopted Budget continues funding three Maintenance Mechanic positions to provide preventative maintenance to ten targeted Department of Human Services facilities (\$200,000 from Capital Outlay Reserve (COR) funding)
- The FY 2008-09 Adopted Budget includes non-recurring internal transfers of \$706,000 to the Real Estate Services Section to assist with operational funding stemming from a reduction of fees and rates that were adopted in FY 2006-07
- The FY 2008-09 Adopted Budget includes the transfer of \$14.934 million to the COR to pay for building debt service
- In FY 2008-09, two Real Estate positions will be transferred to GSA from Miami-Dade Transit; this transfer will provide enhanced and specialized real estate services for Transit real estate development; in addition, one Real Estate Officer will be transferred to Planning and Zoning from GSA to support the governmental facilities hearing process
- In FY 2008-09, GSA will receive five Construction Manager positions from the Office of Americans with Disabilities Act Coordination (ADA) to provide more efficient use of resources and support for ADA barrier removal projects
- In FY 2008-09, funding for additional demolition at the Homestead Air Reserve Base will be provided by a \$560,000 loan from the Insurance Trust Fund; the loan will be repaid by charging a prorated allocation of the demolition costs to the end user of the cleared land; this will leave unfunded the demolition of 14 unsafe structures identified by the Building Department (\$1.8 million) and cleanup of 257 acres (\$1.4 million)
- The FY 2008-09 Adopted Budget includes funding from GSA for the purchase of Carbon Financial Instruments through the Chicago Climate Exchange as part of the County's commitment to the reduction of carbon emissions (\$125,000)
- *As a result of property tax relief initiatives, the FY 2008-09 Adopted Budget includes a reduction of \$400,000 in security expenditures at the Stephen P. Clark Center (SPCC); savings will be achieved by providing security screening for anyone wishing to enter the Board of County Commissioners offices and chamber*
- *The FY 2008-09 Adopted Budget reduces funding for work order operating expenditures (\$2.443 million) and janitorial services (\$500,000), which will result repair and renovation delays and decrease the frequency of cleaning services to all GSA maintained facilities*
- *As a result of property tax relief initiatives, in FY 2008-09, the Facilities and Utilities Management Division (FUMD) will reduce security at the Richmond Heights Property (\$100,000), Lightspeed (\$200,000), Caleb Center (\$50,000), Data Processing and Communication Center (\$300,000) and Hialeah Courthouse (\$50,000)*
- *In FY 2008-09, as part of a departmental reorganization to meet customer demand, the department will reclassify one Assistant Director to an Architect position (\$84,000)*
- The FY 2008-09 Adopted Budget is based on an attrition rate of 3.5 percent

## FY 2008 - 09 Adopted Budget and Multi-Year Capital Plan

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### Department Operational Unmet Needs

Description	Startup Costs/ Non Recurring Costs	Recurring Costs	Positions
Hire one Account Clerk and two Clerks for processing and monitoring vendor invoices	\$6	\$100	3
Hire five Heavy Equipment Technicians and one Heavy Truck Tire Repairer to address increasing repairs in Heavy Fleet	\$0	\$232	6
Hire eight Auto Parts Specialist positions to provide additional shop support functions in the fleet operations	\$0	\$289	8
Hire one Architect 4 to ensure timely completion of capital design projects	\$2	\$80	1
Purchase space management software to improve the management of County facilities	\$500	\$0	0
Hire a security consultant to develop a plan to properly manage and deploy security at the downtown County facilities	\$325	\$0	0
Purchase web-based software for the Office of Elevator Safety to enhance customer service	\$185	\$0	0
Hire one Construction Manager 3 to improve accuracy of project estimating	\$39	\$80	1
Hire one Storekeeper and one Store Clerk for improved inventory and warehouse control	\$4	\$65	2
Provide funding for Phase 2 implementation of the Employee Fitness Program	\$500	\$0	0
Increase demolition of unsafe structures and lot clearing services at Homestead Air Reserve Base	\$1,800	\$1,400	0
Restore funding for work orders and janitorial services at County facilities to FY 2007-08 service levels	\$1,800	\$1,210	0
Restore funding for additional security services at various County facilities to FY 2007-08 service level	\$0	\$1,100	0
<b>Total</b>	<b>\$5,161</b>	<b>\$4,556</b>	<b>21</b>