

**FY 2012-13
OPERATING
BUDGET MANUAL
SUPPLEMENTAL**



Prepared by the Office of Management and Budget

Introduction

This manual provides instructions on entering base budget information into the County’s two operating budget systems, Automated Budget Development System (ABDS) and Resourcing for Results Online (RFRO). This manual assists users in log-in, frequently used functions, and data entry in ABDS and RFRO systems.

Contents

Introduction	2
Using this Manual.....	3
Section I – Getting Started	4
Budget’s BIG FOUR:	4
The End-of-Year Projection	4
The Base	4
The Enhancement	5
The Reduction	5
Section II – Preparing the Base Budget	6
Analyzing the Base Budget	6
“Low Hanging Fruit”	6
More Involved Process Reviews (Service Transformation Reviews).....	7
Questions OMB Budget Analysts Ask During Their Reviews of Base Budget Submissions	8
ABDS Basics	9
Entering Base Budget into ABDS.....	13
Personnel and Salaries.....	13
Other Operating Expenses	14
Projected Revenues	17
Entering Enhancements and Reductions into ABDS.....	18
Function 51 – To add, describe, and assign departmental priority to a service enhancement 19	
Function 51 – To add, describe, and assign departmental priority to a reduction.....	20
RFRO Basics.....	21
Entering Base Budget into RFRO	26
Step One: Identify Expenditures Relating to Each Activity.....	26

Step Two: For Each Activity, Divide Expenditures into Operating and Non-Operating	27
Step Three: Identify the Revenue Sources for All Activity Expenditures.....	27
Step Four: For Each Activity, Divide Revenues into Operating and Non-Operating ..	28
Other Considerations.....	28
Revenue and Expenditure Data Entry	29
Personnel Summary	34
Entering Performance Information for an Activity	36
Entering Reductions into RFRO	39
Section VI: Other Information Required in RFRO.....	40
Section V – Preparing Enhancements and Reductions.....	49
Analyzing Proposed Service Enhancements and Reductions.....	49
Operational Analysis Questions.....	49
Fiscal/Risk Analysis Questions.....	49
Questions OMB Budget Analysts Ask During Their Reviews of Service Enhancements.....	50
Questions OMB Budget Analysts Ask During Their Reviews of Reductions.....	51

Using this Manual

Please note the following icons that will be used throughout the Manual to highlight important issues.



Tip

Tips provide suggestions that simplify, shorten, or improve a process



Warning

Common errors and/or problems



Important

Key notes and essential points

Section I – Getting Started

Budget’s BIG FOUR:

The End-of-Year Projection

Departments must provide accurate current fiscal year projections along with their base budget submissions for the next fiscal year. Projections should be based on actual revenue and expenditure experience, not your department’s authorized budget. These projections should be updated in the County’s budget planning systems as changes occur throughout the year.

End-of-year projections, together with proposed budget submissions, and proposed property tax rates, are the major components from which OMB balances the Mayor’s Budget. This is one of the reasons why entering an accurate and updated current fiscal year projection is crucial to the County’s fiscal planning process. Throughout this Manual, brief guidelines are provided regarding where departments should enter their end-of-year projections while entering their base budget submissions in the County’s budget planning systems (ABDS and RFRO).

The Base

Departments must submit an operating budget that forecasts the costs needed to provide the same services in FY 2012-13 as in FY 2011-12. This is the base budget, and is the portion of your submission that will take the most time to enter into the County’s budget planning systems. Another way to think of the base budget is to consider it a **status quo** operating budget. Base estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year. The department should carefully analyze the current level of resources assigned to the department and information derived from your projections to assess the possibility of further efficiencies that may allow the department to deliver the same services with fewer resources.



Important

Savings (in dollars) from natural reductions and efficiencies in providing a service should be reflected in the base budget.

Examples of ‘natural’ reductions in service include reducing election-related expenditures due to a less active election cycle or reducing non-recurring office equipment expenditures because new equipment was purchased during previous fiscal years.

Savings (in dollars) created from streamlining processes and increasing efficiencies should be part of the base and highlighted in the appropriate Input Screen in RFRO (see page 41 of the Manual Supplement)

Additional funding required to provide additional, new, and/or improved services **SHOULD NOT** be reflected in the base budget (see below - this is a service

enhancement). Deliberate reductions in service provision SHOULD NOT be reflected in the base budget (see below - this is a reduction).

The Enhancement

The County's budget planning systems provide the means for departments to enter all costs needed to implement desired additional amounts of current services, new services, and/or improved services. When proposing enhancements, take into account reasonable lead times that may affect the implementation of any new program or activity such as hiring processing time, procurement delays, etc. Anticipated results from service enhancements also should be determined. Service enhancements will not be incorporated into the proposed budget until reviewed and approved by the Mayor.



Important

Service enhancements are reviewed through a different process from the base budget. This is why they need to be submitted separately.

The Reduction

The County's budget systems provide the means for departments to enter all personnel and other operating savings associated with deliberate reductions in the provision of services. As with enhancements, the resulting impacts of service reductions should be determined. Reductions will not be incorporated into the budget until reviewed and approved by the Mayor.



Important

Reductions are reviewed through a different process from the base budget. This is why they need to be submitted separately.

Section II – Preparing the Base Budget

Analyzing the Base Budget

The most important part of budgeting is the analysis of your operations and their associated costs. Departments have numerous resources from which to conduct this analysis, either in concert with the budget cycle, or as a part of ongoing operations. Outlined below are a few main categories from which to approach the process.

“Low Hanging Fruit”

Departments should look for easy fixes to improve processes and create efficiencies first. The County and numerous departments already have in place formal programs to collect process improvement and efficiency suggestions; these improvements, to the extent they include dollar savings, should be reflected in the submitted budget.

As previously mentioned, departments should carefully analyze the current level of resources assigned to the department and assess the possibility of further efficiencies that may allow the department to deliver the same services with fewer resources. Base budget estimates should not be an incremental exercise which assumes that all resources currently in the base are still required into the next fiscal year.

Departments may also implement other processes to identify easy to implement improvements and efficiencies. Initiatives or goals identified in your department's business plan may also provide areas where efficiencies and service improvements may be identified. These efforts may be considered 'low hanging fruit' in the sense that they have already been vetted through the business plan development process and their implementation may already be underway.

Tip



To ensure that easy fixes and efficiencies are continuously identified and implemented, the department should promote staff input, this input should occur during a specific time of the year annually, the process should remain simple to administer, and administrative staff should ensure that dollar efficiencies are reflected in the department's budget submission.

More Involved Process Reviews (Service Transformation Reviews)

For more involved process reviews, departments will spend time and effort to analyze their services and generally make more ambitious changes in how they provide services to the public, or at what cost they provide those services. Following are a few things to keep in mind regarding these sorts of initiatives.

- Focus on one division or service at a time
- Create a timeline with goals regarding the review and stick to them
- Communicate often with any departmental staff that may be affected by the review
- Review of your expenditure and revenue trends for this service (go back at least three (3) years)
- Review any performance information to analyze the effectiveness of current services, given current expenditures
- Review services provided by best practice and peer group organizations, and compare your service costs with them. Resources to assist with this analysis include: contacting or visiting other jurisdictions, review of industry journals and web-based resources, interviews with academic, business, non-profit and government service experts, and attendance at industry-related conferences
- Assess internal challenges for implementing improved or more efficient services within your department and create a strategy for addressing those challenges
- Identify recommendations for improvements that can be implemented in the short-, medium- and long-term
- Create a timeline with goals regarding the implementation of service improvements and expected cost efficiencies and stick to them
- Ensure that dollar savings are reflected in the department's budget submission
- If improvements will require additional funding, please contact your OMB budget analyst

For more information and assistance regarding how to conduct these service transformation reviews, please contact your OMB budget analyst.

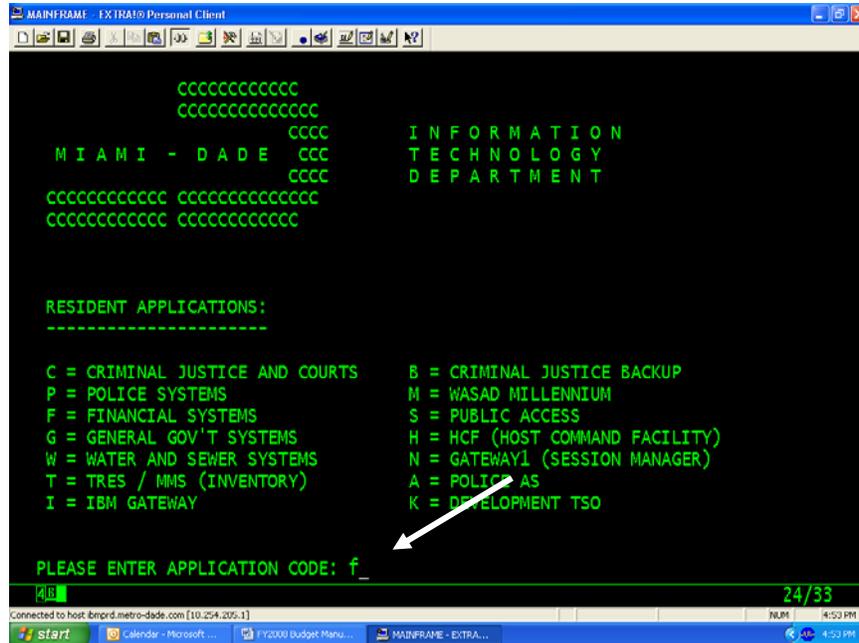
Questions OMB Budget Analysts Ask During Their Reviews of Base Budget Submissions

Although each budget analyst will review departmental budgets somewhat differently, most analysts will be reviewing the plans with the following questions in mind:

- Is the proposed approach to the provision of base services the best way to achieve the stated service objective? Based on the department's previous track record, is reaching each stated objective likely?
- Is the level of financing adequate for each service? Have inflation and other rate changes relating to the services been taken into account? Are the spending requests credible? Are they overestimated or based on false assumptions?
- What is the track record of the department reducing the cost of existing programs through better personnel management, improved processes, and automation?
- If cutbacks in existing services are necessary, which services should be eliminated first? Which services could be scaled back? Which service, if scaled back, would become unproductive? What efficiencies can generate savings within existing services?
- Do the proposed service levels justify the budget requests? Could funding or services be put to better use in another department?

