

FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

General Services Administration

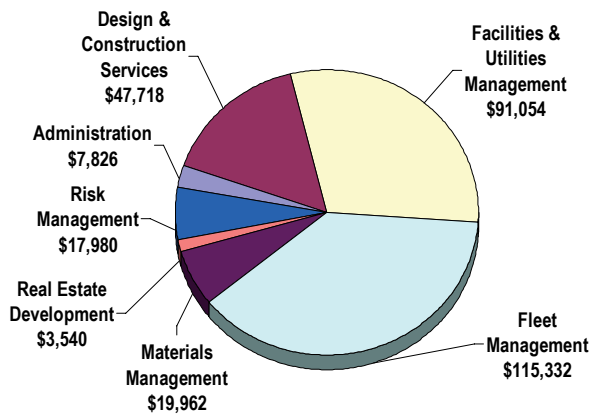
The General Services Administration (GSA) provides a wide range of internal support services for the continued operation of County government.

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

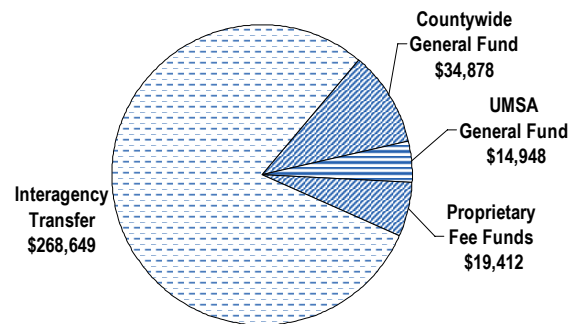
The Department's customers and stakeholders include County departments, certain municipalities, and the public visiting County buildings such as libraries, courthouses, and government center buildings.

FY 2008-09 Proposed Budget

Expenditures by Activity
(dollars in thousands)