ABDS Basics

Entering the ABDS System through the County's Mainframe System:



```
CCCCCCCCCCCC
CCCCCCCCCCCC
          CCCC
MIAMI - DADE CCC INFORMATION
          CCCC TECHNOLOGY
          CCCC DEPARTMENT
CCCCCCCCCCCC CCCCCCCCCCCC
CCCCCCCCCCCC CCCCCCCCCCCC

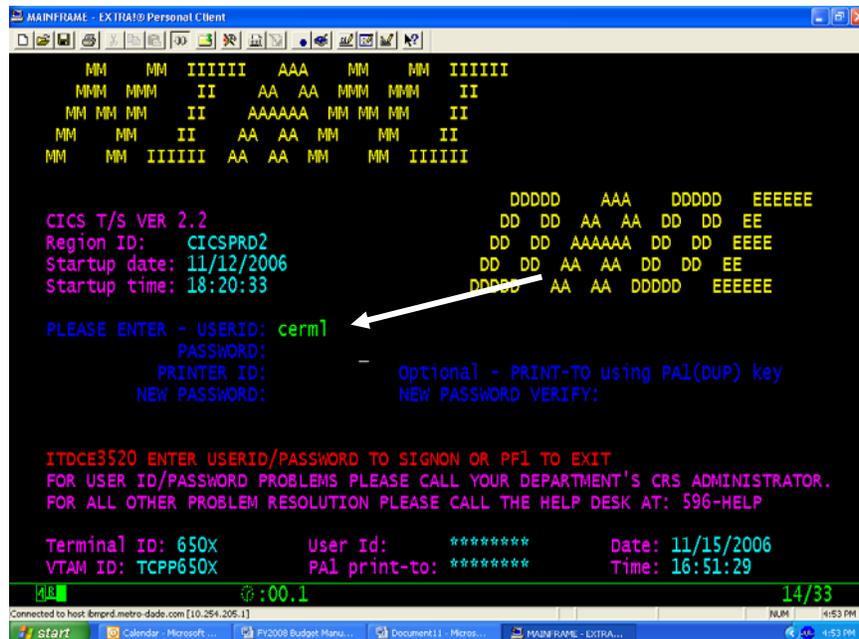
RESIDENT APPLICATIONS:
-----

C = CRIMINAL JUSTICE AND COURTS      B = CRIMINAL JUSTICE BACKUP
P = POLICE SYSTEMS                    M = WASAD MILLENNIUM
F = FINANCIAL SYSTEMS                 S = PUBLIC ACCESS
G = GENERAL GOV'T SYSTEMS            H = HCF (HOST COMMAND FACILITY)
W = WATER AND SEWER SYSTEMS          N = GATEWAY1 (SESSION MANAGER)
T = TRES / MMS (INVENTORY)           A = POLICE AS
I = IBM GATEWAY                       K = DEVELOPMENT TSO

PLEASE ENTER APPLICATION CODE: f_

24/33
```

Type in the letter “F” after the phrase: “Please Enter Application Code”. Press <Enter>.



```
MM MM IIIIII AAA MM MM IIIIII
MMM MMM II AA AA MMM MMM II
MM MM MM II AAAAAA MM MM MM II
MM MM II AA AA MM MM II
MM MM IIIIII AA AA MM MM IIIIII

          DDDDD AAA DDDDD EEEEE
          DD DD AA AA DD DD EE
          DD DD AAAAAA DD DD EEEE
          DD DD AA AA DD DD EE
          DDDDD AA AA DDDDD EEEEE

CICS T/S VER 2.2
Region ID: CICSPRD2
Startup date: 11/12/2006
Startup time: 18:20:33

PLEASE ENTER - USERID: cerm1
PASSWORD:
PRINTER ID:
NEW PASSWORD:

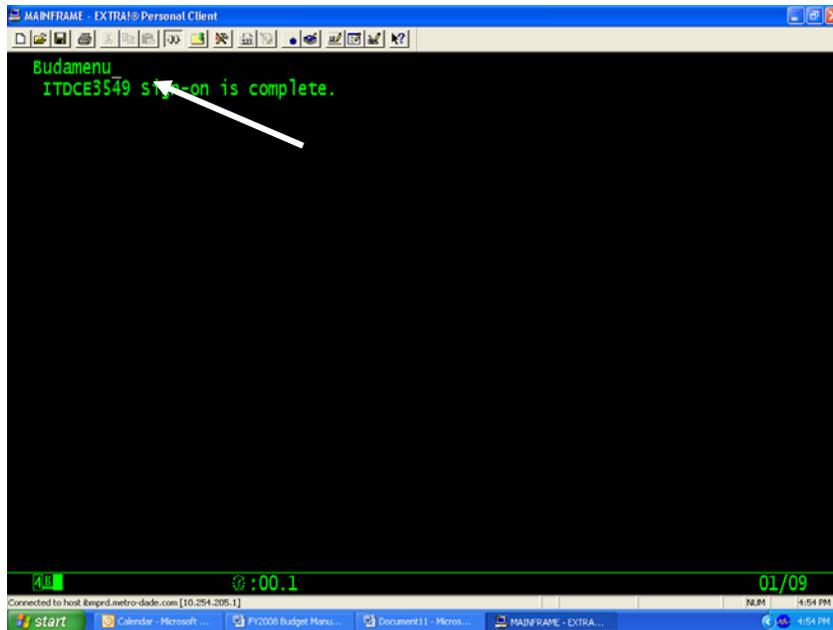
Optional - PRINT-TO using PA1(DUP) key
NEW PASSWORD VERIFY:

ITDCE3520 ENTER USERID/PASSWORD TO SIGNON OR PF1 TO EXIT
FOR USER ID/PASSWORD PROBLEMS PLEASE CALL YOUR DEPARTMENT'S CRS ADMINISTRATOR.
FOR ALL OTHER PROBLEM RESOLUTION PLEASE CALL THE HELP DESK AT: 596-HELP

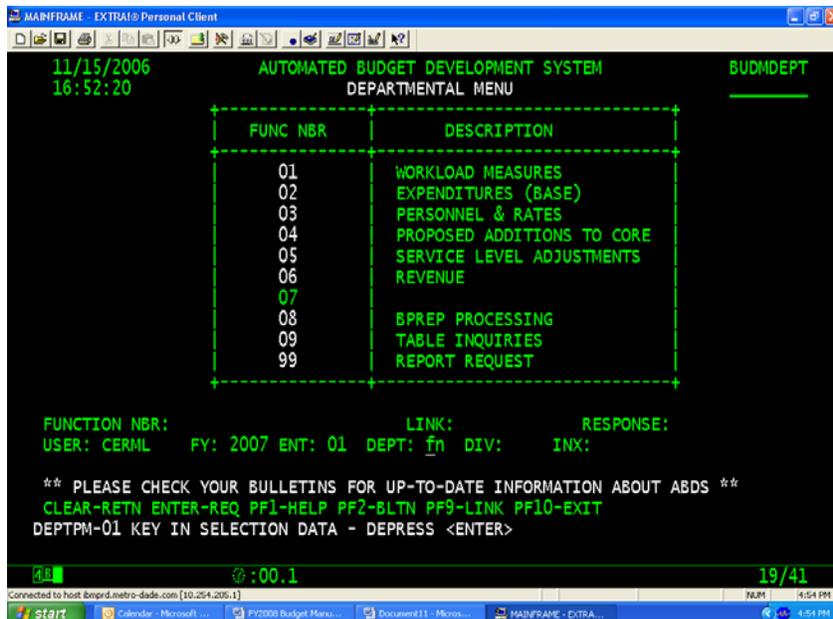
Terminal ID: 650X User Id: ***** Date: 11/15/2006
VTAM ID: TCP650X PA1 print-to: ***** Time: 16:51:29

14/33
```

Type in your USER ID and PASSWORD where indicated. Press <Enter>.

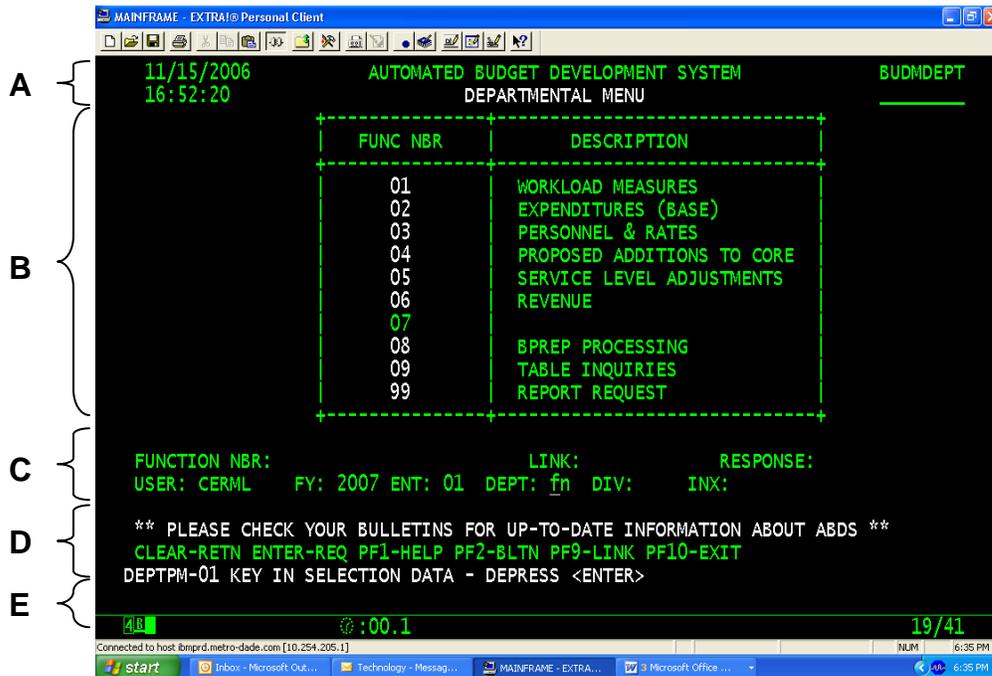


Type in the word “budamenu” where indicated on the screen. Press <Enter>.



You are logged into the ABDS homepage!

ABDS Screen Layout



Once you have signed onto ABDS, the Departmental Menu Screen will appear, showing the different, primary functions in ABDS. By choosing one of the functions, you will be able view a series of additional menus or options available within each function. These screens are organized from the most general to increasingly specific.

Despite the fact that there are many screens through which you may navigate, **the basic layout of every screen in ABDS is the same.**

Section A – Screen Header

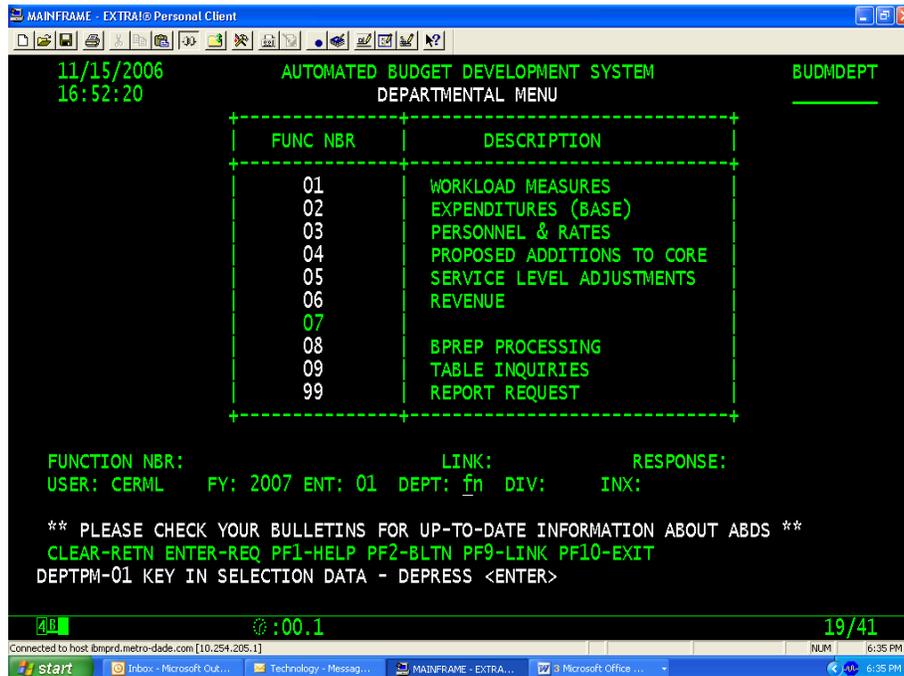
Section B – Main body of the screen

Section C - Where you enter information to select a function, or require a certain action to be performed

Section D - Lists the Function keys of the Screen. To choose one, press the corresponding “F” key located on the top of your keyboard. For example, if you press the F10 key on this screen, this section tells you that you will “EXIT” this screen

Section E - Message line of the screen. This section will tell you error messages, information, or messages requesting a specific user action

Frequently Used Functions



Function 02 – To review, add, update, or delete **base budget expenditure** information at the subobject level by index code

Function 03 – To review, add, update, or delete salary, fringe, and other **base budget personnel expenditure** information by index code

Function 04 – To add, update, or delete expenditures related to **service enhancements**

Function 05 - To review, add, update, or delete savings related to **reductions**

Function 06 – To review, add, update, or delete **revenue** information by index code

Function 99 - To print expenditures, personnel, enhancement and reduction **reports**

For further information regarding ABDS, please refer to the ABDS User's Manual which may be found online at:

http://www.miamidade.gov/budget/FY2003-04/PDF/ABDS_User_manual.pdf

Entering Base Budget into ABDS

Personnel and Salaries

One of the first steps in preparing departmental budgets is calculating salary and fringe benefit figures. ABDS will assist you with most of these calculations. During the fall of each year, payroll files for each filled full-time and part-time position are downloaded into the ABDS system. With this information, ABDS automatically calculates amounts related to many salary and fringe benefit subobject codes.



Warning

Vacant positions are not loaded into ABDS. Also, any changes to personnel records that occur after the original payroll download into ABDS, such as position deletions, will need to be updated manually. ABDS allows departments to add vacant positions and update other position records.

Frequently Used Functions

```
11/20/2006          AUTOMATED BUDGET DEVELOPMENT SYSTEM          BUDMPSMN
10:26:35              PERSONNEL AND RATES MENU                    BUDAPSMN

+-----+-----+-----+
| PERSONNEL DETAIL | PERSONNEL SUMMARY | FRINGE & ATTRITION RATES |
+-----+-----+-----+
| 01 MULTIPLE BY NAME | 21 INQ DEPT LEVEL | 50 INQ COUNTY RATES      |
| 02 MULTIPLE BY SSN  | 22 INQ FUND LEVEL  | 51 INQ DEPT LEVEL ATTR   |
| 03 MULTIPLE BY OCC  | 23 INQ DIV LEVEL   | 52 INQ DIV LEVEL ATTR   |
| 04 INQ DETAIL BY SSN | 24 INQ SECT LEVEL  | 53 INQ INDEX LEVEL ATTR |
| 60 UPD DETAIL BY SSN | 25 INQ INDEX LEVEL | 71 UPD DEPT LEVEL ATTR  |
|   ADD/MOD/DEL       | 26 INQ SUBFUND LEVEL | 72 UPD DIV LEVEL ATTR   |
|                       | 27 INQ PROJECT LEVEL | 73 UPD INDEX LEVEL ATTR |
|                       | 68 UPD INDEX LEVEL  |                           |
+-----+-----+-----+

FUNCTION NBR: _ LINK: RESPONSE:
USER: CERML  FY: 2007 ENT: 01 DEPT: FN DIV: INX: FUND:
OCC: SSN: PROJ: SFUND:
LNAME: FNAME:
CLEAR-RETN ENTER-REQ PF1-HELP PF2-BLTN PF9-LINK PF10-EXIT
PSMN-PM-01 KEY IN SELECTION DATA - PRESS <ENTER>

:00.1 18/16
```

- Function 01** – Displays summary personnel information in alphabetical order, at the level of specificity requested (department-wide, by division, or by index code)
- Function 03** – Displays summary personnel information in increasing order of occupation codes, at the level of specificity requested (department-wide, by division, or by index code)
- Function 60** – Displays a blank update screen for adding vacant or filled positions that were not part of the payroll download into ABDS. You can also update and delete individual records with this function

Function 68 – Allows for updating full-time personnel counts by occupation code within an index code

Other Operating Expenses

ABDS allows you to enter many expenditures at the subobject (line item) level by index code for end-of-year projection and next year's base budget. These numbers should be determined by analysis conducted outside of ABDS. ABDS does automatically include historical and current year budget figures, and ABDS adds up all numbers entered at the subobject and index code level to report totals by object, index, division, and department.



Warning

Some subobject codes are not open in the Expenditure function below. These are the salary/fringe codes that ABDS automatically calculates and information entered in the Personnel and Rates function previously described.

Frequently Used Functions

```

MAINFRAME - EXTRA Personal Client
11/20/2006          AUTOMATED BUDGET DEVELOPMENT SYSTEM          BUDMEXMN
10:29:00          EXPENDITURES MENU                              BUDAEXMN
-----
      INQUIRIES          |          UPDATES
-----+-----
01 FUND - DEPT          | 07 DIV - DEPT          | 21 ADD SUBJECT
02 DIV - FUND           | 08 PROJ - FUND         | 28 SUBJECT TEXT UPD
03 INDX - FUND          | 09 SUBOBJ - DEPT       | 31 SUBJECT DOLLAR
04 INDX - DIV           | 10 SUBOBJ - DIV        | 32 SUBOBJ TEXT CARRYOVER
05 OBJ - INDX           | 11 SUBOBJ - FUND       |
06 SOBJ - OBJ          | 12 SUBOBJ - PRJ/FUND   |
                        | 13 INDX - PRJ/SFUND    |
                        | 14 SUBOBJ - TEXT       |
                        | 15 OBJ - FUND          |
                        | 16 OBJ - PRJ/FUND     |
-----+-----
FUNCTION NBR:          | LINK:          | RESPONSE:
USER: CERML           | FY: 2007 ENT: 01 DEPT: FN DIV: INX: FUND:
OBJ:          SOBJ:   | PRJ:
CLEAR-RETN ENTER-REQ PF1-HELP PF2-BLTN PF9-LINK PF10-EXIT
EXMNP-01 KEY IN SELECTION DATA - PRESS <ENTER>
-----
AB 00.1 18/16
Connected to host lbmprd.metro-dade.com [10.254.205.1]
start | Inbox - Microsoft Ou... | Inbox - Microsoft Ou... | 06-07_Addendum_t... | FY2009 Budget Man... | MAINFRAME - EXTR... | 10:30 AM
  
```

Function 09 – Displays departmental level total for a given subobject code

Function 31 – Where to go to enter end-of-year projection and base budget subobject code amounts into ABDS. Amounts are entered at the subobject level by index code. As mentioned above, this function will **not** allow you to enter certain salary and fringe amounts.

For further information regarding updating other operating expense information in ABDS, please refer to the Rates for Other Operating Costs listed below, and/or refer to Part 3 of the ABDS User's Manual, found online at:

http://www.miamidade.gov/budget/FY2003-04/PDF/ABDS_User_manual.pdf

Personnel Summary

Personnel summary may be edited by occupation code at the index code level by choosing Function 68 of the Personnel and Rates Menu in ABDS. You may update the prior year, the current year's budget, the end of year projection, and the in-stationed/out-stationed column. All of this information should be updated for the base budget staffing requirements.

11/20/2006 AUTOMATED BUDGET DEVELOPMENT SYSTEM BUDMPS68
 10:31:12 PERSONNEL SALARY SUMMARY - INDX UPD BUDAPS68
 FNBABONDADM BOND ADMINISTRATION

OCC CODE	OCCUPATIONAL TITLE	PRIOR BUDGET 2005/2006	EOY PRJ FEB 2007	BASE 2007/ IN/ SRV OUT ADJ	CORE	PATC	TOTAL
000031	SECRETARY		1	1		1	1
000095	EXEC. SECRETARY		1	1		1	1
000317	ACCOUNTANT 3		1	1		1	1
000387	BOND ANALYST		2	2		2	2
000389	DIR, BOND ADMN DIVI		1	1		1	1
009300	FINANCE ADM COORD		1	1		1	1
TOTALS FOR INDEX:			7	7		7	7

LINK: RESPONSE:
 USER: CERML FY: 2007 ENT: 01 DEPT: FN DIV: INX: FNBABONDADM FUND:
 ENTER-REQ PF1-HELP PF2-BL PF4-ADD PF5-UPD PF6-DEL PF7-BW PF8-FW PF14-RF PF10-EX
 PS68PM-03 END OF DISPLAY, PF5 (TO UPD) OR SUBMIT NEXT REQUEST

09/28

Please note the following in completing the ABDS personnel summary:

In-Stationed Employee:

An in-stationed employee is funded by another department but assigned to yours for work. In-stationed employees must be listed in the ABDS personnel summary for your department as a positive number (for example, +1 for one in-stationed employee) under the IN/OUT column of the Personnel Salary Summary Screen.

Out-stationed Employee:

An out-stationed employee is funded by your department but assigned to another for work. Out-stationed employees must be listed in the ABDS personnel summary for your department as a negative number (for example, -2 for two out-stationed employees) under the IN/OUT column of the Personnel Salary Summary Screen.

Overages:

If you have approved overages over the course of the current fiscal year, please contact your OMB budget analyst regarding how they should be reflected in the department's proposed budget.

Reclassifications

The budget process is not a mechanism for reclassifying employees. Requests for reclassifications and new classifications should be submitted to the Internal Services Department prior to your departmental budget submission. Only approved classification actions should be used in preparing your budget submission.