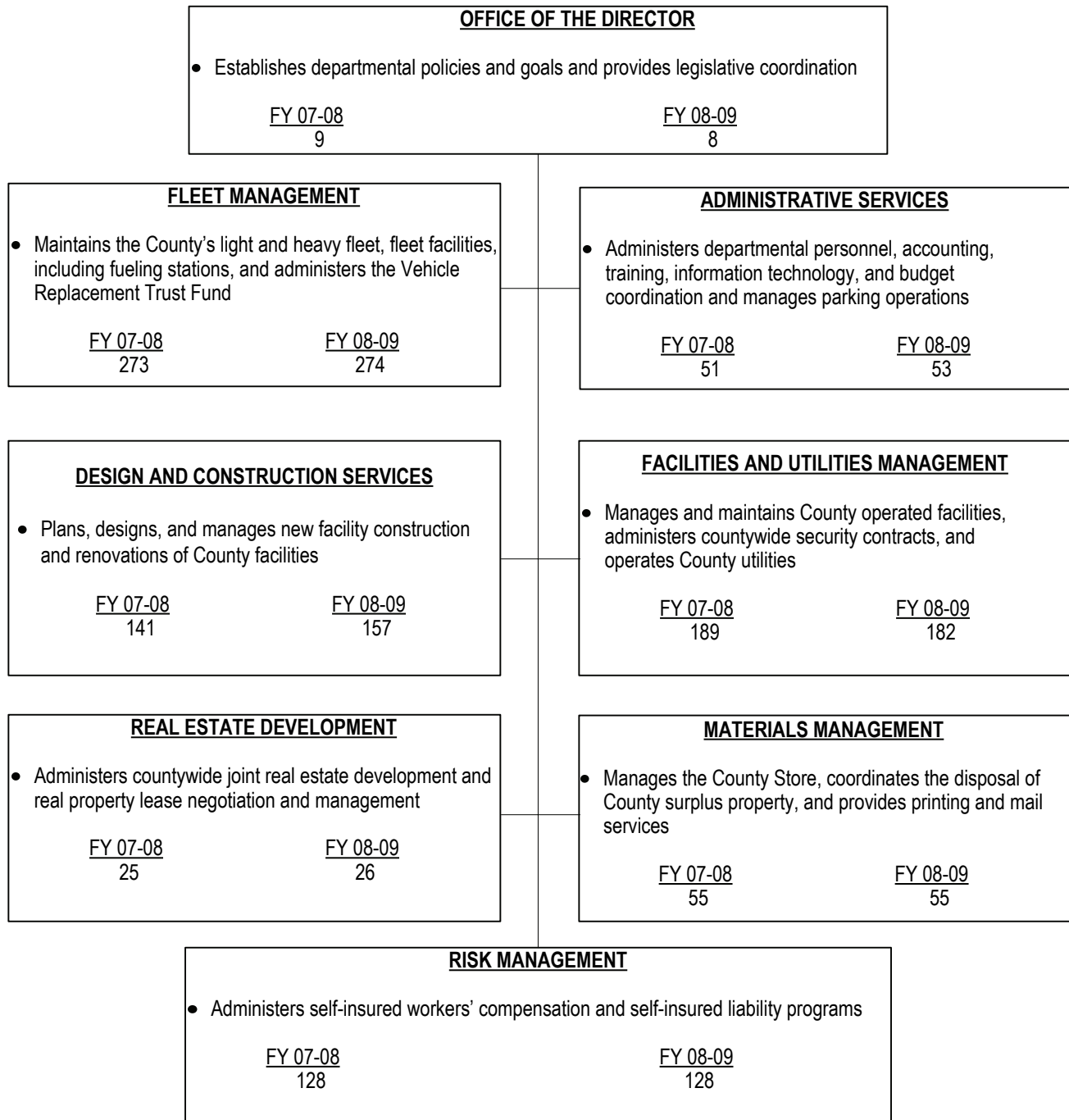


Revenues by Source
(dollars in thousands)



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TABLE OF ORGANIZATION



FY 2008 - 09 Proposed Resource Allocation and Multi-Year Capital Plan

FINANCIAL SUMMARY

(dollars in thousands)	Actual FY 06-07	Budget FY 07-08	Proposed FY 08-09
Revenue Summary			
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
Operating Expenditures Summary			
Salary	47,560	52,267	55,621
Fringe Benefits	15,471	17,093	18,212
Other Operating	151,701	189,569	197,950
Capital	38,411	32,751	31,629
Total Operating Expenditures	253,143	291,680	303,412
Non-Operating Expenditures Summary			
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	Proposed FY 08-09	Budget FY 07-08	Proposed FY 08-09
Strategic Area: Enabling Strategies				
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
Revenue									
Building Better Communities GOB Program	30,003	7,336	15,192	19,886	8,225	9,620	10,500	47,128	147,890
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:	125,081	21,479	138,209	32,886	12,825	9,620	10,500	47,128	397,728
Expenditures									
Strategic Area: Enabling Strategies									
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	7,162	17,696	23,988	27,906	11,425	7,120	2,700	20,213	118,210
New Facilities	40,991	13,056	133,210	20,849	4,150	2,500	7,800	26,915	249,471
Pedestrian Paths and Bikeways	143	3,904	1,825	547	0	0	0	0	6,419
Total:	52,334	46,834	166,435	49,302	15,575	9,620	10,500	47,128	397,728

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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	Projection FY 07-08	Proposed FY 08-09
Fuel and Lubricants	30,940	29,926	33,430	42,698	42,847
Contract Temporary Employees	1,317	2,097	1,226	1,890	1,936
Travel	74	84	141	154	165
Rent	2,899	3,248	4,696	5,717	7,410
Electricity	8,928	10,234	12,304	12,734	12,702
Security Services	6,303	6,568	6,357	6,568	5,929
Janitorial Services	6,305	7,612	7,997	7,997	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

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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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Administer employee benefits program; improve workers compensation claims management process	Subrogation collections (in thousands)*	\$1,680	\$1,819	\$1,680	\$1,680	\$1,720
	Customer satisfaction with workers' compensation process	75%	94%	75%	94%	95%
	Cost of penalties imposed by State for untimely filing of workers' compensation claim documents	N/A	\$16,800	\$15,100	\$13,900	\$13,600

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

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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
- Directs the County's master plans for facility development and land acquisition

Strategic Plan Outcome - Measures

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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Efficiently manage administrative, budget, and personnel functions	Percentage of information technology service calls completed within 24 business hours	80%	88%	80%	88%	90%
	Percentage of invoices paid within 30 calendar days of receipt	85%	88%	90%	91%	92%