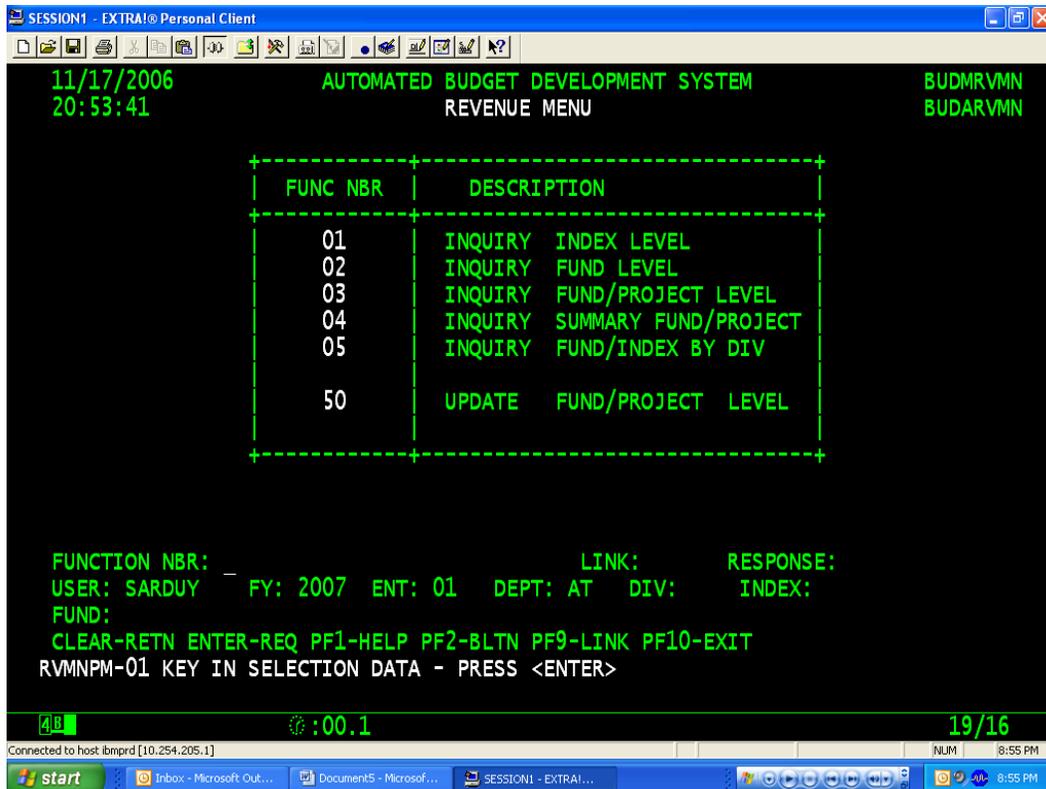
Value of Vacancy (Attrition Rates)

Attrition is an amount of budgeted salaries that will not be used in the next fiscal year due to vacancies. An average attrition rate may be applied department-wide, at the division level, or at the index code level. Please work with your OMB budget analyst to ensure an appropriate attrition rate is used for your department.

Projected Revenues

Your department should load projected revenues into ABDS if your department has revenue to budget such as fees, grants, and charges for services provided to the public or other county departments. In general, general fund departments do not need to enter information into this section. However, if you are unsure about how to handle revenue, check with your OMB budget analyst.

Frequently Used Functions



Function 01 - To review revenue at the index code level

Function 02 - To review revenue at the fund level

Function 50 - To update revenue related information

For further information regarding entering revenue information into ABDS, please refer to Part 5 of the ABDS User's Manual, which may be found online at:

http://www.miamidade.gov/budget/FY2003-04/PDF/ABDS_User_manual.pdf

Entering Enhancements and Reductions into ABDS

In ABDS, a service enhancement is called a Proposed Addition to Core (PATC), and a reduction is called a Service Level Adjustment (SLA). From the Main Departmental Menu, choose the appropriate function to add, update or delete service enhancements or reductions.

```
MAINFRAME - EXTRA! Personal Client
11/15/2006 16:52:20
AUTOMATED BUDGET DEVELOPMENT SYSTEM
DEPARTMENTAL MENU
BUDMDEPT

+-----+-----+
| FUNC NBR | DESCRIPTION |
+-----+-----+
| 01       | WORKLOAD MEASURES |
| 02       | EXPENDITURES (BASE) |
| 03       | PERSONNEL & RATES |
| 04       | PROPOSED ADDITIONS TO CORE |
| 05       | SERVICE LEVEL ADJUSTMENTS |
| 06       | REVENUE |
| 07       | |
| 08       | BPREP PROCESSING |
| 09       | TABLE INQUIRIES |
| 99       | REPORT REQUEST |
+-----+-----+

FUNCTION NBR:          LINK:          RESPONSE:
USER: CERML  FY: 2007 ENT: 01 DEPT: fn DIV:  INX:

** PLEASE CHECK YOUR BULLETINS FOR UP-TO-DATE INFORMATION ABOUT ABDS **
CLEAR-RETN ENTER-REQ PF1-HELP PF2-BLTN PF9-LINK PF10-EXIT
DEPTPM-01 KEY IN SELECTION DATA - DEPRESS <ENTER>

4B :00.1 19/41
Connected to host ibmprd.metro-dade.com [10.254.205.1]
start | Inbox - Microsoft Out... | Technology - Messag... | MAINFRAME - EXTRA... | Microsoft Office ... | 6:35 PM
```

Function 04 – To add, update, or delete expenditures related to **service enhancements**

Function 05 - To review, add, update, or delete savings related to **reductions**

Frequently Used Functions – Service Enhancements

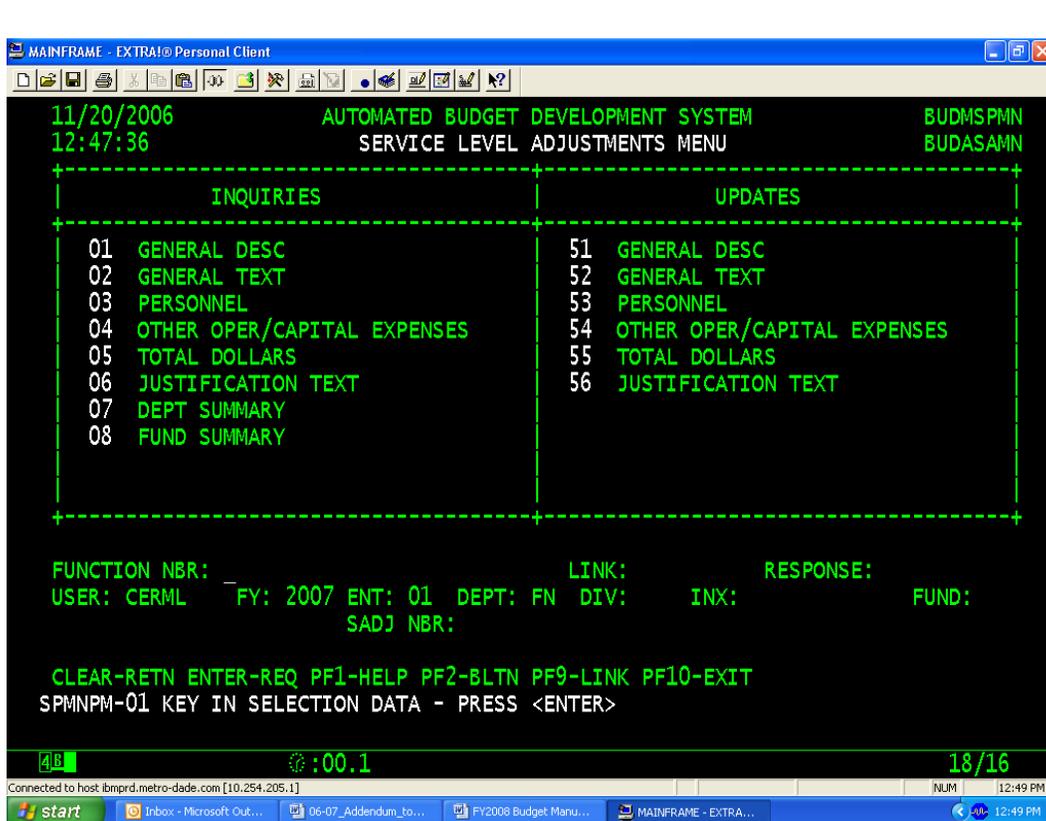
```

MAINFRAME - EXTRA! Personal Client
11/20/2006 12:38:30 AUTOMATED BUDGET DEVELOPMENT SYSTEM BUDMSPMN
PROPOSED ADDITIONS TO CORE MENU BUDAPAMN
+-----+-----+
| INQUIRIES | | UPDATES | |
+-----+-----+
| 01 GENERAL DESC | | 51 GENERAL DESC | |
| 02 GENERAL TEXT | | 52 GENERAL TEXT | |
| 03 PERSONNEL | | 53 PERSONNEL | |
| 04 OTHER OPER/CAPITAL EXPENSES | | 54 OTHER OPER/CAPITAL EXPENSES | |
| 05 TOTAL DOLLARS | | 55 TOTAL DOLLARS | |
| 06 JUSTIFICATION TEXT | | 56 JUSTIFICATION TEXT | |
| 07 DEPT SUMMARY | | | |
| 08 FUND SUMMARY | | | |
+-----+-----+
FUNCTION NBR: _ LINK: RESPONSE:
USER: CERML FY: 2007 ENT: 01 DEPT: AT DIV: INX: FUND:
PATC NBR:
CLEAR-RETN ENTER-REQ PF1-HELP PF2-BLTN PF9-LINK PF10-EXIT
SPMnpm-01 KEY IN SELECTION DATA - PRESS <ENTER>
4B :00.1 18/16
Connected to host ibmprd.metro-dade.com [10.254.205.1] NUM 12:40 PM
start Inbox - Microsoft Out... 06-07_Addendum_to... FY2008 Budget Manu... MAINFRAME - EXTRA... 12:40 PM

```

- Function 51** – To add, describe, and assign departmental priority to a service enhancement
- Function 53** – To enter personnel-related (salary/fringe) expenditures associated with the service enhancement
- Function 54** – To enter other operating/capital expenditures associated with the service enhancement

Frequently Used Functions – Reductions



Function 51 – To add, describe, and assign departmental priority to a reduction

Function 53 – To enter personnel-related (salary/fringe) savings associated with the reduction

Function 54 - To enter other operating/capital savings associated with the reduction

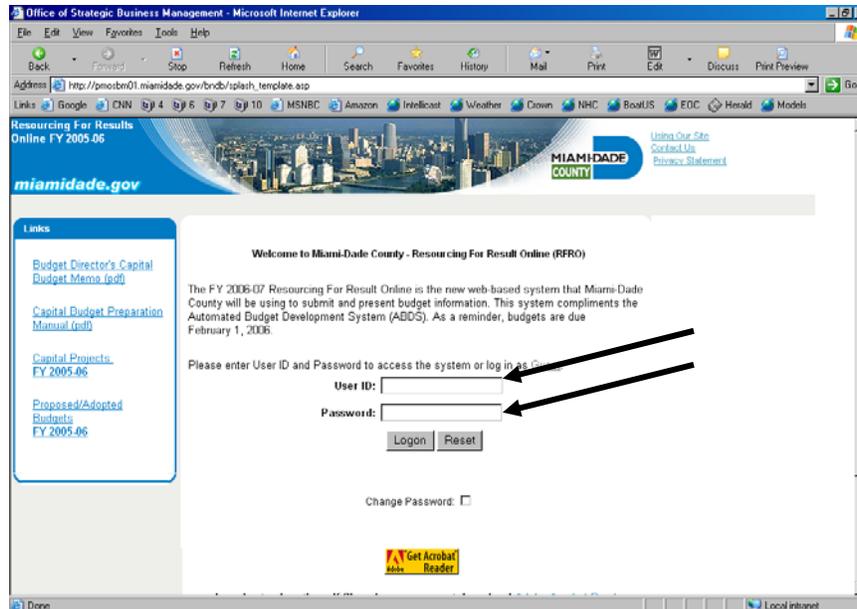
For further information regarding adding or updating service enhancements or reductions in ABDS, refer to Part 4 of the ABDS User's Manual, found online at:

http://www.miamidade.gov/budget/FY2003-04/PDF/ABDS_User_manual.pdf

RFRO Basics

Entering the RFRO System from the County's Intranet:

- Go to <http://www.miamidade.gov/budget/>
- Click on the phrase 'Budget Development FY 2012-13 located on the left side of the screen
- Click on the phrase 'Resourcing for Results Online (RFRO)' in the main portion of the screen



Type in your USER ID and PASSWORD where indicated. Press <Login>.