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DIVISION: MATERIALS MANAGEMENT

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

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| <ul style="list-style-type: none"> • Provides business supplies, printing, and mail services • Oversees the County's fixed asset management system |
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Strategic Plan Outcome - Measures
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| <ul style="list-style-type: none"> • ES3-3: "Best-value" goods and services (price, quality, terms and conditions) |
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	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Provide quality business services	Customer satisfaction with Materials Management	100%	86%	100%	90%	100%
	Average business days to deliver supply orders	5.0	3.5	4.0	3.0	3.0

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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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Provide architectural design and construction services to County departments	Customer satisfaction with design and construction project managers	N/A	N/A	80%	75%	80%
	Average daily work orders and service tickets assigned per project manager*	10	39	10	25	10
	Average monthly ongoing construction projects	280	275	225	250	225
	Average monthly site visits per project manager	N/A	N/A	65	74	81

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

BUDGET PRIORITIES

Strategic Plan Outcome	Programs/Initiatives	Impact
ES6-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Continue to plan and manage the construction of County client department capital projects (\$142.875 million in FY 2008-09, \$1.410 billion all years) including Building Better Communities (BBC) Bond Program (\$48.606 million in FY 2008-09, \$499.145 million all years); four new positions are funded from capital project management fees (\$305,000)	Deliver new and improved County facilities that provide various services to the community while improving safety, security, accessibility, and efficiency at various facilities (e.g. New Animal Shelter, Children's Courthouse, Krome and Pre-Trial Detention centers, Miami-Dade Police Department Northside Station, Arcola Lake Regional Headstart Center, the Department of Human Services Wynwood and Culmer Neighborhood Service Centers, and Overtown Transit Village Tower 2)

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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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Provide well maintained County vehicles	Average miles of retired vehicles	100,000	88,000	100,000	94,000	100,000
	Percentage of light equipment repair times outperforming industry standards*	50%	58%	55%	56%	60%
	Percentage of heavy equipment repair times outperforming industry standards*	N/A	N/A	50%	52%	55%
	Percentage of work hours billed by technicians	95%	98%	95%	100%	95%

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

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DIVISION: FACILITIES & UTILITIES MANAGEMENT

Facilities and Utilities Management manages and maintains County operated facilities.

- Administers countywide security contracts
- Provides County-wide planning of energy management budgeting
- Administers the County's Energy Management Program
- Manages and operates the production of chilled water and energy distribution
- Responsible for County-wide elevator licensing and safety monitoring

Strategic Plan Outcome - Measures

- ES6-4: Well-maintained facilities

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	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	69,000	69,000
	Emergency generator load bank tests performed	28	18	28	34	28
	Percentage of regulated elevators with valid Certificates of Operation	95%	78%	83%	80%	90%
	Average calendar days to issue new elevator installation permits	N/A	31	28	30	28

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DIVISION: REAL ESTATE DEVELOPMENT

Real Estate Development administers countywide real estate activities.

- Administers countywide joint real estate development and real property lease negotiation and management
- 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

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	Target
Manage real estate transactions	Average calendar days to complete new leases for County facilities	185	154	185	118	120
	Average calendar 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)

	Measures	FY 06-07		FY 07-08		FY 08-09
		Target	Actual	Target	Projection	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 Proposed Resource Allocation Plan includes the maintenance of the newly acquired South Florida Evaluation Center (\$768,000) for individuals involved in the criminal justice system with severe and persistent mental health disorders, 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 \$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 Proposed Resource Allocation Plan includes one additional position for the Office of Elevator Safety to maintain and organize elevator operation certificates
- 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

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- The FY 2008-09 Proposed Resource Allocation Plan 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 Proposed Resource Allocation Plan 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 Proposed Resource Allocation Plan 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 government facilities development 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 Proposed Resource Allocation 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 Proposed Resource Allocation Plan 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 chambers*
- *The FY 2008-09 Proposed Resource Allocation Plan 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 2007-08 Proposed Resource Allocation Plan is based on an attrition rate of 3.5 percent

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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
Total	\$5,161	\$4,556	21