RFRO Screen Layout

The layout of RFRO has been revised slightly in order to provide staff that prepares the budget submission easier access to different sections of the system. The information collected includes:

- Activity Information (reported by Department, Fund, and Activity)
- Departmental Issues (department-wide activity-specific)
- New Efficiencies
- Operating Unmet or Deferred Needs
- Personnel Reconciliation
- Grant Funding Summary
- Proposed New or Increased Fees
- Payments To and From Other Departments
- Selected Line Item Highlights

Departments will input issues for discussion, financial information, personnel information, performance information, proposed enhancements, and proposed reductions in this system at a Primary Activity Level (or at a lower level upon the agreement of the department and their respective OMB budget analyst). RFRO reports will aggregate this information at Department, Fund, and Activity levels. (i.e.,

departments will not need to aggregate the information manually, RFRO will do this automatically).

The Dashboard Screen

The screenshot shows the Miami-Dade County RFRO Dashboard. The top navigation bar includes the Miami-Dade County logo, a 'Welcome User Name' greeting, and fields for 'User Type: department' and 'Dept Access Level'. A 'Version: Live' indicator is also present. The left sidebar contains a 'MAIN BOARD' menu with expandable sections for 'INPUT SCREENS', 'REPORTS', and 'VERSION'. The main content area is titled 'Mainboard' and features a 'What is New!' section with a highlighted announcement: '***** RFRO FEE SCHEDULES *****'. The announcement text explains that when entering fee dollar values, users should enter a 'B' symbol with the value amount, and the system will not add a dollar sign. Below this is a 'Usefull links!' section with links to 'FY 2009-10 Adopted Ordinance', 'Final Adopted Budget', 'Proposed Resource Allocation Plan FY 2009-10', 'Budget Priorities', 'Budget Development FY 2009-10', 'First Budget Meeting', 'Second Budget Meeting', and 'Resource Allocation Meeting Schedule'. At the bottom, there is a table titled 'Payments Proposed by Other Departments' with columns for Department, Reason and Source, Confirmed?, and fiscal years from 2004-06 to 2009-10. The table shows 'Total Transfer to other Departments' with 'N/A' values for all years.

After logging-in, the Dashboard Screen will automatically appear. Updated news and information about RFRO and other budgetary matters will be posted here in the News section from time to time. Departments should regularly check this resource. The Dashboard Screen will also show you what other Departments are expecting your department to pay them. This will show under the heading “Payments Proposed by Other Departments.”

Tips



- **To select your department:**
Click the drop-down menu in the upper-left corner of the screen. Choose your department (departmental users will have only one choice).
- **To select an Input Screen, view a Report, or return to the Dashboard Screen:**
Choose the appropriate link from the menu located in the column on the left side of the screen. To gain access to the detailed information of each category (i.e. ‘input screens’, ‘reports’, ‘version’), choose the ‘+’ on the blue bar heading.

- **To ease data entry into the Input Screens:**
Click on the “<< Menu Off” link at the top left corner of each screen to hide the menu on the left side of the screen. **You will not have to scroll as much as you enter data. Unhide the menu by clicking on the “<< Menu On” link at the top left corner of each screen.**

Warning



After entering data, frequently click <Save> before moving to other sections. Data will be lost if you do not. You may need to click <Save> twice; once to get out of the description box and once to actually save.

Input Screen I-1 Activity Summaries

Your department’s information must be displayed in RFR0 and Adopted Budget books at the Primary Activity level (or at a Sub-Activity level upon the agreement of the department and their respective OMB budget analyst).

To input a Primary Activity:

- Choose the Input Screen bar heading to expand the options
- Click I-1 Activity Summaries
- Click Add to the right of the Select an Activity drop-down menu
- Select <Add New Activity>
- Type in the new activity in the text box that appears to the right
- This will be the Primary Activity name that appears in the budget books
- Type in the Strategic Area for this activity
- Type in the Fund in which this activity is located

The image shows a screenshot of a web application interface. At the top, there is a form titled "Process Input" with a text area labeled "Activity Description" and two buttons: "SAVE" and "Cancel". Below this is another form titled "Activity Goals Input" which contains a table. The table has three columns: "#", "Activity Goal Description", and "Action". The first row of the table has a text input field under the "Activity Goal Description" column and a "Save" button under the "Action" column.

Type in a brief description of the activities role within the department
 Provide a listing of the functions performed by the activity and choose save
 Note: each function should be summarized and in bullet format

Work with your OMB budget analyst if you wish to use Primary Activities different than those used by your department in the FY 2011-12 budget development process.

Tip



Expenses relating to Primary Activities should be aggregates of index codes. This way, it will be easier to use ABDS report information to enter Primary Activity expenses into RFRO.

Click the Save button
 Repeat as necessary to add all Primary Activities and Sub Activities

Online FY 2010-11
 miamidade.gov
 MIAMI-DADE COUNTY

Office of Widget Production | Welcome: User Name | User Type: department | Dept Access Level: r, u, w, d | Version: Live

MAIN BOARD
 INPUT SCREENS
 I-1 Activity Summaries
 I-2 Departmental Issues
 I-3 New Efficiencies
 I-4 Oper. Unmet or Deferred Needs
 I-5 Personnel Reconciliation
 I-6 Grant Funding Summary
 I-7 Proposed New or Increased Fees
 I-8 Payments To & From Other Departments
 I-9 Selected Line Item Highlights
 REPORTS
 VERSION

INPUT SCREEN 1: Activity Summaries
 (8 of 100)

Activity: Administration (NU) Director's Office and Administration (030) Edit Add
 Sub Activities: Director's Office and Administration Fund: 030

A) ISSUES OF THIS ACTIVITY
 Priority Issue Description Sort Priority Save

Revenue (Operating) Expenditures (Operating) Revenue (Non-Operating) Expenditures (Non-Operating) Revenue To The General Fund

B) OPERATING BUDGET FOR THIS ACTIVITY-REVENUES AND EXPENDITURES
 Open window

REVENUE BY MAJOR CATEGORY(Operating)		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10
Revenue Source -	Revenue Description -	Actual	Actual	Actual	Actual	Actual	Budg
Choose One	Choose One						
UM/SA	Auto Tap Fees	\$0	\$0	\$0	\$0	\$0	\$0

Once you have saved the information inputted, you will be returned to Input Screen 1: Activity Summaries. Use the drop down menu under the Input Screen heading to select the activity that you wish to input. Once the Activity Summaries Screen is divided into Sections in which you review, add, update, or delete the following:

- Section A** – To identify issues of this Activity
- Section B** – To add, revise, and delete revenue and expenditures of this Activity
- Section C** – To identify positions associated with this Activity
- Section D** – To enter performance measure information for this Activity
- Section E** – To input proposed service enhancements for this Activity
- Section F** – To enter proposed reductions for this Activity

Entering Base Budget into RFRO

In this section, we describe how to enter into RFRO the expenditures and revenues associated with each activity.

Most base budget information entered into RFRO should be pulled from data entered into ABDS. However, it is not possible to simply 'cut and paste' information from one system into the other. For example, ABDS requires expenditure information entered at the subobject level, and RFRO usually requires summaries of subobjects.



Warning

There are a few other important differences between ABDS and RFRO. Unlike ABDS, RFRO divides activity expenditures into two main categories: 'Operating' and 'Non-Operating.' Intra-departmental transfers are also treated in a specific fashion. Before entering subtotals from ABDS into RFRO, be sure you are clear about these distinctions.

Below is a brief series of steps that should facilitate how to enter base budget information into RFRO. For further guidance, please contact your OMB budget analyst.

Step One: Identify Expenditures Relating to Each Activity

ABDS and RFRO may also differ in that ABDS organizes cost units at the index code level, whereas RFRO organizes them by sub-activities. To the extent that these organizing units differ, departments will need to 'translate' ABDS base budget expenditures into RFRO. As mentioned in a tip in Section II of this Manual, it will be easier to enter activity expenses into RFRO if an activity's expenses equal one or more of index codes.

Each activity's expenditures include:

- Salary and Fringe costs
- Other operating and capital costs
- Transfers of revenue to other activities in the same department
- Reserves
- Debt payments
- Other transfers

Step Two: For Each Activity, Divide Expenditures into Operating and Non-Operating

Use the following definitions to identify, by activity, which expenditures should be considered ‘operating expenditures,’ and which should be considered ‘non-operating.’

Definitions of Operating and Non-Operating Expenditures at the Activity Level	
Operating	Salary Expenditures Fringe Expenditures Other-Operating Expenditures Capital Expenditures (Transfers to other departments are considered an operating expenditure if they directly support the operations of this activity)
Non-Operating	Reserves Debt Payments Transfers to other activities within the same department (INTRADEPT) Other Transfers

Step Three: Identify the Revenue Sources for All Activity Expenditures

Sources of revenue include the General Fund, propriety revenues, grants, transfers from another department, or transfers from another activity within the same department.



Important

If an activity’s operating and/or non-operating expenditures are paid by revenue transferred from another activity in the same department, the source of that revenue should be listed as INTRADEPT.

Step Four: For Each Activity, Divide Revenues into Operating and Non-Operating

Definitions of Operating and Non-Operating Expenditures at the Activity Level	
Operating	<p>Revenues, by source, to pay all operating expenditures of this activity</p> <p>Revenues, by source, transferred to another activity to pay for operating expenditures of the other activity</p>
Non-Operating	<p>Revenues, by source, to pay all non-operating expenditures of this activity, except for revenues transferred to pay for operating expenditures of another activity (see above)</p> <p>Revenues, by source, transferred to another activity to pay for non-operating expenditures of the other activity</p>

At the end of this exercise, each activity should have the following information identified:

- Revenue (Operating)
- Expenditure (Operating)
- Revenue (Non-Operating)
- Expenditure (Non-Operating)

Again, for further guidance, please contact your OMB budget analyst.

Other Considerations

General Fund departments should not report carryover or cash position information. Non-General Fund departments or departments funded through a combination of General Fund and/or other revenues should report cash carryover and cash position information for each major operating fund associated with your department.

Revenue and Expenditure Data Entry

Section B of Input Screen 1 is divided into four tabs across the top. Most departments will only use the first two tabs: “Revenue (Operating)” and “Expenditures (Operating).” Departments that have non-operating expenditures such as debt service, reserves, or transfers will need to also use the third and fourth tabs: “Revenue (Non-Operating)” and “Expenditures (Non-Operating).”

In addition, in order to review all of the information on one screen you can choose the “Open Window” link in the upper left corner of Section B.

B) OPERATING BUDGET FOR THIS ACTIVITY-REVENUES AND EXPENDITURES

Open window

REVENUE BY MAJOR CATEGORY(Operating)		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10
Revenue Source -	Revenue Description -	Actual	Actual	Actual	Actual	Actual	Budget
Choose One	Choose One						
UMSA	Auto Tag Fees	\$0	\$0	\$0	\$0	\$0	
PROP_BOND	Proprietary Fees	\$0	\$0	\$0	\$0	\$0	
STATEGRANT	State Grants	\$0	\$0	\$0	\$0	\$0	
UMSA	Bond Proceeds	\$0	\$0	\$0	\$0	\$0	
INTRADEPT	Departmental Transfers	\$0	\$0	\$0	\$0	\$0	
CW	11 Fees	\$0	\$0	\$0	\$0	\$0	
TOTAL OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	
TOTAL NON OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	
TOTAL REVENUE		\$0	\$0	\$0	\$0	\$0	
TOTAL OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	
TOTAL NON OPERATING EXPENDITURES		\$5	\$5	\$5	\$5	\$5	
TOTAL EXPENDITURES		\$5	\$5	\$5	\$5	\$5	
REVENUE LESS EXPENDITURES		\$-5	\$-5	\$-5	\$-5	\$-5	



Tip

Note that all information input is shown at the bottom of the Section B box. You can see if your revenues and expenses are balancing as you go by clicking the <Compute> button in the top right corner of the Section B box.



Important

Always click <Save> before clicking out of the Section B box or before clicking another tab in Section B

Section B of Input Screen 1 – Operating Revenue for this Activity

REVENUE BY MAJOR CATEGORY(Operating)		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10
Revenue Source	Revenue Description	Actual	Actual	Actual	Actual	Actual	Budget
Choose One	Choose One						
CW	Auto Tag Fees	\$0	\$0	\$0	\$0	\$0	\$0
UMSA	Proprietary Fees	\$0	\$0	\$0	\$0	\$0	\$0
PROP_BOND	State Grants	\$0	\$0	\$0	\$0	\$0	\$0
STATEGRANT	Bond Proceeds	\$0	\$0	\$0	\$0	\$0	\$0
FEDGRANT	Intradepartmental Transfers	\$0	\$0	\$0	\$0	\$0	\$0
INTERTRNF	911 Fees	\$0	\$0	\$0	\$0	\$0	\$0
INTRADEPT							
TOTAL NON OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
TOTAL NON OPERATING EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
TOTAL EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
REVENUE LESS EXPENDITURES		\$-5	\$-5	\$-5	\$-5	\$-5	\$-5

To input the operating revenue for an activity:

- Click the Revenue (Operating) tab at the top of this section
- Choose the Revenue Source in that drop down menu. There are only seven choices:
 - Countywide General Fund (CW)
 - Unincorporated Municipal Services Area General Fund (UMSA)
 - Proprietary or Bond Funding (PROP_BOND)
 - State Funding (STATEGRANT)
 - Federal Funding (FEDGRANT)
 - Funding from Interagency Transfers (INTERTRNF)
 - Funding from Intra-agency Transfers (INTRADEPT)
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for this revenue source
- Click <Save> to the right
- Repeat for each revenue source
- Click Add, Edit, or Delete as necessary for each revenue source

Section B of Input Screen 1 – Operating Expenditures for this Activity

VERSION [+]

Revenue (Operating) | Expenditures (Operating) | Revenue (Non-Operating) | Expenditures (Non-Operating) | Revenue To The General Fund

B) OPERATING BUDGET FOR THIS ACTIVITY-REVENUES AND EXPENDITURES

Open window

EXPENDITURES BY MAJOR CATEGORY(Operating)		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-
Expenditures Source	Expenditures Description -	Actual	Actual	Actual	Actual	Actual	Budget
Salary							
Salary	Personnel Costs	\$0	\$0	\$0	\$0	\$0	\$
OTSalary	test	\$0	\$0	\$0	\$0	\$0	\$0
OTFringe							
Fringe	testing	\$0	\$0	\$0	\$0	\$0	\$0
OtherOper	Salary reimbursement	\$0	\$0	\$0	\$0	\$0	\$0
Capital							
TOTAL OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
TOTAL EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
REVENUE LESS EXPENDITURES		\$-5	\$-5	\$-5	\$-5	\$-5	\$

To input the operating expenditures of this activity:

- Choose the Expenditure Source in that drop down menu. There are only six choices:
 - Salary
 - Overtime Salary (OTSalary)
 - Fringe
 - Overtime Fringe (OTFringe)
 - Other Operating (OtherOper)
 - Capital
- Input four years of actual data, the current fiscal year's budget, the end of year projection, the base budget submission for next fiscal year for each expenditure category
- Click <Save> to the right
- Repeat for each expenditure source
- Click Add, Edit, or Delete as necessary for each expenditure

Section B of Input Screen 1 – Non-Operating Expenditures for this Activity

VERSION Revenue (Operating) | Expenditures (Operating) | Revenue (Non-Operating) | Expenditures (Non-Operating) | Revenue To The General Fund

B) OPERATING BUDGET FOR THIS ACTIVITY-REVENUES AND EXPENDITURES

Open window

TOTAL EXPENDITURES (Non-Operating)		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10
Expenditures Source	Expenditures Description	Actual	Actual	Actual	Actual	Actual	Budget
Debt							
Debt	test	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	test	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	test	\$0	\$0	\$0	\$0	\$0	\$0
OthNonOper	test	\$0	\$0	\$0	\$0	\$0	\$0
INTRADEPT	asdfasdfasdfasdfasdf	\$5	\$5	\$5	\$5	\$5	\$5
TOTAL OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUE		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENDITURES		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON OPERATING EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
TOTAL EXPENDITURES		\$5	\$5	\$5	\$5	\$5	\$5
REVENUE LESS EXPENDITURES		\$-5	\$-5	\$-5	\$-5	\$-5	\$-5

To input non-operating expenditures of this activity:

- Choose the Expenditure Source in that drop down menu. There are five choices:
 - Debt
 - Reserves
 - Transfers
 - Other non-operating expenditure (OthNonOper)
 - Revenue transferred to another activity (INTRADEPT)
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for each expenditure category
- Click <Save> to the right
- Repeat for each expenditure source
- Click Add, Edit, or Delete as necessary for each expenditure

Personnel Summary

Section C, Input Screen I-1: Positions for This Activity

C) POSITIONS FOR THIS ACTIVITY

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10
	Actual	Actual	Actual	Actual	Actual	Budget
Full-Time Positions Budgeted	0	0	0	0	0	
Full-Time Positions Budgeted	0	0	0	0	0	
Full-Time Positions Filled	5	5	0	0	0	
Part-time FTEs Budgeted	0	0	0	0	0	
Temporary FTEs Budgeted	0	0	0	0	0	

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010-11
	Actual	Actual	Actual	Actual	Target	Actual	Target	Projection	Target
0									

- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for full-time positions budgeted for this activity
- Click <Save> to the right
- Input four years of actual data and the end of year projection for the current fiscal year for full-time positions filled for this activity. You will not be able to input current year budget or next fiscal year's budget for filled positions.
- Click <Save> to the right
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for part-time full-time-equivalent positions budgeted for this activity.
- Click <Save> to the right
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for temporary and seasonal full-time-equivalent positions budgeted for this activity.
- Click <Save> to the right
- Input the current fiscal year's budget and the base budget submission for next fiscal year for the dollar value of all positions for this activity if you had a zero percent vacancy rate. You will not be able to input prior year actuals or a current year projection.



Tip

The dollar value of all positions for this activity may be obtained by setting the attrition rates in ABDS to zero and recording the number.

- Click <Save> to the right
- Click Add, Edit, or Delete as necessary

OSBM - Resourcing For Results Online - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit Discuss Print Preview

Ag

Links Google CNN 4 6 7 10 MSNBC Amazon Intellicast Weather Crown NHC BoatUS EDC Herald Models

Cash Position

REVENUE LESS EXPENDITURES	\$-1,645	\$-1,645	\$-1,645	\$-1,767	\$-1,820	\$-2,369	\$-3,252	\$-2,502	
---------------------------	----------	----------	----------	----------	----------	----------	----------	----------	--

C) POSITIONS FOR THIS ACTIVITY

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2007-08	
	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission	Alt. Rec.	Action
Full-Time Positions Budgeted	62	62	62	62	62	62	62	62	Add Save Delete
Full-Time Positions Filled	55	50	57	56		62			Add Edit Delete
Part-time FTEs Budgeted	2	2	2	2	2	2	2	2	Add Edit Delete
Temporary FTEs Budgeted	3	3	3	3	3	3	3	3	Add Edit Delete
Personnel cost w/0% vacancy rate					\$3,057	\$3,057	\$3,459	\$3,459	Add Edit Delete

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)

	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	Related Outcome List	Comments/Justification	Act
Description	Actual	Actual	Actual	Actual	Budget	Projection	Base Budget Submission			
								ED1-1		Save

Done Local intranet

Entering Performance Information for an Activity

D) PERFORMANCE INFORMATION FOR THIS ACTIVITY (AT BASE LEVEL)											
Sort	Description *		FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	FY 2008-09	FY 2009-10	FY 2009-10	FY 2010
			Actual	Actual	Actual	Actual	Target	Actual	Target	Projection	Targ
0		<input type="checkbox"/> <input checked="" type="checkbox"/>									
0	Compliance with investment policy and guidelines	OC ↑	N/A	N/A	100%	100%	100%	100%	100%	100%	100%
0	Average rate of return earned from County investments*	OC ↑	1.82%	1.66%	2.65%	3.7%	2.0%	1.6%	1.5%	.80%	
0	General Fund interest earnings (in millions)*	OC ↑	N/A	N/A	N/A	\$14.7	\$11.0	\$5.3	\$3.0	\$2.1	
0	Total portfolio interest earnings (in millions)**	OC ↑	N/A	N/A	N/A	\$146.8	\$92.0	\$61.0	\$75.0	\$30.1	\$
0	Securities lending earnings (in thousands)***	OC ↑	N/A	N/A	N/A	\$2,063	\$1,226	\$268	\$0	\$0	
0	Average value of total portfolio size (in billions)	OC ↑	N/A	N/A	N/A	\$4.004	\$4.064	\$3.775	\$3.800	\$3.500	\$3

Tip

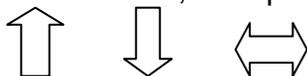


The performance information entered into this screen should be pulled directly from your departmental scorecard in Active Strategy Enterprise (ASE), the County's performance reporting tool. Information in both systems should be consistent.

If you are unfamiliar with your department's scorecard in ASE, contact your departmental OMB budget analyst or Ray Scher of OMB at 305-375-5143.

To enter performance measure information for this Activity (at Base Level):

- Click on the Description box; it will enlarge
- Type in the performance measure, including the units of measure
- The next column is where you choose what type of measure the performance measure is; the options are:
 - Input (IN)
 - Output (OP)
 - Outcome (OC)
 - Efficiency (EF)
- The next column is where you choose the measure type description for the performance measure; the options are:



- Contact your departmental OMB budget analyst to discuss which measure type description is appropriate for the performance measure

- Tab to the next boxes and input four years of actual data, the current year's budget, the end of year projection, and the base budget submission for next year for that measure
- Choose the Desired Outcome from the County's Strategic Plan that applies to this measure from the next drop-down menu
- Tab to the next box; it will enlarge; Type in any comments or justifications necessary here (including any generally accepted benchmarks, Mayor or Commission priorities, etc.)
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each performance measure
- Repeat for each performance measure for this activity

Entering Enhancements into RFRO

Departments should input, in department-wide priority order, any proposed service enhancements. As previously mentioned, this information should be reported as a change from the base level (from the same service level as provided in the current year).

The screenshot shows a web browser window titled "OSBM - Resourcing For Results Online - Microsoft Internet Explorer". The address bar shows the URL: http://pmosbm01.miamidadade.gov/bndb/frm_RAM_Sec2a_PL_edit.asp?DeptID=%ActivityID=595&menu=off. The main content area displays a table titled "E) FY 2006-07 PROPOSED ENHANCEMENTS FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)".

UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	OVERAGE?	POSITION CHANGE	RELATED OUTCOME List	COMMENTS/ JUSTIFICATION
	200		120	60	10	10	<input type="checkbox"/>	<input type="checkbox"/>	2	NU5-1	Will save money in the long run

Below the table is a "Save" button. Underneath, there is another section titled "F) FY 2006-07 REDUCTION IN NECESSARY FOR THIS ACTIVITY (IN PRIORITY ORDER) (FROM BASE)". This section has a table with columns: PRIORITY, DESCRIPTION (255 Char. Max.), QW COST, UMSA COST, OTHER COST, TOTAL COST, SALARY, FRINGE, OTHER OPER., CAPITAL, APPROVED?, POSITION CHANGE, RELATED OUTCOME, and COMMENTS/ JUSTIFICATION.

- Click in the Priority Box; type in the Department-wide priority number for this enhancement
- Click on the Description box; it will enlarge, and type in a description of the service enhancement

- Type in the cost of this enhancement as it impacts the Countywide General Fund, the UMSA General Fund, or any other proprietary fund; the total cost will be calculated
- Type in the salary, fringe, other operating, and capital cost of this enhancement



Important

The sum of the cost of this enhancement and the sum of the salary, fringe, other operating, and capital cost of the enhancement should be equal

- If this enhancement is an overage position in the current year, check the appropriate box
- Type in the change of positions; adding positions should be positive; deleting positions should be negative
- Choose the Desired Outcome from the County's Strategic Plan that applies to the enhancement from the next drop-down menu
- Type in any comments or justification necessary for decision-making for each enhancement (impacts to state mandates, Mayor or Commission priorities, etc.).
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each enhancement
- Repeat as necessary for each enhancement for this activity

Entering Reductions into RFRO

Departments should input, in department-wide priority order, any proposed service reductions. For service reductions, the information should be reported as a change from the base level (from the same service level as provided in the current year).

PRIORITY	DESCRIPTION	UMSA COST	OTHER COST	TOTAL COST	SALARY	FRINGE	OTHER OPER.	CAPITAL	APPROVED?	POSITION CHANGE	RELATED OUTCOME	COMMENTS/ JUSTIFICATION
1	test	0	0	0	0	0	0	0	No	0	ED1-1	

- Click in the Priority Box; type in the Department-wide priority number for reduction
- Click on the Description box; it will enlarge, and type in a description of the reduction
- Tab over to type in the savings of this reduction as it impacts the Countywide General Fund, the UMSA General Fund, or any other proprietary fund; the total cost will be calculated
- Tab over to type in the salary, fringe, other operating, and capital savings of this reduction



Important

The sum of the savings as it impacts a County fund and the sum of the salary, fringe, other operating, and capital savings of this reduction should be equal

- Tab over to type in the change of positions; adding positions should be positive; deleting positions should be negative
- Choose the Desired Outcome from the County's Strategic Plan that applies to the reduction from the next drop-down menu
- Type in any comments or justification necessary for decision-making for each reduction.

- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each reduction
- Repeat as necessary for each reduction for this activity

Section VI: Other Information Required in RFRO

The following identify a number of other input screens in RFRO which should be completed as they apply to your department

Input Screen I-2: Departmental Issues

Input Screen I-3: New Efficiencies

Input Screen I-4: Operating Unmet or Deferred Needs

Input Screen I-5: Personnel Reconciliation

Input Screen I-6: Grant Funding Summary

Input Screen I-7: Proposed New or Increased Fees

Input Screen I-8: Payments To and From Other Departments

Input Screen I-9: Selected Line Item Highlights

Input Screen I-2: Departmental Issues

The screenshot displays the 'INPUT SCREEN 2: DEPARTMENTAL ISSUES' for the Finance department. The interface includes a navigation menu on the left with options like 'MAIN BOARD', 'INPUT SCREENS', 'REPORTS', and 'VERSION'. The main content area shows a table of issues with the following columns: Issue, Sort, Priority, Description, and Action. Two issues are listed:

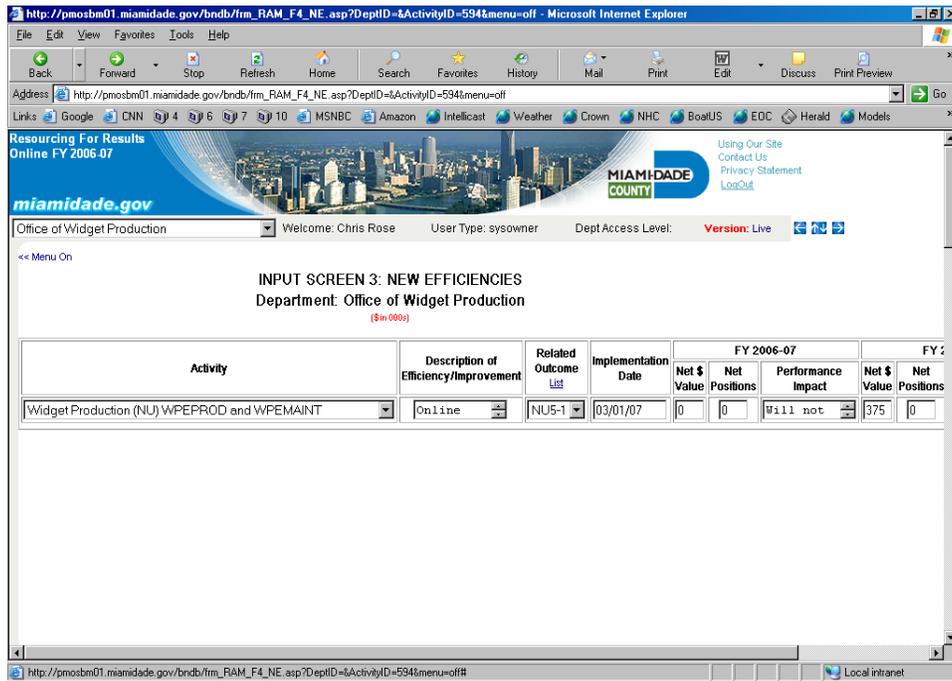
Issue	Sort	Priority	Description	Action
1			Succession Planning: We have been proactively managing our succession plan for the Department by maintaining skill sets and enhancing the skill sets within the Divisions. Doing so, would minimize the impact to our business processes and ability to deliver services, maintaining continuity and consistency at the various positions and contributing towards our ability to deliver excellence every day.	Add Edit Delete
2			Replace legacy systems and upgrade technology	Add Edit Delete

This screen is used to capture all relevant issues that are department-wide. Everything that should be discussed at the Budget Meetings should be listed here. Include both operating and capital issues; add more lines as necessary. This section can be partially completed at the time of submission and finalized prior to the Budget Meeting.

To add an issue:

- Click in the Priority box to type a priority number (must be a number)
- Click in the description box; it will enlarge
- Type a description of the issue
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each issue
- Repeat as necessary for each issue

Input Screen I-3: New Efficiencies



This screen is used to capture any efficiency initiatives that the department has begun or plans to begin in either FY 2011-12 or FY 2012-13. Efficiency change the way service is provided so that the related per-unit cost is reduced. An efficiency is not a service level adjustment.

To add an efficiency:

- Choose the Activity to which this efficiency is related
- Click in the description box; it will enlarge
- Type a description of the efficiency
- Choose the Desired Outcome from the County's Strategic Plan that applies to this efficiency from the next drop-down menu
- Type in the expected implementation date. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the Net Dollar Value of this efficiency for the current and next fiscal years

- Type in the Net Position Change of this efficiency for the current and next fiscal years. Adding positions should be positive; deleting positions should be negative
- Type in the performance impact of this efficiency for the current and next fiscal years
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each efficiency
- Repeat for each efficiency

Input Screen I-4: Operating Unmet or Deferred Needs

INPUT SCREEN 4: OPERATING UNMET OR DEFERRED NEEDS
Department: Finance
(\$ in 000s)

RowID	Priority-Sort	Description of Need (500 max characters)	Related Outcome(s) List	Performance Impact (If the Need is funded) (2500 max characters)	Estimated Funding Required	Positions	Related Enhancement (If applicable) (2500 max characters)	Ac
#			ED1-1					Save
Description of initial cost: (250 max characters)								
Description of recurring cost: (250 max characters)								
Activity:-		Select a Activity...						
4592	1	Hire two Compliance Specialists in the Controller's Compliance Unit to assist with the maintenance of internal controls	ESS-3	Maintain internal controls of all payable processes and updating policies and procedures as results of findings; review on an on-going basis the validity of documentation forwarded for payment.	Initial: 0 Recurring: 188	2		Add Edit Cancel
Description of initial cost:		Not applicable						

This screen is used to capture all current and future operating unmet or deferred needs. Operating unmet needs are functions or activities that a department recommends that it ought to be performing but cannot with existing resources.

To add an unmet need:

- Click in the Priority box to type a priority number (must be a number)
- Click in the description box; it will enlarge
- Type a description of the unmet need
- Choose the Desired Outcome from the County's Strategic Plan that applies to the unmet need from the next drop-down menu
- Type the performance impact if the need were funded
 - Note: the estimated initial funding, recurring funding and position changes will be pulled from the Cost section of the Unmet Needs
- Type in the Related Enhancement (if applicable). If there is no related enhancement, then type n/a
- Type in the Initial Description cost, which is a description of how the initial funding would be used (start up and first year)

- Type in the Recurring Description cost, which is a description of how the recurring funding would be used
- Select the Activity with which this unmet need is associated from the drop-down menu
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each unmet need
- Repeat for each unmet need

Input Screen I-5: Personnel Reconciliation

The screenshot shows a web browser window displaying the 'Resourcing For Results Online' application. The page title is 'INPUT SCREEN 5: PERSONNEL RECONCILIATION' for the 'Department: Office of Widget Production'. The interface includes a navigation menu on the left with options like 'DASHBOARD', 'INPUT SCREENS', and 'REPORTS'. The main content area features a table with columns for Activity, Changes, Date, Count, and Action.

Activity	Changes	Date	Count	Action
FY 2006-07 Final Adopted Budget				
		2/1/2006	62	
OWP Administration	Deleted 1 long-term vacant position	10/15/05	-1	Add Edit Delete
FY 2006-07 Budget Submission				
Select a Activity...		10/1/2005	61	Save
FY 2006-07 Budget Submission				
		10/1/2005	61	

This screen is used to track changes in personnel counts between the current and next fiscal years. The system automatically starts with the total departmental personnel count as shown in the FY 2011-12 Adopted Budget. Departments should Indicate any changes that have occurred (additions, subtractions, or transfers between activities or divisions).

To add a personnel change:

- Select the Activity with which each personnel change is associated from the drop-down menu
- Tab over to the description box; it will enlarge
- Type a description of the personnel change
- Type in the date on which this personnel change was made; the date must be entered as dd mm yy (example 01 01 07); do not type the slashes; the system will type them for you

- Type in the Position Change; adding positions should be positive; deleting positions should be negative
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each personnel change
- Repeat for each personnel change

Input Screen I-6: Grant Funding Summary

The screenshot shows a web browser window displaying the 'INPUT SCREEN 6: GRANT FUNDING SUMMARY' page. The page header includes the Miami-Dade County logo and navigation links. The main content area features a table with the following columns: Fund Source, Name of Grant, Description of Grant (including allowable uses and restrictions), Start Date, End Date, FY 2004-05 Budget, FY 2004-05 Required Match, FY 2005-06 Proposed, and FY Re. A dropdown menu for 'Fund Source' is open, showing options: STATGRANT, FEDGRANT, and OTHGRANT. The 'FEDGRANT' option is highlighted in red. The page also includes a sidebar with navigation links for various input screens and reports.

This screen is used to capture grant information included in the current and proposed budget. Please include grant funding from sources within the County (Community Development Block Grant funding from the Public Housing and Community Development) and from sources outside the County (State of Florida, Federal Government, etc.). New grants and existing grants should be listed. This information also should be included on the estimated revenues report in ABDS (reports 802, 803, and 804).

To add a Grant:

- Select the grant source from the drop-down menu. There are three choices.
 - State Grants (STATGRANT)
 - Federal Grants (FEDGRANT)
 - Grants from any other source (OTHGRANT)
- Tab over to the Name of Grant; it will enlarge
- Type in the name of the grant
- Tab over to the description box; it will enlarge

- Type a description of the description of the grant (including allowable uses and restrictions)
- Type in the date on which the grant is expected to start. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the date on which the grant is expected to end. The date must be entered as dd mm yy (example 01 01 07). Do not type the slashes; the system will type them for you
- Type in the amount budgeted from this grant in the current and next fiscal years
- Type in the amount of local match required this grant in the current and next fiscal years
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each grant
- Repeat for each grant

Input Screen I-7: Proposed New or Increased Fees

Office of Strategic Business Management - Microsoft Internet Explorer provided by Miami-Dade County ETSD

Address: http://intra/infra/firm_RAM_F8_PropFees.asp?DeptID=8&ActivityID=8&menu=off

Resourcing For Results Online FY 2006-07

MIAMI DADE COUNTY

Office of Widget Production | Welcome: John Sarduy | User Type: analyst | Dept Access Level: Version: Live

INPUT SCREEN 7: PROPOSED NEW OR INCREASED FEES
Department: Office of Widget Production

Service Activity/Fee Description * (including unit charge against)	Prior Year Fee	Current Year Fee	Proposed New Fee	Revenue			Justification (including the date last increased)	Action
				FY 2004-05	FY 2005-06	Next Year with Current Fee FY 2006-07		
test	5	5	1	\$5	\$5	\$5	\$5	test
test	0	0	0	\$100,000,000	\$9,999,999	\$9,999,999	\$9,999,999	test
testing	52	66	66	\$85	\$88	\$55	\$22	testing

All dollars in dollars (not thousands)

This screen is used to capture proposals to increase (or decrease) the departments' schedules of fees and charges. Proposed increases should be discussed with your OMB budget analyst before the departmental budget is submitted to OMB in order to provide as much time as possible for analysis and review of proposed changes. Preliminary budget levels should not assume any fee adjustments.



Important

Dollar amounts in this section should be actual; they should not be in thousands of dollars.

To add a fee change:

- Click in to the Service Activity/Fee Description box; it will enlarge
- Type a description of the fee change (capitalize fee name, do not capitalize per unit name)
- Type in what the fees charged were in the prior and current fiscal years, as well as the proposed new fee
- Type in how much was collected last fiscal year
- Type in how much is projected to be collected in current fiscal year given current fees.
- Type in how much is projected to be collected next fiscal year if the fee is not increased
- Type in how much is projected to be collected next fiscal year if the fee is increased
- Type in a justification for the fee change; including the date last increased; any information that would be helpful for decision-making should be included here
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each fee change
- Repeat for each fee change

Input Screen I-8: Payments To and From Other Departments

Office of Strategic Business Management - Microsoft Internet Explorer

Address: http://pmosbmn01.miamidade.gov/bndb/frm_RAM_F3_PaymentsDept.asp?DeptID=&menu=off

Links: Google, CNN, 4, 6, 7, 10, MSNBC, Amazon, Intellicast, Weather, Crown, NHC, BoatUS, EDC, Herald, Models

Resourcing For Results
Online FY 2006-07

miamidade.gov

Office of Widget Production | Welcome: Chris Rose | User Type: sysowner | Dept Access Level: | Version: Live

<< Menu On

INPUT SCREEN 8: PAYMENTS TO AND FROM OTHER DEPARTMENTS
Department: Office of Widget Production
(\$ in 000s)

PAYMENTS TO BE MADE TO OTHER DEPARTMENTS FROM OFFICE OF WIDGET PRODUCTION

Department (to)	Reason and Source	Confirmed?	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Budget	FY 2005-06 Projection	FY 2006-07 Base Budget Submission
Select Department...		No							
Board of County Commissioners	Intergovernmental Affairs - Legislative Support in Tallahassee and Washington, DC	No	\$15	\$15	\$15	\$15	\$15	\$15	\$15 Add
Total Transfer to other Departments			\$15	\$15	\$15	\$15	\$15	\$15	\$15

PAYMENTS TO BE MADE FROM OTHER DEPARTMENTS TO OFFICE OF WIDGET PRODUCTION

Done | Local intranet

This screen is used to capture payments from other County departments that your department is expecting to receive in the next fiscal year. It also captures payments to other County departments that your department is expecting to pay.

The amounts identified should be for specialized services (do not include normal budgeted operating expenses, e.g., water charges, fleet charges, ITD funding model charges etc.). Note: the FY 2011-12 Adopted Budget no longer prints as a chart in the narrative. Within the department narrative, a descriptive bullet should be provided to discuss the to and from items.

To add a proposed payment to or from another department (the process is the same for both):

- Select the other department from the drop-down menu
- Tab over to the Reason and Source box; it will enlarge
- Type a description of the reason for the payment and the source of funding (if known)
- Leave the “Confirmed?” box at “No” at the time of submission. The OMB budget analysts will confirm these payments
- Type in four years of actual data, the current fiscal year’s budget, the end of year projection, and the base budget submission for next fiscal year for each payment
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each payment
- Repeat for each payment

Input Screen I-9: Selected Line Item Highlights

The screenshot shows a web browser window displaying the 'Office of Strategic Business Management' application. The main content area is titled 'INPUT SCREEN 9: SELECTED LINE ITEM HIGHLIGHTS' for the 'Department: Office of Widget Production'. Below the title is a table with the following data:

Line Item Highlight	Subobject(s)	FY 2001-02 Actual	FY 2002-03 Actual	FY 2003-04 Actual	FY 2004-05 Actual	FY 2005-06 Budget	FY 2005-06 Projection	FY 2006-07 Base Submission	Action
Overtime	00160	\$22	\$18	\$24	\$22	\$24	\$24	\$20	Add Edit Delete

This screen is used to capture information regarding specific expenditures for discussion purposes at the Budget Meetings.

All departments should include: Administrative Reimbursement, Community-based Organizations funding, Contract Temporary Employee Costs, Major contracts, Rent (not general fund departments), and Travel Costs (including domestic, foreign, and registrations). Each of these non-standard line items should be discussed with your OMB budget analyst.

To add a line item highlight:

- Click in the line item highlight box; it will enlarge
- Type the line item highlight
- Type in the subobjects that total (department-wide) each line item highlight
- Input four years of actual data, the current fiscal year's budget, the end of year projection, and the base budget submission for next fiscal year for each line item highlight
- Click <Save> to the right
- Click Add, Edit, or Delete as necessary for each line item highlight
- Repeat for each line item highlight

Section V – Preparing Enhancements and Reductions

Analyzing Proposed Service Enhancements and Reductions

As mentioned in Section I of this Manual, the most important part of budgeting is the analysis of your operations and their associated costs. Before a service enhancement or reduction is entered into ABDS and RFRO, departments should have thoroughly scrutinized the need for those enhancement or reductions. Outlined below are a few questions that may help you analyze whether or not it is worthwhile to pursue the service enhancement or reduction.

Operational Analysis Questions

- Will the enhancement/reduction improve/reduce our responsiveness to the public? What caliber of analysis was used in answering this question?
- Will the enhancement/reduction improve our efficiency and effectiveness? What analysis was used to prove that these efficiencies and improved services will be realized?
- Does the enhancement/reduction demonstrate innovation and improve accountability?
- What are the short-, medium-, and long-term operational impacts, both good and bad, of the service enhancements and reductions?
- To what extent will staffing levels need to change? What is the strategy for addressing those changes?
- Why shouldn't we implement this service enhancement or reduction?

Fiscal/Risk Analysis Questions

- How reliable are the cost estimates? Upon what assumptions were they based?
- What is the fiscal impact on operations for this enhancement/reduction in the short- to medium-term?
- Is there a more efficient way to accomplish the same desired goal besides the one proposed in the service enhancement/reduction? What other options have been considered?
- What are the risks associated with the enhancement/reduction?

Questions OMB Budget Analysts Ask During Their Reviews of Service Enhancements

Although each budget analyst will review departmental enhancements somewhat differently, most analysts will be reviewing them with the following questions in mind:

- How well justified are the proposed service enhancements?
- Is the proposed approach to the service enhancement the best way to achieve the stated service objective? Based on the department's previous track record, is reaching each stated objective likely?
- Are the spending requests credible? Are they unrealistically low? Are they overestimated? Upon what assumptions were they based? Have inflation and other rate changes relating to the services been taken into account?
- Do the proposed service levels justify the budget requests? Could funding or services be put to better use in another department?
- What is the track record of the department reducing the cost of existing programs through better personnel management, improved processes, and automation?
- By spending more money on a particular service or new service during the next fiscal year, will the County save money in the long run?
- If choices must be made between competing budget requests, what is the relative importance or value to the community of the service enhancements proposed by the department?
- Do the proposed service enhancements support the department's business plan and the County Strategic Plan?

Questions OMB Budget Analysts Ask During Their Reviews of Reductions

Although each business analyst will review departmental reductions somewhat differently, most analysts will be reviewing them with the following questions in mind:

- If cutbacks in existing services are necessary, are the recommended service reductions prudent? Which services should be eliminated first? Which services could be scaled back? Which service, if scaled back, would be unproductive?
- Is the proposed approach to the service reduction the best way to achieve the stated service objective? Based on the department's previous track record, is reaching each stated objective likely?
- Are the savings objectives credible? Upon what assumptions were they based? Have inflation and other rate changes relating to the services been taken into account?
- What is the track record of the department of reducing the cost of existing programs through better personnel management, improved processes, and automation?
- Do the proposed reductions support the department's business plan and the County Strategic Plan?